



PT Angkasa Pura II (Persero)

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Moving One Step Ahead, Growing with Confidence



Moving One Step Ahead, Growing with Confidence

Indonesia sebagai negara yang besar tentunya mempunyai misi serta ambisi yang kuat untuk dapat terus mengembangkan peradaban dan kualitas hidup manusianya. Dalam mencapai tujuan tersebut, dibutuhkan komitmen bersama oleh setiap elemen bangsa untuk ikut serta merealisasikan tujuan-tujuan nasional yang dicita-citakan. PT Angkasa Pura II (Persero) sebagai salah satu entitas usaha milik pemerintah tentunya mengambil peran dalam meraih tujuan tersebut melalui upaya peningkatan bisnis di sektor penerbangan khususnya di bidang jasa kebandarudaraan. Di tahun 2016, Perseroan kembali melanjutkan transformasi usaha dengan terus melangkah maju antara lain dengan melakukan perbaikan pengelolaan bisnis, menciptakan strategi usaha yang tepat serta melakukan modernisasi layanan, terminal dan bandara yang berada di bawah pengelolaannya. Ini menjadi bukti atas komitmen PT Angkasa Pura II (Persero) untuk senantiasa kompetitif dan setara dengan badan usaha penyelenggara jasa kebandarudaraan di negara-negara besar di seluruh belahan dunia. Dengan usaha yang dicapai Perseroan, tentunya Perseroan tidak hanya meningkatkan kepercayaan diri Perseroan namun juga bangsa dan negara Republik Indonesia.

Indonesia as a big country certainly has a mission and a strong ambition to continue to develop civilization and quality of human life. To achieve these goals, it takes a mutual commitment of each element of the nation to participate in realizing the national aspirations. PT Angkasa Pura II (Persero) as one of the state-owned business entities of course takes a role in reaching that goal through business improvement effort in aviation sector, especially in the airport service field. In 2016, the Company returned to continue business transformation by continuously moving forward, among others by improving business management, devising the right business strategy, and undertaking modernization of services, terminals and airports under its management. This is a testimony to the commitment of PT Angkasa Pura II (Persero) to remain competitive and stay in the same line with the airport service management companies in major countries across the globe. With the Company's achievement, the Company certainly does not increase its self-confidence, but also the nation and state of the Republic of Indonesia.

TENTANG LAPORAN TAHUNAN ANGKASA PURA II (PERSERO) TAHUN 2016

About the 2016 Annual Report of PT Angkasa Pura II (Persero)

Selamat datang pada laporan tahunan 2016 PT Angkasa Pura II (Persero) dengan tema **“Moving One Step Ahead, Growing with Confidence”**. Tema tersebut dipilih berdasarkan analisis dan kajian yang mendalam berdasarkan fakta dan perkembangan bisnis Perseroan pada 2016 serta masa depan keberlanjutan bisnis Perseroan.

Tujuan utama penyusunan laporan tahunan ini adalah untuk meningkatkan keterbukaan informasi kepada otoritas terkait serta menjadi buku tahunan yang turut membangun rasa bangga dan solidaritas di antara para pegawai.

Laporan tahunan 2016 PT Angkasa Pura II (Persero) menjadi sumber dokumentasi yang komprehensif yang berisikan informasi kinerja Perseroan. Informasi tersebut memuat dokumen lengkap yang menggambarkan profil Perseroan; kinerja pemasaran, operasional, dan keuangan; serta informasi tentang tugas, peran, dan fungsi struktural organisasi Perseroan yang membumikan konsep *best practices* dari prinsip-prinsip *good corporate governance*. Selain itu, laporan tahunan ini juga bertujuan untuk membangun pemahaman dan kepercayaan tentang Perseroan dengan menyediakan informasi yang tepat, seimbang, dan relevan. Para pemegang saham serta seluruh pemangku kepentingan lainnya dapat memperoleh informasi yang memadai terkait kebijakan yang telah dan akan dilakukan serta kesuksesan pencapaian Perseroan sepanjang 2016.

Welcome to the 2016 annual report of PT Angkasa Pura II (Persero) with the theme **“Moving One Step Ahead, Growing with Confidence”**. The theme was selected based on the in-depth analysis and review on the fact and Company's business development during 2016 as well as the sustainability in the future.

The main purpose of this annual report is to improve information disclosure and transparency to the related authorities and to become an annual book that will help to support the solidarity among the employees and their pride.

The 2016 annual report of PT Angkasa Pura II (Persero) becomes the comprehensive source for documentation that contains the Company's performance information, which covers the Company's profile; marketing, operational and financial performance; as well as information on the duties, roles, and functions of the Company's organization structure. Such information refers to the best practices of good corporate governance principles. In addition, the annual report also aims to build understanding and trusts to the Company by providing accurate, balanced, and relevant information. The shareholders as well as other stakeholders may obtain adequate information on the policies that have been and will be implemented as well as the achievements made over the course of 2016.

SANGGAHAN DAN BATASAN TANGGUNG JAWAB DISCLAIMER

Laporan tahunan ini memuat pernyataan kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, serta tujuan Perseroan, yang digolongkan sebagai pernyataan ke depan, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan.

Pernyataan-pernyataan prospektif dalam laporan tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang Perseroan serta lingkungan bisnis di mana Perseroan menjalankan kegiatan usaha. Perseroan tidak menjamin bahwa dokumen-dokumen yang telah dipastikan keabsahannya akan membawa hasil-hasil tertentu sesuai harapan.

Laporan tahunan ini memuat kata “Perseroan” yang didefinisikan sebagai PT Angkasa Pura II (Persero) yang menjalankan bisnis di bidang Jasa Kebandarudaraan, Jasa Terkait Bandar Udara, Pelayanan Bandara, Pelayanan Penerbangan Haji, Pelayanan Tenaga Kerja Indonesia, Pelayanan Kargo, Keamanan dan Keselamatan Bandara serta bidang lainnya sesuai dengan Anggaran Dasar Perseroan.

Adakalanya kata “Perusahaan” dan “Kami” juga digunakan atas dasar kemudahan untuk menyebut PT Angkasa Pura II (Persero) secara umum.

This annual report contains financial conditions, operation results, projections, plans, strategies, policies, as well as the Company's objectives, which are classified as forward-looking statements, excluding historical matters. Such forward-looking statements are subject to risks (prospective), uncertainties, and other factors that could cause actual results to differ materially from expected results.

Prospective statements in this annual report are prepared based on numerous assumptions concerning current conditions and future events of the Company, and the business environment where the Company conducts business. The Company shall have no obligation to guarantee that all the valid documents presented will bring specific results as expected.

This annual report contains the word “Company” hereinafter referred to PT Angkasa Pura II (Persero), as the company that runs business in Airport Service, Airport-Related Service, Pilgrims Flight Service, Indonesian Worker Service, Cargo Service, Airport Security and Safety and other services in accordance with Articles of Association of the Company.

The word “Company” and “We” are at times used to simply refer to PT Angkasa Pura II (Persero) in general.

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THEME CONTINUITY

Dalam menciptakan pertumbuhan bisnis PT Angkasa Pura II (Persero) yang berkelanjutan, Perseroan senantiasa menciptakan kesinambungan tema dalam Laporan Tahunan. Hal tersebut merupakan bagian dari rekam historis perjalanan Perseroan terhadap momentum maupun pencapaian usaha dari tahun ke tahun.

In order to record a sustainable business growth of PT Angkasa Pura II (Persero), the Company continues to present the Annual Report theme that reflects the continuation of the Company's performance. This is part of the historical record of the Company's journey on the momentum and achievement of business from year to year



2016

PT Angkasa Pura II (Persero) sebagai salah satu entitas usaha milik pemerintah tentunya mengambil peran dalam meraih tujuan tersebut melalui upaya peningkatan bisnis di sektor penerbangan khususnya di bidang jasa kebandarudaraan. Di tahun 2016, Perseroan kembali melanjutkan transformasi usaha dengan terus melangkah maju antara lain dengan melakukan perbaikan pengelolaan bisnis, menciptakan strategi usaha yang tepat serta melakukan modernisasi layanan, terminal dan bandara yang berada di bawah pengelolaannya.

PT Angkasa Pura II (Persero) as one the state-owned enterprises certainly takes the role in reaching that goal through business improvement initiatives in the aviation sector, especially in the airport services. In 2016, the Company resumed its transformation action by continuously moving forward, among others by improving business management, devising the right business strategy, as well as modernizing services, terminals and airports under its management.



2015

Dalam menghadapi persaingan di era kompetisi global saat ini, setiap perusahaan diharapkan memiliki keunggulan kompetitif, dari berbagai aspek. Keunggulan kompetitif akan membuat perusahaan memenangkan persaingan. Sebagai salah satu Badan Usaha Milik Negara, PT Angkasa Pura II (Persero) mempunyai visi menjadi Perusahaan pengelola bandar udara kelas dunia yang terkemuka dan profesional dengan mengutamakan keselamatan, keamanan, kenyamanan pelanggan serta mengoptimalkan pertumbuhan bisnis. Angkasa Pura II diharapkan untuk terus tumbuh berkembang, sebagai upaya perusahaan menjadi perusahaan kelas dunia yang terkemuka dan profesional.

In the face of this ever intense global competition today, every company is expected to have a competitive advantage, from various aspects. Competitive advantage will bring the company on top of the competition. As one of the State-owned Enterprise, PT Angkasa Pura II (Persero) has a vision To become leading and professional world-class airport management company with priority towards safety, security and comfort of the customers and to optimize business growth. Angkasa Pura II is expected to continuously growing, as the Company's effort to become leading and professional world-class company.



2014

Dinamika usaha di tahun 2014 khususnya di sektor penerbangan diwarnai oleh beragam tantangan. PT Angkasa Pura II (Persero) sebagai salah satu operator bandar udara nasional terus berupaya sebaik mungkin menghadapi berbagai tantangan yang ada dengan melakukan perencanaan dan pengelolaan bisnis yang efektif. Upaya tersebut tentu menjadi tujuan berkelanjutan Perseroan dalam meraih cita-cita untuk menjadi perusahaan pengelola bandara yang terkemuka baik di Indonesia maupun di dunia.

Business dynamics in 2014, especially in the aviation sector was colored by an array of challenges. PT Angkasa Pura II (Persero) as one of the national airport operators continues to exert its best effort to anticipate various challenges ahead by taking an effective business planning and management. This effort surely becomes the objective of the Company's sustainability in achieving the goal to become the leading airport management company in Indonesia and the world.

INDEKS KRITERIA ANNUAL REPORT AWARD 2016

INDEX OF 2016 ANNUAL REPORT AWARD CRITERIA

INDEKS KRITERIA ANNUAL REPORT AWARD 2016 / INDEX OF 2016 ANNUAL REPORT AWARD CRITERIA				
KRITERIA / CRITERIA		PENJELASAN / DESCRIPTION		HALAMAN / PAGE
I. Umum / General				
Laporan tahunan disajikan dalam bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam bahasa Inggris.	Annual Report is presented in good and correct Indonesian and it is recommended to present the report also in English.			✓
Laporan tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca.	Annual report is printed in good quality and use type and font so that the text is easy to read.			✓
Laporan tahunan mencantumkan identitas perusahaan dengan jelas.	Annual report should state clearly the identity of the company.	Nama Perusahaan dan Tahun Annual Report ditampilkan di: 1. Sampul muka; 2. Samping; 3. Sampul belakang; 4. Setiap halaman	Name of company and year of the annual report is placed on: 1. The front cover; 2. Side; 3. Back Cover; 4. Each page	✓
Laporan tahunan ditampilkan di website perusahaan	Annual Report is presented in the company's website	Mencakup laporan tahunan terkini dan paling kurang 4 tahun terakhir.	Cover the latest annual report and at the least, the one from the past 4 years.	✓
II. Ikhtisar Data Keuangan Penting / Financial data Highlights				
Informasi hasil usaha perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	Financial information in comparative form over a period of 3 financial years or since the commencement of business if the company has been running its business activities for less than 3 years.	Informasi memuat antara lain: 1. Penjualan/pendapatan usaha 2. Laba (rugi): a. Diatribusikan kepada pemilik entitas induk; dan b. Diatribusikan kepada kepentingan nonpengendali; 3. Penghasilan komprehensif periode berjalan: a. Diatribusikan kepada pemilik entitas induk; dan b. Diatribusikan kepada kepentingan nonpengendali; dan 4. Laba (rugi) per saham Catatan: Apabila perusahaan tidak memiliki entitas anak, perusahaan menyajikan laba (rugi) serta laba (rugi) dan penghasilan komprehensif lain secara total.	The information includes: 1. Sales/income from business 2. Gross profit (loss): a. attributable to owner of parent entity; and b. attributable to non-controlling interest; 3. Comprehensive income for the year; a. attributable to owner of parent entity; and b. attributable to non-controlling interest; and 4. Profit (loss) per share Notes: If the company does not have a subsidiary, the company shall present the aggregate income and comprehensive income statements.	10
Informasi posisi keuangan perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	Financial position information in comparative form over a period of 3 financial years or since the commencement of business if the company has been running its business activities for less than 3 years.	Informasi memuat antara lain: 1. Jumlah investasi pada entitas asosiasi 2. Jumlah aset 3. Jumlah liabilitas 4. Jumlah ekuitas	The information includes: 1. Total investment in associate entities 2. Total Assets 3. Total Liabilities 4. Total equities	10
Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	Financial ratio in comparative form over a period of 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.	Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan.	Information includes 5 (five) financial ratios that are common and relevant to the industry the company.	10
Informasi harga saham dalam bentuk tabel dan grafik.	Share price information in the form of chart and table.	1. Informasi dalam bentuk tabel yang memuat: a. Jumlah saham yang beredar; b. Kapitalisasi pasar; c. Harga saham tertinggi, terendah, dan penutupan; dan d. Volume perdagangan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; 2. Informasi dalam bentuk grafik yang memuat paling kurang harga penutupan dan volume perdagangan saham untuk setiap masa triwulan dalam 2 (dua) tahun buku terakhir.	1. Information in the form of table includes: a. Total outstanding shares b. Market capitalization c. The highest, lowest, and closing price of share d. Trading volume on a quarterly basis during the last 2 (two) fiscal years based on the price on the Stock Exchange in which the shares are listed 2. Information in charts contains at least closing price and share trading volume for each quarter of the last two fiscal years.	12
Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir.	Information on outstanding bond, sukuk or convertible bond within the last 2 (two) fiscal years.	Informasi memuat: 1. Jumlah obligasi/sukuk/obligasi konversi yang beredar (<i>outstanding</i>) 2. Tingkat bunga/imbalan 3. Tanggal jatuh tempo 4. Peringkat obligasi/sukuk	The information contains: 1. The number of bonds/sukuk/outstanding bonds 2. The interest rate / exchange 3. Date of maturity 4. The rating of bonds / sukuk	-
III. Laporan Dewan Komisaris dan Direksi / Board of Commissioners and Board of Directors Report				

INDEKS KRITERIA ANNUAL REPORT AWARD 2016 / INDEX OF 2016 ANNUAL REPORT AWARD CRITERIA			
KRITERIA / CRITERIA		PENJELASAN / DESCRIPTION	
Laporan Dewan Komisaris	Board of Commissioners' Report	Memuat hal-hal sebagai berikut: 1. Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya 2. Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya 3. Pandangan atas penerapan/pengelolaan whistleblowing system (WBS) di perusahaan dan peran Dewan Komisaris dalam WBS tersebut; dan 4. Perubahan komposisi Dewan Komisaris (jika ada) dan alasan perubahannya.	Contains the following items: 1. Assessment on Board of Directors' performance on company management and the basis for the assessment; 2. Perspective on company business prospects set by Board of Directors and its basic consideration; 3. Opinion on the implementation/management of whistleblowing system (WBS) in the company and the role of Board of Commissioners regarding the WBS; and 4. Changes in Board of Commissioners' composition and the reason behind the change (if any).
Laporan Direksi	Board of Directors' Report	Memuat hal-hal sebagai berikut: 1. Analisis atas kinerja perusahaan, yang mencakup antara lain kebijakan strategis, perbandingan antara hasil yang dicapai dengan yang ditargetkan, dan kendala-kendala yang dihadapi perusahaan 2. Gambaran tentang prospek usaha 3. Perkembangan penerapan tata kelola perusahaan pada tahun buku; dan 4. Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya	Contains the following items: 1. Analysis on company performance, which among others covers strategic policies, comparisons between realizations and targets, and company challenges; 2. Analysis on business prospects; 3. Development of the implementation of corporate governance in the fiscal year; and 4. Changes in Board of Director's composition and the reason behind the change (if any).
Tanda tangan anggota Dewan Komisaris dan anggota Direksi	Signature of members of the Board of Commissioners and Board of Directors	Memuat hal-hal sebagai berikut: 1. Tanda tangan dituangkan pada lembaran tersendiri 2. Pernyataan bahwa Direksi dan Dewan Komisaris bertanggung jawab penuh atas kebenaran isi laporan tahunan. 3. Ditandatangani seluruh anggota Dewan Komisaris dan anggota Direksi dengan menyebutkan nama dan jabatannya 4. Penjelasan tertulis dalam surat tersendiri dari yang bersangkutan dalam hal terdapat anggota Dewan Komisaris atau Direksi yang tidak menandatangani laporan tahunan, atau: penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan	Contains the following items: 1. Signatures are set on a separate page. 2. Statement that the Board of Directors and the Board of Commissioners are fully responsible for the accuracy of the annual report. 3. Signed by all members of the Board of Commissioners and Board of Directors, stating their names and titles/positions. 4. A written explanation in a separate letter from each member of the Board of Commissioners or Board of Directors who refuses to sign the annual report, or: written explanation in a separate letter from the other members in the event that there is no written explanation provided by the said member.
IV. Profil Perusahaan / Company Profile			
Nama dan alamat lengkap perusahaan	Name and address of the Company	Informasi memuat antara lain nama dan alamat, kode pos, no. Telp, no. Fax, email, dan website	Information on name and address, zip code, telephone and or facsimile, email, website.
Riwayat singkat perusahaan	Brief history of the company	Mencakup antara lain: tanggal/tahun pendirian, nama, dan perubahan nama perusahaan (jika ada), dan tanggal efektif perubahan nama perusahaan. Catatan: apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan	Includes date/year of establishment, name, and change in the company name (if any), and the effective date of the change of the company's name. Note: explanation shall be given in the event that the entity has never conducted name changes
Bidang usaha	Line of Business	Uraian mengenai antara lain: 1. Kegiatan usaha perusahaan menurut anggaran dasar terakhir; dan 2. Kegiatan usaha yang dijalankan; dan 3. Produk dan/atau jasa yang dihasilkan.	Description about: 1. Line of business based on the latest articles of association; and 2. Business activities conducted; and 3. Resulted products and/or services.
Struktur organisasi	Organizational Structure	Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah direksi	In the form of a chart, giving the names and titles at the least until one level below the Board of Directors.
Visi, Misi, dan Budaya Perusahaan	Vision, Mission, and Corporate Culture	Mencakup: 1. Visi perusahaan; 2. Misi perusahaan; dan 3. Keterangan bahwa visi dan misi tersebut telah direvisi dan disetujui oleh Direksi/ Dewan Komisaris pada tahun buku; 4. Pernyataan mengenai budaya perusahaan (corporate culture) yang dimiliki perusahaan.	Including: 1. Corporate vision 2. Mission; and 3. Statement that the vision and mission has been reviewed and approved by the Board of Directors/Board of Commissioners in the fiscal year 4. Statement on the existing corporate culture of the Company.
Identitas dan riwayat hidup singkat anggota Dewan Komisaris	Identity and brief curriculum vitae of the members of the Board of Commissioners;	Informasi memuat antara lain: 1. Nama 2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain); 3. Umur 4. Domisili; 5. Pendidikan (Bidang Studi dan Lembaga Pendidikan); 6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan 7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Direksi di Perusahaan sejak pertama kali ditunjuk.	The information should contain: 1. Name 2. Position and term of office (including position in other companies/institutions) 3. Age 4. Domicile 5. Educations (Field of Study and Educational Institution); 6. Work experience (Position, Institution, and Serving Period); 7. History of the appointment (term of office and position) as Board of Commissioners' member since the first appointment.

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Identitas dan riwayat hidup singkat anggota Direksi	Identity and brief curriculum vitae of the members of the Board of Directors;	Informasi memuat antara lain: 1. Nama 2. Jabatan (termasuk jabatan pada perusahaan atau lembaga lain) 3. Umur 4. Domisili; 5. Pendidikan (Bidang Studi dan Lembaga Pendidikan); 6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan 7. Riwayat penunjukan sebagai anggota Direksi di Perusahaan.	The information should contain: 1. Name 2. Position (including position in other companies/institutions) 3. Age 4. Domicile 5. Educations (Field of Study and Educational Institution); 6. Work experience (Position, Institution, and Serving Period); 7. History of the appointment as Board of Directors' member.	50-54
Jumlah karyawan (komparatif 2 tahun) dan deskripsi pengembangan kompetensinya (misal: aspek pendidikan dan pelatihan karyawan)	Number of employees (comparative in 2 years) and description of competence building (for example: education and training of employees)	Informasi memuat antara lain: 1. Jumlah karyawan untuk masing-masing level organisasi; 2. Jumlah karyawan untuk masing-masing tingkat pendidikan; 3. Jumlah karyawan berdasarkan status kepegawaian; 4. Data pengembangan kompetensi karyawan yang telah dilakukan pada tahun buku yang terdiri dari pihak (level jabatan) yang mengikuti pelatihan, jenis pelatihan, dan tujuan pelatihan; dan 5. Biaya pengembangan kompetensi karyawan yang telah dikeluarkan.	The information should contain: 1. The number of employees for each level of the organization. 2. The number of employees for each level of education 3. Number of employees by employment status; 4. Description and data of undertaken employee competency developments in the fiscal year, consisting of party (position level) participated in the trainings, types of training, training purpose; and 5. Incurred costs for employee competency development	179-180
Komposisi pemegang saham	Composition of shareholders	Mencakup antara lain: 1. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya; 2. Rincian pemegang saham dan persentase kepemilikannya meliputi: a. Nama pemegang saham yang memiliki 5% atau lebih saham; b. Nama Komisaris dan Direktur yang memiliki saham; dan c. Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%. 3. Nama Direktur dan Komisaris serta persentase kepemilikan sahamnya secara langsung dan tidak langsung. Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan.	Should include: 1. Detailed name of shareholders covering 20 largest shareholders and their shareholding percentage; 2. Details of shareholders and their shareholding percentage include: a. Names of shareholders having 5% or more shares. b. Names of Directors and Commissioners owning shares c. Public shareholders having respective share ownership of less than 5% and its percentage 3. Name of the Director and Commissioner as well as the shareholding percentage, both directly and indirectly. Note: to be disclosed if the Director and Commissioners do not direct and indirect shareholding.	12-14
Daftar entitas anak dan/atau entitas asosiasi	List of subsidiaries and/or affiliated companies	Informasi memuat antara lain : 1. Nama entitas anak dan/atau asosiasi 2. Persentase kepemilikan saham 3. Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi 4. Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi)	The information should include: 1. Name of subsidiaries/affiliated companies 2. Percentage of share ownership 3. Information on the line of business of subsidiaries and/or associate entities 4. Explanation regarding the operational status of the subsidiary or affiliated company (already operating or not yet operating)	42
Struktur grup perusahaan	Structure of company's group	Struktur grup perusahaan dalam bentuk bagan yang menggambarkan entitas induk, entitas anak, entitas asosiasi, <i>joint venture</i> , dan <i>special purpose vehicle</i> (SPV).	Company group structure in a chart describing parent entity, subsidiaries, associates, joint ventures, and special purpose vehicles (SPVs)	39
Kronologi penerbitan saham (termasuk <i>private placement</i>) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku	Share-listing chronology (including private placement) and/or share listing from the initial issuance until the end of fiscal year	Mencakup antara lain: 1. Tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi (corporate action); 2. Jumlah saham tercatat setelah masing-masing tindakan korporasi (corporate action); dan 3. Nama bursa dimana saham perusahaan dicatatkan Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan.	Includes: 1. Year of share issuance, number of shares, share nominal value and offering price for each corporate action; 2. Number of listed shares after each corporate action; and 3. Name of Stock Exchange where the company's shares are listed Note: to be disclosed if the company does not have share-listing chronology.	13
Kronologi penerbitan dan/atau pencatatan efek lainnya dari awal penerbitan sampai dengan akhir tahun buku	Chronology of issuance and/or listing of other securities from the initial issuance until the end of fiscal year	Mencakup antara lain: 1. Nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya; 2. Nilai penawaran efek lainnya; 3. Nama bursa dimana efek lainnya dicatatkan; dan 4. Peringkat efek. Catatan: apabila perusahaan tidak memiliki kronologi penerbitan dan pencatatan efek lainnya, agar diungkapkan.	Includes: 1. Name of other securities, year of issuance, interest rate/benefits, and maturity date of other securities; 2. Offering value of other securities; 3. Name of Stock Exchange where the company's securities are listed 4. Rating of the securities Note: to be disclosed if the company does not have other securities issuance and listing chronology.	-
Nama dan alamat lembaga dan/atau profesi penunjang pasar modal	Name and address of institution and or profession supporting the capital market	Informasi memuat antara lain: 1. Nama dan alamat BAE/pihak yang mengadministrasikan saham perusahaan; 2. Nama dan alamat Kantor Akuntan Publik 3. Nama dan alamat Perusahaan Pemeringkat Efek	The information contains: 1. Name and address of Securities Administration Bureau (BAE)/ parties administrating company's securities 2. Name and address of Public Accounting Firm 3. Name and address of share registrar	43

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Penghargaan dan/atau sertifikasi yang diterima perusahaan baik yang berskala nasional maupun internasional	Awards and/or certificates received by the company, both at national and international level	Informasi memuat antara lain: 1. Nama penghargaan dan/atau sertifikasi 2. Tahun perolehan 3. Badan pemberi penghargaan dan/atau sertifikasi 4. Masa berlaku (untuk sertifikasi)	Information should include: 1. Name of the awards and/or certification 2. Year when awards are received 3. Institution presenting the awards/certification 4. Period of validity (for certification)
Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada)	Name and address of subsidiaries and/or branch office or representative office (if any)	Memuat informasi antara lain: 1. Nama dan alamat entitas anak; dan 2. Nama dan alamat kantor cabang/ perwakilan. Catatan: apabila perusahaan tidak memiliki entitas anak/cabang/perwakilan, agar diungkapkan.	Containing, among others: 1. Names and addresses of subsidiaries; and 2. Names and addresses of branch/ representative offices. Note: explanation shall be given in the event that the entity does not have any subsidiaries/ branches/representatives
Informasi pada Website Perusahaan	Information on the Company's Website	Meliputi paling kurang: 1. Informasi pemegang saham sampai dengan pemilik akhir individu; 2. Isi Kode Etik; 3. Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan; 4. Laporan keuangan tahunan terpisah (5 tahun terakhir); 5. Profil Dewan Komisaris dan Direksi; dan 6. Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal.	Covering at least: 1. Information on shareholders and end beneficiary; 2. Contents of Code of Conduct; 3. Information on General Meeting of Shareholders (GMS) covers, at the very least agenda of the GMS, minutes of GMS, and information on important dates, namely GMS announcement date, GMS summons date, GMS date, and date of GMS minutes being announced on; 4. Annual financial statements (the past 5 years); and 5. Profile of Board of Commissioners and Board of Directors. 6. Charters of Board of Commissioner, Board of Directors, Committees and Internal Audit.
Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Unit Audit Internal	Education and/or training activities for the Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit	Meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti): 1. Pendidikan dan/atau pelatihan untuk Dewan Komisaris; 2. Pendidikan dan/atau pelatihan untuk Direksi; 3. Pendidikan dan/atau pelatihan untuk Komite Audit; 4. Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi; 5. Pendidikan dan/atau pelatihan untuk Komite Lainnya; 6. Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan; dan 7. Pendidikan dan/atau pelatihan untuk Unit Audit Internal. yang diikuti pada tahun buku. Catatan: apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan	Covering, at the very least, information (types and the relevant party who participated) on: 1. Education and/or training activities for the Board of Commissioners; 2. Education and/or training activities for the Board of Directors; 3. Education and/or training activities for the Audit Committee; 4. Education and/or training activities for the Nomination and Remuneration Committee; 5. Education and/or training activities for Other Committees; 6. Education and/or training activities for the Corporate Secretary; and 7. Education and/or training activities for the Internal Audit Unit. that have been attended in the fiscal year. Note: to be disclosed if there have been no education and/or training activities conducted in the fiscal year
V. Analisis dan Pembahasan Manajemen atas Kinerja Perusahaan / Management Discussion and Analysis			
Tinjauan operasi per segmen usaha	Operational review per business segment	Memuat uraian mengenai: 1. Penjelasan masing-masing segmen usaha. 2. Kinerja per segmen usaha, antara lain: a. Produksi/kegiatan usaha; b. Peningkatan/penurunan kapasitas produksi; c. Penjualan/pendapatan usaha; d. Profitabilitas;	Containing descriptions of: 1. Explanation of each business segment. 2. Performance of each business segment, among others: a. Production/business activities; b. Increase/decrease in business capacity; c. Sales/revenues; and d. Profitability.
Uraian atas kinerja keuangan perusahaan	Description of company's financial performance	Analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya (dalam bentuk narasi dan tabel), antara lain mengenai: 1. Aset lancar, aset tidak lancar, dan total aset 2. Liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas 3. Ekuitas 4. Penjualan/pendapatan usaha, beban dan laba (rugi), pendapatan komprehensif lain, dan total laba (rugi) komprehensif 5. Arus kas	An analysis of financial performance which includes a comparison between the financial performance of the current year and that of the previous year (in the form of narration and tables) concerning: 1. Current assets, non-current assets, and amount of assets 2. Short term and long term liabilities and total liabilities 3. Equity 4. Sales/operating income, expenses and profit (loss), other comprehensive revenue, and total comprehensive profit (loss) 5. Cash flow
Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan	Discussion and analysis on the capacity to pay debts and the company's level of receivables collectability by presenting relevant ratio calculation	Penjelasan tentang : 1. Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang 2. Tingkat kolektibilitas piutang	Explanation on: 1. Capacity to pay short term and long term debts 2. Receivables collectability level
Bahasan tentang struktur modal (capital structure), dan kebijakan manajemen atas struktur modal (capital structure policy)	Discussion on capital structure, management policies on capital structure	Penjelasan atas: 1. Rincian struktur modal (capital structure) yang terdiri dari utang berbasis bunga dan ekuitas; dan 2. Kebijakan manajemen atas struktur modal (capital structure policies) dan dasar pemilihan kebijakan tersebut.	Explanation on: 1. Details of capital structure comprising of interest-and-equity-based loans; and 2. Capital structure policies and the basis for the policy chosen.

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Bahasan mengenai ikatan yang material untuk investasi barang modal (bukan ikatan pendanaan) pada tahun buku terakhir	Discussion on material ties for the investment of capital goods (not financing ties) in the latest fiscal year Penjelasan tentang: 1. Nama pihak yang melakukan ikatan; 2. Tujuan dari ikatan tersebut 3. Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut 4. Mata uang yang menjadi denominasi 5. Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait Catatan: apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal, agar diungkapkan	Explanation on: 1. Name of the party committing the ties; 2. The purpose of the ties 3. Fund resources expected to fulfill the said ties 4. Currency of denomination 5. Steps taken by the company to protect the position of related currency against risks. Notes: if the company does not have tie related to investment of capital goods, the information should be disclosed.
Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir	Discussion on capital investments realized in the last fiscal year Penjelasan tentang: 1. Jenis investasi barang modal; 2. Tujuan investasi barang modal; dan 3. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir. Catatan: apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan.	Explanation on: 1. Type of capital investments; 2. Purposes of the capital investments; and 3. Value of capital investment spent in the last fiscal year. Note: explanation shall be given in the event that any capital investment realizations are nonexistent.
Informasi perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi), dan target atau proyeksi yang ingin dicapai untuk satu tahun mendatang mengenai pendapatan, laba, struktur permodalan, atau lainnya yang dianggap penting bagi perusahaan	Information on the comparison between target set at the beginning of the fiscal year and the realization and target or projection for the next year concerning revenue, profit, capital structure, and others considered important for the company. Informasi memuat antara lain: 1. perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi) 2. target atau proyeksi yang ingin dicapai dalam satu tahun mendatang	Information should include: 1. Comparison between target of the beginning of the year and the realization 2. Target or projection for the next year
Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan	Information and material fact subsequent to the date of accountant Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang. Catatan: apabila tidak ada kejadian penting setelah tanggal laporan akuntan, agar diungkapkan	Description of important events after the date of the accountant's report, including the effects on the performance and business risk in the future Note: if there is no important event after the date of the accountant report, such information should be disclosed
Uraian tentang prospek usaha perusahaan	Description of the company's business prospects Uraian mengenai prospek perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya	Description of the company's prospects related to overall industry and economy, complete with quantitative data and reliable sources
Uraian tentang aspek pemasaran	Description of marketing aspects Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar	Description of marketing aspect of products and/or services, such as marketing strategy and market share
Uraian mengenai kebijakan dividen dan jumlah dividen kas per saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir	Description on dividend policy and amount of cash dividend per share and amount of dividend per year published/paid for the last 2 (two) financial years. Memuat uraian mengenai: 1. Kebijakan pembagian dividen; 2. Total dividen yang dibagikan; 3. Jumlah dividen kas per saham 4. Payout ratio 5. Tanggal pengumuman dan pembayaran dividen kas untuk masing-masing tahun. Catatan: apabila tidak ada pembagian dividen, agar diungkapkan alasannya	Containing description on: 1. Policy on distribution of dividends; 2. Total dividends distributed; 3. Amount of cash dividends per share; 4. Payout ratio; and 5. Date of announcement and payment of cash dividends for each year. Note: explanation shall be given in the event that any distribution of dividends is nonexistent
Program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan perusahaan (ESOP/ MSOP)	Employee and/or Management Stock Ownership Plan (ESOP/MSOP) carried out by the company Memuat uraian mengenai: 1. Jumlah saham ESOP/MSOP dan realisasinya; 2. Jangka waktu; 3. Persyaratan karyawan dan/atau manajemen yang berhak; dan 4. Harga exercise. Catatan: apabila tidak memiliki program dimaksud, agar diungkapkan.	Containing description on: 1. Total ESOP/MSOP shares and its realization; 2. Term; 3. Requirements for entitled employees and/or management; and 4. Exercise price. Note: explanation shall be given in the event that the program concerned is nonexistent.
Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana)	Realization of fund utilization from public offering (should the company be required to submit the report of fund utilization) Memuat uraian mengenai: 1. Total perolehan dana; 2. Rencana penggunaan dana; 3. Rincian penggunaan dana; 4. Saldo dana; dan 5. Tanggal persetujuan RUPS atas perubahan penggunaan dana (jika ada). Catatan: apabila tidak memiliki informasi realisasi penggunaan dana hasil penawaran umum, agar diungkapkan.	The information should include: 1. total funds obtained; 2. budget plan; 3. details of budget plan; 4. balance; and 5. Date of approval from General Meeting of Shareholders regarding the changes in fund utilization (if any) Note: to be disclosed if there has been no information on the realization of fund utilization from public offering.
Informasi transaksi material yang mengandung benturan kepentingan dan/ atau transaksi dengan pihak afiliasi.	Transaction information material conflict of interest and / or transactions with affiliated parties. Memuat uraian mengenai: 1. Nama pihak yang bertransaksi dan sifat hubungan afiliasi; 2. Penjelasan mengenai kewajaran transaksi; 3. Alasan dilakukannya transaksi; 4. Realisasi transaksi pada periode tahun buku terakhir; 5. Kebijakan perusahaan terkait dengan mekanisme review atas transaksi; 6. Pemenuhan peraturan dan ketentuan terkait Catatan: apabila tidak mempunyai transaksi dimaksud, agar diungkapkan	The information should include: 1. Name of the parties involved in the transactions and related affiliation 2. Explanation on fairness of transaction 3. Reason for transaction 4. Realization of transaction within the period 5. Corporate policy related to review mechanism of the transaction; and 6. Compliance to provisions and concerned regulation Note: if there is no such transaction, such information should be disclosed

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Uraian mengenai perubahan peraturan perundang-undangan yang berpengaruh signifikan terhadap perusahaan	Description on changes in regulation having significant effect on the company	Uraian memuat antara lain: 1. Nama peraturan perundang-undangan yang mengalami perubahan; dan 2. Dampaknya (kuantitatif dan/atau kualitatif) terhadap perusahaan (jika signifikan) atau pernyataan bahwa dampaknya tidak signifikan. Catatan: apabila tidak terdapat perubahan peraturan perundang-undangan yang berpengaruh signifikan, agar diungkapkan	Description should include: 1. changes in the regulation and its effect on the company 2. The impact (quantitatively and/or qualitatively) on the company (if deemed significant) or the statement if the impact is not significant. Note: if there is no change in the regulation having significant effect on the company, such information should be disclosed	162-167
Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir	Description on changes in accounting policies applied by the company in the last fiscal year	Uraian memuat antara lain: 1. Perubahan kebijakan akuntansi; 2. Alasan perubahan kebijakan akuntansi; dan 3. Dampaknya secara kuantitatif terhadap laporan keuangan. Catatan: apabila tidak terdapat perubahan kebijakan akuntansi, agar diungkapkan	Description should include: 1. changes in accounting policy, 2. its reasons and 3. impacts quantitative impact on financial report Notes: if there is no change in accounting policy, such information should be disclosed	147-148
Informasi kelangsungan usaha	Information on business continuity	Pengungkapan informasi mengenai: 1. Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir; 2. Assessment manajemen atas hal-hal pada angka 1; dan 3. Asumsi yang digunakan manajemen dalam melakukan assessment. Catatan: apabila tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir, agar diungkapkan asumsi yang mendasari manajemen dalam meyakini bahwa tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku.	Information disclosure on: 1. Matters that potentially give significant impact on the company's business continuity in the last fiscal year; 2. Management assessment on matters on number 1; and 3. Assumption used by the management to conduct assessment. Notes: In the event that there are no matters that potentially give significant impact on the company's business continuity in the last fiscal year, please disclose the underlying assumption of the management which makes them believe that there are no matters that potentially give significant impact on the company's business continuity in the last fiscal year.	167
VI. Tata Kelola Perusahaan Yang Baik / Good Corporate Governance				
Uraian Dewan Komisaris	Description of Board of Commissioners	Uraian memuat antara lain: 1. Uraian tanggung jawab Dewan Komisaris 2. Penilaian atas kinerja masing-masing komite yang berada di bawah Dewan Komisaris dan dasar penilaiannya; dan 3. Pengungkapan mengenai Board Charter (pedoman dan tata tertib Dewan Komisaris)	Description includes: 1. Description of responsibilities of Board of Commissioners 2. Evaluation on the performance of each committee under the Board of Commissioners and the basis for evaluation; and 3. Disclosure of Board Charter (regulation of Board of Commissioners)	248-256
Komisaris Independen (jumlahnya minimal 30% dari total Dewan Komisaris)	Independent Commissioners (the minimum amount is 30% of the total members of Board of Commissioners)	Meliputi antara lain: 1. Kriteria penentuan Komisaris Independen; dan 2. Pernyataan tentang independensi masing-masing Komisaris Independen.	Covering, among others: 1. The criteria for Independent Commissioners appointment; and 2. Statement of independency of each Independent Commissioner.	250
Uraian Direksi	Description of Board of Directors	Uraian memuat antara lain: 1. Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi 2. Penilaian atas kinerja komite-komite yang berada di bawah Direksi (jika ada); dan 3. Pengungkapan mengenai Board Charter (pedoman dan tata tertib kerja Direksi)	Description includes: 1. Scope of works and responsibility of each member of the Board of Directors 2. Evaluation on the performance of committees under the Board of Commissioners (if available); and 3. Disclosure on Board Charter (regulation of Board of Directors)	218-232
Penilaian Penerapan GCG untuk tahun buku 2016 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi	Evaluation on GCG Implementation for the 2016 fiscal year covering at the very least the aspects of Board of Commissioners and Board of Directors	Memuat uraian mengenai: 1. Kriteria yang digunakan dalam penilaian; 2. Pihak yang melakukan penilaian; 3. Skor penilaian masing-masing kriteria; 4. Rekomendasi hasil penilaian; dan 5. Alasan belum/tidak diterapkannya rekomendasi. Catatan: apabila tidak ada penilaian penerapan GCG untuk tahun buku 2016, agar diungkapkan.	Containing description on: 1. Criteria used in the evaluation; 2. Party conducting the evaluation; 3. Evaluation score of each criteria; 4. Recommendation of evaluation results; and 5. Reasons for the recommendation is not/has not been implemented. Note: to be disclosed if there is no evaluation on GCG implementation in 2016 fiscal year.	228, 256, 260-261

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Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi	Description on remuneration policies for Board of Commissioners and Board of Directors Mencakup antara lain: 1. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Dewan Komisaris; 2. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Direksi; 3. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris; 4. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Direksi; 5. Pengungkapan indikator untuk penetapan remunerasi Direksi; dan 6. Pengungkapan bonus kinerja, bonus non kinerja, dan/atau opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi (jika ada). Catatan: apabila tidak terdapat bonus kinerja, bonus non kinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan.	258-259
Frekuensi dan Tingkat Kehadiran Rapat yang dihadiri mayoritas anggota pada rapat Dewan Komisaris (minimal 1 kali dalam 2 bulan), Rapat Direksi (minimal 1 kali dalam 1 bulan), dan Rapat Gabungan Dewan Komisaris dengan Direksi (minimal 1 kali dalam 4 bulan)	Frequency and Attendance Rate of the Meetings that are attended by the majority of the members in the meetings of Board of Commissioners (once every 2 months at the minimum), Board of Directors (once a month at the minimum), and Joint Meetings of Board of Commissioners and Board of Directors (once every 4 months at the minimum) Informasi memuat antara lain: 1. Tanggal Rapat; 2. Peserta Rapat; dan 3. Agenda Rapat. untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan.	228-235, 256-258
Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu	Information on major and controlling shareholders, both direct and indirectly, to individual holders Dalam bentuk skema atau diagram yang memisahkan pemegang saham utama dengan pemegang saham pengendali. Catatan: yang dimaksud pemegang saham utama adalah pihak yang, baik secara langsung maupun tidak langsung, memiliki sekurang-kurangnya 20% (dua puluh perseratus) hak suara dari seluruh saham yang mempunyai hak suara yang dikeluarkan oleh suatu Perseroan, tetapi bukan pemegang saham pengendali.	13
Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau Pengendali	Disclosure of affiliation among Board of Directors, Board of Commissioners, and Majority and/or Controlling Shareholders Mencakup antara lain: 1. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya 2. Hubungan afiliasi antara anggota Direksi dengan anggota Dewan Komisaris 3. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau Pengendali 4. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Dewan Komisaris lainnya 5. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali Catatan: apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan	261-263
Komite Audit	Audit Committee Mencakup antara lain: 1. Nama, jabatan dan periode jabatan anggota komite audit 2. Kualifikasi pendidikan dan pengalaman kerja anggota komite audit 3. Independensi anggota komite audit 4. Uraian tugas dan tanggung jawab 5. Laporan singkat pelaksanaan kegiatan komite audit 6. Frekuensi pertemuan dan tingkat kehadiran komite audit	263-268
Komite Nominasi dan Remunerasi	Nomination and Remuneration Committee Mencakup antara lain: 1. Nama, jabatan, riwayat hidup singkat anggota Komite/Fungsi Nominasi dan/atau Remunerasi; 2. Independensi anggota Komite/Fungsi Nominasi dan/atau Remunerasi; 3. Uraian tugas dan tanggung jawab; 4. Uraian pelaksanaan kegiatan anggota Komite/Fungsi Nominasi dan/atau Remunerasi; 5. Frekuensi pertemuan dan tingkat kehadiran anggota Komite/Fungsi Nominasi dan/atau Remunerasi; 6. Pernyataan adanya pedoman komite/fungsi nominasi dan/atau remunerasi; dan 7. Kebijakan mengenai suksesi Direksi.	269-272

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Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan	Other committees under the Board of Commissioners	Mencakup antara lain: 1. Nama, jabatan, dan riwayat hidup singkat anggota komite lain 2. Independensi anggota komite lain 3. Uraian tugas dan tanggung jawab 4. Uraian pelaksanaan kegiatan komite lain 5. Frekuensi pertemuan dan tingkat kehadiran komite lain	Covering, among others: 1. Name, position, and brief curriculum vitae of other committees 2. Independency of other committee member 3. Description of roles and responsibilities 4. Description of the implementation of other committee's activity 5. Meeting frequency and attendance level of other committees
Uraian tugas dan fungsi Sekretaris Perusahaan	Description on roles and functions of corporate secretary	Mencakup antara lain: 1. Nama dan riwayat jabatan singkat sekretaris perusahaan; 2. Uraian pelaksanaan tugas sekretaris perusahaan; dan 3. Program pelatihan dalam rangka mengembangkan kompetensi sekretaris perusahaan.	Covering, among others: 1. Name and brief CV of Corporate Secretary; 2. Description of duties of Corporate Secretary; and 3. Training programs in order to improve Corporate Secretary's competency.
Informasi mengenai Rapat Umum Pemegang Saham (RUPS) tahun sebelumnya	Description on General Meeting of Shareholders (GMS) of previous year	Dalam bentuk tabel mencakup antara lain: 1. Keputusan RUPS tahun sebelumnya; 2. Realisasi hasil RUPS tahun sebelumnya pada tahun buku; dan 3. Alasan dalam hal terdapat keputusan RUPS yang belum direalisasikan.	In the form of table, covering among others: 1. GMS decisions of previous year; 2. Realization of GMS result in fiscal year; and 3. Reasons in the event that any GMS decisions are not realized.
Uraian mengenai unit audit internal	Description on internal audit unit	Mencakup antara lain: 1. Nama ketua unit audit internal; 2. Jumlah pegawai (auditor internal) pada unit audit internal; 3. Sertifikasi sebagai profesi audit internal; 4. Kedudukan unit audit internal dalam struktur perusahaan; 5. Laporan singkat pelaksanaan kegiatan unit audit internal; dan 6. Pihak yang mengangkat/memberhentikan ketua unit audit internal.	Covering, among others: 1. Name of internal audit unit head; 2. Number of employees (internal auditors) in internal audit unit; 3. Certification for internal audit professions; 4. Internal audit unit position in corporate structure; 5. Brief report on internal audit unit's implementation of activities; and 6. Parties appointing/dismissing head of internal audit unit.
Akuntan Perseroan	Company accountant	Informasi memuat antara lain: 1. Nama dan tahun akuntan publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir; 2. Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir; 3. Besarnya fee untuk masing-masing jenis jasa yang diberikan oleh akuntan publik pada tahun buku terakhir; dan 4. Jasa lain yang diberikan akuntan selain jasa audit laporan keuangan tahunan pada tahun buku terakhir. Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan	Information includes: 1. Number of periods in which a public accountant has conducted annual audit on financial statements for the past 5 years; 2. Number of period in which a Public Accounting Firm has conducted annual audit on financial statements for the past 5 years; 3. Amount of fee for each service provided by public accountant; and 4. Other services provided by accountant apart from annual audit on financial statements. Note: explanation shall be given in the event that any services are nonexistent.
Uraian mengenai manajemen risiko perusahaan	Description on risk management	Mencakup antara lain: 1. Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan; 2. Penjelasan mengenai evaluasi yang dilakukan atas efektivitas sistem manajemen risiko; 3. Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan 4. Upaya untuk mengelola risiko tersebut.	Covering, among others: 1. Explanation on risk management system applied by the company; 2. Explanation on evaluation on risk management system effectiveness; 3. Explanation on risks faced by the company; and 4. Efforts to manage the risks.
Uraian mengenai sistem pengendalian intern	Description on internal control system	Mencakup antara lain: 1. Penjelasan singkat mengenai sistem pengendalian intern, antara lain mencakup pengendalian keuangan dan operasional 2. Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional/COSO (control environment, risk assessment, control activities, information and communication, and monitoring activities) 3. Penjelasan mengenai evaluasi yang dilakukan atas efektivitas sistem pengendalian intern	Covering, among others: 1. Brief explanation on internal control system, including financial and operational control 2. Explanation of the conformity of internal control system to the internationally-recognized framework/COSO (control environment, risk assessment, control activities, information and communication, and monitoring activities) 3. Explanation of the evaluation on the effectiveness of internal control system.
Uraian mengenai corporate social responsibility yang terkait dengan lingkungan hidup	Description on corporate social responsibility program that relates to environment	Mencakup antara lain informasi tentang: 1. Target/rencana kegiatan pada tahun 2016 yang ditetapkan manajemen; 2. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut; terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan, seperti penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang, sistem pengolahan limbah perusahaan, dan lain-lain 3. Sertifikasi di bidang lingkungan yang dimiliki.	Covering, among others information on: 1. Target/plan of activities of 2016 determined by the management; 2. Activities conducted and the quantitative impact of those activities; in relation to environmental programs associated with company's operations, such as the use of environmentallyfriendly and recyclable materials and energy, company's waste treatment system, etc. 3. Environmental certification owned.

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Uraian mengenai corporate social responsibility yang terkait dengan ketenagakerjaan, kesehatan dan keselamatan kerja	Explanation on corporate social responsibility related to employment, occupational health and safety Mencakup antara lain informasi tentang: 1. Target/rencana kegiatan pada tahun 2016 yang ditetapkan manajemen; 2. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut; terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan gender dan kesempatan kerja, sarana dan keselamatan kerja, tingkat turnover karyawan, tingkat kecelakaan kerja, remunerasi, mekanisme pengaduan masalah ketenagakerjaan, dan lain-lain.	Covering, among others information on: 1. Target/plan of activities of 2016 determined by the management; 2. Activities conducted and the quantitative impact of those activities; in relation to employment, occupational health and safety practices, such as gender equality and equal work opportunity, occupational facilities and safety, employee turnover, workplace accidents, remuneration, mechanism for complaints related to employment issues, etc.
Uraian mengenai corporate social responsibility yang terkait dengan pengembangan sosial dan kemasyarakatan	Explanation on corporate social responsibility related to social and community development Mencakup antara lain informasi tentang: 1. Target/rencana kegiatan pada tahun 2016 yang ditetapkan manajemen; 2. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut; 3. Biaya yang dikeluarkan terkait pengembangan sosial dan kemasyarakatan, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, komunikasi mengenai kebijakan dan prosedur anti korupsi, pelatihan mengenai anti korupsi, dan lain-lain.	Covering, among others information on: 1. Target/plan of activities of 2016 determined by the management; 2. Activities conducted and the quantitative impact of those activities; 3. Costs incurred in relation to social and community development, such as the use of local workforce, empowerment of surrounding communities, repair of social facilities and infrastructure, other forms of donations, etc.
Uraian mengenai corporate social responsibility yang terkait dengan tanggung jawab kepada konsumen	Explanation on corporate social responsibility related to responsibility to customers Mencakup antara lain: 1. Target/rencana kegiatan pada tahun 2016 yang ditetapkan manajemen; 2. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut; terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanggulangan atas pengaduan konsumen, dan lain-lain.	Covering, among others: 1. Target/plan of activities of 2016 determined by the management; 2. Activities conducted and the quantitative impact of those activities; in relation to product responsibility, such as consumer's health and safety, product information, facilities, number and response on customers complaints, etc.
Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, anggota Direksi dan/atau anggota Dewan Komisaris yang menjabat pada periode laporan tahunan	Litigation faced by the company, subsidiaries, members of Board of Directors and/or members of Board of Commissioners for the period Mencakup antara lain: 1. pokok perkara/gugatan 2. status penyelesaian perkara/gugatan; 3. Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan; dan 4. sanksi administrasi yang dikenakan kepada entitas, anggota Direksi dan Dewan Komisaris, oleh otoritas terkait (pasar modal, perbankan dan lainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi). Catatan: dalam hal perusahaan, entitas anak, anggota	Includes: 1. Material of the case/claim 2. Status of settlement of the case/claim 3. Risks faced by the company and nominal value of the case/claim; and 4. Administrative sanctions imposed to the entity, members of the Board of Directors and Board of Commissioners, which is imposed by the authorities concerned (capital market, banking, etc) for the last financial year (including statements of having no administrative sanction, if any) Note: in terms of company, subsidiary, member
Akses informasi dan data perusahaan	Information access and corporate data Uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui website (dalam bahasa Indonesia dan bahasa Inggris), media massa, mailing list, buletin, pertemuan dengan analis, dan sebagainya	Description on the availability of access to corporate information and data for public, such as through website (in Bahasa and English), mass media, mailing list, bulletin, meeting with analysts, etc.
Bahasan mengenai kode etik	Description on code of conduct Memuat uraian antara lain: 1. Pokok-pokok kode etik; 2. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi; 3. Penyebarluasan kode etik; 4. Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan 5. Jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun buku terakhir. Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan	Includes: 1. Principal of code of conduct; 2. Disclosure that code of conduct prevails to all organizational levels 3. Dissemination of the code of ethics 4. Sanction for each violation type stipulated in the code of conduct (normative); and 5. Number of violation to code of conduct and sanctions imposed to the company in the last fiscal year. Notes: in the event that there is any violation to code of conduct in the last fiscal year, please disclose.
Pengungkapan mengenai whistleblowing system	Disclosure on whistleblowing system Memuat uraian tentang mekanisme whistleblowing system antara lain: 1. Penyampaian laporan pelanggaran 2. Perlindungan bagi whistleblower 3. Penanganan pengaduan 4. Pihak yang mengelola pengaduan 5. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir; dan 6. Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku. Catatan: apabila tidak terdapat pengaduan yang masuk pada tahun buku terakhir, agar diungkapkan	Includes description on whistleblowing system such as 1. Submission of violation reports 2. Protection for the whistleblowers 3. Complaint management 4. Parties managing the complaint 5. Number of complaints received and processed in the last fiscal year 6. Sanction/follow-up action on the complaint that has been processed completely in the fiscal year. Note: in the event that there is no complaints reported during the fiscal year, please disclose
Kebijakan mengenai keberagaman komposisi Dewan Komisaris dan Direksi	Composition Diversity of Board of Commissioners and Board of Directors Uraian kebijakan Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin. Catatan: apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya	Description of Company policy on composition diversity of Board of Commissioners and Board of Directors by education (field of study), work experience, age, and gender. Note: explanation shall be given in the event that concerned policy is nonexistent

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pernyataan direksi dan/atau dewan komisaris tentang tanggung jawab atas laporan keuangan	Statement by the Board of Directors and/or Board of Commissioners on the responsibility of financial reports	Kesesuaian dengan peraturan terkait tentang tanggung jawab atas laporan keuangan
Opini auditor independen atas laporan keuangan	Opinion of independent auditor on the financial reports	Conformity to the regulation applied concerning the responsibility on the financial statements
Deskripsi auditor independen di opini	Description of the independent auditor in the opinion	Deskripsi memuat tentang: 1. Nama & tanda tangan 2. Tanggal Laporan Audit 3. No. ijin KAP dan nomor ijin Akuntan Publik
		Description includes: 1. Name & signature 2. Date of Audit Report 3. PAF and Public Accountant license
Laporan keuangan yang lengkap	Complete financial statements	Memuat secara lengkap unsur-unsur laporan keuangan: 1. Laporan posisi keuangan (neraca) 2. Laporan laba rugi komprehensif 3. Laporan perubahan ekuitas 4. Laporan arus kas 5. Catatan atas laporan keuangan 6. Informasi komparatif mengenai periode sebelumnya; dan 7. Laporan posisi keuangan pada awal periode sebelumnya ketika entitas menerapkan suatu kebijakan akuntansi secara retrospektif atau membuat penyajian kembali pos-pos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan).
		Contains all elements of the financial statements: 1. Balance sheet 2. Income statement 3. Equity statement 4. Cash flow report 5. Notes to the financial statements 6. Comparative information on the previous period; and 7. Statement of financial position at the beginning of the comparative period presented when an entity implements accounting policy retrospectively or makes restatement of financial statement items, or when the entity reclassify items in its financial statements (if relevant)
Perbandingan tingkat profitabilitas	Comparison of the levels of profitability	Perbandingan kinerja laba (rugi) tahun berjalan dengan tahun sebelumnya
		Comparison of income statements performance for the year and the previous year
Laporan arus kas	Cash flow report	Memenuhi ketentuan sebagai berikut: 1. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan 2. Penggunaan metode langsung (direct method) untuk melaporkan arus kas dari aktivitas operasi 3. Pemisahan penyajian antara penerimaan kas dan/atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan 4. Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan
		Meet the following propositions: 1. Classification for three activities: operation, investment, and funding 2. The utilization of direct method to report cash flow from operational activity 3. Separated presentation of the cash receipt and or cash expended for the year related to the operational, investment, and funding activity. 4. Disclosure of non-cash transaction should be attached in the notes to financial statements
Ikhtisar kebijakan akuntansi	Accounting policy highlights	Meliputi sekurang-kurangnya: 1. Pernyataan kepatuhan terhadap SAK 2. Dasar pengukuran dan penyusunan laporan keuangan 3. Pajak penghasilan; 4. Imbalan kerja; dan 5. Instrumen Keuangan
		Includes at least: 1. Statement of compliance to SAK 2. Benchmark of preparing financial report 3. Income tax 4. Employee benefits; and 5. Financial instrument
Pengungkapan transaksi pihak berelasi	Disclosure of transaction from related parties	Hal-hal yang diungkapkan antara lain: 1. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi; 2. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan 3. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas.
		Material disclosure: 1. Name of the related parties and its affiliation 2. Transaction value and its percentage of the total revenue and expenses concerned; and 3. Total balance amount and its percentage of the total assets and liabilities
Pengungkapan yang berhubungan dengan Perpajakan	Disclosure related to taxation	Hal-hal yang harus diungkapkan: 1. Rekonsiliasi fiskal dan perhitungan beban pajak kini; 2. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi; 3. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan; 4. Rincian aset dan liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan untuk setiap periode penyajian, dan jumlah beban (penghasilan) pajak tangguhan yang diakui pada laporan laba rugi apabila jumlah tersebut tidak terlihat dari jumlah aset atau liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan; dan 5. Pengungkapan ada atau tidak ada sengketa pajak.
		Material disclosure: 1. Fiscal reconciliation and calculation of current tax 2. Explanation of the relationship between tax expense (income) and income tax accounting 3. Statement that the amount of Taxable Profit as calculated through reconciliation is in accordance with the Tax Return 4. Details of the asset and liabilities in deferred tax presented in the balance sheet in each period of presentations, and amount of charge (income) of deferred tax acknowledged in the profit loss statement if the said amount is not evident in the asset or liability of deferred tax acknowledged in the balance sheet 5. Disclosure of whether there is tax dispute or not

Laporan
Keuangan
Konsolidasi/
Consolidated
Financial
Statements

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INDEKS KRITERIA ANNUAL REPORT AWARD 2016 / INDEX OF 2016 ANNUAL REPORT AWARD CRITERIA

KRITERIA / CRITERIA	PENJELASAN / DESCRIPTION	HALAMAN / PAGE
Pengungkapan yang berhubungan dengan Aset Tetap	<i>Disclosure related to fixed asset</i> Hal-hal yang harus diungkapkan: 1. Metode penyusutan yang digunakan; 2. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya; 3. Metode dan asumsi signifikan yang digunakan dalam mengestimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); dan 4. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi	Material disclosure: 1. Depreciation method used 2. Description of the selected accounting policies between the fair value model and cost model 3. Methods and significant assumptions used in estimating the fair value of fixed assets (revaluation model) or disclosure of the fair value of fixed assets (cost method); and 4. Reconciliation of the gross carrying amount and accumulated depreciation of fixed assets at the beginning and end of the period with disclose of addition, deduction, and reclassification. Laporan Keuangan Konsolidasi/ Consolidated Financial Statements
Pengungkapan yang berhubungan dengan segmen operasi	<i>Accounting policies related to benefit</i> Hal-hal yang harus diungkapkan: 1. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan; 2. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan; 3. Rekonsiliasi dari total pendapatan segmen, laba rugi segmen yang dilaporkan, aset segmen, liabilitas segmen, dan unsur material segmen lainnya terhadap jumlah terkait dalam entitas; dan 4. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama.	Material disclosure: 1. General information covering the factors used to identify unreported segment; 2. Information regarding profit and loss, assets, and liabilities of the reported segment; 3. Reconciliation of total revenue, profit and loss, assets, liabilities of the reported segment, and material elements of the other segments against relevant amount in the entity; and 4. Disclosure at the level of entity, covering information on products and/or services, geographical area, and main customer. Laporan Keuangan Konsolidasi/ Consolidated Financial Statements
Pengungkapan yang berhubungan dengan Instrumen Keuangan	<i>Disclosure related to financial instrument</i> Hal-hal yang harus diungkapkan: 1. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya; 2. Nilai wajar tiap kelompok instrumen keuangan; 3. Tujuan dan kebijakan manajemen risiko; 4. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas; dan 5. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif.	Material disclosure: 1. Detailed classification of financial instruments; 2. Fair value of each group of financial instruments; 3. Risk management purposes and policies; 4. Explanation of risks relating to financial instruments: market risks, credit risks, and liquidity risks; and 5. Quantitative risk analysis relating to financial instruments. Laporan Keuangan Konsolidasi/ Consolidated Financial Statements
Penerbitan laporan keuangan	<i>Publishing of financial statements</i> Hal-hal yang diungkapkan antara lain: 1. Tanggal laporan keuangan diotorisasi untuk terbit; dan 2. Pihak yang bertanggung jawab mengotorisasi laporan keuangan	Material disclosure: 1. Date of financial statements authorized for publication; and 2. Parties responsible to authorize the financial statements. Laporan Keuangan Konsolidasi/ Consolidated Financial Statements



Kilas Kinerja

Flashback Performance 2016



Hasil Asesmen GCG

Results of GCG Assessment

Aspek Governance / Governance Aspect		Bobot / Value	Skor Capaian / Score	Persentase / Percentage
I	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan / Commitment to the Implementation of Sustainable Good Corporate Governance	7,000	6,714	95,923%
II	Pemegang Saham dan RUPS/Pemilik Modal / Shareholders and GMS/Equity Owners	9,000	8,084	89,823%
III	Dewan Komisaris/Dewan Pengawas / Board of Commissioners/Supervisory Board	35,000	31,711	90,603%
IV	Direksi / Board of Directors	35,000	31,650	90,428%
V	Pengungkapan Informasi dan Transparansi / Disclosure of Information and Transparency	9,000	8,165	90,725%
VI	Aspek Lainnya / Other Aspects	5,000	0,800	16,000%
SKOR KESELURUHAN / OVERALL SCORE		100,000	87,125	

Kilas Kinerja

FLASHBACK PERFORMANCE

Skor Assessment GCG Tahun 2016 mencapai

87,125%

masuk kategori SANGAT BAIK

GCG Assessment Score in 2016 reached 87.125% and categorized as EXCELLENT.

Pendapatan Usaha Tahun 2016 mencapai

Rp 6,64 triliun billion

meningkat 17,75% dari tahun 2015

Operating Revenues in 2016 reached Rp6.64 trillion, an increase of 17.75% from that of 2015.

Jumlah karyawan tahun 2015 sebanyak

5.546 orang

Total employees in 2016 reached 5,546 employees.

Laba Bersih Tahun 2015

Rp1,9 triliun billion

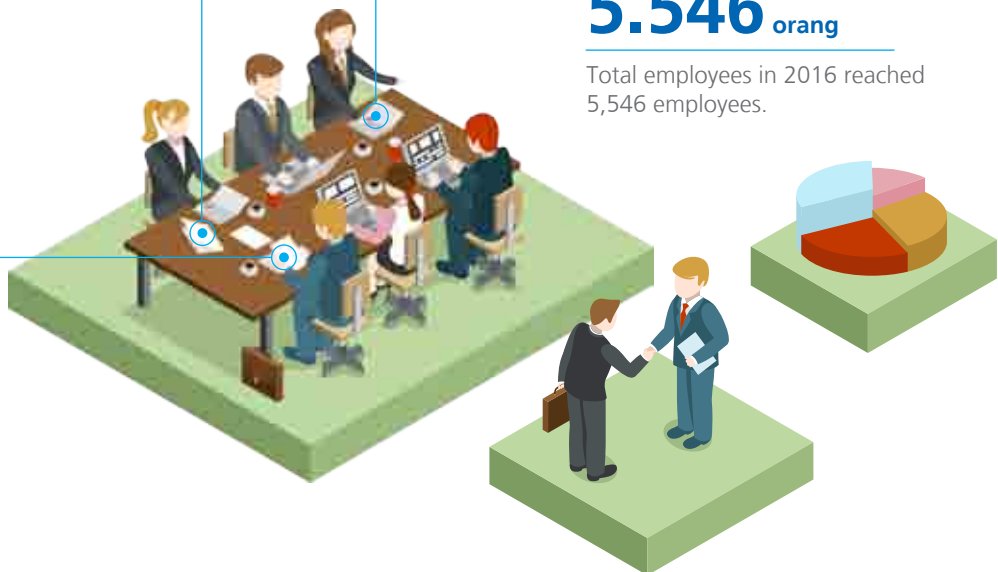
meningkat 14,99% dari tahun 2015

Net profit in 2016 reached Rp1.9 trillion, an increase of 14.99% from that of 2015.

Jumlah mitra binaan yang mendapatkan penyaluran dana Program Kemitraan pada tahun 2016 adalah

875 mitra binaan

Total partners receiving Partnership Program's funds in 2016 amounted to 875 partners.



Ikhtisar Keuangan

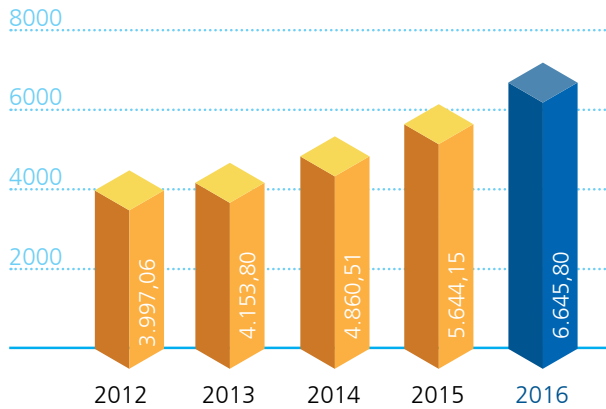
Financial Highlights

Dalam miliar Rupiah / In billion Rupiah

Uraian / Description	2016	2015	2014	2013	2012
LAPORAN LABA RUGI KONSOLIDASIAN / CONSOLIDATED STATEMENTS OF INCOME					
Pendapatan Usaha / Operating Revenues	6.645,80	5.644,15	4.860,51	4.153,80	3.997,06
Beban Usaha / Operating Expenses	4.545,70	3.577,53	3.609,72	2.982,53	2.528,74
Pendapatan (Beban) Lain-lain / Other Income (Expenses)	139,75	268,37	249,95	213,96	173,87
Laba Sebelum Pajak / Profit Before Tax	2.129,41	2.266,19	1.474,50	1.364,81	1.642,18
Beban Pajak / Tax Expenses	189,16	578,87	347,73	518,54	422,92
Laba (Rugi) Bersih / Net Profit (Loss)	1.940,25	1.687,32	1.126,77	846,28	1.219,27
Laba yang dapat diatribusikan kepada: / Profit attributable to:					
Pemilik entitas induk / Owner of the parent entity	1.940,25	1.687,32	1.126,77	846,28	1.219,27
Kepentingan non pengendali / Non-controlling Interests	0,82	0,34	0,16	0,15	0,45
Pendapatan (Rugi) Komprehensif Lain Tahun Berjalan / Other Comprehensive Income (Loss) For The Year	(41,91)	(52,64)	11,64	16,18	7,84
Laba Komprehensif Tahun Berjalan / Comprehensive Income For The Year	1.898,34	1.634,68	1.138,41	862,46	1.227,10
Laba komprehensif yang dapat diatribusikan kepada: / Comprehensive Income attributable to:					
Pemilik entitas induk / Owner of the parent entity	1.898,34	1.634,68	1.138,41	862,46	1.227,10
Kepentingan non pengendali / Non-controlling Interests	0,87	0,34	0,16	0,15	-
Laba Per Saham (dalam rupiah penuh) / Earnings Per Share (in full Rupiah amount)	291.038	337.465	225.354	169.255	243.854

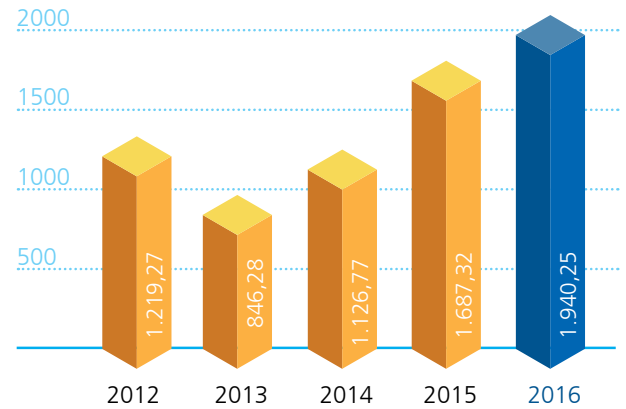
Pendapatan Usaha

Operating Revenues



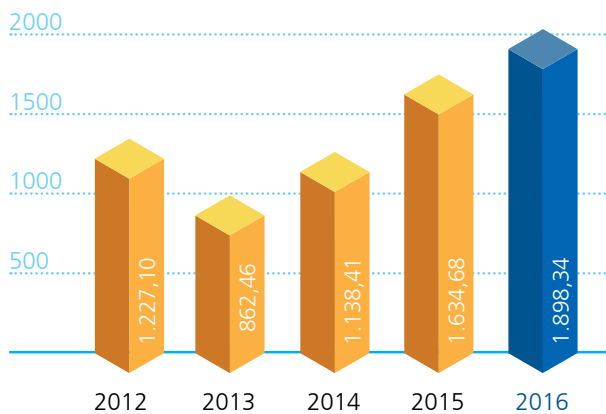
Laba (Rugi) Bersih

Net Income (Loss)



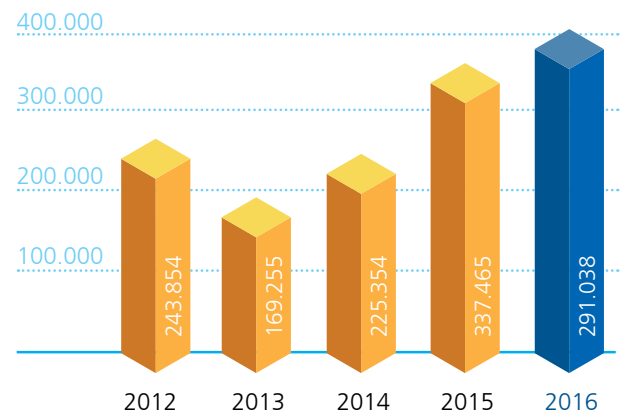
Laba Komprehensif Tahun Berjalan

Comprehensive Income For The Year



Laba Per Saham (dalam rupiah penuh)

Basic Earnings Per Share (in full Rupiah amount)



Ikhtisar Keuangan

Financial Highlights

Dalam miliar Rupiah / In billion Rupiah

Uraian / Description	2016	2015	2014	2013	2012

LAPORAN POSISI KEUANGAN / STATEMENTS OF FINANCIAL POSITION

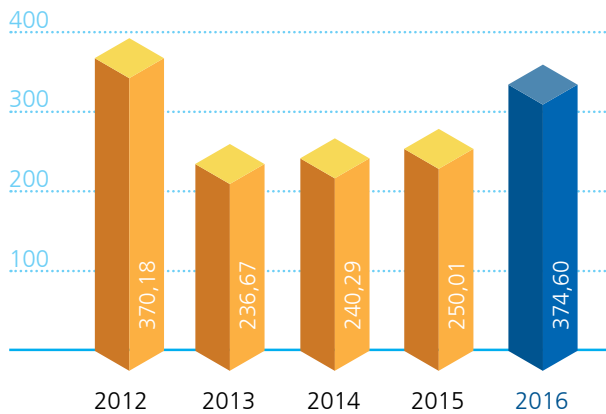
Investasi pada Entitas Asosiasi / Investment in Associate Entities	374,60	250,01	240,29	236,67	370,18
Aset / Assets	27.991,21	20.270,76	15.932,52	13.341,92	10.769,89
Liabilitas / Liabilities	8.063,60	4.034,99	3.173,09	1.698,04	970,22
Ekuitas / Equity	19.927,41	16.235,77	12.759,42	11.643,87	9.799,67
Liabilitas dan Ekuitas / Liabilities and Equity	27.991,22	20.270,76	15.932,52	13.341,92	10.769,89
Modal Kerja Bersih / Net Working Capital		1.736,09	(322,63)	1.336,32	2.492,08

LAPORAN ARUS KAS KONSOLIDASIAN PER 31 DESEMBER / STATEMENTS OF CONSOLIDATED CASH FLOWS PER DECEMBER 31

Arus Kas dari Aktivitas Operasi / Cash Flows from Operating Activities	2.701,40	2.445,22	2.437,35	1.571,81	1.568,08
Arus Kas dari Aktivitas Investasi / Cash Flows from Investing Activity	(3.862,77)	(3.098,97)	(2.555,35)	(1.840,83)	(1.024,26)
Arus Kas dari (untuk) Aktivitas Pendanaan / Cash Flows from (for) Financing Activities	5.205,98	2.553,68	(361,46)	(446,74)	(467,45)
Kenaikan (Penurunan) Kas dan Setara Kas / Increase (Decrease) in Cash and Cash Equivalents	4.044,62	1.899,93	(479,46)	(715,76)	76,37
Kas dan Setara Kas Awal Tahun / Cash and Cash Equivalents at the Beginning of Year	2.930,50	1.030,57	1.510,03	2.225,79	2.149,41
Kas dan Setara Kas Akhir Tahun / Cash and Cash Equivalent at the End of Year	6.975,12	2.930,50	1.030,57	1.510,03	2.225,79

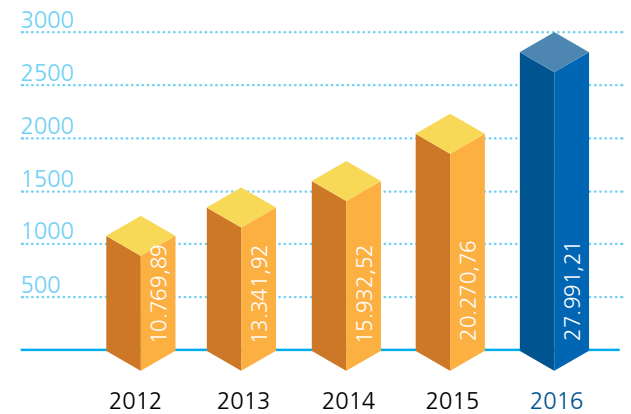
Investasi pada Entitas Asosiasi

Investment in Associate Entities



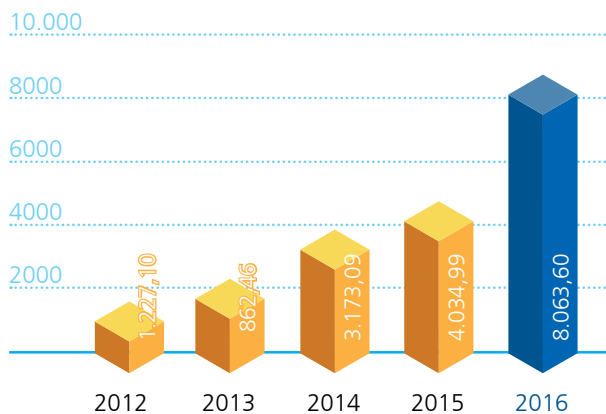
Aset

Assets



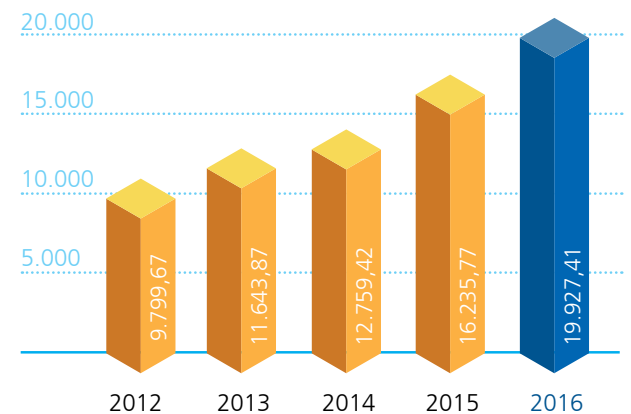
Liabilitas

Liabilities



Ekuitas

Equity



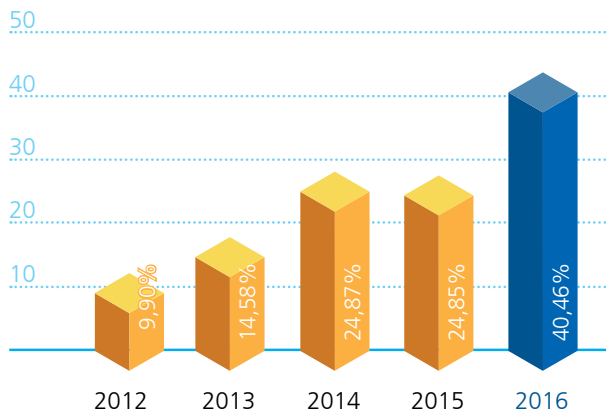
Ikhtisar Keuangan

Financial Highlights

Uraian / Description	2016	2015	2014	2013	2012
RASIO KEUANGAN PENTING / KEY FINANCIAL RATIOS					
Rasio Kas / Cash Ratio	221,02%	128,09%	47,01%	142,96%	332,88%
Rasio Lancar / Current Ratio	256,07	175,88%	85,28%	226,51%	472,71%
Rasio Liabilitas Terhadap Aset / Liabilities to Assets Ratio	28,80%	19,91%	19,92%	12,73%	9,01%
Rasio Liabilitas Terhadap Ekuitas / Liabilities to Equity Ratio	40,46%	24,85%	24,87%	14,58%	9,90%
Marjin Laba Bersih / Net Profit Margin	29,19%	29,90%	23,18%	20,37%	30,50%
Rasio Laba Bersih Terhadap Aset (ROA) / Return on Assets Ratio (ROA)	6,93%	8,32%	7,07%	6,34%	11,32%
Rasio Laba Bersih Terhadap Ekuitas (ROE) / Return on Equity Ratio (ROE)	20,41	22,85%	20,93%	15,72%	18,93%
Rasio Laba Bersih Terhadap Investasi (ROI) / Return on Investment Ratio (ROI)	9,29%	19,96%	16,92%	17,39%	18,37%
Periode Kolektibilitas (dalam satuan hari) / Collectibility Period (in day)	44	32	34	57	-
Perputaran Persediaan (dalam satuan hari) / Inventory Turnover Ratio (in days)	1	1	1	1	-

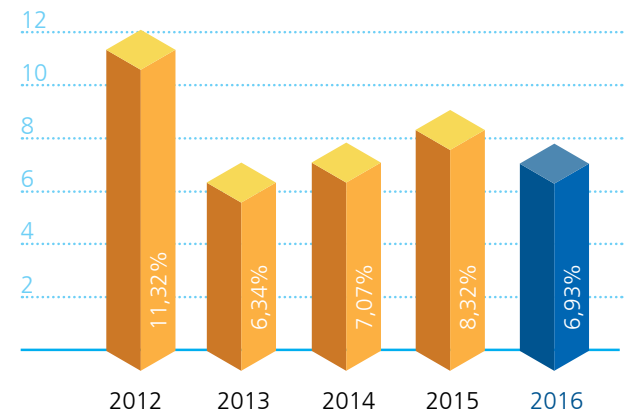
Rasio Liabilitas Terhadap Ekuitas

Liabilities to Equity Ratio



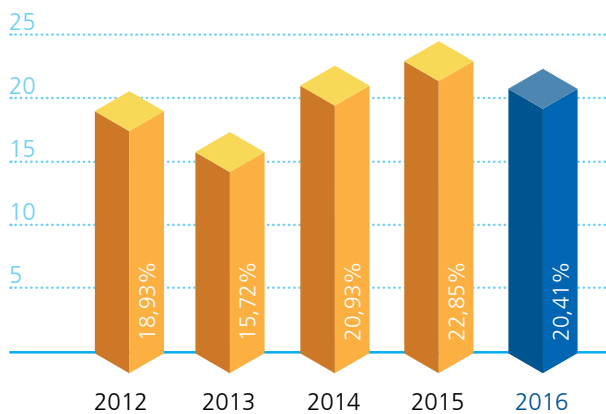
Rasio Laba Bersih Terhadap Aset (ROA)

Return on Assets Ratio (ROA)



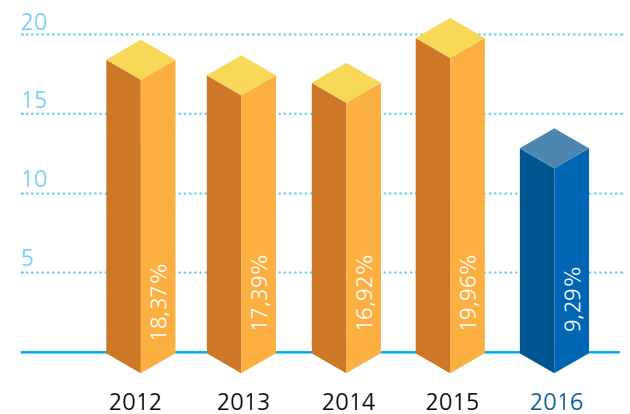
Rasio Laba Bersih Terhadap Ekuitas (ROE)

Return on Equity Ratio (ROE)



Rasio Laba Bersih Terhadap Investasi (ROI)

Return on Investment Ratio (ROI)



Ikhtisar Saham

Share Highlights

Angkasa Pura II per 31 Desember 2015 merupakan salah satu BUMN *non listed* atau belum mencatatkan saham di Bursa Efek Indonesia maupun Bursa Efek Luar Negeri sehingga tidak terdapat informasi mengenai kronologis pencatatan saham, corporate action, perubahan jumlah saham dan nama bursa dimana saham perusahaan dicatatkan.

As of December 31, 2015, Angkasa Pura II is one of the SOEs that have not listed its shares on Indonesia Stock Exchange or on Foreign Stock Exchanges (non-listed SOE). Hence there is no information on the chronology of share listing, corporate action, changes in number of shares and changes in stock exchange on which the company's shares are listed.

Ikhtisar Obligasi

Bonds Highlights

Pada tanggal 1 Juli 2016, Perseroan secara resmi menerbitkan Obligasi I Angkasa Pura II senilai Rp2 triliun di Bursa Efek Indonesia (BEI). Persentase nilai kupon dalam obligasi tersebut sebesar 8,6% dengan tenor 5 (lima) tahun, 8,8% dengan tenor 7 (tujuh) tahun, dan 8,9% dengan tenor 10 (sepuluh) tahun. Obligasi I Angkasa Pura II Tahun 2016 ini akan dibagi dalam tiga seri yakni bertenor 5 tahun, 7 tahun, dan 10 tahun. Adapun *rating* obligasi tersebut adalah idAAA dari PT Pemeringkat Efek Indonesia (Pefindo) dan AAA(idn) dari PT Fitch Ratings Indonesia.

On July 1, 2016, the Company officially issued Bonds I of Angkasa Pura II with the value of Rp2 trillion on the Indonesia Stock Exchange (IDX). The bond's coupon rate amounted to 8.6% with the tenor of 5 (five) years, 8.8% with the tenor of 7 (seven) years and 8.9% with the tenor of 10 (ten) years. Bonds I of Angkasa Pura II of 2016 are divided into three series with tenors of 5, 7 and 10 years. PT Pemeringkat Efek Indonesia (Pefindo) granted idAAA for the bond's rating, while PT Fitch Ratings Indonesia granted AAA(idn).

Dalam aksi korporasinya Perseroan telah menunjuk PT Danareksa Sekuritas dan PT Mandiri Sekuritas sebagai penjamin pelaksana emisi atau underwriter. Adapun PT Bank Mega Tbk bertindak sebagai wali amanat.

In this corporate action, the Company appointed PT Danareksa Sekuritas and PT Mandiri Sekuritas as the underwriters, and PT Bank Mega Tbk as the trustee.

No.	Obligasi / Bonds	Jumlah (Rp miliar) / Total (Rp billion)	Tenor	Tingkat Bunga / Interest Rate	Tanggal Penerbitan / Date of Publication	Tanggal Jatuh Tempo / Maturity Date	Peringkat (pada saat diterbitkan) / rating (when issued)	Status
1.	Obligasi I Angkasa Pura II Tahun 2016 Seri A / Bonds I of Angkasa Pura II of 2016 Series A	1.000	5	8,6%	1 Juli 2016 / July 1, 2016	1 Juli 2021 / July 1, 2021	idAAA	Belum Lunas / Not Settled
2.	Obligasi I Angkasa Pura II Tahun 2016 Seri B / Bonds I of Angkasa Pura II of 2016 Series B	100	7	8,8%	1 Juli 2016 / July 1, 2016	1 Juli 2023 / July 1, 2023	idAAA	Belum Lunas / Not Settled
3.	Obligasi I Angkasa Pura II Tahun 2016 Seri C / Bonds I of Angkasa Pura II of 2016 Series C	900	10	8,9%	1 Juli 2016 / July 1, 2016	1 Juli 2026 / July 1, 2026	idAAA	Belum Lunas / Not Settled

Informasi dan/atau Statement Jika Tidak ada Mengenai Penghentian Sementara Perdagangan Saham atau Penghapusan Pencatatan Saham

Information and/or Statement if There is no Information Regarding Temporary Suspension of Share Trading or Removal of Share Listing

Selama 2016, tidak terdapat sanksi penghentian sementara perdagangan saham/efek ataupun penghapusan pencatatan saham/efek Perseroan.

During 2016, there has been no sanction of temporary suspension of share/securities trading or removal of share/securities listing of the Company.

Peristiwa Penting 2016

2016 SIGNIFICANT EVENTS

Januari / January

03



Sinergi Perseroan dengan Maskapai dalam Keamanan Bagasi di Bandara Internasional Soekarno-Hatta.

Pada tanggal 3 Januari 2016 PT Angkasa Pura II (Persero) selaku pengelola Bandara Internasional Soekarno-Hatta bersinergi dan berkoordinasi dengan maskapai untuk memastikan keamanan bagasi, sebagaimana telah diatur dalam UU Penerbangan No. 1 tahun 2009.

The Company's Synergy with the Airlines regarding Baggage Security at Soekarno-Hatta International Airport.

On January 3, 2016, PT Angkasa Pura I (Persero), as the management of Soekarno-Hatta International Airport synergized and coordinated with several airlines to ensure the security of passengers' baggage as stipulated in the Aviation Law No. 1 of 2009.

08-09



Pemindahan Patung Soekarno-Hatta di Bandara Internasional Soekarno-Hatta, Jakarta.

Pada tanggal 8-9 Januari 2016, PT Angkasa Pura II (Persero) melakukan pemindahan patung Soekarno-Hatta ke lokasi lebih strategis yakni di bundaran menuju Terminal 3 sehingga patung dapat terlihat dari segala arah. Pemindahan patung yang telah menjadi ikon kebanggaan Bandara Internasional Soekarno-Hatta ini juga terkait dengan pengembangan bandara yang telah menjadi rencana induk atau grand design.

Relocation of Soekarno-Hatta Statue at Soekarno-Hatta International Airport

On January 8-9, 2016, PT Angkasa Pura II (Persero) relocated the Soekarno-Hatta statue to a more strategic location, namely to the roundabout junction on the route to Terminal 3; thus, the statue can be easily seen from various directions. The relocation of statue that has become the pride and icon of Soekarno-Hatta International Airport was related to the grand design of the airport development.

15



PT Angkasa Pura II (Persero) Perketat Keamanan di 13 Bandara.

Pada 15 Januari 2016, PT Angkasa Pura II (Persero) memperketat keamanan di 13 bandara yang dikelola perusahaan termasuk Bandara Internasional Soekarno-Hatta menyusul terjadinya aksi teror bom di Jakarta.

Koordinasi dengan TNI dan Polri akan semakin diintensifkan untuk memastikan keamanan di seluruh kawasan bandara dan keselamatan bagi penumpang pesawat.

PT Angkasa Pura II (Persero) Tightened the Security at 13 Airports

On January 15, 2016, PT Angkasa Pura II (Persero) tightened the security at 13 airports managed by the Company, including the Soekarno-Hatta International Airport, following the bombing terror in Jakarta.

Coordination with the National Army and National Police was increased and intensified to ensure the security throughout the airport area and safety for all passengers.

21

Penyesuaian PSC Bandara Internasional Soekarno-Hatta

Manajemen PT Angkasa Pura II (Persero), selaku pengelola Bandara Internasional Soekarno-Hatta, berkomitmen memberikan pelayanan terbaik bagi pengguna jasa transportasi udara pasca terbitnya surat Menteri Perhubungan Nomor PR 303/1/15 PHB 2016, tanggal 21 Januari 2016, tentang Persetujuan tariff pelayanan Jasa Penumpang Pesawat Udara (PJP2U) atau yang lebih dikenal dengan Airport Tax.

Penyesuaian tarif PSC ini, bertujuan untuk peningkatan pelayanan dan fasilitas yang ada di Bandara Internasional tersebut. Sejumlah fasilitas yang akan bertambah pasca penyesuaian tarif PSC tersebut, diantaranya adalah ruang tunggu akan semakin luas dan nyaman, toilet yang tetap bersih, adanya penambahan petugas customer service, customer service mobile di setiap terminal, peningkatan fasilitas security yang tergolong canggih dan penambahan petugas keamanan, guna menjamin keamanan yang lebih baik

PSC Adjustment at Soekarno-Hatta International Airport

PT Angkasa Pura II (Persero) as the management of Soekarno-Hatta International Airport committed to providing the best service for all air transportation service users after the issuance of letter of the Minister of Transportation No. PR 303/1/15 PHB 2016 dated January 21, 2016, regarding the Approval for Passenger Service Charge (PSC), or more commonly known as Airport Tax.

The adjustment of PSC aimed at improving the service and facility at Soekarno-Hatta International Airport. Several facilities that would improve after PSC adjustment included expansion of waiting room to be more comfortable, clean restrooms, additional customer service officers, installation of customer service mobile at each terminal, as well as improvement of sophisticated security facilities and addition of security officers to ensure better safety for all passengers.

Februari / February

05



PT Angkasa Pura II (Persero) Kembangkan Bandara Silangit

Pada 5 Februari 2016 PT Angkasa Pura II (Persero) berkomitmen mengembangkan Bandara Silangit di Tapanuli Utara sebagai bagian dari upaya mendukung pariwisata Indonesia khususnya kawasan Danau Toba yang diproyeksikan pemerintah menjadi Monaco of Asia.

PT Angkasa Pura II (Persero) Developed Silangit Airport

On February 5, 2016, PT Angkasa Pura II (Persero) committed to developing the Silangit Airport in Tapanuli Utara region as a part to support national tourism, particularly Lake Toba area that has been projected to become the Monaco of Asia by the government.



PT Angkasa Pura II (Persero) Raih Pinjaman Rp 2,1 Triliun dari Bank Mandiri, BRI, dan BNI

PT Angkasa Pura II (Persero) bersama dengan Bank Mandiri, BRI, dan BNI pada hari ini menandatangani Pakta Komitmen Sinergi BUMN terkait fasilitas pembiayaan sebesar Rp 2,1 triliun.

Fasilitas pembiayaan tersebut akan digunakan oleh PT Angkasa Pura II (Persero) untuk pengembangan bandara-bandara di bawah lingkungan perusahaan termasuk Bandara Internasional Soekarno-Hatta.

PT Angkasa Pura II (Persero) Obtained Loan Facility of Rp2.1 Trillion from Bank Mandiri, BRI and BNI

PT Angkasa Pura II (Persero) signed the SOE Synergy Commitment Pact with Bank Mandiri, BRI and BNI in regard to the loan facility amounting to Rp2.1 trillion.

The loan facility will be used by PT Angkasa Pura II (Persero) to develop airports under the management of the Company, including Soekarno-Hatta International Airport.

Maret / March

22



Penerbangan Jakarta-Silangit Resmi Beroperasi

Pada 22 Maret 2016, Bandara Silangit menyambut kedatangan perdana pesawat Garuda Indonesia Bombardier CRJ-1000 yang lepas landas dari Bandara Internasional Soekarno-Hatta, Jakarta. Pesawat berkapasitas di bawah 100 penumpang itu mendarat tepat pukul 10.50 WIB di Silangit setelah menempuh penerbangan sekitar 2 jam dari Jakarta. Kedatangan pesawat Garuda Indonesia tersebut sekaligus menandakan terwujudnya konektivitas langsung antara Bandara Internasional Soekarno-Hatta yang merupakan bandara tersibuk di Indonesia dengan Bandara Silangit sebagai bandara terdekat dengan kawasan wisata Danau Toba. Adapun kawasan Danau Toba dapat ditempuh kurang lebih hanya 30 menit dari Bandara Silangit.

Jakarta-Silangit Flight Route Began Operating

On March 22, 2016, Silangit Airport welcomed the inaugural arrival of Bombardier CRJ-1000 of Garuda Indonesia which departed from Soekarno-Hatta International Airport, Jakarta. The aircraft with a capacity of under 100 passengers landed promptly at 10:50 WIB in Silangit after 2-hour flight from Jakarta. This arrival marked the direct connection between Soekarno-Hatta International Airport, the busiest airport in Indonesia, with Silangit Airport, the nearest airport to Lake Toba tourism area. Lake Toba can be reached in just 30 minutes from Silangit Airport.

April

07



Kunjungan Minister of Public Enterprises Ethiopia ke Terminal 3 Ultimate

PT Angkasa Pura II (Persero) pada tanggal 7 April 2016 menyambut kunjungan Minister of Public Enterprises Ethiopia Demitu Hambisa Bonsa di Bandara Internasional Soekarno-Hatta. Menteri Demitu Hambisa Bonsa tiba di Terminal 2 Bandara Internasional Soekarno-Hatta pukul 11.35 WIB dan disambut oleh Director of Commercial and Business Development PT Angkasa Pura II (Persero) Faik Fahmi.

Salah satu tujuan utama Menteri Demitu Hambisa Bonsa menyempatkan diri ke Bandara Internasional Soekarno-Hatta dalam kunjungannya ke Indonesia adalah untuk melihat secara langsung Terminal 3 Ultimate. Adapun Terminal 3 Ultimate merupakan terminal yang diproyeksikan dapat membuat Bandara Internasional Soekarno-Hatta menjadi salah satu bandara terbaik di Asean.

Minister of Public Enterprise of Ethiopia's Visit to Terminal 3 Ultimate

On April 7, 2016, PT Angkasa Pura II (Persero) welcomed the visit of Ethiopian Minister of Public Enterprise, Demitu Hambisa Bonsa, at Soekarno-Hatta International Airport. Minister Demitu Hambisa Bonsa arrived at Terminal 2 of Soekarno-Hatta International Airport at 11:35 WIB and was welcomed by the Director of Commercial and Business Development of PT Angkasa Pura II (Persero), Faik Fahmi.

One of the main purposes of Minister Demitu Hambisa Bonsa's visit to Soekarno-Hatta International Airport during her official tour to Indonesia was to directly observe the development of Terminal 3 Ultimate. This terminal was projected as a medium to leverage the status of Soekarno-Hatta International Airport as one of the best airports in ASEAN region.



PT Angkasa Pura II (Persero) – ENAC Prancis Siapkan SDM Tangguh

Pada 7 April 2016, President Director PT Angkasa Pura II (Persero) Budi Karya Sumadi dan Presiden ENAC Marc Houalla menandatangani nota kesepahaman (Memorandum of Understanding/MoU) guna segera merealisasikan pelatihan tersebut.

Adapun penandatanganan MoU disaksikan juga oleh Menteri Perhubungan Ignasius Jonan dan Duta Besar Prancis untuk Indonesia Corinne Breuze. Seiring ditandatanganinya nota kesepahaman, AP II dan ENAC bersama-sama merumuskan konsep pelatihan yang nantinya akan diimplementasikan.

PT Angkasa Pura II (Persero) – ENAC, France, Prepared Strong HR

On April 7, 2016, the President Director of PT Angkasa Pura II (Persero), Budi Karya Sumadi and President of ENAC, Marc Houalla, signed a Memorandum of Understanding (MoU) to realize the training.

The signing of MoU was witnessed by the Minister of Transportation, Ignasius Jonan and French Ambassador to Indonesia, Corinne Breuze. Along with the MoU signing, AP II and ENAC jointly formulated the training concept to be implemented in the future.

09



Dibukanya Fasilitas Human Remain Services di Bandara Soekarno-Hatta

PT Angkasa Pura II (Persero) menginformasikan bahwa mulai tanggal 9 April 2016 di Bandara Internasional Soekarno-Hatta telah dibuka layanan satu atap untuk pengiriman atau penerimaan jenazah melalui pesawat udara.

Tujuan utama dibukanya layanan yang dikenal dengan Human Remain Services ini adalah untuk menata atau memperbaiki praktik serta tata cara penanganan pengiriman/penerimaan jenazah agar jauh lebih baik dari sebelumnya.

Opening of Human Remain Services Facility at Soekarno-Hatta Airport

PT Angkasa Pura II (Persero) informed that from April 9, 2016, the Soekarno-Hatta International Airport began to cater to one-stop service of delivery or receipt of human remains/corpses through aircraft.

The key purpose of the Human Remain Services is to organize or improve the practice and procedure of handling the delivery/receipt of corpse so as to be much better than the previous procedures.

14



PT Angkasa Pura II (Persero) Masuki Pasar Modal

PT Angkasa Pura II (Persero) mewujudkan komitmen dalam peningkatan transparansi operasional dan kinerja keuangan melalui penerbitan obligasi senilai Rp 2 triliun yang dilaksanakan pada 14 April 2016.

Penerbitan obligasi senilai Rp 2 triliun pada Juni mendatang ini melibatkan Danareksa dan Mandiri Sekuritas sebagai penjamin emisi atau underwriter. Adapun tenor yang ditetapkan adalah 5, 7, dan 10 tahun, dengan kupon obligasi akan ditentukan kemudian.

Tujuan dari penerbitan obligasi ini adalah juga agar dapat memenuhi kebutuhan belanja modal untuk pengembangan bandara-bandara terutama Bandara Internasional Soekarno-Hatta sehingga dapat meningkatkan pelayanan kepada masyarakat.

PT Angkasa Pura II (Persero) Entered Into Capital Market

PT Angkasa Pura II (Persero) realized its commitment to improving transparency in operational and financial performance through the issuance of bonds with the value of Rp2 trillion, executed on April 14, 2016.

The 2-trillion-Rupiah bonds, which would be issued in June, involved Danareksa and Mandiri Sekuritas as the underwriters. The tenors determined for the bonds were 5, 7, and 10 years, with the bond coupon to be determined at a later date.

The purpose of bond issuance was to meet the needs of capital expenditure for the development of airports, particularly the Soekarno-Hatta International Airport, so as to be able to offer prime service to the public.

21



PT Angkasa Pura II (Persero) Apresiasi Kartini Indonesia

Memperingati Hari Kartini yang jatuh pada tanggal 21 April 2016, PT Angkasa Pura II (Persero) menyelenggarakan berbagai event dalam rangka mengapresiasi peran wanita Indonesia dengan tema "Bakti Untuk Negeri Kartini Indonesia" di Terminal 3 Ultimate Bandara Internasional Soekarno-Hatta. Tujuan diadakannya event ini untuk merayakan kontribusi seluruh profesional wanita dari berbagai profesi, khususnya dibidang industri penerbangan.

PT Angkasa Pura II (Persero) Honored Indonesian Kartinis

In commemorating Kartini's Day on April 21, 2016, PT Angkasa Pura II (Persero) held various events to appreciate the role of Indonesian women with the main theme of "Bakti Untuk Negeri Kartini Indonesia" at Terminal 3 Ultimate, Soekarno-Hatta International Airport. The purpose of these events is to celebrate the contributions of women of all professions, particularly in aviation industry.

26



PT Angkasa Pura II (Persero) Groundbreaking of Silangit Airport Development

On Tuesday, April 26, 2016, PT Angkasa Pura II (Persero) held a groundbreaking ceremony for the development of Silangit Airport, Tapanuli Utara. The ceremony marked the start of the development of the nearest airport to Lake Toba tourism area and was carried out by the Regent of Tapanuli Utara, Nikson Nababan, and President Director of PT Angkasa Pura II (Persero), Budi Karya Sumadi.

Mei / May

11



PT Angkasa Pura II (Persero) Bekerja Sama dengan WIKA dan PGN Bangun PLTG di Bandara Internasional Soekarno – Hatta

PT Angkasa Pura II (Persero) pada 11 Mei 2016 menandatangani perjanjian kerja sama dengan PT Wijaya Karya (Persero) Tbk dan PT Perusahaan Gas Negara Tbk untuk membangun dan mengoperasikan PLTG berkapasitas 50-60 MW di Bandara Internasional Soekarno-Hatta dengan investasi sekitar Rp 1 triliun.

Penandatanganan perjanjian kerjasama tersebut dilakukan di Kementerian BUMN oleh President Director AP II Budi Karya Sumadi, Direktur Utama WIKA Bintang Perbowo, dan President Director PGN Hendi Prio Santoso.

PT Angkasa Pura II (Persero) Cooperated with WIKA and PGN to Build Gas Power Plant (PLTG) at Soekarno-Hatta International Airport

On May 11, 2016, PT Angkasa Pura II (Persero) signed a cooperation labor agreement with PT Wijaya Karya (Persero) Tbk and PT Perusahaan Gas Negara Tbk to build and operate a Gas Power Plant (PLTG) with total capacity of 50-60 MW at the Soekarno-Hatta International Airport, and investment of Rp1 trillion.

The signing of the agreement was conducted at the Ministry of SOE by the President Director of AP II, Budi Karya Sumadi, President Director of WIKA, Bintang Perbowo and President Director of PGN, Hendi Prio Santoso.

Juni / June

17



Bandara Internasional Soekarno-Hatta dan Kualanamu Raih Service Quality Award 2016

Pada 17 Juni 2016 Bandara Soekarno-Hatta mendapat penghargaan tersebut untuk pelayanan pelanggan di bandara lokal (Domestic Airport) setelah meraih poin Service Quality Index (SQ Index) sebesar 4.0070. Adapun Bandara Kualanamu meraih penghargaan serupa untuk pelayanan pelanggan di bandara internasional (Internasional Airport) dengan poin SQ Index sebesar 4.0800.

Service Quality Award merupakan penghargaan tahunan yang diberikan kepada Perusahaan/ Merek yang mampu menghadirkan kepuasan bagi pelanggannya. Adapun penghargaan tersebut diberikan berdasarkan Riset SQ Index. Riset SQ Index untuk penghargaan tahun ini diadakan di empat kota besar yakni Jakarta, Surabaya, Medan, dan Semarang pada periode Januari – Maret 2016. Metode yang digunakan dalam riset adalah survey interview face to face yang melibatkan lebih dari 3.000 responden.

Soekarno-Hatta International Airport and Kualanamu International Airport Obtained the 2016 Service Quality Award

On June 17, 2016, Soekarno-Hatta International Airport obtained the award for the passenger service quality at domestic airport after passing the Service Quality Index (SQ Index) with total points of 4.0070. Meanwhile, Kualanamu International Airport, which also obtained the same award, passed the SQ Index with total points of 4.0800.

Service Quality Award is an annual award given to a Company/Brand that is able to bring satisfaction to their customers. The award was given based on the SQ Index Research, and this year, the Research was conducted in four major cities in Indonesia, namely, Jakarta, Surabaya, Medan and Semarang for the period of January – March 2016. Method used in the research was face-to-face interview and survey that involved more than 3,000 respondents.

Juli / July

21



Peresmian Terminal Bandara Sultan Thaha Jambi

Presiden Joko Widodo (Jokowi) meresmikan terminal Bandar Udara Internasional Sultan Thaha, Provinsi Jambi pada tanggal 21 Juli 2016, yang diharapkan bisa menjadi proyek rintisan sukses bagi pengembangan bandara kecil oleh pemerintah.

Inauguration of Sultan Thaha Airport Terminal, Jambi

President Joko Widodo (Jokowi) inaugurated the Sultan Thaha Airport Terminal of Jambi on July 21, 2016. This airport is expected to be a successful pioneering project for the development of small airport by the government.

01



PT Angkasa Pura II (Persero) Catatkan Obligasi di BEI

Pada tanggal 1 Juli 2016 PT Angkasa Pura II (Persero) resmi mencatatkan Obligasi senilai Rp2 triliun di Bursa Efek Indonesia (BEI). Momentum ini diharapkan dapat menjadi langkah awal perusahaan pelat merah operator bandara kawasan barat Indonesia menjadi perusahaan terbuka.

Obligasi PT Angkasa Pura (Persero) II senilai Rp 2 triliun dengan kupon sebesar 8,6 persen bertenor 5 tahun mengalami kelebihan permintaan (oversubscribed) hingga 3,8 sampai 4 kali. Obligasi I Angkasa Pura II Tahun 2016 ini akan dibagi dalam tiga seri yakni bertenor 5 tahun, 7 tahun, dan 10 tahun. Adapun rating obligasi tersebut adalah idAAA dari PT Pemeringkat Efek Indonesia (Pefindo) dan AAA(idn) dari PT Fitch Ratings Indonesia.

PT Angkasa Pura II (Persero) Listed Its Bonds on IDX

On July 1, 2016, PT Angkasa Pura II (Persero) officially listed Bonds with the value of Rp2 trillion on Indonesia Stock Exchange (IDX). This momentum is expected to become the initial step for the state-owned airport operator in western area of Indonesia to be a public company.

The bonds of PT Angkasa Pura II (Persero) with the value of Rp2 trillion and coupon of 8.6% with tenor of 5 years were oversubscribed by 3.8 to 4 times. Bonds I of Angkasa Pura II Year 2016 would be divided into three series with tenors of 5 years, 7 years and 10 years. PT Pemeringkat Efek Indonesia (Pefindo) rated the bonds at the class of idAAA, while PT Fitch Ratings Indonesia rated the bonds at AAA(idn).

Agustus / August

09



Terminal 3 Ultimate Bandara Soekarno-Hatta Resmi Beroperasi

Terminal 3 Ultimate, Bandara Soekarno-Hatta, Tangerang, Banten resmi beroperasi sejak pukul 00.01 WIB, Selasa 9 Agustus 2016. PT Angkasa Pura II (Persero) sebagai pengelola bandara dan maskapai Garuda Indonesia sebagai maskapai yang akan beroperasi di terminal ini sudah menyatakan kesanggupannya melayani penumpang. Maskapai Garuda Indonesia akan mulai melayani penerbangan untuk seluruh rute domestik melalui terminal baru ini.

Rute Jakarta – Jayapura dengan nomor penerbangan GA 654 akan lepas landas pada pukul 01.20 WIB. Dilanjutkan rute kedua Jakarta – Ternate dengan nomor penerbangan GA 648. Penerbangan ini akan dilakukan pada pukul 01.40 WIB.

Terminal 3 Ultimate of Soekarno-Hatta International Airport Began Operating

Terminal 3 Ultimate of Soekarno-Hatta International Airport, Tangerang, Banten, began operating since 00:01 WIB on Tuesday, August 9, 2016. PT Angkasa Pura II (Persero) as the airport management and Garuda Indonesia as the airline operating in the terminal had stated our readiness to provide prime service to the passengers. Garuda Indonesia Airline would begin to provide air transportation service to all domestic routes via the brand new terminal.

Jakarta – Jayapura route with flight number GA 654 was scheduled to take off at 01:20 WIB followed by Jakarta – Ternate route with flight number GA 648, which took off at 01:40 WIB.



PT Angkasa Pura II (Persero) Raih Penghargaan Pelayanan Prima

Sebanyak 8 (delapan) bandara di bawah pengelolaan PT Angkasa Pura II (Persero) meraih penghargaan Pelayanan Prima dari Kementerian Perhubungan.

Adapun penilaian dilakukan tim penilai berdasarkan 9 (sembilan) kriteria yakni visi, misi, dan motto pelayanan, lalu standar pelayanan dan maklumat pelayanan, sistem mekanisme prosedur, sumber daya manusia, sarana prasarana pelayanan, penanganan pengaduan, survei kepuasan masyarakat, sistem informasi pelayanan publik, dan terakhir produktivitas dalam pencapaian target pelayanan.

Penilaian diikuti oleh 156 unit pelayanan publik sektor transportasi di 21 wilayah di Indonesia dan dilaksanakan selama tiga bulan atau dari Juni hingga Agustus 2016.

PT Angkasa Pura II (Persero) Obtained Prime Service Award

As many as 8 (eight) airports under the management of PT Angkasa Pura II (Persero) obtained the Prime Service Award from the Ministry of Transportation.

Assessment was carried out by an assessor team based on 9 (nine) criteria, namely vision, mission, service motto, service standard, service commitment/declaration, procedure mechanism and system, human resources, service facility and infrastructure, complaint handling, public satisfaction survey, public service information system, and productivity in achieving service target.

156 public service units in transportation sector in 21 regions in Indonesia participated in the assessment which was conducted in three months, from June to August 2016

September

01



Pembangunan Proyek Kereta Tanpa Masinis di Bandara Soekarno Hatta

Pada 1 September 2016, Perseroan mulai melaksanakan Proses pembangunan proyek kereta tanpa masinis (Automated People Mover System) di Bandara Soekarno Hatta Tangerang dimulai. Penandatanganan kontrak kerja sama telah dilakukan antara PT Len Industri dan PT Angkasa Pura II.

Nilai investasi APMS yang akan selesai dikerjakan selama 300 hari mencapai Rp531 miliar itu akan digunakan di Bandara Internasional Soekarno-Hatta. Moda transportasi ini akan memutar ke seluruh terminal yang ada di Bandara Soetta. Seperti Terminal 1, Terminal 2, Terminal 3 dan connecting building yang menjadi penghubung antar terminal dengan pusat perbelanjaan yang berada di tengah-tengah Terminal.

Development of Automated People Mover System Project at Soekarno-Hatta Airport

On September 1, 2016, the Company began to carry out the development process of Automated People Mover System (APMS) at Soekarno-Hatta Airport, Tangerang. The cooperation contract had been signed by PT Len Industri and PT Angkasa Pura II.

The investment value of APMS project, which would be completed in 300 days and used in Soekarno-Hatta International Airport area, amounted to Rp531 billion. The transportation system will pass through all terminals at Soekarno-Hatta Airport, from Terminal 1 to Terminal 2, Terminal 3 and connecting building, which served as the connector between the Terminals and shopping center located in the center of the Terminals.

Oktober / October

07

PT Angkasa Pura II (Persero) Luncurkan 2 (Dua) Anak Usaha

PT Angkasa Pura II (Persero) pada hari, Jumat 7 Oktober 2016, resmi memperkenalkan operasional dua anak perusahaan baru yakni PT Angkasa Pura Kargo dan PT Angkasa Pura Propertindo.



Hal ini sejalan dengan dilakukannya penataan pada corporate level strategy dan business level strategy di PT Angkasa Pura II (Persero). Pengembangan anak usaha ini juga merupakan bagian dari inisiatif perusahaan untuk menerapkan program "Triple-GB", yaitu Getting Bigger, Getting Broader, Getting Better.

Tujuan pembentukan dua anak usaha baru ini adalah memperluas portofolio bisnis AP II guna meningkatkan kontribusi pendapatan dari bisnis non-aero dan kargo. Saat ini pendapatan perseroan sekitar 60%-70% berasal dari bisnis aero seperti passenger service charge, biaya pendaratan pesawat, dan pemakaian garbarata.

Melalui berdirinya PT Angkasa Pura Propertindo dan PT Angkasa Pura Kargo, maka AP II saat ini memiliki tiga anak usaha dengan kepemilikan penuh setelah sebelumnya sudah beroperasi terlebih dahulu PT Angkasa Pura Solusi yang mengelola lounge di bandara, bisnis Information Communication & Technology, manajemen kebersihan gedung terminal bandara, pelatihan personil aviation security, dan manajemen ritel. Adapun ketiga anak usaha AP II tersebut kini menggunakan logo yang serupa dan hanya dibedakan sesuai dengan fokus bisnis masing-masing.

PT Angkasa Pura II (Persero) Established 2 (Two) Subsidiaries

On Friday, October 7, 2016, PT Angkasa Pura II (Persero) began operating 2 (two) new subsidiaries, namely PT Angkasa Pura Kargo and PT Angkasa Pura Propertindo.

This was in line with the organization procedure taken on corporate level strategy and business level strategy at PT Angkasa Pura II (Persero). The development of subsidiaries was also a part of the company's initiatives to implement the "Triple-GB" program, namely Getting Bigger, Getting Broader and Getting Better.

The purpose of development of the two new subsidiaries was to expand business portfolio of AP II in order to leverage income contribution from non-aero and cargo businesses. Currently, around 60%-70% of the Company's revenue comes from cargo business, such as passenger service charge, aircraft landing charge, and passenger boarding bridge.

Through the establishment of PT Angkasa Pura Kargo and PT Angkasa Pura Propertindo, AP II currently has 3 (three) subsidiaries with full ownership with the previous one that has been established and has been operating, namely PT Angkasa Pura Solusi, that manages airport lounges and engages in the business of Information Communication and Technology, airport terminal building cleaning service, aviation security personnel training, and retail management. At present, all three subsidiaries of AP II use the same logo and are differentiated according to each business focus.

November

07-11

Angkasa Pura II Raih Penghargaan Contact Center Worlds

PT Angkasa Pura II (Persero), berhasil meraih dua penghargaan di ajang kompetisi Contact Center World tingkat dunia. Pengelola 13 bandara di kawasan barat Indonesia ini meraih penghargaan yang acaranya berlangsung di Las Vegas, AS, pada 7-11 November 2016 lalu.



Dua penghargaan tersebut adalah Gold Medal untuk kategori Top Ranking Performers Awards World Finals 2016 for Best in Customer Service yang diraih oleh Tiophani Naomi, dan Silver Medal untuk kategori Top Ranking Performers Awards World Finals 2016 for Best Technology Innovation – Internal Solution oleh Robby Saputra. Kompetisi Contact Center World ini diikuti oleh perusahaan-perusahaan yang ada di 31 negara.

Angkasa Pura II Obtained Contact Center Worlds Award

PT Angkasa Pura II (Persero) obtained two awards at the Contact Center World competition. The management of 13 airports in western area of Indonesia obtained the award in Las Vegas, USA, on November 7-11, 2016.

The awards received were the Gold Medal in the category of Top Ranking Performers Awards World Finals 2016 for Best in Customer Service, which was given to Tiophani Naomi, and the Silver Medal in the category of Top Ranking Performers Awards World Finals 2016 for Best Technology Innovation – Internal Solution, which was given to Robby Saputra. Various companies from 31 countries in the world participated in the Contact Center World competition 2016.

Desember / December



Angkasa Pura II Tambah Fasilitas WiFi Corner Bandara Soekarno Hatta

PT Angkasa Pura II (Persero) Kantor Cabang Utama Bandara Soekarno-Hatta membuat 17 (tujuh belas) *WiFi* corner untuk mengoptimalkan pelayanan internet di Bandara Internasional Soekarno-Hatta. Terminal 1 dan 2 akan ditambah Sembilan titik *wifi.id* dengan koneksi internet cepat hingga 100 Mbps. Sebelumnya Terminal 3 difasilitasi oleh internet dengan kecepatan 50 Mbps.

Angkasa Pura II bersinergi dengan Telkom dalam menghadirkan koneksi WiFi berkecepatan tinggi ini. Banyak pengguna jasa yang membutuhkan koneksi internet untuk menghubungi sanak saudara ketika sampai di bandara, dengan gadget yang terkoneksi WiFi berkecepatan 100 Mbps dapat menambah rasa nyaman ketika berkunjung ke bandara, termasuk untuk mengisi waktu tunggu.

Angkasa Pura II Increased the Number of Wi-Fi Corner Facilities at Soekarno-Hatta Airport

The Main Branch Office of PT Angkasa Pura II (Persero) at Soekarno-Hatta Airport created 17 (seventeen) Wi-Fi Corners to optimize the Internet service at Soekarno-Hatta International Airport. Nine *wifi.id* points were added to Terminal 1 and Terminal 2 with fast Internet connection up to 100 Mbps. Previously, Internet connection with speed up to 50 Mbps had been installed at Terminal 3.

Angkasa Pura II synergized with Telkom in creating this high speed Wi-Fi connection. With gadgets that are connected to Internet connection of 100 Mbps, airport service users will have more convenience in contacting their family as they arrive at the airport and will be more comfortable when waiting for their flight at the waiting zones.



Bandara Sultan Iskandar Muda Raih Penghargaan

PT Angkasa Pura II (Persero) kembali meraih penghargaan internasional bergengsi setelah Bandara Internasional Sultan Iskandar Muda, Aceh, dinobatkan sebagai pemenang kategori World's Best Airport for Halal Travelers dalam World Halal Tourism Awards 2016. Keberhasilan bandara di Serambi Mekkah ini tidak lepas dari peran netizen yang ikut berpartisipasi dalam memilih pemenang. Adapun tercatat sebanyak 1,89 juta voters dari 116 negara ikut menentukan pemenang dalam 16 kategori World Halal Tourism Awards ini. Di samping itu, dewan panel yang terdiri dari sembilan orang profesional di industri global pariwisata halal juga memastikan bahwa para nominator termasuk Bandara Internasional Sultan Iskandar Muda memenuhi kriteria penghargaan. Dewan panel ini juga turut menjaga keseluruhan proses seleksi berjalan berimbang dan independen.

Sultan Iskandar Muda Airport Obtained an Award

PT Angkasa Pura II (Persero) received another prestigious international award as Sultan Iskandar Muda International Airport of Aceh was crowned as the winner of World's Best Airport for Halal Travelers category in the World Halal Tourism Awards 2016. The achievement of this airport located in the westernmost province of Indonesia, dubbed as the Porch of Mecca, was inseparable from the role of the netizens participating in selecting the winner. As many as 1.89 million voters from 116 countries contributed to determine the winner of the 16 categories in the World Halal Tourism Awards. Moreover, judge panel consisting of nine professionals in world halal tourism industry ensured that all nominators, including Sultan Iskandar Muda International Airport, met the requirements. The panel also ensured that all selection processes were carried out independently and in a balanced manner.



Laporan Manajemen

Management Report



Laporan Dewan Komisaris

Board of Commissioners Report



RHENALD KASALI
Komisaris Utama
President Commissioner

“Pendapatan usaha yang mencapai Rp 6,64 triliun meningkat 17,75% dari tahun 2015 yaitu Rp 5,64 triliun. Total Penghasilan komprehensif tahun berjalan sebesar Rp 1,89 triliun meningkat 16,13% dari tahun 2015 yaitu Rp 1,63 triliun. Untuk tahun 2016 AP II mampu meraih laba bersih Rp 1,94 triliun meningkat 14,99% dari tahun 2015 yaitu Rp 1,68 triliun.

Revenue that reached Rp 6.64 trillion increased by 17.75% from 2015 at Rp 5.64 trillion. Total Comprehensive Income for the current year amounted to Rp 1.89 trillion, an increase of 16.13% from 2015 at Rp 1.63 trillion. For the year 2016, AP II was able to achieve net profit of Rp 1.94 trillion, which grew by 14.99% from the year 2015 at Rp 1.68 trillion

Pemegang saham dan pemangku kepentingan yang kami hormati,

Bersama Laporan Tahunan PT Angkasa Pura II (Persero) dengan penuh rasa bangga pada kesempatan ini kami selaku jajaran Dewan Komisaris Perseroan akan menyampaikan laporan atas aktivitas pengawasan yang dilakukan sepanjang Tahun Buku 2016. Kewajiban penyampaian laporan ini merupakan bagian dari kewenangan dan hak yang dimiliki oleh organ Dewan Komisaris untuk menciptakan pengelolaan usaha yang lebih baik, harmonis serta mengedepankan prinsip-prinsip *Good Corporate Governance* (GCG) yang bertanggung jawab.

Dengan puji serta syukur atas kehadiran Tuhan yang Maha Esa, di tahun 2016 dapat kami sampaikan bahwa Perseroan kembali berhasil menapaki catatan sukses dalam pengelolaan usaha secara menyeluruh

Honorable shareholders and stakeholders,

On this occasion, as we present the Annual Report of PT Angkasa Pura II (Persero), we, as the Board of Commissioners of the Company, are pleased to submit our report on supervisory activities conducted during 2016 Fiscal Year. The obligation to submit this report is part of the authority and rights reserved for Board of Commissioners organ to create more effective and harmonious business management that puts forward responsible good corporate governance (GCG) principles.

All praise and gratitude belongs to the Almighty God, for in 2016, we are pleased to announce that the Company has again managed to record successful achievement in the overall business management, from

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mulai dari aspek operasional, keuangan, tata kelola hingga menjawab tantangan-tantangan keberlanjutan. Hal tersebut tentunya tidak terlepas dari sinergisitas seluruh organ tata kelola yang ada dalam menjalankan peran dan fungsinya secara baik melalui prinsip *operational excellence* serta dukungan rencana strategis bisnis yang terukur. Momentum pemulihan ekonomi serta peran strategis pemerintah dalam mendorong pembangunan nasional juga memberikan andil yang besar pertumbuhan usaha Perseroan melalui peningkatan kapabilitas yang ditopang dengan pengembangan infrastruktur di sektor kebandarudaraan.

PENILAIAN KINERJA DIREKSI

Berdasarkan hasil pengamatan yang dilakukan, sepanjang tahun 2016 Direksi telah menunjukkan komitmen dan inisiatif untuk dapat memberikan kinerja terbaik. Beberapa indikator penting yang menggambarkan hal tersebut antara lain: pendapatan usaha yang mencapai Rp 6,64 triliun meningkat 17,75% dari tahun 2015 yaitu Rp 5,64 triliun. Total Penghasilan komprehensif tahun berjalan sebesar Rp 1,89 triliun meningkat 16,13% dari tahun 2015 yaitu Rp 1,63 triliun. Untuk tahun 2016 AP II mampu meraih laba bersih Rp 1,94 triliun meningkat 14,99% dari tahun 2015 yaitu Rp 1,68 triliun. Pencapaian dan pertumbuhan ketiga indikator keuangan tersebut kiranya menggambarkan kerja keras dan disiplin Direksi untuk memberikan yang terbaik bagi pemegang saham dan pemangku kepentingan.

Aset perusahaan mengalami pertumbuhan sebesar 38,09% dari Rp20,27 triliun pada tahun 2015 menjadi Rp 27,99 triliun pada tahun 2016. Ekuitas mengalami pertumbuhan sebesar 22,74% dari Rp 16,24 triliun pada tahun 2015 menjadi Rp 19,93 triliun pada tahun 2015.

Indikator lain adalah Tingkat Kesehatan Perusahaan yang memperoleh nilai AAA dan masuk dalam kategori perusahaan SANGAT SEHAT, serta skor assessment GCG untuk praktek tahun 2016 menunjukkan hasil dengan predikat "Sangat Baik" dengan capaian skor sebesar 87,125%.

operational, financial, governance, and up to addressing the challenges of sustainability. This is certainly inseparable from the synergy of all existing governance organs in carrying out their roles and functions well through the operational excellence principle, coupled with the support of a measurable business strategic plan. The momentum of economic recovery as well as the government's strategic role in spurring national development also greatly contributes to the Company's business growth through the increase in capability as supported by infrastructure development in the airport sector.

PERFORMANCE ASSESSMENT

Based on the observation result, throughout 2016, the Board of Directors has demonstrated commitment and initiative to deliver the best performance. Among key indicators that illustrate this are: revenue that reached Rp 6.64 trillion, which increased by 17.75% from 2015 at Rp 5.64 trillion. Total Comprehensive Income for the current year amounted to Rp 1.89 trillion, an increase of 16.13% from 2015 at Rp 1.63 trillion. For the year 2016, AP II was able to achieve net profit of Rp 1.94 trillion, which grew by 14.99% from the year 2015 at Rp 1.68 trillion. The achievement and growth of these three financial indicators reflect the hard work and discipline of the Board of Directors to give the best for the shareholders and stakeholders.

The Company's assets grew by 38.09% from Rp20.27 trillion in 2015 to Rp 27.99 trillion in 2016. The equity grew by 22.74% from Rp 16.24 trillion in 2015 to Rp 19.93 trillion by 2015.

Another indicator is the Company's Health Index that obtains AAA scores and is included in the category of VERY HEALTHY companies, as well as GCG assessment score for practice in 2016 that shows the results with the predicate "Excellent" and recorded score of 87.125%.

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PANDANGAN ATAS PROSPEK USAHA

Dewan Komisaris menilai bahwa di tahun mendatang prospek usaha di sektor kebandarudaraan dan penerbangan masih sangat menjanjikan. Pandangan tersebut didasarkan oleh proyeksi ekonomi secara makro yang berdampak baik secara langsung maupun tidak langsung bagi bidang usaha yang dijalankan Perseroan.

Pertumbuhan ekonomi nasional yang semakin membaik pada tahun 2016 memberikan dampak yang positif terhadap industri penerbangan Indonesia. Kinerja pemerintah yang inisiatif dan tanggap dengan permintaan pelaku industri penerbangan telah membuahkan hasil yang baik terhadap peningkatan figur penumpang penerbangan nasional di tahun 2016.

Menurut data yang dihimpun oleh Badan Pusat Statistik, sepanjang tahun 2016 jumlah penumpang penerbangan mencapai 95,2 juta penumpang yang terdiri dari 80,4 juta penumpang domestik dan 14,87 juta penumpang internasional. Jumlah penumpang domestik naik sebesar 16,97% dari tahun sebelumnya, sedangkan jumlah penumpang internasional naik sebesar 8,16% dibanding periode yang sama di tahun 2015.

Pemerintah telah mengarahkan beberapa inisiatif strategis dalam meningkatkan kinerja industri penerbangan nasional. Salah satu upaya tersebut adalah pembukaan rute-rute penerbangan baru yang mencapai pelosok-pelosok daerah. Selain itu, kombinasi rute yang lebih variatif juga ditawarkan oleh banyak maskapai penerbangan. Seluruh penerapan terukur tersebut berikutan dengan penerbitan Undang-Undang Nomor 1 tahun 2009 memberi dampak yang sangat positif terhadap penerbangan nasional.

Pada tahun 2016, salah satu bandara di wilayah Angkasa Pura II, yaitu Bandara Internasional Soekarno-Hatta, masuk 18 bandara tersibuk di dunia menurut Airport Council International. Selain itu, Bandara Soekarno Hatta juga mendapat peringkat 63 besar dalam peta Skytrax World Best Airport. Manajemen Angkasa Pura II menargetkan Bandara Soekarno-Hatta untuk dapat memasuki peringkat 50 besar dalam peta Skytrax World

VIEW FOR BUSINESS PROSPECTS

The Board of Commissioners considers that in the coming year, business prospects in the airport and aviation sectors are still very promising. This view is based on a macroeconomic projection that directly and indirectly affects business field run by the Company.

Improved national economic growth in 2016 has a positive impact on the Indonesian aviation industry. The government's initiative and responsiveness on the demand of business players in the aviation industry has given positive results on the increase of national flight passenger figure in 2016.

According to data compiled by the Statistics Indonesia, during 2016, the number of passenger reached 95.2 million passengers consisting of 80.4 million domestic passengers and 14.87 million international passengers. The number of domestic passengers increased by 16.97% from the previous year, while the number of international passengers increased by 8.16% compared to the same period in 2015.

The government has exerted several strategic initiatives to improve the performance of the national aviation industry. One of the efforts is the opening of new flight routes that reach remote areas. In addition, more varied route combination is also offered by many airlines. All of these measurable actions, together with the issuance of Law No. 1 of 2009, have contributed a very positive impact on the national aviation.

In 2016, one of the airports in the Angkasa Pura II area, the Soekarno-Hatta International Airport, is categorized as the world's 18 busiest airports by Airport Council International. In addition, Soekarno Hatta Airport is also ranked 63 in the Skytrax World Best Airport map. Angkasa Pura II's management sets a top 50 place target for Soekarno-Hatta Airport on the Skytrax World Best map by improving and increasing the number of

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Best dengan memperbaiki dan menambah fasilitas-fasilitas yang ditawarkan oleh bandara tersebut, termasuk peremajaan teknologi informasi.

PANDANGAN PENERAPAN GCG PERUSAHAAN

Dewan Komisaris menilai bahwa penerapan GCG yang dilakukan Perseroan sepanjang tahun 2016 telah berjalan dengan sangat baik. Internalisasi kebijakan baik berupa inovasi tata kelola dan hal-hal yang bersifat kepatuhan telah dijalankan dengan sebagaimana mestinya. Efektifitas atas internalisasi tersebut tergambar dari uraian skor capaian *self assessment* GCG di mana disparitas nilai tiap-tiap aspek dan organ tidak terlalu signifikan. Berdasarkan hasil penilaian tersebut, organ Dewan Komisaris dengan bobot penilaian 35.00 berhasil memperoleh skor sebesar 31,71 dengan persentase capaian sebesar 90,60% sedangkan organ Direksi dengan bobot yang sama berhasil memperoleh skor sebesar 31,65 dengan persentase capaian sebesar 90,42%. Efektivitas penerapan GCG juga terjadi secara menyeluruh dan tidak terbatas pada aspek Manajemen Atas saja. Hal tersebut tercermin dari besaran skor yang diperoleh pada aspek komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan yang tercatat sebesar 6,71 dari total bobot 7,00 dengan capaian sebesar 95,92%.

Hasil penerapan GCG tersebut tentunya menjadi tolak ukur Perseroan agar dapat mempertahankan dan mengimplementasikan dengan lebih baik lagi penerapan GCG di lingkungan Perseroan. Berdasarkan evaluasi Dewan Komisaris, tentunya masih terdapat aspek-aspek yang kinerjanya perlu ditingkatkan dan diperbaiki lagi baik dari segi pelaksanaan, efektivitas dan dampak positifnya bagi Perseroan di masa mendatang.

FREKUENSI DAN CARA PEMBERIAN NASIHAT KEPADA DIREKSI

Tata cara pemberian nasihat kepada Direksi dilakukan melalui mekanisme Rapat Gabungan Dewan Komisaris dan Direksi serta pertemuan-pertemuan di luar rapat yang bersifat konsultatif. Sepanjang 2016, Dewan Komisaris telah melaksanakan 15 kali rapat gabungan bersama Direksi. Adapun agenda yang dibahas dalam rapat tersebut yaitu:

facilities offered by the airport, including the rejuvenation of information technology.

VIEW OF IMPLEMENTATION OF GCG COMPANY

The Board of Commissioners considers that the implementation of GCG conducted by the Company during 2016 has been running very well. The internalization of policies in the form of governance innovations and compliance matters has been carried out properly. The effectiveness of internalization is illustrated from the description of self-assessment GCG score in which the disparity value of each aspect and the organ is not very significant. Based on the result of the assessment, the Board of Commissioners organ with the assessment score of 35.00 managed to get a GCG score of 31.71 with a percentage of achievement of 90.60%, while the Board of Directors organ with the same score managed to obtain a GCG score of 31.65 with a percentage of achievement of 90.42%. The effectiveness of GCG implementation also occurs thoroughly and is not limited to Top Management aspects only. This is reflected on the amount of scores obtained on the commitment aspect of the implementation of good corporate governance on a sustainable basis, which was recorded at 6.71 from the total score of 7.00 with a performance of 95.92%.

The result of GCG implementation is certainly a benchmark of the Company in order to maintain and implement better GCG implementation within the Company. Based on the evaluation of the Board of Commissioners, of course there are still aspects of performance that need to be improved in terms of implementation, effectiveness and positive impact for the Company in the future.

FREQUENCY AND ADVICE-GIVING METHOD TO BOARD OF DIRECTORS

Procedures for giving advice to the Board of Directors are conducted through the Joint Meeting mechanism of the Board of Commissioners and Board of Directors as well as consultative session outside meetings. Over the course of 2016, the Board of Commissioners has conducted 15 joint meetings with the Board of Directors. The agenda discussed in the meeting are:

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1. Pengesahan usulan RKAP tahun 2016;
2. Penguatan Sistem Pengendalian Intern;
3. Manajemen Risiko Perusahaan;
4. Sistem Teknologi Informasi;
5. Pengembangan Karir;
6. Proses penunjukan Calon Auditor Eksternal;
7. Efektivitas Audit Eksternal dan Audit Internal;
8. Penilaian Kinerja Direksi/ Evaluasi Kinerja Perusahaan; dan
9. Efektivitas Tata Kelola Perusahaan yang Baik

PANDANGAN DEWAN KOMISARIS TERHADAP PENERAPAN SISTEM PELAPORAN PELANGGARAN (*WHISTLEBLOWING SYSTEM*)

Dewan Komisaris menilai, sepanjang 2016 proses sistem pelaporan pelanggaran secara telah berjalan dengan baik. Sistem pelaporan pelanggaran yang dijalankan oleh unit kerja yang ditunjuk telah banyak mendukung tugas-tugas Pengawasan Internal yang dilaksanakan oleh SPI dan pengelolaan risiko yang memungkinkan adanya mekanisme deteksi dini (*early warning system*) oleh organ pengelola risiko Perseroan.

Berdasarkan laporan yang diterima, jumlah pelaporan pelanggaran di tahun 2016 mengalami penurunan dibanding tahun sebelumnya. Jumlah pelaporan pelanggaran tercatat sebanyak 5 aduan dan proses penanganannya telah dituntaskan

Dewan Komisaris berpandangan bahwa proses tindak lanjut atas Sistem Pelaporan Pelanggaran telah berjalan dengan baik. Hal tersebut tercermin dari proses pengaduan sepanjang 2016 yang telah mencapai tahapan penyelesaian. Ini merupakan bagian dari komitmen Perseroan untuk menciptakan efektivitas penyelesaian dan penanganan laporan dengan batas waktu selama 14 hari sesuai yang tercantum pada Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor: DKOM.036.3/HK.201/APII-2014, KEP.02.03/00/01/2014/082 tentang Pedoman Sistem Pengaduan Pelanggaran (*Whistle Blowing System*) PT Angkasa Pura II (Persero).

Kedepannya, Dewan Komisaris berharap internalisasi atas Sistem Pelaporan Pelanggaran yang dimiliki oleh Perseroan dapat berjalan efektif terutama dalam memberikan informasi

1. Ratification of the proposed 2016 RKAP;
2. Strengthening the Internal Control System;
3. Corporate Risk Management;
4. Information Technology System;
5. Career Development;
6. The appointment process of External Auditor Candidate;
7. The effectiveness of External Audit and Internal Audit;
8. Performance Evaluation of the Board of Directors/ Performance Evaluation of the Company; and
9. Effectiveness of Good Corporate Governance

VIEW OF THE BOARD OF COMMISSIONERS ON THE IMPLEMENTATION OF THE WHISTLEBLOWING SYSTEM

The Board of Commissioners believes that throughout 2016, the whistleblowing system process has run well. The whistleblowing system undertaken by the designated work units has supported many of the Internal Control duties carried out by Internal Audit and risk management that enables early warning system mechanism by risk management organ of the Company.

experienced a decrease compared to the previous year. The number of violation report recorded was 5 complaints and the handling process had been completed.

The Board of Commissioners views that the follow-up process on the Whistleblowing System has run well. This is reflected on the complaint process throughout 2016 that has reached the completion process. This is part of the Company's commitment to create effectiveness in completion and handling of report with timeline of 14 days as stated in the Joint Decree of the Board of Commissioners and Board of Directors Number: DKOM.036.3/HK.201/APII-2014, KEP.02.03/00/01/2014/082 on Guideline of Whistle Blowing System of PT Angkasa Pura II (Persero).

Going forward, the Board of Commissioners expects that the internalization of the Whistleblowing System owned by the Company can run effectively, especially in providing adequate

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yang cukup bagi segenap insan PT Angkasa Pura II (Persero) mengenai komitmen kuat Perseroan dalam memberikan jaminan atas pelaporan.

PENILAIAN KINERJA KOMITE

Komite-komite di bawah Dewan Komisaris adalah organ pendukung yang bertugas dan bertanggung jawab secara kolektif untuk membantu Dewan Komisaris dalam melakukan fungsi pengawasan dan pemberian nasihat kepada Direksi. Komite pendukung Dewan Komisaris Angkasa Pura II meliputi Komite Audit, dan Komite Manajemen Risiko dan SDM.

Dewan Komisaris menilai bahwa kedua organ tersebut telah sangat membantu dalam melakukan pengawasan-pengawasan yang dibutuhkan sepanjang Tahun Buku 2016. Komite Audit telah sangat efektif memberikan laporan dan masukan yang signifikan mengenai jalannya operasional perusahaan yang mencakup segala aspek demi terwujudnya *operational excellence*. Dengan bertambahnya jumlah bandara yang berada di bawah pengelolaan Perseroan serta semakin kompleksnya pola manajemen yang dijalankan, Komite Manajemen dan SDM juga telah sangat baik memberikan laporan atas pengamatan mengenai profil risiko serta aspek-aspek yang perlu diperhatikan terkait SDM Perseroan baik di tahun buku dan di tahun yang datang seiring dengan rencana pengembangan usaha yang ditargetkan.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Pada tahun 2015, terdapat perubahan komposisi pada Dewan Komisaris Angkasa Pura II. Adapun susunan Dewan Komisaris per 31 Desember 2015 beserta SK pengangkatan adalah sebagai berikut:

Nama / Name	Jabatan / Position	Dasar Pengangkatan/Pemberhentian / Basis of Appointment/Dismissal
Rhenald Kasali	Komisaris Utama / President Commissioner	SK-86/MBU/06/2015
Iswan Elmi	Komisaris / Commissioner	SK-25/MBU/S/11/2014
M. Harpin Ondeh	Komisaris / Commissioner	SK-86/MBU/06/2015
Hadi Tjahjanto	Komisaris / Commissioner	SK-139/MBU/07/2016
Imam Bustomi	Komisaris / Commissioner	SK-139/MBU/07/2016
Maryati Karma	Komisaris / Commissioner	SK-139/MBU/07/2016

information for all individuals of PT Angkasa Pura II (Persero) on strong commitment of the Company in providing guarantee on the reporting.

COMMITTEE PERFORMANCE ASSESSMENT

Committees under the Board of Commissioners are supporting organs that have duties and collective responsibilities to assist the Board of Commissioners in exercising supervisory and advisory functions to the Board of Directors. The committees supporting Angkasa Pura II Board of Commissioners include Audit Committee and Risk Management and HR Committees.

The Board of Commissioners assesses that both organs have been very helpful in performing the necessary supervision throughout the 2016 Fiscal Year. The Audit Committee has been very effective in providing reports and significant inputs on the operations of the company that includes all aspects for the realization of operational excellence. With the increasing number of airports under the management of the Company as well as the increasingly ongoing complex management mechanism, the Management and HR Committees have also effectively provided report on the observation of risk profiles as well as the aspects that the Company's human resources need to pay attention to during the fiscal year and the years to come in line with the targeted business development plans.

CHANGES IN THE COMPOSITION OF BOARD OF COMMISSIONERS

In 2015, there was a change in the composition of the Board of Commissioners of Angkasa Pura II. The composition of the Board of Commissioners as of December 31, 2015 and the appointment letter are as follows:

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PENUTUP

Dengan berakhirnya paparan Laporan Dewan Komisaris atas jalannya kegiatan usaha Perseroan di tahun 2016, kami seluruh jajaran yang berada di bawah organ Dewan Komisaris memberikan apresiasi terhadap kinerja yang telah dicapai Perseroan secara menyeluruh. Kami tentu menyadari bahwa masih banyak terdapat beberapa kelemahan yang mesti kita behani bersama, namun dengan komitmen Perseroan yang tertuang dalam Rencana Kerja dan Anggaran Perusahaan 2017 (RKAP) kami tentunya optimis PT Angkasa Pura II (Persero) dapat merealisasikan tujuan usaha di masa depan dengan lebih baik dan meminimalisasi kendala-kendala yang ada.

Rasa terima kasih yang sebesar-besarnya kami sampaikan kepada Pemegang Saham dan seluruh Pemangku Kepentingan atas kepercayaan dan dukungan yang diberikan kepada seluruh insan Perseroan dalam menjalankan serta mengembangkan usaha Perseroan. Terima kasih juga kami sampaikan kepada segenap manajemen dan karyawan Perseroan atas kerja keras, dedikasi, disiplin dan semangat yang besar dalam membangun Perseroan guna menghadirkan pelayanan terbaik baik masyarakat, bangsa dan negara.

Semoga apa yang kita raih saat ini menjadi dasar yang kuat serta momentum akselerasi dalam mencapai tujuan utama PT Angkasa Pura II (Persero) untuk menjadi pengelola bandar udara kelas dunia yang terkemuka dan profesional.

CLOSING

To conclude the Board of Commissioners report on the implementation of the Company's business activities in 2016, as the members of the Board of Commissioners organ, we would like to give appreciation for the overall performance achieved by the Company. We certainly realize that there are still some weaknesses that we must improve together, but with the commitment of the Company as stipulated in the Work Plan and Budget (RKAP), we are certainly optimistic that PT Angkasa Pura II (Persero) can better realize its business goals in the future and minimize the existing challenges.

We also wish to deeply thank the Shareholders and all Stakeholders for the trust and support given to all of the Company's individuals in running and developing the Company's business. We would also like to convey our gratitude to the management and employees for their hard work, dedication, discipline and passion in building the Company to deliver the best service to the people, nation, and our country.

We hope that what we achieve today will become a strong foundation and set for a momentum of acceleration in achieving the ultimate goal of PT Angkasa Pura II (Persero) to become a world-class leading and professional airport management company.



RHENALD KASALI
Komisaris Utama
President Commissioner

Laporan Direksi

Board of Director Report



**MUHAMMAD
AWALUDDIN**
Direktur Utama
President Director

“Tahun 2016, pergerakan kargo untuk penerbangan domestik tercatat sebesar 405.229 ton, meningkat sebesar 0,40% bila dibandingkan dengan pergerakan kargo domestik tahun 2015 sebesar 403.621 ton. Hal yang serupa juga terjadi pada pergerakan kargo internasional pada tahun 2016 yang tercatat sebesar 338.108 ton atau naik 0,61% bila dibandingkan dengan tahun 2015 sebesar 336.068 ton.

In 2016, the cargo movement of domestic flights was recorded at 405,229 tons, an increase of 0.40% compared to the domestic cargo movement of 2015 at 403,621 tons. Similarly, international cargo movement in 2016 was recorded at 338,108 tons, or grew by 0.61% compared to 336,068 tons in 2015.

”

Pemegang saham dan pemangku kepentingan yang kami hormati,

Pada kesempatan ini mari kita bersama memanjatkan puji serta syukur kehadiran Tuhan yang Maha Esa atas keberhasilan, kerja keras dan komitmen yang dianugerahkan kepada kita semua dalam melalui Tahun Buku Usaha 2016 yang penuh dengan dinamika serta tantangan. Dalam kesempatan ini, melalui Laporan Tahunan Perusahaan PT Angkasa Pura II (Persero), dengan penuh rasa bangga kami selaku Direksi Perseroan menyampaikan laporan kinerja Perusahaan secara menyeluruh yang meliputi aspek operasional, keuangan, pengelolaan dan upaya-upaya dalam mencapai keberlanjutan.

Tahun 2016 merupakan momentum pemulihan bagi kondisi ekonomi Indonesia setelah mengalami perlambatan di tahun sebelumnya. Berdasarkan data yang dikeluarkan oleh Kementerian Keuangan Republik Indonesia, ekonomi nasional tercatat

Honorable shareholders and stakeholders,

On this occasion, let us all extend our praise and gratitude to the Almighty God for showering us His grace so that we can achieve success and maintain our hard work and commitment to get through the 2016 Fiscal Year which is bristling with dynamics and challenges. On this occasion, through PT Angkasa Pura II (Persero) Annual Report, we as the Company's Board of Directors are proud of presenting the Company's overall performance report that covers operational, financial, and management aspects, as well as sustainability programs.

The year 2016 was the recovery momentum for Indonesia's economic condition after experiencing a downturn in the previous year. Based on data released by the Ministry of Finance of the Republic of Indonesia, the national economy was recorded

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mampu tumbuh sebesar 5,02 %. Angka tersebut tentunya mengalami peningkatan setelah pada periode 2015 ekonomi nasional tercatat hanya mampu tumbuh sebesar 4,8%. Meskipun target pertumbuhan tersebut tidak mencapai target yang ditetapkan dalam Anggaran Pendapatan dan Belanja Negara 2016 (APBN), sinergisitas kebijakan fiskal dan moneter yang dilakukan pemerintah dan Otoritas Keuangan mampu menciptakan momentum kebangkitan ekonomi nasional yang berdampak bagi seluruh masyarakat. Hal tersebut tercermin dari tingkat inflasi tahun 2016 yang terjaga pada angka 3,02% sebagai dampak dari kecukupan ketersediaan kebutuhan serta daya beli masyarakat yang seimbang. Nilai tukar mata uang rupiah pun dapat terapresiasi dengan baik di mana pada tahun 2016 mengalami penguatan sebesar 2,28% yang disebabkan faktor masuknya aliran modal luar negeri serta penurunan permintaan valuta asing. Secara menyeluruh hal tersebut terjadi atas upaya pemerintah dan otoritas dalam mengelola kebijakan moneter yang tepat, penyerapan anggaran untuk kebutuhan strategis, inklusi keuangan melalui program *tax amnesty* serta kebijakan BI terhadap Suku Bunga mampu membentuk fondasi ekonomi yang kuat di tengah tantangan perlambatan ekonomi global yang masih berlangsung.

Kondisi ekonomi dan dinamika pembangunan nasional yang berlangsung sepanjang 2016 nyatanya ikut memberikan dampak positif bagi sektor penerbangan dan kebandarudaraan. Kebijakan pemerintah di tahun 2016 untuk terus mendorong pembangunan infrastruktur strategis turut dirasakan oleh PT Angkasa Pura II (Persero). Kesempatan ini tentunya mendorong Perseroan untuk meningkatkan kapasitas dan kapabilitas dalam hal pengelolaan fasilitas bandar udara yang menjadi kewenangan Perseroan. Di tahun 2016 Perseroan meresmikan pengoperasian terminal udara yaitu Terminal 3 Ultimate pada 9 Agustus 2016, untuk penerbangan domestik dan peresmian terminal baru Bandara Sultan Thaha pada 21 Juli 2016.

Selain dari sisi pengembangan bisnis, kinerja operasional dan keuangan Perseroan juga mengalami peningkatan yang memuaskan, hal tersebut tercermin dari laporan analisis kinerja Perseroan berikut ini:

to grow by 5.02%. This figure certainly showed an increase compared to 4.8% recorded in 2015 period. Although the growth target still did not reach the target set in the 2016 State Budget and Revenue (APBN), the synergy between fiscal and monetary policies undertaken by the government and the Finance Authority was able to create a revival momentum for the national economy that affected the entire community. This is reflected on the 2016 inflation rate maintained at 3.02% as a result of adequate fulfillment of needs and balanced purchasing power. The exchange rate of Rupiah can appreciate well, where in 2016, it strengthened by 2.28% due to the influx of foreign capital inflows and a decrease in demand for foreign exchange. Overall, this is attributable to the efforts of the government and the authorities in managing the right monetary policy, budget absorption for strategic needs, financial inclusion through the tax amnesty program, and BI policy on the Interest Rate, all combined were able to establish a strong economic foundation despite the ongoing global economic slowdown.

The economic condition and the dynamics of national development over the course of 2016 had in fact contributed positively to the aviation and airport sectors. The government's policy in 2016 to continue to drive strategic infrastructure development was also felt by PT Angkasa Pura II (Persero). This opportunity certainly encourages the Company to increase its capacity and capability on airport facility management that falls under the authority of the Company. In 2016, the Company inaugurated the operation of Terminal 3 Ultimate on August 9, 2016 for domestic flight and the new terminal of Sultan Thaha on July 21, 2016.

In addition to business development, the Company's operational and financial performance also experienced a satisfactory improvement, as reflected on the Company's performance analysis report below:

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ANALISIS KINERJA 2016

Dengan membaiknya kondisi ekonomi nasional di tahun 2016, tentunya membuka kesempatan yang besar bagi dunia usaha untuk dapat mengembangkan bisnisnya dengan lebih baik. Kesempatan tersebut juga berlaku bagi industri penerbangan nasional serta jasa kebandarudaraan. Dengan membaiknya kondisi ekonomi tersebut secara tidak langsung mendorong peningkatan aktivitas penerbangan sepanjang tahun 2016. Peningkatan tersebut tercermin dalam hasil analisis Perseroan terhadap Pergerakan pesawat domestik di tahun 2016 meningkat sebesar 17,43% menjadi 608.649 rute bila dibandingkan dengan tahun 2015 sebesar 518.290 rute. Peningkatan pergerakan pesawat domestik di tahun 2016 lebih tinggi dibandingkan peningkatan pergerakan rute domestik di tahun 2015 sebesar 1,27%. Sedangkan pergerakan pesawat untuk penerbangan internasional tercatat sebanyak 115.150 rute, naik sebesar 0,90% bila dibandingkan dengan tahun 2015 yang tercatat sebesar 114.128 rute.

Di tahun 2016, pergerakan pesawat domestik masih mendominasi rute penerbangan yang memberi kontribusi sebesar 608.649 rute (84,09%) dari total pergerakan pesawat. Nilai kontribusi pergerakan pesawat domestik tersebut meningkat dari komposisi tahun 2015 yang tercatat sebesar 81,95%. Pencapaian pergerakan pesawat domestik pada tahun 2016 sebesar 608.649 rute merupakan pergerakan pesawat tertinggi dalam kurun waktu 5 tahun terakhir. Sedangkan pergerakan pesawat untuk penerbangan internasional tercatat sebesar 115.150 rute (15,91%).

Dari sisi Pergerakan penumpang, di tahun 2016 mengalami peningkatan seiring dengan naiknya pergerakan pesawat dimana tren pergerakan untuk rute domestik menunjukkan peningkatan yang lebih besar dari rute internasional. Pergerakan penumpang pada tahun 2016 tercatat sebesar Jumlah pergerakan penumpang yang menggunakan jasa penerbangan di bandara-bandara Angkasa Pura II mencapai sebanyak 95.175.021 pax, meningkat sebesar 12,91% bila dibandingkan dengan 84.291.588 pax di tahun 2015.

Pada tahun 2015, pergerakan penumpang untuk penerbangan domestik tercatat sebanyak 79.004.067 pax, lebih tinggi 14,85% dibandingkan tahun 2015 yang tercatat sebesar 68.789.336 pax. Hal serupa juga terjadi pada pergerakan

PERFORMANCE ANALYSIS 2016

The improved national economic conditions in 2016 as a matter of fact opened up a great opportunity for many industries to develop even better. This momentum also applies to the national aviation industry as well as airport services business. The improving economic conditions indirectly increased flight activity throughout 2016. The increase was reflected on the Company's analysis result of the movement of domestic aircraft in 2016, which increased by 17.43% to 608,649 routes compared to 2015 of 518,290 routes. The increase in domestic aircraft movement in 2016 was higher than the increase in domestic route movement in 2015 of 1.27%. While the aircraft movement for international flight was recorded at 115,150 routes, increased by 0.90% compared to the year 2015 which was recorded at 114,128 routes.

In 2016, the movement of domestic aircraft still dominated the flight route, which contributed 608,649 routes (84.09%) of the total aircraft movements. The contribution value of domestic aircraft movements increased from the composition of 2015 at 81.95%. Domestic aircraft movement in 2016 reached 608,649 routes, which was the highest aircraft movement in the last 5 years. Meanwhile, the aircraft movement for international flight was 115,150 routes (15.91%).

In terms of passenger movement, in 2016, it increased in line with the increase in aircraft movement where the trend of movement for domestic routes showed greater increase than international routes. The passenger movement in 2016 was recorded at the same number of passenger movements using services at Angkasa Pura II airports, which reached 95,175,021 pax, an increase of 12.91% compared to 84,291,588 pax in 2015.

In 2015, the movement of passengers for domestic flight was recorded at 79,004,067 pax, 14.85% higher than in 2015 which was recorded at 68,789,336 pax. Likewise, the international passenger movement in 2016 which was realized

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penumpang internasional pada tahun 2016 yang terealisasi sebesar 16.170.954 pax atau tertinggi dari lima tahun terakhir. Bila dibandingkan dengan pergerakan penumpang internasional pada tahun 2015 sebesar 15.502.252 pax, pergerakan di tahun 2016 mengalami peningkatan sebesar 4,31%.

Perkembangan bisnis kargo yang semakin kompetitif terlihat dari semakin banyaknya perusahaan yang bergerak dalam jasa pengiriman barang. Hal ini sejalan dengan berkembangnya dunia industri, baik manufaktur maupun jasa yang terus berkembang cepat. Persaingan tersebut semakin diramalkan dengan pemberian jasa pengiriman barang melalui kargo oleh maskapai-maskapai penerbangan.

Tahun 2016, pergerakan kargo untuk penerbangan domestik tercatat sebesar 405.229 ton, meningkat sebesar 0,40% bila dibandingkan dengan pergerakan kargo domestik tahun 2016 sebesar 403.621 ton. Hal yang serupa juga terjadi pada pergerakan kargo internasional pada tahun 2016 yang tercatat sebesar 338.108 ton atau naik 0,61% bila dibandingkan dengan tahun 2015 sebesar 336.068 ton.

Dari segi komposisi, pergerakan kargo domestik masih dominan baik pada tahun 2016 maupun tahun 2015 dibandingkan pergerakan kargo untuk penerbangan internasional. Tahun 2016, komposisi pergerakan kargo untuk penerbangan domestik sebanyak 405.229 ton (54,51%), sedangkan pergerakan kargo untuk penerbangan internasional sebanyak 338.108 ton (45,49%).

KINERJA OPERASIONAL

Sarana transportasi udara dinilai sangat efektif dan efisiensi waktu terutama bagi situasi geografis Indonesia yang memiliki beberapa pelosok daerah yang sulit terhubung melalui sarana transportasi lainnya. Seiring dengan meningkatnya daya beli masyarakat yang didukung oleh percepatan pertumbuhan ekonomi nasional, kebutuhan akan sarana transportasi udara juga akan turut meningkat.

Sejalan dengan hal tersebut, Perseroan senantiasa melaksanakan dan menunjang kebijakan dan program pemerintah di bidang ekonomi dan pembangunan dalam menyelenggarakan usaha jasa kebandarudaraan dan usaha-usaha lain yang terkait sesuai

at 16,170,954 pax or the highest of the last five years. If compared to the movement of international passengers in 2015 that amounted to 15,502,252 pax, the movement in 2016 increased by 4.31%.

The increasingly competitive development of the cargo business is apparent in the growing number of companies engaged in freight forwarding services. This is in line with the development of industries, both manufacturing and services that are growing rapidly. The competition is further getting tougher as airlines begin to provide freight forwarding services too through cargo.

In 2016, the cargo movement of domestic flights was recorded at 405,229 tons, an increase of 0.40% compared to the domestic cargo movement of 2016 at 403,621 tons. Similarly, international cargo movement in 2016 was recorded at 338,108 tons, or grew by 0.61% compared to 336,068 tons in 2015.

From the composition side, domestic cargo movement was still dominant both in 2016 and 2015 compared to cargo movement for international flights. In 2016, the composition of cargo movement for domestic flights was 405,229 tons (54.51%), while the cargo movement for international flights was 338,108 tons (45.49%).

OPERATIONAL PERFORMANCE

Air transportation is considered to be very effective and time efficient, especially with regard to the geographical condition of Indonesia that is featured by many remote areas that are difficult to reach through other means of transportation. Along with the increasing purchasing power, supported by the acceleration of national economic growth, the demand for air transportation will also increase.

In line with this, the Company continues to implement and support government policies and programs in the field of economy and development in carrying out airport services and other related businesses in accordance with the Company's

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dengan anggaran dasar Perseroan. Dalam rangka memenuhi kewajiban-kewajiban yang telah diserahkan oleh pemerintah dan sebagai bentuk upaya mendorong pertumbuhan ekonomi nasional, Perseroan telah melakukan berbagai upaya sebagai berikut:

- a. Penyediaan, pengusahaan dan pengembangan fasilitas untuk kegiatan pelayanan pendaratan, lepas landas, parkir dan penyimpanan pesawat udara;
- b. Penyediaan, pengusahaan dan pengembangan fasilitas terminal untuk pelayanan angkutan penumpang, kargo dan pos;
- c. Penyediaan, pengusahaan dan pengembangan fasilitas elektronika, navigasi, listrik, air dan instalasi limbah buangan;
- d. Penyediaan jasa pelayanan penerbangan;
- e. Penyediaan lahan untuk bangunan, lapangan dan kawasan industri, serta gedung-gedung bangunan yang berhubungan dengan kelancaran angkutan udara;
- f. Penyediaan jasa konsultasi pendidikan dan pelatihan yang berkaitan dengan kebandarudaraan;
- g. Penyediaan jasa pelayanan yang secara langsung menunjang kegiatan penerbangan yang meliputi penyediaan hanggar pesawat udara, perbengkelan pesawat udara, pergudangan, jasa boga pesawat udara, jasa pelayanan teknis penanganan pesawat udara di darat, jasa pelayanan penumpang dan bagasi, jasa penanganan kargo dan jasa penunjang lainnya yang secara langsung menunjang kegiatan penerbangan;
- h. Penyediaan jasa pelayanan yang secara langsung atau tidak langsung menunjang kegiatan bandar udara yang meliputi jasa penyediaan penginapan/hotel, jasa penyediaan toko dan restoran, jasa penempatan kendaraan bermotor, jasa penyediaan tempat rekreasi yang berhubungan dengan penerbangan, pameran dirgantara keudaraan, jasa perawatan pada umumnya dan jasa lainnya yang secara langsung atau tidak langsung menunjang kegiatan bandar udara.

Perseroan berkedudukan dan berkantor pusat di Bandara Soekarno-Hatta, Tangerang, provinsi Banten. Perseroan hingga tahun 2016 mempunyai 13 kantor cabang yang masing-masing berkedudukan di bandar udara (bandara) yang dikelola oleh Perseroan, sebagai berikut:

articles of association. In order to fulfill the obligations that have been mandated by the government and as a concrete action to spur national economic growth, the Company has taken various initiatives as follows:

- a. Provision, procurement and development of facilities for service activities of landing, takeoff, parking and storage of aircraft;
- b. Provision, procurement and development of terminal facilities for passenger transport services, cargo and postal;
- c. Provision, procurement and development of electronic facilities, navigation, electricity, water and waste disposal installations;
- d. Provision of flight services;
- e. Provision of land for building, ground, and industrial areas, as well as buildings associated with air transport smoothness;
- f. Provision of consultancy services of education and training related to airport affairs;
- g. Provision of services that directly support the flight activities, including the provision of aircraft hangar, aircraft overhaul, warehousing, aircraft catering, aircraft ground handling technical services, passengers and baggage services, cargo handling services and other supporting services that directly support the flight activities;
- h. Provision of services which directly and indirectly support airport activities that include the provision of accommodation/hotel services, provision of shops and restaurants services, motor vehicle placement services, provision of recreational areas related to flight services, aerial aerospace exhibition, maintenance services in general and other services that directly and indirectly support the aiRport activities.

The Company is domiciled and headquartered at Soekarno-Hatta Airport, Tangerang, Banten province. As of 2016, the Company has 13 branch offices, each located at the airport managed by the Company, which consists of:

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1. Bandar Udara Internasional Soekarno-Hatta, Tangerang;
2. Bandar Udara Halim Perdanakusuma, Jakarta;
3. Bandar Udara Sultan Mahmud Badaruddin II, Palembang;
4. Bandar Udara Supadio, Pontianak;
5. Bandar Udara Internasional Kualanamu, Deli Serdang;
6. Bandar Udara Sultan Syarif Kasim II, Pekanbaru;
7. Bandar Udara Internasional Minangkabau, Padang Pariaman;
8. Bandar Udara Internasional Sultan Iskandar Muda, Banda Aceh;
9. Bandar Udara Internasional Husein Sastranegara, Bandung;
10. Bandar Udara Raja Haji Fisabilillah, Tanjung Pinang;
11. Bandar Udara Sultan Thaha, Jambi;
12. Bandar Udara Depati Amir, Pangkal Pinang;
13. Bandar Udara Silangit, Siborong-Borong.

1. Soekarno-Hatta International Airport, Tangerang;
2. Halim Perdanakusuma Airport, Jakarta;
3. Sultan Mahmud Badaruddin II Airport, Palembang;
4. Supadio Airport, Pontianak;
5. Kualanamu International Airport, Deli Serdang;
6. Sultan Syarif Kasim II Airport, Pekanbaru;
7. Minangkabau International Airport, Padang Pariaman;
8. Sultan Iskandar Muda International Airport, Banda Aceh;
9. Husein Sastranegara International Airport, Bandung;
10. Raja Haji Fisabilillah Airport, Tanjung Pinang;
11. Sultan Thaha Airport, Jambi;
12. Depati Amir Airport, Pangkal Pinang;
13. Silangit Airport, Siborong-Borong.

KINERJA KEUANGAN

Dari sisi laporan posisi keuangan, aset perusahaan meningkat sebesar 38,09% dari Rp20,27 triliun pada tahun 2015 menjadi Rp 27,99 triliun pada tahun 2016, sedangkan Ekuitas mengalami pertumbuhan sebesar 22,74% dari Rp16,24 triliun pada tahun 2015 menjadi Rp 19,93 triliun pada tahun 2015. Angkasa Pura II juga berhasil meningkatkan kinerja keuangan di tahun 2016 di mana Perseroan mencatat kenaikan Laba Bersih menjadi Rp1,94 triliun meningkat 14,99% dari tahun 2015 yaitu Rp1,68 triliun.

Dari kinerja pendapatan per segmen usaha, pada tahun 2016 pendapatan aeronautika Perseroan berdasarkan segmen usaha mengalami peningkatan sebesar Rp718,64 miliar atau 21,71% bila dibandingkan tahun 2015. Sedangkan pendapatan non aeronautika Perseroan berdasarkan segmen usaha mengalami peningkatan Rp402,23 miliar atau sebesar 17,17% dibandingkan tahun 2015.

Pendapatan jasa non-aeronautika tahun 2016 mencapai Rp2.744,90 miliar, naik Rp402,23 miliar atau 17,17% bila dibandingkan pendapatan jasa non-aeronautika tahun 2015 sebesar Rp2.342,67 miliar. Pendapatan usaha segmen jasa non-aeronautika memberikan kontribusi terhadap total pendapatan usaha Perseroan sebesar 41,30%.

Pendapatan jasa kargo tahun 2016 mencapai Rp172,11 miliar, naik Rp23,28 miliar atau 15,64% bila dibandingkan pendapatan jasa kargo tahun 2015 sebesar Rp148,83 miliar.

FINANCIAL PERFORMANCE

On the financial position statement, the company's asset increased by 38.09% from Rp20.27 trillion in 2015 to Rp27.99 trillion in 2016, while Equity grew by 22.74% from Rp16.24 trillion in 2015 to Rp19.93 trillion in 2015. Angkasa Pura II also managed to increase financial performance in 2016, in which the Company recorded an increase in Net Profit to Rp1.94 trillion, which grew by 14.99% from 2015, namely Rp1.68 trillion.

From the revenue per business segment performance, the Company's aeronautical revenue based on business segment increased by Rp718.64 billion or 21.71% in 2016 compared to that of 2015. Meanwhile, the non-aeronautical revenue of the Company based on business segment rose by Rp402,23 billion or 17.17% compared to 2015.

Non-aeronautical service revenue in 2016 reached Rp2,744.90 billion, an increase of Rp402.23 billion, or 17.17% compared to non-aeronautical service revenue in 2015 at the amount of Rp2,342.67 billion. Non-aeronautical segment services revenue contributed to the Company's total revenues of 41.30%.

Cargo service revenue in 2016 reached Rp172.11 billion, an increase of Rp23.28 billion or 15.64% compared to cargo service revenue in 2015 at Rp148.83 billion. Non-aeronautical

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Pendapatan usaha segmen jasa non-aeronautika memberikan kontribusi terhadap total pendapatan usaha Perseroan sebesar 2,59%.

ANALISIS PROSPEK USAHA

Seperti yang kita ketahui, pertumbuhan ekonomi nasional yang semakin membaik pada tahun 2016 memberikan dampak yang positif terhadap industri penerbangan Indonesia. Kinerja pemerintah yang inisiatif dan tanggap dengan permintaan pelaku industri penerbangan telah membuahkan hasil yang baik terhadap peningkatan figur penumpang penerbangan nasional di tahun 2016.

Menurut data yang dihimpun oleh Badan Pusat Statistik, sepanjang tahun 2016 jumlah penumpang penerbangan mencapai 95,2 juta penumpang yang terdiri dari 80,4 juta penumpang domestik dan 14,87 juta penumpang internasional. Jumlah penumpang domestik naik sebesar 16,97% dari tahun sebelumnya, sedangkan jumlah penumpang internasional naik sebesar 8,16% dibanding periode yang sama di tahun 2015.

Pemerintah telah mengerahkan beberapa inisiatif strategis dalam meningkatkan kinerja industri penerbangan nasional. Salah satu upaya tersebut adalah pembukaan rute-rute penerbangan baru yang mencapai pelosok-pelosok daerah. Selain itu, kombinasi rute yang lebih variatif juga ditawarkan oleh banyak maskapai penerbangan. Seluruh penerapan terukur tersebut berikutan dengan penerbitan Undang-Undang Nomor 1 tahun 2009 memberi dampak yang sangat positif terhadap penerbangan nasional.

Pada tahun 2016, salah satu bandara di wilayah Angkasa Pura II, yaitu Bandara Internasional Soekarno-Hatta, masuk 18 bandara tersibuk di dunia menurut Airport Council International. Selain itu, Bandara Soekarno Hatta juga mendapat peringkat 63 besar dalam peta Skytrax World Best Airport. Manajemen Angkasa Pura II menargetkan Bandara Soekarno-Hatta untuk dapat memasuki peringkat 50 besar dalam peta Skytrax World Best dengan memperbaiki dan menambah fasilitas-fasilitas yang ditawarkan oleh bandara tersebut, termasuk peremajaan teknologi informasi.

segment services revenue accounted for 2.59% of the Company's total revenues.

ANALYSIS OF BUSINESS OUTLOOK

As we know, the improving national economic growth in 2016 has given positive impact on the aviation industry in Indonesia. The government's initiative and responsiveness on the demand of business players in the aviation industry has contributed positively to the increase in national flight passenger figure in 2016.

According to data compiled by the Statistics Indonesia, during 2016, the number of passenger reached 95.2 million passengers consisting of 80.4 million domestic passengers and 14.87 million international passengers. The number of domestic passengers increased by 16.97% the previous year, while the number of international passengers increased by 8.16% compared to the same period in 2015.

The government has exerted several strategic initiatives to improve the performance of the national aviation industry. One of the efforts is the opening of new flight routes reaching remote areas. In addition, more varied route combination is also offered by many airlines. All of these measurable actions, together with the issuance of Law No. 1 of 2009, have contributed a very positive impact on the national aviation.

In 2016, one of the airports in the Angkasa Pura II area, the Soekarno-Hatta International Airport, is categorized as the world's 18 busiest airports by Airport Council International. In addition, Soekarno Hatta Airport is also ranked 63 in the Skytrax World Best Airport map. Angkasa Pura II's management sets a top 50 place target for Soekarno-Hatta Airport on the Skytrax World Best map by improving and increasing the number of facilities offered by the airport, including the rejuvenation of information technology.

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Berdasarkan hasil analisis SWOT yang dilakukan oleh Perseroan, PT Angkasa Pura II (Persero) saat ini berada pada posisi *growth* dengan kondisi daya tarik industri berada pada posisi *high* dan kekuatan bisnis berada pada posisi *medium*. Kondisi *growth* ini memungkinkan perusahaan untuk melakukan investasi-investasi selektif berdasarkan kondisi masing-masing cabang. Berikut adalah diagram *nine cell* yang menggambarkan posisi perusahaan terhadap kekuatan bisnis dan daya tarik industri berdasarkan analisa bobot dan peringkat yang telah disusun.

Berdasarkan kondisi tersebut, Perseroan berupaya menciptakan strategi pengembangan usaha yang tepat dalam meraih momentum pertumbuhan tersebut yaitu dengan menyusun winning strategies, yaitu AP2WAY. Strategi AP2WAY mencakup 6 elemen penting sebagai berikut.

1. Airport Best Practices
Pencapaian visi menjadi World Class Company perlu dilakukan dengan menerapkan praktik-praktik terbaik dalam pengelolaan bisnis bandara.
2. People
Peningkatan kapabilitas dan kapasitas SDM secara efektif dan berkesinambungan sangat diperlukan untuk menerapkan praktik-praktik terbaik dan mewujudkan visi perusahaan secara efektif.
3. Process
Penerapan bisnis proses dan SOP yang efektif dan efisien dengan perbaikan secara terus menerus merupakan syarat penting pencapaian visi.
4. World Class System
Pengembangan dan penerapan sistem kelas dunia secara holistik dan terintegrasi adalah mutlak diperlukan untuk meningkatkan kinerja dan mewujudkan visi Perseroan secara efektif.
5. Asset
Optimalisasi tingkat efektivitas dari utilisasi aset Perseroan secara menyeluruh berperan sangat penting dalam peningkatan pelayanan yang mengedepankan keselamatan, keamanan dan kenyamanan bagi seluruh pengguna jasa, serta peningkatan *Return on Assets* (ROA).
6. Yield
Pada akhirnya, strategi yang telah disusun diharapkan dapat memberikan hasil hanya bagi peningkatan kinerja Perseroan terutama kinerja keuangan dan pertumbuhan yang menguntungkan secara berkesinambungan.

Based on the SWOT analysis results conducted by the Company, PT Angkasa Pura II (Persero) is currently in the growth trajectory with the industry appeal in a high position and business strength is in a medium one. This growth condition enables the company to selectively make investments based on the conditions of each branch. The following is a nine cell diagram illustrating the company's position against its business strength and industry appeal based on the analysis of score and rank that has been developed.

Based on such conditions, the Company strives to create the right business development strategy in achieving that growth momentum by developing winning strategies, namely AP2WAY. The AP2WAY strategy includes the following 6 essential elements.

1. Airport Best Practices
Achievement of vision to become a World Class Company needs to be conducted by implementing best practices in the management of airport business.
2. People
Effective and sustainable improvement of HR capabilities and capacities is necessary to effectively implement best practices and realize the Company's vision.
3. Process
Implementation of effective and efficient business process and SOP with continuous improvement is an essential requirement to achieve the vision.
4. World Class System
Development and implementation of world-class system in a holistic and integrated manner is absolutely necessary to effectively improve performance and realize the Company's vision.
5. Assets
Thorough optimization of the level of effectiveness and utilization of the Company's assets plays a very important role in the improvement of services that prioritize safety, security and comfort for all services users, as well as increase in ROA (Return on Assets).
6. Yield
In the end, the strategy that has been prepared is expected to deliver concrete results for improving the Company's performance, especially financial performance and sustainable profitable growth.

Laporan Direksi Board of Director Report

PENERAPAN GCG 2016

Direksi senantiasa memperkuat implementasi Tata Kelola Perusahaan (*Good Corporate Governance*-GCG) melalui perencanaan yang terukur yang tertuang dalam *Road Map* GCG serta melakukan kegiatan evaluasi untuk menilai sejauh mana efektivitas penyelenggaraan GCG di lingkungan Perseroan dan hal-hal apa saja yang perlu menjadi perhatian. Kami melaporkan bahwa Implementasi GCG di tahun 2016 mengalami peningkatan yang sangat memuaskan. Hal tersebut tercermin dari perolehan skor *self assessment* GCG yang tercatat sebesar 87,12. Jika dibandingkan dengan *self assessment* yang diselenggarakan pada 2014 angka tersebut mengalami peningkatan sebesar 2.49 poin dan 1,98 poin jika dibandingkan dengan hasil *assessment* yang dilakukan oleh Badan Pemeriksa Keuangan dan Pembangunan (BPKP).

Direksi mengupayakan agar proses internalisasi GCG dapat berjalan dengan baik, untuk itu beragam upaya pun dilakukan Perseroan agar etos kerja seluruh insan PT Angkasa Pura II (Persero) mengedepankan prinsip-prinsip GCG yang meliputi transparansi, akuntabilitas, pertanggungjawaban, independen dan adil. Implementasi nyata yang dilakukan Perseroan dalam melakukan internalisasi tersebut adalah dengan menyiapkan perangkat aturan yang menjadi standar dengan mengadopsi *best practices* GCG yang diperlukan. Dengan disiapkannya infrastruktur GCG tersebut, Perseroan melakukan upaya sosialisasi kepada seluruh jajaran di lingkungan Perseroan agar standar yang ada dapat diimplementasikan dengan baik. Sebagai wujud *Check and Balances* selain menyiapkan infrastruktur GCG, Perseroan juga secara rutin melakukan pengawasan dengan melibatkan organ Internal Audit maupun Komite-Komite Perseroan. Perseroan juga secara berkala melakukan evaluasi atas implementasi GCG yang melibatkan Tim Kerja di internal Perseroan maupun lembaga di luar Perseroan.

Hasil dari kerja keras Perseroan dalam menciptakan pengelolaan Perseroan yang baik tegambar dari capaian-capaian yang berhasil di raih baik nilai secara keseluruhan maupun pada tiap-tiap aspeknya. Berdasarkan hasil penilaian yang dilakukan, Perseroan berhasil mendorong penerapan GCG yang lebih baik pada setiap aspeknya. Hal tersebut akhirnya berdampak pada menurunnya disparitas capaian kinerja. Ini membuktikan bahwa penerapan GCG tidak hanya menjadi perhatian di

GCG IMPLEMENTATION IN 2016

The Board of Directors continuously strengthens the implementation of Good Corporate Governance (GCG) through measurable plans set forth in the GCG Road Map and conducts evaluation activities to assess the extent to which the effectiveness of GCG implementation in the Company and what matters that require attention. We report that the GCG Implementation in 2016 has been highly satisfactory. This is reflected on the achievement of GCG self assessment score of 87.12. Compared to the self-assessment conducted in 2014, the figure increased by 2.49 points and 1.98 points compared to the results of the assessment conducted by the Finance and Development Supervisory Board (BPKP).

The Board of Directors strives to effectively implement the GCG internalization process. Therefore, the Company has taken a wide range of initiatives to create work ethics for all employees of PT Angkasa Pura II (Persero) so that they can uphold GCG principles covering transparency, accountability, responsibility, independency, and fairness. The concrete implementation of the Company in carrying out the internalization is to prepare the standard set of rules by adopting the best practices of GCG required. With the preparation of GCG infrastructure in place, the Company conducts dissemination to the employees at all levels within the Company so that the existing standards can be implemented properly. As a form of Checks and Balances mechanism, in addition to preparing GCG infrastructure, the Company also regularly conducts supervision by involving internal audit organs as well as Committees of the Company. The Company also periodically evaluates the implementation of GCG which involves the Company's internal Working Team and external institutions.

The result of the Company's hard work in creating a proper management of the Company is reflected on all the achievements attained, be it the score in overall or for every aspect. Based on the result of the assessment, the Company has succeeded in promoting better GCG implementation in every aspect. This ultimately results in the decreasing performance disparity. This proves that the implementation of GCG is not only paid attention to by a few levels of the management, but

Laporan Direksi

Board of Director Report

beberapa level saja namun telah tersinergi dengan baik dari tingkatan teratas sampai dengan yang terendah.

Berdasarkan hasil penilaian, organ Direksi dengan bobot penilaian 35,00 31,65 dengan persentase capaian sebesar 90,42 sedangkan organ Dewan Komisaris dengan bobot yang sama berhasil memperoleh skor sebesar 31,71 dengan persentase capaian sebesar 90,60%. Efektivitas penerapan GCG juga terjadi secara menyeluruh dan tidak terbatas pada aspek Manajemen Atas saja. Hal tersebut tercermin dari besaran skor yang diperoleh pada aspek komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan yang tercatat sebesar 6,71 dari total bobot 7,00 dengan capaian sebesar 95,92%.

PERUBAHAN KOMPOSISI ANGGOTA DIREKSI

Di tahun Buku 2016, komposisi anggota Direksi Perseroan mengalami perubahan yaitu:

Periode 1 Januari 2016 hingga 27 Juli 2016

Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment
Budi Karya Sumadi	Direktur Utama / President Director	SK-08/MBU/01/2015
Djoko Murjatmodjo	Direktur / Director	SK-08/MBU/01/2015
Daan Achmad	Direktur / Director	SK-08/MBU/01/2015
Andra Y Agussalam	Direktur / Director	SK-08/MBU/01/2015
Ituk Herarindri	Direktur / Director	SK-08/MBU/01/2015

Periode 27 Juli 2016 – 9 September 2016

Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment
Djoko Murjatmodjo*	Direktur Utama / President Director	SK-08/MBU/01/2015
Djoko Murjatmodjo	Direktur / Director	SK-08/MBU/01/2015
Daan Achmad	Direktur / Director	SK-08/MBU/01/2015
Andra Y Agussalam	Direktur / Director	SK-08/MBU/01/2015
Ituk Herarindri	Direktur / Director	SK-08/MBU/01/2015
Faik Fahmi	Direktur / Director	SK-08/MBU/01/2015

*) Pada periode ini Posisi Direktur Utama belum terisi, dan sesuai dengan SK Komisaris PT AP II nomor: KEP.01.03/00/07/2016/0424, Sdr. Djoko Murjatmodjo ditugaskan untuk menjalankan tugas sebagai Direktur Utama sampai dengan diangkatkan Direktur Utama Perseroan PT Angkasa Pura II (Persero) yang definitif

it has been well synergized from the top to the lowest level of the hierarchy.

Based on the assessment result, the Board of Directors organ obtained the assessment score of 35.00 31.65 with the percentage of achievement of 90.42, while the Board of Commissioners with the same score managed to earn the score of 31.71 with the percentage of achievement of 90.60%. The effectiveness of GCG implementation is also thorough and not limited to the Top Management aspect only. This is reflected on the amount of scores obtained on the commitment aspect of the implementation of good corporate governance on a sustainable basis that is recorded at 6.71 from the total score of 7.00 with an achievement of 95.92%.

CHANGES IN THE COMPOSITION OF MEMBERS OF BOARD OF DIRECTORS

In 2016 fiscal year, the composition of members of the Company's Board of Directors changed, namely:

Period of January 1, 2016 to July 27, 2016

Period of July 27, 2016 – September 9, 2016

*) In this period, the President Director Position is still vacant, and based on Decree of Commissioner of PT AP II number: KEP.01.03/00/07/2016/0424, Mr. Djoko Murjatmodjo was assigned to perform his duties as President Director up until the definitive appointment of President Director of PT Angkasa Pura II (Persero).

Laporan Direksi Board of Director Report

Periode 9 September - 31 Desember 2016

Period of September 9 – December 31, 2016

Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment
Muhammad Awaluddin	Direktur Utama / President Director	SK-227/MBU/09/2016
Djoko Murjatmodjo	Direktur Teknik & Operasi / Director of Operations & Engineering	SK-227/MBU/09/2016
Daan Achmad	Direktur Komersial & Pengembangan Bisnis / Director of Commercial & Business Development	SK-227/MBU/09/2016
Andra Y Agussalam	Direktur Keuangan / Director of Finance	SK-227/MBU/09/2016
Ituk Herarindri	Direktur Pelayanan dan Fasilitas Bandara / Director of Airport Service and Facility	SK-227/MBU/09/2016
Muhammad Awaluddin*	Direktur SDM, Umum dan Teknologi Informasi / Director of Human Capital, General Affairs & IT	SK-227/MBU/09/2016

*) Pada periode ini posisi Direktur SDM, Umum dan Teknologi Informasi belum terisi, dan sesuai dengan SK Komisaris PT AP II nomor: KEP.01.03/00/09/2016/0531, Pelaksana Harian (PH) Direktur SDM, Umum dan TI ditugaskan kepada Sdr. Muhammad Awaluddin.

*) In this period, the position of Director of HR, General Affairs and Information Technology is still vacant, and according to the Decree of Commissioner of PT AP II number: KEP.01.03/00/09/2016/0531, the Daily Acting Director of HR, General Affairs, and IT is Mr. Muhammad Awaluddin.

PENUTUP

Di akhir laporan ini, kami selaku Direksi Perseroan mengucapkan terima kasih yang sebesar-besarnya kepada Pemegang Saham dan Para Pemangku Kepentingan atas dukungan, kepercayaan dan kerja sama yang diberikan kepada PT Angkasa Pura II (Persero) dalam menjawab tantangan usaha sepanjang tahun 2016. Semoga hasil kinerja yang diraih Perseroan memberikan kontribusi bagi pembangunan dan kemasalahatan bangsa serta tumbuh secara berkelanjutan.

Terima kasih juga kami sampaikan kepada seluruh karyawan atas dedikasi dan kerja keras demi menghasilkan kinerja usaha terbaik Perseroan sepanjang tahun ini. Dengan semangat, disiplin dan komitmen terhadap budaya serta kode etik kerja, masa depan Perseroan yang lebih baik tentunya dapat kita raih bersama. Terima kasih juga kami sampaikan kepada masyarakat Indonesia selaku pengguna jasa kebandarudaraan atas masukan yang diberikan bagi pengembangan dan peningkatan layanan Perseroan yang lebih baik.

Semoga apa yang kita raih saat ini menjadi dasar yang kuat serta momentum akselerasi dalam mencapai tujuan utama PT Angkasa Pura II (Persero) untuk menjadi pengelola bandar udara kelas dunia yang terkemuka dan profesional.

CLOSING

At the end of this report, as the Company's Board of Directors, we would like to extend our heartfelt gratitude to the Shareholders and Stakeholders for the support, trust and cooperation given to PT Angkasa Pura II (Persero) in addressing business challenges over the course of 2016. We hope that the performance result attained by the Company contributes to the development and welfare of the nation to achieve sustainable growth.

We also wish to thank all employees for their dedication and hard work in order to produce the best business performance of the Company throughout the year. With passion, discipline and commitment to the culture and work ethic code, the Company is optimistic to seize the brighter future together. We also would like to thank the Indonesian people as airport users for their input for the development and improvement of the Company's better services.

We hope that what we achieve today becomes a strong foundation and momentum of acceleration in achieving the ultimate goal of PT Angkasa Pura II (Persero) to become a world-class leading and professional airport management company.



MUHAMMAD AWALUDDIN
Direktur Utama
President Director



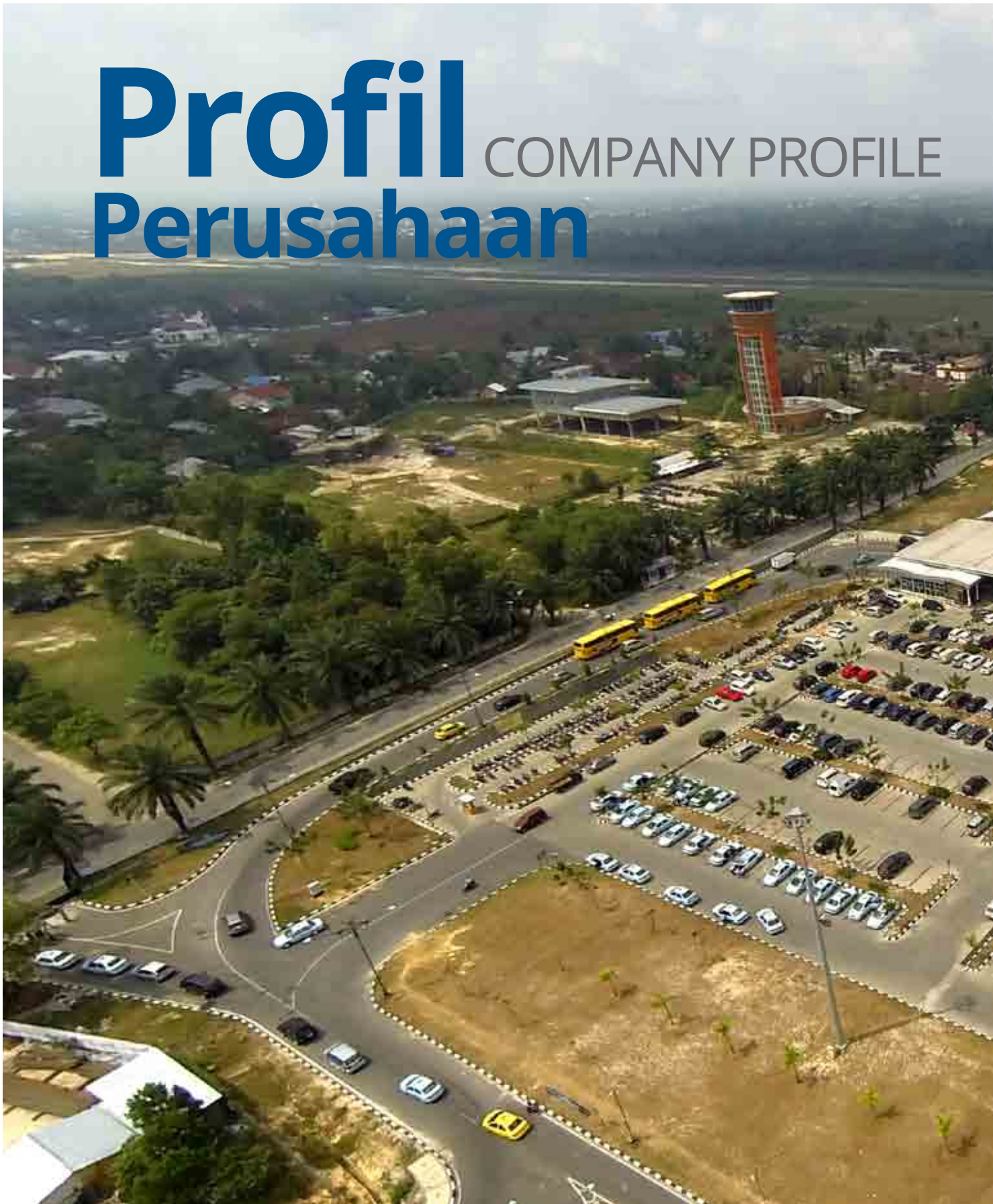
Profil Perusahaan

Company Profile



Profil Perusahaan

COMPANY PROFILE



Nama Perusahaan / Name of the Company	PT Angkasa Pura II (Persero)
Tanggal Pendirian / Date of Establishment	3 Oktober 1995 / October 3, 1995
Dasar Hukum Pendirian / Legal Basis of Establishment	18 November 2008 sesuai dengan Akta Notaris Silvia Abbas Sudrajat, SH, SpN Nomor 38 / November 18, 2008, pursuant to the Notarial Deed of Silvia Abbas Sudrajat, SH, SpN, No. 38
Nama Perusahaan Sebelum Perubahan / Previous Name of the Company	Perum Pelabuhan Udara Jakarta Cengkareng
Bidang Usaha / Line of Business	1. Pelayanan Jasa Kebandarudaraan / Airport Services 2. Pelayanan Jasa Terkait Bandar Udara / Airport-related Services
Status Perusahaan / Company's Status	Perusahaan Badan Usaha Milik Negara (BUMN) / State-Owned Enterprise (SOE)
Kepemilikan / Ownership	100% dimiliki oleh Negara Republik Indonesia / 100% owned by the Republic of Indonesia
Modal Dasar / Authorized Capital	Rp 20.000.000.000.000 / Rp20,000,000,000,000
Modal Ditempatkan dan Disetor Penuh / Issued and Fully Paid-In Capital	Rp 7.000.000.000.000 (7.000.000 lembar saham) Rp7,000,000,000,000 (7,000,000 shares)
Alamat Kantor Pusat / Address of Head Office	Building 600, Soekarno-Hatta International Airport PO BOX 1001/ BUSH Jakarta 19120, Indonesia
Jumlah Karyawan / Total Employees	5.546 orang / 5,546 employees
Website	www.angkasapura2.co.id
Layanan Informasi / Information Service	Building 600, Soekarno-Hatta International Airport PO BOX 1001/ BUSH Jakarta 19120, Indonesia (62-21) 550 5079, 550 5074
Contact Center	138

Untuk informasi lebih lanjut silahkan kunjungi situs www.angkasapura2.co.id. Dalam situs tersebut tersedia berbagai informasi yang dibutuhkan oleh para pemangku kepentingan.

For more information please visit www.angkasapura2.co.id. The website provides a wide range of information required by stakeholders.

Jejak Langkah

MILESTONES

1984

Pendirian Perum Pelabuhan
Udara Cengkareng

Establishment of the
Public Company (Perum)
Cengkareng Airport



1985

Pemindahan operasi penerbangan berjadwal dari Kemayoran
dan Halim Perdanakusuma ke Bandara Internasional Soekarno-
Hatta

Transfer of scheduled flight operations from Kemayoran and
Halim Perdanakusuma to Soekarno-Hatta International Airport

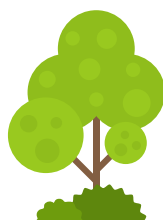
2006

- Peletakan batu pertama pembangunan Bandara Internasional Kualanamu oleh Wapres RI
- Peresmian TKI Lounge di Bandara Soekarno-Hatta oleh Presiden RI
- Penandatanganan akta pendirian PT Railink antara Angkasa Pura II dengan PT Kereta Api Indonesia
- Groundbreaking of Kualanamu International Airport by The Vice President of Republic of Indonesia
- Official Ceremoy of Indonesian Workers Lounge at Soekarno-Hatta International Airport by The President of Republic Indonesia
- Signing of PT Railink's Deed of Incorporation between PT Angkasa Pura II (Persero) and PT Kereta Api Indonesia

2005

Peresmian penggunaan
Bandara Internasional
Minangkabau, Ketaping,
Sumatera Barat, oleh
Presiden RI

Inauguration of
Minangkabau
International Airport,
Ketaping, West Sumatra,
by President of the
Republic of Indonesia



2004

Peresmian penggunaan
Terminal Khusus Haji
Bandara Soekarno-Hatta
oleh Menteri Agama dan
Menteri Perhubungan

Inauguration of Pilgrims
Special Terminal at
Soekarno-Hatta Airport by
the Minister of Religious
Affairs and Minister of
Transportation



1986

Perubahan nama Perum Pelabuhan Udara Cengkareng menjadi Perum Angkasa Pura II

Renaming Perum Cengkareng Airport into Perum Angkasa Pura II



1991

Serah terima pemilikan dan pengoperasian Bandara Sultan Mahmud Badaruddin II Palembang dari Ditjen Perhubungan Udara ke Perum Angkasa Pura II

Handover of ownership and operations of Sultan Mahmud Badaruddin II Airport - Palembang from the Directorate General of Air Transportation to Perum Angkasa Pura II

1993

Pendirian PT (Persero) Angkasa Pura II berdasarkan akte Notaris Muhani Salim, SH, No.3 tanggal 2 Januari 1993

Establishment of PT (Persero) Angkasa Pura II based on the Notarial Deed of Muhani Salim, SH, No. 3 dated January 2nd, 1993

1994

Perusahaan mendapat tugas mengelola Bandara Polonia Medan, Simpang Tiga Pekanbaru, Tabin Padang.

The Company is tasked to manage Airports of Polonia Medan, Simpang Tiga Pekanbaru, Tabin Padang.

2000

Serah terima operasi Bandara Kijang Tanjung Pinang dari Ditjen Perhubungan Udara ke Angkasa Pura II

Handover of Kijang Tanjung Pinang Airport operations from the Directorate General of Air Transportation to Angkasa Pura II

1999

Dilakukan perubahan nama Bandara Simpang Tiga menjadi Bandara Sultan Syarif Kasim II

Renaming Simpang Tiga Airport into Sultan Syarif Kasim II Airport

1998

Manajemen Kantor Cabang Utama PT (Persero) Angkasa Pura II Bandar Udara Soekarno-Hatta terbentuk

Management of the Main Branch Office of PT (Persero) Angkasa Pura II at Soekarno-Hatta Airport was formed

Jejak Langkah Milestones

2007

Bandara Depati Amir, Pangkal Pinang, dan Sultan Thaha resmi dikelola perusahaan PT Angkasa Pura II (Persero)

Officially manage Depati Amir Airport in Pangkalpinang and Sultan Thaha Airport in Jambi

"Clean Airport Action"

2008

Perencanaan Program Bersih Bandara "Clean Airport Action" dan peresmian fasilitas umum di Bandara

Declaration of "Clean Airport Action" and inauguration of public facilities at Soekarno-Hatta Airport by the Minister of Transportation, Minister of Culture and Tourism, and Governor of Banten

2016

Pada tanggal 9 Agustus 2016, Terminal 3 Ultimate Bandara Internasional Soekarno-Hatta secara resmi Beroperasi

On August 9, 2016, the Terminal 3 Ultimate of Soekarno-Hatta International Airport began operating

2015

Pengangkatan Direksi Baru PT Angkasa Pura II (Persero) di Kementerian BUMN

Appointment of the New PT Angkasa Pura II (Persero) Board of Directors at the Ministry of SOE

2014

Peluncuran logo baru "Sky City"

Launching of new "Sky City" logo





2009

Peresmian Eco & Modern Terminal, yakni Terminal 3 Bandara Soekarno-Hatta

Inauguration of Eco & Modern Terminal, namely the Terminal 3 of Soekarno-Hatta Airport



2010

- Sosialisasi rencana pengembangan Bandara Soekarno-Hatta sebagai Indonesia gateway
- Peresmian kembali Terminal 1C di Bandara Soekarno-Hatta

- Socialization of Soekarno-Hatta development plan as Indonesia gateway
- Inauguration of the reopening of Terminal 1C at Soekarno-Hatta Airport

2011

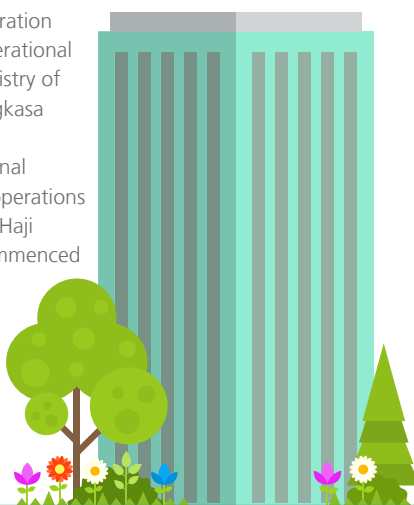
- Ground breaking pembangunan Terminal Bandara Depati Amir
- Ground breaking pembangunan Terminal Bandara Supadio
- Ground breaking of Depati Amir Airport Terminal construction
- Ground breaking of Supadio Airport Terminal construction



2013

- Serah terima dan peresmian pengalihan operasional Bandara Silangit dari Kementerian Perhubungan kepada Angkasa Pura II
- Bandara Internasional Kualanamu mulai beroperasi
- Terminal baru Bandara Raja Haji Fisabilillah mulai beroperasi

- Handover and inauguration of Silangit Airport operational transfer from the Ministry of Transportation to Angkasa Pura II
- Kualanamu International Airport commenced operations
- New terminal of Raja Haji Fisabilillah Airport commenced operations



2012

- Penandatanganan nota kesepahaman mengenai sister airport dengan Incheon International Airport Corporation
- Peresmian pengoperasian terminal baru Bandara Sultan Syarif Kasim II
- Signing of the Memorandum of Understanding with Incheon International Airport Corporation on Sister Airport
- Inauguration of new terminal of Sultan Syarif Kasim II Airport

Penghargaan dan Sertifikasi

Awards and Certifications

Juni / June



Pada 17 Juni 2016, Bandara Internasional Soekarno-Hatta dan Kualanamu meraih Service Quality Award 2016 kategori Diamond dalam ajang Service Quality Award 2016 yang diselenggarakan oleh Carre-Center for Customer Satisfaction and Loyalty (Carre CCSL) dan Service Excellence Magazine.

On June 17, 2016, Soekarno-Hatta International Airport and Kualanamu International Airport obtained the 2016 Service Quality award in Diamond category in the 2016 Service Quality Award contest organized by Carre-Center for Customer Satisfaction and Loyalty (Carre CCSL) and Service Excellence Magazine

Agustus / August



Pada tanggal 26 Agustus 2016 bertempat di Hotel Bidakara, Jakarta Perseroan memperoleh 10 Penghargaan dalam ajang Indonesia Contact Center Assosiation (ICCA) Award 2016 yang diselenggarakan oleh ICCA. Penghargaan yang diberikan terdiri dari 4 Penghargaan Platinum, 1 penghargaan Gold, 2 penghargaan Silver dan 3 Penghargaan Bronze.

On August 26, 2016 at Bidakara Hotel, Jakarta, the Company obtained 10 Awards in the 2016 Indonesia Contact Center Assosiation (ICCA) Award organized by ICCA. The awards received by the Company consisted of 4 Platinum awards, 1 Gold award, 2 Silver awards and 3 Bronze awards.

September



Pada tanggal 28 September 2016, Bandara Internasional Kualanamu, Bandara Internasional Soekarno-Hatta, Bandara Sultan Thaha, Bandara Raja Haji Fisabilillah, Bandara Husein Sastranegara, dan Bandara Internasional Sultan Mahmud Badaruddin II, berhasil mendapat penghargaan Pelayanan Prima Kategori Prima Utama setelah tim penilai memberi skor ≥ 85 – 100.

Sementara itu Bandara Sultan Syarif Kasim II meraih skor ≥ 75 – < 85 sehingga memperoleh penghargaan Pelayanan Prima Kategori Prima Madya, dan Bandara Internasional Sultan Iskandar Muda meraih penghargaan Pelayanan Prima Kategori Prima Pratama dengan skor 65 – < 75 . Penghargaan tersebut diberikan oleh Kementerian Perhubungan RI.

On September 28, 2016, Kualanamu International Airport, Soekarno-Hatta International Airport, Sultan Thaha Airport, Raja Haji Fisabilillah Airport, Husein Sastranegara Airport, and Sultan Mahmud Badaruddin II International Airport obtained Premium Service award in the category of Prima Utama with score of ≥ 85 – 100 from the assessor team.

Meanwhile, Sultan Syarif Kasim II Airport obtained the score of ≥ 75 – < 85 and received the Premium Service award in the category of Prima Madya and Sultan Iskandar Muda International Airport received the Premium Service award in the category of Prima Pratama with score of 65 – < 75 . The award was given by the Minister of Transportation of the Republic of Indonesia.

Penghargaan dan Sertifikasi Awards and Certifications

November



Pada tanggal 7 November 2016, dua bandara di bawah naungan Perseroan yaitu Bandara Sultan Syarif Kasim II Riau dan Bandara Soekarno Hatta Tangerang Banten masing-masing memperoleh Peringkat 2 dan 3 dalam penilaian Pelabuhan dan Bandara Sehat Tingkat Nasional Tahun 2016 yang diselenggarakan oleh Kementerian Kesehatan Republik Indonesia.

On November 7, 2016, 2 (two) airports under the management of the Company, namely Sultan Syarif Kasim II Airport of Riau and Soekarno-Hatta Airport of Tangerang, Banten, obtained the 2nd and 3rd Rank, respectively, in the 2016 National Assessment of Healthy Port and Airport organized by the Ministry of Health of the Republic of Indonesia.



Pada tanggal 7 dan 11 November 2016, Perseroan memperoleh 1 (satu) buah penghargaan Gold untuk kategori *The Best Customer Service* dan 1 (satu) buah penghargaan Silver untuk kategori Digital Information dalam ajang Contact Center Worlds (*Best in Customer Service & Best Technology Innovation*) bertempat di Las Vegas, Nevada, Amerika Serikat.

On November 7 and 11, 2016, the Company obtained a Gold award for the Best Customer Service category and a Silver award for the Digital Information category in Contact Center Worlds (Best in Customer Service & Best Technology Innovation) competition in Las Vegas, Nevada, USA.



Pada tanggal 24 November 2016, Perseroan memperoleh penghargaan Top ICT Corporate Best Practices 2016 dalam ajang Top ICT Leadership 2016 dan Top ICT Corporate Best Practices 2016 yang diselenggarakan oleh Majalah Itech.

On January 24, 2016, the Company obtained the Top ICT Corporate Best Practices 2016 award in the 2016 Top ICT Leadership competition and 2016 Top ICT Corporate Best Practices competition organized by Itech Magazine.

Penghargaan dan Sertifikasi

Awards and Certifications

Desember / December



Pada 10 Desember 2016, 5 bandara di bawah naungan Perseroan yang terdiri dari Bandara Husein Sastranegara, Bandara Sultan Thaha, Bandara Sultan Mahmud Badarruddin II, Bandara Sultan Iskandar Muda, Bandara Raja Haji Fisabilillah memperoleh penghargaan dalam ajang Bandara Awards yang diselenggarakan oleh Majalah Bandara yang diselenggarakan di Jakarta.

On December 10, 2016, 5 (five) airports under the management of the Company, namely Husein Sastranegara Airport, Sultan Thaha Airport, Sultan Mahmud Badarruddin II Airport, Sultan Iskandar Muda Airport, and Raja Haji Fisabilillah Airport obtained an award in the Airport Awards Competition organized by Bandara Magazine in Jakarta.



Pada 14 Desember 2016, Bandara Internasional Sultan Iskandar Muda yang berada di bawah naungan Perseroan memperoleh penghargaan dari World's Halal Tourism Awards pada kategori Best Airport for Halal Travelers yang diselenggarakan oleh International Travel Week Abu Dhabi yang berlokasi di Abu Dhabi, Uni Emirat Arab.

On December 14, 2016, Sultan Iskandar Muda International Airport, which is under the management of the Company, obtained an award in the World's Halal Tourism Awards in the category of Best Airport for Halal Travelers organized by International Travel Week Abu Dhabi in Abu Dhabi, United Arab Emirates.



Keberadaan Angkasa Pura II berawal dari perusahaan Umum dengan nama Perum Pelabuhan Udara Jakarta Cengkareng melalui Peraturan Pemerintah Nomor 20 tahun 1984, kemudian pada 19 Mei 1986 melalui Peraturan Pemerintah Nomor 26 tahun 1986 berubah menjadi Perum Angkasa Pura II.

Angkasa Pura II is originated from a public company under the name of Perum Pelabuhan Udara Jakarta Cengkareng established through Government Regulation No. 20 year 1984, which subsequently on May 19, 1986 through Government Regulation No. 26 year 1986 was amended to Perum Angkasa Pura II.

Sekilas Perusahaan

Company at a Glance

PT Angkasa Pura II (Persero) merupakan salah satu Badan Usaha Milik Negara di Lingkungan Departemen Perhubungan yang bergerak dalam bidang usaha pelayanan jasa kebandarudaraan dan pelayanan jasa terkait bandar udara di wilayah Indonesia Barat. Angkasa Pura II telah mendapatkan kepercayaan dari Pemerintah Republik Indonesia untuk mengelola dan mengupayakan pengusahaan Pelabuhan Udara Jakarta Cengkareng yang kini berubah nama menjadi Bandara Internasional Soekarno-Hatta serta Bandara Halim Perdanakusuma sejak 13 Agustus 1984.

Keberadaan Angkasa Pura II berawal dari perusahaan Umum dengan nama Perum Pelabuhan Udara Jakarta Cengkareng melalui Peraturan Pemerintah Nomor 20 tahun 1984, kemudian pada 19 Mei 1986 melalui Peraturan Pemerintah Nomor 26 tahun 1986 berubah menjadi Perum Angkasa Pura II. Selanjutnya, pada 17 Maret 1992 melalui Peraturan Pemerintah Nomor 14 tahun 1992 berubah menjadi Perusahaan Perseroan (Persero).

Seiring perjalanan perusahaan, pada 18 November 2008 sesuai dengan Akta Notaris Silvia Abbas Sudrajat, SH, SpN Nomor 38 resmi berubah menjadi PT Angkasa Pura II (Persero). Berdirinya Angkasa Pura II bertujuan untuk menjalankan pengelolaan dan pengusahaan dalam bidang jasa kebandarudaraan dan jasa terkait bandar udara dengan mengoptimalkan pemberdayaan potensi sumber daya yang dimiliki perusahaan dan penerapan praktik tata kelola perusahaan yang baik. Hal tersebut diharapkan agar dapat menghasilkan produk dan layanan jasa yang bermutu tinggi dan berdaya saing kuat sehingga dapat meningkatkan nilai perusahaan dan kepercayaan masyarakat. Kiprah Angkasa Pura II selama 30 tahun, telah menunjukkan kemajuan dan peningkatan usaha yang pesat dalam bisnis jasa kebandarudaraan melalui penambahan berbagai sarana prasarana dan peningkatan kualitas pelayanan pada bandara yang dikelolanya.

PT Angkasa Pura II (Persero) is one of the State-Owned Enterprises in the Ministry of Transportation environment engaged in airport services and airport-related services in Western part of Indonesia. Angkasa Pura II has earned the trust of the Government of Republic of Indonesia to manage and develop the business of Jakarta Cengkareng Airport that has changed its name into Soekarno-Hatta International Airport, as well as Halim Perdanakusuma Airport since August 13, 1984.

Angkasa Pura II is originated from a public company under the name of Perum Pelabuhan Udara Jakarta Cengkareng established through Government Regulation No. 20 year 1984, which subsequently on May 19, 1986 through Government Regulation No. 26 year 1986 was amended to Perum Angkasa Pura II. Thereafter, on March 17, 1992, through Government Regulation No. 14 year 1992, it became a limited liability state-owned enterprise (Persero).

In line with its journey, on November 18, 2008, pursuant to the Notarial Deed of Silvia Abbas Sudrajat, SH, SpN No. 38, the Company officially named PT Angkasa Pura II (Persero). The establishment of Angkasa Pura II is to carry out the management and business of airport and airport-related services by optimizing the utilization of potential resources owned by the Company and implement good corporate governance practices. This is expected to yield high-quality products and services that are highly competitive in order to increase the value of the Company as well as the trust of its stakeholders and the general public. The track records of Angkasa Pura II over 30 years have shown incredible business progress and enhancements in the airport service business through the addition of various facilities and infrastructure as well as improvement of service quality of the airports under its management.

Sekilas Perusahaan Company at a Glance

Angkasa Pura II telah mengelola 13 Bandara, antara lain yaitu Bandara Soekarno-Hatta (Jakarta), Halim Perdanakusuma (Jakarta), Kuala Namu (Medan), Supadio (Pontianak), Minangkabau (Padang), Sultan Mahmud Badaruddin II (Palembang), Sultan Syarif Kasim II (Pekanbaru), Husein Sastranegara (Bandung), Sultan Iskandarmuda (Banda Aceh), Raja Haji Fisabilillah (Tanjungpinang), Sultan Thaha (Jambi), Depati Amir (Pangkalpinang) dan Bandara Silangit (Tapanuli Utara).

Selama kurun waktu beberapa tahun terakhir, Angkasa Pura II telah berhasil memperoleh berbagai penghargaan dari berbagai instansi. Penghargaan yang diperoleh merupakan bentuk apresiasi kepercayaan masyarakat atas performance perusahaan dalam memberikan pelayanan.

Sebagai Badan Usaha Milik Negara, Angkasa Pura II selalu melaksanakan kewajiban untuk membayar dividen kepada negara selaku pemegang saham. Angkasa Pura II juga senantiasa berkomitmen untuk memberikan pelayanan yang terbaik dan perlindungan konsumen kepada pengguna jasa bandara, menerapkan praktik tata kelola perusahaan yang baik, meningkatkan kesejahteraan karyawan dan keluarganya serta meningkatkan kepedulian sosial terhadap masyarakat umum dan lingkungan sekitar bandara melalui program *Corporate Social Responsibility* (CSR).

At present, Angkasa Pura II operates 13 airports, namely Soekarno-Hatta Airport (Jakarta), Halim Perdanakusuma (Jakarta), Kuala Namu (Medan), Supadio (Pontianak), Minangkabau (Padang), Sultan Mahmud Badaruddin II (Palembang), Sultan Syarif Kasim II (Pekanbaru), Husein Sastranegara (Bandung), Sultan Iskandarmuda (Banda Aceh), Raja Haji Fisabilillah (Tanjungpinang), Sultan Thaha (Jambi), Depati Amir (Pangkalpinang) and Silangit (Tapanuli Utara).

Over the past several years, Angkasa Pura II has earned numerous awards from various institutions. These awards represent the trust and appreciation of the public, in recognition of the Company's performance in providing its services.

As a State-Owned Enterprise, Angkasa Pura II has consistently met its obligation to pay dividends to the state as its shareholder. Angkasa Pura II is also constantly committed to providing the best services and consumer protection to airport services users, implementing good corporate governance practices, improving the welfare of employees and their families, and increasing social care to the surrounding communities and environment through Corporate Social Responsibility (CSR) programs.

Makna Logo Perusahaan

Meaning of the Company Logo



Logo Angkasa Pura II disebut sebagai sky city atau dunia tanpa batas, terdiri dari simbol bola dunia Angkasa Pura II yang melambangkan kesiapan seluruh jajaran Angkasa Pura II untuk bersaing di era globalisasi dengan tekad bulat menyambut pelanggannya dengan layanan sempurna ditunjang dengan sistem kerja kelas satu yang dinamis berstandar internasional. Marka Angkasa Pura II menampilkan kepribadian yang kokoh dan bertanggung jawab, didukung oleh kesiapan dan komitmen dari manajemen dan seluruh staff Angkasa Pura II.

ARTI DARI WARNA

BIRU : Logistik

Merupakan simbol pergerakan logistik yang stabil dan terus tumbuh dan berkembang pesat, termasuk dalam segi pengadaan, perawatan, penyediaan dan ketenagaan.

MERAH : Tindakan dan aksi

Merupakan simbol akan tindakan yang dilandasi dengan semangat kerja yang tinggi dan komitmen dari Angkasa Pura II demi menghasilkan aksi dan performa berkelas demi kenyamanan dan keselamatan pelanggan.

KUNING : Kemakmuran

Merupakan simbol kemakmuran dari Angkasa Pura II hasil dari kerja keras dan komitmen tinggi akan kinerja Angkasa Pura II demi memberikan hasil yang maksimal bagi pemegang saham, manajemen, staf dan Negara Indonesia.

HIJAU : Kepemimpinan dan Pertumbuhan

Merupakan simbol akan kepemimpinan yang tegas, stabil dan terarah demi menuju pertumbuhan yang sehat dan berkembang.

Angkasa Pura II logo is referred to as sky city or a world without borders, consisting of Angkasa Pura II globe symbol, which symbolizes the readiness of all aspect in Angkasa Pura II to compete in the era of globalization with determination to welcomes its customers with perfect service supported with first class work system with dynamic and international standard. Angkasa Pura II marks displays a strong and responsible personality, supported by the readiness and commitment of the management and entire staff of Angkasa Pura II.

MEANING OF COLORS

BLUE : Logistic

A symbol of stable logistic flow and continues to grow and thrive, including in procurement, maintenance, supply and workforce.

RED : Action and Effort

A symbol of effort based on high morale and commitment of Angkasa Pura II to generate action and performance excellence for the customer's safety and comfort.

YELLOW : Prosperity

A symbol of Angkasa Pura II prosperity generated from hard work and commitment to Angkasa Pura II performance excellence to provide maximum results for our shareholders, management, staff and for Indonesia.

GREEN : Leadership and Growth

A symbol firm, stable and purposeful leadership towards healthy growth and development.

Transformasi Logo

Logo Transformation



PERUBAHAN NAMA PERUSAHAAN

Per 31 Desember 2015, Angkasa Pura II tidak melakukan perubahan nama. Nama yang digunakan sampai saat ini adalah PT Angkasa Pura II (Persero).

Pada tahun 2015, Angkasa Pura II melakukan perubahan logo perusahaan.

CHANGE OF COMPANY NAME

As of December 31st, 2015, Angkasa Pura II does not change its name. The name used to date is PT Angkasa Pura II (Persero).

In 2015, Angkasa Pura II changes its company logo.



Angkasa Pura II melakukan pengembangan usaha dalam bidang jasa kebandarudaraan dan peningkatan pelayanan yang optimal kepada pengguna jasa bandara melalui penyelenggaraan pelayanan-pelayanan yang menunjang jasa kebandarudaraan

Angkasa Pura II performs business development in the field of airport services and improvement of optimum service to the airport service users through services that support airport services

Kegiatan Usaha Perusahaan

Business Activities of the Company

BIDANG USAHA BERDASARKAN ANGGARAN DASAR

Berdasarkan Anggaran Dasar Perseroan Pasal 3 ayat 2 Anggaran Dasar Perseroan bidang usaha Perseroan terdiri dari:

1. Penyediaan, pengusahaan dan pengembangan fasilitas untuk kegiatan pelayanan pendaratan, lepas landas, parkir dan penyimpanan pesawat udara;
2. Penyediaan Pengusahaan dan pengembangan fasilitas terminal untuk pengangkutan penumpang;
3. Penyediaan Pengusahaan dan pengembangan fasilitas elektronika, listrik, air dan instalasi limbah buangan;
4. Penyediaan lahan untuk bangunan, lapangan dan kawasan industri serta gedung/bangunan yang berhubungan dengan kelancaran angkutan udara;
5. Penyediaan jasa konsultasi, pendidikan dan pelatihan yang berkaitan dengan kebandarudaraan;
6. Penyedia jasa pelayanan yang secara langsung menunjang kegiatan penerbangan yang meliputi penyediaan hanggar pesawat udara, perbengkelan pesawat udara, pergudangan, jasa boga pesawat udara, jasa ramp, jasa pelayanan penumpang dan bagasi, jasa penanganan kargo dan surat, pelayanan jasa load control, komunikasi dan operasi penerbangan, pelayanan jasa pengamatan, pelayanan jasa pemeliharaan dan perbaikan pesawat udara, pelayanan penyediaan dan pendistribusian bahan bakar pesawat udara;
7. Penyediaan jasa pelayanan yang langsung atau tidak langsung menunjang kegiatan bandar udara yang meliputi jasa penyediaan penginapan/ hotel, penyediaan restoran dan cafe, jasa penempatan kendaraan berotor/parkir, jasa perawatan pada umumnya (kegiatan yang melayani pembersihan dan pemeliharaan gedung dan kantor di bandar udara, jasa pelayanan otomatisasi pelaporan keberangkatan penerbangan.
8. Jasa penunjang kegiatan bandar udara lainnya, meliputi penjualan bahan bakar dan pelumas kendaraan bermotor di bandar udara, jasa pelayanan pengangkutan barang penumpang di terminal kedatangan dan pemberangkatan, jasa pelayanan pos, jasa pelayanan telekomunikasi, jasa tempat bermain dan rekreasi, jasa aluan wisata, agen perjalanan, bank untuk pelayanan jasa perbankan di bandar udara, penukaran uang, jasa pelayanan angkutan

BUSINESS LINES BASED ON ARTICLES OF ASSOCIATION

Based on the Article 3 paragraph 2 of the Company's Articles of Association, Company's business lines comprise:

1. Provision, exploitation and development of facilities for activities of landing services, taking off, parking and storage of aircraft;
2. Provision, exploitation and development of terminal facilities for passenger transport;
3. Provision, exploitation and development of electronic, power, water and waste disposal installations facilities;
4. Provision of land for buildings, fields and industrial areas, as well as buildings related to air transportation smoothness;
5. Provision of consulting, education and training services related to airport affairs;
6. The provision of services that directly support flight activities that include the provision of aircraft hangars, aircraft overhaul, warehousing, aircraft catering, ramp services, passenger and baggage services, cargo and mail handling services, load control services, flight communication and operations, surveillance services, aircraft maintenance and overhaul services, provision and distribution of aircraft fuel services;
7. Provision of services that directly or indirectly support airport activities which include the provision of accommodation/ hotels, restaurants and cafe, motor vehicles placement/ parking services, general maintenance services (activities to support cleaning and maintenance of airport buildings and offices, automated services for flight departure reporting;
8. Other airport supporting services, including sales of vehicle fuel and lubricant at the airport, transportation service for baggage, passengers at departure and arrival terminal, postal services, communication services, playground and recreational services, tourism services, travel agents, airport banking services, money changer, land transportation services, deposit counters, advertising services, first class lounge, business class lounge and VIP room, wellness and

Kegiatan Usaha Perusahaan

Business Activities of the Company

darat, penitipan barang, jasa advertensi, *first class lounge* dan *VIP room*, *wellness and beauty salon*, *agrobusiness service*, *nursery*, asuransi, jasa penyediaan ruangan, *vending machine*, jasa pengelolaan limbah buang, jasa pelayanan kesehatan, jasa penyediaan kawasan industri, jasa lainnya yang secara langsung atau tidak langsung menunjang kegiatan bandar udara.

beauty salon, agribusiness services, nursery, insurance, room/space for rent, vending machines, waste management services, health services, industrial areas services, other services that directly or indirectly support airport business activities.

BIDANG USAHA PENUNJANG

Bidang usaha penunjang dilakukan dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki Angkasa Pura II yang berada di luar daerah lingkungan kerja bandar udara meliputi usaha properti, pergudangan, perkantoran, perhotelan, perumahan, apartemen, bursa mobil, bengkel, restoran, SPBU, pusat perbelanjaan dan bisnis pariwisata, resort, olahraga dan rekreasi, rumah sakit, pendidikan dan penelitian, prasarana telekomunikasi dan sumber daya energi, jasa penyewaan dan pengusahaan sarana dan prasarana yang dimiliki Angkasa Pura II serta optimalisasi pemanfaatan dana Angkasa Pura II melalui pasar modal dan pasar uang.

BIDANG USAHA ANGKASA PURA II YANG SAAT INI DIJALANKAN SEBAGAI BERIKUT:

JASA KEBANDARUDARAAN

"Untuk menuju bandara bertaraf dunia, Angkasa Pura II senantiasa memastikan terpenuhinya aspek keamanan dan keselamatan penerbangan melalui kepatuhan terhadap prosedur serta mengedepankan aspek kepuasan pelanggan melalui pelayanan terbaik dan perlindungan konsumen".

Angkasa Pura II merupakan salah satu BUMN yang menjalankan bisnis pelayanan jasa kebandarudaraan. Perusahaan sangat memahami betul pentingnya menjaga kualitas performance perusahaan dan kepercayaan masyarakat. Peningkatan kualitas pelayanan yang diberikan oleh Angkasa Pura II melalui berbagai penyediaan kelengkapan sarana dan prasarana atau fasilitas umum di lingkungan bandara berdampak terhadap tingkat kenyamanan yang dirasakan masyarakat sebagai pengguna jasa bandara.

SUPPORTING BUSINESS LINES

The Company carries out supporting business lines in order to optimize the utilization of resources owned by Angkasa Pura II that are outside of airport work environment, covering the businesses of properties, warehousing, offices, hotels, housing, apartments, car markets, garages, restaurants, gas stations, shopping centers and tourism business, resorts, sports and recreation, hospitals, education and research, of telecommunication infrastructure and energy resources, rental services and exploitation of facilities and infrastructure owned by Angkasa Pura II, as well as optimization of funds utilization of Angkasa Pura II through capital market and money market.

CURRENT BUSINESS LINES OF ANGKASA PURA II:

AIRPORT SERVICES

"To become a world-class airport, Angkasa Pura II always ensures the fulfillment of the aspects of flight security and safety through compliance with procedures and prioritizes customer satisfaction aspect through best service and consumer protection".

Angkasa Pura II is one of the SOEs that run airport services business. The Company understands well the importance of maintaining the performance quality of the Company and the public trust. Improvement of service quality is conducted by Angkasa Pura II through the provision of completeness of public facilities and infrastructure in the airport environment and affects the level of comfort perceived by the public as airport service users.

Kegiatan Usaha Perusahaan Business Activities of the Company

Sejalan dengan hal tersebut, Angkasa Pura II juga memberikan perlindungan konsumen atas pelayanan yang merugikan pelanggan melalui saluran-saluran pengaduan yang tersedia sehingga mampu merespon dengan cepat setiap aduan dan memberikan penyelesaian secara bijaksana. Pada aspek operasional penerbangan, Angkasa Pura II senantiasa mengutamakan keselamatan penerbangan dengan memastikan seluruh sektor operasional kebandarudaraan mengikuti dan mematuhi prosedur yang berlaku. Sehingga, semua aspek yang menjadi perhatian/tumpuan perusahaan, dapat memenuhi ekspektasi harapan semua pihak dan mampu meningkatkan citra perusahaan.

Angkasa Pura II melakukan pengembangan usaha dalam bidang jasa kebandarudaraan dan peningkatan pelayanan yang optimal kepada pengguna jasa bandara melalui penyelenggaraan pelayanan-pelayanan yang menunjang jasa kebandarudaraan. Pelayanan-pelayanan tersebut antara lain: pelayanan jasa pendaratan, penempatan dan penyimpanan pesawat udara (PJP4U), pelayanan jasa penumpang pesawat udara (PJP2U), pelayanan jasa penerbangan (PJP), pelayanan jasa Garbarata dan Pelayanan jasa konter.

Dalam menjalankan usahanya, Angkasa Pura II selalu mematuhi dan mengikuti berbagai regulasi maupun standar yang mengikat terkait dengan pelayanan lalu lintas udara, baik yang berlaku secara internasional (International Civil Aviation Organization / ICAO) maupun nasional (Departemen Perhubungan - Direktorat Jenderal Perhubungan Udara). Semua regulasi maupun standar tersebut diberlakukan, agar aspek keselamatan penerbangan terpenuhi sehingga semua pihak dapat merasakan kenyamanan dan ketenangan selama penerbangan.

Angkasa Pura II memiliki komitmen yang tinggi dalam mengelola jasa pelayanan lalu lintas udara dengan mengutamakan keselamatan penerbangan dan kepuasan pelanggan/pengguna jasa bandara. Untuk mewujudkan hal tersebut, Angkasa Pura II terus mengupayakan peningkatan kualitas pelayanan baik dari aspek pemberdayaan kompetensi SDM yang dimiliki, penyempurnaan dan pengawasan kepatuhan atas prosedur kerja maupun penambahan serta perbaikan fasilitas dan sistem bandar udara.

Therefore, Angkasa Pura II also provides consumer protection for detrimental services to customers through channels of complaint provided so as to respond quickly to any complaints and provide closure in a smart manner. In the aspect of flight operations, Angkasa Pura II always prioritizes flight safety by ensuring that all airport operational sectors follow and comply with the applicable procedures. Thus, all aspects of concern/foundation of the Company, can fulfill the expectations of all parties and enhance the corporate image.

Angkasa Pura II performs business development in the field of airport services and improvement of optimum service to the airport service users through services that support airport services. Such services include: landing services, placement and storage of aircraft (PJP4U), air passenger services (PJP2U), flight services (PJP), Jet Bridge services and counter services.

In running its business, Angkasa Pura II always obeys and follows various regulations and standards related to air traffic services, both that apply internationally (International Civil Aviation Organization/ICAO) and nationally (Ministry of Transportation - Directorate General of Air Transportation). All regulations and standards are applicable so that flight safety aspects are fulfilled; thus, all parties are able to experience the comfort and tranquility during the flight.

Angkasa Pura II is strongly committed to managing air traffic services by prioritizing aviation safety and satisfaction of customers/airport service users. To realize such commitment, Angkasa Pura II continues to work on improving service quality both from the aspect of competence empowerment of existing HR, improvement and monitoring of the Company's compliance with the working procedures as well as additions and improvement of airport facilities and systems.

Kegiatan Usaha Perusahaan

Business Activities of the Company

JASA TERKAIT BANDAR UDARA

Memaksimalkan pelayanan terbaik melalui penyediaan beragam pelayanan jasa penunjang Bandar udara yang modern dengan ditunjang fasilitas berteknologi tinggi adalah komitmen Angkasa Pura II untuk mewujudkan kenyamanan bagi pengguna jasa selama berada di lingkungan bandara.

Angkasa Pura II mengusahakan pelayanan-pelayanan jasa yang menunjang bisnis jasa kebandarudaraan. Pelayanan jasa terkait bandara udara disediakan oleh Angkasa Pura II bertujuan untuk mendukung terciptanya aspek keamanan, keselamatan dan kenyamanan bagi pengguna jasa bandara selama berada di kawasan Bandara. Pelayanan jasa terkait bandar udara tersebut diantaranya: penyewaan ruangan, gudang, lahan dan fasilitas lainnya, kegiatan konsesional, parkir kendaraan, Pas Bandara dan penyediaan lahan untuk bangunan, lapangan dan industri serta bangunan yang berhubungan dengan kelancaran angkutan udara.

Pelayanan penunjang lainnya yang juga diupayakan oleh Angkasa Pura II antara lain: pelayanan operasi bandara, pelayanan penerbangan haji, pelayanan tenaga kerja Indonesia, pelayanan kargo, pelayanan keamanan dan keselamatan bandara, pelayanan pertolongan kecelakaan penerbangan dan pemadam kebakaran (PKP-PK) serta pelayanan penanganan gawat darurat.

PELAYANAN BANDARA

Seiring dengan kebutuhan masyarakat terhadap jasa angkutan udara yang semakin meningkat, berdampak pada lalu lintas para pengguna jasa bandara yang menjadi begitu padat baik pada saat sebelum penerbangan (keberangkatan) maupun saat setelah penerbangan (kedatangan). Hal ini menuntut perlunya pengelolaan yang serius dan memadai. Angkasa Pura II berupaya penuh untuk memberikan pelayanan terbaik melalui pelayanan operasi bandara dengan penambahan berbagai fasilitas di lingkungan bandara dan perluasan kawasan terminal termasuk pembangunan gedung atau bangunan terminal baru. Upaya yang dilakukan ini bertujuan supaya dapat menampung jumlah penumpang yang bertambah serta dapat menghadirkan kenyamanan bagi pengguna jasa bandara.

AIRPORT RELATED SERVICES

Maximizing the best service by providing various airport supporting services that are modern and supported with high-tech facilities is the commitment of Angkasa Pura II to realizing convenience for service users while in the airport environment.

Angkasa Pura II provides services that support the airport service business. Airport-related services provided by Angkasa Pura II aim to support the creation of aspects of security, safety and comfort for airport service users while in the Airport environment. Airport-related services include: leasing of space, warehouses, land and other facilities, activities of concessionaires, vehicles parking, Airport Pass and the provision of land for building, fields and industry as well as buildings related with the flow of air transport.

Other supporting services that are also developed by Angkasa Pura II, among others, are: airport operation services, pilgrim flight services, Indonesian worker services, cargo services, airport security and safety services, rescue and fire fighting services (PKP-PK) as well as emergency response services.

AIRPORT SERVICES

The increasing public demand for air transport services impacts on the traffic of airport service users which have become very congested, both at the time before the flight (departure) or after the flight (arrival). This requires the needs for a serious and adequate management. Angkasa Pura II seeks to grant the best service through airport operation services with the addition of various facilities in the airport environment and expansion of terminal area including the construction of new buildings or terminal buildings. These efforts aim to increase the capability of airports to accommodate the growing number of passengers and to bring comfort for the airport service users.

Kegiatan Usaha Perusahaan Business Activities of the Company

Penambahan dan perbaikan fasilitas bandara yang dilakukan oleh perusahaan diantaranya adalah penambahan dan perbaikan kursi tunggu penumpang, garbarata, toilet, troli bagasi, konter check-in, konter pemeriksaan, fasilitas tempat ibadah seperti mushola dan sejumlah fasilitas pendukung lainnya. Terkait dengan pengembangan kawasan terminal, Angkasa Pura II melakukan penambahan kapasitas bandara diantaranya penambahan ruang yang mampu menampung peningkatan jumlah penumpang serta penataan ruangan yang memperlancar proses pemeriksaan dan memudahkan pengurusan administrasi penumpang. Melalui kerjasama dengan mitra binaan perusahaan, Angkasa Pura II juga menambah konter-konter jualan yang menyediakan berbagai kebutuhan para pengguna jasa bandara. Dalam rangka menjaga kenyamanan dan keindahan di lingkungan bandara, Angkasa Pura II senantiasa memantau kebersihan kawasan bandara dan melakukan program kebersihan bandara.

PELAYANAN PENERBANGAN HAJI

Pelaksanaan Pos Komando (Posko) Ibadah Haji Tahun 2016 terletak di area Gudang Kargo Bandar Udara Internasional Kualanamu. Secara umum pelayanan penerbangan haji berjalan normal, tertib, aman, dan lancar berkat adanya koordinasi dan kerja sama yang baik antar instansi terkait antara lain : PPIH Departemen Agama, Airlines, *Ground Handling Agent*, TNI AU dan CIQ (*Custom, Immigration, Quarantine*). Pelayanan angkutan udara Jama'ah Haji Indonesia tahun 2016 terbagi menjadi 2 (dua) fase. Fase I Keberangkatan (embarkasi) dimulai pada 9 Agustus sampai dengan 29 Agustus 2016, sementara itu Fase II Pemulangan (debarkasi) dimulai pada 17 September sampai dengan 9 Oktober 2016.

PELAYANAN TENAGA KERJA INDONESIA (TKI)

Indonesia mempunyai jumlah tenaga kerja yang relatif banyak yang tersebar di berbagai negara, di mana sebagian besar memanfaatkan pelayanan jasa angkutan udara. Lalu lintas tenaga kerja Indonesia yang melalui pintu keberangkatan maupun pintu ke kedatangan bandara yang dikelola oleh Angkasa Pura II menunjukkan peningkatan seiring dengan meningkatnya jumlah tenaga kerja yang ada di luar negeri.

Addition and improvement of airport facilities performed by the Company include the addition and improvement of passengers' seats in the waiting areas, jet bridges, toilets, luggage trolleys, check-in counters, security check counters, places of worships and a number of other supporting facilities. In regard to terminal area development, Angkasa Pura II has increased the airport capacity by adding more spaces that can accommodate the increase in the number of passengers as well as improving room arrangement that facilitates the administrative management of passengers. Through the cooperation with the Company's assisted partners, Angkasa Pura II also adds sales counters that provide various needs of airport service users. In order to preserve the comfort and beauty of airport environment, Angkasa Pura II continuously monitors the cleanliness of the airport and conducts airport hygiene programs.

PILGRIM FLIGHT SERVICES

In 2016, the Command Posts (Posko) for Pilgrims were located in the Cargo Warehouse area of Kualanamu International Airport. In general, pilgrim flight services ran normally, orderly, safely and smoothly due to the good coordination and cooperation between the relevant institutions, among others: PPIH of the Ministry of Religious Affairs, Airlines, Ground Handling Agents, National Air Force and CIQ (*Custom, Immigration, Quarantine*). Air freight service of the Indonesian Pilgrims in 2016 was divided into 2 (two) phases. The 1st Phase of Departure (embarkation) began on August 9 until August 29, 2016, while the 2nd Phase of Arrival (debarkation) began on September 17 until October 9, 2016.

INDONESIAN WORKER SERVICES (TKI)

Indonesia has a relatively large amount of workers spread across various countries, where mostly take advantage of air transport services. Indonesian workers traffic that go through the departure gate or the arrival gate managed by Angkasa Pura II shows an improvement in line with the growth of total workers outside the country.

Kegiatan Usaha Perusahaan

Business Activities of the Company

Besarnya kontribusi para tenaga kerja Indonesia dalam menggunakan pelayanan jasa bandar udara, Angkasa Pura II berkomitmen untuk memberikan pelayanan yang maksimal dan fasilitas kemudahan bagi TKI diantaranya adalah penyediaan jalur khusus keberangkatan dan kedatangan TKI, pusat layanan informasi TKI dan layanan angkutan darat bagi TKI yang pulang ke kampung. Angkasa Pura II juga memberikan perhatian khusus dan perlindungan bagi para TKI dari aksi-aksi penipuan oleh orang-orang yang tidak bertanggungjawab di lingkungan bandara. Dengan demikian, diharapkan para TKI merasa nyaman dan aman selama berada di bandara.

PELAYANAN KARGO

Bisnis pengiriman atau pengangkutan barang memiliki prospek usaha yang sangat strategis termasuk bisnis pengiriman barang melalui angkutan udara (kargo). Peluang bisnis yang strategis ini, dimanfaatkan oleh Angkasa Pura II dengan mengoperasikan terminal kargo yang dimulai sejak tahun 2007. Angkasa Pura II membentuk unit bisnis strategis yang mengelola pelayanan kargo di setiap bandara yang dikelola.

Dalam rangka memastikan terpenuhinya aspek kelancaran, keamanan dan keselamatan operasional pengiriman barang dari mulai proses penggudangan sampai dengan penerbangan, Angkasa Pura II melakukan pengawasan kepatuhan terhadap prosedur dan standar yang berlaku.

Angkasa Pura II melakukan upaya untuk meningkatkan kualitas pelayanan kargo di bandara-bandara yang dikelola seperti peningkatan kapasitas pergudangan kargo yang dapat menampung peningkatan volume transaksi.

KEAMANAN DAN KESELAMATAN BANDARA

Angkasa Pura II memiliki komitmen yang tinggi atas terpenuhinya aspek keamanan dan keselamatan bandara dari segala bentuk ancaman dan gangguan yang dapat merugikan penumpang, pengguna jasa bandara maupun perusahaan sendiri. Komitmen perusahaan tersebut diwujudkan dengan adanya penyediaan pelayanan keamanan dan keselamatan bandara.

Due to the large amount of contributions of Indonesian workers in using the airport services, Angkasa Pura II is committed to providing superior service and convenient facilities for the TKI including the provision of special line for departure and arrival of TKI, TKI information service center and land transportation services for TKI who return home. Angkasa Pura II also provides special attention and protection for TKI from the acts of fraud by irresponsible people in the airport environment. Hence, it is expected that the TKI will feel comfortable and secure while in the airport.

CARGO SERVICES

Baggage delivery or transport business has quite strategic prospects, including the delivery of baggage business through air freight (cargo). This strategic business opportunity is exploited by Angkasa Pura II by operating a cargo terminal which was initiated in 2007. Angkasa Pura II formed a strategic business unit that manages cargo services in all managed airports.

In order to ensure the fulfillment of the aspects of smoothness, security and safety of baggage shipping operations, starting from the warehouse process to air shipment, Angkasa Pura II supervises the compliance with applicable procedures and standards.

Angkasa Pura II strives to improve cargo services quality at its managed airports, such as the improvement of cargo stowage capacity to accommodate increased transaction volume.

AIRPORT SECURITY AND SAFETY

Angkasa Pura II is fully committed to fulfilling the aspects of security and safety in the airports against all forms of threats and disturbances that may harm the passengers, airport service users and the Company itself. The Company's commitment is manifested through the provision of airport security and safety services.

Kegiatan Usaha Perusahaan Business Activities of the Company

Angkasa Pura II telah melengkapi bandara-bandara yang dikelolanya dengan fasilitas pengamanan yang modern dan berteknologi tinggi mulai dari peralatan X-Ray untuk pemeriksaan bagasi dan kargo, walk-through dan handheld metal detector, sistem CCTV, pagar perimeter dan lainlain. Pada aspek kualitas sumber daya manusia yang bertanggungjawab atas keamanan dan keselamatan di kawasan bandara, perusahaan telah memberikan berbagai pelatihan baik yang bersifat pengetahuan sampai pada ketrampilan teknis di lapangan. Hal ini bertujuan untuk membentuk personil keamanan yang handal dan profesional dalam menjalankan tugas-tugas operasional pengamanan bandara.

Sedangkan pada aspek kuantitas personil pengamanan bandara, Angkasa Pura II juga melakukan penambahan sesuai dengan kebutuhan dan standar pengamanan berlaku. Terkait dengan keamanan dan keselamatan bandara, Angkasa Pura II juga selalu berkoordinasi dan bekerjasama dengan instansi Kepolisian Republik Indonesia dan Tentara Nasional Indonesia (TNI) untuk memberikan pelatihan kepada personil pengamanan bandara maupun untuk menciptakan suasana bandara yang aman dan nyaman.

PELAYANAN PERTOLONGAN KECELAKAAN PENERBANGAN DAN PEMADAM KEBAKARAN (PKP-PK)

Angkasa Pura II sangat menyadari dalam pengelolaan bisnis jasa kebandarudaraan yang berhubungan dengan jasa lalu lintas penerbangan memiliki tingkat risiko yang tinggi. Oleh karena itu, perusahaan mempunyai program pelayanan yang bertujuan untuk meminimalisir dan mengantisipasi munculnya risiko tersebut yaitu melalui program pelayanan pertolongan kecelakaan penerbangan dan pemadam kebakaran (PKP-PK).

Angkasa Pura II berupaya memastikan bahwa semua infrastruktur/fasilitas yang terkait dengan program PKPPK dalam kondisi yang siap siaga dan berfungsi secara optimal. Upaya yang dilakukan Perusahaan perbaikan dan peningkatan kelengkapan fasilitas maupun penggantian atau peremajaan kendaraan operasional PKP-PK antara lain foam tender, rescue invention vehicle (rapid car), ambulance dan commando car, sesuai dengan ketentuan dan standar yang berlaku bagi masing-masing bandara.

Angkasa Pura II has equipped all airports under its management with modern security facilities and high-tech equipments ranging from X-Ray for baggage and cargo inspection, walk-through and handheld metal detectors, CCTV systems, perimeter fencing and so on. In the aspect of quality of human resources responsible for the security and safety at the airport area, the Company has provided various trainings, both knowledge and technical skills in the field. It aims at establishing security personnel that are reliable and professional to carry out airport security operational duties.

In regard to the quantity aspect of airport security personnel, Angkasa Pura II also increases the number of security personnel in accordance with the applicable safety requirements and standards. Furthermore, related to airport safety and security, Angkasa Pura II constantly coordinates and cooperates with the Indonesian National Police and the Indonesian Military (TNI) to provide training for airport security personnel as well as to create airport atmosphere that is safe and comfortable.

RESCUE AND FIRE FIGHTING SERVICES (PKP-PK)

Angkasa Pura II is extremely aware of the fact that the management of airport services business related to air traffic services has a high level of risk. Therefore, the Company has established a service program that aims to minimize and anticipate the emergence of these risks, namely the program of rescue and fire fighting services (PKP-PK).

Angkasa Pura II strives to ensure that all infrastructure/facilities related to PKP-PK program is in a state of alert and able to function optimally. Efforts made by the Company include reparation and improvement of facility so as to be complete, as well as replacement and revitalization of PKP-PK operational vehicles, among others, foam tenders, rescue invention vehicle (rapid car), ambulance and commando car, and are in accordance with the applicable provisions and standards to the respective airports.

Kegiatan Usaha Perusahaan

Business Activities of the Company

Di samping peningkatan kualitas infra struktur PKP-PK, Angkasa Pura II juga meningkatkan kapabilitas pelayanan PKP-PK melalui pemenuhan kualitas maupun kuantitas personil PKP-PK. Dalam rangka pemenuhan kualitas personil PKP-PK, Angkasa Pura II bekerjasama dengan instansi pemerintah seperti Dinas Pemadam Kebakaran dengan memberikan pelatihan-pelatihan yang dapat meningkatkan kompetensi personil PKP-PK. Pada aspek kepatuhan terhadap prosedur, perusahaan melakukan kajian maupun penilaian untuk mengukur kualitas pelayanan PKP-PK dalam merespon setiap kecelakaan yang terjadi.

LAYANAN PENANGGULANGAN GAWAT DARURAT

Kesiapan bandara menghadapi kemungkinan terjadinya kecelakaan pesawat udara, memiliki dampak yang sangat signifikan dalam mencegah atau meminimalkan timbulnya kerugian jiwa maupun material. Kesiapan ini bergantung pada kondisi bandara atas ketersediaan fasilitas yang memadai, yang didukung oleh personil handal dan terlatih dalam melakukan penanggulangan gawat darurat.

Angkasa Pura II melalui layanan penanggulangan gawat darurat berupaya untuk memberikan respon yang cepat atas terjadinya kecelakaan pesawat udara. Untuk itu, Angkasa Pura II memastikan bahwa seluruh bandara yang dikelolanya telah melakukan pelatihan-pelatihan tentang penanggulangan gawat darurat serta melengkapi berbagai fasilitas dan unsur-unsur penunjangnya.

Dalam rangka penanggulangan gawat darurat, Angkasa Pura II bekerjasama dan berkoordinasi dengan berbagai unsur dan instansi yang tergabung dalam *Airport Emergency Committee* (AEC) sesuai prosedur atau standar dalam *Airport Emergency Plan* (AEP).

In addition to improving the quality of PKP-PK infrastructure, Angkasa Pura II also improves the service capabilities of PKP-PK through the fulfillment of quality and quantity of PKP-PK personnel. In order to meet the quality of PKP-PK personnel, Angkasa Pura II cooperates with several government agencies such as the Fire Department to provide training to improve the competence of PKP-PK personnel. In the aspect of compliance with procedures, the Company conducts study and assessment to measure the service quality of PKP-PK in response to any accidents that occur.

EMERGENCY RESPONSE SERVICES

Airport readiness to respond to the possibility of airplane accident has a very significant impact in preventing or minimizing the loss of life and material. This readiness depends on the airport conditions on the availability of adequate facilities, supported with reliable and trained personnel to perform emergency response.

Angkasa Pura II, through emergency response services, seeks to provide rapid response on airplane accident. To that end, Angkasa Pura II ensures that all the managed airports have conducted training on emergency response and completed various facilities and supporting elements.

In the framework of emergency response, Angkasa Pura II cooperates and coordinates with various elements and institutions joined in the Airport Emergency Committee (AEC) in accordance with procedures or standards stipulated in the Airport Emergency Plan (AEP).

Pengembangan Bandara Tahun 2016

Airport Development in 2016

Angkasa Pura II berkomitmen untuk memberikan pelayanan di setiap bandara yang dimiliki untuk memenuhi harapan stakeholders. Untuk tahun 2016, pengembangan bandara yang telah dilakukan sebagai berikut:

is committed to providing service in each airport owned to meet the expectation of the stakeholders. For 2016, the airport development conducted is as follows:

Bandara Supadio Pontianak



Pembangunan dan Pengoperasian Terminal baru : Supadio - Pontianak

Development and Operations of new Terminal : Supadio - Pontianak

Bandara Silangit Siborong-borong Tapanuli Utara



Pembangunan dan Pengoperasian Terminal baru : Silangit Siborong-borong Tapanuli Utara

Development and Operations of new Terminal : Silangit Siborong-borong, North Tapanuli

Bandara Husein Sastranegara Bandung



Pengembangan dan Pembangunan Terminal baru : Bandara Husein Sastranegara - Bandung

Development and Construction of new Terminal : Husein Sastranegara Airport - Bandung

Pengembangan Bandara Tahun 2016

Airport Development in 2016

Bandara Udara Sultan Thaha



Pengembangan dan Pembangunan Terminal baru : Bandara Udara Sultan Thaha - Jambi

Development and Construction of new Terminal : Sultan Thaha - Jambi Airport

Bandara Soekarno Hatta, Jakarta



Pengembangan dan Pembangunan Terminal serta Fasilitas baru : Bandara Soekarno Hatta - Jakarta

Development and Construction of Terminal and new Facilities : Soekarno Hatta Airport - Jakarta

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Visi, Misi, Tata Nilai dan Falsafah Perusahaan

Company's Vision, Mission, Values and Philosophy

VISI VISION

Tahapan Penyusunan Visi, Misi, Tata Nilai dan Falsafah Perusahaan:

1. Direksi melakukan evaluasi terhadap pencapaian kinerja dan kekuatan internal Angkasa Pura II.
2. Direksi melakukan evaluasi terhadap perubahan strategis lingkungan eksternal Perusahaan dan mempertimbangkan peluang bisnis di masa akan datang.
3. Direksi melakukan evaluasi dan identifikasi terhadap harapan dan kebutuhan para pemangku kepentingan.
4. Dengan mempertimbangkan kekuatan Internal dan Peluang Eksternal serta harapan para pemangku kepentingan, Direksi merumuskan Visi, Misi, Tata Nilai dan Falsafah Perusahaan.
5. Visi, Misi, Tata Nilai dan Falsafah tersebut kemudian disampaikan dan dievaluasi oleh Dewan Komisaris yang kemudian ditetapkan dan disepakati secara bersama oleh Dewan Komisaris dan Direksi
6. Direksi menetapkan Visi, Misi, Tata nilai dan Falsafah Perusahaan di dalam Rencana Jangka Panjang Perusahaan.

Stages in Formulating the Company's Vision, Mission, Values, and Philosophy:

1. The Board of Directors conducts evaluation on the performance and internal capability of Angkasa Pura II.
2. The Board of Directors conducts evaluation on strategic changes of the Company's external environment and considers future business opportunities.
3. The Board of Directors conducts evaluation on and identification of expectations and needs of the stakeholders.
4. By taking into account the Company's Internal capability and External Opportunities as well as the needs of stakeholders, the Board of Directors formulates the Company's Vision, Mission, Values and Philosophy.
5. The Company's Vision, Mission, Values and Philosophy is presented to and evaluated by the Board of Commissioners which will be jointly established and agreed by the Board of Commissioners and Board of Directors.
6. The Board of Directors establishes the Company's Vision, Mission, Values and Philosophy in the Company's Long Term Plan.

Dalam lima tahun ke depan, Angkasa Pura II bercita-cita untuk mewujudkan visi perusahaan, yaitu:

**"Bandara Terbaik Dengan Teknologi Yang Pintar
Dan Terkoneksi Di Kawasan"**
The Best Smart Connected Airport Operator in The Region

The best smart connected airport in the region memiliki makna bahwa bandara-bandara yang dikelola Angkasa Pura II menjadi bandara yang terhubung ke banyak rute atau tujuan baik di dalam maupun di luar negeri, sesuai dengan status masing-masing bandara (bandara domestik/internasional). *Connecting time* dan *connecting process* baik untuk penumpang maupun barang harus bisa berjalan dengan mudah dan tanpa sekat. Bandara-bandara APII juga sepenuhnya menjadi bandara yang pintar (*smart*) dengan memanfaatkan teknologi modern. *Region* yang dimaksud dalam visi adalah Asia. Sehingga dapat disimpulkan bahwa visi Angkasa Pura II adalah menjadi bandara dengan konektivitas tinggi ke banyak kota atau negara dan mempergunakan teknologi modern yang terintegrasi dalam operasional bandara dan peningkatan pelayanan penumpang.

Sesuai dengan visi sebagai bandara berteknologi digital (*smart*), Angkasa Pura II akan memanfaatkan teknologi terkini yang terintegrasi dengan koneksi kecepatan tinggi dalam seluruh ekosistem. Penggunaan teknologi terkini juga berfungsi untuk memberikan kemudahan kepada konsumen dalam mengakses segala hal yang terkait dengan bandara, seperti pemesanan tiket, *check-in* sebelum masuk pesawat, informasi tentang bandara, akses terhadap semua fasilitas bandara (*food and beverage*, parkir, moda transportasi yang terdapat di bandara, dan lainnya).

Dengan visi ini Angkasa Pura II bercita-cita untuk membawa seluruh bandar udara yang dikelola menjadi bandara terbaik di kelasnya di kawasan Asia.

Visi, Misi, Tata Nilai dan Falsafah Perusahaan Company's Vision, Mission, Values and Philosophy

In the next five years, Angkasa Pura II aspires to manifest its vision, namely:

**"Bandara Terbaik Dengan Teknologi Yang Pintar
Dan Terkoneksi Di Kawasan"**
The Best Smart Connected Airport Operator in The Region

The best smart connected airport in the region means that airports managed by Angkasa Pura II become the airports that are connected to various routes and destination, both domestic and international, in accordance with the status of each airport (domestic/international airport). Connecting time and connecting process, both for the passengers and goods must run easily and without any delay. APII airports must entirely become smart airports through the utilization of modern technology. The word Region in the vision is defined as Asia; thus, it can be concluded that the vision of Angkasa Pura II is to become an airport with high connectivity to many cities or countries through the use of sophisticated technology that is integrated into airport operations and the efforts to improve service quality for the passengers.

In line with the vision as an airport that utilizes digital technology (smart airport), Angkasa Pura II shall take advantage of the most up-to-date technology that is integrated with high-speed connection in the entire ecosystem. The use of modern technology aims to provide convenience for the consumers in accessing all airport-related matters, such as ticket reservation, check-in prior to boarding, information about the airport, and access to all airport facilities (food and beverage, parking area, airport transportation, etc.)

With such vision, Angkasa Pura II aspires to bring all managed airports to become the best airports in their class in Asia.

Visi, Misi, Tata Nilai dan Falsafah Perusahaan

Company's Vision, Mission, Values and Philosophy

MISI MISSION

Untuk mendukung pencapaian terhadap visi perusahaan, Angkasa Pura II telah menyusun misi yang mencakup seluruh komponen, yaitu:

- Memastikan keselamatan dan keamanan sebagai prioritas utama
- Menyediakan infrastruktur dan layanan kelas dunia untuk mendukung perkembangan ekonomi Indonesia melalui konektivitas antar daerah maupun negara.
- Memberikan pengalaman perjalanan yang terpercaya, konsisten, dan menyenangkan kepada seluruh pelanggan dengan teknologi modern
- Mengembangkan kemitraan untuk melengkapi kemampuan dan memperluas penawaran perusahaan
- Menjadi BUMN pilihan dan memaksimalkan potensi dari setiap karyawan perusahaan
- Menjunjung tinggi tanggung jawab sosial perusahaan

Untuk keperluan komunikasi dan publikasi dapat mempergunakan pernyataan misi sebagai berikut:

"Kami mendorong seluruh karyawan dan mitra untuk memberikan pengalaman bepergian yang aman dan nyaman bagi pelanggan."

To support the achievement of its vision, Angkasa Pura II has formulated missions that cover all components, namely:

- Ensuring that safety and security aspect always become the key priority.
- Providing world-class infrastructure and service to support the economic development of Indonesia through inter-region and inter-country connectivity.
- Offering reliable, consistent and enjoyable traveling experience to all customers by the use of modern technology.
- Developing partnership to complement its ability and to expand company offering
- Becoming the preferred SOE and maximizing potentials of each employee of the company
- Upholding corporate social responsibility aspect

For the needs of communication and publication, the following mission statement can be used:

"We encourage all employees and partners to provide safe and comfortable traveling experience to the customers"

Visi, Misi, Tata Nilai dan Falsafah Perusahaan

Company's Vision, Mission, Values and Philosophy

NILAI PERUSAHAAN

Untuk memastikan berjalannya operasi perusahaan dan operasi bandar udara secara berkesinambungan, selain terus melakukan upaya pendekatan aspek formal melalui ketersediaan SOP, petunjuk teknis, pelatihan dan sebagainya, Angkasa Pura II juga memiliki nilai-nilai atau budaya perusahaan yang akan terus ditumbuhkembangkan dalam setiap insan Angkasa Pura II. Nilai atau budaya perusahaan adalah PERFORM

CORPORATE VALUES

Aside from continuously making formal approach through the availability of SOPs, to ensure the continuous operations of the Company and airports, Angkasa Pura II establishes corporate values or culture that will be sustainably nurtured and incorporated within all personnel of Angkasa Pura II. Such values or culture is better understood as PERFORM.

Nilai	Prilaku yang Diinginkan
P (Pride of Indonesia)	We support our country's development and offer the best Indonesian experience to the World
E (Entrepreneurial)	We talk less and do more, we implement new ideas fast
R (Responsible)	We commit personally on delivering results
F (Focused)	We focus our efforts on what matters the most
O (Outstanding Service)	We always take the perspective of our customers in everything we do
R (Respectful)	We treat everyone with respect
M (Meritocratic)	We recognize and reward achievements

PERSETUJUAN VISI MISI OLEH DEWAN KOMISARIS DAN DIREKSI

Visi dan Misi Angkasa Pura II telah dibahas dan ditetapkan dalam pembahasan Rencana Jangka Panjang Perusahaan (RJPP) 2016-2020 yang ditandatangani oleh seluruh anggota Dewan Komisaris dan Direksi.

APPROVAL FOR THE VISION AND MISSION BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Vision and Mission of Angkasa Pura II have been discussed and determined in the Corporate Long Term Plan (RJPP) of 2016-2020 that is signed by all members of Board of Commissioners and Board of Directors.

Visi, Misi, Tata Nilai dan Falsafah Perusahaan

Company's Vision, Mission, Values and Philosophy

FALSAFAH PERUSAHAAN PHILOSOPHY OF THE COMPANY

PELAYANAN PRIMA

Pelayanan cepat dan efektif yang dijalankan dengan penuh kepedulian dan keramahan yang ditujukan bagi seluruh pengguna jasa bandar udara dan jasa pelayanan lalu lintas udara.

EFISIEN DAN EFEKTIF

Membuat prioritas dalam penyelesaian hal-hal mendesak (urgent) yang harus ditangani terlebih dahulu agar efektif dan tepat guna dalam hal pembiayaan.

Dedikasi Tinggi

- Memahami dan menerapkan peraturan dan standar yang ditetapkan atas dasar keyakinan manfaat dari penerapannya
- Mampu mewujudkan komitmen ke dalam tindakan nyata dengan memegang teguh prinsip-prinsip etika, konsisten, terukur, dan terpercaya
- Mewujudkan sikap mental yang tetap memegang teguh kesetiaan baik kepada perusahaan, atasan, maupun rekan sekerja tanpa mengabaikan nilai-nilai kebenaran
- Berusaha untuk memberikan yang terbaik dalam melaksanakan tugas sesuai dengan kompetensinya
- Selalu berupaya mengemukakan ide, metodologi, atau perubahan sesuatu yang baru dan original yang bertujuan untuk memberikan nilai tambah bagi perusahaan.

UNGGUL

Menampilkan yang terbaik dalam semua aspek pengelolaan usaha.

LINGKUNGAN

Mengantisipasi lingkungan usaha yang berkembang saat ini maupun yang akan datang untuk dapat tumbuh dan berkembang.

INTERNASIONAL

Mewujudkan komitmen untuk menerapkan standar pelayanan penerbangan sipil tertinggi dan bertaraf internasional.

EXCELLENT SERVICE

Fast and effective service that is run by caring and hospitality that is intended for all users of airport services and air traffic services.

EFFICIENT AND EFFECTIVE

Make a priority in resolving issues of urgency (urgent) that should be addressed first in order to be effective and appropriate in terms of financing.

High Dedication

- Understand and apply regulations and standards set on the basis of belief in the benefits of its application.
- Able to turn commitments into concrete actions by upholding the principles of ethic, consistent, scalable, and reliable.
- Realize a mental attitude that hold good loyalty to the Company, superior, or co-workers without neglecting the values of truth.
- Strive to provide the best in carrying out duties according to their competence.
- Always strive to put forward ideas, methodologies, or changes of something new and original that aims to provide added value to the Company.

EXCEL

Perform the very best in all business management aspects.

ENVIRONMENT

Anticipate current and future development of business environment to enable the Company to grow and develop.

INTERNATIONAL

Realize a commitment to apply the highest and international standards of civil aviation services.

Tujuan, Sasaran dan Strategi Perusahaan

Objectives, Targets and Strategies of the Company

TUJUAN

Tujuan perusahaan sebagaimana tercantum dalam pasal 3 Anggaran Dasar Perusahaan adalah untuk melaksanakan dan mendukung kebijakan program pemerintah di bidang ekonomi dan pembangunan, serta memperoleh keuntungan bagi perusahaan dengan menyelenggarakan usaha jasa kebandarudaraan dan usaha terkait lainnya sesuai dengan prinsip-prinsip perseroan terbatas.

SASARAN PERUSAHAAN

PT Angkasa Pura II telah menetapkan Sasaran Strategis Perusahaan tahun 2016-2020 sebagai berikut:

1. Meningkatkan pertumbuhan penumpang pesawat udara sehingga mencapai lebih dari 120 juta penumpang dalam periode 2016-2020.
2. Mengembangkan bisnis bandar udara dan bisnis terkait lainnya, dengan pendapatan sebesar Rp. 13 Triliun sebelum akhir tahun 2020;
3. Mencapai porsi pendapatan non aeronautika sebesar 60% dengan manajemen resiko yang baik sebelum akhir tahun 2020;
4. Mengembangkan bisnis bandar udara dan bisnis terkait lainnya, dengan keuntungan sebelum pajak dan bunga rata-rata sebesar Rp 6 Triliun sebelum akhir tahun 2020;
5. Mencapai nilai CSI 4,7 secara korporasi berdasarkan hasil survey lembaga independen ASQ-ACI sebelum akhir tahun 2020.

ARAH PENGEMBANGAN PERUSAHAAN

Arah pengembangan perusahaan disusun dalam *roadmap corporate* yang dibagi dalam jangka waktu 5 tahun, tahun 2016 difokuskan pada meningkatkan pendapatan perusahaan, tahun 2017 meningkatkan pelayanan kepada pengguna jasa bandara, tahun 2018 mempercepat pertumbuhan perusahaan. Tahun 2019 difokuskan pada kemitraan global dan inovasi, sedangkan pada tahun 2020 lebih difokuskan untuk menjadikan Bandara Soekarno-Hatta sebagai bandara dengan tingkat konektivitas yang tinggi dan menggunakan teknologi terkini dalam menjalankan operasional dan pelayanannya.

OBJECTIVES

The objectives of the Company as stipulated in article 3 of the Articles of Association of the Company is to carry out and support the government program and policy in economy and development, as well as to obtain profit for the Company by performing airport service business and other business in accordance with limited liability company principles.

TARGETS

PT Angkasa Pura II (Persero) has established the Company's Strategic Targets for 2016-2020 as follows:

1. To improve the growth of aircraft passengers so as to reach more than 120 million passengers within the period of 2016-2020.
2. To develop airport service and other related businesses so as to reach income amounted to Rp13 trillion by 2020.
3. To reach non-aeronautics income portion amounted to 60% with proper risk management by 2020.
4. To develop airport service and other related businesses so as to reach profit before tax and average interest rate amounted to Rp6 trillion by 2020.
5. To reach CSI score of 4.7 (Corporate) based on the survey results of independent institution ASQ-ACI by 2020.

DIRECTION OF DEVELOPMENT

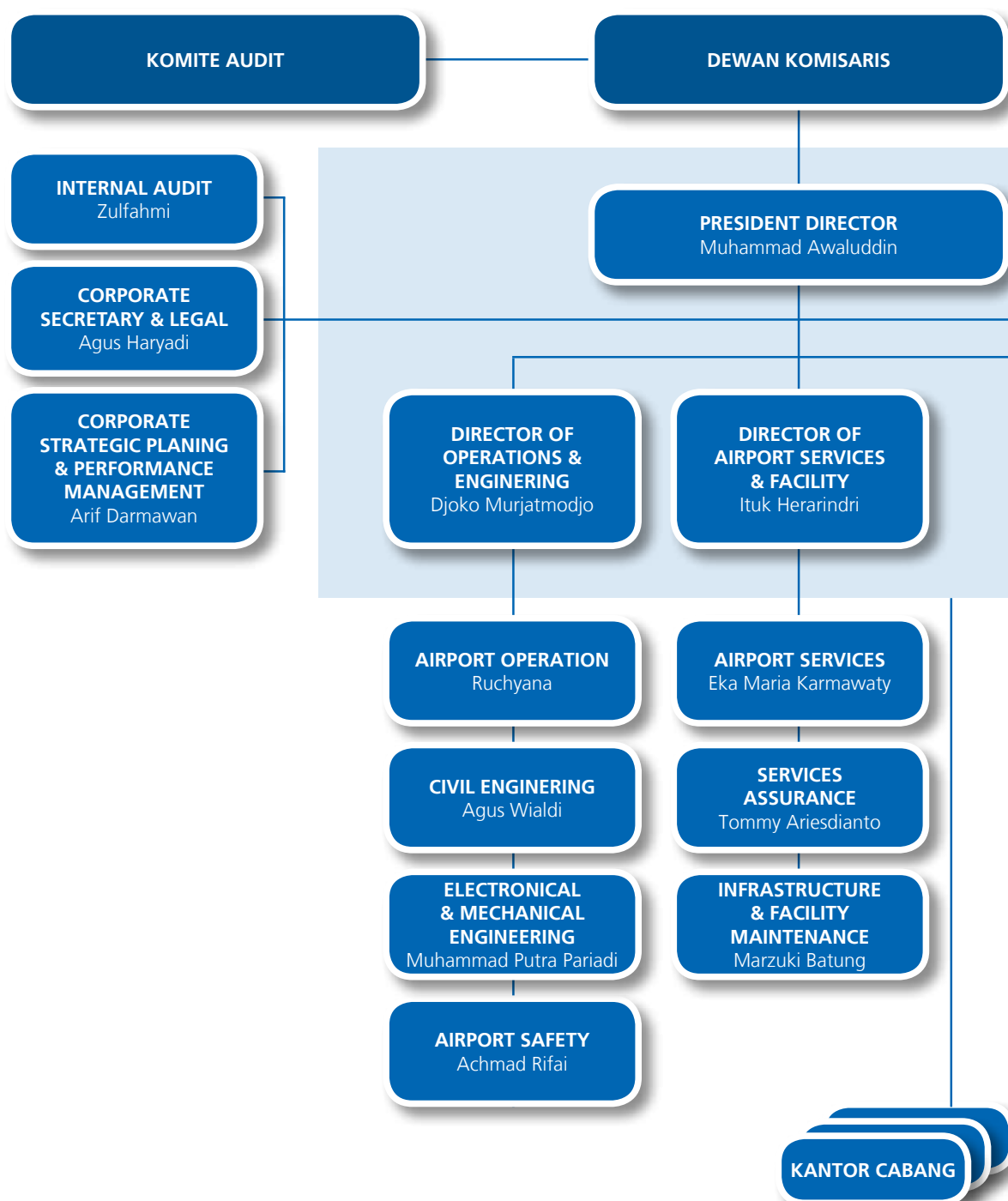
The direction of Company's development is drafted in a *roadmap corporate* that is divided into 5-year period. In 2016, the Company focused on improving income while in 2017, the Company focused on improving service to airport service users. In 2018, the Company shall accelerate growth and improvement while 2019 will be focused on improving global partnership and innovations, and finally, 2020 will be focused on developing Soekarno-Hatta airport as a high connectivity airport with the support of sophisticated technology in operations and service.

Struktur Organisasi Perusahaan

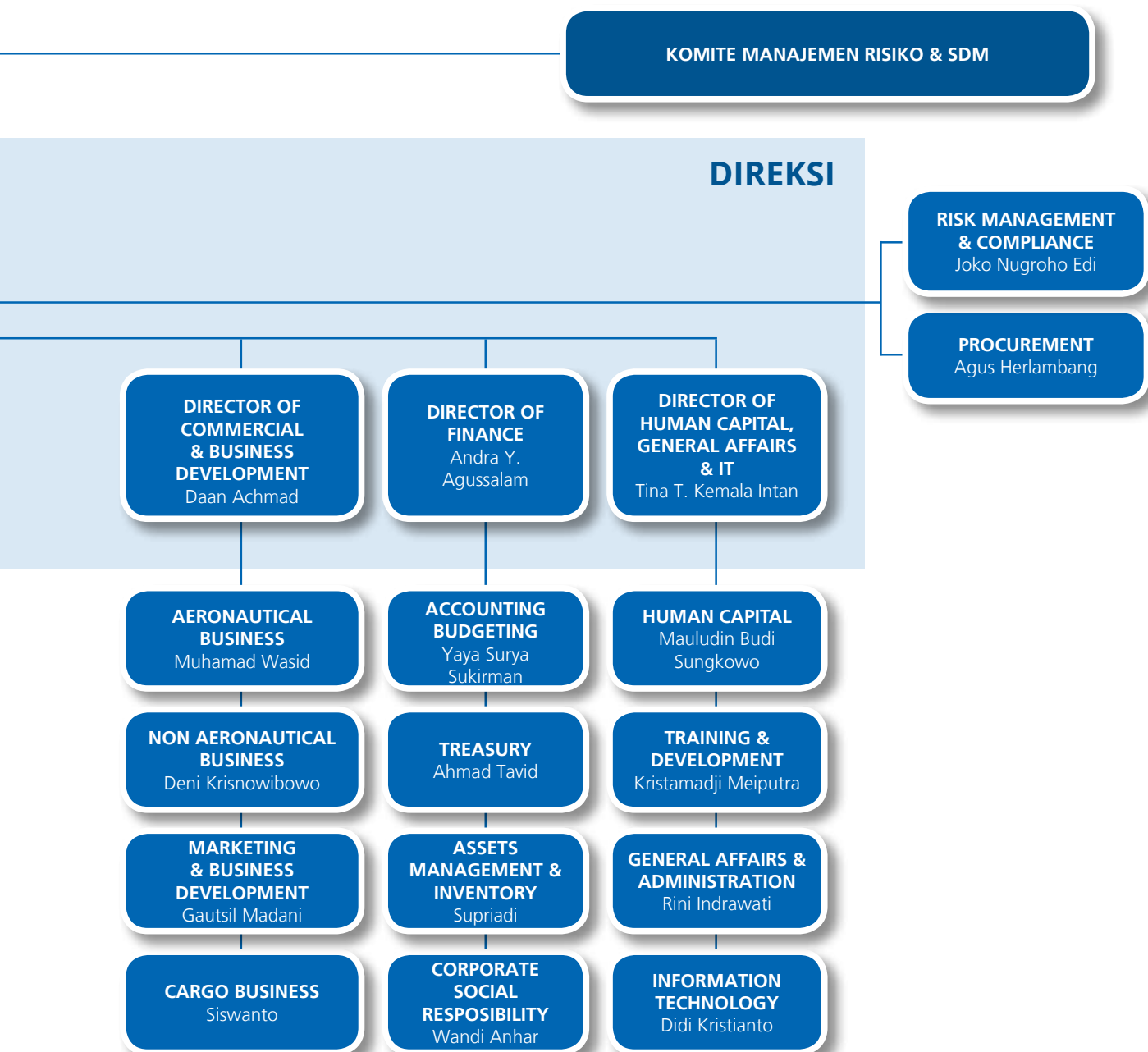
Company Organization Structure

Sesuai dengan Surat Keputusan Nomor: PD.01.01/07/2015/0026 Tentang Perubahan Atas Peraturan Direksi Nomor PD.01.01/04/2015/0012 tentang organisasi dan tata kerja PT Angkasa Pura II (Persero) maka struktur organisasi PT Angkasa Pura II (Persero) adalah sebagaimana bagan di bawah ini:

Pursuant to Decision Letter No. PD.01.01/07/2015/0026 regarding Amendment to the Decision of Board of Directors No. PD.01.01/04/2015/0012 regarding organization and work procedures of PT Angkasa Pura II (Persero), the organization structure of PT Angkasa Pura II (Persero) is detailed in the following chart:



Struktur Organisasi Perusahaan Company Organization Structure



Profil Dewan Komisaris

Board of Commissioners Profile



RHENALD KASALI

Komisaris Utama dan Komisaris
Independen

President Commissioner and
Independent Commissioner

Warga Negara Indonesia, usia 56 tahun. Saat ini berdomisili di Jakarta. Meraih gelar Sarjana Ekonomi dari Universitas Indonesia pada tahun 1985, MS in Business Administration dari University of Illinois at Urbana & Campaign, Amerika Serikat pada tahun 1993, dan meraih gelar Philosophy Doctoral dari University of Illinois at Urbana & Campaign, Amerika Serikat pada tahun 1998.

Informasi Pelatihan dan Pendidikan Informal

Mengikuti kegiatan Training diantaranya adalah "Asian Productivity Center, Japan Productivity Center – Tokyo, 1990; Harvard Business School (Microeconomics of Competitiveness: Firm, Cluster & Economic Development), serial 2000 – 2005; Cluster & Competitiveness; Yale School of Management (Yale Global Network on Advanced Management), serial 2011 – 2013: Advanced Management; Babson College, USA, 2014.

Riwayat Karir

Memulai sebagai Wartawan pada Majalah Jakarta, PT Gramedia – Kompas (1984-1986), Direktur PT Djemat, Samhani & Partners (1986-1988), Kepala Bagian Publikasi & Data, Lembaga Manajemen FEUI (1988-1992), Staf Pengajar Tetap di Universitas Indonesia (1988 – sekarang), Ketua Program Studi Ilmu Manajemen Pascasarjana FEUI (Program Doktorat dan Magister Sain dalam Ilmu Manajemen) (1998 – Oktober 2005), Komisaris PT Kemenangan Jaya (2000- 2007), Komisaris PT Radio Smart FM (2002-2009), Komisaris Independen PT Indomobil Finance Indonesia (2004 – Sekarang), Komisaris Independen PT Indofarma, Tbk (2003-2006), Komisaris PT Dirgantara Indonesia (2003-2006), PLH Kepala Badan Pengembangan Ekspor Nasional (2005-2006), Ketua Program Studi Magister Manajemen FEUI (November 2005 – Juli 2013), Pendiri Rumah Yayasan Perubahan (2007 – Sekarang), Dewan Penasihat Pertamina University (April 2013 – Sekarang), Tenaga Ahli Pertamina Foundation (November 2013 –Sekarang).

Dasar Pengangkatan:

Diangkat sebagai Komisaris Utama Perseroan berdasarkan Surat Keputusan Menteri Negara BUMN Nomor: SK-86/MBU/06/2015

Informasi Rangkap Jabatan:

Selain menjabat sebagai Komisaris Utama sekaligus Komisaris Independen Perseroan, Rhenald Kasali saat ini tidak memiliki jabatan sebagai Dewan Komisaris maupun Direksi baik di Anak Perusahaan maupun di luar Perusahaan.

Profil Dewan Komisaris Board of Commissioners Profile

An Indonesian citizen of 56 years old, he currently lives in Jakarta. He obtained his Bachelor's degree in Economics from the University of Indonesia in 1985, Master of Science degree in Business Administration from the University of Illinois at Urbana & Campaign, USA, in 1993, and Doctor of Philosophy degree from the University of Illinois at Urbana & Campaign, USA, in 1998.

Information on Training and Informal Education

Mr. Kasali participated in several trainings, such as Asian Productivity Center, Japan Productivity Center – Tokyo, 1990; Harvard Business School (Microeconomics of Competitiveness: Firm, Cluster & Economic Development), serial 2000 – 2005; Cluster & Competitiveness; Yale School of Management (Yale Global Network on Advanced Management), serial 2011 – 2013: Advanced Management; Babson College, USA, 2014.

Career History

He started his career as a Journalist for Jakarta Magazine, PT Gramedia – Kompas (1984-1986), Director of PT Djemat, Samhani & Partners (1986-1988), Head of Publication & Data Division, FEUI Management Institution (1988-1992), Permanent Lecturer at the University of Indonesia (1988-present), Chairman of the Management Study Post-graduate Program of FEUI (Doctorate and Master of Science in Management Programs) (1998-October 2005), Commissioner of PT Kemenangan Jaya (2000-2007), Commissioner of PT Radio Smart FM (2002-2009), Independent Commissioner of PT Indomobil Finance Indonesia (2004-Present), Independent Commissioner of PT Indofarma, Tbk (2003-2006), Commissioner of PT Dirgantara Indonesia (2003-2006), Acting Head of National Agency for Export Development (2005-2006), Chairman of the Master of Management Study Program of FEUI (November 2005-July 2013), Founder of Rumah Yayasan Perubahan (2007-Present), Member of Advisory Board of Pertamina University (April 2013-Present), and Expert Staff of Pertamina Foundation (November 2013-Present).

Basis of Appointment:

Mr. Kasali is appointed as the President Commissioner of the Company pursuant to the Decision Letter of State Minister of SOE No. SK-86/MBU/06/2015.

Information on Concurrent Position:

Aside from serving as the Company's President Commissioner and Independent Commissioner, Rhenald Kasali has no other concurrent position as a member of Board of Commissioners and Board of Directors of the Subsidiaries, as well as outside of the Company.

Profil Dewan Komisaris

Board of Commissioners Profile



ISWAN ELMI

Komisaris

Commissioner

Warga negara Indonesia, umur 56 tahun. Saat ini berdomisili di Jakarta. Menyelesaikan pendidikan formal Diploma III Akuntan di Sekolah Tinggi Akuntansi Negara (1981), Diploma IV Akuntan di Sekolah Tinggi Akuntansi Negara (1987), dan Master in Accounting Science di University of Missouri, Amerika Serikat (1991).

Informasi Pelatihan dan Pendidikan Informal

Mengikuti berbagai training antara lain Inhouse Training Bedah Pasal Tindak Pidana Korupsi, Inhouse Training Computer Forensic, Pelatihan Safety Driving Course Batch IV, Pelatihan Complex Financial Investigation Techniques, Round Table Discussion – Experience and Sharing dengan Tema “Penerapan Pidana Korupsi dalam Permasalahan Perpajakan”, Inhouse Training Tentang Fotografi untuk Investigas, Inhouse Training Tentang Tindak Pidana Korupsi Terhadap Dunia Pasar Modal, Inhouse Training Tentang Tindak Pidana Pencucian Uang, Pelatihan Matrikulasi Hukum Angkatan V, Pelatihan Pajak Komprehensif Brevet AB dan Inhouse Training “Kejahatan Keuangan & BLBI”.

Riwayat Karir

Sebelumnya menjabat sebagai Kepala Seksi Pengawasan Lembaga-lembaga Keuangan I pada BPKP Perwakilan Jawa Timur (1992-1994), Kepala Sub Direktorat Investigasi Instansi Pemerintah Daerah Deputy Bidang Investigasi BPKP (2000- 2004), Manager Komponen Anti Korupsi BPKP (2002-2004), Direktur Penyelidikan KPK (2005-2011), Plh Deputy Penindakan (2011), Deputy Bidang Pencegahan dan Plt Deputy Bidang Informasi dan Data KPK (2012-2014), serta Deputy Bidang Investigasi BPKP (2014-sekarang).

Dasar Pengangkatan:

Diangkat sebagai Komisaris Perseroan berdasarkan Surat Keputusan Menteri Negara BUMN Nomor: SK-25/MBU/S/11/2014

Informasi Rangkap Jabatan:

Selain menjabat sebagai Anggota Dewan Komisaris Iswan Elmi juga menjabat sebagai Ketua Komite Manajemen Risiko dan SDM serta Deputy Investigasi BPKP Pusat.

Profil Dewan Komisaris Board of Commissioners Profile

An Indonesian citizen of 56 years old, he currently lives in Jakarta. He obtained his Diploma III degree in Accounting from the State College of Accounting (STAN) in 1981, and Diploma IV degree in Accounting from STAN in 1987. He obtained his Master's degree in Accounting Science from the University of Missouri, USA, in 1991.

Information on Training and Informal Education

Mr. Elmi participated in various trainings such as In-house Training of Deep-dive on Criminal Code Article on Corruption, In-house Training on Computer Forensic, Training of Safety Driving Course Batch IV, Training of Complex Financial Investigation Techniques, Round Table Discussion – Experience and Sharing with the theme of “Penerapan Pidana Korupsi dalam Permasalahan Perpajakan”, In-house Training on Photography for Investigation, In-house Training on Corruption in Capital Market, In-house Training on Money Laundering, Law Matriculation Training Batch V, Comprehensive Brevet AB Tax Training and In-house Training on “Kejahatan Keuangan & BLBI”.

Career History

Previously, he served as a Head of Supervisory Section I for Financial Institutions at BPKP (Financial and Development Supervisory Agency) of East Java Representative (1992-1994), Head of Sub Directorate of Investigation of Local Government Institution of BPKP Investigation Department (2000-2004), Manager of Anti-Corruption Component of BPKP (2002-2004), Director of Investigation of Corruption Eradication Commission (KPK) (2005-2011), Acting Deputy of Enforcement (2011), Deputy of Prevention and Acting Deputy of Information and Data of KPK (2012-2014), and Deputy of Investigation Department of BPKP (2014-present).

Basis of Appointment:

Mr. Esmi is appointed as a Commissioner of the Company pursuant to the Decision Letter of State Minister of SOE No. SK-25/MBU/S/11/2014.

Information on Concurrent Position:

Aside from serving as a member of Board of Commissioners, Iswan Elmi also serves as the Head of Risk Management and HR Committee and Deputy of Investigation Department of BPKP.

Profil Dewan Komisaris

Board of Commissioners Profile



M. HARPIN ONDEH

Komisaris dan Komisaris
Independen

Commissioner and Independent
Commissioner

Warga Negara Indonesia, usia 60 tahun. Saat ini berdomisili di Jakarta. Menyelesaikan pendidikan di Akademi Angkatan Bersenjata Republik Indonesia (AKABRI) bagian Udara pada tahun 1981, SESKO AU pada tahun 1995, SESKO TNI pada tahun 2005, dan LEMHANAS PPRA 41 pada tahun 2008.

Informasi Pelatihan dan Pendidikan Informal

Lemhannas PPRA (Program Pendidikan Reguler Angkatan) XLI Tahun 2008. The 6th Airport Construction Summit 2016 di Shanghai, China.

Riwayat Karir

Perwira Teknik Helikopter SKAD 7 (1981-1984), Perwira PUSPAKHAS AU (1985- 1989), Komandan Flight Paskhas 462 (1989-1990), Kadisop Skadron Paskhas 462 (1990-1995), Danskadron Paskhas 463 (1996-1997), Dansatpamwal Mabes TNI (1998-1999), dan Grup B Paspampres (1999-2002), dan Grup A Paspampres (2002-2004), Wadanpuspomau (2004-2005), Danwing Diklat Paskhas (2006-2007), Danwing I Paskhas (2007-2008), Wadankorpaskhas (2009-2011), Bandep Ur Lingstranas Dewan Ketahanan Nasional (2011-2012), Dirdik Kodiklat Tni (2012-2012), dan Puslat Kodiklat TNI (2012-2013), Komandan Korpaskhas (2013-2014), Vice President Security & Risk Management PT Freeport Indonesia (Maret-Juni 2015).

Dasar Pengangkatan:

Diangkat sebagai Komisaris Perseroan berdasarkan Surat Keputusan Menteri Negara BUMN Nomor: K-86/MBU/06/2015

Informasi Rangkap Jabatan:

Selain menjabat sebagai Anggota Dewan Komisaris dan Komisaris Independen, M. Harpin Ondeh juga menjabat sebagai Ketua Komite Audit Perseroan.

Profil Dewan Komisaris Board of Commissioners Profile

An Indonesian citizen of 60 years old, he currently lives in Jakarta. He completed his military education from the Indonesian Armed Forces Academy (AKABRI) – Air Force in 1981, SESKO AU in 1995, SESKO TNI in 2005, and LEMHANAS PPRA 41 in 2008.

Information on Training and Informal Education

Lemhannas PPRA Program Class of XLI in 2008. The 6th Airport Construction Summit 2016 at Shanghai, China.

Career History

Helicopter Engineering Officer of SKAD 7 (1981-1984), Officer of PUSPAKHAS AU (1985-1989), Flight Commander of PASKHAS 462 (1989-1990), KADISOP SKADRON PASKHAS 462 (1990-1995), DANSKADRON PASKHAS 463 (1996-1997), DANSATPAMWAL MABES TNI (1998-1999), DAN GRUP B PASPAMPRES (1999-2002), DAN GRUP A PASPAMPRES (2002-2004), WADANPUSPOMAU (2004-2005), DANWING DIKLAT PASKHAS (2006-2007), DANWING I PASKHAS (2007-2008), WADANKORPASKHAS (2009-2011), BANDEP UR LINGSTRANAS OF THE NATIONAL SECURITY COUNCIL (2011-2012), DIRDIK KODIKLAT TNI (2012-2012), DAN PUSLAT KODIKLAT TNI (2012-2013), COMMANDER OF KORPASKHAS (2013-2014), Vice President of Security & Risk Management of PT FREEPORT INDONESIA (March-June 2015).

Basis of Appointment:

Mr. Ondeh is appointed as a Commissioner of the Company pursuant to the Decision Letter of State Minister of SOE No. K-86/MBU/06/2015.

Information on Concurrent Position:

Aside from serving as a member of Board of Commissioners and Independent Commissioner, M. Harpin Ondeh also serves as the Company's Head of Audit Committee.

Profil Dewan Komisaris

Board of Commissioners Profile



HADI TJAHJANTO

Komisaris

Commissioner

Warga Negara Indonesia, Umur 53 Tahun. Saat ini berdomisili di Jakarta. Menyelesaikan Pendidikan DIK BANG SIP sebagai AAU (1986), SEKKAU (1995), SESKO LN (2001), SESKO TNI (2009), LEMHANNAS (2015) dan Pendidikan Militer di Penataran P4 (1983), dan Sekolah Inst Penerbangan (1987).

Informasi Riwayat Kepangkatan

Memiliki riwayat Kepangkatan sebagai LETDA (1985), LETTU (1989), Kapten (1992), Mayor (1997), LETKOL (2001), Kolonel (2007), MARSMA TNI (2013), dan MARSDA TNI (2015)

Riwayat Karir

Memiliki Riwayat Jabatan sebagai PA Lanud Adi (1986), Pa Pnb Skaud 4 Lanud Abd (1987), Kasi Lat Skadud 4 Lanud Abd (1993), Danflightops A Flightlat Lanud Abd (1996), Danflight Skadik 101 Lanud Adi (1997), Kasi Bingadiksis Dipers Lanud Adi (1998), Danyon III Menchandra Akademi TNI (1998), Instruktur Pnb Lanud Adi (1999), Kasi Kamhanlan Disops Lanud Adi (2000), Dansatudtani Koopsau I (2001), Kadepops Sekkau (2004), Kadispers Lanud Abd (2006), Kasubdisminjurit Disminpersau (2007), Pamen Disminpersau (Dik Sesko Tni) (2009), Danlanud Smo (2010), Paban I/Ren Sops TNI (2011), Dir Opslat Basarnas (2013), Kadispenau (2013), Danlanud Abd (2013), Sekretaris Militer Presiden (2015), dan Irjen Kementerian Pertahanan RI (2016)

Dasar Pengangkatan:

Diangkat sebagai Komisaris Perseroan berdasarkan Surat Keputusan Nomor: SK-139/MBU/07/2016

Informasi Rangkap Jabatan:

Selain menjabat sebagai Anggota Dewan Komisaris, Hadi Tjahjanto juga pernah menjabat sebagai Sekretaris Militer Presiden Republik Indonesia (2015) dan kemudian diangkat sebagai Kepala Staf Angkatan Udara TNI (2016).

Profil Dewan Komisaris Board of Commissioners Profile

An Indonesian citizen of 53 years old, he currently lives in Jakarta. He completed his Education of DIK BANG SIP as AAU (1986), SEKKAU (1995), SESKO LN (2001), SESKO TNI (2009), LEMHANNAS (2015), and Military Education at Penataran P4 (1983), and Flight Institution (1987).

Information on Training and Informal Education

Has career history as LETDA (1985), LETTU (1989), Captain (1992), Mayor (1997), LETKOL (2001), Kolonel (2007), MARSMA TNI (2013), and MARSDA TNI (2015)

Career History

He previously served as PA LANUD ADI (1986), PA PNB SKAUD 4 LANUD ABD (1987), KASI LAT SKADUD 4 LANUD ABD (1993), DANFLIGHTOPS A FLIGHTLAT LANUD ABD (1996), DANFLIGHT SKADIK 101 LANUD ADI (1997), KASI BINGADIKSIS DIPERS LANUD ADI (1998), DANYON III MENCHANDRA NATIONAL ARMY ACADEMY (1998), INSTRUCTURE OF PNB LANUD ADI (1999), KASI KAMHANLAN DISOPS LANUD ADI (2000), DANSATUDTANI KOOPSAU I (2001), KADEPOPS SEKKAU (2004), KADISPERS LANUD ABD (2006), KASUBDISMINJURIT DISMINPERSAU (2007), PAMEN DISMINPERSAU (DIK SESKO TNI) (2009), DANLANUD SMO (2010), PABAN I/REN SOPS TNI (2011), DIR OPSLAT BASARNAS (2013), KADISPENAU (2013), DANLANUD ABD (2013), and MILITARY SECRETARY TO THE PRESIDENT (2015).

Basis of Appointment:

Mr. Tjahjanto is appointed as a Commissioner of the Company pursuant to Decision Letter No. SK-139/MBU/07/2016.

Information on Concurrent Position:

Aside from serving as a member of Board of Commissioners, Hadi Tjahjanto also serves as a Military Secretary to the President of Republic of Indonesia (2016) and is appointed as the Head of Air Force Staff (2016).

Profil Dewan Komisaris

Board of Commissioners Profile



IMAM BUSTOMI

Komisaris

Commissioner

Warga Negara Indonesia, Umur 46 tahun. Saat ini berdomisili di Jakarta. Menyelesaikan Pendidikan Formal S1 jurusan Matematika di Universitas Sebelas Maret (1995).

Informasi Pelatihan dan Pendidikan Informal

Training dan pendidikan yang pernah diikuti yaitu Pelatihan Prajabatan Golong III (1997), Diklat Manajemen Keuangan untuk Eksekutif (1999), Pendidikan dan Pelatihan Jabatan PNS (2000), Diklat ADUM (2000), Pengadaan Barang dan Jasa Kategori L2 (2006), ESQ Leadership (2007), dan Diklatim Tingkat III (2007), Pelatihan Pengadaan Barang dan Jasa kelas Paralel (2010).

Riwayat Karir

Memiliki riwayat pekerjaan sebagai PPT Kepala Seksi Pertanian (11 Juni 1999), PPT Kepala Seksi Industri Strategis I (5 Mei 2000), Kepala Seksi Pengolah Data I (8 Maret 2001), Kepala Subbidang Pengumpulan dan Pengolahan Data (2 Juli 2002), Kepala Bidang Usaha Aneka Industri (14 Februari 2006, Kabid Sistem Informasi (8 Oktober 2010), Kabid Usaha Jasa I (19 September 2013), Kepala Bidang Usaha Perbankan dan Asuransi II (9 Mei 2014), Kepala Bidang Jasa Keuangan, Jasa Survei dan Konsultan II (22 Oktober 2015), dan saat ini merangkap jabatan sebagai Asisten Deputy Manajemen Sumber Daya Manusia Eksekutif BUMN (19 Januari 2016) dan Plt. Asisten Deputy Layanan Hukum BUMN (12 Februari 2016).

Dasar Pengangkatan:

Diangkat sebagai Komisaris Perseroan berdasarkan Surat Keputusan Nomor:SK-139/MBU/07/2016

Informasi Rangkap Jabatan:

Selain menjabat sebagai Anggota Dewan Komisaris, Imam Bustomi juga menjabat sebagai Anggota Komite Audit Perseroan dan Asisten Deputy Manajemen SDM Eksekutif BUMN Kementerian BUMN.

Profil Dewan Komisaris

Board of Commissioners Profile

An Indonesian citizen of 46 years old, he currently lives in Jakarta. He obtained his Bachelor's degree in Mathematics from Universitas Sebelas Maret (1995).

Information on Training and Informal Education

Mr. Bustomi participated in several trainings and educational activities, namely Pelatihan Prajabatan Golong III (1997), Training and Education of Financial Management for Executive (1999), Training and Education for Civil Servants (2000), Training and Education of ADUM (2000), Procurement of Goods and Services of L2 Category (2006), ESQ Leadership (2007) and Diklatim Tingkat III (2007), Training of Goods and Services Procurement Parallel class (2010).

Career History

Previously, he worked as PPT of Head of Agriculture Section (June 11, 1999), PPT of Head of Strategic Industry Section I (May 5, 2000), Head of Data Processing Section I (March 8, 2001), Head of Data Collecting and Processing Sub-Department (July 2, 2002), Head of Miscellaneous Industry Business Department (February 14, 2006), Head of Information System Department (October 8, 2010), Head of Service Business Ia (September 19, 2013), Head of Banking and Insurance Business II (May 9, 2014), Head of Financial Service, Survey Service and Consulting IIa (October 22, 2015). Currently, he also serves as Assistant to the Executive Deputy Management of Human Resources of SOE (January 19, 2016) and Acting Deputy for Legal Service of SOE (February 12, 2016).

Basis of Appointment:

Mr. Bustomi is appointed as a Commissioner of the Company pursuant to Decision Letter No. SK-139/MBU/07/2016.

Information on Concurrent Position:

Aside from serving as a member of Board of Commissioners, Imam Bustomi also serves as a member of the Company's Audit Committee and Assistant to the Executive Deputy Management of Human Resources of SOE Ministry.

Profil Dewan Komisaris

Board of Commissioners Profile



MARYATI KARMA

Komisaris

Commissioner

Warga Negara Indonesia, umur 58 tahun. Saat ini berdomisili di Jakarta. Menyelesaikan Pendidikan Formal S1 Teknik Sipil di Universitas Indonesia (1982) dan Pascasarjana Manajemen di STIE (2000).

Informasi Pelatihan dan Pendidikan Informal

Pernah mengikuti berbagai pelatihan dan seminar diantaranya Pelatihan Prajabatan (1988), Civil Aviation Management (CAM) (1993), Seminar Airport Engineering di Tokyo (1996), Post Graduate Airport Engineering di Singapura (1997), Financing Modalities in Civil Aviation (2000), Commercial Airport Course di Perancis (2001), Public Private Internship di HIS Belanda (2007), ASEAN Japan Logistic Expert Group Meeting di Bangkok (2008), General Management Course (2008), Aviation Security Workshop (2009), Konferensi Keamanan Penerbangan (2009), dan Peningkatan Motivasi (2013).

Riwayat Karir

Memiliki riwayat pekerjaan di Kementerian Perhubungan sebagai Staf Seksi Landasan (1988 – 1992), KASI Landasan Taxi Apron (1992 – 2002), KASI Fasilitas Sisi Udara (2002 – 2007), KASI Bimbingan Usaha Udara (2007 – 2009), KASI Bilateral dan Perusahaan Angkutan Udara (2009), KABID Keamanan dan Ketertiban (2009), KABID Program (2009 – 2010), Ketua Sekolah Tinggi Penerbangan (2010), Kepala Pusat Pengembangan SDM Aparatur Perhubungan (2013 – 2015), Kepala Pusat Penelitian dan Pengembangan Perhubungan Udara (2015 – 2016), dan Direktur Angkutan Udara Ditjen Perhubungan Udara (2016).

Dasar Pengangkatan:

Diangkat sebagai Komisaris Perseroan berdasarkan Surat Keputusan Nomor:SK-139/MBU/07/2016

Informasi Rangkap Jabatan:

Selain menjabat sebagai Komisaris Perseroan, Maryati Karma juga menjabat sebagai Anggota Komite Manajemen Risiko dan SDM serta Kepala Pusat Pengelolaan Transportasi Berkelanjutan Kementerian Perhubungan RI.

Profil Dewan Komisaris Board of Commissioners Profile

An Indonesian citizen of 58 years old, She currently lives in Jakarta. she obtained her Bachelor's degree in Civil Engineering from the University of Indonesia (1982) and Post-graduate degree in Management from STIE (2000).

Information on Training and Informal Education

Mrs. Karma participated in various trainings and seminars such as Pelatihan Prajabatan (1988), civil Aviation Management (CAM) (1993), Airport Engineering Seminar in Tokyo (1996), Post-Graduate Airport Engineering in Singapore (1997), Financing Modalities in Civil Aviation (2000), Commercial Airport Course in France (2001), Public Private Internship at HIS the Netherlands (2007), ASEAN Japan Logistic Expert Group Meeting in Bangkok (2008), General Management Course (2008), Aviation Security Workshop (2009), Flight Safety Conference (2009), and Motivation Improvement (2013).

Career History

Previously she worked at the Ministry of Transportation as Runway Section Staff (1988-1992), KASI Taxi Apron Runway (1992-2002), KASI Airside Facility (2002-2007), KASI Aviation Business Guidance (2007-2009), KASI Bilateral and Air Transport Company (2009), KABID Safety and Security (2009), KABID Program (2009-2010), Head of Indonesian Aviation School (2010), Head of Human Capital Development, Ministry of Transportation (2013-2015), Head of Center of Aviation Research and Development (2015-2016), and Director of Air Transport of Directorate General of Air Transport (2016).

Basis of Appointment:

Mrs. Karma is appointed as the Company's Commissioner pursuant to Decision Letter No. SK-139/MBU/07/2016.

Information on Concurrent Position:

Aside from serving as a member of Board of Commissioners, Maryati Karma also serves as a member of Risk Management and HR Committee as well as Director of Air Transport of Directorate General of Air Transport at the Ministry of Transportation of Republic of Indonesia.

Profil Direksi

Board of Directors Profile



**MUHAMMAD
AWALUDDIN**

Direktur Utama
President Director

Warga Negara Indonesia, umur 48 tahun. Saat ini berdomisili di Jakarta. Menyelesaikan pendidikan Sarjana Teknik Elektro dari Universitas Sriwijaya (1990), Master of Business Administration dari European University Antwerp Belgium (1998), dan S3 Doktor Ilmu Manajemen dari Universitas Padjadjaran (2016).

Informasi Pelatihan dan Pendidikan Informal

- [2015] Executive Education Program, Strategic Management: Creating and Sustaining Competitive Advantage - Cambridge Judge Business School, Inggris
- [2013] Executive Education Program, Wharton University of Pennsylvania, Amerika Serikat
- [2009] Advanced Senior Executive Program, Kellogg School of Management, Amerika Serikat
- [2008] Service Excellence for Customer Loyalty Training Program, MarkPlus Institute of Marketing Campus, Indonesia
- [2007] Managing Partnership & Strategic Alliances, INSEAD Business School, Prancis
- [1996] Service Marketing –Knowledge Transfer Program, AT&T Solution, Amerika Serikat

Riwayat Karir

Sebelumnya Muhammad Awaluddin menjadi Direktur Enterprise & Business Service di PT Telkom Indonesia Tbk (2012 - 2016) dimana sebelumnya adalah Direktur Utama PT Infomedia Nusantara (2010 – 2012). Executive General Manager Divisi Akses, Executive General Manager Divisi Regional 1 Sumatera di PT Telkom Indonesia Tbk (2007 – 2010) dan Vice President Public & Marketing Communication Telkom di PT Telkom Indonesia Tbk (2005 – 2007).

Dasar Pengangkatan:

Diangkat sebagai Direktur Utama Perseroan berdasarkan Surat Keputusan Nomor: SK-227/MBU/09/2016.

Informasi Rangkap Jabatan:

Jabatan yang dipegang oleh Muhammad Awaluddin saat ini hanya sebagai Direktur Utama Perseroan dan tidak sedang menjabat sebagai Direksi maupun Komisaris di perusahaan lain.

Profil Direksi Board of Directors Profile

An Indonesian citizen of 48 years old, he currently lives in Jakarta. He obtained his Bachelor's degree in Electrical Engineering from Sriwijaya University (1990), Master's degree in Business Administration from the European University Antwerp Belgium (1998) and Doctorate degree in Management from Padjajaran University (2016).

Information on Training and Informal Education

- [2015] Executive Education Program, Strategic Management: Creating and Sustaining Competitive Advantage - Cambridge Judge Business School, England
- [2013] Executive Education Program, Wharton University of Pennsylvania, USA
- [2009] Advanced Senior Executive Program, Kellogg School of Management, USA
- [2008] Service Excellence for Customer Loyalty Training Program, MarkPlus Institute of Marketing Campus, Indonesia
- [2007] Managing Partnership & Strategic Alliances, INSEAD Business School, France
- [1996] Service Marketing – Knowledge Transfer Program, AT&T Solution, USA

Career History

Previously, Mr. Awaluddin served as a Director of Enterprise & Business Service at PT Telkom Indonesia Tbk (2012-2016), President Director of PT Infomedia Nusantara (2010-2012), Executive General Manager of Access Division, Executive General Manager of Regional I Division of Sumatera at PT Telkom Indonesia Tbk (2007-2010) and Vice President of Public & Marketing Communication Telkom at PT Telkom Indonesia Tbk (2005-2007).

Basis of Appointment:

He was appointed as the President Director of the Company pursuant to Decision Letter No. SK-227/MBU/09/2016.

Information on Concurrent Position:

Muhammad Awaluddin currently holds no other position as a member of Board of Directors and Board of Commissioners at other companies aside from the position of President Director at Angkasa Pura II.

Profil Direksi

Board of Directors Profile



DJOKO MURJATMODJO

Direktur Teknik & Operasi
Director of Operation &
Engineering

Warga Negara Indonesia, usia 60 tahun. Saat ini berdomisili di Tangerang. Meraih gelar Sarjana Teknik dari Universitas Gadjah Mada pada tahun 1983.

Informasi Pelatihan dan Pendidikan Informal

Telah mengikuti beberapa kegiatan training, diantaranya "Advance Course on the CNS/ATM" di Perancis, Airport Equipment di Perancis, Aerodrome di Jepang. Selain itu juga sebagai Pembicara di seminar-seminar skala Nasional maupun Internasional.

Riwayat Karir

Djoko memulai karirnya sebagai teknisi pada Direktorat Kebandarudaraan (1983-1992), Kepala Analisa dan Evaluasi Direktorat Kebandarudaraan (1992-1999), Kepala Pengumpulan dan Proses Data Direktorat Kebandarudaraan (1999-2002), Deputi Direktur Pengembangan dan Bisnis Bandar Udara (2002-2007), Deputi Direktur Pengembangan dan Bisnis Transportasi Udara pada Direktorat Transportasi Udara (2007-2012), selain itu juga menjabat sebagai Anggota Dewan Komisaris PT Garuda Maintenance Facility (September 2013- Sekarang).

Dasar Pengangkatan:

Diangkat sebagai Direktur Operasi dan Teknik Perseroan berdasarkan Surat Keputusan Menteri Negara BUMN Nomor: SK-227/MBU/09/2016.

Informasi Rangkap Jabatan:

Selain menjabat sebagai Direktur Operasi dan Teknik Perseroan, Djoko Murjatmodjo juga menjabat sebagai Anggota Dewan Komisaris PT Railink.

Profil Direksi Board of Directors Profile

An Indonesian citizen of 60 years old, he currently lives in Tangerang. He obtained his Bachelor's degree in Engineering from Gadjah Mada University in 1983.

Information on Training and Informal Education

He participated in several training activities, such as "Advance Course on the CNS/ATM" in France, Airport Equipment in France, and Aerodrome in Japan. In addition, he actively participates as a keynote speaker at National and International seminars.

Career History

Mr. Murjatmodjo began his career as an engineer at the Directorate of Airport Services (1983-1992), Head of Analysis and Evaluation at the Directorate of Airport Services (1992-1999), Head of Data Collecting and Processing at the Directorate of Airport Services (1999-2002), Deputy to the Director of Airport Development and Business (2002-2007). Deputy to the Director of Air Transport Development and Business at the Directorate of Air Transportation (2007-2012). Currently, he also serves as a member of Board of Commissioners of PT Garuda Maintenance Facility (September 2013-present).

Basis of Appointment:

He is appointed as the Director of Operation and Engineering of the Company pursuant to the Decision Letter of State Minister of SOE No. SK-227/MBU/09/2016.

Information Concurrent Position:

Aside from serving as the Director of Operation and Engineering, Djoko Murjoatmodjo also serves as a member of Board of Commissioners of PT Railink.

Profil Direksi

Board of Directors Profile



ANDRA Y AGUSSALAM

Direktur Keuangan
Director of Finance

Warga Negara Indonesia, usia 53 tahun. Saat ini berdomisili di Jakarta. Meraih gelar Doktorandus Akuntansi dari Universitas Brawijaya tahun 1987 dan meraih Gelar Master Business Administration dari School of Business, Southern New Hampshire University, Manchester, Amerika Serikat tahun 1990.

Informasi Pelatihan dan Pendidikan Informal

Menghadiri 5th Annual CFO Forum: Driving Finance Transformation, Manila, Philippines; Strategic Business Performance Excellence Management, Jakarta; Credit & International Trade, BRI New York Agency – Bank of New York Program; Corporate Finance Seminar, Euromoney, Singapore; Advanced Executive Development Program, Centris Group; Airfinance Management Seminar, San Fransisco, Amerika Serikat.

Riwayat Karir

Memulai karir pada Bank Rakyat Indonesia cabang New York, Amerika Serikat (1990-1991), Manager di PT Muij Asta Consult (1991-1993), Vice President Public Equity Advisory PT Sigma Batara Securities (1993-1995), President Director PT Centris Multipersada Pratama Tbk (CMPP) (1995-2001), Komisaris PT Centris Multipersada Pratama Tbk (2001-2008), Head of Finance (Director Level) & Operation Departement Badan Pengelola Transjakarta (2004-July 2008), Director of Administration and Finance PT LEN Industri (Persero) (July 2008-2015).

Dasar Pengangkatan:

Diangkat sebagai Direktur Keuangan Perseroan berdasarkan Surat Keputusan Menteri Negara BUMN Nomor: SK-227/MBU/09/2016.

Informasi Rangkap Jabatan:

Selain menjabat sebagai Direktur Keuangan, Andra Y Agussalam juga menjabat sebagai Anggota Dewan Komisaris PT Railink dan Ketua Dewan Pengawas Dapenda.

Profil Direksi Board of Directors Profile

An Indonesian citizen of 53 years, he currently lives in Jakarta. He obtained a doctorandus degree in Accounting from Brawijaya University in 1987 and Master's degree in Business Administration from School of Business, Southern New Hampshire University, Manchester, USA, in 1990.

Information on Training and Informal Education

He attended the 5th Annual CFO Forum: Driving Finance Transformation, Manila, Philippines; Strategic Business Performance Excellence Management, Jakarta; Credit & International Trade, BRI New York Agency – Bank of New York Program; Corporate Finance Seminar, Euromoney, Singapore; Advanced Executive Development Program, Centris Group; Airfinance Management Seminar, San Fransisco, USA.

Career History

Mr. Agussalam began his career at Bank Rakyat Indonesia of New York Branch, USA (1990-1991), Manager at PT Muij Asta Consult (1991-1993), Vice President of Public Equity Advisory at PT Sigma Batara Securities (1993-1995), President Director of PT Centris Multipersada Pratama Tbk (CMPP) (1995-2001), Commissioner at PT Centris Multipersada Pratama Tbk (2001-2008), Head of Finance (Director Level) & Operation Department of Transjakarta Management Agency (2004-July 2008), and Director of Administration and Finance at PT LEN Industri (Persero) (July 2008-2015).

Basis of Appointment:

He is appointed as the Company's Director of Finance pursuant to the Decision Letter of State Minister of SOE No. SK-227/MBU/09/2016.

Information on Concurrent Position:

Aside from serving as the Director of Finance, Andra Y. Agussalam also serves as a member of Board of Commissioners of PT Railink and Chairman of Supervisory Board of Dapenda.

Profil Direksi

Board of Directors Profile



DAAN ACHMAD

Direktur Komersial &
Pengembangan Bisnis
Director of Marketing & Business
Development

Warga Negara Indonesia, usia 58 tahun. Saat ini berdomisili di Bekasi. Menamatkan pendidikan Sarjana Ekonomi dari Universitas Islam Indonesia tahun 1983 dan meraih gelar Magister Management bidang Manajemen Transportasi Udara dari Joint Program Universitas Indonesia dan Massachusetts Institute of Technology (MIT) tahun 1995.

Informasi Pelatihan dan Pendidikan Informal

IMS/VS and DL/1 Advance Programming, Metrodata and Genesis, Singapore (November 1998), Data Base Administration, Institute of Information Technology, University of New South Wales, Sidney, Australia (September 1989), IMS/DC Structure and Flow, Candle, New York, USA (Agustus 1990), General Ledger System and Technical Concepts, Dun & Bradstreet, Boston, USA (Desember 1990), Data Base 2, User Conference, Dun & Bradstreet, Hong Kong (September 1992), Revenue First, British Airways, London, England (Januari 1996), Top Executive Leadership, BPIS (Badan Pusat Industri Strategis), Indonesia (September 1996), Initial Public Offering, BAPEPAM Government Auditor for Capital Market and Capital Market Society of Indonesia (Maret 1997), Workshop on Strengthening Integrity through Public – Private Partnership di Medan, Indonesia (Juni 2013), Workshop “Tatanan Benefit Kesehatan untuk BUMN di Era BPJS” di Yogyakarta, Indonesia (Februari 2014), dan Workshop Formulating Holding Company Management di Jakarta (Maret 2014).

Riwayat Karir

Memulai karir sebagai IT Programmer for Financial Systems, PT Garuda Indonesia Tbk (1986-1988), Financial Systems Supervisor PT Garuda Indonesia Tbk (1988- 1990), System Analyst PT Garuda Indonesia Tbk (1990-1991), Electronic Data Processing Coordinator, General Ledger Project PT Garuda Indonesia Tbk (1992-1993), Manager Accounting System/Procedures and Computer Applications SAP PT Garuda Indonesia Tbk (1994-1995), Financial System Expert, OAA (Orient Airlines Association), Manila, Philippines (1995-1996), Vice President Financial System and Procedures PT Garuda Indonesia Tbk (1996-1998), Chairman Refinancing Team PT Garuda Indonesia Tbk (1997-1998), Vice President Budget and Management Information System PT Garuda Indonesia Tbk (1998-2000), Vice President Information Technology (2000-2002), Vice President Human Resources and Development PT Garuda Indonesia (2003-2005), Corporate Expert PT Garuda Indonesia (2005-2013), Vice Chairman The President Airplane Team of The Republic of Indonesia (2010-sekarang), Human Capital and General Affairs Director PT Angkasa Pura I (2013-2015) Direktur SDM, Umum, dan TI PT Angkasa Pura II (2015-2016), dan terakhir diangkat sebagai Direktur of Commercial and Business Development.

Dasar Pengangkatan:

Diangkat sebagai Direktur Komersial & Pengembangan Bisnis berdasarkan Surat Keputusan Menteri Negara BUMN Nomor: SK-227/MBU/09/2016.

Informasi Rangkap Jabatan:

Selain menjabat sebagai Direktur Komersial & Pengembangan Bisnis, Daan Achmad juga menjabat sebagai Wakil Ketua Dewan Pengawas Dana Pensiun Angkasa Pura II.

Profil Direksi Board of Directors Profile

An Indonesian citizen of 58 years old, he currently lives in Bekasi. He obtained his Bachelor's degree in Economics from Universitas Islam Indonesia in 1983 and Master of Management degree in the field of Air Transport Management from the Joint Program of the University of Indonesia and Massachusetts Institute of Technology (MIT) in 1995.

Information on Training and Informal Education

IMS/VS and DL/1 Advance Programming, Metrodata and Genesis, Singapore (November 1998), Data Base Administration, Institute of Information Technology, University of New South Wales, Sidney, Australia (September 1989), IMS/DC Structure and Flow, Candle, New York, USA (August 1990), General Ledger System and Technical Concepts, Dun & Bradstreet, Boston, USA (December 1990), Data Base 2, User Conference, Dun & Bradstreet, Hong Kong (September 1992), Revenue First, British Airways, London, England (January 1996), Top Executive Leadership, BPIS (Central Bureau of Strategic Industries), Indonesia (September 1996), Initial Public Offering, BAPEPAM Government Auditor for Capital Market and Capital Market Society of Indonesia (March 1997), Workshop on Strengthening Integrity through Public – Private Partnership in Medan, Indonesia (June 2013), Workshop "Tatanan Benefit Kesehatan untuk BUMN di Era BPJS" in Yogyakarta, Indonesia (February 2014), and Workshop in Formulating Holding Company Management in Jakarta (March 2014).

Career History

Mr. Achmad began his career as an IT Programmer for Financial Systems at PT Garuda Indonesia Tbk (1986-1988), Financial Systems Supervisor at PT Garuda Indonesia Tbk (1988-1990), System Analyst at PT Garuda Indonesia Tbk (1990-1991), Electronic Data Processing Coordinator for General Ledger Project of PT Garuda Indonesia Tbk (1992-1993), Manager of Accounting System/Procedures and Computer Applications SAP at PT Garuda Indonesia Tbk (1994-1995), Financial System Expert at OAA (Orient Airlines Association), Manila, Philippines (1995-1996), Vice President of Financial System and Procedures at PT Garuda Indonesia Tbk (1996-1998), Chairman of Refinancing Team of PT Garuda Indonesia Tbk (1997-1998), Vice President of Budget and Management Information System at PT Garuda Indonesia Tbk (1998-2000), Vice President of Information Technology (2000-2002), Vice President of Human Resources and Development at PT Garuda Indonesia (2003-2005), Corporate Expert at PT Garuda Indonesia (2005-2013), Vice Chairman of the President Airplane Team of The Republic of Indonesia (2010-present), Human Capital and General Affairs Director of PT Angkasa Pura I (2013-2015), Director of HR, GA and IT of PT Angkasa Pura II (2015-2016), and lastly he was appointed as the Director of Commercial and Business Development.

Basis of Appointment:

He is appointed as the Company's Director of Marketing and Business Development pursuant to the Decision Letter of State Minister of SOE No. SK-227/MBU/09/2016.

Information on Concurrent Position:

Aside from serving as the Director of Marketing and Business Development, Daan Achmad also serves as a Deputy Chairman of Supervisory Board of Dana Pensiun Angkasa Pura II

Profil Direksi

Board of Directors Profile



ITUK HERARINDRI

Direktur Pelayanan dan Fasilitas
Bandara

Director of Airport Service and
Facility

Warga Negara Indonesia, usia 51 tahun. Saat ini berdomisili di Jakarta. Meraih gelar Sarjana Ekonomi dari Universitas Surabaya.

Informasi Pelatihan dan Pendidikan Informal

Telah mengikuti beberapa kegiatan training baik nasional maupun internasional, antara lain: Hospitality Training for Railway, SNCF-Paris, France, The New Strategic Service Management, Mark Plus, Certification of Menjadi Trainer Andalan, by Proaktif Schoolen, Certification Professional Human Resources (CPHR) by QQI, Certification of Training Designer & Delivery Professional by Lutan Edukasi Consultant, Certification of Service Excellence by Service Quality Center, Certification of Managerial II by Prasetya Mulya.

Riwayat Karir

Ituk Herarindri memulai karirnya sebagai Assistant Account Officer (AAO) Bank Niaga (1991-1994), Vice Chairman ORCA Diving School (1994-1996), Supervisor of Walk in Services/ Galeri PT SATELIT PALAPA INDONESIA (SATELINDO) (1996-1998), Manager Revenue Assurance, Customer Service & Loyalty Customers of Jabodetabek PT SATELIT PALAPA INDONESIA (SATELINDO) (2002-2005), Branch Manager of Area Jakarta Barat, Jakarta Pusat & Tangerang PT INDOSAT Tbk (2005-2007), Manager Training Operation – Group Human Capital Management (2007-2009), Head of Internal Communication – Group Corporate Communication PT INDOSAT Tbk, (2009-2011), Managing Director PT INASTI Mitra Solusi Consultant (2011-2014), Advisor of Commercial Director for Contact Center & Customer Services PT Kereta Api Indonesia (KAI) (2012- 2013), Vice President of Customer Care PT Kereta Api Indonesia (2013-2014).

Dasar Pengangkatan:

Diangkat sebagai Direktur Pelayanan dan Fasilitas Bandara berdasarkan Surat Keputusan Menteri Negara BUMN Nomor: SK-227/MBU/09/2016.

Informasi Rangkap Jabatan:

Selain menjabat sebagai Direktur Pelayanan dan Fasilitas Bandara, Ituk Herarindri juga menjabat sebagai Anggota Dewan Komisaris PT Gapura Angkasa.

Profil Direksi Board of Directors Profile

An Indonesian citizen of 51 years old, she currently lives in Jakarta. She obtained her Bachelor's degree in Economics from the University of Surabaya.

Information on Training and Informal Education

She participated in several training activities, both nationally and internationally, such as: Hospitality Training for Railway, SNCF-Paris, France, The New Strategic Service Management, Mark Plus, Certification of Menjadi Trainer Andalan, by Proaktif School, Certification of Professional Human Resources (CPHR) by QQI, Certification of Training Designer & Delivery Professional by Lutan Edukasi Consultant, Certification of Service Excellence by Service Quality Center, Certification of Managerial II by Prasetya Mulya.

Career History:

Ituk Herarindri began her career as an Assistant to Account Officer (AAO) at Bank Niaga (1991-1994), Vice Chairman of ORCA Diving School (1994-1996), Supervisor of Walk in Services/ Gallery at PT SATELIT PALAPA INDONESIA (SATELINDO) (1996-1998), Manager of Revenue Assurance, Customer Service & Loyalty Customers of Jabodetabek at PT SATELIT PALAPA INDONESIA (SATELINDO) (2002-2005), Branch Manager of West Jakarta, Central Jakarta & Tangerang areas at PT INDOSAT Tbk (2005-2007), Manager of Training Operation – Group Human Capital Management (2007-2009), Head of Internal Communication – Group Corporate Communication at PT INDOSAT Tbk, (2009-2011), Managing Director at PT INASTI Mitra Solusi Consultant (2011-2014), Advisor of Commercial Director for Contact Center & Customer Services at PT Kereta Api Indonesia (KAI) (2012- 2013), and Vice President of Customer Care at PT Kereta Api Indonesia (2013-2014).

Basis of Appointment:

She is appointed as the Company's Director of Airport Service and Facility pursuant to the Decision Letter of State Minister of SOE No. SK-227/MBU/09/2016.

Information on Concurrent Position:

Aside from serving as the Director of Airport Service and Facility, Ituk Herarindri also serves as a member of Board of Commissioners of PT Garuda Angkasa.

Profil Direksi

Board of Directors Profile



TINA T. KEMALA INTAN

Direktur SDM, Umum dan TI
Director of HR, IT and General
Affairs

Warga Negara Indonesia, umur 57 tahun. Saat ini berdomisili di Bogor dan menyelesaikan pendidikan Sarjana (S1) Psikologi di Universitas Padjadjaran, Bandung pada tahun 1985.

Informasi Pelatihan dan Pendidikan Informal

Pernah mengikuti berbagai pelatihan, workshop, dan seminar di dalam dan luar negeri diantaranya Air Transport Management oleh MNA di Jakarta (1988), Occupational Personality Questionnaire & Test Course dan Work Profiling System Course oleh SHL di Australia (1994), Airlines Planning Course oleh Boeing di Jakarta (1997), Asian HR Congress oleh SHRM di Malaysia (2002), Mediation & Negotiation in Conflict Management oleh GIZ di Thailand (2007), Certified Human Resources Professional (CPHR) oleh Universitas Atmajaya di Jakarta (2008), HR Management for High Level oleh KOICA di Korea Selatan (2008), Sertifikasi Pengadaan Barang & Jasa oleh KPK di Jakarta (2009), Government Innovation in Government Reform oleh KOICA di Korea Selatan (2009), Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) oleh Kementerian BUMN di Jakarta (2012), dan SAP for Human Capital Management & Development oleh SAP di Singapura (2015).

Riwayat Karir

Pernah menjabat sebagai Deputy VP Corporate Planning (1996-1999), General Manager Human Resources Management (1999-2004), Head of Change Management Project (2004-2005), Kepala Biro SDM di Komisi Pemberantasan Korupsi (KPK) (2005-2010), serta SVP Organization Development – Human Capital and General Services di PT Merpati Nusantara Airlines (2010-2012), dan berpengalaman sebagai HR Expert untuk sejumlah project diantaranya AUSAID – AIPJ pada Komisi Kejaksaan (KK) – Partnership for Justice Program (2012-2013), GIZ Germany pada Komisi Pemberantasan Korupsi (KPK) – Anti Corruption, Preventing & Combating Corruption Program (2014), GIZ - GFA Germany pada Kementerian Sosial – The Social Protection Program (2013-2015), USAID – MSI pada Komisi Pemberantasan Korupsi (KPK) – The Strengthening Integrity and Accountability Program (2015), UNDP pada Mahkamah Agung (MA) – The Support to the Justice Sector Reform in Indonesia (SUSTAIN) Project (2015-2016), GIZ – Germany pada Kementerian Keuangan – Direktorat Jenderal Perimbangan Keuangan (DJPK) – The Strengthening the Training System for Sub-National Financial Management Project (2016).

Dasar Pengangkatan:

Diangkat sebagai Direktur SDM, TI dan Umum berdasarkan Surat Keputusan Menteri Negara BUMN Nomor: SK-54/MBU/3/2017 tanggal 17 Maret 2017.

Informasi Rangkap Jabatan:

Jabatan yang dipegang oleh Tina T. Kemala Intan saat ini hanya sebagai Direktur SDM, Umum dan TI Perseroan dan tidak sedang menjabat sebagai Direksi maupun Komisaris di perusahaan lain.

Profil Direksi Board of Directors Profile

An Indonesian citizen of 57 years old, she currently lives in Bogor. She obtained her Bachelor's degree in Psychology from Padjajaran University, Bandung in 1985.

Information on Training and Informal Education

She participated in several trainings, workshops, and seminars, both nationally and internationally, among others, Air Transport Management by MNA in Jakarta (1988), Occupational Personality Questionnaire & Test Course and Work Profiling System Course by SHL in Australia (1994), Airlines Planning Course by Boeing in Jakarta (1997), Asian HR Congress by SHRM in Malaysia (2002), Mediation & Negotiation in Conflict Management by GIZ in Thailand (2007), Certified Human Resources Professional (CPHR) by Atmajaya University in Jakarta (2008), HR Management for High Level by KOICA in South Korea (2008), Certification of Goods & Services Procurement by KPK in Jakarta (2009), Government Innovation in Government Reform by KOICA in South Korea (2009), Malcolm Baldrige Criteria for Performance Excellence (MBCfPE) by the Ministry of SOE in Jakarta (2012), and SAP for Human Capital Management & Development by SAP in Singapore (2015).

Career History

She served as Deputy VP Corporate Planning (1996-1999), General Manager of Human Resources Management (1999-2004), Head of Change Management Project (2004-2005), Head of HR Bureau at Corruption Eradication Commission (KPK) (2005-2010), SVP Organization Development - Human Capital and General Services at PT Merpati Nusantara Airlines (2010-2012), and experienced as HR Expert for a number of project, among others AUSAID - AIPJ at Prosecutorial Commission (KK) - Partnership for Justice Program (2012-2013), GIZ Germany at Corruption Eradication Commission (KPK) - Anti Corruption, Preventing & Combating Corruption Program (2014), GIZ-GFA Germany at Ministry of Social Affairs - The Social Protection Program (2013-2015), USAID-MSI at Corruption Eradication Commission (KPK) - The Strengthening Integrity and Accountability Program (2015), UNDP at Supreme Court (MA) - The Support to the Justice Sector Reform in Indonesia (SUSTAIN) Project (2015-2016), GIZ - Germany at the Ministry of Finance - Directorate General of Fiscal Balance (DJP) - The Strengthening the Training System for Sub-National Financial Management Project (2016).

Basis of Appointment:

She is appointed as the Company's Director of HR, IT and General Affairs pursuant to the Decision Letter of State Minister of SOE No. SK-227/MBU/09/2016.

Information on Concurrent Position:

Tina T. Kemala Intan currently holds no other position as a member of Board of Directors and Board of Commissioners at other companies aside from the position of Director of HR, IT and General Affairs at Angkasa Pura II.

Profil Pejabat Satu Level Di Bawah Direksi

Profile of Officials One Level Below the Board of Directors

No.	Nama / Name	Jabatan / Position	Profil / Profile
1.	Muh. Suriawan Wakan	Senior General Manager Bandara Internasional Soekarno-Hatta / Senior General Manager of Soekarno-Hatta International	Lahir di Jakarta pada tanggal 21 April 1970. Menamatkan S1 Teknik Elektro dari Universitas Mercu Buana. Memiliki masa kerja di Angkasa Pura II selama 22 tahun 2 bulan / Born in Jakarta on April 21, 1970. Obtained his Bachelor's degree in Electrical Engineering from Mercu Buana University. He has been working at Angkasa Pura II for 22 years and 2 months.
2.	A. Rasyid Jauhari	General Manager Bandara Halim Perdanakusuma / General Manager of Halim Perdanakusuma	Lahir di Bandung 8 Februari 1962. Menamatkan pendidikan S1 dari Universitas Nurtanio Bandung. Memiliki masa kerja di PT Angkasa Pura II (Persero) selama 1 tahun 1 bulan. / Born in Bandung, February 8, 1962. He earned his Bachelor's degree from Nurtanio University, Bandung. He has 1 year 1 month term of office in PT Angkasa Pura II (Persero).
3.	Suparlan	General Manager Bandara Internasional Minangkabau / General Manager of Minangkabau International	Lahir di Pati 14 Februari 1970. Menamatkan pendidikan S1 Ilmu Politik di Universitas Terbuka dan S2 Magister Manajemen di Universitas Sumatera Utara. Memiliki masa kerja di PT Angkasa Pura II (Persero) 10 tahun 1 bulan / Born in Pati, February 14, 1970. Obtained his Bachelor's degree from Political Science in Universitas Terbuka and Master's degree in Management from North Sumatera University. He has been working at PT Angkasa Pura II (Persero) for 10 years 1 month.
4.	Dorma Manalu	General Manager Bandara Internasional Husein Sastranegara / General Manager of Husein Sastranegara International Airport	Lahir di Dolok Sanggul pada tanggal 16 April 1965. Menamatkan pendidikan S1 Publisistik dari IISIP – Jakarta. Memiliki masa kerja di Angkasa Pura II selama 30 tahun 7 bulan / Born in Dolok Sanggul on April 16, 1965. Obtained his Bachelor's degree in Publication from IISIP – Jakarta. He has been working at Angkasa Pura II for 30 years and 7 months.
5.	Eko Prihadi	General Manager Bandara Depati Amir / General Manager of Depati Amir Airport	Lahir di Surabaya pada tanggal 3 September 1969. Menamatkan S2 Manajemen - Entrepreneurship dari ITB Bandung. Memiliki masa kerja di Angkasa Pura II selama 18 tahun 10 bulan / Born in Surabaya on September 3, 1969. Obtained his Master's degree in Management in the field of Entrepreneurship from ITB Bandung. He has been working at Angkasa Pura II for 18 years and 10 months.
6.	Iwan Khrihadianto	General Manager Bandara Internasional Kualanamu / General Manager of Kualanamu International Airport	Lahir di Bandung pada tanggal 13 Mei 1961. Menamatkan pendidikan dari SESKOA. Memiliki masa kerja di Angkasa Pura II selama 3 tahun 9 bulan / Born in Bandung on May 13, 1961. Graduated from SESKOA. He has been working at Angkasa Pura II for 3 years 9 months.
7.	Jaya Tahoma Sirait	General Manager Bandara Internasional Sultan Syarif Kasim II / General Manager of Sultan Syarif Kasim II International Airport	Lahir di Lumban Julu pada tanggal 10 Agustus 1964. Menamatkan S2 Magister Manajemen dari Universitas Gajah Mada. Memiliki masa kerja di Angkasa Pura II selama 31 tahun 9 bulan / Born in Lumban Julu on August 10, 1964. Obtained his Master's degree in Management from Gadjah Mada University. He has been working at Angkasa Pura II for 31 years and 9 months.
8.	Iskandar	General Manager Bandara Sultan Mahmud Badaruddin II / General Manager of Sultan Mahmud Badaruddin II Airport	Lahir di Palembang pada tanggal 30 Januari 1962. Menamatkan D IV Pemanduan Lalu Lintas Udara dari STPI. Memiliki masa kerja di Angkasa Pura II selama 22 tahun 9 bulan / Born in Palembang on January 30, 1962. Obtained a Diploma IV degree in Air Traffic Control from STPI. He has been working at Angkasa Pura II for 22 years and 9 months.
9.	Achmad Syahir	General Manager Bandara Sultan Thaha / General Manager of Sultan Thaha Airport	Lahir di Ambon pada tanggal 10 November 1976. Menamatkan pendidikan S1 Hukum dari Universitas Islam Bandung. Memiliki masa kerja di Angkasa Pura II selama 9 tahun 3 bulan / Born in Ambon on November 10, 1976. Obtained his Bachelor's degree in Law from Universitas Islam Bandung. He has been working at Angkasa Pura II for 9 years and 3 months.
10.	Surahmat	General Manager Bandara Internasional Sultan Iskandar Muda / General Manager of Sultan Iskandar Muda International Airport	Lahir di Jakarta pada tanggal 10 Oktober 1965. Menamatkan pendidikan S1 Hukum dari UNIS – Tangerang. Memiliki masa kerja di Angkasa Pura II selama 31 tahun 2 bulan / Born in Jakarta on October 10, 1965. Obtained his Bachelor's degree in Law from UNIS – Tangerang. He has been working at Angkasa Pura II for 31 years and 2 months.

Profil Pejabat Satu Level Di Bawah Direksi

Profile of Officials One Level Below the Board of Directors

No.	Nama / Name	Jabatan / Position	Profil / Profile
11.	Jon Mukta Rita	General Manager Bandara Raja Haji Fisabilillah / General Manager of Raja Haji Fisabilillah	Lahir di Jambi, 9 Mei 1969. Menamatkan pendidikan S2 Magister Administrasi Bisnis dari ITB Bandung. Memiliki masa kerja PT Angkasa Pura II (Persero) selama 17 tahun 5 Bulan / Born in Jambi, May 9, 1969. Obtained his Master's degree in Business Administration from ITB, Bandung. He has been working at PT Angkasa Pura II (Persero) for 17 years 5 months.
12.	Bayuh Iswanto	General Manager Bandara Internasional Supadio / General Manager of Supadio International	Lahir di Jakarta pada tanggal 25 Juli 1969. Menamatkan S1 Ekonomi Manajemen dari Universitas Surapati. Memiliki masa kerja di Angkasa Pura II selama 3 tahun 3 bulan / Born in Jakarta on July 25, 1969. Obtained his Bachelor's degree in Management from Universitas Surapati. He has been working at Angkasa Pura II for 3 years and 3 months.
13.	Zulfahmi	Head of Internal Audit	Lahir di Belawan pada tanggal 15 November 1962. Menamatkan S1 Ekonomi Manajemen dari Universitas Islam Syekh Yusuf. Memiliki masa kerja di Angkasa Pura II selama 30 tahun 7 bulan / Born in Belawan on November 15, 1962. Obtained his Bachelor's degree in Economics from Universitas Islam Syekh Yusuf. He has been working at Angkasa Pura II for 30 years and 7 months.
14.	Agus Haryadi	Head of Corporate Secretary & Legal	Lahir di Jakarta pada tanggal 14 Maret 1962. Menamatkan S2 Magister Administrasi Bisnis dari ITB Bandung. Memiliki masa kerja di Angkasa Pura II selama 24 tahun 11 bulan / Born in Jakarta on March 14, 1962. Obtained his Master's degree in Business Administration from ITB Bandung. He has been working at Angkasa Pura II for 24 years and 11 months.
15.	Joko Nugroho Edi	Head of Risk Management & Compliance	Lahir di Banyuwangi, 2 Januari 1968. Menamatkan pendidikan S1 Hukum di UNIS Tangerang. Memiliki masa kerja di PT Angkasa Pura II (Persero) selama 25 tahun 3 bulan 9 hari / Born in Banyuwangi, January 2, 1968. Obtained his bachelor's degree in Legal from UNIS Tangerang. He has been working at PT Angkasa Pura II (Persero) for 25 years 3 months 9 days.
16.	Arif Darmawan	Head of Corporate Strategic Planning & Performance Management	Lahir di Jakarta pada tanggal 10 Februari 1964. Menamatkan S2 Magister Manajemen dari Universitas Gajah Mada. Memiliki masa kerja di Angkasa Pura II selama 31 tahun 9 bulan / Born in Jakarta on February 10, 1964. Obtained his Master's degree in Management from Gadjah Mada University. He has been working at Angkasa Pura II for 31 years and 9 months.
17.	Agus Herlambang	Head of Procurement	Lahir di Jakarta pada tanggal 7 Agustus 1964. Menamatkan S2 Magister Hukum dari Universitas Gajah Mada. Memiliki masa kerja di Angkasa Pura II selama 30 tahun 7 bulan / Born in Jakarta on August 7, 1964. Obtained his Master's degree in Law from Gadjah Mada University. He has been working at Angkasa Pura II for 30 years and 7 months.
18.	Ruchyana	VP of Airport Operation	Lahir di Tangerang pada tanggal 7 Juni 1963. Menamatkan D III POBU dari STPI. Memiliki masa kerja di Angkasa Pura II selama 31 tahun 9 bulan / Born in Tangerang on June 7, 1963. Obtained a Diploma III degree in POBU from STPI. He has been working at Angkasa Pura II for 31 years and 9 months.
19.	Agus Wialdi	VP of Civil Engineering	Lahir di Bukittinggi pada tanggal 11 Juni 1968. Menamatkan S2 Magister Administrasi Bisnis dari ITB Bandung. Memiliki masa kerja di Angkasa Pura II selama 17 tahun 1 bulan / Born in Bukittinggi on June 11, 1968. Obtained his Master's degree in Business Administration from ITB Bandung. He has been working at Angkasa Pura II for 17 years and 1 month.
20.	Muhammad Putra Pariadi	VP of Electronical & Mechanical Engineering	Lahir di Mataram pada tanggal 2 November 1967. Menamatkan S2 Manajemen SDM dari Universitas Riau. Memiliki masa kerja di Angkasa Pura II selama 25 tahun 8 bulan / Born in Mataram on November 2, 1967. Obtained his Master's degree in HR Management from Universitas Riau. He has been working at Angkasa Pura II for 25 years and 8 months.
21.	Achmad Rifai	VP of Airport Safety	Lahir di Tanjung Uban pada tanggal 2 April 1969. Menamatkan S1 Ekonomi Manajemen dari Universitas Al Azhar Medan. Memiliki masa kerja di Angkasa Pura II selama 2 tahun 3 bulan / Born in Tanjung Uban on April 2, 1969. Obtained his Bachelor's degree in Management from Universitas Al Azhar Medan. He has been working at Angkasa Pura II for 2 year and 3 months.

Profil Pejabat Satu Level Di Bawah Direksi

Profile of Officials One Level Below the Board of Directors

No.	Nama / Name	Jabatan / Position	Profil / Profile
22.	Eka Maria Karmawaty	VP of Airport Services	Lahir di Tangerang pada tanggal 9 September 1962. Menamatkan S1 Teknik Elektro dari Universitas Mercubuana. Memiliki masa kerja di Angkasa Pura II selama 31 tahun 9 bulan / Born in Tangerang on September 9, 1962. Obtained her Bachelor's degree in Electrical Engineering from Mercu Buana University. She has been working at Angkasa Pura II for 31 years and 9 months.
23.	Tommy Ariesdianto	VP of Services Assurance	Lahir di Ujung Pandang pada tanggal 5 Maret 1968. Menamatkan S1 Manajemen Transportasi Udara dari Sekolah Tinggi Manajemen Transportasi Trisakti. Memiliki masa kerja di Angkasa Pura II selama 17 tahun 1 bulan / Born in Ujung Pandang on March 5, 1968. Obtained his Bachelor's degree in Air Transport Management from Sekolah Tinggi Manajemen Transportasi Trisakti. He has been working at Angkasa Pura II for 17 years and 1 month.
24.	Marzuki Batung	VP of Infrastructure & Facility Maintenance	Lahir di Ujung Pandang pada tanggal 5 Maret 1968. Menamatkan S2 Manajemen Operasi dari ITB Bandung. Memiliki masa kerja di Angkasa Pura II selama 17 tahun 1 bulan / Born in Ujung Pandang on March 5, 1968. Obtained his Master's degree in Operational Management from ITB Bandung. He has been working at Angkasa Pura II for 17 years and 1 month.
25.	Muhamad Wasid	VP of Aeronautical Business	Lahir di Lebak pada tanggal 14 April 1970. Menamatkan S2 Magister Administrasi Bisnis dari ITB Bandung. Memiliki masa kerja di Angkasa Pura II selama 2 tahun 3 bulan / Born in Lebak on April 14, 1970. Obtained his Master's degree in Business Administration from ITB Bandung. He has been working at Angkasa Pura II for 2 years and 3 months.
26.	Deni Krisnowibowo	VP of Non Aeronautical Business	Lahir di Jakarta pada tanggal 10 April 1970. Menamatkan S2 Magister Manajemen dari Universitas Gajah Mada. Memiliki masa kerja di Angkasa Pura II selama 25 tahun 7 bulan / Born in Jakarta on April 10, 1970. Obtained his Master's degree in Management from Gajah Mada University. He has been working at Angkasa Pura II for 25 years and 7 months.
27.	Haris	VP of Marketing & Business Development	Lahir di Jakarta pada tanggal 24 Januari 1978. Menamatkan S2 Magister Administrasi Bisnis dari ITB Bandung. Memiliki masa kerja di Angkasa Pura II selama 14 tahun 11 bulan / Born in Jakarta on January 24, 1978. Obtained his Master's degree in Business Administration from ITB Bandung. He has been working at Angkasa Pura II for 14 years and 11 months.
28.	Siswanto	VP of Cargo Business	Lahir di Jakarta pada tanggal 21 September 1971. Menamatkan S2 Magister Manajemen dari Universitas Mercubuana. Memiliki masa kerja di Angkasa Pura II selama 24 tahun 10 bulan / Born in Jakarta on September 21, 1971. Obtained his Master's degree in Management from Mercu Buana University. He has been working at Angkasa Pura II for 24 years and 10 months.
29.	Yaya Surya Sukirman	VP of Accounting & Budgeting	Lahir di Ciamis pada tanggal 5 Desember 1961. Menamatkan D III Akuntansi dari Akademi Akuntansi Bandung. Memiliki masa kerja di Angkasa Pura II selama 22 tahun 8 bulan / Born in Ciamis on December 5, 1961. Obtained a Diploma III degree in Accounting from Akademi Akuntansi Bandung. He has been working at Angkasa Pura II for 22 years and 8 months.
30.	Ahmad Tavid	VP of Treasury	Lahir di Tarutung pada tanggal 17 November 1965. Menamatkan S1 Akuntansi dari Universitas Ekasakti. Memiliki masa kerja di Angkasa Pura II selama 22 tahun 8 bulan / Born in Tarutung on November 17, 1965. Obtained his Bachelor's degree in Accounting from Universitas Ekasakti. He has been working at Angkasa Pura II for 22 years and 8 months.
31.	Wandi Anhar	VP of Corporate Social Responsibility	Lahir di Takengon pada tanggal 10 Juli 1963. Menamatkan SMEA dari SMEA Negeri Takengon. Memiliki masa kerja di Angkasa Pura II selama 25 tahun 10 bulan / Born in Takengon on July 10, 1963. Completed High School education from SMEA Negeri Takengon. He has been working at Angkasa Pura II for 25 years and 10 months.

Profil Pejabat Satu Level Di Bawah Direksi

Profile of Officials One Level Below the Board of Directors

No.	Nama / Name	Jabatan / Position	Profil / Profile
32.	Mauludin Budi Sungkowo	VP of Human Capital	Lahir di Pekalongan 2 Mei 1969. Menamatkan pendidikan S1 Manajemen dari STIE Muhammadiyah. Memiliki masa kerja di PT Angkasa Pura II (Persero) selama 25 tahun / Born in Pekalongan, May 2, 1969. Obtained Bachelor's degree in Management from STIE Muhammadiyah. He has been working at PT Angkasa Pura II (Persero) for 25 years..
33.	Kistamadji Meiputra	VP of Training & Development	Lahir di Klaten pada tanggal 29 Mei 1963. Menamatkan S1 Manajemen dari STIE Kusuma Negara. Memiliki masa kerja di Angkasa Pura II selama 25 tahun 6 bulan / Born in Klaten on May 29, 1963. Obtained his Bachelor's degree in Management from STIE Kusuma Negara. He has been working at Angkasa Pura II for 25 years and 6 months.
34.	Rini Indrawati	VP of General Affairs & Administration	Lahir di Malang pada tanggal 2 Juli 1968. Menamatkan S1 Hukum dari Universitas Merdeka Malang. Memiliki masa kerja di Angkasa Pura II selama 25 tahun 6 bulan / Born in Malang on July 2, 1968. Obtained her Bachelor's degree in Law from Universitas Merdeka Malang. She has been working at Angkasa Pura II for 25 years and 6 months.
35.	Didi Kristianto	VP of Information Technology	Lahir di Jakarta pada tanggal 8 Maret 1971. Menamatkan S1 Manajemen dari Universitas Islam As-Syafiiyah. Memiliki masa kerja di Angkasa Pura II selama 24 tahun 10 bulan / Born in Jakarta on March 8, 1971. Obtained his Bachelor's degree in Management from Universitas Islam As-Syafiiyah. He has been working at Angkasa Pura II for 24 years and 10 months.
36.	Slamet Priyanto	Kepala Manajemen Proyek ERP	Lahir di Jakarta pada tanggal 12 April 1972. Menamatkan S1 Manajemen Informatika dari Universitas Gunadarma. Memiliki masa kerja di Angkasa Pura II selama 24 tahun 10 bulan / Born in Jakarta on April 12, 1972. Obtained his Bachelor's degree in Informatics Management from Gunadarma University. He has been working at Angkasa Pura II for 24 years and 10 months.
37.	Wisnu Rahardjo	Kepala Project Management Unit Pengembangan bandara PT AP II	Lahir di Blora pada tanggal 19 Agustus 1976. Menamatkan S2 Magister Administrasi Bisnis dari ITB. Memiliki masa kerja di Angkasa Pura II selama 17 tahun 0 bulan / Born in Blora on August 19, 1976. Obtained his Master's degree in Business Administration from ITB. He has been working at Angkasa Pura II for 17 years.
38.	Agung Sedayu	Kepala Project Management Unit Pengembangan BSH	Lahir di Jakarta pada tanggal 22 Mei 1971. Menamatkan S2 Teknik dari Universite De Nantes. Memiliki masa kerja di Angkasa Pura II selama 24 tahun 10 bulan / Born in Jakarta on May 22, 1971. Obtained his Master's degree in Engineering from Universite De Nantes. He has been working at Angkasa Pura II for 24 years and 10 months.

Pelatihan Dewan Komisaris, Direksi, Sekretaris Perusahaan dan Unit Audit Internal 2016

Trainings of The Board of Commissioners, Board of Directors, Corporate Secretary and Internal Audit Unit in 2016

Selama 2016, Perseroan telah memfasilitasi Dewan Komisaris, Direksi, Sekretaris Perusahaan dan Unit Audit Internal untuk mengikuti pelatihan, pendidikan formal dan/atau informal serta seminar dalam rangka meningkatkan kompetensi selama menjalankan tugas-tugasnya. Uraian atas ragam pelatihan, pendidikan dan seminar yang diikuti oleh masing-masing anggota adalah:

During 2016, the Company has facilitated the Board of Commissioners, Board of Directors, and Internal Audit unit to participate in trainings, formal and/or informal education as well as seminars in order to enhance their competencies while carrying out their duties. Details on the trainings, education and seminar followed by the Company's organs are as follows:

DEWAN KOMISARIS

BOARD OF COMMISSIONERS

No.	Tanggal dan Tempat Kegiatan / Date and Venue	Anggota Dewan Komisaris / Member of Board of Commissioners	Pelatihan/Seminar/Lokakarya / Training / Seminar / Workshop
1	7-9 Maret 2016 di London, Inggris / March 7-9, 2016 in London, England	W. Budi Santoso	Program ACI 8th Annual Airport Economics & Finance Conference & Exhibition
2	19-20 Mei 2016 di Shanghai, Tiongkok / May 19-20, 2016 in Shanghai, China	W. Budi Santoso M. Harpin Ondeh	Program 6th Airport Construction Summit ACS
3	25-28 September 2016 di Halifax, Kanada / September 25-28, 2016 in Halifax, Canada	Iswan Elmi	The Institute of Internal Auditor Canada National Conference
4	10-14 Oktober 2016 di Washington DC, Amerika Serikat / October 10-14, 2016 in Washington DC, United States	M. Harpin Ondeh	Corporate Compliance Seminars (CCS) - Continuing Professional Education (CPE)
5	13-14 Desember 2016 di New York Conference Board Inc., Amerika Serikat / December 13-14, 2016 in New York Conference Board Inc., United States	Rhenald Kasali	Seminar Performance Management Summit

DIREKSI

BOARD OF DIRECTORS

No	Tanggal / Date	Anggota Direksi / Member of Board of Directors	Pelatihan/Seminar/Lokakarya / Training / Seminar / Workshop
1	27-30 September 2016 / September 27-30, 2016	Djoko Murjatmondjo	The 39th Session of ICAO Assembly, Montreal, Kanada
2	10-14 Oktober 2016 / October 10-14, 2016	Andra Y. Agussalam	Continuing Professional Education (CPE), Washington DC, Amerika Serikat
3	26-30 September 2016 / September 26-30, 2016	Daan Achmad	The Institute of Internal Auditors (IIA), Kanada

SEKRETARIS PERUSAHAAN

CORPORATE SECRETARY

Tanggal / Date	Tempat Pelaksanaan / Venue	Penyelenggara / Organizer	Nama Acara / Event Name	Jenis Diklat / Type of Education and Training
21-23 Januari 2016 / January 21-23, 2016	Mercure Hotel Bandung	Komisi Pemberantasan Korupsi (KPK)	Workshop Tunas, Sistem, dan Komite Integritas / Workshop on System and Integrity Committee	Workshop

UNIT AUDIT INTERNAL

INTERNAL AUDIT UNIT

Nama / Name	Jabatan / Position	Pelatihan / Training	Tanggal dan Tempat / Date and Event	Penyelenggara / Organizer
Zulfahmi	Kepala Unit Audit Internal / Head of Internal Audit Unit	Diklat Khusus Bagi Kepala SPI/Inspektorat / Special Education and Training for Head of Internal Audit/ Inspectorate	17-23 Maret 2016 di Hotel Bukit Indah, Puncak / March 17-23, 2016 in Bukit Indah Hotel, Puncak	Pusat Pengembangan Akuntansi dan Keuangan / Finance and Accounting Development Center
		Seminar Nasional KSPI / National Seminar on KSPI	10-13 Mei 2016 / May 10-13, 2016	Forum Komunikasi Satuan Pengawas Internal / Communication Forum on Internal Audit

Informasi Komposisi Pemegang Saham

Shareholders Composition

Komposisi Kepemilikan Saham Angkasa Pura II 100% dimiliki oleh Negara Republik Indonesia./

PT Angkasa Pura II (Persero) Is 100% owned by the Republic of Indonesia.

RINCIAN 20 PEMEGANG SAHAM TERBESAR

Pemegang Saham Angkasa Pura II hanya 1 (satu) entitas saja, yakni Negara Republik Indonesia. Dengan demikian, Negara Republik Indonesia menjadi Pemegang Saham Terbesar Angkasa Pura II.

DETAILS OF 20 LARGEST SHAREHOLDERS

Angkasa Pura II only has 1 (one) shareholder, the Republic of Indonesia. Therefore, the Republic of Indonesia is the largest shareholder of Angkasa Pura II.

KEPEMILIKAN SAHAM YANG MENCAPAI 5% ATAU LEBIH

SHAREHOLDERS WITH 5% OWNERSHIP OR MORE

Nama / Name	Status Kepemilikan Saham / Shareholding Status	Persentase / Percentage
Negara Republik Indonesia / The Republic of Indonesia	Pemegang Saham Utama dan Pengendali / Major and Controlling Shareholder	100%

KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

Per 31 Desember 2016 tidak terdapat kepemilikan saham Dewan Komisaris dan Direksi Angkasa Pura II di Perusahaan.

SHARES OWNERSHIP BY THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

As of December 31, 2016, the Board of Commissioners and Board of Directors of Angkasa Pura II do not have any share ownership in the Company.

Kronologis Pencatatan Saham

Chronology of Share Listing

Angkasa Pura II per 31 Desember 2016 merupakan salah satu BUMN non listed atau belum mencatatkan saham di Bursa Efek Indonesia maupun Bursa Efek Luar Negeri sehingga tidak terdapat informasi mengenai kronologis pencatatan saham, corporate action, perubahan jumlah saham dan nama bursa dimana saham perusahaan dicatatkan.

As of December 31, 2016, Angkasa Pura II is one of the non-listed SOEs or has not listed its shares on the Indonesia Stock Exchange. Thus, there is no information about the chronology of share listing, corporate action, changes in the number of shares and name of the stock exchange on which the company shares are listed.

Kronologis Pencatatan Efek Lainnya

Chronology of other Securities

Pada tanggal 1 Juli 2016, Perseroan secara resmi menerbitkan Obligasi I senilai Rp2 triliun di Bursa Efek Indonesia (BEI). Persentase nilai kupon dalam obligasi tersebut sebesar 8,6% dengan tenor 5 (lima) tahun. Obligasi I Angkasa Pura II Tahun 2016 ini akan dibagi dalam tiga seri yakni bertenor 5 tahun, 7 tahun, dan 10 tahun. Adapun rating obligasi tersebut adalah idAAA dari PT Pemeringkat Efek Indonesia (Pefindo) dan AAA(idn) dari PT Fitch Ratings Indonesia.

Dalam aksi korporasinya perseroan telah menunjuk PT Danareksa Sekuritas dan PT Mandiri Sekuritas sebagai penjamin pelaksana emisi atau underwriter. Adapun PT Bank Mega Tbk bertindak sebagai wali amanat.

On July 1, 2016, the Company officially issued Bonds I of Rp2 trillion on the Indonesia Stock Exchange (IDX). The percentage of coupon value of the Bonds amounted to 8.6% with tenor of 5 (five) years. Bonds I of Angkasa Pura II of 2016 shall be divided into three series with tenors of 5, 7 and 10 years. Bonds ratings are idAAA from PT Pemeringkat Efek Indonesia (Pefindo) and AAA(idn) from PT Fitch Ratings Indonesia.

In this corporate action, the Company appointed PT Danareksa Sekuritas and PT Mandiri Sekuritas as the underwriters. PT Bank Mega acted as a trustee.

No.	Obligasi / Bond	Jumlah (Rp miliar) / Total (IDR billion)	Tenor	Tingkat Bunga / Interest Rate	Tanggal Penerbitan / Date of Publication	Tanggal Jatuh Tempo / Maturity Date	Peringkat (pada saat diterbitkan) / Rating (when issued)	Status
1.	Obligasi I Angkasa Pura II Tahun 2016 Seri A	1.000	5	8,6%	1 Juli 2016 / July 1, 2016	1 Juli 2021 / July 1, 2021	idAAA	Belum Lunas / Outstanding
2.	Obligasi I Angkasa Pura II Tahun 2016 Seri B	100	7	8,8%	1 Juli 2016 / July 1, 2016	1 Juli 2023 / July 1, 2023	idAAA	Belum Lunas / Outstanding
3.	Obligasi I Angkasa Pura II Tahun 2016 Seri C	900	10	8,9%	1 Juli 2016 / July 1, 2016	1 Juli 2026 / July 1, 2026	idAAA	Belum Lunas / Outstanding

Informasi Penghentian Saham/Obligasi Sementara

Information on Temporary Share/Bond Suspension

Sampai dengan akhir tahun 2016, tidak terdapat sanksi berupa penghentian saham sementara yang diberikan kepada Perseroan oleh pihak Bursa.

As of the end of 2016, there were no sanctions in the form of temporary share suspension imposed to the Company by the stock exchange party.

Daftar Entitas Anak dan Asosiasi

List of Subsidiaries/Associates

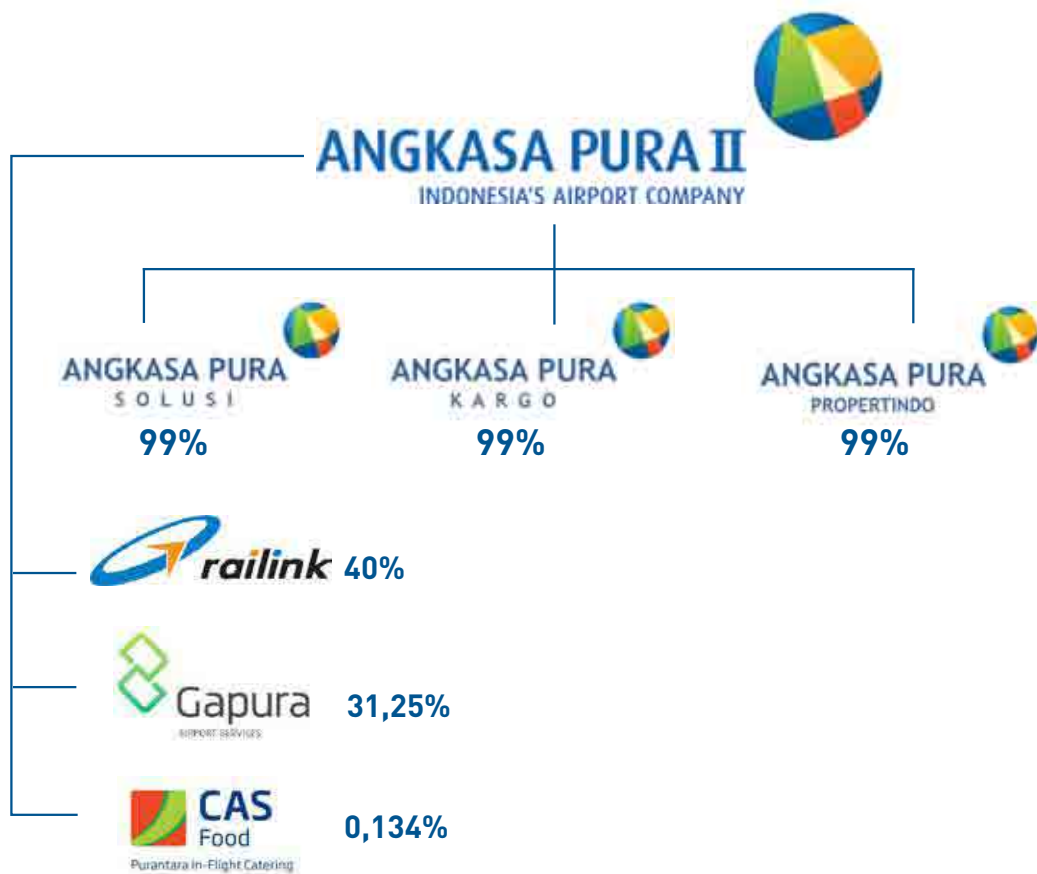
Per 31 Desember 2016, Angkasa Pura II memiliki 1 (satu) Entitas Anak dan 3 (tiga) Entitas Asosiasi sebagai berikut:

As of December 31, 2016, Angkasa Pura II has 1 (one) Subsidiary and 3 (three) Associates as follows:

Perusahaan / Company	Bidang Usaha / Business Lines	Status	Komposisi Saham / Shares Composition	Status Operasi / Operating Status
PT Angkasa Pura Solusi	Airport Consultancy, Media, Supporting & IT	Entitas Anak / Subsidiary	- Angkasa Pura II (99,999%) - Luthfy Edrus (0,0001%)	Telah Beroperasi / Operating
PT Angkasa Pura Proptindo	Property & Hospitality	Entitas Anak / Subsidiary	- Angkasa Pura II (99,93%) - Koperasi Satya Ardhia (0,07%)	Telah Beroperasi / Operating
PT Angkasa Pura Kargo	Kargo	Entitas Anak / Subsidiary	- Angkasa Pura II (99,95%) - Koperasi Satya Ardhia (0,05%)	Telah Beroperasi / Operating
PT Gapura Angkasa	Ground Handling & Warehouse Operator	Entitas Asosiasi / Associates	- Garuda Indonesia (37,5%) - Angkasa Pura I (31,25%) - Angkasa Pura II (31,25%)	Telah Beroperasi / Operating
PT Railink	Kereta Api Bandara	Entitas Asosiasi / Associates	- Kereta Api Indonesia (60%) - Angkasa Pura II (40%)	Telah Beroperasi / Operating
PT Purantara Mitra Angkasa Dua	Inflight Catering	Entitas Asosiasi / Associates	- Purantara Mitra Angkasa (0,949%) - Angkasa Pura II (0,134%) - Cardig International (0,267%) - Cardig Aero Services Tbk (98,65%) - Devro Group Limited (0,00%)	Telah Beroperasi / Operating

Struktur Grup Perusahaan

Company Group Structure



Terkait dengan Struktur Grup Perusahaan, dapat dijelaskan sebagai berikut:

- Angkasa Pura II memiliki 3 (tiga) Entitas Anak, yakni:
 - Angkasa Pura Solusi dengan kepemilikan saham 99,99%.
 - Angkasa Pura Propertindo dengan kepemilikan saham Angkasa Pura II (99,93%) dan Koperasi Satya Ardhia (0,07%).
 - Angkasa Pura Kargo dengan kepemilikan saham Angkasa Pura II (99,95%) dan Koperasi Satya Ardhia (0,05%).
- Angkasa Pura II memiliki 3 (tiga) Entitas Asosiasi yakni
 - PT Railink (40%)
 - PT Gapura Angkasa (31,25%) dan
 - PT Purantara Mitra Angkasa (0,134%).
- Angkasa Pura II tidak memiliki *joint venture company*.
- Angkasa Pura II tidak memiliki *special purpose vehicle* (SPV).

In relation with the Company's Group Structure, it can be explained as follows:

- Angkasa Pura II has 3 (three) Subsidiaries, namely:
 - Angkasa Pura Solusi with share ownership of 99.99%.
 - Angkasa Pura Propertindo with share ownership in Angkasa Pura II at (99.93%) and Satya Ardhia Cooperative (0.07%).
 - Angkasa Pura Kargo with share ownership in Angkasa Pura II (99.95%) and Satya Ardhia Cooperative (0.05%).
- Angkasa Pura II has 3 (three) Associate Entities, namely:
 - PT Railink (40%)
 - PT Gapura Angkasa (31.25%) and
 - PT Purantara Mitra Angkasa (0.134%).
- Angkasa Pura II does not have a joint venture company.
- Angkasa Pura II does not have a special purpose vehicle (SPV).

Informasi Alamat Kantor Pusat, Jaringan dan Anak Perusahaan

Information on Addresses of Head Office, Networks and Subsidiaries

KANTOR PUSAT / HEAD OFFICE

Gedung 600, Soekarno-Hatta International Airport

PO BOX 1001/BUSH-Jakarta 19120

Tel : (62-21) 550 5079, 550 5074

Fax : (62-21) 550 2141

www.angkasapura2.co.id

CABANG / BRANCH OFFICE

SOEKARNO-HATTA INTERNATIONAL AIRPORT

Kantor Cabang Utama Gedung 601

PO BOX 1245 Jakarta 19110

Tel : (62-21) 550 7300

Fax : (62-21) 550 6823-550 7300

HALIM PERDANAKUSUMA INTERNATIONAL AIRPORT

Jl. Protokol Halim Perdana Kusuma

Jakarta 13610

Tel : (62-21) 809 1108

Fax : (62-21) 809 3351

HUSEIN SASTRANEGARA INTERNATIONAL AIRPORT

Jl. Pajajaran No.156

Kec. Cicendo - Bandung 40174

Tel : (62-22) 603 3889

Fax : (62-22) 603 3971

SULTAN ISKANDAR MUDA INTERNATIONAL AIRPORT

Jl. Bandar Udara Sultan Iskandar Muda

Kec. Belang Bintang, Kabupaten Aceh Besar,

Banda Aceh 23372

Tel : (62-651) 213 41

Fax : (62-651) 635 34240

SULTAN MAHMUD BADARUDDIN II INTERNATIONAL AIRPORT

Jl. Letjen Harun Sohar

Palembang - Sumatera Selatan 30761

Tel : (62-711) 385 002 Ext.2053

Fax : (62-711) 385 015

SUPADIO INTERNATIONAL AIRPORT

Jl. Adisucipto Km.17,

Pontianak, Kalimantan Barat 78381

Tel : (62-561) 721 560

Fax : (62-561) 721 212

SULTAN THAHA AIRPORT

Jl. Soekarno-Hatta

Jambi 36139

Tel : (62-741) 572 444

Fax : (62-741) 572 444

SILANGIT AIRPORT

Jl. Raya Muara No.01, Siborong-borong

Kabupaten Tapanuli Utara

Sumatera Utara 22747

Tel : (62-633) 41920

Fax : (62-633) 41920

SULTAN SYARIF KASIM II INTERNATIONAL AIRPORT

Jl. Perhubungan

Pekanbaru-Riau 28284

Tel : (62-761) 674 694 Ext.7009

Fax : (62-761) 674 694

RAJA HAJI FISABILLAH INTERNATIONAL AIRPORT

Jl. Adi Sucipto Km.12

Kel. Pinang Kencana, Kec. Tanjung Pinang Timur

Kepulauan Riau 29125

Tel : (62-771) 442 434

Fax : (62-771) 410 34

MINANGKABAU INTERNATIONAL AIRPORT

Jl. Mr.M. Rasyid Kec. Batang Anai

Padang Pariaman

Sumatera Barat 25585

Tel : (62-751) 819 123

Fax : (62-751) 819 040

DEPATI AMIR AIRPORT

Jl. Soekarno-Hatta

Pangkal Pinang - Bangka 33171

Tel : (62-717) 426 1238

ENTITAS ANAK DAN ASOSIASI / SUBSIDIARIES AND ASSOCIATES

PT ANGKASA PURA SOLUSI

Terminal F. Arrival Hall, Room F9P67
Soekarno-Hatta Airport Jakarta 19120
Tel : (62-21) 550 5117
Fax : (62-21) 550 3093

PT ANGKASA PURA PROPERTINDO

Jl. M1 Gedung Project Management Unit (PMU)
Bandara Soekarno-Hatta Tangerang 15125

PT ANGKASA PURA KARGO

Komplek Gedung 528 Terminal Kargo, Bandara
Soekarno-Hatta, Tangerang Banten 19120
Tel : (62-21) 2921 5821
Fax : (62-21) 2921 5812

PT GAPURA ANGKASA

Gedung Sarana Penjaminan Lt. 3 & 3A
Jl. Angkasa Blok B-9 Kav. 6 Kota Baru,
Bandar Kemayoran Jakarta-10720
Tel : (62-21) 6545410
Fax : (62-21) 654 5408

PT RAILINK

Gedung Kereta Api Lt.1
Jl. Juanda 1B Jakarta Pusat
Tel : (62-21) 350 2963
Fax : (62-21) 350 3235

PT PURANTARA MITRA ANGKASA DUA

Purantara Building
Bandar Udara Soekarno-Hatta
Tangerang 15000
Tel : (62-21) 5591 5001
Fax : (62-21) 550 0826

Informasi Nama Dan Alamat Lembaga Penunjang Perusahaan (KAP, Notaris, Pemeringkat, Sertifikasi)

Information on Name And Address of Company Supporting Institutions (KAP, Notary, Rating Agency, Certification)

BIRO ADMINISTRASI EFEK / SHARE REGISTRAR

Kustodian Sentral Efek Indonesia (KSEI)
Gedung Bursa Efek Jakarta Tower I Lantai 5
Jl. Jend. Sudirman Kav 52-53, Jakarta, 12190
Jakarta 12190
Telp: (021) 52991099

PERUSAHAAN PEMERINGKAT EFEK / RATING AGENCY

PT Pemeringkat Efek Indonesia (PEFINDO)
Panin Tower Senayan City Lantai 17
Jl. Asia Afrika Lot.19
Jakarta 12220
Telp: (021) 72782380

PT Fitch Rating

DBS Bank Tower Lantai 24 Suite 2403
Jl. Prof. Dr. Satrio Kav. 3-5
Jakarta 12940
Telp: (021) 29886800

KANTOR AKUNTAN PUBLIK / PUBLIC ACCOUNTING FIRM

Kantor Akuntan Publik Purwanto, Sungkoro & Surja
Gedung Bursa Efek Indonesia, Tower 2 Lantai 7
Jl. Jend. Sudirman Kav.52-53
Jakarta 12190

NOTARIS / NOTARY

Kantor Notaris Maya Veronica, SH.,M.Kn.
Jl. Kelapa Puan Raya Blok AD 14 No.6
Gading Serpong, Kab. Tangerang
Telp (021) 99480479/Fax.5476693

KONSULTAN HUKUM / LEGAL CONSULTANT

LQQ Media Law Offices

Citylofts Sudirman Suite 10.21

Jl. KH. Mas Mansyur No.121

Jakarta Pusat

Telp: (021) 25556717

SIP Law Firm

No. 7 Building,

Jl. Buncit Raya No 7, Jakarta Selatan 12760

Telp: (021) 7997973

Bahar & Partners

Menara Prima, 18th Floor

Jl. DR. Ide Anak Agung Gde Agung

Blok 6.2 Kawasan Mega Kuningan,

Jakarta Selatan 12950

Telp: (021) 5794788

Informasi Pada Website Perusahaan

Information On Company Website

Perseroan telah menyajikan informasi pada website yang meliputi:

1. Informasi pemegang saham sampai dengan pemilik akhir individu;
2. Isi kode etik
3. Informasi RUPS yang terdiri dari mata acara, ringkasan risalah RUPS, informasi tanggal pengumuman RUPS dan tanggal ringkasan risalah RUPS diumumkan
4. Laporan keuangan tahunan terpisah
5. Profil Dewan Komisaris dan Direksi
6. Piagam Dewan Komisaris, Direksi, Komite-komite dan Unit Audit Internal.

The Company has presented information on website covering:

1. Information on shareholders until final individual shareholder;
2. Contents of code of conduct;
3. Information on GMS, consisting of agenda, information on GMS announcement date, and the announcement date of summary of GMS minutes;
4. Separated annual financial statements;
5. Profiles of Board of Commissioners and Board of Directors;
6. Charters of Board of Commissioners, Board of Directors, Committees and Internal Audit Unit.

Perusahaan menyediakan informasi pada website Perusahaan di www.angkasapura2.co.id Menu yang terdapat dalam website Perusahaan mencakup:

The Company provides information on its official website at www.angkasapura2.co.id. Menus contained in the website cover:

Tentang Kami / About Us	Bisnis Kami / Our Business	Manajemen / Management	Informasi / Information
Menu yang terdapat pada Tentang Kami mencakup: / Menu contained in About Us Include: • Sejarah / History • Visi dan Misi / Vision and Mission • Dewan Direksi / Board of Directors • Dewan Komisaris / Board of Commissioners • Struktur Organisasi / Organization Structure • Tata Kelola Perusahaan / Corporate Governance • CSR • PKBL / Partnership and Community Development Program (PKBL) • Jejak Langkah / Milestones • Penghargaan / Awards	Menu yang terdapat pada Bisnis Kami mencakup: / Menu contained in Our Business include: • Pelelangan / Procurement • Peluang Usaha / Business Opportunity • Jasa Kebandarudaraan / Aviation Business • Kargo / Cargo • Bandara Kami / Our Airports	Menu yang terdapat pada Manajemen mencakup: / Menu contained in Management include: • Laporan Tahunan / Annual Report • Laporan PKBL / PKBL Report • Perjanjian Kerja Bersama / Collective Labor Agreement • Dokumen dan Regulasi / Documents and Regulations	Menu yang terdapat pada Informasi mencakup: / Menu contained in Information include: • Siaran Pers / Press Release • Pengumuman / Announcement • Berita / News • Kontak / Contact • Buku Tamu / Guest Book • Aplikasi Mobile / Mobile Application • Karir / Career • Informasi Lalu Lintas / Traffic Information

Perusahaan memperbarui secara berkala informasi yang terdapat dalam website www.angkasapura2.co.id

The Company periodically updates the information on the website (www.angkasapura2.co.id).

Arrival		Depart		125 MHz 2000Z	
Flight	Time	Destination	Gate	Status	
QA 880	19:10	PEKING	A1-A22	DELAYED 19:20	
QA 882	20:40	SINGAPORE	A1-A22	ON SCHEDULE	
QA 88	22:35	AMSTERDAM	A1-A22	ON SCHEDULE	
KL 596	22:35	AMSTERDAM	A1-A22	ON SCHEDULE	
HH 6475	22:35	KANSAI	A1-A22	ON SCHEDULE	
QA 888	22:35	KANSAI	A1-A22	ON SCHEDULE	
KE 6628	22:35	HONGKONG	A1-A22	ON SCHEDULE	
QA 870	22:35	HONGKONG	A1-A22	ON SCHEDULE	
KL 4000	22:35	MELBOURNE	A1-A22	ON SCHEDULE	
QA 710	22:35	MELBOURNE	A1-A22	ON SCHEDULE	
SV 6120	22:35	MELBOURNE	A1-A22	ON SCHEDULE	
QA 974	22:35	MANADA	A1-A22	ON SCHEDULE	
HH 6480	22:35	MANADA	A1-A22	ON SCHEDULE	
QA 712	22:35	SYDNEY	A1-A22	ON SCHEDULE	
SV 7120	22:40	HONG KONG	A1-A22	ON SCHEDULE	
KA 878	22:40	HONG KONG	A1-A22	ON SCHEDULE	
QA 804	22:50	PUDONG	A1-A22	ON SCHEDULE	
QA 824	00:10	SINGAPORE	A1-A22	ON SCHEDULE	
QA 824	00:10	SINGAPORE	A1-A22	ON SCHEDULE	
SV 6020	00:10	SINGAPORE	A1-A22	ON SCHEDULE	
QA 82	07:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 826	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 828	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 830	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 832	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 834	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 836	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 838	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 840	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 842	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 844	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 846	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 848	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 850	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 852	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 854	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 856	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 858	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 860	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 862	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 864	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 866	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 868	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 870	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 872	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 874	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 876	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 878	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 880	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 882	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 884	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 886	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 888	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 890	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 892	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 894	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 896	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 898	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 900	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 902	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 904	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 906	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 908	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 910	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 912	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 914	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 916	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 918	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 920	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 922	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 924	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 926	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 928	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 930	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 932	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 934	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 936	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 938	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 940	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 942	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 944	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 946	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 948	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 950	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 952	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 954	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 956	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 958	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 960	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 962	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 964	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 966	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 968	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 970	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 972	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 974	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 976	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 978	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 980	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 982	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 984	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 986	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 988	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 990	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 992	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 994	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 996	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 998	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
QA 1000	08:20	SINGAPORE	A1-A22	ON SCHEDULE	
SV 7020	08:20	SINGAPORE	A1-A22	ON SCHEDULE	



Tinjauan Pendukung Bisnis

Overview of Business Support





Vitalnya peran Sumber Daya Manusia (SDM) dalam mendukung tercapainya tujuan bisnis menuntut perusahaan untuk melakukan upaya-upaya strategis guna mengintegrasikan potensi yang dimiliki dengan rencana pengembangan Perseroan

The vital role of Human Resources (HR) in supporting the achievement of business objectives requires the company to take strategic initiatives to integrate the potential owned by the Company with its development plan

Sumber Daya Manusia

Human Resources

Vitalnya peran Sumber Daya Manusia (SDM) dalam mendukung tercapainya tujuan bisnis menuntut perusahaan untuk melakukan upaya-upaya strategis guna mengintegrasikan potensi yang dimiliki dengan rencana pengembangan Perseroan. Untuk itu, diperlukan suatu mekanisme pengelolaan SDM yang baik guna mempersiapkan perusahaan dalam menghadapi berbagai dinamika dan kompleksitas usaha yang dijalankan.

Tata kelola SDM yang modern saat ini tidak hanya terfokus pada area kepersonalian yang menyangkut rekrutmen, remunerasi dan monitoring kinerja namun juga pada bagaimana cara perseroan dalam menentukan kekuatan SDM-nya di masa mendatang, memahami karakter angkatan kerja dan penanganan yang diperlukan, menciptakan program pengembangan karyawan melalui mekanisme pelatihan dan kesempatan karir, bagaimana perusahaan menjalin hubungan yang harmonis dengan pekerja atau serikat pekerja dan lain sebagainya.

PT Angkasa Pura II (Persero) sebagai entitas usaha milik pemerintah yang bergerak dalam bidang jasa dan pelayanan kebandarudaraan senantiasa melakukan pengembangan tata kelola SDM yang baik dan mengacu pada regulasi yang berlaku. Dasar pelaksanaan pengelolaan SDM Perseroan berpedoman pada Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan yang muatannya telah mengakomodasi berbagai kebutuhan perusahaan terkait pengelolaan ketenagakerjaan.

Hasil yang diharapkan Perseroan dalam melaksanakan tata kelola SDM yang baik adalah hadirnya karyawan yang memiliki integritas, berdedikasi tinggi, kompeten dan profesional yang dapat mendorong pertumbuhan usaha Perseroan secara berkelanjutan.

The vital role of Human Resources (HR) in supporting the achievement of business objectives requires the company to take strategic initiatives to integrate the potential owned by the Company with its development plan. Therefore, a good human resource management mechanism is needed to prepare the company in facing the various dynamics and complexity of business.

Modern human resource management today focuses not only on the areas of personality that relates to recruitment, remuneration and performance monitoring, but also on how the company determines its human resource strength in the future, understanding the character of the workforce and the required management, creating employee development programs through training mechanism and career opportunities, how the company establishes harmonious relationships with workers or unions and so on.

PT Angkasa Pura II (Persero) as a stated-owned enterprise engaged in services and airport services continues to develop good human resources governance and complies with the applicable regulations. The basic implementation of the Company's human resources management is guided by Law no. 13 of 2003 concerning Manpower whose content has accommodated the various needs of companies related to the labor management.

The results expected by the Company in implementing good human resource management are the presence of highly integrity, dedicated, competent and professional employees who can drive the Company to achieve sustainable growth.

ROADMAP SUMBER DAYA MANUSIA ANGKASA PURA II

2012	2013	2014	2015	2016
Aligning	Growing	Leading	Excelling	World Class
Stengthening HC Foundation	Developing HC Capacity & Capabilities	Boosting HC Performance	Unlocking HC Full Potential	High Performing Organization

ROADMAP OF ANGKASA PURA II HUMAN RESOURCES

2012	2013	2014	2015	2016
- Penyusunan <i>HR Strategy</i> dan <i>Blueprint</i> yang terintegrasi / <i>Preparation of an integrated HR Strategy and Blueprint</i> <i>Job Analysis</i> dan <i>Grading</i> yang Komprehensif / Comprehensive Job Analysis and Grading - Penyusunan Struktur Organisasi yang efektif dan dinamis / Preparation of an effective and dynamic Organization Structure - Evaluasi <i>Manpower Planning</i> / Manpower Planning Evaluation - Optimalisasi sistem dan prosedur rekrutmen / Optimization of recruitment systems and procedures - Optimalisasi penerapan sistem kompetensi SDM / Optimization of HR competence systems	- Pengembangan Kapabilitas SDM Direktorat P&GA secara Holistik / Capabilities development of HR in the Directorate of P & GA holistically. - Peningkatan efektivitas dan efisiensi <i>Benefits and Allowances</i> karyawan / Improved effectiveness and efficiency of employees Benefits and Allowances - Penerapan <i>Succession Planning</i> yang efektif / Implementation of an effective Succession Planning - Optimalisasi Sistem <i>Performance Appraisal</i> / Optimization of Performance Appraisal Systems - Optimalisasi proses administrasi SDM berbasis IT / Optimization of IT-based HR Administration - Peningkatan kemampuan bahasa Inggris karyawan / Improved English language skills of employees - Penyusunan rencana jenjang karir (<i>Career Path Planning</i>) / Preparation of Career Path Planning - Penyesuaian pendidikan formal SDM dengan persyaratan jabatan / Adjustment of HR formal educations with job requirements - Pembangunan sistem pengembangan SDM berbasis IT / Development of IT-based HR development	- Peningkatan efektivitas dan efisiensi kebijakan dan sistem <i>Reward & Punishment</i> berbasis Meritocratic policy / Improved effectiveness and efficiency of policies and systems of Reward & Punishment based with meritocratic policy - Pengembangan <i>Talent Management System</i> / Talent Management System development - Optimalisasi program engagement karyawan / Optimization of employee engagement program - Pengembangan kerjasama strategis untuk pengembangan SDM / Development of strategic cooperation for HR development - Penyusunan <i>Individual Development Plan</i> yang efektif / Preparation of an effective Individual Development Plan - Pengembangan sistem "<i>Knowledge Management</i>" yang efektif / Development of an effective "Knowledge Management" system - Restrukturisasi SDM / HR restructuring	<i>Transfer knowledge</i> praktik terbaik pengelolaan SDM antar cabang / Knowledge transfer of HR management best practices between branch offices <i>Transfer knowledge</i> dari partner strategis Knowledge / transfer from strategic partner - Pemenuhan standar/ kualifikasi SDM bandar udara kelas dunia / Compliance of HR standards/ qualifications of world-class airports - Pengoptimalan sistem Keselamatan dan Kesehatan Kerja serta Lingkungan (K3L) sesuai standar internasional / Optimization of Occupational Health and Safety and Environmental systems (K3L) according to international standards other HR performance optimization programs - Program-program optimalisasi kinerja SDM lainnya / Other HR performance optimization programs <i>Provider training</i>	- Organisasi berkinerja tinggi / Highperforming organization - SDM berkinerja dan berkualifikasi kelas dunia / HR with world-class performance and qualification - Sistem manajemen SDM yang menjadi <i>benchmark/ acuan</i> bagi perusahaan lain / HR management system that becomes a benchmark/ reference for other companies

STRUKTUR TATA KELOLA SDM

Kompleksitas kegiatan usaha yang dijalankan oleh Perseroan dalam bidang usaha kebandarudaraan yang terdiri dari berbagai macam Unit Kerja dan Bisnis memerlukan penanganan khusus dalam hal pengelolaan SDM. Untuk mengakomodasi kebutuhan tersebut, Perseroan memiliki Departemen SDM yang bertanggung jawab secara langsung kepada Direktur Utama dan Direktur SDM, Umum dan TI.

HR GOVERNANCE STRUCTURE

The complexity of business activities carried out by the Company in the airport business which consists of various Work Units and Businesses requires special handling in the case of HR management. To accommodate these needs, the Company has a Human Resources Department directly responsible to the President Director and Director of Human Resources, IT and the General Affairs.

PROFIL KEPALA DEPARTEMEN SDM

Mauludin Budi Sungkowo

Vice President of Human Capital

Warga Negara Indonesia, 48 tahun, Lahir di Pekalongan 20 Maret 1969. Memperoleh gelar Sarjana Ekonomi dari STIE Muhammadiyah. Menjabat sebagai Vice President of Human Capital Perseroan sejak 1 November 2016. Sebelumnya menjabat sebagai Senior Manager HC, GA & IT (2016); Senior Manajer SDM & Umum (2014-2016); Asisten Deputi Manajemen Pengembangan SDM (2013-2014); HR Planning & Development Manager (2012-2013)

LAPORAN PENGEMBANGAN SDM 2016

Mengingat sumber daya manusia sebagai salah satu pemangku kepentingan sentral sebagai ujung tombak dan penentu keberhasilan dalam mewujudkan visi Perusahaan, PT Angkasa Pura II (Persero) senantiasa berkomitmen memberikan perhatian khusus dan terpadu sehingga tercipta SDM yang kompeten, profesional, berdaya saing, serta mampu beradaptasi pada dinamika bisnis yang cepat. Komitmen tersebut diimplementasikan melalui program pengembangan kompetensi karyawan yang intensif dan terarah.

Dasar pelaksanaan kegiatan Pengembangan SDM didasarkan pada berbagai kebijakan sebagai berikut:

1. Visi, Misi & RJPP 2012-2016;
2. Roadmap SDM 2012-2016;
3. Kontrak Manajemen Tahun 2016;
4. Keputusan Direksi PT Angkasa Pura II (Persero) Nomor: KEP.10.01/04/2010 Peraturan Perusahaan Nomor 22 Tahun 2010 Tentang Pendidikan dan Pelatihan (Diklat) Di Lingkungan PT Angkasa Pura II (Persero);
5. Peraturan Direksi Nomor PD.10.01/12/2015/0058 tentang Diklat Teknis dan Substantif Dalam dan Luar Negeri;
6. Keputusan Direksi PT Angkasa Pura II (Persero) Nomor KEP.06.02/00/05/2012/519 tentang Peraturan Perusahaan Nomor 20 tentang Pengadaan Barang dan/atau Jasa di Lingkungan PT Angkasa Pura II (Persero) sebagaimana telah diubah terakhir dengan PD.06.02/12/2015/0055.

RENCANA PENGEMBANGAN SDM DI MASA DEPAN

Rencana pengembangan SDM Perseroan tertuang dalam Rencana Kegiatan dan Anggaran Perusahaan (RKAP) 2016.

PROFILE OF HUMAN RESOURCES DEPARTMENT HEAD

MAULUDIN BUDI SUNGKOWO

Vice President Of Human Capital

Indonesian citizen, 48 years old, Born in Pekalongan, March 20, 1969. Obtained his Bachelor of Economics from STIE Muhammadiyah. Served as Vice President of Human Capital of the Company since November 1, 2016. Previously served as Senior Manager of HC, GA & IT (2016); Senior HR & General Manager (2014-2016); Assistant Deputy Management of Human Resource Development (2013-2014); Hr Planning & Development Manager.

HR DEVELOPMENT REPORT OF 2016

Considering human resources as one of the major stakeholders as the spearhead and determinant of success in realizing the vision of the Company, PT Angkasa Pura II (Persero) is always committed to give special and dedicated attention to create competent, professional, competitive and able to adapt to fast-changing business dynamics. The commitment is implemented through an intensive and focused employee development program.

The basic implementation of HRD activities is based on the following policies:

1. Vision, Mission & RJPP of 2012-2016;
2. Human Resources Roadmap of 2012-2016;
3. Contract Management of 2016;
4. Decision of the Board of Directors of PT Angkasa Pura II (Persero) Number: KEP.10.01/04/2010 Company Regulation Number 22 of 2010 concerning Education and Training in PT Angkasa Pura II (Persero) Environment;
5. Regulation of the Board of Directors Number PD.10.01/12/2015/0058 regarding Domestic and International Technical and Substantial Training;
6. Decision of the Board of Directors of PT Angkasa Pura II (Persero) Number KEP.06.02/00/05/2012/519 regarding Company Regulation Number 20 concerning Procurement of Goods and/or Services within PT Angkasa Pura II (Persero) as most recently amended by PD.06.02/12/2015/0055.

HR FUTURE DEVELOPMENT PLAN

The Company's human resources development plan is contained in the Corporate Activity Plan and Budget (RKAP) of 2016.

REKRUTMEN DAN TINGKAT PERPUTARAN KARYAWAN

PT Angkasa Pura II (Persero) juga menerapkan asas kesamaan kesempatan dalam proses rekrutmen tanpa adanya unsur diskriminasi. Oleh karenanya rekrutmen karyawan Angkasa Pura II pada dasarnya dilakukan secara terbuka bagi siapapun. Untuk mendapatkan calon karyawan yang berkualitas serta bertalenta terbaik untuk mengisi posisi tertentu, Angkasa Pura II menerapkan beberapa pola rekrutmen, sebagai berikut:

a. Rekrutmen internal

Rekrutmen internal dilakukan dengan mengoptimalkan sumber daya yang telah dimiliki sebagai bentuk percepatan pergerakan karir karyawan;

b. Rekrutmen eksternal,

Rekrutmen eksternal difokuskan pada perekrutan karyawan berpendidikan yang lebih tinggi dan karyawan dengan kompetensi yang belum dimiliki PT Angkasa Pura II (Persero). Rekrutmen korporasi merupakan kegiatan rekrutmen untuk pemenuhan personil di seluruh kantor cabang maupun kantor pusat. Kegiatan ini dilaksanakan dalam rangka memperoleh sumber daya manusia yang memenuhi kualifikasi pada bidang tugasnya yaitu para tenaga kerja yang memiliki etos kerja baik, terampil, berpengetahuan luas, cerdas, tekun, bersungguh-sungguh dan bertanggung jawab dalam melaksanakan tugas.

Pada tahun 2016 ini telah selesai dilakukan seluruh tahapan seleksi Rekrutmen Korporasi 2016, di dapat 365 Pelamar yang dinyatakan lolos sebagai calon karyawan untuk fungsi *Apron Movement Control, Rescue & Fire Fighting Services, Aviation Security* dan *Infrastructure Maintenance*.

Selain itu PT Angkasa Pura II (Persero) melakukan rekrutmen tenaga *Customer Services* untuk memenuhi kebutuhan akan tingkat pelayanan di Bandara Int. Soekarno Hatta.

PT Angkasa Pura II (Persero) juga bekerjasama dengan Universitas Padjadjaran dalam bentuk memberikan program beasiswa dengan ikatan dinas terhadap 8 mahasiswa yang telah lulus mengikuti tes psikotes, wawancara dan medical checkup untuk mengikuti program tersebut.

Diharapkan program ini dapat berjalan sesuai dengan perencanaan Direktorat SDM, Umum & IT, agar formasi yang membutuhkan personil segera terisi dan kinerja perusahaan dapat berjalan secara optimal.

RECRUITMENT AND EMPLOYEE TURNOVER LEVEL

PT Angkasa Pura II (Persero) also applies the principle of equal opportunity in recruitment process without any discrimination. Therefore, the recruitment of Angkasa Pura II employees is basically carried out openly for anyone. To obtain the best qualified and talented candidates to fill certain positions, Angkasa Pura II applies several recruitment patterns as follows:

a. Internal recruitment

Internal recruitment is conducted by optimizing the available resources as a form of acceleration of employee career movement;

b. External recruitment,

External recruitment is focused on recruiting employees with higher education and employees with higher competency not yet recruited by PT Angkasa Pura II (Persero). Corporate recruitment is a recruitment activity for the fulfillment of personnel in all branch offices or head office. This activity is carried out in order to obtain qualified human resources in the field, such as the workers who have a good work ethic, skilled, knowledgeable, intelligent, diligent, serious and responsible in carrying out the task.

In 2016, all 2016 Corporate Recruitment selection stages have been completed, in which the Company had 365 Applicants who were eligible to become candidates for *Apron Movement Control, Rescue & Fire Fighting Services, Aviation Security* and *Infrastructure Maintenance* functions.

In addition, PT Angkasa Pura II (Persero) performs recruitment of *Customer Services* personnel to meet the need for service level at Int Airport of Soekarno Hatta.

PT Angkasa Pura II (Persero) also cooperates with Padjadjaran University in the form of providing scholarship program with work commitment to 8 students who have passed the psychological test, interview and medical checkup to follow the program.

It is expected that this program can run in accordance with the planning of the Directorate of Human Resources, General Affairs & IT, so that the formation that requires personnel is immediately filled and the Company can deliver its optimum performance.

Sebelum diangkat menjadi karyawan tetap, karyawan baru tersebut terlebih dahulu mengikuti program pelatihan dasar, diikuti dengan pelaksanaan program pengembangan bagi karyawan baru yang lolos proses seleksi, sesuai dengan bidang pekerjaan masing-masing.

Pada tahun 2016, jumlah karyawan baru Angkasa Pura II sebanyak 43 orang, yang terdiri dari 29 laki-laki dan 14 perempuan. Lebih banyaknya karyawan laki-laki bukan karena praktik diskriminasi, namun jenis kegiatan bisnis Perusahaan lebih banyak diminati oleh laki-laki dibandingkan perempuan. Lebih lanjut, persentase jumlah *turnover* karyawan PT Angkasa Pura II (Persero) tercatat sebesar 4,6% yang disebabkan adanya 226 karyawan yang memasuki masa pensiun, 22 karyawan yang mengundurkan diri, 8 karyawan yang meninggal dunia dan 3 karyawan yang diberhentikan (karena pelanggaran disiplin).

Jumlah karyawan dan Tingkat Turnover karyawan Angkasa Pura II Tahun 2016

Deskripsi / Description	2016
Penambahan Karyawan / Employee Recruitment	
Pengangkatan PKWT/KMPG menjadi karyawan perusahaan / Appointment of PKWT/KMPG to become company employee	43
Pengurangan Karyawan / Decrease in Number of Employees	
Pensiun / Retired	226
Pengunduran Diri / Resigned	22
Diberhentikan karena meninggal dunia / Terminated due to passing away	8
Diberhentikan karena Pelanggaran Disiplin / Terminated due to disciplinary violation	3
Total	259

Selama periode tahun 2016 total pengurangan karyawan adalah sebesar 259 orang. Untuk memenuhi kebutuhan kekurangan tersebut, di tahun 2016 telah diangkat sebanyak 43 orang KMPg untuk menjadi karyawan perusahaan dan telah dilakukan rekrut tenaga KMPg sebanyak 373 orang yang mulai ditempatkan pada lokasi kerja per Januari 2017.

TINGKAT ROTASI DAN MUTASI

Tujuan ditetapkannya ketentuan pola karir dan mutasi karyawan, agar pengelolaan karir karyawan di Perusahaan didasarkan pada kesesuaian antara kualifikasi yang dimiliki karyawan dengan persyaratan jabatan. Pengelolaan karir karyawan dimulai sejak penempatan pertama kali dalam jabatan sesuai kelas jabatan sasaran hingga pemberhentian atau mejalani pemutusan hubungan kerja dengan Perusahaan.

Prior to appointment as a permanent employee, the new employee first participates in the basic training program, followed by the implementation of development programs for new employees who have passed the selection process, in accordance with their respective fields of work.

In 2016, the number of new employees of Angkasa Pura II is 43 people, consisting of 29 men and 14 women. More male employees are not due to discriminatory practices, but the types of business activities of the Company that are more appealing to men than women. Furthermore, the percentage of employee turnover of PT Angkasa Pura II (Persero) was recorded at 4.6% because there are 226 employees entering retirement, 22 resigning employees, 8 employees who passed away and 3 employees whose employment was terminated (due to disciplinary violations).

Number of employees and employee Turnover Rate of Angkasa Pura II of 2016

During the period of 2016, the total reduction of employees was 259 people. To meet the needs of these shortage, in 2016 the Company has recruited as many as 43 people to become company employees and has been recruited KMPg personnel as many as 373 people who began to be stationed at work location as of January 2017.

ROTATION AND JOB TRANSFER RATE

The purpose of the provision of career patterns and employee job transfer is to ensure that career management of employees in the Company is based on the suitability between qualifications possessed by employees with job requirements. Employee career management starts from the first placement in the position according to the class of the target position until the dismissal or termination of employment contract with the Company.

Setelah lolos proses seleksi pengangkatan karyawan, untuk pertama kalinya karyawan ditempatkan dalam suatu jabatan tertentu di lingkungan Perusahaan. Penempatan dalam jabatan tersebut dilakukan dengan menetapkan karyawan dalam suatu nama jabatan, kelas jabatan dan unit kerja berdasarkan ketersediaan formasi dan kesesuaian kualifikasi karyawan dengan persyaratan jabatan.

Mutasi jabatan dilaksanakan sebagai upaya untuk mengembangkan karir karyawan, sehingga dapat lebih berdaya guna dan berhasil dalam menunjang tugas-tugas Perusahaan. Mutasi jabatan juga dimungkinkan untuk pelaksanaan pembinaan karyawan, berkaitan dengan penilaian prestasi dan disiplin karyawan dalam melakukan tugas sehari-hari. Mutasi karyawan dapat berupa:

- a) Promosi merupakan alih tugas karyawan dari satu jabatan ke jabatan lain yang lebih tinggi kelas jabatannya baik dalam satu lingkungan unit kerja/cabang, maupun antar unit kerja/cabang atau afiliasi Perusahaan atau anak Perusahaan.
- b) Rotasi merupakan alih tugas karyawan dari satu jabatan ke jabatan lain yang mempunyai tanggung jawab dan beban tugas relatif sama/setara dan tidak berdampak pada perubahan kelas jabatan, baik dalam satu lingkungan unit kerja/cabang, maupun antar unit kerja/cabang atau afiliasi Perusahaan atau anak Perusahaan.
- c) Demosi merupakan alih tugas karyawan dari satu posisi tugas ke posisi tugas lain yang mempunyai tanggung jawab dan beban tugas lebih rendah dan berdampak pada penurunan, kelas jabatan baik dalam satu lingkungan unit kerja/cabang, maupun antar unit kerja/cabang atau afiliasi Perusahaan atau anak Perusahaan.

PT Angkasa Pura II (Persero) memberikan kesempatan yang sama bagi setiap karyawan untuk mengembangkan diri dan menunjukkan potensi terbaiknya bagi organisasi tanpa membedakan gender, suku, agama, ras dan golongan. Penerapan pengembangan karir karyawan dilakukan secara *fair* berdasarkan hasil penilaian kinerja setiap karyawan secara periodik. Pengembangan karir karyawan dituangkan dalam bentuk proyeksi jabatan, dimana kondisi dan kesempatan pengembangan karir setiap karyawan disesuaikan dengan kompetensi dan kebutuhan Perusahaan.

After passing the selection process of appointment of employees, employees will be placed in a certain position within the Company for the first time. Placement in the position is done by assigning employees in a job title, class, and work units based on the availability of formation and suitability of employee qualifications with job requirements.

Job transfer is implemented as an effort to develop employee career, so that it can be more efficient and support the Company's duties. Job transfer can also be implemented to coach employees, which relates to performance appraisal and discipline of employees in performing daily tasks. Job transfer may include:

- a) Promotion is the transfer of duties of an employee from one position to another in a higher rank of office in one work unit/branch, or between work units/branches or affiliates of the Company or a subsidiary.
- b) Rotation is the transfer of the duties of an employee from one position to another that has the responsibility and burden of the task that is relatively equal and has no impact on the change of class of position, either within a work unit/branch, or between work units/branches or affiliates of the Company or subsidiaries.
- c) Demotion is the transfer of the duties of an employee from one task position to another whose tasks have lower responsibilities and task burdens and have an impact on the decline, class of position, either within a work unit/branch environment, or between work units/branches or affiliates of the Company or subsidiary.

PT Angkasa Pura II (Persero) provides equal opportunity for every employee to develop themselves and show their best potential for the organization regardless of gender, ethnicity, religion, race and class. Employee career development is implemented fairly based on the performance appraisal of each employee on a periodical basis. Employee career development is manifested in the form of job projections, where the conditions and career development opportunities of each employee are tailored to the Company's competencies and needs.

Sebagai salah satu bentuk perhatian kepada jenjang karir karyawan, pada tahun 2016 PT Angkasa Pura II (Persero) melaksanakan promosi karyawan diantaranya adalah:

1. Promosi untuk jabatan Manajerial sebanyak 132 orang
2. Promosi untuk jabatan Pelaksana sebanyak 1164 orang

KEKUATAN SDM ANGKASA PURA II

Perseroan memiliki jumlah SDM pada 2016 sebanyak 5.546 orang. Jumlah ini mengalami peningkatan 24,43% dibandingkan pada 2015 sebanyak 4.457 orang. Peningkatan jumlah SDM tersebut sejalan dengan kebutuhan SDM dari sisi kuantitas, serta mempertimbangkan peningkatan produktivitas setiap karyawan.

Komposisi SDM Perseroan berdasarkan lokasi kerja, level organisasi, tingkat pendidikan, usia, dan jenis kelamin sebagai berikut:

Jumlah dan Komposisi Karyawan Berdasarkan Lokasi Kerja

Pada tahun 2016, jumlah karyawan terbanyak berada di Bandara Internasional Soekarno Hatta, hal ini dikarenakan Bandara tersebut merupakan Bandara terbesar yang dikelola oleh Perseroan dengan jumlah terminal sebanyak 3 terminal yaitu Teriminal 1, Terminal 2, dan Terminal 3 Ultimate.

As a form of attention to the career path of employees, in 2016, PT Angkasa Pura II (Persero) implemented employee promotion, which includes:

1. Promotion for managerial position for 132 people
2. Promotion for Acting officer position for 1164 people

HR STRENGTH OF ANGKASA PURA II

The Company has a total of 5,546 people in 2016. This number has increased 24.43% compared to 2015 at 4457 people. The increase in the number of human resources is in line with the needs for human resources in terms of quantity, and consider the increase in productivity of each employee.

The composition of the Company's human resources based on work location, organizational level, education level, age, and gender is as follows:

Number and Composition of Employees by Work Location

In 2016, the largest number of employees is at Soekarno Hatta International Airport, this is because the airport is the largest airport run by the Company with 4 terminal terminals: Teriminal 1, Terminal 2, Terminal 3 and Terminal 4 Ultimate.

No.	Lokasi Kerja (Bandara) / Work Location (Airport)	Jumlah Karyawan / Number of Employees		
		2016	2015	2014
1.	PST	658	694	571
2.	CGK	2080	2185	1923
3.	HLP	214	222	162
4.	PLM	218	227	196
5.	PNK	205	209	166
6.	KNO	740	768	405
7.	PKU	249	257	223
8.	PDG	211	216	198
9.	BDO	147	147	123
10.	BIJ	165	176	169
11.	TNJ	113	116	91
12.	DJB	159	158	120
13.	PGK	130	134	99
14.	SQT	38	120	11
	Jumlah / Total	5327	5546	4457

Jumlah Karyawan Berdasarkan Kelompok Jabatan

Pada tahun 2016, komposisi karyawan pada jabatan manajerial sebanyak 851 orang atau 16% dari total karyawan, pada jabatan operasional sebanyak 3.589 orang atau 68%, dan pada jabatan administrasi sebanyak 887 orang atau 16%.

Uraian / Description	2016	2015	Hasil Perbandingan / Comparison Result	
			Perubahan / Change	%
Manajerial / Managerial	851	627	224	35,73%
Operasional / Operational	3589	3882	(293)	(7,55%)
Administrasi / Administration	887	1037	(150)	(14,46%)
Jumlah / Total	5327	5546	(219)	(3,95%)

Number of Employees Based on Position Group

In 2016, employee composition in the managerial position was 851 people or 16% of total employees, 3,589 people in the operational position or 68%, and 887 people in the administration position or 16%.

Tabel komposisi SDM Berdasarkan Jenis Kelamin

Pada prinsipnya, PT Angkasa Pura II (Persero) tidak melakukan diskriminasi gender dalam hal manajemen sumber daya manusia. Hal ini berlaku dari proses rekrutmen dan pengembangan hingga berakhirnya masa jabatan seseorang. Meski demikian, jumlah karyawan laki-laki di Angkasa Pura II jauh lebih besar dari jumlah karyawan perempuan. Pada tahun 2016, jumlah karyawan laki-laki sebanyak 4.324 orang dan karyawan perempuan sebanyak 1.003 orang karyawan perempuan. Dengan jumlah tersebut, maka komposisi karyawan perempuan tahun 2016 hanya 19% dari total karyawan.

Table of Human Resource Composition by Gender

Principally, PT Angkasa Pura II (Persero) does not perform gender discrimination in human resource management. This applies to the recruitment and development process until the termination of one's term of office. Nevertheless, the number of male employees in Angkasa Pura II is larger than the number of female employees. In 2016, the number of male employees is 4,324 and female employees is 1,003. With this amount, the composition of female employees in 2016 is only 19% of the total employees.

Tabel komposisi karyawan berdasarkan jenis kelamin

Table of composition of employees by gender

Uraian / Description	2016	2015	Hasil Perbandingan / Comparison Result	
			Perubahan / Change	%
Laki-laki / Male	4324	4483	(159)	(3,55%)
Perempuan / Female	1003	1063	(960)	(5,64%)
Jumlah / Total	5327	5546	(219)	(3,95%)

Jumlah karyawan Berdasarkan Tingkat Pendidikan

Dibandingkan dengan periode 2014-2016, kualitas karyawan PT Angkasa Pura II (Persero) pada tahun ini 'lebih baik', karena proporsi karyawan dengan tingkat pendidikan sarjana semakin meningkat. Hal ini menunjukkan bahwa Angkasa Pura II terus berkomitmen untuk meningkatkan kualitas kerja karyawan dengan menetapkan standar pendidikan yang disesuaikan dengan tantangan bisnis Perusahaan.

Number of employees by Education Level

Compared to the period of 2014-2016, the quality of employees of PT Angkasa Pura II (Persero) this year was 'better', because the proportion of employees having undergraduate degree is increasing. This indicates that Angkasa Pura II is continuously committed to improving the work quality of its employees by determining education standard tailored to the Company's business challenges

Uraian / Description	2016	2015	Hasil Perbandingan / Comparison Result	
			Perubahan / Change	%
Pascasarjana / Postgraduate	45	45	0	0,00%
Sarjana / Undergraduate	937	729	208	28,53%
Diploma	1526	1738	(212)	(12,20%)
< SLTA / High School	2819	3034	(215)	(7,09%)
Jumlah / Total	5327	5546	(219)	(3,95%)

Jumlah Karyawan Berdasarkan Status Kekaryawanan

Jumlah karyawan tetap pada tahun 2016 mencapai 5.327 orang, jumlah tersebut turun 4% dari tahun 2015 yang mencapai 5.546 orang, Sedangkan jumlah karyawan tidak tetap pada tahun 2016 mencapai 3.989 orang. jumlah tersebut meningkat 44% dari tahun 2015 yang mencapai 2.776 orang.

Number of Employees by Employment Status

The number of permanent employees in 2016 reached 5,327 people, the number is down 4% from 2015 which reached 5,546 people, while the number of temporary employees in 2016 reached 3,989 people. The number increased 44% from 2015 at 2,776 people.

Uraian / Description	2016	2015	Hasil Perbandingan / Comparison Result	
			Perubahan / Change	%
Karyawan Tetap / Permanent Employees	5327	5546	(219)	(3,95%)
Karyawan Tidak Tetap / Temporary Employees	3989	2776	1213	43,70%
Jumlah / Total	9316	8322	994	11,94%

Jumlah Karyawan Berdasarkan Usia

Berdasarkan penggolongan usia, pada tahun 2016 komposisi jumlah tertinggi adalah karyawan dengan usia dibawah 30 tahun, sejumlah 3.160 orang atau 59%. Sedangkan komposisi jumlah terendah adalah karyawan pada golongan usia diatas 55 tahun yaitu sebanyak 35 orang atau 0.6%.

Number of Employees by Age

Based on the age group, in 2016, the highest number of employee is in the composition of employees under the age of 30 years, which was 3,160 people or 59%. While the lowest number of employees is in the composition of the age group above 55 years, which was 35 people or 0.6%.

Uraian / Description	2016	2015	Hasil Perbandingan / Comparison Result	
			Perubahan / Change	%
>55 tahun / years old	35	234	(199)	(85,04%)
51-54 tahun / years old	563	568	(5)	(0,88%)
41-50 tahun / years old	635	653	(18)	(2,76%)
31-40 tahun / years old	934	908	26	2,86%
<30	3160	234	2926	1250,43%
Jumlah / Total	5327	5546	(219)	(3,95%)

Jumlah Karyawan Berdasarkan Kelas Jabatan

Pada tahun 2015, terdapat perubahan Kelas Jabatan

Number of Employees By Class of Position

In 2016, there was a change in Class of Position

No	Kelas Jabatan / Class of Position	Jumlah karyawan / Number of Employees		Jumlah karyawan / Number of Employees	
		2014	Kelas Jabatan / Class of Position	2015	2016
1	Kelas / Class 1	2	Kelas / Class 21	3	5
2	Kelas / Class 2	6	Kelas / Class 20	6	5
3	Kelas / Class 3	43	Kelas / Class 19	40	37
4	Kelas / Class 4	19	Kelas / Class 18	21	25
5	Kelas / Class 5	1	Kelas / Class 17	14	9
6	Kelas / Class 6	236	Kelas / Class 16	196	207
7	Kelas / Class 7	9	Kelas / Class 15	37	26
8	Kelas / Class 8	13	Kelas / Class 14	342	481
9	Kelas / Class 9	8	Kelas / Class 13	3	57
10	Kelas / Class 10	186	Kelas / Class 12	241	270
11	Kelas / Class 11	518	Kelas / Class 11	778	715
12	Kelas / Class 12	1041	Kelas / Class 10	1325	1134
13	Kelas / Class 13	820	Kelas / Class 09	859	885
14	Kelas / Class 14	1032	Kelas / Class 08	1021	816
15	Kelas / Class 15	158	Kelas / Class 07	646	648
16	Kelas / Class 16	8	Kelas / Class 06	14	7
Jumlah / Total		4457	Jumlah / Total	5546	5327

INFORMASI PELATIHAN DAN PENGEMBANGAN SDM

Kebutuhan akan peningkatan kompetensi dan kapabilitas SDM tidak hanya dimiliki oleh salah satu pihak saja, melainkan menjadi kebutuhan kedua pihak yaitu, karyawan dan perusahaan. Peningkatan kemampuan karyawan dari sisi Perseroan berguna untuk menyiapkan tenaga kerja yang memiliki kompetensi dalam mengikuti perkembangan industri yang sedang berjalan. Selain itu, peningkatan kemampuan karyawan juga dibutuhkan dalam rangka regenerasi kepemimpinan di tubuh Perseroan di masa depan. Sedangkan dari sisi karyawan, adanya peningkatan kapasitas dan kapabilitas kemampuan berguna untuk memaksimalkan potensi yang dimiliki dalam diri masing-masing individu serta sarana pelepasan motivasi psikologis terhadap tantangan yang ada di dalam diri masing-masing individu seperti rasa percaya diri dan kepuasan dalam bekerja.

Sebagai bagian dari komitmen PT Angkasa Pura II (Persero) untuk peningkatan kualitas SDM secara berkelanjutan, PT Angkasa Pura II (Persero) mengikutkan karyawannya dalam berbagai program pelatihan dan pendidikan (Diklat). Lebih

INFORMATION ON TRAINING AND HR DEVELOPMENT

The need for increased competency and human resources capabilities do not only come from one party, but also both parties, namely, employees and the company. Increased employee capability from the side of the Company is useful to prepare a workforce that has the competency in keeping up with the ongoing development of the industry. In addition, the improvement of employee skills is also needed in order to regenerate leadership with in the Company's organization in the future. While from the employee side, the existence of capacity building and capability of the apability is useful to maximize the potential in each individual as well as serve as the channel to exercise psychological motivation drive to answer the challenges from within each individual, such as self confidence and satisfaction in work.

As part of PT Angkasa Pura II (Persero) commitment to continuously improve the quality of human resources, PT Angkasa Pura II (Persero) includes its employees in various training and education programs. Furthermore, through

lanjut, PT Angkasa Pura II (Persero) melalui Direktorat SDM dan Umum mendedikasikan program Diklat guna meningkatkan dan mengembangkan kompetensi, keterampilan dan sikap karyawan untuk tercapainya sasaran strategis Angkasa Pura II. Adapun maksud dan tujuan penyelenggaraan Diklat, yaitu untuk:

1. Membentuk karyawan menjadi manusia yang profesional dan berkepribadian sesuai nilai-nilai perusahaan dengan wawasan / cara pandang yang luas dalam melaksanakan tugas pekerjaannya untuk mendukung pencapaian visi dan misi Perusahaan;
2. Mengembangkan kompetensi, inovasi, kreativitas, kerjasama dan disiplin karyawan sehingga mampu mendayagunakan potensi diri secara optimal untuk kepentingan Perusahaan;
3. Menumbuhkan dan mengembangkan suasana, metode kerja serta koordinasi antar unit secara lebih baik.

PT Angkasa Pura II (Persero) merealisasikan program pengembangan kompetensi karyawan berdasarkan Model Kompetensi (Competency Model) dan kesempatannya terbuka bagi setiap karyawan. Setiap karyawan berhak mengajukan diri menjadi peserta pelatihan dengan mengajukan persyaratan administrasi tertentu, dan mendapatkan persetujuan dari atasannya. Pengajuan jenis pelatihan dan pengembangan yang hendak diikuti harus selaras dengan kebutuhan tugas, rencana pengembangan kompetensi dan pengembangan usaha.

Adapun kegiatan program Training PT Angkasa Pura II (Persero) yang telah dilakukan sepanjang tahun 2016 adalah sebagai berikut:

Kegiatan Pengembangan SDM di PT Angkasa Pura II (Persero) dilaksanakan dalam bentuk sejumlah kegiatan Training & Development. Adapun Kegiatan Training pada Tahun 2016 yaitu:

1. Diklat Pengembangan
Diklat pengembangan diselenggarakan dalam rangka peningkatan pengetahuan/ketrampilan sesuai prasyarat jabatan, penyegaran dan/atau untuk persiapan kaderisasi. Adapun Diklat Pengembangan terbagi menjadi beberapa jenis Diklat sebagai berikut:

Diklat Teknis dilaksanakan untuk mengembangkan kompetensi softskill dan hardskill, serta terbagi menjadi 2 kelompok yaitu Mandatory dan NonMandatory. Diklat teknis Mandatory diberikan khusus untuk karyawan pada

the Directorate of Human Resources and General Affairs, PT Angkasa Pura II (Persero) dedicates the training and development program to improve and develop the competence, skill and attitude of the employees to achieve Angkasa Pura II strategic objectives. The purpose and objectives of the implementation of Training, namely are:

1. To create a professional employee that has the personality that is according to company values with wide perspective in carrying out their duty to support the achievement of vision and mission of the Company;
2. Develop competence, innovation, creativity, cooperation and employee discipline so as to utilize self potential optimally for the interest of the Company;
3. Grow and develop atmosphere, working methods and better coordination between units.

PT Angkasa Pura II (Persero) realizes the employee competency development program based on the Competency Model (Competency Model), and the opportunity is open to every employee. Each employee is entitled to apply for training by filing certain administrative requirements, subject to approval from his/her supervisor. Submission of the type of training and development to be followed should be aligned with the needs of the task, competency development plan, and business development.

The activities of Training program of PT Angkasa Pura II (Persero) which has been conducted throughout the year 2016 are as follows:

Human Resources Development Activities in PT Angkasa Pura II (Persero) was conducted in the form of a number of Training & Development activities. The Training Activities in 2016 are:

1. Training and Education of Development
Development training is held in order to increase knowledge/ skills according to prerequisite position, refreshment and/ or for preparation of cadre. The Training Development is divided into several types of Training and Education as follows:

Technical training and education was conducted to develop the competence of softskills and hardskills, and divided into 2 groups, namely Mandatory and NonMandatory. Mandatory technical training and education are provided

jalur profesi yang mensyaratkan surat tanda kecakapan personil (STKP), sesuai tingkatan STKP yang diperlukan. Sedangkan, Diklat Teknis Non-Mandatory diberikan bagi karyawan yang memerlukan kompetensi dasar atau pengembangan kompetensi yang sudah ada untuk menjalankan fungsi dan tugas pekerjaannya.

Pada tahun 2016 Diklat Teknis telah menyerap biaya sebesar Rp26.124.678.000 dari alokasi biaya yang sudah dianggarkan perusahaan sebesar Rp 40.130.054.000.

2. Diklat Manajerial

Diklat Manajerial bertujuan menciptakan pemimpin yang memiliki komitmen, jiwa kepemimpinan, service excellence, dan untuk memberikan prioritas kepada kepentingan organisasi dalam rangka untuk memimpin jajarannya secara efektif demi tercapainya sasaran strategis perusahaan. Diklat manajerial diikuti oleh karyawan yang menduduki jabatan pada jalur karir manajerial.

Diklat manajerial tahun 2016 telah dilaksanakan sebanyak 144 peserta untuk Diklat Manajer Muda (Jerda)/*Airport Officer Leadership Program* (AOLP) dan sebanyak 45 peserta untuk *Airport Manager Leadership Program* (AMLPL).

Pada Tahun 2016 Diklat Manajerial telah menyerap biaya sebesar Rp 7.282.833.000 dari alokasi biaya yang sudah dianggarkan perusahaan sebesar Rp 6.196.750.000.

3. Diklat Substantif

Diklat substantif diselenggarakan dalam waktu singkat baik secara internal maupun eksternal, di dalam maupun di luar negeri berupa seminar, lokakarya, pelatihan kerja/workshop, ataupun kursus-kursus lain. Tujuan Diklat Substantif adalah untuk meningkatkan pengetahuan dan kompetensi karyawan sesuai dengan fungsi kerja dan jabatan, kebutuhan unit kerja serta kebutuhan dan lingkup bisnis perusahaan.

Pada Tahun 2016 Diklat Substantif telah menyerap biaya sebesar Rp4.967.566.000 dari alokasi biaya yang sudah dianggarkan perusahaan sebesar Rp4.500.000.000.

exclusively for employees on profession paths requiring personnel competency letter (STKP), as required STKP levels. Meanwhile, Non-Mandatory Technical Training and education are provided for employees who need basic competence or development of existing competencies to perform their functions and job.

In 2016, fee incurred for Technical Training and education amounted to Rp26,124,678,000 from Company's budget allocation that amounted to Rp 40,130,054,000.

2. Managerial Training and Education

Managerial training and education aims to create leaders who are committed, have leadership quality, service excellence, and to give priority to the interests of the organization in order to lead its ranks effectively in order to achieve the strategic objectives of the company. Managerial training and education are participated by employees who occupy positions on managerial career paths.

Managerial training and education in 2016 were attended by 144 participants for the Training and Education of Senior Manager (Jerda)/*Airport Officer Leadership Program* (AOLP) and as many as 45 participants attended the *Airport Manager Leadership Program* (AMLPL).

In 2016, fee incurred for the Managerial Training and education was Rp 7,282,833,000 from the budget allocation that has been budgeted by the company that amounted to Rp 6,196,750,000.

3. Substantial Training and Education

The substantial training and education were held in a short time both internally and externally, inside and outside the country in the form of seminars, workshops, job training/workshops, or other courses. The purpose of Substantial Training and education was to improve the knowledge and competence of employees in accordance with work function and position, the needs of work units and scope of the company's business.

In 2016, fee incurred for the Substantial Training and education reached Rp 4,967,566,000 from the budget allocation that has been budgeted by the company at Rp 4,500,000,000.

4. Diklat Pre-service (Reorientasi)

Diklat Re-orientasi diselenggarakan dalam rangka memberikan bekal pengetahuan kewirausahaan dan pengetahuan lainnya yang diperlukan untuk menghadapi masa persiapan pensiun. Materi yang diberikan berupa persiapan dari aspek psikologis, kesehatan, perencanaan kegiatan serta kegiatan outing. Diklat tersebut juga menjadi salah satu apresiasi perusahaan terhadap karyawan yang akan memasuki masa purna bakti. Adapun pelaksanaan diklat Re-Orientasi sebagai berikut:

- Bali Bagi Karyawan yang berasal dari Kantor Pusat, Kantor Cabang Utama Bandara Internasional Soekarno Hatta, Bandara Halim Perdana Kusuma, Jakarta dan Bandara Husein Sastranegara, Bandung.
- Bandung Bagi Karyawan yang berasal dari Kantor Cabang dari bandara di daerah Deli Serdang, Palembang, Tanjung Pinang, Padang, Pangkal Pinang, Pekanbaru, Banda Aceh, Jambi, dan Pontianak.

Pada Tahun 2016 Diklat Re-orientasi telah menyerap biaya sebesar Rp4.879.295.000 dari alokasi biaya yang sudah dianggarkan perusahaan sebesar Rp5.000.000.000.

4. Pre-service Training and Education (Reorientation)

Reorientation training and education is organized in order to provide knowledge of entrepreneurship and other knowledge needed to face the retirement preparation period. The material provided in the form of preparation of psychological aspects, health, activity planning and outing activities. The training and education was also one of the company's appreciation of employees who will enter the service period. The implementation of Re-Orientation training and education is as follows:

- Bali For Employees from Head Office, Main Branch Office of Soekarno Hatta International Airport, Halim Perdana Kusuma Airport, Jakarta and Husein Sastranegara Airport, Bandung.
- Bandung For employees coming from Branch Offices from airports in Deli Serdang, Palembang, Tanjung Pinang, Padang, Pangkal Pinang, Pekanbaru, Banda Aceh, Jambi, and Pontianak.

In 2016, the fee incurred for Reorientation Training and education amounted to Rp 4,879,295,000 from the budget allocation of the company at Rp 5,000,000,000.

TABEL PROGRAM PELATIHAN TAHUN 2016

TABLE OF TRAINING PROGRAM IN 2016

No	Nama Program / Program Name	Waktu / Time	Jumlah Peserta / Number Of Participants	Penyelenggara / Organizer
1	Diklat Manajerial Tingkat Manajer Muda (Jerda) Batch I / Managerial Training and education Level Senior Manager (Jerda) Batch I	21 Maret - 14 April	26	AP II dengan Kwik Kian Gie School of Business
2	Diklat Manajerial Tingkat Manajer Muda (Jerda) Batch II / Managerial Training and education Level Senior Manager (Jerda) Batch II	9 - 31 Mei	28	AP II dengan Kwik Kian Gie School of Business
3	Diklat Manajerial Tingkat Manajer Muda (Jerda) Batch III / Managerial Training and education Level Senior Manager (Jerda) Batch III	18 Juli - 9 Agustus	30	AP II dengan Kwik Kian Gie School of Business
4	Diklat Manajerial Tingkat Manajer Muda (Jerda) Batch IV / Managerial Training and education Level Senior Manager (Jerda) Batch IV	18 Agustus - 09 September	30	AP II dengan Kwik Kian Gie School of Business
5	Diklat Manajerial Tingkat Manajer Muda (Jerda) Batch V / Managerial Training and education Level Senior Manager (Jerda) Batch V	22 September - 14 Oktober	30	AP II dengan Kwik Kian Gie School of Business
6	Diklat Manajerial Tingkat Madya (Jerdy) Batch I / Managerial Training and education Level Medium-Level Manager (Jerdy) Batch I	06 - 21 September	24	AP II dan Tim Pengajar Universitas Indonesia (UI)
7	Diklat Manajerial Tingkat Madya (Jerdy) Batch II / Managerial Training and education Level Medium-Level Manager (Jerdy) Batch II	9 - 24 November	21	AP II dan Tim Pengajar Universitas Indonesia (UI)
8	The Jakarta Post's English Writing Workshop for Effective Communication	11 Januari - 3 Maret	2	Jakarta Post Learning Centre
9	English First (EF) Premium: English for Adult	Januari - Desember	2	English First (EF)

No	Nama Program / Program Name	Waktu / Time	Jumlah Peserta / Number Of Participants	Penyelenggara / Organizer
10	Workshop "On The Management of Change in ATM oleh AATIP"	19 - 21 Januari	2	AATIP
11	Certified Professional Management Accounting (CPMA) Review	20 Februari - 30 April	2	FE UI
12	Diklat Manajemen Perawatan Gedung / Building Maintenance Management Training and education	12 - 13 Februari	2	Lembaga Informasi Peraturan Publik
13	Airport Security Management	15 - 23 Februari	1	DSS/ATA Indonesia
14	CASO Training - INACA Course XX	15 - 24 Februari	1	Indonesia Air Carriers Association (INACA)
15	Industrial Relations Certification Program	22 - 26 Februari	4	Apindo Training Centre
16	Ceramah Umum "CHANGE MANAGEMENT" / General Lecture "CHANGE MANAGEMENT"	24 Februari	32	Rumah ilmu
17	Meet and talk "what's next for HR in' oleh PMSM di avara lounge epiwalk kuningan Jakarta / Meet and talk "what's next for HR in' by pMSM in avara lounge epiwalk, kuningan, Jakarta.	3 Maret	5	PMSM
18	Pelatihan Humas & Potokoler / Public Relations & Protocols Training	21 - 22 Maret	2	Intermedia Karya Utama
19	Workshop Halal Supply Chain, Food Supply Chain Sustainability & Dairy Supply Chain Management / Halal Supply Chain, Food Supply Chain Sustainability & Dairy Supply Chain Management Workshop	26 Maret	4	Supply Chain Indonesia
20	Diklat Certified Risk Management Officer / Certified Risk Management Officer Training and Education	28 - 31 Maret	2	Lembaga Sertifikasi Profesi Manajemen
21	Seminar Nasional IndoHSSE / IndoHSSE National Seminar	22 - 23 Maret	3	Ikatan Ahli Perminyakan Indonesia
22	Self Driving Training	18 - 19 Maret	5	Rumah Perubahan
23	Seminar CyberArk Lunch & Learn Fortifying Your Cybersecurity Stronghold / CyberArk Lunch & Learn Fortifying Your Cybersecurity Stronghold Seminar	23 Maret	3	PT Aplikasi Servis Servis Pesona
24	pelatihan tantowi Yahya public speaking di hotel Ibis slipi-jakarta / Tantowi Yahya public speaking training in Ibis hotel, Jakarta	19 - 20 Maret	1	Tantowi Yahya
25	Diklat Indonesia Customer Service Summit / Indonesia Customer Service Summit Training and Education	30 - 31 Maret	3	PT Intipesan
26	Sosialisasi Kesadaran Keamanan Informasi pada Sektor Transportasi dan Sektor Pangan / Dissemination of Information Security Awareness in Transportation and Food Sectors	30 Maret	2	KOMINFO RI
27	2nd Annual Southeast Asia Modern Airport Summit	6 - 7 April	22	Escom Event Management
28	Training Investment & Risk Mang Across AEC & Investors Forum / Investment & Risk Mang Across AEC & Investors Forum Training	07-Apr	3	Yayasan Anti Fraud (AAF)
29	Toilet Training	7 - 8 April	18	ATI
30	Advance Leadership Program (ALP) modul "Transformational Management for Sustainability Competitive Growth" / Advance Leadership Program (ALP) module on "Transformational Management for Sustainability Competitive Growth"	20 - 22 April	2	Executive Center for Global Leadership (ECGL)
31	Workshop Pengembangan Panduan Integritas / Integrity Guideline Development Workshop	08 April 2017	1	KPK
32	Ujian Chartered Accountant (CA) / Chartered Accountant (CA) Test	19 - 22 April	1	FE UI

No	Nama Program / Program Name	Waktu / Time	Jumlah Peserta / Number Of Participants	Penyelenggara / Organizer
33	Bimbingan Teknis Pembuatan Perjanjian Kerja Bersama / Technical Guide on the Creation of Joint Work Agreement	19 - 20 April	2	Kemenaker
34	Workshop "Tehnik Diplomasi & Negosiasi Kerjasama Luar Negeri" / Diplomacy & Negotiation of Foreign Cooperation Technique Workshop	27 - 28 April	1	Kemenhub
35	Certified Contac Center Team Leader Training Training Developmnet Summit / Development Summit Training	06 - 08 April	1	PT. Telexindo Bizmart
36	Training Developmnet Summit / Development Summit Training	27 - 28 April	3	Intipesan
37	Munas IX Forum Humas BUMN / National Discussion IX of SOE Public Relations Forum	15 - 17 April	2	Forum Humas BUMN
38	Workshop Legal English	28 - 29 April	2	Indonesia Training Institute & Consulting Service
39	Diskusi Publik Rujukan Kemanan Informasi bagi Sektor Strategis / Public Discussion of Information Security Reference for Strategic Sector	21 April	2	KOMINFO RI
40	Self Driving Training	15 - 16 April	9	Rumah Perubahan
41	Corporate Culture Summit	2 - 3 Mei	2	Pertamina T&C
42	Seminar Nasional dan Musyawarah Nasional FKSPI / National Seminar and National Discussion of FKSPI	10 - 13 Mei	1	Forum Komunikasi Satuan Pengawas Intern
43	Diklat Teknik Beracara dan Penyelesaian Sengketa Ketenagakerjaan di BUMN dan Anak Perusahaan / Event Making Technique and Dispute Settlement on Manpower Training and Education in SOE and Subsidiaries	12 - 13 Mei	2	Human Capital BUMN
44	Undangan "The 1 Annual Islamic Finance Conference/ Forum On Sukuk For Infrastructure Development / "The 1 Annual Islamic Finance Conference/Forum On Sukuk For Infrastructure Development Invitation	17 Mei	1	Badan Kebijakan Fiscal Kementerian Keuangan
45	Diklat The New B2B Selling	19 - 20 Mei	1	Markplus Institute
46	Innovative Marketing Strategy	17 - 18 Mei	1	PMBS
47	Diklat Win-Win Sales Nego Skill di Jakarta / Win-Win Sales Nego Skill Training and Education in Jakarta	16 - 17 Mei	1	Markplus Institute
48	Effective Business Communication	18 - 20 Mei	1	PPM Manajemen
49	Workshop Penyusunan Laporan Akuntansi PKBL Sesuai Standar IAI / Development of Accounting Report of PKBL according to IAI Standard Workshop	27 Mei	3	Indonesia Infinity
50	workshop the power of Brand Journalism / The power of brand journalism workshop	24- 26 Mei	1	PR Indonesia
51	Training Manajemen Pajak III oleh GTI di Jakarta / Tax III Management Training by GTI in Jakarta	30 Mei - 1 Juni	2	GTI
52	Workshop Security Risk Management / Security Risk Management Workshop	14 - 15 Juni	4	Ditjen Perhubungan Udara
53	Diklat Pembentukan Kader Norma Ketenagakerjaan / Cadre Formation of Manpower Norm Training and Education	13 - 17 Juni	1	Ditjen Pembinaan Pengawasan Ketenagakerjaan dan Keselamatan dan Kesehatan Kerja
54	Diklat Negotiation Skill in Business / Negotiation Skill in Business Training and Education	19 - 21 Juli	1	PMBS
55	Diklat Strategic Business Analysis / Strategic Business Analysis Training and Education	19 - 20 Juli	1	PMBS
56	Training Mastering COBIT 5 Fundamental : A Practical Approach / Mastering COBIT 5 Fundamental : A Practical Approach Training	01 - 03 Agustus	1	PT Andalan Nusantara Teknologi

No	Nama Program / Program Name	Waktu / Time	Jumlah Peserta / Number Of Participants	Penyelenggara / Organizer
57	The International Conference on ASEAN Mutual Recognition Arrangement on Tourism Professional (MRA-TP)	8 - 9 Agustus	1	Kemen Pariwisata RI
58	Sharing "Project Risk Management / "Project Risk Management Sharing	09 - 11 Agustus	2	PT Pertamina
59	Workshop Penilaian International Health Regulation / International Health Regulation Assessment Workshop	10 - 12 Agustus	2	Kemenkes RI
60	Diklat Effective Business Communication / Effective Business Communication Training and Education	10 - 12 Agustus	1	PPM Manajemen
61	Diklat Effective Selling Technique / Effective Selling Technique Training and Education	15 - 16 Agustus	1	PMBS
62	Workshop Penggerak Integritas Angkatan I / Integrity Driver Batch I Workshop	18 - 20 Agustus	2	KPK
63	Diklat Teknis Penyelenggaraan Kearsipan / Archiving Implementation Technique Training and Education	23 - 26 Agustus	1	ANRI
64	iOS iPhone & iPad Application Development	22 - 26 Agustus	2	INFOTAMA
65	Training Big Data & Hadoop Training Course / Big Data & Hadoop Training Course Training	29 - 31 Agustus	1	INFOTAMA
66	Workshop "Penerapan Design Build di Indonesia: Tantangan Bagi Industri Jasa Konstruksi" / "The implementation of Design Build in Indonesia: Challenges for Construction Service Industry" Workshop	25 Agustus	3	SBM IT - TK Low Jakarta
67	HR Summit	25-26 Agustus	5	Intipesan Pariwara
68	AVSEC Fellowship Training Program	8 - 12 Agustus	2	PT AP I
69	AVSEC Fellowship Training Program	23 - 26 Agustus	2	PT AP I
70	Kegiatan Penyusunan Standar Penyelenggaraan Pelatihan untuk Diklat PKP-PK dan DG / Training Implementation Standard Development Activity for PKP-PK and DG Training and Education	23 - 26 Agustus	2	PPSDM
71	Asian Innovators Summit Shapping 2020	25 Agustus	2	SAP
72	TOT Tunas Integritas / Integrity TOT	01 - 02 September	12	KPK, AP I dan AP II
73	Seminar Nasional Pertanahan "Menyiasati Persoalan Hukum dalam Pembangunan kawasan" / National Seminar on Defense "Dealing with Legal Issue in Area Development"	01 - 02 September	2	Yakarisma
74	Workshop IT Zimbra Official Training system Administration / IT Zimbra Official Training system Administration Workshop	06 - 08 September	2	PT Jabetto Maraya
75	Workshop "Risk Based Planning and Budgeting/ Penyusunan RJP & RKAP Berbasis Risiko" oleh PT Jagad Mandiri an Yaya S dkk (5 orang) di Bandung / "Risk Based Planning and Budgeting/Development of RJP & RKAP Based on Risk" Workshop on behalf of Yaya S dkk (5 people) in Bandung	08 - 09 September	5	PT Jagad Mandiri
76	Diklat Negotiation for Business / Negotiation for Business Training and Education	14 - 16 September	1	PPM Manajemen
77	Diklat Antisipasi Dampak Perubahan PTKP dan Prosedur Pembetulan SPT Masa PPh 21 / Training and education on Impact of Changes in PTKP and Procedure of Correcting SPT for Income Tax 21	15 - 16 September	2	Formasi Tax Training
78	Diklat basic financial management for non financial manager / Training and education on basic financial management for non financial manager	28-30 September	1	PMBS

No	Nama Program / Program Name	Waktu / Time	Jumlah Peserta / Number Of Participants	Penyelenggara / Organizer
79	Training Android Application Development & Programming / Android Application Development & Programming Training	5 - 9 September	2	INFOTAMA
80	Training Android Development & Programming / Android Development & Programming Training	19 - 23 September	1	PT Solution Global Knowledge Indonesia
81	Workshop PR & CSR / PR & CSR Workshop	4 - 6 Oktober	2	PT Media Piar Indonesia
82	Workshop IT Strategic Planning / IT Strategic Planning Workshop	4 - 6 Oktober	4	SCIENCOM (PT Silka)
83	Diklat Manajemen Konstruksi Gelombang I / Training and education f Construction Management Phase I	11 - 13 Oktober	4	Conversindo T&C
84	Red Hat Enterprise Linux System Administration III Training	10 - 13 Oktober	1	IT Group Indonesia
85	Workshop Kebijakan Penyelenggaraan Konstruksi Nasional 2 Hari / National Construction Implementation Policy Workshop for 2 Days	10 - 13 Oktober	1	Pusat Pengkajian & Pengembangan Informasi Publi (P3IP)
86	Customer Satisfaction Course	11 - 12 Oktober	52	AP II bekerjasama Incheon
87	Workshop Negotitation Skill / Negotiation Skills Workshop	13 - 14 Oktober	2	Intrinsics
88	Kegiatan Penyusunan Kursil Refreshing Course PKP-PK & Salvage / Development of Refreshing Course PKP-PK & Salvage Kursil Activity	17 - 20 Oktober	1	PT AP I
89	Ujian Ulang Sertifikasi Chartered Accountant (CA) / Chartered Accountant (CA) Certification Remedial Test	19 - 21 Oktober	1	IAI
90	Diklat Tax Refresh & Up Date / Tax Refresh & Up Date Education and training	17 - 18 Oktober	2	Formasi Lembaga Manajemen
91	Diklat Powerfull Brand / Powerful Brand Training and Education	18 - 19 Oktober	1	PPM Manajemen
92	Training Certified Contact Center Supervisor / Certified Contact Center Supervisor Training	24 - 26 Oktober	1	PT Telexindo Bizmart
93	Diklat Strategic Marketing Planning / Strategic Marketing Planning Education and training	19 - 21 Oktober	1	PPM Manajemen
94	Diklat Kemanan Laut & Udara / Marine & Air Security Training and education	24 - 28 Oktober	2	JCLEC
95	Diklat Strategic Business Analysis / Strategic Business Analysis Training and education	25 - 26 Oktober	1	PMBS
96	Diklat Proyek Manajemen Konstruksi Gelombang II / Construction Management Project Phase II Training and education	25 - 27 Oktober	2	Conversindo T&C
97	Diklat Feasibility Study / Feasibility Study Training and education	26 - 28 Oktober	1	PPM Manajemen
98	Business Process Management Training	1 - 2 November	1	PMBS
99	Bimbingan Teknis Penyusunan Dokumen Pengadaan Barang/Jasa dan evaluasi Pemilihan Penyedia Pemerintah Gelombang I / Technical guidance of Goods/Services Procurement Document Development and evaluation of Phase I Government Provider Selection	9 - 10 November	6	Pusat Pengkajian Pengadaan Indonesia
100	Workshop All New Big Data & Trend 2017 / All New Big Data & Trend 2017 Workshop	10 - 11 November	3	Sharing Vision
101	Indonesia Industrial Relations Conference	08 - 10 November	3	Apindo Training Centre
102	Workshop Dangerous Goods / Dangerous Goods Workshop	14 November	2	IATA - STMT Trisakti

No	Nama Program / Program Name	Waktu / Time	Jumlah Peserta / Number Of Participants	Penyelenggara / Organizer
103	Diklat Minat Indonesia - Problem Solving & Decision Making / Minat Indonesia - Problem Solving & Decision Making Training and education	14 - 18 November	1	PPM Manajemen
104	Diklat Strategic Alliances in Business / Strategic Alliances in Business Training and education	15 - 16 November	1	PMBS
105	HR Meet & Talk - What CEO Expects from HR	17 November	4	PMSM
106	Effective Business Plan Training	22 - 23 November	1	PMBS
107	Training Certified Contact Center Team Leader / Certified Contact Center Team Leader Training	23 - 25 November	2	PT Telexindo Bizmart
108	Workshop Arbitrase	30 November - 2 Desember	2	Intrinsics
109	Pelatihan Asesor Lanjutan KPKU Seri V / Further Assessor Training of KPKU Series V	22 - 23 November	3	Forum BUMN
110	Pelatihan Anti Korupsi / Anti Corruption Training	24 - 30 November	1	KPK
111	Training Facility Management / Facility Management Training	28 - 30 November	5	Expertindo
112	Training Analisis Beban Kerja dan Perhitungan Kebutuhan Jumlah SDM / Work load Analysis of HR Quantity Needs Training	30 November - 2 Desember	2	PT Aplikasi Sistem Bisnis Bandung
113	Workshop Nasional Kearsipan / National Archiving Workshop	30 November - 2 Desember	2	LP2KEP
114	Profesional Director Program Batch 128 oleh IICD / Profesional Director Program Batch 128 by IICD	22 - 24 November	1	IICD
115	Training Vmware, Vspher; Instal, Configure, Manager / Vmware, Vspher; Instal, Configure, Manager Training	28 November - 02 Desember	1	PT Solution Global Knowledge Indonesia
116	Workshop Design and Build / Design and Build Workshop	30 November	2	Himpunan Ahli Manajemen Konstruksi (HAMKI)
117	Design & Build Worskhop	30 November	2	SBM ITB
118	Seminar Bond Investment Analysis & Strategis / Bond Investment Analysis & Strategy Seminar	06 Desember	2	PT Opsindo Protama
119	Bimbingan Teknis Penyusunan Dokumen Pengadaan Barang/Jasa dan evaluasi Pemilihan Penyedia Pemerintah Gelombang II / Technical Guidance on the Development of Goods/Services Procurement Document and evaluation on Phase II Government Provider Selection	07 - 08 Desember	7	Pusat Pengkajian Pengadaan Indonesia
120	The 11th HR Expo "Challengers & Opportunities in Managing New HR Generation in The Digitak Area"	07 - 08 Desember	5	Intipesan
121	Diklat Negotiation Skill for Business /Negotiation Skill for Business Training and education	06 - 08 Desember	1	PPM Manajemen
122	Intrenational Conference on Enterprise Risk Management	08 - 09 Desember	2	ERMA
123	Workshop Mekanisme Pelelangan Aset Perusahaan / Mechanism of Auction of Company Asset Workshop	21 - 23 Desember	2	Pusdiklat Perusahaan Yogyakarta
124	Airport Business Management	11 - 13 Januari	2	Marcus Evans
125	HR Strategy & Innovation Summit	21 - 23 Januari	2	Marcus Evans
126	3 Days MBA in Human Resources Management	21 - 23 Februari	2	Green Forest
127	Contact Center Week Asia	15 - 17 Maret	1	Equip Global
128	HR Summit	21 - 23 Maret	2	Marcus Evans
129	Training Enterprise Risk Management / Enterprise Risk Management Training	18 - 19 April	2	Green Forest

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130	Event APHOSO 31 "Safety, Health & Environment-shared vision, collective action" / APHOSO 31 "Safety, Health & Environment-shared vision, collective action" Event	3 - 8 April	3	APHOSO
131	ACI Asia Pacific Regional Assembly	18 - 20 April	3	ACI Asia Pacific
132	CPD Seminar on Airport Engineering	4 - 6 Mei	3	Queensland Pavement Center University of The Sunshine Coast
133	Aeropolis Asia Course	18 - 19 Mei	2	Trueventus
134	Training Workforce Planning Excellence / Workforce Planning Excellence Training	27 - 28 Juni	2	FDB Events PTE, LTD
135	Workshop Level of Service (LOS) / Level of Service (LOS) Workshop	18 Juli	2	IATA
136	Penguatan dan Seminar Profesional Internal Auditor / Inauguration and Seminar on Professional Internal Auditor	23 - 27 Agustus	2	PIA
137	Assurance Training / Training Assurance	22-24 Agustus	2	PT Asuransi Jasindo
138	Crisis Communication Conference / Communication Conference Crisis	14 - 15 September	1	IATA
139	Workforce Planning Excellence Training	19 - 20 September	2	HCI Strategic
140	Airport Master Plan Training	26 - 30 September	2	Incheon
141	Maximizing Non-Aeronautical Revenue Summit Tahun	12 - 13 Oktober	3	Equip Global
142	AAWHG Forum	3 - 4 November	1	AAWHG
143	Airport Liability Insurance Training	14 - 17 November	2	JASINDO
144	Airport Revenue Generation	21 - 25 November	1	ACI
145	Seminar Avaya Partner Forum / Avaya Partner Forum Seminar	05 - 08 Desember	1	Avaya Indonesia
146	Tableu Advanced Training di Perth Australia / Tableau Advanced Training in Perth Australia	05 - 06 Desember	2	Tablue Australia
147	Diklat Salvage / Salvage Training and education	14 - 26 Januari	20	In House
148	Diklat Junior AVSEC Angkatan XVII / Junior AVSEC Batch XVII Training and education	14 Jan - 3 Februari	40	ATKP SUB
149	Training End User Payroll / End User Payroll Training	21 - 26 Januari	31	In House
150	Diklat Customer Care Calon PKWT / Customer Care of PKWT Candidate Training and education	25 - 30 Januari	56	In House
151	Diklat Cargo Handling / Cargo Handling Training and education	26 Januari - 2 Februari	21	In House
152	Avsec Improvement	Januari - Maret	901	AP II bekerjasama PUSPOMAU
153	Diklat KPK (Workshop Tunas Integritas) / KPK Training (Tunas Integritas Workshop)	18 - 23 Januari	63	In House
154	Diklat Junior AVSEC Angkatan XVIII / Junior Education and Training of AVSEC Batch XVIII	9 - 29 Februari	26	ATKP SUB
155	Diklat Dasar-Dasar Audit / Training and education of Audit Basics	15 - 25 Februari	1	PPA&K
156	Diklat Komunikasi & Psychology Audit / Training and education of Communication & Psychology Audit	15 - 24 Februari	4	PPA&K
157	Workshop RJPP / RJPP Workshop	2-4 Feb, 18 & 21 Maret, 13-15 April	104	In House
158	Training Key User ERP Tahap II (Modul REM) / Key User ERP Phase II (REM Module) Training	14 - 18 Maret	13	PT 3 Consulting

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159	Workshop Pengadaan Barang dan Jasa / Goods and Services Procurement Workshop	14 - 15 Maret	71	AP II
160	Diklat Sertifikasi Pengadaan Barang dan Jasa / Training and education of Procurement of Goods and Services Certification	16 - 19 Maret	46	AP II
161	Training End User Training Modul Material Management (Batch I & II) / Material Management Module Training End User Training (Batch I & II)	14 - 18 Maret	150	PT Abyor International & AP II
162	Diklat Junior PKP-PK Batch II Angkatan I / Junior Training and education of PKP-PK Batch II Batch I	16 Maret - 17 Mei	20	AP II
163	Diklat Audit Kecurangan / Training and education of Fraud Audit	17 - 23 Maret	1	PPA&K
164	Diklat Khusus Kepala SPI/Inspektorat / Special Training and education of Head of Internal Audit/Inspectorate	17 - 23 Maret	1	PPA&K
165	One Day Training Service Excellence	01 April	12	EXT
166	Mengikuti In-House Training Indonesia Contact Center / Attended In-House Training Indonesia Contact Center	21 - 22 Maret	18	AP II
167	In House Training Customer Service Champion	4 - 5 April	13	AP II
168	Pembekalan Customer Service Champion / Intensive training on Customer Service Champion	11 & 18 April	18	AP II
169	Diklat Public Speaking / Training and education of Public Speaking	28 - 30 April	16	AP II
170	Pelatihan Presentasi Customer Service Champion / Training on Presentation of Customer Service Champion	20 - 21 Juni	13	AP II
171	Pelatihan Presentasi Customer Service Champion / Training on Presentation of Customer Service Champion	18 Juli	13	AP II
172	Training Key User ERP Tahap II (Modul HRA) / Training of Key User of ERP Phase II (HRA Module)	11 - 15 April Maret	14	PT 3 Consulting
173	Training Key User ERP Tahap II (Modul MM) / Training of Key User of ERP Phase II (MM Module)	25 - 29 April	14	PT 3 Consulting
174	Pembekalan Think Tank / Think Tank Intensive Training	21 - 23 April	90	AP II
175	Diklat Dasar-Dasar Audit unit CSR Tahap I / Training and education of Audit Basics of CSR unit Phase I	11 - 21 April	12	PPA&K
176	Diklat Dasar-Dasar Audit unit CSR Tahap II / Training and education of Audit Basics of CSR unit Phase II	16 - 26 Mei	13	PPA&K
177	Sharing Knowledge OAG	16 - 17 Mei	22	AP II
178	Diklat GCG Champion / Training and education of GCG Champion	19 - 20 Mei	34	AP II
179	Training End User ERP Modul Material Management Batch III / End User training on ERP Module of Material Management Batch III	9 - 13 Mei	178	PT Abyor International & AP II
180	Training End User ERP Modul Real Estate Management (REM) / End User Training of ERP Modul Real Estate Management (REM)	9 - 13 Mei	48	PT Abyor International & AP II
181	Training End User ERP Modul Material Management Batch IV / End User Training of ERP Material Management Module Batch IV	16 - 20 Mei	193	PT Abyor International & AP II
182	Training End User ERP Modul Human Capital Management / End User Training of ERP Human Capital Management Module	16 - 20 Mei	56	PT Abyor International & AP II
183	Diklat Sales Operation / Training and education on Sales Operations	02 - 04 Juni	30	AP II & Markplus Inc
184	Diklat Basic Marketing / Training and education on Basic Marketing	09 - 10 Juni	30	AP II & Markplus Inc

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185	Diklat Customer Service Tahap IV / Training and education on Customer Service Phase IV	27 Juni - 01 Juli	18	AP II
186	Training Key User ERP Tahap II (Modul HRP&D) / Key User ERP Training Phase II (Module HRP&D)	01 - 07 Juni	10	PT 3 Consulting
187	Training Key User ERP Tahap II (Modul HC&R) / Key User ERP Training Phase II (Module HC&R)	15 - 21 Juni	10	PT 3 Consulting
188	Diklat sertifikasi ahli K3 konstruksi / HSE construction expert certification training and education	Juni	20	Surveyor Indonesia
189	Recurrent Junior AVSEC Angkatan I / Recurrent Junior AVSEC Batch I	27- 30 Juni	20	ATKP MES
190	Recurrent Senior AVSEC Angkatan I / Recurrent Senior AVSEC Batch I	27- 30 Juni	20	ATKP MES
191	Recurrent Junior AVSEC Angkatan II / Recurrent Junior AVSEC Batch II	02 - 05 Agustus	20	ATKP MES
192	Recurrent Senior AVSEC Angkatan II / Recurrent Junior AVSEC Batch II	02 - 05 Agustus	17	ATKP MES
193	Recurrent Junior AVSEC Angkatan III / Recurrent Junior AVSEC Batch III	09 - 12 Agustus	18	ATKP MES
194	Recurrent Junior AVSEC Angkatan I / Recurrent Junior AVSEC Batch I	27- 1 Juli	39	BP3 Curug
195	Recurrent Senior AVSEC Angkatan I / Recurrent Senior AVSEC Batch I	27 Juni - 01 Juli	39	BP3 Curug
196	Recurrent Junior AVSEC Angkatan II / Recurrent Junior AVSEC Batch II	19 - 22 Juli	20	BP3 Curug
197	Recurrent Senior AVSEC Angkatan II / Recurrent Senior AVSEC Batch II	19 - 22 Juli	20	BP3 Curug
198	Recurrent Junior AVSEC Angkatan III / Recurrent Junior AVSEC Batch III	02 - 05 Agustus	20	BP3 Curug
199	Recurrent Senior AVSEC Angkatan III / Recurrent Senior AVSEC Batch III	02 - 05 Agustus	20	BP3 Curug
200	Recurrent Junior AVSEC Angkatan IV / Recurrent Junior AVSEC Batch IV	09 - 12 Agustus	20	BP3 Curug
201	Recurrent Senior AVSEC Angkatan IV / Recurrent Senior AVSEC Batch IV	09 - 12 Agustus	20	BP3 Curug
202	Recurrent Junior AVSEC Angkatan V / Recurrent Junior AVSEC Batch V	15 - 19 Agustus	20	BP3 Curug
203	Recurrent Senior AVSEC Angkatan V / Recurrent Senior AVSEC Batch V	15 - 19 Agustus	18	BP3 Curug
204	Recurrent Junior AVSEC Angkatan VI / Recurrent Junior AVSEC Batch VI	30 Agustus - 02 September	20	BP3 Curug
205	Recurrent Junior AVSEC Angkatan VII / Recurrent Junior AVSEC Batch VII	06 - 09 September	20	BP3 Curug
206	Recurrent Senior AVSEC Angkatan VIII / Recurrent Senior AVSEC Batch VIII	06 - 09 September	18	BP3 Curug
207	Recurrent Junior AVSEC Angkatan IX / Recurrent Junior AVSEC Batch IX	13 - 16 September	20	BP3 Curug
208	Recurrent Junior AVSEC Angkatan XI / Recurrent Junior AVSEC Batch XI	20 - 23 September	20	BP3 Curug
209	Recurrent Junior AVSEC Angkatan XI / Recurrent Junior AVSEC Batch XI	27 - 30 September	20	BP3 Curug
210	Recurrent Senior AVSEC Angkatan XI / Recurrent Senior AVSEC Batch XI	27 - 30 September	14	BP3 Curug
211	Recurrent Junior AVSEC Angkatan XII / Recurrent Junior AVSEC Batch XII	23 - 26 Oktober	20	BP3 Curug
212	Recurrent Junior AVSEC Angkatan XIII / Recurrent Junior AVSEC Batch XIII	23 - 26 Oktober	20	BP3 Curug

No	Nama Program / Program Name	Waktu / Time	Jumlah Peserta / Number Of Participants	Penyelenggara / Organizer
213	Recurrent Junior Avsec Gel. XIV / Recurrent Junior AVSEC Phase XIV	7 - 10 November	20	BP3 Curug
214	Recurrent Junior Avsec Gel. XV / Recurrent Junior Avsec Phase XV	14 - 19 November	20	BP3 Curug
215	Recurrent Junior Avsec Gel. XVI / Recurrent Junior Avsec Phase XVI	14 - 19 November	20	BP3 Curug
216	Recurrent Junior Avsec Gel. XVII / Recurrent Junior Avsec Phase XVII	22 - 27 November	20	BP3 Curug
217	Recurrent Junior Avsec Gel. XVIII / Recurrent Junior Avsec Phase XVIII	22 - 27 November	19	BP3 Curug
218	Recurrent Rating P3B batch 1	7 - 10 Juni	17	Direktorat Keamanan Penerbangan - DJU
219	Recurrent Rating P3O batch 1	7 - 10 Juni	20	Direktorat Keamanan Penerbangan - DJU
220	Recurrent Rating P3B batch 2	14 - 17 Juni	13	Direktorat Keamanan Penerbangan - DJU
221	Recurrent Rating P3UK	14 - 17 Juni	21	Direktorat Keamanan Penerbangan - DJU
222	Diklat Quality Control / Training and education on Quality Control	02 - 10 Juni	30	AP II & BP3 Curug
223	Senior AVSEC Angkatan I & II Tahun / Senior AVSEC Batch I & II Year	19 Juli - 5 Agustus	40	BP3 Curug
224	Senior AVSEC Angkatan III Tahun / Senior AVSEC Batch III Year	09 - 27 Agustus	20	BP3 Curug
225	Senior AVSEC Angkatan IV Tahun / Senior AVSEC Batch IV Year	30 Agustus	20	BP3 Curug
226	Senior AVSEC Angkatan V Tahun / Senior AVSEC Batch V Year	27 September - 14 Oktober	20	BP3 Curug
227	Senior AVSEC Angkatan VI Tahun / Senior AVSEC Batch VI Year	18 Oktober - 04 November	20	BP3 Curug
228	Diklat Senior PKP-PK Batch I / Training and education on Senior PKP-PK Batch I	20 Juli - 24 September	20	AP II (In House)
229	Diklat AMC Gelombang I / Training and education of AMC Phase I	26 Juli - 16 Agustus	19	STPI Curug
230	Diklat AMC Gelombang II / Training and education of AMC Phase II	23 Agustus - 11 September	20	STPI Curug
231	Diklat Apron Control Familiarization Training / Training and education of Apron Control Familiarization Training	2 - 20 Agustus	20	AP II (In House)
232	Diklat Dasar-Dasar Audit Tahap III / Training and education of Audit Basics Phase III	08 - 18 Agustus	9	PPA&K
233	TOT Workshop PMS	15 - 16 Agustus	28	PT AP II & Hay Group
234	Diklat Airport Duty Officer Gelombang I / Training and education of Airport Duty Officer Phase I	29 Agustus - 09 September	20	PT AP II (In House)
235	Training Officer in Charge Gelombang II / Training Officer in Charge Phase II	19 - 29 Sept	19	PT AP II (In House)
236	Training Risk Assesment Technique / Risk Assesment Technique Training	30 - 31 Agustus	35	AP II (In House)
237	Workshop PMS / PMS Workshop	13 - 23 Sept	162	AP II & Hay Group
238	Pelatihan OAG / OAG Training	14 - 15 Sept	5	AP II (In House)
239	Diklat Social Media / Training and education on Social Media	16 - 30 Sept	213	AP II
240	Training Safety Investigation / Safety Investigation Training	03 - 07 Oktober	30	KNKT
241	Diklat Bahasa Inggris / Training and education on English	Oktober - Desember	100	Inlingua

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242	Diklat Aplikasi Statistik / Training and education on Statistics Application	24 - 27 Oktober	22	PT APII (In House)
243	TOT Think Tank AVSEC Gelombang I / TOT Think Tank AVSEC Phase I	17 - 19 Oktober	19	PPM Manajemen
244	TOT Think Tank AVSEC Gelombang II / TOT Think Tank AVSEC Phase II	24 - 26 Oktober	21	PPM Manajemen
245	TOT Think Tank AVSEC Gelombang III / TOT Think Tank AVSEC Phase III	31 Oktober - 2 November	18	PPM Manajemen
246	TOT Think Tank AVSEC Gelombang IV / TOT Think Tank AVSEC Phase IV	7 - 9 November	24	PPM Manajemen
247	Diklat Passenger Behaviour Detection Gel I / Training and education of Behaviour Detection Phase I	21 - 21 Oktober	40	Bea Cukai Bandara Soetta
248	Diklat Passenger Behaviour Detection Gel II / Training and education of Behaviour Detection Phase II	10 - 11 November	42	Bea Cukai Bandara Soetta
249	Tim Building TPT3PI / Building Team of TPT3PI	28 - 29 Oktober	20	Duta Transformasi Insani (DTI)
250	Diklat General Instructor / Training and education of General Instructor	31 Oktober - 18 November	15	STPI Curug
251	Diklat Junior PKP-PK Batch II Angkatan II / Training and education of PKP-PK Batch II	4 Oktober - 26 November	20	AP II (In House)
252	Diklat Senior PKP-PK Batch II / Training and education of Senior PKP-PK Batch II	4 Oktober - 2 Desember	20	AP II (In House)
253	Training Manajerial SAP ERP Modul HCM / Managerial Training of SAP ERP HCM Module	1 November	45	ABYORR
254	Training Manajerial SAP ERP Modul MM Batch I / Managerial Training of SAP ERP MM Module Batch I	2 November	83	ABYORR
255	Training Manajerial SAP ERP Modul REM / Managerial Training of SAP ERP REM Module	3 November	53	ABYORR
256	Training Manajerial SAP ERP Modul MM Batch II / Managerial Training of SAP ERP MM Module Batch II	4 November	63	ABYORR
257	Diklat IT Sertifikasi BNSP Programming / Training and education of BNSP Programming Certification	15 - 18 November	8	Ebiz
258	Diklat IT Sertifikasi BNSP Networking / BNSP Networking Certification IT Training and education	22 - 25 November	7	Ebiz
259	Diklat TOT PMS / Training and education of TOT PMS	30 Oktober - 2 November	20	AP II (In House)
260	Diklat CPHR / Training and education of CPHR	7 - 11 November	12	QQ
261	Diklat CPHR / Training and education on CPHR	21 - 25 November	16	QQ
262	Effective Warehouse & Inventory Management Training	14 - 16 November	21	AP II (In House) & PPM
263	Diklat Interpretasi KPKU / KPKU Interpretation Training and education	15 - 17 November	17	AP II
264	Diklat Ahli K3 Listrik / Electricity OHS Exper Training and education	14 - 26 November	20	AP II & PT Surveyor Indonesia
265	Diklat Dasar Audit Investigasi / Training and education of Investigation Audit Basics	23 - 27 November	15	AP II dengan BPKP
266	Diklat Training of Trainers Standar Pelayanan / Training and education of Service Standard Trainers	07 - 09 Desember	12	AP II (In House)
267	Diklat Manajemen Kebersihan / Training and education on Cleanliness Management	20 Desember	37	AP II (In House)

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268	Diklat Bahasa Mandarin / Training and education on Mandarin	24 November - 14 februari	15	PT APII dengan LIA
269	Diklat Aircraft Familiarization / Training and education on Aircraft Familiarization	28 November - 09 Desember	25	Garuda Indonesia
270	Diklat Senior PKP-PK Batch III / Senior Training and education on PKP-PK Batch III	14 Desember - 11 Februari	20	AP II (In House)
271	Training Manajemen Aset Tanah / Training on Land Asset Management	20 - 22 Desember	32	AP II (In House) dengan PPM Manajemen
272	Diklat Perencanaan Bandar Udara & Sistem Manajemen Lingkungan / Training and education on Airport & Environmental Management System Airport Planning	28 - 29 Desember	30	AP II & Takihara
273	Re-Orientasi Angkatan I (Batch I & II) / Re-Orientation Batch I (Batch I & II)	23 - 27 Mei	41	AP II & Takihara
274	Re-Orientasi Angkatan II (Batch III & IV) / Re-Orientation Batch II (Batch III & IV)	30 Mei - 3 Juni	38	AP II & Takihara
275	Re-Orientasi Angkatan III (Batch V & VI) / Re-Orientation Batch III (Batch V & VI)	25 - 29 Juli	40	AP II & Takihara
276	Re-Orientasi Angkatan IV (Batch VII & VIII) / Re-Orientation Batch IV (Batch VII & VIII)	08 - 12 Agustus	38	AP II & Takihara
277	Re-Orientasi Angkatan V (Batch IX & X) / Re-Orientation Batch V (Batch IX & X)	22 - 26 Agustus	42	AP II & Takihara
278	Diklat Recurrent dangerous goods / Training and education on Recurrent dangerous goods	25 - 28 Oktober	14	STPI Curug
279	Diklat Initial dangerous goods / Training and education on Initial dangerous goods	31 Okt - 4 November	25	STPI Curug
280	Recurrent Rating P3B batch 1	7 - 10 Juni	17	Direktorat Keamanan Penerbangan - DJU
281	Recurrent Rating P3O batch 1	7 - 10 Juni	20	Direktorat Keamanan Penerbangan - DJU
282	Recurrent Rating P3B batch 2	14 - 17 Juni	13	Direktorat Keamanan Penerbangan - DJU
283	Recurrent Rating P3UK	14 - 17 Juni	21	Direktorat Keamanan Penerbangan - DJU
284	Diklat TCC P3O / Training and education on TCC P3O	2 - 20 Agustus	20	ATKP MES
285	Diklat TCC IFS / Training and education on IFS	23 Agustus - 14 September	20	ATKP MES
286	Diklat TCC VHF A/G / Training and education on VHF A/G	31 Oktober - 18 November	14	STPI Curug
287	Recurrent Teknik Elek. Rating P3B Batch 3 / Recurrent Technique of Rating Electronic of P3B Batch 3	6 - 9 September	17	Direktorat Keamanan Penerbangan - DJU
288	Recurrent Teknik Elek. Rating P3UK Batch 2 / Recurrent Technique of Rating Electronic of P3B Batch 2	6 - 9 September	17	Direktorat Bandar Udara - DJU
289	Recurrent Teknik Listrik Multi 2R Listrik batch 1 / Recurrent Eletrrical Engineering of Multi 2R batch 1	21 - 23 September	17	Direktorat Bandar Udara - DJU
290	Recurrent Teknik Listrik Multi 2R Listrik batch 2 / Recurrent Electrical Multi 2R Technique batch 2	26 - 28 September	19	Direktorat Bandar Udara - DJU
291	Recurrent Rating 3R Listrik Batch 2 / Recurrent Raitng Electrical 3R Batch 2	05 - 08 Oktober	21	Direktorat Bandar Udara - DJU
292	Recurrent Rating PSS	18 - 19 Oktober	24	Direktorat Bandar Udara - DJU
293	RecurrentRating IFS Batch I	19 - 20 Oktober	14	Direktorat Bandar Udara - DJU
294	Recurrent Rating ALS	21 - 21 Oktober	26	Direktorat Bandar Udara - DJU
295	Recurrent Rating CCR	21 - 22 Oktober	23	Direktorat Bandar Udara - DJU
296	Recurrent Rating FSD-FSU Batch 2 dan 4 / Recurrent Rating FSD-FSU Batch 2 and 4	26 - 29 Oktober	45	Direktorat Bandar Udara - DJU

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297	Recurrent Rating FSD-FSU Batch 3	9 - 11 November	22	Direktorat Bandar Udara - DJU
298	Recurrent Rating TRD Batch 2	10 - 11 November	21	Direktorat Bandar Udara - DJU
299	Recurrent Rating TRD Batch 3	10 - 11 November	18	Direktorat Bandar Udara - DJU
300	Recurrent Rating ACS & TQM	24 - 25 November	25	Direktorat Bandar Udara - DJU
301	Recurrent Rating GNS ACOS	28 - 29 November	25	Direktorat Bandar Udara - DJU
302	Recurrent Rating WPS	8 - 9 Desember	25	Direktorat Bandar Udara - DJU
303	Recurrent Rating IFS Batch 2	8 - 9 Desember	16	Direktorat Bandar Udara - DJU
304	Recurrent Rating Multi 3R Mekanikal / Recurrent Rating Mechanicam Multi 3R	27 - 30 Desember	18	Direktorat Bandar Udara - DJU
TOTAL			6160	

5. Program Strategis Tahun 2016

a. Provider Training & Development Center:

Approval Diklat AVSEC

Approval Diklat AVSEC bertujuan untuk meningkatkan kualitas Diklat AVSEC di lingkungan PT Angkasa Pura II (Persero). Manfaat program tersebut adalah agar PT AP II dapat melaksanakan Diklat AVSEC secara mandiri serta optimalisasi personil pengajar, fasilitas dan peralatan Diklat. Hasil akhir dari Approval Diklat AVSEC adalah Penerbitan Sertifikasi Approval Diklat AVSEC dari DJU.

Kegiatan yang telah dilakukan dalam rangka Approval Diklat AVSEC yaitu:

- 1) Penyusunan Tim Perumus Diklat.
- 2) Penyusunan Training Prosedur Manual dan Quality Control.
- 3) Penyusunan Kurikulum dan Silabus Diklat AVSEC.
- 4) Penyusunan Modul Diklat.
- 5) General Instructor Course.

b. Existing Training & Development Center

Pembentukan Training Center

Tersedia fasilitas pembelajaran yang sesuai dengan kebutuhan serta untuk menjawab kebutuhan serta untuk menjawab tantangan efisiensi biaya.

Kegiatan yang telah dilakukan dalam rangka pembentukan Training Centre yaitu:

5. Strategic Program of 2016

a. Provider of Training & Development Center:

Approval of AVSEC Training and Education

AVSEC Approval Training and education aims to improve the quality of AVSEC Training in PT Angkasa Pura II (Persero) environment. Benefits of the program is that PT AP II can implement AVSEC Training independently as well as optimize its teaching personnel, facilities and training tools. The final result of Approval of AVSEC Training is the issuance of AVSEC Training and Education Approval Certification from DJU.

Activities that have been carried out in the framework of Approval of AVSEC Training and education are:

- 1) Preparation of Training Formulating Team.
- 2) Preparation of Training of Manual Procedures and Quality Control.
- 3) Preparation of Curriculum and Syllabus of AVSEC Training and Education.
- 4) Preparation of Training Module.
- 5) General Instructor Course.

b. Existing Training & Development Center

Training Center Establishment

Available learning facilities in accordance with the needs as well as to answer the needs and challenges of cost efficiency.

Activities that have been carried out for the purpose of the establishment of Training Center are:

- 1) Pembuatan Design Kelas (4 kelas) dengan unit General Affairs;
- 2) Penyiapan smart classroom (technology based);
- 3) Pembangunan Ruang Kelas.

- c. Knowledge Management (Sharing Session)
- Knowledge Management yang terintegrasi bertujuan mencegah hilangnya Critical Knowledge sehingga Meningkatkan kecepatan belajar SDM dalam meningkatkan kapasitas dan kemampuan beradaptasi dalam perubahan di Perusahaan.

Kegiatan yang telah dilakukan dalam rangka Knowledge Management yaitu:

- 1) Pembuatan Dokumen Knowledge Sharing yang tertuang dalam Peraturan Direksi Tentang Diklat Teknis dan Diklat Substantif Dalam dan Luar Negeri nomor : PD.10.01/12/2015/0058;
- 2) Pelaksanaan Knowledge Sharing oleh masing-masing karyawan setelah mengikuti Diklat yang dimonitor dalam portal AP II (IT based).

6. Airport Learning Academy (ALA)

Salah satu program transformasi perusahaan yaitu Transformasi SDM, *Culture*, dan Organisasi yang mana didalamnya transformasi SDM terdapat program *Building Great Leader & Great People*.

- 1) Making Class Design (4 classes) with General Affairs unit;
- 2) Smart classroom (technology based) setup;
- 3) Classroom Building.

- c. Knowledge Management (Sharing Session)
- Integrated Knowledge Management aims to prevent the loss of Critical Knowledge so as to Increase the speed of learning of human resources in improving the capacity and adaptability in case of changes in the Company.

Activities that have been conducted for the purpose of Knowledge Management are:

- 1) Creation of Knowledge Sharing Documents stipulated in the Regulations of the Board of Directors on Technical Training and Education and Substantial Training and Education of Domestic and Foreign Affairs number: PD.10.01/12/2015/0058;
- 2) Implementation of Knowledge Sharing by each employee after attending the Training and education which is monitored in AP II (IT based) portal.

6. Airport Learning Academy (ALA)

One of the transformation programs of the company is Human Resources Transformation, Culture, and Organization which contains transformation of Human Resources, consistinf of Building Great Leader & Great People program.



Invest in people. Investasi pada SDM menjadi salah satu tugas *leader*. *Leader* harus selalu berupaya untuk memberdayakan seoptimal mungkin SDM-nya serta memberikan berbagai sumber daya yang tepat dan memadai sehingga SDM

Invest in people. Investing in HR is one of the leaders' duties. Leaders should always strive to empower their human resources optimally as well as provide various resources that are appropriate and adequate so that the

tersebut mampu memenuhi tanggung jawabnya. Termasuk alokasi waktu yang memadai.

Dengan kata lain, seorang *leader* harus mampu mengembangkan SDM-nya sehingga akan memudahkannya dalam menuntaskan berbagai pekerjaan. Kemampuan mengembangkan SDM itulah yang membuat seorang *leader* menjadi luar biasa dan hebat.

Sebagai upaya mewujudkan program *Building Great Leader & Great People* tersebut, maka dibentuklah *Airport Learning Academy* (ALA) yang mana merupakan bagian atau *staging* dari pembentukan *Corporate University* (CorpU) yang diharapkan dapat menciptakan suatu sistem yang dapat melahirkan *leader* dan SDM yang unggul. Adapun fungsi utama ALA sebagai *Center of Excellence* ada 3 (tiga) yaitu:

- 1) *Center of Chiefship (creating great leader);*
- 2) *Center of Competence (creating great people);*
- 3) *Center of Certification (creating global standard).*

Airport Learning Academy (ALA) harus mampu menciptakan *Great Leaders, Great People & Human Capital with Global Standard*, yang berujung pada mendukung pencapaian kinerja bisnis dan budaya dan nilai organisasi "*PERFORM*".

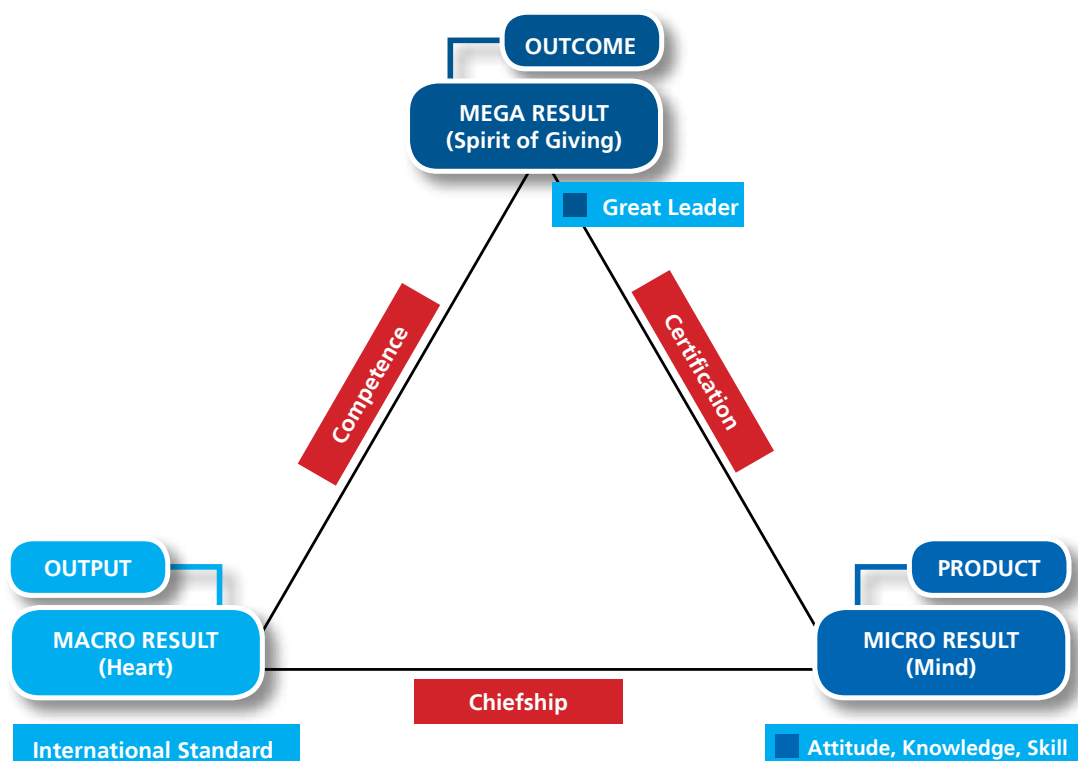
human resources are able to fulfill their responsibilities. It includes adequate time allocation.

In other words, a leader must be able to develop his human resources to facilitate them in completing various duties. The ability to develop human resources is what makes a leader exceptional and great.

As an effort to realize the *Great Building Leader & Great People* program, the *Airport Learning Academy* (ALA) is formed, which is part or staging from the establishment of *Corporate University* (CorpU) which is expected to create a system that can create leader and excellent human resources. There are 3 main functions of ALA as *Center of Excellence*, namely:

- 1) *Center of Chiefship (creating great leader);*
- 2) *Center of Competence (creating great people);*
- 3) *Center of Certification (creating global standard).*

The *Airport Learning Academy* (ALA) should be able to create *Great Leaders, Great People & Human Capital with Global Standards*, which leads to support the achievement of business performance and culture and organizational value of "*PERFORM*".



Pada tanggal 25 November 2016, dilakukan launching ALA yang diresmikan langsung oleh Direktur Utama dan dihadiri Dewan Direksi dan pejabat SGM/GM, Head & VP setingkat. ALA bertempat di gedung PMU Bandara Soekarno-Hatta. Gedung ALA terdiri dari 4 kelas dengan didukung dengan fasilitas yang baik. Dengan dibentuknya ALA ini, diharapkan dapat mencetak orang-orang hebat di Indonesia, juga diharapkan dapat mengasah dan meningkatkan *unique resources* kita sebagai *comparative advantage* perusahaan yang dapat membawa Angkasa Pura II menjadi perusahaan yang disegani, baik di dalam negeri maupun di tingkat internasional.

On November 25, 2016, an ALA launch was officially launched by the President Director and attended by the Board of Directors and SGM/GM, Head & VP officials. ALA is located at Soekarno-Hatta Airport PMU building. The ALA building consists of 4 classes with the support of good facilities. With the establishment of ALA, it is expected that great people in Indonesia can be created. It is also expected that it can sharpen and increase our unique resources as a comparative advantage of the company that can bring Angkasa Pura II to become a respected company, both domestically and internationally.

Dokumentasi ALA



ALA Documentation



Biaya Pendidikan dan Pelatihan Karyawan

Besaran biaya pendidikan dan pelatihan karyawan telah disesuaikan dengan rencana kerja Departemen SDM yang tertuang dalam RKAP tahunan Perseroan dan telah disetujui baik oleh Dewan Komisaris maupun Direksi Perseroan. Dengan anggaran tersebut, Perseroan berupaya memberikan support yang maksimal sehingga output yang dihasilkan nantinya sesuai dengan apa yang telah direncanakan. Total biaya pelatihan dan pengembangan SDM yang telah dikeluarkan Perseroan pada 2016 mencapai Rp46.944.998.000 sedangkan pada 2015 adalah sebesar Rp55.878.058.000.

Cost of Employee Education and Training

The amount of training and education fee has been adjusted to the work plan of the HR Department set forth in the annual RKAP of the Company and has been approved by both the Board of Commissioners and the Board of Directors of the Company. With the budget, the Company seeks to provide maximum support so that the output will be in accordance with what has been planned. Total cost of training and human resources development that has been incurred by the Company in 2016 reached Rp46,944,998,000. while in 2015 it amounted to Rp55,878,058,000.



PT Angkasa Pura II (Persero) mengelola sumber daya manusia berbasis pada strategi dan rencana bisnis Perusahaan serta budaya kerja yang diinginkan. Strategi, rencana bisnis dan budaya kerja Angkasa Pura II tersebut diformulasikan ke dalam Key Performance Indicator (KPI)

PT Angkasa Pura II (Persero) manages its human resources in accordance with the Company's business strategy and plan as well as the desired work culture. The strategy, business plan and work culture of Angkasa Pura II are formulated into Key Performance Indicator (KPI)

SISTEM PENGELOLAAN SDM

PT Angkasa Pura II (Persero) mengelola sumber daya manusia berbasis pada strategi dan rencana bisnis Perusahaan serta budaya kerja yang diinginkan. Strategi, rencana bisnis dan budaya kerja Angkasa Pura II tersebut diformulasikan ke dalam *Key Performance Indicator* (KPI) dan target kinerja sebagai dasar untuk pengukuran kinerja karyawan dan sistem *rewards & punishment*. Dengan demikian, pengelolaan sumber daya manusia di Angkasa Pura II sejalan dengan visi Perusahaan ke depan.

Selama periode tahun 2016 ini PT Angkasa Pura II (Persero) telah menerapkan pengelolaan SDM melalui Sistem SAP yaitu :

- HR SAP Strategic yang meliputi penilaian kinerja hingga pengembangan karir karyawan, untuk mempersiapkan calon *talent*
- HR SAP Transactional yang meliputi pengelolaan database karyawan yang digunakan untuk perhitungan kompensasi dan benefit, perjalanan dinas & tingkat kehadiran karyawan.

SISTEM PENILAIAN KINERJA KARYAWAN

Sistem Penilaian Kinerja PT Angkasa Pura II (Persero) dikenal dengan nama *Performance Management System* (PMS), yaitu sarana untuk menyelaraskan langkah kebijakan dan sasaran perusahaan dengan sasaran individu sehingga terjadi kesepakatan bersama antara karyawan yang dinilai dengan atasan langsung/pejabat penilai mengenai KPI Individu yang harus dicapai dan kompetensi yang harus dimiliki dalam suatu penilaian yang terukur dan jelas.

Manfaat PMS:

A. Perusahaan

- Mencapai target KPI Korporat;
- Meningkatkan kinerja karyawan;
- Dasar memberi *Rewards*, *JP*, *HukDis*, *Training*, *Pengembangan Karir*, dll.

B. Atasan Karyawan

- Mencapai target KPI Unit/KPI Cabang/KPI Individu atasan;
- Mendukung pelaksanaan tugas;
- Menilai kinerja & kompetensi karyawan (perangkingan);
- Evaluasi tugas & pekerjaan.

C. Karyawan

- Mengukur target KPI Individu;
- Panduan pelaksanaan tugas;

HR MANAGEMENT SYSTEM

PT Angkasa Pura II (Persero) manages its human resources in accordance with the Company's business strategy and plan as well as the desired work culture. The strategy, business plan and work culture of Angkasa Pura II are formulated into *Key Performance Indicator* (KPI) and performance targets as a basis for employee performance measurement and rewards & punishment system. Thus, the management of human resources in Angkasa Pura II is in line with the Company's vision in the future.

During the period of 2016, PT Angkasa Pura II (Persero) has implemented HR management through SAP System, namely:

- HR SAP Strategic, which includes performance appraisal to employee career development, in order to prepare talent candidates
- HR SAP Transactional, which includes employee database management used for compensation and benefit calculation, business trip & employee attendance.

EMPLOYEE PERFORMANCE ASSESSMENT SYSTEM

Performance Management System (PMS) of PT Angkasa Pura II is a means to harmonize the company's policy and objectives with individual goals so that there is mutual agreement between the assessed employees and the direct supervisor/appraisal officer regarding the Individual KPI that must be achieved and the competencies that must be possessed in a measurable and clear assessment.

Benefits of PMS:

A. Company

- Achieve Corporate KPI targets;
- Improve employee performance;
- Basics to provide *Rewards*, *JP*, *HukDis*, *Training*, *Career Development*, etc.

B. Employee Supervisor

- Achieve target of KPI Unit/KPI Branch/KPI supervisor individual;
- Support the implementation of tasks;
- Assess employee performance & competence (ranking);
- Duty & job evaluation.

C. Employees

- Measure Individual KPI targets;
- Guidelines on execution of duties;

- Dasar menerima *Rewards*, *JP*, *HukDis*, *Training*, *Pengembangan Karir*, dll.

- Basis to receive *Rewards*, *JP*, *HukDis*, *Training*, *Career Development*, etc.

Periode dilaksanakan PMS adalah 1 tahun (Januari – Desember), adapun tahapan PMS adalah sebagai berikut :

Period of implementation of PMS is 1 year (January - December), while the PMS stage is as follows:

Tahapan / Stage	Uraian / Description
In Planning (Jan – Feb)	Target setting/planning.
In Review (Mar – Nov)	Coaching, Mentoring, Calibration KPI target.
In Process (Des – Next Mid Jan)	Calibration KPI target, Evaluation & Appraisal. / Calibration of KPI target, Evaluation & Appraisal

Kategori Hasil PMS:

NPI 6 kategori dan berupa persentase (0 - >120%)

Category of PMS Result

NPI of 6 categorizes and in the form of percentage (0 - >120%)

Kategori / category	Keterangan / Description
Sangat Kurang / Poor	65,99% atau kurang / or less
Kurang / Less	66% s.d / until 82,99%
Cukup / Fair	83% s.d / until 99,99%
Baik / Good	100% s.d / until 109,99%
Sangat Baik / Excellent	110% s.d / until 119,99%
Istimewa / Exceptional	120% atau until / or more

KESEJAHTERAAN KARYAWAN

PT Angkasa Pura II (Persero) terus berkomitmen dalam meningkatkan kesejahteraan karyawan guna meningkatkan motivasi kinerja dan loyalitas karyawan terhadap Perusahaan. Jumlah kesejahteraan karyawan Angkasa Pura II selama tiga tahun terakhir adalah sebagai berikut:

EMPLOYEE WELFARE

PT Angkasa Pura II (Persero) continues to be committed to improving employees' welfare in order to increase the employee's motivation and employee loyalty to the Company. The total employee welfare of Angkasa Pura II during the last three years is as follows:

Jumlah Kesejahteraan Karyawan

(Dalam Ribuan)

Number of Employees' Welfare

(In Thousands)

No	Uraian / Description	2014	2015	2016
1	Gaji dan Upah / Salary and Wages	156.396.660	180.850.289	131.971.022
2	Tunjangan Prestasi / Achievement Allowance	169.986.204	207.461.839	296.333.315
3	Tunjangan Jabatan / Position Allowance	27.271.636	157.568.456	180.562.676
4	Uang Transport / Transport Allowance	102.256.984	16.503.260	991.634
5	Bantuan Sewa Rumah / Mortgage Loan	56.884.098	58.001.462	72.958.190
6	Permakanan / Catering	35.664.920	50.759.277	59.395.825
7	Tunjangan Khusus / Special Allowance	34.414.476	55.404.679	60.144.008
8	Tunjangan Profesi / Professional Allowance	13.159.565	13.657.049	17.642.259
9	Tunjangan Cuti / Leave Allowance	27.855.418	35.303.732	46.040.800
10	Uang Kelebihan Jam Kerja / Work Hours Excess Money	20.984.583	24.330.215	22.974.812
11	Jasa Produksi / Bonus / Production Service / Bonus	149.746.314	164.948.200	193.142.407
12	Sumbangan Kematian/Perkawinan/Kelahiran / Contribution for Death/Marriage/Maternity	2.480.684	2.819.248	4.434.028

No	Uraian / Description	2014	2015	2016
13	PPH 21 Karyawan / Employee Income Tax 21	65.695.292	83.086.851	115.954.366
14	Pakaian Dinas / Business Uniform	12.202.279	29.519.121	13.285.340
15	Pengobatan/perawatan / Medication/treatment	46.783.692	15.520.450	13.460.016
16	Obat-obatan / Medication	7.763.503	393.968	1.420.174
Total		929.546.309	1.120.112.427	1.230.710.872

*) Dinilai dalam ekuivalen rupiah / Assessed in rupiah equivalent

Karyawan dengan status tidak tetap tidak mendapatkan seluruh komponen kesejahteraan tersebut, namun Angkasa Pura II memastikan bahwa hak-hak normatifnya senantiasa berada di atas ketentuan yang berlaku, meskipun tanggung jawab pembinaan berada di tangan perusahaan penyedia tenaga kerja.

Program Pensiun

Angkasa Pura II menyelenggarakan program pensiun bagi seluruh karyawan yang bertujuan agar karyawan dapat melanjutkan kehidupan dengan tingkat kesejahteraan yang terjamin pada saat memasuki usia pensiun, dengan batas usia 56 tahun. Adapun program dana pensiun tersebut dikelola oleh 2 (dua) lembaga yaitu DAPENDA dan Dana Pensiun Lembaga Keuangan (DPLK) PT Bank Negara Indonesia Tbk (BNI).

Program pensiun untuk karyawan yang diangkat sampai dengan tahun 2008 dikelola oleh DAPENDA dengan pola Program Pensiun Manfaat Pasti (PPMP) sesuai Surat Keputusan Direksi Angkasa Pura II No.KEP.549/KP.308/Angkasa Pura II-98 tanggal 06 Oktober 1998 serta telah diperbaharui dengan SK No.KEP.695/KP.308/ Angkasa Pura II-2003 tanggal 31 Desember 2003, sedangkan pengelolaan dana pensiun karyawan yang diangkat sejak tahun 2009 dikelola oleh Dana Pensiun Lembaga Keuangan (DPLK) PT Bank Negara Indonesia Tbk (BNI) melalui Program Pensiun Iuran Pasti (PIIP) sebagaimana tertuang dalam Perjanjian Kerjasama tentang penyediaan layanan program pensiun antara Angkasa Pura II dengan DPLK BNI nomor PJJ.03.10.01/00/01/2013/089 atau 005/DLK/1/2013 tanggal 26 Januari 2013. Hal ini dilakukan atas arahan/instruksi dari Menteri Negara BUMN tentang penyelenggaraan Pengelolaan Dana Pensiun melalui Program Pensiun Iuran Pasti (PIIP).

Selain program manfaat pensiun, Perusahaan juga mengadakan kesepakatan bersama dengan Serikat Karyawan Angkasa Pura II untuk menyelenggarakan program manfaat

Employees with non-permanent status are not entitled to all components of those allowance, but Angkasa Pura II ensures that its normative rights are always above the applicable provisions, even though the development responsibility are borne by the employers.

Pension Plan

Angkasa Pura II organizes a retirement program for all employees aimed at ensuring that employees can continue their lives with a guaranteed welfare level upon entering retirement age, with a 56 year age limit. The pension fund program is managed by 2 (two) institutions namely DAPENDA and Dana Pensiun Lembaga Keuangan (DPLK) of PT Bank Negara Indonesia Tbk (BNI).

The pension plan for employees appointed up to 2008 is managed by DAPENDA under the pattern of the Definite Benefit Pension Plan (PPMP) in accordance with the Decree of the Board of Directors of Angkasa Pura II No.KEP.549/KP.308/Angkasa Pura II-98 dated October 6, 1998 and has been Renewed by Decree No.KEP.695/KP.308/Angkasa Pura II-2003 dated December 31, 2003, while the management of employees' pension funds appointed in 2009 was managed by Dana Pensiun Lembaga Keuangan (DPLK) of PT Bank Negara Indonesia Tbk (BNI) through the Defined Contribution Pension Program (PIIP) as stipulated in the Cooperation Agreement on the provision of pension plan services between Angkasa Pura II and DPLK BNI number PJJ.03.10.01/00/01/2013/089 or 005/DLK/1/2013 dated January 26 2013. This is done based on the direction/instruction of the Minister of State-Owned Enterprises on the implementation of Pension Fund Management through Defined Contribution Pension Program (PIIP).

In addition to the pension benefit plan, the Company also entered into an agreement with the Angkasa Pura II Employee Union to organize an additional pension benefit program

pensiun tambahan melalui DPLK BNI, Tunjangan Hari Tua (THT) yang saat ini dikelola oleh PT. Jiwasraya dan PT Bumiputera, Tunjangan Perumahan Akhir Masa Tugas dan Jaminan Hari Tua (BPJS Ketenagakerjaan).

Program Pemeliharaan Kesehatan

Perusahaan memberikan jaminan pemeliharaan kesehatan baik rawat jalan maupun rawat inap. Untuk jaminan kesehatan tersebut perusahaan memiliki ketetapan dan kebijakan untuk karyawan dan keluarganya yang meliputi suami/istri dan dua anak dengan usia maksimum 21 tahun dan dapat diperpanjang sampai dengan 25 tahun sepanjang belum menikah dan masih dalam pendidikan formal. Dan sebagai kewajiban untuk memenuhi Peraturan Pemerintah Undang-Undang no.24 tahun 2011 pasal 15 ayat (1) : pemberi kerja secara bertahap wajib mendaftarkan dirinya dan pekerjanya sebagai peserta kepada BPJS kesehatan, maka perusahaan juga telah mendaftarkan karyawan dan keluarga. Dengan adanya jaminan kesehatan diharapkan karyawan dapat tenang dalam bekerja sehingga meningkatkan produktivitasnya.

Di tahun 2016 PT Angkasa Pura juga mengembangkan program kerjasama dengan beberapa rumah sakit guna kemudahan untuk karyawan dalam berobat.

REMUNERASI KARYAWAN

Dalam rangka mencapai visi dan misi sebagai pengelola bandar udara kelas dunia, dibutuhkan Sumber Daya Manusia (SDM) yang berkinerja tinggi sehingga diperlukan sistem remunerasi yang bertujuan:

- Dapat memotivasi karyawan untuk menampilkan kinerja terbaiknya;
- Mendapatkan dan mempertahankan talenta terbaik.

PT Angkasa Pura II (Persero) menerapkan standar penggajian yang kompetitif sesuai kemampuan keuangan Perusahaan. Sistem remunerasi karyawan yang telah dilakukan Angkasa Pura II pada tahun 2016 adalah dengan melakukan penyesuaian gaji pokok karyawan yang dilakukan dengan model peningkatan umum (*general increase*) kemudian dikaitkan dengan inflasi & peningkatan prestasi (*merit increase*) kinerja karyawan. Sistem penghasilan yang berlaku di Perusahaan mempertimbangkan unsur *compliance* dengan menyesuaikan undang-undang ketenagakerjaan.

through DPLK BNI, Pension Benefit (THT) currently managed by PT Jiwasraya and PT Bumiputera, End-of-term Tasks and Pension Insurance (BPJS Employment).

Health Maintenance Program

The Company provides health care insurance both outpatient and inpatient. For health insurance, the company has provisions and policies for the employees and their families, which includes spouses and two children with maximum age of 21 years and can be extended up to 25 years of age as long as they are unmarried and still take formal education. Moreover, as an obligation to comply with the Government Regulation No. 24 of 2011 Article 15 paragraph (1): the employer shall gradually register himself and his employee as a participant to BPJS health, the company has also registered the employees and the family. With such security, the employees are expected to be secure in doing its work so as to increase productivity.

In 2016, PT Angkasa Pura also developed cooperation program with several hospitals to facilitate the employees in undergoing treatment.

EMPLOYEE REMUNERATION

In order to achieve the vision and mission as a world-class airport management, high-performing Human Resource (SDM) is needed so that a remuneration system is required to achieve the following:

- Can motivate employees to show their best performance;
- Gain and retain the best talent.

PT Angkasa Pura II (Persero) applies a competitive payroll standard in accordance with the Company's financial capability. Employee remuneration system that has been conducted by Angkasa Pura II in 2016 is to make adjustments to the basic salary of employees made with general improvement model (*general increase*) and then associated with inflation & merit increase of employee performance. The prevailing income system in the Company considers the compliance element by adjusting to the labor law.

Komponen Penghasilan

- a. Take Home Pay
 - Gaji Dasar Pensiun
 - Penunjang Gaji Dasar
 - Tunjangan Struktural/Fungsional atau Tunjangan Staf/Pelaksana
 - Tunjangan Hari Raya (THR)
 - Uang Makan
- b. Tunjangan dan benefit lainnya
 - Tunjangan Cuti
 - Tunjangan Kesejahteraan
 - Insentif Produksi
 - Tunjangan Mobilitas
 - Pelayanan Kesehatan/ BPJS Kesehatan
 - Manfaat Pensiun
 - Dan lain-lain

Selain itu, Perusahaan menetapkan bonus yang didasarkan pada estimasi manajemen Perusahaan dan disahkan oleh Rapat Umum Pemegang saham ("RUPS"), dibukukan sebagai beban (*expense*) tahun berjalan.

PROGRAM UNTUK KARYAWAN KARYAWAN TERBAIK

Dasar diadakannya karyawan terbaik :

Untuk meningkatkan motivasi, kreatifitas dan kualitas sumber daya manusia, Perusahaan memberikan penghargaan kepada karyawan terbaik di lingkungan Perusahaan setiap 1 tahun sekali.

Karyawan terbaik di PT AP2 terbagi atas kategori Karyawan Terbaik Wilayah & Karyawan Terbaik Tingkat Perusahaan. Terhadap para karyawan yang telah terpilih sebagai karyawan terbaik kantor pusat atau masing-masing kantor cabang serta karyawan terbaik tingkat perusahaan wajib diberikan penghargaan. Dan pemberian penghargaan diberikan sesuai dengan keputusan direksi.

PROGRAM THINK THANK

Fungsi Aviation Security merupakan garda terdepan yang bersentuhan langsung dengan para pengguna jasa. Fokus pada aspek keamanan merupakan hal yang tidak dapat ditawar, sehingga PT Angkasa Pura II (Persero) mengadakan program Think Tank untuk fungsi Aviation Security. Pendidikan dan Pelatihan ini menggunakan pendekatan *Active Learning Approach*, dimana hard dan soft skill yang disampaikan dengan bobot berimbang.

Income Components

- a. Take Home Pay
 - Basic Pension Salary
 - Basic Salary Support
 - Structural/Functional Allowances or Staff/Executives Allowances
 - Holiday allowance (THR)
 - Meal allowance
- b. Benefits and other benefits
 - Leave allowance
 - Welfare Allowance
 - Production Incentives
 - Mobility Allowance
 - Health Services/BPJS Health
 - Retirement Benefits
 - And others

In addition, the Company has determined bonuses based on the Company's management estimates and approved by the General Meeting of Shareholders ("GMS"), recorded expenses for the current year.

PROGRAM FOR EMPLOYEES THE BEST EMPLOYEE

Basis of best employee:

To improve the motivation, creativity and quality of human resources, the Company rewards the best employees in the Company's environment once every year.

The best employees in PT AP2 are divided into the category of Best Employees of the Region & Employees of the Company Level. To the employees who have been selected as the best employees of the head office or the respective branch offices as well as the company's best employees, they must be given a reward. And the reward is given according to the decision of the board of directors.

THINK THANK PROGRAM

Aviation Security function is the front guard that comes into direct contact with the service users. Focus on security aspect is not negotiable, therefore, PT Angkasa Pura II (Persero) holds Think Tank program for Aviation Security function. This Education and Training uses the Active Learning Approach approach, where hard and soft skills are delivered with balanced weights.

Program ini diadakan sebagai apresiasi kepada karyawan fungsi Airport Security yang memiliki hasil KPI dengan kategori baik. Adapun training yang diberikan meliputi :

1. **Service Culture**, diharapkan peserta memiliki budaya yang mendukung pelayanan konsumen melalui kebijakan, prosedur, sistem penghargaan, dan tindakan. Pelayanan budaya tersebut dapat diimplementasikan melalui komunikasi karyawan, kebijakan perusahaan, dan tindakan masing-masing orang;
2. **Sasaran Strategis Fungsi Operasi Bandar Udara**, diharapkan peserta memiliki pandangan dan kecakapan, keserasian / perpaduan ilmu, keterampilan dan keahlian dalam menunjang terselenggaranya suatu system penerbangan yang aman, sehat dan terkendali. Paling utama, peserta mengetahui sasaran dan rencana jangka panjang strategis Fungsi Operasi Bandara;
3. **Sasaran Strategis Aviation Security, diharapkan peserta** memahami fungsi aviation security serta sasaran strategis dalam jangka panjang.
4. **Outbound Team**, Fokus pada pelatihan membangun tim yang efektif dalam mengembangkan dan mengasah keterampilan, memotivasi orang lain, menetapkan tujuan, mengambil resiko dan berkomunikasi dalam suatu kelompok. Tim Think Tank yang telah dilakukan pelatihan ini diharapkan dapat menularkan atau memotivasi rekan kerjanya (Aviation Security) menjadi ke arah yang lebih baik, sehingga akan terbentuk citra perusahaan yang positif.
5. Materi Lain yang dianggap perlu dalam meningkatkan pengetahuan peserta.

Setiap peserta akan dilakukan evaluasi kepesertaannya selama mengikuti program Think Tank pada Materi Internal dan OutBound serta Materi Training of Trainers dan berdasarkan peringkat peserta akan memperoleh :

1. **PENDIDIKAN & PELATIHAN DI SINGAPORE AVIATION ACADEMY (SAA)**
Pendidikan Aviation Security Management di SAA serta refreshing ke Universal Studio bagi peserta yang memiliki peringkat 1 s.d 24.
2. **DOMESTIC BENCHMARK**
Kunjungan dan benchmark dengan fungsi Avsec di Bandara Ngurahrai – Bali bagi peserta dengan peringkat 24 sampai dengan 48.

This program is held as an appreciation to employees of the Airport Security function who have good results of KPI. The training provided includes:

1. **Service Culture**, it is expected that participants have a culture that supports customer service through policies, procedures, reward systems, and actions. Such cultural services can be implemented through employee communications, company policies, and individual actions;
2. **Strategic Objectives of Airport Operations Function**, it is expected that participants have the views and skills, harmony/ combination of knowledge, skills and expertise in supporting the implementation of a safe, healthy and controlled flight system. Most importantly, participants know the strategic long-term goals and plans of the Airport Operation Function;
3. **Strategic Objectives of Aviation Security, it is expected that participants** understand the function of aviation security as well as strategic objectives in the long term.
4. **Outbound Team**, Focused on effective team building training in developing and honing skills, motivating others, setting goals, taking risks and communicating in a group. The Think Tank team that has been doing this training is expected to pass on or motivate its coworkers (Aviation Security) into a better direction, so that it will create a positive corporate image.
5. Other Materials deemed necessary in improving the participant's knowledge.

Each membership of participant will be evaluated during the Think Tank program on Internal and Outbound Materials as well as Training of Trainers Material, and based on rating, the participants will obtain:

1. **EDUCATION & TRAINING IN SINGAPORE AVIATION ACADEMY (SAA)**
Aviation Security Management Education in SAA as well as refreshing to Universal Studio for participants who are ranked 1 s.d 24.
2. **DOMESTIC BENCHMARK**
Visit and benchmarks with Avsec function at Ngurahrai Airport - Bali for participants with rating 24 to 48.

Peserta yang mengikuti diklat Think Tank Fungsi Aviation Security diharapkan dapat memiliki pengetahuan dan wawasan fungsi Aviation Security, yang dapat menjawab dan memberikan kontribusi bagi Keamanan Penerbangan di Bandara masing-masing.

HUBUNGAN INDUSTRIAL DAN KEBEBASAN BERSERIKAT

Hubungan Industrial

Angkasa Pura II senantiasa berupaya memastikan terjalinnya hubungan yang saling menghormati dan mampu menciptakan keseimbangan antara pemenuhan hak dan pelaksanaan kewajiban, melalui komunikasi intensif dan keterlibatan dua pihak yang saling mendukung dalam mencapai target Perusahaan. Kedua pihak yang dimaksud yakni Manajemen Perusahaan dan wadah perwakilan karyawan yaitu Serikat Pekerja Angkasa Pura II (Sekarpura II). Oleh karenanya, Angkasa Pura II mendukung aktivitas Sekarpura II dan memastikan adanya komunikasi reguler antara Manajemen dan Sekarpura II.

Hubungan yang saling mendukung ini dimanifestasikan dalam bentuk butir-butir kesepakatan dan aturan sebagaimana tercantum pada Perjanjian Kerja Bersama (PKB), yang ditinjau dan diperbaharui secara berkala serta ditandatangani oleh Manajemen dan Sekarpura II.

Butir-butir kesepakatan dalam PKB merupakan hasil perundingan antara Sekarpura II dengan Manajemen. Beberapa ketentuan dalam PKB yang mengatur terjaminnya hak-hak karyawan, mencakup:

- Penghasilan sebagai imbalan atas pekerjaan yang telah dilakukan;
- Pembayaran upah kerja lembur untuk kelebihan jam kerja dari waktu kerja yang telah disetujui oleh Perusahaan;
- Cuti, dengan ketentuan cuti tersebut telah mendapat persetujuan sebelumnya dari Perusahaan;
- Jaminan kesehatan bagi karyawan dan keluarganya sesuai dengan ketentuan yang berlaku;
- Keikutsertaan dalam kegiatan organisasi karyawan yang tidak bertentangan dengan ketentuan Pemerintah dan dengan memperhatikan kelancaran operasional Perusahaan;
- Ganti rugi atas gangguan/cacat badan akibat kecelakaan kerja;
- Kesempatan mengemukakan pendapat, usul, dan saran-saran kepada atasan pada waktu melakukan tugas Perusahaan;

Participants who attend the Think Tank training and education of the Aviation Security function, it is expected that they have knowledge and insight into Aviation Security function, which can answer and contribute to Aviation Security at each Airport.

INDUSTRIAL RELATIONSHIP AND FREEDOM OF ASSOCIATION

Industrial Relations

Angkasa Pura II always strives to ensure mutually respectful relationships which is able to create a balance between the fulfillment of rights and the implementation of obligations through intensive communication and mutual involvement of two parties in achieving the Company's targets. Both parties are the Company Management and the representative of the employees of Angkasa Pura II Workers Union (Sekarpura II). Therefore, Angkasa Pura II supports Sekarpura II activities and ensures regular communication between Management and Sekarpura II.

These mutually supportive relationships are manifested in terms of points of agreement and rules as set forth in the Collective Labor Agreement (PKB), which is reviewed and updated regularly and signed by the Management and Sekarpura II.

The points of agreement in PKB are the result of negotiations between Sekarpura II and the Management. A number of provisions in CLAs that regulate the assurance of employees' rights include:

- Income as return for work that has been completed;
- Payment of overtime wages for excess of hours of working hours agreed upon by the Company;
- Leave, provided that such leave has received prior approval from the Company;
- Health insurance for employees and their families in accordance with applicable regulations;
- Participation in the activities of employee organizations that are not contradictory to the provisions of the Government and with due regard to the smooth operation of the Company;
- Compensation for any disabilities caused by an accident;
- Opportunity to express opinions, suggestions, and suggestions to his superiors during the Company's duties;

- h. Manfaat pensiun sesuai ketentuan yang berlaku;
- i. Pengajuan permohonan pemutusan hubungan kerja;
- j. Hak-haknya untuk diserahkan kepada ahli waris karyawan, dalam hal karyawan yang bersangkutan meninggal dunia pada waktu melakukan tugas Perusahaan.

PKB yang kini berlaku adalah untuk periode tahun 2016 – 2017 yang disepakati bersama dan ditandatangani pada tanggal 29 April 2016, SEKARPURA bersama-sama dengan perwakilan Manajemen akan mulai melakukan perundingan kembali sebelum habisnya masa berlaku PKB tersebut.

PT Angkasa Pura II (Persero) mendayagunakan hubungan konstruktif dengan Sekarpura II dengan menyelenggarakan pertemuan berkala guna mensosialisasikan kebijakan dan program Manajemen serta untuk penyelesaian permasalahan hubungan industrial maupun penyelesaian keluhan karyawan.

Kebebasan Berserikat

PT Angkasa Pura II (Persero) memberikan kebebasan bagi karyawannya untuk bergabung dengan Sekarpura II. Sampai saat ini, jumlah karyawan yang termasuk anggota Sekarpura II sebanyak 85% karyawan. Kebebasan berserikat bagi karyawan ini merefleksikan kepatuhan Perusahaan atas Undang-undang Nomor 13 tahun 2003 tentang Ketenagakerjaan dan ILO *Convention 87* yang menjamin kebebasan semua pekerja untuk masuk dalam organisasi pekerja yang dikelola secara profesional sebagai sarana penghubung antar pekerja dan perusahaan untuk menciptakan hubungan harmonis yang saling menguntungkan semua pihak.

KESEHATAN DAN KESELAMATAN KERJA

PT Angkasa Pura II (Persero) menyediakan fasilitas layanan kesehatan yang dikelola secara swakelola oleh unit yang membidangi yaitu Medical Service Management dan diikutsertakan ada program BPJS Kesehatan. Besarnya fasilitas kesehatan yang diterima oleh karyawan tergantung pada jabatan sesuai dengan ketentuan yang berlaku.

- h. Pension benefits in accordance with applicable regulations;
- i. Application for termination of employment;
- j. The right to be submitted to the heirs of employees, in the event that the employee concerned dies while performing the Company's duties.

The current CLA is for the period 2016 – 2017 which is mutually agreed and signed on April 29, 2016, SEKARPURA together with the management representatives will start to renegotiate before the expiration of the CLA.

PT Angkasa Pura II (Persero) utilizes a constructive relationship with Sekarpura II by organizing a regular meeting to disseminate the Management policies and programs and to solve industrial relations issues as well as employee complaints.

Freedom of Union

PT Angkasa Pura II (Persero) gives freedom for its employees to join Sekarpura II. To date, the number of employees including Sekarpura II members reaches 85% of employees. The freedom of union for these employees reflects the Company's compliance with Law No. 13 of 2003 on Employment and ILO *Convention 87* which guarantees the freedom of all workers to enter into professionally managed workers organizations as a means of liaising between workers and companies to create harmonious relationships that are mutually beneficial for all parties.

OCCUPATIONAL HEALTH AND SAFETY

PT Angkasa Pura II (Persero) provides health care facilities managed independently by a unit in charge of Medical Service Management where its employees are included in BPJS Health program. The amount of health facility received by the employees depends on the position in accordance with the applicable regulations.



Untuk mengakomodir peningkatan pelayanan dan citra positif perusahaan maka Peran Teknologi Informasi sangat dibutuhkan sebagai alat pendukung pengambilan keputusan yang efektif, efisien, dan optimal

To accommodate the improvement of services and positive image of the company, then the Role of Information Technology is highly needed as an effective, efficient, and optimum tool

Unit Teknologi Informasi

Information Technology Unit

Dalam mendukung visi perusahaan untuk menjadi **"The Best Smart Connected Airport Operator in the Region"**, maka unit Information Technology (HIT) menyediakan layanan IT yang *fully support* dan *integrated* untuk menuju *Smart Connected Airport*. Pemanfaatan teknologi terkini dengan koneksi kecepatan tinggi dalam seluruh ekosistem, memberikan kemudahan kepada penumpang/calon penumpang dalam mengakses segala hal yang terkait dengan bandara, misalnya pemesanan tiket, *check-in*, *airport information*, akses terhadap semua fasilitas bandara (*food & beverage*, parkir, moda transportasi, dll). Hal ini juga dilakukan sebagai upaya perusahaan dalam meningkatkan mutu pelayanan bagi para pengguna jasa bandar udara serta komunitas pendukungnya.

Untuk mengakomodir peningkatan pelayanan dan citra positif perusahaan maka Peran Teknologi Informasi sangat dibutuhkan sebagai alat pendukung pengambilan keputusan yang efektif, efisien, dan optimal. Untuk itu PT Angkasa Pura II (Persero) senantiasa berkomitmen untuk melaksanakan implementasi Tata Kelola Teknologi Informasi sesuai dengan prinsip-prinsip GCG.

Profil Vice President of Information Technology

Vice President of Information Technology PT Angkasa Pura II (Persero) adalah bapak Didi Kristianto yang merupakan Warga Negara Indonesia dengan usia 46 tahun. Menyelesaikan pendidikan S1 pada Fakultas Manajemen Universitas As-Syafi-iyah, Jakarta. Memiliki pengalaman menduduki jabatan penting antara lain: Head Of Information Technology (2011), Kepala Biro Teknologi Informasi Dan Komunikasi (2012), Sekretaris It Steering Committee (2014) dan menjabat sebagai Vice President Of Information Technology tahun 2015 sampai dengan saat ini.

Tugas Pokok Vice President of Information Technology

Merencanakan, mengarahkan, memonitor, membina, dan mengevaluasi kegiatan :

- Analisis dan desain teknologi informasi;
- Pembuatan dan pengembangan aplikasi;
- Pembangunan infrastruktur dan jaringan teknologi informasi

In support of the Company's vision to be "The Best Smart Connected Airport", the Information Technology (HIT) unit provides fully supported and integrated IT services to the Smart Connected Airport. By utilizing the latest technology with high speed connections in the entire ecosystem, providing convenience to passengers/ potential passengers in accessing everything associated with the airport, such as booking tickets, checking in, airport information, access to all airport facilities (food & beverage, parking, modes of transport, etc.). It is also conducted as an effort of the company in improving service quality for airport service user and its supporting community.

To accommodate the improvement of services and positive image of the company, then the Role of Information Technology is highly needed as an effective, efficient, and optimum tool. Therefore, PT Angkasa Pura II (Persero) is always committed to implementing the Information Technology Governance in accordance with GCG principles.

Profile of Vice President of Information Technology

Vice President of Information Technology of PT Angkasa Pura II (Persero) is Mr. Didi Kristianto, Indonesian citizen, 46 years old. Obtained his Bachelor's Degree from the Faculty of Management of the University of As-Syafi-iyah, Jakarta. Has experiences in important positions among others: Head of Information Technology (2011), Head of Information and Communications Technology Bureau (2012), Secretary to IT Steering Committee (2014) and served as the Vice President of Information Technology in 2015 until today.

Main Duties of Vice President of Information Technology

Plan, direct, monitor, develop, and evaluate activities:

- Analysis and design of information technology;
- The making and development of application;
- Development of infrastructure and network of Information technology

IT GOVERNANCE

Kebijakan Tata Kelola TI

PT Angkasa Pura II (Persero) telah berkomitmen untuk melaksanakan implementasi Tata Kelola Teknologi Informasi (TI) sesuai dengan prinsip-prinsip GCG. Implementasi Tata Kelola TI telah dimulai sejak tahun 2010 melalui Peraturan Perusahaan nomor 21.

Pada perkembangannya dalam rangka menjaga kepatuhan terhadap peraturan dan perundang-undangan pemerintah yang berlaku, Peraturan Tata Kelola TI tersebut telah direvisi menjadi Peraturan Perusahaan nomor KEP.11.02/12/2014 pada tanggal 19 Desember 2014. Adapun peraturan yang dijadikan acuan dalam penyusunannya antara lain :

1. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-02/MBU/2013 tentang Panduan Penyusunan Penge-lolaan Teknologi Informasi Badan Usaha Milik Negara.
2. Surat Edaran Menteri Kominfo Nomor 05/SE/M. KOMINFO/07/2011 tentang Panduan Penerapan Tata Kelola Keamanan Informasi Bagi Penyelenggara Pelayanan Publik

Kebijakan Tata Kelola TI berlaku bagi seluruh karyawan yang bekerja baik di unit kantor pusat maupun kantor cabang, maupun pihak lain yang berkepentingan terhadap Sistem Teknologi Informasi Perusahaan.

Ruang Lingkup Kebijakan yang diatur didalam Peraturan Tata Kelola TI terbagi menjadi Kebijakan Strategis dan Kebijakan Operasional sesuai dengan tujuannya masing-masing.

Ruang lingkup Tata Kelola TI mengatur Kebijakan Strategis dan Kebijakan Operasional TI perusahaan dengan pembagian, sebagai berikut:

IT GOVERNANCE

IT Governance Policy

PT Angkasa Pura II (Persero) has committed to implementing Information Technology Governance (IT) in accordance with GCG principles. Implementation of IT Governance has been started since 2010 through Company Regulation number 21.

In its development, in order to maintain compliance with prevailing government regulations and legislation, the IT Governance Regulation has been revised to Company Regulation number KEP.11.02/ 12/2014 on December 19, 2014. The regulation that is used as guidelines in the preparation includes:

1. Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/2013 concerning Guidelines for the Preparation of Information Technology Management of State-Owned Enterprises.
2. Circular Letter of the Minister of Communication and Information Technology Number 05/SE/M. KOMINFO/07/2011 on Guidelines for Implementing Information Security Governance for Public Service Providers

The IT Governance Policy applies to all employees who work in both the head office and the branch office, as well as other interested parties on the Company's Information Technology System.

The scope of the Policy set out in the IT Governance Rules is divided into the Strategic Policy and Operational Policy in accordance with their respective objectives.

The scope of IT Governance sets out the Company's IT Strategic and Operational Policy with distribution as follows:



Master Plan IT

Master Plan TI merupakan salah kunci sukses bagi sebuah perusahaan, karena didalamnya akan memuat perencanaan implementasi teknologi informasi, alat kontrol implementasi TI serta parameter untuk mengevaluasi implementasi TI.

Perusahaan telah memiliki Master Plan TI yang tertuang di dalam Peraturan Perusahaan Nomor 35 tahun 2012 tentang Rencana Induk Teknologi Informasi (IT Master Plan) yang berlaku sampai dengan tahun 2015.

Saat ini sedang dilakukan penyusunan Dokumen Master Plan TI untuk periode 2017-2021 yang berdasarkan Rencana Jangka Panjang Perusahaan periode 2016-2020 dan diharapkan selesai di bulan Mei 2017.

Dalam rangka menjalankan Tata Kelola TI Perusahaan yang baik, maka proses akuisisi, backup, restore serta pemusnahan Sumber Daya Data/Informasi harus dikelola dengan optimal. Selain itu Segregation of Duty dari masing pihak-pihak terkait juga harus didefinisikan dengan jelas agar tingkat kerahasiaan (*confidentiality*), integritas (*integrity*), dan ketersediaan data (*availability*) tetap terjaga dengan baik, sehingga pemanfaatan Teknologi Informasi dalam mengelola data/informasi sebagai salah satu aset perusahaan yang berharga, dapat berjalan dengan optimal.

Master Plan IT

The IT Master Plan is one of the keys to success for a company, as it will include information technology implementation planning, IT implementation control tools and parameters to evaluate IT implementation.

The Company has already had IT Master Plan as set forth in the Company Regulation No. 35 of 2012 regarding the Master Plan of Information Technology (IT Master Plan) which is valid until 2015.

Currently, the preparation of IT Master Plan Document for the period of 2017-2021 based on the Company's Long Term Plan for the period 2016-2020 is being developed and is expected to be completed in May 2017.

In order to run a good Corporate IT Governance, the process of acquisition, backup, restore and destruction of Data/Information Resources must be optimally managed. In addition, the Segregation of Duty of each related parties must also be clearly defined so that the level of confidentiality (*integrity*), and availability of data is maintained properly. This is so that the utilization of Information Technology in managing data/information as one of the valuable company asset can run optimally.

Pada tahun 2016, disusunlah Standard Operating Procedure (SOP) Pengelolaan Sumber Daya Data Digital di Lingkungan PT Angkasa Pura II (Persero) yang telah ditetapkan menjadi Peraturan Direksi nomor PD.11.02/09/2016/0046 tanggal 05 September 2016, terdiri dari :

- Kebijakan Umum yang berlaku bagi para pihak;
- Tanggung Jawab dari Pemilik Data dan Pengelola Pusat Data;
- Standar dan Prosedur yang mencakup proses Akuisisi Data, Backup Data, Restore Data, dan Pemusnahan Data.



In 2016, a Standard Operating Procedure (SOP) for Digital Data Resource Management was established in the environment of PT Angkasa Pura II (Persero) that has been determined to become the Board of Directors Regulation number PD.11.02/09/2016/0046 dated September 05, 2016, consisting of:

- General policies that apply to the parties;
- Responsibilities of Data Owner and Data Center Manager;
- Standards and Procedures that include the process of Data Acquisition, Data Backup, Data Restore, and Data Destruction

Sosialisasi SOP ini telah dilaksanakan pada tanggal 21 dan 22 Desember 2016 kepada karyawan Kantor Pusat maupun Kantor Cabang, serta Anak Perusahaan yaitu PT Angkasa Pura Solusi / Dissemination of SOP has been conducted on December 21 and 22, 2016 to the employees of Head Office and Branch Office, as well as Subsidiary, namely PT Angkasa Pura Solusi.

Maturity Level TI 2016

Penerapan yang tepat pada tata kelola TI di suatu lingkungan Perusahaan, tergantung pada pencapaian tiga aspek *maturity* (kemampuan, jangkauan dan kontrol). Peningkatan *maturity* akan mengurangi resiko dan meningkatkan efisiensi, mendorong berkurangnya kesalahan dan meningkatkan kuantitas proses yang dapat diperkirakan kualitasnya dan mendorong efisiensi biaya terkait dengan penggunaan sumber daya TI.

Pengukuran *Maturity Level* dari Tata Kelola TI merupakan amanat dari Peraturan Menteri BUMN nomor Per-02/MBU/2013 tahun 2013 tentang Panduan Penyusunan Pengelolaan Teknologi Informasi BUMN, dimana didalamnya dinyatakan bahwa Target *maturity level* dari Tata Kelola TI BUMN dalam 5 tahun kedepan adalah minimal *maturity level* 3. Framework yang digunakan untuk mengukur maturity level adalah COBIT 4.1.

Maturity Level tahun 2016 tetap mengadopsi hasil di pengukuran yang telah dilakukan di tahun 2015 yaitu tetap di level 3.26.

IT Maturity Level in 2016

Proper application of IT governance in the Company's environment depends on achieving three aspects of maturity (capability, reach, and control). Increased maturity will reduce risk and improve efficiency, cause less errors, and improve the quantity of process whose quality is predictable, and drive cost efficiency related to IT resource use.

Measurement of Maturity Level of IT Governance is a mandate from the Minister of SOE Regulation number PER-02/MBU/2013 on Guidelines on Information Technology Management Preparation of SOEs, which is stated that the maturity level target of SOE IT Governance within the next 5 years shall be minimally reach maturity Level 3. Framework used to measure the maturity level is COBIT 4.1.

The maturity Level in 2016 still adopted results in measurements that have been conducted in 2015 that remained at a level of 3.26.

MATURITY LEVEL
0 - Non Existed
1 - Initialized
2 - Managed
3 - Defined
4 - Quantitatively Managed
5 - Optimizing

Target

KPI Korporat 2016 **3**

BUMN hingga tahun 2018 **3**

REALISASI

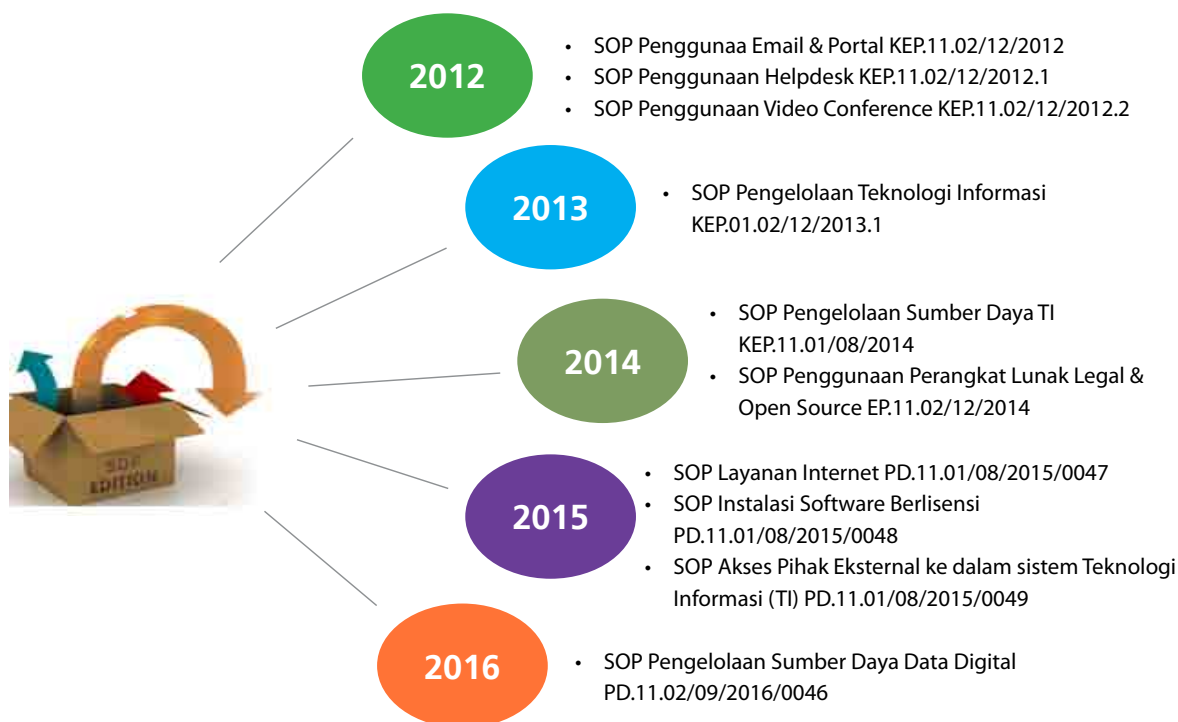
PT Angkasa Pura II (Persero) telah mencapai target skor maturity level yaitu **3,26** melalui pengukuran terhadap 34 proses didalam COBIT yang dilakukan oleh PT. LAPI DIVUSI sebagai Asesor bersertifikasi CISA pada tahun 2015

Standard an Prosedur TI

Didalam pengelolaan TI, perusahaan telah memiliki 6 (enam) *Standard Operating Procedure* (SOP) sejak 2012 sampai dengan 2015. Dan di tahun 2016 unit TI menyusun 1 (satu) SOP.

IT Standard and Procedure

In managing IT, the company has had 6 (six) Standard Operating Procedures (SOP) from 2012 up to 2015. In 2016, IT unit has developed 1 (one) SOP.



Pada tahun 2013 telah diterbitkan SOP Pengelolaan Teknologi Informasi di Lingkungan Angkasa Pura II (Persero), melalui KEP.01.02/12/2013.1 yang didalamnya dinyatakan menggugurkan dan memperbaharui beberapa SOP yang sebelumnya telah diterbitkan. SOP yang digugurkan dan diperbaharui antara lain :

- KEP.11.02/12/2012 tentang SOP Penggunaan Email & Portal di Lingkungan Angkasa Pura II (Persero);
- KEP.11.02/12/2012.1 tentang SOP Penggunaan Helpdesk di Lingkungan Angkasa Pura II (Persero);
- KEP.11.02/12/2012.2 tentang SOP Penggunaan Video Conference di Lingkungan PT Angkasa Pura II (Persero).

In 2013, SOP on Information Technology Management in the Environment of Angkasa Pura II (Persero) was issued through KEP.01.02/12/2013.1, which revoked and renewed several SOPs that have been previously issued. Among the SOPs that were revoked and renewed are:

- KEP.11.02/12/2012 on SOP of Email & Portal Usage in Angkasa Pura II (Persero) Environment;
- KEP.11.02/12/2012.1 concerning SOP of the Use of Helpdesk in Angkasa Pura II (Persero) Environment;
- KEP.11.02/12/2012.2 on SOP of Video Conference Usage in PT Angkasa Pura II (Persero) Environment.

Sertifikasi Kompetensi Melalui BNSP & Diklat Lainnya

Certification of Competency through BNSP & Other Trainings and Education



Sesuai dengan Peraturan Direksi nomor KEP.11.02/12/2014 tentang Kebijakan Tata Kelola TI di lingkungan PT Angkasa Pura II (Persero) BAB 2 item E poin 1d disebutkan bahwa personil TI harus memiliki kompetensi (*hard/soft competency*) atau sertifikasi dalam menjalankan tugas dan fungsinya.

In accordance with the Regulation of the Board of Directors number KEP.11.02/12/2014 on IT Governance Policy within PT Angkasa Pura II (Persero) CHAPTER 2 item E points 1d, it is stated that IT personnel must have hard/soft competency or certification in carrying out their duties and functions.

Sertifikasi profesi merupakan upaya untuk memberikan pengakuan atas kompetensi yang dikuasai sesuai dengan Standard Kompetensi Kerja Nasional Indonesia (SKKNI), standar internasional atau standar khusus. Suatu badan independen yang bertanggung jawab kepada Presiden yang me-miliki kewenangan sebagai otoritas sertifikasi personil dan bertugas melaksanakan sertifikasi kompetensi profesi bagi tenaga kerja adalah Badan Nasional Sertifikasi Profesi (BNSP).

Professional certification is an effort to provide recognition of the competence that is mastered in accordance with Indonesian National Work Competence Standard (SKKNI), international standards or special standards. An independent body responsible to the President who has the authority as a personnel certification authority and is in charge of performing certification of professional competence for the workforce is the National Agency for Professional Certification (BNSP).

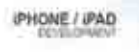
Pada bulan November 2016, personil IT Kantor Pusat dan IT Kantor Cabang telah melaksanakan uji kompetensi atau sertifikasi TI dengan menggunakan standar nasional sertifikasi TI yang dikeluarkan oleh Lembaga Sertifikasi Profesi Teknologi Informasi dan Telekomunikasi Indonesia (LSP TIK) melalui beberapa metode uji oleh assessor yang telah memiliki lisensi dari Badan Nasional Sertifikasi Profesi (BNSP).

In November 2016, IT Personnel of Head Office and Branch Offices have conducted competency or IT certification tests using national IT certification standards issued by the Indonesian Information Technology and Telecommunication Professional Certification Institute (LSP ICT) through several test methods by assessors who already have License from the National Agency for Profession Certification (BNSP).

Sertifikasi TI tersebut dibagi menjadi dua klaster, yaitu Networking dan Programming dengan total 15 peserta dan dibagi ke dalam 2 gelombang.

The IT certification is divided into two clusters, namely Networking and Programming, with the total of 15 participants and divided into 2 phases.

	Diklat / Education and Training	Tanggal / Date	Nama / Name	Lokasi Kerja / Work Location
	Seminar CyberArk Lunch & Learn Fortifying Your Cybersecurity Stronghold (Jakarta)	23 Mar 2016	Addy Putranto	KP
			Ian Sofian	KP
			Aristama Ramadhani	KP

	Diklat / Education and Training	Tanggal / Date	Nama / Name	Lokasi Kerja / Work Location
	Training Mastering COBIT 5 Fundamental: A Practical Approach (Jakarta)	1 s.d 03 Agst 2016	Suharyana	KP
	iOS iPhone & iPad Application Development (Jakarta)	22 s.d 26 Agst 2016	Adrianes	KP
			Eko Nugroho P.	KP
	Training Big Data & Hadoop Training Course (Jakarta)	29 s.d 31 Agst 2016	Ade Kusumasetya	KP
	Training Android Development & Programming (Jakarta)	5 s.d 9 Sep 2016	Mochamad Nur Taufiq	KP
			Deta Pratama Agung Efratha	KP
	Training Official Zimbra (Jakarta)	6 s.d 8 Sep 2016	Idris	KP
			Rifki Arif Darmawan	KP
	Training Certified Ethical Hackers (CEH) (Jakarta)	19 s.d 23 Sep 2016	Abert Tandilitin	KP
	Workshop IT Strategic Planning (Bogor)	4 s.d 6 Okt 2016	Ermy Indri Angesti	KP
			Lis Noorchayati	KP
			Rosela Nurma Yunita	KP
	Red Hat Enterprise Linux System Administration III Training (Jakarta)	10 s.d 13 Okt 2016	Harno Pratomo	KP
	Diklat IT Sertifikasi BNSP Networking (Tangerang)	15 s.d 18 Nov 2016	Idham Iriansyah	HLP
			Anhar Aktari Simatupang	CGK
			Kristiawan	CGK
			Emir Munanzar	KNO
			Yonni Aris	CGK
			Alexander Febriano	CGK
			Aric Aljazuly	PNK
	Diklat IT Sertifikasi BNSP Networking (Tangerang)	22 s.d 25 Nov 2016	Deta Pratama Agung Efratha	KP
			Eko Nugroho Prasetyo	KP
			Mochamad Nur Taufiq	KP
			Hilmantriadi Hendrawan	KP
			Fayadlinulloh	KP
			Abdurrahman Wahid	ERP - KP
			Eka Yulianis S	HLP
			Arif Syaifulloh	CGK
	Training Wmware, Vspher; Instal, Configure, Manager (Jakarta)	28 s.d 02 Des 2016	Ian Sofian	KP
	Tableau Advanced Training (Australia)	5 s.d 6 Des 2016	Erwan Ramdhani S	KP
			Ficky Vernandes Isman	KP

Pembangunan dan Pengembangan Aplikasi dan Infrastruktur Teknologi Informasi

Dalam rangka mendukung visi dan misi perusahaan, unit IT melakukan berbagai program pekerjaan di tahun 2016, berupa pembangunan dan pengembangan baik pada sisi aplikasi dan infrastruktur yang disesuaikan dengan teknologi yang semakin berkembang dengan tetap menjaga efisiensi dan efektifitas penggunaan *software* dan *hardware*.

Development and Application Development and Information Technology Infrastructure

In order to support the company's vision and mission, the IT unit performs various work programs in 2016, in the form of building and development on both the application and infrastructure sides adapted to the growing technology while maintaining the efficiency and effectiveness of the use of software and hardware.

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
IT INFRASTRUCTURE AND NETWORKING					
1	Pengadaan Handkey II Untuk Kantor Pusat Dan Kantor Cabang / Procurement of Handkey II for Head and Branch Offices	Pemenuhan backup perangkat Handkey untuk Kantor Pusat dan seluruh Kantor Cabang PT Angkasa Pura II (Persero) / Fulfillment of backup of Handkey device for Head Office and all Branch Offices of PT Angkasa Pura II (Persero)	Februari 2016 / February 2016	100%	- PJJ. 11.02/00.02/12/2015/0016 - Proses Selesai / Completed
2	Deployment Active Directory Kantor Cabang PT Angkasa Pura II / Deployment Active Directory of Branch Office of PT Angkasa Pura II	Implementasi Single Sign On menggunakan Active Directory / Implementation of Single Sign On using Active Directory	Juni 2016 / June 2016	100%	- PJJ.11.01/00.02/04/2016/0025 - Proses Selesai / Completed
3	Pengadaan Storage dan Controller / Procurement of Storage and Controller	Pemenuhan failover media penyimpanan data backoffice untuk server Blade Kantor Pusat / Fulfillment of failover of backoffice data storage media for Head Office	Oktober 2016 / October 2016	100%	- PJJ.11.02/00.02/2016/0041 - Proses Selesai / Completed
4	Pengadaan Scanner Sistem Informasi Dinamis / Procurement of Dynamic Information System Scanner	Pemenuhan scanner untuk mendukung pendigitalisasian dokumen / Fulfillment of scanner to support document digitalization	Oktober 2016 / October 2016	100%	- PJJ.04.04/00.02/06/2016/0027 - Proses Selesai / Completed
5	Pengadaan Perangkat Fortiweb dan Fortiddos Untuk Perangkat Fortinet / Procurement of Fortiddos and Fortiweb Devices for Fortinet Device	Pengadaan perangkat advance security for application sebagai upaya optimalisasi keamanan informasi terhadap akses aplikasi internal perusahaan yang sebagian besar adalah berbasis WEB juga dilengkapi dengan module sekuriti Anti DDoS baik untuk jaringan maupun aplikasi. / Procurement of advance security for application device as an effort of information security optimization to the Company's internal application access of which the majority is web-based and also equipped with Anti DDoS security module, both for network and application.	November 2016 / November 2016	100%	- PJJ.11.01/00.02/06/2016/0023 - Proses Selesai / Completed
6	Pengadaan Perangkat IT / Procurement of IT Devices	Pemenuhan kebutuhan pengolah gambar 3D dalam Workshop Perencanaan / Fulfillment of the requirement of 3D image manager in Planning Workshop	November 2016 / November 2016	100%	- PJJ.11.01/00.02/04/2016/0021 - Proses Selesai / Completed
7	Pengadaan dan Pemasangan Perangkat Wireless Access Point Gedung 600 Kantor Pusat / Procurement and Installment of Wireless Access Point Device in Building 600 of Head Office	Pemenuhan kebutuhan karyawan terhadap akses data internal dan internet melalui jaringan wireless / Fulfillment of employees' need for access to internal data and internet via wireless network	Desember 2016 / December 2016	100%	- PJJ.11.01/00.02/10/2016/0033 - Proses Selesai / Completed
8	Pengadaan Renewal Warranty Storage Server di Kantor Pusat PT Angkasa Pura II / Procurement of Renewal Warranty Storage Server in Head Office of PT Angkasa Pura II	Mendapatkan dukungan dari Dell Support Assist / Received support from Dell Support Assist	Desember 2016 / December 2016	100%	- SPK.11.02/00/12/2016/074 - Proses Selesai / Completed

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
IT SYSTEM AND APPLICATIONS					
FINANCE APPLICATIONS					
1	Pengembangan Aplikasi T-QeR (Tax QR-Code e-Faktur Reader) V.1.1.0 / Development of T-QeR (Tax QR-Code e-Invoice Reader) Application V.1.1.0	Aplikasi ini akan digunakan untuk membaca QR Code yang ada didalam e-faktur, dan melakukan validasi terhadap e-faktur tersebut serta menghasilkan beberapa report guna kebutuhan unit Tax Management / This application will be used to read QR Code on e-invoice, and validate the e-invoice, as well as make report for Tax Management unit	Februari 2016 / February 2016	100%	- Penambahan modul Laporan / Addition of module of report - Penambahan fungsi export to Excell / Addition of export function to Excell - Selesai Januari 2016 / Completed in January 2016
2	Pengembangan Aplikasi Tax QR-Code E-faktur Reader (T-QER) V.2.0.0 / Development of Tax QR-Code E-invoice Reader (T-QER) Application V.2.0.0	Aplikasi ini akan digunakan untuk membaca QR Code yang ada didalam e-faktur, dan melakukan validasi terhadap e-faktur tersebut serta menghasilkan beberapa report guna kebutuhan unit Tax Management / This application will be used to read QR Code on e-invoice, validate the e-invoice, and make report for Tax Management unit	Februari 2016 / February 2016	100%	- Aplikasi T-QER V.1.1.0 di upgrade menjadi V.2.0.0 untuk perbaikan flow dan input data aplikasi T-QER / T-QER V.1.1.0 was upgraded to V.2.0.0 for improvement of flow and data input of T-QER application - Telah dilakukan UAT Aplikasi T-QER V.2.0.0 pada tanggal 8 Februari 2016 / UAT on T-QER Application V.2.0.0 has been performed on February 8, 2016 - Sosialisai dan Implementasi Aplikasi T-QER untuk KCU Bandara Soekarno – Hatta pada tanggal 15 Februari 2016 / Dissemination and implementation of T-QER Application for Soekarno – Hatta Airport Branch Office on February 15, 2016.
3	Implementasi Aplikasi Tax QR-Code E-faktur Reader (T-QER) V.2.0.0 (HLP & BDO) / Implementation of Tax QR-Code E-invoice Reader (T-QER) Application V.2.0.0 (HLP & BDO)	Aplikasi ini akan digunakan untuk membaca QR Code yang ada didalam e-faktur, dan melakukan validasi terhadap e-faktur tersebut serta menghasilkan beberapa report guna kebutuhan unit Tax Management / This application will be used to read QR Code on e-invoice, validate the e-invoice, and make report for Tax Management unit	Maret 2016 / March 2016	100%	- Sosialisai dan Implementasi Aplikasi T-QER untuk KC Halim Perdanakusuma pada tanggal 23 Maret 2016 / Dissemination and implementation of T-QER Application for Halim Perdanakusuma Branch Office on March 23, 2016 - Sosialisai dan Implementasi Aplikasi T-QER untuk KC Husein Sastranegara pada tanggal 31 Maret 2016 / Dissemination and implementation of T-QER Application for Husein Sastranegara Branch Office on March 31, 2016

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
4	Counterpart SAP Modul Material Management (MM) / Counterpart of Management Material Module SAP	Melakukan pendampingan terhadap Implementor SAP Modul Material Management (MM) / Mentor the implementer of Management Material (MM) Module SAP	Desember 2016 / December 2016	100%	Pada Februari 2016 dilakukan kegiatan: / Activity in February 2016: - Integrasi SAP Modul MM dengan Aplikasi VMS dan e-Catalog / Integration of MM Module SAP with e-Catalog and VMS Application - Pada Maret 2016 dilakukan kegiatan: / Activities in March 2016 - SIT SAP Modul MM dengan Aplikasi e-Catalog pada tanggal 2 Maret 2016 / MM Module SAP SIT with e-Catalog Application on March 2, 2016 - SIT SAP Modul MM dengan Aplikasi VMS pada tanggal 3 Maret 2016 / MM Module SAP SIT with VMS Application on March 3, 2016 - UAT SAP Modul MM pada tanggal 7 - 11 Maret 2016 / MM Module SAP UAT on March 7-11, 2016 - SIT SAP Modul MM dengan Aplikasi e-Tendering pada tanggal 29 Maret 2016 / MM Module SAP SIT with e-Tendering Application on March 29, 2016 Pada Mei 2016 dilakukan: / Activity in May 2016 - Proses migrasi data aplikasi SIMLOG ke SAP Modul MM dengan menon-aktifkan seluruh user login agar tidak terjadi transaksi pada aplikasi simlog / SIMLOG application data migration to MM Module SAP by deactivating all user login so that there are no transactions on simlog application Pada September 2016 dilakukan: / Activities on September 2016: - Pembuatan Report ZMMR_STOCK_RESERV untuk laporan stok reservasi / Preparation of ZMMR_STOCK_RESERV Report for reservation stock report - Pembuatan Report ZMMR_INV untuk Laporan Persediaan / Preparation of ZMMR_STOCK_RESERV Report for Stock Report - Pembuatan Report ZMMR_SALDO_HARIAN untuk Laporan Saldo Harian / Preparation of ZMMR_SALDO_HARIAN Report for Daily Balance Report - Modifikasi Form Surat Perintah Kerja (SPK) / Modification of Form of Work Order
5	Pembangunan Aplikasi Payment Information Display V.1.0 / Development of Payment Information Display V.1.0 Application	Aplikasi yang memberikan informasi mengenai status pembayaran yang diproses pada unit keuangan / Application which provides information on payment status processed in financial unit	Desember 2016 / December 2016	100%	- Telah dilakukan User Acceptance Test (UAT) pada tanggal 11 Agustus 2016 / User Acceptance Test (UAT) has been performed on August 11, 2016 - Sosialisasi aplikasi PID v.1.0 pada tanggal 31 Agustus 2016 / Dissemination of PID v.1.0 application on August 31, 2016

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
6	Pembangunan Aplikasi Guarantee Bank Monitoring (GBM) V.1.0 / Development of Guarantee Bank Monitoring (GBM) Application V.1.	Aplikasi Monitoring Data Bank Garansi, digunakan unit Financial Administration dalam me-manage dokumen bank garansi dari vendor AP II, sentralisasi data bank garansi, & mempercepat proses penjaminan bank garansi / Guarantee Bank Monitoring Application is used by Financial Administration unit to manage guarantee bank document from vendor of AP II, centralize guarantee bank data & accelerate the guarantee process of guarantee bank	Desember 2016 / December 2016	100%	- Telah dilakukan User Acceptance Test (UAT) pada tanggal 26 Oktober 2016 / User Acceptance Test (UAT) has been performed on October 26, 2016
7	Pembangunan Aplikasi Budget Controlling System (BCS) V.1.0 / Development of Budget Controlling System (BCS) Application V.1.0	Aplikasi Budget Controlling System (BCS), digunakan unit Budgeting untuk mengetahui informasi tentang penggunaan anggaran, memonitoring pengajuan anggaran dan daya serap anggaran, serta mempercepat proses persetujuan Nota Konfirmasi Anggaran (NKA). / Budget Controlling System (BCS) application is used by Budgeting unit to learn the information on the use of budget, monitor the budget proposal and budget absorption, and accelerate the approval of Budget Confirmation Note	Desember 2016 / December 2016	100%	- Penambahan modul input transaksi anggaran / Addition of input module of budget transactions - Penambahan fitur display monitoring anggaran / Addition of budget monitoring display feature - Penambahan menu transaction summary budget / Addition of transaction summary budget menu - Penyempurnaan modul transaction / Improvement of transaction module - Penyempurnaan format data / Improvement of data format - Pengujian menggunakan data real / Testing using real data
8	Counterpart SAP Modul FICO / Counterpart of SAP of FICO Module	Melakukan pendampingan terhadap Implementor SAP Modul FICO / Mentoring the Implementer of FICO Module SAP	Desember 2016 / December 2016	100%	Pada Oktober 2016 dilakukan kegiatan: / Activity on October 2016 - Penyempurnaan report ZFI_ESPT1107 untuk mengakomodir inputan transaksi dari modul MM / Improvement of ZFI_ESPT1107 report to accommodate the input of transaction from MM module Pada November 2016 dilakukan kegiatan: / Activities on November 2016 - Penambahan Nama Vendor pada Report ZFI_LAP_AUC / Addition of Vendor's Name on ZFI_LAP_AUC Report - Modifikasi Report ZFI_ESPT1107 / Modification of ZFI_ESPT1107 Report - Modifikasi Pada Report ZTRM_DEPO2 / Modification of ZTRM_DEPO2 Report

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
HUMAN RESOURCES APPLICATIONS					
1	Counterpart SAP Modul Human Resources (HR) Tahap II / Counterpart of SAP of Human Resources (HR) Module	Melakukan pendampingan terhadap Implementor SAP Modul Human Resources (HR) Tahap II / Mentoring the Implementer of SAP of Human Resources Module Phase II	Desember 2016 / December 2016	100%	Pada Maret 2016 dilakukan Kegiatan: / Activity in March 2016: - Integrasi SAP Modul HR dengan Aplikasi SIKAP / Integration of SAP of HR Module with SIKAP Application Pada Juni 2016 dilakukan Kegiatan: / Activities in June 2016: - Implementasi SAP Modul HR di Kantor Pusat dan di seluruh Kantor Cabang PT Angkasa Pura II (Persero) pada tanggal 6 Juni 2016 / Implementation of SAP of HR Module in Head Office and all Branch Offices of PT Angkasa Pura II (Persero) on June 6, 2016 - Menonaktifkan Aplikasi SIMPERS, SIKAP dan KPI Individu Online / Deactivated SIMPERS, SIKAP, and Online Individual KPI Applications Pada Juli 2016 dilakukan Kegiatan: / Activity in July 2016: - Cleansing data Kehadiran Karyawan / Employee Attendance data cleansing Pada Oktober 2016 dilakukan Kegiatan: / Activities in October 2016: - Pembuatan Form ZHC_MASS_ACTION3 untuk update rotasi, promosi dan pengangkatan karyawan / Preparation of ZHC_MASS_ACTION3 Form for update of mutation, promotion, and recruitment of employees - Pembuatan Form ZHC_CC_UPDATE untuk menghapus Time Event / Preparation of ZHC_CC_UPDATE Form to delete Time Event - Modifikasi program interface Time Event (penambahan field day assignment) / Modification of Time Event interface program (addition of day assignment field) Pada Desember 2016 dilakukan Kegiatan: / Activities in December 2016: - Modifikasi Report Rekat Quantitas (ZHC_REPORT_FORMASINEW) / Modification of Quantity Sticky Report (ZHC_REPORT_FORMASINEW) - Modifikasi Report Tunjangan Cuti (ZHCE_CMP_01) / Modification of Leave Allowance Report (ZHCE_CMP_01)
2	Pengembangan Aplikasi Meeting Assistant (MISI) v.2.1 / Development of Meeting Assistant (MISI) Application v.2.1	Sistem informasi yang mengelola ruang rapat dan menampilkan jadwal rapat di PT Angkasa Pura II (Persero) khususnya Kantor Pusat / Information system which manages meeting room and displays meeting schedule in PT Angkasa Pura II (Persero), particularly in Head Office	Agustus 2016 / August 2016	100%	- Telah dilakukan User Acceptance Test (UAT) terhadap penambahan fitur booking ruang rapat lebih dari 1 (satu) hari pada tanggal 11 Agustus 2016 / User Acceptance Test (UAT) has been performed on addition of meeting room booking feature more than 1 (one) day on August 11, 2016

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
3	Pengembangan Aplikasi Meeting Assistant (MISI) v.2.2 / Development of Meeting Assistant (MISI) Application v.2.2	Sistem informasi yang mengelola ruang rapat dan menampilkan jadwal rapat di PT Angkasa Pura II (Persero) khususnya Kantor Pusat / Information system which manages meeting room and displays meeting schedule in PT Angkasa Pura II (Persero), particularly in Head Office	Oktober 2016 / October 2016	100%	- Mapping Struktur Organisasi setiap Kantor Cabang / Mapping of Organizational Structure of each Branch Office - Sosialisasi Aplikasi MISI di Kantor Cabang BSH pada tanggal 3 Oktober 2016 / Dissemination of MIS Application in Branch Office of BSH on October 3, 2016 - Sosialisasi Aplikasi MISI melalui video conference untuk seluruh Kantor Cabang selain BSH / Dissemination of MISI Application via video conference for all Branch Offices other than BSH - Evaluasi dari hasil sosialisasi aplikasi MISI di Kantor Cabang BSH / Evaluation of the result of MISI application dissemination in BSH Branch Office
4	Sosialisasi, Implementasi dan Pelatihan Aplikasi Meeting Assistant (MISI) v.2.2 / Dissemination, Implementation, and Training of Meeting Assistant (MISI) Application v.2.2	Sistem informasi yang mengelola ruang rapat dan menampilkan jadwal rapat di PT Angkasa Pura II (Persero) khususnya Kantor Pusat / Information system which manages meeting room and displays meeting schedule in PT Angkasa Pura II (Persero), particularly in Head Office	November 2016 / November 2016	100%	- Telah dilakukan Sosialisasi, Implementasi dan Pelatihan Aplikasi Meeting Assistant (MISI) di Kantor Cabang DJB, PGK, TNJ dan PKU. / Dissemination, implementation, and training of Meeting Assistant (MISI) Application in DJB, PGK, TNJ, and PKU Branch Offices.
5	Pengembangan Aplikasi Meeting Assistant (MISI) v.2.3 / Development of Meeting Assistant (MISI) Application v.2.3	Sistem informasi yang mengelola ruang rapat dan menampilkan jadwal rapat di PT Angkasa Pura II (Persero) khususnya Kantor Pusat / Information system which manages meeting room and displays meeting schedule in PT Angkasa Pura II (Persero), particularly in Head Office	November 2016 / November 2016	100%	- Design Training Room Display untuk ALA (Airport Learning Academy) / Training Room Display Design for ALA (Airport Learning Academy) - Penambahan role menu meeting room untuk ALA (Airport Learning Academy) / Addition of meeting room menu for ALA
COMMERCIAL & MARKETING APPLICATIONS					
1	Implementasi sistem e-POS (electronic Point of Sales) DJB / Implementation of DJB e-POS (electronic Point of Sales) system	Sistem untuk mengelola transaksi melalui perangkat e-POS, serta menampilkan dashboard transaksi untuk kebutuhan monitoring dan pelaporan transaksi e-POS / System to manage transaction via e-POS device and display transaction dashboard for monitoring and e-POS transaction reporting	Januari 2016 / January 2016	100%	- Instalasi dan konfigurasi server e-POS / Installation and configuration of e-POS server - Instalasi dan konfigurasi software e-POS pada perangkat POS terpasang / Installation and configuration of e-POS software on the installed POS device - Training kepada user/tenant / Training for user/tenant - Training monitoring e-POS kepada Unit Komersil / Training of monitoring e-POS to Commercial Unit - Training maintenance perangkat e-POS kepada Unit Elektronika/ IT / Training of e-POS device maintenance for IT/Electronic Unit
2	Layanan Jasa Berlangganan Sistem Aplikasi OAG / OAG Application System Subscription Service	Penyediaan Layanan Jasa Berlangganan Sistem Aplikasi OAG / Provision of OAG Application System Subscription Service	Januari 2016 / January 2016	100%	Surat Perjanjian Pemborongan Nomor: / Chartering Agreement No: PJJ.11.01/00.02/01/2016/0043 Selesai dengan Nomor BAST / Completed with BAST No: BAC.11.01/00.24/01/2016/0232
3	Pengembangan Website Marketing v.1.1 / Development of Marketing Website v.1.1	Sistem Informasi yang digunakan oleh Unit Marketing untuk menginformasikan peluang usaha yang ada di PT Angkasa Pura II (Persero) / Information system used by Marketing Unit to inform the existing business opportunities in PT Angkasa Pura II (Persero)	Februari 2016 / February 2016	100%	Penyempurnaan modul CMS Web Marketing / Improvement of marketing Web CMS module

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
4	Pengembangan Aplikasi SIGO V.4.4.4 / Development of SIGO Application v.4.4.4	Sistem informasi yang mengelola produksi dan pendapatan kargo / Information system which manages production and income of cargo	Maret / March	100%	- Migrasi database user aplikasi SIGO PGK ke SIGO V.4.4.4 / Migration of PGK SIGO application user database to SIGO V.4.4.4 - Migrasi Aplikasi dan database SIGO PNK Desentralisasi ke SIGO V.4.4.4 / Migration of application and database of Decentralization PNK SIGO to SIGO V.4.4.4 - Sentralisasi Integrasi aplikasi ADS V.4.3.9 dengan SAP Modul REM menggunakan XMLIDOC / Centralization of integration of ADS V.4.3.9 application with REM Module SAP using XMLIDOC - Telah dilakukan Site Integration Test (SIT) aplikasi SIGO V.4.4.4 dengan SAP Modul Real Estate Management (REM) dilakukan pada tanggal 28 Maret 2016 / Site Integration Test (SIT) has been performed on SIGO application V.4.4.4 with Real Estate Management (REM) SAP Module on March 28, 2016 - Perubahan tarif SIGO Cabang SSK II Pekanbaru pada bulan April 2016 / Change in SIGO tariff in SSK II Branch, Pekanbaru in April 2016
5	Pembangunan Aplikasi Seleksi Mitra Untuk T3 Ultimate V.1.0.0 / Development of Partner Selection for T3 Ultimate Application V.1.0.0	Aplikasi yang digunakan untuk menyeleksi mitra Terminal 3 Ultimate / Application which is used to select partner of Terminal 3 Ultimate	Maret / March	100%	- Pembuatan modul registrasi calon mitra Terminal 3 Ultimate / Preparation of module of registration of Terminal 3 Ultimate partner candidate - Selesai / Completed
6	Pengembangan Aplikasi Tenant Selection v.2.0 / Development of Tenant Selection Application v.2.0	Aplikasi yang digunakan untuk menyeleksi mitra Terminal 3 Ultimate / Application which is used to select partners of Terminal 3 Ultimate	April / April	100%	- Aplikasi Seleksi Mitra untuk T3 Ultimate berubah nama menjadi Aplikasi Tenant Selection, karena aplikasi tersebut kedepannya akan digunakan di seluruh kantor cabang Angkasa Pura II (Persero) / Partner Selection for T3 Ultimate Application was changed to Tenant Selection Application since the application will be used in all branch offices of Angkasa Pura II (Persero) in the future - Pembuatan menu ubah profile, pilih tender dan menu upload pembayaran / Creation of change profile, choose tender, and upload payment menus - Pembuatan menu feedback email user & password / Creation of feedback e-mail user & password menus - Pembuatan modul admin / Creation of admin module - Perubahan bisnis proses pendaftaran / Change in registering process business - Penambahan fitur hapus Package pada menu package / Addition of delete package feature on package menu - Penambahan fitur active & inactive tender, resend email payment dan resend email login / Addition of active & inactive tender, resend e-mail payment, and resend e-mail login - Perubahan Bisnis Proses tenant selection / Change in tenant selection process business

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
7	Integrasi MCSys (Manifest Collection System) dengan SAP Modul REM (Real Estate Management) / Integration of MCSys (Manifest Collection System) with REM (Real Estate Management) SAP Module	Pengiriman data manifest dari Aplikasi MCSys ke SAP Modul REM / Manifest data transmission from MCSys application to REM SAP Module	Juni / June	100%	- Pembuatan Modul pengiriman data DOI (Date Of Issue) pada Aplikasi MCSys / Creation of DOI (Date of Issue) data transmission module on MCSys Application - Selesai / Completed
8	Pengembangan Aplikasi ADS V.4.3.9 / Development of ADS Application V.4.3.9	Aplikasi yang digunakan untuk memantau aktivitas pergerakan pesawat dan melakukan penagihan kepada maskapai terkait aktivitas-aktivitas tersebut. / Application which is used to monitor aircraft movements and collect the airlines regarding those activities.	Juni / June	100%	- Integrasi aplikasi ADS V.4.3.9 dengan SAP Modul REM menggunakan XML IDOC / Integration of ADS application V.4.3.9 with REM SAP Module using XML IDOC - Telah dilakukan Site Integration Test (SIT) aplikasi ADS V.4.3.9 dengan SAP Modul Real Estate Management (REM) dilakukan pada tanggal 28 Maret 2016 / Site Integration Test (SIT) on ADS V.4.3.9 has been performed with Real Estate Management (REM) SAP Module on March 28, 2016 - Upload data RKA Produksi dan pendapatan bulan mei sampai dengan desember 2016 / Upload of data of Production RKA and income from May to December 2016 - Integrasi Aplikasi ADS V.4.3.9 dengan FIS CGK / Integration of ADS Application V.4.3.9 with FIS CGK
9	Pembangunan Aplikasi E-pos data Collection System (ECSys) V.1.0.0 / Development of E-pos data Collection System (ECSys) Application V.1.0.0	Aplikasi yang digunakan untuk memantau semua transaksi e-pos semua bandara PT Angkasa Pura II (Persero) / Application which is used to monitor all e-pos transactions in all airports of PT Angkasa Pura II (Persero)	Juni / June	100%	- Integrasi dan mapping data mitra Bandara Soekarno-Hatta / Integration and mapping of data of partners of Soekarno-Hatta Airport
10	Pengembangan Aplikasi E-pos data Collection System (ECSys) V.1.2.0 / Development of E-pos data collection System (ECSys) Application V.1.2.0	Aplikasi yang digunakan untuk memantau semua transaksi e-pos semua bandara PT Angkasa Pura II (Persero) / Application which is used to monitor all e-pos transactions in all airports of PT Angkasa Pura II (Persero)	Juli / July	100%	- Penambahan Fitur Monthly Data Checking / Addition of Monthly Data Checking Feature
11	Pengembangan Aplikasi E-pos data Collection System (ECSys) V.2.0.0 / Development of E-pos data Collection System (ECSys) Application V.2.0.0	Aplikasi yang digunakan untuk memantau semua transaksi e-pos semua bandara PT Angkasa Pura II (Persero) / Application which is used to monitor all e-pos transactions in all airports of PT Angkasa Pura II (Persero)	Agustus / August	100%	Pada bulan Agustus dilakukan kegiatan: / Activities on August: - Penambahan Menu Store Category Report / Addition of Store Category Report Menu - Mapping Data Tenant CGK / Mapping of CGK Tenant Data - Pembuatan Menu Adjustment / Creation of Adjustment Menu
12	Integrasi Aplikasi ADS V.4.3.9 dengan SAP Modul REM (Real Estate Management) / Integration of ADS Application V.4.3.9 with REM (Real Estate Management) SAP Module	Pengiriman data produksi pendapatan dari Aplikasi ADS ke SAP Modul REM / Transmission of income production data from ADS Application to REM SAP Module	Agustus / August	100%	- Pengembangan Aplikasi untuk kebutuhan monitoring konversi operator code ADS ke operator code SAP / Application development for monitoring the conversion of ADS code operator to SAP code operator

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
13	Pengembangan Aplikasi E-pos data Collection System (ECSys) V.2.2.0 / Development of E-pos data Collection System (ECSys) Application V.2.2.0	Aplikasi yang digunakan untuk memantau semua transaksi e-pos semua bandara PT Angkasa Pura II (Persero) / Application which is used to monitor all e-pos transactions in all airports of PT Angkasa Pura II (Persero)	Oktober / October	100%	- Penambahan kolom input data kontrak tenant pada menu Stores / Addition of input column of tenant contract data on Stores menu - Penambahan Modul Tools untuk men-generate data aplikasi ECSys ke SAP Modul REM (Real Estate Management) / Addition of Tools Module to generate data of ECSys application to REM (Real Estate Management) SAP Module - Penambahan Menu Top Ten Brand Omzet dan Yearly Trans Summary pada modul Dashboard / Addition of Top Ten Brand Omzet and Yearly Trans Summary Menus on Dashboard module
14	Pengembangan Aplikasi Manifest Collection System (McSys) V.4.2 / Development of Manifest Collection System (McSys) Application V.4.2	Menampilkan data jumlah manifest dari airline non IATA yang beroperasi di bandara PT Angkasa Pura II (Persero) dan jumlah tagihan PSC untuk masing-masing airline tersebut / Displays data of total manifests from non IATA airlines which operating in airport of PT Angkasa Pura II (Persero) and total PSC billings for each of those airlines.	Oktober / October	100%	- Pembuatan CMS untuk mengakomodir perpindahan terminal / The making of CMS to accommodate terminal movement - Pembuatan CMS untuk mengakomodir penyesuaian tariff / The making of CMS to accommodate tariff adjustment - Pembuatan Dashboard yang menampilkan total pax dan total PSC / The making of Dashboard which displays total pax and PSC - Pembuatan Dashboard pergerakan airline / The making of Dashboard for airline movement - Pembuatan Dashboard pergerakan penumpang untuk War Room / The making of Dashboard for passenger movement for War Room
15	Pembangunan Aplikasi Cargo Data Collection System (GOSys) v.1.0 / Development of Cargo Data Collection System (GOSys) Application v.1.0	Aplikasi yang digunakan untuk memantau semua transaksi kargo di semua bandara PT Angkasa Pura II (Persero) / Application which is used to monitor all cargo transactions in all airports of PT Angkasa Pura II (Persero)	Desember / December	100%	- Sinkronisasi data kargo kantor cabang selain CGK / Synchronization of cargo data of branch office other than CGK - Selesai / Completed
16	Pengembangan Aplikasi Cargo Data Collection System (GOSys) v.1.1 / Development of Cargo Data Collection System (GOSys) Application v.1.1	Aplikasi yang digunakan untuk memantau semua transaksi kargo di semua bandara PT Angkasa Pura II (Persero) / Application which is used to monitor all cargo transactions in all airports of PT Angkasa Pura II (Persero)	Desember / December	100%	- Pembuatan Dashboard Tahunan / The making of Annual Dashboard
17	Pengembangan Aplikasi E-pos data Collection System (ECSys) V.3.0.0 / Development of E-pos data Collection System (ECSys) Application V.3.0.0	Aplikasi yang digunakan untuk memantau semua transaksi e-pos semua bandara PT Angkasa Pura II (Persero) / Application which is used to monitor all e-pos transactions in all airports of PT Angkasa Pura II (Persero)	Desember / December	100%	- Pembuatan Dashboard Tahunan / The making of Annual Dashboard - Integrasi Mitra KC Husein Sastranegara (BDO) / Integration of Partners of Husein Sastranegara Branch Office (BDO)
18	Implementasi Aplikasi E-pos data Collection System (ECSys) V.3.0.0 / Implementation of E-pos data Collection System (ECSys) Application V.3.0.0	Aplikasi yang digunakan untuk memantau semua transaksi e-pos semua bandara PT Angkasa Pura II (Persero) / Application which is used to monitor all e-pos transactions in all airports of PT Angkasa Pura II (Persero)	Desember / December	100%	- Telah dilakukan implementasi aplikasi ECSYS di 12 Kantor Cabang PT Angkasa Pura II (Persero), yaitu KNO, HLP, PLM, PNK, BTJ, DJB, PGK, TNJ, BDO, DTB, PKU dan PDG / ECSYS application has been implemented in 12 Branch Office of PT Angkasa Pura II (Persero), namely KNO, HLP, PLM, PNK, BTJ, DJB, PGK, TNJ, BDO, DTB, PKU, and PDG

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
19	Counterpart SAP Modul Real Estate Management (REM/Komersial) / Counterpart of Real Estate Management (REM/Commercial) SAP Module	Melakukan pendampingan terhadap Implementor SAP Modul Real Estate Management (REM) / Mentoring the Implementer of Real Estate Management (REM) SAP Modul	Desember / December	100%	- Menyesuaikan laporan SIGO seperti laporan di SAP Modul REM / Adjusting SIGO report, such as report in REM SAP Module - Integrasi SIGO KNO dengan SAP modul REM / Integration of SIGO KNO with REM SAP module
CORPORATE SUPPORT APPLICATIONS					
1	Counterpart e-Catalog (Inamart) / e-Catalog Counterpart (Inamart)	Pendampingan Implementasi e-Catalogue di PT Angkasa Pura II (Persero) / Mentoring the implementation of e-Catalogue in PT Angkasa Pura II (Persero)	Maret / March	100%	- Pendampingan SIT Aplikasi e-Catalog dengan SAP Modul MM pada tanggal 2 Maret 2016 / Mentoring the SIT on e-Catalog Application with MM SAP Module on March 2, 2016
2	Pengembangan Website Korporat / Development of Corporate Website	Website korporat berisi informasi korporat seperti : informasi bandara, komersial, lowongan kerja, atau informasi umum tentang bandara lainnya / Corporate website contains corporate information, such as: information on airports, commercial, job opportunity, or general information on other airports	April / April	100%	- Update content tarif Check in Counter / Update of content of Check in Counter tariff - Perubahan icon dan desain ulang penempatan sosial media / Change in icon and redesign of social media placement - Penambahan fitur validasi google re-captcha pada menu buku tamu / Addition of google re-captcha validation feature on guess book menu
3	Pengembangan Website Cabang KNO / Development of Website of KNO Branch	Website Cabang berisi informasi korporat seperti : informasi bandara, komersial, atau informasi umum tentang bandara lainnya / Branch's website contains corporate information, such as: information on airports, commercial, or general information on other airports	Juni / June	100%	- Update Map untuk Shop & Dine pada Website Cabang KNO / Map update for Shop & Dine on Website of KNO Branch - Perubahan Design Warna pada Website Cabang KNO / Change of Color Design on Website of KNO Branch
4	Pengembangan Web Portal V.2.0.0 / Development of Portal Web V.2.0.0	Aplikasi Portal Karyawan sebagai media informasi internal karyawan PT Angkasa Pura II (Persero) / Employee Portal Application serves as internal information media of employee of PT Angkasa Pura II (Persero)	Juni / June	100%	- Penambahan fitur Suggestion Box / Addition of Suggestion Box feature - Perubahan total desain web portal / Total change of portal web design - Pembuatan CMS Gallery dan Video / The making of CMS Gallery and Video
5	Pengembangan Aplikasi Whistle Blowing System (WBS) V.2.0 / Development of Whistle Blowing System (WBS) Application V.2.0	Sistem informasi yang menampung laporan tindakan fraud dari seluruh karyawan PT Angkasa Pura II (Persero) di lingkungan perusahaan / Information system which accommodates report on fraud from employees of PT Angkasa Pura II (Persero) in the Company	Juni / June	100%	- Redesign Aplikasi / Application Redesign - Migrasi Server Database ke Mysql / Database Server Migration to Mysql - Proses Selesai / Completed

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
6	Pengembangan Web Portal V.3.0.0 / Development of Portal Web V.3.0.0	Aplikasi Portal Karyawan sebagai media informasi internal karyawan PT Angkasa Pura II (Persero) / Employee Portal Application serves as internal information media of employee of PT Angkasa Pura II (Persero)	November / November	100%	Pada September 2016 dilakukan kegiatan: / Activities in September 2016: - Redesign web portal / Portal web redesign - Penambahan fungsi single sign on pada web portal / Addition of single sign on function on portal web - Sinkronisasi web portal dengan aplikasi legacy AP2, sosial media AP2 dan email korporat / Synchronization of portal web with legacy AP2 application, social media AP2, and corporate e-mail - Penambahan Gallery & Video / Addition of Gallery & Video - Penambahan fitur Tanya Jawab / Addition of Q&A feature - Penambahan fitur berita eksternal tentang AP2 / Addition of external news on AP2 feature Pada Oktober 2016 dilakukan kegiatan: / Activities in October 2016 - Penambahan fitur CEO Message / Addition of CEO Message feature - Penambahan "total click" pada CEO Message / Addition of "total click" on CEO Message Pada November 2016 dilakukan kegiatan: / Activity in November 2016: - Penambahan fitur Hit Counter & Comment untuk CEO Message / Addition of Hit Counter & Comment feature for CEO Message
7	Layanan Sewa Aplikasi e-Procurement (Inamart) / e-Procurement Application Rental Service (Inamart)	Aplikasi e-Procurement adalah aplikasi yang digunakan untuk melakukan proses pengadaan barang dan/atau jasa secara elektronik dengan memanfaatkan teknologi informasi. / e-Procurement application is an application which is used to perform goods and/or services procurement electronically by utilizing the information technology.	Desember / December	100%	- No. Kontrak / Contract No. : PJJ.04.04/00.02/04/20116/0039 - Proses Selesai / Completed
8	Pengembangan Aplikasi Sistem Informasi Kearsipan Dinamis (SIKD) V.1.0.0 / Development of Dynamic Archival Information System (SIKD) Application V.1.0.0	SIKD (Sistem Informasi Kearsipan Dinamis) adalah suatu aplikasi Sistem Pengolahan Arsip berbasis Teknologi Informasi yang dirancang oleh Arsip Nasional Republik Indonesia (ANRI) untuk menangani pengelolaan arsip dinamis. Aplikasi ini adalah web based application dan bersifat multi user. Bahasa pemrograman yang dipergunakan dalam aplikasi ini adalah PHP dan menggunakan database MYSQL. / Dynamic Archival Information System (SIKD) is an Information Technology-based Archive Management System application designed by The National Archive of the Republic of Indonesia (ANRI) to handle dynamic archival management. This application is a web-based application and multi-user. Programming language used in this application is PHP and uses MYSQL database.	Desember / December	100%	- Finalisasi aplikasi sesuai kesepakatan pengujian terakhir / Finalization of application according to the latest testing agreement - UAT sudah selesai & sudah ditandatangani / The UAT has been completed & signed - Proses pembuatan user manual / Process of the making of user manual - Pengembangan modul nota dinas & Undangan / Development of module of official memo & invitation
9	Pembangunan Angkasa Pura 2 TV / Development of Angkasa Pura 2 TV	Angkasa Pura 2 TV merupakan suatu media yang digunakan untuk memberikan informasi mengenai kegiatan - kegiatan PT Angkasa Pura II (Persero) maupun tutorial training / Angkasa Pura 2 TV is a media used to provide information on activities of PT Angkasa Pura II (Persero) and tutorial training	Desember / December	100%	- Perancangan Design Tampilan / Designing the Appearance - Perancangan Database / Designing the Database - Pembuatan Menu Home / Designing the Home Menu - Pembuatan Menu Detail / Designing the Detail Menu - Pembuatan Menu Upload / The making of Upload Menu

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
10	Pembangunan Aplikasi Toilet / Development of Toilet Application	Aplikasi Toilet adalah aplikasi untuk memperoleh feedback dari pengguna jasa terkait dengan kondisi toilet di bandara. / Toilet application is an application to obtain feedback from users concerning the toilet condition in airports.	Desember / December	100%	- Perancangan Design Tampilan / Designing the Appearance - Perancangan Database / Designing the Database - Pembuatan Menu Home / The making of Home Menu - Pembuatan Menu Master Data / The making of Master Data Menu - Pembuatan Menu Transaksi / The making of Transaction Menu - Pembuatan Front end Dinamis / The making of Dynamic Front end
AIRPORT OPERATION APPLICATIONS					
1	Pengembangan FIDS (Flight Info Display System) berbasis WEB v.2.1.3 / Development of WEB-based FIDS (Flight Info Display System) v.2.1.3	Sistem informasi berbasis Web yang menyediakan data penerbangan (keberangkatan dan kedatangan di bandara) secara real time / Web-based information system which provides flight data (departure and arrival at airport) in real time	Januari / January	100%	- Penambahan fitur Quick Update / Addition of Quick Update feature
2	Pengadaan Maintenance Support License Arcport Modul Airside, Landside, & Terminal / Procurement of Maintenance Support License Arcport Module Airside, Landside, & Terminal	Dokumen Perjanjian Maintenance Support License Arcport Modul Airside, Landside, & Terminal / Document of Agreement on Maintenance Support License Arcport Module Airside, Landside, & Terminal	Januari / January	100%	Surat Perjanjian Pemborongan Nomor / Chartering Agreement No: PJJ.11.02/00.04/01/2016/0033
3	Implementasi FIDS berbasis WEB V.2.1.3 (BDO & BTJ) / Implementation of WEB-based FIDS V.2.1.3 (BDO & BTJ)	Sistem informasi yang menyediakan data penerbangan (keberangkatan dan kedatangan di bandara) secara real time berbasis web / Information system which provides flight data (departure and arrival at airport) in real time and web-based	Februari / February	100 %	Telah dilakukan implementasi Aplikasi FIDS berbasis WEB di Kantor Cabang: / WEB-based FIDS application has been implemented in Branch Office: - BDO pada tanggal 28 Januari 2016 / BDO January 28, 2016 - BTJ pada tanggal 24 Februari 2016 / BTJ on February 24, 2016
4	Implementasi Aplikasi ASIS (Airport Services Information System) v.2.2.3 / Implementation of ASIS (Airport Services Information System) application v.2.2.3	Sistem yang digunakan untuk melakukan pencatatan, monitoring dan pelaporan kondisi fasilitas bandara beserta tindak lanjutnya / System which is used to record, monitor, and report the condition of airport's facilities and the follow up	Juni / June	100%	- Telah dilakukan implementasi Aplikasi ASIS di kantor cabang DTB pada tanggal 10-12 Mei 2016 / ASIS application has been implemented in DTB branch on May 10-12, 2016
5	Implementasi FIDS berbasis WEB V.2.1.3 (DTB) / Implementation of Web-based FIDS V.2.1.3	Sistem informasi yang menyediakan data penerbangan (keberangkatan dan kedatangan di bandara) secara real time berbasis web / Information system which provides flight data (departure and arrival at airport) in real time and web-based	Juni / June	100%	- Telah dilakukan implementasi Aplikasi FIDS berbasis WEB di kantor cabang DTB pada tanggal 10-12 Mei 2016 / WEB-based FIDS application has been implemented in DTB branch office on May 10-12, 2016
6	Pembangunan Aplikasi OASYS V.1.0.0 (Integrasi FIDS, ADS, DAU) / Development of OASYS application V.1.0.0 (Integration of FIDS, ADS, DAU)	Suatu aplikasi yang digunakan sebagai alat bantu operasi guna memudahkan kinerja operasional dan komersial dalam mendapatkan data transaksi pergerakan pesawat udara, penumpang dan kargo sehingga menghasilkan data produksi dan tagihan komersial, serta data angkutan udara yang valid / An application which is used as an operational operating tool to facilitate commercial and operational performances in obtaining transaction data of movement of aircraft, passengers, and cargo, thus generating production data and commercial bills, and data of valid air transport	Juni / June	100%	- Pembuatan Formulasi Billing / Preparation of Billing Formulation - Integrasi antara FAS dengan aplikasi MCSys untuk pax arrival khusus bandara AP II / Integration between FAS and MCSys for special arrival pax of AP II - Penambahan modul input DAU / Addition of DAU input module - Pembangunan selesai pada Juni 2016 / The development was completed in June 2016
7	Pengembangan Aplikasi Online Safety Report System (OSRS) V. 2.0.0 / Development of Online Safety Report System (OSRS) application V.2.0.0	Sistem informasi yang mengelola pelaporan hazard di bandara PT Angkasa Pura II (Persero) dan tindak lanjutnya / Information system which manages hazard reporting at airports of PT Angkasa Pura II (Persero) and the follow up	Juni / June	100%	- Penambahan Fungsi - fungsi pelaporan bulanan dalam modul internal audit & safety audit / Addition of monthly reporting functions in internal audit & safety audit modules - Selesai / Completed

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
8	Implementasi Aplikasi OASYS V.1.0.0 (Integrasi FIDS, ADS, DAU) di Kantor Cabang CGK / Implementation of OASYS application V.1.0.0 (Integration of FIDS, ADS, DAU) in CGK Branch Office	Suatu aplikasi yang digunakan sebagai alat bantu operasi guna memudahkan kinerja operasional dan komersial dalam mendapatkan data transaksi pergerakan pesawat udara, penumpang dan kargo sehingga menghasilkan data produksi dan tagihan komersial, serta data angkutan udara yang valid / An application which is used as an operational operating tool to facilitate commercial and operational performances in obtaining transaction data of movement of aircraft, passengers, and cargo, thus generating production data and commercial bills, and data of valid air transport	Juli / July	100%	- Sosialisasi, Training dan Implementasi Aplikasi OASYS v.1.0.0 di Kantor Cabang Bandara Soekarno - Hatta pada tanggal 25 - 29 Juli 2016 / Dissemination, Training, and Implementation of OASYS application v.1.0.0 at Soekarno - Hatta Airport Branch Office on July 25-29, 2016
9	Pembangunan Aplikasi Airport Reporting System / Development of Airport Reporting System Application	Aplikasi ini dibangun atas inisiasi dari Unit Information Technology guna memudahkan karyawan operasional dalam memonitoring report operasional bandara / This application is build on initiative from Information Technology Unit to facilitate operational employee in monitoring the airport operational report	September / September	100%	- Perancangan Database / Designing the Database - Design Aplikasi / Designing the Application - Pembuatan Modul Report / Preparation of Report Module - Pembuatan Modul Monitoring / Preparation of Monitoring Module - Pembuatan CMS / Preparation of CMS - Selesai / Completed
10	Pengembangan Aplikasi OASYS V.1.1.1 (Integrasi FIDS, ADS, DAU) / Development of OASYS application V.1.1.1 (Integration of FIDS, ADS, DAU)	Suatu aplikasi yang digunakan sebagai alat bantu operasi guna memudahkan kinerja operasional dan komersial dalam mendapatkan data transaksi pergerakan pesawat udara, penumpang dan kargo sehingga menghasilkan data produksi dan tagihan komersial, serta data angkutan udara yang valid / An application which is used as an operational operating tool to facilitate commercial and operational performances in obtaining transaction data of movement of aircraft, passengers, and cargo, thus generating production data and commercial bills, and data of valid air transport	Desember / December	100%	Pada Agustus 2016 dilakukan kegiatan: / Activities in August 2016: - Penambahan Fitur Kategori "POS" / Addition of "POS" Category Feature - Pembuatan Aplikasi OASYS v.1.1.0 versi mobile Apps berbasis Android khusus untuk user AMC / Development of Android-based OASYS application v.1.1.0 for mobile phone for AMC user Pada September 2016 dilakukan kegiatan: / Activities in September 2016: - Penambahan fitur approval pada modul FAS (Flight Activity System) untuk AMC / Addition of approval feature on FAS (Flight Activity System) module for AMC - Penambahan field remark pada menu FAD (Flight Activity Detail) / Addition of remark field on FAD (Flight Activity Detail) menu Pada Desember 2016 dilakukan kegiatan: / Activities in December 2016: - Penambahan Modul Airport Reporting / Addition of Airport Reporting Module - Penambahan Modul Airport Profile / Addition of Airport Profile Module - Penambahan modul Posko / Addition of Posko module - Penambahan Submodul di menu ATDP Data / Addition of Submodule on ATDP Data menu - Integrasi dengan aplikasi SIGO / Integration with SIGO application - Integrasi dengan Aplikasi Airport Reporting / Application with Airport Reporting Application - Penambahan menu (Aeronautical data, Process Billing, Invoice) untuk komersil / Addition of menu (Aeronautical data, Process Billing, Invoice) for commercial

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
11	Implementasi FIDS berbasis WEB V.2.1.3 (PGK) / Implementation of WEB-based FIDS V.2.1.3 (PGK)	Sistem informasi yang menyediakan data penerbangan (keberangkatan dan kedatangan di bandara) secara real time berbasis web / Information system which provides flight data (departure and arrival at airport) in real time and web-based	November / November	100%	- Telah dilakukan instalasi dan Implementasi FIDS di terminal lama Bandara Depati Amir / FIDS has been Installed and implemented at old terminal of Depati Amir Airport
12	Implementasi Aplikasi OASYS V.1.1.1 (Integrasi FIDS, ADS, DAU) di Kantor PT Angkasa Pura II (Persero) / Implementation of OASYS application V.1.1.1 (Integration of FIDS, ADS, DAU) at PT Angkasa Pura II (Persero) Office	Suatu aplikasi yang digunakan sebagai alat bantu operasi guna memudahkan kinerja operasional dan komersial dalam mendapatkan data transaksi pergerakan pesawat udara, penumpang dan kargo sehingga menghasilkan data produksi dan tagihan komersial, serta data angkutan udara yang valid / An application which is used as an operational operating tool to facilitate commercial and operational performances in obtaining transaction data of movement of aircraft, passengers, and cargo, thus generating production data and commercial bills, and data of valid air transport	Desember / December	100%	Pada November 2016 telah dilakukan Implementasi Aplikasi OASYS di Kantor Cabang: / OASYS application has been implemented in November 2016 at Branch Office: - Kualanamu - Halim Perdanakusuma - SMB II - Sultan Thaha - Depati Amir - Raja Haji Fisabilillah - SSK II - Bandara Internasional Minangkabau Pada Desember 2016 telah dilakukan Implementasi Aplikasi OASYS di Kantor Cabang: / OASYS application has been implemented in December 2016 at Branch Office: - Sultan Iskandar Muda - Supadio - Husein Sastranegara
13	Pembangunan Landing Page Free Wi-fi / Development of Free Wi-fi Landing Page		Desember / December	100%	- Pembangunan Layout Landing Page Free Wi-fi untuk seluruh Bandara PT Angkasa Pura II (Persero) / Development of Layout of Free Wi-fi Landing Page for all airports of PT Angkasa Pura II (Persero)
14	Pembangunan Aplikasi E-Report v.1.0 / Development of E-Report application v.1.0	Suatu aplikasi untuk mendukung kegiatan pengukuran, pencatatan, penghitungan, pelaporan dan pendokumentasian data dukung Standar Pelayanan Minimal (SPM) di seluruh Bandar Udara yang dikelola PT Angkasa Pura II (Persero). Aplikasi harus mendukung perusahaan dalam memenuhi Level of Services (LoS) Peraturan Menteri Perhubungan (PM) 178 Tahun 2015. Aplikasi memiliki 3 modul, Pelayanan, Kenyamanan, & Nilai Tambah. Pada tahap awal ini modul yang dikembangkan adalah Modul Pelayanan. / An application to support the measurement, recording, calculation, reporting, and documentation of supporting data of Minimum Service Standard (SPM) in all airports managed by PT Angkasa Pura II (Persero). The application shall support the Company in fulfilling the Level of Services (LoS) of Regulation of the Minister of Transportation (PM) No.178 Year 2015. The application has 3 modules, Services, Convenience, & Added Values. In the initial stage, module which was developed was the Service Module.	Desember / December	100%	- Modul Pelayanan versi Mobile Apps berbasis Android selesai dibangun / Android-based Service Module for Mobile phones was completed - Penambahan Monthly Report pada modul pelayanan / Addition of Monthly Report on service module - Aplikasi E-Report modul LOS / E-Report application of LOS module - Selesai / Completed
15	Pengembangan Ap2Dashboard / Development of Ap2Dashboard	Aplikasi yang digunakan untuk menampilkan semua dashboard baik dari sisi komersil, finance, dan operaional. / Application which is used to display all dashboards, either in commercial, finance, and operational aspects.	Desember / December	100%	- Pembangunan Dashboard Executive Summary / Development of Executive Summary Dashboard

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
IT GOVERNANCE					
1	Penyusunan SOP Pengelolaan Data Digital di Lingkungan PT AP2 / Preparation of SOP of Digital Data Management in PT AP2	Dokumen SOP pengelolaan data digital / Document of SOP of digital data management	September / September	100%	Selesai, nomor keputusan: PD.11.02/09/2016/0046 tentang SOP Pengelolaan Sumber Daya Data Digital di Lingkungan PT AP2 / Completed, decree no: PD.11.02/09/2016/0046 on SOP of Digital Data Resources Management in PT AP2
2	Tindak Lanjut Hasil Assessment Penerapan GCG 2015 / Follow up of the Result of Assessment of GCG Implementation in 2015	1. IT Master Plan yang sejalan dengan RJPP 2016 s/d 2020 / IT Master Plan which is in line with RJPP from 2016 to 2020 2. Layanan TI yang lebih terukur / A more measured Service IT	Desember / December	100%	- IT Masterplan: Kontrak "Jasa Konsultasi Penyusunan IT Master Plan 2017-2021" sudah diterbitkan tanggal 19 Desember 2016. Nomor kontrak: PJJ.11.01/00.02/12/2016/0019 / IT Masterplan: "Consultation Service of Preparation of IT Masterplan 2017-2021" Contract has been issued on December 19, 2016. Contract No: PJJ.11.01/00.02/12/2016/0019 - Sudah dilakukan sosialisasi hasil survey Layanan TI pada tanggal 22 Desember 2016 / The result of survey on IT Service has been disseminated on December 22, 2016
3	Penyusunan IT Masterplan 2017 s/d 2021 / Preparation of IT Masterplan for 2017 to 2021	IT Master Plan sebagai guide line program kerja unit IT Perusahaan / IT Master Plan as guideline of working program of the Company's IT unit	Desember / December	100%	- Kontrak "Jasa Konsultasi Penyusunan IT Master Plan 2017-2021" sudah diterbitkan tanggal 19 Desember 2016. Nomor kontrak: PJJ.11.01/00.02/12/2016/0019 / "Consultation Service of Preparation of IT Master Plan 2017-2021" Contract has been issued on December 19, 2016. Contract No: PJJ.11.01/00.02/12/2016/0019
IT PLANNING AND EVALUATION					
1	Perencanaan dan Implementasi Reintegrasi Fasilitas EPOS PKU,KNO,DJB ke Kantor Pusat / Planning and Implementation of Reintegration of EPOS PKU, KNO, DJB to Head office	Data Epos PKU, KNO, DJB terkirim ke Kantor Pusat / Epos data of PKU, KNO, DJB were sent to the Head Office	Mei / May	100%	Selesai / Completed

No	Pekerjaan / Works	Deskripsi Pekerjaan / Job Description	Target / Target	Progress / Progress	Keterangan / Information
2	Evaluasi nilai kewajaran investasi dan eksploitasi layanan APPS yang dikerjasamakan dengan PT APS dalam rangka addendum kontrak kerjasama APPS 11 Bandara AP2 / Evaluation of fairness value of investment and exploitation of APPS service in cooperation with PT APS in APPS 11 Airport AP2 agreement contract addendum	Hasil kajian nilai kewajaran investasi dan eksploitasi IT / Result of review of fairness value of investment and exploitation of IT	Juni / June	100%	Finalisasi konfigurasi harga per passenger untuk layanan APPS / Finalization of configuration of price per passenger for APPS service
3	Evaluasi Sistem Aplikasi Perusahaan / Evaluation of Application System of the Company	Menghasilkan evaluasi, review, dan usulan perbaikan/ pengembangan Sistem Aplikasi yang digunakan Business Owner (Unit yang berkepentingan/ pemilik data), termasuk usulan penghentian layanan Sistem Aplikasi apabila fungsinya sudah tidak dibutuhkan lagi. Hasil tersebut digunakan untuk mengevaluasi sistem aplikasi perusahaan dan sebagai salah satu bahan penyusunan dokumen Master Plan Teknologi Informasi (TI) PT Angkasa Pura II (Persero). / Generating evaluation, review, and proposal of improvement/development of Application System used by Business Owner (concerned unit/data owner), including proposal of dismissal of Application System service if the function is no longer needed. The result is used to evaluate the Company's application system and as one of material of preparation of Information Technology (IT) Master Plan of PT Angkasa Pura II (Persero)	Juni / June	100%	- Dari 34 (tiga puluh empat) sistem aplikasi, 27 (dua puluh tujuh) aplikasi mendapat evaluasi, review, dan usulan perbaikan/ pengembangan dari Business Owner. / Of 34 (thirty four) application systems, 27 (twenty seven) applications received evaluation, review, and proposal of improvement/development from Business Owner - Sistem Aplikasi yang tidak di-review dan tidak diusulkan rencana pengembangannya oleh Business Owner sampai batas waktu yang ditentukan dianggap masih mengakomodir seluruh kebutuhan dan masih sesuai dengan proses bisnis yang ada. / Application systems which are not reviewed and did not received development plan by Business Owner until the specified time limit, are considered to remain accommodate all needs and still in accordance with the existing business processes.



Analisis dan Pembahasan Manajemen

Management Discussion and Analysis





Seluruh segmen usaha Perseroan mengalami peningkatan pendapatan di tahun 2016 dimana peningkatan terbesar adalah dari pendapatan aeronautika yang meningkat sebesar 21,13% menjadi Rp4.028,88 miliar. Peningkatan tersebut juga diikuti oleh pendapatan non-aeronautika yang meningkat sebesar 12,13% menjadi Rp2.616,93 miliar.

All business segments of the Company had an increase of revenues in 2016 in which the largest increase came from aeronautical revenues that grew by 21.13% to Rp4,028.88 billion. Such increase was followed by increase in non-aeronautical revenues by 12.13% to Rp2,616.93 billion

TINJAUAN EKONOMI GLOBAL

Berdasarkan data yang dihimpun oleh Bank Dunia dalam laporan yang berjudul *Global Economic Prospect*, tingkat perekonomian global diestimasikan hanya mampu tumbuh sebesar 2,3% di tahun 2016. Rendahnya tingkat pertumbuhan ekonomi global di tahun 2016 disebabkan oleh beberapa kendala utama seperti menurunnya volume perdagangan dunia, semakin ketatnya kebijakan moneter di Amerika Serikat dan masih kurang stabilnya perekonomian di Tiongkok yang merupakan salah satu kekuatan ekonomi terbesar di dunia. Selain itu, terpilihnya Donald J. Trump sebagai presiden Amerika Serikat di tahun 2016 juga merupakan faktor utama ketidakpastian para pelaku pasar global yang masih menanti kebijakan-kebijakan baru AS yang dapat mempengaruhi perdagangan dunia.

Untuk tahun 2017, Bank Dunia memperkirakan pertumbuhan ekonomi global sepanjang tahun 2017 untuk naik dengan moderat ke level 2,7% dari tahun sebelumnya yang tercatat sebesar 2,3%. Sedangkan untuk tahun 2018, Bank Dunia memprediksikan pertumbuhan ekonomi global untuk dapat mencapai 2,9%. Proyeksi pertumbuhan tahun 2017 dan 2018 tersebut didasari oleh kemungkinan peningkatan pertumbuhan finansial di negara berkembang dan negara *emerging markets*. Selain itu, Bank Dunia juga memperkirakan kebangkitan ekonomi di beberapa negara setelah terhantam krisis ekonomi di tahun-tahun sebelumnya yang akan sedikit berkontribusi pada kenaikan tingkat investasi di pasar global.

Berdasarkan figur pertumbuhan ekonomi global sebesar 2,3%, Bank Dunia mengestimasikan pertumbuhan ekonomi di negara-negara maju hanya mampu tumbuh sebesar 1,6% secara keseluruhan. Nilai tersebut lebih rendah bila dibandingkan dengan tahun 2015 sebesar 1,9% dan tahun 2014 sebesar 1,8%. Pertumbuhan ekonomi di negara-negara tersebut diestimasikan untuk hanya mampu tumbuh 0,2% di tahun 2017.

Tiongkok sebagai salah satu tombak utama perdagangan dunia hanya berhasil meningkatkan pertumbuhannya menjadi sebesar 6,7% di tahun 2016 yang disebabkan oleh menurunnya nilai tukar uang Yuan dan juga turunnya perdagangan saham di negara tersebut. Angka pertumbuhan tersebut lebih rendah bila dibandingkan tahun 2014 sebesar 7,4% dan tahun 2015 sebesar 6,9%. Bank Dunia memprediksikan pelemahan pertumbuhan ekonomi di Tiongkok pada tahun 2017 untuk hanya dapat mencapai 6,5% dan 6,3% di tahun 2018.

GLOBAL ECONOMIC REVIEW

Based on data compiled by the World Bank in a report entitled *Global Economic Prospect*, the global economic level was estimated to grow only by 2.3% in 2016. Such low level of global economic growth in the previous year was caused by several major obstacles such as the declining world trade volume, tightening of monetary policy in the United States and the instability in China's economy which has become one of the largest economic forces in the world. In addition, the election of Donald J. Trump as the President of the United States in 2016 was another major factor contributing to the uncertainty of global market players who were waiting for the new US policies that could affect world trade.

Throughout 2017, the World Bank has estimated that global economic will rise moderately to the level of 2.7% from the level of 2.3% recorded in the previous year. As for the year 2018, the World Bank predicts that global economic growth will reach 2.9%. The growth projection for the next two years is based on the possibility of increased financial growth in both the developed and emerging market countries. In addition, the World Bank also foresees a resurgence of economies in several countries after the economic crisis hit in the previous years, which will slightly contribute to the increase in investment rates in global markets.

Based on the global economic growth figures of 2.3%, the World Bank estimates that economic growth in developed countries will only be able to reach 1.6% overall. Such predicted value is lower when compared to that of 2015 and 2014 recorded at 1.9% and 1.4% respectively. Economic growth in these countries is estimated to grow by only 0.2% in 2017.

As one of the major spearheads of world trade, China only managed to increase its economic growth to 6.7% in 2016 due to the declining exchange rate of Yuan as well as the decline of stock trading in the country. Growth rate is lower when compared to that of 2014 and which was at 7.4% and 6.9% respectively. The World Bank predicts the weakening of economic growth in China by 2017 and 2018 to reach only 6.5% and 6.3% respectively.

Berlainan dengan pertumbuhan ekonomi di negara maju yang mengalami pertumbuhan yang tidak signifikan pada tahun 2016, negara berkembang berhasil meningkatkan pertumbuhan ekonominya sebesar 3,4% di tahun 2016. Walaupun jumlah tersebut masih lebih rendah bila dibandingkan dengan pertumbuhan ekonomi di tahun 2015 yaitu sebesar 4,0% dan di tahun 2014 yang mencapai 4,6%, namun secara keseluruhan pertumbuhan ekonomi negara berkembang masih menunjukkan tren pertumbuhan yang positif. Pertumbuhan ekonomi di negara berkembang tidak terlepas dari semakin membaiknya harga komoditas dunia di tahun 2016. Secara umum, Bank Dunia memprediksikan perekonomian di negara-negara berkembang untuk dapat tumbuh sebesar 4,2% di tahun 2017 dan 4,7% di tahun 2018-2019.

TINJAUAN EKONOMI NASIONAL

Sampai dengan akhir tahun 2016, Indonesia berhasil mencatatkan kinerja pertumbuhan ekonomi yang positif yaitu sebesar 5,02%. Angka pertumbuhan tersebut lebih tinggi bila dibandingkan dengan 4,8% di tahun 2015 dan 5,01% di tahun 2014. Kinerja ekonomi yang baik tersebut merupakan hasil dari upaya pemerintah Indonesia dalam menjalankan program-program pembangunan ekonomi yang telah dijalankan sejak tahun 2015.

Salah satu program pemerintah yang berhasil di tahun 2016 adalah program pengampunan pajak (tax amnesty). Program tersebut dilaksanakan untuk meningkatkan kesadaran masyarakat akan pentingnya membayar pajak melalui prosedur yang baik dan benar serta untuk menghimpun dana yang akan dipakai untuk membenahi proyek-proyek infrastruktur nasional.

Disamping itu, Bank Indonesia juga mengeluarkan pelonggaran kebijakan moneter dengan menurunkan suku bunga acuan yang menjadi bunga transaksi surat berharga berketetapan dengan tenor 7 hari (*7 – Day Reverse Repo Rate*) menjadi 4,75% dari level semulanya di tahun 2015 sebesar 7,50%. Kebijakan tersebut dipicu oleh terjaga baiknya tingkat inflasi nasional, membaiknya defisit transaksi berjalan serta potensi pertumbuhan kredit perbankan Indonesia. Penurunan suku bunga acuan tersebut diharapkan akan mendorong pertumbuhan konsumsi domestik dan pertumbuhan kredit.

Sampai dengan triwulan IV 2016, Bank Indonesia mencatatkan penurunan defisit transaksi berjalan seiring dengan perbaikan perekonomian dunia dan dalam negeri. Pada kurun waktu tersebut, defisit transaksi berjalan tercatat sebesar US\$1,8

Unlike the economic growth in developed countries that experienced insignificant growth in 2016, emerging markets were able to increase economic growth by 3.4%. Although the number was still lower when compared to the economic growth in 2015 and 2014 which amounted to 4.0% and 4.6% respectively, the overall economic growth of emerging markets continued to show positive growth trend. Economic growth in developing countries is inseparable from the increasing world commodity prices in 2016. Hence, in general, the World Bank predicts that the economy of emerging markets will grow by 4.2% in 2017 and 4.7% in 2018-2019.

NATIONAL ECONOMIC REVIEW

Until the end of 2016, Indonesia managed to record a positive economic growth performance of 5.02%. The growth rate is higher compared to 4.8% in 2015 and 5.01% in 2014. Such positive economic performance is the result of the Indonesian government's efforts in carrying out the economic development programs that have been implemented since 2015.

One successful government program implemented in 2016 was the tax amnesty program. The program aimed at raising public awareness of the significance of paying taxes through sound and proper procedures, and raising funds to be used to develop various national infrastructure projects.

Furthermore, Bank Indonesia also issued a monetary ease policy by lowering the benchmark rate and establishing 7-day reverse repo rate to 4.75% from its original level in 2015 recorded at 7.50%. This policy was triggered by the positive national inflation rate, the improved current account deficit and the potential growth of Indonesian bank credit. The decline in the benchmark interest rate was expected to boost domestic consumption and credit growth.

Up to the Q4 of 2016, Bank Indonesia recorded a decrease in current account deficit in line with the improvements in global and domestic economy. During that period, the current account deficit was recorded at US\$1.8 billion or 0.8% of GDP,

miliar atau 0,8% dari PDB, lebih rendah dibandingkan dengan triwulan sebelumnya sebesar US\$4,7 miliar atau 1,9% dari PDB. Turunnya defisit transaksi berjalan berdampak positif pada Neraca Pembayaran Indonesia (NPI) pada triwulan IV 2016 yang mencatatkan surplus sebesar US\$4,5 miliar yang membantu kenaikan cadangan devisa menjadi sebesar US\$116,4 miliar, lebih tinggi bila dibandingkan dengan cadangan devisa pada triwulan IV 2015 yang sebesar US\$105,9 miliar.

Disamping itu, sampai dengan akhir tahun 2016, Bank Indonesia telah mencatat penguatan rupiah terhadap dolar Amerika Serikat (AS) sebesar 2,32%. Angka pertumbuhan tersebut jauh lebih baik dari tekanan depresiasi nilai tukar rupiah yang tercatat sebesar 10,2% di tahun 2015. Pertumbuhan positif nilai tukar rupiah pada tahun 2016 disebabkan oleh sentimen positif pelaku pasar global terhadap perekonomian domestik yang menghasilkan peningkatan aliran dana yang masuk ke dalam negeri.

Tingkat inflasi di Indonesia sepanjang tahun 2016 terkendali di level 3,02%. Tingkat inflasi tersebut merupakan yang terendah sejak tahun 2010. Daya beli masyarakat yang melemah merupakan salah satu faktor penyebab rendahnya tingkat inflasi di tahun 2016. Meskipun rendah, persentase inflasi 2016 tersebut masih berada pada kisaran target Bank Indonesia untuk tahun 2016 yaitu empat plus minus satu persen.

Untuk mencapai target pertumbuhan ekonomi di tahun 2017, pemerintah akan senantiasa menjaga momentum tren positif yang telah berhasil direalisasikan pada tahun 2016 melalui penerapan program-program strategisnya. Selain itu, Bank Indonesia akan secara berkelanjutan memantau risiko yang dapat mempengaruhi pertumbuhan ekonomi Indonesia, terutama faktor eksternal yang berasal dari AS dan Tiongkok, serta perubahan harga minyak dunia. Pemerintah optimis bahwa kinerja ekonomi nasional akan terjaga dengan baik melalui pengambilan langkah-langkah tepat untuk menstabilkan dan menjaga mekanisme pasar di Indonesia.

TINJAUAN INDUSTRI PENERBANGAN INDONESIA

Pertumbuhan ekonomi nasional yang semakin membaik pada tahun 2016 memberikan dampak yang positif terhadap industri penerbangan Indonesia. Kinerja pemerintah yang inisiatif dan tanggap dengan permintaan pelaku industri penerbangan telah membuahkan hasil yang baik terhadap peningkatan figur penumpang penerbangan nasional di tahun 2016.

lower than the previous quarter which was recorded at US\$4.7 billion or 1.9% of GDP. The decrease in current account deficit thus impacted positively on Balance of Payments of Indonesia (NPI) in Q4 of 2016 which posted a surplus of US\$4.5 billion, helping to improve the country's foreign exchange reserves to the level of US\$116.4 billion, higher than that of Q4 of 2015 recorded at US\$105.9 billion.

By the end of 2016, Bank Indonesia recorded a other positive factor in the form of strengthened Rupiah by 2.32% against the US dollar. This growth rate was much better than the depreciation of Rupiah in 2015 which was recorded at the level of 10.2%. The growth of rupiah exchange rate in 2016 was caused by positive sentiment of global market players to the domestic economy, resulting in an increase of flow of funds into country.

The inflation rate in Indonesia throughout 2016 was under control at the level of 3.02%, the lowest since 2010. The weakening public purchasing power was one of the factors contributing to the low inflation rate in 2016. Nevertheless, the inflation rate remained within the target range of Bank Indonesia for 2016, which was four plus minus one percent .

To achieve the target of economic growth in 2017, the government shall always maintain the positive momentum that has been realized in 2016 through the implementation of its strategic programs. In addition, Bank Indonesia will continuously monitor the risks that may affect Indonesia's economic growth, particularly external factors from the US and China, as well as changes in global oil prices. The government is optimistic that the national economic performance will be well maintained by taking the appropriate steps to stabilize and maintain market mechanisms in Indonesia.

REVIEW ON AVIATION INDUSTRY IN INDONESIA

The improving national economy in 2016 had a positive impact on Indonesian aviation industry. The government's initiative, coupled with responsive performance to the demand of aviation industry, yielded satisfactory results on the increase of the amount of national flight passengers in 2016.

Menurut data yang dihimpun oleh Badan Pusat Statistik, sepanjang tahun 2016 jumlah penumpang penerbangan mencapai 95,2 juta penumpang yang terdiri dari 80,4 juta penumpang domestik dan 14,87 juta penumpang internasional. Jumlah penumpang domestik naik sebesar 16,97% dari tahun sebelumnya, sedangkan jumlah penumpang internasional naik sebesar 8,16% dibanding periode yang sama di tahun 2015.

Pemerintah telah mengerahkan beberapa inisiatif strategis dalam meningkatkan kinerja industri penerbangan nasional. Salah satu upaya tersebut adalah pembukaan rute-rute penerbangan baru yang mencapai pelosok-pelosok daerah. Selain itu, kombinasi rute yang lebih variatif juga ditawarkan oleh banyak maskapai penerbangan. Seluruh penerapan terukur tersebut berikutan dengan penerbitan Undang-Undang Nomor 1 tahun 2009 memberi dampak yang sangat positif terhadap penerbangan nasional.

Pada tahun 2016, salah satu bandara di wilayah Angkasa Pura II, yaitu Bandara Internasional Soekarno-Hatta, masuk 18 bandara tersibuk di dunia menurut Airport Council International. Selain itu, Bandara Soekarno Hatta juga mendapat peringkat 63 besar dalam peta Skytrax World Best Airport. Manajemen Angkasa Pura II menargetkan Bandara Soekarno-Hatta untuk dapat memasuki peringkat 50 besar dalam peta Skytrax World Best dengan memperbaiki dan menambah fasilitas-fasilitas yang ditawarkan oleh bandara tersebut, termasuk peremajaan teknologi informasi.

Pergerakan Pesawat, Penumpang dan Kargo Tahun 2016

Posisi geografis Indonesia sebagai Negara Kepulauan memiliki potensi unik terhadap industri penerbangan nasional yang dapat menawarkan fasilitas transportasi yang efektif dan efisien waktu. Dengan semakin berkembangnya perekonomian nasional dan bertambahnya jumlah penduduk di Indonesia, industri penerbangan nasional memiliki prospek yang sangat cerah. Dalam kurun waktu 5 tahun terakhir, pergerakan armada dan rute penerbangan yang dilakukan sejumlah maskapai penerbangan domestik dan internasional, serta arus penumpang menunjukkan tingkat pertumbuhan yang stabil. Sebagaimana data pergerakan pesawat, penumpang dan kargo di bandara wilayah Perseroan selama 5 tahun terakhir pada tabel dan grafik di bawah ini:

According to data compiled by the Central Bureau of Statistics, the number of flight passengers reached 95.2 million passengers in 2016, consisting of 80.4 million domestic passengers and 14.87 million international passengers. The number of domestic passengers increased by 16.97% from the prior year, while the number of international passengers increased by 8.16% compared to the same period in 2015.

The government has organized several strategic initiatives to improve the performance of national aviation industry. One of the efforts is the opening of new aviation routes in order to reach remote areas. In addition, more varied route combinations are also offered by many airlines. All of these measurable implementations, together with the issuance of Law No. 1 of 2009, have had a very positive impact on national aviation.

In 2016, one of the airports within Angkasa Pura II area, the Soekarno-Hatta International Airport, was recognized as one of the 18 world's busiest airports by the Airport Council International. In addition, Soekarno-Hatta Airport was also ranked 63 in the Skytrax's map of World Best Airport. Angkasa Pura II's management targets Soekarno-Hatta Airport to enter the top 50 on the Skytrax World Best map by improving and increasing the facilities offered at the airport, including the revitalization of information technology.

Movement of Aircrafts, Passengers and Cargos in 2016

Indonesia's geographic position as an archipelagic country has a unique potential for the national aviation industry which offers an effective and time-efficient transportation facility. With the growing national economy and the increasing population in Indonesia, the national aviation industry has a very bright and promising outlook. In the past 5 years, the movement of fleets and flight routes by a number of domestic and international airlines, as well as the flow of passengers, demonstrated a steady growth rate. The data regarding the movement of aircrafts, passengers and cargos at the airports of the Company area for the last 5 years is described in the table and graph below:

Pergerakan Pesawat, Penumpang dan Kargo Tahun 2012 - 2016

Uraian / Description	2012	2013	2014	2015	2016
Pergerakan Pesawat (dalam satuan rute) / Aircraft Movement (in route unit)	611.930	647.343	630.584	632.418	723.799
Pergerakan Penumpang (dalam ribuan Pax) / Passengers Movement (in thousands of Pax)	82.013	86.341	85.131	84.292	95.175
Pergerakan Kargo (dalam ribuan Kg) / Cargo Movement (in thousands of Kg)	764.874	765.812	763.508	739.689	743.336

BANDARA ANGKASA PURA II

Pergerakan pesawat pada tahun 2016 tercatat sebesar 723.799 rute, meningkat sebesar 14,45% bila dibandingkan pergerakan pesawat pada tahun 2015 sebesar 632.418 rute. Jumlah pergerakan penumpang yang menggunakan jasa penerbangan di bandara-bandara Angkasa Pura II mencapai sebanyak 95.175.021 pax, meningkat sebesar 12,91% bila dibandingkan dengan 84.291.588 pax di tahun 2015. Peningkatan juga terjadi pada pergerakan kargo di tahun 2016 yang tercatat sebesar 743.336.817 kg, naik sebesar 0,49% dari pergerakan kargo di tahun 2015 yang tercatat sebesar 739.688.624 kg. Secara keseluruhan, pada tahun 2016 Perseroan berhasil meningkatkan pergerakan pesawat, penumpang dan kargo.

Pergerakan Pesawat

Dalam 5 tahun terakhir, pergerakan pesawat menunjukkan tingkat pertumbuhan yang konsisten di kedua rute domestik dan rute internasional. Secara kumulatif, jumlah pesawat yang datang dan berangkat dari bandara-bandara di wilayah Perseroan terus mengalami pertumbuhan, seperti yang diuraikan dalam tabel di bawah ini:

Pergerakan Pesawat Domestik & Internasional Tahun 2012 - 2016

Uraian / Description	2012	2013	2014	2015	2016
Domestik / Domestic	504.382	530.721	511.768	518.290	608.649
Internasional / International	107.548	116.622	118.816	114.128	115.150
Total	611.930	647.343	630.584	632.418	723.799

Pergerakan pesawat domestik di tahun 2016 meningkat sebesar 17,43% menjadi 608.649 rute bila dibandingkan dengan tahun 2015 sebesar 518.290 rute. Peningkatan pergerakan pesawat domestik di tahun 2016 lebih tinggi dibandingkan peningkatan pergerakan rute domestik di tahun 2015 sebesar 1,27%. Sedangkan pergerakan pesawat untuk penerbangan internasional tercatat sebanyak 115.150 rute, naik sebesar 0,90% bila dibandingkan dengan tahun 2015 yang tercatat sebesar 114.128 rute.

Movement of Aircrafts, Passengers and Cargos in 2012 - 2016
ANGKASA PURA II AIRPORTS

The movement of aircraft in 2016 was recorded at 723,799 routes, an increase of 14.45% compared to the movement of aircraft in 2015 at 632,418 routes. The number of passenger movements using services at Angkasa Pura II airports reached 95,175,021 pax, an increase of 12.91% compared to 84,291,588 pax recorded in in 2015. An increase also occurred in the movement of cargo in 2016 which was recorded at 743,336,817 kg, up by 0.49% from cargo movement in 2015 which was recorded at 739,688,624 kg. Overall, the Company succeeded in increasing the movement of aircraft, passengers and cargo in 2016.

Aircraft Movement

In the past 5 years, aircraft movement showed quite consistent growth rates on both domestic routes and international routes. Cumulatively, the number of aircrafts arriving and departing from airports within the Company's are continued to grow as described in the following table:

Movement of Domestic & International Aircrafts in 2012 - 2016

The movement of domestic aircraft in 2016 reached 608,649 routes increased by 17.43% from that of 2015 recorded at 518,290 routes. The increase in domestic aircraft movement in 2016 was higher than the increase in domestic route movement in 2015 which was 1.27%. Meanwhile, the movement of aircrafts for international flights recorded at 115,150 routes, up by 0.90% compared to routes of 2015 which were recorded at 114,128 routes.

Di tahun 2016, pergerakan pesawat domestik masih mendominasi rute penerbangan yang memberi kontribusi sebesar 608.649 rute (84,09%) dari total pergerakan pesawat. Nilai kontribusi pergerakan pesawat domestik tersebut meningkat dari komposisi tahun 2015 yang tercatat sebesar 81,95%. Pencapaian pergerakan pesawat domestik pada tahun 2016 sebesar 608.649 rute merupakan pergerakan pesawat tertinggi dalam kurun waktu 5 tahun terakhir. Sedangkan pergerakan pesawat untuk penerbangan internasional tercatat sebesar 115.150 rute (15,91%).

Informasi mengenai pergerakan pesawat dari sisi bandara-bandara yang dikelola oleh Perseroan dapat dilihat di tabel berikut ini:

Pergerakan Pesawat Tahun 2012 - 2016

(Dalam satuan rute)

Bandara / Airport	2012	2013	2014	2015	2016	Pertumbuhan / Growth %
CGK	381.120	399.430	390.984	386.615	413.781	7,03%
KNO	65.970	70.461	63.937	63.607	69.593	9,41%
PKU	25.244	30.022	25.439	19.268	25.765	33,72%
PNK	21.198	22.779	23.626	25.184	28.732	14,09%
PLM	20.797	22.293	23.335	26.617	33.857	27,20%
PDG	16.476	18.675	18.643	21.945	25.660	16,93%
BDO	21.294	20.220	22.354	25.902	26.057	0,60%
HLP	30.110	33.306	32.237	30.255	56.219	85,82%
DJB	7.425	7.653	9.706	9.486	13.636	43,75%
PGK	12.471	11.862	10.717	13.988	16.235	16,06%
TNJ	3.850	3.236	2.670	2.544	2.750	8,10%
BTJ	5.975	7.406	5.654	6.052	8.819	45,72%
DTB	920	1.218	1.282	955	2.695	182,20%
Total	612.850	648.561	630.584	632.418	723.799	14,45%

In 2016, the movement of domestic aircraft continued to dominate the flight route and contributed 84.09% or 608,649 routes to the total movement of aircrafts. This value of domestic aircraft movements increased from the composition of 2015 recorded at 81.95%. This achievement of domestic aircraft movement in 2016 of 608,649 routes was the highest aircraft movement in the last 5 years. On the other hand, the movement of aircrafts for international flights amounted to 115.150 routes (15.91%).

Information on aircraft movements from the view of airports managed by the Company can be seen in the following table:

Aircraft Movement in 2012 – 2016

(In route unit)

Pergerakan Pesawat Tahun 2016

(Dalam satuan rute)

Bandara / Airport	Domestik / Domestic	Internasional / International	Total
CGK	327.232	86.549	413.781
KNO	56.209	13.384	69.593
PKU	23.527	2.238	25.765
PNK	27.816	916	28.732
PLM	32.750	1.107	33.857
PDG	24.046	1.614	25.660
BDO	22.070	3.987	26.057
HLP	52.422	3.797	56.219

Aircraft Movement in 2016

(In route unit)

Bandara / Airport	Domestik / Domestic	Internasional / International	Total
DJB	13.636	-	13.636
PGK	16.235	-	16.235
TNJ	2.742	8	2.750
BTJ	7.269	1.550	8.819
DTB	2.695	-	2.695
Total	608.649	115.150	723.799

Pada tahun 2016, dari 13 bandara yang dikelola oleh Perseroan yang memiliki jumlah pergerakan pesawat 3 (tiga) terbesar adalah Bandara Soekarno Hatta - Tangerang sebanyak 413.781 rute (57,17 %), Bandara Kualanamu - Medan sebanyak 69.593 rute (9,61 %), dan Bandara Halim Perdanakusuma - Jakarta sebanyak 56.219 rute (7,77 %).

3 (three) airports out of the 13 airports managed by the Company which have the largest number of aircraft movements in 2016 were Soekarno-Hatta Airport, Tangerang with 413,781 routes (57%), Kualanamu Airport, Medan with 69,593 routes (10%) and Halim Perdanakusuma Airport, Jakarta with 56,219 routes (8%).

Pergerakan Penumpang

Pergerakan penumpang di tahun 2016 meningkat seiring dengan meningkatnya pergerakan pesawat dimana tren pergerakan untuk rute domestik menunjukkan peningkatan yang lebih besar dari rute internasional. Pergerakan penumpang pada tahun 2016 tercatat sebesar Jumlah pergerakan penumpang yang menggunakan jasa penerbangan di bandara-bandara Angkasa Pura II mencapai sebanyak 95.175.021 pax, meningkat sebesar 12,91% bila dibandingkan dengan 84.291.588 pax di tahun 2015.

Passenger Movement

The movement of passengers in 2016 showed an improvement in line with the rising movement of aircraft where the trend of movement for domestic routes demonstrated a greater increase in international routes. The movement of passengers in 2016 was recorded as the number of movement of the passengers using services at Angkasa Pura II airports which reached 95,175,021 pax, an increase of 12.91% compared to 84.291.588 pax recorded in 2015.

Pergerakan Penumpang Tahun 2012 - 2016

(Dalam satuan pax)

Passengers Movement in 2012 – 2016

(In pax unit)

Bandara / Airport	2012	2013	2014	2015	2016	Pertumbuhan % Tahun 2015- 2016 / Growth % in 2015-2016
CGK	57.772.864	60.137.347	57.221.169	54.291.366	58.195.484	7,19%
KNO	7.991.914	8.358.705	8.059.796	8.004.791	8.959.483	11,93%
PKU	2.772.254	3.257.547	2.993.872	2.670.046	3.386.243	26,82%
PNK	2.291.470	2.307.322	2.502.957	2.713.259	3.182.267	17,29%
PLM	2.902.129	3.032.629	3.258.834	3.384.464	3.899.018	15,20%
PDG	2.643.719	2.789.597	2.791.411	3.169.122	3.600.150	13,60%
BDO	1.872.985	2.533.887	2.927.304	3.146.807	3.406.936	8,27%
HLP	199.425	210.814	1.646.864	3.059.153	5.613.039	83,48%
DJB	1.117.909	1.282.244	1.316.379	1.168.219	1.636.873	40,12%
PGK	1.484.357	1.467.118	1.401.308	1.658.920	1.914.006	15,38%
TNJ	291.384	252.501	265.407	258.936	272.397	5,20%
BTJ	672.695	711.796	721.727	748.721	953.911	27,41%
DTB	7.486	12.556	24.005	17.784	155.214	772,77%
Total	82.020.591	86.354.063	85.131.033	84.291.588	95.175.021	12,91%

Pada tahun 2015, pergerakan penumpang untuk penerbangan domestik tercatat sebanyak 79.004.067 pax, lebih tinggi 14,85% dibandingkan tahun 2015 yang tercatat sebesar 68.789.336 pax. Hal serupa juga terjadi pada pergerakan penumpang internasional pada tahun 2016 yang terealisasi sebesar 16.170.954 pax atau tertinggi dari lima tahun terakhir. Bila dibandingkan dengan pergerakan penumpang internasional pada tahun 2015 sebesar 15.502.252 pax, pergerakan di tahun 2016 mengalami peningkatan sebesar 4,31%.

In 2015, the movement of passengers for domestic flights was recorded at 79,004,067 pax, 14.85% higher than that of 2015 recorded at 68,789,336 pax. The same issue occurred in the international passenger movement in 2016 which was realized at 16,170,954 pax, the highest figure in the last five years. When compared to the movement of international passengers in 2015 which amounted to 15,502,252 pax, the movement in 2016 showed an increase of 4.31%.

Pergerakan Penumpang Domestik & Internasional 2012 - 2016 (Dalam satuan pax)

Uraian / Description	2012	2013	2014	2015	2016
Domestik / Domestic	67.316.705	70.641.972	69.225.753	68.789.336	79.004.067
Internasional / International	14.696.400	15.699.535	15.905.280	15.502.252	16.170.954
Total	82.013.105	86.341.507	85.131.033	84.291.588	95.175.021

Domestic & International Passengers Movement in 2012 - 2016 (In pax unit)

Dari segi komposisi, pergerakan penumpang domestik masih mendominasi total pergerakan penumpang yang memberi kontribusi 83,01% dari 95.175.021 pax di tahun 2016. Sedangkan pergerakan penumpang internasional berkontribusi sebesar 16,99% dari total pergerakan penumpang.

In terms of composition, the movement of domestic passengers continued to dominate the total passenger movement which contributed 83.01% to 95,175,021 pax in 2016. Meanwhile, the movement of international passengers contributed 16.99% to the total passenger movement.

Pergerakan Penumpang Tahun 2016

(Dalam satuan pax)

Bandara / Airport	Domestik / Domestic	Internasional / International	Total
CGK	45.064.449	13.131.035	58.195.484
KNO	7.273.892	1.685.591	8.959.483
PKU	3.177.229	209.014	3.386.243
PNK	3.090.373	91.894	3.182.267
PLM	3.774.296	124.722	3.899.018
PDG	3.388.113	212.037	3.600.150
BDO	2.853.944	552.992	3.406.936
HLP	5.605.754	7.285	5.613.039
DJB	1.636.873	-	1.636.873
PGK	1.914.006	-	1.914.006
TNJ	271.676	721	272.397
BTJ	798.248	155.663	953.911
DTB	155.214	-	155.214
Total	79.004.067	16.170.954	95.175.021

Passengers Movement in 2016

(In pax unit)

Pada tahun 2016, dari 13 bandara yang dikelola oleh Perseroan yang memiliki jumlah pergerakan penumpang 3 (tiga) terbesar adalah Bandara Soekarno Hatta - Tangerang

In 2016, 3 (three) airports out of the 13 airports managed by the Company which have the largest number of passenger movements were Soekarno-Hatta Airport, Tangerang with

sebanyak 58.195.484 pax (61,15 %), Bandara Kualanamu - Medan sebanyak 8.959.483 pax (9,41 %), dan Bandara Halim Perdanakusuma sebanyak 5.613.039 pax (5,90 %).

Pergerakan Kargo

Perkembangan bisnis kargo yang semakin kompetitif terlihat dari semakin banyaknya perusahaan yang bergerak dalam jasa pengiriman barang. Hal ini sejalan dengan berkembangnya dunia industri, baik manufaktur maupun jasa yang terus berkembang cepat. Persaingan tersebut semakin diramaikan dengan pemberian jasa pengiriman barang melalui kargo oleh maskapai-maskapai penerbangan. Dalam kurun waktu 5 tahun terakhir, pertumbuhan pergerakan kargo secara rata-rata adalah sebanyak 9.447.963 kg (1,42%).

58,195,484 pax (61.15%), Kualanamu Airport, Medan with 8,959,483 pax (9.41%), and Halim Perdanakusuma Airport with 5,613,039 pax (5.90%).

Cargo Movement

The increasingly competitive development of the cargo business is evident from the growing number of companies engaged in freight forwarding services. This is in line with the development of the industrial business, both manufacturing and service businesses which are growing rapidly. Competition is increasingly enlivened by the delivery of freight services through cargo by airlines. In the last 5 years, the growth of cargo movement on average was 9,447,963 kg (1.42%)

Pergerakan Kargo Tahun 2012 - 2016

(Dalam satuan kg)

Bandara / Airport	2012	2013	2014	2015	2016	Pertumbuhan % Tahun 2015-2016 / Growth % in 2015-2016
CGK	629.705.705	645.297.948	626.045.944	614.821.858	597.807.352	(2,77%)
KNO	42.794.334	44.273.506	42.370.719	41.629.184	43.691.877	4,95%
PKU	14.397.033	13.034.432	11.399.027	9.319.435	10.431.181	11,93%
PNK	26.518.022	7.728.600	17.304.614	15.367.780	16.398.584	6,71%
PLM	13.584.404	14.297.549	15.067.043	14.407.858	15.014.703	4,21%
PDG	10.128.280	11.359.222	11.567.012	9.518.317	15.349.706	61,26%
BDO	2.928.328	4.647.240	5.854.658	7.270.102	9.817.019	35,03%
HLP	6.193.862	7.233.209	12.775.391	8.434.496	13.607.476	61,33%
DJB	5.529.326	6.546.528	7.261.213	6.088.310	7.110.868	16,80%
PGK	8.350.455	6.074.548	7.466.243	6.671.244	7.325.903	9,81%
TNJ	1.957.768	2.377.062	2.742.776	2.400.725	2.732.438	13,82%
BTJ	2.786.041	2.942.194	3.652.495	3.759.315	4.037.452	7,40%
DTB	0	0	0	0	12.258	-
Total	764.873.558	765.812.038	763.507.135	739.688.624	743.336.817	0,49%

Cargo Movement in 2012 – 2016

(In kg)

Pergerakan Kargo Domestik & Internasional Tahun 2012 - 2016 (Dalam satuan Ton)

Uraian / Description	2012	2013	2014	2015	2016
Domestik / Domestic	438.153	426.961	433.745	403.621	405.229
Internasional / International	326.721	338.851	329.763	336.068	338.108
Total	764.874	765.812	763.508	739.689	743.337

Movement of Domestic & International Cargo in 2012 – 2016 (In Ton)

Tahun 2016, pergerakan kargo untuk penerbangan domestik tercatat sebesar 405.229 ton, meningkat sebesar 0,40% bila dibandingkan dengan pergerakan kargo domestik tahun

In 2016, the movement of cargo for domestic flights was recorded at 405,229 tons, an increase of 0.40% compared to the domestic cargo movement of 2015 of 403,621 tons.

2016 sebesar 403.621 ton. Hal yang serupa juga terjadi pada pergerakan kargo internasional pada tahun 2016 yang tercatat sebesar 338.108 ton atau naik 0,61% bila dibandingkan dengan tahun 2015 sebesar 336.068 ton.

Dari segi komposisi, pergerakan kargo domestik masih dominan baik pada tahun 2016 maupun tahun 2015 dibandingkan pergerakan kargo untuk penerbangan internasional. Tahun 2016, komposisi pergerakan kargo untuk penerbangan domestik sebanyak 405.229 ton (54,51%), sedangkan pergerakan kargo untuk penerbangan internasional sebanyak 338.108 ton (45,49%).

Pada tahun 2016, dari 13 bandara yang dikelola oleh Perseroan yang memiliki jumlah pergerakan kargo 3 (tiga) terbesar adalah Bandara Soekarno Hatta - Jakarta sebanyak 597.807.352 kg (80,42 %), Bandara Kualanamu - Medan sebanyak 43.691.877 kg (5,88 %), dan Bandara Supadio - Pontianak sebanyak 16.398.584 kg (2,21 %).

Similarly, there was an increase of 0.61% in the international cargo movement in 2016, from 336,068 tons recorded in 2015 to 338,108 tons.

In terms of composition, domestic cargo movement continued to show dominancy, both in 2016 and 2015, compared to cargo movement for international flights. In 2016, the composition of cargo movement for domestic flights was 405,229 tons (54.51%) while the cargo movement for international flights was 338,108 tons (45.49%).

In 2016, 3 (three) out of the 13 airports managed by the Company with the largest number of cargo movements were Soekarno Hatta Airport, Jakarta with 597,807,352 kg (80.42%), Kualanamu Airport, Medan with 43,691,877 kg (5.88%), and Supadio Airport, Pontianak with 16,398,584 kg (2.21%).

Pergerakan Kargo Tahun 2016

(Dalam satuan kg)

Bandara / Airport	Domestik / Domestic	Internasional / International	Total
CGK	270.836.353	326.970.999	597.807.352
KNO	39.892.710	3.799.167	43.691.877
PKU	10.409.520	21.661	10.431.181
PNK	16.391.062	7.522	16.398.584
PLM	14.740.244	274.459	15.014.703
PDG	15.036.034	313.672	15.349.706
BDO	8.786.520	1.030.499	9.817.019
HLP	7.953.708	5.653.768	13.607.476
DJB	7.110.868	-	7.110.868
PGK	7.325.903	-	7.325.903
TNJ	2.732.438	-	2.732.438
BTJ	4.001.157	36.295	4.037.452
DTB	12.258	-	12.258
Total	405.228.775	338.108.042	743.336.817

Cargo Movement in 2016

(In kg)

TINJAUAN OPERASI PER SEGMENT USAHA

Tinjauan Operasional

Sarana transportasi udara dinilai sangat efektif dan efisiensi waktu terutama bagi situasi geografis Indonesia yang memiliki beberapa pelosok daerah yang sulit terhubung melalui sarana transportasi lainnya. Seiring dengan meningkatnya daya beli masyarakat yang didukung oleh percepatan pertumbuhan ekonomi nasional, kebutuhan akan sarana transportasi udara juga akan turut meningkat.

Sejalan dengan hal tersebut, Perseroan senantiasa melaksanakan dan menunjang kebijakan dan program pemerintah di bidang ekonomi dan pembangunan dalam menyelenggarakan usaha jasa kebandarudaraan dan usaha-usaha lain yang terkait sesuai dengan anggaran dasar Perseroan. Dalam rangka memenuhi kewajiban-kewajiban yang telah diserahkan oleh pemerintah dan sebagai bentuk upaya mendorong pertumbuhan ekonomi nasional, Perseroan telah melakukan berbagai upaya sebagai berikut:

- Penyediaan, pengusahaan dan pengembangan fasilitas untuk kegiatan pelayanan pendaratan, lepas landas, parkir dan penyimpanan pesawat udara;
- Penyediaan, pengusahaan dan pengembangan fasilitas terminal untuk pelayanan angkutan penumpang, kargo dan pos;
- Penyediaan, pengusahaan dan pengembangan fasilitas elektronika, navigasi, listrik, air dan instalasi limbah buangan;
- Penyediaan jasa pelayanan penerbangan;
- Penyediaan lahan untuk bangunan, lapangan dan kawasan industri, serta gedung-gedung bangunan yang berhubungan dengan kelancaran angkutan udara;
- Penyediaan jasa konsultasi pendidikan dan pelatihan yang berkaitan dengan kebandarudaraan;
- Penyediaan jasa pelayanan yang secara langsung menunjang kegiatan penerbangan yang meliputi penyediaan hanggar pesawat udara, perbengkelan pesawat udara, pergudangan, jasa boga pesawat udara, jasa pelayanan teknis penanganan pesawat udara di darat, jasa pelayanan penumpang dan bagasi, jasa penanganan kargo dan jasa penunjang lainnya yang secara langsung menunjang kegiatan penerbangan;
- Penyediaan jasa pelayanan yang secara langsung atau tidak langsung menunjang kegiatan bandar udara yang meliputi jasa penyediaan penginapan/hotel, jasa penyediaan toko dan restoran, jasa penempatan kendaraan bermotor, jasa

OPERATIONAL REVIEW PER BUSINESS SEGMENT

Operational Review

Air transport facilities have been considered to be very effective and time-efficient especially for the geographical situation of Indonesia which has several remote areas that are difficult to connect through other means of transportation. Along with the increasing purchasing power of society and acceleration of national economic growth, the need for air transportation will also increase.

In line with such matter, the Company continues to implement and support government policies and programs in the field of economy and development by carrying out business services of hospitality and other related businesses in accordance with the Company's Articles of Association. In order to fulfill the obligations that have been mandated by the government and as a form of effort to encourage national economic growth, the Company has made various efforts such as:

- Provision, operation and development of facilities for landing, takeoff, parking and storage services of aircrafts;
- Provision, operation and development of terminal facilities for passenger, cargo and post transport services;
- Provision, operation and development of electronic, navigation, electricity, and water facilities, as well as waste disposal installations;
- Provision of aviation services;
- Provision of land for buildings, fields and industrial estates, as well as buildings that are related to the flow of air transport;
- Provision of education and training consultancy services that are related to the airport;
- The provision of services that directly support the activities of aviation business which includes the provision of aircraft hangars, aircraft maintenance, warehousing, aircraft catering services, aircraft ground handling technical services, passenger and baggage services, cargo handling services and other supporting services that directly support aviation activities;
- Provision of services that directly or indirectly support the airport activities, including the provision of accommodations/hotels, shop and restaurant supply services, motor vehicle placement services, aviation-related leisure services,

penyediaan tempat rekreasi yang berhubungan dengan penerbangan, pameran dirgantara keudaraan, jasa perawatan pada umumnya dan jasa lainnya yang secara langsung atau tidak langsung menunjang kegiatan bandar udara.

Perseroan berkedudukan dan berkantor pusat di Bandara Soekarno-Hatta, Tangerang, provinsi Banten. Perseroan hingga tahun 2016 mempunyai 13 kantor cabang yang masing-masing berkedudukan di bandar udara (bandara) yang dikelola oleh Perseroan, sebagai berikut:

1. Bandar Udara Internasional Soekarno-Hatta, Tangerang;
2. Bandar Udara Halim Perdanakusuma, Jakarta;
3. Bandar Udara Sultan Mahmud Badaruddin II, Palembang;
4. Bandar Udara Supadio, Pontianak;
5. Bandar Udara Internasional Kualanamu, Deli Serdang;
6. Bandar Udara Sultan Syarif Kasim II, Pekanbaru;
7. Bandar Udara Internasional Minangkabau, Padang Pariaman;
8. Bandar Udara Internasional Sultan Iskandar Muda, Banda Aceh;
9. Bandar Udara Internasional Husein Sastranegara, Bandung;
10. Bandar Udara Raja Haji Fisabilillah, Tanjung Pinang;
11. Bandar Udara Sultan Thaha, Jambi;
12. Bandar Udara Depati Amir, Pangkal Pinang;
13. Bandar Udara Silangit, Siborong-Borong.

Sejak 16 Januari 2014, jasa pelayanan penerbangan (ATS) tidak lagi dikelola oleh Perseroan berdasarkan Peraturan Pemerintah (PP) Nomor 77 Tahun 2013 Tentang Perusahaan Umum Lembaga Penyelenggaraan Pelayanan Navigasi Penerbangan Indonesia (LPPNPI) berdasarkan Nota Kesepahaman Nomor: HK.201/1/10/DRJU-2014; KEP.15/OM.02.03/2014; MOU.04.07.01/00/02/2014/001; 032/DU/II/2014 tanggal 12 Februari 2014.

KINERJA OPERASI PER SEGMENT USAHA

Perseroan telah melaporkan segmen-segmen usaha sesuai Penerapan Standar Akuntansi Keuangan (PSAK) 5 (revisi 2010). Usaha Perseroan dikelompokkan berdasarkan divisi-divisi operasi yaitu aeronautika, non-aeronautika, kargo dan lainnya beserta kantor cabang. Namun demikian, secara umum produksi utama Perseroan ditopang oleh produksi segmen usaha jasa aeronautika dan segmen usaha jasa non-aeronautika. Segmen Usaha Perseroan digambarkan dalam grafik berikut:

aerospace exhibitions, general maintenance services and other services that directly or indirectly support the airport activities.

The Company is located and has a headquarter at Soekarno-Hatta Airport, Tangerang, Banten Province. As of 2016, the Company has 13 branch offices, each located at the airports managed by the Company, namely:

1. Soekarno-Hatta International Airport, Tangerang;
2. Halim Perdanakusuma Airport, Jakarta;
3. Sultan Mahmud Badaruddin II Airport, Palembang;
4. Supadio Airport, Pontianak;
5. Kualanamu International Airport, Deli Serdang;
6. Sultan Syarif Kasim II Airport, Pekanbaru;
7. Minangkabau International Airport, Padang Pariaman;
8. Sultan Iskandar Muda International Airport, Banda Aceh;
9. Husein Sastranegara International Airport, Bandung;
10. Raja Haji Fisabilillah Airport, Tanjung Pinang;
11. Sultan Thaha Airport, Jambi;
12. Depati Amir Airport, Pangkal Pinang;
13. Silangit Airport, Siborong-Borong.

Since January 16, 2014, the aviation service (ATS) is no longer managed by the Company based on the Government Regulation No. 77 of 2013 on Perusahaan Umum Lembaga Penyelenggaraan Pelayanan Navigasi Penerbangan Indonesia (LPPNPI) based on Memorandum of Understanding No. HK.201/1/10/DRJU-2014; KEP.15/OM.02.03/2014; MOU.04.07.01/00/02/2014/001; and 032/DU/II/2014 dated February 12, 2014.

OPERATIONAL PERFORMANCE PER BUSINESS SEGMENT

The Company has reported business segments in accordance with the Application of Financial Accounting Standards (PSAK) 5 (revised 2010). The Company's businesses are categorized based on operational divisions of aeronautics, non-aeronautics, cargo and others including the branch offices. However, in general, the Company's main production is supported by the production of aeronautical service and non-aeronautical service business segments. The Company's Business Segment is illustrated in the following graphs:

SEGMENT USAHA JASA AERONAUTIKA

Penjelasan Segmen Usaha Jasa Aeronautika

Usaha Aeronautika merupakan produksi atas jasa pelayanan langsung terhadap kegiatan penerbangan. Pelayanan tersebut antara lain, pelayanan pendaratan, pelayanan penumpang, pemakaian aviobridge dan pemakaian konter.

Kinerja Segmen Usaha Jasa Aeronautika

Produksi Jasa Aeronautika Tahun 2012 - 2016

Uraian / Description	Satuan / Unit	2012	2013	2014	2015	RKAP 2016	2016	Pencapaian / Achievement	Pertumbuhan 2015-2016 / Growth in 2015-2016	
									Nominal	%
Pelayanan Pendaratan / Landing Service										
Domestik / Domestic	Ton	16.867.022	18.434.538	18.948.200	26.003.573	25.598.250	31.720.115	123,92%	5.716.542	21,98%
Internasional / International	Ton	6.786.670	7.566.180	8.543.777	10.217.040	9.998.577	9.435.181	94,37%	-781.859	-7,65%
Jumlah / Total	Ton	23.653.692	26.000.719	27.491.977	36.220.613	35.596.827	41.155.296	115,62%	4.934.683	13,62%
Pelayanan Penumpang / Passenger Service										
Domestik / Domestic	Pax	29.455.420	31.311.859	31.173.539	33.027.630	32.912.781	36.406.686	110,62%	3.379.056	10,23%
Internasional / International	Pax	7.233.937	7.972.663	8.132.114	7.850.017	8.854.110	8.340.701	94,20%	490.684	6,25%
Jumlah / Total	Pax	36.689.357	39.284.522	39.305.653	40.877.647	41.766.891	44.747.387	107,14%	3.869.740	9,47%
Pemakaian Aviobridge / Use of Aviobridge										
Domestik / Domestic	Pes	157.128	180.829	196.982	206.777	215.608	259.104	120,17%	52.327	25,31%
Internasional / International	Pes	53.805	64.853	75.899	79.378	99.203	81.244	81,90%	1.866	2,35%
Jumlah / Total	Pes	210.933	245.682	272.881	286.155	314.811	340.348	108,11%	54.193	18,94%
Pemakaian Konter / Use of Counter										
Domestik / Domestic	Pax	29.934.350	32.071.113	34.740.077	36.483.697	36.166.839	40.591.885	112,24%	4.108.188	11,26%
Internasional / International	Pax	7.378.865	8.492.149	8.266.544	8.097.529	9.216.756	8.503.521	92,26%	405.992	5,01%
Jumlah / Total	Pax	37.313.215	40.563.262	43.006.621	44.581.226	45.383.595	49.095.406	108,18%	4.514.180	10,13%

1. Pelayanan Pendaratan

Kinerja pelayanan pendaratan tahun 2016 mencapai 41.155.296 ton, naik 4.934.683 ton atau 13,62% bila dibandingkan tahun 2015 sebesar 36.220.613 ton. Pelayanan pendaratan tahun 2016 melampaui 15,62% dari RKAP 2016. Secara komposisi, kinerja tersebut didukung oleh pencapaian pelayanan pendaratan domestik sebesar 31.720.115 ton (77,07%) dan pelayanan pendaratan internasional sebesar 9.435.181 ton (22,93%). Terkait dengan pencapaian kinerja tersebut, Perseroan telah melakukan upaya-upaya strategis, antara lain:

- Peningkatan ground time pesawat udara;
- Perubahan kebijakan penempatan yang semula dibebaskan selama 2 jam pertama menjadi 1 jam pertama; dan
- Penambahan extra flight di beberapa Kantor Cabang

2. Pelayanan Penumpang

Kinerja pelayanan penumpang tahun 2016 mencapai 44.747.387 pax, naik 3.869.740 pax atau 9,47% bila dibandingkan pelayanan penumpang tahun 2015 sebesar 40.877.647 pax. Secara keseluruhan pelayanan penumpang di

AERONAUTICS SERVICE BUSINESS SEGMENT

Description on Aeronautics Service Business Segment

Aeronautical Business is the production of direct services to aviation activities. These services include landing service, passenger service, use of aviobridge and use of counters.

Performance of Aeronautics Service Business Segment

Production of Aeronautics Service

1. Landing Service

The performance of landing service in 2016 reached 41,155,296 tons, up 4,934,683 tons or 13.62% compared to that of 2015 which was recorded at 36,220,613 tons. The 2016 landing service exceeded 15.62% of the 2016 RKAP. In terms of composition, the performance was supported by the achievement of domestic landing services of 31,720,115 tons (77.07%) and international landing services of 9,435,181 tons (22.93%). Related to the achievement of the performance, the Company has made various strategic efforts, among others:

- Increased aircraft ground time;
- Changes in placement policies which originally exempted during the first 2 hours to 1 hour; and
- Additional extra flights at some Branch Offices

2. Passenger Service

The performance of passenger services in 2016 reached 44,747,387 pax, up 3,869,740 pax or 9.47%, compared to that of 2015 which was recorded at 40,877,647 pax. Overall, passenger service in 2016 exceeded 7.14% of the

tahun 2016 melampaui 7,14% dari RKAP 2016 yang sudah ditetapkan. Secara komposisi, kinerja tersebut didukung oleh pencapaian pelayanan penumpang domestik sebesar 36.406.686 pax (81,36%) dan pelayanan penumpang internasional sebesar 8.340.701 pax (18,64%). Terkait dengan pencapaian kinerja tersebut, Perseroan telah melakukan upaya-upaya strategis, antara lain:

- Peningkatan frekuensi penerbangan domestik;
- Peningkatan load factor penerbangan domestik pada perusahaan penerbangan.

3. Pemakaian Aviobridge

Kinerja pemakaian aviobridge tahun 2016 mencapai 340.348 pes, naik 54.193 pes atau 18,94% bila dibandingkan dengan pemakaian aviobridge tahun 2015 sebesar 286.155 pes. Pencapaian pemakaian aviobridge di tahun 2016 tercatat 8,11% diatas RKAP 2016. Secara komposisi, kinerja tersebut didukung oleh pencapaian pemakaian aviobridge domestik sebesar 259.104 pes (76,13%) dan 81.244 pes (23,87%). Perseroan berhasil mencapai kinerja yang positif pada tahun 2016 terkait dengan pemakaian Aviobridge karena upaya strategis yang telah diterapkan, yaitu:

- Peningkatan frekuensi penerbangan domestik yang menggunakan garbarata.

4. Pemakaian Konter

Kinerja pemakaian konter tahun 2016 mencapai 49.095.406 pax, naik 4.514.180 pax atau 10,13% bila dibandingkan pemakaian konter tahun 2015 sebesar 44.581.226 pax. Pencapaian pemakaian konter di tahun 2016 melebihi RKAP 2016 sebesar 8,18%. Secara komposisi, kinerja tersebut didukung oleh pencapaian pemakaian konter domestik sebesar 40.591.885 (82,68%) dan pemakaian konter internasional sebesar 8.503.521 (17,32%).

Pendapatan Usaha Jasa Aeronautika

Pendapatan usaha segmen jasa aeronautika tahun 2016 mencapai Rp 4.028,88 miliar, naik Rp718,64 miliar atau 21,71% bila dibandingkan Rp3.310,23 miliar di tahun 2015. Pendapatan usaha segmen jasa aeronautika memberi kontribusi terhadap total pendapatan usaha Perseroan sebesar 60,62%.

established 2016 RKAP. In composition, the performance was supported by the achievement of domestic passenger service of 36,406,686 pax (81.36%) and international passenger service of 8,340,701 pax (18.64%). Related to the achievement of the performance, the Company has made various strategic efforts, among others:

- Increase in the frequency of domestic flights;
- Increase in domestic flight load factors on airlines.

3. Use of Aviobridge

Performance of aviobridge in 2016 reached 340,348 pes, up 54,193 pes or 18.94% compared to the use of aviobridge in 2015 which amounted to 286,155 pes. Achievement of aviobridge usage in 2016 was 8.11% above the RKAP 2016. In composition, the performance is supported by the achievement of domestic aviobridge usage of 259,104 pes (76.13%) and 81,244 pes (23.87%). The Company successfully achieved a positive performance in 2016 related to the use of Aviobridge due to the various strategic efforts that have been implemented, among others:

- Increase in the frequency of domestic flights that used the jet bridges.

4. Use of Counter

Performance counter usage in 2016 reached 49,095,406 pax, an increase of 4,514,180 pax or 10.13% compared to the use of counter in 2015 recorded at 44,581,226 pax. The achievement of counter usage in 2016 exceeded the RKAP 2016 by 8.18%. In composition, the performance is supported by the achievement of domestic counter usage of 40,591,885 (82.68%) and international counter usage of 8,503,521 (17,32%).

Revenue from Aeronautics Services

The revenues from the aeronautics service business in 2016 reached Rp4,028.88 billion, an increase of Rp718.64 billion or 21.71% compared to Rp3,310.23 billion in 2015. The revenues from aeronautics segment services contributed to the Company's total revenues by 60.62%.

Pendapatan Aeronautika Per Bandara Tahun 2015 - 2016

(Dalam Miliar rupiah)

Kantor Pusat/Cabang / Head Office/Branch Office	2015	2016	Pertumbuhan 2015-2016 / Growth in 2015-2016	
			Nominal	%
Soekarno-Hatta	2.279,46	2.714,75	435,28	19,10%
Kualanamu	542,41	625,04	82,63	15,23%
Halim Perdanakusuma	93,89	161,40	67,51	71,91%
Kantor pusat	0,00	0,00	0,00	
Sultan Mahmud Badaruddin II	76,86	111,36	34,50	44,88%
Sultan Syarif Kasim II	80,86	105,51	24,65	30,49%
Minangkabau	67,37	85,73	18,36	27,25%
Husein Sastranegara	64,03	78,67	14,63	22,85%
Supadio	46,67	62,92	16,25	34,81%
Depati Amir	20,49	22,87	2,38	11,64%
Sultan Thaha	14,94	26,48	11,55	77,30%
Sultan Iskandar Muda	17,64	27,41	9,77	55,41%
Raja Haji Fisabilillah	5,49	5,90	0,41	7,45%
Silangit	0,11	0,82	0,71	667,77%
Jumlah / Total	3.310,23	4.028,88	718,64	21,71%

Revenues from Aeronautics Service per Airport in 2015 – 2016

(In Rp billion)

Peningkatan pendapatan paling signifikan terdapat di Bandara Silangit sebesar Rp0,71 miliar (667,77%), Bandara Sultan Thaha sebesar Rp11,55 miliar (77,30%) dan Bandara Halim Perdanakusuma sebesar Rp67,51 miliar (71,91%).

The most significant revenue increase was at Silangit Airport which amounted to Rp0.71 billion (667.77%), Sultan Thaha Airport of Rp11.55 billion (77.30%) and Halim Perdanakusuma Airport of Rp67.51 billion (71.91%).

Secara komposisi, pendapatan usaha jasa aeronautika 3 terbesar berkontribusi oleh Bandara Soekarno-Hatta sebesar Rp2.714,75 miliar (67,38%), Bandara Kualanamu sebesar Rp625,04 miliar (15,51%) dan Bandara Halim Perdanakusuma sebesar Rp161,40 miliar (4,01%).

In composition, the 3 largest aeronautics service businesses that contributed to the Company's revenues were Soekarno-Hatta Airport at Rp2,714.75 billion (67.38%), Kualanamu Airport at Rp625.04 billion (15.51%) and Halim Perdanakusuma Airport at Rp161.40 billion (4.01%).

Profitabilitas Jasa Aeronautika

Laba bersih (laba tahun berjalan) segmen jasa aeronautika tahun 2016 mencapai Rp418,48 miliar, turun sebesar Rp165,43 miliar atau 28,33% terhadap laba bersih segmen jasa aeronautika tahun 2015 sebesar Rp583,91 miliar. Kontribusi laba bersih dari segmen jasa aeronautika terhadap laba bersih Perseroan tahun 2016 sebesar 21,57% lebih rendah dibandingkan kontribusi laba bersih dari segmen jasa aeronautika tahun 2015 sebesar 34,61%.

Profitability of Aeronautical Services

The net profit (profit of the year) of the aeronautics service segment in 2016 reached Rp418.48 billion, decreased by Rp165.43 billion or 28.33% from the net profit of the aeronautics service segment in 2015 recorded at Rp583.91 billion. Contribution of net profit from the aeronautics service segment to the 2016 net income was 21.57%, lower than the net profit contribution from the aeronautics service segment in 2015 which was 34.61%.

Profitabilitas segmen jasa aeronautika berdasarkan net profit margin (margin laba bersih) tahun 2016 sebesar 10,39% lebih rendah bila dibandingkan net profit margin tahun 2015 sebesar 17,64%.

Profitability of aeronautics service segment based on net profit margin was 10.39%, lower than the net profit margin of 2015 which was 17.64%.

SEGMENT USAHA JASA NON-AERONAUTIKA

Penjelasan Segmen Usaha Jasa Non-Aeronautika

Segmen usaha non-aeronautika merupakan pelayanan jasa yang menunjang penerbangan. Beberapa jenis pendapatan dari non-aeronautika diantaranya, sewa ruang, sewa gudang, sewa tanah, sewa tanah diperkeras, reklame, konsesi, throughput fee, parkir kendaraan dan utilities.

Kinerja Segmen Usaha Jasa Non-Aeronautika

Produksi Jasa Non Aeronautika

Secara umum, realisasi kinerja produksi jasa non-aeronautika tahun 2016 menunjukkan peningkatan terhadap realisasi kinerja produksi jasa non-aeronautika tahun 2015. Secara komposisi, pencapaian kinerja jasa non-aeronautika berdasarkan tingkat pertumbuhan positif dikontribusi oleh kinerja jasa sewa ruang sebesar 2,07%, kinerja jasa konsesi sebesar 35,74%, kinerja jasa throughput fee sebesar 62,45%, kinerja jasa parkir mobil sebesar 13,77%, kinerja jasa parkir motor sebesar 12,55%, kinerja jasa sewa listrik sebesar 3,30% dan kinerja jasa sewa air sebesar 3,15%.

Produksi Jasa Non-Aeronautika Tahun 2012 - 2016

Uraian / Description	Satuan / Unit	2012	2013	2014	2015	2016	Pertumbuhan 2015-2016 / Growth in 2015-2016	
								%
Sewa-sewa / Leases								
Sewa Ruang / Space Lease	m2	2.314.152	2.096.052	2.362.065	112,69%	47.913	2,07%	-3,78%
Sewa Tanah / Land Lease	m2	40.925.514	38.960.385	40.671.442	104,39%	(254.072)	(0,62%)	
Reklame / Billboard	m2	43.858	41.997	36.549	87,03%	(7.039)	(16,67%)	(1,14%)
Konsesi / Concession	Rp Jutaan	10.134.397	10.722.287	13.756.594	128,30%	3.622.197	35,74%	8,48%
Throughput Fee	Rb Ltr	3.592.439	2.363.298	5.835.739	246,93%	2.243.300	62,45%	(16,64%)
Parkir Kendaraan / Vehicles Parking								37,64%
Parkir Mobil / Car Parking	Rb Lbr	24.243	25.808	27.582	106,87%	3.339	13,77%	62,45%
Parkir Motor / Motorcycle Parking	Rb Lbr	8.966	9.912	10.091	101,81%	1.125	12,55%	
Utilities								13,96%
Sewa Listrik / Electricity	Rb Kwh	74.105	71.621	76.553	106,89%	2.448	3,30%	7,11%
Sewa Air / Water	m3	1.638.239	1.740.393	1.689.771	97,09%	51.532	3,15%	
Sewa Telepon / Telephone	Pes	6.757	7.036	6.399	90,95%	(358)	(5,30%)	4,06%
Sewa Air / Water	m³	1.913.185	1.614.116	1.718.100	1.458.794	1.532.639	73.845	5,06%
Sewa Telepon / Telephone	Pes	8.843	9.601	7.522	4.926	4.989	63	1,28%

Pencapaian produksi non-aeronautika selama tahun 2016 adalah sebagai berikut:

1. Realisasi produksi sewa ruang mencapai 12,69% melebihi RKAP 2016. Hal tersebut dipengaruhi oleh beberapa faktor, antara lain:

NON-AERONAUTICS SERVICE BUSINESS SEGMENT

Description of Non-Aeronautics Service Business Segment

Non-aeronautics business segment is a service that supports flight activity. Several types of non-aeronautics revenues include the leasing of space, warehouse, land and hardened land, billboards, concessions, throughput fees, vehicle parking and utilities.

Performance of Non-Aeronautics Service Business Segment

Production of Non-Aeronautics Service

In general, the performance of non-aeronautics service production in 2016 showed an increase compared to the non-aeronautics service production performance of 2015. In composition, the performance of non-aeronautics service based on positive growth rate was contributed by the performances of space rental services of 2.07%, concession services by 35.74%, throughput fee service by 62.45%, car park service by 13.77%, motor parking service by 12.55%, electricity rental service by 3.30%, and water rental service by 3.15%.

Production of Non-Aeronautics Service

The achievement of non-aeronautics production during 2016 is as follows:

1. Realization of leased space production exceeded the RKAP 2016 by 12.69% due to several factors, among others:

- adanya pengukuran ulang ruangan di dalam gudang PT Garuda Indonesia yang semula 395 m² menjadi 2.489 m² serta adanya penyewa baru gedung JPT di KCU BSH
 - adanya penyewa baru gudang 530 (Ex-Gapura) a.n PT Birotika Semesta seluas 1.356 m² di KCU BSH
2. Realisasi produksi sewa tanah mencapai 4,39% melebihi RKAP 2016. Hal tersebut disebabkan oleh adanya tenant baru a.n PT Citra Karisma Mandiri dan PT Lima Okta Ekarasa dengan total luas 87 m² di KCU BSH.
 3. Realisasi reklame mencapai 87,03% dari RKAP 2016. Hal tersebut disebabkan oleh:
 - Penurunan titik-titik reklame akibat pembangunan APMS dan penataan. Selain itu berkurang minat pemasang karena menunggu status iklan di Terminal 3 CGK; dan
 - Mundurnya beberapa mitra KNO (Garbarata selus 660 m² dari bulan Juni, Billboard outdoor seluas 100 m² dari bulan September dan Garbarata internasional seluas 396 m² dari bulan Agustus).
 - Tidak terealisasinya proses seleksi sesuai jadwal karena mundurnya pengoperasian terminal baru di BDO
 4. Realisasi konsesi mencapai 28,30% melebihi RKAP 2016. Hal tersebut disebabkan oleh terealisasinya penagihan hasil rekonsiliasi audited report 2015 kepada GMF.
 5. Realisasi throughput fee mencapai 146,93% melebihi RKAP 2016. Hal tersebut disebabkan oleh terealisasinya penagihan Facility Fee pada KCU BSH mulai periode jasa bulan April 2015 – Oktober 2016 dengan menggunakan besaran produksi yang sama dengan throughput fee.
 6. Realisasi parkir mobil mencapai 6,87% melebihi RKAP 2016 dan Realisasi parkir motor mencapai 1,81% melebihi RKAP 2016. Hal tersebut disebabkan karena bertambahnya penggunaan kendaraan pribadi dan tingginya turn over kendaraan di KCU BSH.
 7. Realisasi produksi sewa listrik mencapai 6,89% melebihi RKAP 2016, Realisasi produksi sewa air mencapai 97,09% dari RKAP 2016, Realisasi produksi sewa telepon mencapai 90,95% dari RKAP 2016.
- the re-measurement of room inside PT Garuda Indonesia warehouse, from originally 395 m² to 2,489 m², and the presence of new tenants of JPT building in KCU BSH
 - the presence of new tenant, PT Birotika Semesta, of warehouse 530 (Ex-Gapura) with an area of 1,356 m² in KCU BSH
2. Realization of land lease production exceeded the RKAP 2016 by 4.39% due to the existence of new tenants, PT Citra Karisma Mandiri and PT Lima Okta Ekarasa, with total area 87 m² in KCU BSH.
 3. Realization of billboards reached 87.03% of the RKAP 2016 due to:
 - Decrease of billboard points due to APMS development and structuring. Additionally, the advertiser's interest decreased as they waited for ad status in Terminal 3 CGK; and
 - The withdrawal of several KNO partners (Jet bridge of 660 m² from June, outdoor Billboard of 100 m² from September and international Jet bridge of 396 m² from August).
 - The selection process was delayed and not able to meet the schedule due to the setback of the operation of the new terminal at BDO
 4. Realization of concession exceeded the RKAP 2016 by 28.30% due to the realization of billing of reconciliation audited report 2015 to GMF.
 5. Realization of throughput fee exceeded the RKAP 2016 by 146.93%. This was due to the realization of Facility Fee collection at KCU BSH starting from April 2015 – October 2016 by using the same production amount as throughput fee.
 6. Car parking and motorcycle parking realization exceeded the 2016 RKAP by 6.87% and 1.81% respectively. This was due to the increasing use of private vehicles and the high turnover of vehicles at KCU BSH.
 7. Realization of electricity rental production exceeded the RKAP 2016 by 6.89%, while the realization of water rental production and telephone rental production reached 97.09% and 90.95% of the RKAP 2016.

Pendapatan Usaha Jasa Non-Aeronautika

Pendapatan jasa non-aeronautika tahun 2016 mencapai Rp2.744,90 miliar, naik Rp402,23 miliar atau 17,17% bila dibandingkan pendapatan jasa non-aeronautika tahun 2015 sebesar Rp2.342,67 miliar. Pendapatan usaha segmen jasa

Revenues of Non-Aeronautics Service

In 2016, revenues of non-aeronautics service reached Rp2,744.90 billion, increased by Rp402.23 billion or 17.17% compared to that of 2015 recorded at Rp2,342.67 billion. Revenues of non-aeronautics service contributed 41.30% to

non-aeronautika memberikan kontribusi terhadap total pendapatan usaha Perseroan sebesar 41,30%.

the total revenues of the Company.

Pendapatan Non-Aeronautika Per Bandara Tahun 2015 - 2016 (Dalam Miliar rupiah)

Kantor Pusat/Cabang / Head Office/Branch Office	2015	2016	Pertumbuhan 2015-2016 / Growth in 2015-2016	
			Nominal	%
Soekarno-Hatta	1.820,60	1.779,50	(41,10)	(2,26%)
Kualanamu	156,99	378,85	221,85	141,31%
Halim Perdanakusuma	82,44	86,21	3,77	4,58%
Kantor pusat	121,02	306,28	185,26	153,09%
Sultan Mahmud Badaruddin II	42,47	48,72	6,25	14,72%
Sultan Syarif Kasim II	33,28	37,81	4,53	13,61%
Minangkabau	17,60	18,99	1,39	7,90%
Husein Sastranegara	12,08	19,03	6,95	57,54%
Supadio	20,30	28,07	7,77	38,30%
Depati Amir	9,24	10,38	1,14	12,37%
Sultan Thaha	14,39	19,35	4,96	34,50%
Sultan Iskandar Muda	8,05	6,94	(1,11)	(13,75%)
Raja Haji Fisabilillah	4,06	4,41	0,35	8,62%
Silangit	0,16	0,36	0,19	119,32%
Jumlah / Total	2.342,67	2.744,90	402,23	17,17%

Non-aeronautics Revenues per Airport in 2015 – 2016 (In billion Rupiah)

Peningkatan pendapatan paling signifikan terdapat di Kantor Pusat sebesar Rp185,26 miliar (153,09%), Bandara Kualanamu sebesar Rp221,85 miliar (141,31%) dan Bandara Silangit sebesar Rp0,19 miliar (119,32%).

The most significant raise occurred in the Head Office amounting to Rp185.26 billion (153.09%), Kualanamu Airport amounting to Rp221.85 billion (141.31%) and Silangit Airport amounting to Rp0.19 billion (119.32%).

Secara komposisi, pendapatan usaha jasa non-aeronautika 3 terbesar berkontribusi oleh Bandara Soekarno-Hatta sebesar Rp1.779,50 miliar (64,83%), Bandara Kualanamu sebesar Rp378,85 miliar (13,80%) dan Kantor Pusat sebesar Rp306,28 miliar (11,16%).

In terms of composition, the 3 largest non-aeronautics service businesses that contributed to the Company's revenues were Soekarno-Hatta Airport at Rp1,779.50 billion (64.83%), Kualanamu Airport at Rp378.85 billion (13.80%) and Head Office at Rp306.28 billion (11.16%).

Profitabilitas Jasa Non-Aeronautika

Laba bersih (laba tahun berjalan) segmen jasa non-aeronautika tahun 2016 mencapai Rp1.613,16 miliar, meningkat sebesar Rp225,22 miliar atau 16,23% terhadap laba bersih segmen jasa non-aeronautika tahun 2015 sebesar Rp1,387,94 miliar. Kontribusi laba bersih dari segmen jasa non-aeronautika terhadap laba bersih Perseroan tahun 2016 sebesar 83,14% lebih tinggi dibandingkan kontribusi laba bersih dari segmen jasa non-aeronautika tahun 2015 sebesar 82,26%.

Non-Aeronautical Services Profitability

Net income (profit for the year) of non-aeronautical services in 2016 reached Rp1,613.16 billion, increased by Rp225.22 billion or 16.23% compared to that of 2015 which was recorded at Rp1,387.94 billion. Contribution from non-aeronautical services net income against the Company's net income in 2016 amounted to 83.14% higher compared to that of 2015 with 82.26%.

Profitabilitas segmen jasa non-aeronautika berdasarkan net profit margin (margin laba bersih) tahun 2016 sebesar 58,77% lebih rendah bila dibandingkan net profit margin tahun 2015 sebesar 59,25%.

SEGMENT USAHA JASA KARGO

Penjelasan Segmen Usaha Jasa Kargo

Segmen usaha kargo merupakan bidang usaha kebandarudaraan yang menyediakan pelayanan jasa fasilitas pengiriman barang.

Kinerja Segmen Usaha Jasa Kargo

Produksi Pelayanan Jasa Kargo

Kinerja produksi pelayanan kargo tahun 2016 mencapai 728.249 ton, naik 28.069 ton atau 4,01% dari produksi pelayanan kargo tahun 2015 sebesar 700.180 ton. Secara komposisi, pendapatan usaha jasa kargo 3 terbesar berkontribusi oleh Bandara Soekarno Hatta - Jakarta sebesar 561.778 ton (77,14 %), Bandara Kualanamu - Medan sebesar 50.180 ton (6,89 %) dan Bandara Supadio - Pontianak sebesar 19.469 ton (2,67 %).

Produksi Segmen Usaha Jasa Kargo Per Bandara Tahun 2015 - 2016 (Dalam ton)

Kantor Pusat/Cabang / Branch / Office Head	2015	2016	Pertumbuhan 2015-2016 / Growth in 2015-2016	
			Nominal	%
Soekarno-Hatta	546.421	561.778	15.357	2,81%
Kualanamu	48.867	50.180	1.313	2,69%
Halim Perdanakusuma	13.710	17.272	3.562	25,98%
Kantor pusat	-	-	-	
Sultan Mahmud Badaruddin II	16.041	15.616	(425)	-2,65%
Sultan Syarif Kasim II	13.793	14.918	1.125	8,15%
Minangkabau	15.403	15.621	218	1,41%
Husein Sastranegara	7.278	10.321	3.043	41,81%
Supadio	17.743	19.469	1.726	9,73%
Depati Amir	7.920	7.975	55	0,70%
Sultan Thaha	6.069	7.319	1.250	20,60%
Sultan Iskandar Muda	4.305	4.914	609	14,16%
Raja Haji Fisabilillah	2.630	2.865	235	8,96%
SiLangit	-	40	40	
Jumlah / Total	700.180	728.288	28.108	4,01%

Non-aeronautical services profitability based on net profit margin in 2016 amounted to 58.77% lower than net profit margin in 2014 which was recorded at 59.25%.

CARGO SERVICES

Cargo Services Explanation

Cargo business is a business field of airport services that provides goods delivery facility services.

Cargo Services Performance

Cargo Services Production

Performance of cargo services production in 2016 reached 728,249 ton or 4.01% of cargo services production in 2015 amounted to 700,180 ton. In terms of composition, income from cargo services business is contributed by the following top three largest, namely: Soekarno-Hatta Airport – Jakarta with 561,778 ton (77.14%), Kualanamu Airport - Medan amounted to 50,180 ton (6.89%) and Supadio – Pontianak Airport with 19,469 ton (2.67%).

Cargo Services Production by Airport in 2015-2016 (In ton)

Pendapatan Usaha Jasa Kargo

Pendapatan jasa kargo tahun 2016 mencapai Rp172,11 miliar, naik Rp23,28 miliar atau 15,64% bila dibandingkan pendapatan jasa kargo tahun 2015 sebesar Rp148,83 miliar. Pendapatan usaha segmen jasa non-aeronautika memberikan kontribusi terhadap total pendapatan usaha Perseroan sebesar 2,59%.

Produksi Segmen Usaha Jasa Kargo Per Bandara Tahun 2015 - 2016 (Dalam jutaan Rupiah)

Kantor Pusat/Cabang / Branch / Office Head	2015	2016	Pertumbuhan 2015-2016 / Growth in 2015-2016	
			Nominal	%
Soekarno-Hatta	34.764,55	0,00	(34,764,55)	(100,00%)
Kualanamu	30.904,47	41.554,34	10.649,87	34,46%
Halim Perdanakusuma	1.371,02	1.727,17	356,15	25,98%
Kantor pusat	29.956,19	62.392,57	32.436,38	108,28%
Sultan Mahmud Badaruddin II	9.951,97	10.895,92	943,95	9,49%
Sultan Syarif Kasim II	8.745,92	13.330,18	4.584,26	52,42%
Minangkabau	8.622,00	10.285,40	1.663,40	19,29%
Husein Sastranegara	1.659,21	2.229,90	570,69	34,40%
Supadio	11.039,20	13.638,52	2.599,32	23,55%
Depati Amir	4.438,72	5.480,69	1.041,97	23,47%
Sultan Thaha	3.541,10	5.091,38	1.550,28	43,78%
Sultan Iskandar Muda	1.472,42	2.658,28	1.185,86	80,54%
Raja Haji Fisabilillah	2.363,92	2.803,81	439,89	18,61%
SiLangit	0,00	25,54	25,54	0,00%
Jumlah / Total	148.830,68	172.113,70	23.283,02	15,64%

Peningkatan pendapatan paling signifikan terdapat di Kantor Pusat sebesar Rp32,44 miliar (108,28%), Bandara Sultan Iskandar Muda sebesar Rp1,19 miliar (80,54%) dan Bandara Syarif Kasim II sebesar Rp4,58 miliar (52,42%).

Secara komposisi, pendapatan usaha jasa kargo 3 terbesar berkontribusi oleh Kantor Pusat sebesar Rp62,39 miliar (36,25%), Bandara Kualanamu sebesar Rp41,55 miliar (24,14%) dan Bandara Supadio sebesar Rp13,64 miliar (7,92%).

Profitabilitas Jasa Kargo

Laba bersih (laba tahun berjalan) segmen jasa kargo tahun 2016 mencapai Rp86,27 miliar, menurun sebesar Rp14,97 miliar atau 14,78% terhadap laba bersih segmen jasa kargo tahun 2015 sebesar Rp101,24 miliar. Kontribusi laba bersih dari

Cargo Services Revenues

Cargo revenues in 2016 reached Rp172.11 billion, increased by Rp23.28 billion or 15.64% compared to cargo revenues in 2015 which was Rp148.83 billion. Non-aeronautical service revenues contributed 2.59% to the Company's operating revenues.

Cargo Revenues by Airport in 2015-2016 (In million Rupiah)

The most significant increase in revenues was found in Head Office amounted to Rp32.44 billion (108.28%), Sultan Iskandar Muda Airport amounted to Rp1.19 billion (80.54%), and Sultan Syarif Kasim II Airport amounted to Rp4.58 billion (52.42%).

In terms of composition, the three largest contributors for cargo revenues were the Head Office amounted to Rp62.39 billion (36.25%), Kualanamu Airport amounted to Rp41.55 billion (24.14%), and Supadio Airport amounted to Rp13.64 billion (7.92%).

Cargo Services Profitability

Net income (profit for the year) of cargo services in 2016 reached Rp86.27 billion, decreased by Rp14.97 billion or 14.78% compared to that of 2015 amounted to Rp101.24 billion. Contribution from cargo services net income against the

segmen jasa kargo terhadap laba bersih Perseroan tahun 2016 sebesar 4,45% lebih rendah dibandingkan kontribusi laba bersih dari segmen jasa kargo tahun 2015 sebesar 6,00%.

Profitabilitas segmen jasa kargo berdasarkan net profit margin (margin laba bersih) tahun 2016 sebesar 50,13% lebih rendah bila dibandingkan net profit margin tahun 2015 sebesar 68,02%.

ENTITAS ANAK DAN ENTITAS ASOSIASI

Angkasa Pura II (Persero) memiliki penyertaan saham di beberapa perusahaan. Berdasarkan klasifikasi menurut Pedoman Standar Akuntansi, per 31 Desember 2015 dan 2016 Perseroan memiliki 3 entitas anak dan 3 entitas asosiasi. Kepemilikan saham diberbagai perusahaan entitas tersebut dinilai manajemen penting untuk mendukung kinerja usaha Perseroan. Kepemilikan saham Perseroan dapat dilihat dalam tabel di bawah ini:

Company's net income in 2016 was 4.45%, lower compared to net income contribution from cargo services in 2015 which was 6.00%.

Cargo services profitability based on net profit margin in 2016 was 50.13% lower than net profit margin in 2015 which was 68.02%.

SUBSIDIARY AND ASSOCIATE ENTITIES

Angkasa Pura II (Persero) has share investment in several companies. Based on classification according to Accounting Standard Guidelines, as of December 31, 2015 and 2016 the Company has 3 subsidiaries and 3 associate entities. Share ownership in the various entities is considered important by the management to support the Company's business performance. Share ownership can be seen in the table below:

Kelompok Usaha PT Angkasa Pura II (Persero) Tahun 2016

Business Group of PT Angkasa Pura II (Persero) in 2016

Perusahaan / Company	Status Penyertaan / Investment Status	Bidang Usaha / Line of Business	Kepemilikan / Ownership	Status Operasi / Operational Status
PT Angkasa Pura Solusi	Entitas Anak / Subsidiary	Menyediakan jasa konsultasi manajemen bandara, jasa pendidikan latihan dan outsourcing, sumber daya manusia, pengelolaan parkir, IT outsourcing / Providing airport management consultation services, education, training, and outsourcing services, human resources, parking management, IT outsourcing.	99,99%	Telah Beroperasi / Operating
PT Angkasa Pura Kargo	Entitas Anak / Subsidiary	Mengelola gudang di kawasan bandara-bandara Angkasa Pura II, mengelola Distribution Center di Terminal 3 Ultimate, mengelola pelayanan Excess Baggage penumpang di Terminal 3 Ultimate, mengelola bisnis kargo jenazah di bandara Soekarno-Hatta serta pengelolaan Regulated Agent di bandara Soekarno-Hatta / Managing warehouses in airports of Angkasa Pura II, managing Distribution Center at Terminal 3 Ultimate, managing passenger Excess Baggage at Terminal 3 Ultimate, managing corpse cargo business at Soekarno-Hatta airport, and Regulated Agent management at Soekarno-Hatta airport.	99,95%	Telah Beroperasi / Operating
PT Angkasa Pura Propertindo	Entitas Anak / Subsidiary	Melakukan jasa konsultasi komersial terminal, jasa pengelolaan ruangan secara komersial di bandar udara umum, penyediaan dan pengelolaan aset komersial, serta jasa pembangunan, pengelolaan dan penyediaan tenaga listrik bandar udara dan lingkungan sekitar bandar udara / Providing terminal commercial consultation service, room management service commercially at public airport, provision and management of commercial asset, and service of development, management, and provision of electricity for airport and environment around the airport.	99,93%	Telah Beroperasi / Operating
PT Gapura Angkasa	Entitas Asosiasi / Associate Entity	Jasa penunjang pengangkutan udara dan barang / Ground handling	31,25%	Telah Beroperasi / Operating
PT Railink	Entitas Asosiasi / Associate Entity	Penyedia kegiatan usaha kereta api bandara / Airport train activities	40,00%	Telah Beroperasi / Operating
PT Purantara Mitra Angkasa Dua	Entitas Asosiasi / Associate Entity	Penyedia jasa katering penerbangan / Providing in flight catering service	0,13%	Telah Beroperasi / Operating

ENTITAS ANAK**PT Angkasa Pura Solusi ("APS")**

Kepemilikan Perusahaan di APS sebelum akuisisi saham pada tanggal 28 November 2011 adalah 50% atau 15.000 saham senilai Rp3.428.250.000. Berdasarkan Akta Notaris Otty H.C Ubayani, S.H., No. 49 tanggal 28 November 2011, Schipol International B.V setuju untuk mengalihkan 14.999 sahamnya kepada Perusahaan dengan Rp228.550 per saham atau senilai Rp3.428.021.450 dan 1 lembar sahamnya kepada Tuan Luthfy Edrus dengan harga Rp228.550 per saham atau senilai Rp228.550. Dengan demikian, kepemilikan saham Perusahaan di APS menjadi 29.999 lembar atau 99,9967% dan PT Angkasa Pura Schipol merubah namanya menjadi PT Angkasa Pura Solusi.

APS memulai operasi komersialnya pada tahun 1998. Susunan pemegang saham dan kepemilikan saham APS sejak tanggal 28 November 2011 sampai dengan saat ini adalah sebagai berikut:

Pemegang Saham / Shareholders	Total Saham / Total Shares	Saham Ditempatkan dan Disetor / Issued and Fully Paid Shares	Persentase Kepemilikan / Ownership Percentage
PT Angkasa Pura II (Persero)	29.999	6.856.271.450	99,997
Luthfy Edrus	1	228.550	0,003
Total	30.000	6.856.500.000	100,00

Laporan keuangan Entitas Anak mencakup akun-akun Entitas Anak dan Kerjasama Operasi dibawah ini sesuai dengan PSAK No. 66 (selanjutnya disebut "KSO"), dimana Entitas Anak mengakui proporsi hak atas aset dan kewajiban atas liabilitas berdasarkan pengaturan bersama sebagai berikut:

KSO	Jenis Usaha / Type of Business	Domisili / Domicile	Kepemilikan / Ownership (%)			Total Aset sebelum Eliminasi / Total Assets before Elimination		
			2016	2015	2014	2016	2015	2014
KSO AP Solusi Premair	Menyediakan jasa pelayanan penumpang di bandara (ruang tunggu) / Providing passengers service in airport (lounge).	Halim, Jakarta	51	51	51	2.914.520.638	5.128.936.029	3.045.013.278
KSO AP Solusi Mandai Prima	Menyediakan jasa pelayanan penumpang di bandara (ruang tunggu) / Providing passengers service in airport (lounge).	Tangerang	60	60	60	4.496.265.606	4.178.029.238	3.633.085.915
KSO AP Solusi Blue Sky	Menyediakan jasa pelayanan penumpang di bandara (ruang tunggu) / Providing passengers service in airport (lounge).	Medan	51	51	51	19.584.227.176	22.053.852.408	18.841.332.361
KSO AP Solusi - Trikama Boga	Menyediakan jasa pelayanan penumpang di bandara (ruang tunggu) / Providing passengers service in airport (lounge).	Medan	60	60	60	7.325.838.946	13.082.905.220	3.822.359.602
KSO AP Solusi - Inovasi Lintas Media	Membangun, mengoperasikan, dan mengembangkan modernisasi jaringan infrastruktur / Build, operate, and develop ICT network infrastructure in AP II airport area	Jakarta	55	-	-	10.547.865.038	-	-

SUBSIDIARY**PT Angkasa Pura Solusi ("APS")**

The Company's ownership in APS before shares acquisition on November 28, 2011 was 50% or 15,000 shares amounting to Rp3,428,250,000. Based on Deed No. 49 dated November 28, 2011 of Notary Otty H.C Ubayani, S.H., Schipol International B.V agreed to transfer its 14,999 shares to the Company with nominal value of Rp228,550 per share or amounting to Rp3,428,021,450 and its 1 share to Mr. Luthfy Edrus with nominal value of Rp228,550 per share or amounting to Rp228,550. Thus, the Company's ownership in APS became 29,999 shares or 99.9967% and PT Angkasa Pura Schipol changed its name to PT Angkasa Pura Solusi.

APS started its commercial operation in 1998. The details of the shareholders and their share ownerships of APS since November 28, 2011 until now are as follows:

The Subsidiary's financial statements include the accounts of the Subsidiary and the following Joint Operation in accordance with PSAK No. 66 (collectively referred to as "JO"), over which the Subsidiary recognize proportions of rights to the assets, and obligations for the liabilities, based on the joint arrangement as follows:

KSO	Jenis Usaha / Type of Business	Domisili / Domicile	Kepemilikan / Ownership (%)			Total Aset sebelum Eliminasi / Total Assets before Elimination		
			2016	2015	2014	2016	2015	2014
KSO AP Solusi - ISS Indonesia	Mengoperasikan, mengelola dan mengembangkan jasa kebersihan di seluruh bandara pengelolaan AP II / Operate, manage, and develop cleaning service in all airport areas under AP II management	Jakarta	51	-	-	16.087.842.110	-	-
KSO AP Solusi Blue Sky BDO	Menyediakan jasa pelayanan penumpang di bandara (ruang tunggu) / Providing passengers service in airport (lounge)	Bandung	51	-	-	2.898.066.921	-	-

PT Angkasa Pura Kargo

Dibentuk sesuai dengan Surat Kementerian BUMN nomor S-171/MBU/03/2016 tanggal 14 Maret 2016 perihal Persetujuan Pengurusan Anak Perusahaan dan Keputusan Rapat Umum Pemegang Saham Rencana Kerja dan Anggaran Perusahaan (RKAP) PT Angkasa Pura II (Persero) Tahun 2016 Nomor 04 tanggal 07 Januari 2016. Setoran modal awal Perusahaan pada PT Angkasa Pura Kargo adalah Rp199.900.000.000.

Akta Pendirian PT Angkasa Pura Kargo No. 8 Tanggal 20 April 2016 oleh notaris Maya Veronica, S.H, M.Kn., telah disahkan oleh Kementerian Hukum dan HAM RI melalui surat Nomor AHU-0020686,AH.01.01 Tahun 2016 tanggal 22 April 2016.

PT Angkasa Pura Propertindo

Dibentuk sesuai dengan Surat Kementerian BUMN nomor S-171/MBU/03/2016 tanggal 14 Maret 2016 perihal Persetujuan Pengurusan Anak Perusahaan dan Keputusan Rapat Umum Pemegang Saham Rencana Kerja dan Anggaran Perusahaan (RKAP) PT Angkasa Pura II (Persero) Tahun 2016 Nomor 04 tanggal 7 Januari 2016. Setoran modal awal Perusahaan pada PT Angkasa Pura Propertindo adalah Rp149.900.000.000.

Akta Pendirian PT Angkasa Pura Propertindo No. 9 tanggal 20 April 2016 oleh notaris Maya Veronica, S.H, M.Kn. telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0020770.AH.01.01.Tahun 2016 tanggal 25 April 2016.

PT Angkasa Pura Kargo

Established based on the Letter of the Ministry of State-Owned Enterprises No. S-171 / MBU / 03/2016 dated March 14, 2016 regarding the Approval for Management of Subsidiary and the General Meeting of Shareholders on the Work Plan and Budget (CBP) PT Angkasa Pura II (Persero) 2016 No. 04 dated January 7, 2016. The Company's initial subscription in PT Angkasa Pura Kargo totalled Rp199,900,000,000.

Deed of Establishment of PT Angkasa Pura Kargo No. 8 dated April 20, 2016 under notary Maya Veronica, S.H., M.Kn. has been approved by the Ministry of Law and Human Rights based on its letter No. AHU-0020686, AH.01.01 Year 2016 dated April 22, 2016.

PT Angkasa Pura Propertindo

Formed based on the Letter of the Ministry of State-Owned Enterprises No. S-171 / MBU / 03/2016 dated March 14, 2016 regarding the Approval for Management of Subsidiary and the General Meeting of Shareholders on the Work Plan and Budget (CBP) PT Angkasa Pura II (Persero) 2016 No. 04 dated January 7, 2016. The Company's initial subscription in PT Angkasa Pura Propertindo totalled Rp149,900,000,000.

Deed of establishment of PT Angkasa Pura Propertindo No. 9 dated April 20, 2016 under notary Maya Veronica, S.H., M.Kn., has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0020770.AH.01.01. Year 2016 dated April 25, 2016.

KINERJA KEUANGAN ENTITAS ANAK

Kinerja keuangan 3 entitas anak Perseroan dapat dilihat dalam tabel di bawah ini:

Kinerja Keuangan Entitas Anak

(Dalam jutaan Rupiah)

Entitas Anak / Subsidiary	Uraian / Description	2015	2016	Pertumbuhan / Growth	
				Nominal	%
PT Angkasa Pura Solusi	Aset / Assets	191.519,01	341.778,40	150.259,38	78,46%
	Liabilitas / Liabilities	192.779,17	320.626,60	127.847,43	66,32%
	Ekuitas / Equity	(1.260,16)	21.151,80	22.411,96	(1.778,50%)
	Pendapatan / Revenues	256.951,00	437.940,72	180.989,72	70,44%
	Laba Bersih / Net Income	10.334,65	21.904,17	11.569,52	111,95%
PT Angkasa Pura Kargo	Aset / Assets	-	202.098,32	202.098,32	100,00%
	Liabilitas / Liabilities	-	5.243,33	5.243,33	100,00%
	Ekuitas / Equity	-	196.854,99	196.854,99	100,00%
	Pendapatan / Revenues	-	3.763,25	3.763,25	100,00%
	Laba Bersih / Net Income	-	(3.145,01)	(3.145,01)	100,00%
PT Angkasa Pura Propertindo	Aset / Assets	-	153.276,55	153.276,55	100,00%
	Liabilitas / Liabilities	-	787,45	787,45	100,00%
	Ekuitas / Equity	-	152.489,10	152.489,10	100,00%
	Pendapatan / Revenues	-	2.640,00	2.640,00	100,00%
	Laba Bersih / Net Income	-	2.489,10	2.489,10	100,00%

ENTITAS ASOSIASI**PT Gapura Angkasa ("Gapura")**

Berdasarkan akta pendirian Gapura yang dibuat oleh Notaris Imas Fatimah, S.H., No. 32 tanggal 26 Januari 1998, nilai penyertaan Perusahaan di Gapura adalah sebesar Rp67.200.000.000 atau 31,25% dengan rincian sebagai berikut:

(Dalam jutaan Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth
Uang tunai / Cash	66.599,76	66.599,76	-
Ground support equipment	600,24	600,24	-
Total biaya perolehan / Total carrying value	67.200,00	67.200,00	-
Bagian laba kumulatif / Cumulative share of profit	56.204,95	56.204,95	-
Bagian laba tahun 2016 / Share in profit of year 2016	-	8.831,52	8.832
Bagian laba tahun 2015 / Share in profit of year 2015	16.811,22	16.811,22	-
Bagian laba tahun 2014 / Share in profit of 2014	10.997,27	10.997,27	-
Total	151.213,44	160.044,96	8.832

Perhitungan bagian rugi/laba berdasarkan laporan keuangan Gapura untuk tahun yang berakhir pada tanggal 31 Desember 2016 dan 2015.

FINANCIAL PERFORMANCE OF SUBSIDIARIES

Financial performance of the 3 subsidiaries of the Company can be seen in the table below:

Financial Performance of Subsidiaries

(In million Rupiah)

ASSOCIATE ENTITY**PT Gapura Angkasa ("Gapura")**

Based on the deed of establishment of No. 32 dated January 26, 1998 prepared by Notary Imas Fatimah, S.H., investment in shares of the Company in Gapura amounted to Rp67,200,000,000 or 31.25% with the details as follows:

(In million Rupiah)

The calculation of the share in profit/loss is based on the financial statements of Gapura for the year ended December 31, 2016 and 2015.

PT Railink ("Railink")

PT Railink merupakan perusahaan joint venture antara Perusahaan dengan PT Kereta Api Indonesia (Persero) ("KAI") yang bertugas untuk mengelola kegiatan usaha kereta api bandara. Railink dibentuk berdasarkan Perjanjian Usaha Kerjasama antara Perusahaan dengan KAI No.SPKS.023.1/KS.006/2006-APII dan No.98/HK/UM/2006 tanggal 14 Agustus 2006.

Berdasarkan akta perubahan anggaran dasar Railink yang dibuat oleh Notaris Yulkhaizar Panuh, S.H., No. 13 tanggal 15 Agustus 2008, nilai penyertaan Perusahaan di Railink adalah sebesar Rp40.000.000.000 atau 40%.

Berdasarkan Surat Keputusan Menteri BUMN No. S-447/MBU/2013 tanggal 5 Juli 2013, telah disetujui untuk melakukan penambahan setoran modal Perusahaan kepada Railink sebesar Rp59.600.000.000 sehingga jumlah setoran modal Perusahaan menjadi Rp99.600.000.000 dengan persentase kepemilikan tetap.

Pada tahun 2016, Perusahaan melakukan penambahan setoran modal kepada PT Railink sebesar Rp124.800.000.000 sehingga jumlah setoran modal Perusahaan di PT Railink menjadi Rp224.400.000.000 dengan persentase kepemilikan tetap. Rinciannya adalah sebagai berikut:

(Dalam jutaan Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth
Uang tunai / Cash	99.600,00	99.600,00	-
Ground support equipment	-	124.800,00	124.800
Total biaya perolehan / Total carrying value	99.600,00	224.400,00	124.800
Bagian laba kumulatif / Cumulative share of profit	1.847,77	1.847,77	-
Bagian laba tahun 2016 / Share in profit of year 2016	(5.937,80)	(5.937,80)	-
Bagian laba tahun 2015 / Share in profit of year 2015	(1.966,96)	(1.919,95)	47
Bagian laba tahun 2014 / Share in profit of 2014	-	(9.090,13)	(9.090)
Total	96.543,00	209.299,89	112.757

Perhitungan bagian rugi/laba berdasarkan laporan keuangan Railink untuk tahun yang berakhir pada tanggal 31 Desember 2016 dan 2015.

PT Purantara Mitra Angkasa Dua ("PMAD")

Kepemilikan Perusahaan di PMAD sebesar 0,13% merupakan kompensasi sewa tanah selama periode 11 (sebelas) tahun 3 (tiga) bulan sesuai dengan perjanjian sewa tanah No.SPSW.02.1.A/TU.308/APII-2000 tanggal 1 Mei 2000.

PT Railink ("Railink")

PT Railink is a joint venture between the Company and PT Kereta Api Indonesia (Persero) ("KAI") to conduct the business activities of the airport train. Railink was formed based on Business Cooperation Agreement between the Company and KAI No.SPKS.023.1/KS.006/2006-APII and No.98/HK/UM/2006 dated August 14, 2006.

Based on the deed of establishment of No. 13 dated August 15, 2008 prepared by Notary Yulkhaizar Panuh, S.H., the investment in shares of the Company in Railink amounted to Rp40,000,000,000 or 40%.

Based on Decision Letter from Ministry of BUMN No. S-447/MBU/2013 dated July 5, 2013, it was approved to make additional contribution to the capital of the Company to Railink amounting to Rp59,600,000,000 hence total amount of the Company's paid in capital became Rp99,600,000,000 with the same percentage of ownership.

In 2016, the Company paid additional capital contribution to PT Railink amounting to Rp124,800,000,000 where the Company's capital contribution in PT Railink became Rp224,400,000,000 with the same percentage of ownership. The details are as follow

The calculation of the share in profit/loss is based on the financial statements of Railink for the year ended December 31, 2016 and 2015

PT Purantara Mitra Angkasa Dua ("PMAD")

The Company's ownership in PMAD amounting to 0.13% represents a land lease compensation for 11 (eleven) years and 3 (three) months in accordance with the land lease agreement No. SPSW.02.1.A/TU.308/APII-2000 dated May 1, 2000.

KINERJA KEUANGAN ENTITAS ASOSIASI

Kinerja keuangan 3 entitas asosiasi Perseroan dapat dilihat dalam tabel di bawah ini:

Kinerja Keuangan Entitas Asosiasi

(Dalam jutaan Rupiah)

Entitas Anak	Uraian / Description	2015	2016	Pertumbuhan / Growth	
				Nominal	%
PT Gapura Angkasa	Aset / Assets	1.004.767,37	1.775.713,58	770.946,21	76,73%
	Liabilitas / Liabilities	604.796,36	1.390.394,82	785.598,46	129,89%
	Ekuitas / Equity	399.971,01	385.318,76	(14.652,25)	(3,66%)
	Pendapatan / Revenues	1.318.818,37	1.493.312,02	174.493,65	13,23%
	Laba Bersih / Net Income	53.795,90	28.260,87	(25.535,03)	(47,47%)
PT Railink	Aset / Assets	372.179,62	627.208,57	255.028,95	68,52%
	Liabilitas / Liabilities	140.186,71	105.940,98	(34.245,73)	(24,43%)
	Ekuitas / Equity	231.992,91	521.267,59	289.274,68	124,69%
	Pendapatan / Revenues	78.854,12	76.592,28	(2.261,84)	(2,87%)
	Laba Bersih / Net Income	(4.917,41)	(22.725,32)	(17.807,91)	362,14%

TINJAUAN KEUANGAN

Uraian mengenai kinerja keuangan ini disusun berdasarkan Laporan Keuangan perusahaan yang disajikan sesuai dengan prinsip-prinsip akuntansi keuangan yang berlaku umum di Indonesia (PSAK) untuk tahun yang berakhir pada tanggal 31 Desember 2016. Laporan keuangan tersebut telah diaudit oleh Kantor Akuntan Publik: Purwantono, Sungkoro & Surja (A member firm of Ernst & Young Global Limited) dan Akuntan Publik: E. Batara Manurung, CPA yang menyatakan bahwa laporan keuangan terlampir menyajikan secara wajar, dalam segala hal yang material, posisi keuangan konsolidasian PT Angkasa Pura II (Persero) dan entitas anaknya tanggal 31 Desember 2016, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia. Jasa Auditor yang digunakan pada laporan keuangan per 31 Desember 2015 sama dengan jasa auditor yang digunakan pada laporan keuangan per 31 Desember 2016.

Sedangkan untuk laporan keuangan untuk tahun yang berakhir pada tanggal 31 Desember 2014 dan 2013 telah diaudit oleh Kantor Akuntan Publik: Djoko, Sidik & Indra dan Akuntan Publik: Indra Soesetiawan, Ak., CPA, CA. Dengan opini bahwa laporan keuangan terlampir disajikan secara wajar, dalam segala hal yang material, posisi keuangan konsolidasian PT Angkasa Pura II (Persero) dan entitas anaknya tanggal 31 Desember 2014 dan 2013, serta kinerja keuangan dan arus kas konsolidasiannya

FINANCIAL PERFORMANCE OF ASSOCIATE ENTITIES

Financial performance of the 3 associate entities of the Company can be seen in the table below:

FINANCIAL REVIEW

Description of the financial performance is based on the Company's Financial Statements prepared in accordance with accounting principles that are generally accepted in Indonesia (PSAK) for the year ended on December 31, 2016. This financial statements has been audited by Public Accounting Firm of Purwantono, Sungkoro & Surja (A member firm of Ernst & Young Global Limited) and Public Accountant: E. Batara Manurung, CPA. with opinion that the accompanying financial statements enclosed present fairly, in all material respects, the consolidated financial position of PT Angkasa Pura II (Persero) and its subsidiaries as of December 31, 2016, and the consolidated financial performance and cash flows for the years that ended, in accordance with Indonesian Financial Accounting Standards. Auditor hired for financial statements as of December 31, 2015 is the same with auditor hired for financial statements as of December 31, 2016.

As for the financial statements ended on December 31, 2014 and 2013 has been audited by the Public Accounting Firm of Djoko, Sidik & Indra and Public Accountant: Indra Soesetiawan, Ak, CPA., CA. with opinion that the accompanying financial statements enclosed present fairly, in all material respects, the consolidated financial position of PT Angkasa Pura II (Persero) and its subsidiaries as of December 31, 2014 and 2013, and the consolidated financial performance and cash flows for

untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Bahasan kinerja keuangan Angkasa Pura II, disampaikan dengan memperhatikan penjelasan pada catatan Laporan Keuangan Konsolidasi dari pihak eksternal auditor tersebut sebagai bagian yang tidak terpisahkan dari Laporan Tahunan ini.

Bahasan serta analisis tentang kondisi keuangan ini disajikan dalam empat bagian sebagai berikut:

1. Kinerja Laba Rugi Konsolidasian
2. Kinerja Posisi Keuangan
3. Kinerja Arus Kas
4. Kinerja Rasio Keuangan

Sepanjang tahun 2016, Perseroan telah berhasil meningkatkan kinerja finansial dan operasionalnya. Hal ini terlihat dari semakin baiknya laporan posisi keuangan dan laba rugi Perseroan. Dari sisi laporan posisi keuangan, aset Perseroan meningkat sebesar 38,09% menjadi Rp 27.991,22 miliar, sedangkan ekuitas Perseroan meningkat sebesar 22,74% menjadi Rp19.927,62 miliar.

Pada sisi laporan laba (rugi) Perseroan, pendapatan usaha meningkat sebesar 17,75% menjadi Rp6.645,80 miliar, sedangkan laba setelah pajak mengalami peningkatan sebesar 14,99% menjadi Rp1.940,25 miliar.

LAPORAN LABA RUGI KONSOLIDASIAN

Perseroan berhasil meningkatkan kinerja keuangan di tahun 2016 dengan mencatatkan kenaikan laba bersih menjadi Rp1.940,25 miliar dari sebelumnya di tahun 2015 yaitu sebesar Rp1.687,32 miliar, atau naik sebesar 14,99%. Sedangkan, laba per saham di tahun 2016 turun sebesar 13,76% dimana sebelumnya di tahun 2015 nilai laba per saham adalah sebesar Rp337.465 menjadi Rp291.038 di tahun 2016.

Laporan Laba Rugi Konsolidasian

(Dalam jutaan Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Pendapatan Usaha / Operating Revenues	5.644.146,06	6.645.802,49	1.001.656,43	17,75%
Beban Usaha / Operating Expenses	(3.577.532,98)	(4.545.703,15)	(968.170,17)	27,06%
Laba Usaha / Operating Profit	2.277.918,65	2.070.537,56	(207.381,09)	(9,10%)
Penghasilan Lain-Lain / Other Income	57.061,58	149.754,65	92.693,08	162,44%

the years that ended, in accordance with Indonesian Financial Accounting Standards.

Discussion of the financial performance of Angkasa Pura II, is delivered with due regard to the explanation in the accompanying notes to the Consolidated Financial Statements from the external auditor as an integral part of this Annual Report.

Discussion and analysis on financial condition is presented in four sections as follows:

1. Consolidated Income Performance
2. Financial Position Performance
3. Cash Flows Performance
4. Financial Ratios Performance

Throughout 2016, the Company managed to increase its operational and financial performances. This can be seen from the improving statements of financial position and income statements of the Company. From the statements of financial position, the Company's assets increased by 38.09% to Rp27,991.22 billion, while equity of the Company increased by 22.74% to Rp19,927.62 billion.

On the Company's statements of income, operating revenues increased by 17.75% to Rp6,645.80 billion, while profit after tax increased by 14.99% to Rp1,940.25 billion.

CONSOLIDATED STATEMENTS OF INCOME

The Company managed to increase financial performance in 2016 by recording increase in net income by 14.99% to Rp1,940.25 billion from Rp1,687.32 billion in 2015. Meanwhile, earnings per share in 2016 decreased by 13.76% in which earnings per share in 2015 was Rp337,465 to Rp291,038 in 2016.

Consolidated Statements of Income

(In million Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Laba Sebelum Pajak Penghasilan Badan / Profit Before Corporate Income Tax	2.266.194,63	2.129.414,69	(136.779,94)	(6,04%)
Beban Pajak Penghasilan Badan / Corporate Income Tax Expense	(578.871,60)	(189.160,84)	389.710,76	(67,32%)
Laba Tahun Berjalan / Profit for the Year	1.687.323,03	1.940.253,85	252.930,82	14,99%
Laba yang Dapat Diatribusikan Kepada / Profit Attributable to				
Pemilik Entitas Induk / Owner of the Parent Entity	1.687.322,69	1.940.253,03	252.930,34	14,99%
Kepentingan Nonpengendali / Non-controlling Interest	0,34	0,82	0,48	141,18%
Penghasilan Komprehensif Tahun Berjalan / Comprehensive Income for the Year	1.634.682,72	1.898.339,68	263.656,96	16,13%
Laba Komprehensif yang Dapat Diatribusikan Kepada/Comprehensive Profit Attributable to:				
Pemilik Entitas Induk / Owner of Parent Entity	1.634.682,37	1.898.338,81	263.656,44	16,13%
Kepentingan Nonpengendali / Non-Controlling Interest	0,34	0,87	0,53	155,88%
Laba Per Saham Dasar (Dalam Rupiah Penuh) / Basic Earnings per Share (In Full Rupiah)	337.465	291.038	(46.427,00)	(13,76%)

PENDAPATAN USAHA

Perseroan berhasil meningkatkan perolehan pendapatan usaha di tahun 2016 yang mencapai Rp6.645,80 miliar, naik 17,75% dari pendapatan pada tahun 2015 sebesar Rp5.644,15 miliar.

Seluruh segmen usaha Perseroan mengalami peningkatan pendapatan di tahun 2016 dimana peningkatan terbesar adalah dari pendapatan aeronautika yang meningkat sebesar 21,71% menjadi Rp4.028,88 miliar. Peningkatan tersebut juga diikuti oleh pendapatan non-aeronautika yang meningkat sebesar 12,13% menjadi Rp2.616,93 miliar dan peningkatan pendapatan kargo yang meningkat sebesar 15,64% menjadi Rp172,11 miliar di tahun 2016.

Pendapatan Usaha Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Pendapatan Aeronautika / Aeronautical Revenues	3.310,23	4.028,88	718,64	21,71%
Pendapatan Non Aeronautika / Non-Aeronautical Revenues	2.333,91	2.616,93	283,01	12,13%
Jumlah / Total	5.644,15	6.645,80	1.001,66	17,75%

a. Pendapatan Aeronautika

Pada tahun 2016, pendapatan aeronautika Perseroan terealisasi sebesar Rp4.028,88 miliar dan mengalami peningkatan sebesar Rp718,64 miliar atau 21,71% bila dibandingkan tahun 2015 sebesar Rp3.310,23 miliar. Secara umum, peningkatan pendapatan jasa non aeronautika menjadi sumber pendapatan dengan pertumbuhan terbesar di tahun 2016.

OPERATING REVENUES

The Company successfully increased its operating revenues in 2016 which reached Rp6,645.80 billion, an increase of 17.75% from revenues in 2015 which was Rp5,644.15 billion.

All business segments of the Company had an increase of revenues in 2016 in which the largest increase came from aeronautical revenues that grew by 21.71% to Rp4,028.88 billion. Such increase was followed by increase in non-aeronautical revenues by 17.17% to Rp2,744.90 billion and increase in cargo revenues which increased by 15.64% to Rp172.11 billion in 2016.

Operating Revenues in 2015-2016

(In billion Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Pendapatan Aeronautika / Aeronautical Revenues	3.310,23	4.028,88	718,64	21,71%
Pendapatan Non Aeronautika / Non-Aeronautical Revenues	2.333,91	2.616,93	283,01	12,13%
Jumlah / Total	5.644,15	6.645,80	1.001,66	17,75%

a. Aeronautical Revenues

Aeronautical revenues in 2016 was realized at Rp4,028.88 billion and increased by Rp718.64 billion or 21.71% compared to that of 2015 which was Rp3,310.23 billion. In general, increase in non-aeronautical revenues became the source of revenues with the largest growth in 2016.

Pendapatan Aeronautika Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Jasa pelayanan penumpang / Passenger service charges	2.259,76	2.889,79	630,03	27,88%
Jasa pendaratan / Landing services	620,49	629,36	8,86	1,43%
Pemakaian counter / Counters usage	196,67	239,48	42,81	21,77%
Pemakaian aviobridge / Aviobridge usage	130,14	138,44	8,30	6,38%
Jasa parking surcharge / Parking surcharge services	47,61	70,67	23,07	48,45%
Jasa penempatan / Placement services	48,10	61,14	13,04	27,10%
Lainnya / Others	7,46		(7,46)	(100,00%)
Jumlah / Total	3.310,23	4.028,88	718,64	21,71%

Peningkatan pendapatan diantaranya berasal seluruh lini usaha pendapatan aeronautika, antara lain: jasa pelayanan penumpang, jasa pendaratan, pemakaian counter, pemakaian aviobridge, jasa parking surcharge dan jasa penempatan. Namun, pendapatan aeronautika lainnya yang mempunyai nominal kecil yaitu sebesar Rp7,46 miliar pada tahun 2015 menjadi nihil di tahun 2016.

Dari segi nominal, peningkatan pendapatan aeronautika didominasi oleh naiknya pendapatan dari jasa pelayanan penumpang yang tercatat sebesar Rp2.889,79 miliar, naik Rp630,03 miliar atau 27,88% dari tahun 2015 sebesar Rp2.259,76 miliar di tahun 2015. Sedangkan jasa pelayanan aeronautika lain yang memberikan peningkatan pendapatan secara signifikan antara lain: pemakaian counter dan jasa parking surcharge yang masing-masing tumbuh sebesar Rp42,81 miliar (21,77%) dan Rp23,07 miliar (48,45%) di tahun 2016.

Pendapatan Aeronautika Per Bandara Tahun 2015 - 2016 (Dalam miliar rupiah)

Kantor Pusat/Cabang / Branch/Head Office	2015	2016	Pertumbuhan 2015-2016 / Growth in 2015-2016	
			Nominal	%
Soekarno-Hatta	2.279,46	2.714,75	435,28	19,10%
Kualanamu	542,41	625,04	82,63	15,23%
Halim Perdanakusuma	93,89	161,40	67,51	71,91%
Kantor pusat / Head Office	0	0	0	0,00%
Sultan Mahmud Badaruddin II	76,86	111,36	34,50	44,88%
Sultan Syarif Kasim II	80,86	105,51	24,65	30,49%
Minangkabau	67,37	85,73	18,36	27,25%
Husein Sastranegara	64,03	78,67	14,63	22,85%
Supadio	46,67	62,92	16,25	34,81%
Depati Amir	20,49	22,87	2,38	11,64%

Aeronautical Revenues in 2015-2016

(In billion)

Increase in revenues was among others come from all line of business of aeronautical revenues, among others: passenger service charges, landing services, counters usage, aviobridge usage, parking surcharge services, and placement services. However, other aeronautical revenues with small nominal, namely Rp.46 billion in 2015 were nil in 2016.

On nominal aspect, increase in aeronautical revenues was dominated by the increase in passenger service charges which was recorded at Rp2,889.79 billion, increased by Rp630.03 billion or 27.88% from Rp2,259.76 billion in 2015. Meanwhile, other aeronautical services which provided significant increase among others: counters usage and parking surcharge services which grew by Rp42.81 billion (21.77%) and Rp23.07 billion (48.45%) respectively in 2016.

Aeronautical Revenues by Airport in 2015-2016

(In billion Rupiah)

Kantor Pusat/Cabang / Branch/Head Office	2015	2016	Pertumbuhan 2015-2016 / Growth in 2015-2016	
			Nominal	%
Sultan Thaha	14,94	26,48	11,55	77,30%
Sultan Iskandar Muda	17,64	27,41	9,77	55,41%
Raja Haji Fisabilillah	5,49	5,90	0,41	7,45%
Silangit	0,11	0,82	0,71	667,77%
Jumlah / Total	3.310,23	4.028,88	718,64	21,71%

Pada tahun 2016, seluruh bandara mengalami peningkatan pendapatan dari segmen jasa aeronautika. Dari sisi persentase, peningkatan paling signifikan terdapat di Bandara Silangit sebesar Rp0,71 miliar (667,77%), Bandara Sultan Thaha sebesar Rp11,55 miliar (77,30%) dan Bandara Halim Perdanakusuma sebesar Rp67,51 miliar (71,91%).

In 2016, all airports had an increase in revenues from aeronautical service segment. From percentage aspect, the most significant increase was from Silangit Airport by Rp0.71 billion (667.77%), Sultan Thaha by Rp11.55 billion (77.30%), and Halim Perdanakusuma Airport by Rp67.51 billion (71.91%).

b. Pendapatan Non-Aeronautika

Pada tahun 2016, pendapatan non aeronautika Perseroan mengalami peningkatan Rp283,01 miliar atau sebesar 12,13% dibandingkan tahun 2015. Pendapatan jasa non aeronautika mencapai Rp2.616,93 miliar di tahun 2016 bila dibandingkan tahun 2015 sebesar Rp2.333,91 miliar.

b. Non-Aeronautical Revenues

In 2016, non-aeronautical revenues of the Company increased by Rp283.01 billion or 12.13% compared to that of 2015. Non-aeronautical revenues in 2016 amounted to Rp2,616.93 billion compared to that of 2015 amounted to Rp2,333.91 billion.

Peningkatan pendapatan non aeronautika di tahun 2016 diantaranya terutama berasal dari Konsesi sebesar Rp1.086,47 miliar (8,61%), Lounge sebesar Rp48,43 miliar (113,79%) dan Sewa Ruangan sebesar Rp48,07 miliar (12,82%).

Increase in non-aeronautical revenues in 2016 was mainly derived from Concession amounted to Rp1,086.47 billion (8.61%), Lounge amounted to Rp48.43 billion (113.79%), and Room Rental amounted to Rp48.07 billion (12.82%).

Pendapatan Non-Aeronautika Tahun 2015 - 2016 (Dalam miliar Rupiah)

Non-Aeronautical Revenues in 2015-2016 (In billion Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Konsesi / Concession	1.000,39	1.086,47	86,09	8,61%
Sewa ruangan / Room rental	375,03	423,10	48,07	12,82%
Utilitas / Utilities	167,30	206,55	39,25	23,46%
Parkir kendaraan / Parking	180,94	192,66	11,72	6,48%
Pemasangan Reklame / Advertising installation	149,69	163,18	13,49	9,01%
Sewa tanah / Ground rent	139,73	129,26	(10,47)	(7,49%)
Lounge	42,56	90,99	48,43	113,79%
Pendapatan ICT / ICT revenue	24,08	54,64	30,56	126,92%
Pas Pelabuhan / Port Entrance	9,38	7,33	(2,06)	(21,94%)
Lainnya / Others	95,98	86,87	(9,11)	(9,49%)
Pelayanan Kargo / Cargo services	148,83	175,88	27,05	18,17%
Jumlah / Total	2.333,91	2.616,93	283,01	12,13%

Peningkatan pendapatan paling signifikan terdapat di Kantor Pusat sebesar Rp217,70 miliar (144,20%), Bandara Kualamanu sebesar Rp232,50 miliar (123,74%) dan Bandara Silangit sebesar Rp0,22 miliar (135,06%).

Secara komposisi, pendapatan usaha jasa non-aeronautika 3 terbesar berkontribusi oleh Bandara Soekarno-Hatta sebesar Rp1.779,50 miliar (61,00%), Bandara Kualanamu sebesar Rp420,40 miliar (14,41%) dan Kantor Pusat sebesar Rp368,67 miliar (12,64%).

Pendapatan Non-Aeronautika Per Bandara Tahun 2015 - 2016 (Dalam miliar rupiah)

Kantor Pusat/Cabang / Branch/Head Office	2015	2016	Pertumbuhan 2015-2016 / Growth in 2015-2016	
			Nominal	%
Soekarno-Hatta	1.855,36	1.779,50	(75,86)	(4,09%)
Kualanamu	187,90	420,40	232,50	123,74%
Halim Perdanakusuma	83,81	87,94	4,13	4,93%
Kantor pusat / Head Office	150,97	368,67	217,70	144,20%
Sultan Mahmud Badaruddin II	52,43	59,62	7,20	13,72%
Sultan Syarif Kasim II	42,03	51,14	9,11	21,68%
Minangkabau	26,22	29,27	3,05	11,65%
Husein Sastranegara	13,74	21,26	7,52	54,75%
Supadio	31,34	41,71	10,37	33,10%
Depati Amir	13,68	15,87	2,19	15,97%
Sultan Thaha	17,93	24,45	6,51	36,33%
Sultan Iskandar Muda	9,52	9,60	0,08	0,83%
Raja Haji Fisabilillah	6,42	7,21	0,79	12,30%
Silangit	0,16	0,38	0,22	135,06%
Jumlah / Total	2.491,51	2.917,02	425,51	17,08%

The most significant increase was found in Head office amounted to Rp217.70 billion (144.20%), Kualanamu Airport amounted to Rp232.50 billion (123.74%), and Silangit Airport amounted to Rp0.22 billion (135.06%).

By composition, top 3 largest non-aeronautical revenues was contributed by Soekarno-Hatta Airport amounted to Rp1,779.50 billion (61.00%), Kualanamu Airport amounted to Rp420.40 billion (14.41%), and Head Office amounted to Rp368.67 billion (12.64%).

Non-Aeronautical Revenues by Airport in 2015-2016 (In billion Rupiah)

c. Pendapatan Kargo

Pendapatan jasa kargo tahun 2016 mencapai Rp172,11 miliar, naik Rp23,28 miliar atau 15,64% bila dibandingkan pendapatan jasa kargo tahun 2015 sebesar Rp148,83 miliar.

Peningkatan pendapatan paling signifikan terdapat di Kantor Pusat sebesar Rp32,44 miliar (108,28%), Bandara Sultan Iskandar Muda sebesar Rp1,19 miliar (80,54%) dan Bandara Syarif Kasim II sebesar Rp4,58 miliar (52,42%).

c. Cargo Revenues

Cargo service revenues in 2016 amounted to Rp172.11 billion, increased by Rp23.28 billion or 15.64% compared to cargo service revenues in 2015 amounted to Rp148.83 billion.

The most significant increase in revenue was in the Head Office by Rp32.44 billion (108.28%), Sultan Iskandar Muda Airport by Rp1.19 billion (80.54%), and Syarif Kasim II Airport by Rp4.58 billion (52.42%).

**Produksi Segmen Usaha Jasa Kargo Per Bandara
Tahun 2015 - 2016** (Dalam ton)**Production of Cargo Service Revenues Segment per
Airport in 2015-2016** (In ton)

Kantor Pusat/Cabang / Branch/Head Office	2015	2016	Pertumbuhan 2015-2016 / Growth in 2015-2016	
			Nominal	%
Soekarno-Hatta	34.764,55	0,00	(34.764,55)	(100,00%)
Kualanamu	30.904,47	41.554,34	10.649,87	34,46%
Halim Perdanakusuma	1.371,02	1.727,17	356,15	25,98%
Kantor pusat / Head Office	29.956,19	62.392,57	32.436,38	108,28%
Sultan Mahmud Badaruddin II	9.951,97	10.895,92	943,95	9,49%
Sultan Syarif Kasim II	8.745,92	13.330,18	4.584,26	52,42%
Minangkabau	8.622,00	10.285,40	1.663,40	19,29%
Husein Sastranegara	1.659,21	2.229,90	570,69	34,40%
Supadio	11.039,20	13.638,52	2.599,32	23,55%
Depati Amir	4.438,72	5.480,69	1.041,97	23,47%
Sultan Thaha	3.541,10	5.091,38	1.550,28	43,78%
Sultan Iskandar Muda	1.472,42	2.658,28	1.185,86	80,54%
Raja Haji Fisabilillah	2.363,92	2.803,81	439,89	18,61%
SiLangit	0,00	25,54	25,54	0,00%
Jumlah / Total	148.830,68	172.113,70	23.283,02	15,64%

BEBAN USAHA

Pada tahun 2016, beban usaha mencapai Rp4.545,70 miliar, naik Rp968,17 miliar atau 27,06% dari beban usaha tahun 2015 sebesar Rp3.577,53 miliar. Peningkatan ini terutama berasal dari peningkatan beban operasional bandara sebesar 29,79% menjadi Rp2.236,12 miliar dan naiknya beban umum dan administrasi sebesar 51,65% menjadi Rp1.046,01 miliar. Disamping itu, beban pegawai juga turut meningkat 7,55% menjadi Rp1.245,75 miliar dan juga beban pemasaran yang naik 175,02% menjadi sebesar Rp17,81 miliar.

Beban Usaha Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Beban Pegawai / Employee Expenses	1.158,35	1.245,75	87,40	7,55%
Beban Operasional Bandara / Airport Operation Expenses	1.722,94	2.236,12	513,19	29,79%
Beban Umum dan Administrasi / General and Administrative Expenses	689,77	1.046,01	356,25	51,65%
Beban Pemasaran / Marketing Expenses	6,48	17,81	11,34	175,02%
Jumlah / Total	3.577,53	4.545,70	968,17	27,06%

OPERATING EXPENSES

Operating expenses in 2016 reached Rp4,545.70 billion, increased by Rp968.17 billion or 27.06% from operating expenses in 2015 which was Rp3,577.53 billion. This increase was mainly derived from increase in airport operation expenses by 29.79% to Rp2,236.12 billion and the increased general and administrative expenses by 51.65% to Rp1,046.01 billion. In addition, employee expenses also increased by 7.55% to Rp1,245.75 billion and marketing expenses which increased by 175.02% to Rp17.81 billion.

Operating Expenses in 2015-2016

(In billion Rupiah)

Penghasilan (Beban) Lain-Lain

Pada tahun 2016, beban lain-lain hanya mencapai Rp29,56 miliar, turun 113,99% dari jumlah penghasilan lain-lain tahun 2015 sebesar Rp211,31 miliar. Faktor utama penurunan jumlah penghasilan lain-lain hingga menjadi beban lain-lain adalah meningkatnya rugi selisih kurs yang tercatat menjadi Rp9,02 miliar di tahun 2016 dan juga turunnya penghasilan lain-lain sebesar Rp203,20 miliar atau 84,56% menjadi Rp37,09 miliar di tahun 2016.

Penghasilan (Beban) Lain-Lain Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Penghasilan Lain-Lain / Other Income	336,45	68,73	(267,72)	(79,57%)
Beban Lain-Lain / Other Expenses	(125,14)	(98,29)	26,85	(21,46%)
Jumlah / Total	211,31	(29,56)	(240,87)	(113,99%)

LABA SEBELUM PAJAK PENGHASILAN BADAN

Perseroan mencatatkan penurunan laba sebelum pajak penghasilan badan pada tahun 2016 bila dibandingkan tahun 2015. Laba sebelum pajak penghasilan badan tahun 2016 tercatat sebesar Rp2.129,41 miliar, turun 6,04% dari tahun 2015 sebesar Rp2.266,19 miliar. Walaupun laba sebelum pajak penghasilan badan pada tahun 2016 turun, namun Perseroan tetap berhasil mencetak kenaikan pada laba bersih sebesar 14,99% menjadi Rp1.940,25 miliar.

LABA YANG DAPAT DIATRIBUSIKAN

Seiring dengan meningkatnya laba tahun berjalan pada tahun 2016, maka laba yang dapat diatribusikan kepada pemilik entitas induk juga mengalami peningkatan sebesar Rp252,93 miliar atau 14,99%. Laba yang dapat diatribusikan kepada pemilik entitas induk mencapai Rp1.940,25 miliar dibandingkan laba yang dapat diatribusikan kepada pemilik entitas induk pada tahun 2015 sebesar Rp1.687,32 miliar. Sedangkan laba yang dapat diatribusikan kepada kepentingan non pengendali mengalami peningkatan sebesar 141,18% dibandingkan pada tahun 2015.

Laba yang Dapat Diatribusikan Tahun 2015 - 2015

(Dalam jutaan Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Pemilik Entitas Induk / Owner of Parent Entity	1.687.322,69	1.940.253,03	252.930,34	14,99%
Kepentingan Nonpengendali / Non-controlling Interest	0,34	0,82	0,48	141,18%
Jumlah / Total	1.687.323,03	1.940.253,85	252.930,82	14,99%

Other Income (Expenses)

Other expenses in 2016 was recorded only at Rp29.56 billion, decreased by 113.99% from total other income in 2015 which was Rp211.31 billion. The main factor of the decrease in other income to other expenses was the increased foreign exchange loss which was recorded to Rp9.02 billion in 2016 and the decreased other income by Rp203.20 billion or 84.56% to Rp37.09 billion in 2016.

Other Income (Expenses) in 2015-2016

(In billion Rupiah)

PROFIT BEFORE CORPORATE INCOME TAX

Profit before corporate income tax in 2016 decreased compared to that of 2015. Profit before corporate income tax in 2016 was recorded at Rp2,129.41 billion, decreased by 6.04% from that of 2015 which was Rp2,266.19 billion. Even though the profit before corporate income tax in 2016 decreased, however the Company still managed to record increase in net income by 14.99% to Rp1,940.25 billion.

ATTRIBUTABLE PROFIT

In line with the increase in profit for the year in 2016, the profit attributable to owners of the parent entity also increased by Rp252.93 billion or 14.99%. Profit attributable to owners of the parent entity reached Rp1,940.25 billion compared to that of 2015 which was recorded at Rp1,687.32 billion. Meanwhile for the profit attributable to non-controlling interests increased by 141.18% compared to that of 2015.

Attributable Profit in 2015-2016

(In million Rupiah)

TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN

Perseroan mencatatkan total penghasilan komprehensif tahun berjalan tahun 2016 sebesar Rp1.898,34 miliar, meningkat dari tahun 2015 sebesar Rp1.634,68 miliar. Hal ini disebabkan oleh naiknya perubahan nilai wajar aset keuangan tersedia untuk dijual menjadi sebesar Rp0,70 miliar, turunnya kerugian pengukuran kembali liabilitas imbalan kerja menjadi sebesar Rp56,81 miliar di tahun 2016 dari nilai semulanya pada tahun 2015 sebesar Rp69,15 miliar.

PENGHASILAN KOMPREHENSIF YANG DAPAT DIATRIBUSIKAN

Peningkatan penghasilan komprehensif memberi dampak pada meningkatnya penghasilan komprehensif yang dapat diatribusikan kepada pemilik entitas induk. Penghasilan komprehensif yang dapat diatribusikan kepada pemilik entitas induk tahun 2016 sebesar Rp1.898,34 miliar, meningkat Rp263,66 miliar atau 16,13% bila dibandingkan penghasilan komprehensif yang dapat diatribusikan kepada pemilik entitas induk pada tahun 2015 sebesar Rp1.634,68 miliar. Sedangkan penghasilan komprehensif yang dapat diatribusikan kepada kepentingan non pengendali di tahun 2016 meningkat sebesar 155,88% dari tahun 2015.

Penghasilan Komprehensif yang Dapat Diatribusikan Tahun 2015 - 2015 (Dalam jutaan Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Pemilik Entitas Induk / Owner of Parent Entity	1.634.682,37	1.898.338,81	263.656,44	16,13%
Kepentingan Nonpengendali / Non-controlling Interest	0,34	0,87	0,53	155,88%
Jumlah / Total	1.634.682,72	1.898.339,68	263.656,96	16,13%

LABA PER SAHAM DASAR

Di tahun 2016, laba per saham dasar dilusian tercatat lebih rendah dibandingkan tahun 2015. Laba per saham dasar di tahun 2016 adalah sebesar Rp282.830, sedangkan di tahun 2015 adalah sebesar Rp326.726.

TOTAL COMPREHENSIVE INCOME FOR THE YEAR

Total comprehensive income for the year of the Company in 2016 was recorded at Rp1,898.34 billion, increased from that of 2015 which was Rp1,634.68 billion. This was caused by the increased changes in fair value of available-for-sale financial assets to Rp0.70 billion, the decreased in remeasurement loss of employee benefits liability to Rp56.81 billion in 2016 from initial values in 2015 amounted to Rp69.15 billion.

ATTRIBUTABLE COMPREHENSIVE INCOME

Increase in comprehensive income has an impact on the increase of comprehensive income attributable to owners of the parent entity. In 2016, comprehensive income attributable to owners of the parent entity amounted to Rp1,898.34 billion, increased by Rp263.66 billion or 16.13% compared to that of 2015 which was Rp1,634.68 billion. Meanwhile the comprehensive income attributable to non-controlling interests in 2016 increased by 155.88% from that of 2015.

Attributable Comprehensive Income in 2015-2016

(In million Rupiah)

BASIC EARNINGS PER SHARE

Diluted earnings per share in 2016 were lower compared to that of 2015. Basic earnings per share in 2016 was Rp282,830, while in 2015 it was Rp326,726.

LAPORAN POSISI KEUANGAN KONSOLIDASIAN

Kinerja keuangan Perseroan sampai dengan 31 Desember 2016 menunjukkan peningkatan. Hal ini terlihat dari instrumen posisi keuangan Perseroan yang mengalami pertumbuhan dibandingkan tahun sebelumnya. Posisi aset meningkat sebesar 38,09% dibandingkan posisi aset pada tahun sebelumnya. Sedangkan posisi ekuitas meningkat sebesar 22,74% dibandingkan dengan posisi ekuitas pada tahun 2015.

Laporan Posisi Keuangan Konsolidasian Tahun 2015 - 2016 (Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Aset / Assets	20.270,76	27.991,22	7.720,46	38,09%
Aset Lancar / Current Assets	4.023,89	8.081,13	4.057,24	100,83%
Aset Tidak Lancar / Non Current Assets	16.246,87	19.910,08	3.663,21	22,55%
Liabilitas / Liabilities	4.034,99	8.063,60	4.028,61	99,84%
Liabilitas Jangka Pendek / Current Liabilities	2.287,80	3.155,88	868,07	37,94%
Liabilitas Jangka Panjang / Non-Current Liabilities	1.747,19	4.907,73	3.160,54	180,89%
Ekuitas / Equity	16.235,77	19.927,62	3.691,85	22,74%

ASET

Total aset Perseroan pada tahun 2016 mencapai Rp27.991,22 miliar, naik Rp7.720,46 miliar atau 38,09% dari posisi aset pada akhir tahun 2015 sebesar Rp20.270,76 miliar. Secara komposisi, aset Perseroan terdiri dari aset lancar sebesar Rp8.081,13 miliar (28,87%) dan aset tidak lancar Rp19.910,08 miliar (71,13%).

a. Aset Lancar

Aset lancar Perseroan tahun 2016 mencapai Rp8.081,13 miliar, naik secara signifikan sebesar Rp4.057,24 miliar atau 100,83% dari jumlah aset lancar tahun sebelumnya sebesar Rp4.023,89 miliar. Peningkatan aset lancar terbesar berasal dari kas dan setara kas yang meningkat Rp4.044,62 miliar (138,02%) dan piutang usaha yang naik sebesar Rp313,75 miliar (63,51%).

Aset Lancar Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Kas dan setara kas / Cash and cash equivalents	2.930,50	6.975,12	4.044,62	138,02%
Piutang usaha, bersih / Trade receivables, net	494,01	807,76	313,75	63,51%
Piutang lain-lain, bersih / Other receivables, net	49,80	31,44	(18,36)	(36,87%)
Persediaan / Inventories	11,19	9,95	(1,24)	(11,04%)

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

The Company's financial performance as of December 31, 2016 showed an increase. This is seen from instrument of financial position of the Company which grew compared to the previous year. Assets increased by 38.09% compared to assets in the previous position. Meanwhile, equity increased by 22.74% compared to equity in 2015.

Consolidated Statements of Financial Position in 2015-2016 (In billion Rupiah)

ASSETS

Total assets of the Company in 2016 amounted to Rp27,991.22 billion, increased by Rp7,720.46 billion or 38.09% from assets at the end of 2015 which was Rp20,270.76 billion. In composition, the Company's assets consist of current assets amounted to Rp8,081.13 billion (28.87%) and non-current assets amounted to Rp19,910.08 billion (71.13%).

a. Current Assets

Current assets of the Company in 2016 amounted to Rp8,081.13 billion, increased significantly by Rp4,057.24 billion or 100.83% from total current assets in the previous year amounted to Rp4,023.89 billion. Increase in current assets was derived from cash and cash equivalent which increased by Rp4,044.62 billion (138.02%) and trade receivables which increased by Rp313.75 billion (63.51%).

Current Assets in 2015-2016

(In billion Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Kas dan setara kas / Cash and cash equivalents	2.930,50	6.975,12	4.044,62	138,02%
Piutang usaha, bersih / Trade receivables, net	494,01	807,76	313,75	63,51%
Piutang lain-lain, bersih / Other receivables, net	49,80	31,44	(18,36)	(36,87%)
Persediaan / Inventories	11,19	9,95	(1,24)	(11,04%)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Pajak dibayar di muka / Prepaid taxes	55,31	26,52	(28,79)	(52,06%)
Uang Muka / Advances	28,65	51,09	22,43	78,29%
Pendapatan yang masih harus diterima / Accrued revenue	454,43	179,26	(275,17)	(60,55%)
Jumlah / Total	4.023,89	8.081,13	4.057,24	100,83%

Aset lancar Perseroan tahun 2016 mencapai Rp8.081,13 miliar, naik secara signifikan sebesar Rp4.057,24 miliar atau 100,83% dari jumlah aset lancar tahun sebelumnya sebesar Rp4.023,89 miliar. Peningkatan aset lancar terbesar berasal dari kas dan setara kas yang meningkat Rp4.044,62 miliar (138,02%) dan piutang usaha yang naik sebesar Rp313,75 miliar (63,51%). Disamping itu, uang muka juga turut meningkat sebesar Rp22,43 miliar atau 78,29% di tahun 2016.

Kenaikan yang signifikan pada kas dan setara kas terutama disebabkan oleh kenaikan pada kas pada bank di tahun 2016 yang tercatat sebesar Rp5.099,43 miliar, naik 132,24% dari nilai tahun 2015 sebesar Rp2.195,73 miliar. Disamping kas pada bank, jumlah deposito juga turut mengalami peningkatan yang signifikan sebesar Rp1.142,13 miliar atau 155,84%. Jumlah deposito tercatat sebesar Rp1.875,00 miliar di tahun 2016, lebih tinggi bila dibandingkan jumlah tahun 2015 sebesar Rp 732,87 miliar.

The Company's current assets in 2016 amounted to Rp8,081.13 billion, increased significantly by Rp4,057.24 billion or 100.83% from total current assets in the previous year amounted to Rp4,023.89 billion. Increase in the current assets was derived from cash and cash equivalents which increased by Rp4,044.62 billion (138.02%) and trade receivables which increased by Rp313.75 billion (63.51%). Moreover, advances also increased by Rp22.43 billion or 78.29% in 2016.

Significant increase in cash and cash equivalents was mainly caused by increase in cash in bank in 2016 which was recorded at Rp5,099.43 billion, increased by 132.24% from 2015 which was Rp2,195.73 billion. In addition to cash in bank, total deposits also increased significantly by Rp1,142.13 billion or 155.84. Total deposits was recorded at Rp1,875.00 billion in 2016, higher compared to that of 2015 which was Rp732.87 billion.

Kas dan Setara Kas Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Kas / Cash	1,90	0,68	(1,21)	(63,98%)
Kas pada bank / Cash in bank	2.195,73	5.099,43	2.903,70	132,24%
Deposito / Deposits	,87	1.875,00	1.142,13	155,84%
Jumlah / Total	2.930,50	6.975,12	4.044,62	138,02%

Piutang usaha Perseroan per 31 Desember 2016 tercatat sebesar Rp807,76 miliar, naik 63,51% bila dibandingkan dengan piutang usaha pada akhir tahun 2015 sebesar Rp494,01 miliar. Kenaikan tersebut disebabkan oleh kenaikan piutang usaha dari pihak ketiga yang meningkat sebesar Rp312,06 miliar atau 69,40% dan kenaikan piutang usaha dari pihak berelasi yang naik sebesar Rp9,49 miliar atau 4,45%.

Cash and Cash Equivalents in 2015-2016

(In billion Rupiah)

Trade receivables as of December 31, 2016 was recorded at Rp807.76 billion, increased by 63.51% compared to trade receivables at the end of 2015 which was Rp494.01 billion. The increase was caused by trade receivables from third parties which increased by Rp312.06 billion or 69.40% and increase in trade receivables from related parties which increased by Rp9.49 billion or 4.45%.

Piutang Usaha Tahun 2015 - 2016 (Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Pihak Ketiga / Third Parties	449,65	761,71	312,06	69,40%
Pihak Berelasi / Related Parties	213,29	222,78	9,49	4,45%
Cadangan penurunan nilai / Allowance for impairment in value	-168,93	-176,73	-7,81	4,62%
Jumlah / Total	494,01	807,76	313,75	63,51%

Trade Receivables in 2015-2016

b. Aset Tidak Lancar

Aset tidak lancar di tahun 2016 mencapai Rp19.910,08 miliar, naik Rp3.663,21 miliar atau 22,55% bila dibandingkan tahun sebelumnya sebesar Rp16.246,87 miliar. Peningkatan aset tidak lancar pada tahun 2016 didominasi oleh peningkatan aset tetap sebesar Rp3.512,66 miliar atau 22,27% dan diikuti oleh kenaikan jumlah penyertaan saham sebesar Rp124,59 miliar atau 49,83%. Selain itu, aset pajak tangguhan yang semula nihil di tahun 2015, pada tahun 2016 menjadi Rp34,88 miliar.

b. Non-Current Assets

Non-current assets in 2016 amounted to Rp19,910.08 billion, increased by Rp3,663.21 billion or 22.55% compared to the previous year which was Rp16,246.87 billion. Such increase was dominated by increase in fixed assets amounted to Rp3,512.66 billion or 22.27% and followed by increase in total share investment amounted to Rp124.59 billion or 49.83%. In addition, deferred tax assets which was nil in 2015 was Rp34.88 billion in 2016.

Aset Tidak Lancar Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Aset keuangan yang tersedia untuk dijual / Available-for-sale financial assets	106,44	102,14	(4,30)	(4,04%)
Penyertaan saham / Investments in shares of stock	250,01	374,60	124,59	49,83%
Properti investasi, bersih / Investment property, net	78,29	77,52	(0,77)	(0,98%)
Aset tetap, bersih / Fixed assets, net	15.775,56	19.288,22	3.512,66	22,27%
Aset pajak tangguhan, bersih / Deferred tax assets, net	0,00	34,88	34,88	
Aset tidak lancar lain-lain / Other non-current assets	36,57	32,72	(3,85)	(10,52%)
Jumlah / Total	16.246,87	19.910,08	3.663,21	22,55%

Non-Current Assets in 2015-2016

(In billion Rupiah)

LIABILITAS

Total liabilitas Perseroan sampai dengan akhir tahun 2016 mencapai Rp8.063,60 miliar, naik Rp4.028,61 miliar atau 99,84% bila dibandingkan dengan tahun 2015 sebesar Rp4.034,99 miliar. Secara komposisi, liabilitas Perseroan pada tahun 2016 terdiri dari liabilitas jangka pendek sebesar Rp3.155,88 miliar (39,14%) dan liabilitas jangka panjang sebesar Rp4.907,73 miliar (60,86%).

a. Liabilitas Jangka Pendek

Liabilitas jangka pendek Perseroan mencapai Rp3.155,88 miliar, naik Rp868,07 miliar 37,94% bila dibandingkan tahun sebelumnya sebesar Rp2.287,80 miliar.

LIABILITIES

Total liabilities as of the end of 2016 amounted to Rp8,063.60 billion, increased by Rp4,028.61 billion or 99.84% compared to that of 2015 which was Rp4,034.99 billion. In composition, the Company's liabilities in 2016 consisted of current liabilities amounted to Rp3,155.88 billion (39.14%) and non-current liabilities amounted to Rp4,907.73 billion (60.86%).

a. Current Liabilities

The Company's current liabilities amounted to Rp3,155.88 billion, increased by Rp868.07 billion or 37.94% compared to the previous year which was Rp2,287.80 billion.

Liabilitas Jangka Pendek Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Utang usaha / Trade payables	18,38	30,84	12,46	67,82%
Utang lain-lain / Other payables	232,23	179,35	(52,88)	(22,77%)
Beban akrual / Accrued Expenses	1.530,21	2.359,20	828,99	54,17%
Utang pajak / Taxes payable	140,66	135,08	-5,58	(3,97%)
Liabilitas dana pensiun / Pension fund liabilities	104,09	117,27	13,17	12,65%
Pendapatan yang diterima di muka / Unearned revenues	116,78	148,11	31,34	26,83%
Liabilitas imbalan kerja jangka pendek / Short-term employees benefits liabilities	145,45	170,41	24,96	17,16%
Bagian jangka pendek utang bank jangka panjang / Current portion of long-term bank loan	0,00	15,63	15,63	
Jumlah / Total	2.287,80	3.155,88	868,07	37,94%

Kenaikan liabilitas jangka pendek terutama disebabkan oleh peningkatan beban akrual sebesar Rp828,99 miliar atau 54,17%. Beban akrual tercatat sebesar Rp2.359,20 miliar di tahun 2016 dan Rp1.530,21 miliar di tahun 2015. Naiknya beban akrual pada tahun 2016 disebabkan oleh kenaikan perolehan aset tetap sebesar Rp473,62 miliar atau 45,58%, beban akrual umum sebesar Rp122,43 miliar atau 71,58%, pemeliharaan sebesar Rp105,45 miliar atau 60,15%, retensi sebesar Rp1,64 miliar atau 2,90%, sewa sebesar Rp4,08 miliar atau 37,36% dan beban akrual lain-lain sebesar Rp63,14 miliar atau 3552,49%.

Pada tanggal 14 Desember 2015, Menteri Perhubungan Republik Indonesia mengeluarkan peraturan mengenai "Konsesi dan Bentuk Kerjasama Lainnya antara Pemerintah dan Badan Usaha Bandar Udara untuk Pelayanan Jasa Kebandarudaraan". Berdasarkan peraturan tersebut, Perseroan dikenakan biaya konsesi paling sedikit 2,5% dari pendapatan aeronautikanya. Pada tanggal 31 Desember 2016, Perseroan telah mencatat beban akrual sebesar Rp110,67 miliar sehubungan dengan peraturan tersebut.

Beban Akrual Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Perolehan aset tetap / Fixed assets acquisition	1.039,17	1.512,79	473,62	45,58%
Umum / General	171,03	293,46	122,43	71,58%
Pemeliharaan / Maintenance	175,27	280,71	105,44	60,15%
Penerimaan Negara Bukan Pajak Aeronautika / Aeronautical Non-Tax State Revenue	0,00	110,67	110,67	

Current Liabilities in 2015-2016

(In billion Rupiah)

Increase in current liabilities was mainly caused by increase in accrued expenses amounted to Rp28.99 billion or 54.17%. Accrued expenses was recorded at Rp2,359.20 billion in 2016 and Rp1,530.21 billion in 2015. The increase of accrued expenses in 2016 was caused by increase in fixed assets acquisition by Rp473.62 billion or 45.58%, general accrued expenses by Rp122.43 billion or 71.58%, maintenance by Rp105.45 billion or 60.15%, retention by Rp1.64 billion or 2.90%, rent by Rp4.08 billion or 37.36%, and other accrued expenses by Rp63.14 billion or 3552.49%.

On December 14, 2015, Minister of Transportation of the Republic of Indonesia issued regulation on "Concession and Other Forms of Cooperation between the Government and Airport Companies for Airport Service". Pursuant to the regulation, the Company is charged with concession fees of, at the minimum 2.5% of its aeronautical revenues. On December 31, 2016, the Company has recorded accrued expenses totaling Rp110.67 billion regarding to the regulation.

Accrued Expenses in 2015-2016

(In billion Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Retensi / Retention	56,69	58,33	1,64	2,90%
Sewa / Rental	10,92	15,01	4,08	37,36%
Biaya Pegawai / Employees expense	62,41	13,19	(49,21)	(78,86%)
Persediaan / Inventory	12,94	10,12	(2,82)	(21,76%)
Lain-lain / Others	1,78	64,92	63,14	3552,49%
Jumlah / Total	1.530,21	2.359,20	828,99	54,17%

Selain beban akrual, liabilitas jangka pendek juga meningkat karena kenaikan beberapa liabilitas lainnya, antara lain: utang usaha sebesar Rp12,46 miliar atau 67,82%, liabilitas dana pensiun sebesar Rp13,17 miliar atau 12,65%, pendapatan yang diterima di muka sebesar Rp31,34 miliar atau 26,83% dan liabilitas imbalan kerja jangka pendek sebesar Rp24,96 miliar atau 17,16%. Disamping itu, bagian jangka pendek utang bank jangka panjang yang semula nihil di tahun 2015 menjadi Rp15,63 miliar di tahun 2016.

In addition to accrued expenses, current liabilities also increased due to the increase in other liabilities, among others: trade payables by Rp12.46 billion or 67.82%, pension fund liabilities by Rp13.17 billion or 12.65%, unearned revenues by Rp31.34 billion or 26.83%, and short-term employees benefits liabilities by Rp24.96 billion or 17.16%. In addition, current portion of long-term bank loan which was nil in 2015 became Rp15.63 billion in 2016.

b. Liabilitas Jangka Panjang

Liabilitas jangka panjang Perseroan sampai dengan akhir tahun 2016 mencapai Rp4.907,73 miliar, naik Rp3.160,54 miliar atau 180,89% dari tahun sebelumnya sebesar Rp1.747,19 miliar. Kenaikan yang cukup besar tersebut disebabkan oleh meningkatnya pinjaman jangka panjang yang tercatat sebesar Rp4.738,64 miliar, naik Rp3.541,00 miliar atau 295,66% dari tahun sebelumnya sebesar Rp1.197,64 miliar. Disamping itu, kenaikan juga terjadi pada utang lain-lain yang naik sebesar Rp3,60 miliar atau 57,87% menjadi Rp9,82 miliar di tahun 2016.

b. Non-Current Liabilities

The Company's non-current liabilities as of the end of 2016 amounted to Rp4,907.73 billion, increased by Rp3,160.54 billion or 180.89% from the previous year which was Rp1,747.19 billion. Such fairly high increase was caused by the increased long-term loans which was recorded at Rp4,738.64 billion, increased by Rp3,541.00 billion or 295.66% from the previous year which was Rp1,197.64 billion. Moreover, other payables also increased by Rp3.60 billion or 57.58% to Rp9.82 billion in 2016.

Liabilitas Jangka Panjang Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Pinjaman jangka panjang / Long-term loan:				
Utang bank jangka panjang / Long-term bank loan	1.197,64	2.745,26	1.547,62	129,22%
Utang obligasi / Bonds payable	0,00	1.993,38	1.993,38	
Utang lain-lain / Other payables	6,22	9,82	3,60	57,87%
Utang jaminan pelanggan / Customers deposits	22,73	15,37	(7,37)	(32,41%)
Liabilitas pajak tangguhan, bersih / Deferred tax liabilities, net	341,31	0,00	(341,31)	(100,00%)
Liabilitas imbalan kerja / Employee benefits liabilities	165,75	136,69	(29,06)	(17,53%)
Dana program tunjangan hari tua / Retirement program funds	8,26	2,60	(5,66)	(68,52%)
Dana program BUMN peduli beasiswa / BUMN scholarship program funds	5,28	4,60	(0,67)	(12,76%)
Jumlah / Total	1.747,19	4.907,73	3.160,54	180,89%

Non-Current Liabilities in 2015-2016

(In billion Rupiah)

EKUITAS

Jumlah ekuitas Perseroan sampai dengan akhir tahun 2016 mencapai Rp19.927,62 miliar, naik Rp3.691,85 miliar atau 22,74% bila dibandingkan tahun 2015 sebesar Rp16.235,77 miliar. Peningkatan ekuitas terutama disebabkan oleh penambahan modal saham sebesar Rp2.000,00 miliar. Melalui Peraturan Pemerintah ("PP") No. 130 Tahun 2015 tanggal 28 Desember 2015 dan Surat Keputusan Menteri BUMN No. S-17/MBU/01/2016 tanggal 8 Januari 2016, Menteri BUMN menetapkan penambahan penyertaan modal Negara Republik Indonesia sebesar Rp2.000.000.000.000 dalam rangka pembebasan lahan untuk pembangunan landasan pacu (runway) 3 Bandar Udara Internasional Soekarno-Hatta. Kenaikan modal saham tersebut yang telah dicatat oleh Kementerian Hukum dan Hak Asasi Manusia melalui Surat No. AHU-AH.01.03-0027712 tanggal 1 Maret 2016.

Disamping penambahan modal saham, ekuitas Perseroan juga meningkat disebabkan oleh naiknya saldo laba menjadi sebesar Rp8.392,78 miliar di tahun 2016. Dari segi komposisi, saldo laba terdiri dari 2 (dua) komponen, yaitu: saldo laba yang dicadangkan sebesar Rp6.919,39 miliar (82,44%) dan saldo laba yang belum dicadangkan sebesar Rp1.473,39 miliar (17,56%).

Pada tahun 2016, modal disetor lainnya meningkat sebesar Rp121,99 miliar (5,12%) beserta dengan kenaikan komponen ekuitas lainnya sebesar Rp8,78 miliar (0,40%).

Ekuitas Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Modal saham / Share capital	5.000,00	7.000,00	2.000,00	40,00%
Modal disetor lainnya / Other paid-in capital	2.384,50	2.506,49	121,99	5,12%
Komponen ekuitas lainnya / Other components of equity	2.182,98	2.191,76	8,78	0,40%
Rugi komprehensif lain / Other comprehensive loss	-95,38	-137,30	-41,91	43,94%
Selisih ekuitas entitas anak / Difference in equity of subsidiary	-26,32	-26,32	0,00	0,00%
Saldo laba / Retained earnings				
Dicadangkan / Appropriated	5.569,53	6.919,39	1.349,86	24,24%
Belum dicadangkan / Unappropriated	1.220,46	1.473,39	252,93	20,72%
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk / Equity attributable to owners of parent entity	16.235,77	19.927,42	3.691,65	22,74%
Kepentingan non-pengendali / Non-controlling interests	0,00	0,20	0,20	21369,15%
Total Ekuitas / Total Equity	16.235,77	19.927,62	3.691,85	22,74%

EQUITY

Total equity of the Company as of the end of 2016 amounted to Rp19,927.62 billion, increased by Rp3,691.85 billion or 22.74% compared to that of 2015 which was Rp16,235.77 billion. Increase in equity was largely caused by share capital additional by Rp2,000.00 billion. By virtue of Government Regulation ("PP") No. 130 Year 2015 dated December 28, 2015 and Decree of the Minister of SOE No.S-17/MBU/01/2016 dated January 8, 2016, the Minister of SOEs determined the addition of State equity participation amounted to Rp2,000,000,000,000 for land acquisition to be used for the construction of runway 3 of Soekarno-Hatta International Airport. The increase in share capital has been recorded by the Ministry of Law and Human Rights by virtue of Letter No. AHU-AH.01.03-0027712 dated March 1, 2016.

In addition to addition of share capital, the Company's equity also increased due to the increased retained earnings to Rp8,392.78 billion in 2016. In composition, retained earnings consist of 2 (two) components, namely: appropriated retained earnings amounted to Rp6,919.39 billion (82.44%) and unappropriated retained earnings amounted to Rp1,473.39 billion (17.56%).

In 2016, other paid-in capital increased by Rp121.99 billion (5.12%) and other components of equity increased by Rp8.78 billion (0.40%).

Equity in 2015-2016

(In billion Rupiah)

LAPORAN ARUS KAS KONSOLIDASIAN

Perseroan mencatatkan kas dan setara kas akhir tahun 2016 sebesar Rp6.975,12 miliar, naik Rp4.044,62 miliar atau 138,02% bila dibandingkan tahun sebelumnya sebesar Rp2.930,50 miliar. Peningkatan ini terutama disebabkan oleh meningkatnya arus kas dari aktivitas pendanaan yang naik sebesar Rp2.652,31 miliar atau 103,86%. Selain itu arus kas dari aktivitas operasi juga menunjukkan peningkatan sebesar Rp256,19 miliar atau 10,48% di tahun 2016. Sedangkan arus kas untuk aktivitas investasi juga meningkat sebesar Rp763,80 miliar atau 24,65% di tahun 2016.

Laporan Arus Kas Konsolidasian Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Arus kas dari aktivitas operasi / Cash flows from operating activities	2.445,22	2.701,41	256,19	10,48%
Arus kas untuk aktivitas investasi / Cash flows for investing activities	(3,098,97)	-3.862,77	(763,80)	24,65%
Arus kas dari aktivitas pendanaan / Cash flows from financing activities	2.553,68	5.205,98	2.652,31	103,86%
Kenaikan kas dan setara kas / Increase in cash and cash equivalents	1.899,93	4.044,62	2.144,69	112,88%
Kas dan setara kas awal tahun / Cash and cash equivalents at beginning of year	1.030,57	2.930,50	1.899,93	184,36%
Kas dan setara kas akhir tahun / Cash and cash equivalents at end of year	2.930,50	6.975,12	4.044,62	138,02%

ARUS KAS DARI AKTIVITAS OPERASI

Arus kas dari aktivitas operasi tahun 2016 tercatat sebesar Rp2.701,41 miliar, naik Rp256,19 miliar atau 10,48% bila dibandingkan tahun sebelumnya sebesar Rp2.445,22 miliar. Hal ini disebabkan oleh kenaikan pada: penerimaan pelanggan sebesar Rp875,60 miliar atau 16,22%, penerimaan pendapatan bunga sebesar Rp102,50 miliar atau 164,15% serta menurunnya arus kas yang digunakan untuk pembayaran lainnya sebesar Rp10,29 miliar atau 46,84% di tahun 2016.

Arus Kas dari Aktivitas Operasi Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Penerimaan dari pelanggan / Receipts from customers	5.396,92	6.272,52	875,60	16,22%
Pembayaran kepada pemasok, kontraktor dan pihak ketiga lainnya / Payments to suppliers, contractors, and other third parties	(1.210,44)	(1.763,12)	(552,68)	45,66%
Pembayaran kepada karyawan / Payments to employees	(1.158,35)	(1.303,44)	(145,08)	12,53%
Pembayaran beban bunga / Payment of interest expense	(1,38)	(14,98)	(13,59)	983,70%

CONSOLIDATED STATEMENT OF CASH FLOWS

The Company's cash and cash equivalents at the end of 2016 amounted to Rp6,975.12 billion, increased by Rp4,044.62 billion or 138.02% compared to the previous year which was Rp2,930.50 billion. Such increase was caused by the increase cash flows from financing activities by Rp2,652.31 billion or 103.86%. In addition, cash flows from operating activities also increased by Rp256.19 billion or 10.48% in 2016, while cash flows for investing activities also increased by Rp763.80 billion or 24.65% in 2016.

Consolidated Statement of Cash Flows in 2015-2016

(In billion Rupiah)

CASH FLOWS FROM OPERATING ACTIVITIES

Cash flows from operating activities in 2016 was recorded at Rp2,701.41 billion, increased by Rp256.19 billion or 10.48% compared to that of the previous year which was Rp2,445.22 billion. This was caused by increase in: receipts from customers by Rp875.60 billion or 16.22%, receipt of interest income by Rp102.50 billion or 164.15%, and the decreased cash flows for other payments by Rp10.29 billion or 46.84% in 2016.

Cash Flows from Operating Activities in 2015-2016

(In billion Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Penerimaan pendapatan bunga / Receipt of interest income	62,44	164,94	102,50	164,15%
Pembayaran lainnya / Other payments	(21,96)	(11,68)	10,29	(46,84%)
Pembayaran pajak / Payments for taxes	(622,01)	(642,85)	(20,84)	3,35%
Jumlah / Total	2.445,22	2.701,41	256,19	10,48%

ARUS KAS UNTUK AKTIVITAS INVESTASI

Arus kas untuk aktivitas investasi tahun 2016 tercatat sebesar Rp3.862,77 miliar, naik Rp763,80 miliar atau 24,65% bila dibandingkan tahun 2015 sebesar Rp3.098,97 miliar. Hal ini disebabkan oleh naiknya arus kas untuk perolehan aset tetap sebesar Rp641,64 miliar atau 20,65% dan naiknya penyertaan modal pada entitas asosiasi sebesar Rp124,80 miliar.

Arus Kas untuk Aktivitas Investasi Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Perolehan aset tetap / Fixed assets acquisition	(3.107,84)	(3.749,48)	(641,64)	20,65%
Penerimaan dari penjualan aset tetap / Proceeds from sales of fixed asset	8,87	6,51	(2,36)	(26,61%)
Hasil penjualan aset keuangan tersedia untuk dijual / Proceed from the sale of financial assets available-for-sale	0,00	5,00	5,00	
Penyertaan modal pada entitas asosiasi / Capital subscription in associate company	0,00	(124,80)	(124,80)	
Jumlah / Total	(3.098,97)	(3.862,77)	(763,80)	24,65%

ARUS KAS DARI AKTIVITAS PENDANAAN

Arus kas dari aktivitas pendanaan tahun 2016 tercatat sebesar Rp5.205,98 miliar, naik Rp2.652,31 miliar atau 103,86%. Hal ini terutama disebabkan oleh penerimaan utang jangka panjang yang tercatat sebesar Rp3.564,07 miliar, naik 360,90% dari nilai tahun 2015 sebesar Rp773,29 miliar. Dari segi komposisi, penerimaan utang bank jangka panjang memiliki 2 (dua) komponen yaitu utang bank yang meningkat sebesar Rp790,78 miliar dan utang obligasi yang menjadi Rp2.000,00 miliar di tahun 2016 dari nilainya yang semula nihil di tahun 2015.

Arus Kas dari Aktivitas Pendanaan Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Penerimaan utang jangka panjang / Proceeds from long-term liabilities:				
Utang bank / Bank loan	773,29	1.564,07	790,78	102,26%
Utang obligasi / Bonds payable	0,00	2.000,00	2.000,00	

CASH FLOWS FOR INVESTING ACTIVITIES

Cash flows for investing activities in 2016 was recorded at Rp3,862.77 billion, increased by Rp763.80 billion or 24.65% compared to that of 2015 which was Rp3,098.97 billion. This was caused by the increased cash flows for fixed assets acquisition by Rp641.64 billion or 20.65% and the increased share investment in associate entity by Rp124.80 billion.

Cash Flows for Investing Activities in 2015-2016

(In billion Rupiah)

CASH FLOWS FROM FINANCING ACTIVITIES

Cash flows from financing activities in 2016 was recorded at Rp5,205.98 billion, increased by Rp2,652.31 billion or 103.86%. This was largely due to proceeds from long-term liabilities which was recorded at Rp3,564.07 billion, increased by 360.90% from that of 2015 which was Rp773.29 billion. In composition, proceeds from long-term liabilities has 2 (two) components, namely bank loan which increased by Rp790.78 billion and bonds payable which was nil in 2015 to Rp2,000.00 billion in 2016.

Cash Flows from Financing Activities in 2015-2016

(In billion Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Pembayaran biaya transaksi utang bank / Payments for bank loan transaction costs	0,00	(13,65)	(13,65)	0,00%
Pembayaran biaya transaksi utang obligasi / Payments for bonds payable transaction costs	0,00	(6,97)	(6,97)	0,00%
Pembayaran dividen kas / Payments of cash dividends	(219,61)	(337,46)	(117,85)	53,66%
Penambahan modal disetor lainnya / Other paid-in capital addition	2.000,00	2.000,00	0,00	0,00%
Jumlah / Total	2.553,68	5.205,98	2.652,31	103,86%

KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS

Secara keseluruhan tahun 2016, terjadi peningkatan atas kenaikan bersih kas dan setara kas jika dibandingkan dengan tahun 2015. Pada tahun 2016, Perseroan mencatatkan kenaikan bersih kas dan setara kas sebesar Rp4.044,62 miliar, terjadi peningkatan sebesar Rp2.144,69 miliar atau 112,88% bila dibandingkan tahun 2015 sebesar Rp1.899,93 miliar.

KAS DAN SETARA KAS AKHIR TAHUN

Besarnya kas dan setara kas akhir tahun 2016 tercatat sebesar Rp6.975,12 miliar, meningkat Rp4.044,62 miliar atau 138,02% bila dibandingkan kas dan setara kas akhir tahun 2015 sebesar Rp2.930,50 miliar.

RASIO KEUANGAN PENTING

Berikut uraian mengenai rasio keuangan konsolidasian penting yang menggambarkan pencapaian kinerja keuangan dan operasional Perseroan untuk tahun 2016 dan 2015.

Rasio Keuangan / Financial Ratios	Satuan / Unit	31 Desember 2015 / December 31, 2015	31 Desember 2016 / December 31, 2016
Return on Equity (ROE)	%	22,85	20,41
Return on Investment (ROI)	%	19,96	9,29
Return on Asset (ROA)	%	8,32	6,93
Cash Ratio	%	128,09	221,02
Current Ratio	%	175,88	256,07
Collection Periods	Hari/days	32,00	44,00
Perputaran Persediaan (PP)	Hari/days	1,00	1,00
Total Asset Turnover	%	43,16	29,99
TMS Terhadap Total Asset	%	36,43	33,96
Debt to Equity Ratio	%	24,85	40,46

INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS

Overall, cash and cash equivalents in 2016 increased compared to that of 2015. Net increase in cash and cash equivalents in 2016 amounted to Rp4,044.62 billion, increased by Rp2,144.69 billion or 112.88% compared to that of 2015 which was Rp1,899.93 billion.

CASH AND CASH EQUIVALENTS AT END OF YEAR

The amount of cash and cash equivalents at the end of 2016 was recorded at Rp6,975.12 billion, increased by Rp4,044.62 billion or 138.02% compared to cash and cash equivalents in 2015 which was Rp2,930.50 billion.

KEY FINANCIAL RATIOS

The following is the description on key consolidated financial ratios which describes operational and financial performance achievement of the Company for 2016 and 2015.

RASIO KEUANGAN KONSOLIDASIAN PENTING

Rasio Aktivitas

Rasio Aktivitas adalah ukuran yang dipergunakan untuk menghitung tingkat efektivitas Perseroan dan entitas anak dalam memanfaatkan semua sumber daya yang ada pada pengendaliannya.

Adapun tingkat efektivitas Perseroan dan entitas anak tahun 2016 dalam mengendalikan sumber daya yang dimiliki ditunjukkan dengan:

- Rasio Perputaran Persediaan sebanyak 1 kali, sama dengan tahun 2015.
- Rasio Perputaran Aset sebesar 29,99%, lebih rendah bila dibandingkan tahun 2015 sebesar 43,16%.
- Rasio Penagihan sebanyak 44 hari, lebih tinggi bila dibandingkan tahun 2015 sebesar 32 hari.

Rasio Perputaran Persediaan di tahun 2016 tidak berubah dibandingkan dengan tahun 2015. Sedangkan Rasio Perputaran Aset yang sebanyak 29,99% di tahun 2016 lebih rendah bila dibandingkan tahun 2015 sebesar 43,16%.

Sedangkan Rasio Penagihan sebesar 44 hari di tahun 2016 lebih tinggi bila dibandingkan dengan 32 hari di tahun 2015.

Rasio Profitabilitas (Rasio Kemampuan Laba)

Rasio Profitabilitas adalah ukuran yang dipergunakan untuk menghitung hasil akhir bersih dari berbagai kebijakan dan keputusan manajemen yang akan memberikan jawaban akhir tentang efektivitas manajemen dalam mengelola Perseroan. Adapun tingkat profitabilitas Perseroan dan entitas anak tahun 2016 ditunjukkan dengan:

- Rasio Imbalan Ekuitas (ROE) sebesar 20,41%.
- Rasio Imbalan Investasi (ROI) sebesar 9,29%.
- Rasio Margin Laba tahun berjalan atas Penjualan sebesar 29,20%.
- Rasio EBITDA atas Penjualan sebesar 44,27%.

Dibandingkan dengan tahun 2015, Rasio Imbalan Ekuitas, Rasio Imbalan Investasi, Rasio Margin Laba atas Penjualan, Rasio EBITDA atas Penjualan mengalami penurunan pada tahun 2016. Namun secara umum ditinjau dari aspek profitabilitas Perseroan dan entitas anak tahun 2016 masih terbilang baik.

KEY CONSOLIDATED FINANCIAL RATIOS

Activity Ratio

Activity Ratio is used to measure the effectiveness of the Company and subsidiary in utilizing all available resources under their control.

The effectiveness of the Company and its subsidiary in controlling its resources in 2016 is indicated by:

- Inventory Turnover Ratio which was 1 time, the same as in 2015.
- Assets Turnover Ratio which was 29.99%, lower compared to that of 2015 which was 43.16%.
- Billing Ratio which was 44 days, higher compared to that of 2015 which was 32 days.

Inventory Turnover Ratio in 2016 did not change compared to that of 2015, while Assets Turnover Ratio in 2016 was 29.99%, lower compared to that of 2015 which was 43.16%.

Meanwhile, Billing Ratio in 2016 was 44 days, higher compared to 32 days in 2015.

Profitability Ratio (Earning Capability Ratio)

Profitability Ratio is used to measure the net end results of various policies and management decisions that will provide the final answer on the management effectiveness in managing the Company. As for the profitability level of Angkasa Pura II and its subsidiaries in 2016 is shown by:

- Return on Equity (ROE) Ratio which was 20.41%.
- Return on Investment (ROI) which was 9.29%.
- Profit for the year Margin on Sales Ratio which was 29.20%.
- EBITDA on Sales Ratio which was 44.27%.

Compared to 2015, Return on Equity, Return on Investment, Profit Margin on Sales Ratio, and EBITDA on Sales Ratio decreased in 2016. However, in general, the Company and its subsidiaries in 2016 were considered good viewed from the profitability aspect.

Rasio Z-Score Model

Berdasarkan hasil analisis indikator menggunakan Z-score model atau suatu ukuran yang dipergunakan untuk menilai kelangsungan usaha (*going concern*) perusahaan yang menggunakan kombinasi beberapa formula analisis rasio keuangan konsolidasian yang dikembangkan oleh Edwards Altman yang dikenal dengan Z-score model dengan mengacu pada beberapa indikator, diantaranya:

- Jika hasilnya $Z < 1,23$ mengindikasikan kelangsungan usaha dalam prediksi Pailit.
- Jika hasilnya $1,23 > Z < 2,90$ mengindikasikan kelangsungan usaha dalam prediksi Gray Area.
- Jika hasilnya $Z > 2,90$ mengindikasikan kelangsungan usaha dalam prediksi Tidak Pailit.

Selain rasio-rasio yang telah dibahas terlebih dahulu, Perseroan juga menghitung kemampuan membayar utang dan tingkat kolektibilitas piutang Person untuk mengukur kemampuan Perseroan untuk membayar hutang atas pinjaman seperti yang dijelaskan melalui tingkat rasio likuiditas dan rasio solvabilitas tahun 2016.

Rasio Likuiditas

Rasio likuiditas digunakan untuk mengukur tingkat kemampuan perusahaan dalam memenuhi liabilitas jangka pendek. Tingkat likuiditas dapat ditunjukkan dengan Rasio Kas, Rasio Cepat dan Rasio Lancar. Rasio Kas menjelaskan kemampuan Perseroan untuk melunasi liabilitas jangka pendeknya melalui kas dan setara kas (aset yang paling likuid) yang dimiliki. Rasio Lancar merupakan rasio yang digunakan untuk melihat kemampuan perusahaan untuk membayar hutang dengan menggunakan aktiva lancar.

Uraian / Description	2015	2016	Perubahan / Change
Rasio Kas / Cash Ratio	128,09%	221,02%	72,55%
Rasio Cepat / Quick Ratio	175,40%	255,75%	45,81%
Rasio Lancar / Current Ratio	175,88%	256,07%	45,59%

Secara keseluruhan, Perseroan berhasil meningkatkan Rasio Kas, Rasio Cepat dan Rasio Lancar secara signifikan. Rasio Kas meningkat sebesar 72,55% menjadi 221,02%, Rasio Cepat meningkat sebesar 45,81% menjadi 255,75% dan Rasio Lancar mengalami peningkatan sebesar 45,59% menjadi 256,07% di tahun 2016. Kinerja positif tersebut menandakan bahwa kemampuan Perseroan dalam memenuhi kewajiban jangka pendeknya meningkat di tahun 2016 bila dibandingkan dengan tahun 2015.

Z-Score Model Ratio

Based on the indicators analysis results using Z-score model or a measure employed to assess the business continuity (*going concern*) of a company that uses a combination of several formulas of consolidated financial ratio analysis developed by Edwards Altman, known as Z -Score model with reference to several indicators including:

- If the result is $Z < 1.23$, indicates the business continuity is in Bankruptcy prediction.
- If the result is $1.23 > Z < 2.90$, indicates the business continuity is in the prediction of Grey Area.
- If the result is $Z > 2.90$, indicates the business continuity is in the prediction of not insolvent.

In addition to ratios above, the Company also calculated solvency and collectability rate of the Company to measure the Company's capability to pay debt on loan as explained in liquidity ratio and solvency ratio in 2016.

Liquidity Ratio

Liquidity ratio is used to measure the Company's ability to meet current liabilities. Liquidity level can be shown by the Cash Ratio, Quick Ratio and Current Ratio. Cash Ratio. Cash Ratio describes the Company's ability to pay off its short-term liabilities with cash and cash equivalents (the most liquid assets) owned. Current Ratio is a ratio used to see the Company's ability to pay debt by using its current assets.

Overall, the Company managed to increase its Cash Ratio, Quick Ratio, and Current Ratio significantly. Cash Ratio increased by 72.55% to 221.02%, Quick Ratio increased by 45.81% to 255.75%, and Current Ratio increased by 45.59% to 256.07% in 2016. Such positive performance indicates that the Company's capability in fulfilling its current liabilities in 2016 increased compared to that of 2015.

Rasio Solvabilitas

Rasio Leverage adalah ukuran yang dipergunakan untuk menghitung tingkat kemampuan perusahaan dalam memenuhi segala liabilitasnya apabila saat ini Perseroan dan entitas anak dilikuidasi. Adapun tingkat kemampuan Perseroan tahun 2016 dalam memenuhi liabilitas apabila dilakukan likuidasi pada saat ini ditunjukkan dengan:

Uraian / Description	2015	2016	Perubahan / Change
Rasio Liabilitas atas Aset / Liabilities to Assets Ratio	19,91%	28,81%	44,72%
Rasio Liabilitas atas Ekuitas / Liabilities to Equity Ratio	24,85%	40,46%	62,82%

- Rasio Liabilitas atas Aset sebesar 28,81%.
- Rasio Liabilitas atas Ekuitas sebesar 40,46%.

Dibandingkan dengan tahun 2015, terjadi kenaikan dalam rasio leverage Perseroan tahun 2016, sehingga menunjukkan lebih tingginya kenaikan liabilitas dibandingkan dengan kenaikan aset dan ekuitas pada tahun 2016.

Kolektibilitas Piutang

Tingkat kolektibilitas piutang Perseroan menunjukkan penurunan kinerja dalam periode perputaran piutang dari tahun sebelumnya. Kolektibilitas piutang di tahun 2016 adalah sebesar 44 hari, sedangkan di tahun 2015 adalah sebesar 32 hari. Tingkat kolektibilitas piutang Perseroan lebih baik dari tingkat rasio yang telah ditetapkan Kementerian BUMN, yaitu maksimal 60 hari.

Berdasarkan hasil penelaahan kolektibilitas piutang usaha pada akhir tahun, manajemen berkeyakinan bahwa cadangan penurunan nilai piutang usaha adalah cukup.

STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL**Struktur Modal**

Tujuan utama pengelolaan modal perusahaan adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham. Selain itu, perusahaan dipersyaratkan oleh Undang-undang Perseroan Terbatas efektif tanggal 16 Agustus 2008 untuk mengkontribusikan sampai dengan 20% dari modal saham ditempatkan dan disetor penuh ke dalam dana cadangan yang tidak boleh didistribusikan. Persyaratan permodalan eksternal tersebut dipertimbangkan oleh perusahaan pada Rapat Umum Pemegang Saham ("RUPS").

Solvency Ratio

Solvency Ratio is used to measure the Company's capability to meet all of its liabilities if the Company and its subsidiaries are currently liquidated. The Company's capability in 2016 in fulfilling its liabilities if it is being liquidated is shown by:

- Liabilities to Assets Ratio were 28.81%.
- Liabilities to Equity Ratio were 40.46%.

Compared to 2015, the Company's leverage ratio increased in 2016, showing the higher liabilities compared to increase in assets and equity in 2016.

Receivables Collectability

The receivables collectability level of the Company shows a performance decline in accounts receivable turnover period from the previous year. Receivables collectability in 2016 was 44 days, while in 2015 it was 32 days. However, this ratio is still better than the predetermined ratio level by the Ministry of SOEs, namely a maximum of 60 days.

Based on the review of the collectability of accounts receivable at the end of the year, the management believes that the impairment reserves of accounts receivable is enough.

CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE**Capital Structure**

The main objective of capital management of the company is to ensure the maintenance of a healthy ratio of capital to support the business and maximize return for shareholders. In addition, the company is required by the Limited Liability Company Law effective date of August 16, 2008 to contribute up to 20% of the share capital issued and fully paid into a reserve fund that should not be distributed. External capital requirements are considered by the company at the General Meeting of Shareholders ("GMS").

Komposisi struktur modal tahun 2016 yang dimiliki oleh Perseroan adalah 28,81% berasal dari Liabilitas dan 71,19% berupa Ekuitas, komposisi ini mengalami perubahan jika dibandingkan dengan tahun 2015. Komposisi struktur modal yang berasal dari Liabilitas mengalami peningkatan sebesar 44,72% sedangkan modal dari Ekuitas turun sebesar 11,11%.

The capital structure composition in 2016 that is owned by the Company was 28.81% derived from Liabilities and 71.19% in the form of Equity, this composition was changed when compared to 2015. The capital structure composition derived from Liabilities increased by 44.72% while the capital from equity increased by 11.11%.

Struktur Modal Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Liabilitas / Liabilities	4.034,99	8.063,60	4.028,61	99,84%
Liabilitas Jangka Pendek / Current Liabilities	2.287,80	3.155,88	868,07	37,94%
Liabilitas Jangka Panjang / Non-Current Liabilities	1.747,19	4.907,73	3.160,54	180,89%
Ekuitas / Equity	16.235,77	19.927,62	3.691,85	22,74%
Jumlah Liabilitas dan Ekuitas / Total Liabilities and Equity	20.270,76	27.991,22	7.720,46	38,09%

Capital Structure in 2015-2016

(In billion Rupiah)

Kebijakan Manajemen Atas Struktur Modal

Ekuitas yang dapat diatribusikan kepada pemilik entitas induk merupakan modal yang dikelola oleh Perusahaan. Tujuan utama pengelolaan modal Perusahaan adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan nilai pemegang saham.

Management Policy on Capital Structure

Equity attributable to owners of the parent entity is a capital that is managed by the Company. The main objective of the Company's capital management is to ensure the maintenance of healthy capital ratios to support the business and maximize shareholders value.

Perusahaan mengelola struktur permodalan dan melakukan penyesuaian, berdasarkan perubahan kondisi ekonomi. Selain itu, Undang-undang Perseroan Terbatas Republik Indonesia No. 1/1995 yang diterbitkan pada Maret 1995 dan telah diubah dengan Undang-undang No. 40/2007 yang diterbitkan Agustus 2007, mensyaratkan pembentukan cadangan umum dari laba bersih sejumlah minimal 20% dari modal ditempatkan dan disetor perusahaan. Tidak ada batasan waktu untuk membentuk cadangan tersebut.

The Company manages its capital structure and make adjustments, based on changes in economic conditions. In addition, the Limited Liability Company Law of the Republic of Indonesia No. 1/1995 issued in March 1995 and amended by Law No. 40/2007, issued in August 2007, requires the establishment of a general reserve from net income amounting to at least 20% of the issued and paid up capital of the Company. There is no time limit for forming these reserves.

Melalui Peraturan Pemerintah ("PP") No. 130 Tahun 2015 tanggal 28 Desember 2015 dan Surat Keputusan Menteri BUMN No. S-17/MBU/01/2016 tanggal 8 Januari 2016, Menteri BUMN menetapkan penambahan penyertaan modal Negara Republik Indonesia sebesar Rp2.000.000.000.000 dalam rangka pembebasan lahan untuk pembangunan landasan pacu (runway) 3 Bandar Udara Internasional Soekarno-Hatta. Kenaikan modal saham tersebut yang telah dicatat oleh Kementerian Hukum dan Hak Asasi Manusia melalui Surat No. AHU-AH.01.03-0027712 tanggal 1 Maret 2016.

Through the Government Regulation ("PP") No. 130 Year 2015 dated December 28th, 2015 and the Decree of the Minister of SOEs No. S-17/MBU/01/2016 dated January 8, 2016, the Minister of SOEs determines the addition of State capital Investment of the Republic of Indonesia in the amount of Rp2,000,000,000,000 in the framework of land acquisition for the construction of runway 3 for Soekarno-Hatta International Airport. The increase in share capital has been recorded by the Ministry of Law and Human Rights by virtue of Letter No. AHU-AH.01.03-0027712 dated March 1, 2016.

Kebijakan perusahaan adalah mempertahankan struktur permodalan yang sehat untuk mengamankan akses terhadap pendanaan pada biaya yang wajar. Perubahan kebijakan struktur modal Perseroan dapat dilihat berdasarkan perbandingan persentase liabilitas dengan ekuitas pada tahun 2016 sebesar 40,46%, sedangkan pada tahun 2015 sebesar 24,85%.

IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

Investasi Barang Modal

Pada tahun 2016, Perseroan melakukan investasi barang modal yang berupa tanah, bangunan dan lapangan, bangunan gedung, alat pengangkutan, alat-alat kantor, instalasi dan jaringan, perlengkapan terminal dan gedung, peralatan bengkel, peralatan komputer, peralatan parkir overlay, lain-lain dan aset dalam penyelesaian seperti yang diuraikan di tabel berikut:

Investasi Barang Modal Tahun 2015 - 2016

(Dalam miliar Rupiah)

Uraian / Description	2015	2016	Pertumbuhan / Growth	
			Nominal	%
Tanah / Land	4,23	16,26	12,02	284,09%
Bangunan dan lapangan / Building and field	147,76	312,27	164,51	111,34%
Bangunan gedung / Building property	283,22	900,96	617,74	218,11%
Alat pengangkutan / Transporting equipment	93,28	73,78	(19,50)	(20,91%)
Alat-alat kantor / Stationery	12,49	51,85	39,36	315,04%
Instalasi dan jaringan / Installation and network	143,07	651,34	508,26	355,24%
Perlengkapan terminal dan gedung / Building and terminal equipment	153,16	623,71	470,55	307,23%
Peralatan bengkel / Shop equipment	0,60	3,28	2,68	443,88%
Peralatan komputer / Computer equipment	3,99	2,64	(1,34)	(33,72%)
Peralatan parkir / Parking equipment	0,04	2,21	2,16	4826,39%
Overlay	28,95	94,57	65,62	226,66%
Lain-lain / Others	36,91	19,31	(17,60)	(47,68%)
Aset dalam penyelesaian / Assets in completion	2.336,61	1.601,69	(734,92)	(31,45%)
Jumlah / Total	3.244,33	4.353,87	1.109,54	34,20%

Secara keseluruhan, Perseroan melakukan peningkatan investasi barang modal sebesar 34,20% atau Rp1.109,54 miliar dari nilai semula di tahun 2015 sebesar Rp3.244,33 miliar menjadi Rp4.353,87 miliar di tahun 2016. Secara nominal, pertumbuhan investasi barang modal terbesar di tahun 2016 adalah investasi bangunan gedung sebesar Rp900,96 miliar yang meningkat sebesar Rp617,74 miliar, instalasi dan jaringan

The company's policy is to maintain a healthy capital structure to secure of access to financing at a reasonable cost. Changes in the Company's capital structure policy can be seen by comparison of the nominal of liabilities with equity in 2016 amounted to 40.46%, whereas in 2015 amounted to 24.85%.

MATERIAL COMMITMENT FOR CAPITAL GOODS INVESTMENT

Capital Goods Investment

In 2016, the Company invested in capital goods in the form of land, building and field, building property, transporting equipment, stationery, installation and network, building and terminal equipment, shop equipment, computer equipment, overlay parking equipment, others, and assets in completion as described in the following table:

Capital Goods Investment in 2015-2016

(In billion Rupiah)

Overall, the Company's capital goods investment increased by 34.20% or Rp1,109.54 billion from that of 2015 which was Rp3,244.33 billion to Rp4,353.87 billion in 2016. In nominal, the biggest growth in capital goods investment was the building property investment amounted to Rp900.96 billion which increased by Rp617.74 billion, installation and network amounted to Rp651.34 billion which increased by Rp508.26

sebesar Rp651,34 miliar yang naik sebesar Rp508,26 miliar dan perlengkapan terminal dan gedung sebesar Rp623,71 miliar yang meningkat sebesar Rp470,55 miliar.

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Pada tanggal 17 Maret 2017, Kementerian Badan Usaha Milik Negara mengeluarkan keputusan No. SK-54/MBU/3/2017 tentang pengangkatan anggota direksi Perusahaan, dimana Ibu Tina T Kemala diangkat sebagai Direktur SDM, Umum dan Teknologi Informasi.

PROSPEK USAHA

Jumlah penumpang udara mengalami peningkatan yang signifikan sejak deregulasi industri penerbangan tahun 1999. Berdasarkan data pertumbuhan industri penerbangan dalam kurun waktu 5 tahun terakhir dapat dilihat dari kinerja pergerakan pesawat udara, jumlah penumpang dan jumlah kargo yang terus meningkat. Saat ini Indonesia telah menduduki kategori 10 besar volume penumpang tertinggi di kawasan Asia Pasifik.

Peluang pertumbuhan tersebut ditunjang oleh adanya: pertama, jumlah penduduk Indonesia yang semakin bertambah. Berdasarkan Data Biro Sensus AS, Indonesia menempati urutan ke 4 (empat) dunia dalam hal banyaknya jumlah penduduk, setelah China, India dan Amerika Serikat. Kedua, luas wilayah Indonesia terbentang di antara Samudera Hindia dan Samudera Pasifik dan terletak di posisi silang yang sangat strategis yaitu pada koordinat 6°LU - 11°08'LS dan dari 97° - 141°45'BT. Secara geografis Indonesia terletak pada posisi yang sangat strategis, menjadi hub perdagangan internasional yang menghubungkan utara ke selatan (Jepang dan Australia) dan barat ke timur (Eropa, Asia, Australia). Memiliki 17.508 pulau yang terletak disepanjang garis katulistiwa. Indonesia adalah negara yang sangat luas yang terbentang sejauh 5.120 km timur dan ke barat 1.760 km.

Perkembangan industri pariwisata dalam negeri juga memberikan peluang peningkatan jumlah wisatawan yang menggunakan jasa penerbangan. Lebih lanjut, maskapai penerbangan asing masuk ke dalam negeri, menambah ramainya pasar penerbangan Indonesia. Persaingan maskapai penerbangan baik maskapai penerbangan asing maupun domestik menciptakan persaingan harga yang mendorong pemberlakuan konsep Low Cost Carrier (LCC). Pemberlakuan

billion, and building and terminal equipment amounted to Rp623.71 billion which increased by Rp470.55 billion.

MATERIAL FACTS AND INFORMATION SUBSEQUENT TO REPORTING DATE

On March 17, 2017, the Ministry of State Owned Enterprises issued decree No. SK-54/MBU/3/2017 on appointment of members of the Board of Directors of the Company, in which Mrs. Tina T Kemala was appointed as Director of HR, General Affairs, and Information Technology.

BUSINESS OUTLOOK

Total airline passengers increased significantly since the deregulation of aviation industry in 1999. Based on the data of aviation industry growth within the last 5 years, it can be seen from the performance of aircraft movement that total passengers and cargos are continuously increased. Currently, Indonesia occupies the top ten highest passenger volumes in Asia Pacific.

Such growth opportunity was supported by: first, the increasing populations in Indonesia. Based on data from US Census Bureau, Indonesia occupies the 4th place in the world in terms of total populations, after China, India, and the US. Second, the area of Indonesia lies between the Indian Ocean and the Pacific Ocean and is located in a very strategic cross position, at the coordinate of 6° N - 11°08' S and from 97° - 141° 45' E. Thus, geographically, Indonesia is located in a very strategic position, an international trade hub linking the north to the south (Japan and Australia) and west to east (Europe, Asia, Australia). The country has 17,508 islands spreading along the equator. Indonesia is a vast country that stretches as far as 5,120 km to the east and 1,760 km west.

Development of the tourism industry in the country also provides improvement opportunity in the number of tourists who use flight services. Furthermore, foreign airlines entering the country, increase the traffic of Indonesian aviation market. Airlines competition both foreign and domestic airlines creates price competition that encourages the enforcement of Low Cost Carrier (LCC) concept. Enforcement of such concept will further encourage the growth of passengers and airlines which

konsep tersebut akan semakin mendorong pertumbuhan penumpang dan maskapai penerbangan yang kemudian menjadikan industri penerbangan udara sebagai pilihan sarana transportasi antarwilayah yang lebih diminati.

Perkembangan industri penerbangan Indonesia juga akan semakin cerah dengan ikut sertanya Indonesia dalam World Route Airlines. Acara pertemuan global bagi pihak-pihak yang berkecimpung dalam industri penerbangan yang diadakan beberapa tahun sekali ini diikuti oleh lebih dari 110 negara. Dengan ikut sertanya Indonesia dalam acara tersebut, diharapkan lebih banyak maskapai penerbangan asing yang bekerjasama dan membuka rute penerbangan dari dan ke Indonesia.

Beberapa peluang yang menciptakan prospek usaha yang cemerlang bagi Angkasa Pura II sebagai berikut:

1. Adanya pertumbuhan angkutan udara setiap tahun berpotensi meningkatkan pendapatan aeronautika dan pendapatan non-aeronautika.
2. Perkembangan Low Cost Carrier (LCC) yang mendukung peningkatan jumlah penumpang setiap tahunnya.
3. Adanya potensi pertumbuhan bisnis dan ekonomi di sekitar bandara memberikan hubungan timbal balik dengan bandara.
4. Semakin banyaknya tempat pariwisata yang sedang dikembangkan dengan promosi yang tepat mendorong lalu lintas ke dan menuju ke daerah di Indonesia.
5. Terjalannya hubungan baik antara pemerintah pusat dan daerah sehingga memberikan kemudahan dalam pengembangan bandara.
6. Adanya otonomi daerah menghasilkan tingginya inisiatif setiap daerah untuk mendirikan bandara di daerah masing-masing.
7. Open sky policy akan memberikan derajat kebebasan yang lebih besar bagi maskapai penerbangan untuk terbang di wilayah Indonesia.

Untuk merespon prospek dan potensi tersebut diatas, Angkasa Pura II telah menyusun winning strategies, yaitu AP2WAY, dalam rangka mewujudkan visi menjadi World Class Company dan menjawab tantangan dan peluang. Penetapan strategi AP2WAY bertujuan untuk memudahkan pemahaman terhadap strategi perusahaan sehingga implementasi strategi dapat berjalan secara efektif.

then makes air travel industry as a more desirable transportation choices.

Development of Indonesian aviation industry will also be brighter with the participation of Indonesia in World Route Airlines. The global meeting event for parties involved in the aviation industry which is held every few years attended by more than 110 countries. With the participation of Indonesia in the event, it is expected more foreign airlines will cooperate and open up routes from and to Indonesia.

Several opportunities that create brilliant business prospects for Angkasa Pura II as follows.

1. Growth of air transport each year has the potential to increase aeronautical revenues and non-aeronautical revenues.
2. Development of LCC supports the increase in the amount of passengers each year.
3. Potential business and economic growth around the airport provides a mutual relationship with the airport.
4. The number of tourism sites that are being developed with the right promotion drive the traffic to and headed to areas in Indonesia can be improved.
5. Good relationship with central and local government can provide ease in airport development.
6. Regional autonomy causes each region to compete in setting up airports in their respective areas.
7. Open sky policy will provide a greater degree of freedom for airlines to fly in the area of Indonesia.

In order to respond the prospects and potential of the above, Angkasa Pura II has prepared winning strategies, namely AP2WAY, in order to realize the vision to be a World Class Company and to answer challenges and opportunities. Determination of AP2WAY strategies aim to facilitate the understanding of corporate strategy so that implementation of the strategy can be run effectively.

Strategi AP2WAY mencakup 6 elemen penting sebagai berikut:

1. Airport Best Practices
Pencapaian visi menjadi World Class Company perlu dilakukan dengan menerapkan praktik-praktik terbaik dalam pengelolaan bisnis bandara.
2. People
Peningkatan kapabilitas dan kapasitas SDM secara efektif dan berkesinambungan sangat diperlukan untuk menerapkan praktik-praktik terbaik dan mewujudkan visi perusahaan secara efektif.
3. Process
Penerapan bisnis proses dan SOP yang efektif dan efisien dengan perbaikan secara terus menerus merupakan syarat penting pencapaian visi.
4. World Class System
Pengembangan dan penerapan sistem kelas dunia secara holistik dan terintegrasi adalah mutlak diperlukan untuk meningkatkan kinerja dan mewujudkan visi Perseroan secara efektif.
5. Asset
Optimalisasi tingkat efektivitas dari utilisasi aset Perseroan secara menyeluruh berperan sangat penting dalam peningkatan pelayanan yang mengedepankan keselamatan, keamanan dan kenyamanan bagi seluruh pengguna jasa, serta peningkatan *Return on Assets* (ROA).
6. Yield
Pada akhirnya, strategi yang telah disusun diharapkan dapat memberikan hasil hanya bagi peningkatan kinerja Perseroan terutama kinerja keuangan dan pertumbuhan yang menguntungkan secara berkesinambungan.

PERBANDINGAN ANTARA PROYEKSI DAN REALISASI TAHUN 2016

Secara umum, kinerja Perseroan pada tahun 2016 sangat baik. Dari kinerja laba rugi, Perseroan di tahun 2016 mampu realisasi pendapatan usaha sebesar 101,04% terhadap RKAP 2016 dan laba tahun berjalan mencapai 144,02% terhadap RKAP 2016. Perbandingan realisasi laba rugi RKAP Tahun 2016 dapat dilihat pada tabel di bawah ini:

AP2WAY strategies include 6 essential elements as follows:

1. Airport Best Practices
Achievement of vision to become a World Class Company needs to be conducted by implementing best practices in the management of airport business.
2. People
Improvement of HR capabilities and capacities effectively and sustainably is necessary to implement best practices and realize the Company's vision effectively.
3. Process
Implementation of effective and efficient business process and SOP with continuous improvement is an essential requirement to achieve vision.
4. World Class System
Development and implementation of world-class system holistically and integratedly is absolutely necessary to improve performance and realize the Company's vision effectively.
5. Assets
Optimization of the level of effectiveness and utilization of the Company's assets in overall plays a very important role in the improvement of services that prioritize safety, security and comfort for all services users, as well as increase in ROA (Return on Assets).
6. Yield
In the end, strategy that has been prepared is expected to deliver real results for improving the Company's performance, especially financial performance and sustainable profitable growth.

COMPARISON BETWEEN PROJECTION AND REALIZATION IN 2016

In general, the Company's performance in 2016 was very good. In performance of income loss, in 2016 the Company was able to realize operating revenues amounted to 101.04% to 2016 RKAP and profit for the year amounted to 144.02% to 2016 RKAP. Comparison of realization of income loss of 2016 RKAP can be seen in the table below:

Perbandingan Laba Rugi RKAP dan Realisasi Tahun 2016

(Dalam miliar Rupiah)

Income Loss Comparison between RKAP and Realization in 2016 (In billion Rupiah)

Uraian / Description	2016		Pencapaian / Achievement(%)
	RKAP	Realisasi/ Realization	
Pendapatan Usaha / Operating Revenues			
Pendapatan Aeronautika / Aeronautical Revenues	3.844,28	4.028,88	104,80%
Pendapatan Non Aeronautika / Non-Aeronautical Revenues	2.733,34	2.616,93	95,74%
Jumlah Pendapatan Usaha / Total Operating Revenue	6.577,62	6.645,80	101,04%
Beban Usaha / Operating Expenses			
Beban Pegawai / Employee Expenses	(1.296,44)	(1.245,75)	96,09%
Beban Operasional Bandara / Airport Operational Expenses	(2.353,77)	(2.236,13)	95,00%
Beban Umum dan Administrasi / General and Administrative Expenses	(1.065,36)	(1.046,01)	98,18%
Beban Pemasaran / Marketing Expenses	(21,40)	(17,82)	83,26%
Penghasilan lain-lain / Other Income	24,17	68,73	284,35%
Beban lain-lain / Other Expenses	(113,78)	(98,29)	86,39%
Labas Usaha / Operating Profit	1.751,04	2.070,54	118,25%
Penghasilan Keuangan / Finance Income	130,15	209,14	160,69%
Pajak Final atas penghasilan keuangan / Final tax on finance income	0,00	(44,19)	-
Biaya Keuangan / Finance Costs	0,00	(14,98)	-
Bagian laba (rugi) Entitas Asosiasi / Share in profit of the associated entities	9,59	(0,21)	(2,21%)
Labas/Rugi Sebelum Pajak Final dan Penghasilan Badan / Profit/Loss Before Corporate Income Tax	1.890,78	2.220,29	117,43%
Pajak Final dan Pajak Penghasilan Badan / Final Tax and Corporate Income Tax	(543,59)	(280,04)	51,52%
Labas/Rugi Setelah Pajak / Profit/Loss After Tax	1.347,19	1.940,25	144,02%

Secara keseluruhan pada tahun 2016, Perseroan telah berhasil mencapai target yang telah dicanangkan untuk tahun 2016. Kesimpulan tersebut dapat dilihat dari pencapaian diseluruh elemen laporan posisi keuangan tahun 2016 yang pencapaiannya hampir mencapai atau sudah melebihi target yang sudah ditetapkan. Uraian perbandingan realisasi dan target tahun 2016 sehubungan dengan laporan posisi keuangan telah diuraikan dalam tabel di bawah ini:

Overall, the Company has successfully reached the predetermined targets for 2016. Such conclusion can be seen from achievement in all elements of statements of financial position in 2016 which almost reached or exceeded the determined targets. Description of comparison between realization and target in 2016 in connection with statements of financial position has been described in the table below:

Perbandingan Posisi Keuangan RKAP dan Realisasi Tahun 2016 (Dalam miliar Rupiah)**Financial Position Comparison between RKAP and Realization in 2016** (In billion Rupiah)

Uraian / Description	2016		Pencapaian / Achievement(%)
	RKAP	Realisasi/ Realization	
Aset / Assets			
Aset Lancar / Current Assets	3.481,05	8.081,13	232,15%
Aset Tidak Lancar / Non-Current Assets	20.895,29	19.910,08	95,29%
Total Aset / Total Assets	24.376,34	27.991,22	114,83%
Liabilitas / Liabilities			
Liabilitas Jangka Pendek / Current Liabilities	1.812,81	3.155,88	174,09%
Liabilitas Jangka Panjang / Non-Current Liabilities	5.157,15	4.907,73	95,16%

Uraian / Description	2016		Pencapaian / Achievement (%)
	RKAP	Realisasi / Realization	
Total Liabilitas / Total Liabilities	6.969,95	8.063,60	115,69%
Ekuitas / Equity	17.406,39	19.927,62	114,48%
Total Liabilitas dan Ekuitas / Total Liabilities and Equity	24.376,34	27.991,22	114,83%

PROYEKSI TAHUN 2017

RUPS PT Angkasa Pura II (Persero) telah memberikan persetujuan mengenai Rencana Kerja dan Anggaran Perusahaan (RKAP) 2017, sekaligus menjadi rancangan proyeksi pencapaian kinerja Perseroan pada tahun 2017. Proyeksi kinerja tersebut adalah:

PROJECTION FOR 2017

GMS of PT Angkasa Pura II (Persero) has approved the 2017 Work Plan and Budget (RKAP), and it also serves as performance achievement projection plan of the Company in 2017. The performance projection is:

Perbandingan Laba Rugi Realisasi Tahun 2016 dan RKAP 2017 (Dalam miliar Rupiah)

Profit/Loss Comparison Between Realization in 2016 and 2017 RKAP (In billion Rupiah)

Uraian / Description	Realisasi 2016 / Realization in 2016	RKAP 2017 / 2017 RKAP
Pendapatan Usaha / Operating Revenues		
Pendapatan Aeronautika / Aeronautical Revenues	4.028,88	5.038,51
Pendapatan Non Aeronautika / Non Aeronautical Revenues	2.616,93	3.208,68
Jumlah Pendapatan Usaha / Total Operating Revenues	6.645,80	8.247,18
Beban Usaha / Operating Expenses		
Beban Pegawai / Employee Expenses	(1.245,75)	(1.491,63)
Beban Operasional Bandara / Airport Operational Expenses	(2.236,13)	(3.174,56)
Beban Umum dan Administrasi / General and Administrative Expenses	(1.046,01)	(1.090,66)
Beban Pemasaran / Marketing Expenses	(17,82)	(25,77)
Penghasilan lain-lain / Other Income	68,73	6,04
Beban lain-lain / Other Expenses	(98,29)	(163,86)
Laba Usaha / Operating Profit	2.070,54	2.306,73
Penghasilan (Beban) Keuangan / Finance Income (Loss)	149,97	30,64
Bagian laba (rugi) Entitas Asosiasi / Share in profit of the associated entities	(0,21)	0
Laba/Rugi Sebelum Pajak Final dan Penghasilan Badan / Profit/Loss Before Final Tax and Corporate Income	2.220,29	2.337,37
Pajak Final dan Pajak Penghasilan Badan / Final Tax and Corporate Income Tax	(280,04)	(646,67)
Laba/Rugi Setelah Pajak / Profit/Loss After Tax	1.940,25	1.690,70

Perbandingan Posisi Keuangan Realisasi Tahun 2016 dan RKAP 2017

(Dalam miliar Rupiah)

Statements of Financial Position Comparison between Realization in 2016 and 2017 RKAP

(In billion Rupiah)

Uraian / Description	Realisasi 2016 / Realization in 2016	RKAP 2017 / 2017 RKAP
Aset / Assets		
Aset Lancar / Current Assets	8.081,13	3.252,52
Aset Tidak Lancar / Non Current Assets	19.910,08	29.898,81
Total Aset / Total Assets	27.991,22	33.151,33
Liabilitas / Liabilities		

Uraian / Description	Realisasi 2016 / Realization in 2016	RKAP 2017 / 2017 RKAP
Liabilitas Jangka Pendek / Current Liabilities	3.155,88	1.538,86
Liabilitas Jangka Panjang / Non Current Liabilities	4.907,73	10.703,18
Total Liabilitas / Total Liabilities	8.063,60	12.242,05
Ekuitas / Equity	19.927,62	20.909,28
Total Liabilitas dan Ekuitas / Total Liabilities and Equity	27.991,22	33.151,33

STRATEGI DAN PENGEMBANGAN USAHA (2016 DAN 2017)

Strategi Perseroan

Angkasa Pura II telah menyusun winning strategies, yaitu AP2WAY, dalam rangka mewujudkan visi menjadi World Class Company dan menjawab tantangan dan peluang. Penetapan strategi AP2WAY bertujuan untuk memudahkan pemahaman terhadap strategi perusahaan sehingga implementasi strategi dapat berjalan secara efektif. Strategi AP2WAY mencakup 6 elemen penting sebagai berikut.

1. Airport Best Practices

Pencapaian visi menjadi World Class Company perlu dilakukan dengan menerapkan praktik-praktik terbaik dalam pengelolaan bisnis bandara.

2. People

Peningkatan kapabilitas dan kapasitas SDM secara efektif dan berkesinambungan sangat diperlukan untuk menerapkan praktik-praktik terbaik dan mewujudkan visi perusahaan secara efektif.

3. Process

Penerapan bisnis proses dan SOP yang efektif dan efisien dengan perbaikan secara terus menerus merupakan syarat penting pencapaian visi.

4. World Class System

Pengembangan dan penerapan sistem kelas dunia secara holistik dan terintegrasi adalah mutlak diperlukan untuk meningkatkan kinerja dan mewujudkan visi Perseroan secara efektif.

5. Asset

Optimalisasi tingkat efektivitas dari utilisasi aset Perseroan secara menyeluruh berperan sangat penting dalam peningkatan pelayanan yang mengedepankan keselamatan, keamanan dan kenyamanan bagi seluruh pengguna jasa, serta peningkatan *Return on Assets* (ROA).

6. Yield

Pada akhirnya, strategi yang telah disusun diharapkan dapat memberikan hasil hanya bagi peningkatan kinerja Perseroan terutama kinerja keuangan dan pertumbuhan yang menguntungkan secara berkesinambungan.

BUSINESS DEVELOPMENT AND STRATEGY (2016 AND 2017)

Corporate Strategy

Angkasa Pura II has prepared winning strategies, namely AP2WAY, in order to realize its vision to become a World Class Company and to answer challenges and opportunities. Determination of AP2WAY strategy aims to facilitate the understanding of corporate strategy so that implementation of the strategy can be run effectively. AP2WAY strategy includes 6 essential elements as follows:

1. Airport Best Practices

Achievement of vision to become a World Class Company needs to be conducted by implementing best practices in the management of airport business.

2. People

Improvement of HR capabilities and capacities effectively and sustainably is necessary to implement best practices and realize the Company's vision effectively.

3. Process

Implementation of effective and efficient business process and SOP with continuous improvement is an essential requirement to achieve vision.

4. World Class System

Development and implementation of world-class system holistically and integratedly is absolutely necessary to improve performance and realize the Company's vision effectively.

5. Assets

Optimization of the level of effectiveness and utilization of the Company's assets in overall plays a very important role in the improvement of services that prioritize safety, security and comfort for all services users, as well as increase in ROA (Return on Assets).

6. Yield

In the end, strategy that has been prepared is expected to deliver real results for improving the Company's performance, especially financial performance and sustainable profitable growth.

Pemetaan Strategi AP2WAY Terhadap Imperatif Strategis

Mapping of AP2WAY Strategy towards Strategic Imperative

Strategi / Strategy	Elemen / Element	Uraian / Description	Inisiatif Perbaikan / Improvement Initiatives
Mengembangkan budaya organisasi yang profesional, inovatif dan berkinerja tinggi secara efektif / Develop organization culture that is professional, innovative and high-performing effectively	Airport Best Practices	Mengembangkan dan menerapkan praktik-praktik terbaik dalam bisnis kebandarudaraan (contoh: operation excellence) / Develop and implement best practices in airport business (example: operation excellence)	Pengembangan dan penerapan Operations Excellence (DOA) / Development and implementation of Operation Excellence (DOA)
Menyusun, menerapkan dan mengembangkan strategi SDM yang berbasis kompetensi / Prepare, implement and develop competence-based HR strategy	People	Meningkatkan kapabilitas dan kapasitas sumber daya manusia secara berkesinambungan / Prepare and implement effective and efficient business process and SOP with continuous improvement	Peningkatan efektifitas program pelatihan dan pengembangan SDM (DPP) / Improvement in effectiveness of HR training & development programs (DPP)
Menerapkan efisiensi proses, struktur organisasi dan sistem manajemen terpadu secara menyeluruh sesuai praktik terbaik kelas dunia / Implement efficiency of process, organization structure and integrated management system thoroughly in accordance with world class best practices	Process	Menyusun dan mengimplementasikan bisnis proses dan SOP yang efektif dan efisien dengan perbaikan secara terus menerus / Prepare and implement effective and efficient business process and SOP with continuous improvement	Penyusunan proses bisnis dan Standard Operating Procedures (SOP) yang efektif (IA) / Preparation of an effective business process and Standard Operating Procedures (SOP)
Mengembangkan program marketing melalui penerapan SLA & SLG dalam hubungan kerjasama dengan instansi terkait untuk pengelolaan dan pengembangan bandar udara / Develop marketing program through the implementation of SLA & SLG in cooperation relationship with related institutions for airports management and development	World Class System	Mengembangkan dan mengimplementasi sistem kelas dunia secara holistik dan terintegrasi / Develop and implement world-class system holistically and integratedly	Penyusunan struktur organisasi "Customercentric" (DPP) / Preparation of organization structure "Customercentric" (DPP)
Mengembangkan fasilitas utama dan sarana penunjang dengan teknologi modern yang tepat guna / Develop main facilities and supporting infrastructure with appropriate modern technology	Assets	Mengoptimalkan tingkat efektivitas dan utilisasi aset Perseroan secara menyeluruh / Optimize the level of effectiveness and utilization of the Company's assets in overall	Optimalisasi penggunaan Asset dan fasilitas Perseroan (DPU) / Optimization of the use of Assets and facilities of the Company (DPU)
Mengembangkan produk unggulan dan menerapkan standar mutu pelayanan terhadap pelanggan / Develop excellent product and implement services quality standards for customers	Yield	Meningkatkan kinerja Perseroan dan pertumbuhan yang menguntungkan secara berkesinambungan / Improve the Company's performance and sustainable profitable growth	Penerapan strategi Diversifikasi (DNN) / Implementation of Diversification Strategy (DNN)

STRATEGI PENGEMBANGAN USAHA

Perseroan selalu berupaya untuk memenuhi kebutuhan dan harapan pelanggan selaku pengguna jasa kebandarudaraan. Kualitas layanan dan pengembangan fasilitas kebandarudaraan menjadi prioritas yang penting bagi Perseroan untuk ditingkatkan guna memenuhi harapan dan tuntutan kebutuhan pelanggan. Seiring dengan perubahan regulasi terkait dengan adanya pemisahan ATS Provider yang sebelumnya dikelola oleh Angkasa Pura II beralih menjadi Perum LPPNPI, memberikan pengaruh terhadap pendapatan sektor aeronautika. Hal ini mendorong Perseroan untuk lebih fokus terhadap kegiatan pengembangan usaha jasa non aeronautika. Strategi pengembangan usaha tersebut antara lain:

a. Strategi Pengembangan Usaha Eksisting

Strategi pengembangan usaha eksisting dapat digambarkan melalui sumber-sumber pendapatan Perseroan yang diperoleh dari beberapa kegiatan pelayanan bandara seperti yang diuraikan dalam tabel di bawah ini:

BUSINESS DEVELOPMENT STRATEGY

The Company always strives to fulfill all needs and expectations of customers as the airport services users. Quality of service and airport facilities development become an important priority for the Company to be improved in order to fulfill the expectations and demands of customers. Along with changes in regulations related to the separation of ATS Provider which previously managed by Angkasa Pura II into Perum LPPNPI, affect the aeronautical revenues. This prompted the Company to be more focus on the business development of non-aeronautical services. Business development strategy as follows:

a. Existing Business Development Strategy

Existing business development strategy can be described through sources of revenues of the Company which is obtained from several airport services activities shown in the following chart:

Karakteristik Tailored Business Stream (TBS)

Characteristics of Tailored Business System (TBS)

TBS		Konsumen / Consumer	Kompetisi / Competition	Profitabilitas / Profitability	Proses Operasi / Operational Process
Aeronautika non ATS / Non-ATS Aeronautical		- Konsumen langsung: Airlines / Direct consumer airlines - Konsumen tidak langsung: Penumpang / Indirect consumer passengers	- Sifat kompetisi: Monopolistik / Competition nature: Monopoly - Pesaing: Bandar udara lain di wilayah Indonesia dan sekitarnya / Competitor: Other airports in Indonesia and the surrounding areas	- Tarif dibatasi regulasi / Tariff is limited by regulation - Peningkatan profit dapat diupayakan melalui peningkatan volume tetapi sangat dipengaruhi oleh kapasitas bandar udara / Increase in profit can be pursued through volume increase but strongly influenced by the airport capacity	Mengutamakan proses operasi yang efektif dan cepat tanpa mengurangi kenyamanan penumpang / Prioritize effective and fast operations without reducing the comfort of passengers
Non Aero	Airport	- Konsumen langsung: Mitra usaha / Direct consumer business partners - Konsumen tidak langsung: Pengunjung bandar udara / Indirect consumer: airport visitors	- Sifat kompetisi: Monopolistik / Competition nature: Monopoly - Pesaing: Relatif tidak ada pesaing / Competitor: relatively no competitor	Profitabilitas relatif tinggi karena tarif ditentukan oleh PT Angkasa Pura II (Persero), namun pengembangan dibatasi oleh luas area komersil / Profitability is relatively high because tariff is set by PT Angkasa Pura II (Persero), however the development is limited by the commercial area width	Mengutamakan pelayanan prima dalam menciptakan kenyamanan pengguna bandar udara / Prioritize service excellence to create comfort for airport users
	Property	- Konsumen langsung: Mitra usaha / Direct consumer: business partners - Konsumen tidak langsung: Pengguna jasa properti / Indirect consumer: property services users	- Sifat kompetisi: Bebas / Competition nature: free - Pesaing: Pengusaha properti sejenis di sekitar bandar udara / Competitor: similar property businesses around airport area	- Tarif ditentukan oleh harga pasar / Tariff is set by market price - Peningkatan volume tidak terbatas pada kapasitas bandar udara / Increase in volume is not limited to airport capacity	Mengutamakan kelengkapan fasilitas yang sesuai kebutuhan pengguna jasa serta kerjasama yang optimal dengan pihak terkait / Prioritize the completeness of facilities in accordance with the requirements of services users as well as optimum cooperation with related parties
Cargo		- Konsumen langsung: Cargo operator / Direct consumer: cargo operator - Konsumen tidak langsung: Pengguna jasa kargo / Indirect consumer: cargo services users	- Sifat kompetisi: monopolistik / Competition nature: Monopoly - Pesaing: relatif tidak ada pesaing / Competitor: relatively no competitor	- Profitabilitas relatif tinggi karena penentuan tarif dilakukan oleh PT Angkasa Pura II (Persero)/ Profitability is relatively high because tariff is set by PT Angkasa Pura II (Persero) - Peningkatan volume tidak terbatas pada kapasitas banda udara / Increase in volume is not limited to airport capacity	Mengutamakan proses yang cepat, akurat dan penanganan kargo yang handal / Prioritize fast and accurate process, reliable cargo handling

Strategi bisnis yang tepat untuk masing-masing TBS perlu dikembangkan secara efektif dengan memperhatikan 5 elemen penting yaitu Service, People, Process, System dan Asset. Perseroan telah menyusun strategi bisnis untuk masing-masing TBS seperti tertuang dalam tabel di bawah ini:

Business strategy that is right for each TBS needs to be developed effectively by taking into account 5 essential elements namely Service, People, Process, System and Assets. The Company has prepared business strategy for each TBS as set out in the table below

Strategi Bisnis TBS

TBS Business Strategy

Strategic Element	Aero Non ATS	Non Aero Airport	Non Aero Property	Cargo
Service	Pelayanan yang mengutamakan kecepatan dan keamanan tanpa mengorbankan kenyamanan pengguna jasa / Services that prioritize speed and safety without reducing the comfort of services users	Jenis pelayanan yang bervariasi menjangkau semua pengguna bandar udara untuk menciptakan kenyamanan pengguna jasa / Multiple type of services that reach all segments of airport users to create comfort for services users.	Pelayanan yang mengutamakan kenyamanan pengguna jasa didukung kelengkapan fasilitas / Services that prioritize services users comfort supported with completeness of facilities.	Pelayanan yang mengutamakan kecepatan, akurasi dan tingkat/realibilit yang tinggi / Services that prioritize speed, accuracy and high level of reliability

Strategic Element	Aero Non ATS	Non Aero Airport	Non Aero Property	Cargo
People	Kapasitas SDM yang sesuai dengan bidang aeronautika (contoh: sertifikasi yang sesuai, dll) / HR capabilities in accordance with aeronautical field (example: appropriate certification, etc.)	Kapasitas SDM yang mengutamakan hospitality / HR capabilities that prioritize hospitality	Kapabilitas SDM yang mengutamakan kemampuan manajemen dan business judgement yang baik / HR capabilities that prioritize management skill and good business judgement	Kapabilitas SDM yang sesuai dengan industri kargo / HR capabilities in accordance with cargo industry
Process	Proses bisnis yang efisien, sederhana, tidak berbelit-belit serta cepat / Business process that is efficient, simple, and straightforward and fast.	Proses bisnis yang mengutamakan kenyamanan pengguna jasa / Business process that prioritizes the comfort for services users.	Proses bisnis yang transparan dalam menjalin kerjasama dengan pihak lain / Transparent business process in establishing cooperation with other parties.	Proses bisnis yang mengutamakan operation excellence / Business process that prioritizes operational excellence
System	Penekanan pada sistem keamanan dalam kegiatan operasional / Emphasis on security system in operational activities	Sistem yang efektif dan efisien ditunjang oleh IT untuk meningkatkan kenyamanan pengguna jasa / Effective and efficient system supported by IT to improve comfort for services users	Penekanan pada sistem kerjasama yang optimal dan saling menguntungkan / Emphasize on optimum and mutual cooperation system	Penekanan pada optimalisasi IT untuk meningkatkan kecepatan proses operasi serta sistem monitoring yang efektif / Emphasize on IT optimization to increase the speed of operational process and effective monitoring system
Aset	Fasilitas dan infrastruktur yang sesuai dengan standar keamanan nasional / Facilities and infrastructure that meet the international security standards	Fasilitas dan infrastruktur yang lengkap sesuai dengan standar kelas dunia untuk meningkatkan kenyamanan pengguna jasa / Comprehensive facilities and infrastructure with world class standards to improve the comfort for services users.	Fasilitas dan infrastruktur yang lengkap sesuai dengan standar kelas dunia untuk meningkatkan kenyamanan pengguna jasa / Comprehensive facilities and infrastructure with world class standards to improve the comfort for services users	Fasilitas dan infrastruktur yang mendukung proses operasional yang efektif dan handal / Facilities and infrastructure that support effective and reliable operational process.

b. Strategi Pengembangan Usaha Baru

Untuk mencapai cita-cita Perseroan untuk menjadi World Class Company dan mewujudkan pelayanan berdasarkan standar World Class Airport, Perseroan akan melakukan strategi pertumbuhan secara bertahap dengan fokus yang jelas pada setiap tahapan. Perseroan menetapkan strategi pertumbuhan usaha dilakukan dengan tahapan sebagai berikut:

- 1. Market Penetration**
Meningkatkan pendapatan melalui peningkatan pelayanan terhadap pasar yang telah dilayani oleh PT Angkasa Pura II (Persero) selama ini;
- 2. Market Development**
Mengembangkan pasar baru (new market) dengan layanan yang telah dimiliki oleh PT Angkasa Pura II (Persero) selama ini;
- 3. Service Development**
Mengembangkan layanan bar dengan teknologi terkait layanan yang telah dimiliki oleh PT Angkasa Pura II (Persero) saat ini, untuk melayani pasar yang telah ada;
- 4. Diversification**
Pertumbuhan yang selektif pada bidang aeronautika maupun non aeronautika.

b. New Business Development Strategy

To achieve the ambition of becoming a World Class Company and realize services based on the World Class Airport standards, the Company will gradually conduct growth strategy with a clear focus at each stage. The Company sets the business growth strategy carried out in stages as follows:

- 1. Market Penetration**
Increase revenues through improved services to the market which has been served by PT Angkasa Pura II (Persero) during this time;
- 2. Market Development**
Develop new market with services that have been owned by PT Angkasa Pura II (Persero) during this time.
- 3. Service Development**
Develop new services with technology related to the existing services of PT Angkasa Pura II (Persero) to serve existing market.
- 4. Diversification**
Selective growth in the fields of aeronautical and non-aeronautical.

Inisiatif pertumbuhan usaha di setiap tahap dijabarkan dalam tabel berikut:

Business growth initiatives in each stage is described in the following table:

Inisiatif Pertumbuhan Usaha

Business Growth Initiatives

New Market	
Market Development	Diversification
- Penambahan airline dan freighter baru (nasional dan internasional) / Addition of new airlines and freighters – national/international - Penambahan tenant dan partner strategis lainnya / Addition of other strategic tenants and partners - Pengelolaan bandar udara yang belum dikelola PT Angkasa Pura II (Persero) (Bandar Udara Lampung, Batam, dll) / Management of airports that have not been managed by PT Angkasa Pura II (Persero) (Lampung Airport, Batam, etc.)	- Pengembangan airport centre / Development of airport centre - Pengembangan aerospace park (logistic) / Development of aerospace park (logistic) - Pengembangan fasilitas olahraga (golf, futsal, dll) / Development of sports facility (golf, indoor soccer, etc.) - Pengembangan bisnis property/real estate pada aset-aset tanah di luar kawasan bandar udara / Development of property/real estate business in land assets outside the airport areas - Pengembangan pusat perbelanjaan dan rekreasi / Development of shopping centre & recreation - Pengembangan airport, convention centre (meeting, convention, wedding, dll) / Development of airport convention centre (meeting, convention, exhibition, wedding, etc.)
Current Market	
Market Penetration	Service Development
- Peningkatan kapasitas terminal penumpang, apron dan runway / Improvement of passenger terminal capacity, apron, and runway - Optimalisasi proses operasional/frekuensi penerbangan / Optimization of operational process/flight frequency - Revenue assurance management (otomatisasi, perbaikan metode collection dan proses pelayanan penumpang) – termasuk bagi penumpang transit, PSC, dll / Revenue assurance management (automation, improvement of collection method, and passenger services process) – including for transit passengers, PSC, etc. - Optimalisasi pelayanan ground handling/airline (contoh: kerjasama dengan ground handling/airline) / Optimization of jet bridge services (example: cooperation with ground handling/airline) - Penataan dan modernisasi area komersial bandar udara (tenant mixing, digital media, parking, hotel, dll) / Restructuring & modernization of the airport commercial areas (tenant mixing, digital media, parking, hotel, etc.) - Penataan dan modernisasi pergudangan kargo / Restructuring & modernization of cargo warehousing - Penambahan area komersial di setiap bandar udara / Addition of commercial areas in every airport - Optimalisasi strategi pola kerja sama (contoh: revenue sharing, profit sharing, dll) / Optimization of cooperation pattern strategy (example: revenue sharing, profit sharing, etc.)	- Pengembangan terminal kargo modern (bonded zone) / Development of modern cargo terminal (bonded zone) - Pengembangan integrated offices building / Development of integrated offices building - Pengembangan Check-in Lounge/CIP Lounge dan pengembangan e-kiosk / Development of Check-in Lounge/ CIP Lounge & development of e-kiosk - Komersialisasi ICT/Information Communication Technology (airport backbone, jaringan data, single antenna, common use check-in, Flight Information System, call centre, dll) / Commercialization of ICT/Information Communication Technology (airport backbone, data network, single antenna, common use check-in, Flight Information System, call centre, etc.) - Pengembangan e-payment dan e-commerce / Development of e-payment and e-commerce - Pengembangan HUB airport (Soekarno-Hatta dan Kualanamu) (atas masukan dari airline) / HUB airport development (Soekarno-Hatta and Kualanamu) (according to airline suggestion)

PROGRAM STRATEGIS TAHUN 2016
STRATEGIC PROGRAM IN 2016
Progress Program Strategis Tahun 2016
Progress of Strategic Program in 2016

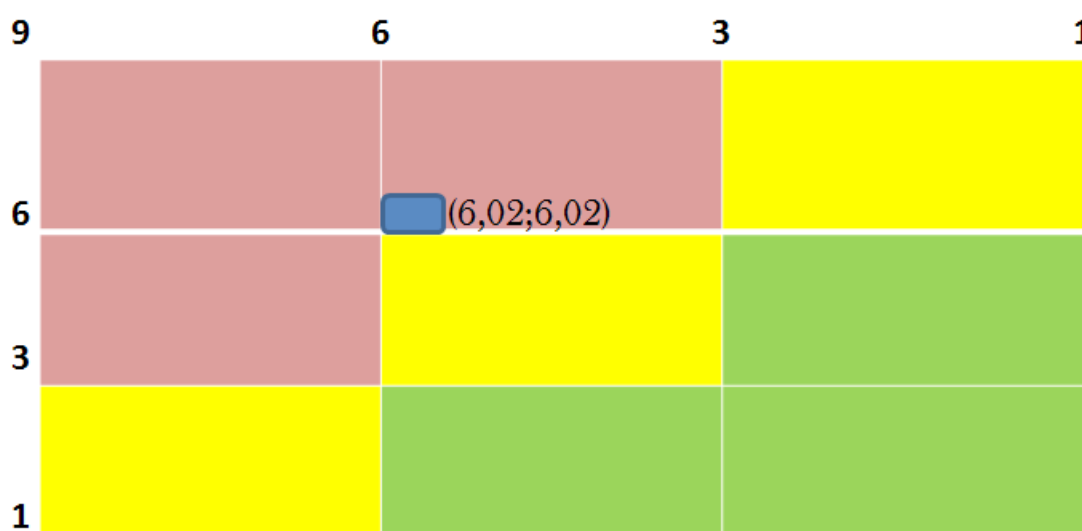
Program Strategis / Strategic Program	Target Progress Tahun 2016 / Progress Target in 2016	Tahun 2016 / Year 2016
Peningkatan Pendapatan Melalui Optimalisasi Aset PT Angkasa Pura II / Increase of Revenues through Optimization of Assets of PT Angkasa Pura II		
Proses Persetujuan Kerjasama Lahan PT Angkasa Pura II (Persero) yang digunakan oleh Balai Karantina Pertanian Kelas II Medan dan Balai Karantina Ikan Kelas I Medan I di KNO / Process of Land Cooperation Approval of PT Angkasa Pura II (Persero) used by the Class II Agricultural Quarantine Service of Medan and Class I Fish Quarantine Service of Medan I at KNO	Meningkatkan pendapatan melalui optimalisasi aset tanah untuk Pembangunan Gedung Kantor Pelayanan Balai Karantina Pertanian Kelas II Medan dan Balai Karantina Ikan Kelas I Medan I di KNO / Increase revenues through optimization of land assets for Development of Class II Agricultural Quarantine Service Office of Medan and Class I Fish Quarantine Service of Medan I at KNO	Realisasi / Realization: Perjanjian Kerjasama Pemanfaatan Fasilitas Komersial dengan Balai Karantina Pertanian Kelas II Medan Nomor PJJ.04.04/00.02/01/2016/0068 tanggal 4 Januari 2016 / Cooperation Agreement on Utilization of Commercial Facilities with Class II Agriculture Quarantine Service of Medan No. PJJ.04.04/00.02/01/2016/0068 dated January 4, 2016 Tindak Lanjut / Follow Up: Monitoring pembentukan Perjanjian Kerjasama (PKS) dengan Balai Karantina Ikan Kelas I Medan I / Monitoring of the establishment of Cooperation Agreement with Class I Fish Quarantine Service of Medan I
Proses Persetujuan Kerjasama Lahan PT Angkasa Pura II (Persero) yang digunakan oleh Balai Besar Karantina Pertanian Soekarno-Hatta dan Balai Besar Karantina Ikan, Pengendalian Mutu dan Keamanan Hasil Perikanan Jakarta I di BSH / Process of Land Cooperation Approval of PT Angkasa Pura II (Persero) used by Agricultural Quarantine Major Service of Soekarno-Hatta and Fish Quarantine Major Service, Safety and Quality Control of Fishery Products of Jakarta I at BSH	Meningkatkan pendapatan melalui optimalisasi aset tanah untuk Pembangunan Gedung Kantor Pelayanan Balai Besar Karantina Pertanian Soekarno-Hatta dan Balai Besar Karantina Ikan, Pengendalian Mutu dan Keamanan Hasil Perikanan Jakarta I di BSH / Increase revenues through land asset optimization for the Development of Agricultural Quarantine Major Service Office of Soekarno-Hatta and Fish Quarantine Major Service, Safety and Quality Control of Fishery Products of Jakarta I at BSH.	Realisasi / Realization: - Berita Acara Pengukuran Lahan PT Angkasa Pura II (Persero) yang dipergunakan untuk Gedung Perkantoran Balai Besar Karantina Ikan, Pengendalian Mutu dan Keamanan Hasil Perikanan Jakarta I di BSH Nomor BAC.15.02/00.15/01/2016/0286 tanggal 20 Januari 2016. / News Event of Land Measurement of PT Angkasa Pura II (Persero) which is used for Fish Quarantine Major Service Office Building, Safety and Quality Control of Fishery Products of Jakarta I at BSH No. BAC.15.02/00.15/01/2016/0286 dated January 20, 2016. - Berita Acara Kesepakatan Kerjasama Pemanfaatan Lahan Milik PT Angkasa Pura II (Persero) yang dipergunakan untuk Gedung Perkantoran Balai Besar Karantina Ikan, Pengendalian Mutu dan Keamanan Hasil Perikanan Jakarta I di BSH Nomor BAC.15.02/00.15/05/2016/1570 tanggal 23 Mei 2016 / News Event of Cooperation Agreement on Utilization of Land of PT Angkasa Pura II (Persero) which is used for Fish Quarantine Major Service Office, Safety and Quality Control of Fishery Products of Jakarta I at BSH No. BAC.15.02/00.15/05/2016/1570 dated May 23, 2016 - Berita Acara Pengukuran Lahan PT Angkasa Pura II (Persero) yang dipergunakan untuk Gedung Perkantoran Balai Besar Karantina Pertanian Soekarno-Hatta di BSH Nomor BAC.155.02/00.15/01/2016/0284 tanggal 20 Januari 2016. / News Event of Land Measurement of PT Angkasa Pura II (Persero) which is used for Agriculture Quarantine Major Service Office Building of Soekarno-Hatta at BSH No. BAC.155.02/00.15/01/2016/0284 dated January 20, 2016 Tindak Lanjut / Follow Up: Penyusunan Berita Acara Kesepakatan dan Perjanjian Kerjasama / Preparation of News Event of Agreement and Cooperation Agreement

Program Strategis / Strategic Program	Target Progress Tahun 2016 / Progress Target in 2016	Tahun 2016 / Year 2016
Peningkatan Pendapatan Melalui Optimalisasi Aset PT Angkasa Pura II / Increase of Revenues through Optimization of Assets of PT Angkasa Pura II		
Rencana Kerjasama Pengembangan Kawasan Komersial Sky City di Bandara Soekarno-Hatta / Plan of Cooperation on Development of Sky City Commercial Area at Soekarno-Hatta Airport	Meningkatkan pendapatan melalui optimalisasi aset tanah melalui pengembangan kawasan komersial di BSH / Increase revenues through optimization of land assets through the development of commercial area at BSH	Realisasi / Realization: - Surat Persetujuan Term of Reference (TOR) Jasa Konsultasi HBU Rencana Pengembangan Kawasan Komersial SkyCity-1 Bandara Soekarno-Hatta (Januari 2016) / Term of Reference (TOR) Approval Letter of HBU Consultation Service on Plan of Development of SkyCity-1 Commercial Area at Soekarno-Hatta Airport (January 2016) - Laporan Pendahuluan Studi HBU oleh Konsultan / HBU Study Preliminary Report by Consultant - Laporan Antara Studi HBU oleh Konsultan / HBU Study Report by Consultant - Revisi Laporan Antara Studi HBU / HBU Study Report Revision - Laporan Final Studi HBU / Final Report of HBU Study - Revisi Laporan Final Studi HBU / Revision of Final Report of HBU Study Tindak Lanjut / Follow Up: Monitoring proses penyusunan HBU dan Finalisasi HBU / Monitoring of process of HBU preparation and HBU Finalization
Rencana Kerjasama Pengembangan Komersial Bandara Kualanamu Medan / Plan of Cooperation on Development of Kualanamu Medan Airport Commercial	Meningkatkan pendapatan melalui optimalisasi aset tanah melalui pengembangan kawasan komersial di KNO / Increase revenues through optimization of land assets through development of commercial area at KNO	Realisasi / Realization: - Surat Persetujuan Term of Reference (TOR) Jasa Konsultasi HBU Rencana Pengembangan Kawasan Komersial Kualanamu (Januari 2016) / Term of Reference (TOR) Approval Letter of HBU Consultation Service on Plan of Development of Kualanamu Commercial Area (January 2016) - Laporan Pendahuluan Studi HBU oleh Konsultan / HBU Study Preliminary Report by Consultant - Laporan Antara Studi HBU oleh Konsultan / HBU Study Report by Consultant - Revisi Laporan Antara Studi HBU / Revision of HBU Study Report - Laporan Final Studi HBU / HBU Study Final Report - Revisi Laporan Final Studi HBU / Revision of HBU Study Final Report Tindak Lanjut / Follow Up: Finalisasi HBU / HBU Finalization
Rencana Kerjasama Pemilihan Mitra Usaha Hotel Mezzanine Bandara Kualanamu / Plan of Cooperation on Selection of Mezzanine Hotel Business Partner of Kualanamu Airport	Meningkatkan pendapatan melalui optimalisasi aset dengan kerjasama mitra usaha hotel / Increase revenues through optimization of assets by cooperation with hotel business partner	Realisasi / Realization: - Pelaksanaan Tender Pemilihan Calon Mitra Operator Hotel Mezzanine KNO / Implementation of Tender of Selection of Mezzanine Hotel Operator Partner Candidate at KNO - Penetapan Pemenang Tender Pemilihan Calon Mitra Operator Hotel Mezzanine KNO / Determination of the Winner of Tender of Selection of Mezzanine Hotel Operator Partner Candidate at KNO - Berita Acara Negosiasi / Negotiation News Event Tindak Lanjut / Follow Up: Penyusunan Perjanjian Kerjasama antara Operator Terpilih dengan PT APP / Preparation of Cooperation Agreement between the Selected Operator and PT APP

PANGSA PASAR

Berdasarkan analisa SWOT yang dilakukan diketahui bahwa posisi perusahaan saat ini adalah *growth* dengan kondisi daya tarik industri berada pada posisi *high* dan kekuatan bisnis berada pada posisi medium. Kondisi *growth* ini memungkinkan perusahaan untuk melakukan investasi-investasi selektif berdasarkan kondisi masing-masing cabang. Berikut adalah diagram *nine cell* yang menggambarkan posisi perusahaan terhadap kekuatan bisnis dan daya tarik industri berdasarkan analisa bobot dan peringkat yang telah disusun.

Posisi Perusahaan berdasarkan Analisa SWOT



MARKET SHARE

Based on SWOT analysis, the Company's current position is categorized into 'growth' with industrial attractiveness in 'high' position and business strength in 'medium' position. The growth condition enables the Company to make selective investments based on the condition of each branch. The following is nine cell chart which describes the Company's position to business strength and industrial attractiveness based on the prepared rating and weight analysis.

Position of the Company based on SWOT Analysis

Tabel Analisa SWOT

Table of SWOT Analysis

No	Faktor Strategis Internal / Internal Strategic Factors	Bobot / Weight	Peringkat / Rating	Skor Terbobot / Weighted Score
STRENGTH				
1	Indonesia merupakan <i>captive market</i> yang sangat besar, dimana populasi masyarakat kelas menengah atas mengalami pertumbuhan yang sangat tinggi, sehingga turut mendorong peningkatan perdagangan internasional, yang berarti meningkatkan volume kargo dan logistik / Indonesia is a huge captive market where the population of middle-class grows rapidly, therefore encouraging the increase in international trading which means increasing the volume of cargo and logistics.	0,15	9	1,35
2	Angkasa Pura II mengelola CGK yang merupakan bandara internasional terbesar di Indonesia dengan konektivitas domestik terbesar / Angkasa Pura II manages CGK which is the largest international airport in Indonesia with the largest domestic connectivity as well.	0.1	9	0.9
3	Bandara-bandara yang dikelola berada di wilayah barat Indonesia di mana perkembangan ekonomi cukup pesat / Airports managed in the western region of Indonesia have a fairly rapid economic development.	0.05	7	0.35
4	Angkasa Pura II memiliki struktur biaya yang lebih rendah (<i>low cost</i>) dengan SDM yang berorientasi pada pelayanan (<i>service oriented</i>) / Angkasa Pura II has lower cost structure with service-oriented HR.	0,025	8	0,2
5	Angkasa Pura II memiliki ketahanan keuangan yang kuat serta kredibilitas yang baik, hal ini berimbas pada diterimanya rating AAA atas obligasi perusahaan, serta memudahkan perusahaan dalam mendapatkan pendanaan eksternal / Angkasa Pura II has strong financial resilience and good credibility. These made the Company receive AAA rating on bonds, and facilitate the Company in obtaining external funding.	0,065	8	0,52

No	Faktor Strategis Internal / Internal Strategic Factors	Bobot / Weight	Peringkat / Rating	Skor Terbobot / Weighted Score
6	Angkasa Pura II telah meningkatkan infrastruktur pada mayoritas bandara kelolaan, antara lain di bandara BDO, PGK, PNK, DIB, PLM, BSH, DTB. Hal ini akan berimplikasi pada meningkatnya layanan dan kepuasan pelanggan / Angkasa Pura II has improved its infrastructure in the majority of the managed airports, among others at BDO, PGK, PNK, DIB, PLM, BSH, DTB. This will have implication on the increasing customer satisfaction and services.	0,075	8	0,6
7	Perusahaan mengelola bandara KNO yang merupakan satu-satunya bandara Indonesia bintang 3 SKYTRAX dan memiliki kawasan lahan yang cukup luas, sehingga potensila dikembangkan lebih lanjut (misal hotel, kawasan bisnis) / The Company manages KNO airport which is the only airport in Indonesia with 3 SKYTRAX stars and has a quite wide area, therefore it is potential to be further developed (e.g: hotel, business area)	0,035	8	0,28
Total		0,5		4,2
WEAKNESSES				
1	profitabilitas perusahaan secara keseluruhan mengalami penurunan disebabkan adanya kontribusi probabilitas negatif pada 6 bandara (PLM,DJB, PGK, PDG, BTJ, DTB). Hal ini disebabkan antara lain oleh harga sewa dan konsensi retail, parkir, iklan, kargo yang kurang tinggi dan terlalu tingginya beberapa biaya seperti <i>overhead</i> , perawatan, dan <i>outsourcing</i> / Overall, the Company's profitability decreased due to the contribution of negative profitability at 6 airports (PLM, DJB, PGK, PDG, BTJ, DTB). This was caused by, among others the rental price and the less high concession of retail, parking, advertisements, cargo and the high cost of overhead, maintenance, and outsourcing.	0,17	4	0,7
2	Kepemilikan atas lahan sebagian bandara tidak sepenuhnya pada perusahaan, namun dibawah TNI AU yang memiliki regulasi tersendiri. Hal ini menjadikan perusahaan tidak memiliki kewenangan penuh atas penggunaan landasan pacu (turut serta digunakan oleh kegiatan peberbangan militer) serta untuk pengembangan lahan yang bersifat komersial / Ownership of land of partial part of the airports is not fully owned by the Company, some are owned by Indonesian Air Force who have their own regulations. Due to this condition, the Company is not fully authorized to use the runway which is also used by military flights and to develop land which is commercial in nature.	0,04	3	0,12
3	Sruktur biaya pada mayoritas bandara yang belum efisien (contoh: biaya <i>overhead</i> yang tinggi di KNO, biaya tinggi terkait karyawan di PLM dan biaya operasional HLP (dalam satuan biaya operasional per penumpang) merupakan yang tertinggi dibandingkan bandara lain, sehingga mengurangi profitabilitas secara keseluruhan / Cost structure at majority of airport which is not efficient yet (e.g: high overhead cost at KNO, high cost related to employees at PLM and operational cost of HLP (in operational cost unit per passenger)) is the highest compared to other airports, hence reducing the overall profitability.	0,15	4	0,6
4	Biaya bahan bakar pesawat di Indonesia lebih mahal 14% dibandingkan kompetitor Kuala Lumpur mengakibatkan harga yang kurang kompetitif / Aircraft fuel cost in Indonesia which is 14% more expensive compared to competitor Kuala Lumpur causes less competitive prices.	0,075	3	0,225
5	Kurang berkembangnya bisnis kargo antara lain karena tidak adanya basis data kargo yang tersentral (terkoneksi dengan seluruh <i>cargo player</i>) sehingga tidak optimal mendapatkan pendapatan berbasis volume transaksi kargo / The less developing cargo business, among others due to the absence of centralized cargo database (connected to all cargo players), causing the cargo transaction volume-based revenues not optimum.	0,06	3	0,18
Total		0,5		1,825
Total Internal Factor Analysis Situation (IFAS)				6,025

No	Faktor Strategis Internal / Internal Strategic Factors	Bobot / Weight	Peringkat / Rating	Skor Terbobot / Weighted Score
OPPORTUNITY				
1	besarnya potensi pariwisata yang masih dapat dikembangkan di Indonesia, sehingga nantinya dapat dikembangkan penuh seperti halnya di Thailand. Upaya pemasaran pariwisata dapat dilakukan di wilayah Indonesia Barat yang menyasar warga mancanegara Asia Tenggara kelas menengah-atas yang berlibur akhir pekan di Indonesia / The high tourism potential which still can be fully developed, as well as in Thailand. Tourism marketing efforts can be conducted in Western Indonesia region which target middle-upper class Southeast Asia citizens who go to Indonesia at weekends.	0,15	8	1,2

No	Faktor Strategis Internal / Internal Strategic Factors	Bobot / Weight	Peringkat / Rating	Skor Terbobot / Weighted Score
2	Peningkatan <i>traffic</i> penerbangan dan penumpang yang bersumber dari: a. Pembukaan rute domestik baru, diantaranya: KNO-Denpasar, KNO-Balikpapan, KNO-Pontianak, PDG-Surabaya, Pontianak ke Medan, Bengkulu, Jambi, Pekanbaru. b. Mendorong penerbangan rute internasional dari Australia/NZ menuju Asia/Eropa untuk transit di bandara CGK. Saat ini mayoritas penerbangan transit melalui bandara SIN (Changi). c. Perusahaan mengelola bandara-bandara yang berada di wilayah Indonesia Barat, di mana perkembangan ekonominya pada wilayah ini cukup pesat, sehingga secara natural akan berimbas pada peningkatan jumlah penumpang. Increase in passenger and flight traffics which are derived from: a. The opening of new domestic route: KNO-Denpasar, KNO-Balikpapan, KNO-Pontianak, PDG-Surabaya, Pontianak to Medan, Bengkulu, Jambi, Pekanbaru. b. Encouraging international route flight from Australia/NZ to Asia/Europe to transit at CGK airport. Currently, majority of flights transit through SIN airport (Changi). c. The Company manages airports in Western Indonesia region where economic development is quite rapid in here, therefore will naturally impact the increase in total passengers.	0,165	9	1,485
3	Sejalan dengan kompetensi inti, perusahaan dapat menambah portfolio bandara yang dikelola dengan mengakuisisi bandara baru, contoh: Bandara Hang Nadim di Batam (BTH) yang saat ini dibawah kelolaan BP (Badan Pengusahaan) Batam. Akuisisi ini bertujuan untuk mengurangi kompetisi Bandara di wilayah Indonesia Barat, sehingga traffic dari bandara BTH dapat berkontribusi pada pendapatan perusahaan / In line with core competence, the Company may add the portfolio of managed airports by acquiring new airports, for instance: Hang Nadim Airport in Batam (BTH) which is currently under the management of BP (Badan Pengusahaan) Batam. This acquisition aims to minimize the airport competition in Western Indonesia region, therefore the traffic from BTH airport may contribute to the Company's revenues.	0,05	8	0,4
4	Potensi pengembangan bisnis kargo CGK dengan kelas internasional menjadi <i>cargo service provider</i> dengan bermitra dengan penyelenggara kargo kelas dunia yang independen / Potential of CGK cargo business development with international class to cargo service provider by partnering with independent world-class cargo organizers.	0,075	8	0,6
5	Teknologi untuk mendukung operasional bandara telah banyak berkembang, seperti: <i>self check-in kiosk, instant feedback system, realtime update on waiting time, indoor wayfinding, big data</i> Berbagai teknologi ini dapat diadopsi perusahaan sehingga meningkatkan kepuasan pelanggan, menunjang peningkatan pendapatan yang bersumber dari bisnis non-aero / Technology to support the airport operation has been developed, for instance: self check-in kiosk, instant feedback system, realtime update on waiting time, indoor wayfinding, and big data. These technologies can be adopted by the Company to improve customer satisfaction and support increase in revenues which is derived from non-aero business.	0,06	8	0,48
Total		0,5		4,165
THREADS				
1	Bandara-bandara dibawah pengelolaan perusahaan berada dalam kawasan yang sangat dekat dengan kompetitor yaitu bandara KLIA (Kuala Lumpur) dan Changi (Singapura), dimana pergerakan penumpang ASEAN dan internasional lebih memilih transit pada kedua bandara tersebut. Bandara KLIA merupakan <i>LCC hub</i> terbaik dunia, sementara bandara Changi merupakan <i>FSC hub</i> terbaik dunia / Airports under the Company's management are located in areas which are very close to competitors, namely KLIA airport (Kuala Lumpur) and Changi (Singapore) in which the international and ASEAN passengers movement prefers to transit at both airports. KLIA airport is the world's best LCC hub, while Changi airport is the world's best FSC hub.	0,175	4	0,7
2	KNO sebagai bandara terbesar kedua dibawah Angkasa Pura II tidak dapat berperan sebagai hub internasional sebagaimana bandara lain seperti CGK, SIN, DEL, KUL. Hal ini dikarenakan KNO tidak memiliki area tangkapan yang memadai sebagai stimulan adanya penerbangan internasional / KNO as the second largest airport under the management of Angkasa Pura II cannot serve as international hub as other airports, such as CGK, SIN, DEL, KUL. This is due to KNO does not have adequate haul area as the stimulant for international flights.	0,1	4	0,4
3	Bandara-bandara di kota besar lain Indonesia dapat membuka pergerakan penerbangan internasional, terutama disebabkan adanya otonomi daerah. Hal ini mengakibatkan tidak optimalnya penerimaan pendapatan dari PSC internasional / Airports in major cities in Indonesia may open international flight movement, mainly caused by regional autonomy. This causes revenues from PSC international is not optimum.	0,06	3	0,18

No	Faktor Strategis Internal / Internal Strategic Factors	Bobot / Weight	Peringkat / Rating	Skor Terbobot / Weighted Score
4	Kondisi keamanan di Indonesia dianggap kurang kondusif (salah satunya dikarenakan adanya terorisme), sehingga hal ini berpotensi mengurangi jumlah kunjungan internasional serta meningkatnya tuntutan atas persyaratan keamanan pada bandara yang dikelola perusahaan / Security condition in Indonesia which is considered less favorable (one of which is due to terrorism), thus potentially reduces international visits and increases demand on airports managed by the Company.	0,085	3	0,255
5	Industri bandara sangat <i>highly regulated</i> , bandara dituntut untuk mematuhi berbagai regulasi nasional maupun internasional. Hal ini menjadi tantangan bagaimana perusahaan dapat mematuhi seluruh persyaratan regulasi dengan <i>cost structure</i> yang efisien sehingga tercapai tujuan keuangan perusahaan / Airport industry is highly regulated, airports are required to comply with various national and international regulations. This becomes a challenge on how the Company complies with all regulation requirement with efficient cost structure, therefore achieving financial objective of the Company.	0,08	4	0,32
Total		0,5		1,855
Total Internal Factor Analysis Situation (IFAS)				6,02

Guna memperkecil pengaruh perbedaan faktor inheren dalam melakukan perbandingan antar bandara, bandara-bandara di dunia telah dikelompokkan ke dalam tujuh kelompok atau kluster dengan pembagian seperti terdapat pada gambar dibawah.

To minimize the influence of difference of inherent factor in conducting differentiating among airports, airports in the world have been classified into seven groups or clusters with division as follows:

Pengelompokan Bandara berdasar Jumlah Traffic dan Proporsi Penumpang Internasional

Airport Classification based on Total Traffic and International Passenger Proportion

Kluster / Cluster	Avg EBITDA per Pax (Standar Deviasi / Standard Deviation)	Ukuran / Size Lalu Lintas / Traffic	International Share Traffic %	Ekonomi Lokal GDP per capita
Bandara Utama (Mega Airport)				
Hub internasional / <i>International hub</i>	15.4 (6.3)	>30 Mn	>50%	All
Hub domestik-Pasar maju / <i>Domestic hub-Advanced market</i>	8.5 (3.2)		<50%	>\$20,000
Domestic hubs-Pasar tumbuh / <i>Domestic hubs-Growing market</i>	5.1 (2.0)			<\$20,000
Bandara Sekunder / <i>Secondary Airport</i>				
Internasional airport-Pasar maju / <i>International airport-Advanced market</i>	TBD	10-30 Mn	>50%	>\$20,000
International airport-Pasar tumbuh / <i>International airport-Growing market</i>	TBD			<\$20,000
Domestic airport-Pasar maju / <i>Domestic airport-Advanced market</i>	TBD		<50%	>\$20,000
Domestic airport-Pasar tumbuh / <i>Domestic airport-Growing market</i>	TBD			<\$20,000

Bandara Soekarno-Hatta masuk dalam kelompok tiga yaitu kelompok hub domestik – growing market, yang termasuk dalam kategori bandara-bandara besar (*mega airports*). Bandara-bandara yang termasuk dalam gugus ini memiliki kriteria sebagai berikut:

1. Rata-rata EBITDA per penumpang: 5,1
2. Standar deviasi: 2,0
3. Pergerakan bandara: 30 juta penumpang
4. Pangsa pergerakan internasional: <50%
5. Tingkat ekonomi lokal: <\$20,000

Bandara selain bandara Soekarno-Hatta (CGK) yang masuk dalam kelompok ini adalah Bandara Sao Paulo (GRU), Bandara Beijing (PEK), Bandara Shanghai (PVG), Bandara Guangzhou (CAN), Bandara Shenzhen (SZX), Bandara Delhi (DEL), dan Bandara Mumbai (BOM). Tujuh bandara inilah yang akan menjadi bandara pembandingan bagi CGK.

Soekarno-Hatta Airport is categorized into three groups, namely hub domestic group – growing market, which is included in mega airport. Airports which are included in this group have the following criteria:

1. EBITDA average per passenger: 5,1
2. Deviation standard: 2,0
3. Airport movement: 30 million passengers
4. International movement segment: <50%
5. Local economic level: <\$20.000

Other airports that are included in this group besides Soekarno-Hatta (CGK) are Sao Paulo Airport (GRU), Beijing Airport (PEK), Shanghai Airport (PVG), Guangzhou Airport (CAN), Shenzhen Airport (SZX), Delhi Airport (DEL), and Mumbai Airport (BOM). These seven airports will be comparison airports for CGK.

	Traffic (M Pax)	% of Internasional	GDP/capita
Sao Paulo (GRU)	38,776	34%	USD 11,385
Beijing (PKE)	86,128	24%	USD 7,594
Shanghai (PVG)	51,688	24%	USD 7,594
Guangzhou (CAN)	54,780	17%	USD 7,594
Shenzhen (SZX)	36,273	3%	USD 7,594
Jakarta (CGK)	57,221	19%	USD 3,492
Delhi (DEL)	39,753	33%	USD 1,596
Mumbai (BOM)	34,884	31%	USD 1,596

Berdasarkan gambar perbandingan di atas, Bandara Soekarno-Hatta menempati urutan ke-2 dalam hal pergerakan penumpang dengan jumlah sebesar 57,2 juta. Dari jumlah tersebut, proposi pergerakan penumpang internasional adalah 19%, menempati peringkat ke-6 dalam *piernya*. Dengan kata lain, meskipun Bandara Soekarno-Hatta memiliki pergerakan bandara yang cukup tinggi, namun pergerakan internasionalnya masih relatif rendah.

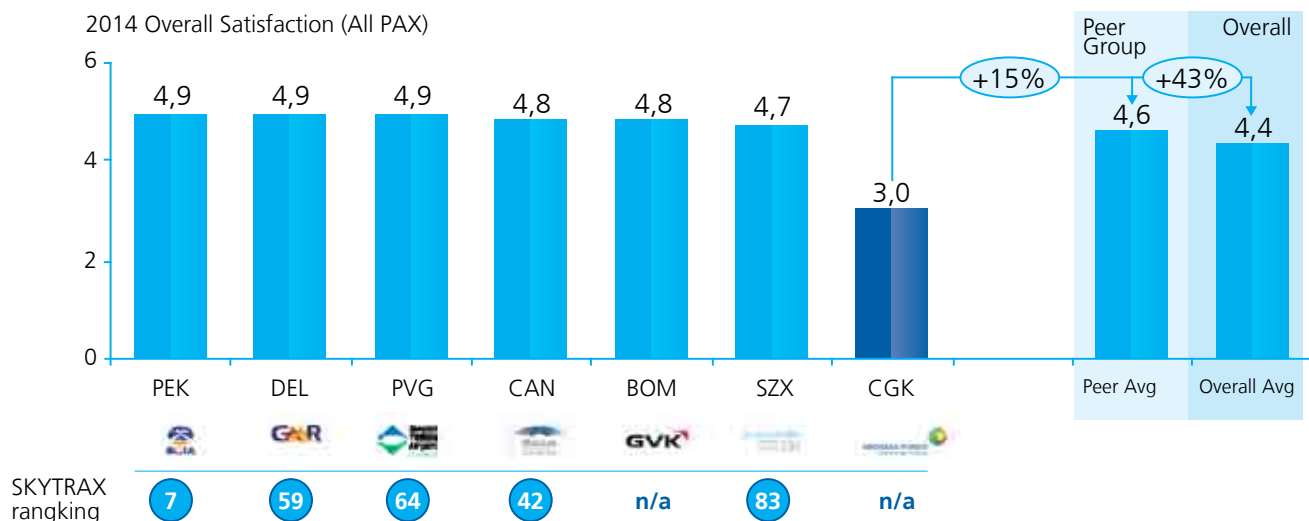
Based on the comparison picture above, Soekarno-Hatta is ranked second in terms of passenger movement totaling 57.2 million. Of the total, proportion of international passenger movement is 19%, ranked sixth in its pier. In other words, despite having a relatively high airport movement, the international movement of Soekarno-Hatta Airport is relatively low.

Tingkat kepuasan pelanggan CGK dibandingkan bandara internasional lain di Asia

CGK customer satisfactory level compared to other international airports in Asia

Service level ranking per passenger below peers

ASQ Overall Satisfaction Score



Tingkat kepuasan pelanggan terhadap layanan yang diberikan bandara menunjukkan seberapa baik pelayanan yang diberikan bandara. Berdasarkan data *Airport Service Quality* CGK menempati peringkat paling rendah dalam hal tingkat kepuasan pelanggan dengan skor 3.0. Jika dibandingkan dengan rata-rata skor bandara pembanding (4,6), CGK terpaut 51%. Sedangkan jika dibandingkan dengan rata-rata skor seluruh bandara (4,4), CGK terpaut 43%.

The level of customer satisfaction to services provided by airports shows the quality of services provided by airport. Based on *Airport Service Quality* data, CGK occupies the lowest level in terms of customer satisfactory level with score of 3.0. If compared to the average score of comparison airports (4.6), CGK is adrift by 51%, while if compared to average score of all airports (4.4), CGK is adrift by 43%.

Grafik di atas menunjukkan bahwa dalam hal tingkat kepuasan pelanggan CGK masih terpaut jauh dibandingkan dengan bandara-bandara pembanding. Oleh karena itu, tingkat kepuasan pelanggan merupakan area yang perlu diperbaiki untuk menjaga keberlangsungan dan perkembangan bandara Soekarno-Hatta.

The above chart illustrates that in terms of customer satisfaction, CGK is left behind compared to the comparison airports. Therefore, the customer satisfaction level needs to be improved to maintain the continuity and development of Soekarno-Hatta airport.

Tabel Bandara Soekarno-Hatta dibandingkan dengan Bandara Lain

No	Aspek Pembanding / Comparison Aspect	CGK (AP II)	GRU (GRU)	PEK (BCIA)	PVG (PUDONG)	CAN (BAIYUN)	SZX (SHENZHEN)	DEL (GAR)	BOM (GVK)
1	EBITDA per Passenger	2,76	8,12	4,22	5,44	6,12	4,22	6,32	2,70
2	EBITDA Margin	60%	22%	50%	68%	39%	32%	35%	25%
3	Return on Asset	21%	2%	7%	13%	13%	4%	8%	-
4	Revenue Per passenger	4,61	-	14,47	10,21	15,75	13,14	17,15	10,69

Table of Soekarno-Hatta Airport compared to other Airports

EBIT per penumpang bandara Soekarno-Hatta adalah 2,44 dan menempati peringkat ke-5 dari 6 bandara pembanding. Selisih EBIT per penumpang bandara Soekarno-Hatta dengan rata-rata EBIT bandara pembanding sebesar 27% setelah komponen depresiasi dan amortisasi diperhitungkan.

Margin EBITDA bandara Soekarno-Hatta menempati peringkat ke-2 setelah PVG. Persentase margin EBITDA sebesar 60%, berarti Bandara Soekarno-Hatta memiliki jarak yang cukup besar antara biaya operasional dengan laba bersih, sehingga Angkasa Pura II memiliki keleluasaan lebih dalam mengembangkan bandara.

Return on Asset (ROA) Bandara Soekarno-Hatta merupakan yang tertinggi dibandingkan dengan bandara pembanding, yakni 21%. Selain itu, jarak antara ROA bandara Soekarno-Hatta dengan rata-rata ROA bandara pembanding maupun rata-rata ROA seluruh bandara di dunia terpaut 70% lebih tinggi. Artinya, dibandingkan dengan bandara pembanding, Bandara Soekarno-Hatta merupakan bandara yang tergolong paling efektif dalam memanfaatkan asetnya untuk menghasilkan keuntungan.

Secara keseluruhan, Perseroan yang diwakili oleh Bandara Soekarno Hatta memiliki kinerja keuangan yang cukup baik bila dibandingkan dengan bandara pembanding di tahun 2016. Untuk menuju World Class Airport (WCA), Perseroan akan mengusahakan peningkatan kategori di setiap bandara secara berkesinambungan, sehingga pada akhirnya semua bandar udara yang berada di bawah pengelolaan PT Angkasa Pura II (Persero) dapat menjadi World Class Airport (WCA).

ASPEK PEMASARAN

Sepanjang tahun 2016 Perseroan telah menerapkan beberapa strategi pemasaran guna meningkatkan kinerja finansialnya seperti yang telah diuraikan pada tabel berikut ini:

No	Program Marketing / Marketing Program	Uraian / Description	Pelaksanaan / Implementation
1	Joint Event : Kerjasama dengan PT Indonesia AirAsia untuk memberikan apresiasi kepada para penumpang di Hari Kasih Sayang / Joint Event: Cooperation with PT Indonesia AirAsia to appreciate the passengers on Valentine's Day	PT Indonesia AirAsia mengadakan kegiatan joint event antara PT AP II khususnya unit Marketing untuk memberikan apresiasi kepada para penumpang di Hari Kasih Sayang yang jatuh pada tanggal 14 Februari 2016. Joint event tersebut bertujuan untuk meningkatkan brand awareness PT AP II dan PT Indonesia AirAsia, dengan memberikan hadiah sebagai tanda terima kasih kami kepada para pelanggan PT AP II khususnya penumpang AirAsia / PT Indonesia AirAsia held joint event activities with PT AP II, particularly the Marketing unit to appreciate the passengers on Valentine's Day on February 14, 2016. The joint event was aimed to increase brand awareness of PT AP II and PT Indonesia AirAsia by giving gifts to customers of PT AP II, particularly AirAsia passengers.	14 Februari 2016 / February 14, 2016

EBIT per passenger of Soekarno-Hatta is 2.44 and is ranked fifth of six comparison airports. Difference of EBIT per passenger of Soekarno-Hatta airport with average EBIT of comparison airports is 27% after depreciation and amortization components are calculated.

EBITDA margin of Soekarno-Hatta Airport is ranked the second after PVG. Percentage of EBITDA margin is 60%, meaning Soekarno-Hatta Airport has a quite large distance between the operational costs and net profit, therefore Angkasa Pura II has more advantage in developing the airport.

Return on Asset (ROA) of Soekarno-Hatta Airport is the highest compared to comparison airports, namely 21%. In addition, distance between ROA of Soekarno-Hatta Airport and average of ROA of comparison airports, and average of ROA of all airports in the world is adrift by 70% higher. It means, compared to the comparison airports, Soekarno-Hatta Airport is considered the most effective in utilizing its assets to generate profit.

Overall, the Company which is represented by Soekarno-Hatta Airport has a fairly good financial performance compared to comparison airports in 2016. To become a World Class Airport (WCA), the Company will strive to improve the category in every airport continuously, thus in the end all airports under the management of PT Angkasa Pura II (Persero) will become World Class Airport (WCA).

MARKETING ASPECT

Throughout 2016, the Company has implemented several marketing strategies to improve its financial performance, among others:

No	Program Marketing / Marketing Program	Uraian / Description	Pelaksanaan / Implementation
2	Aviation Festival Asia 2016	Aviation Festival Asia 2016 adalah acara konferensi tahunan yang bertaraf internasional di bidang industri kebandarudaraan dan penerbangan khususnya wilayah Asia yang dihadiri oleh partisipan yang terdiri dari 2.000 delegasi antar negara, 200 pembicara, 600 delegasi konferensi dan 150 stan eksepsi serta lebih dari 100 perwakilan perusahaan penerbangan dan 40 perwakilan bandara-bandara / Aviation Festival Asia 2016 is an international annual conference event in the field of aviation and airport industries, particularly in Asia which was participated by 2,000 international delegations, 200 speakers, 600 conference delegations, 150 exhibition stands, and more than 100 representatives of aviation companies and 40 representatives of airports.	22 - 25 Februari 2016 / February 22-25, 2016
3	Pra Inaugural Flight Garuda rute Soekarno-Hatta ke Silangit / Pra-Inaugural Garuda Flight, Soekarno-Hatta to Silangit route	Dalam rangka dibukanya rute perdana Jakarta-Silangit oleh maskapai Garuda Indonesia pada tanggal 22 Maret 2016, maka diselenggarakan acara malam pra-inaugural rute perdana Jakarta-Silangit untuk memperkenalkan kepada masyarakat luas dan Pejabat Daerah setempat / In the opening of the first route Jakarta-Silangit by Garuda Indonesia airline on March 22, 2016, pra-inaugural event of Jakarta-Silangit route was held to introduce the route to community and local Regional Officials.	16 Maret 2016 / March 16, 2016
4	Kegiatan Pra-Inaugural dan Inaugural Flight Sriwijaya Air Rute Perdana Jakarta-Silangit / Pra-Inaugural and Inaugural Sriwijaya Air Flight, Jakarta-Silangit First Route	PT AP II dan Sriwijaya Air melakukan joint marketing dalam rangka pembukaan rute penerbangan baru pesawat Sriwijaya Air Jakarta – Silangit, yang direncanakan terbang setiap hari terhitung mulai tanggal 26 April 2016 / PT AP II and Sriwijaya Air held joint marketing in the opening of new route of Sriwijaya Air, Jakarta-Silangit, which was planned to fly everyday starting from April 26, 2016.	21 dan 26 April 2016 / April 21 & 26, 2016
5	2nd Annual Southern Asia Modern Airport Summit	Acara 2nd Annual Southeast Asia Modern Airport Summit berfungsi sebagai industri platform untuk pemerintah dan para profesional bandara untuk dapat saling bertemu dan saling berbagi pengetahuan dan strategi. Kegiatan ini merupakan pertemuan tingkat eksekutif dari pemerintah dan para profesional bandara, komunitas bandara, investor, pengembang, arsitek, konsultan, insinyur, dan sistem integrators dari seluruh penjuru dunia / The 2nd Annual Southeast Asia Modern Airport Summit was functioned as platform industry for the government and airport professionals to meet each other and share knowledges and strategies. This activity is an executive-level meeting from the government and airport professionals, airport community, investors, developers, architects, consultants, engineers, and system integrators from all over the world.	6-7 April 2016 / April 6-7, 2016
6	Goes To Supadio Promotion	Memberikan informasi mengenai tata cara pengajuan rute baru khusus internasional dan memberikan INCENTIVE SCHEME kepada para perusahaan penerbangan (Airlines) serta perkembangan Pembangunan dan fasilitas Bandar Udara International Supadio sebagai langkah untuk meningkatkan pariwisata dan perekonomian di Kalimantan Barat / Provided information on procedure for proposal of new international route and provided INCENTIVE SCHEME to airlines and development of construction and facilities of Supadio International Airport as a step to increase tourism and economy of West Kalimantan.	19 Mei 2016 / May 19, 2016
7	Transportation Ministerial Meeting on Civil Aviation in Developing Countries 2016	Dalam rangka penggalangan dukungan negara-negara anggota ICAO terhadap upaya pencalonan Indonesia pada Anggota Dewan ICAO Periode 2016-2019 Kategori III, Indonesia (dalam hal ini diwakili oleh Direktorat Jenderal Perhubungan Udara) mendukung kelancaran Pertemuan Tingkat Menteri Transportasi dimaksud dengan berpartisipasi aktif mengikuti pameran dengan mendirikan booth serta memberikan dukungan materi promosi (brosur, booklet, souvenir) selama pameran berlangsung / To support the countries of ICAO members on Indonesia's nomination to Member of ICAO Board for 2016-2019 Period Category III, Indonesia (in this case is represented by Directorate General of Air Transportation) supported the smoothness of the concerned Transportation Minister-Level Meeting by actively participating in exhibition by establishing booth and providing promotion material support (brochures, booklets, souvenirs) during the exhibition.	30 - 31 Mei 2016 / May 30-31, 2016
8	Joint Route Development dengan Jetstar	Jetstar Group merupakan maskapai yang memiliki potensi untuk berkembang khususnya di Asia Pasifik karena dapat mengakses 8 (delapan) negara yaitu China, Singapore, Australia, Selandia Baru, Vietnam, China dan Jepang. Program joint route development bertujuan untuk membangun suatu kerjasama yang saling menguntungkan dan dapat meningkatkan penumpang ke bandara-bandara yang dikelola PT AP II / Jetstar Group is an airline which is potential to grow, particularly in Asia Pacific since it can access 8 (eight) countries, namely China, Singapore, Australia, New Zealand, Vietnam, China, and Japan. Joint route development program is aimed to develop a mutually beneficial cooperation and increase passengers to airports managed by PT AP II.	19-22 Juli 2016 / July 19-22, 2016

No	Program Marketing / Marketing Program	Uraian / Description	Pelaksanaan / Implementation
9	Strategi Promosi Purence Dew	Purence merupakan air embun alami yang layak diminum dengan menggunakan alat dan proses berteknologi tinggi yang diaplikasikan dengan mengoptimalkan sistem pendingin Air Conditioner (AC) dan telah melalui lolos uji dari Departemen Kesehatan. Melihat adanya peluang komersialisasi air minum kepada komunitas bandara penumpang dan pengguna jasa lainnya di BSH dan Bandara-bandara yang dikelola oleh PT Angkasa Pura II (Persero) diperlukan strategi promosi produk Purence Dew dalam rangka memasarkan produk dan meningkatkan penjualan / Purence is a natural dew that is drinkable processed with high-tech tools that are applied by optimizin the Air Conditioner (AC) cooling system and have been through the test from the Ministry of Health. Seeing the commercialization opportunities of drinking water to the community of airport passengers and service users at BSH and airports managed by PT Angkasa Pura II (Persero), r Purence Dew product needs to have a promotion strategy product in order market products and increase sales.	Jul - Agustus 2016 / July - August 2016
10	Lucky Air	Penyambutan penerbangan perdana maskapai Lucky Air dengan rute Nanning - Jakarta / Inauguration of first flight of lucky Air airline with Nanning - Jakarta route	18 Agustus 2016 / August 18, 2016
11	Pembuatan Pamflet Travel Gateway 5 Bandara	Untuk keperluan marketing dalam hal ini promosi bandara-bandara PT AP II, terutama Bandara Kualanamu Medan, Bandara Sultan Mahmud Badaruddin II Palembang, Bandara Supadio Pontianak, Bandara Raja Haji Fisabilillah Tanjung Pinang dan Silangit Tapanuli Utara / The making of Airport Gateway 5 Travel Pamphlet For marketing purposes, in this case PT AP II airport promotion, especially Kualanamu Medan Airport, Sultan Mahmud Badaruddin II Palembang Aiport, Supadio Pontianak Airport, Raja Haji Fisabilillah Airport, Tanjung Pinang and Silangit North Tapanuli	September 2016 / September 2016
12	PATA Travel Mart 2016	Untuk memperkenalkan Bandara yang dikelola oleh PT AP II baik kepada mitra usaha berskala International maka pameran ini menjadi panggung yang tepat untuk mempromosikan bandara yang dikelola oleh PT AP II dan pada acara ini khususnya memperkenalkan Bandara- Bandara yang memiliki potensi wisata disekitar lokasi bandara / To introduce Airport managed by PT AP II to international scale business partners, this exhibition is the right stage to promote airports managed by PT AP II and this event particularly promotes Airports having tourism potential around airport location.	7 - 9 September 2016 / September 7-9, 2016
13	Inaugural China Southern Airline	Penyambutan penerbangan perdana maskapai China Sorthern dengan rute Jakarta - Shenzhen / Inauguration of first flight of China Southern airline with Jakarta-Shenzhen route	21 September 2016 / September 21, 2016
14	Apple Indoor Maps	Pelayanan Apple Indoor Maps akan masuk ke dalam aplikasi para pengguna Apple. Tersedianya layanan tersebut untuk bandara-bandara PT AP II akan sangat membantu para pengguna bandara dalam hal menemukan restoran, ATM dan fasilitas lainnya dalam lingkungan bandara / Apple Indoor Maps service will be included in the Apple user application. The availability of the service is for airports of PT AP II, which will be helpful for airport user in finding restaurants, ATM, and other facilities in the airport environment.	2016
15	Marketing Kit	Untuk keperluan marketing dalam hal ini promosi PT AP II diperlukan marketing kit yang berupa souvenir, brochure, pamflet dan lain-lain / For marketing purpose, in this case PT AP II promotion, marketing kit is required, which is in the form of souvenir, brochure, pamphlet, and others.	2016
16	OAG (Official Airline Guide); Passenger and Logistic Analysis	Pertumbuhan penumpang, dampak ekonomi dan kapasitas bandara adalah esensi dari pilar utama perkembangan suatu bandara, dan OAG ini menjadi salah satu tools yang vital untuk menyusun strategi bisnis kebandarudaraan. selain itu bermanfaat sebagai data dukung untuk menyusun rencana strategi Incentive bagi airlines dan tenant / Passenger growth, economic impact and airport capacity is the essence of the main pillar of airport development, and this OAG becomes one of the vital tools to develop airport business strategy, which is beneficial as a supporting data to develop incentive strategy plan for airlines and tenants.	2016
17	Penerapan Google Indoor Maps dan Google Street View Di Bandara PT Angkasa Pura II	Pelayanan Google Indoor Maps dan Street view akan masuk ke dalam aplikasi google maps yang memiliki pengguna lebih dari 1 Milyar orang diseluruh dunia. Tersedianya layanan tersebut untuk bandara-bandara PT AP II akan sangat membantu para pengguna bandara dalam hal menemukan restoran, ATM dan fasilitas lainnya dalam lingkungan bandara / Implementation of Google Indoor Maps and Google Street View at PT Angkasa Pura II Airport Google Indoor Maps and Street view will be included in the google maps application having a user of more than 1 billion across teh globe. The availability of the service for PT AP II ariports will be very helpful for airport user in finding restaurants, ATM, and other facilities in the airport environment.	2016

No	Program Marketing / Marketing Program	Uraian / Description	Pelaksanaan / Implementation
18	Penandatanganan MoU Tourism Destination Airport antara PT AP II dengan Kementerian Pariwisata, ASITA, PHRI dan Airlines	PT Angkasa Pura II (Persero) selaku pengelola 13 (tiga belas) Bandara di wilayah Indonesia bagian barat sedang mengembangkan program Bandara sebagai tujuan pariwisata. Bandara yang menjadi tujuan program ini adalah Bandara Int. Kualanamu Medan, Bandara Silangit Siborong-borong, dan Bandara Supadio Pontianak. Target utama kami saat ini untuk melayani wisatawan dari Tiongkok / Signing of MoU of Tourism Destination Airport between PT AP II with the Ministry of Tourism, ASITA, PHRI, and Airlines PT Angkasa Pura II (Perseor) as the management of 13 (thirteen) Airports in western Indonesia is developing Airport program as the tourism goal. Airport becoming the goal of this program is Kualanamu International Airport, Medan, Silangit Siborong-borong Airport, and Supadio Pontianak Airport. Our main target is to serve tourists from China.	Oktober / November 2016 / October / November 2016

KEBIJAKAN DIVIDEN

Dalam Rapat Umum Pemegang Saham Tahunan (RUPS) untuk Tahun Buku 2012 yang diselenggarakan pada tanggal 26 April 2013, telah disetujui pembagian dividen tunai sebesar Rp426.743.770.446. Dividen ini dibayarkan pada tanggal 24 Mei 2013. Cadangan wajib yang disetujui oleh RUPS adalah sebesar Rp792.524.145.117 dari laba tahun berjalan konsolidasian 2012. Berdasarkan Surat dari Menteri BUMN No. S-758/MBU/12/2013 tanggal 20 Desember 2013, Perusahaan diharuskan untuk menyetorkan dividen tambahan sebesar Rp20.000.000.000 dari Tahun Buku 2012 ke Kas Negara. Dividen ini telah dibayarkan pada tanggal 27 Desember 2013.

Dalam RUPS untuk Tahun Buku 2013 yang diselenggarakan pada tanggal 24 Maret 2014, telah disetujui pembagian dividen tunai sebesar Rp309.824.555.423. Dividen ini dibayarkan pada tanggal 24 April 2014. Cadangan wajib juga disetujui oleh RUPS, sebesar Rp722.923.962.650 dari laba tahun berjalan konsolidasian 2013. Berdasarkan Surat dari Menteri BUMN No. S-788/MBU/12/2014 tanggal 23 Desember 2014, Perusahaan diharuskan untuk menyetorkan dividen tambahan sebesar Rp51.637.000.000 dari Tahun Buku 2013 ke Kas Negara. Dividen ini telah dibayarkan pada tanggal 29 Desember 2014.

Dalam RUPS untuk tahun buku 2014 yang diselenggarakan pada tanggal 12 Mei 2015, telah disetujui pembagian dividen tunai sebesar Rp219.614.503.465. Dividen ini dibayarkan pada tanggal 9 Juni 2015. Cadangan wajib juga disetujui oleh RUPS, sebesar Rp856.496.563.515 dari laba tahun berjalan konsolidasian tahun 2014.

Pada tanggal 17 Mei 2016, pemegang saham Perusahaan mengadakan Rapat Umum Pemegang Saham yang diaktakan melalui Akta No. 11 oleh Notaris Ida Fidiyantri, S.H., dimana pemegang saham Perusahaan setuju untuk membagikan dividen kas sebesar Rp337.464.537.557 dan menaikkan cadangan umum atas saldo laba sebesar Rp1.349.858.150.230.

DIVIDEND POLICY

In the Annual General Meeting of Shareholders (GMS) for the Financial year of 2012 which was held on April 26, 2013, has been approved the distribution of cash dividends amounted to Rp426,743,770,446. This dividend was payable on May 24th, 2013. The mandatory reserve which was approved by the GMS amounted to Rp792,524,145,117 from the consolidated net income for the year 2012. Based on the Letter from the Minister of SOEs No. S-758/MBU/12/2013 dated December 20th, 2013, the Company is required to deposit an additional dividend amounted to Rp20,000,000,000 from the Financial Year of 2012 to the State Treasury. This dividend was paid on December 27, 2013.

In the GMS for the Financial Year of 2013 which was held on March 24, 2014, has been approved the distribution of cash dividend amounted to Rp309,824,555,423. This dividend was payable on April 24, 2014. Mandatory reserve was also approved by the GMS, amounted to Rp722,923,962,650 from the consolidated net income for the year 2013. Based on the Letter from the Minister of SOEs No. S-788/MBU/12/2014 dated December 23, 2014, the Company is required to deposit an additional dividend amounted to Rp51,637,000,000 from the Financial Year of 2013 to the State Treasury. This dividend was paid on December 29, 2014.

In the GMS for the Financial Year of 2014 which was held on May 12, 2015, has been approved the distribution of cash dividends amounted to Rp219,614,503,465. This dividend was payable on June 9, 2015. Mandatory reserve was also approved by the GMS, amounted to Rp856,496,563,515 from the consolidated net income for the year 2014.

On may 17, 2016, shareholders of the Company held General Meeting of Shareholders which was notarized by virtue of Deed No. 11 by Notary Ida Fidiyantri, S.H., in which shareholders agreed to distribute cash dividend amounted to Rp337,464,537,557 and increased general reserves on retained earnings by Rp1,349,858,150,230.

Distribusi Dividen Tahun Pembagian 2013-2015

Kebijakan Dividen / Dividend Policy	Dividend Distribution in 2013-2015		
	2015	2014	2013
Penghasilan komprehensif tahun berjalan / Comprehensive income for the year	1.634.682.717.027	1.138.411.756.037	862.457.160.050
Dividen kas yang dibagikan (dalam rupiah) / Cash dividend distributed (in Rupiah)	337.464.537.557	219.614.503.465	309.824.555.423 dan 51.637.000.000
Dividen per lembar saham / Dividend per share	67.493	49.923	72.292
Rasio pembagian dividen (Payout Ratio) / Dividend Payout Ratio	20%	19,29%	41,91%
Keputusan RUPS / GMS Resolutions	Berita Acara RUPS 2015 AP II No.11	08.03/00.1/05/2015/0420	08.0301/00/03/2014/006
Tanggal RUPS / GMS Date	17 Mei 2016	12 Mei 2015	24 Maret 2014
Tanggal pengumuman / Announcement Date	17 Mei 2016	12 Mei 2015	24 Maret 2014

PROGRAM KEPEMILIKAN SAHAM OLEH MANAJEMEN DAN/ATAU KARYAWAN

Sampai dengan tahun 2016, Perseroan belum menjadi perusahaan publik sehingga Perseroan tidak melaksanakan program kepemilikan saham oleh manajemen dan/atau karyawan (ESOP/MSOP).

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Di tahun 2016, Perseroan melakukan penerbitan obligasi. Hasil dari penerbitan obligasi tersebut diperuntukan bagi pengembangan kegiatan operasional Perseroan seperti pembangunan infrastruktur baru di bidang kebandarudaraan.

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/PELEBURAN USAHA, AKUISISI DAN RESTRUKTURISASI UTANG/MODAL**Investasi**

Berdasarkan surat Dewan Komisaris nomor CO.05.01/00/06/2016/0362 tentang Tanggapan Dewan Komisaris atas Permohonan Revisi Anggaran Investasi Tahun 2016 dan surat Vice President of Accounting & Budgeting nomor 005.03/00.05/06/2016/08335 tentang Persetujuan Dewan Komisaris atas Revisi Anggaran Investasi Tahun 2016, program investasi PT Angkasa Pura II (Persero) yang semula berjumlah 306 program dengan nilai pagu sebesar Rp 12,246 triliun, telah direvisi menjadi 336 program investasi dengan jumlah nilai pagu sebesar Rp 11,829 triliun.

MANAGEMENT AND/OR EMPLOYEE STOCK OPTION PROGRAM

Until 2016, the Company has not become a public company so that the Company did not implement the management and/or employee stock option program (ESOP/MSOP)

REALIZATION OF THE USE OF PROCEEDS FROM PUBLIC OFFERING

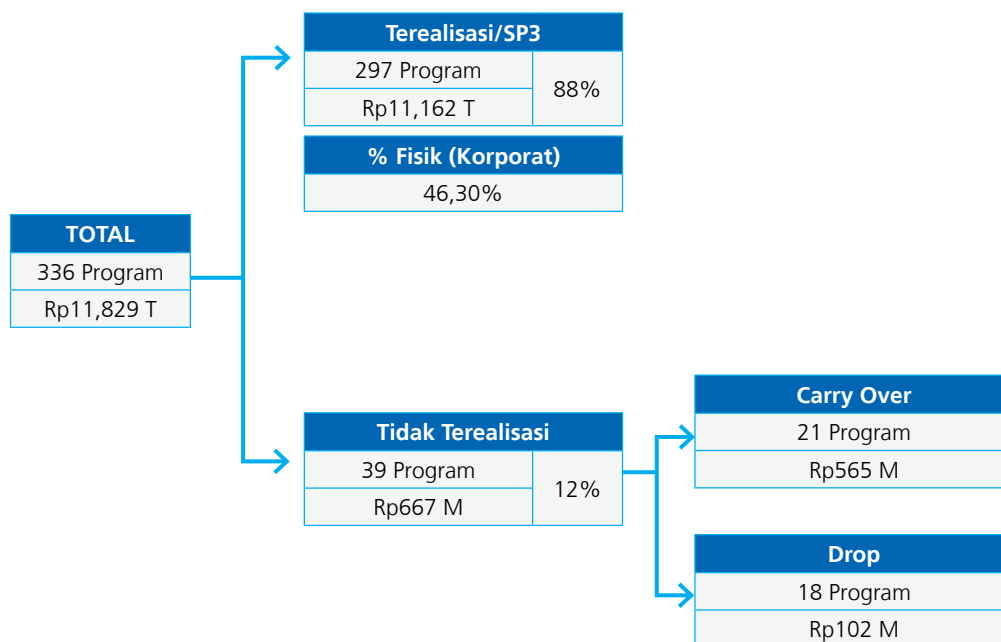
In 2016, The Company issued bonds. The result of the bond issuance is aimed for the development of operational activities of the Company, such as new infrastructure development in airport.

MATERIAL INFORMATION ON INVESTMENT, EXPANSION, DIVESTMENT, MERGER/CONSOLIDATION, ACQUISITION, AND CAPITAL/DEBT RESTRUCTURING**Investment**

Pursuant to letter of the Board of Commissioners no. CO.05.01/00/06/2016/0362 on Response from the Board of Commissioners on Application of Revision of Investment Budget in 2016 and letter of Vice President of Accounting & Budget no.005.03/00.05/06/2016/08335 on Approval of the Board of Commissioners on Revision of Investment Budget in 2016, investment program of PT Angkasa Pura II (Persero) which was initially 306 programs with ceiling value of Rp12.246 trillion has been revised to 336 investment programs with ceiling values of Rp11.829 trillion.

Progres pekerjaan atas 336 paket pekerjaan pada tahun 2016 adalah sebagai berikut:

Progress of work on the 336 work packages in 2016 is as follows:



Berikut rincian realisasi program investasi RKAP tahun 2016, dari 336 program investasi:

- Dari 336 program investasi, sebanyak 297 program (88%) dengan nilai pagu anggaran sebesar Rp11,162 triliun.
- Capaian fisik dari investasi tahun 2016 secara total sebesar 46,3% dengan serapan program seperti yang diuraikan di tabel berikut ini:

The followings are the realization of investment program in 2016 RKAP, of 336 investment programs:

- Of the 336 investment programs, 297 programs (88%) with budget ceiling value amounted to Rp11.162 trillion.
- Total physical achievement of investment in 2016 was 46.3% with program absorption as described in the following table:

Uraian / Description	RKAP 2016			Realisasi Tahun 2016 / Realization in 2016			
	Σ Prog	Pagu / Plafond Rp (000)	Σ Pagu	Σ Prog	Pagu Rp (000)	SP3 Rp (000)	% Program
Replacement/Rutin / Replacement/Routine	146	959.270.000	8%	132	932.099.000	846.055.058	39%
Development/Pengembangan	190	10.869.790.300	92%	165	10.230.438.300	14.673.613..647	49%
Jumlah / Total	336	11.829.060.300	100%	297	11.162.537.300	15.519.668.705	88%

Uraian / Description	RKAP 2016			Realisasi Tahun 2016 / Realization in 2016			
	Σ Prog	Pagu / Plafond Rp (000)	Σ Pagu	Σ Prog	Pagu Rp (000)	SP3 Rp (000)	% Program
Program Kesehatan dan Keamanan Operasi Penerbangan / Health and Security of Aviation Operations Program	36	311.249.300	3%	33	307.597.300	327.190.362	92%
Program Keselamatan dan Keamanan Bandara / Airport Safety and Security Program	82	959.838.000	8%	80	957.272.000	818.232.594	98%
Program Pelayanan Penumpang dan Kargo / Passenger and Cargo Service Program	63	615.826.000	5%	56	603.209.000	591.509.885	89%
Program Pengembangan Usaha / Business Development Program	119	9.768.336.000	83%	96	9.124.271.000	13.670.517.045	81%
Program Pendukung / Supporting Program	36	173.811.000	1%	32	170.188.000	112.218.819	89%
Jumlah / Total	336	11.829.060.300	100%	297	11.162.537.300	15.519.668.705	88%

Ekspansi

Di tahun 2016, Perseroan melakukan beberapa program dalam rangka ekspansi usaha yaitu:

1. Kerjasama Pengembangan SPBU dan Rest Area/Pusat Kuliner di Bandara Soekarno-Hatta
2. Kerjasama Pengembangan Hotel Integrated Building Tahap-1 di Bandara Soekarno-Hatta
3. Pembentukan Anak Usaha di bidang properti, ritel, kargo dan logistik

Divestasi

Pada tahun 2016, Perseroan tidak memiliki transaksi material mengenai kegiatan divestasi.

Penggabungan/Peleburan Usaha

Pada tahun 2016, Perseroan tidak memiliki transaksi material mengenai kegiatan penggabungan/peleburan usaha.

Akuisisi

Pada tahun 2016, Perseroan tidak memiliki transaksi material mengenai kegiatan akuisisi.

Restrukturisasi Utang/Modal

Pada tahun 2016, Perseroan tidak memiliki transaksi material mengenai kegiatan restrukturisasi utang/modal.

INFORMASI TRANSAKSI MATERIAL DENGAN PIHAK BERELASI/AFILIASI

Sepanjang tahun 2016, Kelompok Usaha melakukan transaksi dengan pihak-pihak berekasi sebagaimana didefinisikan dalam PSAK No. 7 (Revisi 2010) mengenai "Pengungkapan Pihak-pihak Berelasi." Orang atau anggota keluarga terdekat mempunyai relasi dengan Perseroan jika mereka:

- a. Memiliki pengendalian atau pengendalian bersama atas Perseroan;
- b. memiliki pengaruh signifikan atas perusahaan; atau
- c. merupakan personil manajemen kunci Perseroan atau entitas induk dari Perseroan.

Sedangkan suatu pihak dianggap berelasi dengan Perseroan jika:

- a. Langsung atau tidak langsung yang melalui satu atau lebih perantara suatu pihak (i) mengendalikan, atau dikendalikan, atau berada di bawah pengendalian bersama dengan, Perseroan, (ii) memiliki kepentingan dalam Perseroan yang memberikan pengaruh signifikan atas Perseroan atau (iii) memiliki pengendalian bersama atas Perseroan.

Expansion

In 2016, the Company conducted several programs for business expansion:

1. Cooperation of Development of SPBU and Rest Area/Culinary Center in Soekarno-Hatta Airport
2. Hotel Development Cooperation of Integrated Building of Stage-1 in Soekarno-Hatta Airport
3. Establishment of Subsidiaries in property, retail, cargo, and logistics fields.

Divestment

In 2016, the Company did not have material transaction on divestment activity.

Business Consolidation/Merger

In 2016, the Company did not have material transaction on business merger/consolidation.

Acquisition

In 2016, the Company did not have material transaction on acquisition.

Capital/Debt Restructuring

In 2016, the Company did not conduct material transaction on capital/debt restructuring.

MATERIAL TRANSACTION INFORMATION WITH AFFILIATED/RELATED PARTIES

Throughout 2016, Group conducted a transaction with related parties as defined in PSAK No. 7 (Revised 2010), "Related Party Disclosures". As individual or family member is related to the Company if it:

- a. has control or joint control over the Company;
- b. has significant influence over the Company; or
- c. is a member of the key management personnel of the Company.

Meanwhile, a party is considered to be related to the Company if:

- a. directly, or indirectly through one or more intermediaries, the party (i) controls, is controlled by, or is under common control with, the Company; (ii) has an interest in the Company that gives it significant influence over the Company; or (iii) has joint control over the Company;

- b. Suatu pihak adalah entitas asosiasi Perseroan;
- c. suatu pihak adalah ventura bersama dimana Perseroan sebagai *venturer*;
- d. suatu pihak adalah anggota dari personil manajemen kunci Perseroan atau induknya;
- e. suatu pihak adalah anggota keluarga dekat dari individu yang diuraikan dalam butir (a) atau (d);
- f. suatu pihak adalah entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi signifikan oleh atau di mana hak suara signifikan oleh, langsung maupun tidak langsung, individu seperti diuraikan dalam butir (d) atau (e);
- g. suatu pihak adalah suatu program imbalan paska kerja untuk imbalan kerja dari Perseroan atau entitas yang terkait dengan Perseroan.

- b. the party is an associate of the Company;
- c. the party is a joint venture in which the Company is a *venturer*;
- d. the party is a member of the key management personnel of the Company or its parent;
- e. the party is a close member of the family of any individual referred to in (a) or (d);
- f. the party is an entity that is controlled, jointly controlled or significantly influenced by or for which significant voting power in such entity resides with, directly or indirectly, any individual referred to in (d) or (e);
- g. the party is a post-employment benefit plan for the benefit of employees of the Company, or of any entity that is a related party of the Company.

Rincian sifat hubungan dan jenis transaksi yang signifikan dengan pihak berelasi adalah sebagai berikut:

Details of the nature of relationship and type of significant transaction with related parties are as follows:

Pihak Berelasi / Related Parties	Sifat Hubungan / Nature of Relationships	Transaksi / Transactions
PT Bank Mandiri	Dikendalikan oleh Pemerintah Republik Indonesia / Controlled by the Government of the Republic of Indonesia	Penempatan kas dan setara kas dan fasilitas pinjaman berjangka / Placement of cash and cash equivalents and time loan facilities
PT Bank Negara Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Republik Indonesia / Controlled by the Government of the Republic of Indonesia	Penempatan kas dan setara kas dan fasilitas pinjaman berjangka / Placement of cash and cash equivalents and time loan facilities
PT Bank Rakyat Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Republik Indonesia / Controlled by the Government of the Republic of Indonesia	Penempatan kas dan setara kas dan fasilitas pinjaman berjangka / Placement of cash and cash equivalents and time loan facilities
PT Bank Tabungan Negara (Persero) Tbk	Dikendalikan oleh Pemerintah Republik Indonesia / Controlled by the Government of the Republic of Indonesia	Penempatan kas dan setara kas / Placement of cash and cash equivalents
Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia	Dikendalikan oleh Pemerintah Republik Indonesia / Controlled by the Government of the Republic of Indonesia	Piutang lain-lain / Other receivables
PT Garuda Indonesia (Persero) Tbk	Dikendalikan oleh Pemerintah Republik Indonesia / Controlled by the Government of the Republic of Indonesia	Piutang usaha dengan pihak berelasi / Account payable with related parties
PT Pertamina (Persero)	Dikendalikan oleh Pemerintah Republik Indonesia / Controlled by the Government of the Republic of Indonesia	Jasa pengisian bahan bakar pesawat udara / Fuel Service
PT Sarana Multi Infrastruktur	Dikendalikan oleh Pemerintah Republik Indonesia / Controlled by the Government of the Republic of Indonesia	Fasilitas pinjaman berjangka / Time loan facilities
PT Indonesia Infrastructure Finance	Dikendalikan oleh Pemerintah Republik Indonesia / Controlled by the Government of the Republic of Indonesia	Fasilitas pinjaman berjangka / Time loan facilities
Lembaga Pembiayaan Ekspor Impor Indonesia	Dikendalikan oleh Pemerintah Republik Indonesia / Controlled by the Government of the Republic of Indonesia	Fasilitas pinjaman berjangka / Time loan facilities
PT Angkasa Pura Solusi	Entitas Anak / Subsidiary	Pemberian pinjaman tanpa bunga / Non-interest bearing loans
PT Gapura Angkasa	Entitas Asosiasi / Associate Entity	Penyertaan Saham / Share investment
PT Railink	Entitas Asosiasi / Associate Entity	Penyertaan Saham / Share investment

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN YANG BERPENGARUH SIGNIFIKAN

Selama 2016, terdapat beberapa perubahan atas peraturan perundang-undangan yang berpengaruh signifikan terhadap jalannya kegiatan usaha Perseroan. Perubahan atas peraturan perundang-undangan dijelaskan dalam tabel di bawah ini:

CHANGES IN LAWS AND REGULATIONS WHICH IMPACT SIGNIFICANTLY

Throughout 2016, there were several changes in the legislation that have significant impact on the Company's operations. Changes in the legislation are described in the following table:

Peraturan / Changes	Keterangan Perubahan / Description of Changes	Pengaruh terhadap AP II / Impact on AP II
Peraturan Menteri Perhubungan PM 179 tahun 2015 / Regulation of the Minister of Transportation of PM 179 year 2015	Perubahan terkait common uses check-in system dimasukan ke dalam komponen tarif jasa pemakaian tempat pelaporan keberangkatan (check-in counter) angkutan udara dalam negeri dan luar negeri / Changes related to common uses of check-in system are incorporated into the tariff component of the domestic and overseas air transport check-in counter	Ditetapkannya Keputusan Direksi No. KEP.15.01/00/01/2016/0108 tentang Perubahan tarif jasa pemakaian tempat pelaporan keberangkatan (check-in counter) untuk angkutan udara dalam negeri dan luar negeri yang diusahakan oleh AP II. / Enactment of Decision of Board of Directors No. KEP.15.01/00/01/2016/0108 on the change of tariff of use of check-in counter for domestic and overseas air transport operated by AP II.
Surat Menteri Perhubungan No.PR.303/1/15 PHB 2016 tanggal 21 Januari 2016 / Letter of the Minister of Transportation No.PR.303/1/15 PHB 2016 dated January 21, 2016	Persetujuan penyesuaian tarif pelayanan jasa penumpang pesawat udara (PJP2U) Bandara di lingkungan AP II / Approval of airport passenger service tariff adjustment (PJP2U) in AP II environment	Ditetapkannya Keputusan Direksi No.KEP.15.01/00/02/2016/0107 tentang tarif pelayanan jasa penumpang pesawat udara (PJP2U) untuk angkutan udara dalam negeri pada Bandara Soekarno-Hatta, Halim Perdanakusuma, Sultan Mahmud Badaruddin II, Minangkabau, Iskandar Muda, Supadio dan Silangit. / The stipulation of the Decision of the Board of Directors No.KEP.15.01/00/02/2016/0107 on air passenger service tariff (PJP2U) for domestic air transport at Soekarno-Hatta Airport, Halim Perdanakusuma, Sultan Mahmud Badaruddin II, Minangkabau, Iskandar Muda, Supadio and Silangit.
Surat Menteri Perhubungan No.PR.303/1/1 PHB 2016 tanggal 11 Agustus 2016 / Letter of the Minister of Transportation No.PR.303/1/1 PHB 2016 dated August 11, 2016	Persetujuan penyesuaian tarif PJP2U dan Pengoperasian Terminal 3 (T3 Ultimate) Bandara Internasional Soekarno-Hatta untuk penumpang domestik dan internasional. / Approval of rate adjustment of PJP2U and Terminal 3 (T3 Ultimate) Operations of Soekarno-Hatta International Airport for domestic and international passengers.	Ditetapkannya Keputusan Direksi No.KEP.15.01/00/09/2016/0534 tentang tarif pelayanan jasa penumpang pesawat udara (PJP2U) untuk angkutan udara dalam negeri pada terminal 3 bandara internasional Soekarno-Hatta / The enactment of Decision of the Board of Directors No.KEP.15.01 /00/09/2016/0534 on air passenger service tariff (PJP2U) for domestic air transport at terminal 3 of Soekarno-Hatta international airport
Surat Menteri Perhubungan No.PR.303/1/4 PHB 2016 tanggal 30 Agustus 2016 / Letter of the Minister of Transportation No.PR.303/1/4 PHB 2016 dated August 30, 2016	Persetujuan tarif pelayanan jasa penumpang pesawat udara (PJP2U) Bandara Husein Sastranegara Bandung / Approval of air passenger service tariff (PJP2U) of Husein Sastranegara Airport, Bandung	Ditetapkannya Keputusan Direksi No. KEP.15.01/00/09/2016/0546 tentang tarif pelayanan jasa penumpang pesawat udara (PJP2U) untuk angkutan udara dalam negeri pada Bandara Husein Sastranegara / Enactment of Decision of Board of Directors No. KEP.15.01/00/09/2016/0546 on aircraft passenger service tariff (PJP2U) for domestic air transport at Husein Sastranegara Airport
Peraturan Menteri Perhubungan Nomor PM 36 tahun 2016 / Regulation of the Minister of Transportation No. 36 of the year 36 of 2016	Tentang tata cara dan prosedur pengenaan tarif jasa kebandarudaraan untuk common use check-in system, baggage handling system dan hold baggage screening apabila tersedia dalam rangka kelancaraan proses keberangkatan, maka dimasukan ke dalam komponen tarif jasa pemakaian tempat pelaporan keberangkatan (check-in counter) penerbangan dalam negeri dan luar negeri. / Regarding the procedures for charging airport services for common use of check-in system, baggage handling system and hold baggage screening if available in the course of the departure process, which are included in the tariff component of domestic and international flight check-in counter service.	Ditetapkannya Keputusan Direksi No. KEP.15.01/00/09/2016/0620 tentang tarif jasa pemakaian fasilitas check-in counter dan tarif pemakaian garbarata untuk penerbangan dalam negeri dan luar negeri selama masa transisi di Bandara Depati Amir, Pangkal Pinang / Enactment of Decision of Board of Directors No. KEP.15.01/00/09/2016/0620 concerning tariff of service of check-in counter facility and tariff of garbarata for domestic and foreign flight during transition period at Depati Amir Airport, Pangkal Pinang

Peraturan / Changes	Keterangan Perubahan / Description of Changes	Pengaruh terhadap AP II / Impact on AP II
Surat Menteri Perhubungan No.PR.303/1/20 PHB 2016 tanggal 15 November 2016 / Letter of the Minister of Transportation No.PR.303/1/20 PHB 2016 dated November 15, 2016	Persetujuan penyesuaian tarif jasa pelayanan jasa penumpang pesawat (PJP2U) dan Garbarata Bandara Sultan Thaha, Jambi / Approval of tariff adjustment for air passenger service (PJP2U) and Garbarata of Sultan Thaha Airport, Jambi	Ditetapkannya Keputusan Direksi No. KEP.15.01/00/09/2016/0751 tentang tarif pelayanan jasa penumpang pesawat udara (PJP2U) dan tarif pelayanan jasa pemakaian jasa garbarata untuk angkutan udara dalam negeri pada Sultan Thaha, Jambi / Enactment of Decision of Board of Directors No. KEP.15.01/ /09/2016/0751 on air passenger service tariff (PJP2U) and service tariff of garbarata use for domestic air transport at Sultan Thaha, Jambi
Peraturan Menteri Perhubungan Nomor. PM 179 tahun 2015 / Regulation of the Minister of Transportation Number. PM 179 year 2015	Tata cara dan prosedur pengenaan tarif jasa kebandarudaraan / Procedures for the imposition of service tariff of the airport	Ditetapkannya Keputusan Direksi No. KEP.15.01/00/11/2016/0885 tentang perubahan pemberlakuan keputusan direksi PT AP II (Persero) No.15.01/00/09/2016/0620 tentang tarif jasa pemakaian fasilitas check-in counter dan tarif pemakaian garbarata untuk penerbangan dalam negeri dan luar negeri selama transisi di Bandara Depati Amir, Pangkal Pinang. / Enactment of Decision of Board of Directors No.KEP.15.01/00/11/2016/0885 concerning changes in the enactment of decision of board of directors of PT AP II (Persero) No.15.01/00/09/2016/0620 on the tariff of the use of check-in counter facility and the tariff of garbarata for domestic and international flight during the transition at Depati Amir Airport, Pangkal Pinang.
Peraturan Menteri Perhubungan Nomor: PR.303/1/22 PHB 2016 tanggal 22 Desember 2016 / Regulation of the Minister of Transportation Number: PR.303/1/22 PHB 2016 dated December 22, 2016	Persetujuan penyesuaian tarif pelayanan jasa kargo dan pos pesawat udara di Bandara Soekarno-Hatta / Approval of tariff adjustment for cargo and airmail service at Soekarno-Hatta Airport	Ditetapkannya Keputusan Direksi No. KEP.15.01/00/12/2016/0850 tentang tarif pelayanan jasa kargo dan pos pesawat udara (PJKP2U) di Bandara Soekarno-Hatta / Enactment of Decision of Board of Directors No. KEP.15.01/00/12/2016/0850 on the tariff of cargo and airmail service (PJKP2U) at Soekarno-Hatta Airport
Peraturan Pemerintah Republik Indonesia No.44 tahun 2015 / Government Regulation of the Republic of Indonesia No.44 year 2015	penyelenggaraan program jaminan kecelakaan kerja dan jaminan kematian / The implementation of occupational accident and death insurance programs	Ditetapkannya Keputusan Direksi No.PD.03.10/12/2016/0069 tentang pelaksanaan program badan penyelenggara jaminan sosial (BPJS) ketenagakerjaan di lingkungan AP II / The enactment of Decision of the Board of Directors No.PD.03.10/12/2016/0069 on the implementation of the social insurance provider (BPJS) in the work environment of AP II
Peraturan Direktur Jenderal Perhubungan Udara No.SKEP/223/X/2009 / Regulation of the Director General of Air Transportation No.SKEP / 223/X/2009	Petunjuk dan tata cara pelaksanaan sistem manajemen keselamatan operasi bandar udara / Instructions and procedures for implementing airport operation safety management system	Ditetapkannya Keputusan Direksi No.PD.12.03/09/2016/0058 tentang pedoman sistemen manajemen keselamatan / The enactment of the Decree of the Board of Directors No.PD.12.03/09/2016/0058 regarding guidelines for safety management system
Peraturan menteri Badan Usaha Milik Negara No. PER-01/MBU/2011 / Regulation of the Minister of State-Owned Enterprises no. PER-01/MBU/2011	Penerapan tata kelola perusahaan yang baik pada BUMN / Implementation of good corporate governance to SOEs	Ditetapkannya Keputusan Direksi No. PD.16.01/03/2016/0012 tentang pedoman penanganan benturan kepentingan di PT Angkasa Pura II (Persero) / Enactment of Decision of Board of Directors No. PD.16.01/ 03/2016/0012 on guidelines for handling conflict of interest in PT Angkasa Pura II (Persero)

PERUBAHAN KEBIJAKAN AKUNTANSI

PSAK yang Berlaku Efektif untuk Periode Tahun Buku yang Dimulai pada atau setelah Tanggal 1 Januari 2016

Pada tahun 2016, Perseroan dan Entitas Anak telah menerapkan semua standar akuntansi revisi serta interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan dari Ikatan Akuntan Indonesia yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada tanggal 1 Januari 2016. Penerapan standar baru dan revisi serta interpretasi tidak berdampak signifikan terhadap perubahan kebijakan akuntansi Perseroan dan Entitas Anak yang

CHANGES IN ACCOUNTING POLICY

PSAK which effective for Financial Year beginning on or after January 1, 2016

In 2016, the Company and its Subsidiaries have adopted all of the new and revised accounting standards and interpretations issued by the Financial Accounting Standard Board of the Indonesian Institute of Accountants that are relevant to their operations and effective for accounting periods beginning on January 1, 2016. The adoption of these new and revised standards and interpretations has no significant result in changes to the accounting policies of the Company and its

mempengaruhi pengungkapan laporan keuangan konsolidasi untuk periode berjalan.

Selain laporan arus kas konsolidasian, laporan keuangan konsolidasian disusun berdasarkan asas akrual, dengan menggunakan konsep biaya historis, kecuali untuk beberapa akun tertentu yang disajikan berdasarkan pengukuran lain sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung, dengan menyajikan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan dalam aktivitas operasi, investasi dan pendanaan.

Mata uang pelaporan yang digunakan dalam penyusunan laporan keuangan konsolidasian adalah rupiah, yang juga merupakan mata uang fungsional Perusahaan. Setiap entitas di dalam Kelompok Usaha menetapkan mata uang fungsional sendiri dan transaksi-transaksi di dalam laporan keuangan dari setiap entitas diukur berdasarkan mata uang fungsional tersebut.

Kelompok Usaha telah menerapkan PSAK No. 1 (Revisi 2013), "Penyajian Laporan Keuangan". PSAK ini mengubah penyajian kelompok pos-pos dalam Penghasilan Komprehensif Lain. Pos-pos yang akan direklasifikasi ke laporan laba rugi dan penghasilan komprehensif lain konsolidasian disajikan terpisah dari pos-pos yang tidak akan direklasifikasi ke laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

DAMPAKNYA TERHADAP LAPORAN KEUANGAN

Penerapan PSAK ini hanya mempengaruhi penyajian dan tidak berpengaruh terhadap posisi keuangan dan kinerja keuangan Kelompok Usaha.

Standar Akuntansi yang Telah Disahkan Namun Belum Berlaku Efektif

Standar akuntansi dan interpretasi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan (DSAK), tetapi belum berlaku efektif untuk laporan keuangan konsolidasian tahun berjalan diungkapkan dibawah ini. Kelompok Usaha bermaksud untuk menerapkan standar tersebut, jika dipandang relevan, saat telah menjadi efektif.

- Amandemen PSAK 1: Penyajian Laporan Keuangan tentang Prakarsa Pengungkapan. Amandemen ini mengklarifikasi, bukan mengubah secara signifikan, persyaratan PSAK

Subsidiaries affected the comparative consolidated financial statement disclosures for the current period.

cept for the consolidated statement of cash flows, the consolidated financial statements have been prepared on the accrual basis, using the historical cost basis of accounting, except for certain accounts which are stated on the bases described in the related accounting policies for those accounts.

The consolidated statement of cash flows, which has been prepared using the direct method, presents cash receipts and disbursements of cash and cash equivalents classified into operating, investing and financing activities

The reporting currency used in the preparation of the consolidated financial statements is the Indonesian rupiah, which is also the Company's functional currency. Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency.

he Group has adopted PSAK No. 1 (Revised 2013), "Presentation of Financial Statements". This PSAK changes the grouping of items presented in Other Comprehensive Income. Items that could be reclassified to consolidated statement of profit or loss and other comprehensive income would be presented separately from items that will never be reclassified.

IMPACT TO FINANCIAL STATEMENTS

The implementation of the PSAK only affects the presentation and does not impact the financial position and financial performance of Business Group.

Accounting Standards Issued but not yet Effective

The standards and interpretations that are issued by the Indonesian Financial Accounting Standards Board (DSAK), but not yet effective for current consolidated financial statements are disclosed below. The Group intend to adopt these standards, if applicable, when they become effective.

- Amendments to PSAK 1: Presentation of Financial Statements on Disclosures initiative. This amendments clarify, rather than significantly change, exiting PSAK 1

- 1 antara lain, mengklasifikasi mengenai materialitas, fleksibilitas urutan sistematis catatan atas laporan keuangan dan pengidentifikasian kebijakan akuntansi signifikan.
- b. ISAK 31: Interpretasi atas ruang lingkup PSAK 13: Properti Investasi. ISAK 13 ini memberikan interpretasi atas karakteristik bangunan yang digunakan sebagai bagian dari definisi properti investasi dalam PSAK 13.
 - c. Amandemen PSAK 2: Laporan Arus Kas tentang Prakarsa Pengungkapan, berlaku efektif 1 Januari 2018 dengan penerapan dini diperkenankan. Amandemen ini mensyaratkan entitas untuk menyediakan pengungkapan yang memungkinkan pengguna laporan keuangan untuk mengevaluasi perubahan pada liabilitas yang timbul dari aktivitas pendanaan, termasuk perubahan yang timbul dari arus kas maupun perubahan non-kas.
 - d. Amandemen PSAK 16: Aset Tetap tentang Agrikultur: Tanaman Produktif, berlaku efektif 1 Januari 2018. Amandemen ini mengklarifikasi bahwa aset biologis yang memenuhi definisi tanaman produktif (bearer plants) masuk dalam ruang lingkup PSAK 16: Aset Tetap.
 - e. PSAK 24 (Penyesuaian 2016): Imbalan Kerja, berlaku efektif 1 Januari 2017 dengan penerapan dini diperkenankan. Penyesuaian ini mengklarifikasi bahwa pasar obligasi korporasi berkualitas tinggi dinilai berdasarkan denominasi mata uang obligasi tersebut dan bukan berdasarkan negara di mana obligasi tersebut berada.
 - f. Amandemen PSAK 4 6: Pajak Penghasilan tentang Pengakuan Aset Pajak Tangguhan untuk Rugi yang Belum Direalisasi, berlaku efektif 1 Januari 2018 dengan penerapan dini diperkenankan. Amandemen ini mengklarifikasi bahwa untuk menentukan apakah laba kena pajak akan tersedia sehingga perbedaan temporer yang dapat dikurangkan dapat dimanfaatkan; estimasi atas kemungkinan besar laba kena pajak masa depan dapat mencakup pemulihan beberapa aset entitas melebihi jumlah tercatatnya.
 - g. PSAK 60 (Penyesuaian 2016): Instrumen Keuangan: Pengungkapan, berlaku efektif 1 Januari 2017 dengan penerapan dini diperkenankan. Penyesuaian ini mengklarifikasi bahwa entitas harus menilai sifat dari imbalan kontrak jasa untuk menentukan apakah entitas memiliki keterlibatan berkelanjutan dalam aset keuangan dan apakah persyaratan pengungkapan terkait keterlibatan berkelanjutan terpenuhi.
- requirements, among others, to clarify the materiality, flexibility as to financial statements and identification of significant accounting policies.
- b. ISAK 31: Interpretation of scope for PSAK 13: Investment property. ISAK 31 provides interpretation to building characteristic which has been used as a part of investment property definition on PSAK 13.
 - c. Amendments to PSAK 2: Statement of Cash Flows on the Disclosures Initiative, effective January 1, 2018 with earlier application is permitted. This amendments requires entities to provide disclosures that enable the financial statements users to evaluate the changes in liabilities arising from financing activities, including changes from cash flow and non-cash.
 - d. Amendments to PSAK 16: Property, Plant and Equipment on Agriculture: Bearer Plants, effective January 1, 2018. The amendments clarify that biological assets that meet the definition of productive plants (bearer plants) included in the scope of PSAK 16: Property, Plant and Equipment.
 - e. PSAK 24 (2016 Improvement): Employee Benefits, effective January 1, 2017 with earlier application is permitted. This improvement clarifies that the market of high quality corporate bonds is valued by denominated bonds and not based on the country in which the bonds are.
 - f. Amendments to PSAK 46: Income Taxes on the Recognition of Deferred Tax Assets for Unrealized Losses, effective January 1, 2018 with earlier application is permitted. This amendments clarifies that to determine whether the taxable income will be available so that the deductible temporary differences can be utilized; estimates of the most likely future taxable income can include recovery of certain assets of the entity exceeds its carrying amount.
 - g. PSAK 60 (2016 Improvement): Financial Instruments, effective January 1, 2017 with earlier application is permitted. This improvement Clarifies that an entity must assess the nature of the service contract benefits to determine whether the entity has a continuing involvement in financial assets and whether the disclosure requirements related to the continuing involvement are met.

Kelompok Usaha sedang mengevaluasi dampak dari standar akuntansi tersebut dan belum menentukan dampaknya terhadap laporan keuangan konsolidasian.

Business Group is presently evaluating and has not yet determined the effects of these accounting standards on its consolidated financial statements.

INFORMASI KELANGSUNGAN USAHA

Hal-hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha

Sampai dengan tahun 2016, Perseroan tidak memiliki hal-hal yang berpengaruh signifikan terhadap kelangsungan usaha.

Asumsi Dasar Kelangsungan Usaha

Asumsi tersebut berlandaskan pada posisi Angkasa Pura II, jika dilihat dari analisis kekuatan (*strengths*) dan kelemahan (*weaknesses*), peluang (*opportunities*) dan hambatan (*challenges*), serta identifikasi.

Kekuatan Angkasa Pura II

- Keunggulan kompetitif perseroan
Pengalaman di bidang pengelolaan bandar udara sejak berdiri tahun 1995, Perseroan telah menunjukkan kemajuan peningkatan usaha yang pesat dalam bisnis jasa kebandarudaraan melalui penambahan berbagai sarana prasarana dan peningkatan kualitas pelayanan pada bandara yang dikelolanya. Perseroan telah mengelola 13 Bandara, yaitu Bandara Soekarno-Hatta (Jakarta), Halim Perdanakusuma (Jakarta), Kuala Namu (Medan), Supadio (Pontianak), Minangkabau (Padang), Sultan Mahmud Badaruddin II (Palembang), Sultan Syarif Kasim II (Pekanbaru), Husein Sastranegara (Bandung), Sultan Iskandarmuda (Banda Aceh), Raja Haji Fisabilillah (Tanjungpinang), Sultan Thaha (Jambi), Depati Amir (Pangkalpinang) dan Bandara Silangit (Tapanuli Utara) serta potensi peluang bandara baru seperti Kertajati, Batam dan Karawang.
- Reputasi dan citra Perseroan yang baik
Reputasi dan citra Perseroan menjadi modal yang cukup untuk melakukan pengembangan usaha diantaranya penghargaan Internasional pada tahun 2014 yaitu The #4 World's Most Improved Airport 2014 dari SKYTRAX untuk Bandara Soekarno Hatta, Mapping Certificate Airport Carbon Accreditation for Soekarno-Hatta International Airport dari Airport Council International (ACI) dan Kualanamu International Airport, Medan Official 4-Star Skytrax Airport pada tahun 2015. Sedangkan untuk tahun 2016, Perseroan mendapatkan 10 penghargaan di Indonesia Contact Center Association (ICCA) Award 2016 yang terdiri dari 3 penghargaan di kategori korporasi dan 7 penghargaan di kategori karyawan.

Pada tahun 2016, salah satu bandara di wilayah Angkasa Pura II, yaitu Bandara Internasional Soekarno-Hatta, masuk 18 bandara tersibuk di dunia menurut Airport Council

INFORMATION ON BUSINESS CONTINUITY

Matters Potentially Impact Significantly Against the Business Continuity

Until 2016, Angkasa Pura II did not have any matters that significantly impact the business continuity.

Basic Assumptions of Business Continuity

That assumption is based on the position of Angkasa Pura II, if seen from the analysis of strengths and weaknesses, opportunities and threats, as well as identification.

Strengths of Angkasa Pura II

- The Company's Competitive Advantage
Experience in the field of airports management since its establishment in 1995, the Company has shown rapid progress in business improvement of airport services business through the addition of a variety of infrastructure and improvement of service quality at the airports it manages. The Company has been managing 13 Airports, namely Soekarno-Hatta Airport (Jakarta), Halim Perdanakusuma (Jakarta), Kuala Namu (Medan), Supadio (Pontianak), Minangkabau (Padang), Husein Sastranegara (Bandung), Sultan Iskandar Muda (Banda Aceh), Raja Haji Fisabilillah (Tanjung Pinang), Sultan Thaha (Jambi), Depati Amir (Pangkal Pinang) and Silangit Airport (Tapanuli Utara) as well as potential opportunities of the new airports such as Kertajati, Batam and Karawang.
- The Company's good reputation and image
The Company's reputation and image become an adequate capital for business development including the International award in 2014 namely The #4 World's Most Improved Airport 2014 from SKYTRAX for Soekarno-Hatta Airport, Mapping Certificate Airport Carbon Accreditation for Soekarno-Hatta International Airport from Airport Council International (ACI) and Kualanamu International Airport, Medan with Official 4-Star Skytrax Airport in 2015. Meanwhile, for 2016 the Company received 10 awards in Indonesia Contact Center Association (ICCA) Award 2016 which consisted of 3 awards in corporate category and 7 awards in employee category.

In 2016, one of airports in area of Angkasa Pura II, namely Soekarno-Hatta International Airport was classified into the 18 busiest airports in the world according to Airport

International. Selain itu, Bandara Soekarno Hatta juga mendapat peringkat 63 besar dalam peta Skytrax World Best Airport. Manajemen Angkasa Pura II menargetkan Bandara Soekarno-Hatta untuk dapat memasuki peringkat 50 besar dalam peta Skytrax World Best dengan memperbaiki dan menambah fasilitas-fasilitas yang ditawarkan oleh bandara tersebut, termasuk peremajaan teknologi informasi.

- **Kekuatan Finansial & Aset Perseroan**
Perseroan menunjukkan kinerja keuangan yang sehat serta memiliki aset Perusahaan yang signifikan dalam menjalankan kegiatan operasionalnya. Pada tahun 2015 Perseroan mendapatkan laba bersih Rp1.687,32 miliar dan meningkat sebesar Rp252,93 miliar pada tahun 2016 menjadi sebesar Rp1.940,25 miliar dengan CAGR 7,23%. Kekuatan Aset perusahaan pada tahun 2016 sebesar Rp27.991,22 miliar, meningkat sebesar Rp7.720,46 miliar dibandingkan total aset pada tahun 2015 sebesar Rp20.270,76 miliar dengan CAGR 17,51%. Angka-angka ini menunjukkan secara finansial dan aset Perseroan memiliki kapabilitas untuk bersaing dan berkembang lebih pesat lagi di pasar modal.
 - Perseroan mengelola beberapa bandar udara yang potensial
 - Potensi pemanfaatan lahan di sekitar bandar udara

Peluang Angkasa Pura II

- **Pertumbuhan angkutan udara setiap tahunnya**
Adanya pertumbuhan angkutan udara setiap tahun berpotensi meningkatkan pendapatan aeronautika dan pendapatan non aeronautika. Potensi yang cukup besar bagi Indonesia jika melihat pertumbuhan pasar angkutan udara tahun 2015 di Timur Tengah 4,6%, Asia 6,2%, dan Afrika 6,9% (sumber: Boeing Current Market outlook 2016-2035).
- **Berkembangnya Low Cost Carrier (LCC)**
Perkembangan Low Cost Carrier (LCC) mendukung peningkatan jumlah penumpang setiap tahunnya. Adanya penerbangan murah seperti Lion Air, Citilink dan Air Asia meningkatkan minat masyarakat untuk melakukan perjalanan dengan pesawat udara sehingga berpengaruh pada pendapatan Perseroan sebagai pengelola bandar udara.

Council International. Moreover, Soekarno-Hatta Airport was also ranked top 63 in Skytrax World Best Airport. The Management of Angkasa Pura II targeted the Soekarno-Hatta Airport to be able to enter the top 50 in Skytrax World Best by improving and adding facilities offered by the airport, including information technology rejuvenation.

- **The Company's financial & assets strength**
The Company demonstrated a healthy financial performance and has significant assets of the Company in conducting its operational activities. In 2015, the Company's net income was Rp1,687.32 billion and increased by Rp252.93 billion in 2016 to Rp1,940.25 billion with CAGR 7.23%. The Company's asset strength in 2016 was Rp27,991.22 billion, increased by Rp7,720.46 billion compared to total assets in 2015 amounted to Rp20,270.76 billion with CAGR 17.51%. These figures show the Company's financial and assets have the capability to compete and grow more rapidly in the capital market.
 - The Company manages several potential airports
 - Land utilization potential around airport

Opportunity of Angkasa Pura II

- **Air transport annual growth**
The annual growth of air transport has the potential to increase aeronautical income and non-aeronautical income. A considerable potential for Indonesia if seen from the air transport market growth in 2015 in the Middle East by 4.6%, Asia 6.2%, and Africa 6.9% (source: Boeing Current Market outlook 2016-2035).
- **Development of Low Cost Carrier (LCC)**
The development of Low Cost Carrier (LCC) supports an increase in the number of passengers annually. The existence of low cost carrier such as Lion Air, Citilink and Air Asia increased the community interest to travel by air so it affects the Company's revenue with the airport management.

- Potensi pertumbuhan bisnis dan ekonomi di sekitar bandar udara

Adanya potensi pertumbuhan bisnis dan ekonomi di sekitar bandar udara yang memberikan hubungan timbal balik dengan bandar udara sebagaimana analisis berikut: Sejalan dengan perkembangan bisnis aviation secara global, bandar udara tidak hanya fokus pada jasa pelayanan bandara namun juga harus memperjelas posisi strategisnya sebagai bandar udara asal/tujuan, transit, dan domestik atau internasional hub. Hal ini yang sedang dijalankan di Perseroan dalam pengelolaan 13 Bandara nya dengan menentukan cluster bandara menjadi sehingga menjadi jelas arah pengembangan bisnis masing-masing bandara.

Untuk peningkatan pendapatan Perseroan juga lebih agresif pada bisnis non-aero seperti retail, logistik dan Airport city dengan membentuk anak perusahaan yang khusus pada bidang usaha retail, properti dan kargo pada tahun 2017. Pengembangan potensi bisnis juga tidak terlepas dari teknologi dan kapabilitas bandara dalam memberikan efisiensi dan pelayanan kepada pelanggan.

- Potensi pengembangan pariwisata di wilayah Indonesia Barat

Banyaknya tempat pariwisata yang sedang dikembangkan sehingga dengan promosi yang tepat, traffic ke dan menuju ke daerah di Indonesia bisa ditingkatkan. Pengembangan pulau Bintan dan Sumatra Barat, sebagai kawasan wisata meningkatkan potensi bandara TNJ dan BIM untuk meningkatkan traffic penerbangan langsung internasional di kawasan Asia.

- Business and economics growth potential around the airports

The potential for business and economics growth around the airports that provide a reciprocal relationship with the airports as the following analysis: In line with the global aviation business development, airports are not only focusing on airport services but should also clarify its strategic position as the airport of origin/destination, transit, and domestic or international hub. This is being carried out in the Company in managing its 13 Airports by specifying airport clusters so it became clear the business development direction for each airport.

To increase its revenues, the Company is also more aggressive on non-aero businesses such as retail, logistics and Airport city by establishing a subsidiary specialized in the business fields of retail, property and cargo in 2017. The development of business potential can not be separated from technologies and capabilities of airports in providing efficiency and service to customers.

- Tourism development in Western Indonesia region

The number of tourism sites that are being developed so that with the right promotion, the traffic to and headed to areas in Indonesia can be improved. Development of Bintan Island and West Sumatra, as a tourism site increases the potential of TNJ and BIM airports to increase the traffic of international direct flight in Asia region.

Tata Kelola Perusahaan

Good Corporate Governance





Angkasa Pura II menyakini bahwa tata kelola perusahaan yang baik (Good Corporate Governance/ GCG) merupakan acuan yang esensial untuk diterapkan sebagai landasan operasional

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Angkasa Pura II menyakini bahwa tata kelola perusahaan yang baik (*Good Corporate Governance/GCG*) merupakan acuan yang esensial untuk diterapkan sebagai landasan operasional. Penerapan prinsip-prinsip GCG secara berkelanjutan akan memberikan timbal balik positif bagi Perseroan, berupa peningkatan kualitas kinerja serta peningkatan citra Perseroan sebagai perusahaan yang baik (*Good Corporate Image*). Oleh sebab itu, Perseroan senantiasa berkomitmen untuk melaksanakan penerapan GCG secara optimal di tiap tahun buku.

Komitmen Angkasa Pura II terhadap penerapan GCG yang optimal mencerminkan upaya Perseroan untuk secara konsisten memenuhi kewajibannya kepada seluruh pemangku kepentingan, termasuk pemegang saham, pelanggan, karyawan, rekanan, serta masyarakat.

LANDASAN PENERAPAN GCG

Penerapan GCG merupakan salah satu wujud pelaksanaan aspek kepatuhan oleh Perseroan terhadap peraturan yang berlaku, baik peraturan internal maupun eksternal. Beberapa peraturan yang menjadi dasar penerapan GCG oleh Perseroan ialah sebagai berikut:

1. Undang-Undang Nomor 19 tahun 2003 tentang BUMN, khususnya pasal 5 ayat 3;
2. Peraturan Menteri Negara BUMN No. PER-01/ MBU/2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik pada BUMN dan perubahannya yaitu Peraturan Menteri BUMN No. PER-09/MBU/2012 tanggal 06 Juli 2012;
3. Keputusan Sekretaris Kementerian BUMN No. SK-16/S. MBU/2012 tanggal 06 Juni 2012 tentang Indikator/ Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik pada BUMN;
4. Undang-Undang Nomor 1 Tahun 1995 tentang Perseroan Terbatas yang diperbaharui oleh Undang-Undang Nomor 40 Tahun 2007 tanggal 16 Agustus 2007;
5. Keputusan Bersama Dewan Komisaris dan Direksi No. KEP.448/UM.004/X/AP II – 2007 dan Nomor KEP.02.03.01/00/10/2007 461 tentang Pedoman Pelaksanaan *Good Corporate Governance* (GCG) dan Pedoman Perilaku (*Code of Conduct*) di Lingkungan PT Angkasa Pura II (Persero).

Angkasa Pura II believes that Good Corporate Governance is an essential reference that must be applied as an operational basis. Implementation of GCG principles sustainably will generate positive reciprocal for the Company, in the forms of improvement of performance and good corporate image. Therefore, the Company is always committed to implement GCG optimally in the fiscal year.

The commitment of Angkasa Pura II towards optimal GCG implementation reflects the Company's efforts to consistently fulfill its responsibility to stakeholders, including shareholders, customers, employees, partners, and society.

GCG IMPLEMENTATION BASIS

GCG implementation is one of the Company's compliance implementation towards the applicable regulations, both internal and external. Several regulations that become GCG implementation basis of the Company are as follows:

1. Law No. 19 year 2003 on SOEs (Article 5, paragraph 3);
2. Regulation of the State Minister of SOEs No. PER-01/ MBU/ 2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises and its amendment to Regulation of the State Minister of SOEs No. PER-09 / MBU / 2012 dated July 6, 2012;
3. Decree of the Secretary to the Ministry of State-Owned Enterprises No. SK-16 / S.MBU / 2012 dated June 6, 2012 about Indicators/Parameters of Assessment and Evaluation on the Implementation of Good Corporate Governance on SOEs;
4. Law No. 1 Year 1995 on Limited Liability Companies that is amended by Law No. 40 Year 2007 dated August 16, 2007;
5. Joint Decree of the Board of Commissioners and Board of Directors No. KEP.448 / UM.004 / X / AP II – 2007 and No. KEP.02.03.01/00/10/2007 461 on the Guidelines of Good Corporate Governance (GCG) and the Code of Conduct at PT Angkasa Pura II (Persero).

PRINSIP GCG

Sesuai Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik pada BUMN, terdapat 5 (lima) prinsip GCG yang wajib dipenuhi Perseroan, meliputi:

1. Transparansi (transparency), yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai perusahaan;
2. Akuntabilitas (accountability), yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban Organ sehingga pengelolaan perusahaan terlaksana secara efektif;
3. Tanggung Jawab (responsibility), yaitu kesesuaian di dalam pengelolaan perusahaan terhadap peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat;
4. Independensi (independency), yaitu 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;
5. Kewajaran (fairness), yaitu keadilan dan kesetaraan di dalam memenuhi hak-hak Pemangku Kepentingan (stakeholders) yang timbul berdasarkan perjanjian dan peraturan perundang-undangan.

Angkasa Pura II menerapkan prinsip-prinsip GCG terhadap semua organ dan jenjang keorganisasian secara terencana, terarah, dan terukur. Hal ini bertujuan agar penerapan GCG berlangsung konsisten sesuai praktik-praktik terbaik penerapan GCG. Bukti kesungguhan penerapan GCG ialah dengan ditandatangani pernyataan Pakta Integritas oleh seluruh Dewan Komisaris dan Direksi Angkasa Pura II.

TUJUAN PENERAPAN GCG

Angkasa Pura II berkomitmen menerapkan prinsip-prinsip GCG secara konsisten dengan tujuan sebagai berikut:

1. Mengendalikan dan mengarahkan hubungan antara organ-organ Perseroan, meliputi tiga organ utama yaitu RUPS, Dewan Komisaris, dan Direksi, serta seluruh elemen lain, seperti karyawan, pelanggan, mitra kerja, dan masyarakat, agar berjalan secara baik dan mengakomodasi kepentingan semua pihak secara seimbang;
2. Mendorong dan mendukung pengembangan Angkasa Pura II;
3. Mengelola sumber daya secara lebih amanah;
4. Mengelola risiko secara lebih baik;
5. Meningkatkan pertanggungjawaban kepada pemangku kepentingan;

GCG PRINCIPLES

in accordance with PER-01 / MBU / 2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises, there are 5 (five) GCG principles that must be fulfilled by the Company, consist of:

1. Transparency, namely transparency in the decision making process and transparency in disclosing material information and relevant about the company;
2. Accountability, namely clarity of function, implementation and responsibility of Organs so that the management of the company implemented effectively;
3. Responsibility, namely the suitability in the management of the company against the laws and principles of healthy corporation;
4. Independency, namely the state in which a company is managed professionally without any conflict of interest and influence/pressure from any party that does not comply with the laws and principles of healthy corporation;
5. Fairness, namely justice and equality in fulfilling the rights of stakeholders arising under laws and regulations.

Angkasa Pura II implements GCG principles to all organs and levels in a planned, targeted and measurable manner. It is intended that the implementation of GCG is running consistently according to the best practice of corporate governance. Evidence of the seriousness of GCG implementation is through the signing of Integrity Pact by all members of the Board of Commissioners and Board of Directors of Angkasa Pura II.

GCG OBJECTIVES

Angkasa Pura II is committed to implement GCG principles consistently with objectives as follows:

1. Control and direct relationship between the Company's Organs (Shareholders, Board of Commissioners, Board of Directors), employees, customers, business partners, as well as community and environment to run well and the interests of all parties are fulfilled;
2. Encourage and support the development of Angkasa Pura II;
3. Manage resources more trustful;
4. Manage the risks better;
5. Increase accountability to stakeholders;

6. Mencegah terjadinya penyimpangan dalam pengelolaan Angkasa Pura II;
7. Memperbaiki budaya kerja Angkasa Pura II;
8. Meningkatkan citra Angkasa Pura II sebagai perusahaan yang baik.

6. Prevent the occurrence of irregularities in the management of Angkasa Pura II;
7. Improve the work culture of Angkasa Pura II;
8. Improve the image of Angkasa Pura II to be better.

ROADMAP GCG

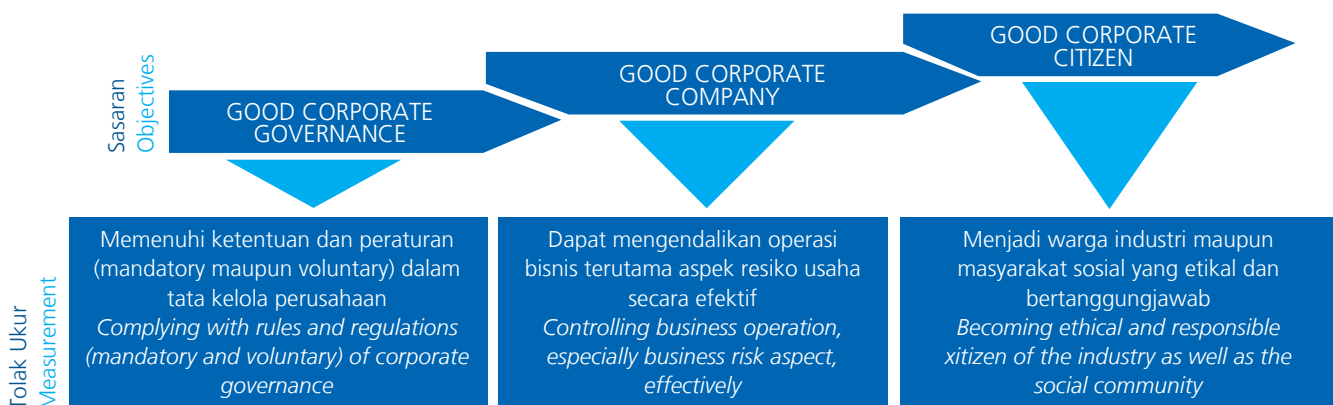
Angkasa Pura II telah memiliki Roadmap GCG yang didasarkan pada Roadmap GCG yang disusun oleh Komite Nasional Kebijakan Governance (KNKG). Mengacu pada *Roadmap* GCG tersebut, sasaran akhir *Roadmap* GCG Angkasa Pura II adalah terwujudnya Perusahaan sebagai *good corporate citizen* sehingga Angkasa Pura II mampu tumbuh secara berkelanjutan.

GCG ROADMAP

Angkasa Pura II has had a GCG Roadmap based on the GCG Roadmap prepared by the National Committee of Governance Policy (KNKG). Referring to this GCG Roadmap, the ultimate target of Angkasa Pura II GCG Roadmap is the realization of the Company as a good corporate citizen for Angkasa Pura II is able to grow sustainably.

Roadmap GCG yang dimiliki Angkasa Pura II dijelaskan melalui bagan berikut:

GCG roadmap owned by Angkasa Pura II is described through the following chart:



PENGUATAN PENERAPAN GCG

Angkasa Pura II terus berupaya memperkuat penerapan GCG untuk mendukung terwujudnya pertumbuhan dan kelangsungan usaha Perusahaan. Selama tahun 2016, Angkasa Pura II melakukan berbagai upaya dalam memperkuat implementasi GCG, di antara lain:

1. Revisi pedoman GCG (*Code of Corporate Governance/ COCG*);
2. Revisi pedoman perilaku (*Code of Conduct/COC*);
3. Pembuatan *Board Manual*;
4. Penerapan program pengendalian gratifikasi;
5. Pelaksanaan *assessment* GCG;
6. Sosialisasi GCG kepada karyawan dan pemangku kepentingan;
7. Penandatanganan Pakta Integritas;
8. Pengisian daftar khusus tentang kepemilikan saham pribadi dan keluarga yang diperbaharui setiap tahun

GCG IMPLEMENTATION STRENGTHENING

Angkasa Pura II continues to strengthen the implementation of GCG to support the realization of the Company's growth and business continuity. During 2016, Angkasa Pura II made various efforts to strengthen the implementation of GCG, among others:

1. Revised the Code of Corporate Governance (*COCG*);
2. Revised the Code of Conduct (*COC*);
3. Creation of a *Board Manual*;
4. Implementation of Gratuities Control Program;
5. Implementation of GCG Assessment;
6. GCG socialization to Employees and Stakeholders;
7. Signing of Integrity Pact;
8. Filling the Special Registration on Personal and Family Shareholdings which updated every year;

9. Penandatanganan pernyataan komitmen karyawan dan *stakeholders*
10. Ikut serta dalam ToT (*Training of Trainers*) Tunas Integritas KPK;
11. Ikut serta dalam *Integrity Expo* di Pekan Antikorupsi 2014;
12. Ikut serta dalam CGPI (*Corporate Governance Perception Index*) Award;
13. Ikut serta dalam Annual Report Award;

PENILAIAN PENERAPAN GCG

Untuk mengetahui tingkat penerapan GCG yang telah dilakukan, Angkasa Pura II melakukan penilaian penerapan GCG secara rutin setiap dua tahun sekali yang dilakukan oleh pihak independen dan dua tahun sekali dengan melibatkan Badan Pemeriksa Keuangan dan Pembangunan (BPKP). Hasil penilaian GCG senantiasa diungkapkan kepada publik, baik melalui situs web resmi Perseroan maupun melalui laporan tahunan. Selain itu, Direksi dan Dewan Komisaris Perseroan selalu melaporkan status perkembangan penerapan GCG kepada pemegang saham melalui RUPS.

Atas penilaian penerapan GCG tersebut, Perseroan berkomitmen untuk menindaklanjuti setiap rekomendasi perbaikan yang diberikan.

Dasar Pelaksanaan Penilaian

Landasan yuridis pengukuran implementasi GCG di Angkasa Pura II mengacu pada Peraturan Menteri BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan Yang Baik pada Badan Usaha Milik Negara. Indikator parameter yang digunakan adalah *Company Corporate Governance Scorecard* (CCGS) yang dikeluarkan oleh Kementerian BUMN berdasarkan Surat Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S. MBU/2012 Tentang Indikator Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara yang diterbitkan pada tanggal 6 Juni 2012 yang meliputi 6 (enam) aspek, 43 Indikator, 153 Parameter dan 568 Faktor Uji.

Skor Penilaian GCG

Pada 2016, Angkasa Pura II melaksanakan asesmen yang dilakukan oleh Badan Pengawasan Keuangan dan Pembangunan (BPKP) berdasarkan Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S. MBU/2012 Tentang Indikator Parameter Penilaian dan Evaluasi Atas Penerapan Tata Kelola Perusahaan Yang Baik pada Badan Usaha Milik Negara yang diterbitkan pada tanggal 6 Juni 2012 mencakup 6 (enam) aspek yang diukur yaitu:

9. Signing of the Commitment Statement of Employees and Stakeholders;
10. Participate in ToT (Training of Trainers) of the CEC Integrity Pioneers;
11. Participate in Integrity Expo in Anti-Corruption Week 2014;
12. Participate in CGPI (Corporate Governance Perception Index) Award;
13. Participate in Annual Report Award

GCG ASSESSMENT

To determine the level of GCG implementation that has been conducted, Angkasa Pura II conducts GCG assessment regularly every two years which conducted by independent parties and every two years by involving Financial and Development Supervisory Agency (BPKP). The results of GCG assessments are always disclosed to the public both through the Company's website and the annual report. In addition, the Board of Directors and the Board of Commissioners also report the development status of GCG implementation to the Shareholders through GMS.

Based on the GCG assessment, the Company is committed to follow up on any recommendations for improvement generated.

Assessment Implementation Basis

Juridical basis of GCG assessment at Angkasa Pura II refers to the Regulation of the Minister of SOEs No. PER-01 / MBU / 2011 dated August 1st, 2011 on the Implementation of Good Corporate Governance in State-Owned Enterprises. Parameter indicators used are the Company Corporate Governance Scorecard (CCGS) issued by the Ministry of SOEs based on the Decree of Secretary to the Ministry of SOEs No. SK-16/S. MBU/2012 on Parameter Indicators of Assessment and Evaluation on Good Corporate Governance Implementation in State-Owned Enterprises issued on June 6, 2012 which includes 6 (six) aspects, 43 Indicators, 153 Parameters and 568 Test Factors.

GCG Assessment Score

In 2016, Angkasa Pura II carried out a self-assessment performed by the Financial and Development Supervisory Agency (BPKP) based on the Decree of Secretary to the Ministry of SOEs No. SK-16 / S. MBU / 2012 on Parameter Indicators of Assessment and Evaluation on Good Corporate Governance Implementation in State-Owned Enterprises issued on June 6, 2012, consists of 6 (six) measured aspects, namely:

1. Komitmen terhadap penerapan GCG secara berkelanjutan;
2. Pemegang Saham dan RUPS/pemilik modal;
3. Dewan Komisaris/Dewan Pengawas;
4. Direksi;
5. Pengungkapan informasi dan transparansi;
6. Aspek-aspek lain.

Hasil penilaian GCG 2016 yang dilaksanakan melalui *self-assessment* menunjukkan capaian positif, berupa predikat "Sangat Baik" dengan skor aktual sebesar 87,125 dari skor maksimum 100. Capaian tersebut telah melebihi target capaian penerapan GCG 2016, yang ditetapkan sebesar 87.

Perincian mengenai hasil penilaian penerapan GCG 2016 dapat dilihat melalui tabel berikut:

No.	Aspek Governance / Governance Aspects	Bobot Nilai / Score Weight	Skor Capaian / Achievement Score	Persentase Pemenuhan / Fulfillment Percentage	Keterangan / Description
1	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan / Commitment to Sustainable GCG Implementation	7,000	6,714	95,923%	Sangat Baik / Very Good
2	Pemegang Saham dan RUPS/Pemilik Modal / Shareholders and GMS/Capital Owners	9,000	8,084	89,923%	Sangat Baik / Very Good
3	Dewan Komisaris / Board of Commissioners	35,000	31,711	90,603%	Sangat Baik / Very Good
4	Direksi / Board of Directors	35,000	31,650	90,428%	Sangat Baik / Very Good
5	Pengungkapan Informasi dan Transparansi / Disclosure of Information and Transparency	9,000	8,165	90,725%	Sangat Baik / Very Good
6	Aspek Lainnya / Other aspects	5,000	0,800	16%	-
Skor Keseluruhan / Overall Scores		10,000	87,125		

1. Commitment to sustainable GCG implementation;
2. Shareholders and GMS/capital owners;
3. Board of Commissioners/Board of Supervisors;
4. Board of Directors;
5. Disclosure of information and transparency;
6. Other aspects.

2016 GCG assessment results conducted through self-assessment showed positive achievement, in the category of "Very Good" with actual score of 87.125 of a maximum score of 100. The achievement was beyond the achievement target of 2016 GCG, which was set at 87.

Details on 2016 GCG assessment results can be seen through the following table:

Skor penilaian GCG Angkasa Pura II selama tahun 2010-2016 adalah sebagai berikut:

GCG assessment score of Angkasa Pura II during 2010-2016 is as follows:

Tahun / Year	Skor / Score	Company Corporate Governance Scorecard (CCGS) yang digunakan / Company Corporate Governance Scorecard (CCGS) used	Pihak Penilai / Executors
2010	86,42	Menggunakan indikator parameter assessment berdasarkan Keputusan Sekretaris Kementerian BUMN Nomor SK16/S.MBU/2012 tanggal 6 Juni 2012. / Using the parameter indicators of assessment based on the Decree of Secretary to the Ministry of SOEs No. SK16 / S.MBU / 2012 dated June 6, 2012.	Self-Assessment (internal)
2011	83,95	Menggunakan indikator parameter assessment berdasarkan Keputusan Sekretaris Kementerian BUMN Nomor SK16/S.MBU/2012 tanggal 6 Juni 2012 / Using the parameter indicators of assessment based on the Decree of Secretary to the Ministry of SOEs No. SK16 / S.MBU / 2012 dated June 6, 2012.	Badan Pengawasan Keuangan dan Pembangunan (BPKP) Perwakilan Provinsi Banten / Financial and Development Supervisory Agency (BPKP) Banten Province Representatives
2012	82,08	Menggunakan indikator parameter assessment berdasarkan Keputusan Sekretaris Kementerian BUMN Nomor SK16/S.MBU/2012 tanggal 6 Juni 2012 / Using the parameter indicators of assessment based on the Decree of Secretary to the Ministry of SOEs No. SK16 / S.MBU / 2012 dated June 6, 2012.	Self-Assessment (internal)

Tahun / Year	Skor / Score	Company Corporate Governance Scorecard (CCGS) yang digunakan / Company Corporate Governance Scorecard (CCGS) used	Pihak Penilai / Executors
2013	82,30	Menggunakan indikator parameter assessment berdasarkan Keputusan Sekretaris Kementerian BUMN Nomor SK16/S.MBU/2012 tanggal 6 Juni 2012 / Using the parameter indicators of assessment based on the Decree of Secretary to the Ministry of SOEs No. SK16 / S.MBU / 2012 dated June 6, 2012.	Badan Pengawasan Keuangan dan Pembangunan (BPKP) Perwakilan Provinsi Banten / Financial and Development Supervisory Agency (BPKP) Banten Province Representatives
2014	84,63	Menggunakan indikator parameter assessment berdasarkan Keputusan Sekretaris Kementerian BUMN Nomor SK16/S.MBU/2012 tanggal 6 Juni 2012 / Using the parameter indicators of assessment based on the Decree of Secretary to the Ministry of SOEs No.SK16 / S.MBU / 2012 dated June 6, 2012.	Self-Assessment (internal)
2015	85,14	Menggunakan indikator parameter assessment berdasarkan Keputusan Sekretaris Kementerian BUMN Nomor SK16/S.MBU/2012 tanggal 6 Juni 2012 / Using the parameter indicators of assessment based on the Decree of Secretary to the Ministry of SOEs No. SK16 / S.MBU / 2012 dated June 6, 2012.	Badan Pengawasan Keuangan dan Pembangunan (BPKP) Perwakilan Provinsi Banten / Financial and Development Supervisory Agency (BPKP) Banten Province Representatives
2016	87,125	Menggunakan indikator parameter assessment berdasarkan Keputusan Sekretaris Kementerian BUMN Nomor SK16/S.MBU/2012 tanggal 6 Juni 2012 / Using the parameter indicators of assessment based on the Decree of Secretary to the Ministry of SOEs No. SK16 / S.MBU / 2012 dated June 6, 2012.	Self-Assessment (internal)

Penilaian penerapan GCG yang telah dilakukan tersebut memunculkan beberapa rekomendasi. Perincian rekomendasi-rekomendasi dari penilaian penerapan GCG 2016 dapat dilihat melalui tabel berikut:

GCG implementation assessment that has been conducted generated several recommendations. The details of the recommendations of 2016 GCG implementation assessment can be seen through the following table:

No.	Organ Pelaksana / Executors	Rekomendasi / Recommendations
1.	RUPS / GMS	Mencantumkan alasan tentang pemberhentian dalam SK Pemberhentian Direksi. / State reasons of the dismissal in Decree of the Board of Directors Dismissal.
2.		Memberikan penilaian terhadap kinerja Direksi dan kinerja Dewan Komisaris secara individual / Give assessment to performance of the Board of Directors and the Board of Commissioners individually
3.	Dewan Komisaris / Board of Commissioners	Menyusun kebijakan yang mencantumkan mengenai informasi yang harus disediakan oleh Direksi kepada Dewan Komisaris yang menjabarkan bentuk informasi yang disampaikan, standar waktu penyampaian, dan mekanisme penyampaian. / Prepare policy that states information that must be provided by the Board of Directors to the Board of Commissioners which describes form of information delivered, standard delivery duration, and delivery mechanism.
4.		Membuat mekanisme bagi Dewan Komisaris untuk menindaklanjuti saran, permasalahan, atau keluhan dari Stakeholder. / Create mechanism for the Board of Commissioners to follow up advices, issues, or Stakeholder's complaint.
5.		Dewan Komisaris melakukan pembahasan dan pengawasan terhadap kebijakan pengadaan dan pelaksanaannya. / The Board of Commissioners carries out discussion and supervision towards its procurement and implementation policies.
6.		Dewan komisaris melakukan pembahasan dan pengawasan tentang kepatuhan direksi terhadap peraturan perundang undangan dan perjanjian dengan pihak ketiga. / The Board of Commissioners carries out discussion and supervision towards the Board of Directors compliance on laws and regulations and agreement with the third party.
7.		Dewan Komisaris melakukan evaluasi terhadap arah pengelolaan anak perusahaan. / The Board of Commissioners evaluates subsidiary management.
8.		Dewan Komisaris Melakukan penilaian kinerja Direksi secara individual. / The Board of Commissioners carries out performance assessment of the Board of Directors individually.

No.	Organ Pelaksana / Executors	Rekomendasi / Recommendations
9.	Direksi / Board of Directors	Membuat rencana kerja program pelatihan dalam rangka meningkatkan kompetensi anggota Direksi sesuai kebutuhan. / Arrange work plan of training program in order to increase the competence of the Board of Directors as needed
10.		Membuat standar waktu tingkat kesegeraan dalam pengambilan keputusan atas tindakan perusahaan (<i>corporate action</i>). / Establish standard period of level of immediacy in the decision-making on corporate action.
11.		Membuat kebijakan pedoman penyusunan SOP perusahaan, dan membuat database SOP yang terdapat pada perusahaan. / Establish policies guidelines for the preparation of the Company's SOP, and establish SOP database in the company.
12.		Membangun mekanisme bagi Direksi untuk menanggapi usulan peluang bisnis dari Manajemen di bawah direksi sehingga terbangun iklim perusahaan yang mendorong terciptanya inovasi, baik inovasi product dan pasar maupun inovasi proses bisnis yang lebih efisien. / Develop mechanism for the Board of Directors to respond the proposal of business opportunities from management under the Board of Directors so that the company climate is built to encourage innovation, both product and market innovation and business process innovation that are more efficient.
13.		Menyampaikan kepada Dewan Komisaris/Dewan Pengawas mengenai pencapaian kinerja masing-masing Direktorat berdasarkan target-target dalam Kontrak Manajemen sebagai kinerja masing-masing Direksi. / Submit to the Board of Commissioners/Supervisory Board on performance achievement of each Directorate based on targets in Management Contract as the performance of each Director
14.		Menginformasikan Standar Pelayanan Minimum kepada seluruh pelanggan secara terbuka. / Inform Standard of Minimum Service to all customers openly
15.		Mensertifikasi sistem yang dimiliki perusahaan dalam mengendalikan mutu pelayanan. / Certify the system owned by the company in controlling service quality.
16.		Menyusun kebijakan yang mengatur mengenai kompensasi yang akan diterima oleh pelanggan dalam hal pelayanan yang disampaikan tidak dapat terpenuhi. / Prepare policy that regulates compensation that will be obtained by the customer in the case of the unfulfilled service.
17.		Menetapkan kebijakan hubungan dengan karyawan yang meliputi kebijakan yang harus dikomunikasikan kepada karyawan, dan kebijakan yang harus melibatkan karyawan dalam perumusannya. / Issue policies of employees' relationship including policy that must be communicated to employees, and policy that must involve employees in its formulation.
18.		Menyusun kebijakan keterbukaan informasi yang mengatur arus informasi yang keluar dari perusahaan dengan tujuan untuk mengamankan informasi penting perusahaan. / Prepare a policy of information disclosure that regulates information flow out from the company with the objective to protect important information of the company
19.		Menyusun rancangan sistem pengendalian intern yang mengatur kerangka (framework) pengendalian intern antara lain dengan pendekatan unsur lingkungan pengendalian, pengelolaan risiko, aktivitas pengendalian, sistem informasi dan komunikasi dan pemantauan, pelaksanaan dan pelaporannya. / Establish design of the internal control system that regulates framework of internal control, among others, through its environmental control element approach, risk management, controlling activity, information and communication system and monitoring, implementation and reporting.
20.	Divisi Audit Internal / Internal Audit Division	Satuan Pengawas Internal (SPI) mengevaluasi sejauh mana sasaran dan tujuan program serta kegiatan operasi telah ditetapkan sejalan dengan tujuan organisasi. / Internal Auditor (SPI) evaluates the extent of the target and objective of the program and operating activities have been issued in line with the organization's objective.
21.		SPI memberi masukan atas konsistensi hasil-hasil yang diperoleh dari kegiatan dan program dengan tujuan dan sasaran yang telah ditetapkan kepada manajemen. / SPI provides input on the consistency of results obtained from activities and programs with objective and target that have been set to management.
22.		SPI memberikan rekomendasi (masukan atas prosedur) yang meningkatkan proses tata kelola (<i>governance</i>). / SPI provides recommendations (<i>input on procedure</i>) that improve the governance process
23.		Mensertifikasi kepala satuan pengawas internal dengan sertifikasi pengawas internal yang diakui (<i>Certified Internal Auditor/Qualified Internal Auditor</i>) / Certify head of internal auditor by certified/Qualified Internal Auditor.
24.		Unit Melakukan evaluasi terhadap pelaksanaan WBS. / Unit conducts evaluation towards EBS implementation.
25.	Corporate Secretary & Legal	Sekretaris Perusahaan membuat laporan pelaksanaan tugas secara berkala kepada Direksi, yang didalamnya memuat laporan tentang tugasnya, laporan hasil telaahan terhadap peraturan perundang-undangan yang baru, dan laporan kepatuhan perusahaan terhadap peraturan perundang-undangan yang berlaku. / Corporate Secretary prepares implementation of duties report periodically to the Board of Directors, in which includes report of its duties, report on the results of the new laws and regulations review, and report of the company's compliance towards applicable laws and regulations.

Atas berbagai rekomendasi tersebut, Angkasa Pura II berkomitmen untuk melakukan upaya tindak lanjut yang maksimal agar rekomendasi yang serupa tidak kembali muncul pada penilaian penerapan GCG di tahun buku mendatang.

STRUKTUR DAN MEKANISME GCG

struktur GCG Sesuai dengan Undang-Undang Nomor 40 tahun 2007 Bab I Mengenai Ketentuan Umum Pasal 1, Organ Perusahaan Angkasa Pura II terdiri dari Rapat Umum Pemegang Saham, Direksi dan Dewan Komisaris. Sebagaimana dimaksud dalam Anggaran Dasar Perusahaan dan peraturan perundangundangan yang berlaku, masing-masing organ mempunyai peran penting dalam penerapan GCG dan menjalankan fungsi, tugas, dan tanggung jawabnya untuk kepentingan Perusahaan.

RUPS merupakan wadah para pemegang saham yang memiliki wewenang yang tidak dilimpahkan kepada Dewan Komisaris dan Direksi. Direksi bertanggung jawab penuh atas pengelolaan Perusahaan sesuai amanah yang diberikan, sedangkan Dewan Komisaris melakukan pengawasan yang memadai terhadap pengelolaan yang dilakukan oleh Direksi serta melakukan penasihatian agar kinerja Perusahaan lebih baik. Dewan Komisaris dan Direksi diangkat dan diberhentikan oleh RUPS. Dewan Komisaris dan Direksi Perusahaan memiliki kesamaan persepsi terhadap visi, misi, dan nilai-nilai Perusahaan yang menunjukkan keseimbangan hubungan kedua organ tersebut untuk memelihara keberlanjutan usaha Perusahaan dalam jangka panjang.

Dalam menjalankan tugas pengurusan Perusahaan, Direksi dibantu oleh Head of Corporate Secretary & Legal dan Internal Auditor serta satuan kerja lain yang menjalankan fungsi kepengurusan Perusahaan. Dalam menjalankan tugas pengawasan, Dewan Komisaris dibantu oleh komite-komite yang berada di bawah koordinasi Dewan Komisaris, yaitu Komite Audit dan Manajemen Risiko.

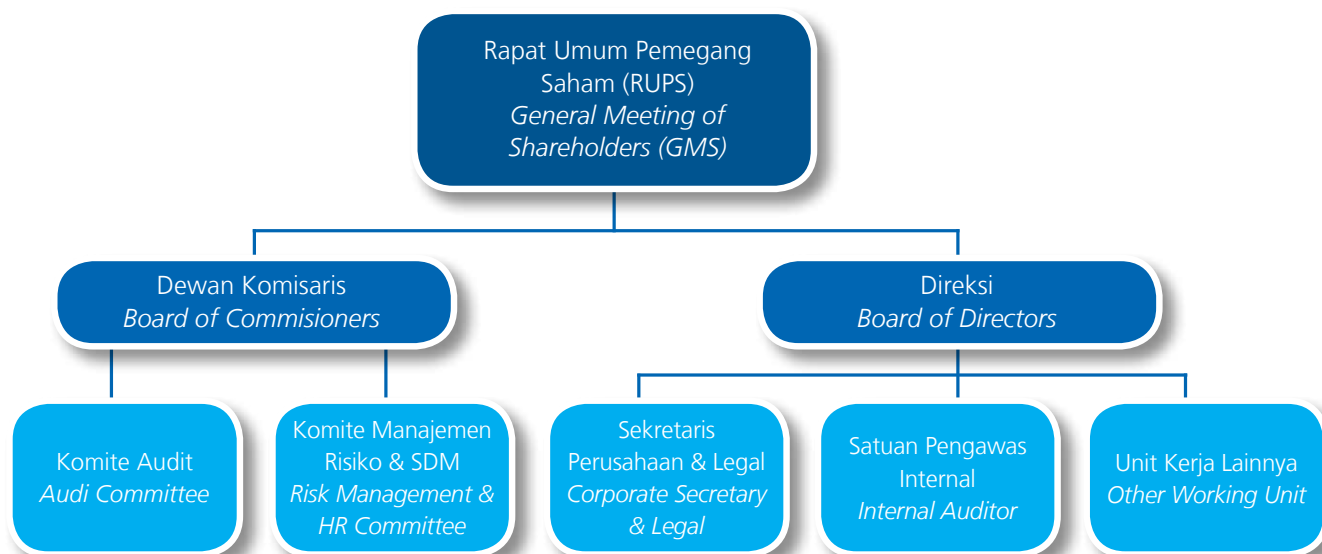
Based on the recommendations, Angkasa Pura II is committed to conduct maximum follow up report so that the similar recommendations will not appear on GCG implementation assessment in the next fiscal year.

GCG STRUCTURE AND MECHANISM

GCG structure in accordance with Law No. 40 year 2007 Chapter I on General Provisions of Article 1, the Company's Organs of Angkasa Pura II consist of the General Meeting of Shareholders, Board of Directors and Board of Commissioners. As mentioned in the Company's Articles of Association and the applicable laws and regulations, each organ has an important role in the implementation of GCG and carries out the functions, duties, and responsibilities for the Company's interests.

GMS is a means for shareholders who have authority that is not delegated to the Board of Commissioners and Board of Directors. The Board of Directors is fully responsible for the Company's management in accordance to the mandate given, while the Board of Commissioners performs adequate supervision to the management conducted by the Board of Directors and provide advisory for the Company to perform better. Board of Commissioners and Board of Directors are appointed and dismissed by the GMS. Board of Commissioners and Board of Directors of the Company have a common perception of the vision, mission, and values of the Company that represent the balance of the relationship between the two organs to maintain the Company's business sustainability in the long term.

In carrying out the management task of the Company, the Board of Directors is assisted by the Corporate Secretary and Internal Audit as well as other work units that perform the Company's management function. In carrying out its supervisory duties, the Board of Commissioners is assisted by committees under the coordination of the Board of Commissioners, namely the Audit Committee and Risk Management Committee.



Mekanisme GCG Governance Mechanism merupakan mekanisme implementasi GCG yang tercermin dalam sistem yang kuat. Hal ini menjadi penting, karena implementasi GCG tidak cukup hanya dengan mengandalkan pilar governance structure, melainkan dibutuhkan adanya aturan main yang jelas dalam bentuk mekanisme. Governance mechanism dapat diartikan sebagai aturan main, kebijakan, prosedur dan hubungan yang jelas antara pihak yang mengambil keputusan dengan pihak yang melakukan kontrol (pengawasan) terhadap keputusan tersebut. Angkasa Pura II memiliki kebijakan dan prosedur (softstructure GCG) yang dimaksudkan untuk mendorong Perusahaan mampu melakukan check and balance pada setiap aktivitas bisnis berdasarkan prinsip-prinsip GCG yang berlaku, di antaranya Pedoman Good Corporate Governance yang disahkan melalui Keputusan Bersama Dewan Komisaris dan Direksi Nomor DKOM.390.1/HK.201/AP II-2014 dan KEP.02.03.01/08/2014.3 tanggal 5 Agustus 2014. Selain pedoman GCG, Angkasa Pura II telah menyusun Code of Conduct, Board Manual, Pedoman Pengendalian Gratifikasi, Pedoman Sistem Pengaduan Pelanggaran (Whistleblowing System), Charter Komite Audit, Charter Internal Audit dan berbagai kebijakan dan prosedur dalam mendukung terlaksananya tata kelola yang baik. Berbagai kebijakan dan prosedur tersebut selalu di-review secara berkala untuk disesuaikan dengan kondisi dan perkembangan bisnis Perusahaan dan peraturan perundang-undangan yang berlaku.

Governance Mechanism is GCG implementation mechanism that is reflected in a powerful system. This is important, because GCG implementation is not enough just to rely on the pillars of the governance structure, it is necessary to have clear rules in the form of mechanism. Governance mechanism can be defined as rules, policies, procedures and a clear relationship between the parties who took decisions with parties who conduct control (supervision) against the decisions. Angkasa Pura II has policies and procedures (GCG soft structure) which is intended to encourage the Company to able to carry out a check and balance on any business activities based on the applicable GCG principles, among others the Code of Good Corporate Governance which was ratified through the Joint Decree of the Board of Commissioners and Board of Directors No: DKOM.390.1/HK.201/AP II-2014 and KEP.02.03.01/08/2014.3 dated August 5th, 2014. In addition to GCG Code, Angkasa Pura II has developed a Code of Conduct, Board Manual, Gratuities Control Guidelines, Whistleblowing System Guidelines, Audit Committee Charter, Internal Audit Charter and various policies and procedures to support the implementation of good corporate governance. Various policies and procedures are always reviewed periodically to suit the conditions and development of the Company's business and the applicable laws and regulations.

RAPAT UMUM PEMEGANG SAHAM

Rapat Umum Pemegang Saham (RUPS) sebagai instansi tertinggi dalam Angkasa Pura II, mempunyai wewenang yang tidak diberikan kepada Dewan Komisaris atau Direksi dalam batas yang ditentukan dalam Anggaran Dasar dan peraturan perundang-undangan yang berlaku. Wewenang tersebut mencakup meminta pertanggungjawaban Dewan Komisaris dan Direksi terkait dengan pengelolaan Angkasa Pura II, mengubah Anggaran Dasar, mengangkat dan memberhentikan Direktur dan anggota Dewan Komisaris, serta memutuskan pembagian tugas dan wewenang pengurusan di antara Direktur dan lain-lain.

Dalam RUPS, Pemegang Saham dapat menggunakan hak yang dimilikinya untuk mengemukakan pendapat dan memperoleh keterangan yang berkaitan dengan Perusahaan dari Dewan Komisaris dan/atau Direksi sepanjang berhubungan dengan acara rapat dan tidak bertentangan dengan kepentingan Perusahaan.

Kewenangan RUPS

Uraian mengenai kewenangan RUPS telah diatur dalam Pasal 75 Undang-undang No.40 tahun 2007 tentang Perseroan Terbatas. Dengan status Perseroan yang berbentuk Badan Usaha Milik Negara dengan kepemilikan Pemerintah Negara Republik Indonesia sebesar 99%, seluruh kewenangan RUPS Perseroan yang berlaku di lingkungan PT Angkasa Pura II (Persero) dilaksanakan oleh Menteri Negara BUMN sebagai wakil pemerintah. Hal tersebut, sesuai dengan ketentuan yang pasal 6 ayat 1 dan 2 Undang-undang No 17 tahun 2003 tentang keuangan negara, Presiden selaku Kepala Pemerintahan merupakan memegang kekuasaan pengelolaan keuangan negara sebagai bagian dari kekuasaan pemerintahan, karena aset/kekayaan BUMN merupakan kekayaan negara yang dipisahkan maka kekuasaan tersebut dikuasakan kepada Menteri Keuangan. Namun berdasarkan Peraturan Pemerintah No. 41 tahun 2003 tentang Pelimpahan Kedudukan, Tugas dan Kewenangan Menteri Keuangan Pada Perusahaan Perseroan (Persero), Perusahaan Umum (Perum) dan Perusahaan Jawatan (Perjan) Kepada Menteri Negara Badan Usaha Milik Negara. Kewenangan Menteri Keuangan bidang pembinaan dan pengawasan BUMN sebagian dilimpahkan kepada Menteri BUMN. Dengan kewajiban Menteri BUMN untuk melaporkan kepada Menteri Keuangan dalam hal-hal sebagai berikut:

- Pembubaran BUMN
- Penggabungan, peleburan atau pemecahan Persero

GENERAL MEETING OF SHAREHOLDERS

General Meeting of Shareholders (GMS) as the highest authority in Angkasa Pura II, has the authority which does not granted to the Board of Commissioners and Board of Directors within the limits prescribed in the Articles of Association and applicable laws and regulations. The authority includes the request of responsibility of the Board of Commissioners and Board of Directors related to the management of Angkasa Pura II, amendment of the Articles of Association, appoint and dismiss members of the Board of Directors and Board of Commissioners, as well as decide the division of duties and authorities of management between the Board of Directors and others.

In the GMS, Shareholders may use its rights to express opinions and obtain information related to the Company from the Board of Commissioners and/or Board of Directors as far as related to the meeting agenda and does not conflict with the Company's interests

GMS Authority

Description of GMS authority has been regulated in Article 75 Law No. 40 of 2007 on Limited Liability Company. With the status of the Company in the form of State-Owned Enterprises with 99% of the Government of the Republic of Indonesia's ownership, all of the Company's authority in PT Angkasa Pura II (Persero) is implemented by the Minister of State-Owned Enterprises as the representative of the government. In accordance with the provisions of article 6, paragraph 1 and 2 of Law No. 17 of 2003 on state finance, the President as the Head of Government holds the power of state financial management as a part of the government's power, because the assets / wealth of SOEs are separated state assets so that the power is authorized to the Minister of Finance. However, based on the Government's Regulation No. 41 of 2003 on Abundance of Position, Duties and Authority of the Minister of Finance Of Perusahaan Perseroan (Persero), Perusahaan Umum (Perum) and Perusahaan Jawatan (Perjan) to the State Minister of State-Owned Enterprises. Half of the authority of the Minister of Finance Building and Supervision field of SOEs is delegated to the Minister of SOEs. With the responsibility of the Minister of SOEs to report to the Minister of Finance in terms of the following issues:

- SOEs dissolution
- Combination, consolidation or splitting of Persero

- Perencanaan pembagian dan penggunaan laba Persero
- Perubahan bentuk hukum Persero
- Pengalihan aktiva tetap pada Perum dan Persero
- Penyertaan modal yang bukan berasal dari APBN

Pemegang Saham

Pemegang saham adalah individu atau badan hukum yang secara sah memiliki saham perusahaan. Pemegang saham tidak melakukan intervensi terhadap fungsi, tugas, dan wewenang Dewan Komisaris dan Direksi. Pemegang saham utama dan pengendali Angkasa Pura II adalah Negara Republik Indonesia yang memegang 100% saham Perusahaan. Berdasarkan Undang-Undang Nomor 19 tahun 2003 tentang BUMN, Menteri BUMN bertindak selaku (RUPS) dalam seluruh saham Persero dimiliki oleh Negara Republik Indonesia.

- Distribution and utilization plan of Persero's profits.
- Change in legal form of Persero
- Transfer of fixed assets to Perum and Persero
- Capital investment that is not from APBN

Shareholders

Shareholders is an individual or legal entity that legally owned the Company's shares. Shareholders do not intervene in the functions, duties, and authorities of the Board of Commissioners and Board of Directors. The majority and controlling shareholders of Angkasa Pura II is the Republic of Indonesia with 100% ownership of shares. Based on Law No. 19 year 2003 on SOEs, the Minister of SOEs acts as (GMS) in all shares of the Company owned by the Republic of Indonesia.



Hak dan Tanggung Jawab Pemegang Saham dalam RUPS

Berdasarkan Undang-undang No.19 tahun 2003 tentang Badan Usaha Milik Negara telah diatur mengenai hak dan tanggung jawab Pemegang Saham Perseroan yang terdiri dari:

- Melaksanakan kegiatan RUPS
- Memutuskan pengangkatan, pengangkatan ulang dan/atau pemberhentian Dewan Komisaris dan Direksi Perusahaan.
- Menyetujui pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP)
- Mengesahkan Laporan Keuangan Perusahaan.
- Memberi rekomendasi dan menyetujui pembahasan dalam RUPS
- Melaksanakan penyertaan modal yang berasal dari APBN

Rights and Responsibilities of Shareholders in GMS

Based on Law No.19 f 2003 on State-Owned Enterprises, rights and responsibilities of Shareholders have been regulated that consist of:

- Carry out GMS activities
- Determine appointment, re-appointment and / or dismissal of the Board of Commissioners and the Board of Directors of the Company.
- Approve the ratification of the Company's Work Plan and Budget (RKAP)
- Ratify financial statements of the Company.
- Provide recommendations and agree the discussion in GMS
- Conduct capital investment derives from APBN

Penyelenggaraan RUPS

Berdasarkan ketentuan Anggaran Dasar Perusahaan terdapat 2 (dua) jenis RUPS, yaitu: 1. RUPS Tahunan, yang diselenggarakan setiap tahun, selambatnya 6 (enam) bulan setelah tahun buku berakhir. 2. RUPS Luar Biasa, yang dapat diadakan setiap kali apabila dianggap perlu oleh Direksi atas permintaan tertulis dari Dewan Komisaris atau dari Pemegang Saham. Pada tahun 2016, Angkasa Pura II menyelenggarakan 2 kali RUPS Tahunan dan RUPS Luar Biasa (apabila diperlukan).

RUPS Tahun Sebelumnya

Agenda, Keputusan dan realisasi RUPS Tahun 2015

A. RUPS Pembahasan RKAP

Pada RUPS RKAP yang dilaksanakan pada 22 Januari 2015 agenda dan keputusan yang ditetapkan yaitu:

Agenda	Uraian / Description	Keputusan / Resolution	Realisasi / Realization
Pertama / First	Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2015 / Ratification of the Company's Work Plan and Budget (RKAP)	Disepakati dan terlampir dalam risalah RUPS Nomor 08.03/00.1/01/2015/1003 / Agreed and attached in the Minutes of the GMS Number 08.03 / 00.1 / 01 / 2015 / 1003	Telah direalisasikan / Have been realized
Kedua / Second	Pengesahan Rencana Kerja dan Anggaran PKBL tahun 2015 / Ratification of Work Plan and Budget of PKBL in 2015		
Ketiga / Third	Penetapan Indikator Operasional sesuai surat Dewan Komisaris DKOM.583.1/OM.104.1/APII-2014 tanggal 07 November 2014 / Stipulation of Operation Indicator based on Letter of Board of Commissioners DKOM.583.1 / OM.104.1 / APII-2014 on November 07, 2014		
Keempat / Forth	Persetujuan pelimpahan kewenangan atas perubahan alokasi anggaran sebesar 10% dari plafon anggaran investasi RKAP 2015 kepada Dewan Komisaris / Agreement of delegation of authority on change of budget allocation of 10% from investment budget ceiling of 2015 RKAP to the Board of Commissioners		
Kelima / Fifth	Persetujuan pelepasan tanah untuk pembangunan jalan tol pendukung Bandara Internasional Soekarno-Hatta / Agreement of land disposal for highway construction supporting Soekarno-Hatta International Airport		

- B. RUPS Pembahasan dan Pengesahan Pertanggungjawaban
Di tahun 2016, Perseroan melaksanakan Rapat Umum Pemegang Saham Pertanggungjawaban yang dilaksanakan pada 17 Maret 2016 bertempat di Kementerian BUMN Republik Indonesia. Adapun uraian agenda rapat serta realisasinya disajikan dalam tabel berikut:

Agenda	Uraian / Description	Realisasi / Realization
Pertama / First	Persetujuan Laporan Tahunan Perseroan Tahun Buku 2015 termasuk di dalamnya Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Perseroan untuk Tahun Buku 2015. / Agreement of the Company's Annual Report of 2015 fiscal year that includes Report of Supervisory of the Board of Commissioners and Ratification of Financial Statements of the Company for the 2015 fiscal year.	Terealisasi / Realized
Kedua / Second	Persetujuan dan Pengesahan laporan PKBL Perseroan Tahun Buku 2015 / Agreement and Ratification of PKBL Report of the Company of the 2015 fiscal year	Terealisasi / Realized
Ketiga / Third	Penetapan Pengumuman Laba Bersih Tahun Buku 2015. / Stipulation of Net Profit Announcement of the 2015 fiscal year.	Terealisasi / Realized
Keempat / Forth	Penetapan Gaji /Honorarium berikut fasilitas dan tunjangan lainnya untuk Direksi dan Dewan Komisaris Perseroan Tahun 2016. / Stipulation of Salary / Honorarium as well as facility and other benefits for the Board of Directors and the Board of Commissioners of the Company in 2016	Terealisasi / Realized

GMS Implementation

Based on the provisions of the Company's Articles of Association, there are 2 (two) types of GMS, namely: 1. Annual GMS, held every year, no later than 6 (six) months after the fiscal year ends. 2. Extraordinary GMS, held whenever deemed necessary by the Board of Directors based on the written request by the Board of Commissioners or Shareholders. In 2015, Angkasa Pura II held 2 Annual GMS and Extraordinary GMS (if necessary).

GMS of the Previous Year

Agenda, Resolution and realization of GMS in 2015

A. GMS RKAP Discussion

In RKAP GMS held on January 22, 2015, agenda and resolution that were set out namely:

B. GMS Discussion and Ratification Accountability

In 2016, the Company held Accountability General Meeting of Shareholders on March 17, 2016, located at the Ministry of SOEs of Republic of Indonesia. Description of meeting agenda and its realization is presented in the following table:

Agenda	Uraian / Description	Realisasi / Realization
Kelima / Fifth	Penetapan Penyesuaian pelimpahan kewenangan kepada Direksi dan Dewan Komisaris. / Stipulation of adjustment of delegation of authority to the Board Directors and the Board of Commissioners.	Terealisasi / Realized
Keenam / Sixth	Penetapan KAP untuk melakukan audit laporan Keuangan Perseroan serta pelaksanaan PKBL Tahun Buku 2016 / Stipulation of KAP to conduct audit of the Company's financial statements and PKBL implementation of 2016 fiscal year	Terealisasi / Realized

Pembahasan Agenda RUPS yang Belum Terealisasi pada RUPS 2016

Seluruh keputusan atau arahan Pemegang Saham tahun 2015 dalam RUPS Kinerja tahun buku 2014 dan RUPS RKAP 2015 telah selesai ditindaklanjuti dengan baik. Mekanisme pengambilan keputusan Perseroan khususnya pada agenda pengangkatan dan pemberhentian dilakukan melalui keputusan sirkuler.

Mekanisme Penyelenggaraan RUPS serta Publikasi RUPS 2016

- A. Rencana dan realisasi Penyelenggaraan RUPS 2016
- Sesuai dengan agenda dan perencanaan yang ditetapkan oleh Perseroan serta memperhatikan secara seksama aturan-aturan penyelenggaraan RUPS sebagaimana yang terlampir dalam Undang Undang No. 40 tahun 2007 tentang Perseroan Terbatas serta memperhatikan arahan yang diberikan oleh Kementerian BUMN selaku Pemegang Saham Utama Perseroan, maka:
1. Penyelenggaraan RUPS RKAP 2016 diselenggarakan pada tanggal 7 Januari 2016, pukul 10.00 WIB, bertempat di Kementerian BUMN Republik Indonesia.
 2. Penyelenggaraan RUPS Laporan Keuangan 2016 diselenggarakan pada tanggal 17 Maret 2016 pukul 17.00 WIB, bertempat di .Kementerian BUMN Republik.
- B. Kebijakan Publikasi RUPS Kepada Pemegang Saham
- Pemberitahuan mengenai jadwal pelaksanaan RUPS disampaikan kepada Kementerian BUMN selaku wakil Pemegang Saham selambat-lambatnya 14 hari sebelum rencana pelaksanaan. Selanjutnya, Kementerian BUMN memberikan keputusan mengenai jadwal pelaksanaan RUPS melalui pemberitahuan secara tertulis kepada Perseroan.

Agenda, Keputusan dan Realisasi RUPS 2016 Mata Acara RUPS 2016

1. Mata Acara RUPS RKAP
- Mata acara pembahasan RUPS RKAP terdiri dari:
Persetujuan Rencana Kerja dan Anggaran Perusahaan.

Discussion of GMS Agenda that has not been realized in 2016 GMS

All resolutions or directions of Shareholders in 2015 in GMS 2016 fiscal year performance and 2015 RKAP GMS have been completed well. The mechanism of the Company's decision-making especially in appointment and dismissal agenda conducted through circular decision.

Mechanism of GMS Implementation and Publication of 2016 GMS

- A. Plan and Realization of 2016 GMS Implementation
- Based on agenda and plan stipulated by the Company and carefully consider GMS implementation rules as attached in Law No. 40 of 2007 on Limited Liability Company and consider direction provided by the Ministry of SOEs as Major Shareholders of the Company, that:
1. 2016 RKAP GMS was held on January 7, 2016, at 10.00 WIB, located at the Ministry of SOEs of Republic of Indonesia
 2. GMS Implementation of 2016 Financial Statements was held on March 17, 2016, at 17.00 WIB, located at the Ministry of SOEs of Republic of Indonesia
- B. Policy of GMS Publication to Shareholders
- Notification of GMS schedule submitted to the Ministry of SOEs as the representative of Shareholders no later than 14 days before the implementation plan. Hereinafter, the Ministry of SOEs provides decision on GMS schedule through written notification to the Company.

Agenda, Resolution an Realization of 2016 GMS 2016 GMS Agenda

1. RKAP GMS Agenda
- RKAP GMS Agenda consists of:
Agreement of Work Plan and Budget of the Company.

2. Mata Acara RUPS pretanggungjawaban 2016

Mata acara pembahasan RUPS Pertanggungjawabanterdiri dari:

- a. Persetujuan Laporan Tahun Buku 2015 termasuk di dalamnya Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Perseroan untuk Tahun Buku 2015.
- b. Persetujuan dan Pengesahan Laporan Program Kemitraan dan Bina Lingkungan (PKBL) Perseroan Tahun Buku 2015.
- c. Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2015.
- d. Penetapan Gaji/Honorarium berikut fasilitas dan tunjangan lainnya untuk Dewan Komisaris dan Direksi Perseroan Tahun 2016.
- e. Penetapan penyesuaian pelimpahan kewenangan Kepada Direksi dan Dewan Komisaris.
- f. Penetapan Kantor Akuntan Publik (KAP) untuk melakukan audit Laporan Keuangan Perseroan serta pelaksanaan PKBL Tahun Buku 2016.

Ketentuan Kuorum dalam RUPS dan Mekanisme Pengambilan Keputusan

Penetapan kuorum dalam RUPS Perseroan mengacu pada Pasal 86 UU No.40 Tahun 2007 tentang Perseroan Terbatas. Dalam pasal tersebut dijelaskan bahwa batas minimal kuorum untuk dapat melaksanakan RUPS adalah sebesar ½ dari saham yang dikeluarkan. Jumlah kuorum sebesar ½ dari saham juga menjadi syarat ketentuan dalam pengambilan keputusan.

Terkait pengambilan keputusan RUPS, Pasal 91 UU No.40 Tahun 2007 tentang Perseroan Terbatas juga mengatur tentang mekanisme pengambilan keputusan yang bersifat mengikat di luar RUPS dengan syarat seluruh pemegang saham dengan hak suara menyetujui secara tertulis dengan menandatangani usul yang bersangkutan (keputusan sirkuler).

Dalam praktiknya, batas kuorum pelaksanaan RUPS dan pengambilan keputusan Perseroan di tahun 2016 telah terpenuhi. Hal tersebut dikarenakan kepemilikan saham Perseroan sebesar 100% dimiliki oleh Pemerintah Negara Republik Indonesia sehingga yang diwakili oleh Kementerian BUMN sebagai wakil pemerintah.

2. 2016 Accountability GMS Agenda

Accountability GMS agenda consists of:

- a. Agreement of the Company's Annual Report of 2015 fiscal year that includes Report of Supervisory of the Board of Commissioners and Ratification of Financial Statements of the Company for the 2015 fiscal year.
- b. Agreement and Ratification of the Company's Partnership and Community Development Program (PKBL) of the 2015 fiscal year.
- c. Stipulation of the Company's Net Profit Use of the 2015 fiscal year.
- d. Stipulation of Salary / Honorarium as well as other facilities and benefits for the Board of Directors and the Board of Commissioners of the Company in 2016
- e. Stipulation of adjustment of delegation of authority to the Board Directors and the Board of Commissioners.
- f. Stipulation of Public Accountant Firm (KAP) to conduct audit of the Company's Financial Statements and PKBL Implementation of the 2016 fiscal year.

Quorum Provision in GMS and Mechanism of Decision-Making

Quorum Stipulation in the Company's GMS refers to Article 86 of Law No.40 of 2007 on Limited Liability Company. The article states that minimum quorum limit in order to carry out GMS is ½ from shares issued. Amount of quorum of ½ from shares is also terms and conditions in the decision-making.

Related to GMS decision-making, Article 91 of Law No.40 of 2007 on Limited Liability Company also regulates mechanism of decision-making which is binding outside GMS on the condition that all shareholders with their voting rights approve in writing by signing the related proposal (circular decision).

In its practice, quorum limit of GMS implementation and the decision-making of the Company in 2016 have been fulfilled. This is due to 100% of ownership of the Company is owned by the Government of Republic of Indonesia so that the Ministry of SOEs is as the representation of the Government.

RUPS Tahunan 2016

Pada tahun 2016, Angkasa Pura II menyelenggarakan RUPS RKAP 2016, yang diselenggarakan pada tanggal 17 Maret 2016 bertempat di Kementerian BUMN. Adapun agenda dan keputusan atas penyelenggaraan RUPS Tahunan pada tahun 2016, yaitu sebagai berikut:

2016 Annual GMS

In 2016, Angkasa Pura II held 2016 RKAP GMS on March 17, 2016, located at the Ministry of SOEs. Agenda and resolution of Annual GMS implementation in 2016, were as follows:

Agenda	Keputusan / Resolution	Pelaksanaan Keputusan / Resolution Implementation
Pertama / First	Persetujuan Laporan Tahun Buku 2015 termasuk di dalamnya Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Perseroan untuk Tahun Buku 2015 / Agreement of the Company's Annual Report of 2015 fiscal year that includes Report of Supervisory of the Board of Commissioners and Ratification of Financial Statements of the Company for the 2015 fiscal year.	- Mensahkan Laporan Keuangan Perseroan Tahun Buku 2015 termasuk penyajian kembali Tahun Buku 2013, 2014 yang telah diaudit KAP Purwanto Sungkoro & Surja (Ernst & Young) dengan pendapat "Wajar dalam Hal yang Material". / Ratified the Company's Financial Statements of the 2015 Fiscal Year including restatement of 2013, 2015 Fiscal Year, that had been audited by KAP Purwanto Sungkoro & Surja (Ernst & Young) with "Reasonable in Material terms" opinion. - Memberikan dan pelunasan dan pembebasan tanggung jawab sepenuhnya kepada Direksi dan Dewan Komisaris Perseroan (<i>volledig acquitdecharge</i>) atas tindakan pengurusan dan pengawasan yang berakhir pada 31 Desember 2016. / Provided full repayment and release of responsibilities to the Board of Directors and the Board of Commissioners of the Company (<i>volledig acquitdecharge</i>) on management and supervision actions ending on December 31, 2016.
Kedua / Second	Persetujuan dan Pengesahan Laporan Program Kemitraan dan Bina Lingkungan (PKBL) Perseroan Tahun Buku 2015. / Agreement and Ratification of the Company's Partnership and Community Development Program (PKBL) of the 2015 fiscal year.	- Mensahkan Laporan PKBL Tahun Buku 2015 termasuk Laporan PKBL yang telah diaudit oleh KAP Purwanto Sungkoro & Surja (Ernst & Young) dengan pendapat "Wajar dalam Hal yang Material" sesuai laporannya nomor RPC 693/PSS/2016. / Ratified PKBL report of the 2015 fiscal year audited by KAP Prwanto Sungkoro & Surja (Ernst & Young) with "Reasonable in Material Terms" opinion based on its report Number RPC 693 / PSS / 2016. - Memberikan dan pelunasan dan pembebasan tanggung jawab sepenuhnya kepada Direksi dan Dewan Komisaris Perseroan (<i>volledig acquitdecharge</i>) atas tindakan pengawasan PKBL yang berakhir pada 31 Desember 2016 / Provided full repayment and release of responsibilities to the Board of Directors and the Board of Commissioners of the Company (<i>volledig acquitdecharge</i>) on supervisory action on December 31, 2016
Ketiga / Third	Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2015 / Stipulation of the Company's Net Profit Use of the 2015 fiscal year	- Persetujuan Penggunaan laba Bersih Perseroan Tahun Buku 2015 sebesar Rp1.687.323.032.275 (satu triliun enam ratus delapan puluh tujuh miliar tiga ratus dua puluh tiga juta tiga puluh dua ribu Rupiah sebagai berikut: / Agreement of the Company' Net Profit Use on the 2015 Fiscal Year amounted to Rp1,687,323,032,275 (One trillion six hundred eighty seven billion three hundred twenty three million thirty two thousand Rupiah) a follows: a. Sebesar 20% atau Rp 337.464.537.557 (tiga ratus tiga puluh tujuh milyar empat ratus enam puluh empat juta lima ratus tiga puluh tujuh ribu lima ratus lima puluh tujuh) ditetapkan sebagai dividen tunai / 20% or Rp337,464,537,557 (Three hundred thirty seven billion four hundred sixty four million five hundred thirty seven thousand five hundred fifty seven) was stipulated as a cash dividend. b. Sebesar 80% atau Rp1.349.858.150.230 (satu triliun tiga ratus empat puluh sembilan miliar delapan ratus lima puluh delapan juta seratus lima puluh ribu dua ratus tiga puluh Rupiah). / 80% or Rp1,349,858,150,230 (One trillion three hundred forty nine billion eight hundred fifty eight million one hundred fifty thousand two hundred thirty Rupiah). c. Besaran Dana untuk Program Kemitraan dan Bina Lingkungan (PKBL) tahun Buku 2016 dihitung ekuivalen kurang lebih 0,5% dari Laba Bersih Tahun Buku 2015 yang sumber dananya dari Beban Perusahaan Tahun 2016 serta sisa saldo dana Program Kemitraan dan Bina Lingkungan (PKBL) dari rangkaian tahun sebelumnya. / Amount of funds for the Partnership and Community Development Program (PKBL) of the 2016 Fiscal Year was calculated equivalent to approximately 0.5% of the net profit of the 2015 Fiscal Year with its source of funds from the Company's Expenses in 2016 and the remaining balance from the Partnership and Community Development (PKBL) funds from the previous year series.
Keempat / Forth	Penetapan Gaji/Honorarium berikut fasilitas dan tunjangan lainnya untuk Dewan Komisaris dan Direksi Perseroan Tahun 2016 / Stipulation of Salary / Honorarium as well as other facilities and benefits for the Board of Directors and the Board of Commissioners of the Company in 2016	- Penetapan gaji/Honorarium berikut fasilitas dan tunjangan lainnya Direksi dan Dewan Komisaris Perseroan tahun 2016 serta Tantiem untuk Direksi dan Dewan Komisaris atas Kinerja Tahun Buku 2015 akan ditetapkan secara sendiri. / Stipulation of salary / honorarium as well as other facilities and benefits for the Board of Directors and the Board of Commissioners of the company in 2016 and Tantiem for the Board of Directors and the Board of Commissioners on the 2016 Fiscal Year Performance would be stipulated individually.

Agenda	Keputusan / Resolution	Pelaksanaan Keputusan / Resolution Implementation
Kelima / Fifth	Penetapan penyesuaian pelimpahan kewenangan Kepada Direksi dan Dewan Komisaris / Stipulation of adjustment of delegation of authority to the Board Directors and the Board of Commissioners.	- Persetujuan batasan nilai/jumlah pelimpahan kewenangan yang akan menjadi kewenangan Direksi dan Dewan Komisaris dalam kerja sama kontrak atau transaksi sebagai berikut: / Agreement of delegation of authority value limit that would be the authority of the Board of Directors and the Board Commissioners in the contract or transaction of cooperation was as follows: • Direksi: Sampai dengan 5% dari Pendapatan dan sampai dengan 3% dari ekuitas dan jangka waktu tidak diatur. / Directors: Until 5% of Revenues and until 3% of equity and unset period. • Dewan Komisaris: Diatas 5% sampai dengan 13% dari pendapatan. Diatas 3% sampai dengan 8% dari ekuitas dengan jangka waktu tidak diatur. / Board of Commissioners: Over 5% until 13% of revenues. Over 3% until 8% of equity with unset period. • RUPS: Diatas 13% dari pendapatan. Diatas 8% dari ekuitas dengan jangka waktu tidak diatur. / GMS: Over 13% of revenues. Over 8% of equity with unset period. - Menyetujui batasan nilai/ jumlah pelimpahan kewenangan yang akan menjadi kewenangan Direksi dan Dewan Komisaris dan kerja sama kontrak atau transaksi sebagai berikut: / Approved the delegation of authority value limit that would be the authority of the Board of Directors and the Board of Commissioners and cooperation contract or transaction was as follows: • Direksi: sampai dengan 5% dari pendapatan. Sampai dengan 3% dari ekuitas dan jangka waktu tidak diatur. / Directors: Until 5% of Revenues and until 3% of equity and unset period. • Dewan Komisaris: Diatas 5% sampai dengan 13% dari pendapatan. Diatas 3% sampai dengan 7% dari ekuitas dengan jangka waktu tidak diatur. / Board of Commissioners: Over 5% until 13% of revenues. Over 3% until 8% of equity with unset period. • RUPS: Diatas 13% dari pendapatan. Diatas 8% dari ekuitas dengan jangka waktu tidak diatur. / GMS: Over 13% of revenues. Over 8% of equity with unset period.
Keenam / Sixth	Penetapan Kantor Akuntan Publik (KAP) untuk melakukan audit Laporan Keuangan Perseroan serta pelaksanaan PKBL Tahun Buku 2016. / Stipulation of Public Accountant Firm (KAP) to conduct audit of the Company's Financial Statements and PKBL Implementation of the 2016 fiscal year.	- Persetujuan penetapan Kantor Akuntan Publik (KAP) Purwantoro, Sungkoro & Surja (Ernst & Young) sebagai auditor yang akan mengaudit Laporan Keuangan Perseroan dan Laporan Pelaksanaan PKBL. / Agreement of stipulation of Public Accountant Firm (KAP) of Purwantoro, Sungkoro & Surja (Ernst & Young) as the auditor that would audit the Company's Financial Statements and PKBL Implementation Report. - Persetujuan dalam hal KAP yang ditetapkan tidak dapat melanjutkan atau melaksanakan tugasnya karena sebab apapun, maka Dewan Komisaris mengusulkan KAP pengganti kepada Menteri BUMN selaku RUPS untuk ditetapkan / Agreement in terms of KAP that was stipulated, could not continue or carry out its duties due to any reasons, so that the Board of Commissioners proposed KAP replacement to the Minister of SOEs as GMS to be stipulated.

Agenda, Hasil dan Risalah RUPS Luar Biasa

Pada tahun 2016, Angkasa Pura II tidak menyelenggarakan RUPS Luar Biasa.

Tata Cara Pelaksanaan RUPS Luar Biasa

Tata cara pelaksanaan RUPS-LB telah diatur dalam Anggaran Dasar Perseroan. RUPS-LB diselenggarakan jika terdapat hal-hal yang bersifat luar biasa yang berdampak signifikan bagi Perseroan. rekomendasi pelaksanaan RUPS-LB dapat diajukan baik oleh Perseroan maupun Pemegang Saham (dalam hal ini, Kementerian BUMN). Dalam hal penetapan tanggal pelaksanaan RUPS-LB, Perseroan terlebih dahulu mengusulkan waktu pelaksanaan kepada Kementerian BUMN untuk kemudian disepakati penyelenggaraannya.

Agenda, Results and Minutes of Extraordinary GMS

In 2016, Angkasa Pura II did not hold Extraordinary GMS.

Procedure of Extraordinary GMS Implementation

Procedure of EGMS implementation has been regulated in the Company's Articles of Association. EGMS is held if there are extraordinary issues that have significant impact for the Company. Recommendation of EGMS implementation can be submitted both by the Company and Shareholders (in this case, the Ministry of SOEs). In terms of determining date of EGMS implementation, the Company proposes the date of implementation first to the Ministry of SOEs to be further agreed by the executor.

DEWAN KOMISARIS

Dewan Komisaris merupakan Organ Perusahaan yang bertanggung jawab secara kolektif untuk melakukan pengawasan dan memberikan nasihat kepada Direksi serta memastikan bahwa Angkasa Pura II melaksanakan GCG pada seluruh tingkatan atau jenjang organisasi. Dalam rangka mendukung pelaksanaan tugasnya, Dewan Komisaris dibantu oleh Komite Audit dan Komite Manajemen Risiko & SDM.

Referensi peraturan

Undang-undang No.40 tahun 2007 tentang Perseroan Terbatas mengharuskan seluruh perusahaan yang bernaung di bawah hukum Indonesia untuk memiliki Dewan Komisaris yang bertugas mengawasi kebijakan manajemen, proses manajemen di dalam perusahaan, sekaligus mengawasi dan memberikan saran/nasihat kepada Direksi.

Komposisi Dewan Komisaris

Per 31 Desember 2016, Dewan Komisaris Angkasa Pura II terdiri dari 6 (enam) orang anggota dengan komposisi keanggotaan Dewan Komisaris terdiri atas 1 (satu) orang Komisaris Utama dan 5 orang Anggota Komisaris.

Komposisi Dewan Komisaris Angkasa Pura II adalah sebagai berikut:

Nama / Name	Jabatan / Position	Dasar Pengangkatan/Pemberhentian / Basis of Appointment / Dismissal
Rhenald Kasali	Komisaris Utama / President Commissioner	SK-86/MBU/06/2015
Iswan Elmi	Komisaris / Commissioner	SK-25/MBU/S/11/2014
M. Harpin Ondeh	Komisaris / Commissioner	SK-86/MBU/06/2015
Hadi Tjahjanto	Komisaris / Commissioner	SK-139/MBU/07/2016
Imam Bustomi	Komisaris / Commissioner	SK-139/MBU/07/2016
Maryati Karma	Komisaris / Commissioner	SK-139/MBU/07/2016
W. Budi Santoso*	Komisaris / Commissioner	SK-335/MBU/2012
Wahyu Kuncoro*	Komisaris / Commissioner	SK-243/MBU/2013

(*) Telah berhenti menjabat sebagai Komisaris Perseroan per 13 Juli 2016 sesuai SK Menteri Badan Usaha Milik Negara No. SK-139/MBU/07/2016.

Kebijakan Keberagaman Komposisi Dewan Komisaris

Kebijakan Keberagaman Komposisi Dewan Komisaris diatur dalam Board Manual Bab III: Dewan Komisaris. Dewan Komisaris Angkasa Pura II memiliki komposisi yang beragam, baik dari pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin. Kebijakan mengenai keberagaman komposisi Dewan Komisaris telah diatur dalam *Board Manual*.

BOARD OF COMMISSIONERS

Board of Commissioners is organ of the Company that is collectively responsible for supervision and provision of advices to the Board of Directors and to ensure that Angkasa Pura II implements GCG at all organization levels. In order to support the implementation of its duties, the Board of Commissioners is assisted by the Audit Committee and the Risk Management & HR Committee.

Regulations Reference

Law No. 40 year 2007 on Limited Liability Companies, requires all companies under the auspices of the Indonesian law to have a Board of Commissioners tasked to supervise the management policy, management process within the Company, as well as to supervises and provides advices to the Board of Directors.

Board of Commissioners Composition

Until December 31, 2016, the Board of Commissioners of Angkasa Pura II consists of 6 (six) members with the composition of 1 (one) President Commissioner and 5 Commissioners.

Composition of the Board of Commissioners of Angkasa Pura II is as follows:

(*) No longer served as the Company Commissioners per July 31, 2016 based on Decree of the Minister of State-Owned Enterprises No. SK-139/MBU/07/2016.

Composition Diversity of Board of Commissioners

Composition Diversity Policy of the Board of Commissioners is set in the Board Manual Chapter III: Board of Commissioners. Board of Commissioners of Angkasa Pura II has a diverse composition, both educations (field of study), work experience, age, and gender. Policy on the composition diversity of the Board of Commissioners has been set in the Board Manual.

Program Orientasi Anggota Dewan Komisaris Baru

Bagi anggota Dewan Komisaris Angkasa Pura II yang baru diangkat, akan diberikan Program Orientasi. Penanggung jawab Program Orientasi berada pada Head of Corporate Secretary & Legal. Pada tahun 2016 terdapat 2 (dua) orang anggota Dewan Komisaris baru yakni Hadi Tjahjanto, Imam Bustomi dan Maryati Karma. Materi Program Orientasi mencakup:

1. Memperkenalkan semua aspek Perusahaan mulai dari:
 - Anggaran Dasar Perusahaan;
 - Peraturan perundang-undangan terkait Perusahaan;
 - Laporan Tahunan Perusahaan;
 - Rencana Jangka Panjang Perusahaan;
 - Rencana Kerja dan Anggaran Perusahaan;
 - Program Kerja Dewan Komisaris;
 - *Good Corporate Governance*.
2. Struktur Organisasi Perusahaan, dan Entitas Anak
3. Memperkenalkan profil organisasi Perusahaan, Sekretariat Dewan Komisaris, Komite-komite di bawah Dewan Komisaris, dan Entitas Anak. Kedua orang Anggota Dewan Komisaris yang baru telah mengikuti Program Orientasi yang diselenggarakan oleh Angkasa Pura II.

Prosedur Pengangkatan, Pemberhentian dan Pengangkatan Ulang Dewan Komisaris

Anggota Dewan Komisaris Angkasa Pura II diangkat dan diberhentikan oleh RUPS sesuai dengan peraturan perundang-undangan. Pengangkatan Dewan Komisaris harus memenuhi persyaratan umum dan khusus yang ditetapkan dalam Board Manual.

Mekanisme dan tata cara pengangkatan dan pemberhentian Dewan Komisaris berdasarkan aturan yang berlaku di Perseroan mengacu pada Peraturan Menteri Negara BUMN Nomor: PER-02/MBU/02/2015 Tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara dan mekanisme penilaiannya tercantum dalam Keputusan Menteri Badan Usaha Milik Negara Nomor: Kep-09A/MBU/2002 Tentang Penilaian Kelayakan dan Kepatutan Calon Anggota Direksi Badan Usaha Milik Negara.

Dalam aturan tersebut dinyatakan bahwa mekanisme pengangkatan dan pemberhentian Dewan Komisaris terdiri dari:

Orientation Program for New Members of Board of Commissioners

For members of the Board of Commissioners of Angkasa Pura II who recently appointed, will be given an Orientation Program. Corporate Secretary is responsible for the running of Orientation Program. In 2016, there were 3 (three) new members of the Board of Commissioners namely Hadi Tjahjanto, Imam Bustomi and Maryati Karma.

Orientation Program materials include:

1. Introducing all aspects of the Company, starting from:
 - Articles of Association of the Company;
 - Laws and Regulations related to the Company;
 - Annual Report of the Company;
 - Long-Term Plan of the Company;
 - Work Plan and Budget of the Company;
 - Board of Commissioners Work Plan;
 - Good Corporate Governance.
2. Organization Structure of the Company and Subsidiaries
3. Introducing the Company's organization profile, the Secretariat to Board of Commissioners, Committees under the Board of Commissioners, and Subsidiaries. Both new members of the Board of Commissioners have followed the Orientation Program organized by Angkasa Pura II.

Procedures of Appointment, Dismissal and Re-Appointment of Board of Commissioners

Members of the Board of Commissioners of Angkasa Pura II are appointed and dismissed by GMS in accordance to laws and regulations. Appointment of the Board of Commissioners must meet the general and specific requirements stated in the Board Manual.

Mechanism and procedures of the appointment and the dismissal of the Board of Commissioners based on the applicable rules in the Company refer to Regulation of the State Minister of SOEs Number: PER-02 / MBU / 02 / 2015 On Requirements and Procedures of Appointment and Dismissal of Members of the Board of Commissioners and the Supervisory Board of State-Owned Enterprises and its assessment mechanism is stated in the Decree of the Minister of State-Owned Enterprises Number: Kep-09A/MBU/2002 On Assessment of Feasibility and Compliance of Member Candidates of State-Owned Enterprises.

Within the rule, it is stated that the mechanism of appointment and dismissal of the Board Commissioners consists of:

A. Pengangkatan

1. Sumber Bakal Calon

Pengajuan nama-nama calon Dewan Komisaris didasarkan pada sumber-sumber bakal calon yang terdiri dari mantan Direksi BUMN, Dewan Komisaris, pejabat struktural dan fungsional Pemerintah dan sumber lain.

2. Penjaringan

Penjaringan nama-nama Dewan Komisaris dilakukan oleh Menteri BUMN, Sekretaris, Deputi Teknis, dan/ atau Deputi mencari bakal calon dari berbagai sumber. Semua bakal calon diadministrasikan oleh Deputi.

3. Penilaian

Merujuk pada PER-02/MBU/02/2015, secara umum penilaian yang dilakukan terhadap calon meliputi pemenuhan persyaratan baik formal, materiil dan lain; evaluasi terhadap persyaratan; diajukan dengan memberikan rekomendasi "Disarankan".

4. Usulan Pengangkatan

Bagi calon yang telah mendapatkan rekomendasi "Disarankan" oleh tim penilai dapat diangkat menjadi Dewan Komisaris Perseroan. Untuk penetapan, karena status Perseroan sebagai BUMN yang kepemilikan seluruh saham dimiliki negara maka penetapan dilakukan melalui Keputusan Menteri.

B. Pemberhentian

Ketentuan mengenai mekanisme pemberhentian sebagaimana tercantum dalam PER-02/MBU/02/2015 yaitu:

1. Alasan Pemberhentian

Alasan pemberhentian Dewan Komisaris meliputi ketidakmampuan Dewan Komisaris dalam menjalankan tugasnya, melanggar ketentuan Anggaran Dasar dan perundang-undangan, terlibat tindakan merugikan bagi Perseroan dan negara, melakukan tindakan yang melanggar etika, dinyatakan bersalah dengan putusan pengadilan serta mengundurkan diri.

2. Tata Cara Pemberhentian

Tata cara pemberhentian dilakukan dengan evaluasi oleh Deputi kepada Dewan Komisaris yang bersangkutan dilanjutkan dengan mengajukan usulan untuk kemudian ditetapkan oleh Menteri BUMN. Sebelum ditetapkan dan dievaluasi, Perseroan terlebih dahulu memberikan informasi kepada Dewan

A. Appointment

1. Candidate Sources

Proposal of the Board of Commissioners candidates is based on candidate sources that consist of former directors of SOE, the Board of Commissioners, the government's structural and functional officials and other sources.

2. Networking

The networking of names of the Board of Commissioners conducted by the Minister of SOE, Secretary, Technical Deputy, and / or Deputy search the candidates from various sources. All candidates are administered by Deputy.

3. Assessment

Referring to PER-02/MBU/02/2015, in general the assessment conducted for the candidates includes requirements fulfillment both formal, material and others; evaluation on the requirements; proposed by providing "Recommended" recommendation/

4. Appointment Proposal

For the candidates who have "Recommended" recommendations by the assessment team can be appointed as the Company's Board of Commissioners. For the stipulation, because status of the Company as SOE that its ownership status is fully owned by the state so that the stipulation is performed through the Decree of the Minister.

B. Dismissal

Provisions concerning dismissal mechanism as stated in PER-02/MBU/02/2015 are:

1. Reasons for Dismissal

Reasons for dismissal of the Board of Commissioners cover inability of the Board of Commissioners in carrying out its duties, violating the Laws and Regulations, Involvement of harmful action for the Company and the state, conducting action that violates the ethics, a guilty statement by the court decision and resignation.

2. Dismissal Procedures

Dismissal procedures are conducted through evaluation by Deputy to the related Board of Commissioners, continue with the proposal which is further issued by the Minister of SOE. Prior to be issued and evaluated, the Company provides information first to the related Board of Commissioners in order he or she can conduct

Komisaris yang bersangkutan agar Dewan Komisaris yang bersangkutan dapat memberikan pembelaan diri dengan ketentuan pembelaan diri disampaikan dalam bentuk tertulis dan lisan (untuk lisan dibuatkan berita cara penyampaian pembelaan) maksimal disampaikan 14 hari terhitung setelah Dewan Komisaris yang bersangkutan memperoleh informasi pemberhentian kepada Deputy. Setelah disampaikan pembelaan diri, notulen pembelaan diajukan ke dalam RUPS untuk kemudian diambil keputusan.

Proses pemberhentian Dewan Komisaris dilakukan bersamaan dengan pengangkatan Dewan Komisaris pengganti dan pemberhentian berlaku efektif sejak ditetapkan dalam Keputusan Menteri atau RUPS.

C. Pemilihan Ulang

Prosedur pemilihan ulang Dewan Komisaris mengikuti prosedur pengangkatan di mana usulan yang diajukan akan dievaluasi oleh Menteri, Sekretaris Menteri atau Deputy. Apabila calon yang bersangkutan memenuhi persyaratan maka akan diberikan kriteria "Disarankan" dan diajukan untuk ditetapkan dalam RUPS ataupun Keputusan Menteri BUMN yang bersifat sirkuler.

Dengan statusnya sebagai BUMN yang kepemilikan sahamnya dimiliki oleh Pemerintah, Perseroan senantiasa mengikuti prosedur yang telah ditetapkan sebagaimana yang tercantum dalam Peraturan Menteri BUMN No. PER-02/MBU/02/2015 dalam hal pengangkatan, pemilihan ulang dan pemberhentian Dewan Komisaris. Karena hal-hal tersebut bersifat ketetapan yang dikeluarkan oleh Kementerian BUMN selaku wakil pemerintah di dalam Perseroan, maka fungsi Nominasi dan Remunerasi yang Perseroan diadakan.

Kemampuan dan Kepatutan Dewan Komisaris (Fit & Proper Test)

Semua anggota Dewan Komisaris Angkasa Pura II memiliki integritas, kompetensi, reputasi dan pengalaman serta keahlian yang dibutuhkan dalam menjalankan fungsi dan tugasnya masing-masing. Mekanisme penjangkaran atau nominasi calon anggota Dewan Komisaris diatur dalam Peraturan Menteri Negara BUMN Nomor PER-06/MBU/2012 tanggal 21 Mei 2012. Pemegang Saham melaksanakan *fit & proper test* dengan menggunakan jasa pihak independen. Hasil dari pihak independen ini kemudian diajukan kepada RUPS untuk dilakukan proses selanjutnya.

self-defense with a condition that the self-defense is submitted in the forms of written and verbal (for verbal, defense submission must be including in the news event) No more than 14 days counted after the related Board of Commissioners obtains the dismissal information to the Deputy. After the self-defense is submitted, minutes of defense is proposed into GMS to further be made a decision.

The process of the Board of Commissioners' dismissal is conducted along with the appointment of the substitute Board of Commissioners and the dismissal is effective since it is issued in the Decree of Minister or GMS.

C. Re-Appointment

Procedures of re-appointment of the Board of Commissioners follow the procedures of appointment in which the proposal will be evaluated by the Minister, Minister Secretary or Deputy. If the related candidate meets the requirements then he or she will receive "Recommended" criterion and will be submitted to be issued in GMS or the decision of the Minister of SOE is circular.

With its status as SOE that the shares ownership is owned by the Government, the Company always follows the issued procedures as stated in the Regulation of the Minister of SOEs No. PER-02 / MBU / 02 / 2015 in terms of appointment, re-appointment and dismissal of the Board of Commissioners. Because they are stipulation issued by the Ministry of SOEs as the representation of the government in the Company, then the nomination and remuneration function in the Company is dispensed.

Fit & Proper Test of the Board of Directors

All members of the Board of Directors of Angkasa Pura II have the integrity, competence, reputation and experience as well as expertise needed to carry out each functions and duties. Mechanism of networking and nomination of potential members of the Board of Directors is set in the Regulation of the State Minister of SOEs No: PER-06/MBU/2012 dated May 21st, 2012. Shareholders carry out fit & proper test by using the service of independent parties. Results from these independent parties are then submitted to the GMS for further processing.

Berdasarkan peraturan tersebut, tabel status uji kemampuan dan kepatutan Dewan Komisaris Angkasa Pura II yang menjabat pada tahun 2016 adalah sebagai berikut:

Nama / Name	Lulus Fit & Proper Test / Pass the Fit & Proper Test
Rhenald Kasali	✓
Iswan Elmi	✓
M. Harpin Ondeh	✓
Hadi Tjahjanto	✓
Imam Bustomi	✓
Maryati Karma	✓
Santoso Eddy Wibowo	✓
W. Budi Santoso*	✓
Wahyu Kuncoro*	✓

(*) Telah berhenti menjabat sebagai Komisaris Perseroan per 13 Juli 2016 sesuai SK Menteri Badan Usaha Milik Negara No. SK-139/MBU/07/2016.

Based on such regulation, the status table of the fit & proper test of the Board of Directors of Angkasa Pura II who served in 2015 is as follows:

(*) No longer served as the Company's Commissioners per July 13, 2016, based on the Decree of the Minister of State-Owned Enterprises No. SK-139/MBU/07/2016.

Independensi Dewan Komisaris dan Komisaris Independen

Seluruh anggota Dewan Komisaris Angkasa Pura II bertindak independen dan bebas intervensi dari pihak manapun. Sampai dengan akhir tahun 2016, Angkasa Pura II belum menunjuk Komisaris Independen.

Independence of Board of Commissioners and Independent Commissioner

All members of the Board of Commissioners of Angkasa Pura II acts independently and free from intervention from any party. As of the end of 2016, Angkasa Pura II has yet to appoint an independent commissioner.

Hubungan Afiliasi antara Dewan Komisaris dengan Direksi dan Pemegang Saham

Selama tahun 2016, tidak terdapat hubungan afiliasi, mencakup hubungan keluarga, hubungan keuangan, serta kepengurusan dan kepemilikan saham di perusahaan lain antara tiap anggota Dewan Komisaris dengan anggota Dewan Komisaris lainnya, atau antara anggota Dewan Komisaris dengan anggota Direksi. Hal yang sama juga untuk hubungan, antara anggota Dewan Komisaris dengan Pemegang Saham.

Affiliate Relationship between Board of Commissioners, Board of Directors and Shareholders

During 2016, there were no affiliate relationship, including family relationship, financial relationship, as well as management and shares ownership in other companies between each member of the Board of Commissioners with fellow members of the Board of Commissioners, or between members of the Board of Commissioners with members of the Board of Directors. The same thing is for the relationship between members of the Board of Commissioners with the Shareholders.

Hal ini ditunjukkan dalam tabel berikut:

This is presented in the following table:

Nama / Name	Hubungan Keluarga Dengan / Family Relationship with						Hubungan Keuangan Dengan / Financial Relationship with						Kepengurusan dan Kepemilikan Saham pada Perusahaan Lain / Management and Shares Ownership in Other Companies					
	Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders	
	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No
Rhenald Kasali		✓		✓		✓		✓		✓		✓		✓		✓		✓
Iswan Elmi		✓		✓		✓		✓		✓		✓		✓		✓		✓
M. Harpin Ondeh		✓		✓		✓		✓		✓		✓		✓		✓		✓
Hadi Tjahjanto		✓		✓		✓		✓		✓		✓		✓		✓		✓
Imam Bustomi		✓		✓		✓		✓		✓		✓		✓		✓		✓

Nama / Name	Hubungan Keluarga Dengan / Family Relationship with						Hubungan Keuangan Dengan / Financial Relationship with						Kepengurusan dan Kepemilikan Saham pada Perusahaan Lain / Management and Shares Ownership in Other Companies					
	Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders	
	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No
Maryati Karma		✓		✓		✓		✓		✓		✓		✓		✓		✓
W. Budi Santoso*		✓		✓		✓		✓		✓		✓		✓		✓		✓
Wahyu Kuncoro*		✓		✓		✓		✓		✓		✓		✓		✓		✓

(*) Telah berhenti menjabat sebagai Komisaris Perseroan per 13 Juli 2016 sesuai SK Menteri Badan Usaha Milik Negara No. SK-139/MBU/07/2016.

(*) no longer served as the Company's Commissioners per July 13, 2016 based on the Decree of the Minister of State-Owned Enterprises No. SK-139/MBU/07/2016.

Rangkap Jabatan dan Benturan Kepentingan

Berdasarkan ketentuan Anggaran Dasar, anggota Dewan Komisaris dilarang merangkap jabatan sebagai:

1. Anggota Direksi pada BUMN, BUMD, dan badan usaha milik swasta;
2. Jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan yang berlaku;
3. Pengurus partai politik dan atau calon/anggota legislatif;
4. Jabatan lain yang dapat menimbulkan benturan kepentingan.

Di samping ketentuan tersebut di atas, berdasarkan surat Wakil Menteri Negara BUMN atas nama Menteri Negara BUMN Nomor S-375/MBU.Wk/2011 tanggal 5 Desember 2011 dinyatakan bahwa anggota Dewan Komisaris/Dewan Pengawas BUMN hanya diperkenankan menjabat sebagai anggota Dewan Komisaris/Dewan Pengawas pada 1 (satu) BUMN.

Selama tahun 2016, tidak ada anggota Dewan Komisaris Angkasa Pura II yang merangkap jabatan sebagaimana disebutkan dalam Anggaran Dasar Perusahaan.

Untuk meminimalisir terjadinya benturan kepentingan, setiap anggota Dewan Komisaris juga diwajibkan untuk membuat Daftar Khusus yang berisikan keterangan kepemilikan saham anggota Dewan Komisaris dan/atau keluarganya pada Perusahaan maupun perusahaan lain. Daftar Khusus disimpan dan diadministrasikan oleh Sekretaris Dewan Komisaris.

Concurrent Positions and Conflict of Interest

Based on the provisions of the Articles of Association, members of the Board of Commissioners are prohibited to have concurrent positions as:

1. Members of the Board of Directors in SOEs, ROEs, and Private Owned Enterprises.
2. Other positions in accordance with the applicable laws and regulations.
3. Management of political parties and or candidates / members of the legislative.
4. Other positions that may pose a conflict of interest.

In addition to the above provisions, the letter of the Deputy State Minister of SOEs on behalf of the State Minister of SOEs No. S-375/MBU.Wk/2011 dated December 5, 2011 stated that members of the Board of Commissioners/Board of Supervisors of SOEs is only allowed to serve as members of the Board of Commissioners/Board of Supervisors at 1 (one) SOEs.

During 2016, no member of the Board of Commissioners of Angkasa Pura II has concurrent position as stipulated in the Articles of Association of the Company.

To minimize conflict of interest, each member of the Board of Commissioners is required to make Special Register which contains the descriptions of shares ownership of members of the Board of Commissioners and/or their family on the Company or other companies. Special Register is stored and administered by the Secretary to Board of Commissioners.



Board Manual disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, peraturan dan ketentuan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) GCG.

Board Manual is prepared based on the principles of corporate laws, provisions of the Articles of Association, applicable laws and regulations, direction of the Shareholders and GCG best practices.

Pedoman Kerja Dewan Komisaris

Dalam hubungannya dengan organ perusahaan lainnya terkait pelaksanaan tugas dan tanggung jawabnya, Angkasa Pura II telah menyelesaikan penyusunan pedoman kerja bagi Dewan Komisaris (*Board Manual*), yakni pedoman kerja Dewan Komisaris yang berisi panduan bagi Dewan Komisaris yang menjelaskan hubungan, komunikasi, dan aktivitas antara organ Perusahaan tersebut secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, dapat menjadi acuan bagi Dewan Komisaris dalam melaksanakan tugas masing-masing untuk mencapai visi dan misi Perusahaan, sehingga diharapkan akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG.

Board Manual disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, peraturan dan ketentuan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) GCG.

Isi dari *Board Manual* sebagai berikut:

Bab I : Pendahuluan

Bab II : Hubungan Dewan Komisaris dan Direksi

Bab III : Dewan Komisaris

Bab VI : Direksi

Bab V : Penutup

Tugas dan Tanggung Jawab dewan Komisaris

Dewan Komisaris bertugas dan bertanggung jawab melakukan pengawasan terhadap kebijakan pengurusan, jalannya pengurusan pada umumnya baik mengenai Perusahaan maupun usaha Perusahaan yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan Rencana Jangka Panjang Perusahaan, Rencana Kerja dan Anggaran Perusahaan serta ketentuan Anggaran Dasar dan Keputusan Rapat Umum Pemegang Saham, serta peraturan perundang-undangan yang berlaku, untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan.

Dalam melaksanakan tugas, Dewan Komisaris bertanggung Jawab kepada RUPS. Pertanggungjawaban Dewan Komisaris kepada RUPS merupakan perwujudan akuntabilitas pengawasan atas pengelolaan perusahaan dalam rangka pelaksanaan prinsip-prinsip GCG.

Work Guidelines of Board of Commissioners

In conjunction with the other organs of the Company related to the implementation of duties and responsibilities, Angkasa Pura II has completed the preparation of work guidelines for the Board of Commissioners (*Board Manual*), namely the working guidelines of the Board of Commissioners which contains guidelines for the Board of Commissioners that describe relationships, communication, and activities between organs of the Company in a structured, systematic, easy to understand and can be run with a consistency, can be a reference for the Board of Commissioners in carrying out their respective duties to achieve the Company's vision and mission, which is expected to achieve a high standard of work that is in harmony with the GCG principles.

Board Manual is prepared based on the principles of corporate laws, provisions of the Articles of Association, applicable laws and regulations, direction of the Shareholders and GCG best practices.

Contents of the Board Manual as follows:

Chapter I : Introduction

Chapter II : Relationship of Board of Commissioners and Board of Directors

Chapter III : Board of Commissioners

Chapter VI : Board of Directors

Chapter V : Closing

Duties and Responsibilities of Board of Commissioners

Board of Commissioners is tasked and responsible for supervision on the management policies, the running of management in general, both related to the Company and its business conducted by the Board of Directors as well as the provision of advices to the Board of Directors including the supervision against the implementation of the Company's Long-Term Plan, Work Plan and Budget of the Company as well as provisions of the Articles of Association and Resolutions of the General Meeting of Shareholders, as well as the applicable laws and regulations, for the interests of the Company and in accordance with the purposes and objectives of the Company.

In performing its duties, the Board of Commissioners is responsible to the GMS. Responsibility of the Board of Commissioners to the GMS is a manifestation of accountability of supervision on the Company's management in the implementation of GCG principles.

Dalam rangka menjalankan fungsi dan untuk memudahkan pengawasan dan pengendalian perusahaan, Dewan Komisaris telah melakukan pembagian tugas kepada masing-masing anggota Dewan Komisaris sesuai dengan Keputusan Dewan Komisaris PT Angkasa Pura II (Persero) Nomor KEP.03.01/00/08/2016/0769 tanggal 1 Agustus 2016 tentang Pembagian Tugas Dewan Komisaris PT Angkasa Pura II (Persero), dengan rincian sebagai berikut:

In order to carry out the function and to facilitate supervision and control of the Company, the Board of Commissioners has conducted division of tasks to each member of the Board of Commissioners based on the Decree of the Board of Commissioners of PT Angkasa Pura II (Persero) Number KEP.03.01 / 00 / 08 / 2016 / 0769 dated August 1, 2016, on Division of Tasks of the Board of Commissioners of PT Angkasa Pura II (Persero) with the following details:

Nama / Name	Jabatan / Position	Bidang Tugas / field of Duty	Uraian Tugas / Job Description
Rhenald Kasali	Komisaris Utama / President Commissioner	Koordinasi seluruh kegiatan Dewan Komisaris / Coordination of all activities of the Board of Commissioners	Mengkoordinir semua pelaksanaan tugas dan kegiatan pengawasan Dewan Komisaris serta memberikan arahan kepada Direksi terhadap pengurusan usaha Perusahaan / Coordinate all implementation of duties and activities of supervision of the Board of Commissioners as well as provide direction to the Board of Directors on the business management of the Company.
Iswan Elmi	Komisaris / Commissioner	Pengembangan Usaha, Komersial, Pengembangan Kemandirian dan Manajemen Risiko / Development of Business, Commercial, Development of Airport and Risk Management	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi terhadap pengurusan usaha Perusahaan Bidang Pengembangan Usaha, Komersial, Pengembangan Kemandirian dan Kebijakan Manajemen Risiko / Implement the duties of monitoring and provision of direction to the Board of Directors on the business management of the Company in the fields of Development of Business, Commercial, Development of Airports and Risk Management Policy.
Maryati Karma	Komisaris / Commissioner	Pemberdayaan SDM, Nominasi Remunerasi dan GCG / HR empowerment, Nomination & Remuneration and GCG	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi terhadap pengurusan usaha Perusahaan Bidang Pemberdayaan Sumber Daya Manusia, Kebijakan Nominasi & Remunerasi dan Good Corporate Governance (GCG) / Implement the duties of monitoring and provision of direction to the Board of Directors on the business management of the Company in the fields of HR empowerment, Nomination & Remuneration Policy and Good Corporate Governance (GCG)
Harpin Ondeh	Komisaris / Commissioner	Operasi, Teknologi Informasi dan Strategi Pengembangan Usaha Makro / Operations, Information Technology and Macro- Business Development Strategy	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi terhadap pengurusan usaha Perusahaan Bidang Operasi, Teknologi Informasi dan Strategi Pengembangan Usaha Makro. / Implement the duties of monitoring and provision of direction to the Board of Directors on the business management of the Company in the fields of Operations, Information Technology and Macro-Business Development Strategy
Hadi Tjahjanto	Komisaris / Commissioner	Hukum, Keamanan Bandara dan Aset Perusahaan / Law, Security of Airports and Company Assets	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi terhadap pengurusan usaha Perusahaan Bidang Hukum, Keamanan Bandara dan Aset Perusahaan. / Implement the duties of monitoring and provision of direction to the Board of Directors on the business management of the Company in the fields of Law, Security of Airports and Company Assets
Iman Bustomi	Komisaris / Commissioner	Kuangan, Akuntansi dan Audit / Finance, Accounting and Audit	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi terhadap pengurusan usaha Perusahaan Bidang Keuangan, Akuntansi dan Audit / Implement the duties of monitoring and provision of direction to the Board of Directors on the business management of the Company in the fields of Finance, Accounting and Audit
W. Budi Santoso*	Komisaris / Commissioner	Operasi, Teknologi Informasi dan Strategi Pengembangan Usaha Makro / Operations, Information Technology and Macro- Business Development Strategy	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi terhadap pengurusan usaha Perusahaan Bidang Operasi, Teknologi Informasi dan Strategi Pengembangan Usaha Makro / Implement the duties of monitoring and provision of direction to the Board of Directors on the business management of the Company in the fields of Operations, Information Technology and Macro-Business Development Strategy
Wahyu Kuncoro*	Komisaris / Commissioner	Kuangan, Akuntansi dan Audit / Finance, Accounting and Audit	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi terhadap pengurusan usaha Perusahaan Bidang Keuangan, Akuntansi dan Audit / Implement the duties of monitoring and provision of direction to the Board of Directors on the business management of the Company in the fields of Finance, Accounting and Audit

(*) Telah berhenti menjabat sebagai Komisaris Perseroan per 13 Juli 2016 sesuai SK Menteri Badan Usaha Milik Negara No. SK-139/MBU/07/2016.

(*) No longer served as the Company's Commissioners per July 13, 2016, based on the Decree of the Minister of State-Owned Enterprises No. SK-139 / MBU / 07 / 2016.

Program Kerja dan Pelaksanaan Tugas Dewan Komisaris Tahun 2016

Dewan Komisaris telah menyusun program kerja sebagaimana ditetapkan dalam Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2016, rincian kegiatan tersebut adalah sebagai berikut:

Work Program and Implementation of Duties of the Board of Commissioners in 2015

Board of Commissioners has prepared a work program as stipulated in the Company's Work Plan & Budget (RKAP) 2016, details of these activities are as follows:

No	Rencana Kerja / Work Plan	Realisasi / Realization
1	Evaluasi Kinerja Perusahaan Tahun 2016 / Corporate Performance Evaluation 2016	1) Dewan Komisaris bersama-sama dengan Direksi melakukan pembahasan pada 26 Januari 2016 tentang Pembahasan Laporan Manajemen tahun 2015 (Unaudited); / Board of Commissioners together with the Board of Directors conducted a discussion on January 26th, 2016 on the Discussion of Management Report 2015 (Unaudited); 2) Selanjutnya Dewan Komisaris memberikan tanggapan atas Laporan manajemen Audited Tahun Buku 2015 melalui Surat Nomor CO.02.02/00./04/2016/0910 tanggal 25 April 2015. / Then the Board of Commissioners provides a feedback on the Audited Management Report 2015 through a letter no. CO.02.02/00./04/2016/0910 dated April 25, 2015.
2	Pengawasan terhadap Pelaksanaan RKAP Tahun 2016 / Supervision against RKAP Implementation 2016	1) Rapat Dewan Komisaris dengan Direksi tanggal 26 Januari 2016 tentang Pembahasan Laporan Manajemen tahun 2015 (Unaudited); / Meeting of the Board of Commissioners with the Board of Directors on January 26, 2015 about the Discussion of Management Report 2014 (Unaudited); 2) Risalah rapat Dewan Komisaris dengan Direksi tanggal 15 Feb 2016 tentang Pembahasan Laporan Manajemen Bulan Januari Tahun 2016; / Minutes of Meeting of the Board of Commissioners with the Board of Directors on February 15, 2016 about the Discussion of Management Report of January 2016; 3) Rapat Dewan Komisaris dengan Direksi tanggal 29 Maret 2016 tentang Pembahasan Laporan Manajemen Bulan Februari Tahun 2016; / Meeting of the Board of Commissioners with the Board of Directors on March 29, 2016 about the Discussion of Management Report of February 2016; 4) Rapat Dewan Komisaris dengan Direksi tanggal 25 April 2016 tentang Pembahasan Laporan Manajemen Tahun 2015 (Audited); / Meeting of the Board of Commissioners with the Board of Directors on April 25, 2016 about the Discussion of Management Report of 2015 (Audited); 5) Rapat Dewan Komisaris dengan Direksi tanggal 28 April 2016 tentang Pembahasan Laporan Manajemen Bulan Maret / Triwulan I Tahun 2016; / Meeting of the Board of Commissioners with the Board of Directors on April 28, 2016 about the Management Report of March / the First Quarter of 2016; 6) Rapat Dewan Komisaris dengan Direksi tanggal 13 Mei 2016 tentang Pembahasan Persiapan RUPS RKAP Tahun 2016; / Meeting of the Board of Commissioners with the Board of Directors on May 13, 2016 about the Preparation of RKAP GMS of 2016; 7) Rapat Dewan Komisaris dengan Direksi tanggal 30 Mei 2016 tentang Pembahasan Laporan Manajemen Bulan April Tahun 2016; / Meeting of the Board of Commissioners with the Board of Directors on May 30, 2016 about the Management Report of April 2016; 8) Rapat Dewan Komisaris dengan Direksi tanggal 27 Juni 2016 tentang Pembahasan Laporan Manajemen Bulan Mei Tahun 2016; / Meeting of the Board of Commissioners with the Board of Directors on June 27, 2016 about the Management Report of May 2016 9) Rapat Dewan Komisaris dengan Direksi tanggal 27 Juli 2016 tentang Laporan Manajemen Bulan Juni / Triwulan II Tahun 2016; / Meeting of the Board of Commissioners with the Board of Directors on July 27, 2016 about the Management Report of June / The second Quarter of 2016; 10) Rapat Dewan Komisaris dengan Direksi tanggal 25 Agustus 2016 tentang Pembahasan Laporan Manajemen Bulan Juli Tahun 2016; / Meeting of the Board of Commissioners with the Board of Directors on August 25, 2016 about the Management Report of July 2016; 11) Rapat Dewan Komisaris dengan Direksi tanggal 1 September 2016 tentang Usulan Revisi RKAP Tahun 2016; / Meeting of the Board of Commissioners with the Board of Directors on September 1, 2016 about Proposal of RKAP Revision of 2016 12) Rapat Dewan Komisaris dengan Direksi tanggal 28 September 2016 tentang Pembahasan Laporan Manajemen Bulan Agustus Tahun 2016; / Meeting of the Board of Commissioners with the Board of Directors on September 28, 2016 about the Management Report of August 2016; 13) Rapat Dewan Komisaris dengan Direksi tanggal 26 Oktober 2016 tentang Laporan Manajemen Bulan September / Triwulan III Tahun 2016; / Meeting of the Board of Commissioners with the Board of Directors on October 26, 2016 about the Management Report of September / The Third Quarter of 2016 14) Rapat Dewan Komisaris dengan Direksi tanggal 30 Oktober 2016 tentang Pembahasan RKAP Tahun 2017; / Meeting of the Board of Commissioners with the Board of Directors on October 30, 2016 about RKAP of 2017; 15) Rapat Dewan Komisaris dengan Direksi tanggal 21 Desember 2016 tentang Pembahasan Laporan Manajemen Bulan November Tahun 2016. / Meeting of the Board of Commissioners with the Board of Directors on December 21, 2016 about the Management Report of November 2016.

No	Rencana Kerja / Work Plan	Realisasi / Realization
3	Pengawasan Terhadap Efektifitas Audit Eksternal dan Audit Internal serta Efektifitas Tata Kelola Perusahaan Yang Baik / Supervision Against the Effectiveness of External Audit and Internal Audit as well as the Effectiveness of Good Corporate Governance	1) Surat Dewan Komisaris Nomor CO.02.03/00./04/2016/1097 tanggal 28 April 2016 perihal Tanggapan Dewan Komisaris atas Laporan Manajemen Triwulan I Tahun 2016; / Board of Commissioners Letter Number CO.02.03 / 00. / 04 / 2016 / 1097 dated April 28, 2016 on Feedback of the Board of Commissioners on the Management Report of the first quarter of 2016; 2) Surat Dewan Komisaris CO.16.02/00/02/2016/0911 tanggal 24 Februari 2016 perihal Tanggapan Dewan Komisaris atas Pemantauan Tindak Lanjut Rekomendasi Hasil Pemeriksaan BPK pada PT AP II; / Board of Commissioners Letter CO.16.02 / 00 / 02 / 2016 / 0911 dated February 24, 2016 on Feedback of the Board of Commissioners on the Supervision of Recommendations Follow-up of BPK Inspection Results on PT AP II; 3) Surat Dewan Komisaris Nomor CO.02.02/00./06/2016/1170 tanggal 29 Juli 2016 perihal Tanggapan Dewan Komisaris atas Laporan Manajemen Triwulan II Tahun 2016; / Board of Commissioners Letter Number CO.02.02 / 00 / 06 / 2016 / 1170 dated July 29, 2016 on Feedback of the Board of Commissioners on the Management Report of the second Quarter of 2016; 4) Surat Dewan Komisaris Nomor CO.02.03/00/11/2016/0557 tanggal 26 Oktober 2016 perihal Tanggapan Dewan Komisaris atas Laporan Manajemen Triwulan III Tahun 2016; / Board of Commissioners Letter Number CO.02.03 / 00 / 11 / 2016 / 0557 dated October 26, 2016 on Feedback of the Board of Commissioners on the Management Report of the Third Quarter of 2016; 5) Rapat Dewan Komisaris dengan Direksi tanggal 27 Juli 2016 tentang Program Pengenalan Perusahaan; / Meeting of the Board of Commissioners with the Board of Directors on July 27, 2016 on the Company's Induction Training;
4	Pengawasan terhadap Pengelolaan Risiko Perusahaan / Supervision against the Company's Risk Management	1) Surat Dewan Komisaris Nomor CO.06.02/00/02/2016/0868 tanggal 1 Februari 2016 tentang Pengaturan Penunjukan Langsung dengan Batasan Nilai dalam Pengadaan Barang/Jasa; / Board of Commissioners Letter Number CO.06.02 / 00 / 02 / 2016 / 0868 dated February 1, 2016 dated February 1, 2016 on Regulation of Direct Appointment with Value Boundary in the Procurement of Goods / Services; 2) Surat Dewan Komisaris Nomor CO.04.04/00./03/2016/1305 tanggal 4 Maret 2016 tentang Tanggapan Dewan Komisaris atas Permohonan Persetujuan Perubahan Perjanjian Kerjasama dengan PT Sanggraha Daksamitra; / Board of Commissioner Letter Number CO.04.04 / 00. / 03 / 2016 / 1305 dated March 4, 2016 on Feedback of the Board of Commissioners on Application for Approval of Amendment of Cooperation Agreement with PT Sanggraha Daksamitra; 3) Surat Dewan Komisaris Nomor CO.16.01/00./10/2016/0671 tanggal 18 Oktober 2016 tentang Penugasan Penelitian Proyek Pembangunan Terminal 3 Bandara Soekarno-Hatta; / Board of Commissioners Letter Number CO.16.01 / 00. / 10 / 2016 / 0671 dated October 18, 2016 on Assignment of Construction Project Research of Terminal 3 Soekarno-Hatta; 4) Kunjungan Komite Manajemen Risiko & SDM ke Unit Bisnis Pelayanan Jasa Kargo dan Area Airside Bandara Internasional Soekarno Hatta Nomor SC.08.03/00./04/2016/0441 tanggal 13 April 2016. / Visit of Risk Management & HR Committee to Operating Unit of Cargo Service and Airside Area of Soekarno Hatta International Airport Number SC.08.03 / 00. / 04/2016/0441 dated April 13, 2016.
5	Pengawasan Program-Program Strategis Perusahaan / Supervision against the Company's Strategic Programs	1) Surat Dewan Komisaris Nomor CO.06.05/00./03/2016/1239 tanggal 23 Maret 2016 perihal Persetujuan Penghapusbukuan Kendaraan Dinas Pejabat dan Operasional PT AP II; / Board of Commissioners Letter Number CO.06.05 / 00. / 03 / 2016 / 1239 dated March 23, 2016 on the Write-off Proposal of the Officials and Operational Service Vehicles of PT AP II; 2) Surat Dewan Komisaris Nomor CO.06.05/00./03/2016/1230 tanggal 23 Maret 2016 perihal Penghapusbukuan dan Pemindahtanganan Aset Tetap PT AP Tahun 2016; / Board of Commissioners Letter Number CO.06.05 / 00. / 03 / 2016 / 1230 dated March 23, 2016 on the Write-off and Fixed Assets Distribution of PT AP in 2016; 3) Surat Dewan Komisaris Nomor CO.03.05/001/03/2016/1120 tanggal 28 Maret 2016 perihal Tanggapan Dewan Komisaris atas Usulan Nama Calon Direktur Utama Anak Perusahaan Property & Retail; / Board of Commissioner Letter Number CO.03.05 / 001 / 03 / 2016 / 1120 dated March 28, 2016 on Feedback of the Board of Commissioners on the Proposed Candidate of President Director of Property & Retail Subsidiary; 4) Surat Dewan Komisaris Nomor CO.06.05/00./08/2016/0154 tanggal 4 Agustus 2016 perihal Persetujuan Penghapusbukuan Barang Persediaan Mati; / Board of Commissioners Letter Number CO.06.05 / 00. / 08 / 2016 / 0154 dated August 4, 2016 on the Approval of the Write-off of Goods Supply Off; 5) Surat Dewan Komisaris Nomor CO.12.03/00./08/2016/0614 tanggal 16 Agustus 2016 perihal Tanggapan Dewan Komisaris Atas Kejadian Banjir di T3 Ultimate Bandara Internasional Soekarno-Hatta; / Board of Commissioner Letter Number CO.12.03 / 00. / 08 / 2016 / 0614 dated August 16, 2016 on Feedback of the Board of Commissioners On the Flood in T3 Ultimate of Soekarno-Hatta International Airport;

No	Rencana Kerja / Work Plan	Realisasi / Realization
		6) Surat Dewan Komisaris Nomor CO.06.05/00./10/2016/0031 tanggal 3 Oktober 2016 perihal Penghapusbukuan Aktiva Tetap Kantor Cabang Raja Haji Fisabilillah Tanjung Pinang; / Board of Commissioners Letter Number CO.06.05 / 00. / 10 / 2016 / 0031 dated October 3, 2016 on the Write-off of Fixed Active in Haji Fisabilillah Tanjung Pinang Branch Office; 7) Surat Dewan Komisaris Nomor CO.06.05/00./10/2016/1138 tanggal 26 Oktober 2016 perihal Penghapusbukuan Kendaraan Dinas Pejabat dan Operasional PT AP II; / Board of Commissioners Letter Number CO.06.05 / 00. / 10 / 2016 / 1138 dated October 26, 2016 on the Write-off of Officials and Operational Service Vehicles of PT AP II; 8) Surat Dewan Komisaris Nomor RHS.01.01/00./06/2016/0014 tanggal 30 Juni 2016 perihal Restrukturisasi Organisasi PMU Pengembangan Bandara; / Board of Commissioners Letter Number RHS.01.01 / 00. / 06 / 2016 / 0014 dated June 30, 2016 on Restructuration of PMU Airport Development Organization; 9) Surat Dewan Komisaris Nomor CO.05.03/00./08/2016/1243 tanggal 31 Agustus 2016 perihal Tanggapan Dewan Komisaris Atas Usulan Revisi RKAP 2016; / Board of Commissioners Letter Number CO.05.03 / 00. / 08 / 2016 / 1243 dated August 31, 2016 on Feedback of the Board of Commissioners On Proposal of RKAP Revision of 2016; 10) Surat Dewan Komisaris Nomor CO.06.05/00./10/2016/1139 tanggal 30 Oktober 2016 perihal Usulan Pengalihan Aktiva Tetap PT AP II kepada TNI AU; / Board of Commissioners Letter Number CO.06.05 / 00. / 10 / 2016 / 1139 dated October 30, 2016 on Proposal of Fixed Assets Transfer of PT AP II to TNI AU; 11) Surat Dewan Komisaris Nomor CO.05.06/00./12/2016/0749 tanggal 27 Desember 2016 perihal Tanggapan Dewan Komisaris Atas Usulan Pendanaan Tahun 2017 Pengembangan Bandara-Bandara di Lingkungan PT AP II. / Board of Commissioners Letter Number CO.05.06 / 00. / 12 / 2016 / 0749 dated December 27, 2016 on Feedback of the Board of Commissioners On Budget Proposal of 2017 of Airports Development in PT AP II environment.
6	Rapat Dewan Komisaris / Meetings of the Board of Commissioners	Dewan Komisaris telah menyelenggarakan 32 kali rapat Dewan Komisaris, terdiri dari / The Board of Commissioners has held 32 meetings of the Board of Commissioners, consisting of: 1) 3 kali rapat internal / 3 internal meetings; 2) 14 kali rapat gabungan dengan Komite Audit dan Manajemen Risiko; / 14 joint meetings with Audit Committee and Risk Management 3) 15 kali rapat gabungan bersama Direksi / 15 joint meetings with the Board of Directors
7	Kunjungan Kerja / Work Visit	1) Kunjungan kerja Dewan Komisaris ke DTB – Silangit tanggal 4 Januari 2016; / Work visit of the Board of Commissioners to DTB – Silangit on January 4, 2016; 2) Kunjungan kerja Dewan Komisaris ke SMB II – Palembang tanggal 17-19 Maret 2016; / Work visit of the Board of Commissioners to SMB II – Palembang on March 17-19, 2016; 3) Kunjungan kerja Dewan Komisaris ke HLP – JKT tanggal 16 Juni 2016; / Work visit of the Board of Commissioners to HLP – JKT on June 16, 2016; 4) Kunjungan kerja Dewan Komisaris ke HLP – JKT tanggal 28 Juni 2016; / Work visit of the Board of Commissioners to HLP – JKT on June 28, 2016; 5) Kunjungan kerja Dewan Komisaris ke BIM – Padang tanggal 14-15 Juni 2016; / Work visit of the Board of Commissioners to BIM – Padang on June 14-15, 2016; 6) Kunjungan kerja Dewan Komisaris ke DJB – Jambi tanggal 20-22 Juli 2016; / Work Visit of the Board of Commissioners to DJB – Jambi on July 20-22, 2016; 7) Kunjungan kerja Dewan Komisaris ke DTB – Silangit tanggal 20-22 Agustus 2016; / Work visit of the Board of Commissioners to DTB – Silangit on August 20-22, 2016; 8) Kunjungan kerja Dewan Komisaris ke PGK – Pangkal Pinang tanggal 29 September 2016; / Work visit of the Board of Commissioners to PGK – Pangkal Pinang on September 29, 2016; 9) Kunjungan kerja Dewan Komisaris ke SSK II – Pekanbaru tanggal 9 Oktober 2016; / Work visit of the Board of Commissioners to SSK II – Pekanbaru on October 9, 2016; 10) Kunjungan kerja Dewan Komisaris ke PNK – Pontianak tanggal 19 Oktober 2016; / Work visit of the Board of Commissioners to PNK – Pontianak on October 19, 2016; 11) Kunjungan kerja Dewan Komisaris ke KNO – Medan tanggal 29-30 Oktober 2016; / Work visit of the Board of Commissioners to KNO – Medan on October 29-30, 2016; 12) Kunjungan kerja Dewan Komisaris ke BTJ – Banda Aceh tanggal 27-29 November 2016; / Work visit of the Board of Commissioners to BTJ – Banda Aceh on November 27-29, 2016; 13) Kunjungan kerja Dewan Komisaris ke SSK II – Pekanbaru tanggal 2-3 Desember 2016 / Work visit of the Board of Commissioners to SSK II – Pekanbaru on December 2-3, 2016.
8	Peningkatan Pengetahuan dan Informasi Mutakhir / Improved Knowledge and Advanced Information	Mengikuti 5 (lima) pelatihan di luar negeri / Attended 5 (five) trainings in overseas.
9	Usulan Kantor Akuntan Publik / Proposal of Public Accounting Firm	Surat Dewan Komisaris Nomor CO.16.01/00./04/2016/0922 tanggal 25 April 2016 perihal Usulan Penunjukan Kembali Kantor Akuntan Publik (KAP) Tahun 2016. / Board of Commissioners Letter Number CO.16.01 / 00. / 04 / 2016 / 0922 dated April 25, 2016 on Proposal of Re-Appointment of Public Accounting Firm (KAP) in 2016

No	Rencana Kerja / Work Plan	Realisasi / Realization
10	Penyusunan RKAP PT AP II Tahun 2016 / RKAP Preparation of PT AP II 2016	1. Rapat Dewan Komisaris dengan Direksi tanggal 30 Oktober 2016 perihal Pembahasan RKA Perusahaan Tahun 2017; / Meeting of the Board of Commissioners with the Board of Directors on October 30, 2016 on RKA of the Company in 2017; 2. Surat Dewan Komisaris No. CO.05.03/00./11/2016/0559 tanggal 14 November 2016 perihal Tanggapan dan Saran Dewan Komisaris atas Rencana Kerja dan Anggaran Perusahaan (RKAP) PT AP II Tahun 2017. / Board of Commissioners Letter No. CO.05.03 / 00. / 11 / 2016 / 0559 dated November 14, 2016 on Feedback and Suggestion of the Board of Commissioners on the Company's Work Plan and Budget (RKAP) of PT AP II in 2017.
11	Penyusunan Rencana Kerja Dewan Komisaris Tahun 2017 / Work Plan Preparation of Board of Commissioners in 2017	Surat Dewan Komisaris Nomor CO.05.03/00./11/2016/0559 tanggal 14 November 2016 perihal Tanggapan dan Saran Dewan Komisaris Atas Rencana Kerja dan Anggaran Perusahaan (RKAP) PT AP II Tahun 2017. / Board of Commissioners Letter Number CO.05.03 / 00. / 11 / 2016 / 0559 on November 14, 2016 on Feedback and Suggestion of the Board of Commissioners On the Company's Work Plan an Budget (RKAP) of PT AP II in 2017.
12	Penyusunan KPI/Kontrak Manajemen Dewan Komisaris Tahun 2016 / KPI Preparation / Management Contract of the Board of Commissioners in 2016	1. Rapat Internal Dewan Komisaris tanggal 26 Oktober 2016 perihal Pembahasan Usulan KPI Dewan Komisaris tahun 2016. / Internal Meeting of the Board of Commissioners on October 26, 2016 on KPI Proposal of the Board of Commissioners in 2016. 2. Surat Dewan Komisaris ke Menteri BUMN Nomor CO.02.03/00./12/2016/0584 tanggal 27 Desember 2016 perihal Usulan Kontrak Manajemen Dewan Komisaris Tahun 2017. / Board of Commissioners Letter to the Minister of SOEs Number CO.02.03 / 00. / 12 / 2016 / 0584 dated December 27, 2016 on Management Contract Proposal of the Board of Commissioners in 2017.

Agenda dan Publikasi Rencana Rapat Dewan Komisaris Agenda rapat Dewan Komisaris

Berdasarkan tugas, tanggung jawab, kewenangan dan aturan yang terangkum dalam Pedoman Kerja Dewan Komisaris agenda umum rapat Dewan Komisaris meliputi:

- Evaluasi Kinerja Perseroan;
- Pembahasan rencana jangka panjang Perusahaan & RKAP
- Menindaklanjuti temuan SPI;
- Melakukan pembahasan tindak lanjut temuan BPK RI;
- Melakukan koordinasi dengan Komite-Komite di bawahnya; dan
- Agenda lainnya yang masih menjadi kewenangan Organ Dewan Komisaris.

Selain agenda tersebut, Dewan Komisaris juga memiliki agenda rapat lainnya yang bersifat insidental atau diperlukan di luar agenda rapat umum.

Publikasi Rapat Dewan Komisaris

Informasi mengenai rencana pelaksanaan rapat Dewan Komisaris dilakukan selambat-lambatnya 7 (tujuh) hari sebelum jadwal pelaksanaan. Dalam publikasi tersebut, diinformasikan mengenai tanggal dan waktu pelaksanaan rapat, lokasi rapat, agenda rapat dan pihak-pihak yang menjadi peserta rapat.

Guna membentuk perencanaan yang disiplin, di awal tahun 2016, Perseroan telah menyusun rencana awal pelaksanaan rapat Dewan Komisaris yang tertuang dalam Jadwal Tahunan Perusahaan (*calendar event*). Informasinya rencana pelaksanaan

Agenda and Publication of Meeting Plan of Board of Commissioners Board of Commissioners Meeting Agenda

Based on duties, responsibilities, authority and rules that summarized in the Work Guideline of the Board of Commissioners, general meeting agenda of the Board of Commissioners includes:

- Performance Evaluation of the Company;
- Discussion of the Company's long-term plan & RKAP
- Follow-up SPI findings;
- Conduct follow-up discussion of BPK RI's findings;
- Conduct coordination with the Committees under it; and
- Other agendas that still become the authority of the Board of Commissioners.

In addition to the agenda, the Board of Commissioners is also has other meeting agendas which are incidental or required outside of the general meeting agenda.

Publication of Board of Commissioners Meeting

Information on the implementation plan of Meeting of the Board of Commissioners is conducted no later than 7 (seven) days before the implementation schedule. Within the publication, the implementation date and time of the meeting, meeting location, meeting agenda and parties that become meeting participants will be informed.

In order to form a disciplined planning, in the beginning of 2016, the Company has prepared initial meeting plan of the Board of Commissioners stated in the Company's Calendar Event. It was informed that the meeting plan has been

rapat juga telah didistribusikan secara luas kepada pihak-pihak terkait seperti Sekretaris Dewan Komisaris, Sekretaris Perusahaan serta organ-organ lainnya seperti SPI dan Divisi-Divisi yang ada. Dalam hal terjadi usulan rapat yang bersifat insidental publikasi dilakukan dapat dilakukan dengan seefektif dan seefisien mungkin namun tetap mengikuti prosedur pendokumentasian yang berlaku (membuat berita acara).

Dokumentasi Hasil Rapat

Dalam menjamin terlaksananya prinsip transparansi dan akuntabilitas, risalah pelaksanaan rapat (dalam hal ini rapat Dewan Komisaris) didokumentasikan secara baik yang memuat pembahasan-pembahasan atas agenda rapat, perbedaan pendapat (*desenting opinion*) serta keputusan yang ditetapkan. dokumentasi rapat kemudian ditandatangani oleh pimpinan dan seluruh peserta rapat yang hadir serta didistribusikan sesuai peruntukannya.

Mekanisme Pengambilan Keputusan dalam Rapat Dewan Komisaris

Mekanisme pengambilan keputusan dalam Rapat Dewan Komisaris diambil berdasarkan musyawarah untuk mufakat yang mengacu kepada *board manual* sebagai pedoman. Dalam hal keputusan musyawarah mufakat tidak tercapai, maka keputusan diambil berdasarkan pemungutan suara terbanyak. Rapat Dewan Komisaris terdiri dari rapat internal dan rapat dengan mengundang Direksi untuk membahas berbagai aspek operasional dan pengelolaan finansial Perseroan. Ketentuan Kuorum dalam rapat internal Dewan Komisaris maupun rapat gabungan dengan Direksi adalah 50%+1.

Rapat Dewan Komisaris

Rapat Dewan Komisaris terdiri dari rapat internal dan rapat dengan mengundang Direksi untuk membahas berbagai aspek operasional dan pengelolaan finansial Angkasa Pura II. Keputusan rapat Dewan Komisaris diambil berdasarkan musyawarah untuk mufakat. Dalam hal keputusan musyawarah mufakat tidak tercapai maka keputusan diambil berdasarkan pemungutan suara terbanyak.

Selama tahun 2016, Dewan Komisaris telah menyelenggarakan 32 kali rapat Dewan Komisaris, terdiri dari 3 kali rapat internal, 14 kali rapat gabungan dengan Komite Audit dan Manajemen Risiko, serta 15 kali rapat gabungan bersama Direksi. Adapun tingkat

distributed broadly to the related parties such as secretary of the Board of Commissioners, Corporate Secretary as well as other organs such as SPI and the existing Divisions. In terms of incidental meeting plan, the publication can be conducted as effective and efficient as possible but it still follows the applicable documenting procedure (prepare news event).

Documentation of Meeting Results

In ensuring the principles of transparency and accountability, minutes of meeting (in this case is the Board of Commissioners' meeting) is documented well that contains discussions on the meeting agenda, dissenting opinion as well as issued decisions. The meeting documentation is further signed by a chairman and all meeting participants who attend and it is distributed based on its formation.

Mechanism of Decision-making in Meeting of Board of Commissioners

The mechanism of decision-making in the Meeting of the Board of Commissioners is made based on a deliberation and consensus that refers to the board manual as a guideline. If the deliberation and consensus is not reached, then the decision is made based on voting. Meetings of the Board of Commissioners consist of internal meeting and a meeting by inviting the Board of Directors to discuss various operational and financial management aspects of the Company. Quorum Provision in both internal meeting of the Board of Commissioners and joint meeting with the Board of Directors is 50%+1

Board of Commissioners Meetings

Boards of Commissioners meetings consist of internal meetings and joint meetings with the Board of Directors to discuss various aspects of operational and financial management of Angkasa Pura II. Meeting decision of the Board of Commissioners is taken based on deliberation and consensus. In the event that deliberation and consensus is not reached then decisions are taken by majority vote.

During 2016, the Board of Commissioners has held 32 meetings, consist of 3 internal meetings and 14 joint meetings with Audit Committee and Risk Management, and 15 joint meetings with the Board of Directors.

kehadiran Dewan Komisaris dalam rapat adalah sebagai berikut:

The attendance rate of the Board of Commissioners in the meeting is as follows:

Nama / Name	Rapat Internal / Internal Meeting			Rapat Gabungan Bersama Komite Audit dan Manajemen Risiko / Joint Meeting with Audit Committee and Risk Management			Rapat Gabungan Bersama Direksi / Joint Meeting with Board of Directors		
	Total Rapat / Number of Meeting	Kehadiran / Attendance	Persentase / Percentage	Total Rapat / Number of Meeting	Kehadiran / Attendance	Persentase / Percentage	Total Rapat / Number of Meeting	Kehadiran / Attendance	Persentase / Percentage
Rhenald Kasali	3	3	100%	14	10	71,43%	15	12	80%
Iswan Elmi	3	3	100%	14	10	71,43%	15	10	66,66%
M. Harpin Ondeh	3	3	100%	14	14	100%	15	15	100%
Hadi Tjahjanto	1	1	100%	8	4	50%	6	5	83,33%
Imam Bustomi	1	1	100%	8	6	75%	6	6	100%
Maryati Karma	1	1	100%	8	6	75%	6	6	100%
W. Budi Santoso*	2	2	100%	6	4	66,66%	9	8	88,88%
Wahyu Kuncoro*	2	2	100%	6	3	50%	9	1	11,11%

Keputusan yang diambil dalam rapat Dewan Komisaris Angkasa Pura II telah dicatat dan didokumentasikan dengan baik dalam risalah rapat Dewan Komisaris. Risalah rapat ditandatangani oleh pimpinan rapat dan seluruh peserta yang hadir serta didistribusikan kepada semua anggota Dewan Komisaris yang menghadiri rapat maupun tidak. Perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat akan dicantumkan dalam risalah rapat disertai alasan mengenai perbedaan pendapat.

Decisions taken in the meetings of the Board of Commissioners of Angkasa Pura II have been recorded and documented well in the minutes of the meetings of the Board of Commissioners. Minutes of the meeting is signed by the chairman of the meeting and all participants and distributed to all members of the Board of Commissioners who attended the meeting or not. Dissenting opinions that occur in the meeting will be included in the minutes of the meeting along with the reasons.

Risalah Rapat Dewan Komisaris

Agenda Rapat Internal Dewan Komisaris yang diselenggarakan meliputi:

Minutes of Meetings of Board of Commissioners

Internal Meetings Agenda of the Board of Commissioners include:

Tanggal Rapat/ Date of Meetings	Agenda Rapat / Meetings Agenda
6 Januari 2016 / January 6, 2016	- Pembahasan Laporan KPI Dewan Komisaris, / Discussion of KPI of the Board of Commissioners Report, - Persiapan RUPS, / GMS Preparation, - Tindak Lanjut Assesment GCG / Followed-up of GCG Assessment
17 Februari 2016 / February 17, 2016	Pembahasan Pengaturan Penunjukan Langsung dengan Batasan Nilai dalam Pengadaan Barang/Jasa / Discussion of Direct Appointment with Value Boundary in the Procurement of Goods/Services
7 April 2016 / April 7, 2016	Pembahasan Konsep Surat Kolektif Saham dan Daftar Pemegang Saham & Pembahasan Dokumen Registrasi Penerbitan Obligasi / Discussion of Concept of Collective Share Certificate and List of Shareholders & Discussion of Registration Document of Obligation Issuance

Pendelegasian Wewenang

Pendelegasian wewenang anggota Dewan Komisaris kepada anggota Dewan Komisaris lainnya dinyatakan dengan surat kuasa tertulis. Seorang anggota Dewan Komisaris hanya dapat mewakili seorang anggota Dewan Komisaris lainnya yang berhalangan. Pendelegasian wewenang Dewan Komisaris kepada Komite Audit diatur dalam Piagam Komite Audit.

Delegation of Authority

Delegation of authority of members of the Board of Commissioners to the other members of the Board of Commissioners is expressed with written authorization letter. A member of the Board of Commissioners can only represent one other member of the Board of Commissioners who was absent. Delegation of authority of the Board of Commissioners to the Audit Committee is set out in the Audit Committee Charter.

Program Pengembangan Kompetensi Dewan Komisaris

Dalam rangka meningkatkan kapabilitas pelaksanaan tugas pengawasan serta pemberian nasihat dan rekomendasinya terutama dalam kaitannya dengan peningkatan penerapan GCG Perseroan, selama tahun 2016 anggota Dewan Komisaris telah mengikuti pelatihan, seminar ataupun lokakarya sebagai berikut:

No.	Tanggal dan Tempat Kegiatan / Date and Place of Activities	Anggota Dewan Komisaris / Members of Board of Commissioners	Pelatihan/Seminar/Lokakarya / Trainings/Seminars/Workshops
1	7-9 Maret 2016 di London, Inggris/ March 7-9, 2016 in London, England	W. Budi Santoso	Program ACI 8th Annual Airport Economics & Finance Conference & Exhibition / ACI 8th Annual Airport Economics & Finance Conference & Exhibition Program
2	19-20 Mei 2016 di Shanghai, Tiongkok / May 19-20, 2016 in Shanghai, China	W. Budi Santoso M. Harpin Ondeh	Program 6th Airport Construction Summit ACS / 6th Airport Construction Summit ACS Program
3	25-28 September 2016 di Halifax, Kanada / September 25-28, 2016 in Halifax, Canada	Iswan Elmi	The Institute of Internal Auditor Canada National Conference
4	10-14 Oktober 2016 di Washington DC, Amerika Serikat / October 10-14, 2016 in Washington DC, United States	M. Harpin Ondeh	Corporate Compliance Seminars (CCS) - Continuing Professional Education (CPE)
5	13-14 Desember 2016 di New York Conference Board Inc., Amerika Serikat / December 13-14, 2016 at New York Conference Board Inc. United States	Rhenald Kasali	Seminar Performance Management Summit / Performance Management Summit Seminar

Rekomendasi Dewan Komisaris

Seluruh keputusan hasil Rapat Gabungan Dewan Komisaris dan Direksi yang tertuang dalam Notulen Rapat dimonitor tindak lanjut penyelesaiannya pada setiap Rapat berikutnya. Dewan Komisaris menjalankan tugas dan fungsinya dalam pemberian nasihat, antara lain melalui pemberian rekomendasi, nasihat dan arahan Dewan Komisaris kepada Direksi.

Sepanjang 2016, Dewan Komisaris telah memberikan rekomendasi bagi Direksi dan Perseroan yaitu:

1. Pengesahan usulan RKAP tahun 2016;
2. Penguatan Sistem Pengendalian Intern;
3. Manajemen Risiko Perusahaan;
4. Sistem Teknologi Informasi;
5. Pengembangan Karir;
6. Proses penunjukan Calon Auditor Eksternal;
7. Efektivitas Audit Eksternal dan Audit Internal;
8. Penilaian Kinerja Direksi/ Evaluasi Kinerja Perusahaan; dan
9. Efektivitas Tata Kelola Perusahaan yang Baik

Board of Commissioners Competence Development Program

In order to improve the capabilities of the implementation of duties of supervisory and provision of advices and recommendations especially in relation with the increase of the Company's GCG implementation, during 2015, members of the Board of Commissioners have participated in trainings, seminars or workshops as follows:

Board of Commissioners Recommendations

All decisions of the Joint Meetings of the Board of Commissioners and Board of Directors that is set out in the Minutes of the Meeting is monitored the completion follow up at each subsequent meeting. Board of Commissioners performs its duties and functions in the provision of advices, among others through the provision of recommendation, advices and directions of the Board of Commissioners to the Board of Directors.

Throughout 2016, the Board of Commissioners has provided recommendations for the Board of Directors and the Company, namely:

1. Ratification of RKAP Proposal of 2016;
2. Strengthening of Internal Controlling System;
3. Risk Management of the Company;
4. Information Technology System;
5. Career Development;
6. Appointment Process of External Auditor Candidates;
7. Effectiveness of External Audit and Internal Audit;
8. Assessment of the Board of Directors Performance / Evaluation of the Company Performance; and
9. Effectiveness of Good Corporate Governance

Realisasi Anggaran Dewan Komisaris

Realisasi anggaran untuk kegiatan pengawasan Dewan Komisaris sampai dengan akhir tahun 2016 sebesar Rp77.008.394.207, atau terealisasi sebesar 92% Jika dibandingkan selama 3 (tiga) tahun terakhir, realisasi anggaran pengawasan Dewan Komisaris sebagai berikut:

Tahun / Year	2014	2015	2016
Jumlah Anggaran (gabungan Dewan Komisaris dan Direksi) / Total Budget (Board of Commissioners and Board of Directors)	64.950.607.406	61.499.209.471	77.008.394.207

Penilaian terhadap Kinerja Dewan Komisaris

Pemegang saham melalui mekanisme RUPS melakukan penilaian terhadap kinerja Dewan Komisaris berdasarkan *Key Performance Indicator* (KPI) yang ditandatangani pada tahun 2014. Kriteria penilaian kinerja Dewan Komisaris mencakup:

1. Aspek pengawasan dan pengarahan, terdiri dari 6 indikator;
2. Aspek laporan, terdiri dari 3 indikator; serta
3. Aspek dinamis, terdiri dari 3 indikator.

Penilaian Penerapan GCG Dewan Komisaris

Pada tahun 2016, Angkasa Pura II juga telah dilakukan self assessment implementasi GCG untuk Dewan Komisaris yang dilaksanakan sesuai kerangka acuan pelaksanaan assessment GCG yang dikembangkan oleh Kementerian Negara BUMN berdasarkan Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S. MBU/2012 tanggal 06 Juni 2012. Dari hasil assessment tersebut, Dewan Komisaris memperoleh nilai 98.04%, masuk dalam kategori "Sangat Baik".

Adapun *self assessment* GCG Dewan Komisaris secara garis besar meliputi aspek-aspek penilaian sebagai berikut:

1. Dewan Komisaris melaksanakan program pelatihan/ pembelajaran secara berkelanjutan.
2. Dewan Komisaris melakukan pembagian tugas, wewenang dan tanggung jawab secara jelas serta menetapkan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris;
3. Dewan Komisaris melakukan pengawasan terhadap pelaksanaan kebijakan pengelolaan anak perusahaan/ perusahaan patungan;
4. Dewan Komisaris berperan dalam pencalonan anggota Direksi, menilai kinerja Direksi (individu dan kolektif) dan mengusulkan tantien/insentif kinerja sesuai ketentuan yang berlaku dan mempertimbangkan kinerja Direksi;
5. Dewan Komisaris melakukan tindakan terhadap potensi benturan kepentingan yang menyangkut dirinya;

Board of Commissioners Budget Realization

Budget realization for the supervisory activities of the Board of Commissioners until the end of 2016 amounted to Rp77,008,394,207, or 92% if compared for the last 3 (three) years, the supervisory budget realization of the Board of Commissioners is as follows:

2014	2015	2016
64.950.607.406	61.499.209.471	77.008.394.207

Board of Commissioners Performance Assessment

Shareholders through GMS mechanism conduct an assessment against the Board of Commissioners performance based on the Key Performance Indicator (KPI) which signed in 2014. Performance Assessment criteria of the Board of Commissioners includes:

1. Supervisory and Directions Aspects, consists of 6 Indicators;
2. Report Aspects, consists of 3 Indicators; and
3. Dynamic Aspects, consists of 3 Indicators

GCG Assessment of Board of Commissioners

In 2016, Angkasa Pura II has also performed a self-assessment of GCG implementation for the Board of Commissioners which conducted pursuant to the terms of reference of GCG assessment implementation developed by the State Ministry of SOEs based on the Decree of Secretary to the Ministry of SOEs No. SK-16/S. MBU/2012 dated June 06th, 2012. From the results of the assessment, the Board of Commissioners obtained a score of 98.04%, in the category of "Very Good".

Self-assessment of GCG of the Board of Commissioners in outline includes the following assessment aspects:

1. Board of Commissioners conducts sustainable training / learning program;
2. Board of Commissioners conducts the division of duties, authorities and responsibilities clearly as well as determines the factors that are needed to support the implementation of the Board of Commissioners duties;
3. Board of Commissioners supervises the implementation of management policy of subsidiaries/joint ventures;
4. Board of Commissioners plays a role in the nomination of members of the Board of Directors, assesses the Board of Directors performance (individually and collegially) and proposes tantien/incentive of performance in accordance with the applicable regulations and takes into account the performance of the Board of Directors;
5. Board of Commissioners conducts actions against the potential conflict of interest related to itself;

6. Dewan Komisaris memantau dan memastikan bahwa praktik GCG telah diterapkan secara efektif dan berkelanjutan;
7. Dewan Komisaris menyelenggarakan rapat Dewan Komisaris yang efektif dan menghadiri rapat Dewan Komisaris sesuai dengan ketentuan perundang-undangan;
8. Dewan Komisaris memiliki Sekretaris Dewan Komisaris untuk mendukung tugas kesekretariatan Dewan Komisaris;
9. Dewan Komisaris memiliki Komite Dewan Komisaris yang efektif.

Remunerasi Dewan Komisaris

Pemberian remunerasi Dewan Komisaris mengacu kepada keputusan dari Pemegang Saham sebagaimana ditetapkan dalam RUPS Tahunan tanggal 17 Mei 2016 dengan memperhatikan hasil kajian yang dilakukan oleh Perusahaan. Kajian dalam penetapan remunerasi mempertimbangkan aspek seperti:

1. Kinerja keuangan dan pencapaian *Key Performance Indicator* (KPI) Perseroan;
2. Prestasi kerja individu;
3. Kewajaran dengan perusahaan lainnya;
4. Pertimbangan sasaran dan strategi jangka panjang Perseroan.

Bentuk tunjangan dan fasilitas, serta komponen lain yang termasuk di dalam komponen penghasilan (selain gaji) mengacu pada ketentuan sebagaimana tertuang dalam Peraturan Menteri Negara BUMN Nomor Per-07/MBU/2010 tanggal 27 Desember 2010 tanggal tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN serta Peraturan Menteri BUMN Nomor PER 04/MBU/2014 tanggal 10 Maret 2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN.

Komponen remunerasi Dewan Komisaris, mengacu pada Surat Kementerian BUMN No.S-78/D5.MBU/06/2016, dijabarkan melalui tabel berikut

No.	Jenis Remunerasi / Remuneration Type	Besaran / Amount
1	Honorarium	Komisaris Utama / President Commissioner Sebesar 45% dari gaji Direktur Utama. / 45% of salary of President Director. Anggota Dewan Komisaris / Members of Board of Commissioners Sebesar 90% dari honorarium Komisaris Utama. / 90% of honorarium of President Commissioner

6. Board of Commissioners monitors and ensures that the GCG practices have been implemented effectively and sustainably;
7. Board of Commissioners held effective Board of Commissioners meetings and attended the Board of Commissioners meetings in accordance with the laws and regulations;
8. Board of Commissioners has a Secretary to Board of Commissioners to support the secretarial duties of the Board of Commissioners;
9. Board of Commissioners has an effective committees of the Board of Commissioners.

Board of Commissioners Remuneration

Remuneration of the Board of Commissioners refers to the decision of the Shareholders as stipulated in the Annual GMS on May 17, 2016 by paying attention into the assessment results conducted by the Company. Assessment in the determination of remuneration considers aspects such as:

1. Financial performance and achievement of *Key Performance Indicator* (KPI) of the Company;
2. Individual work achievement;
3. Fairness with other peer companies;
4. Consideration of long-term targets and strategies of the Company.

The form of allowances and facilities, as well as other components included in the component of income (other than salary) refers to the provisions as contained in the Regulation of the State Minister of SOEs No. Per-07 / MBU / 2010 dated December 27th, 2010 on the Guidelines of Income Determination of the Board of Directors, Board of Commissioners and Board of Supervisors of SOEs and Regulation of the Minister of SOEs Number PER 04 / MBU / 2014 dated March 10, 2014 on the Guidelines of Income Determination of the Board of Directors, Board of Commissioners and Board of Supervisors of SOEs.

Remuneration components of the Board of Commissioners, refer to Letter of the Ministry of SOEs No.S-78/D5.MBU/06/2016, described through the following table:

No.	Jenis Remunerasi / Remuneration Type	Besaran / Amount
2	Tantiem	Komisaris Utama / President Commissioner Sebesar 45% dari tantiem Direktur Utama / 45% of tantiem of President Director Anggota Dewan Komisaris / Members of Board of Commissioners Sebesar 90% dari tantiem Komisaris Utama / 90% of tantiem of President Commissioner
3	Tunjangan / Allowances	
	a. Tunjangan Hari Raya Keagamaan / Religious Holiday Allowance	Komisaris Utama dan Anggota Dewan Komisaris / President Commissioner and Members of Board of Commissioners Sebesar 1 (satu) kali Honorarium. / 1 (one) time Honorarium.
	b. Asuransi Purnajabatan / Post-Employment Insurance	Komisaris Utama dan Anggota Dewan Komisaris / President Commissioner and Members of Board of Commissioners Premi yang ditanggung oleh Perseroan, sebesar 25% dari Honorarium dalam 1 (satu) tahun. / Premium provided by the Company, 25% of Honorarium in 1 (one) year.
	c. Tunjangan Transportasi / Transportation Allowance	Komisaris Utama dan Anggota Dewan Komisaris / President Commissioner and Members of Board of Commissioners Sebesar 20% dari Honorarium per-bulan. / 20% of Honorarium per-month.
4	Fasilitas / Facilities	
	a. Fasilitas Kesehatan / Health Facility	Komisaris Utama dan Anggota Dewan Komisaris / President Commissioner and Members of Board of Commissioners Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (at cost). / In the form of health insurance or reimbursement of treatment (at cost).
	b. Fasilitas Bantuan Hukum / Legal Aid Facility	Komisaris Utama dan Anggota Dewan Komisaris / President Commissioner and Members of Board of Commissioners Sebesar pemakaian (at cost). / As used (at cost).
5	Tantiem/insentif kerja / Tantiem/ Work Incentives	Total tantiem untuk Direksi dan Dewan Komisaris ditetapkan sebesar Rp25.000.000.000. Tantiem untuk Komisaris Utama sebesar 45% dari tantiem yang diterima Direktur Utama, sedangkan tantiem untuk anggota Dewan Komisaris sebesar 90% dari tantiem yang diterima Komisaris Utama. / Amount of tantiem for the Board of Directors and the Board of Commissioners is at Rp25,000,000,000. Tantiem for President Commissioner is 45% of tantiem received by President Director, while tantiem for the members of Board of Commissioners is 90% of tantiem received by President Director.

Adapun jumlah dan perincian remunerasi Dewan Komisaris per-bulan dapat dijabarkan sebagai berikut:

Number and details of remuneration of the Board of Commissioners per month can be described as follows:

Nama / Name	Jabatan / Position	Honorarium / Honorarium	Tunjangan Selama 2016 / Allowances during 2016
Rhenald Kasali	Komisaris Utama / President Commissioner	Rp52.200.000	Tunjangan Hari Raya / Holiday Allowance: Rp52.200.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp156.600.000 Tunjangan Transportasi / Transportation Allowance: Rp125.280.000 Total: Rp334.080.000
Iswan Elmi	Komisaris / Commissioner	Rp46.980.000	Tunjangan Hari Raya / Holiday Allowance: Rp46.980.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp140.940.000 Tunjangan Transportasi / Transportation Allowance: Rp112.752.000 Total: Rp300.672.000
M. Harpin Ordeh	Komisaris / Commissioner	Rp46.980.000	Tunjangan Hari Raya / Holiday Allowance: Rp46.980.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp140.940.000 Tunjangan Transportasi / Transportation Allowance: Rp112.752.000 Total: Rp300.672.000
Hadi Tjahjanto	Komisaris / Commissioner	Rp46.980.000	Tunjangan Hari Raya / Holiday Allowance: Rp46.980.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp140.940.000 Tunjangan Transportasi / Transportation Allowance: Rp112.752.000 Total: Rp300.672.000

Nama / Name	Jabatan / Position	Honorarium / Honorarium	Tunjangan Selama 2016 / Allowances during 2016
Imam Bustomi	Komisaris / Commissioner	Rp46.980.000	Tunjangan Hari Raya / Holiday Allowance: Rp46.980.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp140.940.000 Tunjangan Transportasi / Transportation Allowance: Rp112.752.000 Total: Rp300.672.000
Maryati Karma	Komisaris / Commissioner	Rp46.980.000	Tunjangan Hari Raya / Holiday Allowance: Rp46.980.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp140.940.000 Tunjangan Transportasi / Transportation Allowance: Rp112.752.000 Total: Rp300.672.000

KOMISARIS INDEPENDEN

Organ Dewan Komisaris yang memiliki kewenangan dalam ranah pengawasan dan pemberian saran dituntut untuk selalu bersikap independen dan dapat menempatkan tujuan-tujuan GCG di atas kepentingan yang ada. Untuk mencegah terjadinya benturan kepentingan (*conflict of interest*) di tubuh Dewan Komisaris maka peraturan perundang-undangan yang berlaku mewajibkan perusahaan untuk menghadirkan Komisaris Independen di dalam susunan organ tersebut.

Susunan anggota Dewan Komisaris terdiri dari 6 (enam) orang anggota dengan 2 (dua) anggota sebagai Komisaris Independen. Komposisi Komisaris Independen di Perseroan telah memenuhi ketentuan Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 tentang Perubahan atas Peraturan Menteri Negara BUMN Nomor PER -01/MBU/2011 Tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara. yang menerangkan bahwa 20% komposisi Dewan Komisaris berasal dari independen.

Kriteria Penentuan Komisaris Independen

Komisaris Independen merupakan anggota Komisaris yang berasal dari luar Perseroan (tidak memiliki hubungan afiliasi dengan perusahaan) yang dipilih secara transparan dan independen, memiliki integritas dan kompetensi yang memadai, bebas dari pengaruh yang berhubungan dengan kepentingan pribadi atau pihak lain, serta dapat bertindak secara objektif dan independen dengan berpedoman pada prinsip-prinsip GCG.

Keberadaan Komisaris Independen di Perseroan senantiasa menjamin mekanisme pengawasan berjalan secara efektif dan sesuai dengan peraturan perundang-undangan. Perseroan menerapkan kriteria Anggota Komisaris Independen sesuai dengan Keputusan Menteri Badan Usaha Milik Negara Nomor:

INDEPENDENT COMMISSIONER

Board of Commissioners organ having the authority in the supervisory and advisory function is encouraged to act independently and be able to prioritize GCG goals over the inherent interests. To prevent the occurrence of conflict of interest in the Board of Commissioners, the applicable legislation requires the company to include Independent Commissioner in the composition of this organ.

The composition of the members of the Board of Commissioners consists of 6 (six) members with 2 (two) members as Independent Commissioner. The composition of Independent Commissioner at the Company has complied with the provisions of the Regulation of the Minister of SOE Number PER-09/MBU/2012 on Amendment to Regulation of the Minister of SOE Number PER-01/MBU/2011 Concerning the Implementation of Good Corporate Governance in State-Owned Enterprises which stated that 20% of the composition of the Board of Commissioners is independent.

Criteria for Determining Independent Commissioner

Independent Commissioner is a member of the Board of Commissioners from outside the Company (has no affiliation with the company) selected transparently and independently, have integrity and adequate competence, free of influence associated with personal or other party's interest, and may act objectively and independently by referring to GCG principles.

The Independent Commissioner in the Company continues to ensure effective oversight mechanism and in accordance with the laws and regulations. The Company applies the criteria of Independent Commissioner Members according to the Decree of the Minister of State-Owned Enterprises Number: KEP-117/

KEP-117/M-MBU/2002 tentang Penerapan Praktik *Good Corporate Governance* Pada Badan Usaha Milik Negara (BUMN). Berdasarkan keputusan tersebut, Komisaris Independen di Perseroan memiliki kriteria sebagai berikut:

- Tidak menjabat sebagai Direksi di perusahaan terafiliasi;
- Tidak bekerja pada Pemerintah termasuk di departemen, lembaga, dan kemiliteran dalam kurun waktu tiga tahun terakhir;
- Tidak bekerja di BUMN yang bersangkutan atau afiliasinya dalam kurun waktu tiga tahun terakhir;
- Tidak mempunyai keterkaitan finansial, baik langsung maupun tidak langsung dengan BUMN yang bersangkutan atau perusahaan yang menyediakan jasa dan produk kepada BUMN yang bersangkutan dan afiliasinya;
- Bebas dari kepentingan dan aktivitas bisnis atau hubungan lain yang dapat menghalangi atau mengganggu kemampuan Komisaris Independen yang berasal dari kalangan di luar BUMN yang bersangkutan untuk bertindak atau berpikir secara bebas di lingkup BUMN.

Pernyataan Independensi Komisaris Independen

Sejalan dengan penerapan praktik GCG yang baik, Dewan Komisaris telah menyelenggarakan Daftar Khusus, menandatangani Pakta Integritas, dan menyerahkan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) maupun Laporan Pajak-Pajak Pribadi (LP2P) sebagai bentuk komitmen menghindari transaksi yang mengandung benturan kepentingan.

Masing-masing anggota Komisaris Independen bertindak mandiri dan bebas intervensi dari pihak manapun. Komisaris Independen memiliki independensi dan kemandirian dalam melaksanakan tugas, tanggung jawab, dan wewenangnya dalam melakukan pengawasan terhadap kinerja Perseroan. Setiap anggota Komisaris Independen dipastikan tidak memiliki hubungan darah ataupun ikatan perkawinan dengan satu sama lain hingga derajat ketiga baik secara vertikal maupun horizontal. Komisaris Independen tidak mempunyai benturan kepentingan secara pribadi terhadap hal-hal yang termaktub dalam RKAP 2016, dan Komisaris Independen berkomitmen tidak akan memanfaatkan Perseroan baik secara langsung maupun tidak langsung untuk kepentingan pribadi.

Tabel Independensi Dewan Komisaris

Nama / Name	Jabatan / Position
Rhenald Kasali	Komisaris Independen / Independent Commissioner
M. Harpin Ondeh	Komisaris Independen / Independent Commissioner

M-MBU/2002 on the Implementation of *Good Corporate Governance Practices* in State Owned Enterprises (SOEs). Based on the decision, Independent Commissioner at The Company has the following criteria:

- Not serving as a Board of Directors in affiliated companies;
- Not working in the Government, including the department, institutions, and military within the past three years;
- Not working in the relevant SOE or its affiliates in the past three years;
- Has no financial link, either directly or indirectly with the relevant SOEs or a company providing services and products to the relevant SOE and its affiliates;
- Free from business interests and activities or relationships that may hinder or disrupt the ability of Independent Commissioner from outside of SOE concerned to act or think freely in the scope of SOEs.

Independent Commissioner Independence Statement

In line with the implementation of GCG practices, the Board of Commissioners has conducted a Special Register, signed the Integrity Pact, and submitted State Administration Assets Report (LHKPN) as well as the Personal Taxes (LP2P) Report as a form commitment to avoid transactions containing conflict of interests.

Each member of the Independent Commissioner acts independently and free of intervention from any party. Independent Commissioner has independence in carrying out its duties, responsibilities, and authority in monitoring the performance of the Company. Each Independent Commissioner is assured to have no blood relationship or marital bond with one another up to the third degree either vertically or horizontally. Independent Commissioners do not have personal conflict of interests on matters stated in RKAP 2016, and Independent Commissioner is committed to not utilizing the Company either directly or indirectly for personal gain.

Table of Independency of the Board of Commissioners

Kepemilikan Saham/Obligasi / Share/Bond Ownership	Status Independensi / Independency Status
Nihil / Zero	Independen / Independent
Nihil / Zero	Independen / Independent

KOMITE-KOMITE DI BAWAH DEWAN KOMISARIS

Komite-komite di bawah Dewan Komisaris adalah organ pendukung Dewan Komisaris yang bertugas dan bertanggung jawab secara kolektif untuk membantu Dewan Komisaris dalam melakukan fungsi pengawasan dan pemberian nasihat kepada Direksi. Komite pendukung Dewan Komisaris Angkasa Pura II meliputi Komite Audit dan Komite Manajemen Risiko dan SDM. Penjelasan mengenai Komite Audit dan Komite Manajemen Risiko & SDM akan dituangkan dalam bagian tersendiri.

KOMITE AUDIT

Komite Audit merupakan organ pendukung Dewan Komisaris yang dibentuk oleh Dewan Komisaris sesuai Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara. Komite Audit berfungsi untuk membantu Dewan Komisaris dalam melaksanakan tugas pengawasannya. Komite Audit bersifat independen dan mandiri baik dalam pelaksanaan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Komisaris.

Komite Audit diangkat dan diberhentikan berdasarkan Surat Keputusan Dewan Komisaris dengan masa jabatan selama 2 (dua) tahun. Seluruh anggota komite Angkasa Pura II telah memiliki latar belakang pendidikan atau memiliki keahlian di bidang akuntansi atau keuangan, dan memahami industri/bisnis Perusahaan.

Komposisi Keanggotaan Komite Audit

Komposisi keanggotaan Komite Audit Angkasa Pura II periode tahun 2016 berjumlah 4 (empat) orang yang terdiri dari seorang ketua yang merupakan anggota Dewan Komisaris Angkasa Pura II, seorang wakil ketua, dan 2 (dua) orang anggota komite yang berasal pihak profesional yang independen.

Berdasarkan Surat Keputusan Dewan Komisaris Nomor: KEP.03.03/00/07/2016/0447 tentang Pemberhentian dan Pengangkatan Ketua dan Wakil Ketua Komite Audit PT Angkasa Pura II (Persero) tanggal 14 Juli 2015, Keputusan Dewan Komisaris PT Angkasa Pura II (Persero) Nomor: KEP.193/KP.1013.3/APII-2015 tentang Penunjukan Ketua, Wakil Ketua dan Pengangkatan Anggota Komite Audit PT Angkasa Pura II (Persero) tanggal 30 April 2015 dan Keputusan Dewan Komisaris Perusahaan Perseroan (Persero) PT Angkasa Pura II Nomor: KEP.03.03/00/09/2016/0514 tentang Pemberhentian

COMMITTEES UNDER BOARD OF COMMISSIONERS

Committees under the Board of Commissioners is the supporting organs of the Board of Commissioners that are collectively in charge and responsible to assist the Board of Commissioners in performing the duties of supervision and provision of advices to the Board of Directors. Supporting committees of the Board of Commissioners of Angkasa Pura II consist of Audit Committee as well as the Risk Management & HR Committee. Explanation on the Audit Committee and the Risk Management & HR Committee will be set forth in a separate section.

AUDIT COMMITTEE

Audit Committee is a supporting organ of the Board of Commissioners established by the Board of Commissioners as mandated by Law No. 19 Year 2003 on State-Owned Enterprises. The Audit Committee serves to assist the Board of Commissioners in performing its supervisory duties. Audit Committee is independent and self-sufficient both in the implementation of its duties and reporting, and directly responsible to the Board of Commissioners.

Audit Committee is appointed and dismissed based on the Decree of the Board of Commissioners with tenure of 2 (two) years. All members of the committee of Angkasa Pura II have educational background or expertise in accounting or finance, and understand the Company's industry/business.

Audit Committee Members Composition

Composition of the Audit Committee members of Angkasa Pura II for the period of 2016 consists of 4 (four) people, namely a chairman which is a member of the Board of Commissioners of Angkasa Pura II, a vice chairman and 2 (two) members of committee which came from independent professional parties.

Based on Decree of the Board of Commissioners Number: KEP.03.03/00/07/2016/0447 on Dismissal and Appointment of Chairman and Vice Chairman of Audit Committee PT Angkasa Pura II (Persero) on July 14, 2015, Decree of the Board of Commissioners of PT Angkasa Pura II (Persero) Number: KEP.193/KP.1013.3/APII-2015 on the Appointment of Chairman, Vice Chairman and the Appointment of Audit Committee Members of PT Angkasa Pura II (Persero) dated April 30, 2015 and Decree of the Board of Commissioners of Perusahaan Perseroan (Persero) of PT Angkasa Pura II (Persero)

dan Pengangkatan Anggota Komite Audit Perusahaan Perseroan (Persero) PT Angkasa Pura II tanggal 1 September 2016, maka susunan Keanggotaan Komite Audit adalah sebagai berikut:

Number: KEP.03.03 / 00 / 09 / 2016 / 0514 on Dismissal and Appointment of Members of Audit Committee of Perusahaan Perseroan (Persero) of PT Angkasa Pura II dated September 1, 2016, then the Membership of Audit Committee composition is as follows:

Nama / Name	Jabatan / Position
M. Harpin Ondeh	Ketua/Anggota / Chairman / Member
Imam Bustomi	Wakil Ketua / Vice Chairman
Irwanda Wisnu Wardhana	Anggota / Member
Khasan Anwari	Anggota / Member

Profil Anggota Komite Audit

Profile of Audit Committee Member

M. Harpin Ondeh	Profil beliau telah disajikan pada bagian profil Dewan Komisaris. / His Profile has been presented at the Board of Commissioners Profile.
Imam Bustomi	Profil beliau telah disajikan pada bagian profil Dewan Komisaris. / His Profile has been presented at the Board of Commissioners Profile.
Irwanda Wisnu Wardhana	Warga Negara Indonesia, yang berdomisili di Jakarta lahir pada tanggal 21 Juli 1980, saat ini berusia 36 tahun). Beliau memperoleh gelar sarjana dari STAN pada 2005, <i>Master in Public Economic dari Hitotsubashi University, Japan pada 2010 dan Ph.D in Public Policy and Political Economy, University of Texas pada 2016</i>). Sebelum menjabat sebagai anggota Komite Audit Perseroan, beliau sempat berkariyer pada Kementerian Keuangan dari (2007-2012) sebagai analis kebijakan PKSSI, BKF, Kemenkeu; Kepala Bagian Energi, PKPPIM, BKF Kemenkeu. Selain itu juga menjabat sebagai Konsultan untuk UNPSA, Kementerian PAN-RB (2014-sekarang) dan Peneliti Muda di Bidang Kebijakan Fiskal, LIPI (2012-sekarang). Beliau menjabat sebagai anggota Komite Audit sejak 2016, melalui SK Dewan Komisaris No. KEP.03.03/00.09.2016.0514 / Indonesian Citizen, currently resides in Jakarta and born on July 21, 1980, 36 years old. He obtained bachelor degree from STAN in 2005, Master in Public Economic from Hitotsubashi University, Japan in 2010 and Ph.D. in Public Policy and Political Economy, University of Texas in 2016. Prior to serve as member of Audit Committee of the Company, he had careers in the Ministry of Finance (2007-2011) served as analyst of policies of PKSSI, BKF, the Ministry of Finance; Head of Energy, PKPPIM, BKF, the Ministry of Finance. In addition, he also served as Consultant for UNPSA, Ministry of PAN-RB (2014-present) and Young Researcher in Fiscal Policy Agency, LIPI (2012-present). He serves as member of Audit Committee since 2016, through Decree of the Board of Commissioners No. KEP.03.03 / 00.09.2016.0514.
Khasan Anwari	Warga Negara Indonesia, berdomisili di Jakarta. Lahir di Banyumas pada 1 Januari 1984, saat ini berusia 33 tahun. Beliau meraih gelar sarjana dari Universitas Indonesia pada 2010. Sebelum menjabat sebagai anggota Komite Audit Perseroan, beliau sempat berkariyer di Kementerian BUMN sebagai Kepala Sub Bidang Perencanaan Strategis Bisnis BUMN dari oktober 2015-sekarang. Selain menjabat sebagai anggota Komite Audit, beliau juga merupakan Kepala Subbidang Perencanaan Strategi Bisnis di Kementerian BUMN. Beliau menjabat sebagai anggota Komite Audit sejak 2015, melalui SK Dewan Komisaris No. KEP.193/KP.1013.3/APII-2015 / Indonesian citizen, domiciled in Jakarta. Born in Banyumas, January 1, 1984, currently 33 years old. He obtained his bachelor's degree from University of Indonesia in 2010. Prior to serving as member of the Company's Audit Committee, he once developed his career at the Ministry of SOE as Head of Sub Division of SOE Business Strategic Planning from October until now. Prior to serving as a member of the Audit Committee, he is also a Head of Business Strategic Planning Division at the Ministry of SOE. He serves as a member of Audit Committee since 2015 through Decree of Board of Commissioners No. KEP 193/KP.1013.3/APII-2015.

Pedoman Kerja Komite Audit

Komite Audit Angkasa Pura II telah mempunyai Pedoman Komite Audit (*Audit Committee Charter*) yang telah ditetapkan oleh Dewan Komisaris yang berfungsi sebagai acuan umum bagi Komite Audit dalam melaksanakan tugas dan fungsinya.

Work Guidelines of Audit Committee

The Audit Committee of Angkasa Pura II has had an Audit Committee Charter which has been determined by the Board of Commissioners that serves as a general reference for the Audit Committee in carrying out its duties and functions.

Tugas dan Tanggung Jawab Komite Audit

Sesuai dengan ketentuan dalam Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas BUMN, fungsi utama Komite Audit adalah membantu Dewan Komisaris dalam memenuhi fungsi pengawasannya yaitu agar pengelolaan Angkasa Pura II dapat berjalan efektif dan efisien. Komite Audit bersifat mandiri

Duties and Responsibilities of Audit Committee

In accordance with the provisions in Regulation of the State Minister of SOEs No. PER-12 / MBU / 2012 dated August 24, 2012 on Supporting Organs of the Board of Commissioners / Board of Supervisors of SOEs, the main function of Audit Committee is to assist the Board of Commissioners in meeting its supervisory function so that Angkasa Pura II management may run effectively and efficiently. The Audit Committee is

dalam pelaksanaan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Komisaris.

Tugas dan tanggung jawab Komite Audit sebagaimana yang tertuang dalam Piagam Komite Audit (*Committee Audit Charter*) terdiri atas:

1. Komite Audit bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris.
2. Membantu Dewan Komisaris untuk memastikan keefektifan sistem pengendalian intern dan memberikan rekomendasi penyempurnaan sistem pengendalian manajemen serta pelaksanaannya;
3. Membantu Dewan Komisaris untuk menilai pelaksanaan tugas Eksternal Auditor yang meliputi perencanaan audit, keefektifan pelaksanaan audit, kecukupan jumlah auditor dan hasil audit;
4. Membantu Dewan Komisaris untuk mengkaji kecukupan fungsi Internal Auditor dan menilai pelaksanaan tugas Internal Auditor yang meliputi rencana kerja tahunan, keefektifan pelaksanaan audit, kecukupan jumlah auditor dan hasil audit;
5. Melakukan penelaahan atas informasi mengenai Perusahaan serta Rencana Jangka Panjang, Rencana Kerja dan Anggaran Perusahaan, laporan manajemen dan informasi lainnya;
6. Membantu Dewan Komisaris untuk memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap berbagai informasi keuangan Perusahaan;
7. Melakukan penelaahan atas pengaduan yang berkaitan dengan Perusahaan yang disampaikan kepada Dewan Komisaris;
8. Membantu Dewan Komisaris dalam rangka monitoring penerapan GCG secara konsisten dan berkelanjutan.
9. Selain tugas sebagaimana tersebut di atas, Dewan Komisaris dapat memberikan penugasan lain kepada Komite Audit.

Independensi Komite Audit

Komite Audit Angkasa Pura II terdiri dari seorang ketua yang berasal dari anggota Dewan Komisaris, seorang wakil ketua yang berasal dari anggota Dewan Komisaris serta 2 (dua) orang anggota yang berasal dari pihak independen. Seluruh anggota Komite Audit tersebut tidak memiliki afiliasi dengan anggota Direksi dan Dewan Komisaris lainnya maupun pemegang saham pengendali Perusahaan.

independent in the implementation of its duties and reporting, and directly responsible to the Board of Commissioners.

Duties and responsibilities of the Audit Committee as set out in the Audit Committee Charter consist of:

1. Audit Committee work collectively in carrying out its duties to assist the Board of Commissioners;
2. Assist the Board of Commissioners to ensure the effectiveness of internal control system and provides recommendations of improvement of management control system and its implementation;
3. Assist the Board of Commissioners to assess the implementation of External Auditor duties which includes audit planning, effectiveness of the audit, adequacy of the number of auditors and audit results;
4. Assist the Board of Commissioners to review the adequacy of Internal Auditor functions and assess the implementation of Internal Auditor duties that include annual work plan, effectiveness of the audit, adequacy of the number of auditors and audit results;
5. Review on information regarding the Company as well as the Long Term Plan, the Company's Work Plan and Budget, management reports and other information;
6. Assist the Board of Commissioners to ensure that there has been a satisfactory evaluation procedures against various financial information of the Company;
7. Review on complaints related to the Company submitted to the Board of Commissioners;
8. Assist the Board of Commissioners in the framework of monitoring the GCG implementation consistently and continuously.
9. In addition to duties mentioned above, the Board of Commissioners can provide other duties to Audit Committee.

Audit Committee Independence

Audit Committee of Angkasa Pura II consists of a chairman who comes from members of the Board of Commissioners, a vice chairman which also comes from members of the Board of Commissioners and 2 (two) members from independent parties. All members of the Audit Committee has no affiliation with other members of the Board of Directors and Board of Commissioners as well as the controlling shareholders of the Company.

Aspek Independensi / Independence Aspect	M. Harpin Ondeh	Imam Bustomi	Irwanda Wisnu Wardhana	Khasan Anwari
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi / Has no financial relationship with the Board of Commissioners and Board of Directors	✓	✓	✓	✓
Tidak memiliki hubungan kepengurusan di Angkasa Pura II / Has no management relationship in Angkasa Pura II	✓	✓	✓	
Tidak memiliki hubungan kepemilikan saham di Angkasa Pura II / Has no shares ownership in Angkasa Pura II	✓	✓	✓	✓

Laporan Kerja Komite Audit

Audit Committee Report

Sepanjang tahun 2016, kegiatan Komite Audit sebagai berikut:

Throughout 2016, Audit Committee's activities are as follows:

No	Rencana Kerja 2016 / 2016 Work Plans	Realisasi / Realization
1	Mendukung upaya peningkatan keefektifan pengendalian intern / Support efforts to improve the effectiveness of internal control. a. Melakukan penelaahan/pembahasan awal rencana Kerja dan Anggaran Perusahaan; / Conduct a review/discussion of the initial plan of the Company's Work Plan and Budget; b. Melakukan tinjauan atas Laporan Manajemen bulanan/triwulan/ tahunan / Conduct a review/discussion of the initial plan of the Company's Work Plan and Budget;	a. Meninjau Laporan Manajemen Unaudited tahun 2015 tanggal 25 Januari 2016; / Review the Unaudited Management Report of 2015 on January 25, 2016; b. Meninjau laporan manajemen bulan Januari Tahun 2016 tanggal 12 Februari 2016; / Review the Management Report of January 2016 on February 12, 2016; c. Meninjau laporan manajemen bulan Februari Tahun 2016 tanggal 22 Maret 2016; / Review the Management Report of February 2016 on March 22, 2016 d. Meninjau laporan manajemen Audited Tahun 2015 tanggal 18 April 2016; / Review the Unaudited Management Report of 2015 on April 18, 2016; e. Meninjau laporan manajemen bulan April Tahun 2016 tanggal 18 Mei 2016; / Review the Management Report of April 2016 on May 18, 2016; f. Meninjau Usulan Revisi Anggaran Investasi Tahun 2016 tanggal 27 Mei 2016; / Review Proposal of Revised Investments Budget of 2016 on May 27, 2016; g. Meninjau usulan revisi anggaran investasi tahun 2016 tanggal 7 Juni 2016; / Review Proposal of Revised Investments Budget of 2016 on June 7, 2016; h. Meninjau laporan manajemen bulan Mei 2016 tanggal 19 Juni 2016; / Review the Management Report of May, 2016 on June 19, 2016; i. Meninjau laporan manajemen bulan Juni 2016 tanggal 22 Juli 2016; / Review the Management Report of June, 2016 on July 22, 2016; j. Meninjau usulan Revisi RKAP 2016 / Review the Proposal of Revised RKAP of 2016; k. Meninjau laporan manajemen bulan Agustus 2016 tanggal 15 September 2016; / Review the Management Report of August, 2016 on September 15, 2016; l. Meninjau Laporan manajemen TW3 tahun 2016 tanggal 26 Oktober 2016; / Review the Management Report of TW3 of 2016 on October 26, 2016; m. Meninjau usulan RKAP 2017 tanggal 30 Oktober 2016; / Review the Proposal of RKAP of 2017 on October 30, 2016; n. Meninjau Usulan Pendanaan tahun 2017. / Review the Funding Proposal of 2017; o. Meninjau laporan manajemen bulan Oktober 2016. / Review the Management Report of October, 2016; p. Meninjau laporan manajemen bulan November 2016. / Review the Management Report of November, 2016.
2	Melakukan pengawasan dan evaluasi kegiatan Kantor Akuntan Publik (KAP) agar berjalan secara profesional. / Monitoring and evaluating activities of Public Accounting Firm (KAP) to be run professionally. a. Melakukan pemantauan/supervisi dan mengevaluasi atas pelaksanaan audit oleh Kantor Akuntan Publik; / Monitor/supervise and evaluate on the audit implementation by the Public Accounting Firm; b. Melakukan pemantauan tindak lanjut atas temuan Kantor Akuntan Publik (KAP) / Monitor the follow-up on the findings of Public Accounting Firm (KAP).	Bersama sama dengan Dewan Komisaris Melakukan rapat koordinasi dengan KAP EY membahas progres pelaksanaan Audit tahun buku 2015 / Together with the Board of Commissioners conduct a coordination meeting with Public Accounting Firm EY to discuss the audit progress of 2015.
3	Mendukung upaya peningkatan kinerja Internal Auditor. / Support efforts to improve the Internal Auditor Performance. a. Melakukan tinjauan atas laporan hasil audit Internal Auditor; / Conduct a review on audit results report of Internal Auditor; b. Melakukan evaluasi atas kinerja Internal Auditor (program kerja ini dapat dilakukan dengan bekerja sama dengan pihak lain); / Conduct evaluation on Internal Auditor performance (These work programs can be conducted by working together with other parties); c. Melakukan pembahasan program kerja SPI tahun 2016; / Conduct a discussion on SPI work program 2016; d. Melakukan pemantauan terhadap tindak lanjut atas temuan Internal Auditor. / Conduct monitoring against the follow-up on Internal Auditor findings.	Melakukan evaluasi Program kerja Internal Auditor tahun 2015 dan Semester I tahun 2016, pada 18-19 Agustus 2016 / Evaluate Working Plan of Internal Auditor of 2015 and Semester I of 2016, on August 18-19, 2016.

No	Rencana Kerja 2016 / 2016 Work Plans	Realisasi / Realization
4	Menyusun Laporan dan melakukan evaluasi kegiatan Komite Audit / Prepare Reports and evaluate Audit Committee activities a. Menyusun laporan kegiatan triwulanan; / Prepare quarterly reports; b. Menyusun laporan kegiatan tahun 2016; / Prepare activities report 2016; c. Evaluasi kegiatan tahun 2015; / Evaluate activities in 2015; d. Menyusun dan menyampaikan program kerja tahun 2016; / Prepare and submit work program 2016; e. Melakukan evaluasi atas Piagam Komite Audit (Committee Audit Charter). / Evaluate Audit Committee Charter.	a. Menyusun laporan komite audit tahun 2015. / Prepare Audit Committee Report 2015; b. Menyusun Laporan Triwulan 1 tahun 2016 ; / Prepare Report of Q1-2016 c. Menyusun laporan triwulan 2 tahun 2016; / Prepare Report of Q2-2016 d. Menyusun laporan triwulan 3 tahun 2016. / Prepare Report of Q3-2016
5	Mendukung penerapan prinsip-prinsip penerapan Good Corporate Governance (GCG) Perusahaan. / Support the implementation of Good Corporate Governance (GCG) principles of the Company. a. Melakukan pemantauan atas penerapan Good Corporate Governance (GCG) di PT Angkasa pura II (Persero). / Monitor the implementation of Good Corporate Governance (GCG) in PT Angkasa pura II (Persero).	Meninjau tindaklanjut rekomendasi <i>self assesment</i> tanggal 7 Juni 2016. / Review Recommendations Follow-up of self-assessment on June 7, 2016
6	Peningkatan kompetensi Komite Audit / Improved competence of the Audit Committee a. Mengikuti workshop/seminar; / Participate in workshops/seminars; b. Melakukan <i>Benchmark</i> . / Conduct Benchmark.	a. Studi banding pengembangan terminal kargo di bandara Turki dan Bandara Dubai pada 25 Februari – 1 Maret 2016. / Comparative study of cargo terminal development at Turkish airport and Dubai airport on February 25 – March 1, 2016. b. Seminar 6th Airport Construction Summit di Shanghai, Tiongkok pada 19-20 Mei 2016. / 6th Airport Construction Summit Seminar in Shanghai, China, on May 19-20, 2016.
7	Pengawasan atas permasalahan-permasalahan strategis / Monitoring on strategic issues a. Pelaksanaan tugas khusus yang diberikan oleh Dewan Komisaris. / Implementation of special duties given by the Board of Commissioners. b. Melakukan kunjungan ke cabang-cabang dalam rangka pelaksanaan tugas Komite Audit. / Conduct a visit to the branch offices in the context of Audit Committee duties implementation.	a. Meninjau Usulan Revisi Investasi Tahun 2016. / Review the Proposal of Revised Investment of 2016. b. Meninjau Permohonan persetujuan pengaturan penunjukan langsung dengan batasan nilai dalam pengadaan barang dan jasa pada 25 Januari 2016 / Review Application for Approval of direct appointment with value boundary in the procurement of goods and services on January 25, 2016. c. Meninjau Permohonan persetujuan perubahan perjanjian kerja sama dengan PT Sanggraha Daksamitra pada 7 Februari 2016. / Review Application for Approval of change in cooperation agreement with PT Sanggraha Daksamitra on February 7, 2016. d. Meninjau Laporan Perkara Arbitrase terkait permasalahan pekerjaan pengadaan dan pemasangan <i>integrated building management system</i> (IBMS) pada 23 Februari 2016. / Review Report of Arbitration Case related to the procurement and installation of integrated building management (IBMS) issue on February 23, 2016. e. Meninjau usulan penghapusan kendaraan Dinas pejabat dan kendaraan operasional kantor pusat dan kantor cabang pada 23 Februari 2016. / Review Proposal of Removal of Officials service vehicles and operational vehicles of head office and branch offices on February 23, 2016 f. Meninjau Usulan penghapusan dan pemindahtanganan aktiva tetap tahun 2016 tanggal 24 Februari 2016. / Review Proposal of Removal and Transfer of Fixed Assets of 2016 on February 24, 2016. g. Meninjau Draft surat kolektif saham tanggal 3 April 2016. / Review share collective letter draft on April 3, 2016. h. Meninjau konsep Restrukturisasi Organisasi PMU Pengembangan Bandara. / Review concept of Restructuration of PMU Organization on the Airport Development i. Meninjau Konsep Restrukturisasi 12 Kantor Cabang (Non BSH). / Review Concept of Restructuration of 12 Branch Offices (NonBSH). j. Meninjau Perjanjian Konsesi atas Kegiatan Pengusahaan Bandara oleh PT APII. / Review Concession Agreement on airport business activities by PT AP II. k. Meninjau usulan penghapusbukuan barang persediaan mati tanggal 24 Juni 2016. / Review Proposal of write-off goods supply off on June 24, 2016. l. Meninjau Permohonan Persetujuan Penetapan Direksi Anak Perusahaan PT Angkasa Pura Propertindo. / Review Application for Approval of determination of the Board of Directors of PT Angkasa Pura Propertindo subsidiary. m. Peninjauan langsung ke lapangan bersama unit Internal Auditor perihal Aset yang Diusulkan untuk Penghapusbukuan dan Pemindahtanganan ke TNI AU di Bandara SMB II, BIM dan KNO. / Direct review to the field together with Internal Auditor regarding Proposed Assets to write-off and transfer to TNI AU at SMB II, BIM and KNO Airports. n. Kunjungan Kerja ke Kargo Bandara Soekarno-Hatta. / Work visit to Soekarno-Hatta airport cargo. o. Meninjau Usulan Penghapusan kendaraan dinas dan operasional tanggal 28 Oktober 2016. / Review Proposal of Removal of service vehicles and operational on October 28, 2016. p. Meninjau usulan pengalihan aset PT APII kepada TNI AU. / Review Proposal of Assets Transfer of PT AP II to TNI AU.

Rapat Komite Audit

Dalam melaksanakan kegiatan rapat, Komite Audit telah melakukan rapat-rapat baik rapat rutin maupun tidak rutin. Rapat rutin adalah rapat yang dilakukan secara berkala dan berkelanjutan sedangkan rapat tidak rutin adalah rapat yang

Audit Committee Meetings

In conducting meetings, the Audit Committee has conducted meetings both routine and non-routine meetings. Routine meetings are meetings held periodically and sustainably while non-routine meetings are meetings held based on the needs

dilakukan berdasarkan kebutuhan sesuai dengan tugas Komite Audit. Adapun kegiatan rapat Komite Audit di tahun 2016 adalah sebanyak 25 kali, terdiri dari rapat internal Komite Audit sebanyak 5 kali, rapat komite Audit dengan Komite Manajemen Risiko sebanyak 5 lima kali, Komite dengan Dewan Komisaris sebanyak 15 kali,

Keputusan yang diambil dalam rapat Komite Audit Angkasa Pura II telah dicatat dan didokumentasikan dengan baik dalam risalah rapat Komite Audit. Risalah rapat ditandatangani oleh ketua rapat dan didistribusikan kepada semua anggota Komite Audit yang menghadiri rapat maupun tidak. Perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat akan dicantumkan dalam risalah rapat disertai alasan mengenai perbedaan pendapat. Selama tahun 2016, tidak terdapat *dissenting opinion*.

Remunerasi Komite Audit

Remunerasi bagi anggota Komite Audit yang bukan berasal dari Dewan Komisaris sebesar 20% dari Gaji Direktur Utama sebagaimana yang ditetapkan dalam

KOMITE MANAJEMEN RISIKO DAN SUMBER DAYA MANUSIA

Dalam menunjang pelaksanaan GCG, Angkasa Pura II juga membentuk Komite Manajemen Risiko dan Sumber Daya Manusia (SDM) yang bertugas membantu Dewan Komisaris. Tujuan dibentuknya Komite Manajemen Risiko dan SDM adalah untuk membantu Dewan Komisaris memenuhi tanggung jawabnya dalam melaksanakan kewajiban Dewan Komisaris melakukan pemantauan, pengawasan dan penilaian atas efektivitas manajemen risiko. Komite Manajemen Risiko dan SDM diangkat dan diberhentikan berdasarkan Surat Keputusan Dewan Komisaris dengan masa jabatan selama 2 (dua) tahun.

Komposisi dan Keanggotaan Komite

Komposisi keanggotaan Komite Manajemen Risiko dan SDM Angkasa Pura II periode tahun 2016 berjumlah 4 (empat) orang yang terdiri dari seorang ketua yang merupakan anggota Dewan Komisaris Angkasa Pura II, seorang wakil ketua dan 2 (dua) orang anggota komite yang berasal pihak profesional yang independen.

Berdasarkan Surat Keputusan Dewan Komisaris Perusahaan Perseroan (Persero) PT Angkasa Pura II Nomor KEP.03.03/00/07/2016/0446 tanggal 14 Juli 2016 tentang Pemberhentian dan Pengangkatan Ketua dan Wakil Ketua Komite Manajemen Risiko dan SDM Perusahaan Perseroan

in accordance with the duties of the Audit Committee. Audit Committee meetings in 2016 amounted to 25 (twenty five) meetings, consist of 5 (five) internal meetings, 5 (five) meetings of Audit Committee with the Risk Management Committee, 15 (fifteen) meetings with the Board of Commissioners.

Decisions taken in the meeting of the Audit Committee of Angkasa Pura II have been recorded and documented in the minutes of meetings of the Audit Committee. Minutes of meeting is signed by the chairman of the meeting and distributed to all members of the Audit Committee who attended the meeting or not. Dissenting opinions that occur in the meeting will be included in the minutes of the meeting along with the reasons. During 2016, there were no dissenting opinions.

Audit Committee Remuneration

Remuneration for members of the Audit Committee who are not members of the Board of Commissioners is 20% of the salary of President Director as stipulated in

RISK MANAGEMENT AND HUMAN RESOURCES COMMITTEE

To support the implementation of GCG, Angkasa Pura II also established a Risk Management & HR Committee tasked to assist the Board of Commissioners. Objective of the establishment of Risk Management & HR Committee is to assist the Board of Commissioners to meet its responsibilities in implementing the obligations of the Board of Commissioners in conducting monitoring, supervision and assessment on the effectiveness of risk management. The Risk Management & HR Committee is appointed and dismissed based on the Decree of the Board of Commissioners with tenure of 2 (two) years.

Composition and Membership of Committee

Composition of the Risk Management & HR Committee of Angkasa Pura II for the period of 2016 consists of 4 (four) members consisting of a chairman who is a member of the Board of Commissioners of Angkasa Pura II, a vice chairman and 2 (two) members of committee which came from independent professional parties.

Based on Decree of the Board Commissioners of Perusahaan Perseroan (Perseroan) PT Angkasa Pura II Number KEP.03.03 /00 / 07 / 2016 / 0446 dated July 14, 2016 on Dismissal and Appointment of Chairman and Vice Chairman of Risk Management and HR Committee of Perusahaan Perseroan

(Persero) PT Angkasa Pura II, Surat Keputusan Dewan Komisaris Perusahaan Perseroan (Persero) PT Angkasa Pura II Nomor: KEP.03.03/00/11/2016/0669 tanggal 1 November 2016 tentang Pemberhentian Anggota Komite Manajemen Risiko dan SDM Perusahaan Perseroan (Persero) PT Angkasa Pura II dan Surat Keputusan Dewan Komisaris PT Angkasa Pura II (Persero) Nomor: KEP.03.03/00/08/2016/0453 tanggal 1 Agustus 2016 tentang Pemberhentian Anggota Komite Manajemen Risiko dan SDM PT Angkasa Pura II (Persero), komposisi Komite Manajemen Risiko dan SDM adalah sebagai berikut:

Nama / Name	Jabatan / Position
Iswan Elmi	Ketua Komite / Chairman of Committee
Maryati Karma	Wakil Ketua / Vice Chairman
Muhammad Romli	Anggota / Member
Lailly Prihatiningtyas	Anggota / Member
Soesilo Hadi*	Anggota / Member
Hasnil Djamin *	Anggota / Member

(*) Soesilo Hadi dan Hasnil Djamin berhenti menjabat sebagai anggota Komite Manajemen Risiko & SDM melalui SK Dewan Komisaris No. KEP.03.03/00/08/2016/0452 tanggal 1 Agustus 2016 dan SK Dewan Komisaris No. KEP.03.03/00/11/2016/0669 tanggal 1 November 2016. SK pengangkatan anggota Komite Manajemen Risiko & SDM pengganti, baru dikeluarkan pada 5 Januari 2017.

(Persero) PT Angkasa Pura II, Decree of the Board of Commissioners of Perusahaan Perseroan (Persero) PT Angkasa Pura II Number KEP.03.03 / 00 / 11 / 2016 / 0669 dated November 1, 2016 on Dismissal of Member of Risk Management and HR Committee of Perusahaan Perseroan (Persero) PT Angkasa Pura II and Decree of the Board of Commissioner of PT Angkasa Pura II (Persero) Number: KEP.03.03 / 00 / 08 / 2016 / 0453 dated August 1, 2016 on Dismissal of Member of Risk Management and HR Committee of PT Angkasa Pura II (Persero), Risk Management and HR composition is as follows:

(*) HR through Decree of the Board of Commissioners No. KEP.03.03 / 00 / 08 / 2016 / 0452 dated August 1, 2016 and Decree of the Board of Commissioners No. KEP.03.03 / 00 / 11 / 2016 / 0669 dated November 1, 2016. Decree of appointment of member of Risk Management & HR Committee, will be issued on January 5, 2017. Soesilo Hadi and Hasnil Djamin no longer served as members of Risk Management and Human Resources Committee.

Profil Anggota Komite Manajemen Risiko & SDM

Risk Management & HR Members Profile

Iswan Elmi	Profil beliau telah disajikan pada bagian profil Dewan Komisaris / His profile has been presented at the Board of Commissioner Profile
Maryati Karma	Profil beliau telah disajikan pada bagian profil Dewan Komisaris / His profile has been presented at the Board of Commissioner Profile
Muhammad Romli	Warga Negara Indonesia, 38 tahun, lahir di Semarang 26 Februari 1978, berdomisili di Jakarta. Memperoleh gelar Diploma Akuntansi dari Sekolah Tinggi Akuntansi Negara (STAN) pada tahun 2000 dan memperoleh gelar Master of Science of Corporate Finance Management dari Universitas Indonesia pada tahun 2013. Sebelum menjabat sebagai anggota Komite Manajemen Risiko dan SDM Perseroan beliau memulai karir sebagai verifikator Laporan Keuangan di Kementerian Keuangan Republik Indonesia (2001-2006); Financial Consultant BRIngin Life Insurance (2008), Banking and Financial Analyst di Pusat Kajian Kebijakan Makroekonomi, Ditjen Kebijakan Fiskal, Kementerian Keuangan (2006-2009); Kepala Bidang Divisi Ekonomi Domestik, Kementerian Keuangan (2011-2013); Staf ahli Kantor Kepresidenan RI (2015-2016); dan Kepala Bagian Investasi, Pusat Kebijakan Makroekonomi, Kementerian Keuangan Republik Indonesia (2015-Sekarang). Beliau diangkat sebagai anggota Komite Manajemen Risiko dan SDM berdasarkan Surat Keputusan Dewan Komisaris No: KEP.03.03/00/12/2016/0847. Indonesian Citizen, 38 years old, born in Semarang, February 26, 1978, currently resides in Jakarta. He obtained Diploma degree in Accounting from Sekolah Tinggi Akuntansi Negara (STAN) in 2000 and obtained Master of Science of Corporate Finance Management from Universitas Indonesia in 2013. Prior to serve as member of Risk Management and HR Committee of the Company, he started his career as verifikator of Finance Statements in the Ministry of Finance of Republic of Indonesia (2001-2006); Financial Consultant of BRIngin Life Insurance (2008), Banking and Financing analyst of Macroeconomic Policy Study Center, Directorate General of Fiscal Policy, the Ministry of Finance (2011-2013); Expert staff of the presidential office of the Republic of Indonesia (2015-2016); and Head of Investment Department, Macroeconomic Policy Study center, the Ministry of Finance Republic of Indonesia (2015-present). He was appointed as member of Risk Management and HR Committee based on Decree of the Board of Commissioners No: KEP.03.03 / 00 / 12 / 2016 / 0847.

Lailly Prihatiningtyas	Warga Negara Indonesia, 31 tahun, lahir di Jombang, 22 Desember 1985, berdomisili di Jakarta. Memperoleh gelar Diploma dari Sekolah Tinggi Akuntansi Negara (2006); Sarjana Akuntansi dari Universitas Indonesia (2009); MSc, Accounting dari Tilburg University (2011). Sebelum menjabat sebagai anggota Komite Manajemen Risiko dan SDM beliau berkarir di Kementerian BUMN sebagai Kepala Informasi dan Presentasi Subdivisi Kementerian BUMN (2012-2013); Direktur Utama PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (Persero) (2013-2015); Kepala Sub Divisi Konstruksi dan Infrastruktur Transportasi Ib.1 Kementerian BUMN (2015-2016). Beliau diangkat sebagai anggota Komite Manajemen Risiko dan SDM berdasarkan Surat Keputusan Dewan Komisaris No: KEP.03.03/00/12/2016/0847. Indonesian Citizen, 31 years old, she was born in Jombang, December 22, 1985, currently resides in Jakarta. She obtained Diploma degree from Sekolah Tinggi Akuntansi Negara (2006); Bachelor of Accounting from Universitas Indonesia (2009); MSc, Accounting from Tilburg University (2011). Prior to serve as member of Risk and HR Committee, she had career in the Ministry of SOEs (2012-2013); President Director of PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko (Persero) (2013-2015); Head of Construction and Transportation Infrastructure Sub Division Ib.1 the Ministry of SOEs (2015-2016). She was appointed as member of Risk Management and HR Committee based on Decree of the Board of Commissioners No: KEP.03.03 / 00 / 12 / 2016 / 0847.
Soesilo Hadi (*)	Warga Negara Indonesia, 65, lahir di Magelang, 14 Juli 1951, berdomisili di Jakarta. Memperoleh gelar Sarjana dari Universitas Gadjah Mada (1977); SESPANAS (1995) dan Lemhanas (KRA 36/2003). Sebelum menjabat sebagai anggota Komite Manajemen Risiko dan SDM beliau berkarir di Kementerian Perhubungan sebagai Kepala Biro Umum (1995-1998); Kepala Pusat Kajian Strategis (2001-2006); Kepala Pusat Komunikasi Publik (2006-2007); dan Kepala Biro Kependidikan dan Organisasi (2007-Sekarang). Diangkat menjadi anggota Komite Manajemen Risiko dan SDM berdasarkan Surat Keputusan Dewan Komisaris No: KEP547.2/KP.1013.3/APII-2014. Indonesian Citizen, 65 years old, born in Magelang, July 14, 1951, currently resides in Jakarta. He obtained Bachelor degree from Universitas Gadjah Mada (1977); SESPANAS (1995) and Lemhanas (KRA 36/2003). Prior to serve as member of Risk Management and HR Committee he had careers in the Ministry of Transportation as Head of Bureau of General Affairs (1995-1998); Head of Center of Strategic Studies (2001-2006); Head of Center of Public Communication (2006-2007); and Head of Bureau of Employment and Organization (2007-present). He was appointed as member of Risk Management and HR Committee based on Decree of the Board of Commissioners No: KEP547.2 / KP.1013.3 / APII-2014.
Hasnil Djamin (*)	Warga Negara Indonesia, 51 tahun, lahir di Jakarta 15 Mei 1965, berdomisili di Jawa Barat. Memperoleh gelar sebagai Akuntan dari Sekolah Tinggi Akuntansi Negara (STAN) pada 1993, serta gelar Magister Manajemen dari Universitas Widyatama Bandung pada 2009. Sebelum menjabat sebagai anggota Komite Manajemen & SDM, beliau pernah bekerja sebagai Auditor pada Perwakilan Badan Pengawas Keuangan dan Pembangunan Provinsi Riau pada 1987 hingga 1990, <i>Tax Auditor</i> pada Kantor Wilayah VII Direktorat Jenderal Pajak Jawa Barat pada 1994 hingga 1996, Auditor pada Perwakilan Badan Pengawas Keuangan dan Pembangunan Provinsi Jawa Barat pada 1996 hingga 2001, Konsultan dan <i>Trainer</i> pada Satuan Tugas <i>Good Corporate Governance</i> Perwakilan Badan Pengawas Keuangan dan Pembangunan Provinsi Jawa Barat pada 2001 hingga 2013, Konsultan dan <i>Trainer</i> pada PT Daya Inovasi Indonesia pada 2010 hingga 2011, Instruktur pada Pusat Pengembangan Akuntansi dan Keuangan (PPAK) pada 2010 hingga sekarang, <i>Expert Panel</i> pada PT JavaSoft Global Solusi pada 2011 hingga sekarang, serta <i>Co-Owner</i> konsultan dan trainer pada PT i-Con Kirana Solusi pada 2011 hingga sekarang. Beliau diangkat sebagai anggota Komite Manajemen Risiko & SDM berdasarkan SK Dewan Komisaris No: KEP420/KP.1013.3/APII-2013. Indonesian Citizen, 51 years old, born in Jakarta, May 15, 1965, currently resides in West Java. He obtained Accountant degree from Sekolah Tinggi Akuntansi Negara (STAN) in 1993, and Master of Management from Universitas Widyatama Bandung in 2009. Prior to serve as member of Management and HR Committee, he had careers as Auditor at the Financial and Development Supervisory Agency of Riau Province (1987-1990), Tax Auditor of Regional Office VII Directorate General of Taxes of West Java in 1994 until 1996, Auditor at the Financial and Development Supervisory Agency of West Java Province (1996-2001), Consultant and trainer on Good Corporate Governance Task Force Representatives of the Financial and Development Supervisory Agency of West Java province (2001-2013), Consultant and Trainer of PT Daya Inovasi Indonesia (2010-2011), Instructor at Pusat Pengembangan Akuntansi dan Keuangan / PPAK (Center for Development of Accounting and Finance) (2010-present), Expert panelist at PT JavaSoft Global Solusi (2011-present), Co-owner consultant and trainer at PT i-Con Kirana Solusi (2011-present). He was appointed as member of Risk Management and HR Committee based on Decree of the Board of Commissioners No: KEP420 / KP.1013.3 / APII-2013

Eddy Subagdja(*)	Warga Negara Indonesia, 69 tahun, lahir di Rangkasbitung, 21 Juli 1947. Berdomisili di Jakarta. Memperoleh gelar Diploma dari Ajun Akuntan Negara (A3N/STAN), Sarjana dari institut Ilmu Keuangan (IIK/STAN) dan Pascasarjana dari Universitas Sriwijaya. Sebelum menjabat sebagai anggota Komite Manajemen Risiko dan SDM beliau berkarir di lingkungan Badan Pengawas Keuangan dan Pembangunan (BPKP) antara lain Kepala Seksi Pengawasan Khusus BUMN dan BUMD BPKP Provinsi Bali, Kepala Seksi Pengawasan Pengeluaran Pusat II BPKP Provinsi Jawa Timur, Kepala Bidang Pengawasan dan Pengeluaran Pusat I BPKP Provinsi Sumatera Selatan, Kepala Bidang Pengawasan BUMN dan BUMD II BPKP Provinsi Sumatera Utara; Kepala Perwakilan BPKP Provinsi Sulawesi Tenggara, Kepala Perwakilan BPKP Provinsi Bengkulu; Koordinator Teknis Pengawasan Perwakilan BPKP DKI Jakarta, Direktur Investigasi BUMN dan BUMD BPKP Pusat; Kepala Perwakilan BPKP Provinsi Jawa Barat dan Direktur Pengawasan Penyelenggaraan keuangan Daerah Wilayah I BPKP Pusat. Diangkat menjadi anggota Komite Manajemen Risiko dan SDM berdasarkan Surat Keputusan Dewan Komisaris No: KEP.420/KP.1013.3/APII-2013. Indonesian Citizen, 69 years old, born in Rangkasbitung, July 21, 1947. He currently resides in Jakarta. He obtained his Diploma degree from Ajun Akuntan Negara (A3N/STAN), Bachelor from Institut Ilmu Keuangan (IIK/STAN) and Postgraduate from Universitas Sriwijaya. Prior to serve as member of Risk Management and HR Committee he had careers in the Financial and Development Supervisory Agency (BPKP), among others, as Head of Echelon IV as East Java Province BPKP Section Head of Central Expenditure Supervision II, and Bali Province BPKP SOEs and Regional SOEs Section Head of Special Supervision, served as Echelon III as North Sumatera Province BPKP Section Head of Supervision II and South Sumatera Province BPKP Head of Central Expenditure Supervision I, served as Echelon II as South East Sulawesi Province Head of BPKP representative, Bengkulu Province Head of BPKP representative, Coordinator of Technical Supervision DKI Jakarta BPKP Representative, Director of SOEs and Regional SOEs Investigation Central BPKP, Head of BPKP West Java Province Representative. He was appointed as member of Risk Management and HR Committee based on Decree of the Board of Commissioners No: KEP.420 / KP.1013.3 / APII-2013.

(*) Soesilo Hadi, Hasnil Djamin dan Eddy Subagdja berhenti menjabat sebagai anggota Komite Manajemen Risiko & SDM melalui SK Dewan Komisaris No. KEP.03.03/00/08/2016 tanggal 1 Agustus 2016 dan SK Dewan Komisaris No. KEP.03.03/00/11/0669 tanggal 1 November 2016.

(*) Soesilo Hadi, Hasnil Djamin and Eddy Subagdja no longer served as members of Risk Management and HR Committee through Decree of the Board of Commissioners No. KEP.03.03 / 00 / 08 / 2016 dated November 1, 2016.

Tugas dan Tanggung Jawab Komite

Sesuai dengan ketentuan dalam Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/ Dewan Pengawas BUMN, fungsi utama Komite Manajemen Risiko & SDM adalah membantu Dewan Komisaris memenuhi tanggung jawabnya dalam melaksanakan kewajiban Dewan Komisaris melakukan pemantauan, pengawasan dan penilaian atas efektifitas manajemen risiko.

Pertanggungjawaban Komite Manajemen Risiko & SDM kepada Dewan Komisaris merupakan perwujudan akuntabilitas pengawasan atas pengelolaan Perusahaan dalam rangka pelaksanaan prinsip-prinsip GCG. Tugas dan tanggung jawab Komite Manajemen Risiko & SDM adalah sebagai berikut:

1. Memberikan masukan kepada Dewan Komisaris dalam penyusunan dan perbaikan kebijakan Manajemen Risiko yang berkaitan dengan pengendalian risiko di bidang pengelolaan asset dan liability, financial, investasi, teknik dan operasional perusahaan, pengelolaan sumber daya manusia;

Duties and Responsibilities of Committee

In accordance with the provisions in Regulation of the State Minister of SOEs No. PER-12 / MBU / 2012 dated August 24, 2012 on Supporting Organs of the Board of Commissioners / Board of Supervisors of SOEs, the main function of the Risk Management & HR Committee is to assist the Board of Commissioners in meeting its responsibilities to implement the Board of Commissioners obligations to conduct monitoring, supervision and assessment on the effectiveness of risk management.

Accountability of the Risk Management & HR Committee to the Board of Commissioners is a manifestation of supervisory accountability on the Company's management in order to implement GCG principles. Duties and responsibilities of the Risk Management & HR Committee are as follows:

1. Provide input to the Board of Commissioners in the preparation and improvement of Risk Management policy related to the control of risks in the fields of assets and liabilities management, financial, investments, engineering and operations of the Company, human resources management;

- Melakukan evaluasi terhadap akurasi model dan validitas data yang digunakan untuk mengukur risiko;
- Melakukan evaluasi terhadap usulan calon pejabat 1 (satu) tingkat di bawah Direksi sesuai permintaan Dewan Komisaris;
- Melakukan pemantauan dan mengevaluasi pelaksanaan kebijakan pengembangan SDM sesuai permintaan Dewan Komisaris;
- Melakukan monitoring dan mengevaluasi konsep struktur organisasi sesuai permintaan Dewan Komisaris;
- Melakukan pemantauan dan mengevaluasi pelaksanaan kebijakan remunerasi sesuai permintaan Dewan Komisaris;
- Melakukan diskusi/koordinasi dengan unit terkait;
- Memberikan masukan terhadap pelaksanaan tugas pada rapat internal Dewan Komisaris maupun rapat gabungan antara Dewan Komisaris dengan Direksi.

Independensi Komite

Komite Manajemen Risiko & SDM Angkasa Pura II terdiri dari seorang ketua yang berasal dari anggota Dewan Komisaris, seorang wakil ketua yang berasal dari anggota Dewan Komisaris serta 2 (dua) orang anggota yang berasal dari pihak independen. Seluruh anggota Komite Manajemen Risiko & SDM tersebut tidak memiliki afiliasi dengan anggota Direksi dan Dewan Komisaris lainnya maupun pemegang saham pengendali Perseroan.

Aspek Independensi / Independence Aspect	Iswan Elmi	Maryati Karma	Muhammad Romli	Lailly Prihatiningtyas
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi / Has no financial relationship with the Board of Commissioners and Board of Directors	✓	✓	✓	✓
Tidak memiliki hubungan kepengurusan di Angkasa Pura II / Has no management relationship in Angkasa Pura II	✓	✓	✓	✓
Tidak memiliki hubungan kepemilikan saham di Angkasa Pura II / Has no shares ownership in Angkasa Pura II	✓	✓	✓	✓

Laporan Kerja Komite

Sepanjang 2016, kegiatan Komite Manajemen Risiko dan SDM sebagai berikut:

No	Rencana Kerja 2016 / 2016 Work Plans	Realisasi / Realization
1	Melakukan tinjauan atas Laporan Manajemen Triwulanan dan Tahunan / Review the Quarterly and Annual Management Report	a. Meninjau Laporan Manajemen Tahun 2015 Unaudited. / Review the Management Report of 2015 Unaudited. b. Meninjau Laporan Manajemen Tahun 2015 Audited. / Review the Management Report of 2015 Audited. c. Meninjau Laporan Manajemen Triwulan I Tahun 2016. / Review the Management Report of the First Quarter of 2016. d. Meninjau Laporan Manajemen Triwulan II Tahun 2016. / Review the Management Report of the Second Quarter of 2016. e. Meninjau Laporan Manajemen Triwulan III Tahun 2016. / Review the Management Report of the Third Quarter of 2016.

Committee Independence

Risk Management & HR Committee of Angkasa Pura II consists of a chairman who comes from members of the Board of Commissioners, a vice chairman which also comes from members of the Board of Commissioners and 2 (two) members from independent parties. All members of the Risk Management & HR Committee have no affiliation with other members of the Board of Directors and Board of Commissioners as well as the controlling shareholders of the Company.

Committee Work Report

Throughout 2015, the Risk Management & HR Committee activities are as follows:

No	Rencana Kerja 2016 / 2016 Work Plans	Realisasi / Realization
2	Melakukan tinjauan atas rencana aksi perusahaan yang memerlukan tanggapan Dewan Komisaris. / Review on corporate action plan the requires feedback from the Board of Commissioners	a. Permohonan persetujuan penunjukan langsung batasan nilai dalam pengadaan barang/jasa / Application for approval of the direct appointment value boundary in the procurement of goods / services b. Permohonan Persetujuan Perubahan Perjanjian Kerjasama dengan PT Sanggraha Daksamitra / Application for approval of the Change in Agreement of Cooperation with PT Sanggraha Daksamitra. c. Laporan Perkara Arbitrase Terkait Permasalahan Pekerjaan Pengadaan dan Pemasangan Integrated Building Management System (IBMS) / Report of the Arbitration Case Related to the Procurement and Installation of Integrated Building Management (IBMS) issue. d. Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Tahun 2016 / Write-off and Transfer of fixed Assets of 2016. e. Penghapusbukuan Kendaraan Dinas Pejabat dan Operasional / Write-off of the Officials Service Vehicles and Operational. f. Konsep surat kolektif saham dan daftar pemegang saham / Concept of shares collective letter and list of shareholders. g. Konsep restrukturisasi organisasi PMU Pengembangan Bandara / Concept of restructurisation of the Development of Airport PMU organization. h. Revisi Anggaran Investasi Tahun 2016 / Revised Investments Budget of 2016. i. Usulan Penghapusbukuan barang persediaan mati tahun 2016 / Proposal of the Write-off of goods supply off of 2016. j. Usulan Revisi RKAP Tahun 2016 / Proposal of the Revised RKAP of 2016. k. Laporan hasil Putusan Mahkamah Agung RI terkait Tanah Bandara Halim Perdanakusuma / Report of the Verdict of the Supreme Court of the Republic of Indonesia related to Halim Perdanakusuma Airport Land. l. Usulan penghapusbukuan Aset tetap tahun 2016 Bandara Raja Haji Fisabilillah Tanjung pinang / Proposal of the Write-off of Fixed Assets of 2016 of Raja Haji Fisabilillah Airport, Tanjung Pinang. m. Usulan RKAP Tahun 2017 / Proposal of RKAP of 2017. n. Usulan Penghapusbukuan Kendaraan Dinas dan Operasional PT APII / Proposal of the Write-off of Services Vehicles and Operational of PT APII. o. Usulan Pengalihan Aset PT APII kepada TNI AU / Proposal of Assets Transfer of PT APII to TNI AU
3	Melakukan pengawasan/pembahasan dalam rangka pelaksanaan kebijakan Manajemen korporat / Monitor / Discuss Policy of Corporate Management Implementation	a. Permohonan Persetujuan Perubahan Perjanjian Kerjasama dengan PT Sanggraha Daksamitra / Application for Approval of the Agreement of Cooperation with PT Sanggraha Daksamitra. b. Laporan Perkara Arbitrase Terkait Permasalahan Pekerjaan Pengadaan dan Pemasangan Integrated Building Management System (IBMS) / Report of Arbitration Case Related to the Procurement and Installation of Integrated Building Management System (IBMS) Issue. c. Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Tahun 2016 / Write-off and Transfer of Fixed Assets of 2016 d. Konsep surat kolektif saham dan daftar pemegang saham / Concept of restructurisation of the Development of Airport PMU organization. e. Revisi Anggaran Investasi Tahun 2016 / Revised Investments Budget of 2016 f. Laporan hasil Putusan Mahkamah Agung RI terkait Tanah Bandara Halim Perdanakusuma / Report of the Verdict of the Supreme Court of the Republic of Indonesia related to Halim Perdanakusuma Airport Land. g. Usulan penghapusbukuan Aset tetap tahun 2016 Bandara Raja Haji Fisabilillah Tanjung pinang / Proposal of the Write-off of Services Vehicles and Operational of PT APII. h. Usulan RKAP Tahun 2017 / Proposal of RKAP of 2017. i. Usulan Pengalihan Aset PT APII kepada TNI AU / Proposal of Assets Transfer of PT APII to TNI AU.
4	Melakukan tinjauan dan pengawasan pengelolaan risiko pada Kantor Pusat dan Cabang-Cabang / Review and Monitor Risk Management of Head and Branch Office.	a. Restrukturisasi organisasi Kantor Pusat / Restructurisation of the Head Office Organization b. Usulan Konsep Struktur Organisasi Kantor Pusat / Proposal of Concept of the Head Office Organization Structure

No	Rencana Kerja 2016 / 2016 Work Plans	Realisasi / Realization
5	Melakukan tinjauan dan pengawasan pelaksanaan tindak lanjut hasil audit kepatuhan PT AP II tahun 2015 / Review and Monitor the follow-up of Compliance Audit Results of PT AP II of 2015	Konsep restrukturisasi organisasi PMU Pengembangan Bandara / Concept of restructurisation of the Development of Airport PMU organization
6	Melakukan tinjauan dan pengawasan pengelolaan SDM / Review and Monitor HR Management	
7	Melakukan tinjauan atas struktur organisasi perusahaan / Review on the organization structure of the company	
8	Mengikuti <i>Workshop/Seminar</i> terkait dengan Manajemen Risiko dan Pengelolaan SDM / Attend Workshop / Seminar related to the Risk Management and HR Management	

Rapat Komite

Komite Manajemen Risiko & SDM mengadakan rapat secara berkala. Selama tahun 2016 Komite Manajemen Risiko & SDM mengadakan rapat 22 kali rapat. Rapat Komite Manajemen Risiko & SDM terdiri dari: Rapat Internal Komite Manajemen Risiko & SDM sebanyak 2 kali, Rapat Komite Manajemen Risiko & SDM dengan Komite Audit sebanyak 5 kali dan Rapat Komite Manajemen Risiko & SDM dengan Dewan Komisaris sebanyak 15 kali.

Keputusan yang diambil dalam rapat Komite Manajemen Risiko & SDM Angkasa Pura II telah dicatat dan didokumentasikan dengan baik dalam risalah rapat Komite Manajemen Risiko & SDM. Risalah rapat ditandatangani oleh ketua rapat dan didistribusikan kepada semua anggota Komite Manajemen Risiko & SDM yang menghadiri rapat maupun tidak. Perbedaan pendapat (*dissenting opinion*) yang terjadi dalam rapat akan dicantumkan dalam risalah rapat disertai alasan mengenai perbedaan pendapat. Selama tahun 2016, tidak terdapat *dissenting opinion*.

Remunerasi Komite

Remunerasi bagi anggota Komite Manajemen Risiko & SDM yang bukan berasal dari Dewan Komisaris sebesar 20% dari gaji Direktur Utama yang ditetapkan dalam

KOMITE NOMINASI DAN REMUNERASI

Sampai dengan 31 Desember 2016, Angkasa Pura II tidak memiliki Komite Nominasi dan Remunerasi. Fungsi dari Komite Nominasi dan Remunerasi dijalankan oleh Komite Manajemen Risiko & SDM.

Committee Meetings

Risk Management & HR Committee held regular meetings. During 2016, the Risk Management & HRS Committee held 22 meetings. Risk Management & HR Committee meetings consist of: 2 meetings of Internal meeting of the Risk Management & HR Committee, 5 meetings of the Risk Management & HR Committee with the Audit Committee and 15 meetings of the Risk Management & HR Committee with the Board of Commissioners, Audit Committee.

Decisions taken in the meeting of the Risk Management & HR Committee of Angkasa Pura II have been recorded and documented in the minutes of meetings of the Risk Management & HR Committee. Minutes of meeting is signed by the chairman of the meeting and distributed to all members of the Risk Management & HR Committee who attended the meeting or not. Dissenting opinions that occur in the meeting will be included in the minutes of the meeting along with the reasons. During 2016, there were no dissenting opinions.

Committee Remuneration

Remuneration for members of the Risk Management & HR Committee that are not from the Board of Commissioners is 20% of salary of President Director stipulated in

NOMINATION AND REMUNERATION COMMITTEE

Until December 31, 2016, Angkasa Pura II does not have a nomination and remuneration committee. The function of nomination and remuneration committee is run by the Risk Management & HR Committee.

SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris bertugas membantu kelancaran pelaksanaan fungsi dan aktivitas kerja Dewan Komisaris, termasuk antara lain mengatur jadwal pertemuan, menangani korespondensi dengan pihak internal maupun eksternal Perusahaan, serta kegiatan kesekretariatan lainnya. Pada tahun 2016, Sekretaris Dewan Komisaris dijabat oleh Edy Widyaya.

Profil Sekretaris Dewan Komisaris

Warga Negara Indonesia, umur 43 tahun. Menyelesaikan pendidikan Sarjana Ekonomi di Universitas Kristen Indonesia pada tahun 1997. Memiliki pengalaman menjabat sebagai Kepala Sub Bidang Usaha Industri Primer Kementerian BUMN (2012-sekarang), Kepala Sub Bidang dan Mutasi Kekayaan BUMN II Kementerian BUMN (2010-2012), Kepala Sub Bidang Evaluasi Pendayagunaan Aset I (2007-2010). Selain itu pernah menjabat sebagai Sekretaris Dewan Komisaris PT Perkebunan Nusantara VIII (2011-2012) dan Sekretaris Dewan Komisaris PT Perkebunan Nusantara XI (2009-2011). Menjabat sebagai Sekretaris Dewan Komisaris sejak 2013. Fungsi dan penugasan Sekretaris Dewan Komisaris meliputi:

1. Mengadministrasikan undangan rapat Dewan Komisaris;
2. Sebagai penghubung Dewan Komisaris dan Direksi;
3. Membuat surat-surat keluar dan mendokumentasikan surat-surat Dewan Komisaris;
4. Menyiapkan bahan rapat dan menyusun risalah rapat Dewan Komisaris;
5. Melakukan tugas kesekretariatan lainnya;
6. Memberikan bantuan ringkasan laporan manajemen;
7. Mengumpulkan bahan dan informasi yang relevan dengan pelaksanaan tugas Dewan Komisaris;
8. Melakukan koordinasi dengan *Corporate Secretary & Legal* tentang hal-hal yang berkaitan dengan Dewan Komisaris dan Direksi

DIREKSI

Direksi merupakan Organ Perusahaan yang bertugas dan bertanggung jawab secara kolektif untuk melakukan pengelolaan Angkasa Pura II serta melaksanakan GCG pada seluruh tingkatan atau jenjang organisasi. Dalam melaksanakan tugasnya, Direksi bertanggung jawab kepada RUPS. Pertanggungjawaban Direksi kepada RUPS merupakan perwujudan akuntabilitas pengelolaan Perusahaan sesuai dengan prinsip-prinsip GCG.

SECRETARY TO THE BOARD OF COMMISSIONERS

Secretary to Board of Commissioners is tasked to assist the implementation smoothness of the functions and work activities of the Board of Commissioners, including, among others, to arrange meeting schedules, handle correspondence with the Company's internal and external parties, as well as other secretarial activities. In 2016, the Secretary to Board of Commissioners is held by Edy Widyaya.

Secretary to the Board of Commissioners Profile

Indonesian citizen, 43 years old. Obtained his Bachelor of Economics from the Indonesian Christian University in 1997. Has experiences serving as the Head of Primary Industry Sub-Department of the Ministry of SOEs (2012-present), Head of the State Transfer Sub-Department of SOEs II of the Ministry of SOEs (2010-2012), Head of Assets I Utilization Evaluation Sub-Department (2007-2010). In addition, once served as Secretary to Board of Commissioners of PT Perkebunan Nusantara VIII (2011-2012) and Secretary to Board of Commissioners of PT Perkebunan Nusantara XI (2009-2011). Served as Secretary to Board of Commissioners since 2013. Functions and assignments of Secretary to Board of Commissioners include:

1. Administer invitations of the Board of Commissioners meetings;
2. As a liaison of the Board of Commissioners and Board of Directors;
3. Make outgoing letters and documenting letters of the Board of Commissioners;
4. Prepare the meeting materials and prepare the minutes of the Board of Commissioners meetings;
5. Perform other secretarial duties;
6. Provide assistance in making management report summary;
7. Collect materials and information relevant to the implementation of the Board of Commissioners duties;
8. Coordinate with the Corporate Secretary on matters related to the Board of Commissioners and Board of Directors.

BOARD OF DIRECTORS

Board of Directors is organ of the Company that is collectively tasked and responsible to conduct the management of Angkasa Pura II and implement GCG at all levels of the organization. In performing its duties, the Board of Directors is responsible to the GMS. Accountability of the Board of Directors to the GMS is a manifestation of the Company's management accountability in accordance with the principles of GCG.

Komposisi Direksi

Pada pertengahan 2016, terjadi perubahan komposisi Direksi di Angkasa Pura II, setelah pejabat Direktur Utama mendapat penugasan lain. Sejak saat itu hingga 31 Desember 2016, berdasarkan hasil keputusan Kementerian BUMN, Perseroan dipimpin oleh 5 (lima) orang Direksi.

Penjelasan mengenai perubahan komposisi Direksi tersebut dapat dilihat melalui tabel-tabel berikut:

Periode 1 Januari 2016 hingga 27 Juli 2016

Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment
Budi Karya Sumadi	Direktur Utama / President Director	SK-08/MBU/01/2015
Djoko Murjatmodjo	Direktur / Director	SK-08/MBU/01/2015
Daan Achmad	Direktur / Director	SK-08/MBU/01/2015
Andra Y Agussalam	Direktur / Director	SK-08/MBU/01/2015
Ituk Herarindri	Direktur / Director	SK-08/MBU/01/2015

Periode 27 Juli 2016 – 9 September 2016

Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment
Djoko Murjatmodjo*	Direktur Utama / President Director	SK-08/MBU/01/2015
Djoko Murjatmodjo	Direktur / Director	SK-08/MBU/01/2015
Daan Achmad	Direktur / Director	SK-08/MBU/01/2015
Andra Y Agussalam	Direktur / Director	SK-08/MBU/01/2015
Ituk Herarindri	Direktur / Director	SK-08/MBU/01/2015
Faik Fahmi	Direktur / Director	SK-08/MBU/01/2015

*) Pada periode ini Posisi Direktur Utama belum terisi, dan sesuai dengan SK Komisaris PT AP II nomor: KEP.01.03/00/07/2016/0424, Sdr. Djoko Murjatmodjo ditugaskan untuk menjalankan tugas sebagai Direktur Utama sampai dengan diangkatkan Direktur Utama Perseroan PT Angkasa Pura II (Persero) yang definitif

Board of Directors Composition

In the midst of 2016, there was a change of the Board of Directors Composition in Angkasa Pura II, after the official President Director obtained another duty. From then until December 31, 2016, based on Decree of the Ministry of SOEs, the Company is led by 6 (six) Directors.

Description on the change in the Board of Directors composition can be seen through the following tables:

Period of January 1, 2016 until July 27, 2016

Period of July 27, 2016 - September 9, 2016

*) In this period, the position of President Director is still vacant, and according to Decree of Commissioner of PT AP II number: KEP.01.03/00/07/2016/0424, Mr. Djoko Murjatmodjo is assigned to conduct duty as President Director until the definite appointment of the President Director of PT Angkasa Pura II (Persero).

Periode 9 September - 31 Desember 2016

Nama / Name	Jabatan / Position	Dasar Pengangkatan / Basis of Appointment
Muhammad Awaluddin	Direktur Utama / President Director	SK-227/MBU/09/2016
Djoko Murjatmodjo	Direktur Teknik & Operasi / Director of Operations & Engineering	SK-227/MBU/09/2016
Daan Achmad	Direktur Komersial & Pengembangan Bisnis / Director of Commercial & Business Development	SK-227/MBU/09/2016
Andra Y Agussalam	Direktur Keuangan / Director of Finance	SK-227/MBU/09/2016
Ituk Herarindri	Direktur Pelayanan dan Fasilitas Bandara / Director of Airport Service and Facility	SK-227/MBU/09/2016
Muhammad Awaluddin*	Direktur SDM, Umum dan Teknologi Informasi / Director of HR, General Affairs, and Information Technology	SK-227/MBU/09/2016

*) Pada periode ini posisi Direktur SDM, Umum dan Teknologi Informasi belum terisi, dan sesuai dengan SK Komisaris PT AP II nomor: KEP.01.03/00/09/2016/0531, Pelaksana Harian (PH) Direktur SDM, Umum dan TI ditugaskan kepada Sdr. Muhammad Awaluddin.

*) In this period, the position of Director of HR, General Affairs, and Information Technology is still vacant, and according to Decree of Commissioner of PT AP II number: KEP.01.03/00/09/2016/0531, the position of Daily Acting Director of HR, General Affairs, and IT is assigned to Mr. Muhammad Awaluddin.

Keberagaman Komposisi Direksi

Direksi Angkasa Pura II memiliki komposisi yang beragam, baik dari pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin. Kebijakan mengenai keberagaman komposisi Direksi telah diatur dalam *Board Manual*.

Nama / Name	Jabatan / Position	Usia / Age	Pendidikan / Education	Gender	Keahlian / Expertise
Muhammad Awaluddin	Direktur Utama / President Director	48	Sarjana Teknik, Master of Business Administration dan Doktor Ilmu Manajemen / Bachelor of Engineering, Master of Business Administration and Doctor of Management Science	Laki-laki / Male	Teknik , Administrasi Bisnis dan Manajemen / Business Administrative techniques and Management
Djoko Murjatmodjo	Direktur Teknik & Operasi / Director of Engineering Operations	60	Sarjana Teknik / Bachelor of Engineering	Laki-laki / Male	Teknik / Engineering
Daan Achmad	Direktur Komersial & Pengembangan Bisnis / Director of Commercial and Business Development	58	Sarjana Ekonomi dan Magister Management bidang Manajemen Transportasi Udara / Bachelor of Economics and Master of Management, Management of Air Transport Field	Laki-laki / Male	Manajemen Transportasi Udara / Management of Air Transport
Andra Y Agussalam	Direktur Keuangan / Finance Director	53	Sarjana Akuntansi dan Master Business Administration / Bachelor of Accounting and Master of Business Administration	Laki-laki / Male	Akuntansi, Keuangan dan Administrasi Bisnis / Accounting, Finance and Business Administration
Ituk Herarindri	Direktur Pelayanan dan Fasilitas Bandara / Director of Airport Services and Facility	51	Sarjana Ekonomi / Bachelor of Economics	Perempuan / Female	Manajemen / Management
Tina T. Kemala Intan	Direktur SDM, Umum dan Teknologi Informasi / Director of Human Capital, General Affairs, & Information Technology	57	Sarjana Psikologi / Bachelor of Psychology	Perempuan / Female	Psikologi / Psychology

Seluruh jajaran Direksi Perseroan di tahun 2016 telah memenuhi segala aspek keberagaman baik pendidikan, usia, pengalaman dan gender sebagaimana tercantum dalam Board Manual PT Angkasa Pura II (Persero). Pemenuhan atas keberagaman komposisi Direksi telah melalui tahapan seleksi dan administrasi yang dilakukan oleh Kementerian BUMN serta Komite dan/ atau fungsi Nominasi dan Remunerasi Perseroan berdasarkan ketentuan yang tercantum dalam Peraturan Menteri BUMN No. PER-03/MBU/02/2015 tentang Tata Cara Pengangkatan dan Pemberhentian Direksi Badan Usaha Milik Negara.

Pedoman Kerja Direksi

Dalam hubungannya dengan organ perusahaan lainnya terkait pelaksanaan tugas dan tanggung jawabnya, Angkasa Pura II telah menyelesaikan penyusunan pedoman kerja bagi Direksi (*Board Manual*), yakni pedoman kerja Direksi yang berisi panduan bagi Direksi yang menjelaskan hubungan, komunikasi, dan aktivitas antara organ Perusahaan tersebut secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, dapat menjadi acuan bagi Direksi dalam melaksanakan tugas masing-masing untuk mencapai

Composition Diversity of the Board of Directors

Board of Directors of Angkasa Pura II has a diverse composition, both educations (field of study), work experience, age, and gender. Policy on the composition diversity of the Board of Directors has been set in the Board Manual.

The entire Board of Directors in 2016 has met all diversity aspects both in education, age, experience and gender as stated in the Board Manual of PT Angkasa Pura II (Persero). The fulfillment of composition diversity of the Board of Directors has met the selection and administration stages carried out by the Ministry of SOEs and Committee and / or function of Nomination and Remuneration of the Company based on the provision stated in Regulation of the Ministry of SOEs No. PER-03 / MBU / 02 / 2015 on Procedures of Appointment and Dismissal of the Board of Directors State-Owned Enterprises.

Work Guidelines of the Board of Directors

In conjunction with the other organs of the Company related to the implementation of duties and responsibilities, Angkasa Pura II has completed the preparation of work guidelines for the Board of Directors (*Board Manual*), namely the working guidelines of the Board of Directors which contains guidelines for the Board of Directors that describe relationships, communication, and activities between organs of the Company in a structured, systematic, easy to understand and can be run with a consistency, can be a reference for the Board of

visi dan misi Perusahaan, sehingga diharapkan akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG.

Board Manual disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, peraturan dan ketentuan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) GCG.

Isi dari Board Manual sebagai berikut:

- Bab I Pendahuluan
- Bab II Hubungan Dewan Komisaris dan Direksi
- Bab III Dewan Komisaris
- Bab VI Direksi
- Bab V Penutup

Tugas dan Tanggung Jawab Direksi

Dalam melaksanakan tugas dan tanggung jawabnya, Direksi senantiasa berpegang dan berpedoman pada Anggaran Dasar maupun ketentuan internal dan peraturan perundang-undangan yang berlaku. Tugas pokok Direksi adalah:

- Memimpin dan mengurus Angkasa Pura II sesuai dengan maksud dan tujuan Angkasa Pura II dan senantiasa berusaha meningkatkan efisiensi dan efektivitas Angkasa Pura II.
- Menguasai, memelihara dan mengurus kekayaan Angkasa Pura II.

Direksi menjalankan tugas pelaksanaan pengurusan Angkasa Pura II untuk kepentingan dan tujuan Angkasa Pura II serta mewakili Angkasa Pura II baik di dalam maupun di luar pengadilan sebagai amanat dari Pemegang Saham yang ditetapkan dalam RUPS. Direksi mempertanggungjawabkan pelaksanaan tugasnya kepada pemegang saham melalui RUPS. Direksi senantiasa menindaklanjuti temuan audit dan rekomendasi hasil pemeriksaan Internal Auditor maupun auditor eksternal. Para anggota Direksi diangkat dan diberhentikan oleh RUPS.

Untuk lebih menyelaraskan dengan visi dan misi Angkasa Pura II, berdasarkan Keputusan Direksi KEP.01.01/11/2012.2 tanggal 28 November 2012, tugas dan tanggung jawab masing-masing anggota Direksi adalah sebagai berikut:

Directors in carrying out their respective duties to achieve the Company's vision and mission, which is expected to achieve a high standard of work that is in harmony with the GCG principles.

Board Manual is prepared based on the principles of corporate laws, provisions of the Articles of Association, applicable laws and regulations, direction of the Shareholders and GCG best practices.

Contents of the Board Manual as follows:

- Chapter I Introduction
- Chapter II Relationship of the Board of Commissioners and Board of Directors
- Chapter III Board of Commissioners
- Chapter VI Board of Directors
- Chapter V Closing

Duties and Responsibilities of Board of Directors

In carrying out its duties and responsibilities, the Board of Directors always hold and guided by the Articles of Association as well as internal provisions and applicable laws and regulations. The main duties of the Board of Directors are:

- Lead and manage Angkasa Pura II in accordance with the purposes and objectives of Angkasa Pura II and constantly trying to improve efficiency and effectiveness of Angkasa Pura II.
- Master, maintain and manage the wealth of Angkasa Pura II.

Board of Directors performs its management duties of Angkasa Pura II for the interests and objectives of Angkasa Pura II as well as represents Angkasa Pura II both inside and outside the court as the mandate of the Shareholders set out in the GMS. Board of Directors is responsible for the implementation of its duties to the shareholders through GMS. Board of Directors continues to follow up on audit findings and recommendations of the inspection results of Internal Audit Unit and external auditor. Members of the Board of Directors are appointed and dismissed by the GMS.

In order to further harmonize with the vision and mission of Angkasa Pura II, based on the Decree of the Board of Directors No. KEP.01.01/11/2012.2 dated November 28th, 2012, duties and responsibilities of each member of the Board of Directors are as follows:

Presiden Direktur

1. Memberikan arahan strategis dan mengendalikan Kebijakan, Visi, Misi, dan Strategi Perseroan untuk kepentingan perusahaan;
2. Memimpin para anggota Direksi dalam melaksanakan keputusan Board of Director;
3. Memberikan arahan strategis dan mengendalikan kinerja seluruh cabang;
4. Mengkoordinasikan pelaksanaan tugas Non-Direktorat (Internal Auditor, Corporate Secretary & Legal, Corporate Strategic Planning & Performance Management, Risk Management & Compliance, Procurement, dan seluruh kantor cabang;
5. Mengangkat dan memberhentikan karyawan kunci berdasarkan aturan internal perusahaan dan peraturan perundang-undangan yang berlaku;
6. Memberi pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya perusahaan dalam bentuk laporan lainnya jika diminta oleh RUPS;
7. Melaksanakan tugas dan kewajiban lainnya sesuai ketentuan Anggaran Dasar dan ketetapan RUPS.

Direktur Komersial dan Pengembangan Bisnis

1. Membina dan mengoptimalkan bisnis aeronautika, non-aeronautika dan kargo untuk menunjang implementasi strategi dan pencapaian kinerja tujuan korporasi;
2. Memberi masukan terhadap penyusunan RJPP dan RKAP, termasuk penentuan target bisnis aeronautika, non-aeronautika dan kargo;
3. Memimpin dan mengarahkan kegiatan komersial dan pengembangan usaha sesuai perencanaan strategis korporasi;
4. Memberi masukan terhadap semua proyek pengembangan bandar udara yang berada dalam kewenangannya dalam lingkup kegiatan komersial kebandarudaraan dan pengembangan usaha;
5. Mengkoordinasi pelaksanaan tugas Subdirektorat Aeronautical Business, Non-Aeronautical Business, Marketing & Business Development dan Cargo Business;
6. Memimpin dan mengawasi pelaksanaan kebijakan dan keputusan Board of Director dalam kegiatan komersial kebandarudaraan dan pengembangan usaha;

President Director

1. Provide strategic direction and control the Policy, Vision, Mission, and Strategy of the Company for the benefit of the Company;
2. Lead members of the Board of Directors to implement decision of the Board of Directors;
3. Provide strategic direction and control the performance of all branch offices;
4. Coordinate the implementation of Non-Directorate duties (Internal Auditor, Corporate Secretary & Legal, Corporate Strategic Planning & Performance Management, Risk Management & Compliance, Procurement, and all branch offices;
5. Appoint and dismiss key employees based on the Company's internal regulations and the applicable laws and regulations;
6. Provide responsibility and any information about the conditions and the running of the Company in the form of other reports if requested by the GMS;
7. Implement other duties and responsibilities in accordance with the provisions of the Articles of Association and statutes of the GMS.

Director of Commercial & Business Development

1. Develop and optimize the businesses of aeronautical, nonaeronautical and cargo to support the implementation of strategies and achievement of corporate performance goals;
2. Provide inputs for the preparation of RJPP and RKAP, including the determination of business targets of aeronautical, non-aeronautical and cargo;
3. Lead and direct the activities of commercial and business development according to corporate strategic planning.
4. Provide inputs to all airport development projects that are in his/ her authority within the scope of airport commercial activities and business development;
5. Coordinate the implementation of duties of the Sub-Directorates of Aeronautical Business, Non-Aeronautical Business, Marketing & Business Development and Cargo Business;
6. Lead and supervise the implementation of policies and decisions of the Board of Directors in the activities of airport commercial and business development;

7. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya kegiatan komersial kebandarudaraan, kargo, dan pengembangan usaha dalam bentuk laporan lainnya jika diminta oleh RUPS.
8. Melaksanakan tugas dan kewajiban lainnya sesuai ketentuan Anggaran Dasar dan ketetapan RUPS.

Direktur Teknik & Operasi

1. Melakukan pembinaan/pemberdayaan baik secara individu maupun kelompok (unit kerja) di kantor pusat dan di seluruh kantor cabang terkait dengan bidang operasi dan teknik secara profesional sehingga mampu mewujudkan tujuan perusahaan;
2. Memberikan masukan terhadap penyusunan RJPP dan RKAP, termasuk penentuan target kinerja Direktorat Operations & Engineering;
3. Memimpin dan mengarahkan kegiatan pengelolaan kegiatan operasi dan teknik sesuai perencanaan strategis korporasi;
4. Memberi masukan terhadap semua pekerjaan yang berada dalam kewenangannya di lingkup kegiatan pengelolaan kegiatan operasi dan teknik;
5. Mengkoordinasikan pelaksanaan tugas Subdirektorat Airport Operation, Civil Engineering, Electronical & Mechanical Engineering dan Airport Safety;
6. Memimpin dan mengawasi pelaksanaan kebijakan dan keputusan Board of Director dalam pengelolaan kegiatan operasi dan teknik lainnya;
7. Memberi pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya kegiatan pengelolaan operasi dan teknik dalam bentuk laporan lainnya jika diminta oleh RUPS;
8. Melaksanakan tugas dan kewajiban lainnya sesuai terentuan Anggaran Dasar dan ketetapan RUPS.

Direktur Keuangan

1. Membina kegiatan pengelolaan keuangan secara optimal untuk menunjang kegiatan unit-unit dalam implementasi strategi dan pencapaian tujuan korporasi serta mengoptimalkan profitabilitas untuk meningkatkan kinerja keuangan perseroan;
2. Memberi masukan terhadap penyusunan RJPP dan RKAP, termasuk penentuan target profitabilitas perseroan;

7. Provide responsibility and any information about the conditions and the running of activities of airport commercial, cargo, and business development in the form of other reports if requested by the GMS;
8. Implement other duties and responsibilities in accordance with the provisions of the Articles of Association and statutes of the GMS.

Director of Operations & Engineering

1. Conduct training/empowerment either individually or in groups (work units) at the head office and all branch offices related with fields of operations and engineering in a professional manner so as to realize the Company's objectives;
2. Provide inputs for the preparation of RJPP and RKAP, including the determination of performance targets of the Directorate of Operations & Engineering;
3. Lead and direct the management activities of operations and engineering in accordance with corporate strategic planning;
4. Provide inputs to all the jobs that are within the scope of his/her authority in the scope of management activities of operations and engineering;
5. Coordinate the implementation of duties of the Sub-Directorates of Airport Operations, Civil Engineering, Electronical & Mechanical Engineering and Airport Safety;
6. Lead and supervise the implementation of policy and decision of the Board of Directors in the management of other operation and engineering activities;
7. Provide responsibility and any information about the conditions and the running of activities of operations and engineering management in the form of other reports if requested by the GMS;
8. Implement other duties and responsibilities in accordance with the provisions of the Articles of Association and statutes of the GMS.

Director of Finance

1. Developing financial management activities optimally to support the activities of the units in the implementation of strategy and achievement of corporate objectives as well as to optimize profitability to improve the Company's financial performance;
2. Provide inputs for the preparation of RJPP and RKAP, including the determination of the Company's profitability targets;

3. Memimpin dan mengarahkan kegiatan pengelolaan keuangan dan CSR (*Corporate Social Responsibility*) sesuai perencanaan strategis korporasi;
4. Memberi masukan terhadap semua proyek pengembangan bandara yang berada dalam kewenangannya di lingkup kegiatan pengelolaan keuangan;
5. Mengkoordinir pelaksanaan tugas Subdirektorat Accounting & Budgeting, Treasury, Assets Management & Inventory dan CSR;
6. Memimpin dan mengawasi pelaksanaan kebijakan dan keputusan Board of Director dalam pengelolaan keuangan;
7. Memberi pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya kegiatan pengelolaan keuangan dalam bentuk laporan lainnya jika diminta oleh RUPS;
8. Melaksanakan tugas dan kewajiban lainnya sesuai ketentuan Anggaran Dasar dan ketetapan RUPS.

Direktur SDM, Umum dan Teknologi Informasi

1. Membina kegiatan Human Capital, General Affairs & Information Technology serta mengoptimalkan standar kualitas karyawan untuk menunjang kegiatan unit-unit dalam implementasi strategi dan pencapaian kinerja korporasi;
2. Memberi masukan terhadap penyusunan RJPP dan RKAP, termasuk penentuan target kinerja Human Capital, General Affairs & Information Technology;
3. Memimpin dan mengarahkan kegiatan pengelolaan kegiatan yang berkaitan dengan Human Capital, General Affairs & Information Technology sesuai perencanaan strategis korporasi;
4. Memberi masukan terhadap semua proyek pengembangan bandara yang berada dalam kewenangannya di lingkup kegiatan pengelolaan sumber daya manusia & umum serta teknologi informasi;
5. Mengkoordinasikan pelaksanaan tugas Subdirektorat Human Capital, Training & Development, General Affairs & Administration dan Information Technology;
6. Memimpin dan mengawasi pelaksanaan kebijakan dan keputusan Board of Director dalam pengelolaan kegiatan Human Capital, General Affairs & Information Technology;
7. Memberi pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya kegiatan pengelolaan Human Capital, General Affairs & Information Technology dalam bentuk laporan lainnya jika diminta oleh RUPS;

3. Lead and direct activities of financial management and CSR (*Corporate Social Responsibility*) according with the corporate strategic planning;
4. Provide feedback to all airport development projects that are within his/her authority in the scope of financial management activities;
5. Coordinate the implementation of duties of the Sub-Directorate of Accounting & Budgeting, Treasury, Assets Management & Inventory and CSR;
6. Lead and supervise the implementation of policy and decision of the Board of Directors in financial management;
7. Provide responsibility and any information about the conditions and the running of activities of financial management in the form of other reports if requested by the GMS;
8. Implement other duties and responsibilities in accordance with the provisions of the Articles of Association and statutes of the GMS.

Director of Human Capital, General Affairs, & Information Technology

1. Develop the activities of Human Capital, General Affairs & Information Technology as well as optimizing the quality standards of employees to support the units activities in the implementation of strategy and the achievement of corporate performance;
2. Provide inputs for the preparation of RJPP and RKAP, including the determination of performance targets of Human Capital, General Affairs & Information Technology;
3. Lead and direct the management activities related to Human Capital, General Affairs & Information Technology according to corporate strategic planning;
4. Provide inputs to all airport development projects that are in his/ her authority within the scope of the human capital & general affairs management as well as information technology;
5. Coordinate the implementation of duties of the Sub-Directorate of Human Capital, Training & Development, General Affairs & Administration and Information Technology;
6. Lead and supervise the implementation of policy and decision of the Board of Directors in the management of Human Capital, General Affairs & Information Technology;
7. Provide responsibility and any information about the conditions and the running of activities of Human Capital, General Affairs & Information Technology management in the form of other reports if requested by the GMS;

8. Melaksanakan tugas dan kewajiban lainnya sesuai ketentuan Anggaran Dasar dan ketetapan RUPS.

Direktur Pelayanan dan Fasilitas Bandara

1. Membina kegiatan pelayanan dan kesiapan fasilitas kebandarudaraan serta menentukan standar kualitas karyawan maupun fasilitas untuk menunjang kegiatan pelayanan kebandarudaraan;
2. Memberi masukan terhadap penyusunan RJPP dan RKAP, termasuk penentuan target kinerja Direktorat Airport Services & Facility;
3. Memimpin dan mengarahkan kegiatan pengelolaan pelayanan kebandarudaraan dan kesiapan fasilitas sesuai perencanaan strategis korporasi;
4. Memberi masukan terhadap semua fungsi di perusahaan untuk mendukung kegiatan pelayanan kebandarudaraan;
5. Mengkoordinir pelaksanaan tugas Subdirektorat Airport Services, Service Assurance, dan Infrastructure & Facility Maintenance;
6. Memimpin dan mengawasi pelaksanaan kebijakan Wdan keputusan Board of Director dalam pengelolaan kegiatan pelayanan kebandarudaraan dan kesiapan fasilitas;
7. Memberi pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya kegiatan pengelolaan pelayanan kebandarudaraan dan kesiapan fasilitas dalam bentuk laporan lainnya jika diminta oleh RUPS;
8. Melaksanakan tugas dan kewajiban lainnya sesuai ketentuan Anggaran Dasar dan ketetapan RUPS.

Wewenang Direksi

Kewenangan Direksi diatur dalam *Board Manual*.

Pendelegasian Wewenang

Berdasarkan ketentuan dalam Undang-Undang Nomor 40 Tahun 2007 Tentang Perusahaan Terbatas dan ketentuan dalam Anggaran Dasar, Direksi bertindak mewakili Angkasa Pura II di dalam dan di luar pengadilan. Dalam pelaksanaannya, Direksi dapat mendelegasikan kewenangan kepada anggota Direksi lainnya dan pejabat setingkat di bawah Direksi. Pendelegasian wewenang meliputi tugas, tanggung jawab serta kewenangan, dan dibuat secara tertulis. Setiap pendelegasian wewenang dilakukan melalui analisis terhadap pekerjaan yang akan didelegasikan dan kompetensi orang yang akan menerima pendelegasian wewenang.

8. Implement other duties and responsibilities in accordance with the provisions of the Articles of Association and statutes of the GMS.

Director of Airport Services & Facility

1. Develop the activities of services and readiness of airport facilities and determine the quality standards of employees and facilities to support airport services;
2. Provide inputs for the preparation of RJPP and RKAP, including the determination of performance targets of the Directorate of Airport Services & Facility;
3. Lead and direct the activities of airport services and the readiness of facilities according with the corporate strategic planning;
4. Provide inputs to all functions in the Company to support airport services activities;
5. Coordinate the implementation of duties of the Sub-Directorate of Airport Services, Service Assurance and Infrastructure & Facility Maintenance;
6. Lead and supervise the implementation of policy and decision of the Board of Directors in the management of airport services management and the readiness of facilities;
7. Provide responsibility and any information about the conditions and the running of activities of airport services management and the readiness of facilities in the form of other reports if requested by the GMS;
8. Implement other duties and responsibilities in accordance with the provisions of the Articles of Association and statutes of the GMS.

Board of Directors Authority

Authority of the Board of Directors is regulated by Board Manual.

Delegation of Authority

Under the provisions of Law No. 40 year 2007 on Limited Liability Companies and the provisions of the Articles of Association, the Board of Directors acts on behalf of Angkasa Pura II inside and outside the court. In the implementation, Board of Directors may delegate the authority to other members of the Board of Directors and lower-level officials of the Board of Directors. Delegation of authority includes the duties, responsibilities and authorities, and made in writing. Each delegation of authority is conducted through an analysis against the work that will be delegated and the competence of people who will receive the delegation of authority.

Pembagian Tugas Direksi

Nama / Name	Jabatan / Position
Muhammad Awaluddin	Direktur Utama / President Director
Djoko Murjatmodjo	Direktur Teknik & Operasi / Director of Engineering & Operations
Daan Achmad	Direktur Komersial & Pengembangan Bisnis / Director of Commercial & Business Development
Andra Y Agussalam	Direktur Keuangan / Director of Finance
Ituk Herarindri	Direktur Pelayanan dan Fasilitas Bandara / Director of Airport Services and Facility
Tina T. Kemala Intan*	Direktur SDM, Umum dan Teknologi Informasi / Director of Human Capital, General Affairs and Information Technology

*) Sdri Tina T. Kemala Intan mulai menjalankan tugas sebagai Direktur SDM, Umum dan Teknologi Informasi sesuai dengan SK pengangkatan Direksi Perusahaan Perseroan PT Angkasa Pura II (Persero) Nomor: SK-54/MBU/3/2017.

Independensi Direksi

Direksi ditetapkan untuk menjalankan segala tindakan pengurusan Perusahaan atau hubungan dengan pihak lain secara independen tanpa campur tangan pihak-pihak lain atau yang bertentangan dengan peraturan perundang-undangan dan Anggaran Dasar Perusahaan yang secara material dapat mengganggu keobjektifan dan kemandirian tugas Direksi yang dijalankan semata-mata untuk kepentingan Perseroan.

Rangkap Jabatan dan Benturan Kepentingan

Berdasarkan ketentuan dalam *Board Manual*, anggota Direksi dilarang merangkap jabatan sebagai:

1. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, Badan Usaha Milik Swasta;
2. Anggota Dewan Komisaris/Dewan Pengawas pada Badan Usaha Milik Negara;
3. Jabatan struktural dan fungsional lainnya pada instansi/ lembaga pemerintah pusat dan atau daerah;
4. Jabatan lainnya sesuai dengan ketentuan dalam peraturan perundang-undangan, pengurus partai politik dan/atau calon/anggota legislatif dan/atau calon Kepala Daerah/ Wakil Kepala Daerah; dan atau
5. Jabatan lain yang dapat menimbulkan benturan kepentingan.

Di tahun buku 2016, tidak terdapat anggota Direksi Angkasa Pura II yang merangkap jabatan sebagaimana yang dimaksud dalam *Board Manual*.

Berdasarkan Peraturan Menteri Negara BUMN Nomor PER-01/ MBU/2011 Pasal 19, Direksi harus menyampaikan informasi

Division of Duties

*) Mrs. Tina T. Kemala began to implement duties as Director of HR, General Affairs, and Information Technology according to Decree of the Board of Directors of PT Angkasa Pura II (Persero) Number: SK-54/MBU/3/2017

Independence of the Board of Directors

Board of Directors is set to perform all acts of management of the Company or relationships with other parties independently without interference from other parties or contrary to the laws and regulations and the Company's Articles of Association which materially can interfere with the objectivity and independence of the Board of Directors duties which is run solely for the Company's interests.

Concurrent Positions and Conflict of Interest

Based on the provisions of the Board Manual, members of the Board of Directors are prohibited to have concurrent positions as:

1. Members of the Board of Directors in SOEs, ROEs, and Private Owned Enterprises;
2. Members of the Board of Commissioners / Board of Supervisors in State-Owned Enterprises;
3. Other structural and functional positions in central or local government agencies/institutions;
4. Other positions in accordance with the provisions of laws and regulations, political party management and / or candidate / member of the legislative and / or the potential of Regional Head/Deputy Head of Region; and or
5. Other positions that may pose a conflict of interest.

In 2016 fiscal year, the Board of Directors of Angkasa Pura II has no concurrent positions as defined in the Board Manual.

Based on the Regulation of the State Minister of SOEs No. PER-01 / MBU / 2011 Article 19, the Board of Directors must

mengenai jabatan Dewan Komisaris di anak perusahaan/ perusahaan patungan dan/atau perusahaan lain. Di tahun buku 2016, terdapat anggota Direksi yang memiliki saham dan hubungan kepengurusan di perusahaan lain. Hal tersebut dijelaskan melalui tabel berikut:

Nama / Name	Kepemilikan Saham / Share Ownership
Muhammad Awaluddin	Nihil / Nil
Djoko Murjatmodjo	Nihil / Nil
Andra Y Agussalam	Nihil / Nil
Daan Achmad	Nihil / Nil
Ituk Herarindri	Nihil / Nil
Tina T. Kemala Intan	Nihil / Nil
Budi Karya Sumadi*	Nihil / Nil
Faik Fahmi*	Nihil / Nil

Untuk meminimalisasi terjadinya benturan kepentingan, setiap Direktur diwajibkan untuk membuat Daftar Khusus berisikan keterangan kepemilikan saham setiap Direktur dan/ atau keluarganya pada Angkasa Pura II maupun perusahaan lain. Daftar Khusus disimpan dan diadministrasikan oleh *Head of Corporate Secretary & Legal*.

Prosedur Pengangkatan, Pemberhentian dan Pemilihan Ulang Direksi

Anggota Direksi diangkat dan diberhentikan oleh RUPS sesuai dengan peraturan perundang-undangan. Pengangkatan Direksi harus memenuhi persyaratan umum dan khusus yang ditetapkan dalam *Board Manual*.

Dalam aturan tersebut dinyatakan bahwa mekanisme pengangkatan dan pemberhentian Direksi terdiri dari:

A. Persyaratan

Persyaratan Formal

Direksi Perseroan adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 (lima) tahun sebelum pengangkatan pernah:

1. Dinyatakan pailit;
2. Menjadi Anggota Direksi atau anggota Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu BUMN dan/atau Perusahaan dinyatakan pailit;
3. Dihukum karena melakukan tindak pidana yang merugikan keuangan negara, BUMN, Perusahaan, dan/ atau yang berkaitan dengan sektor keuangan.

submit information regarding the position of the Board of Commissioners in subsidiaries/joint ventures and/or other companies. In 2016 fiscal year, there were several members of the Board of Directors who have shares and management relationships in other companies. It is explained through the following table:

To minimize conflicts of interest, each member of the Board of Directors is also required to make Special Register which contains a description of shares ownership of each member of the Board of Directors and/or their families at Angkasa Pura II as well as other companies. The Special Register is store and administered by the Corporate Secretary.

Procedures of Appointment, Dismissal and Re-Appointment of Board of Commissioners

Members of the Board of Directors of Angkasa Pura II are appointed and dismissed by GMS in accordance to laws and regulations. Appointment of the Board of Directors must meet the general and specific requirements stated in the Board Manual.

Within the rules, the mechanism of appointment and dismissal of the Board of Directors is stated as follows:

A. Requirements

Formal Requirements

Board of Directors of the Company is an individual who is capable of conducting legal acts, except in 5 (five) years before, he or she has been:

1. declared bankrupt;
2. member of the Board of Directors or member of the Board of Commissioners / the Board of Supervisors who was accused of instrumental in causing bankruptcy;
3. punished for any crime which causes loss for the state, SOEs, the Company and / or any related financial sector.

Persyaratan Materiil

Persyaratan materiil Direksi BUMN, yaitu :

1. keahlian;
2. integritas;
3. Kepemimpinan;
4. Pengalaman;
5. Jujur;
6. Perilaku yang baik; dan
7. Dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan.

B. Sumber Bakal Calon

Pengajuan nama-nama calon Direksi didasarkan pada sumber-sumber bakal calon yang terdiri dari mantan Direksi BUMN, Dewan Komisaris, Talenta BUMN, Talenta Kementerian BUMN dan sumber lain.

C. Penjaringan

Penjaringan nama-nama Direksi dilakukan oleh Menteri BUMN, Sekretaris, Deputi Teknis, dan/atau Deputi mencari bakal calon dari berbagai sumber. Semua bakal calon diadministrasikan oleh Deputi.

D. UKK

Bakal calon yang akan ditetapkan menjadi calon anggota Direksi, adalah seseorang yang telah dinyatakan memenuhi Persyaratan Formal dan Persyaratan Lain dan lulus UKK. UKK terhadap bakal calon dilakukan oleh lembaga profesional yang ditunjuk oleh Menteri.

E. Usulan Pengangkatan

Bagi calon yang telah mendapatkan rekomendasi "Disarankan" oleh tim penilai dapat diangkat menjadi Direksi Perseroan. Untuk penetapan, karena status Perseroan sebagai BUMN yang kepemilikan seluruh saham dimiliki negara maka penetapan dilakukan melalui Keputusan Menteri.

F. Pemberhentian

Ketentuan mengenai mekanisme pemberhentian sebagaimana tercantum dalam PER-03/MBU/02/2015 yaitu:

1. Alasan Pemberhentian

Alasan pemberhentian Direksi meliputi ketidakmampuan Direksi dalam menjalankan tugasnya, pelanggaran ketentuan Anggaran Dasar dan undang-undang, terlibat tindakan merugikan bagi Perseroan dan

Material Requirements

Material requirements of SOEs' Board of Directors, namely:

1. Expertise;
2. Integrity;
3. Leadership
4. Experience;
5. Truthful;
6. Good Attitude; and
7. High dedication to improve and develop the company.

B. Candidate Sources

Proposal of the Board of Directors candidates is based on candidate sources that consist of former directors of SOE, the Board of Commissioners, the government's structural and functional officials and other sources.

C. Networking

The networking of names of the Board of Directors conducted by the Minister of SOE, Secretary, Technical Deputy, and / or Deputy search the candidates from various sources. All candidates are administered by Deputy.

D. UKK

Prospect who will be appointed to be a candidate member of the Board of Directors, is an individual who has been declared to fulfill the Formal Requirements and Other Requirements and pass UKK. UKK on the prospect is conducted by professional institute appointed by the Minister.

E. Appointment Proposal

For the candidates who have "Recommended" recommendations by the assessment team can be appointed as the Company's Board of Directors. For the stipulation, because status of the Company as SOE that its ownership status is fully owned by the state so that the stipulation is performed through the Decree of the Minister.

F. Dismissal

Provisions concerning dismissal mechanism as stated in PER-02 / MBU / 02 / 2015 are:

1. Reasons for Dismissal

Reasons for dismissal of the Board of Directors cover inability of the Board of Commissioners in carrying out its duties, violation the Laws and Regulations, Involvement of harmful action for the Company and

negara, melakukan tindakan yang melanggar etika, dinyatakan bersalah dengan putusan pengadilan serta mengundurkan diri.

2. Tata Cara Pemberhentian

Tata cara pemberhentian dilakukan dengan evaluasi oleh Deputy kepada Direksi yang bersangkutan dilanjutkan dengan mengajukan usulan untuk kemudian ditetapkan oleh Menteri BUMN. Sebelum ditetapkan dan dievaluasi, Perseroan terlebih dahulu memberikan informasi kepada Direksi yang bersangkutan agar yang bersangkutan dapat memberikan pembelaan diri dengan ketentuan pembelaan diri disampaikan dalam bentuk tertulis dan lisan (untuk lisan dibuatkan berita cara penyampaian pembelaan) maksimal disampaikan 14 hari terhitung setelah Direksi yang bersangkutan memperoleh informasi pemberhentian kepada Deputy. Setelah disampaikan pembelaan diri, notulen pembelaan diajukan ke dalam RUPS untuk kemudian diambil keputusan.

Proses pemberhentian Direksi dilakukan bersamaan dengan pengangkatan Direksi pengganti dan pemberhentian berlaku efektif sejak ditetapkan dalam Keputusan Menteri atau RUPS.

G. Pemilihan Ulang

Pengangkatan kembali anggota Direksi pada posisi jabatan yang sama dalam satu BUMN, dapat dilakukan tanpa UKK, apabila dinilai mampu melaksanakan tugasnya dengan baik selama masa jabatannya yang antara lain didasarkan pada pencapaian target kinerja perusahaan, kekompakan Tim, Integritas, dan rekam jejak (*track record*). Penyajian hasil penilaian dapat dilakukan dalam bentuk narasi kualitatif.

Dengan statusnya sebagai BUMN yang kepemilikan sahamnya dimiliki oleh Pemerintah, Perseroan senantiasa mengikuti prosedur yang telah ditetapkan sebagaimana yang tercantum dalam Peraturan Menteri BUMN No. PER-03/MBU/02/2015 dalam hal pengangkatan, pemilihan ulang dan pemberhentian Direksi. Karena hal-hal tersebut bersifat ketetapan yang dikeluarkan oleh Kementerian BUMN selaku wakil pemerintah di dalam Perseroan, maka fungsi Nominasi dan Remunerasi yang Perseroan ditiadakan.

the state, conducting action that violates the ethics, a guilty statement by the court decision and resignation.

2. Dismissal Procedures

Dismissal procedures are conducted through evaluation by Deputy to the related Board of Directors, continue with the proposal which is further issued by the Minister of SOE. Prior to be issued and evaluated, the Company provides information first to the related Board of Directors in order he or she can conduct self-defense with a condition that the self-defense is submitted in the forms of written and verbal (for verbal, defense submission must be including in the news event) no more than 14 days counted after the related Board of Directors obtains the dismissal information to the Deputy. After the self-defense is submitted, minutes of defense is proposed into GMS to further be made a decision.

The process of the Board of Directors' dismissal is conducted along with the appointment of the substitute Board of Commissioners and the dismissal is effective since it is issued in the Decree of Minister or GMS.

G. Re-Appointment

The re-appointment of a member of the Board of Directors on the similar position and similar SOEs, can be conducted without UKK, if he or she is able to carry out the duties well during tenure, which, among others, is based on performance target achievement of the company, Teamwork, Integrity, and track record. The presentation of assessment results can be conducted in the form of qualitative narration.

With its status as SOE that the shares ownership is owned by the Government, the Company always follows the issued procedures as stated in the Regulation of the Minister of SOEs No. PER-02 / MBU / 02 / 2015 in terms of appointment, re-appointment and dismissal of the Board of Commissioners. Because they are stipulation issued by the Ministry of SOEs as the representation of the government in the Company, then the nomination and remuneration function in the Company is dispensed.

Kemampuan dan Kepatutan Direksi

Semua anggota Direksi Angkasa Pura II memiliki integritas, kompetensi, reputasi dan pengalaman serta keahlian yang dibutuhkan dalam menjalankan fungsi dan tugasnya masing-masing. Mekanisme penjangkaran atau nominasi calon anggota Direksi diatur dalam Peraturan Menteri Negara BUMN Nomor PER-06/MBU/2012 tanggal 21 Mei 2012. Pemegang Saham melaksanakan *fit & proper test* dengan menggunakan jasa pihak independen. Hasil dari pihak independen ini kemudian diajukan kepada RUPS untuk dilakukan proses selanjutnya.

Berdasarkan peraturan tersebut, tabel status uji kemampuan dan kepatutan Direksi yang menjabat pada tahun 2016 adalah sebagai berikut:

Nama / Name	Lulus <i>Fit & Proper Test</i> / Pass Fit & Proper Test
Muhammad Awaluddin	✓
Djoko Murjatmodjo	✓
Andra Y Agussalam	✓
Daan Achmad	✓
Ituk Herarindri	✓
Tina T. Kemala Intan	✓
Budi Karya Sumadi*	✓
Faik Fahmi*	✓

Hubungan Afiliasi anggota Direksi

Tidak terdapat hubungan afiliasi, mencakup hubungan keluarga, hubungan keuangan, serta kepengurusan dan kepemilikan saham di perusahaan lain antara tiap anggota Direksi dengan anggota Direksi lainnya, atau antara anggota Direksi dengan anggota Direksi. Hal yang sama juga untuk hubungan, antara anggota Direksi dengan Pemegang Saham. Hal ini ditunjukkan dalam tabel berikut:

Nama / Name	Hubungan Keluarga Dengan / Family Relationship with						Hubungan Keuangan Dengan / Financial Relationship with						Kepengurusan dan Kepemilikan Saham pada Perusahaan Lain / Management and Shares Ownership in Other Companies					
	Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders	
	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No
Muhammad Awaluddin		✓		✓		✓		✓		✓		✓		✓		✓		✓
Djoko Murjatmodjo		✓		✓		✓		✓		✓		✓		✓		✓		✓
Andra Y Agussalam		✓		✓		✓		✓		✓		✓		✓		✓		✓

Fit & Proper Test of the Board of Directors

All members of the Board of Directors of Angkasa Pura II have the integrity, competence, reputation and experience as well as expertise needed to carry out each functions and duties. Mechanism of networking and nomination of potential members of the Board of Directors is set in the Regulation of the State Minister of SOEs No: PER-06/MBU/2012 dated May 21st, 2012. Shareholders carry out fit & proper test by using the service of independent parties. Results from these independent parties are then submitted to the GMS for further processing.

Based on such regulation, the status table of the fit & proper test of the Board of Directors of Angkasa Pura II who served in 2015 is as follows:

Affiliation relationship of Members of the Board of Directors

There was no affiliate relationship, including family relationship, financial relationship, as well as management and shares ownership in other companies between each member of the Board of Directors with fellow members of the Board of Directors, or between members of the Board of Directors with members of the Board of Commissioners. The same thing is for the relationship between members of the Board of Directors with the Shareholders. This is presented in the following table

Nama / Name	Hubungan Keluarga Dengan / Family Relationship with						Hubungan Keuangan Dengan / Financial Relationship with						Kepengurusan dan Kepemilikan Saham pada Perusahaan Lain / Management and Shares Ownership in Other Companies					
	Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders		Dewan Komisaris / Board of Commissioners		Direksi / Board of Directors		Pemegang Saham / Shareholders	
	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No	Ya / Yes	Tidak / No
Daan Achmad		✓		✓		✓		✓		✓		✓		✓		✓		✓
Ituk Herarindri		✓		✓		✓		✓		✓		✓		✓		✓		✓
Tina T. Kemala Intan		✓		✓		✓		✓		✓		✓		✓		✓		✓
Budi Karya Sumadi*		✓		✓		✓		✓		✓		✓		✓		✓		✓
Faik Fahmi*		✓		✓		✓		✓		✓		✓		✓		✓		✓

Agenda dan Publikasi Rencana Rapat Direksi

Agenda Umum

Secara umum Agenda rapat yang diselenggarakan Direksi membahas tentang:

- Laporan Manajemen mengenai Kinerja Keuangan dan Operasional Perseroan;
- Pembahasan persiapan RUPS
- Pembahasan penyusunan Rencana Jangka Panjang Perusahaan & RKAP
- Menindaklanjuti temuan SPI;
- Agenda lainnya yang masih menjadi kewenangan Organ Direksi.

Publikasi Rapat Direksi

Informasi mengenai rencana pelaksanaan rapat Direksi dilakukan selambat-lambatnya 7 (tujuh) hari sebelum jadwal pelaksanaan. Dalam publikasi tersebut, diinformasikan mengenai tanggal dan waktu pelaksanaan rapat, lokasi rapat, agenda rapat dan pihak-pihak yang menjadi peserta rapat.

Guna membentuk perencanaan yang disiplin, di awal tahun 2016, Perseroan juga telah menyusun rencana awal pelaksanaan rapat Direksi sebagaimana penyusunan rencana rapat Dewan Komisaris yang tertuang dalam Jadwal Tahunan Perusahaan (*calendar event*). Informasinya rencana pelaksanaan rapat juga telah didistribusikan secara luas kepada pihak-pihak terkait seperti Sekretaris Perusahaan serta organ-organ lainnya seperti SPI dan Divisi-Divisi yang ada. Dalam hal terjadi usulan rapat yang bersifat insidental publikasi dilakukan dapat dilakukan dengan seefektif dan seefisien mungkin namun tetap mengikuti prosedur pendokumentasian yang berlaku (membuat berita acara).

Agenda and Publication of Meeting Plan of Board of Directors

General Agenda

In general, agenda of meeting held by the Board of Directors discusses about:

- The Management Report on Financial Performance and Operational of the Company;
- Discussion of GMS preparation;
- Discussion of the Company's Long-Term Plan preparation & RKAP;
- Follow up SPI findings;
- Other agenda that are still become the Board of Directors Organ's authority.

Publication of Board of Directors Meeting

Information on the implementation plan of Meeting of the Board of Commissioners is conducted no later than 7 (seven) days before the implementation. Within the publication, the implementation date and time of the meeting, meeting location, meeting agenda and parties that become meeting participants will be informed.

In order to form a disciplined planning, in the beginning of 2016, the Company has prepared initial meeting plan of the Board of Commissioners stated in the Company's Calendar Event. It was informed that the meeting plan has been distributed broadly to the related parties such as secretary of the Board of Commissioners, Corporate Secretary as well as other organs such as SPI and the existing Divisions. In terms of incidental meeting plan, the publication can be conducted as effective and efficient as possible but it still follows the applicable documenting procedure (prepare news event).

Dokumentasi Hasil Rapat

Dalam menjamin terlaksananya prinsip transparansi dan akuntabilitas, risalah pelaksanaan rapat (dalam hal ini rapat Direksi) didokumentasikan secara baik yang memuat pembahasan-pembahasan atas agenda rapat, perbedaan pendapat (*desenting opinion*) serta keputusan yang ditetapkan. dokumentasi rapat kemudian ditandatangani oleh pimpinan dan seluruh peserta rapat yang hadir serta didistribusikan sesuai peruntukannya.

Mekanisme Pengambilan Keputusan dalam Rapat Direksi

Mekanisme pengambilan keputusan dalam Rapat Direksi diambil berdasarkan musyawarah untuk mufakat yang mengacu kepada *board manual* sebagai pedoman. Dalam hal keputusan musyawarah mufakat tidak tercapai, maka keputusan diambil berdasarkan pemungutan suara terbanyak. Rapat Dewan Komisaris terdiri dari rapat internal dan rapat dengan mengundang Dewan Komisaris untuk membahas berbagai aspek operasional dan pengelolaan finansial Perseroan. Ketentuan Kuorum dalam rapat internal Direksi maupun rapat gabungan dengan Direksi adalah 50%+1.

Rapat Direksi

Selama 2016, Direksi telah menyelenggarakan 77 kali Rapat, terdiri dari 39 kali rapat internal, 23 kali rapat koordinasi terbatas dan 15 kali rapat gabungan bersama Dewan Komisaris. Adapun tingkat kehadiran Direksi dalam rapat tersebut adalah sebagai berikut:

Periode 1 Januari 2016 – 27 Juli 2016 (Rapat Internal)

Nama / Name	Jabatan (Peraturan Direksi) / Position (Regulation of Board of Directors)	Jabatan (SK Menteri) / Position (Decree of the Ministry)	Rapat Internal / Internal Meetings		
			Total Rapat / Total Meetings	Kehadiran / Attendance	Presentase Kehadiran / Percentage of Attendance
Budi Karya Sumadi	President Director	Direktur Utama / President Director	24	23	96%
Djoko Murjatmodjo	Director of Operations & Engineering	Direktur / Director	24	21	88%
Ituk Herarindri	Director of Airport Services & Facility	Direktur / Director	24	21	88%
Andra Y. Agussalam	Director of Finance	Direktur / Director	24	22	92%
Daan Achmad	Director of Human Capital, GA & IT	Direktur / Director	24	21	88%
Faik Fahmi	Director of Commercial & Bussines Development	Direktur / Director	24	23	96%

Documentation of Meeting Results

In ensuring the principles of transparency and accountability, minutes of meeting (in this case is the Board of Directors meeting) is documented well that contains discussions on the meeting agenda, dissenting opinion as well as issued decisions. The meeting documentation is further signed by a chairman and all meeting participants who attend and it is distributed based on its formation.

Mechanism of Decision-making in Meeting of Board of Commissioners

The mechanism of decision-making in the Meeting of the Board of Directors is made based on a deliberation and consensus that refers to the board manual as a guideline. If the deliberation and consensus is not reached, then the decision is made based on voting. Meetings of the Board of Commissioners consist of internal meeting and a meeting by inviting the Board of Commissioners to discuss various operational and financial management aspects of the Company. Quorum Provision in both internal meeting of the Board of Commissioners and joint meeting with the Board of Directors is 50%+1

Board of Directors Meetings

Throughout 2016, the Board of Directors has held 77 meetings, consist of 39 internal meetings, 23 limited coordination meetings and 15 joint meetings with the Board of Commissioners. Level of attendance of the Board of Directors in the meeting was as follows:

Period of January 1 – July 27, 2016 (Internal Meetings)

Periode 27 Juli 2016 – 9 September 2016 (Rapat Internal)
Period of July 27 – September 9, 2016 (Internal Meetings)

Nama / Name	Jabatan / Position	Rapat Internal / Internal Meetings		
		Total Rapat / Total Meetings	Kehadiran / Attendance	Presentase Kehadiran / Percentage of Attendance
Djoko Murjatmodjo	Plt. President Director	2	2	100%
Djoko Murjatmodjo	Director of Operations & Engineering	2	2	100%
Ituk Herarindri	Director of Airport Services & Facility	2	1	50%
Andra Y. Agussalam	Director of Finance	2	1	50%
Daan Achmad	Director of Human Capital, GA & IT	2	1	50%
Faik Fahmi	Director of Commercial & Bussines Development	2	2	100%

Periode 9 September – 31 Desember 2016 (Rapat Internal)
Period of September 9 – December 31, 2016 (Internal Meetings)

Nama / Name	Jabatan (SK Menteri) / Position (Decree of the Ministry)	Rapat Internal / Internal Meetings		
		Total Rapat / Total Meetings	Kehadiran / Attendance	Presentase Kehadiran / Percentage of Attendance
Muhammad Awaluddin	Direktur Utama / President Director	13	13	100%
Muhammad Awaluddin	PH. Direktur SDM, Umum dan TI / Director of Human Capital, General Affairs and IT	13	13	100%
Djoko Murjatmodjo	Direktur Teknik & Operasi / Director of Engineering & Operations	13	12	92%
Ituk Herarindri	Direktur Pelayanan dan Fasilitas Bandara / Director Airport Services and Facility	13	10	77%
Andra Y. Agussalam	Direktur Keuangan / Director of Finance	13	10	77%
Daan Achmad	Direktur Komersial dan Pengembangan Bisnis / Director of Commercial and Business Development	13	12	92%

Risalah Rapat Direksi (Rapat Internal)
Minutes of Meetings of the Board of Directors (Internal Meetings)

President Director	DU
Director of Operations & Engineering	DO
Director of Airport Services & Facility	DA
Director of Finance	DF
Director of Human Capital, GA & IT	DH
Director of Marketing Bussines Development	DC

No	Waktu/ Tempat Date / Place	Agenda		Direksi Yang Hadir / Board of Directors who Attended
1	Selasa, 12 Januari 2016 Pukul 09.00 WIB Tuesday, January 12, 2016 At 09:00 AM	Rapat koordinasi dengan agenda: 1. Revitalisasi T1 & T2; 2. <i>Integrated Building</i> ; 3. <i>East Cross Taxiway</i> ; 4. <i>Progress APMS</i> ; 5. <i>Layout Design Bandara SMB II & BIM</i> .	Coordination Meeting with agenda of: 1. Revitalization of T1 & T2; 2. <i>Integrated Building</i> ; 3. <i>East Cross Taxiway</i> ; 4. <i>APMS progress</i> ; 5. Re-layout of SMB II & BIM Airport Design	Semua Direksi Hadir / All Directors attended
2	Selasa, 19 Januari 2016 Pukul 09.00 WIB Tuesday, January 19, 2016 At 09.00 AM	Rapat koordinasi dengan agenda: 1. Pembahasan anak perusahaan <i>property & powerplant</i> serta optimalisasi pemanfaatan lahan; 2. Kesiapan operasional Bandara Sultan thaha jambi dan Depati Amir Pangkal Pinang	Coordination Meeting with agenda of: 1. Discussion of property & power plant subsidiary and optimization of land utilization; 2. Readiness of operational of Sultan Thaha Jambi and Depati Amir Pangkal Pinang airports	DU, DF, DA, DC, DH

No	Waktu/ Tempat Date / Place	Agenda		Direksi Yang Hadir / Board of Directors who Attended
3	Selasa, 26 Januari 2016 Pukul 09.00 WIB Tuesday, January 26, 2016 At 09.00 AM	Rapat koordinasi dengan agenda: 1. Pembahasan anak perusahaan <i>property</i> 2. Tindaklanjuti audit komersial Badan Pemeriksa Keuangan RI	Coordination meeting with agenda of: 1. Discussion of property subsidiary 2. Follow up of commercial audit of Audit Board of the Republic of Indonesia	Semua Direksi Hadir / All Directors attended
4	Selasa, 02 Februari 2016 Pukul 09.00 WIB Tuesday, February 2, 2016 At 09.00 AM	Rapat koordinasi dengan agenda: 1. SOP Penghapusan piutang bermasalah 2. Proyeksi keuangan 3. Konsep pembangunan <i>lounge</i> T3 Ultimate 4. Progres T3 Ultimate 5. Konsep <i>Tenant</i> T3 Ultimate 6. Persiapan Operasional & Pelayanan Hari Raya Imlek 2016	Coordination meeting with agenda of: 1. SOP of bad receivables write-off 2. Financial projections 3. Concept of lounge T3 Ultimate construction 4. Progress of T3 Ultimate 5. Concept of T3 Ultimate Tenant 6. Operational Preparation & Service of the 2016 Lunar Year	DU, DF, DA, DC, DO
5	Selasa, 09 Februari 2016 pukul 09.00 WIB Tuesday, February 9, 2016 At 09.00 AM	Rapat koordinasi dengan agenda: 1. ERP <i>Steering Committee</i> : Integrasi proses bisnis komersial & keuangan (pic:ERP) 2. Presentasi profil risiko korporat tahun 2015	Coordination meeting with agenda of: 1. ERP Steering Committee: Integration of commercial & finance business process (pic:ERP) 2. Presentation of corporation risk profile of 2015	DU, DF, DH, DC
6	Rabu, 17 Februari 2016 Pukul 08.30 WIB Tuesday, February 17, 2016 At 09.00 AM	Rapat koordinasi dengan agenda: 1. Pembahasan 20 pekerjaan pengadaan yang akan masuk ke dalam <i>E-Catalog</i> 2. Tindak lanjut hasil audit <i>Sky Trax</i> 3. Progres persiapan raker perusahaan tahun 2016 dan SK pelimpahan investasi 4. Presentasi tentang <i>purence dew water</i>	Coordination meeting with agenda of: 1. Discussion of 20 procurement jobs that will be included in E-Catalog 2. Follow up of Sky Trax audit results 3. Progress of preparation of 2016 work meeting of the company and Decree of investment delegation 4. Presentation of purence dew water	Semua Direksi Hadir / All Directors attended
7	Selasa, 23 Februari 2016 Pukul 09.00 WIB Tuesday, February 23, 2016 At 09.00 AM	Rapat koordinasi dengan agenda: 1. Permasalahan sengketa tanah Kantor Pusat dan Kantor Cabang 2. Tindak lanjut rekomendasi LHP BPK-RI 3. Pembahasan permasalahan <i>tenant</i> T3 Ultimate	Coordination meeting with agenda of: 1. Issue of land dispute of Head and Branch Offices 2. Follow up of LHP recommendation of BPK-RI 3. Discussion of T3 Ultimate tenant issue	Semua Direksi Hadir / All Directors attended
8	Selasa, 1 Maret 2016 Pukul 13.00 Tuesday, March 1, 2016 At 13.00 PM	Rapat koordinasi dengan agenda: <i>Risk Terminal 3 Ultimate</i>	Coordination meeting with agenda of: Terminal 3 Ultimate Risk	DO, DF, DH, DA
9	Selasa, 15 Maret 2016 pukul 09.00 WIB Tuesday, March 15, 2016 At 09.00 AM	Rapat koordinasi dengan agenda: 1. <i>Monitoring</i> Investasi (pic:DCP) 2. Laporan Penyusunan sistem <i>variable incentive design</i> (VID) (Pic:HHC)	Coordination meeting with agenda of: 1. Investment Monitoring (pic:DCP) 2. Report of variable Incentive Design (VID) System Preparation (Pic:HHC)	DU, DA,DH,DC,DO
10	Senin, 28 Maret 2016 Pukul 13.30 WIB Monday, March 28, 2016 At 13.30. PM	Rapat koordinasi dengan agenda: 1. Laporan terkait <i>powerplant</i> BIJB dan Sheraton 2. Lapmen bulan Februari TA 2016 & Progres pelaksanaan audit AP II Tahun buku 2015 3. Pembahasan surat direksi: a. Usulan penghapusbukuan & pemindahan aktiva tetap tahun 2016 b. Konsep surat kolektif saham & daftar pemegang saham 4. Pembahasan laporan perkara arbitrase terkait permasalahan pekerjaan pengadaan IBMS T1 & T2 BSH	Coordination meeting with agenda of: 1. Report on BIJB and Sheraton power plant 2. The Management Report of February TA 2016 & Progress of AP II audit of the 2015 fiscal year 3. Discussion of the Board of Directors Letter: a. Proposal of the write-off & transfer of fixed assets on 2016 b. Concept of shares collective letter & list of shareholders 4. Discussion of arbitration case report related on the procurement of T2 IBMS & T2 BSH	Semua Direksi Hadir / All Directors attended

No	Waktu/ Tempat Date / Place	Agenda		Direksi Yang Hadir / Board of Directors who Attended
11	Selasa, 12 April 2016 08.30 WIB Tuesday, April 12, 2016 At 08.30 AM	Rapat Koordinasi dengan agenda: 1. Progress Obligasi (pic: FTR); 2. Simulasi operasional pergerakan pesawat di Terminal 3 Ultimate (pic: Tim ORAT); 3. Revitalisasi Terminal BSH (pic: OCE): a. Bus & Integrated Building di T1; b. Lounge Umroh di T2: i. Penjelasan Aksesibilitas di Terminal 1 & Parkir (pic: SGM BSH & OSEM); ii. Status Proyek di Bandara Cabang AP II (DTB, PNK, PGK, BDO, PLM & PDG) (Pic: Ka. PMU Pengembangan Bandara PT AP II); iii. Pembahasan Review Organisasi PMU Pengembangan Bandara (Pic: DCP); iv. Progress Anak Perusahaan Kargo (pic: CMB & Bp. Denny Fikri).	Coordination meeting with agenda of: 1. Obligation Progress (pic:FTR); 2. Operational simulation of aircraft movement in Terminal 3 Ultimate (pic: Tim ORAT); 3. Revitalization of BSH Terminal (pic:OCE) a. Bus & Integrated Building in T1; b. Umrah Lounge in T2: i. Explanation of Accessibility in Terminal 1 & Parking (pic: SGM BSH & OSEM); ii. Project Status in Branch Airports of AP II (DTB, PNK, PGK, BDO, PLM & PDG) (Pic: Head of PMU Airport Development of PT AP II); iii. Discussion of Review of Airport Development of PMU Organization (Pic: DCP); iv. Progress of Cargo Subsidiary (pic: CMB & Mr. Denny Fikri).	Semua Direksi Hadir / All Directors attended
12	Selasa, 19 April 2016 09.00 WIB Tuesday, April 19, 2016 At 09.00 AM	Rapat Koordinasi dengan agenda: 1. Pembahasan usulan rekayasa arus lalu lintas dari BSH ke Jakarta (pic: SGM BSH & OSEM); 2. Pembahasan rencana <i>city check in</i> dengan PT Gapura Angkasa (pic: PT Gapura Angkasa); 3. Pembahasan program transformasi perusahaan (pic: DCP).	Coordination Meeting with agenda of: 1. Discussion of Proposal of traffic engineering from BSH to Jakarta (pic: SGM BSH & OSEM); 2. Discussion of city check in plan with PT Gapura Angkasa (pic: PT Gapura Angkasa); 3. Discussion of the company transformation program (pic: DCP)	DU,DA,DC,DO,DF
13	Rabu, 27 April 2016 Pukul 08.30 WIB s.d Selesai Wednesday, April 27, 2016 At 08.30 AM until the end	Rapat Koordinasi dengan agenda: 1. Pelaksanaan <i>Overlay Runway</i> Utara (PIC : SGM BSH & IMSM) 2. Evaluasi Pengambilan Bagasi di Terminal 2 Internasional (PIC: SGM BSH) 3. Pembahasan Simulasi Pergerakan Pesawat Garuda Domestik /Internasional di <i>Airside</i> T3 Ultimate & Rencana <i>Trial</i> Operasi T3 Ultimate (PIC: Tim ORAT/ Bapak Husein) 4. Revisi Program Investasi Tahun 2016(PIC: OCE) 5. Pembahasan Progress Persiapan Fasilitas Kantor Anak Perusahaan(PIC: HGA) 6. Pembahasan Pengguna Media Sosial (PIC: Pak Endy Kurniawan) 7. Pembahasan Hasil kajian Risiko Persiapan Pengoperasian Terminal 3 Ultimate	Coordination meeting with agenda of: 1. Implementation of North Overlay Runway (PIC: SGM BSH & IMSM) 2. Evaluation of baggage claim in International Terminal 2 (PIC: SGM BSH) 3. Discussion of Simulation of Domestic / International Aircraft Movements in Airside T3 Ultimate & Trial Operation Plan of T3 Ultimate (PIC: ORAT team/ Mr. Husein) 4. Revised Investment Program of 2016 (PIC: OCE) 5. Discussion of office facilities plan of subsidiaries progress (PIC: HGA) 6. Discussion of Social Media Users (PIC: Mr. Endy Kurniawan) 7. Discussion of operating plan risk study results of Terminal 3 Ultimate	DU,DH,DC,DO,DF
14	Selasa, 03 Mei 2016 Tuesday, May 3, 2016	Rapat Koordinasi dengan agenda: 1. Laporan tentang Progres Penerapan <i>e-Procurement</i> (Pic: DPR) 2. <i>Escape Plan</i> Kinerja Tahun 2016 (Pic: CNA) 3. Progres Penerapan Sistem Informasi Kargo dan Rencana Penerapan <i>Purence Dew Water</i> (Pic: CCB & CMB) 4. Progres Pelimpahan Kewenangan Pekerjaan Pengembangan Bandara kepada General Manager (Pic: DCP) 5. Progres Pengembangan Terminal 3 Ultimate (Pic: PMU BSH) 6. Laporan PT APS terkait Bisnis ICT dan Parkir di BSH dan HLP (Pic: PT Angkasa Pura Solusi) 7. Pembahasan Perbandingan Hasil Kajian Peningkatan Pergerakan Pesawat (NATS) dengan Pembangunan ECT (Pic: OAY)	Coordination meeting with Agenda of: 1. Report on the progress of e-Procurement application (Pic:DPR) 2. Escape Plan of 2016 performance (Pic: CNA) 3. Progress of Cargo Information System application and application plan of Purence Dew Water (Pic: CCB & CMB) 4. Progress of Authority Delegation of the Airport Development to General Manager (Pic: DCP) 5. Progress of Terminal 3 Ultimate Development (Pic: PMU BSH) 6. Report of PT APS on ICT Business and Parking in BSH and HLP (Pic: PT Angkasa Pura Solusi) 7. Discussion of Study results comparison of the Improvement of Aircraft Movements (NATS) with ECT Construction (Pic: OAY)	Semua Direksi Hadir / All Directors attended
15	Selasa, 17 Mei 2016 Tuesday, May 17, 2016	Rapat Koordinasi dengan agenda: 1. Persiapan RUPS (PIC: FAC) 2. Persiapan Pengaturan Lalulintas Sehubungan dengan rencana Pengoperasian Terminal 3 Ultimate (PIC : OCE)	Coordination meeting with Agenda of: 1. GMS Preparation (PIC: FAC) 2. Preparation of Traffic Control in relation with the operational plan of Terminal 3 Ultimate (PIC: OCE)	Semua Direksi Hadir / All Directors attended
16	Selasa, 24 Mei 2016 Tuesday, May 24, 2016	Rapat Koordinasi dengan Agenda: 1. Pembahasan Pengelolaan dan Teknis Parkir T3 Ultimate (Pic: PT APS) 2. Pembahasan Kinerja <i>Contact Center</i> dan Laporan Kontingen ICCA Asia Pacific serta Persiapan Kontingen ICCA Tingkat Dunia 2016(Pic: AAS) 3. Pembahasan Progres Pengelolaan <i>Website</i> , dan Media Sosial (Pic: Bp.Endy) 4. <i>Public Expose</i> Obligasi (Pic: FTR)	Coordination meeting with Agenda of: 1. Discussion of Parking Management and Technical of T3 Ultimate (Pic: PT APS) 2. Discussion of Contact Center Performance and Report of ICAA Asia Pacific Contingent and Contingent Preparation of the World-Level ICCA of 2016 (Pic: AAS) 3. Discussion of the Progress of Website and Social Media Management (Pic: Mr.Endy) 4. Public Expose of Obligation (Pic: FTR)	DU,DH,DC,DA,DH

No	Waktu/ Tempat Date / Place	Agenda		Direksi Yang Hadir / Board of Directors who Attended
17	Selasa, 31 Mei 2016 Tuesday, May 31, 2016	Rapat Koordinasi dengan Agenda: 1. SOP: Pengoperasian Terminal 3 Ultimate pic: ORAT 2. Persiapan Operasi Terminal 3 Ultimate pic: PMU BSH 3. Pembahasan Skenario Parkir Terminal 3 Ultimate pic: PT APS	Coordination meeting with Agenda of: 1. SOP: Terminal 3 Ultimate Operation pic: ORAT 2. Preparation of Terminal 3 Ultimate Operation pic: PMU BSH 3. Discussion of Parking Scenario of Terminal 3 Ultimate pic: PT APS	DU,DO,DC
18	Selasa, 7 Juni 2016 Pkl 08.30 Tuesday, June 7, 2016 At 08.30	Rapat Koordinasi dengan Agenda: 1. Laporan Hasil Penilaian PT AP II <i>Airport Award</i> 2. Pembahasan <i>Customer Service</i> PT Angkasa Pura II (Persero) 3. Pembahasan Kesiapan <i>Transit Oriented Development</i> (TOD) dan <i>Shuttle Bus</i> TOD 4. Pembahasan Rencana <i>Soft Operation</i> Terminal 3 Ultimate 5. Pembahasan Progres Pengadaan Komersial Terminal 3 Ultimate 6. Pembahasan Konsep <i>Advertising</i> Terminal 3 Ultimate	Coordination Meeting with Agenda of: 1. Report of Assessment Results of Airport Award of PT AP II 2. Discussion of Customer Service of PT Angkasa Pura II (Persero) 3. Discussion of the Readiness of Transit Oriented Development (TOD) and TOD Shuttle Bus 4. Discussion of Soft Operation Plan of Terminal 3 Ultimate 5. Discussion of Commercial Procurement Progress of Terminal 3 Ultimate 6. Discussion of Advertising Concept of Terminal 3 Ultimate	Semua Direksi Hadir / All Directors attended
19	Selasa, 14 Juni 2016 Pkl: 09.00 WIB Tuesday, June 14, 2016 At 09.00 AM	Rapat Koordinasi dengan Agenda: Pembahasan Kesiapan Pengoperasian Terminal 3 Ultimate Dari Aspek Operasi, Teknik, SDM, IT, Komersial, Keuangan, dan Pelayanan.	Coordination meeting with Agenda of: Discussion of the readiness of Terminal 3 ultimate Operation from Aspects of Operations, Technical, HR, IT, Commercial, Financial, and Services.	Semua Direksi Hadir / All Directors attended
20	Selasa, 21 Juni 2016 Pkl: 09.00 WIB Tuesday, June 21, 2016 At 09.00 AM	Rapat Koordinasi dengan Agenda : 1. Laporan Progres Terminal 3 Ultimate; 2. Evaluasi dan Pragnosa Kinerja Keuangan Tahun Anggaran 2016 Akibat Mundurnya Pengoperasian Terminal 3 Ultimate; 3. Proyeksi Bisnis Anak Perusahaan Propertindo; 4. Proyeksi Bisnis Perusahaan Kargo dan Logistik; 5. Perubahan Skema Bisnis Anak Usaha; 6. Pembahasan Sewa Ruang KKP di Lingkungan Pelabuhan/ Bandara.	Coordination meeting with Agenda of: 1. Report of Terminal 3 Ultimate Progress 2. Evaluation and Prognosis of the Financial statements of 2016 Fiscal Year Due to the Delay of Terminal 3 Ultimate Operation; 3. Projection of Propertindo Subsidiary Business; 4. Projection of Cargo and Logistic Subsidiary Business; 5. Schema Change of Subsidiary Business; 6. Discussion of KKP Room Rent in the Port/ Airport Environment.	Semua Direksi Hadir / All Directors attended
21	Selasa, 28 Juni 2016 09.00 WIB Tuesday, June 28, 2016 09.00 AM	Rapat Koordinasi dengan Agenda: 1. Tindak lanjut denda dalam kerjasama pungutan tarif PJP2U oleh PT Gapura Angkasa Pic: CAB & FTR; 2. Progress Jasa Konsultan pemilihan mitra strategis <i>Cargo Village</i> Pic: CMB 3. Pembahasan rencana perpindahan Garuda Indonesia dari Terminal 2 ke Terminal 3 Ultimate serta <i>Airlines</i> yang di Terminal 3 eksisting ke Terminal 2 Pic: ORAT & SGM 4. Pembahasan Progress Pembangunan gedung Kantor Polresta BSH Pic: OCE 5. Progress Tender atas investasi Pic: DPR	Coordination meeting with Agenda of: 1. Follow up of fine in the cooperation of PJP2U tariff collection by PT Gapura Angkasa Pic: CAB & FTR; 2. Progress of Consultant Services of the selection of Cargo Village strategic partner Pic: CMB 3. Discussion of the replacement plan of Garuda Indonesia from Terminal 2 to Terminal 3 Ultimate and the existing Airlines in Terminal 3 to Terminal 2 Pic: ORAT & SGM 4. Discussion of Development Progress of Polresta BSH Office Construction Pic: OCE 5. Progress of Tender on Investment Pic: DPR	Semua Direksi Hadir / All Directors attended
22	Selasa, 12 Juli 2016 08.30 WIB Tuesday, July 12, 2016 08.30 AM	RAKOR dengan agenda: 1. Pembahasan Progress Pekerjaan Pengembangan Bandara Cabang (Pic: PMU Pengembangan Bandara) 2. Pembahasan Pembangunan Gedung Kantor Polresta BSH (Pic: OCE) 3. Pembahasan Perubahan Design <i>Apron Cargo Village</i> Pic: OCE 4. Pembahasan Proyeksi Bisnis Perusahaan Kargo dan Logistik Pic: Dir. PT Angkasa Pura Cargo. 5. Pembahasan Evaluasi <i>Cashflow Revenue</i> Tahun Anggaran 2016 Akibat Mundurnya Pengoperasian Terminal 3 Ultimate Pic: DC 6. Pembahasan Tindaklanjuti Denda dalam Kerjasama Pungutan tarif PJP2U oleh PT Gapura Angkasa Pic: CAB & FTR	Coordination meeting with agenda of: 1. Discussion of Branch Airport Development Progress (Pic: PMU of Airport Development) 2. Discussion of the Construction of Polresta BSH Office Building (Pic: OCE) 3. Discussion of Apron Cargo Village Design Change Pic: OCE 4. Discussion of Business Projections of Cargo and Logistic Company (Pic Director of PT Angkasa Pura Cargo. 5. Discussion of Cash flow Revenue Evaluation of 2016 Fiscal Year Due to the delay of Terminal 3 Ultimate Operation Pic: DC 6. Discussion of the follow up of fine in the cooperation of PJP2U tariff collection by PT Gapura Angkasa Pic: CAB & FTR	Semua Direksi Hadir / All Directors attended

No	Waktu/ Tempat Date / Place	Agenda		Direksi Yang Hadir / Board of Directors who Attended
23	Selasa, 19 Juli 2016 Pkl:08.30 WIB Tuesday, July 19, 2016 At 08.30 AM	Rapat Koordinasi dengan Agenda: 1. Pembahasan hasil penjurian Bandara Award 2016 (Pic : AAS) 2. Pembahasan progres revitalisasi Terminal 1 dan Terminal 2 Bandara Soekarno Hatta (Pic: OCE) 3. Pembahasan lanjutan proyeksi bisnis perusahaan kargo dan logistik (Pic : Direktur PT Angkasa Pura Kargo) 4. Pembahasan mengenai lahan yang dimanfaatkan oleh PLN (Pic: DCL) 5. <i>Kick off meeting</i> kajian <i>holding</i> Bandara PT Angkasa Pura I dan PT Angkasa Pura II (Pic: DCP) 6. Pembahasan progress implementasi pekerjaan ERP (Pic : ERP)	Coordination meeting with Agenda of: 1. Discussion of judging results of 2016 Bandara Award (Pic: AAS) 2. Discussion of revitalization progress of Terminal 1 and Terminal 2 Soekarno Hatta Airport (Pic: OCE) 3. Further Discussion of business projections of cargo and logistic company (Pic: Director of PT Angkasa Pura Kargo) 4. Discussion on land which is utilized by PLN (Pic: DCL) 5. Kick off meeting of Airport holding study of PT Angkasa Pura I and PT Angkasa Pura II (Pic: DCP) 6. Discussion of ERP implementation progress (Pic: ERP)	Semua Direksi Hadir / All Directors attended
24	Selasa, 26 Juli 2016 Pkl:08.30 WIB Tuesday, July 26, 2016 At 08.30 AM	Rakor dengan agenda: 1. Pembahasan Pesiapan Angkutan Haji 2016 (PIC : GM HLP) 2. Pembahasan Pembagian tugas Event HUT RI di Aceh, Karnaval Danau Toba & Rencana <i>Soft Launching</i> T3 Ultimate (PIC : PD) 3. Pembahasan Laporan Manajemen Semester I 2016 dan rencana usulan revisi RKAP tahun 2016 (PIC: FAC)	Coordination meeting with Agenda of: 1. Discussion of 2016 Haji Transport Preparation (PIC: GM HLP) 2. Discussion of division of duties of HUT RI in Aceh, Danau Toba Carnival & Soft Launching Plan of T3 Ultimate Events. 3. Discussion of the Management Report of the First Quarter of 2016 and Plan of Proposal of Revised RKAP of 2016 (PIC: FAC)	Semua Direksi Hadir / All Directors attended
25	2 Agustus 2016 Pkl: 7.30 WIB August 2, 2016 At 7.30 AM	Rapat Koordinasi dengan agenda pembahasan pengoperasian Terminal 3	Coordination Meeting with agenda of discussion of Terminal 3 Operation	PLT. DU, DC
26	Rabu, 30 Agustus 2016 Pkl: 08.00 WIB Wednesday, August 30, 2016 At 08.00 AM	Rapat Koordinasi dengan agenda: 1. Pembahasan <i>Service Level Agreement</i> (SLA) antara PT AP II dengan <i>Airlines</i> beserta asuransi (Pic: CAB & DRM) 2. Pembahasan Konseptual <i>Design</i> Kantin & Perkantoran Gedung 600 – BSH (Pic : OCE) 3. Pembahasan Rencana Pembangunan Listrik Tenaga Gas (Pic : OEM & Bpk. Gautsil Madani) 4. Pembahasan <i>Basic Design</i> DED Perluasan Terminal Kargo & Terminal Penumpang Bandara Sultan Mahmud Baddarudin-Palembang (Pic : OCE)	Coordination Meeting with agenda of: 1. Discussion of Services Level Agreement (SLA) between PT AP II with Airlines as well as insurances (Pic: CAB & DRM) 2. Discussion of Conceptual Design of Canteen & Office Building of 600 – BSH (Pic: OCE) 3. Discussion of Gas Electricity Development Plan (pic: OEM & Mr. Gautsil Madani) 4. Discussion of DED Basic Design of the Expansion of Cargo Terminal & Passenger Terminal of Sultan Mahmud Baddarudin Airport-Palembang (Pic: OCE)	Semua Direksi Hadir / All Directors attended
27	Selasa, 13 September 2016 Tuesday, September 13, 2016	Rapat Koordinasi dengan agenda: 1. Pengenalan Direktur Utama PT Angkasa Pura II (Persero) 2. <i>CEO Message</i> (Pic: DU) 3. Pembahasan Tourism Destination Airport (PIC:DA) 4. Pembahasan Area Kantor PT Angkasa Pura Solusi (PIC:OCE) 5. Pembahasan Logo Baru PT Angkasa Pura Solusi (PIC:APS) 6. Progress KSO <i>Operation Maintenance</i> (PIC:APS) 7. Pembahasan Modal PT Gapura Angkasa (PIC:CMB) 8. Pembahasan Mekanisme Penunjukkan Pelaksana Harian Dir. SDM, GA & IT (PIC: Regulation Manager)	Coordination Meeting with Agenda of: 1. Introduction of President Director of PT Angkasa Pura I (Persero) 2. CEO Message (Pic: DU) 3. Discussion of Tourism Destination Airport (Pic:DA) 4. Discussion of Office Area of PT Angkasa Pura Solusi (PIC:OCE) 5. Discussion of the New Logo of PT Angkasa Pura Solusi (PIC:APS) 6. Progress of KSO Operation Maintenance (PIC:APS) 7. Discussion of Capital of PT Gapura Angkasa (PIC:CMB) 8. Discussion of the Mechanism of Daily Executor Appointment of Director of Human Capital, General Affairs & IT (PIC: Regulation Manager)	Semua Direksi Hadir / All Directors attended
28	Selasa, 20 September 2016 Tuesday, September 20, 2016	Rapat direksi dengan agenda: 1. <i>CEO Message</i> (Pic: DU) 2. Pembahasan SK Tim T3 Acceleration Group (Pic:SGM) 3. Pembahasan Realisasi RKAP dan Subsidiary Performance sampai dengan Bulan Agustus 2016 serta Revisi RKAP tahun 2016 (Pic: DF dan DC) 4. <i>Progress Performance</i> Direksi DO,DF,DC,DA 5. Pembahasan Tim Corporate Transformation Group (CTG) (Pic:DCP) 6. Pembahasan IT <i>Steering Committee</i> (Pic : HIT)	Board of Directors meeting with Agenda of: 1. CEO Message (Pic: DU) 2. Discussion of Decree of T3 Acceleration Group Team (Pic:SGM) 3. Discussion of RKAP Realization and Subsidiary Performance until August 2016 and Revised RKAP of 2016 (Pic: DF and DC) 4. Performance Progress of DO, DF, DC, DA Directors 5. Discussion of Corporate Transformation Group (CTG) Team (Pic:DCP) 6. Discussion of Steering Committee IT (Pic : HIT)	Semua Direksi Hadir / All Directors attended

No	Waktu/ Tempat Date / Place	Agenda		Direksi Yang Hadir / Board of Directors who Attended
29	Selasa, 27 September 2016 Tuesday, September 27, 2016	Rapat Direksi dengan agenda: 1. <i>CEO Message</i> (Pic: DU) 2. Laporan Performansi Direktorat 3. Laporan <i>Executive Summary</i> Pengembangan Terminal 3 (PIC: Head of PMU) 4. Laporan Corporate Transformation Group (PIC:Tim CTG) 5. Laporan Pengelolaan <i>Subsidiary</i> & Afiliasi di PT AP II (PIC:CMB) 6. Pembahasan program pengambilalihan Bandara Hang Nadim-Batam, Bandara Tanjung Pandan-Belitung & Bandara Radin Inten-Lampung (PIC: Ka. Tim Rencana Pengembangan & Pengelolaan Bandara Hang Nadim & BIJB) 7. Pembahasan Kerjasama Pembangunan & Pengelolaan - PLTG di KNO; - Pembahasan Persetujuan FS Pembangunan & Pengelolaan PLTGU di CGK. (PIC:Ka. Tim Rencana Pengembangan & Pengelolaan Bandara Hang Nadim & BIJB) 8. Progress pembebasan tanah & rencana pembangunan <i>runway</i> ke-3 (PIC: TPT, OCE) 9. Prosedur Standar Pelayanan Bandara Kelas Dunia (PIC: ASA)	Board of Director meeting with Agenda of: 1. <i>CEO Message</i> (Pic: DU) 2. Report of Directorate Performance 3. Executive Summary Report of Terminal 3 Development (PIC: Head of PMU) 4. Corporate Transformation Group Report (PIC:Tim CTG) 5. Report of Subsidiary and Affiliation Management in PT AP II (PIC:CMB) 6. Discussion of the take-over program of Hang Nadim Airport-Batam, Tanjung Pandang Airport-Belitung & Radin Inten Airport-Lampung (PIC: Head of Development & Management Plan of Hang Nadim & BIJB Airports Team) 7. Discussion of Construction & Management Cooperation - PLTG in KNO; - Discussion of Agreement of FS Development & PLTGU Management in CGK. (PIC: Head of Development & Management Plan of Hang Nadim & BIJB Airports Team) 8. Progress of land acquisition & the third runway construction plan (PIC: TPT, OCE) 9. Procedures of World Class Airport Service Standards (PIC: ASA)	DU, DF
30	Selasa, 4 Oktober 2016 Pukul 08.00 – 21.00 WIB Tuesday, October 4, 2016 At 08.00 – 21.00	Rapat direksi dengan Agenda: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> 3. Laporan <i>Executive Summary</i> Pengembangan Terminal 3 (PIC: Operations Accereleration Group T3 Domestic) 4. Laporan Corporate Transformation Group (PIC:Tim CTG) 5. <i>Corporate Level Strategy</i> (PIC:DCP) 6. Pembahasan program pengambilalihan Bandara Hang Nadim-Batam, Bandara Tanjung Pandan-Belitung & Bandara Radin Inten-Lampung (PIC: Ka. Tim Rencana Pengembangan & Pengelolaan Bandara Hang Nidm & BIJB) 7. Pembahasan kesiapan fasilitas tenant Terminal 3	Board of Directors meeting with Agenda of: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> 3. Executive Summary Report of Terminal 3 Development (PIC: Operations Acceleration Group T3 Domestic) 4. Corporate Transformation Group Report (PIC: CTG Team) 5. Corporate Level Strategy (PIC:DCP) 6. Discussion of the take-over program of Hang Nadim Airport-Batam, Tanjung Pandang Airport-Belitung & Radin Inten Airport-Lampung (PIC: Head of Development & Management Plan of Hang Nadim & BIJB Airports Team) 7. Discussion of the readiness of Terminal 3 tenant facility	DU,DF,DC,DO
31	Selasa, 11 Oktober 2016 Pukul 08.00 WIB s.d selesai Tuesday, October 11, 2016 At 08.00 AM until the end	Rapat direksi dengan Agenda: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> 3. Laporan Corporate Transformation Group (Pic: Tim CTG) 4. Pembahasan <i>Corporate Level Strategy</i> (Pic: DCP) 5. Pembahasan Rencana Rapat Pimpinan (Pic: DCP) 6. Pembahasan Pekerjaan <i>Operation & Maintenance</i> di Bandara PT AP II dan Pembahasan Pekerjaan AOCC (Pic: OEM & OCE) 7. Pembahasan Sidang Jabatan Formasi Lowong di PT AP II (Tertutup) (Pic: HHC)	Board of Directors meeting with agenda of: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> 3. Corporate Transformation Group Report (PIC: CTG Team) 4. Discussion of Corporate Level Strategy (PIC:DCP) 5. Discussion of Leadership Meeting Plan (PIC:DCP) 6. Discussion of Operation & Maintenance in PT AP II Airport and Discussion of AOCC operation (Pic: OEM & OCE) 7. Discussion of Vacant Formation Office Trial in PT AP II (Conclave) (Pic: HHC)	DU,DO,DA,DC
32	Rabu, 26 Oktober 2016 09.30 s.d 15.00 wib Wednesday, October 26, 2016 09.30 AM until 15.00 PM	Rapat Dieksi dengan Agenda: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> : a. DF - Persiapan Ragab BOC-BOD: - Summary Performansi Lapmen TW 3 Th 2016 - Usulan RKAP 2017 - Usulan Pelimpahan Aset ke TNI AU - Usulan penghapusan kendaraan dinas b. DA - Progress peningkatan pelayanan c. DO - <i>Safety Performance</i> d. DC - Laporan kinerja DC minggu ke-4 Okt 2016 e. DH - Progress Airport Learning Academy; - Pemanfaatan War Room Command Center untuk <i>Management Operation Decision Making Process</i>	<i>Board of Directors Meeting with Agenda of:</i> 1. <i>CEO Message</i> 2. <i>BOD Performance</i> : a. DF - <i>BOD-BOC Joint Meeting Preparation</i> : - <i>Performance Summary of the Management Report TW 3 of 2016</i> - <i>Proposal of 2017 RKAP</i> - <i>Proposal of the Assets Delegation to TNI AU</i> - <i>Proposal of the write-off of service vehicles</i> b. DA - <i>Progress of Service Improvement</i> c. DO - <i>Safety Performance</i> d. DC - <i>DC Performance Report of the 4th week of October 2016</i> e. DH - <i>Progress of Airport Learning Academy</i> ; - <i>War Room Command Center utilization for Management Operation Decision Making Process</i>	Semua Direksi Hadir / All Directors attended

No	Waktu/ Tempat Date / Place	Agenda		Direksi Yang Hadir / Board of Directors who Attended
33	Selasa, 1 November 2016 Pkl: 08.30 WIB Tuesday, November 1, 2016 At 08.30 AM	Rapat Direksi dengan agenda: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> : a. DF b. DA c. DO d. DC e. DH • Progress Airport Learning Academy; • Pemanfaatan <i>War Room Command Center</i> untuk <i>Management Operation Decision Making Process</i> 3. Laporan Corporate Transformation Group (Pic: Tim CTG) 4. Laporan Program Kerja Tim Project Business Digital Airport 5. Laporan Program Kerja Tim Project Business Air Traffic & Tourism Development 6. Pembahasan RJPP (Pic: DCP) 7. Laporan Pengelolaan dan Pengembangan Bandara Kertajati (Pic: Tim BIJB)	Board of Directors meeting with agenda of: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> : a. DF b. DA c. DO d. DC e. DH • Progress of Airport Learning Academy; • War Room Command Center progress for Management Operation Decision Making Process 3. Corporate Transformation Group Report (Pic: Tim CTG) 4. Report of Work program of Project Business Digital Airport Team 5. Report of Work Program Business Air Traffic & Tourism Project Team 6. Discussion of RJPP (Pic: DCP) 7. Report of Management and Development of Kertajati Airport (Pic: Tim BIJB)	Semua Direksi Hadir / All Directors attended
34	Selasa, 8 November 2016 Pkl: 07.00 s.d Selesai Tuesday, November 8, 2016 At 07.00 AM until the end	Rapat direksi dengan agenda: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> : DA: • Bandara sebagai Gerbang Pesona Indonesia; • <i>Service Quality</i> ; • Persiapan Dir. Airport Services & Facility menuju Pengoperasian T3 Full Operation. DH: • Tim <i>Award Management</i> ; • Pemanfaatan <i>War Room Command Center</i> ; • Persiapan Direktorat Human Capital & TI menuju pengoperasian Terminal 3 <i>Full Operation</i> . DC: • <i>Seat Capacity</i> ; • Persiapan Direktorat Komersial menuju Pengoperasian Terminal 3 <i>Full Operation</i> . DF: • Laporan Management Jan-Oktober 2016; • Persiapan Direktorat Finance menuju Pengoperasian Terminal 3 <i>Full Operation</i> . DO: • <i>Slot Management</i> ; • Rencana <i>Parking Stand</i> Terminal 3; • Persiapan Direktorat Operasi & Teknik Menuju Pengoperasian Terminal 3 <i>Full Operation</i> . 3. Paparan Panitian <i>Employee Gathering</i> (Pic: DPC-KP) 4. Laporan Program Kerja Tim Project Business Digital Airport (pic: Tim Project Business Digital Airport) 5. Kerjasama Produksi dan Pemasaran Air Minum Embun Dalam Kemasan (<i>Purence Dew Water</i>) (pic: CMB) 6. Potensi Bandara Baru dengan Pola Kerjasama PPP (pic: Ka.Tim Rencana Kerjasama Pengelolaan & Pengembangan Bandara Kertajati) 7. Sistem <i>Monitoring</i> Seluruh <i>Project PMU-BSH-Kurva S online</i> (day to day) (pic: Head of SHIA PMU) 8. Laporan Analisa Data Angkutan Udara AP II bulan Jan-Okt 2016 (pic: DCP)	Board of Directors meeting with agenda of: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> : DA: • Airport as "Gerbang Pesona Indonesia"; • <i>Service Quality</i> ; • Preparation of Director of Airport Services & Facility to the Full Operation of T3. DH: • Award Management Team; • War Room Command Center Utilization; • Preparation of Directorate of Human Capital & IT to the Full Operation of Terminal 3. DC: • Seat Capacity; • Preparation of Commercial Directorate to the Full Operation of Terminal 3. DF: • The Management Report of Jan-October 2016; • Preparation of Finance Directorate to the Full Operation of Terminal 3. DO: • Slot Management; • Parking Stand Plan of Terminal 3; • Preparation of Directorate of Operations & Engineering to the Full Operation of Terminal 3. 3. Exposure of Employee Gathering Committee (Pic: DPC-KP) 4. Report of Work program of Project Business Digital Airport Team (pic: Project Business Digital Airport Team) 5. Coordination of Production and Purance Dew Water Marketing (pic: CMB) 6. New Airport Potency with PPP pattern of cooperation (pic: Head of Cooperation Plan of Management & Development of Kertajaya Airport Team) 7. Monitoring System of all PMU-BSH-Curve S online (day to day) project (pic: Head of SHIA PMU) 8. Report of Data Analysis of AP II Air Transport of Jan-Oct 2016 (pic: DCP)	DU,DO,DC,DF

No	Waktu/ Tempat Date / Place	Agenda		Direksi Yang Hadir / Board of Directors who Attended
35	Selasa, 15 November 2016 Pkl. 08.30 s.d Selesai Tuesday, November 15, 2016 At 08.30 until end	Rapat direksi dengan agenda: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> 3. Laporan Hasil Audit dari BPKP perihal Klaim Penambahan Biaya Pelaksanaan Pekerjaan Perluasan Terminal 3 Ultimate BSH pada PT AP II (Pic: SHIA PMU) 4. Pembahasan Surat dari Menteri BUMN perihal Persetujuan Perubahan Perjanjian Kerjasama dengan PT Sanggraha Daksamitra (Golf & Soewarna BSH) 5. Nota Regularisasi dan Rupa-rupa Pengesampingan (Pic: DRM) 6. Spin Off Portofolio Bisnis Kargo (Pic: CMB)	Board of Directors meeting with agenda of: 1. CEO Message 2. BOD Performance 3. Report of Audit Results from BPKP concerning Addition Costs Claim of the Expansion Operation of Terminal 3 Ultimate BSH of PT AP II (Pic: SHIA PMU) 4. Discussion of the Minister of SOEs Letter concerning the Agreement of Change in Cooperation with PT Sanggraha Daksamitra (Golf & Soewarna BSH) 5. Notes of Regularization and miscellaneous waiver (Pic: DRM) 6. Spin Off of Cargo Business Portfolio (Pic: CMB)	DU,DC,DO,DA
36	Selasa, 29 November 2016 Pkl 14.00 s.d 23.00 WIB Tuesday, November 29, 2016 At 14.00 until 23.00 PM	Rapat Direksi dengan agenda: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> : • Laporan Survei Kepuasan Karyawan 3. Pembahasan Kronologis Terminal 3 BSH (Pic: OCE) 4. Pembahasan Re-Organisasi (Pic: CTG)	Board of Directors meeting with agenda of: 1. CEO Message 2. BOD Performance: • Report of Employee Satisfaction Survey 3. Chronological Discussion of Terminal 3 BSH (Pic: OCE) 4. Discussion of Re-Organization (Pic: CTG)	Semua Direksi Hadir / All Directors attended
37	Rabu, 7 Desember 2016 Pkl 14.00 WIB Wednesday, December 7, 2016 At 14.00 PM	Rapat Direksi dengan agenda: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> 3. Pembahasan Re-Organisasi	Board of Directors meeting with agenda of: 1. CEO Message 2. BOD Performance 3. Discussion of Re-Organization	Semua Direksi Hadir / All Directors attended
38	Selasa, 20 Desember 2016 Pkl 08.30 Tuesday, December 20, 2016 At 08.30	Rapat Direksi dengan agenda: <i>CEO Message</i> <i>BOD Performance</i> : 1. DO - Mekanisme Posko Natal Tahun 2016 & Tahun Baru 2017. 2. DC 3. DA 4. DH - Pembahasan progres Airport Learning Academy. 5. DF	Board of Directors meeting with agenda of: CEO Message BOD Performance: 1. DO - Mechanism of 2017 Christmas & 2017 New Year Posts. 2. DC 3. DA 4. DH - Discussion of Airport Learning Academy progress. 5. DF	Semua Direksi Hadir / All Directors attended
39	Selasa, 27 Desember 2016 Tuesday, December 27, 2016	Rapat Direksi dengan agenda: 1. <i>CEO Message</i> 2. <i>BOD Performance</i> DO DC DA DF • Persiapan RUPS DH • Manfaat Pensiun (pic: HGA) Peserta: BOD, DIA, DCL, DCP, DRM, HGA, FAC, HHC, Dapenda. 3. Pembahasan Kajian <i>Holding</i> Bandara PT Angkasa Pura I & PT Angkasa Pura II (Pic: DCP) 4. Pembahasan RKAP, Rencana Strategis dan Laporan Kinerja Keuangan Dapenda Tahun 2017	Board of Directors meeting with agenda of: 1. CEO Message 2. BOD Performance DO DC DA DF • GMS Preparation DH • Retirement Benefits (pic: HGA) Participants: BOD, DIA, DCL, DCP, DRM, HGA, FAC, HHC, Dapenda. 3. Discussion of Holding Study of Airport of PT Angkasa Pura I & PT Angkasa Pura II (Pic: DCP) 4. Discussion of RKAP, Strategic Plan and Dapenda Financial Performance Report of 2017	DU,DA,DO,DH

Program Pengembangan Kompetensi Direksi

Sesuai dengan tuntutan fungsional yang semakin meningkat, Perusahaan memfasilitasi tersedianya paket-paket khusus pelatihan Direksi untuk meningkatkan pengetahuan, keahlian dan profesionalisme. Selama tahun 2016, Direksi mengikuti program peningkatan kompetensi sebagai berikut:

Board of Directors Competence Development

In accordance with the increased functional demands, the Company facilitates the availability of special package of the Board of Directors trainings to improve knowledge, expertise and professionalism. During 2016, the Board of Directors participated in the following competence development programs:

No	Tanggal / Date	Anggota Direksi / Board of Directors Members	Pelatihan/Seminar/Lokakarya / Trainings/Seminars/Workshops
1	27-30 September 2016 / September 27-30, 2016	Djoko Murjatmondjo	The 39th Session of ICAO Assembly, Montreal, Kanada
2	10-14 Oktober 2016 / October 10-14, 2016	Andra Y. Agussalam	Continuing Professional Education (CPE), Washington DC, Amerika Serikat
3	26-30 September 2016 / September 26-30, 2016	Daan Achmad	The Institute of Internal Auditors (IIA), Kanada

Realisasi Anggaran Direksi**Board of Directors Budget Realization**

Tahun / Year	2014	2015	2016
Jumlah Anggaran (gabungan Dewan Komisaris dan Direksi) / Total Budget (combination of the Board of Commissioners and the Board of Directors)	64.950.607.406	61.499.209.471	77.008.394.207

Penilaian Terhadap Kinerja Direksi

Pemegang saham melalui mekanisme RUPS melakukan assessment terhadap kinerja Direksi berdasarkan *Key Performance Indicator* (KPI) yang ditandatangani pada tahun 2014. Kriteria penilaian kinerja Direksi mencakup:

1. Aspek Keuangan, terdiri dari 8 indikator;
2. Aspek Operasional, terdiri dari 2 indikator; serta
3. Aspek Administrasi terdiri dari 4 indikator.

Board of Directors Performance Assessment

Shareholders through GMS mechanism conduct an assessment on the Board of Directors performance based on the Key Performance Indicator (KPI) which was signed in 2014. Performance Assessment criteria of the Board of Directors includes:

1. Financial Aspect, consists of 8 Indicators;
2. Operational Aspect, consists of 2 Indicators; and
3. Administrative Aspect, consists of 4 Indicators.

Penilaian Penerapan GCG Direksi

Pada tahun 2016, Angkasa Pura II juga telah dilakukan penilaian penerapan GCG untuk Direksi yang dilaksanakan sesuai kerangka acuan pelaksanaan penilaian GCG yang dikembangkan oleh Kementerian Negara BUMN berdasarkan Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S. MBU/2012 tanggal 06 Juni 2012.

GCG Assessment of Board of Directors

In 2016, Angkasa Pura II has also performed an assessment of GCG implementation for the Board of Directors which conducted pursuant to the terms of reference of GCG assessment implementation developed by the State Ministry of SOEs based on the Decree of Secretary to the Ministry of SOEs No. SK-16 / S. MBU / 2012 dated June 06, 2012.

Dari hasil penilaian tersebut, Direksi memperoleh nilai 31,60 atau 90,4% dan masuk dalam kategori Sangat Baik. Adapun *assessment* GCG Direksi secara garis besar meliputi aspek-aspek penilaian sebagai berikut:

1. Direksi memiliki pengenalan dan pelatihan/pembelajaran serta melaksanakan program tersebut secara berkelanjutan.
2. Direksi melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan Perusahaan.
3. Direksi melaksanakan pengurusan Perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan Anggaran Dasar.
4. Direksi melakukan hubungan yang bernilai tambah bagi Perusahaan dan Stakeholders.
5. Direksi memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi.

From the results of the assessment, the Board of Directors obtained a score of 31.60 or 90.4%, in the category of "Very Good". Self-assessment of GCG of the Board of Directors in outline includes the following assessment aspects:

1. Board of Directors has an introduction and training / learning as well as implementing such program sustainably.
2. Board of Directors implements operational and financial controls against the implementation of the Company's plans and policies.
3. Board of Directors implements the Company's management in accordance with the applicable laws and regulations and the Articles of Association.
4. Board of Directors conducts value-added relationships for the Company and Stakeholders.
5. Board of Directors monitors and manages potential conflicts of interest of members of the Board of Directors and management under the Board of Directors.

6. Direksi memastikan Perusahaan melaksanakan keterbukaan informasi dan komunikasi sesuai Peraturan Perundang-undangan yang berlaku dan penyampaian informasi kepada Dewan Komisaris dan Pemegang Saham tepat waktu.
7. Direksi menyelenggarakan rapat Direksi dan menghadiri rapat Dewan Komisaris sesuai dengan ketentuan Perundang-undangan.
8. Direksi wajib menyelenggarakan pengawasan internal yang berkualitas dan efektif.
9. Direksi menyelenggarakan fungsi *Corporate Secretary & Legal* yang berkualitas dan efektif.
10. Direksi menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai Peraturan Perundang-undangan.

Remunerasi Direksi

Pemberian remunerasi Direksi mengacu kepada keputusan dari Pemegang Saham sebagaimana ditetapkan dalam Rapat Umum Pemegang Saham dengan memperhatikan hasil kajian yang dilakukan oleh Perusahaan. Kajian dalam penetapan remunerasi mempertimbangkan aspek seperti:

1. Kinerja keuangan dan pencapaian *Key Performance Indicator* (KPI) Perseroan;
2. Prestasi kerja individu;
3. Kewajaran dengan per perusahaan lainnya;
4. Pertimbangan sasaran dan strategi jangka panjang Perseroan.

Hasil kajian tersebut sebagai bahan usulan Dewan Komisaris untuk disampaikan kepada Pemegang Saham.

Berdasarkan Pasal 96 ayat (1) Undang-Undang Perusahaan Terbatas Nomor 40 tahun 2007 yang mengatur besarnya gaji dan tunjangan Direksi ditetapkan berdasarkan keputusan RUPS. Kewenangan tersebut berdasarkan Pasal 96 ayat (2) dapat dilimpahkan kepada Dewan Komisaris. Bentuk tunjangan dan fasilitas, serta komponen lain yang termasuk di dalam komponen penghasilan (selain gaji) mengacu pada ketentuan sebagaimana tertuang dalam Peraturan Menteri Negara BUMN Nomor Per-07/MBU/2010 tanggal 27 Desember 2010 tanggal tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas BUMN dan Peraturan Menteri BUMN Nomor PER- 04/MBU/2014 tanggal 10 Maret 2014 tentang Pedoman Penetapan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN.

6. Board of Directors ensures the Company to implement disclosure of information and communication in accordance with the applicable laws and regulations and the delivery of information to the Board of Commissioners and Shareholders in a timely manner.
7. Board of Directors holds meetings of the Board of Directors and attends Board of Commissioners meetings in accordance with the provisions of legislation.
8. Board of Directors should implement qualified and effective internal supervisions.
9. Board of Directors implements qualified and effective Corporate Secretary functions.
10. Board of Directors holds Annual GMS and other GMS in accordance with the laws and regulations.

Board of Directors Remuneration

Remuneration of the Board of Directors refers to the decision of the Shareholders as stipulated in the General Meeting of Shareholders by paying attention into the assessment results conducted by the Company. Assessment in the determination of remuneration considers aspects such as:

1. Financial performance and achievement of Key Performance Indicator (KPI) of the Company;
2. Individual work achievement;
3. Fairness with other peer companies;
4. Consideration of long-term targets and strategies of the Company.

The assessment results act as a proposal of the Board of Commissioners to be submitted to the Shareholders.

Pursuant to Article 96 paragraph (1) Law of the Limited Liability Companies Number 40 Year 2007 that regulates the amount of salaries and allowances of the Board of Directors is determined based on the GMS decision. Such authorization based on Article 96 paragraph (2) may be delegated to the Board of Commissioners. The form of allowances and facilities, as well as other components included in the component of income (other than salary) refers to the provisions as contained in the Regulation of the State Minister of SOEs No. Per-07 / MBU / 2010 dated December 27, 2010 on the Guidelines of Income Determination of the Board of Directors, the Board Commissioners and Board of Supervisors of SOEs and Regulation of the Minister of SOEs Number PER- 04 / MBU / 2014 dated March 10, 2014 on Guidelines of Determination of the Board of Directors, the Board of Commissioners, and Board of Supervisors of SOEs.

Mengacu pada penjabaran pada Surat Kementerian BUMN No. S-78/D5.MBU/06/2016, komponen serta ketentuan besaran remunerasi bagi Direktur Utama dan Anggota Direksi ialah sebagai berikut:

Refer to the description in Letter of the Ministry of SOEs No. S-78 / D5.MBU / 06 / 2016, the component and provision of amount of remuneration for President Director and Members of the Board of Directors are as follows:

No	Jenis Remunerasi / Types of Remuneration	Ketentuan Besaran / Provision of the Amount
1	Gaji / Salary	Direktur Utama / President Director Ditetapkan melalui RUPST tanggal 17 Mei 2016. / Stipulated through GMS on May 17, 2016. Anggota Direksi / Board of Directors Members Sebesar 90% dari Gaji Direktur Utama. / 90% of President Director Salary.
2	Tunjangan / Allowances	
	Hari Raya Keagamaan / Religious Holiday	Direktur Utama dan Anggota Direksi / President Director and Board of Directors Members Sebesar 1 (satu) kali Gaji. / 1 (one) time Salary.
	Asuransi Purnajabatan / Post-Employment Insurance	Direktur Utama dan Anggota Direksi / President Director and Board of Directors Members Berupa premi yang ditanggung oleh Perseroan, sebesar 25% dari Gaji dalam satu tahun. / Premium borne by the Company, 25% of the Salary in a year.
	Tunjangan Perumahan / Wardrobe Allowance	Direktur Utama dan Anggota Direksi / President Director and Board of Directors Members Sebesar Rp22.500.000 per bulan, sesuai Peraturan Menteri BUMN No. PER-04/MBU/2014. / Rp22,500,000 per month, in accordance with Regulation of the Minister of SOEs No. PER-04 / MBU / 2014. Apabila disediakan rumah jabatan, maka rumah tersebut wajib digunakan sampai masa jabatan Direktur berakhir dan yang bersangkutan tidak mendapat Tunjangan Perumahan / If the house of office is provided, the house must be used until the term of office of the Director ends and the concerned must not receive the Wardrobe Allowance.
3	Fasilitas / Facilities	
	Fasilitas Kendaraan / Vehicle Facility	Direktur Utama dan Anggota Direksi / President Director and Board of Directors Members Berupa 1 (satu) unit kendaraan beserta biaya pemeliharaan dan operasional, dengan mempertimbangkan kondisi keuangan Perseroan / 1 (one) vehicle and maintenance and operational costs, taking into account the Company's financial condition. Spesifikasi dan jenis kendaraan diatur oleh Dewan Komisaris dengan batas maksimal kapasitas mesin sebesar 3.500 cc / The specifications and types of vehicles are regulated by the Board of Commissioners with a maximum engine capacity of 3,500 cc.
	Fasilitas Kesehatan / Health Facility	Direktur Utama dan Anggota Direksi / President Director and Board of Directors Members Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (at cost) / In the form of health insurance or reimbursement of medical expenses (at cost).
	Fasilitas Bantuan Hukum / Legal Aid Facility	Direktur Utama dan Anggota Direksi / President Director and Board of Directors Members Sebesar pemakaian (at cost) / Based on the usage (at cost)
4	Tantiem/Insentif Kerja / Tantiem / Work Incentive	Total tantiem untuk Direksi dan Dewan Komisaris ditetapkan sebesar Rp25.000.000.000. Tantiem untuk anggota Direksi sebesar 90% dari tantiem yang diterima Direktur Utama / Amount of tantiem for Board of Directors and Board of Commissioners is at Rp25,000,000,000. Tantiem for members of the Board of Directors is 90% of the tantiem received by the President Director.

Adapun jumlah dan perincian remunerasi Direksi per bulan dijabarkan sebagai berikut:

Amount and details of remuneration of the Board of Directors per month can be described as follows:

Nama / Name	Gaji / Salary	Tunjangan Selama 2016 / Allowances During 2016
Muhammad Awaluddin	Rp116.000.000	Hari Raya Keagamaan / Religious Holiday: Rp116.000.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp348.000.000 Perumahan / Housing: Rp270.000.000 Total: Rp734.000.000
Djoko Murjatmondjo	Rp104.400.000	Hari Raya Keagamaan / Religious Holiday: Rp104.400.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp313.200.000 Perumahan / Housing: Rp270.000.000 Total: Rp687.600.000

Nama / Name	Gaji / Salary	Tunjangan Selama 2016 / Allowances During 2016
Andra Y. Agussalam	Rp104.400.000	Hari Raya Keagamaan / Religious Holiday: Rp104.400.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp313.200.000 Perumahan / Housing: Rp270.000.000 Total: Rp687.600.000
Daan Achmad	Rp104.400.000	Hari Raya Keagamaan / Religious Holiday: Rp104.400.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp313.200.000 Perumahan / Housing: Rp270.000.000 Total: Rp687.600.000
Ituk Herarindri	Rp104.400.000	Hari Raya Keagamaan / Religious Holiday: Rp104.400.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp313.200.000 Perumahan / Housing: Rp270.000.000 Total: Rp687.600.000
Tina T. Kemala Intan	Rp104.400.000	Hari Raya Keagamaan / Religious Holiday: Rp104.400.000 Asuransi Purnajabatan / Post-Employment Insurance: Rp313.200.000 Perumahan / Housing: Rp270.000.000 Total: Rp687.600.000

HUBUNGAN DEWAN KOMISARIS DAN DIREKSI

Dewan Komisaris dan Direksi mempunyai tugas, tanggung jawab dan wewenang masing-masing sesuai dengan fungsinya seperti yang diamanahkan dalam Anggaran Dasar Perusahaan dan peraturan perundang-undangan yang berlaku. Kepengurusan dan pengelolaan Perusahaan dilakukan oleh Direksi, sedangkan Dewan Komisaris melakukan pengawasan dan pemberian nasihat terhadap tindakan yang dilakukan Direksi. Keduanya secara bersama-sama memiliki tanggung jawab untuk memelihara kesinambungan usaha Perusahaan dalam jangka panjang. Seluruh tata cara, pedoman kerja dan hubungan antara Dewan Komisaris dan Direksi telah ditetapkan dalam Board Manual. Pedoman ini mengikat setiap anggota Dewan Komisaris dan Direksi dan mencantumkan antara lain tanggung jawab, kewajiban, wewenang, hak, etika Dewan Komisaris dan Direksi, serta pengaturan rapat dan tata cara hubungan kerja antara Dewan Komisaris dan Direksi.

Hubungan yang bersifat informal dapat dilakukan oleh masing-masing anggota Dewan Komisaris dan Direktur, namun tidak mempunyai kekuatan hukum sebelum diputuskan melalui mekanisme yang sah sesuai dengan peraturan perundang-undangan dan Anggaran Dasar. Dalam beberapa hal-hal tertentu yang strategis menyangkut aktiva, pinjaman, ekuitas, struktur organisasi serta penetapan direksi dan komisaris Perusahaan Anak, Direksi memerlukan persetujuan Dewan Komisaris secara formal.

RELATIONSHIP OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Board of Commissioners and Board of Directors have their own duties, responsibilities and authorities in accordance with their functions as mandated in the Company's Articles of Association and the applicable laws and regulations. Leadership and management of the Company are performed by the Board of Directors, while the Board of Commissioners supervises and gives advices on the actions performed by the Board of Directors. Both together have a responsibility to maintain the continuity of the Company's business in the long term. The whole ordinances, work guidelines and relationship between the Board of Commissioners and the Board of Directors have been established in the Board Manual. These guidelines are binding on every member of the Board of Commissioners and the Board of Directors and include among others responsibilities, obligations, authorities, rights, ethics of the Board of Commissioners and Board of Directors, as well as meeting arrangements and ordinances for the working relationship between the Board of Commissioners and Board of Directors.

Informal relationship can be performed by each member of the Board of Commissioners and Board of Directors, but do not have legal power before it is decided through a legitimate mechanism in accordance with the laws and regulations as well as the Articles of Association. In several strategic matters concerning assets, loans, equity, organization structure and determination of the Board of Directors and Board of Commissioners of Subsidiaries, the Board of Directors requires the approval of the Board of Commissioners formally.

Untuk menyatukan pandangan dan memutuskan satu persoalan penting menyangkut kelangsungan usaha dan operasional Angkasa Pura II, Dewan Komisaris dan Direksi mengagendakan pertemuan berkala dalam forum Rapat Gabungan Dewan Komisaris-Direksi. Penyelenggara rapat berkala ini adalah Dewan Komisaris guna membahas berbagai agenda menyangkut rencana kerja, operasional, peluang usaha, serta isu-isu strategis yang memerlukan persetujuan Dewan Komisaris. Rapat ini adalah sebagai bentuk koordinasi dalam rangka membahas laporan-laporan periodik Direksi dan memberikan tanggapan, catatan dan nasihat yang dituangkan dalam risalah rapat. Keputusan rapat dibuat berdasarkan azas musyawarah untuk mufakat atau diambil berdasarkan suara terbanyak serta mengikat untuk dilaksanakan tindak lanjutnya.

CORPORATE SECRETARY & LEGAL

Corporate Secretary & Legal Angkasa Pura II mengemban misi untuk mendukung terciptanya citra perusahaan yang baik secara konsisten dan berkesinambungan melalui pengelolaan program komunikasi yang efektif kepada segenap pemangku kepentingan. *Corporate Secretary & Legal* memiliki fungsi utama dalam rangka membantu tugas Direksi, yaitu sebagai public relation/corporate communication, institution relations, GCG implementation, monitoring pencapaian *Key Performance Indicator* (KPI), administrasi dokumen kebijakan dan notulensi rapat Direksi dan rapat Dewan Komisaris, menyusun peraturan, perjanjian non komersial, kerja sama, dan dokumentasi hukum, serta melaksanakan advokasi dan penyelesaian/tindak lanjut permasalahan hukum. Pada periode tahun 2016, Head of *Corporate Secretary & Legal* dijabat oleh Agus Haryadi.

Profil Head of Corporate secretary & Legal Agus Haryadi

Warga Negara Indonesia, umur 47 tahun. Menyelesaikan pendidikan Master of Business Administration pada School of Business and Management ITB. Memiliki pengalaman menjabat sebagai Legal Contract Manager (2008-2009), Chief of Auction (2009-2012), Kepala Biro Pelelangan (2012- 2015), Kepala Biro Hukum (2015). Menjabat sebagai *Head of Corporate Secretary & Legal* sejak 17 Juni 2015.

To unify the views and decide the important issues regarding the business sustainability and operations of Angkasa Pura II, the Board of Commissioners and Board of Directors regularly scheduled meetings in the forum of Joint Meetings of the Board of Commissioners-Board of Directors. Organizer of these regular meetings is the Board of Commissioners to discuss various agenda regarding work plans, operations, business opportunities, as well as strategic issues that require the approval of the Board of Commissioners. This meeting is a form of coordination in order to discuss periodic reports of the Board of Directors and provide feedback, notes and advices outlined in the minutes of meeting. Meeting decisions are made based on the principle of deliberation and consensus or taken by a majority vote as well as bonding to be implemented the follow-up.

CORPORATE SECRETARY & LEGAL

Corporate Secretary & Legal of Angkasa Pura II has a mission to support the creation of a good corporate image consistently and continuously through the management of effective communication program to all stakeholders. *Corporate Secretary & Legal* has a major function in order to help the duties of the Board of Directors, namely as a public relations/corporate communication, institutional relations, GCG implementation, monitoring the achievement of *Key Performance Indicator* (KPI), monitoring the implementation of *Corporate Social Responsibility* (CSR) activities and document administration of policies and minutes of meetings of the Board of Directors. In the period of 2016, Head of *Corporate Secretary & Legal* position is held by Agus Haryadi.

Head of Corporate secretary & Legal Profile Agus Haryadi

Indonesian citizen, 47 years old. Obtained his Master of Business Administration at the School of Business and Management, ITB. Has experiences serving as the Legal Contract Manager (2008-2009), Chief of Auction (2009-2012), Head of Auction Bureau (2012-2015), Head of Legal Bureau (2015). Served as the Head of *Corporate Secretary and Legal* since June 17th, 2015.

Riwayat Pelatihan

Riwayat Pelatihan *Head of Corporate Secretary & Legal* yang diikuti pada tahun 2016 adalah sebagai berikut:

Tanggal / Date	Tempat Pelaksanaan / Place	Penyelenggara / Executor	Nama Acara / Name of Event	Jenis Diklat/ Type of Education & Training
21-23 Januari 2016 / January 21-23, 2016	Mercure Hotel Bandung	Komisi Pemberantasan Korupsi (KPK) / Corruption Eradication Commission (KPK)	Workshop Tunas, Sistem, dan Komite Integritas / Workshop of Shoot, System, and Integrity Committee	Workshop

Training History

Training history of Head of Corporate Secretary & Legal followed within the last 10 (ten) years is as follows:

Riwayat Jabatan Head of Corporate secretary & Legal

Riwayat Jabatan *Head of Corporate Secretary & Legal* adalah sebagai berikut:

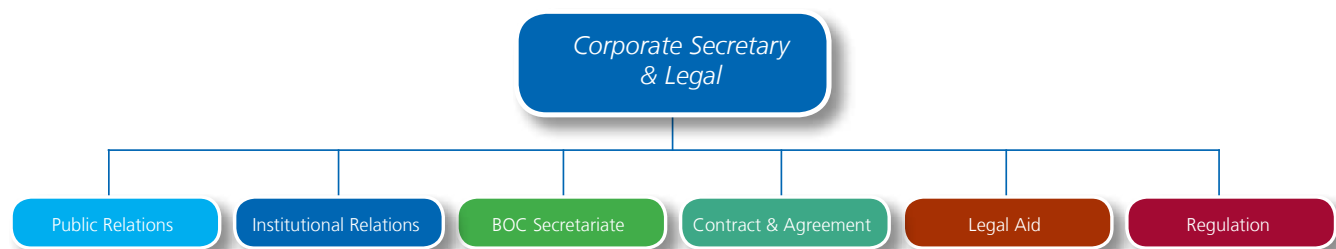
Dasar Pengangkatan / Basis of Appointment	Nama Jabatan / Position Name	Terhitung Mulai Tanggal / Start Date
Keputusan Direksi PT Angkasa Pura II (Persero) Nomor: KEP.03.05/00/01/2016/0026 tentang Penetapan Jabatan dan Kelas Jabatan atas nama Agus Haryadi, SH., MBA DKK Decree of PT Angkasa Pura II (Persero) Number: KEP.03.05 / 00 / 01 / 2016 / 0026 on Determination of Position and Position Class on behalf of Agus Haryadi, SH., MBA DKK	Head of Corporate Secretary and Legal	1 Januari 2016 / January 1, 2016

Position History of Head of Corporate Secretary & Legal

Position History of Head of Corporate Secretary & Legal is as follows:

Struktur organisasi dan Jumlah personil Corporate Secretary & Legal

Organization Structure and Total Personnel of Corporate secretary & Legal



Corporate Secretary & Legal terdiri dari unit kerja sebagai berikut:

- Public Relations
- Institutional Relations
- BOC Secretariate
- Contract & Agreement
- Legal Aid
- Regulation

Corporate Secretary and Legal consists of the following work units:

- Public Relations
- Institutional Relations
- Secretariat to the Board of Commissioners
- Agreement & Contract
- Legal Aid
- Regulation

Head of Corporate Secretary & Legal didukung oleh 50 (lima puluh) personil dengan kualitas dan kompetensi yang telah memenuhi persyaratan dalam Job Profile Corporate Secretary & Legal.

Corporate Secretary & Legal is supported by 50 (fifty) personnel with the quality and competence that have met the requirements in the Job Profile of Corporate Secretary & Legal.

Angkasa Pura II memiliki komitmen yang tinggi dalam penyediaan dan pemenuhan SDM yang berkualitas di Unit Corporate Secretary & Legal. Hal ini mengingat begitu pentingnya fungsi dan peran Corporate Secretary & Legal dalam membantu pengelolaan Perusahaan, sehingga penyediaan SDM yang memenuhi kualifikasi dan standar

Angkasa Pura II has a strong commitment in the provision and fulfillment of qualified HR in the unit of Corporate Secretary & Legal. Considering the importance of the functions and role of Corporate Secretary & Legal to assist the Company's management, the provision of HR that fulfills the qualifications & competence standards became a necessity. The unit of

kompetensi menjadi sebuah keharusan. Maka unit Corporate Secretary & Legal terus berupaya mengembangkan kualitas SDM di unit Corporate Secretary & Legal dengan mengikutsertakan personel Corporate Secretary & Legal dalam berbagai program pendidikan dan pelatihan (Diklat).

Tugas dan Tanggung Jawab Corporate Secretary & Legal

Tugas Sekretaris Perusahaan meliputi:

- Mengikuti perkembangan dunia usaha.
- Memberikan pelayanan atas setiap informasi yang dibutuhkan pemangku kepentingan yang berkaitan dengan kondisi Perseroan.
- Sebagai penghubung atau contact person antara Perseroan dengan Otoritas terkait serta masyarakat.

Pelaksanaan Tugas Corporate Secretary & Legal

Tugas Corporate Secretary & Legal Angkasa Pura II adalah:

1. Memberi arahan melalui formulasi kebijakan fungsional atas kegiatan fungsi sekretariat perusahaan dan hukum serta memastikan kesesuaian kebijakan dengan arahan strategis perusahaan;
2. Menyusun strategi untuk optimalisasi kegiatan fungsi sekretariat perusahaan dan hukum pada wilayah kerja Perusahaan;
3. Mengawasi dan mengendalikan pelaksanaan program, sistem, dan prosedur serta penggunaan anggaran Subdirektorat Corporate Secretary & Legal;
4. Memastikan pelaksanaan pembinaan hubungan dengan pihak luar, lembaga pemerintah dan non-pemerintah, institusi lain, serta pemegang saham;
5. Memastikan pelaksanaan penyiapan, perumusan, dan penyelesaian peraturan, perjanjian dan kerja sama perusahaan dan inventarisasi dokumentasi hukum serta konsultasi dan bantuan hukum untuk kepentingan perusahaan dan karyawan di dalam maupun di luar pengadilan;
6. Mengawasi kegiatan corporate branding di dalam maupun luar lingkungan kerja Perusahaan;
7. Memastikan pelaksanaan kegiatan resmi perusahaan serta analisa dan evaluasi bahan materi acara resmi perusahaan;
8. Berkoordinasi dengan Subdirektorat *Corporate Social Responsibility* (CSR) untuk pelaksanaan kegiatan CSR Perusahaan;
9. Memberi arahan dan bertanggung jawab penuh atas pemenuhan kebutuhan SDM dan peningkatan kompetensi organisasi dalam lingkup kerja fungsi sekretariat perusahaan dan hukum;

Corporate Secretary & Legal continues to develop the quality of human resources by involving personnel of Corporate Secretary & Legal in various education and training programs.

Duties and Responsibilities of Corporate Secretary & Legal

Corporate Secretary's duties are:

- Keeping abreast of business development.
- Providing service on every information required by stakeholders that is related to the Company's condition.
- Acting as liaison or contact person between the Company and the related authorities as well as the public.

Corporate Secretary & Legal Duties

Corporate Secretary & Legal duties of Angkasa Pura II are:

1. Give directives through the functional policy formulation the activities of the secretariat functions of the corporate secretary & legal as well as ensure compliance with the policy directives of strategic company;
2. Develop a strategy for optimizing the function activities of corporate secretary & legal on the company working area;
3. Supervise and control the execution of the program, systems, and procedures and the use of budget Sub Corporate Secretary & Legal;
4. Ensure the implementation of building relationships with external parties, government institutions and nongovernmental, other institutions, as well as shareholders;
5. Ensure the implementation of the preparation, formulation, and settlement rules, agreements and cooperation of the Companies and inventory as well as the legal documentation consulting and legal assistance for the benefit Companies and employees both inside and outside court;
6. Oversee the activities of corporate branding in and outside the work environment of the Company;
7. Ensure the implementation of activities as well as the company's official analysis and evaluation of resource materials company official event;
8. Coordinate with Sub Corporate Social Responsibility (CSR) for the implementation of CSR activities Company;
9. Provide direction and take full responsibility for the fulfillment of human needs and improving the competence organizations within the scope of the functions of corporate secretary & legal;

10. Memberi arahan dan memastikan asesmen dan mitigasi risiko telah dilakukan pada Subdirektorat Corporate Secretary & Legal;
11. Memberi arahan dan memastikan kegiatan Subdirektorat Corporate Secretary & Legal sesuai dengan kebijakan dan ketentuan K3;
12. Memberi arahan dan memastikan prinsip-prinsip Good Corporate Governance (GCG) diterapkan di dalam seluruh aktifitas Subdirektorat Corporate Secretary & Legal;
13. Memberi arahan dan bertanggung jawab atas pengelolaan penilaian kinerja bawahan dan KPI unit kerjanya;
14. Menjadi anggota tim kerja internal maupun eksternal sesuai kebutuhan perusahaan;
15. Tugas lainnya dari Corporate Secretary & Legal adalah sebagai juru bicara korporat, memantau pelaksanaan Board Manual dan memantau kepatuhan korporat terhadap peraturan-peraturan yang berlaku.

SATUAN PENGAWAS INTERNAL

Angkasa Pura II telah memiliki Fungsi Audit Internal yang dijalankan oleh Internal Auditor. Di dalam melaksanakan fungsinya, Internal Auditor selalu diposisikan sebagai mitra strategis bagi manajemen yang dipercaya, profesional, obyektif, dan independen yang dapat memberikan nilai tambah bagi pencapaian tujuan Angkasa Pura II dengan meningkatkan efektifitas pengelolaan risiko, pengendalian dan proses tata kelola perusahaan yang baik.

Unit Kerja Internal Auditor mempunyai tugas membantu Direktur Utama dalam melakukan pengawasan pelaksanaan tugas seluruh unit kerja di lingkungan Perusahaan serta memberikan saran-saran perbaikannya sesuai dengan rencana dan program serta kebijakan yang telah ditetapkan oleh Direksi berdasarkan ketentuan yang berlaku.

Terkait dengan tugasnya tersebut Internal Auditor harus dapat menilai kinerja Unit Kerja dan melakukan pemantauan untuk memberikan informasi dini (early warning system) kepada Direktur Utama bila terjadi penurunan atau penyimpangan terhadap kinerja dalam rangka mencapai sasaran perusahaan khususnya pelaksanaan RKAP tahun berjalan.

10. Provide guidance and ensure the assessment and mitigation the risk has been done on the Corporate Sub Secretary & Legal;
11. Provide guidance and ensure activities Sub Corporate Secretary & Legal in accordance with the policies and K3 provisions;
12. Provide direction and ensure the principles of Good Corporate Governance (GCG) is applied in the whole Sub activities Corporate Secretary & Legal;
13. Provide direction and is responsible for managing KPI performance assessment of subordinates and work unit;
14. Be a member of the working team of internal and external according to the needs of the company;
15. Other tasks of the Corporate Secretary & Legal are as a corporate spokesperson, monitor the implementation Board Manual and monitor corporate compliance regarding the pertinent laws and regulation.

INTERNAL AUDIT UNIT

Angkasa Pura II has had Internal Audit Function which is run by the Internal Audit Unit. In carrying out its functions, SPI has always positioned as a strategic partner for the management that is trustworthy, professional, objective, and independent that can provide added value for the achievement of Angkasa Pura II by improving the effectiveness of risk management, control and process of good corporate governance.

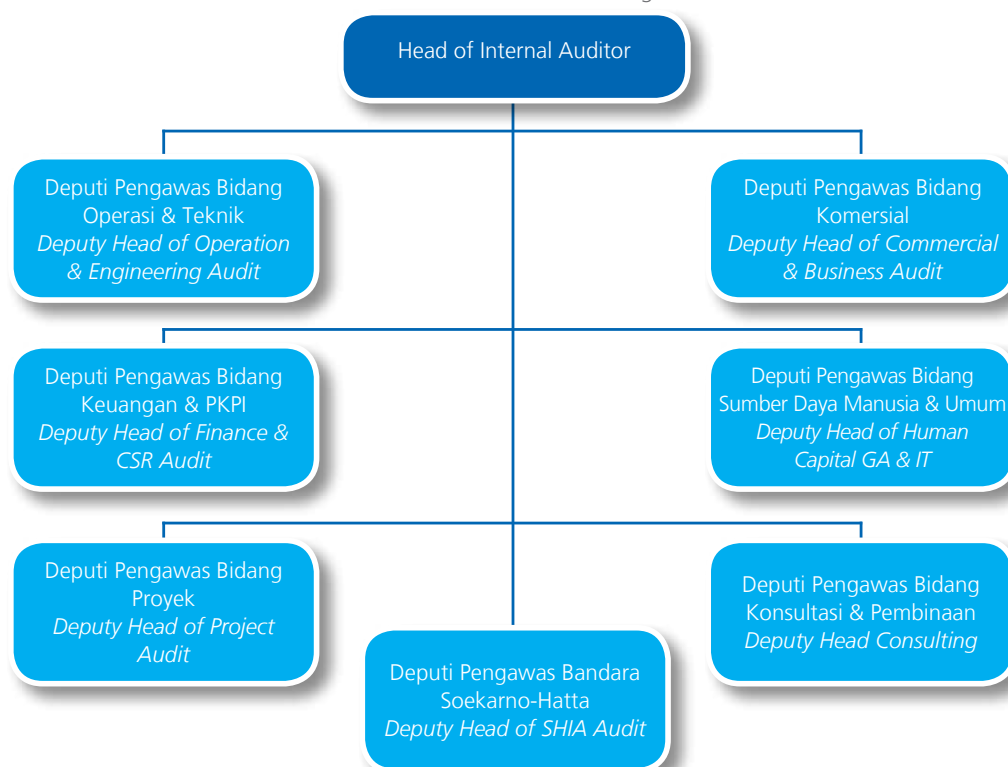
Internal Audit Unit has duties in assisting President Director in performing supervision of the duties implementation of all work units in the Company environment and providing suggestions for improvement based on the plan and program as well as policy that has been stipulated by the Board Directors under applicable provisions.

Related to its duties Internal Audit Unit must be able to assess performance of Work Unit and perform monitoring to provide early warning system to President Director if there is a decrease or deviation on the performance in order to achieve the company's targets especially the current year RKAP implementation.

Struktur Organisasi Internal Auditor

Berdasarkan Surat Keputusan Direksi Nomor KEP.01.01/11/2012.2 tanggal 28 November 2012 tentang Peraturan Perusahaan Nomor 40 tentang Organisasi dan Tata Kerja PT Angkasa Pura II (Persero), telah ditetapkan Struktur Organisasi Kantor Pusat PT Angkasa Pura II (Persero), termasuk di dalamnya struktur organisasi, fungsi, tugas dan wewenang Internal Auditor.

Berikut struktur organisasi Internal Auditor Angkasa Pura II:



Organization Structure of Internal Auditor

Based on the Decree of the Board of Directors Number KEP.01.01 / 11 / 2012.2 dated November 28, 2012 on the Company's Regulation No. 40 on the Organization and Work Procedures of PT Angkasa Pura II (Persero), has been set the Organization Structure of the Head Office of PT Angkasa Pura II (Persero), including the organization, functions, duties and authorities of SPI.

The following is the organization structure of the Internal Audit Unit of Angkasa Pura II:

Komposisi Auditor Internal

Per 31 Desember 2016, Unit Internal Auditor didukung oleh 36 (tiga puluh enam) personil, termasuk Head of Internal Auditor dan Staff, dengan kualitas dan kompetensi sesuai yang dipersyaratkan dalam uraian tugasnya dengan komposisi sebagai berikut:

Internal Auditor Composition

As of December 31, 2016, the SPI Unit is supported by 36 (thirty six) personnel, including Head of Internal Auditor and Staff, with quality and competence as required in the job description with the following composition:

No	Jabatan / Position	Realisasi / Realization
1	Head of Internal Auditor	1
2	Deputy Head	
	a. Deputy Head of Ops. & Engineering Audit	1
	b. Deputy Head of Project Audit	1
	c. Deputy Head of Commercial & Buss. Audit	1
	d. Deputy Head of Finance & CSR Audit	1
	e. Deputy Head of HC, GA & IT Audit	1
	f. Deputy Head of Consulting	1

No	Jabatan / Position	Realisasi / Realization
3	g. Deputy Head of SHIA Audit	1
	Senior Auditor	
	a. Senior Auditor of Ops. & Eng. Audit	3
	b Senior Auditor of Project Audit	3
	c. Senior Auditor of Commercial Audit	4
	d. Senior Auditor of Finance & CSR Audit	2
	e. Senior Auditor of HC, GA & IT Audit	2
	f. Senior Auditor of Consulting	2
	g. Senior Auditor of SHIA Audit	3
4	Junior Auditor	
	a. Senior Auditor of Ops. & Eng. Audit	1
	b Senior Auditor of Project Audit	1
	c. Senior Auditor of Commercial Audit	2
	d. Senior Auditor of Finance & CSR Audit	2
	e. Senior Auditor of HC, GA & IT Audit	3
	f. Senior Auditor of Consulting	-
	g. Senior Auditor of SHIA Audit	-
5	Staf / Staff	1
Jumlah / Total		36

Profil Kepala Satuan Pengawas Internal

Satuan Pengawas Internal Perseroan dipimpin oleh seorang *Head of Internal Auditor* yang diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris. Pada tahun 2016 Head of Internal Auditor dijabat oleh Zulfahmi.

Warga Negara Indonesia, umur 53 tahun. Lahir di Belawan pada tanggal 15 November 1962. Menamatkan S1 Ekonomi Manajemen dari Universitas Islam Syekh Yusuf. Memiliki masa kerja di Angkasa Pura II selama 29 tahun 7 bulan.

Sertifikasi Profesi Audit Internal

Angkasa Pura II telah mewajibkan semua auditor internal untuk mengikuti berbagai pelatihan professional dalam rangka sertifikasi guna memenuhi standar yang dibutuhkan Perusahaan. Head of Internal Auditor, Deputy Head of Internal Auditor dan para pengawas auditor telah mendapatkan pelatihan di bidang manajerial dan profesi yang memadai untuk dapat mengelola Unit Kerja Internal Auditor dengan baik. Saat ini jumlah auditor yang telah memiliki sertifikasi sebanyak 36 orang, dengan rincian sebagai berikut:

No	Nama / Name	Jabatan / Position	Sertifikat / Certificate	Organisasi Penyelenggara / Organizer
1	ZULFAHMI	Head Of Internal Auditor	Professional Internal Auditor (PIA)	PPAK
BIDANG OPERATIONS & ENGINEERING / OPERATIONS & ENGINEERING FIELD				
2	SISWANTO	Deputy Head Of Operation & Engineering Audit	Audit Operasional / Operational Audit	PPAK

Head of Internal Audit Unit Profile

The Internal Audit Unit is led by a Head of Internal Audit Unit, appointed and dismissed by the President Director with the approval of the Board of Commissioners. In 2015, the Head of Internal Audit Unit (KSPI) is held by Zulfahmi.

Indonesian Citizen, 53 years old. Born in Belawan on November 15, 1962. Obtained his Bachelor degree of Economic Management from Universitas Islam Syekh Yusuf. Have a working period in Angkasa Pura II for 29 years 7 months.

Certifications of Internal Audit Profession

Angkasa Pura II has requested all internal auditors to participate various professional trainings in order to meet the certification standards required by the Company. Head of SPI, Deputy Supervisor of SPI and Auditor Supervisor have been trained in the field of managerial and professional that is adequate to be able to manage the SPI Work Unit well. Currently, the number of auditors who have been certified amounted to 36 (thirty six) people, with the following details:

No	Nama / Name	Jabatan / Position	Sertifikat / Certificate	Organisasi Penyelenggara / Organizer
3	DWI WARASTO	Senior Auditor	Dasar Audit Forensik / Forensic Audit Basics	PPAK
4	IMAM ZAENAL EHWAN	Senior Auditor	Professional Internal Auditor (PIA)	PPAK
5	CECEP KURNIA	Senior Auditor	Audit Dasar II / Audit Basics II	YPIA
6	REIZA IRFANSYAH	Junior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
BIDANG HUMAN CAPITAL, GA & IT / HUMAN CAPITAL, GA & IT FIELD				
7	ANDANG SANTOSO	Deputy Head of Human Capital, GA & IT Audit	Dasar-dasar Audit / Audit Basics	PPAK
8	EVI HELTYSIANA	Senior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
9	SAKTIOKO	Senior Auditor	Certified Information System Audit (CISA)	ISACA
10	SHOLEH ROSYID	Junior Auditor	Professional Internal Auditor (PIA)	AAI
11	DANIA NURAINI	Junior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
12	HETTY SULISTYAWATY	Junior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
BIDANG FINANCE & CSR / FINANCE & CSR FIELD				
13	ENDANG SUPRIATNA	Deputy Head Offinance & CSR Audit	Dasar-dasar Audit / Audit Basics	PPAK
14	TETI GUNARTI	Senior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
15	LINA SILVIA	Senior Auditor	Audit Dasar II / Audit Basics II	YPIA
16	YUSUP ANDI KURNIAWAN	Junior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
17	REZI	Junior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
PROJECT				
18	HERU KARYADI	Senior Auditor	Audit Dasar II / Audit Basics II	YPIA
19	DONY WARDONO	Senior Auditor	Pengelolaan Tugas-tugas Audit / Audit Task Management	PPAK
20	PRAYOEDI HERLEBENG	Junior Auditor	Audit Dasar II / Audit Basics II	YPIA
21	RAFDI	Senior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
CONSULTING				
22	SYAMSUDDIN	Deputy Head of Consulting	Audit Kecurangan (Fraud Audit)	PPAK
23	MULYANA	Senior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
24	PRIO AMBARDI	Senior Auditor	Pengelolaan Tugas-tugas Audit	PPAK
COMMERCIAL & BUSINESS				
25	MAMAN SUTRIAMAN	Deputy Head of Commercial & Business Audit	Dasar-dasar Audit / Audit Basics	PPAK
26	DWI ARIES DARMAWAN	Senior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
27	TARSONO	Senior Auditor	Professional Internal Auditor (PIA)	AAI
28	BATTE RAYMOND	Senior Auditor	Audit Dasar II / Audit Basics II	YPIA
29	INDAH WIJAYANTI	Senior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
30	ELFIN	Junior Auditor	Audit Dasar II / Audit Basics II	YPIA
31	IRVIANDI IRVAN	Junior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
SHIA				
32	ABDUR RACHMAN	Deputy Head of Shia Audit	Professional Internal Auditor (PIA)	PPAK
33	YATMIN	Senior Auditor	Audit Dasar I / Audit Basics I	YPIA
34	DALISNIA	Senior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
35	EDY AE	Senior Auditor	Dasar-dasar Audit / Audit Basics	PPAK
IA OFFICER				
36	FERRY WIRAWAN	Staf Junior	Dasar-dasar Audit / Audit Basics	PPAK

Keterangan:

YPIA : Yayasan Pendidikan Internal Auditor
PPAK : Pusat Pelatihan Akuntansi & Keuangan
AAI : Asosiasi Auditor Internal
ISACA : Information System Audit & Control Association

Description:

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Peran Internal Auditor

Peran Internal Auditor dalam mewujudkan GCG adalah:

- a. Sebagai pengawas independen yang melakukan audit, evaluasi dan menilai operasional dan aktivitas Perusahaan;
- b. Sebagai katalisator dan konsultan dalam hal-hal tertentu bagi Direksi dan manajemen yang berkaitan dengan praktisi manajemen risiko, sistem pengendalian internal dan praktik GCG serta dalam upaya meningkatkan kinerja dan nilai Perusahaan secara berkelanjutan.

Tugas dan Tanggung Jawab Internal Auditor

Unit Internal Auditor Angkasa Pura II merupakan aparat pengawas (auditor) internal Perusahaan yang dipimpin oleh seorang kepala dan bertanggung jawab langsung kepada President Director. Internal Auditor Angkasa Pura II memiliki tugas dan tanggung jawab untuk:

- Membantu Direksi dalam memenuhi tanggung jawab pengelolaan Perusahaan, dengan cara audit atas ketaatan, operasional, dan kinerja seluruh kegiatan unit kerja Perusahaan serta memberikan saran-saran perbaikan mengarah pada pencapaian tujuan dan sasaran yang telah ditetapkan pada masing-masing unit kerja Perusahaan;
- Membantu Direksi dalam upaya meningkatkan terwujudnya good corporate governance, mendorong efektivitas sistem pengendalian internal Perusahaan, peningkatan pengelolaan risiko dan kinerja Perusahaan serta penerapan etika bisnis;
- Membantu Direksi untuk memberikan perhatian atas terjadinya perubahan lingkungan industri, risiko bisnis yang mungkin timbul, peluang upaya peningkatan efisiensi dan efektivitas dan hal-hal lain yang mempengaruhi kinerja Perusahaan;
- Mendorong unit-unit kerja di lingkungan Perusahaan dalam meningkatkan efektivitas sistem pengendalian internal dan pencapaian target kinerja unit kerja dalam rangka mencapai visi, misi, tujuan, dan sasaran Perusahaan;
- Memberikan penilaian tentang kecukupan dan efektivitas sistem pengendalian internal Perusahaan dan pengelolaan risiko atas kegiatan Perusahaan;
- Melaporkan hal-hal yang penting yang berkaitan dengan kelemahan dan peluang perbaikan proses pengendalian keuangan dan operasional kegiatan Perusahaan;
- Mengidentifikasi kegiatan-kegiatan yang akan diaudit, mengevaluasi serta menilai tingkat risiko kegiatan-kegiatan tersebut dalam kaitannya dengan perencanaan audit;

Role of Internal Auditor

SPI roles to realize GCG as follows:

- a. As an independent supervisor who conducts audit, evaluation and assess the Company's operations and activities,
- b. As a catalyst and consultants in certain matters for the Board of Directors and management related to practitioners of risk management, internal control system and GCG practices as well as in efforts to improve the performance and value of the Company sustainably.

Duties and Responsibilities of Internal Auditor

SPI of Angkasa Pura II is an internal supervisory (auditor) unit of the Company which led by a head and directly responsible to the President Director. SPI of Angkasa Pura II has duties and responsibilities to:

- Assist the Board of Directors in fulfilling the responsibility of the Company's management, by way of an audit of obedience, operational, and performance of the entire work unit activities of the Company and provide suggestions for improvement towards achieving the objectives and targets which have been set on each work unit of the Company;
- Assist the Board of Directors in order to improve the realization of good corporate governance, encourage the effectiveness of the Company's internal control system, improve the risk management and performance of the Company and the implementation of business ethics;
- Assist the Board of Directors to give attention to changes in the industrial environment, business risks that may arise, opportunities of efforts to improve efficiency and effectiveness and other matters that affect the Company's performance;
- Encourage work units within the Company to improve the effectiveness of internal control system and the achievement of business units performance targets in order to achieve vision, mission, objectives, and targets of the Company;
- Provide an assessment of the adequacy and effectiveness of the Company's internal control system and risk management on the Company's activities;
- Report important matters related to weaknesses and opportunities for improvement of the financial and operational control process of the Company's activities;
- Identify activities to be audited, evaluate and assess the risk level of such activities in relation to the audit planning;

- Memberikan laporan berkala atas hasil-hasil pelaksanaan audit triwulanan, semester, current audit, post audit, dan audit lanjutan (audit khusus) serta kecukupan sumber daya audit;
- Memberikan rekomendasi perbaikan atas proses bisnis dan pengendalian internal Perusahaan;
- Memantau pelaksanaan dan ketepatan pelaksanaan tindak lanjut atas laporan hasil audit (LHA).

Adapun ruang lingkup tugas Internal Auditor meliputi hal-hal sebagai berikut:

- a. Meninjau dan menilai untuk memastikan bahwa sistem pengendalian internal Perusahaan telah memadai, serta berfungsi secara efektif dalam mencapai tujuan dan sasaran Perusahaan secara efisien dan ekonomis dan menjamin kehandalan informasi keuangan dan informasi operasional Perusahaan serta menjaga dan melindungi aset Perusahaan;
- b. Melaksanakan audit operasional dan ketataan atas kegiatan manajemen yang bertujuan untuk menilai efisiensi dan efektivitas operasi Perusahaan, kehandalan informasi dan pelaporan Perusahaan, ketaatan terhadap peraturan perundang-undangan serta pengamanan aset Perusahaan;
- c. Melaksanakan audit lanjutan (audit khusus) terhadap kasus yang memiliki indikasi terjadinya kecurangan (*fraud*);
- d. Melaksanakan audit kinerja atas perencanaan dan program kerja masing-masing unit kerja dan penilaian kesesuaiannya dengan tujuan Perusahaan serta penilaian terhadap manajemen risiko;
- e. Melaksanakan penugasan khusus/tambahan yang relevan dengan ruang lingkup tugas Internal Auditor.

Pengembangan Kompetensi Internal Auditor

Angkasa Pura II senantiasa melakukan program peningkatan kompetensi personil Internal Auditor dengan melakukan program pengembangan kompetensi auditor secara sistematis dan berjenjang. Secara umum kebijakan pengembangan kompetensi pada tahun 2016 ditempuh dengan 2 cara, yaitu pengembangan kompetensi pada lembaga eksternal dan pengembangan kompetensi secara internal.

- Provide regular reports on the results of audit by quarter, semester, current audit, post audit, and advanced audit (special audits) as well as the adequacy of audit resources;
- Provide recommendations for improvement on business processes and internal control of the Company;
- Monitor the implementation and accuracy of follow-up on the audit results report (LHA).

Internal Auditor's scope of duties includes the following:

- a. Review and assess to ensure that the Company's internal control system is adequate and functioning effectively in achieving the Company's objectives and targets efficiently and economically and to ensure the reliability of financial information and operational information of the Company as well as to maintain and protect the Company's assets;
- b. Implement operational and compliance audits on the management activities that aim to assess the efficiency and effectiveness the Company's operations, the reliability of information and reporting of the Company, compliance with the laws and regulations as well as the security of the Company's assets;
- c. Implement advanced audit (special audits) on cases that have indications of fraud (*fraud*);
- d. Implement performance audits on the planning and work program of each work unit and conformity assessment with the company's objectives as well as assessment towards risk management;
- e. Carry out special/additional assignments relevant to the scope of duties of Internal Auditor.

Internal Auditor Competence Development

Angkasa Pura II is constantly improving the competence of Internal Auditor personnel by conducting the auditor competence development program in a systematic and tiered manner. In general, competence development policy in 2016 was carried out in 2 procedures, namely the development of competence in external institutions and internal competence development.

Selama tahun 2016, personil Internal Auditor telah mengikuti pelatihan audit sebagai berikut:

During 2016, Internal Auditor personnel have participated in audit training as follows:

Nama / Name	Jabatan / Position	Pelatihan / Training	Tanggal dan Tempat / Date and Event	Penyelenggara / Organizer
Zulfahmi	Kepala Unit Audit Internal / Head of Internal Audit Unit	Diklat Khusus Bagi Kepala SPI/Inspektorat / Special Education and Training for Head of Internal Audit/ Inspectorate	17-23 Maret 2016 di Hotel Bukit Indah, Puncak / March 17-23, 2016 in Bukit Indah Hotel, Puncak	Pusat Pengembangan Akuntansi dan Keuangan / Finance and Accounting Development Center
		Seminar Nasional KSPI / National Seminar on KSPI	10-13 Mei 2016 / May 10-13, 2016	Forum Komunikasi Satuan Pengawas Internal / Communication Forum on Internal Audit

Laporan Kinerja Satuan Pengawas Intern 2016

Pelaksanaan Program Kerja Audit Tahunan (PKAT) tahun 2016 difokuskan pada Kantor Pusat dan Kantor Cabang. Program kerja Internal Auditor pada tahun 2016 meliputi antara lain audit operasional/kinerja bandara, kegiatan evaluasi pengadaan barang dan jasa atas proyek pengembangan bandara, dan kegiatan pemeriksaan khusus/audit investigasi, dengan realisasi sebagai berikut:

A. Audit Operasional

Pelaksanaan Audit Operasional pada tahun 2016 dilakukan dengan menggunakan metode pemeriksaan berbasis risiko (risk based audit) dengan jadwal pelaksanaan yang direncanakan dilakukan di Kantor Pusat dan 13 (Tiga belas) Kantor Cabang sebagai berikut:

2016 Performance Report of Internal Audit Unit

Implementation of the Annual Audit Work Program (PKAT) in 2016 focused on the Head Office and Branch Offices. SPI work program in 2016 consists of the audit of airport operations/ performance, review of the procurement of goods and services on the airport development project, special inspection/ investigation audit and consultations & coaching, with the realization as follows:

A. Operational Audit

Implementation of Operational Audit in 2016 performed by applying risk-based audit with the implementation schedule was planned to be held in the Head Office and 13 (Thirteen) Branch Offices as follows:

Tabel Pelaksanaan Audit Operasional Tahun 2016

Table of 2016 Operational Audit Implementation

No	Obyek Audit / Audit Object	Waktu Pelaksanaan / Date of Event	Jangka Waktu / Period of Time	Keterangan / Description
1.	KCU Bandara Internasional Soekarno Hatta- Tangerang / KCU of Soekarno Hatta International Airport - Tangerang	15 Februari - 4 Maret 2016 / February 15 - March 4, 2016 6 - 24 Juni 2016 / June 6-24, 2016 10 - 28 Oktober 2016 / October 10-28, 2016	3 Minggu / 3 Weeks 3 Minggu / 3 Weeks 3 Minggu / 3 Weeks	- Audit Operasional Tahap I / Operational Audit Phase I - Audit Operasional Tahap II / Operational Audit Phase II - Audit Operasional Tahap III / Operational Audit Phase III
2.	Kantor Pusat / Head Office	09 s.d 27 Juni 2016 / June 9-27, 2016 07 s.d 25 November 2016 / November 7-25, 2016	3 Minggu / 3 Weeks 3 Minggu / 3 Weeks	- Audit Operasional Tahap I / Operational Audit Phase I - Audit Operasional Tahap II / Operational Audit Phase II
3.	KC Bandara Sultan Thaha-Jambi / KC of Sultan Thaha - Jambi Airport	22 februari s.d 04 Maret 2016 / February 22 - March 4, 2016	2 Minggu / 2 Weeks	Audit Operasional
4.	KC Bandara Sultan Iskandar Muda-Aceh / KC of Sultan Iskandar Muda-Aceh Airport	22 februari s.d 04 Maret 2016 / February 22 - March 4, 2016	2 Minggu / 2 Weeks	Audit Operasional
5.	KC Bandara Supadio-Pontianak / KC of Supadio-Pontianak Airport	14 s.d 25 Maret 2016 / March 14-25, 2016	2 Minggu / 2 Weeks	Audit Operasional
6.	KC Bandara Husein Sastranegara-Bandung / KC of Husein Sastranegara-Bandung Airport	14 s.d 25 Maret 2016 / March 14-25, 2016	2 Minggu / 2 Weeks	Audit Operasional
7.	KC Bandara Halim Perdanakusuma-Jakarta / KC of Halim Perdanakusuma- Jakarta Airport	11 s.d 22 April 2016 / April 11-22, 2016	2 Minggu / 2 Weeks	Audit Operasional
8.	KC Bandara Internasional Kualanamu-Medan dan KC Silangit-Medan / KC of Kualanamu International Airport-Medan and KC of Silangit-Medan	11 s.d 22 April 2016 / April 11-22, 2016	2 Minggu / 2 Weeks	Audit Operasional
9.	KC Bandara Sultan Syarif Kasim II-Pekanbaru / KC of Sultan Syarif Kasim II-Pekanbaru Airport	09 s.d 20 Mei 2016 / May 9-20, 2016	2 Minggu / 2 Weeks	Audit Operasional
10.	KC Bandara Internasional Minangkabau-Padang / KC of International Minangkabau-Padang Airport	09 s.d 20 Mei 2016 / May 9-20, 2016	2 Minggu / 2 Weeks	Audit Operasional

No	Obyek Audit / Audit Object	Waktu Pelaksanaan / Date of Event	Jangka Waktu / Period of Time	Keterangan / Description
11.	KC Bandara Raja Haji Fisabilillah-Tanjung Pinang / KC of Raja Haji Fisabilillah-Tanjung Pinang Airport	13 s.d 24 Juni 2016 / June 13-24, 2016	2 Minggu / 2 Weeks	Audit Operasional
12.	KC Bandara Sultan Mahmud Badaruddin II-Palembang / KC of Sultan Mahmud Badaruddin II Airport - Palembang	13 s.d 24 Juni 2016 / June 13-24, 2016	2 Minggu / 2 Weeks	Audit Operasional
13.	KC Bandara Depati Amir-Pangkal Pinang / KC of Depati Amir-Pangkal Pinang Airport	22 Agustus-22 September 2016 / August 22-September 22, 2016	2 Minggu / 2 Weeks	Audit Operasional

B. Evaluasi Proyek Pengembangan Bandara

Evaluasi Proyek Pengembangan Bandara adalah evaluasi terhadap kegiatan pengadaan barang dan jasa atas pekerjaan proyek pengembangan bandara di seluruh cabang-cabang perusahaan untuk menilai apakah kegiatan tersebut telah berjalan lancar, sesuai dengan ketentuan yang berlaku dan memenuhi prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*).

Rencana pelaksanaan peninjauan Proyek Pengembangan Bandara pada tahun 2016 adalah sebagai berikut:

B. Evaluation of Airport Development Project

Evaluation of Airport Development is an evaluation towards the procurement of goods and services on the operation of airport development project in all branches of the company to assess whether the activity has run well, in accordance with the applicable provisions and has met the principles of Good Corporate Governance.

Review of the Airport Development Project Plan in 2016 was as follows:

Tabel evaluasi Proyek Pengembangan Bandara Tahun 2016

Table of 2016 Airport Development Project evaluation

No	Obyek Audit / Audit Object	Waktu Pelaksanaan / Date of Event	Jangka Waktu / Period of Time	Keterangan / Description
1.	Proyek Pengembangan Bandara Sultan Thaha-Jambi / Sultan Thaha - Jambi Airport Development Project	18 s.d 29 Januari 2016 / January 18-29, 2016	12 Hari / 12 Days	Evaluasi I proyek pengembangan Bandara akan di jadwal ulang / Evaluation I of Airport development project will be rescheduled
2.	Proyek Pengembangan Bandara Husein Sastranegara-Bandung / Husein Sastranegara Airport Development Project - Bandung	29 Agustus s.d 10 September 2016 / August 29 - September 10, 2016	10 Hari / 10 Days	Lanjutan evaluasi proyek pengembangan Bandara / Further evaluation of Airport development project
3.	Proyek Pengembangan Bandara Sultan Mahmud Badaruddin II-Palembang / Sultan Mahmud Badaruddin II Airport Development Project - Palembang	07 s.d 18 Maret 2016 / March 7-18, 2016	12 Hari / 12 Days	Lanjutan evaluasi proyek pengembangan Bandara / Further evaluation of Airport development project
4.	Proyek Pengembangan Bandara Sultan Syarif Kasim II-Pekanbaru / Sultan Syarif Kasim II Airport Development Project - Pekanbaru	04 s.d 22 April 2016 / April 4-22, 2016	12 Hari / 12 Days	Lanjutan evaluasi proyek pengembangan Bandara / Further evaluation of Airport development project
5.	Proyek Pengembangan Bandara Soekarno Hatta-Tangerang / Soekarno Hatta Airport Development Project - Tangerang	16 Mei s.d 26 Juli 2016 / May 16-July 26, 2016	60 Hari / 60 Days	Lanjutan Terminal 3 Ultimate dan Non Terminal 3 / Next stage of Terminal 3 Ultimate and Non Terminal 3
6.	Proyek Pengembangan Bandara Kualanamu-Medan / Kualanamu Airport Development Project - Medan	08 s.d 19 Agustus 2016 / August 8-19, 2016	12 Hari / 12 Days	Lanjutan evaluasi Pengembangan Bandara Kualanamu-Medan / Further evaluation of Kualanamu Airport Development - Medan

AUDITOR EKSTERNAL

Auditor Eksternal adalah pihak yang independen profesional yang melakukan audit keuangan dan audit lainnya seperti audit operasional, audit khusus, audit mutu, audit investigasi dan audit teknologi informasi.

Dengan status Perseroan sebagai Badan Usaha Milik Negara (BUMN), kewajiban pelaksanaan audit oleh badan eksternal

EXTERNAL AUDITOR

External Auditor is a professional independent party that carries out a financial audit and other audits such as operational audit, special audit, quality audit, investigation audit and information technology audit.

With the Company's status as the State-Owned Enterprise (SOE), the implementation of an audit by an external agency is

diwajibkan sebagaimana yang tercantum dalam Bab VII Pasal 71 UU No. 19 Tahun 2003 tentang BUMN dan Pasal 68 ayat 1 UU No.40 Tahun 2007 tentang Perseroan Terbatas.

Untuk menjaga independensinya, maka:

- Auditor Eksternal melaporkan hasil auditnya kepada Komisaris dan Direksi
- Auditor Eksternal harus bebas dari pengaruh dan tidak memiliki benturan kepentingan dengan Komisaris, Direksi dan pihak yang berkepentingan di Perusahaan (stakeholders).
- Auditor Eksternal tidak boleh memberikan jasa lain di luar audit selama periode audit.
- Auditor Eksternal tidak boleh mempunyai kepentingan keuangan yang materiil baik langsung maupun tidak langsung dan hubungan bisnis dengan Perusahaan.

Pernyataan Independensi Auditor Eksternal

Auditor Eksternal yang ditunjuk melaksanakan Audit Laporan Keuangan PT Angkasa Pura II (Persero) untuk Tahun Buku 2016 adalah KAP Purwantono, Sungkoro dan Surja (Ernst & Young (EY)) Penugasan Auditor Eksternal tersebut di dasarkan oleh Nota Dinas Head of Procurement No.KSN.54-16/00.05/10/2016/10 tanggal 31 Oktober 2016 dan ditetapkan dalam Surat Penetapan Pelaksana Pekerjaan Nomor: 05.02/00.17/10/2016/1148 di mana KAP tersebut dinyatakan independen dalam melaksanakan tugas-tugas audit dengan tidak memiliki benturan kepentingan dan hubungan afiliasi sampai dengan derajat kedua dengan Komisaris, Direksi dan pihak-pihak berkepentingan di Perseroan.

Informasi Auditor Eksternal dalam Tujuh Tahun Terakhir

Fungsi pengawasan independen terhadap aspek keuangan Angkasa Pura II dilakukan dengan melaksanakan pemeriksaan Audit Eksternal yang dilakukan oleh Kantor Akuntan Publik. Penunjukan Auditor Eksternal dilakukan berdasarkan Risalah RUPS Angkasa Pura II tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2016 berdasarkan rekomendasi Dewan Komisaris. Pada tahun 2016, Ernst & Young (EY) memenangkan pekerjaan untuk melakukan audit untuk Laporan Keuangan dan PKBL periode 1 Januari hingga 31 Desember 2016. Data Auditor Eksternal Angkasa Pura II selama 7 (tujuh) tahun terakhir ialah sebagai berikut:

required as stated in Chapter VII Article 71 Law No. 19 of 2003 on SOEs and Article 68 Paragraph 1 Law No.40 of 2007 on the Limited Liability Company.

To maintain its independence, then:

- External Auditor reports its audit reports to the Board of Commissioners and the Board of Directors
- External Auditor must be free from any influence and conflict of interest with the Board of Commissioners, the Board of Directors and parties that have interest with the Company (stakeholders).
- External Auditor must not other services outside the audit during the period.
- External Auditor must not have any material financial interest both directly and indirectly and any business relationship with the Company.

Statement of Independence of External Auditor

External Auditor that was appointed to perform Financial Statements Audit of PT Angkasa Pura II (Persero) for 2016 Fiscal Year was KAPPurwantono, Sungkoro and Surja (member of Ernst & Young (EY)) The assignment of External Auditor was based on Official Memo of Head of Procurement No.KSN.54-16 / 00.05 / 10 / 2016 / 10 dated October 31, 2016, and stipulated in Letter of Determination of Duty Implementer Number 05.02 / 00.17 / 10 / 2016 / 1148 where the KAP was declared to be independent in performing audit duties by having no conflict of interest and affiliation relationship up to the second degree with the Board of Commissioners, the Board of Directors and parties that have interest with te Company.

Information of the External Auditor in the Last Seven Years

Function of independent supervision on the financial aspect of Angkasa Pura II is performed by implementing External Audit assessment carried out by Public Accounting Firm. The appointment of External Auditor is conducted based on the Minutes of GMS of Angkasa Pura II on Agreement of Annual Report and Ratification of Financial Statements for 2016 Fiscal Year based on the Board of Commissioners recommendation. In 2016, Ernst & Young (EY) managed to perform the audit for the Financial Statements and PKBL of the period of January until December 31, 2016. Data of Angkasa Pura II External Auditors in the last seven years is as follows:

Tahun / Year	Kantor Akuntan Publik / Public Accounting Firm	Biaya / Fee	Rekanan Pelaksana / Partner
2016	KAP Purwantono, Sungkoro dan Surja (Ernst & Young (EY)) / Purwantono, Sungkoro and Surja (Ernst & Young (EY)) Public Accountant	Rp1.180.000.000	Purwantoro, Sungkoro & Surja
2015	KAP Purwantono, Sungkoro dan Surja (Ernst & Young (EY)) / Purwantono, Sungkoro and Surja (Ernst & Young (EY)) Public Accountant	Rp1.190.000.000	Purwantoro, Sungkoro & Surja
2014	Hertanto, Sidik & Rekan / Hertanto, Sidik & Partners	Rp1.052.782.500	Indra Soesetiawan, CPA
2013	Hertanto, Sidik & Rekan / Hertanto, Sidik & Partners	Rp1.052.782.500	Indra Soesetiawan, CPA
2014	Hertanto, Sidik & Rekan / Hertanto, Sidik & Partners	Rp1.002.761.000	Indra Soesetiawan, CPA
2012	Hertanto, Sidik & Rekan / Hertanto, Sidik & Partners	Rp1.005.473.875	Indra Soesetiawan, CPA
2011	Hertanto, Sidik & Rekan / Hertanto, Sidik & Partners	Rp1.052.782.500	Indra Soesetiawan, CPA

Dalam pelaksanaan audit Laporan Keuangan Perusahaan Tahun Buku 2016, Angkasa Pura II telah menunjuk Kantor Akuntan Publik (KAP) Ernst & Young. Lingkup Audit yang dilakukan KAP Ernst & Young juga mencakup audit Laporan Manajemen, Laporan Kepatuhan, Pengendalian Internal dan Laporan Program Kemitraan dan Bina Lingkungan (PKBL) Tahun Buku 2016. Adapun total biaya yang dikeluarkan untuk audit Laporan Keuangan Konsolidasi pada tahun 2016 adalah sebesar Rp1.180.000.000 (sudah termasuk PPN) dan tidak termasuk *Out of Pocket Expenses* (OPE). KAP Ernst & Young yang ditunjuk telah menyelesaikan tugasnya secara independen sesuai standar profesional akuntan publik dan perjanjian kerja serta ruang lingkup audit yang telah ditetapkan.

In the implementation of Financial Statements audit of the Company for 2016 Fiscal Year, Angkasa Pura II has appointed Ernst & Young Public Accounting Firm. Scope of Audit performed by KAP Ernst & Young also covered the Management Report audit, Compliance Report, Internal Control and Report of the Partnership and Community Development Program (PKBL) for 2016 Fiscal Year. The total cost incurred to audit the Consolidated Financial Statements in 2016 amounted to Rp..... (Including VAT) and excluding the Out of Pocket Expenses (OPE). The appointed KAP Ernst & Young has performed its duties independently based on the professional standards of public accountant and work agreements as well as the scope of audit which has been determined.

SISTEM PENGENDALIAN INTERNAL

Pengendalian internal adalah proses yang dirancang dan dijalankan oleh Dewan Komisaris, Direksi dan anggota manajemen lainnya serta seluruh personil Perusahaan, yang ditujukan untuk memberikan keyakinan yang memadai atas tercapainya efektivitas dan efisiensi operasi, keandalan pelaporan keuangan serta kepatuhan terhadap hukum dan peraturan yang berlaku. Penerapan sistem pengendalian internal yang dilakukan oleh Angkasa Pura II mengacu pada 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 Pasal 26.

Kebijakan sistem pengendalian Internal

Angkasa Pura II telah memiliki Kebijakan Sistem Pengendalian Internal yang terdapat dalam Pedoman Tata Kelola Perusahaan. Sistem Pengendalian Internal adalah suatu proses yang terintegrasi pada tindakan dan kegiatan yang dilakukan terus menerus oleh pimpinan dan seluruh Insan Angkasa Pura II untuk memberikan keyakinan memadai atas tercapainya tujuan Perusahaan melalui:

INTERNAL CONTROL SYSTEM

Internal control is a process designed and implemented by the Board of Commissioners, Board of Directors and other management members as well as the entire personnel of the Company that is intended to provide reasonable assurance on the achievement of the effectiveness and efficiency of operations, financial reporting reliability and compliance with applicable laws and regulations. Implementation of internal control system conducted by Angkasa Pura II refers to the Regulation of the State Minister of State-Owned Enterprises No: PER-01 / MBU / 2011 on Implementation of Good Corporate Governance in State-Owned Enterprises Article 26.

Internal Control System Policy

Angkasa Pura II has had Internal Control System Policy contained in the Company's Code of Corporate Governance. Internal Control system is an integrated process on actions and activities conducted continuously by the leaders and the entire personnel of Angkasa Pura II to provide reasonable assurance on the achievement of the Company's objectives through:

- Kegiatan yang efektif dan efisien;
- Keandalan pelaporan keuangan;
- Pengamanan aset Perusahaan;
- Ketaatan terhadap peraturan perundang-undangan.

Implementasi Sistem Pengendalian Internal

Penerapan pengendalian internal yang dilakukan oleh Dewan Komisaris adalah dengan melakukan pengawasan dan penasehatan terkait proses kecukupan dan kewajaran dalam penyusunan laporan keuangan, pengelolaan risiko dengan memperhatikan prinsip kehati-hatian yang dibantu oleh Komite Audit dan Komite Investasi dan Risiko Usaha. Sedangkan Direksi menerapkan sistem pengendalian internal melalui penerapan kebijakan dan prosedur perusahaan secara konsisten dan memenuhi kepatuhan terhadap regulasi yang berlaku, antara lain terkait dengan kegiatan usaha perusahaan dan manajemen risiko, rencana strategis, pembagian tugas, pendelegasian wewenang serta kebijakan akuntansi yang memadai.

Direksi menetapkan suatu sistem pengendalian internal yang efektif untuk mengamankan investasi dan aset Perusahaan. Lingkungan pengendalian internal dalam perusahaan dilaksanakan dengan disiplin dan terstruktur, integritas yang tinggi, nilai etika serta kompetensi karyawan.

Kesesuaian Sistem Pengendalian Internal Dengan Kerangka COSO

Sistem pengendalian keuangan dan operasional Perseroan sejalan dengan sistem pengendalian internal menurut Committee of Sponsoring Organization of the Tradeway Commission (COSO). Sistem pengendalian tersebut mencakup berbagai kebijakan, prosedur, kegiatan pemantauan dan komunikasi, serta standar perilaku dan berbagai inisiatif yang ditujukan untuk:

- Mengamankan aset (*security objectives*);
- Mengupayakan efisiensi dan efektivitas operasi Perseroan (*operational objectives*);
- Mengembangkan keandalan dan kelengkapan informasi akuntansi/finansial dan manajemen (*information objectives*); serta
- Menjamin kepatuhan terhadap kebijakan dan prosedur serta peraturan perundangan yang berlaku (*compliance objectives*).

Evaluasi Efektivitas Sistem Pengendalian Internal

Untuk mengevaluasi pelaksanaan sistem pengendalian internal, Angkasa Pura II telah membentuk Unit Internal

- Effective and efficient activities;
- Financial reporting reliability;
- Security of Company assets;
- Compliance with the laws and regulations.

Internal Control System Implementation

Implementation of internal control conducted by the Board of Commissioners is to conduct supervision and advisory related to the adequacy and fairness in the process of financial statement preparation, risk management by taking into account the precautionary principle which is assisted by the Audit Committee and Investment Committee and Business Risk. While the Board of Directors applies internal control system through the implementation of the Company's policies and procedures consistently and fulfills the compliance with the applicable regulations, among others related to the Company's business activities and risk management, strategic planning, division of duties, delegation of authority and adequate accounting policies.

The Board of Directors establishes an effective internal control system to safeguard the Company's investments and assets. Internal control environment in the Company is conducted with discipline and structured, high integrity, ethical values as well as employees' competence.

Internal Control System's Compliance with COSO Framework

The Company's financial and operational control system is in line with the system set by the Committee of Sponsoring Organization of the Tradeway Commission (COSO). The control system covers various policies, procedure, monitoring and communication activities, code of conduct and various initiatives aimed to do the following:

- Protecting asset (*security objectives*);
- Making efficiency and effectiveness of the Company's operation (*operational objectives*);
- Improving reliability and completing information on accounting/finance and management (*information objectives*); and
- Ensuring compliance with the policy and procedure and the applicable rules and regulations (*compliance objectives*).

Evaluation of Internal Control system Effectiveness

To evaluate the internal control system, Angkasa Pura II has established an Internal Audit Unit. Evaluation results on the

Auditor. Hasil evaluasi atas pelaksanaan sistem pengendalian internal menjadi salah satu dasar evaluasi Manajemen terhadap efektifitas sistem pengendalian internal untuk menentukan perbaikan dan penyempurnaan sistem ataupun kebijakan yang memungkinkan Manajemen dapat secara lebih efektif menjalankan kegiatan operasional Perusahaan.

Internal Auditor merupakan bagian dari Sistem Pengendalian Internal Angkasa Pura II yang dibentuk untuk membantu President Director dalam memenuhi kewajibannya kepada Pemegang Saham yang bertanggung jawab di dalam melaksanakan Audit Internal di Perusahaan. Internal Auditor melakukan upaya peningkatan pengendalian internal (internal control) dalam berbagai kegiatan operasional Perusahaan. Pengendalian internal di lingkungan Angkasa Pura II senantiasa dievaluasi agar mampu mengikuti perkembangan usaha Perusahaan.

MANAJEMEN RISIKO DAN KEPATUHAN

Angkasa Pura II secara berkelanjutan terus mengembangkan dan meningkatkan kerangka sistem pengelolaan risiko dan struktur pengendalian internal yang terpadu dan komprehensif, yang bertujuan untuk melindungi Perusahaan dari risiko yang berdampak negatif terhadap pencapaian tujuan dan mengeksplorasi peluang untuk meningkatkan benefit. Kerangka manajemen risiko ini dituangkan dalam kebijakan, prosedur, kewenangan dan ketentuan lain serta berbagai perangkat manajemen risiko yang berlaku di seluruh lingkup aktivitas usaha.

Dalam rangka pengembangan manajemen risiko yang sesuai dengan standar bandara internasional, manajemen Angkasa Pura II telah menyusun profil risiko korporasi, untuk fungsi Operasional dan Teknik yang fokus pada proses bisnis Perusahaan antara lain: Safety, Security, Services through Compliance (3S+1C) yang merupakan compulsory dalam pengelolaan risiko, serta di lingkungan Administrasi, Keuangan dan Komersial yang mengarah pada risiko tinggi.

Pengelola Manajemen Risiko

Dalam pengelolaan manajemen risiko, Angkasa Pura II telah membentuk unit Risk Management & Compliance sebagai penanggung jawab dalam memfasilitasi pelaksanaan Pedoman Kebijakan Manajemen Risiko oleh setiap Risk Owner dan jajarannya. Lingkup kerja Risk Management & Compliance meliputi Kantor Pusat dan 13 (tiga belas) Kantor Cabang Angkasa Pura II.

implementation of internal control system becomes one of the evaluation basis of the Management towards the effectiveness of internal control system to determine improvement and enhancement of system or policies that allow the Management to be more effective in running the Company's operating activities.

Internal Audit is part of the Internal Control System of Angkasa Pura II, which was formed to assist the President Director in fulfilling its obligations to Shareholders who is responsible in implementing Internal Audit in the Company. Internal Audit makes efforts of internal control improvement in various operating activities of the Company. Internal control in Angkasa Pura II is always evaluated in order to be able to follow the Company's business development.

RISK MANAGEMENT AND COMPLIANCE

Angkasa Pura II continuously develops and improves the framework of risk management systems and internal control structure to become integrated and comprehensive, aiming to protect the Company from risks that negatively affect the achievement of objectives and to explore opportunities for increasing benefits. The risk management framework is stated in policies, procedures, powers and other provisions as well as a variety of risk management tools in all aspects of business activity.

In order to develop risk management in accordance with the standards of the international airport, the management of Angkasa Pura II has drawn up a risk profile corporations, to the functions of Operations and Techniques that focus on business processes, among others: Safety, Security, Services through Compliance (3S + 1C), which is compulsory in risk management, as well as in the Administration, Finance and Commercial which leads to a high risk.

Risk Management Administrator

In the risk management, Angkasa Pura II has established a Risk Management & Compliance unit that is in charge of facilitating the implementation of the Risk Management Policy Guidelines by each Risk Owner and staff. The scope of work of the Risk Management & Compliance includes a Head Office and 13 (thirteen) Branch Offices of Angkasa Pura II.



Profil Head Of Risk Management & Compliance

Warga Negara Indonesia, umur 48 tahun. Menyelesaikan pendidikan S1 pada Fakultas Hukum Universitas Islam Syekh Yusuf, Tangerang. Memiliki pengalaman menduduki jabatan penting antara lain: pengawas senior bidang operasi dan teknik (2013), deputy pengawas bidang operasi dan teknik (2014) dan menjabat sebagai Head of Risk Management & compliance tahun 2016 sampai dengan saat ini.

Tugas dan Tanggung Jawab Risk management & Compliance

Tugas dan tanggung jawab Risk Management & Compliance, adalah sebagai berikut:

- Mengkoordinasikan upaya-upaya pengembangan dan pemeliharaan sistem manajemen risiko yang efektif dan efisien sesuai kebutuhan dan ketersediaan sumber daya Perusahaan;
- Memfasilitasi pelaksanaan Pedoman Kebijakan Manajemen Risiko oleh setiap Risk Owner dan jajarannya;
- Mengumpulkan laporan Profil Risiko unit kerja dari setiap Risk Owner, mengagregasikannya menjadi Profil Risiko korporat dan melaporkan Profil Risiko korporat kepada Direksi secara berkala atau sewaktu-waktu sesuai permintaan Direksi;
- Melaksanakan Risk Assessment;
- Membuat kajian risiko untuk pengambilan keputusan strategis Direksi, terutama yang memiliki potensi nilai dampak kerugian yang signifikan.

Profile of Head Of Risk Management & Compliance

Indonesian Citizen, 48 years old. Obtained his Bachelor's Degree at the Faculty of Law at the University of Islam Syekh Yusuf, Tangerang. Has experiences serving as senior auditor of operations and engineering (2013), deputy auditor of operations and engineering (2014) and served as the head of risk management & compliance 2016 until present.

Duties and Responsibilities of Risk management & Compliance

Duties and responsibilities of the Risk Management & Compliance are as follows:

- Coordinate the efforts of development and maintenance of risk management system that is effective and efficient in accordance with the requirements and availability of the Company's resources;
- Facilitate the implementation of Risk Management Policy Guidelines by each Risk Owner and its ranks;
- Collect the Risk Profile report of work units from each Risk Owner, aggregate it into corporate risk profile and report it to the Board of Directors regularly or any time by the request of the Board of Directors;
- Implement Risk Assessment;
- Make a risk study for the strategic decision making of the Board of Directors, especially the one with high potential value impact of significant losses.

Kebijakan Manajemen Risiko

Dalam melakukan pengawasan dan pengelolaan risiko bisnis yang material, Angkasa Pura II memiliki Kebijakan Manajemen Risiko berdasarkan Surat Keputusan Nomor : C0.793/HK.201/ APII-2015 PD.01.02/11/2015/0057 Tanggal 24 November 2015 yang mengacu pada ISO 31000:2009 Risk Management - Principles and Guidelines, yang telah diadopsi menjadi standar nasional SNI ISO 31000:2011.

Kebijakan tersebut bertujuan untuk memberikan pedoman kepada seluruh Insan Angkasa Pura II untuk secara efektif melakukan proses dan kegiatan manajemen risiko, sehingga sesuai dengan peraturan yang berlaku. Selain itu, kebijakan manajemen risiko tersebut juga bertujuan untuk memastikan bahwa Manajemen dan seluruh pegawai memiliki persepsi serta pemahaman yang sama mengenai konsep manajemen risiko, dan menumbuhkan kesadaran mengenai pentingnya manajemen risiko yang berkelanjutan di Perusahaan.

Tujuan Manajemen Risiko

1. Meningkatkan kesadaran bahwa semua upaya pencapaian sasaran dan target-target Perusahaan mengandung risiko dan karenanya setiap individu, unit kerja (Direktorat, Sub Direktorat, Biro, Kantor Cabang dst.), harus dapat mengelola risiko sesuai kedudukan dan tanggung jawabnya masing-masing sebagai bagian dari pengelolaan risiko korporat terintegrasi.
2. Meningkatkan kepastian pencapaian sasaran dan targettarget Perusahaan dengan cara:
 - a. Menurunkan tingkat kemungkinan terjadinya peristiwaperistiwa yang dapat menghambat kelancaran proses bisnis;
 - b. Meminimalkan kerugian sebagai potensi dampak yang ditimbulkan oleh peristiwa-peristiwa tersebut.

Komponen Pengelolaan Risiko

Sistem Manajemen Risiko Angkasa Pura II terdiri dari 3 (tiga) komponen yang saling berhubungan, yaitu:

1. Prinsip-prinsip manajemen risiko;
2. Kerangka kerja dalam mengelola risiko; dan
3. Proses pengelolaan risiko.

Risk Management Policy

In conducting the supervision and management of material business risks, Angkasa Pura II has a Risk Management Policy based on the Decree Number : C0.793 / HK.201 / APII-2015 PD.01.02 / 11 / 2015 / 0057 dated November 24, 2015 that refers to ISO 31000:2009, Risk Management - Principles and Guidelines, which has been adopted as a national standard of SNI ISO 31000:2011.

The policy aims to provide guidance to all personnel of Angkasa Pura II to effectively conduct risk management processes and activities, to be in accordance with applicable regulations. In addition, the risk management policy also aims to ensure that the Management and all employees have the same perception and understanding of the concept of risk management, and raise the awareness about the importance of sustainable risk management in the Company.

Risk Management Objectives

1. To raise the awareness that all efforts to achieve the goals and targets of the Company involve risks and therefore each individual, work unit (Directorate, Sub-Directorate, Bureau, Branch Offices, etc.), should be able to manage risks according the each position and responsibility as part of an integrated corporate risk management.
2. To increase the certainty of achievement of the goals and targets of the Company by:
 - a. Lowering the possibility level of events that may hamper the business processes;
 - b. Minimizing losses as the potential impact caused by these events.

Risk Management Components

Risk Management System of Angkasa Pura II consists of 3 (three) related components, namely:

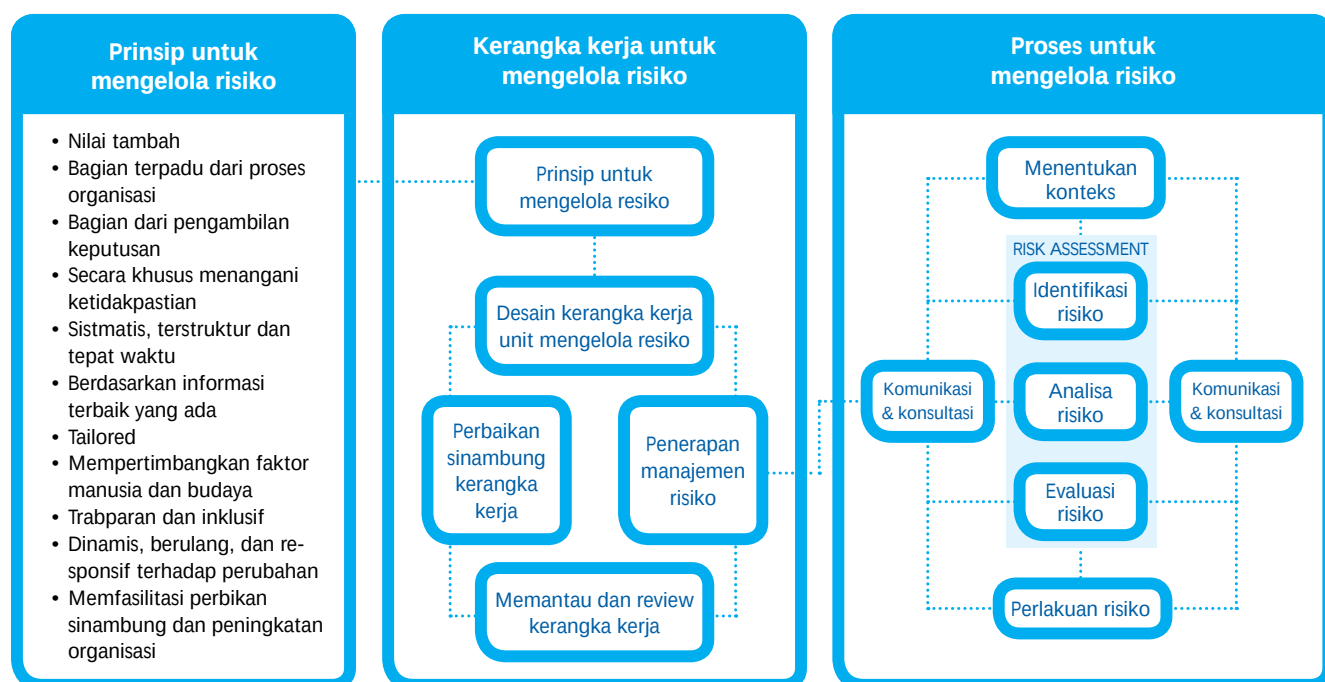
1. Risk management principles;
2. Framework in managing risks; and
3. Risk management process.

Prinsip-prinsip manajemen risiko merupakan pondasi (aturan dasar) bagi pengembangan kerangka kerja pengelolaan risiko yang merupakan pilar-pilar bagi penerapan proses manajemen risiko. Sementara proses manajemen risiko adalah penjabaran dari kerangka kerja pengelolaan risiko dalam rangka mempermudah penerapan prinsip-prinsip pengelolaan risiko, baik di tingkat korporat, di tingkat unit kerja, maupun individu.

Risk management principles are the foundation (basic rules) for the development of a framework of risk management that becomes the cornerstones for the implementation of the risk management process. While the risk management process is a description from the risk management framework in order to facilitate the application of risk management principles, both at the corporate level, at the unit level, as well as individual level.

Hubungan Tiga Komponen Sistem Manajemen Risiko Proses Manajemen Risiko

Relationship of Three Risk Management System Components Risk Management Process



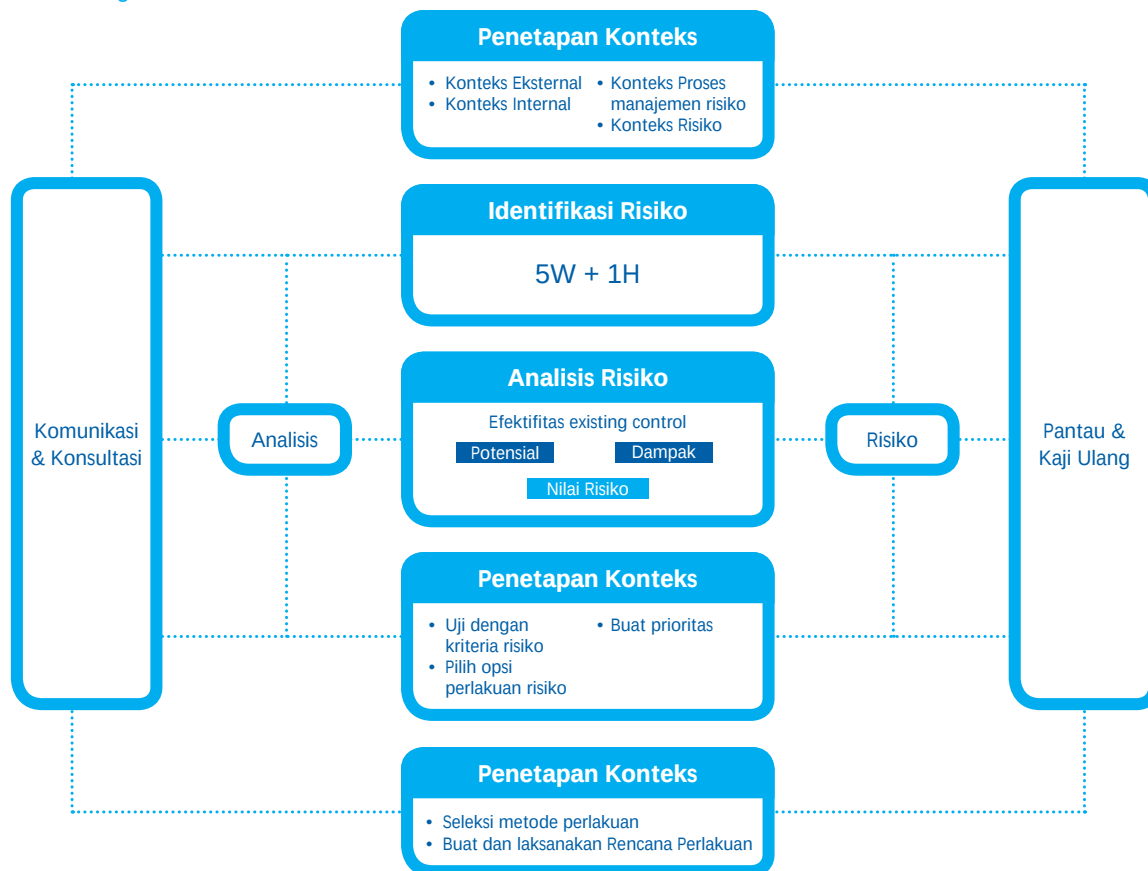
Proses Manajemen Risiko Angkasa Pura II meliputi dua kelompok kegiatan utama, yaitu:

- Tahapan kegiatan utama meliputi:
 - Tahap 1: Penetapan konteks bisnis
 - Tahap 2: *Assessment* risiko
 - Tahap 3: Perlakuan risiko
- Tahapan kegiatan penunjang meliputi:
 - Tahap 4: Komunikasi & konsultasi
 - Tahap 5: Pemantauan & kaji ulang

Risk Management Process of Angkasa Pura II consists of two main groups of activities, namely:

- Main activities stages include:
 - Stage 1: Business context determination
 - Stage 2: Risk Assessment
 - Stage 3: Risk Treatment
- Supporting activities stages include:
 - Stage 4: Communications & Consultations
 - Stage 5: Monitoring & review

Skema Proses Manajemen Risiko / Risk Management Process Schemes



Tahap 1: Penetapan Konteks

1. Penetapan konteks bertujuan untuk mempersiapkan data dan informasi yang jelas, andal, dan mencukupi demi kelancaran dan akurasi proses *assessment* risiko;
2. Penetapan konteks merupakan tahap yang mendasar dan menjadi prasyarat dalam fase identifikasi risiko pada tahap *assessment* risiko. Tahap penetapan konteks mencakup fase penetapan konteks eksternal:
 - a) penetapan konteks internal;
 - b) penetapan konteks proses manajemen risiko, dan
 - c) penetapan kriteria risiko.
3. Pedoman ini hanya memuat peta konteks bisnis pada tingkat korporat sebagai panduan bagi para *Risk Owner* untuk menetapkan konteks bisnis pada unit kerja masing-masing.

Tahap 2: *Assessment* Risiko

1. Tujuan *assessment* risiko adalah menelusuri, mengidentifikasi, mengukur nilai risiko, dan menentukan prioritas perlakuan risiko;

Stage 1: Context Determination

1. Determination of context aims to prepare data and information that is clear, reliable, and sufficient for the smoothness and accuracy of risk assessment process;
2. Determination of context is a fundamental stage and becomes a prerequisite in the risk identification phase in the risk assessment stage. Context determination stage includes external context determination phase;
 - a) internal context determination;
 - b) context determination of risk management process; and
 - c) risk criteria determination.
3. These guidelines only contain business context map at the corporate level as a guide for the Risk Owner to establish the business context on each work unit.

Stage 2: Risk Assessment

1. Risk assessment objectives are to search, identify, measure risk value, and determine the priority of risk treatment;

2. *Assessment* dilakukan oleh setiap *Risk Owner* dan jajarannya dengan bantuan tim penilai yang ditunjuk oleh Direksi serta memiliki kompetensi cukup dalam pengalaman mengelola bisnis Perusahaan dan memiliki keterampilan menggunakan metode dan teknik *assessment* risiko;
3. Proses *assessment* terdiri dari fase identifikasi risiko, analisa risiko dan evaluasi risiko yang harus menjadi bagian integral dari seluruh proses bisnis Perusahaan, seperti proses penyusunan RKAP, Studi Kelayakan Pengembangan Bisnis, prosedur pengambilan keputusan dan lain-lain. Hasil *assessment* risiko dicatat dalam dokumen atau format risk register.

Tahap 3: Perlakuan Risiko (*Risk Treatment*)

1. Proses perlakuan risiko atau dikenal juga dengan istilah mitigasi, mencakup (i) identifikasi berbagai metode/ teknik yang dapat digunakan, termasuk mitra kerja untuk berbagi risiko (*risk sharing*); (ii) seleksi metode/ teknik dan mitra kerja berbagi risiko yang paling sesuai kebutuhan; (iii) penyusunan rencana perlakuan risiko, termasuk alokasi sumber daya yang dibutuhkan; dan (iv) implementasinya.
2. Pemilihan metode mitigasi dan/atau mitra kerja untuk berbagi risiko, harus didasarkan atas hasil analisis manfaatbiaya (*cost-benefit analysis*) dengan menggunakan data dan informasi yang mutakhir dan andal.
3. Risiko dengan nilai dampak yang besar sekali, tetapi sangat jarang terjadi seperti bencana alam, tetap harus dipersiapkan metode perlakuannya (*peringatan dini dan tanggap darurat*).
4. Langkah mitigasi risiko dapat berupa satu metode tindakan atau kombinasi beberapa metode tindakan, termasuk alat manajemen (*management tools/ technique*) tertentu guna mengendalikan satu jenis risiko atau lebih.
5. Untuk efisiensi dan efektifitas penggunaan sumber daya bagi perlakuan risiko, maka harus dibuat urutan prioritas perlakuan risiko.
6. Satu metode mitigasi dan/atau berbagi risiko dapat menimbulkan risiko baru yang harus diperhitungkan pada saat penyusunan rencana perlakuan risiko.

Tahap 4: Komunikasi dan Konsultasi

1. Komunikasi dan konsultasi dilakukan oleh setiap Risk Owner terhadap para pemangku kepentingan, baik internal maupun eksternal pada setiap tahap proses manajemen risiko, dengan tujuan agar pemangku kepentingan dapat memahami keterkaitan rencana strategis Perusahaan dan peran mereka dalam pengelolaan risiko Perusahaan.

2. Assessment conducted by each Risk Owner and its staff with the help of the assessment team appointed by the Board of Directors and has enough competence in managing the Company's business and skills in using methods and techniques of risk assessment;
3. Assessment process which consists of risk identification phase, risk analysis and risk evaluation should be an integral part of the Company's business process, such as the preparation process of RKAP, Feasibility Study of Business Development, decision making procedures and others. Risk assessment results is recorded in a document or in the format of risk register.

Stage 3: Risk Treatment

1. Risk treatment process or also known as mitigation, includes (i) identification of various methods/techniques that can be used, including business partners for risk sharing; (ii) selection of methods/techniques and the most appropriate business partners of risk sharing; (iii) preparation of risk treatment plan, including the allocation of required resources; and (iv) implementation.
2. Selection of mitigation methods and / or business partners for risk sharing should be based on the results of cost-benefit analysis by using up to date and reliable data and information.
3. Risk with a tremendous impact value, but it is very rare to occur such as natural disaster, still have to be prepared the method of its treatment (*early warning and emergency response*).
4. Risk mitigation measures may include the methods of actions or combination of several methods of actions, including particular management tools / technique in order to control one type of risk or more.
5. For the efficiency and effectiveness usage of resources for risk treatment, should be made a priority order of risk treatment.
6. One method of mitigation and / or sharing of risk can pose new risks that must be taken into account when preparing risk treatment plan.

Stage 4: Communications and Consultations

1. Communications and consultations are conducted by every Risk Owner against the stakeholders, both internally and externally at any stage of the risk management process, with the aim for stakeholders to understand the interrelatedness of the Company's strategic plan and their role in the Company's risk management.

2. Komunikasi dan konsultasi harus direncanakan dan dilaksanakan sejak awal pengelolaan risiko dan mencakup kebijakan pengelolaan risiko, sumber risiko, kemungkinan terjadi dan dampaknya serta ukuran-ukuran yang digunakan dalam mengelola risiko.
3. Komunikasi dan konsultasi harus dilakukan secara efektif guna memastikan setiap pihak yang bertanggung jawab dalam pengelolaan risiko. Dalam hal ini Risk Owner, Frontline Risk Owner dan pemangku kepentingan telah memahami latar belakang dan alasan pengambilan keputusan serta tindakan yang mengandung risiko.

Tahap 5: Pemantauan dan Kaji Ulang

1. Pemantauan adalah pengamatan rutin terhadap pelaksanaan proses manajemen risiko dibandingkan dengan kerangka kerja atau perencanaan manajemen risiko yang ditetapkan.
2. Kaji ulang adalah peninjauan berkala terhadap efektivitas sistem manajemen risiko dan efektifitas RPR.
3. Risk Management & Compliance memastikan bahwa pemantauan dan kaji ulang secara reguler dilaksanakan terhadap:
 - a. Efektifitas proses manajemen risiko;
 - b. Risiko dan peluang yang dihadapi Perusahaan serta prioritas penanganannya;
 - c. Efektifitas dan kecukupan pengendalian risiko saat ini (*existing control*);
 - d. Implementasi dan efektifitas RPR;
 - e. Apakah proses manajemen risiko telah diaplikasikan secara sistematis terhadap target Perusahaan pada tingkat korporat, unit kerja dan proyek investasi yang ada.
4. Perusahaan menjamin adanya mekanisme pengawasan dari independen atau pihak eksternal secara periodik terhadap efektifitas unit kerja yang bertugas memantau dan mengawasi pengelolaan risiko yaitu unit *Risk Management & Compliance* dan Internal Auditor.

Integrasi Proses Manajemen Risiko Ke Dalam Proses Bisnis Perusahaan

- a) Setiap pengambilan keputusan Perusahaan di tingkat strategis dan operasional harus menjadikan assessment risiko sebagai bagian yang tidak terpisahkan dari proses dan prosedur pengambilan keputusan.

2. Communications and consultations should be planned and implemented from the beginning of risk management and should include risk management policy, risk sources, possibility of occurrence and its impact as well as measurements used in managing risk.
3. Communications and consultations should be carried out effectively to ensure each party is responsible for the management of risk. In this matter, Risk owner, Frontline Risk Owner and stakeholders have already understood the background and rationale of decision making and actions that involve risk.

Stage 5: Monitoring and Review

1. Monitoring is the regular observation to the implementation of risk management process compared to the framework or specified risk management planning.
2. Review is a periodic review of the effectiveness of risk management system and the effectiveness of RPR.
3. Bureau of Risk Management & Compliance ensures that monitoring and review are regularly carried out on:
 - a. Effectiveness of risk management process;
 - b. Risks and opportunities face by the Company as well as its handling priority;
 - c. Effectiveness and adequacy of current risks (existing control);
 - d. Implementation and effectiveness of RPR;
 - e. Whether the risk management process has been applied systematically to the Company's targets at the level of corporate, work unit and existing investment projects.
4. The Company guarantees the existence of a supervisory mechanism from independent or external parties periodically against the effectiveness of work unit tasked to monitor and supervise risk management namely the Bureau of Risk Management & Compliance and Internal Auditor.

Integration of Risk Management Process into Business Process of the Company

- a) Any decision-making in the strategic and operational levels should make risk assessment as an integral part of the processes and procedures in the decision making.

- b) Dalam hal investasi bisnis maka assessment risiko, termasuk rencana perlakuan risikonya (risk treatment plan), merupakan satu kesatuan dengan proses analisis kelayakan bisnis sehingga pada saat pengambilan keputusan sudah mempertimbangkan risiko yang berpengaruh terhadap pencapaian sasaran investasi tersebut.
- c) Setiap unit kerja wajib melengkapi rancangan program RKAP dengan daftar risiko yang melekat, strategi penanganan risiko, estimasi biaya perlakuan risiko (mitigasi) yang akan digunakan dan dilengkapi informasi tentang CBA *ratio* (Cost Benefit Analysis ratio) pada setiap program yang diusulkan.
- d) Sebelum RKAP di sahkan oleh RUPS, maka setiap *rial owner*, wajib menyusun Rencana Perlakuan Risiko (RPR) sebagai bagian dari rencana operasional/kontrak manajemen yang menjadi tanggung jawabnya.
- e) Pemantauan implementasi RPR menjadi bagian dari pemantauan realisasi rencana operasional/kontrak manajemen dengan melakukan pemantauan secara berkala oleh *Frontline Risk Owner* dan *Risk Owner* melalui rapat koordinasi.
- f) Berdasarkan laporan *Frontline Risk Owner*, maka *Risk Owner* menyusun dan menyampaikan laporan pemantauan pengelolaan risiko kepada pimpinan satu tingkat di atasnya, bersamaan dengan pelaporan realisasi rencana operasional/kontrak manajemen terkait. Risk Management & Compliance memantau kebijakan proses manajemen risiko telah terintegrasi dengan proses bisnis Perusahaan terkait dengan proses penyusunan dan pelaksanaan RKAP.
- b) In terms of business investment, the risk assessment including the risk treatment plan, is an integral part of the business feasibility analysis process so that in the decision making, the risks that affect the achievement of such investment targets have also been considered.
- c) Each work unit is required to complete the RKAP program plan with a list of inherent risks, risk handling strategy, estimated cost of risk treatment (mitigation) that will be used and also included information on CBA ratio (Cost Benefit Analysis ratio) at each of the proposed program.
- d) Prior to the ratification of RKAP by the GMS, every risk owner shall prepare Risk Treatment Plan (RPR) as part of the management operational/contract plan that becomes their responsibility.
- e) Monitoring of RPR implementation becomes part of the monitoring of management operational/contract plan realization by conducting regular monitoring by the frontline risk owner and risk owner through coordination meeting.
- f) Based on the report of frontline risk owner, the risk owner prepares and delivers risk management monitoring report to the superior one level above, along with the related report of management operational/contract plan realization. Risk Management & Compliance monitoring the policy process risk management has been integrated with business processes of Company associated with the process of drafting and implementation of RKAP.

Pelaksanaan Risk Assessment

Risk Assessment merupakan tahapan proses manajemen risiko yang terdiri dari fase identifikasi risiko, analisa risiko dan evaluasi risiko. Angkasa Pura II menggunakan ISO 31000:2009 sebagai pedoman dalam melaksanakan Risk Assessment. Pelaksanaan Risk Assessment dilakukan oleh Risk Management & Compliance di 13 (tiga belas) Kantor Cabang dan Kantor Pusat Angkasa Pura II. Berikut jadwal Risk Assessment yang dilaksanakan pada tahun 2016:

Risk Assessment Implementation

Risk Assessment is a risk management process stage that consists of the stages of risk identification, risk analysis and risk evaluation. PT Angkasa Pura II (Persero) uses ISO 31000:2009 as guidelines in implementing Risk Assessment. Risk Management & Compliance unit is a unit with duties and responsibilities to conduct Risk Assessment at 13 Branch Offices and Head Office of PT Angkasa Pura II (Persero). The following is schedule of Risk Assessment in 2016:

No.	Bandar Udara / Airports	Risiko / Risks	Risiko Teridentifikasi / Identified Risks		Jumlah Risiko Teridentifikasi / Number Of Identified Risks
			Opstek / Operational And Technical	Adkom / Administration And Commercial	
1	Halim Perdanakusuma (Jakarta)	Risiko Strategik / Strategic Risk	-	-	-
		Risiko Operasional / Operational Risk	4	2	5
		Risiko keselamatan dan Keamanan / Safety and Security Risk	2	-	
		Risiko Keuangan / Financial Risk	-	3	
		Risiko Kepatuhan / Compliance Risk	-	-	
2	Husein Sastranegara (Bandung)	Risiko Strategik / Strategic Risk	1	-	
		Risiko Operasional / Operational Risk	4	3	
		Risiko keselamatan dan Keamanan / Safety and Security Risk	1	-	
		Risiko Keuangan / Financial Risk	-	3	
		Risiko Kepatuhan / Compliance Risk	-	-	
3	Depati Amir (Pangkal Pinang)	Risiko Strategik / Strategic Risk	-	-	
		Risiko Operasional / Operational Risk	3	2	
		Risiko keselamatan dan Keamanan / Safety and Security Risk	1	-	
		Risiko Keuangan / Financial Risk	-	2	2
		Risiko Kepatuhan / Compliance Risk	-	-	-
4	Supadio (Pontianak)	Risiko Strategik / Strategic Risk	-	-	-
		Risiko Operasional / Operational Risk	3	2	5
		Risiko keselamatan dan Keamanan / Safety and Security Risk	1	1	2
		Risiko Keuangan / Financial Risk	-	1	1
		Risiko Kepatuhan / Compliance Risk	-	-	-
5	Sultan Thaha (Jambi)	Risiko Strategik / Strategic Risk	-	1	1
		Risiko Operasional / Operational Risk	4	-	4
		Risiko keselamatan dan Keamanan / Safety and Security Risk	1	-	1
		Risiko Keuangan / Financial Risk	-	4	4
		Risiko Kepatuhan / Compliance Risk	1	-	1
6	Minangkabau (Padang)	Risiko Strategik / Strategic Risk	1	-	1
		Risiko Operasional / Operational Risk	1	4	5
		Risiko keselamatan dan Keamanan / Safety and Security Risk	2	-	2
		Risiko Keuangan / Financial Risk	-	1	1
		Risiko Kepatuhan / Compliance Risk	2	-	2
7	Sultan Syarif Kasim II (Pekanbaru)	Risiko Strategik / Strategic Risk	-	-	-
		Risiko Operasional / Operational Risk	2	2	4
		Risiko keselamatan dan Keamanan / Safety and Security Risk	-	-	-
		Risiko Keuangan / Financial Risk	-	-	-
		Risiko Kepatuhan / Compliance Risk	2	-	2

No.	Bandar Udara / Airports	Risiko / Risks	Risiko Teridentifikasi / Identified Risks		Jumlah Risiko Teridentifikasi / Number Of Identified Risks
			Opstek / Operational And Technical	Adkom / Administration And Commercial	
8	Sultan Iskandar Muda (Aceh)	Risiko Strategik / Strategic Risk	-	1	1
		Risiko Operasional / Operational Risk	5	1	6
		Risiko keselamatan dan Keamanan / Safety and Security Risk	1	-	1
		Risiko Keuangan / Financial Risk	1	1	2
		Risiko Kepatuhan / Compliance Risk	-	-	-
9	Sultan Mahmud Badaruddin II (Palembang)	Risiko Strategik / Strategic Risk	-	-	-
		Risiko Operasional / Operational Risk	3	3	6
		Risiko keselamatan dan Keamanan / Safety and Security Risk	1	-	1
		Risiko Keuangan / Financial Risk	-	1	1
		Risiko Kepatuhan / Compliance Risk	1	-	1
10	Raja Haji Fisabilillah (Tanjung Pinang)	Risiko Strategik / Strategic Risk	-	1	1
		Risiko Operasional / Operational Risk	3	2	5
		Risiko keselamatan dan Keamanan / Safety and Security Risk	1	-	1
		Risiko Keuangan / Financial Risk	-	2	2
		Risiko Kepatuhan / Compliance Risk	-	1	1
11	Silangit (Medan)	Risiko Strategik / Strategic Risk	-	-	-
		Risiko Operasional / Operational Risk	6	1	7
		Risiko keselamatan dan Keamanan / Safety and Security Risk	1	-	1
		Risiko Keuangan / Financial Risk	-	1	1
		Risiko Kepatuhan / Compliance Risk	-	1	1
12	Kualanamu (Medan)	Risiko Strategik / Strategic Risk	-	-	-
		Risiko Operasional / Operational Risk	5	8	13
		Risiko keselamatan dan Keamanan / Safety and Security Risk	2	-	2
		Risiko Keuangan / Financial Risk	-	3	3
		Risiko Kepatuhan / Compliance Risk	-	-	-
13	Soekarno Hatta (Tangerang)	Risiko Strategik / Strategic Risk	2	-	2
		Risiko Operasional / Operational Risk	15	9	24
		Risiko keselamatan dan Keamanan / Safety and Security Risk	1	-	1
		Risiko Keuangan / Financial Risk	-	5	5
		Risiko Kepatuhan / Compliance Risk	-	1	1

Pengukuran Risk Maturity Level

Selain melakukan asesmen risiko terhadap 13 Bandara yang berada dalam naungan Perusahaan, Perseroan juga melaksanakan pengukuran Risk Maturity Level (RML) dan penyempurnaan Pedoman Kebijakan Manajemen Risiko (PKMR). Laporan Final Evaluasi dan Pengukuran Risk Maturity Level PT Angkasa Pura II (Persero) dan hasil analisis data memperlihatkan nilai/skor capaian maturitas penerapan

Risk Maturity Level Measurement

In addition to conduct the risk assessment on 13 Airports which are the auspices of the Company, the Company also conducts Risk Maturity Level (RML) measurement and enhancement of Guidelines of Risk Management Policy (PKMR). The final report of Evaluation and Measurement of Risk Maturity Level of PT Angkasa Pura II (Persero) and data analysis results show the score of maturity achievement of ISO 31000 implementation

ISO 31000 oleh PT Angkasa Pura II (Persero) adalah 3,45. Skor capaian ini menunjukkan bahwa hingga tahun 2016, kematangan penerapan ISO 31000 sudah mencapai Level III (Repeatable). Nilai/skor capaian maturitas PT Angkasa Pura II (Persero) Tahun 2016 dengan rincian sebagai berikut:

No.	Elemen Pengujian / Assessment Element	Skoring Maturitas Self Asesmen / Scoring of Maturity Self-Assessment	Skoring Maturitas Asesor / Scoring of Maturity Assessor	Klasifikasi Maturitas / Classification of Maturity		
				Skor / Score	Level	Kualitatif / Qualitative
1	Prinsip untuk Mengelola Risiko / Principle in Managing Risk	3,67	3,14	1,00-1,99	I	Basic
2	Kerangka untuk Mengelola Risiko / Framework in Managing Risk	3,85	3,7	2,00-2,99	II	Initial
3	Proses untuk Mengelola Risiko / Process in Managing Risk	3,37	3,5	3,00-3,99	III	Repeatable
4	Nilai Capaian Korporat / Corporate Achievement Score	3,63	3,45	4,00-4,99	IV	Managed
	Predikat Level Maturitas / Predicate of Maturity Level	Repeatable	Repeatable	≥5,00	V	Best Practice

by PT Angkasa Pura II (Persero) was 3.45. The score achievement shows that until 2016, the maturity of ISO 31000 implementation has reached Level III (Repeatable). The maturity achievement score of PT Angkasa Pura II (Persero) in 2016 was with the following details:

Kegiatan Kerja Risk Management & Compliance Tahun 2016

Selama tahun 2016 Unit Risk Management telah melakukan berbagai program kerja antara lain:

- Melakukan kegiatan Pengelolaan Asuransi Perusahaan, yang meliputi Asuransi PJP2U dan Asuransi Liability.
- Penyusunan Profil Risiko Korporasi PT Angkasa Pura II tahun 2016. Penyusunan profil risiko secara korporasi Perusahaan terdiri dari identifikasi risiko yang dapat mempengaruhi pencapaian sasaran organisasi, analisis kemungkinan dan dampak dari risiko yang telah diidentifikasi serta pemetaan risiko yang dihadapi. Profil risiko Perusahaan diharapkan mampu memberikan informasi mengenai risiko yang dihadapi perusahaan, sehingga perusahaan dapat dengan segera menentukan langkah-langkah strategis untuk menghadapi ketidakpastian di masa yang akan datang.
- Melakukan Knowledge Sharing dengan PT Pertamina (Persero) terkait dengan penyusunan Laporan Profil Risiko Perusahaan.
- Membuat Key Risk Indicator Perusahaan (KRI) Perusahaan bekerjasama dengan konsultan.
- Melakukan Analisa Risiko Kewenangan Direksi & Komisaris terkait Kerjasama Komersial, Analisa Risiko Persiapan Pengoperasian T3 Ultimate dan Analisa Risiko Struktur Organisasi BSH dan non BSH.
- Membantu unit Treasury dalam proses pemilihan underwriter, penyusunan prospektus dan kegiatan lainnya yang berkaitan dengan obligasi dan loan provider.

2016 Work Activities of Risk Management & Compliance

During 2016, Risk Management Unit has carried out various work programs, among others:

- Conduct Insurance Management of the Company, which includes PJP2U Insurance and Liability Insurance.
- Preparation of Corporate Risk Profile of PT Angkasa Pura II of 2016. The preparation of risk profile of the Company in corporation consists of the risk identification which can affect the targets achievements of the organization, the probability analysis and the impact of the identified risk and the risk mapping. The risk profile of the Company is expected to be able to provide information related to risks faced by the company, so that the company can immediately determine strategic actions to handle the uncertainty in the future.
- Conduct Knowledge Sharing with PT Pertamina (Persero) related to the preparation of Risk Profile Report of the Company.
- Create Key Risk Indicator (KRI) of the Company by cooperating with Consultant.
- Conduct Analysis of Authority Risk of the Board of Directors and the Board of Commissioners related to Commercial Cooperation, Analysis of Preparation Risk of T3 Ultimate Operations and Analysis of BSH and non BSH Organization Structures Risk.
- Assist Treasury unit in the selection process of underwriter, preparation of prospectus and other activities which are in relation with the obligations and loan provider.

- Melakukan monitoring terhadap tindak lanjut hasil kajian risiko persiapan pengoperasian Terminal 3 Ultimate.
- Melakukan sosialisasi dan workshop Asuransi Airport Liability (tanggung jawab hukum) dengan peserta dari 13 Kantor Cabang bersama PT Jasindo yang dilaksanakan di Kota Bandung.
- Melakukan endorsement Airport Liability Insurance untuk pengoperasian Terminal 3 Ultimate Bandar Udara Internasional Soekarno Hatta.
- Melakukan Kajian Risiko dan Analisa SWOT dalam Kajian bersama penambahan Penyertaan Modal Negara (PMN) pada perusahaan perseroan (persero) PT Angkasa Pura II tahun 2016 (tahap II) dan Perubahan Struktur Organisasi Kantor Pusat.
- Melaksanakan in house training risk assessment technique tahun 2016 dengan peserta para staff yang merupakan perwakilan dari setiap unit kerja Kantor Pusat dan Kantor Cabang Soekarno-Hatta.
- Melakukan pekerjaan Pengukuran Risk Maturity Level (RML) dan penyempurnaan Pedoman Kebijakan Manajemen Risiko (PKMR). Berdasarkan Laporan Final Evaluasi dan Pengukuran Risk Maturity Level PT Angkasa Pura II (Persero) dan hasil analisis data memperlihatkan nilai/skor capaian maturitas penerapan ISO 31000 oleh PT Angkasa Pura II (Persero) adalah 3,45. Skor capaian ini menunjukkan bahwa hingga tahun 2016, kematangan penerapan ISO 31000 sudah mencapai Level III (Repeatable). Nilai/skor capaian maturitas PT Angkasa Pura II (Persero) Tahun 2016.
- Melakukan asistensi dan pengumpulan data untuk pekerjaan jasa konsultasi analisa keuangan dan risiko pelaksanaan pembangunan Terminal 3 Ultimate.
- Melakukan persiapan dokumen pekerjaan jasa konsultasi review asuransi.
- Melakukan kajian sistem prosedur operasional dan pelayanan penumpang di Terminal 3 New Bandar Udara Soekarno Hatta.
- Melakukan kontrak kerja sama Asuransi PJP2U dan Asuransi tanggung Jawab Hukum Bandar Udara (Airport Liability) PT Angkasa Pura II (Persero) Periode tahun 2016-2017.
- Melakukan asistensi Self Risk Assessment untuk Kantor Pusat dan Kantor cabang Bandara Internasional Soekarno-Hatta.
- Conduct monitoring on follow-up of study results of the operation preparation of Terminal 3 Ultimate.
- Conduct socialization and workshop of Airport Liability Insurance (legal responsibility) with the participants from 13 Branch Offices with PT Jasindo which was held in Bandung City.
- Conduct endorsement of Airport Liability Insurance for the operation of Terminal 3 Ultimate of Soekarno Hatta International Airport.
- Conduct Risk Assessment and SWOT Analysis in the Assessment of State Capital Investment (PMN) to perusahaan perseroan (Persero) of PT Angkasa Pura II in 2016 (Stage II) and Change in Organization Structure of Head Office.
- Conduct in house training risk assessment technique of 2016 with staff as the participants who are the representatives of each work unit of Head Office and Branch Offices of Soekarno-Hatta.
- Conduct Risk Maturity Level (RML) Measurement and enhancement of Guidelines of Risk Management Policy (PKMR). Based on the Final Report of Evaluation and Risk Maturity Level Measurement of PT Angkasa Pura II (Persero) and data analysis results show that maturity achievement score of ISO 31000 implementation by PT Angkasa Pura II (persero) was 3.45. The maturity achievement score of PT Angkasa Pura II (Persero) of 2016.
- Conduct assistance and data collection for consultation services of financial analysis and implementation risk of Terminal 3 Ultimate construction.
- Conduct document preparation of consultation services of insurance review.
- Conduct assessment of operational procedure system and passenger services in New Terminal 3 Soekarno Hatta Airport.
- Conduct cooperation contract of PJP2U Insurance and Legal Responsibility Insurance of Airport (Airport Liability) of PT Angkasa Pura II (Persero) for the Period of 2016-2017.
- Conduct assistance of Self Risk Assessment for Head Office and Branch Offices of Soekarno-Hatta International Airport.

KEPATUHAN

Kepatuhan terhadap implementasi Prinsip-Prinsip Tata Kelola Perusahaan yang Baik atau Good Corporate Governance (GCG) merupakan salah satu kunci keberhasilan suatu Perusahaan.

COMPLIANCE

Compliance on the implementation of Good Corporate Governance Principles is one of the keys to success of a Company. PT Angkasa Pura II (Persero) as one of SOEs must be

PT Angkasa Pura II (Persero) sebagai salah satu BUMN harus mampu mengelola Perusahaan dengan melaksanakan dan mematuhi prinsip-prinsip GCG. Sebagai salah satu bentuk penerapan GCG, antara lain kepatuhan terhadap pengisian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) bagi Pejabat Manajerial sampai dengan dua tingkat dibawah Direksi, pengelolaan dan pengendalian gratifikasi, ketersediaan Standar Operasional Prosedure (SOP), kode etik perusahaan sesuai dengan tata kelola perusahaan yang baik.

Pada Tahun 2016 (Audited) unit Compliance telah melakukan kegiatan sebagai berikut:

- Melakukan pemantauan terhadap tindak lanjut/realisasi mitigasi laporan hasil *risk assessment* tahun 2015 yang dipergunakan sebagai bahan profil risiko Korporasi Perusahaan 2015.
- Melakukan monitoring dan evaluasi Pengendalian Gratifikasi di lingkungan Perusahaan.
- Melaksanakan *Workshop* Tunas, Sistem dan Komite Integritas bagi para VP/SGM/GM setingkat di lingkungan Perusahaan bersama KPK di Bandung dalam 2 (dua) Batch.
- Melakukan pembaharuan pakta integritas Direksi Tahun 2016.
- Melakukan Asistensi Pengisian dan Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) bagi Pejabat sampai dengan dua tingkat dibawah Direksi.
- Membentuk GCG Champion (Person In Charge) yang bertugas membantu monitoring dan pemenuhan dokumen GCG serta menjadi inspirasi dalam penerapan GCG di unit kerjanya masing-masing dengan berkoordinasi dengan unit Risk Management & Compliance yang telah disahkan melalui Surat Keputusan Direksi Nomor : Kep.02.01/00/04/2016/0254 tanggal 27 April 2016. Selanjutnya melaksanakan In House Training Pembekalan bagi para GCG Champion (Person In Charge) yang bertugas membantu monitoring tindak lanjut rekomendasi hasil Assessment GCG dan pemenuhan dokumen GCG serta menjadi inspirasi dalam penerapan GCG dimasing-masing unit kerja Kantor Pusat.
- Melakukan Pembaharuan Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN). Dalam Peraturan Direksi tentang LHKPN nomor: PD.02.03/04/2016/0014 yang telah ditandatangani oleh Presiden Director tanggal 25 April 2016 terdapat perubahan Wajib Lapor yang tidak mengisi, melaporkan & menyampaikan laporan harta kekayaannya akan dikenakan Sanksi.

able to manage the Company by performing and adhering to GCG principles. As one of GCG implementation forms, among others, the compliance on Report of State Official Assets (LHKPN) filling for Managerial Officials until two levels under the Board of Directors, gratuities management and control, availability of Standard Operating Procedures (SOP), code of conduct of the company based on good corporate governance.

In 2016 (Audited) Compliance unit has conducted the following activities:

- Conduct monitoring against the follow-up / realization of mitigation of 2015 risk assessment results report that is used as a material for 2015 Corporate Risk Profile of the Company.
- Conduct monitoring and evaluation on Gratuities Control within the Company.
- Conduct Workshop of Pioneer, System and Integrity Committee for VP/SGM/GM in the similar level within the Company with CEC in Bandung in 2 (two) Batches.
- Conduct update of integrity of the Board of Directors pact of 2016.
- Conduct Assistance of Filling and Submitting of Report of State Official Assets (LHKPN) for the Officials until two levels under the Board of Directors.
- Establish GCG Champion (Person In Charge) that is in charge of assisting the monitoring and fulfilling GCG document and becoming inspiration in the GCG implementation in each work unit by coordinating with Risk Management & Compliance unit that has been ratified through Decree of the Board of Directors Number : Kep.02.01 / 00 / 04 / 2016 / 0254 dated April 27, 2016. Then conduct In house Training for GCG Champion (Person in Charge) that is in charge of assisting the monitoring of recommendation follow-up on GCG Assessment results and fulfilling GCG document and becoming inspiration in the GCG implementation of each work unit of Head Office.
- Conduct Guidelines Update of Report of State Official Assets (LHKPN). In the Regulation of the Board of Directors on LHKPN number: PD.02.03 / 04 / 2016 / 0014 that had been signed by President Director on April 25, 2016, a change of Compulsory Reporting on the one who does not fill, report & submit the report of State Official Assets will be given sanction.

- Memberikan pembekalan Peningkatan Integritas bagi para Senior Officer/Junior Manager dalam Diklat Jerda.
- Melakukan monitoring realisasi mitigasi Risk Assessment tahun 2016.
- Melakukan monitoring tugas GCG Champion dalam rangka mendukung penerapan GCG dan Kepatuhan tiap unit kerja.
- Melakukan kegiatan Kepatuhan di Kantor Cabang PT Angkasa Pura II (Persero), meliputi Sosialisasi GCG, Pengendalian Gratifikasi, LHKPN dan Pendataan SOP serta memantau realisasi mitigasi risiko di 7 (tujuh) Kantor Cabang PT Angkasa Pura II.
- Melakukan tinjauan atas Pedoman GCG dan Board Manual bersama unit terkait GCG PT AP II. Hal ini dilakukan sejalan dengan perubahan RJPP dan perubahan lainnya di Perusahaan.
- Melaksanakan Penerapan GCG Tahun 2016, dengan Kelompok Kerja dari internal PT Angkasa Pura II (Persero). Pelaksanaan Self Assessment Penerapan GCG tahun 2016 ini sesuai dengan Keputusan Direksi KEP.02.03/00/10/2016/0600 tanggal 06 Oktober 2016. Beberapa kegiatan dalam rangka *Self Assessment* Penerapan GCG Tahun 2016 yang telah dilakukan, yaitu:
 - Melakukan monitoring tindak lanjut rekomendasi Hasil Assessment GCG tahun 2015 dan melakukan monitoring tugas GCG Champion dalam rangka mendukung penerapan GCG tahun 2016 dan Kepatuhan tiap unit kerja.
 - Melakukan peninjauan atas Pedoman GCG dan Board Manual bersama unit terkait GCG PT AP II. Hal ini dilakukan sejalan dengan perubahan RJPP dan perubahan lainnya di Perusahaan.
 - Rapat koordinasi persiapan kegiatan *self assessment* dengan Kelompok Kerja.
 - Pengumpulan, review dokumen tiap unit terkait dari PT Angkasa Pura II (Persero).
 - Melakukan Konsinyering dan Penilaian self assessment Penerapan GCG bersama tim POKJA (Kelompok Kerja) internal PT Angkasa Pura II (Persero). Skor sementara self Assessment Penerapan GCG PT Angkasa Pura II Tahun 2016 adalah 87,13 kategori Sangat Baik.
- Providing Integrity Improvement debriefing for Senior / Junior Officers within DiklatJerda.
- Conduct monitoring mitigation realization of 2016 Risk Assessment.
- Conduct monitoring of GCG Champion's duties in order to support GCG implementation and the Compliance of each work unit.
- Conduct the Compliance activities in Branch Offices of PT Angkasa Pura II (Persero), including GCG Socialization, Gratuities Control, LHKPN and SOP Data Collection as well as monitoring the risk mitigation realization in 7 (seven) Branch Offices of PT Angkasa Pura II
- Conduct review on GCG Guidelines and Board Manual with the related unit of GCG PT AP II. This is conducted in line with RJPP change and other changes in the Company.
- Conduct 2016 GCG implementation, with Internal Team Work of PT Angkasa Pura II (Persero). Self Assessment of GCG implementation in 2016 was in accordance with Decree of the Board of Directors KEP.02.03 / 00 / 10 / 2016 / 0600 dated October 6, 2016. Several activities in the framework of Self Assessment of GCG Implementation in 2016 that have been conducted, namely:
 - Conduct monitoring of recommendation follow-up of GCG Assessment Results of 2015 and conduct monitoring of GCG Champion's duties in order to support GCG implementation of 2016 and the Compliance of each work unit.
 - Conduct review on GCG Guidelines and Board Manual with the related unit of GCG PT AP II. This is conducted in line with RJPP change and other changes in the Company.
 - Coordination meeting of self assessment preparation with Team Work.
 - Collect, review the document of each related unit from PT Angkasa Pura II (Persero)
 - Conduct consignment and self assessment of GCG Implementation together with the internal program team of PT Angkasa Pura II (Persero). The temporary score of GCG Implementation self assessment of PT Angkasa Pura II of 2016 was 87.13, in the category of Very Good.

LAPORAN HARTA KEKAYAAN PEJABAT NEGARA

Dalam rangka mendukung program Pemerintah untuk menciptakan Pemerintahan yang bersih dan berwibawa, PT Angkasa Pura II (Persero) mewajibkan pejabat level Manajer Setingkat ke atas untuk membuat dan melaporkan harta kekayaannya kepada Komisi Pemberantasan Korupsi Republik Indonesia (KPK-RI). Koordinator pelaksana untuk menangani Laporan Harta Kekayaan Pejabat Negara di lingkungan PT Angkasa Pura II (Persero) adalah Unit Risk Management & Compliance. Penentuan tugas ini mengacu pada Keputusan Direksi Nomor. PD.02.03/04/2016/0014 tanggal 25 April 2016 tentang Pedoman Pengisian dan Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di lingkungan PT Angkasa Pura II (Persero).

Dasar Hukum

Dasar aturan pengaturan LHKPN di lingkungan Perseroan terdiri dari:

- Undang-undang nomor 28 tahun 1999 tentang Penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi dan Nepotisme
- Undang-undang nomor 19 tahun 2003 tentang Badan Usaha Milik Negara
- Undang-undang nomor 13 tahun 2003 tentang Ketenagakerjaan
- Undang-undang nomor 40 tahun 2007 tentang Perseroan Terbatas
- Peraturan Direksi PT Angkasa Pura II (Persero) Nomor : PD.02.03/04/2016/0014 tentang Pedoman Pengisian dan Penyampaian Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) di Lingkungan PT Angkasa Pura II (Persero).

Mekanisme Pelaporan

Mekanisme pelaporan harta kekayaan pejabat Perseroan dilakukan dengan mengacu pada undang -undang nomor 28 tahun 1999 dimana penyelenggara berkewajiban untuk:

- Diperiksa kekayaan sebelum, selama dan sesudah menjabat;
- Melaporkan harta kekayaannya pada saat pertama kali menjabat, mutasi, promosi dan pensiun.
- Mengumumkan harta kekayaannya pada saat pertama kali menjabat, mutasi, promosi dan pensiun.
- Mengumumkan harta kekayaannya.

REPORT OF STATE OFFICIAL ASSETS

In the framework to support the Government program to create a clean and authoritative government, PT Angkasa Pura II (Persero) obliges the officials to one level below the Board of Directors to prepare and submit their assets to the Corruption Eradication Commission of Republic of Indonesia (KPK-RI). The executive coordinator that manages the Report of State Official Assets within PT Angkasa Pura II (Persero) is the Risk Management & Compliance Unit. This duty determination refers to Decree of the Board of Directors Number. PD.02.03 / 04 /2016 / 0014 dated April 25, 2016 on Structural Officials Who Must Submit the Report of State Official Assets.

Legal Basis

Basis regulation of LHKPN within the Company consists of:

- Law number 28 of 1999 concerning State Clean Free from Corruption, Collusion and Nepotism
- Law number 19 of 2003 concerning state-Owned Enterprises
- Law number 13 of 2003 concerning Employment
- Law number 40 of 2007 concerning Limited Liability Company
- Regulation of the Board of Directors of PT Angkasa Pura II (Persero) Number : PD.02.03 / 04 /2016 / 0014 concerning Guidelines of Filling and Submission of the Report of State Officials Assets (LHKPN) within PT Angkasa Pura II (Persero).

Submission Mechanism

Submission mechanism of the Report of the Company's Officials is conducted through referring to Law number 28 of 1999 in which officials are obliged to:

- Report asset before, during and after tenure;
- Report assets at the first time in office, mutation, promotion and retirement.
- Announce assets at the first time in office, mutation, promotion and retirement.
- Announce their assets.

Tabel LHKPN Dewan Komisaris dan Direksi

Table of LHKPN of the Board of Commissioners and the Board of Directors

No.	Nama / Name	Jabatan / Position	Pelaporan Terakhir / Last Report				Wajib Isi LHKPN / Mandatory Fill-In LHKPN
			Tgl. Laport / Date of Report	Tgl. Terima / Date of Report	Form Terakhir / Last Term	Jabatan Saat Pelaporan / Position at Reporting	
Dewan Komisaris / Board of Commissioners							
1.	Rhenald Kasali	Komisaris Utama / President Commissioner	18/02/2016	19/02/2016	-	Komisaris Utama / President Commissioner	A0
2.	Iswan Elmi	Komisaris-Deputi Bidang Investigasi BPKP / Commissioner - Investigation BPKP Field Deputy	22/10/2014	23/10/2014	B4	Deputi Bidang Investigasi BPKP	B5
3.	M. Harpin Ondeh	Komisaris / Commissioner	15/04/2013	15/04/2013	A0	Komandan - Pusat Pelatihan - Komando Pendidikan Dan Pelatihan TNI / Commander - Training Center - TNI Education and Training Command	B1
4.	Hadi Tjahjanto	Komisaris / Commissioner	24/06/2016	24/06/2016	A0	Kementerian Sekretariat Negara / Ministry of State Secretariat	B1
5.	Imam Bustomi	Komisaris / Commissioner	31/07/2012	31/07/2012	A0	PTPN XII	B1
6.	Maryati Karma	Komisaris / Commissioner	15/10/2014	15/10/2014	B1	Kementerian Perhubungan / Ministry of Transportation	B2
Direksi / Board of Directors							
5	Muhammad Awaluddin	Direktur Utama / President Director	10/07/2012	02/08/2012	B1	Direktur Enterprise & Whole Sale PT. TELKOM / Director of Enterprise & Whole Sale of PT. TELKOM	B2
6	Djoko Murjatmodjo	Direktur / Director	02/11/2015	09/11/2015	B1	Direktur Teknik dan Operasi / Director of Engineering and Operations	B2
7	Andra Y Agussalam	Direktur / Director	04/11/2015	09/11/2015	B2	Direktur Keuangan / Director of Finance	B3
8	Daan Achmad	Direktur / Director	20/11/2015	20/11/2015	B1	Direktur Komersial dan Pengembangan Bisnis / Director of Commercial and Business Development	B2
9	Ituk Herarindri	Direktur / Director	08/06/2015	11/06/2015	-	Direktur Pelayanan dan Fasilitas / Director of Service and Facilities	A0

PENGENDALIAN GRATIFIKASI

Dalam rangka meningkatkan *Clean Governance* serta untuk pencegahan dan pemberantasan korupsi di lingkungan Perusahaan, Angkasa Pura II menerapkan Program Pengendalian Gratifikasi (PPG) bekerjasama dengan Komisi Pemberantasan Korupsi (KPK), yang ditandai dengan penandatanganan komitmen oleh Komisaris Utama dan Direktur Utama Angkasa Pura II serta Direktur Gratifikasi KPK pada tahun 2013. Sebagai tindak lanjut dari penandatanganan komitmen tersebut dibentuk Satuan Tugas yang menyusun aturan PPG dan

GRATUITIES CONTROL

In order to improve *Clean Governance* as well as for the prevention and eradication of corruption within the Company, Angkasa Pura II implements Gratuities Control Program (PPG) in cooperation with the Corruption Eradication Commission (KPK), which marked by the signing of commitment by the President Commissioner and President Director of Angkasa Pura II as well as KPK Gratuities Director in 2013. As a follow up to the signing of such commitment, a Task Force is established to prepare PPG rules and appoint Bureau of Risk Management

menunjuk Risk Management & Compliance sebagai fungsi/unit kerja yang bertugas mengelola PPG sesuai Surat Keputusan Direksi Nomor KEP.02.01/00/04/2013/155 tanggal 8 April 2013 tentang Penerapan Risk Management & Compliance sebagai Unit Pengelola dan Pengendalian Gratifikasi.

Untuk penguatan perangkat telah disahkan Pedoman Pengelolaan dan Pengendalian Gratifikasi di Lingkungan Angkasa Pura II melalui Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor DKOM.036.2/HK.201/AP II-2014 tanggal 22 Januari 2014. KEP.02.03.01/01/2014. Implementasi Pedoman Pengelolaan dan Pengendalian Gratifikasi dilaksanakan oleh seluruh Insan Angkasa Pura II. Untuk itu, Angkasa Pura II melaksanakan sosialisasi dan internalisasi untuk memastikan pedoman tersebut diketahui dan dijalankan oleh seluruh insan Perseroan.

Sosialisasi juga dilakukan kepada para pemangku kepentingan di seluruh Kantor Cabang dengan memfokuskan materi sosialisasi kepada Program Pengendalian Gratifikasi. Sebagai bentuk komitmen Insan Angkasa Pura II untuk selalu mentaati Pedoman Pengelolaan dan Pengendalian Gratifikasi, maka Insan Angkasa Pura II wajib melakukan penandatanganan Pernyataan Komitmen Kepatuhan Terhadap Penghindaran Gratifikasi, Korupsi, Kolusi dan Nepotisme (KKKN), yang diperbaharui setiap tahun.

Kategori Gratifikasi

Gratifikasi dapat dikategorikan ke dalam 2 (dua) jenis yaitu:

- Gratifikasi yang dianggap suap, dan
- Gratifikasi yang tidak dianggap suap:
 1. terkait dengan kedinasan;
 2. terkait dengan non kedinasan;

Dewan Komisaris dan Direksi PT Angkasa Pura II (Persero) dalam mengendalikan Gratifikasi dituangkan di dalam Kebijakan Gratifikasi :

a. Pemberian Hadiah/Cinderamata dan Hiburan

Semua Insan PT Angkasa Pura II (Persero) DILARANG baik secara langsung atau tidak langsung memberi Hadiah/ Cinderamata dan atau Hiburan kepada setiap pihak yang memiliki hubungan bisnis yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan perundang-undangan yang berlaku, atau untuk mempengaruhi pihak dimaksud untuk melakukan dan/atau tidak melakukan suatu hal berkaitan dengan kedudukan/jabatannya.

and Compliance as a work function / unit tasked to manage PPG in accordance to the Decree of the Board of Directors No: KEP.02.01 / 00 / 04 / 2013 / 155 dated April 8, 2013 on the Implementation of the Bureau of Risk Management and Compliance as a Unit of Management and Control of Gratuities.

For reinforcement of the instrument, Guidelines for Gratuities Management and Control within Angkasa Pura II has been ratified through the Joint Decree of the Board of Commissioners and Board of Directors Number DKOM.036.2 / HK.201 / AP II-2014 dated January 22, 2014. KEP.02.03.01 / 01 / 2014. Implementation of these guidelines is conducted by the entire personnel of Angkasa Pura II. To that end, Angkasa Pura II conducts socialization and internalization to ensure that these guidelines are known and conducted by the entire personnel of the Company.

Socialization is also conducted to stakeholders in all Branch Offices by focusing on socialization material to the Gratuities Control Program. As a commitment of Angkasa Pura II personnel to always obey the Guidelines of Gratuities Management and Control, all personnel of Angkasa Pura II are obliged to sign the Statement of Commitment to Compliance Towards the Avoidance of Gratuities, Corruption, Collusion and Nepotism (KKKN), which is renewed every year.

Gratuities Category

Gratuities can be categorized into 2 (two) types namely:

- Gratuities which are considered bribes, and
- Gratuities which are not considered bribes:
 1. Associated with official;
 2. Associated with non-official;

The Board Commissioners and the Board of Director of PT Angkasa Pura II (persero) in controlling Gratuities is stated in the Gratuities policies:

- a. Distribution of gifts / souvenirs and Entertainment from all personnel of PT Angkasa Pura II (Persero) to each party that has business relationship is PROHIBITED both directly or indirectly which aims to obtain any information, or something that is not justified by the applicable legislation, or to influence the intended party to conduct or not to conduct something which is related to its position.

b. Penerimaan Hadiah/Cinderamata dan Hiburan

Semua Insan PT Angkasa Pura II (Persero) yang karena jabatannya dan atau anggota keluarganya (keluarga inti), DILARANG untuk menerima atau meminta baik secara langsung atau tidak langsung Hadiah/Cinderamata dan atau Hiburan dari setiap pihak yang memiliki hubungan bisnis atau pesaing PT Angkasa Pura II (Persero), yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan perundang-undangan yang berlaku, atau untuk mempengaruhi pihak dimaksud untuk melakukan dan/atau tidak melakukan suatu hal berkaitan dengan kedudukannya.

Non Gratifikasi

Yang tidak termasuk dalam kategori Gratifikasi adalah setiap pemberian yang diterima oleh karyawan PT Angkasa Pura II (Persero) berdasarkan perjanjian yang sah atau karena karyawan PT Angkasa Pura II (Persero) yang bersangkutan meraih prestasi tertentu.

Mekanisme Pelaporan Penerimaan Gratifikasi

Merujuk pada Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor DKOM.036.2/HK.201/AP II-2014 tanggal 22 Januari 2014. KEP.02.03.01/01/2014, mekanisme pelaporan penerimaan gratifikasi yang dilakukan Perseroan yaitu:

1. Pelaporan Gratifikasi Melalui UPPG (Unit Pengelolaan Pengendalian Gratifikasi)
Pelaporan Penerimaan dan penolakan gratifikasi bagi penerima barang, uang, dan/atau fasilitas lainnya dilakukan dengan cara mengisi formulir laporan gratifikasi yang ditetapkan oleh KPK disertai dengan dokumen pendukung lainnya kepada UPPG.
2. Sistem Pelaporan Pelanggaran
Pelaporan melalui system pelaporan pelanggaran/*whistleblowing system* dilakukan apabila pelapor adalah karyawan PT Angkasa Pura II (Persero) atau pihak-pihak lainnya (Pelanggan, mitra kerja dan masyarakat) yang tidak memiliki keterlibatan secara langsung, namun mengetahui gratifikasi di Perusahaan yang memiliki potensi untuk terjadinya penyalahgunaan wewenang/jabatan. Pelaporan melalui Sistem Pelaporan Pelanggaran/*Whistleblowing System* dilaksanakan sesuai dengan mekanisme tersendiri yang mengatur mengenai Sistem Pelaporan Pelanggaran/*Whistleblowing System*.

- b. Gifts / Souvenirs and Entertainment acceptance of all personnel of PT Angkasa Pura II (Persero) due to their positions and or family members (nuclear family), is PROHIBITED to receive or ask both directly or indirectly the Gifts / Souvenirs and or Entertainment from any party that has business or competitive relationship with PT Angkasa Pura II (Persero), aimed to obtain information, or something that is not justified by the applicable legislation, or to influence the intended party to conduct and / or not to conduct something which is related to its position.

Non Gratuities

Any gift received by PT Angkasa Pura II (Persero) employee based on a legal agreement or due to the employee specific achievement is not considered to Gratuities category.

Gratuities Acceptance Reporting Mechanism

Referring to the Join Decree of the Board of Commissioners and the Board of Directors Number DKOM.036.2 / HK.201 / AP II-2014 dated January 22, 2014. KEP.02.03.01 / 01 / 2014, gratuities acceptance reporting mechanism conducted by the Company is:

1. Directly To Supervisor

Reporting through the supervisor directly is conducted by the employee of PT angkasa Pura II (Persero) who receives gift/souvenir no later than 7 (seven) working days after the receipt date.
2. Whistleblowing System
Reporting through whistleblowing system is conducted if the reporter is an employee of PT Angkasa Pura II (Persero) or other parties (Customers, Partners and Community) who have no direct involvement, but they know the Company gratuities which have the potential for abuse of authority / position. The reporting through the whistleblowing system is conducted based on specific mechanism that regulates the whistleblowing system.

Untuk penerimaan yang merupakan barang yang cepat kadaluwarsa (misal: makanan dan minuman), maka dapat diserahkan kepada lembaga sosial dengan menyampaikan bukti tanda penyerahan kepada *Risk Management & Compliance* selambat-lambatnya 30 (tiga puluh) hari setelah tanggal penerimaan.

Pelanggaran terhadap ketentuan Pedoman ini akan dikenakan sanksi yang berlaku di Perusahaan dan berpotensi dikenakan tindak pidana suap sesuai dengan peraturan perundangundangan yang berlaku.

Laporan Singkat Pengendalian Gratifikasi 2016

Sepanjang 2016, tercatat sebanyak 5 (lima) pemberian gratifikasi yang diterima pegawai Perseroan baik dalam jajaran Dewan Komisaris, Direksi, General Manajer hingga staf. Uraian mengenai gratifikasi yang diterima disajikan dalam tabel di bawah ini.

For the reception which is quickly expired (eg: food and beverage), then it can be distributed to social institution by giving the submission form to the Risk Management & Compliance Bureau no later than 30 (thirty) days after the receipt date.

Violation of provisions of these Guidelines will be given sanction that is applicable in the Company and potentially will be subjected to criminal acts of bribery in accordance with the applicable laws and regulations.

2016 Brief Report of Gratuities Control

Throughout 2016, 5 (five) gratuities received by the Company employees both the Board of Commissioners, the Board of Directors, General Manager and staff. A description on the received gratuities is presented in the following table.

Tabel Penerimaan Gratifikasi (Periode Januari-Desember 2016)

Table of Gratuities Receipt (Period of January-December 2016)

No.	Nama Penerima / Recipient's Name	Jenis Gratifikasi / Types of Gratuities	Bentuk Gratifikasi / Forms of Gratuities	Nilai/ Prakiraan Nilai / Value / Forecast Value	Pelaporan ke KPK / Reporting to KPK	Tindak Lanjut / Follow up
1.	Faik Fahmi	Massimo Dutti Cashmere Sweater Dark Blue	Barang / Goods	-	Dilaporkan / Reported	Ditetapkan menjadi milik negara / Stated to be State property
2.	Alfan Arizka Pratama	uang / Money	uang / Money	550.000	Dilaporkan / Reported	Ditetapkan menjadi milik negara / Stated to be State property
3.	Ituk Herarindri	Pemenang undian program reward Jiwassraya Wisata London / Winner of the draw of reward Jiwassraya Wisata London program	Reward/ Undangan / Reward / Invitation	-	Dilaporkan / Reported	Dibatalkan oleh yang bersangkutan/ Reward tersebut tidak ditindaklanjuti / Canceled / The reward was not followed up
4.	Tanti Hadianiti	uang / Money	uang / Money	500.000	Dilaporkan / Reported	Ditetapkan menjadi milik negara / Stated to be State property
5.	Jaya Thomas Sirait	Ballpoint Montblanc & Ballpoint Sheaffer	Barang / Goods	4.000.000 & 500.000	Dilaporkan / Reported	Ditetapkan menjadi milik negara / Stated to be State property

AKSES DAN TRANSPARANSI INFORMASI

A. Media Penyampaian Informasi

Dalam rangka mendukung komitmen penerapan keterbukaan informasi, Angkasa Pura II menyediakan berbagai akses informasi melalui sarana dan media sebagai berikut:

1. Website: www.angkasapura2.co.id
2. Portal Kementerian BUMN: www.bumn.go.id/angkasapura2
3. Twitter: @contactap2
4. Facebook: AP II Contact Center

INFORMATION ACCESS AND TRANSPARENCY

A. Information Storage Media

In order to support the commitment to information disclosure, Angkasa Pura II provides various information accesses through facilities and media as follows:

1. Website: www.angkasapura2.co.id
2. Ministry of SOEs Portal: www.bumn.go.id/angkasapura2
3. Twitter: @contactap2
4. Facebook: AP II Contact Center

5. Contact Center: 138
6. Majalah: Travelounge
7. Majalah Internal Perusahaan: A-Magazine

Sebagai portal utama akses informasi Perusahaan, website Perseroan menyajikan beragam materi terkini tentang kegiatan usaha yang dijalankan dengan menggunakan bahasa Indonesia dan Inggris. Adapun penyajian informasi dalam website www.angkasapura2.co.id yaitu:

5. Contact Center: 1500 138
6. Magazine: Travelounge
7. Corporate Internal Magazine: A-Magazine

As a main portal of information access of the Company, the Company website provides various current materials on business activities that are performed by using Bahasa Indonesia and English. Information presented in www.angkasapura2.co.id website is:

Header Kategori / Header Category	Halaman Arsip / Archive Page	Keterangan / Description
Halaman Muka / Front Page	- Header kategori / Header Category - Pengumuman / Announcement - Siaran Pers / Press Conference - Berita / News - Tautan Internal / Internal Links - Pelelangan / Procurement - Seleksi Mitra Usaha / Selection of business partners - Informasi / Information - Alamat Kontak Perusahaan / Company contact address	Pada bagian Halaman Muka, informasi yang disajikan meliputi laman tautan yang memudahkan bagi masyarakat maupun mitra kerja Perseroan untuk mendapatkan informasi terkini mengenai Perseroan / In Front Page section, information that is presented covers link pages which facilitate the community as well as partners of the Company to obtain current information about the Company.
Tentang Kami / About Us	- Sejarah / History - Visi dan Misi / Vision and Mission - Dewan Direksi / Board of Directors - Dewan Komisaris / Board of Commissioners - Struktur Organisasi / Organization Structure - Tata Kelola Perusahaan / Corporate Governance - CSR - PKBL - Jejak Langkah / Milestones - Penghargaan / Achievements	Pada bagian "Tentang Kami" Perseroan menyajikan informasi mengenai identitas Perseroan secara lengkap dan informasi-informasi terbaru tentang pencapaian dan kegiatan yang telah dilaksanakan Perseroan / In "About Us" section, the Company provides information of the Company identity completely and activities conducted by the Company.
Peluang Bisnis / Business Opportunities	- Bisnis Aviati / Aviation Business - Ruang Disewakan / Space Lease - Kargo / Cargo - Pengembangan Usaha / Business Development - Pelelangan / Procurement	Bagian "Peluang Bisnis" menyajikan informasi terkait hubungan Perseroan dengan mitra atau calon mitra kerja. Ketersediaan laman tersebut merupakan bagian dari aspek transparansi pengelolaan dalam prinsip GCG / "Business Opportunities" section provides information related to the relationship between the Company and partners or potential partners
Manajemen / Management	- Laporan Tahunan & Laporan Keuangan Audited / Annual Report & Audited Financial Statements - Laporan PKBL / PKBL Report - Perjanjian Kerja Sama / Cooperation Agreement - Dokumen dan Regulasi / Documents and Regulations - Majalah Internal / Internal Magazine	Bagian "Manajemen" menyajikan informasi dokumentasi Perseroan terkait hal-hal yang bersifat pelaporan. Selain untuk memenuhi aspek transparansi, penyajian informasi pada bagian ini merupakan wujud akuntabilitas terhadap pengelolaan Perseroan / "Management" section provides information of the Company's documents related to the reporting matters, the presentation of information in this section is a form of accountability towards the Company management.
Informasi / Information	- Siaran Pers / Press Conference - Pengumuman / Announcement - Berita / News - Kontak / Contact - Buku Tamu / Guest Book - Aplikasi Mobile / Mobile Application - Karir / Career - Info Lalu Lintas / Traffic Info - Penerbangan / Aviation	Bagian "Informasi" menyajikan materi terkait perkembangan terkini Perseroan serta beberapa nilai tambah dalam rangka optimalisasi distribusi informasi masyarakat / "Information" section provides materials related to the Company's current development as well as several additional values in the framework of optimizing the distribution of public information.

Header Kategori / Header Category	Halaman Arsip / Archive Page	Keterangan / Description
Keselamatan / Safety	Pelaporan Keselamatan / Safety Reporting	Bagian ini berisikan Aplikasi Safety Reporting System ini adalah sistem aplikasi laporan pengaduan masyarakat/ pengguna jasa bandara berbasis online, dan dirancang untuk mengelola laporan pengaduan masyarakat/ pengguna jasa bandara untuk meningkatkan layanan keselamatan di bandara PT Angkasa Pura II (Persero) / This section contains Safety Reporting System application, which is a complaint reporting application system / online-based airport service users, and formulated to manage complaint reporting of the community / airport service users in order to improve the safety services in the airport of PT Angkasa Pura II (Persero).

B. Komunikasi dengan Pemegang Saham

Di tahun 2016 Perseroan mengadakan kegiatan analyst meeting sebanyak 1 kali dalam bentuk *Public Expose* dalam rangka penerbitan obligasi. Dalam kegiatan tersebut, Perseroan mengundang beberapa analis yang berkompeten di bidangnya serta masyarakat umum mengenai kinerja usaha Perseroan, tantangan yang dihadapi serta prospek di masa depan.

B. Communication with Shareholders

In 2016 the Company held analyst meeting activity for 1 time in the form of Public Expose in the framework of bond issuance. In this activity, the Company invited several analysts who are competent in their fields and public on the business performance of the Company, challenge encountered as well as future prospects.

Tabel uraian informasi kegiatan analyst meeting

Table of Analyst Meeting Information

No.	Tema Kegiatan Analyst Meeting / Theme of Analyst Meeting Activity	Waktu Pelaksanaan / Date of Event	Tempat Pelaksanaan / Venue	Analisis yang Hadir / Analyst Present
1	Public Expose dalam rangka penerbitan obligasi / Public expose for bond issuance	3 Juni 2016 / June 3, 2016	Hotel Fairmont, Senayan, Jakarta / Fairmont Hotel, Senayan, Jakarta	Mandiri Sekuritas & Dana Reksa Sekuritas

PEDOMAN PERILAKU DAN BUDAYA PERUSAHAAN

Untuk mencapai keberhasilan jangka panjang, pengimplementasian GCG perlu dilandasi integritas yang tinggi diperlukan Pedoman Perilaku (Code Of Conduct) yang dapat menjadi acuan bagi organ Perusahaan dan seluruh jajarannya dalam menerapkan nilai-nilai dan etika bisnis sehingga menjadi bagian dari Budaya Perusahaan.

A. Pedoman Perilaku (Code Of Conduct)

Pedoman perilaku (*Code of Conduct*) merupakan pedoman internal Perseroan yang berisikan sistem nilai, etika bisnis, etika kerja, komitmen, serta penegakan terhadap peraturan-peraturan Perseroan bagi individu dalam menjalankan bisnis dan aktivitas lain, serta tata cara interaksi dengan para pemangku kepentingan. *Code of conduct* berperan sebagai perangkat yang mengatur tata perilaku tiap karyawan, sekaligus sebagai instrumen pencegah penyalahgunaan wewenang dan jabatan tiap individu dalam Perseroan.

Melalui penyusunan *code of conduct*, tiap karyawan Angkasa Pura II diharapkan dapat berperan aktif dalam menciptakan suasana kerja yang sehat dan kondusif bagi seluruh elemen

CODE OF CONDUCT AND CORPORATE CULTURE

To achieve long-term success, GCG implementation needs to be based with high integrity in which the Code of Conduct is required to become a reference for the Company's organs and all staffs in implementing business values and ethics to become part of the corporate culture.

A. Code Of Conduct

Code of Conduct is the Company internal guideline that contains value system, business ethics, work ethics, commitment, as well as enforcement of the Company regulations for individuals in performing business and other activities, and procedures of interaction with stakeholders. Code of Conduct acts as a set that regulates code of conduct of each employee, and as an instrument to prevent abuse of authority and position of each individual within the Company.

Through the preparation of code of conduct, each employee of Angkasa Pura II is expected to actively create healthy and conducive atmosphere for all elements of the Company.

Perseroan. Angkasa Pura II berharap *code of conduct* yang berlaku dapat membentuk karakter individu Sumber Daya Manusia Perseroan, agar berdisiplin serta menjaga etika dalam berinteraksi baik antar sesama karyawan maupun dengan pihak lain di luar Perseroan.

Code of Conduct ini berlaku untuk seluruh Insan Angkasa Pura II yakni Dewan Komisaris, Direksi, seluruh Karyawan dan seluruh stakeholders atau mitra kerja yang melakukan transaksi bisnis dengan Angkasa Pura II yang terintegrasi dengan prinsip GCG.

Penyusunan *code of conduct* telah disesuaikan dengan perkembangan hukum, sosial, dan dinamika bisnis Angkasa Pura II. *Code of Conduct* yang berlaku untuk seluruh insan Angkasa Pura II terdiri atas:

- Bab I: Pendahuluan
- Bab II: Etika Bisnis
- Bab III: Etika Kerja dan Tata Perilaku
- Bab IV: Donasi, Hadiah, dan Jamuan
- Bab V: Penegakan Etika
- Bab VI: Penerapan Pedoman Perilaku

Cakupan Code of Conduct

Code of Conduct Angkasa Pura II mencakup prinsip-prinsip dalam etika bisnis/usaha dan etika kerja, di antaranya:

1. Merasa tidak yakin tentang tindakan yang pantas dilakukan sehingga memerlukan nasihat dan masukan;
2. Yakin bahwa seseorang yang bertindak atas nama PT Angkasa Pura II (Persero) sedang melakukan atau akan melakukan suatu tindakan yang melanggar hukum, prinsip, & taktik Pedoman Perilaku ini;
3. Yakin bahwa insan PT Angkasa Pura II (Persero) terlibat dalam pelanggaran;
4. Yakin bahwa seseorang yang mengajukan pertanyaan atau kekhawatiran tersebut dengan niat baik, telah mendapat tanggapan.

Penandatanganan Pernyataan Komitmen Code Of Conduct

Sebagai bentuk komitmen Insan Angkasa Pura II untuk selalu mentaati *Code of Conduct*, maka setiap tahunnya Insan Angkasa Pura II wajib melakukan penandatanganan Pernyataan Komitmen yang berisi komitmen kepatuhan terhadap *Code of Conduct*. Dokumen Pernyataan Komitmen tersebut didokumentasikan oleh Unit *Risk Management & Compliance*.

Angkasa Pura II expects that the applicable code of conduct is able to form character of the Company's Human Resources, in order to be discipline as well as maintain ethics in the interaction amongst employees and other parties outside the Company.

The Code of Conduct is applicable for all personnel of Angkasa Pura II namely the Board of Commissioners, the Board of Directors, all employees and all stakeholders or partners who perform business transactions with Angkasa Pura II which is integrated with GCG principles.

Preparation of code of conduct has been adjusted with legal and social developments, and business dynamics of Angkasa Pura II. Code of Conduct which is applicable for all personnel of Angkasa Pura II consists of:

- Chapter I: Introduction
- Chapter II: Business Ethics
- Chapter III: Work Ethics and Code of Conduct
- Chapter IV: Donation, Gift, and Repast
- Chapter V: Ethics Enforcement
- Chapter VI: Implementation of Code of Conduct

Scope of Code of Conduct

The Code of Conduct of Angkasa Pura II consists of principles in business ethics and work ethics, among others:

1. Feel unsure about the appropriate action to be conducted, so requires advices and inputs;
2. Convinced that someone acting on behalf of PT Angkasa Pura II (persero) is conducting or about to commit an action that is against the law, principles, & tactics of the Code of Conduct;
3. Convinced that personnel of PT Angkasa Pura II (Persero) is involved in a violation;
4. Convinced that someone who have any questions or concerns in good intentions, have received feedback

Signing of Commitment Statement of Code of Conduct

As a commitment of Angkasa Pura II personnel to always adhere to the Code of Conduct, then every year all personnel of Angkasa Pura II is obligated to sign a Commitment Statement which contains a commitment of compliance against the Code of Conduct. The Commitment Statement Documents are documented by the Risk Management and Compliance Unit.

Sosialisasi Code of Conduct

Implementasi *Code of Conduct* dilaksanakan oleh seluruh Insan Angkasa Pura II. Untuk itu, Angkasa Pura II melaksanakan sosialisasi dan internalisasi untuk memastikan *Code of Conduct* diketahui dan dijalankan oleh seluruh Insan Perseroan.

Pada tahun 2016, Perusahaan melakukan sosialisasi *Code of Conduct* melalui:

- Tatap Muka melalui Sosialisasi GCG;
- Website;
- Portal Intranet;
- Buku saku;
- Sosial Media Forum Komunikasi Angkasa Pura II melalui gadget/smartphone;
- Banner;
- Buletin;
- Pernyataan Komitmen;
- Iklan di koran;
- Contact Center Nomor 138;
- Dan lain sebagainya.

Upaya Penegakan Code of Conduct

Pada tahun 2016, upaya penegakkan *Code of Conduct* dilakukan dengan beberapa cara, di antaranya:

1. Melaksanakan program induksi karyawan baru untuk memastikan setiap karyawan baru mengetahui mengenai *Code of Conduct*;
2. Melaksanakan pendidikan dan pelatihan berkelanjutan untuk memastikan pemahaman komprehensif bagi seluruh karyawan;
3. Melaksanakan komunikasi berkala;
4. Melakukan pemantauan efektifitas program *Code of Conduct*. Program ini dilaksanakan oleh Internal Auditor;
5. Melaksanakan pemutakhiran buku *Code of Conduct* yang dilakukan secara berkala guna disesuaikan dengan kebutuhan Perusahaan serta regulasi internal atau eksternal yang berlaku di Perusahaan.

Sanksi Pelanggaran Terhadap Code Of Conduct

Konsekuensi-konsekuensi atas pelanggaran terhadap Pedoman Perilaku (*Code of Conduct*) akan ditindaklanjuti dan diberikan tindakan pembinaan, sanksi disiplin dan atau tindakan perbaikan sesuai Peraturan Perusahaan.

B. Budaya perusahaan

Di tahun 2016, Perseroan melakukan penyesuaian visi –misi dan nilai Perusahaan. Penyesuaian tersebut menyebabkan adanya proses transformasi (*Change Management*) serta perlu

Code of Conduct Socialization

Implementation of the *Code of Conduct* is conducted by all personnel of Angkasa Pura II. To that end, Angkasa Pura II conducts socialization and internalization to ensure that the *Code of Conduct* is known and performed by all personnel of the Company.

In 2016, the Company conducted a socialization of the *Code of Conduct* through:

- Face to face through the Socialization of GCG;
- Website;
- Intranet Portal;
- Pocket Book;
- Social Media of the Communication Forum of Angkasa Pura II through gadget / smartphone;
- Banner;
- Bulletin;
- Commitment Statement;
- Advertisements in newspapers;
- Contact Center Number 138;
- Etc.

Code of Conduct Enforcement

In 2016, enforcement of the *Code of Conduct* is performed in several ways, including:

1. Implement new employee induction program to ensure that every new employee knows about the *Code of Conduct*;
2. Implement sustainable education and training to ensure a comprehensive understanding for all employees;
3. Conduct regular communication;
4. Monitor the effectiveness of the *Code of Conduct* program. This program is conducted by the Internal Audit Unit (SPI);
5. Updating the book of the *Code of Conduct* which is conducted regularly to be adjusted with the Company's requirements as well as internal and external regulations applicable in the Company.

Sanctions of the Code of Conduct Violations

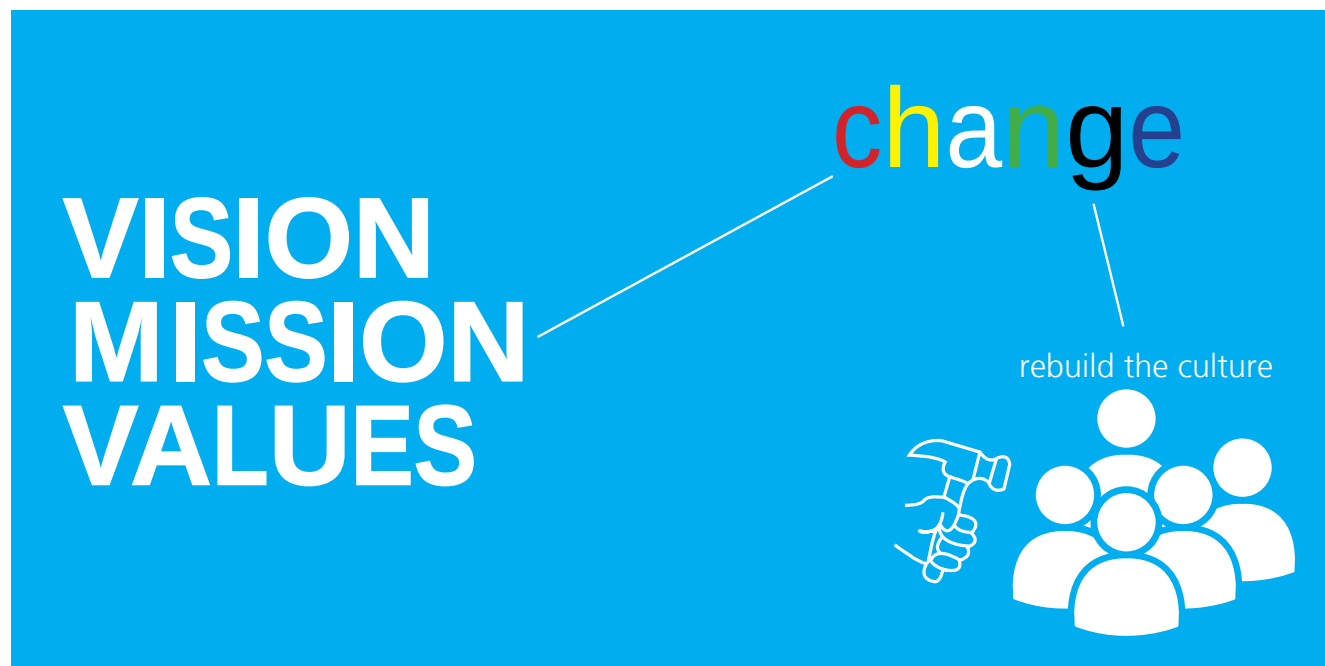
Consequences for violating the *Code of Conduct* to be followed up and given guidance action, disciplinary or corrective action pursuant to Company Regulation.

B. Company Culture

In 2016, the Company conducts adjustment of vision – mission and value of the Company. The adjustment causes transformation process (*Change Management*) and re-

dilakukannya reinternalisasi kepada seluruh insan Angkasa Pura II di setiap jenjang. Perubahan atas budaya Perusahaan ditetapkan melalui Peraturan Direksi PT Angkasa Pura II (Persero) Nomor: PD.01.02/01/2017/0006 tentang Budaya Perusahaan.

internalization is required to all personnel of Angkasa Pura II at every level. Change in the Company culture is stipulated through the Regulation of the Board of Directors of PT Angkasa Pura II (Persero) Number: PD.01.02 / 01 / 2017 / 0006 concerning Company Culture.



Nilai Inti Perusahaan

The Company's Core Values

CORE VALUE
Due Value

"PERFORMING WORLD-CLASS SERVICES"

P E R F O R M

Pride of Indonesia Kami mendukung pembangunan negara kami dengan menawarkan pengalaman terbaik Indonesia kepada dunia <i>We support our country's development and offer the best Indonesia experience to the world</i>	Entrepreneurial Sedikit bicara dan banyak bekerja kami mengimplementasikan gagasan baru dengan cepat <i>We talk less and do more, we implement new die as last</i>	Responsible Kami berkomitmen penuh untuk mencapai hasil yang terbaik <i>We commit personally on delivering results</i>	Focused Kami fokus dengan tindakan-tindakan kami untuk hal yang penting <i>We focus our efforts on what matters the most</i>	Outstanding Service Kami selalu melihat dari sudut pandang konsumen dalam segala tindakan kami <i>We always take the perspective of our costumers in everything we do</i>	Respectful Kami memperlakukan setiap individu dengan hormat <i>We ... at everyone with respect</i>	Meritocratic Kami mengakui dan menghargai prestasi <i>We recognize and reward achievements</i>

Jejak Langkah Pengembangan Budaya Perseroan

Sejak tahun 2010, Perseroan secara berkesinambungan terus melaksanakan evolusi budaya Perusahaan sebagai wujud fleksibilitas Perseroan atas perkembangan serta dinamika bidang usaha kebandarudaraan agar terus berkembang secara berkelanjutan dan tidak tertinggal dengan pembaharuan yang dilakukan oleh Bandara-bandara di seluruh belahan dunia. Hal ini tentunya menjadi cita-cita Perseroan agar kehadiran Perseroan selaku pengelola bandara di Indonesia tetap di perhitungkan secara internasional.

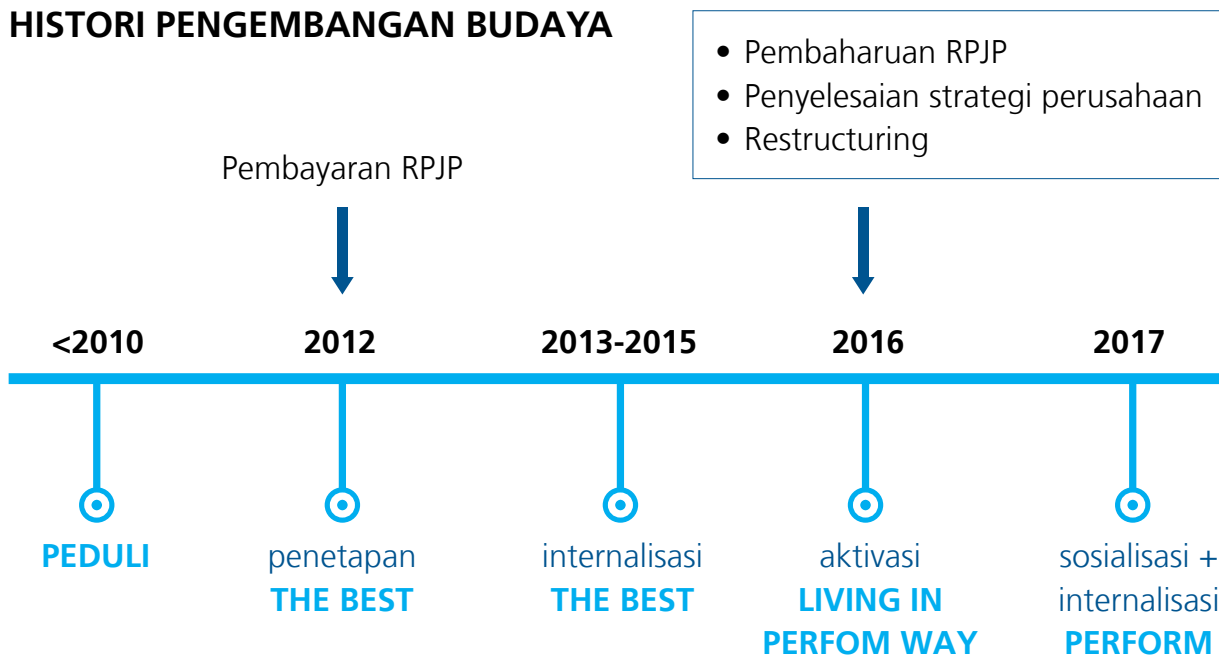
Di tahun 2016, Perseroan mencanangkan budaya perusahaan dengan tajuk 'PERFORM' yang merupakan akronim atas Pride of Indonesia, Entrepreneurial, Responsible, Focused, Outstanding Service, Respectful Dan Meritocratic. Dalam rencana yang telah disusun, tahun 2016 merupakan tahun aktivasi budaya 'PERFORM' dengan penekanan pada 'Living in Perform Way' sedangkan tahun 2017 mendatang Perseroan akan meningkatkan aktivasi budaya tersebut sebagai tahun sosialisasi dan internalisasi budaya 'PERFORM'.

Company Culture Development Milestones

Since 2010, the Company is continuously performing evolution of the Company culture as form of flexibility of the Company on the Development and the dynamics of the airport business in order to always develop and not behind the reforms conducted by Airports around the world. This becomes the Company's goal that the existence of the Company as the administrator of airports in Indonesia is always recognized internationally.

In 2016, the Company established company culture with the title of 'PERFORM' which is an acronym for Pride of Indonesia, Entrepreneurial, Responsible, Focused, Outstanding Service, Respectful and Meritocratic. In the set plans, 2016 is the year of cultural activation of 'PERFORM' with concerns on "Living in Perform Way" while in 2017 the Company will improve its cultural activation as the year of socialization and internalization of 'PERFORM' culture.

HISTORI PENGEMBANGAN BUDAYA



Konsep Budaya Perusahaan

Konsep budaya Perseroan dijabarkan dalam penjelasan di bawah ini:

Company Culture Concept

Company Culture Concept is described below:

KONSEP BUDAYA AP2 GROUP



KEY BEHAVIOR

Tingkatkan budaya berupa pedoman keteraturan berperilaku untuk menjadi pemenang di dalam bisnis melalui VAR.

Sekaligus menjadi praktek *Delivering Delightful Services*.

>> Key behavior dapat berbeda pada tiap Subculture di AP2 Group

CORE VALUES

Nilai utama yang menjadi standar dalam melaksanakan pekerjaan di dalam Perusahaan untuk mencapai sasaran strategis. Core Values merupakan tingkat budaya yang paling mudah diinterpretasikan, melalui PERFORM.

Sekaligus menjadi prinsip dalam *Performing World-Class Services*.

>> Core Values merupakan values (nilai) minimal yang harus dimiliki oleh tiap Subculture di AP2 Group

BASIC BELIEF

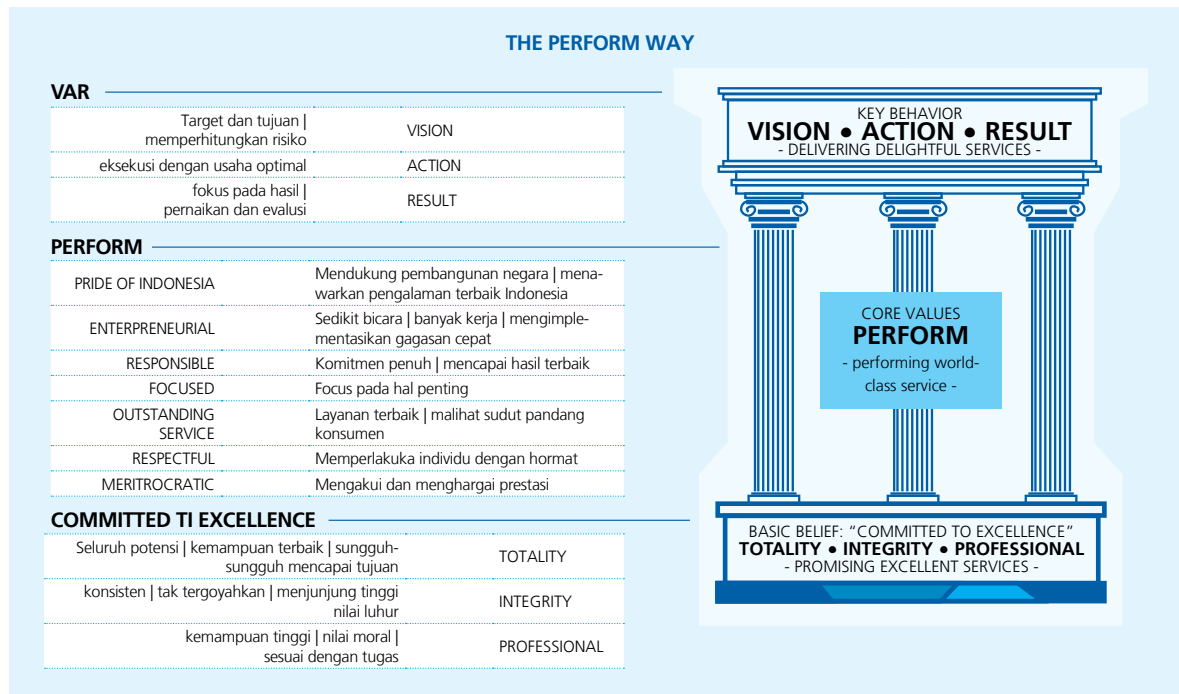
Keyakinan bersama dalam perusahaan dan apabila perusahaan menepati yang diyakini dan mencapai sukses jangka panjang. Basic Belief di AP2 Group adalah *Committed to Excellence* - memberikan yang terbaik bagi pelanggan

Sekaligus menjadi filosofi memahami *Promising Axcellent Service*

>> Basic Belief merupakan nilai dasar yang harus dimiliki tiap karyawan dan satu-satunya di AP2 Group, yang dibentuk melalui nilai TIP.

Metode pelaksanaan Nilai Perusahaan

Methods of Implementing the Company's Value



SISTEM PELAPORAN PELANGGARAN

Dalam rangka mencegah praktik penyimpangan dan kecurangan serta untuk memperkuat penerapan praktisi GCG, Angkasa Pura II menerapkan Sistem Pengaduan Pelanggaran (*Whistleblowing System*). Whistleblowing System adalah sistem yang mengelola pengaduan/penyingkapan mengenai perilaku melawan hukum, perbuatan tidak etis/ tidak semestinya secara rahasia, anonim dan mandiri yang digunakan untuk mengoptimalkan peran serta Insan Angkasa Pura II dan pihak lainnya dalam mengungkapkan pelanggaran yang terjadi di lingkungan Perusahaan.

Pedoman Whistleblowing System

Sebagai penguatan perangkat Whistleblowing System yang sejalan dengan komitmen Perusahaan untuk terus menyempurnakan implementasi GCG, Angkasa Pura II telah memiliki Pedoman Whistleblowing System yang telah disahkan Pedoman Sistem Pengaduan Pelanggaran (Whistleblowing System) di Lingkungan Angkasa Pura II melalui Surat Keputusan Bersama Dewan Komisaris dan Direksi Nomor DKOM.036.3/HK.201/AP II-2014 tanggal 22 Januari 2014. KEP.02.03.01/01/2014.2.

Pengelola Whistleblowing System

Pelaporan pelanggaran ditujukan melalui suatu mekanisme baku dan dikelola secara profesional oleh Unit Internal Auditor sebagai Unit Pengelola Sistem Pengaduan Pelanggaran (WBS) sesuai Surat Keputusan Direksi Nomor KEP.02.03/00/01/2014/082 tanggal 22 Januari 2014.

Ruang Lingkup Pengaduan

Ruang lingkup pengaduan yang dapat disampaikan pada Whistleblowing System meliputi hal-hal sebagai berikut:

1. Penyimpangan dari peraturan dan perundangan yang berlaku;
2. Penyalahgunaan jabatan untuk kepentingan lain di luar Perusahaan;
3. Pemerasan;
4. Perbuatan curang;
5. Benturan kepentingan;
6. Gratifikasi.

Perlindungan Terhadap Pelapor

Angkasa Pura II memberikan perlindungan terhadap pelapor yang melaporkan dugaan pelanggaran melalui mekanisme Whistleblowing System. Kebijakan perlindungan terhadap pelapor, yaitu sebagai berikut:

WHISTLEBLOWING SYSTEM

In order to prevent practices of irregularities and fraudulent as well as to strengthen the implementation of GCG practitioners, Angkasa Pura II implements a Whistleblowing System. Whistleblowing System is a system that handles complaints/disclosures regarding unlawful behavior, unethical / inappropriate actions secretly, anonymous and independent used to optimize the participation of Angkasa Pura II personnel and other parties to disclose violations occurred within the Company.

Whistleblowing System Guidelines

As a reinforcement of Whistleblowing System which in line with the Company's commitment to continuously improve GCG implementation, Angkasa Pura II has had Whistleblowing System Guidelines which has been ratified through the Joint Decree of the Board of Commissioners and Board of Directors Number DKOM.036.3 / HK.201 / AP II-2014 dated January 22, 2014. KEP.02.03.01 / 01 / 2014.2.

Whistleblowing System Administrator

Violations reporting is addressed through a standard mechanism and managed professionally by the Internal Audit Unit as the Whistleblowing System (WBS) Administrator in accordance with the Decree of the Board of Directors No: KEP.02.03 / 00 / 01 / 2014 / 082 dated January 22, 2014.

Reporting Scope

Scope of reporting which can be submitted to the Whistleblowing System consists of matters as follows:

1. Irregularities from the applicable rules and regulations;
2. Misuse of position for other interests outside the Company;
3. Extortion;
4. Deception;
5. Conflict of Interest;
6. Gratuities.

Whistleblower Protection

Angkasa Pura II provides protection to whistleblowers who report suspected violations through the Whistleblowing System mechanism. Whistleblowers protection policy is as follows:

1. Identitas Pelapor dijamin kerahasiaannya oleh Perusahaan;
2. Perusahaan menjamin perlindungan terhadap Pelapor dari segala bentuk ancaman, intimidasi ataupun tindakan tidak menyenangkan dari pihak manapun selama Pelapor menjaga kerahasiaan pelanggaran yang diadukan kepada pihak manapun;
3. Perlindungan terhadap Pelapor juga berlaku bagi para pihak yang melaksanakan Investigasi maupun pihak-pihak yang memberikan informasi terkait dengan Pengaduan/ Penyingkapan tersebut.

Selain perlindungan di atas, Angkasa Pura II juga akan menyediakan perlindungan hukum. Diharapkan, dengan adanya jaminan perlindungan ini, akan mendorong setiap Insan Perusahaan dan Pelapor lainnya untuk berani melaporkan pelanggaran dan menjamin keamanan Pelapor dan keluarganya.

Media Pelaporan

Media Pelaporan yang disediakan oleh Angkasa Pura II meliputi berbagai media sebagai berikut:

1. Telepon : 021-5505042
2. Fax : 021-5501536
3. Website : www.angkasapura2.co.id
4. Email : spi.wbs@angkasapura2.co.id

Selain itu, dapat juga disampaikan melalui amplop tertutup dengan memberi kode WBS pada bagian kanan atas amplop tersebut, yang ditujukan kepada President Director atau Head of Internal Auditor dengan alamat: PT Angkasa Pura II (Persero) Kantor Pusat - Gedung 600 Bandar Udara Internasional Soekarno-Hatta Kotak Pos 1001 – 19120 Tangerang.

Mekanisme Pengaduan

Mekanisme pengaduan dilaksanakan sebagai berikut:

1. Pelapor menyampaikan laporan melalui berbagai media yang disediakan disertai dengan identitas diri yang sekurang-kurangnya memuat nama/alamat/nomor telepon/*handphone*/faksimili/*email* dan fotokopi identitas diri;
2. Menyertakan dokumen pendukung seperti: dokumen yang berkaitan dengan transaksi yang dilakukan dan/atau pengaduan pelanggaran yang disampaikan;
3. Pengaduan pelanggaran secara tertulis tanpa identitas (anonim) dapat dilakukan, namun wajib dilengkapi dengan

1. Confidentiality of the Whistleblowers identity is guaranteed by the Company;
2. The Company guarantees protection against the Whistleblowers from all forms of threats, intimidation or disagreeable actions of any party as long as the Whistleblowers keep the confidentiality of reporting submitted to any party;
3. Protection against the Whistleblowers also applies for parties who carry out Investigation or parties who provide information related to such Complaints / Disclosure.

In addition to the above protection, Angkasa Pura II will also provide legal protection. Hopefully, with this protection guarantee, it could encourage every personnel of the Company and other Whistleblowers courageous in reporting any violations and ensure the security of the Whistleblowers and their family.

Reporting Media

Reporting media provided by Angkasa Pura II consists of various media as follows:

1. Phone : 021-5505042
2. Fax : 021-5501536
3. Website : www.angkasapura2.co.id
4. Email : spi.wbs@angkasapura2.co.id

In addition, it can also be delivered by sealed envelope by giving WBS code on the top right of the envelope, addressed to the President Director or the Head of Internal Auditor at the address: PT Angkasa Pura II (Persero) Head Office - Building 600 Soekarno-Hatta International Airport PO Box 1001 – 19120 Tangerang.

Reporting Mechanism

Reporting mechanism is conducted as follows:

1. Whistleblower submits a report through various media provided accompanied with personal identity, at least containing name / address / telephone number / mobile phone / fax / email and a copy of personal identity;
2. Include supporting documents such as: documents relating to transactions carried out and / or complaints of violations submitted;
3. Complaints of violations in writing without identity (anonymous) can be conducted, but must be accompanied

fotokopi/salinan dokumen yang berkaitan dengan transaksi yang dilakukan dan/atau Pengaduan Pelanggaran yang akan disampaikan;

4. President Director/Head of Internal Auditor/Komisaris Utama yang menerima pengaduan, mencatat dan menuangkan dalam format standar;
5. Pengaduan yang disampaikan tanpa identitas (anonim) tetap diproses, namun demikian dipertimbangkan terlebih dahulu kesungguhan isi laporan, kredibilitas dan bukti-bukti yang diajukan serta kemungkinan melakukan konfirmasi pengaduan;
6. President Director/Head of Internal Auditor/Komisaris Utama melakukan penyaringan terhadap laporan tersebut, apakah terdapat Indikasi Awal. Bila YA maka laporan akan diteruskan kepada Tim Pengaduan Pelanggaran, jika TIDAK, maka proses Sistem Pengaduan Pelanggaran selesai;
7. President Director/Head of Internal Auditor/Komisaris Utama melakukan investigasi awal selama 14 hari kerja dan membuat ringkasannya;
8. Berdasarkan hasil tersebut, President Director atau Komisaris Utama memutuskan tindak lanjut:
 - a. Dihentikan, jika tidak memenuhi persyaratan Indikasi Awal;
 - b. Bekerjasama dengan External Investigator untuk melakukan investigasi lanjutan jika substansi pengaduan terkait dengan Direksi, Dewan Komisaris dan Karyawan satu tingkat di bawah Direksi atau citra/reputasi Perusahaan dan/atau menimbulkan kerugian besar dan/atau belum pernah ditindaklanjuti oleh Internal Auditor;
 - c. Bekerjasama dengan fungsi terkait lainnya atau dilakukan oleh Tim Investigasi sesuai dengan substansi pengaduan/penyengkapan;
9. Laporan Hasil Investigasi Internal maupun External diselesaikan dalam waktu selambatnya 90 Hari Kerja sejak keputusan untuk melakukan investigasi diterima dari/oleh Tim Investigasi dan kemudian dipresentasikan oleh Tim Investigasi kepada President Director/Komisaris Utama;
10. Berdasarkan hasil laporan tersebut, maka akan diambil keputusan terkait dengan hal tersebut.

Sosialisasi dan Evaluasi *Whistleblowing System*

Angkasa Pura II melaksanakan sosialisasi *Whistleblowing System* secara berkelanjutan kepada seluruh Insan Perusahaan dan secara berkala akan melaksanakan pemutakhiran dan penyempurnaan dalam rangka perbaikan berkelanjutan sesuai dengan perkembangan bisnis Perusahaan. Sosialisasi ini dilaksanakan bersamaan dengan sosialisasi penerapan GCG,

with a copy of documents relating to transactions carried out and / or Complaints of Violations that will be delivered;

4. President Director / Head of Internal Auditor / President Commissioner who receives the complaint, record and poured it in a standard format;
5. Complaints submitted without identity (anonymous) will still be processed, however, firstly consider the contents of the report seriousness, credibility and evidences submitted and the possibility to confirm the complaint;
6. President Director / Head of Internal Auditor / President Commissioner filters the report, whether there is an Early Indications. If YES, the report will be forwarded to the Violation Complaints Team, if NOT, the Violation Reporting System process is completed;
7. President Director / Head of Internal Auditor / President Commissioner conducts a preliminary investigation for 14 business days and makes a summary;
8. Based on these results, the President Director or President Commissioner decides the follow-up:
 - a. Terminated, if it does not meet the requirements of Early Indicators;
 - b. Cooperate with External Investigator to conduct further investigations if the substance of the complaint is related to the Board of Directors, Board of Commissioners and Employees at one level below the Board of Directors or the Company's image / reputation and / or caused large losses and / or has not been followed-up by Internal Auditor;
 - c. Cooperate with other related functions or conducted by the Investigation Team in accordance with the substance of the complaint / disclosure;
9. Report of the Internal and External Investigation is completed no later than 90 Business Days after the decision to conduct an investigation is received from/ by the Investigation Team and then presented by the Investigation Team to the President Director / President Commissioner.
10. Based on the report, a decision will be taken with respect to such matters.

Socialization and Evaluation of *Whistleblowing System*

Angkasa Pura II conducts socialization of *Whistleblowing System* on an ongoing basis to the entire personnel of the Company and will carry out periodic updates and improvements within the framework of continuous improvement in accordance with the Company's business development. The socialization is conducted together with the socialization of

publikasi melalui intranet dan media komunikasi lainnya.

GCG implementation, publication through intranet and other communication media.

Jumlah Pengaduan Yang Masuk Sepanjang 2016

Sejak ditetapkan Unit Internal Auditor sebagai pengelola Sistem Pengaduan Pelanggaran (Whistle Blowing System), diperoleh pengaduan sebanyak 5 (pengaduan) dengan penjelasan sebagai berikut:

No.	Tanggal Pengaduan / Date of Complaint	Media Pengaduan / Complaint Media	Dugaan Pelanggaran / Allegations of Violation	Tindak Lanjut / Follow Up
1.	17 April 2015 / April 17, 2015	Website / Website	Dugaan gratifikasi perjalanan dinas / Allegation of official travel gratuities	Selesai / Completed
2.	29 Mei 2015 / May 29, 2015	Surat / Letter	Dugaan praktik kecurangan dan pemerasan terhadap mitra kerja / Allegation of fraudulent practices and extortion against partners	Selesai / Completed
3.	15 Juni 2015 / June 15, 2015	Surat / Letter	Dugaan praktik kecurangan keterlambatan pembayaran kepada vendor. / Allegation of delays in payments to vendor fraudulent practices.	Selesai / Completed
4.	24 November 2016 / November 24, 2016	Website / Website	Dugaan pelanggaran ketentuan kegiatan FAT&FT / Allegation of violation of FAT & FT provisions	Selesai / Completed
5.	7 Desember 2016 / December 7, 2016	Website / Website	Dugaan praktik kecurangan pengembalian uang jaminan (deposit) / Allegation of fraudulent practices of refund guarantees (deposit)	Selesai / Completed

Number of Complaints Throughout 2016

Since Internal Auditor Unit was stipulated as an administrator of the Whistleblowing System, 5 (five) complaints were received with the following description:

Evaluasi Penerapan Sistem Pelaporan Pelanggaran

Berdasarkan laporan kinerja WBS 2016 PT Angkasa Pura II (Persero), hasil evaluasi atas kinerja WBS 2016 yaitu:

1. Kelima pengaduan yang masuk telah dilakukan proses verifikasi terhadap isi pengaduan hasil verifikasi sebagian besar dinyatakan belum memenuhi kriteria untuk ditindaklanjuti dengan audit investigasi.
2. Untuk mengetahui sejauh mana keberhasilan penerapan WBS, kami telah melakukan evaluasi dengan metode tanya jawab kepada para *stakeholder*, antara lain: pejabat setingkat *General Manager*, Manager, karyawan dan mitra usaha serta pengunjung pada event festival hari Anti Korupsi oleh Komisi Pemberantasan Korupsi (KPK) pada tanggal 8-10 Desember 2016 di Pekanbaru.
3. Dari hasil evaluasi tersebut, beberapa masukan penerapan WBS antara lain:
 - a. Sebagian besar *stakeholder* belum mengetahui keberadaan WBS AP II atau mengetahui namun belum melihat secara langsung;
 - b. Masih ada kekhawatiran/keragu-raguan terkait kerahasiaan dan perlindungan bagi pelapor;
 - c. Aplikasi WBS masih sulit digunakan dan perlu dipermudah/disederhanakan.
4. Terhadap permasalahan tersebut, Unit Internal Auditor dan Tim WBS akan meningkatkan internalisasi pada setiap kesempatan, perbaikan/penyederhanaan aplikasi, pembuatan brosur dan Buku Petunjuk Penggunaan Sistem WBS (*manual book*).

Evaluation of Whistleblowing System Implementation

Based on 2016 WBS performance report of PT Angkasa Pura II (Persero), evaluation results of WBS performance in 2016 were:

1. The five incoming complaints have been made the verification process on the contents of the complaint, result of verification mostly stated that they have not fulfill the criteria to be followed up with investigative audit.
2. To know the extent to which WBS has been successfully implemented, we have conducted an evaluation with question and answer method to stakeholders, including: General Manager, Manager, employees and business partners as well as visitors at Anti-Corruption Day event by Corruption Eradication Commission (KPK) On December 8-10, 2016 in Pekanbaru.
3. From the evaluation results, several inputs of WBS implementation, among others:
 - a. Most of stakeholders were not aware of the existence of WBS AP II or knew but have not seen it directly;
 - b. There was remaining concern / doubt regarding the confidentiality and the protection for the whistleblower;
 - c. WBS application was still difficult to be operated and it was required to be simplified.
4. With respect to such matters, the Internal Audit Unit and WBS Team will enhance internalization at every opportunity, application repair / simplification, brochure creation and User Manual Book of WBS System.

PERKARA PENTING PERUSAHAAN 2016

Sepanjang tahun 2016, Perseroan menghadapi 8 (delapan) perkara hukum yang proses penyelesaiannya tersebar baik di Pengadilan Negeri, Pengadilan Tinggi, Mahkamah Agung, Perkara tersebut dapat dirinci sebagai berikut:

2016 LEGAL PROCEEDINGS OF THE COMPANY

Throughout 2016, the Company encountered 8 (eight) lawsuits in which the settlement processes spread both in the District Court, the High Court, the Supreme Court, the details of those cases can be seen as follows:

I. PERDATA / CIVIL							
No	Perkara / Case	Uraian / Description	Pengadilan TK I / Court of First Instance	Banding / Appeal	Kasasi / Cassation	Peninjauan Kembali / Judicial Review	Keterangan / Description
1	CABANG HALIM PERDANAKUSUMA PT AP II dan INKOPAU Melawan PT Angkasa Transportindo Selaras (PT ATS)	PT ATS mengajukan gugatan kepada Inkopau selaku Tergugat I dan PT AP II selaku Tergugat terkait pengelolaan lahan di Bandar Udara Halim Perdanakusuma seluas 21 Ha.	Putusan Pengadilan Negeri Jakarta Timur Nomor 492/PDT.G/2010 PT AP II Kalah. Amar Putusan pada pokoknya: - Mengabulkan gugatan Penggugat untuk sebagian; - Menyatakan Perjanjian tanggal 10 Februari 2006 Nomor Sperjan/05-0303/01/Inkopau/001/ATS-EKS/II/2006 termasuk amandemen tanggal 29 Januari 2008 antara Penggugat dan Tergugat I adalah sah dan mengikat Penggugat-Tergugat I dengan segala akibat hukumnya; - Menyatakan Tergugat I telah ingkar janji/wanprestasi; - Menghukum Tergugat I untuk melaksanakan seluruh kewajiban Tergugat I atau prestasi Tergugat I sebagaimana ditentukan dalam Perjanjian; - Menghukum Tergugat I atau dari siapapun yang mendapat hak darinya untuk mengosongkan dan menyerahkan lahan dan/atau apa saja yang berdiri di atas Objek Perjanjian kepada Penggugat, atau jika Tergugat I tidak melaksanakan Putusan ini menghukum Tergugat I untuk membayar kerugian kepada Penggugat sebesar Rp 17.824.931.250,- (tujuh belas milyar delapan ratus dua puluh empat juta sembilan ratus tiga puluh satu ribu dua ratus lima puluh rupiah) sejak gugatan ini memperoleh kekuatan hukum tetap dan pasti; - Menyatakan Tergugat II melakukan perbuatan melawan hukum terhadap Penggugat; - Menghukum Tergugat II atau siapapun yang mendapat hak darinya untuk menyerahkan penguasaan dan pengelolaan lahan dan/atau apa saja yang berdiri di atas Tanah atau Obyek Perjanjian kepada Penggugat; - Menghukum Tergugat II untuk membayar ganti rugi kepada Penggugat sebesar Rp 1.000,- (seribu rupiah).	Putusan Pengadilan Tinggi DKI Jakarta Nomor 10/PDT/2012/PT.DKI PT AP II Kalah Amar Putusan pada pokoknya: - Mengabulkan gugatan Penggugat untuk sebagian; - Menyatakan Perjanjian tanggal 10 Februari 2006 Nomor Sperjan/05-0303/01/Inkopau/001/ATS-EKS/II/2006 termasuk amandemen tanggal 29 Januari 2008 antara Penggugat dan Tergugat I adalah sah dan mengikat Penggugat-Tergugat I dengan segala akibat hukumnya; - Menyatakan Tergugat I telah ingkar janji/wanprestasi; - Menghukum Tergugat I untuk melaksanakan seluruh kewajiban Tergugat I atau prestasi Tergugat I sebagaimana ditentukan dalam Perjanjian; - Menghukum Tergugat I atau dari siapapun yang mendapat hak darinya untuk mengosongkan dan menyerahkan lahan dan/atau apa saja yang berdiri di atas Objek Perjanjian kepada Penggugat; - Menyatakan Tergugat II melakukan perbuatan melawan hukum terhadap Penggugat; - Menghukum Tergugat II atau siapapun yang mendapat hak darinya untuk menyerahkan penguasaan dan pengelolaan lahan dan/atau apa saja yang berdiri di atas Tanah atau Obyek Perjanjian kepada Penggugat; - Menghukum Tergugat II untuk membayar ganti rugi kepada Penggugat sebesar Rp 1.000,- (seribu rupiah).	Putusan Mahkamah Agung RI Nomor 688 K/PDT/2013 PT AP II Kalah Amar Putusan pada pokoknya: - Menolak Permohonan Kasasi dari Pemohon Kasasi I PT Angkasa Pura II (Persero) dan Pemohon Kasasi II Induk Koperasi Tentara Nasional Angkatan Udara tersebut; - Menghukum Pemohon Kasasi I dan II untuk membayar biaya perkara dalam tingkat Kasasi ini ditetapkan sebesar Rp 500.000,- (lima ratus ribu rupiah).	Putusan Mahkamah Agung RI Nomor 527PK/Pdt/2015 tanggal 11 Februari 2016 PT AP II Kalah Amar Putusan pada pokoknya: - Menolak permohonan kembali dari Pemohon Peninjauan Kembali PT Angkasa Pura II (Persero) - Menghukum Pemohon Peninjauan Kembali dahulu Pemohon Kasasi I/ Pembading I/Tergugat II untuk membayar biaya perkara dalam peninjauan kembali sejumlah Rp2.500.000,00 (dua juta lima ratus ribu rupiah) Putusan inkraht van gewijsde	
2	KANTOR PUSAT PT FIFTYFIFTY INDONESIA (Penggugat) Melawan PT AP II (Tergugat).	Gugatan yang diajukan oleh PT Fiftyfifty Indonesia (Penggugat) kepada PT AP II (Tergugat) terkait dengan wanprestasi yang menurut PT Fiftyfifty Indonesia (Penggugat) dilakukan oleh PT AP II atas rencana Pemasangan dan Pengelolaan Media Iklan pada Cermin di Toilet di Terminal 1 dan Terminal 2 Bandara Soekarno-Hatta	Putusan Pengadilan Nomor 489/PDT.G/2015/PN.TNG tanggal 05 September 2016 Amar Putusan dalam pokok perkara - Mengabulkan gugatan Penggugat untuk sebagian; - Menyatakan bahwa tergugat telah melakukan Perbuatan Cidera Janji (Wanprestasi); - Menyatakan sah dan berkekuatan hukum Berita Acara Kesepakatan Nomor BAC.025/DNN/II/2012, tertanggal 28 Maret 2012, Jo. Surat Persetujuan Kerjasama Pemasaran, Pemasangan dan Pengelolaan Media Iklan Pada Cermin Toilet di Terminal 1 dan Terminal 2 Bandara Soekarno-Hatta/izin Prinsip Nomor: 15.03/00/08/2012/018, tertanggal 14 Agustus 2012 antara Penggugat dengan Tergugat; - Menghukum Tergugat untuk membayar ganti rugi kerugian uang sebesar Rp 402.455.918,- (empat ratus dua juta empat ratus lima puluh sembilan ratus delapan belas rupiah) dari jumlah uang yang telah disetor dan biaya operasional kepada Penggugat secara tunai dan sekaligus; - Menghukum Tergugat untuk membayar bunga sebesar 6% (enam persen) per tahun dari Rp 402.455.918,- (empat ratus dua juta empat ratus lima puluh sembilan ratus delapan belas rupiah) kepada Penggugat terhitung sejak putusan ini mempunyai kekuatan hukum yang tetap; - Menolak gugatan Penggugat untuk selebihnya.	Masih dalam tahap proses Banding ke Pengadilan Tinggi Banten			

II. KOMISI INFORMASI PUSAT REPUBLIK INDONESIA / THE CENTRAL INFORMATION COMMISSION OF THE REPUBLIC OF INDONESIA							
No	Perkara / Case	Uraian / Description	Kip	Pengadilan TK I / Court Of First Instance	Kasasi / Cassation	Peninjauan Kembali / Judicial Review	Keterangan / Description
1	KANTOR PUSAT Tahyudin (Pemohon) Melawan PT AP II (Termohon) HEAD OFFICE Tahyudin (Plaintiff) Against PT AP II (Defendant)	Sidang Sengketa Informasi Publik yang Terdaftar di Kepaniteraan Komisi Informasi Pusat RI dengan register nomor 050/X/KIP-PS/2015 Dispute Trial of Public Information registered in the clerk of the Central Information Commission of RI with register number 050/X/KIP-PS/2015	Putusan Komisi Informasi Pusat RI Nomor 050/X/ KIP-PS-A/2015 tanggal 20 Juli 2016 - Menolak permohonan Pemohon untuk seluruhnya. - Memerintahkan Termohon untuk menjalankan kewajibannya sebagaimana ditentukan dalam Undang-Undang 14 tahun 2008 tentang Keterbukaan Informasi Publik - Memerintahkan kepada Termohon untuk mengumumkan 1. Standar Operasional Prosedur penanganan surat masuk dan keluar Badan Publik Termohon. 2. Laporan pelaksanaan CSR Badan Publik Termohon tahun 2013, 2014 dan 2015 yang mencakup jumlah dan CSR, penggunaan dan CSR, daftar penerima CSR. 3. Tata cara pengajuan permohonan dana CSR Badan Publik Termohon. Decision of the Central Information Commission of the Republic of Indonesia Number 050/X/KIP-PS-A/2015 dated July 20, 2016 - Rejected the Plaintiff's petition as a whole. - Ordered the Defendant to perform its obligations as stipulated in Law No. 14 of 2008 on Public Information Transparency - Ordered the Defendant to announce 1. Standard Operating Procedure for handling incoming and outgoing letters of the Plaintiff's Public Entity. 2. Report on the implementation of the CSR of the Defendant's Public Entity in 2013, 2014 and 2015 covering the amount and CSR, use and CSR, the recipient of CSR. 3. Procedures for applying for the CSR Fund of the Respondent Public Entity.				

III. PENGADILAN TATA USAHA NEGARA / STATE ADMINISTRATIVE COURT							
No	Perkara / Case	Uraian / Description	Pengadilan TK I / Court of First Instance		Banding / Appeal	Peninjauan Kembali / Judicial Review	Keterangan / Description
1	KANTOR PUSAT H. Usman (Penggugat) Melawan Kepala Kantor Pertanahan (Tergugat) PT AP II (Tergugat II Intervensi) HEAD OFFICE H. Usman (Plaintiff) Against Head of Land Office (Defendant) PT AP II (Defendant II Intervention)	Gugatan Penggugat terkait Pembatalan Sertifikat Hak Guna Bangunan (SHGB) Nomor 1/Karanganyar dan Nomor 35/ Karangasari atas nama PT AP II. Plaintiff's lawsuit related to Cancellation of Right to Build Certificate (SHGB) Number 1/Karanganyar and Number 35/ Karangasari on behalf of PT AP II.	Putusan PTUN Serang Banten Nomor 25/G/2016/ PTUN-SRG tanggal 16 November 2016 PT AP II Menang. Amar Putusan pada pokoknya: - Menyatakan eksepsi Tergugat tentang Kewenangan Absolut Pengadilan tidak diterima; - Menerima eksepsi Tergugat II Intervensi tentang tenggang waktu gugatan; - Menyatakan gugatan Penggugat tidak diterima - Menghukum Penggugat untuk membayar biaya yang timbul dalam perkara ini sebesar Rp.195.000,- The decision of PTUN Serang Banten Number 25/G/2016/PTUN-SRG dated November 16, 2016 PT AP II Won. The decision is essentially: - Declared the Defendant's exception to the Absolute Authority of the Court not accepted; - Received the execution of the Intervening Defendant II concerning the grace period of the lawsuit; - Declared Plaintiff's lawsuit not accepted - Punished the Plaintiff to pay the expenses incurred in this case amounting to Rp.195.000, -		PENGUGAT mengajukan Banding ke Pengadilan Tinggi TUN Jakarta PLAINTIFF appealed to High Court of TUN Jakarta		
2	Eka Juniasih Badriati (Penggugat) Melawan Kepala Kantor Pertanahan (Tergugat) PT AP II (Tergugat II Intervensi) Eka Juniasih Badriati (Plaintiff) Against Head of Land Office (Defendant) PT AP II (Intervening Defendant II)	Gugatan Penggugat terkait Pembatalan Sertifikat Hak Milik (SHM) Nomor 183/Benda tanggal 14 September 1995 seluas 13.100 M ² atas nama Totong Hartono yang telah beralih haknya kepada PT AP II melalui proses pembebasan tanah tahun 2002 dan telah dilakukan pemagaran pada objek sengketa oleh PT AP II The Plaintiff's lawsuit related to Cancellation of Certificate of Property (SHM) No. 183/Benda dated September 14, 1995 of 13,100 M2 on behalf of Totong Hartono who has transferred his rights to PT AP II through land acquisition process in 2002 and has been fenced on the object of dispute by PT AP II	Putusan PTUN Serang Banten Nomor 31/G/ 2016/PTUN-SRG tanggal 08 Desember 2016 PT AP II Kalah. Amar Putusan pada pokoknya: - Menyatakan Eksepsi Tergugat dan Tergugat II Intervensi tidak diterima seluruhnya. - Mengabulkan Gugatan Penggugat untuk seluruhnya. - Menyatakan batal Surat Keputusan Kepala kantor Pertanahan Kota Tangerang (Tergugat) yakni berupa sertifikat Hak Milik Nomor: 183/Benda tanggal 21 september 1995, Gambar Situasi Nomor 4342 tanggal 14 september 1995, luas 13.100m ² atas nama totong Hartono. - Memerintahkan Tergugat untuk mencabut Sertifikat Hak Milik Nomor: 183/Benda tanggal 21 september 1995, Gambar Situasi Nomor 4342 tanggal 14 september 1995, luas 13.100m ² atas nama totong Hartono. - Memerintahkan Tergugat untuk menertibkan kembali Sertifikat Hak Milik atas nama Totong Hartono yang terletak di Desa Benda, Kecamatan Benda, Kota Tangerang setelah luasnya dikurangi seluas tanah milik Penggugat (2.290 m ²) sesuai dengan Peraturan Perundang-undangan yang berlaku. - Menghukum Tergugat dan Tergugat II Intervensi untuk membayar biaya perkara sebesar Rp. 2.715.000,- secara tanggung renteng. PTUN Serang Banten Decision Number 31/G/2016/PTUN-SRG dated December 08, 2016 PT AP II Lost. The Decision is essentially: - Stated the Defendants' Exception and Defendant II Intervention is not accepted entirely. - Granted the Claim Lawsuit as a whole. - Declared void Letter of Decision of Head of Tangerang City Land Office (Defendant) that is in the form of Property Right Certificate Number: 183/Benda dated 21 September 1995, Situation Picture Number 4342 dated September 14, 1995, 13,100m2 on behalf of Totong Hartono. - Ordered the Defendant to revoke the Certificate of Property Number: 183/Benda dated September 21, 1995, Picture Situation Number 4342 dated 14 September 1995, 13.100m2 wide on behalf of Hartono. - Ordered the Defendant to re-order the Certificate of Property on behalf of Totong Hartono located in Benda Village, Benda Sub-district, Tangerang City after the width is reduced to the extent of Plaintiff's land (2,290 m2) in accordance with the prevailing laws and regulations. - Punished the Defendant and Defendant II Intervention to pay the court fee of Rp.2,715,000.- in a joint and several responsibility.		PT AP II (TERGUGAT II INTERVENSI) mengajukan BANDING ke Pengadilan Tinggi TUN Jakarta PT AP II (DEFENDANT II INTERVENTION) appealed to the High Court of TUN Jakarta		

IV. BADAN ARBITRASE NASIONAL INDONESIA (BANI) / INDONESIAN NATIONAL ARBITRAGE AGENCY						
No	Perkara / Case	Uraian / Description	Pengadilan Bani / Bani Court	Pengadilan TK I / Court Of First Instance	Banding / Appeal	Keterangan / Description
1	KANTOR CABANG BSH PT AP II (Termohon) PT Ibad Amana Perkasa (Pemohon) BRANCH OFFICE OF BSH PT AP II (Defendant) PT Ibad Amana Perkasa (Plaintiff)	Permohonan Arbitrase yang diajukan oleh PT Ibad Amana Perkasa selaku vendor Pekerjaan Pengadaan dan Pemasangan Integrated Building Management System (IBMS) Terminal 1 dan Terminal 2 Bandara Soekarno-Hatta senilai Rp 19.778.000.000,00 (sembilan belas milyar tujuh ratus tujuh puluh delapan juta rupiah), sampai masa pelaksanaan berakhir ternyata realisasi pekerjaan menurut unit ST belum mencapai 100% sehingga pengajuan pembayaran oleh vendor tidak dapat dipenuhi oleh PT AP II. The application for Arbitrage proposed by PT Ibad Amana Perkasa as vendor of Work Procurement and Installation Works of Integrated Building Management System (IBMS) of Terminal 1 and Terminal 2 of Soekarno-Hatta Airport at the amount of Rp 19,778,000,000.00 (nineteen billion seven hundred seventy eight million rupiah), until the execution period ends, the realization of work according to the ST unit has not reached 100% so that the payment request by the vendor can not be fulfilled by PT AP II.	Putusan Badan Arbitrase Nasional Indonesia dalam Perkara No.: 644/ XII/ARB-BANI/2014 tanggal 09 November 2015 Amar Putusan pada pokoknya: - Mengabulkan Permohonan - Pemohon untuk sebagian. - Menghukum Termohon untuk membayar uang sebesar Rp 16.020.180.000 (enam belas milyar dua puluh juta seratus delapan puluh ribu rupiah). Indonesian National Arbitration Board Decision in Case No. : 644 / XII / ARB-BANI / 2014 dated November 9, 2015 The decision is essentially: - Granted the Plaintiff's Application in part. - Punished the Respondent to pay Rp 16,020,180,000 (sixteen billion twenty million one hundred eighty thousand Rupiah).	PT AP II mengajukan pembatalan Putusan BANI Putusan Pembatalan Putusan BANI di Pengadilan Negeri Tangerang Nomor 224/Pdt.Sus.ARB/2016/PN.TNG tanggal tanggal 24 Mei 2016 PT AP II kalah Amar Putusan pada pokoknya: - Mengabulkan eksepsi termohon tersebut; - Menyatakan Permohonan Pembatalan Putusan Arbitrase tidak dapat diterima - Menghukum Termohon untuk membayar biaya perkara yang sampai hari ini ditetapkan sejumlah Rp291.000.000 (dua ratus sembilan puluh satu juta ribu rupiah) PT AP II filed for cancellation of BANI Decision Decision of Cancellation of BANI Decision in Tangerang District Court Number 224/Pdt.Sus.ARB/ 2016/ PN.TNG dated May 24, 2016 PT AP II lost The decision is essentially: - Granted the requested exception; - Declared an Arbitration Award cancellation can not be accepted - Punished the Defendant to pay the case fee up to this day amounting to Rp291,000,000 (two hundred ninety one million rupiah)	PT AP II (TERMOHON) mengajukan BANDING ke Mahkamah Agung RI PT AP II (DEFENDANT) filed APPEAL to the Supreme Court	BERDASARKAN UU BANI BASED ON LAW OF BANI

PRAKTIK BAD CORPORATE GOVERNANCE

Perseroan berupaya semaksimal mungkin menjalankan praktik terbaik (best practice) GCG dalam kegiatan usaha sehari-hari. Untuk menghindari terjadinya tindakan penyimpangan, Perseroan telah mengeluarkan beberapa regulasi yang menjadi upaya pencegahan atas adanya praktik *Bad Corporate Governance*. Uraian evaluatif atas praktik *Bad Corporate Governance* dijabarkan dalam penjelasan di bawah.

Informasi Praktik Bad Corporate Governance

A. Laporan Pencemaran Lingkungan

Dalam menjalankan kegiatan usahanya, Perseroan telah melaksanakan keseluruhan prosedur terkait pencegahan pencemaran lingkungan. Prosedur dan sertifikasi pengendalian lingkungan yang dimiliki Perseroan dan mekanismenya tercantum dalam Peraturan Perseroan nomor keputusan Direksi PT Angkasa Pura II (Persero) Nomor: KEP.14.11/04/2014 tentang Pengelolaan Limbah Padat/Sampah serta Limbah Bahan Berbahaya dan Beracun (B3) di Bandar Udara PT Angkasa Pura II (Persero).

Laporan mengenai upaya penanganan lingkungan dan laporan pencemaran tersaji dalam pembahasan Tanggung Jawab Perseroan terhadap Lingkungan.

BAD CORPORATE GOVERNANCE PRACTICES

The Company strives to implement the best practice of CGG as maximum as possible in its daily business activities. To avoid the violation acts, the Company has issued several regulations that can prevent Bad Corporate Governance practices. The evaluative description on Bad Corporate Governance is described as follows.

Information of Bad Corporate Governance Practices

A. Report of Environmental Pollution in implementing its business activities, the Company has performed all procedures related to the prevention of environmental pollution. The procedures and certifications of environmental control owned by the Company, among others, and the mechanism is stated in the Regulation of the Board of Directors of PT Angkasa Pura II (Persero) Number: KEP.14.11 / 04 / 2014 concerning Solid Waste / Trash Management and B3 Waste in PT Angkasa Pura II (Persero) Airport.

Report on efforts to address the environmental and pollution reports presented in the discussion of the Company's Responsibility to the Environment.

- B. Laporan Perkara Penting yang Tidak Dijabarkan
Informasi terkait perkara penting Perseroan telah dijabarkan secara lengkap dalam pembahasan Perkara Penting dalam bab ini. Informasi yang ditampilkan menampilkan seluruh rangkuman atas perkara maupun gugatan yang dihadapi Perseroan sepanjang 2016. Jumlah perkara Perseroan di tahun 2016 tercatat sebesar 8 (delapan) perkara dan status penanganannya telah berada di pihak kepolisian, Pengadilan Negeri, Pengadilan Tinggi, Pengadilan Tata Usaha Negara serta Mahkamah Agung.
- C. Ketidapatuhan dalam Pemenuhan Kewajiban Perpajakan
Sepanjang 2016, tidak terdapat teguran yang bersifat ketidapatuhan terhadap pemenuhan kewajiban pajak yang ditujukan kepada Perseroan.
- D. Kasus Terkait Buruh dan Karyawan
Sepanjang 2016, tidak tercatat adanya kasus yang melibatkan Perseroan dengan buruh atau karyawan Perseroan. Rekapitulasi perkara dan gugatan baik yang dilakukan dan/atau ditujukan kepada Perseroan telah dijabarkan dalam pembahasan Informasi Perkara Penting dalam bab ini.
- E. Informasi Ketidaksesuaian Penyajian Laporan Tahunan dan Laporan keuangan
Penyajian materi dalam Laporan Tahunan Perseroan telah merujuk pada parameter yang berlaku seperti kriteria Annual Report Award (ARA), ASEAN CG Scorecard dan peraturan lainnya yang dianggap relevan dengan status dan kategorisasi usaha Perseroan.
- F. Kesesuaian Laporan Tahunan Hardcopy dan Softcopy
Materi yang tersaji dalam Laporan Tahunan Perseroan adalah sama baik dalam versi hardcopy maupun softcopy.

- B. Report of Non Described Legal Proceedings
Information related to legal proceedings of the Company has been fully described in the discussion of Legal Proceedings in this chapter. The presented information provides the overall summary of both cases and lawsuits encountered by the Company throughout 2016. Number of the Company's cases in 2016 were 8 (eight) and their settlement status have been brought to the police, District Court, High Court, Administrative Court as well as Supreme Court.
- C. Non-Compliance in the Fulfillment of Tax Obligations
Throughout 2016, there was no non-compliance warning towards fulfillment of tax obligations addressed to the Company.
- D. Labor and Employee-related Case
Throughout 2016, there was no case that involved the Company related to labor or employee of the Company. Recapitulation of cases and lawsuits which were both conducted and / or addressed to the Company has been provided in the information description of Legal Proceedings in this chapter.
- E. Information of Incompatibility in the Presentation of Annual Report and Financial Statements
Materials presentation in the Company's Annual Report has referred to the applicable parameters such as criteria of Annual Report Award (ARA) ASEAN CG Scorecard and other regulations that are relevant with the status and the categorization of the Company.
- F. Suitability of Hardcopy and Softcopy Annual Reports
Materials that are presented in the Company's Annual Report are similar both in hardcopy version and softcopy version.

KEBIJAKAN ANTI KORUPSI

Praktik Korupsi merupakan salah satu dari bentuk penyimpangan yang dilakukan individu dengan tujuan memperoleh keuntungan status atau uang yang menyangkut diri pribadi (perorangan, keluarga dekat, kelompok sendiri) yang dapat merugikan keuangan atau perekonomian Negara. Dalam sudut pandang birokrasi dan bisnis, praktik korupsi memiliki kecenderungan untuk merusak tatanan dan standar etika bisnis yang berlaku serta menciptakan kerugian baik materiil dan non materiil. Menyadari bahaya laten korupsi, Perseroan memiliki komitmen yang kuat untuk memberantas segala bentuk praktik Korupsi, Kolusi dan Nepotisme di lingkungan Perseroan. Realisasinya yaitu dengan merancang program-program yang bersifat pencegahan sampai dengan penindakan. Selain merancang program anti korupsi agar dampaknya signifikan, Perseroan melakukan upaya internalisasi dengan tujuan akhir terciptanya budaya anti korupsi pada setiap insan PT Angkasa Pura II (Persero).

Sanksi Terhadap Praktik Korupsi

Sesuai dengan Pedoman Perilaku (*Code of Conduct*) di lingkungan PT Angkasa Pura II (Persero) nomor: DKOM.036.1/ HK.2017/APII-2014 dan KEP.02.03.01/01/2014.1 sanksi pelanggaran terhadap konsekuensi-konsekuensi kode etik atas pelanggaran terhadap Pedoman Perilaku (*Code of Conduct*) akan ditindaklanjuti dan diberikan tindakan pembinaan, sanksi disiplin dan atau tindakan perbaikan sesuai Peraturan Perusahaan. Sanksi disiplin dimaksud, diatur lebih jelas lagi di Perjanjian Kerja Bersama (PKB) PT Angkasa Pura II (Persero) dengan Sekarpura (Serikat Karyawan PT Angkasa Pura II), dimana hukuman sanksi dibedakan atas sanksi hukuman ringan, sedang dan berat. Untuk sanksi ringan, atasan langsung karyawan yang akan melakukan konfirmasi dan klarifikasi terlebih dahulu. Sedangkan untuk Sanksi Sedang dan Berat, dapat dilakukan pemeriksaan oleh KP2DK (Kelompok Pemeriksa Pelanggaran Disiplin Karyawan) dan TPK (Tim Pertimbangan Kepegawaian).

ANTI CORRUPTION POLICY

Corruption practice is one of violations conducted by an individual who aims to obtain status or money advantage concerning oneself (individual, close family, group) that can harm the State financial or economy. In the eyes of bureaucracy and business, corruption practice has a tendency to undermining the order and the applicable standard of business ethics and cause both material and non-material losses. Aware of the latent danger of corruption, the Company has a strong commitment to eradicate all forms of Corruption, Collusion and Nepotism within the Company. The realization is by formulating prevention as well as follow-up programs. In addition to formulate anti-corruption programs in order to generate significant impact, the Company conducts internalization effort with the ultimate goal of the creation of anti-corruption culture to all personnel of PT Angkasa Pura II (Persero).

Sanctions for Corruption Practice

In accordance with the Code of Conduct within PT Angkasa Pura II (Persero) number: DKOM.036.1 / HK.2017/APII-2014 and KEP.02.03.01 / 01 / 2014.1 sanction of violation against Consequences for violating the Code of Conduct (*Code of Conduct*) to be followed up and given guidance action, disciplinary or corrective action pursuant to Company Regulation. Such disciplinary sanctions, are regulated more clearly in the Collective Labor Agreement (CLA) of PT Angkasa Pura II (Persero) with Sekarpura (the Labor Union of PT Angkasa Pura II), where the sanctions are divided into mild, moderate and severe sanction penalties. In terms of mild sanction, the employee direct supervisor will confirm and clarify first. While in terms of moderate and severe sanctions, the inspection can be conducted by KP2DK (Team of Employee Discipline Violation Audit) and TPK (Staffing Considerations Team).

Informasi Mengenai Inisiasi Program Anti Korupsi

Program anti korupsi yang telah dilaksanakan di PT Angkasa Pura II (Persero) adalah sebagai berikut :

- a. Komitmen PT Angkasa Pura II (Persero) dengan KPK (Komisi Pemberantasan Korupsi).
Tahun 2013 dilakukan penandatanganan komitmen bersama antara PT Angkasa Pura II (Persero) dan KPK untuk bekerjasama dalam menerapkan program pengendalian gratifikasi di seluruh lini/fungsi kerja.



- b. Membentuk Unit Pengelola dan Pengendalian Gratifikasi Berdasarkan Keputusan Direksi PT Angkasa Pura II (Persero) Nomor: KEP.02.01/00/04/2013/155 tentang Penetapan Biro Managemen Risiko dan Kepatuhan sebagai Unit Pengelola dan Pengendalian Gratifikasi di lingkungan PT Angkasa Pura II (Persero).
- c. Membuat aturan internal Pengendalian Gratifikasi Berdasarkan Keputusan bersama Dewan Komisaris dan Direksi PT Angkasa Pura II (Persero) nomor: DKOM036.2/HK.201/APII-2014 dan KEP.0203.01/01/2014 tentang Pedoman Pengelola dan Pengendalian Gratifikasi di lingkungan PT Angkasa Pura II (Persero).
- d. Internalisasi (*Workshop & Sosialisasi*)
Selama tahun 2016, PT Angkasa Pura II (Persero) telah melakukan kegiatan *Workshop* Tunas Integritas bersama KPK yang dilaksanakan di Bandung. *Workshop* ini dilaksanakan 2 (dua) *batch*, sasaran pelaksanaannya adalah 1 (satu) level di bawah Direksi.

Information on Anti-Corruption Programs Initiation

The anti-corruption programs that have been held by PT Angkasa Pura II (Persero) are as follows:

- a. A commitment of PT Angkasa Pura II (Persero) with the Corruption Eradication Commission (CEC).
In 2013, the signing of mutual commitment between PT Angkasa Pura II (Persero) and CEC to cooperate in implementing the gratuities control program in all work lines/functions.

- b. Establish Gratuities Management and Controlling Unit Based on the Decree of the Board of Directors of PT Angkasa Pura II (Persero) Number: KEP.02.01 / 00 / 04 / 2013 / 155 on Stipulation of Risk Management and Compliance Bureau as a Gratuities Management and Controlling Unit within PT Angkasa Pura II (Persero).
- c. Formulate internal rules of Gratuities Control
Based on the Joint Decree of the Board of Commissioners and the Board of Directors of PT Angkasa Pura II (Persero) number: DKOM036.2/HK.201/APII-2014 and KEP.0203.01 / 01 / 2014 on Guidelines of Gratuities Management and Controlling within PT Angkasa Pura II (Persero).
- d. Internalization (Workshop & Socialization)
During 2016, PT Angkasa Pura II (Persero) has held Integrity Pioneers Workshop with CEC in Bandung. The Workshop programs were held in 2 (two) batches, the implementer target was 1 (one) level under the Board of Directors.



Selain kegiatan *workshop* di atas, telah diberikan juga pembekalan Peningkatan Integritas bagi para Senior Officer/ Junior Manager dalam Diklat Jerda dan untuk para Manager setingkat dalam diklat Jerda. Untuk pelaksanaan sosialisasi di Perusahaan, unit Risk Management & Compliance telah melakukan sosialisasi ke Kantor Cabang pada semester II tahun 2016.

a. Pembentukan agen Tunas Integritas

Setelah dilaksanakan *workshop* integritas untuk para Pejabat PT Angkasa Pura II (Persero) dari masing-masing unit kerja, maka dibentuklah agen tunas integritas yang dapat menularkan virus-virus Integritas di masing-masing unit kerja nya. Tunas integritas ini merupakan salah satu upaya pencegahan dan pemberantasan korupsi di setiap Perusahaan. Dalam hal ini, peran individu sangatlah penting dalam mengendalikan korupsi, hal ini dikarenakan bahwa salah satu penyebab korupsi adalah rendahnya integritas sumber daya manusia, terutama mereka yang mempunyai kekuasaan.

b. Kewajiban Pelaporan LHKPN

Berdasarkan Peraturan Direksi PT Angkasa Pura II (Persero) nomor : PD.02.03/04/2016/0014 tanggal 25 April 2016 tentang Pedoman Pengisian dan penyampaian Laporan Harta Kekayaan Penyelenggaraan Negara (LHKPN) di lingkungan PT Angkasa Pura II (Persero) dinyatakan bahwa yang Wajib untuk melaporkan LHKPN sampai 2 (dua) level di bawah Direksi.

c. Pakta integritas dalam setiap kegiatan pengadaan barang dan jasa serta dalam kontrak perjanjian komersial.

Dalam setiap pengadaan barang dan jasa setiap proses pekerjaan seleksi diwajibkan untuk menandatangani pakta integritas yang tidak akan melakukan KKN (Korupsi Kolusi dan Nepotisme), sehingga setiap proses pekerjaan dilaksanakan secara bersih, transparan dan profesional dalam arti akan mengerahkan segala kemampuan dan sumber daya secara optimal untuk memberikan hasil kerja terbaik mulai dari penyiapan penawaran, pelaksanaan dan penyelesaian pekerjaan/kegiatan proyek pekerjaan.

d. WBS

Uraian penjelasan untuk WBS mengikuti keterangan dari unit DIA.

e. Ikut serta dan aktif setiap acara kegiatan yang diselenggarakan oleh KPK (Komisi Pemberantasan Korupsi)

- *Workshop* Peningkatan Integritas bagi Vice President setingkat yang diadakan tanggal 18 s.d 23 Januari 2016 bertempat di Bandung. Kegiatan ini merupakan

In addition to the above workshop programs, Integrity Improvement training for Senior Officers / Junior Managers in Diklat Jerda and for level Managers in Diklat Jerda. For the socialization implementation in the Company, Risk Management & Compliance Unit has held socialization to Branch Offices in the second semester of 2016.

a. Establishment of Integrity Pioneers agent

Every integrity workshop for Officials of PT Angkasa Pura II (Persero) from each work unit, then integrity pioneers agent was established that will spread Integrity in each work unit. Integrity Pioneers is one of the effort of prevention and eradication of corruption in each Company. In this case, a role of individual is important in controlling corruption, it is due to one of corruption causes is the low integrity of human resources, especially for those who have authority.

b. LHKPN Reporting Obligation

Based on the Regulation of the Board of Directors of PT Angkasa Pura II (Persero) number: PD.02.03 / 04 / 2016 / 0014 dated April 25, 2016 on Guidelines of Filling and Submission of Report of State Official Assets (LHKPN) within PT Angkasa Pura II (Persero) states that 2 (two) levels under the Board of Directors are obliged to submit LHKPN.

c. Integrity pact in each procurement of goods and services activity in the commercial agreement contract.

In each procurement of goods and services of selection duties process, it is obliged to sign the integrity pact that will not conduct KKN (Corruption Collusion and Nepotism), so that each duty implementation is performed clearly, transparently and professionally, means it will exert all abilities and resources optimally to generate the best results starting from the preparation of offering, implementation and completion of work / work project activity.

d. WBS

Description for WBS follows the description from DIA unit.

e. Participate and be active in each event held by CEC (Corruption Eradication Commission)

- *Workshop* of Integrity Improvement for level Vice President that was held on January 18 until 23, 2016 in Bandung. This activity was an effort of integrity

upaya peningkatan integritas bagi pejabat satu tingkat dibawah direksi (Vice President setingkat) melalui model pembelajaran berkelanjutan dalam rangka pembangunan integritas yang mengoptimalkan sumber daya manusia dan sumber daya waktu.

- *Workshop* Kolaborasi Tunas Integritas Nasional I Tahun 2016 yang diadakan di Mandiri Corporate University Banjarmasin-Kalimantan Selatan tanggal 14 s.d 16 Maret 2016. Kegiatan ini memberikan nilai tambah pemberantasan korupsi di Indonesia, mendorong setiap organisasi dan pilar-pilar penting bangsa untuk membentuk suatu wadah yaitu komite integritas, yang merupakan koordinasi lintas dan menyelaraskan kebijakan, strategi, proses serta kegiatan dari setiap K/L/O/P (Kementerian, Lembaga, Organisasi dan Pemerintahan) dalam pembentukan tunas integritas dan pembangunan sistem integritas yang disesuaikan dengan kondisi dan karakteristik masing-masing, sehingga menghasilkan keberagaman pengalaman berharga yang dapat di sharing untuk K/L/O/P lainnya serta PT Angkasa Pura II (Persero) bersama dengan peserta K/L/O/P lainnya membahas bagaimana Membangun Indonesia Corporate University (I-CorpU), merumuskan konsep dan metodologi delivery Sistem Integritas Nasional melalui I-CorpU sesuai dengan kebutuhan organisasi.
- Pembahasan Pengembangan Panduan Integritas yang dilaksanakan pada 14 s.d 15 Juli 2016 bertempat di CorpU Telkom-Bandung. Kegiatan ini dapat memberikan *Cascading Roadmap* dan Modul Konsep serta Kerangka Integritas Nasional dan memberikan aspirasi serta kontribusi implementasi Road Map. Kontribusi masing-masing terhadap Rencana Aksi 2016 – 2017 dapat memberikan peran masing-masing KLOP menjadi pioneer di masing-masing sektor, sehingga plan tindaklanjut pertemuan Bandung untuk Penyempurnaan konsep tahap II serta bahan diskusi di NTB.
- Mengikuti *workshop* Kolaborasi Tunas Integritas Nasional II Tahun 2016, bertempat di Lombok-Mataram, Nusa Tenggara Barat tanggal 23 s.d 25 Agustus 2016. Kegiatan *workshop* ini dapat memberikan peserta bersama-sama saling berbagi, melakukan sharing, serta me-review hasil implementasi pembangunan integritas di organisasinya masing-masing serta memperoleh *guideline* dan *best practice* dalam membangun sistem integritas.

improvement for officials who are one level under the Board of Directors (level Vice President) through continuous learning method in the framework of integrity development that optimizes human resources and time resource.

- Workshop of 2016 National Integrity Pioneers Collaboration which was held at Mandiri Corporate University Banjarmasin-South Kalimantan on March 14 until 16, 2016. This activity provided additional value for the corruption eradication in Indonesia, promote each organization and key pillars of the nation to form an integrity committee, that is a cross coordination and conforms policies, strategies, processes as well as activities from each M / I / O / G (Ministry, Institution, Organization and Government) in the establishment of the integrity pioneers and the development of integrity system that is adjusted to the conditions and characteristics, so that creates diversity of valuable experiences that can be shared for other M / I / O / G and PT Angkasa Pura II (Persero) together with other M / I / O / G participants discuss on how to Establish Indonesia Corporate University (I-CorpU), formulate concept and methodology of National Integrity System delivery through I-CorpU in accordance with the organization's needs.
- Discussion of Integrity Guidelines Development that was held on July 14 until 15, 2016 at CorpU Telkom-Bandung. This activity provided Cascading Roadmap and Concept Module as well as the National Integrity Framework and provided aspirations and contributions in implementing the Road Map. Each contribution on 2016 – 2017 Action Plans can give role of each MIOG to be a pioneer in each sector, so that the follow-up meetings plan in Bandung for the enhancement of Stage II Concept as well as discussion materials in NTB.
- Attend workshop of National II Integrity Pioneers Collaboration of 2016, located in Lombok-Mataram, Nusa Tenggara Barat on August 23 until 25, 2016. This workshop activity facilitated the participants to conduct mutual sharing, and review the implementation results of integrity development in each organization and obtain guideline and best practice in developing the integrity system.

- Mengikuti rapat koordinasi nasional Pengendalian Gratifikasi dengan thema Berani Melakukan Perubahan yang dilaksanakan tanggal 31 Oktober s/d 3 November 2016 di Bogor. Kegiatan ini merupakan sarana untuk meningkatkan pengetahuan dan pemahaman gratifikasi dan tata cara penanganan laporan gratifikasi serta untuk merumuskan dan melahirkan ide dan inovasi baru terkait Pengendalian gratifikasi.
- Mengikuti kegiatan Master Camp penyuluh anti korupsi tanggal 25 s/d 30 Nov 2016. Kegiatan ini dapat meningkatnya pengetahuan, keterampilan, dan sikap antikorupsi yang harus dimiliki peserta sebagai penyuluh antikorupsi, sehingga peserta mempunyai rencana aksi, baik pribadi, organisasi, dan kolaborasi penyuluhan antikorupsi sebagai embrio pembentukan simpul-simpul Pembelajaran Anti korupsi di Perusahaannya.
- Membuka *stand booth* dalam rangka Peringatan Hari Anti Korupsi Internasional (HAKI) tanggal 9 Desember 2016 yang diselenggarakan di Pekanbaru. Kegiatan *Expo Festival* Antikorupsi ini mengambil Tema “Bersih Ahti, Tegak Integritas, Kerja Profesional untuk Indonesia Tanggung”, sehingga kegiatan ini dapat menumbuhkan inisiatif dari masyarakat untuk berpartisipasi dalam setiap upaya pemberantasan korupsi, meningkatkan peran serta Kementerian/ Lembaga/ BUMN/ BUMD/Pemerintah Daerah/ CSO dalam setiap upaya pemberantasan korupsi, menumbuhkan rasa kepemilikan seluruh elemen Masyarakat terhadap setiap upaya pencegahan korupsi dengan memanfaatkan sumber daya yang dimiliki, menginisiasi bentuk-bentuk partisipasi upaya pencegahan korupsi oleh seluruh elemen Masyarakat yang dilakukan secara berkelanjutan.
- Mengikuti *Workshop & Pelatihan* (User test) Modul Integritas Bisnis yang diadakan tanggal tgl 19 s.d 22 Desember 2016 bertempat di Bogor. Undang-undangan Nomor 30 tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi dalam Pasal 13, mengamanahkan bahwa Komisi Pemberantasan Korupsi (KPK) perlu menyelenggarakan program pendidikan antikorupsi pada setiap sektor berupa kampanye antikorupsi kepada masyarakat umum. KPK fokus pada upaya pencegahan korupsi dan peningkatan integritas terkait dengan tata kelola pelayanan publik pada sektor bisnis, untuk itu KPK berkolaborasi dengan mitra strategis menyusun Modul Integritas Bisnis sebagai salah satu.
- Attend the national coordination meeting of Gratuities Control with theme of “Berani Melakukan Perubahan” held on October 31 until November 3, 2016 in Bogor. This activity is a medium for the improvement of knowledge and gratuities understanding and handling procedures of gratuities report and to formulate and create new idea and innovation related to gratuities control.
- Attend Master Camp of anti-corruption counselor on November 25 until 30, 2016. This activity could increase knowledge, skills, and anti-corruption behavior that must be owned by the participants as the anti-corruption counselors, so that the participants have action plans, both personal, organization, and collaboration of anti corruption counseling as an embryo of the formation of Anticorruption Learning nodes in its Company.
- Open stand booth in the framework of International Anti-Corruption Day (HAKI) on December 9, 2016 that was held in Pekanbaru. The activity of Anti Corruption Expo Festival has “Bersih Ahti, Tegak Integritas, Kerja Profesional untuk Indonesia Tanggung” theme, so that this activity can promote initiative of the community to participate in each corruption eradication effort, increase participations of Ministry / Institution / SOEs / ROEs / Local Government / CSO in each corruption eradication effort, Foster a sense of ownership of all Community elements towards each corruption eradication effort by utilizing owned resources, initiate forms of participation on corruption eradication effort by all Community elements which is conducted sustainably.
- Attend Workshop and Training (User test) of Business Integrity Module held on December 19 until 22, 2016 in Bogor. Law Number 30 of 2002 on Corruption Eradication Commission in Article 13, mandates that Corruption Eradication Commission (KPK) is required to hold anti-corruption education program to each sector in the form of anti-corruption campaign to public. KPK focuses on the effort of corruption prevention and integrity development related to the public services governance on business sector, therefore KPK collaborates with the strategic partners to formulate a Business Integrity Module.

Foto Kegiatan Hari Anti Korupsi



Anti-Corruption Day Event Photos





Tanggung Jawab Sosial dan Lingkungan

Corporate Social Responsibility





Angkasa Pura II yakin implementasi CSR akan memberikan banyak manfaat dalam jangka panjang yaitu tumbuhnya kepercayaan masyarakat, terciptanya keharmonisan dan meningkatkan reputasi

Angkasa Pura II believes that CSR implementation will provide many long-term benefit, namely the increase of trust from the community, harmony, and reputation

Dalam langkah perjalanan bisnisnya, Angkasa Pura II selalu berkomitmen untuk tidak hanya mencetak laba (*profit*) tetapi juga berperan aktif dalam pemenuhan kesejahteraan masyarakat (*people*) dan berkontribusi menjaga kelestarian lingkungan (*bumi*) melalui program tanggung jawab sosial perusahaan (*Corporate Social Responsibility/CSR*) yang terintegrasi dengan prinsip-prinsip tata kelola perusahaan yang baik. Inisiatif pelaksanaan CSR merupakan bentuk dukungan Perusahaan dalam pembangunan dan perkembangan Perusahaan yang berkelanjutan (*sustainable development*). Komitmen Angkasa Pura II tersebut sejalan dan berlandaskan pada ketentuan pemerintah terkait tanggung jawab sosial perusahaan, antara lain:

1. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.
2. Undang-Undang Nomor 19 Tahun 2003 Pasal 88 tentang Badan Usaha Milik Negara.
3. Peraturan Pemerintah Nomor 47 Tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas.
4. Peraturan Menteri Negara BUMN No.PER-05/MBU/2007 tentang Program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil dan Program Bina Lingkungan.
5. Peraturan Menteri Negara BUMN No.PER-08/MBU/2013 tanggal 10 September 2013 tentang Perubahan Keempat atas Peraturan Menteri Negara Badan Usaha Milik Negara No.PER-05/MBU/2007 tentang Program Kemitraan Badan Usaha Milik Negara dengan Usaha Kecil dan program-program Bina Lingkungan.

Angkasa Pura II yakin implementasi CSR akan memberikan banyak manfaat dalam jangka panjang yaitu tumbuhnya kepercayaan masyarakat, terciptanya keharmonisan dan meningkatkan reputasi yang pada akhirnya memiliki implikasi pada penciptaan nilai tambah yang mendorong kelancaran, kestabilan dan pertumbuhan usaha Perusahaan. Secara keseluruhan, kegiatan CSR Angkasa Pura II yang dilaksanakan sepanjang tahun 2016, mencakup program yang terkait dengan tanggung jawab kepada pelanggan; program di bidang ketenagakerjaan, kesehatan dan keselamatan kerja; program pengembangan sosial dan kemasyarakatan; serta program pengelolaan dan pelestarian lingkungan hidup.

Sesuai dengan ketentuan Otoritas Jasa Keuangan (OJK) melalui Surat Keputusan Ketua Bapepam-LK Nomor Kep-431/BL/2012 tanggal 1 Agustus 2012 tentang Penyampaian Laporan Tahunan Emiten atau Perusahaan Publik, setiap tahun Angkasa Pura II telah menyusun Laporan Keberlanjutan yang memuat secara lengkap informasi kegiatan CSR yang dilaksanakan

In its business journey, Angkasa Pura II is committed to generate not only profit but also play an active role in fulfilling people's welfare and contribute in preserving the environment (earth) through Corporate Social Responsibility integrated with good corporate governance. Initiative of the CSR implementation is the realization of support of the Company in building and developing a sustainable company (sustainable development). The commitment of Angkasa Pura II is in line with and based on regulation of the government on corporate social responsibility, among others:

1. Law No. 40 Year 2007 on Limited Liability Company.
2. Law No. 19 Year 2003 Article 88 on State Owned Enterprises.
3. Government Regulation No. 47 Year 2012 on Social and Environmental Responsibility of Limited Liability Company.
4. Regulation of the State Minister of SOEs No. PER-05/MBU/2007 on Partnership Program of State Owned Enterprises with Small Enterprises and Community Development Program.
5. Regulation of the State Minister of SOEs No. PER-08/MBU/2013 dated September 10, 2013 on the Fourth Amendment to Regulation of the State Minister of State Owned Enterprises No. PER-05/MBU/2007 on Partnership Program of State Owned Enterprises with Small Enterprises and Community Development programs.

Angkasa Pura II believes that CSR implementation will provide benefits for a long term, for instance the creation of the community's trust, harmony, and the increase of reputation which eventually will have implication for the creation of added values that encourages smoothness, stability, and growth of the Company's business. Overall, the CSR activities of Angkasa Pura II which performed during 2016 included programs related to responsibility to the customer; programs in the fields of employment, occupational health and safety; social and community development programs; and environmental preservation and management program.

In accordance with the provisions of the Financial Services Authority (FSA) by virtue of the Decree of the Chairman of Bapepam-LK No. KEP-431/BL/2012 dated August 1, 2012 on the Submission of Annual Report of Issuers or Public Companies, each year, Angkasa Pura II has prepared a Sustainability Report which contains a comprehensive information on CSR activities

oleh Perusahaan. Laporan Keberlanjutan dibuat dengan menggunakan standar internasional yang dikeluarkan oleh *Global Reporting Initiative* (GRI) tersebut, merupakan laporan tersendiri tetapi merupakan bagian yang tak terpisahkan dari Laporan Tahunan.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP LINGKUNGAN HIDUP

Angkasa Pura II berkomitmen untuk menjalankan tanggung jawab sosial Perusahaan terhadap lingkungan hidup agar dapat mengurangi dampak lingkungan akibat kegiatan Perusahaan. Tanggung jawab sosial Perusahaan yang dilakukan Angkasa Pura II secara berkesinambungan dalam rangka membangun lingkungan menjadi tempat hidup yang lebih baik.

Komitmen Perusahaan untuk tetap menjaga dan melestarikan lingkungan telah tercantum dalam Peraturan Perusahaan Nomor 38 Tentang Master Plan Eco-Airport PT Angkasa Pura II (Persero) yang ditetapkan dalam Keputusan Direksi Nomor:KEP.02.04/10/2012. Tujuan dan inisiatif dari *Master Plan Eco-Airport* adalah untuk melindungi lingkungan dari pengaruh dampak pengoperasian serta pengembangan bandar udara yang didasarkan pada kerangka pengelolaan lingkungan di bandar udara dan sekitarnya. Pembahasan mendalam mengenai kinerja tanggung jawab sosial Angkasa Pura II dalam aspek lingkungan hidup dapat dilihat dalam Laporan Keberlanjutan Tahun 2016 PT Angkasa Pura II.

Penggunaan Energi Ramah Lingkungan

Angkasa Pura II menggunakan energi ramah lingkungan dalam menjalankan operasional usaha jasa kebandar udaraan terlihat dari konsistensi komitmen Perusahaan dengan tidak menggunakan material dan energi langsung, namun menggunakan energi tidak langsung berupa energi listrik yang dipasok oleh PT PLN (Persero). Salah satu wujud kepedulian terhadap energi ramah lingkungan melalui upaya penghematan energi yaitu pemasangan Taxiway Light di Bandara Soekarno-Hatta sudah menggunakan lampu jenis LED yang lebih hemat energi. Lebih lanjut, sebagai bentuk tanggung jawab sosial Perusahaan terhadap lingkungan hidup, Perusahaan telah melakukan upaya untuk mengembangkan konsep bandar udara yang mendukung pelestarian alam dan ramah lingkungan, antara lain:

1. Konsep *Airport Garden* dan *Eco Airport*

Pengembangan bandar udara yang dimiliki Angkasa Pura II telah menggunakan konsep *airport garden* dengan memberikan ruang/daerah resapan air dan tata ruang bandara bernuansa taman.

implemented by the Company. The Sustainability Report is made using international standards issued by the Global Reporting Initiative (GRI) in a separate report however it is an integral part of the Annual Report.

CORPORATE SOCIAL RESPONSIBILITY TO THE ENVIRONMENT

Angkasa Pura II is committed to conduct corporate social responsibility to the environment in order to reduce the environmental impact due to the Company's activities. The corporate social responsibility is carried out continuously by Angkasa Pura II to make the environment a better place to live in.

The Company's commitment to continuously maintain and preserve the environment is contained in Company Regulation No. 38 on Master Plan Eco-Airport of PT Angkasa Pura II (Persero) which was stipulated in Decree of the Board of Directors No. KEP.02.04/10/2012. Objectives and initiatives of Master Plan Eco-Airport are to protect the environment from impact of operations and airport development which was based on environmental management framework at airports and the surrounding areas. In-depth discussion on the social responsibility of Angkasa Pura II in environmental aspect can be seen in the 2016 Sustainability Report of PT Angkasa Pura II.

The Use of Environmentally Friendly Energy

Angkasa Pura II uses environmentally friendly energy in running its airport services business operations as seen from the consistency of the Company's commitment by not using direct energy and material, however using indirect energy, namely electrical energy supplied by PT PLN (Persero). One of manifestations of concern for environmentally friendly energy is through energy saving measures, namely the installation of Taxiway Light at Soekarno-Hatta Airport which uses LED-type lights that are more energy efficient. Furthermore, as a form of corporate social responsibility towards the environment, the Company has exerted efforts to develop the concept of airports that support the nature conservation and environmentally friendly, among others:

1. Airport Garden and Eco Airport Concept

Development of airports owned by Angkasa Pura II has adopted the airport garden concept by providing water infiltration room/area and airport with garden atmospheres.

2. Desain Bangunan Ramah Lingkungan

Desain bangunan bandar udara dengan tema ramah lingkungan telah diterapkan di beberapa bandar udara antara lain Bandar Udara Kualanamu dan pengembangan Bandar Udara Soekarno-Hatta. Spesifikasi yang diterapkan antara lain:

- Atap bangunan bergaya modern minimalis dengan penggunaan kaca transparan sebagai optimalisasi pemanfaatan sinar dari luar untuk penerangan siang hari, sehingga terdapat penghematan energi listrik.
- Dinding bangunan menggunakan kaca yang transparan sehingga memungkinkan cahaya masuk kedalam bangunan.

3. Pengelolaan Limbah/Sampah Air (Cair)

Sistem *water treatment* sehingga air dapat dikembalikan ke alam dengan aman sebagai penyiraman tanaman dan taman bandara.

4. Pengelolaan Limbah/Sampah Padat

Pengelolaan limbah padat melalui proses pembakaran untuk menghilangkan endemi penyakit dari daerah lain, khususnya dari luar negeri.

Sistem Pengelolaan Limbah

Demi mewujudkan bandar udara yang memenuhi kriteria bersih dan sehat, diperlukan suatu pengelolaan limbah padat/sampah serta limbah B3 secara terpadu dan terintegrasi dengan baik sehingga tidak menimbulkan dampak negatif yang merugikan lingkungan seperti bau, penyakit, kotor, dan dampak lainnya. Komitmen terhadap pelestarian lingkungan tersebut diperkuat dengan keputusan Direksi PT Angkasa Pura II (Persero) Nomor: KEP.14.11/04/2014 tentang Pengelolaan Limbah Padat/ Sampah serta Limbah Bahan Berbahaya dan Beracun (B3) di Bandar Udara PT Angkasa Pura II (Persero).

Salah satu komponen lingkungan yang menjadi perhatian dalam mewujudkan eco airport adalah pengelolaan limbah padat termasuk di dalamnya limbah Bahan Berbahaya dan Beracun (limbah B3). Kategori sampah yang dihasilkan bandar udara adalah sampah sejenis rumah tangga dalam kawasan khusus. Berikut tahapan Pengelolaan Limbah Bandar Udara:

1. Tahap 1 – Pemilahan

Melakukan pemilahan paling sedikit terhadap 5 (lima) jenis sampah antara lain sampah mengandung Bahan berbahaya dan Beracun (B3) serta limbah B3, sampah mudah terurai, sampah yang dapat didaur ulang, dan sampah lainnya.

2. Environmentally Friendly Building Design

Environmentally friendly airport building design has been adopted in several airports among others the Kualanamu Airport and the development of Soekarno-Hatta Airport. Implemented specification among others:

- Modern style rooftop with the use of external beam for illumination during the day, so there is a saving of electrical energy.
- Transparent building glass wall to allow sunlight enters the building.

3. Water (Liquid) Waste/Trash Management

Water treatment system so that the water can be safely returned to nature as watering of plants or airport gardens.

4. Solid Waste/Trash Management

Solid waste management through a combustion process to eliminate epidemic disease from other regions, especially from outside the country.

Waste Management System

In order to realize a clean and healthy airport, it is necessary to have a well-integrated trash/solid waste management and B3 waste so as not to cause negative impacts which harm the environment, for instance odors, diseases, soiled, and other impacts. Commitment to the environment conservation is strengthened by the Decree of the Board of Directors of PT Angkasa Pura II (Persero) No: KEP.14.11/04/2014 on Management of Solid Waste/Trash as well as B3 Waste at the Airport of PT Angkasa Pura II (Persero).

One of the environmental components of concern in realizing eco airport is the management of solid waste including hazardous and toxic waste (B3 waste). Solid waste/trash is one of the impacts of airport operations. Waste generated by airports is categorized as a kind of household garbage in the special zones. The followings are the stages of Airport Waste Management:

1. Stage 1 – Sorting

Perform sorting at least to 5 (five) type of trashes, among others: trash containing B3 and B3 waste, biodegradable trash, reusable trash, recycleable trash, and other type of trash.

2. Tahap 2 – Pengumpulan

Menyediakan TPS, TPS 3R (*Reduce, Reuse, Recycle*), dan menyediakan alat pengumpul untuk sampah terpilah.

3. Tahap 3 – Pengangkutan

Pengangkutan sampah dari TPS atau TPS 3R ke Tempat Pemrosesan Akhir (TPA).

4. Tahap 4 – Pengolahan

Pengolahan berupa pemadatan sampah, pengomposan sampah, pendaurulangan elemen sampah, dan mengubah sampah menjadi energi.

5. Tahap 5 – Hasil Akhir

Limbah/Sampah Bandar Udara dikelompokkan dalam 4 (empat) kategori antara lain:

- Limbah/Sampah Landside (Terminal, Kargo, Perkantoran, Landscape, Parkir)
- Limbah/Sampah Proyek Pengembangan Bandar udara
- Limbah/Sampah Airside (Pesawat, Landscape)
- Limbah/Sampah B3 (Limbah Airside, Limbah Landside, Kendaraan, Genset)

2. Stage 2 – Collection

Provide Trash Bin (TPS - Tempat Pembuangan Sampah), 3R TPS (*Reduce, Reuse, Recycle*), and provide trash collection tools for sorted trash

3. Stage 3 – Delivery

Trash delivery from TPS or 3R TPS to the Final Processing Point (TPA - Tempat Pemrosesan Akhir).

4. Stage 4 – Processing

The processing shall be in the form of: trash compacting, composing trash, recycling trash materials, converting trash into energy.

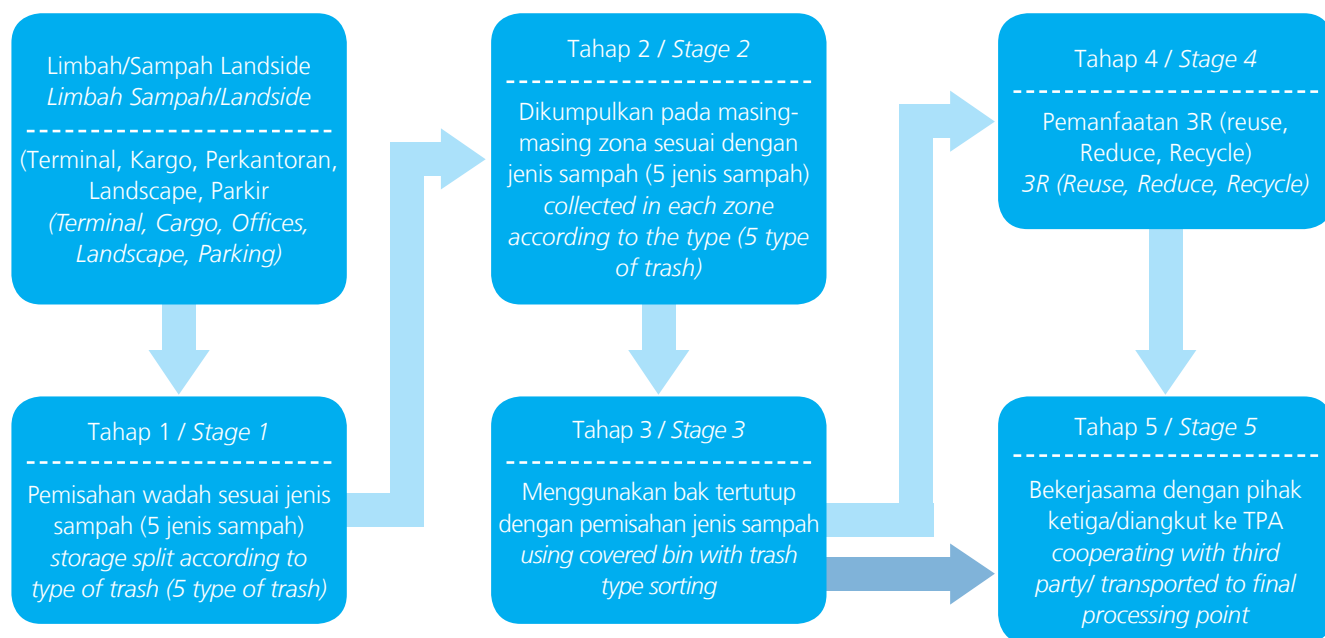
5. Stage 5 – End Result

Airport Waste/Trash is grouped into 4 (four) categories, among others:

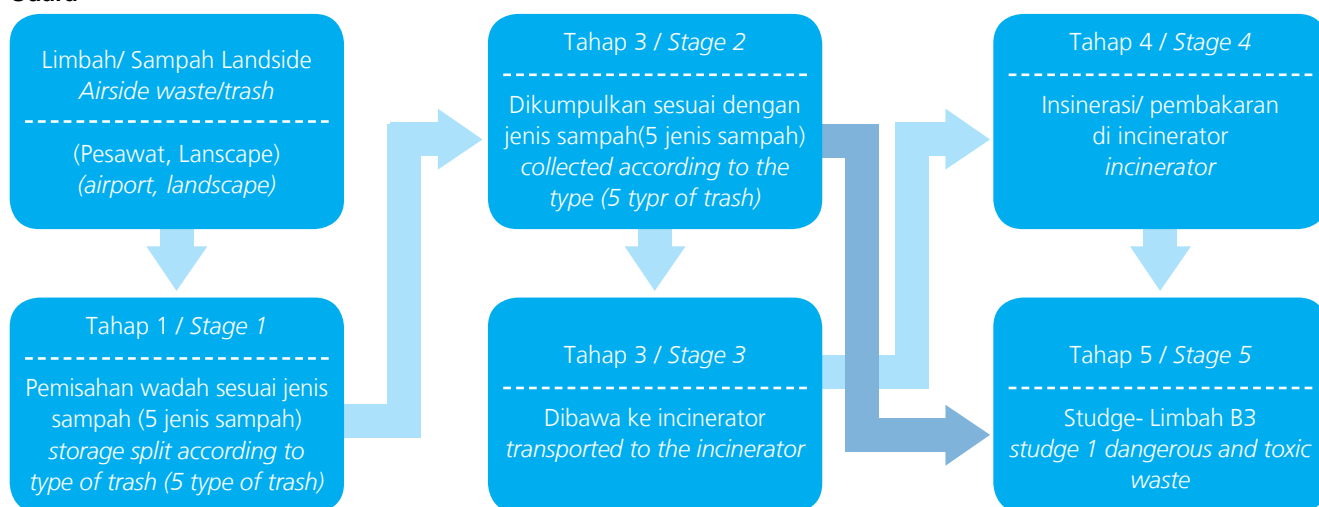
- Landside Waste/Trash (Terminal, Cargo, Office, Landscape, Parking)
- Airport Development Project Waste/Trash
- Airside Waste/Trash (Airplane, Landscape)
- B3 Waste/Trash (Airside Waste, Landslide Waste, Vehicles, Power Generator)

Skema Pengelolaan Limbah/Sampah Landside Bandar Udara

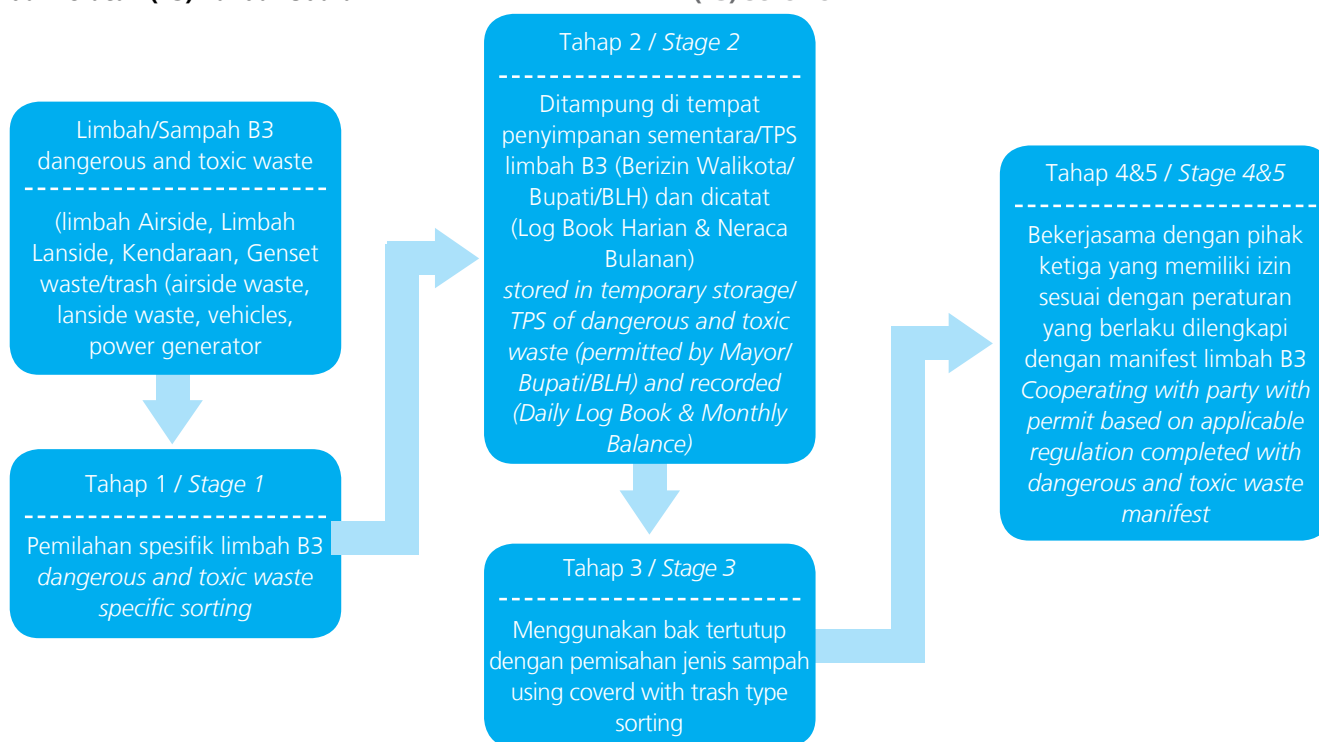
Airport Landside Waste/Trash Management Scheme



Skema Pengelolaan Limbah/Sampah Airside Bandar Udara Airport Airside Waste/Trash Management Scheme



Skema Pengelolaan Limbah/Sampah Bahan Berbahaya dan Beracun (B3) Bandar Udara Airport Hazardous and Toxic Waste/Trash Management (B3) Scheme



Skema Pengelolaan Limbah/Sampah Proyek Pengembangan Bandar Udara Waste/Trash Management Scheme of Airport Development Project

Skema pengelolaan limbah/sampah proyek pengembangan bandar udara sama dan sesuai dengan skema pengelolaan limbah/sampah landside bandar udara.

Waste/trash management scheme of airport development project is similar and in accordance with the waste management scheme of airport landside.

Pengurangan Emisi Gas Rumah Kaca

Angkasa Pura II terus mendukung upaya pemerintah dalam program mitigasi emisi Gas Rumah Kaca (GRK). Bentuk usaha dan inisiatif pengurangan energi yang dilaksanakan oleh Perusahaan, yakni melalui pengurangan emisi dari kegiatan operasi dengan cara melakukan penghematan energi dan pengurangan emisi secara alami. Hal ini direalisasikan dengan program penanaman pohon di dalam maupun di luar daerah operasi Perusahaan. Jenis tanaman dipilih yang mampu menyerap *carbon dioxide* (CO₂).

Sertifikasi di Bidang Lingkungan Hidup

Bandar udara yang menjadi lingkup bisnis Angkasa Pura II dilengkapi dengan dokumen lingkungan hidup (Amdal) sebagai pedoman dalam mengelola lingkungan hidup terkait dengan pengembangan dan operasional bandar udara. Pemantauan hasil pengelolaan lingkungan di setiap bandar udara dilaporkan dalam bentuk laporan RKL/RPL kepada badan lingkungan hidup setempat, Kementerian Lingkungan Hidup, dan Kementerian Perhubungan.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP KETENAGAKERJAAN, KESEHATAN, DAN KESELAMATAN KERJA

Angkasa Pura II memiliki tanggung jawab internal terhadap kesehatan dan keselamatan kerja serta kesejahteraan setiap karyawannya. Berbagai program kesehatan dan keselamatan, program peningkatan profesionalisme dan kualitas hidup, evaluasi kinerja, serta program kesejahteraan dilakukan oleh Perusahaan secara rutin sebagaimana telah dilakukan di tahun-tahun sebelumnya. Pembahasan mendalam mengenai program tanggung jawab sosial Angkasa Pura II dalam aspek ketenagakerjaan, kesehatan dan keselamatan kerja dapat dilihat di Bagian Laporan SDM pada Laporan Tahunan Ini.

Pedoman Perusahaan yang melandasi setiap kebijakan ketenagakerjaan untuk memastikan kepatuhan terhadap perundang-undangan yang berlaku dan meminimalkan terjadinya pelanggaran terhadap hak asasi manusia dalam hubungan kerja tercantum dalam Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan, Undang-Undang Nomor 2 Tahun 2004 tentang Penyelesaian Perselisihan Hubungan Industrial, Undang-Undang Nomor 1 Tahun 1970 tentang Keselamatan Kerja serta Perjanjian Kerja Bersama (PKB) antara manajemen dan serikat karyawan.

Greenhouse Gas Emissions Reduction

Angkasa Pura II continues to support the government's efforts in Greenhouse Gas emission mitigation program. Energy reduction efforts and initiatives carried out by the Company, namely through the reduction of emissions from operating activities by conducting energy saving and reducing emissions naturally. This is realized through tree planting program inside and outside the Company's operating areas. The planted trees are those which are able to absorb carbon dioxide (CO₂).

Certifications in the Environmental Field

Airport which serves as business area of Angkasa Pura II is equipped with environmental document (AMDAL) as guideline in managing the environment related to the development and operation of airport. Monitoring of environmental management results at each airport is reported in the form of RKL/RPL report to local environmental institution, the Ministry of Environment, and the Ministry of Transportation.

CORPORATE SOCIAL RESPONSIBILITY TO EMPLOYMENT, OCCUPATIONAL HEALTH AND SAFETY

Angkasa Pura II is internally responsible for occupational health and safety as well as welfare of its employees. Various health and safety programs, programs to improve professionalism and life quality, performance evaluation, and welfare programs are conducted by the Company on a regular basis as in the previous years. In-depth discussion on social responsibility program of Angkasa Pura II in aspects of employment, occupational health and safety can be seen in the HR Report Chapter in this Annual Report.

The Company's guidelines which underlies every employment policy to ensure the compliance with the prevailing laws and regulations and minimize the violation of human rights in working relationships are stated in Law No. 13 Year 2003 on Employment, Law No. 2 Year 2004 on Settlement of Industrial Relations Disputes, Law No. 1 Year 1970 on Occupational Safety and Collective Labor Agreement between the management and the labor union.

Hubungan Industrial

Angkasa Pura II berupaya memastikan terjalin hubungan yang saling menghormati dan mampu menciptakan keseimbangan antara pemenuhan hak dan pelaksanaan kewajiban, melalui komunikasi intensif dan keterlibatan antara Manajemen Angkasa Pura II dan karyawan dalam mencapai target, serta visi dan misi Perusahaan. Oleh karena itu, Perusahaan mendukung aktivitas Serikat Pekerja Angkasa Pura II atau disingkat SEKARPURA yang beranggotakan sekitar 82% karyawan. Hubungan yang saling membangun dan menghormati tersebut dimanifestasikan dalam bentuk butir-butir kesepakatan dan aturan sebagaimana tercantum pada Perjanjian Kerja Bersama (PKB), yang ditinjau dan diperbaharui secara berkala serta ditandatangani oleh Manajemen dan SEKARPURA.

Angkasa Pura II menjaga hubungan yang sehat dengan SEKARPURA melalui penyelenggaraan pertemuan berkala untuk sosialisasi kebijakan dan program Manajemen serta untuk penyelesaian permasalahan hubungan industrial maupun penyelesaian keluhan karyawan.

Kesetaraan Gender dan Kesempatan Kerja

Pada prinsipnya, Angkasa Pura II tidak melakukan diskriminasi gender dalam hal manajemen sumber daya manusia. Hal ini tercermin dari proses rekrutmen dan pengembangan hingga berakhirnya masa jabatan seseorang. Meski demikian, jumlah karyawan laki-laki di Angkasa Pura II jauh lebih besar dari jumlah karyawan perempuan. Pada tahun 2016, jumlah karyawan Angkasa Pura II mencapai 5.327 orang, yang terdiri dari 4.324 orang karyawan laki-laki dan 1.003 orang karyawan perempuan. Berdasarkan jumlah tersebut, maka komposisi karyawan perempuan tahun 2016 hanya 18,83% dari total karyawan.

Jumlah Karyawan Angkasa Pura II Tahun 2016 berdasarkan jenis kelamin

Jenis Kelamin / Gender	Jumlah Karyawan / Total Employees
Laki-Laki / Male	4.324
Perempuan / Female	1.003
Total	5.327

Rekrutmen dan Perputaran (*Turnover*) Karyawan

Angkasa Pura II menerapkan kesetaraan pemberian kesempatan dalam proses rekrutmen. Oleh karenanya rekrutmen karyawan Angkasa Pura II pada dasarnya dilakukan secara terbuka bagi siapapun. Untuk mendapatkan calon karyawan yang berbakat dan berkualitas terbaik untuk mengisi posisi tertentu,

Industrial Relationship

Angkasa Pura II seeks to ensure relations of mutual respect and capable of creating a balance between the fulfillment of rights and implementation of obligations, through intensive communication and involvement between Angkasa Pura II and employees in achieving the Company's targets, vision, and mission. Therefore, Angkasa Pura II supports the activities of Labor Union of Angkasa Pura II or abbreviated as SEKARPURA comprising approximately 82% of employees. Constructive relationship of mutual respect is manifested in the form of points of agreement and rules as stated in the Collective Labor Agreement (CLA), which is reviewed and updated on a regular basis and signed by the Management and SEKARPURA.

Angkasa Pura II maintains health relationship with SEKARPURA through the implementation of regular meeting for policy dissemination and management program as well as for settlement of industrial relationship disputes and employee complaint settlement.

Gender Equality and Work Opportunity

In principle, Angkasa Pura II does not implement gender discrimination in terms of human resources management. This applies from the process of recruitment and development until after the expiration of one's tenure. However, total male employees in Angkasa Pura II is much larger than total female employees. In 2016, total employees of Angkasa Pura II reached 5,327 employees, consisted of 4,324 male employees and 1,003 female employees. With this amount, the composition of female employees in 2016 was only 18.83% of total employees.

Total Employees of Angkasa Pura II in 2016 by gender

Employee Recruitment and Turnover

Angkasa Pura II implements equality of opportunity in recruitment process. Therefore, the recruitment of Angkasa Pura II employees is generally open to anyone. To get qualified candidates as well as the best talent to fill certain positions, the Company implements several recruitment patterns as follows:

Perusahaan menerapkan beberapa pola rekrutmen, sebagai berikut:

a. Rekrutmen internal

Rekrutmen internal dilakukan dengan optimalisasi sumber daya yang telah dimiliki sebagai bentuk percepatan pergerakan jenjang karir karyawan.

b. Rekrutmen eksternal

Rekrutmen eksternal difokuskan pada perekrutan karyawan berpendidikan yang lebih tinggi dan karyawan dengan kompetensi yang belum dimiliki Angkasa Pura II.

a. Internal recruitment

Internal recruitment is conducted by optimizing the owned resources as a form of acceleration of employee's career path movement.

b. External recruitment

External recruitment is focused on recruitment of employee with higher education and employee with competence which yet to own by Angkasa Pura II.

Selama tahun 2016 terdapat 365 jumlah karyawan yang bergabung dengan Angkasa Pura II dan 259 karyawan yang keluar dari Angkasa Pura II, sehingga prosentase *turnover* pada Perusahaan sepanjang tahun 2016 adalah 4,9%.

365 total recruited employees with Angkasa Pura II and 259 employees who resigned from Angkasa Pura II, thus the turnover percentage of the Company in 2016 was 4.9%.

Pengembangan Kompetensi Karyawan

Angkasa Pura II merealisasikan program pengembangan kompetensi dengan kesempatan yang terbuka bagi seluruh karyawan yang dikelola melalui Unit Pendidikan dan Pelatihan. Penguatan kompetensi SDM dilakukan dengan kegiatan Pelatihan dan Pendidikan (Diklat) yang bersifat pengembangan keahlian teknis (*hard skill*) maupun pengembangan diri non teknis (*soft skill*), baik yang terkait langsung maupun tidak langsung terhadap strategi bisnis dan operasional.

Employee Competence Development

Angkasa Pura II realizes competence development program with open opportunity for all employees which are managed through Education and Training Unit. Strengthening of HR competence is conducted through Training and Education activities which develop technical skill (*hard skill*) and non-technical self-development (*soft skill*), both directly related and indirectly related to the business strategy and operations.

Pelatihan untuk peningkatan kompetensi bertujuan untuk menyiapkan karyawan agar mampu menyikapi perubahan yang akan terjadi dan lebih memahami dinamika dunia bisnis. Sementara itu, pelatihan untuk pengembangan kompetensi juga bertujuan untuk menyiapkan karyawan dengan kompetensi tertentu guna mendukung portofolio bisnis Angkasa Pura II.

Training to increase the competence aims to prepare employee to be able to respond the upcoming changes and better understand the dynamic of business world. Meanwhile, training for competence development also aims to prepare employee with certain competence to support the business portfolio of Angkasa Pura II.

Peningkatan Kesejahteraan Karyawan

Angkasa Pura II senantiasa berupaya terus meningkatkan kesejahteraan karyawan guna meningkatkan motivasi kinerja dan loyalitas karyawan terhadap Perusahaan. Perusahaan memberikan komponen remunerasi berupa gaji pokok, intensif prestasi, tunjangan dan fasilitas berdasarkan jenjang jabatan, masa kerja dan penilaian kinerja individu yang dicapai oleh karyawan tanpa adanya unsur diskriminasi. Perusahaan juga selalu memperhatikan para karyawannya melalui penjaminan hari tua dengan mengadakan program pensiun manfaat pasti untuk seluruh karyawan tetapnya. Program ini dilaksanakan melalui Dana Pensiun Angkasa Pura II (DAPENDA) dengan Surat Keputusan Direksi Angkasa Pura II No.KEP.549/

Employee Welfare Improvement

Angkasa Pura II continuously strives to improve the welfare of employees to increase performance motivation and employees' loyalty to the Company. The Company provides remuneration component in the form of basic salary, achievement incentive, allowances, and other facilities based on position hierarchy, tenure, and individual performance assessment achieved by employees without any discrimination. The Company also pays attention to its employees through old age insurance by holding defined benefits pension plans for all of its permanent employees. This program is implemented through the Pension Fund of Angkasa Pura II (DAPENDA) with Decree of the Board of Directors of Angkasa Pura II No. KEP.549/KP.308/

KP.308/ AngkasaPurall-98 tanggal 6 Oktober 1998 serta telah diperbaharui dengan SK No.KEP.695/KP.308/Angkasa Purall-2003 tanggal 31 Desember 2003.

Kesehatan dan Keselamatan Kerja

Angkasa Pura II berkomitmen untuk melakukan pemantauan kesehatan dan keselamatan kerja (K3) yang difokuskan untuk mencapai tingkat kecelakaan nihil atau *zero accident*. Komitmen tersebut diwujudkan dalam kebijakan Perusahaan terkait K3 yang diatur dalam Keputusan Direksi No.KEP.088/KP.204/APII-2002. Pemantauan dan pengelolaan K3 yang dilakukan Angkasa Pura II didasarkan pada peraturan ketenagakerjaan dan aturan K3 Dinas Tenaga Kerja setempat serta dievaluasi dan dinilai setiap tahun.

Perusahaan menyediakan fasilitas layanan kesehatan yang dikelola secara swakelola oleh unit yang membidangi Pelayanan Administrasi dan Umum bagi karyawan beserta keluarga inti yang menjadi tanggungan Perusahaan. Hal ini diharapkan berdampak pada peningkatan produktivitas karyawan Perusahaan. Fasilitas kesehatan bagi karyawan Perusahaan tercantum dalam surat perjanjian kerja (kontrak kerja) antara Perusahaan dengan karyawan bersangkutan. Besarnya fasilitas kesehatan yang diterima oleh karyawan tergantung pada jenjang jabatan sesuai dengan ketentuan yang berlaku.

Perusahaan terus mengupayakan lingkungan kerja yang nyaman dan aman bagi seluruh karyawan dengan memastikan semua unit operasi memiliki sarana dan prasarana terkait aspek keamanan dan keselamatan kerja. Langkah ini guna meminimalisir risiko dan mencegah terjadinya insiden kecelakaan kerja. Perusahaan secara rutin juga melakukan sosialisasi dan tindakan tegas dalam rangka membudayakan sikap patuh karyawan terhadap peraturan perundangan tentang keselamatan kerja.

Tingkat Kecelakaan Kerja

Berdasarkan data yang dikeluarkan oleh OHS dan K3, selama tahun 2016 terjadi jumlah rata-rata kecelakaan kerja sebesar 1,10 kali. data tersebut dapat dilihat dalam diagram berikut:

AngkasaPurall-98 dated October 1998 and has been renewed with Decree No. KEP.695/KP.308/Angkasa Pura II-2003 dated December 31, 2003.

Occupational Health and Safety

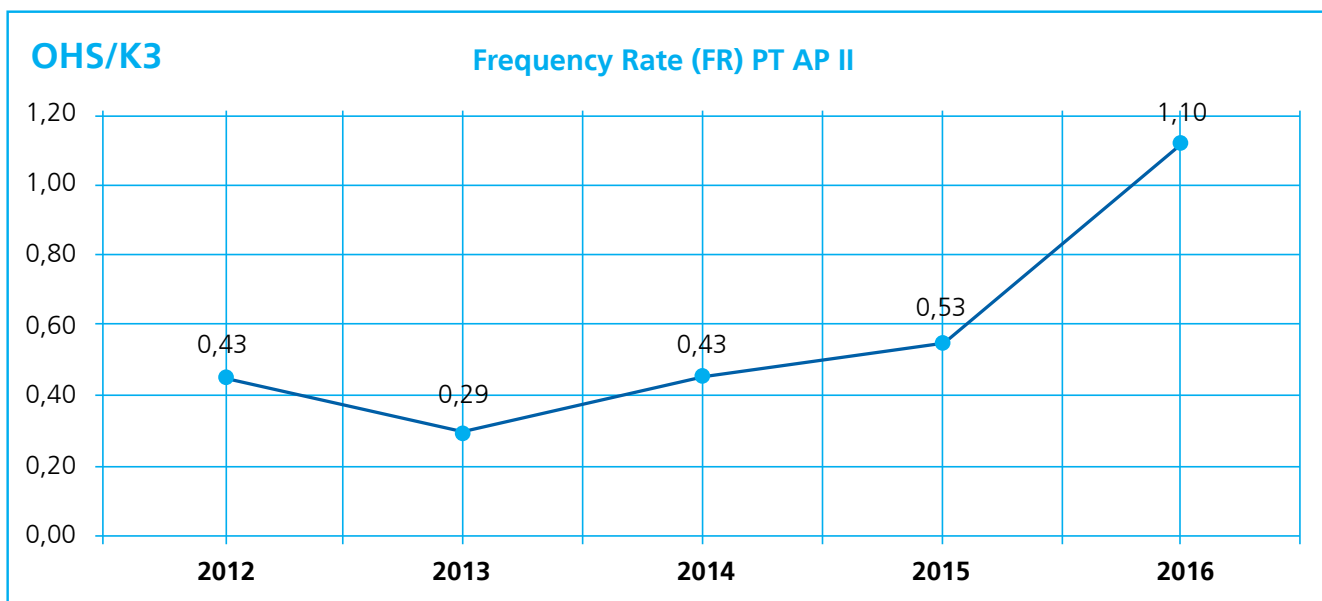
Angkasa Pura II is committed to monitor the occupational health and safety (OHS) which is focused to achieve a zero accident rate. The commitment is manifested in the Company's policies related to OHS stipulated in the Decree of the Board of Directors No. KEP.088/KP/204/APII-2002. OHS management and monitoring conducted by Angkasa Pura II is based on employment regulations and OHS regulation of the local Department of Labor which evaluated and assessed every year.

The Company provides healthcare facility which is self-managed by the unit in charge, namely the General Administration and General Affairs Services for employees and their nuclear family dependents that are expected to have an impact on improvements of the Company's employee productivity. Health facilities for employees of Angkasa Pura II is specified in the work agreement letter (work contract) between the Company and the employees concerned. The amount of health facilities received by employees depend on their positions according to the applicable provisions.

The Company continuously strives to generate safe and comfortable environment to all employees by ensuring that all operational units have facilities and infrastructures related to occupational health and safety aspects. This measure is taken to minimize risks and prevent occupational accident. The Company also routinely disseminates and act decisively in order to cultivate the employees' compliance with the laws and regulations on occupational safety.

Work Accident Level

Based on data from OHS, average of accident in 2016 was 1.10 times, the data can be seen in the following chart:

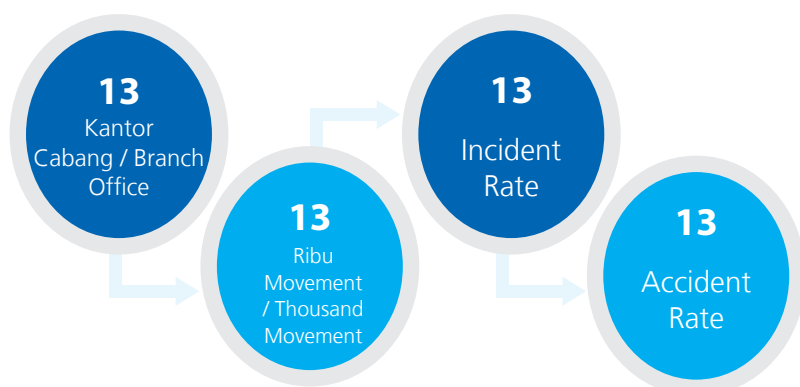


Tingkat Keamanan Kerja

Sedangkan dari sisi performa tingkat keamanan kerja untuk penerbangan PT Angkasa Pura II (Persero) jumlah Rata-rata *Accident Rate* 2016 tercatat sebesar 2,5 per 1 Juta Kedatangan. Sedangkan jumlah kecelakaan di tahun 2016 tercatat sebesar 24 kali. Laporan tersebut dapat dilihat dalam diagram di bawah:

Occupational Safety Level

Meanwhile, on performance of occupational safety level for flight of PT Angkasa Pura II (Persero), total Accident Rate Average in 2016 was 2.5 per 1 million arrivals. Meanwhile total accidents in 2016 were 24 times. The report can be seen in the following charts:



RASG	Estimated Departures (in millions)	Number of Accidents	Accidents rate (per million departures)
AFI	0.8	6	7.3
APAC	9.8	24	2.5
EUR	8.1	24	3.0
MID	1.2	3	2.5
PA	13	34	2.6
WORLD	33	92	2.8

Sumber: Safety Report ICAO Edisi 2016 /
Source: Safety Report of ICAO Edition 2016

Incident Rate : Tingkat terjadinya **Incident** / 1 juta movement / Incident Rate/1 million movement
Accident Rate : Tingkat terjadinya **Accident** / 1 juta movement / Accident Rate/1 million movement

Remunerasi Karyawan

PT Angkasa Pura II (Persero) terus berkomitmen dalam meningkatkan kesejahteraan karyawan guna meningkatkan motivasi kinerja dan loyalitas karyawan terhadap Perusahaan. Jumlah kesejahteraan karyawan Angkasa Pura II selama tiga tahun terakhir adalah sebagai berikut:

Employee Remuneration

PT Angkasa Pura II (Persero) is continuously committed on improving employees' welfare to increase performance motivation and employees' loyalty to the Company. Total employee welfare of Angkasa Pura II for the last three years is as follows:

Jumlah Kesejahteraan Karyawan
 (Dalam Ribuan)

Total Employee Welfare
 (In Thousand)

No	Uraian / Description	2014	2015	2016
1)	Gaji dan Upah / Salary and Wage	156.396.660	180.850.289	131.971.022
2)	Tunjangan Prestasi / Achievement Allowance	169.986.204	207.461.839	296.333.315
3)	Tunjangan Jabatan / Position Allowance	27.271.636	157.568.456	180.562.676
4)	Uang Transport / Transportation allowance	102.256.984	16.503.260	991.634
5)	Bantuan Sewa Rumah / House Rental Assistance	56.884.098	58.001.462	72.958.190
6)	Permakanan / Food	35.664.920	50.759.277	59.395.825
7)	Tunjangan Khusus / Special Allowance	34.414.476	55.404.679	60.144.008
8)	Tunjangan Profesi / Profession Allowance	13.159.565	13.657.049	17.642.259
9)	Tunjangan Cuti / Leave Allowance	27.855.418	35.303.732	46.040.800
10)	Uang Kelebihan Jam Kerja / Overtime Pay	20.984.583	24.330.215	22.974.812
11)	Jasa Produksi / Bonus / Production Service/Bonus	149.746.314	164.948.200	193.142.407
12)	Sumbangan Kematian/Perkawinan/Kelahiran / Death/Marriage/Birth Compensation	2.480.684	2.819.248	4.434.028
13)	PPh 21 Karyawan / Income Tax 21	65.695.292	83.086.851	115.954.366
14)	Pakaian Dinas / Service Uniform	12.202.279	29.519.121	13.285.340
15)	Pengobatan/perawatan / Treatment	46.783.692	15.520.450	13.460.016
16)	Obat-obatan / Medication	7.763.503	393.968	1.420.174
TOTAL		929.546.309	1.120.112.427	1.230.710.872

*) Dinilai dalam ekuivalen rupiah

*) assessed in rupiah equivalent

Karyawan dengan status tidak tetap tidak mendapatkan seluruh komponen kesejahteraan tersebut, namun Angkasa Pura II memastikan bahwa hak-hak normatifnya senantiasa berada di atas ketentuan yang berlaku, meskipun tanggung jawab pembinaan berada di tangan perusahaan penyedia tenaga kerja.

Temporary employees do not receive all employee welfare components, however Angkasa Pura II ensures that their normative rights are always fulfilled according to the prevailing provisions, although the development responsibility is in the hand of labor provider company.

Rasio Remunerasi

Di tahun 2016, rasio gajitertinggi dan terendah PT Angkasa Pura II (Persero) adalah"

Remuneration Ratio

The highest and the lowest salary ratio in PT Angkasa Pura II (Persero) in 2016 is as follows:

Gaji (Gaji Pokok+ Tunjangan) / Salary (Basic Salary + Allowance)	Jumlah / Total
Terendah / the lowest	4.214.247
Tertinggi / the highest	64.026.024
Rasio / ratio	1:5

Kebijakan Anti Korupsi

Angkasa Pura II senantiasa melaksanakan praktik kerja yang sehat berdasarkan prosedur kerja anti korupsi di Perusahaan yaitu:

- Komitmen PT Angkasa Pura II (Persero) dengan KPK (Komisi Pemberantasan Korupsi).
Tahun 2013 dilakukan penandatanganan komitmen bersama antara PT Angkasa Pura II (Persero) dan KPK untuk bekerjasama dalam menerapkan program pengendalian gratifikasi di seluruh lini/fungsi kerja.

Anti Corruption Policy

Angkasa Pura II always implements sound working practice based on anti corruption procedure in the Company, namely:

- Commitment of PT Angkasa Pura II (Persero) with KPK (Corruption Eradication Commission)
In 2013 PT Angkasa Pura II signed a joint commitment with KPK to cooperate in implementing gratuity control program in all work functions/lines.

- b. Membentuk Unit Pengelola dan Pengendalian Gratifikasi Berdasarkan Keputusan Direksi PT Angkasa Pura II (Persero) Nomor: KEP.02.01/00/04/2013/155 tentang Penetapan Biro Manajemen Risiko dan Kepatuhan sebagai Unit Pengelola dan Pengendalian Gratifikasi di lingkungan PT Angkasa Pura II (Persero).
- c. Membuat aturan internal Pengendalian Gratifikasi Berdasarkan Keputusan bersama Dewan Komisaris dan Direksi PT Angkasa Pura II (Persero) nomor: DKOM036.2/HK.201/APII-2014 dan KEP.0203.01/01/2014 tentang Pedoman Pengelola dan Pengendalian Gratifikasi di lingkungan PT Angkasa Pura II (Persero).
- d. Internalisasi (*Workshop* & Sosialisasi)
Selama tahun 2016, PT Angkasa Pura II (Persero) telah melakukan kegiatan *Workshop* Tunas Integritas bersama KPK yang dilaksanakan di Bandung. *Workshop* ini dilaksanakan 2 (dua) *batch*, sasaran pelaksanaannya adalah 1 (satu) level di bawah Direksi.

Selain kegiatan *workshop* di atas, telah diberikan juga pembekalan Peningkatan Integritas bagi para Senior Officer/Junior Manager dalam Diklat Jerda dan untuk para Manager setingkat dalam diklat Jerdya. Untuk pelaksanaan sosialisasi di Perusahaan, unit Risk Management & Compliance telah melakukan sosialisasi ke Kantor Cabang pada semester II tahun 2016.

- a. Pembentukan agen Tunas Integritas
Setelah dilaksanakan *workshop* integritas untuk para Pejabat PT Angkasa Pura II (Persero) dari masing-masing unit kerja, maka dibentuklah agen tunas integritas yang dapat menularkan virus-virus Integritas di masing-masing unit kerja nya. Tunas integritas ini merupakan salah satu upaya pencegahan dan pemberantasan korupsi di setiap Perusahaan. Dalam hal ini, peran individu sangatlah penting dalam mengendalikan korupsi, hal ini dikarenakan bahwa salah satu penyebab korupsi adalah rendahnya integritas sumber daya manusia, terutama mereka yang mempunyai kekuasaan.
- b. Kewajiban Pelaporan LHKPN
Berdasarkan Peraturan Direksi PT Angkasa Pura II (Persero) nomor : PD.02.03/04/2016/0014 tanggal 25 April 2016 tentang Pedoman Pengisian dan penyampaian Laporan Harta Kekayaan Penyelenggaraan Negara (LHKPN) di lingkungan PT Angkasa Pura II (Persero) dinyatakan bahwa yang Wajib untuk melaporkan LHKPN sampai 2 (dua) level di bawah Direksi.

- b. Established Gratuity Control and Management Unit based on Decree of the Board of Directors of PT Angkasa Pura II (Persero) No: KEP.02.01/00/04/2013/155 on Determination of Compliance and Risk Management Bureau as Gratuity Control and Management Unit in PT Angkasa Pura II (Persero).
- c. Prepared internal regulation on Gratuity Control Pursuant to Joint Decree of the Board of Commissioners and the Board of Directors of PT Angkasa Pura II (Persero) No: DKOM036.2/HK.201/APII-2014 and KEP.0203.01/01/2014 on Management Guideline and Gratuity Control in PT Angkasa Pura II (Persero).
- d. Internalization (Workshop & Dissemination)
Throughout 2016, PT Angkasa Pura II (Persero) has held Tunas Integritas Workshop with KPK in Bandung. This workshop was held in 2 (two) batches, target of the workshop was personnel with position 1 (one) level under the Board of Directors.

In addition to workshop above, the Company also provided Integrity Improvement for Senior Officer/Junior Manager in Diklat Jerda and for Manager level in Diklat Jerdya. For dissemination in the Company, Risk Management & Compliance unit has carried out dissemination to Branch Offices in semester II of 2016.

- a. Establishment of Tunas Integritas agent
After integrity workshop for Officials of PT Angkasa Pura II (Persero) from each work unit, tunas integritas agent is established to disseminate integrity in each work unit. Tunas Integritas is one of efforts in preventing and eradicating corruption in every company. In this term, individual role is very important in controlling corruption since one of causes of corruption is the low integrity of human resources, particularly those who are in charge.
- b. LHKPN Reporting Obligation
Regulation of the Board of Directors of PT Angkasa Pura II (Persero) No: PD.02.03/04/2016/0014 dated April 25, 2016 on Fulfillment Guideline and Reports on Assets of State Officials (LHKPN) in PT Angkasa Pura II (Persero) stated that those who are obliged to report LHKPN are officials up to 2 (two) levels under the Board of Directors.

- c. Pakta integritas dalam setiap kegiatan pengadaan barang dan jasa serta dalam kontrak perjanjian komersial.
Dalam setiap pengadaan barang dan jasa setiap proses pekerjaan seleksi diwajibkan untuk menandatangani pakta integritas yang tidak akan melakukan KKN (Korupsi Kolusi dan Nepotisme), sehingga setiap proses pekerjaan dilaksanakan secara bersih, transparan dan profesional dalam arti akan mengerahkan segala kemampuan dan sumber daya secara optimal untuk memberikan hasil kerja terbaik mulai dari penyiapan penawaran, pelaksanaan dan penyelesaian pekerjaan/kegiatan proyek pekerjaan.
- d. *Whistleblowing System*
Uraian penjelasan untuk WBS mengikuti keterangan dari unit Internal Auditor.
- e. Ikut serta dan aktif setiap acara kegiatan yang diselenggarakan oleh KPK (Komisi Pemberantasan Korupsi)

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP MASYARAKAT

Angkasa Pura II menyadari keberlangsungan bisnis Perusahaan tidak lepas dari partisipasi masyarakat. Peran serta dan dukungan masyarakat terhadap pencapaian kinerja Perusahaan menuntut Angkasa Pura II untuk memberi timbal balik manfaat kepada masyarakat sebagai bentuk apresiasi dan tanggung jawab sosial. Sebagai Badan Usaha Milik Negara, implementasi tanggung jawab sosial Perusahaan diwujudkan melalui Program Kemitraan dan Bina Lingkungan (PKBL).

Pelaksanaan PKBL Angkasa Pura II dimulai sejak tahun 1991 yang dahulu unit yang melaksanakannya bernama PUKK (Pembinaan Usaha Kecil dan Koperasi) dan sejak tahun 2007 sesuai Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-05/MBU/2007 berubah menjadi unit PKBL (Program Kemitraan dan Bina Lingkungan) dan saat ini PKBL diatur dalam peraturan terbaru yaitu Surat Keputusan Menteri BUMN Nomor: PER-09/MBU/07/2015 Tanggal 03 Juli 2015 tentang Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan. Bentuk program PKBL Angkasa Pura II difokuskan untuk dapat mengatasi dan mengurangi permasalahan sosial, menggali sumber daya, membina dan mengupayakan perubahan perilaku serta mengupayakan pencapaian kesejahteraan masyarakat. Hal ini guna menciptakan keharmonisan yang berkelanjutan antara Angkasa Pura II dan masyarakat. Secara berkesinambungan program PKBL Perusahaan tidak hanya memberi manfaat jangka panjang bagi masyarakat dan lingkungan sekitar, tetapi juga melibatkan masyarakat secara luas dan para pemangku kepentingan lain yang terkait.

- c. Integrity pact in every good and service procurement and in commercial agreement contract
In every good and service procurement, every selection process is required to sign integrity pact to not to be involved in corruption, collusion, and nepotism, thus every work process is implemented cleanly, transparently, and professionally. This means they will exert all of their capabilities and resources in an optimum manner to provide the best results, from bidding setup, implementation, and settlement of work/project.
- d. WBS. Explanation on WBS follows the description from DIA unit.
- e. Actively participate in events held by Corruption Eradication Commission (KPK)

CORPORATE SOCIAL RESPONSIBILITY TO THE COMMUNITY

Angkasa Pura II is aware that the business continuity is inseparable from participation of the community. Participations and supports from the community to the Company's performance achievement demand Angkasa Pura II to provide mutual benefits to the community as appreciation and social responsibility. As a State Owned Company, implementation of corporate social responsibility is realized through Partnership and Community Development Program (PKBL).

The implementation of PKBL of Angkasa Pura II began in 1991 which was carried out by Small Enterprises and Cooperatives Development unit (PUKK) and since 2007, in accordance with Regulation of the Minister of State Owned Enterprises No: PER-05/MBU/2007, it was changed to PKBL unit (Partnership and Community Development Program), and currently PKBL is governed in the latest regulation, namely Decree of the Minister of SOEs No: PER-09/MBU/07/2015 dated July 03, 2015 on Partnership Program of SOEs with Small Enterprises and Community Development Program. PKBL program of Angkasa Pura II is focused to overcome and minimize social issues, discover resources, develop and seek for changes in behavior, and seek for the community's welfare. This is conducted to create sustainable harmony between Angkasa Pura II and the community. PKBL program does not only provide long-term benefits for the community and the surrounding environment, but also involves the community extensively, as well as other related stakeholders.

Pelaksanaan program PKBL Angkasa Pura II mengacu pada:

1. Surat Keputusan Menteri Negara BUMN Nomor: PER-05/MBU/2007 tanggal 27 April 2007 tentang Program Kemitraan dan Bina Lingkungan.
2. Surat Keputusan Menteri Negara BUMN Nomor: KEP.100/MBU/2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara.
3. Standar Operasional Prosedur (SOP) PKBL PT AngkasaPura II (Persero) Nomor: KEP.01.02.08/12/2008 tanggal 22 Desember 2008.
4. Surat Edaran Menteri Negara BUMN Nomor: SE-02/MBU/Wk/2012 Tanggal 23 Februari 2012 Tentang Penetapan Pedoman Akuntansi Program Kemitraan dan Bina Lingkungan.
5. Surat Keputusan Menteri BUMN Nomor: PER-20/MBU/2012 Tanggal 27 Desember 2012 Tentang Perubahan Atas Peraturan Menteri Negara BUMN Nomor: PER-05/MBU/2007 tanggal 27 April 2007 tentang Program Kemitraan dan Bina Lingkungan.
6. Surat Keputusan Menteri BUMN Nomor: PER-08/MBU/2013 Tanggal 10 September 2013 tentang Perubahan Keempat Atas Peraturan Menteri Negara BUMN Nomor PER-05/MBU/2007 tentang Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan.
7. Surat Keputusan Menteri BUMN Nomor: PER-09/MBU/07/2015 Tanggal 03 Juli 2015 tentang Program Kemitraan BUMN dengan Usaha Kecil dan Program Bina Lingkungan.

LAPORAN AUDIT PROGRAM KEMITRAAN DAN BINA LINGKUNGAN

PT Angkasa Pura II berkomitmen untuk selalu melaksanakan program kemitraan dan bina lingkungan (PKBL) sebagai bentuk partisipasi dalam kemajuan ekonomi daerah operasi Perusahaan. Setiap tahun, Perusahaan melakukan audit terhadap laporan hasil realisasi PKBL guna mengetahui detail penggunaan anggaran dana, pencapaian yang diraih dari program tersebut dan manfaat yang diberikan kepada para mitra dan lingkungan. Berikut akan di uraikan mengenai poin-poin dalam laporan PKBL tahun 2016 yang telah diaudit.

Bagan Struktur CSR Angkasa Pura II

Bagan di bawah ini merupakan struktur unit kepemimpinan program CSR dan PKBL di Angkasa Pura II kantor pusat selama tahun 2016 yang bertanggung jawab dalam pengelolaan CSR dan PKBL Perusahaan.

The implementation of PKBL program of Angkasa Pura II refers to:

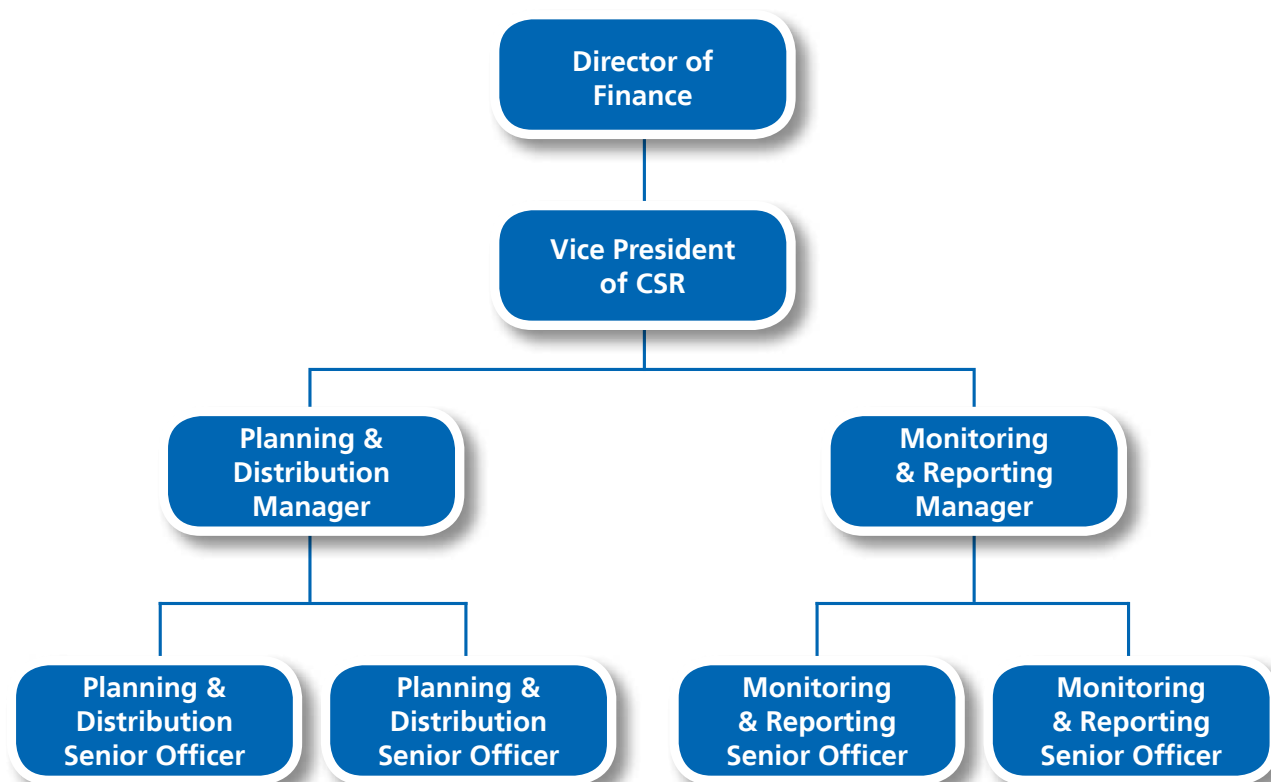
1. Decree of the State Minister of SOEs No: PER-05/MBU/2007 dated April 27, 2007 on Partnership and Community Development Program.
2. Decree of the State Minister of SOEs No: KEP.100/MBU/2002 on Assessment of SOEs Soundness Level.
3. PKBL Standard Operating Procedures (SOP) of PT Angkasa Pura II (Persero) No: KEP.01.02.08/12/2008 dated December 22, 2008.
4. Decree of the State Minister of SOEs No: SE-02/MBU/Wk/2012 dated February 23, 2012 on Establishment of Accounting Guidelines of the Partnership and Community Development Program.
5. Decree of the Minister of SOEs No: PER-20/MBU/2012 dated December 27, 2012 on the Amendment on Regulation of the State Minister of SOEs No: PER-05/MBU/2007 dated April 27, 2007 on Partnership and Community Development Program.
6. Decree of the State Minister of SOEs No: PER-08/MBU/2013 dated September 10, 2013 on the Fourth Amendment on Regulation of the State Minister of SOEs No: PER-05/MBU/2007 on the SOEs Partnership Program With Small Enterprises and the Community Development Program.
7. Decree of the State Minister of SOEs No: PER-09/MBU/07/2015 dated July 03, 2015 on the SOEs Partnership Program With Small Enterprises and the Community Development Program.

AUDIT REPORT OF PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM

PT Angkasa Pura II is committed to continuously implement partnership and community development program (PKBL) as a form of participation in economic development of the Company's operating area. Every year, the Company audit the report on result of PKBL realization to learn the details of the use of budget, achieved results from the program, and benefits to partners and the environment. The followings are points in audited PKBL report in 2016.

Structure of CSR of Angkasa Pura II

The following chart is the structure of leadership unit of CSR and PKBL program in the head office of Angkasa Pura II throughout 2016 who are in charge of CSR and PKBL management in the Company.



Struktur Organisasi PKBL Angkasa Pura II)

PT. Angkasa Pura II (Persero) merupakan salah satu BUMN pengelola Bandar Udara yang berdiri pada tanggal 13 Agustus 1984 berdasarkan Peraturan Pemerintah Nomor 20 tahun 1984 dengan nama Perusahaan Umum Pelabuhan Udara Internasional Jakarta Cengkareng dan Pengelola Bandar Udara Soekarno-Hatta mulai tanggal 1 April 1985.

Sejalan dengan perkembangan perusahaan melalui Peraturan Pemerintah Nomor 14 tahun 1992 tanggal 17 Maret 1992 PERUM Angkasa Pura II diubah status hukumnya menjadi Perusahaan Perseroan PT. Angkasa Pura II (Persero).

Angkasa Pura II memiliki unit khusus yang menangani pengelolaan dana program Kemitraan dan Bina Lingkungan (PKBL) dalam rangka pelaksanaan tanggung jawab sosial Perusahaan yaitu unit PKBL. Saat ini berdasarkan Keputusan Direksi Nomor : KEP.01.01/00/04/2015/0242 tanggal 29 April 2015 tentang Pembagian Tugas Pembinaan, Pengawasan dan Konsultasi Direktorat dan Unit Kerja Masa Transisi Organisasi Kantor Pusat maka berubah menjadi Unit *Corporate Social Responsibility (CSR)*. Unit *Corporate Social Responsibility* di Kantor Pusat dipimpin oleh *Vice President of CSR* yang berada di bawah Direksi dengan penanggung jawab langsung adalah Direktur Keuangan. *Vice President of CSR* membawahi dua

Organizational Structure of PKBL of Angkasa Pura II

PT Angkasa Pura II (Persero) is a SOE which manages Airport which was established on August 13, 1984 pursuant to Government Regulation No. 20 year 1984 under the name Perusahaan Umum Pelabuhan Udara Internasional Jakarta Cengkareng and changed to Pengelola Bandar Udara Soekarno-Hatta on April 1, 1985.

In line with the Company's development by virtue of Government Regulation No. 14 year 1992 dated March 17, 1992, the legal status of PERUM Angkasa Pura II was changed to Limited Liability Company, PT Angkasa Pura II (Persero).

Angkasa Pura II has special unit which manages the Partnership and Community Development Program (PKBL) funds in implementing corporate social responsibility, namely the PKBL unit. Currently, pursuant to Decree of the Board of Directors No. KEP.01.01/00/04/2015/0242 dated April 29, 2015 on Distribution of Duties of Development, Supervision, and Consultation of Directorate and Work Unit of Organizational Transition Period of Head Office changed to Corporate Social Responsibility (CSR) Unit. Corporate Social Responsibility Unit in Head Office is led by Vice President of CSR under the Board of Directors with Director of Finance as the direct person in charge. Vice President of CSR supervises two managers,

orang Manager, yaitu Manager Perencanaan dan Distribusi dan Manager Pemantauan dan Pelaporan, serta masing-masing Manager tersebut membawahi dua orang Petugas Senior.

Struktur Organisasi Unit CSR Kantor Cabang

Struktur organisasi pada Kantor Cabang Soekarno-Hatta dijabat setingkat Manager, sedangkan pada Kantor Cabang yang dana pengelolaannya diatas 10 miliar dijabat setingkat *Junior Manager* yaitu bandar udara Halim, Sultan Mahmud Badaruddin II, Supadio, Kualanamu, Minangkabau, Sultan Syarif Kasim II dan Husein Sastranegara. Sementara itu, Kantor Cabang yang dana pengelolaannya kurang dari 10 Miliar dijabat oleh Koordinator, yaitu bandar udara Sultan Iskandar Muda, Raja Haji Fisabilillah, Pangkal Pinang dan Jambi, dengan rincian sebagai berikut :

1. Struktur Organisasi Unit CSR Kantor Cabang BSH

CSR MANAGER : Komarudin

- Planning & Distribution Jr Manager : Armansyah
- Monitoring & Reporting Jr Manager : Patria Adi Laksono

2. Struktur Organisasi Unit CSR Kantor Cabang Halim

CSR JUNIOR MANAGER : Alex Subadra

- CSR Junior Officer : Nurul Endang Oktaviani

3. Struktur Organisasi Unit CSR Kantor CABANG SMB II

CSR JUNIOR MANAGER : Niki Herliyanti

4. Struktur Organisasi Unit CSR Kantor Cabang Supadio

CSR JUNIOR MANAGER : Ario Fuad

- CSR Junior Officer : Marina

5. Struktur Organisasi Unit CSR Kantor Cabang Kualanamu

CSR JUNIOR MANAGER : Roberto Marisi Tua

- CSR Junior Officer : Rifmirika
- CSR Staff : Pemia Sembiring Brahmana
- CSR Jr. Staff : Rahayu Dwi Hartaty

6. Struktur Organisasi Unit CSR Kantor Cabang BIM

CSR JUNIOR MANAGER : Agus Santoso

- CSR Junior Officer : Sari Rahayu F

7. Struktur Organisasi Unit CSR Kantor Cabang SSK II

CSR JUNIOR MANAGER : Mahesa

- CSR Junior Officer : Nurmaria Rahmatika
- CSR Staff : Desmon Sinulingga

namely Planning and Distribution Manager and Monitoring and Reporting Manager, and each of the managers supervises two Senior Officers.

Organizational Structure of CSR Unit in Branch Office

Organizational structure in Soekarno-Hatta Branch Office is occupied by manager-level officials, while for branch offices which managed funds above Rp10 billion such as Airports at Sultan Mahmud Badaruddin II, Supadio, Kualanamu, Minangkabau, Sultan Syarif Kasim II and Husein Sastranegara are chaired by junior manager-level officials. For branch offices which managed funds less than Rp10 billion such as Branch Offices at Sultan Iskandar Muda, Raja Haji Fisabilillah, Pangkal Pinang, and Jambi are chaired by a Coordinator. The followings are the details:

1. Organizational Structure of CSR Unit in BSH Branch Office

CSR MANAGER: Komarudin

- Planning & Distribution Jr Manager: Armansyah
- Monitoring & Reporting Jr Manager: Patria Adi Laksono

2. Organizational Structure of CSR Unit in Halim Branch Office

CSR JUNIOR MANAGER: Alex Subadra

CSR Junior Officer: Nurul Endang Oktaviani

3. Organizational Structure of CSR Unit in SMB II Branch Office

CSR JUNIOR MANAGER: Niki Herliyanti

4. Organizational Structure of CSR Unit in Supadio Branch Office

CSR JUNIOR MANAGER: Ario Fuad

- CSR Junior Officer: Marina

5. Organizational Structure of CSR Unit in Kualanamu Branch Office

CSR JUNIOR MANAGER: Roberto Marisi Tua

- CSR Junior Officer: Rifmirika
- CSR Staff: Pemia Sembiring Brahmana
- CSR Jr. Staff: Rahayu Dwi Hartaty

6. Organizational Structure of CSR Unit in BIM Branch Office

CSR JUNIOR MANAGER: Agus Santoso

- CSR Junior Officer: Sri Rahayu F

7. Organizational Structure of CSR Unit in SSK II Branch Office

CSR JUNIOR MANAGER: Mahesa

- CSR Junior Officer: Nurmarina Rahmatika
- CSR Staff: Desmon Sinulingga

8. Struktur Organisasi Unit CSR Kantor Cabang Husein

CSR JUNIOR MANAGER : Haryo

- CSR Junior Officer : Syaiful Bachrein
- CSR Staff : Meta Yusrhistina. H

9. Struktur Organisasi Unit CSR Kantor Cabang SIM

Koordinator : Iskandarsyah

10. Struktur Organisasi Unit CSR Kantor Cabang RHF

Koordinator : Exlesia Harmonisah Tampubolon

11. Struktur Organisasi Unit CSR Kantor Cabang PGK

Koordinator : Andrian Wahyudi

12. Struktur Organisasi Unit CSR Kantor Cabang Jambi

Finance Officer : Reko Utomo

Finance Staff : Muhammad Arief

Realisasi Dana Program PKBL

Angkasa Pura II telah melaksanakan tanggung jawab sosial kemitraan dan bina lingkungan sebagai BUMN dengan menyalurkan dana untuk mendukung para pelaku usaha kecil menengah (UMK) di wilayah operasionalnya melalui Program Kemitraan, serta memberikan bantuan bagi masyarakat antara lain di bidang pendidikan, sosial budaya, kesehatan, dan keagamaan, melalui Program Bina Lingkungan. Pada tahun 2016, jumlah dana program PKBL Angkasa Pura II yang disalurkan mencapai Rp.86.267.051.392 yang terdiri dari dana untuk Program Kemitraan mencapai Rp.53.004.500.000 dan dana untuk Program Bina Lingkungan mencapai Rp. 33.262.551.392.

Program Kemitraan

Angkasa Pura II berpartisipasi dalam mendukung pertumbuhan dan pergerakan ekonomi dengan melaksanakan Program Kemitraan (PK). Adapun komponen utama dari pelaksanaan Program Kemitraan adalah para pelaku Usaha Kecil Menengah (UKM) yang bergerak di sektor industri, jasa, perdagangan, peternakan, perikanan, pertanian, perkebunan dan lainnya.

Program Kemitraan Angkasa Pura II adalah program pemberdayaan dan peningkatan ekonomi masyarakat melalui pemberian pinjaman kemitraan untuk modal kerja dan investasi yang nantinya akan menjadi mitra binaan. Selain itu, melalui Program Kemitraan, Perusahaan meningkatkan keahlian mitra binaan dalam berbagai bidang yang sesuai

8. Organizational Structure of CSR Unit in Husein Branch Office

CSR JUNIOR MANAGER: Haryo

- CSR Junior Officer: Syaiful Bachrein
- CSR Staff: Meta Yusrhistina H.

9. Organizational Structure of CSR Unit in SIM Branch Office

Coordinator: Iskandarsyah

10. Organizational Structure of CSR Unit in RHF Branch Office

Coordinator: Exlesia Harmonisah Tampubolon

11. Organizational Structure of CSR Unit in PGK Branch Office

Coordinator: Andrian Wahyudi

12. Organizational Structure of CSR Unit in Jambi Branch Office

Finance Officer: Reko Utomo

Finance Staff: Muhammad Arief

Realization of PKBL Funds

Angkasa Pura II has implemented social responsibility in the form of partnership and community development as SOE by distributing funds to support Small and Medium Enterprises in its operational area through Partnership Program, and provide assistances to the community, among others in the field of education, social culture, health, and religion, through Community Development Program. Total PKBL funds distributed by Angkasa Pura II in 2016 was recorded at Rp86,267,051,392 which consisted of funds for Partnership Program amounted to Rp53,004,500,000 and funds for Community Development Program amounted to Rp33,262,551,392.

Partnership Program

Angkasa Pura II participates in supporting the economic movement and growth by implementing Partnership Program. The main component of the implementation of Partnership Program is the Small and Medium Enterprises which engaged in industrial, service, trading, livestock, fishery, agriculture, and other sectors.

Partnership Program of Angkasa Pura II is a program of empowerment and improvement of the community's economy through provision of partnership loans for working capital and investment which later will be the development partner. Furthermore, through the Partnership Program, the Company increases the skills of the development partners in various fields

dengan keinginan mitra binaan. Perusahaan juga memfasilitasi pemasaran bagi produk yang dihasilkan oleh mitra binaan dengan mempromosikan dan mengikutsertakan mitra binaan dalam berbagai pameran baik berskala nasional maupun internasional. Hal ini, bertujuan untuk menghasilkan mitra binaan yang unggul dan sukses sehingga mampu menghasilkan produk atau jasa yang bermanfaat bagi masyarakat luas sekaligus menciptakan masyarakat yang tangguh dan mandiri.

Sumber dan Realisasi Dana Program Kemitraan

Angkasa Pura II telah melaksanakan Program Kemitraan sejak tahun 1991, dengan jumlah penyaluran dana meningkat untuk setiap tahunnya. Dana untuk Program Kemitraan Angkasa Pura II bersumber dari pengembalian pokok pinjaman mitra binaan (bergulir) dan alokasi laba Perusahaan yang pada tahun 2016 sebesar Rp. 8.436.615.161. Dana yang diterima dari alokasi laba mulai tahun 1991 sampai dengan tahun 2015 sebesar Rp. 132.822.543.048 dan total alokasi laba yang diterima dari tahun 1991 sampai dengan tahun 2016 sebesar Rp. 141.259.158.209.

• Sumber Dana Program Kemitraan

Untuk Program Kemitraan realisasi sumber dana sampai dengan bulan Desember 2016 sebesar Rp. 55.544.526.201,27 atau 5,19 % di atas anggaran sebesar Rp. 52.801.817.908,44 berikut tingkat capaian dari Rencana Kerja Anggaran dapat dijelaskan sebagai berikut :

Uraian / Description	RKA SD. Desember 2016 / RKA until December 2016	Realisasi SD. Desember 2016 / Realization until December 2016	Deviasi / Deviation	
			Rp	%
Saldo awal / Beginning Balance	3,231,219,940.32	4,312,272,272.80		
Penerimaan / Income				
1. Alokasi Laba Perusahaan / Company Profit Allocation	6,680,000,000.00	8,436,615,161.00	1,756,615,161	-
2. Angsuran Pokok Pinjaman / Loan Installment	37,171,434,145.76	39,185,971,553.78	2,014,537,408	5.42
3. Angsuran Pokok Pinjaman Bersih / Non Performing Loan Installment	816,312,713.91	478,701,047.00	(337,611,667)	(41.36)
4. Angsuran tanpa identitas / Installment without identity		8,335,034.00	8,335,034	
5. Kelebihan angsuran / Excess of installment		2,297,475.00	2,297,475	
6. Jasa Administrasi Pinjaman / Loan Administration Service	4,746,202,423.12	2,957,333,150.22	(1,788,869,273)	(37.69)
7. Bunga Jasa Giro/deposito / Current account/deposit service interest	156,648,685.33	163,000,507.47	6,351,822	4.05
8. Lain-lain / Others	-		-	
Jumlah Penerimaan / Total Income	49,570,597,968.12	51,232,253,928.47	1,661,655,960	3.35
Jumlah Sumber Dana / Total Fund Sources	52,801,817,908.44	55,544,526,201.27	2,742,708,293	5.19
9. Pengembalian Persekot / Return of Down Payment	-	8,759,700.00	8,759,700	-
Jumlah Pengembalian Persekot / Total Return of Down Payment	-	8,759,700.00	8,759,700.00	-
Jumlah Dana Tersedia / Total Fund Available	52,801,817,908.44	55,553,285,901.27	2,751,467,992.83	5.19
Penggunaan Dana / Use of Fund				
1. Penyaluran Pinjaman / Disbursement of Loan	49,400,000,000.00	53,004,500,000.00	3,604,500,000	7.30
Jumlah Penggunaan Dana / Total Use of Fund	49,400,000,000.00	53,004,500,000.00	3,604,500,000	7.30
Saldo PK / PK Balance	3,401,817,908.44	2,548,785,901.27	(853,032,007.17)	(2.10)

in accordance with the desire of the development partners. The Company also facilitates marketing for products of the development partners by promoting and participating in the development partners in exhibitions, both in national and international. The objective is to create excellent and success development partners, therefore they are able to produce services and products which are beneficial to wider community and at once creating tough and independent community.

Source and Realization of Partnership Program Funds

Angkasa Pura II has implemented Partnership Program since 1991 with increased total fund distribution each year. Funds for Partnership Program of Angkasa Pura II are derived from the return of development partner loan principal (rolling) and the Company's profit allocation amounted to Rp8,436,615,161 in 2016. Funds received from profit allocation from 1991 to 2015 amounted to Rp132,822,543,048 and total profit allocation received from 1991 to 2016 amounted to Rp141,259,158,209.

• Source of Partnership Program Funds

Realization of funds for Partnership Program as of December 2016 amounted to Rp55,544,526,201.27 or 5.19% above the budget of Rp52,810,817,908.44. The following is the level of achievement of Budget Work Plan:

1. Alokasi Penyisihan Laba
Penerimaan alokasi anggaran Perusahaan dari penyisihan laba untuk tahun 2016 adalah 0.5% dari laba bersih Perusahaan atau sebesar Rp. 8.436.615.161,00.
 2. Penerimaan Angsuran Pokok Pinjaman
Penerimaan angsuran pokok pinjaman sebesar Rp. 39.185.971.553,78 atau 5,42 % di atas anggaran sebesar Rp. 37.171.434.145,76 karena adanya beberapa mitra binaan yang melunasi piutang lebih awal dan rutin melakukan penagihan kepada mitra binaan.
 3. Penerimaan Angsuran Pokok Piutang Bermasalah
Penerimaan Angsuran Pokok Piutang bermasalah sebesar Rp. 478.703.547,00 atau 41,36 % di bawah anggaran sebesar Rp. 816.312.713,91 karena beberapa mitra binaan saat di monitoring usahanya sudah tutup atau alamatnya tidak ditemukan.
 4. Angsuran Tanpa Identitas
Penerimaan angsuran tanpa Identitas sebesar Rp.8.335.034,00 karena adanya pembayaran angsuran via bank yang belum jelas pengirimnya dan belum ada jawaban konfirmasi dari pihak Bank, umumnya pembayaran tersebut dilakukan oleh mitra binaan melalui mesin ATM.
 5. Kelebihan Angsuran.
Penerimaan kelebihan angsuran sebesar Rp.2.297.475,00 karena adanya pengembalian kelebihan angsuran mitra binaan.
 6. Penerimaan Administrasi Pinjaman.
Penerimaan Jasa Administrasi Pinjaman sebesar Rp. 2.957.333.150,22 atau 37,69 % di bawah anggaran sebesar Rp. 4.746.202.423,12 karena adanya pembayaran sebagian angsuran dari mitra binaan yg diprioritaskan membayar pokok angsurannya dahulu.
 7. Bunga Jasa Giro/Bunga Deposito
Penerimaan Bunga Jasa Giro/Bunga Deposito adalah sebesar Rp. 163.000.507,47 atau 4,05 % di atas anggaran sebesar Rp. 156.648.685,33 karena saldo yang ada di rekening bank cukup banyak.
1. Profit Allowance Allocation
Receipt of budget allocation from profit allowance for 2016 was 0.5% of the Company's net profit or amounted to Rp8,436,615,161.00.
 2. Receipt of Loan Principal Installment
Receipt of loan principal installment amounted to Rp39,185,971,553.78 or 5.42% above budget amounted to Rp37,171,434,145.76 due to several development partners who settled the receivables earlier and regularly billed the development partners.
 3. Receipt of Non-Performing Receivables Principal Installment
Receipt of non-performing receivables principal installment amounted to Rp478,703,547.00 or 41.36% below budget amounted to Rp816,312,713.91 since several development partners have closed their business or unable to be located when monitored.
 4. Installment without Identity
Receipt of installment without identity amounted to Rp8,335,034.00 due to the installment payment via bank whose sender is unknown and no confirmation yet from the bank, this payment is commonly conducted by development partners via ATM.
 5. Excess Installment
Receipt of excess installment amounted to Rp2,297,475.00 due to excess installment return from development partners.
 6. Receipt of Loan Administration
Receipt of Loan Administration amounted to Rp2,957,333,150.22 or 37.69% below budget amounted to Rp4,746,202,423.12 due to payment of half of the installment from development partners which is prioritized to settle the installment principal at first.
 7. Interest from Current Account/Interest from Time Deposits
Receipt of interest from current account/interest from time deposits amounted to Rp163,000,507.47 or 4.05% above budget amounted to Rp156,648,685.33 due to balance in the bank's account –was quite large.

Dari dana yang telah disalurkan untuk Program Kemitraan, masyarakat secara umum telah banyak merasakan manfaatnya, terutama untuk kelompok usaha skala kecil. Angkasa Pura II telah ikut serta dalam meningkatkan pertumbuhan ekonomi masyarakat dengan Program Kemitraan yang rutin dilakukannya. hal ini terbukti dengan telah berhasilnya beberapa Mitra Binaan menjadi pengusaha sukses seperti Pengrajin Rumah Bambu, Mendong, Jaket Kulit, Batik Kayu, Batik Kain, Baju Muslim dan Aksesoris.

In general, the community has felt the benefits of funds distributed for the Partnership Program, mainly the small-scale enterprises groups. Angkasa pura II has been participated in increasing the community's economy through its regular Partnership Program. This is proved by the success of several Development Partners to become success entrepreneurs, such as Bamboo House Craftsmen, Mendong, Skin Jacket, Batik Kayu, Batik Kain, Muslim Clothes, and Accessories.

• Penggunaan Dana Program Kemitraan

Realisasi penggunaan dana Program Kemitraan sampai dengan bulan Desember 2016 sebesar Rp. 53.004.500.000,00 atau 7,30 % di atas anggaran sebesar Rp. 49.400.000.000,00 berikut tingkat capaian dari Rencana Kerja Anggaran yang dijelaskan sebagai berikut :

Penyaluran Program Kemitraan sampai dengan bulan Desember 2016 sudah dilaksanakan oleh 12 Kantor Cabang PT. Angkasa Pura II (Persero) sebesar Rp. 53.004.500.000,00 atau 7,30 % di atas anggaran sebesar Rp. 49.400.000.000,00. Untuk biaya operasional program kemitraan menjadi beban BUMN Pembina sesuai dengan Surat Keputusan Menteri BUMN Nomor : PER-09/MBU/07/2015 Tanggal 03 Juli 2015 tentang Program Kemitraan BUMN Dengan Usaha Kecil dan Program Bina Lingkungan untuk biaya operasional menjadi beban BUMN Pembina.

Penggunaan dana pada Program Kemitraan diperuntukan untuk penyaluran kepada Mitra Binaan. Dari jumlah dana yang tersedia tersebut telah disalurkan kepada para Mitra Binaan yang berada di sekitar wilayah kerja PT. Angkasa Pura II (Persero) pada 31 Desember 2015 sebesar Rp. 45.240.000.000,00 dan sampai dengan bulan Desember 2016 penyaluran dana program kemitraan sebesar Rp. 53.004.500.000,00. Secara rinci penyaluran yang telah dilakukan pada tahun 2015 dan sampai dengan bulan Desember 2016 dapat dilihat pada tabel berikut ini:

• The Use of Partnership Program Funds

Realization of the use of Partnership Program funds as of December 2016 amounted to Rp53,004,500,000.00 or 7.30% above the budget amounted to Rp49,400,000,000.00. The following is achievement of the Budget Work Plan:

Partnership Program distribution as of December 2016 has been implemented by 12 Branch Offices of PT Angkasa Pura II (Persero) amounted to Rp53,004,500,000.00 or 7.30% above the budget amounted to Rp49,400,000,000.00. Operational funds of partnership program are the burden of Coaching SOEs in accordance with Decree of the Minister of SOEs No: PER-09/MBU/07/2015 dated July 03, 2015 on Partnership Program of SOEs with Small Enterprises and Community Development Program of which the operational funds are borne by the Coaching SOEs.

Funds of Partnership Program are aimed for distribution to Development Partners. Of all the available funds, Rp45,240,000,000.00 have been distributed to Development Partners in the surrounding working areas of PT Angkasa Pura II (Persero) on December 31, 2015 and as of December 2016, distribution of partnership program funds amounted to Rp53,004,500,000.00. Details of distribution which has been conducted in 2015 and as of December 2016 can be seen in the following table:

Berdasarkan Sektor Usaha Mitra Binaan

Development Partner Business Sector

Sektor Usaha Mitra Binaan / Development Partner Business Sector	2015		SD. Desember 2016 / Until December 2016		Total	
	Jumlah Unit Mitra Binaan / Number of Development Partner Unit	Rp	Jumlah Unit Mitra Binaan / Number of Development Partner Unit	Rp	Jumlah Unit Mitra Binaan / Number of Development Partner Unit	Rp
Sektor Usaha Industri / Industry Business Sector	110	2,715,000,000	91	2,698,000,000	201	5,413,000,000
Sektor Usaha Perdagangan / Trading Business Sector	446	9,385,500,000	453	10,083,500,000	899	19,469,000,000
Sektor Usaha Pertanian / Agriculture Business Sector	7	77,500,000	10	285,000,000	17	362,500,000
Sektor Usaha Peternakan / Farming Business Sector	13	305,000,000	7	195,000,000	20	500,000,000
Sektor Usaha Perkebunan / Plantation Business Sector	1	20,000,000			1	20,000,000
Sektor Usaha Perikanan / Fishery Business Sector	10	136,000,000	7	165,000,000	17	301,000,000
Sektor Usaha Jasa / Service Business Sector	126	3,586,000,000	106	2,818,000,000	232	6,404,000,000
Sektor Usaha Lainnya / Other Business Sectors	391	29,015,000,000	201	36,760,000,000	592	65,775,000,000
Jumlah / Total	1,104	45,240,000,000	875	53,004,500,000	1,979	98,244,500,000

Berdasarkan Wilayah

Sektor Usaha Mitra Binaan / Development Partner Business Sector	2015		SD. Desember 2016 / Until December 2016		Total	
	Jumlah Unit Mitra Binaan / Number of Development Partner Unit	Rp	Jumlah Unit Mitra Binaan / Number of Development Partner Unit	Rp	Jumlah Unit Mitra Binaan / Number of Development Partner Unit	Rp
Aceh	51	1,360,000,000	43	1,435,000,000	94	2,795,000,000
Sumatera Utara / North Sumatera	35	755,000,000	47	1,600,000,000	82	2,355,000,000
Sumatera Barat / West Sumatera	59	1,125,000,000	52	1,000,000,000	111	2,125,000,000
Riau	86	1,598,000,000	76	1,745,000,000	162	3,343,000,000
Kepulauan Riau/Kepri / Riau/Kepri Island	45	960,000,000	44	1,025,000,000	89	1,985,000,000
Jambi	61	1,175,000,000	51	1,102,500,000	112	2,277,500,000
Sumatera Selatan / South Sumatera	67	1,836,000,000	53	1,995,000,000	120	3,831,000,000
Kepulauan Bangka Belitung / Bangka Belitung Island	38	751,000,000	54	848,000,000	92	1,599,000,000
Dki Jakarta	435	29,957,000,000	228	35,980,000,000	663	65,937,000,000
Jawa Barat / West Java	41	1,330,000,000	40	1,390,000,000	81	2,720,000,000
Banten	109	2,930,000,000	108	2,952,000,000	217	5,882,000,000
Kalimantan Barat / West Kalimantan	77	1,463,000,000	79	1,932,000,000	156	3,395,000,000
Jumlah / Total	1,104	45,240,000,000	875	53,004,500,000	1,979	98,244,500,000

Kerjasama Penyaluran Program Kemitraan dengan Sesama BUMN

Kerjasama penyaluran Program Kemitraan telah dilaksanakan sejak tahun 2009 dengan Perusahaan modal ventura daerah (PMVD) yaitu PT. Sarana Jabar Ventura dan PT. Sarana Riau Ventura yang merupakan anak perusahaan PT. Bahana Artha Ventura (BAV) BUMN Penyalur, total dana yang disalurkan adalah sebesar Rp. 5.000.000.000,00.

Pada tahun 2010 telah dilaksanakan perluasan wilayah melalui kerjasama penyaluran dengan Perusahaan Modal Ventura Daerah Lain dengan total dana sebesar Rp. 11.500.000.000,00 dengan rincian sebagai berikut :

1. PT. Sarana Sumut Ventura Rp. 2.000.000.000,00
2. PT. Sarana Jambi Ventura Rp. 2.500.000.000,00
3. PT. Sarana Sumsel Ventura Rp. 1.000.000.000,00
4. PT. Sarana Kalbar Ventura Rp. 2.000.000.000,00
5. PT. Sarana Lampung Ventura Rp. 2.500.000.000,00
6. PT. Sarana Jabar Ventura Rp. 1.500.000.000,00

Total dana kerjasama penyaluran Rp. 11.500.000.000,00

Pada tahun 2011 kerjasama penyaluran program kemitraan telah terlaksana dengan :

1. PT. Sang Hyang Seri Rp. 17.500.000.000,00
2. PT. Bahana Artha Ventura terdiri dari :
 - PT. Sarana Sumut Ventura Rp. 1.000.000.000,00
 - PT. Sarana Riau Ventura Rp. 2.000.000.000,00
 - PT. Sarana Jabar Ventura Rp. 1.000.000.000,00

Cooperation of Partnership Program Distribution with Other SOEs

Cooperation of Partnership Program distribution has been carried out since 2009 with local venture capital companies (PMVD), namely PT Sarana Jabar Venture and PT Sarana Riau Venture which are the subsidiaries of PT Bahana Artha Ventura (BAV) BUMN Penyalur, total distributed funds amounted to Rp5,000,000,000.00.

Area expansion has been carried out in 2010 through cooperation of distribution with Other Local Venture Capital Company with total funds of Rp11,500,000,000.00 with the following details:

1. PT Sarana Sumut Ventura : Rp2,000,000,000.0
2. PT Sarana Jambi Ventura : Rp2,500,000,000.00
3. PT Sarana Sumsel Ventura : Rp1,000,000,000.00
4. PT Sarana Kalbar Ventura : Rp2,000,000,000.00
5. PT Sarana Lampung Ventura : Rp2,500,000,000.00
6. PT Sarana Jabar Ventura : Rp1,500,000,000.00

Total distribution cooperation funds : Rp11,500,000,000.00

In 2011, cooperation of partnership program distribution has been carried out with:

1. PT Sang Hyang Seri : Rp17,500,000,000.00
2. PT Bahana Artha Ventura consists of:
 - PT Sarana Sumut Ventura : Rp1,000,000,000.00
 - PT Sarana Riau Ventura : Rp2,000,000,000.00
 - PT Sarana Jabar Ventura : Rp1,000,000,000.00

- PT. Sarana Jambi Ventura	Rp. 2.000.000.000,00
- PT. Sarana Lampung Ventura	Rp. 2.000.000.000,00
- PT. Sarana Kalbar Ventura	Rp. 1.000.000.000,00
Jumlah Penyaluran BAV	Rp. 9.000.000.000,00
Total dana kerjasama penyaluran	Rp. 26.500.000.000,00

Pada tahun 2012 kerjasama penyaluran program kemitraan telah dilaksanakan dengan :

1. PT. Sang Hyang Seri	Rp. 17.500.000.000,00
2. PT. Garam	Rp. 10.000.000.000,00
3. PT. Pertani	Rp. 5.000.000.000,00
4. PT. Bahana Artha Ventura terdiri dari :	
- PT. Sarana Jabar Ventura	Rp. 1.500.000.000,00
- PT. Sarana Riau Ventura	Rp. 2.500.000.000,00
- PT. Sarana Jambi Ventura	Rp. 2.000.000.000,00
- PT. Sarana Kalbar Ventura	Rp. 2.000.000.000,00
- PT. Sarana Lampung Ventura	Rp. 2.500.000.000,00
- PT. Sarana Sumut Ventura	Rp. 1.500.000.000,00
- PT. Sarana Bali Ventura	Rp. 1.500.000.000,00
- PT. Sarana Sulsel Ventura	Rp. 1.500.000.000,00
- PT. Sarana Sultra Ventura	Rp. 1.000.000.000,00
Jumlah Penyaluran BAV	Rp. 16.000.000.000,00
Total dana kerjasama penyaluran	Rp. 48.500.000.000,00

Kerjasama Penyaluran dengan PT. Sang Hyang Seri adalah dalam rangka mendukung program pemerintah untuk ketahanan pangan yaitu Program GERAKAN PENINGKATAN PENANAMAN PANGAN BERBASIS KORPORASI (GP3K).

Pada tahun 2013 kerjasama penyaluran program kemitraan telah dilaksanakan dengan :

1. PT. Pertani	Rp. 5.000.000.000,00
2. PT. Bahana Artha Ventura terdiri dari :	
- PT. Sarana Jabar Ventura	Rp. 2.000.000.000,00
- PT. Sarana Riau Ventura	Rp. 1.500.000.000,00
- PT. Sarana Jambi Ventura	Rp. 1.500.000.000,00
- PT. Sarana Kalbar Ventura	Rp. 1.500.000.000,00
- PT. Sarana Lampung Ventura	Rp. 2.000.000.000,00
- PT. Sarana Sumut Ventura	Rp. 1.000.000.000,00
- PT. Sarana Bali Ventura	Rp. 2.000.000.000,00
- PT. Sarana Kalteng Ventura	Rp. 1.500.000.000,00
- PT. Sarana Kalsel Ventura	Rp. 1.500.000.000,00
- PT. Sarana Kaltim Ventura	Rp. 1.500.000.000,00
- PT. Sarana Bengkulu Ventura	Rp. 2.000.000.000,00
Jumlah penyaluran BAV	Rp. 18.000.000.000,00
Total dana kerjasama penyaluran	Rp. 23.000.000.000,00

- PT Sarana Jambi Ventura	: Rp2,000,000,000.00
- PT Sarana Lampung Ventura	: Rp2,000,000,000.00
- PT Sarana Kalbar Ventura	: Rp1,000,000,000.00

Total BAV distribution	Rp9,000,000,000.00
Total distribution cooperation funds	Rp26,500,000,000.00

In 2012, cooperation of partnership program distribution has been carried out with:

1. PT Sang Hyang Seri	: Rp17,500,000,000.00
2. PT Garam	: Rp10,000,000,000.00
3. PT Pertani	: Rp5,000,000,000.00
4. PT Bahana Artha Ventura consists of:	
- PT Sarana Jabar Ventura	Rp1,500,000,000.00
- PT Sarana Riau Ventura	Rp2,500,000,000.00
- PT Sarana Jambi Ventura	Rp2,000,000,000.00
- PT Sarana Kalbar Ventura	Rp2,000,000,000.00
- PT Sarana Lampung Ventura	Rp2,500,000,000.00
- PT Sarana Sumut Ventura	Rp1,500,000,000.00
- PT Sarana Bali Ventura	Rp1,500,000,000.00
- PT Sarana Sulsel Ventura	Rp1,500,000,000.00
- PT Sarana Sultra Ventura	Rp1,000,000,000.00

Total BAV Distribution	Rp16,000,000,000.00
Total distribution cooperation funds	Rp48,500,000,000.00

Distribution cooperation with PT Sang Hyang Seri was in order to support the government's program for food security, namely the GERAKAN PENINGKATAN PENANAMAN PANGAN BERBASIS KORPORASI (GP3K) Program,

In 2013, cooperation of partnership program distribution has been carried out with:

1. PT Pertani	Rp5,000,000,000.00
2. PT Bahana Artha Ventura consists of:	
- PT Sarana Jabar Ventura	Rp2,000,000,000.00
- PT Sarana Riau Ventura	Rp1,500,000,000.00
- PT Sarana Jambi Ventura	Rp1,500,000,000.00
- PT Sarana Kalbar Ventura	Rp1,500,000,000.00
- PT Sarana Lampung Ventura	Rp2,000,000,000.00
- PT Sarana Sumut Ventura	Rp1,000,000,000.00
- PT Sarana Bali Ventura	Rp2,000,000,000.00
- PT Sarana Kalteng Ventura	Rp1,500,000,000.00
- PT Sarana Kalsel Ventura	Rp1,500,000,000.00
- PT Sarana Kaltim Ventura	Rp1,500,000,000.00
- PT Sarana Bengkulu Ventura	Rp2,000,000,000.00

Total BAV distribution	Rp18,000,000,000.00
Total distribution cooperation funds	Rp23,000,000,000.00

Pada tahun 2014 kerjasama penyaluran program kemitraan telah dilaksanakan dengan PT. Bahana Artha Ventura terdiri dari :

- PT. Sarana Jakarta Ventura	Rp. 1.500.000.000,00
- PT. Sarana Kalbar Ventura	Rp. 3.000.000.000,00
- PT. Sarana Sumut Ventura	Rp. 2.500.000.000,00
- PT. Sarana Sumbar Ventura	Rp. 3.000.000.000,00
- PT. Sarana Riau Ventura	Rp. 2.500.000.000,00
- PT. Sarana Jabar Ventura	Rp. 2.500.000.000,00
- PT. Sarana Jambi Ventura	Rp. 2.500.000.000,00

Total dana kerjasama penyaluran Rp. 17.500.000.000,00

Pada tahun 2015 kerjasama penyaluran program kemitraan telah dilaksanakan dengan :

1. PT. Bahana Artha Ventura terdiri dari :

- PT. Sarana Bengkulu Ventura	Rp. 1.000.000.000,00
- PT. Sarana Bali Ventura	Rp. 1.500.000.000,00
- PT. Sarana Sultra Ventura	Rp. 1.500.000.000,00
- PT. Sarana Sulut Ventura	Rp. 1.500.000.000,00
- PT. Sarana NTB Ventura	Rp. 1.500.000.000,00

Total dana kerjasama penyaluran Rp. 7.000.000.000,00

2. PT. Bahana Artha Ventura Terdiri dari :

- PT. Sarana Bali Ventura	Rp. 2.500.000.000,00
- PT. Sarana Bengkulu Ventura	Rp. 1.500.000.000,00
- PT. Sarana Sultra Ventura	Rp. 1.000.000.000,00
- PT. Sarana Sulut Ventura	Rp. 1.500.000.000,00
- PT. Sarana Jatim Ventura	Rp. 2.000.000.000,00
- PT. Sarana Jateng Ventura	Rp. 1.500.000.000,00
- PT. Sarana Sulsel Ventura	Rp. 2.000.000.000,00
- PT. Sarana Lampung Ventura	Rp. 2.000.000.000,00
- PT. Sarana Kalteng Ventura	Rp. 4.000.000.000,00
- PT. Sarana Kalsel Ventura	Rp. 1.500.000.000,00
- PT. Sarana Sulteng Ventura	Rp. 1.500.000.000,00
- PT. Sarana Surakarta Ventura	Rp. 1.000.000.000,00

**Total dana kerjasama penyaluran
Rp. 22.000.000.000,00**

Pada tahun 2016 kerjasama penyaluran program kemitraan telah dilaksanakan dengan :

1. PT. Bahana Artha Ventura terdiri dari :

- PT. Sarana Bengkulu Ventura	Rp. 3.000.000.000,00
- PT. Sarana Kalsel Ventura	Rp. 1.500.000.000,00
- PT. Sarana NTB Ventura	Rp. 1.000.000.000,00
- PT. Sarana Surakarta Ventura	Rp. 1.500.000.000,00
- PT. Sarana Bali Ventura	Rp. 1.000.000.000,00
- PT. Sarana Jatim Ventura	Rp. 1.500.000.000,00

In 2014, cooperation of partnership program distribution has been carried out with: PT Bahana Artha Ventura consists of:

- PT Sarana Jakarta Ventura	Rp1,500,000,000.00
- PT Sarana Kalbar Ventura	Rp3,000,000,000.00
- PT Sarana Sumut Ventura	Rp2,500,000,000.00
- PT Sarana Sumbar Ventura	Rp3,000,000,000.00
- PT Sarana Riau Ventura	Rp2,500,000,000.00
- PT Sarana Jabar Ventura	Rp2,500,000,000.00
- PT Sarana Jambi Ventura	Rp2,500,000,000.00

Total distribution cooperation funds Rp17,500,000,000.00

In 2015, cooperation of partnership program distribution has been carried out with:

1. PT Bahana Artha Ventura consists of:

- PT Sarana Bengkulu Ventura	Rp1,000,000,000.00
- PT Sarana Bali Ventura	Rp1,500,000,000.00
- PT Sarana Sultra Ventura	Rp1,500,000,000.00
- PT Sarana Sulut Ventura	Rp1,500,000,000.00
- PT Sarana NTB Ventura	Rp1,500,000,000.00

Total distribution cooperation funds Rp7,000,000,000.00

2. PT Bahana Artha Ventura consists of:

- PT Sarana Bali Ventura	Rp2,500,000,000.00
- PT Sarana Bengkulu Ventura	Rp1,500,000,000.00
- PT Sarana Sultra Ventura	Rp1,000,000,000.00
- PT Sarana Sulut Ventura	Rp1,500,000,000.00
- PT Sarana Jatim Ventura	Rp2,000,000,000.00
- PT Sarana Jateng Ventura	Rp1,500,000,000.00
- PT Sarana Sulsel Ventura	Rp2,000,000,000.00
- PT Sarana Lampung Ventura	Rp2,000,000,000.00
- PT Sarana Kalteng Ventura	Rp4,000,000,000.00
- PT Sarana Kalsel Ventura	Rp1,500,000,000.00
- PT Sarana Sulteng Ventura	Rp1,500,000,000.00
- PT Sarana Surakarta Ventura	Rp1,000,000,000.00

Total distribution cooperation funds Rp22,000,000,000.00

In 2016, cooperation of partnership program distribution has been carried out with:

1. PT Bahana Artha Ventura consists of:

- PT Sarana Bengkulu Ventura	Rp3,000,000,000.00
- PT Sarana Kalsel Ventura	Rp1,500,000,000.00
- PT Sarana NTB Ventura	Rp1,000,000,000.00
- PT Sarana Surakarta Ventura	Rp1,500,000,000.00
- PT Sarana Bali Ventura	Rp1,000,000,000.00
- PT Sarana Jatim Ventura	Rp1,500,000,000.00

- PT. Sarana Yogya Ventura Rp. 1.000.000.000,00
- PT. Sarana Jateng Ventura Rp. 1.500.000.000,00

Total dana kerjasama penyaluran Rp. 12.000.000.000,00

2. PT. Bahana Artha Ventura terdiri dari :

- PT. Sarana Aceh Ventura Rp. 1.000.000.000,00
- PT. Sarana Sumut Ventura Rp. 2.000.000.000,00
- PT. Sarana Riau Ventura Rp. 2.000.000.000,00
- PT. Sarana NTT Ventura Rp. 1.000.000.000,00
- PT. Sarana Sulsel Ventura Rp. 1.500.000.000,00
- PT. Sarana Kalbar Ventura Rp. 2.000.000.000,00
- PT. Sarana Kalsel Ventura Rp. 1.500.000.000,00
- PT. Sarana Bali Ventura Rp. 2.000.000.000,00
- PT. Sarana Jambi Ventura Rp. 1.000.000.000,00

Total dana kerjasama penyaluran Rp. 14.000.000.000,00

3. PT. Bahana Artha Ventura terdiri dari :

- PT. Sarana Lampung Ventura Rp. 2.000.000.000,00
- PT. Sarana Sumbar Ventura Rp. 3.000.000.000,00
- PT. Sarana Jabar Ventura Rp. 1.000.000.000,00

Total dana kerjasama penyaluran Rp. 6.000.000.000,00

Total Penyaluran Kerjasama tahun 2016

Rp. 32.000.000.000,00

Jumlah Mitra Binaan

Jumlah Mitra Binaan Angkasa Pura II yang mendapat penyaluran dana Program Kemitraan pada tahun 2016 adalah sebanyak 875 mitra binaan. Jumlah Mitra Binaan yang tersebar di wilayah kerja Perusahaan sejak tahun 1991 sampai dengan Desember 2016 adalah sebanyak 28.609 Mitra Binaan, dari jumlah 28.609 Mitra Binaan tersebut, terdiri dari variasi 8 (delapan) sektor usaha yang terlihat di tabel bawah ini:

Sektor Usaha / Business Sector	Jumlah Mitra / Total Partners
Industri / Industry	1.628
Perdagangan / Trading	13.273
Pertanian / Agriculture	9.984
Peternakan / Livestock	202
Perkebunan / Plantation	28
Perikanan / Fishery	254
Jasa / Service	1.872
Lainnya / Others	1.368

Perkembangan usaha Mitra Binaan tersebut pada umumnya berkembang cukup baik, hal ini ditandai dengan tingkat pengembalian angsuran pinjaman yang tepat waktu. Namun demikian masih ada sebagian kecil yang belum memenuhi harapan disebabkan beberapa hal, antara lain: penggunaan

- PT Sarana Yogya Ventura Rp1,000,000,000.00
- PT Sarana Jateng Ventura Rp1,500,000,000.00

Total distribution cooperation funds Rp12,000,000,000.00

2. PT Bahana Artha Ventura consists of:

- PT Sarana Aceh Ventura Rp1,000,000,000.00
- PT Sarana Sumut Ventura Rp2,000,000,000.00
- PT Sarana Riau Ventura Rp2,000,000,000.00
- PT Sarana NTT Ventura Rp1,000,000,000.00
- PT Sarana Sulsel Ventura Rp1,500,000,000.00
- PT Sarana Kalbar Ventura Rp2,000,000,000.00
- PT Sarana Kalsel Ventura Rp1,500,000,000.00
- PT Sarana Bali Ventura Rp2,000,000,000.00
- PT Sarana Jambi Ventura Rp1,000,000,000.00

Total distribution cooperation funds Rp14,000,000,000.00

3. PT Bahana Artha Ventura consists of:

- PT Sarana Lampung Ventura Rp2,000,000,000.00
- PT Sarana Sumbar Ventura Rp3,000,000,000.00
- PT Sarana Jabar Ventura Rp1,000,000,000.00

Total distribution cooperation funds Rp6,000,000,000.00

Total Cooperation Distribution in 2016 Rp32,000,000,000.00

Total Development Partners

Total Development Partners of Angkasa Pura II which received Partnership Program funds distribution in 2016 were 875 partners. Total Development Partners spread in the Company's working area since 1991 to December 2016 were 28,609 partners. The 28,609 partners consist of 8 (eight) business sectors which can be seen in the table below:

The Development Partners are developed properly in general, this was marked with the timely loan installment return rate. However, there were a few partners who have not meet the expectation due to several matters, among others: the use of capital to fulfill daily needs or consumptive use of funds,

modal usaha di luar kegiatan pokok atau digunakan untuk memenuhi kebutuhan sehari-hari atau penggunaan dana yang bersifat konsumtif, selain itu masih kurangnya pengetahuan tentang cara-cara bisnis yang baik, dan terbatasnya informasi, sehingga mengakibatkan usahanya sulit berkembang.

Angkasa Pura II memberikan bantuan untuk meningkatkan kinerja Mitra Binaan berupa pendidikan / pelatihan dan promosi untuk menambah wawasan pengetahuan secara teknis pada bidang akuntansi, pemasaran, dan pengetahuan lain terkait pengembangan usaha Mitra Binaan. Selanjutnya kegiatan promosi dilaksanakan dengan maksud agar produk-produk Mitra Binaan dapat lebih dikenal masyarakat luas sehingga bisa meningkatkan penjualan dan menambah kapasitas produksi.

moreover the lack of knowledge on proper way of business and the limited information causing difficulties to their business development.

Angkasa Pura II provided assistance to increase the performance of the Development Partners in the form of education/training and promotion to enhance their knowledge technically in accounting, marketing, and other knowledge related to business development. Next, promotion is carried out so that the products of the Development Partners are known widely by the community, thus increasing sales and production capacity.

Jumlah Mitra Binaan dan Jumlah Penyaluran Dana Pada Tahun 2016 Berdasarkan Sektor Usaha

Sektor Usaha Mitra Binaan / Development Partner Business Sector	Realisasi Desember 2016 / Realization of December 2016	
	Jumlah Unit Mitra Binaan / Number of Development Partner Unit	Rp
Sektor Usaha Industri / Industry Business Sector	91	2,698,000,000
Sektor Usaha Perdagangan / Trading Business Sector	453	10,083,500,000
Sektor Usaha Pertanian / Agriculture Business Sector	10	285,000,000
Sektor Usaha Peternakan / Farming Business Sector	7	195,000,000
Sektor Usaha Perkebunan / Plantation Business Sector		
Sektor Usaha Perikanan / Fishery Business Sector	7	165,000,000
Sektor Usaha Jasa / Service Business Sector	106	2,818,000,000
Sektor Usaha Lainnya / Other Business Sectors	201	36,760,000,000
Dana Pembinaan Kemitraan / Partnership Development Fund		
Jumlah / Total	875	53,004,500,000

Total Development Partners and Total Funds Distribution in 2016 by Business Sector

Jumlah Mitra Binaan dan Jumlah Penyaluran Dana Tahun 2016 Berdasarkan Wilayah Operasional Perusahaan

Di tahun 2016, tercatat sebesar 875 Mitra Binaan berdasarkan wilayah atau mengalami penurunan sebesar -20,74 dari jumlah Mitra Binaan tahun 2015 yang tercatat sebesar 1.104. Berikut tabel penyaluran danan Mitra Binaan dan perbandingannya.

Total Development Partners and Total Funds Distribution in 2016 by Operational Area

Development Partners by area in 2016 were recorded at 875 partners, decreased by -20.74 from total Development Partners in 2015 which were recorded at 1,104 partners. The following is the table of fund distribution of Development Partners and the comparison.

Sektor Usaha Mitra Binaan / Development Partner Business Sector	Realisasi Desember 2016 / Realization of December 2016	
	Jumlah Unit Mitra Binaan / Number of Development Partner Unit	Rp
Aceh	43	1,435,000,000
Sumatera Utara / North Sumatera	47	1,600,000,000
Sumatera Barat / West Sumatera	52	1,000,000,000
Riau	76	1,745,000,000

Sektor Usaha Mitra Binaan / Development Partner Business Sector	Realisasi Desember 2016 / Realization of December 2016	
	Jumlah Unit Mitra Binaan / Number of Development Partner Unit	Rp
Kepulauan Riau/Kepri / Riau/Kepri Island	44	1,025,000,000
Jambi	51	1,102,500,000
Sumatera Selatan / South Sumatera	53	1,995,000,000
Kepulauan Bangka Belitung / Bangka Belitung Island	54	848,000,000
DKI Jakarta	228	35,980,000,000
Jawa Barat / West Java	40	1,390,000,000
Banten	108	2,952,000,000
Kalimantan Barat / West Kalimantan	79	1,932,000,000
Dana Pembinaan Kemitraan / Partnership Development Fund		
Jumlah / Total	875	53,004,500,000

Perkembangan cluster mitra binaan Angkasa Pura II selama lima tahun:

Cluster mitra binaan oleh Angkasa Pura II terus meningkat. Berikut uraian mengenai perkembangan cluster mitra binaan Angkasa Pura II selama lima tahun. Binaan tahun 2016, antara lain:

- **Pendidikan / Pelatihan**

Program Pendidikan atau Pelatihan adalah sebagai salah satu bentuk pembinaan kepada para Mitra Binaan supaya menjadi ahli, tangguh dan mandiri. Pelaksanaan program pendidikan dan pelatihan yang diberikan kepada Mitra Binaan memiliki tujuan untuk menambah ilmu pengetahuan dan wawasan dalam bidang usaha, sehingga mereka dapat lebih termotivasi dan berdampak pada peningkatan produktifitas.

Dana Pendidikan dan Pelatihan yang telah disalurkan sampai dengan bulan Desember 2016 adalah sebesar Rp1.304.308.431,00 atau terserap 33 % dari anggaran sebesar Rp4.000.000.000,00sedangkan pada tahun 2015 dana Pendidikan dan Pelatihan yang telah disalurkan sebesar Rp418.526.603,00atau terserap 9% dari anggaran sebesar Rp4.600.000.000,00.

Pelaksanaan Pendidikan atau Pelatihan yang telah dilaksanakan dengan melibatkan Mitra Binaan adalah sebagai berikut :

- Bantuan sektor pendidikan/pelatihan untuk mitra binaan berupa Pelatihan Mitra Binaan dan Calon Mitra Binaan dengan tema "Training Meds (Motivation and Enterpreneur Development Spiritual) atau Peningkatan Motivasi dan Jiwa Kewirausahaan" dengan peserta

Development of development partners cluster of Angkasa Pura II in the last five years:

Development partners cluster by Angkasa Pura II is improved continuously. The following is the description of development of development partners cluster of Angkasa Pura II for the last five years:

- **Education / Training**

Educational or training programs are a form of coaching to the Development Partners, hence they become expert, tough, and independent. The objective of the implementation of educational and training programs for Development Partners is to expand their knowledge and insight in business, enable them to be more motivated and increase their productivity.

Funds for Education and Training which have been distributed as of December 2016 amounted to Rp1,304,308,431.00 or 33% of the budget amounted to Rp4,000,000,000.00, while funds for Education and Training in 2015 amounted to Rp418,526,603.00 or 9% of the budget amounted to Rp4,600,000,000.00.

Implementation of Education or Training which involved Development Partners is as follows:

- Educational/training assistance for development partners in the form of Training for Development Partner Candidates and Development Partners themed "Training Meds (Motivation and Entrepreneur Development Spiritual) attended by 40 development

40 orang mitra binaan Cabang Sultan Syarif Kasim II tanggal 28-29 April 2016 di Hotel Dyan Graha Jl. Gatot Subroto, Pekanbaru.

- Bantuan sektor pelatihan bagi mitra binaan berupa mengikutsertakan 20 mitra binaan dalam Pelatihan Gebyar UMKM Indonesia 2016 pada tanggal 20 Oktober 2016.
- Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Adirwastra Nusantara dengan peserta 2 orang mitra binaan Cabang Halim Perdanakusuma tanggal 23-27 April 2016 di Jakarta Convention Center.
- Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran INACRAFT dengan peserta 10 orang mitra binaan Cabang Sultan Mahmud Badaruddin II, Cabang Husein Sastranegara, Cabang Halim Perdanakusuma dan Cabang Minangkabau tanggal 20-24 April 2016 di Jakarta Convention Center.
- Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Jambi Islamic Fair dengan peserta 3 orang mitra binaan Cabang Sultan Thaha tanggal 5-8 Mei 2016 di Masjid Agung Alfalah Jl. Sultan Thaha No. 60 Legok, Telanapura, Kota Jambi, Jambi.
- Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Nusantara Expo Tahun 2016 dengan peserta 2 orang mitra binaan Cabang Supadio tanggal 29 April-3 Mei 2016 di Pontianak Covention Center.
- Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Jabar Intrade Expo 2016 dengan peserta 2 orang mitra binaan Cabang Husein Sastranegara tanggal 12-15 Mei 2016 di Trans Studio Mall Bandung.
- Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran JKPI Banda Aceh Expo 2016 dengan peserta 1 orang mitra binaan Cabang Sultan Iskandar Muda tanggal 7-11 Mei 2016 di Alun-alun Banda Aceh.
- Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Indonesia Creative Week 2016 di Osaka, Jepang yang diselenggarakan pada tanggal 23-30 Agustus 2016 dengan peserta dari 1 mitra binaan Cabang Husein Sasteranegara dan 1 mitra dari Cabang Halim Perdanakusuma.
- Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Gebyar PON Jabar XIX 2016

partners of Sultan Syarif Kasim II Branch on April 28-29, 2016 at Hotel Dyan Graha, Jl. Gatot Subroto, Pekanbaru.

- Training assistance for development partners by involving 20 development partners in Gebyar UMKM Indonesia 2016 Training on October 20, 2016.
- Promotional assistance for development partners in the form of participation in Adirwastra Nusantara Exhibition involving 2 development partners of Halim Perdanakusuma Branch as participants on April 23-27, 2016 at Jakarta Convention Center.
- Promotional assistance for development partners in the form of INACRAFT Exhibition involving 10 development partners of Sultan Mahmud Badaruddin II, Husein Sastranegara Branch, Halim Perdanakusuma Branch, and Minangkabau Branch on April 20-24, 2016 at Jakarta Convention Center.
- Promotional assistance for development partners in the form of participation in Jambi Islamic Fair Exhibition involving 3 development partners of Sultan Thaha Branch on May 5-8, 2016 at Masjid Agung Alfalah, Jl. Sultan Thaha No. 60, Legok, Telanapura, Jambi City, Jambi.
- Promotional assistance for development partners by participating in Nusantara Expo 2016 Exhibition involving 2 development partners of Supadio Branch on April 29-May 3, 2016 at Pontianak Convention Center.
- Promotional assistance for development partners in the form of participation in Jabar Intrade Expo 2016 Exhibition involving 2 development partners of Husein Sastranegara Branch on May 12-15, 2016 at Trans Studio Mall, Bandung.
- Promotional assistance for development partners in the form of participation in JKPI Banda Aceh Expo 2016 Exhibition involving 1 development partner of Sultan Iskandar Muda Branch on May 7-11, 2016 at Alun-alun Banda Aceh.
- Promotional assistance for development partners in the form of participation in Indonesia Creative Week 2016 Exhibition in Osaka, Japan, on August 23-30, 2016 involving 1 development partner of Husein Sastranegara and 1 development partner of Halim Perdanakusuma.
- Promotional assistance for development partners in the form of participation in Gebyar PON Jabar XIX 2016

di Stadion Jalak Harupat, Soerang Bandung yang diselenggarakan pada tanggal 17-29 september 2016 dengan peserta 2 orang mitra binaan dari Cabang Husein Sastranegara.

- Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Indonesia Fashion & Craft 2016 di JCC, Jakarta pada tanggal 21-25 September 2016 dengan peserta 3 orang mitra binaan Cabang Husein Sastranegara.
- Bantuan sektor promosi bagi mitra binaan berupa mengikutsertakan 1 orang mitra binaan Kantor Cabang Supadio dalam Pameran Sail Karimata Expo 2016 di Sukadana Kab. Kayong Utara pada tanggal 12-15 Oktober 2016.
- Bantuan sektor promosi bagi mitra binaan berupa mengikutsertakan 4 orang mitra binaan Kantor Cabang Soekarno Hatta, Halim Perdanakusuma, SMB II, dan Husein dalam Pameran Gelar Produk Koperasi dan UMKM Indonesia 2016 di Batam Mall center pada tanggal 11-14 November 2016.

Bantuan sektor sarana promosi bagi mitra binaan berupa mengikutsertakan 2 mitra cab Soekarno Hatta dalam Pameran Banten Expo tanggal 13-17 November 2016 di Alun-alun Barat Kota Serang Banten.

Hasil Kinerja Program Kemitraan Tahun 2016

Berdasarkan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-05/MBU/2007 (Pasal 30) disebutkan bahwa kinerja Program Kemitraan merupakan salah satu indikator penilaian tingkat kesehatan BUMN Pembina. Indikator yang digunakan untuk menilai kinerja Program Kemitraan sesuai Keputusan Menteri Badan Usaha Milik Negara Nomor : KEP100/MBU/2002 adalah tingkat efektivitas penyaluran dan tingkat kolektibilitas pengembalian pinjaman.

a. Tingkat efektivitas penyaluran program kemitraan

Formula yang digunakan dalam menilai tingkat efektifitas penyaluran adalah dengan membandingkan antara jumlah dana yang disalurkan dengan jumlah dana yang tersedia. Berdasarkan KEP100/MBU/2002 bahwa skor maksimal untuk tingkat efektifitas penyaluran adalah 3 (tiga) apabila penyerapan efektifitas diatas 90 %.

Exhibition at Jalak Harupat Stadium, Soerang, Bandung, on September 17-29, 2016 involving 2 development partners of Husein Sastranegara Branch.

- Promotional assistance for development partners in the form of participation in Indonesia Fashion & Craft 2016 Exhibition at JCC, Jakarta on September 21-25, 2016 involving 3 development partners of Husein Sastranegara Branch.
- Promotional assistance for development partners by involving 1 development partner of Supadio Branch Office in Sail Karimata Expo 2016 Exhibition in Sukadana, Kab. Kayong Utara on October 12-15, 2016.
- Promotional assistance for development partners by involving 4 development partners of Soekarno Hatta, Halim Perdanakusuma, SMB II, and Husein Branch Offices in Gelar Produk Koperasi dan UMKM Indonesia 2016 Exhibition at Batam Mall Center on November 11-14, 2016.

Donation for promotion facility sector for development partner by sending 2 partners of Soekarno Hatta branches in the Banten Exhibition Expo dated November 13-17, 2016 in Alun-Alun Barat of Banten, Serang.

Results of Partnership Program Performance in 2016

Regulation of the State Minister of State Owned Enterprises No. PER-05/MBU/2007 (Article 30) states that the performance of Partnership Program is one of assessment indicators of soundness level of Coaching SOEs. Indicators used to assess the performance of Partnership Program in accordance with Decree of the Minister of State Owned Enterprises No. KEP100/MBU/2002 is the effectiveness level of distribution and collectability rate of loan repayment.

a. Effectiveness level of partnership program distribution

The formula used in assessing the effectiveness level of distribution is by comparing the total distributed funds with total available funds. Pursuant to KEP-100/MBU/2002, the maximum score of the effectiveness level of distribution is 3 (three) if the effectiveness absorption is above 90%.

Tingkat Efektifitas penyaluran dana program kemitraan Angkasa Pura II pada tahun 2016 adalah sebagai berikut:

Effectiveness level of fund distribution of partnership program of Angkasa Pura II in 2016 is as follows:

DANA TERSEDIA / AVAILABLE FUND	
Saldo awal / Beginning Balance	4,312,272,272.80
Alokasi Laba Perusahaan / Company Profit Allocation	8,436,615,161.00
Pokok angsuran / Loan Installment	39,185,971,553.78
Angsuran tanpa identitas / Installment without identity	8,335,034.00
Kelebihan angsuran / Excess of installment	2,297,475.00
Piutang bermasalah / Non performing loans	478,701,047.00
Jasa adm pinjaman / Loan Administration Service	2,957,333,150.22
Pend. Jasa giro / Education of current account service	163,000,507.47
Bunga deposito / Deposit interest	-
Pendapatan lain-lain / Other income	-
Pengembalian Persekot / Down payment return	8,759,700.00
JUMLAH DANA TERSEDIA / TOTAL FUND AVAILABLE	55,553,285,901.27
DANA YANG DISALURKAN / FUND DISBURSED	
Penyaluran pinjaman / Loan disbursement	21,004,500,000.00
Kerjasama penyaluran / disbursement cooperation	32,000,000,000.00
Persekot / Down payment	-
Pembayaran Hutang Jangka Pendek / Short-term debt payment	
JUMLAH DANA YANG DISALURKAN / TOTAL FUND DISBURSED	53,004,500,000.00

Perhitungan tingkat efektifitas pemanfaatan dana sampai dengan Desember 2016 untuk Program Kemitraan adalah sebagai berikut :

Effectiveness level calculation of the use of fund until December 2015 for Partnership Program is as follows:

$$\frac{\text{Jumlah dana yang disalurkan / Total fund disbursed}}{\text{Jumlah dana yang tersedia / Total fund available}} \times 100\% = \frac{53,004,500,000.00}{55,553,285,901.27} \times 100\% = 95.41\%$$

Pada bulan Desember 2016 dana yang tersedia untuk Program Kemitraan sebesar Rp. 55.553.285.901,27 dan dana yang disalurkan sebesar Rp. 53.004.500.000,00. Dengan demikian tingkat efektifitas penyaluran sampai dengan bulan Desember 2016 sebesar 95,41 %.

Available funds for Partnership Program on December 2016 amounted to Rp55,553,285,901.27 and distributed funds amounted to Rp53,004,500,000.00. Therefore, the effectiveness level of distribution as of December 2016 was 95.41%.

Perhitungan tingkat efektifitas adalah merupakan hasil pembagian dari dana yang disalurkan (Rp. 53 Miliar) dengan dana yang tersedia (Rp. 55,55 Miliar) dikalikan 100 %. Sedangkan tingkat Efektifitas Penyaluran tahun 2016 dan 2015 masing-masing sebesar 95,41 % dan 91,62 %.

The calculation of the effectiveness level is a result of the division of distributed funds (Rp53 billion) with available funds (Rp55.55 billion) multiplied by 100%. Meanwhile, the effectiveness level of distribution in 2016 and 2015 was 95.41% and 91.62% respectively.

b. Tingkat Kolektabilitas Pengembalian Program Kemitraan

Saldo angsuran pinjaman dari kategori piutang lancar sampai dengan periode Desember 2016 sebesar Rp. 86.193.409.216,99 dan untuk saldo angsuran dari kategori piutang bermasalah sebesar Rp. 53.627.075.487,66.

b. Collectability Rate of Loan Repayment of Partnership Program

Loan installment balance from current receivables as of December 2016 amounted to Rp86,193,409,216.99 and for installment balance from non-performing receivables amounted to Rp53,627,075,487.66.

Tingkat kelancaran penagihan dan umur piutang posisi sampai dengan Desember 2016 adalah sebagai berikut :

The smoothness level of collection and age of receivables as of December 2016 are as follows:

No	Uraian / Description	Nilai / Value	Lancar / Current	Kurang Lancar / Non Current	Diragukan / Doubtful	Macet / Non Performing
			< 30 Hari / Days	30 s.d / to 270 Hari / Days	180 s.d 270 Hari / Days	> 270 Hari / Days
1	Piutang Kerjasama dengan Lemabaga Penyalur / Cooperation with Disbursement Institution Receivables	54.563.581.767,99	54.563.581.767,99	-	-	-
2	Piutang Penyaliran Internal / Internal Disbursement Receivables	31.629.827.449,00	23.722.065.460,00	2.961.263.667,00	1.180.036.164,00	3.766.462.158,00
3	Piutang Pend. Jasa Adm / Administration Service Income Receivables	5.906.419.051,48	Hasil pengurangan antara Piutang Pend. Jasa Adm yang dicatat secara actual basis dengan cash basis / Result of deduction between Administration Service Income recorded as actual basis and cash basis			
Jumlah / Total		92.099.828.268,47	78.285.647.227,99	2.961.263.667,00	1.180.036.164,00	3.766.462.158,00

Perhitungan tingkat kolektibilitas pengembalian dana sampai dengan Desember 2016 untuk Program Kemitraan adalah sebagai berikut:

Calculation of collectability rate of fund repayment as of December 2016 for Partnership Program is as follows:

KATEGORI PIUTANG / RECEIVABLES CATEGORY	SALDO PIUTANG / RECEIVABLES BALANCE	RATA-RATA TERTIMBANG / WEIGHTED AVERAGE
Lancar / Current	78,285,647,227.99 x 100% =	78,285,647,227.99
Kurang Lancar / Non Current	2,961,263,667.00 x 75% =	2,220,947,750.25
Diragukan / Doubtful	1,180,036,164.00 x 25% =	295,009,041.00
Macet / Non Performing	3,766,462,158.00 x 0% =	-
	86,193,409,216.99	80,801,604,019.24

$$\text{Kolektibilitas / Collectability} = \frac{\text{Rata-rata tertimbang / Weighted Average}}{\text{Jumlah saldo piutang / Total receivables balance}} \times 100\%$$

$$\text{Kolektibilitas / Collectability} = \frac{80,801,604,019.24}{86,193,409,216.99} \times 100\% = 93.74\%$$

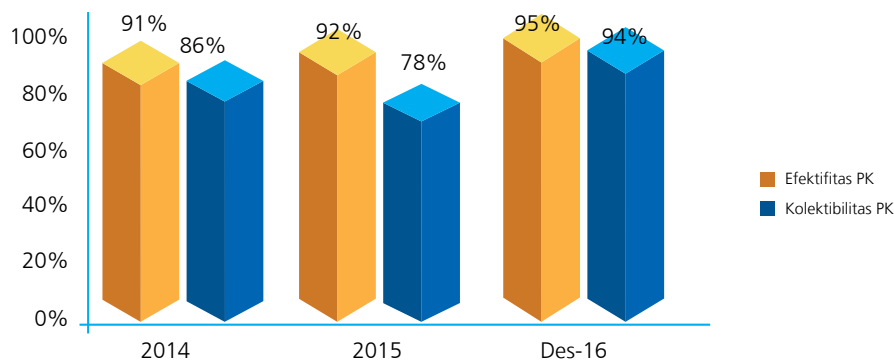
Sementara itu untuk perhitungan tingkat kolektibilitas penyaluran pinjaman, data yang dipakai adalah data penyaluran pinjaman 4 tahun terakhir, dengan demikian untuk menghitung tingkat kolektibilitas penyaluran Desember 2016 data yang dipakai adalah data penyaluran pinjaman tahun 2013, 2014, 2015 dan tahun 2016.

Meanwhile, for calculation of collectability rate of loan distribution, the data used are loan distribution data for the last 4 years, therefore to calculate the collectability rate of distribution as of December 2016, the data used are loan distribution data of 2013, 2014, 2015, and 2016.

Berdasarkan pada formula penghitungan yang tersebut di atas maka tingkat kolektibilitas penyaluran pinjaman untuk Desember 2016 sebesar 93,74 % yang merupakan hasil dari pembagian dari rata-rata tertimbang pinjaman (Rp. 80,80 Miliar) dengan jumlah saldo piutang (Rp. 86,19 Miliar) dikalikan 100 %. Sedangkan tingkat kolektibilitas penyaluran pinjaman untuk tahun 2016 dan 2015 masing-masing sebesar 93.74 % dan 78,27%.

Based on the calculation formula above, the collectability rate of loan distribution for December 2016 amounted to 93.74% which is the result of division of loan weighted average (Rp80.80 billion) with total receivables balance (Rp86.19 billion) multiplied by 100%. Meanwhile, collectability rate of loan distribution for 2016 and 2015 amounted to 93.74% and 78.27% respectively.

Berdasarkan uraian di atas maka kinerja PKBL PT. Angkasa Pura II (Persero) selama 3 (tiga) tahun terakhir apabila digambarkan dalam grafik adalah sebagai berikut :



Based on the description above, performance of PKBL of PT Angkasa Pura II (Persero) for the last 3 (three) years in chart can be described as follows:

Posisi piutang Mitra Binaan sampai dengan Desember 2016 adalah sebesar Rp. 86.193.409.216,99, dan dari jumlah tersebut yang menjadi piutang di sektor usaha Industri sebesar Rp. 5.224.285.682, di sektor usaha perdagangan sebesar Rp. 14.802.532.286, di sektor usaha pertanian sebesar Rp. 4.591.827.835, di sektor usaha peternakan sebesar Rp. 305.737.500, di sektor usaha perikanan sebesar Rp. 253.159.457, di sektor usaha jasa sebesar Rp. 5.047.871.025, dan di sektor usaha Lainnya sebesar Rp. 55.967.995.432.

Receivables of Development Partners as of December 2016 were Rp86,193,409,216.99, consisted of receivables in industrial sector amounted to Rp5,224,285,682, trading sector amounted to Rp14,802,532,286, agricultural sector amounted to Rp4,591,827,835, livestock sector amounted to Rp305,737,500, fishery sector amounted to Rp253,159,457, service business sector amounted to Rp5,047,871,025, and other business sectors amounted to Rp55,967,995,432.

Dalam pengelolaan PKBL khususnya pada program kemitraan dijumpai beberapa permasalahan diantaranya Mitra Binaan ada yang tidak menggunakan dana pinjaman untuk menjalankan usaha tapi digunakan untuk konsumtif, kemudian jenis usaha Mitra Binaan ada yg berubah tidak sesuai lagi dengan proposal yang disetujui dan mitra binaan masih banyak yang tidak membuat pembukuan sehingga tidak bisa melaporkan perkembangan usahanya.

In managing the PKBL, particularly the partnership program, there are several problems, among others Development Partners who use the loans for daily needs consumption instead of business, type of business of Development Partners which is no longer match with the agreed proposal, and development partners who did not make bookkeeping, therefore unable to report the business development.

Terhadap permasalahan tersebut telah ditemukan berbagai solusi dan dilakukan upaya penanganan yaitu melalui pembinaan yang lebih intensif kepada Mitra Binaan dalam bentuk peningkatan kegiatan monitoring dan diberikan surat-surat teguran kepada Mitra Binaan yang tidak mentaati ketentuan dalam kontrak.

Various solutions and handling efforts for such problems has been found, namely through a more intensive coaching to the Development Partners in the form of increasing the monitoring activity and giving warning letters to Development Partners who do not comply with the provisions in the contract.

Berdasarkan penjelasan diatas maka dapat disimpulkan pelaksanaan Program Kemitraan dan Bina Lingkungan unit PKBL PT. Angkasa Pura II (Persero) periode Desember 2016 sebagai berikut :

Based on the explanation above, it can be concluded that the implementation of Partnership and Community Development Program of PT Angkasa Pura II (Persero) for December 2016 is as follows:

1. Penerimaan sumber dana sampai dengan Desember 2016 sudah mencapai target RKA sebesar Rp. 55.544.526.201,27 atau 5,19 % di atas rencana anggaran sebesar Rp. 52.801.817.908,44.
2. Untuk penyaluran dana Program Kemitraan sampai dengan Desember 2016 sudah mencapai target RKA sebesar Rp. 53.004.500.000,00 atau 7,30 % di atas dari rencana anggaran sebesar Rp. 49.400.000.000,00.

Kisah Sukses Mitra Binaan

SYAHRIAL EDDI adalah pengrajin kerang di Jl. Raya Berok Koba Pangkalpinang adalah merupakan Mitra Binaan PT. Angkasa Pura II (Persero) Kantor Cabang Depati Amir, yang telah mendapatkan bantuan pinjaman Program Kemitraan sebesar Rp. 20 Juta pada tahun 2015. Berawal dari ide membuat cinderamata khas pulau Bangka, kerang limbah yang dimanfaatkan menjadi kerajinan ini, ditemukan dengan mudah di Kepulauan Bangka Belitung. Produk yang dihasilkan adalah kerajinan kerang seperti lampu hias kulit kerang, bingkai berbahan kulit kerang, bros dan berbagai souvenir untuk pernikahan. Biasanya dalam pembuatan satu lampu, dia mengombinasikan dengan tiga jenis kerang. Bahan dasar yang dipakai pun asli, tanpa pewarna. Hasil produksi di beri label KATIGE yang merupakan akronim dari K tiga (Huruf K ada tiga) yaitu Kreasi Kerang Koba.

CHANDRA DIANA adalah pengrajin batik tulis di Jl. Benda Gg. Bambu Kuning No. 7E Kemang, Jakarta Selatan dan merupakan mitra binaan PT Angkasa Pura II (Persero) Kantor Cabang Halim Perdanakusuma, yang telah mendapatkan bantuan pinjaman program kemitraan sebesar Rp. 15 Juta pada tahun 2014. Menyadari belakangan, banyak bisnis batik bermunculan maka Chandra Diana berinovasi dan menciptakan diferensiasi agar produk saya diburu konsumen dengan memilih bahan pewarna alami dari bagian-bagian pohon, seperti kulit buah Jalawe, Kayu Tingi, Kayu Tegeran, dan kulit kayu Jambal. Penggunaan material ini yang kemudian mengilhami Candra untuk menamai produknya dengan *brand* Batik Pohon. Tertarik dengan produk Batik Pohon dengan warna dari kayu-kayuan dapat mengunjungi situs Batik Pohon di www.batikpohon.com.

SITI FATIMAH adalah pemilik kerajinan rotan di Kp. Pabuaran RT/RW Kel. Curug Kulon yang merupakan Mitra Binaan PT. Angkasa Pura II (Persero) Kantor Cabang Soekarno-Hatta, yang telah mendapatkan bantuan pinjaman Program Kemitraan sebesar Rp. 30 Juta pada tahun 2014 dan Rp. 50 Juta pada tahun 2016.

1. Receipt of source of funds as of December 2016 has reached the RKA target amounted to Rp55,544,526,201.27 or 5.19% above the budget plan amounted to Rp52,801,817,908.44.
2. Distribution of Partnership Program funds as of December 2016 reached the RKA target amounted to Rp53,004,500,000.00 or 7.30% above the budget plan amounted to Rp49,400,000,000.00.

Success Story of Development Partners

SYAHRIAL EDDI, a shells craftsman at Jl. Raya Berok Koba, Pangkalpinang, is a Development Partner of PT Angkasa Pura II (Persero), Amir Depati Branch Office, who received Rp20 million loans in 2015. It started from the idea of making unique souvenirs of Bangka island, shells which are utilized to be such crafts are easily found in Bangka Belitung Islands. Produced souvenirs are shell craft, such as shell decorative lights, shell-material frame, brooch, and souvenirs for wedding. Usually, Mr. Eddi combines three types of shell in making a lamp. The basic materials are original, no dye. The products are labeled KATIGE, an acronym of K tiga (there are three Ks), namely Kreasi Kerang Koba.

CHANDRA DIANA is a batik tulis craftsman at Jl. Benda Gg. Bambu Kuning No. 7E, Kemang, South Jakarta, and a development partner of PT Angkasa Pura II (Persero), Halim Perdanakusuma Branch Office, who received Rp15 million loans in 2014. Due to the emerging batik businesses these days, Chandra Diana innovated and created differentiation, thus her products are preferred by the consumers, by using natural dyes material from parts of the tree, such as the skin of Jalawe fruit, Tingi Wood, Tegeran Wood, and the skin of Jambal wood. The use of materials from trees inspired Chandra to name her products with "Batik Pohon". For more information on Batik Pohon with natural dyes material from trees, please visit www.batikpohon.com.

SITI FATIMAH is the owner of rattan craft at Kp. Pabuaran RT/RW Kel. Curug Kulon, a Development Partner of PT Angkasa Pura II (Persero), Soekarno-Hatta Branch Office, who received Rp30 million loans in 2014 and Rp50 million in 2016.

Produk yang dihasilkan adalah bermacam kerajinan dari rotan seperti keranjang, tempat tisu, baki, vas bunga, hiasan lampu, ayunan, rak sepatu dan berbagai macam kerasi rotan yang ditangan Siti Fatimah dapat menjadi sesuatu yang unik dan bernilai jual tinggi. Pemasarannya juga cukup luas dan tidak ingin kalah dengan pemasaran online yang sedang trend saat ini, produk kerajinan rotan ini pun dipasarkan via instgram di @karnofayu_craft.

Rencana Anggaran Program Kemitraan Tahun 2017

Angkasa Pura II telah mengerjakan rencana anggaran program kemitraan tahun 2017, yang terurai sebagai berikut:

1. Usulan Alokasi Laba Perusahaan
Rencana Anggaran alokasi laba Perusahaan tahun 2017 untuk program kemitraan tidak di alokasikan karena menggunakan dana bergulir.
2. Rencana Kerjasama Penyaluran
Pada tahun 2017 direncanakan akan melakukan kerjasama penyaluran dengan total sebesar Rp. 29.865.900,00.
3. Rencana Penyaluran
Pada tahun 2017 rencana penyaluran sendiri di seluruh wilayah kerja PT. Angkasa Pura II dengan total Rp.18.849.500.000,00.
4. Rencana Biaya Operasional
Anggaran biaya operasional dalam tahun 2017 adalah sebesar Rp. 3.649.424.460,10.

Anggaran biaya operasional menjadi beban BUMN Pembina karena adanya Surat Keputusan Menteri BUMN Nomor: PER-09/MBU/07/2015 Tanggal 03 Juli 2015 tentang Program Kemitraan BUMN Dengan Usaha Kecil dan Program Bina Lingkungan yang menyatakan bahwa beban operasional Program Kemitraan dan Program Bina Lingkungan menjadi beban BUMN Pembina.

PROGRAM BINA LINGKUNGAN

Angkasa Pura II sebagai badan usaha milik negara mempunyai Program Bina Lingkungan yaitu program pemberdayaan dalam lingkup sosial berupa bantuan yang ditunjukan kepada masyarakat di sekitar wilayah operasi Perusahaan. Cakupan kegiatan Program Bina Lingkungan Angkasa Pura II berdasarkan PER-09/MBU/07/2015 meliputi pemberian bantuan untuk:

1. Bantuan Korban Bencana Alam
2. Bantuan Sarana Ibadah
3. Bantuan Sarana Pendidikan
4. Bantuan Sarana Kesehatan
5. Bantuan Sarana Umum

The products are various crafts from rattan, such as basket, tissue container, tray, vase, lamp decoration, swing, shoe rack, and other rattan creations which, by Siti Fatimah, it can be converted to unique and high selling value products. The marketing is quite wide and is also marketed online via instgram @karnofayu_craft.

Budget Plan of Partnership Program in 2017

Angkasa Pura II has conducted the budget plan of partnership program in 2017 as follows:

1. Proposal of the Company's Profit Allocation
The Company's profit allocation budget plan in 2017 for partnership program is not allocated due to the use of revolving fund.
2. Distribution Cooperation Plan
The Company plans to conduct distribution cooperation with total amount of Rp29,865,900.00 in 2017.
3. Distribution Plan
Distribution plan in all operating area of PT Angkasa Pura II in 2017 amounted to Rp18,849,500,000.00.
4. Operational Cost Plan
Operational cost budget in 2017 amounted to Rp3,649,424,460.10.

Operational cost budget is the expense of the Coaching SOEs as stipulated by Decree of the Minister of SOEs No: PER-09/MBU/07/2015 dated July 03, 2015 on Partnership Program of SOEs with Small Enterprises and Community Development Program which states that the operational expense of Partnership and Community Development Program belongs to the Coaching SOEs.

COMMUNITY DEVELOPMENT PROGRAM

As a State Owned Enterprise, Angkasa Pura II has Community Development Program, namely an empowerment program in social scope in the form of assistance for the community around the Company's operational area. The scope of the Community Development Program of Angkasa Pura II is based on PER-09/MBU/07/2015, including provision of assistance for:

1. Natural Disaster Victims
2. Religious Facilities
3. Educational Facilities
4. Healthcare Facilities
5. Public Facilities

6. Bantuan Untuk Pelestarian Alam(Penghijauan)
7. Bantuan Sosial Masyarakat Dalam Rangka Pengentasan Kemiskinan

Perusahaan juga memiliki program-program lain yaitu program bantuan yang pelaksanaannya didasarkan pada instruksi Kementerian BUMN yang dinamakan BUMN Peduli. Bantuan tersebut telah memberikan kontribusi besar bagi peningkatan kehidupan masyarakat serta kemajuan dalam bidang pendidikan, bidang kesehatan, keagamaan, prasarana umum dan bantuan bencana alam.

Pemberian bantuan ini diprioritaskan kepada daerah sekitar Bandara atau Kantor Cabang PT. Angkasa Pura II (Persero). Secara umum pelaksanaan Program Bina Lingkungan telah tepat sasaran, sehingga masyarakat sekitar sudah merasakan manfaatnya, hal ini dibuktikan dengan semakin baiknya kondisi sosial masyarakat, yang berdampak pada suasana kondusif, keamanan dan ketertiban lingkungan sekitar tempat usaha PT. Angkasa Pura II (Persero).

Pelaksanaan Program Bina Lingkungan PT. Angkasa Pura II (Persero) sampai dengan bulan Desember 2016 dibandingkan dengan Rencana Kerja Anggaran bulan Desember 2016 diuraikan sesuai tabel berikut :

Uraian / Description	RKA SD. Desember 2016 / RKA until December 2016	Realisasi SD. Desember 2016 / Realization until December 2016	Deviasi / Deviation	
			Rp	%
Saldo awal / Beginning balance	43,329,767,478.54	46,379,902,194.29		
Penerimaan / Income				
1. Alokasi Laba Perusahaan / Company Profit Allowance	33,400,000,000.00		(33,400,000,000.00)	(100.00)
2. Bunga Jasa Giro/Deposito / Current account/deposit service interest	2,693,271,648.56	1,773,744,828.05	(919,526,820.51)	(34.14)
3. Lain-lain / Others	-	2,196,379,539.25	2,196,379,539.25	
Jumlah Penerimaan / Total Income	36,093,271,648.56	3,970,124,367.30	(32,123,147,281.26)	(89.00)
Jumlah Sumber Dana / Total Fund Sources	79,423,039,127.10	50,350,026,561.59	(29,073,012,565.51)	(36.61)
4. Pengembalian Persekot / Return of Down Payment		5,786,997,003.00	5,786,997,003.00	
Jumlah Pengembalian Pesekot / Total Return of Down Payment	-	5,786,997,003.00	5,786,997,003.00	
Jumlah Dana Tersedia / Total Fund Available	79,423,039,127.10	56,137,023,564.59	(23,286,015,562.51)	(29.32)
Penggunaan Dana / Use of Fund			-	
BANTUAN BINA LINGKUNGAN / COMMUNITY DEVELOPMENT DONATION			-	
1. Bantuan bencana alam / Donation for Natural Disaster	2,000,000,000.00	610,944,300.00	(1,389,055,700.00)	(69.45)
2. Bantuan Pendidikan/pelatihan / Donation for Education/training	7,000,000,000.00	11,984,984,947.00	4,984,984,947.00	71.21
3. Bantuan Peningkatan Kesehatan / Donation for Health Improvement	5,087,500,000.00	7,331,205,444.30	2,243,705,444.30	44.10
4. Bantuan Pengembangan sarana umum / Donation for Development of public facilities	11,030,000,000.00	4,373,535,970.00	(6,656,464,030.00)	(60.35)
5. Bantuan Pengembangan sarana ibadah / Donation for Places for worship development	3,671,000,000.00	3,413,325,300.00	(257,674,700.00)	(7.02)
6. Bantuan Pelestarian Alam / Donation for Environmental Preservation	1,045,000,000.00	62,351,000.00	(982,649,000.00)	(94.03)

6. Nature Conservation
7. Social Community in order to Alleviate Poverty

The Company also has other programs, namely assistance program of which the implementation is based on the instruction of the Ministry of SOEs titled "BUMN Peduli". Such assistance has provided great contribution to the improvement of the community's life and improvement in education, health, religious, public facilities, and natural disaster assistance.

The provision of assistance is prioritized to areas around the Airport or Branch Office of PT Angkasa Pura II (Persero). In general, the implementation of the Community Development Program has been on-target, therefore the surrounding community has felt the benefits. This is proven with the improving social condition of the community which impacted the favorable, safe, and orderly environment around the business place of PT Angkasa Pura II (Persero).

The implementation of the Community Development Program of PT Angkasa Pura II (Persero) as of December 2016 compared to Budget Work Plan of December 2016 is described in the following table:

Uraian / Description	RKA SD. Desember 2016 / RKA until December 2016	Realisasi SD. Desember 2016 / Realization until December 2016	Deviasi / Deviation	
			Rp	%
7. Bantuan Pengentasan Kemiskinan / Donation for Poverty Alleviation	6,000,000,000.00	4,181,896,000.00	(1,818,104,000.00)	(30.30)
8. Bantuan Pendidikan/Pelatihan dan Promosi Mitra Binaan / Donation for Education/Training and Development Partner Promotion	4,000,000,000.00	1,304,308,431.00	(2,695,691,569.00)	(67.39)
Jumlah bantuan Bina Lingkungan / Total donation for Community Developmnet	39,833,500,000.00	33,262,551,392.30	(6,570,948,607.70)	(16.50)
9. Pembayaran Persekot / Payment of Down Payment		5,786,997,003.00	5,786,997,003.00	
Jumlah Penggunaan Dana / Total Use of Fund	39,833,500,000.00	39,049,548,395.30	(783,951,604.70)	(1.97)
Saldo BL Perusahaan / Balance of Company BL	39,589,539,127.10	17,087,475,169.29	(22,502,063,957.81)	(56.84)

Sumber dan Realisasi Dana Program Bina Lingkungan

Angkasa Pura II telah melaksanakan Program Bina Lingkungan sejak tahun 2002, dengan jumlah penyaluran dana meningkat untuk setiap tahunnya. Dana untuk Program Bina Lingkungan Angkasa Pura II bersumber dari saldo awal, alokasi laba Perusahaan, pendapatan jasa giro dan bunga deposito. Penggunaan dana pada Program Bina Lingkungan disalurkan untuk program bantuan Bina Lingkungan, program BUMN Peduli dan biaya operasional.

Realisasi dana untuk penyaluran program Bina Lingkungan pada tahun 2016 sebesar Rp. 33.262.551.392,30. Dana Bina Lingkungan yang disalurkan tahun 2002 s/d Desember 2016 sebesar Rp. 189.815.987.572,97 atau 16% di bawah Rencana Kerja Anggaran (RKA) Angkasa Pura II. Sumber dan penggunaan dana program Bina Lingkungan ditunjukkan pada table berikut:

Sumber Dana Program Bina Lingkungan ditunjukkan pada table berikut

Uraian / Description	RKA SD. Desember 2016 / RKA until December 2016	Realisasi SD. Desember 2016 / Realization until December 2016	Deviasi / Deviation	
			Rp	%
Penggunaan Dana / Use of Fund			-	
BANTUAN BINA LINGKUNGAN / COMMUNITY DEVELOPMENT DONATION			-	
Bantuan bencana alam / Donation for Natural Disaster	2,000,000,000.00	610,944,300.00	(1,389,055,700.00)	(69.45)
Bantuan Pendidikan/pelatihan / Donation for Education/training	7,000,000,000.00	11,984,984,947.00	4,984,984,947.00	71.21
Bantuan Peningkatan Kesehatan / Donation for Health Improvement	5,087,500,000.00	7,331,205,444.30	2,243,705,444.30	44.10
Bantuan Pengembangan sarana umum / Donation for Development of public facilities	11,030,000,000.00	4,373,535,970.00	(6,656,464,030.00)	(60.35)
Bantuan Pengembangan sarana ibadah / Donation for Places for worship development	3,671,000,000.00	3,413,325,300.00	(257,674,700.00)	(7.02)
Bantuan Pelestarian Alam / Donation for Environmental Preservation	1,045,000,000.00	62,351,000.00	(982,649,000.00)	(94.03)
Bantuan Pengentasan Kemiskinan / Donation for Poverty Alleviation	6,000,000,000.00	4,181,896,000.00	(1,818,104,000.00)	(30.30)
Bantuan Pendidikan/Pelatihan dan Promosi Mitra Binaan / Donation for Education/Training and Development Partner Promotion	4,000,000,000.00	1,304,308,431.00	(2,695,691,569.00)	(67.39)
Jumlah bantuan Bina Lingkungan / Total donation for Community Developmnet	39,833,500,000.00	33,262,551,392.30	(6,570,948,607.70)	(16.50)

Source and Realization of the Community Development Program Funds

Angkasa Pura II has implemented the Community Development Program since 2002 with total funds distribution increases every year. Fund for the Community Development Program of Angkasa Pura II is derived from initial balance, the Company's profit allocation, interest income from current account and time deposits. The use of funds in the Community Development Program is distributed for Community Development assistance program, BUMN Peduli program, and operational costs.

Realization of funds for the Community Development program distribution in 2016 amounted to Rp33,262,551,392.30. Community Development funds distributed from 2002 to December 2016 amounted to Rp189,815,987,572.97 or 16% below the Budget Work Plan (RKA) of Angkasa Pura II. Source and the use of the Community Development program are shown in the following table.

Source of Funds of Community Development Program is shown in the following table

Sumber Dana Program Bina Lingkungan

Realisasi sumber dana Program Bina Lingkungan sampai dengan bulan Desember 2016 sebesar Rp. 50.350.026.561,59 atau 36,61 % di bawah rencana anggaran sebesar Rp. 79.423.039.127,10 tingkat capaian dari RKA dijelaskan sebagai berikut :

1. Alokasi Penyisihan Laba Perusahaan

Alokasi laba tahun 2016 tidak mengambil alokasi dana sesuai dengan hasil Risalah Rapat Pembahasan Laporan Tahunan Program Kemitraan dan Bina Lingkungan Tahun 2015 No.RIS-86/D7.MBU.3/05/2016 tanggal 20 April 2016 yang salah satu isinya adalah besaran alokasi laba untuk Program Bina Lingkungan sebesar 0%.

2. Bunga Jasa Giro/Bunga Deposito

Penerimaan Bunga Jasa Giro/Bunga Deposito sebesar Rp. 1.773.744.828,05 atau 34,14 % di bawah anggaran sebesar Rp. 2.693.271.648,56 karena saldo yang ada di rekening bank belum cukup besar.

3. Lain-lain

Penerimaan lain-lain sebesar Rp. 2.196.379.539,25 adalah karena adanya pengembalian dana BUMN peduli dari PT. Perhutani, PT. Hutama Karya dan PT. Perumnas.

Penggunaan Dana Program Bina Lingkungan

Realisasi dana penyaluran Program Bina Lingkungan sampai dengan bulan Desember 2016 sebesar Rp. 33.262.551.392,30 atau 16,50 % di bawah rencana anggaran sebesar Rp. 39.833.500.000,00, tingkat capaian dari Rencana Kerja Anggaran dijelaskan sebagai berikut :

1. Bantuan Bencana Alam

Bantuan bencana alam sebesar Rp. 610.944.300,00 atau 69,45% di bawah rencana anggaran sebesar Rp. 2.000.000.000,00.

2. Bantuan Pendidikan/Pelatihan

Bantuan pendidikan/pelatihan sebesar Rp. 11.984.984.947,00 atau 71,21 % di atas rencana anggaran sebesar Rp. 7.000.000.000,00.

3. Bantuan Peningkatan Kesehatan

Bantuan peningkatan kesehatan sebesar Rp. 7.331.205.444,30 atau 44,10 % di atas rencana anggaran sebesar Rp. 5.087.500.000,00.

4. Bantuan Pengembangan sarana dan Prasarana Umum.

Bantuan pengembangan sarana dan prasarana umum sebesar Rp. 4.373.535.970,00 atau 60,35% di bawah rencana anggaran sebesar Rp. 11.030.000.000,00.

Source of Funds of Community Development Program

Realization of the source of the Community Development Program funds as of December 2016 amounted to Rp50,350,026,561.59 or 36.61% below the budget plan amounted to Rp79,423,039,127.10. The level of achievement of RKA is explained as follows:

1. Allocation of the Company's Profit Allowance

Profit allocation in 2016 did not take fund allocation in accordance with the Minutes of Meeting of Discussion on Annual Report of Partnership and Community Development Program in 2015 No.RIS-86/D7.MBU.3/05/2016 dated April 20, 2016 of which one of the contents is the amount of profit allocation for Community Development Program which is 0%.

2. Current Account Interest/Time Deposits Interest

Receipt of Current Account Interest/Time Deposits Interest amounted to Rp1,773,744,828.05 or 34.14% below the budget amounted to Rp2,693,271,648.56 since the balance in the bank account is not quite large.

3. Others

Other receipts amounted to Rp2,196,379,539.25 due to the return of BUMN Peduli fund from PT Perhutani, PT Hutama Karya, and PT Perumnas.

The Use of Funds of Community Development Program

Realization of funds of Community Development Program distribution as of December 2016 amounted to Rp33,262,551,392.30 or 16.50% below the budget plan amounted to Rp39,833,500,000.00, the achievement level of the Budget Work Plan is described as follows:

1. Natural Disaster Assistance

Natural disaster assistance amounted to Rp610,944,300.00 or 69.45% below the budget plan amounted to Rp2,000,000,000.00.

2. Educational/Training Assistance

Educational/training assistance amounted to Rp11,984,984,947.00 or 71.21% above the budget plan amounted to Rp7,000,000,000.00.

3. Health Improvement Assistance

Health improvement assistance amounted to Rp7,331,205,440.30 or 44.10% above the budget plan amounted to Rp5,087,500,000.00.

4. Public Facilities Development Assistance

Public facilities development assistance amounted to Rp4,373,535,970.00 or 60.35% below the budget plan amounted to Rp11,030,000,000.00.

5. Bantuan Pengembangan sarana Ibadah
Bantuan pengembangan sarana ibadah sebesar Rp. 3.413.325.300,00 atau 7,02 % di bawah rencana anggaran sebesar Rp. 3.671.000.000,00.
6. Bantuan Pelestarian Alam
Bantuan pelestarian alam sebesar Rp. 62.351.000,00 atau 94,03 % di bawah rencana anggaran sebesar Rp. 1.045.000.000,00.
7. Bantuan Pengentasan Kemiskinan
Bantuan pengentasan kemiskinan sebesar Rp. 4.181.896.000,00 atau 30,30% dibawah rencana anggaran sebesar Rp. 6.000.000.000,00.
8. Bantuan Pendidikan/Pelatihan dan Promosi untuk Mitra Binaan.
Bantuan pendidikan/pelatihan dan promosi untuk Mitra Binaan sebesar Rp. 1.304.308.431,00 atau 67,39 % di bawah rencana anggaran sebesar Rp. 4.000.000.000,00.
5. Religious Facilities Assistance
Religious facilities development assistance amounted to Rp3,413,325,300.00 or 7.02% below the budget plan amounted to Rp3,671,000,000.00.
6. Nature Conservation Assistance
Nature conservation assistance amounted to Rp62,351,000.00 or 94.03% below the budget plan amounted to Rp1,045,000,000.00.
7. Poverty Alleviation Assistance
Poverty alleviation assistance amounted to Rp4,181,896,000.00 or 30.30% below the budget plan amounted to Rp6,000,000,000.00.
8. Assistance for Education/Training and Promotion for Assisted Partners
Assistance for education/training and promotion for Assisted Partners amounted to Rp1,304,308,431.00 or 67.39% below the budget plan amounted to Rp4,000,000,000.00.

Penggunaan dana pada program Bina Lingkungan diperuntukan untuk penyaluran bantuan korban bencana alam, bantuan pendidikan atau pelatihan, bantuan peningkatan kesehatan, pengembangan sarana & prasarana umum, bantuan sarana ibadah, pelestarian alam, pengentasan kemiskinan dan biaya operasional. Pada 31 Desember 2015 dana yang tersebut telah disalurkan kepada lingkungan yang berada di sekitar wilayah kerja PT. Angkasa Pura II (Persero) sebesar Rp. 11.931.072.345,17 dan sampai dengan bulan Desember 2016 sebesar Rp. 33.262.551.392,30. Secara rinci penyaluran yang telah dilakukan pada tahun 2015 dan sampai dengan bulan Desember 2016 dapat dilihat pada tabel berikut ini :

Funds in Community Development program are used for distribution of assistance for natural disaster victims, education or training, health improvement assistance, public facilities & infrastructure development, religious facilities assistance, nature conservation, poverty alleviation and operational cost. On December 31, 2015, the said funds have been distributed to the environment around the working area of PT Angkasa Pura II (Persero) amounted to Rp11,931,072,345.17 and as of December 2016 amounted to Rp33,262,551,392.30. Details of distribution in 2015 to December 2016 can be seen in the following table:

Berdasarkan Jenis Bantuan

Based on Types of Donation

Jenis Bantuan / Types of Donation	Tahun / year		Jumlah / Total
	2015	s.d Desember 2016 / Until December 2016	
Bantuan Korban Bencana Alam / Donation for Natural Disaster Victims	177,073,500	610,944,300	788,017,800
Bantuan Pendidikan/Pelatihan / Donation for Education/training	3,102,424,140	11,984,984,947	15,087,409,087
Bantuan Peningkatan Kesehatan / Donation for Health Improvement	1,194,677,500	7,331,205,444	8,525,882,944
Bantuan Pengembangan Prasarana Dan Sarana Umum / Donation for Development of public facilities	5,339,075,374	4,373,535,970	9,712,611,344
Bantuan Sarana Ibadah / Donation for Places for worship development	1,977,977,881	3,413,325,300	5,391,303,181
Bantuan Pelestarian Alam / Donation for Environmental Preservation	41,500,000	62,351,000	103,851,000
Bantuan Pengentasan Kemiskinan / Donation for Poverty Alleviation	2,250,000	4,181,896,000	4,184,146,000
Bantuan Pendidikan/Pelatihan Dan Promosi Mitra / Donation for Education/Training and Development Partner Promotion	96,093,950	1,304,308,431	1,400,402,381
Jumlah / Total	11,931,072,345	33,262,551,392	45,193,623,737

Untuk biaya operasional program bina lingkungan menjadi beban BUMN Pembina sesuai dengan Surat Keputusan Menteri BUMN Nomor : PER-09/MBU/07/2015 Tanggal 03 Juli 2015 tentang Program Kemitraan BUMN Dengan Usaha Kecil dan Program Bina Lingkungan untuk biaya operasional menjadi beban BUMN Pembina.

Operational cost of the community development program is the expense of the Assisting SOEs in accordance with Decree of the Minister of SOEs No. PER-09/MBU/07/2015 dated July 03, 2015 on Partnership Program of SOEs with Small Enterprises and Community Development Program.

Berdasarkan Jenis Bantuan

Jenis Bantuan / Types of Donation	Tahun / year		Jumlah / Total
	2015	s.d Desember 2016 / Until December 2016	
Aceh	812,812,000	3,848,572,300	4,661,384,300
Sumatera Utara / North Sumatera	1,243,317,500	3,375,251,434	4,618,568,934
Sumatera Barat / West Sumatera	440,993,000	1,138,283,100	1,579,276,100
Riau	503,565,000	1,095,079,000	1,598,644,000
Kepulauan Riau/Kepri / Riau/Kepri Island	795,180,520	1,286,629,100	2,081,809,620
Jambi	856,929,500	1,565,815,000	2,422,744,500
Sumatera Selatan / South Sumatera	982,344,950	744,936,628	1,727,281,578
Kepulauan Bangka Belitung / Bangka Belitung Island	376,990,000	963,798,000	1,340,788,000
Dki Jakarta	3,520,573,912	15,660,789,838	19,181,363,750
Jawa Barat / West Java	388,672,220	1,200,700,707	1,589,372,927
Banten	1,366,425,743	1,445,184,000	2,811,609,743
Kalimantan Barat / West Kalimantan	643,268,000	937,512,285	1,580,780,285
Jumlah / Total	11,931,072,345	33,262,551,392	45,193,623,737

Based on Types of Donation

Penyaluran Bantuan Bina Lingkungan

Angkasa Pura II telah melakukan penyaluran bantuan Program Bina Lingkungan, berikut penyaluran bantuan yang telah dilakukan sampai dengan periode bulan Desember 2016 yaitu:

1. Bantuan sektor sarana ibadah berupa bahan material untuk renovasi Gereja PPIK "EFATA" di Kec. Sungai Raya, Kab. Kubu Raya.
2. Bantuan sektor sarana ibadah berupa bahan material untuk renovasi Masjid Baabul Jannah Depok.
3. Bantuan sektor bencana alam berupa bantuan logistik dan peralatan sekolah untuk korban banjir PKPU Pekanbaru Jl. Paus Ujung No. 1B Simpang Arifin Ahmad Pekanbaru.
4. Bantuan sektor bencana alam berupa bantuan sembako untuk korban banjir di Pangkalpinang dan Bangka tengah.
5. Bantuan sektor pendidikan berupa bantuan bahan material untuk renovasi PAUD Cerdas Ceria di Jl. Adi Sucipto GG. Wanara Sakti Kec. Sungan Raya Kab. Kubu Raya dan PAUD Wahyu Niaga Jl. Adi Sucipto GG. Tridharma Kec. Sungai Raya Kab. Kubu Raya Pontianak, serta bantuan bahan material untuk renovasi TK Kristen Pelita Hati Jl. Parit Bugis GG. Nusantara Kec. Sungai Raya Kab. Kubu Raya Pontianak.

Distribution of Assistance for Community Development

Angkasa Pura II has distributed assistance for Community Development Program, the following is distribution of assistance which has been carried out as of December 2016:

1. Religious facilities assistance in the form of materials for renovation of EFATA PPIK Church at Kec. Sungai Raya, Kab. Kubu Raya.
2. Religious facilities assistance in the form of materials for renovation of Baabul Jannah Mosque, Depok.
3. Natural disaster assistance in the form of logistics and school equipments for flood victims in PKPU Pekanbaru, Jl. Paus Ujung No. 1B, Simpang Arifin Ahmad, Pekanbaru.
4. Natural disaster assistance in the form of sembako (nine basic household needs) for flood victims in Pangkal Pinang and Central Bangka.
5. Educational sector assistance in the form of materials for renovation of PAUD Cerdas Ceria at Jl. Adi Sucipto GG. Wanara Sakti Kec. Sungan Raya, Kab. Kubu Raya and PAUD Wahyu Niaga Jl. Adi Sucipto GG. Tridharma Kec. Sungai Raya Kab. Kubu Raya Pontianak, and materials for renovation of TK Kristen Pelita Hati at Jl. Parit Bugis GG. Nusantara Kec. Sungai Raya Kab. Kubu Raya Pontianak.

6. Bantuan sektor ibadah berupa bantuan bahan material untuk renovasi Masjid Nur-Arrahman, Cilincing Jakarta Utara, Masjid Asy-Syakiirin, Bekasi.
7. Bantuan sektor ibadah berupa bantuan bahan material untuk renovasi Surau Nurul Iman di Jl. Soekarno-Hatta RT.07/RW.10 Gg. Bersama Kec. Sui, Raya Kab. Kubu Raya dan Masjid Al-Hidayah Jl. Soekarno-Hatta Gg. 822 Desa Sungai Raya Kec. Sungai Raya Kab. Kubu Raya.
8. Bantuan sektor pendidikan berupa tangki air untuk Lembaga Pendidikan Islam Km. 9,3 Kec. Sungai Raya Kab. Kubu Raya.
9. Bantuan sektor pendidikan berupa pembiayaan proses belajar untuk 31 orang anak di Sekolah Rakyat Indonesia di Kec. Teluk Naga, Kab. Tangerang.
10. Bantuan sektor pelestarian alam berupa bahan material untuk pembuatan taman kota di depan SMP Negeri 13 Jalan Gubah, Palembang.
11. Bantuan sektor sarana umum berupa bahan material untuk penataan lahan area padepokan dan MCK di Masjid Agung Banten Kec. Serang, Banten.
12. Bantuan sektor pendidikan berupa bahan material untuk pembangunan Pondok Pesantren Raud Latul Ulum di Kampung Benda Baru desa Rawarengas, Kec. Kosambi, Kab. Tangerang.
13. Bantuan sektor sarana ibadah berupa bahan material untuk Pengembangan Masjid Al-Hidayah di Jl. Nelayan Gg. Masjid RW. 03 Kel. Sri Meranti Kota Pekanbaru.
14. Bantuan sektor sarana ibadah berupa bahan material untuk Pengembangan Mushalla Al-Muttaqin di Perum Peputra Indah II RT. 3 RW. 9 Kec. Bukit Raya.
15. Bantuan sektor sarana ibadah berupa bahan material untuk Pengembangan Majid Al-Ikhwan di Jl. T.Bey (Utama) Gg. Adhitya Gg. Kharisma RT-04 RW-17 Kel. Simpang Tiga, Pekanbaru.
16. Bantuan sektor sarana pendidikan berupa komputer sebanyak 2 unit, printer sebanyak 2 buah dan Meja komputer 2 buah di Yayasan Fatma Visi Sukses Jl. Sari Kecana No. 263A Kel. Tangkerang Tengah.
17. Bantuan sektor pengentasan kemiskinan berupa bantuan sembako berupa Gula Pasir sebanyak 600 kg untuk Pemuda Melayu Peduli Para Pejuang Cacat Veteran dan Kaum Du'afa di Jl. Tuanku Tambusai CNN No. 3, Pekanbaru.
18. Bantuan sektor pendidikan/pelatihan untuk mitra binaan berupa Pelatihan Mitra Binaan dan Calon Mitra Binaan dengan tema "Training Meds (Motivation and Entrepreneur
6. Religious facilities assistance in the form of materials for renovation of Nur-Arrahman Mosque, Cilincing, North Jakarta, Asy-Syakiirin, Bekasi.
7. Religious facilities assistance in the form of materials for renovation of Surau Nurul Iman at Jl. Soekarno-Hatta RT.07/RW.10, Gg. Bersama, Kec. Sui, Raya Kab. Kubu Raya and Al-Hidayah Mosque at Jl. Soekarno-Hatta Gg. 822, Desa Sungai Raya, Kec. Sungai Raya, Kab. Kubu Raya.
8. Educational sector assistance in the form of water tank for Islamic Education Institution at Km. 9.3 Kec. Sungai Raya, Kab. Kubu Raya.
9. Educational sector assistance in the form of studying financing for 31 students in Sekolah Rakyat Indonesia at Kec. Teluk Naga, Kab. Tangerang.
10. Nature conservation assistance in the form of materials for the development of city park in front of SMP Negeri 13 (Junior High School) at Jl. Gubah, Palembang.
11. Public facilities assistance in the form of materials for residence land arrangement and MCK at Banten Great Mosque, Kec. Serang, Banten.
12. Educational sector assistance in the form of materials for the development of Raud Latul Ulum Islamic Boarding School at Kampung Benda Baru, Desa Rawarengas, Kec. Kosambi, Kab. Tangerang.
13. Religious facilities assistance in the form of materials for the development of Al-Hidayah Mosque at Jl. Nelayan Gg. Masjid RW. 03, Kel. Sri Meranti, Pekanbaru.
14. Religious facilities assistance in the form of materials for Development of Al-Muttaqin Mushola at Perum Peputra Indah II, RT.3 RW.9, Kec. Bukit Raya.
15. Religious facilities assistance in the form of materials for development of Al-Ikhwan Mosque at Jl. T.Bey (Utama) Gg. Adhitya Gg. Kharisma RT.04 RW.17, Kel. Simpang Tiga, Pekanbaru.
16. Educational sector assistance in the form of 2 computers, 2 printers, and 2 computer desks at Fatma Visi Sukses Foundation at Jl. Sari Kecana No. 263A, Kel. Central Tangkerang.
17. Poverty alleviation assistance in the form of sembako (nine basic household needs), such as Sugar (600 kg) for Pemuda Melayu Peduli Para Pejuang Cacat Veteran (Malay youth movement for disabled veterans) and Du'afa (the underprivileged) at Jl. Tuanku Tambusai CNN, No.3, Pekanbaru.
18. Education/training assistance for assisted partners in the form of Training for Assisted Partners and Assisted Partners Candidate themed "Training Meds (Motivation

- Development Spiritual) atau Peningkatan Motivasi dan Jiwa Kewirausahaan” dengan peserta 40 orang mitra binaan Cabang Sultan Syarif Kasim II tanggal 28-29 April 2016 di Hotel Dyan Graha Jl. Gatot Subroto, Pekanbaru.
19. Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Adirwastra Nusantara dengan peserta 2 orang mitra binaan Cabang Halim Perdanakusuma tanggal 23-27 April 2016 di Jakarta Convention Center.
 20. Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran INACRAFT dengan peserta 10 orang mitra binaan Cabang Sultan Mahmud Badaruddin II, Cabang Husein Sastranegara, Cabang Halim Perdanakusuma dan Cabang Minangkabau tanggal 20-24 April 2016 di Jakarta Convention Center.
 21. Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Jambi Islamic Fair dengan peserta 3 orang mitra binaan Cabang Sultan Thaha tanggal 5-8 Mei 2016 di Masjid Agung Alfalah Jl. Sultan Thaha No. 60 Legok, Telanapura, Kota Jambi, Jambi.
 22. Bantuan sektor sarana pendidikan berupa bantuan bahan material untuk renovasi ruang guru dan perpustakaan di SD Negeri Bugel Serang-Banten.
 23. Bantuan sektor sarana pendidikan berupa bantuan bahan material untuk renovasi MI Al Islahuddiniyah Jl. Halim Perdanakusuma, Kel. Jurumudi Baru, Kec. Benda Kota Tangerang.
 24. Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Nusantara Expo Tahun 2016 dengan peserta 2 orang mitra binaan Cabang Supadio tanggal 29 April-3 Mei 2016 di Pontianak Covention Center.
 25. Bantuan sektor sarana pendidikan berupa pemberian luncuran, ayunan dan komedi putar untuk Yayasan RA Nurul Muslimin, Jl. Adi Sucipto Gertak Kuning, Kec. Sungai Rata Kab. Kubu Raya, Pontianak.
 26. Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Jabar Intrade Expo 2016 dengan peserta 2 orang mitra binaan Cabang Husein Sastranegara tanggal 12-15 Mei 2016 di Trans Studio Mall Bandung.
 27. Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran JKPI Banda Aceh Expo 2016 dengan peserta 1 orang mitra binaan Cabang Sultan Iskandar Muda tanggal 7-11 Mei 2016 di Alun-alun Banda Aceh.
 28. Bantuan sektor sarana umum berupa pemberian 15 unit kloset untuk masyarakat Krueng Raya, Aceh.
 29. Bantuan sektor sarana ibadah berupa bahan material untuk renovasi Masjid Al-Iman di Jl. Guru Muchtar Kel. Tambak Sari, Kec. Jambi Selatan, Jambi.
 - and Entrepreneur Development Spiritual) attended by 40 assisted partners from Sultan Syarif Kasim II Branch on April 28-29, 2016 at Dyan Graha Hotel, Jl. Gatot Subroto, Pekanbaru.
 19. Promotional assistance for assisted partners by participating in Adirwastra Nusantara Exhibition, involving 2 assisted partners from Halim Perdanakusuma Branch on April 23-27, 2016 at Jakarta Convention Center.
 20. Promotional assistance for assisted partners by participating in INACRAFT Exhibition, involving 10 assisted partners from Sultan Mahmud Badaruddin II Branch, Husein Sastranegara Branch, Halim Perdanakusuma Branch, and Minangkabau Branch on April 20-24, 2016 at Jakarta Convention Center.
 21. Promotional assistance for assisted partners by participating in Jambi Islamic Fair, involving 3 assisted partners from Sultan Thaha Branch on May 5-8, 2016 in Alfalah Great Mosque at Jl. Sultan Thaha No.60, Legok, Telanapuram Jambi City, Jambi.
 22. Educational facilities assistance in the form of materials for renovation of teacher's room and library of SD Negeri Bugel (public elementary school) Serang-Banten.
 23. Educational facilities assistance in the form of materials for renovation of MI Al Islahuddiniyah at Jl. Halim Perdanakusuma, Kel. Jurumudi Baru, Kec. Benda, Tangerang.
 24. Promotional assistance for assisted partners by participating in Nusantara Expo Exhibition in 2016, involving 2 assisted partners from Supadio Branch on April 29-May 3, 2016 at Pontianak Convention Center.
 25. Educational facilities assistance by providing slides, swings, and ferris wheel for RA Nurul Muslimin Foundation at Jl. Adi Sucipto Gertak Kuning, Kec. Sungai Rata, Kab. Kubu Raya, Pontianak.
 26. Promotional assistance for assisted partners by participating in Jabar Intrade Expo 2016 Exhibition, involving 2 assisted partners from Husein Sastranegara Branch on May 12-15, 2016 at Trans Studio Mall, Bandung.
 27. Promotional assistance for assisted partners by participating in JKPI Banda Aceh Expo 2016 Exhibition, involving 1 assisted partner from Sultan Iskandar Muda on May 7-11, 2016 at Alun-alun Banda Aceh.
 28. Public facilities assistance in the form of 15 closets for community of Krueng Raya, Aceh.
 29. Religious facilities assistance in the form of materials for renovation of Al-Iman Mosque at Jl. Guru Muchtar, Kel. Tambak Sari, Kec. Jambi Selatan, Jambi.

30. Bantuan sektor sarana pendidikan berupa bahan material untuk renovasi Pondok Pesantren An-Nur di Jl. An-Nur Tangkit Kec. Sungai Gelam Kab. Muaro Jambi.
31. Bantuan sektor pengentasan kemiskinan berupa paket sembako sebanyak 11.500 paket, isi paket berupa beras 10 kg, minyak goreng 2 liter dan gula pasir 2 kg serentak dilaksanakan kantor pusat dan seluruh kantor cabang.
32. Bantuan sektor pengentasan kemiskinan berupa bahan santunan anak yatim untuk 2.400 anak di kantor pusat dan seluruh kantor cabang.
33. Bantuan sektor bencana alam banjir berupa paket sembako sebanyak 100 paket, isi paket berupa beras 2 kg, minyak goreng 2 liter dan gula pasir 1 kg untuk wilayah lingkungan lingkaran Bandara Supadio Pontianak, Jl. Angkasa Pura Desa Limbung Kec. Sui. Raya Kab. Kubu Raya.
34. Bantuan sektor sarana pendidikan berupa tas, buku dan alat tulis untuk 50 anak di Kel. Pinang Kencana & Batu IX Kec. Tanjungpinang Timur Kota Tanjungpinang.
35. Bantuan sektor bencana alam banjir berupa 1.000 paket makanan siap saji dan 1.000 lembar selimut di Kec. Anyer Kab. Serang Provinsi Banten.
36. Bantuan sektor sarana kesehatan berupa alat-alat kesehatan (timbangan, kursi, meja, alat cek kolesterol dan alat cek asam urat) untuk Posyandu Anggrek Merah di Kp. Mekar sari RT.003/RW IV Kel. Pinang Kencana Kec. Tanjungpinang timur Kota Tanjung Pinang.
37. Bantuan sektor sarana pendidikan berupa fasilitas belajar (80 set meja kursi siswa, 2 buah lemari arsip) untuk SMK DB4 Kota Jambi di Jl. Angkasa Puri RT 21 Kel. Pasir Putih, Kec. Jambi Selatan, Kota Jambi.
38. Bantuan sektor sarana kesehatan berupa khitanan massal untuk 59 anak di wilayah Bandara Halim Perdanakusuma Jakarta Timur.
39. Bantuan sektor sarana umum berupa bantuan 1 unit perahu untuk kelompok petani di Kec. Sungai Raya Kab. Kubu Raya, Pontianak.
40. Bantuan sektor sarana pengentasan kemiskinan berupa santunan anak yatim untuk 840 orang anak yatim di wilayah sekitar Bandara Soekarno-Hatta.
41. Bantuan sektor peningkatan kesehatan berupa pengobatan gratis untuk 117 orang di wilayah sekitar Bandara Halim Perdanakusuma.
42. Bantuan sektor sarana pendidikan berupa peralatan sekolah (buku tulis 400 pak, tas 200 buah, peralatan tulis 200 buah, goodie bag 200 buah) dan seragam sekolah berupa (seragam sekolah 100 set, sepatu dan kaos kaki 100 pasang, goodie bag 100 buah) untuk masyarakat di wilayah Bandara Halim Perdanakusuma.
30. Educational facilities assistance in the form of materials for renovation of An-Nur Islamic Boarding School at Jl. An-Nur Tangkit, Kec. Sungai Gelam, Kab. Muaro Jambi.
31. Poverty alleviation assistance by providing sembako amounted to 11,500 packages, containing 10kgs rice, 2 liters cooking oil, and 2kgs sugar simultaneously at head office and all branch offices.
32. Poverty alleviation assistance in the form of donation to 2,400 orphans at head office and branch offices.
33. Assistance for flood victims in the form of 100 packages of sembako containing 2kgs rice, 2 liters cooking oil, and 1kg sugar for areas around Supadio Airport, Pontianak, Jl. Angkasa Pura, Desa Limbung, Kec. Sui Raya, Kab. Kubu Raya.
34. Educational facilities assistance in the form of bags, books, and stationery for 50 students at Kel. Pinang Kencana & Batu IX, Kec. Tanjungpinang Timur, Kota Tanjungpinang.
35. Assistance for flood victims in the form of 1,000 packages of instant food and 1,000 blankets at Kec. Anyer, Kab. Serang, Banten province.
36. Health facility assistance in the form of health equipment (scales, chairs, tables, cholesterol-checking tools, and uric acid-checking tools) for Posyandu Anggrek Merah (integrated health post) at Kp. Mekar sari RT.003/RW IV, Kel. Pinang Kencana, Kec. Tanjungpinang timur, Tanjung Pinang City.
37. Educational facilities assistance in the form of learning facilities (80 sets of desks and chairs for learning, 2 filing cabinets) for SMK DB4 Kota Jambi at Jl. Angkasa Puri, RT 21, Kel. Pasir Putih, Kec. Jambi Selatan, Jambi City.
38. Health facilities assistance in the form of mass circumcise for 59 children at Halim Perdanakusuma Airport, East Jakarta.
39. Public facilities assistance in the form of 1 unit of boat for farmer groups at Kec. Sungai Raya, Kab. Kubu Raya, Pontianak.
40. Poverty alleviation assistance in the form of donation to 840 orphans at the surrounding areas of Soekarno-Hatta Airport.
41. Assistance for health improvement in the form of free medication for 117 people at the surrounding area of Halim Perdanakusuma Airport.
42. Educational facilities assistance in the form of school equipment (400 packs of notebook, 200 bags, 200 stationery, 200 goodie bags) and school uniform (100 sets of school uniforms, 100 pairs of shoes and socks, 100 goodie bags) for community at the surrounding area of Halim Perdanakusuma Airport.

43. Bantuan sektor peningkatan kesehatan berupa pengobatan gratis dan operasi katarak sebanyak 32 orang di wilayah Kec. Pantai Labu & Kec. Beringin Kab. Deli Serdang.
44. Bantuan sektor peningkatan kesehatan berupa sunatan massal untuk 61 anak di wilayah Bandara Sultan Syarif Kasim II.
45. Bantuan sektor peningkatan kesehatan berupa pengobatan gratis untuk 382 orang di wilayah Bandara Depati Amir.
46. Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Indonesia Creative Week 2016 di Osaka, Jepang yang diselenggarakan pada tanggal 23-30 Agustus 2016 dengan peserta dari 1 mitra binaan Cabang Husein Sastranegara dan 1 mitra dari Cabang Halim Perdanakusuma.
47. Bantuan sektor peningkatan kesehatan berupa operasi bibir sumbing dengan peserta 13 anak yang diselenggarakan di Gedung CLEFT Center Jl. Sekeloa Selatan No. 1 Bandung dan bekerjasama dengan Yayasan Pembina Penderita Celah Bibir dan Langit-langit (YPPCBL).
48. Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Gebyar PON Jabar XIX 2016 di Stadion Jalak Harupat, Soerang Bandung yang diselenggarakan pada tanggal 17-29 september 2016 dengan peserta 2 orang mitra binaan dari Cabang Husein Sastranegara.
49. Bantuan sektor promosi untuk mitra binaan berupa ikut serta dalam Pameran Indonesia Fashion & Craft 2016 di JCC, Jakarta pada tanggal 21-25 September 2016 dengan peserta 3 orang mitra binaan Cabang Husein Sastranegara.
50. Bantuan sektor bencana alam berupa bantuan sarung, peralatan dan perlengkapan MCK, pembalut dan popok bayi untuk bencana alam banjir di Kab. Garut.
51. Bantuan sektor pengetasan kemiskinan berupa renovasi 3 unit rumah veteran di Aceh.
52. Bantuan sektor pendidikan/pelatihan berupa mengikutsertakan 28 orang pelajar Aceh ke Gorontalo dalam rangka Program Siswa Mengenal Nusantara, memberikan bantuan modal usaha dan pelatihan untuk 4 orang mantan atlet di Aceh, pemberian pelatihan kepada 5 orang NAPI Rutan Kelas II Banda Aceh, Program BUMN Mengajar dan Nonton Bareng yang diselenggarakan di 5 Sekolah di Aceh.
53. Bantuan sektor pendidikan berupa bahan material untuk pembangunan ruang kelas MI Miftahul Ulum di Kec. Sui Raya Kab. Kubu Raya.
54. Bantuan sektor promosi bagi mitra binaan berupa mengikutsertakan 1 orang mitra binaan Kantor Cabang
43. Assistance for health improvement in the form of free medication and cataract surgery for 32 people at Kec. Pantai Labu & Kec. Beringin, Kab. Deli Serdang.
44. Assistance for health improvement in the form of mass circumcise for 61 children at area of Sultan Syarif Kasim II Airport.
45. Assistance for health improvement in the form of free medication for 382 people at area of Depati Amir Airport.
46. Promotional assistance for assisted partners by participating in Indonesia Creative Week 2016 Exhibition at Osaka, Japan, on August 23-30, 2016 involving 1 assisted partner of Husein Sastranegara Branch and 1 assisted partner of Halim Perdanakusuma Branch.
47. Assistance for health improvement in the form of cleft lip surgery participated by 13 children held at CLEFT Center at Jl. Sekeloa Selatan No.1, Bandung cooperating with Yayasan Pembina Penderita Celah Bibir dan Langit-langit (A Cleft lip and palate foundation).
48. Promotional assistance for assisted partners by participating in Gebyar PON Jabar XIX 2016 Exhibition at Jalak Harupat Stadium held on September 17-29, 2016 involving 2 assisted partners of Husein Sastranegara Branch.
49. Promotional assistance for assisted partners by participating in Indonesia Fashion & Craft 2016 Exhibition at JCC, Jakarta on September 21-25, 2016 involving 3 assisted partners of Husein Sastranegara Branch.
50. Assistance for natural disaster victims in the form of sarong, equipment for MCK (place for bathing, washing, lavatory), sanitary napkin and baby diapers for flood victims in Kab. Garut.
51. Poverty alleviation assistance in the form of renovation of 3 houses of veterans in Aceh.
52. Educational/training assistance by engaging 28 students from Aceh to Gorontalo in Program Siswa Mengenal Nusantara, providing working capital assistance and training for 4 ex athletes in Aceh, provision of training to 5 prisoners in Jail Class II Banda Aceh, Program BUMN Mengajar (SOEs Teaching Program), and Mass Movie Screening held at 5 Schools in Aceh.
53. Educational assistance in the form of materials for the development of classroom of MI Miftahul Ulum at Kec. Sui Raya, Kab. Kubu Raya.
54. Promotional assistance for assisted partners by engaging 1 assisted partner of Supadio Branch Office in Sail Karimata

Supadio dalam Pameran Sail Karimata Expo 2016 di Sukadana Kab. Kayong Utara pada tanggal 12-15 Oktober 2016.

55. Bantuan sektor sarana umum berupa sarana untuk pengolahan sisa hasil pertanian dalam bentuk 5 bangunan dan 5 unit mesin pupuk kompos di Kec. Beringin, Deli Serdang.
56. Bantuan sektor sarana kesehatan berupa bahan material untuk pembangunan IGD di Puskesmas Aras Kabu, Deli Serdang.
57. Bantuan sektor sarana pendidikan berupa bahan material untuk pembangunan 3 RKB, toilet dan meubeler di SMPN 1 Beringin Kec. Beringin, Deli Serdang.
58. Bantuan sektor sarana pendidikan berupa bahan material untuk pembangunan Gedung PAUD Hati Bunda di Desa Sidourip, Deli Serdang.
59. Bantuan sektor sarana pendidikan berupa bantuan 1 set alat marching band untuk SMKN 1 Kec. Beringin, Deli Serdang.
60. Bantuan sektor pelatihan bagi mitra binaan berupa mengikutsertakan 20 mitra binaan dalam Pelatihan Gebyar UMKM Indonesia 2016 pada tanggal 20 Oktober 2016.
61. Bantuan sektor sarana pendidikan berupa bahan material untuk pembangunan ruang laboratorium di SMK Puragabaya di Jl. H. Yasin No. 59 Terusan Pasteur, Bandung.
62. Bantuan sektor sarana kesehatan berupa bahan material untuk pembangunan Posyandu Mawar Mekar di RW. 06 Bojongkoneng Kel. Cempaka Kec. Andir, Bandung.
63. Bantuan sektor bencana alam angin kencang di Desa Kayee Kunyet Kec. Blang Bintang berupa paket sembako (beras, minyak goreng, gula pasir, telur ayam, sarden, mie instan), selimut dan kasur lipat.
64. Bantuan sektor sarana ibadah berupa bahan material untuk pembangunan mushola di Madrasah Aliyah Negeri 3 Jl. Marene Kel. Eka Jaya, Kec. Pall Merah, Jambi.
65. Bantuan sektor sarana pendidikan berupa bahan material untuk pembangunan 2 ruang kelas di MTS Al-Hidayah Jl. Talang Kerinci RT14/05 Kec. Sungai Gelam, Kab. Muaro Jambi.
66. Bantuan sektor sarana pendidikan berupa bahan material untuk pembangunan 1 ruang kelas di MTS Tarbiyah Islamiyah Jl. Dr. Sumbiyono No. 2 RT. 11 Kel. Jelutung Kec. Jelutung, Jambi.
67. Bantuan sektor sarana umum berupa bahan material untuk pembangunan toilet 5 pintu dan tempat wudhu di Madrasah Ibtidaiyah Negeri Model di Jl. Aditya Warman Thehok Kec. Jambi Selatan, Jambi.

Expo 2016 Exhibition in Sukadana, Kab. Kayong Utara on October 12-15, 2016.

55. Public facilities assistance in the form of facility to manage the remaining of farming process in the form of 5 buildings and 5 units of compost fertilizer machine in Kec. Beringin, Deli Serdang.
56. Health facilities assistance in the form of materials for IGD Development in Puskesmas Aras Kabu, Deli Serdang.
57. Educational facilities assistance in the form of materials for the development of 3 RKB, toilets, and furniture in SMPN 1 Beringin, Kec. Beringin, Deli Serdang.
58. Educational facilities assistance in the form of materials for the development of PAUD Hati Bunda Building in Sidourip Village, Deli Serdang.
59. Educational facilities assistance in the form of 1 set of marching band equipment for SMKN 1, Kec. Beringin, Deli Serdang.
60. Training for assisted partners by engaging 20 assisted partners in Gebyar UMKM Indonesia 2016 Training on October 20, 2016.
61. Educational facilities assistance in the form of materials for the development of laboratory room in SMK Puragabaya at Jl. H. Yasin No.59, Terusan Pasteur, Bandung.
62. Health facilities assistance in the form of materials for the development of Posyandu Mawar Mekar in RW 06, Bojongkoneng, Kel. Cempaka, Kec. Andir, Bandung.
63. Assistance for gale victims in Kayee Kunyet Village, Kec. Blang Bintang, in the form of sembako package (rice, cooking oil, sugar, chicken egg, sardine, instant noodle), blankets, and folding mattress.
64. Religious facilities assistance in the form of materials for the development of mushola in Madrasah Aliyah Negeri 3 at Jl. Marene, Kel. Eka Jaya, Kec. Pall Merah, Jambi.
65. Educational facilities assistance in the form of materials for the development of 2 classrooms in MTS Al-Hidayah at Jl. Talang Kerinci, RT14/05, Kec. Sungai Gelam, Kab. Muaro Jambi.
66. Educational facilities assistance in the form of materials for the development of 1 classroom in MTS Tarbiyah Islamiyah at Jl. Dr. Sumbiyono No.2, RT 11, Kel. Jelutung, Kec. Jelutung, Jambi.
67. Public facilities assistance in the form of materials for the development of 5-door toilet and ablution place in Madrasah Ibtidaiyah Negeri Model at Jl. Aditya Warman Thehok, Kec. Jambi Selatan, Jambi.

68. Bantuan sektor sarana umum berupa 2 Jembatan penghubung Desa Ciasihan – Desa Ciasmara, Desa Ciasmara – Desa Purwabakti di kec. Pamijahan, Kab. Bogor.
69. Bantuan sektor sarana kesehatan berupa 5 unit Mobil PMI untuk wilayah Jakarta Pusat, Jakarta Barat, Jakarta Timur, Kota Palembang dan Kota Tangerang.
70. Bantuan sektor promosi bagi mitra binaan berupa mengikutsertakan 4 orang mitra binaan Kantor Cabang Soekarno Hatta, Halim Perdanakusuma, SMB II, dan Husein dalam Pameran Gelar Produk Koperasi dan UMKM Indonesia 2016 di Batam Mall center pada tanggal 11-14 November 2016.
71. Bantuan sektor sarana umum berupa pengadaan 5 Unit motor pengangkut sampah di Kota Tanjung Pinang.
72. Bantuan sektor sarana pendidikan berupa pembangunan Ruang Kelas MI Miftahul Ulum Kec. Sui Raya, Kab. Kubu Raya.
73. Bantuan sektor sarana pendidikan berupa pembangunan ruang laboratorium di SMK Puragabaya, terusan Pasteur Kota Bandung.
74. Bantuan sektor sarana pendidikan berupa pembangunan Posyandu Mawar Mekar di RW. 06 Bojongkoneng, Kel. Campaka, Kec. Nadir Kota Bandung.
75. Bantuan sektor sarana ibadah berupa pembangunan Musholla SDN 21, SDN 27 di Batang Anai, Padang Pariaman.
76. Bantuan sektor sarana pendidikan berupa pembangunan PAUD Abdurrahman di Bumi Lareh Permai, Kota Padang.
77. Bantuan sektor sarana umum berupa becak motor sampah di Kel. Lubuk Buaya Kota Padang.
78. Bantuan sektor sarana pendidikan berupa pembangunan ruang inklusi SMA 54 di Rawa Bunga, Jakarta Timur.
79. Bantuan sektor sarana ibadah berupa pembangunan musholla Kec. Makassar, Jakarta Timur.
80. Bantuan sektor sarana umum berupa pembangunan gedung SKKT di Pinang Ranti, Jakarta Timur.
81. Bantuan sektor sarana kesehatan berupa pengobatan dan pemeriksaan kesehatan dokter spesialis penyakit dalam, anak dan kandungan di Poliklinik PT. Angkasa Pura II Palembang.
82. Bantuan sektor sarana umum berupa 4 unit motor sampah di kec. Pangkalan Baru dan Bukit Intan, Pangkal Pinang.
68. Public facilities assistance in the form of 2 bridges between Ciasihan Village – Ciasmara Village, Ciasmara Village – Purwabakti Village in Kec. Pamijahan, Kab. Bogor.
69. Health facility assistance in the form of 5 units of PMI Car for Central Jakarta, West Jakarta, East Jakarta, Palembang, and Tangerang.
70. Promotional assistance for assisted partners by engaging 4 assisted partners of Soekarno Hatta Branch Office, Halim Perdanakusuma, SMB II, and Husein in Gelar Produk Koperasi dan UMKM Indonesia 2016 Exhibition at Batam Mall center on November 11-14, 2016.
71. Public facilities assistance in the form of procurement of 5 units of garbage-transporting motor vehicle in Tanjung Pinang.
72. Educational facilities assistance in the form of the development of Classroom in MI Miftahul Ulum, Kec. Sui Raya, Kab. Kubu Raya.
73. Educational facilities assistance in the form of the development of laboratory room in SMK Puragabaya, terusan Pasteur, Bandung.
74. Educational facilities assistance in the form of the development of Posyandu Mawar Mekar in RW 06, Bojongkoneng Kel. Campaka, Kec. Nadir, Bandung.
75. Religious facilities assistance in the form of the development of Musholla of SDN 21, SDN 27, in Batang Anai, Padang Pariaman.
76. Educational facilities assistance in the form of the development of PAUD Abdurrahman in Bumi Lareh Permai, Padang.
77. Public facilities assistance in the form of motor pedicab to transport garbage in Kel. Lubuk Buaya, Padang.
78. Educational facilities assistance in the form of the development of inclusion room of SMA 54 in Rawa Bunga, East Jakarta.
79. Religious facilities assistance in the form of the development of musholla in Kec. Makassar, East Jakarta.
80. Public facilities assistance in the form of the development of SKKT building in Pinang Ranti, East Jakarta.
81. Health facilities assistance in the form of medication and medical check-up by doctor specializing in internal medicine, pediatric, and pregnancy at Policlinic PT Angkasa Pura II, Palembang.
82. Public facilities assistance in the form of 4 units of motor vehicle for transporting garbage in Kec. Pangkalan Baru and Bukit Intan, Pangkal Pinang.

83. Bantuan sektor sarana kesehatan berupa bahan material untuk pembangunan Posyandu Ratu Daha di Perumahan Ratu Daha RT.45 Kel. Talang Bakung Kec. Pall Merah, Kota Jambi.
84. Bantuan sektor sarana umum berupa bahan material untuk pembangunan Gedung Serba Guna KUA Kec. Blang Bintang, Aceh.
85. Bantuan sektor sarana pendidikan berupa bahan material untuk pembangunan Gedung Pustaka SMA Bina Bangsa, Blang Bintang, Aceh.
86. Bantuan sektor sarana pendidikan berupa bahan material untuk pembangunan TPQ/ DTA RKB Al Furqon, Kota Pekanbaru.
87. Bantuan sektor sarana kesehatan berupa bahan material untuk pembangunan Posyandu dan Gedung Serba Guna RW 15, Kota Pekanbaru.
88. Bantuan sektor sarana pendidikan berupa bahan material untuk pembangunan 1 ruang perpustakaan di Perguruan Islam AT Taqwa, Jl. KH. Mukmin RT 05/09 Kel. Belendung, Kec. Benda Kota Tangerang.
89. Bantuan sektor sarana pendidikan berupa bahan material untuk pembangunan 1 Ruang Kelas SMK Putra Rifara di Jl. Raya Bojong Renged Kec. Teluk Naga Kab. Tangerang.
90. Bantuan sektor sarana pendidikan berupa bahan material untuk pembangunan 1 tempat wudhu di SMA 2 Kota Tangerang Jl. Taman Makam Pahlawan Taruna Kota Tangerang.
91. Bantuan sektor sarana pendidikan berupa 1 unit speaker aktif, 58 unit kursi siswa, 58 unit meja siswa untuk PAUD An Najam di Jl. Raya Kali Baru Gang Anggrek RT 03 RW 03, Desa Kalibaru Kec. Pakuhaji Kab. Tangerang.
92. Bantuan sektor sarana kesehatan berupa 1.048 buah (kacamata baca, tas sekolah ransel, buku tulis, alat tulis) untuk acara bakti social dalam rangka hari kesehatan nasional ke 52 bagi anak SD se Kota Tangerang, Banten.
93. Bantuan sektor sarana promosi bagi mitra binaan berupa mengikutsertakan 2 mitra cab Soekarno Hatta dalam Pameran Banten Expo tanggal 13-17 November 2016 di Alun-alun Barat Kota Serang Banten.
94. Bantuan sektor sarana pendidikan berupa 19 unit mobil perpustakaan keliling untuk Badan Perpustakaan dan Arsip Daerah di seluruh Wilayah Kantor Cabang PT. Angkasa Pura II (Persero).
95. Bantuan sektor sarana kesehatan berupa 8 unit mobil puskesmas keliling di Wilayah Banten dan Jakarta Barat.
96. Bantuan sektor bencana alam banjir berupa 3 unit perahu karet di wilayah Kec. Makassar, Jakarta Timur.
83. Health facilities assistance in the form of materials for the development of Posyandu Ratu Daha at Perumahan Ratu Daha, RT 45, Kel. Talang Bakung, Kec. Pall Merah, Jambi.
84. Public facilities assistance in the form of materials for the development of KUA Multipurpose Building at Kec. Blang Bintang, Aceh.
85. Educational facilities assistance in the form of materials for the development of Library of SMA Bina Bangsa, Blang Bintang, Aceh.
86. Educational facilities assistance in the form of materials for the development of TPQ/DTA RKB Al Furqon, Pekanbaru.
87. Health facilities assistance in the form of materials for the development of Posyandu and Multipurpose Building of RW 15, Pekanbaru.
88. Educational facilities assistance in the form of materials for the development of 1 library in Islamic College of AT Taqwa, Jl. KH. Mukmin Rt 05/09, Kel. Belendung, Kec. Benda, Tangerang.
89. Educational facilities assistance in the form of materials for the development of 1 Classroom of SMK Putra Rifara at Jl. Raya Bojong Renged, Kec. Teluk Naga, Kab. Tangerang.
90. Educational facilities assistance in the form of materials for the development of 1 ablution place in SMA 2 Kota Tangerang, Jl. Taman Makam Pahlawan Taruna, Tangerang.
91. Educational facilities assistance in the form of 1 unit of active speaker, 58 units of chairs, 58 units of tables for PAUD An Najam at Jl. Raya Kali Baru Gang Anggrek, RT 03, RW 03, Desa Kalibaru, Kec. Pakuhaji, Kab. Tangerang.
92. Health facilities assistance in the form of 1,048 units of eyeglasses, backpacks, notebooks, stationery for social service in commemoration of the 52nd national health day for elementary school in Tangerang, Banten.
93. Promotional facilities assistance for assisted partners by engaging 2 partners of Soekarno Hatta branch in Banten Expo Exhibition on November 13-17, 2016 at the Western Square of Serang Banten.
94. Educational facilities assistance in the form of 19 units of mobile library for Library and Regional Archives in all Branch Offices of PT Angkasa Pura II (Persero).
95. Health facilities assistance in the form of 8 units of mobile puskesmas (community health center) in Banten and West Jakarta areas.
96. Assistance for flood victims in the form of 3 units of inflatable boats in Kec. Makassar, East Jakarta.

97. Bantuan sektor sarana kesehatan berupa bahan material untuk pembangunan Posyandu Sugiwaras di Wilayah Talang Jambe, Palembang.
98. Bantuan sektor pendidikan berupa pemasangan konblok halaman Sekolah Dasar Negeri 145 dan 143 Palembang dan pembangunan toilet 9 pintu di 2 lokasi untuk SMP Pesantren Modern Palembang.
99. Bantuan sektor sarana kesehatan berupa bahan material untuk pembangunan Posyandu Syapakalloh di Jl. Sei Carang Kp. Sei Carang RT.03/RW.05 Kel. Air Raja, Kec. Air Raja, Tanjung Pinang.
100. Bantuan sektor sarana umum berupa bahan material untuk pembangunan Balai Warga "KERAPATAN BILAL ABU" di Komp. Taman Harapan Indah IV RT.03/RW.11 Kel. Air Raja, Tanjung Pinang dan pembangunan Gedung Serbaguna "ANUGERAH KENCANA PURA" Di Jl. Sriaton Kp. Purwodadi RT.02/RW.07 Kel. Pinang Kencana, Tanjung Pinang.
101. Bantuan sektor sarana pendidikan berupa bahan material untuk pembangunan toilet di 3 lokasi @ 5 pintu di Sekolah SMA Kec. Kuto Baro, Aceh.
102. Bantuan sektor sarana umum berupa bahan material untuk pembangunan 2 unit MCK di Desa Mesu Timur dan Camai Induk, Pangkal pinang, pembangunan toilet dan air bersih untuk Yayasan Penyandang Anak Cacat dan pembangunan Gedung Serbaguna di Wilayah Serambi Sul, Pangkal Pinang.
103. Bantuan sektor sarana umum berupa bahan material untuk pembangunan 3 kelas ruang TK Mekati di Kec. Pangkalan Baru, Pangkal Pinang.

97. Health facilities assistance in the form of materials for the development of Posyandu Sugiwaras in Talang Jambe area, Palembang.
98. Educational assistance in the form of installation of conblock on yard in Elementary School 145 and 143, Palembang and the development of 9-door toilet in 2 locations for SMP Pesantren Modern Palembang.
99. Educational facilities assistance in the form of materials for the development of Posyandu Syapakalloh at Jl. Sei Carang, Kp. Sei Carang, RT.03/RW.05, Kel. Air Raja, Kec. Air Raja, Tanjung Pinang.
100. Public facilities assistance in the form of materials for the development of Community Hall "KERAPATAN BILAL ABU" in Komp. Taman Harapan Indah IV, RT.03/RW.11, Kel. Air Raja, Tanjung Pinang and development of Multipurpose Building "ANUGERAH KENCANA PURA" at Jl. Sriaton, Kp. Purwodadi, RT.02/RW.07, Kel. Pinang Kencana, Tanjung Pinang.
101. Educational facilities assistance in the form of materials for the development of toilets in 3 locations @ 5 doors in SMA School, Kec. Kuto Baro, Aceh.
102. Public facilities assistance in the form of materials for the development of 2 units of MCK in Mesu Timur Village and Camai Induk, Pangkal Pinang, development of toilet and clean water for Yayasan Penyandang Anak Cacat and development of Multipurpose Building in Serambi Sul area, Pangkal Pinang.
103. Public facilities assistance in the form of materials for the development of 3 classrooms for TK Mekati in Kec. Pangkalan Baru, Pangkal Pinang.

KEGIATAN BINA LINGKUNGAN PADA TAHUN 2016

Pembangunan Bina Lingkungan Monumental Sepanjang 2016

No	Wilayah Pembangunan Dan Bina Lingkungan Monumental / Development Area and Monumental Community Development	Nilai Pekerjaan / Value
1	KANTOR PUSAT / HEAD OFFICE	
	a. Pembangunan Ruang Kantor dan Perpustakaan SDN Bugel, Serang / Development of Office Room and Library of SDN Bugel, Serang	Rp. 310.000.000
	b. Penataan Area Lahan Padepokan dan MCK Masjid Agung Banten Lama / Arrangement of Area of Hermitage and MCK of Banten Lama Great Mosque	Rp. 412.917.000
	c. Pembangunan MI Al Islahudiniyah - Kota Tangerang / Development of MI Al Islahudiniyah - Tangerang City	Rp. 494.000.000
	d. Pembangunan MI Ponpes Raudlatul Ulum / Development of MI Ponpes Raudiatal Ulum	Rp. 480.000.000
	e. Pengadaan 19 Mobil Perpustakaan Keliling untuk seluruh kantor cabang / Procurement of 19 Mobile Library Cars for all branch offices	Rp. 7.603.067.000
	f. Pengadaan 9 Unit Mobil Ambulance sebagai Puskesmas Keliling / Procurement of 9 Ambulances as Mobile Puskesmas	Rp. 2.625.975.000
	g. Bantuan 1 ambulance dan 50 kursi roda ke Yayasan Daarut Tauhid / Donation of 1 ambulance and 50 wheelchairs to Yayasan Daarut Tauhid	Rp. 339.275.000
	h. 19 Mobil Perpustakaan Keliling / 19 Mobile Library Cars	Rp 7.470.067.000,-

COMMUNITY DEVELOPMENT ACTIVITIES IN 2016

Monumental Development of Community Development in 2016

No	Wilayah Pembangunan Dan Bina Lingkungan Monumental / Development Area and Monumental Community Development	Nilai Pekerjaan / Value
2	SOEKARNO HATTA	
	a. Pembangunan 1 ruang Gd. Perpustakaan Yay. Perguruan Islam At-Taqwa / Development of 1 Library in Yayasan Perguruan Islam At-Taqwa	Rp. 241.000.000
	b. Pembangunan 1 Ruang Kelas SMK Putra Rifara / Development of 1 Classroom in SMK Putra Rifara	Rp. 241.000.000
	c. Pembangunan tempat wudhu di SMAN 2 Kota Tangerang / Development of ablution in SMAN 2 Kota Tangerang	Rp. 165.000.000
3	HALIM PERDANAKUSUMA	
	a. Pembangunan 1 ruang kelas SMA 54 (Tidak termasuk isi kelas) / Development of 1 classroom in SMA 54 (furniture excluded)	Rp. 280.000.000
	Pengecoran Atap: 8m x 9m / Roof Casting: 8m x 9m	
	b. Revitalisasi Gedung Sasana Krida Karang Taruna / Revitalization of Sasana Krida Karang Taruna Building	Rp. 235.000.000
	c. Renovasi mushola Baiturahim / Renovation of mushola Baiturahim	Rp. 217.000.000
4	SULTAN MAHMUD BADARUDDIN II	
	a. Renovasi toilet pesantren modern SMB II Palembang (2 Lokasi) / Renovation of toilet in pesantren modern SMB II Palembang (2 locations)	Rp. 88.938.000
	(renovasi atap, pintu, lantai, instalasi listrik & air, pengecatan tembok) / (renovation of roof, floor, water & electrical installation, wall painting)	
	b. Pemasangan Conblock SDN 143 / Conblock installation in SDN 143	Rp. 140.930.000
	Ukuran jalan arah kantor: / Size of road to office	
	(2 m x 70 m)+(3 m x 6 m)	
	c. Pemasangan Conblock SDN 145 / Conblock installation in SDN 145	Rp. 106.490.000.
	d. Pembangunan posyandu Sugiwaras Talang Jambe Palembang / Development of posyandu Sugiwaras Talang Jambe Palembang	Rp. 108.880.000
5	SUPADIO	
	Pembangunan Ruang kelas Madrasah Ibtidaiyah Miftahul Ulum / Development of Classroom in Madrasah Ibtidaiyah Miftahul Ulum	Rp. 396.670.000
6	KUALANAMU	
	a. Pembangunan 5 Unit Rumah Pengolahan kompos, termasuk pengadaan 5 unit peralatan rumah kompos. / Development of 5 Compost Management Houses, including the procurement of 5 compost house equipment	Rp. 441.385.000
	b. Pembuatan fasilitas air bersih / Development of clean water facilities	Rp. 8300.431,6
	c. Pembangunan 3 (tiga) ruang kelas baru + toilet & mebel air / Development of 3 new classrooms + toilet & water furniture	Rp. 474.466,818
	d. Pembangunan 1 unit Gedung Paud Hati Bunda / Development of 1 Building of Paud Hati Bunda	Rp. 443.371,613
	e. Pembangunan Gedung IGD Puskesmas Aras Kabu / Development of IGD of Puskesmas Aras Kabu	Rp. 295.410,833
7	BANDARA INT' MINANGKABAU	
	a. Renovasi Ruang Belajar, Toilet, Tempat Berwudhu & R. Sholat / Renovation of Studying Room, Toilet, Ablution Place & Praying Room	Rp. 168.400.000
	b. Pembangunan Mushalla SDN 21 Batang Anai / Development of Mushalla in SDN 21 Batang Anai	Rp. 169.660.000
	c. Pembangunan Mushalla SDN 27 Batang Anai / Development of Mushalla in SDN 27 Batang Anai	
8	SULTAN SYARIF KASIM II	
	a. Pembangunan 3 ruang kelas di Lantai 2 TPQ/DTA Al-furqon termasuk pembuatan pondasi karena sebelumnya belum ada / Development of 3 classrooms on the 2nd floor of TPQ-DTA Al-furqon, including the development of foundation.	Rp. 328.440.000
	b. Renovasi Gedung Posyandu Gelatik RW .13 / Renovation of Posyandu Gelatik RW 13	Rp. 105.910.000
9	HUSEIN SASTRANEGARA	
	a. Renovasi Posyandu Rw.06 menjadi 3 lantai / Renovation of Posyandu RW.06 to become 3 floors	Rp. 337.144.339
	b. Pembangunan 2 Ruang Laboratorium di Lantai 2, SMK Puragabaya / Development of 2 Laboratories on the 2nd floor, SMK Puragabaya	Rp. 423.684.615
10	SULTAN ISKANDAR MUDA	
	a. Pembangunan 1 unit Gedung Perpustakaan SMA Bina Bangsa / Development of 1 Library in SMA Bina Bangsa	Rp.245.056.000
	b. Pembangunan 1 unit Gedung Serbaguna KUA Blang Bintang / Development of 1 Multipurpose building for KUA Blang Bintang	Rp. 223.316.000

No	Wilayah Pembangunan Dan Bina Lingkungan Monumental / Development Area and Monumental Community Development	Nilai Pekerjaan / Value
	c. Pembangunan 1 unit Toilet di 3 sekolah / Development of 1 toilet in 3 schools	Rp. 249.909.000
11	DEPATI AMIR	
	a. Pembangunan 3 Ruang Kelas TK Melati / Development of 3 Classrooms in TK Melati	Rp. 291.603.000
	b. Renovasi 1 unit Toilet Sekolah / Renovation of 1 School Toilet	Rp. 29.700.000
	c. Pembangunan 2 unit MCK Desa Air Mesu / Development of 2 MCKs in Air Mesu Village	Rp. 188.108.000
12	SULTAN THAHA	
	a. Pembangunan Posyandu / Development of Posyandu	Rp. 103.726.000
	b. Pembangunan 2 (dua) rung kelas MTS Al-Hidayah / Development of 2 classrooms in MTS Al-Hidayah	Rp. 256.971.000
	c. Pembangunan 1 (satu) rung kelas MI Tarbiyah Islamiyah / Development of 1 classroom in MI Tarbiyah Islamiyah	Rp. 274.208.000
	d. Pembangunan Mushola / Development of Mushola	Rp. 382.053.000
	e. Pembangunan Toilet / Development of Toilet	Rp. 102.493.000

Uraian Kegiatan PKBL Tahun 2017

1. Kerjasama penyaluran dengan PT. Bahana Artha Ventura Tahap I 2016 senilai Rp. 12.000.000.000
2. Kerjasama penyaluran dengan PT. Bahana Artha Ventura Tahap II 2016 senilai Rp. 14.000.000.000
3. Kerjasama penyaluran dengan PT. Bahana Artha Ventura Tahap III 2016 senilai Rp. 9.000.000.000
4. Penyaluran tahap III Cab. KNO Senilai Rp. 310.000.000
5. Penyaluran tahap III Cab. BSH Senilai Rp. 1.300.000.000
6. Penyaluran tahap III Cab. SIM Senilai Rp. 575.000.000
7. Pameran Inacraft 2016
8. Pameran Osaka Week 2016
9. Program BUMN hadir untuk negeri tahun 2016 "JALAN SEHAT 5 KM"
10. Program BUMN Hadir untuk negeri tahun 2016 "PENYEDIAAN AIR BERSIH"

Tingkat Efektifitas Penyaluran Program Bina Lingkungan

Sesuai dengan arahan Risalah Rapat Pembahasan Laporan Tahunan Program Kemitraan dan Bina Lingkungan Tahun 2015 PT Angkasa Pura II (Persero) No: RIS-86/D7.MBU.3/05/2016 tanggal 20 April 2016 disebutkan bahwa dalam realisasi di tahun 2016 secara efektif menyalurkan Program Bina Lingkungan minimal 80 % dari dana tersedia.

Tingkat Efektifitas pemanfaatan dana Program Bina Lingkungan sampai dengan Desember 2016 adalah sebagai berikut :

Description of PKBL Activities in 2017

1. Cooperation of distribution with PT. Bahana Artha Ventura Phase I 2016 amounted to Rp12,000,000,000
2. Cooperation of distribution with PT. Bahana Artha Ventura Phase II 2016 amounted to Rp14,000,000,000
3. Cooperation of distribution with PT. Bahana Artha Ventura Phase III 2016 amounted to Rp9,000,000,000
4. Phase III distribution of KNO Branch amounted to Rp310,000,000
5. Phase III distribution of BSH Branch amounted to Rp1,300,000,000
6. Phase III distribution of SIM Branch amounted to Rp575,000,000
7. Inacraft 2016 Exhibition
8. Osaka Week 2016 Exhibition
9. BUMN Hadir untuk Negeri Program in 2016 "JALAN SEHAT 5 KM"
10. BUMN Hadir untuk Negeri Program in 2016 "PENYEDIAAN AIR BERSIH"

Effectiveness of the Distribution of Community Development Program

Pursuant to the Minutes of Meeting of Discussion on Annual Report of Partnership and Community Development Program in 2015 of PT Angkasa Pura II (Persero) No: RIS-86/D7.MBU.3/05/2016 dated April 20, 2016, realization in 2016 was effective in distributing the Community Development Program at minimum of 80% available funds.

The level of effectiveness of the utilization of Community Development Program funds as of December 2016 was as follows:

DANA TERSEDIA / FUND AVAILABLE	
Saldo awal / Beginning Balance	46,379,902,194.29
Alokasi Laba Perusahaan / Allocation of Company Profit	-
Pend. Jasa giro / Current account Service income	1,773,744,828.05
Pendapatan lain-lain / Other income	2,196,379,539.25
Pengembalian Persekot / Down Payment return	5,786,997,003.00
JUMLAH DANA TERSEDIA / TOTAL FUND AVAILABLE	56,137,023,564.59
DANA YANG DISALURKAN / DISBURSED FUND	
Penyaluran pinjaman / Loan disbursement	33,262,551,392.30
Persekot / Down payment	5,786,997,003.00
Pembayaran Hutang Jangka Pendek / Short-term debt payment	-
JUMLAH DANA YANG DISALURKAN / TOTAL FUND DISBURSED	39,049,548,395.30

Perhitungan tingkat efektifitas pemanfaatan dana sampai dengan Desember 2016 untuk Program Bina Lingkungan adalah sebagai berikut:

$$\frac{\text{Jumlah dana yang disalurkan / Total fund disbursed}}{\text{Jumlah dana yang tersedia / Total fund available}} \times 100\%$$

The calculation of the effectiveness of the funds utilization as of December 2016 for Community Development Program is as follows:

$$\frac{39,049,548,395.30}{56,137,023,564.59} \times 100\% = 69.56\%$$

Pada bulan Desember 2016 Dana Yang Tersedia untuk program bina lingkungan sebesar Rp. 56.137.023.564,59 dan Dana Yang Disalurkan sebesar Rp. 39.049.548.395,30.

As of December 2016, funds available for community development program amounted to Rp56,137,023,564.59 and distributed funds amounted to Rp39,049,548,395.30.

Dengan demikian Tingkat Efektifitas Penyaluran sampai dengan bulan Desember 2016 sebesar 69,56 %. Perhitungan tingkat efektifitas adalah merupakan hasil pembagian dari Dana Yang Disalurkan (Rp. 39,05 Miliar) dengan Dana Yang Tersedia (Rp. 56,14 Miliar) dikalikan 100 %.

Therefore, the level of effectiveness of distribution as of December 2016 amounted to 69.56%. The calculation of the level of effectiveness is the result of division between distributed funds (Rp39.05 billion) and available funds (Rp56.14 billion) times 100%.

Pencapaian Target Rencana Kerja Anggaran

1. Untuk Penerimaan Sumber Dana sampai dengan Desember 2016 belum mencapai target RKA sebesar Rp. 50.350.026.561,59 atau 36,61 % di bawah anggaran Rp. 79.423.039.127,10.
2. Untuk Penyaluran Bantuan Program Bina Lingkungan sampai dengan Desember 2016 belum mencapai target RKA sebesar Rp. 33.262.551.392,30 atau 16,50 % di bawah anggaran sebesar Rp. 39.833.500.000,00.

Achievement of Budget Work Plan Target

1. Receipt of Source of Fund as of December 2016 has not reached the RKA target amounted to Rp50,350,026,561.59 or 36.61% below the budget amounted to Rp79,423,039,127.10.
2. Distribution of Community Development Program as of December 2016 has not reached the RKA target amounted to Rp33,262,551,392.30 or 16.50% below the budget amounted to Rp39,833,500,000.00.

Rencana Anggaran Program Bina Lingkungan Tahun 2017

1. Usulan Alokasi Laba Perusahaan
Rencana anggaran alokasi dana Perusahaan untuk Program Bina Lingkungan tahun 2016 adalah sebesar Rp. 10.982.940.678,92 yaitu 0,64 % dari laba setelah pajak.

Budget Plan of Community Development Program in 2017

1. Proposal of the Company's Profit Allocation
Fund allocation budget plan of the Company for Community Development Program in 2016 amounted to Rp10,982,940,678.92, namely 0.64% of profit after tax.

2. Rencana Penyaluran

Rencana penyaluran Program Bina Lingkungan adalah sebesar Rp. 21.305.000.000,00 dengan rincian rencana Penyaluran Program Bina Lingkungan sebagai berikut :

Sektor Usaha / Business Sectors	Jumlah Mitra / Total
Bantuan Bencana Alam / Donation for Natural Disaster Victims	2,000,000,000.00
Bantuan Pendidikan dan Pelatihan / Donation for Education/training	7,000,000,000.00
Bantuan Peningkatan Kesehatan / Donation for Health Improvement	5,087,500,000.00
Bantuan Pengembangan Sarana dan atau Sarana Umum / Donation for Development of public facilities	11,030,000,000.00
Bantuan Sarana Ibadah / Donation for Places for worship development	3,671,000,000.00
Bantuan Pelestarian Alam / Donation for Environmental Preservation	1,045,000,000.00
Pengentasan Kemiskinan / Donation for Poverty Alleviation	6,000,000,000.00
Bantuan Pendidikan/Pelatihan dan Promosi untuk mitra binaan / Donation for Education/ Training and Development Partner Promotion	4,000,000,000.00
JUMLAH PENYALURAN BINA LINGKUNGAN / TOTAL COMMUNITY DEVELOPMENT PROGRAM DISTRIBUTION	39,833,500,000.00

3. Biaya Operasional

Rencana anggaran biaya operasional Program Bina Lingkungan untuk tahun 2016 adalah sebesar Rp. 1.042.304.000,00.

Anggaran biaya operasional menjadi beban BUMN Pembina karena adanya Surat Keputusan Menteri BUMN Nomor : PER-09/MBU/07/2015 Tanggal 03 Juli 2015 tentang Program Kemitraan BUMN Dengan Usaha Kecil dan Program Bina Lingkungan yang menyatakan bahwa beban operasional Program Kemitraan dan Program Bina Lingkungan menjadi beban BUMN Pembina.

2. Distribution Plan

Community Development Program distribution plan amounted to Rp21,305,000,000.00 with details of plan of Community Development Program Distribution as follows:

3. Operational Cost

Budget plan of operational cost of Community Development Program for 2016 amounted to Rp1,042,304,000.00.

Operational cost budget becomes the expense of the Assisting SOEs due to the Decree of the Minister of SOEs No: PER-09/MBU/07/2015 dated July 03, 2015 on Partnership Program of SOEs with Small Enterprises and Community Development Program which states that the operational expense of Partnership Program and Community Development Program becomes the expense of the Assisting SOEs.

Masalah Penting Lainnya

Terhadap pinjaman Mitra Binaan yang tidak lancar dan telah diupayakan pemulihannya namun tidak terpulihkan sesuai peraturan dikelompokkan dalam Aktiva Lain-lain dengan pos Pinjaman Bermasalah. Lebih lanjut sesuai peraturan bahwa Tata Cara penghapusan buku pinjaman bermasalah akan ditetapkan oleh Menteri BUMN.

Berdasarkan posisi sampai saat ini masalah pinjaman bermasalah belum terselesaikan karena tata cara penghapusan bukunya belum ada tindak lanjut peraturannya, walau demikian terhadap pinjaman bermasalah tetap diupayakan penagihannya.

Pengakuan atau pembayaran pajak untuk pengadaan barang dan / jasa sampai saat ini belum diatur didalam Surat Keputusan Menteri Negara BUMN Nomor: PER-05/MBU/2007 tanggal 27 April 2007 tentang Program Kemitraan dan Bina Lingkungan

Other Important Issues

Assisted Partners of which the loan is bad and the recovery has been conducted, but somehow it was not recovered in accordance with the regulation is classified into Other Assets with Non Performing Loans item. Furthermore, in accordance with the regulation on the write off procedure for non performing loans will be determined by the Minister of SOEs.

Based on the recent position, non performing loans have not settled yet due to the unavailable regulations on write off procedure, however the non performing loans will still be collected.

Recognition or tax payment for procurement of products and services is currently not governed yet in the Decree of the Minister of SOEs No: PER-05/MBU/2007 dated April 27, 2007 on Partnership and Community Development Program

maupun Surat Keputusan Menteri BUMN Surat Keputusan Menteri BUMN Nomor : Surat Keputusan Menteri BUMN Nomor : PER-09/MBU/07/2015 Tanggal 03 Juli 2015 tentang Program Kemitraan BUMN Dengan Usaha Kecil dan Program Bina Lingkungan sehingga menyulitkan dalam memasukkan unsur pajak pada proses pengadaan barang dan / jasa.

Dalam pengelolaan PKBL tidak terlepas dari berbagai masalah. Permasalahan lebih banyak dijumpai pada pelaksanaan Program Kemitraan disbanding pada pelaksanaan Bina Lingkungan. Permasalahan tersebut meliputi kondisi atau keadaan pada Mitra Binaan yaitu pinjaman yang diterima oleh Mitra Binaan tidak dimanfaatkan sesuai dengan proposal yang diajukan, walaupun sebelum menerima penyaluran sudah dijelaskan penggunaan dana pinjaman hanya untuk keperluan usaha. Mitra Binaan pada umumnya juga enggan menyelenggarakan pembukuan walaupun sudah diberikan penjelasan saat pelatihan, dengan demikian Mitra Binaan kesulitan membuat laporan perkembangan usaha.

Kegiatan penagihan harus lebih intensif karena masih adanya anggapan yang melekat di pihak Mitra Binaan bahwa pinjaman yang diterima dianggap hibah dari Perusahaan milik negara sehingga dianggap tidak perlu dikembalikan. Masalah lain yang juga menjadi kendala adalah Mitra Binaan mulai kurang kooperatif dengan indikasi sulit ditemui saat dilakukan monitoring atau pihak keluarganya tidak mau membantu memberikan keterangan, nomor telepon yang biasa dihubungi berubah termasuk pindah alamat tanpa pemberitahuan.

TANGGUNG JAWAB SOSIAL PERUSAHAAN TERHADAP PELANGGAN

Angkasa Pura II menempatkan kepuasan pelanggan sebagai indikator pencapaian tertinggi pada jasa pelayanan yang Perusahaan berikan. Kepuasan pelanggan menjadi suatu hal yang sangat diperhatikan didasari keyakinan bahwa pelanggan atau pengguna jasa bandar udara adalah salah satu pemangku kepentingan yang memiliki peran sentral dalam menjamin keberlangsungan usaha.

Sebagai komitmen Perusahaan dalam menempatkan kepuasan pelanggan sebagai prioritas utama, Angkasa Pura II menerapkan tanggung jawab sosial terhadap pelanggan melalui strategi layanan terdepan, yakni memberikan jaminan keamanan dan keselamatan pelanggan, peningkatan kualitas layanan yang diberikan kepada pelanggan, meningkatkan kemudahan akses informasi dan layanan kebandarudaraan, serta menyediakan pusat pengaduan pelanggan.

and Decree of the Minister of SOE No: PER-09/MBU/07/2015 dated July 03, 2015 on Partnership Program of SOEs with Small Enterprises and Community Development Program, thus it is difficult for the Company to put the tax element in the procurement of products and services.

PKBL management is inseparable from problems. Problems are usually seen in the implementation of Partnership Program rather than the Community Development. The problems include the condition or situation of Assisted Partners. The loans received by them were not utilized in accordance with the proposal, although it has been explained that the funds are only for business purpose. Assisted Partners are also unwilling to make bookkeeping even though it has been explained in training. As the result, Assisted Partners have difficult time in preparing report on the business development.

Collection activity should be more intensive due to Assisted Partners' assumption that the received loans are grants from state owned company which do not need to be returned. Other problems are Assisted Partner who are not cooperative, difficult to meet when monitoring, or the family who do not want to provide information, changed telephone number, and moving out without prior notification.

CORPORATE SOCIAL RESPONSIBILITY TO CUSTOMERS

Angkasa Pura II places customer satisfaction as the highest achievement indicator on services provided by the Company. Customer satisfaction is one of the most concerned matters which is based on the belief that customers or users of airport is one of stakeholders who have central role in ensuring the business continuity.

As a commitment on placing customer satisfaction as the top priority, Angkasa Pura II implements social responsibility to customers through the foremost service strategy, namely providing customer safety and security guarantee, increasing the quality of service given to customers, improving the easiness of access to information and airport service, and providing customer complaint center.

Keamanan Dan Keselamatan Pelanggan

Berdasarkan Undang-Undang Nomor 1 Tahun 2009 tentang Penerbangan pasal 219 ayat (1) menyebutkan bahwa: "Setiap badan usaha bandar udara atau unit penyelenggara bandar udara wajib menyediakan fasilitas bandar udara yang memenuhi persyaratan keselamatan dan keamanan penerbangan, serta pelayanan jasa bandar udara sesuai dengan standar pelayanan yang ditetapkan". Dalam penyediaan fasilitas keamanan yang sesuai dengan regulasi perundang-undangan yang berlaku, Angkasa Pura II melakukan analisa kebutuhan dengan mempertimbangkan efektifitas peralatan, klasifikasi bandar udara dan tingkat ancaman atau gangguan yang ada.

Angkasa Pura berkewajiban dan bertanggung jawab atas pemberian jaminan penerapan system keamanan terbaik kepada seluruh pengguna jasa di bandar udara. Adapun sistem keamanan di bandar udara adalah :

1. Screening (Pemeriksaan orang, barang dan kendaraan)
2. Access control/perimeter protection
3. Surveillance (Pengawasan dan Patroli)
4. Protection against infiltration (melalui koordinasi dan informasi dari pihak eksternal yaitu Kepolisian dan BIN)
5. Staff participating (Partisipasi petugas dalam bentuk security awareness melibatkan komunitas bandar udara)
6. Quality Control dan Quality Assurance Angkasa Pura II juga senantiasa memastikan ketersediaan seluruh fasilitas keselamatan penerbangan bandara melalui Unit Manajemen Keselamatan. Unit tersebut berfungsi untuk mengelola, mengendalikan dan membina kegiatan:
 1. Pelaksanaan Sistem Manajemen Keselamatan;
 2. Standarisasi, kalibrasi dan pemeliharaan tekni elektronika;
 3. Standarisasi, kalibrasi dan pemeliharaan teknik listrik, mekanikal dan peralatan;
 4. Standarisasi, kalibrasi dan pemeliharaan teknik bandara.

Kegiatan yang dilakukan dalam rangka menjamin ketersediaan dan kesiapan fasilitas keselamatan penerbangan bandara antara lain:

1. Teknik Elektronika
Unit Teknik Elektronika merupakan unit yang melakukan perencanaan, pelaksanaan dan evaluasi terhadap kegiatan standarisasi, kalibrasi dan pemeliharaan peralatan elektronika bandara (PAS, FIS, Flight Communication System, Integrated Ground Communication System, Fire Alarm System, Master Clock), peralatan security

Customer Safety and Security

Law No. 1 Year 2009 on Aviation article 219 paragraph (1) states that: "Every airport enterprise or airport management unit shall provide airport facilities which fulfill the requirement of aviation safety and security, and airport services which is in accordance with the determined service standards". In the provision of security facilities which is in accordance with the prevailing laws and regulations, Angkasa Pura II analyzes the needs by considering the effectiveness of equipment, airport classification, and the level of existing threat or disruption.

Angkasa Pura is obliged and responsible for the provision of guarantee of the implementation of the best security system to all users in airports. The security systems in the airports are:

1. Screening (inspection of people, goods, and vehicles)
2. Access control/perimeter protection
3. Surveillance (monitoring and patrol)
4. Protection against infiltration (through coordination and information from external parties, which are Police and BIN)
5. Staff participating (participation of staff in the form of security awareness, involving the airport community)
6. Quality Control and Quality Assurance
Angkasa Pura II also ensures the availability of all airport flight safety facilities through Safety Management Unit. This unit manages, controls, and assists:
 1. The implementation of Safety Management System;
 2. The standardization, calibration, and maintenance of electronics engineering;
 3. The standardization, calibration, and maintenance of electrical, mechanical, and equipment engineering;
 4. The standardization, calibration, and maintenance of airport engineering.

Activities which are conducted to ensure the availability and readiness of airport flight safety facilities, among others:

1. Electronic Engineering
Electronic Engineering Unit is a unit that performs planning, implementation and evaluation towards the activities of standardization, calibration and maintenance of airport electronic equipments (PAS, FIS, Flight Communication System, Integrated Ground Communication System, Fire Alarm System, Master Clock), security equipment tools

equipment dan peralatan navigasi, komunikasi, otomatisasi dan *surveillance* di seluruh kantor cabang bandara Angkasa Pura II.

2. Teknik Listrik Mekanikal Dan Peralatan

Unit Teknik Listrik, Mekanikal dan Peralatan merupakan unit yang melakukan perencanaan, pelaksanaan dan evaluasi terhadap kegiatan standarisasi, kalibrasi dan pemeliharaan fasilitas listrik, fasilitas PKPPK dan alat-alat besar dan fasilitas operasi pada sisi udara di seluruh kantor cabang bandara Angkasa Pura II.

3. Teknik Bandara

Unit Teknik Bandara merupakan unit yang melakukan perencanaan, pelaksanaan dan evaluasi terhadap kegiatan standarisasi, kalibrasi dan pemeliharaan dan perbaikan fasilitas operasi pada sisi udara meliputi apron, runway, taxiway, bangunan terminal dan fasilitas operasi pada sisi darat meliputi gedung non terminal, lapangan, parkir, pertamanan, dan jalan akses di seluruh kantor cabang bandara Angkasa Pura II.

Survey Kepuasan Pelanggan

Akses Informasi Layanan dan Pengaduan Pelanggan

Angkasa Pura II memiliki langkah strategi untuk mendukung jaminan kepuasan pelanggan yaitu dengan menyediakan fasilitas pusat informasi dan layanan bagi para penumpang di setiap terminal bandara. Selain hal tersebut, Perusahaan telah membentuk pusat pengaduan pelanggan. Pusat informasi layanan dan pengaduan pelanggan ini dapat diakses melalui beberapa saluran antara lain:

- Contact Center dengan nomor 138
- Website Perusahaan: www.angkasapura2.co.id via "Kontak Kami"
- Email Perusahaan: contact.center@angkasapura2.co.id

Mekanisme Penyampaian dan Penyelesaian Pengaduan Pelanggan

Komitmen untuk memberikan pelayanan yang terbaik menuntut tindakan atau respon secara cepat terhadap semua aduan atau keluhan dari pemangku kepentingan khususnya pelanggan yakni pengguna jasa bandar udara. Aktualisasi penyelesaian terhadap setiap keluhan pelanggan telah diatur secara khusus dalam kebijakan standar mutu pelayanan. Standar pengelolaan pengaduan tersebut, sebagai berikut:

- a. Layanan 24 jam untuk pengaduan pelanggan

and navigation tools, communication, automation and surveillance at all airport branch offices of Angkasa Pura II.

2. Electrical, Mechanical & Equipment Engineering

Electrical, Mechanical & Equipment Engineering Unit is a unit that performs planning, implementation and evaluation towards the activities of standardization, calibration and maintenance of electrical facilities, PKPPK facilities and large equipments and operating facilities at the air side at all airport branch offices of Angkasa Pura II.

3. Airport Engineering

Airport Engineering Unit is a unit that performs planning, implementation and evaluation towards the activities of standardization, calibration and maintenance as well as improvement of operating facilities on the air side (include: apron, runway, taxiway, terminal buildings) and operating facilities on the land side (include: non terminal buildings, field, parking, landscaping, access roads) in all airport branch offices of Angkasa Pura II.

Customer Satisfactory Survey

Access to Service Information and Customer Complaint

Angkasa Pura II has strategic measure to support the guarantee of customer satisfaction, namely by providing service and information center for passengers in every airport terminal. In addition to that, the Company has established customer complaint center. Customer Complaint and Service Information Center can be accessed via the followings:

- Contact Center with hotline 1500 138
- Company Website: www.angkasapura2.co.id via "Contact Us"
- E-mail: contact.center@angkasapura2.co.id

Mechanism for Submitting and Completing Customer Complaints

Commitment to provide the best service demands quick actions/responses to all complaints from stakeholders, especially customers namely the airport service users. Completion actualization to any customer complaints have been specifically stipulated in the policy of service quality standards. The complaint management standards are as follows:

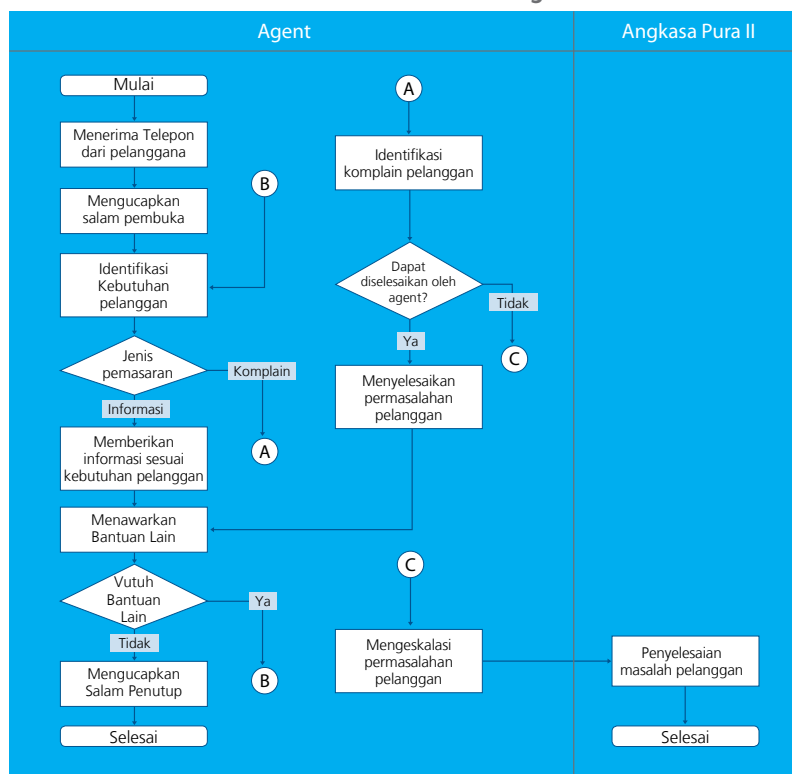
- a. 24 hour services for customer complaint.

- b. Pengaduan yang masuk melalui contact center, website, email, twitter, atau facebook Perusahaan akan segera ditindaklanjuti oleh unit kerja *Corporate Secretary & Legal* dan unit kerja Pelayanan Bandara.
- c. Selanjutnya keluhan pelanggan diproses dan diselesaikan oleh unit terkait. Unit terkait dapat langsung berkomunikasi kepada pelanggan dalam proses penyelesaian keluhan.

- b. Complaints received through contact center, website, email, twitter, or facebook of the Company will be immediately followed up by the Corporate Secretary work unit and the Airport Services work unit.
- c. Furthermore, customer complaints are processed and settled by the relevant units. The relevant units can communicate directly to customers in the completion process of the complaints.

Alur Penanganan Layanan Pengaduan Pada Kontak Pusat Angkasa Pura II

The Flow of Complaint Service Handling in Center Contact of Angkasa Pura II



Jumlah Pengaduan Pelanggan Tahun 2016

Selama tahun 2016, Angkasa Pura II mendapat 726 telepon terkait pengaduan. Tingkat banyaknya pengaduan melalui telepon berdasarkan data telepon yang menghubungi kontak pusat Angkasa Pura II.

Total Customer Complaints in 2016

Angkasa Pura II received 726 phone calls concerning complaints in 2016. The amount of the complaints via telephone is based on telephone data which called the center contact of Angkasa Pura II.

NO	KATEGORI / CATEGORY	2016												TOTAL
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AGS	SEP	OKT	NOV	DES	
1	Total Call yang Menghubungi (COF) / Total Calls Who Contacted (COF)	858	944	1101	1096	915	885	1657	1333	4074	3877	1690	1417	19847
2	Total Call yang Berhasil Terangkat (ACD) / Total Successfully Picked Up Calls (ACD)	850	912	1078	1069	905	874	1638	1320	4000	3841	1658	1398	19553
3	Total Call Berhasil Terangkat dengan waktu tunggu maksimal 20 detik (ACD 20 sec) / Total Successfully Picked Up Calls with waiting time of maximum 20 seconds (ACD 20 sec)	850	912	1078	1069	905	874	1638	1320	4000	3841	1668	1398	19553
4	Abandon Calls	8	32	23	27	10	11	19	13	74	41	22	19	299

Dari total telepon yang menghubungi dari bulan Januari hingga Desember 2016 sebanyak 23.408 telepon, yang berhasil terangkat dengan waktu tunggu maksimal 20 detik sebanyak 23.052 telepon, sementara telepon yang tidak terangkat hanya berkisar 356 telepon.

Of the total incoming telephone calls from January to December 2016, 23,408 telephone calls were managed to be picked up with maximum waiting time of 20 seconds amounted to 23,052 telephone calls, while unanswered telephone calls were only 356 telephone calls.

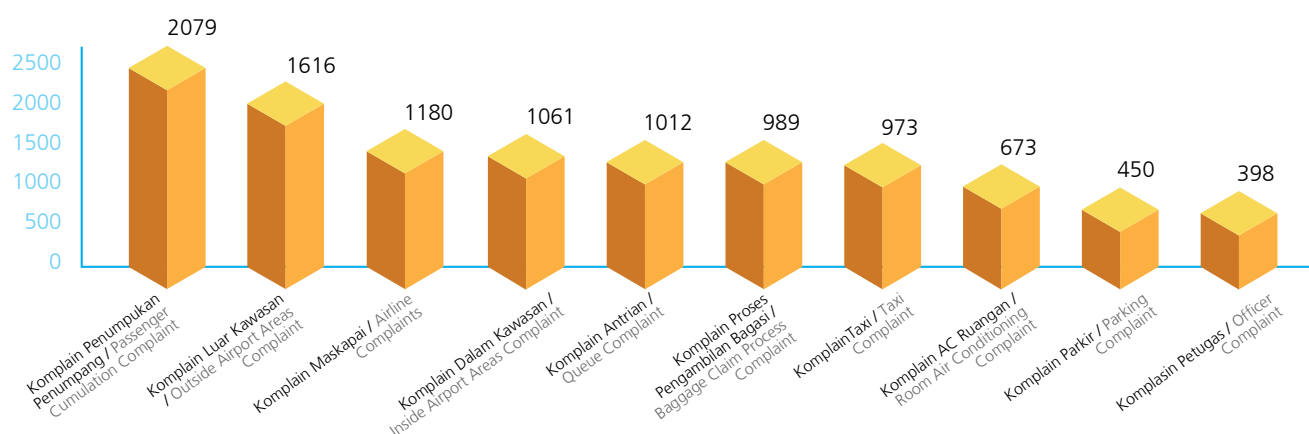
Pelayanan Complain Melalui Contact Center 1500138

Top Ten Komplain Melalui 1500138 Periode Januari sampai dengan Desember 2016 terurai dalam table sebagai berikut:

Complaint Service via Contact Center 1500138

Top Ten Complaint via 1500138 from period of January to December 2016 is explained below:

TOP 10 KELUHAN / TOP 10 COMPLAINTS



Keluhan Jasa Angkasa Pura II Melalui Sosial Media Twitter@Contactap2

Angkasa Pura II Service Complaint via Twitter @contactap2

NO	KATEGORI / CATEGORY	2016												TOTAL
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AGS	SEP	OKT	NOV	DES	
1	Komplain Maskapai / Airline Complaint	7	7	7	10	20	2	9	29		7	13	18	129
2	Komplain Proses Pengambilan Bagasi / Baggage Claim Process Complaint	6	4	12	4	7	8	6	21	15	19	11	9	122
3	Komplain Fasilitas Lain-Lain / Other Facilities Complaint		4	6	7		4	7	17	17	11	16	20	109
4	Komplain Petugas / Officer Complaint			12	7	6	8	6	16	23	13	7	10	108
5	Komplain Terminal / Terminal Complaint								74	20	9			103
6	Komplain Dalam Kawasan / Inside Airport Areas Complaint		10	11			4		12	15	11		9	72
7	Komplain Parkir / Parking Complaint	4	7	12	8						12	9	14	66
8	Komplain Antrian / Passenger Queue Complaint		6	4		10		5	15	12			9	61
9	Komplain Interior / Interior Complaint							12	22	12		6		53
10	Komplain Moda Transportasi / Mode of Transportation Complaint				16	6				15	7	8		52

Keluhan Jasa Angkasa Pura II Melalui Sosial Media TwitterSpy

Angkasa Pura II Service Complaint via TwitterSpy

NO	KATEGORI / CATEGORY	2016												TOTAL
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AGS	SEP	OKT	NOV	DES	
1	Komplain Penumpukan Penumpang / Passenger Cumulation Complaint	135	105	220	471	144	188	477	175	52	7	16	77	2067
2	Komplain Luar Kawasan / Outside Airport Area Complaint	63	133	360	202	359	172	117	56	44	30	35	27	1598
3	Komplain Maskapai / Airline Complaint	263	523	149	51	4	20	31	5	3	2		3	1054
4	Komplain Dalam Kawasan / Inside Airport Area Complaint	24	39	168	226	136	94	111	108	29	18	11	32	996
5	Komplain Antrian / Passenger Queue Complaint	54	64	116	181	81	107	176	103	22	15	15	31	965
6	Komplain Proses Pengambilan Bagasi / Baggage Claim Process Complaint	26	34	166	132	50	115	162	107	38	27	24	68	949
7	Komplain AC Ruangan / Room Air Conditioning Complaint	16	34	101	232	16	78	36	52	22	6	5	14	612
8	Komplain Taxi / Taxi Complaint	6	16	55	44	12	102	91	16	37	11	17	20	427
9	Komplain Parkir / Parking Complaining	10	16	50	71	20	40	34	35	17	14	30	28	365
10	Komplain Alam / Nature Complaint	46	152	31	4	1	32	2				1		269

Realisasi Tindak Lanjut Penanganan Atau Eskalasi Komplain Tahun 2016

Realization of Follow-Up of Complaint Handling or Escalation in 2016

No	Bandara / Airport	Eskalasi / Escalation	Status	
			Closed	Open
1	CGK	1576	1424	152
2	BDO	122	122	0
3	HLP	96	95	1
4	KNO	65	65	0
5	PLM	25	25	0
6	PKU	22	22	0
7	PDG	16	16	0
8	PNK	18	18	0
9	PGK	7	7	0
10	DJB	11	11	0
11	BTJ	10	10	0
12	TNJ	6	6	0
13	DBT	1	1	0
Jumlah / Total		1975	1822	153

Total keseluruhan penanganan atas eskalasi keluhan hingga Desember 2016 yaitu sebanyak 1.975 Adapun keluhan dengan status *closed* sebanyak 1.822 (78,98%) dan yang masih *open* sebanyak 153 (21,02%).

Total handling on complaint escalation to December 2016 was 1,975. Complaints with closed status amounted to 1,822 (78.98%) and open status was 153 (21.02%).

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Surat Pernyataan Anggota Dewan Komisaris dan Direksi tentang Tanggung Jawab atas Laporan Tahunan 2016 PT Angkasa Pura II (Persero)

Statement of Members of Board of Commissioners and Board of Directors
on the Responsibility for the 2016 Annual Report of PT Angkasa Pura II (Persero)

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Angkasa Pura II (Persero) tahun 2016 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi laporan tahunan dan laporan keuangan perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

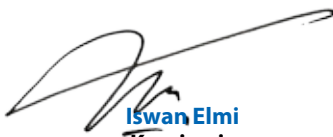
We, the undersigned, testify that all information in the Annual Report of PT Angkasa Pura II (Persero) for 2016 is presented in its entirety and we are fully responsible for the correctness of the contents in the Annual Report and Financial Report of the Company.

This statement is hereby made in all truthfulness.

Dewan Komisaris Board of Commissioners



Rhenald Kasali
Komisaris Utama
President Commissioner



Iswan Elmi
Komisaris
Commissioner



M. Harpin Ondeh
Komisaris
Commissioner



Hadi Tjahjanto
Komisaris
Commissioner



Imam Bustomi
Komisaris
Commissioner



Maryati Karma
Komisaris
Commissioner

Direksi
Board of Directors



Muhammad Awaluddin
Direktur Utama
President Director



Djoko Murjatmodjo
Direktur Teknik & Operasi
Director of Operation and
Engineering



Andra Y Agussalam
Direktur Keuangan
Director of Finance



Daan Achmad
**Direktur Komersial &
Pengembangan Bisnis**
Director of Commercial &
Business Development



Ituk Herarindri
**Direktur Pelayanan dan
Fasilitas Bandara**
Director of Airport Service and
Facility



Tina T. Kemala Intan
Direktur SDM, Umum dan TI
Director of Human Capital,
General Affairs & IT

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Laporan Keuangan

Financial Report



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