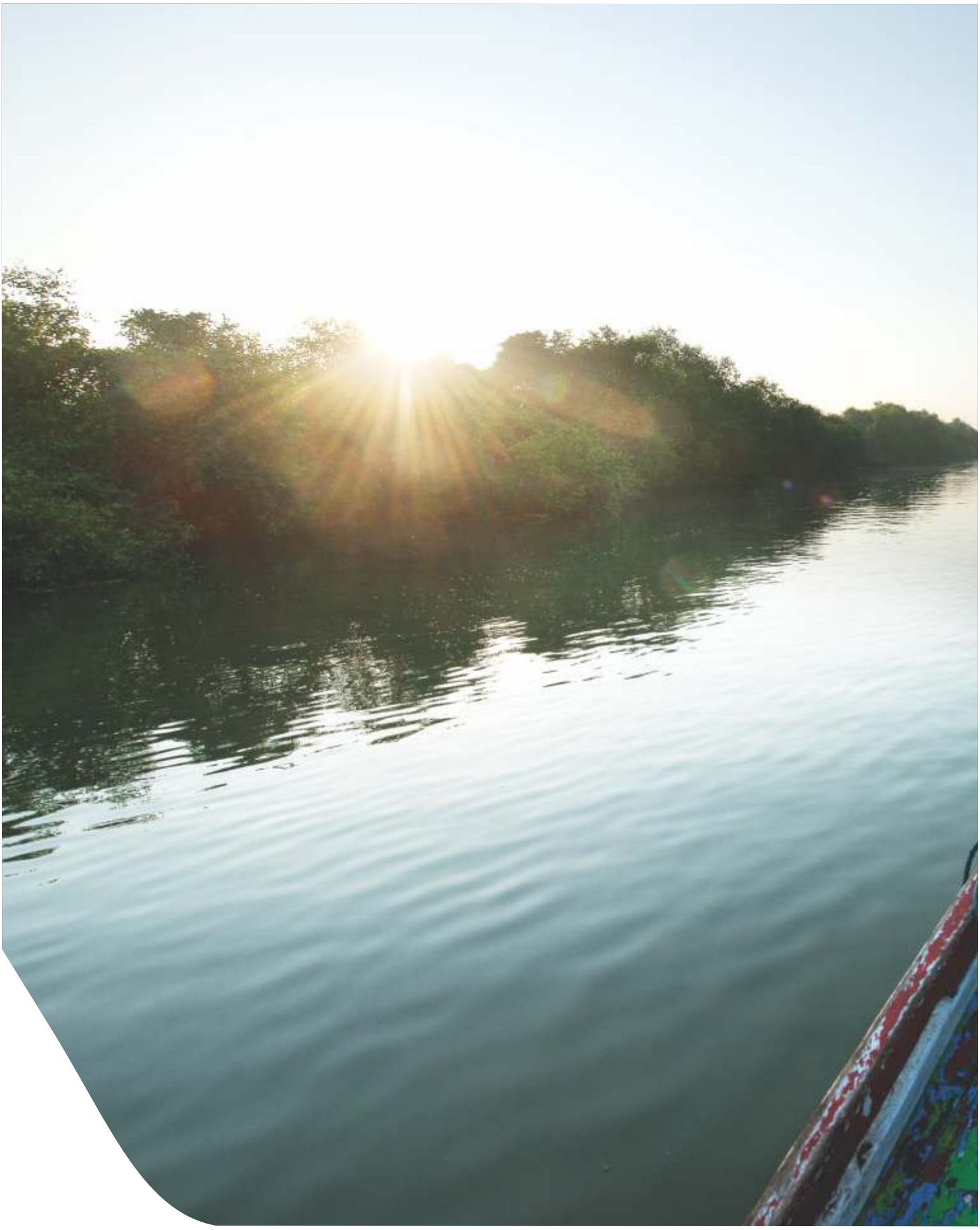
PERTAMINA

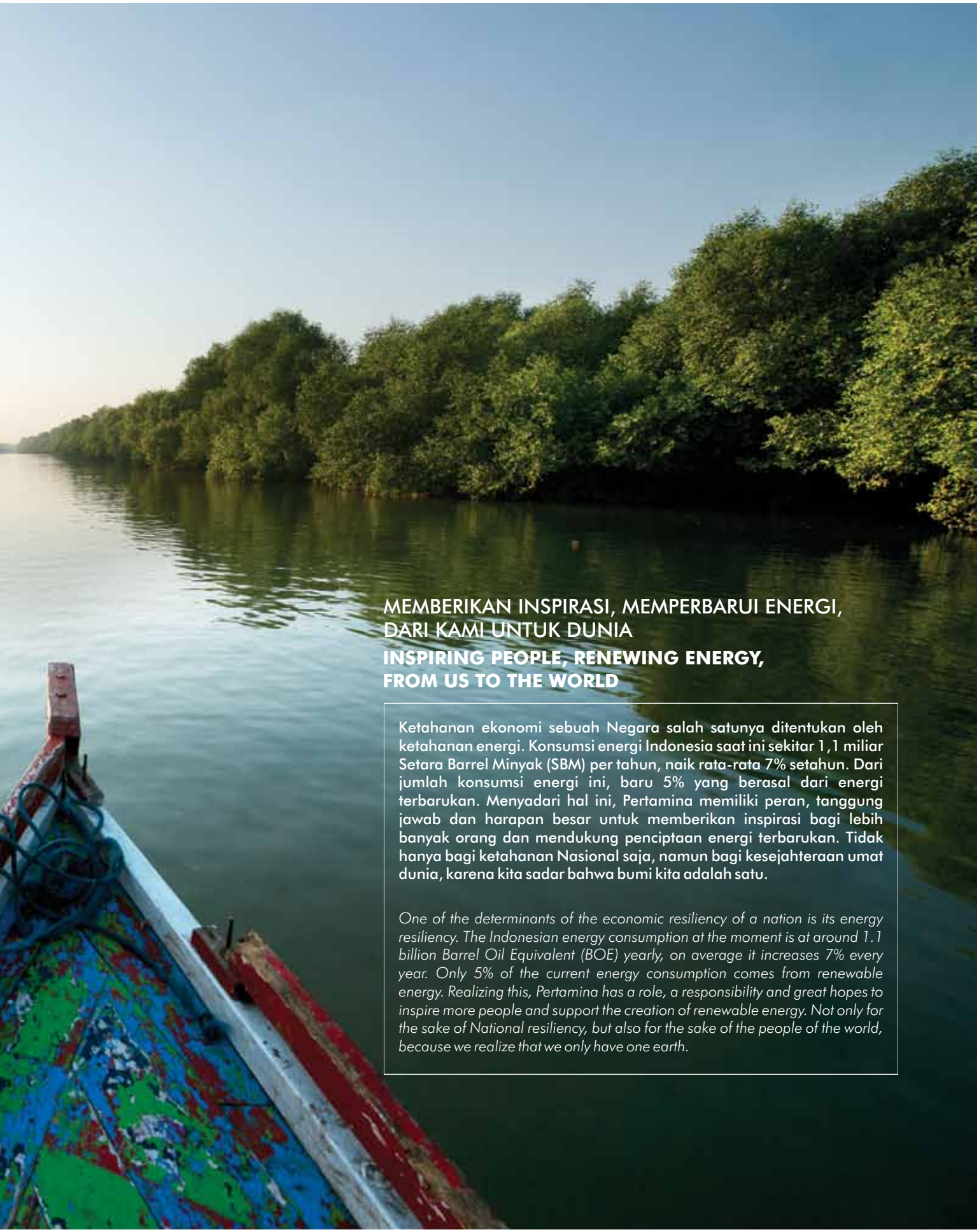
Renewable Spirit

MEMBERIKAN INSPIRASI, MEMPERBARUI ENERGI,
DARI KAMI UNTUK DUNIA

INSPIRING PEOPLE, RENEWING ENERGY, FROM US TO THE WORLD

2014 LAPORAN KEBERLANJUTAN
SUSTAINABILITY REPORT





MEMBERIKAN INSPIRASI, MEMPERBARUI ENERGI, DARI KAMI UNTUK DUNIA

INSPIRING PEOPLE, RENEWING ENERGY, FROM US TO THE WORLD

Ketahanan ekonomi sebuah Negara salah satunya ditentukan oleh ketahanan energi. Konsumsi energi Indonesia saat ini sekitar 1,1 miliar Setara Barrel Minyak (SBM) per tahun, naik rata-rata 7% setahun. Dari jumlah konsumsi energi ini, baru 5% yang berasal dari energi terbarukan. Menyadari hal ini, Pertamina memiliki peran, tanggung jawab dan harapan besar untuk memberikan inspirasi bagi lebih banyak orang dan mendukung penciptaan energi terbarukan. Tidak hanya bagi ketahanan Nasional saja, namun bagi kesejahteraan umat dunia, karena kita sadar bahwa bumi kita adalah satu.

One of the determinants of the economic resiliency of a nation is its energy resiliency. The Indonesian energy consumption at the moment is at around 1.1 billion Barrel Oil Equivalent (BOE) yearly, on average it increases 7% every year. Only 5% of the current energy consumption comes from renewable energy. Realizing this, Pertamina has a role, a responsibility and great hopes to inspire more people and support the creation of renewable energy. Not only for the sake of National resiliency, but also for the sake of the people of the world, because we realize that we only have one earth.

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Tabel dan grafik pada laporan ini memaparkan data numerik dengan standar Bahasa Inggris, sedangkan pemaparan numeric dalam teks menggunakan standar Bahasa Inggris dan Indonesia sesuai dengan konteksnya.

In all tables and graphs presenting numeric data, the English standard is used. Where the numerical values are presented in text format, English and Indonesian standards are used respectively.

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Disclaimer regarding forward-looking statements

Dalam dokumen ini mungkin terdapat rencana, proyeksi, strategi dan tujuan Perseroan tertentu, yang bukan merupakan pernyataan fakta historis dan perlu dipahami sebagai pernyataan mengenai masa depan. Pernyataan mengenai masa depan tergantung pada risiko dan ketidakpastian yang dapat menyebabkan keadaan dan hasil aktual Perseroan di masa depan berbeda dari yang diharapkan atau diindikasikan. Tidak ada jaminan bahwa hasil yang diantisipasi oleh Perseroan atau diindikasikan oleh pernyataan-pernyataan mengenai masa depan, akan tercapai.

This document may contain certain plans, projections, strategies and objectives of the Company that are not statements of historical fact and would be treated as forward looking statements. Forward-looking statements are subject to risks and uncertainties that may cause actual events, and the Company's future result, to be different than expected or indicated by such statements. No assurance can be given that the result anticipated by the Company, or indicated by such forward-looking statements, will be achieved.

TENTANG LAPORAN KEBERLANJUTAN KAMI
ABOUT OUR SUSTAINABILITY REPORT

PT Pertamina (Persero) – selanjutnya dalam laporan ini disebut sebagai Pertamina, Perseroan dan/atau "Kami"– menerbitkan Laporan Keberlanjutan 2014, sebagai kesinambungan dari Laporan Keberlanjutan 2013 yang diterbitkan pada 2 Juli 2014. Laporan yang terbit setiap tahun ini berisi informasi terkait pemenuhan tanggung jawab keberlanjutan Perseroan, meliputi aspek ekonomi, lingkungan, dan sosial, selama kurun waktu 1 Januari hingga 31 Desember 2014. **[G4-28, G4-29, G4-30]**

Seluruh informasi dalam laporan berasal dari Pertamina dan entitas beberapa anak perusahaan yang relevan dengan aspek material pelaporan. Khusus informasi finansial yang disampaikan dalam laporan ini bersifat konsolidasi. **[G4-17]**

Penyusunan Laporan Keberlanjutan 2014 mengacu pada *Sustainability Reporting Guidelines* (SRG) G4, yang diterbitkan *Global Reporting Initiatives* (GRI), dan dilengkapi Suplemen Sektor Minyak dan Gas atau *Oil and Gas Sector Supplement* (OGSS). Pada laporan ini, aspek material ditentukan melalui 5 tahap dengan mengikutsertakan opini dari pihak internal dan eksternal. Prioritas aspek material yang ditentukan adalah aspek yang berada pada tingkat kepentingan "tinggi" (5 aspek).

Aspek material yang berada dalam tingkat "sedang" (14 aspek) yang juga akan diungkapkan, adalah:
1. Produk dan jasa
2. Komposisi karyawan
3. Keberagaman dan kesetaraan
4. Pelatihan dan pendidikan
5. Dampak ekonomi tidak langsung
6. Komunitas lokal

Di luar aspek tersebut, informasi lain disampaikan secara lebih umum. Perubahan dalam penentuan aspek material ini disebabkan karena adanya perubahan metode. Pada laporan sebelumnya, penentuan aspek material hanya dilakukan oleh pihak internal dan pada laporan keberlanjutan kali ini, kami menyertakan pihak eksternal. Perubahan ini menyebabkan jumlah 32 aspek yang ditentukan pada laporan keberlanjutan sebelumnya kini menjadi 5 aspek material dalam Laporan Keberlanjutan 2014. **[G4-23]**

PERNYATAAN KEMBALI [G4-22]

Pada Laporan Keberlanjutan 2014 ini, ada beberapa informasi dan data di tahun 2013 yang kami nyatakan kembali, yaitu biaya pegawai, pengeluaran untuk pemerintah (pembayaran dividen dan pajak), dan pengeluaran kepada masyarakat (realisasi program kemitraan).
1. Pada Laporan Keberlanjutan 2013, biaya pegawai tersajikan sebesar US$913.65 juta dan pada laporan ini dilakukan pernyataan kembali menjadi US$1,402 juta. Perubahan terjadi karena adanya verifikasi internal sebagai hasil dari perubahan sumber data.
2. Pada Laporan Keberlanjutan 2013, jumlah pembayaran penyandang dana untuk pengeluaran pemerintah (pembayaran dividen dan pajak) tersajikan sebesar US$7,484.19 juta dan pada laporan ini

PT Pertamina (Persero) – from here on out shall be referred to as Pertamina, The Company and/or "We" – publishes the 2014 Sustainability Report as a continuation of our 2013 Sustainability Report published on 2 July 2014. This annual report, which annually published, contains the fullfilment of the Company's sustainability obligations, including economic, environmental, and social aspects, throughout the period of 1 January to 31 December 2014. **[G4-28, G4-29, G4-30]**

All the information presented in this report originates from Pertamina and several relevant subsidiary entities with the reporting material aspects. The financial information presented in this report is of a consolidated manner. **[G4-17]**

Development of the 2014 Sustainability Report refers to Sustainability Reporting Guidelines (SRG) G4, published by the Global Reporting Initiatives (GRI), and is supplemented with the Oil and Gas Sector Supplement (OGSS). Based on this report, material aspects are defined through 5 stages and involving opinions from internal and external parties. Such defined prioritized material aspects are those of the "high" importance (5 aspects).

The material aspects at the stage of "medium" (14 aspects) stage are also included:
1. Products and services
2. Employee composition
3. Diversity and equality
4. Training and education
5. Indirect economic impact
6. Local communities

Beyond these aspects, other information are described more generally. The changes in defining the material aspects are due to the changes of the methods. In the previous report, the defining of material aspects could only be conducted by internal parties but now, we also include external parties. These changes cut down the material aspects from 32 to 5 in Sustainability Report 2014. **[G4-23]**

RESTATEMENT [G4-22]

In this Sustainability Report 2014, there are some information and data in 2013 which need to be restated, including employee cost, government expenditure (dividend and tax payment), and community expenditure (realization of partnership program).

1. In the Sustainability Report 2013, the employee cost was presented as US$913.65 million and is restated in this report as US$1,402 million. This change was based on the internal verification due to the difference of data source.
2. In the Sustainability Report 2013, the payment to investors for government expenditure (dividend and tax payment) was presented as US$7,484.19 million and is restated in this report as US$6,442 million. This change

dilakukan pernyataan kembali menjadi US$6,442 juta. Perubahan terjadi karena adanya penyesuaian perhitungan dari auditor independen, terkait metode pencatatan akuntansi.

3. Pada Laporan Keberlanjutan 2013, pengeluaran kepada masyarakat untuk realisasi program kemitraan tersajikan sebesar US$9.92 juta dan pada laporan ini dilakukan pernyataan kembali menjadi US$11.68 juta. Perubahan terjadi karena adanya penyesuaian perhitungan dari auditor independen, terkait perubahan perlakukan akuntansi untuk kegiatan BUMN Peduli.

INDEKS GRI DAN KEBIJAKAN PENJAMINAN

Laporan ini disusun dengan merujuk pada opsi "*in accordance-core*", Sustainability Reporting Guidelines G4. Aspek material ini telah disetujui oleh jajaran manajemen Pertamina, dalam hal ini di wakili oleh Vice President Investor Relations. Untuk pertama kalinya, kami melakukan penjaminan (*assurance*) atas laporan ini. Proses penjaminan dilakukan oleh pihak independen, yaitu SGS. Pada bagian akhir laporan, disertakan tabulasi Indeks GRI dan OGSS. **[G4-32, G4-33, G4-48]**

was based on calculation adjustment from independent auditor, which is related to accounting recording method.

3. In the Sustainability Report 2013, the community expenditure for the realization of partnership program was presented as US$9.92 million and it is restated in this report to US$11.68 million. This change is due to the calculation adjustment from independent auditor, which related to accounting changes for BUMN Peduli activities.

GRI INDEX AND ASSURANCE POLICY

This report was developed with reference to the "in accordance- core" option of the G4 Sustainability Reporting Guidelines. This material aspect has been approved by the management of Pertamina, in this case represented by Vice President Investor Relations. For the first time ever, we have conducted assurance over this report. The assurance process was conducted by an independent party, which is SGS. At the end of the report we provide a GRI and OGSS Index Tabulation. **[G4-32, G4-33, G4-48]**

KONTAK TERKAIT LAPORAN [G4-31]
CONTACT ABOUT THIS REPORT

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www.pertamina.com

MATERIALITAS
MATERIALITY

Aspek material dalam Laporan Keberlanjutan 2014, disusun sebagai hasil pelaksanaan forum diskusi terfokus (*focus group discussion*/FGD) yang dilakukan internal maupun eksternal. Aspek ini dinilai material karena berdampak signifikan terhadap jalannya perusahaan dan dapat mempengaruhi pengambilan keputusan oleh pemangku kepentingan. **[G4-DMA]**

- Sebagai pihak internal adalah personal di lingkungan Pertamina, yang memiliki kewenangan terkait pelaksanaan tanggung jawab sosial dan lingkungan (TJSL) Perseroan.
- Adapun pihak eksternal berasal dari akademisi, praktisi, pengamat industri minyak dan media massa.

The material aspects in this 2014 Sustainability Report, were compiled from the results of implemented focus group discussion/FGD which were conducted internally and externally. These aspects are deemed material due to the significant impacts over the corporate activities and influence on the decision making of stakeholders. **[G4-DMA]**

- As the internal parties are individuals within the Pertamina environment, with relevant authority concerning the implementation of the corporate social responsibility of the Company (CSR).
- Whereas the external parties come from academias, practitioners, oil industry observers and mass media.

Proses Identifikasi Aspek-Aspek Materialitas dan Penentuan Isi Laporan [G4-18]
Materiality Aspects Identification and Report Content Determination

Langkah Step 01 — Identifikasi Identification

Identifikasi aspek dan topik yang material, sesuai dengan prinsip konteks keberlanjutan dan pelibatan pemangku kepentingan
- Mengeksplorasi semua topik yang relevan
- Mengidentifikasi aspek material yang relevan
- Mengidentifikasi batasan laporan dengan memperhatikan ruang lingkup dan dampak dari keberadaan Perusahaan

Identification on material aspects and topics in accordance to sustainability context and stakeholders involvement
- *Exploring all relevant topics*
- *Identifying relevant material aspects*
- *Identifying material aspect boundaries by considering the scopes and impacts of the Company's presence*

Langkah Step 02 — Prioritas Priority

Pelaksanaan & Penetapan Aspek Material
- Penetapan forum grup diskusi terfokus (FGD)
- Jumlah Peserta: 35 Orang
- Tempat: Bandung, Jawa Barat
- Waktu: 6-7 Oktober 2014

Conduct & Determine Materiality Aspect
- *Determination of focus group discussion (FGD)*
- *Number of Participants: 35 People*
- *Place: Bandung, Jawa Barat*
- *Time: 6-7 October 2014*

Langkah Step 03 — Validasi Validation

Analisa Hasil Uji Materialitas Secara Keseluruhan
- Penghitungan Nilai Setiap Aspek Berdasarkan Skala Kepentingan (1 hingga 5)
- Penentuan Aspek Materialitas
- Validasi untuk memastikan laporan sesuai dengan prinsip "kelengkapan" dan pelibatan pemangku kepentingan

Overall Materiality Test Results Analysis
- *Calculation of the Value of Each Aspect Based on Importance Scale (1 to 5 scale)*
- *Determining Materiality Aspect*
- *Validation to ensure the report is in accordance with "completeness" and stakeholder inclusivity principles*

Langkah Step 04 — Kaji Ulang Review

Pengesahan Matrik Hasil Uji Materialitas
- Mengkaji ulang 5 aspek material yang telah ditentukan berdasarkan konteks keberlanjutan dan keterlibatan pemangku kepentingan
- Memasukkan input perbaikan laporan dari pemangku kepentingan
- Menyiapkan catatan perbaikan untuk laporan tahun selanjutnya dengan memperhatikan masukan dari pemangku kepentingan

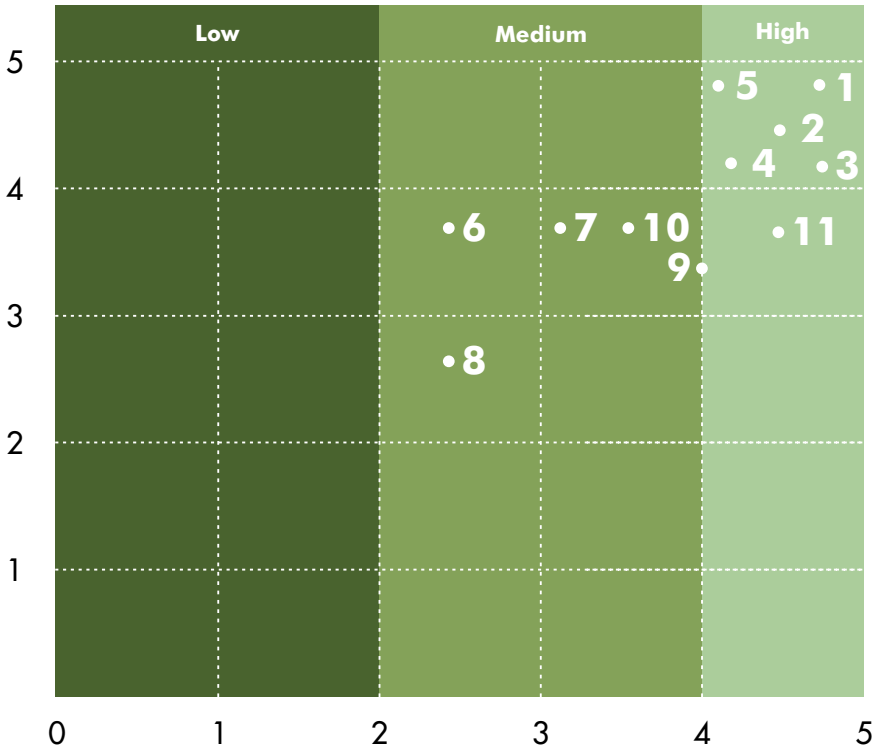
Validation of Materiality Test Results Matrix
- *Review the established 5 material aspects based on the sustainability context and stakeholders' involvement*
- *Include correction input for the report from stakeholders*
- *Prepare correction notes for next year's report by considering input from stakeholders*

Langkah Step 05 — Penulisan Writing

Penyusunan Laporan
- Laporan disusun berdasarkan konteks keberlanjutan yang relevan dengan karakteristik Pertamina
- Laporan disusun melibatkan pemangku kepentingan (*stakeholder inclusiveness*)

Report Preparation
- *Report was prepared based on sustainability context relevant with Pertamina's characteristics*
- *Report was prepared by involving stakeholders (stakeholder inclusiveness)*

Matrik Hasil Uji Materialitas [G4-19, G4-20, G4-21]
Materiality Test Results Matrix



1. Keselamatan dan Kesehatan Kerja (K3)
   Occupational Health and Safety (OHS)
2. Kinerja Ekonomi
   Economic Performance
3. Energi
   Energy
4. Emisi
   Emission
5. Anti Korupsi
   Anti Corruption
6. Produk dan Jasa
   Products and Services
7. Komposisi Karyawan
   Employees Composition
8. Keberagaman dan Kesetaraan
   Equality and Diversity
9. Pelatihan dan Pendidikan
   Training and Education
10. Dampak Ekonomi Tidak Langsung
    Indirect Economic Impacts
11. Komunitas Lokal
    Local Communities

Dari hasil uji materialitas, telah ditentukan 5 aspek material yang berada dalam tingkat "tinggi", yang perlu disampaikan dalam Laporan Keberlanjutan 2014 PT Pertamina (Persero):

1. Keselamatan dan Kesehatan Kerja (K3)
2. Kinerja Ekonomi
3. Energi
4. Emisi
5. Anti Korupsi

Referring to the materiality test, there were 5 material aspects that are categorized as "high", which would need to be presented in Sustainability Report 2014 PT Pertamina (Persero):

1. Occupational Health and Safety (OHS)
2. Economic Performance
3. Energy
4. Emission
5. Anti Corruption

BATASAN ASPEK MATERIAL

Informasi bersifat material diperoleh dari Kantor Pusat Pertamina dan entitas Anak Perusahaan sesuai dengan lingkup pelaporan. Informasi ini juga melibatkan pemangku kepentingan utama, khususnya karyawan dan pemegang saham yang memberikan pendapatnya atas informasi yang harus disampaikan. Batasan laporan juga mengidentifikasi adanya kemungkinan dampak positif dan negatif dari setiap aspek material yang disajikan, yang akan mempengaruhi secara langsung kinerja internal maupun eksternal Perseroan.

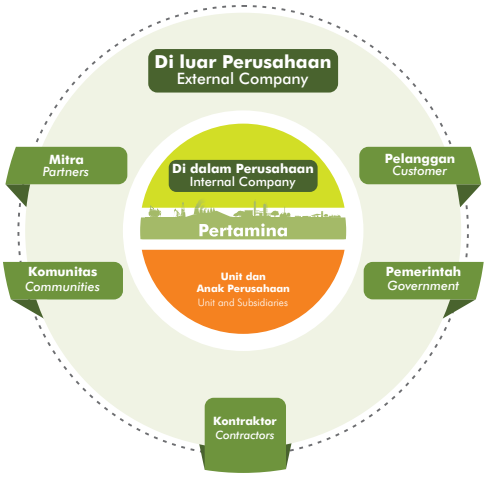
MATERIAL ASPECT BOUNDARIES

Information on materials were collected from the Pertamina Head Office and its Subsidiary entities in accordance with the scope of reporting. This also involved the main stakeholders, especially employees and shareholders. Report boundaries also identifies the positive and negative impacts from each presented material, which would affect directly the internal and external performance of the Company.

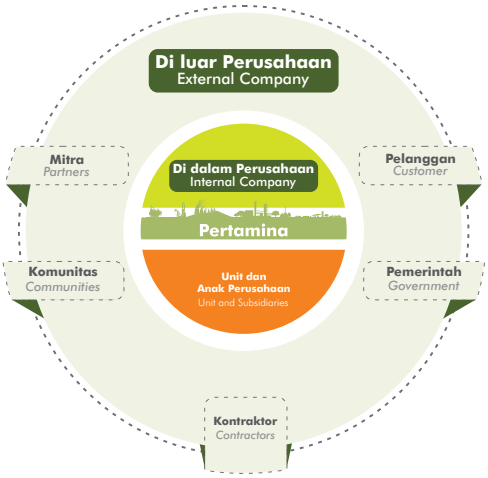
Batasan Aspek Material
Material Aspect Boundaries

Keselamatan dan Kesehatan Kerja (K3)
Occupational Health and Safety (OHS)

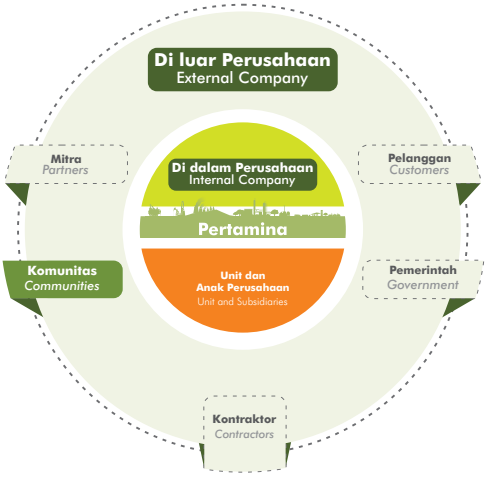
Kinerja Ekonomi
Economic Performance



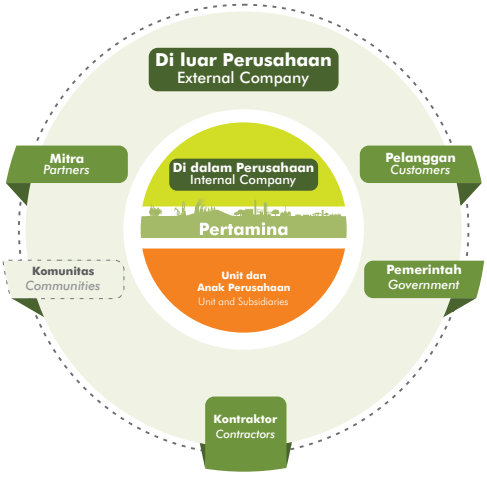
Energi
Energy



Emisi
Emission



Anti Korupsi
Anti Corruption



Selain kelima aspek material yang menjadi fokus dalam laporan ini, kami juga menyertakan informasi bersifat umum, mengenai komunitas lokal, hak asasi manusia (HAM), pengembangan sumber daya manusia (SDM), dan program/kegiatan lain dalam pemenuhan tanggung jawab sosial perusahaan (*corporate social responsibility* atau CSR).

Aside from the five important information that are the focus of this report, we also include general information, about the local communities, human rights, human resources development (HR), and other programs/activities in fulfilling our corporate social responsibility (CSR).

Laporan ini tentunya tidak dapat mencakup semua informasi yang ingin kami sampaikan karena besarnya wilayah operasional kami. Oleh karena itu, kami menyarankan kepada pembaca untuk merujuk pada Laporan Keberlanjutan yang sudah dibuat oleh masing-masing Anak Perusahaan kami. Masing-masing Anak Perusahaan kami mempunyai fokus penyampaian informasi yang berbeda, sesuai dengan jenis operasi perusahaan Pertamina yang dari hulu hingga ke hilir.

This report certainly cannot contain all of the information we wish to convey due to the vastness of our operational area. Therefore, we suggest the readers to refer to the Sustainability Reports that are published by each of our Subsidiaries. Each of our subsidiaries have different focuses in information presentation, in accordance with the nature of Pertamina operations that cover upstream to downstream.

Anak Perusahaan Subsidiary	**Laporan Tahunan Terintegrasi** Integrated Annual Report	**Laporan Keberlanjutan** Sustainability Report
PT Pertamina Hulu Energi	V	X
PT Pertamina EP	V	X
PT Pertamina Geothermal Energy	X	V
PT Pertamina EP Cepu	X	V
PT Tugu Pratama Indonesia	X	V
PT Pertamina Training & Consulting	V	X
PT Pertamina Gas	V	X
PT Pertamina Drilling Services Indonesia	X	V
PT Patra Jasa	X	V

PENCAPAIAN KINERJA 2014
PERFORMANCE HIGHLIGHT 2014

4
Gold PROPER
Berhasil diraih oleh 4 unit usaha
Achieved by 4 business units

82.71%
Tingkat Layanan Pelanggan
Customer Service level
Lebih tinggi dari target yang ditetapkan, yaitu 75%
Higher than the expected target, which was 75%

79
Posyandu
Maternal Health Clinics

Penerima Manfaat Pertamina Sehati
Pertamina Sehati Beneficiary

100 Juta / *Million*
Jumlah pohon yang ditabung pada 2015
Total tree saved in 2015

94.43%
Penilaian GCG 2014
GCG Assessment 2014

297.36 MMBOE

Temuan Sumber Daya Eksplorasi Migas (2C)

Oil & Gas Resources Exploration Findings (2C)

87.19 MMBO

Produksi Minyak Mentah

Crude Oil Production

2.9 Juta Ton CO_2e

Million Ton CO_2e

Akumulasi reduksi emisi gas rumah kaca sejak 2010

Accumulated reduction of greenhouse gas emission since 2010

4,832 Peserta

Participants

Pelatihan Anti Korupsi

Anti Corruption Training

VISI, MISI, DAN NILAI-NILAI PERUSAHAAN [G4-56]
VISION, MISSION, AND CORPORATE VALUES

VISI
VISION

Menjadi Perusahaan Energi Nasional Kelas Dunia

To Be World Class National Energy Company

MISI
MISSION

Menjalankan Usaha Minyak, Gas Serta Energi Baru dan Terbarukan Secara Terintegrasi, Berdasarkan Prinsip-prinsip Komersial yang Kuat

To Carry Out Integrated Business Core in Oil, Gas, Renewable and New Energy Based on Strong Commercial Principles

DASAR PENETAPAN

Ditetapkan dalam RUPS RJPP 2011-2015

BASIS FOR ESTABLISHMENT

Established in the GMS for RJPP 2011-2015

SOSIALISASI KEPADA PEMANGKU KEPENTINGAN

Jajaran manajemen menjelaskan visi dan misi perusahaan setiap melakukan presentasi. Disamping itu, visi dan misi tertulis dalam media internal, *website*, Laporan Tahunan dan Laporan Keberlanjutan.

SOCIALIZATION TO STAKEHOLDERS

Management explains the Company's vision and mission at every presentation. Furthermore, vision and mission are written in internal media, website, Annual Report, and Sustainability Report.

NILAI PERUSAHAAN
CORPORATE VALUES

6C

CLEAN
BERSIH

Dikelola secara profesional, menghindari benturan kepentingan, tidak menoleransi suap, menjunjung tinggi kepercayaan dan integritas. Berpedoman pada asas-asas tata kelola korporasi yang baik.

Professionally managed, avoiding conflict of interest, never tolerating bribery, respecting trust and integrity based on good corporate governance principles.

COMPETITIVE
KOMPETITIF

Mampu berkompetisi dalam skala regional maupun internasional, mendorong pertumbuhan investasi, membangun budaya sadar biaya dan menghargai kinerja.

Able to compete both regionally and internationally, support growth through investment, build cost effective and performance oriented culture.

CONFIDENT
PERCAYA DIRI

Berperan dalam pembangunan ekonomi nasional, menjadi pelopor dalam reformasi BUMN, dan membangun kebanggaan bangsa.

Involved in national economic development, as pioneer in State-owned Enterprises reformation, and building national pride.

CUSTOMER FOCUS
FOKUS PADA PELANGGAN

Berorientasi pada kepentingan pelanggan dan berkomitmen untuk memberikan pelayanan terbaik kepada pelanggan.

Focus on customers and committed to give the best service to customers.

COMMERCIAL
KOMERSIAL

Menciptakan nilai tambah dengan orientasi komersial, mengambil keputusan berdasarkan prinsip-prinsip bisnis yang sehat.

Create added values based on commercial oriented and make decisions based on fair business principles

CAPABLE
BERKEMAMPUAN

Dikelola oleh pemimpin dan pekerja yang profesional dan memiliki talenta dan penguasaan teknis tinggi, berkomitmen dalam membangun kemampuan riset dan pengembangan.

Managed by professional, skilled, and high quality leaders and workers, committed to build research and development capability.

DASAR PENETAPAN

- Pertamina Charter tahun 2007 yang berisi penetapan visi Pertamina menjadi *World Class National Oil Company* dan penetapan Tata Nilai 6C sebagai Tata Nilai Perusahaan
- Surat Keputusan Direktur Utama PT Pertamina (Persero) No.Kpts-22/C00000/2013-S0, Perihal : Penerapan Tata Nilai 6C di Pertamina dan Anak Perusahaan (*Operational Holding*)

BASIS FOR ESTABLISHMENT

- Pertamina Charter of 2007 containing the establishment of Pertamina's vision to be a World Class National Oil Company and the establishment of 6C Values as Corporate Values
- Decree of The President Director of PT Pertamina (Persero) No.Kpts-22/C00000/2013-S0, Regarding: The Establishment of 6C Values at Pertamina and Subsidiaries (Operational Holding)

SOSIALISASI KEPADA PEMANGKU KEPENTINGAN

Jajaran manajemen menjelaskan nilai visi dan misi Perusahaan setiap melakukan presentasi, baik di internal maupun eksternal Perusahaan. Nilai Perusahaan juga tertulis dalam majalah internal, Laporan Tahunan, Laporan Keberlanjutan dan *website*.

SOCIALIZATION TO STAKEHOLDERS

Management explains the Company's vision and mission at every presentation, whether internally or externally. Company's Values are also written in internal magazine, Annual Report, Sustainability Report, and website.

SAMBUTAN KOMISARIS UTAMA [G4-1, G4-2]
PRESIDENT COMMISSIONER STATEMENT

> Pertamina berperan besar terhadap ketahanan energi Indonesia, oleh karena itu kami membentuk Direktorat Energi Baru dan Terbarukan (EBT) untuk lebih mendukung program Pemerintah dalam memanfaatkan energi ramah lingkungan dan menghasilkan emisi bersih yang rendah karbon.

Pertamina holds an important role in Indonesia's energy resiliency, therefore we formed the Directorate for New and Renewable Energy (NRE) to further support of the Government's program to utilize ecofriendly energy and produce clean, low carbon emissions.

SUGIHARTO

Komisaris Utama/Komisaris Independen PT Pertamina (Persero)
President Commissioner/Independent Commissioner PT Pertamina (Persero)

Pemegang saham, para Anggota Dewan Komisaris, para Anggota Direksi, Staf dan Pekerja Perseroan dan para Pemangku Kepentingan yang kami hormati,

Puji syukur kami panjatkan ke hadirat Allah SWT, Tuhan Yang Maha Esa, yang telah memberikan karunia kepada kita semua. Untuk keempat kalinya Pertamina menyajikan Laporan Keberlanjutan. Laporan ini sangat penting bagi Pertamina, karena dengan laporan ini Pertamina dapat mengkomunikasikan kepada para Pemangku Kepentingan mengenai kontribusi Pertamina dalam pembangunan berkelanjutan melalui kinerja bisnis, ekonomi, sosial, pendidikan dan lingkungan.

Setiap tahun selalu dilakukan peningkatan kualitas laporan keberlanjutan Pertamina baik dari kualitas penyajian maupun kualitas informasi yang disajikan. Untuk tahun 2014, Pertamina telah melakukan *assurance* atas ketaatan laporan keberlanjutan dengan *Global Reporting Initiative* (GRI) oleh konsultan independen. *Review* tersebut merupakan permintaan Dewan Komisaris dalam rangka meningkatkan kualitas laporan keberlanjutan. Konsultan independen telah memberikan *assurance statement* atas ketaatan Pertamina pada GRI seperti yang dilaporkan dalam bagian akhir laporan ini.

Sebagai Badan Usaha Milik Negara (BUMN) terbesar, Pertamina mengemban amanat untuk menjaga ketahanan energi Indonesia. Pertamina tidak hanya melakukan eksplorasi dan produksi migas pada lapangan migas di Indonesia dan luar negeri, namun Pertamina juga mendapat tugas Pemerintah menjalankan *Public Service Obligation* (PSO) dalam hal menyalurkan dan menjaga ketersediaan bahan bakar migas di seluruh wilayah Indonesia. Tugas PSO merupakan tugas utama yang diberikan Pemerintah kepada Pertamina, sehingga dalam pelaksanaan tugas ini, terkadang Pertamina harus menunda keuntungan. Kondisi ini menunjukkan komitmen Pertamina yang tinggi dalam menjamin keberlanjutan dan ketersediaan energi untuk masyarakat.

Penurunan tajam harga minyak mentah yang terjadi di akhir 2014, sangat berpengaruh terhadap pencapaian laba Perusahaan pada tahun 2014. Laba Perusahaan tahun 2014 yang dihasilkan hanya sebesar US$1.50 miliar atau kurang dari 50% dibandingkan laba tahun 2013. Walaupun dalam kinerja keuangan menurun, Pertamina memiliki keyakinan di masa mendatang untuk tetap mampu menghasilkan laba yang lebih besar dan menciptakan pertumbuhan Perusahaan yang berkelanjutan.

Tahun 2014 merupakan tahun berat bagi Pertamina. Kondisi politik Negara, pergantian Pemerintahan mempengaruhi lingkungan usaha perusahaan. Selama tahun 2014 terjadi pergantian dan pengunduran diri Anggota Dewan Komisaris. Pada triwulan terakhir 2014, juga terjadi pergantian Anggota Direksi yang menyebabkan perubahan struktur organisasi karena jumlah Direksi berkurang dibandingkan periode sebelumnya. Walaupun terjadi perubahan Dewan Komisaris

Dear Shareholders, Members of Board of Commissioners, Members of Board of Directors, Staff and Employees of the Company and the Stakeholders,

We would like to express our gratitude to Allah SWT, God Almighty, who has given His blessing to us all. For the fourth time Pertamina presents the Sustainability Report. This report is very important for Pertamina as it is a way to communicate to the stakeholders regarding Pertamina's contribution to sustainable development through business, economic, social, educational and environmental performance.

Each year we continue to improve the quality of Pertamina's sustainability reporting both in terms of presentation quality and quality of the information presented. In 2014, Pertamina has performed assurance for sustainability report compliance with the Global Reporting Initiative (GRI) by an independent consultant. The review was requested by the Board of Commissioners in order to improve the quality of sustainability reporting. The independent consultant has given assurance statement on Pertamina's compliance with GRI as reported in the final part of this report.

As the largest State-owned Enterprise (SOE), Pertamina is mandated to maintain Indonesia's energy security. Pertamina's mandate is not only to carry out oil & gas exploration and production of the Indonesian and overseas oil & gas fields, but it is also tasked by Government to implement Public Service Obligation (PSO) in distribution and maintaining the availability of fuel across Indonesia. PSO is Pertamina's main task given by the Government, in which Pertamina sometimes has to delay in making profit due to the implementation of this task. This demonstrates Pertamina's high commitment in ensuring the energy sustainability and availability to the people.

The sharp decline in crude oil prices that occurred at the end of 2014, greatly affected the achievement of the Company's profits in 2014. The Company's profits generated in 2014 amounted to US$1.50 billion or less than 50% compared to the profits in 2013. Despite the declining financial performance, Pertamina has the confidence to remain able in generating higher profits and creating sustainable growth.

The year 2014 was a difficult year for Pertamina. The country's political conditions and a change of government affected the company's business environment. During 2014, there were changes and resignation of Members of the Board of Commissioners. In the last quarter of 2014, there were also changes of members of the Board of Directors that led to changes in the organizational structure due to the reduced number of Directors compared to that of previous period.

dan Direksi, namun komitmen Perusahaan tidak berubah dan tetap konsisten untuk melaksanakan program-program keberlanjutan yang telah direncanakan.

Hal yang perlu dicatat adalah, pada struktur organisasi yang baru dibentuk Direktorat Energi Baru dan Terbarukan (EBT). Perubahan ini menunjukkan komitmen Pertamina untuk terus mendukung program Pemerintah dalam mencari sumber-sumber energi baru yang lebih ramah lingkungan, di samping meningkatkan efisiensi dan produktivitas Perusahaan.

Pertamina mendukung proses keberlanjutan dalam program ketahanan energi nasional dengan mengupayakan penemuan dan penggunaan energi baru dan terbarukan. Bisnis *geothermal* walaupun belum memberikan kontribusi signifikan pada kinerja keuangan namun tetap terus dilakukan pengembangan. Pertamina melakukan investasi cukup besar untuk pengembangan energi baru terbarukan misalnya pengembangan bahan bakar nabati seperti *biodiesel, green diesel, bioethanol, aviation biofuel, coal bed methane* (CBM), energi angin, matahari dan *hybrid*. Beberapa potensi tersebut masih dalam taraf pengembangan dan belum semuanya dapat diproduksi secara ekonomis.

Sebagai Perusahaan yang bergerak di bidang migas, aspek *health safety security and environment* (HSSE) menjadi prioritas utama dalam menjalankan bisnis. Pertamina menerapkan kebijakan keselamatan kesehatan kerja dan lindungan lingkungan (K3LL) berstandar *international safety rating system*. HSSE merupakan aspek yang dievaluasi oleh Dewan Komisaris dalam monitoring pencapaian kinerja bulanan. Target kinerja HSE dan setiap kecelakaan kerja yang berakibat pada keselamatan pekerja maupun kerusakan lingkungan senantiasa dipantau oleh Komisaris. Praktik tersebut menunjukkan tingginya komitmen Pertamina terhadap pelaksanaan HSSE yang berdampak pada pekerja, masyarakat, perusahaan dan lingkungan.

Semangat untuk menjaga planet bumi dalam pengelolaan Perusahaan tercermin dalam slogan *reuse* dan *recycle* yang dipraktikkan dengan penghematan kertas, pembatasan penggunaan air tanah dan penghematan energi. Dalam kegiatan operasi Perusahaan, pemanfaatan *gas flaring* dalam pengolahan migas untuk sumber daya pembangkit listrik merupakan upaya untuk menjaga lingkungan sekaligus melakukan penghematan penggunaan bahan bakar migas yang berujung pada penurunan biaya produksi.

Upaya pengelolaan lingkungan di areal operasi ditunjukkan dengan keberhasilan Pertamina menambah perolehan PROPER dibandingkan tahun 2013. Untuk tahun 2014, Pertamina berhasil meningkatkan perolehan 1 (satu) PROPER Emas sehingga menjadi 4 (empat) PROPER Emas ditambah 42 PROPER Hijau. Perusahaan selalu berusaha untuk menurunkan konsumsi BBM dan listrik baik untuk kegiatan perkantoran maupun operasi.

Although there were changes in the Board of Commissioners and Board of Directors, but the Company's commitment has not changed and remained consistent to implement sustainability programs that have been planned.

Another significant change was the new organizational structure formed by Directorate of New and Renewable Energy (NRE). This change demonstrates Pertamina's commitment to continue supporting the Government's program in the search for new energy sources that are more environmentally friendly, in addition to improving the efficiency and productivity of the Company.

Pertamina supports the sustainability process in the national energy security program by pursuing the discovery and use of new and renewable energy. Although geothermal business has not contributed significantly to the financial performance but its development still continues. Pertamina has made fairly big investments for the development of renewable energy including the development of biofuels such as biodiesel, green diesel, bio-ethanol, aviation biofuel, coal bed methane (CBM), wind energy, solar and hybrid. Some of the potentials are still being developed and not all of them can be produced economically.

As a Company engaged in oil and gas sector, the aspect of health, safety, security and environment (HSSE) is a top priority in running the business. Pertamina applies health, safety, security and environment (HSSE) policy with reference to the international safety rating system. HSSE is an aspect that is evaluated by the Board of Commissioners in monitoring the monthly performance achievement. HSE performance targets and every workplace accident that affects the safety of employees and cause the environmental damage are constantly monitored by the Board of Commissioners. The practice showed Pertamina's high commitment to the implementation of HSSE that has impact on employees, communities, businesses and the environment.

The spirit to preserve the planet earth in the Company's management is reflected in the slogan of reuse and recycle as practiced by saving paper, restrictions on the use of ground water and energy savings. In the Company's operations, the use of gas flaring in the oil & gas processing for resource of power generation is an effort to preserve the environment at the same time saving oil & gas fuels which led to lower production costs.

Environmental management efforts in the operating areas are shown by Pertamina's success in adding more PROPER awards than the achievements in 2013. In 2014, Pertamina managed to add one (1) Gold PROPER, which made a total achievement of four (4) Gold PROPER awards as well as 42 Green PROPER awards. The Company always strives to reduce the consumption of fuel and electricity for offices and operations activities.

Pertamina dan Anak Perusahaan menyediakan lapangan kerja bagi lebih dari 27.400 pekerja tetap dan tidak tetap. Komitmen Perusahaan terhadap "*people*" ditunjukkan dengan memberikan gaji di atas upah minimum regional pada setiap pekerja yang bekerja di lingkungan Pertamina. Pekerja tetap tidak hanya diberikan gaji, namun diberikan tunjangan kesehatan, sehingga dapat hidup sejahtera. Pengembangan dan pendidikan pekerja diberikan dalam serangkaian pendidikan dan pelatihan yang terstruktur dan disediakan secara merata untuk seluruh pekerja. Melalui Pertamina Corporate University yang menggandeng beberapa Universitas di Indonesia dan beberapa Universitas ternama di luar negeri, insan Pertamina dididik dan dilatih menjadi profesional yang siap mengembangkan Pertamina di masa depan.

Pertamina and its Subsidiaries provide jobs for more than 27,400 permanent and non-permanent employees. The Company's commitment to "people" is demonstrated in the amount of salaries above the regional minimum wage for each employee who works within Pertamina. Permanent employees not only are given salaries, but also the health benefits for their welfare. Employee development and education are provided equally for all employees in a series of structured education and training programs. Through Pertamina Corporate University, in collaboration with several universities in Indonesia and several well-known universities abroad, Pertamina people are educated and trained to become professionals who are ready to develop Pertamina in the future.

Pertamina aktif mendukung program pemerintah dalam *Millenium Development Goals* (MDGs) melalui program inisiatif-inisiatif CSR, program kemitraan dan bina lingkungan serta kegiatan yang dilakukan oleh Pertamina Foundation. Program CSR Pertamina bertemakan Pertamina Sobat Bumi dengan mengangkat empat pilar unggulan yaitu Pertamina Cerdas, Pertamina Sehat, Pertamina Hijau dan Pertamina Berdikari. Beberapa program unggulan tersebut antara lain: Pertamina Sehati, Pengembangan Kawasan Ekonomi Masyarakat, Menabung Seratus Juta Pohon, Sekolah Sobat Bumi, Beasiswa Sobat Bumi, Relawan Sobat Bumi, *Teacher Quality Improvement*, Olimpiade Sains Nasional, Program Desa Binaan dan Sentra Pemberdayaan Tani.

Pertamina is actively supporting the government programs in the Millennium Development Goals (MDGs) through CSR initiatives, the partnership and community development program as well as the activities carried out by Pertamina Foundation. Pertamina's CSR program has the grand theme Pertamina Sobat Bumi raising four signature pillars namely Pertamina Bright, Pertamina Health, Pertamina Green and Pertamina Ecopreneurs. Some of the featured programs include: Pertamina Sehati, Development of Economic Community Area, Savings 100 million trees, Sobat Bumi School, Sobat Bumi Scholarship, Sobat Bumi Volunteer, Teacher Quality Improvement, the National Science Olympiad, Partner Village Program and Farmers' Empowerment Center.

Program Kemitraan memberikan bantuan dana kepada unit usaha kecil dan menengah (UKM), membantu akses promosi dan pemasaran sehingga mampu menjadi UKM yang mandiri dan berdaya saing. Program bina lingkungan difokuskan pada program penanganan kemiskinan di lebih dari seratus desa tertinggal dalam rangka meningkatkan nilai Indeks Pembangunan Manusia (IPM). Jenis kegiatan yang dilakukan meliputi penanggulangan bencana, pendidikan dan pelatihan serta pengembangan prasarana umum.

Partnership Program provides financial assistance to small and medium enterprises (SMEs), support the access to promotion and marketing to enable them to become independent and competitive SMEs. Community development program is focused on poverty handling program in more than 100 underdeveloped villages in order to increase the Human Development Index (HDI). Types of activities undertaken include disaster mitigation, education and training as well as the development of public infrastructure.

Pertamina Foundation mendorong pelaksanaan Menabung 100 juta pohon. Melalui program ini Pertamina tidak hanya peduli terhadap lingkungan, namun juga menumbuhkan *entrepreneur* lokal dan menjaga satwa hutan. Selain itu Pertamina juga mengembangkan "Sekolah Sobat Bumi" yaitu program pendidikan yang bermuatan pembangunan berkelanjutan. Bekerjasama dengan Universitas Negeri Malang, Pertamina mengembangkan program peningkatan kompetensi guru wilayah terpencil sehingga tercipta pemerataan kualitas pendidikan. Kepedulian Pertamina dalam kesehatan masyarakat ditunjukkan dengan program Pertamina Sehat. Melalui program ini Pertamina meningkatkan layanan kesehatan dan mempermudah akses kesehatan bagi ibu dan anak.

Pertamina Foundation encourages the implementation of Savings 100 million trees. Through this program, Pertamina is not only concerned about the environment, but also foster local entrepreneurs and conserve the forest animals. In addition, Pertamina also has developed a "Sobat Bumi School", which is an educational program with sustainable development content. In collaboration with Malang State University, Pertamina developed programs to improve the competence of teachers in remote areas so as to create equal quality of education. Pertamina's concern in community health is demonstrated by Pertamina Health program. Through this program, Pertamina improves healthcare services and facilitate access to maternal and child health.

Komitmen Pertamina terhadap etika dan integritas dicerminkan dalam upaya Pertamina untuk melakukan internalisasi tata nilai perusahaan yang tercermin dalam 6C (*Clean, Competitive, Confident, Customers Focus, Commercial, Capable*) kepada seluruh insan Pertamina. Upaya untuk meningkatkan citra sebagai perusahaan yang bersih dilakukan melalui program penolakan gratifikasi dan pelaporan gratifikasi, laporan harta kekayaan penyelenggara negara (LHKPN) dan pakta integritas dari setiap insan Pertamina.

Sebagai Perusahaan BUMN terbesar di Indonesia yang ingin menjadi perusahaan energi kelas dunia, Pertamina terus berupaya mengembangkan perusahaan dengan berpegang teguh pada tata kelola perusahaan yang baik (GCG). Komitmen ini ditunjukkan dengan peningkatan skor GCG berdasarkan kriteria BUMN setiap tahun. Bahkan Pertamina sebagai penerbit *global bonds* berinisiatif untuk meminta penilaian dari lembaga indepeden dengan kriteria ASEAN CG *Score*. Hasilnya skor ASEAN CG Pertamina adalah 71,62, termasuk salah satu yang tertinggi di Indonesia. Pertamina meyakini bahwa tata kelola yang baik merupakan prasyarat untuk dapat mencapai kinerja yang tinggi.

Akhirnya, saya mewakili segenap anggota Dewan Komisaris memberikan apresiasi tinggi bagi semua jajaran Direksi dan karyawan atas kerja kerasnya mempertahankan kinerja bisnis, ekonomi, sosial, pendidikan dan lingkungan, yang keberlanjutan serta menjaga hubungan baik dengan segenap Pemangku Kepentingan. Dewan Komisaris menilai bahwa kinerja keberlanjutan yang telah dilakukan Pertamina sangat baik sesuai dengan citra dan kebesaran nama Pertamina. Harapannya segala upaya yang dilakukan Pertamina dapat menjadikan Pertamina semakin maju, berkembang dan besar di masa depan sehingga mampu menjadi Perusahaan kebanggaan Indonesia serta mampu membawa Indonesia mendunia. Terima kasih dan salam keberlanjutan!

Pertamina's commitment to ethics and integrity is demonstrated in Pertamina's efforts to internalize the corporate values of the company, which are reflected in the 6Cs (Clean, Competitive, Confident, Customers Focus, Commercial, Capable) to all Pertamina people. The efforts to improve the image as a clean company are carried through gratification rejection and reporting program, state official wealth report (LHKPN) and the integrity pact of every member of Pertamina.

As Indonesia's largest SOE that aspires to become a world-class energy company, Pertamina continues to develop the company by adhering to good corporate governance (GCG). This commitment is demonstrated by increasing scores of GCG based on SOE criteria every year. Moreover, Pertamina as an issuer of global bonds has the initiative to request an assessment from independent agency according to ASEAN CG Scorecard criteria. The result of Pertamina's ASEAN CG score was 71.62, which was one of the highest in Indonesia. Pertamina believes that good governance is a prerequisite to be able to achieve high performance.

I, hereby represent all members of the Board of Commissioners, would like to give high appreciation to all members of the Board of Directors and employees for their hard work in maintaining business, economic, social, education and the environmental, sustainability performance and maintaining good relationships with all stakeholders. The Board of Commissioners considered that the sustainability performance have been carried out very well by Pertamina in line with Pertamina's image and reputation. All efforts made by Pertamina hopefully will bring Pertamina to be more advanced, evolved and grow in the future so as to become the pride of Indonesia as well as able to put Indonesia on the global map. Thank you and sustainability greetings from us!

Jakarta, 2015
Atas nama Dewan Komisaris
On behalf of the Board of Commissioners

SUGIHARTO
Komisaris Utama / Komisaris Independen
President Commissioner/Independent Commissioner

SAMBUTAN DIREKTUR UTAMA [G4-1, G4-2]
PRESIDENT DIRECTOR & CEO STATEMENT

> Pertamina bagi kami adalah tempat belajar mandiri untuk berkembang bersama masyarakat melalui berbagai proses pembelajaran yang ada

Pertamina is to us a place independently learn about how to with the society through various learning processes

DWI SOETJIPTO

Direktur Utama PT Pertamina (Persero)
President Director & CEO PT Pertamina (Persero)

Pemangku Kepentingan yang Budiman,

Dengan mengucapkan syukur kepada Tuhan Yang Maha Esa, Pertamina dapat menutup tahun 2014 dengan tetap memberikan manfaat bagi seluruh pemangku kepentingan, terutama masyarakat Indonesia.

Tahun 2014 Pertamina memantapkan diri untuk melangkah menjadi Perusahaan minyak kelas dunia. Sebagai sebuah perusahaan kelas dunia, maka konsistensi untuk tetap menjalankan bisnis di bidang usaha minyak, gas, serta energi baru dan terbarukan harus dilakukan secara terintegrasi. Terlebih, data International Energy Agency (IEA) menunjukkan bahwa pada tahun 2015 mendatang, permintaan minyak dunia akan meningkat menjadi 94,1 juta barrel per hari, meningkat 1,5% dari permintaan tahun ini. Konsumsi minyak ini meningkat, mengikuti kebutuhan rumah tangga yang relatif cepat.

Booming pemboran *shale oil* di Amerika Serikat telah memicu persaingan ketat dan menyebabkan turunnya harga minyak mentah dunia. Keadaan ini tentu saja mempengaruhi kinerja Pertamina, namun demikian tidak langsung berpengaruh pada investasi hulu dan hilir migas yang justru diproyeksikan meningkat. Untuk itu, Pertamina akan memulai investasi kilang yang ditandai dengan mulai bergulirnya program *Refinery Development Master Plan* (*up grading* dan optimasi – RDMP).

Selanjutnya, Pertamina akan mengembangkan infrastruktur yang dapat membantu pemanfaatan energi dalam proses operasi, misalnya pemanfaatan *associated* gas. Dalam konteks konversi energi, juga diperlukan pengembangan infrastruktur pemanfaatan LNG untuk memenuhi kebutuhan domestik. Pengembangan ini diperlukan untuk memberikan keseimbangan antara *Liquefied Natural Gas* (LNG) yang di ekspor dan *Liquefied Petroleum Gas* (LPG) yang kita impor. Semua pengembangan infrastruktur ini kami harapkan dapat meningkatkan daya saing Perusahaan.

Selain itu, Pertamina menjalankan tugas penting sebagai sebuah Badan Usaha Milik Negara (BUMN) yang berperan menjaga keharmonisan pencapaian tujuan ekonomi, lingkungan dan sosial. Mendukung hal ini, Pertamina secara konsisten melaksanakan program tanggung jawab sosial (*corporate social responsibility*/CSR) melalui tema besar Pertamina Sobat Bumi yang berfokus pada 4 (empat) pilar utama, yaitu Pertamina Cerdas yang merupakan kepedulian Pertamina pada pendidikan dalam rangka membangun generasi masa depan yang cemerlang, dengan program diantaranya adalah sekolah sobat bumi dan pemberian beasiswa untuk mendukung pendidikan

Dearest Stakeholders,

By the Grace of God Almighty, Pertamina has been able to end 2014 while still providing to all its stakeholders, especially the people of Indonesia.

In 2014 Pertamina affirmed its actions to become a world class oil company. As a world class company, the consistency to operate a business in the field of oil, gas and renewable energy have to be integrated. Especially, since the data from International Energy Agency (IEA) shows that in the coming 2015, the world's demand for oil will increase to 94.1 million barrels per day, which is a 1.5% increase from this year's demand. The oil consumption will increase, in line with the relatively rapid household needs.

The boom in shale oil in the United States have triggered high competition and caused a decrease in the world oil price. This condition surely affects the Pertamina performance, nonetheless it does not affect the investments for oil and gas in the upstream and downstream that is projected to increase. For that reason Pertamina will start investments in refineries that are marked with the start of the Refinery Development Master Plan program (up grading and optimization – RDMP).

Furthermore, Pertamina is going to develop infrastructures which will support the utilization of energy in operational processes, such as the utilization of associated gas. In the context of energy conversion, there is also a need to develop infrastructure for LNG utilization in order to meet the domestic demands. Such developments are needed to bring balance between the Liquefied Natural Gas (LNG) exported and Liquefied Petroleum Gas (LPG) imported. All of these infrastructure developments will hopefully increase the Company's competitiveness.

Besides, Pertamina performs an important role as a State-owned Enterprises (SOEs) that maintains the harmony between achieving economic, environmental, and social goals. In support of this, Pertamina consistently performs corporate responsibility programs (CSR) under the grand theme of Pertamina Sobat Bumi which is focused on 4 (four) main pillars which are Pertamina Bright which shows Pertamina's concern for education in building a brighter future generation, the programs include sekolah sobat bumi and scholarship grants to support the Indonesian education. Education is a priceless basic value and we, at Pertamina position ourselves as a part of that. The second

masyarakat Indonesia. Pendidikan merupakan nilai dasar yang tidak terkira harganya, dan kami di Pertamina menempatkan diri sebagai bagian dari pembelajaran tersebut. Pilar kedua adalah Pertamina Sehat yang fokus utamanya pada kualitas kesehatan ibu dan anak serta sanitasi lingkungan, sebagaimana isu yang menjadi *concern* MDGs. Pilar ketiga adalah Pertamina Hijau yang fokus terhadap keberlanjutan daya dukung alam. Sementara pilar yang terakhir adalah Pertamina Berdikari yang fokus dalam peningkatan kewirausahaan sehingga tercipta kemandirian ekonomi masyarakat.

pilar is Pertamina Healt which focuses mainly on the quality of mothers and children, and environmental sanitation, as the issues related to MDGs concerns. The third pillar is Pertamina Green that focuses on the sustainability of environmental capacity. While the last pillar is Pertamina Ecopreneurs that focuses on escalating entrepreneurship in order to achieve economic independence for the society.

Di samping program CSR yang kami laksanakan, kami juga mendukung kegiatan lainnya yang tidak kalah penting, seperti olahraga, budaya dan keagamaan. Di bidang olahraga, terdapat program unggulan, seperti 'Pertamina Soccer School' untuk menjaring bakat-bakat muda Indonesia dalam sepak bola dan mendukung pembalap muda Indonesia; Rio Haryanto, dalam ajang GP2. Sebagai bentuk kepedulian kami terhadap kebudayaan Indonesia, kami melakukan program Tour De Singkarak 2014. Pertamina juga turut berperan aktif dalam berbagai program pelestarian kebudayaan anak bangsa, salah satunya Pagelaran Drama Tari Golek Menak "Kelaswara Jayengtresna". Selanjutnya, Pertamina juga mendukung penuh kegiatan kerohanian, seperti Buka Puasa Bersama 10.000 anak yatim dan kegiatan keagamaan lainnya.

Besides the CSR programs we established, we also support other activities that are no less important such as sports, culture and religious. In the field of sports, there are highlight programs, such as 'Pertamina Soccer School' to discover Indonesia's young soccer talents and support for Indonesia's young racer; Rio Haryanto, in the GP2 event. We express our concern for Indonesian culture by supporting the 2014 Tour De Singkarak. Pertamina also holds an active part in various culture preservation programs, such as the Golek Menak Dramatic Dance Performance of "Kelaswara Jayengtresna" Pertamina also fully supports religious activities, such as Fast Breaking with 10,000 orphans and other religious activities.

Dalam jangka waktu 2 bulan di akhir 2014, kami juga telah membentuk Direktorat baru, yaitu Direktorat Energi Baru dan Terbarukan (EBT). Direktorat EBT merupakan wujud komitmen Perusahaan untuk fokus pada pencarian energi terbarukan dan pemakaian energi yang efisiensi.

Within the final 2 months of 2014, we have also formed a new Directorate, which is the Directorate for New and Renewable Energy (NRE). The NRE Directorate is the company's commitment to focus on the search for renewable energy and efficient use of energy.

Upaya pemanfaatan energi juga kami lakukan dengan pengembangan potensi tenaga angin, pembangkit listrik tenaga sampah, pemanfaatan tenaga panas matahari, tenaga panas bumi dan pemanfaatan kelapa sawit untuk mengembangkan green diesel. Hingga saat ini, keperluan akan terobosan teknologi dengan memanfaatkan sumber daya alam tersebut masih memerlukan proses yang panjang. Tentu merupakan tantangan tersendiri bagi kami, terutama dalam mencapai target penambahan kapasitas pembangkit listrik tenaga panas bumi (PLTP) sebesar 800 MegaWatt (MW) pada 2018.

We have also undertook energy utilization efforts by developing on the potentials for wind power, waste-powered power plants, utilization of solar power, geothermal, and the use of palm in developing green diesel. Up until this point, the need for technological breakthroughs in natural resource utilizations still requires a long process. It is undeniably a challenge for us, especially in reaching the target of increasing geothermal power plant (PLTP) capacity of 800 MegaWatt (MW) in 2018.

Dalam setiap tahapan pembukaan lahan baru, kami tetap memperhatikan kelestarian lingkungan alam, terutama ketersediaan air dan keanekaragaman hayati. Lebih lanjut, menjaga hubungan yang harmonis dengan masyarakat setempat seringkali menjadi persoalan yang memerlukan penanganan serius. Untuk itu, kami melakukan pendekatan personal dan pemberdayaan masyarakat setempat, serta terus memberikan pengetahuan akan jenis industri migas, termasuk semua risiko yang terkait dalam bisnis ini.

In every step of land clearing, we consider the conservation of the environment, especially for water availability and biodiversity. Furthermore, building a harmonic relationship with the surrounding communities often poses problems that demand much time and energy. For that, we perform personal approaches and empowerment of surrounding communities, while educating about the oil and gas industry, including all the risks related to the business.

Kami berkomitmen untuk selalu melaksanakan kegiatan operasi secara aman, nyaman dan berwawasan lingkungan dengan menerapkan standar tinggi terhadap aspek *health, safety, security & environmental* (HSSE) guna meminimalkan risiko dengan cara mencegah terjadinya kecelakaan, kebakaran, penyakit akibat kerja, pencemaran, dan gangguan keamanan serta dampak lain akibat kegagalan operasi terhadap lingkungan di sekitar kegiatan Pertamina.

We are committed to always perform our operations in a safe, comfortable and environmentally sound manner by applying high standards in health, safety, security & environmental (HSSE) aspects to minimize the risks by preventing accidents, fires, work-induced illnesses, contamination and security disturbances along with other impacts, caused by operational failures towards the environment surrounding Pertamina activities.

Segala upaya telah dilakukan untuk mencegah peristiwa diatas, namun kecelakaan kerja masih terjadi di Pertamina. Data total rerata insiden terekam atau total recordable incident rate (TRIR) tahun 2014 adalah 0,28, naik dibandingkan tahun 2013, sebesar 0,24. Kami bersyukur bahwa selama tahun 2014 tidak terjadi major accident yang menjadi perhatian publik dan berdampak serius terhadap lingkungan. Namun kami sadar bahwa setiap kejadian apapun terkait bisnis minyak dan gas, maka Pertamina menjadi nama pertama yang akan menjadi sorotan. Kedudukan Pertamina yang strategis ini menjadikan kami harus lebih berhati-hati dalam menjalankan bisnis, termasuk dalam menjaga hubungan harmonis dengan semua mitra kerja kami.

Various measures have been undertaken to prevent the above mentioned incidents from happening, however workplace accidents still occur in Pertamina. The 2014 total recordable incident rate (TRIR) is 0.28, which is an increase from the 2013 rate of 0.24. We are grateful that throughout 2014 there was no major accidents occurred that could attract public attention and pose serious impact to the environment. However, we realize that any time oil and gas-related incident occurred, then Pertamina will be the first in the spotlight. Pertamina's strategic role forces us to be more careful in doing our business, including in maintaining a harmonious relationship with all of our working partners.

Kami, di Pertamina telah mencanangkan roadmap to zero accident yang terus disosialisasikan ke semua anak Perusahaan melalui berbagai pelatihan, yang dilaksanakan di Training Center Sungai Gerong. Pelatihan juga melibatkan Pertamina Corporate University (PCU) melalui program HSE School – Safe Work Practices. Seluruh pelatihan aspek HSSE yang dilakukan mengacu pada HSSE Management System yang dimiliki Pertamina. Atas usaha ini semua, di tahun 2014, HSSE Training Center yang berlokasi di Sungai Gerong, Sumatera Selatan berhasil mendapatkan sertikat dari Offshore Petroleum Industry Training Organization (OPITO) serta dari Kementerian Tenaga Kerja dan Transmigrasi.

We, at Pertamina have launched our roadmap to zero accident which will be socialized to all subsidiaries through various trainings, which are held at the Sungai Gerong Training Center. Trainings will also involve Pertamina Corporate University (PCU) through the HSE School – Safe Work Practices program. All of the HSSE aspect trainings conducted refer to Pertamina's HSSE Management System. For all these efforts, in 2014, the HSSE Training Center located at Sungai Gerong, South Sumatra acquired certificates from the Offshore Petroleum Industry Training Organization (OPITO) and the Ministry of Manpower.

Pertamina bagi kami adalah tempat pembelajaran mandiri. Kami harus mampu berkembang bersama masyarakat melalui banyak proses pembelajaran. Kami masih harus banyak belajar agar dapat berpacu melawan waktu dan menghadapi semua tantangan, khususnya di industri migas ini. Kami mengajak semua pihak untuk belajar bersama sambil mengharapkan arahan dan masukan yang positif dari semua pemangku kepentingan, khususnya Pemerintah Republik Indonesia, karyawan dan serikat pekerja, para mitra dan pemasok, pelanggan, media, dan masyarakat untuk membantu mengawasi kinerja kami.

Pertamina is to us a place for independent learning. We have to be able to develop with the society through various learning processes. We still have a lot to learn in order to be able to race against time and face all of our challenges, especially in the oil and gas industry. We urge all parties to learn together, while looking forward for guidance and positive inputs from all of our stakeholders, especially the Government of the Indonesian Republic, employees and worker unions, partners and suppliers, customers, media and the public to help monitor our performance.

Akhirnya, kami, selaku jajaran Direksi baru menyampaikan penghargaan tinggi dan terima kasih kepada jajaran Direksi periode sebelumnya yang telah meletakkan dasar kuat bagi Pertamina untuk menjadi perusahaan kelas dunia.

Finally, we, as the new Board of Directors would like to extend our appreciation and gratitude to the previous Board of Directors that had set such a strong foundation for Pertamina to become a world class company.

Harapan kami, Pertamina akan menjadi BUMN milik Bangsa yang mampu mempertahankan energi sebagai tonggak ketahanan ekonomi Indonesia, tempat belajar yang mandiri dan menjadi inspirasi dunia bagi pemenuhan kebutuhan energi dengan tata kelola perusahaan yang unggul. Kami akan bisa mewujudkannya, apabila semua pemangku kepentingan mendukung dan mempunyai visi yang sama.

We expect that Pertamina will become one of the nation's SOEs that is able to maintain energy as one of the defense pillars of the Indonesian economy and become an inspiration to the world in energy demand fulfillment with excellence governance. We shall be able to achieve this if all of the stakeholders provide us with support and carries the same mission.

Jakarta, 2015
Atas nama Direksi,
On behalf of the Board of Directors

DWI SOETJIPTO
Direktur Utama
President Director & CEO

PERNYATAAN DIREKSI
BOARD OF DIRECTORS' STATEMENTS

Kami Direksi PT Pertamina (Persero) menyatakan bahwa Laporan Keberlanjutan (*Sustainability Report*) 2014 Pertamina ini memuat informasi yang benar, dapat di pertanggungjawabkan dan berimbang. **[G4-48]**

We, members of the Board of Directors of PT Pertamina (Persero) hereby state that all of the information in this Pertamina's 2014 Sustainability Report is correct, can be accounted for and balanced. **[G4-48]**

Direksi PT Pertamina (Persero)
Board of Directors of PT Pertamina (Persero)

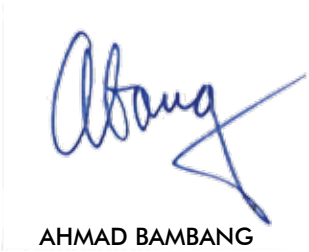
DWI SOETJIPTO
Direktur Utama/President Director & CEO
28 November 2014 – Sekarang
28 November 2014 - Present

SYAMSU ALAM
Direktur Hulu/Upstream Director
8 Desember 2014 - Sekarang
8 December 2014 - Present

YENNI ANDAYANI
Direktur Energi Baru dan Terbarukan/
New and Renewable Energy Director
28 November 2014 - Sekarang
28 November 2014 - Present

RACHMAD HARDADI

Direktur Pengolahan/Refinery Director
8 Desember 2014 - Sekarang
8 December 2014 - Present



AHMAD BAMBANG

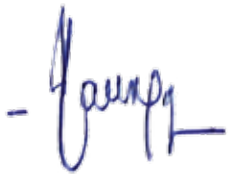
Direktur Pemasaran/Marketing Director
28 November 2014 - Sekarang
28 November 2014 - Present

ARIEF BUDIMAN

Direktur Keuangan/Finance Director
28 November 2014 - Sekarang
28 November 2014 - Present

DWI WAHYU DARYOTO

Direktur Sumber Daya Manusia dan Umum/
Human Resources and General Affairs Director
8 Desember 2014 - Sekarang
8 December 2014 - Present



KAREN AGUSTIAWAN
Direktur Utama/President Director & CEO
5 Februari 2009 - 1 Oktober 2014
5 February 2009 - 1 October 2014

MUHAMMAD HUSEN
Direktur Hulu/Plt. Direktur Utama/
Upstream Director/Acting President Director & CEO
30 Mei 2011 - 28 November 2014
30 May 2011- 28 November 2014

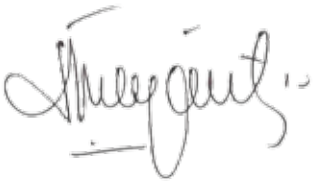
M. AFDAL BAHAUDIN
Direktur Perencanaan Investasi dan Manajemen Risiko/
Investment Planning and Risk Management Director
9 Desember 2011 - 28 November 2014
9 December 2011 - 28 November 2014

CHRISNA DAMAYANTO
Direktur Pengolahan/Refinery Director
18 April 2012 - 28 November 2014
18 April 2012 - 28 November 2014

HANUNG BUDYA YUKTYANTA
Direktur Pemasaran dan Niaga/
Marketing and Trading Director
18 April 2012 - 28 November 2014
18 April 2012 - 28 November 2014

HARI KARYULIARTO
Direktur Gas/Gas Director
18 April 2012 - 28 November 2014
18 April 2012 - 28 November 2014

ANDRI T. HIDAYAT
Direktur Keuangan/Finance Director
9 Desember 2011 - 28 November 2014
9 December 2011 - 28 November 2014



EVITA MARYANTI TAGOR
Direktur Sumber Daya Manusia/
Human Resources Director
18 April 2012 - 28 November 2014
18 April 2012 - 28 November 2014

LUHUR BUDI DJATMIKO
Direktur Umum/General Affairs Director
18 April 2012 - 28 November 2014
18 April 2012 - 28 November 2014

SEKILAS PT PERTAMINA (PERSERO)
PT PERTAMINA (PERSERO) OVERVIEW

US$70,648 Million
Jumlah Pendapatan
Total Revenue

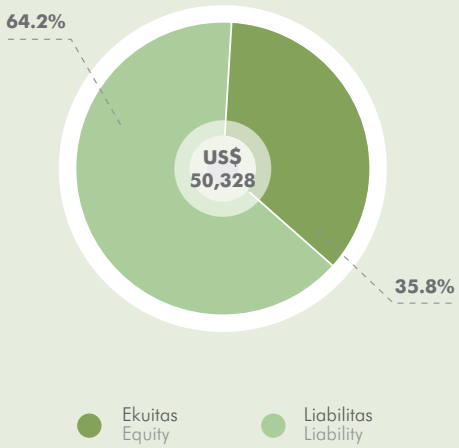
US$1,505 Million
Jumlah Laba Bersih*
Total Net Income*

NAMA PERUSAHAAN [G4-3]
COMPANY NAME
PT Pertamina (Persero)

PRODUK [G4-4]	*PRODUCTS*
Eksplorasi dan Produksi	*Exploration and Production*
▪ Minyak Mentah	▪ *Crude Oil*
▪ Gas Bumi	▪ *Natural Gas*
▪ Panas Bumi	▪ *Geothermal*
Pengolahan	*Refinery*
▪ Minyak Mentah	▪ *Crude Oil*
▪ Gas Bumi	▪ *Natural Gas*
Produk Bahan Bakar Minyak (BBM)	*Fuel Products*
Produk Non-BBM	*Non-Fuel Products*
Produk Gas	*Gas Products*
Produk Petrokimia	*Petrochemical Products*
Penyaluran dan Penjualan BBM	*Distribution and Sales of Fuel*
Jasa Minyak dan Gas	*Oil and Gas Services*
▪ Perkapalan	▪ *Shipping*
▪ Pengeboran	▪ *Drilling*

* Laba bersih merupakan laba tahun berjalan yang diatribusikan pada pemilik entitas induk, tidak termasuk kepentingan non pengendali (*non-controlling interest*/NCI)
* Total Net Income refers to income for the year attributable to owners of the parent, excluding non-controlling interest (NCI)

US$50,328 Million
Jumlah Aset
Total Asset



KANTOR PUSAT [G4-5]
HEADQUARTER
Jalan Medan Merdeka Timur 1A
Jakarta 10110 Indonesia
Telepon : (62-21) 381 5111, 381 6111
Faksimili : (62-21) 363 3585, 384 3882
Contact Pertamina 500 000
Email : pcc@pertamina.com

BADAN HUKUM [G4-7]
LEGAL ENTITY
Badan Usaha Milik Negara Perseroan Terbatas
State-owned Enterprise limited liability company
Pemilik Saham : Pemerintah Indonesia
Shareholder : The Government of Indonesia

WILAYAH OPERASIONAL [G4-6]
OPERATIONAL AREA
Indonesia

Oleh Anak Perusahaan :
Through Subsidiaries:

Aljazair
Irak
Malaysia
Singapura
Hongkong
Vietnam
Libya*
Qatar*
Sudan*
Australia*

(* dalam proses *relinquish*)
(in process of relinquish)*

Pasar Terlayani [G4-8]
Markets Served

Pengolahan Kilang Refinery Product					
Jenis Produk Type of Product	**Satuan** Unit	**Volume Produksi** Production Volume **Jumlah** Total	**Nasional** National	**%**	**Konsumen** Consumers
Pengolahan Minyak Mentah dan Gas Crude Oil and Gas Processing	Juta Bbl Million Bbl	155.09*	257.05**	60.33	RU
Produksi BBM Fuel Products	Juta Bbl Million Bbl	243.99	375.46	64.98	Downstream
Produksi Non BBM Non-Fuel Products	Juta Bbl Million Bbl	20.72	25.08	82.62	Downstream

*Domestik/Domestic
**Total Intake, domestik + impor/Total Intake, domestic + import

KEPUASAN PELANGGAN [G4-PR5]

Pertamina menyediakan layanan *call center* 24 jam untuk memastikan setiap keluhan dapat ditanggapi dengan segera dan memberikan pelayanan prima (*service excellent*) guna tercapainya kepuasan pelanggan. Kebijakan terkait layanan ini terdapat pada pedoman pengelolaan *contact* Pertamina No.A-001/N00000/2015-S9. Perseroan menetapkan target pencapaian 75% kepuasan pelanggan di semua layanan dan di tahun 2014, Pertamina berhasil mendapatkan 82,71%. Demikian pula, terdapat 0,1 kenaikan kepuasan pelanggan pada transaksi B2C (*business to customer*) pada semua lini bisnis Direktorat Pemasaran. Di sisi lain, tingkat kepuasan pelanggan B2B (*business to business*) tetap dapat dipertahankan. [DMA]

CONSUMER SATISFACTION [G4-PR5]

Pertamina accommodates 24 hours call center to ensure each complaint is responded immediately and provides service excellent in order to achieve customer satisfaction. The policy that related to this service is stipulated in the guideline of contact pertamina management No.A-001/N00000/2015-S9. The Company has set target achievement of 75% in customer satisfaction in all services and in 2014, Pertamina managed to attain 82.71%. An increase of 0.1 was seen in B2C transaction (business to customer) in all business lines of Marketing Directorate, while in B2B transaction (business to business) was still manageable. [DMA]

Tabel Tingkat Kepuasan Pelanggan Untuk Transaksi B2C dan B2B
Table of Customer Satisfaction for B2C and B2B Transactions

Tahun Year	B2C	B2B
2014	4.0	3.8
2013	3.9	3.8

Di samping tingkat kepuasan pelanggan untuk transaksi, pada tahun 2014, tingkat kepuasan pelanggan atas layanan (*service level*) tercatat sebesar 96,84% dan *customer satisfaction* sebesar 82,71%. Kinerja ini meningkat dari tahun 2013, yaitu 90,08% untuk *service level* dan 78,87% untuk *customer satisfaction*.

Aside from customer satisfaction for transactions, in 2014, the service level was recorded at 96.84% and customer satisfaction at 82.71%. This showed that the performance climbed up from 2013, which was 90.08% for service level and 78.87% for customer satisfaction.

PRINSIP-PRINSIP PENCEGAHAN [G4-14]

1. Memiliki Dokumen Analisis Mengenai Dampak Lingkungan (Amdal), Rencana Pengelolaan Lingkungan (RKL), Rencana Pemantauan Lingkungan (RPL), Rencana Pasca-Tambang (RPT), dan dokumen lain yang disyaratkan regulasi bagi seluruh unit operasional, termasuk yang dikelola Anak Perusahaan.

2. Menyertakan kinerja pengelolaan lingkungan dalam penilaian peringkat PROPER dari Pemerintah.

PRECAUTIONARY APPROACH PRINCIPLES [G4-14]

1. Having Environment Impact Analysis (Amdal) Documents, Environmental Management Plans (RKL), Environmental Monitoring Plans (RPL), Post-Mining Plans (RPT), and other documents that are required by the regulation for all operational units, including the ones managed by the Subsidiaries

2. Including the environmental management performance for the PROPER rating assessment from the Government.

Tahun Year	Peringkat PROPER PROPER Rank				Jumlah Unit Bisnis Number of Business Units
	Emas Gold	Hijau Green	Biru Blue	Merah Red	
2014	4	42	106	2	154
2013	3	52	85	2	142
2012	2	35	88	1	126

3. Dalam pengelolaan lingkungan, selain mengacu kepada UU No.32 tentang Perlindungan dan Pengelolaan Lingkungan Hidup dan regulasi perundangan lain yang berlaku, Pertamina juga mengacu kepada standar audit internasional yang diimplementasikan oleh unit bisnis Pertamina, diantaranya ISO 14001 (*Enviromental Management System*), ISO 50001 (*Energy Management System*), ISO 9001 (*Quality Management System*), OHSAS 18001 (*Occupational Health and Safety Management System*) dan lain-lain. [G4-15]

3. In environmental management, besides referring to Law No.32 on Environmental Protection and Management along with other applicable laws and regulations, Pertamina also refers to the international auditing standards that are implemented by Pertamina business units, among them includes, ISO 14001 (Environmental Management System), ISO 50001 (Energy Management System), ISO 9001 (Quality Management System), OHSAS 18001 (Occupational Health and Safety Management System) and others. [G4-15]

Sertifikasi
Certifications

No	UO/UB/AP Operating Unit/Business Unit/ Subsidiary	Sertifikat Certificate	Tanggal Berlaku dan Kadaluarsa Certification and Validity Date	Badan Sertifikasi Certification Body
1	PT Pertamina (Persero) PT Pertamina (Persero)	ISO 9001:2008 ISO 9001:2008	4 Desember 2014 - 4 Desember 2015 4 December 2014 - 4 December 2015	LRQA LRQA
2	PT Pertamina (Persero) PT Pertamina (Persero)	DOC (Document of Compliance) ISM Code DOC (Document of Compliance) ISM Code	23 Desember 2014 23 December 2014	BKI and NK Class BKI and NK Class
3	PT Pertamina (Persero)-Corporate Shared Service (CSS) PT Pertamina (Persero)-Corporate Shared Service (CSS)	ISO/IEC 27001:2005 ISO/IEC 27001:2005	7 November 2014 7 November 2014	TÜV SUD PSB Pte Ltd Singapore TÜV SUD PSB Pte Ltd Singapore
4	PT Pertamina (Persero)-Corporate Shared Service (CSS) PT Pertamina (Persero)-Corporate Shared Service (CSS)	ISO/IEC 20000-1:2011 ISO/IEC 20000-1:2011	29 Oktober 2014 29 October 2014	TÜV SUD PSB Pte Ltd Singapore TÜV SUD PSB Pte Ltd Singapore
5	Refinery Unit II-Dumai Refinery Unit II-Dumai	ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004, ISO 17025:2005 ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004, ISO 17025:2005	16 Januari 2013 - 16 Januari 2016 16 January 2013 - 16 January 2016	TUV Nord, KAN TUV Nord, KAN
6	Refinery Unit III-Plaju Refinery Unit III-Plaju	ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004, ISO 17025:2005 ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004, ISO 17025:2005	16 Januari 2013 - 16 Januari 2016 14 Juni 2012 - 14 Juni 2015 16 January 2013 - 16 January 2016 14 June 2012 - 14 June 2015	TUV Nord TUV Nord
7	Refinery Unit IV-Cilacap Refinery Unit IV-Cilacap	ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004 ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004	Oktober 2012 - Oktober 2015 October 2012 - October 2015	TUV Rhienlan TUV Rhienlan
8	Refinery Unit V-Balikpapan Refinery Unit V-Balikpapan	ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004 ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004	September 2012 - September 2015 September 2012 - September 2015	TUV Rhienlan TUV Rhienlan
9	Refinery Unit VI-Balongan Refinery Unit VI-Balongan	ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004 ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004	26 Maret 2012 - 26 Maret 2015 26 March 2012 - 26 March 2015	SGS SGS
10	TBBM Rewulu Yogyakarta TBBM Rewulu Yogyakarta	ISO 50001:2011 ISO 50001:2011	26 Maret 2014 - 26 Maret 2017 26 March 2014 - 26 March 2017	BSI BSI
11	DPPU Ngurah Rai "DPPU" Ngurah Rai	ISO 50001:2011 ISO 50001:2011	3 Juli 2014 - 3 Juli 2017 3 July 2014 - 3 July 2017	BSI BSI
12	Marketing Operation Region I-Sumbagut Marketing Operation Region I-Northen Part of Sumatra	ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004 ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004	1 Desember 2013 - 30 November 2016 (ISO 9001), 26 Juli 2015 (ISO 14000), 22 Maret 2013 - 21 Maret 2016 (OHSAS 18001) 1 December 2013 - 30 November 2016 (ISO 9001), 26 July 2015 (ISO 14000), 22 March 2013 - 21 March 2016 (OHSAS 18001)	BSI BSI
13	Marketing Operation Region II-Sumbagsel Marketing Operation Region II-Southern Part of Sumatra	ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004 ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004	8 Desember 2013 - 8 Desember 2016 (ISO 9001), 29 November 2014 - 29 November 2017 (ISO 14000), 23 Maret 2013 - 21 Maret 2016 (OHSAS 18001) 8 December 2013 - 8 December 2016 (ISO 9001), 29 November 2014 - 29 November 2017 (ISO14000), 23 March 2013 - 21 March 2016 (OHSAS 18001)	BSI BSI
14	Marketing Operation Region VII-Sulawesi Marketing Operation Region VII-Sulawesi	ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004 ISO 9001:2008, OHSAS 18001:2007, ISO 14001:2004	8 Desember 2011 - 8 Desember 2014 8 December 2011 - 8 December 2014	BSI BSI

Skala Perusahaan [G4-9, G4-EC1]
Company Scale

dalam US$ Juta
in US$ Million

Keterangan Description	2014	2013
Jumlah Pendapatan Total Revenue	70,648	71,102
Jumlah Laba Bersih Total Net Income*	1,505	3,062
Total Aset Total Asset	50,328	49,342
Total Ekuitas Total Equity	18,036	17,289
Total Liabilitas Total Liability	32,292	32,053
Jumlah Karyawan Total Employees**	27,429	24,781

* Laba bersih merupakan laba tahun berjalan yang diatribusikan pada pemilik entitas induk, tidak termasuk kepentingan non pengendali (*non-controlling interest*/NCI)
* Total net income refers to income for the year attributable to owners of the parent, excluding non-controlling interest (NCI)

** Dalam satuan orang, jumlah karyawan tetap seluruh kelompok usaha Perseroan
** This is based on individual counts, number of permanent employees of all Company's business group

PERUBAHAN SIGNIFIKAN

Perubahan signifikan selama kurun waktu periode pelaporan: [G4-13]

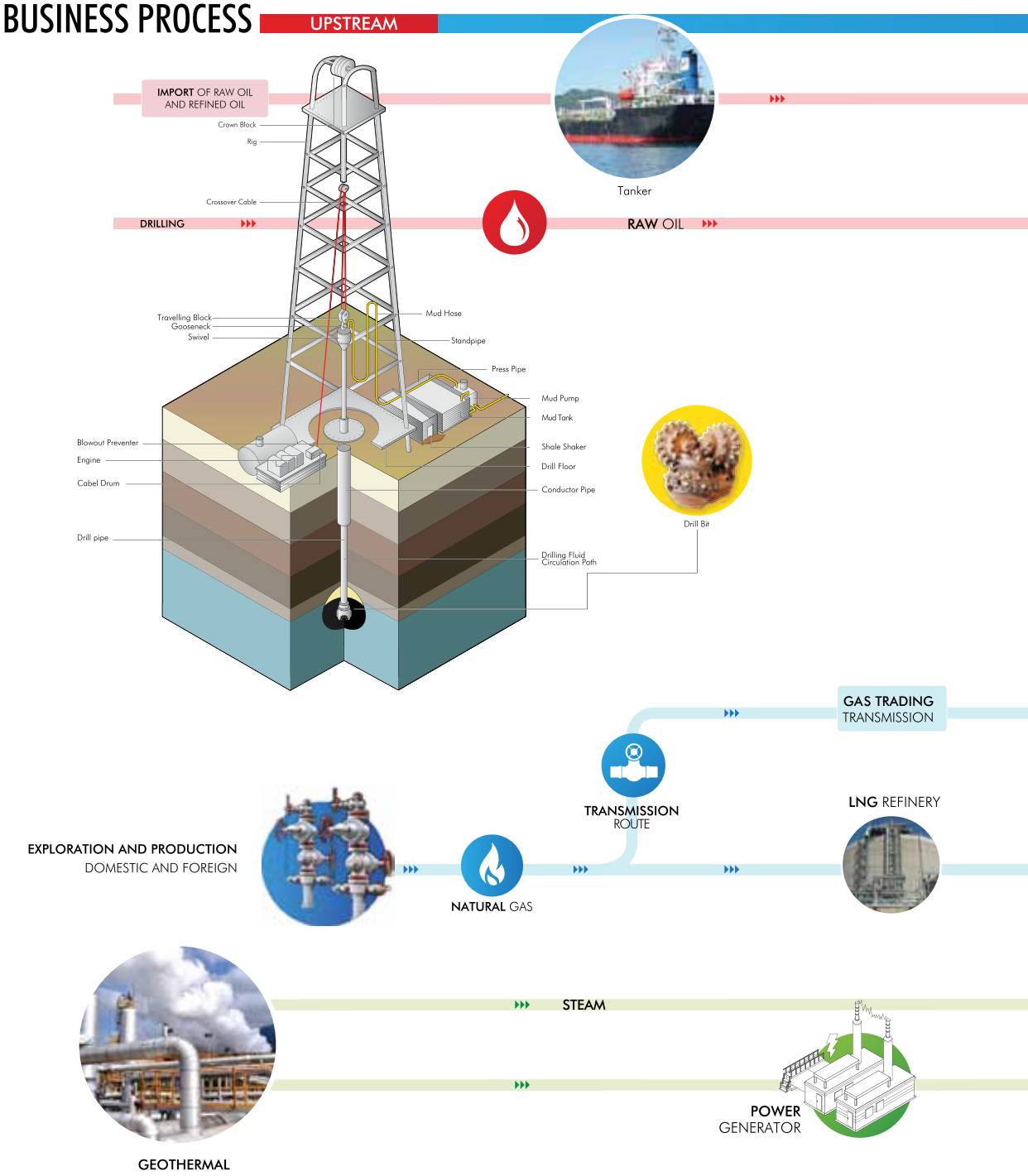
- Pergantian Dewan Komisaris, yaitu Mahmuddin Yasin dan Edy Hermantoro menjadi Komisaris hingga 31 Maret 2014 dan digantikan oleh Susilo Siswoutomo dan Gatot Trihargo terhitung sejak tanggal 1 April 2014.
- Berhentinya Bambang PS Brodjonegoro dari jabatan Komisaris Pertamina karena ditunjuk untuk menjadi Menteri Keuangan.
- Pada 11 Agustus 2014, pembentukan perusahaan patungan dengan PTT Global Chemical Public Company Limited (PTTGC) Thailand: PT Indo Thai Trading, sebagai *marketing arm* Pertamina dan PTTGC dalam rangka kegiatan *pre-marketing* terkait rencana kerjasama pembangunan kompleks petrokimia terintegrasi di lokasi Balongan, Jawa Barat.
- Pada 1 Oktober 2014, Menteri BUMN sebagai wakil dari hasil Rapat Umum Pemegang Saham (RUPS) telah menerima pengunduran diri Karen Agustiawan sebagai Direktur Utama Perseroan, dan menunjuk Muhammad Husen sebagai Pelaksana Tugas Direktur Utama Perseroan.
- Pada akhir November 2014, susunan Direksi dan jumlah Direktorat mengalami perubahan dari 9 orang menjadi 7 orang.

SIGNIFICANT CHANGES

Significant changes during the reporting period: [G4-13]

- Change on the Board of Commissioners, namely Mahmuddin Yasin and Edy Hermantoro as Commissioners until 31 March 2014 and replaced by Susilo Siswoutomo and Gatot Trihargo from 1 April 2014.
- The resignation of Bambang PS Brodjonegoro from the Pertamina Board of Commissioners due to appointment as Minister of Finance.
- On 11 August 2014, the establishment of a joint venture company with PTT Global Chemical Public Company Limited (PTTGC) Thailand: PT Indo Thai Trading, as the trading arm of Pertamina and PTTGC for the pre-marketing activities in relation to the planned partnership for the development of the integrated petrochemical complex located in Balongan, West Java.
- On 1 October 2014, the Minister of SOEs as the General Meeting of Shareholders (GMS) has accepted the resignation of Karen Agustiawan as the President Director & CEO, and appointed Muhammad Husen as Acting President Director & CEO of the Company.
- At the end of November 2014, the composition of Directors and number of Directorates underwent a change from 9 to 7 people.

Kegiatan Usaha Terintegrasi Pertamina [G4-12]
Pertamina Integrated Business Activities



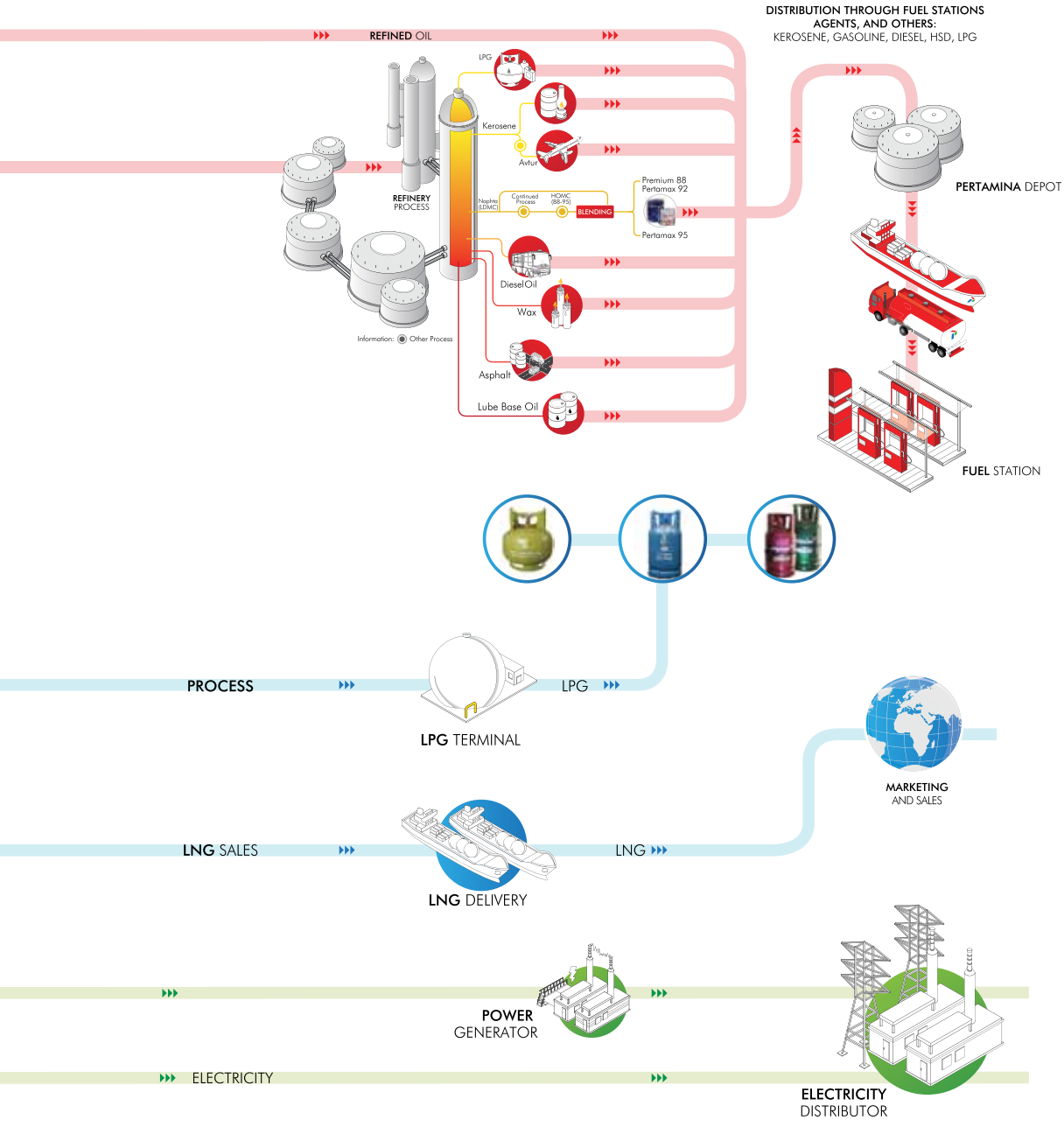
UPSTREAM

- PT Pertamina EP
- PT Pertamina Hulu Energi
- PT Pertamina Geothermal Energy
- PT Pertamina EP Cepu
- PT Pertamina Drilling Services Indonesia
- PT Pertamina Internasional Eksplorasi dan Produksi
- PT Pertamina East Natuna
- PT Pertamina EP Cepu Alas Dara Kemuning
- Pertamina EP Libya Ltd
- ConocoPhillips Algeria Ltd
- PT Elnusa Tbk

NEW AND RENEWABLE ENERGY

- PT Pertamina Gas
- PT Arun NGL*
- PT Badak NGL*
- PT Nusantara Regas (*Joint Venture*)

DOWNSTREAM



(*) Kepemilikan Pertamina atas PT Arun NGL dan PT Badak NGL masing-masing sebesar 55%. Walaupun dimiliki oleh Pertamina namun karena Pertamina tidak memiliki kendali sehingga tidak diklasifikasikan sebagai Anak Perusahaan Pertamina.

(*) Pertamina's share in PT Arun NGL and PT Badak NGL were 55% respectively. However since Pertamina is not the controlling shareholder of both companies, then they cannot be classified as Pertamina's Subsidiaries.

DOWNSTREAM

- PT Pertamina Trans Kontinental
- PT Pertamina Retail
- PT Pertamina Lubricants
- Pertamina Energy Trading Ltd
- PT Pertamina Patra Niaga

NON CORE

- PT Patra Jasa
- PT Pertamina Dana Ventura
- PT Pertamina Training & Consulting
- PT Pertamina Bina Medika
- PT Pelita Air Service
- PT Tugu Pratama Indonesia

Wilayah Operasional Hilir [G4-6]
Downstream Operational Area

RU V Balikpapan
Capacity : 118 MBCD
Pacific Ocean
Marketing Operation Region VII
Seluruh Sulawesi
Covering All Area In Sulawesi
RU VII Kasim
Capacity : 10 MBCD
MALUKU
SULAWESI
PAPUA
Banda Sea
Marketing Operation Region VIII
Maluku, Papua

KOMPOSISI PEKERJA

Jumlah pekerja tetap kelompok usaha PT Pertamina (Persero) sebanyak 27.429 orang, sedangkan jumlah pekerja PT Pertamina (Persero) tidak termasuk Anak Perusahaan sampai dengan akhir periode pelaporan adalah 15.875 orang, terdiri dari 14.402 karyawan tetap dan 1.473 karyawan tidak tetap. Seluruh pekerja kami dan juga anak perusahaan telah terlindungi oleh Perjanjian Kerja Bersama (PKB). **[G4-10, G4-11]**

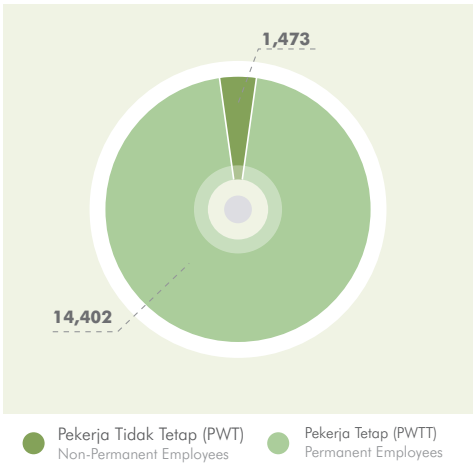
Dibawah ini komposisi pekerja berdasarkan jumlah karyawan di Perseroan, tidak termasuk Anak Perusahaan.

EMPLOYEE COMPOSITION

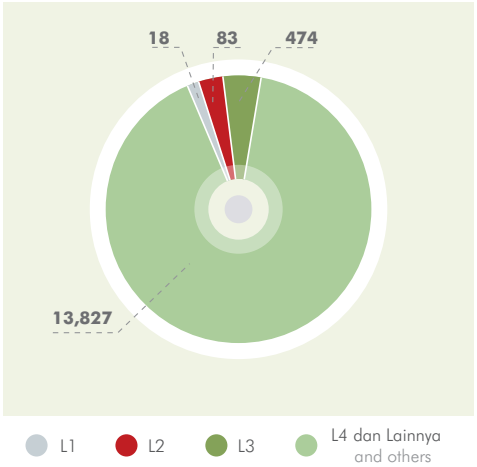
The total number of employees of PT Pertamina (Persero) business group was 27,429 employees while total number of employees of PT Pertamina (Persero) excluding Subsidiaries until the end of the period of reporting was 15,875 employees, consisting of 14,402 permanent employees and 1,473 non-permanent employees. All of our employees and subsidiaries are covered by the Collective Labour Agreement (CLA). **[G4-10, G4-11]**

The following is employee composition based on total number of employees in the Company, excluding the Subsiadiries.

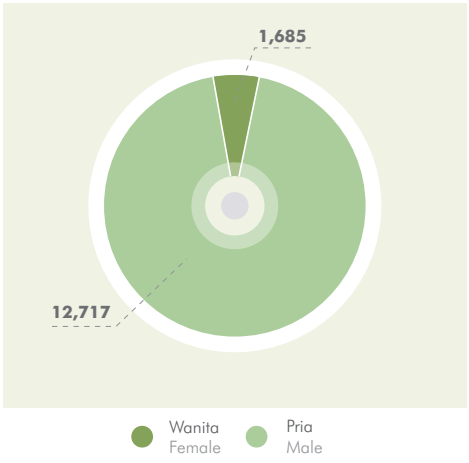
Jumlah Pekerja Berdasar Status Kepegawaian [G4-10]
Number of Permanent Based on Employment Status



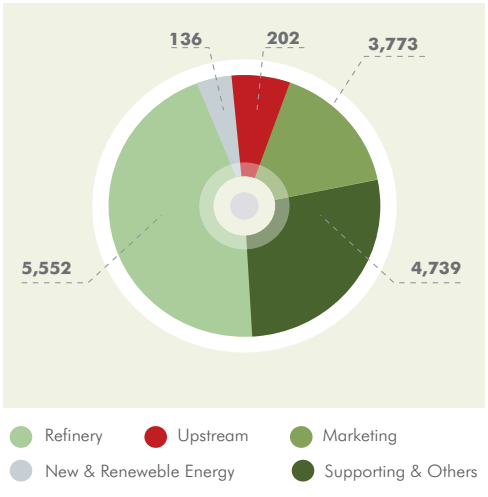
Jumlah Pekerja Tetap Berdasar Kelompok Jabatan [G4-10]
Number of Permanent Based on Level of Position



Jumlah Pekerja Tetap Berdasar Jenis Kelamin [G4-10]
Number of Permanent Employees Based on Gender



Jumlah Pekerja Tetap Berdasar Penempatan [G4-10]
Number of Permanent Employees Based on Placement



KEANGGOTAAN ORGANISASI

Pada bulan Oktober 2014, Pertamina bersama *Indonesian Gas Society*, telah diterima sebagai *associate member International Gas Union* (IGU) dalam sidang tahunan IGU di Jerman. Kesertaan dalam IGU menumbuhkan komitmen Perseroan untuk memegang peranan penting dalam bisnis gas dunia, dan berkontribusi bagi pembangunan infrastruktur maupun industri gas di Indonesia. **[G4-16]**

IGU merupakan organisasi nirlaba yang dibentuk pada tahun 1931 dan telah menghimpun lebih dari 142 anggota, baik asosiasi maupun perusahaan industri gas dan menguasai sekitar 95% pasar gas global. IGU mendorong perdagangan gas internasional yang menjunjung tinggi kebijakan dan prinsip-prinsip kontrak non-diskriminatif, mendorong pengembangan teknologi gas yang memberikan manfaat bagi lingkungan dan meningkatkan keamanan proses produksi, transmisi, distribusi dan utilisasi gas. **[G4-15]**

ORGANIZATIONAL MEMBERSHIP

On October 2014, Pertamina along with the Indonesian Gas Society, was accepted as an associate member of the International Gas Union (IGU) at their annual session in Germany. This IGU membership has cultivated the Company's commitment to take an important part in the world gas industry, and contribute to the development of both the gas infrastructure and industry in Indonesia. **[G4-16]**

IGU is a non profit organization that was formed in 1931 and has gathered more than 142 members, both from association and gas industry companies and it controls around 95% of the global gas market. IGU encourages international gas trades that uphold the non-discriminative policies and contract principles, supports the development of gas technology that gives benefit to the environment and increases the safety of the production, transmition, distribution and utilization process of gas. **[G4-15]**

Keanggotaan Pertamina dalam Organisasi **[G4-16]**
Pertamina Organizational Membership

Organisasi Organization	**Posisi** Position
ANGVA (Asia Pacifffic Natural Gas Vehicle Association)	Anggota Member
ARTDO (Asian Regional Training and Development Organization)	Anggota Member
ASPELINDO (Asosiasi Produsen Pelumas Indonesia) (Association of Indonesian Lubricant Producers)	Anggota Member
IATA (International Air Transport Association)	Mitra Strategis Strategic Partner
IBCSD (Indonesia Business Council for Sustainable Development)	Anggota Member
GBCI (Green Building Council Indonesia)	Anggota Member
IGU (International Gas Union)	Anggota Member
JIG (Joint Inspection Group)	Anggota Member
STLE (Society of Tribologist and Lubricants Engineers)	Anggota Member
WLPGA (World LP Gas Association)	Anggota Member

PERTAMINA UNTUK INDONESIA DAN DUNIA

PERTAMINA FOR INDONESIA AND THE WORLD

46 Menuju Kinerja Kelas Dunia
Towards a World Class Performance

53 Pengelolaan Produksi dan Distribusi Migas
Oil and Gas Production and Distribution Management

55 Membangun Infrastruktur dan Distribusi
Developing Infrastructures and Distributions

60 Distribusi Bahan Bakar dan Gas Bersubsidi
Distribution of Subsidized Fuel and Gas

64 Nilai Ekonomi di Dapat dan di Distribusikan
Economic Value Generated and Distributed

67 Tumbuh Bersama Masyarakat
Growing Together with the Community

MENUJU KINERJA KELAS DUNIA
TOWARDS A WORLD CLASS PERFORMANCE

Tahun 2014 Pertamina mengusung tema: *Aggressive Upstream and Profitable Downstream*, sebagai strategi mencapai Visi Perseroan untuk menjadi perusahaan energi kelas dunia. Dengan tema tersebut, kami berupaya meningkatkan produksi migas di sektor hulu dan memantapkan bisnis hilir sebagai sumber pendapatan. Kinerja Pertamina ini menjadi peringkat 123 dalam daftar perusahaan terbesar dunia versi Fortune Global 500-2014.

Namun demikian, kami mengakui bahwa tantangan di bidang ekonomi adalah naik turunnya harga minyak dunia dan regulasi Pemerintah. Untuk mengatasinya, kami berusaha mencapai target produksi yang telah ditentukan dan melakukan efisiensi. Sebagai BUMN yang besar di Indonesia, kami juga tetap memberikan masukan kepada Pemerintah terkait regulasi minyak dan gas, serta taat pada tata kelola perusahaan. **[G4-2]**

AGRESIF DI SEKTOR HULU

Di sektor hulu kami terus meningkatkan produksi migas. Pada tahun 2025 kemampuan produksi migas Pertamina bakal mencapai 2,2 juta barrel setara minyak per hari (*Barrel Oil Equivalent per Day* atau BOEPD).

Guna mencapai volume produksi tersebut, kami menargetkan pertumbuhan produksi migas sebesar 7% per tahun. Pertumbuhan bertumpu pada produksi dari lapangan *existing* di Nusantara, ekspansi internasional, serta peningkatan hak partisipasi, pengembangan *shale gas* dan *gas metana batubara (GMB)*.

In 2014 Pertamina adopted the theme: Aggressive Upstream and Profitable Downstream, as the strategy to attain the company's vision to become a world class energy company. With that theme, we strove to increase the production of oil and gas in the upstream and enhance the downstream business as a source of income. Pertamina's performance earned the 123 rank in the Fortune Global 500 list – 2014.

Despite that fact, we admit that the challenge in the economy sector lies in the rising and falling price of oil and Government regulations. To overcome this, we try to meet the established production target and perform efficiencies. As a large SOEs in Indonesia, we also provide input to the Government in relation to oil and gas regulations, while conforming to the corporate governance. **[G4-2]**

AGGRESSIVE IN UPSTREAM

In the upstream sector we keep increasing our oil and gas production. By 2025 Pertamina's production capacity will reach 2.2 million barrel oil equivalent per day (BOEPD).

In order to reach that production volume, we target a growth of oil and gas production of 7% per year. This growth will rely on production from existing fields around the nation, internatinal expansions, and an increase in participating rights, developments in shale gas and coal bed methane (CBM).

Block 405a

Ekspansi Pertamina di Luar Negeri
Pertamina Expansion Abroad

January 2002
- Vietnam : Block 10 dan 11.1
- Malaysia : Block SK 305

May 2009
- Australia : Block VIC/L 26, 27 & 28*

June 2013
- Irak : Block 3 Western Desert*
- Sudan : Block 13 Red Sea*
- Libya : Block 123-3 Sirte Onshore*
  Block 17-3 Sabratah Offshore*
- Qatar : Block 3 Offshore*

November-December 2013
- Aljazair : Block 405a
- Irak : Block West Qurna 1

2014
- Malaysia : Block H
  Block K
  Block SK 309
  Block SK 311
  Block P
  Block SK 314A

* dalam proses *relinquish*
in process of relinquished

Ekspansi di luar negeri juga didukung pengembangan teknologi yang melibatkan kemampuan terbaik anak bangsa. Pada tahun 2014, Perseroan melalui Anak Perusahaan: PT Pertamina Drilling Services Indonesia (PDSI) mengoperasikan rig baru "PDSI#43.3/AB1500-E", produksi PT Citra Tubindo Engineering (CTE), Batam.

Rig "PDSI#43.3/AB1500-E" mulai dikerjakan kuartal 1 tahun 2014 dengan biaya kontrak sekitar US$26.6 juta. Pengerjaan rig yang memiliki kapasitas 1.500 HP, dilakukan tangan-tangan terampil anak bangsa. Rig tersebut direncanakan akan dioperasikan di Blok 405a di Aljazair, dan merupakan rig ketiga yang dibuat PT CTE serta dioperasikan PDSI setelah dua rig sejenis dioperasikan di Blok Cepu.

Pada kurun waktu periode pelaporan, kami melakukan *lifting* minyak mentah *Saharan Crude* untuk pertama kali dari lapangan minyak hasil akuisisi di Aljazair menggunakan kapal milik Pertamina, MT Gunung Geulis dengan volume kargo 600.000 *barrel*.

Expansion abroad is also supported by technological advancements that incorporate the best abilities of the nation's talents. In 2014, the Company through its Subsidiary: PT Pertamina Drilling Services Indonesia (PDSI) operated a new rig "PDSI#43.3/AB1500-E", that was produced by PT Citra Tubindo Engineering (CTE), Batam.

The process to build the "PDSI#43.3/AB1500-E" rig was started in the first quarter of 2014 with a contract valued at around US$26.6 million. This rig with a capacity of 1,500 HP was built by the capable hands of the nation's finest people. The rig was planned to be operated in Block 405a in Algeria, and was the third rig built by PT CTE and operated by PDSI after two similar rigs were operated in the Block Cepu.

During the reporting period, we conducted our first lifting of Saharan Crude oil at the oil field that we accuired in Algeria using Pertamina's vessel MT Gunung Geulis with a cargo volume of 600,000 barrels.

Kapal MT Gunung Geulis
Vessel MT Gunung Geulis

Pelayaran Internasional Perdana MT Gunung Geulis

MT Gunung Geulis dilepas 9 Januari 2014 dari pelabuhan Refinery Unit (RU) IV Cilacap, Jawa Tengah, menuju pelabuhan di Arzew, Aljazair. Ketika kembali ke Indonesia, MT Gunung Geulis membongkar kargo 600.000 barrel minyak mentah Saharan Crude di Pelabuhan Lawe-lawe, Balikpapan, Kalimantan Timur dan kemudian diolah di RU V Balikpapan.

Kapal MT Gunung Geulis merupakan kapal milik Pertamina dari jenis Large Range (LR) Crude Oil, dengan bobot mati 107.538 MT. Kapal MT Gunung Geulis telah memenuhi persyaratan SIRE, sehingga dapat diterima terminal-terminal migas internasional.

Pelayaran Internasional MT Gunung Geulis merupakan pelayaran internasional pertama kapal milik Pertamina, setelah vakum selama kurang lebih 27 tahun.

MT Gunung Geulis's First International Voyage

MT Gunung Geulis was set off on 9 January 2014 from the harbor of the Refinery Unit (RU) IV in Cilacap, Central Java, towards the port in Arzew, Algeria. Upon its return to Indonesia, MT Gunung Geulis unloaded a cargo of 600,000 barrels of Saharan Crude oil at the Lawe-lawe port, Balikpapan, East Kalimantan and it was further processed in RU V Balikpapan.

The MT Gunung Geulis is Pertamina's first vessel of the Large Range (LR) Crude Oil kind, weighing at 107,538 MT. The MT Gunung Geulis vessel has complied with the SIRE requirements, so it is accepted in international oil and gas terminals.

The MT Gunung Geulis voyage is Pertamina's first international voyage after an absence of around 27 years.

Kilang Balikpapan
Refinery Unit in Balikpapan

Refinery Unit V Balikpapan

RU V Balikpapan, memiliki kapasitas olah 260.000 BOPD dan mampu mengolah minyak mentah untuk memenuhi kebutuhan 26% Bahan Bakar Minyak (BBM) di tanah air. Sebagian besar hasil produk dari RU V Balikpapan didistribusikan untuk wilayah Indonesia Timur dan Jawa Timur.

Refinery Unit V Balikpapan

RU V Balikpapan has the capacity to process 260,000 BOPD and is able to refine crude oil to meet 26% of the nation's fuel demand. Most of the product output from RU V Balikpapan is distributed to the Eastern parts of Indonesia and East Java.

Selama tahun 2014, Pertamina berperan sebagai salah satu penyedia utama gas bumi di Indonesia dengan peningkatan kegiatan niaga gas mencapai 41,0 ribu BBTU, meningkat 21% dibandingkan tahun 2013 sebesar 33,9 ribu BBTU. Kegiatan niaga gas akan meningkat dengan pelaksanaan berbagai proyek infrastruktur gas bumi antara lain Arun LNG *Receiving & Regasification* Terminal yang terintegrasi dengan Pipa Transmisi Gas Arun-Belawan, Pipa Gresik-Semarang, Pipa Muara Karang-Muara Tawar Tegalgede.

In 2014, Pertamina acted as one of the main natural gas suppliers in Indonesia with an increase in gas trade up to 41.0 thousand BBTU, a 21% increase compared to 2013 with 33.9 thousand BBTU. The gas trade business will increase with the implementation of various natural gas infrastructure projects such as Arun LNG Receiving & Regasification Terminal that is integrated with the Arun-Belawan Gas Transmission Pipe, the Gresik-Semarang Pipe, the Muara Karang-Muara Tawar Tegalgede Pipe.

Saat ini Pertamina tengah merealisasikan 58 proyek pengembangan bisnis hulu, antara lain proyek migas, panas bumi, rig, termasuk proyek organik dan anorganik. Total nilai investasi proyek-proyek tersebut pada tahun 2014 mencapai US$5.71 miliar, dan telah terealisasi US$4.59 miliar hingga akhir tahun 2014.

Pertamina is currently in the process of realizing 58 upstream development projects, among them includes oil & gas projects, rigs, including organic and inorganic projects. The total investment value of the projects in 2014 amounted to US$5.71 billion, and as much as US$4.59 billion has been realized by the end of 2014.

Beberapa proyek yang sudah diselesaikan, telah memberikan kontribusi bagi peningkatan produksi gas bumi. Total tambahan produksi pada tahun 2014 mencapai 37.356 BOPD minyak dan 84,93 MMSCFD gas.

Several completed projects have contributed to the increase of natural gas production. The total increase of production in 2014 was up to 37,356 BOPD oil and 84.93 MMSCFD gas.

Selain itu, proyek yang saat ini tengah dipersiapkan dan sedang dalam kajian lebih lanjut adalah pembangunan FSRU Cilacap dan FSRU Cilamaya. Pembangunan kedua FSRU tersebut bertujuan untuk mendukung proyek *Refinery Development Master Plan* (RDMP) *Refinery Unit* di Cilacap dan Balongan. FSRU Cilamaya juga dimaksudkan untuk memenuhi kebutuhan gas di sekitar Jawa Barat bagian Timur.

Furthermore, the currently prepared and in further assessment project is the construction of FSRU Cilacap and FSRU Cilamaya. The construction of both FSRUs is to support the Refinery Development Master Plan (RDMP) Refinery Unit project in Cilacap and Balongan. FSRU Cilamaya is also targeted to meet the gas needs of around the Eastern part of West Java.

Seluruh proyek tersebut telah melalui tahapan-tahapan antara lain studi kelayakan dan persyaratan lain sesuai dengan regulasi yang berlaku di Indonesia. Persyaratan ini termasuk menyertakan komitmen Perseroan untuk melindungi nilai-nilai hak asasi manusia (HAM), serta meminimalkan dampak sosial dan lingkungan melalui pelaksanaan tanggung jawab sosial perusahaan (*corporate social responsibility*/CSR). **[G4-HR1, G4-SO1, G4-SO2]**

OPTIMASI MARGIN BISNIS HILIR

Pertamina juga akan tetap mempertahankan dominasi pasar bisnis hilir migas pada produk-produk yang meliputi BBM untuk retail dan industri, bahan bakar khusus, LPG dan produk gas, aviasi, petrochemical hingga produk pelumas. Kami melakukan berbagai langkah guna meningkatkan profitabilitas bisnis hilir melalui:

1. Peningkatan kapasitas *storage* dengan membangun Terminal BBM dan LPG baru dan pengembangan Terminal BBM yang ada untuk meningkatkan ketahanan stok menjadi 18-20 hari dalam jangka waktu 5 tahun mendatang.
2. Melakukan modernisasi fasilitas, pengembangan infrastruktur untuk meningkatkan efektivitas, efisiensi operasional Terminal BBM dan *security of supply*.
3. Optimalisasi pola *supply* BBM sehingga diharapkan diperoleh pola *supply* dengan biaya paling efisien.
4. Mengembangkan jaringan SPBU melalui skema *Company Owned Company Operated* (COCO) dan *Company Owned Dealer Operated* (CODO) di berbagai kota di Indonesia seiring meningkatnya *demand*.
5. Perbaikan *distribution channel* untuk produk LPG dan petrochemical.
6. Ekspansi jaringan *sales point* produk avtur.
7. Efisiensi biaya angkutan laut melalui optimalisasi *vessel assignment* dan komposisi tipe sewa kapal.

Untuk pelumas, Pertamina tengah melaksanakan modernisasi *Lube Oil Blending Plant* (LOBP) dan penggantian *grease plant* di Jakarta. Tujuan dari modernisasi unit LOBP tersebut adalah untuk meningkatkan daya saing produk melalui teknologi yang lebih modern, lebih efisien dan didukung otomasi sehingga tidak hanya mampu memenuhi kebutuhan konsumen.

Kami terus meningkatkan penguasaan pangsa pasar BBM non-subsidi dan pelumas di pasar domestik, serta gencar melakukan ekspansi pasar beberapa produk, seperti aviasi, pelumas, serta BBM retail dan industri ke luar negeri. Ekspor pelumas produk Pertamina telah menembus 24 negara dan Anak Perusahaan Perseroan: PT Pertamina Lubricants, menargetkan masuk ke dalam 15 perusahaan pelumas terbesar dunia pada tahun 2018. Sementara

All of the projects has gone through feasibility process and studies along with other prerequisite in accordance with applicable regulation in Indonesia. This requirement includes the inclusion of the Company's commitment to protect human rights, and minimize the social and environmental impact through the implementation of the corporate social responsibility (CSR). **[G4-HR1, G4-SO1, G4-SO2]**

PROFITABLE IN DOWNSTREAM

Pertamina will also maintain its dominance in the downstream business of oil & gas through products that will include Fuel for retail and industry, special fuel, LPG and gas products, aviation, petrochemichal to lubrication products. We undertake various steps to increase the profitability of the downstream business by :

1. Increasing of storage capacity by building new fuel and LPG Terminals and development of existing fuel Terminals to raise stock availability to 18-20 days within the next 5 years.
2. Conducting facility modernization, infrastructure development to increase effectiveness, Fuel Terminal operational efficiency, and security of supply.
3. Optimizing fuel supply patterns in order to always garner a supply pattern with the most efficient cost.
4. Developing and building public fuel filling stations (SPBU) through the Company Owned Company Operated (COCO), and Company Owned Dealer Operated (CODO) scheme in various cities with increasing demand.
5. Distribution channel improvement for LPG and petrochemical products.
6. Avtur product sales point network expansion.
7. Sea transport cost efficiency through the optimization of vessel assignment and ship rental type composition.

For lubricants, Pertamina is conducting a modernization of its Lube Oil Blending Plant (LOBP) and replacement of grease plant in Jakarta. The aim of the modernization of the LOBP Unit to increase the competitiveness of the product through a technology that is more modern, efficient and supported by automation that not only fulfills the needs of the consumer.

We keep increasing our market share leadership over the non-subsidized fuel and lubricant market in the domestic market, while aggressively expanding the market into several products such as aviation, lubricant, along with retail and industry fuel abroad. The export of Pertamina lubricant products has reached 24 countries and a Subsidiary of the Company: PT Pertamina Lubricants, has targeted to become one of the 15 biggest lubricant

di dalam negeri, kami tetap memperkokoh penguasaan pangsa pasar pelumas sebesar 60%. **[G4-8]**

Selama tahun 2014, RU IV Cilacap melakukan ekspor perdana EXDO-4 ke Malaysia, pada 26 Juli 2014 dengan volume 200 MT. EXDO-4 merupakan produk *rubber processing oil* (RPO) atau minyak yang digunakan sebagai bahan baku pembuat ban. EXDO-4 bersifat ramah lingkungan dan non-karsinogen atau tidak menimbulkan potensi kanker.

Nama EXDO merupakan singkatan dari Extract DAO, yang menggambarkan proses dan bahan baku dari minyak. Adapun angka 4 merujuk pada RU IV sebagai tempat produksi. Produk EXDO-4 sudah didaftarkan dalam Paten di Ditjen Hak Atas Kekayaan Intelektual (HAKI) Kementerian Hukum dan HAM RI.

Produk EXDO-4 telah memenuhi karakteristik dan parameter yang dipersyaratkan legislasi Uni Eropa dengan memperoleh *laboratory approval*. Masing-masing dari The Biochemisches Institut Fûr Umweltcarcinogene (BIU) Prof Dr. Gernot Grimmer Stiffung, Jerman, dan *mutagenic test approval* dari LAUS GmbH, Jerman. **[G4-15]**

Selain diekspor, pemasaran EXDO-4 juga akan dilakukan untuk pasar nasional. Adapun konsumen sasaran pengguna produk ini adalah perusahaan ban nasional yang tergabung dalam Asosiasi Perusahaan Ban Indonesia (APBI). Ekspansi bisnis lainnya adalah tindak lanjut kerjasama dengan PTT Global Chemical Public Company Limited (PTTGC), melalui penandatanganan *Manufacturing*

companies in the world by 2018. Meanwhile domestically we are strengthening our hold of the lubricant market with a 60% share. **[G4-8]**

During 2014, RU IV Cilacap achieved their first ever export of EXDO-4 to Malaysia on 26 July 2014 with a volume of 200 MTon. EXDO-4 is a rubber processing oil (RPO) or an oil used as a raw material to make tyres. EXDO-4 is environmentally friendly and non-carcinogenic.

The name EXDO is an abbreviation of Extract DAO, which illustrates the process and the source of the oil. The number 4 refers to RU IV where it is produced. The EXDO-4 product patent has been registered at the Directorate General for Intellectual Property Rights (IPR) of the Ministy of Law and Human Rights of the Republic of Indonesia.

The EXDO-4 product has met the characteristic and parameters set by the European Union legislation to earn laboratory approval. Each from The Biochemisches Institut Fûr Umweltcarcinogene (BIU) Prof Dr. Gernot Grimmer Stiffung, Germany, and mutagenic test approval from LAUS GmbH, Germany. **[G4-15]**

Besides being exported, the EXDO-4 will also be marketed domestically. The target consumers of this product are national tyre companies that are members of the Asosiasi Perusahaan Ban Indonesia (Indonesian Association of Tyre Makers/APBI). Another business expansion is the follow up for the partnership with PTT Global Chemical Public Company Limited (PTTGC), by signing the Manufacturing

Joint Venture – Heads of Agreement, untuk menetapkan keputusan akhir investasi pembangunan kilang olefin terintegrasi di Balongan, Jawa Barat. Komplek petrokimia terintegrasi yang dibangun akan beroperasi tahun 2020-2021, dengan kapasitas produksi *polymer* (*polypropylene* dan *polyethylene)* sebesar 1,6 Juta MT/tahun dan produk lainnya seperti MEG, Butadiene, Butene-1 dan Pygas.

Kerjasama pembangunan kompleks petrokimia dengan PTTGC ini dilakukan atas dasar pertimbangan meningkatnya pasar produk-produk petrokimia domestik yang diperkirakan akan mencapai US$25 miliar pada tahun 2025. Dengan didirikannya kompleks petrokimia tersebut maka perusahaan patungan Pertamina – PTTGC yakni PT Indo Thai Trading (ITT) diyakini dapat menguasai sekitar 30% pangsa pasar di Indonesia. **[G4-8]**

ITT diresmikan pada tanggal 11 Agustus 2014, dan didirikan sebagai *marketing arm* Pertamina dan PTTGC Thailand dalam memasarkan produk *polymer* dari kilang masing-masing sebelum nantinya memasarkan produk petrokimia hasil produksi kompleks terintegrasi yang akan beroperasi tahun 2021. Saat ini, produk *polymer* yang dipasarkan ITT adalah:

1. Produk *polypropylene* dengan merek Polytam, produksi RU III Plaju.
2. Produk *polyethylene* dengan merek Innoplus, produksi PTTGC, Thailand.

Pada bulan September 2014, kami telah mendapatkan persetujuan Pemerintah selaku Pemegang Saham Perseroan, untuk menaikkan harga gas LPG non subsidi 12 Kg. Kenaikan sebesar Rp1.500 per kilogram atau Rp18.000 per tabung, dapat mengurangi beban kerugian yang selama ini ditanggung Pertamina. Secara bertahap setiap enam bulan sekali akan terus dilakukan penyesuaian harga jual elpiji 12 Kg, hingga pada tahun 2016 mencapai harga keekonomian. Berdasarkan harga acuan *Contract Price Aramco* (CP Aramco) ditambah komponen biaya, harga keekonomian elpiji 12 Kg seharusnya Rp15.110 per kilogram atau Rp181.400 per tabung.

Joint Venture – Heads of Agreement, to establish the final investment decision for the development of the integrated olefin refinery unit in Balongan, West Java. The integrated petrochemical complex being built will be operational in 2020- 2021, with a polymer production capacity of 1.6 Million MT/year along with other products such as MEG, Butadiene, Butene-1 and Pygas.

The partnership with PTTGC to build the petrochemical complex was conducted with consideration of the increasing domestic demands for petrochemical products which is estimated to be as much as US$25 billion in 2025. With the petrochemical complex in place then the joint venture company between Pertamina – PTTGC which is PT Indo Thai Trading (ITT) is projected to control 30% of the Indonesian market share. **[G4-8]**

ITT was officially established on 11 August 2014, and it was made to be the trading arm of Pertamina and PTTGC Thailand in marketing the polymer products from each company's refinery. polymer products that are currently marketed by ITT are:

1. A polypropylene product under the brand Polytam, produced by RU III Plaju.
2. A polyethylene product under the brand Innoplus, produced by the Polymer Plant Rayong, Thailand.

In September 2014, we received approval from the Government as shareholder of the Company to increase the price of the 12 Kg non-subsidized LPG. The increase of Rp1,500 per kilogram or Rp18,000 canister, can reduce the loss that has been borne by Pertamina all this time. Gradually, once in every six months there will be a price adjustment for the selling price of the 12 Kg LPG, so that it will reach its economical price in 2016. Based on the Contract Price Aramco (CP Aramco) reference price with additional price components the economical price of a 12 Kg LPG is supposed to at Rp15,110 per kilogram or Rp181,400 per canister.

Jumlah Penyaluran dan Penjualan LPG
Total of LPG Distribution and Sales

dalam Ribu MT
in Thousand MT

Produk LPG LPG Product	2014	2013
Rumah Tangga PSO Tabung 3 Kg Household PSO 3 Kg Canister	4,997.84	4,403.03
Rumah Tangga Non PSO (> 12 Kg) Household Non PSO (> 12 Kg)	882.12	993.79
LPG Industri LPG Industry	188.23	203.76

PENGELOLAAN PRODUKSI DAN DISTRIBUSI MIGAS
OIL & GAS PRODUCTION AND DISTRIBUTION MANAGEMENT

Pertamina memiliki tanggung jawab menjadi tulang punggung ketahanan energi nasional. Kami dituntut mampu menjaga kesinambungan ketersediaan serta pendistribusian minyak dan gas bumi (migas). Selain itu, kami juga dituntut untuk mampu menciptakan sumber energi baru disaat isu kerusakan lingkungan terus bergulir.

Inilah tantangan kami dalam setiap tahapan pembukaan lahan baru untuk tetap memperhatikan kelestarian lingkungan alam, terutama ketersediaan air dan keanekaragaman hayati. Lebih lanjut, menjaga hubungan yang harmonis dengan masyarakat setempat sering kali menjadi persoalan yang menyita banyak waktu dan tenaga. Untuk itu, kami melakukan pendekatan personal dan pemberdayaan masyarakat setempat melalui program CSR yang strategis. **[G4-2]**

OPTIMASI PRODUKSI MIGAS

Kami senantiasa berusaha menemukan cadangan serta mengoptimalkan produksi migas, dibarengi penyelenggaraan praktik-praktik terbaik operasi dan produksi dunia. Penemuan cadangan migas kami lakukan melalui evaluasi, survei, dan pemboran dengan berbagai macam teknologi, diantaranya penerapan pola *stratigrafic play*.

Pertamina has the responsibility to be the backbone of the national energy resiliency. We have to be able to maintain the continuity of the availability and distribution of oil & gas. Furthermore, we are also required to be able to create new energy sources as the issue of environmental damage continues to heat up.

It is our challenge in every step of land clearing to preserve the nature, especially for water availability and biodiversity. Furthermore, building a harmonious relationship with the surrounding communities often poses problems that demand much time and energy. Hence, we perform personal approaches and empowerment of surrounding communities through strategic CSR programs. **[G4-2]**

OPTIMIZING OIL & GAS PRODUCTION

We continuously try to discover reserves and optimize our oil & gas production, along with implementing the world's best practices for operations and production. Our oil & findings evaluation, survey, and drilling with various kinds of technology, among them the application of the stratigrafic play pattern.

Temuan Sumber Daya Eksplorasi Migas (2C) [OG1]
Oil and Gas Resources Exploration Finding

Keterangan Descriptions	Satuan Unit	2014	2013	2012
Temuan Sumber Daya Minyak dan Kondensat Oil and Condensate Resources Finding	MMBO	129.39	102.04	108.70
Temuan Sumber Daya Gas Bumi Natural Gas Resources Finding	BSCFG	973.18	783.73	964.10

Produksi Migas dan Panas Bumi [OG1]
Oil, Gas, and Geothermal Production

Keterangan Descriptions	Satuan Unit	2014	2013	2012
Produksi Minyak Mentah Crude Oil Production	MMBO	87.19	73.55	71.76
Produksi Gas Bumi Natural Gas Production	BSCF	588.67	557.67	563.15
Produksi Uap Setara Listrik Steam Production Equivalent to Electricity	GWh	9,772.99	9,244.79	9,206.31

Produksi BBM dan Non-BBM
Fuel and Non-Fuel Production

Keterangan Descriptions	Satuan Unit	2014	2013	2012
Volume Produksi BBM (10 Produk Utama) Fuel Production Volume (10 Main Products)	Juta Bbl Million Bbl	241.16	239.04	238.76
Volume Produksi Non-BBM Non-Fuel Production Volume	Juta Bbl Million Bbl	22.18	21.74	23.56

Selain migas, kami juga mengoptimalkan produksi dan pemanfaatan panas bumi, sebagai sumber energi baru. Produksi panas bumi diperkirakan terus meningkat di masa mendatang, seiring target penambahan kapasitas pembangkit listrik tenaga panas bumi (PLTP) sebesar 800 MegaWatt (MW) pada 2018. [OG3]

Besides oil & gas, we also optimize the production and utilization of geothermal, as a new source of energy. The production of geothermal is estimated to increase in the future, along with the target of a geothermal power plant capacity increase of 800 MegaWatt (MW) in 2018. [OG3]

PENGELOLAAN DISTRIBUSI MIGAS

Kondisi geografis Indonesia sebagai negara kepulauan menjadikan pola distribusi migas di Nusantara adalah yang paling kompleks di dunia. Sebagian besar kegiatan Perseroan didedikasikan untuk mengantarkan migas ke seluruh penjuru negeri, meliputi lebih dari 2.300 pulau berpenghuni, demi memastikan terjaganya ketahanan energi nasional.

Setiap tahun volume migas yang didistribusikan Pertamina mengalami peningkatan. Hingga akhir tahun 2014, Perseroan telah dapat memenuhi ketersediaan migas sebagai sumber energi utama, sesuai kebutuhan masyarakat.

OIL & GAS DISTRIBUTION MANAGEMENT

The Indonesian geographic conditions as an archipelagic nation make for the most complex oil & gas distribution pattern in the world. Most of the Company's activities are dedicated to delivering oil & gas to all corners of the nation, covering more than 2,300 islands, in order to ensure the energy resiliency of the nation.

Every year the volume of oil & gas distributed by Pertamina increases. Until the end of 2014, the Company has been able to meet the availability of oil & gas as the main source of energy, in accordance with public demand.

Keterangan Descriptions	Satuan Unit	2014	2013	2012
Penjualan BBM (10 Produk Utama) Fuel Sales (10 Main Products)	Juta KL Million KL	65.17	65.37	64.88
Penjualan Domestik Produk Non-BBM Non-Fuel Domestic Product Sales	Juta MT Million KL	8.62	7.73	7.23
Penjualan LNG LNG Sales	Juta MMBTU Million MMBTU	632.63	662.00	650.32
Ekspor Produk Kilang Refinery Product Export	Juta Bbl Million Bbl	37.73	42.40	29.94
Impor Produk Kilang dan Pembelian Domestik Refinery Product Import and Domestic Purchases	Juta Bbl Million Bbl	234.56	228.21	226.47

MEMBANGUN INFRASTRUKTUR DAN DISTRIBUSI
DEVELOPING INFRASTRUCTURES AND DISTRIBUTIONS

Pada tahun 2014 kami memasok dan mendistribusikan:
- 85% dari total kebutuhan energi nasional.
- 98% dari total kuota bahan bakar dan gas subsidi (*Public Service Obligation*/PSO). **[G4-8]**

In 2014 we supplied and distributed:
- 85% of the total national energy demand.
- 98% of the total quota for subsidized Public Service Obligation (PSO) fuel and gas. **[G4-8]**

Fasilitas Suplai dan Distribusi Migas Pertamina
Pertamina's Fuel Supply and Distribution Facilities

Fasilitas Facilities	Jumlah Total	Keterangan Descriptions
Kapal Vessels	192	Kapal milik 55 (dari total 64 unit kapal milik), kapal charter 137 55 owned ships (from a total of 64 units owned ships), 137 chartered ships
Terminal Khusus Special Terminals	135	-
Dermaga Docks	214	-
Single Point Mooring (SPM)	19	-
Ship to Ship (STS)	14	-
Central Buoy Mooring (CBM)	12	-
Terminal BBM Fuel Terminals	109	-
LPG Filling Plant	557	-
Stasiun Pengisian Bahan Bakar Umum (SPBU) Public Fuel Filling Station	5,155	-
Stasiun Pengisian Bahan Bakar Gas (SPBG) Fuel Gas Filling Station	25	-
Agen Bahan Bakar Fuel Agents	+/- 1,500	• Agen Premium dan Minyak Solar (APMS) • Premium and Solar Agent (APMS) • Agen Minyak Tanah (AMT) • Kerosene Agents (AMT) • Solar Packed Dealer Nelayan (SPDN) • Fishermen Solar Packed Dealer (SPDN)
Mobil Tangki Tank Trucks	3,064	-
Pipa Transmisi BBM Bawah Tanah Underground Fuel Transmission Pipes	1,624 Km	-

Kami terus memperkuat pasokan infrastruktur dan distribusi migas. Pada kurun waktu periode pelaporan, Perseroan melaksanakan proyek investasi di sektor hilir melalui berbagai proyek investasi di Direktorat Pemasaran dengan nilai total sebesar US$444 juta, beberapa proyek yang dikerjakan di tahun pelaporan antara lain:

1. *Upgrading* TBBM Pulau Sambu
   Proyek ini dapat meningkatkan utilisasi sarana dan fasilitas TBBM Pulau Sambu dalam bidang *storage* provider dengan lahan yang strategis dan meraih potensi pasar *bunker Outer Port Limit* (OPL).

2. LPG *Refrigerated* di Jawa Barat
   Terminal LPG *Refrigerated* memenuhi kebutuhan infrastruktur penerimaan, penimbunan dan penyaluran LPG untuk mensukseskan program konversi minyak tanah ke LPG.

3. LPG *Pressurized* Padang
   Proyek ini disiapkan untuk mengantisipasi peningkatan kebutuhan LPG atas peralihan pemakaian minyak tanah untuk rumah tangga ke LPG sehingga tidak akan terjadi krisis di masyarakat dan ikut mengurangi konsumsi BBM bersubsidi.

4. Relokasi Depot Elpiji Tanjung Priok serta Sarfas Penunjang
   Kegiatan relokasi Depot LPG Tanjung Priok beserta sarana LPG *spherical tank*, *filling plant* dan area penimbunan botol LPG dilaksanakan untuk mempermudah proses penyaluran LPG ke masyarakat dan menjadi bagian dalam program pembangunan *Jakarta Outer Ring Road* (JORR).

5. *Upgrading* Unit Produksi Pelumas Jakarta (UPPJ)
   UPPJ meningkatkan teknologi dan kinerja sehingga mempengaruhi daya saing produk yang meliputi mutu barang, harga, waktu pengiriman dan pelayanan dengan berlandaskan pada konsep FIT-FORNEED. Hingga akhir tahun pelaporan, frekuensi order menjadi lebih sering, *lead-time* produksi lebih singkat dan kualitas produk sesuai standar.

6. Penggantian *Grease Plant* di Unit Produk di Pelumas Jakarta
   Grease Plant exsisting yang sudah tua, kurang efisien dan sulit dikembangkan, kini telah ditingkatkan dengan teknologi yang lebih modern dan terotomasi. Penggantian ini tidak hanya mampu memproduksi *conventional grease* tetapi juga *complex grease* sesuai tuntutan konsumen.

We continuously strengthen infrastructure supply and oil and gas distribution. Within the reporting term, the Company conducted investment projects in the downstream sector through several investment projects in the Marketing Directorate with a total of US$444 million, several projects undertaken in the reporting year were as follows:

1. Upgrading Sambu Island TBBM
   This project can increase the Sambu Island TBBM means and facilities utilization in the storage provider field with strategic land and attain Outer Port Limit (OPL) bunker market potential.

2. Refrigerated LPG in West Java
   Refrigerated LPG Terminal meets the infrastructure needs of LPG reception, accumulation, and distribution to help make the kerosene conversion to LPG program a success.

3. Padang Pressurized LPG
   This project was prepared to anticipate an increase in LPG requirement due to the transition of household kerosene usage to LPG in order to prevent crisis in the community as well as reduce subsidized fuel consumption.

4. Relocation of the Tanjung Priok LPG Depo and its Supporting and Infrastructures
   The relocation of the Tanjung Priok LPG Depo as well as spherical LPG tank, filling plant, and LPG bottle accumulation area was conducted to ease the LPG distribution process to the public and be part of the Jakarta Outer Ring Road (JORR) development program.

5. Jakarta Grease Production Unit Upgrading (UPPJ)
   UPPJ increases technology and performance to influence product competitiveness which include quality, price, delivery time, and service based on the FIT-FORNEED concept. To the end of the reporting year, order frequency has increased, production lead-time shorter, and product quality up to standard.

6. Replacement of Grease in Lubricant Production Unit in Jakarta
   The existing old, less efficient, and difficult to develop Grease Plant production unit, has been improved with more modern and automated technology. The replacement was not only capable of producing conventional grease but also complex grease in accordance with consumers' demands.

7. Proyek pengembangan Depot Pengisian Pesawat Udara (DPPU)
   DPPU dikembangkan di tiga lokasi bandara Internasional, yaitu DPPU Hasanuddin Makassar, DPPU Soekarno Hatta, dan Pipanisasi Avtur Juanda Perak.

8. Pengadaan Kapal Tanker untuk mendukung bisnis hilir
   Pengadaan tanker ini merupakan peremajaan kapal *exsisting* yang sudah tua sesuai penyesuaian peraturan baru MARPOL 13G dan mendukung Inpres No.5 tahun 2005 tentang pengadaan kapal berbendera Indonesia yang masih terbatas.

7. Aviation Fuel Depo (DPPU) development project

   "DPPU" is developed at three International airport locations, namely Hasanuddin Makassar "DPPU", Soekarno Hatta "DPPU", and Juanda Perak Avtur Pipeline.

8. Tanker Procurement to support downstream business
   Tanker procurement is the rejuvenation of existing old tankers in accordance with the new MARPOL 13G regulation amendment and supporting the Presidential Instruction No.5 of 2005 regarding the procurement of ships with the Indonesian flag.

Jenis Kapal Vessel Type	**Nama Kapal** Vessel Name	**Jumlah Unit** Total Unit
Tanker MR 30.000 DWT	MT. Senipah, MT. Sembakung	2
Tanker GP 17.500 DWT	MT. Pagerungan, MT. Pangkalan Brandan	2
Tanker White Oil Tipe GP 17.500 DWT	MT. Pattimura, MT. Parigi, MT. Pasaman	3
Tanker Crude Oil Tipe GP 17.500 DWT	MT. Panderman, MT. Papandayan, MT. Pangrango	3
Tanker Crude Oil Tipe Aframax/Tanker LR 85.000 DWT	MT. Gamsunoro	1
LPG Tipe Small /LPG Carrier 5.000 CuM	MT. Gas Ambalat	1
Tanker Crude Oil Tipe MR 40.000 DWT	MT. Sanggau, MT. Sanana, MT. Serui	3
Tanker Crude Oil Tipe GP 17.500 DWT	MT. Putri	1
Tanker Avtur Tipe GP 17.500 DWT	MT. Panjang	1

9. *Very Large Gas Carrier* (VLGC) Pertamina Gas 2
   Pada bulan Mei 2014 Pertamina menerima kapal jenis VLGC: Pertamina Gas 2, yang dibuat di galangan kapal Hyundai Heavy Industries Co.Ltd. Kapal ini merupakan kapal lanjutan (*sister ship*) VLGC Pertamina Gas 1, yang telah diterima Perseroan pada bulan September 2013.

9. Very Large Gas Carrier (VLGC) Pertamina Gas 2
   In May 2014, Pertamina received a VLGC type ship: Pertamina Gas 2 built in the Hyundai Heavy Industries Co.Ltd. shipyard. This ship is a sister ship of VLGC Pertamina Gas 1, received by the Company in September 2013.

VLGC Pertamina Gas 1
VLGC Pertamina Gas 1

***Very Large Gas Carrier* (VLGC) Pertamina Gas 1 dan Pertamina Gas 2**

Kapal VLGC Pertamina Gas 1 dan Pertamina Gas 2, merupakan VLGC terbesar di dunia dengan kapasitas masing-masing 84.000 meter kubik atau setara 50,000 ton LPG. Kedua kapal memiliki multi-fungsi, yakni sebagai pengangkut LPG, *Floating Storage and Offloading* (FSO), dan dermaga memindahkan muatan LPG ke kapal-kapal LPG kecil.
Kedua kapal memiliki keunggulan:

- Kualitas, keamanan, dan perlindungan lingkungan yang mengacu peraturan *International Maritime Organization* (IMO);
- Memenuhi persyaratan badan klasifikasi internasional dari *Lloyd Register* (Inggris);
- Memenuhi persyaratan *Standard Gas International* (IGC);
- Mendapatkan *approval final inspection* dari *Oil Companies International Marine Forum* (OCIMF).

Very Large Gas Carrier (VLGC) Pertamina Gas 1 and Pertamina Gas 2

The VLGC Pertamina Gas 1 and Pertamina Gas 2 ships, are the world's largest VLGC ships, each with a capacity of 84,000 meter cubic or equivalent to 50,000 tons of LPG. Both ships serve multiple functions, as an LPG transport, Floating Storage and Offloading (FSO), and as port to transfer LPG load to smaller LPG ships.
Both ships have these benefits:

- Quality, security, and environmental protection that refer to the regulations of the International Maritime Organization (IMO);
- Comply to the requirements of the international board of classification of Lloyd Register (UK);
- Meet the requirements of Standard Gas International (IGC);
- Gained final inspection approval from Oil Companies International Marine Forum (OCIMF).

Secara bertahap, Perseroan melakukan pengembangan Terminal BBM agar sesuai standar dunia. Pada tahun 2014, kami meresmikan generasi baru Terminal BBM Bandung Grup di Ujung Berung. Peresmian ditandai penggunaan *New Gantry System* (NGS) sebagai upaya modernisasi fasilitas demi layanan yang lebih baik dan cepat.

Gradually, the Company is developing new Fuel Terminals in accordance to the world standards. In 2014, we opened a new generation of Bandung Group Fuel Terminal in Ujung Berung. The inauguration marked the use of the New Gantry System (NGS) as an effort to modernize our facilities to have better and faster service.

Terminal BBM Ujung Berung
Ujung Berung Fuel Terminal

Terminal BBM Ujung Berung Menuju Standar Dunia

Penerapan *New Gantry System* (NGS) di Terminal BBM Bandung Group, memiliki keunggulan:

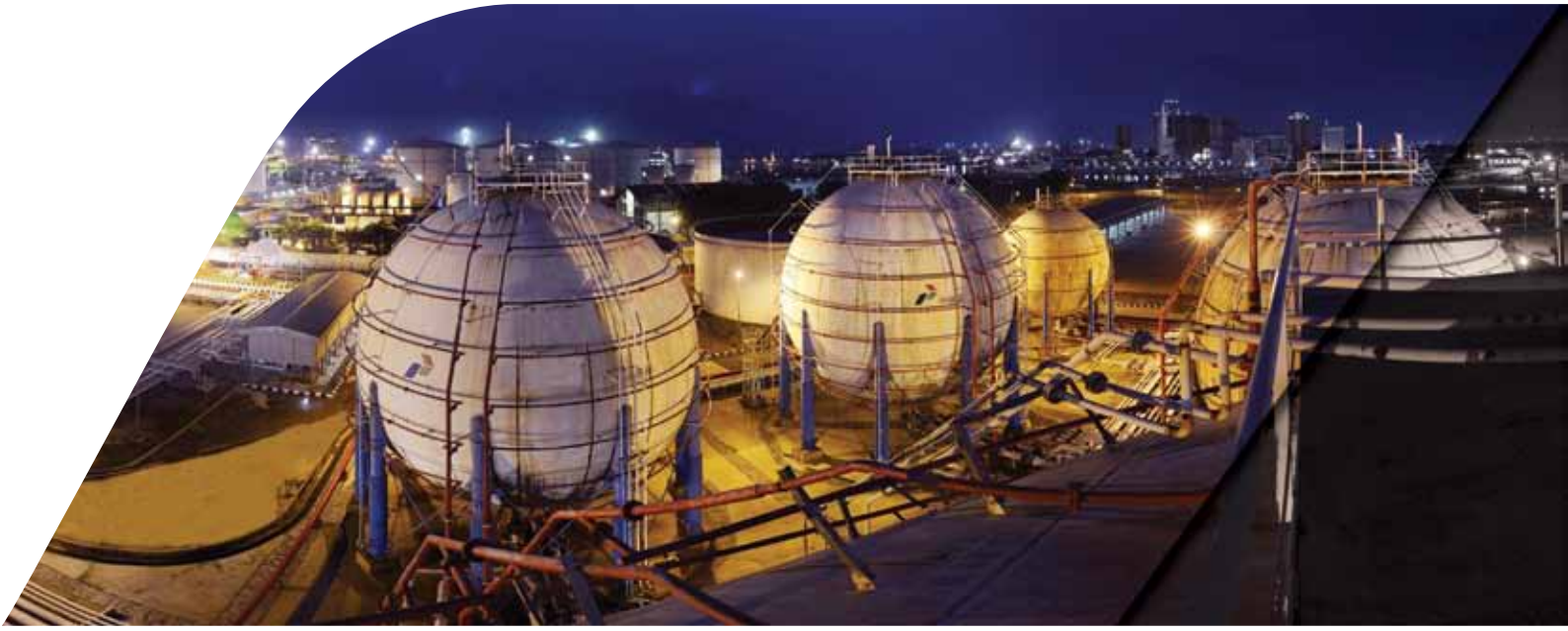
1. Penggunaan teknologi lebih modern.
2. Pelayanan multi produk, sehingga cukup dengan tiga pulau pompa dari sebelumnya 14 pulau pompa.
3. Pelayanan lebih cepat karena kecepatan pengisian ke mobil tangki bertambah menjadi 2.200 liter per menit dari semula 900 liter per menit.
4. Lebih kompak dibanding sebelumnya, karena hanya menjadi satu *filling line* dari semula dua *filling line*.
5. Perlengkapan *vapour discharge*, yakni sistem untuk mengalihkan buangan uap yang timbul saat pengisian bahan bakar ke mobil tangki. Perangkat ini segera dilengkapi *vapour recovery unit*, yaitu sistem untuk menampung uap dari proses pengisian ke mobil tangki, sehingga tidak langsung terbuang ke udara bebas dan mengurangi potensi pencemaran udara. **[G4-EN20]**

Ujung Berung Fuel Terminal towards World Standards

The application of the New Gantry System (NGS) at the Bandung Group Fuel Terminal offers:

1. The use of modern technology.
2. Multi product services, enabling the use of only three pumping islands from the previous use of 14 pumping islands.
3. Faster service due to the increase of refilling speed to tank cars of 2,200 liter per minute from the previous speed of 900 liter per minute.
4. More compact from its predecessor, with only one filling line from the previous use of two filling lines.
5. Vapour discharge facility, a system to divert the vapour caused during the fuel transfer to the tank cars. This facility will soon be equipped with a vapour recovery unit, a system to contain the vapour from the transfer process to the tanks, so that it will not be directly released to the air and minimizes the potential of air pollution. **[G4-EN20]**

DISTRIBUSI BAHAN BAKAR DAN GAS BERSUBSIDI
DISTRIBUTION OF SUBSIDIZED FUEL AND GAS



Pertamina mendapatkan penugasan dari Pemerintah untuk melaksanakan penyediaan dan pendistribusian BBM dan LPG PSO tahun 2014, dengan rincian sebagai berikut :

- Bahan bakar bersubsidi: premium, minyak tanah dan solar;
- Gas bersubsidi: *Liquefied Petroleum Gas* (LPG) atau elpiji ukuran tabung tiga kilogram, dan *Liquefied Gas Vehicle* (LGV).

Penyediaan dan penyaluran BBM serta gas bersubsidi, menjadi bagian dari peran dan fungsi strategis Pertamina menjaga ketahanan energi nasional. Namun demikian kami tetap menjaga agar pelaksanaan tugas tersebut, tidak mengganggu kesinambungan bisnis Perseroan.

Untuk itulah kami senantiasa berupaya agar volume pendistribusian bahan bakar dan gas bersubsidi, tidak melebihi kuota yang ditetapkan Pemerintah. Perseroan juga memastikan apabila terjadi kelebihan kuota, tetap ada penjaminan pembayaran penggantian biaya subsidi dari Pemerintah.

Sesuai keputusan Kepala Badan Pengatur Hilir Minyak dan Gas Bumi No.33/PSO/BPH MIGAS/KOM/2013 tentang penugasan PT Pertamina (Persero) untuk melaksanakan penyediaan dan pendistribusian Bahan Bakar Minyak jenis tertentu jenis Bensin Premium (Mogas 88), Jenis Minyak Tanah (Kerosene) dan Jenis Minyak Solar (Gas Oil) tahun 2014 diputuskan adanya perubahan penambahan kuota BBM PSO APBN-P menjadi 45.640.953 KL. Sementara itu volume kuota gas bersubsidi jenis elpiji tabung 3 Kg adalah 5.013.000 MT, berdasarkan Keputusan Menteri

Pertamina was mandated by the Government to perform the provisioning and distribution of PSO fuel and LPG in the year 2014, with the following details:

- Subsidized fuel: premium, kerosene and diesel fuel;
- Subsidized gas: Liquefied Petroleum Gas (LPG) or LPG in three kilogram canisters and Liquefied Gas Vehicle (LGV).

The provisioning and distribution of subsidized fuel and gas became part of Pertamina's strategic function in maintaining the national energy resiliency. However, we continue to perform that duty without interfering with the Company's business activities.

For that reason we continue to strive so that the distribution volume of subsidized fuel and gas do not exceed the quota set by the government. The Company also ascertains that in the event of over-quota, there is still assurance of payment to replace the subsidy from Government.

In accordance with the Decree of the Regulatory Agency of Downstream Oil and Gas No.33/PSO/BPH MIGAS/KOM/2013 regarding the assignation of PT Pertamina (Persero) to perform provision and distribution of particular Oil Fuels of Premium Gasoline (Mogas 88), Kerosene, and Diesel Oil (Gas Oil) in 2014 with an additional quota of BBM PSO APBN-P to 45,640,953 KL. While volume quota of 3 Kg canister subsidized gas is 5,013,000 MT, based on the Decree of Minister of Energy and Mineral Resources (MoEMR) No.3867.K/12/MEM/2014 regarding revision

Energi dan Sumber Daya Mineral (ESDM) No.3867.K/12/MEM/2014 tentang perubahan atas keputusan Menteri ESDM No.2447.K/12/MEM/2014 tentang harga patokan *Liquefied Petroleum Gas* tabung 3 Kg tahun anggaran 2014.

on the Decree of the MoEMR No.2447.K/12/MEM/2014 regarding standard pricing of 3 Kg canister Liquefied Petroleum in the fiscal year of 2014.

Realisasi Penyaluran Bahan Bakar Minyak dan Gas Subsidi [G4-EC4]
Realization of Subsidized Fuel and Gas Distribution

Jenis Type	Satuan Unit	Volume Tersalurkan 2014 Volume Distributed 2014		Dana PSO (Juta US$) PSO Fund (US$ Million)
		Kuota Quota	Realisasi Realization	
BBM Bersubsidi Subsidized Fuel	Kilo Liter	45,640,953	46,479,645	14,195*
Gas Subsidi LPG 3 Kg Subsidized 3 Kg LPG Gas	Metrik Ton Metric Ton	5,013,000	4,997,843	3,662**

Keterangan :
* Jumlah bersih penggantian biaya subsidi jenis BBM tertentu ($14,156,481,000) - Koreksi persediaan akhir atas penggantian biaya subsidi jenis BBM tertentu untuk tahun 2013 ($26,130,000) + Koreksi BPK atas penggantian biaya subsidi jenis BBM tertentu untuk tahun 2013 ($64,896,000)
** Jumlah penggantian biaya subsidi LPG tabung 3 kg ($3,662,257,000) - Koreksi BPK atas penggantian biaya subsidi LPG tabung 3 kg untuk tahun 2013 ($56,000)

Details :
* The nett total of subsidy reimbursement of specific oil fuel ($14,156,481,000) – the correction of ending inventory over the subsidy reimbursement of specific oil fuel for 2013 ($26,130,000) + the correction from BPK for the subsidy reimbursement of specific oil fuel for 2013 ($64,896,000)
** The amount of subsidy reimbursement of 3 kg canister LPGs ($3,662,257,000) – the correction from BPK for subsidy reimbursement of 3 kg canister LPGs for 2013 ($56,000)

Pengadaan dan distribusi gas bersubsidi LPG tabung 3 Kg, tak terlepas dari program nasional konversi minyak tanah berdasarkan Perpres No.104 tahun 2007. Program ini dilaksanakan untuk menggantikan pemakaian BBM jenis minyak tanah, yang volume setiap tahunnya mencapai 9,9 juta KL. Sesuai dengan Surat Keputusan Menteri ESDM No.2550K/10/MEM/2014 tanggal 5 Mei 2014 bahwa pelaksanaan Program Konversi tahun 2014 akan mendistribusikan paket perdana sejumlah 1.629.779 paket di 11 Provinsi yang tersebar di 53 Kabupaten di Indonesia.

The provisioning and distribution of subsidized 3 Kg gas canisters is related to the national kerosene conversion program based on Presidential Regulation No.104 of 2007. This program was performed to replace the use of kerosene fuel, which annually reaches 9.9 million KL in volume. In accordance with the Decree of MoEMR No.2550K/10/MEM/2014 dated 5 May 2014 about the implementation of the 2014 Conversion Program which will distribute 1,629,779 starter packages in 11 provinces spread in 53 regencies.

Di samping BBM bersubsidi, pada tanggal 11 Juni 2014, Pertamina menerima surat keterangan bebas (SKB) dari Dirjen pajak terkait bebas pemotongan dan atau pemungutan atas PPh pasal 22 impor hingga 31 Desember 2014. Demikian pula pada tanggal 26 Agustus 2014, Pertamina menerima surat keterangan bebas (SKB) terkait bebas pemotongan dan atau pemungutan atas PPh pasal 23 yang berlaku hingga 31 Desember 2014. [G4-EC4]

In addition to subsidized fuel, on 11 June 2014, Pertamina received an exemption letter (SKB) from the Directorate General of Taxation related to free deduction and or collection of income tax Article 22 of imports until 31 December 2014. Similarly, 26 August 2014, Pertamina received another exemption letter related to free deduction and or collection of income tax article 23, which is valid until 31 December 2014. [G4-EC4]

Distribusi LPG 3 Kg
Distribution of LPG 3 Kg

Keberhasilan Program Konversi Minyak Tanah ke LPG

Hingga Desember 2014 akumulasi distribusi paket perdana mencapai 56,08 juta paket, meliputi 29 provinsi di Indonesia. Jumlah ini melebihi rencana awal Pemerintah sebanyak 52,9 juta paket perdana. Indikasi keberhasilan program konversi minyak tanah ke LPG ditunjukkan dengan adanya:

1. Total minyak tanah yang dapat ditarik dari awal program konversi sampai dengan Desember 2014 adalah 50,02 juta KL. Terjadi penurunan konsumsi minyak tanah bersubsidi dari 9,9 juta KL pada tahun 2007 menjadi 916 ribu KL pada tahun 2014.
2. Konsumsi LPG meningkat dari 21.476 MT pada tahun 2007 menjadi 4,99 juta MT pada tahun 2014, dengan total akumulasi 21,61 juta MT sampai akhir tahun 2014.

The Success of the Kerosene to LPG Conversion Program

Until December 2014 the number of accumulated starter packages distributed reached 56.08 million packages, which covered 29 provinces in Indonesia. This number exceeded the Government's initial plan of 52.9 million starter packages. The success indicators of the kerosene to LPG conversion program are shown with:

1. Total number of kerosene that could be extracted from the start of the program to December 2014 are 50.02 million KL. There is a drop in the consumption of subsidized kerosene from 9.9 million KL in 2007 to 916 thousand KL in 2014.
2. The consumption of LPG increases from 21,476 MT in 2007 to 4.99 million MT in 2014, with a total accumulation of 21.61 million MT as of end 2014.

PENGENDALIAN BAHAN BAKAR SUBSIDI

Pertamina memahami besarnya biaya subsidi bahan bakar yang dianggarkan Pemerintah dalam APBN. Kami terus mendorong semua pihak untuk mendukung program dan upaya Pemerintah mengurangi biaya subsidi melalui pengendalian konsumsi bahan bakar/gas bersubsidi.

Langkah strategis yang dilakukan selama tahun 2014, adalah penerapan *fuel card* di Pulau Batam, Kepulauan Riau. *Fuel card* merupakan bentuk uji coba instrumen penerapan distribusi BBM bersubsidi jenis Solar. Melalui program ini ada 8.100 kendaraan berbahan bakar Solar di Pulau Batam, yang diwajibkan menggunakan *fuel card* ketika mengisi bahan bakar maksimal 30 liter per hari. Dengan *fuel card*, data transaksi BBM bersubsidi akan terekam sehingga memastikan tepat sasaran. Saat ini sudah ada 15 Pemerintah Daerah yang menyatakan kesiapannya membantu Pertamina mengendalikan sasaran solar bersubsidi.

Penerapan pengendalian bahan bakar bersubsidi secara langsung akan mengurangi konsumsi bahan bakar, baik secara perorangan maupun volume konsumsi nasional. **[G4-EN6]**

CONTROL OVER SUBSIDIZED FUEL

Pertamina understands the heavy cost the Government budgets in the State Budget for fuel subsidy. Wecontinue to urge all parties to support Government programs and efforts to lower the cost of subsidy by controlling the consumption of subsidized fuel.

Several strategic moves performed throughout 2014 are: Implementation of fuel card for Batam Island, Riau. Fuel card is a form of instrument implementation testing for the distribution of subsidized diesel fuel. With this program, there are 8,100 vehicles using diesel fuel are required to use the fuel card when they refuel to maximum of 30 liter per day. With the fuel card, data of subsidized Fuel transaction will be recorded to ensure that the program is on target. There are currently 15 Regional Governments that have indicated their readiness to assists Pertamina in controlling the subsidized diesel fuel target.

The implementation of direct subsidized fuel control will decrease the consumption of fuel, on the individual level and on the national consumption volume. **[G4-EN6]**

Didik Prasetyo
Asisten Deputi Bidang Usaha Energi, Pertambangan, Percetakan dan Pariwisata Kementerian BUMN
Deputy Assistant of Energy, Mining, Printing, and Tourism Business of the Ministry of SOEs

Tantangan Pertamina dalam aspek berkelanjutan, antara lain adalah meningkatkan produksi minyak Nasional untuk mengejar target *lifting* yang dalam 10 tahun terakhir terus merosot.

"Dalam rangka Pembangunan Berkelanjutan, kontribusi Pertamina kepada Negara sangat besar dan penting, karena selain dituntut untuk tanggap pada isu-isu lingkungan, Pertamina juga harus responsif terhadap pembangunan ekonomi dan pembangunan sosial. Untuk merealisasikan hal tersebut, Pertamina telah menganggarkan dana yang cukup besar setiap tahunnya agar dapat berkontribusi pada perlindungan lingkungan, pembangunan ekonomi, serta pembangunan sosial.

Kedepan, saya berharap Pertamina mampu meningkatkan produksi, baik dari sumber-sumber yang ada di dalam negeri maupun dengan melakukan *merger* dan *acquisition* terhadap sumur-sumur minyak di luar negeri. Di samping itu, Pertamina harus mampu meningkatkan pengelolaan lingkungan operasi migas dan energi, terutama di bisnis hulu dan pengolahan (aktivitas kilang) yang rentan terjadi pencemaran udara dan limbah cair.

Selanjutnya, Pertamina diharapkan mampu menjadi *agent of change* Pemerintah, yaitu sebagai korporasi yang selain mampu mendukung Pemerintah dalam hal pembangunan ekonomi, juga mampu meningkatkan pembangunan sosial dan lingkungan. Untuk itu, salah satu hasil yang harus dicapai adalah peningkatan Penilaian Peringkat Kerja Perusahaan (PROPER) untuk semua unit operasi dan anak usaha".

One of Pertamina's challenges in the sustainability aspect is increasing National oil production to meet lifting target which has been decreasing in the last 10 years.

"In terms of Sustainable Development, Pertamina's contribution to the State is significant and important, because as well as being demanded to respond to environmental issues, Pertamina must also be responsive to economic and social development. To realize this, Pertamina has budgeted considerable funds annually to contribute to environmental preservation as well as economic and social development.

Moving forward, I hope Pertamina is able to increase production, whether from existing domestic and abroad sources or by merger and acquisition to oil wells abroad. Furthermore, Pertamina must be able to increase oil and gas and energy operations environment management, especially in upstream business and processing (refinery activities) which are vulnerable to air pollution and liquid waste.

Additionally, Pertamina is expected to be the Government's agent of development, which as a corporation is able to support the Government's in economic development, as well as increase social and environmental development. To that end, one of the results to be achieved is the increase of Company Performance Ranking Assessment (PROPER) for all operation units and subsidiaries".

NILAI EKONOMI DI DAPAT DAN DI DISTRIBUSIKAN
ECONOMIC VALUE GENERATED AND DISTRIBUTED

Selama tahun 2014 kinerja Perseroan tetap memperlihatkan hasil positif. Total pendapatan yang diperoleh Perseroan pada 2014 mencapai US$70.65 miliar. **[G4-EC1]**

Pendapatan Perseroan di sektor hilir bersumber dari penjualan BBM (10 produk utama) dan penjualan domestik untuk produk Non BBM (Gas, Pelumas, Petrokimia, dan Non BBM lainnya).

Kami juga menerbitkan obligasi internasional atau *global bond* senilai US$1.5 milliar pada Mei 2014. **[G4-EC1]**

Melalui Anak Perusahaan, PT Pertamina Geothermal Energy (PGE), pada 2014 terdapat total potensi penjualan hasil reduksi emisi karbon melalui *certified Carbon Emission Reduction* (CER) sebesar 2,58 juta ton CO_2e/tahun. Namun demikian, selain potensi penjualan hasil reduksi emisi karbon, terdapat risiko negatif dari adanya perubahan iklim yang semakin ekstrim. Risiko ini, di antaranya adalah terganggunya proses ekplorasi bila terjadi hujan yang terus menerus dan terhambatnya transportasi akibat banjir atau tanah longsor. Fenomena alam yang kini sulit diprediksi menyebabkan semua lini bisnis Perseroan lebih memperhatikan kelestarian lingkungan. Situasi ini dialami oleh semua pelaku bisnis, tidak hanya di Indonesia, namun dampak perubahan iklim telah menjadi perhatian dunia. **[G4-EC2]**

Throughout 2014 the Company's performance has shown positive results. The total income gained by the Company in 2014 reached US$70.65 billion. **[G4-EC1]**

The Company's income in the downstream sector mainly comes from the sale of fuel (10 main products) and domestic sale of non-fuel products (Gas, Lubricant, Petrochemical, and other Non-Fuel).

We also published a global bond worth US$1.5 billion in May 2014. **[G4-EC1]**

Through its Subsidiary, PT Pertamina Geothermal Energi (PGE), in 2014 the potential sales of carbon emission through certified Carbon Emission Reduction (CER) was 2,58 million ton of CO_2e/year Yet, aside to this carbon emission, there were negative risks resulting from the increasing extremity of climate change, where it could distraught the exploration process due to non-stop raining and could disrupt transportation service because of floods or landslides. The ever present nature phenomenon that are increasingly difficult to predict has made the Company's business line to pay more attention to environment preservation. This situation is experienced to all business owners; not only just in Indonesia, but it also has become the center of attention worldwide. **[G4-EC2]**

Nilai Ekonomi Langsung di Dapat [G4-EC1]
Economic Value Generated

Uraian Description	Periode Pelaporan dan Besaran Nilai (Juta US$) Reporting Period and Value (Million US$)	
	2014	2013
Pendapatan Income	70,648	71,102

Nilai Ekonomi di Distribusikan [G4-22, G4-EC1]
Economic Value Distributed

	Uraian Description	Periode Pelaporan dan Besaran Nilai (Juta US$) Reporting Period and Value (Million US$)	
		2014	2013
1	Biaya Pegawai Employee Cost	1,386	1,402*
2	Jumlah Pembayaran Kepada Penyandang Dana Payment to Investors		
	• Pengeluaran untuk Pemerintah (Pembayaran Dividen dan Pajak) • Government Expenditure (Dividend and Tax Payment)	6,969	6,442*
	• Pembayaran Bunga • Interest Payment	489	380
3	Pengeluaran kepada Masyarakat Expenditure to the Community		
	• Realisasi Program Kemitraan • Realization of Partnership Program	3.53	11.68*
	• Realisasi Dana Bina Lingkungan • Realization of Community Development Fund	10.99	34.68
	• Realisasi CID • CID Realization	12.16	23.41

* Pernyataan kembali (lihat halaman 4)
* Restatement (see page 4)

Keterangan : Kurs tengah rata-rata tahun 2013 adalah Rp10.451,37 dan kurs tengah rata-rata tahun 2014 adalah Rp11.878,30
Description : Average 2013 exchange rate was Rp10,451.37 and the 2014 average exchange rate was Rp11,878.30

PENEKANAN *DEMURRAGE* & *LOSS*

Demurrage merupakan biaya yang dikenakan kepada penyewa kapal atas kelebihan waktu yang telah dijanjikan dan berhubungan dengan aktivitas bongkar muat di pelabuhan. Kami berupaya menekan biaya *demurrage* dari proses bongkar muat yang berlangsung di pelabuhan, dengan berbagai upaya untuk meminimalisasi terjadinya *demurrage*, di antaranya:

1. Memperbaiki sarana dan fasilitas bongkar muat di pelabuhan;
2. Memperbaiki kinerja kapal;
3. Melakukan koordinasi dengan Badan Meteorologi, Klimatologi dan Geofisika (BMKG) mengenai kondisi cuaca sehingga pengaturan kapal dapat dilaksanakan dengan optimal; **[G4-EC2]**
4. Memperbarui klausul dalam kontrak (PO);
5. Melakukan sosialisasi perhitungan *Excess Laytime* (ELT) kepada pihak-pihak yang terlibat dalam kegiatan bongkar muat kargo.

Selain *demurrage*, kami senantiasa berusaha menekan tingkat *supply loss* atau susut muatan, sehingga tidak menimbulkan kerugian bagi kinerja keuangan Perseroan. Usaha yang telah dilakukan, di antaranya:

- Melakukan pelatihan arus minyak dan sertifikasi *Loading Master.*
- Melakukan rapat evaluasi *supply loss* antara Fungsi Perkapalan, Refinery Unit dan Kantor Pusat setiap dua bulan sebagai *forum knowledge sharing* penanganan susut muatan, serta merumuskan langkah tindak lanjut permasalahan *supply loss* di Refinery Unit.
- Melakukan kunjungan lokasi dan sosialisasi program menekan *losses* kepada seluruh personel yang terlibat dalam proses *loading* ataupun *discharge*.
- Melakukan pemasangan CCTV di atas kapal, verifikasi Cargo Oil Tank Table kapal, pendataan alat ukur kargo di atas kapal, inspeksi kapal dengan indikasi *losses* tinggi (operasi Bucarlo).

MINIMIZING DEMURRAGE & LOSS

Demurrage is the fee charged to the boat renter for overtime from the agreed upon period and is closely related with the unloading activity at the port. We try to minimize the cost of demurrage from the unloading process done on the ports through various efforts, such as:

1. Improving the means and facilities for unloading at the ports;
2. Improving the performance of the ship;
3. Coordinating with the Bureau of Meteorology, Climatology and Geophysics (BMKG) about the weather condition for optimum ship handling; **[G4-EC2]**
4. Renew the clause on the (PO) contract;
5. Perform socialization about Excess Laytime (ELT) calculation to all the parties that are part of the cargo loading/unloading activity.

Besides demurrage, we also continue to strive to minimize the level of supply loss in order to avoid loss to the Company's financial performance. Efforts that we have made include:

- Conducting oil flow and Loading Master certification training.
- Conducting supply loss evaluation meeting between the Shipping Function, Refinery Unit and Head office bimonthly as a knowledge sharing forum in handing supply loss, and to formulate follow up actions for supply loss issues in the Refinery Unit.
- Conduct location visits and socialization of losses minimalization programs to all personels involved in the loading and discharge process.
- Conducting CCTV installation aboard vessels, verifying ships' Cargo Oil Tank Table, data collection of cargo measurement tools on board ships, inspection of ships with high losses indications (the Bucarlo operation).

TUMBUH BERSAMA MASYARAKAT
GROWING TOGETHER WITH THE COMMUNITY

Masyarakat, sebagai salah satu pemangku kepentingan utama Pertamina menjadi bagian penting dalam mendukung operasi perusahaan. Terjaganya kinerja Perseroan menjamin kelanjutan bisnis kami, serta kontribusi pada upaya bersama menyejahterakan rakyat Indonesia, terutama masyarakat di sekitar lokasi Pertamina berkegiatan. Kami mewujudkan hal tersebut dengan merealisasikan kegiatan:

- *Corporate social responsibility* (CSR)
- Program kemitraan dan bina lingkungan (PKBL)

Selain sebagai bentuk kepatuhan pada regulasi, pelaksanaan CSR dan PKBL menjadi upaya meminimalkan dampak sosial melalui pelibatan masyarakat lokal di wilayah kegiatan operasi dan usaha Pertamina. Pelaksanaan PKBL juga merupakan manfaat tidak langsung yang dirasakan masyarakat dari keberadaan Perseroan.

Salah satu contoh dampak positif kegiatan CSR di bidang pendidikan, pemberdayaan ekonomi masyarakat, dan pelestarian lingkungan, adalah pelaksanaan program pemberdayaan masyarakat pesisir pantai di desa Wanasari, Bali, melalui pengembangan konsep ekowisata yang terintegrasi, dilakukan penanaman pohon bakau, pengembangbiakan kepiting, dan penciptaan kampung kuliner kepiting. Dengan adanya kampung ekowisata ini, penduduk di sekitar mampu mendapatkan tambahan rata-rata pendapatan sekitar Rp1 juta per keluarga. **[G4-SO1, G4-EC7, G4-EC8]**

Uraian lengkap penyelenggaraan PKBL selama tahun 2014, tersaji dalam Laporan PKBL 2014 PT Pertamina (Persero).

The community, as one of the main stakeholders of Pertamina becomes important part in supporting the corporate operations. Upkeep of Company's performance guarantees the sustainability of our business, and a contribution to the common effort to increase the prosperity of the people of Indonesia, especially the communities around the activity areas of Pertamina. We make that possible by realizing these activities:

- Corporate social responsibility (CSR)
- Partnership and community development programs (PKBL)

Apart from being a form of regulation compliance, the implementation of CSR and "PKBL" is an effort to minimize the social impacts through the inclusion of local communities in the operation and trade areas of Pertamina. The implementation of "PKBL" is also an indirect benefit that the community can gain from the presence of the Company.

One positive instance of CSR activities in education, community economy empowerment, and environment preservation is the implementation of coastal community empowerment program in Wanasari village, Bali, through an integrated ecotourism concept, mangrove tree planting, breeding crabs, and crabs culinary village creation. By having this ecotourism village, nearby residents were able to gain average additional income of Rp1 million per family. **[G4-SO1, G4-EC7, G4-EC8]**

A complete recollection of the "PKBL" activities throughout 2014 are presented in the 2014 "PKBL" Report of PT Pertamina (Persero).

Anggaran CSR, PKBL dan BUMN Peduli PT Pertamina (Persero) [G4-SO1, G4-EC8]
Budget for CSR, "PKBL" Activities and BUMN Peduli on PT Pertamina (Persero)

dalam Juta Rupiah
in Million Rupiah

Bentuk Kegiatan Activity	2014	2013
CSR	144,504*	244,582
Program Kemitraan Partnership Program	41,944	122,020
Bina Lingkungan Community Development	130,510	347,443
BUMN Peduli	-	15,000
Total	299,461	729,045

*Penurunan anggaran CSR berdasarkan kebijakan Perseroan yang merujuk pada peraturan PKBL dari Kementerian BUMN: PER-05/MBU/2013.
*Reduction on CSR budget based on Company's policy which refers to "PKBL" regulations from regulation of Minister of SOEs: PER-05/MBU/2013.

TANGGUNG JAWAB SOSIAL PERUSAHAAN

Kami mendefinisikan tanggung jawab sosial perusahaan (*corporate social responsibility/CSR)* dengan merujuk pada definisi dari ISO26000, yaitu sebagai bentuk tanggung jawab Perseroan atas dampak kebijakan dan kegiatan yang dilakukan terhadap masyarakat dan lingkungan, melalui perilaku yang transparan dan beretika, serta menganut prinsip-prinsip CSR sebagai berikut:

1. Mendukung konsep pembangunan berkelanjutan dan kesejahteraan masyarakat.
2. Mempertimbangkan keberadaan semua pemangku kepentingan.
3. Melakukan kegiatan CSR yang terintegrasi ke dalam operasional bisnis.
4. Taat hukum dan konsisten dengan norma internasional.

CORPORATE SOCIAL RESPONSIBILITY

We define the corporate social responsibility (CSR) by referring to the definition from ISO26000, which is as obligation of the Corporate on the impacts of implemented policies and activities on the society and environment, through transparent and ethical behavior, as well as adherence to the following CSR principles:

1. Supporting sustainable development and community welfare concepts.
2. Considering the presence of all shareholders.
3. Conducting CSR activities integrated into business operations.
4. Compliant to the law and consistent with International norms.

Visi dan Strategi CSR PT Pertamina (Persero) [G4-56]
PT Pertamina (Persero) CSR Vision and Strategies

Visi
Menjadi perusahaan energi nasional kelas dunia

Tujuan Strategis
Meningkatkan reputasi dan kredibilitas Pertamina melalui kegiatan tanggung jawab sosial dan lingkungan (TJSL) yang terintegrasi dengan strategi bisnis

Strategi Besar
- Saling memberi manfaat (*fair shared value*)
- Berkelanjutan
- Prioritas wilayah operasi dan daerah terkena dampak
- Pengembangan energi hijau sebagai tanggung jawab terhadap dampak operasi
- Sosialisasi dan publikasi efektif

Inisiatif Strategis
- Pemberdayaan masyarakat secara berkelanjutan (melalui pendidikan perubahan perilaku pola pikir serta pelatihan keterampilan dan kesehatan)
- Berwawasan pelestarian lingkungan
- Terkait strategi bisnis
- Dilaksanakan secara tuntas (termasuk penyediaan prasarana, perubahan pola pikir, perilaku, tata nilai, dan membekali dengan pengetahuan/ketrampilan)

Dasar Penetapan
Pedoman Pengelolaan Kegiatan Tanggung Jawab Sosial dan Lingkungan/CSR No.A-001/N00040/2013-S9

Vision
To be world class national energy company

Strategic Target
Increasing Pertamina's reputation and credibility through corporate social responsibility (CSR) integrated with business strategy

Main Strategy
- Mutually beneficial (fair shared value)
- Sustainable
- Priority on operation areas and affected regions
- Development of green energy as a form of responsibility over impact from operations
- Effective socialization and publications

Strategic Initiative
- Sustainable community empowerment (through behavior change-thinking pattern education as well as skills and health training)
- Environment preservation awareness
- Business strategy relevant
- Completely conducted (including facility procurement, thinking pattern change, behavior, values, and bestowing knowledge/ skill

Basis for Establishment
The Guideline for Corporate Social Responsibility / CSR No.A-001/N00040/2013-S9

Sosialisasi kepada Pemangku Kepentingan:
Pemaparan kebijakan CSR pada kegiatan presentasi terkait dengan tanggung jawab sosial perusahaan, serta menginformasikannya dalam Rencana Kerja Anggaran (RKA) dan Laporan CSR, termasuk dalam Laporan Keberlanjutan.

TEMA CSR
Pertamina Sobat Bumi
FOKUS (PILAR) KEGIATAN
- Pertamina Cerdas
- Pertamina Sehat
- Pertamina Hijau
- Pertamina Berdikari

KRITERIA CSR PERTAMINA
1. Bermanfaat
2. Berkelanjutan
3. Dekat Wilayah Operasi
4. Publikasi
5. Mendukung PROPER

KOMITMEN
- Mengatasi dampak negatif operasi perusahaan melalui kepatuhan terhadap regulasi serta menciptakan nilai baru yang lebih baik kepada masyarakat dan lingkungan.
- Memberikan manfaat sosial, ekonomi dan lingkungan kepada masyarakat terutama di sekitar wilayah operasi perusahaan.
- Meningkatkan reputasi perusahaan, efisiensi, pertumbuhan usaha dan menerapkan mitigasi risiko bisnis.

Socialization to Stakeholders:
Details of CSR policies on presentation activities relevant with corporate social responsibility, as well as informing them in Budget and Work Plan (RKA) and CSR Reports, including Sustainability Report.

CSR THEME
Pertamina Sobat Bumi
FOCUS (PILLAR) ACTIVITIES
- Pertamina Bright
- Pertamina Health
- Pertamina Green
- Pertamina Ecopreneurs

PERTAMINA CSR CRITERIA
1. Useful
2. Sustainable
3. Near the operating area
4. Publication
5. In line with PROPER

COMMITMENT
- Overcoming the negative impacts of the company's operations by complying to regulations and creating new values that are better for the community and environment.
- Giving social, economic, and environmental benefits to the community especially those around the operating areas of the company.
- Increasing the company's reputation, efficiency, business growth and applying business risk mitigation.

Pertamina Sobat Bumi

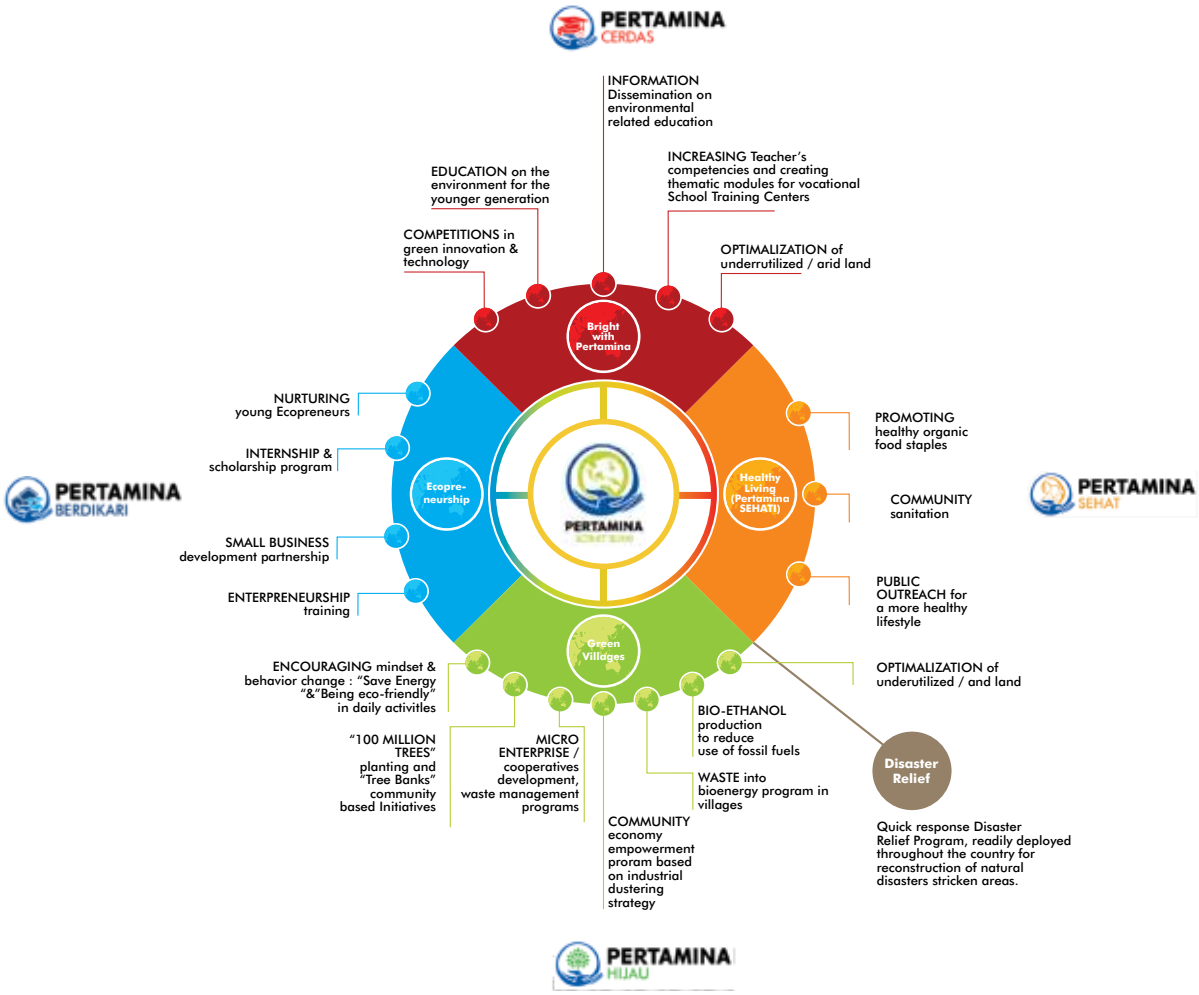
Tema CSR Pertamina adalah "Pertamina Sobat Bumi" yang mengandung makna bahwa Pertamina peduli terhadap kelestarian lingkungan, khususnya bumi, tempat keberlangsungan hidup bagi kepentingan generasi yang akan datang. Tema CSR ini diresmikan oleh Direktur Utama Pertamina di Kamojang, pada 1 Desember 2011. Program "Pertamina Sobat Bumi" direncanakan sedemikian rupa dengan berfokus pada 4 pilar untuk menjawab permasalahan utama dalam kegiatan tanggung jawab sosial perusahaan.

Pilar "Pertamina Sobat Bumi" kemudian dikembangkan untuk menaungi semua kegiatan CSR.

Pertamina Sobat Bumi

Pertamina CSR theme is "Pertamina Sobat Bumi" implying that Pertamina cares about the preservation of the environment, especially earth, where life takes place for the sake of the future generations. This CSR theme was made official by Pertamina's President Director & CEO at Kamojang on 1 December 2011. The "Pertamina Sobat Bumi" Program is planned to focus on 4 pillars to handle main issues in corporate social responsibility activities.

The "Pertamina Sobat Bumi" pillars were then developed to cover all of theh CSR activities.



Dari identifikasi isu, maka disusunlah peta jalan sebagai arah pencapaian program CSR, dimana peta jalan lima tahun pertama (2011-2015) dilanjutkan dengan peta jalan lima tahun kedua (2014-2018).

From the issue identification, a roadmap was developed as an achievement guideline for the CSR program, where the first five-year to (2011-2015) was continued with a second five-year roadmap (2014-2018).

2014

- *Assesment* ISO 26000SR
  ISO 26000SR Assessment
- Penerapan program CID/CSR terintegrasi melalui *Green Village*
  Implementing integrated CID/CSR program through Green Village
- Menginisiasi Studi Social Return of Invesment (SROI) di Unit Operasi
  Initiating social return study of investment (SROI) at Operational Unit
- Mendukung pencapaian PROPER melalui CID/CSR
  Supporting the achievement of PROPER through CID/CSR
- Mengembangkan pengelolaan CID/CSR berbasis geospasial
  Developing geospatial-based CID/CSR management
- Sertifikasi penyusun *Sustainability Report* GRI 4
  GRI 4 Sustainability Report composition certification

2015

- *Assesment* ISO 26000SR
  ISO26000SR assessment
- *Role out* model CID/CSR terintegrasi dengan bisnis inti
  Integrated CID/CSR model role out with core business
- Pengukuran SROI untuk Pertamina Foundation
  SROI measurement for Pertamina Foundation
- *Role out* model *Sustainability Report* GRI 4
  Sustainability Report GRI 4 model role out
- Meningkatkan lingkup eksposur aktivitas CID/CSR unggulan di regional Asia
  Increase the scope of featured CID/CSR activities exposure in the Asia region
- Meningkatkan reputasi melalui keikutsertaan dalam event-event regional Asia
  Increase reputation through participation in Asia region events

2016

- Inisiasi pembentukan Komite CSR/ISO 26000SR
  Initiating CSR/ISO 26000SR Committee formation
- Mengembangkan *beneficary relationship management*
  Developing beneficiary relationship management
- Publikasi agresif dengan fokus Pertamina Sobat Bumi di tingkat regional
  Aggressive publication with focus on Pertamina Sobat Bumi on a regional scale
- Membangun kerelawanan pekerja dalam pelaksanaan CID/CSR
  Building employee volunteerism in CID/CSR practice

2017

- Memposisikan *Sustainability Report* GRI 4 di tingkat regional
  Positioning GRI 4 Sustainability Report on a regional scale
- Mengembangkan *beneficary relationship management*
  Developing beneficiary relationship
- Publikasi agresif dengan fokus Pertamina Sobat Bumi di tingkat regional
  Aggressive publication with focus on Pertamina Sobat Bumi on a regional scale
- Membangun kerelawanan pekerja dalam pelaksanaan CID/CSR
  Developing employee volunteerism in CID/CSR practice

2018

- Memposisikan *Sustainability Report* GRI 4 di tingkat regional
  Positioning GRI 4 Sustainability Report on a regional scale
- Mengembangkan *beneficary relationship management*
  Developing beneficiary relationship management
- Publikasi agresif dengan fokus Pertamina Sobat Bumi di tingkat regional
  Aggressive publication with focus on Pertamina Sobat Bumi on a regional scale
- Membangun kerelawanan pekerja dalam pelaksanaan CID/CSR
  Developing employee volunteerism in CID/CSR practice

Pertamina Cerdas

Pertamina Cerdas merupakan kepedulian Pertamina terhadap pendidikan masyarakat. Melalui Pertamina Cerdas, Pertamina berupaya mendukung pembangunan generasi dengan masa depan yang cemerlang (*Bright with Pertamina)*. Program ini dilakukan melalui pengembangan media informasi pendidikan lingkungan, peningkatan kompetensi guru, modul-modul tematik dan pelatihan teknik, lomba inovasi teknologi hijau serta pendidikan sadar lingkungan bagi generasi muda.

Salah satu program Pertamina Cerdas adalah "Sekolah Sobat Bumi". Sekolah Sobat Bumi adalah program pendidikan bermuatan pembangunan berkelanjutan (*education for sustainable development*) dari Pertamina Foundation dengan bantuan PT Pertamina (Persero). Program ini memfasilitasi sekolah Adiwiyata Mandiri agar dapat membagi pengalaman mempraktikkan kehidupan ramah lingkungan kepada masing-masing 10 sekolah lainnya.

Program lainnya adalah TEQIP (*teachers quality improvement program*) yang bertujuan untuk meningkatkan kompetensi guru di wilayah-wilayah terpencil. Tujuannya adalah agar kualitas sumber daya manusia di daerah terpencil tidak terabaikan. Dalam pelaksanaannya, Pertamina bekerjasama dengan Universitas Negeri Malang.

Pertamina Bright

Pertamina Bright expresses Pertamina's concern for the community education. Through Pertamina Bright, Pertamina makes an effort to support the development of generations with an even brighter future (Bright with Pertamina). This program is conducted through the development of information media for environmental education, enhancement of the teachers' competence, thematic modules and technical trainings, green technology innovation competitions and environmental awareness education for the younger generation.

One of the programs of Pertamina Bright is "Sobat Bumi Schools". Sobat Bumi Schools is an education program with content about sustainable development (education for sustainable development) from the Pertamina Foundation with the help of PT Pertamina (Persero). The program facilitates the Adiwiyata Mandiri school so that they can share the practices of an ecofriendly life to 10 other schools.

Another program is TEQIP (teachers quality improvement program) targeted to increase teachers' competence in remote areas. The purpose is to ensure the quality of human resources in remote areas is not ignored. In its implementation, Pertamina cooperates with Universitas Negeri Malang.

Pertamina Sehat

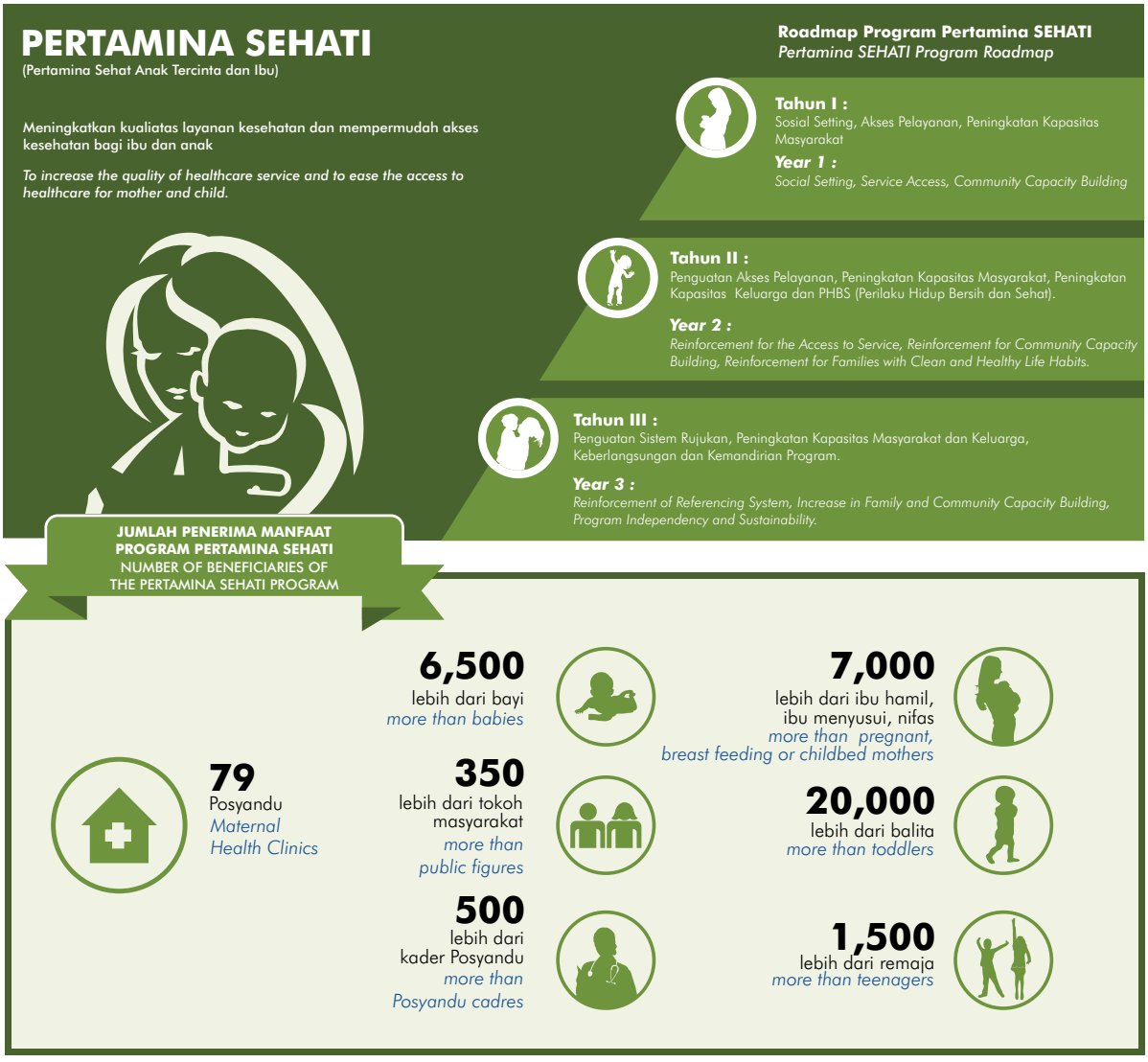
Pertamina Sehat merupakan bentuk kepedulian Pertamina terhadap kesehatan masyarakat, utamanya kualitas kesehatan ibu & anak serta sanitasi lingkungan, sebagaimana isu yang menjadi fokus MDGs.

Salah satu program unggulannya adalah Pertamina SEHATI (Sehat Ibu & Anak Tercinta):

Pertamina Health

Pertamina Health is one of Pertamina's actions towards public health, especially the health quality of mothers & children as well as environmental sanitation, as an issue that has been the focus of MDGs.

One of its featured programs is Pertamina SEHATI (Sehat Ibu & Anak Tercinta):



Yogiana Manurung

Bidan / Midwife

Kader Pertamina SEHATI / Pertamina SEHATI cadre

Layanan Kesehatan untuk Ibu, Balita hingga Lansia

"Sejak tahun 2008, Pertamina sudah membantu kami dalam layanan kesehatan. Awalnya mereka membantu anak Balita agar tumbuh dan berkembang dengan sehat, serta tidak kekurangan gizi. Bantuan Pertamina berkembang hingga kini berupa:

1. Pelatihan 115 kader pos gizi berupa cara memilih bahan dan cara memasak makanan sehat, serta bantuan peralatan memasak.
2. Pelatihan 115 kader motivator Kelompok Pendukung Ibu (KP Ibu), berupa cara Ibu menyusui, menggendong, menyuapi dan berkomunikasi dengan bayi. Pelatihan kader motivator ini berkembang menjadi pelatihan untuk Ibu hamil hingga mendampingi Ibu yang baru melahirkan dan merawat anaknya.
3. Terbentuknya Warung Balita Sehati untuk mengatasi ketiadaan dapur pada sebagian besar rumah kontrakan.
4. Pembangunan *cooking center* sebagai pusat konsultasi gizi dan pusat memasak sehat. Di *cooking center* ini kami juga memberikan pelatihan Senam Sehat Indonesia (senam tulang, senam syaraf, senam diabetes dan senam jantung) hingga bantuan pelatihan pola makan sehat, bekerja sama dengan para dokter.

"Kontribusi Pertamina sangat berarti. Kami selalu berdiskusi untuk meningkatkan layanan kesehatan ini, sebelum memutuskan memberikan bantuan. Saya berharap agar Pertamina mau memberikan bantuan juga kepada kami agar kami dapat memberikan layanan kesehatan kepada saudara-saudara yang berada di provinsi lain. Saat ini saya mendapat banyak permintaan untuk memberikan pelatihan serupa, diantaranya dari Bandung dan Papua. Sekiranya mampu, saya juga ingin mendirikan sebuah yayasan, agar kerjasama dengan Pertamina menjadi lebih kuat".

Health Services for Mothers, Toddlers, to the Elderly

"Since 2008, Pertamina has assisted us in health services. In the beginning they helped toddlers to grow and develop with good health and sufficient nutrition. Pertamina's assistance has developed to now include:

1. Training of 115 nutrition post cadres in the form of cooking material selection methods and healthy food cooking methods training as well as cooking equipment assistance.
2. Training of 115 motivator cadres Mother Support Group (Mother SG) in the form of breastfeeding, holding, feeding and communicating with baby methods training. This motivator cadre training developed into training for pregnant Mothers up to assisting new mothers in giving birth and in caring for the baby.
3. The formation of Warung Balita Sehati due to the discovery of rental houses with no kitchens or no time to cook because of occupation.
4. The establishment of the cooking center as nutrition consultation center and healthy cooking center. At the cooking center we also cooperate with doctors to help the Elderly. Furthermore, we also give Indonesian Health Exercises training (bone exercises, nerves exercises, diabetes exercises, and cardiac exercises) up to assistance in healthy diet pattern training in cooperation with the doctors.

Pertamina's contributions are significant. We always have discussions to improve these health services before deciding to give help. I hope Pertamina is willing to also assist us so we are able to provide health services to people in other provinces. At the moment I receive requests to give similar trainings, among which from Bandung and Papua. If possible, I would also like to build a foundation so cooperation with Pertamina can be stronger".

Pertamina Hijau

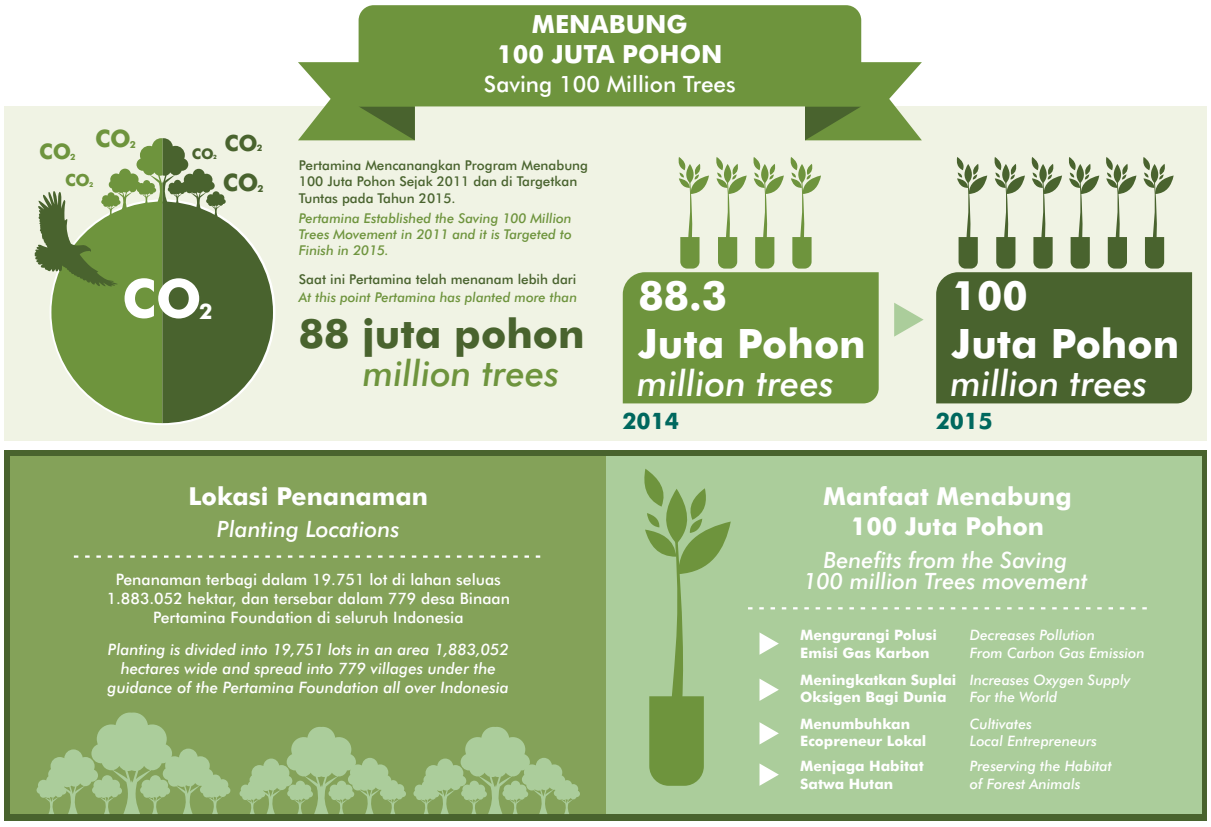
Pertamina Hijau adalah kepedulian Pertamina terhadap kesinambungan daya dukung alam. *Issue green village* menjadi fokus Pertamina Hijau, antara lain melalui pemanfaatan lahan tidak terpakai/kritis, peningkatan perilaku hemat energi dan pemanfaatan energi ramah lingkungan untuk kegiatan produktif, kampanye penghijauan melalui model tabungan pohon (kontribusi oksigen di dunia), pengelolaan limbah, penguatan program pengolahan limbah menjadi bio-energi pada desa binaan, dan usaha produksi bioethanol sebagai konversi energi migas.

Salah satu program unggulan Pertamina Hijau adalah Menabung 100 Juta Pohon.

Pertamina Green

Pertamina Green represents Pertamina's concern towards the sustainability of nature. Green village issue is the focus of Pertamina Green, through the utilization of unused/ critical land, development of energy saving behavior, and environmentally friendly energy utilization for production activities, reforestation campaigns through tree saving model (world oxygen contribution), waste processing, strengthening waste processing program to bio-energy in assisted villages, and bioethanol production attempt as oil and gas energy conversion.

One of Pertamina Green featured programs is Saving 100 Million Trees.



Pertamina Berdikari

Pertamina Berdikari merupakan kepedulian Pertamina dalam meningkatkan kewirausahaan sehingga tercipta kemandirian ekonomi masyarakat. Dengan program *ecopreneurship* kami berupaya untuk meningkatkan kemitraan pengembangan usaha kecil, pelatihan kewirausahaan serta pengembangan *ecopreneurship*.

Para pelaku usaha pembibitan pohon serta mangrove di desa-desa binaan Pertamina, dan pemanfaatan limbah domestik menjadi hasil karya yang bernilai ekonomis merupakan beberapa contoh *ecopreneurship* yang dikembangkan dan dibina oleh Pertamina.

PROGRAM KEMITRAAN DAN BINA LINGKUNGAN (PKBL)

Selama tahun 2014, Pertamina menyalurkan dana program kemitraan sebesar Rp24,45 miliar, yang diperuntukkan bagi 555 mitra binaan dan ditambah dana pembinaan kemitraan sebesar Rp17,49 miliar. Dengan demikian total dana program kemitraan adalah Rp41,94 miliar. Dengan demikian akumulasi realisasi penyaluran dana program kemitraan sampai dengan akhir tahun 2014 sebesar Rp2,97 triliun yang disalurkan kepada 71.338 mitra binaan.

Kegiatan usaha para mitra binaan juga menyediakan lapangan pekerjaan bagi warga setempat, sehingga mereka bisa memperoleh penghasilan. Dengan demikian mereka dapat merasakan manfaat tidak langsung dari keberadaan unit operasi/unit bisnis Perseroan. **[G4-EC8]**

Pertamina Ecopreneurs

Pertamina Ecopreneurship is Pertamina's concern in increasing entrepreneurship in order to create community economic independence. With the ecopreneurship program we try to increase the partnership to develop small enterprises, entrepreneurship trainings, and ecopreneurship development.

Tree seeding and mangrove business owners at Pertamina assisted villages and utilization of domestic waste into products with monetary worth are some ecopreneurship examples developed and assisted by Pertamina.

PARTNERSHIP PROGRAM AND COMMUNITY DEVELOPMENT

Throughout 2014, Pertamina has disbursed Rp24.45 billion in funding for their partnership program, to their 555 partners and added by partnership funding Rp17.49 billion. Therefore, the total funding for partnership program is Rp41.94 billion. This means the accumulated realization of funds disbursement for the partnership program by the end of 2014 amounted to Rp2.97 trillion that was distributed to 71,338 partners.

Business activities of the partners also provide work opportunity for surrounding communities, giving them income. Therefore they can indirectly benefit from the presence of the operating/business unit of the Company. **[G4-EC8]**

Realisasi dan Akumulasi Penyaluran Program Kemitraan
Realization and Accumulation of the Partnership Program Disbursement

Sektor Usaha Mitra Binaan Partner's Business Sector	Realisasi s/d 2014 Realization up to 2014		Realisasi 2014 Realization 2014		Realisasi s/d 2013 Realization up to 2013	
	Jumlah Mitra Binaan Number of Partners	Juta Rp Million Rp	Jumlah Mitra Binaan Number of Partners	Juta Rp Million Rp	Jumlah Mitra Binaan Number of Partners	Juta Rp Million Rp
Industri Industry	7,104	165,758	97	3,905	7,007	161,853
Perdagangan Trade	21,235	534,672	246	10,064	20,989	524,608
Pertanian Agriculture	12,245	1,084,194	86	4,208	12,159	1,079,986
Peternakan Farming	3,354	109,781	41	3,010	3,313	106,771
Perkebunan Plantation	15,694	561,018	3	120	15,691	560,898
Perikanan Fishery	2,313	83,983	10	330	2,303	83,653
Usaha Jasa Services	8,575	183,198	72	2,810	8,503	180,388
Lainnya Others	818	17,230	-	-	818	17,230
Dana Pembinaan Kemitraan Partnership Funding	-	232,602	-	17,497	-	215,105
Total	**71,338**	**2,972,436**	**555**	**41,944**	**70,783**	**2,930,492**

Realisasi penyaluran dana bina lingkungan pada tahun 2014 mencapai Rp130,51 miliar dengan alokasi terbesar untuk bantuan peningkatan kesehatan masyarakat. Dengan demikian akumulasi realisasi Penyaluran Dana Bina Lingkungan hingga akhir tahun 2014 sebesar Rp1,42 triliun.

Realization of the community development fund in the year 2014 amounted to Rp130.51 billion, with the biggest allocation for assisting community health enhancement. This would mean that the accumulated realization of fund disbursement for community development until the end of 2014 was Rp1.42 trillion.

Sebagian dari dana bina lingkungan yang disalurkan, dimanfaatkan untuk membantu pendidikan dan juga bantuan sarana ibadah. Beberapa kegiatan di antaranya adalah: **[G4-EC7]**

Part of the community development fund disbursed was utilized to help education and religious facilities. Some of the activities include: **[G4-EC7]**

Realisasi dan Akumulasi Penyaluran Dana Bina Lingkungan
Realization and Accumulation of the Community Development Fund Disbursement

dalam Juta Rupiah
in Million Rupiah

Jenis Bantuan Type of Donation	Realisasi s/d 2014 Realization up to 2014	Realisasi 2014 Realization 2014	Realisasi s/d 2013 Realization up to 2013
Bantuan Korban Bencana Alam Natural Disaster Victims Relief	41,189	1,813	39,376
Bantuan Pendidikan Education/Training Assistance	423,628	15,983	407,645
Bantuan Peningkatan Kesehatan Health Enhancement Support	153,762	42,058	111,704
Bantuan Pengembangan Prasarana/Sarana Umum Facilities/Infrastructures Development Support	285,331	38,533	246,798
Bantuan Sarana Ibadah Religious Facilities Assistance	136,510	15,112	121,398
Bantuan Pelestarian Alam Conservation Assistance	58,226	3,413	54,813
Sosial Kemasyarakatan Social Community	69,273	13,598	55,675
Sub Jumlah Sub Total	**1,167,919**	**130,510**	**1,073,409**
BUMN Peduli BUMN Peduli	255,281	-	255,281
Jumlah Total	**1,423,200**	**130,510**	**1,292,690**

PERTAMINA UNTUK ENERGI INDONESIA DAN DUNIA

PERTAMINA FOR ENERGY OF INDONESIA AND THE WORLD

80 Pengelolaan Lingkungan Operasi Migas dan Energi
Managing Environment in Oil, Gas and Energy Operations

83 Energi Hijau untuk Emisi Bersih
Green Energy for Clean Emission

PENGELOLAAN LINGKUNGAN OPERASI MIGAS DAN ENERGI
MANAGING ENVIRONMENT IN OIL, GAS AND ENERGY OPERATIONS

Dalam laporan ini kami baru dapat menyajikan informasi data kuantitatif secara terbatas untuk beberapa unit operasional dan unit pendukung. Data ini, misalnya konsumsi energi di PT PEP yang menurun baik konsumsi BBM maupun konsumsi listrik. Konsumsi BBM di PT PEP menurun sekitar 56,85% di tahun 2014 dibandingkan tahun sebelumnya. Jumlah konsumsi ini setara dengan 21.381.102 GJ di tahun 2014 lebih rendah 28.168.718 GJ di banding tahun 2013. Demikian pula konsumsi listrik di PT PEP menurun sebesar 44,71%. Kami masih terus berusaha menghitung konsumsi energi ini untuk anak perusahaan lainnya. Kesulitan menghitung data kuantitatif dalam pemakaian energi disebabkan adanya kendala faktor teknis pengumpulan data, mengingat besarnya cakupan bisnis dan luasnya wilayah operasional Perseroan. **[G4-20, G4-21, G4-EN3, G4-EN4]**

In this report, we can only present limited quantitative data on some operational and supporting units. These data, for example, the energy consumption of PT PEP decreased both for fuel consumption and electrical consumption. The fuel consumption of PT PEP decreased around 56.85% in 2014 compared to the previous year. This consumption amount is equal to 21,381,102 GJ in 2014 being lower than 28,168,718 GJ compared to 2013. Likewise the electrical consumption of PT PEP decreased as much as 44.71%. We continue our efforts to calculate the energy consumption in other subsidiaries. The difficulty in calculation quantitative data of energy consumption is due to the technical constraints in data collection, considering the wide business scope and the vast area of the Company's operations. **[G4-20, G4-21, G4-EN3, G4-EN4]**

Konsumsi Energi Listrik **[G4-EN3, G4-EN4]**
Electricity Consumption

Perkantoran Office	**Listrik** Electrical	
	Volume (kWH)	**GJ**
2014		
Perkantoran Jakarta (*General Support*) Jakarta Office (General Support)	25,114,907	90,413.66
Perkantoran Direktorat *Refining* Refining Directorate Office	13,062,660	47,025.58
Perkantoran Direktorat *Downstream* Downstream Directorate Office	8,179,290	29,445.44
Jumlah Total	46,356,857	166,884.68
2013		
Perkantoran Jakarta (*General Support*) Jakarta Office (General Support)	27,172,960	97,822.65
Perkantoran Direktorat *Refining* Refining Directorate Office	12,775,376	45,991.35
Perkantoran Direktorat *Downstream* Downstream Directorate Office	8,469,071	30,488.65
Jumlah Total	48,417,407	174,302.65

Di tahun 2014, PT PEP dan PHE telah menghitung intensitas energi yang dikonsumsi. Jumlah intensitas energi yang di konsumsi di PT PEP sebesar 94.096,82 BTU/BOE, sedangkan di PT PHE sebesar 1.444.460 BTU/BOE. Perhitungan intensitas energi terkonsumsi ini akan kami lanjutkan di tahun berikutnya dan kami upayakan beberapa anak perusahaan dapat mulai menghitungnya. **[G4-EN5]**

EFISIENSI KONSUMSI ENERGI [G4-EN6]

Kami melakukan berbagai upaya guna membuat konsumsi energi menjadi lebih efisien. Hingga akhir 2014, ada beberapa kebijakan dan langkah strategis untuk mengurangi pemakaian energi yang telah dilaksanakan, termasuk oleh Anak Perusahaan, di antaranya:

1. PT PEP melakukan audit energi setiap tiga tahun. Audit ini bertujuan untuk mengetahui tingkat konsumsi energi serta potensi penghematan energi yang dapat dilakukan. Dari hasil audit energi diketahui bahwa intensitas penggunaan energi setiap tahun cenderung mengalami penurunan.

2. PT PGE menerapkan program konservasi energi untuk meningkatkan efisiensi energi dan penurunan emisi di setiap area kerja. Beberapa program kerja konservasi energi/penurunan emisi telah diikutsertakan dalam *Forum Continuous Improvement*, seperti program pemanfaatan *waste steam* menggunakan *thermoelectric element* sebagai sumber energi ramah

In 2014, PT PEP and PHE calculated the intensity of the energy they consumed. The amount of energy intensity consumed by PT PEP is 94,096.82 BTU/BOE, while for PT PHE it is 1,444,460 BTU/BOE. We will continue this measurement of energy intensity consumed in the following year and we are making an attempt to get several other subsidiaries to start measuring theirs. **[G4-EN5]**

ENERGY CONSUMPTION EFFICIENCY [G4-EN6]

We used various ways to make energy consumption more efficient. By the end of 2014, there were several policies and strategic steps to minimize energy consumption that has been implemented, including by the Subsidiaries, such as:

1. PT PEP performs an energy audit once in three years. This audit is to know the level of energy consumption and potentials for energy savings that can be taken. From the results of the audit we know that the intensity of energy consumption is decreasing yearly.

2. PT PGE applies an energy conservation program to increase energy efficiency and emission reduction on every working area. Several energy conservation/emission reduction work program has been submitted in the Continous Improvement Forum, such as the program to utilize waste steam using thermoelectric element as an ecofriendly energy source for lighting.

lingkungan untuk lampu penerangan. Program ini mendapat predikat Best Innovation di UII Awards 2014.

3. PT PHE melakukan penerapan penggunaan *photocell* pada lampu gedung, perkantoran, dan *workshop*; sentralisasi printer, fax dan *scanner*; pengaturan udara masuk (*air fuel ratio*) pada ruang bakar mesin kompresor; penggantian lampu konvensional ke lampu LED di fasilitas produksi dan fasilitas penunjang; penggunaan shuttle bus untuk pekerja dan pengaturan kendaraan angkutan ringan; dan modifikasi transmisi PTO Drive Hydraulic Pump Rig untuk menurunkan beban kerja pompa dan *prime mover*.

This program gained the predicate Best Innovation at the UII Awards 2014.

3. PT PHE implements the use of photocell on building, office and workshop lighting; centralization of printer, fax and scanner; air fuel ratio on the combustion chamber of compression engines; the switch from conventional to LED on all production facility and supporting facilities; the use of shuttle bus for workers and control over light vehicles; and modification of the PTO Drive Hydraulic Pump Rig submission to minimize the workload of the pump and prime mover.

Penurunan Konsumsi Energi Listrik
Reduce Electricity Consumption

Perkantoran Office	**Listrik** Electrical	
	Volume (kWH)	**GJ**
2014		
Perkantoran Jakarta (*General Support*) Jakarta Office (General Support)	5,093,198	18,335.51
Perkantoran Direktorat Refining *Refining* Directorate Office	4,146,593	14,927.73
Perkantoran Direktorat Downstream *Downstream* Directorate Office	1,201,274	4,324.59
Jumlah Total	10,441,065	37,587.83
2013		
Perkantoran Jakarta (*General Support*) Jakarta Office (General Support)	3,105,526	11,179.89
Perkantoran Direktorat *Refining* Refining Directorate Office	4,433,877	15,961.96
Perkantoran Direktorat *Downstream* Downstream Directorate Office	911,494	3,281.38
Jumlah Total	8,450,627	30,423.23

ENERGI HIJAU UNTUK EMISI BERSIH
GREEN ENERGY FOR CLEAN EMISSION

Sejalan dengan Peraturan Menteri Energi dan Sumber Daya Mineral (ESDM) No.10 tahun 2012 dalam rangka meningkatkan ketahanan energi nasional, kami turut mengembangkan sumber energi baru dan terbarukan (EBT) dengan mengacu pada peta jalan yang telah disusun Perseroan. Komitmen ini kami wujudkan dengan pembentukan Direktorat baru, yaitu Direktorat Energi Baru dan Terbarukan (Direktorat EBT).

Saat ini, sumber EBT yang dikembangkan sampai dengan akhir periode pelaporan, meliputi:
- Energi baru: gas metana batubara, *coal to ethanol* dan *shale gas*.
- Energi Terbarukan: bahan bakar nabati, biomassa, mikrohidro serta pemanfaatan panas bumi, tenaga surya, dan tenaga angin.

Direktorat EBT, menggantikan Direktorat Gas sebelumnya, mempunyai ruang lingkup kerja yang lebih luas. Selain tetap fokus pada pengembangan bisnis gas di hilir, direktorat ini juga akan fokus pada pengembangan EBT untuk mendukung sektor energi di Indonesia yang mengalami masalah serius, karena laju permintaan energi melebihi pertumbuhan pasokan.

Direktorat EBT juga akan berperan dalam meningkatkan kesadaran pentingnya penggunaan energi secara efisien, dengan memberikan pendidikan untuk mengubah pola pikir. EBT bukan sekedar sebagai energi alternatif dari bahan bakar fosil, tetapi harus menjadi penyangga pasokan energi nasional dengan porsi EBT >17% pada tahun 2025. Penemuan EBT juga dilakukan untuk mendukung Keputusan Presiden No.5/2006 tentang Kebijakan Energi Nasional.

In line with the Regulation of Minister of Energy and Mineral Resources (MoEMR) No.20 of 2012 to improve national energy security we also developed new and renewable energy sources (NRE), with reference to the road map already established within the Company. This commitment is realized with the establishment of a new Directorate, the New and Renewable Energy Directorate (NRE Directorate).

NRE sources being developed up until the end of the reporting period, includes:
- New energy: coal bed methane, coal to ethanol and shale gas.
- Renewable Energy: biofuel, biomass, microhydro and geothermal utilization, solar power and wind power.

NRE Directorate, replacing the previous Gas Directorate, has a broader scope of work. Besides staying focused on downstream gas developments, this Directorate will also focus on NRE development to support the energy sector in Indonesia which is undergoing a serious problem due to the increase in demand surpassing supply development.

NRE Directorate will also play a role in increasing the awareness of efficient energy usage, by giving education to change thinking pattern. NRE is not only alternative energy from fossil fuel, but centrally support national energy supply with NRE portion >17% in 2025. NRE discovery is also performed to support Presidential Regulation No.5/2006 regarding National Energy Policy.

Peta Jalan Pengembangan Energi Baru dan Terbarukan PT Pertamina (Persero)
New and Renewable Energy Development Roadmap PT Pertamina (Persero)

	(2011-2015)		(2012-2016)	(2017-2021)	(2022-2025)
Commercial	• Geothermal 292MW • FAME 0.2MKL	• Geothermal B17MW • FAME 0.9MKL • Solar PV 60MW • WTE 60MW • Wind 10MW	• Geothermal 1082MW • FAME 0.6MKL • Solar Cell 120MW • WTE 60MW • Wind 70MW • Green Diesel 0.72MKL • Bio Avtur MKL	• Geothermal 2476MW • FAME* • Solar Cell 240MW • WTE 120MW • Wind 130MW • Green Diesel 2.9MKL • Tidal 10MW	• Geothermal 2831MW • Solar Cell 240MW • WTE 120MW • Wind 130MW • Green Diesel 3.9MKL • Algae 4.4MKL • Tidal 60MW • Hydrogen • Bio Avtur
Study	• Solar Cell • Wants to Energy (WTE) • Wind • Green Diesel	• Green Diesel • Bio Avtur	• Algae • Tidal	• Hydrogen	
End Product	Electricity 292MW FAME 0.2MKL	Electricity 1076MW FAME 0.9MKL	Electricity 1332MW FAME 0.6MKL Green Diesel 0.72MKL Bio Avtur	Electricity 2976MW Green Diesel 2.9MKL Bio Avtur	Electricity 3391MW Green Diesel 3.9MKL Algae 4.4MKL Bio Avtur
Market	PLN Pertamina	PLN PP Pertamina	PLN PP Pertamina Aviation Companies	PLN PP Pertamina Aviation Companies	PLN PP Pertamina Aviation Companies
	2012	**2015**	**2016**	**2021**	**2025**

Upaya Peningkatan Efisiensi Energi di tahun 2014 [G4-EN6]
Effort Energy Efficiency Increase in 2014

Inisiatif Initiative	Kebijakan Efisiensi Efficiency Policy
Waste to Biogas project	Mengembangkan *design pilot plant* untuk pengolahan sampah menjadi biogas dengan teknologi Anaerobic Digester, pemurnian biogas serta *biogas liquefaction*. Pemanfaatan biogas sebagai bahan bakar substitusi pengganti bahan bakar fosil (BBM) khususnya untuk sektor transportasi. Inisiatif dilaksanakan dengan kolaborasi Pertamina dengan Universitas Gadjah Mada. Materi ini juga sempat dipresentasikan pada 9th Annual LNG World 2014 di Singapura. Developed a pilot plant design for processing waste into biogas with the Anaerobic Digester technology, biogas purification and biogas liquefaction. The utilization of biogas as substitution for fossil fuels (BBM) especially for transportation sector. The initiative is conducted with a collaboration between Pertamina and Universitas Gadjah Mada. This material has also been presented in the 9th Annual LNG World 2014 in Singapura.
Software Modeling for Stranded Gas Commercialization Technology	Membuat *software* modeling untuk menentukan pemilahan teknologi yang dapat diaplikasikan dalam komersialisasi *stranded* gas pada lapangan-lapangan minyak dan gas yang ada. Inisiatif dilaksanakan berkerjasama dengan ITB untuk pembuatan *software* modelingnya. Developed a modeling software to determine technology sorting that can be applied in the commercialization of stranded gas on existing oil and gas fields. This initiative is conducted in cooperation with ITB for modeling software development.
Gas Metering and Custody Transfer	Mengembangkan suatu standar acuan dan alat untuk aktivitas pengukuran dan *custody transfer* produk gas bagi Pertamina dan anak perusahaan. Sistem standar ini akan diterapkan untuk mengurangi potensi kerugian bisnis akibat perbedaan perhitungan volume dalam transaksi gas. Inisiatif dilaksanakan berkerjasama dengan ITB. Developed a set of tools and reference standards for measurement and custody transfer activities of gas products for Pertamina and its subsidiaries. The standard system will be implemented to lower the potential business loss due to differences found in gas volume transactions. This initiative is conducted in cooperation with ITB.
Evaluation Dual Diesel Fuel (DDF) Engine Performance of the Fuel Tank Trucks	Melakukan evaluasi kinerja sistem *Dual Diesel Fuel* (DDF) kendaraan bermotor secara *real time* untuk memonitor dan meningkatkan nilai penghematan bahan bakar yang lebih maksimal. Dibandingkan evaluasi sebelumnya secara manual, peningkatan kinerja mesin ini mentargetkan potensi *fuel cost saving* sebesar 30%. Inisiatif dilaksanakan berkerjasama dengan ITB. Performing system performance evaluation of the Dual Diesel Fuel (DDF) of motor vehicles in real time to monitor and maximize the increase on fuel savings value. Compared to the previous manual evaluations, this increase targets a potential fuel cost savings of 30%. This initiative is conducted in cooperation with ITB.

PENGEMBANGAN GAS ALAM

Pengembangan gas alam sebagai energi baru didasari pada pertimbangan:
1. Potensi ketersediaan sumber cukup besar;
2. Harga jual relatif lebih rendah dari minyak bumi;
3. Emisi Gas Rumah Kaca (GRK) lebih rendah.

Gas alam dapat dimanfaatkan untuk tujuan berikut:
- Bahan bakar Pembangkit Listrik Tenaga Gas-Uap (PLTGU), maupun *Independent Power Producer* (IPP).
- Produk *Compressed Natural Gas* (CNG) sebagai program konversi BBM ke BBG (Bahan Bakar Gas) untuk sektor transportasi dan industri.
- Jaringan gas untuk sektor rumah tangga dan area komersial.

NATURAL GAS DEVELOPMENT

The development of natural gas as a new energy is based on these considerations:
1. The potential for reserve availability is large;
2. Price is relatively lower than oil;
3. Lower Green House Gas (GHG) emission.

Utilization of natural gas especially for:
- To supply for Steam Gas Powered Power Plant (PLTGU) and also Independent Power Producers (IPP).
- Gas fuel for the road and industry transportation, through the Compressed Natural Gas (CNG) in place of oil fuel in relation to the conversion program.
- Gas network for the household sector and commercial areas.

Pemanfaatan Gas Alam [OG3]
Natural Gas Utilization

Produk Gas Gas Product	Pemanfaatan Utilization	Satuan Unit	Volume	
			2014	2013
CNG	Transportasi Transportation	Juta LSP Million LSP	34.63	28.47
	Industri Industry	BBTU	58.79	Proses EPC EPC Process
LNG	Ekspor Export	Juta MMBTU Million MMBTU	558.90	591.69

Pertamina mendapatkan penugasan dari Pemerintah yang tertuang dalam Peraturan Presiden No.64 Tahun 2012 untuk mendistribusikan BBG dalam bentuk CNG. Melalui penugasan tersebut Pertamina dapat membangun infrastruktur CNG menggunakan dana APBN pada tahun 2013. Pada tahun 2014, Pertamina kembali mendapatkan penugasan dari Pemerintah untuk melaksanakan penyediaan dan pendistribusian BBG untuk transportasi jalan, membangun dan mengoperasikan infrastruktur CNG melalui Keputusan Menteri ESDM No.2435 K/15/MEM/2014.

Pertamina received a mandate from the Government in the Presidential Regulation No.64 of 2012 to distribute gas fuel in CNG form. Through the mandate, Pertamina can build CNG infrastructure using the Indonesian Budget (APBN) since 2013 up to now. In 2014 Pertamina once again received the mandate from the government to operate the provisioning and distribution of Gas Fuel for road transportation, build and operate CNG infrastructure through the Decree of MoEMR No.2435 K/15/MEM/2014.

Melalui penugasan tersebut, pada tahun 2013 Pertamina berhasil membangun 3 unit SPBG tambahan dan infrastruktur pipa distribusi sebagai pendukung operasi SPBG di area DKI Jakarta dan Jawa Barat. Sedangkan pada tahun 2014 Pertamina membangun 6 unit SPBG tambahan, 7 unit *Mobile Refueling Unit* (MRU) dan pipa distribusi sebagai pendukung operasi SPBG di area DKI Jakarta dan Jawa Tengah. [OG2]

Through the mandate, in 2013 Pertamina has built 3 additional SPBG units and distribution pipes infrastructure as support for SPBG operations in DKI Jakarta and West Java areas. Meanwhile in 2014, Pertamina built 6 additional SPBG units, 7 Mobile Refueling Units (MRU) and distribution pipes as support for SPBG operations in DKI Jakarta and Central Java areas. [OG2]

Jumlah SPBG dan MRU
Total of SPBG and MRU

Keterangan Description	Satuan Unit	2014	Lokasi (Kota) Location (City)
Jumlah SPBG Total SPBG	Unit	25	Jakarta, Bogor, Tangerang, Palembang, Semarang, Surabaya, Sidoarjo, Gresik
Jumlah MRU Total MRU	Unit	7	Jabodetabek

Keterangan: (*)Termasuk SPBG di Palembang yang dibangun Pemerintah melalui mekanisme Penyertaan Modal Pemerintah (PMP) kepada Pertamina.
Description: (*) Includes a SPBG in Palembang that was build by the government through the Government Participation mechanism (PMP) to Pertamina

Pertamina juga mendapatkan penugasan untuk mengelola SPBG yang telah dibangun oleh Direktorat Jenderal Migas melalui skema Penyertaan Modal Pemerintah Pusat (PMPP) di wilayah Sumatera Selatan dan Jawa Timur dengan total keseluruhan mencapai 8 unit SPBG.

Pertamina also received mandate to manage SPBGs built by Directorat General Oil and Gas through Central Government Equity (PMPP) in South Sumatra and East Java regions with a total of 8 SPBG units.

Selain penugasan dari Pemerintah melalui pembiayaan APBN dan PMPP, Pertamina juga telah membangun dan mengoperasikan SPBG yang dibiayai oleh dana Anggaran Biaya Investasi (ABI) Pertamina sejumlah 8 unit SPBG yang berada di wilayah DKI Jakarta.

Aside from mandate from the Government with APBN and PMPP fundings, Pertamina has also built and operated SPBG funded by the Pertamina Investment Cost Budget (ICB) to 8 SPBG units in DKI Jakarta area.

Pertamina memperoleh alokasi gas untuk tahun 2014 hingga 2019 sebesar 37,7 MMSCFD, dengan alokasi sebagai berikut:

- 24 MMSCFD untuk DKI Jakarta, Banten dan Jawa Barat
- 1 MMSCFD untuk Jawa Tengah
- 10,2 MMSCFD untuk Jawa Timur
- 1,5 MMSCFD untuk Sumatera Selatan
- 1 MMSCFD untuk Kalimantan Timur

The volume of the gas that Pertamina will supply from 2014 to 2019 is 37.7 MMSCFD, with these allotment:

- 24 MMSCFD for DKI Jakarta, Banten and West Java
- 1 MMSCFD for Central Java
- 10.2 MMSCFD for East Java
- 1.5 MMSCFD for South Sumatra
- 1 MMSCFD for East Kalimantan

PENGEMBANGAN PANAS BUMI [OG3]

Salah satu energi terbarukan yang potensial dikembangkan di Indonesia adalah panas bumi. Penyelenggaraan kegiatan panas bumi menganut asas keberlanjutan dan pengoptimalkan ekonomi dalam pemanfaatan sumber daya energi, seperti yang tertuang dalam Undang-Undang No.21 Tahun 2014. Pengembangan panas bumi sebagai sumber energi dilaksanakan Anak Perusahaan: PT Pertamina Geothermal Energy (PGE).

Pemanfaatan panas bumi relatif ramah lingkungan, karena tidak memberikan kontribusi gas rumah kaca (GRK). Pemanfaatan panas bumi akan mengurangi ketergantungan terhadap BBM sehingga menghemat cadangan minyak bumi.

GEOTHERMAL DEVELOPMENT [OG3]

One of the potentially developed renewable energy in Indonesia is geothermal. Geothermal activities adhere to the sustainability and economic optimization principle in energy source utilization, as written in Law No.21 of 2014. Geothermal development as an energy source is performed by the Subsidiary: PT Pertamina Geothermal Energy (PGE).

The use of geothermal is relatively safe for the environment as it does not contribute to the green house gas (GHG) By utilizing geothermal we can wean our dependency to oil and preserve the crude oil reserves.

Pembangkit Listrik Tenaga Panas Bumi (PLTP)
Geothermal Power Plants (PLTP)

Keunggulan Panas Bumi

Konsumsi 1 MWh diperlukan 1,76 barrel BBM, 390 kg batubara dan 11,4 Mcf gas alam. Penghematan 1 MWh pembangkit listrik tenaga panas bumi dapat menghemat pemakaian BBM setara 42 barrel per hari.

Potensi panas bumi di Indonesia mencapai 28.000 MW dan sebagai energi yang terbarukan secara alami. Panas bumi dapat diandalkan sebagai pasokan jangka panjang tanpa tergantung musim seperti pembangkit listrik tenaga panas bumi (PLTP) di Kamojang yang sudah berproduksi selama 21 tahun.

Emisi GRK sangat kecil dibanding sumber energi lainnya, dan tidak menghasilkan emisi gas NOx dan SO_2, maupun limbah cair.

Benefits of Geothermal

A consumption of 1 MWh would require 1.76 barrel of fuel, 390 kg of coal and 11.4 Mcf natural gas. The savings from a 1 MWh geothermal powerplant will save the equivalent of 42 barrels of fuel day.

The potential for geothermal in Indonesia is up to 28,000 MW and as a naturally renewable energy, geothermal can be relied for long term supply with being affected by seasonal in Kamojang has been in production for 21 years.

The GHG emission is very small compared to other energy sources, and it does not produce NOx or SO_2 gas emission nor liquid wastes.

Sampai dengan tahun 2018, PGE akan menuntaskan enam proyek pengembangan panas bumi dengan nilai investasi sebesar US$1,486 juta diantaranya:

1. Kerjasama dengan konsorsium Sumitomo-Rekayasa Industri, untuk proyek pengembangan PLTP Ulubelu Unit 3 dan 4, dengan kapasitas 2 x 55 MW. Kerjasama meliputi pelaksanaan rekayasa, pengadaan dan konstruksi. PLTP Ulubelu Unit 3 diharapkan selesai 2016, dan akan memasok kebutuhan listrik di Lampung dan sekitarnya.
2. Pembangunan PLTP Kamojang Unit 5 berkapasitas 35 MW, yang *onstream* pada 2015.
3. Pembangunan PLTP Karaha Unit 1 berkapasitas 30 MW, yang *onstream* pada 2016.
4. Pembangunan PLTP Lumut Balai Unit 1&2 berkapasitas 2 x 55 MW, yang *onstream* pada 2016.
5. Pembangunan PLTP Hululais Unit 1&2 berkapasitas 2 x 55 MW pada 2018.
6. Pembangunan PLTP Lahendong Unit 5&6 berkapasitas 2 x 20 MW yang *onstream* pada Desember 2016.

Until 2018, PGE will complete six geothermal development projects with a total investment valued at US$1,486 million among them:

1. A partnership with the Sumitomo-Rekayasa Industri consortium, for a Geothermal powerplant construction program "PLTP" Ulubelu Unit 3 and 4, with a capacity of 2 x 55 MW. The partnership covers the engineering execution, provisioning and construction. "PLTP" Ulubelu Unit 3 is projected to complete in 2016, and will supply the electrical needs for Lampung and its surrounding areas.
2. Construction of the "PLTP" Kamojang Unit 5 with a capacity of 35 MW onstream on 2015.
3. Construction of the "PLTP" Karaha Unit 1 with a capacity of 30 MW onstream on 2016.
4. Construction of "PLTP" Lumut Balai Unit 1&2 with a capacity of 2 x 55 MW, which will be onstream in 2016.
5. Construction of "PLTP" Hululais Unit 1&2 with a capacity of 2x55 MW in 2018.
6. Construction of "PLTP" Lahendong Unit 5&6 with a capacity of 2 x 20 MW which will be onstream in December 2016.

Pemanfaatan panas bumi sebagai sumber energi terbarukan meliputi 6 wilayah kerja pengusahaan (WKP). Pengelolaan dilaksanakan dengan skema kontrak operasi bersama (KOB) maupun operasi sendiri (*own operation*).

Energi dari panas bumi dimanfaatkan untuk operasi pembangkit listrik tenaga panas bumi (PLTP). Total pemanfaatan panas bumi pada tahun 2014 dari pengoperasian PLTP berbagai ukuran, mencapai 9.772,99 GWh, yang terdiri dari 2.831,40 GWh operasi sendiri dan 6.941,59 GWh kontrak operasi bersama.

Sampai tahun 2016, PGE menargetkan pengembangan panas bumi mencapai 1.322 MegaWatt (MW). Jika target tersebut tercapai, maka akan memposisikan PGE di kelas perusahaan 1.000 MW, atau tiga besar dunia.

PENGEMBANGAN BAHAN BAKAR NABATI [OG3]

Kami telah memiliki *road map* pemanfaatan bahan bakar nabati (BBN) sebagai tindak lanjut atas Instruksi Presiden No.1 tahun 2006 dan Peraturan Menteri ESDM No.25 tahun 2013 tentang pemanfaatan BBN.

By the end of the reporting period, the management of geothermal utilization as a renewable energy source includes 6 fields (WKP). The management is conducted either with a joint operating contract (JOC) scheme or as an own operation.

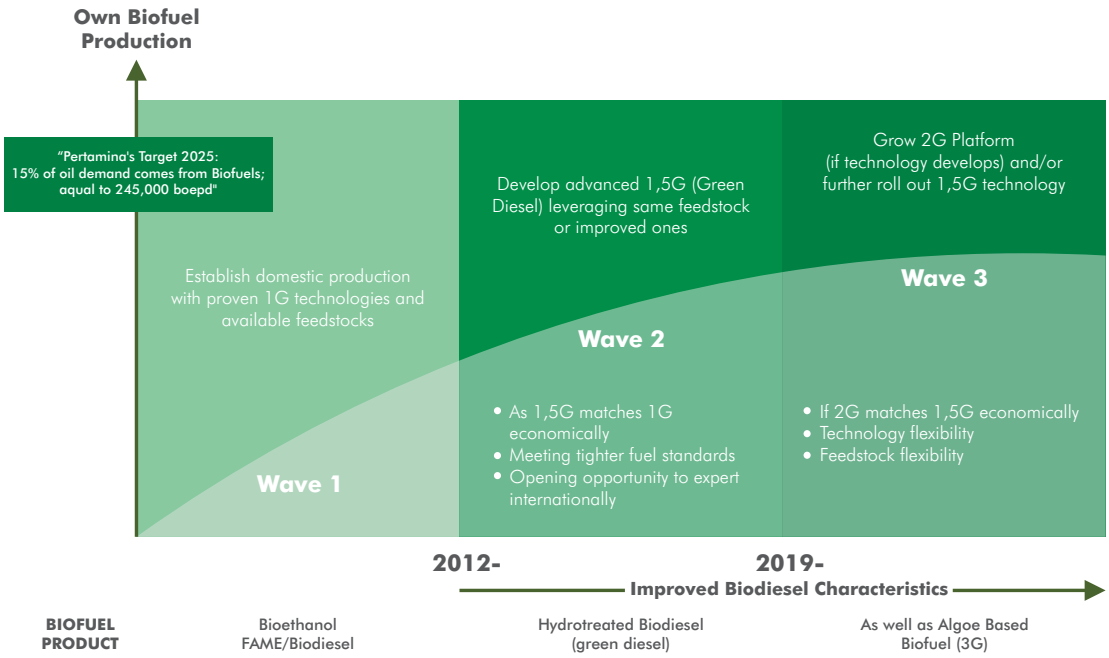
Energy from geothermal is used to operate a geothermal power plant (PLTP). Total utilization of geothermal in 2014 from the operation of "PLTP" of various sizes amounts to 9,772.99 GWh, which inlude 2,831.40 GWh own operation and 6,941.59 GWh join operating contract.

Until 2016, PGE aims to develop up to 1,322 MegaWatt (MW) geothermal. If that target is reached PGE will be able to position itself in the 1,000 MW company class, which is among the top three in the world.

BIOFUEL DEVELOPMENT [OG3]

We have the biofuel (BBN) development road map, as a follow-up for the Presidential Instruction No. 1 of 2006 that is followed by the Regulation of MoEMR No.25 of 2013 on the use of biofuels.

Pengembangan Bahan Bakar Nabati
Biofuel Development



Ada beberapa jenis BBN yang dikembangkan Pertamina sampai akhir tahun 2014.

1. Fatty Acid Methyl Ester (FAME), atau biodiesel (1G Biofuel)
   Hingga tahun 2014, Pertamina secara bertahap melakukan pencampuran FAME/biodiesel sampai dengan 10% untuk produk biosolar. FAME tersebut diperoleh melalui pembelian dari beberapa perusahaan swasta nasional. Sesuai dengan target pencampuran BBN yang ditetapkan Pemerintah, Pertamina menargetkan pencampuran biodiesel hingga 30% pada 2025 mendatang. Pencampuran ini bersumber dari 1st Generation Biodiesel maupun 1.5 Generation biodiesel (*advance biodiesel*). Biodiesel memiliki kadar sulfur rendah sehingga membuat kinerja mesin diesel lebih optimal dan menghasilkan emisi yang lebih ramah lingkungan. **[G4-EN21, OG8]**

2. Green Diesel/Hydrotreated Biodiesel
   Green Diesel/Hydrotreated Biodiesel adalah biodiesel dengan kualitas yang lebih baik dan memiliki sulfur mendekati nol. Berbeda dengan Biosolar yang masih menggunakan campuran bahan bakar fosil, Green Diesel diperoleh 100% dari sumber nabati yang lebih dikenal dengan sebutan *drop in fuel*. Green Diesel dapat diproduksi dari *stand alone refinery* maupun Pertamina's *existing refinery*.

   Saat ini Pertamina sedang melakukan kajian pembangunan kilang Green Diesel dengan kapasitas produksi sekitar 450.000 KL/tahun dan akan beroperasi pada tahun 2018, dengan estimasi *capital expenditure* kilang sekitar US$240 Juta. Kebutuhan luas lahan untuk pengembangan bisnis Green Diesel terintegrasi dengan perkebunan kelapa sawit sekitar 100.000 Ha. Selain itu, melalui *research & development* Pengolahan telah berhasil mengembangkan *catalyst* Green Diesel yang memungkinkan Pertamina untuk memproduksi Green Diesel dari kilang-kilang *existing*. Sejak tahun 2011, *catalyst* tersebut telah berhasil menghasilkan Green Diesel dan Bioavtur dalam skala laboratorium dan mulai tahun 2014 akan memasuki tahap uji coba skala demo (*demo trial*). **[OG14]**

3. Etanol nabati atau bioethanol
   Saat ini kami sedang melakukan kajian pembangunan kilang bioethanol *2nd Generation* dengan kapasitas 76.000 KL/tahun dengan target operasi di tahun 2018. Estimasi capital expenditure kilang bioethanol sekitar US$280 juta (termasuk *capital expenditure* perkebunan *lignocellulosic feedstock*). Kebutuhan total lahan untuk pengembangan bisnis bioethanol ini adalah sekitar 10.000 Ha. Melalui bioethanol, kami akan memasarkan kembali produk BBM jenis

Pertamina has developed several kinds of biofuels up until the end of 2014.

1. Fatty Acid Methyl Ester (FAME), or biodiesel (1G Biofuel)
   Up to 2014, Pertamina was gradually mixing FAME/biodiesel up to 10% for biosolar products. FAME was obtainable through purchasing from several national private companies. Based on Biofuel (BBN) mixing target set by the Government, Pertamina put almost 30% target for biodiesel mixing in the upcoming year of 2025. The mixing derived from 1st Generation Biodiesel or 1.5 Generation biodiesel (advance biodiesel). Biodiesel contains low sulphur so that it can optimize diesel performance and generate emissions that are more environmentally friendly. **[G4-EN21, OG8]**

2. Green Diesel/Hydrotreated Biodiesel
   Green Diesel/Hydrotreated Biodiesel is a better quality biodiesel and contains sulphur that nearly hit zero. Differ from Biosolar which is still using fossil-based fuel mixture, Green Diesel can be retrieved 100% from vegetable sources or popularly known as drop in fuel. Green Diesel can be produced from stand alone refinery or Pertamina's existing refinery.

   Currently, Pertamina is examining the development of Green Diesel refinery with production capacity up to nearly 450,000 KL/year and expected to operate in 2018, under the estimation of capital expenditure on refineries approximately US$240 Million. The need of land area for an integrated business development between Green Diesel and oil palm plantation was 100,000 Ha. On the other hand, through research & development of Refinery, it managed to enhance Green Diesel catalyst which enable Pertamina to produce Green Diesel from existing refineries. Since 2011, the catalyst has succeeded in producing Green Diesel and Bioavtur in laboratory scale and starting 2014, it would embark on demo trials. **[OG14]**

3. Vegetable ethanol or bioethanol
   Presently, we are conducting examination on 2nd Generation bioethanol refinery development with the capacity of 76,000 KL/year and target operation in 2018. The estimation of capital expenditure for bioethanol refineries was approximately US$280 million (including capital expenditure on lignocellulosic feedstock plantation). The required land area was arounf 10,000 Ha. Through ethanol, we will market oil fuel product of Biopertamax, which

Biopertamax, dengan kandungan bioethanol sesuai dengan target Pemerintah, yaitu sebesar 1% pada tahun 2015. Secara bertahap, kadar bioethanol akan terus ditingkatkan menjadi 30% pada tahun 2025. Bioetanol meminimalkan emisi karbon karena pembakarannya tidak mengeluarkan CO_2 netto ke lingkungan. **[G4-EN19]**

4. Aviation biofuel atau bioavtur
Bersama Pemerintah dan perusahaan swasta nasional, kami akan melakukan kajian penggunaan BBN untuk pesawat udara (*aviation biofuel*) pada tahun 2016, dengan estimasi bauran sebesar 2%. Sebagai langkah awal, saat ini kami sedang melakukan kajian pembangunan kilang bioavtur dengan kapasitas sekitar 250.000 KL/tahun, dengan target operasi pada tahun 2018. Estimasi *capital expenditure* kilang bioavtur sekitar US$400 juta. Pemanfaatan BBN untuk bioavtur ini dapat mengurangi sekitar 50% emisi CO_2 dan SOx dalam gas buang sehingga dapat mengurangi keberadaan GRK. **[G4-EN19, G4-EN21, OG3]**

Kami berusaha memastikan ketersediaan BBN. Di tahun 2014 ketersediaan BBN jenis FAME sebanyak 1.447.900,61 KL/KL15 dan Bioethanol sejumlah 33.601 KL. Jumlah ini diperoleh melalui pembelian dari pemasok. **[OG2, OG14]**

Kami juga menjalin kerjasama dengan berbagai pihak, untuk memastikan pasokan BBN. Di antaranya bekerjasama dengan PT Perkebunan Nusantara IV (Persero), atau disebut PTPN IV, untuk mengembangkan bisnis *biofuel* terintegrasi.

Melalui kerjasama ini, PTPN IV dengan dukungan Pertamina akan mengintegrasikan bisnis hulu dan hilir perkebunan sawit. Saat ini PTPN IV memiliki potensi produksi *crude palm oil* (CPO) 2.500 ton per hari, dan dapat ditingkatkan menjadi 3.500 ton per hari. Melalui pengolahan lanjut, CPO produksi PTPN IV dapat dijadikan Green Diesel atau *biofuel* dengan kapasitas produksi awal 10 ribu barrel per hari. **[OG14]**

has the content of bioethanol that in accordance with the Government target of 1% in 2015. Gradually, the content of bioethanol would need to be increased to 30% in 2025. Bioethanol minimizes carbon emission because the combustion does not emit CO_2 netto to the environment. **[G4-EN19]**

4. Aviation biofuel or bioavtur
Collaborating with Government and national private companies, we will perform examination on Biofuel (BBN) usage for aviation (aviation biofuel) in 2016, with estimation of mixture of 2%. As an initial move, we are studying the development of bioavtur refineries with the capacity around 250,000 KL/year and target operation in 2018. The estimation of capital expenditure on this refinery was approximately US$400 million. The benefit of Biofuel (BBN) for bioavtur is that it may lessen the emission of CO_2 dan SOx by 50% in exhaust gas so that it will reduce the number of GHG. **[G4-EN19, G4-EN21, OG3]**

We strive to ensure the supply of Biofuel. In 2014 the availability of Biofuel of the FAME type was 1,447,900.61 KL/KL15 and Bioethanol was 33,601 KL. This amount was garnered through purchases from suppliers. **[OG2, OG14]**

We also cooperate with various parties to ensure the Biofuel stock. Among them is the cooperation with PT Perkebunan Nusantara IV (Persero) to develop an integrated biofuel business.

Through this cooperation, PTPN IV with the support of Pertamina will integrate the downstream and upstream of their palm plantation business. At the moment PTPN IV has the potential to produce 2,500 tons of crude palm oil (CPO) per day, and it can be increase up to 3,500 tons per day. Through further processing, the CPO produced by PTPN IV can be made into Green Diesel or biofuel with an initial production capacity of 10 thousand barrels of oil day. **[OG14]**

PENGEMBANGAN ENERGI TERBARUKAN LAIN

Kami juga mengembangkan beberapa bentuk EBT lainnya, yang disesuaikan dengan potensi di Indonesia.

OTHER RENEWABLE ENERGY DEVELOPMENT

We also develop several other forms of NRE, adjusted to the potential in Indonesia.

Proyek Gas Metana Batubara
Coal Bed Methane Project

Gas Metana Batubara (GMB)

Potensi cadangan gas metana batubara di Indonesia terbilang besar. Pada 2014 Pertamina telah memiliki 14 kontrak bagi hasil produksi atau Production Sharing Contract (PSC)-CBM, dengan 7 sumur yang telah dibor.

Coal Bed Methane (CBM)

The potential for coal bed methane reserves in Indonesia is fairly large. During 2014, Pertamina has owned 14 Production Sharing Contracts (PSC)-CBM with 7 excavated wells.

Proyek Shale Gas
Shale Gas Project

Shale Gas

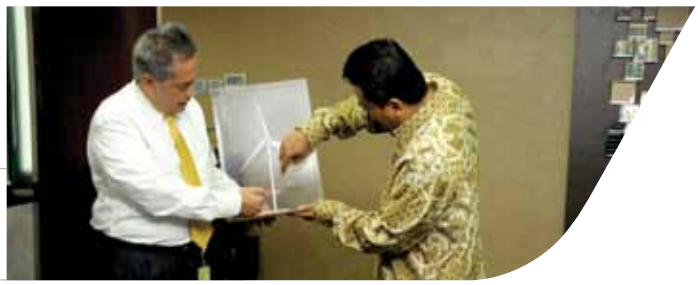
Shale gas atau gas non-konvensional, merupakan gas alam pada lapisan batuan sedimen klastik. Potensi *shale gas* Indonesia diperkirakan mencapai 574 TCF, lebih besar dibanding gas metana batubara (GMB) 453,3 TCF dan gas konvensional 103 TCF. Cadangan *shale gas* antara lain berlokasi di Sumatera, Kalimantan, Jawa dan Papua.

Kami menjadi perusahaan pertama di Indonesia yang menandatangani kontrak kerja sama wilayah kerja *shale gas*. Adapun pelaksanaan proyek pengembangan *shale gas* hingga tahun 2014 memasuki tahapan pola kerjasama kemitraan dengan mencari mitra yang potensial.

Shale Gas

Shale gas or non-conventional gas, is a natural gas at the clastic sedimentary rock layer. The shale gas potential in Indonesia is estimated to reach 574 TCF, larger compared to the 453.3 of coal bed methane (CBM) and 103 TCF of conventional gas. Shale gas reserve, among which, is located in Sumatra, Kalimantan, Java, and Papua.

We become the first company in Indonesia which signed a shale gas occupational area cooperation contract. Shale gas development project execution up to 2014 is entering the partnership cooperation pattern phase by finding potential partners.



Proyek Pembangkit Listrik Tenaga Bayu (Angin) [OG2]
Wind-Powered Power Plant Project

Bayu (Angin)
Pengembangan potensi tenaga angin untuk menjadi energi dilakukan Pertamina bekerja sama dengan Partner dan didukung oleh lembaga penelitian Pemerintah khusus energi baru dan terbarukan. Hingga tahun 2014, pengembangan ini sedang dalam tahap negosiasi Perjanjian Jual Beli Listrik (PJBL) antara Partner dengan PLN agar proyek layak secara ekonomi. Perkiraan *capital expenditure* untuk PLTBayu sebesar US$2.4 juta/MW.

Energi Matahari
Pengembangan energi matahari dilakukan melalui kerjasama dengan Partner dalam pembangunan Pembangkit Listrik Tenaga Surya (PLTS) secara komersial. Pertamina merencanakan untuk berpartisipasi dalam proyek energi matahari yang mempunyai potensi 120 MWp dan terdapat pada 70 lokasi di seluruh Indonesia. *Capital expenditure* pengembangan proyek energi matahari ini diperkirakan sebesar US$2.5 juta/ MWp.

Hybrid System
Pertamina merencanakan pembangunan pembangkit listrik secara hybrid (angin dan matahari) di wilayah operasi Pertamina. Untuk pengembangan tahap awal direncanakan studi lanjutan untuk melihat potensi secara jelas dan apabila layak secara ekonomi, maka proyek ini akan dibangun pada tahun 2015-2016 dengan kapasitas 2-4 MW. Jumlah *capital expenditure* untuk membangun pembangkit listrik secara hybrid diperkirakan kurang lebih sebesar US$5 hingga 9 juta.

Bayu (Wind)
The potential development of wind power as energy was conducted by Pertamina, which collaborating with Partner and supported by Government research institution specialized in new and renewable energy. Up to 2014, this development was in the middle of negotiation process of Electricity Sale and Purchase Agreement (PJBL) between Partner and PLN to be an economically viable. The estimation of capital expenditure on PLTBayu was around US$2.4 million/MW.

Solar Power
Solar power development is performed through cooperation with Partner in the development of commercial Solar Power Electricity Plant (PLTS). Pertamina is planning to participate in solar power project that has the potential of 120 MWp and available in 70 locations in greater Indonesia. Capital expenditure for solar power project development was estimated to US$2.5 million/MWp.

Hybrid System
Pertamina plans for hybrid electricity plants (wind and solar) in Pertamina operation areas. For initial stage developments, a follow-up study is planned to clearly perceive potential and if economically feasible will be built in 2015-2016 with a 2-4 MW capacity. The capital expenditure for hybrid electricity plants development was more or less US$5 up to US$9 million.

Proyek Pusat Listrik Tenaga Sampah
Waste to Energy Power Plant Project

Pusat Listrik Tenaga Sampah

Sejak tahun 2012 Pertamina mengembangkan potensi pemanfaatan sampah sebagai sumber energi. Bekerjasama dengan PT Godang Tua Jaya, kami akan membangun unit Pembangkit Listrik Tenaga Sampah (PLT-Sa) di tempat pembuangan akhir sampah (TPAS) Bantar Gebang, Bekasi, Jawa Barat.

TPAS Bantar Gebang memiliki potensi besar untuk dikembangkan sebagai lokasi pembangunan PLT-Sa. TPAS Bantar Gebang bisa memenuhi kebutuhan sampah 2.000 ton dari DKI Jakarta dan Bekasi, sebagai bahan baku PLT-Sa.

Pada 2013, proyek kerjasama menyertakan Solena Fuels Corporation, sebagai mitra penyedia teknologi untuk PLT-Sa berkapasitas 120 MW. Realisasi kerjasama hingga akhir tahun 2014 masih dalam tahapan penyusunan detail studi kelayakan.

Waste to Energy Power Plant

Since 2012, Pertamina has developed the potential of waste utilization as an energy source. Cooperating with PT Godang Tua Jaya, we will build waste-to-energy power plant (PLT-Sa) at a landfill in Bantar Gebang, Bekasi, West Java.

Bantar Gebang landfill has a large potential to be developed as the location of waste-to-energy power plant building. Bantar Gebang landfill can fulfill the 2,000 tons waste need from DKI Jakarta and Bekasi as the raw material for waste-to-energy power plant.

In 2013, a joint project includes Solena Fuels Corporation as the technology provider partner for waste-to-energy power plant with a 120 MW capacity. The realization of this cooperation to the end of 2014 is still in the detail composition stage of feasibility study.

Proyek CTE
CTE Project

Coal-Based-Ethanol (CBE)

CBE adalah proyek Pertamina untuk memanfaatkan Ethanol sebagai *blending component* untuk gasoline. Dari proses blending ini akan dihasilkan E-10 Gasoline, yaitu gasoline dengan campuran ethanol sebanyak 10%. Proses *blending* ini adalah bagian dari usaha Pertamina untuk menurunkan biaya produksi gasoline dan juga usaha untuk mengoptimalkan bauran energi (*energy diversification*) di Indonesia.

Sebelum memutuskan untuk menjadi *ethanol offtaker* dari Celanese Corporation, di sepanjang tahun 2014 Pertamina sudah melakukan studi kelayakan untuk potensi investasi *coal-to-ethanol plant* di Indonesia. Dari hasil studi tersebut, diputuskan bahwa Pertamina hanya akan menjadi *ethanol offtaker* saja. Sedangkan Celanese Corporation akan membangun *coal-to-ethanol plant* di Indonesia. Pada tahun 2015 ditargetkan *offtake agreement* antara Pertamina & Celanese Corporation dapat disetujui dan ditandatangani antara kedua Perusahaan.

Coal-Based-Ethanol (CBE)

CBE is Pertamina's project to utilize Ethanol as a blending component for gasoline. The blending process will result in E-10 Gasoline, which is gasoline with an ethanol blend of 10%. This blending process is part of Pertamina's attempt to decrease gasoline production costs and also optimize energy diversification in Indonesia.

Before deciding to be an ethanol offtaker from Celanese Corporation, throughout 2014 Pertamina has conducted a feasibility study for the investment potential of a coal-to-ethanol plant in Indonesia. From the results of the study, it was decided that Pertamina will only be an ethanol offtaker. While Celanese Corporation will build coal-to-ethanol plant in Indonesia. In 2015, an offtake agreement between Pertamina & Celanese Corporation is targeted to be agreed upon and signed by the two Companies.

REDUKSI EMISI GRK

Pertamina berkomitmen mendukung upaya Pemerintah mengurangi emisi GRK. Komitmen tersebut diwujudkan dengan penerapan *road map* pengurangan emisi GRK Pertamina.

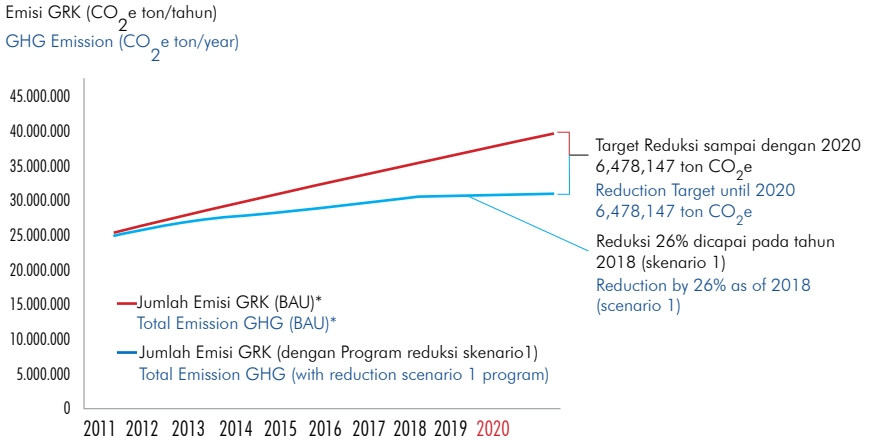
Total emisi GRK dihasilkan tahun 2014 sebesar 19,3 ton CO_2e, yang dihitung sebagai total emisi GRK dari kegiatan operasi, kegiatan pendukung maupun aktivitas lain di unit operasional dan anak perusahaan. Metode penghitungan dilakukan berdasarkan Peraturan Menteri Lingkungan Hidup No.13/2009 dan Tata Kelola Operasi (TKO) Pedoman Perhitungan Beban Emisi Kegiatan Pertamina No.A001-100200/2010-S0. **[DMA, G4-EN15, G4-EN16, G4-EN17]**

GHG EMISSION REDUCTION

Pertamina is committed to support Government efforts to reduce GHG emission. That commitment is realized with the implementation of Pertamina GHG reduction roadmap.

Total GHG emission in 2014 was 19.3 ton of CO_2e, which calculated as total GHG emission from operations, supporting activities or other activities in operational and subsidiaries. Calculation method was performed based on the Regulation of Minister of Environment Regulation No.13/2009 and Organization Working Procedure (TKO) on Guidelines for Calculation of Emission Charges in Pertamina Operations No.A001-100200/2010-S0. **[DMA, G4-EN15, G4-EN16, G4-EN17]**

Realisasi Reduksi Emisi Gas Rumah Kaca Tahun 2010 s/d 2020
Realization Greenhouse Gas Emission Reduction 2010 s/d 2020



Kami menargetkan penurunan emisi GRK sebesar 6,47 juta ton CO_2e, dalam kurun waktu tahun 2010 hingga 2020. Hingga tahun 2014 Pertamina telah dapat mengurangi total lebih dari 2,9 Juta Ton CO_2e sejak tahun 2010. **[G4-EN19]**

We target GHG emission reduction to 6.47 million tons CO_2e within 2010 to 2020. Until 2014, Pertamina has succeeded in decreasing a total of 2.9 million tons CO_2e since 2010. **[G4-EN19]**

Upaya penurunan emisi GRK dilaksanakan melalui berbagai inisiatif, meliputi: **[G4-EN19]**

- Konversi gas suar bakar (*flare*) menjadi energi;
- Efisiensi mesin dan peralatan proses;
- Modifikasi pasokan dan distribusi produk.

Efforts for GHG emission reduction were conducted in various initiatives, including: **[G4-EN19]**

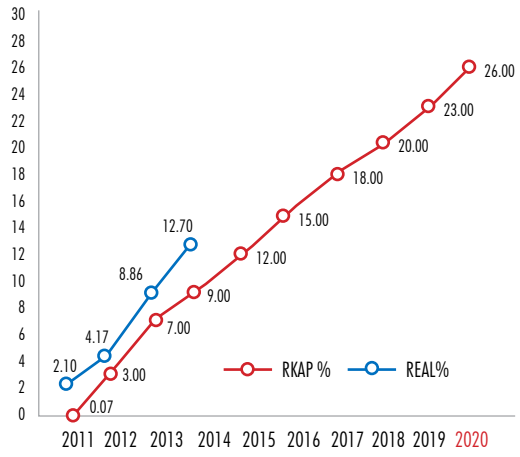
- Flare gas conversion to energy;
- Machine efficiency and processing equipment;
- Supply modification and product distribution.

Pengurangan Emisi Gas Rumah Kaca 2014 [G4-EN19]
Greenhouse Gas Emission Reduction 2014

Sumber Emisi Emission Source	Insiatif Dilakukan Initiative Conducted	Reduksi Emisi GRK GHG Emission Reduction (Ton CO_2e) 2014	Persentase Terhadap Emiter Percentage to Emitter
Refining	• Efisiensi bahan bakar pada program *Refinery Fuel Saving* Fuel efficiency in Refinery Fuel Saving Program • Waste Gas Compressor RU IV Cilacap Waste Gas Compressor RU IV Cilacap • Flare Gas Revovery RU V Flare Gas Revovery RU V	1,019,035	6.6%
Downstream	• Pemasaran internal *floating roof* di TBBM Lomanis The marketing of internal floating roof at TBBM Lomanis • Perubahan bahan bakar turbin menjadi gas di TBBM Balongan Conversion of turbine fuel to gas at TBBM Balongan • Perubahan pola suplai & distribusi di TBBM Balongan Modification of supply distribution patterns at TBBM • Program *Top Loading* menjadi *Bottom Loading* Top Loading program to Bottom Loading	34,511	7.9%
Upstream	• Pemanfaatan Gas Flare, CO_2 dan gas buang lainnya untuk *own use engine* dan bahan baku alternatif konsumen The utilization of Flare Gas, CO_2, and other by-product gases for own use engine and alternative consumer fuel. • Subtitusi HSD menjadi gas Substitution of HSD with gas • Modifikasi peralatan untuk optimalisasi produksi Equipment modification to optimize production	2,131,304	23.12%
Total Pertamina		**3,184,850**	**12.70%**

Metode penghitungan berdasarkan Permen LH No.13/2009 dan TKO Pedoman Perhitungan Beban Emisi Kegiatan Pertamina No.A001.100200/2010.S0
Calculation method is based on the Regulation of Minister of Environment No.13/2009 and TKO No.A001-100200/2010-S0 on Guidelines for Calculation of Emission Charges in Pertamina Operations

Realisasi Reduksi Emisi GRK 2011-2014
Realization GHG Reduction 2011-2014



PENGENDALIAN *FLARING* DAN *VENTING*

Sumber emisi GRK di lingkungan operasi migas, di antaranya berasal dari proses pembakaran gas suar bakar (*flaring*) dan pelepasan langsung ke Atmosfer (venting), serta *assosiated gas* dari kegiatan pengeboran minyak bumi. Dari pengeluaran emisi ini, *flaring* dan *venting* berpotensi meningkatkan emisi CO_2 di atmosfer. **[G4-EN15]**

Pertamina berkomitmen mengurangi *flaring* dan turut serta secara aktif dalam program *Global Gas Flaring Reduction* (GGFR) bersama Bank Dunia. Kami juga menjadi Anggota Tim Perumus Keputusan Menteri Energi dan Sumber Daya Mineral (ESDM) No.31 Tahun 2012 Tentang Pelaksanaan Pembakaran Gas Suar Bakar (*flaring*) Pada Kegiatan Usaha Minyak dan Gas Bumi. **[G4-15]**

Berdasarkan ketentuan Kementerian ESDM, Perseroan berupaya mengurangi *flaring* sebesar 40% pada tahun 2014, dan mencapai *zero flaring* pada tahun 2025. Adapun upaya yang dilakukan selama tahun 2014 adalah memanfaatkan *flaring* sebagai bahan bakar, sesuai Peraturan Menteri LH No.18 Tahun 2009. **[OG6]**

MEKANISME PEMBANGUNAN BERSIH

Upaya lain mengurangi emisi GRK adalah dengan penerapan mekanisme pembangunan bersih (*Clean Development Mechanism*/CDM). Pelaksanaan CDM terutama meliputi kegiatan pemanfaatan panas bumi oleh anak perusahaan: PT Pertamina Geothermal Energy (PGE).

Pada tahun 2014, total potensi penjualan reduksi karbon melalui *Certified Emission Reduction* (CER) dari 7 proyek CDM PGE mencapai 2,58 juta ton CO_2e/tahun. **[G4-EN19]**

FLARING AND VENTING REDUCTION

Some of the sources of GHG in the oil & gas operations include flaring and direct venting of associated gas to the atmosphere from the oil drilling activities. Both flaring and venting has potential to increase the emission of CO_2 to the atmosphere. **[G4-EN15]**

Pertamina is commited to reducing flaring and actively participates in the Global Gas Flaring Reduction (GGFR) program with the World Bank. We are also a member of the drafting team for the namely the Decree of Minister of Energy and Mineral Resources (MoEMR) of No. 31 of 2012 on Implementation of Gas Flaring Combustion in oil and gas business activities. **[G4-15]**

Based on that MoEMR, the Company tries to decrease flaring as much as 40% in the year 2014, and we will reach zero flaring by 2025. The effort we undertake throughout 2014 was by utilizing flaring a fuel, in accordance to the Regulation by the Ministry of Environment No.18 of 2009. **[OG6]**

CLEAN DEVELOPMENT MECHANISM

Another effort to reduce GHG emission is by implementing the Clean Development Mechanism (CDM). The CDM implementation mainly covers the geothermal utilization activities of subsidiary PT Pertamina Geothermal Energy (PGE).

In 2014, the potential sales of carbon reduction through Certified Emission Reduction (CER) of 7 CDM PGE projects is 2,58 million ton of CO_2e/year. **[G4-EN19]**

Proyek CDM dan Potensi CER 2014 **[G4-EN18]**
CDM Project and Potential CER in 2014

Proyek CDM CDM Project	**Unit (MWE)**	**Potensi CER** Potential CER **(Ton CO_2 / Year)**
Ulubelu Unit 3 & 4	2 x 55	581,784
Karaha Unit 1	1 x 30	156,669
Lumut Balai Unit 1 & 2	2 x 55	581,784
Lahendong Unit 5 & 6	2 x 20	122,171
Lumut Balai Unit 3 & 4	2 x 55	581,784
Kamojang Unit 4	1 x 60	402,780
Kamojang Unit 5	1 x 30	156,669
Total		2,583,641

Proyek CDM CDM Project	**Status 2014**
Ulubelu Unit 3 & 4	• Tahap EPC sampai dengan akhir 2014, progres fisik 13,56% • Sudah teregistrasi di UNFCCC dengan No. project 5733 pada tanggal 15 Mei 2012 • Sudah teregistrasi Gold Standard dengan No. project GS2297 pada tanggal 8 Juli 2014 • EPC phase until the end of 2014, physical progress 13.56% • Has been registered on the UNFCCC under project number 5733 on 15 May 2012 • Has been registered as Gold Standard under project number GS2297 on 8 July 2014
Karaha Unit 1	• Akhir 2014 penandatanganan kontrak EPC dengan pelaksanaan EPC efektif 15 Januari 2015 • Sudah teregistrasi di UNFCCC dengan No. project 7431 pada tanggal 27 November 2012 • Sudah teregistrasi Gold Standard dengan No. project GS2419 pada tanggal 16 Mei 2014 • EPC contract signing in the end of 2014 with the implementation of EPC effectively on 15 January 2015 • Has been registered on the UNFCCC under project number 7431 on 27 November 2012 • Has been registered as Gold Standard under project number GS2419 on 16 May 2014
Lumut Balai Unit 1 & 2	• EPC akan dimulai 7 Januari 2015 • Sudah teregistrasi di UNFCCC dengan No. project 5785 pada tanggal 22 Mei 2012 • Sudah teregistrasi Gold Standard dengan No. project GS2298 pada tanggal 8 Juli 2014 • EPC will start on 7 January 2015 • Has been registered on the UNFCCC under project number 5785 on 22 May 2012 • Has been registered as Gold Standard under project number GS2298 on 8 July 2014
Lahendong Unit 5 & 6	• Rencana uji produksi pada Februari 2015 dan EPCC dalam proses Advance Payment oleh kontraktor pelaksana • Proses registrasi CDM di UNFCCC • Planned production testing on February 2015 and EPCC in process of Advance Payment by the executing contractor • CDM registration process on the UNFCCC
Lumut Balai Unit 3 & 4	• Proyek dikaji ulang terkait fokus menunggu hasil Lumut Balai Unit 1 • Sudah teregistrasi di UNFCCC dengan No. project 7315 pada tanggal 19 September 2012 • Sudah teregistrasi Gold Standard dengan No. project GS2299 pada tanggal 8 Juli 2014 • Project is reviewed in relations to the focus, waiting for the results on Lumut Balai Unit 1 • Has been registered on the UNFCCC under project number 7315 on 19 September 2012 • Has been registered as Gold Standard under project number GS2299 on 8 July 2014
Kamojang Unit 4	• Sudah tahap operasi produksi • Sudah teregistrasi di UNFCCC dengan No. project 3028 pada tanggal 16 Desember 2010 • Monitoring bulanan untuk data *emission reduction* • Currently on the production operations phase • Has been registered on the UNFCCC under project number 3028 on 16 December 2010 • Monthly monitoring for emission reduction data
Kamojang Unit 5	• Tahap EPC sampai dengan akhir 2014, progres fisik 72,6% • Sudah teregistrasi di UNFCCC dengan No. project 7430 pada tanggal 28 November 2012 • Sudah teregistrasi Gold Standard dengan No. project GS2418 pada tanggal 16 Mei 2014 • EPC phase until the end of 2014, physical progress 72.6% • Has been registered on the UNFCCC under project number 7430 on 28 November 2012 • Has been registered as Gold Standard under project number GS2418 on 16 May 2014

Pada tahun 2014, telah dilakukan proses registrasi *Gold Standard* untuk 5 proyek CDM dengan melalui serangkaian prosedur registrasi yang disyaratkan. Pada tanggal 16 Mei 2014 telah teregistrasi *Gold Standard* untuk proyek CDM Kamojang Unit 5 dan proyek CDM Karaha Unit 1. Disusul kemudian dengan teregistrasinya 3 proyek CDM sebagai *Gold Standard* CDM pada tanggal 8 Juli 2014, yakni proyek Ulubelu Unit 3&4, proyek Lumut Balai Unit 1&2 dan proyek Lumut Balai Unit 3&4. Selain itu, untuk CDM Lahendong Unit 5&6 dilakukan monitoring proses registrasi ke UNFCCC dan untuk CDM Kamojang Unit 4 dilakukan monitoring berupa pengumpulan data *emission reduction* secara rutin setiap bulannya.

On 2014 Gold Standard registration process has been conducted for 5 CDM project through a series of registration procedure. On 16 May 2014 Gold Standar registration has been acquired for CDM Kamojang Unit 5 project and CDM Karaha Unit 1 projects. Followed with the registration of 3 CDM projects as CDM Gold Standard on 8 July 2014, which are the Ulubelu Unit 3&4 project, Lumut Balai Unit 1&2 project and Lumut Balai Unit 3&4 project. Apart from that, for CDM Lahendong Unit 5&6 a registration process monitoring was conducted to the UNFCCC and for CDM Kamojang Unit 4 the monitoring is conducted in the form of emission reduction data collection monthly.

Adapun *upgrade gold* standard ini dilakukan sebagai upaya peningkatan standard kualitas karbon menjadi kualitas premium, dimana pada *Gold Standard* lebih mempertimbangkan komitmen proyek dalam hal pembangunan berkelanjutan (*sustainable development*) dengan mengintegrasikan aspek ekonomi, perlindungan lingkungan dan kesejahteraan sosial.

The upgrade to gold standard was undertaken as an effort to increase the standard of carbon quality into premium quality. Where in Gold Standard there are more emphasis on the project's commitment to sustainable development by integrating the economic, environmental protection, and social welfare aspects.

PENGENDALIAN EMISI LAIN

Selain keberadaan GRK, pemanasan global yang kini menjadi keprihatinan bersama, juga dipicu emisi yang mengandung substansi penipis ozon atau *Ozone Depleting Substances* (ODS). Salah satu sumber emisi ODS adalah pemakaian *fluorocarbon* sebagai *refrigerant* untuk alat pendingin udara di ruangan maupun kendaraan, dan alat pendingin air minum (*water dispenser*).

Sebagai bentuk dukungan pada upaya meminimalkan emisi ODS, Pertamina melakukan inovasi dan mengeluarkan produk *refrigerant* ramah lingkungan: Musicool dan BREEZON. Bahan dasar kedua *refrigerant* tersebut adalah hidrokarbon alam atau HC yang mudah bersenyawa dengan udara ketika dilepaskan ke udara.

Kami telah menggunakan *refrigerant* Musicool dan BREEZON pada seluruh alat pendingin udara ruangan di lingkungan Perseroan, maupun pada kendaraan operasional, serta pada peralatan lain. Dengan demikian emisi ODS telah dapat diminimalkan. **[G4-EN20]**

Produk Musicool dan BREEZON juga dipasarkan komersial. Kami berharap dengan semakin tumbuhnya kesadaran bersama untuk melestarikan lingkungan, kian membuat banyak orang memilih menggunakan *refrigerant* ramah lingkungan sehingga meminimalkan emisi ODS.

CONTROL OF OTHER EMISSION

Apart from the presence of GHG, global warming that has currently become a common concern, is also triggered by emissions containing Ozone Depleting Substances (ODS). One of the sources of ODS emission is the use of fluorocarbon as a refrigerant for air conditioning for rooms and cars, and also water dispenser.

As a form of our support in minimizing ODS Emissions, Pertamina innovated and produced ecofriendly refrigerant products: Musicool dan BREEZON. The two refrigerant is made from natural hydrocarbon or HC which can easily be dissolved in the air when released.

We have been using the Musicool and BREEZON refrigerant for all of our air conditioning appliance around the company, and also on operational vehicles along with other equipments. This way the ODS emission has been minimized. **[G4-EN20]**

The Musicool and BREEZON product has also been marketed commercially. We hope that with the raising awareness to preserve the environmental, people will choose to use an ecofriendly refrigerant and minimize ODS emission.

PRAKTIK TERBAIK K3 STANDAR DUNIA

WORLD STANDARD OHS BEST PRACTICES

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MEMBANGUN BUDAYA K3 BERSTANDAR DUNIA
CREATING WORLD STANDARD OHS CULTURE

Penerapan praktik keselamatan dan kesehatan kerja (K3) di lingkungan Pertamina menjadi bagian terintegrasi dengan lindungan lingkungan (K3LL). Sebagai pelaksana tugas ini adalah *Vice President Health, Safety, Security, and Environmental* (HSSE) yang bertanggung jawab secara langsung kepada Direktur SDM dan Umum. **[G4-42]**

Fungsi HSSE dibentuk di setiap tingkatan operasi Pertamina, baik di lingkungan kantor pusat, unit operasi termasuk region/area, dan anak perusahaan, dengan target sasaran:

HEALTH

Sasaran / Objectives:
1. Mencegah penyakit akibat kerja.
   Prevent illnesses due to occupation.
2. Menciptakan iklim kerja yang sehat serta mendukung kesehatan pekerja secara optimal.
   Create a healthy occupation climate and optimally support workers' health.

SAFETY

Sasaran / Objectives:
1. Tanpa insiden.
   Zero incidents.
2. Menghilangkan faktor-faktor risiko kecelakaan kerja.
   Eliminate occupation accident risk factors.

The implementation of occupational health and safety practices (OHS) in Pertamina environment has become an integrated part of environmental protection (HSSE). The executor of this mandate is the Health, Safety, Security, and Environmental (HSSE) Vice President which is directly responsible to HR and General Affairs Director. **[G4-42]**

The HSSE function is formed at every operational level of Pertamina, whether at the head office environment, operational unit including regional/area, and subsidiaries, with the target objectives of:

SECURITY

Sasaran / Objectives:
1. Tanpa kehilangan aset akibat pencurian.
   Zero asset loss due to theft.
2. Tanpa terhentinya operasi akibat gangguan keamanan.
   Zero operational interruption due to security disruption.

ENVIRONMENT

Sasaran / Objectives:
1. Tanpa pencemaran lingkungan dan tumpahan minyak.
   Zero environment pollution and oil spills.
2. Tanpa limbah berbahaya.
   Zero toxic waste.
3. Komitmen dalam pengurangan emisi terhadap lingkungan.
   Commitment to emission reduction towards the environment.
4. Komitmen dalam pemakaian energi.
   Commitment to energy efficiency.

Tidaklah mudah bagi kami untuk mencapai target sasaran tersebut. Jenis perusahaan migas yang tergolong berisiko tinggi mengharuskan kami menerapkan peraturan ketat terkait K3LL, tidak hanya pada karyawan kami, namun juga kepada seluruh mitra, khususnya kontraktor. Untuk itu, semua regulasi terkait K3LL kami cantumkan di setiap kerjasama dengan para kontraktor, termasuk juga dengan para investor kami. **[G4-2, G4-HR1]**

It is not simple for us to achieve said objectives. Relatively high-risk oil and gas company type obliges us to implement strict rules in relation to HSSE, not only on our employees but on all partners, particularly contractors. Therefore, all HSSE-related regulations are included in every agreement with contractors, including with our investors. **[G4-2, G4-HR1]**

KEBIJAKAN K3LL PERTAMINA
PERTAMINA OHS POLICY

Kebijakan K3LL tercantum dalam dokumen yang ditandatangani Direktur Utama, dan berlaku di seluruh entitas bisnis di lingkup Perseroan:
OHS Policy is included in documents signed by the President Director & CEO, and is in effect throughout all business entities within the scope of the Company:

1. Kebijakan Keselamatan, Kesehatan Kerja dan Lindungan Lingkungan;
   Health and Safety, Security, and Environmental Protection Policy;
2. Kebijakan Manajemen – Penerapan perbaikan berkelanjutan untuk kualitas lingkungan hidup yang lebih baik.
   Management Policy – The Implementation of sustainable improvement for a better environment quality.

PT PERTAMINA (PERSERO)

KEBIJAKAN KESELAMATAN, KESEHATAN KERJA DAN LINDUNGAN LINGKUNGAN SERTA PENGAMANAN PERUSAHAAN

PT Pertamina (Persero) beserta Anak Perusahaannya selalu melaksanakan kegiatan operasi secara aman, nyaman dan berwawasan lingkungan dengan menerapkan standar tinggi terhadap aspek Keselamatan, Kesehatan Kerja dan Lindungan Lingkungan (K3LL) serta Pengamanan Perusahaan untuk meminimalkan risiko dengan cara mencegah terjadinya kecelakaan, kebakaran, penyakit akibat kerja, pencemaran, dan gangguan keamanan serta dampak lain akibat kegagalan operasi terhadap lingkungan di sekitar kegiatan Pertamina.

Untuk memenuhi hal tersebut, Dewan Direksi dan seluruh Pekerja :

1. Mengutamakan aspek K3LL serta Pengamanan Perusahaan.
2. Mengurangi risiko serendah mungkin untuk mencegah terjadinya insiden dengan cara melakukan identifikasi, evaluasi, pengendalian dan pemantauan terhadap potensi bahaya dan ancaman.
3. Mematuhi peraturan perundangan K3LL dan Pengamanan serta menggunakan teknologi tepat guna sesuai standar.
4. Menjadikan kinerja K3LL serta Pengamanan Perusahaan dalam penilaian dan penghargaan terhadap seluruh pekerja.
5. Meningkatkan kesadaran dan kompetensi pekerja agar dapat melaksanakan pekerjaan secara benar, aman dan berwawasan lingkungan.

Direktur Utama PT Pertamina (Persero) bertanggung jawab menjamin implementasi Kebijakan ini dan melakukan upaya perbaikan secara berkelanjutan.

Setiap pekerja dan mitra kerja yang berada di bawah pengendalian PT Pertamina (Persero) bertanggung jawab melaksanakan dan mematuhi Kebijakan ini.

Jakarta, 5 Februari 2015

Direktur Utama

Dwi Soetjipto

www.pertamina.com

PENERAPAN STANDAR INTERNASIONAL

Sampai dengan akhir periode pelaporan, Pertamina telah mengadopsi standar internasional yang terkait dengan pelaksanaan aspek-aspek K3, yakni: **[G4-15]**

- OHSAS 18001 untuk Sistem Manajemen K3.
- *International Safety Rating System* (ISRS), yang diterapkan sejak tahun 2013 sebagai perangkat untuk mengembangkan penerapan K3LL sesuai standar internasional. Penerapan ISRS, juga diikuti dengan pelaksanaan audit pada beberapa unit bisnis dan Anak Perusahaan.
- Pertamina juga telah menerapkan perangkat *Contractor Safety Management System* (CSMS), yang diberlakukan sejak tahun 2010. CSMS merupakan bagian dari mitigasi risiko K3 sesuai dengan peraturan SKK Migas.
- Dalam rangka mengurangi risiko akibat aktifitas mitra kerja/kontraktor, Pertamina mengimplementasikan *Contractor Safety Management System* (CSMS). Aktifitas CSMS dilakukan melalui tahapan *risk assesment, pre qualification*, *selection*, *pre job activity, work in progress* dan *final evaluation*. Setiap tahun, dilakukan audit implementasi ISRS yang dilakukan di 22 lokasi/ unit bisnis Pertamina dengan rata-rata pencapaian 94,08%.
- Penerapan *Safety of Life at Sea* (SOLAS) untuk *crew* di atas kapal.
- Penerapan *International Safety Management Code* di atas kapal.

INTERNATIONAL STANDARD IMPLEMENTATION

Up to the end of the reporting period, Pertamina adopted relevant international standards to the implementation of OHS aspects, such as: **[G4-15]**

- OHSAS 18001 for OHS Management System.
- International Safety Rating System (ISRS), implemented since 2013 as an instrument to develop HSSE implementation in accordance with International standards. ISRS implementation was also followed by audit on several business units and Subsidiaries.
- Pertamina has also implemented Contractor Safety Management System (CSMS) since 2010. CSMS is part of OHS Risk mitigation in accordance with SKK Migas regulations.
- To minimize the risk caused by partner/contractor activities, Pertamina has implemented the Contractor Safety Management System (CSMS). The CSMS activity is done through risk assessment, pre qualification, selection, pre job activity, work in progress and final evaluation phases. Every year an audit of ISRS Implementation is conducted on 22 of Pertamina's Location/business unit with an average achievement rate of 94.08%.
- Implementation of Safety of Life at Sea (SOLAS) for crew on board ships.
- Implementation of International Safety Management Code on ships.

Jumlah Unit Bisnis dan Anak Perusahaan yang Menerapkan ISRS
Amount of Business Units and Subsidiaries Implementing ISRS

Tahun Year	Hulu Upstream	Energi Baru dan Terbarukan New and Renewable Energy	Pengolahan Refinery	Pemasaran Marketing
2014	2	3	1	2
2013	12	3	2	1

Tjahjo Widojoko

Manajer K3 RU V Balikpapan
HSE Manager RU V Balikpapan

ISRS menyediakan kerangka kerja untuk pengukuran, perbaikan dan mendemonstrasikan sistem manajemen yang berkelanjutan dengan *ensure health of key business process*, *drive continual improvement* dan *ensure effective risk management*.

"*Full Assessment International Safety Rating System* (ISRS) sudah dilakukan oleh DNV di RU V dari tanggal 20-24 Oktober 2014. *Assessment* dilakukan melalui 15 proses, meliputi aspek *Quality*, *People Safety*, *Process Safety* dan *Process Business*. Melalui penerapan ISRS, proses bisnis di RU V dapat dijamin tingkat pemenuhannya, yaitu mencakup Sistem Manajemen Mutu, K3, dan Lingkungan, yang bersertifikasi Internasional. Dari hasil *assessment*, RU V berhasil mendapat *score* 5, yaitu target yang semestinya baru diterapkan di 2017. Hasil ini merupakan satu-satunya unit Pertamina yang bisa mencapai hasil *assessment* level 5 pada kesempatan *assessment* yang pertama.

Selain itu, RU V juga berhasil mencapai target implementasi CSMS sebesar 97%, lebih tinggi dari 95% yang dicanangkan oleh HSSE *Corporate*. Di tahun 2015, RU V akan melakukan sosialisasi pedoman CSMS yang bersifat *refreshment* kepada manajemen kontraktor dan pekerja Pertamina, serta mempersiapkan proses internal audit CSMS untuk meningkatkan implementasi CSMS.

Selama 24 tahun bekerja di Pertamina, saya melihat adanya tantangan yang sering terjadi, yaitu perlunya waktu cukup untuk memberikan sosialisasi atas implementasi sistem yang baru. Hal ini terjadi juga dalam penerapan ISRS dan CSMS yang memerlukan waktu dan menyebabkan peningkatan kesibukan operasional dalam kegiatan sehari-hari di kilang. Namun, penerapan ini mendapatkan dukungan penuh dari seluruh pihak terkait, mulai dari top manajemen sampai kepada pihak pelaksana (kontraktor dan pengawas pelaksana).

Menurut saya, kinerja ISRS dapat ditingkatkan hingga mencapai level 8 atau *world class* level secara bertahap sesuai *roadmap* HSSE *Excellent*. Kinerja ISRS yang baik ini tentu saja harus disertai dengan prestasi *zero accident* sebagai *lagging* indikatornya. Komitmen manajemen sangat menentukan keberhasilan implementasi ISRS dan CSMS dalam meningkatkan kinerja bisnis perusahaan, hal ini sudah dimulai dengan penandatanganan komitmen, pembentukan tim ISRS dan CSMS, *role modelling* sebagai aspek *leadership* dengan proaktif sebagai *champion/leader* pada masing-masing proses, pemberian *reward*, serta memasukkan implementasi ISRS dan CSMS dalam item *Key Performance Indicator* (KPI)".

The ISRS provides the framework for measurement, repair, demonstrates a sustainable management system that ensures health of key business process, drive continual improvement along with effective risk management.

"Full Assessment International Safety Rating System (ISRS) has been conducted by DNV at RU V from 20 – 24 October 2014. The assessment was done through 15 processes, including Quality, People Safety, Process Safety, and Process Business. Through ISRS implementation, the fulfillment level of the business process at RU V can be guaranteed, which include Quality Management System, HSE, and Environment, which are Internationally certified. From the assessment results, RU V managed to achieve a score of 5, which is a target for 2017. This result made them the only Pertamina unit that is able to achieve level 5 assessment results on their first assessment attempt.

Furthermore, RU V also managed to achieve a CSMS implementation target of 97%, higher than the 95% established by HSSE Corporate. In 2015, RU V will perform socialization of CSMS guidelines in a refreshment capacity to contractor management and Pertamina employees, as well as prepare a CSMS internal audit process to increase CSMS implementation.

In 24 years working at Pertamina, I see a frequently occurring challenge, which is the necessity of sufficient time to give socialization for the implementation of a new system. This also happens on the implementation of ISRS and CSMS, which required time and caused an increase in operational occupation in daily activities at the refinery. However, this implementation received full support from all related parties, starting from top management to implementers (contractors and implementation supervisors).

In my opinion, ISRS performance can gradually be increased to level 8 or world class level in accordance with HSSE Excellent roadmap. This good ISRS performance must of course be accompanied by zero accident achievement as the lagging indicator. Management commitment highly determines the success of ISRS and CSMS implementation in increasing company business performance, this is begun by the signing of commitment, the formation of ISRS and CSMS teams, role modelling as proactive leadership aspect as champion/leader in each process, reward giving, as well as the inclusion of ISRS and CSMS implementation in Key Performance Indicator (KPI)".

Tunggal Aritonang

Direktur PT Tangga Era Baru - Pemasok Refrigerant Air Conditioner/AC
Director of PT Tangga Era Baru - Air Conditioner/AC Refrigerant Supplier

Penerapan CSMS mampu menurunkan tingkat kecelakaan kerja.

"Saya menjadi pemasok *refrigerant* AC untuk Pertamina sejak tahun 2000. Tidak hanya Pertamina saja, tapi juga untuk banyak perusahaan lain. Jadi saya sangat mengerti semua hal berkaitan dengan mekanikal elektrikal AC.

Saya mengamati bahwa Pertamina, khususnya di Pertamina Refinery telah menerapkan *safety*, lebih dari sekedar *compliance* dan lebih dari apa yang sudah diterapkan oleh perusahaan lain. Hal ini terlihat dari alat kerja yang digunakan dan kami selalu harus menyampaikan metode kerja dulu sebelum *action*. Pertamina Refinery sangat peduli lingkungan, jadi kami hanya memasok bahan pendingin yang tidak merusak ozone, yaitu memakai CFC *hydro carbon* seri Musicool 22. Seri ini adalah freon ramah lingkungan dan sekaligus hemat listrik.

Pada awalnya saya tidak mengerti apa itu *Contractor Safety Management System* (CSMS). Tapi, karena di beberapa tower, kami harus mengikuti CSMS, maka kami mematuhinya. Bagi kami, sejak ikut CSMS, maka tingkat kecelakaan kerja jadi berkurang. Contohnya, kami lebih waspada untuk tidak menggunakan martil dari besi karena dapat menimbulkan percikan api. Namun demikian, untuk sebagian pekerja, mereka tidak terbiasa dengan CSMS yang mengharuskan ikut *tool box meeting* setiap kali akan bekerja. Untuk mengatasi hal ini, maka kami terus melakukan sosialisasi dengan memberikan pengetahuan kepada mereka yang belum terbiasa dengan CSMS.

Untuk lebih mengembangkan CSMS, saya berharap Pertamina punya acuan harga untuk tenaga skill yang sama, yang diberlakukan di seluruh area Perusahaan. Misalnya, seorang welder harus bersertifikat dan mereka harus diapresiasi sesuai dengan kompetensinya, di area manapun. Juga perlu diberlakukan sistem *punishment and reward* sebagai pembelajaran bagi semua mitra kerjanya, dan bukan hanya pertimbangan finansial saja yang digunakan dalam mengambil keputusan. Lebih lanjut, untuk Pemerintah, saya berharap agar pemakaian bahan pendingin ramah lingkungan dapat dijadikan peraturan sehingga semua perusahaan mengikuti aturan ini. Juga kegiatan *retrofit equipment* harus selalu dilakukan untuk meningkatkan efisiensi pengunaan listrik".

CSMS implementation decreases occupational accident level.

"I became AC refrigerant supplier for Pertamina since 2000. Not only Pertamina, but many other companies. So I understand everything related to AC electric mechanics.

I observed that Pertamina, particularly Pertamina Refinery, has implemented safety more than simply compliance and more than what has been implemented by other companies. This is apparent from occupational equipments used and we always convey occupational methods prior to action. Pertamina Refinery is very environmentally friendly, so we only supply refrigerant that does not damage the ozone, which is the CFC hydro carbon Musicool 22 series. This series is an environmentally friendly Freon as well as electricity saving.

In the beginning, I didn't understand what was meant by Contractor Safety Management System (CSMS). However, because at several towers we had to adhere to CSMS, we obeyed it. For us, since complying to CSMS, there is a decrease in occupational accidents. For example, we are more vigilant to not use iron hammer because it can cause sparks. Nevertheless, for some workers, they are not accustomed to CSMS which requires participation in tool box meeting prior to working. To overcome this, we continue to perform socialization by giving knowledge to those who are not used to CSMS.

To further develop CSMS, I hope Pertamina has a price reference for the same skill implemented in all areas of the Company. For example, a welder must be certified and must be appreciated according to competence, in all areas. Also, implementation of a punishment and reward system is necessary as a lesson for all work partners, and not just financial consideration used in decision making. Furthermore, to the Government, I hope that the usage of environmentally friendly refrigerant can be made a regulation so every company will follow this rule. Also, equipment retrofit activities must always be performed to increase electricity usage efficiency".

KOMITMEN PERTAMINA PADA KESELAMATAN DAN KESEHATAN PEKERJA (K3)
PERTAMINA COMMITMENT TO OCCUPATIONAL HEALTH AND SAFETY (OHS)

Pertamina berkomitmen untuk memastikan keselamatan dan kesehatan para pekerja, serta keamanan lingkungan kerja. Merupakan suatu keharusan bagi setiap pekerja memperhatikan aspek K3 ini sehingga terhindar dari risiko terjadinya kecelakaan kerja maupun penyakit akibat kerja.

K3 DALAM PKB DAN PERATURAN LAIN

Dengan cakupan kegiatan meliputi sektor hulu dan hilir, seluruh aktivitas di lokasi operasi dan unit bisnis pendukung lainnya sarat risiko kecelakaan kerja maupun ancaman penyakit akibat kerja. Karenanya kami memastikan topik-topik terkait K3 di dalam perjanjian kerja bersama (PKB). Topik-topik dimaksud meliputi perlindungan keselamatan kerja dan ketersediaan alat pelindung diri (APD), perlengkapan kerja, pemberian jaminan pengobatan bagi pekerja korban kecelakaan kerja, serta penjaminan pemeliharaan kesehatan pekerja. **[G4-LA8]**

Kami juga memiliki Pedoman HSSE Management System No.A-001/100200/2011-S0 (Revisi ke-2). Pedoman ini dilaksanakan melalui pendekatan: *plan-do-check-act* (rencana-tindakan-periksa-aksi), dengan delapan hal penting terkait pengelolaan K3LL:

1. Akuntabilitas dan Kepemimpinan;
2. Kebijakan dan Sasaran Strategis;
3. Organisasi, Tanggung Jawab, Sumber Daya, Standar dan Dokumentasi;
4. Pengendalian Bahaya dan Manajemen Risiko;
5. Pengendalian Operasi dan Pemeliharaan;
6. Pemantauan, Implementasi, dan Pelaporan;
7. Audit dan Pengukuran;
8. Review Manajemen.

Pertamina is committed to ensuring the health and safety of workers as well as the security of work environment. It is obligatory for every worker to pay attention to these OHS aspects in order to avoid the risk of occupational accidents or occupational-related illnesses.

OHS IN CLA AND OTHER REGULATIONS

Covering upstream and downstream, all activities at operational locations and other supporting business units is rife with occupational accident risks and threats of illnesses due to occupation. Therefore we ensure OHS-related topics are included in collective labour agreement (CLA). Said topics include occupational safety protection and personal protective equipment (PPE), occupational equipment, medical benefits for victims of occupational accidents, as well as workers' health maintenance guarantee. **[G4-LA8]**

We also have HSSE Management System No.A-001/100200/2011-S0 (Second Revision) Guidelines. This guidelines is implemented through the plan-do-check-act approach, with eight significant issues concerning HSSE management:

1. Accountability and Leadership;
2. Policies and Strategic Objectives;
3. Organization, Responsibilities, Resources, Standards, and Documentation;
4. Hazard Control and Risk Management;
5. Operational Control and Maintenance;
6. Monitor, Implementation, and Reporting;
7. Audit and Measuring;
8. Management Review.

KETERWAKILAN PEKERJA DALAM LEMBAGA K3

Pelaksanaan HSSE *Management System* menjadi tanggung jawab Fungsi HSSE, pada setiap tingkatan operasi Pertamina. Tingkatan ini, baik di lingkungan Kantor Pusat di Jakarta, unit operasional termasuk region/area, maupun anak perusahaan.

Kami belum memiliki lembaga bersama yang melibatkan perwakilan karyawan, guna memantau dan mengawasi pelaksanaan aspek-aspek K3 seperti diatur dalam HSSE *Management System*. Namun untuk beberapa anak perusahaan dan lingkup area maupun proyek, telah dibentuk komite bersama yang melibatkan perwakilan pekerja dalam memantau serta mengawasi pelaksanaan aspek K3. **[G4-LA5]**

WORKERS' REPRESENTATION IN OHS ORGANIZATION

The implementation of HSSE Management System is the responsibility of HSSE Function on every operational level of Pertamina. These levels include the Head Office environment, operational units including region/area, as well as subsidiaries.

We are yet to have a collective organization which involve employee representation in order to monitor and supervise the implementation of OHS aspects as regulated within the HSSE Management System. However, for several subsidiaries and projects, a collective committee has been formed involving workers' representation in monitoring the implementation of OHS aspects. **[G4-LA5]**

Keanggotaan Komite Bersama K3 **[G4-LA5]**
OHS Joint Committee Membership

Unit Bisnis Anak Perusahaan Business Unit Subsidiary	Jumlah Anggota Number of Members	Perwakilan Manajemen Management Representation		Perwakilan Karyawan Employee Representation	
		Jumlah Total	%	Jumlah Total	%
Kantor Pusat Head Office	19	7	36.84	12	63.16
PT PEP	499	136	27.3	363	72.7
PT PEP Cepu	16	2	12.5	14	87.5

DUKUNGAN TERHADAP PEKERJA BERISIKO TINGGI

Seluruh kegiatan operasi Pertamina yang meliputi sektor hulu hingga hilir, tentu saja dihadapkan pada risiko tinggi terhadap kecelakaan kerja maupun gangguan penyakit akibat kerja. Karenanya kami menyertakan para pekerja menjalani *Safety Mandatory Training*, HSE *Training Module* untuk aspek operasi dan HSE *Leadership Training* dengan standar internasional. Tujuannya untuk meningkatkan kemampuan dan keahlian para pekerja dalam aspek HSE, sesuai jabatan dan pekerjaan masing-masing. **[G4-LA7, G4-LA9]**

Pelatihan dilaksanakan di fasilitas milik Perseroan, yakni HSE Training Center Sungai Gerong. Pelatihan juga melibatkan Pertamina Corporate University melalui penyelenggaraan Program HSE *School – Safe Work Practices*.

SUPPORT FOR HIGH-RISK WORKERS

The entirety of Pertamina operational activities from front-end to back-end faces high-risk of occupational accidents as well as illness due to occupation. Therefore we enroll workers in Safety Mandatory Training, HSE Training Module for operational aspect and HSE Leadership Training with International standards. The objective is to increase the capability and expertise of workers in HSE aspects in accordance with each position and job description. **[G4-LA7, G4-LA9]**

Training is conducted in the Corporate facility, Sungai Gerong HSE Training Center. Training also involves Pertamina Corporate University by the HSE School – Safe Work Practices Program.

Jumlah Jam dan Peserta HSE Mandatory Training [G4-LA9]
HSE Mandatory Training Hours and Participants

Tahun Year	Peserta Participants			Jam Pelatihan Training Hours	Rerata Jam Pelatihan/ Peserta Average Training Hours/ Participant
	Pria Male	Wanita Female	Jumlah Total		
2014	6,083	447	6,530	208,960	32
2013	5,123	1,992	7,115	228,960	32.18

Jumlah Jam dan Peserta HSE Training Module [G4-LA9]
HSE Training Module Hours and Participants

Tahun Year	Peserta Participants			Jam Pelatihan Training Hours	Rerata Jam Pelatihan/ Peserta Average Training Hours/ Participant
	Pria Male	Wanita Female	Jumlah Total		
2014	1,167	142	1,309	48,392	36.97
2013	1,958	172	2,130	75,256	35.33

Jumlah Jam dan Peserta HSE Leadership Training [G4-LA9]
HSE Leadership Training Hours and Participants

Tahun Year	Peserta Participants			Jam Pelatihan Training Hours	Rerata Jam Pelatihan/ Peserta Average Training Hours/ Participant
	Pria Male	Wanita Female	Jumlah Total		
2014	101	11	112	1,792	16
2013	73	9	82	1,334	16.27

HSE Training Center Sungai Gerong
HSE Training Center Sungai Gerong

HSE Training Center

HSE Training Center berlokasi di Sungai Gerong, Sumatera Selatan. Pusat pelatihan ini telah mendapatkan sertifikat dari *Offshore Petroleum Industry Training Organization* (OPITO) serta dari Kementerian Tenaga Kerja dan Transmigrasi.

HSE Training Center

HSE Training Center is located in Sungai Gerong, South Sumatra. This training center is certified Offshore Petroleum Industry Training Organization (OPITO) as well as the Ministry of Manpower and Transmigration.

Pada beberapa anak perusahaan, dilaksanakan strategi guna meminimalkan risiko terhadap pekerja berisiko tinggi:

1. PT PEP, memberlakukan kebijakan *Road to Zero Accident*, di antaranya meliputi pemantauan *candid camera*, PEKA *Online*, *Training Basic Safety Training* dan *Lifting Rigging*, HSSE *Online Survey* dan penerapan *HSE Passport*.
2. PT PDSI, antara lain melaksanakan *tailgate meeting*, *pre-job safety meeting*, HSE *management meeting*, implementasi *work permit* dan JSA, pelaksanaan program inspeksi peralatan rig dan peralatan keselamatan, pemantauan sertifikasi personil, pelaksanaan audit internal.

DUKUNGAN TERHADAP KESEHATAN PEKERJA

Komitmen dukungan pada kesehatan para pekerja, diwujudkan melalui ketersediaan fasilitas kesehatan dan layanan kesehatan, mengacu pada Sistem Manajemen Kesehatan Kerja Pertamina dan elemen Kesehatan Kerja yang terdapat pada *International Sustainability Rating System* (ISRS). Dengan demikian keadaan kesehatan setiap pekerja dapat terpantau, sehingga ancaman penyakit akibat kerja maupun penyakit lainnya bisa diketahui lebih dini. **[G4-LA8]**

Pada setiap lokasi operasi terdapat klinik, yang dilengkapi fasilitas berupa kunjungan dokter dan tim medis, peralatan medis dan obat-obatan untuk pertolongan pertama, serta mobil ambulans dan dalam keadaan sangat mendesak dapat pula disediakan helikopter ambulans untuk evakuasi darurat.

Rumah sakit yang dikelola Pertamina juga memberikan layanan kesehatan bagi keluarga pekerja dan masyarakat di sekitarnya. Melalui rumah sakit tersebut, kami ikut serta mendukung program Pemerintah dalam upaya meningkatkan kesehatan masyarakat yang tersebar di berbagai Provinsi.

In several subsidiaries, a strategy is executed in order to minimize risks to high-risk workers:

1. PT PEP, implemented Road to Zero Accident, among which include candid camera monitoring, PEKA Online, Training Basic Safety Training and Lifting Rigging, HSSE Online Survey and the implementation of HSE Passport.
2. PT PDSI, among which conducted tailgate meeting, pre-job safety meeting, HSE management meeting, work permit and JSA implementation, the execution of rig equipment and safety equipment inspection, personnel certification monitoring, and internal audit.

SUPPORT FOR WORKERS' HEALTH

The commitment to support the health of workers is realized through the availability of health facility and services, in reference to the Pertamina Work Health Management System and the work health element contained in the International Sustainability Rating System (ISRS). This way the health condition of each worker can be monitored, and disease threats due to work or other illnesses can be detected early on. **[G4-LA8]**

There is a clinic on every operational location, complete with facilities such as doctor's and medical team's visits, medical equipment and first aid medication, as well as an ambulance and in dire situations, a helicopter ambulance can be made available for emergency evacuation.

Pertamina-run hospital also provides medical services for worker's families and local community. Through our hospital, we participate in supporting the Government program in order to increase public health, in a number of Provinces.

Fasilitas Kesehatan Pertamina
Healthcare Facilities Pertamina

Jenis Fasilitas Facility Type	Jumlah Total
Rumah Sakit Pusat Central Hospital	3
Rumah Sakit Pertamedika (Anak Perusahaan) Pertamedika Hospital (Subsidiaries)	26
Klinik Lokasi On-site Clinic	5
Lainnya (Poliklinik dan RS Rekanan) Others (Polyclinic and Hospital Partner)	265

Layanan Kesehatan Untuk Pekerja
Health Service for Workers

Jenis Layanan Service Type	**Keterangan** Information
Medical Surveillance Medical Surveillance	Pemeriksaan kesehatan calon pekerja, berkala dan khusus berkaitan dengan jenis pekerjaan. Potential employee, periodic, and specific health examination related to type of job.
Pemantauan Lingkungan Kerja Occupational Environment Monitoring	Sesuai faktor bahaya (fisik, kimia, biologi, ergonomic). According to hazard factors (physical, chemical, biological, ergonomical)
Health Promotion Health Promotion	Gerakan hidup sehat, *wellness* program, program berhenti merokok, pengendalian berat badan. Live healthy initiative, wellness program, quit smoking program, weight control program.
Kuratif Curative	Pengelolaan dan pengobatan terhadap penyakit umum dan penyakit berhubungan dengan pekerjaan, rawat jalan maupun rawat inap termasuk rawat rujukan dalam dan luar negeri sesuai indikasi. Management and treatment of general illness and occupation related illness, outpatient or inpatient including domestic or abroad reference according to indication.
Benefit Kesehatan terhadap Keluarganya Health Benefits for Family	Rawat jalan tingkat pertama, lanjutan, rawat inap termasuk rawat rujukan dalam dan luar negeri sesuai indikasi. First stage and advanced outpatient, inpatient including domestic and abroad reference according to indication.

KINERJA PELAKSANAAN K3
OHS PERFORMANCE

Tujuan utama dari kepatuhan melaksanakan aspek-aspek K3 adalah mengurangi risiko kecelakaan kerja maupun gangguan kesehatan kerja, baik sejak eksplorasi produksi, pengolahan hingga pengiriman dan pemasaran produk ke konsumen.

INSIDEN KECELAKAAN KERJA

Tahun 2014, Pertamina mencatat realisasi *Total Recordable Incident Rate* (TRIR) sebesar 0,28. Hal ini lebih tinggi (16,6%) dibanding realisasi tahun 2013 sebesar 0,24. Adapun selama tahun 2014 terjadi 90 kasus *recordable incident*, dimana 7 kasus kecelakaan kerja di antaranya bersifat fatal. **[G4-LA6]**

Peningkatan nilai TRIR disebabkan banyaknya kegiatan non rutin/pengembangan/proyek yang membutuhkan banyak tambahan tenaga kerja dan kontraktor. Hal tersebut meningkatkan risiko kecelakaan di Pertamina dan berdampak pada jumlah insiden yang terjadi.

Pertamina terus membenahi sistem pelaporan insiden dengan melakukan pembenahan sistem IT, sosialisasi dan audit pelaporan insiden, serta terus mengkampanyekan dan menghimbau lokasi kerja agar melaporkan insiden yang terjadi dengan sebenar-benarnya. Hal tersebut berdampak pada peningkatan jumlah insiden yang dilaporkan, yang mungkin belum dilaporkan pada tahun-tahun sebelumnya.

Berbagai upaya terus dilakukan untuk meningkatkan implementasi HSSE di Pertamina, di antaranya dengan mengimplementasikan *International Sustainability Rating*

The main objective of compliance in conducting OHS aspects is to reduce occupational accident risks as well as occupational health disruptions from production exploration and processing to delivery and marketing of products to consumers.

OCCUPATIONAL ACCIDENT INCIDENTS

In 2014, Pertamina record realization Total Recordable Incident Rate (TRIR) is 0.28. That's Increased (16.6%) compared to 0.24 in 2013. Meanwhile, in 2014 there were 90 occurred and reported occupational accidents, 7 of which were fatal. **[G4-LA6]**

The TRIR score increased due to the number of non-routine/development/projects that required a numerous additional workforce and contractors. This increased the risk of accidents within Pertamina and resulted in the number of incidents occurred.

Pertamina continues to improve its incidents reporting system by revamping the IT systems, socializations and incident reporting audits, while continuing to campaign and appeal the work locations to report any kind of incidents happening as true as they come. This had an effect to the number of incidents reports, which might not have been reported on previous years.

Various efforts have been done to increase the implementation of HSSE in Pertamina, among them is the implementation of the International Sustainability Rating

System (ISRS), memperkuat implementasi *Contractor Safety Management System* (CSMS), peningkatan kinerja PROPER, peningkatan kompetensi pekerja, penyempurnaan sistem pelaporan insiden dan lain-lain.

System (ISRS), reinforcement of the Contractor Safety Management System (CSMS) implementation, PROPER performance increase, enhancement of the workers' competence, improvements on the incident reporting system and others.

Jumlah Rerata Insiden Terekam [G4-LA6]
Total Recordable Incident Rate

Uraian Description	2014	2013
Kejadian Fatalitas Fatality Cases	7	3
Hari Kerja Hilang Day Away From Work (DAFW)	18	10
Terbatas pada Pekerjaan di Kantor Restricted Work Desk (RWD)	10	3
Perawatan Medis Medical Treatment	55	48
Tingkat Kecelakaan Incident Rate	0.28	0.24
Target Goals	0.31	0.49

Rincian Angka TRIR per Direktorat
Details of TRIR Numbers per Directorate

Direktorat Directorate	Jumlah Insiden Total Incidents	Jam kerja Work Hours	Nilai TRIR TRIR Score	Pekerja Pria Male Workers	Pekerja Wanita Female Workers
Kantor Pusat Head Office	2	18,528,984	0.11	2	0
Pemasaran & Niaga Marketing & Trading	12	59,214,394	0.20	12	0
Pengolahan Refinery	8	61,718,102	0.13	8	0
Hulu Upstream	68	174,277,893	0.39	68	0
Total	**90**	**313,739,373**	**0.28**	**90**	**0**

Penyerahan Penghargaan
Awarding

PT Pertamina EP Cepu: 3 Juta Jam Nihil Kecelakaan

Kesungguhan untuk melaksanakan aspek-aspek K3 membuahkan prestasi bagi anak perusahaan: PT Pertamina EP Cepu (PEPC). Sepanjang periode 2012 – 2014 PEPC menerima empat penghargaan atas pencapaian 3.012.462 jam kerja aman tanpa kecelakaan (*Zero Number of Accident*/NOA) dan *Zero Total Recordable Incident Rate* (TRIR) pada akhir Desember 2013.

Penghargaan yang diraih PEPC periode 2012-2014 adalah:

1. Penghargaan Tertib K3 dan Pemeduli K3 pada 19 Maret 2014, dari Dinasker DKI;
2. Penghargaan *Safety First Award* pada 19 November 2013 dari Direktorat Hulu Pertamina (Persero);
3. Dua penghargaan dari Kemenakertrans tentang Kecelakaan Nihil pada 25 April 2012 dan 22 April 2013.

PT Pertamina EP Cepu: 3 Million Hours Zero Accidents

The seriousness in conducting OHS aspects produced an achievement for a subsidiary: PT Pertamina EP Cepu (PEPC). Throughout the period of 2012 – 2014, PEPC received four awards for the achievement of 3,012,462 safe work hours with zero accidents (Zero Number of Accident/NOA) and Zero Total Recordable Incident Rate (TRIR) at the end of December 2013.

Awards received by PEPC in the 2012-2014 period are:

1. Tertib K3 dan Pemeduli K3 Award on 19 March 2014, from Regional Office of Manpower of DKI;
2. Safety First Award on 19 November 2013 from Pertamina Upstream Directorate (Persero);
3. Two awards from the Ministry of Labor and Transmigration on Zero Accidents on 25 April 2012 and 22 April 2013.

INSIDEN TUMPAHAN MINYAK [G4-EN24]

Selama tahun 2014 terjadi 1 kasus tumpahan minyak major (>15 barrel) yang terjadi di Terminal BBM Reo, Nusa Tenggara Timur. Walaupun tumpahan minyak ini bukan merupakan limbah dari produksi, namun tetap menjadi barang berbahaya bagi lingkungan hidup. Telah dilakukan penanggulangan dan pemulihan lingkungan hidup atas kejadian tersebut.

Selain itu, juga terjadi beberapa tumpahan minyak minor (<15 barrel) diantaranya adalah insiden tumpahan minyak mentah pada pertengahan September 2014, di Kelurahan Bukit Jengkol, Kecamatan Pangkalan Susu, Kabupaten Langkat, Sumatera Utara. Tumpahan minyak mentah sebanyak 10 Bbls atau setara 1.590 liter, berasal dari saluran pembuangan air hujan di Tangki C Bukit Kayangan di area PT Pertamina EP Aset 1 Field Pangkalan Susu.

Kami menindaklanjuti kejadian ini dengan melakukan penanggulangan yang dilakukan tim Organisasi Penanggulangan Keadaan Darurat (OPKD). Tumpahan minyak mentah kemudian dibendung dan area yang terkena tumpahan dapat disterilkan dalam waktu beberapa jam setelah laporan diterima. Selanjutnya kami juga memberikan kompensasi kepada warga yang tambaknya terkena tumpahan minyak.

OIL SPILL INCIDENTS [G4-EN24]

Throughout 2014 there was 1 major oil spill case (>15 barrels) that occurred at the Reo Fuel Terminal, East Nusa Tenggara. Although this oil spill is not production waste, it is still a dangerous substance to the ecology. Countermeasures and ecological recovery have been conducted over that incident.

Apart from that, there has also been several minor oil spills (<15 barrels) among them is the crude oil spill in the middle of September 2014, in the Bukit Jengkol district, Pangkalan Susu sub-district, Langkat Regency, North Sumatera. The crude oil spill of 10 Bbls or equivalent to 1,590 liter, came from the rain drainage channel in Tank C of Bukit Kayangan in the area of PT Pertamina EP Asset 1 Field Pangkalan Susu.

We followed-up the incident by executing a solution by Pertamina's Emergency Response Team (OPKD). Crude oil spill was then contained and affected areas were able to be sterilized within several hours after the report was received. Afterwards, we also compensated the community members whose embankments were affected by the oil spill.

Kegiatan Pelatihan
Training Activities

Latihan Bersama Penanggulangan Tumpahan Minyak

Pertamina terus melakukan latihan antisipasi dan penanggulangan tumpahan minyak mentah di laut. Salah satu kegiatan pelatihan yang dilaksanakan pada tahun 2014 adalah latihan gabungan PT Pertamina Hulu Energi Nunukan Company (PHENC), PT Pertamina EP Aset 5 Field Tarakan, PT Pertamina EP Asset 5 Field Bunyu, dan JOB Pertamina Medco Simenggaris.

Latihan gabungan ini dilaksanakan dengan skenario terjadi tumpahan minyak 1.000 barrel dari Gorilla Rig di wilayah kerja PHENC di lepas Pantai Bunyu. Latihan gabungan dimaksudkan untuk mengetahui tingkat respon tim inti maupun tim bantuan penanggulangan tumpahan minyak, sekaligus meningkatkan kesiagaan. Mulai dari tahap perencanaan, proses penanggulangan dan pemulihan keadaan darurat akibat tumpahan minyak. Selain latihan penanggulangan tumpahan minyak di laut, latihan gabungan ini juga melakukan proses evakuasi korban kecelakaan kerja di lepas pantai. Latihan meliputi evakuasi korban menggunakan helikopter ke rumah sakit terdekat.

Cooperative Training for Oil Spill Handlin

Pertamina continues to perform anticipation and solution training of crude oil spill at sea. One of the training activities conducted in 2014 was a collective training of PT Pertamina Hulu Energi Nunukan Company (PHENC), PT Pertamina EP Asset 5 Field Tarakan, PT Pertamina EP Asset 5 Field Bunyu, and JOB Pertamina Medco Simenggaris.

The collective training was conducted with the scenario of a 1,000 barrels oil spill from the Gorilla Rig at PHENC occupational area off the coast of Bunyu Beach. The collective training was meant to discover the response level of the main and supporting team for oil spill handling, as well as to increase awareness. From the planning stage, handling process, and emergency situation recovery due to oil spill. Aside from oil spill at sea handling training, the collective training also performed offshore victim of occupational accident evacuation process. The training included victim evacuation using a helicopter to the nearest hospital.

Insiden lain adalah ledakan pipa distribusi Bahan Bakar Minyak (BBM) jenis Solar, yang terjadi di daerah Subang, Jawa Barat, pada bulan September 2014. Ledakan terjadi diduga akibat tindakan pencurian Solar dengan cara melubangi pipa distribusi sehingga menyebabkan kebakaran dan tumpahan Solar, yang kemudian menggenangi saluran irigasi maupun persawahan di sekitar lokasi. Insiden ini ditindaklanjuti dengan penanggulangan oleh tim OPKD dari PT Pertamina EP Aset 3 Field Subang, dengan menyedot tumpahan Solar menggunakan *vacum truck*.

Another incident was the explosion of Diesel fuel distribution pipe in Subang, West Java, on September 2014. The explosion was presumably due to Diesel fuel theft by puncturing the distribution pipe, which caused a fire and Diesel fuel spill that flooded the irrigation line as well as surrounding rice fields. The incident was followed-up by a handling by Pertamina's OPKD team from PT Pertamina EP Asset 3 Field Subang by siphoning the Diesel fuel spill using a vacuum truck.

SISTEM PELAPORAN DARING HSE

Kami telah mengembangkan sistem pelaporan daring (*online*) insiden kecelakaan kerja dan pencemaran lingkungan, melalui HSE *Online Reporting System* (HORSE). Dengan penerapan HORSE maka pelaporan dari masing-masing unit operasi maupun anak perusahaan, akan terintegrasi dengan sistem database di tingkat direktorat maupun korporat.

Penerapan HORSE, juga menjadikan setiap insiden kecelakaan kerja dan pencemaran lingkungan yang terjadi, akan dapat terpantau. Untuk kejadian yang masuk dalam klasifikasi insiden besar, akan ditindaklanjuti dengan penyelidikan oleh tim penyelidikan insiden (TPI) tingkat pusat.

Keanggotaan TPI tingkat pusat terdiri dari *pool investigator* dan wakil dari direktorat, serta tenaga ahli yang disesuaikan dengan kebutuhan. Selanjutnya hasil penyelidikan yang didapat, menjadi pertimbangan untuk menentukan berbagai hal yang dianggap perlu guna mencegah insiden terulang kembali.

HSE ONLINE REPORTING SYSTEM (HORSE)

We have developed an online reporting system for occupational accident and environmental pollution incidents through HSE Online Reporting System (HORSE). With the implementation HORSE, reports from each operational unit as well as subsidiary will be integrated into the system database on a directorate and corporate level.

The implementation of HORSE also enables the monitoring of every occupational accident and environmental pollution incident. Incidents on a large scale classification will be followed-up by the headquarters' incident investigation team (TPI).

Members of the headquarters' TPI consist of pool investigators and directorate representatives as well as experts depending on necessity. Afterwards, the gathered investigation results are considered to determine various necessary matters in order to prevent the incident from reoccurring.

BERSAMA MEMBANGUN PERTAMINA BERETIKA

TOGETHER TO BUILD ETHICAL PERTAMINA

118 Menuju Kelas Dunia dengan Bisnis Beretika
Towards World-Class with Ethical Business

124 Membangun Pekerja Andal Menuju Persaingan Global
Creating Reliable Workers Towards Global Competition

129 Tata Kelola Berkelanjutan Berstandar Dunia
World Standard Sustainable Governance

135 Membangun Keselarasan Bersama Pemangku Kepentingan
Create Harmony With Stakeholder

MENUJU KELAS DUNIA DENGAN BISNIS BERETIKA
TOWARDS WORLD-CLASS WITH ETHICAL BUSINESS

Upaya Pertamina mewujudkan visi sebagai perusahaan energi kelas dunia, tidak sebatas pada hal-hal bersifat teknis operasional. Kami membangun bisnis yang beretika, serta menjadikan pekerja sebagai insan Pertamina andal dan berintegritas.

Terlebih, sebagai perusahaan BUMN besar yang sering mendapat sorotan publik, kami mengakui bahwa sedikit isu yang terjadi di dalam perusahaan dapat menjadi isu yang rentan bagi keberadaan kami. Pergantian jajaran manajemen yang terkait erat dengan iklim politik Negara menjadi karakteristik sebuah perusahaan BUMN di Indonesia. Oleh karena itu, kami berkomitmen menjalankan tata kelola perusahaan yang baik, serta *Code of Conduct* atau Pedoman Perilaku Pertamina. **[G4-2]**

MEMBENTUK INTEGRITAS PEKERJA

Pertamina memiliki Kode Etik atau *Code of Conduct* yang disebut Pedoman Perilaku yang berlaku pada seluruh tingkatan organisasi. *Code of Conduct* Pertamina mengatur berbagai model perilaku yang menjadi pedoman standar perilaku pekerja sebagai insan Pertamina.

Beberapa hal yang diatur dalam Pedoman Perilaku merupakan bentuk upaya pencegahan terhadap tindakan-tindakan yang mengarah pada perbuatan korupsi. Upaya pencegahan ini di antaranya dalam bentuk ketentuan untuk menghindari benturan kepentingan, larangan melakukan suap dan korupsi, ketentuan mengenai gratifikasi dan ketentuan mengenai hubungan dengan petugas Pemerintahan atau lembaga Pemerintah.

Pertamina's efforts in realizing its vision to be a world-class energy company are not only limited to technically operational matters. We cultivate an ethical business and create workers as reliable and virtuous Pertamina people.

Furthermore, as a large SOEs company frequently in the public eye, we admit that certain issues occurring within the company may be vulnerable issues for our presence. A closely related management turnover to the State political climate is typical of an Indonesian SOEs. Therefore we commit to performing good corporate governance as well as the Pertamina Code of Conduct. **[G4-2]**

CULTIVATING WORKERS' INTEGRITY

Pertamina has a Code of Conduct which applies to every level of the organization. Pertamina Code of Conduct regulates various behavioral forms as standards for workers' behavior as Pertamina people.

Several matters regulated within the Code of Conduct are prevention attempts of actions leading to corruption. These preventative measures, among which, are rules to avoid conflict of interest, prohibition of bribery and corruption, regulations concerning gratuity, and rules concerning relations with government officials or government bodies.

Pelaksanaan praktik-praktik tata kelola Perseroan juga didukung oleh Fungsi Internal Audit (IA). Dengan demikian Fungsi IA melakukan audit atas kegiatan operasional Perseroan, termasuk mengenai pengelolaan risiko dan proses tata kelola di Pertamina. **[G4-SO3]**

Hasil evaluasi atas efektifitas pengendalian Intern Perusahaan diinformasikan dan dikomunikasikan oleh Fungsi Internal Audit dan auditor eksternal. **[G4-SO3]**

- Internal Audit mengkomunikasikan aktivitas audit atas pengendalian intern dalam laporan bulanan dan triwulanan kepada Direktur Utama dan Komite Audit. Internal Audit juga mengkomunikasikan hasil monitoring tindak lanjut audit melalui laporan triwulanan kepada Direktur Utama dan Komite Audit.
- Akuntan Publik selaku eksternal auditor menyampaikan laporan efektivitas pengendalian intern dalam bentuk *Internal Control Memorandum* (*ICM*), sebagai bagian dari audit atas laporan keuangan perusahaan. Akuntan Publik juga menyampaikan laporan hasil audit atas kepatuhan terhadap peraturan perundang-undangan dan pengendalian intern.
- Badan Pemeriksa Keuangan (BPK) selaku eksternal auditor mewakili Pemerintah melakukan audit atas kegiatan/aktivitas tertentu yang hasilnya dikomunikasikan kepada Direksi/Komisaris.

The performance of Company governance practices are also supported by the Internal Audit (IA) Function. Therefore, the IA Function conducts audits on Company operational activities, including risk management and governance process at Pertamina. **[G4-SO3]**

Evaluation results on Company control are informed and communicated by internal and external auditors. **[G4-SO3]**

- Internal Audit communicates audit activity on internal control in monthly and tri-monthly reports to the President Director and Audit Committee. Internal Audit also communicates audit follow-up monitoring results through tri-monthly reports to the President Director and Audit Committee.
- External Auditor conveys the effectiveness of internal control during the audit process and the submission of Internal Control Memorandum (ICM) at the end of the audit assignation. External Auditor also performs an audit and publishes an audit report on compliance to legislation and internal control.

- Supreme Audit Board (BPK) as the government's external auditor conducts an audit on certain activities, results of which are then communicated to Directors/ Commissioners.

Penerapan kepatuhan pada Pedoman Perilaku terkait pembentukan integritas juga diwujudkan melalui kebijakan yang mengatur: **[G4-57, G4-SO3]**

1. Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)
   Kewajiban LHKPN di Pertamina diatur berdasarkan Surat Keputusan Direktur Utama No.Kpts-56/C00000/2013-S0 tanggal 19 September 2013 yang menetapkan para wajib lapor LHKPN di Pertamina terdiri dari seluruh Insan Pertamina dari tingkatan manajer ke atas sampai dengan anggota Dewan Komisaris. Surat Keputusan tersebut juga menetapkan wajib lapor LHKPN di Anak Perusahaan Pertamina.

Compliance implementation to the Code of Conduct related to integrity development is also realized in the policies which regulate: **[G4-57, G4-SO3]**

1. State Administrator Wealth Report (LHKPN)

   "LHKPN" obligation at Pertamina is regulated by President Director & CEO Decision Letter No.Kpts-56/C00000/2013-S0 dated 19 September 2013, which established that "LHKPN" mandatory reporters within Pertamina consist of manager level upwards to members of the Boards of Commissioners. The Decision Letter also established "LHKPN" mandatory reporters within Pertamina's Subsidiaries.

Jumlah Laporan LHKPN
"LHKPN" Reports Number

Jumlah Pejabat Wajib Lapor Number of Mandatory Reporting Officials	Jumlah Pelaporan Number of Reports	Persentase Percentage
1,792	1,706	95.20%

2. Gratifikasi
   Adalah ketentuan yang mengatur gratifikasi penolakan, penerimaan, pemberian hadiah/cinderamata, dan hiburan. Pada prinsipnya, segenap Insan Pertamina dilarang memberi, menerima dan meminta secara langsung maupun tidak langsung hadiah/cinderamata dan hiburan dari pihak ketiga.

2. Gratification
   There are guidelines that regulate gratuity denial, accepting, giving gifts/souvenirs and entertainment. Basically, every Pertamina person is prohibited from directly or indirectly giving, accepting, and requesting gifts/souvenirs and entertainment from a third party.

Jumlah Pelaporan Gratifikasi Number of Gratification Report	Tindak Lanjut Follow-Up		Uraian Description
216	Eksternal	75	Verifikasi Eksternal oleh KPK External Verification by The KPK
	Internal	141	Tindak Lanjut oleh Fungsi Compliance Followed-up by Compliance Function

3. Benturan Kepentingan
   Setiap tahunnya Insan Pertamina berkewajiban untuk memperbarui pernyataan benturan kepentingan secara *online* ke dalam *Compliance Online System* yang merupakan sistem pelaporan *online* yang terintegrasi dengan sistem intranet Perusahaan. Pernyataan tidak berbenturan kepentingan ini merupakan salah satu dari kewajiban program kepatuhan *Boundary* KPI GCG yang diberlakukan di Perusahaan dan memiliki bobot 20% bagi Insan Pertamina non wajib lapor LHKPN dan sebesar 15% bagi Insan Pertamina wajib lapor LHKPN. Ketidakpatuhan terhadap kewajiban pelaporan ini akan berdampak pada pemotongan pencapaian kinerja pada tahun yang bersangkutan.

3. Conflict of Interest
   Pertamina people is annually obligated to renew conflict of interest statement online within the Compliance Online System which is an online reporting system integrated with the Company intranet system. This no conflict of interest statement is one of the implemented Boundary KPI GCG Compliance program obligations implemented within the Company and is 20% for "non-LKHPN" mandatory reporters and 15% for "LHKPN" mandatory reporters Pertamina people. Non-compliance of this reporting obligation will result in performance achievement reduction in the relevant year.

Sepanjang tahun 2014 kami juga menyelenggarakan beberapa kegiatan yang ditujukan untuk memperkuat upaya meminimalkan peluang perbuatan korupsi. Upaya ini termasuk di antaranya adalah program internalisasi perilaku tata nilai 6C dan pelatihan-pelatihan khusus. **[G4-SO4]**

Throughout 2014, we also conducted several activities in order to strengthen efforts of minimizing corruption. The activities include internalization of the 6C values program and other special trainings. **[G4-SO4]**

Pelatihan Anti Korupsi 2014 **[G4-SO4]**
Anti Corruption Training in 2014

Program Pelatihan Training Program	2014	
	Peserta Participant	Grup Batch
Pelatihan Up-Skilling *Good Corporate Governance* (GCG) Champion Up-Skilling Good Corporate Governance (GCG) Champion Training	73	3
Values Based Development Program (VBDP)	4,759	106 (class room)

Kegiatan VBDP
VBDP Activities

Pelatihan VBDP

Tahun 2014, masih merupakan tahapan internalisasi dalam *roadmap* program pengembangan budaya tata nilai 6C bagi seluruh pekerja Pertamina dan anak perusahaan. Untuk memaksimalkan penerapan 6C, Direktorat SDM Pertamina melaksanakan *Values Based Development Program* (VBDP) untuk melakukan internalisasi tata nilai 6C kepada seluruh pekerja dengan metode *classroom, e-Learning* dan nonton bareng (Nobar).

Peserta VBDP diharapkan dapat menjadi *role model* bagi bawahan dan pekerja lain di lingkungan pekerjaannya dalam penerapan budaya tata nilai 6C (*Clean, Competitive, Confident, Customers Focus, Commercial, Capable*) sebagai aktifitas sehari-hari.

Didalam Tata nilai 6C terkandung azas kejujuran termasuk didalamnya menghindari benturan kepentingan dan menghindari penyalahgunaan jabatan, kepercayaan, integritas, usaha keras dalam memenangkan persaingan usaha, *profit maximizing, customer service excellent, project management* dan semangat untuk selalu meningkatkan keahlian (*competency*) di bidang masing-masing.

VBDP Training

2014 was still an internalization stage in the 6C values culture development program roadmap for all Pertamina and subsidiary employees. To maximize 6C implementation, Pertamina HR Directorate conducts Values Based Development Program (VBDP) to internalize 6C values to all employees with classroom, e-Learning, and watching movies together.

VBDP participants are expected to be role models for subordinates and other employees in his occupational environment in 6C values culture application (Clean, Competitive, Confident, Customers Focus, Commercial, Capable) as part of their daily activities.

Within the 6C Values there is honesty, which include avoiding conflict of interest and abuse of position, trust, integrity, persistence in winning business competition, profit maximizing, customer service excellence, project management, and the spirit to always increase competency in each field.

SISTEM *WHISTLEBLOWING*

Kami menyediakan sarana kepada para pemangku kepentingan untuk membuat pengaduan mengenai perilaku tidak etis, yakni *whistleblowing system* (WBS). Pelaporan disampaikan rahasia, anonim dan independen, dengan lingkup korupsi, suap, benturan kepentingan, pencurian, kecurangan, pelanggaran hukum serta peraturan perusahaan. **[G4-58]**

WHISTLEBLOWING SYSTEM

We provide means for stakeholders to make complaints concerning unethical behavior through a whistleblowing system (WBS). Reports are confidential, anonymous, and independent and within the scope of corruption, bribery, conflict of interest, theft, fraud, violation of laws as well as company regulations. **[G4-58]**

Laporan dapat disampaikan melalui:
Reports can be conveyed by:

Telepon Telephone	(+62 21) 381 5909
	(+62 21) 381 5910
	(+62 21) 381 5911
SMS	(+62 21) 811 175 0612
Fax	(+62 21) 381 5912
Web	pertaminaclean@pertamina.com
Email	pertaminaclean@tipoffs.com.sg
Mail Box	Pertamina Clean PO BOX 2600 JKP 10026

Jumlah Pengaduan Tahun 2014 yang Diterima Pertamina Melalui Pengelola WBS
Number of Complaints in 2014 Pertamina Received Through the WBS Administrators

Jumlah Pengaduan Number Of Complaint	Tindak Lanjut Follow-Up		Keterangan Information
59	Eksternal External	0	Tindak lanjut eksternal oleh penyidik eksternal External follow-up by external investigator
	Internal Internal	59	• 36 laporan selesai ditindaklanjuti • 36 reports are conclusively followed-up • 23 laporan dalam proses pemeriksaan • 23 reports are in the investigation process

PENANGANAN INSIDEN KORUPSI

Sepanjang tahun 2014 terdapat beberapa pelaporan yang dapat diindikasikan sebagai bentuk pelanggaran *Code of Conduct atau* Pedoman Perilaku.

Laporan-laporan yang terbukti kebenarannya, telah ditindaklanjuti oleh fungsi yang berwenang. Selanjutnya Direksi dan Dewan Komisaris memutuskan pemberian tindakan, pembinaan, sanksi disiplin, dan/atau tindakan perbaikan lain serta pencegahan yang harus dilakukan. Pelaksanaan dari keputusan dimaksud dilakukan fungsi Direktorat Sumber Daya Manusia (SDM).

Sepanjang tahun 2014 kami mencatat beberapa peristiwa yang diindikasikan sebagai perbuatan korupsi. Perseroan telah melakukan tindakan internal yang diperlukan dan selanjutnya dalam penanganan hukum pihak berwajib. **[G4-SO5]**

CORRUPTION INCIDENT HANDLING

Through 2014, there were several reports which could be indicated as Code of Conduct violations.

Attested reports were followed-up by authority functions. Directors and the Board of Commissioners then decided a course of action, trainings, disciplinary actions and/or other necessary correctional as well as preventative measures. The execution of said decision is conducted by Human Resources (HR) Directorate.

Throughout 2014, we noted several incidents indicated as corruption. The Company has performed the necessary internal actions and handed the matter over to the authorities. **[G4-SO5]**

Salah satunya adalah Pertamina menonaktifkan seorang oknum pekerja sejak ditetapkan sebagai tersangka dan ditahan pihak berwajib, terkait dugaan penyelewengan BBM di Terminal BBM Sei Siak, Pekanbaru pada periode 2008-2010.

One of determinants is Pertamina deactivated a worker since named as a suspect and apprehended by the authorities, involving the allegations of fuel misappropriation at Sei Siak Fuel Terminal, Pekanbaru for the period of 2008-2010.

PROGRAM PENCEGAHAN RISIKO HUKUM

Fungsi lain yang memiliki keterlibatan dalam membangun insan Pertamina berintegritas adalah Fungsi *Legal Counsel & Compliance* yang merupakan mitra strategis seluruh fungsi di lingkungan Pertamina. Fungsi *Legal Counsel & Compliance* diharapkan dapat menghasilkan *deliverables* yang memberikan nilai tambah, yaitu nasehat/layanan hukum yang obyektif, *sound* (secara profesional) dan persuasif.

Deliverables tersebut dihasilkan dari suatu proses bisnis yang efektif dan efisien, melalui beberapa program kerja yang tidak hanya bersifat represif untuk mengatasi permasalahan hukum yang telah terjadi. Namun juga bersifat preventif, yaitu melakukan upaya pencegahan atas risiko hukum yang mungkin terjadi.

Salah satu contoh upaya preventif tersebut yang dilakukan adalah melalui kegiatan *Legal Preventif Program* (LPP), yang merupakan suatu program komunikasi dalam bentuk *sharing session*/diskusi antara Fungsi *Legal Counsel & Compliance*, dengan masing-masing klien internal di lingkungan Pertamina. Fokus diskusi adalah pemberian informasi/*sharing* atas suatu permasalahan/kegiatan hukum yang perlu diketahui oleh masing-masing klien internal dalam suatu transaksi bisnis.

Pada tahun 2014, pelaksanaan LPP merupakan KPI dari *Chief Legal Counsel & Compliance* yang terdistribusikan kepada masing-masing *Legal Service Group* maupun *Area Manager Legal Counsel* di RU dan MOR, yang dimulai dengan melakukan identifikasi terhadap suatu permasalahan/kegiatan hukum yang sering dialami oleh klien internal Pertamina.

LPP juga bertujuan untuk mendekatkan klien Fungsi *Legal Counsel & Compliance*, selaku pihak penyedia jasa hukum. Proses komunikasi dua arah dan diskusi terbuka mengenai permasalahan-permasalahan hukum yang dihadapi sehari-hari oleh klien internal pada saat pelaksanaan *Legal Preventive Program* diharapkan membuka pintu komunikasi yang lebih baik antara klien/*user* dan Fungsi *Legal Counsel & Compliance*.

LEGAL PREVENTIVE PROGRAM

Another function involved in creating virtuous Pertamina people is the Legal Counsel & Compliance Function which acts as a strategic partner of every function in the Pertamina environment. The Legal Counsel & Compliance Function is expected to produce added-value deliverables in the form of objective, (professionally) sound, and persuasive legal counsel/service.

The Deliverables are produced by an effective and efficient business process through several occupational programs which are not only repressive in managing existing legal matters but also preventative in making preventive efforts of possible legal risks.

We attempt the issue through the Legal Preventive Program (LPP) activity, which stands as a communications program in the form of sharing/discussion sessions between Legal Counsel & Compliance Function with internal client at Pertamina environment. Focus of the discussions is preventing relevant legal risks in a business transaction.

In 2014, LPP practice was KPI from the Chief Legal Counsel & Compliance of 2014, each Legal Service Group as well as Area Manager Legal Counsel at RU and MOR was obligated to conduct LPP, starting from identifying frequently experienced legal matters by users of each Legal Service Group.

LPP is also meant to familiarize clients with the Legal Counsel & Compliance Function as the legal services provider. Two-way communications and open discussion process concerning legal matters daily faced by clients/users in the conduct of Legal Preventive Program is expected to open a better line of communication between clients/users and the Legal Counsel & Compliance Function.

MEMBANGUN PEKERJA ANDAL MENUJU PERSAINGAN GLOBAL
CREATING RELIABLE WORKERS TOWARDS GLOBAL COMPETITION

Faktor penting yang tak boleh diabaikan untuk menunjang kegiatan bisnis Perseroan yang beretika, adalah keberadaan pekerja andal dan berintegritas. Bagi kami, pekerja merupakan pemangku kepentingan strategis dan sumber daya penting demi mewujudkan Pertamina sebagai Perusahaan energi kelas dunia.

KESEMPATAN SETARA

Kami memberikan kesempatan setara kepada setiap anak bangsa terbaik untuk berkarya dan bekerja di Perseroan maupun anak perusahaan. Setiap tahun Pertamina merekrut pekerja baru yang jumlahnya disesuaikan dengan perencanaan tenaga kerja dalam Rencana Jangka Panjang Perusahaan (RJPP) 2012-2016.

Selama tahun 2014, turnover karyawan sebanyak 63 orang. Jumlah ini lebih rendah dari turnover karyawan tahun 2013 sebesar 75 orang, sedangkan jumlah pekerja baru 1.175 orang. Sementara, pekerja yang meninggalkan Perseroan karena pensiun berjumlah 943 orang. Proses rekrutmen dan seleksi pekerja dilakukan secara terbuka, dengan mempertimbangkan umur minimal 18 tahun. **[G4-LA1, G4-HR5]**

Kami tidak membedakan perlakuan dalam bekerja berdasarkan gender, suku, agama atau lainnya yang bersifat diskriminasi, namun secara jelas kami mempunyai peraturan yang mendasari perbedaan perlakukan ini. Misalnya, pemberian remunerasi dilakukan berdasarkan beban atau tanggung jawab pekerjaan sesuai dengan jabatan, penilaian kinerja, dan fungsi bisnis, baik untuk

A significant and non-dismissible factor to support an ethical Corporate business activities is the presence of reliable and virtuous workers. To us, workers are strategic stakeholders and important resources in order to realize Pertamina as a world-class energy company.

EQUAL OPPORTUNITY

We give equal opportunity to each best citizen to work in the Company or our subsidiary. Every year, Pertamina recruits new employees in accordance with the Company's Long-term Corporate Plan (RJPP) 2012-2016.

Throughout 2014, number of employees' turnover were 63 people, which was lower than 75 people in 2013 employee turnover. Whereas the total of new employees were 1,175 people and those who left the Company due to retirement age were 943 people. The employee recruitment and selection process were done openly by considering a minimum age of 18 years old. **[G4-LA1, G4-HR5]**

We don't differentiate behaviors at work based on gender, tribe, religion or others that may be viewed as discrimination, yet we clearly have regulations underlying the differences in these behaviors. For instance, remuneration is based on work capacity or responsibility in accordance to its positions, performance evaluation, and business functions in upstream, refinery, M&T, and support. Apart from these,

upstream, refinery, M&T, dan *support*. Di samping itu, kami memberikan kesempatan berkarir yang sama, serta menghindari praktik-praktik pemaksaan kerja. Secara keseluruhan kami tunduk pada peraturan Pemerintah terkait ketenagakerjaan, yaitu Undang-Undang No.13 Tahun 2003 dan Perjanjian Kerja Bersama (PKB). **[DMA, G4-51, G4-52, G4-53, G4-HR3, G4-HR4, G4-LA12, G4-LA13]**

we provide equal opportunities in career, as well as to avoid practices of compulsory labor. Overall, we conform to Government regulations related to manpower, which is Law No.13 of 2003 and Collective Labour Agreement (CLA). **[DMA, G4-51, G4-52, G4-53, G4-HR3, G4-HR4, G4-LA12, G4-LA13]**

Keberagaman Karyawan Berdasarkan Agama dan Kepercayaan
Employees Diversity Based on Religion and Belief

Agama Religion	Jumlah Pekerja Total Employees
Advent Advent	6
Budha Buddha	11
Hindu Hindu	147
Islam Islam	12,517
Katolik Catholic	449
Protestan Protestant	1272
Total	**14,402**

Keberagaman Karyawan Berdasarkan Usia
Employees Diversity based on Age

Kelompok Usia Age Group	Jumlah Pekerja Total Employees
<30	4,210
30-50	6,008
>50	4,184
Total	**14,402**

Relasi ketenagakerjaan dibangun berdasar prinsip saling menghargai. Kami mendukung pembentukan serikat pekerja, dan bersama mereka menyusun perjanjian kerja bersama (PKB). Selanjutnya PKB yang berlaku menjadi rujukan bersama dalam penyelesaian setiap perselisihan kerja. **[G4-11, G4-HR4]**

Labor relations are developed on principles of mutual respect. We support the formation of labour union and together establish collective labour agreement (CLA). The implemented CLA then becomes a reference in settling any occupational dispute. **[G4-11, G4-HR4]**

MEMBENTUK PEKERJA ANDAL

Guna mendukung proses pembentukan pekerja yang andal, Pertamina menerapkan sejumlah strategi yang merupakan bagian dari upaya pencapaian menjadi perusahaan energi kelas dunia. Strategi ini di antaranya adalah *Contingency Staffing*, pembentukan Pertamina Corporate University (PCU), Program Pertamina Mengajar, serta pendidikan dan pelatihan.

1. *Contingency Staffing*
   Merupakan salah satu strategi pencarian bakat untuk mendapatkan kandidat pekerja yang berkualitas.

2. Membentuk Pertamina Corporate University (PCU) atau Universitas Korporat Pertamina yang diinisiasi

CULTIVATING RELIABLE WORKERS

In order to support the cultivation of reliable workers, Pertamina implemented several strategies as part of the achievement efforts to be a world-class energy company. These strategies, among which, are Contingency Staffing, the establishment of Pertamina Corporate University (PCU), as well as workshops and trainings.

1. Contingency Staffing
   One of a talent search strategies to attain quality employee candidates.

2. Establishing Pertamina Corporate University (PCU), initiated in 2012. The purpose of PCU establishment

pada tahun 2012. Tujuan pembentukan PCU adalah meningkatkan kompetensi SDM Pertamina, meliputi kepemimpinan, teknis, manajerial, dan bisnis serta kompetensi lainnya yang menunjang pembentukan karakter SDM berkelas dunia. Dengan tersedianya SDM berkelas dunia, diharapkan upaya Perseroan menjadi perusahaan energi kelas dunia dapat direalisasikan.

3. Program Pertamina Mengajar
   - Merupakan hasil tindak lanjut dari hasil OPP (*Organizational Performance Profile*) yaitu dalam hal meningkatkan kesempatan bagi para *Leaders* agar tumbuh secara profesional didalam iklim Perusahaan yang kompetitif. Tujuannya adalah *Exposure* bagi para *Future Leaders* Pertamina untuk memiliki *"sensitivity"* terhadap lingkungan, sehingga dapat meningkatkan profesionalisme dalam bekerja.
   - Bekerja sama dengan Pertamina Foundation melalui program Sekolah Sobat Bumi, maka selama bulan November sampai Desember 2014 sebanyak 56 Pekerja level Asmen dan Manajer dari Pertamina Persero dan anak perusahaan telah melakukan *Sharing* ke 28 Sekolah Sobat Bumi di 13 kota seluruh Indonesia.
   - Respon luar biasa kami terima dari para guru, murid-murid yang menerima *sharing* dari para *Leaders* berupa : Pengenalan produk Pertamina, Motivasi dan *Inspiring Story, Science Games,* diskusi *global warming*, penanaman mangrove, dan lain-lain. *Feedback* yang kami terima dari para guru adalah sebesar 4,26 Skala Likert, yang menunjukkan bahwa *Leaders* Pertamina dapat menyampaikan materinya dengan sangat baik.

4. Program pendidikan lanjutan diselenggarakan dengan menyertakan pekerja terpilih dalam pendidikan Diploma 1 - Diploma 4, bekerjasama dengan Sekolah Tinggi Energi dan Mineral (STEM) dan tugas belajar pasca-sarjana di beberapa institusi pendidikan tinggi.

is increasing Pertamina Human Resources competence, including leadership, technical, managerial, and business as well as other competencies which support world-class Human Resources character development. With the provision of world-class Human Resources, the Company's efforts to be a world-class energy company can hopefully be realized.

3. Pertamina Mengajar Programe
   - Is a follow-up of OPP (Organizational Performance Profile) results in order to increase opportunity for Leaders to professionally grow in a competitive Corporate climate. The purpose is Exposure for Future Leaders of Pertamina to have environmental sensitivity in order to raise professionalism on the job.
   - Cooperate with Pertamina Foundation through Sekolah Sobat Bumi program, so from November to December 2014, 56 Assistant Manager and Manager level Employees from Pertamina Persero and subsidiaries have conducted Sharing to 28 Sobat Bumi schools in 13 cities in Indonesia.
   - We received amazing response from teachers, students receiving sharing from Leaders in the forms of: Pertamina products introduction, Motivation and Inspiring Story, Science Games, global warming discussion, mangrove planting, and others. The feedback we received from the teachers were 4.26 on the Likert Scale, which showed that Pertamina Leaders were able to deliver their materials very well.

4. The secondary education program was held by including selected workers in Diploma 1 to Diploma 4 programs, in cooperation with the Sekolah Tinggi Energi dan Mineral (School of Energy and Mineral/STEM) and assigned studies for post graduates in several higher education institutions.

Program Pendidikan Lanjutan 2014
Advanced Education Program in 2014

Program		Jumlah Peserta Number of Participants	Jumlah Program Number of Programs
Diploma (STEM)		129	4
Tugas Belajar Pascasarjana Postgraduate Studies	S2 Dalam Negeri Master Degree Domestic	98	8
	S3 Dalam Negeri Doctorate Domestic	0	0
	S2 Luar Negeri Master Degree Abroad	28	20
	S3 Luar Negeri Doctorate Abroad	9	5

5. Program Pelatihan Jangka Panjang dan Pendek diselenggarakan untuk meningkatkan keahlian maupun kompetensi dari para pekerja sesuai dengan tuntutan pekerjaan dan kebutuhan Perseroan. Hal ini tertuang dalam Tata Kerja Organisasi (TKO) No.B-006/K10000/2012-S0. Selama tahun 2014 Perseroan menyelenggarakan rata-rata 9,2 hari pelatihan per pekerja pria dan 7,9 hari pelatihan per pekerja wanita, dengan rata-rata pelatihan 63,6 per jam untuk setiap karyawan. Jumlah jam pelatihan ini hanya mencakup kegiatan pelatihan yang dilakukan oleh Persero dan tidak termasuk kegiatan yang diadakan oleh Anak Perusahaan. **[DMA, G4-LA9]**

5. Long-term and Short-Term Training Programs were held to improve skills and competencies of workers according to the Company's needs, which aligned with Organization Working Procedure (OWP) No.B-006/K10000/2012-S0. Overall, in 2014 the Company held 9.2 training days for male workers and 7.9 training days for female workers on average, with 63.6 hours of training average per worker. The total of training hours only covered training activities presented by Company and not included such activities from Subsidiaries. **[DMA, G4-LA9]**

Program Pelatihan
Training Program

Uraian Description	2014		2013	
	Pria Male	Wanita Female	Pria Male	Wanita Female
Jumlah pekerja yang mendapatkan pelatihan Number of workers that received training	10,276	1,418	20,073	2,959
Jumlah total hari pelatihan Total number of training days	95,001	11,171	74,091	10,955
Rerata hari pelatihan Training days average	9.2	7.9	3.7	3.7

Peserta Pelatihan Training Participants	2014		2013	
	Pria Male	Wanita Female	Pria Male	Wanita Female
L1 (SVP dan setara) L1 (SVP and equal)	18	0	29	3
L2 (VP dan setara) L2 (VP and equal)	79	5	146	3
L3 (Manajer dan setara) L3 (Manager and equal)	414	40	792	102
L4 (Asisten Manajer kebawah) L4 (Assistant Manager and lower)	9,765	1,373	19,106	2,851

TETAP SEJAHTERA KETIKA PURNAKARYA

Pertamina berkomitmen menjamin kesejahteraan bagi pekerja yang telah purnakarya. Bentuk maupun mekanisme pelaksanaan komitmen ini disesuaikan dengan kondisi dan ketentuan yang berlaku di Perseroan dan masing-masing anak perusahaan.

Kami menyertakan para pekerja dalam penyelenggaraan program jaminan hari tua, yang meliputi: **[G4-EC3]**

Sebelum memasuki masa purnakarya, para pekerja disertakan dalam program Pembekalan Masa Purnakarya (PMPK) yang merupakan pelatihan khusus pra-pensiun. Selama tahun 2014 ada 479 pekerja yang mengikuti program PMPK, dengan materi pelatihan meliputi: **[G4-LA10]**

MAINTAIN WELFARE AFTER RETIREMENT

Pertamina is committed to guarantee welfare for retired employees. The form as well as mechanism of this commitment is adjusted to applied conditions and regulations in the Company and each subsidiary.

We enroll workers in pension plans, which include: **[G4-EC3]**

Prior to entering retirement, employees are enrolled in Post Retirement Preparation (PMPK), a post-retirement specific training. In 2014, 479 employees participated in PMPK program, with materials including: **[G4-LA10]**

- Persiapan mental menyambut masa persiapan purnakarya;
- Persiapan perencanaan keuangan masa purnakarya;
- Kebijakan Perusahaan tentang hak pekerja penisun;
- Dana Pensiun Pertamina;
- Fasilitas kesehatan pensiun;
- Peluang bisnis yang sebaiknya dilakukan dan tidak dilakukan;
- Kunjungan ke tempat-tempat usaha yang dapat menjadi inspirasi usaha.

- Mental preparation prior to retirement;
- Financial preparation for retirement;
- Company Policy concerning rights of retired employees;
- Pertamina Pension Fund;
- Pension health benefits;
- Business opportunities do's and don'ts;
- Visits to inspirational business venues.

Jenis Program Jaminan Hari Tua Pension Plan Type	**Penerima Manfaat** Beneficiary
Program Pensiun Manfaat Pasti Defined Benefit Pension Plan	7,420
Program Pensiun Iuran Pasti Defined Contribution Pension Plan	14,402

Keterangan Description	**Satuan** Unit	**Jumlah** Total
Jumlah Karyawan Pensiun 2014 Number of Retired Employees 2014	Orang Person	943

Jumlah Dana Pensiun
Total Pension Fund

dalam US$ Ribu
in US$ Thousand

Keterangan Description	**2014**	**2013**
Jumlah Dana Pensiun Total Pension Fund	2,773,026	2,843,244

TATA KELOLA BERKELANJUTAN BERSTANDAR DUNIA
WORLD STANDARD SUSTAINABLE GOVERNANCE

Sebagai bagian dari upaya mewujudkan Visi Perseroan menjadi perusahaan energi kelas dunia, Pertamina menerapkan pengembangan Tata Kelola Perusahaan yang Baik atau *good corporate governance* (GCG). Kami telah memiliki strategi jangka panjang penerapan GCG PT Pertamina (Pesero) 2009 - 2015.

As part of the efforts to realize the Company's vision to be a world-class energy company, Pertamina implements good corporate governance (GCG). We have a long-term GCG implementation PT Pertamina (Pesero) 2009-2015 strategy.

PENERAPAN ASEAN CG *SCORECARD*

Pertamina terus berupaya meningkatkan pelaksanaan GCG dengan melakukan *assessment* terhadap penerapan GCG di Pertamina setiap tahun menggunakan parameter berdasarkan Surat Keputusan Sekretaris Kementerian BUMN No.SK-16/S.MBU/2012 tanggal 6 Juni 2012. **[G4-15]**

Pada tahun 2014, selain melakukan *assessment* terhadap penerapan GCG menggunakan parameter tersebut, Pertamina juga melakukan *assessment* menggunakan parameter ASEAN GCG *Scorecard* yang merupakan parameter penerapan GCG bagi perusahaan terbuka di kawasan regional ASEAN.

ASEAN CG SCORECARD IMPLEMENTATION

Pertamina continually try to increase GCG implementation by conducting assessment on GCG implementation at Pertamina annually using parameters based on the Decree of the Secretary of the Ministry of SOEs No.SK-16/S.MBU/2012 dated 6 June 2012. **[G4-15]**

In 2014, aside from performing assessment on GCG implementation using said parameters, Pertamina also conducted assessment using ASEAN GCG Scorecard parameters which are the GCG implementation parameters for public companies in the ASEAN region.

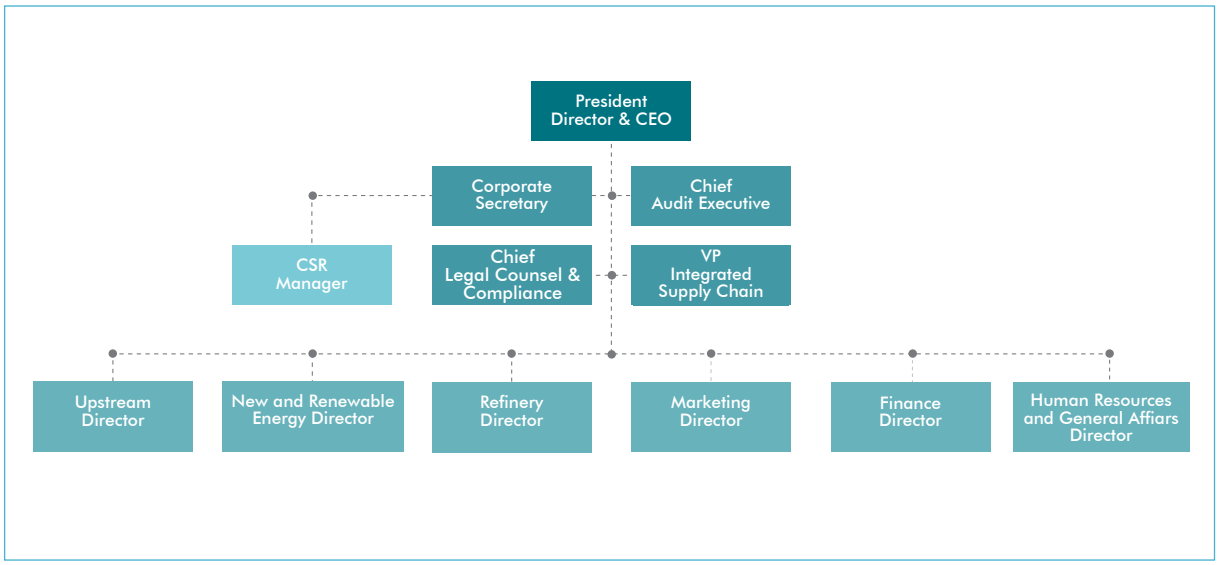
Hasil Penilaian Penerapan GCG oleh Pertamina
Pertamina GCG Implementation Assessment Results

Indikator GCG GCG Indicator	2014	2013
Indikator Kesehatan Perusahaan Kementerian BUMN (KepMen BUMN No.100 Tahun 2002) SOE Ministry Enterprise Health Indicator (Decree of Minister of SOEs No.100 of 2002)	90.90	93.46
	Sehat Healthy	Sehat Healthy
	AA	AA
Assessment GCG Kementerian BUMN (SK No.168/2008 Diubah Menjadi SK No.16/2012) SOEs Ministry GCG Assessment (Decree No.168/2008 Changed To Decree no.16/2012)	94.43%	94.27%
	Sangat Baik Very Good	Sangat Baik Very Good
Corporate Governance Perception Index (CGPI) Corporate Governance Perception Index (CGPI)	Perusahaan Terpercaya** Trusted Company**	Perusahaan Terpercaya* Trusted Company*

*CGPI 2012 (Assesment 2013)

**CGPI 2013 (Assesment 2014)

Struktur Badan Tata Kelola [G4-34]
Structure of Governance Body



Dalam menerapkan GCG, Pertamina mengacu kepada Undang-Undang (UU) No.40 Tahun 2007 tentang Perseroan Terbatas dan Peraturan Menteri Negara BUMN No.PER-01/MBU/2011 tanggal 1 Agustus 2011 juncto Peraturan Menteri Negara BUMN No.PER-09/MBU/2012 tanggal 6 Juli 2012 Tentang Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada Badan Usaha Milik Negara. Mengacu pada peraturan ini, terbentuklah struktur badan tata kelola Pertamina yang terdiri atas organ perusahaan, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. [G4-34]

Struktur Badan tata kelola ini, melalui direktur utama juga membawahi sekretaris perusahaan yang secara langsung mengawasi kinerja Manajer CSR. [G4-35, G4-36]

Uraian lengkap Struktur Tata Kelola dapat disimak dalam Laporan Tahunan 2014 PT Pertamina (Persero).

DEWAN KOMISARIS [G4-34]

Pada kurun waktu periode pelaporan, terjadi perubahan komposisi keanggotaan Dewan Komisaris, berdasarkan RUPS Pertamina yang dituangkan dalam Surat Keputusan Menteri BUMN Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan PT Pertamina No.SK-65/MBU/2014, Tentang Pemberhentian dan Pengangkatan Anggota-anggota Dewan Komisaris Perusahaan Perseroan PT Pertamina dan SK-No.254/MBU/10/2014 tentang Pemberhentian Anggota Dewan Komisaris Perusahaan Perseroan (Persero) PT Pertamina. [G4-13]

In implementing GCG, Pertamina refers to Act Law No.40 of 2007 concerning Limited Liability Company and Regulation of State Minster of SOEs No.PER-01/MBU/2011 dated 1 August 2011 juncto Regulation of State Minster of SOEs No.PER-09/MBU/2012 dated 6 July 2012 Concerning Implementation of Good Corporate Governance (GCG) in State Owned Enterprises. Referring to this regulation, Pertamina governance structure bodies are established, which consist of General Meeting of Shareholders (GMS), Board of Commissioners, and Board of Directors. [G4-34]

This governance body structure, through the President Director is also superior to the company secretary who directly monitors the CSR Manager's performance. [G4-35, G4-36]

A complete detailing Structure of Governance Body, can be perused in Annual Report PT Pertamina (Persero).

BOARD OF COMMISSIONERS [G4-34]

During the reporting period, there have been changes in the membership composition of the Board of Commissioners, based on Pertamina GMS formulated in the Decree of Minister of SOEs Concerning PT Pertamina General Meeting of Shareholders No.SK-65/MBU/2014 About the Discharge and Appointment of PT Pertamina Board of Commissioners Members and Decree-No.254/MBU/10/2014 about the Discharge of PT Pertamina Board of Commissioners Members. [G4-13]

Anggota Dewan Komisaris baru yang diangkat dalam RUPS Pertamina, adalah Susilo Siswoutomo dan Gatot Trihargo, sedangkan anggota Dewan Komisaris yang diberhentikan secara terhormat, adalah Bambang PS Brodjonegoro, A. Edy Hermantoro dan Mahmuddin Yasin A.

Hingga 31 Desember 2014 Dewan Komisaris terdiri dari empat orang. Tidak ada anggota Dewan Komisaris yang merangkap jabatan sebagai Direksi, maupun pejabat eksekutif lainnya di Perseroan. **[G4-39]**

New Board of Commissioners members appointed in Pertamina GMS were Susilo Siswoutomo and Gatot Trihargo, while honorably discharged members of the Board of Commissioners were Bambang PS Brodjonegoro, A. Edy Hermantoro, and Mahmuddin Yasin A.

Up to 31 December 2014, the Board of Commissioners consists of four people. No Board of Commissioners members hold concurrent positions in the Board of Directors or other executive officials in the Company. **[G4-39]**

Dewan Komisaris (per 31 Desember 2014) **[G4-23, G4-38]**
Board of Commissioners (as of 31 December 2014)

Nama Name	Jabatan Positions	Jenis Kelamin Gender	Kewarganegaraan Citizenship
Sugiharto	Komisaris Utama/Independen President Commissioner/Independent	Pria Male	Indonesia Indonesian
Nurdin Zainal	Komisaris Independen Independent Commissioner	Pria Male	Indonesia Indonesian
Susilo Siswoutomo	Komisaris Commissioner	Pria Male	Indonesia Indonesian
Gatot Trihargo	Komisaris Commissioner	Pria Male	Indonesia Indonesian

DIREKSI

Selama periode pelaporan telah terjadi perubahan Direksi, yakni: **[G4-13, G4-34]**

- Menteri BUMN selaku RUPS Pertamina telah menerima dan menyetujui pengunduran diri Direktur Utama Perseroan: Karen Agustiawan.
- Dewan Komisaris menunjuk Direktur Hulu Muhammad Husen sebagai Pelaksana Tugas Direktur Utama Pertamina terhitung mulai 1 Oktober 2014. Penunjukan itu tertuang dalam Surat Penunjukan Pelaksana Tugas Direktur Utama No.289/K/DK/2014 tertanggal 30 September dan diperbaharui dengan Surat Penunjukan Pelaksana Tugas Direktur Utama No.306/K/DK/2014 tertanggal 31 Oktober 2014. Sesuai Anggaran Dasar Pertamina pasal 10 ayat 25 butir b, Dewan Komisaris Pertamina menggunakan kewenangannya untuk menunjuk salah seorang anggota direksi untuk menjadi pelaksana tugas Direktur Utama, sampai ditetapkan definitif dalam RUPS berikutnya.
- Sesuai PP No.45 Tahun 2005 mengenai mekanisme seleksi Direktur Utama BUMN, maka pada tanggal 28 November 2014, Pemerintah, melalui Menteri BUMN telah menunjuk dan menetapkan Direktur Utama Pertamina yang baru, yaitu Dwi Soetjipto. Penetapan ini melalui 10 tahapan uji kepatutan dan kelayakan.

BOARD OF DIRECTORS

During the reporting period there have been changes in the Board of Directors', which were: **[G4-13, G4-34]**

- Minister for SOEs as Pertamina GMS has accepted and approved the resignation of the Company's President Director & CEO: Karen Agustiawan.
- Board of Commissioners appointed Director Muhammad Husen as Acting President Director & CEO of Pertamina starting 1 October 2014. The appointment was formulated in Appointment Letter of Acting President Director & CEO No.289/K/DK/2014 dated 30 September and renewed by Appointment Letter of Acting President Director & CEO No.306/K/DK/2014 dated 31 October 2014. In accordance with Pertamina Article of Association article 10 point 25 letter b, the Pertamina Board of Commissioners exercised its authority to appoint a Board of Directors member as acting President Director & CEO until definitively appointed in the next GMS.

- In accordance to Government Regulation Law No.45 of 2005 regarding SOEs President Director selection mechanism, then on 28 November 2014, the Government through the Minister of SOEs appointed and established the new Pertamina President Director, Dwi Soetjipto. This appointment underwent 10 stages of suitability and feasibility test.

Direksi (per 31 Desember 2014) [G4-23, G4-38]
Board of Directors (as of 31 December 2014)

Nama Name	Jabatan Positions	Jenis Kelamin Gender	Kewarganegaraan Citizenship
Dwi Soetjipto	Direktur Utama President Director & CEO	Pria Male	Indonesia Indonesian
Syamsu Alam	Direktur Hulu Upstream Director	Pria Male	Indonesia Indonesian
Yenni Andayani	Direktur Energi Baru dan Terbarukan New and Renewable Energy Director	Wanita Female	Indonesia Indonesian
Rachmad Hardadi	Direktur Pengolahan Refinery Director	Pria Male	Indonesia Indonesian
Ahmad Bambang	Direktur Pemasaran Marketing Director	Pria Male	Indonesia Indonesian
Arief Budiman	Direktur Keuangan Finance Director	Pria Male	Indonesia Indonesian
Dwi Wahyu Daryoto	Direktur Sumber Daya Manusia dan Umum Human Resources and General Affairs Director	Pria Male	Indonesia Indonesian

PENCEGAHAN BENTURAN KEPENTINGAN [G4-41]

UU No.19 Tahun 2003 Tentang BUMN mengatur, baik Dewan Komisaris maupun Direksi dilarang memangku jabatan rangkap sebagai anggota Direksi pada BUMN, badan usaha milik daerah, badan usaha milik swasta, dan jabatan lain yang dapat menimbulkan benturan kepentingan.

Pertamina juga memiliki Kode Etik atau *Code of Conduct* yang diwujudkan melalui pedoman perilaku. Pedoman tersebut menjadi acuan perilaku bagi Dewan Komisaris dan Direksi dalam mengelola Perseroan. Beberapa hal yang diatur pedoman perilaku, diantaranya adalah ketentuan untuk menghindari benturan kepentingan.

CONFLICTS OF INTEREST AVOIDED [G4-41]

Law No.19 of 2003 Concerning SOEs regulates that whether Boards of Commissioners or Board of Directors are prohibited from holding concurrent positions as Board of Directors members in an SOEs, regional owned enterprises, privately owned enterprises, and other positions that may result in a conflict of interest.

Pertamina also has a Code of Conduct realized through business ethical guidelines and codes of conduct. The guidelines are behavioral references for the Board of Commissioners' and the Board of Directors' in managing the Company. Several matters regulated by business ethical guidelines and codes of conduct, among which, are avoidance of conflicts of interest.

PENGELOLAAN RISIKO [G4-2, G4-45, G4-46, G4-47]

Pencapaian kinerja yang positif selama 2014, tidak terlepas dari strategi dalam mengelola risiko. Pengelolaan risiko dilaksanakan dengan menerapkan *roadmap Enterprise Risk Management* (ERM), yang ditujukan untuk:

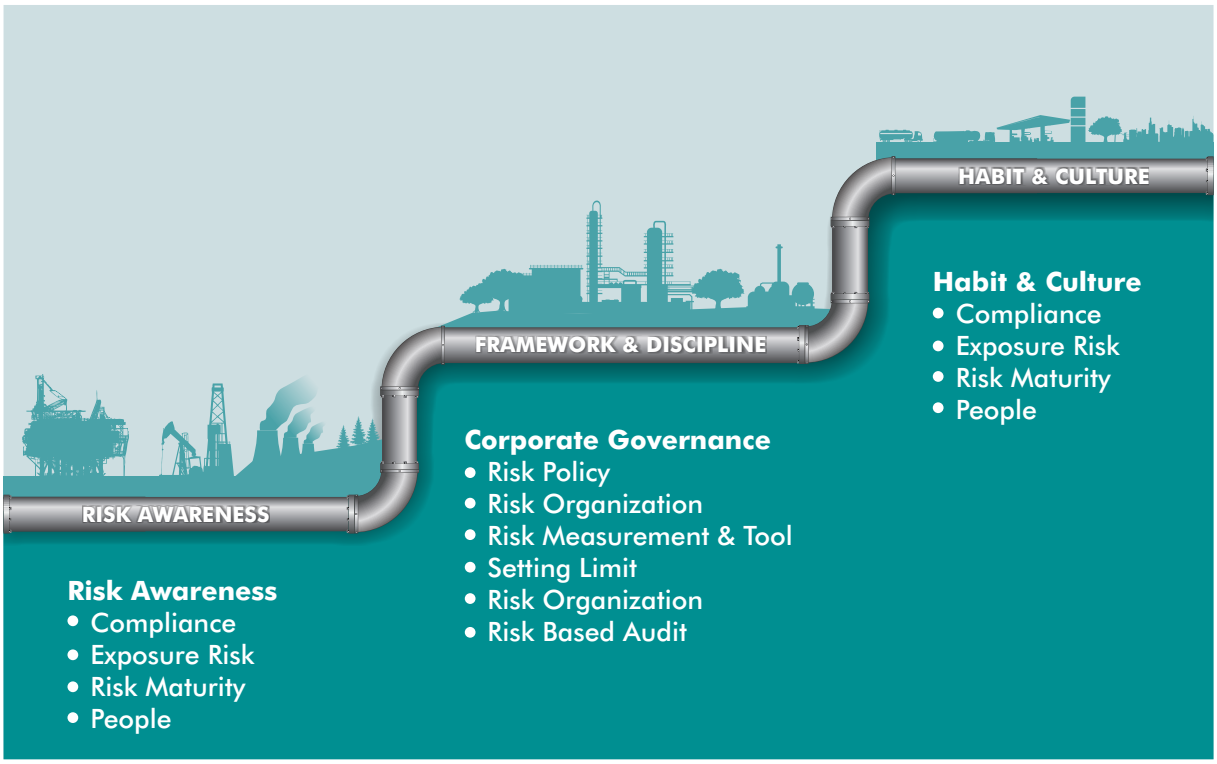
- Meminimalkan potensi kerugian dan pengoptimalkan profitabilitas;
- Menciptakan nilai perusahaan dan meningkatkan kepercayaan pemangku kepentingan;
- Mendorong standar praktik terbaik tata kelola perusahaan;
- Menjadikan budaya sadar risiko bagian dari budaya perusahaan.

RISK MANAGEMENT [G4-2, G4-45, G4-46, G4-47]

Positive performance achievements in 2014 was closely related to risk management. Risk management was conducted by implementing roadmap Enterprise Risk Management (ERM) to the purpose of:

- Minimizing loss potential and optimizing profitability;
- Cultivating Company values and increasing stakeholders' trust;
- Encouraging the Company's best governance practice standards;
- Instill risk-aware culture a part of the company's culture.

Peta Jalan Manajemen Risiko Perusahaan
Roadmap Enterprise Risk Management



Organisasi pengelolaan risiko Pertamina meliputi Komite Manajemen Risiko, yang terdiri dari Direksi dan dikoordinir oleh Vice President *Enterprise Risk Management*, dengan didukung Fungsi Manajemen Risiko di tingkat Korporat maupun Direktorat. Fungsi ini bertanggung jawab langsung kepada Direktur Keuangan. [G4-42]

- Fungsi Manajemen Risiko di tingkat Korporat bertugas melakukan mengembangkan kebijakan pengelolaan risiko, menyampaikan laporan manajemen risiko, memantau profil risiko, dan memberikan rekomendasi kepada Komite Manajemen Risiko.
- Fungsi Manajemen Risiko di tingkat Direktorat bertugas melakukan aktivitas Manajemen Risiko bersama dengan Unit Bisnis (*Risk Owner*).

Pertamina risk management organization includes Risk Management Committee, which consists of the Board of Director and coordinated by the Investment Planning & Risk Management Director and supported by Risk Management Function on Corporate and Directorate levels. This Function is directly responsible to the Finance Director. [G4-42]

- Risk Management Function at Corporate Level is in charge of developing risk management policies, convey risk management reports, monitor risk profiles, and provides recommendations to the Risk Management Committee.
- Risk Management Function at Directorate level is in charge of Risk Management activities together with Business Unit (Risk Owner).

Jenis-jenis risiko yang ada dalam proses-proses kerja dan bisnis Pertamina:
- Risiko Strategis
- Risiko Finansial
- Risiko Operasional
- Risiko Tata Kelola
- Risiko Kepatuhan
- Risiko Pelaporan

Uraian lengkap mengenai manajemen risiko, potensi risiko, dampak risiko, dan rencana mitigasi risiko selama tahun 2014, dapat disimak dalam Laporan Tahunan 2014 PT Pertamina (Persero).

Penerapan Framework ISO 31000

Pertamina menerapkan manajemen risiko berdasarkan ISO 31000:2009 yang merupakan salah satu *best practice* kelas dunia. Penerapan ISO 31000:2009 sebagai landasan kerangka kerja manajemen risiko dilakukan terintegrasi sesuai dengan kondisi, lingkungan dan proses bisnis Pertamina. Untuk itu, Pertamina melakukan penyesuaian yang memungkinkan seluruh kegiatan strategis, manajemen dan operasional dalam organisasi dapat mendukung tercapainya tujuan *Enterprise Risk*.

The type of risks in Pertamina occupational processes and businesses:
- Strategic Risk
- Financial Risk
- Operational Risk
- Governance Risk
- Compliance Risk
- Reporting Risk

A complete detailing concerning risk management, risk potential, risk impact, and risk mitigation plans for 2014 can be perused in the PT Pertamina (Persero) 2014 Annual Report.

Implementation of ISO 31000 Framework

Pertamina implements risk management based on ISO 31000:2009, which is one of the best world-class practices. The implementation of ISO 31000:2009 as the framework foundation of risk management is integrated in accordance with Pertamina conditions, environment, and business process. Therefore, Pertamina conducts adjustments that allows all strategic, management, and operational activities to support the achievement of Pertamina Enterprise Risk Management objectives.

MEMBANGUN KESELARASAN BERSAMA PEMANGKU KEPENTINGAN
CREATING HARMONY WITH STAKEHOLDERS

Pertamina menghormati, melindungi dan berupaya untuk memenuhi hak-hak pemangku kepentingan. Dengan demikian akan terjalin saling percaya yang mendorong terwujudnya lisensi sosial bagi seluruh kegiatan Perseroan (*social license to operate*).

PARA PEMANGKU KEPENTINGAN

Penetapan para pemangku kepentingan didasarkan pada metode analisis dengan mengidentifikasi kepentingan dan interaksi atas hubungan keberadaan mereka dalam operasi Perusahaan. **[G4-23, G4-25]**

Kelompok Pemangku Kepentingan Pertamina yang ditetapkan berdasarkan standar internasional ISO 9004 dan tercantum dalam Dokumen Aplikasi Pertamina adalah: **[G4-23, G4-24]**

- Rapat Umum Pemegang Saham (RUPS)
- Pemerintah
- Komunitas/Masyarakat Sekitar Operasi
- Pemasok dan Mitra
- Pekerja

PENDEKATAN KEPADA PEMANGKU KEPENTINGAN

Dalam mengelola para pemangku kepentingan, Pertamina membangun komunikasi dua arah disertai pengungkapan informasi yang relevan dan penting dengan transparan, akurat dan tepat waktu. Secara berkala dilakukan pertemuan antara pemangku kepentingan dengan pejabat yang menangani tata kelola perusahaan atau pejabat lain yang ditunjuk berdasarkan ketentuan yang berlaku. Penentuan pemangku kepentingan ini berdasarkan teori pemangku kepentingan, yaitu pendekatan kedekatan (*proximity*) dan urgensi (*urgency*). **[G4-26]**

Dari pertemuan yang dilaksanakan dan komunikasi yang terbangun bersama para pemangku kepentingan, Pertamina menentukan kebutuhan masing-masing pemangku kepentingan dengan memperhatikan pendekatan dimensi sosial dan dimensi lingkungan.

- Dimensi sosial menyangkut aspek etika usaha dan tanggung jawab sosial perusahaan, kondisi kesehatan dan keselamatan serta kesejahteraan pekerja, dan aspek sosial kemasyarakatan.
- Dimensi lingkungan diarahkan untuk memperhatikan aspek kelestarian dan keseimbangan lingkungan hidup di sekitar unit operasi/lapangan usaha.

Pertamina respects, protects, and attempts to fulfill the rights of stakeholders. Therefore, there will be mutual trust which encourages the realization of the Company's social license to operate.

OUR STAKEHOLDERS

The appointment of stakeholders is based on the identification of interests and interactions of their presence within the Company's operations. **[G4-23, G4-25]**

Pertamina Stakeholder Groups as established Standard International ISO 9004 and formulated in the Application Document are: **[G4-23, G4-24]**

- General Meeting of Shareholders (GMS)
- Government
- Community/Public Surrounding Operations
- Suppliers and Partners
- Employees

APPROACHES TO STAKEHOLDERS

In managing stakeholders, Pertamina develops a two-way communication as well as transparent, accurate, and timely disclosure of relevant and important information. Periodically, meetings are held between stakeholders and the Company's governance officials or other officials appointed based on applicable regulations. This determination of stakeholders is based on stakeholder theory, which is proximity and urgency. **[G4-26]**

From meetings and communications with stakeholders, Pertamina determines the needs of each stakeholder by considering social dimension and environmental dimension approaches.

- Social dimension concerns business ethics aspects and the Company's social responsibility, employee health, safety and welfare conditions, and public social aspects.
- Environmental dimension is directed to consider the preservation and balance of the environment surrounding operational units/business areas.

Identifikasi Kebutuhan dan Pendekatan Pemangku Kepentingan [G4-27, G4-37]
The Identification of Stakeholders' Needs and Approaches

Pemangku Kepentingan Stakeholders	Kebutuhan Utama Primary Needs	Pendekatan Approach
Rapat Umum Pemegang Saham (RUPS) General Meeting of Shareholders (GMS)	1. Pelaporan dan informasi kinerja Perseroan. Company's performance reporting and information. 2. Laba maksimal, peningkatan aset, ketahanan cadangan. Maximum profit, asset increase, reserve endurance.	• Dukungan RUPS akan kebijakan Perusahaan melalui RUPS Tahunan. GMS support of Company policies through GMS • Ketersediaan *resource* yang memadai (*human*, modal/ investasi, material, teknologi). Availability of proper resources (human, capital/ investment, material, technology). • Keandalan peralatan dan kesiapan fasilitas terkait HSSE dan operasional. Reliable HSSE and operational relevant equipments and facilities. • Pembuatan Laporan Tahunan. Annual Reports. • Pembuatan Laporan Keberlanjutan. Sustainability Reports. • *Issuance*. Issuance.
Pemerintah Government	1. Stabilitas ekonomi. Economic stability. 2. *Stock level*. 3. Ketersediaan supply. Supply provision. 4. Penerimaan pajak. Tax Revenues 5. Penerapan persyaratan HSSE dan regulasi lingkungan. HSSE conditions and environmental regulations implementation.	• Pertemuan berkala untuk mendapatkan dukungan Pemerintah. Periodic meetings to garner Government support. • Bekerjasama dalam memutuskan peraturan terkait migas. Cooperate to determine fuel-related regulations.
Komunitas/Masyarakat Sekitar Operasi Community/Public Surrounding Operations	1. Keamanan operasional. Operational safety. 2. Pemberdayaan masyarakat sekitar. Empowerment of surrounding community.	Pelaksanan program CSR yang tepat guna. Implementation of appropriate CSR programs.
Pemasok dan Mitra Kerja Suppliers and Partners	1. Kerjasama berkelanjutan menguntungkan. Sustainable and profitable cooperation. 2. Kepastian pembayaran. Certainty of payment.	• Transparansi mekanisme tender. Transparent tender mechanism. • Penyiapan sistem pengadaan yang baik. Good provision system preparation.
Pekerja Employees	1. Jaminan kebebasan berserikat dan berpendapat. Guarantee of the freedom of union and opinion. 2. Pemenuhan hak-hak normatif pekerja sesuai UU Ketenagakerjaan. The fulfillment of employee normative rights in. 3. Jaminan kesehatan dan keselamatan kerja (K3). Guarantee of Occupational Health and Safety (OHS). 4. Proses bisnis yang mudah dan lebih sederhana. Easier and simpler business process.	• Dukungan kepada pembentukan dan keberadaan serikat pekerja. Support for the formation and presence of workers' union. • Penyusunan perjanjian kerja bersama (PKB) dengan perwakilan pekerja melalui serikat pekerja. The formulation of Cooperative Labor Agreement (CLA) with workers' representatives through workers' union. • Penerapan standar kerja yang sehat dan aman bagi pekerja. The implementation of healthy and safe occupational standards for workers. • Kesiapan dan sosialisasi SOP yang sehat dan aman bagi pekerja. The preparation and socialization of healthy and safe SOP for workers.

DAFTAR ENTITAS ANAK [G4-17]
LIST OF SUBSIDIARIES

Semua Kinerja Keuangan Anak Perusahaan di bawah ini Masuk Dalam Konsolidasi Laporan Keuangan Persero.
All the following subsidiaries' financial performance is consolidated in Persero's (Holding) financial Statement Consolidation.

No.	Nama Entitas Anak dan/atau Asosiasi Name of Subsidiaries and/or Associations	Bidang Usaha Business Type
1	PT PERTAMINA EP	Usaha hulu di bidang minyak dan gas bumi meliputi eksplorasi, eksploitasi serta penjualan produksi minyak dan gas bumi hasil kegiatan eksploitasi. Upstream oil and gas operations including exploration, exploitation and sale of oil and gas production resulted from exploitation activities.
2	PT PERTAMINA GEOTHERMAL ENERGY	Pengelolaan dan pengembangan sumber daya panas bumi meliputi kegiatan eksplorasi & eksploitasi, produksi uap dan pembangkitan listrik dan jasa konsultasi, konstruksi, operasi dan pemeliharaan serta pengembangan teknologi di bidang panas bumi. Managing and developing geothermal resources, in which its activities include exploration and exploitation, steam production and generating electricity, and also consulting services, construction, operation and maintenance as well as geothermal technology development.
3	PT PERTAMINA HULU ENERGI	Pengelolaan usaha sektor hulu minyak & gas bumi serta energi baik dalam maupun luar negeri serta kegiatan usaha yang terkait dan atau menunjang kegiatan usaha di bidang minyak dan gas bumi Upstream oil and gas operations in domestic and overseas and also related or or supporting business operations in oil and gas industry.
4	PT PERTAMINA EP CEPU	Eksplorasi, eksploitasi dan produksi di Blok Cepu. Exploration, exploitation and production in Block Cepu.
5	PT PERTAMINA DRILLING SERVICES INDONESIA	Pengelolaan dan pengembangan sumber daya jasa drilling meliputi eksplorasi dan eksploitasi migas atau panas bumi. Management and development of resources for drilling services including exploration and exploitation of oil and gas or geothermal.
6	PERTAMINA EP LIBYA Ltd	Eksplorasi, eksploitasi dan produksi di Libya Exploration, exploitation and production in Libya
7	PT PERTAMINA EAST NATUNA	Pengelolaan usaha sektor hulu minyak & gas bumi di Blok East Natuna. Upstream business management of oil and gas in Block East Natuna.
8	PT PERTAMINA EP CEPU ALAS DARA & KEMUNING	Eksplorasi, eksploitasi dan produksi di Blok Cepu Alas Dara & Kemuning. Exploration, exploitation and production in Block Cepu Alas Dara & Kemuning

No.	Nama Entitas Anak dan/atau Asosiasi Name of Subsidiaries and/or Associations	Bidang Usaha Business Type
9	PT PERTAMINA INTERNASIONAL EKSPLORASI DAN PRODUKSI	Melaksanakan usaha dalam bidang minyak, gas bumi dan energi. Managing businesses oil, gas and energy.
10	CONOCO PHILLIPS ALGERIA Ltd	Usaha hulu di bidang minyak dan gas bumi meliputi eksplorasi, eksploitasi serta penjualan produksi minyak dan gas bumi hasil kegiatan eksploitasi. Upstream oil and gas operations including exploration, exploitation and sale of oil and gas production resulted from exploitation activities.
11	PT PERTAMINA GAS	Niaga, transportasi, distribusi, pemrosesan dan bisnis lainnya yang terkait dengan gas alam dan produk turunannya. Commerce, transportation, distribution, processing and other businesses related to natural gas and its derivatives.
12	PT PERTAMINA PATRA NIAGA	Jasa teknologi, jasa perdagangan non BBM serta industri di bidang pertambangan minyak dan gas bumi. Non-fuel technology and trading services and also services in oil and gas mining industry.
13	PT PERTAMINA TRANS KONTINENTAL	Jasa operasi perkapalan meliputi supply vessels, tug boat, cargo vessels, keagenan dan pengelolaan dermaga Kabil di Pulau Batam Shipping operation services including supply vessels, tug boats, cargo vessels, agency and management of Kabil jetty in Batam Island
14	PERTAMINA ENERGY TRADING LIMITED	Niaga Minyak Mentah dan produk kilang lokasi usaha di Singapore Trading of crude oil and refined products located in Singapore
15	PT PERTAMINA RETAIL	Retail SPBU, perdagangan BBM dan jasa pengangkutan BBM Retail public fuel filling station (SPBU), fuel trade and fuel transport services
16	PT PERTAMINA LUBRICANTS	Melaksanakan kegiatan produksi, perdagangan, pengangkutan, distribusi, penyimpanan produk pelumas dan turunannya. Production, trading, transportation, distribution, and storage of lubricants products and derivatives.

No.	Nama Entitas Anak dan/atau Asosiasi Name of Subsidiaries and/or Associations	Bidang Usaha Business Type
17	PT PERTAMINA TRAINING & CONSULTING	Jasa pengembangan SDM, pengkajian dan konsultasi sistem manajemen dalam rangka menunjang kegiatan migas dan panas bumi. Human resource development services, assessment and management system consultation to support the activities of oil and gas and geothermal.
18	PT PATRA JASA	Hotel/motel, perkantoran dan penyewaan properti/hotel. Hotels/motels, office and property/hotel rental.
19	PT TUGU PRATAMA INDONESIA	Jasa asuransi kerugian yang berkaitan dengan operasional industri migas dan *marine hull*. Insurance services related to the operations of oil and gas industry and marine hull.
20	PT PERTAMINA BINA MEDIKA	Jasa pelayanan kesehatan dan rumah sakit di Jakarta dan sekitarnya, Cirebon, Balikpapan, Tanjung dan Prabumulih. Health care services and hospitals in Jakarta and surrounding areas, Cirebon, Balikpapan,Tanjung and Prabumulih.
21	PT PELITA AIR SERVICE	Jasa transportasi udara, penyewaan pesawat udara dan penerbangan terjadwal (reguler), menyelenggarakan usaha lain yang terkait atau menunjang kegiatan usaha. Air transportation services, aircraft leasing and scheduled flights (regular), organizes other related businesses or support business activities.
22	PT PERTAMINA DANA VENTURA	Kegiatan modal ventura. Venture capital activities.
23	PT ELNUSA Tbk	Kegiatan usaha di bidang jasa, perdagangan, pertambangan, pembangunan dan perindustrian Business activities in services, trading, mining, establishment (development) and industry.

INDEPENDENT ASSURANCE OPINION STATEMENT
INDEPENDENT ASSURANCE OPINION STATEMENT

SGS

ASSURANCE STATEMENT

SGS INDONESIA'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE PT. PERTAMINA (PERSERO) SUSTAINABILITY REPORT 2014

NATURE AND SCOPE OF THE ASSURANCE/VERIFICATION

PT. SGS Indonesia was commissioned by PT. Pertamina (Persero) to conduct an independent assurance of the Sustainability Report 2014. The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included the text, and data in accompanying tables, contained in this report.

The information in the Sustainability Report of PT. Pertamina (Persero) and its presentation are the responsibility of the Directors or Governing Body and the management of PT. Pertamina (Persero). PT. SGS Indonesia has not been involved in the preparation of any of the material included in the Sustainability Report 2014.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of verification with the intention to inform all PT. Pertamina's (Persero) stakeholders.

The SGS protocols are based upon internationally recognized guidance, including the Principles contained within the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines (2013) for accuracy and reliability and the guidance on levels of assurance contained within the AA1000 series of standards and guidance for Assurance Providers.

This report has been assured at a moderate level of scrutiny using our protocols for:

- evaluation of content veracity;
- AA1000 Assurance Standard (2008) Type 2 evaluation of the report content and supporting management systems against the AA1000 Accountability Principles (2008);
- evaluation of the report against the Global Reporting Initiative Sustainability Reporting Guidelines G4 – 2013 and Oil and Gas Sector Supplement version 4.0.

The assurance comprised a combination of pre-assurance research and interviews with relevant accountable managers and employees at the Head Office of PT. Pertamina (Persero) at Jakarta. PT. Pertamina's (Persero) Sustainability Report 2014 covers PT. Pertamina (Persero) and its 23 (twenty three) subsidiaries.

Financial data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world's leading inspection, verification, testing and certification company operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. PT. SGS Indonesia affirms our independence from PT. Pertamina (Persero), being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with International Register of Certificated Auditors (IRCA), Environmental Management System (EMS) Lead Auditor, Quality Management System (QMS) Lead Auditor,

Occupational Health and Safety Assessment Series (OHSAS) Training. Team Leader of the assurance team has completed the IRCA Corporate Responsibility Training Programme and has experience of auditing in Oil and Gas Industries.

VERIFICATION/ ASSURANCE OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the information and data contained within Sustainability Report 2014 verified is accurate, reliable and provides a fair and balanced representation of PT. Pertamina (Persero) sustainability activities in 2014.

The assurance team is of the opinion that the Report can be used by the Reporting Organisation's Stakeholders. We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

AA1000 ACCOUNTABILITY PRINCIPLES (2008) CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

Inclusivity

PT. Pertamina (Persero) has made a commitment to be accountable to those on whom it has an impact or who have an impact on it as stated in Company's Vision, Company's Mission, Company's Value and some Policies such as Environment Policies, Safety and Health Policy, and Code of Conduct. Inclusivity is the participation of stakeholders in developing and achieving an accountable and strategic response to sustainability. The process of stakeholders engagement and participation provides comprehensive and balanced involvement. This process results in strategies, plan, action and outcomes that addresses and responds to social and environmental issues and impacts, in an accountable way. PT. Pertamina (Persero) as a Stated Owned Enterprise in Energy has mission from Government as a Shareholder to keep Indonesia's energy resilience. PT. Pertamina (Persero) has established the new Directorate for New and Renewable Energy to further support the Government's program to utilize eco friendly energy and produce clean, low carbon emission.

Materiality

PT. Pertamina (Persero) has identified stakeholders and those issues that are material to each subsidiaries and the report addresses these at an appropriate level to reflect their importance and priority to these stakeholders. In order to establish material aspects and its boundaries, PT. Pertamina (Persero) conducted Focus Group Discussion on 6-7 October 2014. Focus Group Discussion was conducted internally and externally. These aspects are deemed material due to the significant impacts over the corporate activities and influence on the decision making of stakeholders.

The internal parties are individuals within the PT. Pertamina (Persero), with relevant authority in concerning the implementation of the social responsibility and environmental responsibility, whereas the external parties come from academicians, practitioners, oil and industry observers and mass media.

The result of determining materiality aspects are categorized into High, Medium and Low. Category High to be presented in Sustainability Report 2014, Category Medium is selected to be reported, and Category Low is not necessary to be reported.

Responsiveness

PT. Pertamina (Persero) has responded to stakeholders issues that affect to its sustainability performance and is released through decisions, actions and performance, as well as communication with stakeholders. In the assurance process, we saw that PT. Pertamina (Persero) implemented several initiatives in response to stakeholders feedback and concerns, i.e. Development of an online reporting system for Occupational Accident and Environmental Pollution incidents through HSE Online Reporting System (HORSE), development of a second five year roadmap (2014-2018) as an achievement guideline for the Corporate Social Responsibility Program.

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GLOBAL REPORTING INITIATIVE REPORTING GUIDELINES G4 2013 CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

In our opinion, the PT Pertamina (Persero) Sustainability Report 2014 is presented in accordance with the core option for GRI G4 and Oil and Gas Sector Supplement version 4.0. and fulfills all the required content and quality criteria.

Principles
In our opinion, the content and quality of the report adheres to the ten GRI Report Content Principles of Materiality, Stakeholder Inclusiveness, Sustainability Context and Completeness, and the to six GRI Report Quality Principles of Balance, Comparability, Accuracy, Timeliness, Clarity and Reliability.

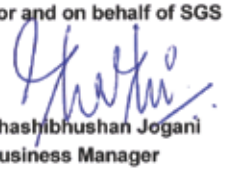
General Standard Disclosures
All the standard disclosures required for reporting in accordance with the core option for GRI G4 are included or referenced in the report.

Specific Standard Disclosures
Disclosure Management Approach (DMA) for each materiality aspects and at least one indicator have been disclosed in the report in accordance with the core option for GRI G4.

Recommendation
Further opportunities were identified during the assurance for consideration to ensure continual improvement in next report, including the following:

- PT. Pertamina (Persero) covers wide range of energy business from Upstream to Downstream including Public Service Obligation (PSO). We recommend involving more employees from subsidiaries in Focus Group Discussion for determining material aspects to be reported in Sustainability Report. i.e.: Employees from Pertamina's Refineries, Pertamina Lubricants, Pertamina Gas.
- PT Pertamina (Persero) consists of 6 Directorates and 23 Subsidiaries. We recommend to present materiality aspect with data collected from Subsidiaries who have significant impact with relevant materiality. Example: If materiality is emission, it seems that Refineries have emission which has significant impact to surrounding operations area. Consideration should be given to report emission from Refineries belonging to PT Pertamina (Persero).
- PT. Pertamina (Persero) should enhance knowledge regarding sustainability topics to personnel attending Focus Group Discussion to determine material aspects.

Signed:
For and on behalf of SGS Indonesia



Shashibhushan Jogani
Business Manager
Jakarta, Indonesia
March 2014

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INDEKS GRI 4.0 DAN SUPLEMEN MINYAK & GAS
GRI INDEX 4.0 AND OIL & GAS SUPPLEMENT

INDIKATOR INDICATORS	URAIAN DESCRIPTION	HALAMAN PAGE(S)	PENJAMINAN EKSTERNAL EXTERNAL ASSURANCE
STANDAR PENGUNGKAPAN UMUM GENERAL STANDARD DISCLOSURES			
STRATEGI DAN ANALISIS STRATEGY AND ANAYSIS			
G4-1	Pernyataan dari Direksi Statement from BOD	16,20	✓
G4-2	Uraian dampak, risiko dan peluang keberlanjutan Description of sustainability key impacts, risks, and opportunities	16, 20, 44, 51, 101, 116, 130	
PROFIL ORGANISASI ORGANIZATIONAL PROFILE			
G4-3	Nama organisasi Name of the organization	30	✓
G4-4	Merek, produk, dan layanan jasa utama Primary brands, products and services	30	✓
G4-5	Lokasi kantor pusat Location of headquarter	31	✓
G4-6	Jumlah negara tempat beroperasi Number of countries of operation	31, 38	✓
G4-7	Kepemilikan dan bentuk hukum Ownership and legal form	31	✓
G4-8	Pasar Terlayani Markets Served	32, 49, 50, 53	✓
G4-9	Skala organisasi Scale of organization	35	✓
G4-10	Jumlah dan komposisi pegawai Number and composition of employees	40	✓
G4-11	Pekerja terlindungi Perjanjian Kerja Bersama (PKB) Employees covered by Collective Labour Agreements (CLA)	40, 123	✓
G4-12	Rantai pasokan organisasi Supply chain of organization	36	✓
G4-13	Perubahan signifikan organisasi Significant change of organization	35, 128, 129	✓
G4-14	Pendekatan pencegahan melalui manajemen risiko Precautionary approach through risk management	33	✓
G4-15	Kepatuhan pada prinsip-prinsip dan inisiatif eksternal Externally charters, principles, or other initiatives	33, 41, 49, 94, 102, 127	✓
G4-16	Keanggotaan dalam asosiasi Memberships in associations	41	✓
ASPEK MATERIAL DAN PEMBATASAN MATERIAL ASPECTS AND BOUNDARIES			
G4-17	Daftar entitas List of entities	4, 135	✓
G4-18	Proses menentukan isi laporan dan pembatasan Process for defining the report content and boundaries	6	✓
G4-19	Daftar aspek material List of material aspects	7	✓
G4-20	Batasan aspek material di dalam organisasi Material aspect boundaries within organization	7, 78	✓
G4-21	Batasan aspek material di luar organisasi Material aspect boundaries outside organization	7, 78	✓

* Data ini disajikan di Laporan Tahunan 2014 PT Pertamina (Persero), oleh sebab itu halaman yang dicantumkan adalah halaman pada Laporan Tahunan 2014
* This data is presented in Annual Report 2014 PT Pertamina (Persero), thus its page number refers to the page number as stated in the Annual Report 2014

INDIKATOR INDICATORS	URAIAN DESCRIPTION	HALAMAN PAGE(S)	PENJAMINAN EKSTERNAL EXTERNAL ASSURANCE
STANDAR PENGUNGKAPAN UMUM GENERAL STANDARD DISCLOSURES			
G4-22	Pernyataan kembali dari laporan terdahulu Restatement from previous report	4, 63	✓
G4-23	Perubahan pelaporan bersifat signifikan Significant changes from previous report	4, 129, 130, 133	✓
PELIBATAN PEMANGKU KEPENTINGAN STAKEHOLDERS ENGAGEMENT			
G4-24	Daftar pemangku kepentingan Stakeholders list	133	✓
G4-25	Dasar identifikasi dan seleksi pemangku kepentingan Basis for identification and selection of stakeholders	133	✓
G4-26	Proses pendekatan pada pemangku kepentingan Approach to stakeholders engagement	133	✓
G4-27	Topik kunci dan respon organisasi Key topics and organization response	134	✓
PROFIL PELAPORAN REPORT PROFILE			
G4-28	Periode pelaporan Reporting period	4	✓
G4-29	Tanggal penerbitan laporan terdahulu Date of most recent previous report	4	✓
G4-30	Siklus pelaporan Reporting cycle	4	✓
G4-31	Kontak Contact point	5	✓
G4-32	Indeks isi GRI GRI content index	5	✓
G4-33	Penjaminan Assurance	5	✓
TATA KELOLA GOVERNANCE			
G4-34	Struktur tata kelola Governance structure	128, 129	✓
G4-35	Pendelegasian kewenangan terkait topik ekonomi, lingkungan dan sosial Delegating authorities for economic, environmental and social topics	128	
G4-36	Penunjukan pejabat pelaksana kegiatan terkait topik ekonomi, lingkungan dan sosial Appointed an executive level Position for economic, environmental and social topics	128	
G4-37	Proses konsultasi pejabat tata kelola dengan pemangku kepentingan Consultation process between governance body and stakeholders	134	
G4-38	Komposisi pejabat tata kelola Governance body composition	129, 130	
G4-39	Pejabat badan tata kelola dan pejabat eksekutif Chair of the highest governance body & executive officers	129	
G4-40	Nominasi dan seleksi pejabat tata kelola Nomination and selection processes for governance body	227*	
G4-41	Proses pencegahan benturan kepentingan Process to avoid conflicts of interest	130	

* Data ini disajikan di Laporan Tahunan 2014 PT Pertamina (Persero), oleh sebab itu halaman yang dicantumkan adalah halaman pada Laporan Tahunan 2014
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STANDAR PENGUNGKAPAN UMUM GENERAL STANDARD DISCLOSURES			
INDIKATOR INDICATORS	**URAIAN** DESCRIPTION	**HALAMAN** PAGE(S)	**PENJAMINAN EKSTERNAL** EXTERNAL ASSURANCE
G4-42	Proses persetujuan dan pengembangan nilai atau misi Perusahaan Process to approval and development value or Company's mission	100, 131	
G4-43	Pengembangan pengetahuan terkait topik ekonomi, lingkungan dan sosial bagi pejabat tata kelola Knowledge development for governance body related to economic, environmental and social topics	241, 257*	
G4-44	Proses evaluasi kinerja pejabat tata kelola Evaluation process of the governance body's performance	259*	
G4-45	Proses identifikasi dampak, risiko dan peluang pelaksanaan kinerja ekonomi, lingkungan dan sosial Identification for the impact, risk and opportunity related to economic, environmental and social topics	130	
G4-46	Penilaian pelaksanaan kinerja ekonomi, lingkungan dan sosial Reviewing the effectiveness of economic, environmental and social topics	130	
G4-47	Penilaian risiko dan peluang Review for risk and opportunities	130	
G4-48	Pengesahan pelaporan Reports approval	5, 26	
G4-49	Komunikasi kepada pejabat tata kelola Communication to the governance body	227-229*	
G4-50	Jumlah pelaporan kepada pejabat tata kelola dan solusinya Number of report to the governance body and solutions	227-229*	
G4-51	Kebijakan remunerasi Remuneration policies	123, 263*, 277*	
G4-52	Proses penetapan remunerasi Process for determining remuneration	123, 123*, 263*, 277-278*	
G4-53	Pelibatan Pemangku Kepentingan dalam Penetapan Remunerasi Stakeholders Involve for Determining Remuneration	123, 263*	
G4-54	Rasio remunerasi Remuneration ratios	123*, 239*, 263*	
G4-55	Rasio persentase kenaikan remunerasi Percentage of ratio remuneration increase	123*, 239*, 263*	
ETIKA DAN INTEGRITAS ETHICS AND INTEGRITY			
G4-56	Nilai-nilai, prinsip, dan norma organisasi Organization's values, principles and norms	12, 67	✓
G4-57	Pemberian saran dan perilaku patuh hukum Seeking advice on ethical and lawful behavior	118	
G4-58	Pelaporan perilaku tidak beretika/tidak patuh hukum Report about unethical/unlawful behavior	120	

* Data ini disajikan di Laporan Tahunan 2014 PT Pertamina (Persero), oleh sebab itu halaman yang dicantumkan adalah halaman pada Laporan Tahunan 2014
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STANDAR PENGUNGKAPAN SPESIFIK SPECIFIC STANDARD DISCLOSURES	
PENGUNGKAPAN OLEH MANAJEMEN DISCLOSURES ON MANAGEMENT APPROACH (DMA)	**URAIAN** DESCRIPTION
EKONOMI ECONOMIC	
Kinerja Ekonomi Economic Performance	
G4-DMA	Dasar Kepentingan Reason for Importance 1. Kinerja ekonomi merupakan dasar keberlanjutan untuk memperkuat produksi migas dari hulu ke hilir Economic performance is basis for sustainability for strengthening oil and gas production from downstream to upstream 2. Menjadi Perusahaan energi yang mendunia To be a wold class energy company
	Kebijakan Policies 1. Visi dan Misi Perusahaan Corporate Vision and Mission 2. Visi dan Misi CSR CSR Vision and Mission 3. Rencana Kerja Anggaran Perusahaan (RKAP) dan *Key Performance Indicator* (KPI) Corporate Budget and Plan (RKAP) and key performance indicator (KPI)
	Komitmen Commitments 1. Mengacu pada International Financial Reporting Standard Referring to International Financial Reporting Standard 2. Mengacu pada Pernyataan Standar Akuntansi Keuangan (Revisi 2009) dan PSAK lain yang terkait Referring to Financial Accounting Standard Statement (2009 Revision) and other related PSAK 3. Mengacu pada Peraturan BAPEPAM/LK terkait Referring to relevant BAPEMAM/LK Regulations 4. Mengacu pada Peraturan SKK Migas Referring to SKK Migas regulations 5. Mengacu pada Peraturan Menteri ESDM Referring to the Regulation of MoEMR 6. Mengacu pada Peraturan Menteri Keuangan Referring to the Regulation of Minister of Finance 7. Mengacu pada UU No.40 Tahun 2007 Pasal 74 Referring to Law No.40 of 2007 Article 74 8. Mengacu pada Peraturan Menteri BUMN Referring to the Regulation of Minister of SOEs 9. Mengacu pada ISO 31000:2009 Referring to ISO 31000:2009
	Target Goals 1. Target produksi Production targets 2. Target dampak positif ekonomi yang diterima oleh masyarakat. Dampak dari Progam CSR dan PKBL yaitu ekonomi masyarakat meningkat. (Hasil *impact assessment*) Positive economic impact received by the community target. Impacts of CSR and PKBL Programs, which is an increase in public economy.
	Tanggung Jawab Responsibilities Direktur Keuangan Finance Director Sumber Daya Resources 1. Dana sesuai "RKAP" Funds in accordance with RKAP 2. Adanya sistem akuntansi & budgeting yang mendukung pencatatan kinerja keuangan Presence of an accounting & budgeting system which supports the recording of financial performance 3. Auditor keuangan yang bersertifikasi Certified financial auditor 4. Fungsi Controller Controller functions 5. Fungsi Financing Financing functions
	Spesifikasi Specifications 1. Menjadi salah satu Perusahaan besar dunia peringkat 123, versi Fortune Global 500-2014 To be one of the big world companies rank 123, Fortune Global 500-2014 version 2. *Roadmap Enterprise Risk Management* (ERM) Roadmap Enterprise Risk Management (ERM) 3. Pelaporan keuangan setiap caturwulan Financial reporting every quarterly

INDIKATOR INDICATORS	URAIAN DESCRIPTION	HALAMAN PAGES (S)	PENJAMINAN EKSTERNAL EXTERNAL ASSURANCE
G4-EC1	Nilai ekonomi langsung yang dihasilkan dan di distribusikan Direct economic value generated and distributed	35, 62, 63	✓
G4-EC2	Implikasi finansial akibat perubahan iklim Financial implications due to climate change	62, 64	✓
G4-EC3	Kewajiban Perusahaan terhadap Penyediaan Organization's Defined Benefit Plant Obligations	125	✓
G4-EC4	Bantuan Finansial dari Pemerintah Financial assistance received from Government	59	✓
Dampak Ekonomi Tidak Langsung Indirect Economic Impact			
G4-EC7	Pembangunan dan dampak investasi infrastuktur Development and impact of infrastructure investment	65, 75	
G4-EC8	Dampak Ekonomi Tidak Langsung Indirect Economic Impacts	65, 66, 74	
Cadangan Reserves			
OG1	Volume dan jenis estimasi cadangan dan produksi Volume and type of estimated proved reserves and production	52	

PENGUNGKAPAN OLEH MANAJEMEN DISCLOSURES ON MANAGEMENT APPROACH (DMA)	URAIAN DESCRIPTION
LINGKUNGAN ENVIRONMENT	
Energi Energy	
G4-DMA	Dasar Kepentingan Reason for Importance Pertamina berkomitmen untuk menurunkan pemakaian emisi Pertamina is committed to energy usage reduction
	Kebijakan Policies 1. RKAP dan KPI "RKAP" and KPI
	Komitmen Commitments 1. Mengacu pada UU No.32 Tahun 2009 Tentang Perlindungan dan Pengelolaan Lingkungan Hidup Referring to Law No.32 of 2009 regarding Environmental Protection and Management 2. Mengacu pada Peraturan Kementerian ESDM No.14 Tahun 2012 Tentang Manajemen Energi Referring to Regulation of the MoEMR No.14 of 2012 regarding Energy Management 3. Mengacu pada ISO 14001 Referring to ISO 14001
	Target Goals Sesuai dengan target PROPER Emas In accordance with PROPER Gold
	Tanggung Jawab Responsibilities 1. Direktur SDM & Umum HR & General Affairs Director 2. Direktur Pengolahan Refinery Director
	Sumber Daya Resources 1. Sumber Daya Alam Natural Resources 2. Dana sesuai RKAP Funds in accordance with "RKAP" 3. Dana APBN APBN Funds 4. Fungsi HSSE HSSE Functions 5. Fungsi General Support General Support Functions
	Spesifikasi Specifications 1. Pemanfaatan tenaga panas matahari (*solar cell*) Utilization of solar power (solar cell) 2. Pembangunan pembangkit listrik tenaga panas bumi (PLTP) Geothermal Power Plant (PLTP) development 3. PROPER dengan capaian diatas BIRU PROPER with achievement above BLUE

INDIKATOR INDICATORS	URAIAN DESCRIPTION	HALAMAN PAGE(S)	PENJAMINAN EKSTERNAL EXTERNAL ASSURANCE
G4-EN3	Energi terkonsumsi di dalam Perusahaan Energy consumption within the Organization	78	✓
G4-EN4	Energi terkonsumsi di luar Perusahaan Energy consumption outside the Organization	78	✓
G4-EN5	Intensitas energi Energy intensity	79	✓
OG2	Jumlah investasi energi terbarukan Total amount invested in renewable energy	83, 88, 90	
OG3	Jumlah energi terbarukan yang dihasilkan berdasarkan sumber Total amount invested in renewable energy generated by source	52, 83, 84, 86, 88	
G4-EN6	Pengurangan konsumsi energi Reduction of energy consumption	60, 79, 82	✓

PENGUNGKAPAN OLEH MANAJEMEN DISCLOSURES ON MANAGEMENT APPROACH (DMA)	URAIAN DESCRIPTION
Emisi Emission	
G4-DMA	Dasar Kepentingan Reason for Importance Pertamina berkomitmen untuk menurunkan pemakaian emisi Pertamina is committed to emission usage reduction
	Kebijakan Policies 1. RKAP dan KPI "RKAP" and KPI
	Komitmen Commitments 1. Mengacu pada Permen LH No.13 Tahun 2009 Referring to the Regulation of Minister of Environment No.13 of 2009 2. Mengacu pada PP No.41 Tahun 1999 tentang Pengendalian Pencemaran Udara Kualitas Udara Referring to Government Regulation No.41 of 1999 regarding Air Pollution Control Air Quality 3. Mengacu pada Peraturan Presiden No.61 Tahun 2011 tentang Penurunan Emisi GRK Referring to the Presidential Regulation No.61 of 2011 regarding GRK Emission Reduction 4. Mengacu pada ISO14001 Referring to ISO14001 5. TKO Pedoman Perhitungan Beban Emisi Kegiatan Pertamina No.A001.100200/2010-SO Pertamina Activity Emission Cost Calculation Guidelines TKO No.A001.100200/2010-SO
	Target Goals Penurunan emisi CO_2 Co_2 Emission Reduction
	Tanggung Jawab Responsibilities Direktur SDM & Umum HR & General Affairs Director
	Sumber Daya Resources 1. Dana sesuai RKAP Funds in accordance with "RKAP" 2. Sumber daya manusia yang kompeten di bidangnya Competent human resources in their field 3. Peralatan pengukuran emisi Emission measurement equipment 4. Fungsi HSSE HSSE Functions
	Spesifikasi Specifications 1. Penerapan *Clean Development Mechanisms* (CDM) Clean Development Mechanisms (CDM) implementation 2. Penerapan *Roadmap* Pengurangan Emisi GRK Pertamina Pertamina GHG Emission Reduction Roadmap implementation 3. PROPER dengan capaian diatas BIRU PROPER with achievement above BLUE

INDIKATOR INDICATORS	URAIAN DESCRIPTION	HALAMAN PAGE(S)	PENJAMINAN EKSTERNAL EXTERNAL ASSURANCE
G4-EN15	Emisi Gas Rumah Kaca (GRK) langsung (scope 1) Direct Greenhouse Gas (GHG) emissions (scope 1)	92, 94	✓
G4-EN16	Emisi Gas Rumah Kaca (GRK) energi tidak langsung (scope 2) Energy indirect Greenhouse Gas (GHG) emissions (scope 2)	92	✓
G4-EN17	Emisi Gas Rumah Kaca (GRK) oleh supply chain (scope 3) Other indirect Greenhouse Gas (GHG) emissions	92	✓
G4-EN18	Intensitas emisi Gas Rumah Kaca (GRK) Greenhouse Gas (GHG) intensity	94	✓
G4-EN19	Penurunan emisi Gas Rumah Kaca (GRK) Reduction of Greenhouse Gas (GHG) emissions	88, 92, 93, 94	✓
G4-EN20	Penurunan emisi ozon Emissions of ozone-depleting substances	57, 97	✓
G4-EN21	Emisi NO_X, SO_X dan emisi lainnya NOX, SOX, and other emissions	87, 88	✓
Limbah cair dan padat Effluent and waste			
G4-EN24	Jumlah dan volume tumpahan Total number and volume of spills	112	
Produk dan jasa Products and services			
OG8	Konten benzene, lead dan sulfur dalam bahan bakan Benzene, lead and sulfur content in fuels	87	
SUMBER DAYA MANUSIA HUMAN RESOURCES			
Ketenagakerjaan Employment			
G4-LA1	Jumlah pekerja baru dan tingkat perputaran pekerja Number of new employee hired and turnover	122	✓

PENGUNGKAPAN OLEH MANAJEMEN DISCLOSURES ON MANAGEMENT APPROACH (DMA)	URAIAN DESCRIPTION
Kesehatan dan Keselamatan Kerja (K3) Occupational Health and Safety (OHS)	
G4-DMA	Dasar Kepentingan Reason for Importance K3 menjadi penting karena jenis Perusahaan Pertamina yang tergolong berisiko tinggi HSSE is important because of the high risk category Pertamina company type
	Kebijakan Policies 1. Visi dan Misi Perusahaan Company Vision and Mission 2. RKAP dan KPI "RKAP" and KPI 3. Pakta Integritas Integrity Pact
	Komitmen Commitments 1. Mengacu pada UU No.1 Tahun 1970 tentang Keselamatan Kerja Referring to Law No.1 of 1970 regarding Occupational Safety 2. Mengacu pada PP No.50 Tahun 2012 tentang Penerapan K3LL Referring to Government Regulation No.50 of 2012 regarding HSSE Implementation 3. Mengacu pada OHSAS 18001:2007 Referring to OHSAS 18001:2007 4. Pedoman HSSE *Management System* No.A-001/100200/2011-SO HSSE Management System Guideline No.A-001/100200/2011-SO 5. Mengacu pada Perjanjian Kerja Bersama (PKB) Referring to Collective Labour Agreement (CLA)
	Target Goals Zero accident

Tanggung Jawab Responsibilities
Direktur SDM & Umum
HR & General Affairs Director

Sumber Daya Resources
1. Dana sesuai RKAP
   Funds in accordance to "RKAP"
2. Pekerja yang sudah mengikuti pelatihan *safety mandatory*, HSE *Training Module*, dan HSE *Leadership*
   Employees who participated in safety mandatory training, HSE Training Module, and HSE Leadership
3. Fungsi HSSE
   HSSE Functions

Spesifikasi Specifications
1. Kebijakan Keselamatan, Kesehatan kerja, dan Lindungan lingkungan (K3LL)
   Health, Safety, Security, and Environmental (HSSE) Policy
2. Penyusunan Manual Sistem Manajemen K3LL
   HSSE Management System Manual composition
3. Regulasi K3LL untuk kontraktor
   HSSE Regulations for contractors
4. *International Safety Rating System* (ISRS)
   International Safety Rating System (ISRS)
5. PROPER dengan capaian diatas BIRU
   PROPER with achievement above BIRU

INDIKATOR INDICATORS	URAIAN DESCRIPTION	HALAMAN PAGE(S)	PENJAMINAN EKSTERNAL EXTERNAL ASSURANCE
G4-LA5	Keterwakilan pekerja dalam komite K3 Workforce representation in formal OHS committees	106	✓
G4-LA6	Jenis dan tingkat kecelakaan kerja Types and rates of injury	110, 111	✓
G4-LA7	Pekerja dengan risiko tinggi kesehatan kerja Workers with high risk of working diseases	106	✓
G4-LA8	Topik K3 dalam PKB OHS topics in CLA	105, 108	✓
Pendidikan dan pelatihan Training and education			
G4-LA9	Rerata jam pelatihan per pegawai per tahun Average of training hours per year per employee	106, 107, 125	✓
G4-LA10	Program pelatihan ketrampilan penunjang akhir karir Program for skills management that support managing career endings	125	
Keberagaman dan kesetaraan kesempatan Diversity and equal opportunity			
G4-LA12	Keberagaman Pejabat Tata Kelola Diversity Composition of Governance Bodies	123	✓
Kesetaraan remunerasi Equal remuneration			
G4-LA13	Rasio gaji pokok pekerja laki-laki dan perempuan Ratio of basic salary of men and women employee	123	
KEMASYARAKATAN **SOCIETY**			
Masyarakat lokal Local community			
G4-SO1	Operasional Perusahaan dan pengembangan masyarakat lokal Company operation and local community development program	48, 65, 66	✓
G4-SO2	Operasional Perusahaan dengan potensi dampak terhadap masyarakat lokal Company operation with significant impacts on local community	48	✓

PENGUNGKAPAN OLEH MANAJEMEN DISCLOSURES ON MANAGEMENT APPROACH (DMA)	URAIAN DESCRIPTION
Anti korupsi Anti-corruption	
G4-DMA	Dasar Kepentingan Reason for Importance Aspek ini penting karena Pertamina sebagai Badan Usaha Milik Negara yang rentan terhadap isu politik, sosial dan ekonomi, termasuk korupsi This aspect is very important because Pertamina as a State Owned Enterprise is vulnerable to political, social, and economic issues, including corruption Kebijakan Policies 1. Visi & Misi Perusahaan Company Vision and Mission 2. Anggaran Dasar Perusahaan Company's Articles of Association 3. Tata Kelola Perusahaan yang Baik Good Governance 4. Pakta Integritas Pakta Integritas 5. Tata Nilai Perusahaaan Corporate Value Komitmen Commitments 1. Mengacu pada Peraturan Menteri BUMN No.1/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik Referring to Regulation of Minister of SOEs No.1/MBU/2011 regarding Good Governance Implementation 2. Mengacu pada *Corporate Governance Principles* & Recommendation Referring to Corporate Governance Principles and Recommendation 3. Mengacu pada ASEAN *Corporate Governance Score Card* Referring to ASEAN Corporate Governance Scorecard 4. Mengacu pada *Code of Conduct* atau Pedoman Perilaku Pertamina Referring to Pertamina Code of Conduct 5. Mengacu pada rekomendasi BPK Referring to BPK (SAA) recommendation 6. Mengacu pada SK Direktur Utama No.Kpts-56/C00000/2013-SO Referring to the Decision Letter of the President Director No.Kpts-56/C00000/2013-SO 7. Pelaksanaan *Values Based Development Program* (VBDP) Value Based Development Program (VBDP) Implementation Target Goals 1. Tidak ada isu korupsi Zero corruption 2. Operasi Perusahaan yang dijalankan sesuai dengan etika dan transparan Company operations are ethical and transparent Tanggung Jawab Responsibilities 1. Chief Audit Executive 2. Chief Legal Counsel & Compliance Sumber Daya Resources 1. Dana sesuai RKAP Funds in accordance with "RKAP" 2. Adanya sistem *Whistleblowing* Presence of Whistleblowing system 3. Fungsi Internal Audit Internal Audit Function 4. Fungsi Compliance Compliance Function

Spesifikasi Specifications

1. Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)
   State Officials Wealth Report (LHKPN)
2. Roadmap pengembangan Budaya Tata Nilai 6C
   6C Values Culture development roadmap
3. Strategi Penerapan GCG 2009-2015
   GCG Implementation Strategy 2009-2015
4. Review atas *Internal control over financial reporting*
   Review on Internal control over financial reporting
5. Audit Operasional/Audit Kinerja
   Operational Audit/Performance Audit

INDIKATOR INDICATORS	URAIAN DESCRIPTION	HALAMAN PAGE(S)	PENJAMINAN EKSTERNAL EXTERNAL ASSURANCE
G4-SO3	Jumlah dan persentase operasi berisiko signifikan terkait korupsi Total and percentage of operation related to corruption	117, 118	✓
G4-SO4	Komunikasi dan pelatihan mengenai kebijakan dan prosedur anti-korupsi Communication and training on anti-corruption policies and procedures	119	✓
G4-SO5	Insiden dan tindakan anti korupsi Incidents of corruption and actions taken	120	✓
HAK ASASI MANUSIA HUMAN RIGHTS			
Pekerja Investment			
G4-HR1	Perjanjian dan kontrak investasi yang memasukkan klausul HAM Percentage and number of investment that include clauses on human rights	48, 101	
Non-diskriminasi Non-discrimination			
G4-HR3	Jumlah insiden diskriminasi Number of discriminatory incidents	123	
Kebebasan berserikat dan perjanjian kerja bersama Freedom of association and collective bargaining			
G4-HR4	Dukungan pada kebebasan berserikat Support for freedom of association	123	
Pekerja anak Child labor			
G4-HR5	Pekerja anak Child labor	122	
TANGGUNG JAWAB PRODUK PRODUCT RESPONSIBILITY			
Pencantuman label produk dan jasa Product and service labeling			
G4-PR5	Kepuasan Pelanggan Consumer Satisfaction	32	
Bahan bakar fosil pengganti Fossil fuel substitutes			
OG14	Volume bahan bakar nabati yang diproduksi dan dibeli sesuai kriteria keberlanjutan Volume of biofuels produced and purchased meeting sustainability criteria	87, 88	

DAFTAR SINGKATAN
ABBREVIATIONS

APD/ PPE	Alat Pelindung Diri/ Personal Protective Equipment
AMDAL	Analisis Mengenai Dampak Lingkungan
Bbls	Barrel
BBM	Bahan Bakar Minyak/ Fuel
BBN	Bahan Bakar Nabati/ Biofuel
BBTU	Billion British Thermal Unit
BOEPD	Barrel Oil Equivalent per Day
BOPD	Barrel Oil per Day
BSCF	Billion Standard Cubic Feet
BUMN/ SOEs	Badan Usaha Milik Negara/ State-owned Enterprises
CDM	Clean Development Mechanism
CER	Certified Emission Reduction
CNG	Compressed Natural Gas
CSMS	Contractor Safety Management System
TJSL/ CSR	Tanggung Jawab Sosial dan Lingkungan/ Corporate Social Responsibility
DDF	Dual Diesel Fuel
DPPU	Depot Pengisian Pesawat Udara/ Aviation Fuel Depo
EBT/ NRE	Energi Baru dan Terbarukan/ New and Renewable Energy
ERM	Enterprise Risk Management
Menteri/ Kementerian ESDM/ MoEMR	Menteri/Kementerian Energi dan Sumber Daya Mineral/ Minister/Ministry of Energy and Mineral Resources
GCG	Tata Kelola Perusahaan yang Baik/ Good Corporate Governance
GJ	Giga Joule
GMB/ CBM	Gas Metana Batubara/ Coal Bed Methane
GRK/ GHG	Gas Rumah Kaca/ Greenhouse Gas
GRI	Global Reporting Initiative
K3/ OHS	Keselamatan dan Kesehatan Kerja/ Occupational Healthy and Safety
K3LL/ HSSE	Kesehatan, Keselamatan Kerja dan Lindungan Lingkungan / Health, Safety, Security and Environmental
KOB/ JOC	Kontrak Operasi Bersama/ Joint Operating Contract
KPI	Key Performance Indicator
ISRS	International Safety Rating System
TCF	Trillion Cubic Feet
LGV	Liquefied Gas Vehicle
LHKPN	Laporan Harta Kekayaan Penyelenggaraan Negara
LNG	Liquefied Natural Gas
LPG	Liquefied Petroleum Gas
LPP	Legal Preventive Program
LOBP	Lube Oil Blending Plant
MARPOL	Marine Pollution
MDGs	Millennium Development Goals
MMBOE	Million Metric Barrel of Oil Equivalent
MMBO	Million Metric Barrels of Oil
MMSCFD	Million Standard Cubic Feet per Day
MRU	Mobile Refueling Unit
MT	Metrik Ton/ Metric Tons
MW	Mega Watt
NoA	Number of Accident
ODS	Ozone Depleting Substances
OGSS	Oil and Gas Sector Supplement
OPITO	Offshore Petroleum Industry Training Organization
PCU	Pertamina Corporate University
PDSI	PT Pertamina Drilling Service Indonesia
PEP	PT Pertamina EP
PEPC	PT Pertamina EP Cepu
PGE	PT Pertamina Geothermal Energy
PHE	PT Pertamina Hulu Energi
PKB/ CLA	Perjanjian Kerja Bersama/ Collective Labour Agreement
PKBL	Program Kemitraan dan Bina Lingkungan/ Partnership and Community Development Program
PLTP	Pembangkit Listrik Tenaga Panas Bumi/ Geothermal Power Plant
PLTGU	Pembangkit Listrik Tenaga Gas-Uap/ Steam Gas Powered Power Plant
PROPER	Program Penilaian Peringkat Kinerja Perusahaan
PSO	Public Service Obligation
RJPP	Rencana Jangka Panjang Perusahaan/ Long-term Corporate Plan
RKAP	Rencana Kerja dan Anggaran Perusahaan/ Corporate Budget and Plan
RU	Refinery Unit
RUPS/ GMS	Rapat Umum Pemegang Saham/ General Meeting of Shareholders
SPBG	Stasiun Pengisian Bahan Bakar Gas/ Fuel Gas Filling Station
SPBU	Stasiun Pengisian Bahan Bakar untuk Umum/ Public Fuel Filling Station
TBBM	Terminal Bahan Bakar Minyak/ Fuel Terminal
TRIR	Total Recordable Incident Rate
VBDP	Values Based Development Program
VLGC	Very Large Gas Carrier
WBS	Whistleblowing System

Daftar Universitas yang bekerja sama dengan Pertamina dalam Penyelenggaraan Olimpiade Sains Nasional (OSN)
List of Universities in cooperation with Pertamina in the Implementation of the National Science Olympiad (OSN)

1. Universitas Syiah Kuala, Aceh
2. Universitas Sumatera Utara, Medan
3. Universitas Negeri Padang
4. Universitas Sriwijaya, Palembang
5. Universitas Padjajaran, Bandung
6. Institut Teknologi Bandung
7. Institut Pertanian Bogor
8. Universitas Indonesia, DKI
9. Universitas Negeri Jakarta
10. Universitas Diponegoro, Semarang
11. Universitas Negeri Semarang
12. Universitas Gadjah Mada, DIY
13. Universitas Airlangga, Surabaya
14. Universitas Negeri Surabaya
15. Institut Teknologi Sepuluh Nopember, Surabaya
16. Universitas Brawijaya, Malang
17. Universitas Udayana, Bali
18. Universitas Mataram
19. Universitas Mulawarman, Samarinda
20. Universitas Hasanuddin, Makassar
21. Universitas Negeri Makassar
22. Universitas Cenderawasih, Jayapura
23. Universitas Negeri Papua, Manokwari
24. Universitas Musamus, Merauke
25. Universitas Pattimura, Ambon
26. Universitas Teknologi Sumbawa
27. Universitas Swiss German

LEMBAR UMPAN BALIK
FEEDBACK FORM

Terima kasih telah membaca Laporan Keberlanjutan PT Pertamina (Persero) 2014. Guna meningkatkan kinerja keberlanjutan PT Pertamina (Persero) dan agar dapat memberikan yang terbaik bagi pemangku kepentingan, maka kami mengharapkan umpan balik atas laporan ini.

Thank you for reading this Sustainability Report of PT Pertamina (Persero) 2014. In order to improve our sustainability performance and provide the best for the stakeholders. Thus, we look forward to your feedback.

1. Laporan ini sudah menggambarkan informasi aspek material bagi perusahaan:

1. This report has described information onmaterial aspects for the company:

☐ Sangat setuju
Strongly agree

☐ Setuju
Agree

☐ Netral
Neutral

☐ Tidak setuju
Disagree

☐ Sangat tidak setuju
Strongly disagree

2. Laporan ini sudah menggambarkan informasi positif dan negatif perusahaan:

2. This report has described both positive and negative information of the company:

☐ Sangat setuju
Strongly agree

☐ Setuju
Agree

☐ Netral
Neutral

☐ Tidak setuju
Disagree

☐ Sangat tidak setuju
Strongly disagree

3. Laporan ini sudah memenuhi kebutuhan informasi bagi anda:

3. This report has met your information needs:

☐ Sangat setuju
Strongly agree

☐ Setuju
Agree

☐ Netral
Neutral

☐ Tidak setuju
Disagree

☐ Sangat tidak setuju
Strongly disagree

4. Laporan ini mudah dimengerti:

4. This report is easy to understand:

☐ Sangat setuju
Strongly agree

☐ Setuju
Agree

☐ Netral
Neutral

☐ Tidak setuju
Disagree

☐ Sangat tidak setuju
Strongly disagree

5. Laporan ini menarik:

5. This report is interesting:

☐ Sangat setuju
Strongly agree

☐ Setuju
Agree

☐ Netral
Neutral

☐ Tidak setuju
Disagree

☐ Sangat tidak setuju
Strongly disagree

Penilaian terhadap kegiatan manajemen keberlanjutan PT Pertamina (Persero)

Assessment of PT Pertamina (Persero) sustainability management activities

1. Aspek material apa yang paling penting bagi anda?
   (Mohon berikan nilai 1= paling penting sampai dengan 5= paling tidak penting)

   1. Which material aspect is most important to you? (Please give score 1=highly important to 5= highly unimportant)

   ☐ Kinerja Ekonomi / Economic Performance
   ☐ Emisi / Emission
   ☐ Kesehatan dan Keselamatan Kerja / Occupational Health and Safety
   ☐ Energi / Energy
   ☐ Anti Korupsi / Anti-Corruption

2. Mohon berikan saran/usul/komentar anda atas laporan ini

   2. Please give your advice/suggestions/comments on this report

   .....
   .....
   .....
   .....

PROFIL ANDA
YOUR PROFILE

Nama Lengkap / Full Name : .....

Pekerjaan / Occupation : .....

Nama Lembaga/Perusahaan / Name of Institution/Company : .....

Jenis Kelembagaan/Perusahaan / Type of Institution/Company :

☐ Pemerintah / Government
☐ Industri / Industry
☐ Media / Media
☐ LSM / NGO
☐ Masyarakat / Community
☐ Pendidikan / Education
☐ Lain-lain / Other

Mohon agar formulir ini dikirimkan kembali kepada:
Plese send this form to :

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PERTAMINA

Renewable Spirit

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