



**Increasing
Mobility**

**Improving
Life Quality**

RTJ *mrt jakarta*
increasing mobility, improving life quality

An aerial photograph capturing a modern urban scene at sunrise. On the right, a blue and white MRT Jakarta train travels along an elevated concrete track. To the left, a wide, multi-lane highway is filled with traffic, including cars and buses. In the background, a city skyline with several tall buildings is visible under a hazy, golden sky. The sun is low on the horizon, creating a warm, orange glow. The overall atmosphere is one of progress and modern infrastructure.

CREATING THE FUTURE

MRT Jakarta has become a driver of cultural change and the face of the city. Through transformation and innovation, we build a better future for Indonesia.

MRT JAKARTA AT A GLANCE

PT MRT Jakarta (Persero) is a regional-owned enterprise of the Provincial Government of DKI Jakarta which was established in 2008 through a mass rapid transit cooperation project between the Government of the Republic of Indonesia and the Government of Japan. MRT Jakarta is responsible for building, managing and developing the urban railway system in Jakarta. In its journey, MRT Jakarta is no longer just a means of transportation, but as a manager of transit-oriented areas in Jakarta and its surroundings through its subsidiaries and encourages a perfect integration system between transportation modes in Greater Jakarta.

MRT Jakarta is always committed to providing the best service for the community by increasing the economy along the route and being a pioneer in the railway industry in Indonesia. Good Corporate Governance is the main foundation of MRT Jakarta's business. I CAN becomes a beacon for every individual and organization to carry out its mission and realize a sustainable vision.

For better tomorrow

Good Corporate Governance is the main foundation of MRT Jakarta's business.

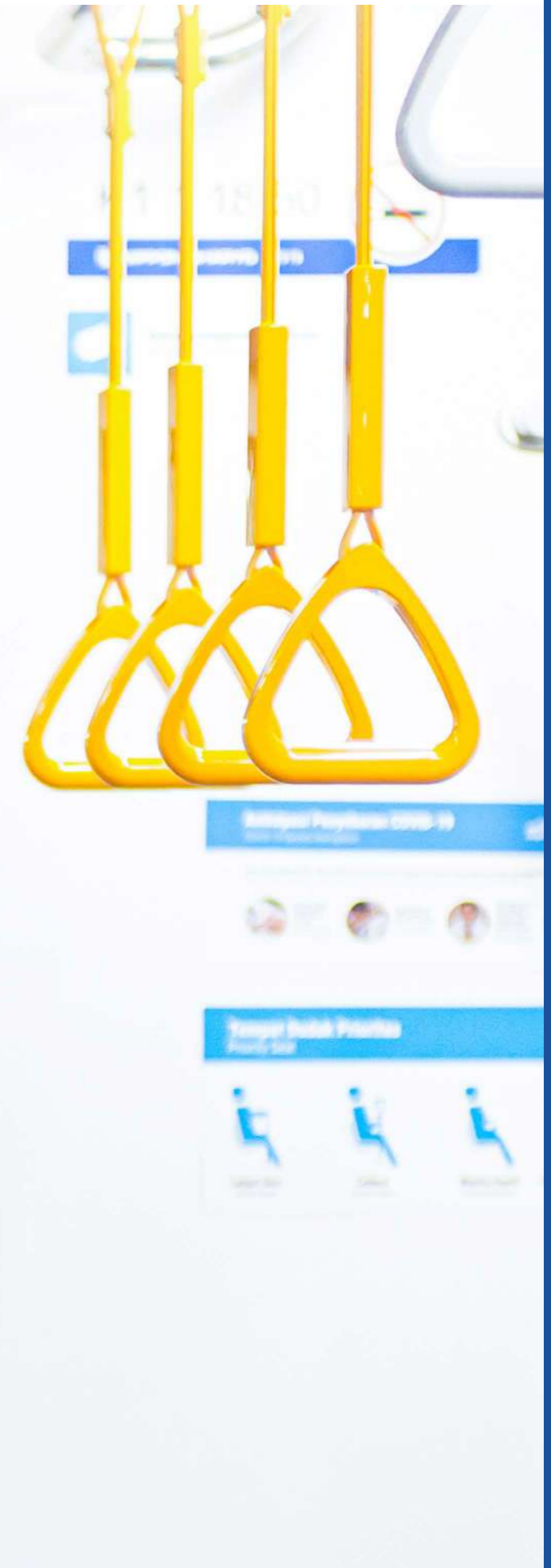
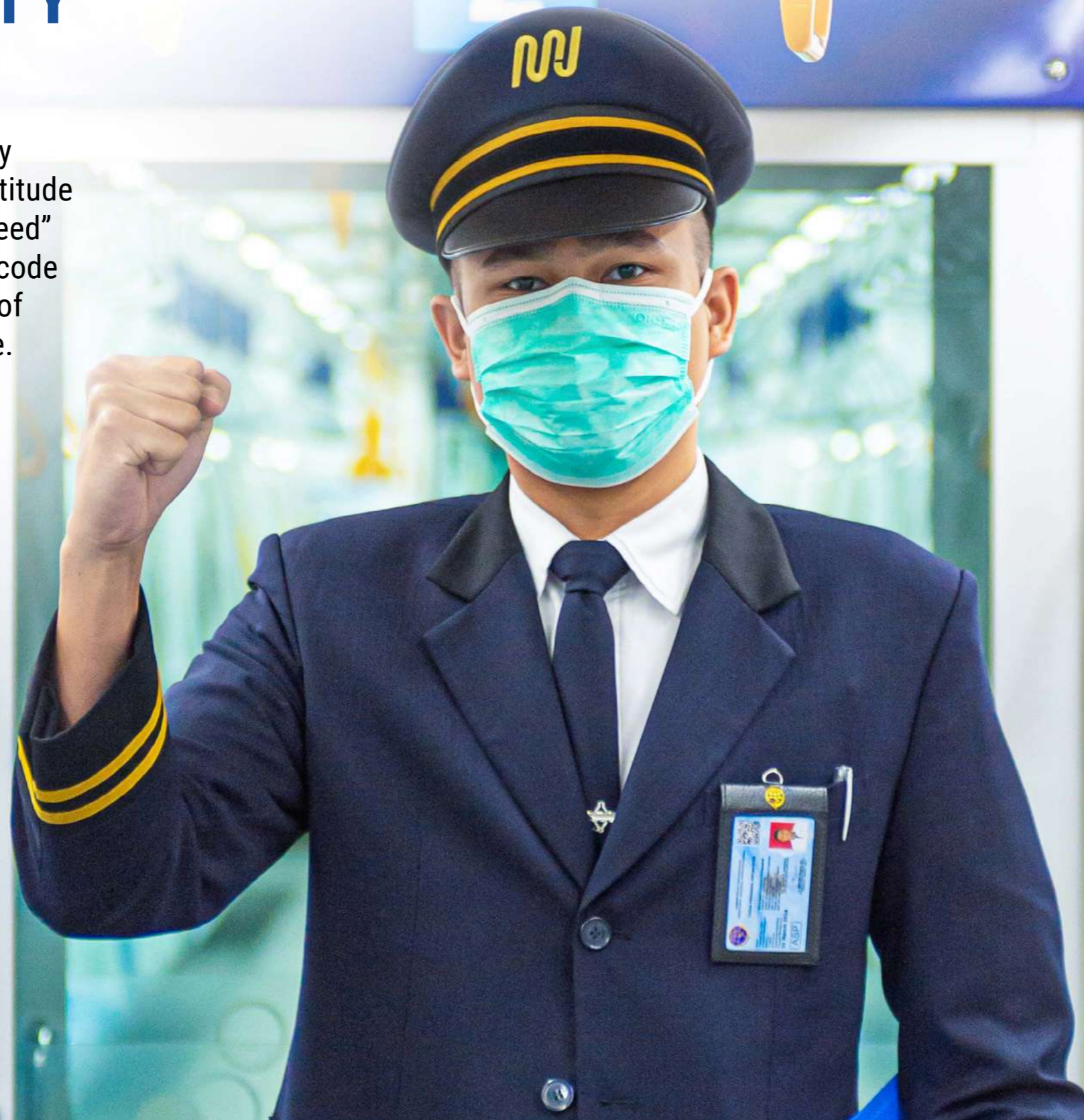
I CAN becomes a beacon for every individual and organization to carry out its mission and realize a sustainable vision.



I CAN

INTEGRITY

Every MRT Jakarta's employee consistently displays an honest attitude and "one word with deed" in accordance to the code of conduct and code of corporate governance.



CUSTOMER FOCUS

Every MRT Jakarta's employee displays a proactive attitude in understanding, assisting, and serving customer needs as well as building good relationships with all stakeholders.



ACHIEVEMENT ORIENTATION

Every MRT Jakarta's employee has a passion for achievement and dares to face challenges in an effective and efficient way.

**A**

NURTURING TEAM WORK

Every MRT Jakarta's employee respects differences and contributions of each individual and builds a commitment to synergize productively.



THE 3 MANDATES

MRT Jakarta was established to build, manage and develop the infrastructure and urban rail system in Jakarta.

MRT Jakarta executes the following mandates:

- **Implementation of Urban Public Railway Infrastructure** which includes Infrastructure Development, Infrastructure Operation, Infrastructure Maintenance and MRT Infrastructure Exploitation;
- **Implementation of Urban Public Railway Facilities** which includes Facility Development, Facility Operation, Facility Maintenance and MRT Facility Operation;
- **Property/business Development and Management** at the station and the surrounding area, as well as the depot and the surrounding area.



MILESTONE



2016

The Antareja and Antareja II Tunnel Boring Machines (TBM) managed to penetrate Senayan-Istora-Bendungan Hilir Stations from the starting point at Patung Pemuda Senayan.

The Mustikabumi I and Mustikabumi II TBM started moving from Bundaran HI Station and managed to penetrate its way through Dukuh Atas and Setiabudi Station.

2017

The entire series of elevated and underground MRT corridors from Bundaran HI to Lebak bulus were connected.

The DKI Jakarta Provincial Government assigned PT MRT Jakarta (Perseroda) as the main operator of MRT Jakarta Phase 1 (North-South line).



2018

Rails from the Bundaran HI all the way to Lebak Bulus Depot were connected.

The pilot testing of main line MRT infrastructure by the Directorate General of Railway (DJKA).



2019

Inauguration of MRT Jakarta Phase 1 and Launching of MRT Jakarta Phase 2.

MRT Jakarta Phase 1 is fully operational and serving passengers throughout 2019.

Arrangement of the Dukuh Atas Transit Oriented Development.

2020

The COVID-19 Pandemic shook the World.

Execute operations with the 'BANGKIT' Protocol

The commencement of construction work for MRT Jakarta Phase 2A (Bundaran HI - Kota)

The assignment of MRT Jakarta as the developer of 5 Transit-Oriented Development areas (Lebak Bulus, Fatmawati, Blok M-Sisingamangaraja, Istora-Senayan, and Dukuh Atas) based on Gubernatorial Decree No. 15 year 2020.

The establishment of a subsidiary, PT Integration Transit Jakarta (ITJ) and two joint venture companies, PT Moda Integrasi Transportasi Jabodetabek (MITJ) and PT Jakarta Lingko Indonesia (JakLingko Indonesia).

Introduced the 'Business Beyond Normal' initiative

Creating business innovation through MRTJ Accel and Incubator programs.



Continues to grow sustainably

Continuing the development of the Jakarta MRT network for:

- Phase 2A (Bundaran HI-Kota)
- Phase 2B (Kota-Ancol Barat)
- Phase 3 (Kalideres-Ujung Menteng)
- Phase 4 (Fatmawati-TMII)

Promoting changes to bring about the new face of 'Kota' by managing Transit Oriented Development of the area, including the revitalization of the Kota Train Station and its surrounding areas.

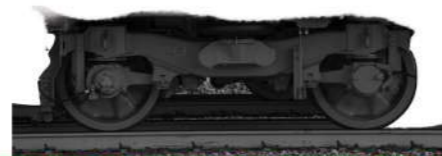
2015

The operation of Antareja's Tunnel Boring Machines (TBM) for underground construction.



2014

MRT Jakarta Project gained international recognition as one of the 20 best infrastructure projects in the world



2013

The MRT Jakarta Project started the construction phase (ground breaking)

2012

Announcement of the nomination of winning consortium in the tender for 3 (three) Underground Packages. The first consortium that works on CP 104 and CP 105 is Shimizu Obayashi as the leader, whose membership comprises the Joint Venture of Wijaya Karya and Jaya Konstruksi. The Winner for CP 106 is Sumitomo Mitsui Construction Company (SMCC) Consortium with Hutama Karya Joint Operation

2011

Physical tender of MRT Jakarta was executed as the legal protection has been issued that grants authority to PT MRT Jakarta (Perseroda) for the entirety of MRT activities, including the tender process.

2010

Minutes of Discussion (MoD) between JICA, the DKI Jakarta Provincial Government, BAPPENAS, and Directorate General of Railways of the Ministry Transportation. It discussed the route extension of the South-North MRT corridor (Phase 1) from Lebak Bulus - Dukuh Atas to lebak Bulus - Bundaran HI

2009

Phase 2 Loan Agreement worth JPY 48.15 billion as part two of the total loans for MRT Jakarta

1986

The initial idea for mass transportation was initiated by the Head of the Agency for the Assessment and Application of Technology, who at that time was studying various studies and research in order to present mass transportation in the form of the MRT project.

1990-1992

Basic Design by the Indonesia-Japan-Europe consortium concluded that the project is not feasible with full private funding scheme (Build Operator Transfer) because ticketing revenue only covers 15% of the funding.

1995-1996

Basic Design by the Indonesia - Japan - Europe consortium with the conclusion that this project is not feasible with a full private financing scheme (Build Operator Transfer) because the cost that can be covered by ticket acquisition is only 15%.

1999-2002

The Ministry of Transportation of the Republic of Indonesia conducted a review of the basic design (so that the Saumaja project was financed by the government). In 2000, the first phase of SITRAMP (The Study on Integrated Transportation Master Plan) was funded by JICA (subway proposal) and in the same year FS MRTJ by JICA. In 2002, it entered the SITRAMP Stage 2 Jabodetabek (subway proposal).

2004

The Ministry of Transportation released the Study of the Implementation Program for the MRT Jakarta System (Lebak Bulus-Dukuh Atas)



2005

A study by Special Assistance for Project Formation (SAPROF) team from JBIC facilitated the agreement among stakeholders for the MRT project in Indonesia

2006

Phase 1 Loan Agreement (IP-536) worth JPY 1.869 billion was signed based on the terms agreed in the Minutes of Discussion (MoD) and Memorandum of Engineering Services (MoES)



2008

PT MRT Jakarta (Perseroda) was established on June 17, 2008 upon the approval of DKI Jakarta Council through the issuance of Regional Regulation No. 3 Year 2008 concerning the Establishment of PT MRT Jakarta Regionally-Owned Enterprise, and Regional Regulation Number 4 Year 2008 concerning Regional Capital Investment in PT MRT Jakarta

BUNDARAN HI



CEO MESSAGE

Together, we at MRT Jakarta will continue to give our best efforts for a better future of Jakarta.

PT MRT Jakarta (Perseroda) is a limited liability company with the DKI Jakarta Provincial Government as its major shareholder. One of our mandates is to build, manage, and develop infrastructures, urban railway systems, as well as areas along its lines. Throughout our journey, MRT Jakarta has become the backbone of public transportation and Transit-Oriented city Development.

Public transportation has become the bright light of people's hope for a better life, especially in terms of efficiency in mobility and sustainable environment. Moving together to transform is the key to making this happen.

MRT Jakarta is here to bring a better future. Through continuous innovation, we continue to encourage efforts to provide low-emission, environmentally friendly, and effective transportation system to support people's mobility.

William P. Sabandar

President Director of PT MRT Jakarta (Perseroda)



Vision

To become the most advanced public transport service provider, committed to encourage economic growth by providing the people with better and more efficient means of commuting.

Mission

To be on the cutting edge on all elements of work, through:

- Development and operation of a safe, reliable, and comfortable public transport network.
- To breathe life back to the urban environment through development of a reputable urban transit system.
- Build a reputation as the number one choice company by involving, inspiring and motivating our workforce.



THRIVING THROUGH TRANSFORMATION

MRT Jakarta focuses on the spirit to grow faster, by transforming through business diversification into three axes and continuously adapting to changes.

Strengthen internal capabilities and expand collaboration for significant growth

Innovate to bring about change in overcoming pandemic conditions

Transformation of the corporate's business lines into 3 axes, namely network provider, urban platformer, and city regenerator.

THREE AXES OF BUSINESS

Network Provider

Urban Platformer

City Regenerator

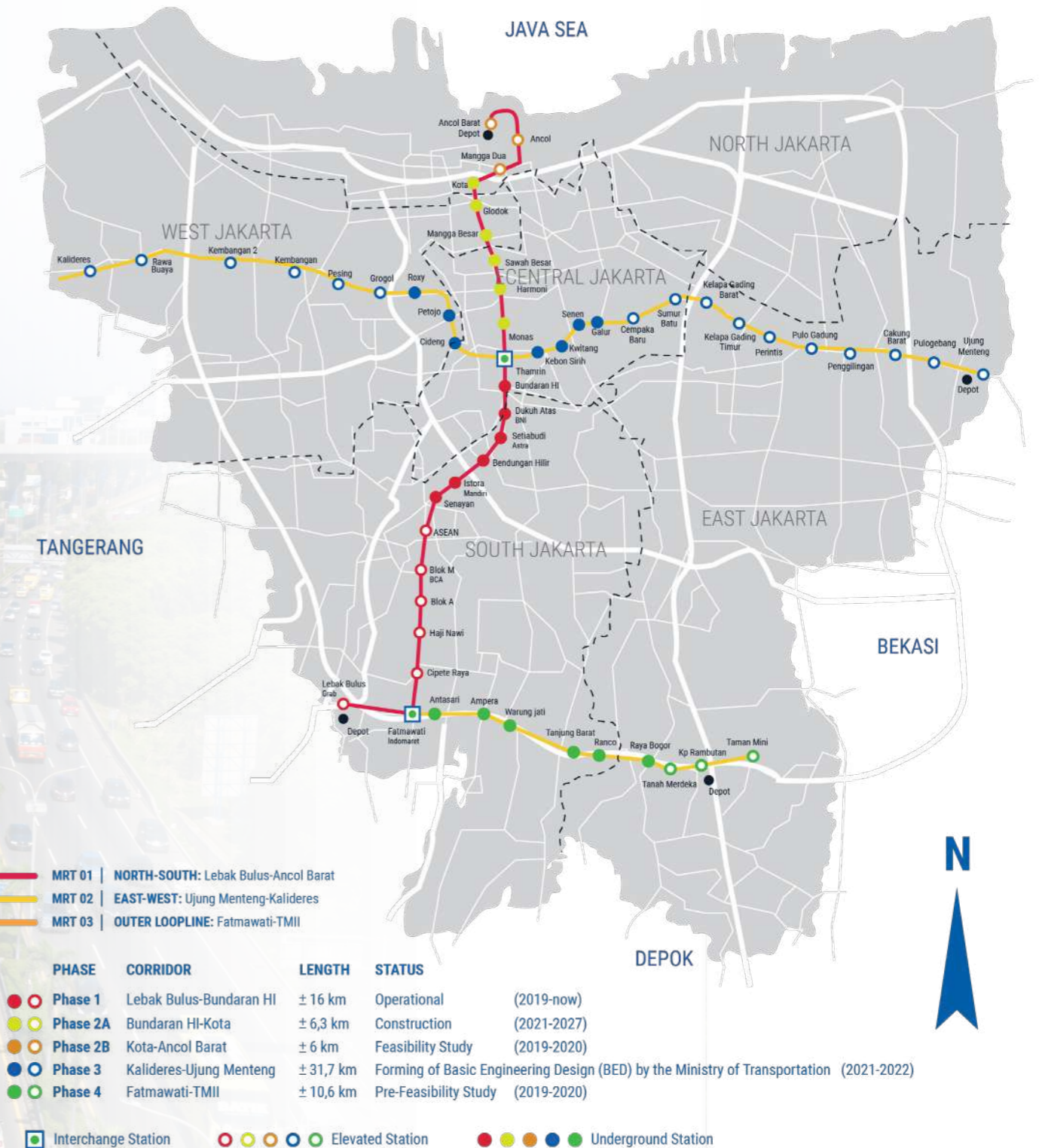
Network Provider

Build a network throughout DKI Jakarta

Network Expansion

Operation Excellence

Asset Monetization



Network Expansion

The MRT Network currently operating covers the North-South corridor of Jakarta. Network expansion is pivotal to cover every region in the city which includes the East-West corridor. Network Expansion is hoped to shift the mobility pattern of the people of Jakarta, and so the MRT business portfolio transforms beyond ridership.



MRT Jakarta – Phase 1 North - South Corridor

Length	: 16 km
Status	: Operational
Distance between Stations	: 0,6 - 1,0 km
Headway	: 3 - 5 minutes



MRT Jakarta – Phase 2 North - South Corridor

Phase 2A (Bundaran HI-Kota)

Length : 6,3 km
 Status : Construction
 Distance between Stations : 0,6 - 1,0 km
 Headway : 3 - 5 minutes

Phase 2B (Kota-Ancol Barat)

Length : 6 km
 Status : Feasibility Study
 Distance between Stations : 0,6 - 1,0 km
 Headway : 3 - 5 minutes



MRT Jakarta – Phase 3 East - West Corridor

Length : 31,7 km
 Status : Forming of Basic Engineering Design (BED) by the Ministry of Transportation
 Distance between stations : 0,6 - 1,0 km
 Headway : 3 - 5 minutes

The East - West MRT line in Jakarta will be connected to the North-South MRT line at Thamrin Station.

MRT Jakarta – Phase 4 Outer Loopline Corridor

Length : 12 km
 Status : Pre Feasibility Study
 Distance between Stations : 0,6 - 1,0 km
 Headway : 5 minutes



Operation Excellence

MRT Jakarta is a relatively new mode of transportation in Jakarta. Therefore, MRT is eager to benchmark and form network with world metro companies to continuously achieve operation excellence.

Safety and On Time Performance

Zero Accident



Zero accident award from the Ministry of Manpower Republic of Indonesia Year of 2021



99,96%
Travelling Time



99,97%
Dwelling Time



99,94%
Arriving Time

*Data as per December 31st, 2021

Monthly Program for Passengers

*Data as per January, 2022

22 Programs

8 Feeder, Parking, Payment

4 Internal Program

2 Entertainment

3 Lifestyle

5 Accel

MRT for All

MRT Jakarta is here here to be one of the modes of transportation in the city that is inclusive and accessible for all, including people with disability. Various facilities are provided and MRT Jakarta will continuously improve them.

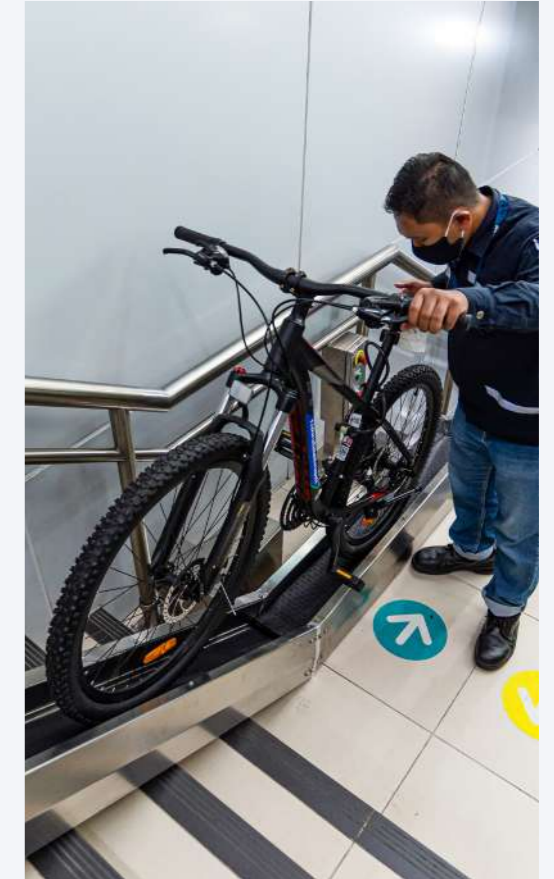
MRT Jakarta also supports effort to realize a holistic environmentally friendly public transportation by providing first and last mile facility that is safe, comfortable, practical, and affordable for cyclists.



Provision of digital intelligent assistant (DINA) for priority passengers

The feature:

- 9" Phone Tablet
- Digital keyboard
- Braille Call Button
- Front Camera
- One Touch Button for User
- Easy-to-use interface for Video Calling/Texting
- The height of stand can be adjust to accommodate wheelchair users



Facilities for Foldable and Non-Foldable Bicycles

The feature:

- Bike Rack
- Signage
- Dedicated Bike Lane along MRT Station
- Bike Shelter
- Dedicated Car for Non-foldable Bike
- Dedicated Car for Foldable Bike
- Bike Trolley
- Bike Conveyor

Asset Monetization

Farebox income is one of MRT Jakarta's sources of revenue. MRT Jakarta maximizes its income by monetizing assets that act as advertising space, and utilizing its highly competent human resource.



MRT Jakarta advertising spaces such as Ratangga, Train Stations, Pillars, and CTVTs.



Encouraging the use of convenient electronic ticketing payments.



Development of areas around the train stations.



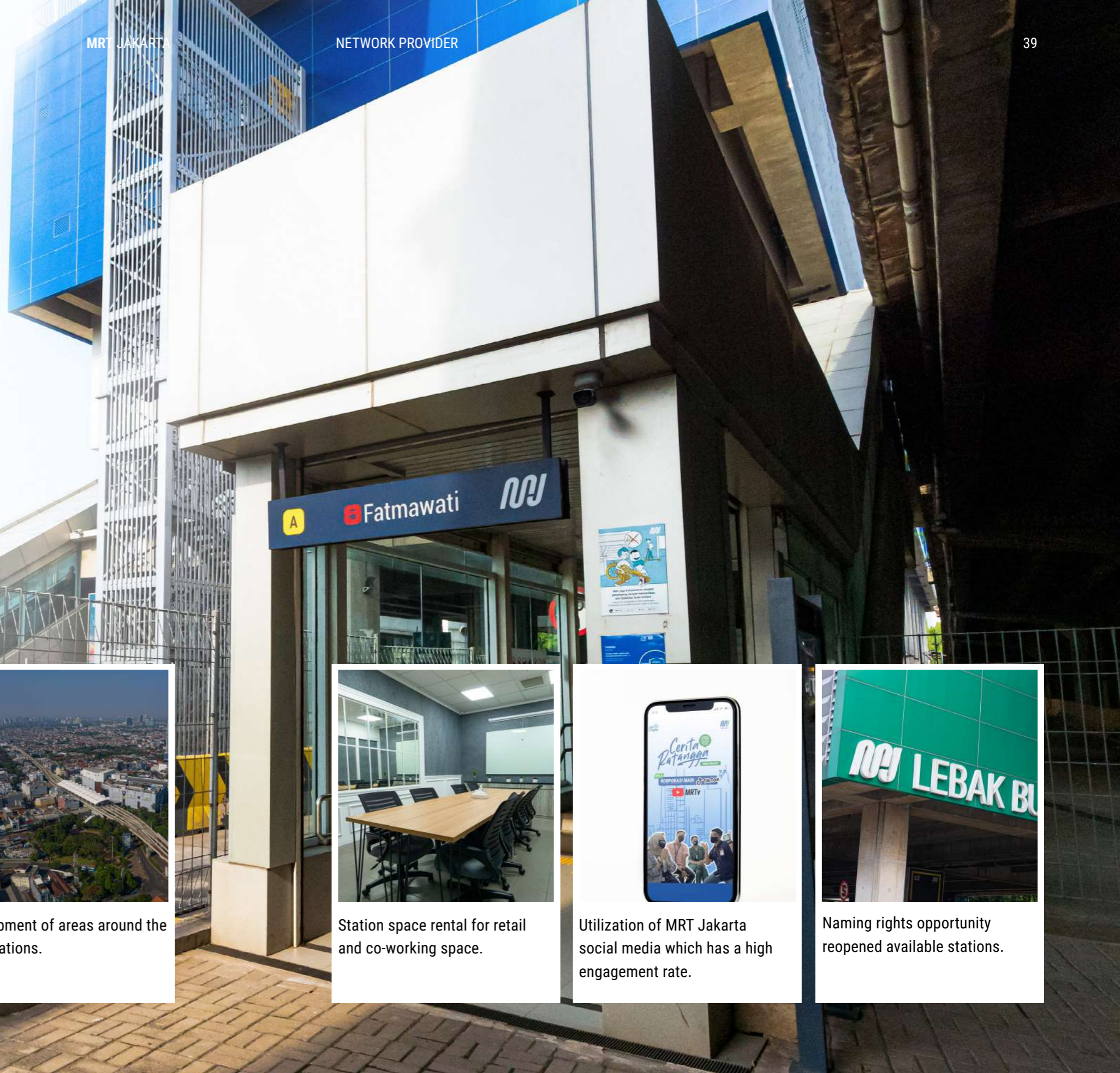
Station space rental for retail and co-working space.



Utilization of MRT Jakarta social media which has a high engagement rate.



Naming rights opportunity reopened available stations.



Urban Platformer

MRT Jakarta aims to accelerate its digital capabilities and applications for Digital Transformation

Platform Management

Business Platform



Platform Management

Management of soft assets owned by MRT Jakarta is related to the optimization of technology and information technology infrastructure. Starting from digital transformation across lines and functions, utilizing big data, to providing innovation platforms and facilities.



Services owned by all startups MRTJ Accel 2021 and MRTJ Incubator 2021 can be accessed through the MRT-J app in the lifestyle menu

19 Startups have joined



MRTJ Accel aims to collaborate with start-ups in producing innovative solutions (products and services) that are mutually beneficial, such as increasing revenue, branding and improving user experience (enhance customer experience).

MRTJ Accel and MRTJ Incubator product sectors:

1. Logistics Sector,
2. Health Sector
3. Financial Technology Sector
4. Legal Technology Sector
5. Social Crowdfunding Sector
6. Educational Technology Sector
7. Technology Sector
8. Parking Technology Sector
9. Logistics Sector
10. Health Sector
11. Interactive Platform Sector



Business Platform

Through the optimization of digital assets, MRT Jakarta can provide services that can improve customer experience and satisfaction, provide retail facilities that encourage ridership, and strengthen the impact of collaboration with the government and offices.

Digital Business Target

Based on business studies that the company has conducted in 2021, digital business options starting in 2022:

-  Logistic
-  Consultation
-  Healthcare
-  Data Monetization
-  Edutech
-  Apps Monetization
-  E-Office
-  Express Linehaul

City Regenerator

MRT Jakarta aims to integrate modes of transportation through Transit-Oriented Development.

Transport Integration

Transit Oriented Development (TOD)



Transport Integration

MRT Jakarta is only of the modes of transportation available in Jakarta. The benefited generated for MRT Jakarta and those accepted by the people will be even greater if all modes of transportation that currently operate exclusively can be integrated physically, service-wise, management-wise, and systems-wise.



100%
MRTJ System
Integration on
Jaklingko

The integration process with Jaklingko follow the timeline that has been made by Jaklingko with a target of completion on March 31, 2022. The list of integration activities is as follows:

- Integrated tariff implementation
- Data migration towards the implementation of account based ticketing
- Transportation card activation implementation
- Implementation of device management/ monitoring for all public transportation operators
- Implementation of realtime monitoring and estimation time of arrival (ETA) for public transportation operator's fleet
- Seamless integration implementation



Transit Oriented Development (TOD)

MRT Jakarta develops the city of Jakarta by providing a reliable transportation mode to increase the value of its surrounding areas. It also provides consultation services to other provinces and cities related to Transit Oriented Development based on knowledge and experience garnered to increase asset commercialization.

Southern Gate of Jakarta

Lebak Bulus TOD

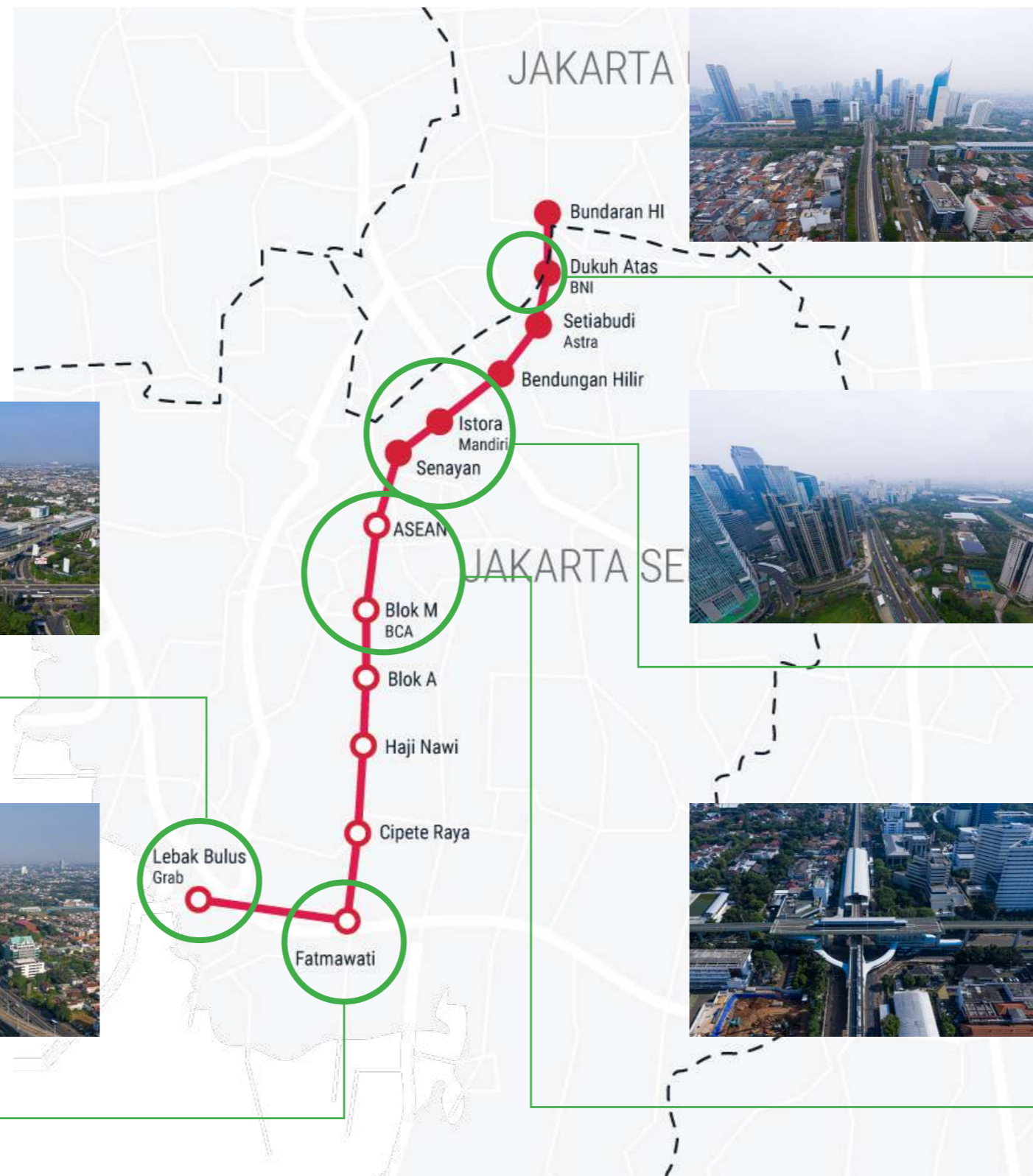
DKI Jakarta gubernatorial Decree No.57/2020
Released on : Juni 17th, 2020



Dynamic Sub-Urban Space

Fatmawati TOD

DKI Jakarta gubernatorial Decree No.56/2020
Released on : Juni 17th, 2020



Motion Collaboration

Dukuh Atas TOD

DKI Jakarta gubernatorial Decree No.107/2020
Released on : November 13th, 2020



A Collage of Activities in Central Jakarta

Istora Senayan TOD

DKI Jakarta gubernatorial Decree No.99/2020
Released on : October 6th, 2020



Green Creative Hub

Blok M - ASEAN TOD

DKI Jakarta gubernatorial Decree No 55/2020
Released on : Juni 17th, 2020



Implementation of Transit Oriented Development



Lebak Bulus Transport Hub

Lebak Bulus Transport Hub is an interconnecting bridge that serves as a pedestrian access link that connects the Lebak Bulus MRT Station from/to the transit point of the Lebak Bulus Transit Plaza area.



Dukuh Atas Transport Hub

Dukuh Atas Transport Hub serves for integrating public transportation modes and can be used as a drop off place for transportation public from and to MRT Jakarta or other modes others in the transit-oriented area of Dukuh On. Besides that, the Dukuh Atas Intersection also encourages the development of the third space, and integration of all modes of transportation in order to support urban mobility .



Christina Martha Tiahahu Literacy Park

Martha Christina Tiahahu Literacy Park is garden arrangement of 9000 m2 as an active green open space equipped with library, reading room, bookstore, coffee shop, prayer room and office facilities. There are garden plazas, playgrounds, forest walks, and lotus ponds around the park.

Station Area Revitalization

Efforts to provide an integrated transportation system in Jabodetabek continues to show results. The creation of the integration of transportation management between the local and central governments is managed by PT Moda Integrasi Transportasi Jabodetabek (MITJ), a joint venture between PT MRT Jakarta (Perseroda) and PT Kereta Api Indonesia (Persero). On September 29th, 2021, Phase 2 of the Station Area Revitalization for Tebet and Palmerah Stations was inaugurated, while works for Gondangdia and Manggarai stations are underway.

Station area revitalization includes improving pedestrian access, building plazas, providing drop-off points, providing lay-by for buses, as well as canalizing bajaj and angkot. Through the revitalization of the 4 (four) stations, it is now easier for people to switch between public transportation, further facilitated by easy way findings.



Corporate Social and Environmental Responsibility

Disclosure of information on the fulfilment of social and environmental responsibility (SER) of the Corporation in 2021 is presented in 2021 Sustainability Report of PT MRT Jakarta (Perseroda). In line with the Circular Letter of the Financial Service Authority (SEOJK) No. 16/2021, disclosure of information in this chapter covers the explanation of sustainability strategy and highlights of sustainability aspects (economic, social, and environmental aspects).

Sustainability Strategy

Environmental Management

Social Management





Sustainability Strategy

In 2021, the Corporation has established its sustainability strategy in Long-Term Corporate Plan (RJPP) 2022-2030 that covers the sustainability commitment, initiatives, and agenda of the Corporation as a social responsibility. Sustainability strategy becomes a strategic direction and foundation for the Corporation in responding social, economic, and environmental issues that is relevant and significant to the sustainability context.

MRT Jakarta Support to SDGs

Based on the analysis, there are seven prioritized Sustainable Development Goals whose achievement is supported by the Corporation within its long-term sustainability strategy.



Two SDGs are relevant to the business context of the Corporation in creating inclusive, environmentally friendly, and sustainable transportation infrastructure and transit-oriented development areas;



Five SDGs are aligned with the impacts of the business activities of the Corporation: gender equality, affordable and clean energy, decent work and economic growth, climate action, and reduced inequalities.

Environmental Management

The Corporation reduces solid non-hazardous waste generation from the passengers by not providing trash bin inside the trains and provision of trash bins at certain points in the station. Solid non-hazardous waste management is carried out by the Corporation in collaboration with a third party for independent waste management and with a start-up to manage a waste bank.

Waste Management Program



Access Submission, and Percentage of Grievance Resolution



Public Grievance Mechanism on the Social Impacts, Number of Submission, and Percentage of Grievance Resolution

Access	Number of Submission and Percentage of Resolution		
	Year	Number of Submission	Percentage of Resolution
<ul style="list-style-type: none"> • Directly at the Station • Call Center 1500-332 • Instagram @mrtjkt • Twitter @mrtjakarta • Facebook MRT Jakarta • Email customer.care@jakartamrt.co.id 	2021	1,797	100%
	2020	1,495	100%
	2019	300	100%



Social Management

The Corporation maintains to continue community empowerment program by providing areas for MSME booths at the station concourse. In 2021, there were 29 MSMEs owner in the culinary, fashion, and craft industry,

Indirect Economic Impact



Number of MSME Tenants

Industry	2021			2020		
	Number of Booth	Station Location	Number of Workers	Number of Booth	Station Location	Number of Workers
Kuliner	20	3	23	8	3	8
Kriya	-	-	-	4	2	4
Fesyen	3	2	3	4	2	4



Number of Regular Tenants

Industry	2021			2020		
	Number of Booth	Station Location	Number of Workers	Number of Booth	Station Location	Number of Workers
Food and Beverages	10	8	50	13	11	65
Minimarket	10	10	50	11	11	55
Banking	1	1	1	-	-	-
Fashion & Accessories	3	1	15	4	2	20
Services	1	1	5	-	-	-



MRT Jakarta will become the pioneer of the prosperous future of Indonesia.

Through its development, MRT Jakarta has realized the dream and hope for a better life quality. MRT Jakarta grows together with the people.



PT MRT JAKARTA (PERSERODA)

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