

*To preserve the world cultural heritage*

2014 ANNUAL REPORT



PT. TAMAN WISATA CANDI  
BOROBUDUR, PRAMBANAN &  
RATU BOKO [Persero]



# PT. TWC BP & RB in 2010 - 2014



Assets, Liability & Equity

Rp. 298.424.000.000,-



Profit after tax

Rp. 42.808.000.000,-



Total Investment

Rp. 29.460.000.000,-



Employee

326

## Subsidiary

**BHIVA TOUR & TRAVEL**





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## DAFTAR ISI

## TABLE of CONTENT

1	Latar Belakang Pendirian Perusahaan	1	Company Review
2	Landasan Hukum	2	Legal Platform
3	Visi & Misi	3	Vision & Mission
4	Tujuan kegiatan	4	Company Goals & Activities
5	Profil Perusahaan	5	Company Profiles
6	Ikhtisar Keuangan	6	Financial Highlights
8	Peristiwa Penting	8	Milestones
12	Penghargaan	12	Awards
13	Laporan Dewan Komisaris	13	Board of Commissioners' Report
16	Laporan Direksi	16	Board of Directors' Report
23	Outlook 2015	23	Outlook 2015
26	Diskusi & Analisa Manajemen	26	Management Discussion & Analysis
34	Pemasaran & Pengembangan Usaha	34	Marketing & Business Development
43	Penelitian & Pengembangan	43	Research & Development
45	Kinerja Perusahaan	45	Company Performance
52	Dukungan Pelestarian Program Cagar Budaya	52	Support the Preservation of Cultural Property Program
53	Prospek Usaha	53	Business Prospects
56	Sumber Daya Manusia	56	Human Resources
61	Struktur Organisasi	61	Organizational Structure
64	Satuan Pengawas Internal	64	Internal Control Unit
66	Anak Perusahaan	66	Subsidiaries
69	Sekretaris Perusahaan	69	Corporate Secretary
81	Corporate Social Responsibility	81	Corporate Social Responsibility
90	Laporan Keuangan	90	Financial Statements

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The background of the entire page is a detailed stone relief carving. It depicts two figures, possibly deities or royalty, seated and facing each other. The figure on the left is adorned with a large, ornate crown and a necklace. The figure on the right is also adorned with jewelry, including a necklace and armlets. They appear to be in a conversation or a ritualistic pose. The carving is set within a rectangular frame, with a central vertical pillar or column between them. The overall style is characteristic of ancient Indian art, possibly from the Gupta or笈多王朝 period.

# 2014 ANNUAL REPORT

*To preserve the world cultural heritage*





PT. Taman Wisata candi Borobudur Prambanan dan Ratu Boko lahir sebagai bentuk kepedulian Pemerintah terhadap upaya melestarikan dan menjaga aset-aset peninggalan sejarah dan budaya.

Wujud kepedulian tersebut dijabarkan melalui pengelolaan kawasan-kawasan peninggalan sejarah, khususnya candi-candi dengan tetap mempertimbangkan aspek-aspek lingkungan, sosial budaya dan masyarakat, sejalan dengan tugas utama untuk mendukung pelestarian peninggalan sejarah candi.

*PT. Taman Wisata Candi (TWC) Borobudur Prambanan and Ratu Boko (persero) was initiated reflecting the government's concern to preserve and maintaining historical and cultural heritage assets.*

*Those concerns are concentrated in the management of the heritage areas, especially temples, by also considering environmental aspects, social and cultural society, in line with the main task to support the preservation of heritage temples.*



# LANDASAN HUKUM

# LEGAL PLATFORM

PT. Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) pada awalnya berdiri dengan nama PT Taman Wisata Candi Borobudur dan Prambanan (Persero), berdasarkan PP Nomor 7 Tahun 1980 dengan Akte Notaris Soeleman Ardjasasmita, SH, Nomor: 19 tanggal 15 Juli 1980.

Dengan Keputusan Presiden Republik Indonesia Nomor: 1 tahun 1992 tentang Pengelolaan Taman Wisata Candi Borobudur, Prambanan Serta Pengendalian Lingkungannya, kepada PT Taman Wisata Candi Borobudur & Prambanan (Persero) diberikan kewenangan penuh untuk mengelola Taman Wisata dimaksud.

Dalam perkembangannya, dengan masuknya Kawasan Ratu Boko menjadi bagian dari Taman Wisata, maka nama Perusahaan berubah menjadi PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) sesuai Akte Notaris Soekeimi, SH, Nomor: 25 tanggal 3 Agustus 1994.

Akte pendirian perusahaan dari awal berdirinya telah mengalami perubahan-perubahan dengan perubahan terakhir nomor 11 tanggal 8 Agustus 2008 oleh Notaris Yulida Des Martiny, SH jo nomor 07 tanggal 07 Januari 2014 oleh Notaris Woro Sutristiassiwi Sriwahyuni, S.H.

*PT. TWC Borobudur, Prambanan and Ratu Boko (Persero) was originally established under the name PT. Taman Wisata Candi Borobudur and Prambanan (Persero), under Regulation No. 7 of 1980 by the Notary Soeleman Ardjasasmita, SH, No. 19 dated July 15, 1980.*

*By Decree of the President of the Republic of Indonesia Number 1 of 1992 on the Management of Taman Wisata Candi Borobudur, Prambanan along with Control Environment, to PT Taman Wisata Candi Borobudur and Prambanan (Persero) is given full authority to manage the Taman Wisata aforementioned.*

*In its development, with the registry of Ratu Boko Temples as part of the Taman Wisata, the company name was changed to PT. Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) based on the notarial act Soekeimi, SH, No. 25 dated August 3, 1994.*

*Certificate of incorporation from its inception has undergone some changes in the last revision number 11 dated August 8, 2008 by Notary Yulida December Martiny, SH jo number 07 dated January 7, 2014 by Notary Woro Sutristiassiwi Sriwahyuni, SH*





# VISION & MISSION

## VISI

Menjadi perusahaan yang unggul dalam pengelolaan taman wisata dan lingkungan cagar budaya sebagai upaya pelestarian warisan budaya bangsa.

## MISI

- Mengelola taman dan lingkungan sekitar Candi Borobudur, Prambanan, dan Ratu Boko dalam upaya pelestarian warisan budaya bangsa.
- Mengkomunikasikan nilai-nilai luhur cagar budaya dengan menyediakan pelayanan wisata budaya yang berkualitas.
- Mendukung pemberdayaan masyarakat lokal sebagai upaya pelestarian dan pengembangan perekonomian.
- Meningkatkan nilai Perusahaan secara berkelanjutan.

## BUDAYA PERUSAHAAN

Budaya kerja merupakan nilai-nilai yang diciptakan atas komitmen dari semua pihak dalam Perusahaan yang menentukan perilaku organisasi dan individu dalam memenuhi kebutuhan Stakeholder.

Guna mencapai budaya kerja tersebut nilai-nilai yang dikembangkan adalah budaya **SMILE**, yaitu:

- **S**igap melayani pemangku kepentingan dan proaktif serta mengedepankan kehati-hatian.
- **M**umpuni dalam bekerja atas dasar kompetensi dan inovasi.
- **I**ntegritas yang tinggi dalam menjalankan kewajiban sesuai dengan kebijakan organisasi dan kode etik perusahaan.
- **L**oyal terhadap Perusahaan dengan mengedepankan kerjasama yang berasaskan kebersamaan.
- **E**mpati terhadap pemangku kepentingan untuk mencapai tujuan bersama.

## VISION

*To be a company that excels in the tourism parks' and environmental management and preservation of cultural heritage as a national heritage.*

## MISSION

- *Managing the parks and surrounding environmental of Borobudur, Prambanan and Ratu Boko as efforts in cultural heritages preservation*
- *Communicating the noble values of cultural heritage by providing quality cultural tourism services.*
- *Supporting the empowerment of local communities as conservation efforts and economic development*
- *Increasing company values simultaneously*

## CORPORATE CULTURE

*Working culture are the values created for the commitment of all parties to the Company that determine both organizational and individuals behaviors in aiming the needs of stakeholders.*

*In order to achieve the working culture values, a "SMILE" culture was developed:*

- *Spry to serve stakeholders and proactively and prioritize prudence.*
- *Competent in working on the basis of competence and innovation.*
- *High integrity in carrying out the obligations in accordance with organizational policies company's code of conduct.*
- *Loyal to the company by promoting cooperation in a platform of unity.*
- *Empathy towards stakeholders to achieve a common goal.*

### TUJUAN

Melakukan usaha dibidang pengusahaan lingkungan Candi Borobudur, Candi Prambanan dan Candi Ratu Boko serta peninggalan sejarah dan purbakala lainnya sebagai suatu Taman Wisata dan Usaha di bidang pariwisata lainnya, serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan barang dan/ atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/ mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

### KEGIATAN PERUSAHAAN

- Mengelola lingkungan Candi Borobudur, Candi Prambanan dan Kraton Ratu Boko serta cagar budaya lainnya sebagai taman wisata, termasuk kegiatan - kegiatan teknis, pemeliharaan dan pengawasan lingkungannya sesuai dengan peraturan perundang-undangan yang berlaku.
- Merencanakan, mengembangkan dan memanfaatkan jasa-jasa, prasarana, sarana dan fasilitas umum lainnya di lingkungan Taman Wisata Candi untuk kegiatan Pariwisata.
- Melakukan kegiatan usaha lainnya di bidang pariwisata.
- Melakukan kegiatan usaha dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki.

### BISNIS PERUSAHAAN

**Bisnis Utama** : Mengelola taman candi Borobudur, Prambanan & Keraton Ratu Boko.

**Bisnis Penunjang** : Jasa Transportasi, Akomodasi, Restoran and Sendratari Ramayana.

**Fasilitas Penunjang** : Parkir Kendaraan, Pusat Informasi, Audio Visual, Museum, Perkiosan, Arena bermain anak, Angkutan taman

### GOALS

*PT. TWC Borobudur, Prambanan and Ratu Boko core goal is the high quality and effective environmental management of Borobudur, Prambanan and Kraton Ratu Boko and other historical and archaeological heritage as a tourism park and other businesses in the field of tourism. As well, PT. TWC Borobudur, Prambanan and Ratu Boko optimizes the utilization of the company's resources to produce high quality goods and / or services and be strongly competitive to increase profits in order to increase the company values by applying the principles of limited companies in the private sector.*

### ACTIVITIES

- Here below are the business activities of the company:*
- *Managing the environment of Borobudur, Prambanan, Kraton Ratu Boko and other cultural heritages as tourism parks, including the technical activities, maintenance and supervision of the environment in accordance with the suitable legal basis.*
  - *To develop and utilize the services, infrastructure, facilities and other public facilities in the Taman Wisata Candi for tourism activities.*
  - *Perform other business activities in the tourism field.*
  - *Conducting business activities in order to optimize the utilization of its resources.*

### BUSINESS

*Main business of the company is to manage Taman Wisata Candi Borobudur, Candi Prambanan and Taman Wisata Kraton Ratu Boko area.*

*Supporting businesses of the company is tourism transportation's services, accommodation and restaurant services and also the performance show business of Sendratari Ramayana.*

*Supporting facilities services, such as: Parking, Information center, Audio visual center, Museum, Kiosks, Children playground, Park transportation*



# PROFIL PERUSAHAAN / COMPANY PROFILE

## **PT Taman Wisata Candi**

### **Borobudur, Prambanan & Ratu Boko (Persero)**

Jalan Raya Yogya-Solo Km.16 Prambanan,  
Yogyakarta 55571

T. (0274) 496402, 496406 F. (0274) 496404

E. corporate@borobudurpark.co.id

www.borobudurpark.co.id

### **Taman Candi Borobudur UNit Office**

Managing Taman Wisata Candi Borobudur area

Jl. Badrawati, Borobudur, Magelang

T. (0293) 788266, 788267 F. (0293) 788132

E. borobudur@borobudurpark.co.id

### **Taman Wisata Candi Prambanan Unit Office**

Managing Taman Wisata Candi Prambanan area

Jl. Raya Yogya – Solo Km. 16, Prambanan, Klaten

T. (0274) 496401, 496403 F. (0274) 496403

E. prambanan@borobudurpark.co.id

### **Ratu Boko Unit Office**

Managing Taman Wisata Keraton Ratu Boko area

T. (0274) 496510 F. (0274) 498325

E. ratuboko@borobudurpark.co.id

### **Teater & Pentas Unit Office**

Managing Sendratari Ramayana performances in  
Panggung Ramayana, Panggung Kesenian Trimur-  
ti and Restoran Prambanan Garden

Jl. Raya Yogya – Solo Km. 16, Prambanan, Sleman

T. (0274) 496408 F. (0274) 496408

E. teater@borobudurpark.co.id

### **Manohara Unit Office**

Managing Manohara Hotel & Restaurant

Jl. Badrawati, Borobudur, Magelang

T. (0293) 788131, 788680 F. (0293) 788679

E. reservation@manoharaborobudur.com

www.manoharaborobudur.com

### **Transportation Service Unit Office**

Managing the tourism transportation services

Jl. Yogya – Solo Km. 16, Prambanan, Sleman

T. (0274) 496400 F. (0274) 496735

E. transport@borobudurpark.co.id

### **LOKASI USAHA:**

**Borobudur** - Kabupaten Magelang, mengelola lingkungan Taman Wisata Candi Borobudur dan Hotel Manohara.

**Prambanan** - Kabupaten Klaten, mengelola lingkungan Taman Wisata Candi Prambanan.

**Prambanan** - Kabupaten Sleman, mengelola Taman Wisata Ratu Boko, Panggung Ramayana, Jasa Transportasi dan Kantor Pusat.

### **BUSINESS LOCATION:**

**Borobudur** - Kabupaten Magelang, area of responsibilities: Taman Wisata Candi Borobudur dan Hotel Manohara.

**Prambanan** - Kabupaten Klaten, area of responsibilities: Taman Wisata Candi Prambanan.

**Prambanan** - Kabupaten Sleman, area of responsibilities: Taman Wisata Ratu Boko, Panggung Ramayana, Tourism Transportation services and Head Office.

### **Jakarta Representative Office :**

Gedung Sarinah, Jl. M.H. Thamrin No. 11 Lt. 12  
Jakarta 10350, Indonesia

# IKHTISAR KEUANGAN

## ASSET

	2010	2011	2012	2013	2014	
Aset Lancar	44.918.138.329	50.918.190.070	78.284.349.974	110.696.552.261	139.500.983.558	<i>Current Assets</i>
Aset Tetap	137.399.876.775	153.896.560.844	169.999.648.234	202.171.803.503	134.732.667.759	<i>Fixed Assets</i>
(Akum. Penyusutan)	(50.498.558.940)	(57.232.074.516)	(66.147.281.105)	(76.151.660.028)	(86.555.707.783)	<i>(Accum. Depreciation)</i>
	<b>86.901.317.835</b>	<b>96.664.486.328</b>	<b>103.852.367.129</b>	<b>126.020.143.475</b>	<b>134.732.677.759</b>	
Aset Lain-lain	16.143.374.707	16.323.810.050	26.487.249.989	16.071.415.226	24.191.101.291	<i>Other Assets</i>
<b>TOTAL ASET</b>	<b>147.962.830.871</b>	<b>163.906.486.448</b>	<b>208.623.967.092</b>	<b>252.788.110.962</b>	<b>298.424.762.609</b>	<b>TOTAL ASSETS</b>
Pertumbuhan Aset (%)	14,7	10,8	27,3	21,2	18,1	<i>Asset Growth (%)</i>

## LIABILITY & EQUITY

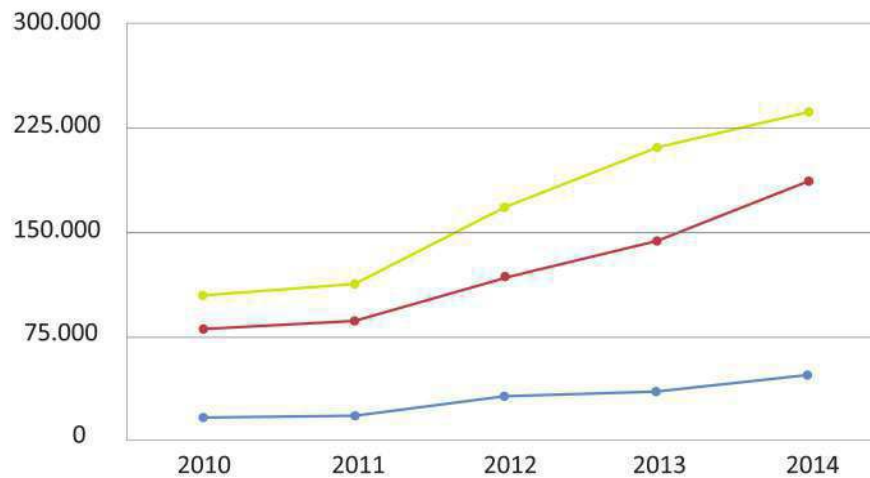
	2010	2011	2012	2013	2014	
Liabilitas Jangka Pendek	18.751.790.609	20.720.783.255	37.111.567.553	38.680.136.814	54.270.626.448	<i>Short-Term Liabilities</i>
Liabilitas Lain-lain	3.772.441.000	4.443.911.548	4.191.266.904	29.003.489.155	18.738.944.767	<i>Other Liabilities</i>
Ekuitas	78.377.236.181	78.377.236.180	100.105.500.000	100.105.500.000	100.105.500.000	<i>Equity</i>
Laba Ditahan	47.061.363.081	60.364.555.465	67.215.632.635	84.998.984.993	125.308.691.394	<i>Retained Earning</i>
<b>TOTAL LIABILITY &amp; EQUITY</b>	<b>147.962.830.871</b>	<b>163.906.486.448</b>	<b>208.623.967.092</b>	<b>252.788.110.962</b>	<b>298.424.762.609</b>	<b>TOTAL LIABILITY &amp; EQUITY</b>
Liability Growth	42,9	11,7	64,1	63,9	7,9	<i>Liability Growth</i>
Equity Growth	10,8	10,6	20,6	10,6	21,8	<i>Equity Growth</i>
Total Passiva Growth	14,7	10,8	27,3	21,2	18,1	<i>Total Passiva Growth</i>



## PROFIT & LOSS

	2010	2011	2012	2013	2014	
Pendapatan Operasional	103.135	111.135	167.462	209.649	235.349	Operational Earning
Biaya Langsung	19.823	22.541	27.262	36.715	99.080	Direct Cost
Biaya Tidak Langsung	58.373	61.417	88.909	105.558	86.318	Indirect Cost
Biaya & Pendapatan Non Ops.	(1.185)	(1.128)	(261)	(14.504)	5.957	Non Operational Earning & Cost
Laba Rugi Sebelum Pajak	17.304	18.818	39.513	10.462	55.909	Pretax Profit-Loss
Laba setelah Pajak	12.826	13.817	29.132	34.728	42.808	Profit after Tax

*\*in million rupiahs*



## FINANCIAL RATIO

	2010	2011	2012	2013	2014	
ROE	10,23%	12,37%	29,10%	31,69%	23%	ROE
ROI	17,57%	17,29%	27,97%	22,20%	24%	ROI
Rasio Kas	188,64%	185,69%	188,88%	264,81%	246%	Cash Ratio
Rasio Lancar	239,54%	245,73%	212,40%	294,24%	257%	Current Ratio
Periode Pengumpulan	1,78	2,33	2,93	3,02	2	Collection Period
Perputaran Persediaan	3,33	7,21	3,86	12,35	3	Inventory Turn Over
TATO	77,93%	75,27%	93,75%	85,17%	85%	TATO
Total Equitas Thd Total Aset	84,78%	68,15%	47,98%	39,44%	61%	Total Equity To Total Asset

# PERISTIWA PENTING / MILESTONES





**13 Februari 2014:**

**Bencana Letusan Gunung Kelud**

Gunung Api Kelud yang terletak di Bitar Jawa Timur mengalami erupsi mulai tanggal 13 Februari malam dan menyebabkan adanya hujan abu vulkanik di wilayah Yogyakarta dan Jawa Tengah. Abu vulkanik tersebut menutup Candi Borobudur, Prambanan, dan Ratu Boko dan menyebabkan manajemen mengambil kebijakan untuk menutup seluruh obyek kelolaan.

Upaya pembersihan berlangsung dalam waktu 30 hari dimana selama masa pemulihan tersebut masing-masing destinasi dibuka secara bertahap. Penutupan secara penuh berlangsung 10 hari dari tanggal 14 Februari 2014 sampai dengan 19 Februari 2014 untuk kemudian mulai dibuka dengan pembatasan akses bagi wisatawan sampai dengan seluruh proses pembersihan selesai. Selama masa pemulihan tersebut, manajemen menerapkan kebijakan diskon harga sebesar 30% bagi wisatawan.

**21 April 2014: Kick off Implementasi e-ticketing**

Sesuai dengan arahan Pemegang Saham untuk mengoptimalkan penerapan teknologi informasi dan komunikasi, perusahaan berkomitmen untuk melakukan perbaikan dan penyempurnaan system informasi dan telekomunikasi di perusahaan. Dalam rangka mewujudkan komitmen tersebut, serta untuk meningkatkan kualitas layanan kepada pengunjung, perusahaan bersinergi dengan PT Telkom Tbk dan PT Bank BRI Tbk melakukan penerapan online ticketing dengan mekanisme managed service yang mulai diimplementasikan per 21 April 2014 di Unit Borobudur.

Implementasi e-ticketing tersebut meliputi penerapan tiket elektronik di masing-masing unit, penerapan data base real time di masing-masing unit operasional, system pemesanan tiket secara online (online booking), serta penjualan merchandise secara online (e-commerce), dan penyempurnaan website perusahaan.

**20 Juni 2014: Penetapan Borobudur sebagai Kawasan Strategis Nasional**

Sebagai tindak lanjut UU nomor 26 tahun

**February 13th, 2014: the explosion of Gunung Kelud**

*Kelud Volcano, located in Blitar, East Java, experienced an eruption on February 13 at night and caused a rain of volcanic ash in the region of Yogyakarta and Central Java. The volcanic ash covered Candi Borobudur, Prambanan and Ratu Boko and forced the management in taking measures to shut down entire temple complexes under their management.*

*Cleanup efforts process took place within 30 days and during the cleanup process, each site was opened gradually. Full closure lasted 10 days from February 14, 2014 until February 19, 2014 then the temples were opened with restricted access for tourists until the entire cleaning process had been completed. During the recovery period, the management applied discount on the entrance tickets as much as 30% for the visitors.*

**April 21st, 2014: kick off implementation of e-ticketing**

*In accordance with the Shareholders' instructions to optimize the application of information and communication technology, the company is committed to carry out improvements in information systems and telecommunications in the company. In order to carry out this commitment, as well as to improve the quality of service to visitors, the company together with PT. Telkom Tbk and PT. Bank BRI Tbk implemented online ticketing application with a managed services mechanism that started to be implemented by 21 April 2014 at the Borobudur Unit.*

*Implementation of e-ticketing includes the application of electronic tickets in each unit, the implementation of real time data base in each operational unit, online ticket booking system (online booking), as well as online merchandise sales (e-commerce), and improvement the company's website.*

**June 20th 2014, Borobudur is determined as a National Strategic Area**

*As a follow-up to Constitutional Regulation*

2007 tentang Penataan Ruang dan Peraturan Pemerintah No. 26 tahun 2008 tentang Rencana Tata Ruang Wilayah Nasional yang didalamnya mengamanatkan pembentukan Kawasan Strategis Nasional bagi Kawasan Cagar Budaya dengan kriteria tertentu, Pemerintah menetapkan Peraturan Presiden No. 58 tahun 2014 tentang Rencana Tata Ruang Kawasan Borobudur dan Sekitarnya.

Melalui Peraturan tersebut, Kawasan Borobudur ditetapkan sebagai Kawasan Strategis Nasional berbasis Cagar Budaya yang pertama di Indonesia. Sebagai salah satu konsekuensinya, maka dilakukan pengaturan yang lebih spesifik di kawasan Borobudur dengan mengacu kepada JICA Masterplan yang merupakan dokumen perencanaan kawasan yang menjadi bagian dari dokumen nominasi Borobudur dan Prambanan sebagai situs warisan dunia kepada UNESCO. Di lain sisi, terbitnya Perpres ini berpotensi untuk mempengaruhi operasional perusahaan. Sesuai dengan Perpres, Taman Wisata Candi Borobudur diarahkan untuk kegiatan yang berkaitan dengan pusat informasi wisata, pusat informasi sejarah dan budaya Borobudur, serta sarana penunjang pengunjung seperti jalan dan toilet, serta ruang terbuka hijau. Dengan demikian, perusahaan perlu melakukan berbagai penyesuaian dalam proses bisnis maupun rencana pengembangan perusahaan dalam rangka mengakomodir perubahan regulasi dimaksud.

#### **Agustus – Desember 2014: Rangkaian Perayaan 200 Tahun Penemuan Kembali Borobudur**

Dalam rangka memperingati penemuan kembali Candi Borobudur oleh Raffles pada tahun 1814, Perusahaan bekerja sama dengan Balai Konservasi Borobudur, Pemerintah Daerah, serta masyarakat sekitar menyelenggarakan rangkaian kegiatan perayaan dari bulan Agustus sampai dengan Desember 2014. Puncak Acara Peringatan dilakukan pada tanggal 15 November 2015 dengan Peluncuran

*No. 26 of 2007 on Spatial Planning and Government Regulation No. 26 of 2008 on the National Spatial Plan which includes mandated the establishment of a National Strategic Area for Cultural reserve with certain criteria, the Government issued the Government Regulation No. 58 of 2014 on Spatial Planning of Borobudur and Surrounding Areas.*

*Through the Decree, Borobudur area designated as a National Strategic Area-based heritage which is the first in Indonesia. As the consequences, more specific arrangements in the area of Borobudur was made with reference to the JICA Master Plan, the planning document that became part of nominating document submitted to UNESCO during the Borobudur and Prambanan nomination as World Heritage Site. On the other hand, the issuance of this regulation potentially affect the company's daily operational. In accordance with the regulation, Taman Wisata Candi Borobudur is directed to activities that are related to tourist information center, Borobudur history and culture information center, as well as supporting infrastructure such as public roads and toilet, and green open spaces. Thus, the company needs to make adjustments in its business processes as well as the company's development plan in order to accommodate the mentioned regulatory changes.*

#### **August-December 2014: Series of Celebrations of 200 Years Rediscovery of Borobudur**

*In order to celebrate the rediscovery of Borobudur by Raffles, the British Governor of Java, in 1814, the Company cooperated with Borobudur Conservation Center, Local Government, as well as the surrounding community to hold a series of celebrations from August to December 2014. The Peak of the Celebration was on November 15, 2015 by Launching a series of 200 Year Borobudur postage stamps by the Coordi-*



Perangko seri 200 Tahun Borobudur oleh Menteri Koordinator Bidang Pembangunan Manusia dan Kebudayaan RI, Menteri Pemuda & Olah Raga, Duta Besar Inggris untuk Indonesia serta didampingi oleh Gubernur Jawa Tengah.

### **1 Oktober 2014: Perubahan Struktur Organisasi dan Penerapan Kompensasi berbasis Merit System**

Per 1 Oktober 2014 perusahaan telah mengimplementasikan Struktur Organisasi yang baru berdasarkan Surat Keputusan Direksi Nomor : SK. 20/DIREKSI/2014 tanggal 12 Agustus 2014 serta menerapkan system remunerasi dalam pemberian kompensasi kepada pegawai yang berbasis merit system dan diatur dengan surat keputusan Direksi no 19/DIREKSI/2014 tentang Remunerasi. Perubahan Struktur organisasi dan kompensasi ini dilakukan untuk melakukan penyesuaian dengan perkembangan lingkungan bisnis perusahaan. Selain itu, dengan penerapan system ini diharapkan dapat mendorong kinerja pegawai dalam meningkatkan kinerja perusahaan.

Dalam struktur organisasi tersebut dilakukan penyederhanaan jabatan structural dimana jenjang jabatan terbagi dalam 3 (tiga) tingkat jabatan structural dibawah Direksi dari 5 jenjang jabatan, serta penetapan jabatan fungsional untuk kelas jabatan tertentu. Di samping itu, dalam jabatan juga telah diakomodir system grading yang digunakan sebagai salah satu parameter dalam penentuan tingkat remunerasi personil.

**3 Oktober 2014: Peristiwa Kebakaran Sentra Kerajinan dan Makanan Borobudur**  
Pada Jumat 3 Oktober 2014 terjadi kebakaran pada kios/pedagang lapak Sentra Kerajinan dan Makanan (SKMB) di Unit Borobudur yang menghabiskan sejumlah 970 kios atau 90% dari total kios yang ada. Manajemen telah berupaya melokalisir

*nating Minister for Human Development and Cultural Affairs, the Minister of Youth and Sports, the British Ambassador to Indonesia and was accompanied by the Governor of Central Java.*

### **October 1st, 2014: Changes in Organizational Structure and Compensation Application of Merit-based System**

*As of October 1, 2014 the company has implemented a new organization structure based on the Decree of the Board of Directors Number: SK. 20 / DIRECTORS / 2014 dated August 12, 2014 as well as implement the system of remuneration in compensation to employees that are based on merit system and governed by the Decree of the Board of Directors No. 19 / DIRECTORS / 2014 on remuneration. Changes in organizational structure and compensation is done to make adjustments with the development of the company's business environment. Additionally, with the implementation of this system it is expected to push the employees performance in improving corporate performance.*

*In the mentioned organizational structure, the structural positions is simplified where the hierarchy is divided into three (3) levels below the structural position of the Board of Directors in 5 hierarchies, as well as the determination of functional positions to class certain positions. In addition, the office also accommodates the grading system is used as a parameter in determining the level of remuneration of personnel*

### **October 3, 2014: The Fire at the Borobudur Center of Craft and Culinary**

*On Friday, October 3rd 2014, a fire occurred in the kiosk / stall trader Craft and Food Center (SKMB) at Borobudur Unit that includes 970 kiosks or about 90% of the total existing kiosks. Management has sought to localize the existing traders by*

pedagang yang ada dengan membangun tempat perdagangan sementara. Selain itu koordinasi formal dan informal bersama stakeholder terkait maupun secara langsung dengan perwakilan pedagang juga telah dilakukan. Namun upaya penataan pedagang masih memerlukan upaya-upaya ke depan diantaranya pembangunan kembali area SKMB untuk menampung 1800 pedagang sebagai temporary exit serta koordinasi dengan stakeholder terkait untuk memindahkan keseluruhan pedagang ke luar area zona 2 sebagai permanent exit

*building a temporary area. In addition, formal and informal coordination with relevant stakeholders, also directly with the merchant representatives have been carried out. But the attempt to organize the vendors still require more efforts such as rebuilding the SKMB area to accommodate 1800 traders as a temporary solution, and coordination with the relevant stakeholders to move the traders out of the zone 2 area as a permanent solution.*

## PENGHARGAAN / AWARDS

### Record Dunia Baru

"The New World Record Playing Pentatonic Saxophone Breathless"

### Perusahaan berkinerja Sangat Bagus versi Infobank

Pada tahun 2014 Perusahaan menempati peringkat 3 dari 122 BUMN dengan predikat kinerja sangat bagus. Penghargaan ini didasarkan pada pencapaian kinerja keuangan yang positif selama 3 tahun berturut-turut dan diproyeksikan untuk tetap mempertahankan trend positif tersebut di tahun-tahun ke depan.



### New World Record

"The New World Record Playing Saxophone pentatonic Breathless"

### Best Performing Companies, Infobank awards

In 2014, the company positioned as 3rd amongst all 122 BUMN (State-Owned Enterprises) with its high level performance. This award is based on positive achievement of financial performances for 3 years and projected to keep the positive trend for many years ahead.

### 2014 Tripadvisor Traveler's Choice Award

Berdasarkan survey independen yang dilakukan oleh Tripadvisor, jejaring internet yang terpercaya di bidang wisata dan diakses oleh jutaan pengguna di seluruh dunia, Candi Borobudur dan Prambanan mendapatkan peringkat pertama dan kedua masing-masing untuk kategori Top 10 Landmarks in Indonesia.

### 2014 Tripadvisor Traveler's Choice Award

Based on an independent survey done by Tripadvisor, the trusted network for travelers and accessed by millions of users worldwide, the Borobudur and Prambanan Temples obtained first and second rank for each category of Top 10 Landmarks in Indonesia.



# LAPORAN DEWAN KOMISARIS

## BOARD OF COMMISSIONERS' REPORT

Dewan Komisaris PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko diangkat berdasarkan Keputusan Menteri Badan Usaha Milik Negara Nomor: SK-427/MBU/2012 dan Nomor: SK-219/MBU/10/2014 dengan susunan sebagai berikut:

- Komisaris Utama  
SUKEMI
- Komisaris  
Efendi Tjendera  
Buntje Harbunangin  
Heri Purnomo

Sebagai perwujudan pelaksanaan Good Corporate Governance Dewan Komisaris PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku 2014 kepada RUPS.

Berdasarkan ketentuan pasal 66 ayat 2 huruf e dan pasal 116 butir c Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas bahwa Laporan Tahunan memuat diantaranya laporan mengenai tugas pengawasan yang telah dilaksanakan oleh Dewan Komisaris selama tahun buku yang baru lampau. Dengan demikian, laporan ini disampaikan kepada Pemegang Saham sebagai bentuk pertanggungjawaban Dewan Komisaris dalam rangka pelaksanaan tugas dan wewenangnya sebagaimana ditetapkan dalam Anggaran Dasar Perseroan selama tahun buku 2014. Untuk membantu tugas melaksanakan tugas pengawasan, Dewan Komisaris telah membentuk Komite Audit sehingga laporan ini juga menyampaikan tugas-tugas yang telah dilakukan oleh Komite Audit selama tahun buku 2014 tersebut.

PELAKSANAAN LINGKUP TUGAS DAN WEWENANG DEWAN KOMISARIS  
Dewan Komisaris telah melakukan tugas

*The Board of Commissioners (BOC) of PT. Taman Wisata Candi Borobudur, Prambanan & Ratu Boko was appointed based on Minister Regulation of BUMN Number: SK-427/MBU/2012 and Number: SK-219/MBU/10/2014 with structure as follows:*

- *President Commissioner*  
*SUKEMI*
- *Commissioners*  
*Efendi Tjendera*  
*Buntje Harbunangin*  
*Heri Purnomo*

*As realization of the applied Good Corporate Governance, the BOC of PT. Taman Wisata Candi Borobudur, Prambanan & Ratu Boko gave report on monitoring duties that have been committed for the financial year of 2014 to RUPS.*

*Under the provisions of Article 66 paragraph 2 letter e and Article 116 point c of Regulation Number 40 Year 2007 regarding Limited Liability Company regarding the Annual Report includes among others a report on the supervisory duties that have been implemented by the BOC during the past financial year. Accordingly, this report is submitted to the Shareholders as a form of BOC responsibility in the implementation of tasks and responsibilities as stipulated in the Company's charter during the fiscal year 2014. To assist the task of carrying out supervisory duties, the Board has established an Audit Committee that this report also conveys the conducted duties by the Audit Committee during the 2014 financial year.*

*SCOPE OF WORK AND AUTHORITY OF THE BOARD OF COMMISSIONERS*

dan wewenang sesuai dengan ketentuan yang tercantum dalam Anggaran Dasar Perseroan serta Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2014 yang telah disahkan oleh RUPS, antara lain sebagai berikut :

a. Melakukan pengawasan terhadap pelaksanaan dan tindak lanjut dari hasil keputusan RUPS laporan tahunan tahun buku 2013 dan RUPS Rencana Kerja dan Anggaran Perusahaan tahun 2014.

b. Memberikan pendapat dan saran serta tanggapan atas hal-hal yang perlu menjadi perhatian Direksi atas hasil kinerja tahun buku 2013 yang telah disahkan oleh Pemegang Saham pada tahun 2014.

c. Melakukan penelaahan dan evaluasi terhadap capaian kinerja bulanan perusahaan dan memberikan saran dan pendapatan dalam rangka pencapaian target kinerja Perseroan.

d. Memberikan saran terkait dengan hal-hal yang harus segera diselesaikan di tahun 2014 seperti penyelesaian kasus atas proyek pembuatan film Borobudur Interaktif yang dikerjakan oleh Dr. Titus Lieber, persediaan DVD Film BPTTE dilakukan impairment.

e. Memberikan saran terkait dengan pelaksanaan Undang-Undang Nomor 11 Tahun 2010 tentang Cagar Budaya khususnya memperhatikan dan melakukan elaborasi atas rencana pembentukan Badan Pengelola situs cagar budaya oleh Pemerintah yang dapat mengakibatkan perubahan bentuk PT TWC atau bahkan pembubaran perseroan.

f. Memberikan saran dan rekomendasi terhadap usulan Direksi terkait dengan rencana pembangunan hotel di Prambanan dengan catatan bahwa pembangunan hotel tersebut harus didahului dengan feasibility study yang memadai dan untuk memperoleh desain terbaik agar dilakukan sayembara.

*BOC has conducted its duties and authority in accordance with the provisions contained in the Company's charter as well as the Corporate Business Plan (CBP) in 2014 which was approved by the Annual General Meeting, are as follows:*

*a. Supervise the implementation and follow-up of the results of the AGM's decision the fiscal year 2013 annual report and Corporate Budget Plan of 2014*

*b. To advise and response to things that need to be considered by Directors on the results of the performance of the financial year 2013, which was approved by shareholders in 2014.*

*c. Reviewing and evaluating the company's monthly performance achievements and provide advice and input in order to achieve the performance targets of the Company*

*d. Provide advice relating to matters that must be resolved in 2014 such as settlement of the case on the Interactive Borobudur filmmaking projects undertaken by Dr. Titus Lieber, impairment to the inventory of DVD Film BPTTE.*

*e. Provide advice relating to the implementation of Regulation No. 11 Year 2010 on Cultural Heritage particularly giving attention and elaborating on the establishment on the plan to establish the Governing Body of Cultural Heritagesites by the Government which could result in changes in the form of PT. TWCBPRB or even the dissolution of the company*

*f. Provide advice and recommendations to the Board of Directors proposals related to the proposed construction of hotels in Prambanan to note that the construction of the hotel must be preceded by adequate feasibility study and to conduct a contest in order to obtain the best architectural design*



g. Menelaah draft Rencana Kerja dan Anggaran Perusahaan tahun 2014 yang diajukan oleh Direksi dan menyampaikan pendapat/saran kepada Pemegang Saham untuk mendapatkan pengesahan.

h. Menyusun draft Rencana Kerja dan Anggaran Dewan Komisaris tahun 2014 yang telah mendapat persetujuan oleh RUPS yang merupakan bagian dari pengesahan RKAP tahun 2014.

i. Menyetujui usulan Direksi terkait dengan A. penjualan kendaraan dinas yang sudah tidak layak dibandingkan dengan biaya pemeliharannya dan penghapusan piutang macet dengan kriteria yang telah sesuai dengan ketentuan.

j. Memberikan arahan terkait dengan penggunaan dana pelestarian yang setiap tahunnya dicadangkan berdasarkan persentase dari laba tahun sebelumnya, agar disesuaikan dengan kebijakan dari Surat Menteri BUMN tahun 2004 dimana saat ini dinilai sebagian pelaksanaannya ada yang menyimpang dari ketentuan surat tersebut.

Dalam rapat-rapat tersebut, Dewan Komisaris telah memberikan arahan, nasehat dan pengawasan kepada Direksi dengan resume hasil rapat.

*g. Examine the draft of Corporate Budget Plan 2014 proposed by the Board of Directors and expressed opinions / suggestions to the Shareholders for approval*

*h. To concept the draft of BOC budget plan in 2014 which had been approved by the AGM, which is part of the ratification of RKAP 2014*

*i. To approve the proposal from board of directors relating to the sale of official vehicles which are not suitable to be compared with the cost of maintenance, and removal of bad debt with the criteria in accordance with the provisions.*

*j. Provide direction related to the use of conservation funds that are reserved each year based on a profit percentage of the previous year, to be adjusted with the policies of the Letter of the Minister of SOEs in 2004 which is currently assessed that its partly implementation is deviated from the provisions of the letter.*

*In the mentioned meetings, The Board of Commissioner have given directions, advice, and supervision to the Board of Directors.*

## RAPAT DEKOM / COMMISSIONERS' MEETING 2014

	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Sept	Okt	Nop	Des	Total
<b>Jml Rapat/ Meeting No.</b>	2	2	1	2	3	2	3	2	1	1	2	<b>21</b>
<b>Windu Nuryanti</b>	2	2	1	2	3	2	3	2	1	-	-	<b>18</b>
<b>Sitta Izza Rosdaniah</b>	2	2	1	2	3	2	-	-	-	-	-	<b>12</b>
<b>Budi Susilo Soepandji</b>	2	2	1	2	2	2	1	2	1	-	-	<b>15</b>
<b>Buntje Harbungin</b>	1	2	-	1	3	2	2	2	1	1	2	<b>17</b>
<b>Sukemi</b>							-	-	1	1	2	<b>4</b>
<b>Heri Purnomo</b>							3	2	1	1	2	<b>9</b>
<b>Effendi Tjendera</b>							-	-	1	1	2	<b>4</b>

**Dewan Komisaris / Board of Commissioner**  
**SUKEMI**  
 Komisaris Utama / President Commissioner

# LAPORAN DIREKSI / *BOARD OF DIRECTORS' REPORT*

Tahun 2014 merupakan tahun yang penuh tantangan bagi PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko. Dengan adanya perubahan susunan pengurus PT Taman Wisata di akhir tahun 2013, maka tahun 2014 merupakan tahun konsolidasi bagi manajemen PT Taman. Beberapa perubahan strategis dari sisi perencanaan maupun system manajemen perusahaan dilakukan di sepanjang tahun 2014 yang kemudian membawa pengaruh kepada tingkat pencapaian target RKAP 2014.

Selain itu beberapa factor eksternal antara lain letusan Gunung Kelud di awal tahun 2014 serta bencana kebakaran di lingkungan Taman Wisata Candi Borobudur di akhir tahun 2014, mau tidak mau juga ikut andil dalam pencapaian kinerja operasional di sepanjang tahun. Di sisi lain pertumbuhan wisatawan mancanegara yang berkunjung ke Indonesia memberikan dampak positif bagi tingkat kunjungan wisman ke obyek yang dikelola oleh perusahaan. Di samping itu, pergerakan nilai tukar rupiah yang mempunyai kecenderungan pelemahan terutama di semester kedua 2014 juga memberi dampak positif bagi pencapaian kinerja keuangan perusahaan.

Dengan berbagai tantangan yang ada tersebut, manajemen mengambil berbagai kebijakan baik di bidang operasional maupun manajemen dalam rangka meningkatkan efisiensi dan efektifitas organisasi. Berkat upaya tersebut dan didorong oleh kerja keras dari personil di semua lini, perusahaan berhasil menutup tahun 2014 dengan kinerja keuangan dan operasional yang memuaskan.

*2014 was a year full of challenges for PT. TWC Borobudur, Prambanan and Ratu Boko. With the change in the composition of the board of PT. TWC Borobudur, Prambanan and Ratu Boko at the end of 2013, then 2014 was a year of consolidation for the management of PT. TWC Borobudur, Prambanan and Ratu Boko. Some strategic changes in terms of planning and management system throughout the company have been carried out in 2014 which then brought an impact on the degree of achievement of the RKAP targets in 2014.*

*In addition several external factors, among others, the eruption of Mount Kelud in early 2014 and a fire in the neighborhood Borobudur Tourism Park at the end of 2014, inevitably also affected the operational performance throughout the year. On the other hand the growth of foreign tourists who visited Indonesia gives positive impact on the level of foreign tourists visiting the objects that are managed by the company. In addition, the movement of the exchange rate which has weaker tendency, especially in the second half of 2014 also gave positive impact on the financial performance of the company.*

*With the existing challenges, the management takes various policies both in operational and management in order to improve the efficiency and effectiveness of the organization. Thanks to these efforts, and encouraged by the hard work of personnel at all levels, the company managed to close the year 2014 with satisfactory financial and operational performance.*



## IKHTISAR KINERJA PERUSAHAAN 2014

### Kebijakan Strategis

Tahun 2014 ditandai dengan beberapa perubahan kebijakan yang bersifat strategis di perusahaan. Usaha perbaikan dari sisi perencanaan dilakukan dalam rangka memberikan arah bisnis yang jelas bagi pengoperasian dan pengembangan perusahaan melalui penyempurnaan penyusunan rencana jangka panjang dan rencana tahunan perusahaan. Beberapa prinsip utama yang diterapkan oleh manajemen dalam melakukan perubahan kebijakan pada tahun 2014, yaitu :

- a. Komitmen pada pencapaian visi dan misi perusahaan
- b. Menjaga keseimbangan dalam mencapai pertumbuhan yang baik dan berkualitas.
- c. Meningkatkan kompetensi, motivasi dan produktivitas Sumber Daya Manusia sesuai kebutuhan organisasi.

Inisiatif tersebut kemudian diturunkan kepada kebijakan strategis di masing-masing satuan kerja. Di bidang operasional, komitmen perusahaan untuk selalu meningkatkan layanan kepada pelanggan diwujudkan melalui implementasi e-ticketing dengan bersinergi bersama PT Telkom melalui skema managed service. Selain itu, perusahaan juga memperlihatkan bahwa system manajemen penanganan bencana juga telah diterapkan secara memadai khususnya dalam masa tanggap bencana letusan Gunung Kelud. Dari sisi kebijakan harga, manajemen tidak melakukan perubahan harga tiket masuk yang berlaku. Namun demikian, dalam rangka memitigasi perubahan nilai tukar rupiah selama tahun 2014, perusahaan menetapkan kebijakan nilai tukar mengambang sebagai patokan dalam penentuan harga tiket masuk bagi wisatawan mancanegara.

## OVERVIEW OF COMPANY PERFORMANCE IN 2014

### Strategic Policy

2014 was marked by several strategic policy changes in the company. Efforts to improve in the planning side were done in order to provide a clear direction for the business operation and development of the company by improving the preparation of long-term plans and annual plans of the company. Some of the main principles applied by management in making policy changes in 2014, namely:

- a. Commitment to achieving the mission and goals of the company
- b. Keeping a balance in achieving good quality growth.
- c. Improve the competence, motivation and productivity of Human Resources according to the needs of the organization.

The initiative is then derivated to the strategic policy in each work unit. In the area of operations, the company's commitment to always improving the service to customers is realized through the implementation of e-ticketing to synergize with PT Telkom through managed service. In addition, the company also showed that the disaster management system has also been implemented adequately, especially in times of disaster response to the Kelud eruptions. In terms of pricing policy, management did not change the price of admission. However, in order to mitigate changes in the exchange rate during the year 2014, the company set a floating exchange rate policy as a benchmark in determining the price of admission for foreign tourists.

Dari aspek pemasaran, berdasarkan evaluasi yang dilakukan atas strategi pemasaran yang telah dijalankan oleh perusahaan, selama tahun 2014 manajemen melakukan strategi low cost high impact dalam pelaksanaan program pemasaran. Strategi ini dilakukan melalui pemilihan program yang dilakukan secara selektif berdasarkan target pasar yang ada. Secara garis besar, kebijakan pemasaran diupayakan untuk mempertahankan tingkat kunjungan wisatawan dari pasar konvensional sambil melakukan penetrasi kepada pasar-pasar potensial. Selain itu, berbagai langkah sinergis dalam rangka pelaksanaan pemasaran dan promosi bersama juga dilakukan selama 2014. Beberapa diantaranya melalui kerjasama dengan Kementerian Pendidikan dan Kebudayaan, Kedutaan Besar, serta pelaku-pelaku pariwisata baik nasional maupun internasional.

Perubahan kebijakan yang fundamental dilakukan di bidang Sumber Daya Manusia. Perubahan struktur organisasi yang diikuti dengan mutasi serta penerapan system kompensasi berbasis merit system dilakukan pada triwulan terakhir 2014. Peningkatan kompetensi personil dilakukan melalui kebijakan pendidikan dan pelatihan yang dilakukan melalui training, coaching, dan benchmarking. Di sisi lain, perbaikan manajemen SDM secara menyeluruh mulai dilakukan dengan penyusunan peta kompetensi personil yang ada sebagai dasar dalam perencanaan dan pengelolaan SDM ke depan. Pemenuhan kewajiban pasca kerja karyawan serta pengikutsertaan karyawan ke dalam program SJSN juga telah dilakukan oleh manajemen di tahun 2014.

Manajemen juga memahami pentingnya manajemen pemangku kepentingan mengingat posisi perusahaan utamanya dalam hal pengelolaan situs cagar budaya. Beberapa kebijakan yang dilakukan untuk mendukung pencapa-

*From the aspect of marketing, based on evaluations conducted on a marketing strategy that has been run by the company, during 2014 management did a low-cost strategy in the implementation of high impact marketing programs. This strategy is carried out through program selection is done selectively based on the existing target market. Broadly speaking, marketing policies pursued to maintain the level of tourist arrivals from traditional markets while penetrating to the potential markets. In addition, the synergistic steps in the implementation of joint marketing and promotion was also conducted during 2014. Some of them were done in cooperation with the Ministry of Education and Culture, the Embassies, as well as tourism stakeholders, both in national and international tourism.*

*Fundamental policy changes made in the field of Human Resources. Changes in organizational structure, followed by mutation as well as the application of the system of merit-based compensation system conducted in the last quarter of 2014. The increase in the competence of personnel is done through a policy of education and training by the combination of training, coaching, and benchmarking. On the other hand, improvement of the overall human resource management started with by making the competence mapping of existing personnel as a basis for planning and management of human resources in the future. Fulfillment of obligations for post-retirement employee as well as the inclusion of employees into the Social Security program has also been carried out by management in 2014.*

*Management also understand the importance of stakeholder management in view of the position of the main companies in the management of cultural heritage sites. Some policies undertaken to support the achievement of the relationship with stake-*



ian hubungan dengan pemangku kepentingan yang lebih baik diantaranya melalui dukungan program pelestarian, dukungan kepada program kemas-yarakatan, serta keterbukaan informasi.

### **Kinerja Unit Bisnis dan Anak Perusa-haan**

Letusan Gunung Kelud di awal tahun 2014 memberikan dampak pada capaian operasional di seluruh unit bisnis perusa-haan. Di unit Borobudur, letusan tersebut menyebabkan operasional unit tergang-gu selama 30 hari dimana dalam 10 hari, Taman Wisata Candi Borobudur tertutup untuk kunjungan publik. Hal ini berpen-garuh kepada realisasi tingkat kunjungan Borobudur yang 3% di bawah target RKAP walaupun apabila dibandingkan dengan tahun sebelumnya mengalami peningkatan sebesar 8%. Namun demikian, Boro-budur masih menjadi contributor pendapatan utama perusahaan dimana pendapatan yang dihasilkan oleh unit Borobudur senilai 50% dari total pendapatan perusahaan.

Unit Prambanan selama tahun 2014 membukukan kinerja yang positif. Hal ini terutama didukung oleh tingkat kunjun-gan wisatawan dalam negeri yang selama tahun 2014 terealisasi 15% lebih tinggi dari target yang ditetapkan atau 21% dari tahun sebelumnya. Secara total, selama tahun 2014 realisasi tingkat kunjungan Unit Prambanan mencapai 12% dari RKAP atau 18% dari tahun sebelumnya.

Sejalan dengan unit Prambanan, Unit Ratu Boko juga membukukan realisasi yang positif di akhir tahun 2014. Total pengunjung Ratu Boko di akhir tahun mencapai 182% di atas target 2014 atau 59% dari realisasi tahun sebelumnya. Hal ini terutama didukung oleh paket shuttle Prambanan – Ratu Boko yang mengalami peningkatan sejalan dengan peningkatan jumlah wisatawan di Unit Prambanan.

Dari unit penunjang, realisasi penonton

*holders including support better conserva-tion programs, support to community programs, as well as information disclo-sure.*

### **Business Unit Performance and Sub-sidiaries**

*The eruption of Mt Kelud in early 2014 had a serious impacts on the operational achievement of all business units of the company. Within the Borobudur unit, the eruption caused disruption of the opera-tional unit for 30 days of which Taman Wisata Candi Borobudur had to be closed for public visits for 10 days.*

*This contributed to the total visitor num-bers of the Borobudur visits that is 3% below the target level of CBP although when compared with the previous year it was increased by 8%. However, Boro-budur is still the company's main revenue contributor which the revenue generated by the unit Borobudur is 50% of total revenue.*

*Prambanan units during the year 2014 recorded a positive performance. This was mainly supported by the level of domestic tourist visits during 2014 which was 15% higher than the target or 21% from the previous year. In total, during 2014 the realization level visit Pramba-nan unit reaches 12% of CBP or 18% from the previous year.*

*In line with the Prambanan unit, the Ratu Boko unit also posted a positive realiza-tion at the end of 2014. Total visitor Boko at the end of the year reached 182% above the target of 2014, or 59% of the previous year realization. It is mainly supported by the shuttle package of Prambanan - Ratu Boko that was increased in line with the increase in the number of tourists in Prambanan Unit.*

*From the supporting unit, the realization of spectators Ramayana in 2014 reached 34.25% above the target and 18.31%*

Sendratari Ramayana tahun 2014 mencapai 34,25% di atas target dan 18,31% di atas realisasi tahun lalu. Mengingat kapasitas panggung yang sudah optimal, pencapaian target selama tahun 2014 disebabkan oleh adanya pentas sisipan dan pentas tambahan. Ke depan dengan adanya trend positif tersebut manajemen berencana untuk melakukan investasi dalam penambahan kapasitas teater serta melakukan pengaturan jadwal pentas dengan penambahan frekuensi.

Realisasi pengguna jasa transportasi sebesar 15,67% di bawah target dan 10,96% di atas realisasi tahun lalu. Hal ini selain disebabkan oleh letusan gunung Kelud, juga disebabkan oleh putusnya jembatan Comal pada saat musim ramai sehingga menyebabkan adanya pembatalan pemesanan dari pelanggan. Pengguna jasa Hotel Manohara tahun 2014 sebanyak 9,706 pemakaian atau 3,90% di bawah target, dan dibanding realisasi tahun lalu naik 1,62%. Tidak tercapainya target Manohara tersebut juga disebabkan oleh bencana Kelud yang mempengaruhi tingkat okupansi Manohara. Namun demikian, secara keuangan, tidak tercapainya target akomodasi tersebut dapat ditutup dari pendapatan jasa food & beverages serta paket Sunrise yang mengalami peningkatan 2 kali lipat di tahun 2014.

### **Pencapaian Target RKAP 2014**

Tahun 2014 perusahaan memperoleh keuntungan sebelum pajak sebesar Rp 55.9 Milyar dari Rp 52.7 Milyar yang dianggarkan atau 6,06% di atas target RKAP. Laba ini dicapai dari pendapatan usaha dimana 74% dari pendapatan tersebut merupakan pendapatan ticketing sedangkan 26% lainnya berasal dari pendapatan non ticketing. Capaian kinerja keuangan ini jika dibandingkan tahun lalu maka terjadi kenaikan sebesar 21,21%. Capaian positif tersebut selain dihasilkan dari kinerja operasional juga didukung oleh berbagai kebijakan .

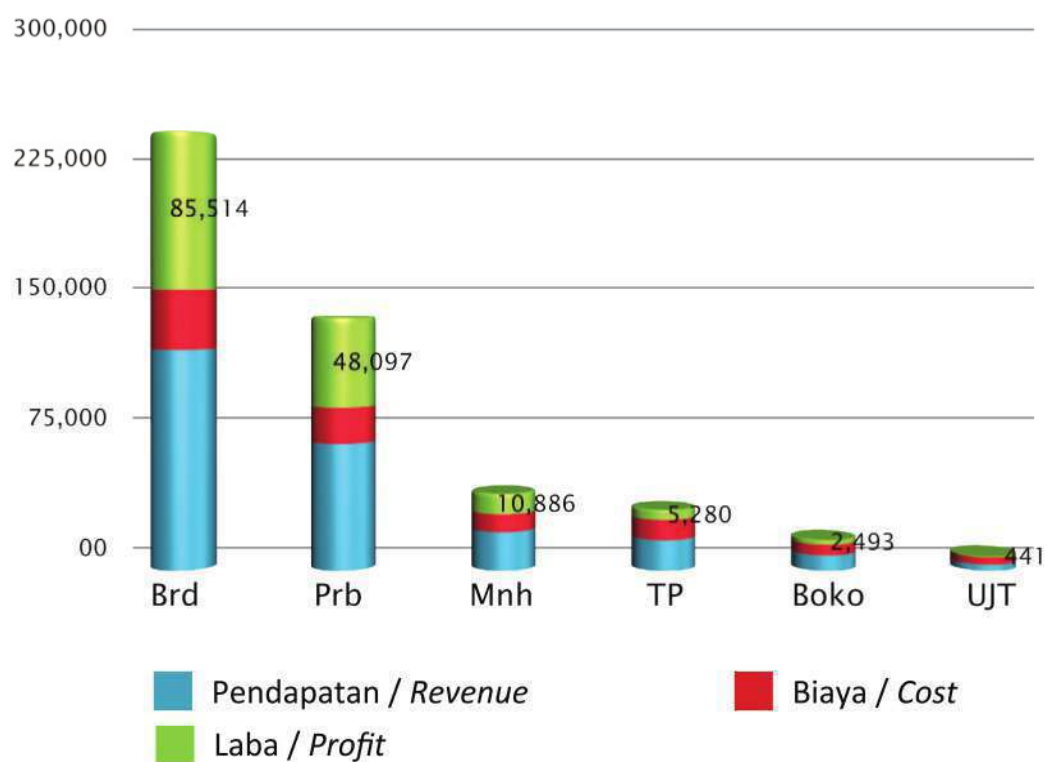
*over last year. Considering the capacity of the stage that is already optimal, the target achievement for 2014 are due to the insertion stage and additional stage. Looking ahead to the positive trend, the management plan to make investments to add the capacity and also rescheduling theater stage performance with addition to its frequency.*

*Realization of transportation services users were 15.67% below the target yet 10.96% over last year's realization. This was not only caused by the eruption of Kelud, but also caused by the broken Comal bridge during peak season, causing the cancellation of the customer bookings. Manohara hotel services users in 2014 is about 9.706 or 3.90% below the target, and compared to last year realization it increased by 1.62%. Manohara shortfall was also caused by the Kelud disaster that affecting the level of occupancy in Manohara. However, financially, not achieving the target of accommodation can be covered from fees and food & beverages and also the Sunrise package that has increased twice as much in 2014.*

### **CBP Targets 2014**

*In 2014 the company earned a profit before tax of Rp 55.9 billion from a projected of Rp 52.7 billion or 6.06% above the CBP target. The profits achieved from the revenue where 74% of the revenue came from ticketing revenue while 26% came from non-ticketing revenue. When compared to previous year, the achievement of financial performance have increased by 21.21%. The positive achievements, in addition of the results from excellent operational performance, was also supported by various company efficient policies primarily the ones that are associated with indirect costs.*





Unit	Pendapatan / Revenue	Biaya / Cost	Laba / Profit
Borobudur	117.131	31.617	85.514
Prambanan	67.331	19.234	48.097
Manohara	20.467	9.581	10.886
Theater & Pentas	16.176	10.896	5.280
Ratu Boko	8.183	5.690	2.493
UJT	3.338	3.897	441

## **Kendala-kendala Yang Dihadapi**

Sebagaimana uraian-uraian sebelumnya, dapat disimpulkan bahwa factor-faktor externalities masih menjadi salah satu factor yang dominan bagi pencapaian kinerja perusahaan. Adanya bencana alam seperti gunung meletus, gempa bumi, serta kebakaran merupakan factor yang menyebabkan ketidaktercapaian target perusahaan di tahun 2014. Faktor-faktor yang bersifat makro juga seringkali menjadi pemicu naik-turunnya kinerja perusahaan. Kondisi perekonomian global yang berdampak kepada pertumbuhan industry pariwisata akan berpengaruh secara langsung kepada perusahaan. Di sisi lain, berbagai hambatan yang sifatnya klasik seperti keterbatasan infrastruktur dan konektivitas terutama bandar udara masih menjadi kendala dalam pencapaian salah satu target utama perusahaan yaitu peningkatan market share wisatawan manca Negara.

Struktur pemangku kepentingan serta regulasi yang ada juga menjadi salah satu tantangan yang dihadapi perusahaan. Perubahan regulasi terkait penetapan wilayah Borobudur sebagai Kawasan Strategis Nasional melalui Peraturan Presiden Nomor 58 tahun 2014 menyebabkan perusahaan harus melakukan beberapa perubahan dalam proses bisnis ke depan. Selain itu, perubahan regulasi ini juga menuntut perusahaan untuk melakukan penyesuaian terkait rencana-rencana investasi dan pengembangan bisnis utamanya di lingkungan Borobudur.

Khusus di unit Borobudur, masalah sosial juga merupakan kendala yang cukup signifikan di tahun 2014. Jumlah pedagang yang melebihi kapasitas area perdagangan yang tersedia serta kebakaran yang terjadi di triwulan terakhir 2014 membuat ketertiban pedagang menjadi jauh dari ideal yang pada gilirannya menurunkan kepuasan pengunjung.

## **The constraints**

*As described previously, it can be concluded that external factors was the dominant factors affecting the achievement of the company's performance. Natural disasters such as volcanic eruptions, earthquakes, and fires are factors that led to the failure in the company's maximum target achievement in 2014. Macro-factors were also often becoming a trigger of performance fluctuation in the company. Global economic conditions that impact the growth of the tourism industry directly affected the company. On the other hand, the various obstacles that have existed for a long time such as lack of infrastructure and connectivity, especially airports are still a constraint in achieving one of the main target of the company which is increasing market share from international tourists.*

*Structure of the key stakeholders and the existing regulations is also one of the challenges faced by the company. Changes in regulations related to zoning Borobudur as a National Strategic Area through Presidential Decree No. 58 of 2014 forced the company to make some changes in the coming business processes. In addition, this regulatory change also requires the company to make adjustments related to investment plans and development of its core business in the areas surrounding Borobudur.*

*Especially in Borobudur unit, social problems were also a significant obstacle in 2014. The number of traders who exceed the available capacity of the trade area, as well as the fire that occurred in the last quarter of 2014 made the merchants' order being far from ideal, and lowering visitors satisfaction. Moreover, the problems of coordination and relations with*



Selain itu, permasalahan koordinasi serta relasi dengan berbagai pemangku kepentingan local juga menjadi salah satu tantangan yang dihadapi perusahaan untuk menyelesaikan permasalahan pedagang di Borobudur.

### **Outlook 2015**

Prospek usaha perusahaan di tahun 2015 dipandang relatif stabil. Berbagai dukungan kebijakan dari pemerintah di bidang pariwisata seperti pemberlakuan bebas visa serta dukungan pemasaran dari Kementerian Pariwisata khususnya diharapkan dapat mendorong tingkat kunjungan wisatawan mancanegara di Indonesia pada umumnya dan juga di obyek yang dikelola oleh perusahaan pada khususnya. Selain itu, berbagai kerjasama serta peningkatan koordinasi diantara regulator dan pelaku industry pariwisata diharapkan juga dapat memberikan implikasi positif bagi pencapaian kinerja di 2015.

Di sisi lain, pada tahun 2015 perusahaan mengalokasikan anggaran investasi yang cukup besar dan diutamakan untuk peningkatan fasilitas kepada pengunjung. Adanya keinginan kolektif untuk menyelesaikan permasalahan pedagang di Borobudur juga merupakan sinyal yang

*various local stakeholders also become one of the challenges faced by the company to resolve the problems of traders in Borobudur.*

### **2015 Outlook**

*The company's business prospects in the year is deemed relatively stable, if no natural disasters occur. Various policy support from the government in the field of tourism as well as the imposition of a visa-free and marketing support from the Ministry of Tourism in particular is expected to drive the increasing level of tourist arrivals in Indonesia in general and also in the managed objects by the company in particular. In addition, various cooperation and improved coordination between regulators and tourism industry players is also expected to provide positive implications towards the performance achievement in 2015.*

*On the other hand, in 2015 the company allocates substantial investment primarily to upgrade the facilities for visitors. The existence of a collective desire to solve the problems of traders in Boro-*





baik dalam rangka peningkatan kinerja operasional di tahun 2015. Trend positif di sektor food and beverages serta peningkatan kinerja Unit Ramayana juga diperkirakan masih tetap berlanjut di 2015. Berbagai faktor ini diharapkan dapat mendorong kinerja perusahaan di 2015 dan dengan demikian mendukung pencapaian target-target RKAP 2015.

Namun demikian perusahaan perlu mengantisipasi berbagai perubahan regulasi yang terkait. Dengan telah terbitnya Peraturan Presiden Republik Indonesia Nomor 58 tahun 2014 tentang Rencana Tata Ruang Kawasan Borobudur dan sekitarnya Perusahaan perlu melakukan berbagai penyesuaian dalam pelaksanaan bisnis proses di unit terkait. Selain itu, beberapa perencanaan pengembangan perusahaan baik untuk bisnis utama maupun bisnis penunjang juga perlu dilakukan penyesuaian. Di sisi lain, proses harmonisasi Peraturan Pemerintah tentang Cagar Budaya yang didalamnya mengamanatkan pembentukan Badan Pengelola juga perlu dikawal dengan baik sehingga peranan perusahaan dalam Badan Pengelola kawasan bisa dipastikan eksistensinya.

### **Pelaksanaan Tata Kelola Perusahaan yang Baik**

Selama tahun 2014, manajemen memastikan bahwa perusahaan telah dikelola berdasarkan prinsip-prinsip pengelolaan perusahaan yang baik (good corporate governance). Perusahaan telah memiliki code of conduct yang dijadikan sebagai dasar rujukan bagi masing-masing personil dalam bertindak di dalam relasinya dengan pelaksanaan tugas. Seluruh personil berkomitmen untuk tidak menerima gratifikasi serta tidak melaksanakan praktik-praktik KKN melalui penandatanganan pakta integritas. Sebagai tambahan, perusahaan juga telah memiliki whistleblowing system dijalankan sesuai dengan asas dan regulasi.

*budur is also a good signal in order to improve operational performance in 2015. The positive trend in the sector of food and beverages, as well as increased performance of Ramayana Unit is also expected to continue in 2015. Various factors are expected to boost performance the company in 2015 and thus support the achievement of CBP target in 2015.*

*However, companies need to anticipate the changes related regulations. With the issuance of Presidential Decree of the Republic of Indonesia Number 58 of 2014 on Spatial Planning Region and surrounding Borobudur, companies need to make adjustments in the implementation of business processes related units. In addition, some of the planning for the development of both the company's main business and supporting businesses also need to be adjusted. On the other hand, the harmonization process of the government regulation about heritage which therein mandates the establishment of the Governing Body (Badan Pengelola) also need assistance well so that the role of companies in the Agency area managers can be ensure of its existence.*

### **Implementation of Good Corporate Governance**

*Throughout 2014, management ensures that the company has been managed according to the principles of good corporate governance (GCG). The Company has had a code of conduct that serve as a reference basis for each personnel in the act in relation to the implementation of the tasks. All personnel are committed to not accept gratuities and not to carry out the practices of corruption through an integrity pact. In addition, the company also has a whistle-blowing system that is run in accordance with GCC principles and regulations.*



Dalam rangka menilai komitmen perusahaan dalam melaksanakan praktik GCG, dilakukan assessment GCG di tahun 2014 yang dilaksanakan oleh BPKP selaku auditor independen. Hasil sementara dari penilaian GCG, perusahaan mendapatkan score sebesar 76 atau dengan predikat baik. Lebih lanjut lagi, tingkat kesehatan perusahaan yang diukur berdasarkan Keputusan Menteri BUMN KEP-100/MBU/2002 memperoleh skor senilai 96 atau dengan kata lain perusahaan termasuk dalam kategori sehat AAA.

### **Apresiasi**

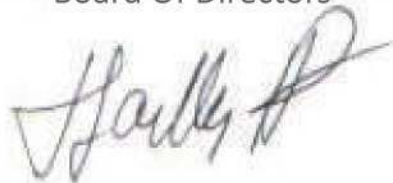
Sebagai penutup, kami mengucapkan terima kasih kepada pelanggan, mitra usaha, instansi pemerintah, serta pemangku kepentingan lain yang telah mendukung pencapaian kinerja perusahaan di tahun 2014. Namun demikian, apresiasi tertinggi tentunya patut kami sampaikan kepada segenap personil PT Taman Wisata Candi Borobudur, Prambanan, dan Ratu Boko yang telah memberikan kinerja terbaiknya selama tahun 2014 sehingga perusahaan bisa menutup tahun dengan pencapaian yang positif walaupun terdapat banyak kendala yang dihadapi di sepanjang tahun. Terakhir kami sampaikan terima kasih kepada Pemegang Saham atas kepercayaan serta dukungan yang terus diberikan kepada PT Taman Wisata selama ini sehingga memperkuat langkah perusahaan untuk menjadi Perusahaan yang unggul di bidang pengelolaan cagar budaya.

*In order to assess the company's commitment to carrying out the practice of GCG, GCG assessment conducted in 2014 were carried out by BPKP as the independent auditors. Interim results of the assessment of GCG, the company achieved a score of 76 or with a good rating. Furthermore, the level of health of a company is measured based on the Ministry of SOEs KEP-100 / MBU / 2002 obtained a score of 96 or in other words the companies included in the healthy category of AAA.*

### **Appreciation**

*In closing, we would like to thank our customers, business partners, government agencies, and other stakeholders who have supported the achievement of the company's performance in 2014. However, it is certainly worthy of our highest appreciation goes to all personnel of PT TWC Borobudur, Prambanan, and Ratu Boko who have given their best performance during the year 2014 so that the company could close the year with a positive achievement even though there are many obstacles encountered throughout the year. Last we would like to thank the shareholders for their trust and support that continues to be given to PT TWC Borobudur, Prambanan, and Ratu Boko so far, thereby strengthening the company's move to become a company that excels in the field of cultural heritage management.*

Board Of Directors



**Lailly Prihatiningtyas**  
President Director





# **DISKUSI & ANALISA MANAJEMEN** **MANAGEMENT *DISCUSSION & ANALYSIS***

## **BISNIS UTAMA**

Bisnis utama Perusahaan adalah mengelola Taman Wisata Candi Borobudur, Taman Wisata Candi Prambanan dan Taman Wisata Ratu Boko

## **BISNIS PENUNJANG**

Bisnis penunjang Perusahaan ini adalah usaha jasa transportasi wisata, usaha jasa akomodasi & restoran, serta pertunjukan Sendratari Ramayana

## **MAIN BUSINESS**

*The company main business is to manage Taman Wisata Candi Borobudur, Taman Wisata Candi Prambanan and Taman Wisata Ratu Boko.*

## **SUPORRTING BUSINESS**

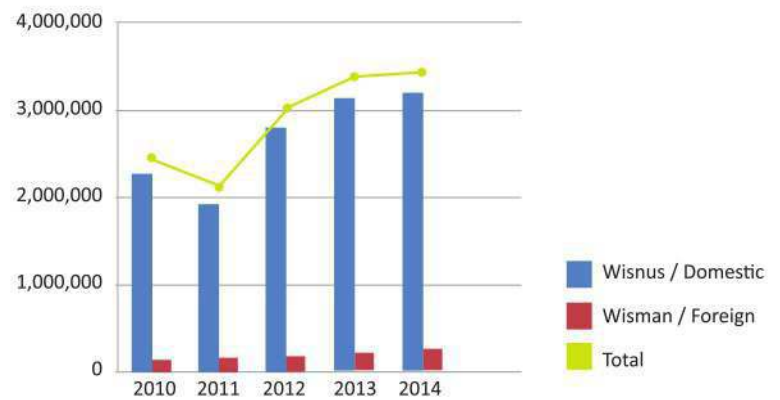
*The company's supporting businesses are tourism transportation service, business services of restaurant and accommodation, as well as performances of Ramayana*





## UNIT TAMAN WISATA CANDI **BOROBUDUR**

	2010	2011	2012	2013	2014	
Wisatawan Mancanegara	156.247	168.028	193.982	227.337	275.410	Foreign Tourist
Wisatawan Nusantara	2.283.532	1.949.817	2.830.230	3.148.368	3.153.309	Domestic Tourist
<b>TOTAL PENGUNJUNG</b>	<b>2.439.779</b>	<b>2.117.845</b>	<b>3.024.212</b>	<b>3.375.705</b>	<b>3.428.719</b>	<b>Total Visitor</b>



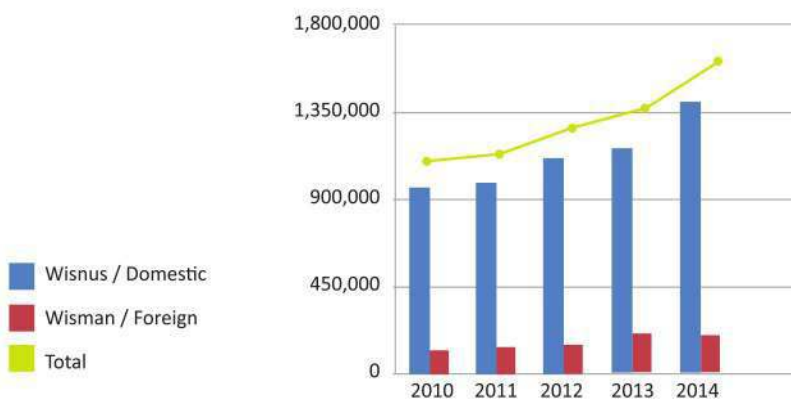
Erupsi Gunung Merapi bulan Oktober 2010 dan banjir lahar dingin bulan April 2011 sehingga terputusnya jembatan Pabelan yang menjadi jalur utama menuju Borobudur berakibat menurunnya jumlah kunjungan ke Borobudur. Untuk mengatasi hal tersebut maka perusahaan menyediakan kendaraan shuttle yang mengangkut pengunjung dari jembatan Pabelan menuju Borobudur.

*The eruption of Mount Merapi in October 2010 and the cold lava flood in April 2011 caused the interruption of bridge Pabelan which became the main line toward the Borobudur, resulting decline in the number of visits to Borobudur. To overcome this, the company provides a shuttle vehicle that transports visitors from the bridge Pabelan to Borobudur.*



## UNIT TAMAN WISATA CANDI PRAMBANAN

	2010	2011	2012	2013	2014	
Wisatawan Mancanegara	132.352	143.527	167.169	196.198	308.937	Foreign Tourist
Wisatawan Nusantara	967.132	993.318	1.107.345	1.219.531	1.305.798	Domestic Tourist
<b>TOTAL PENGUNJUNG</b>	<b>1.100.484</b>	<b>1.136.845</b>	<b>1.274.514</b>	<b>1.415.729</b>	<b>1.614.735</b>	<b>Total Visitor</b>



Secara bertahap membuka area candi Wisnu dan Candi Siwa yang rusak akibat dari gempa bumi 27 Mei 2006 untuk bisa dikunjungi secara bergantian dengan menyediakan topi pengaman ( helm ).

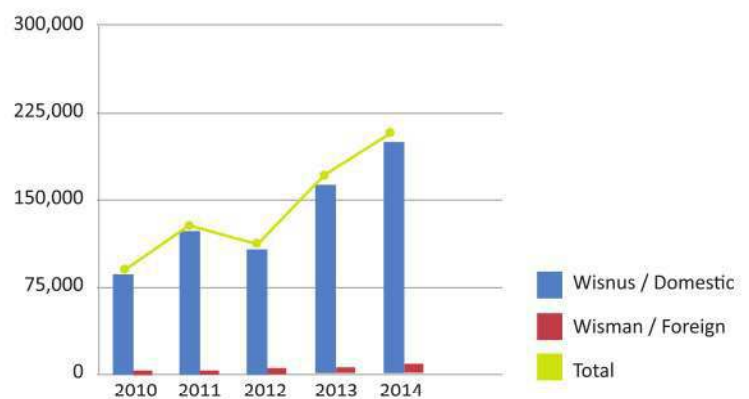
*Gradually opened area were Vishnu and Shiva Temple temple which were damaged by the earthquake in May 27, 2006 to be able for visit in turn by providing a safety helmet.*





## UNIT TAMAN WISATA KERATON RATU BOKO

	2010	2011	2012	2013	2014	
Wisatawan Mancanegara	2.699	3.724	4.852	6.740	9.296	Foreign Tourist
Wisatawan Nusantara	88.124	125.817	109.004	166.262	202.359	Domestic Tourist
<b>TOTAL PENGUNJUNG</b>	<b>90.823</b>	<b>129.541</b>	<b>113.856</b>	<b>173.002</b>	<b>211.655</b>	<b>Total Visitor</b>



Untuk meningkatkan jumlah kunjungan ke Ratu Boko perusahaan menambah sarana transportasi untuk mengangkut pengunjung dari Prambanan ke Ratu Boko yang membeli tiket terusan.

*To increase the number of visits to Ratu Boko, company added means of transport to transfer visitors who purchase season tickets from Prambanan to Ratu Boko.*



Bisnis penunjang Perusahaan ini adalah usaha jasa transportasi wisata, usaha jasa akomodasi & restoran, serta pertunjukan Sendratari Ramayana

*The company's supporting businesses are tourism transportation service, business services of restaurant and accommodation, as well as performances of Ramayana*

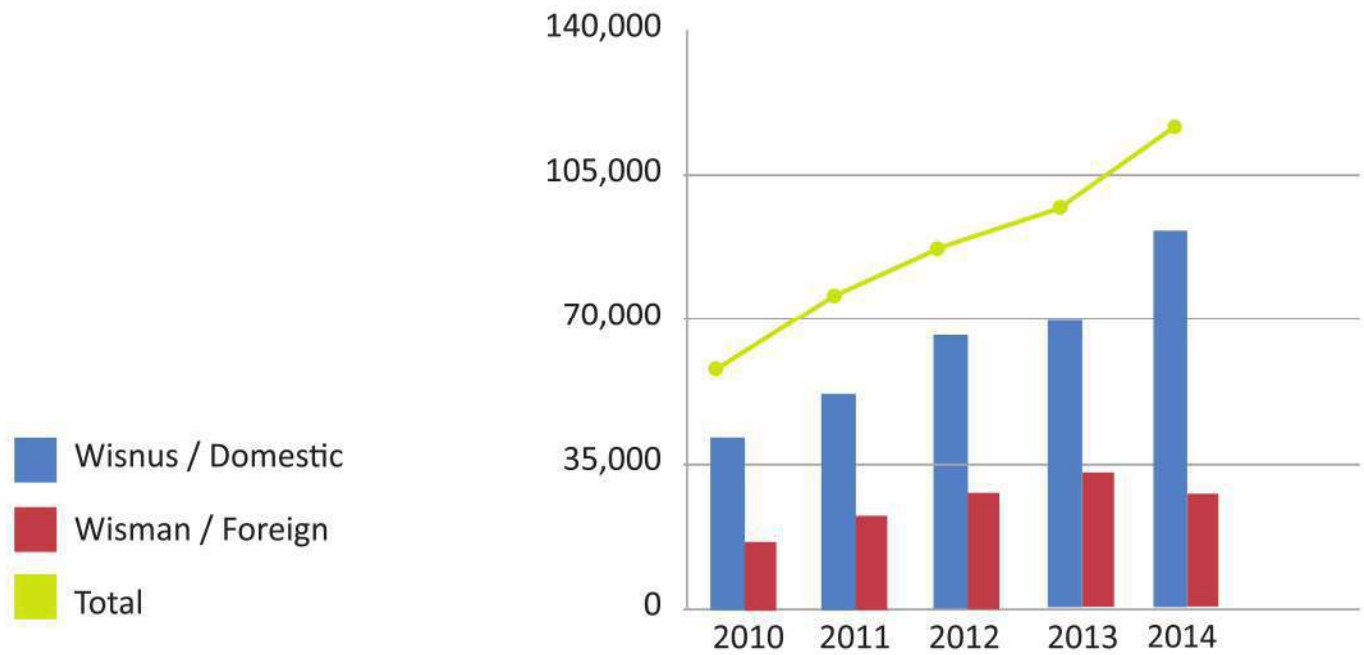






UNIT TEATER & PENTAS /

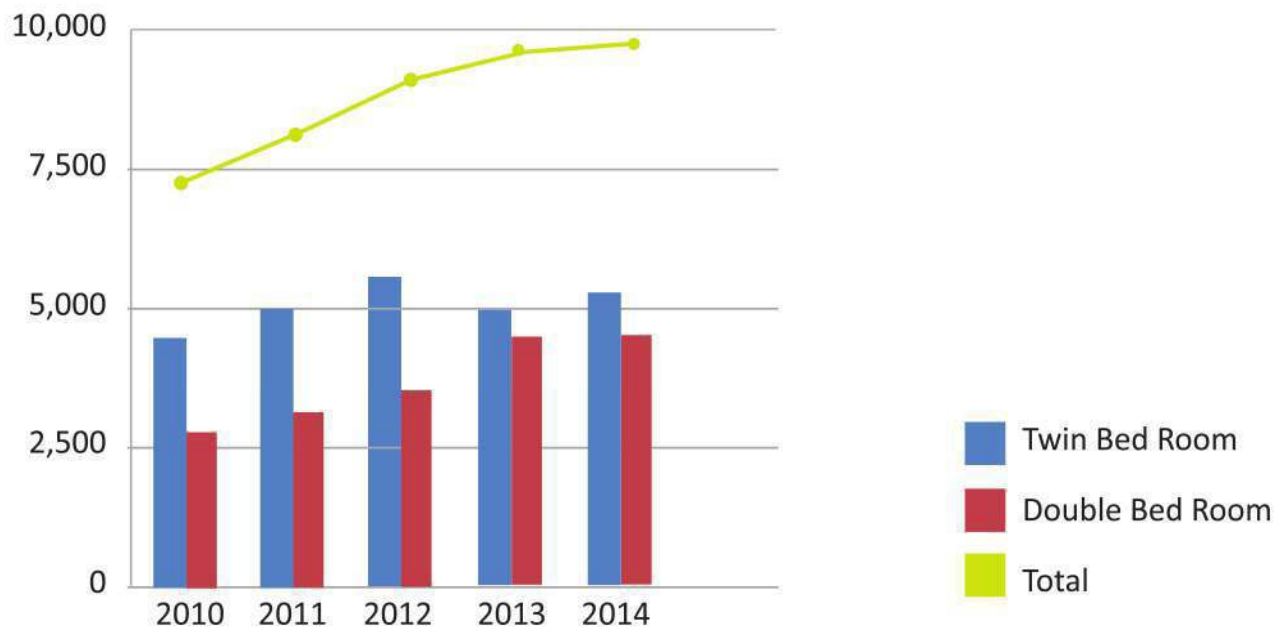
	2010	2011	2012	2013	2014	
Panggung Terbuka	41.797	52.324	65.803	70.152	93.464	Open Air Theater
Panggung Trimurti	16.345	22.922	28.175	33.105	28.701	Trimurti Indoor
<b>TOTAL PENGUNJUNG</b>	<b>58.142</b>	<b>75.246</b>	<b>93.978</b>	<b>103.257</b>	<b>122.165</b>	<b>Total Visitor</b>





### UNIT MANOHARA CENTER OF BOROBUDUR STUDY

	2010	2011	2012	2013	2014	
<b>Twin Bed Room</b>	4.496	4.988	5.561	5.039	5.226	<b>Twin Bed Room</b>
<b>Double Bed Room</b>	2.760	3.093	3.498	4.512	4.480	<b>Double Bed Room</b>
<b>TOTAL TAMU</b>	7.256	8.081	9.059	9.551	9.706	<b>Total Guest</b>

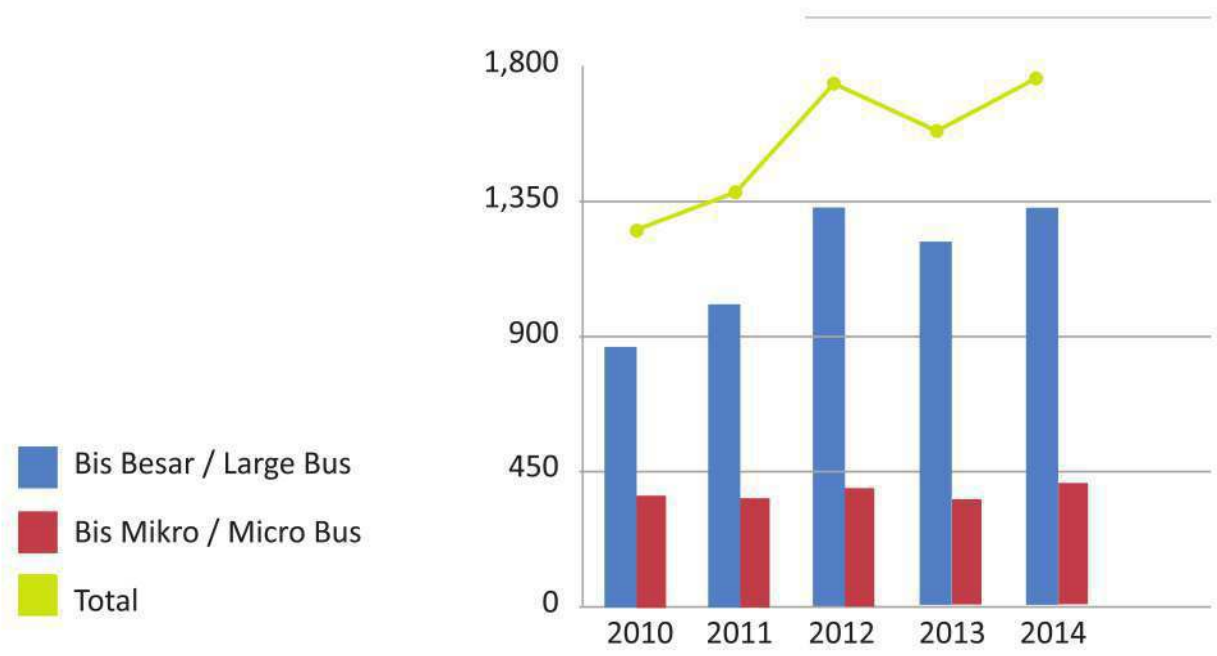






### UNIT JASA TRANSPORTASI

	2010	2011	2012	2013	2014	
<b>Bis Besar</b>	872	1.015	1.339	1.229	1.347	<b>Large Bus</b>
<b>Bis Mikro</b>	391	370	405	367	424	<b>Micro Bus</b>
<b>TOTAL</b>	1.263	1.385	1.744	1.596	1.771	<b>Total</b>





# PEMASARAN & PENGEMBANGAN USAHA

## *MARKETING & BUSINESS DEVELOPMENT*





Strategi dibidang Pemasaran dan Pengembangan Usaha yang dilakukan oleh PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero), adalah dengan melakukan diversifikasi dalam bentuk :

1. Peningkatan Penetrasi Pasar
2. Pengembangan Pasar Mancanegara
3. Peningkatan Awareness Pasar Dalam Negeri
4. Pengembangan jasa dan produk pariwisata baru

Melalui strategi ini PT. Taman Wisata Candi Borobudur, Prambanan & Ratu Boko, berupaya melakukan kegiatan *Brand Awareness* dan *Building Relationship* maupun kegiatan lainnya, seperti menjadi host dalam berbagai event seminar, pertemuan, olahraga, promosi/pemasangan iklan baik secara nasional maupun internasional yang bertujuan untuk lebih memperkenalkan terhadap destinasi wisata budaya yaitu Candi Borobudur, Candi Prambanan & Keraton Ratu Boko sebagai destinasi yang aman, nyaman dan ramah lingkungan telah memberikan hasil.

Kegiatan pemasaran dalam tahun 2014 dilaksanakan melalui :

**Promosi untuk wisatawan mancanegara**  
**a. International Exhibition & Sales Mission:**

- Mengikuti Malaysian Assosiation of Tour & Travel Agent (MATTA) Fair 2014 di Kuala Lumpur, B2B dan B2C;
- Mengikuti event NATAS Fair di Singapura;
- Mengikuti kegiatan ITB Berlin dan Audensi dengan Duta Besar RI di Belanda, Jerman & Spanyol;
- Mengikuti Hana Tour International Travel Show di Seoul Korea Selatan;
- Direktur Pemasaran diundang sebagai pembicara utama mewakili Indonesia pada International Heritage Conference di Museum Vatikan pada tanggal 18 November 2014.
- Kegiatan 20th ODDYKH Leisure Moscow

*Strategy in the field of Marketing and Business Development that has been done by PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero), is by doing diversification in a form of:*

1. *Increasing Market Penetration*
2. *International Market Development*
3. *Increasing Awareness of Domestic Market*
4. *Development of new tourism service and product*

*Through this strategy, PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko, seeks to conduct activities of Brand Awareness and Building Relationship as well as other activities, such as events to be hosted in a variety of seminars, meetings, sports, promotion / advertising, both nationally and internationally which aim to build imaging / image PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko as one of the Top Destinations in Indonesia, that is safe, comfortable and environmentally friendly has given results.*

*The marketing activities in the year 2014 are done through:*

- a. International tourism promotion**
- *International Exhibition & Sales Mission: Participate in Malaysian Assosiation of Tour & Travel Agent (MATTA) Fair 2014 Kuala Lumpur, B2B and B2C;*
  - *Participate in event of NATAS Fair in Singapore;*
  - *Participate in ITB Berlin and audiences with Indonesian embassy in Germany, Spain, and the Netherlands.*
  - *Attend Hana Tour International Travel Show in Seoul, South Korea*
  - *Marketing Director was invited as main speaker to represent Indonesia in the International Heritage Conference in the Vatican Museum on 18 November 2014.*
  - *The 20th ODDYKH Leisure Moscow*

- Mengikuti pameran JATA Tabihaku Travel Showcase 23-29 September 2014;
- Taipei International Travel Fair
- ITB Asia Singapore, 29-31 Oktober 2014.

**b. Joint Promotion**

- Majalah Thomas Cook German yang memuat artikel Candi Borobudur dan Candi Prambanan tahun 2014-2015;
- Kampanye pemasaran dengan FTI Touristik Jerman;
- Deva Group untuk kegiatan Serbia Beograd Travel Mart 2014;
- Perusahaan TUI Germany untuk tahun 2014-2015;
- Perusahaan KRANS NL Nederland untuk tahun 2014-2015;
- Catalog brosur Tourasia Switzerland tahun 2014-2015;
- Perusahaan KUONI Nederland untuk tahun 2014;
- Kedutaan RI Belanda di trem Belanda; dengan memasang iklan Candi Borobudur di Trem Rotterdam, serta menem-

- *Exhibition of JATA Tabihaku Travel Showcase 23-29 September 2014;*
- *Taipei Intl Travel Fair*
- *ITB Asia Singapore.*

**b. Joint Promotion**

- *Thomas Cook German magazine containing articles Borobudur and Prambanan years 2014-2015;*
- *The marketing campaign with FTI Touristik Germany;*
- *Deva Group for activities Beograd Serbia Travel Mart 2014;*
- *TUI Germany for 2014-2015;*
- *KRANS NL Nederland for 2014-2015;*
- *Catalogue of brochures for Tourasia Switzerland 2014-2015;*
- *KUONI Nederland for 2014;*
- *Indonesian Embassy for The Netherlands in Dutch Trem, put Borobudur Ads in Rotterdam , and placed promotion materi-*

**Sosialisasi e-ticketing roadshow**





patkan materi promosi Candi Borobudur, Prambanan & Ratu Boko di salah satu tempat pengurusan Visa

- Joint promotion dengan Lemhanas dengan mengadakan presentasi oleh Direktur Pemasaran didepan para Duta Besar yang menjadi target penetrasi pasar seperti: Perancis, Rusia dan Duta Besar Italia. Acara dilakukan dalam bentuk jamuan makan malam di Lemhanas Jakarta, untuk masing-masing duta besar beserta jajaran atasnya pada waktu yang berbeda-beda.

- FOX Vakanties tahun 2014;

- Bali Rasa Sayang di manual Booklet 2014;

- Kanku Tabihaku di Jepang;

- Keanggotaan PATA 2014-2015

#### **b. Wisatawan Nusantara**

Kegiatan promosi pariwisata dalam negeri dengan mengadakan kegiatan kepariwisataan bekerjasama dengan para pelaku pariwisata Daerah Istimewa Yogyakarta dalam rangka mempromosikan Yogyakarta antara lain dengan Dinas Pariwisata DIY, Dinas Pariwisata Sleman, ASITA, PHRI dan HPI, BPPS dan BP2KY.

#### **Wisatawan Nusantara Pelajar / Mahasiswa**

Mengadakan kegiatan sosialisasi Warisan Budaya Dunia Candi Borobudur, Candi Prambanan dan Ratu Boko bekerjasama dengan Kementerian Pendidikan dan Kebudayaan (Direktorat Jenderal Sejarah

*al in VISA offices.*

- *Joint promotion with Lemhanas with a presentation by the Director of Marketing in front of the Ambassador of the target market penetration such as: France, Russia and Ambassador of Italy. The Event done in the form of a dinner at the National Defense Institute in Jakarta, for each ambassador and their atase at different times.-*

- *FOX Vakanties 2014;-*

- *Bali Rasa Sayang in manual Booklet 2014;*

- *Kanku Tabihaku Japan;*

- *PATA membership 2014-2015*

#### **b. Domestic Tourism Promotion**

*The activities of promoting tourism within the country by conducting tourism activities in cooperation with tourism stake holder in Yogyakarta in order to promote, among others, the Yogyakarta Tourism Office, Tourism Office of Sleman, ASITA, PHRI and HPI, BPPS and BP2KY.*

#### **Students**

*Conducting socialization World Heritage Borobudur, Prambanan and Ratu Boko cooperation with the Ministry of Education and Culture (Directorate General of Culture) by inviting the Head of School junior, senior / vocational and higher*

### **6 tahun Indonesia Kagyu Monlam 2014 - Borobudur, 1 Juli 2014**



dan Purbakala) dengan mengundang para Kepala Sekolah SLTP, SLTA/SMK dan Perguruan Tinggi.

Kegiatan promosi yang dilakukan selama tahun 2014 antara lain meliputi:

**a. Promosi bersama dengan para pelaku pariwisata Daerah Istimewa Yogyakarta dalam rangka mempromosikan Yogyakarta antara lain dengan Dinas Pariwisata DIY, Dinas Pariwisata Sleman, dan ASITA yaitu :**

- Travel dialog bersama Dinas Pariwisata Sleman ke Grobogan dan Kudus;
- ASITA Table Top di Bali bersama ASITA DIY dan sales call dengan travel di Bali;
- Travel dialog bersama Dinas Provinsi DIY ke Purwokerto dan Banjar;
- Travel dialog dengan Unit Borobudur se Kabupaten Tegal, Cirebon, dan Pekalongan;
- Travel dialog bersama Dinas Pariwisata Sleman ke Bali pada tanggal 26-29 Agustus 2014 dengan kepala sekolah SMP/SMA.
- Travel dialog bersama Dinas Pariwisata Kabupaten Gunung Kidul ke Kediri pada tanggal 23-24 September 2014 dengan kepala sekolah SMP/SMA dan Travel Agent.
- Travel dialog bersama Java Promo ke Bangka Belitung pada tanggal 20 September – 02 Oktober 2014 dengan Travel Agent dan pelaku pariwisata.

*education.*

*Promotional activities carried out during 2014 include the following:*

**a. Promotion along with tourism actors in the Yogyakarta Special Region of Yogyakarta in order to promote, among others, the Yogyakarta Tourism Office, Tourism Office of Sleman, and ASITA namely:**

- *Travel dialogue with the Department of Tourism Sleman to Grobogan and Holy;*
- *ASITA Table Top in Bali with ASITA DIY and sales call to travel in Bali;*
- *Travel dialogue with the Provincial Office of DIY to Purwokerto and Banjar;*
- *Travel dialogue with Unit Borobudur at Tegal, Cirebon and Pekalongan;*
- *Travel dialogue with the Department of Tourism Sleman to Bali on 26-29 August 2014 with the head of the junior high school / high school.*
- *Travel dialogue with the Department of Tourism Gunung Kidul to Kediri on 23-24 September 2014 at the head sekolah SMP / SMA and Travel Agent.*
- *Travel dialogue with Java Promo to the Pacific Islands on 20 September to 2 October 2014 with a Travel Agent and tourism actors.*

### **Seminar 200 tahun penemuan Candi Borobudur - Arto, November 2014**





- Mengikuti ASITA Travel Fair di Semarang.
- Promosi masa ramai Lebaran Idul Fitri 1435 H.

**b. Pemasangan iklan di Media Cetak :**

- Pemasangan iklan di Buku Directory Pariwisata DIY.
- Iklan Majalah In-Fight Garuda Indonesia. Pemasangan iklan Ucapan Ulang Tahun Inna Garuda di Radar Solo Pos Group pada tanggal 26 Juli 2014.
- Iklan kolektif ucapan ulang tahun Monumen Jogja Kembali tanggal 06 Juli 2014.
- Pemasangan iklan Sendratari Mahakarya Borobudur di Majalah Sabana.
- Iklan di Tabloid Info Wisata Sendratari Mahakarya Borobudur.

**c. Sponsorship**

- Sponsorship HUT PHRI, Harian Radar Yoga, AAU buku profil, HUT Lemhanas, dan UGM Catalonia Model United Nations;
- Sponsorship Harian Harmoni, penerbitan buku 150 tahun Prangko Indonesia, Pemilihan Duta Wisata Kabupaten Magelang, pembuatan DVD Provile Pariwisata Kabupaten Magelang, Kirab Budaya Dinas Pari-

- *Participate in ASITA Travel Fair in Semarang.*
- *Promotion during the period of Eid Fitri 1435 H.*

**b. Advertisement in printed media**

- *Advertising in Tourism Directory Books of Yoga*
- *In-Flight Magazine Advertising of Garuda Indonesia birthday greeting advertisement for Inna Garuda in Radar Solo Pos Group on July 26, 2014.*
- *Ad collective birthday greeting to Monument Jogja Kembali dated July 6, 2014.*
- *Putting in the Borobudur Masterpiece Ballet advertisement in the Sabana magazine.*
- *Advertising in Tabloid Travel Info Borobudur Masterpiece Ballet.*

**c. Sponsorship**

- *Sponsorship Anniversary IHRA, Radar Yoga, AAU profile book, HUT Defense, and UGM Catalonia Model United Nations;;*
- *Sponsorship Harmony Daily, book publishing 150 years of Indonesia Stamps, Magelang District Tourism Ambassador, manufacture DVD Provile Tourism Magelang District, Carnival Cultural Tour-*

**Pelepasan 2015 lampion & pertunjukan musik - Borobudur, 31 Desember 2014**



wisata Klaten, penyelenggaraan Putra Putri Batik Nusantara, penerbitan buku Jogja Tourist Directory, kegiatan DMO Borobudur, pemilihan Mas dan Mbak Dita Wisata Klaten 2014, dan Pentas Seni Budaya Nusantara SD Islam At Taqwa;

- Kegiatan Jateng Fair di Semarang;
- Pameran Market Exhibition di Bali tanggal 27-30 Agustus 2014

**Penyelenggaraan event 200 Th Penemuan Candi Borobudur , a.l :**

- Seminar "Membangun Ketahanan Budaya & Pariwisata, untuk Memperkokoh Ketahanan Nasional" oleh Bapak Prof. Dr. Ir. Budi Susilo Soepandji, DEA (Gubernur Lemhanas), Bapak Dr. Kacung Marijan (Direktur Jenderal Kebudayaan), Bapak DR. Hari Untoro Dradjat (Staf Ahli kementerian & Ekonomi Kreatif), Bapak Prof. Dr. Anhar Gonggong, M.Pd (Tenaga Profesional LEMHANAS RI) Bapak I Gede Ardhika (Mantan Menteri Pariwisata RI) serta Bapak Emha Ainun Najib (Budayawan) pada tanggal 22 Agustus 2014 di Semanggi Grand Ballroom, Grand Artos Hotel Magelang.
- Sendratari Mahakarya Borobudur, pada tanggal 23 Agustus 2014
- Borobudur Fun Bike, dengan tema Fun Bike 200 tahun ditemukannya Candi Borobudur pada tanggal 12 Oktober 2014.
- Pemecahan Record Dunia RHR & MURI oleh Harry Wisnu pada tanggal 14 November 2014, memainkan 300 buah lagu jazz

*ism Office of Klaten, organizing Putra Putri Batik Nusantara, book publishing Tourist Directory Jogja, Borobudur DMO activities, election Mas and Mbak Klaten 2014 Tourism Ambassador and Performing Arts Culture Collection At Taqwa Islamic School;*

- *Jateng Fair in Semarang;*
- *Market Exhibition in Bali 27-30 August 2014;*

***Providing event 200th anniversary of the re-discovery of Borobudur, e.g. :***

- *Seminar on "Building the Resilience of Culture & Tourism, for Strengthening National Security" by Prof. Dr. Ir. Budi Susilo Soepandji, DEA (Governor of Defense), Dr. Kacung Marijan (Director General of Culture), Mr DR. Untoro day Dradjat (Expert Staff of the ministry and the Creative Economy), Prof. Dr. Anhar Gonggong, Pd (Professionals LEMHANAS RI) Mr. I Gede Ardhika (Former Minister of Tourism of Indonesia) and Mr. Emha Ainun Najib (Cultural) on August 22, 2014 at Semanggi Grand Ballroom, Grand Artos Hotel Magelang.*
- *Sendratari Mahakarya Borobudur, 23 August 2014*
- *Borobudur Fun Bike, theme: Fun Bike 200 years of Candi Borobudur discovery on 12 October 2014.*
- *World Record RHR & MURI by Harry Wisnu on 14 November 2014, 300 jazz songs with 13 types of wind instruments variation.*

**Pelepasan 1000 lampion puncak perayaan Waisak - Borobudur, 1 Juli 2014**





dengan 13 jenis alat music tiup.

- Puncak Acara Peringatan 200 Th Penemuan Candi Borobudur pada tanggal 15 November 2015 dengan Peluncuran Perangko seri 200 Tahun Borobudur oleh Menteri Koordinator Bidang Pembangunan Manusia dan Kebudayaan RI, Menteri Pemuda & Olah Raga, Duta Besar Inggris untuk Indonesia serta didampingi oleh Gubernur Jawa Tengah.
- Pemecahan 2 buah rekor dunia meniup 13 jenis alat musik tiup dengan 300 lagu jazz oleh Mr. Harry Wisnu, pada tanggal 15 November 2014 di Borobudur.
- Borobudur Writer & Cultural Festival pada tanggal 13 – 15 November 2014.
- Borobudur 10 K, pada tanggal 16 November 2014 bekerjasama dengan Dinas Pariwisata Jawa Tengah.
- TWC Customer Award 2014 dengan “Partnership In Harmony” pada tanggal 29 Desember 2014 bertempat di Plaza Andrawina keratin Ratu Boko.
- Borobudur Musik & Lampion Festival 2014, pertunjukan musik oleh Hari Wisnu dan pelepasan lampion 2015 buah tersebar di 20 desa sekitar candi Borobudur.
- Pembuatan film 200 tahun penemuan candi Borobudur;

**e. Pengadaan dan penyusunan materi promosi**

- Pengadaan materi promosi brosur terpadu Kantor Pusat;
- Penyusunan Corporate Branding untuk lima tahun ke depan dalam sebuah Marketing Masterplan;
- Pengadaan sticker cutting Taman Wisata;
- Pemesaran Billboard di tiga titik daerah Yogyakarta;
- Pembuatan film 200 tahun penemuan candi Borobudur;
- Pembelian perangko Keraton Ratu Boko

*- Peak of the Anniversary of 200 Yrs Candi Borobudur Discovery on 15 November 2015 by Launch of Stamps Series 200 Yrs of Borobudur by Minister Coordinating Minister for Human Development and Cultural Affairs, the Minister of Youth and Sports, the British Ambassador to Indonesia and was accompanied by the Governor of Central Java..*

*- 2 World Record breaking – blowing 13 types of wind instrument with 300 jazz songs by Mr. Harry Wisnu, on 15 November 2014 in Borobudur.*

*- Borobudur Writer & Cultural Festival, 13 – 15 November 2014.*

*- Borobudur 10 K, 16 November 2014 in collaboration with the Department of Tourism of Central Java.*

*- TWC Customer Award 2014 with “Partnership In Harmony” on 29 December 2014 took place in Plaza Andrawina of keraton Ratu Boko.*

*- Borobudur Music & Lampion Festival 2014, Music performance by Hari Wisnu dan 2015 of lampionsflyed from 20 villages around candi Borobudur.*

*- The making of film 200 Yrs of Candi (Temple) Borobudur Discovery;*

**e. Procurement and preparation of promotional materials:**

*- Procurement of integrated promotional materials brochures in Headquarters;*

*- Preparation of Corporate Branding for the next five years in a Marketing Master Plan;*

*- Sticker cutting of Taman Wisata;*

*- Placement Billboard in 3 spot in Yogyakarta;*

*- Making of 200 years Candi Borobudur Discovery movie*

*- Purchase of Keraton Ratu Boko stamps;*

TWC Customer Award 29 Desember 2014





**PENELITIAN & PENGEMBANGAN**  
*RESEARCH & DEVELOPMENT*



Kegiatan penelitian dan pengembangan dilakukan dalam rangka meningkatkan kinerja bisnis inti perusahaan serta pengembangan produk-produk baru. Dalam tahun 2014 program penelitian dan pengembangan yang telah dilakukan antara lain:

### **Penelitian**

- Penerjemahan Master Plan Borobudur dan Prambanan bekerjasama dengan Universitas Trisakti Jakarta;
- Kajian kepuasan pengunjung di Unit Borobudur, Unit Prambanan, Unit Ratu Boko dan Unit Teater dan Pentas 2014;
- Evaluasi kerjasama perusahaan dengan ASITA.

### **Pengembangan**

- Pembuatan dan penerbitan buku Situs Ratu Boko;
- Pengimplementasian dan pengembangan sistem E-Ticketing dan perbaikan Company Web bekerjasama dengan TELKOM;
- Pembangunan pendukung plaza dalam Unit Borobudur
- Pembenahan dan pembersihan lahan untuk camping ground di Unit Ratu Boko

*Research and development activities were carried out in order to improve the company's core business performance and the development of new products. In 2014, research and development programs that have been carried out among others were:*

### **Research**

- *Translations of Borobudur and Prambanan Master Plan in collaboration with the University of Trisakti;*
- *Studies Unit of visitor satisfaction at Borobudur, Prambanan Unit, Unit Boko and Theatre and Performance Unit, 2014;*
- *Evaluation of the company's cooperation with ASITA.*

### **Development**

- *Preparation and publication of Ratu Boko;*
- *Implementation and development of the system of E-Ticketing and enhancement Company's Web cooperation with TELKOM;*
- *Development plaza Unit support in Borobudur*
- *Housekeeping and clearing land for camping grounds in Unit Ratu Boko*





15

# KINERJA PERUSAHAAN *PERFORMANCE OVERVIEW*



## DATA KEUANGAN

Kinerja perusahaan tahun 2014 diukur dengan berpedoman pada Surat Keputusan Menteri BUMN Nomor : KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan BUMN. Sesuai surat Menteri BUMN Nomor : S-377/MBU/2002 tanggal 9 September 2002 perusahaan dimasukkan ke golongan BUMN Infrastruktur.

## FINANCIAL DATA

The company's performance in 2014 is measured with reference to the Decree of the Minister of State-Owned Enterprises No. KEP-100 / MBU / 2002 dated June 4, 2002 on the Rating Health Enterprises. In accordance with the letter of the Minister of SOE No. S-377 / MBU / 2002 dated September 9, 2002 the company is included into SOE group Infrastructure.

URAIAN	TOTAL	DESCRIPTIONS
Aset Lancar	139.500.983.559	Current Asset
Kas, Bank dan Surat Berharga	133.525.257.617	Cashflow, bank & Securities
Piutang Usaha	1.540.182.054	Account Receivable
Persediaan	1.839.977.390	Stocks
Kewajiban Jangka Pendek	54.270.626.448	Short term Liabilities
Modal Sendiri	182.501.952.363	Equity
Jumlah Aset	298.424.762.609	Total Assets
Capital Employed	277.844.661.484	Capital Employed
Pendapatan Usaha	235.349.567.666	Operating Revenues
Penyusutan Usaha	10.404.047.755	Depreciation
EBIT (Laba sebelum bunga & pajak)	55.909.271.294	EBIT (Earning before Interest & tax)
Laba bersih setelah PPh Badan	42.807.739.031	Net profit after Income
Pendapatan Non Usaha	5.957.459.459	Non operating income
Laba Penjualan Aset Tetap	1.129.700.000	Profit of Fixed Assets

## KINERJA PERUSAHAAN

### 1. Aspek Keuangan

## COMPANY PERFORMANCE

### 1. Financial Aspects

INDICATOR	VALUE	SCORE
Return on Equity (ROE)	(Net Income) 42.807.739.030,84	X 100% = 23% 15
	(Share holder's Equity) 182.501.952.363,09	
Return on Investment (ROI)	(EBIT + Penyusutan) 66.313.319.048,78	X 100% = 24% 10
	(Capital Employ) 277.844.661.484,42	
Cash Ratio	(Cash, Bank & Securities) 133.525.257.617,45	X 100% = 246% 3
	(Current Liabilitas) 54.270.626.448,49	
Current Ratio	(Current Asset) 139.500.983.558,57	X 100% = 257% 3
	(Current Liabilitas) 54.270.626.448,49	
Collection Period	(Total Account Receivable) 1.540.182.054,00	X 365 hari = 2 4
	(Total Operating Revenue) 235.349.567.666,00	
Inventory Turn Over	(Total Stoks) 1.839.977.389,70	X 365 hari = 3 4
	(Total Operating Revenue) 235.349.567.666,00	
TATO	(Total income) 235.349.567.666,00	X 100% = 85% 2,5
	(Capital Employed)) 277.844.661.484,42	
Total Modal Sendiri Terhadap Aset	(Total Equity) 182.501.952.363,09	X 100% = 61% 4,5
	(Total Asset) 298.424.762.609,42	
<b>JUMLAH</b>		<b>46</b>



## 2. Aspek Operasional

INDIKATOR	YANG DIPERHITUNGAN	BOBOT	NILAI	SKOR
1. Pelayanan Kepada pengunjung	1. Penyediaan papan informasi pada setiap situs secara detail dan seluruh sentra taman	2	BS	2
	2. Penyediaan maps dan informasi seputar situs dan taman kepada setiap pengunjung yang masuk	2	BS	2
	3. Pengimplementasian e-ticketing	3	BS	3
	4. Penyediaan tempat peristirahatan yang memadai pada seluruh sentra taman yang meliputi kursi taman, pendopo, dan lain sebagainya	3	BS	3
	5. Pengamanan situs dan kawasan taman wisata candi	3	BS	3
2. Inovasi produk baru	1. Penciptaan dan pementasan serial sendratari Ramayana dengan konsep kontemporer dan serial episode klasik dengan kreasi jenis cerita	3	BS	3
	2. Penciptaan dan pementasan sendratari baru di Borobudur dan Ratu Boko	3	BS	3
	3. Penciptaan dan penjualan souvenir dan merchandise eksklusif di toko perusahaan	3	BS	3
	4. Penciptaan wahana baru berkonsep perusahaan	3	BS	3
3. Pengembangan taman	1. Penyediaan grand design pengembangan lanskap taman wisata candi	3	BS	3
	2. Pembangunan taman wisata candi berdasarkan grand design	3	BS	3
4. Kepedulian terhadap lingkungan	1. Pengembangan konsep desa wisata disekitar kawasan candi	2	BS	2
	2. Pembangunan atau perbaikan desa wisata sesuai dengan konsep pengembangan	2	BS	2

**JUMLAH 35**

## 2. Operational Aspect

INDIKATOR	YANG DIPERHITUNGAN	BOBOT	NILAI	SKOR
1. Visitors Service	1. Supply of Information board in every site by detail and entirely spread	2	BS	2
	2. Supply of maps and information about site and garden to every visitor	2	BS	2
	3. e-ticketing implementation	3	BS	3
	4. Rest area that adequate in entire site including bench park, etc	3	BS	3
	5. Security of the entire site	3	BS	3
2. New Product Innovation	1. Creation and performance series of Ramayana Ballet with contemporary concept and classic episodes series	3	BS	3
	2. Creation and performance of sendratari (dance / ballet) in Borobudur and Ratu Boko	3	BS	3
	3. Creation and selling of exclusive souvenir and merchandise in company store	3	BS	3
	4. Creation of new rides with concept of the company	3	BS	3
3. Site Development	1. Grand design of Taman Wisata Candi landscape development	3	BS	3
	2. Development Taman Wisata Candi based on grand design	3	BS	3
4. Social Responsibility towards environment	1. Development of tourism village concept around temple area	2	BS	2
	2. Development or repair of tourism village in accordance to development concept	2	BS	2
<b>JUMLAH</b>				<b>35</b>



### 3. Aspek Administrasi

INDIKATOR	SKOR
1. Laporan perhitungan tahunan disampaikan pada bulan Februari 2014	3
2. Rancangan RKAP disampaikan bulan Desember 2013	3
3. Laporan periodik disampaikan bulan berikutnya setelah berakhirnya triwulan yang bersangkutan	3
4. Kinerja PKBL	
a. Efektivitas penyaluran	3
b. Kolektibilitas penyaluran	3
<b>JUMLAH</b>	<b>15</b>

Berdasarkan hasil penilaian terhadap kinerja perusahaan tahun 2014 yang meliputi aspek keuangan, aspek operasional, aspek administrasi tersebut diatas diperoleh total Skor 96 dengan kriteria "SEHAT AAA."

### 3. Aspek Administrasi

INDIKATOR	SKOR
1. Annual Account Report submitted on February 2014	3
2. Design of CBP submitted on December 2014	3
3. Periodic Report submitted on following month after the end of the quarter	3
4. Performance of CSR	
a. Effectivity	3
b. Collectibility"	3
<b>JUMLAH</b>	<b>15</b>

Based on the results of an assessment of the company's performance in 2014 which covers the financial aspects, operational aspects, and administrative aspects of the above: PT. TWCBPRB obtained total scores of 96 with the criteria "HEALTHY AAA"

CAPAIAN KPI

NO	MIN	INDIKATOR	BOBOT (%)	SATUAN	TARGET 2014	REALISASI 2014 AUDITOR	R/T	NILAI
	1							
<b>I</b>		<b>Keuangan dan Pasar (7.1)</b>	26					
	I-1	Pertumbuhan Pendapatan Operasional	6	%	13	12	0,92	5,50
	I-2	EBITDA Margin	5	%	22	24	1,07	5,37
	I-3	Pertumbuhan Laba	5	%	25,3	21	0,84	4,19
	I-4	Market Share Pengunjung Wisman	5	%	5	5,20	1,04	5,20
	I-5	Pertumbuhan Aset	5	%	16	18	1,13	5,64
		<b>Jumlah I</b>						<b>25,90</b>
<b>II</b>		<b>Fokus Pelanggan (7.2)</b>	20					
	II-1	Kecepatan Penanganan Komplain	7	Jam	40	40	1	7,00
	II-2	Kepuasan Pengunjung	7	%	70	74,5	1,06	7,45
	II-3	Loyalitas Pengunjung	6	%	70	96,7	1,38	8,29
		<b>Jumlah II</b>						<b>22,74</b>
<b>III</b>		<b>Efektivitas Produk dan Proses (7.3)</b>	22					
	III-1	Rasio Operasi	5	%	78,21	78,78	1,01	5,04
	III-2	Jumlah Pengunjung (TWC Borobudur, Prambanan & Ratu Boko)	5	Orang	5.143.000	5.255.109	1,02	5,11
	III-3	Meraih Sertifikasi ISO Unit Manohara	6	Waktu (Oktober)	100	100	1,00	6,00
	III-4	Pemenuhan Sarana Prasarana Pengunjung						
		1. Signage di TWC Borobudur, Prambanan & Ratu Boko	3	Unit	300	300	1,00	3,00
		2. Pemasangan kursi di rest area Borobudur, Prambanan & Ratu Boko	3	Unit	50	50	1,00	3,00
		<b>Jumlah III</b>						<b>22,15</b>
<b>IV</b>		<b>Fokus Tenaga Kerja (7.4)</b>	16					
	IV-1	Peningkatan Kompetensi	5	%	15	15	1,00	5,00
	IV-2	Engagement Tenaga Kerja	5	Indek	3	2,41	0,80	4,02
	IV-3	Produktivitas Tenaga Kerja	6	Rp Juta	686	722	1,05	6,31
		<b>Jumlah IV</b>						<b>15,33</b>
<b>V</b>		<b>Kepeimpinan, Tatakelola, dan Tanggung Masyarakat (7.5)</b>	16					
	V-1	Skor KPKU	4	Skor	300	306	1,02	4,08
	V-2	Penyaluran Program Bina Lingkungan	4	Rp Juta	590	525	0,89	3,56
	V-3	Perencanaan Strategis berupa : Pengembangan Investasi Lahan untuk Pengamanan Kawasan Cagar Budaya dan Pengembangan Usaha	4	Luas tanah (Ha)	3	0,023	0,01	0,03
	V-4	Skor GCG	4	Skor	78	76	0,97	3,90
		<b>Jumlah V</b>						<b>11,57</b>
		<b>JUMLAH (I+II+III+IV+V)</b>	<b>100</b>					<b>97,69</b>



## KEY PERFORMANCE INDIKATOR

No	Min	Indicator	Weight (%)	unit	2014 Target	Realiza?on 2014 Auditor	R/T	score
	1	2	3	4	5	6	7=(6/5)	8=(3x7)
<b>I</b>		<b>Financial&amp;Market (7.1)</b>	<b>26</b>					
	I-1	Operational Revenue Growth	6	%	7	12	0.92	5.50
	I-2	EBITDA margin	5	%	22	24	1.07	5.37
	I-3	Profit Growth	5	%	25.3	21	0.84	4.19
	I-4	Market Share of International Visitor	5	%	5	5.20	1.04	5.20
	I-5	Asset Growth	5	%	16	18	1.13	5.46
		<b>Total I</b>						<b>25.90</b>
<b>II</b>		<b>Consumer Focus(7.2)</b>	<b>20</b>					
	II-1	Complain Fast Respond	7	Hour	40	40	1	7.00
	II-2	Consumer Satisfaction	7	%	70	74.7	1.06	7.45
	II-3	Consumer Loyalty	6	%	70	96.7	1.38	8.29
		<b>Total II</b>						<b>22.74</b>
<b>III</b>		<b>Product Electivity and Process (7.3)</b>	<b>22</b>					
	III-1	Operation Ratio	5	%	78.21	78.78	1.01	5.04
	III-2	Amount of Visitors	5	People	5,143,000	5,255,109	1.02	5.11
	III-3	Obtain ISO Certification in Manohara Unit	6	Time (October )	100	100	1.00	6.00
	III-4	1.Signage 2.Bench in Rest Area	3 3	Unit Unit	300 50	300 50	1.00 1.00	3.00 3.00
		<b>Total III</b>						<b>22.15</b>
<b>IV</b>		<b>Manpower(7.4)</b>	<b>16</b>					
	IV-1	Increase of Competence	5	%	15	15	1.00	5.00
	IV-2	Manpower Engagement	5	Index	3	2.41	0.80	4.02
	IV-3	Manpower Productivity	6	Rp(m)	686	722	1.05	6.21
		<b>Total IV</b>						<b>15.33</b>
<b>V</b>		<b>Leadership, Management, Social Responsibility(7.5)</b>	<b>16</b>					
	V-1	KPKU Score	4	Score	300	306	1.02	4.08
	V-2	Distribu_on of Environmental Development Program	4	Rp(m)	590	525	0.89	3.56
	V-3	Strategic Planning of development land investment for protec_on of the area of cultural heritage and business development	4	Area (Ha)	3	0.023	0.01	0.03
	V-4	Score of GCG	4	Score	78	76	0.97	3.90
		<b>Total V</b>						<b>11.57</b>
		<b>Total (I+II+III+IV+V)</b>	<b>100</b>					<b>97.69</b>

## DUKUNGAN PROGRAM PELESTARIAN CAGAR BUDAYA

Sesuai surat Menteri BUMN terakhir nomor PS.56/MBU/2014 tanggal 10 Februari 2014 perusahaan berkewajiban mengalokasikan beban untuk program konservasi candi setinggi tingginya setara dengan 25 % dari laba setelah pajak tahun sebelumnya. Pelaksanaannya dilakukan melalui perjanjian kerjasama antara direksi dengan Ditjen Kebudayaan, yang untuk tahun 2014 melalui Perjanjian Kerjasama No. 179/KD.103/ V/2014, tgl 22 Mei 2014.

Realisasi pengalokasian program konservasi candi dalam tiga tahun terakhir sebagai berikut:

Tahun	Realisasi
2012	4.154,80
2013	3.918,85
2014	6.016,70

Untuk tahun 2014, dalam rangka pelaksanaan pengelolaan perusahaan yang baik, Menteri BUMN memperkuat dasar hukum pelaksanaan program dukungan pelestarian melalui Surat Menteri BUMN nomor PS.56/MBU/2014 tanggal 10 Februari 2014 kepada Direksi Perusahaan yang pada pokoknya menyatakan bahwa perusahaan berkewajiban mengalokasikan beban untuk program konservasi candi setinggi tingginya setara dengan 25 % dari laba setelah pajak tahun sebelumnya yang pengalokasian besarnya ditetapkan melalui RKAP. Pelaksanaannya dilakukan melalui perjanjian kerjasama antara direksi dengan Ditjen Kebudayaan, yang untuk tahun 2014 melalui Perjanjian Kerjasama No. 179/KD.103/ V/2014, tgl 22 Mei 2014 dengan rincian sebagai berikut:

## SUPPORT OF CULTURAL HERITAGE CONSERVATION PROGRAM

*Basic law enforcement for preservation fund is based on the letter of the Minister of SOE number PS.56 / MBU / 2004 dated February 10, 2004 to the Minister of Culture and Tourism which in essence requires PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko to allocate a maximum of 25% of its profit for conservation purposes. In the implementation, management signed a Memorandum of Understanding and Agreement of Cooperation with the Ministry of Education and Culture with the Director General of Culture as the representative of the Government in charge of the preservation of cultural heritage after receiving allocation costs in the GMS Work Plan and Budget for the relevant year. The magnitude of the realization of the allocation of the temple conservation program in the last three years as follows:*

Year	Realization
2012	4.154,80
2013	3.918,85
2014	6.016,70

*One of the company's commitments in supporting the preservation of cultural heritage is realized through the support of cultural heritage preservation which is allocated through conservation funds. These funds are a direct cost allocation whose use is channeled to financing programs directly related to the physical preservation of cultural heritage, especially for cultural reserves under the management of the company.*



UPT TERKAIT	Budget
Balai Pelestarian Cagar Budaya Jawa Tengah	2.000.000.000
Balai Pelestarian Cagar Budaya DIY	2.002.000.000
Balai Pelestarian Cagar Budaya Serang, Jawa Barat	750.000.000
Bali Konservasi Borobudur	1.925.000.000

## PROSPEK USAHA *BUSINESS PROSPECT*

Prospek usaha perusahaan di tahun dipandang relatif stabil. Berbagai dukungan kebijakan dari pemerintah di bidang pariwisata seperti pemberlakuan bebas visa serta dukungan pemasaran dari Kementerian Pariwisata khususnya diharapkan dapat mendorong tingkat kunjungan wisatawan mancanegara di Indonesia pada umumnya dan juga di obyek yang dikelola oleh perusahaan pada khususnya. Selain itu, berbagai kerjasama serta peningkatan koordinasi diantara regulator dan pelaku industry pariwisata diharapkan juga dapat memberikan implikasi positif bagi pencapaian kinerja di 2015.

Di sisi lain, pada tahun 2015 perusahaan mengalokasikan anggaran investasi yang cukup besar dan diutamakan untuk peningkatan fasilitas kepada pengunjung. Adanya keinginan kolektif untuk menyelesaikan permasalahan pedagang di Borobudur juga merupakan sinyal yang baik dalam rangka peningkatan kinerja operasional di tahun 2015. Trend positif di

*The company's business prospects for the year is deemed relatively stable. Various policy supports from the government in the field of tourism as well as the imposition of a visa-free marketing support from the Ministry of Tourism in particular is expected to drive the level of tourist arrivals in Indonesia in general and also visitors to the objects that are managed by the company in particular. In addition, various cooperation and improved coordination between regulators and tourism industry players is also expected to provide positive implications for the achievement of the performance in 2015.*

*On the other hand, in 2015 the company allocates substantial investment and preferred to increase the facility for visitors. The existence of a collective desire to solve the problems of traders in Borobudur is also a good signal in order to improve operational performance in 2015. The positive trend in the sector of food and beverages as well as increased perfor-*

sector food and beverages serta peningkatan kinerja Unit Ramayana juga diperkirakan masih tetap berlanjut di 2015. Berbagai factor ini diharapkan dapat mendorong kinerja perusahaan di 2015 dan dengan demikian mendukung pencapaian target-target RKAP 2015.

Beberapa peluang usaha yang disasar oleh perusahaan di tahun 2015 di antaranya:

1. Melanjutkan operasi bisnis yang telah berjalan.
2. Pembangunan Hotel di Borobudur.
  - a. Lahan telah tersedia di Desa Deyangan, Kecamatan Mertoyudan, Kabupaten Magelang.
  - b. Proses penyusunan perijinan.
  - c. Proses penyusunan DED (Detail Engineering Design).
  - d. Pelaksanaan kontruksi.
3. Revitalisasi Museum Borobudur dan Museum Prambanan.
4. Untuk memberikan nilai tambah bagi pengunjung Taman Wisata Candi Borobudur dan Prambanan akan dilaksanakan revitalisasi museum yang ada di kawasan Candi Borobudur dan Prambanan.
5. Pembangunan Resto Garden Rama Shinta di Prambanan.
6. Operasional Resto Garden Rama Shinta di Unit Teater & Pentas pada tahun 2014 telah diuji cobakan dengan dikelola sendiri menunjukkan hasil yang baik. Untuk melanjutkan operasional resto kedepan akan dilaksanakan pembangunan fasilitas restoran serta meningkatkan aspek promosi dan aspek pelayanannya.
7. Pengembangan wisata religi di bukit Dagi Borobudur.
  - a. Akan dibangun jalan pedestrian di Bukit Dagi.
  - b. Promosi untuk kalangan wisata religi.

*mance Ramayana Unit is also expected to remain continue in 2015. Various factors are expected to boost performance for the company in 2015 and thus support achieving of CBP targets in 2015.*

*Some business opportunities being targeted by the company in 2015 include:*

- 1. Continuing business operations that have been run.*
- 2. Establishment Hotel in Borobudur.*
  - a. Land has been made available in the village Deyangan, District Mertoyudan, Magelang.*
  - b. The preparation process has begun.*
  - c. The process of preparation of the DED (Detail Engineering Design).*
  - d. Implementation of construction.*
- 3. Revitalization Borobudur Museum and Prambanan Museum.*
- 4. To provide added value to visitors of Taman Wisata Candi Borobudur and Prambanan to be implemented revitalization of the existing museum in the area of Borobudur and Prambanan.*
- 5. Development of Restaurant Garden Rama Shinta at Prambanan.*
- 6. Operational Restaurnt Garden Rama Shinta in Theatre & Performance Unit in 2014 that was tested independently has shown good results. To further continue the operational of the restaurant, construction of restaurant facilities will be implemented as well as improving the promotional aspects and services aspects.*
- 7. The development of religious tourism in the Dagi Hill of Borobudur.*
  - a. A pedestrian street will be constructed in Dagi Hill*
  - b. Promotion of religious tourism.*



8. Pengembangan paket Prambanan – Boko – Resto Boko.

9. Untuk meningkatkan operasional Resto Boko, maka kedepan akan ditambahkan paket Wisata Candi Prambanan – Ratu Boko – Resto Boko yang sasarannya pengguna jasa paket Wisata Candi Prambanan – Ratu Boko.

Walaupun prospek bisnis perusahaan kedepan relative stabil, perusahaan perlu mengantisipasi berbagai perubahan regulasi yang terkait. Dengan telah terbitnya Peraturan Presiden Republik Indonesia Nomor 58 tahun 2014 tentang Rencana Tata Ruang Kawasan Borobudur dan sekitarnya perusahaan perlu melakukan berbagai penyesuaian dalam pelaksanaan bisnis proses di unit terkait. Selain itu, beberapa perencanaan pengembangan perusahaan baik untuk bisnis utama maupun bisnis penunjang juga perlu dilakukan penyesuaian. Di sisi lain, proses harmonisasi Peraturan Pemerintah tentang Cagar Budaya yang didalamnya mengamanatkan pembentukan Badan Pengelola juga perlu diakawal dengan baik sehingga peranan perusahaan dalam Badan Pengelola kawasan bisa dipastikan eksistensinya.

*8. Development of Prambanan - Boko - Boko Resto.*

*9. To improve operations of Resto Boko, in the future there will be added travel packages of Prambanan - Boko - Boko Resto targeting users of travel package service of Prambanan - Ratu Boko.*

*Although the company's future business prospects are relatively stable, companies need to anticipate the changes related to new regulations. With the issuance of Presidential Decree of the Republic of Indonesia Number 58 of 2014 on Spatial Planning Borobudur Region and Surrounding, companies need to make adjustments in the implementation of business processes related units. In addition, some of the planning for the development of both the company's main business and supporting businesses also need to be adjusted. On the other hand, the harmonization process of the government regulation about heritage which therein mandates the establishment of the Governing Body (Badan Pengelola) also need assistance well so that the role of companies in the Agency area managers can be ensure of its existence.*



## SUMBER DAYA MANUSIA

### MANAJEMEN DAN SISTEM

#### MANAJEMEN

Untuk mendukung dan melancarkan kegiatan organisasi, pada tahun 2014 telah dilakukan hal-hal sebagai berikut:

#### A. Kepemimpinan dan Tata Kelola

##### 1. Pelaksanaan GCG

a. Telah ditetapkan Kebijakan Tidak Menerima Gratifikasi dan Kebijakan *Whistle Blowing* dan mensosialisasikan kepada para pegawai dan rekanan suplier di lingkungan PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (persero).

b. Untuk menindaklanjuti imbauan KPK tentang pengisian LHKPN telah ditetapkan kebijakan penunjukan Sekretaris Perusahaan dan kebijakan pejabat yang diwajibkan melaporkan LHKPN.

## HUMAN RESOURCE

### SYSTEM AND MANAGEMENT

#### MANAGEMENT

*To support and launch activities of the organization, in 2014 has impelmented the following:*

#### A. Leadership & Good governance

##### 1. GCG implementation

*a. Policies has been established on Not Receiving Gratuities and Whistle Blowing Policy, and has been disseminated to employees and the suppliers partners of PT TWC Borobudur, Prambanan and Ratu Boko (Persero).*

*b. To follow up on the anti-corruption Commission's call on a predetermined charging of LHKPN, policy on appointing Company Secretary and policy on officials who are obliged to report LHKPN have been established.*



c. Telah dilakukan update Buku Pedoman pelaksanaan GCG dan turunannya.

d. Penandatanganan pakta integritas telah dilaksanakan oleh semua pejabat dan rekanan.

## **B. Peningkatan Pelayanan**

Manajemen senantiasa mengusahakan perbaikan yang berkelanjutan terutama dalam rangka peningkatan pelayanan kepada pelanggan. Beberapa program kegiatan di 2014 yang dilaksanakan untuk peningkatan pelayanan antara lain:

1. Review perjanjian dan penyusunan SOP Pelayanan ASITA DIY;
2. Penerbitan Surat Keputusan Direktur tentang penanggung jawab nilai mata uang;
3. Evaluasi ISO 9001-2008 Unit Teater & Pentas;
4. Pengembangan sistem online tiket berbasis ICT serta perbaikan proses bisnis dan penyusunan SOP terkait;
5. Menerapkan sistem informasi tata usaha (TU) E-Office di lingkungan PT Taman Wisata Candi Borobudur Prambanan & Ratu Boko;
6. Sertifikasi ISO 9001-2008 Unit Prambanan.
7. Penerapan ISO 9001-2008 di Unit Manohara.

## **SISTEM MONITORING KINERJA**

### **A. Ekspose Keuangan**

Dilaksanakan satu bulan sekali pada minggu kedua dalam rangka evaluasi kinerja keuangan dan operasional untuk setiap unit kerja operasional.

### **B. Penggunaan Teknologi Informasi dalam Pengelolaan Badan Usaha Milik Negara**

Seiring dengan kemajuan teknologi informasi yang memungkinkan penyajian informasi secara on line, dokumen dapat pula diakses secara langsung oleh publik dan para pemangku kepentingan lainnya melalui media elektronika.

*c. Update on GCG Handbook and its derivatives has been done.*

*d. The signing of an integrity pact has been implemented by all officers and partners*

## **B. Service Improvement**

*Management is always seeking continuous improvement, especially in order to improve service to customers. Some program activities were implemented in 2014 to improve services, among others:*

- 1. Review the agreement and preparation of SOP of ASITA DIY Services;*
- 2. Issuance of the decision of the Director in charge of currency values;*
- 3. Evaluation on ISO 9001-2008 Theatre & Performing Unit;*
- 4. Development of an online ticket system based on ICT and business process improvement and preparation of relevant SOPs;*
- 5. Implement administrative information systems E-Office of PT Taman Wisata Candi Borobudur Prambanan and Ratu Boko;*
- 6. Certification ISO 9001-2008 Prambanan Unit.*
- 7. Implementation of ISO 9001-2008 in Unit Manohara.*

## **PERFORMANCE MONITORING SYSTEM**

### **A. Financial Review**

*Conducted once a month during the second week in order to evaluate financial and operational performance for each working unit.*

### **B. Use of Information Technology in the Management of State-Owned Enterprises**

*Along with advances in information technology that enables presentation of information through online methods, the document can also be accessed directly by the public and other stakeholders through electronic media.*

Sesuai dengan Surat Edaran Menteri Badan Usaha Milik Negara nomor SE-03/MBU/2005 Tanggal 20 Mei 2005 perihal Kelengkapan Data BUMN di portal BUMN & Executive Information Sistem (EIS) Perusahaan telah aktif melaksanakan pengisian Bumn.go.id sesuai yang ditentukan oleh KementerianBUMN. Selain itu, untuk meningkatkan monitoring dan memastikan keamanan operasional perusahaan telah merintis pemasangan CCTV untuk pengawasan dilapangan. Khusus pemasangan CCTV telah dilaksanakan di loket masuk di Unit Borobudur maupun Unit Prambanan.

Penggunaan Teknologi Informasi juga telah diupayakan untuk terus dikembangkan antara lain: pembuatan jaringan on line disetiap satuan kerja dan antar-unit usaha, optimalisasi pemanfaatan website Borobudurpark.co.id untuk media pemasaran dan komunikasi, pengembangan e-ticketing dan smart ticketing dengan bersinergi bersama BUMN lain (TELKOM dan BRI).

### **C. BUMN Bersih**

Perusahaan telah mengikuti program BUMN Bersih dan dilakukan evaluasi oleh BPKP DIY pada Direksi, Dewan Komisaris, dan stakeholder dengan skor 6,52 dan masuk katagori BERKOMITMEN.

*In accordance with the Circular of the Minister of State Owned number SE-03 / MBU / 2005 Date May 20, 2005 concerning the completeness of SOE data in the SOE portal & Executive Information System (EIS) company has been actively carrying out fulfilling Bumn.go.id as determined by the Ministry of SOEs. In addition, to improve monitoring and ensure the security of the company's operations, the company have pioneered the installation of CCTV for surveillance field. Special installation of CCTV has been implemented at the counter inside in Borobudur Unit and PrambananUnit.*

*Use of Information Technology has also strived to develop, among others: the creation of on-line network for each work unit and inter-unit businesses, optimizing the utilization of Borobudurpark.co.id website for marketing and communications media, the development of e-ticketing and smart ticketing to synergize with other SOE (TELKOM and BRI).*

### **C. Clean State-owned Enterprise**

*The Company has followed the Clean SOE program and be evaluated by BPKP DIY on the Board of Directors, Board of Commissioners, and stakeholders with a score of 6.52 and categorized as COMMITTED.*



## ORGANISASI & PERSONALIA

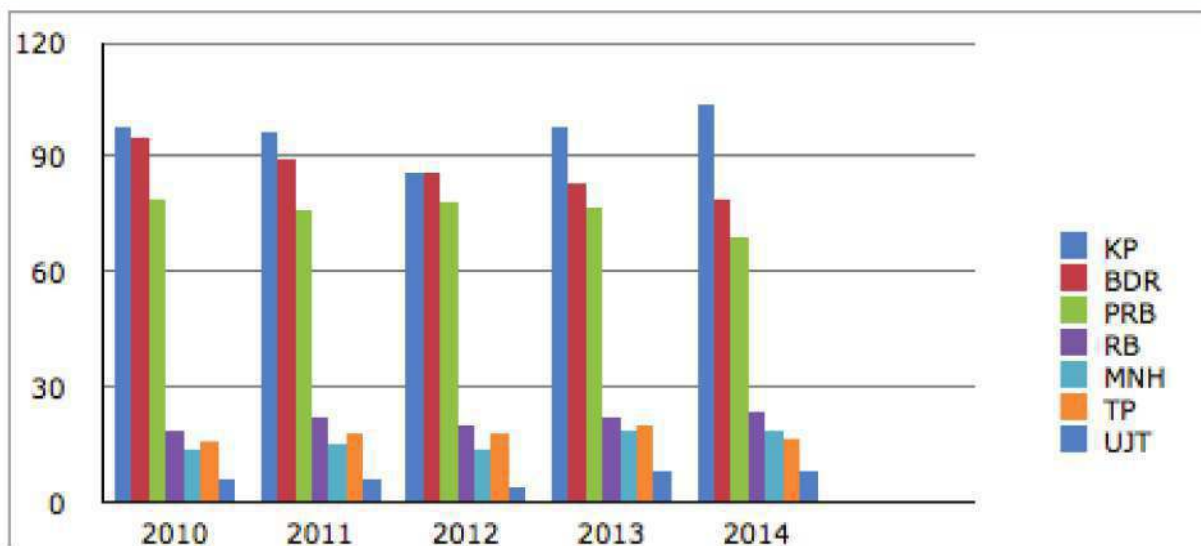
## ORGANIZATION & PERSONNEL

Guna mendukung kinerja perusahaan dalam jangka panjang, pada tahun 2014 PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (persero) telah melaksanakan sejumlah inisiatif untuk menyiapkan staf dan kader pimpinan yang berkualitas dalam menghadapi tantangan global dibidang Organisasi dan Sumber Daya Manusia antara lain:

*To support the company's performance in the long term, in 2014 PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko has implemented a number of initiatives to prepare staff and a cadre of qualified leaders in the face of global challenges in the field of Organizational and Human Resources, among others:*

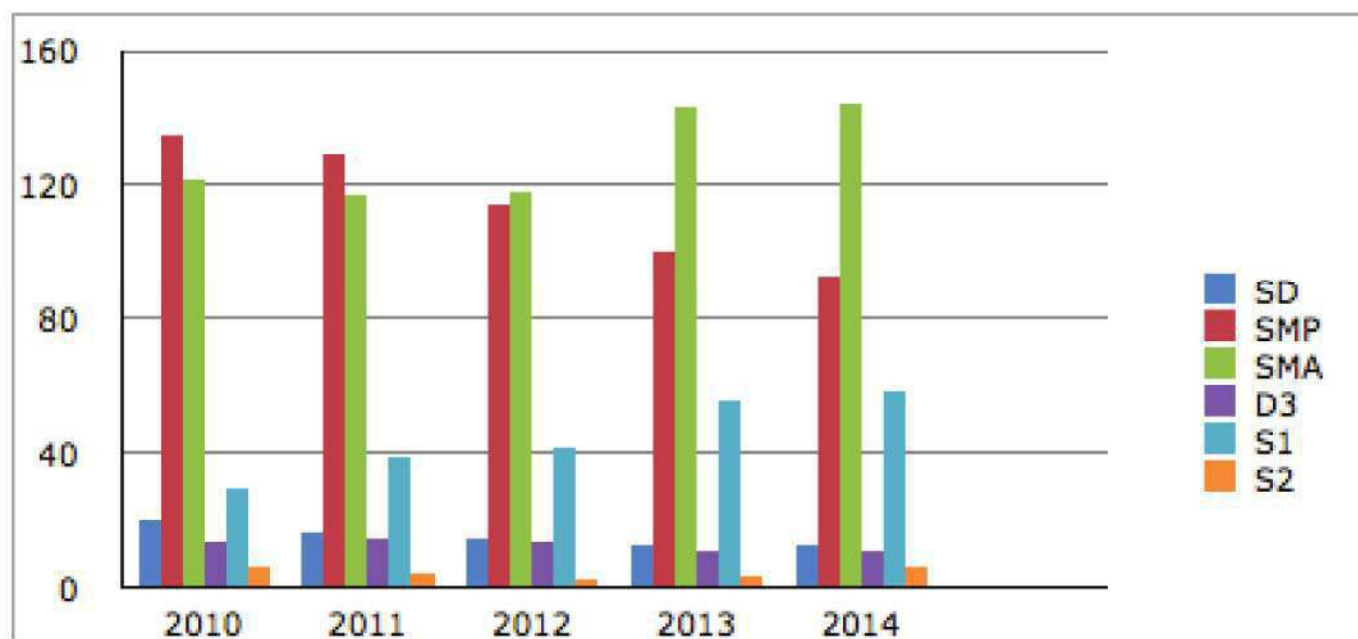
### Komposisi Pegawai Berdasarkan Satuan Kerja Composition of Employees Based on Working Unit

SATUAN KERJA	2014	2013	2012	2011	2010	WORKING UNIT
Kantor Pusat	104	98	86	96	98	Headquarter
Borobudur	79	83	86	89	95	Borobudur
Prambanan	69	77	78	76	79	Prambanan
Ratu Boko	24	22	20	22	19	Ratu Boko
Perwakilan Jakarta	4					Agency Jakarta
BPW	2					BPW
Manohara	19	19	14	15	14	Manohara
Teater Pentas	17	20	18	18	16	Theater-Performance
UJT	8	8	4	6	6	Transport Service Unit
JUMLAH	326	327	306	322	327	TOTAL



## Komposisi Pegawai Berdasarkan Pendidikan Composition of Employees Based on Education

PENDIDIKAN	2014	2013	2012	2011	2010	EDUCATION
SD	13	13	15	17	20	ELEMENTARY SCHOOL
SMP	93	100	114	129	135	JUNIOR HIGH SCHOOL
SMA	144	143	118	117	122	SENIOR HIGH SCHOOL
DIPLOMA (D3)	11	11	14	15	14	DIPLOMA
SARJANA (S1)	59	56	42	39	30	SCHOLAR
SARJANA (S2)	6	4	3	5	6	MASTER
JUMLAH	326	327	306	322	327	TOTAL



- Meningkatkan kompetensi dan pengembangan kualitas sumber daya manusia secara intensif dan kontinue.
- Melakukan rekrutmen sumber daya manusia baru yang berkualitas, baik untuk tenaga tetap maupun tenaga outsourcing.
- Peningkatan perangkat manajemen resiko termasuk SOP dan kemampuan organisasi untuk memastikan identifikasi, pengukuran dan pengelolaan SDM lebih baik.

- *Increase competency and development of Human Resource quality intensively and continuously.*
- *Conduct recruitment of new personnel with quality, both for fixed and outsourcing.*
- *Improved risk management tools including SOP and organization's ability to ensure the identification, measurement and management of human resources better.*

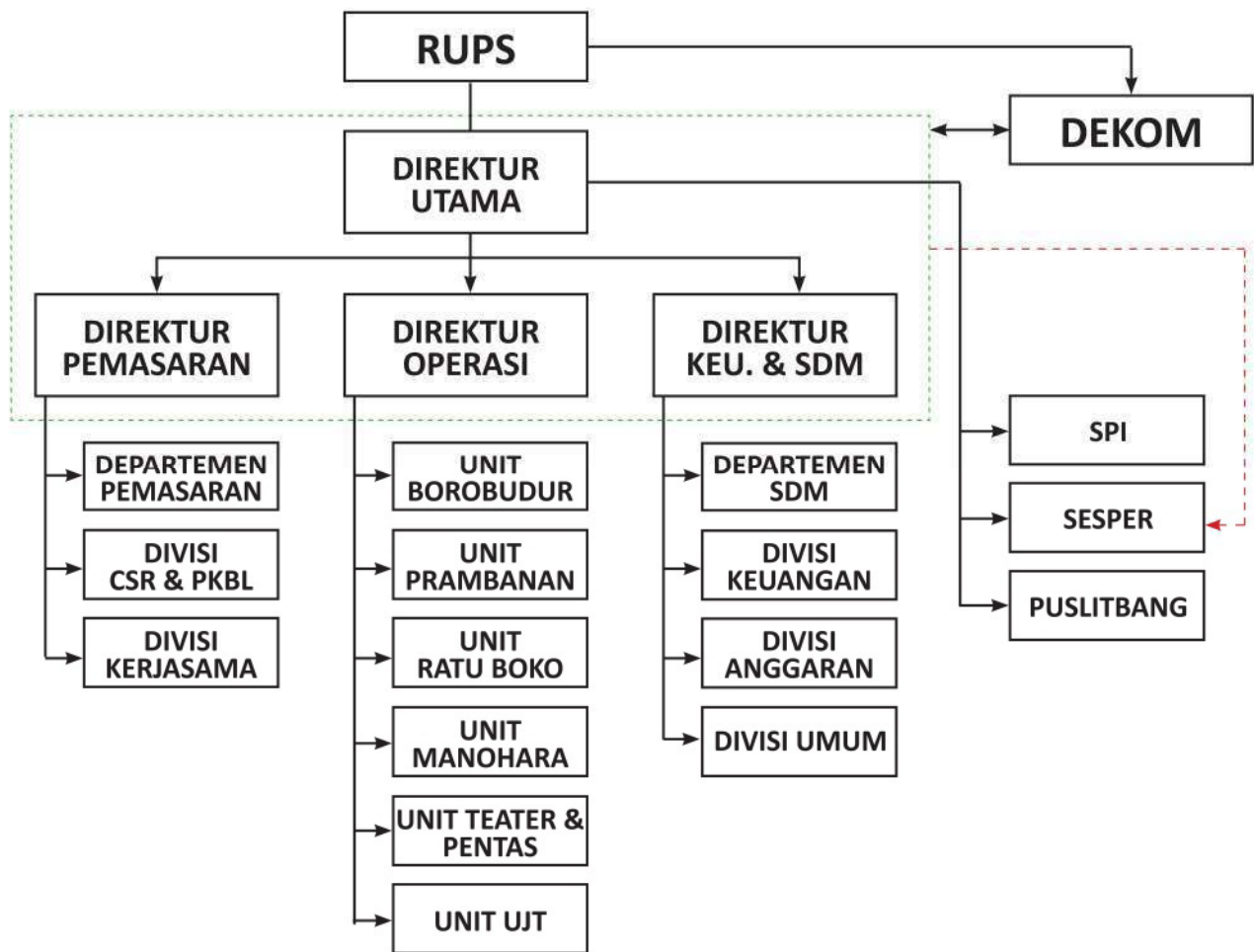


# STRUKTUR ORGANISASI



Struktur organisasi yang digunakan pada tahun 2014 berdasar Surat Keputusan Direksi Nomor : SK. 08/DIREKSI/2013 tanggal 15 Juli 2013 tentang Struktur Organisasi, Uraian Tugas, Fungsi dan Tanggung Jawab PT. Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Perse-ro) dan diperbaharyu dengan Surat Keputusan Direksi Nomor : SK. 20/DIREKSI/2014 tanggal 12 Agustus 2014 yang berlaku mulai tanggal 1 Oktober 2014. Perubahan Struktur Organisasi tersebut dikarenakan adanya perubahan susunan Direksi dan perubahan lingkungan bisnis, (bagan SO dalam lampiran H). Dalam struktur organisasi tersebut jenjang jabatan terbagi dalam 3 (tiga) tingkat jabatan struktural dibawah Direksi, dan jabatan fungsional umum maupun jabatan-jabatan fungsional tertentu dalam rentang grade jabatan 01 sampai dengan 17.

*The organizational structure used in 2014 based on the Decree of the Board of Directors Number: SK. 08 / DIRECTORS / 2013 dated July 15, 2013 on the Organizational Structure, Duties, Functions and Responsibilities PT. Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) and amended by the Decree of the Board of Directors Number: SK. 20 / DIRECTORS / 2014 dated August 12, 2014 with effect from October 1, 2014. The Organizational Structure Changes due to changes in the composition of the Board of Directors and changes in the business environment, (SO chart in appendix H). In the organizational structure of the hierarchy is divided into three (3) levels below the structural position of the Board of Directors, and general functional positions and specific functional positions within the range of grade positions 01 to 17.*



**PENEMPATAN PEGAWAI DALAM JABATAN**

Mulai tanggal 01 Oktober 2014 telah dilakukan penempatan pejabat level I dibawah Direksi diikuti struktural ditingkat II dan III dibawah Direksi.

**PENGEMBANGAN SDM**

Guna meningkatkan kompetensi pegawai, perusahaan mengikutsertakan pegawai dalam pendidikan, pelatihan, seminar, lokakarya, workshop, dan kursus yang sesuai dengan kebutuhan masing-masing jabatan pegawai baik yang diselenggarakan oleh internal perusahaan maupun instansi/lembaga eksternal yang kompeten, sebagai berikut :

**Coaching :**

Dilakukan melalui FGD-FGD internal maupun inhouse training dengan tujuan mendukung suksesi perusahaan serta membentuk budaya learning organization selama tahun 2014, FGD lebih difokuskan untuk saring knowledge dari senior leader

**PLACEMENT OF OFFICERS IN THE OFFICE.**

*Beginning on October 1, 2014 has been made official placement level I under the Board of Directors followed the structural level II and III under the Board of Directors.*

**HUMAN RESOURCES DEVELOPMENT.**

*In order to improve the competence of employees, companies engage employees in education, training, seminars, workshops, and courses according to the needs of each employee held by the either internally and external competent institution / agency as follows:*

**Coaching :**

*These were conducted through internal FGDs and in-house training with the aim of supporting the succession of the company and establish a culture of learning organization*



maupun praktisi kepada kader-kader potensial dengan materi sebagai berikut :

- Sejarah Perusahaan, Visi, Misi dan Budaya kerja
- Sistem Akuntansi
- KPKU
- Balance Scorecard untuk penyusunan RJPP

**Benchmarking :**

Dalam rangka memberi gambaran pengelolaan bisnis yang sejenis dilakukan benchmarking selama tahun 2014 dengan kegiatan sebagai berikut :

- Study banding di Angkor Wat, Kamboja
- Study banding di Taman Nong Nooch, Thailand

**Kebijakan SDM :**

Dalam rangka memenuhi kebijakan pemerintah dalam sistem Jaminan Sosial Nasional serta memberikan jaminan kesehatan bagi seluruh karyawan mulai Triwulan I tahun 2014 Perusahaan telah mendaftarkan kepesertaan Jaminan Kesehatan Nasional pada BPJS Kesehatan bagi Pegawai Organik, Direksi dan Dewan Komisaris. Disamping itu Direksi dan Dewan Komisaris serta pejabat perusahaan masih diikutkan juga pada asuransi kesehatan PT. Inhealth. Surat edaran mekanisme top up dalam BPJS sudah ditetapkan dan diaplikasikan untuk menjaga agar manfaat yang diterima karyawan tidak berkurang. Sementara itu kepesertaan pada BPJS Ketenagakerjaan masih kelanjutan dari program Jamsostek mengingat belum dipastikannya penyelenggaraan Program Jaminan Pensiun sebagaimana dimaksud dalam undang-undang BJSN/undang-undang BPJS. Namun demikian terkait program paska kerja Perusahaan telah mengikutsertakan karyawan sebagai peserta jaminan Hari Tua pada PT. Asursansi Jiwasraya dan penyediaan program sebagaimana dimaksud dalam UU no 13 tahun 2003 tentang ketenagakerjaan. Pemenuhan kewajiban paska kerja pegawai dilaksanakan pada tahun 2014 bekerjasama dengan PT. Jiwasraya dalam pengelolaan pensiun hari tua karyawan.

during 2014, FGD more focused to filter knowledge of senior leaders and practitioners to a cadre of potential with the following material:

- Company History, Vision, Mission and Culture work
- Accounting System
- KPKU
- Balance Scorecard for the preparation of the RJPP

**Benchmarking :**

*In order to portray similar businesses management, benchmarking was conducted during 2014 with the following activities:*

- Comparative study in Angkor Wat, Cambodia
- Comparative study in Nong Nooch Garden, Thailand

**HR Policies :**

*In order to meet the government's policy in the national social security system and providing health insurance for all employees start the first quarter of 2014 the Company has registered the participation of the National Health Insurance in BPJS for Organic Employees, Directors and Commissioners. Besides, the Board of Directors and Board of Commissioners as well as officials of the company was also included in the health insurance of PT. Inhealth. The circular mechanism of BPJS top up has already established and applied to ensure that the benefits received by the employee are not reduced. While the participation in BPJS Ketenagakerjaan is still a continuation of the Social Security program considering that implementation of Retirement Security Program is not yet ensured as defined in the law BJSN / BPJS legislation. However, post-employment related programs the Company has included the employee as a participant guarantee the Old Days in PT. Asursansi BNI and the provision of programs as referred to in Law No. 13 of 2003 on manpower. Fulfillment of employees post-employment obligations undertaken in 2014 in cooperation with PT. BNI in the management of employee old-age pensions.*

**SATUAN PENGAWAS  
INTERNAL (SPI)**





Realisasi kegiatan Satuan Pengawas Intern tahun 2014 sebagai berikut :

a. Melaksanakan PKPT (Program Kerja Pemeriksaan Tahunan) yaitu:

1. Pemeriksaan pengendalian aset tetap.
2. Pemeriksaan pengelolaan Program Kemitraan dan Bina Lingkungan.
3. Pemeriksaan pengelolaan Pelayanan Operasional Pengunjung.
4. Pemeriksaan Pengendalian Pendapatan.
5. Pemeriksaan Pengendalian Piutang.
6. Pengendalian Pengadaan Konstruksi.
7. Pengendalian Biaya.

b. Menerbitkan Laporan Hasil Pemeriksaan dalam PKPT (Program Kerja pengawasan Tahunan) tahun 2014.

c. Monitoring tindak lanjut atas Laporan Hasil Pemeriksaan.

d. Counterpart tim self assessment Good Corporate Governance untuk evaluasi pelaksanaan Good Corporate Governance tahun 2013.

e. Counterpart tim BPKP dalam survey penilaian BUMN Bersih.

f. Counterpart KAP "Budiman, Wawan, Pamudji & Rekan" dalam pemeriksaan Laporan Keuangan Tahun Buku 2013.

g. Melakukan evaluasi "Bantuan Pihak Ketiga" di Borobudur.

h. Peningkatan kompetensi auditor:

1. Pendidikan Audit Tingkat Dasar II.
2. Pendidikan Fraud Auditing.
3. Pelatihan Komunikasi & Psikologi Audit.
4. Seminar Nasional Internal Audit 2014.

i. Melakukan Post Audit:

1. Pemeriksaan "Sumber Daya Manusia Khususnya Karyawan Outsourcing".
2. Pemeriksaan "Realisasi Dana Pelestarian Tahun 2004-2013).
3. Maingate Unit Borobudur.

j. Mukernas dan Seminar FKSPI di Melia Purosani, Yogyakarta tanggal 17-19 September 2014.

*Realization of the Internal Control Unit activities in 2014 as follows:*

*a. Implement Annual Inspection Work Program, namely:*

- 1. Inspection control of fixed assets.*
- 2. Examination of the management of the Partnership and Community Development Program.*
- 3. Inspection Services Operational management of visitor.*
- 4. Inspection Control of Revenue.*
- 5. Checking Accounts Receivable Control.*
- 6. Control of Construction Procurement.*
- 7. Cost Control.*

*b. Issuing Audit Reports in PKPT (supervision Annual Work Program) in 2014.*

*c. Monitoring follow-up on Audit Reports.*

*d. Counterpart GCG self assessment team for the evaluation of the implementation of Good Corporate Governance in 2013.*

*e. Counterpart BPKP teams in assessment survey of clean SOE.*

*f. Counterpart KAP "Budiman, Wawan, Pamudji & Co" in Financial Report 2013*

*g. To evaluate the "Third Parties Helps" in Borobudur.*

*h. Increased competence of auditors:*

- 1. Basic Audit Education Level II.*
- 2. Fraud Auditing Education.*
- 3. Communication and Psychology Training Audit.*
- 4. National Seminar on Internal Audit in 2014.*

*i. Conducting Post Audit:*

- 1. Examine "Human Resources Employee, Particularly Outsourcing".*
- 2. Examination of "Realization Preservation Fund Year 2004-2013".*
- 3. Borobudur Unit Maingate.*

*j. Mukernas and Seminars FKSPI at Melia Purosani, Yogyakarta on 17-19 September 2014.*

ANAK PERUSAHAAN  
SUBSIDIARY

**BHIVA**  
TOUR & TRAVEL

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EVENT ORGANIZER  
HOTEL VOUCHER  
TICKETING  
RENT CAR

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Anak Perusahaan PT. Bhumi Visathanda T & T, berdiri dengan Akta Pendirian Nomor : 8 tanggal 8 April 1996 oleh Notaris Herri Prabowo Kurniawan, SH. Dan perubahannya Nomor 4 tanggal 17 September 1997 dan telah disahkan oleh Menteri Kehakiman Republik Indonesia Nomor : C2-4854 HT 01.01. Tahun 1998 tanggal 8 Mei 1998.

Dalam operasionalnya PT. Bhumi Visatanda T & T mengacu pada Surat Ijin Usaha Tetap Nomor : 705/D.2/BPW/IX/1996 tanggal 30 September 2003 serta ijin Usaha Pariwisata yang dikeluarkan oleh Direktur Jenderal Pariwisata Nomor : Kep.79/BPW/IX/96 tanggal 30 September 1996 dan Tanda Daftar Perusahaan dari Departemen Perindustrian dan Perdagangan Republik Indonesia Nomor : 12021700345 tanggal 2 Juli 1998. Penyer-taan modal yang telah disetor PT. Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) selaku Pemegang Saham kepada PT. Bhumi Visatanda T & T sampai dengan tahun 2013 sebesar Rp. 490.000.000

Pendirian PT. Bhiva T & T dimaksudkan untuk mendukung bisnis utama PT. TWC BP & RB yaitu agar dapat mendatangkan wisatawan sebanyak-banyaknya yang mengunjungi obyek – obyek wisata yang dikelola oleh perusahaan induk (PT. TWC BP & RB). Sedangkan karyawannya sebanyak 2 (dua) orang adalah karyawan yang diperbantukan dari perusahaan induk.

Dalam tahun 2014 kegiatan usaha/ produk jasa yang dilakukan sebagai berikut:

**a. Usaha Jasa Domestik Tour:**

melayani paket-paket wisata untuk pelajar, mahasiswa, karyawan serta umum.

**b. Usaha Jasa In Bond :**

melayani paket wisata kepada wisatawan mancanegara yang dikemas dalam bentuk Daily Coach Tour, Optional Tour, Package Tour, Private Tour.

*Subsidiary, PT. Bhumi Visathanda T&T, Ltd. Established based on the Establishment Act No. 8/8 April 1996, by the Notary Herri Prabowo Kurniawan, SH. and its amendment No. 4/ 17 September 1997 and had been legalized by the Ministry of Justice the Republic of Indonesia No. C2- 4854 HT 01.01. Year 1998/ 8 May 1998.*

*On its operational system, PT. Bhumi Visatanda T& T refers to the Permanent Business License No. 705/ D.2/ BPW/ IX/ 1996 dated 30 September 2003 and also Tourism Business Licensed released by the Director General of Tourism No. : Kep.79/ BPW/ IX/ 96: 30 September 1996 and the Company Registration from the Department of Industry and Trade of the Republic of Indonesia No. 120217000345 dated 2 July 1998.*

*The capital equity transferred by PT. Taman Wisata Candi Borobudur, Prambanan& Ratu Boko (Ltd.) as a shareholder to PT. Bhumi Visatanda T& T, (Ltd.) until, reached as much as 490 million IDR.*

*The establishment of PT. Bhiva T& T was intended to support the main business of PT. TWC BP & RB, which is to generate more visitors to visit the tourism objects managed by the parent company (PT. TWC BP& RB). While, its two staff are staff delegated from the parent company.*

*In 2014, business activities and services products conducted are below:*

**a. Domestic Tour Services Products:** *serve tour packages for students, employees and general people.*

**b. Inbound service products:** *serve tour packages for the international visitors packaged in form of Daily Coach Tour, Optional Tour, Package Tour, Private Tour.*

**c. Tourism facilities reservation business:** *hotel reservations, both starred and Yasmin class, tour transportation reservation, Ramayana Prambanan ticket reservation;Outbound service*

**c. Usaha pemesanan sarana pariwisata meliputi :** reservasi hotel bintang dan melati, pemesanan transportasi wisata, pemesanan tiket Ramayana Prambanan. Usaha jasa out bond meliputi: pelayanan tour ke luar negeri.

Selama tahun 2014, PT Bhiva membukukan kerugian sebesar Rp.427,6juta. Hasil audit KAP Chaeroni dan rekan menyatakan opini disclaimer terhadap laporan keuangan PT Bhiva tahun 2014, dengan dasar adanya kesalahan materiil dalam penyajian laporan keuangan. Untuk itu PT Taman Wisata Candi Borobudur, Prambanan & Ratu boko selaku pemegang saham sampai dengan saat ini belum memberikan acquit at de charge atas laporan keuangan PT Bhiva tahun buku 2014.

Terkait dengan penyajian laporan keuangan konsolidasian PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko di tahun 2014, mengingat aspek materialitas, dimana total asset PT Bhiva sebesar Rp.180.963.525,00 atau senilai 0,06 % dari total aset, maka pengaruh PT Bhiva kepada penyajian laporan keuangan konsolidasian PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko dianggap tidak signifikan dan tidak mempengaruhi opini KAP maupun interpretasi pengguna laporan keuangan.

Ke depan, sejalan dengan program RKAP 2015 PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko selaku pemegang saham akan melakukan program restrukturisasi modal dan organisasi yang telah mendapat ijin prinsip dari pemegang saham dalam menyetatkan PT Bhiva.

*product business: tour service to abroad.*

*During 2014, PT. Bhiva has recorded loss as much as 427.6 million IDR. The audit result of Public Accountant Bureau Chaeroni and Partners has stated the disclaimer opinion regarding the PT. Bhiva's balance sheets, based on the evidence of material mistakes in the reporting process of the Balance sheets. For that reason, PT. Taman Wisata Candi Borobudur, Prambanan and Ratu Boko as a shareholder up until now, hasn't given any acquit de charge for PT. Bhiva's balance sheets year 2014.*

*Regarding the reporting process of the consolidated balance sheets of PT. TWC Borobudur, Prambanan and Ratu Boko in 2014, considering the material aspect, which PT. Bhiva's total asset 180.963.525,00 or as much as 0.06% from the total assets. Therefore, PT. Bhiva's influence on the reporting of consolidated balance sheets of PT. Taman Wisata Candi Borobudur Prambanan and Ratu Boko was considered to be insignificant and not influencing Public Accountant Bureau's opinion or the interpretation of balance sheets' users.*

*Onward, along with the RKAP program 2015, PT. TWC Borobudur, Prambanan and Ratu Boko as a shareholder will conduct a capital and organizational restructuring program that has obtained the principle license from the shareholders as an effort to repair PT. Bhiva.*





# SEKRETARIS PERUSAHAAN *CORPORATE SECRETARY*

Transparansi,  
akuntabilitas, tanggungjawab, independensi serta kesetaraan  
merupakan 5 (lima) asas tata kelola GCG



## GOOD CORPORATE GOVERNANCE

Sesuai Peraturan Menteri Badan Usaha Milik Negara Nomor : PER-09/MBU/2012 tanggal 6 Juli 2012 Tentang Penerapan Praktek Good Corporate Governance (GCG) pada Badan Usaha Milik Negara, perusahaan telah melaksanakan Prinsip prinsip GCG dimaksud.

Prinsip-prinsip GCG tersebut adalah :

**1. Transparansi**, yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengemukakan informasi materiil dan relevan mengenai perusahaan. Perusahaan juga mempublikasikan Laporan Keuangan Tahunan yang telah di audit di surat kabar nasional, situs web perusahaan ([www.borobudurpark.co.id](http://www.borobudurpark.co.id)) dan memasukkan semua informasi keuangan serta operasional lainnya kepada pemegang saham melalui portal [bumn.go.id](http://bumn.go.id).

**2. Kemandirian**, yaitu perusahaan telah dikelola secara profesional tanpa benturan kepentingan dan pengaruh/ tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat.

**3. Akuntabilitas**, yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban organ sehingga pengelolaan perusahaan terlaksana dengan efektif. Dalam melaksanakan prinsip ini perusahaan telah melaporkan secara berkala hasil kegiatan operasional perusahaan melalui Laporan Manajemen Triwulanan yang telah dibahas bersama Dewan Komisaris dan dilaporkan kepada Pemegang Saham.

**4. Pertanggungjawaban**, yaitu kesesuaian didalam pengelolaan perusahaan terhadap peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. Dalam melaksanakan prinsip ini perusahaan selalu memperhatikan perundang-undangan yang berlaku, baik yang dikeluarkan Pemerintah Pusat maupun Pemerintah Daerah.

## GOOD CORPORATE GOVERNANCE

*According to the Regulation from State-owned Company No. : PER-09/MBU/2012 dated 6 July 2012 regarding the practice of Good Corporate Governance (GCG) on the State-owned Company, the company has conducted the principles of aforementioned GCG.*

*The principles of aforementioned GCG:*

**1. Transparency**, *in the decision making and in presentating material information and relevant to the company. The company will also publish Annual Balance Sheet which had been audited in the national newspaper, company website ([www.borobudurpark.co.id](http://www.borobudurpark.co.id)) and including whole financial information along with the other operational to the shareholders through the portal website: [bumn.go.id](http://bumn.go.id)*

**2. Independence**, *company had been managed professionally without any conflicts of interests and influences/ pressures from any sides which are unsuitable with valid legislation and the healthy corporate's principles.*

**3. Accountability**: *the clarity of function, implementation and the organic responsibility in order to conduct the effective company's management. In conducting this principle, the company has reported continously the operational activity result of the company through the Quarter Management Report which had been discussed together with the Commissioner board and reported to the shareholders.*

**4. Responsibility**, *which means the suitability in the company management regarding the suitable legislations and the principles of good corporate governance. In order to implement these principles, the company always takes notes of the suitable laws , both issued by the Central Government and Regional Government.*



5. *Kewajaran (fairness)*, yaitu keadilan dan kesetaraan didalam memenuhi hak-hak stakeholder yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. Dalam melaksanakan prinsip ini perusahaan berpegang teguh pada RKAP yang disetujui oleh RUPS serta melaksanakan peraturan perundangan-undangan yang berlaku dalam pengelolaan perusahaan.

Pelaksanaan Prinsip-prinsip GCG juga tercermin dalam hal-hal sebagai berikut :

1. Hak Pemegang Saham dilindungi, antara lain berhak untuk:

- a. Menghadiri dan memberikan suara dalam RUPS.
- b. Memperoleh informasi secara teratur dan tepat waktu.
- c. Menerima pembagian keuntungan BUMN.

2. Dewan Komisaris telah melaksanakan tugasnya dengan berpedoman pada Anggaran Dasar dan peraturan perundang-undangan yang berlaku serta telah menjalankan fungsinya sebagai pengawas secara memadai.

Komposisi personil Dewan Komisaris 100% dari luar perusahaan. Dengan perubahan susunan Dewan Komisaris pada tahun 2014 sebagai berikut:

- a. Komisaris Utama periode Januari s/d Oktober 2014 dijabat oleh Windu Nuryanti dan digantikan oleh Sukemi pada tanggal 18 Oktober 2014.
- b. Anggota Dewan Komisaris periode Januari s/d Oktober 2014 dijabat oleh Budi Susilo Supandji digantikan oleh Efendi Tjendera pada tanggal 18 Oktober 2014.
- c. Anggota Dewan Komisaris periode Januari s/d Juni 2014 dijabat oleh Sitta Izza Rosdaniah digantikan oleh Heri Purnomo.

Sehingga komposisi Dewan Komisaris pada akhir Desember 2014 adalah sebagai berikut:

5. *Fairness*, means justice and equality in accomplishing stakeholders' rights appeared based on the treaty and suitable legislations. In order to implement this principle, the company is guided by the Company's Budget Plan (CBP) agreed by the General Meeting of Shareholders and also affecting the suitable legislation in the company management.

*The implementation of the GCG principles are also reflected to these below:*

1. *The shareholders rights are protected, which are:*

- a. *To attend and vote at the General Meeting of the Shareholders.*
- b. *To obtain the information regularly and within a certain time frame*
- c. *To obtain the profit sharing of State-Owned Company.*

2. *The Commisioner Board had implemented its task guided by the Basic Budget and suitable legislations and had also managed its function as a supervisor correctly.*

*Commisioner Board's personnel composition are 100% sourced from out of company. The change in Commisioner Board in 2014 are below:*

- a. *Main Commisioner for January – October 2014: Wiendu Nuryanti and substituted by Sukemi on Oct, 18th 2014.*
- b. *Commisioner Board member for January- October 2014: Budi Susilo Supandji, substituted by Efendi Tjendera on Oct 18th 2014.*
- c. *Commisioner Board member January- June 2014: Sitta Izza Rosdaniah, substituted by Heri Purnomo.*

*Commisioner Board composition at the end of Dec 2014:*

**a. SUKEMI**

Pekerjaan / Jabatan : Komisaris Utama  
Pekerjaan utama diluar : Staff Khusus Mendikbud dan Komisaris PT Balai Pustaka

**b. EFENDI TJENDERA**

Pekerjaan / Jabatan : Anggota Komisaris  
Pekerjaan utama diluar : Universitas BINUS

**c. BUNTJE HARBUNANGIN**

Pekerjaan / Jabatan : Anggota Komisaris  
Pekerjaan utama diluar : Staff Ahli Menteri Parekraf

**d. HERI PURNOMO**

Pekerjaan / Jabatan : Anggota Komisaris  
Pekerjaan utama diluar : Sekretariat Kementerian BUMN

Para anggota Dewan Komisaris yang baru telah diberikan pengenalan perusahaan berupa pengenalan produk perusahaan, diberikan anggaran dasar perusahaan, dan buku pedoman GCG perusahaan.

Para anggota Dewan Komisaris dan keluarganya tersebut tidak memiliki saham di perusahaan ini dan di perusahaan lain.

Penghasilan Komisaris Utama tahun 2014 sebesar Rp 24.000.000,-/bulan ditambah Tunjangan Transportasi Rp 4.800.000,-/bulan.

Penghasilan Anggota Dewan Komisaris tahun 2014 Rp 21.600.000,-/bulan ditambah Tunjangan Transportasi Rp 4.320.000,-/bulan.

Rapat Dewan Komisaris telah diadakan secara berkala minimal 1 (satu) bulan sekali untuk membahas kinerja keuangan dan kinerja operasional perusahaan serta hal-hal lain yang dianggap perlu dan telah dibuatkan risalahnya. Dalam tahun 2014 telah diadakan rapat Dewan Komisaris sebanyak 21 (dua puluh satu) kali.

**a. SUKEMI**

*Occupation/ position : President Commissioner  
Main occupation outside company : Special Staff Ministry of Education and Culture, Commissioner of PT. Balai Pustaka*

**b. EFENDI TJENDERA**

*Occupation/ position : Commissioner member  
Main occupation outside company : BINUS University*

**c. BUNTJE HARBUNANGIN**

*Occupation/ position : Commissioner member  
Main occupation outside company : Expert Staff for the Ministry of Tourism and Creative Economy*

**d. HERI PURNOMO**

*Occupation/ position : Commissioner member  
Main occupation outside company : Secretariat at the Ministry of State-Owned Company*

*The new Commissioner Board members have been briefed with the company's history: introduction in company's products, company's basical budgets, and guide book of company GCG.*

*Those new Commissioner Board members and their families don't have any shares in the company and other companies.*

*Main Commissioner's income in 2014: 24 million IDR/ month, plus transportation incentive: 4.8 million IDR.*

*Commissioner Board member's income in 2014: 21.6 million IDR/ month, plus transportation incentive 4.320 million IDR/ Month.*

*Commissioner board meeting had been conducted continuously once in a month at the minimum, in order to discuss the financial performance and company operational performance along with other important things and had been written in minutes of meeting. During 2014, the company had conducted 21 Commissioner board meetings.*



Dewan Komisaris memperoleh akses informasi perusahaan yang diberikan manajemen secara tepat waktu dan lengkap.

Dewan Komisaris tidak melakukan transaksi yang berpotensi menciptakan benturan kepentingan dan mengambil keuntungan pribadi dari kegiatan perusahaan.

#### **KOMITE AUDIT**

Komite audit dibentuk oleh Dewan Komisaris untuk membantu proses pengawasan terutama terkait dengan pengendalian internal, manajemen risiko, pelaporan keuangan dan aktivitas audit. Komite Audit memiliki tanggung jawab yang terkait dengan *corporate governance*, pengendalian internal, pelaporan keuangan perusahaan, aktivitas audit, kode etik perilaku dalam perusahaan, program whistle blower, manajemen risiko perusahaan, dan kecurangan yang mungkin terjadi dalam laporan keuangan.

Tanggung jawab tersebut adalah untuk memastikan bahwa:

- a. Laporan keuangan disajikan secara wajar sesuai dengan prinsip akuntansi yang berlaku umum;
- b. Struktur pengendalian internal perusahaan dilaksanakan dengan baik;
- c. Pelaksanaan audit internal maupun eksternal dilaksanakan sesuai dengan standar audit yang berlaku;
- d. Tindak lanjut temuan hasil audit dilaksanakan oleh manajemen.

Komposisi Komite Audit 100 % dari luar perusahaan. Nama Komite Audit dan pekerjaannya tahun 2014 sebagai berikut

#### **a. HERI PURNOMO**

Pekerjaan / Jabatan : Ketua Komite Audit  
Pekerjaan utama diluar : Anggota Dekom dan Sekretariat Kementerian BUMN

*Commissioner board can access the company information which the management had given punctually and completely.*

*Commissioner board doesn't make any transactions potential to any conflicts of interests and take any personal advantages from the company activities.*

#### **AUDITING COMMITTEE**

*Auditing Committee was created by the Commissioner Board in order to help the auditing process, especially the one related to the internal control, risk management, balance sheet reporting, and auditing activities. The auditing committee has the responsibility related to the corporate governance, internal control, company financial reporting, auditing activities, code of conduct in the company, whistle blower program, company risk management, and any cheatings that could be possibly happened in the financial report process.*

***Those responsibilities are to make sure that:***

- a. Financial report are presented correctly in accordance to the general principles of accountancy*
- b. The structure of company's internal control that well-managed;*
- c. The implementation of both internal and external auditing process in accordance with common auditing standards.;*
- d. Follow-up of the audit findings implemented by the management.*

*Auditing committee composition are 100% sourced from out of the company. The name of the Auditing Committee and its job in 2014 are below:*

#### ***a. HERI PURNOMO***

*Job/ Position : Auditing Committee Chairman*

*Main job outside the company : Communication Board member and Secretariat of the Ministry of State- Owned Company*

**b. MULYADI**

Pekerjaan / Jabatan : Anggota Komite Audit

Pekerjaan utama di luar : Dosen UGM

**c. BAMBANG SARJANA**

Pekerjaan / Jabatan : Anggota Komite Audit

Pekerjaan utama di luar : Mantan Kepala Perwakilan BPKP provinsi Bengkulu

Rapat Komite Audit telah dilaksanakan secara berkala minimal 1 (satu) triwulan sekali untuk membahas hal-hal terkait Laporan Triwulanan, pelaksanaan pengendalian internal, pelaksanaan audit internal maupun eksternal serta tindak lanjutnya. Dalam tahun 2014 telah melaksanakan rapat Komite Audit sebanyak 12 (duabelas) kali. Perusahaan juga mempunyai Rencana Kerja dan Anggaran Perusahaan (RKAP) sebagai penjabaran tahunan dari RJPP.

Direksi perusahaan diangkat dengan Surat Keputusan Menteri Negara Badan Usaha Milik Negara Selaku Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Taman Wisata Candi Borobudur Prambanan & Ratu Boko Nomor: 373/MBU/2013 dan Nomor: 419/MBU/2013 tanggal 16 Desember 2013 tentang Pengalihan Tugas dan Pengangkatan Anggota Direksi Perusahaan Perseroan (Persero) PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko maka susunan keanggotaan Direksi PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) sebagai berikut:

**Direktur Utama : Lailly Prihatiningtyas**  
**Direktur Pemasaran : Sahala Parlindungan Siahaan**  
**Direktur Keuangan & SDM : Purwanto**  
**Direktur Operasi : Retno Hardiasiwi W**

Penghasilan Direksi Tahun 2014 sebagai berikut :

**b. MULYADI**

*Job/ position : Auditing Committee Member*

*Main job outside the company : Lecturer at the Gadjah Mada University*

**c. BAMBANG SARJANA**

*Job/ position : Auditing Committee Member*

*Main job outside the company : former chief of the representatives of BPKP Province Bengkulu*

*The Auditing Committee Meeting had been conducted minimum once every quarter of the year in order to discuss things related to the Quarter year reporting, the implementation of internal control, follow up of both implementation of internal and external auditing. During 2014, the Auditing Committee meetings had been conducted as much as 12 times. The company has also the Company's Working Budget Plan as the annual translation of Company's Long-Term Working Plan/ RJPP.*

*Directors of the company appointed by the Decree of the State Minister for State Owned Company As a General Meeting of Shareholders of the Company (Persero) PT Taman Wisata Candi Borobudur Prambanan and Ratu Boko Number: 373 / MBU / 2013 and No. 419 / MBU / 2013 dated December 16, 2013 on the Transformation Task and Appointment of Members of Board of Directors of the Company (Persero) PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko then the membership of the Board of Directors of PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) as follows:*

*President Director : Lailly Prihatiningtyas*  
*Marketing Director : Sahala Parlindungan Siahaan*  
*Financial & HRD Director : Purwanto*  
*Operational Director : Retno Hardiasiwi W*

*In 2014 the Board of Directors of income as follows:*



Direktur Utama sebesar Rp 60.000.000,-/bulan ditambah tunjangan perumahan sebesar Rp 22.500.000,-/bulan.

Direktur sebesar Rp 54.000.000,-/bulan ditambah tunjangan perumahan Rp21.600.000,-/bulan.

Para anggota Direksi dan keluarganya tidak memiliki saham di perusahaan ini.

Para anggota Direksi tidak melakukan transaksi yang mempunyai benturan kepentingan dengan perusahaan dan tidak mengambil keuntungan pribadi dari kegiatan perusahaan.

Rapat Direksi selama tahun 2014 diadakan sebanyak 32 (tigapuluhdua) kali dan telah dibuatkan risalahnya.

Direksi membuat asersi terkait penyajian Laporan Keuangan secara akurat, benar, dan sesuai dengan prinsip akuntansi yang berlaku.

Direksi telah menetapkan sistem pengendalian internal yang efektif untuk mengamankan investasi dan asset perusahaan. Antara lain dengan menciptakan lingkungan pengendalian internal yang disiplin dan terstruktur.

Perusahaan membuka akses informasi yang seluas-luasnya kepada auditor internal dan eksternal untuk menjalankan tugasnya.

Selama tahun 2014 kegiatan dilaksanakan dengan bersih dan bebas dari praktek korupsi, kolusi dan nepotisme (KKN)

Dalam menjalankan usahanya, perusahaan sangat memperhatikan pelestarian lingkungan. Disamping itu kesehatan dan keselamatan kerja karyawan juga sangat diperhatikan.

Perusahaan memperlakukan sama terhadap semua karyawan tanpa memperhati-

*President Director of Rp. 60,000,000, - / month plus housing allowance of Rp. 22.5 million, - / month.*

*Director of Rp. 54,000,000, - / month plus housing allowance Rp. 21.600.000, - / month.*

*The members of the Board of Directors and the family did not have a stake in this company.*

*The members of the Board of Directors does not perform transactions that have conflict of interest with the company and do not take personal advantage of the activities of the company.*

*Meeting of the Board of Directors for the year 2014 held a total of 32 (thirty-two) times and has made his message.*

*The Board of Directors made the assertions related to presentation of financial statements accurately, completely, and in accordance with accepted accounting principles.*

*The Board of Directors has established an effective system of internal control to safeguard investments and assets of the company. Among others, by creating an internal control environment that is disciplined and structured.*

*The company opened access to the widest information to internal and external auditors to carry out their duties.*

*During 2014, the activities carried out with clean and free from corruption, collusion and nepotism (KKN).*

*In conducting its business, the company is very concerned about environmental conservation. Besides, the health and safety of employees are also highly considered.*

*The company treats equally to all employees regardless of ethnic background,*

kan latar belakang etnis, agama, jenis kelamin, usia serta keadaan tubuh para karyawan.

Daftar pemegang saham perusahaan dapat dilihat di lampiran D.

Daftar kepemilikan saham oleh Dewan Komisaris dan Direksi beserta keluarganya pada korporasi lain dapat dilihat di lampiran E.

#### **KASUS MATERIAL**

Tidak ada kasus material yang terjadi pada tahun 2014.

Sebagai salah satu komitmen pelaksanaan prinsip-prinsip GCG pada setiap tingkatan, jenjang organisasi dan aktivitas perusahaan, serta sebagai implementasi atas Kode Etik Perusahaan (Code of Conduct), maka seluruh jajaran PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) telah memiliki komitmen untuk tidak menerima gratifikasi sebagaimana telah disampaikan melalui media massa. Pelanggaran terhadap komitmen tersebut dapat disampaikan kepada Manajemen PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) melalui website [www.borobudurpark.co.id](http://www.borobudurpark.co.id), atau surat dengan alamat Jl. Raya Jogja Solo Km 16 Prambanan, Yogyakarta tlp (0274) 496402, 496406.

Setiap pagi hari sebelum mulai bekerja diawali dengan berdoa dan dibacakan visi misi dan tata nilai perusahaan.

Dewan Komisaris dan Direksi beserta Jajaran Manajemen PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) berkomitmen dalam melaksanakan pengendalian gratifikasi dengan melakukan penandatanganan Pakta Integritas/ Pernyataan Komitmen, yang intinya adalah sebagai berikut :

- a. Mewujudkan PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) sebagai BUMN yang selalu

*religion, sex, age and state body employees.*

*List of shareholders of the company can be found in Appendix D.*

*List of shareholdings by the Board of Commissioners and the Board of Directors and their families in other corporations in Appendix E.*

#### **CASE MATERIAL**

*No cases of material that occurred in 2014.*

*As one of commitment to the implementation of the principles of good corporate governance at every level, level of organization and activity of the company, as well as the implementation of the Code of Conduct (Code of Conduct), then the whole range of PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) has a commitment to not accept gratuities as has been communicated through the mass media. Violation of these commitments can be submitted to the Management of PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) through [www.borobudurpark.co.id](http://www.borobudurpark.co.id) website, or mail to the address Jl. Jogja Solo Raya Km 16 Prambanan, Yogyakarta phone (0274) 496 402, 496 406.*

*Every morning before work begins with a prayer and read by vision, mission and values of the company.*

*The Board of Commissioners and Board of Directors and Management of PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) is committed in implementing the control gratification by signing an Integrity Pact / Statement of Commitment, which in essence is as follows:*

- a. *Realising PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) as a state that always obey and enforce the implementation of the*



patuh dan menegakkan implementasi prinsip-prinsip Tata Kelola Perusahaan yang baik/ GCG.

b. Menerapkan Program Pengendalian Gratifikasi dengan tidak menerima dan memberi hadiah atau gratifikasi selain yang diatur dalam ketentuan Perusahaan PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) tentang pengendalian gratifikasi, baik secara langsung maupun tidak langsung, atas nama pribadi atau lembaga, dari seluruh stakeholder seperti mitra kerja atau rekanan, masyarakat dan pihak-pihak lain yang berhubungan dengan Dewan Komisaris dan Direksi beserta Jajaran Manajemen yang berpotensi menimbulkan benturan kepentingan (conflict of interest) atau mempengaruhi pertimbangan pengambilan kebijakan atau keputusan dalam pelaksanaan fungsi pokok dan tugas sesuai dengan ketentuan yang berlaku.

c. Menyampaikan secara transparan mengenai Pernyataan Komitmen ini kepada seluruh stakeholder untuk mendapat dukungan dalam menegakkan implementasi pernyataan Komitmen ini.

Rekanan atau vendor juga telah menandatangani pakta integritas.

Selama tahun 2014 tidak ada laporan dan pengaduan terkait Gratifikasi. Dalam pelaksanaan gratifikasi telah diusulkan SPI agar dibentuk Unit Pelaksana Pemantauan Gratifikasi.

Untuk tahun 2014, PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) telah menentukan arah bisnis yang jelas dengan menetapkan target hasil usaha yang optimis dan realistis, menyempurnakan dan melengkapi kebijakan-kebijakan strategis. Beberapa kebijakan Perusahaan yang dikembangkan

*principles of Good Corporate Governance / GCG.*

*b. Applying Gratification Control Program by not accepting and giving gifts or gratuities other than those stipulated in the Company PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) on the control of gratification, either directly or indirectly, on behalf of the individual or institution, of all stakeholders such as partners or associates, communities and other parties related to the Board of Commissioners and Board of Directors and Manajemenyang potential conflict of interest (conflict of interest) or influence policy or decision-making considerations in the implementation of the main functions and duties in accordance with applicable regulations ,*

*c. Statement transparently deliver on this commitment to all stakeholders for support in enforcing the implementation of this commitment statement.*

*Partner or vendor has also signed an integrity pact.*

*During 2014 there were no reports and complaints related Gratification. In the implementation of SPI gratuity has been proposed for the creation of Implementation Monitoring Unit Gratification.*

*For 2014, PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) has defined a clear business direction by setting a target operating results are optimistic and realistic, enhance and complement the strategic policies. Some company policies developed in 2014, namely:*

kan pada tahun 2014, yaitu :

- a. Berkomitmen pada pencapaian visi dan misi perusahaan
- b. Menjaga keseimbangan dalam mencapai pertumbuhan yang baik dan berkualitas.
- c. Meningkatkan kompetensi, motivasi dan produktivitas Sumber Daya Manusia sesuai kebutuhan organisasi.

Setiap unit kerja terkait bersama-sama melaksanakan Kepatuhan dan Corporate Secretary secara berkala menganalisis dampak perubahan ketentuan atau peraturan tertentu terhadap eksposur Risiko Hukum berdasarkan laporan hasil evaluasi atas analisis kasus-kasus hukum secara individual terhadap kewajiban kontinjensi yang timbul dari tuntutan hukum yang terjadi. Pemantauan dilaksanakan secara berkala terhadap seluruh posisi Risiko Hukum. Dalam melaksanakan pengendalian Risiko Hukum, Divisi Hukum memberi masukan hukum dan rekomendasi kepada setiap unit kerja serta melakukan review secara berkala terhadap perjanjian dan kontrak kerjasama dengan pihak luar perusahaan.

Prospek usaha perusahaan kedepan relatif stabil. Namun demikian, perlu diantisipasi beberapa risiko terkait perubahan regulasi yang dapat berpengaruh kepada posisi dan kegiatan operasional perusahaan.

Perubahan Undang-undang Cagar Budaya menjadi Undang-undang no. 11/2010 mengamanatkan bahwa kedepan kawasan cagar budaya akan dikelola oleh Badan Pengelola yang didalamnya terdapat unsur Pemerintah dan/atau Pemerintah Daerah, dunia usaha, dan masyarakat. Terkait hal tersebut, perusahaan telah melakukan koordinasi dengan pemegang saham dan Kementerian Pendidikan dan Kebudayaan dalam rangka memberikan rekomendasi terkait pembahasan Peraturan Pemerintah dan Peraturan Presiden yang mendukung posisi perusahaan. Selain itu, perusahaan secara

- a. *Committed to the achievement of the vision and mission of the company*
- b. *Keeping a balance in achieving good growth and quality.*
- c. *Improve the competence, motivation and productivity of Human Resources according to the needs of the organization.*

*Each unit related work together to implement the Compliance and Corporate Secretary periodically analyze the impact of changes in regulations or specific regulations of the Legal Risk exposure is based on the evaluation report on the analysis of legal cases individually against contingent liabilities arising from lawsuits that happen. Monitoring carried out periodically on all positions Legal Risk. In implementing risk control law, the Division provides legal input and recommendations to each unit and conduct periodic review of the agreements and contracts with parties outside the company.*

*The company's future business prospects are relatively stable. However, it is anticipated some of the risks related to regulatory changes that may affect the position and operations of the company.*

*Changes to the Heritage Act into Law no. 11/2010 mandates that future heritage area will be managed by the Agency business in which there are elements of the government and / or local government, businesses, and communities. Related to this, the company has coordinated with the shareholders and the Ministry of Education and Culture in order to provide recommendations related to the discussion of government regulation and regulation that supports the position of company president. In addition, the company is actively communicating with key stakeholders in order to reduce the imbalance*



aktif berkomunikasi dengan pemangku-pemangku kepentingan kunci dalam rangka mengurangi ketidakseimbangan informasi.

Lebih lanjut lagi, terbitnya Perpres no. 58/2014 tentang KSN Borobudur berpotensi untuk mempengaruhi operasional perusahaan. Sesuai dengan Perpres, Taman Wisata Candi Borobudur diarahkan untuk kegiatan yang berkaitan dengan pusat informasi wisata, pusat informasi sejarah dan budaya Borobudur, serta sarana penunjang pengunjung seperti jalan dan toilet, serta ruang terbuka hijau. Dengan demikian, kegiatan komersil di area taman kedepan lebih dibatasi.

Selain itu, masalah sosial terkait dengan penanganan pedagang Borobudur, perlu mendapatkan penanganan yang memadai. Adanya perencanaan serta koordinasi yang menyeluruh dengan seluruh stakeholder menjadi kunci penting. Penanganan dilakukan untuk memastikan kelestarian dari monumen serta menjaga kualitas pelayanan pengunjung disamping memberi solusi jangka panjang bagi pedagang yang sebagian besar merupakan warga sekitar Borobudur.

Tugas dan fungsi Sekretaris Perusahaan dan Kepala Satuan Pengawasan Intern (SPI) telah dimuat dalam Surat Keputusan Direksi Nomor :Sk.20/Direksi/2014 tanggal 12 Agustus 2014 tentang Struktur Organisasi dan uraian tugas.

a. Sekretaris perusahaan melakukan fungsi mengkoordinasikan rapat perusahaan, program penerapan GCG, menjaga perusahaan supaya taat hukum dan peraturan yang berkaitan dengan bisnis perusahaan, mengelola daftar dan riwayat pemegang saham, menyiapkan laporan tahunan beserta kelengkapan dokumennya.

b. Satuan Pengawas Intern (SPI) melakukan fungsi pengawasan dengan mengevaluasi dan memastikan bahwa sistem pengendalian internal dan pen-

*of information.*

*Furthermore, the issuance of Presidential Decree no. 58/2014 on KSN Borobudur potential to affect the company's operations. In accordance with the regulation, Taman Wisata Candi Borobudur directed to activities related to the tourist information center, information center Borobudur history and culture, as well as supporting infrastructure such as roads and toilet visitors, as well as green open spaces. Thus, commercial activity in the area of the future park is more limited.*

*In addition, the social problems associated with the handling of Borobudur traders, need to get adequate treatment. The existence of the thorough planning and coordination with all stakeholders be the key. Handling is done to ensure the preservation of monuments and maintain service quality of visitors besides giving a long-term solution for pedagang, mostly residents around Borobudur.*

*The duties and functions of the Corporate Secretary and Head of Internal Audit Unit (IAU) has been loaded in the Directors Decree Number: Sk.20 / Directors / 2014 dated August 12, 2014 on Organizational Structure and job descriptions.*

*a. Corporate secretary performs the function of coordinating corporate meetings, program GCG implementation, keeping the company in order to obey the laws and regulations relating to the business of the company, managing shareholder list and history, preparing the annual report as well as the completeness of the documents.*

*b. Internal Control Unit (SPI) exercising oversight by evaluating and ensuring that the system of internal controls and operational management of the compa-*

gelolaan operasional perusahaan telah memadai dan berjalan sesuai dengan peraturan dan ketentuan yang berlaku serta memberikan analisa, penilaian, konsultasi dan memastikan aktivitas yang diaudit sesuai dengan kode etik dan standart profesi internal audit.

#### **Pelaksanaan Manajemen Risiko.**

Perusahaan telah menetapkan identifikasi risiko di unit dan satuan kerja, dan telah membentuk Unit manajemen risiko dibawah Divisi Puslitbang. Evaluasi atas risiko selama tahun 2014 telah dilakukan SPI pada akhir tahun dengan pokok rekomendasi membentuk tim manajemen risiko di Unit dan satker. Kedepan, unit manajemen risiko akan diperkuat fungsinya dimana perusahaan akan melakukan review atas risiko perusahaan, menyusun program mitigasi, serta memonitor dan mengevaluasi pelaksanaan program kerja manajemen risiko.

*ny has been adequately and run in accordance with the applicable rules and regulations as well as provide analysis, assessment, consultation and ensuring that activities are audited in accordance with the code of ethics and standards internal audit profession.*

#### ***Implementation of Risk Management***

*The Company has established risk identification in units and work units, and has established a risk management unit under the Division of Research and Development. Evaluation of the risks for 2014 have been carried out at the end of the SPI principal recommendations in the risk management team formed unit and work units. In the future, the unit will be strengthened risk management function where the company will conduct a review of the risk of the company, put together a program of mitigation, and to monitor and evaluate the implementation of the risk management program.*



**CORPORATE SOCIAL  
RESPONSIBILITY**





## **PROGRAM KEMITRAAN & BINA LINGKUNGAN (PKBL)**

PT. Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) memandang Tanggung Jawab Sosial Perusahaan / Corporate Social Responsibility (CSR) sebagai bagian integral budaya perusahaan atau suatu budaya yang berusaha menjangkau dan secara aktif melibatkan para stakeholder, terutama lingkungan masyarakat dimana Perusahaan beroperasi. Namun, perusahaan memastikan keseimbangan antara laba usaha dengan jumlah dana yang dikembalikan pada masyarakat sebagai bagian tanggung jawab sosial perusahaan.

## **PROGRAM KEMITRAAN DAN BINA LINGKUNGAN**

### **1. Program Kemitraan**

Sesuai dengan kebijakan Pemerintah, dimana PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) sebagai salah satu BUMN juga berkewajiban mengemban tanggung jawab sosial (CSR) dengan memberikan bantuan pinjaman lunak kepada Pengusaha kecil dan mikro, membina pengrajin dan ikut melestarikan kebudayaan yang menjadi tulang punggung kepariwisataan di Daerah Istimewa Yogyakarta dan Jawa Tengah, maka dalam tahun 2014, perusahaan telah merealisasikan pinjaman lunak kepada mitra binaan PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) dimana dana PKBL berasal dari penyisihan laba PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero) mulai tahun 1994 hingga sekarang.

Dalam tahun 2014 telah dilakukan penyaluran pinjaman modal kerja kepada 240 mitra binaan, yang mana 76 mitra binaan merupakan mitra binaan baru.

Jumlah mitra binaan sampai dengan tahun 2014 adalah 419 mitra binaan yang tersebar di Propinsi Jawa Tengah dan DIY.

## **PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM**

*PT. Taman Wisata Candi (TWC) Borobudur, Prambanan and Ratu Boko (persero) considers that Corporate Social Responsibility as an integral part of the corporate culture or a culture that tries to reach and actively involving the stakeholders, especially in the community environment where the company operates. The company reassures balance between company profit and the amount of fund returned to the community as a corporate social responsibility.*

## **PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM**

### **1. Partnership Program**

*In accordance to the government's policy, which stated that PT. TWC Borobudur, Prambanan and Ratu Boko (persero) as one of State- Owned Company, it is also obliged to carry out corporate social responsibility by giving soft loans to small and micro entrepreneurs, craftsmen development and participate in cultural conservation that has become part of core tourism in the Special Region of Yogyakarta and Central Java. In 2014, the company has released soft loans to the trained partners PT. TWC Borobudur, Prambanan and Ratu Boko (persero), which the funding sourced from allowance for profit of PT. TWC Borobudur, Prambanan and Ratu Boko (persero) since 1994 until now.*

*In 2014, the company had transferred working capital loan to 240 trained partners, which are 76 of them are new trained partners.*

*Up until 2014, PT. TWC Borobudur, Prambanan and Ratu Boko (persero) has recorded 419 trained partners spread in Central Java Province and Special Regional of*



Kegiatan pembinaan Usaha Kecil & Koperasi (PUKK) yang telah dilaksanakan antara lain :

- a. Pemantauan perkembangan usaha mitra binaan yang telah mendapatkan bantuan pinjaman modal kerja
- b. Pembinaan kepada mitra binaan dalam rangka pengembangan usaha
- c. Melakukan penagihan secara intensif khususnya kepada mitra binaan dengan kualitas macet
- d. Mengikutsertakan mitra binaan dalam pameran yang berskala lokal maupun nasional

## **2. Program Bina Lingkungan**

### **a. Sektor Bencana Alam meliputi :**

- » Memberikan bantuan logistik berupa bahan bangunan genting dan asbes untuk korban erupsi Gunung Kelud di Kabupaten Kediri, Jawa Timur.
- » Memberikan bantuan pembuatan sumur pantek dan pompa air di desa Sumerharjo, Prambanan, Sleman akibat kekeringan.
- » Memberikan bantuan logistik berupa bahan makanan bagi korban angin puting beliung di Borobudur.
- » Memberikan bantuan logistik berupa selimut, terpal, perlengkapan mandi, obat, sembako dan bahan bangunan berupa seng pada korban tanah longsor di kabupaten Banjarnegara.
- » Bantuan air bersih di desa Tegalmulyo, Kemalang, Klaten.

### **b. Sektor Sarana & Prasarana Umum meliputi :**

- » Pemberian bantuan pengadaan bak sampah di desa Juwiring, Klaten.
- » Perbaikan pembangunan jembatan sesek di desa Kotesan, Prambanan, Klaten.
- » Memberikan bantuan untuk pekerjaan pembangunan gedung sosial budaya di desa Plaosan Taji Prambanan Klaten.
- » Memberikan bantuan pembuatan bak penampungan air di desa Tegalmulyo Kemalang Klaten.

*Yogyakarta. The small business and cooperatives development program activities conducted are below:*

- a. Monitoring the progress of business partners who have obtained a working capital loan assistance*
- b. Construction of partners in order to develop trade*
- c. Charging intensively in particular to partner with bad quality*
- d. Endorsed in large-scale exhibitions of national and local*

## **2. Community development program:**

### **a. Natural disaster sector consists:**

- » *Giving the logistic assistance in form of building material: roof tile, for the Gunung Kelud's eruption victims in Kediri Regency, East Java.*
- » *Helping in constructing the wells and air pump in Sumerharjo village. Prambanan, Sleman due to the dry season.*
- » *Giving the logistical assistance: blanket, tarpaulins, toiletries, medicines, etc.. for the landslide victim in Banjarnegara Regency.*
- » *Providing clean water in Tegalmulyo Village, Kemalang, Klaten.*

### **b. Communal facilities and infrastructure sector:**

- » *Assisting in sanitary procurement in Juwiring, Klaten*
- » *Repairing Sesek bridge in Kotesan, Prambanan, Klaten.*
- » *Assisting in the construction of cultural social building in Plaosan Taji Prambanan Klaten village.*
- » *Helping in the construction of water reservoirs in Tegalmulyo Kemalang Klaten*

**c. Sektor Pendidikan meliputi :**

- » Memberikan bantuan pembinaan untuk lomba melukis dan mewarnai di Universitas Tigar Magelang.
- » Memberikan bantuan ketrampilan menjahit/tata busana bagi masyarakat Tamanmartani Kalasan Sleman.
- » Memberikan bantuan alat peraga edukati untuk kelompok bermain “Putra Asih” di desa Kebondalem Kidul, Prambanan Klaten.

**d. Sektor Sarana Ibadah**

- » Memberikan bantuan dana perbaikan Masjid At-Tqwa di Semin Gunung Kidul.
- » Memberikan bantuan dana perbaikan Gereja Santo Petrus di Boroudur.
- » Memberikan bantuan dana perbaikan Masjid Annur di desa Dawung Jetak Selomartani Kalasan
- » Memberikan bantuan dana perbaikan Masjid Al Ikhlas Tegal Barep Cangkringan Wukirsari Sleman
- » Memberikan bantuan dana perbaikan Masjid Al Hidayah Majasem Madurejo Prambanan Sleman.
- » Memberikan bantuan dana perbaikan Masjid Al Iman di desa Dongkelsari Wukirsari Cangkringan Sleman.

**e. Sektor Kesehatan meliputi :**

- » Memberikan bantuan air bersih di sekitar wilayah Bokoharjo Prambanan Sleman
- » Memberikan bantuan untuk peningkatan gizi bayi, balita, ibu hamil dan lansia di kalurahan Tamanmartani, Kalasan Sleman, kalurahan Kebondalem Kidul Prambanan Klaten, kalurahan Tlogo Prambanan Klaten serta kalurahan Bokoharjo Prambanan Sleman.

**f. Sektor Pelestarian Alam meliputi :**

- » Memberikan bantuan bibit tanaman serta penanaman pohon di desa Bokoharjo Prambanan Sleman berupa pohon jati, mahoni dan sengon.
- » Memberikan bantuan bibit tanaman serta penanaman pohon di desa Tegalmulyo, Kemalang, Klaten berupa pohon jeruk dan pisang raja

**c. Educational sector:**

- » *Development assistance in painting and drawing small tournament in Tidar University, Magelang.*
- » *Assisting in the fashion workshop in Tamanmartani Kalasan Sleman.*
- » *Donating educative props for play group Putra Asih” in Kebondalem Kidul village, Prambanan Klaten.*

**d. Praying facilities sector:**

- » *Donating for mosque’s improvement in Masjid At-Tqwa in Semin Gunung Kidul.*
- » *Donating for church’s improvement of Santo Petrus church in Borobudur.*
- » *Donating for mosque’s improvement of Masjid Al Ikhlas Tegal Barep Cangkringan Wukirsari Sleman*
- » *Donating for mosque’s improvement of Masjid Al Hidayah Majasem Madurejo Prambanan Sleman.*
- » *Donating for mosque’s improvement of Masjid Al Iman Dongkelsari Wukirsari Cangkringan Sleman*

**e. Health facilities sector:**

- » *Providing clean water in Bokoharjo Prambanan Sleman neighborhood*
- » *Helping in improving babies, kids and pregnant women and elderly’s nutitions in Tamanmartani, Kalasan Sleman,*
- » *Kebondalem Kidul Prambanan Klaten, kalurahan Tlogo Prambanan Klaten and in Bokoharjo Prambanan Sleman*

**f. Natural conservation sector:**

- » *Giving the plants seed and trees planting in Bokoharjo village, Prambanan Sleman,*
- » *Giving the plants seed and trees planting in Tegalmulyo village, Kemalang Klaten.*



**g. Sektor Sosial Kemasyarakatan dalam rangka pengentasan kemiskinan meliputi :**

- » Pemberian bantuan paket semako untuk masyarakat prasejahtera disekitar wilayah Perusahaan.
- » Memberikan bantuan untuk perbaikan rumah di desa Semanu, Gunung Kidul.
- » Memberikan bantuan untuk yatim piatu Daarul Hikmah di Borobudur
- » Memberikan bantuan untuk kaum du'afa pada kegiatan Sonata Rama Masjid Baiturrahman, Tlogo, Prambanan, Klaten.

***g. Social community sector in order to abolish poverty, consists of:***

- » *Giving the basic needs for underprivileged people in the company's neighborhood.*
- » *Donating the funds for improvement of housing in Semanu village, Gunung Kidul.*
- » *Donating the funds for the orphanages Daarul Hikmah in Borobudur*
- » *Donating the funds for the poor in Sonata Rama activity in Masjid Baiturrahman, Tlogo, Prambanan, Klaten*

# PROGRAM KEMITRAAN

*PARTNERSHIP AND COMMUNITY DEVELOPMENT PROGRAM*



Pameran CRAFTINA - 2014



Pameran ICRA - JCC 2014





**Bantuan korban tanah longsor - Banjarnegara**



**Bantuan korban tanah longsor di desa Majaksingi - Borobudur Magelang**



**Bantuan Bibit Tanaman penghijauan - Kelurahan Bokoharjo**



**Bantuan PAUD Putra Asih - Kebondalem Kidul**



**Bantuan sumur pantek - Bokoharjo**



**Bantuan Gizi Balita - Bokoharjo & Tlogo**



## SURAT PERNYATAAN DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2014

Kami yang bertanda tangan dibawah ini menyatakan bahwa semua informasi dalam laporan tahunan PT Taman Wisata Candi Borobudur Prambanan & Ratu Boko Tahun 2014 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi laporan tahunan perusahaan.

*Statement of the Board of Commissioners and Directors  
About Responsibility for Annual Report 2014*

*We the undersigned hereby declare that all information in the annual report of PT Taman Wisata Candi Borobudur Prambanan and Ratu Boko 2014 have been fully and take full responsibility for the accuracy of the content of the annual report of the company.*

### DEWAN KOMISARIS



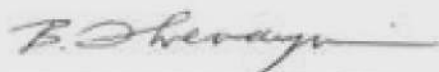
**SUKEMI**  
Komisaris Utama



**HERI PURNOMO**  
Komisaris



**EFENDI TJENDERA**  
Komisaris

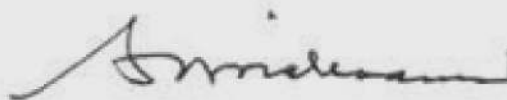


**BUNTJE HARBUNANGIN**  
Komisaris

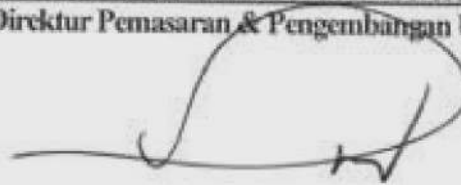
### DIREKTUR



**LAILLY PRIHATININGTYAS**  
Direktur Utama



**SAHALA PARLINDUNGAN SIAHAAN**  
Direktur Pemasaran & Pengembangan Usaha



**PURWANTO**  
Direktur Keuangan & SDM



**RETNO HARDIASIWI W**  
Direktur Operasi

# LAPORAN KEUANGAN

Auditor Independen





# **FINANCIAL REPORTS**

No. : Lap-012/MCI-AK/1502

**INDEPENDENT AUDITOR REPORT  
ON  
CONSOLIDATED FINANCIAL REPORT  
PT TAMAN WISATA CANDI BOROBUDUR,  
PRAMBANAN, & RATU BOKO (PERSERO) AND  
CHILD ENTITY  
DATED DECEMBER 31, 2014  
AND FOR THE YEARS ENDED  
ON THE GIVEN DATE**

## Table Of Content

	Page
1. Independent Auditor Report	i
2. Management Statement	ii
3. Financial Report:	
A. Consolidated Financial Position Report and Child Entity	1-2
B. Profit (Loss) Comprehensive Consolidated and Child Entity	3
C. Consolidated Report on Equity Change and Child Entity	4
D. Consolidated Cash Flow Report and Child Entity	5-6
4. Notes on Financial Report	
A. Company General Overview	7-9
B. Explanation on Accounts of Consolidated Financial Position Report and Child Entity	10 - 19
C. Explanation on Accounts of Profit (Loss) Comprehensive Consolidated and Child Entity	19-23
5. Attachments	
I. Assents in Progress	
II. Financial Position Consolidation Report	
III. Comprehensive Profit (Loss) Consolidation	
IV. Equity Changes Consolidation Report	
V. Cash flow Consolidation Report	
VI. Calculation of Income Tax 2014	



## **Independent Auditor Report**

Number: LAP-012/MCI-AK/1502

To:

**Board of Commissioners and Directors  
PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN,  
& RATU BOKO (PERSERO)**

Report on Financial Report

We have been auditing the consolidated statement of financial position PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO) AND CHILD ENTITIES dated 31 December 2014 and also comprehensive profit (loss) statement, statement on equity changes and statement on consolidated cash flow for the years ended on the given date and significant accounting policy overview and other explanation.

### **Management responsibility on financial report**

Management is responsible on the compiling and fair presentations of financial statement in accordance to Financial Accounting Standard in Indonesia, and on necessary internal control that is deemed necessary from mistakes on presenting material, either by fraud or error.

### **Auditor Responsibility**

Our responsibility is to state an opinion on financial report based on our auditing. We done the auditing based on Audit Standard set by Institute of Public Accounting Indonesia. The mentioned standard requires that we oblige ethical requirements as well as planning and performing the audit to obtain sufficient trust regarding whether the financial reports is free from error.

An auditing involves procedural implementation to obtain audit evidence on numbers and financial report disclosure. Procedure chosen depends on auditor consideration, including risk assessment on presenting material of the financial report, either by fraud or error. In performing the risk assessment, auditor consider relevant internal control with fair preparation and fair presentation of financial entities statement to design exact procedural audit with appropriate condition, but not for stating opinion on the effectiveness on entity internal control. An audit is also include evaluation on accuracy of the accounting policy used and the reasonable accounting estimation made by management and evaluation on presenting financial statement as a whole.

We are sure that the obtained audit evidence is enough and appropriate to provide basis to our audit opinion.





**DIRECTORS STATEMENT  
ABOUT  
RESPONSIBILITY ON FINANCIAL STATEMENT  
FOR THE YEAR END OF 31 DECEMBER 2014  
PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**

We, the undersigned,

I. Name : Laily Prihatiningtyas  
Position : President Director

II. Name : Purwanto  
Position : Financial & HRD Director

Address : Jl. Yogya Solo KM 16, Prambanan Yogyakarta 55571  
Office Phone : (0274) 496402 Fax: (0274)496404

Hereby state:

1. Responsible on the compiled and presented financial statement ;
2. Financial statement is compiled and presented in accordance to accounting principal that is generally accepted.
3. a. All information in the financial statement are loaded correctly ;  
b. Financial statement do not contain incorrect information or fact, and does not omit information or fact ;
4. responsible on Company internal control system ;

Yogyakarta, 12 Februari 2015

<p>Direktur Utama</p>  <u>LAILY PRIHATININGTYAS</u>		<p>Direktur Keuangan &amp; SDM</p>  <u>PURWANTO</u>
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**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO  
(PERSERO)  
and PT Bhumi Visatanda Tour & Travel  
Consolidated Financial Position Statement and Child Entity  
Per 31 December 2014 and 2013  
(in Rupiah)**

Account	Remarks	2014	2013
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalent		133.525.257.617	100.483.618.623
Account receivable		1.540.182.054	1.216.891.026
Asita receivables		3.500.000	7.875.000
Plot sales receivables		2.995.500	2.995.500
Others receivable		233.350.000	242.172.000
Advance tax		-	9.532.705
Others cash advance		1.828.813.613	854.362.530
Stock		1.839.977.390	6.947.358.763
Earned income		99.143.800	562.775.899
Advance insurance premium		427.763.584	353.975.716
Advance payment		-	14.994.500
Total current asset		<u>139.500.983.559</u>	<u>110.696.552.261</u>
<b>Fixed assets</b>			
Ground		27.143.471.950	26.645.746.950
Landscape		11.971.932.129	11.716.390.869
Building		124.669.125.689	113.244.654.304
Vehicle		23.468.401.128	20.642.865.628
Inventory		34.035.454.647	29.922.145.752
Accumulated depreciation		(86.555.707.783)	(76.151.660.028)
total fixed assets		<u>134.732.677.760</u>	<u>126.020.143.475</u>
<b>Other assets other</b>			
Assets in settlement		20.580.101.125	15.935.168.364
Security		116.145.000	116.145.000
Deferred charges		3.000.000	4.500.000
Other fixed assets		15.601.862	15.601.862
Deferred tax assets		3.476.253.304	-
Total of other assets		<u>24.191.101.291</u>	<u>16.071.415.226</u>
<b>Total assets</b>		<u><u>298.424.762.609</u></u>	<u><u>252.788.110.962</u></u>
<b>Liabilities and equity</b>			
<b>short-term liabilities</b>			
Tax debt		5.638.166.877	1.571.049.987
Payables		109.605.462	592.394.391
Other payables		15.161.302.851	13.762.547.239
Fees paid		11.813.918.855	5.113.907.093
Unearned opinion		3.323.619.373	2.120.865.734
Liability immediately payable		18.224.012.964	16.280.000.000
Short-term liabilities		<u>54.270.626.382</u>	<u>39.440.764.444</u>



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Consolidated Financial Position Statement and Child Entity**  
**Per 31 December 2014 and 2013**  
**(in Rupiah)**

Account	Remarks	2014	2013
<b>Other liabilities</b>			
Backup preservation of temples		4.754.217.547	4.206.904.200
Full backup task / employee awards		79.714.004	-
Employee post-retirement obligations		13.905.013.216	24.796.584.955
Total of other liabilities	B.23	<u>18.738.944.767</u>	<u>29.003.489.155</u>
<b>Total liabilities</b>		<u>73.009.571.149</u>	<u>68.444.253.599</u>
<b>Equity</b>			
Authorized capital		400.000.000.000	400.000.000.000
Unpaid Capital		(300.000.000.000)	(300.000.000.000)
Capital stock		<u>100.000.000.000</u>	<u>100.000.000.000</u>
Income (loss) until the last year	B.24		
Income (loss) current year		82.501.952.363	49.510.265.689
Retained earning	B.25	<u>42.807.739.098</u>	<u>34.728.091.674</u>
		<u>125.309.691.461</u>	<u>84.238.357.363</u>
Capital contribution	B.26	105.500.000	105.500.000
<b>Total equity</b>		<u>225.415.191.461</u>	<u>184.343.857.363</u>
<b>Total liabilities and equity</b>		<u>298.424.762.609</u>	<u>252.788.110.962</u>

Check notes on financial statement as inseparable part of this report

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO  
(PERSERO)  
and PT Bhumi Visatanda Tour & Travel  
Consolidated Comprehensive Profit (Loss) Statement and Child Entity  
Per 31 December 2014 and 2013  
(in Rupiah)**

Account	Remarks	2014	2013
<b>Operating income</b>			
Self-managed facilities		224.503.509.204	201.774.777.487
Concession		768.180.900	768.450.975
Miscellaneous business		7.945.458.297	6.829.640.676
Miscellaneous		2.132.419.265	930.540.644
<b>Total Operating Income</b>	<b>C1</b>	<u>235.349.567.666</u>	<u>210.303.409.781</u>
<b>Cost of goods sold</b>	<b>C2</b>	<u>(99.079.953.633)</u>	<u>(77.757.282.120)</u>
<b>Net income (loss) gross</b>		<u>136.269.614.033</u>	<u>132.546.127.661</u>
<b>Operating expenses</b>			
Load of marketing and research		(8.223.042.402)	(11.979.204.301)
Maintenance load		(512.472.573)	(627.000.000)
Salaries of directors and commissioners		(11.271.074.455)	(10.371.556.009)
Employees load		(23.027.674.228)	(21.882.281.128)
Load office		(933.308.927)	(1.289.437.333)
Vehicle load		(2.515.403.783)	(2.570.568.775)
Official travel load		(3.994.579.998)	(6.033.254.157)
General load		(16.668.161.103)	(17.425.542.763)
Incentives load / production services		(13.470.000.000)	(12.644.171.130)
Depreciation load and amortization		(5.702.084.729)	(4.705.699.422)
<b>Total operating expenses</b>	<b>C3</b>	<u>(86.317.802.198)</u>	<u>(89.528.715.017)</u>
<b>Profit (loss) net</b>		<u>49.951.811.835</u>	<u>43.017.412.644</u>
<b>Non-operating revenues and expenses</b>	<b>C4</b>	<u>5.957.459.459</u>	<u>3.109.819.780</u>
<b>Profit (loss) before taxes</b>		<u>55.909.271.294</u>	<u>46.127.232.424</u>
<b>Benefit (expense) deferred tax</b>	<b>C5</b>	<u>3.476.253.304</u>	<u>-</u>
<b>Income tax payable (fiscal)</b>		<u>(16.577.785.500)</u>	<u>(11.399.140.750)</u>
<b>Profit (loss) after tax</b>		<u><u>42.807.739.098</u></u>	<u><u>34.728.091.674</u></u>

Check notes on financial statement as inseparable part of this report



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Consolidated Statement Of Changes In Equity and Child Entity**  
**Per 31 December 2014 and 2013**  
**(in Rupiah)**

Remarks	Capital	Retained Profit	Current Year Profit	Donated Capital	Equity Amount
Balance at 31 december 2012	100.000.000.000	18.375.876.594	24.631.826.590	105.500.000	143.113.203.184
Post-employment benefit		6.502.562.506			6.502.562.506
Retained earning		24.631.826.590	(24.631.826.590)		-
Net income for the year 2013			34.728.091.674		34.728.091.674
Balance at 31 december 2013	100.000.000.000	49.510.265.689	34.728.091.674	105.500.000	184.343.857.363
Dividends in 2013		(1.736.405.000)			(1.736.405.000)
Net income for the year 2013		34.728.091.674	(34.728.091.674)		-
Net income for the year 2014			42.807.739.098		42.807.739.098
Balance at 31 december 2014	100.000.000.000	82.501.952.363	42.807.739.098	105.500.000	225.415.191.461

Check notes on financial statement as inseparable part of this report

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Consolidated Cash Flow Statement and Child Entity**  
**Per 31 December 2014 and 2013**  
**(in Rupiah)**

Remarks	2014	2013
<b>Cash flows from operating activities:</b>		
Profit (loss)	42.807.739.098	34.728.091.674
Adjustment:		
- Depreciation and amortization	10.404.047.755	10.004.378.922
<b>Profit (loss) from operations before changes in operating activities</b>	<b>53.211.786.853</b>	<b>44.732.470.596</b>
<b>Increase (decrease) in cash flow in operating activities</b>		
- Account receivable	(323.291.028)	(120.382.372)
- ASITA Receivables	4.375.000	13.375.000
- Plot sales receivables	-	-
- Other receivables	8.822.000	(17.622.000)
- Advance tax	9.532.705	2.773.558.161
- Other Advances Payment	(974.451.083)	91.703.684
- Supply	5.107.381.373	(5.176.063.770)
- Revenue to be paid	463.632.099	(414.409.599)
- Insurance premiums paid in advance	(73.787.869)	751.138.082
- Prepaid expenses	14.994.500	74.309.800
- Deferred tax assets	(3.476.253.304)	-
- Tax debt	4.067.116.890	(1.846.198.587)
- Payables	(482.788.929)	464.162.324
- Other payables	1.398.755.612	449.950.181
- costs to be paid	6.700.011.762	1.263.935.330
- Prepaid income	1.202.753.639	(1.037.233.442)
- Spare production services	1.944.012.964	3.034.581.085
- Backup preservation of temples	547.313.347	2.720.147.400
- Full backup task / employee awards	79.714.004	-
- Post-employment obligations	(10.891.571.739)	(2.115.854.601)
	<b>5.326.271.943</b>	<b>909.096.676</b>
<b>Net cash flow and operating activities</b>	<b>58.538.058.796</b>	<b>45.641.567.272</b>
<b>Cash flows and investing activities</b>		
<b>Increase (decrease) of cash flows in investing activities</b>		
- Ground	(497.725.000)	(4.461.827.750)
- Landscape	(255.541.260)	(364.878.000)
- Building	(11.424.471.385)	(21.532.426.500)
- Vehicle	(2.825.535.500)	(1.494.885.500)
- Inventory	(4.113.308.895)	(4.318.137.518)
- Construction in progress	(4.644.932.761)	10.246.287.963
- Deferred charges	1.500.000	1.500.000
- Inventory of land plots	-	12.396.075
- Other assets	-	155.650.725
	<b>(23.760.014.801)</b>	<b>(21.756.320.505)</b>
<b>Net cash flows from investing activities</b>		



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Consolidated Cash Flow Statement and Child Entity**  
**Per 31 December 2014 and 2013**  
**(in Rupiah)**

Remarks	2014	2013
<b>Cash flows from financing activities:</b>		
<b>Increase (decrease) in financing cash flows activities:</b>		
- Retained earnings last year	(1.736.405.000)	6.502.562.506
- Profit allowance for KBL program	-	-
<b>Net cash flow from financing activities</b>	<u>(1.736.405.000)</u>	<u>6.502.562.506</u>
<b>An increase in cash and cash equivalents</b>	33.041.638.995	30.387.809.273
<b>Cash and cash equivalents at beginning of year</b>	100.483.618.623	70.095.809.350
<b>Cash and cash equivalents at end of year</b>	<u><u>133.525.257.617</u></u>	<u><u>100.483.618.623</u></u>

Check notes on financial statement as inseparable part of this report

PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
and PT Bhumi Visatanda Tour & Travel  
Notes on Consolidated Financial Report and Child Entity  
For the Ended Year on 31 December 2014

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**A. Company Overview**

**1. Company Establishment**

PT. Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) was originally established under the name PT Taman Wisata Candi Borobudur and Prambanan (Persero), under Regulation No. 7 of 1980 by the Notary Soeleman Ardjasmita, SH, No. 19 dated July 15, 1980.

By Decree of the President of the Republic of Indonesia Number 1 of 1992 on the Management of Taman Wisata Candi Borobudur, Prambanan along with Control Environment, to PT Taman Wisata Candi Borobudur and Prambanan (Persero) is given full authority to manage the Taman Wisata aforementioned. In its development, with the registry of Ratu Boko Temples as part of the Taman Wisata, the company name was changed to PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) and given the full authority to manage the mentioned tourism object.

**2. aims and objectives of the company**

The Company was established to do business in the field of Candi Borobudur, Candi Prambanan, and Ratu Boko and other ancient relics as a tourism object and business in other tourism field, as well as maximizing the utilization of the company resource to produce product / service with high quality and competitive to obtain profit to increase the value of the company while applying the principles of the company.

**3. Vision and Mission**

**Company Mission**

To be a company that excels in the tourism parks's and environmental management and preservation of cultural heritage as a national heritage.

**Company Mission:**

- a. Managing the parks and surrounding environmental of Borobudur, Prambanan and Ratu Boko as efforts in cultural heritages' preservation
- b. Communicating the noble values of cultural heritage by providing quality cultural tourism services.
- c. Supporting the empowerment of local communities as conservation efforts and economic development
- d. Increasing company values simultaneously

**4. Managed Tourism Object**

The fully managed tourism object by PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, AND RATU BOKO includes:

- a. Candi Borobudur, accommodation and restaurant in Borobudur, magelang, Central Java
- b. Can di Prambanan and its surrounding, in Prambanan, Klaten, Central Java
- c. Ratu Boko and its surrounding, in Prambanan, Sleman, Yogyakarta

**5. Company Address**

Located in Jalan Raya Yogyakarta Solo Km 16 prambanan, yogyakarta and in Jakarta have Representative Office.

**6. Type of Business**

**a. Main Business**

Main business of the company is to manage Taman Wisata Candi Borobudur, Candi Prambanan and Taman Wisata Kraton Ratu Boko area.

**b. Supporting business**

Supporting business of the company is tourism transportation's services, accommodation and restaurant services and also show business of Sendratari Ramayana.

**c. Supporting facilities**

In order to support main business, the company provides supporting facilities services, such as:

- 1) Parking
- 2) Information center
- 3) Audio visual
- 4) Museum
- 5) Kiosques
- 6) Children playground
- 7) Parks transportation
- 8) Toilet



PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
and PT Bhumi Visatanda Tour & Travel  
Notes on Consolidated Financial Report and Child Entity  
For the Ended Year on 31 December 2014

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7. Company Structure

a. Board of Commissioner

Based on Decree from Minister of SOE Number: SK-146/MBU/2014 dated 7<sup>th</sup> July 2014 and based on Decree of minister of SOE Number: SK-219/MBU/10/2014 dated 17<sup>th</sup> October 2014 about dismissal and appointment of Board of Commissioners member of PT. Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) therefore the composition of Board of Commissioners member per 31 December 2014 are as follow:

Main Commissioner	: Sukemi
Commissioner	: Heri Purnomo
Commissioner	: Efendi Tjendera
Commissioner	: Buntje Harbunangin

b. Board of Directors

Appointed based on decree from Minister of SOE number SK-373/MBU/2013 dated 4<sup>th</sup> November 2013 and SK-419/MBU/2013 dated 16<sup>th</sup> December 2013 about dismissal and appointment of Board of Directors member of PT. Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero) therefore the composition of Board of Directors member per 31 December 2014 are as follow:

President Director	: Laily Prihatiningtyas
Director	: Sahala Parlindungan Siahaan
Director	: Retno Hardiasiwi Wahyuningsih
Director	: Purwanto

c. Structure organization that was used on 2014 based on decree of Directors Number: SK.08/DIREKSI/2013 dated 15 July 2013 about Organization Structure, work description, Function and Responsible PT Taman Wisata candi Borobudur, Prambanan, Ratu boko (Persero) and renewed with Decree of Directors Number: SK.20/DIREKSI/2014 dated 12 August 2014 effective on 1<sup>st</sup> October 2014.

- 1) Center of Research and Development
- 2) Finance Division
- 3) HRD
- 4) General Division
- 5) Internal control unit
- 6) Corporate Secretary and Marketing
- 7) Operational Unit:
  - Borobudur
  - Prambanan
  - Theater and performance

d. Total employee as of 31 December 2014 is 326 people.

8. Accounting Policy

Among others: Accounting policies

a. basis for preparing financial report and statement of compliance

Company have adopted SFAS I (revision 2009): "presentation of financial statement" and SFAS 2 (revision 2009): "Cash Flow Statement".

Financial Statement, except for cash flow statement, prepared with actual base and prepared with basis of acquisition cost.

Cash flow statement prepared using indirect method and presenting changes Cash and Cash Equivalent of the operational activity, investment, and funding.

Numbers in the financial statement is presented in Rupiah (Rp), unless stated otherwise

b. Cash and Cash Equivalent

Cash and Cash Equivalent include Cash, Bank GIRO, and Deposit that due dated in three months or less from the acquisition date and the usage is unrestricted.

c. Reserved for impairment losses

Account receivable at the end of the year is valued by net present value, the difference is allowance for account receivable.

PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
and PT Bhumi Visatanda Tour & Travel  
Notes on Consolidated Financial Report and Child Entity  
For the Ended Year on 31 December 2014

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d. Inventory

Merchandise Inventory and Medicine is valued based on historical purchasing price. While for entrance ticket inventory to Tourism Object is valued based on the printing expenses. For consumption / spending using the method of First In First Out (FIFO).

Towards ticket with expired entrance date and impossible to be used anymore, classified as Others Assets and its elimination is by Board of Commissioners approval.

e. Fixed Asset

With the applied SFAS 16 (revision of 2007): "Fixed Asset", currently the corporate choose to use Cost method. Fixed asset of Land is not depreciated.

Repair and maintenance expenses is charged to comprehensive profit loss statement, or decapitalization if its likely to add economic benefit.

Fixed asset recognition is kept stop during selling, profit or loss is charged to comprehensive profit loss statement. Assets in progress is recognized as much as acquisition cost until the progress is done, which is then reclassified specifically to be the related fixed asset.

Method of depreciated asset still refer to the applied laws and regulation of tax (Law Number: 7 year 1963 which several times changed lastly with Law number 36 year 2008) as follow:

1. Building is as much as 5% annually from the acquisition cost (straight-line method)  
Specific for building of package B, depreciation 2% annually from acquisition cost (straight-line method)
2. Inventory as much as 25% annually calculated from book value (declining balance method from book value).
3. Vehicle as much as 50% annually calculated from book value (declining balance method from book value).

f. Recognition of income and expenses

The company applied SFAS No. 23 (revision of 2010): "Income". RFAS this revision identified the fulfillment of income recognition criteria, thus income can be recognised, and arrange the accounting treatment that occurs from certain transaction and event, as well as provide practical guideline in applying criteria of income recognition. There is no significant impact of the mentioned revision of accounting standard towards financial statement. Expenses is recognised when incurred using accrual basis.

g. Income Tax

Difference on the carrying value of asset or liability that relates to final income tax with the tax base, is not recognised as asset or liability of deferred tax.

h. Employee Benefits

The Company implement SFAS no. 24 (Revision 2010), "Employee Benefit" to determine liability of employee benefit in accordance with Labour Laws Number 13/2003 ("Law") dated 25 March 23. In accordance with SFAS 24 (revision 2010), employee benefit expenses based on Law is determined using accrual method of "Projected Unit Credit".

Foreign Currencies

Entrance Ticket sold in Taman Wisata Candi counter especially for foreign tourist with US \$ value.

Income in a form of foreign currencies is valued following exchange rate based on Directors Decree. If sold it is valued on exchange rate during transaction.

While for year-end reporting, US \$ that is still kept is valued with Bank Indonesia exchange rate dated 31 December. Difference of exchange rate is recorded in Comprehensive Profit Loss.



PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
and PT Bhumi Visatanda Tour & Travel  
Notes on Consolidated Financial Report and Child Entity  
For the Ended Year on 31 December 2014

B. Explanation of the accounts of the consolidated statements of financial position and its subsidiaries

	2014	2013
<b>1. Cash and cash equivalents</b>	<b>133.525.257.617</b>	<b>100.483.618.623</b>
The amount of cash and cash equivalents represents the balance at 31 december 2014, with details as follows:		
- Cash	1.243.098.444	725.732.057
- Bank	39.582.159.174	27.707.886.566
- Deposit	92.700.000.000	72.050.000.000
<b>Total</b>	<b>133.525.257.617</b>	<b>100.483.618.623</b>
Cash consists of:		
- Cash headquarters	396.593.851	226.140.450
- Cash unit borobudur	11.921.719	2.924
- Cash unit prambanan	330.824.500	34.497.300
- Cash theater unit	172.157.614	71.164.600
- Cash unit manohara hotel	53.657.800	52.956.300
- Cash transportation services business unit	37.602	28.788.266
- Cash units queen boko	219.869.750	123.920.100
- Cash subsidiary (PT BHIVA T &T)	58.035.608	188.262.117
<b>Total</b>	<b>1.243.098.444</b>	<b>725.732.057</b>
Bank Consists of:		
- BANK HEADQUARTERS:		
- BANK BNI BRANCH YOGYAKARTA 01	461.485.444	162.331.508
- BANK BRI MLATI HEADQUARTERS	1.753.211.581	2.201.237.546
- BANK MANDIRI (PU)	242.170.745	19.574.341
- BANK MANDIRI SUDIRMAN	1.082.353.600	501.083.216
- BANK BNI BRANCH YOGYAKARTA 02	1.296.231.918	852.442.448
- BANK BCA BRANCH URIP SUMOHARJO	684.822.449	1.994.453.821
- BANK MUAMALAT	25.611.187	120.461.582
- BPD JATENG BRANCH PRB KLT	2.631.979.399	-
- BNI SYARIAH branch jogja	12.452.973	-
<b>Total</b>	<b>8.190.319.297</b>	<b>5.851.584.462</b>
Bank unit borobudur:		
- BANK BNI MAGELANG	746.821.778	411.078.273
- BANK BNI MAGELANG	636.460	970.740
- BPD CENTRAL JAVA BOROBUDUR	2.048.142.679	1.093.606.201
- BPD CENTRAL JAVA BOROBUDUR	178.451.867	1.158.079.498
- BANK BRI MLATI FOR BOROBUDUR	11.592.561.596	7.909.306.529
- BANK MANDIRI BABARSARI FOR BOROBUDUR	84.159.865	1.119.829.512
- Giro bank mandiri	952.000	-
<b>Total</b>	<b>14.651.726.245</b>	<b>11.692.870.753</b>
Bank unit prambanan:		
- BANK BRI MLATI TO PRAMBANAN	5.297.158.847	2.673.047.992
- BANK MANDIRI BABARSARI FOR PRAMBANAN	31.369.070	31.841.655
- BANK MANDIRI BABARSARI FOR PRAMBANAN	766.503.902	691.379.256
- BANK BNI KLATEN	3.958.776.603	957.007.813
- BPD CENTRAL JAVA KLATEN	2.746.272.905	1.278.640.624
<b>Total</b>	<b>12.800.081.327</b>	<b>5.631.917.340</b>
Bank unit theater:		
- BPD BANK SLEMAN	26.796.086	21.897.601
- BANK BRI MLATI FOR THEATRE	800.664.965	486.406.782
- BANK MANDIRI BABARSARI FOR THEATRE	979.247.523	821.573.328
- BANK MANDIRI 2	952.000	-
<b>Total</b>	<b>1.807.660.573</b>	<b>1.329.877.711</b>

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Notes on Consolidated Financial Report and Child Entity**  
**For the Ended Year on 31 December 2014**

	2014	2013
<b>1. Cash And Cash Equivalent (continued)</b>		
Total bank (Continued)		
Bank Unit Hotel Manohara:		
- Bank BCA cabang URIP SUMOHARJO	338.978.672	1.489.506.072
- BANK BNI CABANG MAGELANG	748.239.233	601.602.644
- BANK MANDIRI 2 BABARSARI	952.000	852.000
- BANK MANDIRI BABARSARI	432.944.279	410.611.916
TOTAL	1.521.114.184	2.502.572.632
BANK UNIT RATU BOKO:		
- BANK BRI MLATI FOR RATU BOKO	467.228.458	318.054.482
- BANK MANDIRI 1 BABARSARI FOR RATU BOKO	82.532.636	81.582.966
- BANK MANDIRI 2	952.000	-
TOTAL	550.713.094	399.637.448
BALANCE IN BANK BNI (PT BHIVA T&T)	60.544.454	299.426.220
TOTAL	39.582.159.174	27.707.886.566
DEPOSITO CONSIST OF:		
- BANK BNI BRANCH YOGYAKARTA	3.800.000.000	3.400.000.000
- BANK BNI SYARIAH	1.000.000.000	-
- BANK MANDIRI WISMA PU	3.000.000.000	-
- BANK MANDIRI SUDIRMAN	11.500.000.000	2.500.000.000
- BANK BNI BRANCH MAGELANG	7.950.000.000	6.550.000.000
- BANK BNI KLATEN	12.450.000.000	11.100.000.000
- BANK BPD MAGELANG	11.500.000.000	12.000.000.000
- BANK MUAMALAT	1.000.000.000	-
- BANK BPD KLATEN	14.000.000.000	12.000.000.000
- BANK BRI MLATI YOGYAKARTA	26.500.000.000	24.500.000.000
TOTAL	92.700.000.000	72.050.000.000

Deposit time period(s) between 1 (one) to 3 (three) months

the company does not have a policy yet, either for minimum or maximum cash balance for each month, hence the cash usage are in accordance with needs.

<b>2. Account receivable</b>	<b>1.540.182.054</b>	<b>1.216.891.026</b>
the amount of accounts receivable represents the balance at 31 December 2014, with details as follows:		
- Account receivable	1.547.194.704	1.225.549.270
- Loss reserve accounts	(7.012.650)	(8.658.244)
Total	1.540.182.054	1.216.891.026
Accounts receivable consist of:		
receivables unit Borobudur	4.500.000	6.500.000
receivables unit prambanan	33.540.104	11.782.220
receivables theater unit	228.482.600	245.090.500
receivables transportation services business unit	214.950.000	51.700.000
receivables hotel unit manohara	1.022.086.000	671.044.000
receivables subsidiaries (PT BHIVA T & T)	43.636.000	239.432.550
Total	1.547.194.704	1.225.549.270
Reserves Losses Receivables on:		
Reserves Losses Receivables PT TWC BP & RB	(7.012.650)	(5.366.924)
Reserves Losses Receivables subsidiaries (PT BHIVA T & T)	-	(3.291.320)
Total	(7.012.650)	(8.658.244)
Total Accounts Receivable	1.540.182.054	1.216.891.026



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
and PT Bhumi Visatanda Tour & Travel  
Notes on Consolidated Financial Report and Child Entity  
For the Ended Year on 31 December 2014**

	2014	2013
<b>3. ASITA receivable</b>	<u>3.500.000</u>	<u>7.875.000</u>
Total ASITA Receivable is the balance deposit subsidiaries (PT Bhiva T & T) as ASITA on 31 December 2014		
<b>4. Plot Selling Receivable</b>	<u>2.995.500</u>	<u>2.995.500</u>
Total Plot selling receivable is balanced per 31 December 2014, with detail as follow		
- Officials on behalf of M. Nasir	1.670.500	1.670.500
- Officials	1.325.000	1.325.000
Total	<u>2.995.500</u>	<u>2.995.500</u>
The mentioned total above is Receivable balance of plot selling to public whom the lands were acquisitioned, and sold to eligible officials		
<b>5. Others Receivable</b>	<u>233.350.000</u>	<u>242.172.000</u>
Total Other receivable is balanced per 31 December 2014, with detail as follow:		
- Cooperative	4.550.000	13.372.000
- BRI land leasing	228.800.000	228.800.000
Total	<u>233.350.000</u>	<u>242.172.000</u>
<b>6. Advance Tax</b>	<u>-</u>	<u>9.532.705</u>
Total Advance Tax is balanced per 31 December 2014, with detail as follow:		
- Advance income tax article 23	-	8.000.000
- Advance Tax at subsidiaries (PT Bhiva T & T)	-	1.532.705
Total	<u>-</u>	<u>9.532.705</u>
<b>7. Others Advance Payments</b>	<u>1.828.813.613</u>	<u>854.362.530</u>
Total Advance Payments is balanced per 31 December 2014, with detail as follow:		
- Advance work payment in Theater Unit	-	31.020.000
- Advance work payment in Headquarter unit	1.828.813.613	773.342.530
- Advance work payment in Borobudur Unit	-	50.000.000
Total	<u>1.828.813.613</u>	<u>854.362.530</u>
Total of advance work payment in headquarter is the Advance Work Payment for the activities of Temple Preservation which was funded by Reserves Temple Preservation as much as Rp1.200.000.000 and the advance work payment in the activity of construction investment in self-management as much as Rp 628.813.613 that is still remained unaccounted for 31 December 2014		

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Notes on Consolidated Financial Report and Child Entity**  
**For the Year Ended on 31 December 2014**

	<u>2014</u>	<u>2013</u>
<b>B. Inventories</b>	<u>1.839.977.390</u>	<u>6.947.358.763</u>
Total of Supply is balanced per 31 December 2014, with details as below:		
- merchandise inventory	958.451.498	6.289.825.528
- ticket inventory and drugs	611.507.625	657.533.235
- DVD inventory Film eCPM	2.591.010.635	-
- Impairment of inventories DVD Movies eCPM	<u>(2.320.992.368)</u>	-
<b>Total</b>	<u>1.839.977.390</u>	<u>6.947.358.763</u>
Merchandise inventory consists of:		
- Headquarter inventories	764.655.562	6.130.966.480
- Ratu boko unit inventories	12.984.294	14.953.442
- Borobudur Unit Inventories	73.160.283	55.326.680
- Prambanan Unit Inventories	7.689.598	2.187.292
- Manohara Unit Inventories	92.664.898	86.391.634
- Theater Unit Inventories	<u>7.296.863</u>	-
<b>Total</b>	<u>958.451.498</u>	<u>6.289.825.528</u>
Ticket & medicine inventories		
- Headquarter ticket inventories	272.377.671	324.908.426
- Ratu boko unit ticket inventories	3.494.128	4.078.578
- Borobudur Unit ticket Inventories	50.462.659	31.654.560
- Prambanan Unit ticket Inventories	270.103.229	276.551.411
- Manohara Unit ticket Inventories	5.289.888	6.588.734
- Theater Unit ticket Inventories	9.780.050	9.134.526
- Bhiva Tour inventories	-	4.617.000
<b>Total</b>	<u>611.507.625</u>	<u>657.533.235</u>
DVD eCPM movie inventories		
- Impairment of inventories DVD Movies eCPM	<u>5.400.365.340</u>	-
	<u>(5.130.347.073)</u>	-
<b>Total</b>	<u>270.018.267</u>	-
<b>Total Inventories</b>	<u>1.839.977.390</u>	<u>6.947.358.763</u>
<b>9. Receivable income</b>	<u>99.143.800</u>	<u>562.775.899</u>
Total of Receivable income is balanced per 31 December 2014, with details as below:		
- Receivable income in Prambanan	12.002.000	177.659.150
- Receivable income in Theater	13.576.600	51.248.550
- Receivable income in manohara	50.215.200	133.643.199
- Receivable income in Headquarter	23.350.000	-
- Receivable income in Subsidiaries (PT Bhiva T & T)	-	200.225.000
<b>Total</b>	<u>99.143.800</u>	<u>562.775.899</u>
<b>10. Advance insurance payment</b>	<u>427.763.584</u>	<u>353.975.716</u>

Total of Insurance' Premium balance paid in advance is balance on pension premium, vehicle insurance, fire insurance, and board of directors pension premi per 31 December 2014



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
and PT Bhumi Visatanda Tour & Travel  
Notes on Consolidated Financial Report and Child Entity  
For the Year Ended on 31 December 2014**

	<u>2014</u>	<u>2013</u>
<b>11. Advance prepaid expenses</b>	<u>-</u>	<u>14.994.500</u>

Total of prepaid expenses represents the Balance of Insurance Premi for subsidiaries (PT Bhiva T & T) per 31 December 2014

<b>12. Fixed Assets</b>	<u>134.732.677.760</u>	<u>126.020.143.475</u>
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Total of Fixed Assets is balanced per 31 December 2014, with details as below:

- Land	27.143.471.950	26.645.746.950
- Landscape	11.971.932.129	11.716.390.869
- Building	124.669.125.689	113.244.654.304
- Vehicles	23.468.401.128	20.642.865.628
- Inventories	34.035.454.647	29.922.145.752
<b>Total</b>	<u>221.288.385.543</u>	<u>202.171.803.503</u>
- Accumulated Depreciation	<u>(86.555.707.783)</u>	<u>(76.151.660.028)</u>
<b>The book value of Fixed Assets</b>	<u>134.732.677.760</u>	<u>126.020.143.475</u>

Land consists of:

- Borobudur	13.758.777.161	13.272.802.161
- Prambanan	12.292.491.034	12.712.491.034
- Ratu Boko	734.226.340	302.476.340
- Jakarta	129.800.000	129.800.000
- BPW	228.177.415	228.177.415
<b>Total</b>	<u>27.143.471.950</u>	<u>26.645.746.950</u>

Landscape consists of:

- Borobudur Landscape	4.181.904.272	4.181.904.272
- Prambanan landscape	7.790.027.857	7.534.486.597
<b>Total</b>	<u>11.971.932.129</u>	<u>11.716.390.869</u>

Building consists of:

- Pemukti Borobudur	198.314.455	198.314.455
- Borobudur Main Park	47.432.733.842	43.192.211.842
- Borobudur Package B	14.221.053.765	14.221.053.765
- Pemukti Prambanan	293.780.930	293.780.930
- Prambanan Main Park	24.957.530.860	20.840.808.165
- Prambanan Package B	20.414.736.331	20.414.736.331
- Complimentary of Prambanan Package B	771.637.589	771.637.589
- Ratu Boko complex	7.321.526.810	6.030.781.550
- Wasar Office, Jakarta	486.947.620	486.947.620
- Headquarter	3.184.814.862	3.099.979.932
- Theater Unit	5.191.173.425	3.499.526.925
- BPW Office	194.875.200	194.875.200
<b>Total</b>	<u>124.669.125.689</u>	<u>113.244.654.304</u>

Vehicle consists of:

- Vehicle for Headquarter	7.702.695.900	6.078.995.900
- Vehicle for Borobudur	1.480.245.150	1.764.645.150
- Vehicle for Prambanan	1.936.460.350	1.309.310.350
- Vehicle for Wasar Office, Jakarta	1.728.164.500	1.728.164.500
- Vehicle for Manohara Hotel	741.550.000	573.050.000
- Vehicle for Theater Unit	413.080.000	359.980.000
- Vehicle for Transportation Sub unit	8.107.416.528	8.248.131.028
- Vehicle for Ratu Boko	1.358.788.700	580.588.700
<b>Total</b>	<u>23.468.401.128</u>	<u>20.642.865.628</u>

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Notes on Consolidated Financial Report and Child Entity**  
**For the Year Ended on 31 December 2014**

	<u>2014</u>	<u>2013</u>
<b>12. Fixed Assets (continued)</b>		
Inventory consists of:		
- Headquarter inventories	4.960.894.521	4.463.351.410
- Ratu boko unit inventories	9.206.256.140	8.251.748.640
- Borobudur Unit Inventories	7.742.393.113	6.649.938.113
- Prambanan Unit Inventories	499.434.340	450.574.340
- Manohara Unit Inventories	2.826.160	2.826.160
- Theater Unit Inventories	65.012.830	65.012.830
- Wasar Office Inventories	4.446.283.335	3.972.385.635
- Ex official residence unit	2.123.578.823	1.967.862.129
- Ex consultant facilities	4.680.952.885	3.828.182.495
- Transportation Services	270.018.500	214.378.500
- Subsidiaries (PT Bhiva T&T)	37.804.000	55.885.500
Total	34.035.454.647	29.922.145.752
Total	221.288.385.543	202.171.803.503
Accummulated depreciation consist of:		
- Accummulated depreciation of Building	(44.458.616.907)	(38.907.548.582)
- Accummulated depreciation of vehicle	(16.702.207.263)	(15.743.871.813)
- Accummulated depreciation of inventory	(25.369.327.077)	(21.462.442.174)
- Accummulated depreciation subsidiary inventory	(25.556.537)	(37.797.459)
Total	(86.555.707.783)	(76.151.660.028)
Total	134.732.677.760	126.020.143.475
<b>13. Assets in progress</b>	<b>20.580.101.125</b>	<b>15.935.168.364</b>
Total assets in progress is balanced per 31 December 2014, details look at Attachment 1		
<b>14. Guarantees</b>	<b>116.145.000</b>	<b>116.145.000</b>
Total assurance is balanced per 31 December 2014, details as follow:		
- Electricity guarantees borobudur	24.957.000	24.957.000
- Electricity guarantees Prambanan	38.031.000	38.031.000
- Office Rent guarantees	53.157.000	53.157.000
Total	116.145.000	116.145.000
<b>15. suspended load</b>	<b>3.000.000</b>	<b>4.500.000</b>
Total Suspended load is balanced per 31 December 2014, details as follow:		
- deferred charges of BHIVA tour	7.500.000	7.500.000
- accumulated amortization	(4.500.000)	(3.000.000)
Total	3.000.000	4.500.000



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Notes on Consolidated Financial Report and Child Entity**  
**For the Year Ended on 31 December 2014**

<b>16.</b>	<b>As</b>	Other fixed assets	<u>15.601.862</u>	<u>15.601.862</u>
	<b>Juli</b>	Total other fixed assets is balanced per 31 December 2014, details as follow:		
	<b>rin</b>			
		- Unused ticket inventories in Ratu Boko	1.452.976	1.452.976
		- Unsued Land Plots in Prambanan & Borobudur	12.396.075	12.396.075
		- Unused ticket inventories in Jakarta	1.752.811	1.752.811
		Total	<u>15.601.862</u>	<u>15.601.862</u>
<b>17.</b>	<b>Ut</b>	Tax payable	<u>5.638.166.877</u>	<u>1.571.049.987</u>
	<b>Juli</b>	Total Tax payable is balanced per 31 December 2014, details as follow:		
	<b>rin</b>			
		- VAT payable	254.909.058	153.438.455
		- Income Tax payable article 21	30.117.499	125.995.428
		- Income Tax payable article 22/23	51.942.818	30.467.939
		- Income Tax payable article 25	1.060.831.083	-
		- Parking retribution payable	44.093.525	43.254.325
		- Entertainment tax payable	85.389.900	75.761.000
		- Room Tax payable	202.681.990	178.595.130
		- Other tax payable	60.388.500	26.341.250
		- Corporate tax payable	3.847.812.504	937.161.010
		- Subsidiary Corporate tax payable	-	35.450
		Total	<u>5.638.166.877</u>	<u>1.571.049.987</u>
<b>18.</b>	<b>Ut</b>	Trade payable	<u>109.605.462</u>	<u>592.394.391</u>
	<b>Juli</b>	Total Trade payable is balanced per 31 December 2014, details as follow:		
	<b>de</b>			
		- Trade Payable of Borobudur	106.129.612	162.355.791
		- Prambanan	288.250	-
		- Ratu Boko	3.187.600	1.073.600
		- Subsidiary (PT Bhiva T&T)	-	428.965.000
		Total	<u>109.605.462</u>	<u>592.394.391</u>
<b>19.</b>	<b>Ut</b>	Others payable	<u>15.161.302.851</u>	<u>13.762.547.239</u>
	<b>Juli</b>	Total others payable is balanced per 31 December 2014, details as follow:		
	<b>de</b>			
		- Borobudur	532.259.300	506.628.300
		- Manohara	510.021.553	454.255.016
		- Prambanan	126.467.500	117.642.500
		- Ratu Boko	58.548.053	42.455.495
		- Theater	11.319.834	-
		- Headquarter	13.922.686.610	12.641.565.927
		Total	<u>15.161.302.851</u>	<u>13.762.547.239</u>

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
and PT Bhumi Visatanda Tour & Travel  
Notes on Consolidated Financial Report and Child Entity  
For the Year Ended on 31 December 2014**

	<u>2014</u>	<u>2013</u>
<b>20. Accrued Expenses</b>	<u>11.813.918.855</u>	<u>5.113.907.093</u>
Total Accrued Expenses is balanced per 31 December 2014, details as follow:		
- Borobudur Unit	1.536.876.800	172.807.500
- Manohara	75.944.603	210.486.759
- Prambanan Unit	871.720.807	170.721.183
- Theater	48.380.900	11.811.500
- Ratu Boko	50.325.741	36.557.400
- Headquarter	9.159.659.004	3.887.481.030
- Transportation services	71.011.000	-
- Subsidiary (PT Bhiva T&T)	-	-
<b>Total</b>	<u>11.813.918.855</u>	<u>5.113.907.093</u>
<b>21. Prepaid Income</b>	<u>3.323.619.373</u>	<u>2.120.865.734</u>
Total Prepaid Income is balanced per 31 December 2014, details as follow:		
- Prepaid Income of Prambanan	11.166.000	10.032.000
- Prepaid Income of Theater Performance	99.288.722	66.095.000
- Prepaid Income of Headquarter	3.213.164.651	2.044.738.734
<b>Total</b>	<u>3.323.619.373</u>	<u>2.120.865.734</u>
<b>22. Obligation that must be paid</b>	<u>18.224.012.964</u>	<u>16.280.000.000</u>
Obligation to be paid is Rp 18.224.012.964 is Reservation of Production Services which consists of Reservation of Production Services for employee 5x THP of Rp 15.284.012.964 and Tantiem Directors and Commissioner 5x THP of Rp 2.940.000.000 Obligation that must be paid		
<b>23. Others liability</b>	<u>18.738.944.767</u>	<u>29.003.489.155</u>
Total others liability is balanced per 31 December 2014, details as follow:		
- Temple preservation	4.754.217.547	4.206.904.200
- Pension / employee awards	79.714.004	-
- post-dutyObligation	13.905.013.216	24.796.584.955
<b>Total</b>	<u>18.738.944.767</u>	<u>29.003.489.155</u>

Reserved Temple Preservation of Rp4.754.217.547 represents balance of Reserved Preservation fund which was formed to perform the provision of Temple Conservation Funding Program maximal as much as 25% of profit after tax year 2013, in accordance with the Minister of SOE number PS.56/MBU/2004 dated 10 february 2014 year 2014. Balance of the Reserved Preservation Fund represents total obligation that still need to be paid related to Cooperation Agreement between PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko (Persero) with Directorate General of Culture

Year	Remarks	Total used	Reserved	Balance
2011	Reserve year 2011 utilized in accordance with the cooperation agreement number 322/KD.103/IX/2010 dated 27 September 2010	871.483.000	-	2.456.568.000
			3.328.051.000	3.328.051.000



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Notes on Consolidated Financial Report and Child Entity**  
**For the Year Ended on 31 December 2014**

**23. Other Liabilities (continued)**

Year	Remarks	Total used	Reserved	Balance
2012	Reserve year 2012 utilized in accordance with the cooperation agreement number 375/KD.103/X/2011 dated 27 October 2011	4.154.803.200	3.184.992.000	5.641.560.000
2013	Reserve year 2013 utilized in accordance with the cooperation agreement number 343/KD.103/VIII/2012 dated 9 August 2012	3.918.850.600	6.639.998.000	8.126.754.800
2014	Reserve year 2014 utilized in accordance with the cooperation agreement number 179/KD.103/V/2014 dated 22 may 2014:	6.016.703.208,42	6.563.016.555	10.770.920.755
	Has been paid	1.934.000.000,00		4.754.217.547
	Need to be paid			2.820.217.547
	utilized in accordance with the cooperation agreement number 17/KD.103/I/2015 dated 23 January 2014	2.820.217.547		

Employee appreciation spare of Rp79.714.004 represents balance of reserve capital for employee awards that was formed to give Years of Service Awards 15 years and Years of Service Awards 25 years.

The obligation of post-employment Rp 13.905.013.216 represents current value of post-employment obligation to Non Organic Employee or Out sourcing employee PT Taman Wisata Candi Borobudur, Prambanan, and ratu Boko in accordance to SFAS 24.

**24. Authorized Capital**

100.000.000.000      100.000.000.000

Total Authorized Capital is balanced per 31 December 2014, details as follow:

Capital Stock consists of:

- Authorized Capital	400.000.000.000	400.000.000.000
- Unpaid Capital	(300.000.000.000)	(300.000.000.000)
<b>Total</b>	<u>100.000.000.000</u>	<u>100.000.000.000</u>

Authorized Capital of Rp41.500.000.000 stated by Notarial Deed Soeleman Ardjasmita, SH. Number: 07 dated 6<sup>th</sup> June 1985, changed to Rp180.000.000.000 based on Extraordinary General Meeting of Shareholders dated 2<sup>nd</sup> November 1993 that has been approved by Minister of Finance Number: S-868/MK.016/1993 dated 27 August 1993, and latest changed to Rp400.000.000.000 based on extraordinary GMS dated 19 July 2012 which recorded in Notarial Deed Woro Sutristiassiwi, SH. Number 02 dated 2 August 2012, including paid-up capital of Rp100.000.000.000. Changed of capital has approved by Minister of Law Number AHU-50889.AH.01.02 dated 1 october 2012

**25. Retained Earning**

125.309.691.461      84.238.357.363

The amount consists of:

- Profit (loss) untill previous year	82.501.952.363	49.510.265.689
- Profit (Loss) current year	42.807.739.098	34.728.091.674
<b>Total</b>	<u>125.309.691.461</u>	<u>84.238.357.363</u>

Balance of Retained Profit (Loss) in details as follow:

- Last Year Profit Balance	84.238.357.363	43.007.703.183
- Dividend share	(1.736.405.000)	-
- Adjustment of post-duty obligation		6.502.562.506
<b>Total</b>	<u>82.501.952.363</u>	<u>49.510.265.689</u>

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Notes on Consolidated Financial Report and Child Entity**  
**For the Year Ended on 31 December 2014**

	<u>2014</u>	<u>2013</u>
26. Donated Capital		<u>105.500.000</u>

Donated capital of Rp105.500.000 represents help from PT Telkom in a form of 1 bus for Ramayana dancers transportation based on cooperation agreement number: PKSTEL-74/HK-910/UTA-00/92 and 1905/HK.503/KP.0892 dated 26 August 1992

**C. Explanation on Consolidated Comprehensive Profit (Loss) accounts and subsidiary**

1. Operational Earning	235.349.567.666	210.303.409.781
The operational earning amount consists of:		
- Earning from self-managed facility	224.503.509.204	201.774.777.487
- Consession earning	768.180.900	768.450.975
- Various business earning	7.945.458.297	6.829.640.676
- Others earning	2.132.419.265	930.540.644
<b>Total</b>	<u>235.349.567.666</u>	<u>210.303.409.781</u>
Total self-managed facility earning consist of		
- Borobudur	112.967.894.073	104.976.594.308
- Prambanan	64.864.315.930	54.395.994.662
- Theater	13.494.880.364	11.562.316.728
- Manohara	20.437.143.750	17.200.652.470
- Transportation Services	3.338.250.000	2.732.250.000
- Ratu Boko	8.047.474.837	6.799.422.478
- Subsidiary (PT Bhiva T & T)	1.353.550.250	4.107.546.841
<b>Total</b>	<u>224.503.509.204</u>	<u>201.774.777.487</u>
Total Consession Earning as mentioned above:		
- Borobudur	104.340.000	181.407.500
- Prambanan	650.251.500	387.292.300
- Theater	13.589.400	199.751.175
<b>Total</b>	<u>768.180.900</u>	<u>768.450.975</u>
Total various business as mentioned above:		
- Borobudur	3.383.200.158	3.794.891.697
- Prambanan	1.636.076.135	2.228.459.597
- Theater	2.646.722.983	224.023.086
- Ratu Boko	130.657.027	202.258.735
- Headquarter	148.750.494	380.007.561
- Subsidiary (PT Bhiva T & T)	51.500	-
<b>Total</b>	<u>7.945.458.297</u>	<u>6.829.640.676</u>
Other Earning consist of		
- Borobudur	351.893.820	415.173.714
- Prambanan	53.935.661	50.397.630
- Headquarter	-	434.442.253
- Subsidiary	-	30.527.047
- Fixed asset / royalty book BM3	1.726.589.784	-
<b>Total</b>	<u>2.132.419.265</u>	<u>930.540.644</u>



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Notes on Consolidated Financial Report and Child Entity**  
**For the Year Ended on 31 December 2014**

	2014	2013
<b>2. Direct Load</b>	<u>99.079.953.633</u>	<u>77.757.282.120</u>
Total of Direct Load consist of		
- Direct Load of self-managed facility	80.377.185.283	61.233.511.447
- Consession Direct Load	25.725.350	270.248.521
- Various business Direct Load	6.539.467.900	3.288.848.153
- Temple Preservation Direct Load	6.113.088.664	6.988.988.000
- Building & Vehicle Depretiation	6.024.486.436	5.975.686.000
<b>Total</b>	<u>99.079.953.633</u>	<u>77.757.282.120</u>
<b>3. Indirect Load</b>	<u>86.317.802.198</u>	<u>89.528.715.017</u>
Total of Indirect Load consist of		
- Marketing & Research	8.223.042.402	11.979.204.301
- Maintenance	512.472.573	627.000.000
- Directors Salary & Board of Commissioners	11.271.074.455	10.371.556.009
- Employee	23.027.674.228	21.882.281.128
- Office	933.308.927	1.289.437.333
- Vehicle	2.515.403.783	2.570.568.775
- Official Travel	3.994.579.998	6.033.254.157
- General	16.668.161.103	17.425.542.763
- Incentive, Production Services, and Tantiem	13.470.000.000	12.644.171.130
- Depreciation and Amortization	5.702.084.729	4.705.699.422
<b>Total</b>	<u>86.317.802.198</u>	<u>89.528.715.017</u>
Total marketing & research as mentioned above:		
- marketing	7.021.356.104	11.255.666.985
- Research & Development	1.201.686.298	714.851.731
- Subsidiary (PT Bhiva T&T)	-	8.685.585
<b>Total</b>	<u>8.223.042.402</u>	<u>11.979.204.301</u>
Total maintenance as mentioned above:		
- Maintenance	2.026.000	576.175.000
- Manpower	510.446.573	50.825.000
- Subsidiary (PT Bhiva T&T)	-	-
<b>Total</b>	<u>512.472.573</u>	<u>627.000.000</u>
Directors Salary and Commissioners consist of		
- Directors Salary	6.111.738.145	8.138.022.459
- Honorarium Commissioner	2.219.336.310	2.233.533.550
- Tantiem	2.940.000.000	1.470.000.000
<b>Total</b>	<u>11.271.074.455</u>	<u>10.371.556.009</u>
Employee Salary consist of		
- Salary	4.691.795.849	4.500.499.934
- Allowance	7.188.521.332	8.475.712.418
- Employee welfare	5.366.297.715	6.315.233.526
- Pension benefits	5.748.519.888	2.379.994.000
- Dedication services	32.539.444	148.914.000
- Memories	-	61.927.250
<b>Total</b>	<u>23.027.674.228</u>	<u>21.882.281.128</u>

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Notes on Consolidated Financial Report and Child Entity**  
**For the Year Ended on 31 December 2014**

	2014	2013
<b>3. Indirect Load (continued)</b>		
<b>Office Load consist of</b>		
- Office inventories	570.794.427	671.936.912
- Stamps	21.396.830	82.350.555
- Telecommunication	197.622.528	362.461.851
- Small Inventory	104.072.490	128.573.860
- Subsidiary (PT Bhiva T&T)	39.422.652	44.114.155
<b>Total</b>	<b>933.308.927</b>	<b>1.289.437.333</b>
<b>Official Travel consist of</b>		
- Domestic Travel	2.915.687.015	4.274.791.250
- International Travel	1.019.472.983	1.712.484.907
- Special Travel	59.420.000	45.978.000
<b>Total</b>	<b>3.994.579.998</b>	<b>6.033.254.157</b>
<b>Vehicle Load consist of</b>		
- Fuel and Lubricants	1.519.147.046	1.262.247.359
- Repair and Services	395.947.722	355.422.276
- Spare Parts	36.896.044	112.346.978
- Tax	129.723.057	134.951.000
- Tyre	61.958.700	160.342.500
- Accu	15.958.818	13.509.400
- Taxi	65.740.440	82.818.800
- Highway, parking, etc	50.903.800	60.186.490
- Vehicle insurance	239.128.156	363.305.472
- Subsidiary (PT Bhiva T&T)	-	25.438.500
<b>Total</b>	<b>2.515.403.783</b>	<b>2.570.568.775</b>
<b>General Load consist of</b>		
- Meeting	2.173.484.819	2.438.551.199
- Magazines / newspaper	35.861.633	42.578.068
- Book	3.388.900	23.893.400
- Representation	230.921.633	306.825.062
- Property Tax	549.927.303	516.039.139
- Tax	6.152.294	-
- Documentation & Publication	892.292.778	368.671.087
- Celebration	554.710.870	368.668.821
- Accountant examination	419.587.700	263.726.700
- Reporting	175.399.975	160.561.150
- Bank	92.457.533	109.717.326
- Daily worker tips	232.081.568	920.367.007
- Daily uniform	297.728.045	354.806.318
- Meal allowance for Cooperative employee	84.375.000	125.085.542
- Awards for cooperative employee	49.473.600	663.955.291
- Leave allowance	708.061.600	657.334.082
- Household	379.729.165	299.030.224
- Drink at office	249.120.069	277.011.571
- Water	122.630.358	-
- Electricity	481.793.333	47.338.436
- Genset	1.650.000	6.165.379
- Account Receivable Losses	2.036.500	(396.750)
- Form printing	1.051.700	7.243.400
- General others	1.838.272.334	1.018.594.107
- Insurance	-	87.597.184
- Inpatient	11.718.500	-
- Security and Order	1.475.000	-
- Permits	455.076.168	1.001.502.111



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Notes on Consolidated Financial Report and Child Entity**  
**For the Year Ended on 31 December 2014**

	<u>2014</u>	<u>2013</u>
<b>3. Indirect Load (continued)</b>		
General Load consist of (continued)		
- Incentive	2.500.000	172.839.514
- Employee Check up	-	25.560.100
- Fire Insurance	93.897.099	154.939.906
- Environment assistance	789.314.440	1.411.113.400
- Disaster respond	1.599.953.586	-
- Outsourcing	1.653.329.919	1.139.811.054
- Consultant	1.642.404.620	3.873.773.235
- Subsidiary (PT Bhiva T&T)	147.303.062	-
- partnership	689.000.000	582.639.700
Total	<u>16.668.161.104</u>	<u>17.425.542.763</u>
Incentive, Production Services	13.470.000.000	12.644.171.130
Depreciation & Amortization as mentioned above:		
Depreciation	5.700.584.729	4.704.824.422
Amortization	1.500.000	875.000
Total	<u>5.702.084.729</u>	<u>4.705.699.422</u>
Depretiation consist of:		
Depreciation of asset until 2013		
- Depreciation of Subsidiary inventory	4.082.488	6.739.180
Load of Asset Depreciation until 2014		
- Building Depreciation	523.082.630	423.434.198
- Vehicle Depreciation	1.266.534.709	1.035.061.373
- Inventory Depreciation	3.906.884.903	3.246.328.851
- Total	<u>5.700.584.729</u>	<u>4.704.824.422</u>
Amortization represents Notary Load of Subsidiary (PT Bhiva T & T)		
Amortization notary load of Subsidiary	1.500.000	875.000
Total	<u>5.702.084.729</u>	<u>4.705.699.422</u>
Represent amortization of suspended load and load		
<b>4. Income and Operational Load</b>	<u>5.957.459.459</u>	<u>3.109.819.780</u>
Operational income consist of:		
Giro Services	591.044.790	
Deposit rate	5.366.414.669	2.733.571.224
Total	<u>5.957.459.459</u>	<u>3.109.819.780</u>

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
and PT Bhumi Visatanda Tour & Travel  
Notes on Consolidated Financial Report and Child Entity  
For the Year Ended on 31 December 2014**

	2014	2013
5. Deferred Tax	3.476.253.304	-

Related to Income Tax regulation number 36 year 2008 article 17 and article 31E, which be in force since fiscal year 2009 , thus on calculation of deferred tax in past comply to the provision of the tax.

For compliance of the deferred tax, balance asset calculation of deferred tax is done through the approach of statements of financial position, as follow:

	Balance 31 Dec	Income (expense) of current year
Post-employment obligation	13.905.013.216	3.476.253.304

Benefit (expense) of deferred tax of Rp 3.476.253.304 represent the deferred tax benefit on reserve settlement of carrying value of post-employment obligation to non Organic Employee or Non Outsourcing cooperative employee PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko (Persero) as much as 25% x Rp 13.905.013.216 in accordance to regulation of SFAS 46



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Assets in Progress**  
**per 31 December 2014 and 2013**

	2014	2013
<b>Assets in progress:</b>		
- Borobudur interactive		1
- Const'downpayment PEMUKTI BARU		
- Revamping oversight of main gate entrance		175.367.000
- Planning parking area, stalls, and stalls borobudur		248.500.000
- Manufacture signage borobudur		230.000.000
- Vehicle parking manohara		69.825.000
- Vehicle parking manohara		3.675.000
- 30% plaza outside		440.820.000
- 30% plaza in		418.320.000
- Walk thought		384.000.000
- Expansion of the coffee shop manohara		210.819.250
- Supervision arrangement plaza in		34.200.000
- Monitoring arrangement outside plaza		35.500.000
- Structuring the inner plaza		976.080.000
- Structuring the outer plaza		1.028.580.000
- Phase II renovations stall		1.498.000.000
- Structuring the park entrance area		490.700.000
- Revamping the page kiosks and stalls		166.415.000
- Page kiosks and stalls		374.402.000
- Expansion of the coffee shop manohara		11.095.750
- Increase asphalt phase II		173.187.000
- Extra toilet		396.000.000
- Repair toilet		183.500.000
- Software manohara		30.000.000
- Signage brobudur		493.060.000
- Interior entrance to borobudur		499.858.000
- Tables, chairs, curtains theater		39.000.000
- Consultant / expert supervisor foundation andrawina Boko		99.528.000
- Grand Hotel prambanan Contest		145.800.000
- Bill phase ii		218.700.000
- Fountain		363
- Repair train park		20.115.000
- prambanantrain tag I		16.500.000
- genzet tag I		341.775.000
- BRC and parking tags I		47.362.250
- Prambanan Train tag I		46.935.000
- train gardenTag II		38.500.000
- genzetTag II		341.775.000
- Cctv prambanan I		124.136.375
- 70% cctv of headquarters		(500)
- Repair footpaths boko		54.425.000
- Repair the fountain prambanan		198.000.000
- toilet repair GO &CO		348.500.000
- Repair pavilion prambanan		198.137.000
- Repair toilet tent area		198.750.000
- Structuring entrance & restaurant		298.000.000
- North side of the fence construction		299.121.000
- Improvement pavilion and toilet rama shinta		298.096.000
- toilet portable & difable		297.875.000
- Prambanan restorenovation		396.909.000
- The construction of an operating room		373.000.000

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**and PT Bhumi Visatanda Tour & Travel**  
**Assets in Progress**  
**per 31 December 2014 and 2013**

	2014	2013
- Abhayagiri Land reconstruction	-	158.500.000
- construction of restaurant' kitchen & toilet	-	386.000.000
- bus chasis	-	625.000.000
- micro bus autobody	-	752.400.000
- bus Micro Air Con	-	155.000.000
- Prambanan Kiosk Lamp	-	74.710.000
- Headquarter software	-	77.121.000
- trimurti Air Con	-	199.000.000
- Borobudur CCTV	-	299.200.000
- Light Poles Prambanan	-	71.257.500
- CCTV Prambanan II	-	124.136.375
- Revamp outer plasa	1.469.400.000	-
- Revamp inner plasa	1.394.400.000	-
- Expand Manohara Coffee shop	221.915.000	-
- Supervising inner plasa revamp	34.200.000	-
- Supervising outer plasa revamp	35.500.000	-
- Repairment of kiosk	166.415.000	-
- repairment of toilet	183.500.000	-
- manohara software	30.000.000	-
- revamp borobudur entrance park	488.700.000	-
- autobody for pickup car & tanki	22.000.000	-
- Tanker I Borobudur	279.700.000	-
- Pick Up borobudur II	33.000.000	-
- Land on behalf of Ms Dewi Borobudur	5.428.000	-
- 30% Joglo in Dagi	294.250.000	-
- 95% Coating	1.171.874.400	-
- 75% Asphalt Borobudur	856.466.250	-
- Land acquisition Borobudur	33.250.000	-
- Land acquisition on behalf of Wiwin	598.500.000	-
- coating borobudur lane	140.000.000	-
- landscape borobudur	61.677.600	-
- entrance area and restaurant planning	24.856.100	-
- elephant cage	149.000.000	-
- GUSBI construction	118.000.000	-
- fence GO II	280.000.000	-
- kiosk and road construction in Dagi Hill	28.548.875	-
- Motorcycle	341.932.000	-
- Metal Detector	35.600.000	-
- Set PABX	11.394.000	-
- Borobudur mockup	20.020.000	-
- Water Pump	747.000.000	-
- Filing Cabinet	108.900.000	-
- Lawn Mower and grass	6.000.000	-
- Desk	25.300.000	-
- Absence machine, filling cabinet, cabinet, and locker	17.800.000	-
- cabinet, display window, and container	25.067.000	-
- 5 unit of container	40.450.000	-
- expansion of FO	150.000.000	-
- structure of pendopo dagi	492.000.000	-
- kiosk renovasion II	172.646.000	-
- Advis and first aid check	753.600.000	-
	340.000.000	-



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
and PT Bhumi Visatanda Tour & Travel  
Assets in Progress  
per 31 December 2014 and 2013**

	2014	2013
- road construction in dagi hill II	226.500.000	-
- bus chassis	625.000.000	-
- micro bus autobody	752.400.000	-
- micro bus air con	155.000.000	-
- Boko Restaurant & infiltration	385.747.000	-
- ratu boko entrance construction	346.000.000	-
- WWTP Theater	139.290.000	-
- Pendopo Sonoseto boko	143.825.000	-
- Parking & Theater Lobby	284.636.000	-
- Resto Theater toilet	278.500.000	-
- Security Posts	429.100.000	-
- West Parking Lot of Prambanan	252.962.000	-
- Pendopo Dagi borobudur	404.379.900	-
- Gazebo Theater Resto	146.000.000	-
- Sub Toilet in Prambanan	589.868.000	-
- Asphalt in Prambanan	553.846.000	-
- Water Treatment in Boko	86.553.000	-
- PT DUTA CEMERLANG	369.188.000	-
- BUS Autobody	635.000.000	-
- single chassis	471.130.000	-
- promotion car autobody	235.900.000	-
- bus air con	157.185.000	-
- tractor	98.000.000	-
- prambanan signage	68.200.000	-
- boko signage	456.500.000	-
- theater signage	148.930.000	-
- glory karya P	196.240.000	-
- 2 kitchen set	8.356.000	-
- clean water network	13.575.000	-
- expansion on praying facility	449.000.000	-
	65.000.000	-
<b>Total Assets in Progress</b>	<b>20.580.101.125</b>	<b>15.935.168.364</b>

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**Consolidated Statement of Financial Position**  
per 31 December 2014  
(in Rupiah)

Account	Total
<b>Assets</b>	
<b>Current Assets</b>	
Cash and cash equivalents	133.406.677.555
Accounts receivable	1.496.546.054
ASITA receivable	-
Lots of sales receivables	2.995.500
Others receivables	233.350.000
Advance tax	-
Other advances	1.828.813.613
Supply	1.839.977.390
Received income	99.143.800
Prepaid insurance expenses	427.763.584
Prepaid expenses	-
BHIVA's Shares of stock	490.000.000
<b>Total of Current Assets</b>	<b>139.825.267.497</b>
<b>Fixed Assets</b>	
Land	27.143.471.950
Landscape	11.971.932.129
Building	124.669.125.689
Vehicles	23.468.401.128
Inventory	33.997.650.647
Depreciation expenses	(86.530.151.246)
<b>Total of Fixed Assets</b>	<b>134.720.430.297</b>
<b>Other assets</b>	
Construction in progress	20.580.101.125
Warranty	116.145.000
Deferred charges	-
Other fixed assets	15.601.862
Deferred tax assets	3.476.253.304
Inter-office account Bhiva office	797.887.474
<b>Total of other assets</b>	<b>24.985.988.765</b>
<b>Total Assets</b>	<b>299.531.686.558</b>
<b>Liability and equity</b>	
<b>Short- term liability</b>	
Tax debt	5.638.166.877
Payables	109.605.462
Other debts	15.161.302.851
Other accrued expenses payable	11.813.918.855
Prepaid income	3.323.619.373
Liability immediately payables	18.224.012.964
<b>Total of Short- term liability</b>	<b>54.270.626.382</b>



**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**Consolidated Statement of Financial Position**  
**per 31 December 2014**  
**(in Rupiah)**

Account	Total
<b>Other Liabilities</b>	
Temples preservation's backup	4.754.217.547
After- duty backup/ employee's appreciation	79.714.004
Employees' post- job obligations	13.905.013.216
Total of Other Liabilities	<u>18.738.944.767</u>
<b>Total Liability</b>	<u>73.009.571.149</u>
<b>Equity</b>	
Basic Equity	400.000.000.000
Unpaid capital	(300.000.000.000)
Shares capitals	<u>100.000.000.000</u>
Profit (loss) until previous year	83.181.233.585
Profit (loss) ongoing year	43.235.381.824
Deferred profit	<u>126.416.615.409</u>
Grant capital	105.500.000
<b>Total Equity</b>	<u>226.522.115.409</u>
<b>Total Liability and Equity</b>	<u>299.531.686.558</u>

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**Consolidated Statement of Comprehensive Profit (Loss)**  
**For Year Ended 31 December 2014**  
**(in Rupiah)**

Account	Total
<b>Operational income</b>	
Self- managed facility	223.149.907.454
Concessions	768.180.900
Various services	7.945.458.297
Others	2.132.419.265
<b>Total of Operational Income</b>	<b>233.995.965.916</b>
<b>Cost of Goods Sold</b>	<b>(97.908.314.135)</b>
<b>Gross income</b>	<b>136.087.651.781</b>
<b>Operational Cost</b>	
Marketing, Research & Development Expenses	(8.213.702.902)
Maintenance Expenses	(511.227.073)
Director and Commissary Dean Salary Expenses	(11.271.074.455)
Staff Expenses	(22.649.599.765)
Office expenses	(893.886.275)
Transportation expenses	(2.485.446.865)
Duty trip expenses	(3.994.579.998)
General expenses	(16.585.798.196)
Incentives/ product services expenses	(13.470.000.000)
Depreciation and amortization expenses	(5.696.502.241)
<b>Total of Operational Cost</b>	<b>(85.771.817.770)</b>
<b>Net income</b>	<b>50.315.834.010</b>
<b>Income &amp; Non- operational (Cost)</b>	<b>6.021.080.010</b>
<b>Profit (Loss) before Tax</b>	<b>56.336.914.021</b>
<b>Benefits of Deferred Tax Expenses</b>	<b>3.476.253.304</b>
<b>Corporate Income Tax payable (Fiscal)</b>	<b>(16.577.785.500)</b>
<b>After Tax- Income</b>	<b>43.235.381.824</b>



PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
 Consolidated Statement of Changes in Equity  
 For Year Ended 31 December 2014  
 (in Rupiah)

Remarks	Capital Stock	Retained Earning	Ongoing Profit	Donated Capital	Total
Balance 31 December 2012	100.000.000.000	19.070.295.296	24.721.962.407	105.500.000	143.897.757.702
Post- work benefit obligations		6.502.562.506	-		6.502.562.506
Retained earning		24.721.962.407	(24.721.962.407)		-
Net profit of ongoing 2013			34.622.818.377		34.622.818.377
Balance 31 December 2013	100.000.000.000	50.294.820.208	34.622.818.377	105.500.000	185.023.138.585
Dividend year 2013		(1.736.405.000)	-		(1.736.405.000)
Net profit of ongoing 2013		34.622.818.377	(34.622.818.377)		-
Net profit of ongoing 2014		-	43.235.381.824		43.235.381.824
Balance per 31 December 2014	100.000.000.000	83.181.233.585	43.235.381.824	105.500.000	226.522.115.409

## Attachment V

PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
Consolidated Cash Flow Statement  
For Year Ended 31 December 2014  
(in Rupiah)

Keterangan	Jumlah
<b>Cash flow from the operational activity:</b>	
Net Profit (loss)	43.235.381.824
Adjusting entries:	
- Depreciation and amortization expenses	10.414.788.677
	53.650.170.502
<b>Operational Profit (loss) before changes in the operational activity</b>	
<b>increase (decrease) in cash flow of operating activities:</b>	
- Account receivable	(515.796.258)
- ASITA's account receivable	-
- Lots of sales receivable	-
- Others receivable	-
- Prepaid tax	9.532.705
- Other prepaid expenses	(975.983.788)
- Supply	5.102.764.373
- Payable income	463.632.099
- In advance prepaid insurance expenses	(274.012.869)
- Prepaid expenses	-
- Deferred tax assets	(3.476.253.304)
- Tax debt	4.067.116.890
- Sales debt	(482.788.929)
- Other debts	600.903.588
- Payable expenses	7.128.976.762
- Prepaid income	1.947.518.224
- Product services backup	1.944.012.964
- Temples preservations backup	547.313.347
- After- duty/ employee's appreciation backup	79.714.004
- Post-employment obligations	(10.891.571.739)
	5.275.078.069
<b>Net cash flow of operating activities:</b>	58.925.248.571
<b>Cash flow from investment:</b>	
<b>Increase (decrease) in cash flow of the investment:</b>	
- Land	(497.725.000)
- Landscape	(255.541.260)
- Building	(11.424.471.385)
- Vehicles	(2.825.535.500)
- Inventory	(4.131.390.395)
- Depreciation expenses	(4.644.932.761)
- Deferred expenses	1.500.000
- Lots supply	-
- Other assets	-
<b>Net cash flow of investment</b>	(23.778.096.301)



PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)  
 Consolidated Cash Flow Statement  
 For Year Ended 31 December 2014  
 (in Rupiah)

Keterangan	Jumlah
Cash flow from the funding activity:	
Cash flow in Increase (decrease) of funding activity:	
- Profit balance of previous year	(1.736.405.000)
- Profit allowance for the community development program	
Net cash flow of funding activity	<u>(1.736.405.000)</u>
Cash increase and cash equality	33.410.747.270
Cash balance and beginning of the year cash equality	99.995.930.286
Cash balance and end of year cash equality	<u><u>133.406.677.555</u></u>

**PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, & RATU BOKO (PERSERO)**  
**Calculation of Income Tax**  
**For Year Ended 31 December 2014**  
**(in Rupiah)**

<b>A.</b>	Commercial Profit Balance	55.909.271.294
<b>B.</b>	Subsidiary's profit/ loss	(427.642.727)
<b>C.</b>	Commercial profit balance (subsidiary's excluded)	56.336.914.021
<b>D.</b>	Income subject to final income tax, while not subject to tax:	
1.	Deposits rate income	(5.366.414.669)
2.	Check services income	(589.725.186)
3.	Land rental income	(262.000.000)
4.	Stall rental income	(424.891.500)
5.	Restaurant rental income	(18.000.000)
6.	Café Terrace income	(13.589.400)
7.	Rental income of buildings	(49.700.000)
	<b>Total of income subject to final tax, which is not subject to tax:</b>	(6.724.320.755)
<b>E.</b>	Positive Fiscal adjustment:	
1.	Representatives expenses	230.921.633
2.	Celebration expenses	554.710.870
3.	Newspaper and magazines subscription expenses	35.861.633
4.	Direct concessions expenses	25.725.350
5.	IBO expenses	528.152.786
6.	Household needs expenses	379.729.165
7.	Office beverages expenses	249.120.069
8.	Other institution's grant expenses	789.314.440
9.	Employee's Post-work obligations expenses	13.905.013.216
	<b>Total of Positive Fiscal adjustment:</b>	16.698.549.162
<b>F.</b>	Fiscal profit balance	66.311.142.427
<b>G.</b>	Subject to tax- profit balance	66.311.142.000
<b>H.</b>	Corporate income tax payable in 2014 tax year: 25% x 66,311,142,000	16.577.785.500
<b>I.</b>	Income tax credit Art. 25	12.729.972.996
<b>J.</b>	Less (over) tax pay	3.847.812.504



## BOC PROFILE



**HERI PURNOMO**  
Commissioner

**BUNTJE HARBUNANGIN**  
Commissioner

**SUKEMI**  
President Commissioner

**EFENDI TJENDERA**  
Commissioner

# CORPORATE DATA

## BOARD OF COMMISSIONERS PROFILE

### SUKEMI

Position : Main Commissioner

Date of birth : Tangerang, 04 Juni 1963

Address : Perumahan Modern Hill F2/9 Pondok Cabe South Tangerang

#### ❖ Education Background:

YEARS	EDUCATION BACKGROUND
1969 – 1975	SDN Situ Gintung II Ciputat I South Jakarta
1975 – 1979	Madrasah Tsanawiah Muhammadiyah I Ciputat South Jakarta
1979 – 1982	SMA Negeri I Ciputat South Jakarta
1983 – 1988	S1 Chemistry FMIPA ITS Surabaya East Java
	S2 Programme MBA Concentration on Human Resource in Institut Bisnis & Manajemen Teknologi Surabaya East Java (Not Completed)

#### ❖ Special Courses / Additional:

NO	YEARS	COURSE BACKGROUND
1	1991	Editorial Workshop Institute for Research, Education and Publishing Yogyakarta
2	1994	Journalism Workshop Deppen ASEAN Journalists Association East Java
3	1997	Journalists Training Centre Deppen PWI
5	2000	Peace Journalism Writing Training, The British Council and the Institute for Press and Development Studies



5	2008	Training Analog to Digital TV Migration JICA Tokyo Japan
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❖ Overseas Duty:

YEARS	OVERSEAS DUTIES
1991	A visit to the PRC at the opening ceremony RI-PRC Relations First Flight envoy media Masa (Journalist)
2000	A visit to Malaysia at the invitation of the Ministry of Tourism Malaysia meet representatives from the mass media (journalists)
2006	Coverage ABU Robocon Contest in Kuala Lumpur Malaysia
2009	The Indonesian delegation to the meeting of the Minister of Communications and Information ASEAN Plus China in China
2013	RI delegation on Frankfurt Book Fair.

❖ Work Experience:

YEARS	WORK EXPERIENCE
1988 – 2002	Surabaya Post reporter with positions: Economics Editor, Editorial Pages, City Editor, Art Editor, Head of Research and Development
1995 – 1999	Outstanding Lecturer in Public Relations Management course IBMT Surabaya.
1996– 1997	Taught courses in Popular Science Writing Techniques in Petra.
1997–2000	Taught courses on the Program of Corporate Media Relations Secretary in 'Sentra' Surabaya
1998 – 1999	Taught courses at the Print Media Product Public Relations Program D-3 UNTAG Surabaya
2000–2002	Media consultant on SurabayaNet.com

1997 – 2002	PR consultant at the Surabaya State Electronic Polytechnic.
1997 – 2003	University Lecturer Dr. Soetomo at the Faculty of Science communicates to subjects Drafis design, advertisement, Development of Communication Technology, Public Relations Language, Language Jurnalistisk, Broardcasting Basics, Computer Applications.
2002 – 2007	Expert Staff Rector of ITS, Surabaya
2007 – 2009	Special Staff MCIT field of Communication Media
2009 -20014	Special staff Minister of Education in Communications Media
2010 – 2014	Independent commissioner of PT Balai Pustaka (Persero)
2014 - Now	Commissioner of PT Taman Wisata Candi Borobudur, Prambanan and Ratu Boko (Persero).

❖ Published Journal.

NO	YEARS	JOURNAL TITLE
1	2001	Books Finance Theory Versus Nujum
2	2002	Anatomy of Poverty Farmers that never improve
3	2003	Planning Preservation of Cultural Objects in Bappeko Surabaya
4	2004	Book of the complexity of Technology until sincerity, Muhammad Nuh, Lutfansah Mediatama
5	2004	Anthology book Rebuilding Together ITS Thought: Towards International Recognition
6	2005	Strategy and policy directions Utilization of Information and Communication Technology (Indonesia MAGIC)
7	2005	Planning books Earthquake Resistant Reinforced Concrete

		Structures
8	2006	Navigating Change PTS Java books
9	2006	Books of Architecture Research at the Department of Housing and Settlements
10	2007	Build Together with ITS: Mounting Basic
11	2007	Understanding the Mud Volcano Disaster: The Case of Sidoarjo Mud Volcano, ITS Press as editor
12	2009	Editor of several books published by the Ministry of Communications and Information Technology
13	2013-2014	Editor of several books published by Ministry of Education and Culture



## HERI PURNOMO

Position : Commissioner

Date of birth : Kudus, 27 February 1971

Address : Komplek Perumahan Jatinegara Indah Blok 1/No. 9 Cakung East Jakarta

### ❖ Formal Education:

NO	YEARS	EDUCATION
1	1977-1983	SDN Argopuro, Kudus
2	1983-1986	SMPN 1 Jekulo, Kudus
3	1986-1989	SMAN 1, Kudus
4	1989-1994	Universitas Negeri Sebelas Maret Surakarta (UNS) Economy Faculty, Management study programme
5	2004-2006	Institute of Business & Informatics of Indonesia, Post Graduate, Study Program Master of Management

### ❖ Structural Education & Non Formal :

NO	YEARS	EDUCATION
1	1997	Pre-Position Training organized by the Institute of Public Administration (LAN)
2	2001	Adum Training organized by the Ministry of Finance
3	2012.	PIM III Training organized by LAN
4	2002	Corporate Valuation Workshop "organized by Price Waterhouse Coopers in Jakarta
5	2002	"Liquidation Workshop" organized by Price Waterhouse Coopers in Jakarta
6	2006	Risk Management Workshop "organized by the Ministry BUM
7	2011	"Management Changes" workshop held by LPPM
8	2011	"Key Performance Indicator (KPI) and Work Improvement

		Organizations” organized by the Ministry of SOEs
9	2014	SOP Workshop organized by LPPM
10	2014	Workshop “Business Continuity Management”, held by Ministry of SOE, 2-3 December 2014
11	2014	Workshop “Creating Highly Effective Communicators”, held by London Business School, 22 December 2014
12	2015	“State – Owned Enterprise Account Manager Course”, held by Bank Mandiri, 2-6 March 2015
13	2015	Training “Interpretation of Performance Assessment Criteria” held by Ministry of SOE, 6 – 8 May 2015
14	2015	Audit Committee Briefing: “ROle of audit Committee in Understanding the Assurance Service of Internal Audit”, Held by LKAI, 19 May 2015

❖ **Working Experience:**

NO	YEARS	WORKING EXPERIENCE
1	1997-1998	Staff at Subdiv Planning Directorate Industrial Company, the Directorate General of State Enterprises, Ministry of Finance
2	1998-2001	Staff in the Division of Administration & Strategic Industries Limited Transportation, Bureau of Administration SOE, the Secretariat General of the Ministry of Finance
3	2001-2002	Building Construction Evaluation Section Head, Directorate Persero Industrial Estate, Construction Services & Consultants Construction, the Directorate General of State Enterprises, the Ministry of Finance.

4	2002-2006	Head of Field Service Business Planning Building Construction, deputy assistant construction Services Business Affairs, Deputy of Financial Services, Construction and Other Services
5	2006-2010	Head of Planning and Business Performance Insurance Services I, Assistant Deputy Insurance Business, Deputy Bidng Business Banking and Financial Services
6	2010-2014	Head of Services III B, Assistant Deputy Services III, Deputy for Services
7	2014	Head of Services III C, Assistant Deputy Services III, Deputy for Banking, Financial Services, Construction and other services
8	2014-Now	Head of Organization and bureaucracy Reform, Secretariat Ministry of SOEs

❖ **Non Structural Position:**

NO	YEARS	POSITION
1	2002-2010	Secretary of the Board of Commissioner of PT. Istaka Karya (Persero)
2	2007-2012	Secretary of the Board of Commissioners of PT Askrindo (Persero).
3	2013-2014	Secretary of the Board of Commissioners of the PT Bank Tabungan Negara (Persero), Tbk.
4	2012-2014	Commissioner of PT Jakarta Outer Ring Road (PT JLJ).



## **EFENDI TJENDERA**

Position : Commissioner

Date of birth : Manggar, 6 June 1978

Address : Mempaya I Mempaya Damar Bangka Belitung, East Belitung

### ❖ Formal Education :

NO	YEARS	EDUCATION
1	2013	Doctoral Program, Strategic Management until now. in Jakarta
2	2005-2007	Master, Strategic Marketing 2005 – 2007, in Jakarta
3	2001-2005	Bachelor, Computer Science Computerized Accounting in Jakarta
4	2006	Course, Small Medium Business Management in Bangkok & Thailand.
5	2006	Course, Effective Training Implementation & Management in Bangkok & Thailand
6	1996 – 1999	Bachelor in Accounting (Scholarship PPA BCA), Training Division – PT Bank Central Asia, Tbk, Jakarta

### ❖ Working experience:

NO	YEARS	WORKING EXPERIENCE
1	2014 – now	Commissioner PT TAMAN WISATA CANDI BOROBUDUR, PRAMBANAN, AND RATU BOKO
2	2011 – 2014	CEO & President Director, retailer company based in Bangka Belitung, PT ASOKA Indonesia
3	2007 – 2011	Internal Consultant for Management Development and Improvement within ASTRA Group of companies and its affiliates, PT ASTRA International Tbk (ASII)
4	2006 – 2008	Faculty Member – Entrepreneurship Subject Binus University
5	2004 – 2007	Operation Head – Entrepreneurship Center, Binus University
6	1999 – 2003	Internal Audit Division, PT Bank Central Asia Tbk (BCA)

### ❖ Organization experience:

NO	YEARS	WORKING EXPERIENCE
1	2010 – 2014	Officials - Central Representative Council – Indonesian Tionghoa Youth Association (IPTI)

2	2011 – now	Chairman – Regional Representative Council – Indonesia Retail businessman association (APRINDO), Bangka Belitung province
3	2011 – now	Chairman – Regional Representative Council – Indonesia China Business Council (ICBC), Bangka Belitung province

## **BUNTJE HARBUNANGIN**

Position : Comissioner

Date of birth :Pangkal Pinang, 30 Januari 1957

Address :

### ❖ Formal Education :

- ✓ Degree in Psychology (Drs. Psi) Faculty of Psychology Universitas Padjajaran Bandung (1983)
- ✓ SMA Negeri 2 Bandung
- ✓ SMP Santo Aloysius Bandung
- ✓ SD Santo Yusuf Bandung

1976 – 1982	Bachelor in Psychology, UNPAD
1989	Master Degree, Psychology Faculty, University Indonesia (not completed)
2003 – 2004	Philosophy Course, STF Driyarkara

### ❖ Working Experience :

1983-1987	Head of HR Relations of PT Astra Graphia / Xerok
1985-1987	Special Staff in Amanah Magazine
1988-1990	Part Time Lecturer at Faculty of Social Science and Politics, Atmajaya
1998-1990	Consultants Price Waterhouse Consultants
1990-2004	Managing Director / Partner of Asian Business Consultants (HRD Quality & Strategic Management)
2004-2006	Assistance Team State Minister for Women's Empowerment
2007-2011	Special staff Minister of Culture and Tourism
2006-2014	Member of LSF (Film Censorship Board)
2012-2013	Commissioner of PT Patra Jasa
2008-now	Commissioner of PT Taman Wisata Candi Borobudur, Prambanan and Ratu



	Boko (Persero)
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❖ Cultural Activities :

1	Author of " A Week Towards Proclamation" issued by Tirta Mas 2003
2	Book editors Tafsir Keris' by Toni Jonah published by Pandji Nusantara
3	Books Editor 'Puppet For The Word' by Hardi published by RBH
4	Semi Documentary Filmmaker "The Interpretation of Kriss"
5	Member of the Film Censorship Board (1006-present)
6	Short Film Jury 'Indonesian Film Festival' in 2008
7	Jury Documentary Film "Festival Film Indonesia" in 2009
8	Creation Competition Jury National Student Art at the Presidential Palace (2009-2010)
9	Congress Working Committee member Indonesian Culture (2008-present)
10	Children's Film Competition jury and Heroism 2009
11	Proposed Assessment Team Member Services Signs Mahaputera Star, Culture Parama Dharma and Satyalencana 2011, Kemenbudpar
12	Editor book "Interpretation of Keris" by Toni Junus 2012
13	Editor Book "Kail Is Not Enough" notes of CSR practitioners, work of Harry Nuriman 2013
14	Chairman of the Steering Festival Keris Kamardikan Hadiwidojo Award 2012
15	Coordinator of the painting exhibition "Art Energy" 2012
16	Secretary General of the Indonesian Psychological Association (ISPSI) now HIMPSI (1991-1995)

17	Assembly Member Jaya Psychological Association 2011-present
18	Participant of One Century Sudjojono Painting Exhibition in Emiten Gallery – Surabaya

## BOD PROFILE



**SAHALA P. SIAHAAN**  
Marketing & Business Development  
Director

**RETNO HARDIASIWI W.**  
Operational Director

**LAILLY PRIHATININGTYAS**  
President Director

**PURWANTO**  
Financial & Human Resource  
Director



## LAILLY PRIHATININGTYAS

Position : President Director

Date of birth : Jombang, 22 December 1985

➤ Formal Education :

YEARS	FORMAL EDUCATION
2010-2011	Universitas Tillburg di Tillburg Belanda MSc of Accounting Tillburg School of Economic and Management Graduate With Distination
2007-2009	Economy Faculty Majoring in Accountant CGPA 3.33/4 in Universitas Indonesia, Jakarta
2003-2006	Diploma III IPK 3.42/4 From Sekolah Tinggi Akuntansi Negara (STAN) Tangerang
2000-2003	SMUN II Jombang East Java

➤ Training, Courses, Seminar, and Publication:

NO	YEARS	TRAINING
1	2011	November 2011 Trainig from Ministry of SOEs: Holding in Jakarta Consulting Group
2	2011	Symposium EURO Asset Asset Economics and Econometrics at the University Tillburg Netherlands
3	2009	Training in the Ministry of Corporate Governance of SOEs
4	2009	Training of Professional Writing Key Speakers
5	2009	ESQ ESQ 165 Basic Training Tower
6	2007	Training Ministry of Finance
7	2013	Deepening Financial Markets Indonesia: The Role

		Contributions SOE Indonesia
8	2012	Executive Remuneration state banks: Pay for Performance, Executive Remuneration for Banking SOE's: Pay for Performance. Journal of Research and Information Vol III
9	2009	Thesis Degree, Influence Financial Decisions on the value of the Company: An Empirical Study on companies listed on the Indonesia Stock Exchange 2007. Financial Sector Study
10	2011	Thesis Master, Hedge Accounting Disclosure under IAS 39 and IFRS 7: An analysis of hedge accounting policy disclosure in the Netherland's listed firms
11	2006	Final Degree Diploma, Effect of Composition Revenue in the Implementation of Strategic Planning in the City of Jombang, Division of Local Government Financial Management Study

➤ Personal Skills & Competencies

✓ Organizational Skills and Competency:

- Chief Financial IMAJJ (Union of Students Jombang in Jakarta), 2006
- Football Club Secretary STAN 2005
- Data Collection Division Member STAN Yearbook 2005
- Chairman of Data Collection Division STAN Yearbook 2006

✓ Artistic Skills and Competency:

- Digital Photography and Imaging Photos
- Computer, MS Office (including Access and Visio), software like SPSS Statistics (AMOS for SEM) and Digital Imaging Processor Minitab Inc., Adobe Photoshop and Adobe Lightroom.
- Interpersonal: Open Thinking, Motivation, Hard Worker, Confident and Worker Team.

✓ Others

➤ Scholarships :

- Study in Netherlands (Studned) 2010 Scholarship Program for Graduate Program in the Netherlands given by the Dutch Government through the Nuffic-Neso.

- STAN Scholarship for the Diploma Programme under the Ministry of Finance is given by the Ministry of Finance.

➤ Language Competencies :

- Bahasa Indonesia (Native)
- EnglishLanguage IELTS 7.0 (2009) ITP TOEFL 603 (2009)



## SAHALA PARLINDUNGAN SIAHAAN

<b>PERSONAL DETAILS</b>	
Name	SAHALA PARLINDUNGAN SIAHAAN
Nick Name	RICKY
Date Of Birth	1 <sup>st</sup> September 1958
Sex	Male
Address	Residence 8 Tower 3 Unit 18 A2 Jl. Senopati no 8 Jakarta Selatan – Indonesia
Telephone	Residence (021) 688 000 58
	Hp : 0816 880 547
Email address	<a href="mailto:srickysahala@ymail.org">srickysahala@ymail.org</a> ; <a href="mailto:rickysps@gmail.com">rickysps@gmail.com</a>
<b>QUALIFICATION</b>	
Primary School	1965 – 1970 (SD ST. ANTONIUS, Medan)
Junior School	1971 – 1973 (SMP III, Medan)
Senior School	1974 – 1976 (SMA V, Medan)
University Degree	1977 – 1983 Doktorandus (Drs) /SarjanaEkonomi (SE) in Economic Development Faculty of Economic, North Sumatra University (USU) Medan
Post Graduate Degree	1990 – 1992 Post Graduate Diploma in Business (PG Dipl Bus) Majoring in Marketing Curtin University of Technology, Perth – Western Australia
Thesis	“Marketing Strategy for Sharlea Wool Top”
Master Degree	1992 – 1993 Master of Business (MBus) program majoring in International Management Curtin University of Technology, Perth – Western Australia
Thesis	“Parameters of Development Successful Joint Venture Between Two Organization of Diverse Cultural Background: A Case of Indonesia – Australia
Doctoral Program	1993 – 1996 Ph.D Program Majoring in International Business – School of Business Curtin University of Technology, Perth – Western Australia

Thesis	“Cross Cultural Negotiation in Development Joint Ventures in Indonesia”
<b>AWARDS</b>	
18 <sup>th</sup> Desember 1992	Excellent Student of the Year 1992, Curtin Business School, Curtin University of Technology, Perth – Western Australia
23 <sup>rd</sup> Agustus 1990	Excellent Student of the Year 1990, Curtin Business School, Curtin University of Technology, Perth – Western Australia
<b>SCHOLARSHIP</b>	
1990 – 1995	Scholarship from Australia International Development Bureau (AIDAB) for Studying Postgraduate and Doctoral Program in Australia
<b>AUTHOR OF</b>	
<ol style="list-style-type: none"> <li>1. “The Parameters of Creating a Successful Indonesia – Western Joint Venture Negotiation “. Curtin University of Technology – Perth, Western Australia</li> <li>2. “Managing Business Training for Successful International Sales”. Curtin University of Technology – Perth, Western Australia</li> <li>3. “Minor Stakeholder Are Capable fo Exhibiting Disproportionate”. Curtin University of Technology – Perth, Western Australia</li> <li>4. “Government Move To Cohesion Competency and Competitiveness The Question of Critical Mass and Expected Level of Service’. Curtin University of Technology – Perth, Western Australia</li> <li>5. “The Case Study of Hewlett Packard Company”. Curtin University of Technology – Perth, Western Australia</li> <li>6. “The Case Study of Quantas Airways Limited”. Curtin University of Technology – Perth, Western Australia</li> <li>7. “Managing Cultural Change in The Post Industrial Society”. Curtin University of Technology – Perth, Western Australia</li> <li>8. “The Case Study of Coolidge Bank and Trust Company”. Curtin University of Technology – Perth, Western Australia</li> </ol>	
<b>INTEREST</b>	
Golf, Painting, and Reading	

<b>ORGANISATION ACTIVITIES</b>	
2012	Vice Chairman of Indonesia Pulp and Paper Association (APKI)
2013 – present	Founder and Secretary General of “BUMN Executive Club” (BEC)
2012 – present	Board of Foundation of INDONESIA QUALITY AWARD FOUNDATION (IQAF)
2006 – 2012	Founder and Chairman of INDONESIA QUALITY AWARD FOUNDATION (IQAF)
2006 – 2009	Committee Member of NIAGA GOLF CLUB (NGC), Department of Commerce RI
2000 – 2005	Secretary General of Indonesia Fertilizer Exporter & Importer Association (ASOSIASI EKPORTIR DAN IMPORTIR PUPUK INDONESIA)
1997 – 2001	Secretary General of “NPK – Golf & Tennis Club”
<b>WORKING EXPERIENCES</b>	
2010 – 2012	Director at PT. KERTAS LECES (Persero)
2008 – 2010	Vice Rector at PRESIDENT UNIVERSITY
2005 – 2010	Advisor at PT. LIPPO KARAWACI Tbk
2003 – 2010	Commissioner at PT. KERTAS LECES
2004 – nov 2006	President Commissioner at PT. TRIARTHA INDOPARMA
2002 – sept 2003	Director at PARNA RAYA HOLDING COMPANY (Industry, Shipping, Land Transportation and Trading) Jakarta
2000 – 2002	Vice President Director at PARNA RAYA GROUP (Industry, Shipping, Land Transportation and Trading) Jakarta
1996 – 2000	Director of Operation and Marketing PT. PARNA RAYA (Industry, Shipping, Land Transportation and Trading) Jakarta
1996 – 1998	Assistant to President Director at PT. KaltimPrana Industry (KPI) – Ammonia Industry



1991 – 1996	Lecturer at RossmoyneTAFE Centre. Western Australia
1984 – 1987	Staff of Inspectorate (Internal Control Unit), PT IPTN (Nusantara Aircraft Industry)
1984 – 1987	Staff of Inspectorate (Internal Control Unit) PT PINDAD

## **REFERENCES**

### **A. AUSTRALIA**

1. Prof. DR. John Milton Smith, School of Business and Management, Curtin University of Technology, Perth – western Australia
2. Prof. DR. Mark A Patton, School of Business and Management, Curtin University of Technology, Perth – western Australia

### **B. UNITED STATES OF AMERICA**

1. Prof. DR. John L Graham, University of California, Irvine – United States Of America

## **PURWANTO**

1. Full Name : P U R W A N T O
2. Nick Name : P U R W A N T O
3. Date of birth : Sidoarjo, 23 March 1960
4. Religion : Islam
5. Home Address : Perumahan Bona Sarana Indah Blok T-17  
Rt 03/07 Cikokol, Tangerang 15117,Banten
6. Office Address :PT Taman Wisata Candi Borobudur, Prambanan &  
Ratu Boko(Persero)  
Jl. Yogya – Solo Km.16 Prambanan Yogyakarta

### ❖ Formal Education :

NO	YEARS	
1	1972	SDN Perring
2	1975	SMP Mojopahit I Jetis
3	1979	SMPP Negeri Mojokerto
4	1984	Study Pembangunan UT (Selesai 110 SKS/ not completed)
6	2003	MM SDM STIE IPWIJA

### ❖ Working Experiences :

- November 2013 till now Director of Finance and Human Resources PT TWC BP & RB
- March 2013 s.d September 2013 Task Executor for Inspectorat Ministry of SOEs
- March 2012 until November Head of General Affairs and Public Relations of the Secretariat of the Ministry of SOEs
- October 2010 till March 2012 Head of Human Resources, Bureau of Human Resources and Planning of the Ministry of SOEs
- February 2006 s, d October 2010 Head of the Legal Department, Legal and Public Relations KBUMN
- January 1993 till February 2006 Echelon IV At the Ministry of Finance and Ministry of SOEs
- December 1979 till December 1992 Implementation In Persero Directorate and state Department of Finance
- Commissioner of PT PNM (Persero) (April 2010 till November 2013), Commissioner of PT Primisima (Persero) (July 2007 till March 2012), the Secretary Dekom TASPEN PT (Persero) (January 2002 till April 2011), Staff Sek. Dekom PT TASPEN (1997 till 2001), Staff Sek Dekom PT Unindo and PT citizen (1985 till 1991)
- Members of official teams, Tim Price Estimator Transfer of Assets Some SOEs, Team Establishment and Transformation of SOEs / Subsidiary in the Ministry of Finance and the Ministry of State Enterprises (1998 - present)

❖ Attended training programs

NO	YEARS	REMARKS
1	2005	Shortcourse: Implementation Merger and Acquisition (Hongkong), PKP-HR Project, Ministry of SOEs
2	2004	Shortcourse Capital Markets (London), PT TASPEN cooperation with PKP Project -SDM Ministry of SOEs.
3	2003	Shortcousce Business Development (Bangkok) Project PKP-HR
4	2003	Ministry BUMNShortcousceGCG (Kuala Lumpur) 2003 PKP-HR Project Ministry of SOEs
5	2003	Shortcousce Privatization (Melbuerne), PKP-HR Project Ministry of SOEs.
6	2002	Project Leader Training IRB Treasury Department.
7	1997	Management Skills Training, IRB Ministry of Finance
8	1995	Exam Training Department of the Ministry of Finance III IRB
9	1993	Training Financial Analyst 3 DG PBUMN-MUI
10	1984	Computer Technical Training I Paik Ministry of Finance



## **RETNO HARDIASIWI W**

Position : Operational Director  
Date of birth : Yogyakarta, 20 Februari 1963  
Religion : Islam  
Address : Jl Wiratama No 30 Yogyakarta

### ❖ Formal Education :

- ✓ Bachelor in Economy (SE) Economy Faculty, Universitas Islam Indonesia Yogyakarta (1987)
- ✓ Bachelor in Agronomy (Ir) Agriculture Faculty Universitas "Veteran" Yogyakarta (1988)

### ❖ 18 years of career in PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko as :

- ✓ Head of Planning & Development Division
- ✓ Head of Unit Prambanan
- ✓ Head of Unit Borobudur
- ✓ Head of Unit Ratu Boko
- ✓ Expert Staff Director of Administration & Finance
- ✓ Director General & Personnel
- ✓ Director of Operations

### ❖ Attended training program in Universitas Gadjah Mada:

- ✓ Marketing Strategy
- ✓ Training Methodology
- ✓ Taxation
- ✓ EIA
- ✓ PR
- ✓ Executive Leadership
- ✓ Leadership & Personal Development

# LEADERSHIP ELEMENTS PROFILE



# LEADERSHIP ELEMENT PROFILE

Name : Achmad Muchlis  
 Npp : 163910118  
 Place of Birth : Jepara  
 Date of Birth : 04/07/1963  
 Gender : Male  
 Blood Type : A  
 Religion : Islam  
 Permanent Employee Since : 01/01/1992  
 Entry Class : III/A  
 Marital Status : Married  
 Address : Perum Puri Domas Wedomartani Baru B20 Ngemplak Sleman Yogyakarta.

## I. FORMAL EDUCATION

No	LEVEL	SCHOOL / UNIVERSITIES	COMPLETE YEARS	REMARK
1.	Elementary School	Sdn 2 Pengkol Jepara	1976	Graduated
2.	Junior High School	Smpn 1 Jepara	1980	Graduated
3.	Senior High School	Sman Jepara	1983	Graduated
4.	Bachelor in Economics & Development Study	Universitas Tidar Magelang	13/06/1989	Graduated
5.	Master	Uii Yogya, Magister Management: Financial Management	22/09/2000	Graduated

## II. NON FORMAL EDUCATION

No	COURSE / TRAINING	INSTITUTION	DATE	REMARK
1.	Basic Computer Training	Bathara Edu Centre Jepara	12/1/1989	-
2.	Introduction To Computer	Bathara Edu Centre Jepara	24/10/1988	
3.	Data Base III Plus	Bathara Education Jepara	24/12/1988	
4.	Computer Training Seminar Sim Parpostel	Indosat	1/12/1990	-
5.	Deepening the course of Marketing Management & Application	Twcp&Rb	25/06/1991	-
6.	Marketing Strategy Course	Twcp&Rb	11/11/1991	-
7.	Integrated Quality Training / QCC	Department of Manpower	04/11/1991	-



8.	Computer Training Course	Lpmk Prospek	16/10/1991	Terampil D.Base Level 1
9.	Leadership Training	Twc Bp&Rb	30/05/1992	-
10.	Research Methodology Course	Twc Bp&Rb	06/01/1993	-
11.	Upgrading Operational Audit	Ministry of Finance	29/05/1993	-
12.	Computer Security Seminar	Bakotan	07/09/1993	-
13.	Banquet And Table Manner Course	Ambarukmo Hotel	09/05/1994	-
14.	Accounting Course	Twc Bp&Rb	16/07/1994	-
15.	Knowledge and Investigations training of Internal Control Unit Officer	Bplp Finance & Development	15/09/1994	-
16.	Workshop Applications And Tax Implications 1994 Uu And Special Investigation On Lingk.Bumd	Communication Forum Spi SEO / Regional Region Jateng Diy	10/04/1995	
17.	Training Leadership & Personal Development Officer	Twc Bp&Rb	27/08/1996	-
18.	National Seminar on "The Role & Readiness Countries in Facing Globalization& Markets Free Trade "	Fe Ugm Dengan Dpd Rei Diy	20/09/1997	
19.	Coordination of the Training & Informatics Forum Parpostel	Resource Development & Technology Telecommunication Board	26/02/1998	-
20.	National Seminar Ramayana & Pekeliran Solid: Transforming Development & future Dlm Java Culture & Education	Fbps Ikip Yogya	21/02/1998	-
21.	Security Perspectives Seminar & Peace	UGM Center of Security & Pacification Study	07/12/1996	-
22.	Capturing Business Opportunities in Indonesia After CrisisSeminar	Magister Manajemen Uii	19/04/1999	-
23.	Seminar on Role of Professionals Toward the second Millenium	Politeknik Api	06/03/1999	-
24.	Panel discussion "The Role of Professionals in Entering the third millennium"	Politeknik Api	06/03/1999	-
25.	Repositioning & Restructuring Seminar Soes Facing Autonomy	Lpp Yogya	02/02/2000	-
26.	Taxation Seminar "Implementation of Taxation &	Pt Pln Jakarta	05/04/2001	-

	Revenue Revenue Levies Relating to the Implementation of Regional Autonomy For SOE& BUMD			
27.	Training Empowerment Towards Revitalization Team Performance Performance	School Of Management & Pr	13/04/2002	-
28.	The role of the State Preparedness Seminar & Dlm Facing Globalization and Free Trade	Faculty of Economy UGM	20/09/2007	-
29.	Workshop Pengembangan And Balance Scorecard Performance Measurement Methods	Bpkp Prov.Diy	06/07/2002	-
30.	Image & Reputation Enhancement Training Services	Jttc Ugm	14/04/2009	-
31.	Motivation training	Twc Bp&Rb	17/06/2009	-
32.	Workshop Soes PR Crisis Management Forum "How to Change Crisis to Opportunity For the Company"	SOE Public Relations& Halma Strategic Forum	2/11/2012	-

### III. POSITION HISTORY

No	Title	Decree Number	Effective Date	Unit
1	Head of Operations & Marketing Division	Spk No.1707/Kp.2016/Kp.1090 Tgl 15/10/1990	15/10/1990	Headquarter
2	Acting head ofPlanning, Research, Development Division			Headquarter
3	Head of Divisiton Data &Information: Research	Sk Dirut 764/Kp.2020/Kp.0391 Tgl 30/03/1991	1 April 1991	Headquarter
4	Head of Marketing	Sk Dirut. No.2799/Kp.509/Kp.1191 Tgl 29/11/1991	01/12/1991	Borobudur
5	Ad Interim Head for Internal Control Unit			
6	Ad Interim Head for Financial	Sk Dirut 1786/Kp.506/Xii/1993 Tgl 28/12/1993	28/12/1993	Headquarter
7	Acting Head of Planning, Research, Development Division	Sk. Dirut No.09/Kp.506/Dir- 96 Tgl 10/01/1996	01/05/1997	Headquarter
8	Head of Financial	Sk Direksi No. Sk.53/Kp.506/Dir-2000	01/09/2000	Headquarter

		Tgl 28/08/2000		
9	Head Official of Borobudur Unit	Sk Direksi No..89/Kp.503/Dir-02 Tgl 27/12/2002	27/12/2002	Unit Borobudur
10	Ad Interim Head of Internal Control unit	Sk Direksi No Sk.26/Kp.503/Dir-04 Tgl 25/05/2004	25/05/2004	Headquarter
11	Expert Staff for Directors			
12	Acting Director Bhiva Tour & Travel	Isntruksi Direksi Ins.11/Kp.204/Dir-09 Tgl 10/07/2009	01/07/2009	Bhiva
13	Director of Bhiva Tour & Travel	Sk Direksi No Sk.119/Kp.503/Dir-2009 Tgl 29/10/2009	2/11/2009	Bhiva
14	Company Secretary	Sk Direksi No.125/Kp.503/Dir-2012 Tgl 11/07/2012	15/07/2012	Headquarter
15	Head of Internal Control unit	Sk Direksi No.48/Kp.506/Dir-2014 Tgl 18 Sept 2014	01/10/2014	Headquarter



Name : Pujo Suwarno  
 Npp : 166910122  
 Date of Birth : Ponorogo  
 Place of birth : 17/05/1966  
 Gender : Male  
 Blood Type : O  
 Religion : Islam  
 Employee Since : 01/01/1992  
 Class : III A  
 Marital Status : Married  
 Address : Pemukti Baru Rt. 13/04, Tlogo, Prambanan, Klaten

### I. FORMAL EDUCATION BACKGROUND

No	LEVEL	SCHOOL / UNIVERSITIES	COMPLETE YEARS	REMARK
1.	Elementary	Sdn Doho Ponorogo	1979	Graduated
2.	Junior High	Smpn 2 Ponorogo	1982	Graduated
3.	Senior High	Sman 5 Surakarta	1985	Graduated
4.	Bachelor	University of Jendral Soedirman, Faculty of Law, civil law	1990	Graduated
5.	Master	Upn Veteran Yogya - MM, Majoring in Marketing	2012	Graduated

### II. NON FORMAL EDUCATION BACKGROUND

No	COURSE / TRAINING	INSTITUTION	DATE	REMARK
1.	Multi Bintang Reveal the Management Culture	Pt Multi Bintang & Harian Berita Nasional	18/05/1991	
2.	Marketing Strategy Course	Twcbp&Rb	14/08/1991-4/09/1991	
3.	GKM Training	Depnaker Ri	04/11/1991	
4.	Seminar Japanese Tourist	Asean Promotion Trade, Investment & Tourism	26-27/10/1992	
5.	Research Methodology Course	Twcbp&Rb	14/09 - 20/11/1992	
6.	Banquete & Table Manner Course	Ambarukmo Hotel	09/04/1994	
7.	Training Leadership and Personal Development	Twcb P&Rb	26/05/1996	
8.	Management Of Historical Parks Course	Seameo Regional Center, Thailand	09/06/1997	
9.	Workshop Sp 1 <sup>st</sup> Batch	Cis	28/09/2001	
10.	Seminar on Corruption Eradication	Icw	28/06/2001	

11.	Supervisory Training	Dinakertrans	24/09/2001	
12.	Motivation Training	Twcbp &Rb	17/06/2009	
13.	3d Lasser Application Workshop Digital Scanner Photogrametri For Mapping & Documentation	Balai Konservasi Peninggalan Borobudur	02/012/02009	
14.	Local Human Resources socialization In Cultural reserve	Departemen Kebudayaan & Pariwisata Dirjen Pengembangan Destinasi Pariwisata	12/2009	
15.	musketry	Ikatan Alumni Mahadipa Yon 904/Kalayuda	22/04/2011	Mako Brigif 2 Marinir Cilandak Jakarta
16.	Integrated Marketing Communication	Upn Veteran	18/06/2011	
17.	Seminar 50 Th Prambanan Ramayana Ballet	Twcbp &Rb	16/09/2011	
18.	Reinventing The HR Business Model	Asia Hrd Congress 2013	12-13 Juni 2013	The Ritz-Carlton Jakarta

### III. CLASS OF CIVIL SERVANT HISTORY

No	Class	Decree Number	Effective Date	Unit
1.	III/Ap	Sk Dirut No 1503/Kp.2020/0691 Tgl 27 Juni 1991	01/07/1991	
2.	III /A	Sk Dirut No 3033/Kp.2019/Kp.1291 Tgl 31 Des 1991	01/01/1992	
3.	III /B	Sk Dirut No 38/ Kp.502/Dir-95 Tgl 30 Juni 1995	01/07/1995	
4.	III /C	Sk Dirut No. 09/ Kp.502/Dir-2000 Tgl 25 Februari 2000	01/01/2000	
5.	III / D	Sk Dirut No 11/ Kp-502/Dir-2004 Tgl 5 Maret 2004	01/01/2004	
6.	IV/ A	Sk. Dirut Sk No.16/Kp.502/ Dir-2008 Tgl 29 Februari 2008	01/01/2008	

### IV. POSITIONHISTORY

No	TITLE	Decree Number	Effective Date	Unit
1.	Sub Division Headof Production Management	1503/Kp.2020/ Kp.0691 Tgl 27 Juni 1991	1 Juli 1991	Headquarter
2.	Acting Head of Production & Marketing			Headquarter
3.	ActingDeputy Head of Borobudur Operations Unit	Sk Dir. 1078/Kp.506/Viii/ 1993 30 Juli 1993	1/08/1993	Unit Borobudur

4.	Ad interim deputy head of Borobudur Unit	Sk Dir. 1713/Kp.503/Xi/1994 Tgl 29 November 1994	5/12/1994	Unit Borobudur
5.	Head Division of Law & Land Dispute	Sk Dir. 09/Kp.506/Dir-96 Tgl 10 Jan 1996	15/01/1996	Headquarter
6.	Head of Services	Sk Dir. 42/Kp.506/Dir-1998 Tgl 11 Sept 1998	15/09/1998	Ujt
7.	President Director Staff	Sk Dir. 26/Kp.503/Dir-2001	01/06/2001	Headquarter
8.	Deputy Head of Borobudur Operational Unit	Sk. Dir 89/Kp.503/Dir-2002	27/12/2002	Unit Borobudur
9.	Head of Borobudur unit	Sk. Dir 26/Kp.503/Dir-2009	02/02/2009	Unit Borobudur
10.	head of research and development center	Sk Direksi No 125/Kp.503/Dir-2012	15/07/2012	Headquarter
11.	Company Secretary	Sk Direksi No 48/Kp.506/Dir-2014 Tgl 18 Sept 2014	01/10/2014	Headquarter



Name : Sriyanto  
 Npp : 459810023  
 Date of Birth :Klaten  
 Place of Birth : 05/07/1959  
 Gender : Pria  
 Blood Type : A  
 Religion : Islam  
 Employee Since : 01/12/1981  
 Marrital Status : Married  
 Address :Pemukti Baru, Rt. 12/04, Tlogo, Prambanan, Klaten

### I. FORMAL EDUCATION BACKGROUND

No	LEVEL	SCHOOL / UNIVERSITIES	COMPLETE YEARS	REMARK
1.	Elementary	Sdn Prambanan	1971	Graduated
2.	Junior High	Smep Prambanan	1974	Graduated
3.	Senior High	Smean Gondang Winangun	1977	Graduated
4.	Diploma	Accountant Academy Yogyakarta	1981	Graduated
5.	Bachelor Degree	STIE Yogyakarta Majoring: Economy Accountancy	2002	Graduated
6.	Accountant Profession	Accountancy Profession Education UTY	2008	Graduated, Endorsement Certificate of Accounting Profession Ministry of Finance RI No. Ap.2.964

### II. NON FORMAL EDUCATION BACKGROUND

No	COURSE / TRAINING	INSTITUTION	DATE	REMARK
1.	Office Administration course	Departemen Perhubungan	13/05/1983	
2.	Basic Training on Park Management	Twcbp &Rb	28/07/1984	
3.	Upgrading of Basic Examination	Stan	10/01/1986	
4.	Workshop on Preparation Examination Tax Bookkeeping Practice	Cipta Karya Guna	08/03/1989	
5.	Computer Accounting Training	Prospect	20/11/1991	
6.	Taxation training	Magistra	14/09/1993	
7.	Computer Analyst courses	Computec	05/03/1994	

8.	Counseling on K3 Candidate Experts	Local Government of DIY&Department of Manpower	31/05/2002	
9.	Training on Team Performance Empowerment Towards Performance Revitalization	School Of Management & Pr	13/04/2002	
10.	Advanced Internal Audit Training I	Foundation of Internal Audit Education	13/07/2003	
11.	"How Other People Can Trust You" Communication training	Abisatya Paramitra	03/07/2004	
12.	Esq Leadership Training	Esq Leadership Center	10/11/2007	
13.	Image & Reputation Enhancement Training Services	Jttc Ugm	14/04/2009	
14.	Motivation Seminar	Twcbp &Rb	17/06/2009	
15.	Internal Audit Training ISO 9001: 2008 ISO 9001:2008	Succofindo Sprint Consultant	30/11-1/12/011	
16.	Advanced Internal Audit II	Ypia	27/04/2012	
17.	Presentation of Financial Statements CSR - Sak Etap	Iai/ Fkspi	21-23/11/2012	
18.	Seminar "Bad Debt Settlement In State-Owned Enterprise In Context of State and Region Receivable Bill"	Bumn Track & The Indonesia Economic Intelligence	10/10/2012	Hotel Sari Pan Pacific, Jakarta
19.	Main seminar "The Role of the Internal Auditor to Strengthen Accountability"	Asosiasi Auditor Internal	09/10/2013	Yogyakarta
20.	Making SOP of Deviated Business transaction delay or Detrimental to SOE in Accordance to regulations-19/Mbu/2012	Psik Group	11/05/2013	Hotel Hyatt Regency Bandung
21.	Role of the Internal Auditor to Strengthen Accountability; Increased Role of Corporate Governance in the Context of Corporate Performance	Internal Auditor Association	09/10/2013	Yogyakarta
22.	Making SOP of Deviated Business Transaction Delay or Detrimental to SOE in Accordance to regulations - 19/Mbu/2012	Center of Study of investment & Financial	11/05/2013	Hotel Hyatt Regency Bandung

### III. POSITION HISTORY

<b>No</b>	<b>TITLE</b>	<b>Decree Number</b>	<b>Effective Date</b>	<b>Unit</b>
1.	Book holder	Letter of Appointment	1982	Headquarter
2.	Cash Holder	Letter of Appointment	1984	Headquarter
3.	Cash Sub Division	Sk No.196/20/0183	1989	Headquarter
4.	Head of Facility	Sk.223/Kp.503/Kp.0290/Dir-1990	19/02/1990	Headquarter
5.	Financial Head of Theater Unit	Sk.3025/Kp.502/1290	31/12/1990	Unit Teapen
6.	Head of Sub. Div. Research & Development	Sk.715/Kp.506/Vi/1994	06/06/1994	Kantor Pusat
7.	Services Unit Secretary	Sk.1781/Kp.503/Xii/1994	16/12/1994	Ujt
8.	Services unit Deputy Head	Instruksi Dirut No. Inst.20/Kp.509/Dir-96	28/06/1996	Uaj
9.	Deputy head of Prambanan Unit	Sk.25/Kp.503/Dir-2001	01/06/2001	Unit Prambanan
10.	Financial Chief Superintendant of Internal Control Unit	Sk.90/Kp.506/Dir-2002	27/12/2002	Kantor Pusat
11.	Head of Unit Ratu Boko	Sk.26/Kp.503/Dir-2004	25/05/2004	Unit Ratu Boko
12.	Head of Unit Theater & Performance	Sk.120/Kp.506/Dir-2009	02/11/2009	Unit Teapen
13.	Head of Research & Development Center	Sk No.04/Kp.503/Dir-2012 Tgl 18/01/2012	01/02/2012	Headquarter
14.	Ad interim Company Secretary	Instruksi Direksi No: Ins.11/Kp.204/Dir-2012 Tgl : 31/05/2012	1/06/2012	Headquarter
15.	Head of Internal Control unit	Sk Direksi No 125/Kp.503/Dir-2012 Tgl 11/07/2012	15/07/2012	Headquarter
16.	Head of HRD	SK.48/KP.506/DIR-2014 TGL 18 SEPT 2014	01/10/2014	Headquarter



## AUDITOR PROFILE



**MULYADI**  
Auditor

**HERI PURNOMO**  
Auditor

**BAMBANG SARJANA**  
Auditor

# AUDITING COMMITTEE PROFILE

## **BAMBANG SARJANA**

Date of Birth : Klaten, 14 Juli 1956

Address : Jl. Gamelan 26 Panembahan Kraton Yogyakarta

### ❖ Education

- ✓ Diploma 4 Accounting
- ✓ S1 Bachelor in Accounting
- ✓ S2 Magister Manajemen (Finance)

### ❖ Work Experience

- ✓ Auditor in BPKP ± 30 Years
- ✓ Fungsional officials as Ahli Madya Auditor
- ✓ Struktural Officials as Representative Head (eselon IIA)
- ✓ Pension from BPKP per 1 Agustus 2013
- ✓ Currently working as Member of Auditing Committee in PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko (Persero)

## **MULYADI**

Date of Birth : Wonogiri, 22 April 1947

Address : Taman Bougenville Estate Blok D IV No. 1 Jl. Caman Jatibening, Bekasi

### ❖ Formal Education

- ✓ 1983 : Master of Science in Management and Administrative Science, The University of Texas at Dallas USA
- ✓ 1971 : Economy Faculty Majoring in Accounting Universitas Gadjah Mada
- ✓ 1969 : Bachelor in Economy majoring in accounting Universitas Gadjah Mada

### ❖ Professional Education

- ✓ 2010 : Certified Public Accountant (CPA)
- ✓ 2008 : Qualified Internal Auditor (QIA)

### ❖ Work Experience

- ✓ Lecturer in Economy & Business Faculty Universitas Gadjah Mada
- ✓ Lecturer Accounting Magister Universitas Gadjah Mada
- ✓ Lecturer Hospital Magister Universitas Gadjah Mada
- ✓ Partner Public Accountant Office S Mannan, Ardiansyah and Partners, Jakarta
- ✓ Member of Auditing Committee PT Darma Henwa, Tbk Jakarta
- ✓ Member of Auditing Committee PT Bumi Resources, Tbk Jakarta
- ✓ Member of Auditing Committee PT Bank Windu Kentjana, Tbk Jakarta

- ✓ Member of Auditing Committee PT TWC Borobudur, Prambanan & Ratu Boko
- ✓ Main Commissioner PT Primissima (Persero) Sleman Jogjakarta
- ✓ Assistant Director Inter-University, Universitas Gadjah Mada
- ✓ Director of STIE YKPN Jogjakarta

❖ Position in Professional Organization

- ✓ Consultant for Professional Standards Board, Indonesian Institute of Certified Public Accountants to adopt International Standards on Auditing and the International Federation of Accountants
- ✓ Board Member Qualified Internal Auditor Certification Indonesia Jakarta
- ✓ Chairman of the Board of Management Accountants Professional Development Jakarta
- ✓ Work Team Members for Standard Competence Management Accountants Jakarta
- ✓ Consultative Council Members for Public Accountant Professional Standards Jakarta
- ✓ Drafting Team Members for Government Auditing Standards Board
- ✓ Audit (BPK) Jakarta
- ✓ Drafting Team Member for Management Accounting Statement of Indonesian Institute of Accountants Jakarta
- ✓ Vice Chairman of the Professional Standards Committee of Public Accountants Institute of Accountants Indonesia Jakarta
- ✓ Accountant Examination Committee member Norma Indonesian Institute of Accountants Jakarta

❖ Working Experience

- ✓ Implementation Balanced Scorecard-Based Strategic Management System in Public Company Air Navigation Indonesia, Jakarta
- ✓ Implementation Balanced Scorecard-Based Strategic Management System in Nuclear Energy Supervisory Board, Jakarta
- ✓ Implementation Balanced Scorecard-Based Strategic Management System in National Standardization Board, Jakarta
- ✓ Implementation Balanced Scorecard-Based Strategic Management System in PT Pertamina Processing Unit V Balikpapan
- ✓ Implementation Balanced Scorecard-Based Integrated Performance Management System in Astra Motor Honda Motor, Jakarta
- ✓ Implementation Balanced Scorecard-Based Integrated Performance Management System in Heart and Blood Vessels Harapan Kita Hospital, Jakarta
- ✓ Implementation Balanced Scorecard-Based Total Business Planning System in Family Planning Coordinating Board (BKKBN)
- ✓ Implementation Balanced Scorecard in Telkomsel Cooperative, Jakarta
- ✓ Implementation Balanced Scorecard in PT Tripolyta, Jakarta
- ✓ Consultant for Internal Auditing Function at PT Telkomsel, Jakarta
- ✓ Training for COSO Internal Control PT Telkom, Bandung Headquarter
- ✓ Designing and Implementing fixed assets accounting system, PT (Persero) Petrokimia, Gresik
- ✓ Training for Activity-Based System PT (Persero) PLN P3B
- ✓ Training for EVA (Economic Value Added) PT (Persero) Pertamina



- ✓ Training for Modern Budgeting PT (persero) Pertamina
- ✓ Implementation Balanced Scorecard PT (Persero) PLN for Jaya dan Tangerang Jakarta Distribution
- ✓ Implementation Balanced Scorecard PT (Persero) Pos Indonesia Bandung
- ✓ Implementation Balanced Scorecard Garuda Aviation Training Jakarta
- ✓ Implementation Balanced Scorecard Center of Research and Development, Oil & Gas Cepu
- ✓ Implementation Balanced Scorecard PT Masima (Radio Business Group) Jakarta
- ✓ Consultant Group G (Formulating Mission, Vision and Management Control System) Restructuring PT (Persero) Pertamina
- ✓ Implementation Balanced Scorecard Haji Hospital Jakarta
- ✓ Implementation Activity Based Cost System PT (Persero) Seaport Indonesia III Surabaya
- ✓ Training Balanced Scorecard PT (Persero) Telkom Divre I Sumatera
- ✓ Training Balanced Scorecard Integrated Performance Measurement System PT (Persero) Telkom Divre I Sumatera
- ✓ Implementation Balanced Scorecard PT (PPersero) Tin Group Pangkal Pinang Bangka
- ✓ Design and Implementation Cross Functional Organization Merpati Training Centre Jakarta
- ✓ Design and Implementation Cross Functional Organization PT (Persero) Seaport Indonesia I Medan
- ✓ Design and Implementation Activity Based Cost System PT Timah Industri Pangkal Pinang Bangka
- ✓ Implementation Activity Based Cost System PT Timah Industri Pangkal Pinang
- ✓ Design and Implementation Activity Based Cost System Terminal Division PT (Persero) Inti Bandung
- ✓ Implementation TQM in Processing Higher Education STIE YKPN Yogyakarta
- ✓ Design and Implementation Accounting System at PT (Persero) Aneka Tambanag Jakarta
- ✓ Design Accounting System at PT (Persero) Kertas Kraft Aceh Lokseumawe Aceh
- ✓ Design Accounting System at PT (Persero) Aneka Gas Industri (Industry Gas Company) Jakarta
- ✓ Design Accounting System at PT Sarihusada Yogyakarta
- ✓ Design Accounting System at PT Pabrik Gula Yogyakarta
- ✓ Design Accounting System at Perum Peruri Jakarta
- ✓ Financial Audit PT Pabrik-pabrik Gula Madubaru Yogyakarta
- ✓ Design and Implementation Sistem Akuntansi PT (Persero) Kertas Leces Probolinggo
- ✓ Design and Implementation Sistem Akuntansi PT (Persero) Jasa Marga (Jasa Marga Toll Road Company) Jakarta
- ✓ Design and Implementation Sistem Akuntansi PT (Persero) Pupuk Kujang Jakarta
- ✓ Design and Implementation Accounting System at PT Dan Liris Surakarta
- ✓ Design and Implementation Accounting System at PT (Persero) Petrokimia Gresik Surabaya
- ✓ Design and Implementation Accounting System at PN Kertas Padalarang Bandung

- ✓ Independent Auditor PN Kertas Blabak
- ✓ Design and Implementation Accounting System at PN Kertas Blabak
- ✓ Design and Implementation Accounting System at PN Kertas Leces Probolinggo  
Design and Implementation Accounting System at PT (Persero) Aneka Gas Industri Jakarta

❖ Text book

<b>YEARS</b>	<b>TITLE</b>	<b>PUBLISHER</b>
2007	System Planning and Management Control Edition 3	Salemba Empat, Jakarta
2007	System Integrated Personnel Performance- Based Management Balanced Scorecard	Bagian Penerbitan Sekolah Tinggi Manajemen YKPN Yogyakarta
2005	Strategic Management System Based on Balanced Scorecard	Bagian Penerbitan Akademi Manajemen Perusahaan YKPN Yogyakarta
2003	Activity Based Cost System	Bagian Penerbitan Akademi Manajemen Perusahaan YKPN Yogyakarta
2001	Balanced Scorecard System multiplier Company Financial Performance	PT Salemba Empat, Jakarta
2001	Planning and Management Control Systems 2nd edition	PT Salemba Empat, Jakarta
2001	Accounting Concepts Management, Utilization and Engineering Edition 3	PT Salemba Empat, Jakarta
2001	Auditing Edition 6	PT Salemba Empat, Jakarta

<b>2001</b>	<b>Accounting Systems 3rd Edition</b>	<b>PT Salemba Empat, Jakarta</b>
<b>1998</b>	<b>Total Quality Management</b>	<b>PT Aditya Media Yogyakarta</b>
<b>1992</b>	<b>Cost Accounting 5th Edition</b>	<b>Bagian Penerbitan Sekolah Tinggi Manajemen YKPN Yogyakarta</b>