



Remunerasi Anggota Dewan Pengawas dan Direksi

[OJK G.4.b.(2)]

Remunerasi Dewan Pengawas dan Direksi Perum AirNav Indonesia ditetapkan sebagai bentuk penghargaan atas peran dan kontribusi dalam pencapaian kinerja Perusahaan, dengan mengedepankan prinsip kewajaran, daya saing, dan berbasis kinerja. Penetapannya mengacu pada kebijakan Pemilik Modal melalui Kementerian Badan Usaha Milik Negara serta Peraturan Menteri BUMN No. PER-3/MBU/03/2023, dengan mempertimbangkan capaian Key Performance Indicator (KPI) dan praktik terbaik di lingkungan BUMN.

Remuneration of the Board of Supervisors and the Board of Directors

OJK G.4.a

The remuneration of the Board of Supervisors and the Board of Directors of Perum AirNav Indonesia is determined as a form of recognition for their roles and contributions to the achievement of the Company's performance, by upholding the principles of fairness, competitiveness, and performance-based assessment. The determination refers to the policies of the Shareholder through the Ministry of State-Owned Enterprises, as well as Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023, taking into account the achievement of Key Performance Indicators (KPI) and best practices within State-Owned Enterprises.

Prosedur Penetapan Remunerasi Dewan Pengawas dan Direksi

[OJK G.4.b.(1)]

Penetapan remunerasi Dewan Pengawas dan Direksi Perum AirNav Indonesia dilaksanakan secara terstruktur dan mengacu pada ketentuan peraturan perundang-undangan, antara lain Peraturan Menteri BUMN No. PER-12/MBU/11/2020 serta Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN. Proses penetapan dilakukan oleh Pemerintah selaku Pemilik Modal melalui BP BUMN, berdasarkan usulan yang disampaikan oleh Dewan Pengawas dengan mempertimbangkan hasil telaah yang komprehensif.

Penetapan remunerasi dilakukan dengan memperhatikan keseimbangan antara kinerja individu dan kinerja Perusahaan, yang tercermin dalam capaian Key Performance Indicator (KPI), serta mempertimbangkan faktor skala dan kompleksitas usaha, kondisi keuangan Perusahaan, tingkat inflasi, dan praktik terbaik di lingkungan BUMN. Struktur remunerasi mencakup komponen tetap berupa gaji/honorarium, tunjangan, dan fasilitas, serta komponen variabel berupa insentif kinerja atau tantiem yang ditetapkan berdasarkan pencapaian kinerja.

Procedures for Determining Remuneration of the Board of Supervisors and the Board of Directors

OJK G.4.b.1

The determination of remuneration for the Board of Supervisors and the Board of Directors of Perum AirNav Indonesia is carried out in a structured manner and refers to applicable laws and regulations, including Regulation of the Minister of State-Owned Enterprises No. PER-12/MBU/11/2020 and Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. The determination process is conducted by the Government as the Shareholder through the SOEs Regulatory Agency, based on proposals submitted by the Board of Supervisors with due consideration of comprehensive assessments.

The determination of remuneration takes into account the balance between individual performance and the Company's performance, as reflected in the achievement of Key Performance Indicators (KPI), as well as factors such as the scale and complexity of the business, the Company's financial condition, inflation rates, and best practices within State-Owned Enterprises. The remuneration structure comprises fixed components, including salary/honorarium, allowances, and facilities, as well as variable components in the form of performance incentives or tantiem determined based on performance achievements.

Melalui mekanisme tersebut, Perusahaan memastikan bahwa kebijakan remunerasi dilaksanakan secara adil, transparan, dan selaras dengan prinsip tata kelola perusahaan yang baik (Good Corporate Governance) serta mendukung pencapaian kinerja berkelanjutan.

Prosedur penetapan usulan remunerasi bagi Dewan Pengawas dan Direksi adalah sebagai berikut:

Through this mechanism, the Company ensures that remuneration policies are implemented in a fair, transparent, and accountable manner, in line with the principles of Good Corporate Governance (GCG), and support the achievement of sustainable performance.

The procedures for determining proposed remuneration for the Board of Supervisors and the Board of Directors are as follows:

Tahapan / Stage	Uraian / Description
Usulan Remunerasi oleh Direksi Remuneration Proposal by the Board of Directors	Direksi menyusun dan mengajukan usulan remunerasi berdasarkan kinerja Perusahaan dan individu. The Board of Directors prepares and submits a remuneration proposal based on the performance of the Company and individual performance
Pembahasan dengan Komite Nominasi dan Remunerasi Review by the Nomination and Remuneration Committee	Komite melakukan telaah atas usulan remunerasi secara komprehensif dan memberikan rekomendasi. The Committee conducts a comprehensive review of the proposed remuneration and provides recommendations.
Pembahasan dan Persetujuan oleh Dewan Pengawas Review and Approval by the Board of Supervisors	Dewan Pengawas melakukan evaluasi dan memberikan persetujuan atas usulan remunerasi. The Board of Supervisors evaluates and approves the proposed remuneration.
Penyampaian Usulan Submission of Proposal	Usulan remunerasi disampaikan kepada Pemilik Modal untuk proses penetapan. The remuneration proposal is submitted to the Shareholder for determination.
Persetujuan dan Penetapan Remunerasi Approval and Determination of Remuneration	Pemilik Modal melalui Kementerian Badan Usaha Milik Negara menetapkan remunerasi sesuai ketentuan yang berlaku. The Shareholder, through the Ministry of State-Owned Enterprises, determines the remuneration in accordance with applicable regulations.

Struktur Penetapan Remunerasi Dewan Pengawas dan Direksi

[OJK G.4.b.(2)]

Struktur remunerasi Direksi dan Dewan Pengawas AirNav Indonesia ditetapkan dengan mengacu pada ketentuan peraturan perundang-undangan yang berlaku, khususnya kebijakan yang ditetapkan oleh BP BUMN.

Remuneration Structure of the Board of Supervisors and the Board of Directors OJK G.4.b.2

The remuneration structure of the Board of Directors and the Board of Supervisors of AirNav Indonesia is determined with reference to applicable laws and regulations, particularly policies established by the SOEs Regulatory Agency.



Komponen remunerasi terdiri atas penghasilan yang bersifat tetap dan variabel, meliputi gaji atau honorarium, tunjangan, dan fasilitas, serta insentif berbasis kinerja seperti tantiem dan/atau insentif kinerja lainnya (long-term incentive), yang diberikan sesuai dengan capaian kinerja dan kontribusi masing-masing individu.

Jumlah Remunerasi Direksi dan Dewan Pengawas

(OJK G.4.b.(3))

Penetapan remunerasi bagi Dewan Pengawas dan Direksi dilakukan secara terstruktur dan mengacu pada surat Asisten Deputi Bidang Jasa Pariwisata dan Pendukung Kementerian BUMN Republik Indonesia Nomor: SR-85/Wk.MBU.12/08/2024 Tanggal 22 Agustus 2024 Perihal Penetapan Penghasilan Direksi dan Dewan Pengawas Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia Tahun 2024. Kebijakan ini menjadi dasar dalam memastikan bahwa remunerasi ditetapkan secara wajar, transparan, dan akuntabel.

Dalam pelaksanaannya, besaran gaji, honorarium, serta tunjangan dan fasilitas lainnya bagi anggota Direksi dan Dewan Pengawas ditetapkan melalui mekanisme yang melibatkan Dewan Pengawas dengan persetujuan Pemilik Modal. Proses ini dilakukan dengan mempertimbangkan rekomendasi yang relevan serta mengacu pada ketentuan Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN, termasuk aspek pengelolaan talenta dan struktur penghasilan.

Penetapan remunerasi juga mempertimbangkan keterkaitan dengan kinerja, baik pada tingkat individu maupun Perusahaan secara keseluruhan, termasuk pencapaian Key Performance Indicator (KPI) yang mencakup aspek keuangan dan non-keuangan. Hal ini sejalan dengan prinsip kebijakan remunerasi dan keterkaitannya dengan kinerja.

The remuneration components comprise both fixed and variable income, including salary or honorarium, allowances, and facilities, as well as performance-based incentives such as tantiem and/or other long-term incentives, which are granted in accordance with the achievement of performance targets and individual contributions.

Total Remuneration of the Board of Directors and the Board of Supervisors

OJK G.4.b.3

The determination of remuneration for the Board of Supervisors and the Board of Directors is carried out in a structured manner with reference to the Letter of the Assistant Deputy for Tourism Services and Supporting Services of the Ministry of State-Owned Enterprises of the Republic of Indonesia No. SR-85/Wk.MBU.12/08/2024 dated 22 August 2024 concerning the Determination of Income of the Board of Directors and the Board of Supervisors of Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia for 2024. This policy serves as the basis to ensure that remuneration is determined in a fair, transparent, and accountable manner.

In its implementation, the amount of salary, honorarium, as well as allowances and other facilities for members of the Board of Directors and the Board of Supervisors is determined through a mechanism involving the Board of Supervisors with the approval of the Shareholder. This process is conducted by considering relevant recommendations and referring to the provisions of the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises, including aspects of talent management and remuneration structure.

The determination of remuneration also takes into account its linkage with performance, both at the individual level and at the overall Company level, including the achievement of Key Performance Indicators (KPI) covering financial and non-financial aspects. This is in line with the principles of remuneration policy and its performance linkage.

Lebih lanjut, proses penetapan remunerasi dilakukan melalui mekanisme tata kelola yang transparan, serta diungkapkan secara memadai dalam laporan tahunan atau laporan keberlanjutan, guna memberikan informasi yang jelas kepada pemangku kepentingan.

Dengan penerapan prosedur tersebut, Perusahaan memastikan bahwa kebijakan remunerasi mendukung pencapaian kinerja yang berkelanjutan serta selaras dengan prinsip tata kelola perusahaan yang baik.

Rincian besaran remunerasi tersebut diuraikan sebagai berikut:

Furthermore, the remuneration determination process is conducted through a transparent governance mechanism and is adequately disclosed in the annual report or sustainability report to provide clear information to stakeholders.

Through the implementation of such procedures, the Company ensures that its remuneration policy supports the achievement of sustainable performance and aligns with the principles of Good Corporate Governance (GCG).

The details of the remuneration amount are as follows:

Komponen Remunerasi	Dewan Pengawas Board of Supervisors	Direksi Board of Directors
Gaji/Honorarium Salary / Honorarium	- Perhitungan gaji Dewan Pengawas sebesar 45% dari gaji Direktur Utama. - Perhitungan gaji Anggota Dewan Pengawas sebesar 90% dari gaji pengawas Utama. - The remuneration of the President Commissioner is set at 45% of the President Director's salary - The remuneration of other members of the Board of Supervisors is set at 90% of the President Commissioner's remuneration.	- Gaji Direktur Utama ditetapkan dengan menggunakan pedoman internal yang ditetapkan oleh Menteri BUMN selaku kuasa Pemilik Modal Utama/Pengendali - Perhitungan gaji Direktur lainnya sebesar 85% dari gaji Direktur Utama. - The salary of the President Director is determined based on internal guidelines established by the Minister of State-Owned Enterprises as the proxy of the controlling shareholder - The remuneration of other Directors is set at 85% of the President Director's salary.
Tunjangan Allowances	- Tunjangan Hari Raya, diberikan paling banyak 1 (satu) kali penghasilan tetap per bulan di setiap tahunnya; - Tunjangan Transportasi, diberikan 1 (satu) kali setiap bulannya sebesar 20% dari perhitungan gaji - Asuransi Purna Jabatan, diberikan dengan ketentuan premi yang ditanggung Perusahaan paling banyak 25% dari honorarium per tahun. - Religious Holiday Allowance (THR), granted up to one (1) month of fixed income annually - Transportation Allowance, provided monthly at 20% of the salary - Post-Employment Insurance, with premiums borne by the Company up to a maximum of 25% of annual honorarium.	- Tunjangan Hari Raya, diberikan paling banyak 1 (satu) kali penghasilan tetap per bulan di setiap tahunnya - Tunjangan Perumahan, diberikan 1 (satu) kali setiap bulannya - Tunjangan Operasional, diberikan 1 (satu) kali setiap bulannya - Asuransi Purna Jabatan, diberikan dengan ketentuan premi yang ditanggung Perusahaan paling banyak 25% dari gaji per tahun. - Religious Holiday Allowance (THR), granted up to one (1) month of fixed income annually; - Housing Allowance, provided monthly; - Operational Allowance, provided monthly; - Post-Employment Insurance, with premiums borne by the Company up to a maximum of 25% of annual salary.



Komponen Remunerasi	Dewan Pengawas <i>Board of Supervisors</i>	Direksi <i>Board of Directors</i>
Fasilitas Facilities	• Fasilitas Kesehatan, diberikan dalam bentuk kepesertaan asuransi/penggantian biaya pengobatan • Fasilitas Bantuan Hukum, diberikan jika diperlukan, dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan Perusahaan. • Health Facilities, provided through insurance coverage and/or reimbursement of medical expenses • Legal Assistance Facilities, provided when necessary in relation to actions performed in the course of duties on behalf of the Company.	• Fasilitas Kendaraan, diberikan sebanyak 1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan perusahaan, • Fasilitas Kesehatan, diberikan dalam bentuk kepesertaan asuransi/penggantian biaya pengobatan; • Fasilitas Bantuan Hukum, diberikan jika diperlukan, dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan Perusahaan. • Vehicle Facilities, provided in the form of one (1) unit along with maintenance and operational costs, subject to the Company's financial condition • Health Facilities, provided through insurance coverage and/or reimbursement of medical expenses • Legal Assistance Facilities, provided when necessary in relation to actions performed in the course of duties on behalf of the Company.
Tantiem/Insentif Kinerja / Tantiem Performance Incentives	• Perhitungan Tantiem/Insentif Kinerja pengawas Utama sebesar 45% dari Tantiem/Insentif Kinerja Direktur Utama • Perhitungan pengawas lainnya sebesar 90% dari Tantiem/Insentif Kinerja pengawas Utama. • The Tantiem/Performance Incentive for the President Commissioner is set at 45% of the President Director's Tantiem/Performance Incentive • The Tantiem/Performance Incentive for other members of the Board of Supervisors is set at 90% of the President Commissioner's Tantiem/Performance Incentive.	• Tantiem/Insentif Kinerja Direktur Utama ditetapkan dengan menggunakan pedoman internal yang ditetapkan oleh Menteri BUMN selaku kuasa Pemilik Modal Utama/Pengendali • Perhitungan Tantiem/Insentif Kinerja Direktur lainnya sebesar 85% dari Tantiem/Insentif Kinerja gaji Direktur Utama. • The Tantiem/Performance Incentive of the President Director is determined based on internal guidelines established by the Minister of State-Owned Enterprises as the proxy of the controlling shareholder • The Tantiem/Performance Incentive of other Directors is set at 85% of the President Director's Tantiem/Performance Incentive.