



Materials for the 2022 Annual GMS PT Garuda Indonesia (Persero) Tbk

30 May 2023

**GROWING WITH RESILIENCE
READY TO FLY HIGHER**



Garuda Indonesia



AGENDA

Agenda

1

Approval of the Company's Annual Report for Financial Year 2022, including the Company's Consolidated Financial Statement and the Financial Statement of the Company's Program for Financing the Micro and Small Business (PUMK) as well as the Board of Commissioners Supervisory Duties Report for the year ending on 31 December 2022, together with the granting of a full release and discharge of responsibilities (volledig acquit et de charge) to members of the Directors and Board of Commissioners for the management and supervisory functions that have been carried out during the financial year ending on 31 December 2022

2

Stipulation of the Allocation of Net Profit of 2022.

3

Determination of tantiem for the Directors and Board of Commissioners of the Company for the 2022 Financial Year and Remuneration (Wage/Honorarium, Facility and Allowances) for members of the Board Directors and Board of Commissioners of the Company for the 2023 Financial Year.

4

Appointment of a Public Accounting Firm and/or Public Accountant to audit the Company's Financial Statements for the 2023 Financial Year and the Financial Statement of the Company's Program for Financing the Micro and Small Business (PUMK) for the 2023 Financial Year.

Agenda

5

Amendment of the Company's Articles of Association.

6

Ratification of the following Regulations of the Minister of SOEs of the Republic of Indonesia:

- a. Minister of SOEs of the Republic of Indonesia Regulation No. PER-1/03/2023 on Special Designation and Corporate Social and Environment Program of State-Owned Enterprises ("MSOEs Regulation 1/2023"), along with all the amendments.
- b. Minister of SOEs of the Republic of Indonesia Regulation No. PER-2/03/2023 on Guidelines for the Management and Operation of Significant Corporation of State-Owned Enterprises ("MSOEs Regulation 2/2023"), along with all the amendments.
- c. Minister of SOEs of the Republic of Indonesia Regulation No. PER-3/03/2023 on the Organ and Human Resources of State-Owned Enterprises ("MSOEs Regulation 3/2023"), along with all the amendments.

7

Approval of the transfer of the Company's assets, which constitutes more than 50% (fifty percent) of the Company's total net worth

8

Report on the Realization of the Use of Proceeds of Public Offering

9

Changes in the Company's Management



Agenda 1



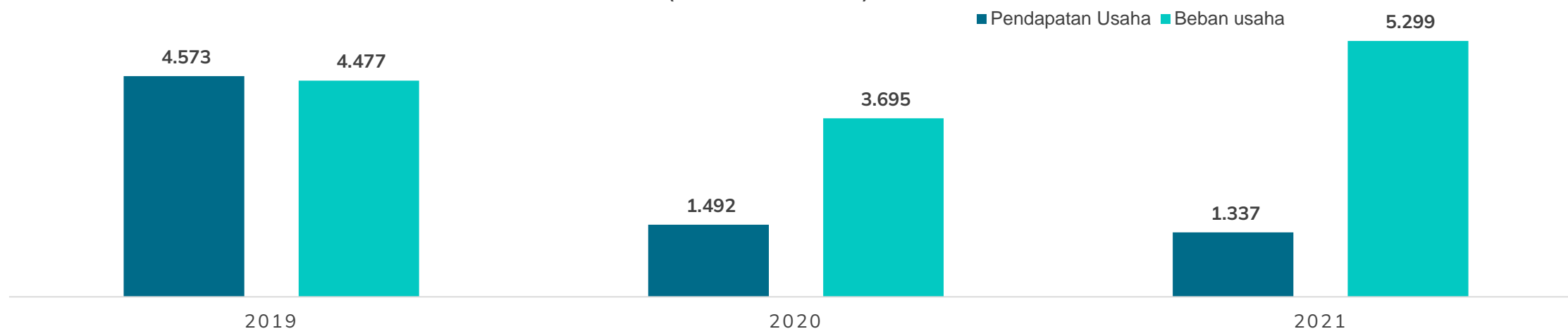
Approval of the Company's Annual Report for Financial Year 2022, including the Company's Consolidated Financial Statement and the Financial Statement of the Company's Program for Financing the Micro and Small Business (PUMK) as well as the Board of Commissioners Supervisory Duties Report for the year ending on 31 December 2022, together with the granting of a full release and discharge of responsibilities (volledig acquit et de charge) to members of the Directors and Board of Commissioners for the management and supervisory functions that have been carried out during the financial year ending on 31 December 2022

The Covid-19 pandemic brought the aviation industry to its lowest point throughout the aviation industry's progress (IATA-2021)

The Covid-19 pandemic situation has also opened a Pandora's box for the complexity of Garuda Indonesia's business performance. Operating income fell significantly with pressure from operating expenses which had a systemic impact on liquidity conditions and the solvency of business performance

GA Group Financial Performance 2019-2021

(IN MILLION USD)



Unaligned Organizational
Composition and Market View



Corporate Governance
Problems



Uncompetitive Aircraft
Rental Expenses



Unadaptive Cost
Structure

Business Optimization and Pre-PKPU Initiatives



*Cost-cutting through
human capital
management*



Negotiation of a new
lease rate scheme



Maintaining the quality
of flight punctuality in
the midst of a pandemic
situation



Value Propositions &
Improving Service
Experience

Outlook on Business Performance Overshadowed by Uncertainty & Fundamentally Under “Red Flag” Conditions

\$10,1 Bio

Total Debt

\$5,3 Bio

Negative Equity

-90%

Traffic & Revenue

70 %

Aircraft Grounded

Restructuring Phase (PKPU): Good-Will, Good Faith, Openness

The restructuring carried out by Garuda Indonesia through the Postponement of Debt Payment Obligations (PKPU) stages involved various legal backgrounds of entities and organizations, both local and foreign vendors, with diverse preferences in settling business obligations.

**800+
Creditors**

Government Institution

Lessors

SOEs and their Affiliates

Local Vendors

Foreign Vendors

Other SOEs & SOEs Banks

Private Banks

Other Financial Institutions & Instruments

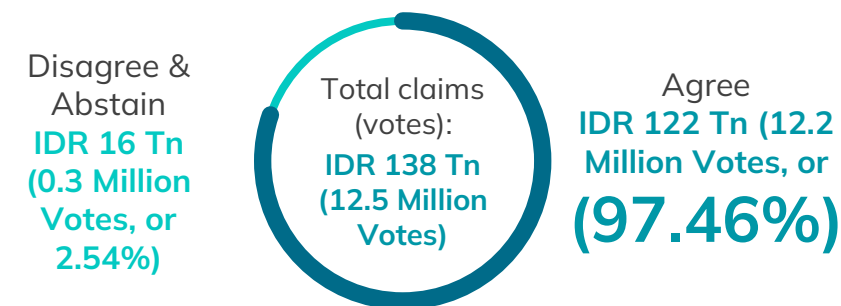
Garuda Affiliate

Other categories of creditors

Voting Results Based on the Number of Presence of Creditors (Headcount)



Voting Results Based on Creditor's Claim Value



Highlights of the Homologation Agreement In the PKPU Process (1)

New Equity

Issuance of new equity through Capital Increase without Pre-emptive Rights in accordance with the new equity portion specified in the Reconstruction Plan document. In addition, equity is also issued through Capital Increase with Pre-emptive Rights.



The infographic features a central dark blue circle with the text 'KEY RESTRUCTURING TERMS OF DEBT RECOVERY RATE 20 %'. Three teal-colored triangular shapes point towards this central circle, each containing a white icon: a document with a pencil at the top, a hand holding a coin at the bottom left, and a money bag with a coin at the bottom right.

KEY RESTRUCTURING TERMS OF DEBT RECOVERY RATE 20 %

New Notes, New Sukuk and Local Debt Claims

Issued USD 624 Million New Bonds, USD 78 Million New Sukuk, and USD 1.2 Million Local Debt Claims; with a tenor of 9 years | interest: 6.50% p.a. in cash or, in the first two years, 7.25% PIK

Long-term debt

Debt payment schemes for Banks, SOEs and Subsidiaries that have been restructured are for 22 years with an interest rate of 0.1%.

Highlights of the Homologation Agreement In the PKPU Process (2)

Creditors < IDR 255 Million

Paid in full through company cash flow (already done)

KEY RESTRUCTURING
PREFERRED
CREDITORS DEBT
TERMS & DEBT VALUE <
IDR 255 MILLION

Preferred Creditor

OWK – SMI: Converted into Shares
Other Preferred Creditors: Repaid in installments through the company's cash flow

Highlights of the Homologation Agreement In the PKPU Process (3)

Key Restructuring Terms of the Moving Forward Aircraft Lease Agreements

Implementation of Power by the Hour Period

Narrow-body: 9 Des 2021-31 Des 2022 dan Wide-body : 9 Des 2021- 30 Jun 2023

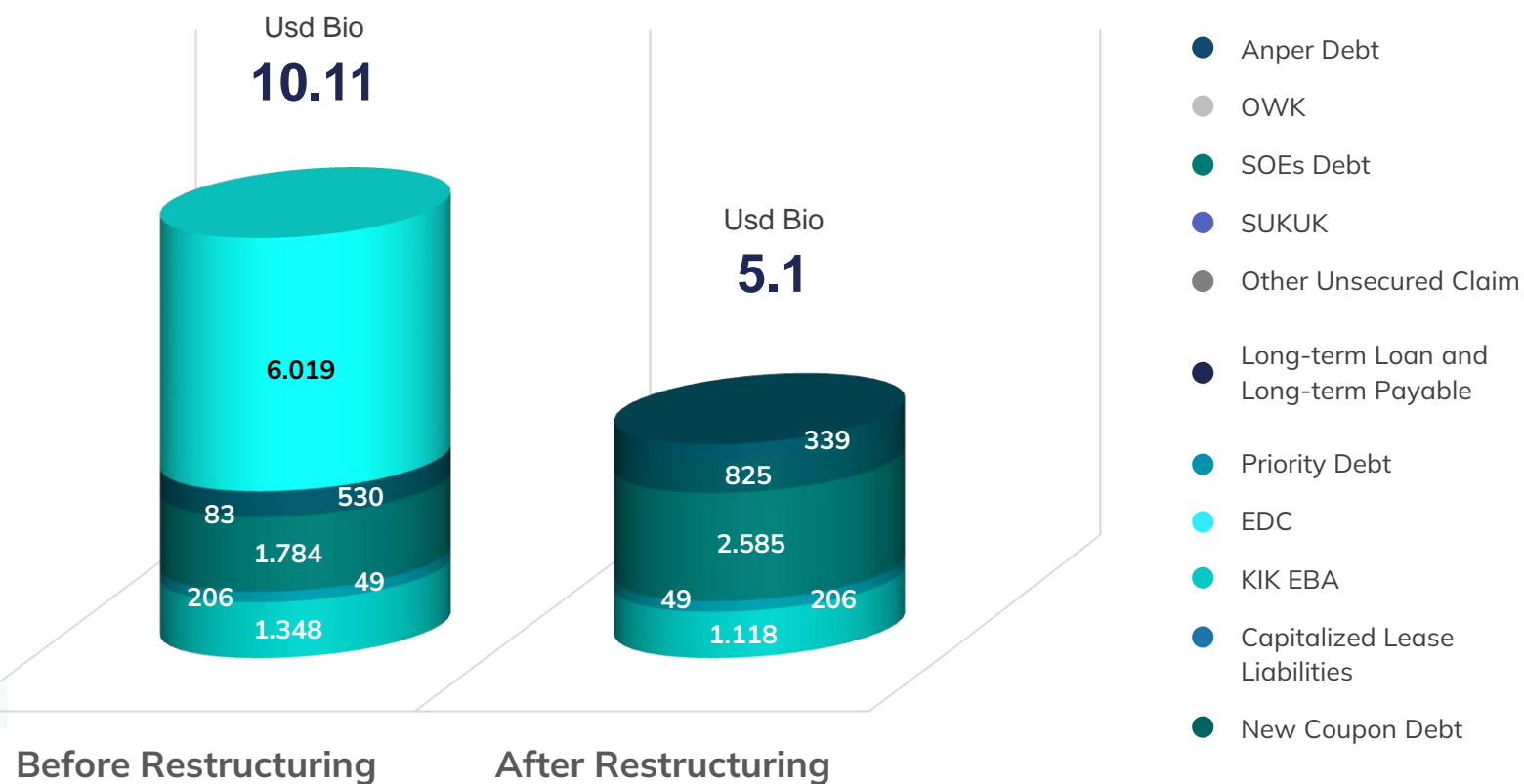
Decrease in Total Fleet
Decrease in total charter aircraft (GA and QG) from 196 as of 31 Dec 2020A to 119 aircraft4) as of 31 Dec 2022F (94 NB, 26 WB)



Reducing Lease Rates

Narrow-body: ~31% average decrease, and Wide-body: ~55% average decrease

Decrease in Debt Value Post PKPU



Decrease in Garuda's Debt

+ - 50%

Reduced Aircraft Rental Rates (Thousands of USD)

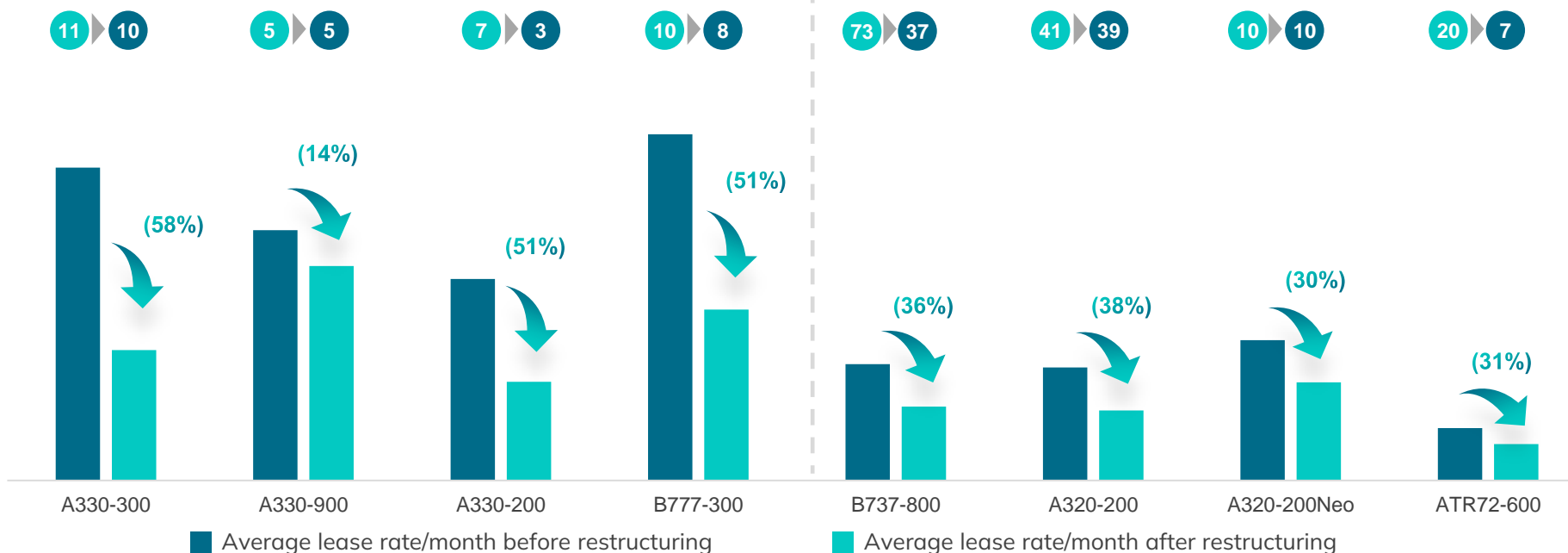
Wide-body (WB) Aircraft

Narrow-body (NB) Aircraft

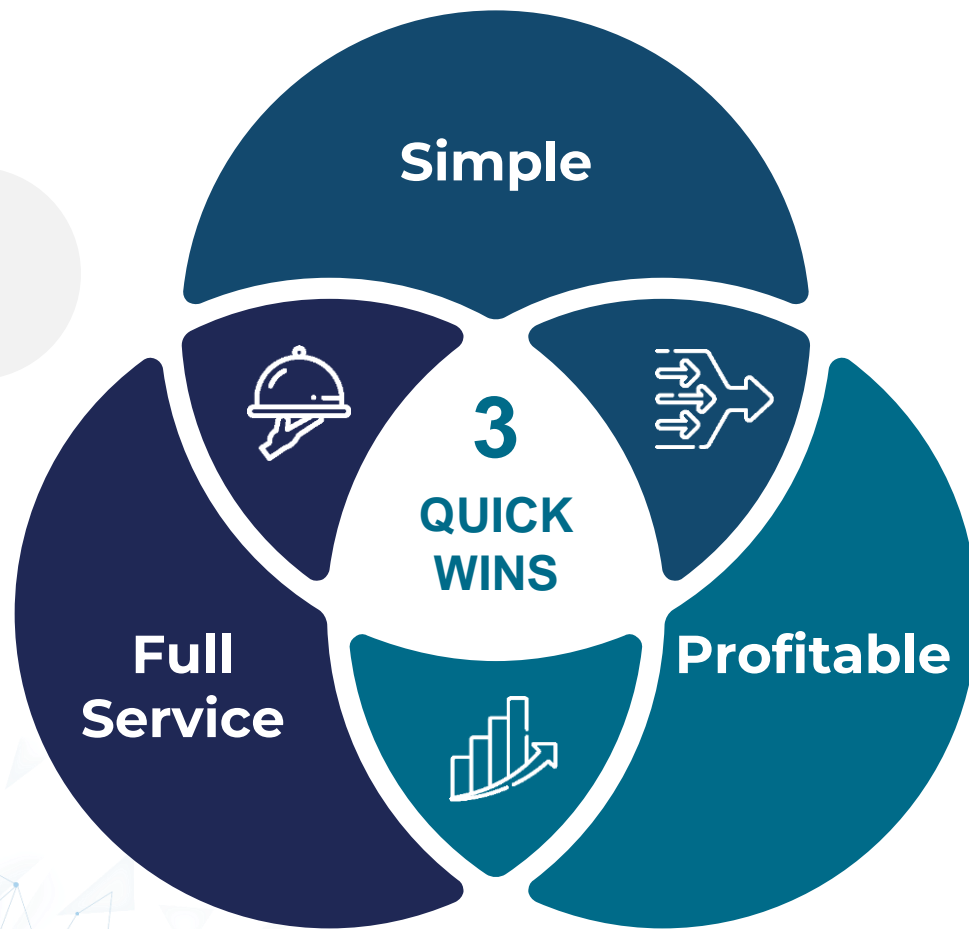
Total Fleet Before Restructuring (Dec-2020A):

● Total Fleet Before Restructuring

● Total Fleet After Restructuring (Dec-2022F):



Key Driver 2022



Corporate Action 2022



Fleet Strategy



Commercial Strategy



Network Strategy



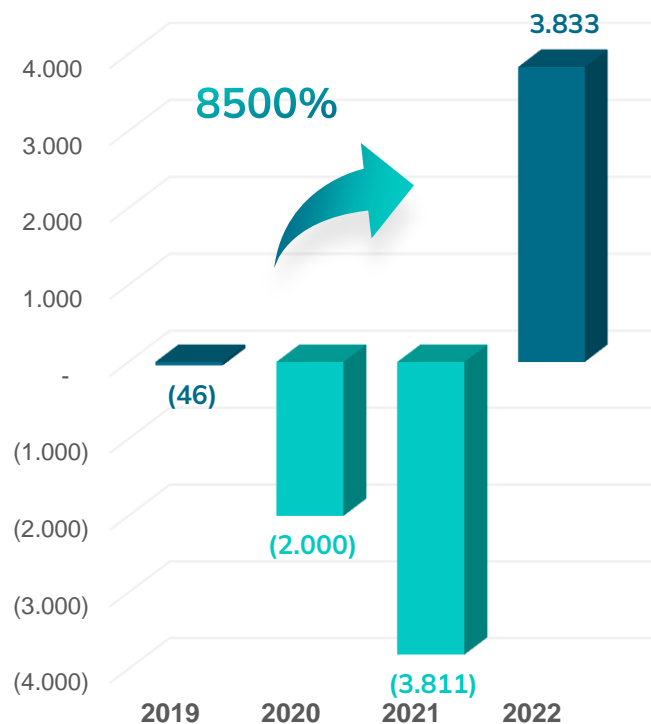
Financial Strategy



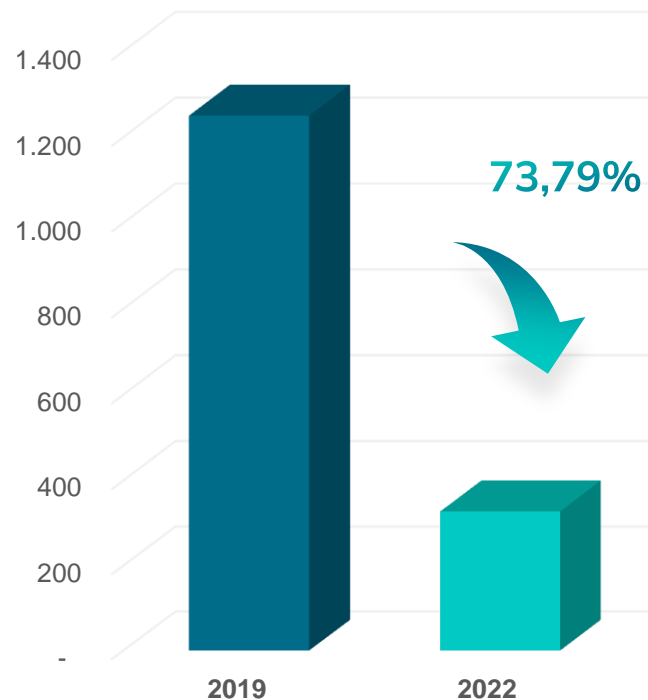
Supporting Strategy

Strengthening the 2022 Business Performance Fundamentals Post Restructuring (1)

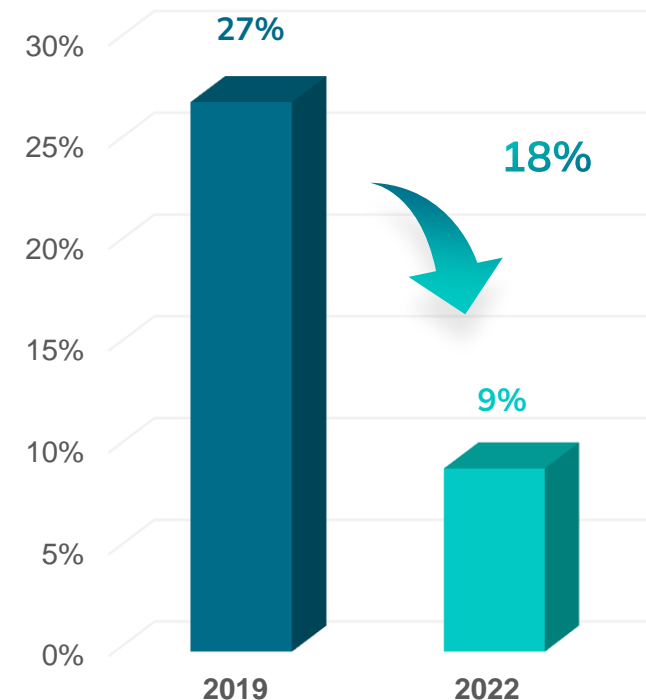
Net Income (USD Mio)



Total Fixed Cost

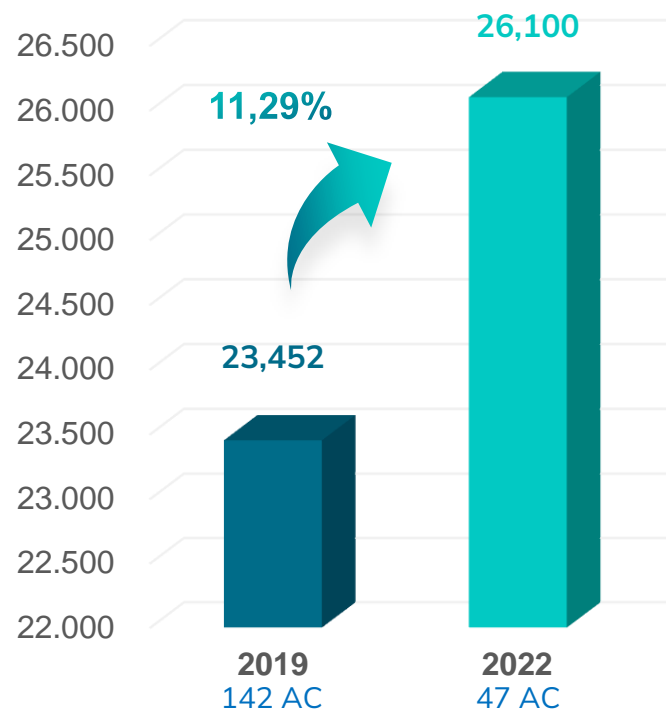


Lease Cost to Revenue

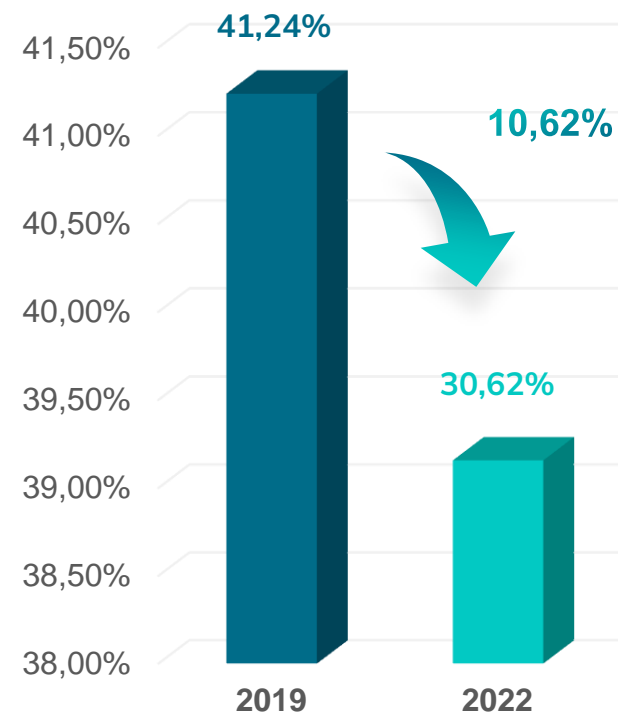


Strengthening the 2022 Business Performance Fundamentals Post Restructuring (2)

Average Revenue Per Aircraft (USD)

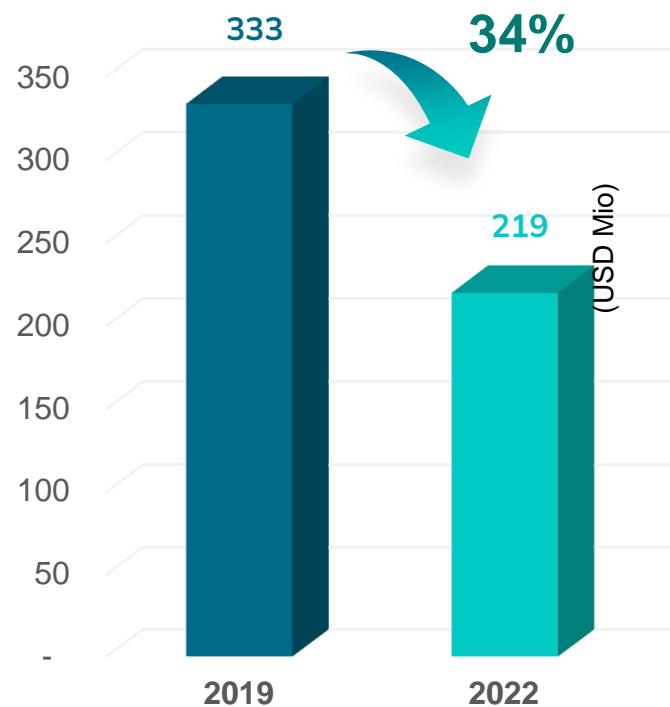


Fixed Cost to Revenue

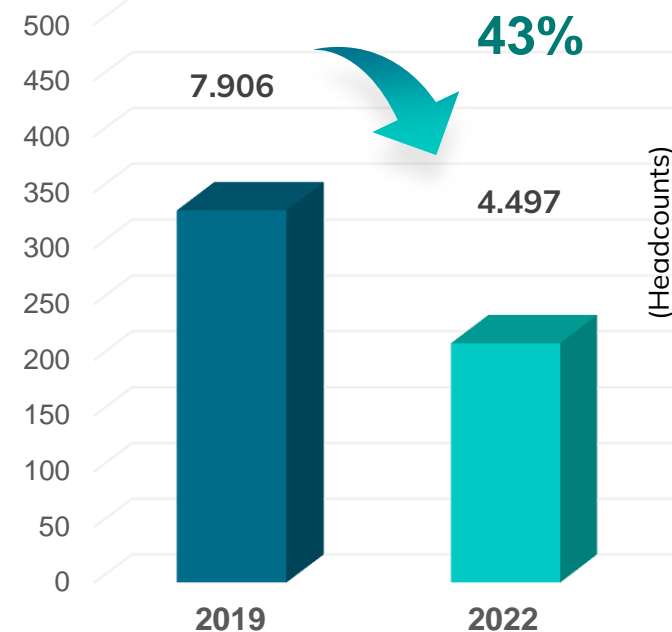


Strengthening the 2022 Business Performance Fundamentals Post Restructuring (3)

Total Personal Expense (Mio USD)

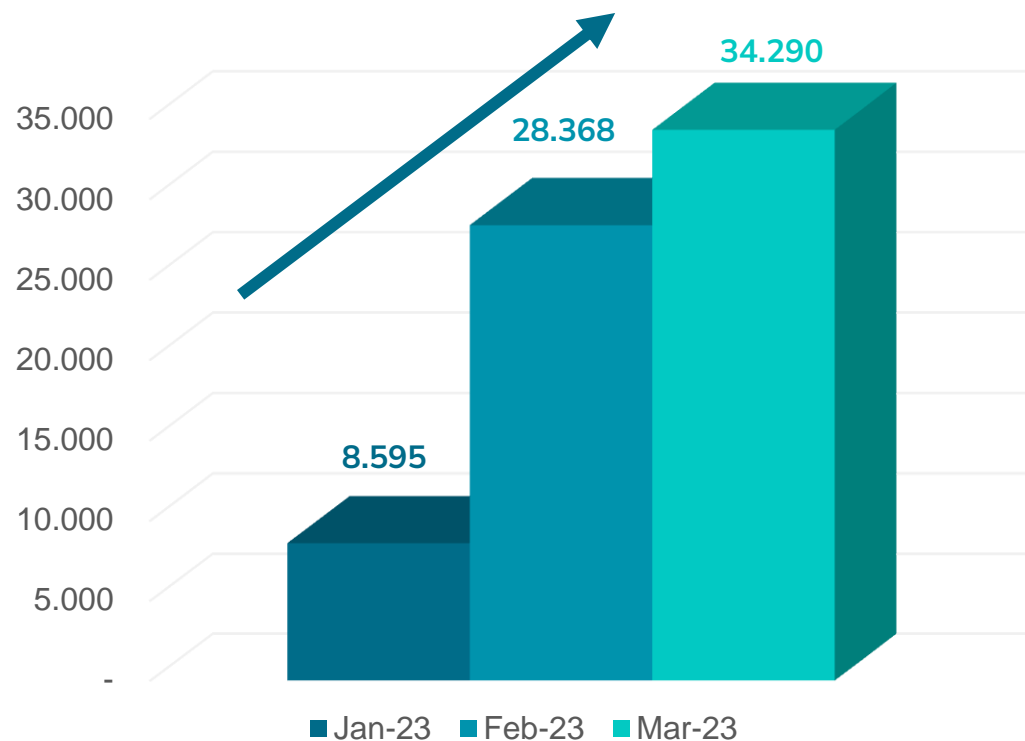


Manpower Size

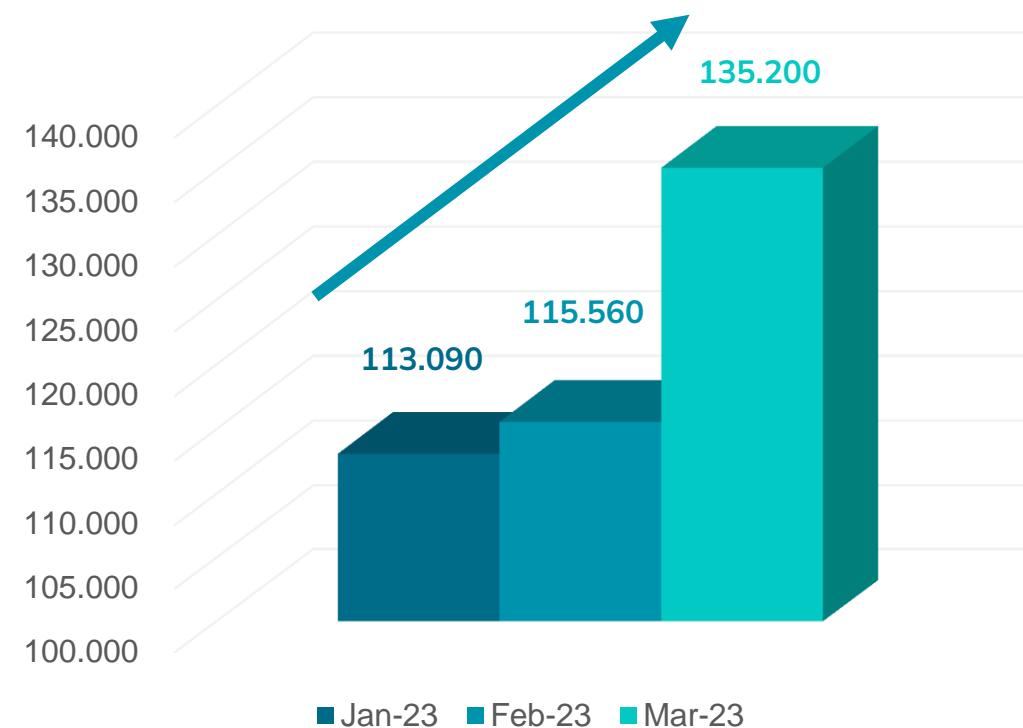


Corporate Performance Outlook 2023 Has a Solid Financial Performance Foundation

EBITDA (USD Mio)



OPERATING REVENUES (USD Mio)

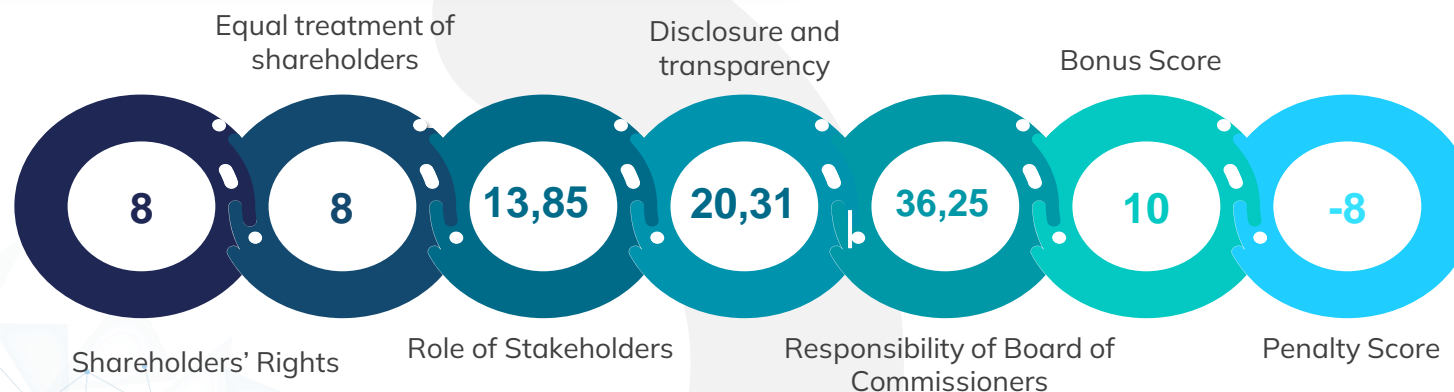


Strengthening Corporate Governance

	2021		2022		Explanation
	Score	%	Score	%	
Sustainable GCG Implementation	6,50	92,86	6,81	97,28	Excellent
Shareholders & GMS	8,56	95,13	8,45	93,99	Excellent
Board of Commissioners	30,86	88,18	33,00	94,29	Excellent
Directors	31,73	90,65	33,17	94,78	Excellent
Information and Transparency	8,18	90,89	8,11	90,15	Excellent
Other Aspects	1,25	25,00	2,5	50,00	Excellent
Total Score	87,08	87,08	92,69	92,69	



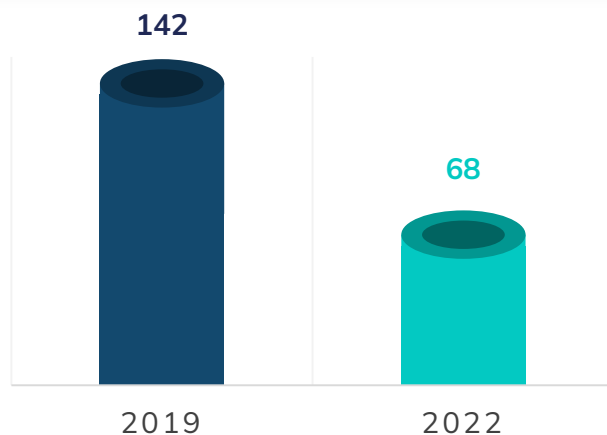
ACGS Scoring



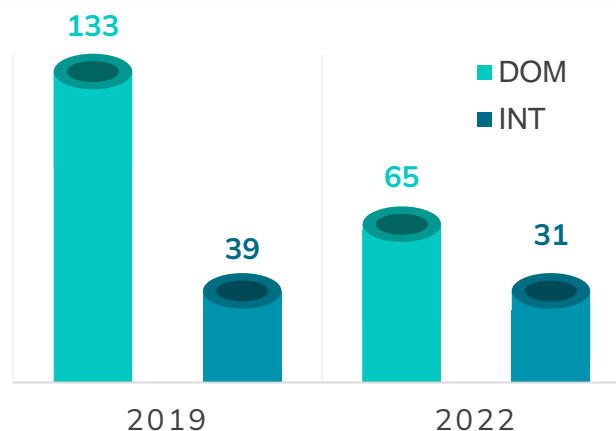
Total Score ACGS **88.41**

Optimizing GA Network and Strengthening Network-Partnership

TOTAL FLEET



TOTAL ROUTE

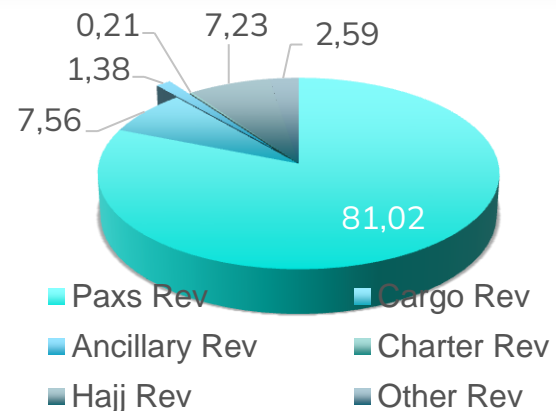


Commercial Index

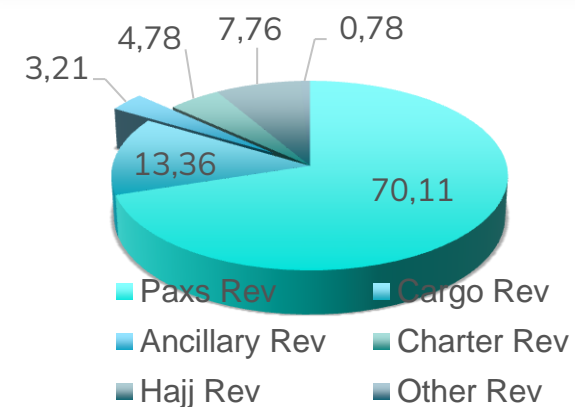
	2019	2022
Paxs Carried/Flight	138	151
Cargo/Flight (kg)	1.532	2.126
Revenue/Flight	15.101	20.141

Maximizing Revenue Opportunity

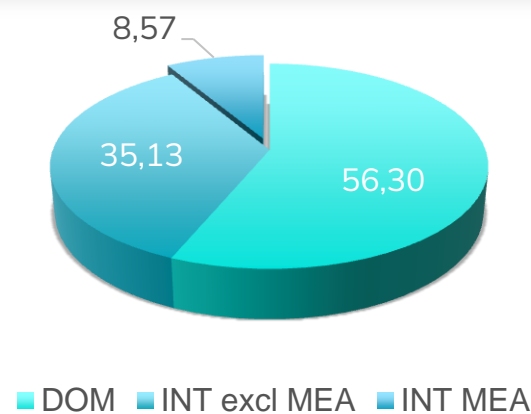
Revenue Stream (%) 2019



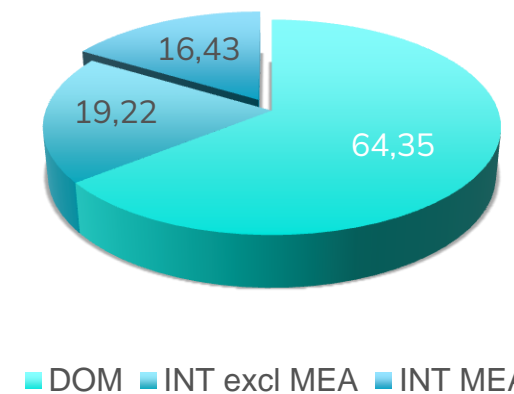
Revenue Stream (%) 2022



Revenue Proportion (%) 2019



Revenue Proportion (%) 2022



Service Enhancement & Marketing



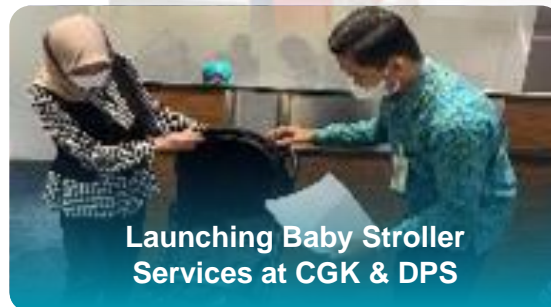
Normalization Food & Beverages Services



Garuda Priority Service



New IFE content



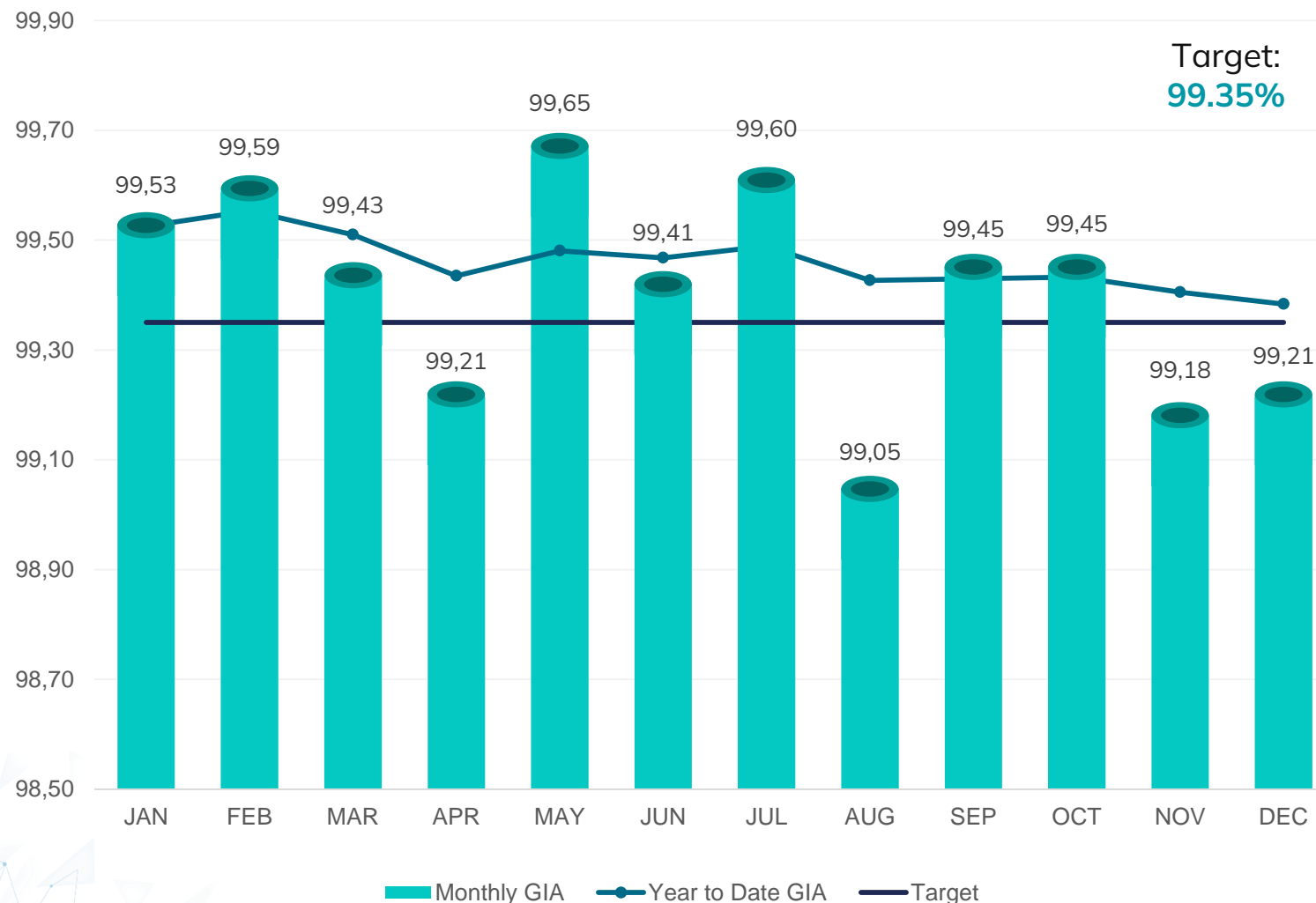
Launching Baby Stroller Services at CGK & DPS



Additional wheelchair



Kinerja Dispatch Reliability 2022

**99.38%**

The performance of Dispatch Reliability during 2022 for the entire Company's fleet reached 99.38% which fulfilled the KPI target of 99.35%.

When compared with the industry average, the performance of the Company's fleet dispatch reliability is as follows :

- GIA B737-800: 99.49% Vs Worldwide 99.32%
- GIA B777-300ER: 98.97% Vs Worldwide 99.14%
- GIA A330: 98.87% Vs Worldwide: 98.84%

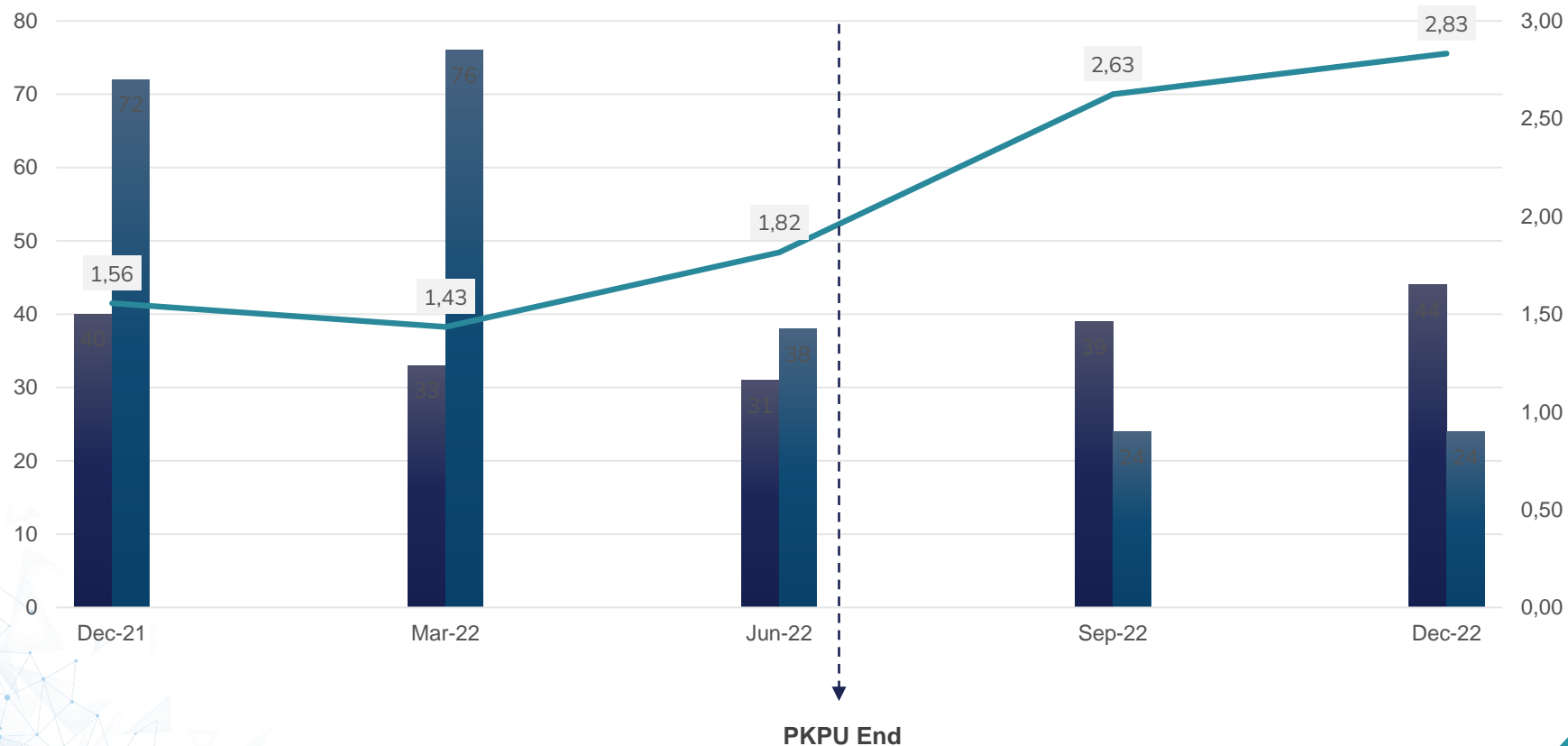
**Source Data : Boeing & Airbus*

Aircraft Reactivation Program Achievements

Garuda Indonesia Fleet Status 2021-2022

Garuda Indonesia Fleet Status 2021-2022

Serviceable Grounded Serviceable Ratio



Serviceable Ratio = Total Fleet / Amount of Grounded

41%

Increasing the number of serviceable aircraft after PKPU with the aircraft reactivation program from 31 aircraft in June 2022 to 44 serviceable aircraft.

The number of grounded aircraft continues to decrease from 72 aircraft in December 2021 to the remaining 24 aircraft in December 2022 so that the Serviceable Ratio continues to increase. Reactivation of the remaining 24 grounded aircraft will continue in 2023.

Information Technology (IT) Highlights 2022

IT Focus : Architectural Recalibration and Restructuring Alignment

1 IT Ecosystem Optimization

- Application of microservice architecture, infrastructure scalability and multi-platform services in sales support applications.
- Strengthening Data Architecture to support decision making by implementing Route Profitability Intelligence
- System resilience faces various kinds of risks, with a system SLA achievement of 99.7%



2 Improvement of IT effectiveness and efficiency

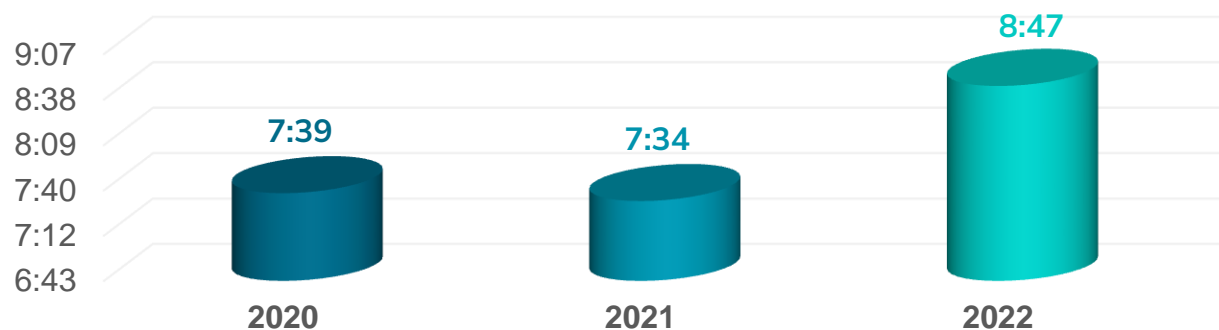
- Strategic Contract Renegotiation On international network services and integrated operational system services
- Digitize company business processes and process automation with the implementation of Aircrew Mobile Apps and eOffice

3 Improvement of Digital Channel and Customer Experience

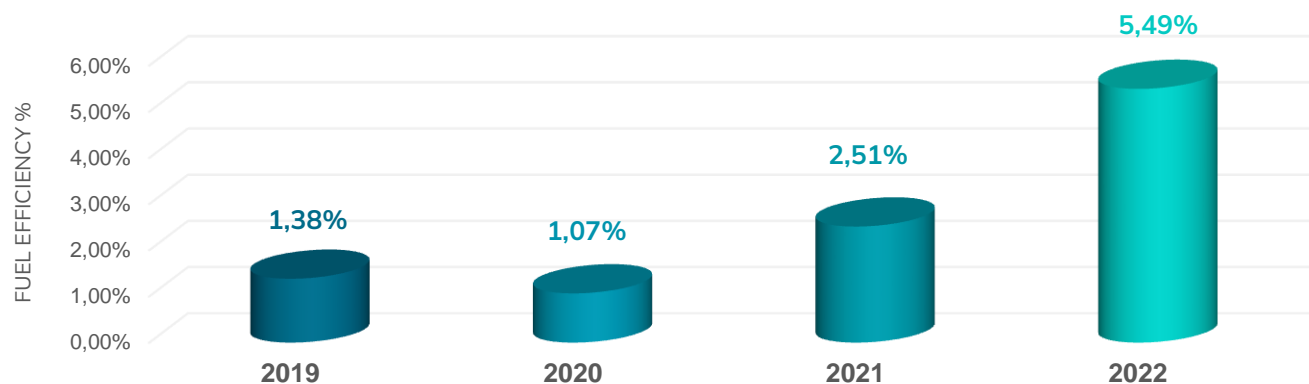
- Customer experiences by simplifying the booking to payment process
- Travel personalization, based on understanding of needs, preferences

Aircraft Utilization & Fuel Optimization

Aircraft Utilization



Fuel Optimization Results vs Fuel Cost 2019-2022 (%)



In the operational line, implementation of fuel optimization is carried out with initiatives such as Cost Index, Potable water, economical tankering, Engine Out – Taxi In Procedure, GPU Usage and Reducing Landing Flaps

Highlights

Positive Trend of Aircraft Utilization (hours) on average at primary school in 2022 increased from 7:34 to 8:47 in 2022

During 2019-2022 the fuel use saving program shows a positive trend as seen from the percentage increase in the comparison between Fuel Efficiency that was successfully carried out compared to the Total Fuel Cost incurred by the Company

The Best OTP in 5
Star Airline
(96.3%)

The Most Punctual
Airline in the World
(95,01%)

Most Punctual Airline
in Asia Pacific
(96,6%)

OAG®

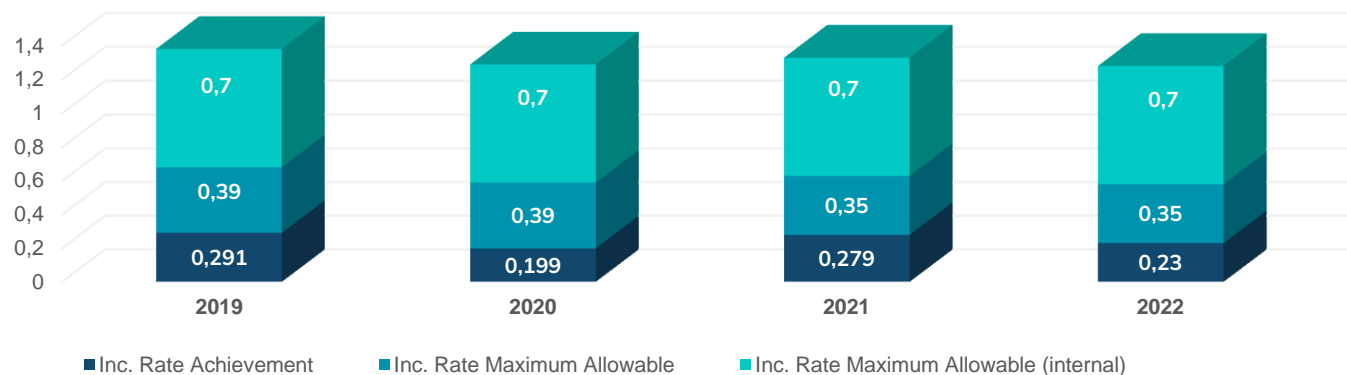
2019

2020

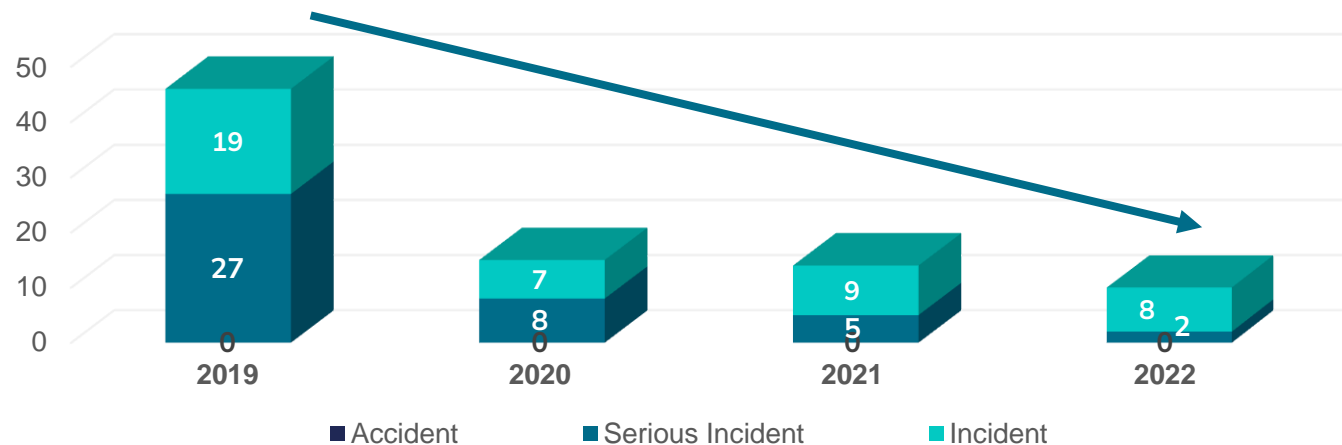
2022

Incident Rate Report 2019-2022

INCIDENT RATE
(per 1.000 departures)



INCIDENT EVENTS



Avoid and reduce Incident with Safety Management System (SMS) Implementation

Incident Investigation

Management review

Hazard Identification & Risk Assessment

Safety Performance Monitoring

Audit, surveillance, inspection

Safety Promotion

Highlights of 2022 Financial Performance

1H-2022 & FY2022

Financial Performance

Description (USD Mio)	FY 2021 Parent	1H-2022 Parent	FY 2022 Parent	FY 2022 Consolidated
Cash and Bank	22	69	493	522
Advances for purchase of aircraft	159	146	219	138
Advanced & Security Deposit	150	133	134	224
Bank Loan	674	0	0	16
Trade Payable & Accrued	947	349	296	741
Tax Payable	220	196	175	194
Total Asset	4,789	3,671	4,147	6,235
Total Liabilities	10,094	5,161	4,800	7,770
Total Equity	(5,305)	(1,490)	(653)	(1,535)
Total Revenue	784	490	1,227	2,100
EBITDA Adjusted	(679)	(10)	51	NA
Operating Income (Loss)	(3,431)	(9)	50	104
Net Income (Loss)	(3,812)	3,816	3,819	3,736
Net Income (Loss) (without PSAK73)	(3,306)	4,177	4,416	NA

Focus on Management of Financial Aspects and Risk Management (1)



Financial Restructuring Through PKPU

June 17, 2022, Creditors carried out a Garuda Indonesia PKPU vote with the result that **347 creditors (95.07%)**, with a claim value of IDR 122 Trillion representing **12.2 million total votes (97.46%)** approved the Garuda Indonesia Settlement Agreement.

June 27, 2022, Garuda Indonesia's PKPU homologation agreement was ratified



State Equity Participation (SEP) and PPA Financing

In 2022, the Company succeeded in obtaining a fleet restoration financing facility from **PT PPA** worth **IDR 725 billion**.

At the end of 2022, the Company managed to obtain additional State Equity Participation (SEP) worth IDR 7.5 trillion.



Privatization Governance

Management of Garuda Indonesia's privatization process by issuing **3 Government Regulations**: (i) PP No. 43/2022 (SEP), (ii) PP No. 51/2022 (OWK), and (iii) PP 63/2022 (Changes in Capital Structure). This includes Rights Issue, OWK Conversion, and Creditor Debt Conversion.



Financial Report Opinion Unqualified (WTP)

Financial Report **YTD Jun-22** The Company **obtained an unqualified opinion (WTP)** from PAF.

Financial Report **YTD Dec-22** The Company **obtained an Unqualified (WTP)** financial report opinion from the PAF.



Cassation and Assistance to the Attorney General's Office

Greylag 1410 and Greylag 1446 filed an appeal for **cassation on 4 July 2022** and **was rejected on 26 September 2022**. The Homologation Decision dated 27 June 2022 has permanent legal force.

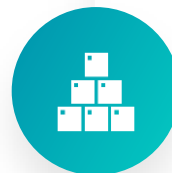
Positive support by the Attorney General's Office has contributed to the success of the Company's restructuring process through PKPU.



Building an inherent Risk Culture through the implementation of the Six Eye Principles & Procedure System Improvements

In supporting Garuda Indonesia to become a superior company, Garuda Indonesia also carried out several supporting strategies in 2022, namely risk maturity index assessment and development of governance, risk, compliance, Garuda Indonesia's risk maturity value in 2022. 3.78, an increase of 0.28 points from 2021.

Focus on Financial Management and Risk Management (2)



Establishment of Sinking Funds

The Company formed a sinking fund as one of the efforts to fulfill the obligations of the PKPU Homologation Agreement.

The Company has succeeded in establishing a sinking fund of **USD 27.5 Million as of December 31, 2022** as a form of the Company's commitment to post homologation obligations.



Foreign Credit Approval (PKLN)

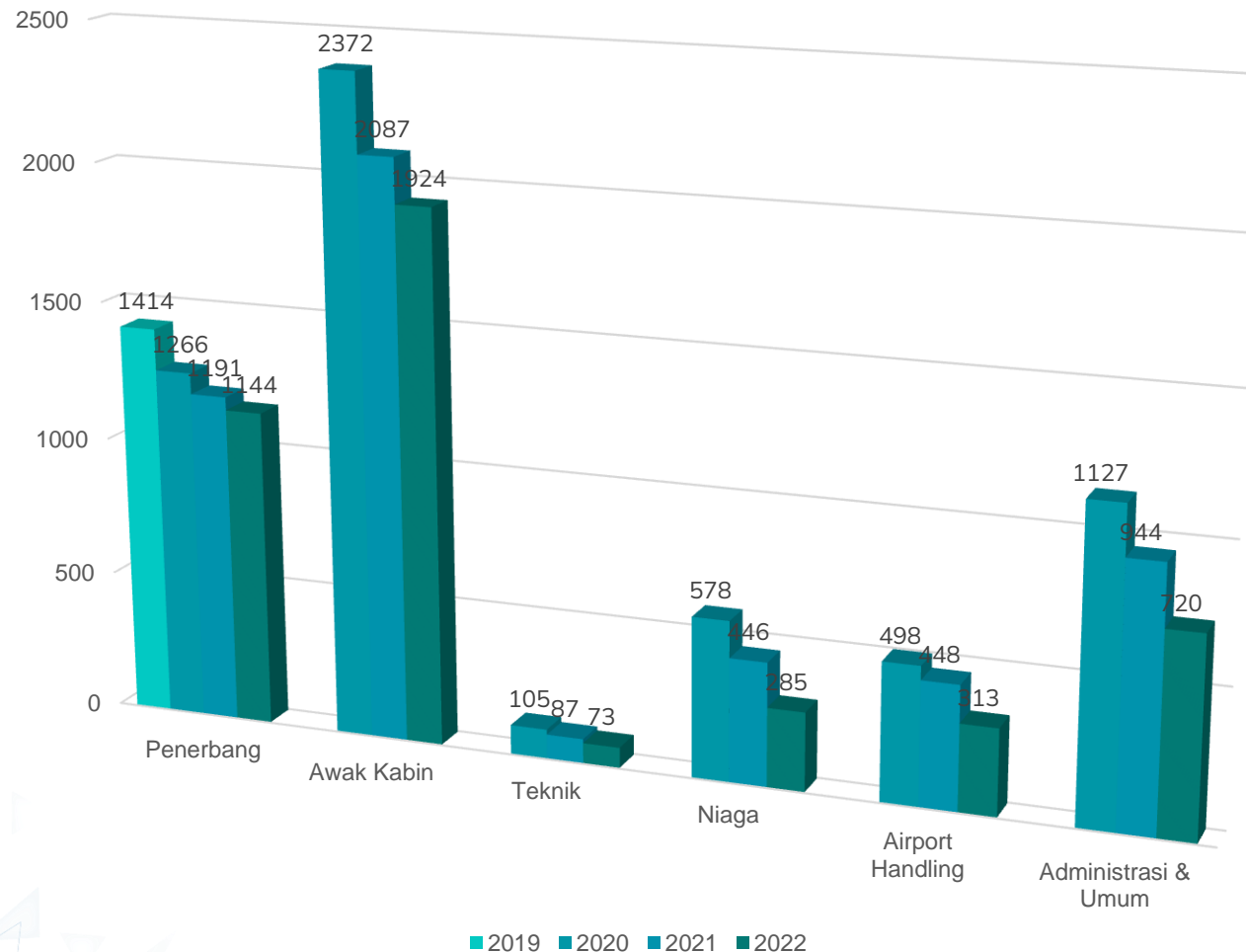
The Company succeeded in obtaining approval from the Minister of Finance for the Company's PKLN Application in the form of: **issuance of New Debt Instruments with a maximum amount of USD 624,735,352** and **issuance of New Sukuk with a maximum amount of USD 78,019,581** as part of the completion of the Company's Restructuring and Transformation.



Equity Improvement Efforts

The equity position continues to show improvement from the position on December 31, 2021 (audited) before the restructuring of; **Consolidation: (6.1) Billion USD**, then at the position on December 31, 2022 (audited) of; **Consolidation: (1.6) Billion USD**.

Human Capital Performance of Garuda Indonesia



Year	Number of Employees	
2019	7,878	25%
2020	5,946	12%
2021	5,203	14%
2022	4,459	

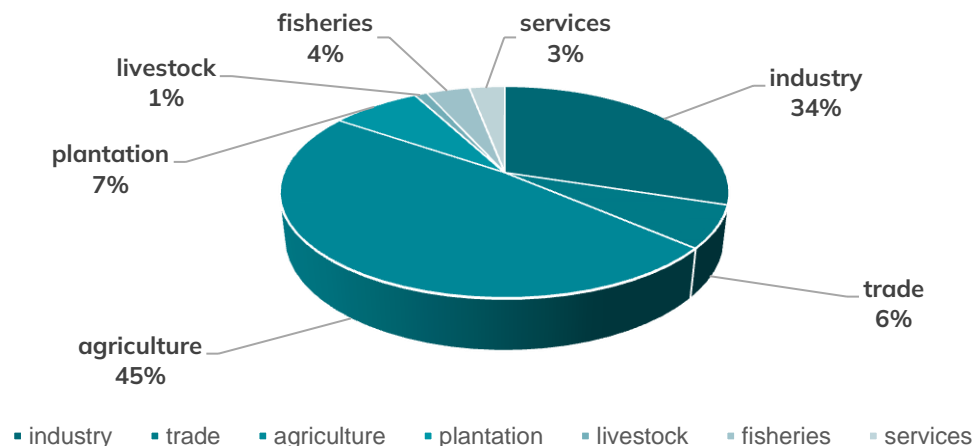
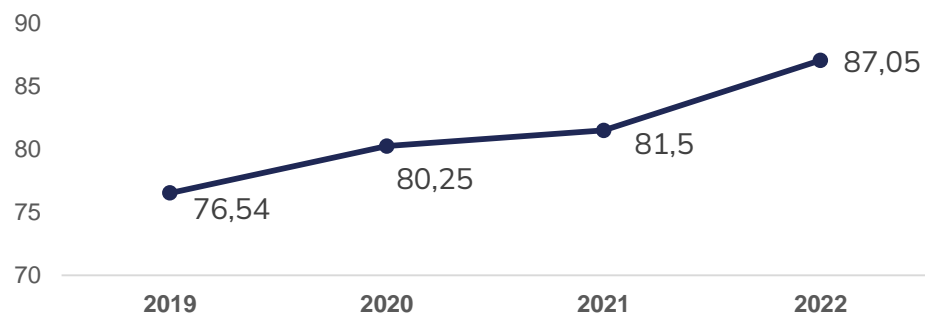
The Company's restructuring steps are also reflected in the right-sizing efforts undertaken where in the past 4 years, there has been a decrease in the ratio of the composition of employees to an average of 17%.

Human Capital Focus Management Initiative

Adjustment in the Number of Human Resources	2022				
	Q1	Q2	Q3	Q4	Total
Early Retirement	230	224	141	157	752
Early Contract Termination	21	20	2	35	78
Total	251	244	143	192	830

MICRO AND SMALL ENTERPRISE (PUMK) FUNDING PROGRAM PERFORMANCE

Accumulation of Micro and Small Business Funding



EFFECTIVENESS OF 2022 PUMK



COLLECTABILITY OF 2022 PUMK



As of December 31, 2022, the Company has distributed accumulated PUMK program funds worth **IDR 87.058 billion** with the largest percentage of distribution in the Agriculture (45%) and Industry (34%) sectors.

In 2022, the Company disbursed PUMK funds of IDR **5.555 billion** (audited) with details of the 2022 PUMK Program achievements:

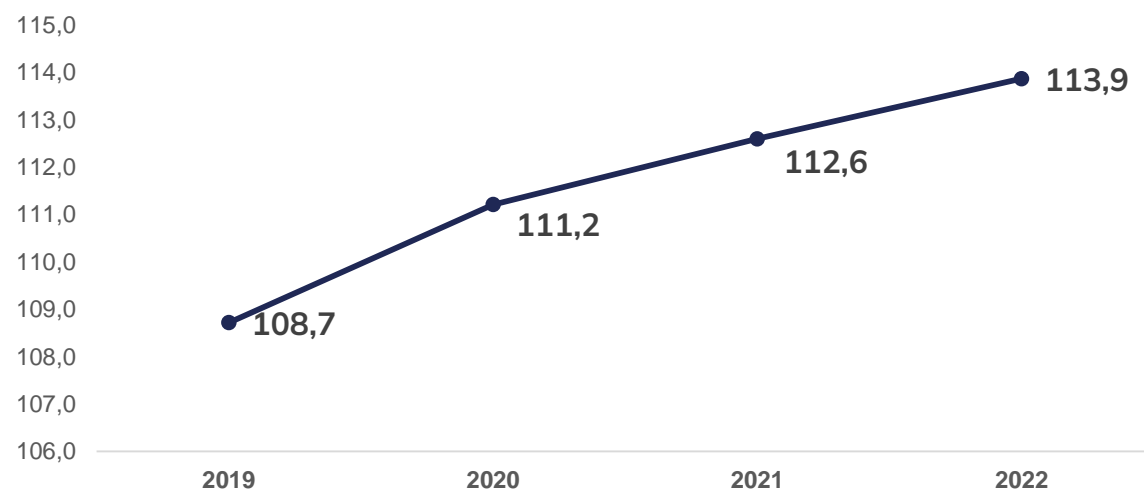
- Effectiveness of PUMK of **99.74% (score 3)** (audited)
- Collectability of PUMK of **26.95% (score 1)** (audited)

Based on Ministry of SOEs Letter No. S-170/MBU/03/2023, the achievements of the PUMK program are as follows:

- Effectiveness of PUMK of **skor 3**
- Collectability of PUMK of **skor 3**

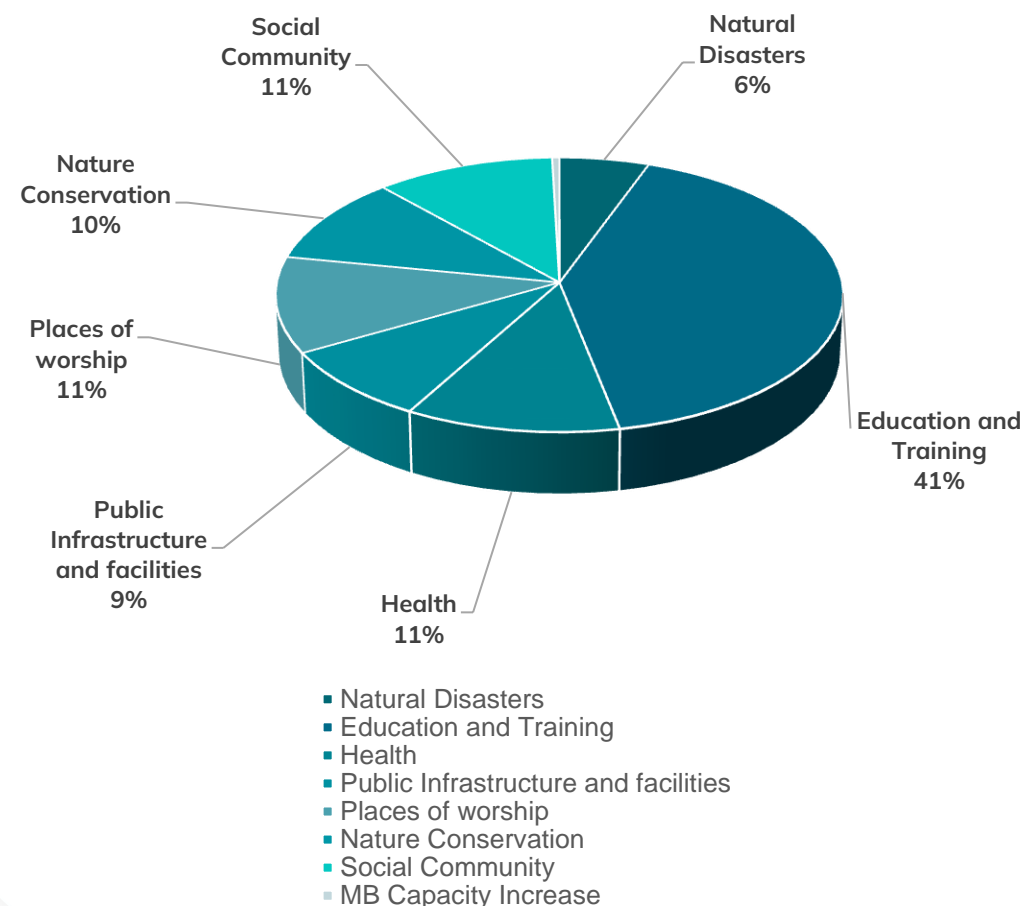
SOEs SOCIAL AND ENVIRONMENTAL RESPONSIBILITY (TJSL) PROGRAM PERFORMANCE

Akumulasi Penyaluran Dana TJSL



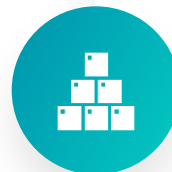
In 2022, the Company will distribute SOEs TJSL Program Funds of IDR **1.3 billion**.

As of December 31, 2022, the Company has channeled **accumulated** SOEs TJSL Program funds worth IDR **113.8 billion** with the largest percentage of distribution in the Education sector (41%), then the Health sector, places of worship, and social assistance (11%).



SOEs TJSL Program Budget 2023

The 2023 SOEs TJSL Program Budget is determined with the following explanation:



Referring to the Minister of SOEs Regulation Number: PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises. Article 30 paragraph 1 stipulates that "SOEs TJSL Program Funds come from: (a) the activity budget which is calculated as costs to SOEs in the current budget year; provision for a portion of SOEs net profit in the previous fiscal year; and/or other legitimate sources in accordance with the provisions of laws and regulations."



Referring to the Minister of SOEs Regulation Number: PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises. Article 30 paragraph 2 stipulates that "Apart from the sources referred to in paragraph (1), SOEs TJSL Program funds can come from: (a) the balance of partnership program funds allocated until the end of 2015; and/or (b) loan administration services/margin trading/profit sharing portion, deposit interest and/or demand deposit services from partnership program funds."



For 2023 the SOEs TJSL Program Fund is budgeted at IDR 2.5 billion by the Company.

Board of Commissioners Supervision Report

Praise and gratitude we go to God Almighty for His mercy and grace, in 2022 Garuda Indonesia can face various challenges faced by the Company. On this auspicious occasion, please allow us as the Board of Commissioners to submit a report on the supervision and provision of advice to the Board of Commissioners regarding the management of the Company for the 2022 financial year.

First of all, the Board of Commissioners appreciates the Directors for the achievements made in 2022. The Directors have been able to save the Company from the threat of bankruptcy by successfully negotiating debt restructuring with all creditors including negotiating prices and aircraft leasing policies with all lessors in the Postponement of Liability hearings Payment of Debt (PKPU) where the Central Jakarta Commercial Court on June 27 2022 has determined and ratified a homologation agreement (conciliation plan) which must be obeyed by the Company and all creditors. Not to forget, the Board of Commissioners also thanks all Shareholders and all Creditors for their support in the implementation of the Company's restructuring. Without the support of Shareholders and Creditors, the Company will undoubtedly be able to go through this tough challenge so that the restructuring through the PKPU trial can have permanent legal force (inkracht) as stated in the cassation decision from the Supreme Court on September 26, 2022.

In line with the restructuring process, in accordance with the Company's Financial Statements for the 2022 financial year which have been audited by the Public Accounting Firm Tanudiredja, Wibisana, Rintis and Partners (PwC Indonesia), the Company was able to record a profit for the current period of USD3.73 billion, most of which came from income from debt restructuring of USD2.85 billion and profits from payment restructuring of USD1.38 billion. The Company's operating income has also increased to USD 2.10 billion, an increase of 57.18% compared to 2021 of USD 1.33 billion.

Board of Commissioners Supervision Report

In terms of operational performance, the Company served 14.85 million passengers in 2022, an increase of 35.41% compared to 2021 of 10.96 million passengers. The amount of cargo also managed to exceed the 2022 target of 123.46% with a realization of 187,305 tons. Even though the number of charter flights decreased by 14.42%, in terms of charter flight revenue it has increased to USD 174.81 million, an increase of 98.53% compared to 2021 of USD 88.05 million.

In accordance with the main duties and functions of the Board of Commissioners, throughout the 2022 financial year the Board of Commissioners has carried out the supervisory and advisory functions to the Board of Directors in managing the Company to achieve optimal performance in accordance with the objectives of the Company's establishment by referring to the RKAP and RJPP that have been determined.

In accordance with the provisions of the Articles of Association, the Board of Commissioners has provided advice, responses, support and approval to the Board of Directors for the Corporate Actions to be implemented in 2022, including:

1. Advice and directions regarding plans and guidelines for implementing the Company's restructuring.
2. Response to the Company's Rescue Plan through Restructuring (RPR).
3. Response to the Company's RPR after the negotiation process with creditors.
4. Responses to the Company's Business Ethics and Work Ethics Guidelines.
5. Response to the Company's 2022-2026 Business Plan Update (Final RPR).
6. Support for the Company's restructuring termsheet.
7. Approval of the Appointment of a Public Accounting Firm to audit the 2022 Financial Statements.
8. Approval of the Company's Work Plan and Budget (RKAP) for the 2022 fiscal year.
9. Management Contract Approval for the 2022 fiscal year
10. Approval of the appointment of an Assessor in the framework of the Company's GCG assessment.

Board of Commissioners Supervision Report

11. Approval of Cooperation Guidelines within the Company.
12. Approval of the Appointment of the Board of Commissioners and the Board of Directors of a subsidiary.
13. Approval of changes to the organizational structure of the parent company.
14. Approval of the Company's Threshold.
15. Approval of Corporate Guarantor to Garuda Indonesia Holiday France S.A.S regarding Airplane Rental Transactions.

The full actions of the Board of Commissioners in the form of input, directions and suggestions as well as recommendations to the Board of Directors can be read in the Board of Commissioners' Supervisory Report contained in the Company's Annual Report.

Furthermore, taking into account the running of the Company in 2022 and the continuity of the Company's business going forward, the Board of Commissioners has and henceforth provided direction, advice and recommendations to the Board of Directors as follows:

1. Carry out the strategic steps that have been prepared in the Rescue through Restructuring Plan (RPR) and the Company's Business Plan as a whole by taking into account the applicable laws and regulations, reasonable and accountable costs and the interests of stakeholders, especially the Company's Shareholders;
2. Increase the achievement of positive EBITDA through route management strategy, optimization of average fare and proper cost management discipline.
3. Increasing the Company's revenue by optimizing existing resources, including through increasing aircraft utilization and direct channel sales contributions, optimizing the charter and cargo business, selecting profitable routes and increasing recurring income through subsidiaries.
4. Ensuring that post-homologation liquidity is maintained, including the provision of sinking funds that will be used to pay short, medium and long term obligations.

Board of Commissioners' suggestions and recommendations

1. Carry out operating expense control in order to increase the Company's productivity through review, standardization, and expense efficiency in the context of cost control in all business lines (cost reduction program) in order to realize effective and efficient company management. Every operating expense incurred is in accordance with the plan and can be accounted for in accordance with applicable regulations.
2. In order to prepare for the implementation of the New Distribution Capability (NDC), which is currently being implemented by many airlines as an alternative to saving costs using the Global Distribution System (GDS).
3. Develop mitigation measures in connection with the additional delivery of new wide body aircraft from 2026 onwards.
4. Adjustment of the number of employees with the aircraft fleet owned by Garuda, especially the cockpit crew and cabin crew to pay attention to the ratio based on the type of aircraft that applies in the industry and the provisions that apply at the Ministry of Transportation. As for the ground staff, it should be adapted to existing operational needs by taking into account the streamlining of the organizational structure, including technological efficiency.
5. Ensuring that the restructuring and streamlining of the company's children and grandchildren can be completed according to the specified time target so that it is no longer a burden on the contrary to be a positive contribution to the parent company and the Company can focus on the core business;
6. Resolving all legal issues currently being faced by the Company while taking into account the costs incurred in a reasonable and accountable manner.
7. Carry out the management of sound business practices in accordance with applicable laws and regulations and eliminate the occurrence of fraud both due to procedural weaknesses and individual HR;
8. Follow up and complete the findings, notes, and suggestions/recommendations of the internal auditors and external auditors that have not yet been followed up.

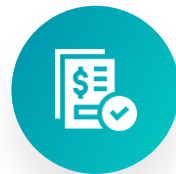
Proposed Resolutions for Agenda 1



Approved the Company's Annual Report including the Supervisory Task Report which has been carried out by the Board of Commissioners for the 2022 financial year and the Company's Consolidated Financial Statements for the 2022 financial year which have been audited by PAF Tanudireja, Wibisana, Rintis and Partners according to Report Number 000530/2.1025/AU.1/06/0225-1/1/III/2023 dated 31 March 2023.



Approved the Financial Report of the Company's Micro and Small Business Funding Program (PUMK) for the financial year ending December 31, 2022 which was audited by Tanudiredja, Wibisana, Rintis & Rekan (PwC Indonesia) according to Report Number 00872/2.1025/AU.2/11/0225-1/1/V/2023 dated 10 May 2023.



Provide full release and discharge (*volledig acquit et de charge*) to all members of the Company's Board of Directors for their management actions and members of the Company's Board of Commissioners for the supervision that has been carried out during the financial year ending December 31, 2022, including the management and supervision of the Business Funding Program Micro and Small Enterprises (PUMK) ending December 31, 2022, as long as the said action is not a crime and/or has been reflected in the report above.



Garuda Indonesia



Agenda 2

Determination of Use of Net Profits
for 2022.

Use of Profits

1

Based on Law no. 40 of 2007 stipulates that the use of net profit including the determination of the amount of allowance for reserves is decided by the GMS.

2

In the 2022 financial year, the Company on a consolidated basis recorded a net profit of **USD 3,736,670,304**.

3

Referring to Law no. 40 of 2007, it is stated that dividends can only be distributed if the Company has a positive profit balance and currently the Company still has a negative profit balance, so it cannot distribute dividends to shareholders.

Proposed Resolution for Agenda 2



Approved the use of the 2022 Consolidated Net Profit of USD 3,736,670,304 (three billion seven hundred thirty six million six hundred seven thousand three hundred and four United States Dollars) as retained earnings to reduce the Company's accumulated losses.



Agenda 3

Determination of Tantiem for the Board of Directors and Board of Commissioners of the Company for the Fiscal Year 2022 and Remuneration (Salary/Honorarium, Facilities and Allowances) for Members of the Board of Directors and Board of Commissioners of the Company for the Fiscal Year 2023.

Tantiem and Remuneration Determination



Based on the provisions of the Minister of SOEs Regulation Number: PER-3/MBU/03/2023 dated 20 March 2023 concerning the Organs and Human Resources of State-Owned Enterprises Article 76 paragraph 1, it is stipulated that the income of the members of the Board of Directors and Board of Commissioners of the Persero is determined by the GMS taking into account factors business scale, business complexity factor, inflation rate, condition and financial capacity of the company, and other relevant factors, and may not conflict with laws and regulations.



SOEs can provide Tantiem or Performance Incentives to members of the Board of Directors and Board of Commissioners/Supervisory Board of SOEs based on the determination of the GMS/Minister in ratifying the annual report.



The SOEs Ministerial Regulation above basically regulates the provision of appropriate awards to the Directors, Board of Commissioners and Supervisory Board of SOEs as one of the factors in fostering motivation in order to improve performance.

Proposed Resolutions for Agenda 3

1

Grant authority and power of attorney to Series A Dwiwarna Shareholders to determine Performance Incentives for the 2022 Fiscal Year and Remuneration (Honorarium, Facilities, Allowances and other incentives) for the 2023 Fiscal Year for the Board of Commissioners of the Company.

2

To grant authority and power to the Company's Board of Commissioners by first obtaining written approval from the Series A Dwiwarna Shareholder to determine Performance Incentives for the 2022 Fiscal Year and Remuneration (Salary/Honorarium, Facilities, Allowances and other incentives) for the 2023 Fiscal Year for the Company's Directors.

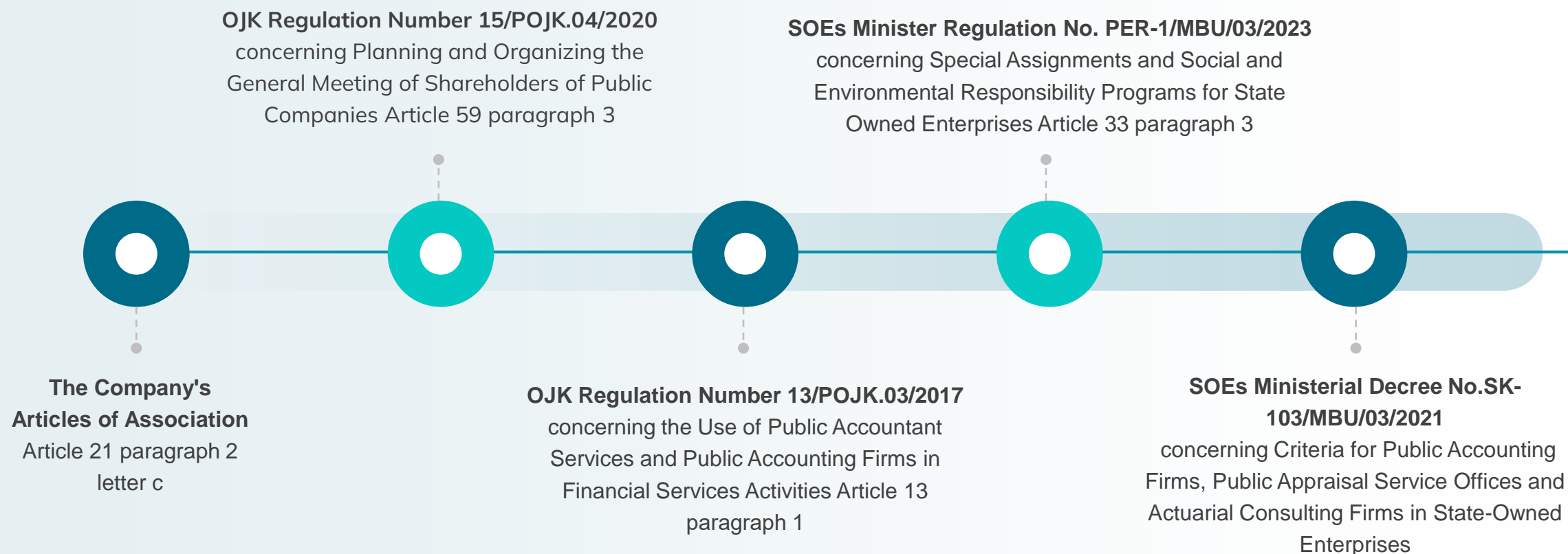


Agenda 4

Appointment of a Public Accounting Firm and/or Public Accountant to Audit the Company's Financial Statements for the 2023 Fiscal Year and the Financial Statements of the Company's Micro and Small Business Funding Program (PUMK) for the 2023 Fiscal Year.

Appointment of a Public Accounting Firm in 2023

The appointment of a Public Accounting Firm (“PAF”) to be able to audit the Annual Financial Statements for the 2023 Fiscal Year refers to the following provisions:



Criteria and Reasons for Delegation

The criteria or limits for Public Accountant (PA) and/or PAF that can be appointed are in accordance with the Decree of the Minister of SOEs No.SK 103/MBU/03/2021 concerning Criteria for PAF, Public Appraisal Service Offices and Actuarial Consultant Offices in State-Owned Enterprises, provisions for PAF selection in accordance with the data tabulation list of PAF in SOEs.

The considerations for delegating authority to the Board of Commissioners are as follows:

1

Time is still needed to carry out a comprehensive evaluation of the PAF that performs audit services on the Company's Financial Statements for the 2022 financial year and the 2022 Financial Report for the Micro and Micro Enterprises and Small Business Funding Program.

2

Limited time to carry out the process of procuring audit services for the Company's Financial Statements for the 2023 financial year and Program Financial Report for the 2023 financial year.

Proposed Resolutions for Agenda 4

1

Granted power and authority to the Board of Commissioners by first obtaining approval from the Series A Dwiwarna Shareholder to appoint a Public Accounting Firm (PAF) to conduct an audit of the Company's Financial Statements for Fiscal Year 2023 or an audit of certain special Financial Statements in 2023 as well as Financial Statements and Implementation of the Micro and Small Business Funding Program (UMK) for the 2023 Fiscal Year.

2

Granting authority and power to the Board of Commissioners to appoint a Public Accounting Firm to audit the Company's Consolidated Financial Statements for other periods in the 2023 Fiscal Year for the purposes and interests of the Company.

3

Granting authority and power to the Company's Board of Commissioners to determine the amount of fees for audit services and other requirements for said PAF and appoint a replacement PAF in the event that the PAF, for any reason, is unable to complete the audit of the Company's Consolidated Financial Statements and the Financial Statements and Implementation of the Business Funding Program Micro and Small Enterprises (UMK) for the 2023 Fiscal Year, including determining fees for audit services and other requirements for the replacement PAF.



Garuda Indonesia



Agenda 5

Changes to the Company's Articles of Association

Amendments to the Articles of Association

Background

1

At present, the business activities in the Articles of Association of PT Garuda Indonesia (Persero) Tbk refer to the Central Bureau of Statistics Regulation Number 2 of 2020 concerning the Standard Classification of Indonesian Business Fields (KBLI 2020), including those related to cargo handling business activities as well as information and communication.

2

However, in relation to the management of business licensing which is currently integrated through the Online Single Submission (OSS) System managed by the Investment Coordinating Board (ICB), a specific KBLI is required to be determined by the party issuing the business license.

3

As for the changes to these Articles of Association, the Company did not add to the Company's business activities, but only made adjustments to the description of business activities in Article 3 paragraph 2 of the Company's Articles of Association, as a follow-up to the development of the 2020 KBLI which is the basis for obtaining business licenses for parties issuing permits. business through the OSS System.



Background Regarding the Need for KBLI 52296

Based on the hearings and correspondence from the Company to the Ministry of Transportation, the Directorate of Airports answered and submitted a letter to the Company with number 108/I/18/DBU-2023. In the letter it was stated that the Operation Certificate was no longer issued by the Directorate of Airports and was replaced with the Standard Certificate in the OSS RBA.

Adjustments to KBLI 52296 are required in Cargo Service licensing to obtain a Standard Certificate at OSS RBA.

Background Regarding the Need for KBLI 63122

Legal basis

Regulation of the Minister of Trade of the Republic of Indonesia Number 50 of 2020 concerning Provisions for Business Licensing, Advertising, Guidance, and Supervision of Business Actors in Trading Through Electronic Systems which stipulates that every business actor conducting business activities in Trading Through Electronic Systems (PMSE) is required to have a Business License issued by the OSS Institute.

Regulation of the Minister of Communication and Informatics Number 5 of 2020 concerning Private Electronic System Operators stipulates that Private Scope PSEs are required to carry out Registration of Private Electronic System Operators.

Business activities related to web portal and/or digital platform activities with commercial purposes carried out by the Company:

Management of the Company's e-commerce, namely:

1

Business to Customers through the www.garuda-indonesia.com website, including the Loyalty and Ancillary Program;

2

Garuda Indonesia mobile app and Contact Center;

3

Business to Customers through Garuda Indonesia Contact Center;

4

Business to Non-IATA Travel Agent (Garuda Online Sales–GOS) via the www.opa.garuda-indonesia.com website.

Proposed Adjustments to Article 3 paragraph 2 of the Company's Articles of Association

Article 3 paragraph 2 Previously

In order to achieve the aforementioned aims and objectives, the Company may carry out the main business activities as follows:

a. Commercial Air Transport

- Domestic Scheduled Commercial Air Transportation for Passengers or Passengers and Cargo (51101);
- Overseas Scheduled Commercial Air Transportation for Passengers or Passengers and Cargo (51103);
- Overseas Unscheduled Commercial Air Transportation for Passengers or Passengers and Cargo (51104);
- Other Unscheduled Commercial Air Transportation (51105);
- Air Transportation for Other Passengers (51109);
- Domestic Scheduled Commercial Air Transportation for Cargo (51201);
- Overseas Scheduled Commercial Air Transportation for Cargo (51203);
- Domestic Unscheduled Commercial Air Transportation for Passengers or Passengers and Cargo (51102);
- Domestic Unscheduled Commercial Air Transportation for Cargo (51202);
- Multimodal transport (52295);
- Airport activities (52231);
- Cargo handling (loading and unloading of goods) (52240).

Article 3 paragraph 2 Amendment

In order to achieve the aforementioned aims and objectives, the Company may carry out the main business activities as follows:

a. Commercial Air Transport

- Domestic Scheduled Commercial Air Transportation for Passengers or Passengers and Cargo (51101);
- Overseas Scheduled Commercial Air Transportation for Passengers or Passengers and Cargo (51103);
- Overseas Unscheduled Commercial Air Transportation for Passengers or Passengers and Cargo (51104);
- Other Unscheduled Commercial Air Transportation (51105);
- Air Transportation for Other Passengers (51109);
- Domestic Scheduled Commercial Air Transportation for Cargo (51201);
- Overseas Scheduled Commercial Air Transportation for Cargo (51203);
- Domestic Unscheduled Commercial Air Transportation for Passengers or Passengers and Cargo (51102);
- Domestic Unscheduled Commercial Air Transportation for Cargo (51202);
- Multimodal transport (52295);
- Airport activities (52231);
- Cargo handling (loading and unloading of goods) (52240);
- **Air Transportation Support Services (52296).**

Proposed Adjustments to Article 3 paragraph 2 of the Company's Articles of Association (cont'd)

Article 3 paragraph 2 Previously

c. Information and communication:

- Information technology activities and other computer services (62090);
- Other computer programming activities (62019);
- Trading application development activities via the internet (e-commerce) (62012).

Article 3 paragraph 2 Amendment

c. Information and communication:

- Information technology activities and other computer services (62090);
- Other computer programming activities (62019);
- Trading application development activities via the internet (e-commerce) (62012).
- Portal and/or digital platform activities for commercial purposes (63122).

Proposed Resolutions for Agenda 5

1

Approve changes to Article 3 paragraph 2 of the Company's Articles of Association by adding KBLI 52296 (Air Transportation Support Services) and KBLI 63122 (Portal and/or digital platform activities for commercial purposes).

2

Approved to rearrange all provisions in the Company's Articles of Association in connection with the changes as stipulated in the resolution of 1 (one) item on the agenda of this Meeting.

3

Granted power and authority to the Board of Directors of the Company with the right of substitution to take all necessary actions related to the decisions of 1 (one) item on this Meeting agenda, including compiling and restating the entire Articles of Association of the Company in a Notary Deed and giving power of attorney with the right of substitution to convey to the authorized agency to obtain approval and/or receipt of notification of amendments to the Company's Articles of Association, do everything necessary and useful for this purpose with none of them being excluded, including to make additions and/or changes to the amendments to the Articles of Association, if it is required by the competent authority.



Garuda Indonesia



Agenda 6

Confirmation of Enforcement of the Regulation of the Minister of State-Owned Enterprises (“SOEs”) of the Republic of Indonesia:

- Regulation of the Minister of SOEs of the Republic of Indonesia No. Per-1/Mbu/03/2023 Concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises, along with all their amendments;
- Regulation of the Minister of SOEs of the Republic of Indonesia No. Per-2/Mbu/03/2023 Concerning Guidelines for Governance and Activities of Significant Corporations of State-Owned Enterprises, along with all amendments;
- Regulation of the Minister of SOEs of the Republic of Indonesia No. Per-3/Mbu/03/2023 Concerning Organs and Human Resources of State-Owned Enterprises, along with all the amendments.



Background

There are 45 policies of the Minister of SOEs of the Republic of Indonesia:

41 Regulation

Minister of SOEs of the Republic of Indonesia

4 Decree

Minister of SOEs of the Republic of Indonesia

With the following situations:

+ 17 % rules are more than 10 years old

There is the same substance regulated in several regulations

There are several formats of Ministerial Regulations that are not in accordance with Law Number 12 of 2011 Concerning the Establishment of Legislation.



Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia

The Ministry of SOEs of the Republic of Indonesia has made arrangements for the Minister of SOEs of the Republic of Indonesia that were in effect previously, into 3 Regulations of the Minister of SOEs of the Republic of Indonesia, namely:

PER-1/MBU/03/2023

about
Special Assignment
and SOEs Social and
Environmental
Responsibility

PER-2/MBU/03/2023

about
Guidelines for the
Governance and
Activities of Significant
SOEs Corporations

PER-3/MBU/03/2023

about
SOEs Organs and
Human Resources

The Substance of the Three Regulations of the Minister of SOEs of the Republic of Indonesia

PER-1

SOEs Social and Environmental Responsibility Program Special Assignments

Chapter I - General Provisions
 Chapter II - Special Assignment
 Chapter III - SOEs Social and Environmental Responsibility Program
 Chapter IV - Miscellaneous Provisions
 Chapter V - Transitional Provisions
 Chapter VI - Closing Provisions

PER-2

Guidelines for the Governance and Activities of Significant SOEs Corporations

Chapter I - General Provisions
 Chapter II - Principles of SOEs Governance
 Chapter III - Implementation of SOEs Risk Management
 Chapter IV - SOEs Health Level Assessment
 Chapter V - SOEs Strategic Planning
 Chapter VI - Guidelines for SOEs Significant Corporation Activities
 Chapter VII - Implementation of SOEs Information Technology
 Chapter VIII - Reporting
 Chapter IX - Miscellaneous Provisions
 Chapter X - Transitional Provisions
 Chapter XI - Closing Provisions

PER-3

SOEs Organs and Human Resources

Chapter I - General Provisions
 Chapter II - Requirements for Members of the Board of Directors and Members of the Board of Commissioners/Members of the Supervisory Board in SOEs and SOEs Subsidiaries
 Chapter III - Talent Management for Directors of State-Owned Enterprises
 Chapter IV - Procedures for Appointing Members of the Board of Directors and Members of the Board of Commissioners/Members of the Supervisory Board of State-Owned Enterprises
 Chapter V - Procedures for Appointing Members of the Board of Directors and Members of the Board of Commissioners of Subsidiaries
 Chapter VI - Procedures for Dismissing Members of the Board of Directors and Members of the Board of Commissioners/Members of the Supervisory Board in State-Owned Enterprises and Subsidiaries
 Chapter VII - Income of Members of the Board of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises
 Chapter VIII - Supporting Organs for the Board of Commissioners and Supervisory Board of State-Owned Enterprises
 Chapter IX - Miscellaneous Provisions
 Chapter X - Transitional Provisions
 Chapter XI - Closing Provisions

New Provisions In PER-1/MBU/03/2023

New Provisions on Special Designation

- SOEs can receive a Special Assignment from the Central Government in order to carry out functions of public benefit as well as national research and innovation
- The Special Assignment must still pay attention to the aims and objectives, business activities and consider the capabilities of SOEs
- Each Special Assignment must obtain the approval of the GMS/Minister

SOEs Special Assignment Stages

PLANNING

STIPULATION

IMPLEMENTATION

REPORTING

New Provisions on CSR

- UMK Funding Program
- Distribution and Sharia Financing
- SOEs TJSL Program Management

SOEs CSR Program Stages

PLANNING

IMPLEMENTATION

SUPERVISION

REPORTING

New Provisions in PER-2/MBU/03/2023

SOE Governance Principles

- PAF selection

Implementation of BUMN Risk Management

- Risk Management Policy
- Planning, Implementation, Monitoring & Evaluation of Risk Management
- Risk Intensity
- Risk Management Reporting

SOE Health Level Assessment

- Rating uses a Rating (Rating) which is based on Rating
- Rating (rating) using the Corporate Rating
- Rating Company Terms
- Health Level Classification

Guidelines for SOE Significant Corporation Activities

Regulated Significant Transactions:

- Additional SEP
- SOEs restructuring
- Merger, Consolidation, Acquisition, Separation, Dissolution and Liquidation
- Privatization
- SOEs Cooperation Guidelines
- SOEs Procurement of Goods & Services
- Write-off and Transfer of SOEs Fixed Assets
- SOEs Hedging Guidelines

Implementation of SOEs Information Technology

- IT Governance
- Steering Committee
- Cyber Security and Resilience
- IT Strategic Plan
- IT Service Development
- Data Management
- IT Architecture
- IT Service Continuity
- IT Implementation Reporting

BUMN Strategic Planning

- Planning at the SOEs portfolio level in the form of a road map
- 5 Year RJP at SOEs level
- Annual RKAP at SOEs level
- Annual Management Contract at SOEs level
- SOEs IT strategic plan

Reporting

- Financial statements
- Report on the state of affairs of SOEs and its realization during the financial year
- Details of problems that arose in the financial year that materially affected the activities of SOEs
- Analysis of state-owned financial and non-financial conditions
- KPI realization report
- Risk governance report
- Implementation of the TJSL program
- SEP absorption and accountability report
- Report on the implementation of special tasks
- IT implementation report
- CPR evaluation report
- Follow-up report on Auditor findings and previous year's GMS resolutions

New Provisions in PER-3/MBU/03/2023

Register & Track Record	1
Young Talents Become Directors	2
Sources of Talent for Directors of SOEs	3
Single Income Directors of SOEs	4
Tantiem Eligibility/Performance Incentives	5
Suspension of Tantiem Payments/Performance Incentives	6
Long Term Incentives	7
Income Determination Consultation	8
Evaluation of the Board of Directors by the Board of Commissioners/Supervisory Board	9
Housing Allowances & Vehicle Facilities	10
Directors leave	11



Proposed Resolutions for Agenda 6

Confirming the enactment of the Regulation of the Minister of State-Owned Enterprises (“SOEs”) of the Republic of Indonesia as follows:

1

Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises;

2

Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Activities of Significant Corporations of State-Owned Enterprises, and the Supervisory Board of State-Owned Enterprises;

3

Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises;

beserta perubahannya di kemudian hari.

Garuda Indonesia



Agenda 7

Approval of the Transfer of the Company's Assets, Which Constitutes More Than 50% (Fifty Percent) of the Total Company's Net Assets.

Overview



HGB Certificate No	50
Area	989 m2
Location	Jalan Jenderal Sudirman, Sawahan Village, East Padang District, Padang City, West Sumatra
Validity of HGB	24 October 2021
Chronology	Considering that the HGB certificate has expired, it is necessary to renew the certificate and re-measure it.

Background

1

Whereas there is a difference in land area, where in the HGB Certificate it is 989 m², but according to the measurement results it is 943 m², so there is a difference in land area of 46 m².

2

The difference in land area is used for the needs of social facilities and public facilities in the form of sidewalks for pedestrians.

3

Whereas based on the 1979 Padang City Plan Blad for the Sudirman Road Area, specifically the location of the Company's land is designated as a sidewalk.

4

Whereas the State Land Agency has stated that the status of the difference in area of the land is state-owned land and there is no compensation for the Company's land used as a sidewalk for public facilities.

Asset Value

Reference	Appraisal 2022
Value per m2 (IDR)	9,218,504
Land Area Written Off (m2)	46
Total (IDR)	424,051,184

Overview

Asset Type

Inventory (Inventory Stock)

Release Value

IDR 1.663.558.750

Description/ Chronology

1. The Company's inventories that will be disposed of are inventories that fall into the Unused/Unmoved category.
2. Unused/Unmoved inventory occurs due to:
 - Inventory is no longer in accordance with the specifications used at this time.
 - The inventory is obsolete.
3. These unused/unmoved inventories are still recorded as assets/inventories in the Company's financial records.

Safety Instruction Card Inventory

Material Description	Quantity / Each
L38S-SAFETY INSTRCTN CARD (SIC) B747-400	882
L39S-SAFETY INSTRCTN CARD (SIC) A330-300	1,869
L40S-SAFETY INSTCARD (SIC) A330-200 WHITE	8,750
L41S-SAFETY INSTCARD (SIC) A330-200 PINK	8,000
L42S-SAFETY INSTRCTN CARD (SIC) B737-800	21,678
L43S-SAFETY INSTRCTN CARD (SIC) B737-500	945
L45S-SAFETY INSTRCTN CARD (SIC) B737-300	4,676
L89S-SAFETY INSTRCTN CARD(SIC) B737-MAX	2,066
L51S-SAFETY INSTRCTN CARD (SIC) B777-300	1,799
L57S-SAFETY INSTRCTN CARD(SIC) ATR72-600	14,801
L49S-SAFETY INSTRCTN CARD (SIC) CRJ-1000	9,859

Cabin Crew Uniforms & Equipment Inventory

Material Description	Quantity / Each
TIE PRAMUGARA	94
TIE FSM	9
STOCKING	77
TRAVEL BAG CABIN	310
GARMENT BAG CABIN	77
KASAK (CELEMEK) BLUE	4
KASAK (CELEMEK) TOSCA	13
CARDIGAN	1,634
SHIRT LONG SLEEVES PRA	12
SHIRT BATIK TOSCA (ATR)	233
PANTALON TOSCA (ATR)	383

Cockpit Crew Uniforms & Equipment Inventory

Material Description	Quantity / Each
COAT COCKPIT	94
OVER COAT COCKPIT	9
JACKET COCKPIT	77
PANTALON DARK BLUE COCKPIT	310
SHOES COCKPIT MALE	77
GARMENT BAG COCKPIT	4
SUITCASE COCKPIT	13
WING COCKPIT	1,634
FLASHLIGHT (COCKPIT)	12
PET/TOPI CP	233
PET/TOPI FO	383

ASSET VALUE



Inventory Type

Total (IDR)

Inventory Stock Safety Instruction Card

587,048,969

Inventory Stock for Cabin Crew Uniforms & Equipment

450,937,721

Inventory Stock of Cockpit Crew Uniforms & Equipment

625,572,060

TOTAL

1.663.558.750

Proposed Resolutions for Agenda 7

Approved the transfer of the Company's assets with a value of more than 50% of the Company's net assets which will be carried out with the following details:

- The write-off of 46 m2 of the Company's land on Jalan Jenderal Sudirman, Sawahan Village, Padang Timur District, Padang City, West Sumatra from the Company's balance sheet, which was previously 989 m2, to become 943 m2.
- Write-off of the Company's Unused/Unmoved (Inventory Stock) inventory from the Company's balance sheet in the amount of IDR 1,663,558,750.

Granting authority to the Board of Directors to take all necessary actions in connection with the implementation of the transfer of the Company's assets with a value of more than 50% of the Company's net assets as decided in point 1, taking into account the applicable provisions including but not limited to the provisions in the Capital Market sector.



Agenda 8

Report of Realization on the Use of
Public Offering Funds



REPORT OF REALIZATION ON THE USE OF PROCEEDS OF LIMITED PUBLIC OFFERING II

Based on OJK Regulation No. 30/POJK.04/2015 concerning Realization Reports on the Use of Proceeds from a Public Offering, the Company is required to report the realization of the use of proceeds from a public offering at each Annual GMS.



This Agenda is reporting in nature, so no questions and answers and decision making are carried out.

Article 112 paragraph 1 Regulation of the Minister of SOEs of the Republic of Indonesia No. PER-2/03/2023 concerning Guidelines for Governance and Activities of Significant Corporations of State-Owned Enterprises stipulates that the Company is required to submit the realization of additional use of State Equity Participation (SEP) to the GMS.



Use of Proceeds based on the Prospectus

All proceeds from the implementation of PUT II in the amount of IDR 7,798,474,788,300, after deducting issuance costs/public offering fees of IDR 28,725,075,000, will be used by the Company with the following allocation priorities:

1

57.7% or IDR 4.5 trillion will be used for maintenance, restoration and maintenance reserve fulfillment.

2

42.3% or Rp 3,298,474,788,300 will be used for working capital which includes, but is not limited to fuel costs, aircraft rental fees and payment of Company restructuring costs.

Realization of Use of State Equity Participation as of 31 December 2022

Use of SEP Funds

in million IDR

Description	UOP PMN	Actual YTE 2022	%	Note
	IDR	IDR		
Aircraft Maintenance and Restoration	3,600,000	630,800	17.5%	Payments to maintenance vendors for Airbus A330 series aircraft
Maintenance Reserve	900,000	-	0%	No transaction
Fuel	1,730,000	-	0%	No transaction
Rent	900,000	117,425	13.5%	Aircraft lease payments to lessors for several widebody (Boeing 777-300ER) and narrow body (Boeing 737-800) aircraft
Restructuring Costs	370,000	370,000	100%	Payments to restructuring consultants
Total	7,500,000*	1,118,225	15%	

*Total net receipts of PMN Garuda originating from PMN proceeds amount to IDR 7,499,999,999,912 minus refunds of IDR 30,576

Summary:

As of 31 December 2022, IDR 1.1 trillion or 15% of the total SEP funds had been used.

Of the IDR 1.1 trillion, the largest portion, namely 17.5%, was paid for the maintenance and restoration of the Airbus A330 aircraft engine in the amount of USD 40 million.

For UOPs that have made full payments related to Restructuring Costs, namely payments to Restructuring Consultants of IDR 370 billion.

Realization of Use of Funds from Limited Public Offering II (PUT II) as of 31 December 2022

In million IDR

Keterangan	Maintenance & restoration	Fulfillment of maintenance reserve	Fuel	Aircraft Lease Fee	Restructuring cost of Company	Other working capital	Total Funds of PUT II After Deducting Public Offering Fees
Proposed Use of Funds According to the Prospectus	3,600,000	900,000	1,730,000	900,000	370,000	269,750	7,769,750
Realization of Use of Funds According to the Prospectus	630,800	0	0	117,425	370,000	145,325	1,263,550
Remaining Proceeds from Limited Public Offering II	2,969,200	900,000	1,730,000	782,575	0	124,424	6,506,200

Notes:

Actual Use Rate: according to the exchange rate at the time the funds were used

Realized Public Offering Fee of IDR 12.56 Billion (out of a total cost of IDR 28.73 Billion)



This agenda item is of a reporting nature, so there is no question and answer session or decision-making



Agenda 9

Change in the Company's management

CHANGE IN THE COMPANY'S MANAGEMENT

In accordance with the provisions of the Company's Articles of Association Article 11 paragraph (10) jo. Article 14 paragraph (12) and Article 94 jo. Article 111 Law no. 40 of 2007 concerning Limited Liability Companies, this agenda item is required to be decided at the GMS



Proposed Resolutions for Agenda 9

Proposal from the Series A
Shareholder



THANK YOU

PT Garuda Indonesia (Persero) Tbk