PELINDO
JASA MARITIM

Enhancing Competitiveness through Strengthening Core Services

Meningkatkan Daya Saing
melalui Penguatan Layanan Inti



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PT Pelindo Jasa Maritim



PELINDO
JASA MARITIM

SANGGAHAN DAN BATASAN TANGGUNG JAWAB
Disclaimer

Selamat datang pada Laporan Tahunan PT Pelindo Jasa Maritim (SPJM) dengan tema "Meningkatkan Daya Saing melalui Penguatan Layanan Inti". Tema tersebut dipilih berdasarkan analisis dan kajian yang mendalam berdasarkan fakta dan perkembangan bisnis SPJM serta masa depan keberlanjutan bisnis SPJM.

Laporan tahunan ini memuat pernyataan kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, serta tujuan SPJM, yang digolongkan sebagai pernyataan ke depan dalam pelaksanaan perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis. Pernyataan-pernyataan tersebut memiliki prospek risiko, ketidakpastian, serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan.

Pernyataan-pernyataan prospektif dalam Laporan Tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang SPJM serta lingkungan bisnis di mana SPJM menjalankan kegiatan usaha. Pernyataan yang terdapat di Laporan Tahunan ini bukan menjadi jaminan kinerja di masa yang akan datang, karena hasil sebenarnya di masa depan dapat berbeda karena dapat dipengaruhi oleh beberapa faktor di luar kendali SPJM.

Laporan Tahunan SPJM disajikan dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris dengan menggunakan jenis dan ukuran huruf yang mudah dibaca dan dicetak dengan kualitas yang baik. Laporan Tahunan ini dapat dilihat dan diunduh di *website* resmi SPJM yaitu www.jasamaritim.co.id.

Welcome to the Annual Report of PT Pelindo Jasa Maritim (SPJM) with the theme "Enhancing Competitiveness through Strengthening Core Services." This theme was chosen based on in-depth analysis and studies of SPJM's business developments and outlook for continuous growth.

This Annual Report presents statements on financial condition, operational results, projections, plans, strategies, policies, and objectives of SPJM, which are categorized as forward-looking statements under applicable laws and regulations, except for matters of a historical nature. These statements involve risks, uncertainties, and may result in actual developments that differ materially from those reported.

The forward-looking statements in this Annual Report are made based on various assumptions regarding SPJM's current and future conditions as well as the business environment in which SPJM operates. The statements in this Annual Report are not guarantees of future performance, as actual results may vary due to factors beyond SPJM's control.

The SPJM Annual Report is presented in two languages, Indonesian and English, using a font type and size that are easy to read, and printed with high quality. The Annual Report can be accessed and downloaded from SPJM's official website at www.jasamaritim.co.id.

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PENJELASAN TEMA
Theme Explanation



Enhancing Competitiveness through Strengthening Core Services

Meningkatkan Daya Saing
melalui Penguatan Layanan Inti

Di tahun 2024, SPJM terus memperkokoh keunggulan operasionalnya melalui optimalisasi layanan-layanan utama seperti pemanduan, penundaan, *docking*, pengelolaan alur, serta penyediaan utilitas pelabuhan. Selain itu, SPJM juga mencatatkan peningkatan kinerja di berbagai lini, termasuk kesiapan peralatan dan efisiensi layanan kapal melalui digitalisasi seperti *platform Phinnisi* yang menunjukkan bahwa SPJM tidak hanya memperluas cakupan layanan, tetapi juga secara konsisten meningkatkan kualitas dan kecepatan pelayanannya. Pendekatan ini diperkuat oleh penataan bisnis yang lebih fokus, pemanfaatan teknologi, serta penguatan sistem kontrol operasional, yang secara keseluruhan mendukung efisiensi biaya, keandalan layanan, dan kepuasan pengguna jasa.

Tema "Meningkatkan Daya Saing melalui Penguatan Layanan Inti" dipilih SPJM sejalan dengan Perusahaan yang terus memperkuat layanan-layanan utama guna mendorong lini bisnis yang lebih efisien, terintegrasi, dan adaptif terhadap kebutuhan pengguna jasa. Di samping itu juga, upaya SPJM dalam mendengarkan kebutuhan pelanggan, mengelola sumber daya secara efektif, serta menjamin keselamatan dan keberlanjutan layanan, menjadi fondasi penting dalam memperkuat daya saing dan peran perusahaan dalam mendukung ekosistem logistik nasional.

In 2024, SPJM continued to strengthen its operational prowess by optimizing its core services such as pilotage, towage, docking, channel management, and the provision of port utilities. In addition, SPJM has improved its performance across various areas in terms of equipment readiness and service efficiency for vessels through digitalization initiatives such as the Phinnisi platform, which demonstrates that SPJM not only expands its service coverage but also consistently enhances the quality and speed of its services. This approach is reinforced by a more focused business structure, the utilization of technology, and the strengthening of operational control systems, all of which collectively support cost efficiency, service reliability, and customer satisfaction.

The theme "Enhancing Competitiveness through Strengthening Core Services" was chosen by SPJM in line with the Company's ongoing efforts to reinforce its core services to drive more efficient, integrated, and adaptive business lines that meet customer needs. Moreover, SPJM's commitment to listen to customer needs, managing resources effectively, and ensuring safety and service continuity has become a key foundation in strengthening its competitiveness and role in supporting the national logistics ecosystem.

KESINAMBUNGAN TEMA
Theme Continuity





"Transformasi dan Inovasi untuk Mencapai Ekspansi Bisnis"
Transformation and Innovation in Reaching Business Expansion

Perjalanan PT Pelindo Jasa Maritim (SPJM) pada tahun 2023 tidak terlepas dari sejumlah langkah strategis dan pencapaian positif yang dibukukan. SPJM menghadirkan Aplikasi Phinnisi sebagai bukti pengembangan inovasi teknologi yang dapat mendorong terwujudnya visi perusahaan sebagai *Service and Operational Provider*. Penerapan teknologi yang bertujuan untuk mempercepat proses operasional perusahaan, juga menjadi titik balik terciptanya transformasi menuju masa depan cemerlang.

Perseroan mengusung tema "Transformasi dan Inovasi untuk Mencapai Ekspansi Bisnis" dengan maksud menjadi cerminan perjalanan Perseroan selama tahun 2023 yang berhasil menjalin kerja sama strategis dengan mitra domestik dan internasional untuk perluasan bisnis yang menjanjikan, serta andil berperan mendukung program pemerintah melalui transformasi dan inovasi.

The journey of PT Pelindo Jasa Maritim (SPJM) in 2023 was marked by a series of strategic initiatives and positive achievements. SPJM introduced the Phinnisi Application as a testament to its technological innovation, supporting the realization of the Company's vision as a Service and Operational Provider. The implementation of this technology, aimed at accelerating the Company's operational processes, also became a turning point in driving the transformation toward a brighter future.

The Company carried the theme "Transformation and Innovation in Achieving Business Expansion", reflecting its journey throughout 2023, during which it successfully established strategic collaborations with both domestic and international partners to drive promising business growth, while also contributing to government programs through transformation and innovation.

"Optimizing Performance to Strengthen Core Business"
Mengoptimalkan Kinerja untuk Memperkuat Bisnis Inti

Pada tahun 2022, PT Pelindo Jasa Maritim (SPJM) terus mendorong kinerja operasionalnya dalam upaya memperkuat bisnis inti SPJM sebagai penyedia jasa di bidang marine, peralatan dan *port* utilitas nasional. Hadir sebagai satu dari empat *subholding* PT Pelabuhan Indonesia (Persero), SPJM mencatatkan kinerja yang cemerlang untuk layanan usaha pemanduan dan penundaan, serta jasa utilitas berupa listrik dan air. Catatan positif ini diyakini akan semakin memantapkan posisi SPJM dalam merealisasikan visinya sebagai pemimpin jasa kemaritiman yang terintegrasi dan berkelas dunia dengan menjadi *Service and Operational Provider*.

Tema "Mengoptimalkan Kinerja untuk Memperkuat Bisnis Ini" menjadi refleksi dari PT Pelindo Jasa Maritim yang terus mengoptimalkan layanan serta kinerjanya ke seluruh *stakeholder* untuk akhirnya dapat membawa bisnis SPJM yang lebih maju lagi. Didukung dengan sumber daya yang mumpuni dan strategi yang tepat, semakin mengokohkan kehadiran dan peran SPJM bagi kemajuan bangsa dan negara.

In 2022, PT Pelindo Jasa Maritim (SPJM) continued to drive its operational performance to strengthen its core business as the solutions provider in the fields of marine, equipment, and national port utilities. As one of the four subholdings of PT Pelabuhan Indonesia (Persero), SPJM recorded outstanding performance in pilotage and towage services, as well as utility services such as electricity and water supply. These positive achievements are believed to further solidify SPJM's position in realizing its vision of becoming an integrated and world-class maritime service provider as a Service and Operational Provider.

The theme "Optimizing Performance to Strengthen the Core Business" reflects PT Pelindo Jasa Maritim's continuous efforts to enhance its services and performance for all stakeholders, ultimately advancing SPJM's business even further. Supported by strong resources and the right strategies, SPJM continues to reinforce its presence and role in contributing to the progress of the nation.

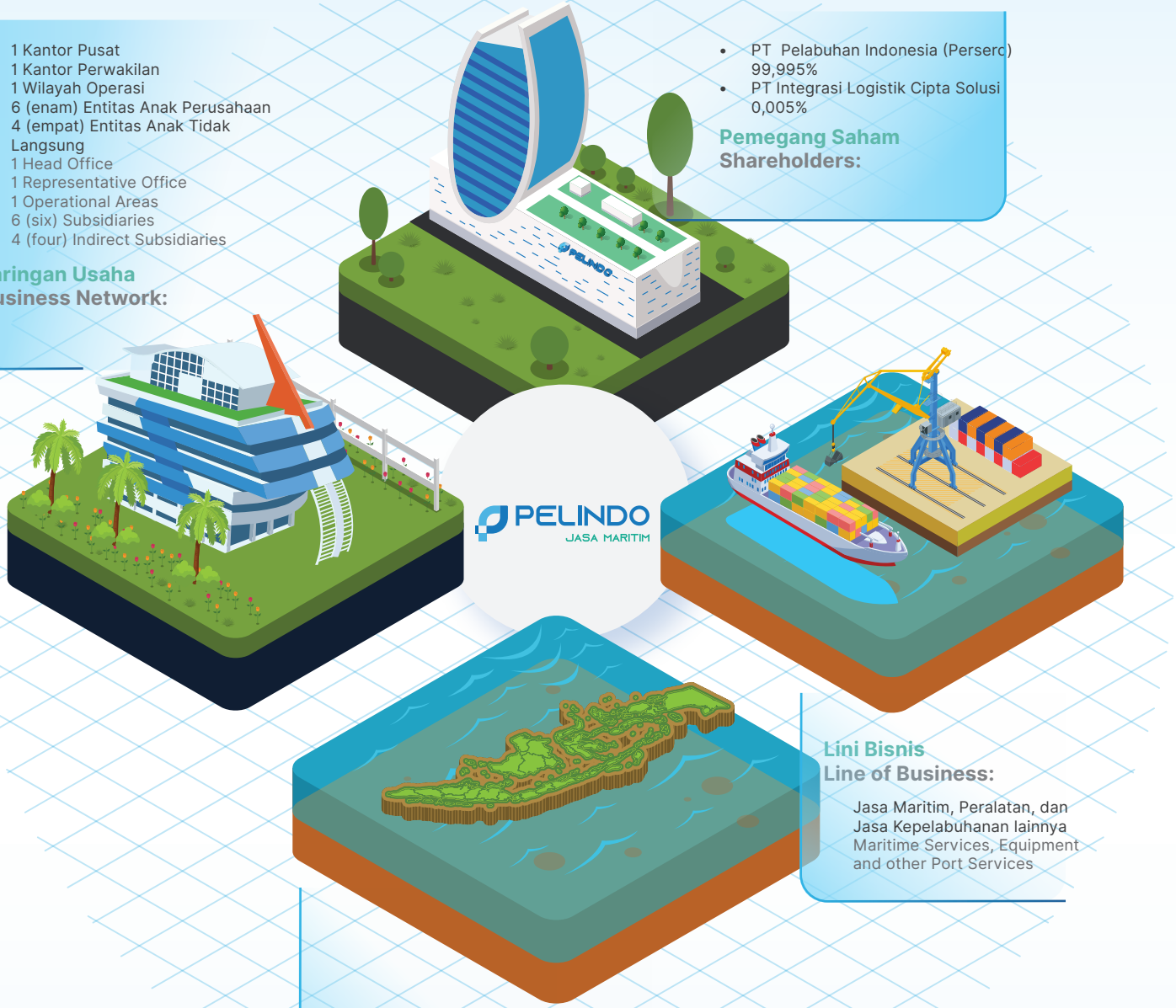
SEKILAS TENTANG SPJM
SPJM At A Glance

- 1 Kantor Pusat
- 1 Kantor Perwakilan
- 1 Wilayah Operasi
- 6 (enam) Entitas Anak Perusahaan
- 4 (empat) Entitas Anak Tidak Langsung
- 1 Head Office
- 1 Representative Office
- 1 Operational Areas
- 6 (six) Subsidiaries
- 4 (four) Indirect Subsidiaries

Jaringan Usaha
Business Network:

- PT Pelabuhan Indonesia (Persero) 99,995%
- PT Integrasi Logistik Cipta Solusi 0,005%

Pemegang Saham
Shareholders:



Lini Bisnis
Line of Business:

Jasa Maritim, Peralatan, dan Jasa Kepelabuhanan lainnya
Maritime Services, Equipment and other Port Services

Wilayah Operasi
Operational Area:

Beroperasi di 4 regional yang tersebar di seluruh Nusantara, mulai dari Malahayati hingga Merauke
Operates in 4 regions spread throughout Indonesia, from Malahayati to Merauke

Layanan Usaha dan Kontribusinya terhadap Pendapatan SPJM
Business Services and their Contribution to SPJM Revenues

Marine Cluster

- *Ship to Ship Transfer*
- *Ship to Ship Preparation*
- *Tugboat Assist*
- *Person in Overall Advisory Control (POAC)*
- *Mooring Master*
- *STS Equipment*
- *Cargo Surveyor*
- *Oil Spill Response*
- *Pilotage*
- *Strait Pilotage*
- *Deep Sea Pilotage*
- *Local Pilotage*
- *Marine Advisory*
- *Towage*
- *Savagel*
- *Harbor Tugboat Services*
- *Tugboat Escort*
- *Marine Supply*
- *Boat Service*
- *Additional Services*
- *Logistics Services*
- *Port Utility & Offshore*
- *Tank Cleaning*
- *Disposal*
- *Shelter Point*
- *Emergency Assistance*
- *Medical Assistance*
- *Repair*
- *Pollution Recovery*
- *Waste Management*
- *VTS/VTIS Services*

Equipment

- Pemeliharaan Peralatan Pelabuhan
  Maintenance of Port Equipment
- Proyek Teknik dan Konsultan
  Engineering and Consultant Projects
- Penyedia Peralatan
  Equipment Provider
- Manufaktur Peralatan Pelabuhan
  Manufacturing of Port Equipment
- Pemeliharaan Peralatan Marine
  Maintenance of Marine Equipment
- Kontraktor Alat
  Tool Contractor
- Penyedia Operator Alat
  Tool Operator Provider
- Supplier Spare Part Alat
  Tool Spare Part Supplier

Port Services

1. Pengerukan
   Dredging
   - Pengerukan Alur Pelayaran, Kolam Pelabuhan, dan Lainnya
     Dredging of Shipping Lanes, Harbor Ponds, and Others
   - Reklamasi, Transportasi Hasil Keruk, Pengembangan Lahan & Bangunan
     Reclamation, Dredge Transportation, Land & Building Development
   - Pekerjaan Teknik Sipil Terkait Pengerukan, Reklamasi, dan Pengembangan
     Civil Engineering Works Related to Dredging, Reclamation and Development
   - Jasa Konsultasi Terkait Pengerukan, Reklamasi, dan Pengembangan
     Consulting Services Related to Dredging, Reclamation and Development
   - Survei Hidrografi, Topografi, dan Penyelidikan Tanah
     Hydrogeophysical Survey, Topography, and Soil Investigation
   - Perbaikan, Pemeliharaan, dan Pembangunan Kapal Keruk
     Dredger Repair, Maintenance and Construction
   - Kegiatan Konsesi dan Penambangan Pasir
     Concessions and Sand Mining Activity
   - Penyewaan Alat dan Fasilitas Penunjang Produksi & Awak Kapal
     Rental of Production & Crew Support Equipment and Facilities
   - Jasa Keagenan Perusahaan Kapal Keruk dan Kapal Lainnya
     Agency Services for Dredgers and Other Vessels
2. Energi
   Energy
   - Layanan Pasang Baru
     New Installation Service
   - Layanan Perubahan Daya
     Power Change Service
   - Layanan Perubahan Nama Langganan
     Subscriber Name Change Service
   - Penerangan Sementara
     Temporary Lighting Service
   - Jasa Kontraktor Kelistrikan
     Electrical Contractor Service
   - Pengelolaan Air Bersih
     Clean Water Management
   - Penyediaan Bahan Bakar
     Fuel Provision

KOMITMEN KEBERLANJUTAN SPJM

SPJM's Sustainability Commitment

SPJM memiliki komitmen kuat dalam mendukung Tujuan Pembangunan Berkelanjutan (TPB), sebuah agenda global dalam mewujudkan masa depan yang keberlanjutan melalui pelaksanaan program Tanggung Jawab Sosial dan Lingkungan (TJSL). Program TJSL merupakan bagian dari strategi jangka panjang SPJM dalam menciptakan nilai bersama (*shared value*) antara bisnis dan masyarakat, serta memperkuat peran perusahaan sebagai entitas yang bertanggung jawab secara sosial dan lingkungan.

SPJM is strongly committed to support the Sustainable Development Goals (SDGs), a global agenda aimed at building a sustainable future through the implementation of Social and Environmental Responsibility (TJSL) programs. The TJSL program forms part of SPJM's long-term strategy to create shared value between business and society, while reinforcing the Company's role as a socially and environmentally responsible entity.

Sepanjang tahun 2024, SPJM secara aktif menyelenggarakan berbagai inisiatif TJSL yang berfokus pada tiga bidang prioritas, yaitu Pendidikan, Lingkungan, dan Pengembangan Usaha Mikro dan Kecil (UMK). Ketiga bidang ini dipilih berdasarkan hasil identifikasi kebutuhan masyarakat di sekitar wilayah operasional serta kontribusi terhadap pencapaian TPB secara nasional.

Throughout 2024, SPJM actively carried out various TJSL initiatives focusing on three priority areas, including Education, Environment, and the Development of Micro and Small Enterprises (SMEs). These areas were selected based on identified community needs around SPJM's operational areas, as well as their contribution to the achievement of national SDGs.

Melalui program pendidikan, SPJM mendukung peningkatan akses dan kualitas pembelajaran generasi muda di kawasan pelabuhan. Di bidang lingkungan, berbagai upaya pelestarian dilakukan untuk menjaga keseimbangan ekosistem maritim dan pesisir, termasuk penanaman *mangrove*, pengelolaan limbah, serta efisiensi energi dan penggunaan energi ramah lingkungan. Sementara di sektor UMK, SPJM mendorong pertumbuhan ekonomi inklusif melalui pembinaan, pelatihan, dan akses permodalan bagi pelaku usaha lokal.

Through its education programs, SPJM supports the improvement of access to and the quality of learning for young generations in port areas. In the environmental sector, conservation efforts were implemented to maintain the balance of marine and coastal ecosystems, including mangrove planting, waste management, as well as energy efficiency and the use of environmentally friendly energy. Meanwhile, in the MSE sector, SPJM promotes inclusive economic growth through guidance, training, and access to financing for local entrepreneurs.

SPJM terus berupaya menciptakan dampak positif yang selaras antara kinerja bisnis, kontribusi terhadap masyarakat sekitar, serta mendukung terwujudnya ekosistem maritim nasional yang inklusif dan tangguh.

SPJM continues to strive to create positive impacts that align business performance with contributions to surrounding communities, while also supporting the realization of an inclusive and resilient national maritime ecosystem.



PELINDO
JASA MARITIM

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PENCAPAIAN TERBAIK SPJM
SPJM's Best Achievement

Kinerja Keuangan
Financial Performance



Jumlah Aset
Total Assets

Jumlah Aset SPJM per 31 Desember 2024 tercatat sebesar:
SPJM's Total Assets as of December 31, 2024, amounted to:

Rp7,05
triliun | trillion



Jumlah Pendapatan
Total Revenues

Jumlah Pendapatan yang dibukukan SPJM di tahun 2024 tercatat sebesar:
SPJM's Total Revenues in 2024 amounted to:

Rp7,27
triliun | trillion



Laba Usaha
Income from Operations

Di tahun 2024, Total Laba yang berhasil dibukukan SPJM adalah sebesar:
In 2024, SPJM's Total Income amounted to:

Rp516,06
miliar | billion



Total Liabilitas
Total Liabilities

Di tahun 2024, Total Liabilitas yang berhasil dibukukan SPJM adalah sebesar:
In 2024, SPJM's Total Liabilities amounted to :

Rp2,96
triliun | trillion

Kinerja Operasional

Kerja sama dan *fee for services*
Cooperation and fee for services

Pendapatan operasi yang berhasil tercatat sebesar:
Income from operations amounted to:



Rp5,28
triliun | trillion

Jasa pengerukan
Dredging services

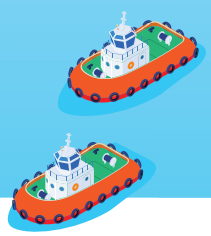
Pendapatan operasi yang berhasil tercatat sebesar:
Income from operations amounted to:



Rp824,95
miliar | billion

Pelayanan jasa kapal
Ship services

Jumlah Pendapatan yang dibukukan SPJM di tahun 2024 tercatat sebesar:
Income from operations amounted to:



Rp715,91
miliar | billion

Pengusahaan tanah, bangunan, air dan listrik
Land, building, water, and electricity management

Pendapatan operasi yang berhasil tercatat sebesar:
Income from operations amounted to:



Rp444,49
miliar | billion

Assessment GCG

Kategori "*Excellent*"
Assessor: PT Pratama Indomitra

Skor 102,93%





01

Kilas Kinerja 2024

Performance Highlight 2024

PELINDO
JASA MARITIM

IKHTISAR DATA KEUANGAN PENTING
Key Financial Data Highlights

LAPORAN LABA (RUGI) DAN PENGHASILAN LAIN

STATEMENT OF PROFIT (LOSS) AND OTHER COMPREHENSIVE INCOME

Tabel Laba Rugi dan Penghasilan Komprehensif Lain 2022-2024
Statement of Profit or Loss and Other Comprehensive Income Table 2022-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)
(In million of Rupiah, unless otherwise stated)

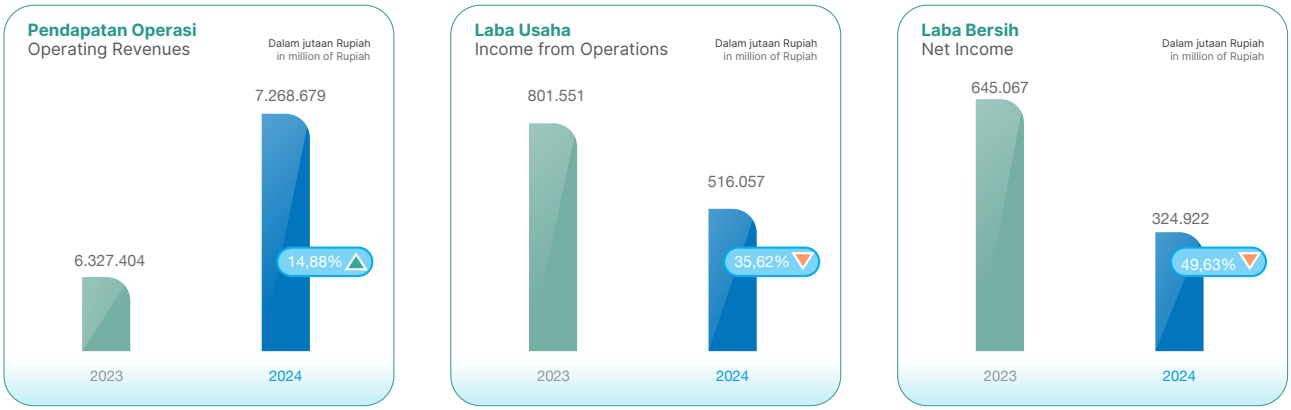
Uraian Description	2024	2023	2022	YoY 2023-2024
Pendapatan Operasi Operating Revenues	7.268.679	6.327.404	5.621.365	14,88%
Beban Operasi Operating Expenses	(6.636.709)	(5.565.962)	(4.928.634)	19,24%
Pendapatan Operasi Lainnya Other Operating Income	74.354	71.467	18.145	4,04%
Beban Operasi Lainnya Other Operating Expenses	(190.267)	(31.358)	(40.247)	506,76%
LABA USAHA INCOME FROM OPERATIONS	**516.057**	**801.551**	**670.630**	**-35,62%**
Pendapatan Keuangan Finance Income	68.796	55.105	32.906	24,85%
Beban Keuangan Finance Costs	(44.061)	(29.063)	(22.938)	51,61%
Bagian Laba Entitas Asosiasi - Neto Equity in Income of Associates - Net	923	536	380	72,20%
LABA SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN BADAN INCOME BEFORE FINAL TAX AND CORPORATE INCOME TAX	**541.715**	**828.129**	**680.978**	**-34,59%**
Beban Pajak Final Final Tax Expenses	(37.533)	(10.512)	(23.739)	257,05%
LABA SEBELUM PAJAK PENGHASILAN BADAN INCOME BEFORE CORPORATE INCOME TAX	**504.181**	**817.617**	**657.239**	**-38,34%**
(Beban) Manfaat Pajak Penghasilan Badan Corporate Income Tax Benefit (Expense)				
Kini Current	(238.804)	(201.140)	(154.265)	18,73%
Tangguhan Deferred	64.405	30.668	21.048	110,01%
LABA TAHUN/PERIODE BERJALAN SETELAH EFEK PENYESUAIAN LABA MERGING ENTITY INCOME FOR THE YEAR/PERIOD AFTER EFFECT OF MERGING ENTITY'S INCOME ADJUSTMENT	**329.782**	**647.145**	**524.022**	**-49,04%**
Pos yang Tidak Akan Direklasifikasikan ke Laba Rugi Pengukuran Kembali Program Imbalan Pasti - Neto Setelah Pajak Items that will not be reclassified to profit or loss Remeasurement of defined benefit plans - net of tax	(4.860)	(2.077)	883	133,99%

Tabel Laba Rugi dan Penghasilan Komprehensif Lain 2022-2024
Statement of Profit or Loss and Other Comprehensive Income Table 2022-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)
(In million of Rupiah, unless otherwise stated)

Uraian Description	2024	2023	2022	YoY 2023-2024
TOTAL LABA KOMPREHENSIF TAHUN/ PERIODE BERJALAN SETELAH EFEK PENYESUAIAN LABA MERGING ENTITY TOTAL COMPREHENSIVE INCOME FOR THE YEAR/ PERIOD AFTER EFFECT OF MERGING ENTITY'S INCOME ADJUSTMENT	324.922	645.067	524.906	-49,63%
LABA TAHUN PERIODE BERJALAN SETELAH EFEK PENYESUAIAN LABA *MERGING ENTITY* YANG DAPAT DIATRIBUSIKAN KEPADA: INCOME FOR THE YEAR/PERIOD AFTER EFFECT OF MERGING ENTITY'S INCOME ADJUSTMENT ATTRIBUTABLE TO:				
Pemilik Entitas Induk Owners of the Parent Entity	262.961	579.655	470.845	-54,63%
Kepentingan Non-Pengendali Non-Controlling Interests	66.821	67.489	53.177	-0,99%
Total	329.782	647.144	524.022	-49,04%
Penyesuaian atas Laba *Merging Entity*: Adjustment of Merging Entity's Profit:				
Pemilik Entitas Induk Owners of the Parent Entity	-	30.876	28.453	-
Kepentingan Non-Pengendali Non-Controlling Interests	-	1.588	2.021	-
Total	-	32.464	30.474	-
LABA TAHUN PERIODE BERJALAN SETELAH EFEK PENYESUAIAN LABA *MERGING ENTITY* YANG DAPAT DIATRIBUSIKAN KEPADA: INCOME FOR THE YEAR/PERIOD AFTER EFFECT OF MERGING ENTITY'S INCOME ADJUSTMENT ATTRIBUTABLE TO:				
Pemilik Entitas Induk Owners of the Parent Entity	262.961	548.779	442.391	-52,08%
Kepentingan Non-Pengendali Non-Controlling Interests	66.821	65.901	51.156	1,40%
Total	329.782	614.680	493.547	-46,35%
LABA TAHUN PERIODE BERJALAN SETELAH EFEK PENYESUAIAN LABA *MERGING ENTITY* YANG DAPAT DIATRIBUSIKAN KEPADA: INCOME FOR THE YEAR/PERIOD AFTER EFFECT OF MERGING ENTITY'S INCOME ADJUSTMENT ATTRIBUTABLE TO:				
Pemilik Entitas Induk Owners of the Parent Entity	258.101	577.578	471.728	-55,31%
Kepentingan Non-Pengendali Non-Controlling Interests	66.821	67.489	53.177	-0,99%
Total	324.922	645.067	524.905	-49,63%
Penyesuaian atas Laba Merging Entity:				
Pemilik Entitas Induk Owners of the Parent Entity	-	30.876	28.407	-
Kepentingan Non-Pengendali Non-Controlling Interests	-	1.588	2.007	-
Total	-	32.464	30.414	-
LABA TAHUN PERIODE BERJALAN SETELAH EFEK PENYESUAIAN LABA *MERGING ENTITY* YANG DAPAT DIATRIBUSIKAN KEPADA: INCOME FOR THE YEAR/PERIOD AFTER EFFECT OF MERGING ENTITY'S INCOME ADJUSTMENT ATTRIBUTABLE TO:				
Pemilik Entitas Induk Owners of the Parent Entity	258.101	546.702	443.321	-52,79%
Kepentingan Non-Pengendali Non-Controlling Interests	66.821	65.901	51.168	1,40%
Total	324.922	612.603	494.489	-46,96%

Grafik Laba Rugi dan Penghasilan Komprehensif Lain
Statement of Profit or Loss and Other Comprehensive Income Chart



POSISI KEUANGAN KONSOLIDASIAN

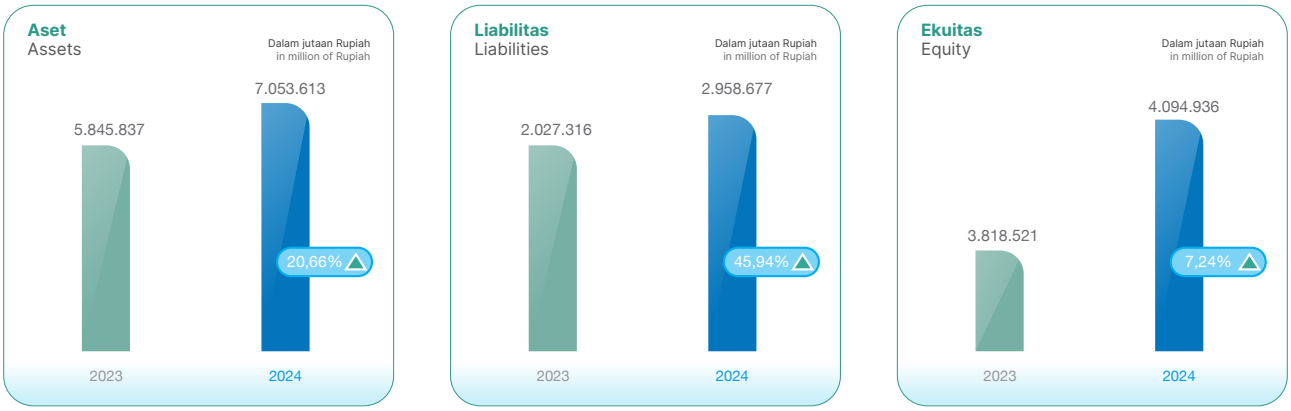
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

Tabel Posisi Keuangan Konsolidasian 2022-2024
Consolidated Financial Position Table
2022-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)
(In million of Rupiah, unless otherwise stated)

Uraian Description	2024	2023	2022	YoY 2023-2024
ASET ASSETS				
Aset Lancar Current Asset	4.672.126	3.808.678	3.280.675	22,67%
Aset Tidak Lancar Non-Current Asset	2.381.488	2.037.159	1.947.169	16,90%
Total Aset Total Assets	7.053.613	5.845.837	5.227.844	20,66%
LIABILITAS LIABILITIES				
Liabilitas Jangka Pendek Current Liabilities	2.636.611	1.852.212	1.686.489	42,35%
Liabilitas Jangka Panjang Non-Current Liabilities	322.066	175.103	167.595	83,93%
Total Liabilitas Total Liabilities	2.958.677	2.027.316	1.854.083	45,94%
EKUITAS EQUITY				
Ekuitas Neto Net Equity	4.094.936	3.818.521	3.373.761	7,24%
Total Liabilitas dan Ekuitas Total Liabilities and Equity	7.053.613	5.845.837	5.227.844	20,66%

Grafik Posisi Keuangan Konsolidasian
Consolidated Financial Position Chart



LAPORAN ARUS KAS KONSOLIDASIAN

CONSOLIDATED STATEMENTS OF FINANCIAL POSITION

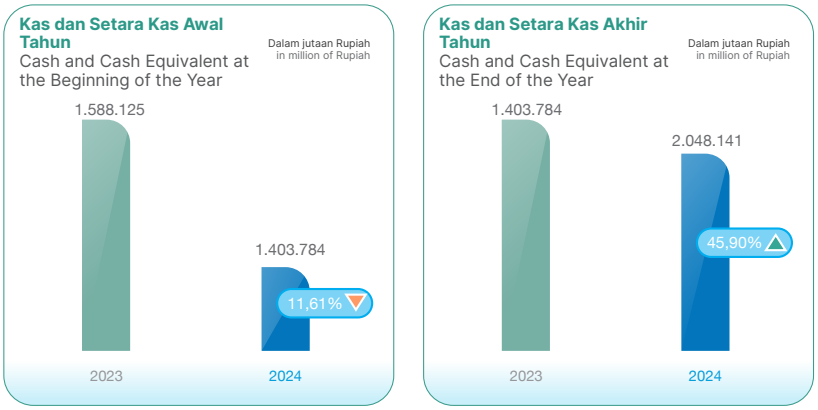
Tabel Arus Kas Konsolidasian 2022-2024
Tabel Arus Kas Konsolidasian 2022-2024

(Dalam jutaan Rupiah, kecuali dinyatakan lain)
(In million of Rupiah, unless otherwise stated)

Uraian Description	2024	2023*	2022	YoY 2023-2024
Arus Kas dari (untuk) Aktivitas Operasi Cash Flows from (used in) Operating Activities	906.850	90.569	462.632	901,28%
Arus Kas dari (untuk) Aktivitas Investasi Cash Flows from (used in) Investing Activities	(61.247)	(162.948)	(137.557)	-62,41%
Arus Kas dari (untuk) Aktivitas Pendanaan Cash Flows from (used in) Financing Activities	(201.246)	(111.962)	(95.264)	79,74%
Kenaikan Neto Kas dan Setara Kas Net Increase in Cash and Cash Equivalents	644.357	(184.341)	229.812	-449,55%
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalent at the Beginning of the Year	1.403.784	1.588.125	1.358.313	-11,61%
Kas Dan Setara Kas Akhir Tahun Cash and Cash Equivalent at the End of the Year	2.048.141	1.403.784	1.588.125	45,90%

*) Disajikan kembali | Restated

Grafik Arus Kas Konsolidasian
Consolidated Statements of Cash Flow Chart



RASIO KEUANGAN PENTING

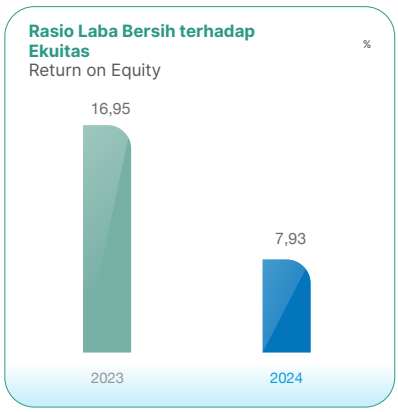
IMPORTANT FINANCIAL RATIO

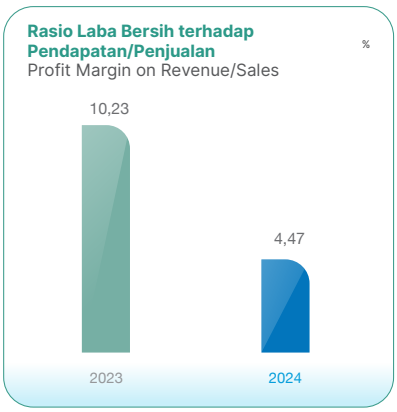
Tabel Rasio Keuangan 2023-2024
Financial Ratio Table 2023-2024

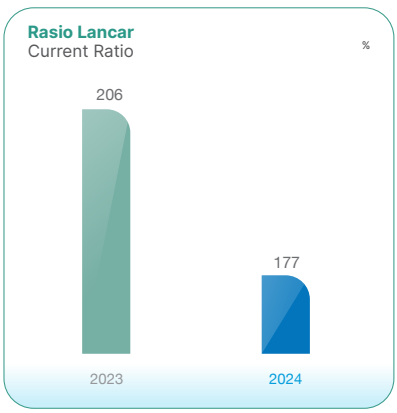
Uraian Description	2024	2023
Rasio Laba Bersih terhadap Aset Return on Asset	4,61%	11,07%
Rasio Laba Bersih terhadap Ekuitas Return on Equity	7,93%	16,95%
Rasio Laba Bersih terhadap Pendapatan/Penjualan Profit Margin on Revenue/Sales	4,47%	10,23%
Rasio Lancar Current Ratio	177%	206%
Rasio Liabilitas terhadap Ekuitas Debt to Equity	72%	53%
Rasio Liabilitas terhadap Jumlah Aset Debt to Asset	41,95%	34,68%

Grafik Rasio Keuangan
Financial Ratio Chart

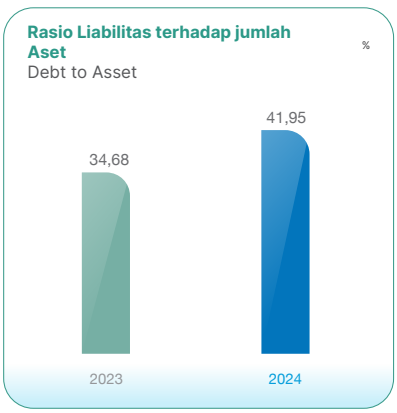












IKHTISAR OPERASIONAL
Operational Highlights

KINERJA OPERASIONAL 2023-2024

OPERATIONAL PERFORMANCE IN 2023-2024

Tabel Kinerja Operasional 2023-2024
Tabel Kinerja Operasional Operational Performance Table 2023-2024

No	Uraian Description	Satuan Unit	2024	2023
A.	Produksi Production			
1	Pemanduan Pilotage			
	a. Pelimpahan PT Jasa Armada Indonesia Tbk Transfer from PT Jasa Armada Indonesia Tbk	Gerakan Movement	19.885	16.690
	b. Wilayah 1 Regional 1	Gerakan Movement	38.932	36.583
	c. Wilayah 2 Regional 2	Gerakan Movement	100.497	47.248
	d. Wilayah 3 Regional 3	Gerakan Movement	178.791	50.926
	e. Wilayah 4 Regional 4	Gerakan Movement	304.717	282.765
Jumlah Total		**Gerakan** Movement	642.821	434.212
	SBPP Pemanduan SBPP Pilotage			
	a. PT Jasa Armada Indonesia Tbk (Area Pelimpahan Pelindo R2) (Transfer Area of Pelindo R2)	Gerakan Movement	100.497	106.127
	b. PT PMS (Area Pelimpahan Pelindo R1, R3, R4) (Transfer Area of Pelindo R1, R3, R4)	Gerakan Movement	522.439	493.357
Jumlah Total		**Gerakan** Movement	622.936	599.484
2	Penundaan Tugging			
	a. Pelimpahan PT Jasa Armada Indonesia Tbk Transfer from PT Jasa Armada Indonesia Tbk	GT-Jam GT-Hour	233.018.927	214.529.238
	b. Wilayah 1 Regional 1	GT-Jam GT-Hour	453.830.251	483.456.885
	c. Wilayah 2 Regional 2	GT-Jam GT-Hour	1.307.216.061	1.299.963.478
	d. Wilayah 3 Regional 3	GT-Jam GT-Hour	1.319.368.224	1.266.937.072
	e. Wilayah 4 Regional 4	GT-Jam GT-Hour	1.934.623.631	1.713.411.410
Jumlah Total		**GT-Jam** GT-Hour	5.248.057.095	4.978.298.082



Tabel Kinerja Operasional 2023-2024

Tabel Kinerja Operasional Operational Performance Table 2023-2024

No	Uraian Description	Satuan Unit	2024	2023
	SBPP Penundaan SBPP Pilotage			
	a. PT Jasa Armada Indonesia Tbk (Area Pelimpahan Pelindo R2) (Transfer Area of Pelindo R2)	GT-Jam GT-Hour	1.307.216.061	1.299.963.478
	b. PT PMS (Area Pelimpahan Pelindo R1, R3, R4) (Transfer Area of Pelindo R1, R3, R4)	GT-Jam GT-Hour	3.707.822.107	3.463.805.366
Jumlah Total		**GT-Jam** GT-Hour	**5.015.038.168**	**4.763.768.844**
3	*Docking*			
	PT Jasa Peralatan Pelabuhan Indonesia	Unit	49	23
4	Pengerukan Dredging			
	PT Pengerukan Indonesia	M3	663.121	1.263.492
5	Pengelolaan Alur Channel Management			
	a. PT Alur Barat Pelayaran Surabaya	Ton	27.302.975	24.445.274
	b. PT Alur Barat Pelayaran Surabaya	Box	2.374.963	2.268.981
6	Distribusi BBM Fuel Distribution			
	a. PT Pelindo Energi Logistik	KL	10.300	49.686
	b. PT Lamong Energi Indonesia	KL	51.856	-
	Jumlah Total	**KL**	**62.156**	**49.686**
7	Distribusi Gas Gas Distribution			
	PT Lamong Nusantara Gas	MMBTU	13.972.152	13.188.848
8	Listrik Electricity			
	a. PT Energi Pelabuhan Indonesia	kWh	102.421.306	89.628.447
	b. Lamong Energi Indonesia	kWh	103.672.185	88.333.221
	Jumlah Total	**kWh**	**206.093.491**	**177.961.668**
9	Air Bersih Clean Water			
	PT Energi Pelabuhan Indonesia	Ton/M3	894.976	848.049
	PT Lamong Energi Indonesia	Ton/M3	1.724.409	45.834
	Jumlah Total	**Ton/M3**	**2.619.385**	**893.883**
10	Pengelolaan Limbah Waste Management			
	PT Lamong Energi Indonesia	Kg	289.363	261.666
11	Layanan OSR OSR Services			
	PT Lamong Energi Indonesia	Ton	11.929.814	8.129.680

Tabel Kinerja Operasional 2023-2024

Tabel Kinerja Operasional Operational Performance Table 2023-2024

No	Uraian Description	Satuan Unit	2024	2023
B. Kinerja Performance				
1	*Availability*			
	a. PT Equiport Inti Indonesia	%	92.79	91.34
	b. PT Jasa Peralatan Pelabuhan Indonesia	%	92.01	91.25
	c. PT Berkah Industri Mesin Angkat	%	93.59	90.40
2	MTTR			
	a. PT Equiport Inti Indonesia	Jam Hour	2.46	6.09
	b. PT Jasa Peralatan Pelabuhan Indonesia	Jam Hour	0.65	0.64
	c. PT Berkah Industri Mesin Angkat	Jam Hour	15.55	19.10
3	MTBF			
	a. PT Equiport Inti Indonesia	Jam Hour	112.47	114.19
	b. PT Jasa Peralatan Pelabuhan Indonesia	Jam Hour	75.11	75.89
	c. PT Berkah Industri Mesin Angkat	Jam Hour	112.09	156.49

INFORMASI SAHAM
Share Information

PT Pelindo Jasa Maritim merupakan entitas anak dari PT Pelabuhan Indonesia (Persero) yang memiliki hampir seluruh kepemilikan saham, yaitu sebesar 99,995%, sedangkan 0,005% saham lainnya dimiliki oleh PT Integrasi Logistik Cipta Solusi.

Sampai dengan tanggal 31 Desember 2024, Perusahaan tidak melaksanakan Penawaran Umum Perdana Saham dan tidak memperdagangkan sahamnya di pasar publik.

PT Pelindo Jasa Maritim is a subsidiary of PT Pelabuhan Indonesia (Persero), which holds nearly all of the shares, amounting to 99.995%, while the remaining 0.005% is owned by PT Integrasi Logistik Cipta Solusi.

As of December 31, 2024, the Company has not conducted an Initial Public Offering and does not trade its shares on the public market.

INFORMASI MENGENAI OBLIGASI, SUKUK ATAU OBLIGASI KONVERSI
Information on Bond, Sharia Bonds or Convertible Bonds

OBLIGASI/SUKUK/OBLIGASI KONVERSI YANG BEREDAR *(OUTSTANDING)*

Sampai dengan tanggal 31 Desember 2024, Perusahaan tidak menerbitkan obligasi, sukuk atau obligasi konversi.

OUTSTANDING BOND/SHARIA BOND/ CONVERTIBLE BOND

As of December 31, 2024, the Company had not issued any bonds, sharia bonds or convertible bonds.

INFORMASI SUMBER PENDANAAN LAINNYA
Information on Other Source of Funding

Sampai dengan tanggal 31 Desember 2024, Perusahaan tidak menerbitkan instrumen pendanaan lainnya, seperti *Medium Term Notes* (MTN), skema pembiayaan berbasis proyek, atau pun lainnya.

As of December 31, 2024, the Company had not issued any other funding instruments, such as Medium Term Notes (MTN), involved in a project-based funding scheme, or others.

PERISTIWA PENTING 2024
2024 Highlights

1 Januari 2024
January 1st, 2024



Manajemen SPJM Sampaikan Terima Kasih dan Apresiasi Untuk *Customer* dan *Stakeholder*
SPJM Management Expresses Gratitude and Appreciation to Customers and Stakeholders

PT Pelabuhan Indonesia (Persero) melalui *subholding* nya, PT Pelindo Jasa Maritim (SPJM) sebagai penyedia jasa di bidang *marine*, peralatan dan *port utilitas*, menyampaikan terima kasih dan apresiasi kepada seluruh pengguna jasa di tanah air.

PT Pelabuhan Indonesia (Persero), through its subholding company PT Pelindo Jasa Maritim (SPJM) as a provider of marine, equipment, and port utility services, would like to express its gratitude and appreciation to all service users in the country.

17 Januari 2024
January 17th, 2024



Pelindo Dukung Penerapan *Green Shipping* melalui Pengurangan Emisi di Pelabuhan
Pelindo Supports Green Shipping Implementation through Emission Reduction at Ports

PT Pelabuhan Indonesia (Persero) melalui *subholding* nya, PT Pelindo Jasa Maritim (SPJM) berupaya untuk berkontribusi mewujudkan *green shipping* melalui pemberian jasa di bidang *marine*, peralatan, solusi pengerukan, galangan, dan jasa utilitas yang berfokus pada pengurangan emisi pada transportasi laut.

PT Pelabuhan Indonesia (Persero), through its subholding company PT Pelindo Jasa Maritim (SPJM), strives to contribute to the realization of green shipping by providing services in the marine sector, equipment, dredging solutions, shipyards, and utility services that focus on reducing emissions in maritime transportation.

18 Januari 2024
January 18th, 2024



Camilan Kentang Mustofa Dari Tapoji Food Binaan SPJM
Mustofa Potato Snacks from Tapoji Food, supported by SPJM

Laksanakan amanah Kementerian BUMN, *Subholding* Pelindo Jasa Maritim (SPJM), bagian dari Pelindo Group menetapkan 3 usaha kecil sebagai mitra binaannya. Dan salah satunya adalah Kentang Mustofa Bumbu Rempah dari Tapoji Food, camilan kentang goreng yang renyah dan gurih.

Carrying out the mandate of the Ministry of State-Owned Enterprises, Subholding Pelindo Jasa Maritim (SPJM), part of the Pelindo Group, has designated three small businesses as its partners. One of them is Kentang Mustofa Bumbu Rempah from Tapoji Food, a crispy and savory fried potato snack.

22 Januari 2024
January 22th, 2024



UMKM Binaan SPJM Ramaikan Kuliner Makassar
MSMEs Assisted by SPJM Enliven Makassar's Culinary Scene

Peningkatan kapasitas UMKM turut menjadi perhatian PT Pelabuhan Indonesia (Persero) melalui *subholding* nya, PT Pelindo Jasa Maritim (SPJM) yang terus memotivasi para mitra binaannya. Salah satunya adalah Rumah Makan Dapur Mama, penyedia menu serba kambing dan ayam kampung.

PT Pelabuhan Indonesia (Persero) is also focusing on improving the capacity of MSMEs through its subholding company, PT Pelindo Jasa Maritim (SPJM), which continues to motivate its partners. One of them is Rumah Makan Dapur Mama, a restaurant that serves goat and free-range chicken dishes.

2 Februari 2024
February 2nd, 2024



Pelindo Jasa Maritim Tanamkan Kesadaran K3 melalui Berbagai Lomba
Pelindo Jasa Maritim Instills K3 Awareness through Various Competitions

Dua bulan di awal tahun ini, PT Pelindo (Persero) menggelar sejumlah perhelatan lomba dalam rangka Peringatan Bulan K3 (Keselamatan dan Kesehatan Kerja) Nasional tahun 2024.

Berlangsung sejak pertengahan Januari hingga awal Februari mendatang, pelaksanaan peringatan Bulan K3 Nasional ini dihelat berdasarkan Keputusan Menteri Tenaga Kerja Republik Indonesia tentang Hari Keselamatan dan Kesehatan Kerja Nasional dan Keputusan Menteri Ketenagakerjaan Republik Indonesia tentang Petunjuk Pelaksanaan Bulan Keselamatan dan Kesehatan Kerja Nasional Tahun 2024.

In the first two months of this year, PT Pelindo (Persero) held a number of competitions in commemoration of National Occupational Safety and Health Month 2024.

Running from mid-January to early February, the National OSH Month commemoration was held in accordance with the Decree of the Minister of Manpower of the Republic of Indonesia on National Occupational Safety and Health Day and the Decree of the Minister of Manpower of the Republic of Indonesia on Guidelines for the Implementation of National Occupational Safety and Health Month 2024.

25 Februari 2024
February 25th, 2024



Pelantikan dan Pengukuhan Pengurus DPC SPPI Bersatu PT Pelindo Jasa Maritim: Bersama ManaJemen, Jaga Kekompakan dan Sinergi
Inauguration and Appointment of the Executive Board of SPPI Bersatu PT Pelindo Jasa Maritim: Together with Management, Maintain Unity and Synergy

Pengurus DPC SPPI (Serikat Pekerja Pelabuhan Indonesia) Bersatu *Subholding* PT Pelindo Jasa Maritim (SPJM) periode 2023/2026 berkomitmen untuk menjaga sifat kritis dan juga meningkatkan produktivitasnya pada saat yang bersamaan untuk kemajuan Perusahaan.

The management of the Indonesian Port Workers Union (SPPI) United Subholding of PT Pelindo Jasa Maritim (SPJM) for the 2023-2026 period is committed to maintaining its critical nature while also increasing productivity for the advancement of the Company.

29 Februari 2024
February 29th, 2024



***Subholding* Pelindo Jasa Maritim Raih Lagi Penghargaan Penerimaan Pajak**
Pelindo Jasa Maritim Subholding Wins Another Tax Collection Award

Subholding PT Pelindo Jasa Maritim (SPJM) bagian dari Pelindo Group berhasil kembali meraih Penghargaan dari Kantor Wilayah Direktorat Jenderal Pajak Sulawesi Selatan, Barat dan Tenggara (Kanwil DJP Sulselbartra) untuk kedua kalinya.

PT Pelindo Jasa Maritim (SPJM), a subholding company of Pelindo Group, has once again received an award from the Regional Office of the Directorate General of Taxes for South, West, and Southeast Sulawesi (Kanwil DJP Sulselbartra) for the second time.

2 Maret 2024
March 2nd, 2024



Omzet Usaha UMKM Binaan Melesat Setelah Didampingi SPJM
Turnover of Assisted MSMEs Skyrockets After Being Assisted by SPJM

Omzet usaha UMKM Tapoji Food alami kenaikan cukup signifikan setelah mengikuti pembinaan dari *Subholding* Pelindo Jasa Maritim (SPJM), bagian dari Pelindo Group. Kenaikan omsetnya saat ini mencapai 9,28% sejak mengikuti masa pendampingan selama kurang lebih 3 bulan atau terhitung sejak awal November 2023 lalu hingga akhir Februari ini.

Tapoji Food's MSME business turnover has increased significantly after participating in a training program organized by Subholding Pelindo Jasa Maritim (SPJM), part of the Pelindo Group. Its turnover has increased by 9.28% since participating in the training program for approximately 3 months, from early November 2023 to the end of February this year.

2 Maret 2024
March 2nd, 2024



Pelindo Lakukan Pergantian Direksi Pelindo Jasa Maritim
Pelindo Replaces Directors of Pelindo Jasa Maritim

Pemegang Saham *Subholding* PT Pelindo Jasa Maritim (SPJM) yaitu PT Pelabuhan Indonesia (Persero) memutuskan untuk melakukan pergantian Direksi di lingkup SPJM.

The shareholder of PT Pelindo Jasa Maritim (SPJM) Subholding, PT Pelabuhan Indonesia (Persero), has decided to replace the Board of Directors within SPJM.

4 Maret 2024
March 4th, 2024



Pelindo Jasa Maritim Bekali Life Skill Bagi Penyandang Disabilitas Fisik dan Teman Tuli
Pelindo Jasa Maritim Equips Life Skills for People with Physical Disabilities

PT Pelindo Jasa Maritim, salah satu *subholding* dari PT Pelabuhan Indonesia (Persero) mendukung peningkatan kapasitas kemampuan penyandang disabilitas agar memiliki kemandirian, terutama dari segi ekonomi. Salah satu dukungan tersebut melalui bantuan Tanggung Jawab Sosial dan Lingkungan (TJSL) melalui rangkaian Program Difableprenuer Pelindo.

PT Pelindo Jasa Maritim, a subholding company of PT Pelabuhan Indonesia (Persero), supports efforts to increase the capacity of persons with disabilities to become independent, particularly in economic terms. One such effort is through Corporate Social and Environmental Responsibility (CSER) assistance via the Pelindo Difableprenuer Program series.

17 Maret 2024
March 17th, 2024



Pelindo Jasa Maritim Sediakan Kuota bagi Pemudik Gratis untuk Dua Rute di Sulawesi Selatan
Pelindo Jasa Maritim Provides Free Quotas for Travelers on Two Routes in South Sulawesi

PT Pelindo Jasa Maritim (SPJM), salah satu *subholding* dari PT Pelabuhan Indonesia (Persero) atau Pelindo Group kembali menggelar program Mudik Gratis di tahun ini. Disediakan dua rute tujuan yaitu Makassar – Palopo dan Makassar – Bulukumba dengan titik start dari Terminal Penumpang Pelabuhan Makassar.

PT Pelindo Jasa Maritim (SPJM), a subholding company of PT Pelabuhan Indonesia (Persero) or Pelindo Group, is once again holding its Free Homecoming Program this year. Two routes are available, namely Makassar – Palopo and Makassar – Bulukumba, with the starting point at the Makassar Port Passenger Terminal.

23 Maret 2024
March 23rd, 2024



Siagakan Layanan Arus Mudik dan Balik Idul Fitri 2024, SPJM Pastikan Keandalan Layanan di Semua Lini
Preparing for the 2024 Eid al-Fitr Homecoming and Return Travel Season, SPJM Ensures Service Reliability Across All Lines

Subholding Pelindo Jasa Maritim (SPJM) bagian dari Pelindo Group, berkomitmen untuk mendukung dan menyukseskan penyelenggaraan layanan logistik selama ramadhan, arus mudik hari raya Idul Fitri 2024. Dengan memastikan layanan *marine*, peralatan dan layanan utilitas di pelabuhan, SPJM mengoptimalkan berbagai sisi dari kesiapan yang terus dioptimalkan.

Pelindo Jasa Maritim Subholding (SPJM), part of the Pelindo Group, is committed to supporting and ensuring the success of logistics services during Ramadan and the 2024 Eid al-Fitr holiday exodus. By ensuring marine services, equipment, and utility services at ports, SPJM is optimizing various aspects of its readiness.

4 April 2024
April 4th, 2024



Pelindo Jasa Maritim Sandarkan Ms Coral Geographer di Pelabuhan Makassar
Pelindo Maritime Services Docked Ms Coral Geographer at Makassar Port

PT Pelindo Jasa Maritim (SPJM) area Makassar kembali menyandarkan kapal pesiar MS Coral Geographer dengan aman dan selamat di dermaga Soekarno, Pelabuhan Makassar. Pandu SPJM yang bertugas telah menyandarkan kapal berbendera Australia ini berukuran LOA 93,4 meter, dengan kedalaman (*draft*) 4,5 meter, dan memiliki bobot 5516 GT di *launching* pertama kali pada tahun 2021 yang merupakan armada milik CPC Marine Pty Ltd.

PT Pelindo Jasa Maritim (SPJM) in Makassar has once again safely docked the cruise ship MS Coral Geographer at Soekarno Pier, Makassar Port. The SPJM pilot on duty safely docked this Australian-flagged ship, which measures 93.4 meters in length overall (LOA), has a draft of 4.5 meters, and a gross tonnage (GT) of 5,516. The ship was first launched in 2021 and is part of the fleet owned by CPC Marine Pty Ltd.

30 Maret 2024
March 30th, 2024



Bulan Penuh Berkah, Pelindo Lakukan Program Berbagi Ramadhan 1445 H
A Month Full of Blessings, Pelindo Implements Ramadan Sharing Program 1445 H

PT Pelindo Jasa Maritim (SPJM), salah satu *subholding* dari PT Pelabuhan Indonesia (Persero) atau Pelindo Group mendukung kebutuhan masyarakat, melalui program Pelindo Berbagi Ramadhan di tahun ini.

PT Pelindo Jasa Maritim (SPJM), a subholding company of PT Pelabuhan Indonesia (Persero) or Pelindo Group, supports the needs of the community through this year's Pelindo Berbagi Ramadhan program.

13 April 2024
April 13th, 2024



Pelindo Jasa Maritim Berangkatkan Pemudik Gratis di Pelabuhan Makassar
Pelindo Jasa Maritim Departs Free Travelers at Makassar Port

Direksi PT Pelindo Jasa Maritim (SPJM), *Subholding* PT Pelabuhan Indonesia (Persero) atau Pelindo Group berangkatkan 300 peserta Mudik Gratis Bersama BUMN dari Terminal Penumpang Pelabuhan Makassar.

The Board of Directors of PT Pelindo Jasa Maritim (SPJM), a subholding company of PT Pelabuhan Indonesia (Persero) or Pelindo Group, sent off 300 participants of the Free Homecoming Trip with State-Owned Enterprises from the Makassar Port Passenger Terminal.

13 April 2024
April 13th, 2024



Tak Hanya Olah Gerak Kapal, Perwira Pandu Wilayah 4 Rutin Berbagi di Ramadhan

Not Only Ship Maneuvering, Regional Pilot Officers Routinely Share During Ramadan

PT Pelindo Jasa Maritim (SPJM), Subholding PT Pelabuhan Indonesia (Persero) atau Pelindo Group kembali berbagi di bulan Ramadhan. Kali ini para perwira pandu (*Maritime Pilot*) bagikan 302 paket kepada sesama. Bekerja sama dengan asosiasi pandu se-Indonesia atau INAMPA (Indonesia of Maritime Pilots Association), para perwira pandu yang berada di Wilayah 4 PT Pelindo Jasa Maritim melaksanakan program Ramadhan Barokah 1445 H.

PT Pelindo Jasa Maritim (SPJM), a subholding of PT Pelabuhan Indonesia (Persero) or Pelindo Group, is once again sharing during the month of Ramadan. This time, maritime pilots distributed 302 packages to their colleagues. In collaboration with the Indonesian Maritime Pilots Association (INAMPA), maritime pilots in Region 4 of PT Pelindo Jasa Maritim carried out the Ramadhan Barokah 1445 H program.

29 April 2024
April 29th, 2024



Pelindo Jasa Maritim Sediakan Layanan Marine, Peralatan, dan Utilitas di Pelabuhan

Pelindo Jasa Maritim Provides Marine, Equipment, and Utility Services at Ports

PT Pelindo Jasa Maritim (SPJM) adalah satu dari empat *subholding* PT Pelabuhan Indonesia (Persero). SPJM adalah perusahaan penyedia jasa di bidang marine, peralatan dan *port* utilitas.

PT Pelindo Jasa Maritim (SPJM) is one of four subholdings of PT Pelabuhan Indonesia (Persero). SPJM is a service provider in the marine, equipment, and port utilities sectors.

16 April 2024
March 16th, 2024



Pelindo Jasa Maritim Sediakan Bus untuk Angkut Pemudik yang Balik ke Makassar

Pelindo Jasa Maritim Provides Buses to Transport Travelers Returning to Makassar

Setelah sukses melaksanakan pelepasan (*flag off*) mudik gratis bagi 300 orang di dua rute di Sulawesi Selatan, PT Pelindo Jasa Maritim (SPJM), salah satu subholding dari PT Pelabuhan Indonesia (Persero) juga menyediakan bus untuk para pemudik tersebut balik ke Makassar pada 16 April 2024 pukul 19.30 waktu setempat. Baik dari Palopo ke Makassar, maupun dari Bulukumba ke Makassar bus tersedia di titik kumpul yang telah ditentukan.

After successfully launching the free homecoming trip for 300 people on two routes in South Sulawesi, PT Pelindo Jasa Maritim (SPJM), a subholding of PT Pelabuhan Indonesia (Persero), also provided buses for the travelers to return to Makassar on April 16, 2024, at 7:30 p.m. local time. Buses will be available at designated meeting points for both the Palopo to Makassar route and the Bulukumba to Makassar route.

13 Mei 2024
May 13th, 2024



Sinergi Pelindo Jasa Maritim dan Pengguna Jasa Wujudkan K3 di Pelabuhan

Synergy between Pelindo Jasa Maritim and Service Users Realizes K3 at the Port

PT Pelindo Jasa Maritim (SPJM) yang merupakan salah satu *subholding* PT Pelabuhan Indonesia (Persero), menggelar sosialisasi dalam rangka meningkatkan *safety awareness* bersama para pengguna jasa. Kegiatan ini merupakan bagian dari peringatan May Day 2024 untuk mewujudkan Keselamatan dan Kesehatan Kerja di Pelabuhan.

PT Pelindo Jasa Maritim (SPJM), a subholding company of PT Pelabuhan Indonesia (Persero), held a socialization event to raise safety awareness among service users. This activity was part of the May Day 2024 commemoration to promote Occupational Safety and Health at the Port.

30 Mei 2024
May 30th, 2024



Pelindo Jasa Maritim Sukses Laksanakan Pemanduan Laut Dalam di Selat Malaka
Pelindo Jasa Maritim Successfully Conducts Deep Sea Pilotage in the Malacca Strait

PT Pelindo Jasa Maritim (SPJM) yang merupakan salah satu *subholding* PT Pelabuhan Indonesia (Persero), berhasil melaksanakan pemanduan laut dalam atau yang dikenal dengan Deep Sea Pilotage (DSP), untuk kapal MT. Delta Euridyce, di Selat Malaka.

PT Pelindo Jasa Maritim (SPJM), a subholding company of PT Pelabuhan Indonesia (Persero), successfully carried out deep sea pilotage for the MT Delta Euridyce in the Malacca Strait.

10 Juni 2024
June 10th, 2024



Pelindo Salurkan Bantuan Beasiswa dan Tempat Sampah Daur Ulang untuk Sekolah
Pelindo Distributes Scholarship Assistance and Recycling Bins to Schools

PT Pelindo Jasa Maritim, Subholding dari PT Pelabuhan Indonesia (Persero) atau Pelindo melalui Program Tanggung Jawab Sosial dan Lingkungan (TJSL), memberikan beasiswa dan tempat sampah daur ulang kepada sejumlah sekolah menengah atas di Kota Makassar.
Beasiswa Juara merupakan program yang dilakukan oleh masing-masing entitas yang tergabung dalam Pelindo Grup dan merupakan bagian dari program TJSL bidang Pendidikan dan Lingkungan.

PT Pelindo Jasa Maritim, a subholding of PT Pelabuhan Indonesia (Persero) or Pelindo, through its Social and Environmental Responsibility Program (TJSL), provided scholarships and recycling bins to a number of high schools in Makassar City.
The Juara Scholarship is a program carried out by each entity affiliated with the Pelindo Group and is part of the TJSL program in the fields of Education and Environment.

10 Juni 2024
June 10th, 2024



Kapal Tunda Pelindo Responsif Bantu Padamkan Kebakaran Kapal di Makassar
Pelindo's Tugboat Responds to Help Extinguish Ship Fire in Makassar

Tiga Kapal Tunda (Tug Boat) milik PT Pelindo Jasa Maritim, Subholding dari PT Pelabuhan Indonesia (Persero) atau Pelindo dengan sigap merespon atas musibah kebakaran yang menimpa kapal penumpang KM Umsini di Pelabuhan Makassar.
Sekitar pukul 05.00 WITA, Kapal Penumpang KM Umsini milik PT. Pelni terbakar dan menyebabkan kepanikan di antara penumpang dan awak kapal yang berjumlah ratusan orang.

Three tugboats belonging to PT Pelindo Jasa Maritim, a subholding of PT Pelabuhan Indonesia (Persero) or Pelindo, responded swiftly to the fire that broke out on the KM Umsini passenger ship in the Port of Makassar.
At around 5:00 a.m. WITA, the KM Umsini passenger ship owned by PT. Pelni caught fire, causing panic among the hundreds of passengers and crew members.

18 Juni 2024
June 18th, 2024

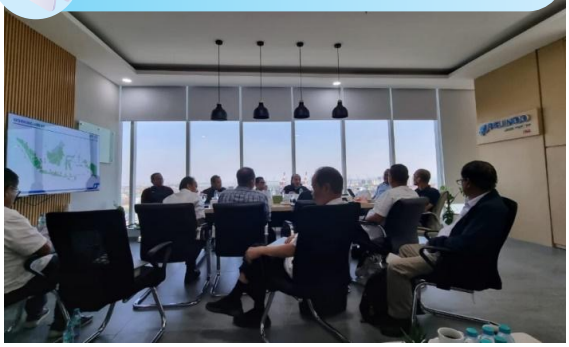


SPJM Group Sembelih 40 Ekor Sapi & 53 Ekor Kambing Di Momen Iduladha 1445 H
SPJM Group Slaughters 40 Cows & 53 Goats During Eid al-Adha 1445 H

Mewujudkan kebahagiaan Idul Adha 1445 Hijriah *Subholding* Pelindo Jasa Maritim (SPJM) beserta 8 anak usahanya, melakukan penyembelihan hewan qurban total sebanyak 40 ekor sapi dan 53 ekor kambing.

To celebrate Eid al-Adha 1445 Hijri, Pelindo Jasa Maritim Subholding (SPJM) and its eight subsidiaries slaughtered a total of 40 cows and 53 goats for qurbani.

20 Juni 2024
June 20th, 2024

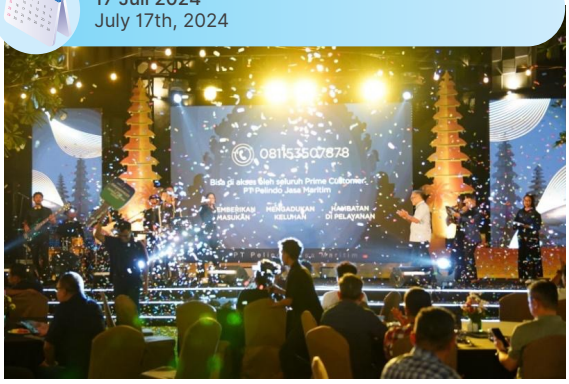


Mengenal PT LEGI, Anak Usaha SPJM yang Sediakan Listrik Tenaga Mesin Gas
Getting to Know PT LEGI, a Subsidiary of SPJM that Provides Gas Engine Power

Mewujudkan energi hijau di pelabuhan menjadi kian memungkinkan. Bahkan kebutuhan untuk Terminal Teluk Lamong (TTL), yang merupakan terminal petikemas *green port* terkemuka di Indonesia, memanfaatkan sebagian dari sumber energi berbasis tenaga mesin gas untuk kebutuhan operasional pelabuhan.

Realizing green energy in ports is becoming increasingly possible. Even the Lamong Bay Terminal (TTL), which is Indonesia's leading green port container terminal, utilizes some of its energy from gas engines for port operations.

17 Juli 2024
July 17th, 2024



Beri Kemudahan untuk Pelanggan, Pelindo Jasa Maritim Luncurkan Call Center Number 081153507878
Providing Convenience for Customers, Pelindo Jasa Maritim Launches Call Center Number 081153507878

Subholding Pelindo Jasa Maritim (SPJM), bagian dari Pelindo Group, meluncurkan *call center* sebagai bagian dari kemudahan pelanggan dalam mengakses layanan jasa maritim yang disediakan oleh SPJM. Ini merupakan wujud dari komitmen SPJM sebagai pemimpin jasa kemaritiman yang terintegrasi dan berkelas dunia.

Pelindo Jasa Maritim Subholding (SPJM), part of Pelindo Group, launched a call center as part of its efforts to facilitate customer access to maritime services provided by SPJM. This is a manifestation of SPJM's commitment as a leader in integrated, world-class maritime services.

19 Juli 2024
July 19th, 2024



Himpun Masukan Pemakai Jasa, Pelindo Jasa Maritim Wujudkan Layanan Terbaik
Gathering Feedback from Service Users, Pelindo Jasa Maritim Realizes the Best Service

Pelindo Jasa Maritim, salah satu *subholding* dari Pelindo Group, menggelar *Customer Hearing* Tahun 2024 untuk memberikan pelayanan yang terbaik dan meningkat dari tahun ke tahun maupun mengembangkan layanan untuk para pemakai jasa. Ini merupakan wujud dari visi SPJM sebagai pemimpin jasa kemaritiman yang terintegrasi dan berkelas dunia.

Pelindo Jasa Maritim, a subholding company of Pelindo Group, held its 2024 Customer Hearing to provide the best service and improve year on year, as well as to develop services for service users. This is a manifestation of SPJM's vision as a leader in integrated, world-class maritime services.

25 Juli 2024
July 25th, 2024

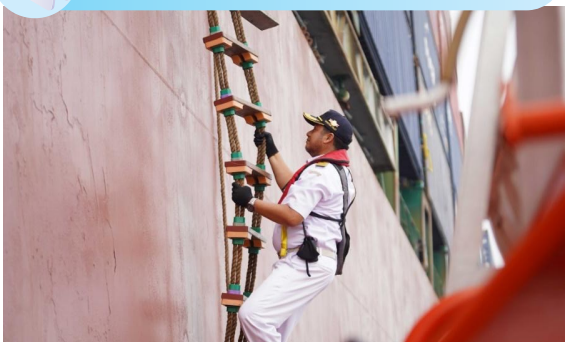


Kinerja Operasional Pelindo Jasa Maritim Terus Tumbuh di Semester 1 Tahun 2024
Pelindo Jasa Maritim's Operational Performance Continues to Grow in the First Half of 2024

Subholding Pelindo Jasa Maritim (SPJM), bagian dari Pelindo Group, membukukan peningkatan kinerja pemanduan dan penundaan kapal pada periode semester I atau sampai dengan Juni 2024.

Pelindo Jasa Maritim Subholding (SPJM), part of Pelindo Group, recorded an increase in ship piloting and delay performance in the first semester or until June 2024.

31 Juli 2024
July 31st, 2024



Layanan Pemanduan dan Penundaan Pelindo Jasa Maritim Tersedia di Seluruh Indonesia
Pelindo Maritime Services' Pilotage and Delay Services Available Throughout Indonesia

Subholding Pelindo Jasa Maritim (SPJM), bagian dari Pelindo Group, menyampaikan informasi kepada seluruh pengguna jasa tentang layanan pemanduan dan penundaannya tersedia di seluruh Indonesia, bukan hanya di pelabuhan kelolaan Pelindo namun juga di berbagai area di seluruh nusantara. Layanan ini juga terbuka bagi Perusahaan di dalam maupun yang berasal dari luar negeri.

Pelindo Jasa Maritim Subholding (SPJM), part of Pelindo Group, informs all service users that pilotage and delay services are available throughout Indonesia, not only at ports managed by Pelindo but also in various areas across the archipelago. This service is also open to domestic and foreign companies.

14 Agustus 2024
August 14th, 2024



Semarakkan Kemerdekaan, Pelindo Jasa Maritim Tanam 790 Pohon Buah melalui Program Pelindo Hijau Green Belt 2024
Pelindo Distributes Scholarship Assistance and Recycling Bins to Schools

Subholding Pelindo Jasa Maritim (SPJM), bagian dari Pelindo Group, melalui program Tanggung Jawab Sosial dan Lingkungan (TJSL) melaksanakan program Pelindo Hijau Green Belt 2024. Program Green Belt ini dilaksanakan di Desa Purnakarya, Kecamatan Tanralili, Kabupaten Maros. Pada kesempatan ini, jajaran manajemen dan pegawai SPJM bekerja sama dengan warga setempat melaksanakan penanaman sebanyak 790 pohon buah. Program ini merupakan rangkaian dari kegiatan untuk menyemarakkan HUT Republik Indonesia yang ke-79.

Pelindo Jasa Maritim Subholding (SPJM), part of the Pelindo Group, through its Social and Environmental Responsibility (TJSL) program, is implementing the Pelindo Hijau Green Belt 2024 program. This Green Belt program is being carried out in Purnakarya Village, Tanralili District, Maros Regency. On this occasion, SPJM management and employees collaborated with local residents to plant 790 fruit trees. This program is part of a series of activities to celebrate the 79th anniversary of the Republic of Indonesia.

16 Agustus 2024
August 16th, 2024



PT Pelindo Jasa Maritim Gelar *Customer Engangement* sebagai Komitmen untuk Memberikan Pelayanan Terbaik
PT Pelindo Jasa Maritim Holds Customer Engagement Event as Commitment to Providing the Best Service

Pelindo Jasa Maritim (SPJM), salah satu *subholding* dari Pelindo Group, menggelar *Customer Engagement* Wilayah 1 Unit Dumai PT Pelindo Jasa Maritim di Kota Surabaya. Selain sebagai upaya dalam meretensi Pengguna Jasa, Acara ini merupakan wujud komitmen SPJM untuk terus meningkatkan kualitas layanan dan kepuasan pelanggan sebagai salah satu upaya mencapai visi SPJM sebagai pemimpin jasa kemaritiman yang terintegrasi dan berkelas dunia.

Pelindo Jasa Maritim (SPJM), a subholding of Pelindo Group, held a Customer Engagement Event for Region 1 Dumai Unit of PT Pelindo Jasa Maritim in Surabaya. In addition to retaining service users, this event was a manifestation of SPJM's commitment to continuously improving service quality and customer satisfaction as part of its efforts to achieve its vision of becoming a world-class integrated maritime service leader.

23 Agustus 2024
August 23rd, 2024



Tingkatkan Kesadaran Pentingnya Keselamatan dan Keamanan Pelayaran, SPJM Gandeng Mahkamah Pelayaran
Raising Awareness of the Importance of Shipping Safety and Security, SPJM Collaborates with the Maritime Court

Pelindo Jasa Maritim (SPJM) salah satu *subholding* dari Pelindo Group, bersinergi dengan Mahkamah Pelayaran menyelenggarakan *Focus Group Discussion* (FGD) dengan tema "Peran Pemanduan terhadap Operasional Pemanduan dan Penundaan Kapal".
FGD ini dihadiri langsung oleh Ketua Mahkamah Pelayaran, Baitul Ihwan; Direktur Pengelola PT Pelindo, Putut Sri Muljanto, Direktur Operasi dan Teknik SPJM, Edward Danner Pardamean Napitupulu, Direktur Anak Perusahaan SPJM, manajemen wilayah SPJM, dan yang tak kalah penting juga dihadiri pula oleh perwakilan perwira pandu SPJM Wilayah 3 dan 4 yang merupakan frontliner yang memastikan keselamatan kegiatan operasional kapal di wilayah kerja SPJM.

Pelindo Jasa Maritim (SPJM), a subholding of Pelindo Group, in collaboration with the Maritime Court, held a Focus Group Discussion (FGD) with the theme "The Role of Pilotage in Pilotage Operations and Ship Delays."
The FGD was attended by the Chief Justice of the Maritime Court, Baitul Ihwan; the Managing Director of PT Pelindo, Putut Sri Muljanto; the Director of Operations and Engineering of SPJM, Edward Danner Pardamean Napitupulu; the Director of SPJM Subsidiaries; SPJM regional management; and, last but not least, representatives of SPJM Region 3 and 4 pilot officers, who are the frontliners ensuring the safety of ship operations in the SPJM working area.

29 Agustus 2024
August 29th, 2024



***Subholding* Pelindo Jasa Maritim Raih Kategori "Sangat Baik" Pada Penilaian Indonesian Corporate Accountability Index (Icorpax) Tahun Buku 2023**
Pelindo Jasa Maritim Subholding Achieves "Very Good" Rating in Indonesian Corporate Accountability Index (Icorpax) Assessment for the 2023 fiscal year

Pelindo Jasa Maritim (SPJM) salah satu subholding dari Pelindo Group menyelenggarakan exit meeting Penilaian Indonesian Corporate Accountability Index (ICORPAX) Tahun Buku 2023 oleh Badan Pengawas Keuangan dan Pembangunan (BPKP), dimana tim penilai BPKP menyampaikan hasil penilaian index akuntabilitas SPJM yang berhasil meraih skor 83,25% dan masuk dalam kategori "Sangat Baik".

Pelindo Jasa Maritim (SPJM), a subholding of Pelindo Group, held an exit meeting for the 2023 Indonesian Corporate Accountability Index (ICORPAX) for the 2023 fiscal year by the Financial and Development Supervisory Agency (BPKP), where the BPKP assessment team presented the results of the SPJM accountability index assessment, which achieved a score of 83.25% and was categorized as "Very Good".

4 September 2024
September 4th, 2024



Sinergi SPJM Dan PT Kaltim Melati Bhakti Satya Kembangkan Potensi Kemaritiman di Kalimantan Timur
Synergy between SPJM and PT Kaltim Melati Bhakti Satya Develops Maritime Potential in East Kalimantan

Pelindo Jasa Maritim (SPJM) salah satu *subholding* dari Pelindo Group, bersinergi dengan PT Kaltim Melati Bhakti Satya (KTMBS) melalui pembentukan Tim Bersama untuk mengembangkan potensi kemaritiman dan bisnis terkait di Kalimantan Timur.

Pelindo Jasa Maritim (SPJM), a subholding company of Pelindo Group, is collaborating with PT Kaltim Melati Bhakti Satya (KTMBS) through the formation of a Joint Team to develop maritime potential and related businesses in East Kalimantan.

5 September 2024
August 5th, 2024



Pelindo Jasa Maritim Ikut Ramaikan High Level Forum
Multi-Stakeholder Partnership Exhibition 2024

PT Pelindo Jasa Maritim (SPJM) bersama dengan seluruh Subholding PT Pelabuhan Indonesia (Persero) ikut serta dalam special events yang digelar bersamaan dengan HLF MSP yaitu *exhibition* atau pameran di Exhibition Hall Bali International Convention Center di Nusa Dua, Bali. Pameran ini dilaksanakan dalam rangka mempromosikan inovasi/produk/jasa yang dikembangkan oleh pemerintah, sektor swasta, dan berbagai pihak lainnya. Pameran ini diharapkan dapat menjadi media bagi para delegasi yang hadir untuk saling membagikan informasi dan memberikan pemahaman seputar inovasi/produk/jasa masing-masing dan menjajaki peluang kerja sama bisnis.

PT Pelindo Jasa Maritim (SPJM), together with all Subholdings of PT Pelabuhan Indonesia (Persero), participated in special events held in conjunction with HLF MSP, namely an exhibition at the Exhibition Hall of the Bali International Convention Center in Nusa Dua, Bali. This exhibition was held to promote innovations/products/services developed by the government, the private sector, and various other parties. This exhibition is expected to serve as a medium for the delegates in attendance to share information and provide insight into their respective innovations/products/services and explore business cooperation opportunities.

12 September 2024
September 12th, 2024



SPJM Perkuat Budaya Anti Korupsi dengan Menggelar Sosialisasi Undang-Undang Tipikor
SPJM Strengthens Anti-Corruption Culture by Holding Socialization of the Anti-Corruption Law

PT Pelindo Jasa Maritim (SPJM) yang merupakan salah satu *subholding* PT Pelabuhan Indonesia (Persero), menggelar sosialisasi dalam rangka menciptakan SPJM Bersih dan langkah pencegahan terhadap tindak pidana korupsi. Sosialisasi ini digelar secara *hybrid* pada tanggal 5 September 2024 bertempat di lantai 7 Gedung PT Pelabuhan Indonesia (Persero) Regional 4 dan melalui media Zoom *Meeting Room*. Acara ini melibatkan peserta yang terdiri dari seluruh pegawai SPJM Grup dan juga entitas Pelindo Grup yang berlokasi di Makassar.

PT Pelindo Jasa Maritim (SPJM), a subholding of PT Pelabuhan Indonesia (Persero), held a socialization event to create a Clean SPJM and prevent corruption. This socialization was held in a hybrid format on September 5, 2024, on the 7th floor of the PT Pelabuhan Indonesia (Persero) Regional 4 Building and via Zoom Meeting Room. The event involved participants consisting of all SPJM Group employees and Pelindo Group entities located in Makassar.

25 September 2024
September 25th, 2024



Lestarikan Ekosistem Laut, SPJM Realisasikan Penanaman 45.000 Pohon Mangrove
Preserving the Marine Ecosystem, SPJM Plants 45,000 Mangrove Trees

PT Pelindo Jasa Maritim (SPJM) yang merupakan salah satu *subholding*, PT Pelabuhan Indonesia (Persero), melalui program Tanggung Jawab Sosial dan Lingkungan (TJSL) menggelar *kick off* penanaman mangrove atau pohon bakau di Desa Borimasunggu, Kabupaten Maros, Provinsi Sulawesi Selatan pada tanggal 23 September 2024.

PT Pelindo Jasa Maritim (SPJM), a subholding company of PT Pelabuhan Indonesia (Persero), held a kick-off event for its Social and Environmental Responsibility (TJSL) program to plant mangroves in Borimasunggu Village, Maros Regency, South Sulawesi Province on September 23, 2024.

30 September 2024
September 30th, 2024



1.500 Karyawan Pelindo Meriahkan Jalan Sehat di Pelabuhan Makassar
1,500 Pelindo Employees Celebrate Healthy Walk at Makassar Port

Sebagai bagian dari rangkaian perayaan Hari Pelindo 2024, PT Pelabuhan Indonesia (Persero) atau Pelindo menggelar acara Jalan Sehat yang diikuti oleh kurang lebih 1.500 karyawan dari berbagai unit kerja Pelindo. Acara ini juga menjadi momentum penting untuk mempererat solidaritas dan meningkatkan kebersamaan di antara keluarga besar Pelindo Grup.

As part of the Pelindo Day 2024 celebrations, PT Pelabuhan Indonesia (Persero) or Pelindo held a Fun Walk event attended by approximately 1,500 employees from various Pelindo work units. This event also served as an important moment to strengthen solidarity and enhance togetherness among the Pelindo Group family.

3 Oktober 2024
October 3rd, 2024



Pelindo Sukses wMencapai Kinerja yang Konsisten dalam 3 Tahun Merger
Pelindo Successfully Achieves Consistent Performance in 3 Years of Merger

Melewati tahun ketiga setelah penggabungan, PT Pelabuhan Indonesia (Persero) atau Pelindo sukses meraih kinerja positif dan konsisten, baik kinerja operasional maupun kinerja keuangan. Pencapaian tersebut mendapatkan apresiasi dari Desty Arlaini, Asisten Deputi Bidang Jasa Logistik Kementerian BUMN, yang disampaikan dalam sambutannya pada salah satu rangkaian acara Peringatan Hari Pelindo – Pelindo Forum, 30 September 2024.

Three years after the merger, PT Pelabuhan Indonesia (Persero) or Pelindo has successfully achieved positive and consistent performance, both in terms of operational and financial performance. This achievement was appreciated by Desty Arlaini, Assistant Deputy for Logistics Services at the Ministry of State-Owned Enterprises, who conveyed her appreciation in her speech at one of the Pelindo Day Commemoration events – Pelindo Forum, September 30, 2024.

25 Oktober 2024
October 25th, 2024



Inisiasi Penanaman Lanjutan Bougenville, SPJM Wujudkan Pelabuhan Makassar Asri
Initiation of Further Bougainville Planting, SPJM Realizes Beautiful Makassar Port

PT Pelindo Jasa Maritim (SPJM) menginisiasi program lanjutan penanaman Bunga Bougenville di lingkup sekitar Pelabuhan Makassar. Sebanyak 300 bibit pohon ditanam di sepanjang jalan di dalam pelabuhan dan melibatkan karyawan beserta Persatuan Istri Pegawai (PIP) Pelindo, pada Jumat, 25 Oktober 2024.

PT Pelindo Jasa Maritim (SPJM) initiated a follow-up program to plant bougainvillea flowers around the Port of Makassar. A total of 300 tree seedlings were planted along the roads inside the port, involving employees and the Pelindo Employees' Wives Association (PIP) on Friday, October 25, 2024.

28 Oktober 2024
October 28th, 2024



Dukung Pelabuhan Berkelanjutan Berwawasan Lingkungan (*Ecoport*), SPJM Selenggarakan FGD Berkolaborasi dengan KLHK
Supporting Environmentally Sustainable Ports (Ecoport), SPJM Holds FGD in Collaboration with KLHK

PT Pelindo Jasa Maritim (SPJM), salah satu *subholding* PT Pelabuhan Indonesia (Persero) mengadakan *Focus Group Discussion* (FGD) dengan tema "Dampak Perubahan Tahapan Persetujuan Lingkungan Pasca Berlakunya UU Cipta Kerja Terhadap *Stream* Bisnis Marine, *Equipment* dan *Port Services* (MEPS) di Lingkungan Pelabuhan Indonesia".

PT Pelindo Jasa Maritim (SPJM), a subholding company of PT Pelabuhan Indonesia (Persero), held a Focus Group Discussion (FGD) with the theme "The Impact of Changes in Environmental Approval Stages Following the Enactment of the Job Creation Law on the Marine, Equipment, and Port Services (MEPS) Business Stream in Indonesian Ports."

30 Oktober 2024
October 30th, 2024



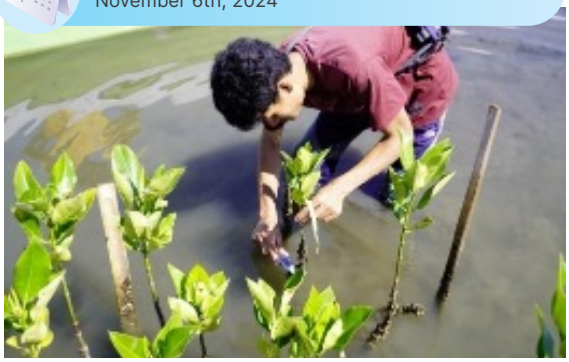
Highlight Kinerja Triwulan *Iii*, SPJM Grup Optimis Tingkatkan Daya Tawar Bisnis MEPS

Highlights of Third Quarter Performance, SPJM Group Optimistic About Increasing MEPS Business Bargaining Power

PT Pelindo Jasa Maritim (SPJM), salah satu *subholding* PT Pelabuhan Indonesia (Persero) catatkan pertumbuhan pendapatan sebesar 33,38% (YoY), beban usaha mengalami kenaikan dikarenakan pelaksanaan beberapa aksi korporasi yang berdampak pada biaya SDM dan biaya penyusutan atas penambahan aset. Laba bersih mengalami penurunan sebesar 29,07% (YoY). Disisi lain, terdapat pertumbuhan aset per 30 September 2024 dimana nilai aset tumbuh 20,05% (YoY) dan mencapai 125,53% dibandingkan RKAP Triwulan III Tahun 2024. Pertumbuhan ini diraih SPJM seiring upayanya untuk terus memperkuat layanan melalui standarisasi proses bisnis dan pelayanan di pelabuhan.

PT Pelindo Jasa Maritim (SPJM), a subholding of PT Pelabuhan Indonesia (Persero), recorded revenue growth of 33.38% (YoY), while operating expenses increased due to several corporate actions that impacted human resource costs and depreciation costs on additional assets. Net profit decreased by 29.07% (YoY). On the other hand, there was asset growth as of September 30, 2024, where the asset value grew by 20.05% (YoY) and reached 125.53% compared to the 2024 Third Quarter RKAP. This growth was achieved by SPJM in line with its efforts to continue strengthening its services through the standardization of business processes and services at ports.

6 November 2024
November 6th, 2024



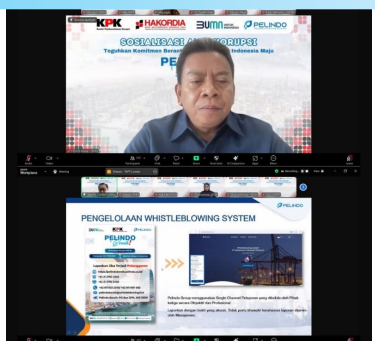
Serap Karbon 3.09 Ton, Hasil Penanaman Mangrove SPJM Terus Bertumbuh

Carbon Absorption of 3.09 Tons, SPJM Mangrove Planting Results Continue to Grow

Sebagai Komitmen PT Pelindo Jasa Maritim (SPJM), salah satu subholding PT Pelabuhan Indonesia (Persero) menjadi bagian dari program Rehabilitasi Mangrove Bersama Kementerian Koordinator Bidang Kemaritiman dan Investasi, Kementerian Lingkungan Hidup dan Kehutanan, dan Kementerian Kelautan dan Perikanan SPJM telah melaksanakan penanaman mangrove di Dusun Borong Kaluku, Desa Borimasunggu, Kabupaten Maros.

As part of PT Pelindo Jasa Maritim's (SPJM) commitment, one of PT Pelabuhan Indonesia (Persero)'s subholdings has become part of the Joint Mangrove Rehabilitation program with the Coordinating Ministry for Maritime Affairs and Investment, the Ministry of Environment and Forestry, and the Ministry of Maritime Affairs and Fisheries. SPJM has carried out mangrove planting in Borong Kaluku Hamlet, Borimasunggu Village, Maros Regency.

4 Desember 2024
December 4th, 2024



Peringati Hakordia, SPJM Gelar Sosialisasi Anti Korupsi Melibatkan Instansi Pelabuhan

Commemorating Hakordia, SPJM Holds Anti-Corruption Socialization Involving Port Authorities

PT Pelindo Jasa Maritim (SPJM) sebagai salah satu Subholding PT Pelabuhan Indonesia (Persero) mengadakan Sosialisasi Anti Korupsi dengan mengundang instansi di pelabuhan pada Selasa, 3 Desember 2024. Sosialisasi ini diadakan sebagai rangkaian peringatan Hari Anti Korupsi Sedunia (Hakordia) yang jatuh pada 9 Desember 2024.

PT Pelindo Jasa Maritim (SPJM) as one of the Subholdings of PT Pelabuhan Indonesia (Persero) held an Anti-Corruption Socialization event by inviting port agencies on Tuesday, December 3, 2024. This socialization was held as part of a series of events to commemorate World Anti-Corruption Day (Hakordia) which falls on December 9, 2024.

6 Desember 2024
December 6th, 2024



Internalisasi Budaya Anti Korupsi, SPJM Gelar Lomba Orasi Anti Korupsi
Internalization of Anti-Corruption Culture, SPJM Holds Anti-Corruption Speech Contest

PT Pelindo Jasa Maritim (SPJM) sebagai salah satu Subholding PT Pelabuhan Indonesia (Persero) mengadakan Lomba Orasi Anti Korupsi dengan melibatkan pegawai di wilayah kerja Makassar pada Jumat, 6 Desember 2024. Lomba ini diselenggarakan sebagai lanjutan rangkaian peringatan Hari Anti Korupsi Sedunia (Hakordia) yang jatuh pada 9 Desember 2024, dimana sebelumnya telah dilaksanakan juga kegiatan sosialisasi Anti Korupsi secara daring pada tanggal 3 Desember 2024.

PT Pelindo Jasa Maritim (SPJM), as one of the subholdings of PT Pelabuhan Indonesia (Persero), held an Anti-Corruption Speech Contest involving employees in the Makassar working area on Friday, December 6, 2024. This competition was held as part of a series of events commemorating World Anti-Corruption Day (Hakordia) on December 9, 2024, following an online anti-corruption awareness campaign on December 3, 2024.

9 Desember 2024
December 9th, 2024



SPJM Bekali Personel dengan Sertifikasi dan *Training* Kompetensi, Dukung Penerapan *Planning And Control Room* Terintegrasi
SPJM Equips Personnel with Certification and Competency Training, Supports Implementation of Integrated Planning and Control Room

PT Pelindo Jasa Maritim (SPJM) sebagai salah satu *Subholding* PT Pelabuhan Indonesia (Persero) senantiasa melakukan perbaikan dalam pelayanannya secara berkelanjutan, salah satu yang saat ini sedang dijalankan adalah program Transformasi Pelayanan Kapal.

PT Pelindo Jasa Maritim (SPJM), as one of the subholdings of PT Pelabuhan Indonesia (Persero), continuously strives to improve its services. One of the programs currently being implemented is the Ship Service Transformation program.

20 Desember 2024
December 20th, 2024



Sinergi Publikasi dengan Media, SPJM Grup Gelar Media Gathering
Synergy in Publication with the Media, SPJM Group Holds Media Gathering

PT Pelindo Jasa Maritim (SPJM) sebagai salah satu *Subholding* PT Pelabuhan Indonesia (Persero) senantiasa melaksanakan *Media Gathering* di Kantor PT Berkah Industri Mesin Angkat (BIMA) yang merupakan anak perusahaan SPJM.

PT Pelindo Jasa Maritim (SPJM), as one of the subholdings of PT Pelabuhan Indonesia (Persero), regularly holds media gatherings at the office of PT Berkah Industri Mesin Angkat (BIMA), a subsidiary of SPJM.

20 Desember 2024
December 20th, 2024



Prioritaskan Kesehatan Pegawai dalam Program *Employee Wellbeing*, SPJM Gelar *Medical Check Up*
Prioritizing Employee Health in the Employee Wellbeing Program, SPJM Holds Medical Check-ups

Sebagai bentuk optimalisasi program prioritas kesehatan Pegawai, PT Pelindo Jasa Maritim (SPJM) sebagai salah satu *Subholding* PT Pelabuhan Indonesia (Persero) melaksanakan pemeriksaan kesehatan rutin *Medical Check-Up* (MCU) selama 4 (empat) hari mulai tanggal 16-19 Desember 2024.

As part of optimizing the employee health priority program, PT Pelindo Jasa Maritim (SPJM), a subsidiary of PT Pelabuhan Indonesia (Persero), conducted routine medical check-ups (MCU) for four days from December 16 to 19, 2024.

23 Desember 2024
December 23rd, 2024



Tingkatkan *Safety Awareness* di Seluruh Wilayah Kerja, Pelindo Jasa Maritim Gelar 4 *Batch Workshop* BLS

To Increase Safety Awareness Across All Work Areas, Pelindo Jasa Maritim Holds 4 Batches of BLS Workshops

PT Pelindo Jasa Maritim (SPJM) sebagai salah satu *Subholding* PT Pelabuhan Indonesia (Persero) melalui Departemen Keselamatan, Kesehatan Kerja, dan Lingkungan (K3L) mengadakan 4 (empat) *batch workshop Basic Life Support* & *Basic Safety* selama bulan Oktober 2024. *Workshop* ini diadakan sekaligus di 4 (empat) wilayah kerja SPJM selama 4 (empat) minggu.

PT Pelindo Jasa Maritim (SPJM), as one of the subholdings of PT Pelabuhan Indonesia (Persero), through its Occupational Safety, Health, and Environment (K3L) Department, held four batches of Basic Life Support & Basic Safety workshops during October 2024. These workshops were held simultaneously in four SPJM work areas over four weeks.

25 Desember 2024
December 25th, 2024



Sambut Natal dan Tahun Baru, SPJM Pastikan Keandalan Layanan dan *Call Center* Siaga 24/7

Welcoming Christmas and New Year, SPJM Ensures Service Reliability and 24/7 Call Center Standby

PT Pelindo Jasa Maritim (SPJM) sebagai salah satu *Subholding* PT Pelabuhan Indonesia (Persero) bersiap mengantisipasi peningkatan mobilisasi penumpang dan barang di momen menjelang hari libur Natal dan Tahun Baru, dimana jumlah penumpang dan barang yang berkorelasi dengan jumlah arus kapal yang pastinya turut meningkat secara signifikan.

PT Pelindo Jasa Maritim (SPJM), as one of the subholdings of PT Pelabuhan Indonesia (Persero), is preparing to anticipate an increase in passenger and cargo mobilization in the run-up to the Christmas and New Year holidays, where the number of passengers and cargo correlates with the number of ships, which will certainly increase significantly.

PELINDO
JASA MARITIM



02

Laporan Manajemen

Management Report

PELINDO
JASA MARITIM

Laporan Dewan Komisaris
Board of Commissioners Report



Otto Ardianto

Komisaris Utama
President Commissioner

Pemegang Saham dan Para Pemangku Kepentingan yang Terhormat,

Sepanjang tahun 2024, Dewan Komisaris telah menjalankan fungsi pengawasan terhadap kinerja internal PT Pelindo Jasa Maritim dengan fokus pada efektivitas strategi yang ditempuh Direksi serta penerapan prinsip tata kelola perusahaan yang baik. Kami menilai bahwa SPJM mampu menjaga stabilitas operasional dan melaksanakan pengelolaan usaha secara akuntabel serta sesuai regulasi. Dewan Komisaris juga senantiasa memberikan arahan dan masukan strategis untuk memperkuat pengendalian internal, manajemen risiko, serta kepatuhan, guna memastikan keberlangsungan usaha dan kepercayaan pemangku kepentingan tetap terjaga.

Oleh karena itu, bersama ini, kami sampaikan laporan pelaksanaan tugas pengawasan Dewan Komisaris atas perkembangan dan pengelolaan PT Pelindo Jasa Maritim sepanjang tahun 2024. Laporan ini diharapkan dapat memberikan gambaran menyeluruh mengenai pelaksanaan fungsi pengawasan serta komitmen Dewan Komisaris dalam mendukung terciptanya kinerja yang sehat, berkelanjutan, dan akuntabel bagi seluruh pemangku kepentingan.

PANDANGAN DEWAN KOMISARIS TERHADAP KONDISI EKONOMI GLOBAL DAN NASIONAL SERTA POSISI SPJM DI INDUSTRI

Dewan Komisaris memandang bahwa tahun 2024 merupakan periode transisi penting dalam perekonomian global yang ditandai oleh stabilisasi pasca tekanan inflasi ekstrem dan normalisasi kebijakan moneter. Meskipun ancaman resesi global berhasil dihindari, ketidakpastian tetap tinggi akibat fragmentasi perdagangan, dinamika geopolitik, serta dampak perubahan iklim terhadap rantai pasok. Kondisi ini turut menciptakan volatilitas di pasar keuangan global yang menuntut kewaspadaan, namun sekaligus membuka peluang bagi negara berkembang, termasuk Indonesia, untuk memanfaatkan momentum penyesuaian kebijakan moneter dunia.

Di tingkat nasional, perekonomian Indonesia menunjukkan ketahanan yang solid dengan pertumbuhan stabil pada kisaran 5,1%–5,5% di tahun 2024. Resiliensi konsumsi domestik, peningkatan ekspor non-komoditas, serta terkendalinya inflasi dalam sasaran kebijakan menjadi fondasi penting dalam menjaga stabilitas ekonomi. Dengan dukungan koordinasi kebijakan moneter, fiskal, dan pusat-daerah, Indonesia tetap mampu menjaga daya saing sekaligus ketahanan sektor eksternal di tengah kondisi global yang penuh tantangan.

Dewan Komisaris menilai bahwa industri transportasi laut global menghadapi tekanan struktural yang

Distinguished Shareholders and Stakeholders,

Throughout 2024, the Board of Commissioners has carried out its supervisory functions over the internal performance of PT Pelindo Jasa Maritim, with a focus on the effectiveness of the strategies implemented by the Board of Directors and the application of good corporate governance principles. We conclude that SPJM has been able to maintain operational stability and manage its business in an accountable manner and in compliance with regulations. The Board of Commissioners has also continuously provided strategic guidance and input to strengthen internal control, risk management, and compliance, ensuring the Company's business continuity and the sustained trust of stakeholders.

Accordingly, we hereby present the Board of Commissioners supervisory report on the development and management of PT Pelindo Jasa Maritim throughout 2024. This report is expected to provide a comprehensive overview of the implementation of our supervisory duties and commitment to support the creation of sound, sustainable, and accountable performance for all stakeholders.

BOARD OF COMMISSIONERS VIEW ON GLOBAL AND ECONOMIC CONDITION, AND SPJM'S POSITION IN THE INDUSTRY

The Board of Commissioners views 2024 as an important transitional period in the global economy, marked by stabilization following extreme inflationary pressures and the normalization of monetary policy. Although the threat of a global recession was successfully avoided, uncertainty remained high due to trade fragmentation, geopolitical dynamics, and the impact of climate change on supply chains. These conditions also created volatility in global financial markets, requiring heightened vigilance while simultaneously presenting opportunities for developing countries, including Indonesia, to capitalize on the momentum created by global monetary policy adjustments.

At the national level, Indonesia's economy demonstrated solid resilience, with stable growth in the range of 5.1%–5.5% in 2024. The resilience of domestic consumption, the increase in non-commodity exports, and the containment of inflation within policy targets formed an important foundation for maintaining economic stability. Supported by coordinated monetary, fiscal, and central-regional policies, Indonesia managed to maintain competitiveness as well as external sector resilience amid a challenging global environment.

The Board of Commissioners assesses that the global maritime transport industry is facing significant

signifikan, termasuk gangguan pada jalur pelayaran strategis, peningkatan biaya operasional, dan tuntutan dekarbonisasi menuju target *Net Zero Emission* 2050. Kondisi ini menciptakan dinamika baru berupa biaya logistik yang lebih tinggi dan kebutuhan akan inovasi teknologi dalam layanan pelabuhan dan maritim.

Dalam konteks tersebut, SPJM memiliki posisi strategis sebagai penyedia layanan marine terintegrasi, khususnya di kawasan Pelabuhan Tanjung Priok dan wilayah barat Indonesia. Upaya SPJM dalam memperkuat *revenue stream* melalui optimalisasi utilisasi armada, penerapan transformasi digital, serta penguatan sinergi dengan Pelindo Group merupakan langkah tepat dalam menjawab tantangan industri. Dewan Komisaris memandang bahwa fokus pada *operational efficiency*, pengembangan teknologi pemantauan berbasis *Vessel Tracking Management System* (VTMS), serta penerapan prinsip keberlanjutan menjadi faktor kunci dalam memperkuat daya saing jangka panjang.

PENILAIAN KINERJA DIREKSI

Dewan Komisaris menilai bahwa sepanjang tahun buku 2024, Direksi telah menjalankan tugas pengelolaan perusahaan dengan baik sesuai dengan indikator kinerja yang ditetapkan dalam Kontrak Manajemen. Penilaian kinerja Direksi dilakukan secara berkala, baik secara kolegial maupun individu, melalui mekanisme yang telah disahkan dalam RUPS. Indikator tersebut dituangkan dalam *Key Performance Indicator* (KPI) yang mencakup target, bobot, dan pedoman penilaian yang terukur, serta menjadi acuan dalam mengevaluasi kesanggupan Direksi dalam menjalankan fungsi manajerial dan operasional perusahaan.

Berdasarkan hasil evaluasi, realisasi skor KPI Direksi secara kolegial pada tahun 2024 mencapai 99,34%, yang mencerminkan tingkat pencapaian kinerja yang sangat baik. Pencapaian tersebut menggambarkan keberhasilan Direksi dalam mengelola aspek keuangan, sosial, dan operasional yang berkontribusi terhadap nilai tambah bagi SPJM. Dari sisi operasional, kinerja positif juga ditunjukkan melalui perbaikan indikator layanan seperti *waiting time* pemanduan, peningkatan trafik kapal, serta implementasi HSSE yang semakin baik.

Selain itu, Direksi juga dinilai berhasil dalam mendorong inovasi model bisnis melalui pengembangan layanan *marine* baru, pemurnian bisnis, serta ekspansi layanan di pelabuhan dan terminal khusus. Pada aspek kepemimpinan teknologi, Direksi telah melakukan langkah strategis melalui standardisasi dan digitalisasi layanan *marine* serta penguatan sistem *inventory* terintegrasi yang mendukung efisiensi operasional.

structural pressures, including disruptions in strategic shipping routes, rising operational costs, and increasing demands for decarbonization in pursuit of the Net Zero Emission 2050 target. These conditions have created new dynamics in the form of higher logistics costs and a greater need for technological innovation in port and maritime services.

In this context, SPJM holds a strategic position as an integrated marine services provider, particularly in the Tanjung Priok Port area and western Indonesia. SPJM's efforts to strengthen its revenue stream through optimization of fleet utilization, digital transformation, and highten synergies within the Pelindo Group are the right steps in addressing industry challenges. The Board of Commissioners believes that a strong focus on operational efficiency, the development of monitoring technologies based on the Vessel Tracking Management System (VTMS), and the application of sustainability principles will be key factors in bolstering long-term competitiveness.

ASSESSMENT OF THE BOARD OF DIRECTORS PERFORMANCE

The Board of Commissioners assesses that throughout the 2024 financial year, the Board of Directors has carried out its management duties adequately in accordance with the performance indicators set in the Management Contract. The performance of the Board of Directors is assessed periodically, both collegially and individually, through a mechanism approved by the GMS. These indicators are outlined in Key Performance Indicators (KPIs), which include measurable targets, weightings, and assessment guidelines. They serve as a reference for evaluating the ability of the Board of Directors to carry out the company's managerial and operational functions.

Based on the evaluation, the collective KPI score of Board of Directors in 2024 reached 99.34%, reflecting an excellent level of performance. This achievement demonstrates how the Board of Directors was successful in managing financial, social, and operational aspects, adding more value to SPJM's business. Operationally, positive performance is also demonstrated through improvements in service indicators such as pilotage waiting times, increased vessel traffic, and enhanced implementation of HSSE.

Furthermore, the Board of Directors is considered successful in driving business model innovation through the development of new marine services, business refinement, and service expansion at ports and dedicated terminals. In terms of technology leadership, the Board of Directors has implemented strategic initiatives through standardization and digitalization of marine services and strengthening the integrated inventory system, which supports operational efficiency.

Kinerja Direksi dalam perspektif peningkatan investasi juga patut diapresiasi, khususnya melalui realisasi program investasi serta penerapan teknologi ramah lingkungan di pelabuhan yang sejalan dengan komitmen keberlanjutan. Sementara itu, pada perspektif pengembangan talenta, Direksi dinilai berhasil memperkuat manajemen risiko, mengelola pengembangan SDM, meningkatkan implementasi ide inovasi, serta menjaga hubungan industrial yang harmonis.

PENGAWASAN DEWAN KOMISARIS DALAM PERUMUSAN DAN IMPLEMENTASI STRATEGI

Sepanjang tahun 2024, Dewan Komisaris menjalankan fungsi pengawasan atas implementasi strategi dengan memastikan setiap langkah Direksi tetap selaras dengan rencana yang telah ditetapkan. Dewan Komisaris juga senantiasa memastikan bahwa strategi yang dirumuskan oleh Direksi memiliki arah yang jelas, terukur, dan sejalan dengan visi serta misi SPJM.

Dalam proses perumusan rencana kerja dan target tahunan, Dewan Komisaris memberikan arahan serta masukan strategis agar rencana yang disusun tidak hanya berorientasi pada pencapaian jangka pendek, tetapi juga mampu memperkuat fondasi keberlanjutan usaha. Peran tersebut dijalankan secara konsisten melalui pengawasan, diskusi, dan koordinasi intensif bersama Direksi sepanjang proses perencanaan hingga implementasi.

Sebagai bagian dari fungsi pengawasan, Dewan Komisaris juga mengeluarkan sejumlah surat resmi kepada Direksi sepanjang tahun 2024. Surat-surat tersebut mencakup berbagai aspek strategis, antara lain: tanggapan dan rekomendasi atas RKAP 2024, penataan Direksi anak perusahaan, penetapan Direksi dan Dewan Komisaris di lingkungan grup, pengecualian pemenuhan organ pengelola risiko pada anak perusahaan, hingga persetujuan aksi korporasi terkait pemurnian bisnis transformasi jasa pengerukan. Selain itu, Dewan Komisaris juga memberikan tanggapan atas usulan revisi RKAP serta penunjukan kandidat Direksi dan Dewan Komisaris pada sejumlah entitas di bawah SPJM Group.

Melalui rangkaian pengawasan, arahan, dan persetujuan strategis tersebut, Dewan Komisaris berperan aktif dalam memastikan setiap kebijakan dan langkah yang diambil Direksi sejalan dengan tujuan perusahaan. Sinergi yang terbangun antara Dewan Komisaris dan Direksi menjadi fondasi penting dalam menjaga tata kelola yang baik serta mendukung keberhasilan implementasi strategi SPJM sepanjang tahun 2024.

The Board of Directors' performance in increasing investment is also commendable, particularly through the investment programs and environmentally friendly technologies at ports, in line with sustainability commitments. Meanwhile, in terms of talent development, the Board of Directors is considered successful in strengthening risk management, managing human resource development, enhancing the implementation of innovative ideas, and maintaining harmonious industrial relations.

BOARD OF COMMISSIONERS SUPERVISION IN DEVISING AND IMPLEMENTING STRATEGY

Throughout 2024, the Board of Commissioners carried out its supervisory function over strategy implementation by ensuring that every step taken by the Board of Directors remained aligned with the set plans. The Board of Commissioners also ensured that the strategies formulated by the Board of Directors had clear and measurable direction and were consistent with SPJM's vision and mission.

During the process of formulating the work plan and annual targets, the Board of Commissioners provided strategic guidance and input to ensure that the plans were not only oriented toward short-term achievements but also capable of strengthening the foundation for long-term business sustainability. This role was carried out consistently through supervision, discussions, and intensive coordination with the Board of Directors throughout both the planning and implementation phases.

As part of its supervisory function, the Board of Commissioners also issued several official letters to the Board of Directors throughout 2024. These letters covered various strategic aspects, including responses and recommendations on the 2024 RKAP, the structuring of the Boards of Directors of subsidiaries, the appointment of Directors and Commissioners within the group, an exemption from fulfilling the risk management organ in a subsidiary, and approval of corporate actions related to the business refinement of dredging services transformation. In addition, the Board of Commissioners also provided responses to proposed RKAP revisions and the nomination of candidates for Directors and Commissioners in several entities under the SPJM Group.

Through this series of supervisory activities, directives, and strategic approvals, the Board of Commissioners played an active role in ensuring that every policy and decision made by the Board of Directors was aligned with the Company's objectives. The synergy between the Board of Commissioners and the Board of Directors served as an important foundation for maintaining good corporate governance and supporting the successful implementation of SPJM's strategies throughout 2024.

FREKUENSI DAN MEKANISME PEMBERIAN NASIHAT OLEH DEWAN KOMISARIS KEPADA DIREKSI

Dewan Komisaris secara konsisten melaksanakan fungsi pemberian nasihat kepada Direksi melalui forum rapat gabungan yang diselenggarakan secara rutin. Tercatat sebanyak 12 kali rapat gabungan dilaksanakan sepanjang tahun, dengan format penyelenggaraan yang bervariasi mulai dari *video conference, hybrid meeting*, hingga tatap muka langsung di berbagai lokasi, baik di Pelindo Tower Jakarta maupun di kantor pusat SPJM di Makassar. Melalui forum tersebut, Dewan Komisaris tidak hanya memberikan tanggapan dan rekomendasi atas usulan Direksi, tetapi juga menyampaikan arahan yang bersifat strategis guna memastikan setiap langkah yang diambil tetap sejalan dengan visi, misi, dan tujuan jangka panjang SPJM.

Mekanisme pemberian nasihat dilakukan secara terstruktur dengan agenda yang meliputi pembahasan laporan keuangan dan operasional bulanan, evaluasi realisasi Rencana Kerja dan Anggaran Perusahaan (RKAP), tindak lanjut hasil rapat sebelumnya, hingga pembahasan isu-isu strategis seperti pemurnian bisnis Rukindo, efisiensi penggunaan BBM, pembahasan Revisi RKAP, serta penyusunan Rencana Jangka Panjang Perusahaan (RJPP) 2025–2029.

Dengan frekuensi rapat yang terjaga secara rutin setiap bulan, Dewan Komisaris mampu menjaga komunikasi yang efektif dan koordinasi yang harmonis dengan Direksi. Pola ini menjadi mekanisme utama dalam memastikan fungsi pengawasan berjalan berimbang dengan pemberian nasihat, sehingga setiap kebijakan strategis maupun keputusan operasional SPJM selalu berada dalam koridor tata kelola yang baik, efektif, dan berorientasi pada keberlanjutan.

PANDANGAN ATAS IMPLEMENTASI TATA KELOLA PERUSAHAAN YANG BAIK

Dewan Komisaris memandang bahwa penerapan prinsip *Good Corporate Governance*/GCG merupakan pilar fundamental bagi SPJM dalam menjaga kepercayaan pemangku kepentingan sekaligus menciptakan nilai berkelanjutan bagi perusahaan. Penerapan GCG tidak hanya dipandang sebagai kewajiban regulasi, melainkan sebagai strategi utama untuk memastikan pertumbuhan usaha yang sehat, transparan, dan berdaya saing.

SPJM secara konsisten mengintegrasikan prinsip GCG dalam setiap proses bisnis dan pengambilan keputusan. Implementasi ini tercermin melalui upaya SPJM dalam menjunjung tinggi transparansi informasi, memperkuat akuntabilitas setiap organ perusahaan, menjaga kepatuhan pada regulasi dan tanggung jawab sosial, serta memastikan kemandirian dalam pengelolaan

FREQUENCY AND MECHANISM OF ADVISING BY THE BOARD OF COMMISSIONERS TO THE BOARD OF DIRECTORS

The Board of Commissioners consistently carried out its advisory function to the Board of Directors through joint meetings held on a regular basis. A total of 12 joint meetings were conducted throughout the year, with various formats ranging from video conferences and hybrid meetings to in-person sessions at multiple locations, including Pelindo Tower in Jakarta and SPJM's head office in Makassar. Through these forums, the Board of Commissioners not only provided responses and recommendations on proposals from the Board of Directors but also delivered strategic guidance to ensure that every action taken remained aligned with SPJM's vision, mission, and long-term objectives.

The advisory mechanism was conducted in a structured manner with agendas covering discussions of monthly financial and operational reports, evaluations of the realization of the Company's Work Plan and Budget (RKAP), follow-ups on the outcomes of previous meetings, and discussions on strategic issues such as the business refinement of Rukindo, fuel-use efficiency, discussions on the RKAP revision, and the formulation of the 2025–2029 Corporate Long-Term Plan (RJPP).

With meetings held consistently every month, the Board of Commissioners was able to maintain effective communication and harmonious coordination with the Board of Directors. This pattern served as the primary mechanism to ensure that supervisory functions were balanced with the provision of advice, enabling every strategic policy and operational decision of SPJM to remain within the corridor of good governance, effective, well-structured, and sustainability-oriented.

VIEW ON THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

The Board of Commissioners views that the implementation of Good Corporate Governance (GCG) principles is a fundamental pillar for SPJM in maintaining the trust of stakeholders and creating sustainable values for the company. GCG implementation is seen beyond regulatory compliance as it has become the main strategy to ensure a sound business growth, that can be both transparent and highly competitive.

SPJM has always been consistent in integrating the principles of GCG in every business process and decision-making. The implementation is reflected in SPJM's efforts to upholding information transparency, strengthening accountability in every company organ, maintaining compliance towards regulation and social responsibility, and ensuring independence in the

tanpa adanya benturan kepentingan. Selain itu, prinsip kewajaran dan kesetaraan selalu dijunjung dalam pemenuhan hak-hak pemangku kepentingan, sehingga perusahaan mampu membangun ekosistem bisnis yang inklusif, berintegritas, dan berkelanjutan.

Dewan Komisaris menilai bahwa komitmen manajemen dalam mengimplementasikan prinsip GCG telah mendukung peningkatan kualitas tata kelola internal sekaligus memperkuat posisi SPJM di industri jasa kepelabuhanan. Dengan konsistensi penerapan GCG, SPJM diyakini mampu menghadapi dinamika bisnis, menjaga keberlanjutan usaha, dan tetap menjadi mitra yang terpercaya bagi seluruh pemangku kepentingan.

PANDANGAN DEWAN KOMISARIS TERHADAP PENGELOLAAN *WHISTLEBLOWING SYSTEM*

Dewan Komisaris memandang bahwa penerapan *Whistleblowing System*/WBS merupakan langkah penting dalam memperkuat integritas, transparansi, serta budaya perusahaan yang bersih dan beretika. WBS menjadi sarana yang efektif untuk mendeteksi, mencegah, sekaligus menindaklanjuti potensi pelanggaran hukum, penyalahgunaan wewenang, maupun perilaku tidak etis di lingkungan perusahaan.

Sebagai bagian dari komitmen penerapan prinsip GCG, Dewan Komisaris menilai bahwa SPJM telah mengelola WBS secara terstruktur dengan menjamin kerahasiaan pelapor, memberikan perlindungan yang menyeluruh, serta memastikan setiap laporan ditindaklanjuti secara objektif. Hal ini tidak hanya memperkuat sistem pengendalian internal, tetapi juga mendukung upaya pemberantasan praktik Korupsi, Kolusi, dan Nepotisme (KKN) di lingkungan perusahaan.

Dewan Komisaris juga mengapresiasi langkah manajemen dalam melakukan sosialisasi berkelanjutan, baik melalui edukasi terkait Sistem Manajemen Anti Penyuapan berbasis SNI ISO 37001:2016 maupun penyebarluasan pedoman GCG kepada seluruh insan SPJM. Upaya ini menunjukkan komitmen nyata SPJM dalam membangun kesadaran kolektif akan pentingnya keterbukaan, kejujuran, dan kepatuhan.

Secara keseluruhan, Dewan Komisaris menilai bahwa penerapan WBS di SPJM telah berjalan sesuai dengan prinsip tata kelola yang baik, memberikan ruang bagi partisipasi aktif seluruh insan perusahaan maupun pihak eksternal, serta menjadi salah satu instrumen penting dalam menjaga reputasi dan kredibilitas perusahaan di mata para pemangku kepentingan.

PANDANGAN DEWAN KOMISARIS ATAS PROSPEK USAHA

Dewan Komisaris memandang bahwa prospek usaha SPJM pada tahun 2025 akan diwarnai oleh tantangan

management without having a conflict of interest. In addition, the principles of fairness and equality have always been upheld to fulfill the rights of shareholders, thus making the company able to build an inclusive, sustainable, and high-integrity business ecosystem.

The Board of Commissioners assesses that the management commitment in implementing GCG principles has been a supporting factor in enhancing the quality of internal governance, thus strengthening SPJM's position in the port services industry. Consistency in implementing GCG will make SPJM capable of facing business dynamics, sustaining business sustainability, keeping its place as trusted partner of all stakeholders.

BOARD OF COMMISSIONERS VIEW ON WHISTLEBLOWING SYSTEM MANAGEMENT

The Board of Commissioners views the implementation of the Whistleblowing System (WBS) as an important step in strengthening integrity, transparency, and a clean and ethical corporate culture. The WBS serves as an effective mechanism to detect, prevent, and follow up on potential legal violations, abuses of authority, or unethical behavior within the company.

As part of its commitment to implementing GCG principles, the Board of Commissioners considers that SPJM has managed the WBS in a structured manner by ensuring whistleblower confidentiality, providing comprehensive protection, and ensuring that every report is followed up objectively. This not only strengthens the internal control system but also supports efforts to eradicate Corruption, Collusion, and Nepotism (KKN) within the company.

The Board of Commissioners also appreciates the management's efforts in conducting continuous socialization, both through education on the Anti-Bribery Management System based on SNI ISO 37001:2016 and through the dissemination of GCG guidelines to all SPJM personnel. These initiatives demonstrate SPJM's genuine commitment to building collective awareness of the importance of openness, honesty, and compliance.

Overall, the Board of Commissioners concludes that the implementation of WBS at SPJM has been carried out in accordance with good corporate governance principles, providing space for active participation from all employees as well as external parties, and serving as one of the key instruments in maintaining the Company's reputation and credibility in the eyes of stakeholders.

BOARD OF COMMISSIONERS VIEW ON BUSINESS PROSPECT

The Board of Commissioners views SPJM's business outlook for 2025 to be shaped by increasingly complex

eksternal yang cukup kompleks seiring dengan meningkatnya ketidakpastian global. Perlambatan pertumbuhan ekonomi dunia, tensi perdagangan internasional, serta disrupsi rantai pasok yang diperkirakan akan menekan kinerja sektor maritim dan logistik. Meski demikian, Dewan Komisaris menilai bahwa strategi SPJM yang telah dirancang dalam Rencana Jangka Panjang Perusahaan (RJPP) 2021–2025 tetap relevan dan adaptif dalam menghadapi dinamika tersebut.

Strategi berbasis tiga pilar utama, yaitu *Operational and Commercial Standardization, Expansion and Partnership*, serta *Investment Synergy,* dinilai mampu memberikan arah yang jelas bagi penguatan daya saing usaha. Pada tahun 2025, fokus SPJM untuk memasuki fase *Service Excellence* menjadi momentum penting dalam mendorong peningkatan kualitas layanan, perluasan portofolio jasa MEPS, serta penguatan integrasi lintas entitas Pelindo. Dengan konsistensi eksekusi 26 inisiatif strategis yang telah ditetapkan, Dewan Komisaris yakin bahwa SPJM mampu menjaga kesinambungan kinerja sekaligus memperluas jangkauan bisnis.

Lebih lanjut, Dewan Komisaris melihat bahwa orientasi SPJM pada standardisasi operasional, perluasan kemitraan strategis, serta optimalisasi pemanfaatan aset dan investasi digital akan memperkuat posisi SPJM sebagai penyedia layanan kemaritiman terintegrasi yang modern. Dukungan terhadap transformasi berbasis teknologi dan keberlanjutan juga menjadi modal penting bagi SPJM dalam meningkatkan kapabilitas sekaligus menjawab kebutuhan pelanggan yang semakin dinamis.

Dengan fondasi strategi yang kuat, fokus pada eksekusi *roadmap*, serta proyeksi positif sektor jasa maritim dan logistik nasional, Dewan Komisaris optimis bahwa SPJM mampu menjaga ketahanan usaha, memperkuat perannya dalam ekosistem kepelabuhanan, serta meraih pertumbuhan berkelanjutan di tahun 2025.

KOMPOSISI DAN SUSUNAN DEWAN KOMISARIS

Sepanjang tahun 2024 komposisi anggota Dewan Komisaris PT Pelindo Jasa Maritim tidak mengalami perubahan. Dengan demikian komposisi dan susunan anggota Dewan Komisaris Perusahaan per 31 Desember 2024 berjumlah 5 (lima) orang yang terdiri dari 1 (satu) Komisaris Utama, 1 (satu) Komisaris Independen dan 3 (tiga) Komisaris.

external challenges amid rising global uncertainty. The slowdown in global economic growth, heightened international trade tensions, and continued supply chain disruptions are expected to pressure the performance of the maritime and logistics sectors. Nevertheless, the Board of Commissioners believes that SPJM's strategies outlined in the 2021–2025 Corporate Long-Term Plan (RJPP) remain relevant and adaptive in responding to these dynamics.

The strategy built on three main pillars, namely the Operational and Commercial Standardization, Expansion and Partnership, and Investment Synergy, is considered capable of providing clear direction for strengthening business competitiveness. In 2025, SPJM's focus on entering the Service Excellence phase will be a crucial momentum for driving improvements in service quality, expanding the MEPS service portfolio, and enhancing integration across Pelindo entities. With consistent execution of the 26 strategic initiatives that have been established, the Board of Commissioners is confident that SPJM will be able to maintain performance continuity while expanding its business reach.

Furthermore, the Board of Commissioners sees that SPJM's emphasis on operational standardization, expansion of strategic partnerships, and optimization of digital investments and asset utilization will strengthen SPJM's position as a modern, integrated maritime services provider. Support for technology-driven transformation and sustainability also serves as an important asset for enhancing capabilities while responding to increasingly dynamic customer needs.

With a solid strategic foundation, strong execution of the roadmap, and a positive outlook for the national maritime and logistics services sector, the Board of Commissioners is optimistic that SPJM will be able to maintain business resilience, strengthen its role within the port ecosystem, and achieve sustainable growth in 2025.

COMPOSITION AND STRUCTURE OF THE BOARD OF COMMISSIONERS

In 2024, the composition of the Board of Commissioners members of PT Pelindo Jasa Maritim did not change. Thus, as of 31 December 2024, the composition and structure of the Company's Board of Commissioners consisted of 5 (five) members, comprising 1 (one) President Commissioner, 1 (one) Independent Commissioner, and 3 (three) Commissioners.

Tabel Komposisi dan Dasar Pengangkatan Dewan Komisaris per 31 Desember 2024
Composition and Appointment Basis of the Board of Commissioners as of December 31, 2024

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan dan Periode Jabatan** Office Term and Period
Otto Ardianto	Komisaris Utama President Commissioner	Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: Nomor: KP.03/24/2/5/RKTK/UTMAPLND-23 dan SK.03/24/2/5/HKP/DRU/PSD-23 tanggal 24 Februari 2023 tentang Pemberhentian dan Pengangkatan Dewan Komisaris. Based on the Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.03/24/2/5/RKTK/UTMAPLND-23 and SK.03/24/2/5/HKP/DRU/PSD-23 dated February 24, 2023 concerning the Dismissal and Appointment of the Board of Commissioners.	24 Februari 2023 s.d Sekarang, Periode Pertama February 24, 2023 until Now, First Period
Achmad Idrus	Komisaris Commissioner	Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/6/MTAK/UTMA/ PLND-21 dan 158/HKP/D0003/2021 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim. Based on the Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.03/1/10/6/MTAK/UTMA/PLND-21 and 158/HKP/D0003/2021 dated October 1, 2021 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.	1 Oktober 2021 s.d Sekarang, Periode Pertama October 1, 2021 until Now, First Period
Eris Herryanto	Komisaris Independen Independent Commissioner	Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/6/MTAK/UTMA/ PLND-21 dan 158/HKP/D0003/2021 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim. Based on the Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.03/1/10/6/MTAK/UTMA/PLND-21 and 158/HKP/D0003/2021 dated October 1, 2021 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.	1 Oktober 2021 s.d Sekarang, Periode Pertama October 1, 2021 until Now, First Period
Neil Iskandar Daulay	Komisaris Commissioner	Berdasarkan Surat Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/6/MTAK/UTMA/PLND-21 dan 158/HKP/D0003/2021 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim. Based on the Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.03/1/10/6/MTAK/UTMA/PLND-21 and 158/HKP/D0003/2021 dated October 1, 2021 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.	1 Oktober 2021 s.d Sekarang, Periode Pertama October 1, 2021 until Now, First Period

Tabel Komposisi dan Dasar Pengangkatan Dewan Komisaris per 31 Desember 2024
Composition and Appointment Basis of the Board of Commissioners as of December 31, 2024

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan dan Periode Jabatan Office Term and Period
Muhammad Imam Aziz	Komisaris Commissioner	Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/20/10/1/ RKTK/UTMA/ PLND-22 dan 444/HKP/D0003/2022 tanggal 20 Oktober 2022 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim. Based on the Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.03/20/10/1/ RKTK/UTMA/PLND-22 and 444/HKP/D0003/2022 dated October 20, 2022 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.	20 Oktober 2022 s.d Sekarang, Periode Pertama October 20, 2022 until Now, First Period

APRESIASI DAN PENUTUP

Dewan Komisaris menyampaikan apresiasi yang setinggi-tingginya kepada Direksi, seluruh manajemen, dan insan PT Pelindo Jasa Maritim atas dedikasi, kerja keras, dan komitmen yang telah ditunjukkan. Ucapan terima kasih juga kami sampaikan kepada pemegang saham, mitra usaha, regulator, serta seluruh pemangku kepentingan atas dukungan, kepercayaan, dan kerja sama yang telah diberikan. Sinergi yang terjalin erat ini menjadi modal penting bagi SPJM dalam menghadapi tantangan sekaligus meraih peluang pertumbuhan ke depan.

APPRECIATION AND CLOSING

The Board of Commissioners extends its highest appreciation to the Board of Directors, the entire management team, and all employees of PT Pelindo Jasa Maritim for their dedication, hard work, and unwavering commitment. We also express our gratitude to the shareholders, business partners, regulators, and all stakeholders for the support, trust, and cooperation they have provided. This strong synergy serves as an important asset for SPJM in facing future challenges and seizing new growth opportunities.

Jakarta, 01 Desember 2025| December 1, 2025
Atas nama Dewan Komisaris
On behalf of the Board of Commissioners



Otto Ardianto
Komisaris Utama
President Commissioner



PELINDO
JASA MARITIM

Laporan Direksi
Board of Directors Report



Arief Prabowo

Direktur Utama
President DIrector

Pemegang Saham dan Para Pemangku Kepentingan Yang Terhormat

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa, karena berkat rahmat-Nya PT Pelindo Jasa Maritim atau Subholding Pelindo Jasa Maritim (SPJM) mampu melalui tahun 2024 dengan capaian yang positif di tengah dinamika industri maritim. Sepanjang tahun, SPJM konsisten memperkuat kinerja operasional, menghadirkan layanan yang andal dan efisien, serta senantiasa adaptif agar bisa terus mendukung kelancaran arus logistik nasional. Dengan komitmen pada inovasi dan keberlanjutan, SPJM terus memberikan kontribusi nyata bagi pertumbuhan ekonomi serta pencapaian visi jangka panjang Pelindo Group.

TINJAUAN EKONOMI GLOBAL DAN NASIONAL SERTA POSISI SPJM DI INDUSTRI

Tahun 2024 menandai fase transisi penting bagi perekonomian global, dengan stabilisasi pasca tekanan inflasi tinggi dan penyesuaian kebijakan moneter menuju tingkat yang lebih netral. International Moneter Fund (IMF) melalui *World Economic Outlook* Oktober 2024 memproyeksikan pertumbuhan global stabil pada level 3,2% hingga 2025, meski masih dibayangi oleh ketidakpastian akibat fragmentasi perdagangan, geopolitik, dan dampak iklim. Ancaman resesi berhasil dihindari, namun inflasi, terutama pada sektor jasa dan pangan, tetap menjadi tantangan. Kebijakan fiskal dan moneter yang lebih fleksibel di negara berkembang, termasuk Indonesia, memberi ruang untuk menjaga stabilitas dan mendukung pemulihan ekonomi.

Di tengah kondisi tersebut, Indonesia menunjukkan ketahanan ekonomi yang solid dengan proyeksi pertumbuhan sebesar 5,1–5,5% sepanjang 2024, ditopang oleh konsumsi domestik yang resilien dan kinerja ekspor non-komoditas. Inflasi tetap terkendali dalam rentang sasaran, sementara stabilitas eksternal didukung oleh cadangan devisa yang memadai dan neraca transaksi berjalan yang sehat. Reformasi struktural, hilirisasi industri, penguatan UMKM, serta transformasi digital terus ditekankan sebagai strategi untuk memperkuat daya saing nasional.

Pada saat yang sama, industri transportasi laut global menghadapi tantangan struktural berupa gangguan jalur maritim strategis, lonjakan biaya operasional, dan tuntutan dekarbonisasi. Laporan United Nations Conference on Trade and Development (UNCTAD) 2024 menyoroti gangguan di *chokepoints* maritim seperti Terusan Suez dan Panama yang memicu pengalihan rute kapal, meningkatkan biaya logistik, dan memperbesar emisi karbon. Kondisi ini mempertegas kebutuhan inovasi, efisiensi, serta investasi pada armada dan infrastruktur berkelanjutan.

Distinguished Shareholders and Stakeholders,

Praise and gratitude to God Almighty, as by His grace PT Pelindo Jasa Maritim, or Pelindo Jasa Maritim Subholding (SPJM), was able to navigate 2024 with positive achievements amid the dynamics of the maritime industry. Throughout the year, SPJM consistently strengthened its operational performance, delivered reliable and efficient services, and remained adaptive in order to continuously support the smooth flow of national logistics. With a commitment to innovation and sustainability, SPJM continues to make tangible contributions to economic growth and to the realization of Pelindo Group's long-term vision.

GLOBAL AND NATIONAL ECONOMIC OVERVIEW AND SPJM'S POSITION IN THE INDUSTRY

The year 2024 marked an important transitional phase for the global economy, characterized by stabilization following high inflationary pressures and adjustments to monetary policy toward more neutral levels. The International Monetary Fund (IMF), through its October 2024 World Economic Outlook, projected stable global growth at 3.2% until 2025, although uncertainty persists due to trade fragmentation, geopolitical tensions, and climate impacts. While the threat of recession has been successfully avoided, inflation, particularly in the services and food sectors, remains a challenge. More flexible fiscal and monetary policies in developing countries, including Indonesia, provide space to maintain stability and support economic recovery.

Amid these conditions, Indonesia demonstrated solid economic resilience with projected growth of 5.1%–5.5% throughout 2024, supported by resilient domestic consumption and strong non-commodity export performance. Inflation remained within target ranges, while external stability was reinforced by adequate foreign exchange reserves and a healthy current account balance. Structural reforms, industrial downstreaming, MSME empowerment, and digital transformation continued to be emphasized as strategies for strengthening national competitiveness.

At the same time, the global maritime transport industry faced structural challenges in the form of disruptions to strategic maritime routes, surging operational costs, and increasing demands for decarbonization. The United Nations Conference on Trade and Development (UNCTAD) 2024 report highlighted disruptions at maritime chokepoints such as the Suez and Panama Canals, which triggered vessel rerouting, raised logistics costs, and increased carbon emissions. These conditions underscore the need for innovation, efficiency, and investment in sustainable fleets and infrastructure.

Sebagai negara kepulauan yang berada di jalur perdagangan internasional, Indonesia memiliki posisi strategis dalam industri jasa maritim. SPJM memanfaatkan momentum ini dengan memperkuat perannya sebagai penyedia layanan *integrated marine services* yang meliputi pemanduan dan *mooring*. Melalui optimalisasi utilisasi armada, penyempurnaan skema tarif, serta digitalisasi layanan berbasis *Vessel Tracking Management System* (VTMS), menargetkan penguatan *revenue stream* di tengah volatilitas pasar global. Selain itu, SPJM aktif mengembangkan inisiatif keberlanjutan melalui penerapan *eco-efficient operations* dan *roadmap* digitalisasi yang mendukung prinsip *Environmental, Social, and Governance* (ESG). Dengan peran strategis dalam mempercepat *turnaround time* kapal, memperkuat konektivitas pelabuhan-hinterland, serta menekan biaya logistik nasional.

STRATEGI DAN KEBIJAKAN STRATEGI

Dalam rangka mewujudkan visi, misi, serta sasaran Perusahaan, SPJM melaksanakan program-program strategis yang tertuang dalam Rencana Kerja Manajemen (RKM) 2024. Penyusunan RKM ini berlandaskan pada *Roadmap* dan Pilar Strategis yang diformulasikan dalam RJPP 2021–2025, yang terdiri dari tiga pilar utama: *Operational & Commercial Standardization, Expansion & Partnership*, serta *Investment Synergy*, dengan didukung oleh berbagai *Enablers* sebagai pondasi implementasi.

Melalui tiga pilar strategis tersebut, SPJM menetapkan 26 Inisiatif Strategis yang kemudian dijabarkan ke dalam 70 RKM strategis di tingkat divisi. Seluruh inisiatif ini berfungsi sebagai panduan dalam meningkatkan efisiensi operasional, memperluas peluang kemitraan dan bisnis, serta menciptakan sinergi investasi yang memberikan nilai tambah. Implementasi RKM 2024 menunjukkan kinerja yang sangat baik dengan capaian sebesar 99,42% dari target 100%, mencerminkan komitmen manajemen dalam menjalankan strategi yang terarah dan terukur.

As an archipelagic nation located along international trade routes, Indonesia holds a strategic position in the maritime services industry. SPJM capitalized on this momentum by strengthening its role as a provider of integrated marine services, including pilotage and mooring. By optimizing fleet utilization, refining tariff schemes, and enhancing digital services based on the Vessel Tracking Management System (VTMS), the Company aims to strengthen its revenue stream amid global market volatility. In addition, SPJM actively developed sustainability initiatives through the implementation of eco-efficient operations and a digitalization roadmap that supports Environmental, Social, and Governance (ESG) principles. With this strategic role, SPJM contributes to accelerating vessel turnaround times, enhancing port–hinterland connectivity, and reducing national logistics costs.

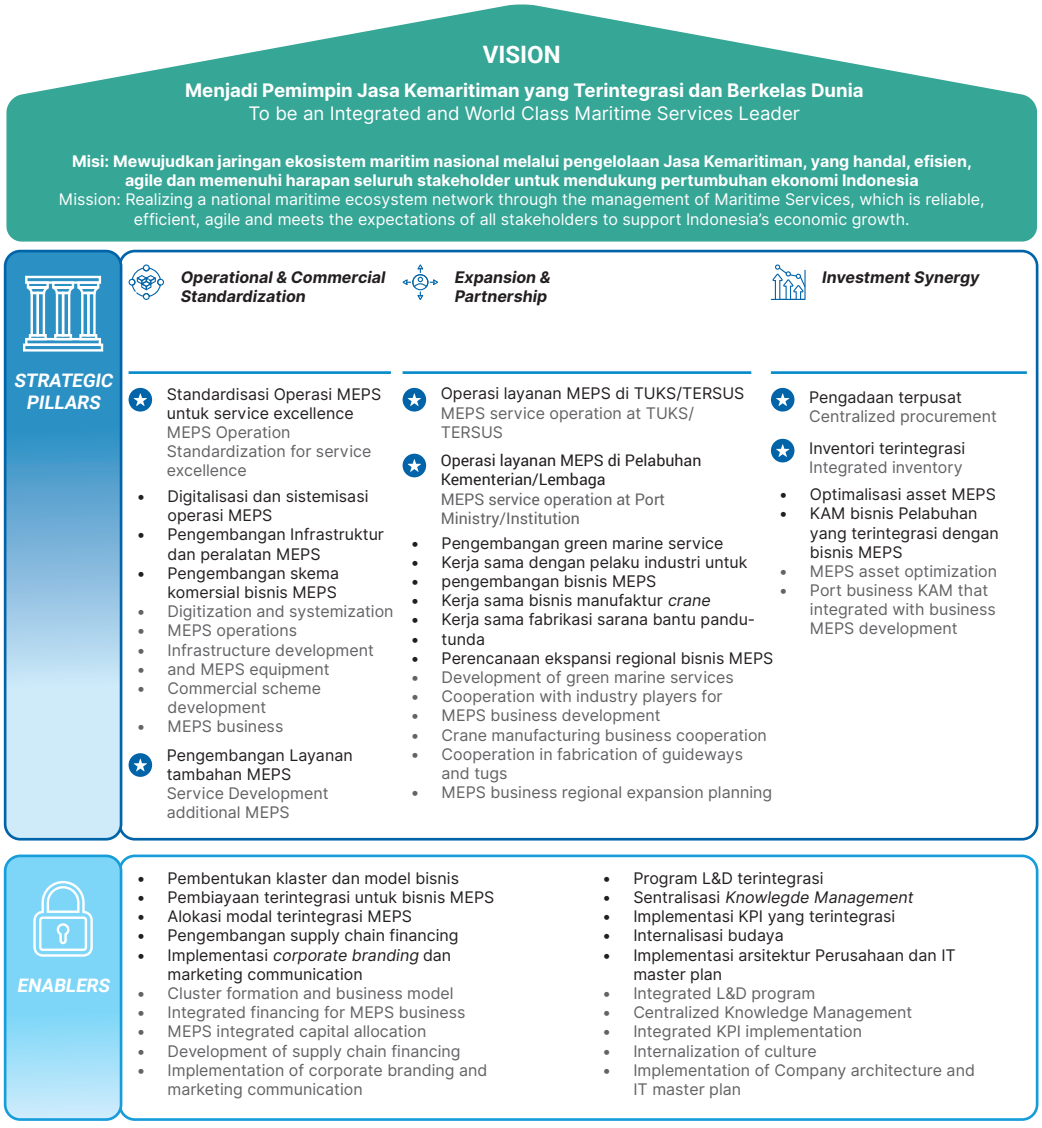
STRATEGIES AND POLICIES

To realize its vision, mission, and corporate objectives, SPJM carried out a series of strategic programs outlined in the 2024 Management Work Plan (RKM). The preparation of the RKM was based on the Roadmap and Strategic Pillars formulated in the 2021–2025 RJPP, which consists of three main pillars: Operational & Commercial Standardization, Expansion & Partnership, and Investment Synergy, supported by various Enablers as the foundation for implementation.

Through these three strategic pillars, SPJM established 26 Strategic Initiatives, which were further translated into 70 division-level strategic RKMs. All these initiatives serve as a roadmap for enhancing operational efficiency, expanding partnership and business opportunities, and creating investment synergies that deliver added value. The implementation of the 2024 RKM demonstrated excellent performance, reaching 99.42% of the 100% target, reflecting management's strong commitment to executing a focused and measurable strategy.

Adapun 26 inisiatif strategis tersebut digambarkan kedalam rumah strategis SPJM sebagai berikut:

The 26 strategic initiatives are illustrated in SPJM's strategic house as follows:



Rumah Strategi SPJM 2021-2025
SPJM Strategy house 2021-2025

Inisiatif Unggulan
Featured Initiative

PERANAN DIREKSI DALAM PERUMUSAN STRATEGI DAN KEBIJAKAN STRATEGIS SERTA PROSES UNTUK MEMASTIKAN IMPLEMENTASI STRATEGI

Direksi SPJM memegang peran sentral dalam memastikan seluruh perencanaan dan arah kebijakan strategis Perusahaan berjalan optimal. Setiap tahun, Direksi secara aktif bersama jajaran manajemen menyusun Rencana Kerja dan Anggaran Perusahaan (RKAP) yang mencakup target usaha, strategi, kebijakan, serta alokasi anggaran. Penyusunan RKAP dilakukan dengan mempertimbangkan analisis menyeluruh atas kondisi internal maupun eksternal, termasuk proyeksi pertumbuhan ekonomi, dinamika sosial, tren pasar, tingkat persaingan, serta kajian risiko yang relevan dengan industri maritim.

BOARD OF DIRECTORS ROLE IN FORMULATING STRATEGIES AND POLICIES, AND PROCESSES TO ENSURE THE IMPLEMENTATION

The SPJM Board of Directors holds a central role in ensuring that all corporate planning and strategic policies are implemented effectively. Each year, the Board of Directors actively collaborates with the management team to prepare the Corporate Work Plan and Budget (RKAP), which outlines business targets, strategies, policies, and budget allocation. The preparation of the RKAP is carried out by taking into account a comprehensive analysis of both internal and external conditions, including economic growth projections, social dynamics, market trends, competition levels, and risk assessments relevant to the maritime industry.

Dalam proses implementasi, Direksi memastikan strategi dan kebijakan strategis yang telah ditetapkan dapat dijalankan secara konsisten dan terukur. Melalui rapat rutin bersama unit bisnis, Direksi melakukan evaluasi periodik terhadap capaian kinerja, meninjau tantangan yang dihadapi, serta memformulasikan langkah perbaikan apabila diperlukan. Direksi juga menjaga komunikasi yang efektif dengan Dewan Komisaris, manajemen, dan seluruh karyawan agar tujuan strategi dapat dipahami dan dilaksanakan secara menyeluruh di semua tingkatan organisasi.

Selain mengawal pelaksanaan, Direksi secara berkesinambungan mengkaji ulang perkembangan strategi untuk memastikan kesesuaian dengan dinamika industri dan kondisi Perusahaan. Sepanjang tahun 2024, Direksi telah menyelenggarakan rapat sebanyak 19 kali serta 12 kali rapat gabungan bersama Dewan Komisaris. Apabila strategi yang telah dirumuskan memerlukan penyesuaian, Direksi segera melakukan pemetaan solusi dan menyusun langkah strategis baru agar SPJM tetap adaptif, kompetitif, dan mampu menjaga kesinambungan pertumbuhan.

KINERJA PERUSAHAAN

Kinerja keuangan SPJM secara umum menunjukkan hasil yang cukup positif. SPJM berhasil mencatatkan total pendapatan operasi sebesar Rp7.268,68 miliar, atau 101,42% dari target Rp7.166,68 miliar. Capaian ini ditopang oleh peningkatan pendapatan jasa marine dari kegiatan pemanduan dan penundaan atas pelimpahan JAI sebesar Rp139,20 miliar, kenaikan pendapatan dari pekerjaan proyek, pengadaan suku cadang, dan kegiatan *maintenance* di BIMA, peningkatan pendapatan listrik di EPI dan LEGI, serta realisasi pendapatan pemanduan dan penundaan TUKS yang lebih tinggi dari target pelimpahan SPJM.

Di sisi lain, beban operasi Perusahaan tercatat sebesar Rp6.636,71 miliar atau 103,72% dari target Rp6.398,71 miliar. Peningkatan ini disebabkan oleh kenaikan beban penyusutan kapal non-milik (skema *time charter*) di JAI dan PMS seiring penerapan PSAK 73, peningkatan biaya pemeliharaan fasilitas pelabuhan di BIMA dan EII, serta kenaikan beban *sharing* operasi di JAI yang sejalan dengan peningkatan pendapatan pemanduan dan penundaan.

Dari sisi profitabilitas, SPJM membukukan laba usaha sebesar Rp631,97 miliar atau 82,29% dari target Rp767,96 miliar. Hal ini dipengaruhi oleh rendahnya realisasi pada beberapa segmen, seperti pemeliharaan kolam pelabuhan dan alur pelayaran, *fuel surcharge*, serta pendapatan logistik, distribusi, dan terminal energi. Laba bersih SPJM tercatat sebesar Rp329,78 miliar atau 61,55% dari target Rp535,76 miliar. Faktor utama penekan laba bersih antara lain realisasi imbalan pasca kerja dari kerja sama pemanduan, denda pajak di

During implementation, the Board of Directors ensures that the strategies and policies are executed consistently and in a measurable manner. Through regular meetings with business units, the Board of Directors conducts periodic evaluations of performance achievements, reviews challenges encountered, and formulates corrective actions when necessary. The Board of Directors also maintains effective communication with the Board of Commissioners, management, and all employees to ensure that strategic objectives are well understood and implemented at every level of the organization.

In addition to overseeing execution, the Board of Directors continuously reviews strategic developments to ensure alignment with industry dynamics and the Company's condition. Throughout 2024, the Board of Directors convened 19 meetings and held 12 joint meetings with the Board of Commissioners. If the formulated strategies require adjustment, the Board of Directors promptly maps out solutions and develops new strategic measures to ensure that SPJM remains adaptive, competitive, and capable of sustaining long-term growth.

COMPANY PERFORMANCE

SPJM's overall financial performance showed fairly positive results. The Company recorded total operating revenue of Rp7,268.68 billion, or 101.42% of the target of Rp7,166.68 billion. This achievement was supported by increased marine service revenue from pilotage and towage activities transferred from JAI amounting to Rp139.20 billion, higher revenue from project works, spare parts procurement, and maintenance activities at BIMA, increased electricity revenue at EPI and LEGI, as well as pilotage and towage revenue at TUKS that exceeded SPJM's transfer targets.

On the other hand, the Company's operating expenses reached Rp6,636.71 billion, or 103.72% of the target of Rp6,398.71 billion. This increase was driven by higher depreciation expenses for non-owned vessels under time charter schemes at JAI and PMS due to the implementation of PSAK 73, increased maintenance costs for port facilities at BIMA and EII, and higher operating sharing expenses at JAI in line with the rise in pilotage and towage revenues.

In terms of profitability, SPJM booked an operating profit of Rp631.97 billion or 82.29% of the target of Rp767.96 billion. This was affected by lower realizations in several segments, including port basin and channel maintenance, fuel surcharge, as well as logistics, distribution, and energy terminal revenue. SPJM's net profit was recorded at Rp329.78 billion or 61.55% of the target of Rp535.76 billion. Key factors that pressured net profit included post-employment benefit realizations from pilotage cooperation, tax penalties at PMS, EPI, and

PMS, EPI, dan SPJM *Standalone* sebesar Rp84,01 miliar, penurunan nilai aset kapal di Rukindo sebesar Rp21,50 miliar, penurunan nilai aset fasilitas pelabuhan di PMS sebesar Rp29,41 miliar, serta beban pajak final di SPJM Grup sebesar Rp38,32 miliar.

Semantara itu, dari sisi struktur modal, aset perusahaan pada tahun 2024 tercatat sebesar Rp7.053,61 miliar atau 121,16% dari target Rp5.821,75 miliar, ditopang oleh peningkatan liabilitas sewa dan beban akrual. Jumlah liabilitas perusahaan meningkat menjadi Rp2.958,68 miliar atau 177,33% dari target Rp1.668,43 miliar. Sementara itu, ekuitas perusahaan tercatat sebesar Rp4.094,94 miliar atau 98,59% dari target Rp4.153,32 miliar, seiring dengan belum tercapainya laba bersih pada tahun berjalan.

KENDALA DAN LANGKAH PENYELESAIANNYA

Sepanjang tahun 2024, SPJM menghadapi sejumlah kendala dan tantangan dalam implementasi program strategis. Beberapa di antaranya adalah investasi fasilitas OPS pada rute pendulum yang dinilai belum layak, sehingga belum dapat direalisasikan; pengelolaan limbah (*waste management*) yang masih terkendala regulasi serta aspek operasional dan pengembangan bisnis; serta implementasi fasilitas alur pelayaran Kumai yang tertunda karena adanya tumpang tindih antara rencana pengerukan alur dengan area konservasi, yang belum menemukan kesepakatan dengan Dinas Kelautan dan Perikanan Provinsi.

Selain itu, laporan akhir survei teknis untuk alur pelabuhan Tanjung Emas, Semarang, belum terselesaikan, sementara digitalisasi dan standarisasi operasi layanan air bersih dan listrik pelabuhan juga masih tertunda akibat belum adanya keputusan final terkait pemurnian bisnis antara PT LEGI dan PT EPI. Tantangan lainnya adalah tingginya beban KSMU atas penyediaan kapal tunda, yang berdampak pada tergerusnya pendapatan SPJM dari layanan penundaan.

Menghadapi kondisi tersebut, SPJM melakukan berbagai langkah penyelesaian. Untuk fasilitas OPS, sedang disusun kajian alternatif melalui relokasi atau skema kerja sama dengan mitra. Terkait pengelolaan limbah, SPJM bersama HO Pelindo, Kementerian Lingkungan Hidup dan Kehutanan, serta Kementerian Perhubungan melakukan pembahasan untuk menyamakan persepsi regulasi. Dalam kasus alur pelayaran Kumai, SPJM terus menjalin komunikasi dengan DKP dan Dinas Perhubungan Kalimantan Tengah guna mempercepat proses penyelesaian.

Sementara itu, untuk laporan teknis alur Tanjung Emas, konsultan terus didorong agar mempercepat penyusunan laporan. Proses pemurnian bisnis juga dipercepat melalui pembahasan dengan Anak perusahaan dan konsultan terkait, sehingga digitalisasi layanan dapat

SPJM Standalone totaling Rp84.01 billion, impairment of vessel assets at Rukindo amounting to Rp21.50 billion, impairment of port facility assets at PMS amounting to Rp29.41 billion, as well as final tax expenses across the SPJM Group totaling Rp38.32 billion.

Meanwhile, from the capital structure perspective, the Company's assets in 2024 amounted to Rp7,053.61 billion or 121.16% of the target of Rp5,821.75 billion, supported by increased lease liabilities and accrued expenses. Total liabilities rose to Rp2,958.68 billion or 177.33% of the target of Rp1,668.43 billion. Meanwhile, equity was recorded at Rp4,094.94 billion or 98.59% of the target of Rp4,153.32 billion, in line with the shortfall in net profit for the year.

CHALLENGES AND MITIGATION MEASURES

Throughout 2024, SPJM encountered several obstacles and challenges in implementing its strategic programs. These included the OPS facility investment on the pendulum route, which was assessed as not yet feasible and therefore could not be realized; waste management, which continued to face regulatory, operational, and business development constraints; and the delayed implementation of the Kumai shipping channel facilities due to overlapping plans between channel dredging and conservation areas, which have yet to reach an agreement with the Provincial Marine and Fisheries Office.

In addition, the final technical survey report for the Tanjung Emas Port channel in Semarang had not been completed, while the digitalization and standardization of clean water and port electricity services were also delayed due to the absence of a final decision regarding business streamlining between PT LEGI and PT EPI. Another challenge was the high KSMU expenses for tugboat provision, which eroded SPJM's revenue from towage services.

To address these issues, SPJM took various mitigation measures. For the OPS facilities, an alternative study is being prepared through relocation options or partnership schemes. Regarding waste management, SPJM, together with Pelindo HO, the Ministry of Environment and Forestry, and the Ministry of Transportation, conducted discussions to align regulatory interpretations. In the case of the Kumai shipping channel, SPJM continued communication with the Marine and Fisheries Office and the Central Kalimantan Transportation Agency to expedite resolution.

Meanwhile, the consultant for the Tanjung Emas channel technical report is being pushed to accelerate the completion of the report. The business streamlining process is also being expedited through discussions with subsidiaries and relevant consultants, enabling



segera dilaksanakan. Adapun untuk penyediaan kapal tunda, SPJM merumuskan penyesuaian skema kerja sama dengan pihak ketiga dari *revenue sharing* menjadi *time charter*, sekaligus mengkaji rencana pengadaan kapal tunda baru di lokasi strategis guna mengurangi ketergantungan pada pihak ketiga.

PROSPEK USAHA

Memasuki tahun 2025, SPJM akan menghadapi prospek usaha yang dipengaruhi oleh dinamika global yang penuh ketidakpastian, mulai dari meningkatnya tensi perdagangan internasional, disrupsi rantai pasok, hingga perubahan kebijakan ekonomi di negara mitra dagang utama. Tekanan perlambatan ekonomi global yang diproyeksikan IMF melalui *World Economic Outlook* April 2025 diperkirakan turut berdampak pada sektor maritim, khususnya melalui lemahnya permintaan eksternal dan fluktuasi nilai tukar. Meski demikian, SPJM tetap melihat peluang untuk menjaga pertumbuhan dengan berpegang pada tiga pilar strategi utama dalam RJPP 2021–2025, yakni *Operational and Commercial Standardization, Expansion and Partnership*, serta *Investment Synergy.*

Pada tahun 2025, Perusahaan menargetkan fase *Service Excellence* sebagai puncak *roadmap* strategis, dengan fokus pada perluasan portofolio jasa MEPS, penguatan integrasi layanan lintas entitas Pelindo, serta percepatan implementasi inisiatif strategis yang telah dirumuskan sejak awal transformasi. Eksekusi 26 inisiatif strategis akan dijalankan secara konsisten, mencakup standardisasi operasional untuk meningkatkan efisiensi, ekspansi layanan MEPS ke luar wilayah Pelindo melalui kemitraan strategis, serta integrasi infrastruktur dan sistem digital guna memperkuat kapabilitas layanan.

Dengan strategi yang adaptif, ditopang tren positif sektor logistik dan jasa kemaritiman nasional, SPJM optimis dapat memperkuat posisinya sebagai pemimpin jasa kemaritiman terintegrasi. Konsistensi eksekusi *roadmap* strategis akan menjadi kunci bagi Perusahaan untuk menjaga ketahanan usaha sekaligus menangkap peluang pertumbuhan yang berkelanjutan di tahun 2025.

PENERAPAN TATA KELOLA YANG BAIK DI LINGKUP SPJM

Sebagai penyedia layanan kepelabuhanan, SPJM menempatkan penerapan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) sebagai pilar fundamental dalam menjalankan kegiatan usaha. Bagi SPJM, GCG tidak hanya merupakan kewajiban regulasi, tetapi juga strategi penting untuk membangun kepercayaan, menciptakan nilai tambah, serta memastikan pertumbuhan usaha yang berkelanjutan dan optimal bagi seluruh pemangku kepentingan.

the digitalization of services to proceed. As for tugboat provision, SPJM formulated adjustments to the cooperation scheme with third parties, from revenue sharing to time charter, and is also reviewing plans to procure new tugboats at strategic locations to reduce reliance on external parties.

BUSINESS PROSPECT

Entering 2025, SPJM will navigate a business outlook shaped by global dynamics filled with uncertainties from rising international trade tensions and supply chain disruptions to shifting economic policies in major trading partner countries. The global economic slowdown projected by the IMF in the April 2025 World Economic Outlook is expected to affect the maritime sector, particularly through weaker external demand and exchange rate volatility. Nevertheless, SPJM continues to see opportunities to sustain growth by adhering to its three main strategic pillars under the 2021–2025 Long-Term Corporate Plan (RJPP), the Operational and Commercial Standardization, Expansion and Partnership, and Investment Synergy.

In 2025, the Company is targeting the Service Excellence phase as the peak of its strategic roadmap, focusing on expanding the MEPS service portfolio, strengthening cross-entity service integration within Pelindo, and accelerating the implementation of strategic initiatives formulated since the beginning of the transformation. The execution of 26 strategic initiatives will be carried out consistently, covering operational standardization to boost efficiency, MEPS service expansion beyond Pelindo's operational areas through strategic partnerships, and the integration of infrastructure and digital systems to enhance service capabilities.

With an adaptive strategy supported by positive trends in the national logistics and maritime services sectors, SPJM is optimistic about strengthening its position as a leading integrated maritime services provider. Consistent execution of the strategic roadmap will be key for the Company to maintain business resilience while capturing sustainable growth opportunities in 2025.

GOOD GOVERNANCE IMPLEMENTATION WITHIN SPJM

As a provider of port services, SPJM places the implementation of Good Corporate Governance (GCG) principles as a fundamental pillar in carrying out its business activities. For SPJM, GCG is not only a regulatory obligation but also a key strategy for building trust, creating added value, and ensuring sustainable and optimal business growth for all stakeholders.

Dalam rangka memperkuat tata kelola, SPJM secara konsisten mendorong penyempurnaan penerapan prinsip-prinsip GCG di seluruh lini operasional. Upaya ini diwujudkan melalui penetapan standar kualitas yang dirancang berdasarkan ketentuan regulasi, masukan dari para pemangku kepentingan, hasil *assessment*, serta *benchmarking* terhadap praktik terbaik. Melalui langkah tersebut, SPJM menargetkan terciptanya tata kelola yang akuntabel dan berdaya saing, yang mampu menopang keberlangsungan bisnis di masa depan.

Komitmen SPJM terhadap GCG juga tercermin dalam integritas, transparansi, dan akuntabilitas yang dijunjung tinggi dalam setiap aktivitas maupun pengambilan keputusan. Dengan landasan tata kelola yang baik, SPJM terus berupaya menciptakan nilai jangka panjang, memperkuat kepercayaan *stakeholder*, serta meningkatkan daya saing perusahaan sebagai penyedia layanan jasa kemaritiman yang profesional dan berkelas dunia.

SISTEM MANAJEMEN RISIKO SPJM

SPJM menyadari pentingnya penerapan manajemen risiko yang terstruktur dan berkesinambungan untuk menjaga keberlangsungan usaha dan meningkatkan kepercayaan para pemangku kepentingan. Sistem manajemen risiko diterapkan untuk meminimalkan potensi kerugian yang dapat timbul dari aktivitas Perusahaan, dengan mengedepankan profesionalisme, dukungan sumber daya yang memadai, serta pemanfaatan sistem informasi yang andal. Proses ini dilakukan secara sistematis melalui mekanisme yang terintegrasi serta terus diperbaiki secara berkelanjutan (*continuous improvement*) guna memastikan efektivitasnya dalam mendukung pencapaian visi dan misi Perusahaan.

Struktur manajemen risiko SPJM dibangun berdasarkan delapan prinsip utama, yaitu terintegrasi, terstruktur dan menyeluruh, dapat disesuaikan, inklusif, dinamis, berbasis informasi terbaik yang tersedia, memperhatikan faktor budaya dan manusia, serta berorientasi pada perbaikan berkelanjutan. Prinsip-prinsip ini menjadi fondasi dalam setiap tahapan pengelolaan risiko, tidak hanya untuk melindungi nilai Perusahaan, tetapi juga mendorong terciptanya kinerja yang unggul, inovasi, serta pencapaian tujuan strategis yang berkesinambungan.

Dalam implementasi Sistem Manajemen Risiko, SPJM menjalankan tiga mekanisme utama, yaitu pemantauan berjalan, pemantauan berkala, dan *review*. Pemantauan berjalan dilakukan oleh unit pemilik risiko untuk mengawasi dinamika internal maupun eksternal yang dapat memengaruhi profil risiko. Pemantauan berkala difokuskan pada evaluasi pelaksanaan rencana penanganan risiko dan perkembangan indikator utama, yang dilanjutkan dengan forum diskusi antara unit manajemen risiko dan pemilik risiko.

To strengthen governance, SPJM consistently promotes the enhancement of GCG principles across all operational lines. These efforts are reflected through the establishment of quality standards formulated based on regulatory requirements, stakeholder input, assessment results, and benchmarking against best practices. Through these measures, SPJM aims to build accountable and competitive governance that can support long-term business sustainability.

SPJM's commitment to GCG is further reflected in the integrity, transparency, and accountability upheld in every activity and decision-making process. With a strong governance foundation, SPJM continues to pursue long-term value creation, strengthen stakeholder trust, and enhance the Company's competitiveness as a professional and world-class maritime services provider.

SPJM RISK MANAGEMENT SYSTEM

SPJM recognizes the importance of structured and continuous risk management to protect business sustainability and enhance stakeholder trust. The risk management system is implemented to minimize potential losses that may arise from the Company's activities by prioritizing professionalism, adequate resource support, and the use of reliable information systems. This process is carried out systematically through integrated mechanisms that are continuously improved to ensure their effectiveness in supporting the achievement of the Company's vision and mission.

SPJM's risk management structure is built upon eight core principles, including integrated, structured and comprehensive, adaptable, inclusive, dynamic, based on the best available information, considerate of cultural and human factors, and oriented toward continuous improvement. These principles serve as the foundation for every stage of risk management, not only to protect the Company's value but also to drive superior performance, innovation, and the achievement of sustainable strategic objectives.

In implementing its Risk Management System, SPJM applies three main mechanisms: ongoing monitoring, periodic monitoring, and review. Ongoing monitoring is conducted by risk owners to oversee internal and external dynamics that may affect the risk profile. Periodic monitoring focuses on evaluating the implementation of risk mitigation plans and the progress of key indicators, followed by discussion forums between the risk management unit and risk owners.

Sementara itu, *review* dilakukan secara menyeluruh untuk memastikan seluruh proses manajemen risiko selaras dengan kebijakan yang ditetapkan. Dengan penerapan sistem yang terintegrasi ini, SPJM berkomitmen menjaga ketahanan usaha sekaligus memperkuat daya saing dalam industri jasa kepelabuhanan.

PENGEMBANGAN SDM DAN TI

SPJM terus menunjukkan komitmen dalam memperkuat daya saing dan *service excellence* melalui pengelolaan Sumber Daya Manusia (SDM) yang adaptif serta pengembangan Teknologi Informasi (TI) yang berorientasi digital. Perusahaan meyakini bahwa kualitas dan kapabilitas insan SPJM merupakan kunci keberhasilan, sehingga berbagai program pengembangan kompetensi terus dilaksanakan secara terarah.

Pada bidang SDM, SPJM telah merealisasikan 32 program pembelajaran dengan 500 peserta, yang meliputi *in house training, public training*, dan program magang (Magenta). Selain itu, untuk mendukung peningkatan kompetensi teknis, SPJM juga berhasil menyelesaikan 7 program sertifikasi strategis, mulai dari Revalidasi Sertifikat Pandu, Operator Radio, Ahli Kepelabuhanan, hingga Certified Chief Governance Officer (CCGO), dengan total 341 peserta.

Sejalan dengan penguatan kualitas SDM, Divisi Teknologi Informasi memainkan peran penting dalam mewujudkan transformasi digital yang mendukung efisiensi, efektivitas, serta kualitas layanan Perusahaan. Pada tahun 2024, sejumlah inisiatif strategis telah direalisasikan, antara lain pengadaan *Dashboard Monitoring* Kecepatan Angin untuk mendukung keselamatan navigasi, pemenuhan standar perangkat operasi kapal, serta implementasi berbagai aplikasi digital seperti Bimops, Bimops Mobile, Single Aplikasi Pemeliharaan Alat, Shipyard, VOMS, hingga *Voice Recorder*.

Tidak hanya itu, SPJM juga memperkuat tata kelola dengan implementasi Audit Management System (AMS) dan *Data Analytic*, serta meningkatkan keamanan siber melalui pengadaan *Endpoint Security* guna melindungi sistem dan data perusahaan.

Dengan sinergi antara pengembangan SDM yang adaptif dan implementasi teknologi digital yang berkesinambungan, SPJM mampu menciptakan ekosistem kerja yang lebih produktif, inovatif, serta berdaya saing, sekaligus mendukung tercapainya *service excellence* di seluruh lini bisnis perusahaan.

Meanwhile, reviews are conducted comprehensively to ensure that all risk management processes align with established policies. Through this integrated system, SPJM is committed to maintaining business resilience while strengthening its competitiveness within the port services industry.

HUMAN CAPITAL AND INFORMATION TECHNOLOGY DEVELOPMENT

SPJM continues to demonstrate its commitment to strengthening competitiveness and achieving service excellence through adaptive Human Capital (HC) management and digitally oriented Information Technology (IT) development. The Company believes that the quality and capability of SPJM personnel are key to success, therefore, various competency development programs are carried out in a focused and structured manner.

In the area of human capital, SPJM has delivered 32 learning programs involving 500 participants, including in-house training, public training, and the Magenta internship program. To further support the enhancement of technical competencies, SPJM also completed 7 strategic certification programs ranging from Pilot Certificate Revalidation, Radio Operator Certification, Port Expertise Certification, to Certified Chief Governance Officer (CCGO), with a total of 341 certified participants.

Aligned with the strengthening of human capital quality, the Information Technology Division plays a vital role in driving digital transformation that supports the Company's efficiency, effectiveness, and service quality. In 2024, several strategic initiatives were realized, including the development of a Wind Speed Monitoring Dashboard to support navigational safety, fulfillment of ship operation equipment standards, and the implementation of various digital applications such as Bimops, Bimops Mobile, the Single Equipment Maintenance Application, Shipyard, VOMS, and Voice Recorder.

Additionally, SPJM enhanced governance through the implementation of the Audit Management System (AMS) and Data Analytics, and strengthened cybersecurity by procuring Endpoint Security solutions to protect company systems and data.

Through the synergy between adaptive human capital development and continuous digital technology adoption, SPJM has succeeded in building a more productive, innovative, and competitive work ecosystem, while supporting the achievement of service excellence across all business lines.

REALISASI PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN SPJM

Sebagai wujud komitmen terhadap keberlanjutan dan kepedulian sosial, SPJM terus melaksanakan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) secara konsisten. Program ini telah berperan signifikan dalam mendukung peningkatan kesejahteraan sosial ekonomi masyarakat sekaligus menjaga kelestarian lingkungan di sekitar wilayah operasional perusahaan. Selama tahun 2024, TJSL dijalankan tidak hanya oleh perusahaan induk, tetapi juga oleh delapan anak perusahaan dengan cakupan tujuh sektor utama, yaitu pendidikan dan pelatihan, bantuan bencana alam, pengentasan kemiskinan, pelestarian alam, pembangunan sarana ibadah, peningkatan kesehatan, serta penyediaan sarana dan prasarana umum.

Pelaksanaan program ini juga terintegrasi dengan Kantor Pusat PT Pelindo Indonesia (Persero) agar selaras dengan program pemerintah dalam meningkatkan kesejahteraan masyarakat sekaligus memperkuat sinergi dengan pemerintah daerah. Dengan demikian, program TJSL SPJM tidak hanya menjadi bentuk kepedulian perusahaan terhadap masyarakat sekitar, tetapi juga sarana untuk membangun hubungan harmonis, memberdayakan masyarakat menuju kemandirian, serta menciptakan iklim kondusif bagi keberlangsungan usaha perusahaan.

Hingga akhir tahun 2024, realisasi anggaran TJSL mencapai Rp2.968.492.973 atau sebesar 106,02% dari total anggaran Rp2.800.000.000. Capaian ini menunjukkan komitmen SPJM dalam melampaui target yang telah ditetapkan, sekaligus memastikan bahwa setiap kegiatan TJSL mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB) sesuai dengan Peraturan Presiden Republik Indonesia Nomor 59 Tahun 2017. Keberhasilan ini diharapkan dapat memberikan kontribusi positif terhadap pembentukan citra perusahaan dan memperkuat kepercayaan masyarakat terhadap eksistensi SPJM dalam jangka panjang.

KOMPOSISI DAN SUSUNAN DIREKSI

Sepanjang tahun 2024 komposisi anggota Direksi PT Pelindo Jasa Maritim mengalami perubahan. Dengan demikian komposisi dan susunan anggota Departemen pada Divisi Sekretariat Perusahaan per 31 Desember 2024 berjumlah 4 (empat) orang yang terdiri dari 1 (satu) Direktur Utama, 1 (satu) orang orang Direktur Operasi dan Teknik merangkap sebagai Plt. Direktur Strategi dan Komersial, 1 (satu) orang Direktur Keuangan dan Manajemen Risiko, 1 (satu) orang Direktur Sumber Daya Manusia dan Umum.

REALIZATION OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM WITHIN SPJM

As a manifestation of its commitment to sustainability and social responsibility, SPJM continues to implement the Social and Environmental Responsibility (TJSL) Program consistently. This program has played a significant role in supporting the improvement of the socio-economic welfare of communities while preserving the environment surrounding the Company's operational areas. Throughout 2024, the TJSL program was carried out not only by the parent company but also by eight subsidiaries, covering seven main sectors: education and training, natural disaster relief, poverty alleviation, environmental conservation, development of worship facilities, health improvement, and the provision of public facilities and infrastructure.

The implementation of the program is also integrated with the Head Office of PT Pelindo Indonesia (Persero) to ensure alignment with government initiatives aimed at improving community welfare, while strengthening synergy with local governments. Thus, SPJM's TJSL program serves not only as a form of corporate concern for surrounding communities but also as a means to build harmonious relationships, empower communities toward self-reliance, and create a conducive environment for the sustainability of the Company's business.

By the end of 2024, the realization of the TJSL budget reached Rp2,968,492,973 or 106.02% of the total allocated budget of Rp2,800,000,000. This achievement demonstrates SPJM's commitment to exceeding the set targets while ensuring that each TJSL activity supports the achievement of the Sustainable Development Goals (SDGs) in accordance with Presidential Regulation of the Republic of Indonesia Number 59 of 2017. This success is expected to contribute positively to shaping the Company's reputation and strengthening public trust in SPJM's long-term presence.

COMPOSITION AND STRUCTURE OF THE BOARD OF DIRECTORS

In 2024, the composition of the Board of Directors of PT Pelindo Jasa Maritim underwent several changes. Accordingly, as of 31 December 2024, the composition and structure of the departments under the Corporate Secretariat Division consisted of 4 (four) members: 1 (one) President Director, 1 (one) Director of Operations and Engineering who concurrently served as Act. Director of Strategy and Commercial, 1 (one) Director of Finance and Risk Management, and 1 (one) Director of Human Capital and General Affairs.

Berikut ini merupakan kronologi perubahan komposisi Direksi yang terjadi di sepanjang tahun 2024:

The following is the chronology of changes in the composition of the Board of Directors that occurred throughout 2024:

Jabatan Position	**Periode 1 Januari 2024 – 29 Februari 2024** Period of January 1, 2024 – February 29, 2024	**Periode 1 Maret 2024 – 19 November 2024** Period of March 1, 2024 – November 19, 2024	**Periode 20 November 2024 – 31 Desember 2024** Period of November 20, 2024 – December 31, 2024
Direktur Utama President Director	Prasetyadi		
		Arief Prabowo	Arief Prabowo
Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commercial	Kokok Susanto		
		Yossianis Marciano	
			Edward Danner Pardamean Napitupulu
Direktur Operasi dan Teknik Director of Operations and Engineering	Arief Prabowo		
		Edward Danner Pardamean Napitupulu	Edward Danner Pardamean Napitupulu
Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Choirul Anwar	Choirul Anwar	Choirul Anwar
Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	Rachmat Prayogi	Rachmat Prayogi	Rachmat Prayogi

Tabel Komposisi dan Dasar Pengangkatan Direksi per 31 Desember 2024
Composition and Appointment Basis of the Board of Directors as of December 31, 2024

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan dan Periode Jabatan** Office Term and Period
Arief Prabowo	Direktur Utama President Director	Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 dan SK.03/1/3/HKP/DRU/PSD-24 tanggal 01 Maret 2024 tentang Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim. Based on the Circular Resolution of the Shareholders of PT Pelindo Jasa Maritim Outside the General Meeting of Shareholders Number: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 and SK.03/1/3/HKP/DRU/PSD-24 dated March 1, 2024 regarding the Dismissal, Reassignment of Duties, and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim.	1 Maret 2024 s.d Sekarang, Periode Pertama March 1, 2024 until Now, First Period
Edward Danner Pardamean Napitupulu	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commercial	Berdasarkan Surat Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: SK.03/26/11/3/RKTK/UTMA/PLND-24 dan SK.03/26/11/4/HKPD/UTMA/ PSD-24 Tanggal 26 November 2024 tentang Pengukuhan Pemberhentian Anggota Direksi PT Pelindo Jasa Maritim. Based on the Circular Resolution of the Shareholders of PT Pelindo Jasa Maritim Outside the General Meeting of Shareholders Number: SK.03/26/11/3/RKTK/UTMA/PLND-24 and SK.03/26/11/4/HKPD/UTMA/PSD-24 dated November 26, 2024 regarding the Ratification of the Dismissal of Members of the Board of Directors of PT Pelindo Jasa Maritim.	26 November 2024 s.d Sekarang November 26, 2024 until Now

Tabel Komposisi dan Dasar Pengangkatan Direksi per 31 Desember 2024
Composition and Appointment Basis of the Board of Directors as of December 31, 2024

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan dan Periode Jabatan** Office Term and Period
	Direktur Operasi dan Teknik Director of Operations and Engineering	Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 dan SK.03/1/3/HKP/DRU/PSD-24 tanggal 01 Maret 2024 tentang Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim. Based on the Circular Resolution of the Shareholders of PT Pelindo Jasa Maritim Outside the General Meeting of Shareholders Number: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 and SK.03/1/3/HKP/DRU/PSD-24 dated March 1, 2024 regarding the Dismissal, Reassignment of Duties, and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim.	01 Maret 2024 s.d Sekarang March 1, 2024 until Now
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/5/MTAK/UTMA/PLND-21 dan 159/HKP/D0003/21 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim. Based on the Circular Resolution of the Shareholders of PT Pelindo Jasa Maritim Outside the General Meeting of Shareholders Number: KP.03/1/10/5/MTAK/UTMA/PLND-21 and 159/HKP/D0003/21 dated October 1, 2021 regarding the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim.	1 Oktober 2021 s.d Sekarang, Periode Pertama October 1, 2021 until Now, First Period
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	Keputusan Sirkuler Para Pemegang Saham Diluar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/24/2/4/RKTK/UTMA/PLND-23 – Nomor: SK.03/24/2/1/HKP/DRU/PSD-23, Tentang Pemberhentian Dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim, Tanggal 24 Februari 2023. Circular Resolution of the Shareholders of PT Pelindo Jasa Maritim Outside the General Meeting of Shareholders Number: KP.03/24/2/4/RKTK/UTMA/PLND-23 – Number: SK.03/24/2/1/HKP/DRU/PSD-23, regarding the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim, dated February 24, 2023.	24 Februari 2023 s.d Sekarang, Periode Pertama February 24, 2023 until Now, First Period

APRESIASI DAN PENUTUP

Direksi PT Pelindo Jasa Maritim menyampaikan apresiasi yang setinggi-tingginya kepada seluruh pemegang saham, Dewan Komisaris, mitra kerja, pelanggan, dan seluruh pemangku kepentingan atas dukungan, kepercayaan, serta kerja sama yang telah terjalin sepanjang tahun 2024. Kami juga memberikan penghargaan khusus kepada seluruh insan SPJM yang dengan dedikasi, profesionalisme, dan semangat kebersamaan telah berkontribusi nyata dalam mewujudkan kinerja perusahaan yang solid di tengah tantangan dan dinamika industri kepelabuhanan.

APPRECIATION AND CLOSING

The Board of Directors of PT Pelindo Jasa Maritim extends its highest appreciation to all shareholders, the Board of Commissioners, business partners, customers, and all stakeholders for the support, trust, and collaboration established throughout 2024. We also express our special gratitude to all SPJM personnel who, through their dedication, professionalism, and collective spirit, have made significant contributions to the Company's solid performance amid challenges and dynamics in the port services industry.

Keberhasilan yang diraih sepanjang tahun ini merupakan buah dari sinergi dan kolaborasi seluruh pihak, sekaligus menjadi pijakan penting bagi SPJM untuk terus bertumbuh, berinovasi, serta memberikan pelayanan yang prima. Direksi berkomitmen untuk menjaga momentum positif ini dengan mengedepankan nilai-nilai keberlanjutan dan memperkuat daya saing perusahaan serta memberikan nilai tambah yang optimal bagi para pemangku kepentingan.

Kami percaya bahwa dengan dukungan penuh seluruh *stakeholder,* SPJM akan mampu menghadapi setiap tantangan di masa depan dan terus berkontribusi dalam mendukung visi besar Pelindo Group sebagai penyedia jasa kepelabuhanan terintegrasi dan berkelas dunia.

The achievements this year are the result of synergy and collaboration from all parties and serve as an important foundation for SPJM to continue growing, innovating, and delivering excellent services. The Board of Directors is committed to maintaining this positive momentum by upholding sustainability values, strengthening the Company's competitiveness, and delivering optimal value to all stakeholders.

We believe that with the full support of all stakeholders, SPJM will be able to navigate future challenges and continue contributing to the realization of Pelindo Group's vision as an integrated and world-class port services provider.

Jakarta, 01 Desember 2025| December 1, 2025
Atas nama Direksi
On behalf of the Board of Directors



Arief Prabowo
Direktur Utama
President Director



PELINDO
JASA MARITIM

Surat Pernyataan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan Tahun Buku 2024 PT Pelindo Jasa Maritim

Statement Letter from Members of the Board of Commissioners regarding Responsibility for the 2024 Fiscal Year Annual Report PT Pelindo Jasa Maritim

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pelindo Jasa Maritim Tahun Buku 2024 telah dimuat secara lengkap serta bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dimaksud.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned, hereby declare that all information contained in the 2024 Fiscal Year Annual Report of PT Pelindo Jasa Maritim has been included in its entirety and that we are fully responsible for the accuracy of the contents of the said Annual Report.

This statement is made in good faith.

Jakarta, 01 Desember 2025| December 1, 2025

DEWAN KOMISARIS
Board of Commissioners

Otto Ardianto
Komisaris Utama
President Commissioner

Eris Herryanto
Komisaris Independen
Independent Commissioner

Achmad Idrus
Komisaris
Commissioner

Neil Iskandar Daulay
Komisaris
Commissioner

Muhammad Imam Aziz
Komisaris
Commissioner

Surat Pernyataan Anggota Direksi tentang Tanggung Jawab atas Laporan Tahunan Tahun Buku 2024 PT Pelindo Jasa Maritim

Statement Letter from Members of the Board of Directors regarding Responsibility for the 2024 Fiscal Year Annual Report PT Pelindo Jasa Maritim

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This statement is made in good faith.

Jakarta, 01 Desember 2025| December 1, 2025

DIREKSI
Board of Directors

Arief Prabowo
Direktur Utama
President Director

Edward Danner Pardamean Napitupulu
Direktur Operasi dan Teknik
Director of Operations and Engineering

Edward Danner Pardamean Napitupulu
Plt. Direktur Strategi dan Komersial
Acting Director of Strategy and Commercial Affairs

Choirul Anwar
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

Rachmat Prayogi
Direktur Sumber Daya Manusia dan Umum
Director of Human Resources and General Affairs





03

Profil Perusahaan

Company Profile

PELINDO
JASA MARITIM

IDENTITAS DAN INFORMASI UMUM PERUSAHAAN
Identity and General Information of the Company



Nama Perusahaan
Company Name

PT Pelindo Jasa Maritim

Nama Brand
Brand Name

SPJM

Informasi Perubahan Nama
Information on Name Changes

Sejak berdiri hingga saat ini, SPJM tidak pernah mengalami perubahan nama Perusahaan.
Since its establishment, SPJM has never experienced any changes to its Company name.

Pendirian Perusahaan
Company Establishment

29 September 2021
September 29, 2021

Bidang Usaha
Business Line

Marine, Equipment and Port Services (MEPS)



Dasar Hukum Pendirian
Legal Basis of Establishment

Akta Pendirian PT Pelindo Jasa Maritim Nomor 20 tanggal 29 September 2021 yang dibuat oleh dan di hadapan Nanda Fauz Iwan, SH.,M.kn, Notaris di Jakarta Selatan yang telah mendapat pengesahan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Keputusan No. AHU-0061303.AH.01.01 Tahun 2021. Tanggal 30 September 2021 Tentang Pengesahan Pendirian Badan Hukum Perseroan Terbatas Perusahaan. Anggaran Dasar Perusahaan mengalami perubahan berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas PT Pelindo Jasa Maritim Nomor 07 Tanggal 27 April 2022 tentang Penambahan Modal Disetor dan Ditempatkan serta Pengambilan Bagian Saham Baru Perseroan.
Deed of Establishment of PT Pelindo Jasa Maritim No. 20 dated September 29, 2021 made by and before Nanda Fauz Iwan, SH, M.kn, Notary in South Jakarta which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU- 0061303.AH.01.01 of 2021 dated September 30, 2021 Regarding the Ratification of the Establishment of Limited Liability Company. The Company's Articles of Association have been amended based on the Deed of Statement of Decision of Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Limited Liability Company Number 07 dated April 27, 2022 concerning the Increase in Paid-up and Issued Capital and the Acquisition of New Shares of the Company.

Status Hukum Perusahaan
Legal Status of the Company

- Perseroan Terbatas (PT);
- Penanaman Modal Dalam Negeri (PMDN); 30 Oktober 2021
- Limited Liability Company
- Domestic Investment (PMDN); October 30, 2021



Modal Dasar
Authorized Capital

Rp6.179.088.000.000,-

Modal Ditempatkan dan Disetor Penuh
Issued and Fully Paid-Up Capital

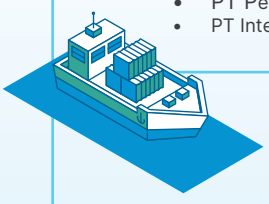
Rp2.863.144.000.000,-

Total Aset 2024
Total Assets in 2024

Rp7.053.613.355,-

Kepemilikan Saham
Share Ownership

- PT Pelabuhan Indonesia (Persero) (99,995%)
- PT Integrasi Logistik Cipta Solusi (0,005%)



Jumlah Karyawan
Total Number of Employees

1.064 orang (2024)
1,064 Employees (2024)



Jaringan Usaha
Business Network

- 1 Kantor Pusat
- 1 Kantor Perwakilan
- 4 Kantor Wilayah
- 8 (delapan) entitas anak perusahaan, 2 (dua) cucu perusahaan, dan 1 (satu) cucu perusahaan secara tidak langsung.
- 1 Head Office
- 1 Representative Office
- Regional Office
- 8 (eight) subsidiaries, 2 (two) second-tier subsidiaries, and 1 indirect second-tier subsidiary

AKSES TERHADAP PERUSAHAAN TERMASUK KANTOR CABANG DAN KANTOR PERWAKILAN

ACCESS TO THE COMPANY, INCLUDING BRANCH AND REPRESENTATIVE OFFICE

Jaringan Kantor Office Network	Alamat Address
Kantor Pusat PT Pelindo Jasa Maritim Head Office of PT Pelindo Jasa Maritim	Jl. Soekarno No. 1 Makassar – Sulawesi Selatan 90173 Indonesia *Phone*: +62-411-3616-549 ext. 6204 Fax : - *Email* : jasamaritim@pelindo.co.id
Situs Web Website	www.jasamaritim.co.id
Kontak Perusahaan Company Contact	**Media Sosial** | Social Media LinkedIn : PT Pelindo Jasa Maritim Facebook : Pelindomaritim X/Twitter : @pelindomaritim Instagram : @Pelindomaritim Tiktok : @Pelindomaritim Youtube : PT Pelindo Jasa Maritim
Kantor Perwakilan Representative Office	**Alamat** Address
Kantor Perwakilan PT Pelindo Jasa Maritim Representative Office of PT Pelindo Jasa Maritim	Pelindo Tower Lantai 24, Jl. Yos Sudarso No. 09 Jakarta
Kantor Wilayah Regional Office	**Alamat** Address
Wilayah 1 Regional 1	Jl Kuda Laut No. 8 Kel. Sungai Jodoh, Kec Batu Ampar, Kota Batam Kepulauan Riau 29452 Email: wilayah1@jasamaritim.co.id
Wilayah 2 Regional 2	Gedung PTP Lantai 2 Jalan Raya Pelabuhan No 9, Tanjung Priok Jakarta Utara 14310 Email : wilayah2@jasamaritim.co.id
Wilayah 3 Regional 3	Gedung Gapura Surya Nusantara Lantai 3, Jl. Perak Timur 620 Surabaya Email : pjmwilayah3@gmail.com
Wilayah 4 Regional 4	Jl. H.I.A Saleh Dg. Tompo, Losari, Kec. Ujung Pandang, Kota Makassar, Sulawesi Selatan 90113 Email: wilayah4@jasamaritim.co.id
Anak Perusahaan Subsidiaries	**Alamat** Address
PT Jasa Armada Indonesia Tbk (JAI)	Gedung Citra Tower North Tower Lt. 21 Jl. Benjamin Suaeb Kav. A6, Kemayoran, Jakarta Pusat 10630 Telepon: (021) 4306789 *Email*: ipcmarine.co.id *Website*: www.ipcmarine.co.id
PT Pelindo Marine Service (PMS)	Pelindo Place, Lt. 16 Jalan Perak Timur 478, Surabaya – 60165 Whatsapp: +62 811 3330 4181 Phone: +62 31 99210400 *Email*: info@pelindomarines.com Website: www.pelindmarine.com
PT Pengerukan Indonesia (Rukindo)	Jl. Raya Ancol Baru, Ancol Timur Jakarta Utara 14430 Telepon: 021 4301380 Fax : (021) 4353669 *Email*: admin@rukindo.co.id *Website*: www.rukindo.co.id
PT Jasa Peralatan Pelabuhan Indonesia (JPPI)	Gedung Rukindo Lt.4 Jalan Raya Ancol Baru, Ancol Timur, Jakarta Utara 14430 Telepon: (021) 22434285 *Email*: corspec@jppi.co.id *Website*: www.jppi.co.id

PT Energi Pelabuhan Indonesia (EPI)	Maritim Tower Lt. 17 Jl. Yos Sudarso No.9, Jakarta Utara 14230 Telepon: 021 50918880 Fax: (021) 50918881 *Email*: sekper@ecopowerport.co.id *Website*: www.ecopowerport.co.id
PT Equiport Inti Indonesia (EII)	Business Park B1 No 6 Losari, CPI, Makassar 90112 Phone: 0411-8002092, 0411-8001649 *Email*: support@equiport.co.id *Website*: www.web.equiport.co.id
PT Berkah Industri Mesin Angkat (BIMA)	Jl. Perak Timur No.428, Perak Utara, Kec. Pabean Cantikan, Kota Surabaya, Jawa Timur 60165 Telepon: (031) 9909-3444 *Website*: www.ptbima.id *Email*: info@ptbima.id
PT Lamong Energi Indonesia (LEGI)	Pelindo Place Office Tower, Jl. Perak Timur No.478 Lantai 11, Perak Utara, Kec. Pabean Cantikan, Surabaya, Jawa Timur 60165 Telepon: (031) 9921 0477 *Website*: www.lamongenergi.co.id *Email*: info@lamongenergi.co.id

Cucu Perusahaan Second-Tier Subsidiary	**Alamat** Address
PT Alur Pelayaran Barat Surabaya (APBS)	Pelindo Place Office Tower Jl. Perak Timur No.478, Perak Utara, Kec. Pabean Cantikan, Surabaya, Jawa Timur 60165 Customer Service : +62812-6166-2727 Phone: (031) 99210444 / (031) 3283971 Fax: (031) 3283972 *Website*: www.ptapbs.com *Email*: info@ptapbs.com
Pelindo Energi Logistik (PEL)	Gedung B Pelindo Regional III Lt2 & Lt3 Jl. Perak Timur No 610, Surabaya, Indonesia Telepon: 031-3284275 Fax: 031-3284456 *Website*: www.pel.co.id *Email*: info@pel.co.id

Dimiliki melalui Pelindo Energi Logistik (PEL) Own through Pelindo Energi Logistik (PEL)	**Alamat** Address
PT Lamong Nusantara Gas (LNG)	Kantor PGN Area Surabaya Lt. 4B Jl. Pemuda No. 56-58, Surabaya, 60271 Telepon: - *Website*: www.ptlng.co.id *Email*: info@ptlng.co.id

RIWAYAT SINGKAT PERUSAHAAN
Brief History of the Company



PT Pelindo Jasa Maritim, disebut juga sebagai "Perusahaan" atau "SPJM", merupakan salah satu di antara empat entitas usaha yang dibentuk sebagai salah satu tindak lanjut dari dilaksanakannya merger Pelabuhan Indonesia. Sesuai Surat Menteri Badan Usaha Milik Negara (BUMN) No. S-744/ MBU/09/2021 tanggal 28 September 2021 tentang Persetujuan Pendirian dan Penyertaan Modal Anak Perusahaan PT Pelabuhan Indonesia II (Persero), maka telah didirikan 4 (empat) anak perusahaan, yaitu PT Pelindo Terminal Petikemas, PT Pelindo Multi Terminal, PT Pelindo Solusi Logistik dan PT Pelindo Jasa Maritim.

SPJM sebagai salah satu *subholding* PT Pelabuhan Indonesia (Persero) bergerak di bidang jasa maritim, peralatan dan jasa kepelabuhanan lainnya berdasarkan Akta Pendirian PT Pelindo Jasa Maritim Nomor 20 tanggal 29 September 2021 yang dibuat oleh dan di hadapan Nanda Fauz Iwan, SH., M.Kn., Notaris di Jakarta Selatan yang telah mendapat pengesahan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Keputusan No. AHU-0061303. AH.01.01 Tahun 2021 tanggal 30 September 2021 tentang Pengesahan Pendirian Badan Hukum Perseroan Terbatas Perusahaan.

PT Pelindo Jasa Maritim, hereinafter referred to as the "Company" or "SPJM," is one of the four business entities established as a follow-up to the merger of Pelabuhan Indonesia. In accordance with the Letter of the Minister of State-Owned Enterprises (SOEs) No. S-744/MBU/09/2021 dated September 28, 2021, concerning the Approval for the Establishment and Capital Participation of Subsidiaries of PT Pelabuhan Indonesia II (Persero), 4 (four) subsidiaries were established, namely PT Pelindo Terminal Petikemas, PT Pelindo Multi Terminal, PT Pelindo Solusi Logistik, and PT Pelindo Jasa Maritim.

As one of the subholdings of PT Pelabuhan Indonesia (Persero), SPJM operates in maritime services, equipment, and other port services based on the Deed of Establishment of PT Pelindo Jasa Maritim No. 20 dated September 29, 2021, drawn up before and by Notary Nanda Fauz Iwan, SH., M.Kn., in South Jakarta, which has been ratified by the Minister of Law and Human Rights of the Republic of Indonesia under Decree No. AHU-0061303.AH.01.01 Year 2021 dated September 30, 2021, concerning the Ratification of the Establishment of the Limited Liability Company.

SPJM hadir untuk mendukung PT Pelabuhan Indonesia (Persero) sebagai BUMN terbesar yang bergerak di bidang kepelabuhanan, Pelindo Jasa Maritim sendiri berfokus pada layanan di bidang jasa maritim, peralatan dan jasa kepelabuhanan lainnya seperti pengerukan, utilitas dan energi yang terbagi dalam tiga klaster utama yakni *Marine, Equipment*, dan *Port Services*. Adapun dalam melaksanakan kegiatan operasional bisnisnya. SPJM memiliki 6 (enam) anak Perusahaan, 3 (tiga) cucu Perusahaan, dan 1 (satu) cicit dengan cakupan wilayah kerja yang terbentang sepanjang Nusantara.

Diiringi semangat baru pasca-merger, SPJM siap untuk turut berkontribusi dalam meningkatkan *value creation* bagi BUMN Pelabuhan. Dengan koordinasi dan kendali strategis, SPJM dapat menjalankan operasional bisnis sebagai bagian dari entitas bisnis Pelindo dengan lebih terfokus, terkoordinasi, terstandar, dan efisien sehingga akan memberi keuntungan bagi masyarakat dan pengguna jasa serta dapat ikut memajukan bangsa dan negara.

Di tahun 2023, SPJM berfokus pada pengoptimalan layanan dalam menghadapi "*Peak Season*", selain itu SPJM juga melakukan peningkatan terhadap pelayanan kapal sebagai sumber terwujudnya pertumbuhan aktivitas ekonomi yang terjadi di sektor bisnis Perusahaan. SPJM turut serta melakukan pemanfaatan teknologi informasi dan optimalisasi penggunaan sumber daya sebagai bentuk upaya progresif dalam meningkatkan efisiensi operasionalnya.

Di sepanjang tahun 2024, SPJM tidak hanya mencatatkan kinerja positif, tetapi juga memperkuat eksistensinya di seluruh lini bisnis melalui berbagai inisiatif modernisasi yang berkelanjutan. SPJM menunjukkan langkah progresif dalam memodernisasi layanan secara berkelanjutan untuk memperkuat posisi bisnis dan menghadirkan *service excellence* sebagai upaya menuju kemajuan yang lebih terintegrasi dan modern. Masih di tahun ini juga, SPJM berhasil menerapkan sistem pelayanan kapal terpadu Phinnisi di 31 lokasi, sistem operasi kapal berbasis *planning and control*, serta pendekatan *Hub and Site* yang mempercepat perencanaan dan *monitoring* layanan. Melalui modernisasi yang konsisten, SPJM terus melaju maju dalam menghadirkan layanan maritim yang lebih efisien, terintegrasi, dan adaptif terhadap kebutuhan pengguna jasa.

INFORMASI PERUBAHAN NAMA

Sejak berdirinya pada tanggal 29 September 2021, PT Pelindo Jasa Maritim tidak pernah melakukan perubahan nama dan status badan hukum.

SPJM was established to support PT Pelabuhan Indonesia (Persero), the largest SOE engaged in port operations. Pelindo Jasa Maritim focuses on maritime services, equipment, and other port services such as dredging, utilities, and energy, which are divided into three main clusters: Marine, Equipment, and Port Services. In carrying out its business operations, SPJM oversees 6 (six) subsidiaries, 3 (three) sub-subsidiaries, and 1 (one) subsidiary of sub-subsidiary, with a scope of operations spanning across the Indonesian archipelago.

With renewed spirit after the merger, SPJM is ready to contribute to improve value creation for the Port SOE. Through strategic coordination and oversight, SPJM can conduct its business operations as part of Pelindo's business entity in a more focused, coordinated, standardized, and efficient manner, thus providing benefits to the community and service users, while also contributing to the advancement of the nation and the country.

In 2023, SPJM focused on optimizing services during the "Peak Season" and additionally, SPJM improved its vessel services as a driver of higher economic activity within its business sector. SPJM also adopted information technology and optimized resource utilization as progressive efforts to improve its operational efficiency.

Throughout 2024, SPJM not only recorded positive performance but also strengthened its presence across all business lines through continuous modernization initiatives. SPJM made progressive strides in modernizing its services to strengthen its business position and deliver service excellence, moving toward a more integrated and modern future. In the same year, SPJM successfully implemented the integrated vessel service system Phinnisi at 31 locations, a planning-and-control-based vessel operation system, and the Hub and Site approach to accelerate service planning and monitoring. Through consistent modernization, SPJM continues to advance in delivering maritime services that are more efficient, integrated, and adaptive to customer needs.

INFORMATION ON NAME CHANGES

Since its establishment on September 29, 2021, PT Pelindo Jasa Maritim has never made a change to its name nor its legal status.

JEJAK LANGKAH
Milestone



2021

PT Pelindo Jasa Maritim didirikan pada tanggal 29 September 2021

PT Pelindo Jasa Maritim was established on September 29, 2021.



2022

1. Penerimaan Operasi Wilayah Regional 1 dan 4.
2. Penandatangan MoU dengan PT Nutech Integrasi untuk Digitalisasi Layanan Marine.
3. SPJM meraih Sertifikat Sistem Manajemen Terintegrasi.

1. Received the operational management for Regional Areas 1 and 4.
2. Signed the MoU with PT Nutech Integrasi for Marine Services Digitalization.
3. SPJM obtained the Integrated Management System Certificate.



2023

1. Penambahan 2 (dua) Anak Perusahaan Baru yakni, PT Berkah Industri Mesin Angkat (BIMA) dan PT Lamong Energi Indonesia (LEGI).
2. Penandatanganan Perjanjian Kerja sama Supply Pelumas dan Grease bersama PT BIMA dan PT Pertamina Lubricants.
3. SPJM melakukan transformasi awak kapal guna mewujudkan standardisasi layanan marine.

1. Addition of 2 (two) new Subsidiaries, namely PT Berkah Industri Mesin Angkat (BIMA) and PT Lamong Energi Indonesia (LEGI).
2. Signed the Cooperation Agreement on Lubricant and Grease Supply with PT BIMA and PT Pertamina Lubricants.
3. SPJM carried out a crew transformation program to standardize its marine services.



2024

1. Pemurnian Bisnis Penyediaan Awak Kapal
   Akuisisi PT ISMA ke PT Pelindo Jasa Maritim (November);
2. Pemurnian Bisnis Pengerukan
   Akuisisi PT APBS, PT Ambapers, PT P3TPK ke PT JPPI (Triwulan IV);
3. Pemurnian Bisnis *Equipment Maintenance*
   Transfer bisnis *equipment maintenance* PT PMP (Juli), PT JPPI (Juli), PT EII (September) ke PT BIMA
4. Pemurnian Bisnis *Port Utility*
   Pengalihan bisnis BBM, air, listrik, *waste management* ke PT LEGI (Januari) serta *change parent* PT EPI ke PT LEGI (Triwulan IV)
5. Implementasi Transformasi & Digitalisasi
   Implementasi Phinisi : 37 Cabang, Integrasi Phinisi P-TOS M : 26 Cabang, Hub & *Site* : 3 Hub.

1. Streamlining of the Ship Crew Supply Business
   Acquisition of PT ISMA by PT Pelindo Jasa Maritim (November);
2. Streamlining of the Dredging Business
   Acquisition of PT APBS, PT Ambapers, PT P3TPK by PT JPPI (Fourth Quarter);
3. Streamlining of the Equipment Maintenance Business
   Transfer of equipment maintenance business from PT PMP (July), PT JPPI (July), PT EII (September) to PT BIMA
4. Streamlining of Port Utility Business
   Transfer of fuel, water, electricity, and waste management businesses to PT LEGI (January) and change of parent company from PT EPI to PT LEGI (Q4)
5. Implementation of Transformation & Digitalization
   Implementation of Phinisi: 37 branches, Integration of Phinisi P-TOS M: 26 branches, Hub & Site: 3 Hubs.

BIDANG USAHA
Business Line

KEGIATAN USAHA MENURUT ANGGARAN DASAR DAN KEGIATAN USAHA YANG TELAH DIJALANKAN

Berdasarkan pasal 3 Anggaran Dasar terakhir Perusahaan yang tercantum pada Akta No. 20 tanggal 29 September 2021 yang dibuat di hadapan Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta, maksud dan tujuan Perusahaan ialah melakukan usaha di bidang penyelenggaraan dan pengusahaan jasa maritim, konstruksi, aktivitas profesional ilmiah dan teknis, pengangkutan dan pergudangan, pengelolaan dan daur ulang sampah, industri pengolahan, pembangunan, perbengkelan, perdagangan dan jasa serta optimalisasi pemanfaatan sumber daya yang dimiliki perseroan untuk menghasilkan jasa yang bermutu tinggi dan berdaya saing kuat untuk memperoleh keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan, yang terbagi atas:

1. Aktivitas Jasa Keuangan, Bukan Asuransi dan Dana Pensiun;
2. Pergudangan dan Aktivitas Penunjang Angkutan;
3. Angkutan Perairan;
4. Konstruksi Bangunan Sipil;
5. Reparasi dan pemasangan mesin dan peralatan;
6. Industri mesin dan perlengkapan yang tidak dapat diklasifikasikan di tempat lain;
7. Perdagangan Besar, bukan Mobil dan Sepeda Motor;
8. Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi;
9. Pergudangan dan Aktivitas Penunjang Angkutan;
10. Aktivitas Arsitektur dan Keinsinyuran, Analisis dan Uji Teknis;
11. Konstruksi Khusus;
12. Aktivitas Ketenagakerjaan;
13. Industri Alat Angkutan Lainnya;
14. Pengadaan Listrik, Gas, Uap/Air Panas dan Udara Dingin;
15. Pengumpulan, *Treatment* dan Pembuangan Limbah dan Sampah serta Aktivitas Pemulihan Material;
16. Aktivitas Kantor Pusat dan Konsultasi Manajemen;
17. *Treatment* Air;
18. Aktivitas Pemrograman, Konstruksi Komputer dan Kegiatan yang berhubungan dengan itu;
19. Aktivitas Jasa Informasi;
20. Aktivitas Olahraga dan Rekreasi Lainnya.

Untuk mencapai 20 (dua puluh) maksud dan tujuan di atas, Perusahaan dapat melaksanakan kegiatan usaha utama sebagai berikut:

BUSINESS ACTIVITIES ACCORDING TO THE ARTICLES OF ASSOCIATION AND BUSINESS ACTIVITIES UNDERTAKEN

According to Article 3 of the latest Articles of Association as stated in Deed No. 20 dated September 29, 2021, drawn before Nanda Fauz Iwan, S.H., M.Kn., a Notary in Jakarta, the purposes and objectives of the Company are to engage in maritime services provision and management, construction, scientific and technical professional activities, transportation and warehousing, waste management and recycling, processing industry, development, workshops, trade and services, as well as optimization of the utilization of the Company's resources to produce high-quality and competitive services to gain profit for enhancing the Company's value by applying the principles of Limited Liability Company, which are classified into:

1. Financial Service Activities, Non-Insurance and Pension Funds;
2. Warehousing and Transport Support Activities;
3. Water Transportation;
4. Civil Engineering Construction;
5. Repair and Installation of Machinery and Equipment;
6. Machinery and Equipment Industry not elsewhere classified;
7. Wholesale Trade, except for Cars and Motorcycles;
8. Leasing and Operational Leasing Activities without Option Rights;
9. Warehousing and Transport Support Activities;
10. Architectural and Engineering Activities, Technical Analysis and Testing;
11. Specialized Construction;
12. Labor Supply Activities;
13. Other Transport Equipment Industry;
14. Provision of Electricity, Gas, Steam/Hot Water and Cold Air;
15. Collection, Treatment, and Disposal of Waste and Garbage and Material Recovery Activities;
16. Head Office and Management Consultancy Activities;
17. Water Treatment;
18. Programming Activities, Computer System Design, and Related Activities;
19. Information Services Activities;
20. Other Sports and Recreation Activities.

To achieve these 20 (twenty) purposes and objectives, the Company may carry out the following main business activities:

No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Sudah/ Belum Dijalankan Has/Has Not been Implemented
A	Aktivitas Perusahaan *Holding* Holding Company Activities	
	Kelompok ini mencakup kegiatan dari perusahaan holding (*holding companies*), yaitu perusahaan yang menguasai aset dari sekelompok perusahaan subsidiari dan kegiatan utamanya adalah kepemilikan kelompok tersebut. "*Holding Companies*" tidak terlibat dalam kegiatan usaha perusahaan subsidiarinya. Kegiatannya mencakup jasa yang diberikan penasihat (i) dan perundingan (*negotiators*) dalam merancang merger dan akuisisi perusahaan. This group includes the activities of holding company, which is company that controls the assets of a group of subsidiary companies and whose main activity is the ownership of the group. "Holding Company" is not involved in the business activities of their subsidiaries. Activities include services provided by counsellors and negotiators in arranging merger and acquisition of companies.	√
B	Aktivitas Pelayanan Kepelabuhanan Laut Sea Port Service Activities	
	Kelompok ini mencakup kegiatan usaha pelayanan kepelabuhanan laut, yang berhubungan dengan angkutan perairan untuk penumpang, hewan, atau barang, seperti pengoperasian fasilitas terminal misalnya pelabuhan dan dermaga, navigasi, pemeriksaan barang muatan dalam kargo dan/atau peti kemas dengan menggunakan sumber radiasi pengion (zat radioaktif dan pembangkit radiasi pengion), pelayaran dan kegiatan berlabuh, jasa penambatan, jasa pemanduan dan penundaan. This group includes sea port service business activities, which are related to water transportation for passengers, animals or goods, such as the operation of terminal facilities for example ports and docks, navigation, inspection of cargo and/or containers using ionizing radiation sources (radioactive substances and emitting ionizing radiation), shipping and berthing activities, mooring services, pilotage and towing services.	√
C	Aktivitas Pelayanan Kepelabuhanan Sungai dan Danau River and Lake Port Service Activities	
	Kelompok ini mencakup kegiatan usaha penyelenggaraan pelabuhan sungai danau. Termasuk kegiatan yang berhubungan dengan angkutan perairan untuk penumpang, hewan atau barang, seperti pengoperasian fasilitas terminal, misalnya pelabuhan dan dermaga, navigasi, pemeriksaan barang muatan dalam kargo dan/atau peti kemas dengan menggunakan sumber radiasi pengion (zat radioaktif dan pembangkit radiasi pengion), pelayaran dan kegiatan berlabuh, jasa penambatan, jasa pemanduan dan penundaan. This group includes business activities of operating river and lake ports. Including activities related to water transportation for passengers, animals or goods, such as the operation of terminal facilities, for example ports and docks, navigation, inspection of cargo in cargo and/ or containers using ionizing radiation sources (radioactive substances and ionizing radiation generators), shipping and berthing activities, mooring services, pilotage and towing services.	x
D	Aktivitas Pelayanan Kepelabuhanan Penyeberangan Ferry Port Service Activities	
	Kelompok ini mencakup kegiatan usaha penyelenggaraan pelabuhan penyeberangan. Termasuk kegiatan yang berhubungan dengan angkutan perairan untuk penumpang, hewan atau barang, seperti pengoperasian fasilitas terminal. Misalnya pelabuhan dan dermaga, navigasi, pemeriksaan barang muatan dalam kargo dan/atau peti kemas dengan menggunakan sumber radiasi pengion (zat radioaktif dan pembangkit radiasi pengion), pelayaran dan kegiatan berlabuh, jasa penambatan, jasa pemanduan dan penundaan. This group includes business activities for organizing ferry ports. Including activities related to water transportation for passengers, animals or goods, such as the operation of terminal facilities. For example, ports and docks, navigation, inspection of cargo in cargo and/or containers using ionizing radiation sources (radioactive substances and ionizing radiation generators), shipping and berthing activities, mooring services, pilotage and towing services.	x
E	Aktivitas Pelabuhan Perikanan Fisheries Harbor Activities	
	Kelompok ini mencakup kegiatan usaha pelayanan kepelabuhan perikanan, yang berhubungan dengan angkutan perairan untuk kegiatan perikanan, seperti pengoperasian fasilitas pelabuhan dan dermaga, pemeriksaan barang muatan dalam kargo dan/atau peti kemas dengan menggunakan sumber radiasi pengion (zat radioaktif dan pembangkit radiasi pengion), pelayanan tambat dan labuh kapal perikanan dan jasa pemanduan, pelayanan bongkar muat ikan, dan lain-lain. This group includes fisheries port service business activities, which are related to water transportation for fisheries activities, such as the operation of port and dock facilities, inspection of cargo in cargo and/ or containers using ionizing radiation sources (radioactive substances and ionizing radiation generators), services mooring and anchoring of fishing vessels and pilotage services, fish loading and unloading services, etc.	x



No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Sudah/ Belum Dijalankan Has/Has Not been Implemented
F	Aktivitas Pengelolaan Kapal Ship Management Activities	
	Kelompok ini mencakup kegiatan jasa pengelolaan kapal di bidang teknis kapal meliputi perawatan, persiapan *docking*, penyediaan suku cadang, perbekalan, pengawakan, pengurusan asuransi dan pengurusan sertifikasi kelautan kapal. This group includes ship management service activities in the technical sector of ships including maintenance, docking preparation, provision of spare parts, supplies, manning, insurance management and ship marine certification.	√
G	Angkutan Laut dalam Negeri untuk Barang Umum Domestic Sea Transportation for General Goods	
	Kelompok ini mencakup usaha pengangkutan barang umum melalui laut dengan menggunakan kapal laut antar pelabuhan dalam negeri dengan melayani trayek secara tetap dan teratur (*liner*) dengan berjadwal, atau trayek tidak tetap dan tidak teratur (*tramper*). Termasuk usaha persewaan angkutan laut berikut operatornya. This group includes the business of transporting general goods by sea using ships between domestic ports sailing fixed and regular routes (liners) with a schedule, or irregular and irregular routes (trampers). Including sea transport business rental and operators.	x
H	Angkutan Sungai dan Danau untuk Barang Umum dan/atau Hewan River and Lake Transportation for General Goods and/or Animals	
	Kelompok ini mencakup usaha angkutan barang sungai dan danau, dan barang yang diangkut bisa lebih dari satu jenis, kecuali barang berbahaya/barang khusus atau alat berat. This group includes river and lake goods transportation business, and the goods transported can be more than one type, except for dangerous goods/special goods or heavy equipment.	x
I	Angkutan Laut Perairan Pelabuhan dalam Negeri untuk Barang Domestic Port Water Sea Transportation for Goods	
	Kelompok ini mencakup usaha pengangkutan barang melalui laut pada pelabuhan-pelabuhan yang belum memiliki fasilitas lengkap, dengan menggunakan angkutan perairan pelabuhan (*rede transport*) sebagai penghubung dari dermaga (pelabuhan) ke kapal atau sebaliknya, dari kapal utama ke kapal lainnya di perairan pelabuhan atau sebaliknya, dan/atau dari dermaga dan/atau kapal ke bangunan/instalasi di perairan laut atau sebaliknya. This group includes the business of transporting goods by sea at ports that do not yet have complete facilities, using rede transport as a link from the dock (port) to the ship or vice versa, from the main ship to other ships in port waters or vice versa, and/ or from docks and/or ships to buildings/installations in sea waters or vice versa.	x
J	Angkutan Laut dalam Negeri untuk Barang Khusus Domestic Sea Transportation for Special Goods	
	Kelompok ini mencakup usaha pengangkutan barang dengan menggunakan kapal laut dirancang secara khusus untuk mengangkut suatu jenis barang tertentu, serta angkutan barang berbahaya, limbah bahan berbahaya dan beracun, bahan minyak, minyak bumi, hasil olahan, LPG, LNG dan CNG, ikan dan sejenisnya termasuk usaha persewaan angkutan laut berikut operatornya. This group includes the business of transporting goods using sea vessels specifically designed to transport a certain type of goods, as well as transporting dangerous goods, hazardous and toxic waste materials, oil, petroleum, processed products, LPG, LNG and CNG, fish and the like. Including transportation rental business and its operators.	x
K	Angkutan Laut Luar Negeri untuk Barang Umum Overseas Sea Transportation for General Goods	
	Kelompok ini mencakup usaha pengangkutan barang melalui laut dengan menggunakan laut antar-pelabuhan di Indonesia dengan pelabuhan di luar negeri dengan melayari trayek secara tetap dan teratur (*liner*) dengan berjadwal, atau trayek tidak tetap dan tidak teratur (*tramper*). Termasuk usaha persewaan angkutan berikut operatornya. This group includes the business of transporting goods by sea using sea routes between ports in Indonesia and ports abroad by sailing routes on a regular and regular basis (liner) with a schedule, or non-fixed and irregular routes (tramper). Includes transportation rental business and its operators.	x

No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Sudah/ Belum Dijalankan Has/Has Not been Implemented
L	Jasa Keagenan Kapal/Agen Perkapalan Perusahaan dan Pelayaran Ship Agency Services/Shipping Companies and Shipping Agents	
	Kelompok ini mencakup usaha untuk mengurus kepentingan kapal perusahaan angkutan laut asing dan/ atau kapal perusahaan angkutan laut nasional selama berada di Indonesia, mencakup pelaporan rencana dan realis, kedatangan dan keberangkatan kapal, pengurusan jasa kepelabuhan, penunjukan perusahaan bongkar muat, penyelesaian dokumen kapal, pembukuan dan pencairan muatan, penerbitan konosemen untuk dan atas nama pemilik kapal, penyelesaian pengisian bunker bahan bakar minyak dan air tawar serta pemenuhan kebutuhan perlengkapan dan perbekalan, dan pelaksanaan kegiatan lainnya yang disepakati pemilik kapal atau operator kapal dengan pelaksana kegiatan keagenan kapal. This group includes the business to manage the interests of foreign shipping company vessels and/or national shipping company vessels while they are in Indonesia. This encompasses reporting on plans and realizations, ship arrivals and departures, port service management, appointment of loading and unloading companies, ship document processing, cargo bookkeeping and disbursement, issuance of bills of lading for and on behalf of ship owners, settlement of bunker fuel and fresh water refueling, as well as fulfilling equipment and provisions needs, and carrying out other activities agreed upon by the shipowner or ship operator with the ship agency activity implementer.	√
M	Konstruksi Bangunan Sipil Lainnya YTDL (Yang Tidak Dapat Diklasifikasikan di Tempat Lain) Other Civil Building Construction Which Cannot be Classified Elsewhere	
	Kelompok ini mencakup usaha pembangunan, pemeliharaan dan perbaikan bangunan sipil lainnya yang belum tercakup dalam kelompok, seperti lapangan parkir dan sarana lingkungan pemukiman (di luar gedung) lainnya. Kelompok ini mencakup pembagian lahan dengan pengembangannya (misalnya penambahan jalan, prasarana umum dan lain-lain). Termasuk pengadaan dan pelaksanaan konstruksi fasilitas mikroelektronika dan pabrik pengolahan, seperti yang memproduksi mikroprosesor, chip silikon dan wafer, mikro-sirkuit, dan semikonduktor; pengadaan dan pelaksanaan konstruksi pabrik pengolahan tekstil dan pakaian; pengadaan dan pelaksanaan konstruksi pengolahan besi dan baja; This group includes the business to build, maintain and repair other civil buildings that are not yet included in the group, such as parking lots and other residential environmental facilities (outside buildings). This group includes the division of land with its development (for example, adding roads, public infrastructure, etc.). Including the procurement and construction of microelectronics facilities and processing plants, such as those producing microprocessors, silicon chips and wafers, microcircuits, and semiconductors; procurement and implementation of construction of textile and clothing processing factories; procurement and implementation of iron and steel processing construction;	x
N	Reparasi Mesin untuk Keperluan Umum Machine Repair for General Purposes	
	Kelompok ini mencakup reparasi mesin untuk keperluan umum yang tercakup dalam golongan, seperti reparasi dan perawatan mesin kapal laut atau kereta api, pompa dan peralatan yang terkait, peralatan tenaga uap atau zat cair, katup atau klep, roda gigi (persneling) dan peralatan kemudi, tungku pembakar pada proses industri, alat pengangkat dan pemindah, mesin dan peralatan kantor kecuali komputer dan perlengkapannya (*cash register*, mesin fotokopi, kalkulator, mesin-ketik), perkakas tangan yang digerakkan tenaga, peralatan pendingin dan pembersih udara, timbangan, mesin penjual otomatis dan keperluan umum lainnya. This group includes machine repairs for general purposes which are included in the group, such as repair and maintenance of ship or train engines, pumps and related equipment, steam or liquid power equipment, valves, gears and steering equipment, industrial process furnaces, lifting and moving equipment, office machines and equipment except computers and equipment (cash registers, photocopiers, calculators, typewriters), powered hand tools, cooling and air cleaning equipment, scales, vending machines and other general needs.	√
O	Industri Komponen dan Suku Cadang Mesin dan Turbin Machinery and Turbine Components and Parts Industry	
	Kelompok ini mencakup usaha pembuatan komponen/suku cadang, dari mesin-mesin penggerak mulak kelompok), seperti *engine block* piston, cincin piston, karburator *cylinder head* dan sejenisnya untuk semua mesin pembakaran dalam, mesin diesel dan sebagainya dan inlet dan klep I pelepas gas dari mesin pembakaran dalam. This group includes the business of making components/spare parts, from group starter machines), such as engine block pistons, piston rings, cylinder head carburetors and the like for all internal combustion engines, diesel engines and so on and inlets and gas release valves from internal combustion engine.	x
P	Perdagangan Besar Alat Transportasi Laut, Suku Cadang dan Perlengkapannya Wholesale Trade in Sea Transportation Equipment, Spare Parts and Equipment	
	Kelompok ini mencakup usaha perdagangan besar macam-macam alat transportasi laut bermotor ataupun bermotor, termasuk usaha perdagangan besar macam-macam suku cadang perlengkapannya. This group includes large trading businesses of various motorized or motorized sea transportation equipment, including large trading businesses of various spare parts for equipment.	x



No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Sudah/ Belum Dijalankan Has/Has Not been Implemented
Q	Perdagangan Besar Mesin, Peralatan dan Perlengkapan Lainnya Wholesale Trade in Machinery, Equipment and Other Supplies	
	Kelompok ini mencakup usaha perdagangan besar mesin dan peralatan serta perlengkapan yang belum diklasifikasikan dalam kelompok sampai dengan seperti mesin penggerak mula, turbin, mesin pembangkit listrik dan mesin untuk keperluan-rumah tangga. Termasuk perdagangan besar robot-robot produksi selain untuk pengolahan, mesin-mesin lain ytdl (yang tidak dapat diklasifikasikan di tempat lain) untuk perdagangan dan navigasi serta jasa lainnya, perdagangan besar kabel dan saklar serta instalasi peralatan lain, perkakas mesin berbagai jenis dan untuk berbagai bahan, perkakas mesin yang dikendalikan komputer dan peralatan dan perlengkapan pengukuran. This group includes wholesale trading businesses in machines and tools and equipment that have not been classified into the group such as prime movers, turbines, power generating machines and machines for household purposes. Including wholesale trade in production robots other than for processing, other enumerated machines (which cannot be classified elsewhere) for trade and navigation and other services, wholesale trade in cables and switches and installation of other equipment, machine tools of various types and for various materials, computer-controlled machine tools and measuring equipment and supplies.	x
R	Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi Mobil, Bus, Truk dan Sejenisnya Rental and Leasing Activities Without Option Rights for Cars, Buses, Trucks and the Like	
	Kelompok ini mencakup kegiatan penyewaan dan sewa guna usaha tanpa hak opsi (*operational leasing*) jenis alat transportasi darat tanpa operatornya seperti mobil, truk, dan mobil derek. Penyewaan atau sewa guna usaha tanpa hak opsi alat transportasi darat dengan operatornya dicakup dalam golongan. Penyewaan sepeda dicakup dalam kelompok. This group includes rental and leasing activities without option rights (operational leasing) for the types of land transportation equipment without an operator such as cars, trucks and tow trucks. Rental or leasing without option rights of land transportation equipment with the operator is included in the group. Bicycle rentals are covered in the group.	x
S	Penanganan Kargo (Bongkar Muat Barang) Cargo Handling (Loading and Unloading of Goods)	
	Kelompok ini mencakup usaha penanganan bongkar muat barang kargo dari angkutan darat, angkutan jalan, angkutan air dan angkutan atas dasar balas jasa (*fee*) atau kontrak. Kegiatannya mencakup kegiatan memuat dan membongkar barang kargo terlepas dari jenis angkutan yang digunakan, Kegiatan terminal kargo berikut fasilitas pendukungnya, kegiatan bongkar muat kapal dan kegiatan bongkar muat kendaraan dengan kereta gerbong barang. This group includes the business of handling loading and unloading of cargo from land transportation, road transportation, water transportation and transportation on the basis of fees or contracts. Activities include loading and unloading cargo regardless of the type of transport used, cargo terminal activities and supporting facilities, ship loading and unloading activities and vehicle loading and unloading activities using goods carriages.	x
T	Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi Alat Transportasi Air Rental and Leasing Activities Without Option Rights for Water Transportation Equipment	
	Kelompok ini mencakup kegiatan penyewaan dan sewa guna usaha tanpa hak opsi (*operational leasing*) alat transportasi air tanpa operatornya, seperti motor boat, perahu, kapal dan sejenisnya. Penyewaan alat transportasi air dengan operatornya dicakup dalam golongan pokok 50 pada kelompok yang bersesuaian. Penyewaan kapal pesiar dicakup dalam. This group includes rental and leasing activities without option rights (operational leasing) of water transportation equipment without an operator, such as motor boats, boats, ships and the like. Rental of water transportation equipment with operators is included in basic group 50 in the corresponding group. Yacht rental is covered in.	x
U	Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi Alat Transportasi Lainnya Rental and Leasing Activities Without Option Rights for Other Transportation Equipment	
	Kelompok ini mencakup kegiatan penyewaan dan sewa guna usaha tanpa hak opsi (*operational leasing*) alat transportasi lainnya. This group includes rental and leasing activities without option rights (operational leasing) of other means of transportation.	x

No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Sudah/ Belum Dijalankan Has/Has Not been Implemented
V	Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi Mesin dan Peralatan Industri Pengolahan Rental and Leasing Activities Without Option Rights for Processing Industrial Machinery and Equipment	
	Kelompok ini mencakup kegiatan penyewaan dan sewa guna usaha tanpa hak opsi (*operational leasing*) mesin dan peralatan industri tanpa operator yang secara umum digunakan sebagai barang modal oleh perusahaan, seperti mesin tekstil, mesin pengolahan atau pengerjaan logam dan kayu, mesin percetakan dan mesin las listrik. Termasuk perkakas mesin, alat untuk produksi alat pengukur dan pemeriksa mesin ilmiah, komersial dan industri lainnya. This group includes rental and leasing activities without option rights (operational leasing) for industrial machines and equipment without operators which are generally used as capital goods by companies, such as textile machines, metal and wood processing or working machines, printing machines and electric welding machines. Including machine tools, tools for the production of scientific, commercial and other industrial measuring and checking equipment.	x
W	Aktivitas Keinsinyuran dan Konsultasi Teknis YBDI (Yang Berhubungan Dengan Itu) Engineering and Technical Consultation Activities (Related Matters)	
	Kelompok ini mencakup kegiatan perancangan teknik, dan konsultansi, seperti permesinan, pabrik dan proses industri; proyek yang melibatkan teknik sipil, teknik hidrolik, teknik lalu lintas; jasa nasihat dan konsultansi rekayasa teknik, jasa rekayasa konstruksi bangunan gedung hunian dan non-hunian, jasa rekayasa pekerjaan teknik sipil sumber daya air, jasa rekayasa untuk pekerjaan mekanikal dalam bangunan, jasa rekayasa bangunan fasilitas olahraga, jasa konsultansi teknik lingkungan, jasa konsultansi terkait konstruksi pekerjaan sistem kendali lalu lintas, jasa rekayasa konstruksi pembangkit jaringan transmisi, gardu induk, dan distribusi tenaga listrik serta jasa rekayasa untuk proses industrial, produksi dan fasilitas produksi, jasa rekayasa lainnya, perluasan dan realisasi proyek yang berhubungan dengan teknik listrik dan elektro, teknik pertambangan, teknik kimia, mekanik, teknik industri dan teknik sistem dan teknik keamanan; proyek manajemen air; dan kegiatan manajemen proyek dan jasa penyelidikan lapangan yang berkaitan dengan konstruksi; kegiatan perluasan proyek yang menggunakan AC, pendingin, kebersihan dan teknik pengontrolan polusi, teknik akustik dan lain-lain; kegiatan survei geofisika, geologi dan survei seismik atau gempa bumi termasuk jasa pembuatan prospektus dan jasa interpretasi geologi dan geofisika sektor konstruksi; kegiatan survei geodetik meliputi kegiatan survei batas dan tanah, survei hidrologi, survei keadaan di atas dan di bawah permukaan tanah dan kegiatan informasi spasial dan kartografi termasuk kegiatan pemetaan dan jasa pembuatan peta. Termasuk jasa rekayasa pekerjaan teknik sipil transportasi, jasa fasilitasi teknis prasarana dan sarana umum sektor konstruksi. This group includes engineering design and consultancy activities, such as machinery, factories and industrial processes; projects involving civil engineering, hydraulic engineering, traffic engineering; technical engineering advice and consultancy services, residential and nonresidential building construction engineering services, water resources civil engineering work engineering services, engineering services for mechanical work in buildings, sports facility building engineering services, environmental engineering consultancy services, consultancy services related to system work construction traffic control, construction engineering services for transmission network plants, substations and electric power distribution as well as engineering services for industrial processes, production and production facilities, other engineering services, expansion and realization of projects related to electrical and electrical engineering, mining engineering, engineering chemical, mechanical, industrial engineering and systems engineering and security engineering; water management projects; and project management activities and field investigation services related to construction; project expansion activities that use air conditioning, refrigeration, hygiene and pollution control techniques, acoustic techniques and others; geophysical, geological and seismic or earthquake survey activities including prospectus preparation services and geological and geophysical interpretation services in the construction sector; Geodetic survey activities include boundary and land surveys, hydrological surveys, surveys of conditions above and below the land surface and spatial and cartographic information activities including mapping activities and map making services. Including engineering services for transportation civil engineering works, technical facilitation services for public infrastructure and facilities in the construction sector.	x
X	Instalasi Telekomunikasi Telecommunication Installation	
	Kelompok ini mencakup kegiatan pemasangan instalasi telekomunikasi pada bangunan gedung baik untuk hunian maupun non hunian, seperti pemasangan antena. Kelompok ini juga mencakup kegiatan pemasangan, pemeliharaan dan perbaikan instalasi telekomunikasi pada sentral telepon/telegraf, stasiun pemancar radar gelombang mikro, stasiun bumi kecil/stasiun satelit dan sejenisnya. Termasuk kegiatan pemasangan transmisi dan jaringan telekomunikasi dan Instalasi telekomunikasi di bangunan gedung dan bangunan sipil. This group includes activities for telecommunication installations in residential and non-residential buildings, such as installing antennas. This group also includes activities for installing, maintaining and repairing telecommunication installations at telephone/ telegraph exchanges, microwave radar transmitting stations, small earth stations/satellite stations and the like. Including activities for installing transmission and telecommunication networks and telecommunication installations in buildings and civil structures.	x



No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Sudah/ Belum Dijalankan Has/Has Not been Implemented
Y	Instalasi Elektronika Electronics Installation	
	Kelompok ini mencakup kegiatan pemasangan instalasi elektronika pada bangunan gedung baik untuk hunian maupun non hunian, dan elektronika bandara serta teknologi informasi (termasuk telekomunikasi dan sistem teknologi informasi), seperti pemasangan sistem alarm, *close circuit* TV dan *sound system* dan *commercial management system* (*pre-paid electricity voucher*). Termasuk juga instalasi *access control*, *scoring board, timing system*, *perimeter pixel display, master clock* dan fasilitas elektronik lainnya. This group includes activities for installing electronics installations in buildings, both residential and non-residential, and airport electronics and information technology (including telecommunications and information technology systems), such as installing alarm systems, closed circuit TV and sound systems and commercial management systems (pre- paid electricity voucher). This includes installation of access control, scoring board, timing system, perimeter pixel display, master clock and other electronic facilities.	x
Z	Jasa Instalasi konstruksi Navigasi Laut, Sungai, dan Udara Sea, River and Air Navigation Construction Installation Services	
	Kelompok ini mencakup kegiatan pemasangan dan perawatan konstruksi dan peralatan terkait dengan sarana bantu navigasi laut sungai dan udara, telekomunikasi pelayaran/penerbangan, hidrografi dan meteorologi, jalur perlintasan, pemanduan, untuk kepentingan keselamatan pelayaran dan penerbangan. This group includes installation and maintenance activities for construction and equipment related to aids to sea, river and air navigation, shipping/ aviation telecommunications, hydrography and meteorology, crossing routes, pilotage, for the benefit of shipping and aviation safety.	√
aa	Penyediaan Sumber Daya Manusia dan Manajemen Fungsi Sumber Daya Manusia Provision of Human Resources and Management of Human Resources Functions	
	Kelompok ini mencakup kegiatan penyediaan sumber daya manusia dan jasa manajemen sumber daya manusia untuk pekerja. Kegiatan ini dikhususkan untuk menyelenggarakan sumber daya manusia dan tugas manajemen personel. Kegiatan ini menyajikan riwayat kerja pekerja dalam hal yang berhubungan dengan upah, pajak dan masalah keuangan; sumber daya lainnya termasuk penyedia jasa pekerja/buruh. This group includes activities to provide human resources and human resource management services for workers. This activity is devoted to carrying out human resources and personnel management tasks. This activity presents workers' work history in terms of wages, taxes and financial matters; other resources include worker/labor service providers.	x
bb	Reparasi Kapal, Perahu dan Bangunan Terapung Repair of Ships, Boats and Floating Buildings	
	Kelompok ini mencakup jasa reparasi dan perawatan alat angkutan dalam golongan seperti jasa reparasi dan perawatan kapal, perahu, kapal pesiar, kapal atau perahu untuk keperluan rekreasi dan olahraga dan sejenisnya. Termasuk usaha jasa reparasi dan perawatan dan modifikasi bangunan lepas pantai. This group includes repair and maintenance services for transportation equipment in the category such as repair and maintenance services for ships, boats, cruise ships, ships or boats for recreational and sports purposes and the like. Including repair and maintenance services and modifications of offshore buildings.	√
cc	Perdagangan Besar Bahan Bakar Padat, Cair dan Gas dan Produk YBDI (Yang Berhubungan Dengan Itu) Trade in Solid, Liquid and Gas Fuels and YBDI Products (Related Matters)	
	Kelompok ini mencakup usaha perdagangan besar bahan bakar gas, cair, dan padat serta produk sejenisnya, seperti minyak bumi mentah, minyak mentah, bahan bakar diesel, *gasoline*, bahan bahan bakar oil, kerosin, premium, solar, minyak tanah, batu bara, arang, ampas arang batu,, bahan bakar kayu, nafta, bahan bakar nabati (*biofuels*) dan bahan bakar lainnya termasuk pula bahan bakar gas (LPG, gas butana dan propana, dan lain-lain) dan minyak semir, minyak pelumas dan produk minyak bumi yang telah dimurnikan, serta bahan bakar nuklir. This group includes large trading business in gas, liquid and solid fuels and similar products, such as crude oil, crude oil, diesel fuel, gasoline, fuel oil, kerosene, premium, diesel, kerosene, coal, charcoal, charcoal dregs, wood fuel, naphtha, biofuels and other fuels including gas fuels (LPG, butane and propane gas, etc.) and polishing oils, lubricating oils and purified crude oil products, as well as nuclear fuel.	√
dd	Industri Peralatan, Perlengkapan dan Bagian Kapal Equipment, Equipment and Ship Parts Industry	
	Kelompok ini mencakup usaha pembuatan perlengkapan, peralatan dan bagian kapal seperti perlengkapan lambung, akomodasi kerja mesin geladak, alat kemudi dan alat bongkar muat. This group includes the business of making equipment, tools and ship parts such as hull fittings, working accommodation for deck machinery, steering gear and loading and unloading equipment.	√

No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Sudah/ Belum Dijalankan Has/Has Not been Implemented
ee	Perdagangan Besar Alat Transportasi Darat (Bukan Mobil Sepeda Motor, dan Sejenisnya), Suku Cadang dan Perlengkapannya Large Trading in Land Transportation Equipment (Not Cars, Motorbikes and the Like), Spare Parts and Equipment.	
	Kelompok ini mencakup usaha perdagangan besar macam-macam alat transportasi darat, bermotor ataupun tidak bermotor (bukan mobil, sepeda motor dan sejenisnya), termasuk usaha perdagangan besar macam-macam suku cadang dan perlengkapannya. This group includes large trading business of various land transportation equipment, motorized or non-motorized (not cars, motorbikes and the like), including large trading business of various spare parts and equipment.	√
ff	Industri Alat Pengangkat dan Pemindah Lifting and Moving Equipment Industry	
	Kelompok ini mencakup pembuatan mesin pengangkat dan pemindah (pemuat dan pembongkar) barang dan orang yang digerakkan dengan tangan atau tenaga yang digunakan di pabrik, gudang, pelabuhan, terminal, stasiun kereta api, bandar udara dan sebagainya, seperti katrol kerek (alat kerek), *winches*, putaran/paksi jangkar dan dongkrak; *derrick, crane, mobile lifting frame, straddle carriers* dan lain-lain; truk kerja, baik yang memakai alat angkut dan alat angkat maupun tidak, baik yang tidak dilengkapi dengan pendorong maupun yang tidak, dan truk kerja yang digunakan dalam pabrik (termasuk alat angkut dengan tangan dan gerobak tangan manipulator mekanik dan robot yang khusus dibuat untuk mengangkut, mengangkat memuat dan membongkar. Termasuk alat pembawa barang, *teleferics* (kereta gantung) dan lain-lain, lift, eskalator dan pemindah pejalan kaki (lantai bergerak) dan bagian-bagian, conveyor, komponen dan peralatan khusus alat angkut dan alat angkat. Alat pengangkat dan pemindah seperti traktor yang digunakan di sektor pertanian dimasukkan dalam kelompok. Alat pengangkut dan pemindah yang dibuat khusus untuk penggunaan di bawah tanah dimasukkan dalam kelompok. This group includes the manufacture of lifting and moving machines (loaders and unloaders) of goods and people that are moved by hand or power which are used in factories, warehouses, ports, terminals, train stations, airports and so on, such as hoist pulleys, winches, rotation/ axis of anchor and jack; derricks, cranes, mobile lifting frames, staddle carriers and others; work trucks, whether or not using conveyance and lifting equipment, whether or not equipped with pushers, and work trucks used in factories (including hand conveyances and handcarts, mechanical manipulators and robots specifically made for transporting, lifting, loading and unloading. Including goods carriers, teleferics (cable cars) and others, lifts, escalators and pedestrian movers (moving floors) and parts, conveyors, components and special tool of transport equipment and lifting equipment and movers such as tractors used in the agricultural sector are included in the group. Transport and transfer equipment made specifically for underground use are included in the group.	x
gg	Instalasi Listrik Electrical Installation	
	Kelompok ini mencakup kegiatan pembangunan, pemasangan, pemeliharaan, pembangunan kembali instalasi listrik pada pembangkit, transmisi, gardu induk, distribusi tenaga listrik, sistem catu daya, dan instalasi listrik pada bangunan gedung baik untuk hunian, seperti pemasangan instalasi jaringan listrik tegangan rendah. Termasuk kegiatan pemasangan dan pemeliharaan instalasi listrik pada bangunan sipil, seperti jalan raya, jalan kereta api dan lapangan udara. This group includes activities for building, installing, maintaining, rebuilding electrical installations in generators, transmission, substations, electrical power distribution, power supply systems, and electrical installations in residential buildings, such as installing low voltage electrical network installations. Including installation and maintenance activities for electrical installations in civil buildings, such as roads, railways and airfields.	
hh	Aktivitas Penunjang Tenaga Listrik Lainnya Other Electricity Supporting Activities	
	Kelompok ini mencakup usaha jasa lain yang secara langsung berkaitan dengan penyediaan dan pemanfaatan tenaga listrik namun tidak tercakup dalam kelompok, seperti jasa pencatatan meteran, pemberian tagihan dan kegiatan perdagangan pulsa/token Listrik serta kegiatan penunjang kelistrikan lainnya. This group includes other service businesses that are directly related to the supply and use of electricity but are not included in the group, such as meter recording services, billing and trading activities for electricity credits/tokens as well as other electricity supporting activities.	√
ii	Pengerukan Dredging	
	Kelompok ini mencakup usaha pengerukan atau normalisasi dan pemeliharaan sungai, pelabuhan, rawa, danau, alur pelayaran, kolam dan kanal, baik dengan sifat pekerjaan ringan, sedang, maupun berat. Termasuk pengerukan untuk pembuatan jalur transportasi air. This group includes dredging or normalization and maintenance of rivers, ports, swamps, lakes, shipping lanes, ponds and canals, whether light, medium or heavy work. Including dredging to create water transportation routes.	√



No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Sudah/ Belum Dijalankan Has/Has Not been Implemented
jj	Penyiapan Lahan Land Preparation	
	Kelompok ini mencakup usaha penyiapan lahan untuk kegiatan konstruksi yang berikutnya, seperti pelaksanaan pembersihan dan pematangan lahan konstruksi, pembersihan semak belukar; pembukaan lahan/stabilisasi tanah, (penggalian, membuat kemiringan, pengurukan, perata lahan konstruksi, penggalian parit, pemindahan, penghancuran atau peledakan batu dan sebagainya); pelaksanaan pekerjaan tanah dan/ atau tanah berbatu, penggalian, membuat kemiringan, perataan tanah dengan galian dan timbunan untuk konstruksi jalan (raya, sedang, dan kecil), jalan bebas hambatan, jalan rel kereta api, dan jalan landasan terbang (pacu, taksi, dan parkir), pabrik, pembangkit, transmisi, gardu induk, dan distribusi tenaga listrik, fasilitas produksi, serta bangunan gedung dan bangunan sipil lainnya; pemasangan, pemindahan, dan perlindungan utilitas, tes/uji dengan sondir dan bor, pemboran, ekstraksi material, dan penyelidikan lapangan/ pengambilan contoh untuk keperluan konstruksi, geofisika, geologi atau keperluan sejenis; dan penyiapan lahan untuk fasilitas ketenaganukliran. Kegiatan penunjang penyiapan lahan seperti pemasangan fasilitas alat bantu konstruksi (pemasangan *sheet pile*, papan nama proyek dan gorong-gorong untuk pemasangan kabel, pekerjaan pembuatan kantor, *basecamp*, direksi kit, gudang, bengkel proyek), pengukuran kembali, pembuatan/pengalihan jalan sementara, perbaikan dan pemeliharaan jalan umum, *dewatering*/ pengeringan, mobilisasi dan demobilisasi, dan pekerjaan sejenisnya. This group includes the business to prepare land for subsequent construction activities, such as cleaning and preparing construction land, clearing bushes; land clearing/ soil stabilization, (excavating, sloping, backfilling, leveling construction land, digging trenches, moving, crushing or blasting rocks and so on); carrying out earthworks and/or rocky soil, excavation, making slopes, leveling the land with excavation and embankment for the construction of roads (high, medium and small), freeways, railways and runway roads (spurs, taxis, and parking), factories, generators, transmission, substations and distribution of electric power, production facilities, as well as buildings and other civil structures; installation, removal and protection of utilities, tests/ tests using sondir and drills, drilling, material extraction, and field investigations/sampling for construction, geophysical, geological or similar purposes; and preparing land for nuclear energy facilities. Supporting land preparation activities such as installation of construction aid facilities (installation of sheet piles, project nameplates and culverts for cable installation, office construction work, base camp, director's kit, warehouse, project workshop), re-measurement, construction/diversion of temporary roads, repair and maintenance of public roads, dewatering/ drying, mobilization and demobilization, and similar work.	x
kk	Konstruksi Bangunan Pelabuhan Bukan Perikanan Non-Fishing Port Building Construction	
	Kelompok ini mencakup usaha pembangunan, pemeliharaan, dan/ atau pembangunan kembali bangunan dermaga Getty), *trestte*, sarana pelabuhan, dan sejenisnya pelabuhan bukan perikanan. Termasuk konstruksi jalan air atau terusan, pelabuhan dan sarana jalur sungai, dok (pangkalan), lock (Panama Canal Lock, Hoover Dam) dan lain-lain. This group includes the business to build, maintain, and/or rebuild buildings at Getty), trestle, port facilities, and similar non-fishing ports. Including the construction of waterways or canals, ports and river facilities, docks (bases), locks (Panama Canal Lock, Hoover Dam) and others.	x
ll	Aktivitas Penunjang Angkutan Perairan Lainnya Other Water Transport Support Activities	
	Kelompok ini mencakup kegiatan navigasi, pelayaran dan kegiatan berlabuh, kapal lighterage, kegiatan *salvage*/pekerjaan bawah air (PBA), kegiatan mercusuar, operasi penguncian jalur air dan lain-lain, termasuk kapal *Floating Production, Storage and Offloading* (FPSO) dan *Floating, Storage and Offloading* (FSO) dan jasa penunjang angkutan perairan lainnya. This group includes navigation activities, shipping and anchoring activities, lighterage vessels, salvage/ underwater work (PBA) activities, lighthouse activities, waterway locking operations and others, including Floating Production, Storage and Offloading {FPSO) and Floating vessels, Storage and Offloading (FSO) and other water transportation supporting services.	√
mm	Pemulihan Material Barang Logam Material Recovery of Metallic Items	
	Kelompok ini mencakup usaha pengolahan barang bekas dari logam dan sisa-sisa barang logam menjadi bahan baku sekunder berbagai bentuk seperti potongan-potongan atau serpit logam dan lainnya. Kegiatan pada kelompok ini mencakup pemisahan dan pemilahan sampah logam, penghancuran secara mekanik sampah logam, red mekanik sampah logam, pembongkaran, pemotongan dan pengirisan sampah logam, pemotongan kapal dan alat apung lainnya (*ship breaking*) dan lainnya. Pembuatan barang logam baru yang menggunakan bahan baku sekunder, bahan logam bekas dan sisa-sisa barang logam dimasukkan dalam kelompok industri yang sesuai This group includes the business of processing used metal goods and metal scraps into secondary raw materials in various forms such as metal scraps or chips and others. Activities in this group include separating and selecting metal waste, mechanical destruction of metal waste, mechanical redeployment of metal waste, dismantling, cutting and slicing metal waste, cutting ships and other floating equipment (ship breaking) and others. The manufacture of new metal items using secondary raw materials, metal materials and metal scraps is included in the appropriate industry group.	x

No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Sudah/ Belum Dijalankan Has/Has Not been Implemented
nn	Aktivitas Penyeleksian Dan Penempatan Tenaga Kerja Dalam Negeri Activities for Selection and Placement of Domestic Workers	
	Kelompok ini mencakup kegiatan pendaftaran, penyeleksian dan penempatan tenaga kerja dalam negeri di berbagai bidang usaha yang dilakukan atas dasar Perjanjian Kerja melalui aktivitas bursa kerja, mekanisme antar kerja lokal dan antar kerja antar daerah oleh Lembaga Penempatan Tenaga Kerja Swasta (LPTKS), dan perusahaan perekrutan dan penempatan awak kapal di dalam negeri berdasarkan perjanjian kerja laut dan/ atau kesepakatan kerja bersama (*collective bargaining agreement*). Termasuk pula penyediaan tenaga kerja eksekutif kepada pihak lain. *This group includes registration, selection and placement activities for domestic workers in various business fields which are carried out on the basis of Employment Agreements through job market activities, local inter-work mechanisms and inter-regional work mechanisms by Private Worker Placement Institutions (LPTKS), and recruitment companies and placement of ship crew in the country based on maritime work agreements and/or collective bargaining agreements. This also includes providing executive workforce to other parties.*	x
oo	Aktivitas Konsultasi Manajemen Lainnya Other Management Consulting Activities	
	Kelompok ini mencakup ketentuan bantuan nasihat, bimbingan dan operasional usaha dan permasalahan organisasi dan manajemen lainnya, seperti perencanaan strategi dan organisasi keputusan berkaitan dengan keuangan; tujuan dan kebijakan pemasaran; perencanaan, praktik dan kebijakan sumber daya manusia; perencanaan penjadwalan dan pengontrolan produksi. Penyediaan jasa usaha ini dapat mencakup bantuan nasihat, bimbingan dan operasional berbagai fungsi manajemen, konsultasi manajemen olah *agronomist* dan *agricultural economis* pada bidang pertanian dan sejenisnya, rancangan dari metode dan prosedur akuntansi, program akuntansi biaya, prosedur pengawasan anggaran belanja, pemberian nasihat dan bantuan untuk usaha dan pelayanan masyarakat dalam perencanaan, pengorganisasian, efisiensi dan pengawasan, informasi manajemen dan lain-lain. Termasuk jasa pelayanan studi investasi infrastruktur. This group includes the provision of advice, guidance and business operational assistance and other organizational and management issues, such as strategic planning and organizational decisions relating to finance; marketing objectives and policies; human resource planning, practices and policies; scheduling planning and production control. The provision of these business services can include advice, guidance and operational assistance for various management functions, management consultations for agronomists and agricultural economists in the agricultural and similar fields, design of accounting methods and procedures, cost accounting programs, budget monitoring procedures, providing advice and assistance to businesses. and community services in planning, organizing, efficiency and supervision, management information and others. Including infrastructure investment study services.	x
pp	Penampungan, Penjernihan dan Penyaluran Air Minum Storage, Purification and Distribution of Drinking Water	
	Kelompok ini mencakup usaha pengambilan air secara langsung dari mata air dan air tanah serta penjernihan air permukaan dari sumber air (sungai, danau, sumur dan sebagainya) dan penyaluran air minum secara langsung dari terminal air melalui saluran pipa, mobil tangki (asal mobil tangki tersebut masih dalam satu pengelolaan administratif dari perusahaan air minum tersebut) untuk dijual kepada konsumen atau pelanggan, seperti rumah tangga, instansi/lembaga/ badan pemerintah, badan-badan sosial, badan usaha milik negara, perusahaan/usaha swasta antara lain hotel, industri pengolahan dan pertokoan. This group includes the business to extract water directly from springs and groundwater as well as purifying surface water from water sources (rivers, lakes, wells and so on) and distributing drinking water directly from water terminals via pipelines, tank cars (as long as the tank car is still in operation). within the administrative management of the drinking water company) for sale to consumers or customers, such as households, government agencies/institutions/agencies, social agencies, state-owned enterprises, private companies/ businesses including hotels, processing industries and shops.	√
qq	Perdagangan Besar Piranti Lunak Software Wholesaling	
	Kelompok ini mencakup usaha perdagangan besar piranti lunak This group includes large software trading business.	x



No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Sudah/ Belum Dijalankan Has/Has Not been Implemented
rr	Aktivitas Pemrograman Komputer Lainnya Other Computer Programming Activities	
	Kelompok ini mencakup konsultasi yang berkaitan dengan analisis, desain dan pemrograman dari sistem yang siap pakai lainnya (selain yang sudah dicakup di kelompok. Kegiatan ini biasanya menyangkut analisis kebutuhan pengguna komputer dan permasalahannya, pemecahan permasalahan, dan membuat perangkat lunak berkaitan dengan pemecahan masalah tersebut. Termasuk pula penulisan program sederhana sesuai kebutuhan pengguna komputer. Perancangan struktur dan isi dari, dan/atau penulisan kode kompl yang diperlukan untuk membuat dan mengimplementasikan, seperti piranti lu sistem (pemutakhiran dan perbaikan), piranti lunak aplikasi (pemutakhiran dan perbaikan), basis data dan laman web. Termasuk penyesuaian perangkat lunak misalnya modifikasi dan penyesuaian konfigurasi aplikasi yang sudah ada sehingga berfungsi dalam lingkungan sistem informasi klien. Kegiatan penyesuaian perangkat lunak sejenis yang dilaksanakan sebagai bagian yang tak terpisahkan dari penjualan perangkat lunak dimasukkan dalam subgolongan. This group includes consultation related to the analysis, design and programming of other ready-to-use systems (other than those already covered in the group. These activities usually involve analyzing the needs of computer users and their problems, solving problems, and creating software related to solving these problems. This also includes writing simple programs according to the needs of computer users. Designing the structure and content of, and/ or writing complete code needed to create and implement, such as system software (updates and repairs), application software (updates and repairs), databases. and web pages. Including software customization, for example modification and adjustment of existing application configurations so that they function within the client's information system environment. Similar software customization activities carried out as an integral part of software sales are included in the category.	x
ss	Portal Web dan/atau Platform Digital dengan Tujuan Komersial Web Portals and/or Digital Platforms with Commercial Purposes	
	Kelompok ini mencakup pengoperasian situs web dengan tujuan komersial yang menggunakan mesin pencari untuk menghasilkan dan memelihara basis data (*database*) besar dari alamat dan isi internet dalam format yang mudah dicari; pengoperasian situs web yang bertindak sebagai portal ke internet, seperti situs media yang menyediakan isi yang diperbarui secara berkala, baik secara langsung ataupun tidak langsung dengan tujuan komersial; pengoperasian platform digital dan/atau situs/portal web yang melakukan transaksi elektronik berupa kegiatan usaha fasilitas; dan/atau media pemindahan kepemilikan barang dan/atau jasa dap/atau layanan lainnya melalui internet dan/atau perangkat elektronik dan/atau cara sistem elektronik lainnya yang dilakukan dengan tujuan komersial (*profit*) yang mencakup aktivitas baik salah satu, sebagian ataupun keseluruhan transaksi elektronik, yaitu pemesanan, pembayaran, pengiriman atas kegiatan tersebut. Termasuk dalam kelompok ini adalah situs/portal web dan/ atau platform digital yang bertujuan komersial (*profit*) merupakan aplikasi yang digunakan untuk fasilitasi dan/atau mediasi layanan-layanan transaksi elektronik, seperti pengumpul pedagang (*marketplace*), *digital advertising*, dan *on demand online services*. Kelompok ini tidak mencakup *financial technology* (Fintech). *Fintech Peer to Peer* (P2P) *Lending* dan *Fintech* jasa pembayaran. This group includes the operation of websites with commercial purposes that use search engines to generate and maintain large databases of internet addresses and content in an easily searchable format; operation of websites that act as portals to the internet, such as media sites that provide regularly updated content, either directly or indirectly for commercial purposes; operation of digital platforms and/or websites/web portals that carry out electronic transactions in the form of facility business activities; and/or media for transferring ownership of goods and/ or services and/or other services via the internet and/or electronic devices and/or other electronic system methods carried out for commercial purposes (profit) which includes activities including one, part or all of electronic transactions , namely ordering, payment, delivery of these activities. Included in this group are sites/ web portals and/or digital platforms with commercial (profit) purposes, namely applications used to facilitate and/ or mediate electronic transaction services, such as merchant aggregators (marketplaces), digital advertising, and online on demand. services. This group does not include financial technology (Fintech). Fintech Peer to Peer (P2P) Lending and Fintech payment services.	x
tt	Dermaga Marina Marina Pier	
	Kelompok ini mencakup suatu usaha penyediaan dan pengelolaan tempat untuk penambatan atau berlabuh kapal pesiar/wisata dan atau perahu layar wisata dan pelayanan jasa lain yang berkaitan dengan kegiatan kelautan. Misalnya Marina Ancol, Benoa Marine. This group includes the business of providing and managing places for mooring or docking cruise/tourist ships and/or tourist sailboats and other services related to marine activities. For example Marina Ancol, Benoa Marine.	x

No	Kegiatan Usaha Berdasarkan Anggaran Dasar Business Activities Based on Articles of Association	Sudah/ Belum Dijalankan Has/Has Not been Implemented
uu	Aktivitas Penunjang Treatment Air Water Treatment Support Activities	
	Kelompok ini mencakup usaha atau kegiatan yang secara langsung berhubungan dengan usaha pengadaan dan penyaluran air bersih, seperti jasa pencatatan meteran, pemberian tagihan dan kegiatan penunjang lainnya. Kegiatan pada kelompok ini termasuk distribusi air yang dilakukan perorangan seperti pedagang air pikulan/dorongan/mobil tangki. This group includes the businesses or activities that are directly related to the procurement and distribution of clean water, such as meter recording services, billing and other supporting activities. Activities in this group include water distribution carried out by individuals such as water sellers who carry/push water/tank trucks.	?

PRODUK DAN JASA YANG DIHASILKAN

SPJM berfokus pada layanan di bidang jasa maritim, peralatan, dan jasa kepelabuhanan lainnya seperti pengerukan, utilitas dan energi, yang terbagi dalam tiga kluster yakni, *Marine, Equipment*, dan *Port Services*.

1. Marine Cluster
   a. *Ship To Ship Transfer*
      - *Ship to Ship Preparation*
      - *Tugboat Assist*
      - *Person in Overall Advisory Control (POAC)*
      - *Mooring Master*
      - *STS Equipment*
      - *Cargo Surveyor*
      - *Oil Spill Response*

   b. *Pilotage*
      - *Strait Pilotage*
      - *Deep Sea Pilotage*
      - *Local Pilotage*
      - *Marine Advisory*

   c. *Towage*
      - *Savagel*
      - *Harbor Tugboat Services*
      - *Tugboat Escort*
      - *Marine Supply*
      - *Boat Service*

   d. *Additional Services*
      - *Logistics Services*
      - *Port Utility & Offshore*
      - *Tank Cleaning*
      - *Disposal*
      - *Shelter Point*
      - *Emergency Assistance*
      - *Medical Assistance*
      - *Repair*
      - *Pollution Recovery*
      - *Waste Management*
      - *VTS/VTIS Services*

2. *Equipment*
   a. Proyek Teknik dan Konsultan
      - Penyedia Peralatan
      - Manufaktur Peralatan Pelabuhan

OFFERED PRODUCTS AND SERVICES

SPJM focuses on services in the fields of maritime, equipment, and other port services such as dredging, utilities, and energy, which are grouped into three clusters including Marine, Equipment, and Port Services.

1. Marine Cluster
   a. Ship To Ship Transfer
      - Ship to Ship Preparation
      - Tugboat Assist
      - Person in Overall Advisory Control (POAC)
      - Mooring Master
      - STS Equipment
      - Cargo Surveyor
      - Oil Spill Response

   b. Pilotage
      - • Strait Pilotage
      - • Deep Sea Pilotage
      - • Local Pilotage
      - • Marine Advisory

   c. Towage
      - • Salvage
      - • Harbor Tugboat Services
      - • Tugboat Escort
      - • Marine Supply
      - • Boat Services

   d. Additional Services
      - Logistics Services
      - Port Utility & Offshore
      - Tank Cleaning
      - Disposal
      - Shelter Point
      - Emergency Assistance
      - Medical Assistance
      - Repair
      - Pollution Recovery
      - Waste Management
      - VTS/VTIS Services

2. Equipment
   a. Port Equipment Maintenance
      - Engineering and Consulting Projects
      - Equipment Provider



- » Pemeliharaan Peralatan *Marine*
- » Kontraktor Alat
- » Penyedia Operator Alat
- » *Supplier Spare Part* Alat

3. *Port Services*
   a. Pengerukan
      - » Pengerukan Alur Pelayaran, Kolam Pelabuhan, dan Lainnya
      - » Reklamasi, Transportasi Hasil Keruk, Pengembangan Lahan & Bangunan
      - » Pekerjaan Teknik Sipil Terkait Pengerukan, Reklamasi, dan Pengembangan
      - » Jasa Konsultasi Terkait Pengerukan, Reklamasi, dan Pengembangan
      - » *Survey Hidrogafi*, Topografi, dan Penyelidikan Tanah
      - » Perbaikan, Pemeliharaan, dan Pembangunan Kapal Keruk
      - » Kegiatan Konsesi dan Penambangan Pasir
      - » Penyewaan Alat dan Fasilitas Penunjang Produksi & Awak Kapal
      - » Jasa Keagenan Perusahaan Kapal Keruk dan Kapal Lainnya
   b. Energi
      - » Layanan Pasang Baru
      - » Layanan Perubahan Daya
      - » Layanan Perubahan Nama Langganan
      - » Penerangan Sementara
      - » Jasa Kontraktor Kelistrikan
      - » Pengelolaan Air Bersih
      - » Penyediaan Bahan Bakar

- » Port Equipment Manufacturing
- » Marine Equipment Maintenance
- » Equipment Contractor
- » Equipment Operator Provider
- » Equipment Spare Parts Supplier

3. Port Services
   a. Dredging
      - » Dredging of Shipping Lanes, Port Basins, and Others
      - » Reclamation, Transportation of Dredging Output, Land and Building Development
      - » Civil Engineering Works Related to Dredging, Reclamation, and Development
      - » Consultation Services Related to Dredging, Reclamation, and Development
      - » Hydrographic Survey, Topographic Survey, and Soil Investigations
      - » Repair, Maintenance, and Development of Dredgers
      - » Concession Activities and Sand Mining
      - » Renting of Equipment, Production Support Facilities, and Vessel Crew
      - » Agency Services for Companies with Dredgers and Other Vessels
   b. Energy
      - » New Installation Services
      - » Power Adjustment Services
      - » Subscription Name Change Services
      - » Temporary Lighting Service
      - » Electrical Contractor Services
      - » Clean Water Management
      - » Fuel Provisioning

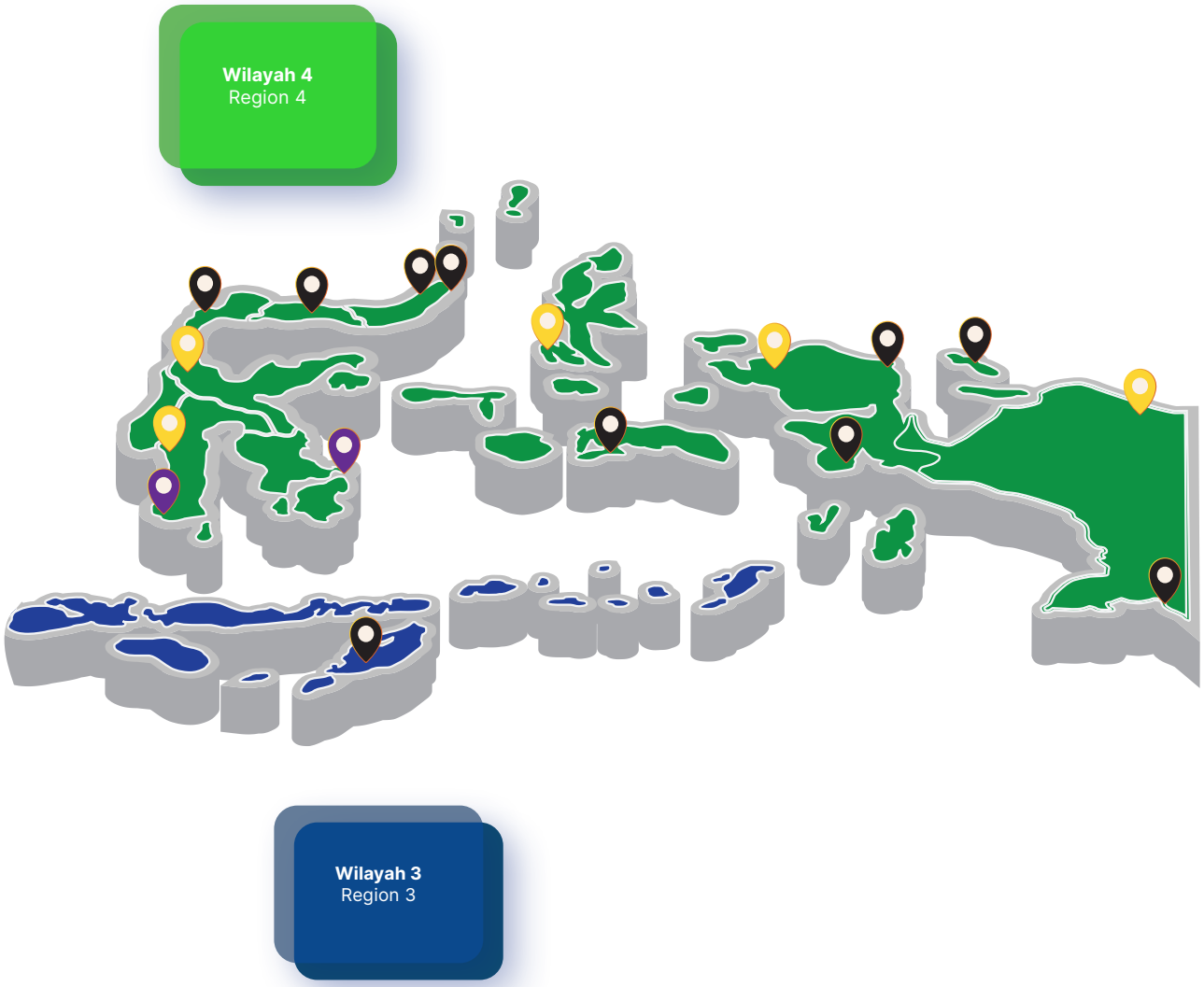


PELINDO
JASA MARITIM

JARINGAN BISNIS DAN WILAYAH OPERASI
Business Network and Operating Areas

JARINGAN BISNIS DAN WILAYAH OPERASI 2024
Business Network and Operating Areas 2024




Wilayah 4
Region 4
Wilayah 3
Region 3

VISI, MISI, DAN BUDAYA PERUSAHAAN
Vision, Mission, and Corporate Culture

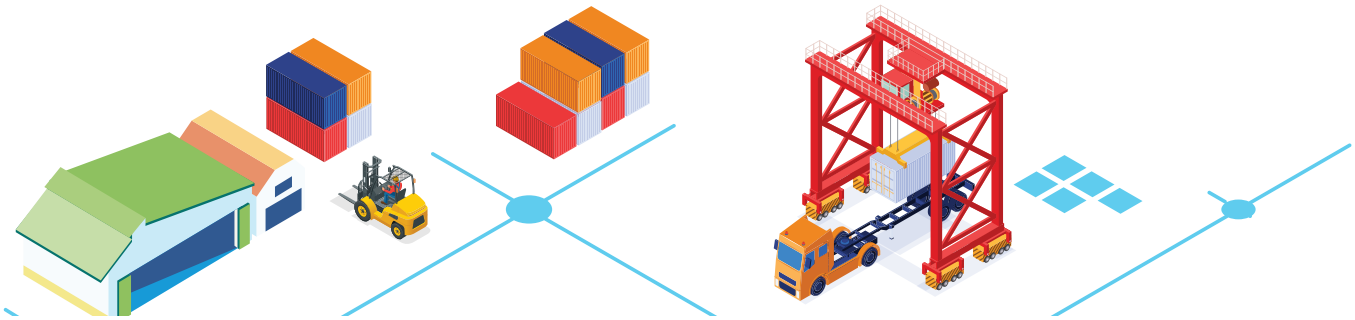


PENJELASAN VISI

Pada Pernyataan Visi "Pemimpin Jasa Kemaritiman" Bisnis MEPS diharapkan untuk tumbuh dan dapat leading untuk melayani seluruh *captive market* Maritim baik itu peningkatan pangsa pasar di *captive market* dan *external market* (% *Market share* Jasa Maritim). Pada pernyataan selanjutnya Terintegrasi dan Berkelas Dunia" menginformasikan bahwa SPJM telah mengembangkan ekosistemnya dari kondisi eksisting, alat ukur tersebut adalah Kontribusi pendapatan jasa MEPS baru.

VISION ELABORATION

In the Vision Statement "Leader in Maritime Services," the MEPS business is expected to grow and take the lead in serving the entire captive maritime market, including increasing market share in both the captive and external markets (% market share in maritime services). The subsequent statement "Integrated and World-Class," highlights that SPJM has developed its ecosystem beyond the existing condition. The performance indicator for this is the contribution of revenue from new MEPS services.





PENJELASAN MISI

Pernyataan misi perusahaan "Jaringan ekosistem maritim nasional" yaitu pengembangan layanan operasional MEPS di pelabuhan milik TUKS/ TERSUS dan pelabuhan milik kementerian atau lembaga. Selanjutnya pada pernyataan "handal, efisien, *agile*, memenuhi harapan *stakeholder*" menggambarkan kinerja yang diharapkan dari para stakeholder SPJM dalam perspektif penghematan dari biaya pengadaan dan biaya sparepart dan profitabilitas perusahaan berupa nilai EBITDA. Terakhir pernyataan "mendukung pertumbuhan ekonomi Indonesia" diukur dari jumlah pendapatan yang dapat dihasilkan SPJM.

MISSION ELABORATION

The Company's Mission Statement "National Maritime Ecosystem Network," refers to the development of MEPS operational services at ports owned by TUKS/ TERSUS and ports owned by ministries or institutions. The subsequent statement "Reliable, Efficient, Agile, and Meeting Stakeholder Expectations" reflects the performance expected by SPJM stakeholders, including cost savings in procurement and spare parts, as well as increased profitability, measured by EBITDA. The last statement "Support Indonesia's Economic Growth" is assessed based on the revenue generated by SPJM.

REVIU VISI DAN MISI OLEH MANAJEMEN

Manajemen senantiasa meninjau kembali secara paralel visi dan misi agar tetap relevan dengan perkembangan dan kondisi lingkungan bisnis yang sedang dihadapi. Setelah itu, visi dan misi dikembangkan dengan mempertimbangkan beberapa dasar penentuan seperti Rencana Jangka Panjang Perusahaan (RJPP) Pelindo, Renstra Kemenhub, 5 prioritas BUMN, dan beberapa dasar lainnya.

Di tahun buku 2024, Visi dan Misi Perusahaan telah ditetapkan dan diberlakukan melalui kajian yang mendalam serta tertuang dalam RJPP SPJM 2021-2025 yang melibatkan Pemegang Saham, Dewan Komisaris dan Direksi, jajaran Perusahaan serta pemangku kepentingan lainnya. Hingga laporan tahunan ini diterbitkan, Dewan Komisaris dan Direksi menilai bahwa Visi dan Misi SPJM masih relevan dengan perkembangan dan kondisi lingkungan bisnis di tahun 2024 serta arah dan tujuan bisnis Perusahaan.

BUDAYA PERUSAHAAN

Sebagai bagian dari Badan Usaha Milik Negara yang mematuhi pembentukan karakter sumber daya manusia di lingkungan Badan Usaha Milik Negara, Anak Perusahaan, serta Perusahaan Afiliasi Terkonsolidasi. SPJM menindaklanjuti arahan Kementerian BUMN terkait penerapan Nilai-nilai Utama (*Core Values*) Sumber Daya Manusia "AKHLAK" (Amanah, Kompeten, Harmonis, Loyal, Adaptif, & Kolaboratif) sebagai standar nilai perilaku yang menjadi pedoman dalam berbudaya kerja serta mewujudkan spirit "BUMN Untuk Indonesia. Dengan mentransformasi nilai AKHLAK ke dalam Budaya Perusahaan diharapkan dapat menuntun segenap insan Perseroan untuk lebih optimal dan berjalan lebih terarah di masa depan.

VISION AND MISSION REVIEW BY MANAGEMENT

Management continuously reviews the vision and mission in parallel to ensure their relevance to current developments and business situation. The vision and mission are then developed by taking into account several bases, such as Pelindo's Long-Term Corporate Plan (RJPP), the Ministry of Transportation's Strategic Plan, the five priorities of SOEs, and other relevant considerations.

In the 2024 financial year, the Company's Vision and Mission were established and enacted through an in-depth study and incorporated into SPJM's 2021–2025 RJPP, involving Shareholders, the Board of Commissioners and Directors, the Company's management, as well as other stakeholders. As of the publication of this Annual Report, the Board of Commissioners and Directors consider SPJM's Vision and Mission to remain relevant to the business environment in 2024, as well as to the Company's business direction and objectives.

CORPORATE CULTURE

As part of a State-Owned Enterprise that follows the development of human resource character within State-Owned Enterprises, Subsidiaries, and Consolidated Affiliated Companies, SPJM follows up on the directives of the Ministry of SOEs regarding the implementation of the Core Human Resource Values "AKHLAK" (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) as behavioral standards and guidelines in fostering a work culture and realizing the spirit of "SOEs for Indonesia." By transforming the AKHLAK values into the Corporate Culture, it is expected to guide all personnel of the Company to perform more optimally and move forward to be more focus in the future.

Amanah
Trustworthy

Memegang Teguh Kepercayaan yang Diberikan.
Uphold the Trust Given.

1. Memenuhi janji dan komitmen;
2. Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan;
3. Berpegang teguh kepada nilai moral dan etika.

1. Fulfill promises and commitments;
2. Be responsible for tasks, decisions, and actions taken;
3. Firmly uphold to moral and ethical values.

Kompeten
Competent

Terus Belajar dan Mengembangkan Kapabilitas.
Continue to Learn and Develop Capabilities.

1. Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah;
2. Membantu orang lain belajar;
3. Menyelesaikan tugas dengan kualitas terbaik.

1. Improve self-competence to address dynamic challenges;
2. Assist others in learning;
3. Complete tasks with the highest quality.

Harmonis
Harmony

Saling Peduli dan Menghargai Perbedaan.
Mutual Care and Respect for Differences.

1. Menghargai setiap orang apapun latar belakangnya;
2. Suka menolong orang lain;
3. Membangun lingkungan kerja yang kondusif.

1. Value everyone regardless of background;
2. Willing to help others;
3. Build a conducive work environment.



Loyal
Loyal

Berdedikasi dan Mengutamakan Kepentingan Bangsa dan Negara.
Dedicated and Prioritizing the Interests of Nation and State.

1. Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara;
2. Rela berkorban untuk mencapai tujuan yang lebih besar;
3. Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

1. Maintain the reputation of fellow employees, leaders, SOEs, and the Nation;
2. Willing to make sacrifice to achieve a greater goal;
3. Obey the leadership as long as it does not conflict with laws or ethical values.

Adaptif
Adaptive

Terus Berinovasi dan Antusias dalam Menggerakkan ataupun Menghadapi Perubahan
Continue to Innovate and be Enthusiastic in Moving or Facing Changes.

1. Cepat menyesuaikan diri untuk menjadi lebih baik;
2. Terus menerus melakukan perbaikan mengikuti perkembangan teknologi;
3. Bertindak proaktif.
4. Adapt quickly to become better.

1. Constantly improve in line with technological development.
2. Act proactively.

Kolaboratif
Collaborative

Membangun kerja sama yang sinergis.
Build Synergistic Cooperation.

1. Memberi kesempatan kepada berbagai pihak untuk berkontribusi;
2. Terbuka dalam bekerja sama untuk menghasilkan nilai tambah;
3. Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

1. Give opportunities for various stakeholders to contribute.
2. Open to collaboration to produce added value.
3. Mobilize the utilization of various resources to achieve common goals.

Sosialisasi dan Internalisasi Budaya Perusahaan
Socialization and Internalization of Corporate Culture

PT Pelindo Jasa Maritim melaksanakan sosialisasi dan internalisasi nilai-nilai perusahaan melalui program Sosialisasi Penilaian Perilaku AKHLAK, yang di antaranya:

1. SPJM Identity
   Program yang dirancang untuk membangun dan memperkuat identitas SPJM dari berbagai aktivitas seperti komunikasi strategis dari Manajemen, Pengelolaan manajemen perubahan, engagement Top Manajemen dan pekerja yang dikemas dalam beberapa sub program. Tujuan dari Program ini adalah menciptakan keselarasan budaya kerja yang berbasis *core values* AKHLAK, meningkatkan keterlibatan pekerja, serta memfasilitasi transformasi perusahaan menuju keberlanjutan dan keunggulan operasional.

2. PINTER (PJM Talk and Interactive Session)
   Program yang merupakan media internalisasi budaya perusahaan melalui metode sharing session pengetahuan dan pengalaman yang diselenggarakan secara *online* maupun *offline*. Program ini mengundang narasumber internal maupun eksternal untuk membahas topik-topik strategis perusahaan, perdir, SOP, pengembangan kompetensi hingga nilai-nilai budaya AKHLAK.

   Tujuan dari Program PINTER adalah menumbuhkan budaya *Learning by Sharing*, sebagai sarana updating, kreativitas dan aktualisasi unit kerja serta dirancang untuk menjadi ruang interaktif dimana pekerja dapat berpartisipasi aktif melalui diskusi, tanya jawab atau berbagi ide.

3. SAPAMERGER (Sosialisasi Pasca Merger)
   Program Sapa Merger merupakan media sosialisasi terkait perubahan dan update informasi kondisi eksisting SPJM Group pasca merger dengan metode berbasis digital. Tahun 2025, Program Sapa Merger masih berfokus pada Pemurnian Bisnis MEPS dan *Subsidiary Talks* yaitu *update* informasi terhadap entitas yang terdampak pemurnian bisnis maupun kondisi eksisting anak dan cucu perusahaan SPJM terkait isu strategis dan juga pencapaian sampai saat ini.

   Tujuan dari Program Sapa Merger adalah meningkatkan pemahaman pekerja terkait isu strategis dan update informasi paska integrasi, berbagi pengetahuan dan *best practices* antara *subsidiary* dalam menghadapi tantangan yang serupa, serta mendorong pertukaran ide dan inovasi untuk mengidentifikasi cara-cara baru yang lebih efisien dalam menjalankan operasi bisnis antar entitas dalam SPJM Group.

PT Pelindo Jasa Maritim has socialized and internalized corporate values through the AKHLAK Behavioral Assessment Socialization program, which includes:

1. SPJM Identity
   This program is designed to build and strengthen the SPJM identity through various activities such as strategic communication from Management, change management, and engagement between Top Management and employees, which then packaged into a number of sub-programs. This program is aimed to creating a harmonious work culture based on AKHLAK core values, increasing employee engagement, and facilitating the company's transformation towards sustainability and operational excellence.

2. PINTER (PJM Talk and Interactive Session)
   This program serves as a medium for internalizing corporate culture through knowledge and experience sharing sessions conducted both online and offline. The program invites both internal and external speakers to discuss the Company's strategic topics, Board of Directors regulations, SOPs, competency development, and AKHLAK cultural values.

   The objective of the PINTER Program is to foster a Learning by Sharing culture as a platform for updating knowledge, creativity, and the actualization of work units. It is designed as an interactive forum where employees can actively participate through discussions, Q&A sessions, and idea sharing.

3. SAPAMERGER (Post-Merger Socialization)
   The Sapa Merger Program is a socialization platform related to changes and updates on the current conditions of the SPJM Group following the merger, implemented through a digital-based approach. In 2025, the Sapa Merger Program continued to focus on the Refinement of the MEPS Business and Subsidiary Talks, which provide updates on entities affected by the business refinement as well as the existing conditions of SPJM's subsidiaries and second-tier subsidiaries, covering strategic issues and current achievements.

   The objective of the Sapa Merger Program is to enhance employees' understanding of strategic issues and post-integration updates, share knowledge and best practices among subsidiaries in addressing similar challenges, and encourage the exchange of ideas and innovations to identify new, more efficient ways of conducting business operations among entities within the SPJM Group.

4. BTS (*Break the Silo*)
   Program *Break The Silo* (BTS) merupakan program untuk mengatasi dan menghilangkan silo dan ego sektoral di lingkungan SPJM. Program BTS bertujuan untuk menciptakan lingkungan kerja yang harmonis, kolaboratif, terbuka dan berorientasi pada tujuan bersama, dengan menghilangkan hambatan komunikasi dan meningkatkan sinergi lintas direktorat, divisi maupun departemen.

5. SMART *Activation Program* (*Strategic Meeting Alignment for Results and Teamwork*)
   Program ini dirancang untuk meningkatkan efektivitas rapat agar lebih terarah, ringkas, dan berorientasi hasil. Dengan menerapkan prinsip SMART, seluruh peserta rapat didorong untuk fokus pada tujuan, menghasilkan keputusan yang jelas, serta mempercepat eksekusi tindak lanjut. Program ini mendukung terciptanya budaya kolaborasi, akuntabilitas, dan produktivitas dalam setiap forum kerja.

6. Pengelolaan *Change Catalyst Team*
   Program ini bertujuan untuk mengoptimalkan peran *Change Catalyst Team* sebagai agen perubahan di lingkungan perusahaan. Melalui penguatan kapasitas, koordinasi lintas unit, serta monitoring implementasi perubahan, program ini memastikan setiap inisiatif transformasi dapat dijalankan dengan konsisten, terarah, dan memiliki dampak nyata bagi peningkatan kinerja organisasi.

7. I-RESPECT
   I-RESPECT adalah program internalisasi dan sosialisasi Peraturan Direksi tentang *Workplace Respectful Policy*. Program ini mendorong terciptanya lingkungan kerja yang aman, saling menghargai, bebas dari intimidasi, pelecehan, dan perilaku tidak etis lainnya. Melalui edukasi, kampanye perilaku positif, dan penguatan sistem pelaporan, I-RESPECT memastikan bahwa setiap individu diperlakukan dengan martabat dan profesionalisme. Program ini dikemas dalam bentuk RIDER (*Respect Together*).

8. *Felt Leadership*
   Program *Felt Leadership* bertujuan memperkuat kehadiran kepemimpinan yang "terasa" oleh pegawai melalui interaksi yang lebih dekat, empatik, dan bermakna. Pemimpin didorong untuk turun langsung, mendengarkan aspirasi, memberikan penguatan, serta menunjukkan teladan dalam nilai dan perilaku kerja. Dengan pendekatan ini, perusahaan membangun hubungan kerja yang lebih sehat, inklusif, dan penuh kepercayaan. Program ini dikemas dalam program COUPLE (*Coffee Morning Makes People Happy*).

4. BTS (Break the Silo)
   The Break the Silo (BTS) Program is designed to address and eliminate silos and sectoral egos within the SPJM environment. The program aims to create a harmonious, collaborative, open, and goal-oriented work environment by removing communication barriers and increasing synergy across directorates, divisions, and departments.

5. SMART Activation Program (Strategic Meeting Alignment for Results and Teamwork)
   This program is designed to enhance the effectiveness of meetings by making them more focused, concise, and results-oriented. By applying the SMART principles, all meeting participants are encouraged to focus on objectives, produce clear decisions, and accelerate the execution of follow-up actions. This program supports the development of a culture of collaboration, accountability, and productivity in every work forum.

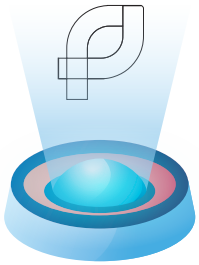
6. Change Catalyst Team Management
   This program aims to optimize the role of the Change Catalyst Team as agents of change within the company. Through capacity building, cross-unit coordination, and monitoring of change implementation, the program ensures that every transformation initiative is executed consistently, in a directed manner, and delivers a tangible impact on organizational performance improvement.

7. I-RESPECT
   I-RESPECT is a program for the internalization and socialization of the Board of Directors Regulation on the Workplace Respectful Policy. This program promotes the creation of a safe and respectful working environment, free from intimidation, harassment, and other unethical behavior. Through education, positive behavior campaigns, and the strengthening of the reporting system, I-RESPECT ensures that every individual is treated with dignity and professionalism. This program is packaged under the RIDER (Respect Together) initiative.

8. Felt Leadership
   The Felt Leadership Program aims to strengthen the presence of leadership that is genuinely "felt" by employees through closer, more empathic, and meaningful interactions. Leaders are encouraged to engage directly, listen to aspirations, provide reinforcement, and role-model values and work behaviors. Through this approach, the Company builds healthier, more inclusive, and trust-based working relationships. This program is delivered through the COUPLE (Coffee Morning Makes People Happy) initiative.

FILOSOFI LOGO PERUSAHAAN
Corporate Logo Philosophy

PELINDO
JASA MARITIM



Mengambil inspirasi dari bentuk jalur atau rute yang sibuk, padat dan simpang siur, yang menggambarkan Pelindo sebagai penyedia jasa kepelabuhanan dan logistik terintegrasi yang selalu aktif dan berperan besar dalam transportasi laut, sebagai urat nadi perekonomian nasional, sekaligus mendukung terwujudnya tol laut Indonesia.
Drawing inspiration from the shape of bustling, crowded, and intricate routes, this symbolizes Pelindo as an integrated provider of port and logistics services. It highlights the Company's dynamic role and significant contribution to maritime transportation, serving as the lifeblood of the national economy while supporting the realization of Indonesia's maritime highway initiative.



Mengambil huruf P yang menjadi inisial dari Pelindo sekaligus berbentuk ikan, yang menjadi lambing habitat makhluk hidup laut penting bagi Indonesia yang merupakan negara maritim. Ini juga menjadi simbol dari komitmen Pelindo untuk menjaga kekayaan alam Indonesia dengan terus berkontribusi dalam mendukung kelestarian ekosistem laut di wilayah operasinya.
Incorporating the letter P, which is the initial of Pelindo and is also shaped like a fish, symbolizing the marine habitat vital to Indonesia as a maritime nation. This also represents Pelindo's commitment to preserving Indonesia's natural wealth by actively contributing to the sustainability of marine ecosystems within its operational areas.



Warna biru adalah warna laut Indonesia, yang sangat dekat dengan Pelindo. Warna ini melambangkan stabilitas, kepercayaan, integrasi, profesionalisme dan pengabdian. Warna ini juga melambangkan simbolisasi dari upaya Pelindo, sebagai bagian dari BUMN untuk senantiasa memberikan yang terbaik bagi seluruh stakeholders.
The color blue represents the Indonesian seas which is closely associated with Pelindo. It symbolizes stability, trust, integration, professionalism, and dedication. Additionally, this color reflects Pelindo's efforts, as part of SOEs to consistently deliver the best for all stakeholders.



Warna tosca adalah perpaduan warna biru dan hijau yang merupakan alam dan laut Indonesia yang terkenal luas dan cantik. Warna ini juga melambangkan kreativitas dan kemajuan teknologi dalam menopang kebutuhan moda transportasi di laut Indonesia.
The color turquoise, a blend of blue and green, represents the vast and beautiful nature and seas of Indonesia. This color also symbolizes creativity and technological advancement in supporting the needs of maritime transportation across Indonesia's waters.

KEANGGOTAAN DALAM ASOSIASI
Membership in Associations

Hingga 31 Desember 2024, PT Pelindo Jasa Maritim terdaftar dalam keanggotaan atau organisasi sebagaimana terlampir pada tabel berikut:

As of December 31, 2024, PT Pelindo Jasa Maritim was listed within a membership or an organization as disclosed in the following table:

Nama Asosiasi/Organisasi Association/Organization Name	**Peran Keanggotaan** Membership Role	**Masa Berlaku Keanggotaan** Membership Period
CAAIP STIP Jakarta	Chief of Batch 45	-
DPP INSA	Anggota Member	Periode 2023 s/d 2028 2023-2028 Period
GAPASDAP	Deputy of Infrastructure	-
Maritim Muda Nusantara	Dewan Pembina Advisory Board	Periode 2023 s/d 2028 2023-2028 Period



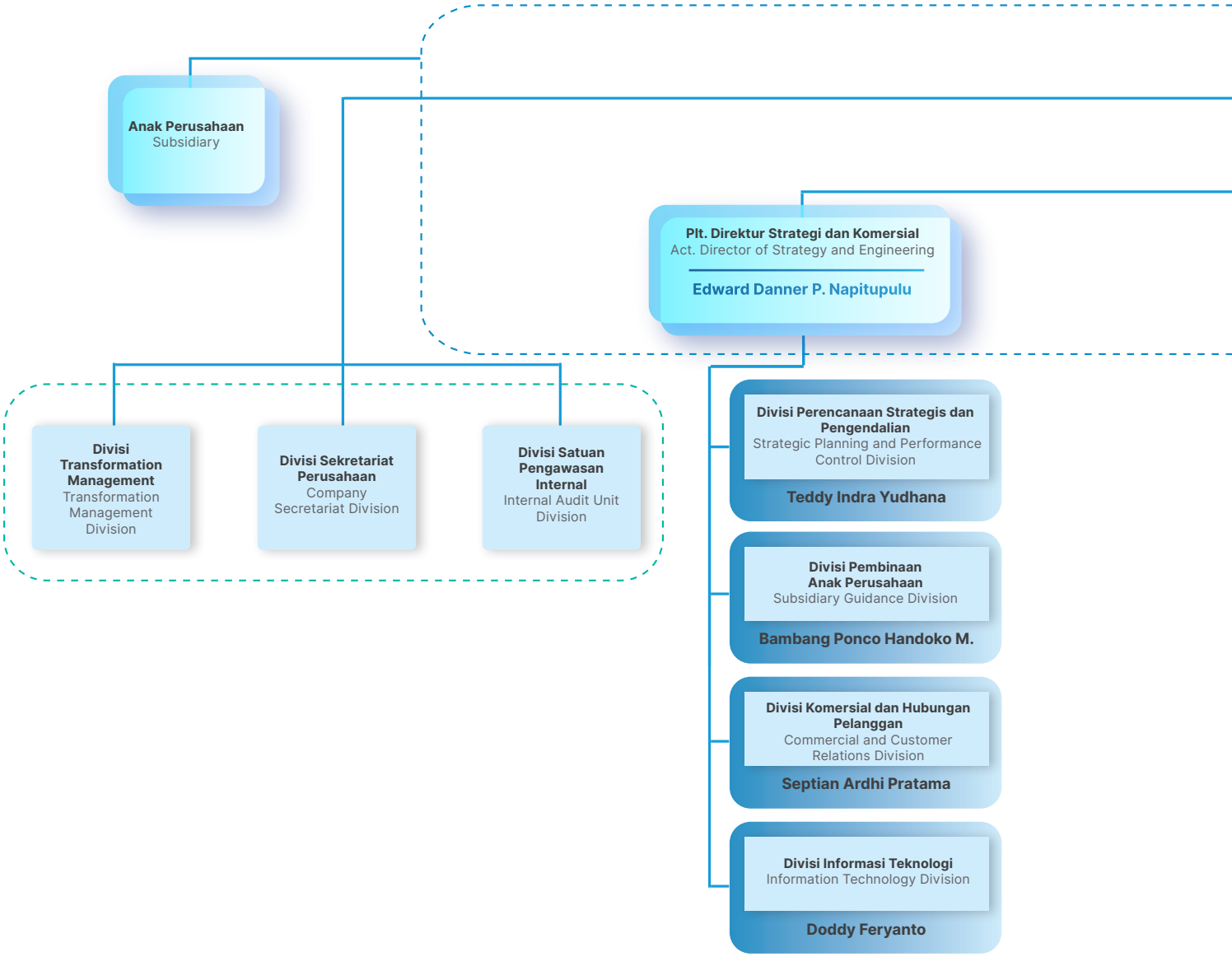
STRUKTUR ORGANISASI
Organizational Structure

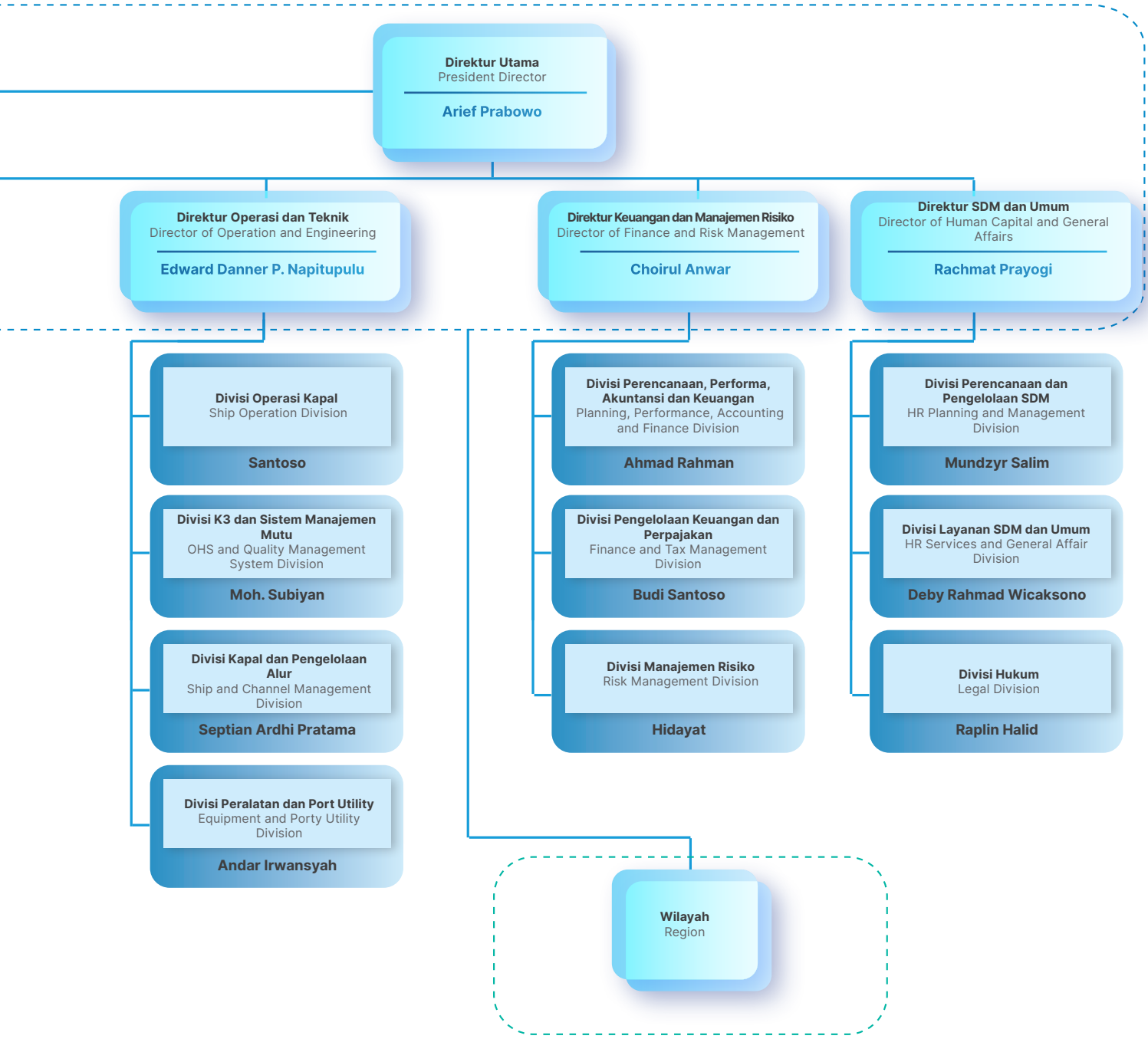
Struktur Organisasi PT Pelindo Jasa Maritim per 31 Desember 2024, telah ditetapkan melalui Peraturan Direksi No. PER.0021/HK.101/PLJM-2023 tanggal 01 September 2023 sebagaimana terlampir di bawah ini.

The Organizational Structure of PT Pelindo Jasa Maritim as of December 31, 2024, has been ratified through the Decree of the Board of Directors No. PER.0021/HK.101/PLJM-2023 dated September 1, 2023 as disclosed in the following information.

STRUKTUR ORGANISASI PT PELINDO JASA MARITIM PER 31 DESEMBER 2024

ORGANIZATIONAL STRUCTURE OF PT PELINDO JASA MARITIM AS OF DECEMBER 31, 2024




Direktur Utama
President Director
Arief Prabowo
Direktur Operasi dan Teknik
Director of Operation and Engineering
Edward Danner P. Napitupulu
Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management
Choirul Anwar
Direktur SDM dan Umum
Director of Human Capital and General Affairs
Rachmat Prayogi
Divisi Operasi Kapal
Ship Operation Division
Santoso
Divisi K3 dan Sistem Manajemen Mutu
OHS and Quality Management System Division
Moh. Subiyan
Divisi Kapal dan Pengelolaan Alur
Ship and Channel Management Division
Septian Ardhi Pratama
Divisi Peralatan dan Port Utility
Equipment and Porty Utility Division
Andar Irwansyah
Divisi Perencanaan, Performa, Akuntansi dan Keuangan
Planning, Performance, Accounting and Finance Division
Ahmad Rahman
Divisi Pengelolaan Keuangan dan Perpajakan
Finance and Tax Management Division
Budi Santoso
Divisi Manajemen Risiko
Risk Management Division
Hidayat
Divisi Perencanaan dan Pengelolaan SDM
HR Planning and Management Division
Mundzyr Salim
Divisi Layanan SDM dan Umum
HR Services and General Affair Division
Deby Rahmad Wicaksono
Divisi Hukum
Legal Division
Raplin Halid
Wilayah
Region

PROFIL DIREKSI
Board of Directors Profile



Arief Prabowo

Direktur Utama
President Director

Periode Jabatan: 01 Maret 2024 s.d Sekarang, Periode Pertama
Term of Office: March 1, 2024-Present, First Period

Data Pribadi
Warga negara Indonesia
Usia 54 tahun per 31 Desember 2024
Kelahiran Yogyakarta, 3 Mei 1971

Domisili
Yogyakarta

Dasar Hukum Pengangkatan
Diangkat sebagai Direktur Utama berdasarkan Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 dan SK.03/1/3/HKP/DRU/PSD-24 tanggal 01 Maret 2024, tentang Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim tanggal 01 Maret 2024.

Riwayat Pendidikan
- S2 Magister Manajemen di Universitas Gadjah Mada, Yogyakarta (2002)
- S1 Teknik Industri di Institut Teknologi Bandung, Bandung (1994)

Sertifikasi yang Dimiliki
Profesional Tata Kelola Risiko Berkualifikasi / Qualified Risk Governance Professional (QRGP) – Jakarta 16 Agustus 2023

Riwayat Pekerjaan
- Direktur Utama PT Berlian Jasa Terminal Indonesia (2020-2023)
- CEO Regional Jawa Tengah PT Pelindo III (Persero) Jawa Tengah (2018-2020)
- General Manager PT Terminal Petikemas st. Semarang (2017-2018)
- Direktur Operasi dan Teknik PT Berlian Jasa Terminal Indonesia (2015- 2017)
- Pengawasan Bidang II (Operasional & Komersial) PT Pelindo III (Persero) Kantor Pusat (2014-2015)
- Manajer Komersial PT Pelindo III (Persero) Cabang Tanjung Emas (2012-2013)

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak ada

Di luar Perusahaan
Komisaris Utama PT Terminal Petikemas Surabaya (2023-Sekarang)

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
54 years old as of December 31, 2024
Born in Yogyakarta, May 3, 1971

Domicile
Yogyakarta

Legal Basis of Appointment
Appointed as President Director based on the Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 and SK.03/1/3/HKP/DRU/PSD-24 dated March 1, 2024, concerning the Dismissal, Reassignment, and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim dated March 1, 2024.

Educational Background
- Master's Degree in Management from Gadjah Mada University, Yogyakarta (2002)
- Bachelor's Degree in Industrial Engineering from Bandung Institute of Technology, Bandung (1994)

Certifications
Qualified Risk Governance Professional (QRGP) – Jakarta, August 16, 2023

Work Experience
- President Director at PT Berlian Jasa Terminal Indonesia (2020-2023)
- CEO of Central Java Region at PT Pelindo III (Persero) Central Java (2018-2020)
- General Manager at PT Terminal Petikemas for Semarang Station (2017-2018)
- Director of Operation and Engineering at PT Berlian Jasa Terminal Indonesia (2015- 2017)
- Supervision of Field II (Operational & Commercial) at PT Pelindo III (Persero) Head Office (2014-2015)
- Commercial Manager at PT Pelindo III (Persero) Tanjung Emas Branch (2012-2013)

Concurrent Positions
Within the Company
None

Outside the Company
President Commissioner of PT Terminal Petikemas Surabaya (2023-Present)

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024

Please refer to the discussion on Education and/or Training of the Board of Directors in the Corporate Governance Chapter of this Annual Report.



Edward Danner Pardamean Napitupulu

- **Plt. Direktur Strategi dan Komersial Utama**
- **Direktur Operasi dan Teknik**
- Act. Director of Strategy and Commerce
- Director of Operations and Engineering

Periode Jabatan | Term of Office:
- 26 November 2024 s.d Sekarang, Periode Pertama
- 1 Maret 2024 s.d Sekarang, Periode Pertama
- November 26, 2024-Present, First Period
- March 1 2024-Present, First Period

Data Pribadi
Warga negara Indonesia
Usia 50 tahun per 31 Desember 2024
Kelahiran Jakarta, 3 Juni 1974

Domisili
Surabaya

Dasar Hukum Pengangkatan
- Diangkat sebagai Plt. Direktur Strategi dan Komersial berdasarkan Surat Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: SK.03/26/11/3/RKTK/UTMA/PLND-24 dan SK.03/26/11/4/HKPD/UTMA/ PSD-24 Tanggal 26 November 2024 tentang Pengukuhan Pemberhentian Anggota Direksi PT Pelindo Jasa Maritim tanggal 26 November 2024.
- Kemudian, diangkat sebagai Direktur Operasi dan Teknik berdasarkan Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.10.05/1/3/11/RKTK/UTMA/ PLND-24 dan SK.03/1/3/HKP/DRU/PSD-24 tanggal 01 Maret 2024 tentang Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim tanggal 01 Maret 2024.

Riwayat Pendidikan
- Doctor of Science, Civil Transportation Engineering di Universitas Diponegoro (2022)
- Master of Technology Management (MMT), Transportation Management di Institut Teknologi Sepuluh Nopember (ITS) (2004)

Sertifikasi yang Dimiliki
- Lulus berpredikat sangat baik pada sertifikasi Ahli Kepelabuhanan (Tingkat Nasional IPB-Kementerian Perhubungan) (2014)
- Sertifikat keahlian teknik bangunan gedung (Lembaga Pengembangan Jasa Konstruksi) (2019)
- Sertifikasi Ahli pengadaan nasional L4 (Lembaga kebijakan pengadaan barang/jasa pemerintah) (2009)

Riwayat Pekerjaan
- Direktur Utama PT Berlian Manyar Sejahtera (BMS) (2021 – 2024)
- Direktur Utama PT Lamong Energi Indonesia (LEGI) (2016 – 2018)

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak ada

Di luar Perusahaan
Tidak ada

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
50 years old as of December 31, 2024
Born in Jakarta, June 3, 1974

Domicile
Surabaya

Legal Basis of Appointment
- Appointed as Act. Director of Strategy and Commerce based on the Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: SK.03/26/11/3/RKTK/UTMA/PLND-24 and SK.03/26/11/4/HKPD/UTMA/PSD-24 dated November 26, 2024, concerning the Confirmation of the Dismissal of Members of the Board of Directors of PT Pelindo Jasa Maritim dated November 26, 2024.
- Subsequently appointed as Director of Operations and Engineering based on the Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 and SK.03/1/3/HKP/DRU/PSD-24 dated March 1, 2024, concerning the Dismissal, Reassignment, and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim dated March 1, 2024.

Educational Background
- Doctorate Degree in Science, majoring in Civil Transportation Engineering from Diponegoro University (2022)
- Master's Degree in Technology Management (MMT), majoring in Transportation Management from Sepuluh Nopember Institute of Technology (ITS) (2004)

Certifications
- Graduated with honors in Port Expert certification (National Level IPB-Ministry of Transportation) (2014)
- Certificate of expertise in building construction (Construction Services Development Agency) (2019)
- L4 National Procurement Expert Certification (Government Goods/Services Procurement Policy Agency) (2009)

Work Experience
- President Director of PT Berlian Manyar Sejahtera (BMS) (2021 – 2024)
- President Director of PT Lamong Energi Indonesia (LEGI) (2016 – 2018)

Concurrent Positions
Within the Company
None

Outside the Company
None

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024

Please refer to the discussion on Education and/or Training of the Board of Directors in the Corporate Governance Chapter of this Annual Report.



Choirul Anwar

Direktur Keuangan dan Manajemen Risiko
Director of Finance and Risk Management

Periode Jabatan: 1 Oktober 2021 s.d Sekarang, Periode Pertama
Term of Office: October 1, 2024-Present, First Period

Data Pribadi
Warga negara Indonesia
Usia 60 tahun per 31 Desember 2024
Kelahiran Surabaya, 21 Oktober 1964

Domisili
DKI Jakarta

Dasar Hukum Pengangkatan
Diangkat sebagai Direktur Keuangan dan Manajemen Risiko berdasarkan Keputusan Sirkuler Pemegang Saham di Luar RUPS PT Pelindo Jasa Maritim No. KP.03/1/10/5/MTAK/UTMA/PLND-21 dan No. 159/HKP/D0003/2021 tanggal 1 Oktober 2021

Riwayat Pendidikan
- S2 MBA di Economic Institute, Boulder - Colorado dan University of Arkansas, Fayetteville (1996)
- S1 Mekanisasi Pertanian di Institut Pertanian Bogor (1987)

Sertifikasi yang Dimiliki
- Tapping Potential Opportunities in Indonesian Sustainable Palm Oil Industry dari BARa (Bankers Association for Risk Management), Jakarta (2018)
- How to Pinpoint the Weak Spots in the Business Strategic Plan and Risk Management dari BARa (Bankers Association for Risk Management), Praha (2017)
- Risk Management Competency for Banking Profession dari BARa (Bankers Association for Risk Management), Jakarta (2015)
- Sertifikat Kompetensi Manajemen Risiko Perbankan dari LSPP (Lembaga Sertifikasi Profesi Perbankan) – BNSP (Badan Nasional Sertifikasi Profesi), Jakarta (2015)
- Executive Distance Learning on Islamic Banking dari Karim Consulting Indonesia, Jakarta (2015)
- FICO – World – 2014 dari The Fair Isaac Corporation, San Diego – California (2014)
- Certified Fraud Examiner (CFE) Exam Preparation Course dari Association of Certified Fraud Examiners, Austin-Texas (2012)
- Project Finance Risk Mgt & Recovery dari Euromoney, London (2003)
- INSEAD Leadership Senior Training dari INSEAD, Switzerland (2003)
- Marketing Analysis, Strategy & Product Development dari Citibank, Kab Bogor (2000)
- Selling Commercial & Corporate Bank Services dari Citibank, Kab Bogor (2000)

Riwayat Pekerjaan
- Direktur Keuangan dan Manajemen Risiko PT Pelabuhan Indonesia IV (Persero) (2020-2021)
- Head of Banking Group PT Bank Mandiri (Persero) Tbk (2018-2020)
- Director of Financing Risk and Recovery PT Bank Syariah Mandiri (2015-2018)
- Head of Retail Risk Group PT Bank Mandiri (Persero) Tbk (2014-2015)
- Department Head - Retail Credit Cycle Analysis & Risk Solutions, Retail & Consumer Risk Group PT Bank Mandiri (Persero) Tbk (2010-2014)
- Micro Business Supervision Officer, Retail & Consumer Risk Group PT Bank Mandiri
- (Persero) Tbk (2009-2010)
- Anggota Project Management Office (PMO) PT Bank Mandiri (Persero) Tbk (2005-2009)
- Group Head - Agro Based Industries, Corporate Banking PT Bank Mandiri (Persero) Tbk (2005)
- Department Head - Corporate Relationship, Corporate Banking PT Bank Mandiri (Persero) Tbk (2002-2005)
- Relationship Manager - Corporate Relationship Department, Corporate Banking PT Bank Mandiri (Persero) Tbk (1999-2002)
- Pegawai Pimpinan - Biro Pengembangan Usaha; Biro Kredit Korporasi II; Biro Sindikasi dan Jasa Keuangan PT Bank Ekspor Impor Indonesia (Persero) (1990-1999)

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak ada

Di luar Perusahaan
Tidak ada

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
60 years old as of December 31, 2024
Born in Surabaya, October 21, 1964

Domicile
DKI Jakarta

Legal Basis of Appointment
Appointed as Director of Finance and Risk Management based on the Circular Resolution of the Shareholders Outside the GMS of PT Pelindo Jasa Maritim No. KP.03/1/10/5/MTAK/UTMA/PLND-21 and No. 159/HKP/D0003/2021 dated October 1, 2021.

Educational Background
- Master's Degree in MBA from Economic Institute, Boulder - Colorado dan University of Arkansas, Fayetteville (1996)
- Bachelor's Degree in Agriculture Mechanic from Bogor Institute of Agriculture (1987)

Certifications
- Tapping Potential Opportunities in the Indonesian Sustainable Palm Oil Industry from BARa (Bankers Association for Risk Management), Jakarta (2018)
- How to Pinpoint the Weak Spots in the Business Strategic Plan and Risk Management from BARa (Bankers Association for Risk Management), Prague (2017)
- Risk Management Competency for the Banking Profession from BARa (Bankers Association for Risk Management), Jakarta (2015)
- Banking Risk Management Competency Certificate from LSPP (Banking Professional Certification Institute) – BNSP (National Professional Certification Agency), Jakarta (2015)
- Executive Distance Learning on Islamic Banking from Karim Consulting Indonesia, Jakarta (2015)
- FICO – World – 2014 from The Fair Isaac Corporation, San Diego – California (2014)
- Certified Fraud Examiner (CFE) Exam Preparation Course from the Association of Certified Fraud Examiners, Austin, Texas (2012)
- Project Finance Risk Management & Recovery from Euromoney, London (2003)
- INSEAD Senior Leadership Training from INSEAD, Switzerland (2003)
- Marketing Analysis, Strategy & Product Development from Citibank, Bogor Regency (2000)
- Selling Commercial & Corporate Bank Services from Citibank, Bogor Regency (2000)

Work Experience
- Director of Finance and Risk Management at PT Pelabuhan Indonesia IV (Persero) (2020-2021)
- Head of Banking Group at PT Bank Mandiri (Persero) Tbk (2018-2020)
- Director of Financing Risk and Recovery at PT Bank Syariah Mandiri (2015-2018)
- Head of Retail Risk Group at PT Bank Mandiri (Persero) Tbk (2014-2015)
- Department Head - Retail Credit Cycle Analysis & Risk Solutions, Retail & Consumer Risk Group at PT Bank Mandiri (Persero) Tbk (2010-2014)
- Micro Business Supervision Officer, Retail & Consumer Risk Group, PT Bank Mandiri (Persero) Tbk (2009-2010)
- Member of Project Management Office (PMO) at PT Bank Mandiri (Persero) Tbk (2005-2009)
- Group Head - Agro-Based Industries, Corporate Banking at PT Bank Mandiri (Persero) Tbk (2005)
- Department Head - Corporate Relationship, Corporate Banking at PT Bank Mandiri (Persero) Tbk (2002-2005)
- Relationship Manager - Corporate Relationship Department, Corporate Banking at PT Bank Mandiri (Persero) Tbk (1999-2002)
- Leading Officer - Business Development Bureau; Corporate Credit Bureau II; Syndication and Financial Services Bureau at PT Bank Ekspor Impor Indonesia (Persero) (1990-1999)

Concurrent Positions
Within the Company
None

Outside the Company
None

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024
Please refer to the discussion on Education and/or Training of the Board of Directors in the Corporate Governance Chapter of this Annual Report.



Rachmat Prayogi

Direktur Sumber Daya Manusia dan Umum
Director of Human Resources and General Affairs

Periode Jabatan: 24 Februari 2023 s.d Sekarang, Periode Pertama
Term of Office: February 24, 2023-Present, First Period

Data Pribadi
Warga negara Indonesia
Usia 52 tahun per 31 Desember 2024
Kelahiran Palembang, 5 Januari 1972

Domisili
Bekasi

Dasar Hukum Pengangkatan
- Diangkat pertama kalinya sebagai Direktur Sumber Daya Manusia berdasarkan Keputusan Sirkuler Pemegang Saham di Luar RUPS PT Pelindo Jasa Maritim No.KP.03/1/10/5/MTAK/UTMA/PLND-21 dan No. 159/ HKP/D0003/2021 tanggal 1 Oktober 2021.
- Kemudian, beliau diangkat kembali sebagai Direktur Sumber Daya Manusia dan Umum sesuai dengan perubahan nomenklatur yang baru. Beliau diangkat berdasarkan Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/24/2/4/RKTK/UTMA/PLND-23 – Nomor: SK.03/24/2/1/HKP/DRU/PSD-23, Tentang Pemberhentian Dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim, Tanggal 24 Februari 2023.

Riwayat Pendidikan
- S2 International Transport and Logistics di Shanghai Maritime University, Shanghai (2013)
- S1 Ekonomi Management di Universitas Sriwijaya, Palembang (1996)

Sertifikasi yang Dimiliki
- Sertifikasi Manajemen Risiko (2013) / Risk Management Certificate (2013)

Riwayat Pekerjaan
- SVP Kerjasama Usaha dan PAP PT Pelindo Terminal Petikemas (2021-2023)
- SVP. Aliansi Bisnis dan Pelayanan Pelanggan PT Pelabuhan Indonesia II (Persero) (2020-2021)
- Direktur Keuangan dan SDM PT IPC Terminal Petikemas (2017-2020)
- Manager Customer Service, Komersial & Pengembangan Bisnis PT Pelabuhan Tanjung Priok (2015-2017)

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak ada

Di luar Perusahaan
Tidak ada

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
52 years old as of December 31, 2024
Born in Palembang, January 5, 1972

Domicile
Bekasi

Legal Basis of Appointment
- First appointed as Director of Human Resources based on the Circular Resolution of Shareholders Outside the GMS of PT Pelindo Jasa Maritim No. KP.03/1/10/5/MTAK/UTMA/PLND-21 and No. 159/HKP/D0003/2021 dated October 1, 2021.
- Subsequently, reappointed as Director of Human Resources and General Affairs in accordance with the new nomenclature changes. The appointment was based on the Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim No. KP.03/24/2/4/RKTK/UTMA/PLND-23 – No. SK.03/24/2/1/HKP/DRU/PSD-23 concerning the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim, dated February 24, 2023.

Educational Background
- Master's Degree in International Transport and Logistics from Shanghai Maritime University, Shanghai (2013)
- Bachelor's Degree in Economic Management from Sriwijaya University, Palembang (1996)

Certifications
- Risk Management Certificate (2013)

Work Experience
- SVP of Business Cooperation and PAP at PT Pelindo Container Terminal (2021-2023)
- SVP of Business Alliance and Customer Service at PT Pelabuhan Indonesia II (Persero) (2020-2021)
- Finance and Human Resources Director at PT IPC Container Terminal (2017-2020)
- Manager of Customer Service, Commercial & Business Development at PT Pelabuhan Tanjung Priok (2015-2017)

Concurrent Positions
Within the Company
None

Outside the Company
None

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024
Please refer to the discussion on Education and/or Training of the Board of Directors in the Corporate Governance Chapter of this Annual Report.

Prasetyadi*

Direktur Utama
President Director

Periode Jabatan: 01 Oktober 2021 s.d 29 Februari 2024, Periode Pertama
Term of Office: October 1, 2021-February 29, 2024, First Period

Data Pribadi
Warga negara Indonesia
Usia 55 tahun per 31 Desember 2024
Kelahiran Bandung, 7 Agustus 1969

Domisili
DKI Jakarta

Dasar Hukum Pengangkatan
Diangkat sebagai Direktur Utama berdasarkan Keputusan Sirkuler Pemegang Saham di Luar RUPS PT Pelindo Jasa Maritim No. KP.03/1/10/5/MTAK/UTMA/PLND-21 dan No. 159/HKP/D0003/2021 tanggal 1 Oktober 2021

Riwayat Pendidikan
- S2 Magister Manajemen di Universitas Airlangga, Surabaya (2015)
- S2 Port Engineering di University of Le Havre, Perancis (1998)
- S1 Teknik Mesin di Institut Teknologi Sepuluh Nopember (ITS) (1993)

Sertifikasi yang Dimiliki
Tidak Ada

Riwayat Pekerjaan
- Komisaris Utama PT Equiport Inti Indonesia (2020-2021)
- Direktur Utama PT Pelabuhan Indonesia IV (Persero) (2020-2021)
- Komisaris Utama PT Pengerukan Indonesia-Rukindo (2019-2020)
- Komisaris Utama PT Terminal Petikemas Koja (2018-2020)
- Komisaris Utama PT New Priok Container Terminal 1-NPCT 1 (2018- 2020)
- Direktur Operasi PT Pelabuhan Indonesia II (Persero) (2016-2020)
- Komisaris Utama PT Terminal Petikemas Indonesia-TPI (2016-2018)
- Komisaris Utama PT Electronic Data Interchange Indonesia-EDII (2016-2018)
- Komisaris Utama PT Integrasi Logistik Cipta Solusi- ILCS (2016-2018)
- Direktur Utama PT Terminal Teluk Lamong (2016)
- Komisaris Utama PT Portek Indonesia (2012-2013)

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak Ada

Di luar Perusahaan
Komisaris Utama PT Alur Pelayaran Barat Surabaya (2022-saat ini)

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
55 years old as of December 31, 2024
Born in Bandung, August 7, 1969

Domicile
DKI Jakarta

Legal Basis of Appointment
Appointed as President Director based on the Circular Resolution of Shareholders Outside the GMS of PT Pelindo Jasa Maritim No. KP.03/1/10/5/MTAK/UTMA/PLND-21 and No. 159/HKP/D0003/2021 dated October 1, 2021

Educational Background
- Master's Degree in Management from Airlangga University, Surabaya (2015)
- Master's Degree in Port Engineering, University of Le Havre, France (1998)
- Bachelor's Degree in Mechanical Engineering, Sepuluh Nopember Institute of Technology (ITS) (1993)

Certifications
None

Work Experience
- President Commissioner at PT Equiport Inti Indonesia (2020-2021)
- President Director at PT Pelabuhan Indonesia IV (Persero) (2020-2021)
- President Commissioner at PT Pengerukan Indonesia (Rukindo) (2019–-2020)
- President Commissioner at PT Terminal Petikemas Koja (2018-2020)
- President Commissioner at PT New Priok Container Terminal 1 (NPCT 1) (2018-2020)
- Director of Operations at PT Pelabuhan Indonesia II (Persero) (2016- 2020)
- President Commissioner at PT Terminal Petikemas Indonesia (TPI) (2016-2018)
- President Commissioner at PT Electronic Data Interchange Indonesia (EDII) (2016-2018)
- President Commissioner at PT Integrasi Logistik Cipta Solusi (ILCS) (2016-2018)
- President Director at PT Terminal Teluk Lamong (2016)
- President Commissioner at PT Portek Indonesia (2012-2013)

Concurrent Positions
Within the Company
None

Outside the Company
None

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024
Please refer to the discussion on Education and/or Training of the Board of Directors in the Corporate Governance Chapter of this Annual Report.

*) Berhenti menjabat sejak 29 Februari 2024
*) Resigned from office on February 29, 2024

Yossianis Marciano*

Direktur Strategi dan Komersial
Director of Strategy and Commerce

Periode Jabatan: 1 Maret 2024 s.d 19 November 2024, Periode Pertama
Term of Office: March 1, 2024-November 19, 2024, First Period

Data Pribadi
Warga negara Indonesia
Usia 41 tahun per 31 Desember 2024
Kelahiran Jakarta, 8 Maret 1984

Domisili
DKI Jakarta

Dasar Hukum Pengangkatan
Diangkat sebagai Direktur Strategi dan Komersial berdasarkan Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 dan SK.03/1/3/HKP/DRU/PSD-24 tentang Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim tanggal 01 Maret 2024.

Riwayat Pendidikan
- International Diploma Leadership, Executive Center for Global Leadership (ECGL) (2013)
- Master Shipping and Transport, Netherland Maritime University (2011-2013)
- Bachelor Degree, Merchant Marine Higher Education Institute (2002-2006)

Sertifikasi yang Dimiliki
- Certified Mediator (IPPI/DSI)
- Onboarding Board of Directors (SOE's Ministry) Chief Business Development Officer (CBDO) – SOE's Ministry
- Accelerated Leadership Program for IPC (ALPI) Managerial Development Program
- Risk Assessment Technique
- Port Expert
- Qualified Risk Management Professional
- 2nd Port Performance Workshop (UNCTAD)
- Port Business Stakeholder Management
- 13th ASEAN Port & Shipping Conference
- Change Agent Development Program

Riwayat Pekerjaan
- Director of Strategy & Commercial at PT Pelindo Jasa Maritim (2024)
- Director of Cargo & Sea Toll at PT Pelayaran Nasional Indonesia (Persero) (2022-2024)
- Director of Passenger Commercial at PT Pelayaran Nasional Indonesia (Persero) (2023)
- Senior Vice President of Marketing at PT Pelindo Solusi Logistik (2021-2022)
- Director of Commercial Business Development at PT Pelabuhan Tanjung Priok (2020-2021)
- General Manager Port of Tanjung Pandan at PT Pelabuhan Indonesia II (Persero) (2019-2020)
- Deputy Vice President for Container Customer Relations at PT Pelabuhan Indonesia II (Persero) (2017-2019)
- Lecturer at AKMI Cirebon (2015-2017)
- Secretary to Board of Supervisory at KSO TPK Koja (2011)
- Head of Operation at COSCO Shipping Jakarta (2007)
- Operation Executive at COSCO Shipping Jakarta (2007)
- Sales Executive at COSCO Shipping Jakarta (2006)
- Practical Training in Operation at China Shipping Malaysia (2005)
- Practical Training at Westport Malaysia – Port Klang (2004)

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak ada

Di luar Perusahaan
Deputy CEO at PT ASDP INDONESIA FERRY (PERSERO) (2024-saat ini)

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
41 years old as of December 31, 2024
Born in Jakarta, March 8, 1984

Domicile
DKI Jakarta

Legal Basis of Appointment
Appointed as Director of Strategy and Commerce based on the Circular Resolution of Shareholders Outside the GMS of PT Pelindo Jasa Maritim No. KP.10.05/1/3/11/RKTK/UTMA/PLND-24 and SK.03/1/3/HKP/DRU/PSD-24 concerning the Dismissal, Reassignment, and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim dated March 1, 2024.

Educational Background
- International Diploma Leadership, Executive Center for Global Leadership (ECGL) (2013)
- Master Shipping and Transport, Netherland Maritime University (2011-2013)
- Bachelor Degree, Merchant Marine Higher Education Institute (2002-2006)

Certifications
- Certified Mediator (IPPI/DSI)
- Onboarding Board of Directors (SOE's Ministry) Chief Business Development Officer (CBDO) – SOE's Ministry
- Accelerated Leadership Program for IPC (ALPI) Managerial Development Program
- Risk Assessment Technique
- Port Expert
- Qualified Risk Management Professional
- 2nd Port Performance Workshop (UNCTAD)
- Port Business Stakeholder Management
- 13th ASEAN Port & Shipping Conference
- Change Agent Development Program

Work Experience
- Director of Strategy & Commercial at PT Pelindo Jasa Maritim (2024)
- Director of Cargo & Sea Toll at PT Pelayaran Nasional Indonesia (Persero) (2022-2024)
- Director of Passenger Commercial at PT Pelayaran Nasional Indonesia (Persero) (2023)
- Senior Vice President of Marketing at PT Pelindo Solusi Logistik (2021-2022)
- Director of Commercial Business Development at PT Pelabuhan Tanjung Priok (2020-2021)
- General Manager Port of Tanjung Pandan at PT Pelabuhan Indonesia II (Persero) (2019-2020)
- Deputy Vice President for Container Customer Relations at PT Pelabuhan Indonesia II (Persero) (2017-2019)
- Lecturer at AKMI Cirebon (2015-2017)
- Secretary to Board of Supervisory at KSO TPK Koja (2011)
- Head of Operation at COSCO Shipping Jakarta (2007)
- Operation Executive at COSCO Shipping Jakarta (2007)
- Sales Executive at COSCO Shipping Jakarta (2006)
- Practical Training in Operation at China Shipping Malaysia (2005)
- Practical Training at Westport Malaysia – Port Klang (2004)

Concurrent Positions
Within the Company
None

Outside the Company
Deputy CEO at PT ASDP INDONESIA FERRY (PERSERO) (2024-present)

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024
Please refer to the discussion on Education and/or Training of the Board of Directors in the Corporate Governance Chapter of this Annual Report.

*) Berhenti menjabat sejak 29 Februari 2024
*) Resigned from office on February 29, 2024

Kokok Susanto*

Direktur Strategi dan Komersial
Director of Strategy and Commerce

Periode Jabatan: 7 November 2023 s.d 29 Februari 2024, Periode Pertama
Term of Office: November 7, 2023-February 29, 2024, First Period

Data Pribadi
Warga negara Indonesia
Usia 48 tahun per 31 Desember 2024
Kelahiran Semarang, 21 Mei 1976

Domisili
Surabaya

Dasar Hukum Pengangkatan
Diangkat sebagai Direktur Strategi dan Teknik berdasarkan Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/7/11/9/RKTK/UTMA/PLND-23 – Nomor: SK.03/7/11/6/HKP/DRU/PSD-23, tentang Pemberhentian Dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim, Tanggal 07 November 2023.

Riwayat Pendidikan
- S2 Magister Manajemen di universitas Airlangga, Surabaya (2000)
- S1 Teknik Arsitektur di Institut Teknologi 10 November, Surabaya (1998)

Sertifikasi yang Dimiliki
Tidak Ada

Riwayat Pekerjaan
- Direktur Komersial dan Teknik PT Pelindo Solusi Logistik (2022- 2023)
- Direktur Komersial PT Pelindo Solusi Logistik (2021-2022)
- Direktur Teknik PT Pelabuhan Indonesia III (Persero) (2021)
- Direktur Transformasi dan Pengembangan Bisnis PT Pelabuhan Indonesia III (Persero) (2020-2021)
- Direktur Utama PT Pelindo Energi Logistik (2018-2020)
- Direktur Utama PT Pelindo Properti Indonesia (2017-2018)

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak Ada

Di luar Perusahaan
Komisaris Utama PT Berlian Manyar Sejahtera (2020-Sekarang)

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
48 years old as of December 31, 2024
Born in Semarang, May 21, 1976

Domicile
Surabaya

Legal Basis of Appointment
Appointed as Director of Strategy and Engineering based on the Circular Resolution of Shareholders Outside the GMS of PT Pelindo Jasa Maritim No. KP.03/7/11/9/RKTK/UTMA/PLND-23 and No. SK.03/7/11/6/HKP/DRU/PSD-23 concerning the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim dated November 7, 2023.

Educational Background
- Master's Degree in Management from Airlangga University, Surabaya (2000)
- Bachelor's Degree in Architecture from Sepuluh Nopember Institute of Technology, Surabaya (1998)

Certifications
None

Work Experience
- Director of Commerce and Engineering at PT Pelindo Solusi Logistik (2022-2023)
- Director of Commerce at PT Pelindo Solusi Logistik (2021-2022)
- Director of Engineering at PT Pelabuhan Indonesia III (Persero) (2021)
- Director of Transformation and Business Development at PT Pelabuhan Indonesia III (Persero) (2020-2021)
- President Director at PT Pelindo Energi Logistik (2018-2020)
- President Director at PT Pelindo Properti Indonesia (2017-2018)

Concurrent Positions
Within the Company
None

Outside the Company
None

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024
Please refer to the discussion on Education and/or Training of the Board of Directors in the Corporate Governance Chapter of this Annual Report.

*) Berhenti menjabat sejak 29 Februari 2024
*) Resigned from office on February 29, 2024

HUBUNGAN AFILIASI ANGGOTA DIREKSI

AFFILIATION OF MEMBERS OF THE BOARD OF DIRECTORS

Tabel Hubungan Afiliasi Direksi
Hubungan Keuangan, Keluarga dan Kepengurusan Direksi
Board of Directors Affiliation Table
Financial, Familial and Managerial Relationship of the Board of Directors

Nama Name	**Jabatan** Position	**Hubungan Keuangan Dengan** Familial Relationship With						**Hubungan Keluarga Dengan** Familial Relationship With						**Hubungan Kepengurusan** Managerial Relationship	
		Dewan Komisaris Board of Commissioners		**Direksi** Board of Directors		**Pemegang Saham Utama dan Pengendali** Major and Controlling Shareholders		**Dewan Komisaris** Board of Commissioners		**Direksi** Board of Directors		**Pemegang Saham Utama dan Pengendali** Major and Controlling Shareholders			
		Ya Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No
Arief Prabowo	Direktur Utama President Director		✓		✓		✓		✓		✓		✓		✓
Edward Danner Pardamean Napitupulu	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commerce		✓		✓		✓		✓		✓		✓		✓
Edward Danner Pardamean Napitupulu	Direktur Operasi dan Teknik Director of Operation and Engineering		✓		✓		✓		✓		✓		✓		✓
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management														
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Resources and General Affairs		✓		✓		✓		✓		✓		✓		✓

PERUBAHAN KOMPOSISI ANGGOTA DIREKSI DAN ALASAN PERUBAHANNYA

Sepanjang tahun 2024 komposisi anggota Direksi PT Pelindo Jasa Maritim mengalami perubahan. Dengan demikian komposisi dan susunan anggota Departemen pada Divisi Sekretariat Perusahaan per 31 Desember 2024 berjumlah 4 (empat) orang yang terdiri dari 1 (satu) Direktur Utama, 1 (satu) orang orang Direktur Operasi dan Teknik merangkap sebagai Plt. Direktur Strategi dan Komersial, 1 (satu) orang Direktur Keuangan dan Manajemen Risiko, 1 (satu) orang Direktur Sumber Daya Manusia dan Umum.

Berikut ini merupakan kronologi perubahan komposisi Direksi yang terjadi di sepanjang tahun 2024:

CHANGES IN THE COMPOSITION OF MEMBERS OF THE BOARD OF DIRECTORS AND REASONS

Throughout 2024, the composition of the Board of Directors of PT Pelindo Jasa Maritim was changed. Accordingly, as of December 31, 2024, the composition and structure of the Department within the Corporate Secretary Division consisted of 4 (four) members, comprising 1 (one) President Director, 1 (one) Director of Operations and Engineering concurrently serving as Act. Director of Strategy and Commerce, 1 (one) Director of Finance and Risk Management, and 1 (one) Director of Human Resources and General Affairs.

The following outlines the chronology of changes in the composition of the Board of Directors that took place throughout 2024:

Jabatan Position	**Periode 1 Januari 2024 – 29 Februari 2024** Period from January 1, 2024 – February 29, 2024	**Periode 1 Maret 2024 – 19 November 2024** Period from March 1, 2024 – November 19, 2024	**Periode 20 November 2024 – 31 Desember 2024** Period from November 20, 2024 – December 31, 2024
Direktur Utama President Director	Prasetyadi		
		Arief Prabowo	Arief Prabowo
Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commerce	Kokok Susanto		
		Yossianis Marciano	
			Edward Danner Pardamean Napitupulu
Direktur Operasi dan Teknik Director of Operation and Engineering	Arief Prabowo		
		Edward Danner Pardamean Napitupulu	Edward Danner Pardamean Napitupulu
Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Choirul Anwar	Choirul Anwar	Choirul Anwar
Direktur Sumber Daya Manusia dan Umum Director of Human Resources and General Affairs	Rachmat Prayogi	Rachmat Prayogi	Rachmat Prayogi

Tabel Komposisi dan Dasar Pengangkatan Direksi per 31 Desember 2024

Table of Composition and Basis of Appointment of the Board of Directors as of December 31, 2024

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan dan Periode Jabatan Jabatan Term of Office and Period
Arief Prabowo	Direktur Utama President Director	Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 dan SK.03/1/3/HKP/DRU/PSD-24 tanggal 01 Maret 2024 tentang Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim. Based on the Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 and SK.03/1/3/HKP/DRU/PSD-24 dated March 1, 2024, concerning the Dismissal, Reassignment, and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim dated March 1, 2024.	1 Maret 2024 s.d Sekarang, Periode Pertama March 1, 2024-Present, First period
Edward Danner Pardamean Napitupulu	• Plt. Direktur Strategi dan Komersial • Direktur Operasi dan Teknik • Act. Director of Strategy and Commerce • Director of Operation and Engineering	• Berdasarkan Surat Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: SK.03/26/11/3/RKTK/UTMA/PLND-24 dan SK.03/26/11/4/HKPD/UTMA/ PSD-24 Tanggal 26 November 2024 tentang Pengukuhan Pemberhentian Anggota Direksi PT Pelindo Jasa Maritm. • Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 dan SK.03/1/3/HKP/DRU/PSD-24 tanggal 01 Maret 2024 tentang Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim. • Based on the Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: SK.03/26/11/3/RKTK/UTMA/PLND-24 and SK.03/26/11/4/HKPD/UTMA/PSD-24 dated November 26, 2024, concerning the Confirmation of the Dismissal of Members of the Board of Directors of PT Pelindo Jasa Maritim dated November 26, 2024. • Based on the Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 and SK.03/1/3/HKP/DRU/PSD-24 dated March 1, 2024, concerning the Dismissal, Reassignment, and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim dated March 1, 2024.	• 26 November 2024 s.d Sekarang • 01 Maret 2024 s.d Sekarang • November 26, 2024-Present • March 1, 2024-Present
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/5/MTAK/UTMA/PLND-21 dan Nomor: 159/HKP/D0003/2021 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim. Based on the Circular Resolution of the Shareholders Outside the GMS of PT Pelindo Jasa Maritim No. KP.03/1/10/5/MTAK/UTMA/PLND-21 and No. 159/HKP/D0003/2021 dated October 1, 2021.	1 Oktober 2021 s.d Sekarang, Periode Pertama October 1, 2021 to Present, First Period
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Resources and General Affairs	Keputusan Sirkuler Para Pemegang Saham Diluar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/24/2/4/RKTK/UTMA/PLND-23 – Nomor: SK.03/24/2/1/HKP/DRU/PSD-23, Tentang Pemberhentian Dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim, Tanggal 24 Februari 2023. Circular Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.03/24/2/4/RKTK/UTMA/PLND-23 – Number: SK.03/24/2/1/HKP/DRU/PSD-23, regarding the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim, dated February 24, 2023.	24 Februari 2023 s.d Sekarang, Periode Pertama February 24, 2023 until Present, First Period

PROFIL DEWAN KOMISARIS
Profile of the Board of Commissioners



Otto Ardianto

Komisaris Utama
President Commissioner

Periode Jabatan: 24 Februari 2023 s.d Sekarang, Periode Pertama
Term of Office: February 24, 2023-Present, First Period

Data Pribadi
Warga negara Indonesia
Usia 50 tahun per 31 Desember 2024
Kelahiran Jakarta, 8 Oktober 1974

Domisili
Jawa Barat

Dasar Hukum Pengangkatan
Diangkat pertama kali sebagai Komisaris Utama berdasarkan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor KP.03/24/2/5/RKTK/UTMA/PLND-23 dan Nomor SK.03/24/2/5/HKP/DRU/PSD-23 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim.

Riwayat Pendidikan
- S2 Rotman School of Management di University of Toronto, Ontario (2006)
- S1 Teknik Industri di Universitas Indonesia, Indonesia (1997)

Sertifikasi yang Dimiliki
Tidak Ada

Riwayat Pekerjaan
- Dewan Komisaris, Kepala Komite GCG, dan Manajemen Risiko PT Pelabuhan Indonesia (Persero) (2020-2021)
- VP Komersial dan Kepala Hubungan Pemerintah PT Samudera Energi (2013-2017)
- Direktur Utama PT Mulia Multi Mandiri dan Direktur Keuangan PT Bintang Sidoraya (2007-2012)

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak ada

Di luar Perusahaan
- Menteri Transportasi Republik Indonesia (Penasihat Menteri Keuangan dan Investasi) (2017-Sekarang)
- Komisaris Utama PT Pelindo Solusi Logistik (2021-Sekarang)

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
50 years old as of December 31, 2024
Born in Jakarta, October 8, 1974

Domicile
West Java

Legal Basis of Appointment
Appointed for the first time as President Commissioner based on the Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number KP.03/24/2/5/RKTK/UTMA/PLND-23 and Number SK.03/24/2/5/HKP/DRU/PSD-23 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.

Educational Background
- M.B.A. Rotman School of Management from University of Toronto, Ontario (2006)
- Bachelor of Science in Industrial Engineering from University of Indonesia (1997)

Certifications
None

Work Experience
- Board of Commissioners, Head of GCG and Risk Management Committee at PT Pelabuhan Indonesia (Persero) (2020-2021)
- Commercial VP and Head of Government Relation at PT Samudera Energi (2013-2017)
- President Director at PT Mulia Multi Mandiri and Director of Finance at PT Bintang Sidoraya (2007-2012)

Concurrent Positions
Within the Company
None

Outside the Company
- Minister of Transportation of the Republic of Indonesia (Advisor to the Minister of Finance and Investment) (2017-Present)
- President Commissioner of PT Pelindo Solusi Logistik (2021-Present)

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024
Please refer to the discussion on Education and/or Training of the Board of Commissioners in the Corporate Governance Chapter of this Annual Report.



Achmad Idrus

Komisaris
Commissioner

Periode Jabatan: 1 Oktober 2021 s.d Sekarang, Periode Pertama
Term of Office: October 1, 2021-Present, First Period

Data Pribadi
Warga negara Indonesia
Usia 61 tahun per 31 Desember 2024
Kelahiran Ngofakiaha, 2 Maret 1963

Domisili
DKI Jakarta

Dasar Hukum Pengangkatan
Diangkat pertama kali sebagai Komisaris berdasarkan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/6/MTAK/UTMA/PLND-21 dan Nomor 158/HKP/D0003/2021 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim.

Riwayat Pendidikan
- S3 Ilmu Manajemen, Universitas Brawijaya, Malang (2014)
- S2 Manajemen, Universitas Hasanuddin, Makassar (2002)
- S1 Manajemen, STIE Yapis Jayapura (1992)

Sertifikasi yang Dimiliki
Tidak Ada

Riwayat Pekerjaan
- Kepala Inspektorat di Inspektorat Kota Jayapura (2013-2020)
- Kepala Badan Pengelola Keuangan di Badan Pengelola Keuangan Daerah Kota Jayapura (2007-2013)
- Kepala Bagian Keuangan Setda Kota Jayapura (2002-2007)
- Kasubag Anggaran Bagian Keuangan Setda Kota Jayapura (2001-2002)
- Kasubag Perbendaharaan Bagian Keuangan Setda Kota Jayapura (1993-2001)
- Bendahara Khusus Penerimaan Dinas Pendapatan Daerah Kabupaten Jayapura (1987-1993)

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak ada

Di luar Perusahaan
Deputi Bidang Pelayanan Penanaman Modal BKPM di Badan Koordinasi Penanaman Modal RI (2020-saat ini)

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
61 years old as of December 31, 2024
Born in Ngofakiaha, March 2, 1963

Domicile
DKI Jakarta

Legal Basis of Appointment
Appointed for the first time as Commissioner based on the Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number KP.03/1/10/6/MTAK/UTMA/PLND-21 and Number 158/HKP/D0003/2021 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.

Educational Background
- Doctorate Degree in Management Science from Brawijaya University, Malang (2014)
- Master's Degree in Management, Hasanuddin University, Makassar (2002)
- Bachelor's Degree in Management from Yapis School of Economics, Jayapura (1992)

Certifications
None

Work Experience
- Head of Inspectorate at Jayapura City Inspectorate (2013-2020)
- Head of Financial Management Agency at Regional Financial Management Agency of Jayapura City (2007-2013)
- Head of Finance Division at Regional Secretariat of Jayapura City (2002-2007)
- Deputy Head of Budget Subdivision, Finance Division at Regional Secretariat of Jayapura City (2001-2002)
- Deputy Head of Treasury Subdivision, Finance Division at Regional Secretariat of Jayapura City (1993-2001)
- Special Revenue Treasurer at Regional Revenue Office of Jayapura Regency (1987-1993)

Concurrent Positions
Within the Company
None

Outside the Company
Deputy for Investment Services, Investment Coordinating Board of the Republic of Indonesia (BKPM) (2020–Present)

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024
Please refer to the discussion on Education and/or Training of the Board of Commissioners in the Corporate Governance Chapter of this Annual Report.



Eris Herryanto

Komisaris Independen
Independent Commissioner

Periode Jabatan: 1 Oktober 2021 s.d Sekarang, Periode Pertama
Term of Office: October 1, 2021-Present, First Period

Data Pribadi
Warga negara Indonesia
Usia 69 tahun per 31 Desember 2024
Kelahiran Bogor, 5 Januari 1955

Domisili
DKI Jakarta

Dasar Hukum Pengangkatan
Diangkat pertama kali sebagai Komisaris berdasarkan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/6/MTAK/UTMA/PLND-21 dan Nomor 158/HKP/D0003/2021 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim

Riwayat Pendidikan
- S2, Major of Strategic Studies di Deakin University, Australia (2004)
- S1, Sosial Politik di Universitas Terbuka (1994)

Sertifikasi yang Dimiliki
Markplus Institute "Marketing Battle Plan to Win The Market Competition" (2022)

Riwayat Pekerjaan
- Sekretaris Jenderal Indonesia Asian Games Organising Committee (NASGOC) (2017-2018)
- Komisaris PT LEN (2010-2015) / Commissioner, PT LEN (2010–2015)
- Dewan Pengawas Federasi Aero Sport Indonesia (2010-2014)
- Sekretaris Jenderal Kementerian Pertahanan RI (2010-2013)
- Wakil Ketua Kwartir Nasional Gerakan Pramuka (2008-2012)
- Wakil Pimpinan Saka Dirgantara Gerakan Pramuka (2006-2008)
- Kepala Staf koopsau II, Makassar (2005-2006)
- Wakil Komandan Kodikau (2004-2005)

Pernyataan Independensi
Belum menjabat lebih dari dua periode sebagai Komisaris Independen.

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak ada

Di luar Perusahaan
- Sekretaris Tim Penanganan COVID-19 Kementerian BUMN (2020-saat ini)
- Wakil Ketua Tim Pelaksana Komite Kebijakan Industri Pertahanan (KKIP) (2013-saat ini)

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
69 years old as of December 31, 2024
Born in Bogor, January 5, 1955

Domicile
DKI Jakarta

Legal Basis of Appointment
Appointed for the first time as Commissioner based on the Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number KP.03/1/10/6/MTAK/UTMA/PLND-21 and Number 158/HKP/D0003/2021 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.

Educational Background
- Master's Degree in Strategic Studies from Deakin University, Australia (2004)
- Bachelor's Degree in Social and Political Sciences from the Open University (1994)

Certifications
Markplus Institute "Marketing Battle Plan to Win The Market Competition" (2022)

Work Experience
- Secretary General of Indonesia Asian Games Organizing Committee (NASGOC) (2017-2018)
- Commissioner at PT LEN (2010-2015)
- Supervisory Board Member of Aero Sport Federation of Indonesia (2010-2014)
- Secretary General of Ministry of Defense of the Republic of Indonesia (2010-2013)
- Deputy Chair of National Scout Movement Headquarters (2008-2012)
- Deputy Leader of Saka Dirgantara Scout Movement (2006-2008)
- Chief of Staff of Koopsau II, Makassar (2005-2006)
- Deputy Commander of Kodikau (2004-2005)

Independence Statement
Has not served for more than two terms as an Independent Commissioner.

Concurrent Positions
Within the Company
None

Outside the Company
- Secretary of COVID-19 Task Force for Ministry of State-Owned Enterprises (2020-Present)
- Deputy Chair of Implementation Team for Defense Industry Policy Committee (KKIP) (2013-Present)

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024
Please refer to the discussion on Education and/or Training of the Board of Commissioners in the Corporate Governance Chapter of this Annual Report.



Neil Iskandar Daulay

Komisaris
Commissioner

Periode Jabatan: 1 Oktober 2021 s.d Sekarang, Periode Pertama
Term of Office: October 1, 2021-Present, First Period

Data Pribadi
Warga negara Indonesia
Usia 55 tahun per 31 Desember 2024
Kelahiran Medan, 27 Juli 1969

Domisili
DKI Jakarta

Dasar Hukum Pengangkatan
Diangkat pertama kali sebagai Komisaris berdasarkan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/6/MTAK/UTMA/PLND-21 dan Nomor 158/HKP/D0003/2021 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim.

Riwayat Pendidikan
Sarjana Teknik Arsitektur di ITB (Institut Teknologi Bandung) (1995)

Sertifikasi yang Dimiliki
Tidak Ada

Riwayat Pekerjaan
- Komisaris di PT Guna Nata Graha (2015-2016)
- Komisi 1 Anggota DPR RI (2009-2014)
- Direktur di PT Madrigal Nusantara (2004-2009)
- Direktur Utama di PT Metrium Festival (2000-2004)

- Direktur di PT Mitra Kencana Langgeng (1998-2000)
- Owner's Representative, Government Relation di PT Bakrie Swasakti Utama (1996-1998)
- Assistant Development Manager di PT Catur Swasakti Utama (1995-1996)
- Marketing Consultant di PT Rasuna Caturtama Corp. (1995)

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak ada

Di luar Perusahaan
Staf Khusus Menteri Sosial RI (2018-saat ini)

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
55 years old as of December 31, 2024
Born in Medan, July 27, 1969

Domicile
DKI Jakarta

Legal Basis of Appointment
Appointed for the first time as Commissioner based on the Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.03/1/10/6/MTAK/UTMA/PLND-21 and Number 158/HKP/D0003/2021 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.

Educational Background
Bachelor's Degree in Architectural Engineering from Bandung Institute of Technology (ITB) (1995)

Certifications
None

Work Experience
- Commissioner at PT Guna Nata Graha (2015-2016)
- Member of Commission 1 of House of Representatives of the Republic of Indonesia (DPR RI) (2009-2014)
- Director at PT Madrigal Nusantara (2004-2009) • President Director at PT Metrium Festival (2000-2004)
- Director at PT Mitra Kencana Langgeng (1998-2000)
- Owner's Representative of Government Relation at PT Bakrie Swasakti Utama (1996- 1998)
- Assistant Development Manager at PT Catur Swasakti Utama (1995-1996)
- Marketing Consultant at PT Rasuna Caturtama Corp. (1995)

Concurrent Positions
Within the Company
None

Outside the Company
Special Staff to the Minister of Social Affairs of the Republic of Indonesia (2018-Present)

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024
Please refer to the discussion on Education and/or Training of the Board of Commissioners in the Corporate Governance Chapter of this Annual Report.



Muhammad Imam Aziz

Komisaris
Commissioner

Periode Jabatan: 20 Oktober 2022 s.d Sekarang, Periode Pertama
Term of Office: October 20, 2022-Present, First Period

Data Pribadi
Warga negara Indonesia
Usia 62 tahun per 31 Desember 2024
Kelahiran Pati, 29 Mei 1962

Domisili
Sleman, D.I Yogyakarta

Dasar Hukum Pengangkatan
Diangkat pertama kali sebagai Komisaris berdasarkan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim No. KP.03/20/10/1/ RKTK/UTMA/PLND-22 dan No. 444/HKP/D0003/2022 tentang Pemberhentian dan Pengangkatan Komisaris PT Pelindo Jasa Maritim tanggal 20 Oktober 2022.

Riwayat Pendidikan
S1 Seni, Institut Agama Islam Sunan Kalijaga Yogyakarta (1983)

Sertifikasi yang Dimiliki
Markplus Institute "Marketing Battle Plan to Win The Market Competition" (2022)

Riwayat Pekerjaan
- Anggota Tim Perumus Strategi Kebudayaan Indonesia di Kementerian Pendidikan dan Kebudayaan Nasional (2018)
- Dosen Tidak Tetap di Staimafa Pati (2007-2010)
- Direktur Masyarakat Santri Untuk Advokasi Masyarakat Indonesia (2000-2005)
- Dosen Tidak Tetap di IAIN Sunan Kalijaga Yogyakarta (2001-2004)
- Direktur Lembaga Kajian Islam dan Sosial DIY (1997-2002)
- Wakil Sekretaris WAKIL Sekertaris Pengurus Wilayah NU DIY (1986-1996)
- Ketua Pengurus Cabang PMII Yogyakarta (1986)

Informasi Rangkap Jabatan
Di dalam Perusahaan
Tidak ada

Di luar Perusahaan
- Staf Khusus Wakil Presiden (2019-saat ini)
- Pembina dan Pengasuh Pesantren Bumi Cendekia (2018-saat ini)
- Dewan Penasehat Civil Society Against Violent Extremist (2015-saat ini)
- Ketua di PBNU JAKARTA, Bidang Pesantren, Pengembangan SDM dan Kebudayaan (2010-saat ini)
- Anggota di Council of Dignity Justice and Reconciliation (2010-saat ini)

Kepemilikan Saham di SPJM
Beliau tidak memiliki saham di PT Pelindo Jasa Maritim.

Pendidikan dan/atau Pelatihan untuk Meningkatkan Kompetensi Tahun 2024
Dapat dilihat pada pembahasan Pendidikan dan/atau Pelatihan Dewan Komisaris, Bab Tata Kelola Perusahaan, Laporan Tahunan ini.

Personal Data
Indonesian
62 years old as of December 31, 2024
Born in Pati, May 29, 1962

Domicile
Sleman, D.I Yogyakarta

Legal Basis of Appointment
Appointed for the first time as Commissioner based on the Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim No. KP.03/20/10/1/RKTK/UTMA/PLND-22 and No. 444/HKP/D0003/2022 concerning the Dismissal and Appointment of Commissioners of PT Pelindo Jasa Maritim dated October 20, 2022.

Educational Background
Bachelor's Degree in Arts from Sunan Kalijaga State Islamic University, Yogyakarta (1983)

Certifications
Markplus Institute "Marketing Battle Plan to Win The Market Competition" (2022)

Work Experience
- Member of Indonesian Cultural Strategy Formulation Team at Ministry of Education and National Culture (2018)
- Adjunct Lecturer at Staimafa Pati (2007-2010)
- Director, Santri Community for Indonesian Society Advocacy (2000-2005)
- Adjunct Lecturer at IAIN Sunan Kalijaga Yogyakarta (2001-2004)
- Director at Islamic and Social Studies Institute, Yogyakarta (1997-2002)
- Deputy Secretary of Regional Board at NU Yogyakarta (1986-1996)
- Chairperson of PMII Yogyakarta Branch (1986)

Concurrent Positions
Within the Company
None

Outside the Company
- Special Staff to the Vice President (2019-Present)
- Supervisor and Caretaker of Pesantren Bumi Cendekia (2018-Present)
- Advisory Board Member of Civil Society Against Violent Extremism (2015-Present)
- Chairperson of PBNU Jakarta, Pesantren Division at Human Resource Development and Culture (2010-Present)
- Member of Council of Dignity, Justice, and Reconciliation (2010-Present)

Share Ownership in SPJM
He does not own any share in PT Pelindo Jasa Maritim.

Education and/or Training for Competency Development in 2024
Please refer to the discussion on Education and/or Training of the Board of Commissioners in the Corporate Governance Chapter of this Annual Report.

HUBUNGAN AFILIASI ANGGOTA DEWAN KOMISARIS

AFFILIATION OF MEMBERS OF THE BOARD OF COMMISSIONERS

Tabel Hubungan Afiliasi Dewan Komisaris
Hubungan Keuangan, Keluarga dan Kepengurusan Dewan Komisaris
Board of Commissioners Affiliation Table
Financial, Familial and Managerial Relationship of the Board of Commissioners

Nama Name	**Jabatan** Position	**Hubungan Keuangan Dengan** Financial Relationship With						**Hubungan Keluarga Dengan** Financial Relationship With						**Hubungan Kepengurusan** Managerial Relationship	
		Dewan Komisaris Board of Commissioners		**Direksi** Board of Directors		**Pemegang Saham Utama dan Pengendali** Major and Controlling Shareholders		**Dewan Komisaris** Board of Commissioners		**Direksi** Board of Directors		**Pemegang Saham Utama dan Pengendali** Major and Controlling Shareholders			
		Ya Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No	**Ya** Yes	**Tidak** No
Otto Ardianto	Komisaris Utama President Commissioner		✓		✓		✓		✓		✓		✓		✓
Achmad Idrus	Komisaris Commissioner		✓		✓		✓		✓		✓		✓		✓
Eris Herryanto	Komisaris Independen Independent Commissioner		✓		✓		✓		✓		✓		✓		✓
Neil Iskandar Daulay	Komisaris Commissioner														
Muhammad Imam Aziz	Komisaris Commissioner		✓		✓		✓		✓		✓		✓		✓

PERUBAHAN KOMPOSISI ANGGOTA DEWAN KOMISARIS DAN ALASAN PERUBAHANNYA

Sepanjang Tahun 2024 komposisi anggota Dewan Komisaris PT Pelindo Jasa Maritim tidak mengalami perubahan. Dengan demikian komposisi dan sususan anggota Dewan Komisaris Perusahaan per 31 Desember 2024 berjumlah 5 (lima) orang yang terdiri dari 1 (satu) Komisaris Utama, 1 (satu) Komisaris Independen dan 3 (tiga) Komisaris.

CHANGES IN THE COMPOSITION OF MEMBERS OF THE BOARD OF COMMISSIONERS AND REASONS

Throughout 2024, the composition of the Board of Commissioners of PT Pelindo Jasa Maritim did not experience any changes. Accordingly, as of December 31, 2024, the composition and structure of members of the Company's Board of Commissioners as of December 31, 2024, consisted of 5 (five) members, comprising 1 (one) President Commissioner, 1 (one) Independent Commissioner and 3 (three) Commissioners.

Tabel Komposisi dan Dasar Pengangkatan Dewan Komisaris per 31 Desember 2024
Table of Composition and Basis of Appointment of the Board of Commissioners as of December 31, 2024

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan dan Periode Jabatan** Term of Office and Period
Otto Ardianto	Komisaris Utama President Commissioner	Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: Nomor: KP.03/24/2/5/RKTK/UTMAPLND-23 dan SK.03/24/2/5/HKP/DRU/PSD-23 tanggal 24 Februari 2023 tentang Pemberhentian dan Pengangkatan Dewan Komisaris. Based on the Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number KP.03/24/2/5/RKTK/UTMA/PLND-23 and Number SK.03/24/2/5/HKP/DRU/PSD-23 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.	24 Februari 2023 s.d Sekarang, Periode Pertama February 24, 2023 present, First Period
Achmad Idrus	Komisaris Commissioner	Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/6/MTAK/UTMA/ PLND-21 dan 158/HKP/D0003/2021 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim. Based on the Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number KP.03/1/10/6/MTAK/UTMA/PLND-21 and Number 158/HKP/D0003/2021 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.	1 Oktober 2021 s.d Sekarang, Periode Pertama October 1, 2021 to present, First Period
Eris Herryanto	Komisaris Independen Independent Commissioner	Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/6/MTAK/UTMA/ PLND-21 dan 158/HKP/D0003/2021 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim. Based on the Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number KP.03/1/10/6/MTAK/UTMA/PLND-21 and Number 158/HKP/D0003/2021 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.	1 Oktober 2021 s.d Sekarang, Periode Pertama October 1, 2021 to Present, First Period
Neil Iskandar Daulay	Komisaris Commissioner	Berdasarkan Surat Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/6/MTAK/UTMA/ PLND-21 dan 158/HKP/D0003/2021 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim. Based on the Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.03/1/10/6/MTAK/UTMA/PLND-21 and Number 158/HKP/D0003/2021 concerning the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.	1 Oktober 2021 s.d Sekarang, Periode Pertama October 1, 2021 to Present, First Period
Muhammad Imam Aziz	Komisaris Commissioner	Berdasarkan Keputusan Sirkuler Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/20/10/1/RKTK/UTMA/ PLND-22 dan 444/HKP/D0003/2022 tanggal 20 Oktober 2022 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim. Based on the Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim No. KP.03/20/10/1/RKTK/UTMA/PLND-22 and No. 444/HKP/D0003/2022 concerning the Dismissal and Appointment of Commissioners of PT Pelindo Jasa Maritim dated October 20, 2022.	20 Oktober 2022 s.d Sekarang, Periode Pertama October 20, 2022 to Present, First Period

PERUBAHAN KOMPOSISI DIREKSI DAN DEWAN KOMISARIS SETELAH TAHUN BUKU BERAKHIR

Tidak terdapat perubahan anggota manajemen setelah tahun buku yang berakhir pada 31 Desember 2024,sampai dengan batas waktu penyampaian Laporan Tahunan.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS AFTER THE END OF FISCAL YEAR

There were no changes to members of the management after the fiscal year ended on December 31, 2024, until the deadline of this Annual Report.

PROFIL PEJABAT EKSEKUTIF
Profile of Executive Officers

DIREKTORAT UTAMA / MAIN DIRECTORATE

Jubliadi Patangke

Senior Vice President Satuan Pengawasan Internal
Senior Vice President of Internal Audit Unit

7 September 2022
September 7, 2022

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	49 tahun per 31 Desember 2024	49 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan - Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Mei 1998	May 1, 1998
Riwayat Pendidikan Educational Background	:	• S2 Manajemen Pemasaran, Universitas Hasanuddin (2011) • S1 Teknik Mesin, UNHAS (1999)	• Master's Degree in Marketing Management from Hasanuddin University (2011) • Bachelor's Degree in Engineering from UNHAS (1999)
Pengalaman Kerja Professional Experience	:	• SVP Satuan Pengawasan Internal (SPI) Subholding Pelindo Jasa Maritim (2022-Sekarang); • Division Head Kapal Subholding Pelindo Jasa Maritim (2021-2022); • Direktur Utama PT Equiport Inti Indonesia Anak Perusahaan (2020-2021); • Pelaksana Harian Direktur Utama PT Equiport Inti Indonesia Anak Perusahaan (2018-2019).	• Senior Vice President of Internal Audit Unit (SPI) of Pelindo Jasa Maritim Subholding (2022-Present); • Division Head of Vessels of Pelindo Jasa Maritim Subholding (2021-2022); • President Director of PT Equiport Inti Indonesia Subsidiary (2020-2021); • Acting President Director of PT Equiport Inti Indonesia Subsidiary (2018-2019).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Satuan Pengawasan Internal berdasarkan Surat Keputusan Direksi No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 07 September 2022.	Appointed as Senior Vice President of Internal Audit based on Board of Directors Decree No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 7, 2022.

Tubagus Patrick Tribudi Utama Iskandar

Senior Vice President Sekretaris Perusahaan
Senior Vice President of Corporate Secretary

01 September 2023
September 1, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	44 tahun per 31 Desember 2024	44 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan - Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Agustus 2008	August 1, 2008
Riwayat Pendidikan Educational Background	:	• S1 Ekonomi, Universitas Hasanuddin (2006)	• Bachelor's Degree in Economics from Hasanuddin University (2006)
Pengalaman Kerja Professional Experience	:	• Senior Vice President Sekretaris Perusahaan PT Pelindo Jasa Maritim (2023 s.d Sekarang); • Senior Vice President Perencanaan Strategis PT Pelindo Jasa Maritim (2021-2022); • Senior Manager Komersial dan Hubungan Pelanggan PT Pelindo IV (Persero) (2021); • Senior Vice President Marketing and Tarrif PT Pelindo IV (Persero) (2019-2021); • Senior Vice President Subsidiary and Business Development PT Pelindo IV (Persero) (2019); • Vice President Subsidiary and Business Development PT Pelindo IV (Persero) (2019).	• Senior Vice President of Corporate Secretary at PT Pelindo Jasa Maritim (2023-Present); • Senior Vice President of Strategic Planning at PT Pelindo Jasa Maritim (2021-2022); • Senior Manager of Commercial and Customer Relations at PT Pelindo IV (Persero) (2021); • Senior Vice President of Marketing and Tariff at PT Pelindo IV (Persero) (2019-2021); • Senior Vice President of Subsidiary and Business Development at PT Pelindo IV (Persero) (2019); • Vice President of Subsidiary and Business Development at PT Pelindo IV (Persero) (2019).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice Presdient Satuan Pengawasan Internal berdasarkan Surat Keputusan Direksi No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 01 September 2023	Appointed as Senior Vice President of the Internal Audit Unit based on the Decree of the Board of Directors No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 1, 2023.



Adi Priyatmono

Senior Vice President Transformation Management Office
Senior Vice President of Transformation Management Office

01 September 2023
September 1, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	42 tahun per 31 Desember 2024	42 years old as of December 31, 2024
Domisili Domicile	:	Bogor, Jawa Barat - Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Januari 2015	January 1, 2015
Riwayat Pendidikan Educational Background	:	• S1, Institut Teknologi Surabaya (2007)	• Bachelor's Degree from Surabaya Institute of Technology (2007)
Pengalaman Kerja Professional Experience	:	• Senior Vice President Transformation Management Office, Subholding Pelindo Jasa Maritim (2022)	• Senior Vice President of Transformation Management Office at Subholding Pelindo Jasa Maritim (2022)
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Transformation Management Office berdasarkan Surat Keputusan Direksi No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 01 September 2023	Appointed as Senior Vice President of Transformation Management Office based on the Decree of the Board of Directors No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 1, 2023.

DIREKTORAT STRATEGI DAN KOMERSIAL

STRATEGIC AND COMMERCE DIRECTORATE

Teddy Indra Yudhana

Senior Vice President Perencanaan Strategis dan Pengendalian Performa
Senior Vice President of Strategic Planning and Performance Control

01 September 2023
September 1, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	44 tahun per 31 Desember 2024	44 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan - Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Desember 2005	December 1, 2005
Riwayat Pendidikan Educational Background	:	• S2 Magister Management Institut Teknologi Bisnis Nobel Makassar • S1 Fakultas Ekonomi Jurusan Management Universitas Hasanuddin (2005)	• Master's Degree in Management from Nobel Institute of Business Technology, Makassar • Bachelor's Degree in Economics Management from Hasanuddin University (2005)
Pengalaman Kerja Professional Experience	:	• Senior Vice President Perencanaan Strategis dan Pengendalian Performa PT Pelindo Jasa Maritim (2023 s.d Sekarang); • General Manager Regional 4 – Gorontalo (2018 – 2023); • VP Komersial PT Pelindo IV (Persero) (2018).	• Senior Vice President of Strategic Planning and Performance Control at PT Pelindo Jasa Maritim (2023 s.d Present); • General Manager Regional 4 – Gorontalo (2018-2023); • VP Commercial at PT Pelindo IV (Persero) (2018).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice Presdient Satuan Pengawasan Internal berdasarkan Surat Keputusan Direksi No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 01 September 2023	Appointed as Senior Vice President of the Internal Audit Unit based on the Decree of the Board of Directors No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 1, 2023.

Bambang Ponco Handoko

Senior Vice President Pembinaan Anak Perusahaan
Senior Vice President of Subsidiary Development

01 September 2023
September 1, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	48 tahun per 31 Desember 2024	48 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan - Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Maret 2001	March 1, 2001
Riwayat Pendidikan Educational Background	:	• S2 Manajemen, Universitas Hasanuddin (2014) • S1, Universitas Hasanuddin (1998)	• Master's Degree in Management from Hasanuddin University (2014) • Bachelor's Degree from Hasanuddin University (1998)
Pengalaman Kerja Professional Experience	:	• Senior Vice President Pembinaan Anak Perusahaan (2023 s.d Sekarang); • Senior Manager Perencanaan Perusahaan dan Pengembangan Bisnis, Kantor Pusat (2021); • Senior Vice President of Subsidiary and Business Development, Kantor Pusat (2019); • Senior Manager Pemasaran dan Pentarifan, Kantor Pusat (2019); • Vice President of Commercial and Tariff,Kantor Pusat (2018); • Deputy Vice President of Performance Management and Business Portofolio, Kantor Pusat (2017).	• Senior Vice President of Subsidiary Development (2023-Present); • Senior Manager of Corporate Planning and Business Development at Head Office (2021); • Senior Vice President of Subsidiary and Business Development at Head Office (2019); • Senior Manager of Marketing and Tariff at Head Office (2019); • Vice President of Commercial and Tariff at Head Office (2018); • Deputy Vice President of Performance Management and Business Portfolio at Head Office (2017).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Pembinaan Anak Perusahaan berdasarkan Surat Keputusan Direksi No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 01 September 2023	Appointed as Senior Vice President of Subsidiary Development based on the Decree of the Board of Directors No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 1, 2023.

Septian Ardhi Pratama

Senior Vice President Komersial dan Hubungan Pelanggan
Senior Vice President of Commerce and Customer Relations

01 Juli 2023
July 1, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	37 tahun per 31 Desember 2024	37 years old as of December 31, 2024
Domisili Domicile	:	Surabaya - Indonesia	
Bergabung di Perusahaan Joined the Company	:	Juli 2024	July 2024
Riwayat Pendidikan Educational Background	:	• S-1 Akuntansi, Universitas Airlangga	• Bachelor's Degree in Accounting from Airlangga University)
Pengalaman Kerja Professional Experience	:	• Senior Vice President Komersial dan Hubungan Pelanggan PT Pelindo Jasa Maritim (Juli 2024 s.d Sekarang); • Vice President Corporate Planning, PT Berlian Jasa Terminal Indonesia, Surabaya (2018 s.d 2024); • Head Of Corporate Governance, PT Berlian Jasa Terminal Indonesia, Surabaya (2016 s.d 2018); • Head Of Finance , HRD & Komersial, PT Berlian Manyar Sejahtera, Gresik (JIIPE) (2014 s.d 2016); • Manajer Akuntansi, PT Berlian Jasa Terminal Indonesia, Surabaya (2012 s.d 2014).	• Senior Vice President of Commerce and Customer Relations at PT Pelindo Jasa Maritim (July 2024-Present); • Vice President of Corporate Planning at PT Berlian Jasa Terminal Indonesia, Surabaya (2018-2024); • Head of Corporate Governance at PT Berlian Jasa Terminal Indonesia, Surabaya (2016-2018); • Head of Finance, HRD & Commerce at PT Berlian Manyar Sejahtera, Gresik (JIIPE) (2014-2016); • Accounting Manager at PT Berlian Jasa Terminal Indonesia, Surabaya (2012-2014).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Komersial dan Hubungan Pelanggan berdasarkan Surat Keputusan Direksi No. KP.10.02/25/6/3/BRHG/BRDU/BJTI-24 Tanggal 01 Juli 2024	Appointed as Senior Vice President of Commerce and Customer Relations based on the Decree of the Board of Directors No. KP.10.02/25/6/3/BRHG/BRDU/BJTI-24 dated July 1, 2024.



Dody Feriyanto

Senior Vice President Teknologi Informasi
Senior Vice President of Information Technology

08 September 2023
September 8, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	41 tahun per 31 Desember 2024	41 years old as of December 31, 2024
Domisili Domicile	:	Surabaya, Jawa Timur - Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Desember 2015	December 1, 2015
Riwayat Pendidikan Educational Background	:	• Sarjana Komunikasi	• Bachelor's Degree in Communication
Pengalaman Kerja Professional Experience	:	• Senior Vice President Teknologi Informasi PT Pelindo Jasa Maritim (2023 s.d Sekarang); • Senior Manager Teknologi Inforrmasi Pelindo Regional 3 (2023); • Department Head Teknologi Informasi Pelindo Regional 3 (2022); • Deputi Manajer Teknologi Informasi Pelindo 3 Regional Jawa Timur (2020); • Deputy Mgr. Teknologi Informasi Pelindo 3 Regional Jawa Tengah (2018); • Manajer Teknologi Informasi Pelindo 3 TPK Semarang (2018); • Department Head Teknologi Informasi PT Terminal Teluk Lamong (2014).	• Senior Vice President of Information Technology at PT Pelindo Jasa Maritim (2023-Present); • Senior Manager of Information Technology at Pelindo Regional 3 (2023); • Department Head of Information Technology at Pelindo Regional 3 (2022); • Deputy Manager of Information Technology at Pelindo 3 East Java Regional (2020); • Deputy Manager of Information Technology at Pelindo 3 Central Java Regional (2018); • Information Technology Manager at Pelindo 3 TPK Semarang (2018); • Department Head of Information Technology at PT Terminal Teluk Lamong (2014).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Teknologi Informasi berdasarkan Surat Keputusan Direksi No. KP.10.02/8/9/1/RKTK/SDMA/PLND-23 tanggal 08 September 2023	Appointed as Senior Vice President of Information Technology based on the Decree of the Board of Directors No. KP.10.02/8/9/1/RKTK/SDMA/PLND-23 dated September 8, 2023

DIREKTORAT OPERASI DAN TEKNIK

OPERATIONS AND ENGINEERING DIRECTORATE

Akhmad Yamani

Senior Vice President Kapal dan Pengelolaan Alur
Senior Vice President of Shiping and Channel Management

22 Oktober 2024
October 22, 2024

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	42 tahun per 31 Desember 2024	42 years old as of December 31, 2024
Domisili Domicile	:	Depok, Jawa Barat	
Bergabung di Perusahaan Joined the Company	:	April 2024 di PT Pelindo Jasa Maritim	April 2024 at PT Pelindo Jasa Maritim
Riwayat Pendidikan Educational Background	:	• S2 Magister Manajemen Universitas Sumatera Utara	• Master's Degree in Management from North Sumatera University
Pengalaman Kerja Professional Experience	:	• PT Pelindo Jasa Maritim (2024 s.d sekarang) • PT Prima Multi Peralatan (2021 s.d 2024) • PT Pelindo 1 (Persero) (2016 s.d 2021) • PT PANN (Persero) (2005 s.d 2015)	• PT Pelindo Jasa Maritim (2024-Present) • PT Prima Multi Peralatan (2021 s.d 2024) • PT Pelindo 1 (Persero) (2016 s.d 2021) • PT PANN (Persero) (2005 s.d 2015)
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Kapal dan Pengelolaan Alur berdasarkan Surat Keputusan Direksi No. KP.10.02/22/10/1/RKTK/SDMA/PLND-24 tanggal 22 Oktober 2024	Appointed as Senior Vice President of Shipping and Channel Management based on the Decree of the Board of Directors No. KP.10.02/22/10/1/RKTK/SDMA/PLND-24 dated October 22, 2024.

Santoso

Senior Vice President Operasi Kapal
Senior Vice President of Ship Operation

01 April 2024
April 1, 2024

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	.... tahun per 31 Desember 2024	.... years old as of December 31, 2024
Domisili Domicile	:	Surabaya, Jawa Timur - Indonesia	
Bergabung di Perusahaan Joined the Company	:	....	....
Riwayat Pendidikan Educational Background	:	•	• ....
Pengalaman Kerja Professional Experience	:	• Senior Vice President K3L dan Sistem Manajemen Mutu (2023 s.d Sekarang) • Senior Vice President Operasi Kapal (2022 s.d 2023) • Senior Vice President Satuan Pengawasan Internal SPJM (2022); • General Manager SBU Pelayanan Petikemas (2020-2021); • Senior Vice President of Other Services and Property (2018); • Senior Staff Kantor Pusat (2018); • General Manager Pantoloan (2017).	• Senior Vice President of HSE and Quality Management System (2023-Present) • Senior Vice President of Ship Operations (2022-2023) • Senior Vice President of Internal Audit Unit at SPJM (2022); • General Manager of Container Terminal SBU (2020-2021); • Senior Vice President of Other Services and Property (2018); • Senior Staff at Head Office (2018); • General Manager of Pantoloan (2017).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Operasi Kapal berdasarkan Surat Keputusan Direksi No. KP.10.02/2/4/4/RKTK/SDMA/PLND-24 tanggal 01 April 2024	Appointed as Senior Vice President of Ship Operations based on the Decree of the Board of Directors No. KP.10.02/2/4/4/RKTK/SDMA/PLND-24 dated April 1, 2024

Moh. Subiyan

Senior Vice President K3L dan Sistem Manajemen Mutu
Senior Vice President of OHSE and Quality Management System

02 April 2024
April 2, 2024

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	51 tahun per 31 Desember 2024	51 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan, Indonesia	
Bergabung di Perusahaan Joined the Company	:	April 2024 di PT Pelindo Jasa Maritim	April 2024 at PT Pelindo Jasa Maritim
Riwayat Pendidikan Educational Background	:	• S1 Manajemen, Sekolah Tinggi Ilmu Ekonomi Petra Bitung (2005); • D3, Sekolah Tinggi Manajemen Transpor (1997)	• Bachelor's Degree in Management from Petra Bitung College of Economics (2005); • Diploma in Transportation Management from College of Transportation Management (1997).
Pengalaman Kerja Professional Experience	:	• Senior Vice President K3L dan Sistem Manajemen Mutu (2024 s.d Sekarang) • Senior Vice President Operasi Kapal (2022 s.d 2024) • Senior Vice President Satuan Pengawasan Internal SPJM (2022); • General Manager SBU Pelayanan Petikemas (2020-2021); • Senior Vice President of Other Services and Property (2018); • Senior Staff Kantor Pusat (2018); • General Manager Pantoloan (2017).	• Senior Vice President of HSE and Quality Management Systems (2024-Present) • Senior Vice President of Ship Operations (2022-2024) • Senior Vice President of Internal Audit Unit at SPJM (2022); • General Manager of Container Services SBU (2020-2021); • Senior Vice President of Other Services and Property (2018); • Senior Staff at Head Office (2018); • General Manager of Pantoloan (2017).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President K3L dan Sistem Manajemen Mutu berdasarkan Surat Keputusan Direksi KP.10.02/2/4/4/RKTK/SDMA/PLND-24 tanggal 02 April 2024	Appointed as Senior Vice President of HSE and Quality Management Systems based on the Decree of the Board of Directors No. KP.10.02/2/4/4/RKTK/SDMA/PLND-24 dated April 2, 2024.



Andar Irwansyah

Senior Vice President Peralatan dan Port Utility
Senior Vice President of Equipment and Port Utility

Menjabat sejak 01 September 2023
Serving since September 1, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	45 tahun per 31 Desember 2024	45 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan, Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Desember 2005	December 1, 2015
Riwayat Pendidikan Educational Background	:	• S2 Teknik Mesin, University of Liverpool (2016); • S2 Manajemen Pemasaran, UNHAS (2006); • S1 Teknik Mesin, UNHAS (2002).	• Master's Degree in Mechanical Engineering at University of Liverpool (2016); • Master's Degree in Marketing Management at Hasanuddin University (2006); • Bachelor's Degree in Mechanical Engineering at Hasanuddin University (2002).
Pengalaman Kerja Professional Experience	:	• Senior Manager Manajemen Mutu dan K4L Kantor Pusat (2021); • Asisten Senior Manager Perencanaan dan Evaluasi Investasi Kantor Pusat (2021); • Deputy Vice President of Strategic Planning, Research and Development Kantor Pusat (2018); • Pjs. Project Manager Officer Bidang Peralatan, Kantor Pusat (2017).	• Senior Manager of Quality Management and HSE at Head Office (2021); • Senior Assistant Manager of Investment Planning and Evaluation at Head Office (2021); • Deputy Vice President of Strategic Planning, Research and Development at Head Office (2018); • Act. Project Manager Officer for Equipment at Head Office (2017).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Peralatan dan Port Utility berdasarkan Surat Keputusan Direksi Nomor: KP.10.02/19/9/1/RKTK/SDMA/PLND-23, tanggal 19 September 2023	Appointed as Senior Vice President of Equipment and Port Utility based on the Decree of the Board of Directors No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23, dated September 19, 2023

DIREKTORAT KEUANGAN DAN MANAJEMEN RISIKO

FINANCE AND RISK MANAGEMENT DIRECTORATE

Ahmad Rahman

Senior Vice President Perencanaan, Performa, Akuntansi dan Keuangan
Senior Vice President of Planning, Performance, Accounting and Finance

Menjabat sejak 21 Desember 2023
Serving since December 21, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	44 tahun per 31 Desember 2024	44 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan, Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Desember 2005	December 1, 2005
Riwayat Pendidikan Educational Background	:	• S1 Akuntansi	• Bachelor of Accounting
Pengalaman Kerja Professional Experience	:	• Vice President Perpajakan di PT Pelindo Jasa Maritim (2022); • Manager Keuangan di Terminal Petikemas Makassar (2020 s.d 2021); • Manager of Finance di Cabang Ambon (2019); • Senior Specialist of Internal Audit PT Pelindo 4 (Persero) (2017); • Junior Deputy Chief Specialist of Internal Audit PT Pelindo 4 (Persero) (2017); • Asisten Manager Akutansi di Cabang Sorong (2011)	• Vice President of Taxation at PT Pelindo Jasa Maritim (2022); • Finance Manager at Makassar Container Terminal (2020 to 2021); • Finance Manager at Ambon Branch (2019); • Senior Internal Audit Specialist at PT Pelindo 4 (Persero) (2017); • Junior Deputy Chief Internal Audit Specialist at PT Pelindo 4 (Persero) (2017); • Assistant Accounting Manager at Sorong Branch (2011)
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Plt. Senior Vice President Perencanaan, Performa, Akuntansi dan Keuangan berdasarkan Surat Keputusan Direksi No. Nomor: KP.10.02/21/12/2/RKTK/SDMA/PLND-23 tanggal 21 Desember 2023	Serving as Acting Senior Vice President of Planning, Performance, Accounting, and Finance based on Board of Directors Decree No. Number: KP.10.02/21/12/2/RKTK/SDMA/PLND-23 dated December 21, 2023.

Budi Santoso

Senior Vice President Pengelolaan Keuangan dan Perpajakan
Senior Vice President of Ship Operation

01 September 2023
September 1, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	44 tahun per 31 Desember 2024	44 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan - Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Desember 2008	December 1, 2008
Riwayat Pendidikan Educational Background	:	• S2 Manajemen Keuangan, Conventry University (2017); • S1 Akuntansi, STIE Nusantara (2002)	• Master of Science in Financial Management, Coventry University (2017); • Bachelor of Science in Accounting, STIE Nusantara (2002)
Pengalaman Kerja Professional Experience	:	• Senior Manajer Perbendaharaan dan Pembiayaan Perusahaan PT Pelindo 4 (Persero) (2021); • Asisten Senior Manajer Keuangan Perusahaan, Kantor Pusat (2021); • Asisten Senior Manager Perencanaan Keuangan, Kantor Pusat (2019); • Junior Deputy Vice President of Financial Planning, Kantor Pusat (2018)	• Senior Manager of Treasury and Corporate Finance, PT Pelindo 4 (Persero) (2021); • Senior Assistant Manager of Corporate Finance, Head Office (2021); • Senior Assistant Manager of Financial Planning, Head Office (2019); • Junior Deputy Vice President of Financial Planning, Head Office (2018)
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Pengelolaan Keuangan dan Perpajakan berdasarkan Surat Keputusan Direksi No.KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 01 September 2023.	Appointed as Senior Vice President of Finance and Taxation based on Board of Directors Decree No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 1, 2023.

Hidayat

Senior Vice President Manajemen Risiko
Senior Vice President of Risk Management

01 September 2023
September 1, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	50 tahun per 31 Desember 2024	50 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan - Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Juli 1998	July 1, 1998
Riwayat Pendidikan Educational Background	:	• S1 Teknik Sipil, Sekolah Tinggi Teknik Dharma Yadi (2010)	• Bachelor's Degree in Civil Engineering from Dharma Yadi School of Engineering (2010)
Pengalaman Kerja Professional Experience	:	• Senior Vice President Manajemen Risiko (2021 s.d Sekarang); • Senior Manajer Umum PT Pelindo 4 (Persero) (2021); • Senior Manager Lingkungan Hidup dan Fasilitas Penunjang, Kantor Pusat (2019); • Vice President of Environment and Supporting Facility, Kantor Pusat (2017).	• Senior Vice President of Risk Management (2021-Present); • Senior General Manager at PT Pelindo IV (Persero) (2021); • Senior Manager of Environment and Supporting Facilities at Head Office (2019); • Vice President of Environment and Supporting Facilities at Head Office (2017).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Manajemen Risiko berdasarkan Surat Keputusan Direksi No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 01 September 2023	Appointed as Senior Vice President of Risk Management based on the Decree of the Board of Directors No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 1, 2023

DIREKTORAT SUMBER DAYA MANUSIA DAN UMUM

DIRECTORATE OF HUMAN RESOURCES AND GENERAL AFFAIRS

Mundzyr Salim

Senior Vice President Perencanaan SDM

Menjabat sejak 01 September 2023
Serving since September 1, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	49 tahun per 31 Desember 2024	49 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan, Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Januari 2003	January 1, 2003
Riwayat Pendidikan Educational Background	:	• S1 Teknik Informatika, STMIK Dipanegara (2001)	• Bachelor of Information Technology, Dipanegara College of Information Technology (2001)
Pengalaman Kerja Professional Experience	:	• Senior Manager Kinerja dan Kesejahteraan SDM, Kantor Pusat (2021); • Senior Vice President, Kantor Pusat (2019); • Senior Manager Kinerja dan Kesejahteraan SDM, Kantor Pusat (2019); • Vice President, Kantor Pusat (2018); • Junior Deputy Vice President of HC Development, Kantor Pusat (2017)	• Senior Manager of Performance and Well-being Human Resources, Head Office (2021); • Senior Vice President, Head Office (2019); • Senior Manager of Performance and Well-being Human Resources, Head Office (2019); • Vice President, Headquarters (2018); • Junior Deputy Vice President of HC Development, Headquarters (2017)
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Perencanaan SDM berdasarkan Surat Keputusan Direksi No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 01 September 2023	Serving as Senior Vice President of Human Resources Planning based on Board of Directors Decree No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 1, 2023

Raplin Halid

Senior Vice President Hukum

Menjabat sejak 01 September 2023
Serving since September 1, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	44 tahun per 31 Desember 2024	44 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan, Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Januari 2009	January 1, 2009
Riwayat Pendidikan Educational Background	:	• S2 Hukum, Universitas Hasanuddin (2021) • S1 Hukum, UNHAS (2003)	• Master of Law, Hasanuddin University (2021) • Bachelor of Law, UNHAS (2003)
Pengalaman Kerja Professional Experience	:	• Kepala Divisi Hukum, Kantor Pusat (2021 s.d Sekarang); • General Manager, Sorong (2017); • General Manager, Pare-Pare (2018); • Pjs. Senior Vice President of Legal Bureau, Kantor Pusat (2017); • Asisten Kepala Biro Hukum Bidang Penelaahan Hukum dan Penanganan Perkara, Kantor Pusat (2016).	• Head of Legal Division, Head Office (2021 to Present); • General Manager, Sorong (2017); • General Manager, Pare-Pare (2018); • Acting Senior Vice President of Legal Bureau, Head Office (2017); • Assistant Head of Legal Bureau for Legal Review and Case Handling, Head Office (2016).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Hukum berdasarkan Surat Keputusan Direksi No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 01 September 2023	Appointed as Senior Vice President of Legal Affairs based on Board of Directors Decree No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 1, 2023.

Deby Rahmad Wicaksono

Senior Vice President Layanan SDM dan Umum

02 April 2024
April 2, 2024

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	41 tahun per 31 Desember 2024	41 years old as of December 31, 2024
Domisili Domicile	:	Bekasi	
Bergabung di Perusahaan Joined the Company	:	02 April 2024	April 2, 2024
Riwayat Pendidikan Educational Background	:	• S1 Marine Engineering ITS (Institute Technology of Sepuluh November)	• Bachelor of Science in Marine Engineering, ITS (Sepuluh November Institute of Technology)
Pengalaman Kerja Professional Experience	:	• Senior Vice President Layanan SDM dan Umum PT Pelindo Jasa Maritim (02 April 2024 – Sekarang); • Vice President Pengadaan PT Pelindo Solusi Logistik: (1 Maret 2022–2024); • Vice President Pengadaan PLI: (17 Februari 2022–1 Maret 2022); • Vice President Pengadaan PSL: (1 Oktober 2021–17 Februari 2022)	• Senior Vice President of Human Resources and General Services at PT Pelindo Jasa Maritim (April 2, 2024 – Present); • Vice President of Procurement at PT Pelindo Solusi Logistik: (March 1, 2022–2024); • Vice President of Procurement at PLI: (February 17, 2022–March 1, 2022); • Vice President of Procurement at PSL: (October 1, 2021–February 17, 2022)
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Layanan SDM dan Umum berdasarkan Surat Keputusan Direksi No. KP.10.02/2/4/4/RKTK/SDMA/PLND-24 tanggal 02 April 2024.	Appointed as Senior Vice President of Human Resources and General Services based on Board of Directors Decree No. KP.10.02/2/4/4/RKTK/SDMA/PLND-24 dated April 2, 2024.

KOMPOSISI PEMEGANG SAHAM
Composition of Shareholders

Tabel Pemegang Saham dan Persentase Kepemilikan pada Awal dan Akhir Tahun Buku
Table of Shareholders and Ownership Percentage at the Beginning and End of Fiscal Year

Pemegang Saham Shareholders	1 Januari 2024 January 1, 2024			31 Desember 2024 December 31, 2024		
	Jumlah Saham (lembar) Total Number of Shares	Nilai Nominal (Rp) Nominal Value (Rp)	Persentase Kepemilikan (%) Ownership Percentage (%)	Jumlah Saham (lembar) Number of Shares	Nilai Nominal (Rp) Nominal Value (Rp)	Persentase Kepemilikan (%) Ownership Percentage (%)
Kepemilikan di atas 5% Ownership above 5%						
PT Pelabuhan Indonesia (Persero)	2.862.999	2.862.999.000.000	99,995%	2.862.999	2.862.999.000.000	99,995%
Kepemilikan di bawah 5% Ownership below 5%						
PT Integrasi Logistik Cipta Solusi	145	145.000.000	0,005%	145	145.000.000	0,005%
Jumlah Total	**2.863.144**	**2.863.144.000.000**	**100,00%**	**2.863.144**	**2.863.144.000.000**	**100,00%**

KOMPOSISI 20 PEMEGANG SAHAM TERBESAR

Hingga 31 Desember 2024, PT Pelindo Jasa Maritim merupakan Badan Usaha Milik Negara yang 99,995% sahamnya dimiliki oleh PT Pelabuhan Indonesia (Persero), serta 0,005% sahamnya dimiliki oleh PT Integrasi Logistik Cipta Solusi. Dengan demikian, tidak terdapat informasi mengenai komposisi 20 (dua puluh) pemegang saham terbesar.

KEPEMILIKAN SAHAM PERUSAHAAN LANGSUNG MAUPUN TIDAK LANGSUNG OLEH DIREKSI DAN DEWAN KOMISARIS

Berikut adalah kepemilikan saham Perusahaan oleh Direksi dan Dewan Komisaris baik secara langsung maupun tidak langsung, pada awal tahun dan akhir tahun buku 2024, sebagaimana terlampir di bawah ini.

COMPOSITION OF 20 MAJOR SHAREHOLDERS

As of December 31, 2024, PT Pelindo Jasa Maritim is a State-Owned Enterprise with 99.995% of its shares owned by PT Pelabuhan Indonesia (Persero), while the other 0.005% are owned by PT Integrasi Logistik Cipta Solusi. Therefore, there is no information regarding the composition of 20 (twenty) major shareholders.

DIRECT OR INDIRECT SHARE OWNERSHIP BY THE BOARD OF DIRECTORS AND THE BOARD OF COMMISSIONERS

The following is the Company's direct and indirect share ownership by the Board of Directors and the Board of Commissioners at the beginning and end of fiscal year 2024.

Kepemilikan Saham Perseroan oleh Direksi dan Dewan Komisaris Secara Langsung dan Tidak Langsung Pada Awal Tahun dan Akhir Tahun Buku 2024

Direct and Indirect Company Share Ownership by the Board of Directors and the Board of Commissioners at the Beginning and End of Fiscal Year 2024

Nama Name	Jabatan Position	1 Januari 2024 January 1, 2024				31 Desember 2024 December 31, 2024			
		Kepemilikan Langsung Direct Ownership		Kepemilikan Tidak Langsung Indirect Ownership		Kepemilikan Langsung Direct Ownership		Kepemilikan Tidak Langsung Indirect Ownership	
		Jumlah Saham (lembar) Total Number of Shares	Persentase Kepemilikan (%) Ownership Percentage (%)	Jumlah Saham (lembar) Total Number of Shares	Persentase Kepemilikan (%) Ownership Percentage (%)	Jumlah Saham (lembar) Total Number of Shares	Persentase Kepemilikan (%) Ownership Percentage (%)	Jumlah Saham (lembar) Total Number of Shares	Persentase Kepemilikan (%) Ownership Percentage (%)
Direksi Board of Directors									
Arief Prabowo	Direktur Utama President Director	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil
Edward Danner Pardamean Napitupulu	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commerce	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil
Edward Danner Pardamean Napitupulu	Direktur Operasi dan Teknik Director of Operation and Engineering	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Resources and General Afffairs	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil
Dewan Komisaris Board of Commisioner									
Otto Ardianto	Komisaris Utama President Commissioner	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil
Achmad Idrus	Komisaris Commissioner	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil
Eris Herryanto	Komisaris Independen Independent Commissioner	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil
Neil Iskandar Daulay	Komisaris Commissioner	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil
Muhammad Imam Aziz	Komisaris Commissioner	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil	Nihil

PEMEGANG SAHAM UTAMA DAN PENGENDALI PERUSAHAAN, BAIK LANGSUNG MAUPUN TIDAK LANGSUNG, SAMPAI KEPADA PEMILIK INDIVIDU

MAJOR AND CONTROLLING SHAREHOLDER OF THE COMPANY, BOTH DIRECT AND INDIRECT, UNTIL THE INDIVIDUAL OWNER

PEMEGANG SAHAM UTAMA

CONTROLLING SHAREHOLDER

PELINDO

"**PT Pelabuhan Indonesia (Persero)** merupakan pemegang saham utama/pengendali **PT Pelindo Jasa Maritim** dengan kepemilikan sebesar **99,995%**."

PT Pelabuhan Indonesia (Persero) is the major/controlling shareholder of PT Pelindo Jasa Maritim with 99.995 ownership."

PT Pelabuhan Indonesia (Persero) merupakan pemegang saham utama sekaligus entitas induk Perusahaan yang bertindak sebagai Holding BUMN Pelabuhan, yang mana seluruh saham Pelindo dimiliki oleh Negara Republik Indonesia. Dengan demikian, Negara Republik Indonesia menjadi entitas pemilik akhir Perusahaan.

PT Pelabuhan Indonesia (Persero) is the major shareholder as well as the parent entity of the Company acting as a Port SOE Holding, of which all Pelindo shares are owned by the Republic of Indonesia. Thus, the Republic of Indonesia is the ultimate end-owner entity of the Company.

PT Pelabuhan Indonesia (Persero) Pemegang Saham Utama/Pengendali sekaligus Entitas Induk / *Holding* BUMN Pelabuhan Major/Controlling Shareholders as well as Parent Entity/Holding of Port SOE		
Tanggal Pendirian Date of Establishment	:	5 Februari 1960 February 5, 1960
Status Badan Hukum Legal Status	:	Perseroan Terbatas (PT); Penanaman Modal Dalam Negeri (PMDN); Badan Usaha Milik Negara (BUMN) Limited Liability Company (PT); Domestic Investment (PMDN); State-Owned Enterprises (SOE)
Kepemilikan Saham Share Ownership	:	Pemerintah Republik Indonesia: 100,00% Indonesian Government: 100.00%
Bidang Usaha Business Line	:	Penyelenggaraan dan pengusahaan jasa kepelabuhanan Organizing and operating port services
Alamat/Address	:	Kantor Pusat Jl. Pasoso No. 1, Tanjung Priok Jakarta Utara 14310, Indonesia
Telepon/Phone	:	+6221 4301080
Situs Web/Website	:	www.pelindo.co.id
Surel/Email	:	info@pelindo.co.id
Skala Usaha Business Scale	:	Aset | Assets: Rp127.627.195.627
	:	Liabilitas | Liabilities: Rp77.440.342.878
	:	Ekuitas | Equities: Rp50.186.852.749
	:	Pendapatan | Revenues: Rp34.833.868.458
	:	Laba bersih | Net Profit: Rp3.803.137.345
	:	Jumlah Pekerja | Total Employees: 6.754 orang per 31 Desember 2024 | 6,754 people as of December 31, 2024

DAFTAR ENTITAS ANAK DAN ENTITAS ASOSIASI
List of Subsidiaries and Associates

Sebagai sebuah perusahaan, SPJM memiliki beberapa entitas yang diklasifikasikan menjadi tiga sub bagian, yaitu Entitas Anak Langsung, Entitas Cucu Tidak Langsung (melalui PMS), dan Entitas Cicit Tidak Langsung (melalui PEL). Berikut ini informasi lebih detail mengenai hal tersebut. Yang disajikan dalam bentuk tabel:

As a company, SPJM owns several entities classified as three subsidiaries, namely Direct Subsidiaries, Second-Tier Subsidiary (through PMS), and Third-Tier Subsidiary (through PEL). The following is the detailed information regarding the matter. The information is disclosed in table:

Tabel Daftar Entitas Anak
Subsidary List Table

Nama Name	**Bidang Usaha** Business Line	**Tahun Berdiri** Establishment Year	**Domisili** Domicile	**Kepemilikan** SPJM (%) SPJM Ownership (%)		**Jumlah Aset** (sebelum eliminasi) (Rp-juta) Total Assets (before elimination) (Rp-million)		**Status Beroperasi** Operational Status
				2024	**2023**	**2024**	**2023**	
Entitas Anak Langsung Direct Subsidiaries								
PT Jasa Peralatan Pelabuhan Indonesia (JPPI)	Jasa Peralatan Pelabuhan Port Equipment Services	2012	Jakarta	99,71	99,71	248.545.456	256.166.225	Beroperasi Operating
PT Jasa Armada Indonesia Tbk (JAI)	Penyedia jasa transportasi laut Provider of sea transportation services	2013	Jakarta	76,89	76,89	1.649.981.017	1.522.134.647	Beroperasi Operating
PT Energi Pelabuhan Indonesia (EPI)	Penyedia energi listrik dan air bersih Provider of electricity and clean water	2012	Jakarta	55,00	55,00	243.544.059	202.038.387	Beroperasi Operating
PT Pengerukan Indonesia (Rukindo)	Pengerukan alur Channel dredging	1991	Jakarta	99,91	99,91	236.288.271	322.325.698	Beroperasi Operating
PT Pelindo Marine Service (PMS)	Layanan jasa kapal Ship services	2011	Surabaya	98,23	98,23	2.884.671.415	2.554.757.145	Beroperasi Operating
PT Equiport Inti Indonesia (EII)	Jasa pemeliharaan Maintenance services	2012	Makassar	99,29	99,29	93.841.162	116.621.996	Beroperasi Operating
PT Lamong Energi Indonesia (LEGI)	Penyediaan Energi Energy Provision	2014	Surabaya	99,00	99,00	463.999.128	245.375.525	Beroperasi Operating
PT Berkah Industri Mesin Angkat (BIMA)	Jasa Pemeliharaan dan Perbaikan Peralatan Pelabuhan Port Equipment Maintenance and Repair Services	2015	Surabaya	90,00	90,00	656.084.079	320.603.667	Beroperasi Operating

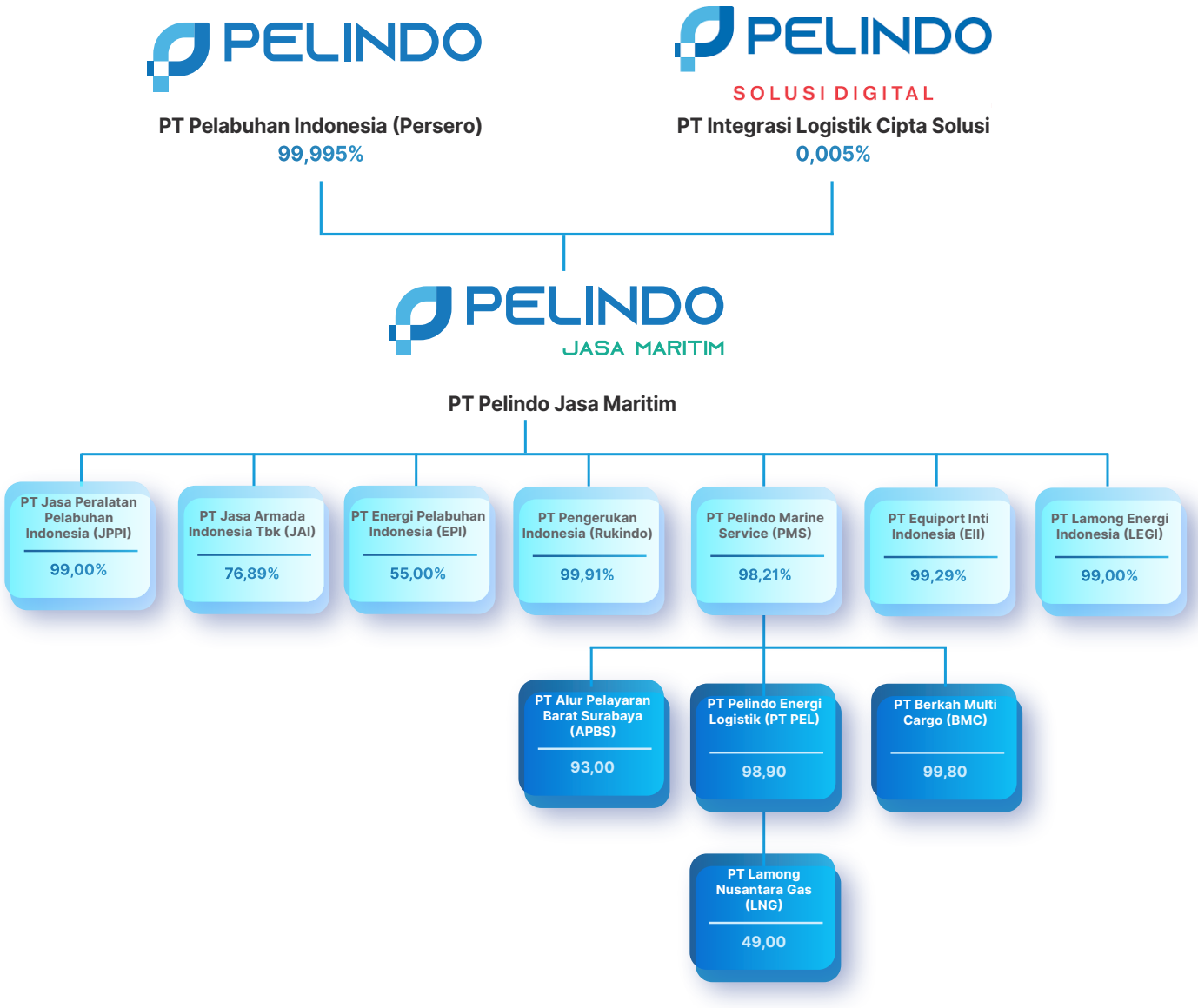


Tabel Daftar Entitas Anak
Subsidary List Table

Nama Name	**Bidang Usaha** Business Line	**Tahun Berdiri** Establishment Year	**Domisili** Domicile	**Kepemilikan** SPJM (%) SPJM Ownership (%)		**Jumlah Aset** (sebelum eliminasi) (Rp-juta) Total Assets (before elimination) (Rp-million)		**Status Beroperasi** Operational Status
				2024	**2023**	**2024**	**2023**	
Entitas Cucu (dimiliki melalui PMS) Second-Tier Subsidiary (owned through PMS)								
PT Alur Pelayaran Barat Surabaya (APBS)	Jasa pengerukan, reklamasi, dan pengelolaan alur pelayaran Dredging, reclamation and shipping channel management services	2014	Surabaya	93,00	93,00	508.306.818	592.244.676	Beroperasi Operating
PT Pelindo Energi Logistik (PT PEL)	Perdagangan jasa Services trade	2014	Surabaya	98,90	98,90	500.673.188	630.154.381	Beroperasi Operating
Entitas Cicit (dimiliki melalui PEL) Third-Tier Subsidiary (owned through PEL)								
PT Lamong Nusantara Gas (LNG)	Pembangunan, pengelolaan dan pengoperasian Terminal LNG Jawa Timur Construction, Management and Operation of East Java LNG Terminal	2019	Surabaya	49,00	49,00	152.810.941	150.358.107	Beroperasi Operating

STRUKTUR GRUP PERUSAHAAN
Company Group Structure

Struktur Grup PT Pelindo Jasa Maritim per 31 Desember 2024
Group Structure of PT Pelindo Jasa Maritim as of December 31, 2024



Di sepanjang tahun 2024, Perusahaan tidak memiliki entitas *Joint Venture* (JV) dan *Special Purpose Vehicle* (SPV).

Throughout 2024, the Company did not have any Joint Venture (JV) or Special Purpose Vehicle (SPV) entities.

KRONOLOGI PENERBITAN DAN PENCATATAN SAHAM
Chronology of Share Issuance and Listing

Hingga 31 Desember 2024, PT Pelindo Jasa Maritim tidak pernah mencatatkan saham di Bursa Saham, sehingga tidak ada informasi terkait kronologis pencatatan, jenis tindakan korporasi (*corporate action*), perubahan jumlah saham, maupun nama bursa yang harus diungkapkan.

As of December 31, 2024, PT Pelindo Jasa Maritim has never listed its shares in a Stock Exchange, thus no information related to listing chronology, types of corporate action, changes in number of shares, or the name of stock exchange can be disclosed.

KRONOLOGIS PENERBITAN DAN PENCATATAN OBLIGASI SERTA EFEK LAINNYA
Chronology of Bond or Other Securities Issuance and Listing

Hingga 31 Desember 2024, PT Pelindo Jasa Maritim tidak melakukan pencatatan dan penerbitan obligasi serta efek lainnya, sehingga informasi mengenai efek lainnya tidak dapat disampaikan pada Laporan Tahunan ini.

As of December 31, 2024, PT Pelindo Jasa Maritim has never listed and issued bond or other securities, thus information regarding other securities cannot be disclosed in this Annua Report.

INFORMASI PENGGUNAAN JASA AKUNTAN PUBLIK
Public Accounting Firm Services

Nama Kantor Akuntan Publik (KAP) Name of Public Accounting Firm (KAP)	KAP Purwantono, Sungkoro & Surja
Nama Akuntan Publik Name of Public Accountant	Budi Hartono, CPA
Alamat Address	Gedung Bursa Efek Indonesia Tower Lt. II, Tower 7 Jalan Jenderal Sudirman Kav. 52-53 Jakarta 12190
Periode Penugasan KAP Assignment Period of KAP	01 Januari 2024 s.d 31 Desember 2024
Jasa Audit Audit Services	Pekerjaan Jasa Audit Laporan Keuangan Konsolidasian PT Pelindo Jasa Maritim
Biaya Jasa Audit Audit Fee	Rp2.470.200.000,-
Jasa Non Audit Non Audit Services	Tidak ada None
Biaya Jasa Non Audit Non Audit Fee	Tidak ada None

LEMBAGA DAN PROFESI PENUNJANG
Supporting Professions and Institutions

KONSULTAN HUKUM — LEGAL CONSULTANT

Nama Lembaga/Profesi Institutions/Professions	AD MELIORA LAW OFFICE
Alamat dan Nomor Telepon Address and Phone Number	JL. A.P Pettarani. Komp. IDI Blok GA8 No.27, Makassar admeliora@inlaw.co.in +62 821 89144757 – Ahmad Setya Nugraha

Nama Lembaga/Profesi Institutions/Professions	AM & PARTNERS
Alamat dan Nomor Telepon Address and Phone Number	Graha Tirta Kirana A2 No. 2, Sidoarjo Ampartners35@gmail.com (031) 58285245 - Atmari

Nama Lembaga/Profesi Institutions/Professions	AHMAD IMRAN & REKAN
Alamat dan Nomor Telepon Address and Phone Number	Wisma Nugra Santana Lt. 14, Jl. Jenderal Sudirman Kav. 7-8 , Jakarta ahmadimran@air-lawfirm.com (021) 5700 800

NOTARIS — NOTARY

Nama Lembaga/Profesi Institutions/Professions	NANDA FAUZ IWAN
Alamat dan Nomor Telepon Address and Phone Number	Royal Palace Blok C/16, Jalan Prof. Dr. Soepomo Nomor 178 A Jakarta Selatan

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications

PENGHARGAAN YANG DIPEROLEH DI TAHUN 2024
AWARDS RECEIVED IN 2024



Tanggal Date	5 Maret 2024 March 5, 2024
Nama Penghargaan Award Name	Capaian Kepatuhan Pelaksanaan Perundang-Undangan Ketenagakerjaan di Atas 80% (Delapan Puluh Persen) Compliance with Labor Laws Above 80% (Eighty Percent)
Pemberi Penghargaan Award Name	Gubernur Sulawesi Selatan Governor of South Sulawesi



Tanggal Date	5 Maret 2024 March 5, 2024
Nama Penghargaan Award Name	Kinerja Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) Performance of the Occupational Safety and Health Committee (P2K3)
Pemberi Penghargaan Award Name	Gubernur Sulawesi Selatan Governor of South Sulawesi



Tanggal Date	5 Maret 2024 March 5, 2024
Nama Penghargaan Award Name	Silver Winner kategori Program Press Gathering Terbaik 2024, Media Relations Awards (MRA) 2024 Silver Winner in the Best Press Gathering Program category at the 2024 Media Relations Awards (MRA)
Pemberi Penghargaan Award Name	Serikat Perusahaan Pers (SPS) Pusat Central Press Company Union (SPS)

Sertifikasi yang Masih Berlaku di Tahun 2024
Certifications Still Valid in 2024

Tanggal Dikeluarkannya Sertifikasi Date Issued Certification	Jenis Sertifikat Types of Certificates	Dikeluarkan Oleh Issued by	Masa Berlaku Hingga Validity Period Until	
Nasional				
9 Juni 2023 June 9, 2023	Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)	Menteri Ketenagakerjaan Republik Indonesia	9 Juni 2026 June 9, 2026	
Internasional				
29 September 2022 September 29, 2022	Quality Management System - ISO 14001:2015	BSI	28 September 2025 September 28, 2025	
29 September 2022 September 29, 2022	Environmental Management System - ISO 9001:2015	BSI	28 September 2025 September 28, 2025	
29 September 2022 September 29, 2022	Occupational Health & Safety Management System - ISO 45001:2018	BSI	28 September 2025 September 28, 2025	
29 September 2022 September 29, 2022	Integrated Management Registration – PAS 99:2012	BSI	28 September 2025 September 28, 2025	
1 Oktober 2022 October 1, 2022	Anti-Bribery Management System – ISO 37001:2016	BSI	28 September 2025 September 28, 2025	

INFORMASI PADA SITUS PERUSAHAAN
Information on Company Website



PT Pelindo Jasa Maritim memiliki situs web resmi, yaitu www.jasamaritim.co.id. Situs web ini menjadi salah satu sebagai salah satu sarana Perusahaan dalam memenuhi keterbukaan informasi terhadap publik dengan menyajikan informasi secara informasi yang komprehensif, akurat dan aktual tentang Perusahaan sesuai dengan prinsip transparansi dan keterbukaan informasi bagi publik. Oleh karenanya, situs web Perusahaan dapat diakses secara terbuka, kapan saja, dan di mana saja oleh khalayak luas. Perusahaan akan terus berkomitmen dalam mengembangkan situs web sebagai bagian dari transparansi informasi kepada publik.

Uraian mengenai informasi-informasi yang tersedia pada situs web Perusahaan adalah sebagai berikut:

PT Pelindo Jasa Maritim has an official website at www.jasamaritim.co.id. The website serves as one of the Company's means of fulfilling its obligation to disclose information to the public by disclosing comprehensive, accurate, and updated information about the Company in accordance with the principles of transparency and public disclosure. Therefore, the Company's website can be openly accessed anytime and anywhere by the general public. The Company remains committed to always improve its website as part of its efforts to ensure transparency of information to the public.

The following describes the types of information available on the Company's website:

Peta Direktori Situs Web
Website Directory Map

- Profil / Profile
  - Tentang Kami / About Us
  - Manajemen / Management
    - Komisaris / Board of Commissioners
    - Direksi / Board of Directors
  - Entitas Bisnis / Business Entity
  - Struktur Organisasi / Organizational Structure
- Media & Publikasi / Media & Publication
  - Struktur GCG / GCG Structure
  - Rilis Berita / News Release
  - Galeri / Gallery
  - Artikel / Article
  - Info Terbaru / Latest Information
  - Pengumuman / Announcement
  - Laporan Tahunan / Annual Report
    - Annual Report
    - Sustainability Report
    - ESG Report
- GCG
  - Manual GCG / GCG Manual
  - Pemegang Saham / Shareholders
  - Perangkat GCG / GCG Tools
  - Kebijakan Perusahaan / Company Policy
  - Sistem Manajemen / Management System
  - Pelaporan / Reporting
- TJSL
  - Tata Cara Pengajuan Program TJSL / Procedures of Proposing for TJSL Program
  - Galery TJSL / TJSL Gallery
- Pengadaan / Procurement
- Karir / Career
  - Lowongan Kerja / Vacancy
  - Magang / Internship
- Layanan / Services
  - Marine
  - Equipment
  - Port Services
- PPID
  - Informasi Secara Berkala / Periodic Information
  - Informasi Serta Merta / Instant Information
  - Informasi Setiap Saat / On-Demand Information
- Customer Portal
- Hubungi Kami / Contact Us

Semua informasi yang disajikan dalam situs web Perusahaan senantiasa diperbarui secara berkala untuk memberikan informasi terkini bagi segenap pemangku kepentingan maupun masyarakat umum. Selain itu, Perusahaan juga memiliki akun media sosial sebagai bagian dari keterbukaan informasi dan komunikasi kepada seluruh pemangku kepentingan, di antaranya LinkedIn, Facebook, X/Twitter, Instagram, TikTok dan Youtube.

All information on the Company's website is always updated regularly to provide the general public and all stakeholders with updated information. Additionally, the Company also owns social media accounts as part of its information disclosure and communication channels for all stakeholders, which among others include LinkedIn, Facebook, X/Twitter, Instagram, TikTok, and YouTube.





04

Analisis dan Pembahasan Manajemen

Analysis and Discussion Management

PELINDO
JASA MARITIM

TINJAUAN PEREKONOMIAN DAN INDUSTRI
Economics and Industrial Overview



ANALISIS PEREKONOMIAN GLOBAL DAN NASIONAL

Tahun 2024 menandai fase transisi dalam dinamika ekonomi global yang ditandai dengan stabilisasi pasca tekanan inflasi ekstrem dan normalisasi kebijakan moneter. IMF dalam *World Economic Outlook* Oktober 2024 mencatat bahwa pertumbuhan global diproyeksikan bertahan pada tingkat 3,2% untuk tahun 2024 dan 2025, dengan kecenderungan moderat namun penuh ketidakpastian akibat tekanan geopolitik, fragmentasi perdagangan, serta efek lanjutan dari pandemi. Meski ancaman resesi global berhasil dihindari, tekanan inflasi belum sepenuhnya mereda, khususnya di sektor jasa dan pangan, serta dipicu oleh gangguan pasokan akibat iklim dan konflik regional.

Kebijakan moneter global telah memasuki fase pivot atau pergeseran arah, di mana bank sentral utama seperti Federal Reserve, ECB, dan BoJ mulai menyesuaikan suku bunga acuan ke tingkat netral. Hal ini memberikan ruang gerak bagi negara-negara berkembang untuk melakukan pelonggaran tanpa harus kehilangan kredibilitas inflasi. Di tengah tekanan nilai tukar dan volatilitas pasar modal, penyesuaian ini

ANALYSIS ON GLOBAL AND NATIONAL ECONOMICS

The year 2024 marked a transition phase in global economic dynamics, characterized by stabilization following extreme inflationary pressures and the normalization of monetary policy. In its October 2024 World Economic Outlook, the IMF recorded that global growth is projected to remain at 3.2% in both 2024 and 2025, with a moderate but uncertain trajectory due to geopolitical tensions, trade fragmentation, and lingering effects of the pandemic. While the threat of a global recession has been averted, inflationary pressures have not fully subsided, particularly in the services and food sectors, driven by supply disruptions caused by climate events and regional conflicts.

Global monetary policy has entered a pivot phase (directional shift), in which major central banks such as the Federal Reserve, ECB, and BoJ began adjusting policy rates toward neutral levels. This shift has provided room for emerging economies to ease monetary conditions without losing inflation credibility. Amid exchange rate pressures and capital market volatility, such adjustments have also strengthened the monetary

turut memperkuat posisi moneter negara berkembang, termasuk Indonesia.

stance of emerging economies, including Indonesia.

Kebijakan fiskal menjadi tumpuan kedua dalam stabilisasi ekonomi global. IMF menyoroti urgensi konsolidasi fiskal untuk menstabilkan rasio utang terhadap PDB, terutama bagi negara-negara dengan beban bunga tinggi dan kapasitas pembiayaan terbatas. Dalam konteks ini, fleksibilitas fiskal harus dikombinasikan dengan strategi *multiyears* yang kredibel dan disiplin, guna mencegah koreksi fiskal yang tajam dan kontraproduktif terhadap pemulihan ekonomi.

Fiscal policy has become the second pillar of global economic stabilization. The IMF highlighted the urgency of fiscal consolidation to stabilize debt-to-GDP ratios, particularly for countries burdened with high interest costs and limited financing capacity. In this context, fiscal flexibility must be combined with credible and disciplined multiyear strategies to avoid sharp, counterproductive corrections that could undermine economic recovery.

Tantangan struktural tetap menjadi penghambat prospek pertumbuhan jangka menengah. Laporan IMF menekankan pentingnya reformasi struktural yang menyasar produktivitas, inovasi, dan integrasi ekonomi untuk mengangkat pertumbuhan potensial yang saat ini stagnan di kisaran 3,1% secara global. Ketahanan terhadap perubahan iklim, transformasi digital, dan demografi menjadi faktor utama yang harus direspons secara sistemik melalui instrumen kebijakan industri dan perdagangan yang terarah dan terukur.

Structural challenges remain barriers to medium-term growth prospects. The IMF report emphasized the importance of structural reforms targeting productivity, innovation, and economic integration to lift potential growth, which currently stagnates at around 3.1% globally. Climate resilience, digital transformation, and demographic shifts are key factors requiring systemic responses through well-targeted industrial and trade policy instruments.

Sementara itu, perekonomian nasional Indonesia menunjukkan ketahanan yang cukup solid. Menurut Laporan Perekonomian Indonesia 2024 yang diterbitkan Bank Indonesia, pertumbuhan ekonomi Indonesia diperkirakan tetap kuat di kisaran 5,1% hingga 5,5% pada tahun 2024, ditopang oleh permintaan domestik yang resilien serta ekspor non-komoditas yang meningkat di tengah permintaan global yang selektif. Sektor konsumsi rumah tangga tetap menjadi motor utama pertumbuhan, sementara sektor jasa, terutama transportasi dan akomodasi, menunjukkan pemulihan pasca pandemi.

Meanwhile, Indonesia's national economy has demonstrated solid resilience. According to Bank Indonesia's Indonesia Economic Report 2024, Indonesia's economic growth is expected to remain strong at 5.1% to 5.5% in 2024, supported by resilient domestic demand and rising non-commodity exports amid selective global demand. Household consumption continues to be the main driver of growth, while the services sector, particularly transportation and accommodation, has shown recovery post-pandemic.

Di sisi inflasi, Bank Indonesia memperkirakan tekanan harga tetap terkendali dalam rentang sasaran 2,5±1%. Stabilitas nilai tukar dan pasokan komoditas pangan menjadi faktor utama dalam pengendalian inflasi inti maupun *volatile food*. Kinerja pengendalian inflasi ini juga didukung oleh sinergi kebijakan moneter, fiskal, dan koordinasi pusat-daerah melalui TPID (Tim Pengendalian Inflasi Daerah).

On inflation, Bank Indonesia projects that price pressures will remain under control within the target range of 2.5±1%. Exchange rate stability and food commodity supply are key to maintaining both core inflation and volatile food inflation. Inflation control is further supported by synergy in policies among monetary and fiscal authorities, as well as coordination between central and regional governments through TPID (Regional Inflation Control Teams).

Dari sisi eksternal, neraca transaksi berjalan Indonesia diproyeksikan tetap dalam batas wajar, dengan surplus neraca perdagangan yang menyempit akibat harga komoditas yang lebih rendah, namun diimbangi oleh peningkatan devisa dari sektor jasa dan remitansi. Cadangan devisa tetap memadai, menopang ketahanan sektor eksternal terhadap volatilitas global, termasuk potensi aliran modal keluar seiring normalisasi kebijakan moneter global.

On the external front, Indonesia's current account balance is projected to remain within a reasonable range, with a narrowing trade surplus due to lower commodity prices, offset by increased foreign exchange earnings from services and remittances. Foreign exchange reserves remain adequate, underpinning external sector resilience against global volatility, including potential capital outflows in line with global monetary policy normalization.

Menyikapi tantangan ke depan, reformasi struktural menjadi kunci akselerasi pertumbuhan nasional. Bank Indonesia menekankan pentingnya akselerasi hilirisasi industri, penguatan ekosistem UMKM, serta peningkatan

Looking ahead, structural reforms will be key to accelerating national growth. Bank Indonesia emphasized the importance of accelerating industrial downstreaming, strengthening the MSME ecosystem,

kapasitas SDM dalam mendukung produktivitas nasional. Selain itu, integrasi digital dan perluasan akses pembiayaan menjadi komponen strategis dalam memperkuat inklusi ekonomi.

ANALISIS INDUSTRI DAN POSISI PERUSAHAAN DALAM INDUSTRI

Industri transportasi laut global pada 2024 menghadapi transformasi struktural dan tekanan sistemik akibat gangguan geopolitik, krisis iklim, dan kebutuhan mendesak akan dekarbonisasi. Laporan *Review of Maritime Transport* 2024 oleh UNCTAD menyoroti pentingnya *chokepoints* maritim seperti Terusan Suez, Terusan Panama, dan Selat Hormuz yang menjadi simpul strategis dalam rantai pasok global. Gangguan pada titik-titik ini, seperti serangan di Laut Merah dan kekeringan di Panama, telah memicu pengalihan rute kapal yang memperpanjang waktu transit dan meningkatkan biaya operasional secara signifikan.

Kondisi ini menyebabkan lonjakan *ton-miles* ukuran total volume dikalikan dengan jarak pelayaran yang naik 4,2% pada 2023 dan terus meningkat di 2024, mengindikasikan *rerouting* kapal ke rute lebih panjang, termasuk mengitari Tanjung Harapan. Dalam konteks logistik, hal ini menimbulkan ketegangan terhadap kapasitas armada global dan menciptakan *market inefficiency*, termasuk kemacetan pelabuhan, biaya *charter* tinggi, dan peningkatan emisi karbon yang melampaui standar IMO.

Dalam negeri, Indonesia sebagai negara kepulauan strategis berada di jalur persilangan maritim dunia dan memiliki potensi besar dalam sektor jasa layanan marine. Perusahaan terus memperkuat posisi bisnisnya sebagai entitas penyedia layanan *marine*, khususnya dalam layanan *harbour tug, pilotage*, dan *mooring* di wilayah kerja Pelabuhan Tanjung Priok dan wilayah barat Indonesia. Melalui penyempurnaan skema tarif, optimalisasi utilisasi armada, serta transformasi digital layanan, Perusahaan menargetkan penguatan *revenue stream* di tengah volatilitas pasar global.

Perusahaan juga memposisikan dirinya sebagai operator strategis dalam *integrated marine services* dengan mengedepankan sinergi dengan *stakeholder* Pelindo Group serta penguatan aspek *operational efficiency*. Upaya ini mencakup pengembangan sistem pemantauan berbasis *Vessel Tracking Management System* (VTMS), penerapan *predictive maintenance* pada armada, dan penyesuaian struktur biaya operasional berbasis analitik kinerja unit bisnis.

Di sisi lain, tantangan utama dalam industri layanan marine meliputi volatilitas tarif angkutan laut internasional, tekanan inflasi global terhadap komponen biaya BBM dan *sparepart*, serta isu keberlanjutan dalam dekarbonisasi operasional pelayaran. Laporan UNCTAD menegaskan bahwa ke depan, industri ini harus berinvestasi pada kapal generasi baru berbahan bakar

and enhancing human capital capacity to support national productivity. In addition, digital integration and expanded access to financing are strategic components for strengthening economic inclusion.

INDUSTRIAL ANALYSIS AND THE COMPANY'S POSITION WITHIN THE INDUSTRY

The global maritime transport industry in 2024 is facing structural transformations and systemic pressures triggered by geopolitical disruptions, the climate crisis, and the urgent need for decarbonization. The Review of Maritime Transport 2024 by UNCTAD highlights the importance of maritime chokepoints such as the Suez Canal, the Panama Canal, and the Strait of Hormuz, which serve as strategic hubs in global supply chains. Disruptions at these points, such as attacks in the Red Sea and drought in Panama, have forced vessels to reroute, extending transit times and significantly increasing operational costs.

These conditions have led to a rise in ton-miles, the measure of total volume multiplied by sailing distance, which rose by 4.2% in 2023 and continued to increase in 2024, indicating vessel rerouting to longer paths, including around the Cape of Good Hope. In logistics, this has strained global fleet capacity and created market inefficiencies, including port congestion, higher chartering costs, and increased carbon emissions exceeding IMO standards.

Domestically, Indonesia, as a strategically positioned archipelagic nation located along global maritime crossroads, holds vast potential in marine services. The Company continues to strengthen its business position as a marine services provider, particularly in harbour tug, pilotage, and mooring services at Tanjung Priok Port and western Indonesian waters. Through tariff scheme improvements, optimized fleet utilization, and digital service transformation, the Company aims to reinforce its revenue streams amid global market volatility.

The Company also positions itself as a strategic operator in integrated marine services by prioritizing synergy with Pelindo Group stakeholders and strengthening operational efficiency. Efforts include the development of a monitoring system based on the Vessel Tracking Management System (VTMS), the implementation of predictive maintenance for the fleet, and the adjustment of operational cost structures based on business unit performance analytics.

On the other hand, key challenges in the marine services industry include volatility in international freight rates, global inflationary pressures on fuel and spare parts costs, and sustainability issues in shipping decarbonization. The UNCTAD report underscores that going forward, the industry must invest in next-generation vessels powered by alternative fuels such as

alternatif seperti LNG atau metanol, serta melakukan *fleet renewal* untuk memenuhi target *Net Zero Emission* pada 2050.

Sektor jasa pelabuhan, termasuk perusahaan seperti SPJM, berperan aktif dalam menurunkan *turnaround time* kapal, mengoptimalkan pelayaran antar-pulau, dan memperkuat konektivitas pelabuhan - *hinterland* sebagai elemen penting dalam *supply chain resilience*. Kolaborasi lintas sektor antara operator pelabuhan, pemerintah, dan pengguna jasa logistik menjadi kunci dalam menekan biaya logistik nasional dan menjaga daya saing ekspor nasional.

Prospek industri *marine* nasional juga dipengaruhi oleh tren digitalisasi dan *green port initiative*. Perusahaan menargetkan penguatan infrastruktur teknologi informasi, pengembangan *smart scheduling*, serta penerapan *eco-efficient operations* sebagai bagian dari *roadmap* keberlanjutan yang mendukung *Environmental, Social, and Governance* (ESG) *principles*.

Hal ini sejalan dengan arah UNCTAD dalam menjadikan pelabuhan sebagai pusat inovasi dan efisiensi berkelanjutan keseluruhan, industri layanan marine di 2024 berada pada titik kritis antara kebutuhan adaptasi terhadap dinamika global dan dorongan untuk inovasi operasional. Perusahaan seperti SPJM memiliki peluang strategis untuk menjadi katalis dalam mendukung ketahanan rantai pasok nasional dan efisiensi logistik pelabuhan melalui layanan marine yang andal, aman, dan berkelanjutan.

LNG or methanol, as well as fleet renewal programs to meet the Net Zero Emissions target by 2050.

The port services sector, including companies such as SPJM, plays an active role in reducing vessel turnaround times, optimizing inter-island shipping, and strengthening port–hinterland connectivity as essential elements of supply chain resilience. Cross-sector collaboration among port operators, government, and logistics users is key to reduce national logistics costs and protect export competitiveness.

The prospect of Indonesia's marine services industry is also shaped by digitalization trends and green port initiatives. The Company is targeting to improve its IT infrastructure, develop a smart scheduling system, and adopt eco-efficient operations as part of its sustainability roadmap aligned with environmental, social, and governance (ESG) principles.

In line with UNCTAD's direction of positioning ports as hubs of innovation and sustainable efficiency, the marine services industry in 2024 stands at a critical juncture between the need to adapt to global dynamics and the drive for operational innovation. Companies such as SPJM hold strategic opportunities to serve as catalysts in strengthening national supply chain resilience and port logistics efficiency through reliable, safe, and sustainable marine services.

TINJAUAN KINERJA PER SEGMEN USAHA
Operational Overview by Business Segment

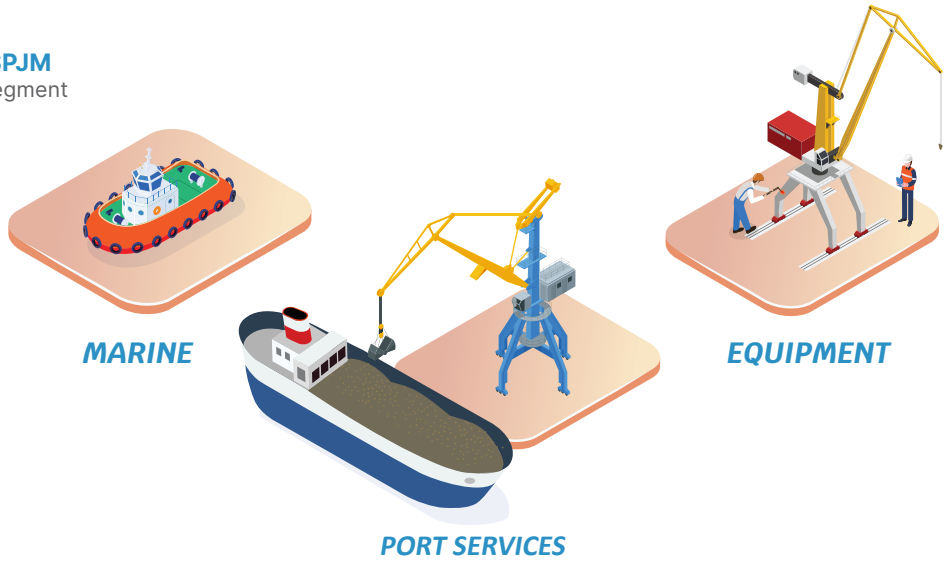
TINJAUAN OPERASIONAL

Pada tahun buku 2024, Perusahaan belum mengimplementasikan PSAK 108 mengenai Segmen Operasi dalam penyusunan Laporan Keuangannya. Oleh karena itu, untuk menggambarkan informasi terkait segmen usaha, Perusahaan menggunakan pendekatan berdasarkan struktur pendapatan yang diperoleh dari berbagai produk dan layanan jasa yang disediakan. Pendekatan ini juga telah diterapkan pada laporan keuangan tahun buku sebelumnya, yaitu 2023, dan disajikan dalam bentuk bagan sebagaimana ditampilkan berikut ini:

OPERATIONAL OVERVIEW

In the financial year 2024, the Company has not yet implemented PSAK 108 on Operating Segments in preparing its Financial Statements. Therefore, information related to business segments is presented based on the revenue structure of its products and services. This approach was also applied in the previous year's financial statements in 2023 and is presented in the form of a chart as shown below:

Segmen Usaha SPJM
SPJM's Business Segment



Dalam menjalankan tiga segmen usahanya, yaitu *Marine, Equipment*, dan *Port Services* (MEPS), SPJM menerapkan dua model bisnis utama yang disesuaikan dengan pendekatan *parenting* model perusahaan, yaitu:

1. *Sebagai Strategic Subholding Company*
   Pada model bisnis ini, SPJM tidak secara langsung melakukan aktivitas operasional, melainkan pelaksanaannya dijalankan oleh anak dan/atau cucu perusahaan. Dalam peran ini, SPJM berfokus pada penetapan sasaran strategis dan kebijakan utama untuk pelaksanaan usaha, serta mengidentifikasi dan mengembangkan peluang pasar. Pendapatan SPJM dalam skema ini terutama bersumber dari penerimaan dividen anak perusahaan atau entitas afiliasi, serta pendapatan dari *agency fee*.

2. Sebagai *Operating Subholding Company*
   Melalui model ini, SPJM secara langsung melaksanakan kegiatan operasional, baik secara mandiri maupun melalui kerja sama dengan anak perusahaan (*subsidiary*), perusahaan afiliasi, maupun mitra strategis lainnya yang diatur melalui perjanjian

In carrying out its three business segments, namely Marine, Equipment, and Port Services (MEPS), SPJM implements two main business models aligned with the Company's parenting model approach, namely:

1. As a Strategic Subholding Company
   Under this model, SPJM does not handle the operational activities directly because such activities are carried out by its subsidiaries and/or sub-subsidiaries. In this role, SPJM's focus is on the strategic objectives and key policies for business execution, as well as identifying and developing market opportunities. SPJM's revenue under this scheme is primarily derived from dividends from subsidiaries or affiliated entities, as well as agency fees.

2. As an Operating Subholding Company
   Through this model, SPJM handles the operational activities, either independently or in collaboration with subsidiaries, affiliated companies, or other strategic partners under cooperation agreements. Under this scheme, SPJM's revenue sources include

kerja sama. Dalam skema ini, sumber pendapatan SPJM berasal dari penjualan jasa (*sales*), pembagian pendapatan (*revenue sharing*), dividen, serta *agency fee*.

service sales, revenue sharing, dividends, and agency fees.

Pada tahun buku 2024, model bisnis sebagai *Operating Subholding Company* diterapkan secara spesifik pada klaster Jasa Pelayanan Kapal (*Marine Services*), sebagaimana juga telah diterapkan pada tahun buku sebelumnya, yakni 2023. Sementara itu, pendekatan sebagai *Strategic Subholding Company* tetap diberlakukan secara menyeluruh untuk seluruh klaster usaha MEPS.

In the financial year 2024, the business model as an Operating Subholding Company was specifically applied to the Marine Services cluster, as was also the case in the financial year 2023. Meanwhile, the Strategic Subholding Company approach continued to be applied comprehensively across all MEPS business clusters.

Dalam kapasitasnya sebagai *Operating Subholding Company*, SPJM melaksanakan kegiatan usaha berupa pengelolaan, perawatan, dan perbaikan Sarana Bantu Pemanduan dan Penundaan (SBPP), penyediaan SBPP, serta pelayanan jasa penundaan kapal di wilayah operasional PELINDO Regional 1, 3, dan 4. Kegiatan tersebut dijalankan SPJM melalui kemitraan operasional bersama PMS. Dari kerja sama tersebut, SPJM memperoleh pendapatan melalui skema *revenue sharing* dari PELINDO, yang selanjutnya dibagikan kembali kepada PMS sesuai porsi kesepakatan.

In its capacity as an Operating Subholding Company, SPJM carries out business activities that includes the management, maintenance, and repair of Pilotage and Towage Support Facilities (SBPP), the provision of SBPP, as well as tugboat services in the operational regions of PELINDO Regional 1, 3, and 4. These activities are conducted by SPJM through an operational partnership with PMS. From this collaboration, SPJM generates revenue through a revenue-sharing scheme with PELINDO, which is subsequently redistributed to PMS in accordance with the agreed portion.

Produktivitas Usaha

Pada tahun buku 2024, pengoperasian dan pengelolaan Sarana Bantu Pemanduan dan Penundaan (SBPP) serta layanan jasa penundaan kapal di Regional 1, 3, dan 4 dijalankan oleh PT Pelindo Marine Service. Sementara itu, untuk wilayah Regional 2, kegiatan operasional dan pengelolaan jasa penundaan kapal menjadi tanggung jawab PT Jasa Armada Indonesia Tbk.

Business Productivity

In the financial year 2024, the operation and management of Pilotage and Towage Support Facilities (SBPP), as well as tugboat services in Regions 1, 3, and 4, were carried out by PT Pelindo Marine Service. Meanwhile, in Regional 2, the operational activities and management of tugboat services were the responsibility of PT Jasa Armada Indonesia Tbk.

Setelah dilakukan serah terima operasi layanan dukungan pemanduan dari PT Pelindo (Persero) kepada PT Pelindo Jasa Maritim, pengalihan tanggung jawab secara bertahap berlangsung sepanjang tahun buku 2023, dengan rincian sebagai berikut: untuk Regional 4 efektif per 1 Januari 2023, Regional 1 pada 1 April 2023, Regional 2 dimulai 1 Agustus 2023, dan Regional 3 mulai berlaku per 1 Oktober 2023. Adapun gambaran pelaksanaannya disajikan sebagai berikut:

Following the handover of pilotage support from PT Pelindo (Persero) to PT Pelindo Jasa Maritim, the transfer of responsibilities was carried out gradually throughout the financial year 2023, with the following details: effective January 1, 2023, for Region 4; April 1, 2023, for Region 1; August 1, 2023, for Region 2; and October 1, 2023, for Region 3. An overview of the implementation is presented as follows:

Produksi 2023-2024
Production 2023-2024

Uraian Description	Satuan Unit	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
				Nominal Nominal	Persentase Percentage
Produksi Production					
Pemanduan Pilotage					
Regional 1	GT-Gerak GT-Movement	271.865.212	311.373.560	(39.508.348)	-12,69%
Regional 2	GT-Gerak GT-Movement	661.196.265	704.841.850	(43.645.585)	-6,19%



Produksi 2023-2024
Production 2023-2024

Uraian Description	Satuan Unit	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
				Nominal Nominal	Persentase Percentage
Regional 3	GT-Gerak GT-Movement	1.013.460.014	894.547.465	118.912.549	13,29%
Regional 4	GT-Gerak GT-Movement	1.433.207.324	1.380.732.927	52.474.397	3,80%
Jumlah	**GT-Gerak** GT-Movement	**3.379.728.814**	**3.291.495.802**	**88.233.012**	**2,68%**
Penundaan Towage					
Regional 1	GT-jam GT-hour	453.830.251	483.456.885	(29.626.634)	-6,13%
Regional 2	GT-jam GT-hour	1.307.216.061	1.299.963.478	7.252.583	0,56%
Regional 3	GT-jam GT-hour	1.319.368.224	1.266.937.072	52.431.152	4,14%
Regional 4	GT-jam GT-hour	1.934.623.631	1.713.411.410	221.212.221	12,91%
Jumlah Total	**GT-jam** GT-hour	**5.015.038.168**	**4.763.768.844**	**251.269.324**	**5,27%**

Pada tahun 2024, realisasi produksi atas Sarana Bantu Pemanduan tercatat sebesar 3.379.728.814 GT Gerak, meningkat 88.233.012 GT Gerak atau 2,68% jika dibandingkan tahun sebelumnya yang tercatat sebesar 3.291.495.802 GT Gerak. Selain itu, realisasi produksi atas Sarana Bantu Penundaan tercatat sebesar 5.015.038.168 GT Jam, meningkat 251.269.324 GT Jam atau 5,27% jika dibandingkan tahun sebelumnya yang tercatat sebesar 4.763.768.844 GT Jam.

In 2024, the production of Pilotage Support Facilities was recorded at 3,379,728,814 GT Movement, an increase of 88,233,012 GT Movement or 2.68% compared to the previous year, which was recorded at 3,291,495,802 GT Movement. In addition, the production of Towage Support Facilities was recorded at 5,015,038,168 GT Hours, an increase of 251,269,324 GT Hours or 5.27% compared to the previous year, which was recorded at 4,763,768,844 GT Hours.

Trafik 2023-2024
Traffic 2023-2024

Uraian Description	Satuan Unit	2024	2023	Kenaikan (Penurunan) Increase (Decrease)	
				Nominal Nominal	Persentase Percentage
Trafik Traffic					
Regional 1	Call	56.301	62.211	(5.910)	-9,50%
	GT	121.791.078	150.232.112	(28.441.034)	-18,93%
Regional 2	Call	51.260	53.927	(2.667)	-4,95%
	GT	284.379.274	303.649.932	(19.270.658)	-6,35%
Regional 3	Call	107.281	103.097	4.184	4,06%
	GT	425.296.951	394.825.821	30.471.130	7,72%
Regional 4	Call	92.365	83.986	8.379	9,98%
	GT	457.683.074	437.332.884	20.350.190	4,65%
Jumlah Total	Call	307.207	303.221	3.986	1,31%
	GT	1.289.150.377	1.286.040.749	3.109.628	0,24%

Berdasarkan tabel diatas, pada tahun 2024 realisasi secara trafik kapal tercatat 307.207 Call dan 1.289.150.377 GT, mengalami kenaikan sebesar 3.986 Call dan 3.109.628 GT jika dibandingkan tahun sebelumnya yang tercatat 303.221 Call dan 1.286.040.749 GT.

Based on the table above, the vessel traffic in 2024 was recorded at 307,207 Calls and 1,289,150,377 GT, an increase of 3,986 Calls and 3,109,628 GT compared to the previous year, which was recorded at 303,221 Calls and 1,286,040,749 GT.

Pendapatan dan Profitabilitas Usaha

Perusahaan tidak melakukan kegiatan produksi secara langsung tetapi melalui anak perusahaannya. Segmen pelayanan jasa yang dilakukan oleh anak perusahaan secara *general* meliputi Kerja sama *fee for services*, jasa pengerukan, pelayanan jasa kapal, dan pengusahaan tanah, bangunan, air serta listrik. Sehingga, pendapatan per operasi pada grup Perusahaan secara umum dapat disampaikan seperti berikut ini:

Revenue and Business Profitability

The Company does not carry out production activities directly but through its subsidiaries. In general, the subsidiaries carried out the services in various segments that include fee-for-service arrangements, dredging services, vessel services, and the management of land, buildings, water, and electricity. Therefore, the Company's group operating revenue can generally be presented as follows:

Tabel Pendapatan dan Profitabilitas 2023-2024
Revenue and Profitability Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Kerja sama dan *fee for services* *Cooperation and fee for services*	5.283.326	3.344.230	1.939.096	57,98%
Jasa pengerukan Dredging services	824.953	276.988	547.965	197,83%
Pelayanan jasa kapal Vessel services	715.909	2.367.108	(1.651.199)	-69,76%
Pengusahaan tanah, bangunan, air dan listrik Management of land, buildings, water, and electricity	444.491	339.078	105.413	31,09%
Jumlah Total	**7.268.679**	**6.327.404**	**941.275**	**14,88%**

Pada tahun 2024, kontribusi terbesar pendapatan Perusahaan berasal dari Kerja sama dan *fee for services*. Per 31 Desember 2024, pendapatan operasi Perusahaan tercatat Rp7,268,68 miliar, meningkat sebesar Rp941,28 miliar atau 14,88% jika dibandingkan tahun sebelumnya yang sebesar Rp6.327,40 miliar. Peningkatan ini disebabkan oleh meningkat signifikannya pendapatan dari Kerja Sama dan *fee for services*.

In 2024, the Company's largest revenue contribution came from Cooperation and fee-for-services. As of December 31, 2024, the Company's operating revenue stood at Rp7,268.68 billion, an increase of Rp941.28 billion or 14.88% compared to the previous year's Rp6,327.40 billion. This increase was mainly driven by a significant rise in revenues from Cooperation and fee-for-services.

Strategi Pengembangan Usaha

Sebagai bagian dari transformasi sektor kepelabuhanan nasional, PT Pelindo Jasa Maritim (SPJM) atau Perusahaan hadir sebagai salah satu dari empat *subholding* yang dibentuk oleh PT Pelabuhan Indonesia (Persero), induk usaha BUMN di bidang kepelabuhanan. Perusahaan memiliki peran penting dalam memperkuat aktivitas maritim Indonesia yang strategis dalam menghubungkan wilayah kepulauan Nusantara dengan jalur perdagangan global. Fokus utama Perusahaan mencakup layanan jasa maritim, penyediaan peralatan, serta jasa kepelabuhan lainnya seperti pengerukan, utilitas, dan energi yang seluruhnya diklasifikasikan

Business Development Strategy

As part of the national port sector transformation, PT Pelindo Jasa Maritim (SPJM) or the Company is one of the four subholdings established by PT Pelabuhan Indonesia (Persero), the parent state-owned enterprise in the port sector. The Company plays an important role in strengthening Indonesia's strategic maritime activities by connecting the archipelago with global trade routes. The Company's main focus covers maritime services, equipment provision, and other port services such as dredging, utilities, and energy, all of which are classified into three main clusters: Marine Services, Equipment, and Port Services. In line with management directives,

ke dalam tiga klaster utama: layanan marine (*Marine*), peralatan pelabuhan (*Equipment*), dan jasa kepelabuhan (*Port Services*). Sejalan dengan arahan manajemen, Perusahaan diarahkan untuk bertransformasi menjadi perusahaan utilitas di sektor kepelabuhanan. Untuk mewujudkan visi tersebut, Perusahaan telah menyusun sejumlah rencana strategis yang mencerminkan langkah-langkah konkret dalam mendukung transformasi bisnis secara menyeluruh antara lain seperti berikut ini:

1. Standardisasi Operasi MEPS untuk *Service Excellence*
   - Penyusunan Pedoman Pengelolaan Armada
   - Implementasi Standardisasi Armada Sesuai *Masterplan* SPJM
   - Standardisasi Operasi Pelayanan Kapal di Lingkungan PT Pelabuhan Indonesia (Persero)
   - Standardisasi Pemeliharaan Peralatan Pelabuhan
   - Standardisasi Operasi MEPS untuk *Service Excellence*: *Shipyard*
   - Standardisasi Operasi Layanan Air Bersih, Listrik Pelabuhan dan *Onshore Power Supply* di Tanjung Priok dan Tanjung Perak
   - Optimalisasi kegiatan pengerukan pada entitas Anak Perusahaan yang beroperasi di Regional 1, 2 dan 3

2. Digitalisasi & Sistemasi Operasi
   - Implementasi Digitalisasi dan Sistemasi Proses Pelayanan Kapal
   - Integrasi Sistem Informasi Pemanduan dan Penundaan dengan Sistem Operasional Pelayanan Kapal (*System Surrounding*)
   - *Roll Out* Aplikasi Pengerukan di Regional 1 dan 2
   - Implementasi Aplikasi *Shipyard*
   - Digitalisasi dan Sistemasi Pemeliharaan Peralatan Pelabuhan
   - Digitalisasi dan Sistemasi Operasi Layanan Air Bersih dan Listrik Pelabuhan
   - Implementasi Pengendalian Konsumsi BBM

3. Pengembangan Infrastruktur dan Peralatan MEPS
   - Realisasi Pengadaan Kapal Tunda Milik

4. KAM Bisnis Pelabuhan yang Terintegrasi dengan Bisnis MEPS
   - Revisi Peraturan Direksi Pengelolaan Pelanggan Utama
   - Pengelolaan Suara Pelanggan
   - Pelaksanaan Kegiatan *Key Account Management*

5. Pengembangan Layanan Tambahan MEPS
   - Implementasi *Oil Spill Response* (OSR) di Pelabuhan Cabang Bagendang, Bumiharjo, Panjang dan Teluk Bayur
   - Pengembangan Layanan Jasa *Onshore Power Supply* pada Lokasi Strategis
   - Pengembangan Layanan Jasa Air Bersih pada Lokasi Strategis
   - Pengembangan Layanan Jasa Listrik pada Lokasi Strategis

the Company is directed to transform into a utility company in the port sector. To realize this vision, the Company has developed several strategic plans that reflect concrete steps in supporting comprehensive business transformation, including the following:

1. Standardization of MEPS Operations for Service Excellence
   - Development of Fleet Management Guidelines
   - Implementation of Fleet Standardization in line with SPJM's Masterplan
   - Standardization of Vessel Service Operations within PT Pelabuhan Indonesia (Persero)
   - Standardization of Port Equipment Maintenance
   - Standardization of MEPS Operations for Service Excellence: Shipyard
   - Standardization of Freshwater, Port Electricity, and Onshore Power Supply Operations at Tanjung Priok and Tanjung Perak
   - Optimization of dredging activities by Subsidiaries operating in Regions 1, 2, and 3

2. Digitization & Systematization of Operations
   - Implementation of Digitization and Systematization of Vessel Service Processes
   - Integration of Pilotage and Towage Information System with Vessel Service Operations (System Surrounding)
   - Roll-out of Dredging Application in Regions 1 and 2
   - Implementation of Shipyard Application
   - Digitization and Systematization of Port Equipment Maintenance
   - Digitization and Systematization of Freshwater and Port Electricity Services
   - Implementation of Fuel Consumption Control

3. Development of MEPS Infrastructure and Equipment
   - Realization of Owned Tugboat Procurement

4. Integrated Port Business KAM with MEPS
   - Revision of Board of Directors' Regulations on Key Customer Management
   - Management of Customer Voice
   - Implementation of Key Account Management Activities

5. Development of Additional MEPS Services
   - Implementation of Oil Spill Response (OSR) at Bagendang, Bumiharjo, Panjang, and Teluk Bayur Branch Ports
   - Development of Onshore Power Supply Services at Strategic Locations
   - Development of Freshwater Services at Strategic Locations
   - Development of Electricity Services at Strategic Locations

- Pengembangan Layanan Jasa *Bunkering* pada Lokasi Strategis
- Implementasi *Waste Management* di Pelabuhan Cabang Tanjung Emas
- Implementasi/Penerapan Penggunaan Fasilitas Alur Pelayaran Belawan
- Implementasi/Penerapan Penggunaan Fasilitas Alur Pelayaran Kumai
- Implementasi/Penerapan Penggunaan Fasilitas Alur Pelayaran Bengkulu
- Implementasi/Penerapan Penggunaan Fasilitas Alur Pelayaran Semarang (Tg Emas)
- Implementasi/Penerapan Penggunaan Fasilitas STS Transfer di Tarakan
- Implementasi/Penerapan Penggunaan Fasilitas STS Transfer di Marangkayu
- Kerjasama dengan Pihak Eksternal Guna Menunjang Kapasitas *Shipyard*

6. Pengembangan *Green Marine Services*
   - Penyelesaian Implementasi Energi Terbarukan dan Elektrifikasi Peralatan

7. Operasi Layanan MEPS di TUKS/TERSUS
   - Pengembangan Layanan *Marine* di TUKS/Tersus

8. Pembentukan Klaster dan Model Bisnis untuk MEPS
   - Pelaksanaan Pemurnian Bisnis SPJM Group Penyesuaian Struktur Organisasi dan Pengalihan SDM SPJM Group Paska Pemurnian Bisnis

9. Perencanaan Pembiayaan untuk Bisnis MEPS

10. Alokasi modal terintegrasi MEPS
    - Implementasi Kebijakan Pembiayaan *Capex* untuk Seluruh Unit Bisnis & Operator di bawah SPJM
    - Usulan Investasi SPJM Tahun 2025

11. Pengadaan Terpusat
    - Pengadaan Bersama Tenaga Alih Daya (TAD) dan Tenaga Pengamanan, PDH, Kendaraan Dinas, dan Pakaian Olahraga Pengadaan Terpusat
    - Pemantapan Sispro Pengadaan Barang dan Jasa
    - Digitalisasi PBJ di Lingkungan SPJM

12. Implementasi *Supply Chain Financing* (SCF)
    - *Roll Out* Implementasi *Supply Chain Financing* (SCF)

13. Optimalisasi Aset MEPS
    - Pemenuhan Kebutuhan Kapal Tunda
    - Pelaksanaan Inbreng Aset Alat Apung
    - Optimalisasi Pengelolaan Kapal

14. Implementasi *Corporate Branding* & *Marketing-Communication*
    - Program Implementasi *Brand Guidelines* PT Pelabuhan Indonesia (Persero)
    - Program Komunikasi Eksternal Pengelolaan Hubungan Perusahaan dengan *Stakeholder* dan Investor PT Pelabuhan Indonesia (Persero)

- Development of Bunkering Services at Strategic Locations
- Implementation of Waste Management at Tanjung Emas Branch Port
- Implementation/Use of Belawan Shipping Lane Facilities
- Implementation/Use of Kumai Shipping Lane Facilities
- Implementation/Use of Bengkulu Shipping Lane Facilities
- Implementation/Use of Semarang (Tg. Emas) Shipping Lane Facilities
- Implementation/Use of STS Transfer Facilities in Tarakan
- Implementation/Use of STS Transfer Facilities in Marangkayu
- Cooperation with External Parties to Support Shipyard Capacity

6. Development of Green Marine Services
   - Completion of Renewable Energy Implementation and Electrification of Equipment

7. MEPS Service Operations at TUKS/TERSUS
   - Development of Marine Services at TUKS/Tersus

8. Formation of Clusters and Business Models for MEPS
   - Implementation of SPJM Group Business Purification, Adjustment of Organizational Structure, and HR Transfer Post-Business Streamlining

9. Financing Plans for MEPS Business

10. Integrated MEPS Capital Allocation
    - Implementation of Capex Financing Policy for All Business Units & Operators under SPJM
    - SPJM Investment Proposal for 2025

11. Centralized Procurement
    - Joint Procurement of Outsourced Workers (TAD) and Security Personnel, Uniforms, Official Vehicles, and Sportswear
    - Centralized Procurement to Strengthen Sispro
    - Procurement of Digital Goods and Services of PBJ within SPJM

12. Implementation of Supply Chain Financing (SCF)
    - Roll-out of Supply Chain Financing (SCF) Implementation

13. Optimization of MEPS Assets
    - Fulfillment of Tugboat Needs
    - Implementation of Floating Equipment Asset Injection
    - Optimization of Fleet Management

14. Implementation of Corporate Branding & Marketing Communication
    - Implementation of PT Pelabuhan Indonesia (Persero) Brand Guidelines Program
    - External Communication Program for Corporate Relations with Stakeholders and Investors of PT Pelabuhan Indonesia (Persero)

- Pelaksanaan Pengukuran SROI program TISL Pelaksanaan Program Kolaborasi TISL
- Pelaksanaan Program *Employee Social Responsibility* (ESR)

15. Program L&D yang terintegrasi untuk standardisasi dan peningkatan kualitas SDM
    - Implementasi *Core Business Academies Development* Program
    - Peningkatan Kompetensi Inti dan Teknis Pegawai Peningkatan Kompetensi Inti (*Updating* dan Sertifikasi)

16. Sentralisasi *Knowledge Management* MEPS
    - Standardisasi dan Optimalisasi SME & CoP di lingkungan SPJM Group
    - Pendokumentasian Pengetahuan KM di SPJM Group

17. Implementasi KPI Terintegrasi
    - Implementasi Penilaian Kinerja Berbasis KPI dan Perilaku
    - Pengelolaan KPI Perusahaan

18. Internalisasi Budaya
    - Internalisasi Budaya Perusahaan

19. Operasi Layanan MEPS di Pelabuhan K/L
    - *Monitoring* Realisasi Operasi Layanan Marine di Pelabuhan K/L

20. Implementasi *Enterprise Architec* TI
    - Penyediaan *Dashboard Monitoring* Kecepatan Angin
    - Pemenuhan Standarisasi Perangkat/*Device* Pendukung Operasi Kegiatan Pelayanan Kapal
    - Penerapan *Single* ERP untuk Entitas Perusahaan SPJM *Standalone*

21. Perencanaan Ekspansi regional Layanan MEPS
    - Penyusunan Kajian Perencanaan Ekspansi Regional Layanan MEPS

22. Skema Komersial Bisnis MEPS
    - Peningkatan Pangsa Pasar
    - Pengelolaan Harga dan *Pricing Strategy*
    - Pelaksanaan *Joint Promotion*

23. Kerja sama Bisnis Manufaktur *Crane*
    - *Monitoring* Pekerjaan Pembangunan *Local Crane*

24. *Inventory* Terintegrasi
    - Efisiensi Biaya *Inventory* melalui Penurunan Nilai *Deadstock*

25. Kerja sama dengan Pelaku Industri dan Mitra Strategis untuk Pengembangan Bisnis MEPS
    - Implementasi Kerja sama dengan Mitra Strategis

- Implementation of SROI Measurement for TJSL Programs
- Implementation of TJSL Collaboration Programs
- Implementation of Employee Social Responsibility (ESR) Program

15. Integrated L&D Program for Standardization and HR Quality Improvement
    - Implementation of Core Business Academies Development Program
    - Enhancement of Employees' Core and Technical Competencies (Updating and Certification)

16. Centralization of MEPS Knowledge Management
    - Standardization and Optimization of SME & CoP within SPJM Group
    - Documentation of Knowledge Management within SPJM Group

17. Implementation of Integrated KPIs
    - Implementation of KPI and Behavior-based Performance Assessment
    - Corporate KPI Management

18. Culture Internalization
    - Internalization of Corporate Culture

19. MEPS Service Operations at K/L Ports
    - Monitoring of Marine Service Operations at K/L Ports

20. Implementation of Enterprise Architecture IT
    - Provision of Wind Speed Monitoring Dashboard
    - Fulfillment of Standardization of Supporting Devices for Vessel Service Operations
    - Implementation of Single ERP for SPJM Standalone Entities

21. Planning for Regional Expansion of MEPS Services
    - Preparation of Regional Expansion Plan Study for MEPS Services

22. MEPS Commercial Schemes
    - Market Share Enhancement
    - Price and Pricing Strategy Management
    - Implementation of Joint Promotion

23. Business Cooperation in Crane Manufacturing
    - Monitoring of Local Crane Development Projects

24. Integrated Inventory
    - Inventory Cost Efficiency through Deadstock Reduction

25. Cooperation with Industry Players and Strategic Partners for MEPS Business Development
    - Implementation of Cooperation with Strategic Partners

26. Kearsipan Pra dan Paska Penggabungan
    - Penataan Arsip Inaktif
    - Penyusutan Arsip

27. Hubungan Industrial
    - Optimalisasi Implementasi Disiplin Pekerja
    - Tindaklanjut PKB Bidang Administrasi & Layanan SDM
    - Pembentukan LKS Bipartit

28. Kerja sama Dukungan Operasi Pelayanan Pemanduan
    - Monitoring dan Evaluasi Kerja sama Operasi Pemanduan Regional ke *Subholding* Pelindo Jasa Maritim

29. Penerapan Manajemen Risiko
    - Pemenuhan Peraturan Menteri BUMN No. PER-2/MBU/03/2023

30. *Capacity Building-Talent Management*
    - Peningkatan Kompetensi Pejabat Struktural SPJM Kantor Pusat
    - Peningkatan Kompetensi Perempuan dan Milenial SPJM Kantor Pusat

26. Archiving Pre- and Post-Merger
    - Arrangement of Inactive Archives
    - Archive Disposal

27. Industrial Relations
    - Optimization of Worker Discipline Implementation
    - Follow-up on CLA in Administration & HR Services
    - Establishment of Bipartite LKS

28. Cooperation in Pilotage Service Operations Support
    - Monitoring and Evaluation of Regional Pilotage Operations Cooperation to Pelindo Jasa Maritim Subholding

29. Risk Management Implementation
    - Compliance with Minister of SOE Regulation No. PER-2/MBU/03/2023

30. Capacity Building - Talent Management
    - Enhancement of Structural Officials' Competence at SPJM Headquarters
    - Competence Development for Female and Millennial Employees at SPJM Headquarters

TINJAUAN KEUANGAN
Financial Overview

STANDAR PENYAJIAN INFORMASI DAN KESESUAIAN TERHADAP SAK

Pembahasan dan analisis atas kinerja keuangan yang disajikan dalam Laporan Tahunan ini merujuk pada laporan keuangan PT Pelindo Jasa Maritim untuk tahun buku 2024 dan tahun buku sebelumnya, yaitu 2023. Laporan keuangan tersebut telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja, dengan opini wajar dalam semua hal yang material. Penyusunan laporan keuangan dilakukan sesuai dengan Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia, mencakup Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang ditetapkan oleh Dewan Standar Akuntansi Keuangan (DSAK) Ikatan Akuntan Indonesia.

STANDARDS FOR INFORMATION PRESENTATION AND CONFORMITY TO SAK

The discussion and analysis of financial performance in this Annual Report refer to the financial statements of PT Pelindo Jasa Maritim for the fiscal year 2024 and the preceding year, 2023. The financial statements were audited by the Public Accounting Firm Purwantono, Sungkoro & Surja, which issued an unqualified opinion in all material respects. The preparation of the financial statements was carried out in accordance with the applicable Indonesian Financial Accounting Standards (SAK), including the Statements of Financial Accounting Standards (PSAK) and the Interpretations of Financial Accounting Standards (ISAK) as issued by the Financial Accounting Standards Board (DSAK) of the Indonesian Institute of Accountants.

POSISI KEUANGAN

FINANCIAL POSITION

Tabel Posisi Keuangan Konsolidasian 2023-2024
Consolidated Financial Positions Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Aset Assets				
Aset Lancar Current Assets	4.672.126	3.808.678	3.280.675	22,67%
Aset Tidak Lancar Non-Current Assets	2.381.488	2.037.159	1.947.169	16,90%
Jumlah Aset Total Assets	7.053.613	5.845.837	5.227.844	20,66%
Liabilitas Liabilities				
Liabilitas Jangka Pendek Current Liabilities	2.636.611	1.852.212	1.686.489	42,35%
Liabilitas Jangka Panjang Non-Current Liabilities	322.066	175.103	167.595	83,93%
Jumlah Liabilitas Total Liabilities	2.958.677	2.027.316	1.854.083	45,94%
Ekuitas Equity				
Jumlah Ekuitas Total Equity	4.094.936	3.818.521	3.373.761	7,24%

Mengacu pada data posisi keuangan yang disajikan, pada tahun buku 2024 seluruh komponen utama, yaitu aset, liabilitas, dan ekuitas mencatatkan peningkatan masing-masing sebesar 20,66%, 45,94%, dan 7,24% jika dibandingkan dengan tahun buku sebelumnya, yaitu 2023.

Uraian berikut menyajikan analisis lebih mendalam atas laporan posisi keuangan PT Pelindo Jasa Maritim tahun 2024, disertai penjelasan mengenai faktor-faktor yang menyebabkan perubahan tersebut serta dampak yang ditimbulkan terhadap kondisi keuangan Perusahaan.

Referring to the financial position data, in the fiscal year 2024 all main components including assets, liabilities, and equity were increased by 20.66%, 45.94%, and 7.24% respectively, compared to the previous fiscal year, 2023.

The following section provides a more in-depth analysis of PT Pelindo Jasa Maritim's 2024 statement of financial position, along with explanations of the factors that contributed to these changes and their impact on the Company's financial condition.

ASET

ASSETS

Tabel Aset 2023-2024
Assets Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Aset Assets				
Aset Lancar Current Assets	4.672.126	3.808.678	3.280.675	22,67%
Aset Tidak Lancar Non-Current Assets	2.381.488	2.037.159	1.947.169	16,90%
Jumlah Aset Total Assets	7.053.613	5.845.837	5.227.844	20,66%

Pada akhir Desember tahun buku 2024, total aset Perusahaan tercatat sebesar Rp7.053,61 miliar, menunjukkan peningkatan sebesar 20,66% dibandingkan dengan posisi pada akhir tahun buku 2023. Struktur aset Perusahaan didominasi oleh aset lancar yang mencakup 66,24% dari total aset, sementara sisanya sebesar 33,76% merupakan aset tidak lancar. Peningkatan ini dipengaruhi oleh adanya kenaikan realisasi dari Aset pada beberapa entitas di SPJM Grup atas Kas dan Setara Kas, Piutang Usaha, dan Pajak Dibayar Dimuka, seperti PJM Standalone naik 5,72% yoy, PMS naik 13,24% yoy, JAI naik 8,40% yoy, JAI naik 104,62% yoy, LEGI naik 82,49% yoy, dan EPI naik 20,54% yoy.

At the end of December 2024, the Company's total assets were recorded at Rp7,053.61 billion, an increase of 20.66% compared to the position at the end of the 2023 fiscal year. The Company's asset structure is dominated by current assets, which account for 66.24% of total assets, while the remaining 33.76% are non-current assets. This increase was influenced by the increase in the realization of Assets in several entities in the SPJM Group on Cash and Cash Equivalents, Accounts Receivable, and Prepaid Taxes, such as PJM Standalone which rose 5.72% yoy, PMS rose 13.24% yoy, JAI increased by 8.40% yoy, JAI increased by 104.62% yoy, LEGI increased by 82.49% yoy, and EPI increased by 20.54% yoy.

Aset Lancar

Current Assets

Tabel Aset Lancar 2023-2024
Non-Current Assets Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Kas Dan Setara Kas Cash and Cash Equivalents	2.048.141	1.403.784	644.357	45,90%
Investasi Jangka Pendek Short-term Investment	2.700	15.000	(12.300)	-82,00%

Tabel Aset Lancar 2023-2024
Non-Current Assets Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Piutang Usaha - Neto Trade Receivables - Net				
Pihak Ketiga Third Parties	87.982	80.458	7.524	9,35%
Pihak Berelasi Related Parties	707.030	623.084	83.946	13,47%
Aset Kontrak - Neto Contract Assets - Net				
Pihak Ketiga Third Parties	89.621	50.235	39.386	78,40%
Pihak Berelasi Related Parties	1.101.697	1.232.503	(130.806)	-10,61%
Piutang Lain-Lain - Neto Other Receivables - Net				
Pihak Ketiga Third Parties	8.832	4.059	4.773	117,59%
Pihak Berelasi Related Parties	883	7.587	(6.704)	-88,36%
Persediaan - Neto Inventory - Net	191.926	165.681	26.245	15,84%
Uang Muka Dan Beban Di Bayar Dimuka Advances and Prepaid Expenses	118.308	50.056	68.252	136,35%
Pajak Dibayar Di Muka Prepaid Taxes	304.459	174.751	129.708	74,22%
Aset Lancar Lainnya Other Current Assets	10.546	1.480	9.066	612,57%
Total Aset Lancar Total Current Assets	**4.672.126**	**3.808.678**	**863.448**	**22,67%**

Selama tahun buku 2024, Perusahaan membukukan total aset lancar sebesar Rp4.672,13 miliar, mengalami kenaikan sebesar 22,67% dibandingkan dengan tahun buku sebelumnya, yaitu 2023 yang sebesar Rp3.808,68 miliar. Peningkatan ini terutama disebabkan oleh kenaikan beberapa komponen aset lancar seperti kas dan setara kas yang dipengaruhi meningkatnya penerimaan dari pelanggan dan piutang usaha sejalan dengan peningkatan pendapatan.

Kas dan Setara Kas

Per 31 Desember tahun buku 2024, Perusahaan mencatatkan saldo kas dan setara kas sebesar Rp2.381,49 miliar, mengalami kenaikan sebesar 45,90% atau setara dengan Rp644,36 miliar dibandingkan dengan posisi pada akhir tahun buku 2023 yang tercatat sebesar Rp1.403,78 miliar.

During the 2024 fiscal year, the Company recorded total current assets of Rp4,672.13 billion, an increase of 22.67% compared to the previous fiscal year, namely 2023, which amounted to Rp3,808.68 billion. This increase was mainly due to an increase in several current asset components such as cash and cash equivalents, which were influenced by increased receipts from customers and accounts receivable in line with the increase in revenue.

Cash and Cash Equivalents

As of December 31, 2024, the Company recorded a cash and cash equivalents of Rp2,381.49 billion, an increase of 45.90% or equivalent to Rp644.36 billion compared to the position at the end of the fiscal year 2023, which was Rp1,403.78 billion.

Investasi Jangka Pendek

Selama tahun buku 2024, Perusahaan membukukan investasi jangka panjang sebesar Rp2,70 miliar. Sementara itu, pada tahun buku sebelumnya, yaitu 2023, Perusahaan mencatatkan nilai Rp15,00 miliar.

Piutang Usaha – Neto

Pada tahun buku 2024, Perusahaan mencatat piutang usaha neto dari pihak ketiga sebesar Rp87,98 miliar, mengalami kenaikan sebesar 78,40% dibandingkan dengan tahun buku sebelumnya, yaitu 2023. Sementara itu, piutang usaha neto dari pihak berelasi tercatat sebesar Rp707,03 miliar atau mengalami peningkatan sebesar 13,47% dibandingkan dengan tahun sebelumnya.

Aset Kontrak – Neto

Pada tahun buku 2024, aset kontrak neto dari pihak ketiga tercatat sebesar Rp89,62 miliar, meningkat sebesar 78,40% dibandingkan dengan tahun buku sebelumnya, yaitu 2023. Sementara itu, aset kontrak neto dari pihak berelasi mencapai Rp1.101,70 miliar atau mengalami penurunan sebesar 10,61% dibandingkan dengan periode yang sama pada tahun sebelumnya.

Piutang Lain-Lain - Neto

Selama tahun buku 2024, piutang lain-lain neto Perusahaan, baik yang berasal dari pihak ketiga mengalami kenaikan, sementara dari pihak berelasi mengalami penurunan, masing-masing sebesar 117,59% dan 88,36%, sehingga menjadi Rp8,83 miliar dan Rp0,88 miliar jika dibandingkan dengan posisi pada tahun buku sebelumnya, yaitu 2023.

Persediaan – Neto

Pada tahun buku 2024, Perusahaan membukukan nilai persediaan sebesar Rp191,93 miliar, mengalami kenaikan sebesar 15,84% atau setara Rp26,25 miliar dibandingkan dengan nilai persediaan pada tahun buku sebelumnya, yaitu 2023 yang tercatat sebesar Rp165,68 miliar.

Uang Muka Dan Beban Di Bayar Dimuka

Per 31 Desember tahun buku 2024, Perusahaan mencatat uang muka dan beban dibayar di muka sebesar Rp118,31 miliar, mengalami peningkatan sebesar 136,35% atau senilai Rp68,25 miliar dibandingkan dengan tahun buku sebelumnya, yaitu 2023 yang tercatat sebesar Rp50,06 miliar.

Pajak Dibayar di Muka

Per 31 Desember tahun buku 2024, Perusahaan membukukan pajak dibayar di muka sebesar Rp304,46 miliar, mengalami kenaikan sebesar 74,22% atau setara Rp129,71 miliar dibandingkan dengan posisi pada tahun buku sebelumnya, yaitu 2023 yang tercatat sebesar Rp174,75 miliar.

Short-Term Investments

During the fiscal year 2024, the Company recorded short-term investments of Rp2.70 billion. Meanwhile, in the previous fiscal year, 2023, the Company had recorded Rp15.00 billion.

Trade Receivables - Net

In 2024, the Company recorded net trade receivables from third parties amounting to Rp87.98 billion, an increase of 78.40% compared to the fiscal year 2023. Meanwhile, net trade receivables from related parties amounted to Rp707.03 billion, representing a 13.47% increase compared to the previous year.

Contract Assets - Net

In 2024, net contract assets from third parties were recorded at Rp89.62 billion, an increase of 78.40% compared to fiscal year 2023. Meanwhile, net contract assets from related parties reached Rp1,101.70 billion, reflecting a decrease of 10.61% compared to the same period in the previous year.

Other Receivables - Net

During fiscal year 2024, the Company's net other receivables from third parties increased by 117.59%, while those from related parties decreased by 88.36%, amounting to Rp8.83 billion and Rp0.88 billion respectively, compared to fiscal year 2023.

Inventories - Net

In 2024, the Company recorded inventories of Rp191.93 billion, an increase of 15.84% or equivalent to Rp26.25 billion compared to inventories in fiscal year 2023, which stood at Rp165.68 billion.

Advances and Prepaid Expenses

As of December 31, 2024, the Company recorded advances and prepaid expenses of Rp118.31 billion, an increase of 136.35% or Rp68.25 billion compared to Rp50.06 billion in fiscal year 2023.

Prepaid Taxes

As of December 31, 2024, the Company recorded prepaid taxes of Rp304.46 billion, representing an increase of 74.22% or equivalent to Rp129.71 billion compared to Rp174.75 billion in fiscal year 2023.

Aset Lancar Lainnya

Pada 31 Desember tahun buku 2024, Perusahaan mencatatkan aset lancar lainnya sebesar Rp10,55 miliar. Sementara itu, pada tahun buku sebelumnya, yaitu 2023, mencatatkan aset lancar lainnya sebesar Rp1,48 miliar.

Other Current Assets

As of December 31, 2024, the Company recorded other current assets of Rp10.55 billion. In comparison, in the fiscal year 2023, the Company recorded other current assets of Rp1.48 billion.

Aset Tidak Lancar

Non-Current Assets

Tabel Aset Tidak Lancar 2023-2024
Non-Current Assets Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Piutang Sewa Pembiayaan Finance Lease Receivables	13.025	-	13.025	100,00%
Investasi Jangka Panjang Long-Term Investments	73.781	72.858	923	1,27%
Aset Tetap - Neto Fixed Assets - Net	1.333.732	1.421.393	(87.661)	-6,17%
Aset Tak Berwujud - Neto Intangible Assets - Net	138.966	136.573	2.393	1,75%
Aset Hak Guna - Neto Right-of-Use Assets - Net	459.342	139.447	319.895	229,40%
Taksiran Tagihan Restitusi Pajak Estimated Claims for Tax Refunds	121.530	147.004	(25.474)	-17,33%
Aset Pajak Tangguhan Deferred Tax Assets	144.369	80.836	63.533	78,59%
Aset Tidak Lancar Lainnya Other Non-Current Assets	96.743	39.048	57.695	147,75%
Total Aset Tidak Lancar **Total Non-Current Assets**	**2.381.488**	**2.037.159**	**344.329**	**16,90%**

Selama tahun buku 2024, Perusahaan membukukan total aset lancar sebesar Rp2.381,49 miliar, mengalami kenaikan sebesar 16,90% dibandingkan dengan tahun buku sebelumnya, yaitu 2023 yang sebesar Rp2.037,16 miliar. Peningkatan ini terutama disebabkan oleh kenaikan realisasi Aset Hak Guna dikarenakan adanya penyewaan Aset Sewa Guna mendukung layanan operasional antara lain atas sewa kapal tunda non milik skema time carter di JAI dan PMS.

During the 2024 fiscal year, the Company recorded total current assets of Rp2,381.49 billion, an increase of 16.90% compared to the previous fiscal year, namely 2023, which amounted to Rp2,037.16 billion. This increase was mainly due to the increase in the realization of Asset Rights was due to the leasing of Leasehold Assets to support operational services, including the leasing of non-owned tugboats under a time charter scheme at JAI and PMS.

Piutang Sewa Pembiayaan

Per 31 Desember 2024, mencatat piutang sewa pembiayaan sebeser Rp13,03 miliar. Sementara pada tahun sebelumnya, Perusahaan tidak mencatatkan piutang sewa pembiayaan.

Finance Lease Receivables

As of December 31, 2024, the Company recorded finance lease receivables amounting to Rp13.03 billion. In the previous year, the Company did not record any finance lease receivables.

Investasi Jangka Panjang

Pada 31 Desember tahun buku 2024, Perusahaan membukukan investasi jangka panjang sebesar Rp73,78 miliar, mengalami peningkatan sebesar 1,27% atau setara Rp0,92 miliar dibandingkan dengan tahun buku sebelumnya, yaitu 2023.

Long-Term Investments

As of December 31, 2024, the Company recorded long-term investments of Rp73.78 billion, an increase of 1.27% or Rp0.92 billion compared to the previous year, 2023.

Aset Tetap – Neto

Sepanjang tahun buku 2024, Perusahaan mencatatkan aset tetap sebesar Rp1.333,73 miliar, mengalami penurunan sebesar 6,17% atau senilai Rp87,66 miliar dibandingkan dengan posisi pada tahun buku sebelumnya, yaitu 2023 yang tercatat sebesar Rp1.421,39 miliar.

Fixed Assets - Net

Throughout the fiscal year 2024, the Company reported fixed assets of Rp1,333.73 billion, a decline of 6.17% or Rp87.66 billion compared to Rp1,421.39 billion in 2023.

Aset Tak Berwujud – Neto

Pada tahun buku 2024, Perusahaan mencatatkan aset tak berwujud – neto sebesar Rp138,97 miliar, mengalami peningkatan sebesar 1,75% atau setara Rp2,39 miliar dibandingkan dengan tahun buku sebelumnya, yaitu 2023.

Intangible Assets - Net

In fiscal year 2024, the Company recorded net intangible assets of Rp138.97 billion, an increase of 1.75% or Rp2.39 billion compared with 2023.

Aset Hak Guna – Neto

Pada akhir tahun buku 2024, Perusahaan mencatatkan aset hak guna – neto sebesar Rp459,34 miliar. Jumlah tersebut mengalami peningkatan sebesar Rp319,90 miliar atau setara 229,40% dibandingkan dengan tahun buku sebelumnya, yaitu 2023, yang sebesar Rp139,45 miliar.

Right-of-Use Assets - Net

At the end of fiscal year 2024, the Company recorded net right-of-use assets amounting to Rp459.34 billion. This figure represented an increase of Rp319.90 billion or 229.40% compared with Rp139.45 billion in 2023.

Taksiran Tagihan Restitusi Pajak

Pada tahun buku 2024, Perusahaan mencatat taksiran tagihan restitusi pajak sebesar Rp121,53 miliar. Nilai tersebut mengalami penurunan sebesar Rp25,47 miliar atau 17,33% dibandingkan dengan tahun buku sebelumnya, yaitu 2023, yang tercatat sebesar Rp147,00 miliar.

Estimated Claims for Tax Refunds

In fiscal year 2024, the Company recorded estimated claims for tax refunds of Rp121.53 billion, a decrease of Rp25.47 billion or 17.33% compared with Rp147.00 billion in 2023.

Aset Pajak Tangguhan

Pada akhir tahun buku 2024, Perusahaan membukukan aset pajak tangguhan senilai Rp144,37 miliar, mencerminkan peningkatan sebesar 78,59% atau Rp63,53 miliar dibandingkan dengan posisi pada tahun buku sebelumnya yang tercatat sebesar Rp80,84 miliar.

Deferred Tax Assets

At the end of fiscal year 2024, the Company reported deferred tax assets of Rp144.37 billion, an increase of 78.59% or Rp63.53 billion compared with Rp80.84 billion in 2023.

Aset Tidak Lancar Lainnya

Perusahaan juga melaporkan aset tidak lancar lainnya sebesar Rp96,74 miliar pada 31 Desember 2024, atau naik 147,75% setara Rp57,70 miliar dibandingkan dengan tahun buku 2023 yang sebesar Rp39,05 miliar.

Other Non-Current Assets

The Company also reported other non-current assets of Rp96.74 billion as of December 31, 2024, an increase of 147.75% or Rp57.70 billion compared with Rp39.05 billion in 2023.

LIABILITAS

LIABILITIES

Tabel Liabilitas 2023-2024
Liabilities Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Libilitas Jangka Pendek Current Liabilities				
Utang Usaha Trade Payables				
Pihak Ketiga Third Parties	218.002	188.598	29.404	15,59%



Tabel Liabilitas 2023-2024
Liabilities Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Pihak Berelasi Related Parties	84.003	118.338	(34.335)	-29,01%
Beban Akrual Accrued Expenses	1.562.798	1.050.329	512.469	48,79%
Utang Pajak Taxes Payable	101.530	96.162	5.368	5,58%
Liabilitas Kontrak Jangka Pendek Short-Term Contract Liabilities	117.750	82.657	35.093	42,46%
Liabilitas Jangka Panjang Yang Jatuh Tempo Dalam Waktu Satu Tahun: Current Maturities of Long-Term Liabilities:				
Liabilitas Sewa Lease Liabilities	303.868	74.142	229.726	309,85%
Pinjaman kepada Pihak Berelasi Due to Related Party	164.365	141.212	23.153	16,40%
Liabilitas Imbalan Kerja Jangka Pendek Short-Term Employee Benefit Liabilities	2.483	1.952	531	27,20%
Liabilitas Jangka Pendek Lainnya Other Current Liabilities	81.812	98.822	(17.010)	-17,21%
Total Liabilitas Jangka Pendek Total Current Liabilities	2.636.611	1.852.212	784.399	42,35%
Liabilitas Jangka Panjang Non-Current Liabilities				
Liabilitas Jangka Panjang - Setelah Dikurangi Bagian Yang Jatuh Tempo Dalam Waktu Satu Tahun: Long-Term Liabilities - Net of Current Maturities:				
Liabilitas Sewa Lease Liabilities	216.368	35.848	180.520	503,57%
Pinjaman kepada Pihak Berelasi Due to Related Party	67.542	87.851	(20.309)	-23,12%
Liabilitas Imbalan Kerja Employee Benefit Liabilities	15.964	14.788	1.176	7,95%
Liabilitas Kontrak Jangka Panjang Long-Term Contract Liabilities	-	1.467	-	-
Liabilitas Pajak Tangguhan Deferred Tax Liabilities	3.192	4.403	(1.211)	-27,50%
Liabilitas Jangka Panjang Lainnya Other Non-Current Liabilities	19.000	30.746	(11.746)	-38,20%
Total Liabilitas Jangka Panjang Total Non-Current Liabilities	322.066	175.103	146.963	83,93%
Total Liabilitas Total Liabilities	2.958.677	2.027.316	931.361	45,94%

Pada tahun buku 2024, total liabilitas Perusahaan tercatat sebesar Rp2.958,68 miliar, mengalami peningkatan sebesar Rp931,36 miliar atau 45,94% dibandingkan dengan tahun buku sebelumnya yang berjumlah Rp2.027,32 miliar. Kenaikan ini terutama disebabkan oleh kenaikan realisasi dari Liabilitas pada beberapa entitas di SPJM Grup atas Beban Akrual, Utang Usaha dan Liabilitas Sewa, seperti PJM *Standalone* naik

In fiscal year 2024, the Company's total liabilities were recorded at Rp2,958.68 billion, an increase of Rp931.36 billion or 45.94% compared to the previous fiscal year, which amounted to Rp2,027.32 billion. This increase was mainly due to an increase in liabilities at several entities in the SPJM Group for accrued expenses, accounts payable, and lease liabilities, such as PJM Standalone, which rose 5.72% yoy, PMS, which rose 13.24% yoy, JAI

5,72% yoy, PMS naik 13,24% yoy, JAI naik 8,40% yoy, JAI naik 104,62% yoy, LEGI naik 82,49% yoy, dan EPI naik 20,54% yoy.

Liabilitas Jangka Pendek

Pada tahun buku 2024, liabilitas jangka pendek Perusahaan tercatat sebesar Rp2.636,61 miliar, mengalami kenaikan sebesar Rp784,40 miliar atau 42,35% dibandingkan dengan tahun buku sebelumnya yang berjumlah Rp1.852,21 miliar Peningkatan ini terutama berasal dari Liabilitas Sewa disebabkan oleh kenaikan realisasi penyewaan aset sewa dan adanya kenaikan utang usaha merupakan utang usaha kerjasama mitra usaha penggunaan kapal, tenaga kerja operasi, awak kapal, bahan bakar, dan bahan habis pakai guna mendukung layanan operasional.

Utang Usaha

Per tanggal 31 Desember 2024, Perusahaan membukukan utang usaha kepada pihak ketiga sebesar Rp218,00 miliar serta kepada pihak berelasi sebesar Rp84,00 miliar. Pihak ketiga mengalami kenaikan sebesar 15,59%, sedangkan pihak berelasi mengalami penurunan sebesar 29,01%, jika masing-masing pos dibandingkan dengan tahun buku 2023.

Beban Akrual

Pada akhir tahun buku 2024, beban akrual yang dicatatkan Perusahaan mencapai Rp1.562,80 miliar, meningkat 48,79% atau sebesar Rp512,47 miliar dibandingkan dengan tahun buku sebelumnya yang sebesar Rp1.050,33 miliar.

Utang Pajak

Utang pajak Perusahaan per 31 Desember 2024 tercatat sebesar Rp101,53 miliar, tumbuh 5,58% dibandingkan posisi pada tahun buku 2023 yang berjumlah Rp96,16 miliar.

Liabilitas Kontrak Jangka Pendek

Pendapatan diterima dimuka pada akhir tahun buku 2024 mencapai Rp117,75 miliar, menunjukkan kenaikan sebesar 42,46% jika dibandingkan dengan tahun buku sebelumnya yang tercatat sebesar Rp82,66 miliar.

Liabilitas Sewa

Liabilitas sewa yang tercatat per 31 Desember 2024 sebesar Rp303,87 miliar, meningkat signifikan sebesar 309,85% atau Rp229,73 miliar dibandingkan dengan tahun buku 2023 yang sebesar Rp74,14 miliar.

Pinjaman kepada Pihak Berelasi

Sepanjang tahun buku 2024, Perusahaan mencatatkan pinjaman kepada pihak berelasi sebesar Rp164,37 miliar, mengalami kenaikan 16,40% atau Rp23,15 miliar dibandingkan posisi pada akhir tahun buku 2023 sebesar Rp107,88 miliar.

increased by 8.40% yoy, JAI increased by 104.62% yoy, LEGI increased by 82.49% yoy, and EPI increased by 20.54% yoy.

Current Liabilities

In fiscal year 2024, the Company's short-term liabilities were recorded at Rp2,636.61 billion, an increase of Rp784.40 billion or 42.35% compared to the previous fiscal year, which amounted to Rp1,852.21 billion. This increase mainly came from Lease liabilities were caused by an increase in the realization of leased assets and an increase in accounts payable, which are accounts payable for business partnerships for the use of ships, operational labor, crew, fuel, and consumables to support operational services.

Trade Payables

As of December 31, 2024, the Company recorded trade payables to third parties of Rp218.00 billion and to related parties of Rp84.00 billion. Payables to third parties increased by 15.59%, while payables to related parties decreased by 29.01% compared with the fiscal year 2023.

Accrued Expenses

At the end of the fiscal year 2024, the Company recorded accrued expenses of Rp1,562.80 billion, an increase of 48.79% or Rp512.47 billion compared with Rp1,050.33 billion in the previous fiscal year.

Taxes Payable

As of December 31, 2024, the Company recorded taxes payable of Rp101.53 billion, an increase of 5.58% compared with Rp96.16 billion in the fiscal year 2023.

Short-Term Contract Liabilities

Unearned revenues at the end of the fiscal year 2024 amounted to Rp117.75 billion, an increase of 42.46% compared with Rp82.66 billion in the previous fiscal year.

Lease Liabilities

As of December 31, 2024, the Company recorded lease liabilities of Rp303.87 billion, a significant increase of 309.85% or Rp229.73 billion compared with Rp74.14 billion in the fiscal year 2023.

Due to Related Parties

In the fiscal year 2024, the Company recorded due to related parties amounting to Rp164.37 billion, an increase of 16.40% or Rp23.15 billion compared with Rp107.88 billion in the fiscal year 2023.

Liabilitas Jangka Pendek Lainnya

Perusahaan juga mencatat liabilitas jangka pendek lainnya sebesar Rp81,81 miliar pada 31 Desember 2024, turun sebesar Rp17,01 miliar atau 17,21% dibandingkan tahun buku sebelumnya yang berjumlah Rp98,82 miliar.

Liabilitas Jangka Panjang

Pada tahun buku 2024, Perusahaan membukukan liabilitas jangka panjang sebesar Rp322,07 miliar, mengalami kenaikan signifikan sebesar 83,93% dibandingkan dengan tahun buku sebelumnya yang berjumlah Rp175,10 miliar. Peningkatan ini terutama dipengaruhi oleh Liabilitas Sewa sebagai akibat adanya kenaikan realisasi aset sewa guna mendukung layanan operasional.

Liabilitas Sewa

Per akhir tahun buku 2024, liabilitas sewa yang dicatatkan Perusahaan mencapai Rp216,37 miliar, meningkat signifikan sebesar 503,57% dari posisi pada tahun buku 2023 yang sebesar Rp35,85 miliar.

Pinjaman kepada Pihak Berelasi

Pinjaman kepada pihak berelasi yang tercatat pada tahun buku 2024 sebesar Rp67,54 miliar, mengalami penurunan sebesar Rp20,31 miliar atau 23,12% dibandingkan dengan tahun buku sebelumnya yang tercatat sebesar Rp87,85 miliar.

Liabilitas Imbalan Kerja

Perusahaan mencatat liabilitas imbalan kerja sebesar Rp15,96 miliar pada akhir tahun buku 2024, naik 7,95% dibandingkan dengan tahun buku 2023 yang sebesar Rp14,79 miliar.

Liabilitas Pajak Tangguhan

Liabilitas pajak tangguhan pada 31 Desember 2024 tercatat sebesar Rp3,19 miliar, mengalami penurunan sebesar 27,50% dari posisi pada tahun buku sebelumnya sebesar Rp4,40 miliar.

Liabilitas Jangka Panjang Lainnya

Pada 31 Desember 2024, liabilitas jangka panjang lainnya tercatat sebesar Rp19,00 miliar, menurun sebesar 38,20% dari Rp11,75 miliar dibandingkan tahun buku sebelumnya.

Other Current Liabilities

As of December 31, 2024, the Company also recorded other current liabilities of Rp81.81 billion, a decrease of Rp17.01 billion or 17.21% compared with Rp98.82 billion in the previous fiscal year.

Non-Current Liabilities

In fiscal year 2024, the Company recorded long-term liabilities of Rp322.07 billion, a significant increase of 83.93% compared to the previous fiscal year, which amounted to Rp175.10 billion. This increase was mainly influenced by Lease liabilities resulting from an increase in the realization of leased assets to support operational services.

Lease Liabilities

At the end of the fiscal year 2024, the Company recorded lease liabilities of Rp216.37 billion, a sharp increase of 503.57% compared with Rp35.85 billion in the fiscal year 2023.

Due to Related Parties

Due to related parties in the fiscal year 2024 amounted to Rp67.54 billion, a decrease of Rp20.31 billion or 23.12% compared with Rp87.85 billion in the previous fiscal year.

Employee Benefit Liabilities

As of the end of the fiscal year 2024, the Company recorded employee benefit liabilities of Rp15.96 billion, an increase of 7.95% compared with Rp14.79 billion in 2023.

Deferred Tax Liabilities

Deferred tax liabilities as of December 31, 2024 amounted to Rp3.19 billion, a decrease of 27.50% compared with Rp4.40 billion in the previous fiscal year.

Other Non-Current Liabilities

As of December 31, 2024, other non-current liabilities amounted to Rp19.00 billion, a decrease of 38.20% compared with Rp11.75 billion in the previous fiscal year.

EKUITAS

EQUITY

Tabel Ekuitas 2023-2024
Equity Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Modal Saham Share Capital	2.863.144	2.863.144	0	0,00%
Tambahan modal disetor Additional Paid-in Capital	(449.611)	(449.611)	0	0,00%

Tabel Ekuitas 2023-2024
Equity Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Saldo Laba Retained Earnings				
Telah Ditentukan Penggunaannya Appropriated	50.354	21.371	28.983	135,62%
Belum Ditentukan Penggunaannya Unappropriated	1.166.375	947.397	218.978	23,11%
Penghasilan Komprehensif Lain Other Comprehensive Income	(5.993)	(1.133)	(4.860)	-428,95%
Ekuitas Yang Dapat Diatribusikan Kepada Pemilik Entitas Induk - Neto Equity Attributable to Owners of the Parent Entity - Net	3.624.268	3.381.168	243.100	7,19%
Kepentingan Non-pengendali Non-controlling Interests	470.668	437.354	33.314	7,62%
Total Ekuitas Total Equity	**4.094.936**	**3.818.521**	**276.415**	**7,24%**

Pada tahun buku 2024, total ekuitas Perusahaan tercatat sebesar Rp4.094,94 miliar, mencerminkan peningkatan sebesar 7,24% atau setara dengan Rp276,42 miliar dibandingkan dengan tahun buku sebelumnya yang berjumlah Rp3.818,52 miliar. Peningkatan ini disebabkan oleh kenaikan Saldo Laba sejalan dengan pencapaian Laba Bersih pada tahun 2024.

In fiscal year 2024, the Company's total equity was recorded at Rp4,094.94 billion, reflecting an increase of 7.24% or equivalent to Rp276.42 billion compared to the previous fiscal year, which amounted to Rp3,818.52 billion. This increase in retained earnings is in line with the achievement of net profit in 2024.

Pada tahun buku 2024, nilai modal saham Perusahaan tetap tercatat sebesar Rp2,86 triliun dan tambahan modal disetor tercatat sebesar minus Rp449,61 miliar, tidak mengalami perubahan dibandingkan dengan tahun buku sebelumnya. Di sisi lain, saldo yang telah ditentukan penggunaannya tercatat sebesar Rp50,35 miliar. Sementara itu, saldo laba yang belum ditentukan penggunaannya menunjukkan peningkatan, yakni sebesar Rp218,98 miliar atau 23,11%, dari Rp947,40 miliar pada Tahun buku 2023 menjadi Rp1.166,38 miliar pada Tahun buku 2024.

In the fiscal year 2024, the Company's share capital remained at Rp2.86 trillion, while additional paid-in capital was minus Rp449.61 billion, with no changes compared with the previous fiscal year. Meanwhile, appropriated retained earnings were recorded at Rp50.35 billion. On the other hand, unappropriated retained earnings showed an increase of Rp218.98 billion or 23.11%, rising from Rp947.40 billion in 2023 to Rp1,166.38 billion in 2024.

LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Tabel Laba Rugi dan Penghasilan Komprehensif Lain 2023-2024
Table of Profit or Loss and Other Comprehensive Income 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Pendapatan Operasi Operating Revenues	7.268.679	6.327.404	941.275	14,88%
Beban Operasi Operating Expenses	(6.636.709)	(5.565.962)	(1.070.747)	19,24%



Tabel Laba Rugi dan Penghasilan Komprehensif Lain 2023-2024
Table of Profit or Loss and Other Comprehensive Income 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Pendapatan Operasi Lainnya Other Operating Revenues	74.354	71.467	2.887	4,04%
Beban Operasi Lainnya Other Operating Expenses	(190.267)	(31.358)	(158.909)	506,76%
Laba Usaha Income from Operations	516.057	801.551	(285.494)	-35,62%
Pendapatan Keuangan Finance Income	68.796	55.105	13.691	24,85%
Beban Keuangan Finance Costs	(44.061)	(29.063)	(14.998)	51,61%
Bagian Laba Entitas Asosiasi - Neto Equity in Income of Associates - Net	923	536	387	72,20%
Laba Sebelum Pajak Final Dan Pajak Penghasilan Badan Income Before Final Tax and Corporate Income Tax	541.715	828.129	(286.414)	-34,59%
Beban Pajak Final Final Tax Expense	(37.533)	(10.512)	(27.021)	257,05%
Laba Sebelum Pajak Penghasilan Badan Income Before Corporate Income Tax	504.181	817.617	(313.436)	-38,34%
(Beban) Manfaat Pajak Penghasilan Badan Corporate Income Tax Benefit (Expense)				
Kini Current	(238.804)	(201.140)	(37.664)	18,73%
Tangguhan Deferred	64.405	30.668	33.737	110,01%
Laba Tahun/Periode Berjalan Setelah Efek Penyesuaian Laba *Merging Entity* Income for the Year Ager Effect of Merging Entity's Income Adjustment	329.782	647.145	(317.363)	-49,04%
Pos yang Tidak Akan Direklasifikasikan ke Laba Rugi Pengukuran Kembali Program Imbalan Pasti - Neto Setelah Pajak Item That Will Not Be Reclassified to Profit or Loss Remeasurements of Defined Benefit Plans - Net Off Tax	(4.860)	(2.077)	(2.783)	133,99%
Total Laba Komprehensif Tahun/Periode Berjalan Setelah Efek Penyesuaian Laba *Merging Entity* Total Comprehensive Income for the Year After Effect of Merging Entity's Income Adjustment	324.922	645.067	(320.145)	-49,63%
Laba Tahun Periode Berjalan Setelah Efek Penyesuaian Laba *Merging Entity* Yang Dapat Diatribusikan Kepada: Income for the Year After Effect of Merging Entity's Income Adjustment Attributable to:				
Pemilik Entitas Induk Owners of the Parent Entity	262.961	579.655	(316.694)	-54,63%
Kepentingan Non-Pengendali Non-controlling Interest	66.821	67.489	(668)	-0,99%
Total	329.782	647.144	(317.362)	-49,04%
Penyesuaian atas Laba *Merging Entity*: Adjustment of Merging Entity's Profit:				
Pemilik Entitas Induk Owners of the Parent Entity	-	30.876	-	-
Kepentingan Non-Pengendali Non-controlling Interest	-	1.588	-	-
Total	-	32.464	-	-

Tabel Laba Rugi dan Penghasilan Komprehensif Lain 2023-2024
Table of Profit or Loss and Other Comprehensive Income 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Laba Tahun Periode Berjalan Setelah Efek Penyesuaian Laba *Merging Entity* Yang Dapat Diatribusikan Kepada: Income for the Year Before Effect of Merging Entity's Income Adjustment Attributable to:				
Pemilik Entitas Induk Owners of the Parent Entity	262.961	548.779	(285.818)	-52,08%
Kepentingan Non-Pengendali Non-controlling Interest	66.821	65.901	920	1,40%
Total	329.782	614.680	(284.898)	-46,35%
Laba Tahun Periode Berjalan Setelah Efek Penyesuaian Laba *Merging Entity* Yang Dapat Diatribusikan Kepada: Income for the Year After Effect of Merging Entity's Income Adjustment Attributable to:				
Pemilik Entitas Induk Owners of the Parent Entity	258.101	577.578	(319.477)	-55,31%
Kepentingan Non-Pengendali Non-controlling Interest	66.821	67.489	(668)	-0,99%
Total	324.922	645.067	(320.145)	-49,63%
Penyesuaian atas Laba *Merging Entity*: Adjustment of Merging Entity's Profit:				
Pemilik Entitas Induk Owners of the Parent Entity	-	30.876	-	-
Kepentingan Non-Pengendali Non-controlling Interest	-	1.588	-	-
Total	-	32.464	-	-
Laba Tahun/Periode Berhalan Setelah Efek Penyesuaian Laba *Merging Entity* Yang Dapat Diatribusikan Kepada: Income for the Year After Effect of Merging Entity's Income Adjustment Attributable to:				
Pemilik Entitas Induk Owners of the Parent Entity	258.101	546.702	(288.601)	-52,79%
Kepentingan Non-Pengendali Non-controlling Interest	66.821	65.901	920	1,40%
Total	324.922	612.603	(287.681)	-46,96%

Pendapatan Operasi

Pada tahun buku 2024, Perusahaan mencatat pendapatan operasi sebesar Rp7.268,68 miliar, meningkat sebesar Rp941,28 miliar atau 14,88% dibandingkan tahun sebelumnya sebesar Rp6.327,40 miliar. Pertumbuhan ini didukung oleh adanya peningkatan pendapatan *revenue sharing* pemanduan dan penundaan atas perubahan persentase *revenue sharing* dari Pelindo ke SPJM, dampak dari kerjasama pemanduan, serta adanya pasar baru dan peningkatan trafik kunjungan kapal di wilayah pelimpahan JAI, serta adanya peningkatan beberapa pekerjaan proyek di LEGI dan BIMA, serta meningkatnya pekerjaan pengadaan sparepart dan pekerjaan *maintenance* di BIMA, EII, dan JPPI.

Operating Revenue

In fiscal year 2024, the Company recorded operating revenue of Rp7,268.68 billion, an increase of Rp941.28 billion or 14.88% compared to the previous year's Rp6,327.40 billion. This growth was supported by an increase in revenue sharing from pilotage and delays in changing the percentage of revenue sharing from Pelindo to SPJM, the impact of pilotage cooperation, as well as the emergence of new markets and increased ship traffic in the JAI transfer area, and an increase in several projects in LEGI and BIMA, as well as an increase in spare parts procurement and maintenance work in BIMA, EII, and JPPI.

Beban Operasi

Hingga akhir tahun 2024, beban operasional tercatat Rp6.636,71 miliar, naik Rp1.070,75 miliar atau 19,24% dibandingkan tahun sebelumnya sebesar Rp5.565,96

Operating Expenses

By the end of 2024, operating expenses were recorded at Rp6,636.71 billion, an increase of Rp1,070.75 billion or 19.24% compared to the previous year's Rp5,565.96

miliar. Kenaikan ini disebabkan oleh adanya kerja sama pemanduan antara Pelindo dan PJM yang dilaksanakan sejak 2023 secara bertahap. Atas kerja sama tersebut, dampak peningkatan biaya secara *full year* yaitu biaya penghasilan pandu, operator radio, *planner*, serta biaya lainnya lebih besar daripada dampak peningkatan pendapatan pemanduan yang dialihkan dari Pelindo kepada SPJM. Selain itu, dilakukannya perhitungan aktuaris atas Kewajiban Imbalan Pasca Kerja (IPK) tahun 2024 menyebabkan pelampauan anggaran biaya sebesar Rp74,32 miliar yang tidak dianggarkan pada tahun 2024.

billion. This increase was due to the existence of a pilotage cooperation between Pelindo and PJM, which has been implemented gradually since 2023. Due to this cooperation, the impact of the full-year cost increase, namely the costs of pilotage, radio operators, planners, and other costs, is greater than the impact of the increase in pilotage revenue transferred from Pelindo to SPJM. In addition, the actuarial calculation of Post-Employment Benefits (IPK) for 2024 resulted in a budget overrun of Rp74.32 billion that was not budgeted for in 2024.

Pendapatan Operasi Lainnya

Pendapatan operasi lainnya tahun 2024 mencapai Rp74,35 miliar, tumbuh sebesar Rp2,89 miliar atau 4,04% dibandingkan tahun sebelumnya yang sebesar Rp71,47 miliar.

Other Operating Revenue

Other operating revenue in 2024 amounted to Rp74.35 billion, an increase of Rp2.89 billion or 4.04% compared with Rp71.47 billion in the previous year.

Beban Operasi Lainnya

Beban operasi lainnya tercatat Rp190,27 miliar pada 2024, tumbuh signifikan sebesar Rp158,91 miliar atau 506,76% dibandingkan tahun sebelumnya yang mencapai Rp31,36 miliar.

Other Operating Expenses

Other operating expenses reached Rp190.27 billion in 2024, a significant increase of Rp158.91 billion or 506.76% compared with Rp31.36 billion in the previous year.

Laba Usaha

Perusahaan membukukan laba usaha sebesar Rp516,06 miliar pada akhir tahun 2024, menurun Rp285,50 miliar atau 35,62% dibandingkan tahun sebelumnya yang sebesar Rp801,55 miliar.

Income from Operation

The Company posted an income from operation of Rp516.06 billion at the end of 2024, a decrease of Rp285.50 billion or 35.62% compared with Rp801.55 billion in the previous year.

Pendapatan Keuangan

Pendapatan keuangan tahun 2024 tercatat Rp68,80 miliar, naik Rp13,69 miliar atau 24,85% dibandingkan tahun sebelumnya yang sebesar Rp55,11 miliar.

Finance Income

Finance income in 2024 amounted to Rp68.80 billion, an increase of Rp13.69 billion or 24.85% compared with Rp55.11 billion in the previous year.

Beban Keuangan

Beban keuangan mencapai Rp44,06 miliar pada akhir tahun 2024, naik Rp15,00 miliar atau 51,61% dibandingkan tahun sebelumnya sebesar Rp29,06 miliar.

Finance Costs

Finance costs reached Rp44.06 billion at the end of 2024, an increase of Rp15.00 billion or 51.61% compared with Rp29.06 billion in the previous year.

Bagian Laba Entitas Asosiasi – Neto

Bagian laba entitas asosiasi–neto tahun 2024 tercatat sebesar Rp0,92 miliar, meningkat Rp0,39 miliar atau 72,20% dibandingkan tahun sebelumnya sebesar Rp0,54 miliar.

Associate Entity Profit Share - Net

The share of net associate entity profit share in 2024 was recorded at Rp0.92 billion, an increase of Rp0.39 billion or 72.20% compared with Rp0.54 billion in the previous year.

Laba Sebelum Pajak Final dan Pajak Penghasilan Badan

Laba sebelum pajak final dan pajak penghasilan badan mencapai Rp541,72 miliar pada 2024, turun Rp286,41 miliar atau 34,59% dibandingkan tahun sebelumnya sebesar Rp828,13 miliar.

Income Before Final Tax and Corporate Income Tax

Income before final tax and corporate income tax reached Rp541.72 billion in 2024, a decrease of Rp286.41 billion or 34.59% compared with Rp828.13 billion in the previous year.

Beban Pajak Final

Beban pajak final tahun 2024 tercatat Rp37,53 miliar, naik Rp27,02 miliar atau 257,05% dibandingkan tahun sebelumnya sebesar Rp27,02 miliar.

Final Tax Expense

Final tax expense in 2024 amounted to Rp37.53 billion, an increase of Rp27.02 billion or 257.05% compared with Rp27.02 billion in the previous year.

Laba Sebelum Pajak Penghasilan Badan

Sepanjang tahun 2024, laba sebelum pajak penghasilan badan tercatat Rp504,18 miliar, turun dibandingkan tahun 2023 yang sebesar Rp817,62 miliar.

Income Before Corporate Income Tax

Throughout 2024, income before corporate income tax was recorded at Rp504.18 billion, down from Rp817.62 billion in 2023.

ARUS KAS

CASH FLOWS

Tabel Arus Kas 2023-2024
Cash Flows Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Arus Kas dari (untuk) Aktivitas Operasi Cash Flows from (for) Operating Activities	906.850	90.569	816.281	901,28%
Arus Kas dari (untuk) Aktivitas Investasi Cash Flows from (for) Investing Activities	(61.247)	(162.948)	101.701	-62,41%
Arus Kas dari (untuk) Aktivitas Pendanaan Cash Flows from (for) Financing Activities	(201.246)	(111.962)	(89.284)	79,74%
Kenaikan (Penurunan) Neto Kas Dan Setara Kas Net (Decrease) Increase in Cash and Cash Equivalent	644.357	(184.341	828.698	-449,55%
Kas Dan Setara Kas Awal Tahun Cash and Cash Equivalent at Beginning of Year	1.403.784	1.588.125	(184.341)	-11,61%
Kas Dan Setara Kas Akhir Tahun Cash and Cash Equivalent at End of Year	2.048.141	1.403.784	644.357	45,90%

Uraian berikut menyajikan laporan arus kas Perusahaan untuk tahun 2024 dan 2023, disertai penjabaran mengenai faktor-faktor yang menyebabkan terjadinya perubahan serta implikasi dari perubahan tersebut terhadap kondisi keuangan Perusahaan.

The following section presents the Company's cash flow statements for 2024 and 2023, along with an explanation of the factors driving the changes and the implications of those changes on the Company's financial position.

Arus Kas dari Aktivitas Operasi

Cash Flows from Operating Activities

Tabel Arus Kas dari Aktivitas Operasi 2023-2024
Cash Flows from Operating Activities Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Penerimaan Kas Dari Pelanggan Receipt from Customers	7.141.621	5.742.157	1.399.464	24,37%
Pembayaran Kepada Pemasok Payment to Suppliers	(5.210.720)	(4.509.680)	(701.040)	15,55%
Pembayaran Kepada Karyawan Payment to Employees	(987.207)	(983.911)	(3.296)	0,33%
Pembayaran Pajak Payment to Taxes	(146.798)	(236.347)	89.549	-37,89%
Penerimaan Pajak Tax Receipt	85.219	52.307	32.912	62,92%
Penerimaan Lain-Lain Other Receipt	24.735	26.042	(1.307)	-5,02%
Arus Kas Dari (Untuk) Aktivitas Operasi Net Cash Flows Provided by (for) Operating Activities	**906.850**	**90.569**	**816.281**	**901,28%**

Perusahaan mencatatkan arus kas yang diperoleh dari aktivitas operasi sebesar Rp906,85 miliar di Tahun 2024. Naik sebesar 901,28% atau setara dengan Rp816,28 miliar dibandingkan tahun 2023 sebesar Rp90,57 miliar. Peningkatan ini disebabkan oleh adanya peningkatan atas pembayaran kepada karyawan atas pembayaran bonus serta tunjangan pendidikan, selain itu terjadi peningkatan atas penerimaan dari pelanggan. SPJM juga menerima kas atas Restitusi Pajak untuk tahun 2022 sebesar Rp75,31 miliar.

The company recorded cash flow from operating activities of Rp906.85 billion in 2024. This is an increase of 901.28% or equivalent to RP816.28 billion compared to Rp90.57 billion in 2023. This increase in payments to employees for bonuses and education allowances, as well as an increase in revenue from customers. SPJM also received cash from tax refunds for 2022 amounting to Rp75.31 billion.

Arus Kas Dari Aktivitas Investasi

Cash Flows from Investing Activities

Tabel Arus Kas dari Aktivitas Investasi 2023-2024
Cash Flows from Investing Activities Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Perolehan Aset Tetap Acquisition of Fixed Assets	(47.284)	(161.727)	114.443	-70,76%
Penerimaan Dari Penjualan Aset Tetap Proceeds from Sale of Fixed Assets	548	-	-	-
Penambahan Aset Tak Berwujud Addition of Intangible Assets	(14.511)	(1.221)	(13.290)	-1088,45%
Perolehan Aset Hak Guna Acquisition of Right-of-Use Assets	-	(34.624)	-	-
Arus Kas Dari (Untuk) Aktivitas Investasi Cash Flows from (for) Investing Activities	**(61.247)**	**(162.948)**	**101.701**	**-62,41%**

Per 31 Desember 2024, Perusahaan mencatatkan arus kas untuk aktivitas investasi sebesar Rp61,25 miliar. Sementara di tahun 2023, mencatatkan arus kas untuk aktivitas investasi sebesar Rp162,95 miliar. Hal ini disebabkan oleh pembayaran investasi pengadaan Aset Tetap dan Aset Tidak Berwujud pada Anak Perusahaan SPJM meliputi JAI, PMS, dan LEGI.

As of December 31, 2024, the Company recorded cash flows used in investing activities amounting to Rp61.25 billion. Meanwhile, in 2023, cash flows used in investing activities were recorded at Rp162.95 billion. This was due to investment payments for the procurement of Fixed Assets and Intangible Assets at SPJM Subsidiaries, including JAI, PMS, and LEGI.

Arus Kas Dari Aktivitas Pendanaan

Cash Flows from Financing Activities

Tabel Arus Kas dari Aktivitas Pendanaan 2023-2024
Cash Flows from Financing Activities Table 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan (Penurunan) Increase (Decrease)	
			Nominal (Rp-juta) Nominal (Rp-million)	Persentase Percentage
Pembayaran liabilitas sewa Payment of lease liabilities	(183.402)	(85.494)	(97.908)	114,52%
Pembayaran pinjaman Payment of loan	(2.844)	(11.469)	8.625	-75,20%
Pembayaran dividen Payment of dividend	(15.000)	(15.000)	0	0,00%
Arus Kas dari (untuk) Aktivitas Pendanaan Cash Flows from (for) Financing Activities	**(201.246)**	**(111.962)**	**(89.284)**	**79,74%**

Perusahaan mencatatkan arus kas untuk aktivitas pendanaan sebesar Rp201,25 miliar di tahun 2024, naik sebesar 79,74% atau setara dengan Rp89,28 miliar, dibandingkan arus kas neto untuk aktivitas pendanaan tahun 2023 sebesar Rp111,96 miliar. Hal ini disebabkan oleh adanya pembayaran Liabilitas Sewa sebagai akibat adanya kenaikan realisasi aset sewa guna mendukung layanan operasional.

Kas dan Setara Kas Awal Tahun

Perusahaan mencatatkan Kas Dan Setara Kas Awal Tahun sebesar Rp1.403,78 miliar di tahun 2024, turun sebesar 11,61% atau setara dengan Rp184,34 miliar, dibandingkan Kas Dan Setara Kas Awal Tahun tahun 2023 sebesar Rp1.588,13 miliar. Hal ini disebabkan oleh adanya pembayaran investasi perolehan aset pada tahun 2023.

Kas Dan Setara Kas Akhir Tahun

Perusahaan mencatatkan Kas Dan Setara Kas Akhir Tahun sebesar Rp2.048,14 miliar di tahun 2024, naik sebesar 45,90% atau setara dengan Rp644,36 miliar, dibandingkan Kas Dan Setara Kas Akhir Tahun tahun 2023 sebesar Rp1.403,78 miliar. Hal ini disebabkan oleh kenaikan kas dari aktivitas operasi pada tahun 2024.

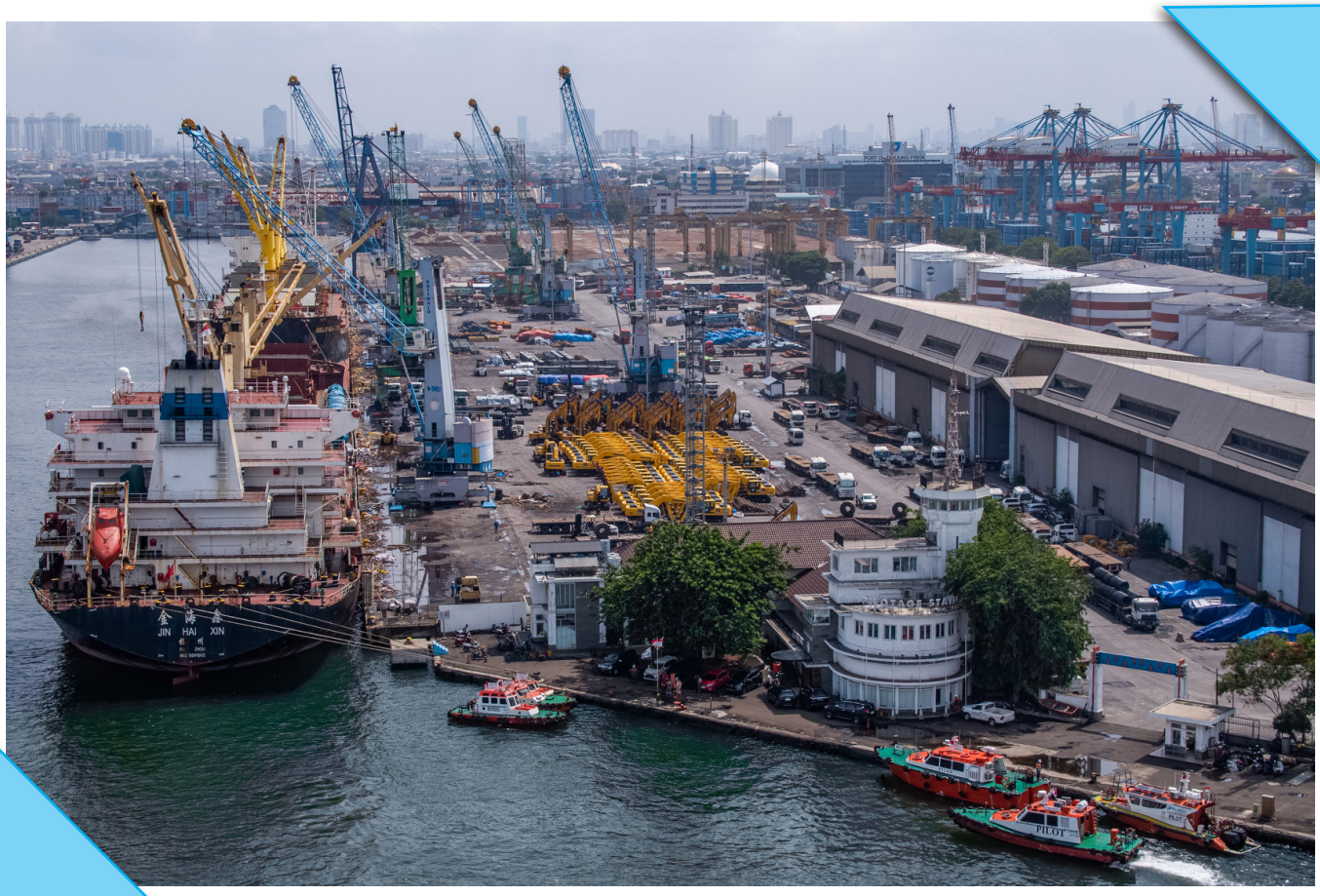
The Company recorded cash flows from financing activities amounting to Rp201.25 billion in 2024, an increase of 79.74% or equivalent to Rp89.28 billion, compared with net cash flows from financing activities of Rp111.96 billion in 2023. This increase was primarily due to the existence of Lease Liability payments as a result of an increase in the realization of lease assets to support operational services.

Cash and Cash Equivalents at Beginning of Year

The Company recorded Cash and Cash Equivalents at Beginning of Year of Rp1,403.78 billion in 2024, a decrease of 11.61% or equivalent to Rp184.34 billion compared with Cash and Cash Equivalents at Beginning of Year of Rp1,588.13 billion in 2023. This is due to the payment of investment acquisition assets in 2023.

Cash and Cash Equivalents at End of Year

The Company recorded Cash and Cash Equivalents at End of Year of Rp2,048.14 billion in 2024, an increase of 45.90% or equivalent to Rp644.36 billion compared with Cash and Cash Equivalents at End of Year of Rp1,403.78 billion in 2023. This is due to an increase in cash from operating activities in 2024.



KEMAMPUAN MENGHASILKAN LABA
Ability to Generate Profit

Kemampuan menghasilkan laba mencerminkan efektivitas Perusahaan dalam mengelola sumber daya yang dimiliki untuk menciptakan keuntungan secara optimal. Aspek ini merupakan indikator krusial dalam menilai kinerja keuangan, efisiensi operasional, serta keberlanjutan usaha Perusahaan. Penilaian terhadap kemampuan menghasilkan laba umumnya dilakukan melalui pengukuran rasio profitabilitas seperti marjin laba usaha, marjin laba bersih, serta pengembalian atas aset, ekuitas, dan pendapatan atau penjualan.

The ability to generate profit reflects the Company's effectiveness in managing its resources to create optimal returns. This aspect serves as a crucial indicator in assessing financial performance, operational efficiency, and the Company's business sustainability. The assessment of profit-generating ability is generally carried out through indicators of profitability ratios, such as operating profit margin, net profit margin, and return on assets, equity, and revenue or sales.

Tabel Rasio Profitabilitas 2023-2024
Profitability Ratio Table 2023-2024

Uraian Description	2024	2023	Perubahan (%) Changes (%)
Marjin Laba Usaha (%) Operating Profit Margin (%)	91,31%	87,97%	3,80%
Marjin Laba Bersih (%) Net Profit Margin (%)	6,94%	12,92%	-46,32%
Rasio Laba Bersih terhadap Aset (%) Return on Assets (%)	4,61%	11,07%	-6,46%
Rasio Laba Bersih terhadap Ekuitas (%) Return on Equity (%)	7,93%	16,95%	-9,02%
Rasio Laba Bersih terhadap Pendapatan/Penjualan (%) Net Profit to Revenue/Sales Ratio (%)	4,47%	10,23%	-5,76%

KEMAMPUAN MEMBAYAR UTANG DAN TINGKAT KOLETIBILITAS PIUTANG

Ability to Pay Debt and Collectability Rate

KEMAMPUAN MEMBAYAR UTANG

Daya bayar utang mencerminkan kapasitas Perusahaan dalam melunasi seluruh kewajiban finansial, baik yang bersifat jangka pendek maupun jangka panjang. Aspek ini menjadi indikator penting untuk menilai kondisi keuangan Perusahaan serta keberlanjutan operasionalnya. Penilaian terhadap kemampuan membayar utang umumnya dilakukan melalui pengukuran rasio likuiditas dan rasio solvabilitas.

RASIO LIKUIDITAS

Untuk menilai sejauh mana Perusahaan mampu memenuhi kewajiban jangka pendeknya, dilakukan pengukuran menggunakan rasio likuiditas. Dalam hal ini, Perusahaan menggunakan rasio lancar (*current ratio*) sebagai indikator utama untuk menilai kapasitas pelunasan utang jangka pendek. Adapun berikut ini disajikan perhitungan rasio likuiditas Perusahaan beserta perbandingan kinerjanya selama dua tahun terakhir.

ABILITY TO PAY DEBT

The ability to pay debt reflects the Company's capacity to settle all financial obligations, both short-term and long-term. This aspect serves as an important indicator in assessing the Company's financial condition as well as the sustainability of its operations. The assessment of debt repayment ability is generally carried out through the measurement of liquidity ratios and solvency ratios.

LIQUIDITY RATIO

To evaluate the extent to which the Company is able to meet its short-term obligations, liquidity ratios are used. In this regard, the Company applies the current ratio as the main indicator to assess its capacity to settle short-term debt. The following presents the calculation of the Company's liquidity ratio and its comparisons over the past two years.

Tabel Rasio Likuiditas 2023-2024
Liquidity Ratio Table 2023-2024

Uraian Description	2024	2023	Perubahan (%) Changes (%)
Rasio Lancar Current Ratio	1,77%	2,06%	-0,29%

Rasio Lancar pada Tahun 2024 tercatat sebesar 1,77%, menurun dibandingkan dengan capaian tahun 2023 yang sebesar 2,06%. Penurunan ini mencerminkan menurunnya kemampuan Perusahaan dalam memenuhi kewajiban jangka pendeknya melalui pemanfaatan Aset Lancar yang tersedia. Penurunan tersebut terutama dipengaruhi oleh kenaikan beberapa komponen utang usaha pada tahun 2024, antara lain Utang Usaha, Pendapatan Diterima Dimuka, dan Beban Akrual.

The Current Ratio in 2024 was recorded at 1.77%, a decline compared with the 2023 achievement of 2.06%. This decrease reflects the Company's reduced ability to meet its short-term obligations using its Current Assets. The decline was primarily driven by an increase in several components of business debt in 2024, including Business Debt, Prepaid Income, and Accrued Expenses.

RASIO SOLVABILITAS

Untuk menilai kemampuan Perusahaan dalam memenuhi kewajiban jangka panjangnya, digunakan pengukuran melalui rasio solvabilitas. Dalam hal ini, Perusahaan menerapkan beberapa indikator utama, antara lain Rasio Liabilitas terhadap Ekuitas dan Rasio Liabilitas terhadap Aset. Berikut ini disajikan hasil perhitungan rasio solvabilitas serta perbandingannya selama dua tahun terakhir.

SOLVENCY RATIO

To assess the Company's ability to meet its long-term obligations, solvency ratios are applied. In this regard, the Company uses several key indicators, including the Debt-to-Equity Ratio and the Debt-to-Assets Ratio. The following presents the calculations of solvency ratio along with their comparisons over the past two years.

Tabel Rasio Solvabilitas 2023-2024
Solvency Ratio Table 2023-2024

Uraian Description	2024	2023	Perubahan (%)
Rasio Liabilitas terhadap Ekuitas Debt-to-Equity Ratio	72%	53%	19%
Rasio Liabilitas terhadap Aset Debt-to-Asset Ratio	41,95%	34,68%	7,27%

Rasio Liabilitas terhadap Ekuitas

Per 31 Desember 2024, rasio liabilitas terhadap ekuitas Perusahaan tercatat sebesar 72%, lebih tinggi dibandingkan posisi pada akhir tahun 2023 yang sebesar 53%. Kondisi ini mencerminkan bahwa PT Pelindo Jasa Maritim tetap berada dalam posisi yang sehat dengan kapasitas yang memadai untuk memenuhi kewajiban dan melakukan pembayaran utang.

Debt-to-Equity Ratio

As of December 31, 2024, the Company's debt-to-equity ratio was recorded at 72%, higher compared with the 2023 year-end position of 53%. This condition reflects that PT Pelindo Jasa Maritim remains in a sound position with enough capacity to meet its obligations and settle debts.

Rasio Liabilitas terhadap Aset

Pada tahun 2024, rasio liabilitas terhadap aset Perusahaan tercatat sebesar 41,95%, mengalami kenaikan dibandingkan dengan posisi pada akhir tahun 2023 yang sebesar 34,68%.

Debt-to-Asset Ratio

In 2024, the Company's debt-to-assets ratio stood at 41.95%, an increase compared with the 2023 year-end position of 34.68%.

Tingkat Kolektibilitas Piutang

Kemampuan Perusahaan dalam menagih piutang tercermin melalui tingkat kolektibilitas piutang, yang diukur menggunakan periode penagihan (*collection period*) atau rata-rata waktu yang dibutuhkan untuk mengumpulkan piutang. Indikator ini menjadi salah satu tolok ukur penting dalam mengevaluasi kondisi keuangan perusahaan, karena semakin tinggi tingkat kolektibilitas, maka semakin rendah risiko likuiditas atau potensi kesulitan dalam memenuhi kewajiban keuangan.

Receivables Collectability Rate

The Company's ability to collect receivables is reflected in the receivables collectibility level, which is measured using the collection period, or the average time required to collect receivables. This indicator serves as one of the key benchmarks in evaluating the Company's financial condition, as the higher the collectibility, the lower the liquidity risk or the potential difficulty in meeting financial obligations.

Tabel Collection Period 2023-2024
Collection Period Table 2023-2024

Uraian	2024	2023	Perubahan Changes
Jangka Waktu Rata-Rata Pengumpulan Piutang (hari) Average Collection Period of Receivables (days)	20	34	-14

Selama Tahun 2023, tingkat kolektibilitas piutang Perusahaan tercatat sebesar 20 hari, lebih rendah dibandingkan dengan capaian tahun sebelumnya. Capaian ini mengindikasikan bahwa Perusahaan mengalami peningkatan efektivitas dalam proses penagihan piutang, yang turut mendorong percepatan pelunasan dan berdampak positif terhadap arus kas (*cashflow*) yang diterima.

In 2023, the Company's receivables collection period was recorded at 20 days, lower compared with the previous year. This indicates there was an improvement in the effectiveness of receivables collection process, which also accelerated settlement and had a positive impact on incoming cash flow.

STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Capital Structure and Management Policy on Capital Structure

RINCIAN STRUKTUR MODAL

Menjaga rasio permodalan yang sehat merupakan tujuan utama dalam pengelolaan modal Perusahaan guna mendukung keberlangsungan usaha serta mengoptimalkan imbal hasil bagi para Pemegang Saham. Melalui *Board of Directors*, Perusahaan menetapkan kebijakan untuk mempertahankan fondasi modal yang kuat sebagai bentuk komitmen dalam menjaga kepercayaan para pemangku kepentingan secara berkelanjutan. Selain itu, kebijakan manajemen terkait struktur modal turut memperhatikan dinamika bisnis, tingkat pengembalian modal, serta kebijakan dividen yang ditetapkan.

DETAILS OF CAPITAL STRUCTURE

Maintaining a sound capital ratio is a primary objective in the Company's capital management to support business continuity and optimize returns for Shareholders. Through the Board of Directors, the Company establishes policies to maintain a strong capital foundation as a form of commitment to always protect stakeholder trust. In addition, the Company's capital structure management policies also take into account business dynamics, return on capital, and dividend policies.

Tabel Komposisi Struktur Modal 2023-2024
Capital Structure Composition Table 2023-2024

Uraian Description	2024		2023	
	Jumlah (Rp-juta) Total (Rp-million)	Komposisi (%) Composition (%)	Jumlah (Rp-juta) Total (Rp-million)	Komposisi (%) Composition (%)
Liabilitas Jangka Pendek Current Liabilities	2.636.611	89,11%	1.852.212	91,36%
Liabilitas Jangka Panjang Non-Current Liabilities	322.066	10,89%	175.103	8,64%
Total Liabilitas Total Liabilities	2.958.677	41,95%	2.027.316	34,68%
Ekuitas Equity	4.094.936	58,05%	3.818.521	65,32%
Liabilitas dan Ekuitas Liability and Equity	7.053.613	100,00%	5.845.837	100,00%

Struktur permodalan Perusahaan pada tahun 2024 menunjukkan dominasi dari sisi ekuitas. Tercatat, porsi ekuitas mencapai 58,05% dari total struktur modal, sementara liabilitas menyumbang sebesar 41,95%. Komposisi ini mencerminkan bahwa Perusahaan lebih mengandalkan pendanaan dari ekuitas dalam pembiayaan asetnya.

The Company's capital structure in 2024 was dominated by its equity. Equity accounted for 58.05% of the entire capital structure, while liabilities contributed 41.95%. This composition indicates that the Company relied more on equity financing for its assets.

DASAR PEMILIHAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Perusahaan bersama entitas anaknya mengelola permodalan dengan tujuan utama untuk menjaga kemampuan grup dalam menjamin kelangsungan usaha, sehingga tetap dapat memberikan nilai bagi Pemegang Saham serta manfaat bagi para pemangku kepentingan lainnya. Selain itu, grup juga bertujuan memberikan imbal hasil yang wajar kepada Pemegang Saham melalui penetapan harga produk dan layanan yang sepadan dengan tingkat risiko yang ditanggung.

BASIS OF MANAGEMENT DECISION ON CAPITAL STRUCTURE POLICY

Together with its subsidiaries, the Company manages capital with the primary objective of maintaining the Group's ability to ensure business continuity, thereby continuing to deliver value to Shareholders and benefits to other stakeholders. In addition, the Group also aims to provide fair returns to Shareholders by setting product and service prices that are commensurate with the level of risk.

Dalam praktiknya, Perusahaan dan kelompok usahanya menetapkan besaran modal berdasarkan proporsi risiko yang dihadapi. Pengelolaan struktur modal dilakukan secara dinamis, dengan penyesuaian terhadap perubahan kondisi ekonomi serta karakteristik risiko dari aset yang mendasari. Selaras dengan praktik industri pada umumnya, grup memantau posisi permodalan melalui rasio utang terhadap modal yang telah disesuaikan. Rasio ini dihitung dari jumlah utang neto, yaitu total liabilitas sebagaimana tercantum dalam laporan posisi keuangan, dikurangi kas dan setara kas, dibandingkan dengan modal yang disesuaikan.

In practice, the Company and its subsidiaries determine the level of capital based on the proportion of risks. Capital structure management is carried out dynamically, with adjustments made in response to changes in economic conditions and the risk characteristics of the underlying assets. In line with common industry practice, the Group monitors its capital position using the adjusted debt-to-equity ratio. This ratio is calculated from net debt, which is total liabilities as stated in the statement of financial position, minus cash and cash equivalents, compared with adjusted capital.

IKATAN YANG MATERIAL UNTUK INVESTASI BARANG MODAL

Material Commitments for Capital Goods Investment

Hingga 31 Desember 2024, Perusahaan tidak melakukan aktivitas terkait ikatan yang material untuk investasi barang modal. Oleh karena itu, tidak terdapat informasi terkait hal tersebut yang mencakup nama pihak yang melakukan ikatan, tujuan dari ikatan, sumber dana yang diharapkan untuk memenuhi ikatan-ikatan, mata uang yang menjadi denominasi dan langkah-langkah yang direncanakan pada Laporan Tahunan.

As of December 31, 2024, the Company has not engaged in any material commitments related to capital expenditure investments. Therefore, there is no information related to this matter, including the names of the parties involved in the commitments, the purpose of the commitments, the expected source of funds to fulfill the commitments, the currency of denomination, and the planned measures in the Annual Report.

REALISASI INVESTASI BARANG MODAL
Realization of Capital Goods Investment

TUJUAN INVESTASI BARANG MODAL

Investasi memegang peranan penting dalam mendukung pengembangan kegiatan usaha Perusahaan. Dalam hal ini, Perusahaan melakukan investasi barang modal, yaitu pengeluaran dana yang dialokasikan untuk pembelian aset tetap atau peningkatan nilai aset tetap yang bertujuan dapat memberikan manfaat ekonomi bagi Perusahaan di masa mendatang.

JENIS DAN NILAI INVESTASI BARANG MODAL

Pada tahun 2024, realisasi investasi barang modal yang dilakukan oleh Perusahaan mencapai nilai sebesar Rp182,41 miliar, atau setara dengan 29,18% dari target yang ditetapkan dalam RKAP 2024. Adapun rincian pelaksanaan investasi barang modal sepanjang tahun tersebut disajikan sebagai berikut:

OBJECTIVE OF CAPITAL GOODS INVESTMENT

Investment plays an important role in supporting the Company's business development. In this regard, the Company carries out capital goods investments, namely expenditures allocated for the purchase of fixed assets or the enhancement of fixed asset value to gain economic benefits in the future.

TYPE AND VALUE OF CAPITAL GOODS INVESTMENT

In 2024, the Company spent Rp182.41 billion to invest on capital goods, equivalent to 29.18% of the 2024 RKAP target. The details of capital goods investment throughout the year are presented as follows:

Tabel Realisasi Investasi Barang Modal 2024
Capital Goods Investment Table 2024

Investasi Barang Modal Capital Goods Investment	RKAP 2024 (Rp-juta) RKAP 2024 (Rp-million)	Realisasi 2024 (Rp-juta) Realization 2024 (Rp-million)
Bangunan Fasilitas Pelabuhan Port Building Facilities	26.350	913
Kapal Ship	103.601	24.049
Alat Fasilitas Pelabuhan Port Facilities Equipment	2.100	580
Instalasi Fasilitas Pelabuhan Port Installation Facilities	32.191	20.662
Jalan dan Bangunan Road and Building	1.500	1.372
Peralatan Equipment	16.162	5.347
Non Fisik Non-physical investment	500	301
Jumlah Total	182.405	53.225

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Material Facts and Information Subsequent to The Accountant's Report Date

Berikut disampaikan informasi dan fakta material yang terjadi antara akhir periode pelaporan 31 Desember 2024 hingga tanggal laporan tahunan tanggal 31 Agustus 2025.

- PT Pengerukan Indonesia mengalihkan aset Strategic Business Unit (SBU) Pengerukan kepada PT Pelindo Dredging Solution (PDSi). Pembahasan dengan JAMDATUN pada 27 Agustus 2025 menegaskan inbreng menggunakan valuasi terakhir, dengan pengumuman ulang pada 30 Agustus 2025 mencakup satu unit kapal pengerukan.
- PT Pelindo Solusi Maritim (PSM) mengakuisisi saham PT Pelindo Dredging Solution (PDSi) berdasarkan kesepakatan 28 Agustus 2025. Prosesnya melibatkan surat minat PSM kepada Rukindo, penawaran saham kepada PT BIMA, serta pernyataan BIMA pada 4 September 2025 yang menolak pembelian saham tersebut.
- PT Energi Pelabuhan Indonesia (EPI) mengambil alih saham PT Pelindo Jasa Maritim pada PT Lamong Energi Indonesia, disertai kajian risiko pengelolaan bisnis EPI sesuai kondisi terkini dalam layanan listrik wilayah regional 2.
- PT Jasa Armada Indonesia Tbk (JAI) mengakuisisi saham PT Pelindo Jasa Maritim pada PT Pelindo Marine Service (PMS). Rapat direksi Pelindo, SPJM, JAI, dan PMS pada 29 Agustus 2025 membahas penyesuaian STO pascamerger sekaligus membentuk Task Force Merger JAI–PMS.
- PT Pelindo Jasa Maritim mengalihkan saham pada PT Ambang Barito Nusapersada kepada PT Pelindo Solusi Maritim. Proses ini menunggu penyelesaian pengalihan resmi dari Pelindo ke SPJM.
- PT Pelindo Marine Service mengalihkan saham pada PT Alur Pelayaran Barat Surabaya kepada PT Pelindo Solusi Maritim. Hal ini didukung dengan surat tanggapan Dewan Komisaris SPJM pada 28 Agustus 2025.
- Pengambilalihan saham pada PT Energi Pelabuhan Indonesia bersifat opsional. Informasi ini disampaikan secara informal dengan pihak PLN ES pada 28 Agustus 2025, yang membuka peluang pembelian saham EPI dari Pelindo Group.
- Pengambilalihan saham pada PT Alur Pelayaran Barat Surabaya juga bersifat opsional. Hal ini dibahas informal dengan pihak GSU pada 29 Agustus 2025, yang membuka peluang pembelian saham GSU oleh Pelindo Group.
- PT Pengerukan Indonesia melaksanakan pembayaran utang lancar dan kewajiban lainnya sebagai bagian dari transformasi. Kajian rencana penjualan lima kapal nonproduktif disusun, dengan surat tanggapan

The following is information and material facts that occurred between the end of the reporting period on December 31, 2024 and the date of the annual report on August 31, 2025.

- PT Pengerukan Indonesia transferred the assets of its Dredging Strategic Business Unit (SBU) to PT Pelindo Dredging Solution (PDSi). Discussions with JAMDATUN on August 27, 2025 confirmed the contribution using the latest valuation, with a re-announcement on August 30, 2025 covering one dredging vessel.
- PT Pelindo Solusi Maritim (PSM) acquired shares in PT Pelindo Dredging Solution (PDSi) based on an agreement dated August 28, 2025. The process involved a letter of interest from PSM to Rukindo, a share offer to PT BIMA, and a statement from BIMA on September 4, 2025, rejecting the share purchase.
- PT Energi Pelabuhan Indonesia (EPI) took over PT Pelindo Jasa Maritim's shares in PT Lamong Energi Indonesia, accompanied by a review of EPI's business management risks in accordance with the current conditions in regional electricity services 2.
- PT Jasa Armada Indonesia Tbk (JAI) acquired PT Pelindo Jasa Maritim's shares in PT Pelindo Marine Service (PMS). A meeting of the boards of directors of Pelindo, SPJM, JAI, and PMS on August 29, 2025 discussed adjustments to the STO post-merger and formed a JAI–PMS Merger Task Force.
- PT Pelindo Jasa Maritim transferred its shares in PT Ambang Barito Nusapersada to PT Pelindo Solusi Maritim. This process is awaiting the completion of the official transfer from Pelindo to SPJM.
- PT Pelindo Marine Service transferred its shares in PT Alur Pelayaran Barat Surabaya to PT Pelindo Solusi Maritim. This is supported by a response letter from the SPJM Board of Commissioners on August 28, 2025.
- The acquisition of shares in PT Energi Pelabuhan Indonesia is optional. This information was conveyed informally to PLN ES on August 28, 2025, which opened up the opportunity for the Pelindo Group to purchase EPI shares.
- The acquisition of shares in PT Alur Pelayaran Barat Surabaya is also optional. This was discussed informally with GSU on August 29, 2025, which opened up the opportunity for the Pelindo Group to purchase GSU shares.
- PT Pengerukan Indonesia is paying off its current debts and other obligations as part of its transformation. A review of the plan to sell five non-productive ships has been prepared, with a response

Dewan Komisaris Rukindo diterbitkan pada 3 September 2025.

- Restrukturisasi bisnis PT Pelindo Solusi Maritim diarahkan pada *refocusing* sebagai pengelola galangan dan konsolidator pengerukan. Proses ini mencakup penyelesaian NIB, *benchmark* ke APBS, penyusunan Probis, pembentukan SME, serta penetapan STO dan SDM oleh SPJM, Rukindo, PSM, dan APBS.
- Restrukturisasi bisnis PT Pelindo Dredging Solution (PDSi) difokuskan pada penyelesaian administrasi perizinan, termasuk NIB, keanggotaan Asosiasi Konstruksi Indonesia, serta sertifikat badan usaha.

- PT Pelindo Jasa Maritim menambah modal ke PT Pelindo Solusi Maritim sebagai bagian dari transformasi bersama PT Pengerukan Indonesia. Rencana ini dituangkan dalam berita acara kesepakatan direksi SPJM ke PSM.
- Rukindo menambah modal pada PDSi dalam rangka transformasi PT Pengerukan Indonesia. Aksi ini akan dilakukan bersamaan dengan inbreng satu unit kapal pengerukan pada 16 September 2025.

- PT Pengerukan Indonesia akan dilikuidasi setelah seluruh kewajiban diselesaikan. Proses ini dibahas dengan JAMDATUN pada 27 Agustus 2025 dan ditetapkan sebagai langkah akhir transformasi.

letter from the Rukindo Board of Commissioners issued on September 3, 2025.

- The restructuring of PT Pelindo Solusi Maritim's business is aimed at refocusing it as a shipyard manager and dredging consolidator. This process includes completing the NIB, benchmarking to APBS, preparing Probis, forming SMEs, and determining STO and human resources by SPJM, Rukindo, PSM, and APBS.
- The business restructuring of PT Pelindo Dredging Solution (PDSi) is focused on completing administrative licensing, including NIB, membership in the Indonesian Construction Association, and business entity certification.
- PT Pelindo Jasa Maritim is increasing its capital in PT Pelindo Solusi Maritim as part of a joint transformation with PT Pengerukan Indonesia. This plan is outlined in the minutes of the agreement between the directors of SPJM and PSM.
- Rukindo is increasing its capital in PDSi as part of the transformation of PT Pengerukan Indonesia. This action will be carried out simultaneously with the contribution of one dredging vessel on September 16, 2025.
- PT Pengerukan Indonesia will be liquidated after all obligations have been settled. This process was discussed with JAMDATUN on August 27, 2025, and was determined to be the final step in the transformation.

DAMPAK PERUBAHAN HARGA TERHADAP PENJUALAN ATAU PENDAPATAN BERSIH PERUSAHAAN SERTA LABA OPERASI PERUSAHAAN

Impact of Changes in Price on Sales or Net Revenues, and Inome From Operation of The Company

Penentuan harga transaksi atau tarif dengan *customer* atau pengguna jasa dilakukan berdasarkan kesepakatan antara PT Pelindo dan Asosiasi, karena Pelindo masih sebagai pemilik pelimpahan BUP. Dalam kurun waktu 2 tahun, belum dilakukan penyesuaian tarif. Maka dari itu, tidak terdapat informasi tentang dampak perubahan harga terhadap penjualan atau pendapatan bersih perusahaan serta laba operasi perusahaan yang dapat disajikan dalam Laporan Tahunan ini.

The determination of transaction prices or rates with customers or service users is based on an agreement between PT Pelindo and the Association, as Pelindo is still the owner of the BUP transfer. Within a period of 2 years, no rate adjustments have been made. Therefore, there is no information on the impact of price changes on the company's sales or net income and operating profit that can be presented in this Annual Report.

KONTRIBUSI TERHADAP NEGARA
Contribution to The State

Dalam menjalankan operasionalnya, Perusahaan senantiasa menjunjung tinggi kepatuhan terhadap seluruh ketentuan hukum dan peraturan yang berlaku. Salah satu wujud nyata dari kepatuhan tersebut adalah pelaksanaan kewajiban pembayaran pajak, yang merupakan bagian dari kontribusi Perusahaan kepada negara.

In carrying out its operations, the Company always comply with all applicable laws and regulations. The action of this commitment is the fulfillment of tax obligations, which represents the Company's contribution to the state.

RINCIAN PAJAK YANG DIBAYARKAN

Pembayaran Pajak Perusahaan sampai dengan 31 Desember 2024 tercatat sebesar Rp292,13 miliar, menurun sebesar 1,12% atau setara dengan Rp3,31 miliar dibandingkan tahun 2023 yang sebesar Rp295,43 miliar Penurunan pajak disebabkan oleh turunnya realisasi pembayaran Pajak Pertambahan Nilai pada tahun 2024.

DETAILS OF PAID TAXES

As of December 31, 2024, the Company's tax payments amounted to Rp292.13 billion, a decrease of 1.12% or equivalent to Rp3.31 billion compared to Rp295.43 billion in 2023. This was due to the decline in Value Added Tax payments in 2024.

Tabel Kontribusi Perusahaan kepada Negara 2023-2024
Table of the Company's Contribution to the State 2023-2024

Uraian Description	2024 (Rp-juta) (Rp-million)	2023 (Rp-juta) (Rp-million)	Kenaikan/Penurunan Increase/Decrease	
			Nominal Nominal (Rp)	Persentase Percentage (%)
PPh Income Tax	225.692	81.323	144.369	177,53%
PPN VAT	51.227	214.108	(162.881)	-76,07%
PNBP Non-Tax State Revenue	536	-	536	100,00%
Surat Tagihan Pajak Tax Collection Letter	14.667	-	14.667	100,00%
Pajak Lainnya Other Taxes	66.431	214.108	(147.677)	-68,97%
Jumlah Total	292.123	295.431	(3.308)	-1,12%

PERBANDINGAN ANTARA TARGET DAN REALISASI
Comparison Between Target and Realization

Perusahaan telah menetapkan sejumlah target yang hendak dicapai dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024 yang telah disesuaikan dengan kondisi industri dan ekonomi. Adapun perbandingan pencapaian beberapa target yang ditetapkan berdasarkan RKAP Tahun 2024 dengan realisasi tahun buku 2024 dapat dijabarkan seperti berikut.

The Company has set a number of targets in the 2024 Work Plan and Budget (RKAP), which have been prepared to align with industry and economic conditions. A comparison between targets in the 2024 RKAP and the realization in the financial year 2024 can be described as follows.

ASUMSI DASAR YANG DIGUNAKAN UNTUK MENYUSUN TARGET 2024

ASUMSI MAKRO

Penyusunan RKAP Tahun 2024 mengacu pada proyeksi indikator ekonomi makro nasional yang dijadikan dasar dalam menetapkan asumsi-asumsi utama, dengan parameter sebagai berikut:

BASIC ASSUMPTION IN PREPARING THE TARGET FOR 2024

MACRO ASSUMPTION

The preparation of the 2024 RKAP was based on projections of national macroeconomic indicators, which served as the foundation for determining the key assumptions, with the following parameters:

Indikator Indicators	**RKAP 2024**
Pertumbuhan Ekonomi (%) Economic Growth (%)	5,5
Inflasi (%) Inflation (%)	3,0
Suku Bunga (%) Interest Rate (%)	6,49%
Nilai Tukar Kurs (Rp/USD) Exchange Rate (Rp/USD)	14.800
Harga BBM (Rp) Fuel Price (Rp)	22.000

ASUMSI INTERNAL

Pada tahun 2024, Perusahaan telah menetapkan target finansial yang diharapkan dapat tercapai di tahun terkait. Penetapan target tersebut dibuat berdasarkan berbagai asumsi internal sebagai berikut:

1. Transfer Bisnis PT Berkah Multi Cargo (PT BMC) ke PT Solusi Logistik (SPSL) TMT 1 Juli 2024.
2. Transfer Bisnis PT Prima Multi Peralatan (PMP) ke PT Berkah Industri Mesin Angkat (BIMA) TMT 1 Juli 2024.
3. *Change Parent* P3TPK ke PT Pengerukan Indonesia (Rukindo) dari PT Pelabuhan Tanjung Priok (PTP) TMT Desember 2024.
4. Pengalihan SBU Pengerukan dari PT Rukindo ke P3TPK di bulan Desember 2024.
5. Injeksi (Penambahan) Modal disetor dari PT Pelindo ke SPJM sebesar Rp161 miliar atas rencana Aksi Pemurnian *Dredging Solution*.

INTERNAL ASSUMPION

In 2024, the Company prepared financial targets for the year. These targets were set based on the following internal assumptions:

1. Business transfer of PT Berkah Multi Cargo (PT BMC) to PT Solusi Logistik (SPSL) effective July 1, 2024.
2. Business transfer of PT Prima Multi Peralatan (PMP) to PT Berkah Industri Mesin Angkat (BIMA) effective July 1, 2024.
3. Change of parent company of P3TPK to PT Pengerukan Indonesia (Rukindo) from PT Pelabuhan Tanjung Priok (PTP) effective December 2024.
4. Transfer of the Dredging SBU from PT Rukindo to P3TPK in December 2024.
5. Capital injection from PT Pelindo to SPJM amounting to Rp161 billion for the planned Dredging Solution Streamlining Action.

6. Injeksi (Penambahan) Modal disetor dari SPJM ke PT Jasa Peralatan Pelabuhan Indonesia (JPPI) sebesar Rp161 miliar atas rencana Aksi Pemurnian *Dredging Solution*.
7. *Change Parent* P3TPK ke PT JPPI dari PT Rukindo di bulan Desember 2024.
8. Penambahan Modal Kerja ke P3TPK oleh PT JPPI di bulan Desember 2024.
9. *Change Parent* PT Ambang Barito Nusa Persada (Ambapers) ke SPJM dari PT Pelindo di bulan Desember 2024.
10. *Change Parent* PT Ambapers ke PT JPPI dari SPJM di bulan Desember 2024.
11. Konversi Pinjaman menjadi saham PT Pelindo pada PT Rukindo di bulan Desember 2024.
12. Transfer Bisnis/Merger PT Equiport Inti Indonesia (EII) ke PT BIMA di bulan Desember 2024.
13. *Change Parent* PT Energi Pelabuhan Indonesia (EPI) ke PT Lamong Energi Indonesia (LEGI) dari SPJM di bulan Desember 2024.
14. *Change Parent* PT Intan Sejahtera Utama (ISMA) dari PT Pelindo Solusi Logistik (SPSL) ke PT Pelindo Jasa Maritim di bulan Desember 2024.
15. Penambahan biaya atas pengalihan SDM terkait *Planning and Control* dari Regional 2 dan 3 sebesar Rp4.019.965.399,-
16. Pemenuhan kebutuhan Pandu (TAD) di Wilayah 2 (12 orang) dan Wilayah 4 (10 orang) dengan tambahan biaya sebesar Rp7.378.243.517,-
17. Penambahan Beban Imbalan Pasca Kerja atas pembayaran kompensasi PKWT atas mergernya EII ke BIMA sebesar Rp1.125.310.994,-
18. Mengakomodir perubahan pola bisnis *Cost Plus Fee* pada PT LEGI.
19. Perubahan RKAP pada PT Rukindo sehubungan belum terealisasinya Proyek Pengerukan dari yang telah direncanakan sebelumnya oleh PT Pelindo (Persero).
20. Mengakomodir pembayaran Bunga PT JPPI ke PT Pelindo.
21. Mengakomodir Denda Pajak PT Pelindo Marine Service (PT PMS) sebesar Rp43.212.591.388,-.

PERBANDINGAN ANTARA REALISASI DAN TARGET TAHUN 2024

KINERJA KEUANGAN

6. Capital injection from SPJM to PT Jasa Peralatan Pelabuhan Indonesia (JPPI) amounting to Rp161 billion for the planned Dredging Solution Streamlining Action.
7. Change of parent company of P3TPK to PT JPPI from PT Rukindo in December 2024.
8. Additional working capital to P3TPK by PT JPPI in December 2024.
9. Change of parent company of PT Ambang Barito Nusa Persada (Ambapers) to SPJM from PT Pelindo in December 2024.
10. Change of parent company of PT Ambapers to PT JPPI from SPJM in December 2024.
11. Conversion of loans into PT Pelindo shares in PT Rukindo in December 2024.
12. Business transfer/merger of PT Equiport Inti Indonesia (EII) into PT BIMA in December 2024.
13. Change of parent company of PT Energi Pelabuhan Indonesia (EPI) to PT Lamong Energi Indonesia (LEGI) from SPJM in December 2024.
14. Change of parent company of PT Intan Sejahtera Utama (ISMA) from PT Pelindo Solusi Logistik (SPSL) to PT Pelindo Jasa Maritim in December 2024.
15. Additional costs for the transfer of human resources related to Planning and Control from Region 2 and 3 amounting to Rp4,019,965,399.
16. Fulfillment of pilotage needs (TAD) in Region 2 (12 personnel) and Region 4 (10 personnel) with additional costs amounting to Rp7,378,243,517.
17. Additional Post-Employment Benefit Expenses for compensation payment of fixed-term employees (PKWT) due to the merger of EII into BIMA amounting to Rp1,125,310,994.
18. Accommodation of changes in the Cost Plus Fee business model at PT LEGI.
19. Changes to the RKAP of PT Rukindo due to the non-realization of the dredging project previously planned by PT Pelindo (Persero).
20. Accommodation of interest payments by PT JPPI to PT Pelindo.
21. Accommodation of tax penalties at PT Pelindo Marine Service (PT PMS) amounting to Rp43,212,591,388.

COMPARISON BETWEEN REALIZATION AND TARGET IN 2024

FINANCIAL PERFORMANCE

Tabel Perbandingan antara Target dan Realisasi Tahun 2024
2024 Target and Realization Comparison Table

Uraian Description	**Realisasi 2024 (Rp-Juta)** 2024 Realization (Rp-Million)	**Target 2024 (Rp-Juta)** 2024 Target (Rp-Million)	**Pencapaian Realisasi terhadap Target 2024** Realization Achievement Compared to Target in 2024 **(%)**
Pendapatan Operasi Operating Revenues	7.268.679	7.166.675	101,42%
Beban Operasi Operating Expenses	6.636.709	6.398.711	103,72%

Tabel Perbandingan antara Target dan Realisasi Tahun 2024
2024 Target and Realization Comparison Table

Uraian Description	**Realisasi 2024 (Rp-Juta)** 2024 Realization (Rp-Million)	**Target 2024 (Rp-Juta)** 2024 Target (Rp-Million)	**Pencapaian Realisasi terhadap Target 2024** Realization Achievement Compared to Target in 2024 **(%)**
Laba (Rugi) Usaha Operating Profit (Loss)	631.970	767.964	82,29%
Laba (Rugi) Bersih Net Profit (Loss)	329.782	535.764	61,55%
Struktur Modal Capital Structure			
Aset Asset	7.053.613	5.821.746	121,16%
Liabilitas Liability	2.958.677	1.668.426	177,33%
Ekuitas Equity	4.094.936	4.153.320	98,59%

Secara umum, kinerja keuangan perusahaan di tahun 2024, cukup positif, hal tersebut terlihat dari total pendapatan operasi yang terealisasi sebesar Rp7.268,68 miliar, atau mencapai 101,42% terhadap target sebesar Rp7.166,68 miliar. Hal ini disebabkan beberapa faktor antara lain adanya peningkatan pendapatan *marine* atas kegiatan pemanduan dan penundaan atas pelimpahan JAI sebesar Rp139,20 miliar, adanya peningkatan realisasi atas pendapatan pekerjaan proyek, pengadaan sparepart, dan pekerjaan *maintenance* di BIMA, adanya peningkatan realisasi pendapatan listrik baik di EPI maupun LEGI, serta terdapat realisasi kegiatan pendapatan pemanduan dan penundaan TUKS di atas pelimpahan SPJM.

In general, the company's financial performance in 2024 was quite positive, as seen from the total operating revenue realized at Rp7,268.68 billion, or 101.42% of the target of Rp7,166.68 billion. This was due to several factors, including an increase in marine revenue from pilotage and delay activities on the transfer of JAI amounting to Rp139.20 billion, an increase in the realization of project work revenue, spare parts procurement, and maintenance work at BIMA, an increase in the realization of electricity revenue at both EPI and LEGI, as well as the realization of TUKS pilotage and delay activities on the transfer of SPJM.

Adapun di tahun 2024, perusahaan mencatatkan beban operasi yang terealisasi sebesar Rp6.636,71 miliar atau mencapai 103,72% terhadap target beban operasi sebesar Rp6.398,71 miliar. Hal ini disebabkan oleh meningkatnya realisasi beban penyusutan AHG Kapal untuk kapal non milik (*skema time charter*) di JAI dan PMS atas implementasi perhitungan PSAK 73, peningkatan realisasi biaya pemeliharaan alat fasilitas pelabuhan di BIMA dan EII seiring dengan peningkatan pendapatan dan peningkatan beban *sharing* operasi di JAI seiring dengan peningkatan pendapatan pemanduan dan penundaan pelimpahan JAI. Perusahaan juga mencatatkan realisasi laba usaha sebesar Rp631,97 miliar atau mencapai 82,29% terhadap target laba usaha sebesar Rp767,96 miliar. Hal ini disebabkan oleh tidak tercapainya beberapa segmen pendapatan, antara lain seperti pendapatan pemeliharaan kolam pelabuhan dan alur pelayaran, pendapatan *fuel surcharge*, serta pendapatan logistik, distribusi, dan terminal energi barang pertambangan, minyak bumi, dan gas. Selain itu, Perusahaan juga mencatatkan realisasi laba bersih sebesar Rp329,78 miliar atau mencapai 61,55%

In 2024, the company recorded realized operating expenses of Rp6,636.71 billion, or 103.72% of the operating expense target of Rp6,398.71 billion. This was due to an increased realization of AHG Ship depreciation expenses for non-owned ships (time charter scheme) at JAI and PMS due to the implementation of PSAK 73 calculations, increased realization of port facility equipment maintenance costs at BIMA and EII in line with increased revenue, and increased operating cost sharing at JAI in line with increased pilotage revenue and the postponement of JAI's transfer. The company also recorded an operating profit of Rp631.97 billion, or 82.29% of the operating profit target of Rp767.96billion. This was due to the failure to achieve certain revenue segments, including revenue from port pool and shipping lane maintenance, fuel surcharge revenue, and revenue from logistics, distribution, and energy terminals for mining, petroleum, and gas products. In addition, the Company also recorded a net profit of Rp329.78 billion, or 61.55% of the net profit target of Rp535.76 billion. This was due to the realization of post-employment compensation for guidance cooperation from Pelindo to

terhadap target laba bersih sebesar Rp535,76 miliar. Hal ini disebabkan oleh adanya realisasi imbalan pasca kerja atas kerja sama pemanduan dari Pelindo ke SPJM, adanya realisasi beban denda pajak di PMS, EPI, dan SPJM Standalone sebesar Rp84,01 miliar, adanya beban penurunan nilai aset kapal di Rukindo sebesar Rp21,50 miliar, penurunan nilai aset faspel di PMS sebesar Rp29,41 miliar serta terdapat beban pajak final di SPJM Grup sebesar Rp38,32 miliar.

Sementara dari sisi struktur modal, jumlah aset perusahaan di tahun 2024, tercatat sebesar Rp7.053,61 miliar atau mencapai 121,16% terhadap target sebesar Rp5.821,75 miliar. Jumlah liabilitas Perusahaan di tahun 2024 terealisasi sebesar Rp2.958,68 miliar atau mencapai 177,33% terhadap target sebesar Rp1.668,43 miliar. Hal ini disebabkan oleh adanya peningkatan realisasi liabilitas sewa dan beban akrual. Sementara jumlah ekuitas, tercatat sebesar Rp4.094,94 miliar di tahun 2024, atau mencapai 98,59% terhadap target sebesar Rp4.153,32 miliar. Hal ini disebabkan oleh tidak tercapainya laba bersih pada tahun 2024.

SPJM, the realization of tax penalty expenses in PMS, EPI, and SPJM Standalone amounting to Rp84.01 billion, the expense of a decrease in the value of ship assets in Rukindo amounting to Rp21.50 billion, a decrease in the value of faspel assets in PMS amounting to Rp29.41 billion, and final tax expenses in SPJM Group amounting to Rp38.32 billion.

Meanwhile, in terms of capital structure, the company's total assets in 2024 were recorded at Rp7,053.61 billion, or 121.16% of the target of Rp5,821.75 billion. The company's liabilities in 2024 were realized at Rp2,958.68 billion, or 177.33% of the target of Rp1,668.43 billion. This was due to an increase in the realization of lease liabilities and accrued expenses.Meanwhile, the amount of equity was recorded at Rp4,094.94 billion in 2024, or 98.59% of the target of Rp4,153.32 billion. This was due to the failure to achieve net profit in 2024.

PROYEKSI UNTUK 1 (SATU) TAHUN KE DEPAN
Projection for 1 (One) Year Ahead

Dalam rangka menetapkan arah strategis ke depan, Perusahaan telah menyusun proyeksi kinerja untuk satu tahun mendatang. Proyeksi ini bertujuan untuk membantu dalam penetapan prioritas, pengambilan keputusan bisnis, serta memastikan alokasi sumber daya dilakukan secara efisien demi tercapainya target yang telah ditetapkan.

In setting its future strategic direction, the Company has prepared projections for the upcoming year. These projections helped in setting priorities, guiding business decision-making, and ensuring that resources are allocated efficiently to achieve targets.

ASUMSI DASAR YANG DIGUNAKAN UNTUK MENYUSUN PROYEKSI 2025

ASUMSI MAKRO

Penyusunan proyeksi tahun 2025 mengacu pada parameter ekonomi makro yang berlaku secara nasional, dengan mempertimbangkan indikator utama seperti pertumbuhan ekonomi, inflasi, nilai tukar rupiah, dan tingkat suku bunga acuan, sebagai berikut:

BASIC ASSUMPTION TO PREPARE THE PROJECTION IN 2025

MACRO ASSUMPTION

The 2025 projections were prepared with reference to national macroeconomic parameters, taking into account key indicators such as economic growth, inflation, the rupiah exchange rate, and the benchmark interest rate, as follows:

Indikator Indicators	RKAP 2025
Pertumbuhan Ekonomi (%) Economic Growth (%)	5,20%
Inflasi (%) Inflation (%)	2,50%
Suku Bunga 10 Tahun (%) 10-Year Interest Rate (%)	7,1%
Nilai Tukar Kurs (Rp/USD) Exchange Rate (Rp/USD)	Rp16.000,-
Harga Minyak Mentah (USD) Crude Oil Price (USD)	USD82 per barel

ASUMSI INTERNAL

Menuju tahun 2025, Perusahaan telah menetapkan target finansial yang diharapkan dapat tercapai di tahun yang akan datang seperti yang tertuang dalam RKAP 2025. Penetapan target tersebut dibuat berdasarkan berbagai asumsi internal sebagai berikut:

1. Inbreng aset dari Pelindo ke SPJM dengan menggunakan nilai wajar TMT 1 Januari 2025.
2. Pemurnian Bisnis:
   - *Change parent* PEL dari PMS ke SPMT;
   - *Change parent* APBS dari PMS ke JPPI;
   - *Change parent Ambapers* dari Pelindo ke JPPI;
   - *Change parent* ISMA dari MTI ke SPJM;
   - *Change parent* P3TPK dari PTP (SPMT) ke Rukindo;

INTERNAL ASSUMPTION

Heading into 2025, the Company has set financial targets for the coming year as outlined in the 2025 RKAP. These targets were established based on several internal assumptions as follows:

1. Asset transfer (inbreng) from Pelindo to SPJM using fair value effective January 1, 2025.
2. Business Streamlining:
   - Change of parent company for PEL from PMS to SPMT;
   - Change of parent company for APBS from PMS to JPPI;
   - Change of parent company for Ambapers from Pelindo to JPPI;
   - Change of parent company for ISMA from MTI to SPJM;
   - Change of parent company for P3TPK from PTP (SPMT) to Rukindo;

- Inbreng aset SBU Pengerukan dari Rukindo ke P3TPK;
- *Change parent* P3TPK dari Rukindo ke JPPI;

- Konversi pinjaman menjadi saham Pelindo pada Rukindo.

3. Penambahan modal disetor secara *cash* dari Pelindo ke SPJM Rp163.200.000.000.
4. Penambahan setoran modal SPJM secara *cash* ke JPPI Rp163.200.000.000 untuk akuisisi P3TPK dari Rukindo.
5. Penambahan setoran JPPI secara *cash* ke P3TPK untuk modal kerja pada Triwulan I sebesar Rp47.300.000.000.
6. Pendanaan untuk kebutuhan modal kerja galangan kapal JPPI Rp12.500.000.000.
7. Penerapan *cost plus fee* untuk penjualan bahan bakar pada PT LEGI.
8. Penerapan *cost plus fee* untuk *charging* pemeliharaan pada PT BIMA.
9. Peralihan ABK:
   - Dari JAI ke Wilayah 2 sebanyak 11 orang
   - Dari PMS ke Wilayah 1, 3, dan 4 sebanyak 26 orang
10. Penambahan Perjanjian Kerja Laut (PKL):
    - JAI sebanyak 6 orang;
    - PMS sebanyak 26 orang;
11. Rencana pinjaman *external loan* sebesar Rp105.000.000.000 untuk pendanaan investasi *channel fee.*

- Asset inbreng of Dredging SBU from Rukindo to P3TPK;
- Change of parent company for P3TPK from Rukindo to JPPI;
- Conversion of Pelindo's loan into equity in Rukindo.

3. Additional paid-in capital in cash from Pelindo to SPJM amounting to Rp163,200,000,000.
4. Additional capital injection by SPJM in cash to JPPI amounting to Rp163,200,000,000 for the acquisition of P3TPK from Rukindo.
5. Additional capital injection by JPPI in cash to P3TPK for working capital in the first quarter amounting to Rp47,300,000,000.
6. Funding for shipyard working capital at JPPI amounting to Rp12,500,000,000.
7. Implementation of cost-plus fee for fuel sales to PT LEGI.
8. Implementation of cost-plus fee for maintenance charging to PT BIMA.
9. Crew transfer:
   - From JAI to Regional 2: 11 personnel;
   - From PMS to Regional 1, 3, and 4: 26 personnel.

10. Addition of Sea Employment Agreements (PKL):
    - JAI: 6 personnel;
    - PMS: 26 personnel.
11. Planned external loan amounting to Rp105,000,000,000 to fund channel fee investment.

PERBANDINGAN ANTARA REALISASI TAHUN 2024 DAN PROYEKSI TAHUN 2025

KINERJA KEUANGAN

COMPARISON BETWEEN 2024 REALIZATION AND 2025 PROJECTION

FINANCIAL PERFORMANCE

Tabel Perbandingan antara Proyeksi 2025 dan Realisasi Tahun 2024
Table of Comparison between 2025 Projection and 2024 Realization

Uraian Description	**Realisasi 2024 (Rp-Juta)** 2024 Realization (Rp-Million)	**Proyeksi 2025 (Rp-Juta)** 2025 Projection (Rp-Million)	**Proyeksi 2025 terhadap Realisasi 2024** 2025 Projection against 2024 Realization **(%)**
Pendapatan Operasi Operating Revenues	7.268.679	7.960.463	109,52%
Beban Operasi Operating Expenses	6.636.709	7.422.570	111,84%
Laba (Rugi) Usaha Operating Profit (Loss)	631.970	537.893	85,11%
Laba (Rugi) Bersih Net Profit (Loss)	329.782	401.738	121,82%
Struktur Modal Capital Structure			
Aset Asset	7.053.613	8.185.509	116,05%
Liabilitas Liability	2.958.677	2.674.690	90,40%
Ekuitas Equity	4.094.936	5.510.818	134,58%

Perusahaan menargetkan mampu membukukan peningkatan kinerja keuangan di tahun 2025, di mana total pendapatan operasi diproyeksikan dapat dibukukan sebesar Rp7.960,46 miliar, atau mencapai 109,52% terhadap realisasi 2024 sebesar Rp7.268,68 miliar. Hal ini disebabkan oleh Perusahaan merencanakan tahun 2025 terdapat penambahan pasar, pekerjaan proyek, dan perubahan *revenue sharing* atas kerjasama pemanduan penundaan dengan Pelindo dampak dari inbreng aset dari Pelindo ke SPJM. Adapun di tahun 2025, perusahaan memproyeksikan beban operasi sebesar Rp7.422,57 miliar atau mencapai 111,84% terhadap realisasi 2024 beban operasi yang sebesar Rp6.636,71 miliar. Hal ini disebabkan karena *inline* dengan peningkatan pendapatan, adanya harmonisasi pegawai, realisasi beban penyusutan aset kapal, dan amortisasi aset hak guna kapal. Perusahaan juga memproyeksikan laba usaha 2025 sebesar Rp537,89 miliar atau mencapai 85,11% terhadap realisasi 2024 laba usaha sebesar Rp631,97 miliar. Lainnya, Perusahaan memproyeksikan laba bersih 2025 sebesar Rp401,74 miliar atau mencapai 121,82% terhadap realisasi 2024 laba bersih yang sebesar Rp329,78 miliar. Hal ini disebabkan oleh adanya perluasan pasar, peningkatan trafik kapal, dan efisiensi biaya.

The company aims to record improved financial performance in 2025, with total operating revenue projected to reach Rp7,960.46 billion, or 109.52% of the 2024 realization of Rp7,268.68 billion. This is due to The company plans for 2025 to see additional markets, project work, and changes in revenue sharing due to the delayed cooperation agreement with Pelindo as a result of Pelindo's asset contribution to SPJM. In 2025, the company projects operating expenses of Rp7,422.57 billion, or 111.84% of the 2024 operating expense realization of Rp6,636.71 billion. This is due to an increase in revenue, employee harmonization, realization of ship depreciation expenses, and amortization of ship usage rights assets. The company also projects 2025 operating profit of Rp537.89 billion, or 85.11% of the 2024 realized operating profit of Rp631.97 billion. In addition, the Company projects a net profit of Rp401.74 billion in 2025, or 121.82% of the 2024 net profit realization of Rp329.78 billion. This is due to market expansion, increased ship traffic, and cost efficiency.

PROYEKSI PEMBAGIAN DIVIDEN

Pada tahun 2025, Perusahaan menargetkan pembagian dividen sebesar Rp15,00 miliar dari laba bersih tahun buku 2024.

DIVIDEND DISTRIBUTION PROJECTION

In 2025, the Company targets a dividend distribution of Rp15.00 billion from the net profit of the financial year 2024.

KEBIJAKAN DAN PEMBAGIAN DIVIDEN
Dividend Policy and Distribution

Kebijakan pembagian dividen Perusahaan didasarkan pada ketentuan Pasal 71-73 Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, yang menyatakan bahwa pembagian dividen dilakukan melalui keputusan RUPS Tahunan.

Melalui Risalah Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada 12 Juni 2024, dengan agenda Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan, para pemegang saham menyetujui alokasi laba bersih Perusahaan Tahun Buku 2023 untuk dibagikan sebagai dividen serta dialokasikan sebagai cadangan umum. Adapun laba bersih setelah pajak yang dapat diatribusikan kepada pemilik entitas induk pada tahun buku tersebut ditetapkan sebesar Rp579.654.987.

The Company's dividend distribution policy is based on the provisions of Articles 71-73 of Law Number 40 of 2007 concerning Limited Liability Companies, which stipulates that dividend distribution must be determined through resolutions of the Annual GMS.

Through the Minutes of the Annual General Meeting of Shareholders held on June 12, 2024, with the agenda of approving the Annual Report and ratifying the Financial Statements, shareholders approved the allocation of the Company's financial year 2023 net profit to be distributed as dividends and allocated to general reserves. The net profit after tax attributable to owners of the parent entity for that financial year was determined at Rp579,654,987.

Tabel Pembagian Dividen per Tahun Buku 2022-2024
Table of Dividend Distribution by Financial Year 2022-2024

Kebijakan Dividen Dividend Policy	Tahun Buku Financial Year		
	2022	2023	2024
Laba Tahun Berjalan (Rp) Profit for the Year	427.425.300	647.143.838	262.960.659
Dividen yang Dibagikan (Rp-ribu) Distributed Dividend (Rp-thousand)	15.000.000	15.000.000	15.000.000
Dividen per Lembar Saham (Rp) Dividend per Share (Rp)	5.239	5.239	5.034
Rasio Pembagian Dividen (%) Dividend Payout Ratio (%)	3,50%	2,59%	5,70%
Keputusan RUPS GMS Resolution	16 Juni 2023 June 16, 2023	12 Juni 2024 June 12, 2024	19 Juni 2025 June 19, 2025
Tanggal Pengumuman Announcement Date	16 Juni 2023 June 16, 2023	12 Juni 2024 June 12, 2024	19 Juni 2025 June 19, 2025
Tanggal Pembayaran Payment Date	07 November 2023 November 7, 2023	28 Juni 2024 June 28, 2024	30 Juni 2025 June 30, 2025

PROGRAM KEPEMILIKAN SAHAM OLEH MANAJEMEN DAN KARYAWAN (ESOP/MSOP)

Management and Employee Stock Ownership Program (ESOP/MSOP)

Selama tahun 2024, Perusahaan tidak melakukan perdagangan saham kepada publik. Selain itu, Perushaan juga tidak pernah menyelenggarakan Program Kepemilikan Saham oleh Manajemen (*Management Stock Option Program*/MSOP) maupun Program Kepemilikan Saham oleh Karyawan (*Employees Stock Option Program*/ESOP).

During 2024, the Company did not conduct any share trading with the public. In addition, the Company has never implemented a Management Stock Ownership Program (MSOP) nor an Employee Stock Ownership Program (ESOP).

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Realization Of The Use Of Proceeds From The Public Offering

Sampai dengan penutupan tahun 2024, Perusahaan belum melaksanakan penawaran umum. Oleh karena itu, dalam Laporan Tahunan ini tidak terdapat informasi terkait total dana yang diperoleh, rencana dan rincian penggunaan dana, saldo dana, maupun tanggal persetujuan RUPS atas perubahan penggunaan dana.

As of the end of 2024, the Company had not carried out a public offering. Therefore, this Annual Report does not include information regarding the total funds raised, the plans and details of fund utilization, fund balances, or the date of GMS approval for changes in the use of funds.

INFORMASI MATERIAL MENGENAI INVESTASI, EKSPANSI, DIVESTASI, PENGGABUNGAN/ PELEBURAN USAHA, AKUISISI, DAN RESTRUKTURISASI UTANG/MODAL

Material Information Regarding Investment, Expansion, Divestment, Merger, Acquisitions, and Debt/Capital Restructuring

INFORMASI MATERIAL MENGENAI INVESTASI

Sepanjang tahun 2024, aktivitas investasi yang dijalankan oleh Perusahaan memberikan kontribusi terhadap pencapaian kinerja keuangan. Dalam praktiknya, SPJM Group melaksanakan investasi melalui kegiatan perbaikan atas peralatan dan fasilitas guna menjaga keberlanjutan fungsi serta kinerja operasional, sekaligus melakukan pengadaan peralatan baru untuk memperkuat kapasitas dalam mendukung kegiatan operasional. Nilai investasi yang dilakukan Perusahaan mencapai Rp182,41 miliar.

MATERIAL INFORMATION REGARDING INVESTMENT

Throughout 2024, the Company's investment activities contributed to its financial performance. In practice, SPJM Group carried out investments through the repair of equipment and facilities to maintain the sustainability of its functions and operational performance, while also procuring new equipment to strengthen its capacity in supporting operational activities. The value of the Company's investments reached Rp182.41 billion.

INFORMASI MATERIAL MENGENAI AKUISISI

Sepanjang tahun 2024, terdapat Pemindahan Hak atas Saham PT Intan Sejahtera Utama (ISMA), berdasarkan Akta Pemindahan Hak atas Saham Perseroan Terbatas PT Multi Terminal Indonesia pada Perseroan Terbatas PT Intan Sejahtera Utama kepada Perseroan Terbatas Perusahaan No. 70 dari Notaris Irma Devita Purnamasari, S.H., M.Kn., tanggal 31 Desember 2024. Para pemegang saham setuju untuk menjual sahamnya dengan jumlah saham 249 (dua ratus empat puluh sembilan) lembar saham yang mewakili 99,6% kepada Perusahaan. Perubahan tersebut telah disetujui oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No. AHU-AH.01.09-0012377 tanggal 16 Januari 2025.

MATERIAL INFORMATION REGARDING ACQUISITION

Throughout 2024, there was a Transfer of Rights to Shares of PT Intan Sejahtera Utama (ISMA), based on the Deed of Transfer of Rights to Shares of Limited Liability Company PT Multi Terminal Indonesia to Limited Liability Company PT Intan Sejahtera Utama to Limited Liability Company No. 70 from Notary Irma Devita Purnamasari, S.H., M.Kn., dated December 31, 2024. The shareholders agreed to sell their shares, amounting to 249 (two hundred forty-nine) shares representing 99.6%, to the Company. The change has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia with Decree No. AHU-AH.01.09-0012377 dated January 16, 2025.

INVESTASI MATERIAL MENGENAI RESTRUKTURISASI UTANG/MODAL

Sepanjang tahun 2024, Berdasarkan Surat Persetujuan Restrukturisasi PT Pelabuhan Indonesia (Persero) Group dari Kementerian Badan Usaha Milik Negara Republik Indonesia No. S-68/MBU/02/2025 tanggal 14 Februari 2025, menyetujui hal-hal yang berdampak terhadap Grup, yaitu pengalihan/inbreng saham Pelindo pada PT Ambang Barito Nusapersada kepada Perusahaan serta penambahan setoran modal Pelindo ke Perusahaan.

MATERIAL INFORMATION REGARDING CAPITAL/DEBT RESTRUCTURING

Throughout 2024, based on the Restructuring Approval Letter of PT Pelabuhan Indonesia (Persero) Group from the Ministry of State-Owned Enterprises of the Republic of Indonesia No. S-68/MBU/02/2025 dated February 14, 2025, approved matters that would have an impact on the Group, namely the transfer/contribution of Pelindo's shares in PT Ambang Barito Nusapersada to the Company and the addition of Pelindo's capital contribution to the Company.

INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ ATAU TRANSAKSI DENGAN PIHAK AFILIASI/ BERELASI

Information on Material Transactions Containing Conflict of Interest and/or Transactios With Affiliated/Related Parties

KEBIJAKAN MEKANISME REVIU ATAS TRANSAKSI DAN PEMENUHAN PERATURAN DAN KETENTUAN TERKAIT

Mengacu pada Peraturan Direksi Nomor: PER.0042/ HK.101/PLJM-2023 tanggal 22 Desember 2023 mengenai Pedoman Kode Etik Bisnis di Lingkungan PT Pelindo Jasa Maritim, Perusahaan senantiasa memastikan bahwa setiap transaksi yang dilakukan telah melalui tahapan prosedur yang layak, selaras dengan prinsip kewajaran transaksi (*arm's length principle*), serta memenuhi standar komersial yang berlaku umum. Perusahaan juga telah menetapkan kebijakan khusus terkait pelaksanaan transaksi material yang berpotensi menimbulkan benturan kepentingan dan/atau melibatkan pihak afiliasi atau pihak berelasi. Seluruh transaksi tersebut dilaksanakan secara hati-hati, mengikuti praktik bisnis yang lazim, serta tunduk pada ketentuan dalam Pernyataan Standar Akuntansi Keuangan (PSAK) No. 224 tentang "Pengungkapan Pihak-Pihak Berelasi".

KOMITMEN PERUSAHAAN ATAU MANAJEMEN ATAS TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI DENGAN PIHAK AFILIASI/ PIHAK BERELASI

Dalam pelaksanaan transaksi material yang berpotensi mengandung benturan kepentingan dan/atau melibatkan pihak afiliasi atau pihak berelasi, Direksi memastikan bahwa seluruh proses telah mengikuti prosedur yang memadai serta mengedepankan prinsip kewajaran transaksi (*arm's length principle*). Perusahaan, melalui pengawasan Dewan Komisaris dan Komite Audit, juga telah melakukan penelaahan guna memastikan bahwa transaksi-transaksi tersebut dijalankan sesuai dengan praktik bisnis yang lazim serta memenuhi prinsip kewajaran dan ketentuan perundang-undangan yang berlaku.

POLICY ON THE REVIEW MECHANISM OF TRANSACTIONS AND COMPLIANCE WITH RELEVANT REGULATIONS AND PROVISIONS

Referring to the Board of Directors Regulation No. PER.0042/HK.101/PLJM-2023 dated December 22, 2023 concerning the Code of Business Conduct Guidelines within PT Pelindo Jasa Maritim, the Company always ensures that every transaction has passed through appropriate procedural stages, is in line with the arm's length principle, and complies with generally accepted commercial standards. The Company has also established specific policies related to material transactions that may potentially give rise to conflicts of interest and/or involve affiliated or related parties. Cuch transactions are conducted prudently, in accordance with common business practices, and are subject to the provisions stipulated in Statement of Financial Accounting Standards (PSAK) No. 224 regarding "Related Party Disclosures."

THE COMPANY'S OR MANAGEMENT'S COMMITMENT REGARDING MATERIAL TRANSACTIONS INVOLVING CONFLICTS OF INTEREST AND/OR TRANSACTIONS WITH AFFILIATED/ RELATED PARTIES

In carrying out material transactions that may potentially involve conflicts of interest and/or related or affiliated parties, the Board of Directors ensures that all processes have followed adequate procedures and prioritize the fairness principle (arm's length principle). The Company, through the supervision of the Board of Commissioners and the Audit Committee, has also conducted reviews to ensure that such transactions are implemented in accordance with prevailing business practices and in compliance with the fairness principle as well as applicable laws and regulations.

INFORMASI MENGENAI TRANSAKSI DENGAN PIHAK BERELASI

Berdasarkan ketentuan Pernyataan Standar Akuntansi Keuangan (PSAK) No. 224 tentang Transaksi Berelasi dan Transaksi Benturan Kepentingan, Berelasi adalah:

Orang atau anggota keluarga terdekatnya dikatakan memiliki relasi dengan Perusahaan jika orang tersebut:
1. Memiliki pengendalian ataupun pengendalian bersama terhadap Perusahaan;
2. Memiliki pengaruh signifikan terhadap Perusahaan; atau
3. Merupakan personel manajemen kunci dari Perusahaan ataupun entitas induk.

Sedangkan suatu entitas dikatakan memiliki relasi dengan Perusahaan jika memenuhi salah satu dari hal berikut ini:
1. Entitas tersebut dan Perusahaan adalah anggota dari kelompok usaha yang sama, merupakan entitas asosiasi atau ventura bersama dari Perusahaan (atau entitas asosiasi atau ventura bersama tersebut merupakan anggota suatu kelompok usaha di mana Perusahaan adalah anggota dari kelompok usaha tersebut);
2. Entitas tersebut dan Perusahaan adalah ventura bersama dari pihak ketiga yang sama;
3. Satu entitas yang merupakan ventura bersama dari Perusahaan dan entitas lain yang merupakan entitas asosiasi dari Perusahaan;
4. Merupakan suatu program imbalan pascakerja untuk imbalan kerja dari Perusahaan atau entitas yang terkait dengan Perusahaan. Jika Perusahaan adalah penyelenggara program tersebut, maka entitas sponsor juga berelasi dengan Perusahaan;
5. Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam angka (1) di atas;
6. Orang yang diidentifikasi dalam angka (1) memiliki pengaruh signifikan terhadap entitas atau personel manajemen kunci dari entitas tersebut (atau entitas induk dari entitas);
7. Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personel manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Transaksi Berelasi adalah setiap aktivitas dan/atau transaksi yang dilakukan oleh perusahaan terbuka atau perusahaan terkendali dengan Afiliasi dari perusahaan terbuka atau Berelasi dari Anggota Direksi, Anggota Dewan Komisaris, Pemegang Saham Utama, atau Pengendali, termasuk setiap aktivitas dan/atau transaksi yang dilakukan oleh Perusahaan Terbuka atau Perusahaan Terkendali untuk kepentingan Berelasi dari Perusahaan Terbuka atau Berelasi dari Anggota Direksi, Anggota Dewan Komisaris, Pemegang Saham Utama, atau Pengendali.

INFORMATION ON TRANSACTIONS WITH RELATED PARTIES

Based on the Statement of Financial Accounting Standards (PSAK) No. 224 concerning Related Party Transactions and Conflict of Interest Transactions, a related party is defined as follows:

A person or their close family members is considered related to the Company if the person:
1. Has control or joint control over the Company;
2. Has significant influence over the Company; or
3. Is a member of the key management personnel of the Company or its parent entity.

An entity is considered related to the Company fit meets any of the following criteria:

1. The entity and the Company are members of the same business group, or the entity is an associate or joint venture of the Company (or such associate or joint venture is a member of a business group of which the Company is a member);
2. The entity and the Company are joint ventures of the same third party;
3. One entity is a joint venture of the Company and the other entity is an associate of the Company;
4. The entity is a post-employment benefit plan for the benefit of employees of the Company or of an entity related to the Company. If the Company is the sponsoring entity, the sponsoring entity is also related to the Company;
5. The entity is controlled or jointly controlled by a person identified in point (1) above;
6. A person identified in point (1) has significant influence over the entity or is a member of the entity's key management personnel (or of the entity's parent);
7. The entity, or any member of a group of which the entity is a part, provides key management personnel services to the reporting entity or to the parent of the reporting entity.

A Related Party Transaction is any activity and/or transaction conducted by a public company or a controlled company with an Affiliate of the public company or a Related Party of members of the Board of Directors, members of the Board of Commissioners, the Major Shareholder, or the Controlling Shareholder, including any activity and/or transaction conducted by the Public Company or Controlled Company for the benefit of a Related Party of the Public Company or of members of the Board of Directors, Board of Commissioners, Major Shareholder, or Controlling Shareholder.

Hingga penghujung tahun 2024, terdapat transaksi yang tergolong sebagai transaksi berelasi sebagaimana diatur dalam Pernyataan Standar Akuntansi Keuangan (PSAK) No. 224 tentang "Pengungkapan Pihak-Pihak Berelasi".

As of the end of 2024, there were transactions classified as related party transactions as regulated under Statement of Financial Accounting Standards (PSAK) No. 224 on "Related Party Disclosures."

NAMA PIHAK BERTRANSAKSI, SIFAT HUBUNGAN, DAN SIFAT TRANSAKSI DENGAN PIHAK AFILIASI

NAME OF TRANSACTING PARTY, NATURE OF RELATIONSHIP, AND NATURE OF TRANSACTION WITH AFFILIATED PARTIES

Sifat Relasi Nature of Relationship	**Nama Pihak Berelasi** Name of Related Parties	**Jenis Transaksi** Nature of Transaction
Entitas Induk Parent	PT Pelabuhan Indonesia	Aktivitas terkait kegiatan operasional Activity related to operational services
	PT Integrasi Logistik Cipta Solusi	Konsultan Consultant
Entitas Sepengendalian PT Pelabuhan Indonesia (Persero) Entities Under Common Control of PT Pelabuhan Indonesia (Persero)	PT Electronic Data Interchange Indonesia	Jasa Telekomunikasi Telecomunication Services
	PT Pendidikan Maritim dan Logistik	Konsultan Consultant
	PT Pelindo Daya Sejahtera	Alih daya Outsourcing
	PT Pelindo Terminal Petikemas	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT IPC Terminal Petikemas	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Pelindo Multi Terminal	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Terminal Petikemas Surabaya	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Terminal Teluk Lamong	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Terminal Petikemas Surabaya	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Berlian Manyar Sejahtera	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Kaltim Kariangau Terminal	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Berlian Jasa Terminal Indonesia	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Pelindo Properti Indonesia	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Pelabuhan Tanjung Priok	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Indonesia Kendaraan Terminal Tbk	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Multi Terminal Indonesia	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Prima Multi Peralatan	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Prima Multi Terminal	Penjualan jasa dan kegiatan operasional Sales and operational activities

Sifat Relasi Nature of Relationship	Nama Pihak Berelasi Name of Related Parties	Jenis Transaksi Nature of Transaction
	PT Intan Sejahtera Utama	Alih daya Outsource
	Dana Pensiun Perusahaan Pelabuhan dan Pengerukan	Jasa pension Pension services
	PT Prima Indonesia Logistik	Penjualan jasa Operational activities
	PT Pelindo Solusi Logistik	Penjualan jasa Operational activities
Entitas sepengendalian Pemerintahan Republik Indonesia	PT Jawa Satu Power	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Pertamina Patra Niaga	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Pertamina Hulu Energi (WMO)	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Pertamina Trans Kontinental	Penjualan jasa Operational activities
	PT Dharma Lautan Logistik Nusantara	Penjualan jasa Operational activities
	PT Asuransi Jiwasraya	Penjualan jasa Operational activities
	PT Asuransi Jasa Indonesia	Penjualan jasa Operational activities
	PT Asuransi Kredit Indonesia	Penjualan jasa Operational activities
	PT PLN Nusantara Power	Penjualan jasa Operational activities
	PT Nusantara Regas	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Indonesia Power	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Solusi Bangun Indonesia Tbk	Jasa Pembangunan
	PT Pupuk Indonesia Logistik	Penjualan jasa Operational activities
	TNI & POLRI	Penjualan jasa Operational activities
	PT Krakatau Bandar Samudera	Penjualan jasa Operational activities
	BPJS Ketenagakerjaan	Penjualan jasa Operational activities
	BPJS Kesehatan	Penjualan jasa Operational activities
	PT BNI Life Insurance	Penjualan jasa Operational activities
	PT PLN Energi Gas	Penjualan jasa Operational activities
	PT Adhi Guna Putera	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Bank Negara Indonesia (Persero) Tbk	Jasa perbankan dan pinjaman Banking services and loans
	PT Bank Tabungan Negara (Persero) Tbk	Jasa perbankan dan pinjaman Banking services and loans
	PT Bank Rakyat Indonesia (Persero) Tbk	Jasa perbankan Banking services

Sifat Relasi Nature of Relationship	Nama Pihak Berelasi Name of Related Parties	Jenis Transaksi Nature of Transaction
	PT Bank Mandiri (Persero) Tbk	Jasa perbankan Banking services
	PT Bank Syariah Indonesia Tbk	Jasa perbankan Banking services
	PT Bank Pembangunan Daerah Jawa Timur Tbk	Jasa perbankan Banking services
	PT Rekayasa Industri	Penjualan jasa Operational activities
	PT Asuransi Jiwa IFG	Penjualan jasa Sales
	PT Dana Tabungan dan Asuransi Pegawai Negeri (Persero)	Penjualan jasa Sales
	PT Dok dan Perkapalan Surabaya (Persero)	Penjualan jasa Sales
	PT Kopegmar	Penjualan jasa Sales
Entitas Asosiasi	Jakarta International Container Terminal	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT Belawan New Container Terminal	Penjualan jasa dan kegiatan operasional Sales and operational activities
	PT New Priok Container Terminal	Penjualan jasa Sales

REALISASI TRANSAKSI PIHAK BERELASI

Penyampaian informasi mengenai pengaruh saldo dan transaksi dengan pihak-pihak berelasi terhadap kinerja keuangan Perusahaan untuk tahun 2023 dan 2024 disajikan sebagai berikut:

REALIZATION OF TRANSACTION WITH RELATED PARTIES

Disclosure of information regarding the impact of balances and transactions with related parties on the Company's financial performance for 2023 and 2024 is presented as follows:

Uraian Description	2024		2023	
	Nominal (Rp-ribu) Nominal (Rp-thousand)	Persentase dari Total Aset Percentage of Total Assets (%)	Nominal (Rp-ribu) Nominal (Rp-thousand)	Persentase dari Total Aset Percentage of Total Assets (%)
ASET ASSETS				
Kas dan Setara Kas Cash and Cash Equivalents				
Bank Bank				
Rupiah Rupiah	927.282.629	13,14	607.286.935	10,38
Dolar AS US Dollar	2.377.472	0,03	1.803.672	0,03
Deposito Berjangka Time Deposits	1.071.670.000	15,20	743.082.000	12,71
Piutang Usaha Trade Receivables	707.030.387	10,02	623.083.876	10,66
Aset Kontrak Contract Assets	1.101.697.200	15,63	1.232.503.137	21,08
Piutang Lain-lain Other Receivables	882.642	0,01	7.587.277	0,13

Uraian Description	2024		2023	
	Nominal (Rp-ribu) Nominal (Rp-thousand)	Persentase dari Total Liabilitas Percentage of Total Liabilities (%)	Nominal (Rp-ribu) Nominal (Rp-thousand)	Persentase dari Total Liabilitas Percentage of Total Liabilities (%)
LIABILITAS LIABILITIES				
Utang Usaha Trade Payables	84.003.060	2,86	118.337.845	5,84
Liabilitas Kontrak Contract Liabilities				
Uang untuk Diperhitungkan Advances for Customers	115.809.409	3,91	79.983.095	3,94
Pinjaman kepada Pihak Berelasi Due to Related Party	231.907.483	7,84	229.063.727	11,30
Liabilitas Jangka Pendek Lainnya Other Non-Current Liabilities				
Uang Titipan dari Pelanggan Deposit from Customers	21.323.056	0,71	57.830.256	2,85
Utang Lain-lain Other Liabilities	23.036.691	0,77	10.070.490	0,51
Liabilitas Jangka Panjang Lainnya Other Non-Current Liabilities	7.047.737	0,25	20.018.942	0,98

PENJELASAN MENGENAI KEWAJARAN TRANSAKSI

Dalam pelaksanaan aktivitas usaha yang bersifat rutin, Perusahaan menjalin transaksi dengan pihak berelasi yang memiliki hubungan kepemilikan dan/atau kepengurusan. Seluruh transaksi tersebut dilaksanakan berdasarkan ketentuan dalam Peraturan Direksi Nomor: PER. 0046/HK.101/PLJM/-2024 tanggal 30 Desember 2024 serta disesuaikan dengan peraturan Standar Akuntansi Keuangan (PSAK) No. 224 mengenai "Pengungkapan Pihak-Pihak Berelasi". Transaksi dengan pihak berelasi dilakukan pada tingkat harga, persyaratan, dan kondisi yang setara dengan transaksi yang dilakukan terhadap pihak ketiga, dan telah diungkapkan dalam laporan keuangan konsolidasian Perusahaan.

ALASAN DILAKUKANNYA TRANSAKSI

Perusahaan melakukan transaksi dengan pihak-pihak berelasi dengan alasan yang sama dengan transaksi yang dilakukan dengan pihak ketiga, yaitu untuk memenuhi kebutuhan dalam melakukan pengembangan operasional dan bisnis.

EXPLANATION ON TRANSACTION FAIRNESS

In carrying out routine business activities, the Company engages in transactions with related parties that have ownership and/or management relationships. All such transactions are conducted in accordance with Board of Directors Regulation Number: PER. 0046/HK.101/PLJM/-2024 dated December 30, 2024 and are aligned with the provisions of the Indonesian Financial Accounting Standards (PSAK) No. 224 on "Related Party Disclosures." Transactions with related parties are carried out at pricing, terms, and conditions equivalent to those applied to third-party transactions, and have been disclosed in the Company's consolidated financial statements.

REASONS FOR TRANSACTIONS

The Company conducts transactions with related parties for the same reasons as with third parties, namely to meet the operational needs and business development.

ASPEK PEMASARAN
Marketing Aspect

STRATEGI PEMASARAN

Strategi pemasaran Perusahaan untuk tahun 2024 difokuskan pada tiga program utama: peningkatan pangsa pasar, pengelolaan harga dan *pricing*, serta pelaksanaan *joint promotion*. Dalam peningkatan pangsa pasar, Perusahaan akan melakukan analisis pasar, penentuan target pasar, dan pengembangan strategi pemasaran yang efektif untuk setiap *stream* bisnis, yaitu *Marine, Equipment*, dan *Port Utilities* (MEPS). Untuk *stream Marine*, pemasaran akan difokuskan di wilayah Kalimantan Timur (Samarinda, Sangatta, Balikpapan), Sulawesi (Kendari), Selat Malaka, dan Pulau Nipah, serta Tersus PT BAI di Kepulauan Riau. Sementara itu, *stream Equipment* akan menargetkan cabang dan terminal yang dikelola oleh *Subholding* Pelindo Multi Terminal (SPMT) yang belum dikelola oleh Perusahaan. Untuk *Port Utilities*, strategi pemasaran meliputi layanan *Oil Spill Response* (OSR) dan *waste management* di lokasi seperti Batam, Banten, Terminal Kijing, dan Teluk Bayur, serta pengembangan *waste management* di Belawan dan Makassar.

Selain itu, Perusahaan akan melakukan evaluasi dan optimalisasi tarif untuk memastikan kesesuaian dengan pasar dan meningkatkan pendapatan. Hal ini mencakup koordinasi dengan Regional untuk layanan *Marine*, standardisasi harga jasa pemeliharaan untuk *Equipment*, serta pembahasan tarif berbasis *business to business* untuk *waste management* dan OSR. Perusahaan juga akan memperbarui katalog *pricing* sebagai referensi bagi pengguna jasa. Strategi lainnya adalah pelaksanaan *joint promotion* dengan *subholding* Pelindo Grup (SPMT, SPSL, SPTP) dan entitas anak perusahaan melalui skema *one stop service*, terutama di lokasi seperti Perairan Nipah (NTAA) dan Tersus RAPP, guna memperluas *footprint* dan meningkatkan kualitas pelayanan.

PANGSA PASAR

Pada tahun 2024, Perusahaan menargetkan peningkatan pangsa pasar di berbagai wilayah dan segmen bisnis. Untuk *stream Marine*, ekspansi pasar akan dilakukan di Kalimantan Timur (Samarinda, Sangatta, Balikpapan), Sulawesi (Kendari), serta wilayah strategis seperti Selat Malaka dan Pulau Nipah. Selain itu, perusahaan akan memperkuat penetrasi pasar di Tersus PT BAI di Kepulauan Riau. Pada *stream Equipment*, fokus peningkatan pangsa pasar adalah cabang dan terminal yang dikelola oleh SPMT, terutama yang belum tercakup dalam layanan Perusahaan.

MARKETING STRATEGY

The Company's marketing strategy for 2024 is focused on three main programs: market share expansion, price and pricing management, and joint promotion initiatives. For market share expansion, the Company will carry out market analysis, define target markets, and develop effective marketing strategies for each business stream, namely Marine, Equipment, and Port Utilities (MEPS). In the Marine stream, marketing efforts will focus on East Kalimantan (Samarinda, Sangatta, Balikpapan), Sulawesi (Kendari), the Malacca Strait, and Nipah Island, as well as PT BAI's Special Terminal (Tersus) in the Riau Islands. For the Equipment stream, the target market will include branches and terminals managed by Pelindo Multi Terminal Subholding (SPMT) that are not yet managed by the Company. In the Port Utilities stream, the marketing strategy will cover Oil Spill Response (OSR) and waste management services in locations such as Batam, Banten, Kijing Terminal, and Teluk Bayur, as well as the development of waste management services in Belawan and Makassar.

In addition, the Company will evaluate and optimize tariffs to ensure alignment with the market and to increase revenue. This includes coordination with Regional units for Marine services, standardization of maintenance service pricing for Equipment, and business-to-business tariff discussions for waste management and OSR. The Company will also update its pricing catalog as a reference for service users. Another strategy is the implementation of joint promotions with Pelindo Group subholdings (SPMT, SPSL, SPTP) and subsidiaries through a one-stop service scheme, particularly in locations such as Nipah Waters (NTAA) and RAPP's Special Terminal (Tersus), in order to expand the Company's footprint and enhance service quality.

MARKET SHARE

In 2024, the Company is targeting market share growth across various regions and business segments. For the Marine stream, market expansion will be carried out in East Kalimantan (Samarinda, Sangatta, Balikpapan), Sulawesi (Kendari), as well as strategic areas such as the Malacca Strait and Nipah Island. In addition, the Company will strengthen its market penetration at PT BAI's Special Terminal (Tersus) in the Riau Islands. For the Equipment stream, the focus of market share growth will be on branches and terminals managed by SPMT, particularly those not yet covered by the Company's services.

Sementara itu, untuk *stream Port Utilities*, target pangsa pasar meliputi layanan OSR dan *waste management* di lokasi internal Pelindo seperti Batam, Banten, Terminal Kijing, dan Teluk Bayur. Perusahaan juga berencana meningkatkan layanan *waste management* di Belawan dan Makassar. Dengan strategi pemasaran yang terarah dan kolaborasi melalui *joint promotion*, perusahaan optimis dapat mencapai pertumbuhan pangsa pasar yang signifikan, baik di pasar internal Pelindo Grup maupun eksternal, serta memperkuat posisinya sebagai penyedia layanan terintegrasi di sektor Marine, *Equipment*, dan *Port Utilities*.

Meanwhile, for the Port Utilities stream, market share targets include OSR and waste management services at Pelindo's internal locations such as Batam, Banten, Kijing Terminal, and Teluk Bayur. The Company also plans to expand waste management services in Belawan and Makassar. With a focused marketing strategy and collaboration through joint promotions, the Company is optimistic about achieving significant market share growth, both within Pelindo Group's internal market and externally, while further strengthening its position as an integrated service provider in the Marine, Equipment, and Port Utilities sectors.

PROSPEK USAHA
Business Prospect

Memasuki tahun 2025, prospek usaha Perusahaan akan dihadapkan pada dinamika global yang sarat ketidakpastian akibat meningkatnya tensi perdagangan internasional, disrupsi rantai pasok, serta perubahan kebijakan ekonomi di sejumlah negara mitra dagang utama. Berdasarkan *World Economic Outlook* (WEO) April 2025 yang dirilis oleh IMF, pertumbuhan ekonomi global diproyeksikan melambat menjadi 2,8 persen, turun dari proyeksi awal sebesar 3,3 persen seiring peningkatan tarif perdagangan oleh Amerika Serikat dan berbagai balasan dari negara mitra dagang. Tekanan perlambatan juga dirasakan di negara berkembang yang hanya tumbuh 3,7 persen serta kawasan maju seperti Zona Euro yang diproyeksikan tumbuh 0,8 persen, mencerminkan lemahnya permintaan eksternal serta fluktuasi nilai tukar yang menambah beban biaya operasional dan investasi.

Di tengah tekanan tersebut, Perusahaan tetap melihat peluang untuk mempertahankan dan meningkatkan kinerja usaha melalui penguatan strategi berbasis tiga pilar utama yang telah tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) 2021–2025, yaitu *Operational and Commercial Standardization, Expansion and Partnership*, serta *Investment Synergy*. Strategi ini ditopang oleh berbagai *enablers* yang secara sinergis diarahkan untuk mendorong pencapaian sasaran strategis secara berkelanjutan. Pada tahun 2025, Perusahaan menargetkan fase *Service Excellence* sebagai puncak *roadmap* strategis, yang difokuskan pada perluasan portofolio jasa bisnis MEPS, penguatan integrasi layanan lintas entitas Pelindo, serta percepatan eksekusi inisiatif strategis yang telah dirancang sejak fase awal transformasi di tahun 2021.

Seiring kondisi eksternal yang penuh tantangan, strategi Perusahaan pada tahun 2025 akan difokuskan pada konsistensi eksekusi 26 inisiatif strategis yang tersebar dalam tiga pilar tersebut. Pada aspek operasional, Perusahaan akan melanjutkan standardisasi layanan dan optimalisasi model bisnis MEPS untuk meningkatkan efisiensi dan mutu layanan. Sementara pada aspek ekspansi, Perusahaan menargetkan perluasan layanan MEPS di luar wilayah Pelindo, termasuk penguatan kolaborasi dengan instansi pemerintah dan mitra strategis lainnya. Di sisi investasi, upaya integrasi infrastruktur, optimalisasi pemanfaatan aset, dan pengembangan sistem informasi berbasis digital akan menjadi fokus utama untuk memperkuat sinergi antar lini bisnis serta meningkatkan kapabilitas Perusahaan dalam menjawab kebutuhan pelanggan yang semakin kompleks dan dinamis.

Entering 2025, the Company's business outlook will be shaped by global dynamics marked by uncertainty arising from intensifying international trade tensions, supply chain disruptions, and shifts in economic policies across major trading partner countries. According to the April 2025 World Economic Outlook (WEO) released by the IMF, global economic growth is projected to slow to 2.8%, down from the initial forecast of 3.3%, following tariff increases by the United States and retaliatory measures from its trading partners. The slowdown is also evident in developing economies, which are expected to grow by only 3.7%, and in advanced regions such as the Eurozone, projected to expand by just 0.8%, reflecting weak external demand and exchange rate volatility that heighten operational and investment costs.

Amid these pressures, the Company continues to see opportunities to sustain and enhance business performance through a strategy anchored on three main pillars as outlined in the Corporate Long-Term Plan (RJPP) 2021–2025, namely Operational and Commercial Standardization, Expansion and Partnership, and Investment Synergy. These strategies are supported by a range of enablers that synergistically drive the achievement of sustainable strategic objectives. In 2025, the Company is targeting the Service Excellence phase as the culmination of its strategic roadmap, focusing on expanding the MEPS business service portfolio, strengthening service integration across Pelindo entities, and accelerating the execution of strategic initiatives designed since the early transformation phase in 2021.

In response to a challenging external environment, the Company's strategy in 2025 will prioritize consistent execution of 26 strategic initiatives across the three pillars. On the operational front, the Company will continue service standardization and optimization of the MEPS business model to enhance efficiency and service quality. In terms of expansion, the Company aims to broaden MEPS services beyond Pelindo's operational areas, including strengthening collaboration with government institutions and other strategic partners. From an investment perspective, the focus will be on infrastructure integration, asset utilization optimization, and the development of digital information systems to reinforce synergy across business lines and strengthen the Company's capabilities in addressing increasingly complex and dynamic customer needs.

Dengan fondasi strategi yang terarah dan adaptif, serta proyeksi pertumbuhan sektor logistik dan jasa kemaritiman nasional yang masih positif di tengah pemulihan perekonomian domestik, Perusahaan optimis dapat memperkuat perannya sebagai pemimpin dalam penyediaan jasa kemaritiman yang terintegrasi dan berkelas dunia. Fokus pada eksekusi *roadmap* strategis secara konsisten akan menjadi kunci keberhasilan Perusahaan dalam menjaga ketahanan usaha dan meraih peluang pertumbuhan yang berkelanjutan pada tahun 2025.

With a well-directed and adaptive strategy, along with positive growth prospects in Indonesia's logistics and maritime services sectors amid domestic economic recovery, the Company is optimistic about strengthening its role as a leading provider of world-class, integrated maritime services. Consistent execution of the strategic roadmap will be the key to sustain business resilience and seize sustainable growth opportunities in 2025.



PERUBAHAN PERATURAN PERUNDANG-UNDANGAN TERHADAP PERUSAHAAN PADA TAHUN BUKU

Changes in Regulations on The Company During The Financial Year

Sebagai bentuk tanggung jawab dalam menjalankan kegiatan usahanya, PT Pelindo Jasa Maritim senantiasa menjunjung tinggi kepatuhan terhadap ketentuan hukum dan peraturan perundang-undangan yang berlaku. Oleh karena itu, setiap perubahan regulasi selalu menjadi perhatian untuk diadopsi dan diterapkan dalam operasional Perusahaan. Hingga akhir Desember 2024, terdapat perubahan peraturan perundang-undangan yang memberikan pengaruh terhadap Perusahaan.

As part of its responsibility in carrying out business activities, PT Pelindo Jasa Maritim consistently upholds compliance with applicable laws and regulations. Accordingly, every regulatory change is carefully considered for adoption and implementation in the Company's operations. As of the end of December 2024, there were regulatory changes that had an impact on the Company.

Tabel Perubahan Peraturan Perundang-undangan
Changes in the Regulations Table

No	Peraturan Perundang-undangan Regulations Legislation	Pokok Perubahan Key Changes	Dampak Bagi Perusahaan Impact on Companies	Upaya Mitigasi Mitigation Efforts
1	Undang-Undang Nomor 66 Tahun 2024 tentang Perubahan Ketiga atas Undang-Undang Nomor 17 Tahun 2008 tentang Pelayaran Law Number 66 of 2024 concerning the Third Amendment to Law Number 17 of 2008 concerning Shipping	Pokok pengaturan dalam Undang-Undang Nomor 66 Tahun 2024 adalah sebagai berikut: 1. Pemberdayaan Pelayaran Nasional 2. Pelayaran Rakyat dan Pelayaran Perintis 3. Penguatan Aspek Lingkungan 4. Pengaturan Tarif dan Jasa Kepelabuhanan Terdapat ketentuan dalam Undang-Undang Nomor 66 Tahun 2024 yang memiliki dampak bagi Perusahaan yaitu Pasal 198: 1. Untuk kepentingan keselamatan dan keamanan berlayar serta pelindungan lingkungan maritim dan kelancaran berlalu lintas di perairan dan pelabuhan, pemerintah menetapkan perairan tertentu sebagai perairan wajib pandu dan perairan pandu luar biasa. (1a) Perairan dan pelabuhan sebagaimana dimaksud pada ayat (1) yang berada di: a. Kawasan suaka alam dan kawasan pelestarian alam; b. Kawasan konservasi di perairan, wilayah pesisir, dan pulau-pulau kecil; dan/atau c. Areal preservasi di laut, dapat ditetapkan sebagai perairan wajib pandu atau perairan pandu luar biasa. 2. Setiap kapal yang berlayar di perairan wajib pandu dan perairan pandu luar biasa menggunakan jasa pemanduan. 3. Penyelenggaraan jasa pemanduan sebagaimana dimaksud pada ayat (2) pada perairan pelabuhan yang ditetapkan sebagai perairan wajib pandu dan perairan pandu luar biasa dilakukan oleh penyelenggara pelabuhan dan dapat dilimpahkan pengelolaan dan pengoperasian pemanduan kepada badan usaha pelabuhan yang memenuhi persyaratan. 4. Penyelenggaraan jasa pemanduan sebagaimana dimaksud pada ayat (3) dipungut biaya. 5. Dalam hal pemerintah belum menyediakan jasa pemanduan pada perairan terminal khusus yang ditetapkan sebagai perairan wajib pandu dan perairan pandu luar biasa, pengelolaan dan pengoperasian pemanduan dapat dilimpahkan kepada badan usaha pelabuhan setelah memenuhi persyaratan.	Dipandang dari sisi bisnis terbukanya ruang kompetisi dalam suatu area pelimpahan akan menyebabkan terciptanya iklim kompetisi yang mengarah kepada efisiensi biaya pelayanan dan persaingan kualitas pelayanan yang akan menguntungkan pengguna jasa dan bisa menekan biaya logistik. 1. Berdasarkan ketentuan perubahan, maka penggunaan kapal tunda dalam mendukung aspek pelayanan pemanduan sebagai instrumen penting pemanduan menjadi tidak wajib; 2. Jika ditinjau dari sisi ekonomis, maka kewajiban penyediaan kapal tunda pada lokasi yang belum layak secara ekonomis dapat dihilangkan namun hal ini bertentangan dengan prinsip utama bahwa pelayanan pemanduan merupakan bagian dari unsur keselamatan pelayaran dan bukan semata-mata dari sisi bisnis;	Telah dilakukan analisis dan diajukan usulan agar syarat dan ketentuan teknis terkait penggunaan kapal tunda diatur lebih rinci pada ketentuan Menteri; An analysis has been conducted and a proposal has been submitted to regulate the technical requirements and conditions related to the use of tugboats in more detail in the Ministerial Regulation.

Tabel Perubahan Peraturan Perundang-undangan
Changes in the Regulations Table

No	Peraturan Perundang-undangan Regulations Legislation	Pokok Perubahan Key Changes	Dampak Bagi Perusahaan Impact on Companies	Upaya Mitigasi Mitigation Efforts
		5. (5a). Dalam hal tidak tersedia badan usaha pelabuhan sebagaimana dimaksud pada ayat (5), pelimpahan jasa pemanduan pada perairan terminal khusus dapat dilimpahkan kepada pengelola terminal khusus setelah memenuhi persyaratan. 6. Biaya pemanduan sebagaimana dimaksud pada ayat (4) dibebaskan bagi: a. Kapal perang; dan b. Kapal negara yang digunakan untuk tugas pemerintahan. 7. Dengan pertimbangan keselamatan dan keamanan serta kelancaran pelaksanaan pemanduan dari pengawas pemanduan, pelaksanaan pemanduan di perairan wajib pandu atau perairan pandu luar biasa dapat menggunakan sarana bantu penundaan kapal yang dipersyaratkan sesuai ketentuan untuk membantu olah gerak kapal.	From a business perspective, opening up competition in a particular area of outsourcing will create a competitive climate that leads to cost efficiencies and competition in service quality, which will benefit service users and reduce logistics costs. 1. Based on the provisions of the amendment, the use of tugboats in supporting pilotage services as an important pilotage instrument is no longer mandatory; 2. From an economic perspective, the obligation to provide tugboats in locations that are not yet economically viable can be eliminated, but this contradicts the main principle that pilotage services are part of maritime safety and not purely a business matter;	
		The main provisions of Law No. 66 of 2024 are as follows: 1. Empowerment of National Shipping 2. Public Shipping and Pioneer Shipping 3. Strengthening Environmental Aspects 4. Regulation of Port Tariffs and Services There is a provision in Law No. 66 of 2024 that has an impact on the Company, namely Article 198: 1. (1) For the sake of navigational safety and security, as well as maritime environmental protection and smooth traffic flow in waters and ports, the government designates certain waters as compulsory pilotage waters and extraordinary pilotage waters. (1a) Waters and ports as referred to in paragraph (1) located in: a. Nature reserves and nature conservation areas; b. Conservation areas in waters, coastal areas, and small islands; and/or c. Marine preservation areas, may be designated as compulsory pilotage waters or special pilotage waters. 2. Every vessel sailing in mandatory pilotage waters and extraordinary pilotage waters shall use pilotage services. 3. The provision of pilotage services as referred to in paragraph (2) in port waters designated as mandatory pilotage waters and extraordinary pilotage waters shall be carried out by the port operator and the management and operation of pilotage may be delegated to a port business entity that meets the requirements. 4. The provision of pilotage services as referred to in paragraph (3) shall be subject to a fee. 5. In the event that the government has not yet provided pilotage services in special terminal waters designated as mandatory pilotage waters and extraordinary pilotage waters, the management and operation of pilotage may be delegated to a port business entity after fulfilling the requirements. (5a). In the event that there is no port business entity as referred to in paragraph (5), the delegation of pilotage services in special terminal waters may be delegated to the special terminal operator after fulfilling the requirements. 6. Pilotage fees as referred to in paragraph (4) shall be waived for: a. a. Warships; and b. b. State vessels used for government duties. 7. Taking into account safety and security as well as the smooth implementation of pilotage by the pilotage supervisor, the implementation of pilotage in mandatory pilotage waters or extraordinary pilotage waters may use the required ship delay assistance facilities in accordance with the provisions to assist ship maneuvering.		

PERUBAHAN KEBIJAKAN AKUNTANSI YANG DITERAPKAN PERUSAHAAN PADA TAHUN BUKU TERAKHIR

Changes in Accounting Policy Applied by The Company on The Latest Financial Year

Perusahaan menerapkan kebijakan akuntansi yang merujuk pada Standar Akuntansi Keuangan (SAK) yang ditetapkan oleh Dewan Standar Akuntansi Keuangan – Ikatan Akuntan Indonesia (DSAK-IAI), yang berlaku efektif untuk periode laporan keuangan dari 1 Januari hingga 31 Desember 2024. Sepanjang tahun berjalan, terdapat perubahan dalam kebijakan akuntansi yang memberikan dampak terhadap penyusunan laporan keuangan konsolidasian Perusahaan.

The Company applies accounting policies that refer to the Financial Accounting Standards (SAK) issued by the Financial Accounting Standards Board – Indonesian Institute of Accountants (DSAK-IAI), which are effective for the financial reporting period from January 1 to December 31, 2024. During the year, there were changes in accounting policies that had an impact on the preparation of the Company's consolidated financial statements.

Tabel Perubahan Kebijakan Akuntansi
Changes in Accounting Policy Table

No	Perubahan Kebijakan Akuntansi Changes in Accounting Policy	Penjelasan/Alasan Perubahan Explanation/Reason for the Change	Dampak terhadap Perusahaan Impact on the Company
1	Amandemen PSAK 116 (dahulu SPAK 73): Liabilitas Sewa Pada Transaksi Jual dan Sewa-Balik Amendment to PSAK 116 (formerly SPAK 73): Lease Liabilities in Sale and Leaseback Transactions	Amandemen ini menetapkan persyaratan yang digunakan penjual-penyewa dalam mengukur kewajiban sewa yang timbul dalam transaksi jual beli dan sewa-balik, untuk memastikan penjual-penyewa tidak mengakui jumlah setiap keuntungan atau kerugian yang terkait dengan hak guna yang dipertahankan. The amendment specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.	Amandemen ini tidak diharapkan akan memberikan dampak terhadap laporan keuangan konsolidasian Grup. The amendments are not expected to have an impact on the Group's consolidated financial statements.
2	Amandemen PSAK 207 (dahulu PSAK 2): Laporan Arus Kas dan PSAK 107 (dahulu PSAK 60): Instrumen Keuangan: Pengungkapan: Pengaturan Pembiayaan Pemasok. Amendment of PSAK 207 (formerly PSAK 2): Statement of Cash Flows and PSAK 107 (formerly PSAK 60): Financial Instruments: Disclosures: Supplier Finance Arrangements.	Amandemen ini mengklarifikasi karakteristik pengaturan pembiayaan pemasok dan mensyaratkan pengungkapan tambahan atas pengaturan pembiayaan pemasok tersebut. Persyaratan pengungkapan dalam amandemen ini dimaksudkan untuk membantu pengguna laporan keuangan dalam memahami dampak pengaturan pembiayaan pemasok terhadap liabilitas, arus kas, dan eksposur terhadap risiko likuiditas suatu entitas. The amendments specifies the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.	Amandemen ini tidak diharapkan akan memberikan dampak terhadap laporan keuangan konsolidasian Grup The amendments are not expected to have an impact on the Group's consolidated financial statements.

TINGKAT KESEHATAN PERUSAHAAN
The Company's Soundness Level

Perusahaan telah melakukan penilaian tingkat kesehatan perusahaan sesuai dengan ketentuan peraturan perundang-undangan, khususnya Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Peringkat (*rating*) yang disampaikan dalam rangka penilaian tingkat kesehatan perusahaan Tahun Buku 2024, adalah pemeringkatan yang diukur internal berdasarkan pemeringkatan internasional yang dilakukan oleh PT Pelabuhan Indonesia (Persero) dan ditandatangani pada tanggal 24 Juli 2025 dengan hasil Peringkat Akhir (*Final Rating*) adalah (BB-).

Dengan demikian, tingkat kesehatan Perusahaan untuk Tahun Buku 2024 adalah "AA (Sehat)", adapun hasil lengkap pemeringkatan yakni sebagaimana terlampir di bawah ini.

The Company has assessed its financial soundness level in accordance with applicable laws and regulations, particularly the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

The rating presented in the assessment of the company's financial health for the 2024 fiscal year is an internal rating based on an international rating conducted by PT Pelabuhan Indonesia (Persero) and signed on July 24, 2025, with a Final Rating of BB-.

Accordingly, the Company's financial soundness level for Fiscal Year 2024 is "AA (Sound)", with the complete results as follows.

Tingkat Kesehatan Perusahaan Tahun 2024
PT Pelindo Jasa Maritim (Konsolidasian)
Pemeringkatan Internasional

	Weight	Risk Score	Weighted Average
Scale			
Revenue	33%	17,0	5,7
Demand Characteristics			
Demand Characteristics	25%	9,0	2,3
Competitive Profile			
Competitive Profile	8%	9,0	0,8
Profitability			
EBITA Margin	17%	16,8	2,8
Leverage and Coverage			
Debt/EBITDA	0%	1,4	-
EBITA/Interest	0%	2,0	-
RCF/Net debt	0%	0,5	-
Financial Policy			
Financial Policy	17%	9,0	1,5
Weighted Average Risk Score			**13,0**
Scorecard Indicated Outcome - Standalone credit profile			**BB-**
Average annual EBITDA			*65*
Nature of Operations			*Core*
Max Rating			**BB+**
Minimum Rating			**B**
Final Rating Assigned			**BB-**
Tingkat Kesehatan			**AA (Sehat)**

DIREKSI PT PELABUHAN INDONESIA (PERSERO)
DIREKTORAT KEUANGAN
GROUP HEAD PERENCANAAN DAN PERFORMA KEUANGAN

ARIS SUBAGYO

RENCANA JANGKA PANJANG PERUSAHAAN (RJPP)
The Company's Long-Term Plan (RJPP)

Untuk mencapai target yang telah ditetapkan, SPJM mengacu pada pilar strategi dan peta jalan (*roadmap*) yang dirancang dalam RJPP SPJM 2021–2025. Terdapat tiga Pilar Strategis utama yang menjadi fokus SPJM, yaitu: 1) Standarisasi Operasional & Komersial, 2) Ekspansi & Kemitraan, serta 3) Sinergi Investasi. Ketiga pilar ini ditopang oleh fondasi pendukung yang disebut sebagai *Enablers*. Baik pada Pilar Strategis maupun *Enablers* tersebut, telah ditetapkan berbagai Inisiatif Strategis. Secara keseluruhan, SPJM menetapkan sebanyak 26 (dua puluh enam) Inisiatif Strategis yang dituangkan dalam kerangka Rumah Strategi SPJM 2021–2025.

To achieve its targets, SPJM refers to the strategic pillars and roadmap of the SPJM RJPP 2021–2025. There are three main Strategic Pillars that serve as SPJM's focus: (1) Operational & Commercial Standardization, (2) Expansion & Partnership, and (3) Investment Synergy. These three pillars are supported by a foundation of Enablers. Within both the Strategic Pillars and the Enablers, various Strategic Initiatives have been defined. In total, SPJM has set out 26 (twenty-six) Strategic Initiatives, which are articulated within the framework of the SPJM Strategic House 2021–2025.

Rumah Strategi SPJM 2021-2025

SPJM Strategic House 2021-2025

VISION

Menjadi Pemimpin Jasa Kemaritiman Yang Terintegrasi dan Berkelas Dunia
To be an Integrated and World Class Maritime Services Leader

Misi: Mewujudkan jaringan ekosistem maritim nasional melalui pengelolaan Jasa Kemaritiman, yang handal, efisien, agile dan memenuhi harapan seluruh stakeholder untuk mendukung pertumbuhan ekonomi Indonesia
Mission: Realizing a national maritime ecosystem network through the management of Maritime Services, which is reliable, efficient, agile and meets the expectations of all stakeholders to support Indonesia's economic growth.

STRATEGIC PILLARS

Operational & Commercial Standardization	***Expansion & Partnership***	***Investment Synergy***
★ Standardisasi Operasi MEPS untuk *service excellence* MEPS Operation Standardization for service excellence • Digitalisasi dan sistemisasi operasi MEPS • Pengembangan Infrastruktur dan peralatan MEPS • Pengembangan skema komersial bisnis MEPS • Digitization and systemization • MEPS operations • Infrastructure development and MEPS equipment • Commercial scheme development • MEPS business ★ Pengembangan Layanan tambahan MEPS Service Development additional MEPS	★ Operasi layanan MEPS di TUKS/TERSUS MEPS service operation at TUKS/TERSUS ★ Operasi layanan MEPS di Pelabuhan Kementerian/Lembaga MEPS service operation at Port Ministry/Institution • Pengembangan *green marine service* • Kerjasama dengan pelaku industri untuk pengembangan bisnis MEPS • Kerjasama bisnis manufaktur *crane* • Kerjasama fabrikasi saranan bantu pandu-tunda • Perencanaan ekspansi regional bisnis MEPS • Development of green marine services • Cooperation with industry players for MEPS business development • Crane manufacturing business cooperation • Cooperation in fabrication of guideways and tugs • MEPS business regional expansion planning	★ Pengadaan terpusat Centralized procurement ★ Inventori terintegrasi Integrated inventory • Optimalisasi asset MEPS • KAM bisnis Pelabuhan yang terintegrasi dengan bisnis MEPS • MEPS asset optimization • Port business KAM that integrated with business MEPS development

ENABLERS

- Pembentukan kluster dan model bisnis
- Pembiayaan terintegrasi untuk bisnis MEPS
- Alokasi modal terintegrasi MEPS
- Pengembangan *supply chain financing*
- Implementasi *corporate branding* dan *marketing communication*
- Cluster formation and business model
- Integrated financing for MEPS business
- MEPS integrated capital allocation
- Development of supply chain financing
- Implementation of corporate branding and marketing communication
- Program L&D terintegrasi
- Sentralisasi *Knowlegde Management*
- Implementasi KPI yang terintegrasi
- Internalisasi budaya
- Implementasi arsitektur Perusahaan dan IT *master plan*
- Integrated L&D program
- Centralized Knowlegde Management
- Integrated KPI implementation
- Internalization of culture
- Implementation of Company architecture and IT master plan

Rumah Strategi SPJM 2021-2025
SPJM Strategy house 2021-2025

★ Inisiatif Unggulan
Featured Initiative

PENERAPAN RENCANA JANGKA PANJANG PERUSAHAAN DI TAHUN 2024

Sebagai tindak lanjut dari implementasi RJPP SPJM 2021–2025, pada tahun 2024 Perusahaan terus memperkuat penerapan berbagai Inisiatif Strategis yang selaras dengan tiga Pilar Strategis utama. Penerapan tersebut diwujudkan melalui keterkaitan langsung antara 26 Inisiatif Strategis dengan pengembangan empat stream bisnis MEPS (*Marine, Energy, Property*, dan *Services*). Berikut penerapan RJPP yang tertuang dalam berbagai Inisiatif Strategis SPJM sebagai wujud pelaksanaan arah kebijakan dan strategi perusahaan tahun 2024:

IMPLEMENTATION OF THE COMPANY'S LONG-TERM PLAN

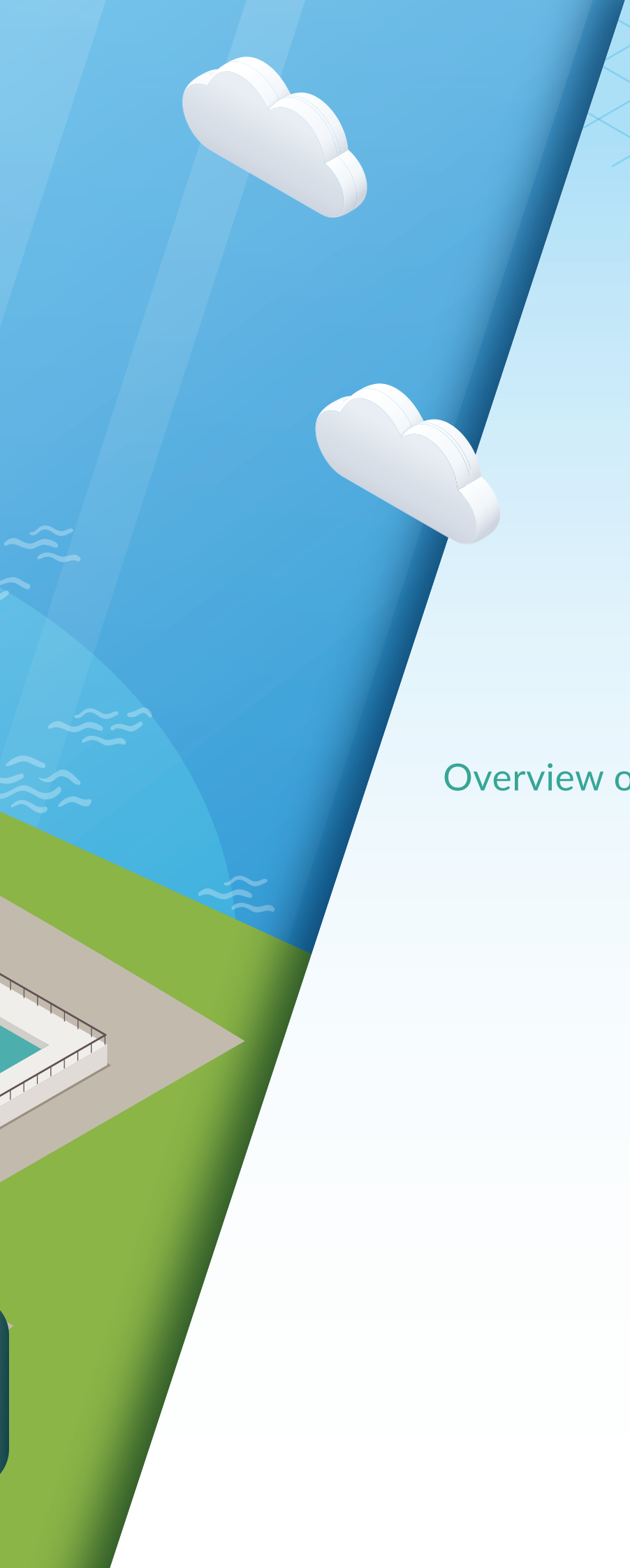
As a follow-up to the implementation of the 2021-2025 RJPP SPJM, in 2024 the Company will continue to strengthen the implementation of various Strategic Initiatives in line with the three main Strategic Pillars. This implementation is realized through the direct link between 26 Strategic Initiatives and the development of four MEPS business streams (Marine, Energy, Property, and Services). The following is the implementation of the RJPP as outlined in various SPJM Strategic Initiatives as a manifestation of the company's policy and strategy direction for 2024:

No.	Strategi Inisiatif Initiative Strategy	Marine	Equipment (Port)	Equipment (Ship)	Port Service (Dredging)	Port Service (Utilities-Energy)
1	Standardisasi Operasi MEPS MEPS Operations Standardization	✓	✓	✓	✓	✓
2	Digitalisasi dan sistemisasi operasi MEPS Digitization and systematization of MEPS operations	✓	✓	✓	✓	✓
3	Pengembangan infrastruktur dan peralatan MEPS Development of MEPS infrastructure and equipment	✓	✓	✓	✓	✓
4	Pengembangan skema komersial bisnis MEPS Development of a commercial scheme for the MEPS business	✓	✓	✓	✓	✓
5	Layanan tambahan marine Additional marine services	✓	-	✓	✓	✓
6	Pengembangan layanan operasi MEPS di TUKS/TERSUS Development of MEPS operational services at TUKS/TERSUS	✓	-	-	-	-
7	Pengembangan layanan operasi MEPS di Pelabuhan milik K/L Development of MEPS operational services at ports owned by ministries/ agencies	✓	-	-	-	-
8	Pengembangan *green marine service* Development of green marine services	-	✓	-	-	-
9	Kerjasama dengan pelaku industri untuk pengembangan MEPS Collaboration with industry players for MEPS development	✓	✓	✓	✓	✓
10	Kerjasama bisnis manufaktur *crane* Crane manufacturing business cooperation	-	✓	-	-	-
11	Kerjasama Fabrikasi saranan bantu pandu-tunda Cooperation in the fabrication of guidance and delay aids	-	-	✓	-	-
12	Perencanaan ekspansi regional di bisnis MEPS Regional expansion planning in the MEPS business	✓	✓	✓	✓	✓



No.	Strategi Inisiatif Initiative Strategy	Marine	Equipment (Port)	Equipment (Ship)	Port Service (Dredging)	Port Service (Utilities-Energy)
13	Pengadaan terpusat Centralized procurement	✓	✓	✓	-	-
14	Inventori terintegrasi Integrated inventory	-	✓	✓	-	-
15	Optimalisasi aset MEPS MEPS asset optimization	✓	-	-	-	-
16	KAM bisnis pelabuhan yang terintegrasi dengan bisnis MEPS KAM integrated port business with MEPS business	✓	✓	✓	✓	✓
17	Pengembangan *supply chain financing* Supply chain financing development	✓	✓	✓	✓	✓
18	Pembiayaan terintegrasi untuk bisnis MEPS Integrated financing for MEPS businesses	✓	✓	✓	✓	✓
19	Alokasi modal terintegrasi MEPS MEPS integrated capital allocation	✓	✓	✓	✓	✓
20	Pembentukan klaster dan model bisnis Cluster formation and business models	✓	✓	✓	✓	✓
21	*Corporate branding & communication*	✓	✓	✓	✓	✓
22	KPI terintegrasi untuk mengukur kinerja Integrated KPIs to measure performance	✓	✓	✓	✓	✓
23	Internalisasi budaya Cultural internalization	✓	✓	✓	✓	✓
24	Program L&D terintegrasi Integrated L&D program	✓	✓	✓	✓	✓
25	Sentralisasi knowledge management bisnis MEPS Centralization of MEPS business knowledge management	✓	✓	✓	✓	✓
26	Implementasi *enterprise architect* dan IT masterplan di bisnis MEPS Implementation of enterprise architect and IT master plan in MEPS business	✓	✓	✓	✓	✓


PELINDO
JASA MARITIM



05

Tinjauan Pendukung Bisnis

Overview of Business Support Units

PELINDO
JASA MARITIM

SUMBER DAYA MANUSIA
Human Resources



TATA KELOLA SUMBER DAYA MANUSIA

Perusahaan secara berkesinambungan terus memperkuat daya saing dan *service excellence* melalui strategi pengelolaan Sumber Daya Manusia (SDM) yang adaptif selaras dengan fokus dan kebutuhan yang dimiliki. Komitmen tersebut dilandaskan atas keyakinan Perusahaan bahwa kunci keberhasilan terletak pada kualitas dan kapabilitas insan SPJM. Oleh karena itu, berbagai program unggulan difokuskan untuk menciptakan lingkungan kerja yang adaptif, berorientasi pada pertumbuhan yang selaras dengan tujuan Perusahaan sehingga dapat meningkatkan produktivitas dan kualitas layanan menjadi terarah serta lebih baik lagi.

DEMOGRAFI PEGAWAI

Perusahaan senantiasa menjaga keragaman komposisi pegawai sebagai bentuk penerapan prinsip inklusifitas yang terjadi dalam tata kelola SDM. Komposisi pegawai diklasifikasikan menjadi 5 (lima) macam, yang terdiri berdasarkan status, level organisasi, pendidikan, usia, dan *gender*. Berikut uraian demografi pegawai Perusahaan per 31 Desember 2024:

HUMAN RESOURCES GOVERNANCE

The Company strengthens its competitiveness and service through the Human Capital management strategy that is both adaptive and in alignment with the Company's focus and needs. This commitment is based on the Company's belief that the key to success lies in the quality and capability of SPJM personnel. Therefore, flagship programs that are focusing on an adaptive, growth-oriented work environment that is aligned with the Company's objectives, are created to enhance the Company's productivity and improve the quality of services in a more structured and effective manner.

EMPLOYEE DEMOGRAPHICS

The Company protects the diversity of its employee composition as a form of implementing the principle of inclusivity in human capital governance. Employee composition is classified into 5 (five) categories based on employment status, organizational level, education, age, and gender. The following is a breakdown of the Company's employee demographics as of December 31, 2024:

Jumlah Pekerja Berdasarkan Status Ketenagakerjaan (Orang)
Number of Employees by Employment Status (People)

Status	2024			2023		
	Laki-Laki Male	Perempuan Female	Jumlah Total	Laki-Laki Male	Perempuan Female	Jumlah Total
BOD/Pimpinan Pelindo Board of Directors/Pelindo Leader	3	-	3	2	-	2
BOD/Pimpinan Non Pelindo Board of Directors/Non-Pelindo Leader	1	-	1	3	-	3
Organik Pelindo Organic Pelindo	938	110	1.048	910	107	1.017
Organik Anper/Cucu/Afiliasi Organic Subsidiaries/Sub-Subsidiaries/Affiliates	-	-	-	-	-	-
PKWT Anper/Cucu/Afiliasi Contract Employee of Subsidiaries/Sub-Subsidiaries/Affiliates	10	-	10	11	-	11
TAD Anper/Cucu/Afiliasi Outsourced of Subsidiaries/Sub-Subsidiaries/Affiliates	368	68	436	312	90	402
Pekerja Pemegang Saham Shareholders Workers	-	-	-	-	-	-
Jumlah Total	1.320	178	1.498	1.238	197	1.435

Jumlah Pekerja Berdasarkan Level Organisasi (Orang)
Number of Employees by Organizational Level (People)

Level Organisasi Organizational Level	2024			2023		
	Laki-Laki Male	Perempuan Female	Jumlah Total	Laki-Laki Male	Perempuan Female	Jumlah Total
BOD-1	19	-	19	19	-	19
BOD-2	48	10	58	48	10	58
BOD-3	51	7	58	51	7	58
BOD-4	547	8	555	531	8	539
STAF	278	83	361	262	83	345
Jumlah	943	108	1051	911	108	1.019

Jumlah Pekerja Berdasarkan Pendidikan (Orang)
Number of Employees by Education (People)

Pendidikan Education	2024			2023		
	Laki-Laki Male	Perempuan Female	Jumlah Total	Laki-Laki Male	Perempuan Female	Jumlah Total
Pascasarjana Master's Degree	354	14	368	338	14	352
Sarjana Bachelor's Degree	326	71	397	349	71	420
Sarjana Muda Associate Degree	124	16	140	142	16	158

Jumlah Pekerja Berdasarkan Pendidikan (Orang)
Number of Employees by Education (People)

Pendidikan Education	2024			2023		
	Laki-Laki Male	Perempuan Female	Jumlah Total	Laki-Laki Male	Perempuan Female	Jumlah Total
SLTA Senior High School	137	9	146	83	6	89
SLTP Junior High School	-	-	-	-	-	-
Jumlah Total	941	110	1.051	912	107	1.019

Jumlah Pekerja Berdasarkan Rentang Usia (Orang)
Number of Employees by Age Group (People)

Usia Age	2024			2023		
	Laki-Laki Male	Perempuan Female	Jumlah Total	Laki-Laki Male	Perempuan Female	Jumlah Total
<26	-	-	-	-	-	-
26 ≤ x < 36	49	26	75	50	26	76
36 ≤ x < 46	361	56	417	333	57	390
46 ≤ x < 51	324	15	339	313	12	325
51 ≤ x < 55	163	9	172	155	9	164
≥55	44	4	48	61	3	64
Jumlah Total	941	110	1.051	912	107	1.019

Jumlah Pekerja Berdasarkan Gender (Orang)
Number of Employees by Gender (People)

Gender	2024	2023
Laki-Laki Male	941	912
Perempuan Female	110	107
Jumlah Total	1.051	1.019

PENGELOLAAN DAN PENGEMBANGAN SUMBER DAYA MANUSIA

Perusahaan menunjuk Departemen Pengelolaan dan Pembelajaran SDM untuk melaksanakan pengelolaan dan pengembangan SDM secara menyeluruh serta memastikan tata kelola SDM dapat berjalan dengan optimal. Selain itu, Departemen ini juga memiliki fungsi dan tugas menyusun strategi sistem pengelolaan SDM untuk mendorong kapabilitas dan performa SDM dalam menunjang kinerja Perusahaan. Dalam melaksanakan tugas dan fungsinya, Departemen ini senantiasa melakukan penyelarasan antara keputusan dengan *core values* yang dimiliki BUMN (AKHLAK) agar terinternalisasi dengan baik.

HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

The Company has appointed the HR Management and Learning Department to perform a comprehensive human capital management and development, and to ensure an optimal HR governance. In addition, this Department is also tasked with formulating strategies for HR management systems to enhance employee capabilities and performance in supporting the Company's overall performance. In performing its duties and functions, the Department consistently aligns its decisions with the core values of SOEs (AKHLAK) to ensure proper internalization.

PROGRAM STRATEGIS 2024

Setiap tahunnya, Perusahaan menyusun program strategis dalam menciptakan SDM yang unggul dan kompeten untuk memastikan kontribusinya pada kinerja operasional dapat memberikan dampak positif. Sepanjang tahun 2024, Perusahaan mempunyai rangkaian program strategis sebagai berikut:

1. Optimalisasi Awak Kapal Organik Menjadi Operator Radio;
2. Pengalihan SDM Planner dari Regional 2 dan Regional 3 ke SPJM;
3. Penyusunan dan/ atau Ratifikasi Peraturan/ Kesisteman SDM yang Selaras Dengan Kebijakan Pelindo Kantor Pusat.

STRATEGIC PROGRAMS IN 2024

Each year, the Company formulates strategic programs to nurture its human capital to be excellent and competent, ensuring that they can contribute positively to operational performance. Throughout 2024, the Company implemented a series of strategic programs as follows:

1. Optimizing Organic Ship Crews to Become Radio Operators;
2. Transferring Human Resource Planners from Region 2 and Region 3 to SPJM;
3. Drafting and/or Ratification of Human Resource Regulations/Systems in Line with Pelindo Head Office Policies.

MANAJEMEN SUMBER DAYA MANUSIA

MANPOWER PLANNING

Perusahaan menempatkan Sumber Daya Manusia (SDM) sebagai aset strategis yang memegang peranan krusial dalam menjaga kinerja operasional dan daya saing jangka panjang. Sejalan dengan dinamika industri kepelabuhanan dan visi pertumbuhan berkelanjutan. Berikut uraian terkait *manpower planning* yang telah disusun untuk tahun 2024:

HUMAN RESOURCES MANAGEMENT

MANPOWER PLANNING

The Company regards Human Resources (HR) as a strategic asset that plays a crucial role in maintaining operational performance and long-term competitiveness. In line with the dynamics of the port industry and the vision for sustainable growth, the following outlines the manpower planning in 2024:

Status	Realisasi Tw IV 2024 Realization as of Q4 2024
BOD/Pimpinan Pelindo Board of Directors/Pelindo Leader	3
BOD/Pimpinan Non Pelindo Board of Directors/Non-Pelindo Leader	2
Organik Pelindo Organic Pelindo	1.062
Organik Anper/Cucu/Afilasi Organic Subsidiaries/Sub-Subsidiaries/Affiliates	-
PKWT Anper/Cucu/Afilasi Contract Employee of Subsidiaries/Sub-Subsidiaries/Affiliates	4
TAD Anper/Cucu/Afilasi Outsourced of Subsidiaries/Sub-Subsidiaries/Affiliates	571
Pekerja Pemegang Saham lainnya Other Shareholders Workers	-
Jumlah Total	1.642

REKRUTMEN

Perusahaan berkomitmen terhadap prinsip keadilan dalam proses rektrutmen karyawan. Perusahaan merekrut pekerja baru tanpa memandang unsur suku, kepercayaan, agama, jenis kelamin dan usia. Perusahaan yakin bahwa masing-masing individu memiliki kemampuan yang dapat dikembangkan untuk membantu Perusahaan dalam mencapai tujuan. Selama tahun 2024, Perusahaan belum melakukan rekrutmen pekerja PKWT maupun organik karena saat ini masih

RECRUITMENT

The Company is committed to the principle of fairness in the employee recruitment process. The Company recruits new employees regardless of ethnicity, beliefs, religion, gender, and age. The Company believes that each individual has abilities that can be developed to help the Company achieve its goals. During 2024, the Company has not recruited any fixed-term or permanent employees as it is currently optimizing its existing workforce and implementing a minus growth policy.

mengoptimalkan pekerja eksisting dan menerapkan kebijakan *minus growth*.

PENILAIAN KINERJA

Perusahaan senantiasa melakukan penilaian terhadap kinerja SDM secara objektif dan transparan. Tujuan dilakukannya penilaian antara lain adalah sebagai dasar dalam pengembangan karier, penentuan kompensasi dan pengambilan keputusan terkait promosi. Perusahaan memiliki sistem atau prosedur yang terstruktur untuk memastikan bahwa penilaian kinerja dilakukan secara jelas, adil dan objektif sebagaimana tertuang pada Peraturan Direksi PT Pelindo Jasa Maritim Nomor: PER.0045/HK.101/PLJM-2022 tanggal 01 November 2022 tentang Pedoman Pengelolaan Kinerja Individu di Lingkungan PT Pelindo Jasa Maritim. Adapun tahapan pengelolaan kinerja individu yang dilakukan oleh Perusahaan meliputi:

1. Pengelolaan kinerja berbasis KPI;
2. *Performance Planning*;
3. Penetapan KPI Pekerja;
4. Penetapan KPI Individu Pekerja;
5. Prinsip Penyusunan KPI Individu Pekerja;
6. Penentuan Indikator KPI Individu Pekerja;
7. Penentuan dan Penyusunan Bobot KPI Individu Pekerja;
8. Penentuan Target Indikator KPI Individu Pekerja;
9. Pengesahan Kinerja Individu;
10. *Performance Monitoring*;
11. Formulasi KPI Individu Pekerja;
12. Kategori Penilaian KPI;
13. *Coaching, Monitoring, Conseling*;
14. *Performance Evaluation*;
15. Tahapan *Performance Evaluation*;
16. Penilaian KPI Individu Pekerja;
17. Distribusi Penilaian KPI Individu Pekerja; dan
18. *Performance Reward*;

Tugas dan tanggung jawab Unit Pengelola Kinerja Individu adalah sebagai berikut:

1. Memastikan proses penetapan, penyesuaian dan penilaian dalam siklus pengelolaan kinerja dilakukan sesuai dengan pedoman yang berlaku;
2. melakukan evaluasi terhadap proses penetapan dan memberikan rekomendasi/usulan dalam penetapan sesuai kebutuhan;
3. melakukan analisis dan evaluasi terhadap hasil penilaian kinerja; dan
4. melakukan evaluasi terhadap keseluruhan proses pengelolaan kinerja.

Pengelolaan KPI bagi pekerja dalam kondisi tertentu meliputi:

1. Pengelolaan KPI bagi pekerja yang mendapatkan penugasan Mutasi/Alih Tugas Jabatan;
2. Pengelolaan KPI bagi pekerja dalam penugasan Pendidikan, Pelatihan dan/atau keluar Perusahaan;
3. Pengelolaan KPI bagi pekerja yang sakit berkepanjangan dan Cuti; dan

PERFORMANCE EVALUATION

The company continuously conducts objective and transparent assessments of human resource performance. The purpose of these assessments includes providing a basis for career development, determining compensation, and making decisions related to promotions. The company has a structured system or procedure to ensure that performance assessments are conducted clearly, fairly, and objectively as stipulated in the Board of Directors Regulation of PT Pelindo Jasa Maritim Number: PER.0045/HK.101/PLJM-2022 dated November 1, 2022, concerning Guidelines for Individual Performance Management within PT Pelindo Jasa Maritim. The stages of individual performance management carried out by the Company include:

1. KPI-based performance management;
2. Performance Planning;
3. Setting Employee KPIs;
4. Setting Individual Employee KPIs;
5. Principles for Formulating Individual Employee KPIs;
6. Determining Individual Employee KPI Indicators;
7. Determining and Formulating Individual Employee KPI Weights;
8. Setting Individual Employee KPI Targets;
9. Individual Performance Approval;
10. Performance Monitoring;
11. Formulation of Individual Employee KPIs;
12. KPI Assessment Categories;
13. Coaching, Monitoring, Counseling;
14. Performance Evaluation;
15. Performance Evaluation Stages;
16. Individual Employee KPI Assessment;
17. Distribution of Individual Employee KPI Assessment; and
18. Performance Reward;

The duties and responsibilities of the Individual Performance Management Unit are as follows:

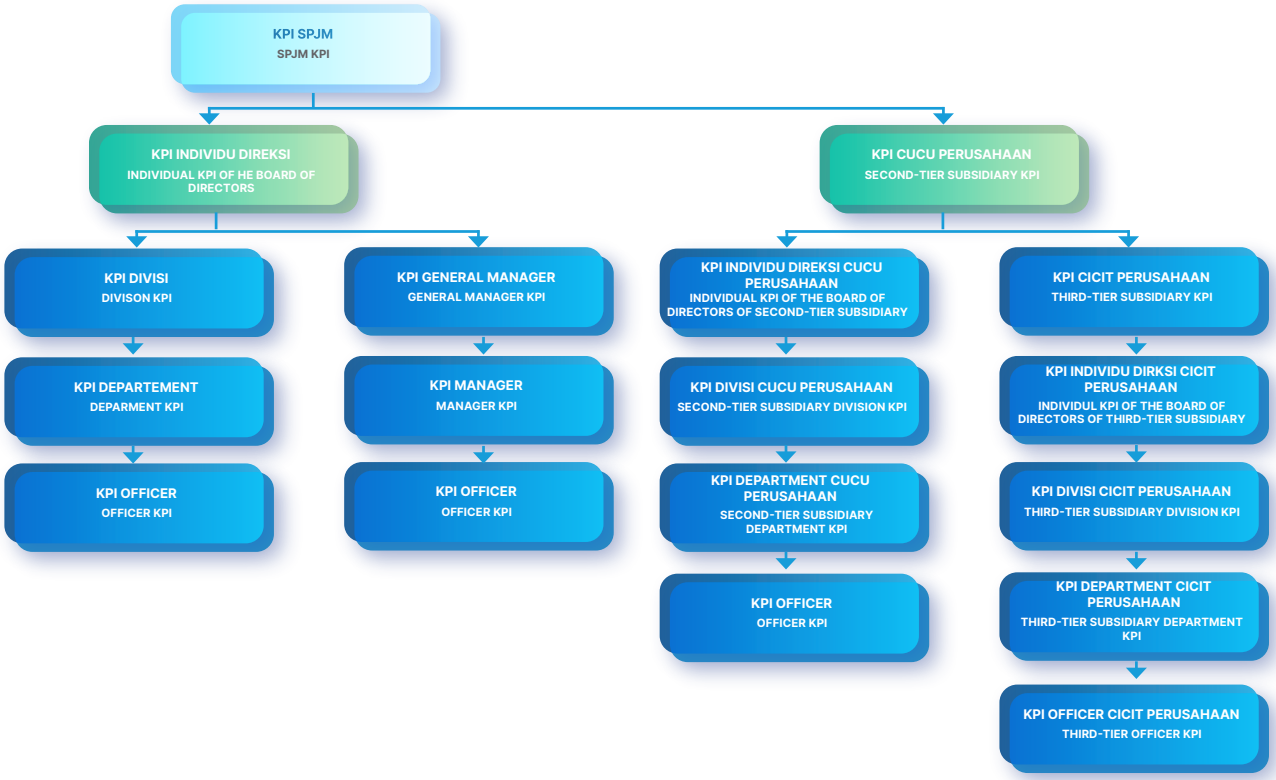
1. Ensuring that the process of setting, adjusting, and assessing performance in the performance management cycle is carried out in accordance with applicable guidelines;
2. Evaluating the setting process and providing recommendations/proposals for setting as needed;
3. Analyzing and evaluating performance assessment results; and
4. Evaluating the overall performance management process.

KPI management for employees in certain conditions includes:

1. KPI management for employees who are assigned to transfer/job reassignment;
2. KPI management for employees assigned to education, training and/or leaving the company;
3. KPI management for employees who are on long-term sick leave and leave of absence; and

4. Pengelolaan KPI bagi pekerja yang menjalani proses pemutusan hubungan kerja dan pemberhentian sementara (*skorsing*)/tindakan sela.

Alur Penetapan KPI Individu



PENGHARGAAN MASA KERJA

Sebagai bentuk apreisasi kepada karyawan yang telah memberikan kontribusi dan dedikasi yang luar biasa pada bisnis SPJM, Perusahaan telah mengatur Pemberian penghargaan masa kerja yang dilakukan atas dasar Peraturan Direksi PT Pelindo Jasa Maritim No. PER.0018/HK.101/PLJM-2022 tentang Pengelolaan Kinerja Pekerja di Lingkungan PT Pelindo Jasa Maritim. Selain sebagai bentuk apresiasi, penghargaan ini juga menjadi insentif bagi karyawan untuk terus memerikan yang terbaik dalam menjalankan tugas dan tanggung jawabnya. Adapun tunjangan yang diberikan adalah sebagai berikut:

1. Kepada seluruh pekerja diberikan tunjangan kinerja setiap bulan dengan besaran tertentu;
2. Pemberian tunjangan kerja bulanan diberikan berdasarkan capaian organisasi dan capaian target kinerja pekerja setiap bulan;
3. Besaran tunjangan kerja diberikan berdasarkan kelas jabatan;
4. Pembayaran tunjangan kinerja dilaksanakan setiap bulan pada tanggal 25 (dua puluh lima) bulan berikutnya atau mengacu pada kebijakan Perusahaan;
5. Apabila terjadi perubahan kelas jabatan, maka besaran tunjangan kinerja tersebut mengikuti kelas jabatan sesuai ketentuan pasal 7 ayat (2) peraturan ini.

4. KPI management for employees undergoing termination of employment and temporary suspension (suspension)/interim measures.

INDIVIDUAL KPI DETERMINATION PROCESS

LONG SERVICE AWARD

As a form of appreciation to employees who have made outstanding contributions and dedication to the SPJM business, the Company has arranged for the awarding of length of service awards based on PT Pelindo Jasa Maritim Board of Directors Regulation No. PER.0018/HK.101/PLJM-2022 concerning Employee Performance Management at PT Pelindo Jasa Maritim. In addition to being a form of appreciation, this award also serves as an incentive for employees to continue to give their best in carrying out their duties and responsibilities. The benefits provided are as follows:

1. All employees are granted performance allowances every month in a specified amount;
2. The monthly performance allowances are given based on organizational achievements and individual performance achieved each month;
3. The allowance amount is determined based on job grade;
4. The allowance is paid monthly on the 25th of the following month or according to the Company's policy;
5. If there is a change in job grade, the allowance amount will be adjusted in accordance with the provisions of Article 7 paragraph (2) of this regulation.

HUBUNGAN INDUSTRIAL

Perusahaan meyakini, hubungan industrial yang baik sangat dibutuhkan oleh sebuah perusahaan. Oleh karena itu, Perusahaan menyadari pentingnya membangun lingkungan kerja yang mendukung untuk menciptakan harmonisasi antara manajemen dan karyawan. Upaya tersebut dilakukan melalui jalinan kerja sama yang baik dengan cara melakukan koordinasi antara manajemen dan karyawan secara efektif. Hubungan industrial yang baik juga dapat mendukung pencapaian tujuan Perusahaan serta meningkatkan produktivitas karyawan, yang kemudian diharapkan dapat memberi dampak positif pada keseluruhan kinerja Perusahaan.

HUBUNGAN PENSIUN

Perusahaan senantiasa berupaya memastikan bahwa karyawan yang telah menyelesaikan masa bekerja dapat menjalani masa pensiun dengan tenang. Oleh karena itu, Perusahaan memiliki program pensiun yang menjadi komitmen Perusahaan terhadap kontribusi karyawan selama mereka berdedikasi. Lebih lanjut, program pensiun juga merupakan bentuk apresiasi dan kepedulian Perusahaan terhadap karyawan yang telah memberikan kinerja terbaiknya selama masa kerja.

PROGRAM PENDIDIKAN DAN PENGEMBANGAN KOMPETENSI PEGAWAI

Program pendidikan dan pengembangan merupakan upaya Perusahaan dalam meningkatkan kemampuan karyawan untuk memberikan kinerja yang unggul dan sesuai dengan visi yang ingin dituju. Perusahaan memastikan setiap karyawan menerima program pendidikan dan pengembangan yang tepat agar peningkatan kualitas kompetensi dan keterampilan yang dibangun benar-benar tercapai. Oleh karena itu, Perusahaan memberikan pelatihan-pelatihan yang relevan dengan tugas dan tanggung jawab karyawan di bidangnya masing-masing, serta disesuaikan dengan perkembangan industri dan Perusahaan.

Program pendidikan dilaksanakan sesuai dengan kebutuhan Perusahaan untuk mendukung keberhasilan program strategis yang telah disusun. Sepanjang tahun 2024, Perusahaan telah menyelenggarakan program pendidikan dan pengembangan kompetensi sebanyak 136 (Seratus tiga puluh enam) program pembelajaran. Seluruh kegiatan yang telah diselenggarakan diikuti oleh peserta sejumlah 3.813 (Tiga ribu delapan ratus tiga belas) orang.

INVESTASI PENGEMBANGAN KOMPETENSI SDM

Dalam program pelatihan dan pengembangan karyawan ini, Perusahaan mengalokasikan dana dari Anggaran Dasar. Adapun biaya investasi yang telah dikeluarkan sepanjang tahun 2024 mencapai 7.012.392.570 dengan

INDUSTRIAL RELATIONS

The Company believes that sound industrial relations are essential for any organization. Therefore, the Company recognizes the importance of creating a supportive work environment to create a harmony between management and employees. This effort is carried out through effective coordination and collaboration between management and employees. Strong industrial relations also support the achievement of the Company's goals and improve employee productivity, which is expected to have a positive impact on the Company's overall performance.

RETIREMENT RELATIONS

The Company always strives to ensure that employees who have completed their tenure can enjoy retirement in peace. To this end, the Company has established a retirement program as part of its commitment to employees' contributions throughout their service. Furthermore, the retirement program represents the Company's appreciation and care for employees who have delivered their best performance during their tenure.

EMPLOYEE EDUCATION AND COMPETENCY DEVELOPMENT PROGRAM

The education and development program is one of the Company's efforts to improve employees' capabilities to be excellent and working aligned with the Company's vision. The Company ensures that every employee receives education and development programs that are approriate to improve their competencies and skills effectively. For this reason, the Company provides training relevant to employees' respective duties and responsibilities, tailored to industry and Company developments.

The education program is implemented in accordance with the Company's needs to support the success of the strategic programs that have been prepared. Throughout 2024, the Company has organized 136 (one hundred thirty-six) education and competency development programs. All activities that have been organized were attended by 3,813 (three thousand eight hundred thirteen) participants.

HR COMPETENCY DEVELOPMENT INVESTMENT

In this employee training and development program, the Company allocates funds from its Basic Budget. The investment costs incurred throughout 2024 reached Rp7,012,392,570 with a budget of Rp10,717,584,000, or

anggaran sebesar 10.717.584.000 atau setara 65% yang terealisasi. Berikut uraian mengenai biaya investasi pengembangan kompetensi karyawan.

65% of the total budget. The following is a breakdown of the investment costs for employee competency development.

No. Alokasi Allocation No.	**Untuk Biaya** For Fees	**Alokasi Biaya** Cost Allocation
5081901000	Endorsment Pandu	Pendidikan dan Pembelajaran SDM Human Resource Education and Learning
5081901000	Sertifikasi Operator Radio Radio Operator Certification	Pendidikan dan Pembelajaran SDM Human Resource Education and Learning
5081901000	Penyusunan Modul MEPS MEPS Module Development	Pendidikan dan Pembelajaran SDM Human Resource Education and Learning
5081901000	Program Budaya Cultural Program	Pendidikan dan Pembelajaran SDM Human Resource Education and Learning
5081901000	Program Leadership BOD/BOC	Pendidikan dan Pembelajaran SDM Human Resource Education and Learning
5081901000	Program Magenta (Mahasiswa Generasi Bertalenta) Magenta Program (Talented Student Generation)	Pendidikan dan Pembelajaran SDM Human Resource Education and Learning

TEKNOLOGI INFORMASI
Information Technology



TATA KELOLA TEKNOLOGI INFORMASI

Bagi Perusahaan, Teknologi Informasi (TI) merupakan aspek penting dalam mendukung kemajuan bisnis yang dijalankan. Perusahaan memiliki tata kelola TI yang terus dikembangkan agar dapat meningkatkan efektivitas operasional. Selain itu, pengembangan TI juga memungkinkan Perusahaan dalam meningkatkan layanan berbasis digital, serta tren perubahan dalam industri bisnis dengan efisien. Oleh karena itu, Perusahaan terus berupaya untuk membangun tata kelola Teknologi Informasi yang baik untuk meningkatkan daya saing serta kepercayaan segenap pemangku kepentingan.

KEBIJAKAN PENGELOLAAN DAN PENGEMBANGAN TEKNOLOGI INFORMASI

Perusahaan menerapkan kebijakan yang mendukung tata kelola dan pengembangan TI secara berkelanjutan, dengan berfokus pada aspek keamanan, efisiensi, dan keandalan sistem. Kebijakan tersebut tertuang dalam Peraturan Direksi PT Pelindo Jasa Maritim Nomor:

INFORMATION TECHNOLOGY GOVERNANCE

For the Company, Information Technology (IT) is an essential aspect in supporting its business progress. The Company has an IT governance framework that is continuously developed to enhance operational effectiveness. In addition, IT development also enables the Company to improve digital-based services and efficiently adapt to industry trends. Therefore, the Company continues to establish sound Information Technology governance to strengthen competitiveness and build stakeholder trust.

INFORMATION TECHNOLOGY MANAGEMENT AND DEVELOPMENT POLICY

The Company implements policies that support sustainable IT governance and development, with a focus on system security, efficiency, and reliability. These policies are set forth in the Decree of the Board of Directors of PT Pelindo Jasa Maritim No. PER.0002/

PER.0002/HK.101/PLJM-2024 perihal Peraturan Direksi tentang Perubahan atas Peraturan Direksi PER.0004/HK.101/PLJM-2022 tentang Tata Kelola Teknologi Informasi dan Komunikasi di Lingkungan PT Pelindo Jasa Maritim.

Perusahaan juga menyadari pentingnya peningkatan kompetensi internal melalui pelatihan dan pengembangan kapasitas SDM terkait sistem TI, guna memastikan setiap personel mampu mendukung pengelolaan, perlindungan, dan pemanfaatan data secara bertanggung jawab. Selain itu, evaluasi terhadap kinerja sistem TI dilakukan secara berkala untuk memastikan kesesuaian dengan perkembangan teknologi, dinamika industri, dan kebutuhan strategis Perusahaan.

ORGANISASI PENGELOLA TEKNOLOGI INFORMASI

Perusahaan memberikan tanggung jawab pengelolaan TI kepada SVP Teknologi Informasi, yang berada di bawah Direktur Strategi dan Komersial. Senior Vice President Teknologi Informasi dalam menjalankan tugasnya dibantu oleh Vice President Strategi, Tata Kelola dan Perencanaan Teknologi Informasi, serta Vice President Pengoperasian, Pengendalian Sistem Informasi dan Manajemen Data.

HK.101/PLJM-2024 regarding the Board of Directors Regulation on Amendments to Board of Directors Regulation PER.0004/HK.101/PLJM-2022 on Information and Communication Technology Governance within PT Pelindo Jasa Maritim.

The Company also recognizes the importance of enhancing internal competencies through training and capacity building of human resources related to IT systems, to ensure that each personnel can support the management, protection, and responsible use of data. In addition, evaluations on IT system performance are conducted periodically to ensure its alignment with technological advancements, industry dynamics, and the Company's strategic needs.

INFORMATION TECHNOLOGY MANAGEMENT ORGANIZATION

The Company assigns responsibility to manage its IT to the Senior Vice President of Information Technology, under the supervision of the Director of Strategy and Commerce. In carrying out his/her duties, the Senior Vice President of Information Technology is assisted by the Vice President of IT Strategy, Governance, and Planning, as well as the Vice President of IT Operations, System Control, and Data Management.



Selain itu, Perusahaan juga memiliki Sumber Daya Manusia (SDM) yang berada di dalam Divisi TI untuk memegang tanggung jawab dalam tata kelola TI. Berikut tabel mengenai komposisi SDM Divisi TI yang dimiliki oleh Perusahaan pada tahun 2024:

Additionally, the Company also owns employees within the IT Division who are responsible for the IT governance. The following table discloses information regarding the employee composition of the Company's IT Division in 2024:

No	Unit Kerja Work Unit	Jumlah Total		Kapabilitas Capabilities	
		Organik Organic	Non Organik Non-Organic	*Support Apps*	*Support Hardware*
1	Kantor Pusat SPJM SPJM Head Office				
	Senior Vice President Teknologi Informasi Senior Vice President of Information Technology	1	-	-	-
	Vice President Teknologi Informasi Vice President of Information Technology	2	-	-	-
	Senior Officer				
	Developer	1	-	1	-
	Tata Kelola, Data dan TI Governance, Data and IT	1	-	-	-
	Junior Officer				
	Developer	2	-	2	-
	Daily Support	3	-	-	3
	Tata Kelola, Data dan TI Governance, Data and IT	1	-	-	-
	Individual Expert	-	1	1	-
Jumlah Total		11 Organik 11 Organic		1 Non Organik 1 Non Organic	

TUGAS DAN TANGGUNG JAWAB DIVISI TI

Pengelolaan Sistem Teknologi Informasi berada di bawah tanggung jawab SVP Teknologi Informasi, yang memiliki fungsi jabatan untuk menerapkan, meningkatkan, menganalisa, mengimplementasikan dan mengevaluasi program kerja Teknologi Informasi sehingga dapat meningkatkan layanan fungsi teknologi informasi sebagai penunjang kegiatan operasional yang akurat dan tepat waktu dalam rangka pencapaian target Perusahaan. Adapun tugas-tugas yang diemban oleh SVP Teknologi Informasi, yaitu:

1. Bertanggung jawab untuk memastikan perencanaan, penyusunan, sosialisasi, implementasi, *monitoring*, evaluasi dan atas kebijakan Standar Prosedur Operasi (SPO), Program Kerja dan *Key Performance Indicator* (KPI) sehubungan dengan tugas pokok dan tanggung jawabnya terkait perencanaan dan pengembangan TI, pengelolaan dan pengawasan sistem informasi serta pengelolaan data;
2. Bertanggung jawab dalam penetapan tata kelola, *Master Plan* dan prosedur teknologi informasi untuk mendukung pencapaian Perusahaan;
3. Bertanggung jawab atas Integrasi sistem keuangan dan sistem lainnya di lingkungan Divisi Perusahaan;
4. Bertanggung jawab atas *assesment* kebutuhan *user*, membuat desain infrastruktur, desain *network* di lingkungan Perusahaan serta analisis kebutuhan solusi TI;

DUTIES AND RESPONSIBILITIES OF IT DIVISION

Information Technology System Management is under the responsibility of the SVP of Information Technology, who has the job function to implement, improve, analyze, implement and evaluate the Information Technology work program so that it can improve the information technology function service as a support for accurate and timely operational activities in order to achieve the Company's targets. The tasks carried out by the SVP of Information Technology are:

1. Responsible for ensuring the planning, preparation, socialization, implementation, monitoring, evaluation and policies of Standard Operating Procedures (SOP), Work Programs and Key Performance Indicators (KPI) in relation to the main tasks and responsibilities related to IT planning and development, management and supervision of information systems and data management;
2. Responsible for determining governance, Master Plan and IT procedures to support the Company's achievements;
3. Responsible for the integration of financial systems and other systems within the Company's Division;
4. Responsible for user needs assessment, creating infrastructure designs, network designs within the Company and IT solution needs analysis;

5. Bertanggung jawab atas penyusunan strategi dan perencanaan teknologi informasi di lingkungan Perusahaan;
6. Bertanggung jawab atas *Qualitiy Assurance* terhadap sistem yang akan diimplementasikan dan pengelolaan risiko dibidang TI termasuk perencanaan keamanan TI;
7. Menyusun Kebijakan *monitoring* dan evaluasi berkala atas kapasitas, *performance* aplikasi, infrastruktur dan *network* serta melakukan laporan berkala;
8. Bertanggung jawab terhadap untuk mendukung proses pengambilan keputusan Perusahaan;
9. Bertanggung jawab untuk menindaklanjuti rekomendasi atas temuan dari Satuan Pengawasan Internal dan/atau eksternal auditor untuk bidang yang menjadi tugasnya;
10. Melaksanakan pembinaan pekerja di Divisi yang dipimpin sesuai kebijakan/pedoman di bidang Sumber Daya Manusia;
11. Bertanggung jawab untuk melakukan pelaporan kepada Direktur Strategi dan Komersial atas pelaksanaan tugas pokok dan tanggung jawabnya;
12. Melakukan *monitoring* dan evaluasi terkait bidang tugas yang diemban pada Anak Perusahaan;
13. Bertanggung jawab terhadap pelaksanaan tata kelola Perusahaan secara taat asas (*Good Corporate Governance*) sesuai dengan bidang tugas yang diemban;
14. Melakukan penandatanganan atas dokumen Perusahaan berdasarkan kewenangan yang dimiliki mengacu pada Peraturan Internal yang berlaku atau atas surat kuasa dari anggota Direksi Perusahaan;
15. Memberikan masukan dan usulan kepada Direksi selaku Pemegang Saham pada Anak Perusahaan sesuai dengan bidang tugas yang diemban.

PROGRAM STRATEGIS 2024

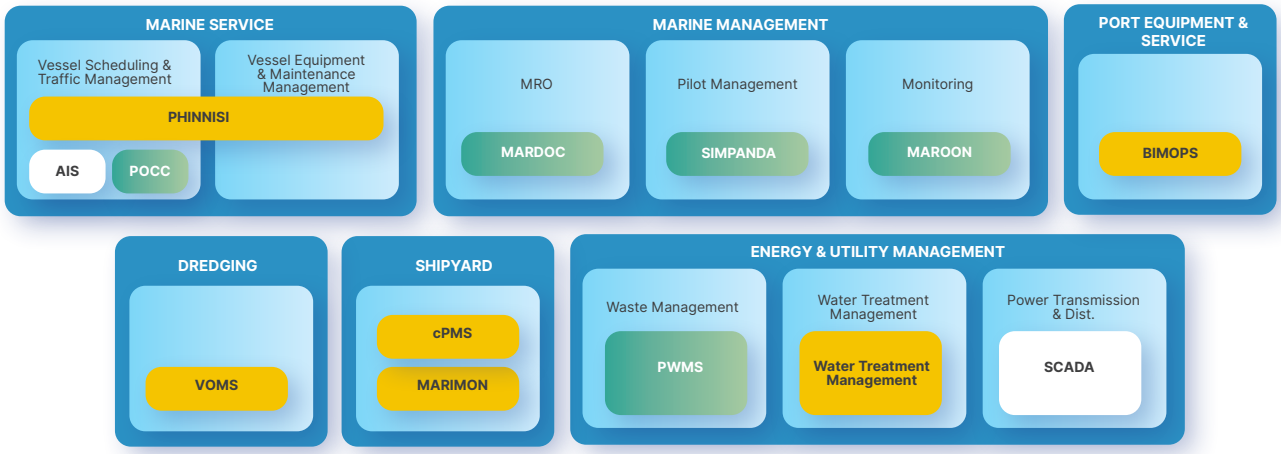
Perusahaan berkomitmen akan terus berupaya meningkatkan kapabilitas sistem Teknologi Informasi guna menunjang kinerja secara efektif sesuai dengan kebutuhan dan perkembangan teknologi. Salah satu upaya yang dilakukan adalah melalui kapabilitas target *Building Block* aplikasi PT Pelindo Jasa Maritim seperti dijelaskan di bawah ini.

5. Responsible for the preparation of IT strategies and planning within the Company;
6. Responsible for Quality Assurance of the system to be implemented and IT risk management including IT security planning;
7. Compiling policies for periodic monitoring and evaluation of capacity, application performance, infrastructure and networks and conducting periodic reports;
8. Responsible for supporting the Company's decisionmaking process;
9. Responsible for following up on recommendations on findings from the Internal Audit Unit and/or external auditors for the areas of his/her duties;
10. Carrying out employee development in the Division he/ she leads in accordance with policies/guidelines in the field of Human Resources;
11. Responsible for reporting to the Director of Strategy and Commercial on the implementation of his/her main duties and responsibilities;
12. Carrying out monitoring and evaluation related to the areas of duties carried out in the Subsidiary;
13. Responsible for the implementation of Good Corporate Governance in accordance with the areas of duties carried out;
14. Carrying out signing of Company documents based on the authority held referring to the applicable Internal Regulations or on the power of attorney from members of the Company's Board of Directors;
15. Providing input and proposals to the Board of Directors as Shareholders in the Subsidiary in accordance with the areas of duties carried out.

STRATEGIC PROGRAMS IN 2024

The company is committed to continuing its efforts to improve its information technology system capabilities in order to effectively support performance in line with technological needs and developments. One of the efforts undertaken is through the target capabilities of PT Pelindo Jasa Maritim's application building blocks, as described below.

MEPS CORE BUSINESS



Berikut program strategis Divisi Teknologi Informasi yang dijalankan di tahun 2024:

The following is the strategic program of Information Technology Division conducted in 2024:

No	Kode RKM RKM Code	Inisiatif Strategis Strategic Initiatives	Klasifikasi RKM RKM Clasification	Judul RKM RKM Title	Sub Bagian Penanggung Jawab Sub Division of Team in Charge	Tanggal Mulai Starting Date	Tanggal Selesai Finished Date
1	IS-27-STKM-01	IS-27-Implementasi *Enterprise Architect* & IT *Masterplan* IS-27-Implementation Enterprise Architect & IT Masterplan	Strategis Integrasi Strategic Integration	Penyediaan *Dashboard Monitoring* Kecepatan Angin Provision of Wind Speed Monitoring Dashboard	Dept Strategi, Tata Kelola dan Perencanaan TI SPJM Department of IT Strategy, Governance, and Planning of SPJM	01 Maret 2024 March 1, 2024	02 Oktober 2024 October 2, 2024
2	IS-27-STKM-02	IS-27-Implementasi *Enterprise Architect* & IT *Masterplan* IS-27-Implementation Enterprise Architect & IT Masterplan	Strategis Integrasi Strategic Integration	Pemenuhan Standardisasi Perangkat/ *Device* Pendukung Operasi Kegiatan Pelayanan Kapal Compliance with Standardization of Equipment/ Devices Supporting Ship Service Operations	Dept Pengoperasian, Pengendalian Sistem Informasi dan Manajemen Data SPJM Department of IT Operations, Information System Control, and Data Management of SPJM	01 April 2024 April 1, 2024	07 Oktober 2024 October 7, 2024
3	IS-27-STKM-03	IS-27-Implementasi *Enterprise Architect* & IT *Masterplan* IS-27-Implementation Enterprise Architect & IT Masterplan	Strategis Integrasi Strategic Integration	Implementasi *single* ERP SAP di Pelindo Group Implementation of a Single ERP SAP System within Pelindo Group	Dept Strategi, Tata Kelola dan Perencanaan TI SPJM Department of IT Strategy, Governance, and Planning of SPJM	01 Agustus 2024 August 1, 2024	03 Januari 2025 January 3, 2025

PELAKSANAAN INISIATIF STRATEGIS SERTA PENGEMBANGAN TEKNOLOGI INFORMASI 2024

Berdasarkan program strategis yang telah disusun, Perseroan tetap berkomitmen untuk mewujudkan tujuan yang diharapkan melalui pelaksanaan inisiatif strategis. Sepanjang tahun 2024, Perusahaan telah melaksanakan kegiatan sebagai berikut:

IMPLEMENTATION OF STRATEGIC INITIATIVES AND INFORMATION TECHNOLOGY DEVELOPMENT IN 2024

Based on the formulated strategic programs, the Company remains committed to achiev its objectives through strategic initiatives. Throughout 2024, the Company carried out the following activities:

ID	Pekerjaan Work	Progres Pekerjaan Work Progress	Status
IS-27-STKM-01	Penyediaan *Dashboard* Monitoring Kecepatan Angin Provision of Wind Speed Monitoring Dashboard	100%	Selesai Done
IS-27-STKM-02	Pemenuhan Standardisasi Perangkat/*Device* Pendukung Operasi Kegiatan Pelayanan Kapal Compliance with Standardization of Equipment/Devices Supporting Ship Service Operations	100%	Selesai Done
IS-27-STKM-03	Penerapan *Single* ERP untuk Entitas Perusahaan SPJM *Standalone* Implementation of Single ERP for SPJM Standalone Entity	100%	Selesai Done

INVESTASI PENGEMBANGAN TEKNOLOGI INFORMASI

Perusahaan senantiasa melakukan adaptasi terhadap perkembangan teknologi guna mencapai pertumbuhan berkelanjutan. Hal ini dilakukan oleh Perusahaan untuk memperkuat daya saing di era digital yang terus berkembang dengan pesat. Melalui investasi yang tepat, Perusahaan dapat meningkatkan dampak yang dihasilkan dari pengembangan sistem TI yang efisien.

Adapun investasi pengembangan Teknologi Informasi yang dijalankan oleh perusahaan sepanjang tahun 2024 yaitu Pengadaan *Endpoint Security* yang bertujuan untuk Melindungi sistem komputer dan data dari kerusakan yang disebabkan oleh virus dan *malware* di lingkungan PT Pelindo Jasa Maritim, serta merupakan *tools* untuk monitoring utilisasi penggunaan *security end device* di lingkungan PT Pelindo Jasa Maritim.

Perusahaan memiliki rencana pengelolaan dan pengembangan pada tahun 2024, antara lain:
1. Pengadaan *Dashboard* Monitoring Kecepatan Angin; Penyediaan *dashboard* dirancang untuk memantau dan menganalisis kecepatan angin yang bertujuan memberikan informasi kondisi atau kecepatan angin untuk navigasi, serta membantu memperkirakan pola cuaca untuk keselamatan pelayanan kapal dan bongkar muat;
2. Pemenuhan Standarisasi Perangkat/*Device* Pendukung Operasi Pelayanan Kapal Pemenuhan standarisasi perangkat/*device* pendukung operasi pelayanan kapal bertujuan untuk memastikan bahwa perangkat yang digunakan dapat memenuhi standar keamanan serta mematuhi standar keselamatan yang telah ditetapkan;

INFORMATION TECHNOLOGY INVESTMENT

The Company continuously adapts to technological developments in order to achieve sustainable growth. This is done by the Company to strengthen its competitiveness in the rapidly evolving digital era. Through appropriate investments, the Company can increase the impact of efficient IT system development.

The information technology development investments carried out by the company throughout 2024 include the procurement of Endpoint Security, which aims to protect computer systems and data from damage caused by viruses and malware in the PT Pelindo Jasa Maritim environment, as well as tools for monitoring the utilization of security end devices in the PT Pelindo Jasa Maritim environment.

The company has management and development plans for 2024, including:
1. Procurement of a Wind Speed Monitoring Dashboard; The dashboard is designed to monitor and analyze wind speed in order to provide information on wind conditions or speeds for navigation, as well as to help predict weather patterns for the safety of ship services and loading and unloading;
2. Compliance with Standardization of Devices Supporting Ship Service Operations Compliance with standardization of devices supporting ship service operations aims to ensure that the devices used meet safety standards and comply with established safety standards.

3. Sebagai bentuk komitmen dalam mendukung standarisasi operasi MEPS untuk mencapai *service excellent* khusus di bidang marine, Divisi Teknologi Informasi memberikan dukungan melalui implementasi aplikasi, dengan realisasi sebagai berikut:
   a. Telah dilaksanakan Implementasi Aplikasi Bimops 33 (tiga puluh tiga) site Aplikasi Bimops merupakan aplikasi pemeliharaan peralatan yang bertujuan untuk memberikan informasi performance seluruh alat bongkar muat pada masing-masing *site*;
   b. Telah dilakukan Pembangunan Aplikasi Bimops Mobile
      Aplikasi Bimops Mobile, bertujuan untuk mempermudah penggunaan Aplikasi BIMOPS, baik dari segi pencatatan data oleh kru di lapangan maupun oleh *lead team* atau Supervisor lapangan;
   c. Telah dilakukan pengembangan *Single Aplikasi* Pemeliharaan Alat, baik Bongkar Muat maupun Alat Apung. Aplikasi ini bertujuan untuk menggantikan Aplikasi Bimops dan aplikasi lain terhadap pemeliharaan kapal.

   d. Telah dilaksanakan *Rollout* aplikasi pengerukan di regional 1 dan 2 (Aplikasi VOMS)
      Aplikasi *Vessel Operation and Monitoring System* (Voms), merupakan aplikasi manajemen proyek pengerukan di lingkungan PT Pelindo Jasa Maritim, yang bertujuan untuk memberikan informasi proyek pengerukan dan monitoring aktivitas pengerukan;
   e. Telah dilakukan Pengadaan *Voice Recorder*
      Aplikasi *Voice Recorder* merupakan aplikasi perekaman dan dokumentasi data suara pada komunikasi pelayanan kapal via radio, sehingga mempermudah pencarian *history* percakapan saat dibutuhkan oleh manajemen PT Pelindo Jasa Maritim;
   f. Telah dilakukan *improvement* pengembangan Aplikasi P-Fuel di PT LEGI *Improvement* aplikasi ini bertujuan untuk percepatan pengadaan BBM dan pembayaran dari c*ustomer* ke PT LEGI;
   g. Telah dilakukan perjanjian kerjasama *Monthly Recurring Charge* (MRC) dan kontrak *One Time Charge* (OTC) antara PT Pelindo Jasa Maritim dengan PT Integrasi Logistik Cipta Solusi untuk meningkatkan layanan secara berkelanjutan. Perjanjian ini bertujuan untuk menjamin kelancaran penggunaan aplikasi phinnisi serta memastikan dukungan dan kelancaran pelayanan jasa pelayanan kapal di lingkungan SPJM.

4. Implementasi Aplikasi *Audit Management System dan Data Analytic* (AMS)*;*
   Audit Management System (AMS) untuk memberikan kemudahan dalam pelaksanaan audit mulai dari perencanaan sampai dengan *monitoring* tindak lanjut sehingga proses pelaksanaan audit menjadi lebih efisien dan efektif.

3. As a form of commitment in supporting MEPS operational standardization to achieve service excellence specifically in the marine sector, the Information Technology Division provides support through the implementation of applications, with the following results:
   a. The Bimops Application has been implemented at 33 (thirty-three) sites. The Bimops Application is an equipment maintenance application that aims to provide performance information on all loading and unloading equipment at each site;

   b. The Bimops Mobile Application has been developed
      The Bimops Mobile Application aims to simplify the use of the BIMOPS Application, both in terms of data recording by the crew in the field and by the lead team or field supervisor;

   c. A Single Equipment Maintenance Application has been developed for both Loading and Unloading Equipment and Floating Equipment. This application aims to replace the Bimops Application and other applications for ship maintenance.
   d. The dredging application rollout has been implemented in regions 1 and 2 (VOMS Application)
      The Vessel Operation and Monitoring System (VOMS) application is a dredging project management application within PT Pelindo Jasa Maritim, which aims to provide dredging project information and monitor dredging activities.

   e. Voice recorders have been procured
      The Voice Recorder application is an application for recording and documenting voice data in ship service communications via radio, making it easier to search for conversation history when needed by the management of PT Pelindo Jasa Maritim;
   f. Improvements have been made to the P-Fuel Application at PT LEGI. The purpose of these improvements is to accelerate fuel procurement and payments from customers to PT LEGI;
   g. A Monthly Recurring Charge (MRC) cooperation agreement and One Time Charge (OTC) contract have been signed between PT Pelindo Jasa Maritim and PT Integrasi Logistik Cipta Solusi to improve services on an ongoing basis. This agreement aims to ensure the smooth operation of the Phinnisi application and to guarantee support and smooth ship service operations within the SPJM environment.

4. Implementation of the Audit Management System and Data Analytics (AMS) Application;
   The Audit Management System (AMS) facilitates the audit process from planning to follow-up monitoring, making the audit process more efficient and effective.

RENCANA PENGELOLAAN DAN PENGEMBANGAN TAHUN 2025

Rencana pengelolaan dan pengembangan pada tahun 2025, antara lain:

1. Program Inisiatif Strategis:
   a. Pemenuhan Lisensi dan Support SAP;
      Pemenuhan lisensi dan dukungan sistem SAP merupakan langkah strategis untuk memastikan implementasi SAP di lingkungan SPJM dapat berjalan secara optimal serta mendukung kebutuhan operasional. Selain itu, pemenuhan ini juga bertujuan untuk menjamin dan memastikan bahwa seluruh perangkat lunak dan sistem yang digunakan memiliki lisensi resmi.
   b. Maintenance Service IT Helpdesk;
      Seiring dengan meningkatnya jumlah aplikasi yang digunakan di lingkungan SPJM, maka dibutuhkan layanan IT yang andal guna memastikan sistem berjalan dengan baik dan kebutuhan pengguna (*user*) dapat terpenuhi secara optimal. Oleh karena itu diperlukan dukungan layanan IT helpdesk 24 jam perhari dan 7 hari seminggu (24/7), untuk menjaga layanan tetap berjalan secara *real time* serta meminimalkan potensi gangguan *system*.

2. *Monitoring* dan pemantauan keamanan siber dilakukan dengan penerapan *endpoint security, monitoring* akan tetap dilanjutkan secara berkala dan berkesinambungan untuk menjaga keamanan sistem informasi pada PT Pelindo Jasa Maritim.

2025 MANAGEMENT AND DEVELOPMENT PLAN

The management and development plan for 2025 includes:

1. Strategic Initiative Program:
   a. SAP License and Support Compliance;
      SAP license and system support compliance is a strategic step to ensure that SAP implementation in the SPJM environment can run optimally and support operational needs. In addition, this fulfillment also aims to guarantee and ensure that all software and systems used have official licenses.

   b. IT Helpdesk Maintenance Service;
      Along with the increasing number of applications used in the SPJM environment, reliable IT services are needed to ensure that the system runs well and user needs are optimally met. Therefore, 24/7 IT helpdesk support is required to keep services running in real time and minimize potential system disruptions.

2. Cybersecurity monitoring and surveillance are carried out through the implementation of endpoint security. Monitoring will continue on a regular and ongoing basis to maintain the security of the information systems at PT Pelindo Jasa Maritim.





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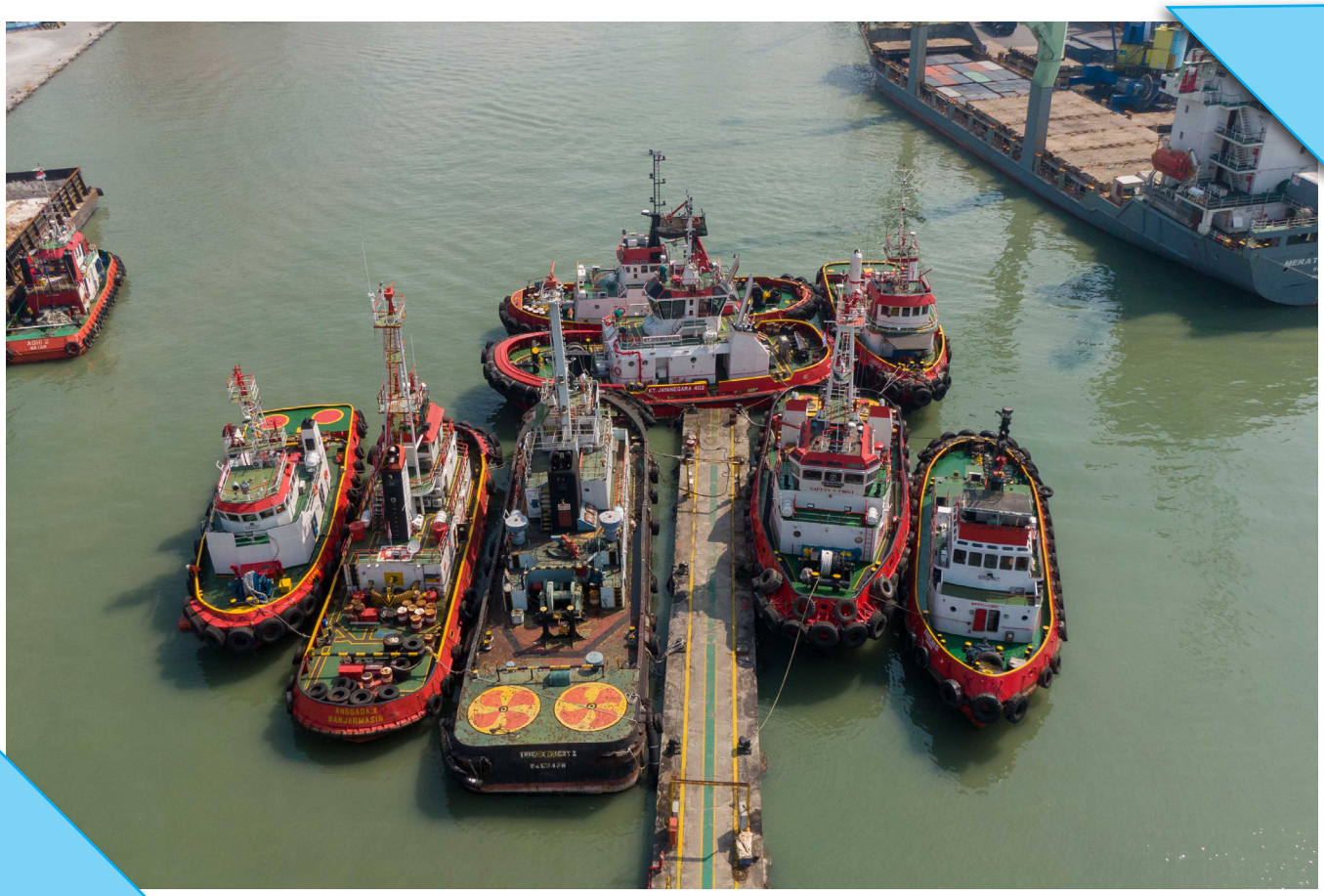
Tata Kelola Perusahaan

Corporate Governance Company

PELINDO
JASA MARITIM

PERNYATAAN PENERAPAN TATA KELOLA PERUSAHAAN

Statement on The Corporate Governance Implementation



KOMITMEN PERUSAHAAN DALAM PENERAPAN GCG

Dalam perannya sebagai penyedia layanan kepelabuhanan, SPJM menaruh perhatian besar terhadap pentingnya penerapan prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG). Bagi perusahaan, GCG merupakan pilar fundamental dalam membangun kepercayaan dan menciptakan nilai tambah bagi seluruh pemangku kepentingan, baik dalam jangka pendek maupun jangka panjang. Lebih dari sekadar kewajiban terhadap regulasi, penerapan GCG diyakini sebagai strategi utama dalam mewujudkan pertumbuhan usaha yang berkesinambungan dan optimal.

SPJM senantiasa menanamkan prinsip-prinsip GCG ke dalam setiap proses bisnis dan pengambilan keputusan sebagai wujud nyata komitmen dalam memperkuat ekosistem maritim nasional yang transparan dan berintegritas. Penerapan GCG juga bertujuan untuk menjamin terpenuhinya hak-hak seluruh pemangku kepentingan, sekaligus memperkuat nilai Perusahaan di mata jajaran manajemen dan seluruh karyawan.

THE COMPANY'S COMMITMENT TO GCG IMPLEMENTATION

In providing port services, SPJM highlights the importance of implementing the principles of Good Corporate Governance (GCG). For the Company, GCG is a fundamental pillar in building trust and creating added value for all stakeholders, both in the short and long term. Beyond merely complying with regulatory obligations, the implementation of GCG is believed to be a key strategy in achieving sustainable and optimal business growth.

SPJM continuously embeds GCG principles into every business process and decision-making activity as a tangible manifestation of its commitment to strengthening a transparent and integrity-driven national maritime ecosystem. The implementation of GCG also aims to ensure the fulfillment of stakeholders' rights while enhancing the Company's value in the eyes of management and all employees. In addition to

Selain meningkatkan nilai Perusahaan, implementasi GCG juga diyakini mampu mendorong perbaikan sistem pengelolaan internal menuju praktik yang lebih akuntabel, efisien, dan berorientasi pada keberlanjutan.

Sebagai bentuk komitmen bersama dalam menjunjung tinggi prinsip tata kelola yang transparan, akuntabel, dan berintegritas, berikut disampaikan Pernyataan Komitmen Penerapan GCG oleh Dewan Komisaris dan Direksi PT Pelindo Jasa Maritim yang diintegrasikan ke dalam penerapan Sistem Manajemen Terpadu Perusahaan.

strengthening the Company's value, GCG implementation is believed to encourage improvements in internal management systems toward more accountable, efficient, and sustainability-oriented practices.

As a form of joint commitment to upholding transparent, accountable, and integrity-based governance principles, the following is the Statement of Commitment to GCG Implementation by the Board of Commissioners and the Board of Directors of PT Pelindo Jasa Maritim, which has been integrated into the Company's Integrated Management System.

PT Pelindo Jasa Maritim berkomitmen menerapkan kebijakan Sistem Manajemen Terpadu secara konsisten melalui upaya pengelolaan penerapan Sistem Manajemen Terpadu guna mencapai sasaran peningkatan berkesinambungan terhadap kinerja Mutu, Keselamatan dan Kesehatan Kerja, Lingkungan, Anti Penyuapan, Layanan Teknologi Informasi, Keamanan Teknologi Informasi, Keberlangsungan Bisnis, dan Energi dengan cara:

PT Pelindo Jasa Maritim is committed to consistently implementing the Integrated Management System policy through efforts to manage the application of the Integrated Management System in order to achieve the goal of continuous improvement in Quality, Occupational Health and Safety, the Environment, Anti-Bribery, Information Technology Services, Information Technology Security, Business Continuity, and Energy by:

1. Mematuhi peraturan perundang-undangan dan persyaratan lainnya, kode etik, tata nilai dan budaya perusahaan, *Good Corporate Governance (GCG)* dan Manajemen Risiko dalam menjalankan proses bisnis di lingkungan Perusahaan;

   Comply with laws and regulations and other requirements, code of ethics, corporate values and culture, Good Corporate Governance (GCG) and Risk Management in carrying out business processes within the Company;

2. Menjamin kepuasan pelanggan melalui pelayanan prima dan peningkatan berkelanjutan guna memenuhi harapan pelanggan;

   Ensuring customer satisfaction through excellent service and continuous improvement to meet customer expectations

3. Mencegah terjadinya kecelakaan kerja, penyakit akibat kerja, penyakit akibat hubungan kerja, dengan pengelolaan potensi bahaya dan penerapan budaya K3;

   Preventing occupational accidents, occupational diseases, and work-related illnesses through hazard management and the implementation of a K3 culture;

4. Melarang keras membeli, menjual, memiliki dan menggunakan obat terlarang/narkoba atau alkohol di lingkungan kerja Perusahaan dan mencegah penyebaran penyakit HIV-AIDS di lingkungan Perusahaan;

   Strictly prohibit the purchase, sale, possession, and use of illegal drugs or alcohol in the work environment of the Company and prevent the spread of HIV-AIDS in the Company environment;

5. Mendukung pelestarian lingkungan dan mencegah terjadinya pencemaran melalui pengelolaan dan mitigasi lingkungan serta pemanfaatan sumber daya secara tepat;

   Supporting environmental preservation and preventing pollution through environmental management and mitigation as well as the appropriate use of resources;

6. Mewujudkan lingkungan bisnis yang mendukung pemanfaatan energi secara efektif dan efisien tanpa mengurangi kualitas pelayanan;

   Creating a business environment that supports the effective and efficient use of energy without compromising service quality;

7. Meningkatkan pengendalian terhadap potensi terjadinya praktek penyuapan di lingkungan Perusahaan;

   Improve control over the potential for bribery practices within the Company;

8. Menjamin keberlangsungan usaha dengan menyusun *Business Continuity Plan* dan *Disaster Recovery Plan*;

   Ensuring business continuity by developing a Business Continuity Plan and Disaster Recovery Plan

9. Mengoptimalkan penggunaan Teknologi Informasi (TI) dengan memberikan layanan TI yang efektif dan efisien;

   Optimizing the use of Information Technology (IT) by providing effective and efficient IT services;

10. Menumbuhkan kesadaran kerja yang mengutamakan mutu pelayanan, K3, keamanan, efektivitas penggunaan energi, pelestarian lingkungan dan keberlanjutan bisnis;

    Fostering a work ethic that prioritizes service quality, occupational health and safety, security, effective energy use, environmental preservation, and business sustainability.

11. Melibatkan seluruh komponen Perusahaan untuk ikut peduli terhadap prinsip-prinsip Sistem Manajemen Terpadu di dalam Perusahaan;

    Involving all components of the Company to care about the principles of the Integrated Management System within the Company;

12. Menyediakan sumber daya dan informasi yang memadai dalam proses perencanaan strategis dan program implementasi Sistem Manajemen Terpadu untuk mencapai tujuan, sasaran, dan target Sistem Manajemen Terpadu;

    Provide adequate resources and information in the strategic planning process and program implementation of the Integrated Management System to achieve the objectives, goals, and targets of the Integrated Management System;

13. Menetapkan, memelihara, mengevaluasi dan melaksanakan peningkatan berkelanjutan penerapan Sistem Manajemen Terpadu agar tercapai kinerja usaha yang optimal.

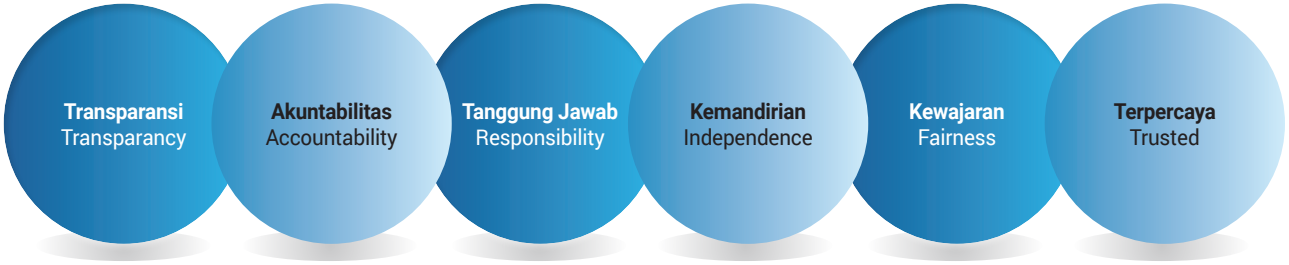
    Establish, maintain, evaluate, and implement continuous improvement of the Integrated Management System to achieve optimal business performance.

PRINSIP UMUM GCG

Dalam menjalankan tata kelola yang berkualitas, perusahaan terus memperkuat implementasi prinsip-prinsip GCG yang mengacu pada 5 (lima) prinsip yang ditetapkan Komite Nasional Kebijakan *Governance* (KNKG), yakni Transparansi, Akuntabilitas, Tanggung Jawab, Kemandirian, Kewajaran, dan Terpercaya.

GENERAL PRINCIPLES OF GCG

In implementing high-quality governance, the Company continuously strengthens the application of GCG principles based on the 5 (five) principles established by the National Committee on Governance Policy (KNKG), namely Transparency, Accountability, Responsibility, Independence, and Fairness & Trustworthiness.



Penerapan prinsip GCG di lingkungan SPJM tercermin melalui hal-hal berikut:

The implementation fo GCG principles within SPJM goes as follows:

Prinsip GCG GCG Principles	Definisi Definition	Implementasi GCG GCG Implementation
Transparansi Transparency	Keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkap informasi material dan relevan mengenai Perusahaan. Transparency in carrying out the decision-making process and in disclosing material and relevant information about the Company.	Perusahaan berkomitmen untuk menjamin transparansi dan objektivitas dalam setiap tahapan proses pengambilan keputusan guna menjalankan operasional bisnisnya. Dalam rangka memberikan layanan informasi yang optimal, perusahaan berkewajiban menyajikan informasi yang material dan relevan mengenai kinerja dan operasional perusahaan dengan metode yang mudah diakses dan dipahami oleh seluruh pemangku kepentingan. Perusahaan secara proaktif mengungkapkan informasi yang tidak hanya diwajibkan oleh Anggaran Dasar serta peraturan perundang-undangan yang berlaku, tetapi juga data signifikan yang dapat memengaruhi keputusan pemangku kepentingan. Pengungkapan informasi ini dilakukan sesuai dengan klasifikasi informasi perusahaan, memastikan bahwa setiap informasi penting tersedia secara tepat waktu dan akurat untuk mendukung proses pengambilan keputusan yang lebih baik oleh para pemangku kepentingan. The Company is committed to ensuring transparency and objectivity in every stage of the decision-making process to support its business operations. In providing information regarding its services, the Company is obligated to present material and relevant information regarding its performance and operations in a manner that is easily accessible and understandable by all stakeholders. The Company proactively discloses information not only as required by the Articles of Association and applicable laws and regulations, but also significant data that may influence stakeholders' decisions. Such disclosures are carried out in accordance with the Company's information classification, ensuring that all important information is available in a timely and accurate manner to support better decision-making by stakeholders.

Prinsip GCG GCG Principles	**Definisi** Definition	**Implementasi GCG** GCG Implementation
Akuntabilitas Accountability	Kejelasan fungsi, pelaksanaan dan pertanggungjawaban organ Perusahaan maupun pegawai sehingga pengelolaan perusahaan dapat dilaksanakan secara efektif. Clarity of functions, implementation, and accountability of the Company's organs and employees to ensure an effective corporate management.	Perusahaan beroperasi dengan akuntabilitas tinggi, transparansi, dan keadilan dalam setiap tindakan sesuai dengan Anggaran Dasar, peraturan perundang-undangan, etika bisnis, dan budaya perusahaan. Perusahaan memprioritaskan kepentingan pemangku kepentingan untuk mencapai kinerja berkelanjutan. Komitmen Perusahaan mencakup pertanggungjawaban yang jelas dan terbuka, kepatuhan terhadap regulasi, dan standar etika tertinggi. Dengan budaya kerja yang etis dan profesional, Perusahaan menciptakan nilai tambah berkelanjutan dan mencapai visi serta misi Perusahaan. The Company operates with high accountability, transparency, and fairness in every action in accordance with the Articles of Association, laws and regulations, business conduct, and corporate culture. The Company prioritizes stakeholder interests to achieve sustainable performance. The Company's commitment includes clear and open accountability, compliance with regulations, and the highest ethical standards. With an ethical and professional work culture, the Company creates sustainable added value and achieves its vision and mission.
Tanggung Jawab Responsibility	Kesesuaian di dalam pengelolaan Perusahaan terhadap peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. Compliance in managing the Company in accordance with applicable laws and regulations, as well as sound corporate principles.	Perusahaan secara konsisten menjunjung tinggi prinsip kehati-hatian dalam setiap tindakannya serta memastikan kepatuhan penuh terhadap kebijakan internal perusahaan, Anggaran Dasar, dan seluruh peraturan perundang-undangan yang berlaku. Perusahaan berkomitmen untuk melaksanakan tanggung jawab sosial perusahaan dengan fokus pada kesejahteraan masyarakat dan pelestarian lingkungan, khususnya di sekitar wilayah operasional Perusahaan. Dengan perencanaan yang komprehensif dan pelaksanaan yang efektif, kami berupaya menjaga kelangsungan usaha dan keberlanjutan perusahaan untuk jangka panjang. The Company consistently upholds the principle of prudence in every action and ensures full compliance with internal policies, the Articles of Association, and all applicable laws and regulations. The Company is committed to carrying out corporate social responsibility with a focus on community welfare and environmental preservation, particularly in areas surrounding its operational locations. Through comprehensive planning and effective implementation, we strive to maintain business continuity and ensure the Company's long-term sustainability.
Kemandirian Independence	Perusahaan dikelola secara profesional tanpa benturan kepentingan dan/atau pengaruh/ tekanan dari pihak manapun yang tidak sesuai dengan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. The Company is managed professionally without conflicts of interest and/or influence or pressure from any party that is not in accordance with applicable laws and regulations as well as sound corporate principles.	Perusahaan menjalankan bisnis dengan menghindari konflik kepentingan serta menjaga independensi dari pengaruh atau tekanan pihak manapun yang tidak selaras dengan prinsip-prinsip korporasi yang sehat. Komitmen Perusahaan terhadap integritas dan etika korporat menjadi landasan dalam setiap keputusan dan tindakan yang diambil, sehingga memberikan kepercayaan kepada para pemangku kepentingan bahwa kami beroperasi dengan prinsip-prinsip yang benar dan berkelanjutan. The Company conducts its business by avoiding conflicts of interest and maintaining independence from any influence or pressure that is not aligned with sound corporate governance principles. The Company's commitment to integrity and corporate ethics serves as the foundation for every decision and action, assuring stakeholders that we operate based on proper and sustainable principles.
Kewajaran Fairness	Keadilan dan kesetaraan di dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. Fairness and equality in fulfilling stakeholders' rights arising from agreements and applicable laws and regulations.	Perusahaan memastikan bahwa kegiatan yang dilakukan tidak hanya memenuhi kepentingan internal, tetapi juga memperhatikan dampaknya terhadap ekosistem yang lebih luas. Kewajiban dan tanggung jawab menjadi pedoman utama dalam setiap keputusan yang diambil, sehingga tercipta lingkungan kerja yang inklusif dan berkelanjutan. Dengan mengutamakan prinsip kewajaran dan kesetaraan, Perusahaan meyakini bahwa kolaborasi yang harmonis dan berkelanjutan dapat tercipta, memberikan manfaat yang seimbang bagi semua pihak yang terlibat. The Company ensures that its activities not only serve internal interests but also consider their impact on the broader ecosystem. Obligations and responsibilities serve as key guidelines in every decision, fostering an inclusive and sustainable work environment. By prioritizing fairness and equality principles, the Company believes that harmonious and sustainable collaboration can be achieved, providing balanced benefits for everyone.

Prinsip GCG GCG Principles	Definisi Definition	Implementasi GCG GCG Implementation
Terpercaya Trustworthiness	Perusahaan mendapatkan kepercayaan dan dukungan penuh dari seluruh *Stakeholders*. The Company earns the trust and full support of all stakeholders.	Perusahaan senantiasa memprioritaskan kepentingan dan kebutuhan setiap *stakeholder*, sehingga mampu membangun fondasi kerja sama yang kuat dan berkelanjutan. Dukungan yang diberikan oleh seluruh pihak berkepentingan menjadi pendorong utama bagi perusahaan dalam menghasilkan nilai tambah yang signifikan serta mencapai tujuan bersama secara optimal. The Company consistently prioritizes the interests and needs of each stakeholder, enabling the establishment of a strong and sustainable foundation of collaboration. The support serves as a key driver for the Company to generate significant added value and optimally achieve shared objectives.

DASAR-DASAR PENERAPAN

Pelaksanaan GCG di Perusahaan mengacu pada sejumlah ketentuan dan regulasi yang relevan, antara lain:

1. Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas (PT).
2. Undang-Undang (UU) Nomor 1 Tahun 2025 tentang Perubahan Ketiga atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara.
3. Undang-Undang (UU) Nomor 1 Tahun 2024 tentang Perubahan Kedua atas Undang-Undang Nomor 11 Tahun 2008 tentang Informasi dan Transaksi Elektronik.
4. Peraturan Pemerintah Nomor 45 Tahun 2005 Tanggal 25 Oktober 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara.
5. Peraturan Pemerintah Nomor 101 Tahun 2021 tanggal 1 Oktober 2021 tentang Penggabungan Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia I, Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia III, dan Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia IV ke dalam Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia II.
6. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023 Tanggal 03 Maret 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.
7. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-2/MBU/03/2023 Tanggal 03 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN.
8. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-3/MBU/03/2023 Tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik.

BASIS OF IMPLEMENTATION

The implementation of GCG in the Company refers to a number of relevant laws and regulations, including:

1. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies.
2. Law Number 1 of 2025 concerning the Third Amendment to Law Number 19 of 2003 concerning State-Owned Enterprises.
3. Law Number 1 of 2024 concerning the Second Amendment to Law Number 11 of 2008 concerning Electronic Information and Transactions.
4. Government Regulation No. 45 of 2005 dated 25 October 2005 concerning Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises.
5. Government Regulation No. 101 of 2021 dated 1 October 2021 concerning the Merger of State-Owned Enterprises PT Pelabuhan Indonesia I, PT Pelabuhan Indonesia III, and PT Pelabuhan Indonesia IV into State-Owned Enterprise PT Pelabuhan Indonesia II.
6. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 dated 03 March 2023 concerning Special Assignments and the Social and Environmental Responsibility Program of State-Owned Enterprises.
7. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-2/MBU/03/2023 dated 03 March 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.
8. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-3/MBU/03/2023 dated 20 March 2023 concerning Organs and Human Resources of State-Owned Enterprises.

IMPLEMENTASI TATA KELOLA PERUSAHAAN

Sebagai bagian dari strategi penguatan tata kelola, SPJM terus mendorong penyempurnaan penerapan prinsip-prinsip GCG di seluruh lini operasional. Upaya ini sejalan dengan komitmen perusahaan terhadap pertumbuhan yang berkelanjutan dan akuntabel. Melalui tata kelola yang baik, SPJM menargetkan terciptanya nilai tambah jangka panjang yang mampu menopang ketahanan dan daya saing bisnis di masa depan.

Dalam rangka meningkatkan efektivitas penerapan prinsip-prinsip GCG, SPJM menempuh berbagai inisiatif perbaikan yang ditempuh melalui langkah-langkah berikut:

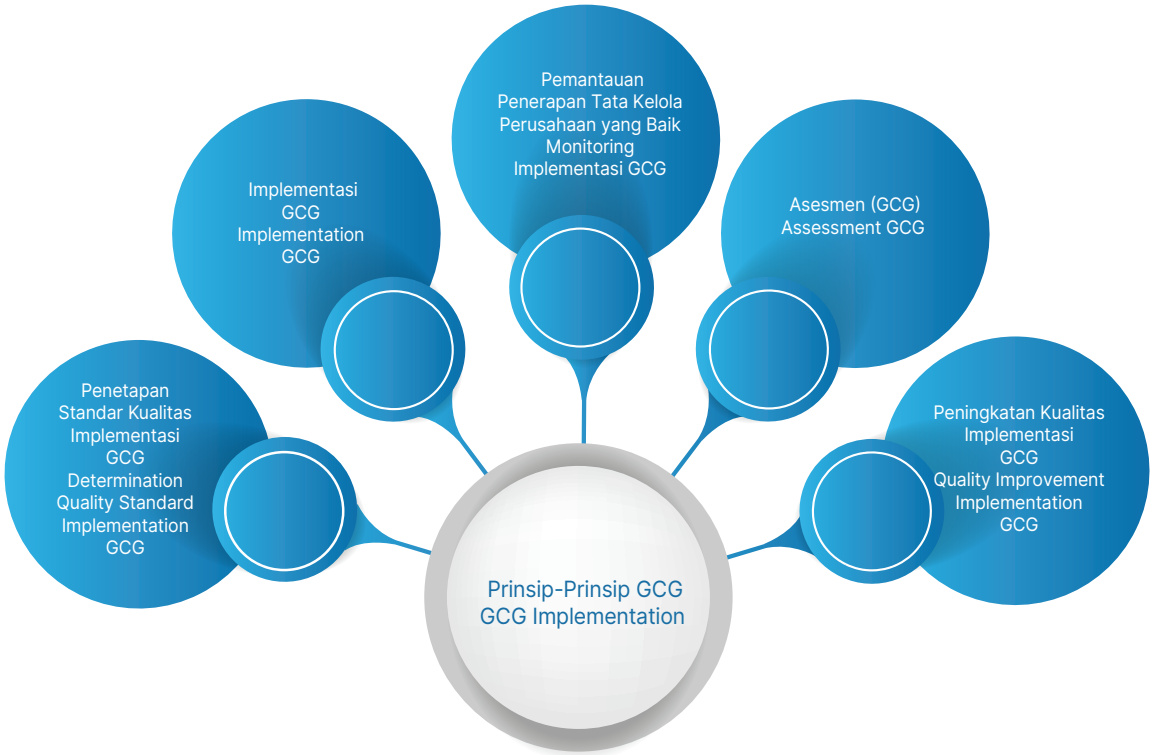
1. Penetapan Standar Kualitas Implementasi GCG;
2. Implementasi GCG;
3. Pemantauan Penerapan Tata Kelola Perusahaan yang Baik;
4. Asesmen (GCG);
5. Peningkatan Kualitas Implementasi GCG.

IMPLEMENTATION OF CORPORATE GOVERNANCE

As part of its strategy to enhance governance practices, SPJM continues to promote the enhancement of GCG implementation across all operational lines. This effort is aligned with the Company's commitment to accountable and sustainable growth. Through good governance practices, SPJM aims to create long-term added value that supports the resilience and competitiveness of its business in the future.

To improve the effectiveness of GCG principles implementation, SPJM undertakes various improvement initiatives through the following measures:

1. Establishment of GCG Implementation Quality Standards;
2. GCG Implementation;
3. Monitoring of Good Corporate Governance Practices;
4. GCG Assessment;
5. Enhancement of GCG Implementation Quality.



Perkembangan Penerapan Tata Kelola Perusahaan yang Baik di Lingkup Perusahaan

Improvement of Good Corporate Governance Implementation within The Company

PENETAPAN STANDAR KUALITAS TATA KELOLA PERUSAHAAN YANG BAIK DI LINGKUP PERUSAHAAN

Komitmen SPJM terhadap penguatan penerapan Tata Kelola Perusahaan yang Baik (GCG) diwujudkan melalui penetapan standar kualitas yang dirancang untuk memastikan seluruh aktivitas operasional sejalan dengan prinsip-prinsip tata kelola yang baik. Standar ini disusun dengan mengacu pada ketentuan regulasi, masukan dari para pemangku kepentingan, hasil *assessment*, serta *benchmarking* terhadap praktik terbaik.

Melalui penetapan standar kualitas ini, SPJM menegaskan komitmennya untuk menjunjung tinggi integritas, transparansi, serta kualitas dalam setiap aktivitas maupun pengambilan keputusan di seluruh lingkup perusahaan.

SOFT STRUCTURE TATA KELOLA PERUSAHAAN YANG BAIK

Untuk mendorong kualitas tata kelola yang berkelanjutan, SPJM menyusun *soft structure* berupa kebijakan dan pedoman yang mendukung penerapan GCG secara menyeluruh. Struktur ini dievaluasi dan disesuaikan secara berkala agar tetap relevan dengan dinamika bisnis, sekaligus memastikan pelaksanaannya berjalan efektif dan sesuai dengan prinsip-prinsip tata kelola yang baik. Informasi kebijakan atau *Soft Structure* GCG yang diterapkan di SPJM adalah sebagai berikut:

ESTABLISHING GOOD CORPORATE GOVERNANCE QUALITY STANDARDS WITHIN THE COMPANY

SPJM's commitment to strengthen the implementation of Good Corporate Governance (GCG) is realized through a quality standard designed to ensure that all operational activities are aligned with sound governance principles. These standards are developed based on regulatory provisions, stakeholder input, assessment results, and benchmarking against best practices.

Through these quality standards, SPJM reaffirms its commitment to upholding integrity, transparency, and quality in every activity and decision-making process across the entire organization.

SOFT STRUCTURE OF GOOD CORPORATE GOVERNANCE

To drive sustainable governance quality, SPJM has established a soft structure consisting of policies and guidelines that support the comprehensive implementation of GCG. This structure is evaluated and adjusted periodically to remain relevant to business dynamics, while ensuring effective implementation in accordance with good governance principles. The GCG policies or Soft Structure within SPJM are as follows:

Kebijakan dan Prosedur Policies and Procedures	**Penetapan** Establishment
Anggaran Dasar Perusahaan Articles of Association	Akta Pendirian dan Anggaran Dasar yang dibuat oleh dan dihadapan Notaris Nanda Fauz Iwan, S.H., M.Kn Nomor 20 tanggal 29 September 2021 yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui keputusan Nomor: AHU-0061303.AH.01.01 tanggal 30 September Tahun 2021 tentang Pengesahan Pendirian Badan Hukum Perseroan Terbatas PT Pelindo Jasa Maritim, Akta mana telah beberapakali diubah terakhir dengan Akta Nomor 21 tanggal 26 Maret 2025 yang dibuat oleh dan dihadapan Notaris Nanda Fauz Iwan, SH, M.Kn dan telah mendapat Persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan Nomor: AHU-0022482.AH.01.02. TAHUN 2025 tanggal 27 Maret 2025 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT Pelindo Jasa Maritim. The Deed of Establishment and Articles of Association executed before Notary Nanda Fauz Iwan, S.H., M.Kn., Deed Number 20 dated 29 September 2021, which has been ratified by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Number: AHU-0061303.AH.01.01 dated 30 September 2021 regarding the Legalization of the Establishment of the Limited Liability Company PT Pelindo Jasa Maritim. The deed has been amended several times, most recently by Deed Number 21 dated 26 March 2025 executed before Notary Nanda Fauz Iwan, S.H., M.Kn., and approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Number: AHU-0022482.AH.01.02.TAHUN 2025 dated 27 March 2025 regarding the Approval of the Amendment to the Articles of Association of the Limited Liability Company PT Pelindo Jasa Maritim.

Kebijakan dan Prosedur Policies and Procedures	**Penetapan** Establishment
Pedoman GCG GCG Guideline	Peraturan Direksi Nomor: PER.0045/HK.101/PLJM-2023 perihal Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) PT Pelindo Jasa Maritim. Board of Directors Regulation Number: PER.0045/HK.101/PLJM-2023 regarding Guidelines for Good Corporate Governance of PT Pelindo Jasa Maritim.
Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) Board Manual for the Board of Commissioners and the Board of Directors	Peraturan Direksi Nomor: PER.0040/HK.101/PLJM-2023 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (Board Manual) PT Pelindo Jasa Maritim. Board of Directors Regulation Number: PER.0040/HK.101/PLJM-2023 concerning the Board Manual for the Board of Commissioners and the Board of Directors of PT Pelindo Jasa Maritim.
Piagam Komite Audit Audit Committee Charter	Ditandatangani oleh seluruh Dewan Komisaris. Signed by all members of the Board of Commissioners.
Piagam Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Charter	Ditandatangani oleh seluruh Dewan Komisaris. Signed by all members of the Board of Commissioners.
Piagam Komite Risiko Risk Committee Charter	Ditandatangani oleh seluruh Dewan Komisaris. Signed by all members of the Board of Commissioners.
Piagam Satuan Pengawasan Internal Internal Audit Unit Charter	Keputusan Bersama Dewan Komisaris dan Direksi PT Pelindo Jasa Maritim No. PER-0021/HK-101/PLJM-2024 dan Nomor: KEP-08/DKPJM/7/2024 tentang Piagam Satuan Pengawasan Internal PT Pelindo Jasa Maritim. Joint Decree of the Board of Commissioners and Board of Directors of PT Pelindo Jasa Maritim No. PER-0021/HK-101/PLJM-2024 and No. KEP-08/DKPJM/7/2024 concerning the Charter of the Internal Audit Unit of PT Pelindo Jasa Maritim.
Kode Etik Perusahaan Company Code of Conduct	Peraturan Direksi Nomor: PER.0042/HK.101/PLJM-2023 tentang Pedoman Kode Etik Bisnis di Lingkungan PT Pelindo Jasa Maritim. Board of Directors Regulation Number: PER.0042/HK.101/PLJM-2023 concerning the Business Code of Conduct Guidelines within PT Pelindo Jasa Maritim.
Pedoman *Whistleblowing System* Whistleblowing System Guidelines	Peraturan Direksi No. PER-0045/HK.101/PLJM-2023 tentang Pedoman Umum Sistem Penanganan Pelaporan/Pengaduan Dugaan Pelanggaran (*Whistleblowing System*) di Lingkungan PT Pelindo Jasa Maritim. Board of Directors Regulation No. PER-0045/HK.101/PLJM-2023 concerning the General Guidelines for the Whistleblowing System (WBS) within PT Pelindo Jasa Maritim.
Pedoman Pengendalian Gratifikasi Gratification Control Guidelines	Peraturan Direksi No. PER.0041/HK.101/PLJM-2023 tentang Pedoman Pengendalian Gratifikasi di Lingkungan PT Pelindo Jasa Maritim. Board of Directors Regulation No. PER.0041/HK.101/PLJM-2023 concerning the Gratification Control Guidelines within PT Pelindo Jasa Maritim.
Pedoman Pengadaan Barang dan Jasa Procurement of Goods and Services Guidelines	Peraturan Direksi PT Pelindo Jasa Maritim No. PER.0016/HK.101/PLJM-24 tentang Pedoman Pengadaan Barang dan Jasa di Lingkungan PT Pelindo Jasa Maritim. Board of Directors Regulation of PT Pelindo Jasa Maritim No. PER.0016/HK.101/PLJM-24 concerning the Guidelines for the Procurement of Goods and Services within PT Pelindo Jasa Maritim.
Pedoman Penerapan Tata Kelola Terintegrasi Integrated Governance Implementation Guidelines	Peraturan Direksi PT Pelindo Jasa Maritim No. PER.0026/HK.101/PLJM-2024 tentang Pedoman Penerapan Tata Kelola Terintegrasi di Lingkungan PT Pelindo Jasa Maritim. Board of Directors Regulation of PT Pelindo Jasa Maritim No. PER.0026/HK.101/PLJM-2024 concerning the Guidelines for the Implementation of Integrated Governance within PT Pelindo Jasa Maritim.

Kebijakan dan Prosedur Policies and Procedures	Penetapan Establishment
Pedoman Penanganan Benturan Kepentingan Conflict of Interest Guidelines	Peraturan Direksi PT Pelindo Jasa Maritim No. PER.0046/HK.101/PLJM-2024 tentang Pedoman Penanganan Benturan Kepentingan Terintegrasi di Lingkungan PT Pelindo Jasa Maritim. Board of Directors Regulation of PT Pelindo Jasa Maritim No. PER.0046/HK.101/PLJM-2024 concerning the Guidelines for Integrated Conflict of Interest Management within PT Pelindo Jasa Maritim.
Pedoman Anti *Fraud* Anti-Fraud Guidelines	Peraturan Direksi PT Pelindo Jasa Maritim No. PER.0039/HK.101/PLJM-2024 tentang Pedoman Anti *Fraud* PT Pelindo Jasa Maritim. Board of Directors Regulation of PT Pelindo Jasa Maritim No. PER.0039/HK.101/PLJM-2024 concerning the Anti-Fraud Guidelines of PT Pelindo Jasa Maritim.
Pedoman Sistem Anti Penyuapan Anti-Bribery System Guidelines	Pedoman Sistem Anti Penyuapan No dokumen M/PJM/02 tanggal 1 Maret 2022. Anti-Bribery System Guidelines Document No. M/PJM/02 dated March 1, 2022.

PENILAIAN DAN/ATAU EVALUASI ATAS PENERAPAN TATA KELOLA PERUSAHAAN

Pelaksanaan evaluasi penerapan GCG di SPJM merujuk pada Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara pasal 44 ayat 1, setiap BUMN diwajibkan melakukan pengukuran atas penerapan GCG melalui:

a. Penilaian (*assessment*) yaitu program untuk mengidentifikasi pelaksanaan Tata Kelola Perusahaan yang Baik di BUMN melalui pengukuran pelaksanaan dan penerapan Tata Kelola Perusahaan yang Baik di BUMN yang dilaksanakan secara berkala setiap 2 (dua) tahun; dan
b. Evaluasi (*review*), yaitu program untuk mendeskripsikan tindak lanjut pelaksanaan dan penerapan Tata Kelola Perusahaan yang Baik di BUMN yang dilakukan pada tahun berikutnya setelah penilaian sebagaimana dimaksud pada huruf a, yang meliputi evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan.

Parameter pengujian (*assessment*) penerapan *Good Corporate Governance* Tahun Buku 2024 dilakukan dengan menggunakan Parameter ASEAN *Corporate Governance Scorecard* (ACGS) terbaru yaitu ACGS *revised*.

Adapun Panduan utama ACGS adalah OECD *Principles of Corporate Governance* 2023 dan ICGN *Global Governance Principles* 2021.

ASSESSMENT AND/OR EVALUATION ON CORPORATE GOVERNANCE IMPLEMENTATION

The evaluation of GCG implementation at SPJM refers to the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, Article 44 paragraph 1, which requires that every SOE must measure the implementation of GCG through:

a. Assessment, which is a program to identify the implementation of Good Corporate Governance in SOEs by measuring the execution and application of GCG, carried out periodically every 2 (two) years; and
b. Evaluation (review), which is a program to describe the follow-up actions on the implementation and application of Good Corporate Governance in SOEs conducted in the year following the assessment as referred to in point a, including evaluating the assessment results and the follow-up actions on improvement recommendations.

The assessment parameters for the implementation of Good Corporate Governance for the 2024 Financial Year utilizes the latest ASEAN Corporate Governance Scorecard (ACGS) parameters, namely the revised ACGS.

The main references for ACGS are the OECD Principles of Corporate Governance 2023 and the ICGN Global Governance Principles 2021.

PELAKSANAAN ASSESSMENT TATA KELOLA PERUSAHAAN TAHUN 2024

ASEAN *Corporate Governance Scorecard* adalah salah satu inisiatif dari Forum Pasar Modal ASEAN (ASEAN *Capital Market Forum*) dalam rangka integrasi pasar modal negara-negara anggota Asosiasi Negara-Negara Asia Tenggara (ASEAN). Negara-negara yang berpartisipasi dalam ASEAN CG *Scorecard* ini adalah Indonesia, Singapura, Thailand, Malaysia, Filipina, dan Vietnam. Pelaksanaan ASEAN CG *Scorecard* telah dimulai sejak tahun 2011. Tujuan-tujuan dilakukannya ASEAN CG *Scorecard* adalah untuk:

1. Meningkatkan standar-standar dan praktik-praktik tata kelola korporasi dari perusahaan-perusahaan terbuka di ASEAN;
2. Memperbesar kelayakan global bagi perusahaan-perusahaan terbuka ASEAN dalam tata kelola korporasi yang baik dan menunjukkan kepada mereka (masyarakat global) bahwa perusahaan-perusahaan ini adalah tempat untuk berinvestasi; dan
3. Melengkapi inisiatif-inisiatif ACMS lainnya dan mempromosikan ASEAN sebagai suatu kelompok asset class.

Prinsip-prinsip *Corporate Governance* yang dikeluarkan oleh *the* Organization for Economic Cooperation and Development (OECD). Prinsip G20-OECD 2023 merupakan referensi utama yang digunakan dalam ACGS *Revised* October 2023 (Version 2 March 2024) prinsip tersebut sebagai berikut:

1. Hak dan Perlakuan Adil terhadap Pemegang Saham;
2. Keberlanjutan dan Ketahanan;
3. Pengungkapan dan Transparansi;
4. Tanggung Jawab Dewan.

Perusahaan memandang penting agar dilakukan penilaian rutin terhadap praktik GCG perusahaan berdasarkan standar Internasional yang diadopsi dari prinsip-prinsip *Corporate Governance* yang dikeluarkan oleh *the Organization for Economic Cooperation and Development* (OECD), dan tertuang dalam prinsip-prinsip GCG yang diatur dalam ASEAN GCG *Scorecard*. Pelaksanaan *Assessment* GCG tahun 2024 PT Pelindo Jasa Maritim berdasarkan *Asean Corporate Governance Scorecard* (ACGS) oleh PT Pratama Indomitra.

IMPLEMENTATION OF CORPORATE GOVERNANCE ASSESSMENT IN 2024

The ASEAN Corporate Governance Scorecard is one of the initiatives of the ASEAN Capital Market Forum (ACMF) as part of the capital market integration of member countries of the Association of Southeast Asian Nations (ASEAN). Countries participating in the ASEAN CG Scorecard include Indonesia, Singapore, Thailand, Malaysia, the Philippines, and Vietnam. The implementation of the ASEAN CG Scorecard began in 2011. The objectives of the ASEAN CG Scorecard are to:

1. Improve the corporate governance standards and practices of publicly-listed companies in ASEAN;
2. Enhance global credibility for ASEAN publicly-listed companies in terms of good corporate governance and demonstrate to the global community that these companies are promising investment destinations; and
3. Complement other ACMF initiatives and promote ASEAN as an asset class group.

The Corporate Governance principles issued by the Organization for Economic Cooperation and Development (OECD) serve as the foundation. The G20-OECD 2023 Principles are the primary reference used in the ACGS Revised October 2023 (Version March 2, 2024), which consists of the following principles:

1. Rights and Equitable Treatment of Shareholders;
2. Sustainability and Resilience;
3. Disclosure and Transparency;
4. Responsibilities of the Board.

The Company considers it important to conduct routine assessments of its GCG practices based on international standards adopted from the Corporate Governance principles issued by the OECD, which are reflected in the GCG principles regulated under the ASEAN CG Scorecard. The 2024 GCG Assessment of PT Pelindo Jasa Maritim based on the ASEAN Corporate Governance Scorecard (ACGS) was carried out by PT Pratama Indomitra.

Jenis Pengukuran Assessment Type	ASEAN *Corporate Governance Scorecard* (ACGS)
Assessor/Penilai Assessor	PT Pratama Indomitra
Periode Penerapan Implementation Period	2024
Tahun Buku Financial Year	2024
Tempat Location	Kantor Pusat PT Pelindo Jasa Maritim Head Office of PT Pelindo Jasa Maritim

Hasil penilaian penerapan GCG tahun 2024 dapat dilihat pada tabel berikut ini.

The GCG implementation results in 2024 is as follows:

Prinsip Principles	**Jumlah Parameter Keseluruhan** Total Number of Parameter	**Jumlah N/A** Total Number of N/A	**Jumlah Parameter Setelah Dikurangi N/A** Total Number of Parament Minus N/A	**Total Item Kepatuhan -Bonus & Penalty** Total Compliance Item - Bonus & Penalty	**Skor** Score
A	30	17	13	12	18,46
B	22	0	22	21	14,32
C	34	9	25	24	24.00
D	63	11	52	47	36,15
Level 1	149	37	112	104	92,93
Bonus	18			5	10
Penalty	26				
Total Skor Total Score					102,93
Klasifikasi Kualitas Penerapan GCG Classification of GCG Implementation Quality	Leadership in corporate governance, Melebihi level 1 (ASEAN Asset Class)				
Keterangan Notes 60,00-69,99 : Poor (kurang)| 70-79,99 : Fair (cukup)| 80-89,00 : Good (Baik) | 90-100,00 : Very Good (Sangat Baik) | Lebih dari 100: (Excellent)					

REKOMENDASI DAN TINDAK LANJUTNYA

Hasil *assessment* penerapan GCG untuk tahun buku 2024 menghasilkan sejumlah rekomendasi sebagai *Area of Improvement* (AoI) yang perlu ditindaklanjuti guna meningkatkan kualitas implementasi GCG pada tahun berikutnya. Adapun rekomendasi yang diberikan adalah sebagai berikut:

RECOMMENDATION AND FOLLOW-UP

The GCG implementation assessment for the 2024 financial year resulted in several recommendations as Areas of Improvement (AoI) that need to be followed up to enhance the quality of GCG implementation in the following year. The recommendations are as follows:

No	**Rekomendasi *Assessment* Penerapan GCG** Recommendation of GCG Implementation Assessment	**Terdapat dalam Rekomendasi *Assessment* Penerapan GCG** Included in the Recommendation of GCG Implementation Assessment	**Rencana Tindak Lanjut** Follow-up Action
1	Perusahaan belum memenuhi indikator perihal Pemberitahuan Pelaksanaan RUPS tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024 Anak Perusahaan PT Pelabuhan Indonesia (Persero) terkait rentang waktu parameter yang diminta yaitu 21 hari sebelumnya untuk semua RUPS dan RUPSLB. The company has not met the indicator regarding the Notification of the Implementation of the GMS on the Approval of the Annual Report and Ratification of the 2024 Financial Statements of PT Pelabuhan Indonesia (Persero) Subsidiaries in relation to the requested parameter time frame, which is 21 days in advance for all GMS and EGMS.	Ada There is	Ditindaklanjuti pada 2025 To be followed up in 2025

No	Rekomendasi *Assessment* Penerapan GCG Recommendation of GCG Implementation Assessment	Terdapat dalam Rekomendasi *Assessment* Penerapan GCG Included in the Recommendation of GCG Implementation Assessment	Rencana Tindak Lanjut Follow-up Action
2	Perusahaan belum memenuhi indikator penyusunan Laporan Keberlanjutan (*Sustainability Report*) yang saat dilakukan assesment masih berupa *draft* dan belum ada pengesahan atau tanda tangan resmi dari Dewan Komisaris dan Direksi. The company has not yet fulfilled the indicators for preparing a Sustainability Report, which at the time of assessment was still in draft form and had not been approved or officially signed by the Board of Commissioners and Board of Directors.	Ada There is	Ditindaklanjuti pada 2025 To be followed up in 2025
3	Berdasarkan kaji dokumen struktur organisasi dan konfirmasi, Ketua Komite Nominasi bukan merupakan Komisaris Independen. Based on a review of the organizational structure documents and confirmation, the Chair of the Nomination Committee is not an Independent Commissioner.	Ada There is	Akan ditindaklanjuti Will be followed up
4	Berdasarkan kaji dokumen struktur organisasi dan konfirmasi, ketua Komite Remunerasi bukan merupakan Komisaris Independen. Based on a review of the organizational structure documents and confirmation, the chair of the Remuneration Committee is not an Independent Commissioner.	Ada There is	Akan ditindaklanjuti Will be followed up
5	Berdasarkan kaji dokumen struktur organisasi dan konfirmasi, ketua Komite Audit bukan merupakan Komisaris Independen. Based on a review of the organizational structure documents and confirmation, the chair of the Audit Committee is not an Independent Commissioner.	Ada There is	Akan ditindaklanjuti Will be followed up
6	Berdasarkan kaji dokumen dan konfirmasi, Perusahaan belum melaksanakan penilaian kinerja tahunan terhadap Komite Dewan secara keseluruhan pada tahun 2024. Hanya terdapat laporan pengawasan individual oleh Dewan Komisaris. Namun berdasarkan informasi bahwa perusahaan telah membuat kemajuan signifikan dengan penetapan Surat Keputusan (SK) untuk penilaian kinerja tersebut pada tahun 2025. Hal ini menunjukkan komitmen perbaikan untuk tahun buku berikutnya. Based on document review and confirmation, the Company has not conducted an annual performance appraisal of the Board Committee as a whole in 2024. There are only individual supervision reports by the Board of Commissioners. However, based on information that the company has made significant progress in establishing a Decree (SK) for the performance appraisal in 2025, this shows a commitment to improvement for the next fiscal year.	Ada There is	Akan ditindaklanjuti Will be followed up

PELAKSANAAN *ASSESSMENT* TATA KELOLA PERUSAHAAN TAHUN 2023

Pada tahun 2023, PT Pelindo Jasa Maritim melaksanakan Assessment GCG yang dilakukan oleh PT Pratama Indomitra dengan menggunakan standar ASEAN *Corporate Governance Scorecard* (ACGS).

CORPORATE GOVERNANCE ASSESSMENT IN 2023

In 2023, PT Pelindo Jasa Maritim conducted a GCG Assessment by PT Pratama Indomitra using the ASEAN Corporate Governance Scorecard (ACGS) standard.

Jenis Pengukuran Assessment Type	ASEAN *Corporate Governance Scorecard* (ACGS)
Assessor/Penilai Assessor	PT Pratama Indomitra Konsultan
Periode Penerapan Implementation Period	01 Januari – 31 Desember 2023 January 1 – December 31, 2023



Waktu Pengukuran Assessment Duration	November-Desember 2024 November-December 2024
Tempat Location	Makassar

Hasil *assessment* penerapan GCG Perusahaan adalah sebagai berikut:

The assessment of the Company's GCG implementation resulted in the following:

Prinsip Principles	**Jumlah Parameter Keseluruhan** Total Number of Parameter	**Jumlah N/A** Total Number of N/A	**Jumlah Parameter Setelah Dikurangi N/A** Total Number of Parament Minus N/A	**Total Item Kepatuhan -Bonus & Penalty** Total Compliance Item - Bonus & Penalty	**Skor** Score
A	30	15	15	13	17,33
B	22	0	22	16	10,91
C	34	9	25	24	24,00
D	63	13	50	41	32,80
Level 1	149	37	112	94	85,04
Bonus	18	-	-	5	10
Penalty	26	-	-	0	0
Total Skor Total Score					95,84
Klasifikasi Kualitas Penerapan GCG GCG Implementation Quality			"Sangat Baik" "Very Good"		

Keterangan
Notes
60,00-69,99 : Poor (kurang)| 70-79,99 : Fair (cukup)| 80-89,00 : Good (Baik) | 90-100,00 : Very Good (Sangat Baik) | Lebih dari 100: *(Excellent)*

Struktur Organ Tata Kelola Perusahaan yang Baik
Good Corporate Governance Structure

STRUKTUR ORGAN DAN MEKANISME HUBUNGAN ANTAR ORGAN

Penerapan GCG di SPJM didasarkan pada sistem yang menyeluruh dan tertata rapi untuk memastikan efektivitas tata kelola di seluruh aspek operasional. Struktur ini mencerminkan komitmen perusahaan terhadap prinsip akuntabilitas, transparansi, dan kepatuhan. Dalam pelaksanaannya, SPJM membangun kerangka tata kelola yang solid dan saling terintegrasi, yang terdiri dari dua elemen utama, yaitu organ utama dan organ penunjang. Kedua elemen ini berperan saling melengkapi dalam menjaga keseimbangan dan efektivitas fungsi pengawasan maupun pengambilan keputusan.

MEKANISME TATA KELOLA PERUSAHAAN

SPJM mengimplementasikan prinsip-prinsip GCG melalui penataan struktur organisasi yang mendukung terciptanya tata kelola yang efektif. Pendekatan ini bertujuan untuk memberikan nilai terbaik bagi seluruh pemangku kepentingan. Penekanan diberikan pada pentingnya kejelasan struktur dan kejelasan proses dalam setiap lini organisasi, yang menjadi fondasi utama bagi pelaksanaan GCG secara konsisten. Kerangka tata kelola yang dijalankan mencerminkan keseriusan Perusahaan dalam memastikan akuntabilitas dan transparansi, sekaligus mendorong kinerja yang berkelanjutan dan selaras dengan ekspektasi para pihak yang berkepentingan.

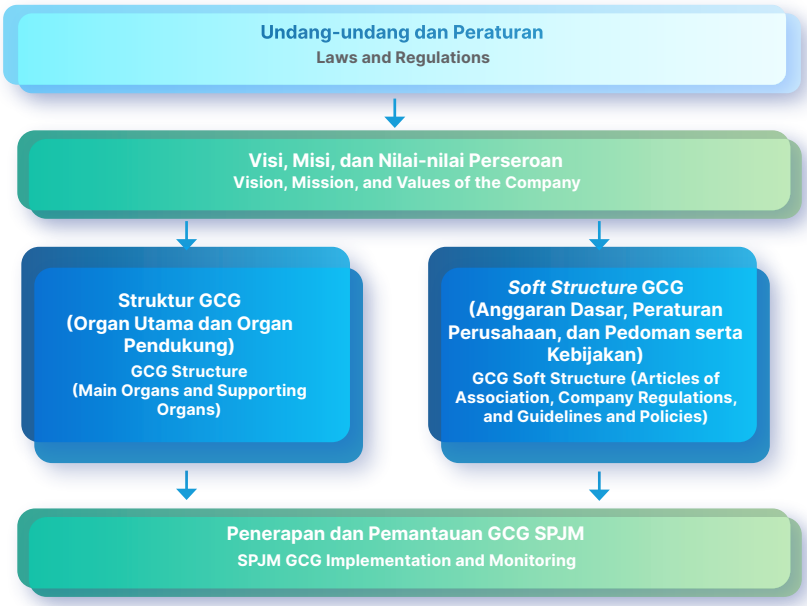
ORGAN STRUCTURE AND RELATIONSHIP MECHANISM BETWEEN ORGAN

The implementation of GCG at SPJM is based on a comprehensive and well-structured system to ensure effective governance across all operational aspects. This structure reflects the Company's commitment to the principles of accountability, transparency, and compliance. In its implementation, SPJM has established a solid and integrated governance framework consisting of two main elements, namely the main organs and supporting organs. These two elements complement each other in maintaining the balance and effectiveness of both supervisory functions and decision-making processes.

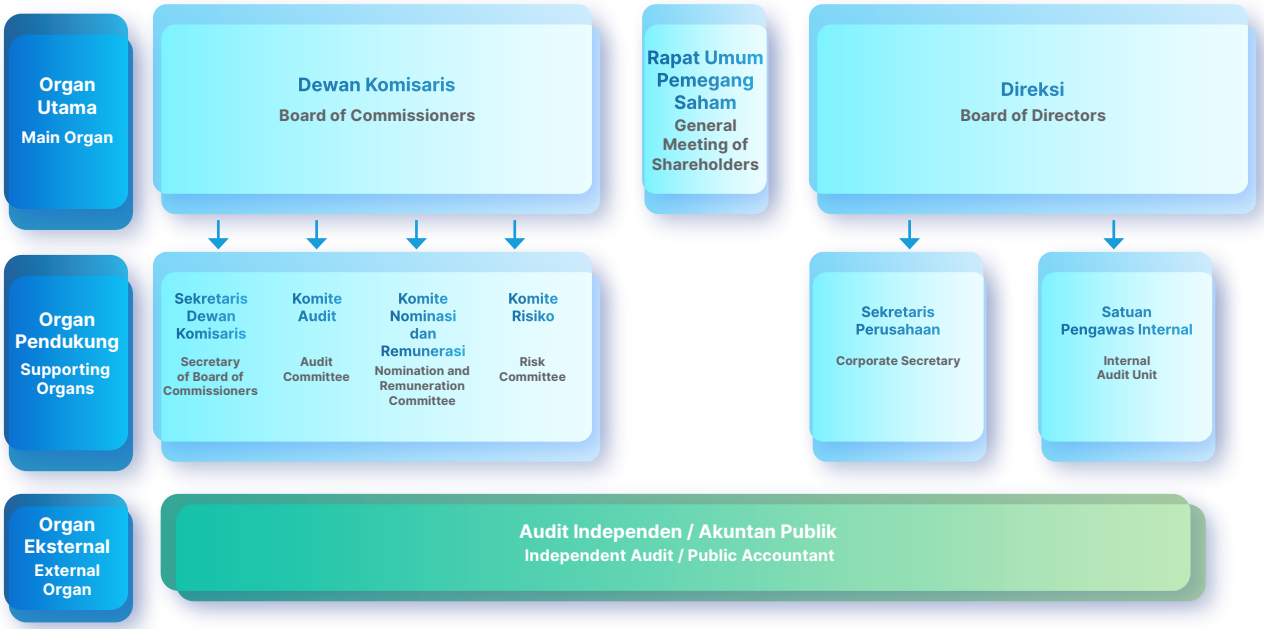
CORPORATE GOVERNANCE MECHANISM

SPJM implements GCG principles through an organizational framework that supports an effective corporate governance. This approach aims to deliver optimal value for all stakeholders. Emphasis is placed on the importance of clarity in structure and clarity in processes across all organizational levels, which serve as the foundation for implementing GCG consistently. The governance framework reflects the Company's strong commitment to ensure accountability and transparency, while also drives sustainable performance in alignment with stakeholder expectations.

Mekanisme Tata Kelola Perusahaan
Corporate Governance Mechanism



Struktur Organ dan Mekanisme Hubungan Antar Organ
Organizational Structure and Relationship Mechanism Between Organ



Mengacu pada Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas, struktur tata kelola perusahaan terdiri dari tiga organ utama, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Masing-masing memiliki peran strategis dalam menjalankan prinsip-prinsip GCG, sekaligus melaksanakan fungsi dan tanggung jawabnya sesuai dengan Anggaran Dasar serta ketentuan hukum yang berlaku.

Adapun di lingkungan SPJM, prinsip GCG menjadi pijakan utama dalam pengambilan keputusan dan pelaksanaan operasional, yang dijalankan secara sistematis dan berkelanjutan. Direksi bertanggung jawab atas pengelolaan Perusahaan dengan dukungan manajemen dan organ pendukung seperti Sekretaris Perusahaan dan Satuan Pengawas Internal. Di sisi lain, Dewan Komisaris melaksanakan fungsi pengawasan dengan bantuan sejumlah komite, antara lain Komite Audit, Komite Nominasi dan Remunerasi, serta Komite Risiko dan Tata Kelola Terintegrasi.

Lebih jauh, SPJM terus menunjukkan komitmen kuat terhadap kepatuhan regulasi dan peningkatan kualitas tata kelola. Salah satu bentuk nyatanya adalah pelaksanaan audit laporan keuangan secara berkala oleh Akuntan Publik yang ditetapkan melalui RUPS. Hasil audit eksternal tersebut tidak hanya mencerminkan transparansi dan akuntabilitas, tetapi juga menjadi tolak ukur objektif atas kinerja dan kesehatan usaha perusahaan.

Referring to the Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Companies, the corporate governance structure consists of three main organs: the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. Each plays a strategic role in implementing GCG principles while carrying out its respective duties and responsibilities in accordance with the Articles of Association and the prevailing laws and regulations.

Within SPJM, GCG principles serve as the foundation for decision-making and operational execution, carried out systematically and sustainably. The Board of Directors is responsible for managing the Company with the support of management and supporting organs such as the Corporate Secretary and the Internal Audit Unit. Meanwhile, the Board of Commissioners performs its supervisory function with the assistance of several committees, including the Audit Committee, Nomination and Remuneration Committee, as well as the Integrated Risk and Governance Committee.

Furthermore, SPJM continues to demonstrate a strong commitment to regulatory compliance and the enhancement of governance quality. Among others, this commitment is realized through the regular audit of financial statements by a Public Accountant appointed through the GMS. The results of this external audit not only reflect transparency and accountability but also serve as an objective benchmark of the Company's performance and business soundness.

SPJM menerapkan Tata Kelola Terintegrasi, yaitu tata kelola yang menyatukan dan menyelaraskan berbagai fungsi tata kelola dalam sebuah organisasi, seperti manajemen risiko, kepatuhan (compliance), dan audit internal, serta terintegrasi antara Perusahaan dan Anak Perusahaan. Penerapannya antara lain perubahan Komite Risiko Dewan Komisaris menjadi Komite Risiko dan Tata Kelola Terintegrasi. Selain itu, SPJM juga telah memiliki fungsi risiko, kepatuhan, dan audit terintegrasi sehingga Perusahaan dapat memiliki pandangan yang terintegrasi dan holistik dalam pengambilan keputusan.

PEMEGANG SAHAM DAN RAPAT UMUM PEMEGANG SAHAM

PEMEGANG SAHAM

Sebagai pemilik modal, Pemegang Saham memiliki hak serta tanggung jawab yang diatur dalam ketentuan perundang-undangan dan Anggaran Dasar Perusahaan. Dalam struktur kepemilikan SPJM, terdapat Pemegang Saham Utama atau Pengendali yang memegang peran strategis dalam arah kebijakan perusahaan. Pemegang Saham Pengendali diwajibkan untuk senantiasa memenuhi persyaratan kemampuan dan kepatutan (*fit and proper*). Evaluasi terhadap kualifikasi tersebut dapat dilakukan sewaktu-waktu, terutama apabila terdapat indikasi atau temuan dari hasil analisis, pemeriksaan, maupun pengaduan yang menunjukkan adanya potensi ketidaksesuaian dengan ketentuan yang berlaku.

Pemegang Saham Utama/Pengendali

Pemegang Saham Utama/Pengendali Perusahaan adalah PT Pelabuhan Indonesia (Persero) yang memiliki saham Perusahaan sebesar 100,00%. Seluruh saham PT Pelabuhan Indonesia (Persero) dimiliki oleh Pemerintah Republik Indonesia, dengan demikian entitas pemilik akhir Perusahaan adalah Pemerintah Republik Indonesia. Tentang komposisi kepemilikan saham Perusahaan dan informasi terkait pemegang saham utama/pengendali hingga entitas pemilik akhir dapat dilihat pada bab Profil Perusahaan dalam laporan tahunan ini.

Hak Pemegang Saham

Hak Pemegang Saham dalam RUPS antara lain:
1. Hak untuk meminta diselenggarakannya RUPS;
2. Hak untuk meminta informasi tentang mata acara RUPS;
3. Hak untuk menetapkan remunerasi dan mencalonkan Direksi dan Dewan Komisaris;
4. Hak untuk mengajukan usul-usul untuk dibahas dalam acara RUPS;
5. Hak untuk menghadiri dan memberikan suara dalam suatu RUPS, khusus bagi pemegang saham Persero, dengan ketentuan 1 (satu) saham memberi hak kepada pemegangnya untuk mengeluarkan satu suara;

SPJM implements Integrated Governance, which is a governance framework that unifies and aligns various governance functions within an organization such as risk management, compliance, and internal audit, and integrates governance practices between the Company and its Subsidiaries. Its implementation includes, among others, the transformation of the Board of Commissioners' Risk Committee into the Integrated Risk and Governance Committee. Additionally, SPJM has established integrated risk, compliance, and audit functions, enabling the Company to have a holistic and consolidated view in its decision-making process.

SHAREHOLDERS AND GENERAL MEETING OF SHAREHOLDERS

SHAREHOLDERS

As capital owners, Shareholders hold rights and responsibilities governed by applicable laws and regulations as well as the Company's Articles of Association. Within SPJM's ownership structure, there is a Major or Controlling Shareholder who plays a strategic role in determining the Company's policy direction. The Controlling Shareholder is required to consistently fulfill the fit and proper requirements. An evaluation of these qualifications may be conducted at any time, especially if there are indications or findings from analysis, inspections, or complaints that suggest potential non-compliance with prevailing regulations.

Major/Controlling Shareholders

The Company's Major/Controlling Shareholder is PT Pelabuhan Indonesia (Persero), which owns 100.00% of the Company's shares. All shares of PT Pelabuhan Indonesia (Persero) are owned by the Government of the Republic of Indonesia, therefore, the ultimate owning entity of the Company is the Government of the Republic of Indonesia. Details of the Company's share ownership composition and information regarding the major/controlling shareholder up to the ultimate owning entity can be found in the Company Profile chapter of this annual report.

Shareholder Rights

Shareholders' rights in the GMS include:
1. The right to request the convening of a GMS;
2. The right to request information regarding the GMS agenda items;
3. The right to determine remuneration and nominate members of the Board of Directors and the Board of Commissioners;
4. The right to propose agenda items to be discussed in the GMS;
5. The right to attend and cast votes at a GMS, specifically for shareholders of a Company, whereby 1 (one) share entitles the holder to 1 (one) vote;

6. Hak untuk mengambil keputusan tertinggi pada Perseroan, khusus bagi pemilik modal Perseroan;
7. Hak untuk memperoleh informasi material mengenai Perseroan, secara tepat waktu, terukur dan teratur;
8. Hak untuk menerima pembagian dari keuntungan BUMN yang diperuntukkan bagi pemegang saham/ pemilik modal dalam bentuk dividen, dan sisa kekayaan hasil likuidasi, sebanding dengan jumlah saham/modal yang dimilikinya;
9. Hak untuk mendapatkan perlakuan yang adil terhadap pemegang saham, termasuk pemegang saham minoritas;
10. Hak lainnya berdasarkan anggaran dasar dan ketentuan peraturan perundang-undangan.

RAPAT UMUM PEMEGANG SAHAM (RUPS)

Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi dalam struktur tata kelola perusahaan yang memiliki kewenangan strategis yang tidak dimiliki oleh Dewan Komisaris maupun Direksi. RUPS memiliki otoritas untuk menetapkan perubahan Anggaran Dasar, mengangkat atau memberhentikan anggota Direksi dan Dewan Komisaris, mengesahkan laporan tahunan, menunjuk auditor eksternal, menetapkan penggunaan laba bersih, serta menjadi forum pertanggungjawaban Direksi dan Dewan Komisaris atas pelaksanaan tugas dan kinerja mereka kepada para pemegang saham.

Adapun penyelenggaraan RUPS mengikuti ketentuan dalam Anggaran Dasar Perusahaan yang disusun sesuai dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. RUPS diselenggarakan melalui tahapan pemanggilan resmi kepada para pemegang saham, yang dilakukan secara tertulis dan mencantumkan informasi terkait tanggal, waktu, tempat, serta tata cara pelaksanaan rapat. Informasi mengenai materi yang akan dibahas disediakan di kantor Perusahaan dan dapat diakses sejak hari pemanggilan hingga hari pelaksanaan RUPS.

Pemanggilan RUPS dilakukan paling lambat 14 (empat belas) hari sebelum rapat dilangsungkan. Di mana setiap penyelenggaraan RUPS wajib didokumentasikan dalam bentuk Risalah RUPS yang memuat informasi minimal seperti waktu pelaksanaan, agenda pembahasan, daftar peserta, opini yang berkembang selama rapat, serta keputusan yang dihasilkan. Risalah ini harus ditandatangani oleh pimpinan rapat dan minimal satu pemegang saham yang mewakili peserta rapat. Namun, apabila risalah tersebut dituangkan dalam bentuk Akta Notaris, tanda tangan peserta tidak menjadi persyaratan.

6. The right to make the highest decisions in the Company, specifically for the capital owner of the Company;
7. The right to obtain material information regarding the Company in a timely, measurable, and regular manner;
8. The right to receive a share of the profits of the SOE allocated to shareholders/capital owners in the form of dividends, and to receive the remaining assets resulting from liquidation, in proportion to the number of shares/capital owned;
9. The right to obtain fair treatment among shareholders, including minority shareholders;
10. Other rights as stipulated in the Articles of Association and applicable laws and regulations.

GENERAL MEETING OF SHAREHOLDERS (GMS)

The General Meeting of Shareholders (GMS) is the highest governing body within the corporate governance structure, holding strategic authorities that neither the Board of Commissioners nor the Board of Directors possess. The GMS has the authority to amend the Articles of Association, appoint or dismiss members of the Board of Directors and the Board of Commissioners, approve the annual report, appoint the external auditor, determine the allocation of net profit, and serve as a forum for the accountability of the Board of Directors and the Board of Commissioners for the execution of their duties and performance to the shareholders.

The holding of the GMS refers to the provisions stipulated in the Company's Articles of Association, which are prepared in accordance with Law No. 40 of 2007 concerning Limited Liability Companies. The GMS is conducted through a formal summons to the shareholders, issued in writing and providing information on the date, time, venue, and procedures of the meeting. Information related to the meeting agenda is made available at the Company's office and can be accessed from the date of summons until the date of the GMS.

The summons for the GMS must be issued no later than 14 (fourteen) days before the meeting is held. Every GMS must be documented in the form of GMS Minutes, which at minimum include the time of the meeting, agenda discussions, list of attendees, opinions expressed during the meeting, and resolutions. The minutes must be signed by the chairperson of the meeting and at least one shareholder representing the attendees. However, if the minutes are prepared in the form of a Notarial Deed, signatures from the attendees are not required.

Jenis RUPS

Berdasarkan Anggaran Dasar Perusahaan, terdapat 2 (dua) jenis RUPS yaitu:

1. RUPS Tahunan, yang diadakan tiap-tiap tahun meliputi:
   a. Rapat Umum Pemegang Saham mengenai persetujuan laporan tahunan;
   b. Rapat Umum Pemegang Saham Tahunan mengenai persetujuan Rencana Kerja dan Anggaran Perusahaan (RKAP).

   Rapat Umum Pemegang Saham Tahunan untuk menyetujui laporan tahunan diadakan paling lambat dalam bulan Juni setelah penutupan tahun buku yang bersangkutan. Dalam rapat tersebut, Direksi menyampaikan:
   - Laporan tahunan;
   - Usulan penggunaan Laba Bersih Perusahaan;
   - Hal-hal lain yang perlu persetujuan Rapat Umum Pemegang Saham untuk kepentingan Perusahaan.

   Sementara Rapat Umum Pemegang Saham Tahunan untuk menyetujui Rencana Kerja dan Anggaran Perusahaan diadakan paling lambat 30 (tiga puluh) hari setelah tahun anggaran berjalan (tahun anggaran Rencana Kerja dan Anggaran Perusahaan yang bersangkutan), dan dalam rapat tersebut Direksi menyampaikan:
   - Rancangan Rencana Kerja dan Anggaran Perusahaan termasuk Proyeksi Laporan Keuangan;
   - Hal-hal lain yang perlu persetujuan Rapat Umum Pemegang Saham untuk kepentingan Perusahaan yang belum dicantumkan dalam Rancangan Rencana Kerja dan Anggaran Perusahaan.

2. RUPS Luar Biasa yang dapat dilakukan setiap waktu berdasarkan kebutuhan untuk kepentingan Perusahaan.

Selain kedua RUPS tersebut, Pemegang Saham Perusahaan juga memiliki mekanisme Keputusan Sirkuler, yaitu pengambilan keputusan oleh Pemegang Saham di luar mekanisme RUPS. Keputusan Sirkuler memiliki kekuatan hukum yang sama dengan Keputusan RUPS, dengan syarat seluruh Pemegang Saham memberikan persetujuan secara tertulis atas usul yang akan diputuskan dalam perihal Keputusan Sirkuler. Hal ini sesuai dengan Pasal 91 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas.

Types of GMS

Based on the Company's Articles of Association, there are 2 (two) types of GMS, namely:

1. Annual GMS, which is held every year, consisting of:
   a. The Annual General Meeting of Shareholders for the approval of the annual report;
   b. The Annual General Meeting of Shareholders for the approval of the Company's Work Plan and Budget (RKAP).

The Annual General Meeting of Shareholders to approve the annual report must be held no later than June of the following financial year. During this meeting, the Board of Directors presents:

- The annual report;
- A proposal for the appropriation of the Company's net profit;
- Other matters requiring the approval of the General Meeting of Shareholders for the interest of the Company.

Meanwhile, the Annual General Meeting of Shareholders to approve the Company's Work Plan and Budget must be held no later than 30 (thirty) days after the beginning of the related financial year. During this meeting, the Board of Directors presents:

- The draft of the Company's Work Plan and Budget, including the financial projections;
- Other matters requiring the approval of the General Meeting of Shareholders for the interest of the Company which are not included in the draft of the Work Plan and Budget.

2. Extraordinary GMS, which may be convened at any time when necessary for the Company's interest.

In addition to these two types of GMS, the Company's Shareholder also has a mechanism of Circular Resolution, which enables decision-making by the Shareholder outside the GMS mechanism. A Circular Resolution has the same legal force as a GMS Resolution, provided that all Shareholders give written approval for the proposal to be decided through the Circular Resolution. This is in accordance with Article 91 of Law No. 40 of 2007 concerning Limited Liability Companies.

RUPS Tahun 2024

Penyelenggaraan RUPS Tahun 2024, Hasil Keputusan dan Tindak Lanjutnya oleh Manajemen

Perusahaan menyelenggarakan 2 (dua) kali RUPS di sepanjang tahun 2024 dengan rincian sebagai berikut:

GMS in 2024

Holding of GMS in 2024, Resolutions and Follow-up by the Management

The Company organized 2 (two) GMS in 2024 with the following details:

RUPS tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2024 PT Pelindo Jasa Maritim
GMS on Ratification of Company Budget and Work Plan for 2024 of PT Pelindo Jasa Maritim

Undangan Invitation	**Pelaksanaan** Holding	**Hasil RUPS** GMS Results
Surat Direktur Utama PT Pelindo Jasa Maritim Nomor: HM.001/8/1/13/TKHL/DRUT/PLJM-24 dan HM.001/8/1/14/TKHL/DRUT/PLJM-24, tanggal 08 Januari 2024 Letter of the President Director of PT Pelindo Jasa Maritim Number: HM.001/8/1/13/TKHL/DRUT/PLJM-24 and HM.001/8/1/14/TKHL/DRUT/PLJM-24, dated January 8, 2024	Senin, 29 Januari 2024 bertempat di Ruang Rapat Amanah, Lt. ..., Pelindo Tower, Jalan Yos Sudarso No. 9, Jakarta Monday, January 29, 2024, at the Amanah Meeting Room, ... Floor, Pelindo Tower, Jalan Yos Sudarso No. 9, Jakarta	• Risalah Rapat Umum Pemegang Saham Tahunan (RUPST) PT Pelindo Jasa Maritim Nomor: SK.03/29/1/12/PGAP/WDUT/PLND-24 dan Nomor: SK.03/29/1/4/HKP/DRU/PSD-24 Tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024, adalah sebagai berikut: • Menyetujui dan mengesahkan RKAP PT Pelindo Jasa Martim Tahun Buku 2024, termasuk di dalamnya penetepan klasifikasi risiko Perseroan pada kuadran Netral dengan pokok-pokok sebagai berikut: • Laba/Rugi Konsolidasian dianggarkan sebesar Rp679.830.000.123,- • Posisi Keuangan (Neraca) Konsolidasian dianggarkan sebesar Rp5.191.448.398.524,- • Posisi *Net Operating Cash Flow* di akhir periode dianggarkan sebesar Rp339.491.288.012,- • Capital Expenditure dengan nilai Rp182.405.020.000,- Operasional: a. Pemanduan: 643.149 Gerakan; b. Penundaan: 4.936 Juta GT.Jam; c. Pengerukan: 2.802 Ribu M3; d. Docking Kapal: 27 Unit; e. Pengelolaan ALur: 21.689 Ribu Ton & 2.240 Ribu Box; f. Distribusi BBM: 43.510 KL; g. Layanan OSR: 8.808.000 Ton; h. Listrik: 138.284 Ribu KWH; i. Air: 2.715.054 Ton/M3; j. Availability: 86,67%; k. MTTR: 5,00 Jam. • Sumber Daya Manusia sebanyak 6.338 Orang; • Rencana Kerja Manajemen dengan total 74 Program. • Menyetujui dan mengesahkan program Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Pelindo Jasa Maritim Tahun 2024 sebesar Rp2.800.000.000,- • Menetapkan Kontrak Manajemen Tahunan yang memuat Target *Key Performance Indicator* (KPI) Direksi secara Kolegial Tahun 2024 dengan Bobot 100.

RUPS tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2024 PT Pelindo Jasa Maritim

GMS on Ratification of Company Budget and Work Plan for 2024 of PT Pelindo Jasa Maritim

Undangan Invitation	Pelaksanaan Holding	Hasil RUPS GMS Results
		• The Minutes of the Annual General Meeting of Shareholders (AGMS) of PT Pelindo Jasa Maritim Number: SK.03/29/1/12/PGAP/WDUT/PLND-24 and Number: SK.03/29/1/4/HKP/DRU/PSD-24 concerning the Approval of the Work Plan and Corporate Budget (RKAP) for 2024 are as follows: • Approved and ratified the 2024 Financial Year RKAP of PT Pelindo Jasa Maritim, including the establishment of the Company's risk classification in the Neutral quadrant with the following key items: • Consolidated Profit/Loss is budgeted at Rp679,830,000,123.- • Consolidated Financial Position (Balance Sheet) is budgeted at Rp5,191,448,398,524.- • Net Operating Cash Flow at the end of the period is budgeted at Rp339,491,288,012.- • Capital Expenditure amounting to Rp182,405,020,000.- Operations: a. Pilotage: 643,149 Movements; b. Towage: 4,936 Million GT.Hours; c. Dredging: 2,802 Thousand M3; d. Ship Docking: 27 Units; e. Channel Management: 21,689 Thousand Tons & 2,240 Thousand Boxes; f. Fuel Distribution: 43,510 KL; g. OSR Services: 8,808,000 Tons; h. Electricity: 138,284 Thousand KWH; i. Water: 2,715,054 Tons/M3; j. Availability: 86.67%; k. MTTR: 5.00 Hours. • Human Resources totaling 6,338 Personnel; • Management Work Plan with a total of 74 Programs. • Approved and ratified the Social and Environmental Responsibility (TJSL) program of PT Pelindo Jasa Maritim for 2024 amounting to Rp2,800,000,000.- • Determined the Annual Management Contract which contains the collective Key Performance Indicators (KPI) targets of the Board of Directors for 2024 with a weight of 100.

Hari/Tanggal Day/Date	:	Senin, 29 Januari 2024 Monday, January 29, 2024
Waktu Time	:	Pukul 09.00 WITA s.d 10.30 WITA From 09.00 WITA until 10.30 WITA
Tempat Location	:	Ruang Rapat AKHLAK Lt. 7 PT Pelabuhan Indonesia (Persero) Regional 4-Makassar AKHLAK Meeting Room Lt. 7 PT Pelabuhan Indonesia (Persero) Regional 4-Makassar
Kehadiran Attendancea	:	**Pemegang Saham** | **Stakeholder** Direksi PT Pelabuhan Indonesia (Persero) | Board of Directors of PT Pelabuhan Indonesia (Persero): Yang hadir | Present: • Wakil Direktur Utama PT Pelabuhan Indonesia (Persero) | Deputy Director of PT Pelabuhan Indonesia (Persero) : Hambra Direksi PT Integrasi Logistik Cipta Solusi | Board of Directors of PT Integrasi Logistik Cipta Solusi: Yang hadir | Present: • Direktur Utama PT Integrasi Logistik Cipta Solusi | Director of PT Integrasi Logistik Cipta Solusi • Direktur Komersial dan Pengembangan Usaha PT Integrasi Logistik Cipta Solusi | Commercial and Business Development Director of PT Integrasi Logistik Cipta Solusi • Direktur Administrasi dan Keuangan PT Integrasi Logistik Cipta Solusi | Administration and Finance Director of PT Integrasi Logistik Cipta Solusi



	Dewan Komisaris | Board of Commissioners: • Komisaris Utama | President Commissioner : Otto Ardianto Otto Ardianto • Komisaris | Commissioner : Achmad Idrus • Komisaris Independen | Independent Commissioner : Eris Herryanto • Komisaris | Commissioner : Neil Iskandar Daulay • Komisaris | Commissioner : Muhammad Imam Aziz **Direksi | Board of Directors:** • Direktur Utama | President Director : Arief Prabowo • Plt. Direktur Strategi dan Komersial | Acting Director of Strategy and Commercial Affairs : Yossianis Marciano • Direktur Operasi dan Teknik | Director of Operations and Engineering : Edward Danner Pardamean Napitupulu • Direktur Keuangan dan Manajemen Risiko | Director of Finance and Risk Management : Choirul Anwar • Direktur Sumber Daya Manusia dan Umum | Director of Human Resources and General Affairs : Rachmat Prayogi
Pihak Independen Pelaksana : Independent Organizer	SPJM tidak menggunakan pihak independen untuk melakukan perhitungan suara SPJM did not utilize the services of independent parties to conduct voting

Adapun hasil keputusan RUPS beserta pelaksanaannya dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2024 adalah sebagai berikut:

The GMS resolutions, along with their implementation and follow-up by the Company's Management up until the end of 2024 are as follows:

Hasil Keputusan RUPS tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan Tahun 2024 tanggal 29 Januari 2024 serta Tindak Lanjut oleh Manajemen	Resolution of the General Meeting of Shareholders on the Approval of the 2024 Corporate Work Plan and Budget dated January 29, 2024 and Follow-Up Actions by Management
Agenda 1: Penetapan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024	**First Agenda:** Establishment of the 2024 Corporate Work Plan and Budget (RKAP)
Hasil Keputusan: 1. Menyetujui dan mengesahkan RKAP PT Pelindo Jasa Martim Tahun Buku 2024, termasuk di dalamnya penetepan klasifikasi risiko Perseroan pada kuadran Netral dengan pokok-pokok sebagai berikut: a. Laba/Rugi Konsolidasian dianggarkan sebesar Rp679.830.000.123,- b. Posisi Keuangan (Neraca) Konsolidasian dianggarkan sebesar Rp5.191.448.398.524,- c. Posisi *Net Operating Cash Flow* di akhir periode dianggarkan sebesar Rp339.491.288.012,- d. *Capital Expenditure* dengan nilai Rp182.405.020.000,- e. Operasional: • Pemanduan: 643.149 Gerakan; • Penundaan: 4.936 Juta GT.Jam; • Pengerukan: 2.802 Ribu M3; • Docking Kapal: 27 Unit; • Pengelolaan ALur: 21.689 Ribu Ton & 2.240 Ribu Box; • Distribusi BBM: 43.510 KL; • Layanan OSR: 8.808.000 Ton; • Listrik: 138.284 Ribu KWH; • Air: 2.715.054 Ton/M3; • Availability: 86,67%; • MTTR: 5,00 Jam. f. Sumber Daya Manusia sebanyak 6.338 Orang g. Rencana Kerja Manajemen dengan total 74 Program	**Resolution:** Approved and ratified the 2024 Corporate Work Plan and Budget (RKAP) of PT Pelindo Jasa Maritim, including the determination of the Company's risk classification in the Neutral quadrant, with the following key points: a. Consolidated Profit/Loss is budgeted at Rp679,830,000,123.- b. The Consolidated Financial Position (Balance Sheet) is budgeted at Rp 5,191,448,398,524.- c. The Net Operating Cash Flow at the end of the period is budgeted at Rp339,491,288,012.- d. Capital Expenditure amounting to Rp182,405,020,000.- e. Operational • Pilotage: 643,149 Movements • Towage: 4.936 Million GT Hours • Dredging: 2,802 Thousand m^3 • Ship Docking: 27 Units • Channel Management: 21,689 Thousand Tons & 2,240 Thousand Boxes • Fuel Distribution: 43,510 KL • OSR Services: 8,808,000 Tons • Electricity: 138,284 Thousand kWh • Water: 2,715,054 Tons/m^3 • Availability: 86.67% • MTTR: 5.00 Hours f. Human Resources totaling 6,338 personnel g. Management Work Plan with a total of 74 Program

2. Menyetujui dan mengesahkan program Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Pelindo Jasa Maritim Tahun 2024 sebesar Rp2.800.000.000,-
3. Menetapkan Kontrak Manajemen Tahunan yang memuat Target *Key Performance Indicator* (KPI) Direksi secara Kolegial Tahun 2024 yang merupakan bagian tidak terpisahkan dan dari keputusan ini, dengan pokok-pokok sebagai berikut:

2. To approve and ratify the Corporate Social and Environmental Responsibility (TJSL) Program of PT Pelindo Jasa Maritim for 2024 in the amount of Rp2,800,000,000.-.
3. To establish the Annual Management Contract containing the 2024 Collegial Board of Directors' Key Performance Indicator (KPI) Targets, which constitutes an integral part of this resolution, with the following main points:

No	KPI	Satuan Unit	Bobot Weight	Total Target 2024 Total Target in 2024
A	NILAI EKONOMI DAN SOSIAL UNTUK Indonesia ECONOMIC AND SOCIAL VALUE FOR INDONESIA			
1	EBITDA	Rupiah	15	1.103.776.684.792,00
2	Pendapatan Revenue	Rupiah	5	6.941.555.359.203,00
3	ROIC	%	5	18,17
4	BOPO	%	10	87,14
5	Implementasi Kegiatan TJSL Implementation of TJSL Activities	%	3	100
6	Waiting Time for Pilot	Jam Hour	3	0,5

No	KPI	Satuan Unit	Bobot Weight	Total Target 2024 Total Target in 2024
7	Trafik Kapal Vessel Traffic	GT	3	1.382.150.789
8	Produksi Pemanduan Pilotage Production	GT Kapal Gerak GT Vessel Movement	4	3.613.488.171
9	Implementasi HSSE/Tingkat Fatility HSSE Implementation/Fatality Rate	%	5	100
10	Implementasi Pengadaan Barang dan Jasa Implementation of Goods and Services Procurement	Rupiah (Miliar) Rupiah (Billion)	3	17,86
B	INOVASI MODEL BISNIS BUSINESS MODEL INNOVATION			
11	Additional Marine Service	Jumlah Total	6	6
12	Penyelesaian Pemurnian Bisnis Completion of Business Refinement	%	3	100
13	Operasi Layanan MEPS di TUKS/TERSUS & di Pelabuhan K/L Operation of MEPS Services at TUKS/TERSUS & at K/L Port	Jumlah Total	5	2
14	Pengelolaan Alur Channel Management	Jumlah Total	4	2
C	KEPEMIMPINAN TEKNOLOGI TECHNOLOGY LEADERSHIP			
15	Standardisasi dan Digitalisasi Layanan Marine (Phinisi) Standardization and Digitalization of Marine Services (Phinisi)	%	5	100
16	*Inventory* Terintegrasi Integrated Inventory	%	3	100
D	PENINGKATAN INVESTASI INCREASED INVESTMENT			
17	Implementasi Program Investasi Implementation of Investment Program	%	3	100
18	Implementasi *Green Technology* di Pelabuhan Implementation of Green Technology at Port	%	3	100
E	PENGEMBANGAN TALENTA TALENT DEVELOPMENT			
19	Implementasi Hubungan Industrial Implementation of Industrial Relations	%	3	100
20	Implementasi *Roadmap* Perbaikan Penerapan Manajemen Risiko Implementation of Risk Management Improvement Roadmap	%	3	100
21	Pengelolaan *Talent* Pelindo Pelindo Talent Management	%	3	100
22	Jumlah Implementasi Ide Inovasi Number of Innovative Idea Implementation	%	3	100
	Total		100	

Tindak Lanjut atas Hasil Keputusan:
Telah direalisasikan.

Follow-up on Resolution:
Has been realized.

RUPS tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Tahunan Tahun Buku 2023 PT Pelindo Jasa Maritim

GMS regarding the Approval of Annual Report and Ratification of Annual Report for the 2023 Financial Year of PT Pelindo Jasa Maritim

Undangan Invitation	**Pelaksanaan** Holding	**Hasil RUPS** GMS Results
Surat Undangan Direktur Utama PT Pelindo Jasa Maritim Nomor: HM.001/29/5/1/TKHL/DRUT/PLJM-24 dan HM.001/29/5/6/TKHL/DRUT/PLJM-24, tanggal 29 Mei 2024 Letter of Invitation from the President Director of PT Pelindo Jasa Maritim Number: HM.001/29/5/1/TKHL/DRUT/PLJM-24 and HM.001/29/5/6/TKHL/DRUT/PLJM-24, dated May 29, 2024.	Rabu, tanggal 12 Juni 2024, bertempat di Learning and Innovation Centre, A103-104 Kampus 1 PMLI, Ciawi, Bogor Wednesday, June 12, 2024, held at the Learning and Innovation Centre, A103-104 PMLI Campus 1, Ciawi, Bogor.	Risalah Rapat Umum Pemegang Saham Tahunan (RUPST) PT Pelindo Jasa Maritim Nomor: SK.03/12/6/10/PGAP/WDUT/PLND-24 dan Nomor: SK.03/12/6/7/HKP/DRU/PSD-24 tentang Pengesahan Laporan Keuangan Tahun Buku 2023, adalah sebagai berikut: 1. Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023; 2. Penetapan penggunaan Laba Bersih Perseroan Tahun Buku 2023; 3. Penetapan Tantiem Tahun Buku 2023 dan penetapan Remunerasi bagi Direksi dan Dewan Komisaris untuk Tahun Buku 2024; 4. Persetujuan Penunjukan Kantor Akuntan Publik untuk mengaudit laporan keuangan Perseroan Tahun Buku 2024. Minutes of the Annual General Meeting of Shareholders (AGMS) of PT Pelindo Jasa Maritim Number: SK.03/12/6/10/PGAP/WDUT/PLND-24 and Number: SK.03/12/6/7/HKP/DRU/PSD-24 concerning the Ratification of the Financial Statements for 2023 Financial Year, are as follows: 1. Approval of the Annual Report and Ratification of the Financial Statements for 2023 Financial Year; 2. Determination of the appropriation of the Company's Net Profit for 2023 Financial Year; 3. Determination of Tantiem for 2023 Financial Year and determination of Remuneration for the Board of Directors and Board of Commissioners for 2024 Financial Year; 4. Approval of the Appointment of a Public Accounting Firm to audit the Company's financial statements for 2024 Financial Year.

Hari/Tanggal Day/Date	:	Rabu, 12 Juni 2024 Wednesday, June 12, 2024
Waktu Time	:	Pukul 17.00 WIB s.d 17.50 WIB From 17.00 WIB until 17.50 WIB
Tempat Location	:	Learning and Innovation Centre, A104-104. Kampus I PMLI Jalan Beringin I No. 1 Gadog, Pandansari, Ciawi-Bogor
Kehadiran Attendancea	:	**Pemegang Saham** | **Stakeholder** Direksi PT Pelabuhan Indonesia (Persero) | Board of Directors of PT Pelabuhan Indonesia (Persero): Yang hadir | Present: • Wakil Direktur Utama PT Pelabuhan Indonesia (Persero) | Deputy Director of PT Pelabuhan Indonesia (Persero) : Hambra Direksi PT Integrasi Logistik Cipta Solusi | Board of Directors of PT Integrasi Logistik Cipta Solusi: Yang hadir | Present: • Direktur Utama PT Integrasi Logistik Cipta Solusi | Director of PT Integrasi Logistik Cipta Solusi • Direktur Komersial dan Pengembangan Usaha PT Integrasi Logistik Cipta Solusi | Commercial and Business Development Director of PT Integrasi Logistik Cipta Solusi • Direktur Administrasi dan Keuangan PT Integrasi Logistik Cipta Solusi | Administration and Finance Director of PT Integrasi Logistik Cipta Solusi



	Dewan Komisaris | Board of Commissioners: • Komisaris Utama | President Commissioner : Otto Ardianto Otto Ardianto • Komisaris | Commissioner : Achmad Idrus • Komisaris Independen | Independent Commissioner : Eris Herryanto • Komisaris | Commissioner : Neil Iskandar Daulay • Komisaris | Commissioner : Muhammad Imam Aziz **Direksi | Board of Directors:** • Direktur Utama | President Director : Arief Prabowo • Plt. Direktur Strategi dan Komersial | Acting Director of Strategy and Commercial Affairs : Yossianis Marciano • Direktur Operasi dan Teknik | Director of Operations and Engineering : Edward Danner Pardamean Napitupulu • Direktur Keuangan dan Manajemen Risiko | Director of Finance and Risk Management : Choirul Anwar • Direktur Sumber Daya Manusia dan Umum | Director of Human Resources and General Affairs : Rachmat Prayogi
Pihak Independen Pelaksana : Independent Organizer	SPJM tidak menggunakan pihak independen untuk melakukan perhitungan suara SPJM did not utilize the services of independent parties to conduct voting

Adapun hasil keputusan RUPS beserta pelaksanaannya dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2024 adalah sebagai berikut:

The resolutions of GMS, along with their implementation and follow-up by the Company's Management until the end of 2024 were as follows:

Hasil Keputusan tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Tahunan Tahun Buku 2023 tanggal 12 Juni 2024 serta Tindak Lanjut oleh Manajemen	Resolutions on the Approval of the Annual Report and Ratification of the Financial Statements for 2023 Financial Year dated June 12, 2024, and Follow-Up Actions by Management
Agenda 1: Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023.	**First Agenda:** Approval of the Annual Report and Ratification of the Financial Statements for 2023 Financial Year
Hasil Keputusan: 1. Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023. Menyetujui Laporan Tahunan Tahun Buku 2023 (termasuk Laporan Tugas Pengawasan Dewan Komisaris) serta mengesahkan Laporan Keuangan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2023 yang telah diaudit oleh Kantor Akuntan Publik (KAP): Purwanto, Sungkoro dan Surja sesuai laporannya nomor: 00880/2.1032/AU.1/0697-3/IV/2024 tanggal 26 April 2024 dengan opini "Menyajikan Secara Wajar, Dalam Semua Hal yang Material", sekaligus memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2023 sepanjang tindakan tersebut tercatat dalam Laporan Tahunan dan Laporan Keuangan Perseroan Tahun Buku 2023 dan bukan merupakan tindak pidana atau tidak melanggar ketentuan dan prosedur hukum yang berlaku, dengan pokok-pokok sebagai berikut:	Resolution: 1. Approval of the Annual Report and Ratification of the Financial Statements for Fiscal Year 2023. Approved the Annual Report for 2023 Financial Year (including the Supervisory Report of the Board of Commissioners) and ratified the Financial Statements for the financial year ended December 31, 2023, which were audited by the Public Accounting Firm: Purwanto, Sungkoro and Surja pursuant to its report number: 00880/2.1032/AU.1/0697-3/IV/2024 dated April 26, 2024, with an opinion of "Fair, in All Material Respects", along with the granting of full release and discharge (volledig acquit et de charge) to the Board of Directors and the Board of Commissioners of the Company for the management and supervisory actions carried out during 2023 Financial Year, as long as such actions are recorded in the Company's Annual Report and Financial Statements for 2023 Financial Year and do not constitute a criminal act or violate applicable legal provisions and procedures, with the key highlights as follows:

a. Laporan Posisi Keuangan (dalam Rupiah)

a. Statement of Financial Position (in Rupiah)

	2023	2022
Aset Lancar Current Assets	Rp3.808.678.202.074	Rp3.280.674.708.177
Aset Tidak Lancar Current Assets	Rp2.037.158.640.126	Rp1.947.169.264.095
Total Aset Total Assets	**Rp5.845.836.842.200**	**Rp5.227.843.972.272**
Liabilitas Jangka Pendek Current Liabilities	Rp1.850.260.433.900	Rp1.686.488.709.119
Liabilitas Jangka Panjang Non-Current Liabilities	Rp177.055.244.385	Rp167.594.569.612
Jumlah Liabilitas Total Liabilities	**Rp2.027.315.678.285**	**Rp1.854.083.278.731**
Ekuitas Equity	Rp3.818.521.163.915	Rp3.373.760.693.541
Total Liabilitas & Ekuitas Total Liabilities & Equity	**Rp5.845.836.842.200**	**Rp5.227.843.972.272**



b. Laporan Laba Rugi (dalam Rupiah)

b. Statement of Profit and Loss (in Rupiah)

	2023	2022
Pendapatan Revenue	Rp6.327.404.034.290	Rp5.621.365.036.960
Beban Usaha Operating Expenses	Rp(5.597.319.887.608)	Rp(4.968.880.666.558)
Pendapatan (beban) operasi lainnya-Neto Other operating revenues (expenses)-net	Rp71.466.709.425	Rp18.145.250.211
Laba Usaha Income from Operations	Rp801.550.856.107	Rp670.629.620.613
Pendapatan Keuangan Finance Income	Rp55.104.989.781	Rp32.905.621.721
Beban Keuangan Finance Costs	Rp(29.062.626.899)	Rp(22.937.621.985)
Bagian Laba Entitas Asosiasi Equity in Income of Associates	Rp535.729.845	Rp380.092.150
Laba sebelum Pajak Final & Pajak Penghasilan Badan Income Before Final Tax and Corporate Income Tax	Rp828.128.948.834	Rp680.977.712.499
Beban Pajak Final Final Tax Expenses	Rp(10.512.409.941)	Rp(23.738.854.374)
Laba sebelum Pajak Penghasilan Badan Income Before Corporate Income Tax	Rp817.616.538.893	Rp657.238.858.125
Manfaat (Beban) Pajak Penghasilan Badan Corporat Income Tax Benefit (Expense)		
Kini Current	Rp(201.140.472.463)	Rp(154.264.886.784)
Tangguhan Deferred	Rp30.667.771.016	Rp21.047.677.946
Laba Periode Berjalan Income for the Period	Rp647.143.837.446	Rp524.021.649.287

2. Pentepan Penggunaan Laba Bersih Perseroan Tahun Buku 2023.
   Penetapan penggunaan laba bersih setelah pajak yang dapat diatribusi kepada pemilik entitas induk Tahun Buku 2023 sebesar Rp 579.654.986.548,- (Lima Ratus Tujuh Puluh Sembilan Miliar Enam Ratus Lima Puluh Empat Juta Sembilan Ratus Delapan Puluh Enam Ribu Lima Ratus Empat Puluh Delapan Rupiah) dengan pengaturan sebagai berikut:
   a. Sebesar Rp 15.000.000.000.000,- (Lima Belas Miliar) atau sebesar 2,59% (dua koma lima sembilan persen) sebagai dividen;
   b. Sebesar Rp 28.982.749.327,- (Dua Puluh Delapan Miliar Sembilan Ratus Delapan Puluh Dua Juta Tujuh Ratus Empat Puluh Sembilan Ribu Tiga Ratus Dua Puluh Tujuh Rupiah) atau sebesar 5% (lima persen) sebagai cadangan wajib; dan
   c. Sebesar Rp 535.672.237.221,- (Lima Ratus Tiga Puluh Lima Miliar Enam Ratus Jutuh Puluh dua Juta Dua Ratus Tiga Puluh Tujuh Ribu Dua Ratus Dua Puluh Satu Rupiah) atau sebesar 92,41% (Sembilan puluh dua koma empat puluh satu persen) sebagai cadangan lainnya.
3. Penetapan Tantiem Tahun Buku 2023 dan Penetapan Remunerasi Bagi Direksi dan Dewan Komisaris.
   Menyetujui pemberian Tantiem/Insentif Kinerja Direksi dan Dewan Komisaris untuk Tahun Buku 2023, serta remunerasi (termasuk fasilitas dan tunjangan) bagi Direksi dan Dewan Komisaris untuk Tahun 2024 ditetapkan dalam keputusan tersendiri/secara terpisah.

2. Determination of the Allocation of the Company's Net Profit for 2023 Financial Year
   Approved the allocation of net profit after tax attributable to the owners of the parent entity for 2023 Financial Year amounting to Rp 579,654,986,548 (Five Hundred Seventy-Nine Billion Six Hundred Fifty-Four Million Nine Hundred Eighty-Six Thousand Five Hundred Forty-Eight Rupiah), with the following distribution:
   a. Rp 15,000,000,000 (Fifteen Billion Rupiah) or 2.59% (two point five nine percent) as dividends;
   b. Rp 28,982,749,327 (Twenty-Eight Billion Nine Hundred Eighty-Two Million Seven Hundred Forty-Nine Thousand Three Hundred Twenty-Seven Rupiah) or 5% (five percent) as statutory reserves; and
   c. Rp 535,672,237,221 (Five Hundred Thirty-Five Billion Six Hundred Seventy-Two Million Two Hundred Thirty-Seven Thousand Two Hundred Twenty-One Rupiah) or 92.41% (Ninety-two point forty-one percent) as other reserves.
3. Determination of Tantiem for 2023 Financial Year and Determination of Remuneration for the Board of Directors and Board of Commissioners
   Approved the granting of tantiem/performance incentives for the Board of Directors and the Board of Commissioners for 2023 Financial Year, and that the remuneration (including facilities and allowances) for the Board of Directors and the Board of Commissioners for 2024 Financial Year shall be determined in a separate resolution.

4. Persetujuan Penunjukan Kantor Akuntan Publik untuk Mengaudit Laporan Keuangan Perseroan Tahun Buku 2024. Menyetujui penunjukan Kantor Akuntan Publik (KAP) untuk melakukan audit Laporan Keuangan Tahun Buku 2024 yaitu KAP Purwanto, Sungkoro dan Surja-dan diberlakukan pula terhadap Anak Perusahaan, dimana Perseroan adalah Pemegang Saham mayoritas dan/atau pengendali.	4. Approval of the Appointment of a Public Accounting Firm to Audit the Company's Financial Statements for 2024 Financial Year Approved the appointment of a Public Accounting Firm (KAP) to audit the Financial Statements for 2024 Financial Year, namely KAP Purwanto, Sungkoro and Surja, also applicable to Subsidiaries in which the Company is the majority and/or controlling shareholder.
Tindak Lanjut atas Hasil Keputusan: Telah direalisasikan.	**Follow-up on Resolution**: Has been realized.

Penyelenggaraan RUPS di Tahun 2023, Hasil Keputusan dan Tindak Lanjutnya oleh Manajemen

GMS Holding in 2023, Resolution and Follow-up by the Management

Perusahaan menyelenggarakan 2 (dua) kali RUPS di sepanjang tahun 2023, yaitu:

The Company conducted 2 (two) GMS throughout 2023, as follows:

Undangan Invitation	**Pelaksanaan** Holding	**Hasil RUPS** GMS Results
Undangan Direksi PT Pelindo Jasa Maritim Nomor: HM.001/19/1/3/TKHL/DRUT/PLJM-23 dan Undangan Nomor: HM.001/19/1/1/TKHL/DRUT/PLJM-23 tanggal 19 Januari 2023 Invitation from the Board of Directors of PT Pelindo Jasa Maritim Number: HM.001/19/1/3/TKHL/DRUT/PLJM-23 and Invitation Number: HM.001/19/1/1/TKHL/DRUT/PLJM-23 dated January 19, 2023	Kamis, 26 Januari 2023 Thursday, January 26, 2023	Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023 Approval of the Company's Work Plan and Budget (RKAP) for 2023
Undangan Direksi PT Pelindo Jasa Maritim No. HM.001/29/5/1/TKHL/DRUT/PLJM-24 dan HM.001/29/5/6/TKHL/DRUT/PLJM-24 tanggal 29 Mei 2024 Invitation from the Board of Directors of PT Pelindo Jasa Maritim No. HM.001/29/5/1/TKHL/DRUT/PLJM-24 and HM.001/29/5/6/TKHL/DRUT/PLJM-24 dated May 29, 2024	Senin, 12 Juni 2023 Monday, June 12, 2023	RUPS Persetujuan Laporan Tahunan dan pengesahan Laporan Keuangan Tahun Buku 2023 GMS Approval of the Annual Report and Ratification of the Financial Statements for 2023 Financial Year

Hari/Tanggal Day/Date	:	Kamis, 26 Januari 2023 Thursday, January 26, 2023
Waktu Time	:	10.15-11.45 WIB From 10.15 WIB until 11.45 WIB
Tempat Location	:	Ruang Rapat Bandar Jaya, Lantai 7, Kantor Pusat PT Pelabuhan Indonesia (Persero) Jl. Pasoso No. 1, Tanjung Priok Bandar Jaya Meeting Room, 7th Floor, Head Office of PT Pelabuhan Indonesia (Persero) Jl. Pasoso No. 1, Tanjung Priok
Kehadiran Attendance	:	**Pemegang Saham** • PT Pelabuhan Indonesia (Persero) • Wakil Direktur Utama | Vice President Director : Hambra • PT Integrasi Logistik Cipta Solusi • Direktur Komersial dan Pengembangan Usaha (Plt. Direktur Utama) | Director of Commercial and Business Development (Act. President Director): Agus Dharmawan **Dewan Komisaris | Board of Commissioners:** • Komisaris Utama | President Commissioner : Fachry Ali • Komisaris | Commissioner : Neil Iskandar Daulay • Komisaris | Commissioner : Achmad Idrus • Komisaris | Commissioner : Muhammad Imam Aziz • Komisaris Independen | Independent Commissioner : Eris Herryanto **Direksi | Board of Directors:** • Direktur Utama | President Director : Prasetyadi • Direktur Strategi dan Teknik | Director of Strategy and Engineering : Hosadi Apriza Putra • Direktur Operasi dan Komersial | Director of Operations and Commercial : Zuhri Iryansyah • Direktur Sumber Daya Manusia dan Umum | Director of Human Capital and General Affaris : I Made Herdianta Gautama • Direktur Keuangan dan Manajemen Risiko | Director of Finance and Risk Management: Choirul Anwar
Pihak Independen Pelaksana Independent Organizer	:	-

Adapun hasil keputusan RUPS beserta pelaksanaannya dan tindak lanjutnya oleh Manajemen Perusahaan hingga akhir tahun 2023 adalah sebagai berikut:

1. Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023

The resolutions of the GMS, along with their implementation and follow-up actions by the Company's Management up to the end of 2023, are as follows:

1. Approval of the Company's Work Plan and Budget (RKAP) for 2023

Hasil Keputusan RUPS RKAP tanggal 26 Januari 2023 serta Tindak Lanjut oleh Manajemen	GMS Resolutions on the RKAP dated January 26, 2023 and Follow-Up Actions by Management
Agenda: Pengesahan Rencana Kerja & Anggaran Perusahaan (RKAP) Tahun 2023.	**Agenda:** Approval of the Company's Work Plan & Budget (RKAP) for 2023
Hasil Keputusan: Menyetujui dan Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023.	**Resolution:** Approved and Ratified the Company's Work Plan and Budget (RKAP) for 2023.
Tindak Lanjut atas Hasil Keputusan: Telah ditindaklanjuti di tahun 2023.	**Follow-up on Resolution:** Has been realizedin 2023.

2. RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023

2. GMS on the Approval of Annual Report and Ratification of Financial Statements for 2023 Financial Year

Hasil Keputusan RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023 tanggal 12 Juni 2023 serta Tindak Lanjut oleh Manajemen	Resolutions on the Approval of the Annual Report and Ratification of the Financial Statements for 2023 Financial Year dated June 12, 2024, and Follow-Up Actions by Management
Agenda 1: Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023.	**First Agenda:** Approval of the Annual Report and Ratification of the Financial Statements for 2023 Financial Year
Hasil Keputusan: Menyetujui Laporan Tahunan Tahun Buku 2023 (termasuk Laporan Tugas Pengawasan Dewan Komisaris) serta mengesahkan Laporan Keuangan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2023 yang telah diaudit oleh Kantor Akuntan Publik (KAP): Purwantono, Sungkoro dan Surja sesuai laporannya nomor: 00880/2.1032/AU.1/05/0697-3/1/IV/2024 tanggal 26 April 2024 dengan opini "Menyajikan Secara Wajar, Dalam Semua Hal Yang Material", sekaligus memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Direksi dan Dewan Komisaris Perusahaan atas pengurusan dan pengawasan yang telah dijalankan selama Tahun Buku 2023 sepanjang tindakan tersebut tercatat dalam Laporan Tahunan dan Laporan Keuangan Perusahaan Tahun Buku 2023 dan bukan merupakan tindak pidana atau tidak melanggar ketentuan dan prosedur hukum yang berlaku, dengan pokok-pokok sebagai berikut:	**Resolution**: Approved the Annual Report for 2023 Financial Year (including the Supervisory Report of the Board of Commissioners) and ratified the Financial Statements for the financial year ending 31 December 2023, which were audited by the Public Accounting Firm (KAP) Purwantono, Sungkoro and Surja according to report number: 00880/2.1032/AU.1/05/0697-3/1/IV/2024 dated April 26, 2024 with an opinion of "Fair, in All Material Respects", along with the granting of full discharge and release of responsibilities (volledig acquit et de charge) to the Board of Directors and the Board of Commissioners for the management and supervision conducted during 2023 Financial Year, as long as such actions are recorded in the Annual Report and Financial Statements for 2023 Financial Year and do not constitute criminal acts or violate applicable legal provisions and procedures, with the following key points:

a. Laporan Posisi Keuangan (dalam Rupiah)

a. Statement of Financial Position (in Rupiah)

	2023 (Rp)	2022 (Rp)
Aset Lancar Current Assets	3.808.678.202.074	3.280.674.708.177
Aset Tidak Lancar Non-Current Assets	2.037.158.640.126	1.947.169.264.095
Total Aset Total Assets	5.845.836.842.200	5.227.843.972.272
Liabilitas Jangka Pendek Current Liabilities	1.850.260.433.900	1.686.488.709.119
Liabilitas Jangka Panjang Non-Current Liabilities	177.055.244.385	167.594.569.612
Jumlah Liabilitas Total Liabilities	2.027.315.678.285	1.854.083.278.731
Ekuitas Equity	3.818.521.163.915	3.373.760.693.541
Total Liabilitas & Ekuitas Total Liabilities & Equity	5.845.836.842.200	5.227.843. 972.272

b. Statement of Profit and Loss (in Rupiah)	b. Statement of Profit and Loss (in Rupiah)	
	2023 (Rp)	**2022 (Rp)**
Pendapatan Revenue	6.327.404.034.290	5.621.365.036.960
Beban Usaha Operating Expenses	(5.597.319.887.608)	(4.968.880.666.558)
Pendapatan (beban) Operasi lainnya – Neto Other Operating Revenues (expenses) – net	71.466.709.425	18.145.250.221
Laba Usaha Income from Operations	801.550.856.107	670.629.620.613
Pendapatan Keuangan Finance Income	55.104.989.781	31.905.621.721
Beban Keuangan Finance Costs	(29.062.626.899)	(22.937.621.985)
Bagian Laba Entitas Asosiasi Equity in Income of Associates	535.729.845	380.092.150
Laba sebelum Pajak Final & Pajak Penghasilan Badan Income Before Final Tax and Corporate Income Tax	828.128.984.834	680.977.712.499
Beban Pajak Final Final Tax Expenses	(10.512.409.941)	(23.738.854.374)
Laba sebelum Pajak Penghasilan Badan Income Before Corporate Income Tax	817.616.538.893	657.238.858.125
Manfaat (Beban) Pajak Penghasilan Badan Corporat Income Tax Benefit (Expense)		
• Kini | Current	(201.140.427.463)	(154.264.886.784)
• Tangguhan | Deferred	30.667.771.016	21.047.677.946
Laba Periode Berjalan Income for the Period	647.143.837.446	524.021.649.287

Tindak Lanjut atas Hasil Keputusan:
Telah ditindaklanjuti di tahun 2023.

Follow-up on Resolution:
Has been realized in 2023.

Hasil Keputusan RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023 tanggal 12 Juni 2023 serta Tindak Lanjut oleh Manajemen

Resolutions of the GMS on the Approval of the Annual Report and Ratification of the Financial Statements for 2023 Financial Year dated June 12, 2023 and Follow-Up by Management

Agenda 2:
Penetapan Penggunaan Laba Bersih Perusahaan Tahun Buku 2023.

Hasil Keputusan:
Penetapan penggunaan laba bersih setelah pajak yang dapat diatribusikan kepada pemilik entitas induk Tahun Buku 2023 sebesar Rp579.654. 986.548,00 (Lima Ratus Tujuh Puluh Sembilan Miliar Enam Ratus Lima Puluh Empat Juta Sembilan Ratus Delapan Puluh Enam Ribu Lima Ratus Empat Puluh Delapan Rupiah) dengan pengaturan sebagai berikut:

a. Sebesar Rp15.000.000.000,00 (Lima Belas Miliar Rupiah) atau sebesar 2,59% (dua koma lima sembilan persen) sebagai dividen;
b. Sebesar Rp28.982.749.327,00 (Dua Puluh Delapan Miliar Sembilan Ratus Delapan Puluh Dua Juta Tujuh Ratus Empat Puluh Sembilan Ribu Tiga Ratus Dua Pu|uh Tujuh Rupiah) atau sebesar 5% (lima persen) sebagai cadangan wajib; dan
c. Sebesar Rp535.672.237.221, 00 (Lima Ratus Tiga Puluh Lima Miliar Enam Ratus Tujuh Puluh Dua Juta Dua Ratus Tiga Puluh Tujuh Ribu Dua Ratus Dua Puluh Satu Rupiah) atau sebesar 92,41% (sembilan puluh dua koma empat puluh satu persen) sebagai cadangan lainnya.

Tindak Lanjut atas Hasil Keputusan:
Telah ditindaklanjuti di tahun 2023.

Second Agenda:
Determination of the Allocation of the Company's Net Profit for 2023 Financial Year.

Resolution:
Approved the allocation of net profit after tax attributable to the owners of the parent entity for 2023 Financial Year amounting to Rp579,654,986,548.00 (Five Hundred Seventy-Nine Billion Six Hundred Fifty-Four Million Nine Hundred Eighty-Six Thousand Five Hundred Forty-Eight Rupiah), with the following distribution:

a. Rp15,000,000,000.00 (Fifteen Billion Rupiah) or 2.59% (two point five nine percent) as dividends;
b. Rp28,982,749,327.00 (Twenty-Eight Billion Nine Hundred Eighty-Two Million Seven Hundred Forty-Nine Thousand Three Hundred Twenty-Seven Rupiah) or 5% (five percent) as statutory reserves; and
c. Rp535,672,237,221.00 (Five Hundred Thirty-Five Billion Six Hundred Seventy-Two Million Two Hundred Thirty-Seven Thousand Two Hundred Twenty-One Rupiah) or 92.41% (ninety-two point forty-one percent) as other reserves.

Follow-up on Resolution:
Has been realized in 2023.

Hasil Keputusan RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023 tanggal 12 Juni 2023 serta Tindak Lanjut oleh Manajemen	Resolutions of the GMS on the Approval of the Annual Report and Ratification of the Financial Statements for 2023 Financial Year dated June 12, 2023 and Follow-Up by Management
Agenda 3: Penetapan Tantiem Tahun Buku 2023 dan Penetapan Remunerasi bagi Direksi dan Dewan Komisaris untuk Tahun 2024.	**Third Agenda:** Determination of Tantiem for 2023 Financial Year and Determination of Remuneration for the Board of Directors and Board of Commissioners for 2024.
Hasil Keputusan: Menyetujui pemberian Tantiem/insentif Kinerja Direksi dan Dewan Komisaris untuk Tahun Buku 2023, serta remunerasi (termasuk fasilitas dan tunjangan) bagi Direksi dan Dewan Komisaris untuk tahun 2024 ditetapkan dalam keputusan tersendiri/secara terpisah.	**Resolution:** Approved the granting of tantiem/performance incentives for the Board of Directors and Board of Commissioners for 2023 Financial Year, and that the remuneration (including facilities and allowances) for the Board of Directors and Board of Commissioners for 2024 shall be stipulated in a separate resolution.
Tindak Lanjut atas Hasil Keputusan: Telah ditindaklanjuti di tahun 2023.	**Follow-up on Resolution:** Has been realized in 2023.

Hasil Keputusan RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023 tanggal 12 Juni 2023 serta Tindak Lanjut oleh Manajemen	Resolutions of the GMS on the Approval of the Annual Report and Ratification of the Financial Statements for 2023 Financial Year dated June 12, 2023 and Follow-Up by Management
Agenda 4: Persetujuan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Perusahaan Tahun Buku 2024.	**Fourth Agenda:** Approval of the Public Accounting Firm (KAP) to Audit the Company's Financial Statements for 2024 Financial Year.
Hasil Keputusan: Menyetujui penunjukan Kantor Akuntan Publik (KAP) untuk melakukan audit Laporan Keuangan tahun buku 2024 yaitu KAP Purwantono, Sungkoro dan Surja dan diberlakukan pula terhadap Anak Perusahaan, di mana Perusahaan adalah pemegang saham mayoritas dan/atau pengendali.	**Resolution:** Approved the appointment of the Public Accounting Firm (KAP) to audit the Financial Statements for 2024 Financial Year, namely KAP Purwantono, Sungkoro dan Surja, which shall also apply to Subsidiaries in which the Company is the majority and/or controlling shareholder.
Tindak Lanjut atas Hasil Keputusan: Telah ditindaklanjuti di tahun 2023.	**Follow-up on Resolution:** Has been realized in 2023.

DIREKSI

Sebagai salah satu organ utama, Direksi memiliki peran sentral dalam mengelola jalannya kegiatan operasional Perusahaan. Direksi bertindak secara kolektif dalam mengemban tanggung jawab untuk mengarahkan pengelolaan Perusahaan demi mencapai tujuan yang sejalan dengan ketentuan Anggaran Dasar. Selain itu, Direksi juga memegang tanggung jawab atas penerapan prinsip-prinsip GCG di seluruh jenjang organisasi, serta memastikan bahwa pelaksanaannya sesuai dengan regulasi dan ketentuan hukum yang berlaku.

PEDOMAN KERJA/PIAGAM DIREKSI

Untuk mendukung pelaksanaan tugas secara optimal, Direksi memiliki pedoman kerja yang mengatur hubungan fungsional antara Dewan Komisaris dan Direksi, yang dikenal sebagai *Board Manual*. Dokumen ini disusun dengan merujuk pada ketentuan peraturan perundang-undangan serta Anggaran Dasar Perusahaan. Pedoman ini telah disahkan melalui Peraturan Direksi No. PER.0040/HK.101/PLJM-2023 tanggal 20 Desember 2023 perihal Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) PT Pelindo Jasa Maritim.

BOARD OF DIRECTORS

As one of the main corporate organs, the Board of Directors holds a central role in managing the Company's operational activities. The Board of Directors acts collectively in carrying out its responsibilities to direct the management of the Company to achieve objectives that are in line with the provisions of the Articles of Association. In addition, the Board of Directors is responsible for the implementation of GCG principles across all organizational levels, and ensuring that such implementation complies with the prevailing regulations and legal requirements.

WORK GUIDELINE/BOARD OF DIRECTORS MANUAL

To support its duties optimally, the Board of Directors is guided by a work guideline that regulates the functional relationship between the Board of Commissioners and the Board of Directors, known as the Board Manual. This document is prepared based on the applicable laws and regulations as well as the Company's Articles of Association. The guidelines were ratified through the Board Regulation No. PER.0040/HK.101/PLJM-2023 dated December 20, 2023 concerning Guidelines for the Work Procedures of the Board of Commissioners and Board of Directors (Board Manual) of PT Pelindo Jasa Maritim.

Melalui pedoman ini, dijelaskan secara jelas mekanisme hubungan kerja antara kedua organ perusahaan tersebut, guna menciptakan sinergi dalam pelaksanaan tugas masing-masing. Keberadaan *Board Manual* ini bertujuan untuk menjamin pelaksanaan tata kelola perusahaan yang profesional, transparan, efektif, dan efisien, serta diterapkan secara khusus di lingkungan internal Perusahaan.

Adapun pedoman tata laksanakan kerja Direksi dalam Board Manual PT Pelindo Jasa Maritim dijelaskan secara khusus dalam Bab II, yang mencakup:

1. Fungsi Direksi
2. Keanggotaan Direksi
3. Independensi (Kemandirian) Direksi
4. Etika Jabatan Anggota Direksi

5. Tugas dan Wewenang Direksi
6. Kewajiban Direksi
7. Tanggung Jawab Direksi
8. Hak Direksi
9. Prinsip-Prinsip Pengambilan Keputusan Direksi

10. Program Pengenalan dan Peningkatan Kapabilitas
11. Organ Pendukung Direksi
12. Penilaian Kinerja Direksi
13. Kriteria Evaluasi Kinerja Direksi

14. Hubungan Perusahaan dengan Subholding dan/atau Anak Perusahaan

KRITERIA DIREKSI

Perusahaan telah menyusun dan menetapkan kriteria dalam penentuan Direksi SPJM. Kriteria tersebut juga diselaraskan dengan ketentuan dalam peraturan perundang-undangan yang berlaku. Kriteria anggota Direksi terdiri dari:

1. Persyaratan Umum
   a. Untuk dapat diangkat sebagai anggota Direksi Perusahaan atau anggota Direksi Anak Perusahaan, seseorang harus memenuhi persyaratan materiil, yaitu:
      » Keahlian;
      » Integritas;
      » Kepemimpinan;
      » Pengalaman;
      » Jujur;
      » Perilaku yang baik;
      » Dedikasi yang tinggi untuk memajukan & mengembangkan Perusahaan.
   b. Selain memenuhi kriteria huruf a di atas, untuk dapat diangkat sebagai anggota Direksi Perusahaan atau anggota Direksi Anak Perusahaan, seseorang harus memenuhi syarat formal, yaitu sebagai berikut:
      » Orang perseorangan;

The Board Manual clearly outlines the mechanisms of the working relationship between these two corporate organs to ensure synergy in the execution of their respective duties. The existence of this Board Manual aims to ensure the implementation of corporate governance that is professional, transparent, effective, and efficient, and is applied specifically within the Company's internal environment.

The guidelines for the governance and working procedures of the Board of Directors as stipulated in the Board Manual of PT Pelindo Jasa Maritim are specifically described in Chapter II, which includes:

1. Functions of the Board of Directors
2. Composition of the Board of Directors
3. Independence of the Board of Directors
4. Code of Conduct for Members of the Board of Directors
5. Duties and Authorities of the Board of Directors
6. Obligations of the Board of Directors
7. Responsibilities of the Board of Directors
8. Rights of the Board of Directors
9. Principles of Decision-Making by the Board of Directors
10. Onboarding and Capability Enhancement Programs
11. Supporting Organs of the Board of Directors
12. Performance Assessment of the Board of Directors
13. Performance Evaluation Criteria of the Board of Directors
14. Relationship between the Company and Subholdings and/or Subsidiaries

CRITERIA OF THE BOARD OF DIRECTORS

The Company has prepared several criteria for the appointment of the Board of Directors of SPJM. These criteria are aligned with the provisions of the applicable laws and regulations. The criteria for members of the Board of Directors consist of:

1. General Requirements
   a. To be appointed as a member of the Company's Board of Directors or a member of the Board of Directors of its Subsidiaries, a person must meet the material requirements, namely:
      » Expertise;
      » Integrity;
      » Leadership;
      » Experience;
      » Honesty;
      » Good conduct;
      » A high level of dedication to advancing and developing the Company.
   b. In addition to meeting the criteria in point a above, to be appointed as a member of the Company's Board of Directors or a member of the Board of Directors of its Subsidiaries, a person must also meet the formal requirements as follows:
      » An individual person;



- Mampu melaksanakan perbuatan hukum;
- Tidak pernah dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan;
- Tidak pernah menjadi anggota Direksi atau Anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu BUMN, Anak Perusahaan dan/atau badan usaha lainnya dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan; dan
- Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan Negara, BUMN, Anak Perusahaan, Badan Usaha lainnya/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pengangkatan.

c. Untuk dapat diangkat sebagai anggota Direksi, selain memenuhi syarat materiil dan syarat formal sebagaimana poin a dan b di atas, maka seseorang juga harus memenuhi syarat lain sebagai berikut:
   - Bukan pengurus partai politik, Calon anggota legislatif dan/atau anggota legislatif pada Dewan Perwakilan Rakyat, Dewan Perwakilan Daerah, Dewan Perwakilan Rakyat Daerah Provinsi, dan Dewan Perwakilan Rakyat Daerah Kabupaten/Kota;
   - Bukan calon kepala/wakil kepala daerah dan/atau kepala/wakil kepala daerah, termasuk pejabat kepala/wakil kepala daerah;
   - Tidak menjabat sebagai anggota Direksi pada BUMN atau Anak Perusahaan yang bersangkutan selama 2 (dua) periode;
   - Tidak sedang menjabat sebagai pejabat pada kementerian/lembaga, anggota Dewan Komisaris/Dewan Pengawas pada BUMN lain, anggota Direksi pada BUMN lain, anggota Direksi pada Anak Perusahaan dan/atau badan usaha lainnya;
   - Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Direksi;
   - Memiliki dedikasi dan menyediakan waktu sepenuhnya untuk melakukan tugasnya, yang dinyatakan dengan surat pernyataan dari yang bersangkutan;
   - Sehat jasmani dan rohani, yakni tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Direksi, yang dibuktikan dengan surat keterangan sehat dari rumah sakit;
   - Memiliki Nomor Pokok Wajib Pajak (NPWP) dan telah melaksanakan kewajiban membayar pajak selama 2 (dua) tahun terakhir.

- Capable of performing legal actions;
- Has not been declared bankrupt within 5 (five) years prior to appointment;
- Has never served as a member of the Board of Directors or Board of Commissioners who was declared guilty of causing a State-Owned Enterprise, Subsidiary, and/or other business entity to be declared bankrupt within 5 (five) years prior to appointment; and
- Has never been convicted of a criminal offense that harmed the finances of the State, State-Owned Enterprises, Subsidiaries, or other business entities and/or related to the financial sector within 5 (five) years prior to appointment.

c. To be appointed as a member of the Board of Directors, in addition to meeting the material and formal requirements as stated in points a and b above, a person must also meet the following other requirements:
   - Not an administrator of a political party, candidate for legislative member and/or legislative member in the House of Representatives, Regional Representative Council, Provincial Regional House of Representatives, and Regency/Municipal Regional House of Representatives;
   - Not a candidate for regional head/deputy regional head and/or serving as regional head/deputy regional head, including acting regional head/deputy regional head;
   - Has not served as a member of the Board of Directors of the concerned SOE or its Subsidiaries for 2 (two) consecutive terms;
   - Not currently serving as an official at a ministry/institution, member of the Board of Commissioners/Supervisory Board of another SOE, member of the Board of Directors of another SOE, member of the Board of Directors of a Subsidiary and/or other business entity;
   - Not currently holding a position that, under the applicable laws and regulations, is prohibited from being concurrently held with the position of a member of the Board of Directors;
   - Has the dedication and is able to allocate full time to perform duties, as stated in a written declaration by the person concerned;
   - Physically and mentally healthy, meaning not suffering from any illness that may hinder the performance of duties as a member of the Board of Directors, proven by a medical certificate issued by a hospital;
   - Possess a Taxpayer Identification Number (NPWP) and has fulfilled tax payment obligations for the past 2 (two) years.

d. Persyaratan Lainnya
Selain memenuhi persyaratan umum, pengangkatan anggota Direksi juga dilaksanakan dengan memperhatikan persyaratan yang diatur dalam peraturan perundang-undangan yang berlaku.

KETENTUAN MASA JABATAN

Jangka waktu pengangkatan anggota Direksi ditetapkan selama 5 (lima) tahun dan dapat diperpanjang 1 (satu) kali masa jabatan berikutnya. Apabila masa jabatan seorang anggota Direksi telah berakhir namun penggantinya belum ditentukan oleh RUPS, maka kewenangan dan tugas pada posisi tersebut tetap dijalankan sesuai mekanisme internal dan kebutuhan operasional Perusahaan, hingga ditetapkannya pengganti secara resmi. Jabatan anggota Direksi berakhir apabila:

a. Meninggal dunia;
b. Masa jabatannya berakhir termasuk mengundurkan diri dari jabatannya;
c. Diberhentikan berdasarkan keputusan RUPS;
d. Tidak lagi memenuhi persyaratan sebagai anggota Direksi berdasarkan ketentuan Anggaran Dasar dan peraturan perundang-undangan.

MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DIREKSI

Mekanisme Pengunduran Diri Direksi

Anggota Direksi berhak mengundurkan diri dengan ketentuan sebagai berikut:
a. Seorang Anggota Direksi berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Pemegang Saham dengan tembusan kepada Dewan Komisaris dan anggota Direksi lainnya paling lambat 30 (tiga puluh) hari sebelum tanggal pengunduran dirinya. Apabila dalam surat pengunduran diri disebutkan tanggal efektif kurang dari 30 (tiga puluh) hari dari tanggal surat diterima, maka dianggap tidak menyebutkan tanggal efektif pengunduran diri;
b. Apabila sampai dengan tanggal yang diminta oleh anggota Direksi yang bersangkutan atau dalam waktu 30 (tiga puluh) hari sejak tanggal surat permohonan pengunduran diri dalam hal tidak disebutkan tanggal efektif pengunduran diri, tidak ada keputusan dari RUPS, maka anggota Direksi tersebut berhenti pada tanggal yang diminta tersebut di atas atau dengan lewatnya waktu 30 (tiga puluh) hari sejak tanggal surat permohonan pengunduran diri diterima tanpa memerlukan persetujuan RUPS;
c. Pengunduran diri anggota Direksi dapat kurang dari 30 (tiga puluh) hari, apabila secara peraturan perundangan tidak memperbolehkan yang bersangkutan rangkap jabatan.

d. Other Requirements
In addition to fulfilling the general requirements, the appointment of members of the Board of Directors shall also take into account the requirements stipulated in the prevailing laws and regulations.

TERM OF OFFICE

The term of office for members of the Board of Directors is set for 5 (five) years and may be extended for 1 (one) subsequent term. If the term of office of a member of the Board of Directors has ended but a replacement has not yet been determined by the GMS, the authority and duties of the position shall continue to be carried out in accordance with the Company's internal mechanisms and operational needs until an official replacement is appointed. The term of office of a member of the Board of Directors shall end when:
a. He/she passes away;
b. His/her term of office ends, including resignation from the position;
c. He/she is dismissed based on a decision of the GMS;
d. He/she no longer meets the requirements as a member of the Board of Directors in accordance with the provisions of the Articles of Association and applicable laws and regulations.

RESIGNATION MECHANISM AND DISMISSAL OF THE BOARD OF DIRECTORS

Resignation Mechanism of the Board of Directors

Members of the Board of Directors have the right to resign under the following conditions:
a. A member of the Board of Directors has the right to resign from his/her position by submitting a written notification of such intention to the Shareholder with copies to the Board of Commissioners and other members of the Board of Directors no later than 30 (thirty) days prior to the resignation date. If the resignation letter specifies an effective date of less than 30 (thirty) days from the date the letter is received, it shall be deemed that no effective resignation date has been stated;
b. If, up to the date requested by the respective member of the Board of Directors, or within 30 (thirty) days from the date of the resignation letter in the event no effective date is specified, there is no decision from the GMS, then the respective member of the Board of Directors shall be released from his/her position as of the requested date or upon the lapse of 30 (thirty) days from the receipt of the resignation letter without requiring approval from the GMS;

c. The resignation of a member of the Board of Directors may be less than 30 (thirty) days if the applicable laws and regulations do not permit the individual to concurrently hold positions.

Mekanisme Pemberhentian Direksi

Ketentuan mengenai komposisi dan keanggotaan Direksi Perusahaan, sebagai berikut:

a. RUPS dapat memberhentikan para anggota Direksi sewaktu-waktu dengan menyebutkan alasannya;
b. RUPS melakukan evaluasi sebelum melakukan pemberhentian anggota Direksi;
c. Alasan pemberhentian anggota Direksi sebagaimana dimaksud pada Poin a di atas dilakukan apabila berdasarkan kenyataan, Direksi yang bersangkutan antara lain:
    1) Tidak dapat memenuhi kewajibannya yang telah disepakati dalam Kontrak Manajemen tahunan direksi;
    2) Adanya perubahan strategi bisnis pada Perusahaan;
    3) Tidak dapat melaksanakan tugasnya dengan baik;
    4) Tidak melaksanakan dan atau melanggar ketentuan peraturan perundang-undangan dan/atau ketentuan Anggaran Dasar;
    5) Terlibat dalam tindakan yang merugikan Perusahaan dan/atau Negara;
    6) Melakukan tindakan yang melanggar etika dan/atau kepatuhan yang seharusnya dihormati sebagai anggota Direksi Perusahaan;
    7) Telah ditetapkan sebagai tersangka atau terdakwa oleh pihak yang berwenang dalam tindakan yang merugikan Perusahaan dan/atau keuangan Negara;
    8) Melakukan tindakan yang melanggar kode etik Perusahaan;
    9) Dinyatakan bersalah dengan putusan Pengadilan yang mempunyai kekuatan hukum yang tetap; atau;
    10) Berhalangan tetap, termasuk sakit keras/sakit berkepanjangan;
    11) Mengundurkan diri.
d. Di samping alasan pemberhentian anggota Direksi sebagaimana dimaksud pada bagian 1) sampai dengan 11) di atas, Direksi dapat diberhentikan oleh RUPS berdasarkan alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perusahaan;
e. Di samping alasan pemberhentian anggota Direksi dimaksud pada bagian 10 sampai dengan 11 dan poin c di atas, pemberhentian Direksi memperhatikan alasan pemberhentian sebagaimana diatur dalam anggaran dasar Perusahaan;
f. Keputusan pemberhentian sebagaimana dimaksud pada Poin b dan Poin c di atas diambil setelah yang bersangkutan diberi kesempatan membela diri.

Dismissal Mechanism of the Board of Directors

The provisions regarding the composition and membership of the Board of Directors are as follows:

a. The GMS may dismiss members of the Board of Directors at any time by stating the reasons;
b. The GMS shall conduct an evaluation prior to dismissing any member of the Board of Directors;
c. The reasons for dismissing a member of the Board of Directors as referred to in Point a above may include, among others, if based on actual conditions the relevant member of the Board of Directors:
    1) Fails to fulfill the obligations agreed upon in the annual Management Contract;
    2) There is a change in the Company's business strategy;
    3) Is unable to properly perform his/her duties;
    4) Does not comply with and/or violates the applicable laws and regulations and/or the Articles of Association;
    5) Is involved in actions that cause losses to the Company and/or the State;
    6) Commits actions that violate ethics and/or compliance which must be upheld as a member of the Company's Board of Directors;
    7) Is designated as a suspect or defendant by the competent authorities in actions that cause losses to the Company and/or State finances;
    8) Commits actions that violate the Company's code of ethics;
    9) Is declared guilty by a court decision that has permanent legal force; or
    10) Is permanently incapacitated, including suffering from a critical or prolonged illness;
    11) Resigns.
d. In addition to the reasons for dismissal as referred to in points 1) to 11) above, a member of the Board of Directors may be dismissed by the GMS based on other reasons deemed appropriate by the GMS in the interests and objectives of the Company;
e. In addition to the reasons for dismissal as referred to in points 10 to 11 and point c above, the dismissal of a member of the Board of Directors shall take into account the reasons for dismissal as regulated in the Company's Articles of Association;
f. The decision to dismiss a member of the Board of Directors as referred to in Points b and c above shall be taken after the concerned individual is given the opportunity to defend himself/herself.

SUSUNAN, JUMLAH, KOMPOSISI DAN DASAR PENGANGKATAN ANGGOTA DIREKSI DI SEPANJANG TAHUN 2024

Per 31 Desember 2024, Perusahaan memiliki 4 (empat) orang anggota Direksi dengan susunan sebagai berikut:

COMPOSITION, NUMBER, STRUCTURE, AND BASIS FOR THE APPOINTMENT OF THE BOARD OF DIRECTORS THROUGHOUT 2024

As of December 31, 2024, the Company had 4 (four) members of the Board of Directors with the following composition:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Office
Arief Prabowo	Direktur Utama President Director	Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 dan SK.03/1/3/HKP/DRU/PSD-24 tanggal 01 Maret 2024, tentang Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim tanggal 01 Maret 2024. Circular Resolutions of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 and SK.03/1/3/HKP/DRU/PSD-24 dated March 01, 2024 regarding the Dismissal, Reassignment of Duties, and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim as of March 01, 2024.	01 Maret 2024 — Sekarang March 1, 2024—Present	Ke-1 First
Edward Danner Pardamean Napitupulu	• Direktur Operasi dan Teknik • Plt. Direktur Strategi dan Komersial • Director of Operations and Engineering • Act. Director of Strategy and Commercial	• Direktur Operasi dan Teknik berdasarkan Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 dan SK.03/1/3/HKP/DRU/PSD-24 tanggal 01 Maret 2024 tentang Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim tanggal 01 Maret 2024. • Plt. Direktur Strategi dan Komersial berdasarkan Surat Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: SK.03/26/11/3/RKTK/UTMA/PLND-24 dan SK.03/26/11/4/HKPD/UTMA/ PSD-24 tanggal 26 November 2024 tentang Pengukuhan Pemberhentian Anggota Direksi PT Pelindo Jasa Maritim tanggal 26 November 2024. • Director of Operations and Engineering, based on the Circular Resolutions of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 and SK.03/1/3/HKP/DRU/PSD-24 dated March 01, 2024 regarding the Dismissal, Reassignment of Duties, and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim as of March 01, 2024. • Act. Director of Strategy and Commercial, based on the Circular Resolutions of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: SK.03/26/11/3/RKTK/UTMA/PLND-24 and SK.03/26/11/4/HKPD/UTMA/PSD-24 dated November 26, 2024 regarding the Confirmation of the Dismissal of Members of the Board of Directors of PT Pelindo Jasa Maritim as of November 26, 2024.	• 01 Maret 2024—Sekarang • 26 November 2024—Sekarang • March 1 2024 — Now • November 26, 2024—Present	Ke-1 First
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Keputusan Sirkuler Pemegang Saham di Luar RUPS PT Pelindo Jasa Maritim No. KP.03/1/10/5/ MTAK/UTMA/PLND-21 dan No. 159/HKP/D0003/2021 tanggal 1 Oktober 2021 Circular Resolutions of the Shareholders Outside the GMS of PT Pelindo Jasa Maritim No. KP.03/1/10/5/MTAK/UTMA/PLND-21 and No. 159/HKP/D0003/2021 dated October 1, 2021	1 Oktober 2021 — Sekarang October 1, 2021—Present	Ke-1 First

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Office
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affair	• Keputusan Sirkuler Pemegang Saham di Luar RUPS PT Pelindo Jasa Maritim No.KP.03/1/10/5/MTAK/UTMA/PLND-21 dan No. 159/ HKP/D0003/2021 tanggal 1 Oktober 2021. • Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/24/2/4/RKTK/UTMA/PLND-23 – Nomor: SK.03/24/2/1/HKP/DRU/PSD-23, Tentang Pemberhentian Dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim, Tanggal 24 Februari 2023. • Circular Resolutions of the Shareholders Outside the GMS of PT Pelindo Jasa Maritim No. KP.03/1/10/5/MTAK/UTMA/PLND-21 and No. 159/HKP/D0003/2021 dated October 1, 2021. • Circular Resolutions of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.03/24/2/4/RKTK/UTMA/PLND-23 – Number: SK.03/24/2/1/HKP/DRU/PSD-23, regarding the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim, dated February 24, 2023.	24 Februari 2023 — Sekarang February 24, 2023— Present	Ke-1 First

Profil seluruh anggota Dewan Komisaris dapat dilihat pada Bab Profil Perusahaan pada Laporan Tahunan ini.

The profile of all members of the Board of Commissioners are available in the Company Profile Chapter of this Annual Report.

TUGAS DAN TANGGUNG JAWAB

Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan RUPS.

Setiap Anggota Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugas untuk kepentingan dan usaha Perusahaan. Direksi bertanggung jawab penuh dalam melaksanakan tugasnya untuk kepentingan Perusahaan dalam mencapai maksud dan tujuannya. Direksi wajib mempertanggungjawabkan pelaksanaan tugas kepada RUPS.

Dalam melaksanakan tugasnya, anggota Direksi harus mematuhi Anggaran Dasar Perusahaan dan peraturan perundang-undangan serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran.

Direksi juga bertugas untuk:
a. Membuat Daftar Pemegang Saham, Daftar Khusus, risalah RUPS; dan risalah Rapat Direksi;

b. Membuat laporan tahunan dan dokumen keuangan Perusahaan;
c. Memelihara seluruh Daftar Pemegang Saham, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan Dokumen Keuangan Perusahaan serta Dokumen Perusahaan lainnya.

DUTIES AND RESPONSIBILITIES

The Board of Directors is tasked with carrying out all actions related to the management of the Company for the benefit of the Company and in accordance with the Company's purposes and objectives, as well as representing the Company both inside and outside the courts in all matters and events, subject to the limitations stipulated in the prevailing laws and regulations, the Articles of Association, and/or the resolutions of the GMS.

Each member of the Board of Directors must, in good faith and with full responsibility, perform their duties for the interest and business of the Company. The Board of Directors is fully responsible for performing its duties to achieve the Company's purposes and objectives. The Board of Directors is required to account for the performance of its duties to the GMS.

In performing his/her duties, members of the Board of Directors must comply with the Company's Articles of Association and the prevailing laws and regulations, and must implement the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness.

The Board of Directors is also responsible for:
a. Maintaining the Register of Shareholders, the Special Register, the minutes of the GMS, and the minutes of the Board of Directors' meetings;
b. Preparing the Company's annual report and financial documents;
c. Safeguarding the entire Register of Shareholders, minutes of the GMS, minutes of the Board of Commissioners' meetings, minutes of the Board of Directors' meetings, Annual Reports, and the Company's Financial Documents, as well as other Company Documents.

HAK DAN WEWENANG

Hak Direksi

1. Memperoleh gaji insentif kinerja dan tunjangan/ fasilitas termasuk santunan purna jabatan yang jenis dan jumlahnya ditetapkan dalam keputusan RUPS dengan memperhatikan ketentuan perundang-undangan yang berlaku;
2. Menerima tantiem sebagai imbalan atas prestasi kerjanya dalam hal Perusahaan mencapai tingkat keuntungan yang besarnya ditetapkan dalam keputusan RUPS;
3. Menggunakan sarana dan fasilitas Perusahaan untuk kegiatan yang berhubungan dengan kepentingan Perusahaan sesuai dengan peraturan perundang-undangan dan kebijakan Perusahaan;
4. Direksi dapat memperoleh *Long Term Incentive* (LTI) sesuai dengan persetujuan RUPS, serta Perusahaan harus memenuhi ketentuan kinerja dan tata kelola dengan memperhatikan praktik terbaik internasional;
5. Memperoleh cuti sesuai ketentuan yang berlaku.

Wewenang Direksi

Dalam melaksanakan tugasnya, Direksi memiliki wewenang sebagai berikut:

1. Menetapkan kebijakan kepengurusan Perusahaan;
2. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan dan atas nama Direksi atau mewakili Perusahaan di dalam dan di luar pengadilan;
3. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang Pekerja Perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain, untuk mewakili Perusahaan di dalam dan di luar Pengadilan;
4. Mengatur ketentuan-ketentuan tentang Pekerja Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja Perusahaan berdasarkan peraturan perundang-undangan yang berlaku, dengan ketentuan penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi Pekerja yang melampaui kewajiban yang ditetapkan peraturan perundang-undangan, harus mendapat persetujuan terlebih dari RUPS;
5. Mengangkat dan memberhentikan Pekerja Perusahaan berdasarkan peraturan kepegawaian Perusahaan dan peraturan perundang-undangan yang berlaku;
6. Mengangkat dan memberhentikan Sekretaris Perusahaan; dan
7. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan, serta mewakili Perusahaan di dalam dan di luar pengadilan

RIGHTS AND AUTHORITIES

Rights of the Board of Directors

1. To receive salary, incentives, and allowances/ facilities, including post-office benefits, with the types and amounts determined by GMS resolutions in accordance with the prevailing laws and regulations;
2. To receive tantiem as compensation for their performance if the Company achieve a profit level determined by the GMS resolution;
3. To use the Company's facilities and resources for activities related to the Company's interests in accordance with applicable laws and regulations and the Company's policies;
4. The Board of Directors may receive a Long-Term Incentive (LTI) subject to GMS approval, and the Company must fulfill performance and governance requirements with reference to international best practices;
5. To receive leave entitlement in accordance with the applicable provisions.

Authorities of the Board of Directors

In carrying out its duties, the Board of Directors has the following authorities:

1. To establish policies regarding the Company's management;
2. To delegate the authority of the Board of Directors to one or more members of the Board of Directors to make decisions and act on behalf of the Board of Directors or represent the Company within and outside the court;
3. To delegate the authority of the Board of Directors to one or more Company Employees, either individually or jointly, or to other parties, to represent the Company within and outside the court;
4. To regulate provisions concerning Company Employees, including the determination of salaries, pensions or old-age security, and other compensation for Company Employees in accordance with applicable laws and regulations, provided that the determination of salaries, pensions or old-age security, and other compensation exceeding the obligations regulated by laws and regulations must first obtain approval from the GMS;
5. To appoint and dismiss Company Employees in accordance with the Company's human resources regulations and applicable laws and regulations;
6. To appoint and dismiss the Corporate Secretary; and
7. To perform all other actions and legal acts related to the management or ownership of Company assets, bind the Company with other parties and/or bind other parties with the Company, and represent the Company within and outside the court in all matters

tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau Keputusan RUPS.

and events, subject to the limitations set forth in laws and regulations, the Articles of Association, and/or GMS Resolutions.

Selain itu, Direksi juga memiliki wewenang lainnya terkait:

1. Terkait dengan Rapat Umum Pemegang Saham (RUPS):
   Direksi menyelenggarakan RUPS Tahunan dan RUPS Luar Biasa dengan didahului pemanggilan RUPS sesuai dengan Prosedur yang ditetapkan dalam Anggaran Dasar dan peraturan perundang-undangan:
   a. Pemanggilan RUPS dilakukan dalam jangka waktu paling lambat 14 (empat belas) hari sebelum tanggal RUPS diadakan, dengan tidak memperhitungkan tanggal pemanggilan dan tanggal RUPS;
   b. Panggilan untuk RUPS, yang mencakup informasi mengenai setiap mata acara dalam agenda RUPS, termasuk usul yang direncanakan oleh Direksi untuk diajukan dalam RUPS, dengan ketentuan apabila informasi tersebut belum tersedia saat dilakukannya panggilan untuk RUPS, maka informasi dan/atau usul-usul itu harus disediakan di kantor Perusahaan sebelum RUPS diselenggarakan.

In addition, the Board of Directors also has other authorities related to:

1. Related to the General Meeting of Shareholders (GMS):
   The Board of Directors convenes the Annual GMS and Extraordinary GMS preceded by a notice of meeting in accordance with the procedures stipulated in the Articles of Association and prevailing laws and regulations:
   a. The GMS summons must be issued no later than 14 (fourteen) days before the date of the GMS, excluding the dates of the notice and the meeting;
   b. The GMS summons must include information regarding each agenda item of the GMS, including proposals planned by the Board of Directors to be submitted at the GMS, and if such information is not yet available at the time of the summons, then the information and/or proposals must be made available at the Company's office before the GMS is held.

2. Terkait dengan Strategi dan Rencana Kerja:
   a. Penyusunan dan Penyampaian Rencana Jangka Panjang Perusahaan (RJPP)
      Direksi berkewajiban untuk menyiapkan RJPP dan perubahannya serta menyampaikannya kepada Dewan Komisaris untuk mendapatkan tanggapan tertulis, dan Pemegang Saham untuk mendapatkan pengesahan RUPS.
      1) Susunan Materi RJPP
         RJPP merupakan rencana strategis yang memuat sasaran dan tujuan Perusahaan yang hendak dicapai dalam jangka waktu 5 (lima) tahun. Format RJPP merujuk pada ketentuan penyusunan RJPP dari Kementerian Negara BUMN:
         - Pendahuluan;
         - Evaluasi pelaksanaan Rencana Jangka Panjang yang baru lalu;
         - Posisi Perusahaan Saat Ini;
         - Asumsi-asumsi yang digunakan dalam penyusunan Rencana Jangka Panjang;
         - Tujuan, sasaran dan strategi pencapaiannya.
      2) Penyampaian RJPP kepada RUPS
         Tata laksana penyampaian RJPP kepada RUPS diatur sebagai berikut:
         - Rancangan RJPP yang telah ditandatangani bersama Dewan Komisaris disampaikan kepada RUPS untuk mendapat pengesahan;

2. Related to Strategy and Work Plan:
   a. Preparation and Submission of the Company's Long-Term Plan (RJPP)
      The Board of Directors is obligated to prepare the RJPP and its amendments and submit them to the Board of Commissioners for written feedback, and to the Shareholders for GMS approval.
      1) Structure of the RJPP
         The RJPP is a strategic plan containing the Company's goals and objectives to be achieved within a five-year period. The RJPP format refers to the guidelines issued by the Ministry of SOEs:
         - Introduction;
         - Evaluation of the previous Long-Term Plan;
         - Current Position of the Company;
         - Assumptions used in the preparation of the Long-Term Plan;
         - Objectives, targets, and strategies to achieve them.
      2) Submission of the RJPP to the GMS
         The procedures for submitting the RJPP to the GMS are as follows:
         - The RJPP draft, signed jointly by the Board of Commissioners, shall be submitted to the GMS for approval;

- Pengesahan RJPP ditetapkan selambat-lambatnya 60 (enam puluh) hari setelah diterimanya Rancangan RJPP dalam RUPS;
- Jika dalam waktu 60 (enam puluh) hari belum disahkan, maka Rancangan RJPP tersebut dianggap telah mendapat persetujuan;
- Sebelum waktu 60 (enam puluh) hari sebelum berakhirnya RJPP, Direksi wajib menyampaikan rancangan RJPP periode berikutnya.

3) Perubahan RJPP
Dalam hal perubahan RJPP perlu dilakukan, maka berlaku ketentuan sebagai berikut:
- Perubahan RJPP hanya dapat dilakukan bila terdapat perubahan materiil yang berada di luar kendali Direksi;
- Perubahan materiil tersebut adalah perubahan yang mengakibatkan terjadinya penyimpangan pencapaian lebih dari 20% (dua puluh persen);
- Perubahan RJPP harus ditandatangani Dewan Komisaris dan Direksi untuk selanjutnya disampaikan kepada RUPS untuk mendapat pengesahan.

b. Penyusunan, Penyampaian dan Perubahan Rencana Kerja dan Anggaran Perusahaan (RKAP)
Rencana Kerja dan Anggaran Perusahaan (RKAP) adalah penjabaran dari Rencana Jangka Panjang Perusahaan (RJPP). Format RKAP merujuk pada ketentuan penyusunan RKAP dari Kementerian Negara BUMN dan/atau berdasarkan Keputusan RUPS yang berisikan sekurang-kurangnya:
1) Misi, sasaran usaha, strategi usaha, kebijakan perusahaan dan program kerja/kegiatan;
2) Anggaran Perusahaan yang dirinci atas setiap anggaran program kerja/kegiatan;
3) Proyeksi keuangan Perusahaan dan Anak Perusahaannya; dan
4) Hal-hal lain yang memerlukan keputusan RUPS.

Direksi berkewajiban untuk menyiapkan pada waktunya RJPP dan RKAP, dan perubahannya serta menyampaikannya kepada Dewan Komisaris dan Pemegang Saham untuk mendapatkan pengesahan RUPS. Tata Laksana penyampaian RKAP kepada RUPS diatur sebagai berikut:
» Rancangan RKAP yang telah ditandatangani oleh seluruh Anggota Direksi disampaikan kepada Dewan Komisaris untuk ditelaah dan ditandatangani sebelum disampaikan kepada Pemegang Saham;
» Rancangan RKAP yang telah ditandatangani oleh semua anggota Direksi dan semua anggota Dewan Komisaris disampaikan oleh Direksi kepada Pemegang Saham paling lambat 60 (enam puluh) hari sebelum tahun buku RKAP yang bersangkutan, untuk mendapatkan persetujuan RUPS, dengan memperhatikan ketentuan yang berlaku;

- The approval of the RJPP must be granted no later than 60 (sixty) days after the draft is received at the GMS;
- If the RJPP is not approved within 60 (sixty) days, it is deemed approved;

- No later than 60 (sixty) days before the RJPP expires, the Board of Directors must submit the draft RJPP for the next period.

3) Amendments to the RJPP
If amendments to the RJPP are required, the following applies:
- Amendments may only be made if there are material changes beyond the control of the Board of Directors;
- Material changes refer to deviations exceeding 20% (twenty percent);

- The amendment must be signed by both the Board of Commissioners and the Board of Directors before being submitted to the GMS for approval.

b. Preparation, Submission, and Amendment of the Company's Work Plan and Budget (RKAP)
The RKAP is a breakdown of the RJPP. The RKAP format refers to guidelines from the Ministry of SOEs and/or GMS resolutions, containing at least:

1) Mission, business targets, business strategies, corporate policies, and work/program plans;
2) Company budget detailed by each work/program plan;
3) Financial projections of the Company and its subsidiaries;
4) Other matters requiring GMS decisions.

The Board of Directors is obligated to timely prepare the RJPP and RKAP and their amendments, and submit them to the Board of Commissioners and Shareholders for GMS approval. Procedures are as follows:

» The RKAP draft signed by all Directors is submitted to the Board of Commissioners for review and signature before submission to the Shareholders;

» The signed RKAP draft (by all Directors and Commissioners) must be submitted to Shareholders no later than 60 (sixty) days before the financial year of the RKAP for GMS approval;



» Rancangan RKAP disetujui oleh RUPS paling lambat 30 (tiga puluh) hari setelah tahun anggaran berjalan (tahun anggaran RKAP yang bersangkutan);
» Dalam hal rancangan RKAP belum disampaikan oleh Direksi dan/atau RKAP belum disetujui dalam kurun waktu sebagaimana dimaksud pada huruf c, maka RKAP tahun sebelumnya yang diberlakukan.

Kondisi-kondisi yang dapat menyebabkan perubahan RKAP adalah sebagai berikut:
1) Perubahan asumsi yang signifikan di luar kendali Direksi;
2) Terdapat tambahan rencana sesuai kebutuhan Perusahaan;
3) Berdasarkan penugasan /kebijakan Pemegang Saham dan/atau Pemerintah.

Perubahan RKAP memerlukan persetujuan RUPS apabila memenuhi salah satu kriteria di bawah ini:
1) Terdapat tambahan rencana yang belum ditetapkan dalam RKAP; dan/atau
2) Adanya penugasan/kebijakan Pemegang Saham dan/atau Pemerintah yang belum ditetapkan dalam RKAP kerja sesuai kebutuhan Perusahaan.

c. Penyusunan dan Penyampaian Laporan Manajemen
Direksi wajib memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku serta laporan lainnya setiap kali diminta oleh Dewan Komisaris dan/atau Pemegang Saham. Laporan berkala tersebut adalah Laporan Manajemen Perusahaan yang memuat pelaksanaan RKAP meliputi Laporan Manajemen Perusahaan Triwulan, Laporan Manajemen Perusahaan Tahunan dan Laporan Tahunan.

Selain laporan Manajemen Perusahaan, bagi Perusahaan yang melaksanakan Program Kemitraan dan Bina Lingkungan wajib menyampaikan laporan pertanggungjawabannya secara terpisah yang pedoman penyusunan dan penyampaiannya diatur melalui ketentuan tersendiri. Format Laporan Manajemen Triwulanan dan Laporan Manajemen Tahunan merujuk pada ketentuan penyusunan laporan manajemen dari Kementerian BUMN:
1) Laporan Manajemen Triwulanan
Direksi wajib menyampaikan Laporan Manajemen Perusahaan Triwulanan yang telah ditandatangani oleh Direktur Utama dan Komisaris Utama paling lambat 1 (satu) bulan setelah triwulan bersangkutan

» The RKAP must be approved by the GMS no later than 30 (thirty) days after the financial year commences;

» If the draft is not submitted and/or approval is not granted within the timeframe stated in point c, then the previous year's RKAP shall remain in effect.

Changes to the RKAP may occur under the following conditions:
1) Significant changes in assumptions beyond the control of the Board of Directors;
2) Additional plans required by the Company;
3) Assignments/policies from Shareholders and/or the Government.

Changes to the RKAP require GMS approval if fulfilled one of the following criteria:
1) There are additional plans not included in the approved RKAP; and/or
2) There are new assignments/policies from Shareholders and/or the Government not previously included in the RKAP.

c. Preparation and Submission of Management Reports
The Board of Directors must provide periodic reports in accordance with applicable regulations, as well as any reports requested by the Board of Commissioners and/or Shareholders. These include Management Reports containing the implementation of the RKAP: Quarterly Management Reports, Annual Management Reports, and the Annual Report.

In addition to the Management Report, for companies that implement the Partnership and Community Development Program, they must submit a separate accountability report following its own guidelines. The format of the Quarterly Management Report and Annual Management Report refers to the provisions for management reports preparation from the Ministry of SOE:

1) Quarterly Management Report
The Board of Directors must submit the Quarterly Management Report, signed by the President Director and President Commissioner, no later than 1 (one) month after the end of the relevant quarter. The

berakhir. Khusus untuk Laporan Manajemen Perusahaan Triwulan IV, digabungkan menjadi Laporan Manajemen Perusahaan Tahunan.

2) Laporan Manajemen Tahunan
Direksi wajib menyampaikan Laporan Manajemen Perusahaan Tahunan yang telah ditandatangani oleh seluruh Anggota Direksi dan Dewan Komisaris paling lambat 2 (dua) bulan setelah berakhirnya tahun buku kepada Pemegang Saham. Direksi wajib menyampaikan Perhitungan Tahunan yang telah diperiksa oleh Auditor paling lambat 5 (lima) bulan setelah berakhirnya tahun buku kepada Pemegang Saham.

Apabila terdapat perbedaan antara Laporan Manajemen Perusahaan Tahunan yang telah disampaikan kepada Pemegang Saham dengan Perhitungan Tahunan yang telah diperiksa oleh Auditor Eksternal, maka Direksi harus melakukan revisi terhadap Laporan Manajemen Perusahaan Tahunan dimaksud untuk memperoleh persetujuan dan pengesahan oleh RUPS. Persetujuan Laporan Manajemen Perusahaan Tahunan dan Pengesahan. Perhitungan Tahunan yang telah diperiksa Auditor Eksternal dilakukan oleh RUPS paling lambat 6 (enam) bulan setelah berakhirnya tahun buku.

d. Penyusunan dan Penyampaian Laporan Tahunan
Direksi membuat Laporan Tahunan sebagai wujud pertanggungjawaban pengurusan Perusahaan. Format Laporan Tahunan mencakup Laporan Keuangan, yang disusun berdasarkan Standar Akuntansi Keuangan dan diserahkan kepada Akuntan Publik yang ditunjuk oleh Rapat Umum Pemegang Saham untuk diauditkan:

1) Penyampaian Laporan Tahunan kepada RUPS
Tata Laksana penyampaian Laporan Tahunan kepada RUPS diatur sebagai berikut:
- Direksi menyampaikan Laporan Tahunan kepada RUPS setelah ditelaah oleh Dewan Komisaris dalam jangka waktu paling lambat 5 (lima) bulan setelah tahun buku Perusahaan berakhir dan/atau dalam bulan Mei setelah penutupan tahun buku yang bersangkutan;
- Rancangan Laporan Tahunan, termasuk laporan keuangan yang telah diaudit oleh Auditor Eksternal, yang telah ditandatangani oleh seluruh Anggota Direksi disampaikan kepada Dewan Komisaris untuk ditelaah dan ditandatangani sebelum disampaikan kepada Pemegang Saham;
- Laporan Tahunan yang telah ditandatangani oleh seluruh Anggota Direksi dan Dewan Komisaris disampaikan oleh Direksi kepada Pemegang Saham;

Q4 report is consolidated into the Annual Management Report.

2) Annual Management Report
The Board of Directors must submit the Annual Management Report, signed by all Directors and Commissioners, no later than 2 (two) months after the end of the financial year to the Shareholders. The Board of Directors must submit the Annual Accounts, audited by the Auditor, no later than 5 (five) months after year-end.

If there are differences between the submitted Annual Management Report and the audited Annual Accounts which has been audited by the External Auditor, the Board of Directors shall revised the Annual Management Report to obtain approval and ratification by the GMS. Approval of the Annual Company Management Report and Ratification. The Annual Accounts that have been audited by the External Auditor are carried out by the GMS no later than 6 (six) months after the end of the financial year.

d. Preparation and Submission of the Annual Report
The Board of Directors prepares the Annual Report as a form of accountability for managing the Company. The Annual Report includes Financial Statements, which must be prepared based on the Financial Accounting Standards and audited by a Public Accountant appointed by the GMS:

1) Submission of Annual Report to the GMS
The procedures for Annual Report submission to the GMS are as follows:
- The Board of Directors must submit the Annual Report to the GMS after being reviewed by the Board of Commissioners, no later than 5 (five) months after the end of the financial year and/or by May;
- The Annual Report draft, including audited financial statements, signed by all Directors, must be submitted to the Board of Commissioners for review and signature before submission to Shareholders;
- The Annual Report signed by all Directors and Commissioners shall be submitted to the Shareholders;



- Laporan Tahunan tersebut harus disediakan di kantor Perusahaan sejak tanggal panggilan RUPS sampai dengan tanggal pelaksanaan RUPS atau dikirim untuk diperiksa oleh Pemegang Saham.

2) Anggota Direksi dan Dewan Komisaris Tidak Menandatangani Laporan Tahunan
Dalam hal terdapat Anggota Direksi atau Anggota Dewan Komisaris tidak menandatangani Laporan Tahunan, maka:
- Anggota Direksi dan Dewan Komisaris yang bersangkutan harus menyebutkan alasannya secara tertulis; atau alasan tersebut dinyatakan oleh Direksi atau Dewan Komisaris dalam surat tersendiri yang dilekatkan dalam Laporan Tahunan;
- Apabila Anggota Direksi atau Anggota Dewan Komisaris tersebut tidak menandatangani Laporan Tahunan dan tidak memberi alasan secara tertulis, maka yang bersangkutan dianggap telah menyetujui isi Laporan Tahunan.

3. Terkait dengan Manajemen Risiko:
Direksi wajib membangun dan melaksanakan program manajemen risiko Perusahaan secara terpadu yang merupakan bagian dari pelaksanaan program GCG. Penerapan Manajemen Risiko pada Perusahaan, meliputi:
a. Pengurusan aktif oleh Direksi dan pengawasan oleh Dewan Komisaris;
b. Kecukupan kebijakan dan standar prosedur Manajemen Risiko dan penetapan strategi risiko;
c. Kecukupan proses identifikasi, pengukuran, perlakuan, pencatatan, pemantau, evaluasi dan pelaporan serta sistem informasi manajemen risiko;
d. Sistem Pengendalian Internal yang menyeluruh.

Dalam pelaksanaan fungsi manajemen risiko, Direksi memiliki wewenang, tugas dan tanggung jawab:

a. Menyusun dan mengusulkan kebijakan serta strategi manajemen risiko secara komprehensif;
b. Melaksanakan kebijakan manajemen risiko;
c. Mengembangkan budaya manajemen risiko pada seluruh jenjang organisasi;
d. Melaksanakan peningkatan kompetensi sumber daya manusia terkait dengan manajemen risiko;
e. Memastikan bahwa fungsi manajemen risiko telah beroperasi secara independen;
f. Melaksanakan kajian ulang secara berkala untuk memastikan (keakuratan metodologi penilaian risiko, kecukupan implementasi sistem informasi manajemen risiko, ketepatan kebijakan dan prosedur manajemen risiko serta penetapan batasan risiko dan ambang batas);
g. Melaksanakan fungsi manajemen risiko lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar dan/atau keputusan RUPS.

- The Annual Report must be made available at the Company office from the date of GMS notice until the GMS date or sent to the Shareholders for review.

2) Directors or Commissioners Not Signing the Annual Report
If any Director or Commissioner does not sign the Annual Report:

- Those specific members of the Board of Directors or Board of Commissioners must provide a written explanation; or provided in a separate letter attached to the Annual Report;
- If those specific members of the Board of Directors or Board of Commissioners does not sign the Annual Report and does not provide a written explanation, then they are deemed to have approved the contents of the Annual Report.

3. Related to Risk Management:
The Board of Directors must establish and implement an integrated Company risk management program as part of the GCG implementation. Risk Management application in the Company includes:
a. Active management by the Board of Directors and oversight by the Board of Commissioners;
b. Adequacy of risk management policies and standard operating procedures and risk strategy determination;
c. Adequacy of processes for identifying, measuring, treating, recording, monitoring, evaluating, and reporting risks, as well as the risk management information systems;
d. A comprehensive Internal Control System.

In performing the risk management function, the Board of Directors has the authority, duties, and responsibilities to:
a. Formulate and propose comprehensive risk management policies and strategies;
b. Implement risk management policies;
c. Promote a risk management culture throughout the entire organization;
d. Enhance human resources competency in relation to risk management;
e. Ensure that the risk management function operates independently;
f. Conduct periodic reviews to ensure the accuracy of risk assessment methodologies, the adequacy of the risk management information system implementation, and the validity of risk policies, procedures, and limits;

g. Perform other risk management functions in accordance with laws and regulations, the Articles of Association, and/or GMS resolutions.

PT Pelindo Jasa Maritim termasuk dalam kategori Konglomerasi, sehingga dalam pengelolaan risiko dan penerapan manajemen risiko, memiliki organ sebagai berikut:

a. Dewan Komisaris;
b. Direksi;
c. Komite Audit;
d. Komite Pemantau Risiko;
e. Komite Tata Kelola Terintegrasi;
f. Direktur yang membidangi pengelolaan Keuangan dan Risiko;
g. SPI.

4. Terkait dengan Teknologi Informasi:
   a. Menetapkan tata kelola teknologi informasi yang efektif;
   b. Menyusun dan menetapkan Pedoman Tata Kelola Teknologi Informasi;
   c. Menyampaikan laporan pelaksanaan tata kelola teknologi informasi secara periodik kepada Dewan Komisaris;
   d. Menjaga dan mengevaluasi kualitas fungsi tata kelola teknologi informasi di Perusahaan.

5. Terkait dengan Sumber Daya Manusia (SDM):
   a. Menyiapkan susunan organisasi Perusahaan lengkap dengan uraian tugasnya;
   b. Menyusun dan melaksanakan pedoman pengelolaan SDM yang meliputi sistem perencanaan SDM, rekrutmen, seleksi, penempatan Pekerja dan jabatan dalam struktur organisasi Perusahaan, promosi dan demosi serta mutasi;
   c. Memastikan penempatan Pekerja sesuai dengan kriteria jabatan dalam struktur organisasi Perusahaan;
   d. Meminta persetujuan Dewan Komisaris untuk menetapkan struktur organisasi sampai dengan 1 (satu) tingkat di bawah Direksi;
   e. Meminta persetujuan Dewan Komisaris terkait dengan pengangkatan Kepala Satuan Pengawasan Internal dan Sekretaris Perusahaan;
   f. Memastikan pelaksanaan pendidikan dan pelatihan kepada Pekerja sesuai dengan kompetensi jabatan;
   g. Melaksanakan pengukuran dan penilaian kinerja untuk satuan kerja dan jabatan dalam organisasi secara obyektif dan transparan;
   h. Mengatur ketentuan-ketentuan tentang Pekerja Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi Pekerja berdasarkan peraturan perundang-undangan yang berlaku dan keputusan RUPS;
   i. Mengangkat dan memberhentikan Pekerja berdasarkan peraturan Perusahaan dan peraturan perundang-undangan yang berlaku;
   j. Direksi memastikan Perusahaan memiliki kebijakan perlindungan keselamatan Pekerja antara lain keselamatan kerja, manajemen K3,

PT Pelindo Jasa Maritim falls into the Conglomeration category, thereby having the following bodies in risk governance and risk management implementation:

a. Board of Commissioners;
b. Board of Directors;
c. Audit Committee;
d. Risk Oversight Committee;
e. Integrated Governance Committee;
f. Director responsible for Finance and Risk Management;
g. Internal Audit Unit.

4. Related to Information Technology:
   a. Establish effective information technology governance;
   b. Prepare and establish Information Technology Governance Guidelines;
   c. Submit periodic reports on the implementation of IT governance to the Board of Commissioners;
   d. Maintain and evaluate the quality of IT governance functions in the Company.

5. Related to Human Resources (HR):
   a. Prepare the organizational structure along with its job descriptions;
   b. Develop and implement HR management guidelines including HR planning, recruitment, selection, employee placement and job positions in the Company's organizational structure, promotions, demotions, and rotations;
   c. Ensure employee placement aligns with job criteria;
   d. Seek approval from the Board of Commissioners for establishing the organizational structure up to one level below the Board of Directors;
   e. Seek approval from the Board of Commissioners regarding the appointment of the Head of Internal Audit and the Corporate Secretary;
   f. Ensure employee training and development is conducted in accordance with job competencies;
   g. Implement objective and transparent performance measurement and evaluation for all work units and positions;
   h. Regulate provisions on employee compensation, including salary, pension or retirement benefits, and other income according to laws and GMS decisions;
   i. Appoint and dismiss Employees based on Company regulations and applicable laws and regulations;
   j. The Board of Directors ensure that the Company has employee safety protection policies, including occupational safety, OHS management,



fasilitas kesehatan di lingkungan kerja, asuransi kesehatan terhadap Pekerja dan keluarga, informasi mengenai adanya tingkat bahaya tertentu bagi Pekerja.

6. Terkait dengan Etika Bisnis dan Anti Korupsi:
   a. Mengembangkan dan memimpin penerapan Pedoman GCG;
   b. Menyusun ketentuan yang mengatur mekanisme pelaporan atas dugaan penyimpangan (*Whistleblowing System*) pada Perusahaan;
   c. Tidak memberikan atau menawarkan atau menerima baik langsung ataupun tidak langsung sesuatu yang berharga kepada dan/atau dari Pejabat Pemerintah dan/atau pihak-pihak lain yang mempengaruhi atau sebagai imbalan atas apa yang telah dilakukannya dan tindakan lainnya sesuai peraturan perundang-undangan dan Pedoman Pengendalian Gratifikasi Perusahaan;
   d. Memastikan seluruh kewajiban penyampaian Laporan Harta Kekayaan Penyelenggaraan Negara (LHKPN) kepada Lembaga Pemerintah yang berwenang dipatuhi oleh semua wajib lapor yang ditetapkan sesuai Surat Keputusan Direksi dalam lingkungan Perusahaan.

7. Terkait dengan Sistem Pengendalian Internal:
   Direksi harus menetapkan kebijakan tentang Sistem Pengendalian Internal yang efektif untuk menjamin keyakinan yang memadai atas keandalan laporan keuangan, pengamanan terhadap aset, tercapainya efisiensi dan efektivitas operasional, dan mendorong dipatuhinya kebijakan dan Peraturan Perusahaan.

   Sistem Pengendalian Internal antara lain mencakup hal-hal sebagai berikut:
   a. Lingkungan pengendalian internal dalam Perusahaan yang dilaksanakan dengan disiplin dan terstruktur;
   b. Pengkajian terhadap pengelolaan risiko usaha (*risk assessment*), yaitu suatu proses untuk mengidentifikasi, menganalisis dan menilai pengelolaan risiko yang relevan;
   c. Aktivitas pengendalian, yaitu tindakan-tindakan yang dilakukan dalam suatu proses pengendalian terhadap kegiatan Perusahaan pada setiap tingkat dan unit dalam struktur organisasi Perusahaan, antara lain mengenai kewenangan, otorisasi, verifikasi, rekonsiliasi, penilaian atas prestasi kerja, pembagian tugas, dan keamanan terhadap aset Perusahaan;
   d. Sistem informasi dan komunikasi, yaitu suatu proses penyajian laporan mengenai kegiatan operasional, finansial, serta ketaatan dan kepatuhan terhadap ketentuan peraturan perundang-undangan oleh Perusahaan;
   e. *Monitoring*, yaitu proses penilaian terhadap kualitas sistem pengendalian internal, termasuk fungsi internal audit pada setiap tingkat dan unit dalam struktur organisasi Perusahaan, sehingga dapat dilaksanakan secara optimal.

workplace health facilities, health insurance for employees and their families, and hazard information related to job risks.

6. Related to Business Ethics and Anti-Corruption:
   a. Develop and lead the implementation of GCG Guidelines;
   b. Establish rules governing the reporting mechanism of suspected irregularities (Whistleblowing System);
   c. Not give, offer, or receive anything of value directly or indirectly to/from Government Officials and/or other parties that may influence or result in improper conduct, in accordance with applicable laws and the Company's Gratification Control Guidelines;
   d. Ensure compliance with the obligation to submit the State Officials' Asset Declaration Report (LHKPN) to the competent Government institution by all reporting parties as determined by Board of Directors Decree.

7. Related to the Internal Control System:
   The Board of Directors must establish an effective Internal Control System policy to ensure reasonable assurance on financial reporting reliability, asset safeguarding, operational efficiency and effectiveness, and compliance with Company policies and regulations.

   The Internal Control System includes:
   a. A disciplined and structured internal control environment;
   b. Risk assessment, including identifying, analyzing, and evaluating relevant risks;
   c. Control activities at every level and unit of the organization, including authorization, verification, reconciliation, performance appraisal, task segregation, and asset security;
   d. Information and communication systems that provide operational, financial, compliance, and regulatory reporting;
   e. Monitoring of the quality of internal controls, including internal audit functions at every organizational level.

Direksi memiliki kewajiban untuk menyusun Piagam Satuan Pengawasan Internal sebagai bagian dari sistem pengendalian internal dan memiliki kaitan yang erat dengan Piagam Komite Audit.

8. Terkait dengan Keterbukaan dan Kerahasiaan Informasi:
   a. Mengungkapkan penerapan GCG di Perusahaan dan informasi penting dalam Laporan Tahunan dan Laporan Keuangan dan informasi lainnya kepada pihak lain sesuai peraturan perundang-undangan yang berlaku secara tepat waktu, akurat, jelas dan obyektif;
   b. Informasi rahasia yang diperoleh sewaktu menjabat sebagai anggota Direksi Perusahaan harus tetap dirahasiakan sesuai dengan peraturan perundang-undangan yang berlaku;
   c. Dalam hal menjaga kerahasiaan informasi Perusahaan, Direksi dituntut untuk mengutamakan kepentingan Perusahaan daripada kepentingan individu dan kelompok.

9. Terkait dengan Penerapan *Good Corporate Governance* (GCG):
   a. Menyosialisasikan tata Kelola Perusahaan yang baik;
   b. Melakukan pengukuran terhadap penerapan GCG dalam bentuk:
      1) Penilaian (*assessment*) GCG di Perusahaan melalui pengukuran pelaksanaan dan penerapan GCG di Perusahaan yang dilaksanakan secara berkala setiap 2 (dua) tahun;
      2) Evaluasi dan *review* penerapan GCG di Perusahaan yang dilakukan pada tahun berikutnya setelah penilaian sebagaimana dimaksud pada poin a), yang meliputi evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan (*self assessment*).
   c. Pelaksanaan penilaian dilakukan oleh *assessor* independen yang ditunjuk oleh Dewan Komisaris melalui proses sesuai dengan ketentuan pengadaan barang dan jasa di perusahaan, dan apabila diperlukan meminta bantuan Direksi dalam proses penunjukannya;
   d. Hasil Pelaksanaan penilaian dan evaluasi dilaporkan kepada RUPS bersamaan dengan penyampaian laporan tahunan;
   e. Salah seorang anggota Direksi ditunjuk oleh rapat Direksi sebagai penanggung jawab dalam pemantauan tata Kelola Perusahaan yang baik di perusahaan;
   f. Terkait dengan pengawasan kepatuhan Perusahaan, dijalankan secara bersama oleh fungsi-fungsi terkait di dalam Perusahaan.

The Board of Directors must prepare the Internal Audit Charter as part of the Internal Control System, aligned closely with the Audit Committee Charter.

8. Related to Information Disclosure and Confidentiality:
   a. Disclose GCG implementation and material information in the Annual Report, Financial Statements, and other information to external parties accurately, clearly, objectively, and in a timely manner in accordance with regulations;
   b. Confidential information obtained while serving as a member of the Company's Board of Directors must remain confidential in accordance with applicable laws and regulations;
   c. In maintaining the confidentiality of Company information, the Board of Directors is required to prioritize the interests of the Company over the interests of individuals and groups.

9. Related to Good Corporate Governance (GCG) Implementation:
   a. Socialize the principles of good corporate governance;
   b. Conduct measurements of GCG implementation through:
      1) GCG Assessment at the Company through implementation of GCG within the Company carried out periodically every 2 (two) years;
      2) Evaluation and review of GCG implementation in the Company carried out in the following year after the assessment as referred to in point a), which includes evaluation of the assessment results and follow-up on recommendations for improvement (self-assessment).
   c. Assessment conducted by independent assessors appointed by the Board of Commissioners through the Company's procurement procedures, with assistance from the Board of Directors if needed;
   d. Report assessment and evaluation results to the GMS along with the Annual Report submission;
   e. Appoint one Director as responsible for monitoring GCG implementation through the Directors' meeting;
   f. Ensure compliance supervision is jointly carried out by relevant Company functions.

10. Terkait Hubungan dengan *Stakeholders*:
    Direksi mengembangkan hubungan dengan *Stakeholders* Perusahaan berdasarkan prinsip-prinsip:
    a. Menghormati hak-hak *Stakeholders* yang timbul berdasarkan peraturan perundang-undangan yang berlaku dan atau perjanjian yang dibuat oleh Perusahaan dengan *Stakeholders*;
    b. Memastikan Perusahaan melakukan tanggung jawab sosial dan lingkungan. Melaksanakan tanggung jawab sosial Perusahaan adalah melalui Program Tanggung Jawab sosialnya. Salah satu pelaksanaan tanggung jawab sosial Perusahaan adalah melalui Tanggung Jawab Sosial dan Lingkungan (TJSL) sesuai peraturan perundang-undangan yang berlaku;
    c. Direksi wajib Memastikan bahwa aset-aset dan lokasi usaha serta fasilitas Perusahaan lainnya memenuhi peraturan perundang-undangan yang berlaku berkenaan dengan pelestarian lingkungan, kesehatan dan keselamatan kerja;
    d. Dalam mempekerjakan, menetapkan besarnya gaji, memberikan pelatihan, menetapkan jenjang karier, serta menentukan persyaratan kerja lainnya untuk Pekerja, Perusahaan tidak melakukan diskriminasi karena latar belakang etnik seseorang, agama, jenis kelamin, usia, cacat tubuh yang dipunyai seseorang atau keadaan khusus lainnya yang dilindungi oleh peraturan perundang-undangan;
    e. Menyediakan lingkungan kerja yang bebas dari segala bentuk tekanan.

11. Terkait Sistem Akuntansi dan Pembukuan:
    a. Menyusun sistem akuntansi berdasarkan prinsip-prinsip pengendalian internal, terutama pemisahan fungsi pengurusan, pencatatan, penyimpanan dan pengawasan;
    b. Menyusun laporan keuangan berdasarkan standar akuntansi keuangan dan menyerahkan kepada Akuntan Publik untuk di audit;
    c. Mengadakan dan memelihara pembukuan dan administrasi Perusahaan untuk menghasilkan penyelenggaraan pembukuan yang tertib, kecukupan modal kerja dengan biaya yang efisien, struktur neraca yang baik dan kokoh, penyajian laporan dan analisa keuangan tepat waktu dan akurat serta prinsip-prinsip lain sesuai dengan kelaziman yang berlaku bagi suatu Perusahaan.
12. Terkait Respons terhadap Peluang Bisnis dan Perubahan Lingkungan Bisnis
    Direksi mengembangkan hubungan dengan *Stakeholders* Perusahaan berdasarkan prinsip-prinsip:
    a. Mekanisme untuk merespons peluang bisnis dan merespons isu-isu terkini dari eksternal mengenai perubahan lingkungan bisnis melalui langkah:
        1) Usulan peluang bisnis dapat berasal dari manajemen di bawah Direksi/Anggota Direksi/ Dewan Komisaris;

10. Related to Stakeholder Relations:
    The Board of Directors builds relationships with stakeholders based on:
    a. Respecting the rights of stakeholders according to the applicable laws and/or agreements the Company made with stakeholders;
    b. Ensuring that the Company carries out its social and environmental responsibilities. The Company implements its social responsibilities through its Social Responsibility Program. A form of the Company's social responsibilities is Social and Environmental Responsibility (TJSL) programs in accordance with applicable laws and regulations;
    c. The Board of Directors is obliged to ensure that the Company's assets, business locations, and other facilities comply with applicable laws and regulations regarding environmental preservation, occupational health and safety;
    d. In hiring, setting salaries, providing training, establishing career paths, and determining other work requirements for employees, the Company does not discriminate based on an individual's ethnic background, religion, gender, age, disability, or other special circumstances protected by law;
    e. Providing a work environment free from all forms of pressure.

11. Related to Accounting and Bookkeeping Systems:
    a. Establish an accounting system based on internal control principles, especially segregation of duties relating to custody, recordkeeping, and monitoring;
    b. Prepare financial statements based on financial accounting standards and submit them to a Public Accountant for audit;
    c. Maintain proper bookkeeping and administration to ensure orderly accounting practices, adequate working capital with efficient costs, sound balance sheet structure, timely and accurate financial reporting and analysis, and other common corporate practices.

12. Related to Response to Business Opportunities and Changes in Business Environment
    The Board of Directors developed a relationship with the Company's Stakeholders based on the following principles:
    a. Mechanisms to respond to business opportunities and external issues affecting the business environment include:
        1) Business opportunity proposals may originate from lower management, individual Directors, or the Board of Commissioners;

2) Direksi mengidentifikasi peluang bisnis dan atau perubahan lingkungan bisnis yang berdampak besar pada Perusahaan secara intensif, termasuk di dalamnya analisis risiko atas peluang dan/atau perubahan kondisi tersebut;
3) Direksi mengambil keputusan atas usulan tersebut;
4) Atas usulan peluang bisnis yang disetujui dan termasuk dalam kewenangan Dewan Komisaris dan/atau RUPS, Direksi menyampaikan kepada Dewan Komisaris usulan peluang disertai dengan studi kelayakan dan membahas dengan Dewan Komisaris.

b. Pembahasan isu-isu terkini mengenai perubahan lingkungan bisnis dan permasalahan yang berdampak besar pada usaha dan kinerja Perusahaan dimaksudkan untuk menangkap peluang bisnis atau yang berakibat menjadi permasalahan yang berdampak signifikan pada usaha dan kinerja Perusahaan;
c. Direksi harus segera merespons informasi yang diterima pada setiap terjadinya perubahan lingkungan yang berpengaruh signifikan pada kinerja Perusahaan dan segera melaporkan kepada Dewan Komisaris.

13. Terkait dengan Benturan Kepentingan
Dalam hal terjadi Benturan Kepentingan, anggota Direksi, dan pejabat yang bertanggung jawab langsung kepada Direksi atau mempunyai pengaruh yang signifikan terhadap kebijakan dan/atau operasional Perusahaan, dilarang mengambil tindakan yang dapat merugikan Perusahaan atau mengurangi keuntungan Perusahaan dan wajib mengungkapkan Benturan Kepentingan dalam setiap keputusan.
14. Terkait dengan Tugas dan Kewajiban Lain
Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar atau yang ditetapkan oleh RUPS dan peraturan perundang-undangan.

Selain itu, Direksi juga memiliki kewenangan secara khusus sebagai berikut:
1. Wewenang Mewakili Direksi dan Perusahaan
Direksi berwenang untuk melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan Perusahaan, mengikat Perusahaan dengan pihak lain dan/atau pihak lain dengan Perusahaan, serta mewakili Perusahaan di dalam dan di luar Pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan Anggaran Dasar dan/atau Keputusan RUPS.

RUPS dapat mengurangi pembatasan terhadap tindakan Direksi yang diatur dalam Anggaran Dasar atau menentukan pembatasan lain kepada Direksi selain yang diatur dalam Anggaran Dasar.

2) The Board of Directors identifies opportunities and/or changes in the business environment that significantly impact the Company, including risk analysis;

3) The Board of Directors makes decisions on such proposals;
4) If approved opportunities fall under the authority of the Board of Commissioners and/or GMS, the Board of Directors submits the proposal supported by feasibility studies to the Board of Commissioners.

b. Discussions on major business environment changes and issues aim to seize opportunities or mitigate significant risks impacting the Company's business and performance;

c. The Board of Directors must promptly respond to significant business environment changes and immediately report such matters to the Board of Commissioners.

13. Related to Conflict of Interest
In the event of a conflict of interest, Directors and officials reporting directly to the Board of Directors or having significant influence over policies and/or operations are prohibited from taking actions that may harm or reduce Company benefits and must disclose conflicts of interest in any decision making.

14. Related to Other Duties and Obligations:
Carry out other duties and obligations as regulated in the Articles of Association or determined by the GMS and applicable laws and regulations.

In addition, the Board of Directors also has specific authorities as follows:
1. Authority to Represent the Board of Directors and the Company
The Board of Directors is authorized to carry out all actions and other activities related to the management and ownership of the Company's assets, bind the Company with other parties and/or other parties with the Company, as well as represent the Company inside and outside the court in all matters and events, subject to the limitations stipulated in the prevailing laws and regulations, the Articles of Association, and/or GMS resolutions.

The GMS may reduce the limitations on the actions of the Board of Directors as stipulated in the Articles of Association or impose additional limitations beyond those stipulated in the Articles of Association.

Pelaksanaan wewenang Direksi untuk setiap tindakan yang mewakili Direksi dan kepentingan Perusahaan maka harus terlebih dahulu mendapat persetujuan dalam Rapat Direksi, termasuk untuk setiap penyampaian informasi Perusahaan yang material untuk pihak ketiga dan publik pada umumnya.

2. Wewenang Direktur Utama dan Pendelegasiannya
Dalam rangka melaksanakan kebijakan kepengurusan Perusahaan, apabila tidak ditetapkan lain oleh Direksi, Direktur Utama berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perusahaan dengan ketentuan semua tindakan Direktur Utama dimaksud telah disetujui oleh Rapat Direksi.

Apabila Direktur Utama tidak ada atau berhalangan karena sebab apa pun, hal mana tidak perlu dibuktikan kepada Pihak Ketiga, maka berlaku ketentuan sebagai berikut:
a. Dalam hal RUPS tidak mengangkat Wakil Direktur Utama, maka dalam hal Direktur Utama tidak ada atau berhalangan karena sebab apa pun, hal mana tidak perlu dibuktikan kepada pihak ketiga, maka Direktur Ulama menunjuk secara tertulis anggota Direksi yang berwenang bertindak untuk dan atas nama Direksi serta melaksanakan tugas Direktur Utama;
b. Salah seorang anggota Direksi yang ditunjuk secara tertulis oleh Direktur Utama berwenang bertindak untuk dan atas nama Direksi serta melaksanakan tugas-tugas Direktur Utama;
c. Dalam hal Direktur Utama tidak melakukan penunjukan. Maka Anggota Direksi yang terlama dalam jabatan berwenang bertindak untuk dan atas nama Direksi serta melaksanakan tugas-tugas Direktur Utama;
d. Dalam hal terdapat lebih dari satu orang Anggota Direksi yang terlama dalam jabatan, maka Anggota Direksi yang terlama dalam jabatan dan yang tertua dalam usia berwenang bertindak untuk dan atas nama Direksi serta melaksanakan tugas-tugas Direktur Utama.

3. Anggota Direksi yang Tidak Berwenang Mewakili Perusahaan
Anggota Direksi tidak berwenang mewakili Perusahaan baik di dalam maupun di luar pengadilan apabila:
a. Terjadi perkara di depan Pengadilan antara Perusahaan dengan Anggota Direksi yang bersangkutan; atau
b. Anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perusahaan.

Dalam hal terdapat keadaan sebagaimana disebutkan di atas, yang berhak mewakili Perusahaan adalah:
a. Anggota Direksi lainnya yang tidak mempunyai benturan kepentingan dengan Perusahaan, yang ditunjuk melalui rapat Direksi; atau

The implementation of the Board of Directors' authority for every action representing the Board of Directors and the interests of the Company must first obtain approval in a Board of Directors Meeting, including for the disclosure of material Company information to third parties and the public in general.

2. Authority of the President Director and Its Delegation
In carrying out the Company's management policies, unless otherwise determined by the Board of Directors, the President Director is entitled and authorized to act for and on behalf of the Board of Directors and represent the Company, provided that all such actions of the President Director have been approved by the Board of Directors Meeting.

If the President Director is absent or unable to perform duties for any reason, which does not need to be proven to third parties, the following provisions apply:
a. If the GMS does not appoint a Vice President Director, and the President Director is absent or unable to perform duties for any reason, which does not need to be proven to third parties, the President Director appoints in writing another member of the Board of Directors authorized to act for and on behalf of the Board of Directors and carry out the duties of the President Director;
b. One member of the Board of Directors appointed in writing by the President Director is authorized to act for and on behalf of the Board of Directors and carry out the duties of the President Director;
c. If the President Director does not make such an appointment, the Board Member with the longest tenure shall be authorized to act for and on behalf of the Board of Directors and perform the duties of the President Director;
d. If there is more than one Board Member with the same longest tenure, then the Board Member with the longest tenure and the oldest age shall be authorized to act for and on behalf of the Board of Directors and carry out the duties of the President Director.

3. Members of the Board of Directors Not Authorized to Represent the Company
Members of the Board of Directors are not authorized to represent the Company inside or outside the court if:
a. There is a legal dispute before the court between the Company and the relevant Board Member; or
b. The relevant Board Member has a conflict of interest with the Company.

In such situations, the authorized party to represent the Company shall be:
a. Other members who have no conflict of interest with the Company, appointed through a Board of Directors Meeting; or

b. Dewan Komisaris dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perusahaan; atau
c. Pihak lain yang ditunjuk RUPS dalam hal seluruh anggota Direksi atau Dewan Komisaris mempunyai benturan kepentingan dengan Perusahaan.

Dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perusahaan dan tidak ada satu pun anggota Dewan Komisaris, maka Perusahaan diwakili oleh pihak lain yang ditunjuk oleh RUPS.

4. Pendelegasian Wewenang di antara Anggota Direksi
Apabila tidak diatur lain oleh Direksi, dalam hal salah seorang anggota Direksi selain Direktur Utama dan Wakil Direktur Utama (bila ada) berhalangan karena sebab apa pun, hal mana tidak perlu dibuktikan kepada pihak ketiga, maka anggota-anggota Direksi lainnya menunjuk salah seorang anggota Direksi untuk melaksanakan tugas-tugas Anggota Direksi yang berhalangan tersebut.

Pembagian tugas dan wewenang setiap anggota Direksi ditetapkan oleh RUPS. Dalam hal RUPS tidak menetapkan pembagian tugas dan wewenang tersebut, maka pembagian tugas dan wewenang di antara Direksi ditetapkan berdasarkan keputusan Direksi.

5. Pembagian Tugas dan Wewenang dalam Penetapan Surat Keputusan Direksi
Apabila tidak diatur lain oleh Direksi, pembagian tugas dan wewenang dalam hal penetapan dan penandatanganan Surat Keputusan Direksi dibagi dalam 2 (dua) kategori, sebagai berikut:
   a. Keputusan Direksi yang berkaitan dengan aksi korporasi harus ditandatangani oleh Direktur Utama atas nama Direksi;
   b. Keputusan Direksi yang bersifat operasional dalam bidang direktorat masing-masing ditandatangani oleh Direktur terkait atas nama Direksi.

6. Pemberian Kuasa untuk Perbuatan Tertentu
Direksi untuk perbuatan tertentu atas tanggung jawabnya sendiri, berhak pula mengangkat seseorang atau lebih sebagai wakil atau kuasanya, dengan memberikan kepadanya atau kepada mereka kekuasaan untuk perbuatan tertentu tersebut yang diatur dalam surat kuasa.
7. Pemberian Kuasa untuk Perbuatan Tertentu:
   a. Pengungkapan Informasi Rahasia kepada Pemohon Informasi Publik dilakukan atas persetujuan Direktur Utama atas nama Direksi;
   b. Pengungkapan Informasi Terbatas kepada Pemohon Informasi Publik dilakukan atas persetujuan pejabat setingkat di bawah Direksi atau pejabat lain yang ditunjuk oleh Direktur Utama;

b. The Board of Commissioners if all Board Members have a conflict of interest with the Company; or

c. Another party appointed by the GMS if all Board Members or the Board of Commissioners have a conflict of interest with the Company.

If all members have a conflict of interest with the Company and there is no Board of Commissioners, the Company shall be represented by another party appointed by the GMS.

4. Delegation of Authority Among Members of the Board of Directors
Unless otherwise determined by the Board of Directors, in the event that any member other than the President Director and Vice President Director (if any) is absent or unable to perform duties for any reason, which does not need to be proven to third parties, the remaining members shall appoint one member to carry out the duties of the absent member.

The division of duties and authority of each member is determined by the GMS. In the absence of such determination, the division of duties and authority among the members is determined by the decree of the Board of Directors.

5. Division of Duties and Authority in the Issuance of Decree of the Board of Directors
Unless otherwise determined by the Board of Directors, the division of duties and authority in relation to the issuance and signing of the decree is divided into two (2) categories as follows:
   a. Resolutions of the Board of Directors related to corporate actions must be signed by the President Director on behalf of the Board of Directors;
   b. Resolutions of the Board of Directors of an operational nature within the respective directorate shall be signed by the relevant Director on behalf of the Board of Directors.

6. Granting of Power for Certain Acts
For certain actions under its own responsibility, the Board of Directors has the right to appoint one or more persons as representatives or proxies, by granting them the authority for such specific actions as regulated in a power of attorney.

7. Granting of Power for Certain Acts:
   a. Disclosure of Confidential Information to Public Information Applicants must be approved by the President Director on behalf of the Board of Directors;
   b. Disclosure of Limited Information to Public Information Applicants must be approved by an official one level below the Board of Directors or another official appointed by the President Director;

c. Informasi yang belum terklasifikasi, tidak dapat diungkap kepada Pemohon Informasi Publik sebelum informasinya ditetapkan klasifikasinya oleh Direksi;
d. Pemberi Informasi Perusahaan merupakan Juru Bicara Perusahaan sesuai dengan kewenangannya, dengan ketentuan sebagai berikut:
   1) Pemberi Informasi Perusahaan tingkat Pusat adalah Direksi, Sekretaris Perusahaan atau *spokeperson* lain yang ditunjuk dapat menyesuaikan;
   2) Pemberi Informasi Perusahaan tingkat Regional adalah *Regional Head* atau pejabat lain yang ditunjuk dapat menyesuaikan;
   3) Pemberi informasi Perusahaan tingkat *Subholding* adalah Direksi, Sekretaris Perusahaan atau *spokeperson* yang ditunjuk dapat menyesuaikan dengan peraturan Perusahaan.
e. Pengaturan terkait pendelegasian wewenang dalam penyampaian informasi akan diatur lebih lengkap dalam Pedoman Komunikasi PT Pelindo Jasa Maritim.

8. Wewenang Melakukan Tindakan Mengenai Pengurusan dan Pemilikan serta Mengikat Perusahaan dengan Pihak Lain dan/atau Pihak Lain dengan Perusahaan:
   a. Pelaksanaan Wewenang Direksi yang harus Mendapatkan Persetujuan Tertulis dari Dewan Komisaris
      Perbuatan-perbuatan Direksi di bawah ini harus mendapat persetujuan tertulis dari Dewan Komisaris untuk:
      1) Mengagunkan aktiva tetap untuk penarikan kredit jangka pendek;
      2) Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (*Build Operate Transfer*/BOT), Bangun Milik Serah (*Build Own Transfer*/BOwT), Bangun Serah Guna (*Build Transfer Operate*/BTO) dan kerja sama lainnya dengan nilai atau jangka waktu tertentu;
      3) Menerima atau memberikan pinjaman jangka menengah/panjang, kecuali pinjaman (utang atau piutang) yang timbul karena transaksi bisnis, dan pinjaman yang diberikan kepada Anak Perusahaan dengan ketentuan pinjaman kepada Anak Perusahaan dilaporkan kepada Dewan Komisaris;
      4) Menghapuskan dari pembukuan, persediaan barang mati;
      5) Melepaskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 (lima) tahun;
      6) Menetapkan struktur organisasi 1 (satu) tingkat di bawah Direksi;

c. Information that has not been classified may not be disclosed to Public Information Applicants until the classification is determined by the Board of Directors;
d. Company Information Providers are Company Spokespersons according to their authority, with the following provisions:
   1) The Central-level Company Information Providers are the Board of Directors, Corporate Secretary, or another spokesperson as appointed;
   2) The Regional-level Company Information Providers are Regional Heads or other officials as appointed;
   3) The Subholding-level Company Information Providers are the Board of Directors, Corporate Secretary, or spokesperson as appointed in accordance with Company regulations.
e. Provisions related to the delegation of authority in information dissemination will be further stipulated in the Corporate Communication Guidelines of PT Pelindo Jasa Maritim.

8. Authority to Perform Acts Related to Management and Ownership and to Bind the Company with Other Parties and/or Vice Versa:
   a. Implementation of Board of Directors' Authority Requiring Written Approval from the Board of Commissioners
      The following actions of the Board of Directors must obtain written approval from the Board of Commissioners:
      1) Pledging fixed assets for short-term loan withdrawals;
      2) Entering into cooperation with business entities or other parties in the form of license cooperation, management contracts, asset leasing, Joint Operation (KSO), Build Operate Transfer (BOT), Build Own Transfer (BOwT), Build Transfer Operate (BTO), and other cooperations with specific value or term;
      3) Receiving or providing medium/long-term loans, except for loans (debts or receivables) arising from business transactions, and loans provided to Subsidiaries which must be reported to the Board of Commissioners;
      4) Writing off dead stock from the books;
      5) Disposing of movable fixed assets with a common industry economic life of up to 5 (five) years;
      6) Establishing the organizational structure one level below the Board of Directors;

7) Mengangkat dan memberhentikan Kepala Satuan Pengawas Intern;

Persetujuan tertulis dari Dewan Komisaris diberikan dengan ketentuan sebagai berikut:

1) Persetujuan Dewan Komisaris atas rencana Direksi untuk melaksanakan kegiatan-kegiatan di atas diberikan setelah Direksi menyampaikan permohonan persetujuan usulan kegiatan kepada Dewan Komisaris yang disertai dokumen dan penjelasan secara lengkap;
2) Dalam waktu 14 (empat belas) hari kerja sejak menerima permohonan Direksi, Dewan Komisaris harus memberikan pernyataan mengenai kelengkapan dokumen yang disertakan Direksi dalam permohonan tersebut. Dewan Komisaris mendelegasikan wewenang kepada Sekretaris Dewan Komisaris untuk memeriksa kelengkapan dokumen tersebut. Apabila dalam waktu 14 (empat belas) hari kerja sejak menerima permohonan Direksi, Dewan Komisaris tidak memberikan pernyataan mengenai kelengkapan dokumen, maka permohonan dianggap lengkap dan waktu 30 (tiga puluh) hari kalender mulai berjalan terhitung sejak tanggal penerimaan dokumen;
3) Dalam hal Dewan Komisaris menyatakan dokumen tidak lengkap, maka Dewan Komisaris wajib menyebutkan dokumen atau informasi yang harus dilengkapi oleh Direksi dalam usulan rencana Direksi;
4) Dalam waktu 30 (tiga puluh) hari kalender sejak diterimanya permohonan atau penjelasan dan dokumen secara lengkap dari Direksi, Dewan Komisaris harus memberikan Keputusan permohonan tersebut.

b. Pelaksanaan Wewenang Direksi yang harus Mendapatkan Persetujuan dari RUPS
Direksi wajib meminta persetujuan RUPS untuk:
1) Mengalihkan kekayaan Perusahaan; atau
2) Menjadikan jaminan utang kekayaan Perusahaan yang merupakan lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perusahaan dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak.

c. Pelaksanaan Wewenang Direksi yang dapat Dilakukan setelah Mendapat Tanggapan Tertulis dari Dewan Komisaris dan Persetujuan RUPS
Perbuatan-perbuatan di bawah ini hanya dapat dilakukan oleh Direksi setelah mendapat tanggapan tertulis dari Dewan Komisaris dan persetujuan dari RUPS untuk:

1) Mengagunkan aktiva tetap untuk penarikan kredit jangka menengah/panjang;
2) Melakukan penyertaan modal pada perusahaan lain;

7) Appointing and dismissing the Head of Internal Audit Unit.

Written approval from the Board of Commissioners is provided under the following conditions:

1) The Board of Commissioners grants approval on the Board of Directors' plan to carry out the above activities after an approval request is submitted to the Board of Commissioners, along with the complete documents and explanations;
2) Within 14 (fourteen) working days from receiving the request, the Board of Commissioners must provide a statement regarding document completeness. The Board of Commissioners delegates authority to the Secretary to the Board of Commissioners to review document completeness. If no statement is provided within the 14-day period, the documents are deemed complete and the 30 (thirty) calendar-day timeline shall commence from the date of receipt;
3) If the Board of Commissioners deems the documents incomplete, they must specify which documents or information must be completed by the Board of Directors;
4) Within 30 (thirty) calendar days from receiving complete documents and explanations, the Board of Commissioners must provide a decision regarding the request.

b. Implementation of Board of Directors' Authority Requiring Approval from the GMS
The Board of Directors must obtain GMS approval to:
1) Transfer Company assets; or
2) Use Company assets as debt collateral amounting to more than 50% (fifty percent) of the Company's net assets in one or more transactions, whether related or not.

c. Implementation of Board of Directors' Authority to be Conducted After Obtaining Written Response from the Board of Commissioners and Approval from the GMS
The following actions may only be carried out by the Board of Directors after obtaining a written response from the Board of Commissioners and approval from the GMS:
1) Pledging fixed assets for medium/long-term loan withdrawals;
2) Making equity participation in other companies;

3) Mendirikan anak Perusahaan dan/atau Perusahaan patungan;
4) Melepaskan penyertaan modal pada Anak Perusahaan dan/atau Perusahaan patungan;
5) Melakukan penggabungan, peleburan, pengambilalihan, pemisahan dan pembubaran Anak Perusahaan dan/atau Perusahaan patungan;
6) Mengikat Perusahaan sebagai penjamin (*borg* atau *avalist*);
7) Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (*Build Operate Transfer/BOT*), Bangun Milik Serah (*Build Own Transfer*/BOwT), Bangun Serah Guna (*Build Transfer Operate*/BTO) dan kerja sama lainnya dengan nilai atau jangka waktu melebihi penetapan RUPS sebagaimana dimaksud pada (8) huruf b Pasal ini;
8) Penghapusbukuan dan hapus tagih piutang;
9) Melepaskan dan menghapuskan aktiva tetap Perusahaan, kecuali aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai 5 (lima) tahun;
10) Menetapkan *blueprint* organisasi Perusahaan;
11) Menetapkan dan mengubah logo Perusahaan;
12) Melakukan tindakan-tindakan yang belum ditetapkan dalam Rencana Kerja Anggaran Perusahaan (RKAP), baik tindakan-tindakan yang memerlukan persetujuan Dewan Komisaris maupun tindakan-tindakan lainnya;
13) Membentuk yayasan, organisasi dan/atau perkumpulan baik yang berkaitan langsung maupun tidak langsung dengan Perusahaan yang berdampak bagi Perusahaan;
14) Pembebanan biaya Perusahaan untuk kegiatan yayasan, organisasi dan/atau perkumpulan baik yang berkaitan langsung maupun tidak langsung dengan Perusahaan yang bersifat tetap;
15) Pengusulan Wakil Perusahaan untuk menjadi calon anggota Direksi dan Dewan Komisaris pada anak Perusahaan atau Perusahaan patungan yang memberikan kontribusi signifikan kepada Perusahaan dan/atau strategis yang ditetapkan RUPS.

KEWAJIBAN DIREKSI

Dalam menjalankan tugasnya, Direksi memiliki kewajiban sebagai berikut:
1. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya;

3) Establishing subsidiaries and/or joint venture companies;
4) Divesting equity participation in Subsidiaries and/or joint venture companies;
5) Conducting merger, consolidation, acquisition, spin-off, and dissolution of Subsidiaries and/or joint venture companies;
6) Binding the Company as guarantor (borg or avalist);
7) Entering into cooperation with business entities or other parties in the form of license cooperation, management contracts, asset leasing, Joint Operation (KSO), BOT, BOwT, BTO, and other cooperations with a value or term exceeding the GMS thresholds as referred to in item (8)(b) of this Article;
8) Writing off and waiving receivables;
9) Disposing of and writing off Company fixed assets, except movable fixed assets with industry-standard economic life of up to 5 (five) years;
10) Establishing the Company's organizational blueprint;
11) Determining and altering the Company logo;
12) Implementing actions not yet stipulated in the Company's Work Plan and Budget (RKAP), whether requiring approval from the Board of Commissioners or not;
13) Establishing foundations, organizations, and/or associations directly or indirectly related to the Company that have an impact on the Company;
14) Charging Company expenses for foundation, organization, and/or association activities directly or indirectly related to the Company on a permanent basis;
15) Proposing Company representatives as candidates for Directors and Commissioners in Subsidiaries or joint venture companies that contribute significantly to the Company and/or are strategic as determined by the GMS.

OBLIGATIONS OF THE BOARD OF DIRECTORS

In carrying out its duties, the Board of Directors has the following obligations:
1. To strive for and ensure the implementation of the Company's business and activities in accordance with its purposes, objectives, and business activities;

2. Menyiapkan pada waktunya RJPP, RKAP, dan perubahannya serta menyampaikannya kepada Dewan Komisaris dan Pemegang Saham untuk mendapatkan pengesahan RUPS;
3. Memberikan penjelasan kepada RUPS mengenai RJPP dan RKAP;
4. Membuat Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS dan Risalah Rapat Direksi;

5. Menandatangani pakta integritas untuk tindakan transaksional yang memerlukan persetujuan Dewan Komisaris dan/atau RUPS;
6. Membuat Laporan Tahunan sebagai wujud pertanggungjawaban pengurusan Perusahaan serta dokumen keuangan Perusahaan sebagaimana dimaksud dalam undang-undang tentang Dokumen Perusahaan;
7. Menyusun Laporan Keuangan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit;
8. Menyampaikan Laporan Tahunan termasuk Laporan Keuangan kepada RUPS untuk disetujui dan disahkan, serta laporan mengenai hak-hak Perusahaan yang tidak tercatat dalam pembukuan antara lain sebagai akibat penghapusbukuan piutang;
9. Memberikan penjelasan kepada RUPS mengenai Laporan Tahunan;
10. Menyampaikan Laporan Keuangan yang disahkan oleh RUPS kepada Menteri yang membidangi Hukum dan HAM sesuai dengan ketentuan peraturan perundang-undangan;
11. Menyampaikan laporan perubahan susunan Pemegang Saham, Direksi dan Dewan Komisaris kepada Menteri yang membidangi Hukum dan Hak Asasi Manusia;
12. Memberikan laporan dan menyampaikan informasi berkala, tanpa penundaan dan secara komprehensif menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta Dewan Komisaris dan/atau Pemegang Saham;
13. Memelihara Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan Dokumen Keuangan Perusahaan sebagaimana dijelaskan dalam butir 4 dan 5 di atas, dan Dokumen Perusahaan lainnya;
14. Menyimpan di tempat kedudukan Perusahaan: Daftar Pemegang Saham, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan Dokumen Keuangan Perusahaan serta Dokumen Perusahaan lainnya sebagaimana dijelaskan pada Poin 11 di atas;
15. Mengkomunikasikan secara efektif pedoman tentang perilaku dan etika kepada Dewan Komisaris dan seluruh karyawan;
16. Menyusun sistem akuntansi sesuai dengan Standar Akuntansi Keuangan dan berdasarkan prinsip-prinsip pengendalian intern, terutama fungsi pengurusan, pencatatan, penyimpanan, dan pengawasan;

2. To timely prepare the RJPP, the RKAP, and their amendments, and submit them to the Board of Commissioners and Shareholders for approval by the GMS;
3. To provide explanations to the GMS regarding the RJPP and RKAP;
4. To prepare the Shareholders Register, Special Register, Minutes of the GMS, and Minutes of the Board of Directors Meetings;
5. To sign an integrity pact for transactional actions requiring approval from the Board of Commissioners and/or the GMS;
6. To prepare the Annual Report as a form of accountability for the Company's management, as well as the Company's financial documents as referred to in the laws regarding Corporate Documents;
7. To prepare the Financial Statements based on Financial Accounting Standards and submit them to a Public Accountant for audit;
8. To submit the Annual Report including the Financial Statements to the GMS for approval and ratification, as well as a report regarding the Company's unrecorded rights, including but not limited to accounts receivable write-offs;
9. To provide explanations to the GMS regarding the Annual Report;
10. To submit the Financial Statements that have been ratified by the GMS to the Minister of Law and Human Rights in accordance with the prevailing laws and regulations;
11. To submit a report on changes to the composition of Shareholders, the Board of Directors, and the Board of Commissioners to the Minister of Law and Human Rights;
12. To provide periodic reports and information, without delay and in a comprehensive manner, in accordance with applicable provisions, as well as other reports whenever requested by the Board of Commissioners and/or Shareholders;
13. To maintain the Shareholders Register, Special Register, Minutes of the GMS, Minutes of the Board of Commissioners Meetings and Minutes of the Board of Directors Meetings, the Annual Report and the Company's Financial Documents as described in points 4 and 5 above, and other Company Documents;
14. To store, at the Company's domicile, the Shareholders Register, Minutes of the GMS, Minutes of the Board of Commissioners Meetings and Minutes of the Board of Directors Meetings, the Annual Report and Financial Documents, and other Company Documents as referred to in point 11 above;
15. To effectively communicate the guidelines on conduct and ethics to the Board of Commissioners and all employees;
16. To establish an accounting system in accordance with Financial Accounting Standards and based on the principles of internal control, particularly related to management, recording, storage, and supervision functions;

17. Menindaklanjuti temuan dan rekomendasi dari fungsi Manajemen Risiko, Tata Kelola Terintegrasi, Audit Internal, Auditor Eksternal, pengawasan Dewan Komisaris, laporan BPK, laporan BPKP, rekomendasi lainnya yang wajib ditindaklanjuti Direksi berdasarkan ketentuan peraturan perundang-undangan;

18. Menindaklanjuti arahan Pemegang Saham dan atau RUPS;
19. Memastikan Dewan Komisaris mendapatkan akses informasi akurat, relevan dan tepat waktu;
20. Menyiapkan susunan organisasi Perusahaan lengkap dengan perincian tugasnya;
21. Memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta Anggota Dewan Komisaris dan para Pemegang Saham;
22. Menyusun dan menetapkan *blue print* organisasi Perusahaan;
23. Menjalankan kewajiban-kewajiban lainnya sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan RUPS berdasarkan peraturan perundang-undangan. Memenuhi permintaan dan pengaksesan data dan dokumen Perusahaan yang diminta oleh Pemegang Saham;
24. Direksi wajib menyampaikan laporan pelaksanaan fungsi pengawasan internal secara periodik kepada Dewan Komisaris;
25. Direksi wajib menjaga dan mengevaluasi kualitas fungsi pengawasan internal di Perusahaan.

RUANG LINGKUP PEKERJAAN DAN TANGGUNG JAWAB MASING-MASING ANGGOTA DIREKSI

Setiap anggota Direksi memiliki peran yang telah ditetapkan berdasarkan jabatannya dalam RUPS. Pembagian tugas dan wewenang setiap anggota Direksi ditetapkan oleh RUPS. Dalam hal RUPS tidak menetapkan pembagian tugas dan wewenang tersebut, maka pembagian tugas dan wewenang di antara Direksi ditetapkan berdasarkan keputusan Direksi.

Berdasarkan Peraturan Direksi PT Pelindo Jasa Maritim No. PD 0001/HK.101/PLJM-2023 tanggal 1 Januari 2023 tentang Struktur Organisasi dan Tata Kelola PT Pelindo Jasa Maritim, Direksi telah menetapkan pembagian tugas dan wewenang masing-masing anggota Direksi sebagai berikut:

17. To follow up on findings and recommendations from the Risk Management function, Integrated Governance, Internal Audit, External Auditor, the oversight of the Board of Commissioners, reports from BPK, BPKP, and other recommendations that must be followed up by the Board of Directors based on laws and regulations;
18. To follow up on directives from Shareholders and/or GMS decisions;
19. To ensure that the Board of Commissioners has access to accurate, relevant, and timely information;
20. To prepare the Company's organizational structure along with detailed job descriptions;
21. To provide explanations regarding any matters questioned or requested by members of the Board of Commissioners and Shareholders;
22. To formulate and establish the Company's organizational blueprint;
23. To carry out other obligations in accordance with the provisions regulated in the Articles of Association and those determined by the GMS based on laws and regulations, including fulfilling requests and granting access to Company data and documents requested by Shareholders;

24. The Board of Directors must submit periodic reports on the implementation of the internal control function to the Board of Commissioners;
25. The Board of Directors must maintain and evaluate the quality of the internal control function within the Company.

SCOPE OF WORK AND RESPONSIBILITIES OF EACH MEMBER OF THE BOARD OF DIRECTORS

Each member of the Board of Directors has a role defined based on their position as stipulated by the GMS. The division of duties and authorities of each member of the Board of Directors is determined by the GMS. If the GMS does not stipulate such division of duties and authorities, the division shall be determined based on a decree of the Board of Directors.

Based on the Board of Directors Regulation of PT Pelindo Jasa Maritim No. PD 0001/HK.101/PLJM-2023 dated January 1, 2023 concerning the Organizational Structure and Governance of PT Pelindo Jasa Maritim, the Board of Directors has established the division of duties and authorities of each member of the Board of Directors as follows:

Jabatan Position	Lingkup Tugas Pengawasan	Scope of Duties
Direktur Utama President Director	Sebagai Pimpinan Perusahaan: 1. Bertindak sebagai Koordinator dari para anggota Direksi untuk menyusun Rencana Jangka Panjang Perusahaan (RJPP), dan melaksanakan kegiatan usaha perusahaan yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja Manajemen (RKM); 2. Mengarahkan dan mengendalikan implementasi kebijakan, visi, misi dan strategi perusahaan yang telah ditetapkan dalam RJPP; 3. Mengarahkan dan memastikan jalannya program *Transformation Management* Perusahaan; 4. Mengarahkan dan mengendalikan seluruh kegiatan Perusahaan termasuk namun tidak terbatas pada (i) perencanaan, pelaksanaan, pengendalian dan evaluasi atas pencapaian RJPP, RKAP dan RKM, (ii) kegiatan-kegiatan dalam rangka peningkatan budaya korporasi, citra positif perusahaan dan tata kelola perusahaan (*Good Corporate Governance*) dalam rangka mencapai maksud dan tujuan Perusahaan sesuai dengan visi misi Perusahaan; 5. Memimpin dan mengoordinasikan penyusunan strategi sebagai penjabaran atas RJPP, RKAP dan RKM dalam kegiatan Sekretariat Perusahaan, Satuan Pengawasan Internal, dan Perencanaan Strategi Korporasi; 6. Menandatangani seluruh Keputusan Direksi yang diputuskan di dalam rapat Direksi maupun di luar rapat Direksi yang dilaksanakan sesuai ketentuan dalam anggaran dasar Perusahaan, kecuali atas kewenangan yang telah didelegasikan berdasarkan kebijakan dan Standar Prosedur Operasi (SPO) terkait; 7. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan sesuai dengan kewenangan yang ditetapkan dalam anggaran dasar Perusahaan dan Peraturan Direksi yang berlaku; 8. Memimpin rapat Direksi dan rapat korporasi lainnya serta mengoordinasikan Direksi untuk pelaksanaan rapat Dewan Komisaris/Rapat Umum Pemegang Saham; 9. Memberikan informasi terkait segala sesuatu tentang Perusahaan kepada pemangku kepentingan (*Stakeholders*). Sebagai pengurus Perusahaan di bidang Sekretariat Perusahaan, dan Satuan Pengawasan Internal: 1. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP dan RKM dalam kegiatan sekretariat Perusahaan dan Satuan Pengawasan Internal; 2. Menetapkan, mengarahkan dan mengawasi/ mengevaluasi strategi dan pelaksanaan kegiatan sekretariat Perusahaan (*corporate secretary*); 3. Menetapkan, mengarahkan dan mengawasi/ mengevaluasi strategi dan pelaksanaan kegiatan Pengawasan internal (internal audit) berupa audit operasional dan audit/*review* dengan tujuan tertentu dilakukan secara efektif, serta memantau tindak lanjut atas rekomendasi hasil audit/*review* untuk membantu Direksi menilai efektivitas penyelenggaraan pengawasan internal, manajemen risiko dan tata kelola Perusahaan yang baik dalam rangka mencapai tujuan Perusahaan; 4. Menetapkan, mengarahkan dan mengawasi/ mengevaluasi strategi dan pelaksanaan kegiatan manajemen integrasi; 5. Mengoordinasikan dan mengevaluasi kegiatan penyusunan dan pelaksanaan Kebijakan dan Standar Prosedur Operasi (SPO) terkait kegiatan sekretariat Perusahaan, dan pengawasan internal; 6. Memastikan pelaksanaan pembinaan pekerja di seluruh korporasi sesuai kebijakan/pedoman di bidang sumber daya manusia.	As the Leader of the Company: 1. Act as Coordinator of the members of the Board of Directors in preparing the Company's Long-Term Plan (RJPP), and implementing the company's business activities as stipulated in the Corporate Work Plan and Budget (RKAP) and Management Work Plan (RKM); 2. Direct and control the implementation of policies, vision, mission, and strategies of the Company as stipulated in the RJPP; 3. Direct and ensure the implementation of the Company's Transformation Management program; 4. Direct and control all Company activities including but not limited to (i) planning, implementation, monitoring and evaluation of the achievement of the RJPP, RKAP, and RKM, (ii) activities aimed at enhancing corporate culture, positive corporate image, and good corporate governance in order to achieve the Company's objectives in line with its vision and mission; 5. Lead and coordinate the formulation of strategies as the elaboration of the RJPP, RKAP, and RKM in the activities of the Corporate Secretariat, Internal Audit Unit, and Corporate Strategic Planning; 6. Sign all Board of Directors Decisions resolved in Board meetings or outside Board meetings conducted in accordance with the provisions of the Company's Articles of Association, except for authorities delegated in accordance with applicable policies and Standard Operating Procedures (SOP); 7. Sign agreements, contracts, or other engagements with third parties related to Company management in accordance with the authorities stipulated in the Company's Articles of Association and applicable Board of Directors Regulations; 8. Lead Board of Directors meetings and other corporate meetings, and coordinate the Board of Directors in conducting Board of Commissioners Meetings/General Meeting of Shareholders; 9. Provide information regarding all matters related to the Company to stakeholders. As the Person in charge of Corporate Secretariat and Internal Audit Unit: 1. Lead and establish strategies as the elaboration of the RJPP, RKAP and RKM in Corporate Secretariat and Internal Audit Unit activities; 2. Determine, direct, supervise/evaluate strategies and implementation of Corporate Secretariat (corporate secretary) activities; 3. Determine, direct, supervise/evaluate strategies and implementation of internal audit activities in the form of operational audits and special-purpose audits/reviews effectively, as well as monitor follow-up on audit/review recommendations to assist the Board of Directors in assessing the effectiveness of internal control, risk management, and good corporate governance in order to achieve the Company's objectives; 4. Determine, direct, supervise/evaluate strategies and implementation of integrated management activities; 5. Coordinate and evaluate the preparation and implementation of policies and Standard Operating Procedures (SOP) related to Corporate Secretariat and internal audit activities; 6. Ensure the implementation of employee development throughout the corporation in accordance with policies/ guidelines in the field of human resources.



Jabatan Position	Lingkup Tugas Pengawasan	Scope of Duties
Direktur Strategi dan Komersial Director of Strategy and Commercial	1. Mengarahkan, mengoordinasikan, dan evaluasi strategi sebagai penjabaran atas RJPP, RKAP dan RKM dalam kegiatan Perencanaan Strategis, Komersial, Hubungan Pelanggan, Pembinaan Anak Perusahaan, Pengembangan Bisnis dan Teknologi serta mengawasi/ mengevaluasi strategi yang telah ditetapkan; 2. Menetapkan, mengarahkan dan mengawasi/ mengevaluasi strategi dan pelaksanaan kegiatan Perencanaan Strategis, Perencanaan Strategis, Komersial, Hubungan Pelanggan, Pembinaan Anak Perusahaan, Pengembangan Bisnis dan Teknologi; 3. Melaksanakan sosialisasi, survei pelaksanaan, *monitoring* dan evaluasi pemahaman visi, misi, dan nilai Perusahaan; 4. Bertanggungjawab atas penetapan strategi Perusahaan dalam rangka mencapai maksud dan tujuan Perusahaan sesuai dengan visi misi Perusahaan; 5. Mengarahkan dan mengendalikan implementasi kebijakan, visi, misi dan strategi Perusahaan yang telah ditetapkan dalam RJPP; 6. Bertanggungjawab atas penetapan strategi pengembangan bisnis Perusahaan guna memberikan dukungan yang optimal pada kegiatan Perusahaan; 7. Melaporkan tugas-tugas sebagaimana tersebut diatas kepada Direktur Utama dan/atau Direksi; 8. Menjalankan tugas-tugas sebagai Direktur Pembina yang akan diatur dalam kebijakan tersendiri; 9. Mengoordinasikan dan mengevaluasi kinerja Anak/ Afiliasi Perusahaan dalam mengimplementasikan RJPP dan RKAP, baik secara triwulan, semester dan tahunan atau sewaktu-waktu (jika dianggap perlu) serta bertanggung jawab untuk mengoordinasikan pelaksanaan RUPS Anak Perusahaan baik luar biasa atau tahunan dalam bidang Strategi dan Teknik; 10. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak terkait dengan pengurusan Perusahaan sesuai kewenangan yang telah ditetapkan dan/atau berdasarkan kuasa dari Direktur Utama untuk hal-hal tertentu sebagaimana diatur dalam Peraturan Direksi; 11. Memastikan pelaksanaan pembinaan pekerja di bawah pimpinan Direktur Strategi dan Komersial sesuai kebijakan/pedoman di bidang Sumber Daya Manusia.	1. Direct, coordinate, and evaluate strategies as the elaboration of the RJPP, RKAP, and RKM in Strategic Planning, Commercial, Customer Relations, Subsidiary Development, Business and Technology Development activities, and supervise/evaluate the strategies that have been established; 2. Determine, direct, supervise/evaluate strategies and the implementation of Strategic Planning, Commercial, Customer Relations, Subsidiary Development, Business and Technology Development activities; 3. Conduct socialization, implementation surveys, monitoring, and evaluation of the understanding of the Company's vision, mission, and values; 4. Be responsible for the establishment of the Company's strategies in order to achieve the Company's objectives in accordance with its vision and mission; 5. Direct and control the implementation of the policies, vision, mission, and strategies of the Company as stipulated in the RJPP; 6. Be responsible for establishing business development strategies to provide optimal support for the Company's activities; 7. Report the aforementioned tasks to the President Director and/or the Board of Directors; 8. Carry out duties as Supervising Director which will be regulated in a separate policy; 9. Coordinate and evaluate the performance of the Company's Subsidiaries/Affiliates in implementing the RJPP and RKAP, either quarterly, semi-annually, and annually or whenever necessary, and be responsible for coordinating the implementation of the Extraordinary or Annual General Meeting of Shareholders of Subsidiaries in the field of Strategy and Engineering; 10. Sign agreements, contracts, or other engagements with relevant parties related to Company management in accordance with the authority that has been determined and/or based on the power of attorney from the President Director for specific matters as regulated in the Board of Directors Regulations; 11. Ensure the implementation of employee development under the leadership of the Director of Strategy and Commercial, in accordance with policies/guidelines in the field of Human Resources.

Jabatan Position	Lingkup Tugas Pengawasan	Scope of Duties
Direktur Operasi dan Teknik Director of Opeation and Engineering	1. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP dan RKM dalam kegiatan Operasi Kapal, Perencanaan dan Pemeliharaan Kapal, Pengelolaan Alur, Peralatan, *Port Utility* dan Sistem Manajemen; 2. Melakukan kajian investasi serta menetapkan skala prioritas investasi baik fasilitas maupun peralatan pelabuhan sebagai usulan kepada komite investasi untuk dituangkan kedalam RKAP; 3. Mengoordinasikan, mengendalikan serta mengevaluasi pelaksanaan kegiatan pembangunan Infrastruktur, suprastruktur dan alat apung pelabuhan, pengembangan serta pemeliharaan fasilitas pelabuhan, manajemen proyek strategis; 4. Memberikan persetujuan atau keputusan bisnis di bidang Teknik sesuai pendelegasian kewenangan dari Direksi; 5. mengoordinasikan serta mengevaluasi penyusunan dan pelaksanaan Kebijakan dan Standar Prosedur Operasi (SPO) terkait kegiatan investasi; 6. Mengoordinasikan, mengendalikan serta mengevaluasi pelaksanaan kegiatan sistem manajemen dari strategi yang telah ditetapkan; 7. Memastikan pelaksanaan pembinaan pekerja di bawah pimpinan Direktur Operasi dan Teknik sesuai kebijakan/ pedoman di bidang sumber daya manusia; 8. Melaporkan tugas-tugas sebagaimana tersebut di atas kepada Direktur Utama dan/atau Direksi; 9. Menjalankan tugas-tugas Direktur Pembina yang akan diatur dalam kebijakan tersendiri; 10. Mengoordinasikan dan mengevaluasi kinerja Anak/ Afiliasi Perusahaan dalam mengimplementasikan RJPP dan RKAP, baik secara triwulan, semester dan tahunan atau sewaktu-waktu (jika dianggap perlu), serta bertanggung jawab untuk mengoordinasikan pelaksanaan RUPS Anak Perusahaan baik luar biasa atau tahunan dalam bidang Operasi dan Teknik; 11. Menandatangani perjajian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan sesuai kewenangan yang telah ditetapkan dan/atau berdasarkan kuasa dari Direktur Utama untuk hal-hal tertentu sebagaimana diatur dalam Peraturan Direksi; 12. Mengoordinasikan dan mengevaluasi kebijakan-kebijakan dan kegaitan-kegiatan dibawah Direktur Operasi dan Teknik yang dijalankan baik di Perusahaan maupun Anak Perusahaan.	1. Lead and establish strategies as the elaboration of the RJPP, RKAP, and RKM in Ship Operations, Ship Planning and Maintenance, Channel Management, Equipment, Port Utility, and Management Systems activities; 2. Conduct investment studies and determine investment priority scales for port facilities and equipment as proposals to the investment committee to be incorporated into the RKAP; 3. Coordinate, control, and evaluate the implementation of infrastructure, superstructure, and port floating equipment development, development and maintenance of port facilities, and strategic project management activities; 4. Provide approvals or business decisions in the Engineering sector in accordance with the authority delegated by the Board of Directors; 5. Coordinate and evaluate the preparation and implementation of Policies and Standard Operating Procedures (SOP) related to investment activities; 6. Coordinate, control, and evaluate the implementation of management system activities based on the established strategy; 7. Ensure the implementation of employee development under the leadership of the Director of Operations and Engineering in accordance with policies/guidelines in the field of Human Resources; 8. Report the aforementioned tasks to the President Director and/or the Board of Directors; 9. Carry out duties as Supervising Director which will be regulated in a separate policy; 10. Coordinate and evaluate the performance of the Company's Subsidiaries/Affiliates in implementing the RJPP and RKAP, either quarterly, semi-annually, and annually or whenever necessary, and be responsible for coordinating the implementation of Extraordinary or Annual GMS of Subsidiaries in the field of Operations and Engineering; 11. Sign agreements, contracts, or other engagements with third parties related to Company management in accordance with the authority determined and/or based on the power of attorney from the President Director for specific matters as regulated in the Board of Directors Regulations; 12. Coordinate and evaluate policies and activities under the Director of Operations and Engineering that are carried out both in the Company and in its Subsidiaries.
Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	1. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP dan RKM dalam Perusahaan di bidang akuntansi, perbendaharaan, keuangan dan investasi serta Manajemen Risiko; 2. Bertanggung jawab dalam penyusunan, mengoordinasikan, mengendalikan dan mengevaluasi pencapaian RKAP berdasarkan kebutuhan dan rencana strategis Perusahaan; 3. Mengoordinasikan, mengendalikan, dan mengevaluasi kegiatan pencatatan transaksi keuangan dan penyusunan laporan triwulan, semester, dan tahunan sesuai dengan standar akuntansi yang berlaku secara tepat waktu; 4. Melaksanakan pemenuhan aspek perpajakan terkait dengan kegiatan Perusahaan; 5. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan optimalisasi dana Perusahaan secara akuntabel dan memperhatikan prinsip kehati-hatian melalui kegiatan penempatan dana pada bank dan/ atau instrumen pasar uang lainnya termasuk kegiatan pengadministrasian untuk menjamin ketersediaan dana guna membiayai kegiatan operasional Perusahaan; 6. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan atau upaya-upaya untuk mendapatkan pembiayaan dari pihak ketiga guna membiayai kegiatan Perusahaan sehingga dapat bertumbuh dan mencapai tujuan/strategi yang ditetapkan;	1. Lead and establish strategies as the elaboration of the RJPP, RKAP, and RKM within the Company in the fields of accounting, treasury, finance, investment, and risk management; 2. Be responsible for preparing, coordinating, controlling, and evaluating the achievement of the RKAP based on the Company's needs and strategic plans; 3. Coordinate, control, and evaluate activities related to financial transaction recording and the preparation of quarterly, semi-annual, and annual reports in a timely manner in accordance with applicable accounting standards; 4. Ensure fulfillment of taxation aspects related to the Company's activities; 5. Coordinate, control, and evaluate fund optimization activities in an accountable manner while upholding the precautionary principle through fund placements in banks and/or other money market instruments, including administration activities to ensure fund availability to finance the Company's operational activities; 6. Coordinate, control, and evaluate activities or efforts to obtain financing from third parties to support Company growth and achieve established objectives/strategies;

Jabatan Position	Lingkup Tugas Pengawasan	Scope of Duties
	7. Mengoordinasikan, mengendalikan serta mengevaluasi penggunaan anggaran Perusahaan serta melaksanakan dan mengendalikan kegiatan pembayaran dan penagihan ke pihak lain terkait kegiatan Perusahaan; 8. Mengoordinasikan dan mengevaluasi kinerja Anak/ Afiliasi Perusahaan dalam mengimplementasikan RJPP dan RKAP, baik secara triwulan, semester dan tahunan atau sewaktu-waktu (jika dianggap perlu), serta bertanggung jawab untuk mengoordinasikan pelaksanaan RUPS Anak Perusahaan baik luar biasa atau tahunan dalam bidang Keuangan dan Manajemen Risiko; 9. Mengoordinasikan, mengendalikan serta mengevaluasi pengembangan di bidang akuntansi, perbendaharaan, keuangan dan manajemen risiko sesuai dengan RKAP, RJPP dan/atau rencana bisnis Perusahaan; 10. Mengoordinasikan pelaksanaan, mengevaluasi dan menyetujui kegiatan pencatatan, administrasi dan dokumentasi serta penyusunan laporan pengurusan Perusahaan terkait dengan bidang akuntansi; 11. Mengoordinasikan serta mengevaluasi penyusunan dan pelaksanaan kebijakan dan Standar Prosedur Operasi (SPO) terkait kegiatan keuangan dan manajemen risiko; 12. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan sesuai kewenangan yang telah ditetapkan dan/atau berdasarkan kuasa dari Direktur Utama untuk hal hal tertentu sebagaimana diatur dalam Peraturan Direksi; 13. Memastikan pelaksanaan pembinaan pekerja di bawah pimpinan Direktur Keuangan dan Manajemen Risiko sesuai kebijakan/pedoman di bidang Sumber Daya Manusia; 14. Melaporkan tugas-tugas sebagai Direktur Pembina yang akan diatur dalam kebijakan tersendiri; 15. Menjalankan tugas-tugas sebagai direktur Pembina yang akan diatur dalam kebijakan tersendiri; 16. Mengoordinasikan dan mengevaluasi kebijakan-kebijakan dan kegiatan-kegiatan di bidang keuangan dan manajemen risiko yang dijalankan; 17. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan manajemen risiko secara baik dan hati-hati.	7. Coordinate, control, and evaluate the use of the Company's budget as well as execute and control payment and billing activities to third parties related to Company operations; 8. Coordinate and evaluate the performance of the Company's Subsidiaries/Affiliates in implementing the RJPP and RKAP, either quarterly, semi-annually, and annually or whenever necessary, and be responsible for coordinating the implementation of Extraordinary or Annual GMS of Subsidiaries in the field of Finance and Risk Management; 9. Coordinate, control, and evaluate developments in accounting, treasury, finance, and risk management in accordance with the RKAP, RJPP, and/or the Company's business plans; 10. Coordinate, evaluate, and approve activities related to bookkeeping, administration, documentation, and preparation of management reports in the accounting field; 11. Coordinate and evaluate the preparation and implementation of policies and Standard Operating Procedures (SOPs) related to finance and risk management activities; 12. Sign agreements, contracts, or other engagements with third parties related to Company management in accordance with the delegated authority and/or based on a power of attorney from the President Director for specific matters as regulated in the Board of Directors Regulations; 13. Ensure the implementation of employee development under the direction of the Director of Finance and Risk Management in accordance with policies/guidelines in the Human Resources field; 14. Report duties as Supervising Director which will be regulated in a separate policy; 15. Carry out duties as Supervising Director which will be regulated in a separate policy; 16. Coordinate and evaluate policies and activities in finance and risk management carried out within the Company and its Subsidiaries; 17. Coordinate, control, and evaluate risk management activities in a prudent and effective manner.

Jabatan Position	Lingkup Tugas Pengawasan	Scope of Duties
Direktur SDM dan Umum Director of Human Capital and General Affair	1. Memimpin dan menetapkan strategi sebagai penjabaran atas RJPP, RKAP dan RKM dalam Perusahaan di bidang Strategi SDM, Pengelolaan SDM, Layanan SDM serta Pengadaan; 2. Mengoordinasikan, mengendalikan serta mengevaluasi penyusunan *Human Capital Roadmap*; 3. Mengoordinasikan, mengendalikan serta mengevaluasi desain dan penyelarasan struktur organisasi serta perencanaan SDM; 4. Mengoordinasikan, mengendalikan serta mengevaluasi kebijakan Sumber Daya Manusia bidang pengelola SDM Anak Perusahaan agar sejalan dengan tujuan Perusahaan; 5. Mengoordinasikan, mengendalikan dan mengevaluasi penyusunan strategi kebijakan serta implementasi *secondment agreement* antar Perusahaan dan Anak Perusahaan; 6. Mengoordinasikan, mengendalikan dan mengevaluasi pengelolaan pelayanan bidang GDM yang terdiri dari pelayanan pekerja, *payroll* dan Administrasi serta pengelola alih daya; 7. Mengoordinasikan, mengendalikan dan mengevaluasi Integrasi *Human Capital System* terdiri dari *review* dan penyelarasan kebijakan SDM serta pengembangan sistem informasi *human capital*; 8. Mengoordinasikan, mengendalikan dan mengevaluasi penyusunan desain remunerasi, harmonisasi remunerasi, desain strategi program *exit plan* serta desain *reward* dan *punishment*; 9. Mengoordinasikan, mengendalikan dan mengevaluasi pengembangan karier pekerja;	1. Lead and define strategies as a breakdown of the Company's RJPP, RKAP, and RKM in the areas of HR Strategy, HR Management, HR Services, and Procurement; 2. Coordinate, control, and evaluate the preparation of the Human Capital Roadmap; 3. Coordinate, control, and evaluate the design and alignment of organizational structure and human resource planning; 4. Coordinate, control, and evaluate human resource policies for Subsidiaries to ensure alignment with the Company's objectives; 5. Coordinate, control, and evaluate the preparation of policies and implementation of secondment agreements between the Company and its Subsidiaries; 6. Coordinate, control, and evaluate services in the GDM area, including employee services, payroll, and administration as well as outsourcing management; 7. Coordinate, control, and evaluate the integration of the Human Capital System, including the review and alignment of HR policies and the development of human capital information systems; 8. Coordinate, control, and evaluate the preparation of remuneration structure, remuneration harmonization, exit plan strategy programs, and reward and punishment designs; 9. Coordinate, control, and evaluate employee career development;



Jabatan Position	Lingkup Tugas Pengawasan	Scope of Duties
	10. Mengoordinasikan, mengendalikan dan mengevaluasi pengelolaan kegiatan bidang hubungan pekerja termasuk survei kepuasan dan keterikatan Pekerja; 11. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan pengembangan kebijakan sumber daya manusia yang meliputi perencanaan strategi sumber daya manusia, Pengelolaan SDM, dan Layanan SDM dalam rangka meningkatkan kompetensi dan produktivitas sumber daya yang selaras dengan Rencana Jangka Pendek dan Jangka Panjang Perusahaan; 12. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan rekrutmen, pengembangan Sumber Daya Manusia; 13. Mengoordinasikan, mengendalikan serta mengevaluasi kebijakan dan pengelolaan kinerja individu; 14. Mengoordinasikan, mengendalikan serta mengevaluasi program bagi SDM yang telah mencapai masa pensiun termasuk program persiapan pensiun; 15. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan pemenuhan sarana/prasarana kerja dalam rangka menunjang pelaksanaan kegiatan Perusahaan termasuk memelihara dan mengadministrasikan aset-aset Perusahaan yang dipergunakan untuk operasional rutin Perusahaan secara akuntabel; 16. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan pengarsipan atas dokumen-dokumen Perusahaan; 17. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan Sumber Daya Manusia dalam rangka memberikan dukungan yang optimal pada kegiatan Perusahaan; 18. Mengoordinasikan serta mengevaluasi penyusunan dan pelaksanaan Kebijakan dan Standar Prosedur Operasi (SPO) terkait kegiatan strategi sumber daya manusia, pembelajaran, layanan SDM serta pengadaan; 19. Memberikan persetujuan atau keputusan atas pelaksanaan kegiatan di bidang strategi sumber daya manusia, pengelolaan SDM, layanan SDM, serta pengadaan sesuai pendelegasian kewenangan dari Direksi; 20. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan pengadaan barang dan jasa sesuai ketentuan yang berlaku; 21. Mengoordinasikan dan mengevaluasi kinerja Anak/Afiliasi Perusahaan dalam mengimplementasikan RJPP dan RKAP, baik secara triwulan, semester dan tahunan atau sewaktu-waktu (jika dianggap perlu), serta bertanggung jawab untuk mengoordinasikan pelaksanaan RUPS Anak Perusahaan baik luar biasa atau tahunan dalam bidang Sumber Daya Manusia; 22. Mengoordinasikan, mengendalikan serta mengevaluasi kegiatan dukungan dalam aspek hukum, baik berupa pemberian pendapat hukum, *review* penyusunan dokumen hukum dan *review* penyusunan peraturan internal Perusahaan, pemeriksaan kepatuhan terhadap peraturan internal Perusahaan, pendampingan dan penanganan permasalahan hukum dalam rangka pelaksanaan kegiatan Perusahaan; 23. Menandatangani perjanjian, kontrak atau perikatan lainnya dengan pihak ketiga terkait dengan pengurusan Perusahaan sesuai kewenangan yang telah ditetapkan dan/atau berdasarkan kuasa dari Direktur Utama untuk hal-hal tertentu sebagaimana diatur dalam Peraturan Direksi; 24. Melaporkan tugas-tugas sebagai Direktur Pembina yang akan diatur dalam kebijakan tersendiri; 25. Menjalankan tugas-tugas sebagai Direktur Pembina yang akan diatur dalam kebijakan tersendiri; 26. Memastikan pelaksanaan pembinaan pekerja di bawah pimpinan Direktur Sumber Daya Manusia sesuai kebijakan/pedoman di bidang Sumber Daya Manusia.	10. Coordinate, control, and evaluate employee relations activities, including employee satisfaction and engagement surveys; 11. Coordinate, control, and evaluate the development of HR policies covering HR strategic planning, HR Management, and HR Services in order to improve competencies and productivity aligned with the Company's Short- and Long-Term Plans; 12. Coordinate, control, and evaluate recruitment and human resource development activities; 13. Coordinate, control, and evaluate individual performance management policies and implementation; 14. Coordinate, control, and evaluate programs for employees reaching retirement age, including pre-retirement preparation programs; 15. Coordinate, control, and evaluate the provision of work facilities/infrastructure to support Company operations, including maintaining and administering Company assets used for routine operations in an accountable manner; 16. Coordinate, control, and evaluate Company document archiving activities; 17. Coordinate, control, and evaluate human resource activities to ensure optimal support for Company operations; 18. Coordinate and evaluate the preparation and implementation of policies and Standard Operating Procedures (SOP) related to HR strategy, learning, HR services, and procurement; 19. Provide approval or decisions on the implementation of activities in the areas of HR strategy, HR management, HR services, and procurement in accordance with the delegated authority from the Board of Directors; 20. Coordinate, control, and evaluate the procurement of goods and services in accordance with applicable regulations; 21. Coordinate and evaluate the performance of Subsidiaries/Affiliates in implementing the RJPP and RKAP on a quarterly, semi-annual, and annual basis or as needed, and be responsible for coordinating the implementation of Subsidiary GMS, either extraordinary or annual, in the field of Human Resources; 22. Coordinate, control, and evaluate legal support activities, including providing legal opinions, reviewing legal document drafting and internal Company regulations, compliance review on internal regulations, and assistance in handling legal matters in support of Company activities; 23. Sign agreements, contracts, or other engagements with third parties related to Company operations in accordance with the defined authority and/or based on a power of attorney from the President Director for certain matters as regulated in the Director Regulations; 24. Report duties as Supervising Director as specified in a separate policy; 25. Carry out duties as Supervising Director as specified in a separate policy; 26. Ensure implementation of employee development under the leadership of the Human Resources Director in accordance with HR policies/guidelines.

PROGRAM PENGENALAN PERUSAHAAN BAGI DIREKSI BARU

Ketentuan tentang program pengenalan bagi anggota Direksi adalah sebagai berikut:

a. Kepada anggota Direksi yang diangkat untuk pertama kalinya, wajib diberikan program pengenalan mengenai Perusahaan;
b. Tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Sekretaris Perusahaan atau siapa pun yang menjalankan fungsi sebagai Sekretaris Perusahaan;
c. Program pengenalan sebagaimana dimaksud pada Huruf a meliputi:
   1) Pelaksanaan prinsip-prinsip GCG oleh Perusahaan;
   2) Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, dan masalah-masalah strategis lainnya;
   3) Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk Komite Audit;
   4) Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal lain yang tidak diperbolehkan.
d. Program pengenalan Perusahaan dapat berupa presentasi, pertemuan, kunjungan ke fasilitas Perusahaan dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan Perusahaan;
e. Program pengenalan Perusahaan dilaksanakan selambat-lambatnya 90 (sembilan puluh) hari kalender setelah RUPS memutuskan pengangkatan anggota Direksi yang baru.

Pada tahun 2024, Perusahaan menyelenggarakan Program Pengenalan Perusahaan bagi Direksi Baru pada Direktur Strategi dan Komersial dan Direktur Operasi dan Teknik berdasarkan Surat Direktur Utama PT Pelindo Jasa Maritim Nomor: HM.003/7/3/1/TKHL/DRUT/PLJM-24 tanggal 07 Maret 2024 perihal Undangan.

PENGEMBANGAN KOMPETENSI

Peningkatan kapabilitas merupakan salah satu program penting dan wajib bagi Direksi dalam rangka meningkatkan kompetensi agar dapat selalu memperbarui informasi tentang perkembangan terkini dari *Core Business* Perusahaan, mengantisipasi masalah yang timbul di kemudian hari bagi keberlangsungan dan kemajuan Perusahaan.

INDUCTION PROGRAM FOR NEW BOARD OF DIRECTORS

Provisions regarding the induction program for members of the Board of Directors are as follows:

a. Newly appointed members of the Board of Directors must be provided with an induction program regarding the Company;
b. The responsibility to organize the induction program lies with the Corporate Secretary or whoever performs the function of the Corporate Secretary;
c. The induction program as referred to in point a includes:
   1) Implementation of GCG principles by the Company;
   2) An overview of the Company related to its objectives, nature and scope of activities, financial and operational performance, strategies, short- and long-term business plans, competitive position, risks, and other strategic issues;
   3) Information related to delegated authorities, internal and external audits, internal control systems and policies, including the Audit Committee;
   4) Information on the duties and responsibilities of the Board of Commissioners and the Board of Directors, as well as prohibited matters.
d. The Company's induction program may take the form of presentations, meetings, visits to Company facilities, and document reviews or other programs deemed appropriate by the Company;
e. The Company's induction program must be implemented no later than 90 (ninety) calendar days after the GMS resolves the appointment of the new member(s) of the Board of Directors.

In 2024, the Company organized an Induction Program for New Directors, namely the Director of Strategy and Commercial and the Director of Operations and Engineering, based on the Letter of the President Director of PT Pelindo Jasa Maritim Number: HM.003/7/3/1/TKHL/DRUT/PLJM-24 dated March 7, 2024 regarding the Invitation.

COMPETENCY DEVELOPMENT

Competency development is an important program that is also mandatory for the Board of Directors to improve his/her competencies with the latest update regarding the Company's Core Business and to anticipate future issues for the Company's business continuity and progress.

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Subject	Waktu Penyelenggaraan Training Time	Penyelenggara Organizer
Arief Prabowo (Direktur Utama) (President Director)	-	-	-	-
Yossianis Marciano (Direktur Strategi dan Komersial) (Director of Strategy and Commercial)	-	-	-	-
Edward Danner Pardamean Napitupulu (Direktur Operasi dan Teknik) (Director of Operation and Engineering)	-	-	-	-
Choirul Anwar (Direktur Keuangan dan Manajemen Risiko) (Director of Finance and Risk Management)	-	-	-	-
Rachmat Prayogi (Direktur Sumber Daya Manusia dan Umum) (Director of Human Capital and General Affair)	Leadership-Keuangan Leadership-Finance	BSE Business Essential-Finance For Executive Stream	Oktober s.d November October until November	EMERITUS
	Leadership-Sumber Daya Manusia/Human Capital Leadership-Human Capital	Two Days Workshop Expansive Leadership Program	2 Hari 2 Days	Center for Leadership Development & Innovation (Managed by MSE)
	Leadership-Sumber Daya Manusia/Human Capital Leadership-Human Capital	Center for Leadership Development & Innovation (Managed by MSE)	2 Hari 2 Days	Thunderbird School of Global Management / Arizona State University (ASU)

KEBIJAKAN PINJAMAN DIREKSI

Direksi beserta anggota keluarganya tidak diperkenankan untuk melakukan pinjaman kepada Perusahaan dalam bentuk apa pun. Kebijakan ini diterapkan untuk menjaga prinsip tata kelola yang baik, serta memastikan tidak adanya benturan kepentingan dalam hubungan antara Direksi dan Perusahaan.

RENCANA KEGIATAN DIREKSI TAHUN 2024

Sebagai bagian dari upaya pengelolaan perusahaan yang terarah dan berkesinambungan, Direksi pada tahun 2024 telah menetapkan dan menyusun rencana kerja sebagai berikut:

LOAN POLICY FOR THE BOARD OF DIRECTORS

The Board of Directors and their family members are now allowed to borrow from the Company in any kind of form. This policy is prepared to maintain the principles of good corporate governance, and prevent any kind of conflict interest arising from the relationship between the Company and the Board of Directors.

ACTION PLAN OF THE BOARD OF DIRECTORS IN 2024

As part of the management of the Company in a directed and continous manner in 2024, the Board of Directors has prepared and determined the following action plan:

No.	Bulan Month	Agenda	
1	Januari January	a. CEO *Direction* 2024 b. Rapat Bulanan Januari c. RUPS Tahunan Pengesahan RKAP 2024	a. CEO Direction 2024 b. January Monthly Meeting c. Annual GMS of 2024 RKAP Ratification
2	Februari February	a. Penetapan Usulan RKAP 2024 b. Rapat Bulanan Februari	a. 2024 RKAP Proposal Determination b. February Monthly Meeting
3	Maret March	a. Rapat Bulanan Maret b. Rapat Kerja Tahun 2024	a. March Monthly Meeting b. 2024 Annual Work Meeting

No.	Bulan Month	Agenda	
4	April	a. Rapat Bulanan April b. Rapat *Business Performance Review* Triwulan 1	a. April Monthly Meeting b. Q1 Business Performance Review Meeting
5	Mei May	a. Rapat Bulanan Mei	a. May Monthly Meeting
6	Juni June	a. Rapat Bulanan Juni b. RUPS Tahunan Pengesahan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2023	a. June Monthly Meeting b. Annual GMS of Annual Report Ratification and Financial Statement Ratification for 2023 Financial Year
7	Juli July	a. Rapat Bulanan Juli b. Rapat *Business Performance Review* Triwulan 2	a. July Monthly Meeting b. Q2 Business Performance Review Meeting
8	Agustus August	a. Rapat Bulanan Agustus	a. August Monthly Meeting
9	September	a. Rapat Bulanan September b. Rapat Pembahasan Usulan RKAP 2025 c. Pelindo Forum	a. September Monthly Meeting b. 2025 RKAP Proposal Discussion Meeting
10	Oktober October	a. Rapat Bulanan Oktober b. Rapat *Business Performance Review* Triwulan 3	a. October Monthly Meeting b. Q3 Business Performance Review Meeting
11	November	a. Rapat Bulanan November	a. November Monthly Meeting
12	Desember December	a. Rapat Bulanan Desember	a. December Monthly Meeting

PELAKSANAAN TUGAS DIREKSI TAHUN 2024

Per 31 Desember 2024, Direksi telah melaksanakan tugas dan tanggung jawabnya dalam mengelola Perusahaan melalui berbagai keputusan dalam bentuk Keputusan Direksi, Peraturan Direksi, Surat Edaran, dan Instruksi Direksi. Adapun sejumlah keputusan strategis yang dilakukan Direksi di tahun 2024 adalah sebagai berikut:

IMPLEMENTATION OF THE BOARD OF DIRECTORS DUTIES IN 2024

As of December 31, 2024, the Board of Directors has carried out its duties and responsibilities in managing the Company through various decisions in the form of Board of Directors' Decree, Board of Directors Regulations, Circular Letters, and Instructions. The key strategic decisions made by the Board of Directors in 2024 are as follows:

Nomor Number	Tanggal Date	Judul Title
PER.0002/HK.101/PLJM-2024	10 Januari 2024 January 10, 2024	Peraturan Direksi tentang Perubahan Atas Peraturan Direksi PER.0004/HK.101/PLJM-2022 tentang Tata Kelola Teknologi Informasi dan Komunikasi di Lingkungan PT Pelindo Jasa Maritim Regulation of the Board of Directors on Amendments to Directors Regulation PER.0004/HK.101/PLJM-2022 concerning Information and Communication Technology Governance within PT Pelindo Jasa Maritim
PER.0004/HK.101/PLJM-2024	26 Februari 2024 February 26, 2024	Pedoman Standarisasi Penggunaan Perangkat Komputer Perusahaan dan Perangkat Lunak di Lingkungan PT Pelindo Jasa Maritim Guidelines for Standardization of Corporate Computer Devices and Software Use within PT Pelindo Jasa Maritim
PER.0004/HK.101/PLJM-2024	23 April 2024 April 23, 2024	Pedoman Pelaksanaan Analisis Beban Kerja di Lingkungan PT Pelindo Jasa Maritim Guidelines for the Implementation of Workload Analysis within PT Pelindo Jasa Maritim
PER.0005/HK.101/PLJM-2024	05 Maret 2024 March 5, 2024	Pedoman Pengadaan Barang dan Jasa untuk Kebutuhan Proyek di Lingkungan PT Pelindo Jasa Maritim Guidelines for the Procurement of Goods and Services for Project Requirements within PT Pelindo Jasa Maritim
PER.0006/HK.101/PLJM-2024	23 April 2024 April 23, 2024	Pedoman Komite Talenta di Lingkungan PT Pelindo Jasa Maritim Guidelines for the Talent Committee within PT Pelindo Jasa Maritim



Nomor Number	Tanggal Date	Judul Title
PER.0007/HK.101/PLJM-2024	03 Juni 2024 June 3, 2024	Pedoman Sistem Manajemen Terpadu di Lingkungan PT Pelindo Jasa Maritim Guidelines for the Integrated Management System within PT Pelindo Jasa Maritim
PER.0008/HK.101/PLJM-2024	03 Juni 2024 June 3, 2024	Pedoman Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan di Lingkungan PT Pelindo Jasa Maritim Guidelines for Implementing Corporate Social and Environmental Responsibility Programs within PT Pelindo Jasa Maritim
PER.0009/HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Hari dan Jam Kerja Pekerja di Lingkungan PT Pelindo Jasa Maritim Working Days and Hours for Employees within PT Pelindo Jasa Maritim
PER.0010/HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Cuti dan Izin Bagi Pekerja PT Pelabuhan Indonesia (PERSERO) yang Melaksanakan Alih Tugas/Jabatan di Lingkungan PT Pelindo Jasa Maritim Leave and Permission for Employees of PT Pelabuhan Indonesia (PERSERO) Assigned to Duties/Positions within PT Pelindo Jasa Maritim
PER.0011HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Penyertaan dalam Sistem Jaminan Sosial Nasional Bagi Pekerja PT Pelabuhan Indonesia (Persero) yang Melaksanakan Alih Tugas/Jabatan di Lingkungan PT Pelindo Jasa Maritim Participation in the National Social Security System for Employees of PT Pelabuhan Indonesia (Persero) who are Transferred/Reassigned within PT Pelindo Jasa Maritim
PER.0012/HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Perubahan Kedua Pedoman Tata Naskah di Lingkungan PT Pelindo Jasa Maritim Second Amendment to Guidelines for Administrative Documentation within PT Pelindo Jasa Maritim
PER.0013/HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Perubahan Peraturan Direksi Perjalanan Dinas Dalam dan Luar Negeri di Lingkungan PT Pelindo Jasa Maritim Amendment to the Board of Directors Regulation on Domestic and Overseas Business Travel within PT Pelindo Jasa Maritim
PER.0014/HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Bantuan untuk Pekerja Mutasi di Lingkungan PT Pelindo Jasa Maritim Assistance for Transferred Employees within PT Pelindo Jasa Maritim
PER.0015/HK.101/PLJM-2024	1 Mei 2024 May 1, 2024	Fasilitas Makan di Lingkungan PT Pelindo Jasa Maritim Meal Facilities within PT Pelindo Jasa Maritim
PER.0016/HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Pedoman Pengadaan Barang dan Jasa di Lingkungan PT Pelindo Jasa Maritim Guidelines for the Procurement of Goods and Services within PT Pelindo Jasa Maritim
PER.0017/HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Pedoman Penggunaan Produk Dalam Negeri di Lingkungan PT Pelindo Jasa Maritim Guidelines for the Use of Domestic Products within PT Pelindo Jasa Maritim
PER.0018/HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Pedoman Pelaksanaan Audit Internal Jarak Jauh (*Remote Audit*) Satuan Pengawasan Internal (SPI) PT Pelindo Jasa Maritim Guidelines for the Implementation of Remote Internal Audit for the Internal Audit Unit (SPI) of PT Pelindo Jasa Maritim
PER.0019/HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Pedoman Pengelolaan Satuan Pengawasan Internal (SPI) PT Pelindo Jasa Maritim Guidelines for the Management of the Internal Audit Unit (SPI) of PT Pelindo Jasa Maritim
PER.0020/HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Pedoman Sinergi Bidang Audit Internal PT Pelindo Jasa Maritim Guidelines for Synergy in Internal Audit within PT Pelindo Jasa Maritim
PER.0021/HK.101/PLJM-2024	21 Juni 2024 June 21, 2024	Piagam Satuan Pengawasan Internal PT Pelindo Jasa Maritim Charter of the Internal Audit Unit of PT Pelindo Jasa Maritim
PER.0022/HK.101/PLJM-2024	10 Juli 2024 July 10, 2024	Peraturan Direksi tentang Penerapan Manajemen Risiko di Lingkungan PT Pelindo Jasa Maritim Regulation of the Board of Directors on the Implementation of Risk Management within PT Pelindo Jasa Maritim
PER.0023/HK.101/PLJM-2024	22 Juli 2024 July 22, 2024	Peraturan Direksi tentang Pengelolaan Arsip Dinamis di Lingkungan PT Pelindo Jasa Maritim Regulation of the Board of Directors on the Management of Dynamic Archives within PT Pelindo Jasa Maritim

Nomor Number	Tanggal Date	Judul Title
PER.0024/HK.101/PLJM-2024	22 Juli 2024 July 22, 2024	Peraturan Direksi tentang Pedoman Investasi di Lingkungan PT Pelindo Jasa Maritim Regulation of the Board of Directors on Investment Guidelines within PT Pelindo Jasa Maritim
PER.0026/HK.101/PLJM-2024	01 Agustus 2024 August 1, 2024	Penetapan Tata Kelola Terintegrasi di Lingkungan PT Pelindo Jasa Maritim Establishment of Integrated Governance within PT Pelindo Jasa Maritim
PER.0029/HK.101/PLJM-2024	30 Agustus 2024 August 30, 2024	Pedoman Pengadaan Barang dan Jasa Untuk Kepentingan Proyek dan Kegiatan Usaha PT Pelindo Jasa Maritim Guidelines for the Procurement of Goods and Services for Project and Business Activities of PT Pelindo Jasa Maritim
PER.0030/HK.101/PLJM-2024	30 Agustus 2024 August 30, 2024	Tugas Dan Wewenang Tim Pemeriksa Pelanggaran Disiplin Pekerja di Lingkungan PT Pelindo Jasa Maritim Duties and Authorities of the Employee Discipline Violation Examination Team within PT Pelindo Jasa Maritim
PER.0031/HK.101/PLJM-2024	02 September 2024 September 2, 2024	Perubahan Peraturan Direksi Nomor: PER.0035/HK.101/PLJM-2023 Tentang Pedoman Tata Kelola Organ Pendukung Dewan Komisaris/Dewan Pengawas di Lingkungan Group Bisnis PT Pelindo Jasa Maritim Amendment to Board of Directors Regulation Number: PER.0035/HK.101/PLJM-2023 on Governance Guidelines for Supporting Organs of the Board of Commissioners/Supervisory Board within the PT Pelindo Jasa Maritim Business Group
PER.0032/HK.101/PLJM-2024	02 September 2024 September 2, 2024	Pedoman Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Pada Anak Perusahaan di Lingkungan PT Pelindo Jasa Maritim Guidelines for the Appointment of Members of the Board of Directors and Board of Commissioners in Subsidiaries within PT Pelindo Jasa Maritim
PER.0033/HK.101/PLJM-2024	23 September 2024 September 23, 2024	Peraturan Direksi tentang Direktorat Kompetensi di Lingkungan PT Pelindo Jasa Maritim Regulation of the Board of Directors on Competency Directorate within PT Pelindo Jasa Maritim
PER.0036/HK.101/PLJM-2024	01 Oktober 2024 October 1, 2024	Pedoman Pemberian Insentif Pelayanan Pemanduan Kapal di Lingkungan PT Pelindo Jasa Maritim Guidelines for Incentive Provision for Vessel Pilotage Services within PT Pelindo Jasa Maritim
PER.0037/HK.101/PLJM-2024	10 Oktober 2024 October 10, 2024	Pedoman Pengadaan Kapal Bukan Baru di Lingkungan PT Pelindo Jasa Maritim Guidelines for the Procurement of Non-New Vessels within PT Pelindo Jasa Maritim
PER.0038/HK.101/PLJM-2024	01 Desember 2024 December 1, 2024	Perubahan Peraturan Direksi Bantuan Mutasi bagi Para Pekerja di Lingkungan PT Pelindo Jasa Maritim Amendment to the Board of Directors Regulation on Relocation Assistance for Employees within PT Pelindo Jasa Maritim
PER.0039/HK.101/PLJM-2024	09 Desember 2024 December 9, 2024	Peraturan Direksi PT Pelindo Jasa Maritim tentang Pedoman Anti Fraud PT Pelindo Jasa Maritim Regulation of the Board of Directors of PT Pelindo Jasa Maritim on Anti-Fraud Guidelines within PT Pelindo Jasa Maritim
PER.0040/HK.101/PLJM-2024	19 Desember 2024 December 19, 2024	Peraturan Direksi PT Pelindo Jasa Maritim tentang Penetapan Kategorisasi dan Penyataraan Jabatan Posisi Struktural di Lingkungan Group Bisnis Perusahaan PT Pelindo Jasa Maritim Regulation of the Board of Directors of PT Pelindo Jasa Maritim on Determination of Position Categorization and Equivalence for Structural Positions within the Company's Business Group
PER.0041/HK.101/PLJM-2024	19 Desember 2024 December 19, 2024	Peraturan Direksi PT Pelindo Jasa Maritim tentang Susunan Uraian Tugas Jabatan PT Pelindo Jasa Maritim Regulation of the Board of Directors of PT Pelindo Jasa Maritim on the Job Description Structure within PT Pelindo Jasa Maritim
PER.0042/HK.101/PLJM-2024	19 Desember 2024 December 19, 2024	Peraturan Direksi PT Pelindo Jasa Maritim tentang Pedoman Penetapan Penghasilan Direksi/Dewan Pengurus Dan Dewan Komisaris/Dewan Pengawas PT Pelindo Jasa Maritim Regulation of the Board of Directors of PT Pelindo Jasa Maritim on Guidelines for Determining Remuneration for Directors/Management Board and Commissioners/Supervisory Board of PT Pelindo Jasa Maritim

Nomor Number	Tanggal Date	Judul Title
PER.0043/HK.101/PLJM-2024	23 Desember 2024 December 23, 2024	Pedoman Pengelolaan Pelanggan di Lingkungan PT Pelindo Jasa Maritim Guidelines for Customer Management within PT Pelindo Jasa Maritim
PER.0044/HK.101/PLJM-2024	23 Desember 2024 December 23, 2024	Pedoman Kebijakan dan Strategi Pengelolaan Pelanggan Utama (*Key Customer Management*) di Lingkungan PT Pelindo Jasa Maritim Guidelines for Policies and Strategies in Key Customer Management within PT Pelindo Jasa Maritim
PER.0045/HK.101/PLJM-2024	24 Desember 2024 December 24, 2024	Peraturan Direksi tentang Dukungan Pendanaan untuk Anak Perusahaan dan Perusahaan Afiliasi di Lingkungan PT Pelindo Jasa Maritim Regulation of the Board of Directors on Funding Support for Subsidiaries and Affiliated Companies within PT Pelindo Jasa Maritim
PER.0045/HK.101/PLJM-2024	30 Desember 2024 December 30, 2024	Pedoman Penyusunan Rencana Kerja Anggaran Perusahaan, Pengendalian dan Pelaporan Kinerja di Lingkungan PT Pelindo Jasa Maritim Guidelines for Preparing the Company's Work Plan and Budget, Control, and Performance Reporting within PT Pelindo Jasa Maritim
PER.0046/HK.101/PLJM-2024	30 Desember 2024 December 30, 2024	Peraturan Direksi PT Pelindo Jasa Maritim tentang Pedoman Penanganan Benturan Kepentingan Terintegrasi di Lingkungan PT Pelindo Jasa Maritim Regulation of the Board of Directors of PT Pelindo Jasa Maritim on Integrated Conflict of Interest Management Guidelines within PT Pelindo Jasa Maritim

PENILAIAN KINERJA KOMITE DI BAWAH DIREKSI ATAU UNIT KERJA YANG BERADA DI BAWAH DIREKSI

Penilaian kinerja komite di bawah direksi atau unit kerja yang berada di bawah Direksi umumnya dilakukan oleh Dewan Komisaris. Komite (seperti Komite Audit, Komite Risiko, dll.) dibentuk oleh Dewan Komisaris untuk membantu menjalankan fungsi pengawasan dan memberikan masukan. Penilaian ini fokus pada apakah komite telah berhasil membantu Dewan Komisaris dalam menjalankan tugasnya, seperti memastikan kepatuhan pelaporan keuangan dan efektivitas manajemen risiko.

Penilaian Kinerja Komite di Bawah Direksi

1. Penanggung Jawab: Dewan Komisaris adalah pihak yang bertanggung jawab untuk menilai kinerja komite-komite di bawahnya.
2. Fungsi utama: Komite dibentuk untuk mendukung tugas pengawasan dan memberikan nasihat strategis kepada Direksi dan Dewan Komisaris.
3. Fokus penilaian: Penilaian kinerja akan mengevaluasi efektivitas komite dalam:
   - Mengawasi proses pelaporan keuangan dan pengendalian internal, seperti pada Komite Audit.
   - Menciptakan kerangka kerja manajemen risiko yang efektif, seperti pada Komite Risiko.
   - Memastikan kesesuaian dengan standar dan regulasi yang berlaku.
   - Membantu Dewan Komisaris dalam menjalankan fungsi pengawasan secara keseluruhan.

ASSESSMENT ON THE PERFORMANCE OF COMMITTEES OR WORK UNITS UNDER THE BOARD OF DIRECTORS

Performance assessments of committees under the board of directors or work units under the board of directors are generally conducted by the Board of Commissioners. Committees (such as the Audit Committee, Risk Committee, etc.) are formed by the Board of Commissioners to assist in carrying out supervisory functions and providing input. This assessment focuses on whether the committee has successfully assisted the Board of Commissioners in carrying out its duties, such as ensuring compliance with financial reporting and effective risk management.

Performance Assessment of Committees under the Board of Directors

1. Responsible Party: The Board of Commissioners is the party responsible for assessing the performance of the committees under its supervision.
2. Main Function: The committees are established to support the supervisory function and to provide strategic advice to the Board of Directors and the Board of Commissioners.
3. Focus of Assessment: The assessment will evaluate the effectiveness of the committees in:
   - Overseeing the financial reporting process and internal control, as carried out by the Audit Committee.
   - Establishing an effective risk management framework, as performed by the Risk Committee.
   - Ensuring compliance with applicable standards and regulations.
   - Assisting the Board of Commissioners in carrying out its overall supervisory function.

Penilaian Kinerja Unit Kerja di Bawah Direksi

1. Penanggung jawab: Penilaian kinerja unit kerja di bawah Direksi umumnya dilakukan oleh Direksi itu sendiri atau oleh unit kerja pengelola kinerja di dalam perusahaan.
2. Fokus penilaian: Penilaian kinerja akan fokus pada pencapaian target, kontribusi terhadap tujuan strategis perusahaan, dan efisiensi operasional.

Secara ringkas, penilaian kinerja untuk komite dilakukan oleh Dewan Komisaris, sementara penilaian kinerja untuk unit kerja di bawah Direksi biasanya dilakukan oleh Direksi.

Kriteria dan Tolok Ukur Penilaian

Kriteria penilaian bersifat spesifik untuk setiap komite atau unit kerja, disesuaikan dengan tugas dan tanggung jawab yang diuraikan dalam piagam (*charter*) masing-masing.

1. Pencapaian KPI (*Key Performance Indicator*): Kinerja diukur berdasarkan pencapaian target dan KPI yang selaras dengan strategi dan inisiatif perusahaan, baik finansial maupun non-finansial.
2. Kesesuaian dengan Piagam dan Peraturan: Penilaian mencakup evaluasi apakah tugas dan wewenang dilaksanakan sesuai dengan piagam komite, anggaran dasar, peraturan OJK, dan perundang-undangan yang berlaku.
3. Efektivitas Rapat dan Pelaporan: Aspek operasional seperti frekuensi rapat, tingkat kehadiran, dan kualitas rekomendasi serta laporan yang disampaikan juga menjadi indikator penilaian.
4. Implementasi Tata Kelola Perusahaan yang Baik (GCG): Penilaian memastikan bahwa unit atau komite berkontribusi pada penerapan prinsip-prinsip GCG yang baik.
5. Manajemen Risiko dan Pengendalian Internal: Untuk unit terkait, penilaian mencakup evaluasi efektivitas pengelolaan risiko dan pengendalian internal.

DEWAN KOMISARIS

Dalam struktur tata kelola perusahaan, Dewan Komisaris berperan sebagai organ pengawas yang bertugas memantau dan mengevaluasi kebijakan serta pelaksanaan pengurusan yang dijalankan oleh Direksi. Tugas pengawasan ini mencakup pula pelaksanaan prinsip-prinsip tata kelola yang baik serta kepatuhan terhadap regulasi yang berlaku. Selain menjalankan fungsi pengawasan, Dewan Komisaris juga memiliki peran konsultatif dengan memberikan masukan dan nasihat kepada Direksi dalam rangka mendukung pencapaian visi, misi, serta tujuan Perusahaan.

Assessment of Work Units under the Board of Directors

1. Responsible Party: The assessment of work units under the Board of Directors is generally conducted by the Board of Directors itself or by the internal performance management unit of the Company.
2. Focus of Assessment: The assessment focuses on the achievement of targets, contributions to the Company's strategic objectives, and operational efficiency.

In summary, the assessment for committees is conducted by the Board of Commissioners, while the assessment for work units under the Board of Directors is generally conducted by the Board of Directors.

Assessment Criteria and Benchmark:

The assessment criteria are specific to each committee or work unit, tailored to the duties and responsibilities set forth in each respective charter.

1. Achievement of KPIs (Key Performance Indicators): Performance is measured based on the achievement of targets and KPIs aligned with the Company's strategies and initiatives, both financial and non-financial.
2. Compliance with Charters and Regulations: The assessment includes an evaluation of whether duties and authorities are carried out in accordance with the committee charter, the Articles of Association, OJK regulations, and prevailing laws and regulations.
3. Effectiveness of Meetings and Reporting: Operational aspects such as meeting frequency, attendance rates, and the quality of recommendations and reports submitted also serve as indicators.
4. Implementation of Good Corporate Governance (GCG): The assessment ensures that the unit or committee contributes to the effective implementation of GCG principles.
5. Risk Management and Internal Control: For relevant units, the assessment includes an evaluation of the effectiveness of risk management and internal controls.

BOARD OF COMMISSIONERS

Within the corporate governance structure, the Board of Commissioners serves as the supervisory body responsible for monitoring and evaluating the policies and management execution carried out by the Board of Directors. This supervisory role also includes overseeing the implementation of good corporate governance principles and ensuring compliance with applicable regulations. In addition to its supervisory function, the Board of Commissioners also plays a consultative role by providing input and recommendations to the Board of Directors to support the achievement of the Company's vision, mission, and objectives.

PEDOMAN KERJA/PIAGAM DEWAN KOMISARIS

Dewan Komisaris SPJM berpedoman pada dokumen *Board Manual* atau Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi dalam melaksanakan tugas dan tanggung jawabnya. Pedoman ini disusun dengan mengacu pada ketentuan perundang-undangan yang berlaku serta Anggaran Dasar Perusahaan, dan telah disahkan melalui Peraturan Direksi No. PER.0040/HK.101/PLJM-2023 tanggal 20 Desember 2023.

Pedoman tersebut mengatur secara rinci tata hubungan kerja antara Dewan Komisaris dan Direksi, mencakup pembagian tugas, wewenang, dan mekanisme koordinasi guna memastikan pelaksanaan peran masing-masing organ berjalan selaras. Tujuannya adalah untuk mendukung terciptanya tata kelola perusahaan yang profesional, transparan, efektif, dan efisien. Adapun *Board Manual* ini diterapkan secara khusus di lingkungan SPJM sebagai acuan dalam interaksi dan pelaksanaan fungsi kedua organ tersebut.

Adapun pedoman tata laksanakan kerja Dewan Komisaris dalam Board Manual PT Pelindo Jasa Maritim dijelaskan secara khusus dalam Bab II, yang mencakup:
1. Fungsi Dewan Komisaris
2. Keanggotaan Dewan Komisaris
3. Etika Jabatan Anggota Dewan Komisaris

4. Tugas dan Wewenang Dewan Komisaris
5. Kewajiban Dewan Komisaris
6. Tanggung Jawab Dewan Komisaris
7. Hak Dewan Komisaris
8. Prinsip-Prinsip Pengambilan Keputusan Dewan Komisaris
9. Program Pengenalan dan Peningkatan Kapabilitas
10. Organ Pendukung Dewan Komisaris
11. Penilaian Kinerja Dewan Komisaris

12. Kriteria Evaluasi Kinerja Dewan Komisaris

KRITERIA DEWAN KOMISARIS

Merujuk pada Piagam Dewan Komisaris, SPJM menetapkan kriteria anggota Dewan Komisaris dengan ketentuan sebagai berikut:
a. Untuk dapat diangkat sebagai anggota Dewan Komisaris, seseorang harus memenuhi syarat materil yaitu:
   1) Integritas;
   2) Dedikasi;
   3) Memahami masalah-masalah manajemen perusahaan yang berkaitan dengan salah satu fungsi manajemen;
   4) Memiliki pengetahuan yang memadai bidang usaha di mana yang bersangkutan dicalonkan; dan

WORK GUIDELINE/BOARD OF COMMISSIONERS MANUAL

The SPJM Board of Commissioners is guided by the Board Manual or Guidelines for the Working Relationship Between the Board of Commissioners and the Board of Directors in carrying out its duties and responsibilities. This guideline is prepared in accordance with applicable laws and regulations as well as the Company's Articles of Association, and has been ratified through the Board of Directors Regulation No. PER.0040/HK.101/PLJM-2023 dated December 20, 2023.

This manual regulates in detail the working relationship between the Board of Commissioners and the Board of Directors, including the division of duties, authorities, and coordination mechanisms to ensure that the roles of each corporate organ are carried out in harmony. The objective is to support the implementation of professional, transparent, effective, and efficient corporate governance. The Board Manual is specifically enforced within SPJM as a reference in the interaction and execution of functions of both corporate organs.

The working guidelines of the Board of Commissioners as stipulated in the Board Manual of PT Pelindo Jasa Maritim are specifically outlined in Chapter II, which includes:
1. Functions of the Board of Commissioners
2. Membership of the Board of Commissioners
3. Code of Conduct for Members of the Board of Commissioners
4. Duties and Authorities of the Board of Commissioners
5. Obligations of the Board of Commissioners
6. Responsibilities of the Board of Commissioners
7. Rights of the Board of Commissioners
8. Principles of Decision-Making by the Board of Commissioners
9. Induction and Capability Enhancement Programs
10. Supporting Organs of the Board of Commissioners
11. Performance Evaluation of the Board of Commissioners
12. Performance Evaluation Criteria of the Board of Commissioners

CRITERIA OF THE BOARD OF COMMISSIONERS

Referring to the Board of Commissioners Charter, SPJM stipulates the criteria for members of the Board of Commissioners as follows:
a. To be appointed as a member of the Board of Commissioners, a person must meet the material requirements, namely:
   1) Integrity;
   2) Dedication;
   3) Understanding of corporate management issues related to at least one management function;

   4) Possessing adequate knowledge of the line of business in which they are nominated; and

5) Dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.

b. Selain memenuhi kriteria huruf a di atas, untuk dapat diangkat sebagai anggota Dewan Komisaris harus memenuhi syarat formal sebagai berikut:

1) Orang perseorangan;
2) Mampu melaksanakan perbuatan hukum;
3) Tidak pernah dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan;
4) Tidak pernah menjadi anggota Direksi atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu Perusahaan, Anak Perusahaan dan/atau badan usaha lainnya dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pengangkatan; dan
5) Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan Negara, Perusahaan, Anak Perusahaan, Badan Usaha lainnya dan/atau yang berkaitan dengan sektor keuangan dalam waktu 5 (lima) tahun sebelum pengangkatan.

Pemenuhan persyaratan tersebut, dibuktikan dengan surat pernyataan yang ditandatangani oleh calon anggota Dewan Komisaris dan surat tersebut disimpan oleh Perusahaan.

c. Untuk dapat diangkat sebagai anggota Dewan Komisaris, selain memenuhi syarat materiil dan syarat formal sebagaimana poin a dan b di atas maka seseorang juga harus memenuhi syarat lain sebagai berikut:
1) Bukan pengurus partai politik, calon anggota legislatif, dan/atau anggota legislatif pada Dewan Perwakilan Rakyat, Dewan Perwakilan Daerah, Dewan Perwakilan Rakyat Provinsi, dan Dewan Perwakilan Rakyat Daerah Kabupaten/Kota;

2) Bukan calon kepala/wali kepala daerah dan/atau kepala/wakil kepala daerah, termasuk penjabat kepala/wakil kepala daerah;
3) Tidak sedang menduduki jabatan yang berpotensi menimbulkan benturan kepentingan dengan Perusahaan/Anak Perusahaan yang bersangkutan;
4) Tidak menjabat sebagai anggota Dewan Komisaris pada Perusahaan atau Dewan Komisaris pada Anak Perusahaan yang bersangkutan selama 2 (dua) periode;
5) Tidak sedang menduduki jabatan yang berdasarkan peraturan perundang-undangan dilarang untuk dirangkap dengan jabatan anggota Dewan Komisaris;
6) Sehat jasmani dan rohani, yang tidak sedang menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai anggota Dewan Komisaris yang dibuktikan dengan surat keterangan sehat dari rumah sakit; dan

5) Being able to allocate sufficient time to perform their duties.

b. In addition to have met the criteria under point a above, a person must also meet the following formal requirements to be appointed as a member of the Board of Commissioners:
1) An individual person;
2) Capable of performing legal acts;
3) Has never been declared bankrupt within 5 (five) years prior to appointment;
4) Has never served as a Director or member of the Board of Commissioners who was found guilty of causing a Company, Subsidiary and/or other business entity to be declared bankrupt within 5 (five) years prior to appointment; and

5) Has never been convicted of a criminal offense that caused losses to the State's finances, the Company, Subsidiaries, other business entities and/or related to the financial sector within 5 (five) years prior to appointment.

Fulfillment of these requirements must be evidenced by a statement letter signed by the candidate and kept by the Company.

c. To be appointed as a member of the Board of Commissioners, in addition to have met the material and formal requirements as stated in points a and b above, a person must also fulfill the following additional requirements:
1) Not a political party official, legislative candidate, and/or member of the legislative bodies, namely the House of Representatives, Regional Representatives Council, Provincial Regional House of Representatives, or Regency/Municipal Regional House of Representatives;
2) Not a candidate or incumbent regional head/ deputy regional head, including acting regional head/deputy regional head;
3) Not currently holding a position that has the potential to create a conflict of interest with the Company/its Subsidiaries;

4) Not holding a position as a member of the Board of Commissioners at the Company or its Subsidiaries for more than 2 (two) consecutive terms;
5) Not currently holding a position that, under applicable laws and regulations, is prohibited from being held concurrently with the position of a member of the Board of Commissioners;
6) Physically and mentally healthy, not suffering from any illness that may hinder their duties as a member of the Board of Commissioners, as evidenced by a medical certificate issued by a hospital; and

7) Memiliki Nomor Pokok Wajib Pajak (NPWP) dan telah melaksanakan kewajiban membayar pajak selama 2 (dua) tahun terakhir.

d. Persyaratan lainnya
Selain memenuhi persyaratan umum, pengangkatan anggota Dewan Komisaris juga dilaksanakan dengan memperhatikan persyaratan yang diatur dalam peraturan perundang-undangan yang berlaku.

Mantan anggota Direksi dapat menjadi anggota Dewan Komisaris, setelah tidak menjabat sebagai anggota Direksi paling sedikit 1 (satu) tahun, kecuali dengan pertimbangan tertentu yang diputuskan oleh RUPS dalam rangka menjaga kesinambungan program penyehatan perusahaan, sepanjang tidak ada ketentuan peraturan perundang-undangan lain yang melarangnya.

KETENTUAN MASA JABATAN

Masa jabatan anggota Dewan Komisaris ditetapkan 5 (lima) tahun dan dapat diangkat kembali untuk 1 (satu) kali masa jabatan. Anggota Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya.

Jabatan Anggota Dewan Komisaris berakhir apabila:

a. Meninggal dunia;
b. Masa jabatan berakhir, termasuk mengundurkan diri dari jabatannya;
c. Diberhentikan berdasarkan RUPS; dan/atau
d. Tidak lagi memenuhi persyaratan sebagai anggota Dewan Komisaris berdasarkan Anggaran Dasar dan peraturan perundang-undangan lainnya.

MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DEWAN KOMISARIS

Mekanisme Pengunduran Diri Dewan Komisaris

Anggota Dewan Komisaris berhak mengundurkan diri dengan ketentuan sebagai berikut:

1. Memberitahukan secara tertulis mengenai maksudnya tersebut kepada Pemegang Saham dengan tembusan kepada anggota Dewan Komisaris lainnya dan Direksi paling lambat 30 (tiga puluh) hari sebelum tanggal pengunduran dirinya. Apabila dalam surat pengunduran diri disebutkan tanggal efektif kurang dari 30 (tiga puluh) hari dari tanggal surat diterima, maka dianggap tidak menyebutkan tanggal efektif pengunduran diri;
2. Apabila sampai dengan tanggal yang diminta oleh anggota Dewan Komisaris yang bersangkutan atau dalam waktu 30 (tiga puluh) hari sejak tanggal surat permohonan diri diterima dalam hal tidak disebutkan tanggal efektif pengunduran diri, tidak ada keputusan dari Rapat Umum Pemegang Saham maka anggota Dewan Komisaris tersebut berhenti dengan

7) Possessing a Taxpayer Identification Number (NPWP) and having fulfilled their tax payment obligations for the last 2 (two) years.

d. Other requirements
Apart from meeting general requirements, the appointment of members of the Board of Commissioners must also consider the provisions stipulated under the applicable laws and regulations.

Former members of the Board of Directors may be appointed as members of the Board of Commissioners after having not served as Directors for at least 1 (one) year, unless under certain considerations decided by the GMS to maintain business recovery continuity, provided that no applicable laws and regulations prohibit such appointment.

TERM OF OFFICE

The term of office for members of the Board of Commissioners is set at 5 (five) years and may be reappointed for 1 (one) additional term. Members of the Board of Commissioners may be dismissed at any time based on a GMS resolution by stating the reasons.

The term of office of members of the Board of Commissioners shall end if:

a. They pass away;
b. Their term of office expires, including resignation from their position;
c. They are dismissed based on a GMS resolution; and/or
d. They no longer meet the requirements to serve as a member of the Board of Commissioners in accordance with the Articles of Association and other applicable laws and regulations.

RESIGNATION MECHANISM AND DISMISSAL OF THE BOARD OF COMMISSIONERS

Resignation Mechanism of the Board of Commissioners

Members of the Board of Commissioners have the right to resign under the following conditions:

1. They must provide written notification of their intention to the Shareholders with a copy to the other members of the Board of Commissioners and the Board of Directors no later than 30 (thirty) days prior to the resignation date. If the resignation letter states an effective date less than 30 (thirty) days from the date the letter is received, the effective resignation date shall be deemed not stated;
2. If up to the requested resignation date or within 30 (thirty) days from the date the resignation letter is received in the event no effective date is stated, there is no decision made by the General Meeting of Shareholders, the member of the Board of Commissioners shall cease to hold office automatically on the requested date or upon the

sendirinya pada tanggal yang diminta tersebut di atas atau dengan lewatnya 30 (tiga puluh) hari sejak tanggal surat permohonan pengunduran diri diterima tanpa memerlukan persetujuan RUPS;
3. Pengunduran diri anggota Dewan Komisaris dapat kurang dari 30 (tiga puluh) hari, apabila secara peraturan perundangan tidak memperbolehkan yang bersangkutan merangkap jabatan;
4. Dalam hal anggota Dewan Komisaris tidak mengundurkan diri dan secara peraturan perundangan tidak memperbolehkan yang bersangkutan merangkap jabatan, maka anggota Dewan Komisaris tersebut dianggap telah mengundurkan diri dan RUPS hanya menetapkan atau meratifikasi pengunduran diri tersebut telah menjadi efektif berdasarkan peraturan perundang-undangan.

lapse of 30 (thirty) days from the date the resignation letter is received, without requiring approval from the GMS;

3. The resignation period of less than 30 (thirty) days is permitted if applicable laws and regulations prohibit the concurrent position held by the individual concerned;
4. In the event a member of the Board of Commissioners does not resign while applicable laws and regulations prohibit concurrent positions, the member shall be deemed to have resigned, and the GMS shall only stipulate or ratify that the resignation has become effective pursuant to the applicable laws and regulations.

Mekanisme Pemberhentian Dewan Komisaris

Anggota Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya, dengan memberitahukan rencana pemberhentian tersebut kepada anggota Dewan Komisaris yang bersangkutan, baik secara lisan maupun tertulis oleh Pemegang Saham. Pemegang Saham melakukan evaluasi terhadap anggota Dewan Komisaris sebelum melakukan pemberhentian anggota Dewan Komisaris Perusahaan.

Pemberhentian anggota Dewan Komisaris tersebut dilakukan apabila berdasarkan kenyataan, anggota Dewan Komisaris yang bersangkutan, antara lain:
a. Tidak dapat melaksanakan tugasnya dengan baik;
b. Tidak melaksanakan ketentuan peraturan perundang-undangan dan/atau ketentuan Anggaran Dasar;
c. Terlibat dalam tindakan yang merugikan Perusahaan dan/atau Negara;
d. Melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormati sebagai anggota Dewan Komisaris;
e. Dinyatakan bersalah dengan putusan Pengadilan yang mempunyai kekuatan hukum yang tetap;
f. Memiliki hubungan keluarga sampai dengan derajat ketiga, baik menurut garis lurus maupun garis ke samping, termasuk hubungan yang timbul karena perkawinan antara anggota Direksi dengan anggota Dewan Komisaris;
g. Telah ditetapkan sebagai tersangka atau terdakwa oleh pihak yang berwenang dalam tindakan yang merugikan Perusahaan dan/atau keuangan Negara; atau
h. Berdasarkan alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan Perusahaan;
i. Mengundurkan diri.

Pemberhentian sesuai dengan alasan pada Huruf c dan e di atas dikategorikan sebagai pemberhentian tidak hormat. Selama rencana pemberhentian masih dalam proses maka anggota Dewan Komisaris yang bersangkutan wajib untuk tetap melaksanakan

Dismissal Mechanism of the Board of Commissioners

Members of the Board of Commissioners may be dismissed at any time based on a resolution of the GMS by stating the reasons for such dismissal, with prior notification of the dismissal plan to the concerned member of the Board of Commissioners, either verbally or in writing, by the Shareholders. The Shareholders conduct an evaluation of the Board of Commissioners member before executing the dismissal.

A dismissal of a Board of Commissioners member shall be carried out if, based on actual conditions, the concerned member, among others:
a. Is unable to properly perform their duties;
b. Fails to comply with applicable laws and regulations and/or the provisions of the Articles of Association;
c. Is involved in actions detrimental to the Company and/or the State;
d. Commits actions that violate ethics and/or propriety that must be upheld by a Board of Commissioners member;
e. Is declared guilty by a court decision with permanent legal force;
f. Has a family relationship up to the third degree, whether in a direct line or collateral line, including relationships arising from marriage, with a member of the Board of Directors;
g. Is determined as a suspect or defendant by the authorized authorities for actions that are detrimental to the Company and/or State finances; or
h. Based on other reasons deemed appropriate by the GMS in the interest and objectives of the Company;
i. Resigns.

Dismissals based on the grounds referred to in points c and e above are categorized as dishonorable dismissals. During the dismissal process, the concerned member must continue to properly perform their duties. A dismissal based on the grounds stated in points a, b, c,

tugasnya sebagaimana mestinya. Keputusan pemberhentian karena alasan sebagaimana dimaksud pada huruf a,b,c,d,f,g dan h di atas, diambil setelah yang bersangkutan diberikan kesempatan membela diri dalam waktu 14 (empat belas) hari terhitung sejak tanggal pemberitahuan dengan mekanisme:

a. Pada saat forum RUPS, apabila rencana pemberhentian tersebut dilakukan dalam forum RUPS; atau
b. Secara tertulis, apabila rencana pemberhentian tersebut dilakukan di luar forum RUPS, Selama rencana pemberhentian masih dalam proses, anggota Dewan Komisaris yang bersangkutan wajib untuk tetap melaksanakan tugasnya sebagaimana mestinya. Selain pemberhentian di atas, Dewan Komisaris dapat diberhentikan oleh RUPS berdasarkan alasan lainnya yang dinilai tepat oleh RUPS demi kepentingan dan tujuan perusahaan, antara lain:
   1) Dalam rangka restrukturisasi perusahaan;
   2) Dalam rangka penataan susunan keanggotaan Dewan Komisaris;
   3) Memasuki masa usia pensiun dari aparatur sipil Negara, untuk anggota Dewan Komisaris yang merupakan penerimaan penugasan dari Kementerian teknis/instansi pemerintah lain.

d, f, g, and h above shall be decided after the concerned individual is given the opportunity to defend themselves within 14 (fourteen) days as of the notification date, through the following mechanisms:

a. At the GMS forum, if the dismissal plan is carried out during the GMS; or
b. In writing, if the dismissal plan is carried out outside the GMS. During the dismissal process, the concerned member of the Board of Commissioners is obliged to continue performing their duties as appropriate. Aside from the grounds above, members of the Board of Commissioners may also be dismissed by the GMS for other reasons deemed appropriate by the GMS in the interest and objectives of the Company, including:
   1) In the context of corporate restructuring;
   2) In the context of restructuring the composition of the Board of Commissioners;
   3) Upon reaching retirement age for civil servants, for Board of Commissioners members who are assigned by technical ministries/other government institutions.

SUSUNAN, JUMLAH, KOMPOSISI DAN DASAR PENGANGKATAN ANGGOTA DEWAN KOMISARIS DI SEPANJANG TAHUN 2024

Per 31 Desember 2024, Perusahaan memiliki 5 (lima) orang anggota Dewan Komisaris dengan susunan sebagai berikut:

COMPOSITION, NUMBER, STRUCTURE, AND BASIS FOR THE APPOINTMENT OF THE BOARD OF COMMISSIONERS THROUGHOUT 2024

As of December 31, 2024, the Company had 5 (five) members of the Board of Commissioners with the following composition:

Nama Name	**Jabatan** Position	**Dasar Pengangkatan** Basis of Appointment	**Masa Jabatan** Term of Office	**Periode Jabatan** Period of Office
Otto Ardianto	Komisaris Utama President Commissioner	Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim No. KP.03/24/2/5/RKTK/UTMA/PLND-23 dan No. SK.03/24/2/5/HKP/DRU/PSD-23 tentang Pemberhentian dan Pengangkatan Dewan Komisaris PT Pelindo Jasa Maritim. Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim No. KP.03/24/2/5/RKTK/UTMA/PLND-23 and No. SK.03/24/2/5/HKP/DRU/PSD-23 regarding the Dismissal and Appointment of the Board of Commissioners of PT Pelindo Jasa Maritim.	24 Februari 2023 – RUPS 2027 February 24, 2023 – GMS in 2027	Ke-1 First
Neil Iskandar Daulay	Komisaris Commissioner	Keputusan Para Pemegang Saham Tanpa Melalui Rapat Umum Pemegang Saham No. KP.03/1/10/6/MTAK/UTMA/PLND-21 dan No. 158/HKP/D0003/2021 tanggal 01 Oktober 2021. Resolution of the Shareholders Without Convening a General Meeting of Shareholders No. KP.03/1/10/6/MTAK/UTMA/PLND-21 and No. 158/HKP/D0003/2021 dated October 1, 2021.	01 Oktober 2021 – RUPS 2025 October 1, 2021 – GMS in 2025	Ke-1 First
Achmad Idrus	Komisaris Commissioner	Keputusan Para Pemegang Saham Tanpa Melalui Rapat Umum Pemegang Saham No. KP.03/1/10/6/MTAK/UTMA/PLND-21 dan No. 158/HKP/D0003/2021 tanggal 01 Oktober 2021. Resolution of the Shareholders Without Convening a General Meeting of Shareholders No. KP.03/1/10/6/MTAK/UTMA/PLND-21 and No. 158/HKP/D0003/2021 dated October 1, 2021.	01 Oktober 2021 – RUPS 2025 October 1, 2021 – GMS in 2025	Ke-1 First

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Office
Mohammad Imam Aziz	Komisaris Commissioner	Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim No. KP.03/20/10/1/RKTK/UTMA/PLND22 dan No. 444/HKP/D0003/2022 tanggal 20 Oktober 2022. Resolution of the Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim No. KP.03/20/10/1/RKTK/UTMA/PLND22 and No. 444/HKP/D0003/2022 dated October 20, 2022.	20 Oktober 2022 – RUPS 2026 October 20, 2022 – GMS in 2026	Ke-1 First
Eris Herryanto	Komisaris Independen Independent Commissioner	Keputusan Para Pemegang Saham Tanpa Melalui Rapat Umum Pemegang Saham No. KP.03/1/10/6/MTAK/UTMA/PLND-21 dan No. 158/HKP/D0003/2021 tanggal 01 Oktober 2021. Resolution of the Shareholders Without Convening a General Meeting of Shareholders No. KP.03/1/10/6/MTAK/UTMA/PLND-21 and No. 158/HKP/D0003/2021 dated October 1, 2021.	01 Oktober 2021 – RUPS 2025 October 1, 2021 – GMS in 2025	Ke-1 First

Profil seluruh anggota Dewan Komisaris dapat dilihat pada Bab Profil Perusahaan pada Laporan Tahunan ini.

The profile of all members of the Board of Commissioners are available in the Company Profile Chapter of this Annual Report.

TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Tugas Dewan Komisaris

Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan pengurusan Perusahaan, jalannya Perusahaan pada umumnya baik mengenai Perusahaan maupun usaha Perusahaan yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan RJPP, RKAP, keputusan RKAP, ketentuan dan kepatuhan peraturan perusahaan terhadap Anggaran Dasar serta peraturan perundang-undangan yang berlaku, untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan. Dewan Komisaris melakukan pengawasan terhadap penerapan manajemen risiko, pelaksanaan fungsi pengawasan intern serta Tata Kelola terintegrasi.

Tanggung Jawab Dewan Komisaris

Dewan Komisaris memiliki tanggung jawab sebagai berikut:

1. Dalam melaksanakan tugasnya, Dewan Komisaris bertanggung jawab kepada RUPS;
2. Dewan Komisaris melakukan pengawasan atas kebijakan pengurusan, jalannya pengurusan pada umumnya, baik mengenai Perusahaan maupun usaha Perusahaan, dan memberi nasihat kepada Direksi;
3. Pengawasan dan pemberian nasihat sebagaimana poin 2 di atas, dilakukan untuk kepentingan Perusahaan dan tidak dimaksudkan untuk kepentingan pihak atau golongan tertentu;
4. Dalam melaksanakan pengawasan, Dewan Komisaris dilarang ikut serta dalam pengambilan keputusan kegiatan operasional perusahaan kecuali ditetapkan dalam Anggaran Dasar atau ketentuan peraturan perundang-undangan;

DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

Duties of the Board of Commissioners

The Board of Commissioners is responsible for supervising the Company's management policies, the general course of the Company's operations regarding both the Company and its business carried out by the Board of Directors, as well as providing advice to the Board of Directors, including oversight of the implementation of the RJPP, RKAP, RKAP resolutions, Company regulations, and compliance with the Articles of Association and applicable laws and regulations, for the benefit of the Company and in line with the Company's purpose and objectives. The Board of Commissioners oversees the implementation of risk management, internal audit functions, and integrated governance.

Responsibilities of the Board of Commissioners

The Board of Commissioners has the following responsibilities:

1. In carrying out its duties, the Board of Commissioners is accountable to the GMS;
2. The Board of Commissioners supervises management policies and the general course of corporate management concerning both the Company and its business operations, and provides advice to the Board of Directors;
3. The supervision and advice as referred to in point 2 above are conducted for the benefit of the Company and not intended for the interests of any specific party or group;
4. In performing its supervisory role, the Board of Commissioners is prohibited from participating in decision-making related to the Company's operational activities unless stipulated otherwise in the Articles of Association or laws and regulations;

5. Pengambilan keputusan kegiatan operasional perusahaan oleh Dewan Komisaris pada poin 4 di atas merupakan bagian dari tugas pengawasan oleh Dewan Komisaris sehingga tidak meniadakan tanggung jawab Direksi atas pelaksanaan kepengurusan perusahaan;
6. Setiap anggota Dewan Komisaris wajib dengan itikad baik, kehati-hatian, dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan;
7. Setiap anggota Dewan Komisaris ikut bertanggung jawab secara pribadi atas kerugian Perusahaan apabila yang bersangkutan bersalah atau lalai menjalankan tugasnya sebagaimana dimaksud pada angka 6 (enam) di atas.
8. Dalam hal Dewan Komisaris terdiri atas 2 (dua) anggota Dewan Komisaris atau lebih, tanggung jawab sebagaimana dimaksud pada Angka 7 (tujuh) berlaku secara tanggung renteng bagi setiap anggota Dewan Komisaris

HAK DAN WEWENANG DEWAN KOMISARIS

Hak Dewan Komisaris

Dewan Komisaris memiliki wewenang sebagai berikut:

1. Anggota Dewan Komisaris diberikan honorarium dan tunjangan/fasilitas, termasuk uang penghargaan purna jabatan yang jenis dan jumlahnya ditetapkan oleh RUPS dengan memperhatikan ketentuan peraturan perundang-undangan yang berlaku;
2. Menerima tantiem sebagai imbalan atas prestasi kerjanya dalam hal Perusahaan mencapai tingkat keuntungan yang besarnya ditetapkan oleh RUPS;
3. Penetapan Penghasilan yang berupa Gaji, Tunjangan, dan Fasilitas yang bersifat tetap dilakukan dengan mempertimbangkan faktor skala usaha, faktor kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan perusahaan, dan faktor lain yang relevan, serta tidak boleh bertentangan dengan peraturan perundang-undangan;
4. Menggunakan sarana dan fasilitas Perusahaan untuk kegiatan yang berhubungan dengan kepentingan Perusahaan sesuai dengan peraturan perundang-undangan dan kebijakan Perusahaan; Dewan Komisaris dapat memperoleh *Long Term Incentive* (LTI) sesuai dengan persetujuan RUPS, serta Perusahaan harus memenuhi ketentuan kinerja dan tata kelola dengan memperhatikan praktik terbaik internasional.

5. Any decision-making on operational activities by the Board of Commissioners as referred to in point 4 above constitutes part of its supervisory duties and does not remove the responsibility of the Board of Directors for the Company's management;
6. Each member of the Board of Commissioners must perform supervisory duties and provide advice to the Board of Directors in good faith, with due care, and responsibility for the benefit of the Company and in line with its purpose and objectives;
7. Each member of the Board of Commissioners is personally liable for losses suffered by the Company if he/she is proven to be at fault or negligent in performing his/her duties as referred to in point 6 above;
8. In the event the Board of Commissioners consists of two (2) or more members, the responsibility referred to in point 7 above shall apply jointly and severally to all members of the Board of Commissioners.

RIGHTS AND AUTHORITIES OF THE BOARD OF COMMISSIONERS

Authorities of the Board of Commissioners

The Board of Commissioners has the following authorities:

1. Members of the Board of Commissioners are entitled to receive honorarium and allowances/facilities, including post-tenure appreciation benefits, the types and amounts of which are determined by the GMS with due consideration to applicable laws and regulations;
2. Receive tantiem as compensation for performance achievements in the event the Company achieves a level of profit as determined by the GMS;
3. Determination of remuneration consisting of salary, allowances, and fixed facilities shall consider business scale, business complexity, inflation rate, the Company's financial condition and capability, and other relevant factors, and must not conflict with laws and regulations;
4. Utilize the Company's facilities and infrastructure for activities related to the Company's interests in accordance with laws, regulations, and Company policies; The Board of Commissioners may receive Long Term Incentives (LTI) subject to GMS approval, and the Company must comply with performance and governance conditions aligned with international best practices.

Wewenang Dewan Komisaris

Dalam melaksanakan tugas pengawasan, Dewan Komisaris memiliki wewenang sebagai berikut:
1. Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas untuk keperluan verifikasi dan lain-lain, surat berharga dan memeriksa kekayaan Perusahaan;
2. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perusahaan;
3. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perusahaan;
4. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
5. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
6. Mengangkat Sekretaris Dewan Komisaris jika dianggap perlu;
7. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar ini;
8. Membentuk Komite Audit, dan jika dianggap perlu, membentuk komite-komite lain dengan memperhatikan kemampuan Perusahaan;
9. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu;
10. Melakukan tindakan yang merupakan kewenangan dan kewajiban Direksi dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar;
11. Menghadiri rapat Direksi dan memberikan pandangan-pandangan terhadap hal-hal yang dibicarakan;
12. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS;
13. Komisaris harus segera merespons informasi yang diterima setiap terjadinya perubahan lingkungan yang berpengaruh signifikan pada kinerja Perusahaan.

Kewajiban Dewan Komisaris

Dalam pelaksanaan tanggung jawabnya, maka Dewan Komisaris memiliki kewajiban sebagai berikut:
1. Memberikan nasihat kepada Direksi dalam melaksanakan pengurusan Perusahaan;
2. Meneliti dan menelaah serta menandatangani RJPP dan RKAP yang ditetapkan Direksi, sesuai dengan ketentuan Anggaran Dasar ini;
3. Memberikan pendapat dan saran kepada RUPS mengenai alasan Dewan Komisaris menandatangani RJPP dan RKAP Perusahaan;

Authorities of the Board of Commissioners

In performing its supervisory duties, the Board of Commissioners has the following authorities:
1. Review books, letters, and other documents, verify cash and securities, and examine the Company's assets;
2. Enter land, buildings, and offices used by the Company;
3. Request explanations from the Board of Directors and/or other officials regarding matters related to Company management;
4. Access all policies and actions that have been or will be taken by the Board of Directors;
5. Request the Board of Directors and/or other officials under the Board of Directors, with the knowledge of the Board of Directors, to attend meetings of the Board of Commissioners;
6. Appoint a Secretary to the Board of Commissioners if deemed necessary;
7. Temporarily dismiss members of the Board of Directors in accordance with the Articles of Association;
8. Establish an Audit Committee and, if deemed necessary, other committees with consideration to the Company's capability;
9. Utilize experts for certain matters within a specific period at the Company's expense, if deemed necessary;
10. Undertake actions that fall within the authority and responsibilities of the Board of Directors under certain conditions and for a specific period in accordance with the Articles of Association;
11. Attend Board of Directors' meetings and provide views on matters discussed;
12. Exercise other supervisory authorities as long as as they do not conflict with laws and regulations, the Articles of Association, and/or GMS decisions;
13. The Commissioners must promptly respond to information received regarding changes in circumstances that significantly impact Company performance.

Obligations of the Board of Commisisoners

In carrying out its responsibilities, the Board of Commissioners has the following obligations:
1. Provide advice to the Board of Directors in carrying out Company management;
2. Review, evaluate, and sign the RJPP and RKAP established by the Board of Directors in accordance with the Articles of Association;
3. Provide opinions and recommendations to the GMS regarding the reasons for signing the Company's RJPP and RKAP;

4. Mengikuti perkembangan kegiatan Perusahaan, memberikan pendapat dan saran kepada RUPS mengenai setiap masalah yang dianggap penting bagi kepengurusan Perusahaan;
5. Melaporkan dengan segera kepada RUPS apabila terjadi gejala menurunnya kinerja Perusahaan atau kejadian penting lain yang perlu diketahui oleh RUPS;
6. Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan;
7. Memberikan penjelasan, pendapat dan saran kepada RUPS mengenai Laporan Tahunan, apabila diminta;

8. Menyusun program kerja tahunan dan dimasukkan dalam RKAP;
9. Membentuk Komite Audit dan Komite lainnya bila dipandang perlu dan atas persetujuan RUPS;
10. Mengusulkan Akuntan Publik kepada RUPS;
11. Membuat Risalah Rapat Dewan Komisaris dan menyimpan salinannya;
12. Melaporkan kepada Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada Perusahaan dan Perusahaan lain;
13. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru lampau kepada RUPS;
14. Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat, sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS;
15. Memastikan bahwa Direksi telah menindaklanjuti temuan Audit Intern, Audit Ekstern, Audit BPK, Audit BPKP;
16. Memastikan bahwa Direksi telah menindaklanjuti arahan Pemegang Saham/RUPS;
17. Membantu dan memastikan bahwa Tata Kelola Perusahaan yang Baik telah diterapkan secara efektif dan berkelanjutan;
18. Memberikan persetujuan terhadap hal-hal strategis sesuai dengan ketentuan Anggaran Dasar;
19. Dewan komisaris harus segera merespons informasi yang diterima dari Direksi setiap terjadinya perubahan lingkungan yang berpengaruh signifikan pada kinerja Perusahaan.

PEMBAGIAN TUGAS ANTAR DEWAN KOMISARIS

Dalam menjalankan fungsinya, Dewan Komisaris membagi lingkup tanggung jawab di antara para anggotanya, yang diatur secara resmi melalui keputusan internal. Pembagian tugas ini ditetapkan berdasarkan Keputusan Dewan Komisaris No. KEP-01/DK-PJM/1/2023 tanggal 10 Maret 2023 tentang Pembagian Tugas Anggota Dewan Komisaris PT Pelindo Jasa Maritim. Adapun perincian pembagian tugas tersebut adalah sebagai berikut:

4. Monitor the development of Company activities and provide opinions and recommendations to the GMS on matters considered important for Company management;
5. Immediately report to the GMS in the event of declining Company performance or other significant events that must be communicated to the GMS;
6. Review and evaluate periodic and annual reports prepared by the Board of Directors and sign the annual report;
7. Provide explanations, opinions, and recommendations to the GMS regarding the Annual Report when requested;
8. Prepare an annual work program and include it in the RKAP;
9. Form an Audit Committee and other committees if deemed necessary and with GMS approval;
10. Propose a Public Accountant to the GMS;
11. Prepare minutes of meetings of the Board of Commissioners and store copies;
12. Report to the Company regarding share ownership by themselves and/or their families in the Company and other companies;
13. Provide a report on supervisory duties carried out during the past financial year to the GMS;

14. Carry out other obligations related to supervisory and advisory functions so long as they do not conflict with laws and regulations, the Articles of Association, and/or GMS resolutions;
15. Ensure that the Board of Directors has followed up on findings from Internal Audit, External Audit, BPK Audit, and BPKP Audit;
16. Ensure that the Board of Directors has followed up on directives from the Shareholders/GMS;
17. Support and ensure that Good Corporate Governance is implemented effectively and sustainably;

18. Approve strategic matters in accordance with the Articles of Association;
19. The Board of Commissioners must promptly respond to information received from the Board of Directors regarding significant changes affecting the Company's performance.

DIVISION OF DUTIES AMONG THE BOARD OF COMMISSIONERS

In carrying out its functions, the Board of Commissioners divides the scope of responsibilities among its members, which is formally regulated through internal resolutions. This division of duties is stipulated based on the Decree of the Board of Commissioners No. KEP-01/DK-PJM/1/2023 dated March 10, 2023 concerning the Division of Duties of the Members of the Board of Commissioners of PT Pelindo Jasa Maritim. The details of the division of duties are as follows:

Pembagian Tugas Antar Dewan Komisaris Tahun 2024
Division of Duties Among the Board of Commissioners in 2024

Nama Name	Jabatan Position	Lingkup Tugas Pengawasan Scope of Supervising Duties
Otto Ardianto	Komisaris Utama President Commissioner	Bertanggung jawab sebagai Koordinator serta Pengawasan Perencanaan Strategis Perusahaan. Responsible as Coordinator and for overseeing the Company's Strategic Planning.
Achmad Idrus	Komisaris Commissioner	Bertanggung jawab di bidang Akuntansi Manajemen, Akuntansi Manajemen, Akuntansi Keuangan, *Treasury* dan Aset, serta merangkap menjadi Ketua Komite Audit. Responsible for Management Accounting, Financial Accounting, Treasury and Assets, and concurrently serves as Chairman of the Audit Committee.
Eris Herryanto	Komisaris Independen Independent Commissioner	Bertanggung jawab di bidang Pengembangan dan Perencanaan bisnis, Manajemen Risiko Perencanaan dan Pengembangan Teknik, Penerapan *Good Corporate Governance* (GCG), Perencanaan Strategis serta Logistik Fasilitas dan Peralatan, serta merangkap menjadi Ketua Komite Risiko. Responsible for Business Development and Planning, Risk Management for Technical Planning and Development, implementation of Good Corporate Governance (GCG), Strategic Planning, as well as Facilities and Equipment Logistics, and concurrently serves as Chairman of the Risk Committee.
Neil Iskandar Daulay	Komisaris Commissioner	Bertanggung jawab di bidang Perencanaan dan Pengembangan Organisasi dan Kesra, Karir dan Pengembangan Sumber Daya Manusia, Umum, Biro Hukum, *Key Performance Indicator* (KPI), serta merangkap menjadi Ketua Komite Nominasi dan Remunerasi. Responsible for Organizational Planning and Development, Employee Welfare, Career and Human Capital Development, General Affairs, Legal Bureau, Key Performance Indicators (KPI), and concurrently serves as Chairman of the Nomination and Remuneration Committee.
Mohammad Imam Azis	Komisaris Commissioner	Bertanggung jawab di bidang Pembinaan Anak/Cucu Perusahaan, dan bidang Investasi. Responsible for the Supervision of Subsidiaries and Affiliates, and for Investment.

PROGRAM PENGENALAN PERUSAHAAN BAGI KOMISARIS BARU

Perusahaan menyelenggarakan program orientasi bagi anggota Dewan Komisaris yang baru, guna mempercepat pemahaman dan kontribusi mereka terhadap kinerja dan arah strategis Perusahaan. Kebijakan mengenai pelaksanaan program pengenalan tersebut ditetapkan dengan rincian sebagai berikut:

1. Kepada anggota Dewan Komisaris yang diangkat pertama kalinya, wajib diberikan program pengenalan mengenai Perusahaan;
2. Tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Sekretaris Perusahaan atau siapa pun yang menjalankan fungsi sebagai Sekretaris Perusahaan;
3. Program pengenalan sebagaimana dimaksud meliputi:
   a. Pelaksanaan prinsip-prinsip GCG oleh Perusahaan;
   b. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, dan lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko, dan masalah-masalah strategis lainnya;
   c. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal, termasuk serta Komite Audit;
   d. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi serta hal-hal lain yang tidak diperbolehkan.

INDUCTION PROGRAM FOR NEW BOARD OF COMMISSIONERS

The Company conducts an induction program for newly appointed members of the Board of Commissioners to accelerate their understanding and contribution to the Company's performance and strategic direction. The policy regarding the implementation of the induction program is set out as follows:

1. Newly appointed members of the Board of Commissioners must be provided with an introduction program regarding the Company;
2. Responsibility for organizing the orientation program lies with the Corporate Secretary or anyone performing the duties of the Corporate Secretary;

3. The induction program includes:

   a. Implementation of GCG principles by the Company;
   b. An overview of the Company including its objectives, nature and scope of activities, financial and operational performance, strategy, short-term and long-term business plans, competitive position, risks, and other strategic matters;
   c. Information related to delegated authorities, internal and external audits, internal control systems and policies, including the Audit Committee;
   d. Information on the duties and responsibilities of the Board of Commissioners and the Board of Directors as well as prohibited matters.

4. Program pengenalan Perusahaan dapat berupa presentasi, pertemuan, kunjungan ke Perusahaan, dan pengkajian dokumen atau program lainnya yang dianggap sesuai dengan Perusahaan;
5. Program pengenalan Perusahaan dilaksanakan selambat-lambatnya 90 (sembilan puluh) hari kalender setelah RUPS memutuskan pengangkatan anggota Dewan Komisaris yang baru.

Pada tahun 2024, Perusahaan tidak menyelenggarakan Program Pengenalan Perusahaan bagi Anggota Dewan Komisaris baru karena tidak terdapat perubahan susunan dan komposisi Anggota Dewan Komisaris Perusahaan.

PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

Perusahaan senantiasa mendorong penguatan kapasitas seluruh organ, termasuk Dewan Komisaris, melalui program-program pengembangan kompetensi. Inisiatif ini bertujuan untuk memperluas wawasan serta memperdalam keterampilan sesuai dengan perkembangan terbaru dalam *core business* Perusahaan dan ketentuan regulasi yang berlaku. Upaya ini juga menjadi bagian dari komitmen Perusahaan dalam memastikan efektivitas fungsi pengawasan. Untuk mendukung hal tersebut, Perusahaan menyediakan berbagai bentuk pelatihan dan seminar yang dirancang khusus bagi anggota Dewan Komisaris. Adapun informasi mengenai pelaksanaan program pengembangan kompetensi di tahun 2024 adalah sebagai berikut:

4. The induction program may include presentations, meetings, site visits to the Company, and document reviews or other programs deemed appropriate;
5. The induction program must be carried out no later than 90 (ninety) calendar days after the GMS resolves the appointment of a new member of the Board of Commissioners.

In 2024, the Company did not conduct an Induction Program for new members of the Board of Commissioners as there were no changes in the structure or composition of the Board of Commissioners.

COMPETENCY DEVELOPMENT OF THE BOARD OF COMMISSIONERS

The Company consistently promotes capacity building for all governance organs, including the Board of Commissioners, through competency development programs. This initiative aims to broaden their knowledge and enhance their skills in line with the latest developments in the Company's core business and prevailing regulatory requirements. These efforts are also part of the Company's commitment to ensure the effectiveness of the supervisory function. To support this, the Company provides various forms of training and seminars specifically designed for the members of the Board of Commissioners. The information regarding the implementation of competency development programs in 2024 is as follows:

Nama dan Jabatan Name and Position	**Jenis Pendidikan dan Pelatihan** Types of Education and Training	**Materi Pendidikan dan Pelatihan** Education and Training Subject	**Waktu Penyelenggaraan** Training Time	**Penyelenggara** Organizer
Otto Ardianto (Komisaris Utama) (President Commissioner)	*Anti Fraud & Law*	*Certified Anti Fraud Professional* (CAFP) dan *Workshop Law for Non Lawyers*	16-17 Mei 2024 May 16-17, 2024	Asia Anti Fraud Manajemen (AAF)
	Marketing Business	"Meningkatkan Pertumbuhan di Era Persaingan dan Ketidakpastian"	30 September 2024 September 30, 2024	Pelindo Forum
Neil Iskandar Daulay (Komisaris) (Commissioner)	*Business Operational*	*Operational Excellence: Brand Management*	17 Oktober 2024 October 17, 2024	Hermawan Kartajaya (HK) Master Class 2024
Achmad Idrus (Komisaris) (Commissioner)	*Leadership Program*	*Expansive Leadership Program*	5-6 September 2024 September 5-6, 2024	Center for Leadership Development & Innovation (CLDI)
	Marketing Business	"Meningkatkan Pertumbuhan di Era Persaingan dan Ketidakpastian"	30 September 2024 September 30, 2024	Pelindo Forum

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Subject	Waktu Penyelenggaraan Training Time	Penyelenggara Organizer
Mohammad Imam Aziz (Komisaris) (Commissioner)	*Anti Fraud & Law*	*Certified Anti Fraud Professional* (CAFP) dan *Wokrshop Law for Non Lawyers*	16-17 Mei 2024 May 16-17, 2024	Asia Anti Fraud Manajemen (AAF)
	Leadership Program	*Expansive Leadership Program*	5-6 September 2024 September 5-6, 2024	Center for Leadership Development & Innovation (CLDI)
	Marketing Business	"Meningkatkan Pertumbuhan di Era Persaingan dan Ketidakpastian"	30 September 2024 September 30, 2024	Pelindo Forum
Eris Herryanto (Komisaris Independen) (Independent Commissioner)	*Anti Fraud & Law*	*Certified Anti Fraud Professional* (CAFP) dan *Wokrshop Law for Non Lawyers*	16-17 Mei 2024 May 16-17, 2024	Asia Anti Fraud Manajemen (AAF)
	Manajemen Risiko	*"Integrated Governance, Risk and Compliance (GRC):* Peran SPI Dalam Menjaga Kepatuhan dan Mengelola Risiko Bisnis Perusahaan"	16-17 Juli 2024. July 16-17, 2024	Asosiasi Auditor Internal
	Leadership Program	*Expansive Leadership Program*	5-6 September 2024 September 5-6, 2024	Center for Leadership Development & Innovation (CLDI)
	Marketing Business	"Meningkatkan Pertumbuhan di Era Persaingan dan Ketidakpastian"	30 September 2024 September 30, 2024	Pelindo Forum

KEBIJAKAN PINJAMAN DEWAN KOMISARIS

Dewan Komisaris beserta anggota keluarganya tidak diperkenankan untuk meminta atau menerima pinjaman dalam bentuk apa pun dari Perusahaan. Ketentuan ini diterapkan guna menjaga independensi, objektivitas, serta integritas Dewan Komisaris dalam menjalankan fungsi pengawasan dan pemberian nasihat kepada Direksi.

RENCANA KERJA DEWAN KOMISARIS

Dalam melaksanakan tugasnya, Dewan Komisaris telah menyusun Rencana Kerja pengawasan untuk tahun buku 2024 yang tercantum dalam RKAP Perusahaan tahun 2024 sebagai berikut:

1. Melakukan evaluasi kinerja Perusahaan tahun 2024 terhadap RKAP secara berkala
   Berdasarkan Laporan Manajemen Triwulanan Perusahaan yang disampaikan Direksi, Dewan Komisaris memberikan evaluasi dan memberikan tanggapan atas kinerja triwulanan Perusahaan kepada Pemegang Saham.
2. Memberikan evaluasi dan tanggapan atas Laporan Audited Perusahaan tahun 2023
   Pelaksanaan audit kinerja dan keuangan perusahaan setiap tahun dilakukan oleh Konsultan Kantor Akuntan Publik (KAP). Laporan tersebut akan dievaluasi oleh Dewan Komisaris dan memberikan tanggapan atas laporan manajemen Audited tersebut dan mengirimkan kepada Pemengang Saham.

LOAN POLICY FOR THE BOARD OF COMMISSIONERS

The Board of Commissioners and their family members are prohibited from requesting or receiving loans in any form from the Company. This provision is enforced to maintain the independence, objectivity, and integrity of the Board of Commissioners in carrying out their supervisory duties and providing advice to the Board of Directors.

WORK PLAN OF THE BOARD OF COMMISSIONERS

In performing its duties, the Board of Commissioners prepared a Supervisory Work Plan for the 2024 financial year, which is included in the Company's 2024 RKAP, as follows:

1. Conduct periodic evaluations of the Company's 2024 performance against the RKAP
   Based on the Company's Quarterly Management Reports submitted by the Board of Directors, the Board of Commissioners provides evaluations and responses regarding the Company's quarterly performance to the Shareholders.
2. Provide evaluation and responses on the Company's 2023 Audited Report
   Annual performance and financial audits are carried out by a Public Accounting Firm (KAP). The report is evaluated by the Board of Commissioners, after which feedback on the audited management report is submitted to the Shareholders.

3. Menyusun Rencana Kerja dan Anggaran (RKA) dan Key Performance Indicator (KPI) Dewan Komisari
   Dewan Komisaris menyusun RKA dan KPI Dewan Komisaris yang nanti akan menjadi bagian dari laporan RKAP.
4. Pembahasan, pemberian tanggapan, dan menandatangani Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2025
   RKAP tahun 2025 yang disusun Direksi akan disampaikan kepada Dewan Komisaris untuk dilakukan evaluasi dan pemberian tanggapan yang disampaikan kepada Pemegang Saham.
5. Melaksanakan rapat-rapat Dewan Komisaris
   Dalam rangka pelaksanaan tugas pengawasan pada tahun 2024, Dewan Komisaris merencanakan kegiatan rapat-rapat dengan berbagai pihak antara lain:
   a. Rapat Internal Dewan Komisaris yang dilaksanakan minimal 1 (satu) bulan sekali.
   b. Rapat Gabungan Direksi dan Dewan Komisaris, dengan pelaksanaan minimal 1 (satu) bulan sekali.
   c. Rapat Umum Pemegang Saham, untuk penetapan kinerja tahunan, RKAP, dan hal-hal lainnya.
   d. Rapat dengan pihak lain apabila diperlukan dalam mendukung tugas Dewan Komisaris.
6. Melakukan kunjungan kerja lapangan ke cabang dan/atau lokasi proyek perusahaan
   Kunjungan kerja Dewan Komisaris ke cabang-cabang perseroan untuk memantau kondisi lapangan dan memantau proyek-proyek strategis yang dikerjakan oleh perusahaan.
7. Memberikan tanggapan dan/atau persetujuan atas tindakan-tindakan Direksi yang memerlukan persetujuan atau tanggapan dari Dewan Komisaris
   Dewan Komisaris memberikan tanggapan dan/atau persetujuan atas usulan tindakan Direksi sesuai dengan ketentuan dari Anggaran Dasar Persusahaan dan peraturan terkait lainnya.
8. Mengusulkan Kantor Akuntan Publik (KAP) kepada Pemegang Saham dan menetapkan biaya jasa audit laporan keuangan Audit tahun 2025
   Dewan Komisaris mengusulkan kepada Pemegang Saham KAP untuk audit laporan manajemen audited untuk ditetapkan dalam RUPS.
9. Program Pelatihan dan Pengembangan Kemampuan Dewan Komisaris
   Merupakan program bagi Dewan Komisaris untuk dapat mengikuti pelatihan dan seminar dalam rangka meningkatkan wawasan dan kapabilitas dalam mendukung tugas-tugas Dewan Komisaris.
10. Tindak lanjut hasil assesment Good Corporate Governance (GCG).
    Merupakan usulan termuan atas penerapan GCG aspek Dewan Komisaris yang perlu menjadi perhatian dan tindaklanjut untuk menuntaskan temuan tersebut.

3. Prepare the Work Plan and Budget (RKA) and Key Performance Indicators (KPI) of the Board of Commissioners
   The Board of Commissioners prepares its RKA and KPI, which will later form part of the RKAP report.
4. Review, provide feedback on, and sign the Company's 2025 RKAP
   The 2025 RKAP prepared by the Board of Directors will be submitted to the Board of Commissioners for evaluation and feedback, which will be forwarded to the Shareholders.

5. Conduct Board of Commissioners meetings
   In carrying out supervisory duties in 2024, the Board of Commissioners plans to hold meetings with various parties, including:
   a. Internal meetings of the Board of Commissioners at least once a month.
   b. Joint meetings with the Board of Directors at least once a month.
   c. General Meeting of Shareholders to determine annual performance, RKAP, and other matters.
   d. Meetings with other parties as necessary to support the duties of the Board of Commissioners.
6. Conduct field visits to branches and/or Company project locations
   These visits are conducted to monitor on-site conditions and strategic projects being executed by the Company.

7. Provide responses and/or approvals for actions of the Board of Directors requiring such responses or approval
   These responses or approvals are provided in accordance with the provisions of the Company's Articles of Association and relevant regulations.

8. Propose a Public Accounting Firm (KAP) to the Shareholders and determine the 2025 audit fee
   The Board of Commissioners proposes a KAP to the Shareholders for appointment at the GMS to audit the audited management report.

9. Training and capacity development programs for the Board of Commissioners
   This program allows Commissioners to participate in training and seminars to improve knowledge and capabilities in support of their duties.

10. Follow-up on the results of the Good Corporate Governance (GCG) assessment
    Recommendations related to GCG implementation, particularly concerning the Board of Commissioners, are followed up to ensure resolution.

11. Memberikan laporan berkala kepada Pemegang saham
    Dewan Komisaris memiliki kewajiban untuk meyampaikan laporan kepada Pemengang Saham (Kementerian BUMN) antara lain:
    a. Laporan Pengawasan dan pertanggungjawaban Dewan Komisaris
    b. Laporan realisasi capaian kinerja Triwulanan Dewan Komisaris
    c. Laporan Dewan Komisaris lainnya yang diminta oleh pemegang saham.
12. Melakukan program kerja pengawasan lainnya.

PELAKSANAAN TUGAS DEWAN KOMISARIS TAHUN 2024

Dewan Komisaris selama tahun 2024 telah melakukan berbagai kegiatan dan menerbitkan surat terkait dengan tugas dan wewenang Dewan Komisaris dalam melaksanakan pengawasan jalannya Perusahaan yang dilakukan oleh Direksi. Adapun rincian realisasi kegiatan, maupun surat yang diterbitkan oleh Dewan Komisaris adalah sebagai berikut:

1. Evaluasi Kinerja Triwulanan Perusahaan tahun 2024
   Terhadap Laporan Manajemen Perusahaan Triwulanan Perseroan Tahun 2024, Dewan Komisaris telah melakukan evaluasi dan tanggapan tertulis, sebagai berikut:
   a. Surat Dewan Komisaris kepada Direksi PT Pelabuhan Indonesia (Persero) Nomor S/05/06/18/DK/24 tanggal 05 Juni 2024 perihal Tanggapan Atas Laporan Manajemen Tahun 2023 (Audited).
   b. Surat Dewan Komisaris kepada Direksi PT Pelabuhan Indonesia (Persero) No. S/23/08/30/DK/24 tanggal 23 Agustus 2024 perihal Tanggapan Atas Laporan Manajemen Semester I Tahun 2023 PT Pelindo Jasa Maritim.
2. Evaluasi dan tanggapan atas Laporan Audited Perusahaan tahun 2023
   Laporan Manajemen Audited Perusahaan tahun 2023 yang telah disampaikan oleh Direksi, kemudian dilakukan pembahasan dan evaluasi kemudian Dewan Komisaris memberikan tanggapan atas laporan manajemen audited tersebut sesuai surat Dewan Komisaris Nomor: S/05/06/18/DK/24 tanggal 05 Juni 2024 perihal Tanggapan Atas Laporan Manajemen Tahun 2023 (Audited). Dalam tanggapan tersebut Dewan Komisaris memberikan rekomendasi kepada Direksi sebagai berikut:
   a. Terus melakukan peningkatan capaian kerja operasional khususnya pada operasional pemanduan, pengerukan, docking, pengelolaan alur, produksi air, dan listrik yang masih di bawah target RKAP agar dapat memberikan kontribusi kepada anggaran korporasi secara keseluruhan dan dapat melebihi target anggarannya di masa yang akan datang.

11. Submit periodic reports to the Shareholders

    The Board of Commissioners is obligated to submit reports to the Shareholders (Ministry of SOEs), including:
    a. Supervisory and accountability reports of the Board of Commissioners
    b. Quarterly performance achievement reports of the Board of Commissioners
    c. Other reports requested by the Shareholders

12. Other supervisory work programs

IMPLEMENTATION OF THE BOARD OF COMMISSIONERS DUTIES IN 2024

During 2024, the Board of Commissioners carried out various activities and issued letters related to their supervisory duties and authorities over the Company's management by the Board of Directors. The details of these activities and letters are as follows:

1. Evaluation of the Company's quarterly performance in 2024
   The Board of Commissioners provided evaluations and written responses to the Company's Quarterly Management Reports for 2024, including:
   a. Letter of the Board of Commissioners to the Board of Directors of PT Pelabuhan Indonesia (Persero) No. S/05/06/18/DK/24 dated June 5, 2024 regarding Response to the 2023 (Audited) Management Report.
   b. Letter of the Board of Commissioners to the Board of Directors of PT Pelabuhan Indonesia (Persero) No. S/23/08/30/DK/24 dated August 23, 2024 regarding Response to the 2023 Semester I Management Report of PT Pelindo Jasa Maritim.
2. Evaluation and feedback on the Company's 2023 Audited Report
   The 2023 Audited Management Report submitted by the Board of Directors was reviewed and evaluated, which was followed by discussion and evaluation with the Board of Commissioners in the letter No. S/05/06/18/DK/24 dated June 5, 2024, regarding the Feedback on the 2023 Management Report (Audited). In the feedback, the Board of Commissioners provided the following recommendations to the Board of Directors:

   a. Continue improving operational performance, particularly in pilotage, dredging, docking, channel management, and water and electricity production, which are still below RKAP targets to ensure higher contribution to the corporate budget in the future.

b. Mendorong anak perusahaan untuk melakukan efisiensi semaksimal mungkin agar tingkat BOPO dapat mencapai di bawah 90% terutama JPPI, EII, EPI, Rukindo, BMA, dan SPJM Alone, agar dapat memenuhi aspirasi pemegang saham.
c. Meningkatkan control terhadap umur kolektabilitas dari piutang usaha agar persentase umur piutang jatuh tempo melebihi 180 hari semakin kecil.
d. Memonitoring realisasi investasi pada SPJM Grup agar sesuai dengan yang ditetapkan pada RKAP perseroan. Realisasi investasi sebesar Rp235,93 Miliar atau hanya 58,73% dari RKA Tahun 2023, Direksi agar melakukan breakdown triwulanan terhadap anggaran investasi per unit kerja/anak perusahaan dan pelaksanaan anggaran investasi dimulai sejak Triwulan I.
e. Mengawal proses penyusunan Master Plan IT agar memperoleh hasil terbaik, dan mengawal pengembangan IT sampai pada tahap implementasi.
f. Menugaskan tim tindaklanjut temuan audit agar menyelesaikan seluruh rekomendasi atas temuan yang masih terbuka, dan dapat mengidentifikasi temuan yang dapat berdampak pada keuangan dan hukum.
g. Secara khusus, Direksi agar mengawal kinerja JPPI dan RUKINDO, dan melakukan rencana aksi korporasi yang sesuai dan relevan untuk kedua anak perusahan tersebut sebagaimana juga sudah tertuang dalam RJPP SPJM tahun 2021-2025 dan RKA tahun 2024.
h. Memastikan penerapan manajemen risiko terintegrasi yang efektif, termasuk pada anak perusahaan.
i. Melakukan evaluasi/ kaji ulang terhadap keakuratan metodologi penilaian risiko, kecukupan implementasi sistem informasi manajemen risiko, dan ketepatan kebijakan dan prosedur manajemen risiko.
j. Meningkatkan monitoring dan evaluasi terhadap pelaksanaan rencana mitigasi pada risiko signifikan perusahaan termasuk evaluasi penyerapan anggaran biaya pelaksanaan rencana mitigasi.

b. Encourage subsidiaries to improve cost efficiency in order to reduce the BOPO ratio to below 90%, especially for JPPI, EII, EPI, Rukindo, BMA, and SPJM Alone, to meet shareholders' expectations.

c. Improve control over accounts receivable aging to reduce the percentage of receivables overdue more than 180 days.

d. Monitor investment realization within the SPJM Group to ensure alignment with corporate RKAP. Investment realization was Rp235.93 billion or only 58.73% of the 2023 RKA. Directors should implement quarterly breakdowns of investment budgets per working unit/subsidiary and ensure investment execution begins in Q1.

e. Oversee the development of the IT Master Plan and its implementation to achieve optimal results.

f. Assign the audit findings follow-up team to resolve all open recommendations and identify findings with potential financial or legal impacts.

g. Specifically oversee performance of JPPI and Rukindo and implement relevant corporate action plans as outlined in the SPJM 2021-2025 RJPP and 2024 RKA.

h. Ensure effective implementation of integrated risk management across the company and its subsidiaries.
i. Review the accuracy of risk assessment methodologies, the adequacy of the risk management information system, and the appropriateness of risk management policies and procedures.
j. Strengthen monitoring and evaluation on mitigation plans for significant risks, including evaluating budget absorption for mitigation measures.

PENILAIAN KINERJA KOMITE-KOMITE YANG BERADA DI BAWAH DEWAN KOMISARIS

Dalam melaksanakan fungsi pengawasannya, Dewan Komisaris didukung oleh Sekretaris Dewan Komisaris serta tiga komite pendukung, yakni Komite Audit, Komite Nominasi dan Remunerasi, dan Komite Risiko.

ASSESSMENT ON THE PERFORMANCE OF COMMITTEES UNDER THE BOARD OF DIRECTORS

In carrying out its supervisory function, the Board of Commissioners is supported by the Secretary to the Board of Commissioners and three supporting committees, namely the Audit Committee, the Nomination and Remuneration Committee, and the Risk Committee.

Prosedur Penilaian
Dewan Komisaris secara rutin melakukan evaluasi terhadap kinerja komite-komite di bawahnya setiap tahun. Penilaian ini dilakukan secara langsung oleh Dewan Komisaris guna memastikan efektivitas pelaksanaan tugas masing-masing komite.

Kriteria Penilaian
Kriteria penilaian komite di bawah Dewan Komisaris berdasarkan:
1. Pemberian rekomendasi kepada Dewan Komisaris
2. Partisipasi dalam rapat
3. Pelaksanaan tugas dan tanggung jawab

Hasil Penilaian
Sepanjang tahun 2024, Dewan Komisaris memberikan apresiasi atas kinerja organ-organ pendukungnya, yaitu Komite Audit, Komite Nominasi dan Remunerasi, dan Komite Risiko, yang dinilai telah menjalankan peran dan tanggung jawab secara optimal. Masing-masing komite telah melaksanakan tugas sesuai dengan rencana kerja yang ditetapkan, memberikan rekomendasi strategis kepada Dewan Komisaris, serta berpartisipasi aktif dalam berbagai rapat bersama Dewan Komisaris.

KOMISARIS INDEPENDEN

Komisaris Independen adalah anggota Dewan Komisaris yang terbebas dari segala bentuk keterikatan, baik secara keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan sesama anggota Dewan Komisaris, Direksi, Pemegang Saham Pengendali, atau hubungan lainnya dengan Perusahaan yang berpotensi mengganggu objektivitas dan independensinya dalam menjalankan tugas pengawasan.

KOMPOSISI KOMISARIS INDEPENDEN

Mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, komposisi Dewan Komisaris, paling sedikit 20% merupakan anggota Dewan Komisaris Independen yang ditetapkan dalam keputusan pengangkatannya.

Per 31 Desember 2024, Perusahaan memiliki 1 (satu) orang Komisaris Independen, yakni Eris Herryanto, yang pengangkatannya ditetapkan berdasarkan Keputusan Para Pemegang Saham Tanpa Melalui Rapat Umum Pemegang Saham No. KP.03/1/10/6/MTAK/UTMA/PLND-21 dan No. 158/HKP/D0003/2021 pada tanggal 01 Oktober 2021. Dengan demikian, komposisi Komisaris Independen di Perusahaan telah sesuai dengan ketentuan, yakni paling sedikit 20% dari jumlah keseluruhan anggota Dewan Komisaris.

Assessment Procedure
The Board of Commissioners routinely evaluates the performance of the committees under its supervision every year. The evaluation is conducted directly by the Board of Commissioners to ensure the effectiveness of each committee in performing its duties.

Assessment Criteria
The evaluation criteria for the committees under the Board of Commissioners are based on:
1. The provision of recommendations to the Board of Commissioners
2. Participation in meetings
3. Execution of duties and responsibilities

Assessment Results
Throughout 2024, the Board of Commissioners expressed its appreciation for the performance of its supporting organs—the Audit Committee, the Nomination and Remuneration Committee, and the Risk Committee, which were assessed as having carried out their roles and responsibilities optimally. Each committee has implemented its duties in accordance with the work plan, provided strategic recommendations to the Board of Commissioners, and actively participated in various joint meetings with the Board of Commissioners.

INDEPENDENT COMMISSIONER

An Independent Commissioner is a member of the Board of Commissioners who is free from any form of affiliation, whether financial, managerial, share ownership, and/or familial relationship with other members of the Board of Commissioners, the Board of Directors, the Controlling Shareholder, or any other relationship with the Company that may disrupt their objectivity and independence in carrying out supervisory duties.

COMPOSITION OF THE INDEPENDENT COMMISSIONER
Referring to the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 of 2023 concerning the Governance Guidelines and Significant Corporate Activities of State-Owned Enterprises, the composition of the Board of Commissioners must consist of at least 20% Independent Commissioners as stipulated in their appointment decision.

As of 31 December 2024, the Company has 1 (one) Independent Commissioner, namely Eris Herryanto, whose appointment is based on the Circular Resolution of Shareholders in lieu of the General Meeting of Shareholders No. KP.03/1/10/6/MTAK/UTMA/PLND-21 and No. 158/HKP/D0003/2021 dated October 1, 2021. Thus, the composition of Independent Commissioners within the Company complies with the regulation requiring at least 20% of the total members of the Board of Commissioners.

KRITERIA PENENTUAN KOMISARIS INDEPENDEN

Berpedoman pada Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 Tahun 2023, SPJM telah menetapkan sejumlah ketentuan terkait kualifikasi Komisaris Independen. Penunjukan dilakukan dengan mengacu pada kriteria tersebut, yang tidak hanya menjadi acuan dalam proses seleksi, tetapi juga sebagai dasar bagi Komisaris Independen untuk menjalankan peran secara objektif dan bebas dari intervensi. Kriteria ini dirancang untuk memastikan bahwa Komisaris Independen memiliki integritas serta kapasitas untuk menjalankan fungsi pengawasan secara profesional tanpa dipengaruhi oleh kepentingan pribadi maupun kelompok.

Adapun penetapan Komisaris Independen di Perusahaan didasarkan pada sejumlah kriteria, antara lain sebagai berikut:

1. Tidak memiliki hubungan afiliasi terkait hubungan keuangan dengan Perusahaan;
2. Tidak memiliki hubungan afiliasi terkait kepengurusan Perusahaan;
3. Tidak mempunyai saham Perusahaan baik langsung maupun tidak langsung;
4. Tidak memiliki hubungan keluarga dengan anggota Dewan Komisaris/Dewan Pengawas lainnya, anggota Direksi dan/ atau pemegang saham pengendali atau hubungan dengan BUMN yang bersangkutan.

CRITERIA TO APPOINT INDEPENDENT COMMISSIONER

Guided by the Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 of 2023, SPJM has established several provisions regarding the qualifications of Independent Commissioners. The appointment is carried out in reference to these criteria, which not only serve as the basis for the selection process but also as a foundation for Independent Commissioners to perform their roles objectively and free from intervention. These criteria are designed to ensure that Independent Commissioners possess integrity and the capability to perform their supervisory function professionally without being influenced by personal or group interests.

The appointment of Independent Commissioners in the Company is based on the following criteria:

1. Not having any affiliated relationship in terms of financial interests with the Company;
2. Not having any affiliated relationship in terms of the Company's management;
3. Not owning any shares in the Company, either directly or indirectly;
4. Not having any familial relationship with other members of the Board of Commissioners/Board of Supervisors, members of the Board of Directors and/ or the controlling shareholder, or any relationship with the relevant SOE.

PERNYATAAN TENTANG INDEPENDENSI KOMISARIS INDEPENDEN

Dalam pelaksanaan tugasnya, Komisaris Independen menjunjung tinggi prinsip independensi. Adapun pernyataan independensi dari Komisaris Independen Perusahaan adalah sebagai berikut:

STATEMENT ON THE INDEPENDENCE OF INDEPENDENT COMMISSIONER

In carrying out their duties, the Independent Commissioner upholds the principle of independence. The independence statement of the Company's Independent Commissioner is as follows:

Kriteria Independensi Independency Criteria	**Eris Herryanto**
Memiliki hubungan afiliasi terkait hubungan keuangan dengan Perusahaan Having an affiliated relationship in terms of financial interests with the Company	x
Memiliki hubungan afiliasi terkait kepengurusan Perusahaan Having an affiliated relationship in terms of the Company's management	x
Memiliki saham Perusahaan baik langsung maupun tidak langsung Owning shares in the Company, either directly or indirectly	x
Memiliki hubungan afiliasi dengan Komisaris lainnya, Direksi dan Pemegang saham utama/pengendali Perusahaan Having an affiliated relationship with other Commissioners, the Board of Directors, and the Company's principal/controlling Shareholder	x

v = ada | x = tidak ada
v = exist | x = don't exist

Pernyataan tentang Independensi Komisaris Independen
Independence Statement of Independent Commissioner

PELINDO JASA MARITIM
DEWAN KOMISARIS

SURAT PERNYATAAN INDEPENDEN
DALAM PENGAWASAN OPERASIONAL PERUSAHAAN

Dalam rangka pengangkatan kami sebagai Komisaris PT Pelindo Jasa Maritim, yang bertanda tangan dibawah ini :

Nama : Eris Herryanto
Jabatan : Komisaris Independen
Alamat : Jl. Palem Kartika I/E.6, RT 006/003 Bambu Apus-Cipayung, Jakarta Timur.

Dengan ini menyatakan bahwa saya :

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya dan Direksi yang dapat mempengaruhi kemampuan saya untuk bertindak independent dalam pengawasan operasional perusahaan guna mewujudkan prinsip *Good Corporate Governance* dalam pemenuhan peraturan perundang-undangan serta peraturan hukum lainnya.

2. Bahwa pengawasan Perusahaan akan kami lakukan dengan penuh kehati-hatian (*duty of care and of loyalty*) demi untuk epentingan yang terbaik bagi Perusahaan, dengan mengindahkan berbagai sumber informasi, keterangan dan melakukan perbandingan yang cukup, sebagaimana layaknya pihak professional dalam posisi yang sama melakukan hal serupa, atau sebagaimana kami mempertimbangkan keputusan bagi kepentingan diri kami sendiri (*Prudent person rule*).

3. Bahwa pelaksanaan tugas pengawasan perusahaan tidak akan kami lakukan dengan melibatkan kepentingan pribadi atau dengan tujuan untuk memperoleh manfaat bagi diri saya sendiri, maupun menguntungkan pihak-pihak yang terkait dengan diri saya, atau pihak yang terafiliasi dengan saya, dan dengan demikian maka setiap Keputusan yang saya ambil dalam rangka pengawasan Perusahaan tidak akan memiliki posisi yang mengandung potensi benturan kepentingan (*Conflict of interest rule*).

4. Bahwa setiap Keputusan dalam rangka pengawasan Perusahaan akan kami ambil berdasarkan kepada pemahaman yang cukup tentang berbagai peraturan dan kewajiban normative lainnya yang terkait dan saya akan mematuhi seluruh ketentuan dan peraturan perundang-undangan yang berlaku, termasuk pertimbangan *best practice*, yang dipandang perlu, penting dan kritikal dalam proses tersebut (*duty of care and of loyalty*).

Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Jakarta, 15 Maret 2024

YANG MENYATAKAN
KOMISARIS INDEPENDEN
PT PELINDO JASA MARITIM



ERIS HERRYANTO

PT PELINDO JASA MARITIM - Kantor Dewan Komisaris
Pelindo Tower Lt. 23 Jalan Yos Sudarso No.09 – Jakarta Utara 14230
E: dewankomisaris.spjm@pelindo.co.id
www.jasamaritim.co.id

Transparansi Informasi tentang Dewan Komisaris dan Direksi

Information Transparency on The Board of Commissioners and Directors

KEBERAGAMAN KOMPOSISI DIREKSI DAN DEWAN KOMISARIS

Dewan Komisaris dan Direksi merupakan organ utama yang memiliki peran strategis dalam menjaga keberlangsungan usaha Perusahaan. Dengan dukungan latar belakang profesional, pengalaman yang kaya, serta pandangan yang beragam, kedua organ ini menjadi landasan penting bagi terciptanya pertumbuhan berkelanjutan dan inovasi. Komposisi Dewan Komisaris dan Direksi juga mencerminkan keragaman yang menegaskan prinsip inklusivitas dalam setiap pengambilan keputusan. Kehadiran Dewan Komisaris dan Direksi dengan keahlian dan sudut pandang yang berbeda memperlihatkan komitmen Perusahaan terhadap inklusivitas, kesetaraan, dan menghargai keragaman. Nilai-nilai tersebut diharapkan dapat memperkuat strategi bisnis, mendorong lahirnya inovasi, serta membuka peluang yang lebih luas bagi seluruh pemangku kepentingan.

Dalam penerapannya, Perusahaan berpegang teguh pada prinsip transparansi dan keadilan, termasuk dalam proses seleksi anggota Direksi dan Dewan Komisaris. Meski belum memiliki kebijakan formal mengenai Keberagaman Dewan Komisaris dan Direksi, komposisi yang ada telah disusun dengan mempertimbangkan aspek pendidikan, kompetensi, pengalaman kerja, gender, dan usia.

Perincian mengenai keberagaman Dewan Komisaris dan Direksi adalah sebagai berikut:

DIVERSE COMPOSITION OF THE BOARD OF DIRECTORS AND COMMISSIONERS

The Board of Commissioners and Board of Directors are the main organs that play a strategic role in maintainin the Company's business continuity. With professional backgrounds, rich experience and diverse perspectives, these two organs form an important foundation for the creation of sustainable growth and innovation. Composition of the Board of Commissioners and the Board of Directors also reflects diversity, affirming the principle of inclusivity in every decision-making process. The presence of the Board of Commissioners and the Board of Directors with their different expertise and perspectives demonstrates the Company's commitment Company's commitment to inclusivity, equality, and respect for diversity. These values are expected to strengthen business strategies, encourage innovation, and open up broader opportunities for all stakeholders.

In its implementation, the Company adheres to the principles of transparency and fairness, including in the selection process for members of the Board of Directors and Board of Commissioners. Although it does not yet have a formal policy on the Diversity of the Board of Commissioners and Board of Directors, the existing composition has been formulated taking into account aspects of education, competence, work experience, gender, and age.

Details regarding the diversity of the Board of Commissioners and Board of Directors are as follows:

Nama dan Jabatan Name and Position	**Latar Belakang Pendidikan** Educational Background	**Pengalaman Kerja** Professional Background	**Keahlian** Expertise	**Usia** Age	**Jenis Kelamin** Gender
Dewan Komisaris Board of Commissioners					
Otto Ardianto (Komisaris Utama) (President Commissioner)	• S2 Rotman School of Management di University of Toronto, Ontario (2006) • S1 Teknik Industri di Universitas Indonesia, Indonesia (1997) • M.B.A. Rotman School of Management from University of Toronto, Ontario (2006) • Bachelor of Science in Industrial Engineering from University of Indonesia (1997)	• Dewan Komisaris, Kepala Komite GCG, dan Manajemen Risiko PT Pelabuhan Indonesia (Persero) (2020-2021) • VP Komersial dan Kepala Hubungan Pemerintah PT Samudera Energi (2013-2017) • Direktur Utama PT Mulia Multi Mandiri dan Direktur Keuangan PT Bintang Sidoraya (2007-2012) • Board of Commissioners, Head of GCG and Risk Management Committee at PT Pelabuhan Indonesia (Persero) (2020-2021) • Commercial VP and Head of Government Relation at PT Samudera Energi (2013-2017) • President Director at PT Mulia Multi Mandiri and Director of Finance at PT Bintang Sidoraya (2007-2012)	Teknik/ Manajemen Engineering/ Management	50 tahun 50 years old	Laki-laki Male

Nama dan Jabatan Name and Position	**Latar Belakang Pendidikan** Educational Background	**Pengalaman Kerja** Professional Background	**Keahlian** Expertise	**Usia** Age	**Jenis Kelamin** Gender
Neil Iskandar Daulay (Komisaris) (Commissioner)	Sarjana Teknik Arsitektur di ITB (Institut Teknologi Bandung) (1995) Bachelor's Degree in Architectural Engineering from Bandung Institute of Technology (ITB) (1995	• Komisaris di PT Guna Nata Graha (2015-2016) • Komisi 1 Anggota DPR RI (2009-2014) • Direktur di PT Madrigal Nusantara (2004-2009) • Direktur Utama di PT Metrium Festival (2000-2004) • Direktur di PT Mitra Kencana Langgeng (1998-2000) • Owner's Representative, Government Relation di PT Bakrie Swasakti Utama (1996-1998) • Assistant Development Manager di PT Catur Swasakti Utama (1995-1996) • Marketing Consultant di PT Rasuna Caturtama Co Rp(1995) • Commissioner at PT Guna Nata Graha (2015-2016) • Member of Commission 1 of House of Representatives of the Republic of Indonesia (DPR RI) (2009-2014) • Director at PT Madrigal Nusantara (2004-2009) • President Director at PT Metrium Festival (2000-2004) • Director at PT Mitra Kencana Langgeng (1998-2000) • Owner's Representative of Government Relation at PT Bakrie Swasakti Utama (1996- 1998) • Assistant Development Manager at PT Catur Swasakti Utama (1995-1996) • Marketing Consultant at PT Rasuna Caturtama Corp. (1995)	Teknik Engineering	55 tahun 55 years old	Laki-laki Male
Achmad Idrus (Komisaris) (Commissioner)	• S3 Ilmu Manajemen, Universitas Brawijaya, Malang (2014) • S2 Manajemen, Universitas Hasanuddin, Makassar (2002) • S1 Manajemen, STIE Yapis Jayapura (1992) • Doctorate Degree in Management Science from Brawijaya University, Malang (2014) • Master's Degree in Management, Hasanuddin University, Makassar (2002) • Bachelor's Degree in Management from Yapis School of Economics, Jayapura (1992)	• Kepala Inspektorat di Inspektorat Kota Jayapura (2013- 2020) • Kepala Badan Pengelola Keuangan di Badan Pengelola Keuangan Daerah Kota Jayapura (2007-2013) • Kepala Bagian Keuangan Setda Kota Jayapura (2002- 2007) • Kasubag Anggaran Bagian Keuangan Setda Kota Jayapura (2001-2002) • Kasubag Perbendaharaan Bagian Keuangan Setda Kota Jayapura (1993-2001) • Bendahara Khusus Penerimaan Dinas Pendapatan Daerah Kabupaten Jayapura (1987-1993) • Head of Inspectorate at Jayapura City Inspectorate (2013-2020) • Head of Financial Management Agency at Regional Financial Management Agency of Jayapura City (2007-2013) • Head of Finance Division at Regional Secretariat of Jayapura City (2002-2007) • Deputy Head of Budget Subdivision, Finance Division at Regional Secretariat of Jayapura City (2001-2002) • Deputy Head of Treasury Subdivision, Finance Division at Regional Secretariat of Jayapura City (1993-2001) • Special Revenue Treasurer at Regional Revenue Office of Jayapura Regency (1987-1993)	Manajemen dan Keuangan Management and Finance	61 tahun 61 years old	Laki-laki Male

Nama dan Jabatan Name and Position	Latar Belakang Pendidikan Educational Background	Pengalaman Kerja Professional Background	Keahlian Expertise	Usia Age	Jenis Kelamin Gender
Mohammad Imam Aziz (Komisaris) (Commissioner)	Sarjana Seni, Institut Agama Islam Sunan Kalijaga Yogyakarta (1983) Bachelor's Degree in Arts from Sunan Kalijaga State Islamic University, Yogyakarta (1983)	• Anggota Tim Perumus Strategi Kebudayaan Indonesia di Kementerian Pendidikan dan Kebudayaan Nasional (2018) • Dosen Tidak Tetap di Staimafa Pati (2007-2010) • Direktur Masyarakat Santri Untuk Advokasi Masyarakat Indonesia (2000-2005) • Dosen Tidak Tetap di IAIN Sunan Kalijaga Yogyakarta (2001-2004) • Direktur Lembaga Kajian Islam dan Sosial DIY (1997- 2002) • Wakil Sekretaris Pengurus Wilayah NU DIY (1986-1996) • Ketua Pengurus Cabang PMII Yogyakarta (1986) • Member of Indonesian Cultural Strategy Formulation Team at Ministry of Education and National Culture (2018) • Adjunct Lecturer at Staimafa Pati (2007-2010) • Director, Santri Community for Indonesian Society Advocacy (2000-2005) • Adjunct Lecturer at IAIN Sunan Kalijaga Yogyakarta (2001-2004) • Director at Islamic and Social Studies Institute, Yogyakarta (1997-2002) • Deputy Secretary of Regional Board at NU Yogyakarta (1986-1996) • Chairperson of PMII Yogyakarta Branch (1986)	Seni Art	62 tahun 62 years old	Laki-laki Male
Eris Herryanto (Komisaris Independen) (Independent Commissioner)	• S2, Major of Strategic Studies di Deakin University, Australia (2004) • S1, Sosial Politik di Universitas Terbuka (1994) • Master's Degree in Strategic Studies from Deakin University, Australia (2004) • Bachelor's Degree in Social and Political Sciences from the Open University (1994)	• Sekretaris Jenderal Indonesia Asian Games Organising Committee (NASGOC) (2017-2018) • Komisaris PT.LEN (2010-2015) • Dewan Pengawas Federasi Aero Sport Indonesia (2010- 2014) • Sekretaris Jenderal Kementerian Pertahanan RI (2010- 2013) • Wakil Ketua Kwartir Nasional Gerakan Pramuka (2008- 2012) • Wakil Pimpinan Saka Dirgantara Gerakan Pramuka (2006- 2008) • Kepala Staf koopsau II, Makassar (2005-2006) • Wakil Komandan Kodikau (2004-2005) • Secretary General of Indonesia Asian Games Organizing Committee (NASGOC) (2017-2018) • Commissioner at PT LEN (2010-2015) • Supervisory Board Member of Aero Sport Federation of Indonesia (2010-2014) • Secretary General of Ministry of Defense of the Republic of Indonesia (2010-2013) • Deputy Chair of National Scout Movement Headquarters (2008-2012) • Deputy Leader of Saka Dirgantara Scout Movement (2006-2008) • Chief of Staff of Koopsau II, Makassar (2005-2006) • Deputy Commander of Kodikau (2004-2005)	Perencanaan Strategis dan Sosial Politik Strategic Planning and Social Politic	69 tahun 69 years old	Laki-laki Male
Direksi **Board of Directors**					
Arief Prabowo (Direktur Utama) (President Director)	• S2 Magister Manajemen di Universitas Gadjah Mada, Yogyakarta (2002) • S1 Teknik Industri di Institut Teknologi Bandung, Bandung (1994) • Master's Degree in Management from Gadjah Mada University, Yogyakarta (2002) • Bachelor's Degree in Industrial Engineering from Bandung Institute of Technology, Bandung (1994)	• Direktur Utama PT Berlian Jasa Terminal Indonesia (2020-2023) • CEO Regional Jawa Tengah PT Pelindo III (Persero) Jawa Tengah (2018-2020) • General Manager PT Terminal Petikemas st. Semarang (2017-2018) • Direktur Operasi dan Teknik PT Berlian Jasa Terminal Indonesia (2015- 2017) • Pengawasan Bidang II (Operasional & Komersial) PT Pelindo III (Persero) Kantor Pusat (2014-2015) • Manajer Komersial PT Pelindo III (Persero) Cabang Tanjung Emas (2012-2013) • President Director at PT Berlian Jasa Terminal Indonesia (2020-2023) • CEO of Central Java Region at PT Pelindo III (Persero) Central Java (2018-2020) • General Manager at PT Terminal Petikemas for Semarang Station (2017-2018) • Director of Operation and Engineering at PT Berlian Jasa Terminal Indonesia (2015- 2017) • Supervision of Field II (Operational & Commercial) at PT Pelindo III (Persero) Head Office (2014-2015) • Commercial Manager at PT Pelindo III (Persero) Tanjung Emas Branch (2012-2013)	Manajemen dan Teknik Management and Engineering	54 tahun 54 years old	Laki-laki Male

Nama dan Jabatan Name and Position	Latar Belakang Pendidikan Educational Background	Pengalaman Kerja Professional Background	Keahlian Expertise	Usia Age	Jenis Kelamin Gender
Yossianis Marciano (Direktur Strategi dan Komersial) (Director of Strategy and Commercial)	• International Diploma Leadership-Executive Cebter For Global Leadership (ECGL) (2013) • Master Shipping and Transport-Netherland Maritime University (2011-2013) • Bachelor Degree-Merchant Marine Higher Education Institute-(2002-2006) • International Diploma in Leadership-Executive Center for Global Leadership (ECGL) (2013) • Master of Science in Shipping and Transport-Netherlands Maritime University (2011-2013) • Bachelor's Degree-Merchant Marine Higher Education Institute (2002-2006) Institute-(2002-2006)	• Director of Strategy and Commercial-PT Pelindo Jasa Maritim (Mar 2024-November 2024); • Director of Cargo & Sea Toll-PT Pelayaran Nasional Indonesia (Persero)-2022-2024; • Senior Vice President of Marketing-PT Pelindo Solusi Logistik (2021-2022); • Director of Commercial Business Development-PT Pelabuhan Tanjung Priok (2020 -2021); • General Manager Port of Tanjung Pandan - PT Pelabuhan Indonesia II (Persero) (2019-2020). • Director of Strategy and Commercial-PT Pelindo Jasa Maritim (Mar 2024-November 2024); • Director of Cargo & Sea Toll-PT Pelayaran Nasional Indonesia (Persero)-2022-2024; • Senior Vice President of Marketing-PT Pelindo Solusi Logistik (2021-2022); • Director of Commercial Business Development-PT Pelabuhan Tanjung Priok (2020 -2021); • General Manager Port of Tanjung Pandan - PT Pelabuhan Indonesia II (Persero) (2019-2020).	*Shipping Management, Maritime Logistics, and Port Operations and Management* Shipping Management, Maritime Logistics, and Port Operations and Management	39 Tahun 39 years old	Laki-laki Male
Edward Danner Pardamean Napitupulu (Direktur Operasi dan Teknik) (Director of Operation and Engineering)	• Doctor of Science, Civil Transportation Engineering di Universitas Diponegoro (2022) • Master of Technology Management (MMT), Transportation Management di Institut Teknologi Sepuluh Nopember (ITS) (2004) • Doctor of Science, Civil Transportation Engineering from Diponegoro University (2022) • Master of Technology Management (MMT), Transportation Management from Sepuluh Nopember Institute of Technology (ITS) (2004)	• Direktur Utama PT Berlian Manyar Sejahtera (BMS) (2021 – 2024) • Direktur Utama PT Lamong Energi Indonesia (LEGI) (2016 – 2018)	Teknik/ Manajemen	50 Tahun 50 Years	Laki-laki Male
Choirul Anwar (Direktur Keuangan dan Manajemen Risiko) (Director of Finance and Risk Management)	• S2 MBA di Economic Institute, Boulder-Colorado dan University of Arkansas, Fayetteville (1996) • S1 Mekanisasi Pertanian di Institut Pertanian Bogor (1987) • Master's Degree in MBA from Economic Institute, Boulder - Colorado dan University of Arkansas, Fayetteville (1996) • Bachelor's Degree in Agriculture Mechanic from Bogor Institure of Agriculture (1987)	• Direktur Keuangan dan Manajemen Risiko PT Pelabuhan Indonesia IV (Persero) (2020-2021) • Head of Banking Group PT Bank Mandiri (Persero) Tbk (2018 2020) • Director of Financing Risk and Recovery PT Bank Syariah Mandiri (2015-2018) • Head of Retail Risk Group PT Bank Mandiri (Persero) Tbk (2014 2015) • Department Head-Retail Credit Cycle Analysis & Risk Solutions, Retail & Consumer Risk Group PT Bank Mandiri (Persero) Tbk (2010-2014) • Micro Business Supervision Officer, Retail & Consumer Risk Group PT Bank Mandiri (Persero) Tbk (2009-2010) • Anggota Project Management Office (PMO) PT Bank Mandiri (Persero) Tbk (2005-2009) • Group Head-Agro Based Industries, Corporate Banking PT Bank Mandiri (Persero) Tbk (2005) • Department Head-Corporate Relationship, Corporate Banking PT Bank Mandiri (Persero) Tbk (2002-2005) • Relationship Manager-Corporate Relationship Department, Corporate Banking PT Bank Mandiri (Persero) Tbk (1999-2002) • Pegawai Pimpinan-Biro Pengembangan Usaha; Biro Kredit Korporasi II; Biro Sindikasi dan Jasa Keuangan PT Bank Ekspor Impor Indonesia (Persero) (1990-1999)	Bisnis Administrasi dan Pertanian Business Administration and Agriculture	60 tahun 60 years	Laki-laki Male

Nama dan Jabatan Name and Position	Latar Belakang Pendidikan Educational Background	Pengalaman Kerja Professional Background	Keahlian Expertise	Usia Age	Jenis Kelamin Gender
		• Director of Finance and Risk Management at PT Pelabuhan Indonesia IV (Persero) (2020-2021) • Head of Banking Group at PT Bank Mandiri (Persero) Tbk (2018-2020) • Director of Financing Risk and Recovery at PT Bank Syariah Mandiri (2015-2018) • Head of Retail Risk Group PT Bank Mandiri (Persero) Tbk (2014-2015) • Department Head-Retail Credit Cycle Analysis & Risk Solutions, Retail & Consumer Risk Group PT Bank Mandiri (Persero) Tbk (2010-2014) • Micro Business Supervision Officer, Retail & Consumer Risk Group PT Bank Mandiri (Persero) Tbk (2009-2010) • Member of Project Management Office (PMO) PT Bank Mandiri (Persero) Tbk (2005-2009) • Group Head-Agro Based Industries, Corporate Banking PT Bank Mandiri (Persero) Tbk (2005) • Department Head-Corporate Relationship, Corporate Banking PT Bank Mandiri (Persero) Tbk (2002-2005) • Relationship Manager-Corporate Relationship Department, Corporate Banking PT Bank Mandiri (Persero) Tbk (1999-2002) • Executive Employee-Business Development Bureau; Corporate Credit Bureau II; Syndication and Financial Services Bureau PT Bank Ekspor Impor Indonesia (Persero) (1990-1999)			
Rachmat Prayogi (Direktur SDM dan Umum) (Director of Human Capital and General Affair)	• S2 Internasional Transport and Logistics di Shanghai Maritime University, Shanghai (2013) • S1 Economic Management di Universitas Sriwijaya, Palembang (1996) • Master's Degree in International Transport and Logistics from Shanghai Maritime University, Shanghai (2013) • Bachelor's Degree in Economic Management from Sriwijaya University, Palembang (1996)	• SVP Kerja sama Usaha dan PAP PT Pelindo Terminal Petikemas (2021-2023) • SVP. Aliansi Bisnis dan Pelayanan Pelanggan PT Pelabuhan Indonesia II (Persero) (2020-2021) • Direktur Keuangan dan SDM PT IPC Terminal Petikemas (2017 2020) • Manager Customer Service, Komersial & Pengembangan Bisnis PT Pelabuhan Tanjung Priok (2015-2017) • SVP of Business Cooperation and PAP at PT Pelindo Container Terminal (2021-2023) • SVP of Business Alliance and Customer Service at PT Pelabuhan Indonesia II (Persero) (2020-2021) • Finance and Human Resources Director at PT IPC Container Terminal (2017-2020) • Manager of Customer Service, Commercial & Business Development at PT Pelabuhan Tanjung Priok (2015-2017)	Ekonomi Economy	52 tahun 52 years old	Laki-laki Male

PENILAIAN KINERJA DEWAN KOMISARIS DAN DIREKSI

PENILAIAN KINERJA DEWAN KOMISARIS

Evaluasi kinerja Dewan Komisaris secara detail akan ditetapkan berdasarkan Keputusan Dewan Komisaris yang akan dievaluasi secara periodik yang ketentuannya sebagai berikut:

1. Dewan Komisaris memiliki kebijakan mengenai pengukuran dan penilaian terhadap kinerja Dewan Komisaris yang spesifik, terukur, dapat dicapai dan relevan;
2. Dewan Komisaris menetapkan indikator Pencapaian Kinerja yang disahkan RUPS setiap tahun;
3. Dewan Komisaris atau organ Dewan Komisaris melakukan evaluasi atau penilaian tahunan atas kinerja Dewan Komisaris secara objektif, menuangkan hasilnya dalam Risalah Rapat Dewan Komisaris serta mencantumkan dalam Laporan Pelaksanaan Tugas Dewan Komisaris;

ASSESSMENT ON THE PERFORMANCE OF THE BOARD OF COMMISSIONES AND DIRECTORS

ASSESSMENT ON THE PERFORMANCE OF THE BOARD OF COMMISSIONERS

A detailed evaluation on the performance of the Board of Commissioners shall be stipulated in a Board of Commissioners' Decree and evaluated periodically, with the following provisions:

1. The Board of Commissioners has policies regarding the measurement and assessment of its performance that are specific, measurable, achievable, and relevant;
2. The Board of Commissioners sets Achievement Indicators which are approved by the GMS each year;
3. The Board of Commissioners or its supporting organs conducts an annual evaluation or assessment of the Board of Commissioners' performance objectively, records the results in the Minutes of the Board of Commissioners' Meeting, and includes them in the Report on the Implementation of Duties of the Board of Commissioners;

4. Evaluasi tahunan sebagaimana dimaksud disampaikan oleh Dewan Komisaris kepada RUPS.

Kriteria Penilaian Kinerja Dewan Komisaris

Kriteria evaluasi kinerja Dewan Komisaris dan individu anggota Dewan Komisaris diajukan oleh Dewan Komisaris yang ditetapkan dalam RUPS adalah setidak-tidaknya sebagai berikut:

1. Kontribusi terhadap capaian kinerja Perusahaan;
2. Ketepatan waktu penyampaian pendapat dan saran yang menjadi kewajiban Dewan Komisaris;
3. Kontribusi terhadap penerapan GCG;
4. Rapat dan Kunjungan Kerja Dewan Komisaris;
5. Tingkat kehadiran anggota Dewan Komisaris.
6. Efektivitas kegiatan penunjang dewan komisaris.

Hasil Penilaian Kinerja Dewan Komisaris

Penilaian kinerja Direksi, yang dikenal sebagai *Key Performance Indicator* (KPI) Direksi, diputuskan dan disetujui oleh Pemegang Saham melalui RUPS. Indikator ini dijelaskan secara rinci dalam Kontrak Manajemen, mencakup indikator kinerja utama, target, bobot, dan panduan penilaian. Setelah itu, Dewan Komisaris melakukan evaluasi terhadap pencapaian kinerja Direksi baik secara kolegial maupun individu. Hasil evaluasi ini kemudian disampaikan kepada Pemegang Saham/RUPS. Dalam hal ini, kinerja individu anggota Direksi yang telah disetujui oleh Direksi dan diakui oleh Dewan Komisaris adalah hasil dari implementasi KPI Direksi tersebut.

Penilaian kinerja Dewan Komisaris ditunjukkan dengan realisasi KPI sebagai berikut:

4. The annual evaluation as referred to is submitted by the Board of Commissioners to the GMS.

Assessment Criteria on the Performance of the Board of Commissioners

The evaluation criteria for the performance of the Board of Commissioners and individual members of the Board of Commissioners proposed by the Board of Commissioners and stipulated by the GMS include at least the following:

1. Contribution to the Company's performance;
2. Timeliness in providing opinions and recommendations as required of the Board of Commissioners;
3. Contribution to the implementation of GCG;
4. Board of Commissioners' meetings and working visits;
5. Attendance level of each member of the Board of Commissioners;
6. Effectiveness of supporting activities of the Board of Commissioners.

Assessment Result on the Performance of the Board of Commissioners

The assessment on the performance of the Board of Directors, known as the Key Performance Indicators (KPIs) of the Board of Directors, is determined and approved by the Shareholders through the GMS. These indicators are detailed in the Management Contract, which includes key performance indicators, targets, weight, and assessment guidelines. Subsequently, the Board of Commissioners conducts an evaluation of the achievements of the Board of Directors both collegially and individually. The results of this evaluation are then submitted to the Shareholders/GMS. In this regard, the performance of each individual member of the Board of Directors, as approved by the Board of Directors and acknowledged by the Board of Commissioners, reflects the implementation of the KPIs of the Board of Directors.

The assessment of the Board of Commissioners is presented through the realization of the following KPIs:

Tabel KPI Dewan Komisaris 2024
KPI Table of the Board of Commissioners in 2024

No	Indikator Kinerja Performance Indikator	Bobot Weight	Target	Realisasi Realization	Skor Score
(1)	(2)	(3	(4)	(5)	(5:4)×3
I	Internal Dewan Komisaris Internal of the Board of Commissioners				
1	Rapat Dewan Komisaris Board of Commissioners Meeting				
	a. Dekom Board of Commissioners	5	12 Kali 12 times	12 Kali 12 times	5
	b. Dekom-Direksi Board of Commissioners-Board of Directors	5	12 Kali 12 times	12 Kali 12 times	5
2	Pelatihan/Pembelajaran Anggota Dewan Komisaris Training/Learning for Member of the Board of Commissioners	10	2 Kali 2 Times	5 Kali 5 Times	10
3	Kunjungan Anggota Dewan Komisaris ke Lapangan Site Visit by Members of the Board of Commissioners	10	4 Kali 4 Times	5 Kali 5 Times	10

Tabel KPI Dewan Komisaris 2024
KPI Table of the Board of Commissioners in 2024

No	Indikator Kinerja Performance Indikator	Bobot Weight	Target	Realisasi Realization	Skor Score
(1)	(2)	(3	(4)	(5)	(5:4)×3
II	Dewan Komisaris dengan Direksi Board of Commissioners with Board of Directors				
4	Jangka Waktu Pemberian Tanggapan dan Rekomendasi atas Rancangan RKAP dan/atau RJPP dan Laporan Semester Time Period for Providing Responses and Recommendations on the Draft of RKAP and/or RJPP and Semester Reports	10	30 Hari 30 days	10 Hari 10 Days	10
5	Rata-rata Jangka Waktu Pemberian Keputusan atas Permintaan Persetujuan dari Direksi Average Period of Decision on Request for Board of Directors Approval	10	30 Hari 30 days	3 Hari 3 days	10
6	Tanggapan atas Laporan Audit Perusahaan Response to Company Audit Report	10	1 Kali 1 Time	1 Kali 1 Time	10
7	Kontribusi Pengawasan dan Penasehat Dekom terhadap KPI Direksi Supervisory and Advisory Contribution of the Board of Commissioners to the Board of Directors KPIs	10	90%	95,84%	10
III	Dewan Komisaris dengan RUPS Board of Commissioners with GMS				
8	Kehadiran Dewan Komisaris dalam RUPS/LB Attendance of Board of Commissioners in AGMS/EGMS	10	1 Kali 1 Time	2 Kali 2 Time	10
9	Laporan Tahunan Tugas Pengawasan Dewan Komisaris Annual Report of the Board of Commissioners' Supervisory Duties	10	1 Kali 1 Time	1 Kali 1 Time	10
10	Pengusulan Penunjukan Kantor Akuntan Publik kepada RUPS Proposal for Appointment of Public Accounting Firm to GMS	10	1 Kali 1 Time	1 Kali 1 Time	10
Total Skor KPI Total KPI Score			100		100

PENILAIAN KINERJA DIREKSI

Kinerja Direksi akan dinilai dan dievaluasi secara berkala oleh Dewan Komisaris atau pun Pemegang Saham setiap tahunnya. Penilaian kinerja Direksi dilakukan untuk mengetahui kesanggupan atas pelaksanaan tugas Direksi dalam menjalankan operasional usaha selama satu tahun buku. Dalam hal ini, Pemegang Saham/RUPS mengesahkan dan menetapkan indikator penilaian kinerja Direksi, yaitu *Key Performance Indicator* (KPI) Direksi yang tertuang dalam Kontrak Manajemen yang memuat indikator kinerja utama, target, bobot dan pedoman kamus penilaiannya. Sementara itu, Dewan Komisaris akan mengevaluasi capaian kinerja Direksi (kolegial dan individu) untuk kemudian disampaikan ke Pemegang Saham/RUPS. Adapun kinerja individu anggota Direksi yang telah disepakati oleh Direksi dan diketahui oleh Dewan Komisaris adalah turunan dari KPI Direksi.

ASSESSMENT ON THE PERFORMANCE OF THE BOARD OF DIRECTORS

The performance of the Board of Directors is assessed and evaluated periodically by the Board of Commissioners and/or the Shareholders each year. The evaluation is conducted to determine the Board of Directors' ability in carrying out corporate operations throughout a financial year. In this regard, the Shareholders/GMS ratify and establish the assessment indicators for the Board of Directors, namely the Board of Directors' Key Performance Indicators (KPIs), as stipulated in the Management Contract, which includes key performance indicators, targets, weightings, and assessment guidelines. Meanwhile, the Board of Commissioners evaluates the performance of the Board of Directors (both collegially and individually), and subsequently submits the results to the Shareholders/GMS. The performance of each Director, as mutually agreed by the Board of Directors and acknowledged by the Board of Commissioners, is derived from the Board of Directors' KPIs.

Kriteria Penilaian Kinerja Direksi

Kriteria penilaian kinerja Direksi yang diajukan oleh Direksi yang telah ditetapkan dalam RUPS mencakup hal-hal berikut:

1. Nilai Ekonomi dan Sosial untuk Indonesia;
2. Inovasi Model Bisnis;
3. Kepemimpinan Teknologi;
4. Peningkatan Investasi; dan
5. Pengembangan Talenta.

Hasil Penilaian Kinerja Direksi

Penilaian kinerja Direksi ditunjukkan dengan realisasi KPI sebagai berikut:

Assessment Criteria on the Performance of the Board of Directors

The evaluation criteria for the Board of Directors, proposed by the Board of Directors and approved in the GMS, include the following:

1. Economic and Social Values for Indonesia;
2. Business Model Innovation;
3. Technology Leadership;
4. Investment Increase; and
5. Talent Development.

Assessment Result on the Performance of the Board of Directors

The assessment of the Board of Directors is reflected in the KPI realization as follows:

No	KPI	Satuan Unit	Polaritas Polarity	Periode Penilaian Assessment Period	Bobot Weight	Target 2024 2024 Target	Realisasi 2024 2024 Realization	Capaian KPI (%) KPI Achievement (%)	Capaian Akhir (%) Final Achievement (%)	Skor KPI 2024 KPI Score in 2024
Nilai Ekonomi dan Sosial Untuk Indonesia Economic and Social Values for Indonesia										
1.	EBITDA	Rp (Juta) Rp (Million)	Maximize	Triwulanan Quarterly	15	994.047	1.002.542	101	101	15,13
2.	Pendapatan Revenue	Rp (Juta) Rp (Million)	Maximize	Triwulanan Quarterly	5	7.166.675	7.268.679	101	101	5,07
3.	ROIC	%	Maximize	Triwulanan Quarterly	5	13,67	8,58	63	63	3,14
4.	BOPO	%	Maximize	Triwulanan Quarterly	10	89,28	91,31	98	98	9,78
5.	Implementasi Kegiatan TJSL Implementation of TJSL Activities	%	Maximize	Triwulanan Quarterly	3	100	330	330	110	3,30
6.	*Waiting Time for Pilot*	Jam Hour	Maximize	Triwulanan Quarterly	3	0,5	0,19	263	110	3,30
7.	Trafik kapa Vessel traffic	GT	Maximize	Triwulanan Quarterly	3	1.382.150.789	1.426.404.678	103	103	3,10
8.	Produksi Pemanduan Pilotage Production	GT Kpl Grk GT of Vessel Movement	Maximize	Triwulanan Quarterly	4	3.613.488.171	3.654.237.416	101	101	4,05
9.	Implementasi HSSE/Tingkat *Fatality* HSSE Implementation/ Fatality Rate	%	Maximize	Triwulanan Quarterly	5	100	103	103	103	5,15
10.	Implementasi Pengadaan Barang dan Jasa Goods and Services Procurement	Rp Miliar Rp Billion	Maximize	Triwulanan Quarterly	3	17,86	19,94	112	110	3,30
Inovasi Model Bisnis Business Model Innovation										
11.	*Additional Marine Service*	Jumlah Total	Maximize	Triwulanan Quarterly	6	6	7	117	110	6,60
12.	Penyelesaian Pemurnian Bisnis Completion of Business Refinement	%	Maximize	Semester Per Semester	3	100	94,29	94	94	2,83



No	KPI	Satuan Unit	Polaritas Polarity	Periode Penilaian Assessment Period	Bobot Weight	Target 2024 2024 Target	Realisasi 2024 2024 Realization	Capaian KPI (%) KPI Achievement (%)	Capaian Akhir (%) Final Achievement (%)	Skor KPI 2024 KPI Score in 2024
13.	Operasi layanan MEPS di TUKS/ TERSUS & di pelabuhan K/L MEPS services operaetion at TUKS/TERSUS & K/L Port	Jumlah Total	Maximize	Tahunan Annually	5	2	2	100	100	5,00
14.	Pengelolaan Alur Channel Management	Jumlah Total	Maximize	Tahunan Annually	4	2	1	50	50	2,00
Kepemimpinan Teknologi Technology Leadership										
15.	Standarisasi dan Digitalisasi Layanan Marine (Phinisi) Marine Services Standardization and Digitalization	%	Maximize	Triwulanan Quarterly	5	100	102,05	102	102	5,10
16.	*Inventory* Terintegrasi Integrated Inventory	%	Maximize	Tahunan Annually	3	100	110	110	110	3,30
Peningkatan Investasi Investment Increase										
17.	Implementasi Program investasi	%	Maximize	Triwulanan Quarterly	3	100	200	200	110	3,30
18.	Implementasi *Green Technology* di Pelabuhan	%	Maximize	Tahunan Annually	3	100	110	110	110	3,30
Pengembangan Talenta Talent Development										
19.	Implementasi *Roadmap* Perbaikan Penerapan Manajemen Risiko Risk Management Improvement Roadmap Implementation	%	Maximize	Tahunan Annually	3	100	100	100	100	3,00
20.	Pengelolaan Talent Pelindo Pelindo Talent Management	%	Maximize	Semester Per Semester	3	100	203,82	204	110	3,30
21.	Jumlah Implementasi Ide Inovasi Total of Innovative Idea Implemented	%	Maximize	Tahunan Annually	3	100	300	300	110	3,30
22.	Implementasi Hubungan Industrial Industrial Relations Implemnentation	%	Maximize	Triwulanan Quarterly	3	100	100	100	100	3,30
Total Bobot KPI Direksi secara Kolegial Tahun 2024 Total Collegial KPI Weight of the Board of Directors in 2024					100					

Total Skor KPI Direksi secara Kolegial Total Collegial KPI Score of the Board of Directors	99,34
Total Skor KPI Direksi secara Kolegial (Tertimbang) Total Collegial KPI Score of the Board of Directors (Weighted)	99,34

Realisasi SKOR *Key Performance Indicator* Direksi secara kolegial di tahun 2024 mencapai 99,34%. Penjelasan singkat kinerja Tahun 2024 yang dicapai berdasarkan perspektif sebagaimana berikut:

a. Perspektif Nilai Ekonomi, Sosial dan Operasional untuk Indonesia
   Item KPI pada Perspektif Nilai Ekonomi, Sosial dan Operasional untuk Indonesia terdiri dari 3 sisi, yaitu:

   1) Nilai Ekonomi dan Sosial: Keuangan
      Terdiri dari 4 indikator, yaitu:
      » EBITDA
      » Pendapatan
      » ROIC
      » BOPO
   2) Nilai Ekonomi dan Sosial: Sosial
      Terdiri dari 1 indikator yaitu Implementasi Kegiatan TJSL
   3) Nilai Ekonomi dan Sosial: Operasional
      Terdiri dari 5 indikator, yaitu:
      » *Waiting Time for Pilot*
      » Trafik Kapal
      » Produksi Pemanduan
      » Implementasi HSSE/Tingkat *Fatality*
      » Implementasi Pengadaan Barang dan Jasa

b. Perspektif Inovasi Model Bisnis
   Terdiri dari 4 indikator KPI, yaitu :
   1) *Additional Marine Service*
   2) Penyelesaian Pemurnian Bisnis
   3) Operasi layanan MEPS di TUKS/TERSUS & di pelabuhan K/L
   4) Pengelolaan Alur
c. Perspektif Kepemimpinan Teknologi
   Terdiri dari 2 indikator KPI, yaitu:
   1) Standarisasi dan Digitalisasi Layanan *Marine* (Phinisi)
   2) *Inventory* Terintegrasi
d. Perspektif Peningkatan Investasi
   Terdiri dari 2 indikator KPI, yaitu:
   1) Implementasi Program investasi
   2) Implementasi *Green Technology* di Pelabuhan
e. Perspektif Pengembangan Talenta
   Terdiri dari 4 indikator KPI, yaitu:
   1) Implementasi *Roadmap* Perbaikan Penerapan Manajemen Risiko
   2) Pengelolaan *Talent* Pelindo
   3) Jumlah Implementasi Ide Inovasi
   4) Implementasi Hubungan Industrial

REMUNERASI DIREKSI DAN DEWAN KOMISARIS

KEBIJAKAN PENETAPAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS

Penetapan besaran remunerasi bagi Direksi dan Dewan Komisaris Perusahaan didasarkan pada Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/1/4/1/SPAP/UTMA/PLND-22 tentang Pedoman Penetapan

The realization of the Board of Directors' Key Performance Indicator (KPI) score on a collegial basis in 2024 reached 99.34%. A brief explanation of the 2024 performance, according to various perspectives, is as follows:

a. Economic, Social, and Operational Value for Indonesia
   The KPI items under the Economic, Social, and Operational Value for Indonesia consist of three components, namely:
   1) Economic and Social Value: Financial Consisting of 4 indicators:
      » EBITDA
      » Revenue
      » ROIC
      » BOPO
   2) Economic and Social Value: Social
      Consisting of 1 indikator, namely the Implementation of TJSL Activities
   3) Economic and Social Value: Operational
      Consisting of 5 indicators:
      » Waiting Time for Pilot
      » Vessel Traffic
      » Pilotage Production
      » Implementation of HSSE/Fatality Rate
      » Implementation of Goods and Services Procurement
b. Business Model Innovation
   Consisting of 4 KPI indicators:
   1) Additional Marine Services
   2) Completion of Business Streamlining
   3) Operation of MEPS services at TUKS/TERSUS and at K/L Ports
   4) Channel Management
c. Technology Leadership
   Consisting of 2 KPI indicators:
   1) Standardization and Digitalization of Marine Services (Phinisi)
   2) Integrated Inventory
d. Investment Enhancement
   Consisting of 2 KPI indicators:
   1) Implementation of Investment Programs
   2) Implementation of Green Technology at Ports
e. Talent Development
   Consisting of 4 KPI indicators:
   1) Implementation of the Roadmap for Improving Risk Management
   2) Application Pelindo Talent Management
   3) Number of Implemented Innovation Ideas
   4) Implementation of Industrial Relations

REMUNERATION OF THE BOARD OF DIRECTORS AND COMMISSIONERS

REMUNERATION DETERMINATION POLICY FOR THE BOARD OF DIRECTORS AND COMMISSIONERS

The determination of remuneration for the Company's Board of Directors and Commissioners is based on the Board of Directors Regulation of PT Pelabuhan Indonesia (Persero) Number: HK.01/1/4/1/SPAP/UTMA/PLND-22

Penghasilan Direksi dan Dewan Komisaris Subholding, Anak Perusahaan, dan Perusahaan Terafiliasi serta Dewan Pengurus dan Dewan Pengawas Kerja Sama Operasi (KSO) di lingkungan Grup Bisnis Perusahaan.

concerning the Guidelines for Determining Income for the Board of Directors and Board of Commissioners of Subholdings, Subsidiaries, and Affiliated Companies, as well as the Management Board and Supervisory Board of Joint Operation Schemes (KSO) within the Company's Business Group.

PROSEDUR PENGUSULAN HINGGA PENETAPAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS

Remunerasi bagi Dewan Komisaris dan Direksi Perusahaan ditetapkan melalui keputusan Rapat Umum Pemegang Saham (RUPS) dengan PT Pelabuhan Indonesia selaku pemegang saham, sesuai dengan ketentuan hukum dan prinsip tata kelola perusahaan.

STRUKTUR DAN KOMPONEN REMUNERASI DIREKSI DAN DEWAN KOMISARIS

Struktur penghasilan Dewan Komisaris dan Direksi Perusahaan ditetapkan sesuai dengan Keputusan Para Pemegang Saham Di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim (RUPS Sirkuler) Nomor: SK.03/30/9/7/SPAP/UTMA/PLND-24 dan SK.03/30/9/9/HKP/DRU/PSD-24 tentang Penetapan Penyesuaian Besaran Penghasilan Tahun 2024 dan Pemberian Tantiem Tahun Buku 2023 Bagi Direksi dan Dewan Komisaris PT Pelindo Jasa Maritim.

REMUNERATION PROPOSAL APPROVAL PROCEDURE

The remuneration for the Board of Commissioners and Directors is determined through a resolution of the General Meeting of Shareholders (GMS) by PT Pelabuhan Indonesia as the shareholder, in accordance with legal provisions and corporate governance principles.

STRUCTURE AND COMPONENTS OF REMUNERATION FOR THE BOARD OF DIRECTORS AND COMMISSIONERS

The remuneration structure for the Company's Board of Commissioners and Directors is determined in accordance with the Circular Resolution of the Shareholders of PT Pelindo Jasa Maritim outside the General Meeting of Shareholders (Circular GMS) Number: SK.03/30/9/7/SPAP/UTMA/PLND-24 and SK.03/30/9/9/HKP/DRU/PSD-24 concerning the Determination of Income Adjustment for 2024 and Granting of Tantiem for the 2023 Financial Year to the Board of Directors and Board of Commissioners of PT Pelindo Jasa Maritim.

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi
Table of Remuneration Structure for the Board of Commissioners and Board of Directors

No	Jenis Penghasilan Type of Income	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
1	GAJI SALARY	• Komisaris Utama: 45% dari gaji Direktur Utama per bulan • Komisaris: 90% dari honorarium Komisaris Utama per bulan • President Commissioner: 45% of monthly salary of the President Director • Commissioner: 90% of monthly honorarium of the President Commissioner	• Direktur Utama: 100%, per bulan • Direktur lain: sebesar 85% dari gaji Direktur Utama per bulan • President Director: 100% per month • Other Directors: 85% of monthly salary of the President Director
2	TUNJANGAN ALLOWANCE		
	Tunjangan Hari Raya Religious Holiday Allowance	• Sebesar 1 (satu) bulan gaji, per tahun. • Dibayarkan setelah pembayaran Tunjangan Hari Raya Pekerja Perusahaan atau selambat-lambatnya 1 (satu) minggu sebelum Hari Raya Keagamaan yang bersangkutan. • Tidak diberikan kepada Dewan Komisaris yang berasal dari PT Pelabuhan Indonesia (Persero) dan Grup Bisnis Perusahaan yang masih berstatus aktif sebagai Direksi/Komisaris/Pekerja. • Equivalent to 1 (one) month of salary per year. • Paid after the payment of the Company's employees' Religious Holiday Allowance or no later than 1 (one) week before the relevant Religious Holiday. • Not granted to members of the Board of Commissioners originating from PT Pelabuhan Indonesia (Persero) and the Company's Business Group who still hold an active status as Directors/Commissioners/Employees.	• Sebesar 1 (satu) bulan gaji, per tahun. • Dibayarkan setelah pembayaran Tunjangan Hari Raya pekerja Perusahaan atau selambat-lambatnya 1 (satu) minggu sebelum Hari Raya Keagamaan yang bersangkutan. • Equivalent to 1 (one) month of salary per year. • Paid after the payment of the Company's employees' Religious Holiday Allowance or no later than 1 (one) week before the relevant Religious Holiday.

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi
Table of Remuneration Structure for the Board of Commissioners and Board of Directors

No	Jenis Penghasilan Type of Income	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
	Tunjangan Perumahan House Allowance	-	• 40% dari gaji per bulan dengan maksimal besaran Rp20.000.000,-. Sesuai dengan Peraturan Direksi tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris di Lingkungan Grup Bisnis Perusahaan. • 40% of the monthly salary, with a maximum amount of Rp20,000,000. In accordance with the Board of Directors Regulation on Guidelines for Determining the Income of the Board of Directors and Board of Commissioners within the Company's Business Group.
	Asuransi Purna Jabatan Post-Employment Insurance	• Diberikan selama menjabat (mulai diangkat sampai berhenti) dengan premi bulanan. • Premi asuransi paling banyak 25% dari gaji dalam satu tahun • Pemilihan program untuk Asuransi Purna Jabatan ditetapkan oleh masing-masing Dewan Komisaris. • Sudah termasuk Jaminan Kecelakaan Kerja, Jaminan Kematian, Jaminan Hari Tua dan Jaminan Pensiun yang didaftarkan pada BPJS Ketenagakerjaan di mana pembayaran iuran BPJS Ketenagakerjaan dimaksud merupakan bagian dari Asuransi Purna Jabatan yang bersangkutan. • Asuransi Purna Jabatan tidak diberikan bagi Dewan Komisaris yang berasal dari PT Pelabuhan Indonesia (Persero) dan Group Bisnis Perusahaan yang masih aktif sebagai Direksi/Komisaris/ Pekerja. • Provided during the term of office (from appointment until termination) with monthly premiums. • The maximum insurance premium is 25% of the annual salary. • The selection of the Post-Employment Insurance program is determined individually by each Commissioner. • Includes Work Accident Insurance, Death Insurance, Old Age Security, and Pension Security registered with BPJS Employment, where the BPJS Employment contribution payment forms part of the respective Post-Employment Insurance. • Post-Employment Insurance is not granted to members of the Board of Commissioners originating from PT Pelabuhan Indonesia (Persero) and the Company's Business Group who still hold active status as Directors/Commissioners/ Employees.	• Diberikan selama menjabat (mulai diangkat sampai berhenti) dengan premi bulanan. • Premi asuransi paling banyak 25% dari gaji dalam satu tahun • Pemilihan program untuk Asuransi Purna Jabatan ditetapkan oleh masing-masing Direksi • Sudah termasuk Jaminan Kecelakaan Kerja, Jaminan Kematian, Jaminan Hari Tua dan Jaminan Pensiun yang kesemuanya didaftarkan pada BPJS Ketenagakerjaan di mana pembayaran iuran BPJS Ketenagakerjaan yang dimaksud merupakan bagian dari Asuransi Purna Jabatan yang bersangkutan. • Asuransi Purna Jabatan tidak diberikan bagi Direksi yang berasal dari Unsur Pemegang Saham, yang masih berstatus aktif sebagai Pekerja, namun terhadap Direksi. yang merupakan Pekerja Penugasan PT Pelabuhan Indonesia (Persero) dan Grup Bisnis Perusahaan, besaran iuran BPJS Ketenagakerjaan dan BPJS Kesehatan didasarkan pada gaji yang diterima sebagai Direksi sesuai dengan ketentuan dan mekanisme yang berlaku pada BPJS Ketenagakerjaan dan BPJS Kesehatan. • Provided during the term of office (from appointment until termination) with monthly premiums. • The maximum insurance premium is 25% of the annual salary. • The selection of the Post-Service Insurance program is determined individually by each Director. • Includes Work Accident Insurance, Death Insurance, Old Age Security, and Pension Security registered with BPJS Employment, for which the contribution payments are part of the respective Post-Employment Insurance. • Post- Employment Insurance is not granted to Directors who originate from Shareholder representatives and continue to hold active employee status. However, for Directors assigned by PT Pelabuhan Indonesia (Persero) and the Company's Business Group, BPJS Employment and BPJS Healthcare contributions are based on the salary received as Directors, in accordance with the prevailing provisions and mechanisms of BPJS Employment and BPJS Healthcare.

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi
Table of Remuneration Structure for the Board of Commissioners and Board of Directors

No	Jenis Penghasilan Type of Income	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
3	FASILITAS FACILITIES		
	Kendaraan Dinas Company Vehicle	• Tunjangan Transportasi Komisaris Utama ditetapkan sebesar 20% dari honorarium masing-masing Dewan Komisaris. • Bagi Dewan Komisaris yang mendapatkan fasilitas kendaraan tidak diberikan tunjangan transportasi. • Kendaraan Dinas tidak diberikan kepada Dewan Komisaris yang berasal dari PT Pelabuhan Indonesia (Persero) dan Grup Bisnis Perusahaan, yang masih berstatus aktif sebagai Direksi/ Komisaris/ Pekerja. • The transportation allowance for the President Commissioner is set at 20% of the honorarium of each member of the Board of Commissioners. • Commissioners who are provided with a vehicle facility are not entitled to a transportation allowance. • Company vehicles are not provided to Commissioners originating from PT Pelabuhan Indonesia (Persero) and the Company's Business Group who remain active as Directors/ Commissioners/Employees.	• 1 (satu) unit beserta biaya pemeliharaan dan biaya operasional, dengan memperhatikan kondisi keuangan Perusahaan. • Kendaraan dinas disediakan dalam bentuk natura yang spesifikasi dan jenis kendaraannya diatur oleh Dewan Komisaris dengan batas maksimal 2.500 cc untuk kendaraan berbahan bakar minyak atau batas maksimal 75 kwh untuk kendaraan bermotor berbasis listrik di luar biaya bahan bakar, biaya parkir dan biaya tol yang disediakan secara at cost dengan pengaturan batasan maksimal. • Bahan bakar secara at cost (dalam bentuk penggantian) dengan batasan maksimal biaya bahan bakar per bulan setara dengan 500 (lima ratus) liter pertamax atau yang setara untuk Direktur Utama dan 450 (empat ratus lima puluh) liter pertamax atau yang setara untuk Anggota Direksi lainnya. • Pengaturan biaya penggunaan kendaraan bermotor berbasis listrik secara at cost (dalam bentuk penggantian) dengan batasan maksimal biaya disetarakan dengan biaya bahan bakar minyak dimaksud butir 3) di atas. • (1) one unit of vehicle along with maintenance and operational costs, subject to the Company's financial condition. • Company vehicles are provided in kind, with specifications and vehicle types regulated by the Board of Commissioners, limited to a maximum of 2,500 cc for fuel-based vehicles or a maximum of 75 kWh for electric vehicles. Fuel, parking fees, and toll charges are provided on an at-cost basis with regulated maximum limits. • Fuel is reimbursed on an at-cost basis with a maximum monthly fuel cost equivalent to 500 liters of Pertamax or equivalent for the President Director, and 450 liters of Pertamax or equivalent for other members of the Board of Directors. • For electric vehicles, usage costs are reimbursed on an at-cost basis with maximum limits equivalent to the fuel cost limits stated in point 3) above.

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi
Table of Remuneration Structure for the Board of Commissioners and Board of Directors

No	Jenis Penghasilan Type of Income	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
	Kesehatan Health	• Fasilitas Kesehatan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (*at cost*). • Untuk yang bersangkutan dan 1 (satu) orang istri/suami dan maksimal 3 (tiga) orang anak yang belum mencapai usia 25 tahun (belum pernah menikah atau belum pernah bekerja). • Fasilitas Kesehatan diberikan berupa: a. Program jaminan kesehatan yang diselenggarakan oleh Badan Penyelenggara Jaminan Sosial; b. Rawat Jalan dan Obat c. Rawat Inap dan Obat setara dengan kelas VIP, dan; d. *Medical Check Up*. • Tidak diberikan kepada Dewan Komisaris .yang berasal dari PT Pelabuhan Indonesia (Persero) dan Grup Bisnis Perusahaan, yang masih berstatus aktif sebagai Direksi/Komisaris/Pekerja. • Health facilities in the form of health insurance or reimbursement of medical expenses (at cost). • Provided for the individual and 1 (one) spouse and up to 3 (three) children under 25 years old (unmarried and not yet employed). • Health facilities include: a. Health insurance programs organized by the Social Security Administration Agency; b. Outpatient care and medication; c. Inpatient care and medication equivalent to VIP class; and d. Medical Check-Up. • Not provided to Commissioners originating from PT Pelabuhan Indonesia (Persero) and the Company's Business Group who remain active as Directors/Commissioners/Employees.	• Fasilitas Kesehatan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan (*at cost*). • Untuk yang bersangkutan dan 1 (satu) orang istri/suami dan maksimal 3 (tiga) orang anak yang belum mencapai usia 25 tahun (belum pernah menikah atau belum pernah bekerja). a. Program jaminan kesehatan yang diselenggarakan oleh Badan Penyelenggara Jaminan Sosial; b. Rawat Jalan dan Obat; c. *Medical Check Up*. • Dalam hal Direksi merangkap jabatan sebagai Dewan Komisaris/Dewan Pengawas pada unit lain dalam Grup Bisnis Perusahaan, maka kepada yang bersangkutan hanya diberikan satu fasilitas kesehatan, yaitu fasilitas kesehatan sebagai Direksi Perusahaan. • Bagi Direksi yang berasal dari pekerja penugasan PT Pelabuhan Indonesia (Persero) dan Grup Bisnis Perusahaan, maka kepada yang bersangkutan hanya diberikan satu fasilitas kesehatan, yaitu sebagai Direksi. • Health facilities in the form of health insurance or reimbursement of medical expenses (at cost). • Provided for the individual and 1 (one) spouse and up to 3 (three) children under 25 years old (unmarried and not yet employed). a. Health insurance programs organized by the Social Security Administration Agency; b. Outpatient care and medication; c. Medical Check-Up. • In the event that a Director concurrently holds a position as a Commissioner/Supervisory Board member in another unit within the Company's Business Group, only one health facility is granted, namely the facility as a Director of the Company. • For Directors who are seconded employees from PT Pelabuhan Indonesia (Persero) and the Company's Business Group, only one health facility is granted, namely as a Director.

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi
Table of Remuneration Structure for the Board of Commissioners and Board of Directors

No	Jenis Penghasilan Type of Income	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
	Bantuan Hukum Legal Assistance	• Diberikan dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan maksud dan tujuan serta kegiatan usaha Perusahaan. • Dewan Komisaris yang akan menggunakan Fasilitas Bantuan Hukum, wajib membuat surat pernyataan di atas kertas bermaterai cukup yang menerangkan posisi yang bersangkutan dalam kasus tertentu bukan sebagai pribadi dan bersedia mengembalikan Fasilitas Bantuan Hukum tersebut kepada Perusahaan apabila ternyata terbukti posisi yang bersangkutan dalam kasus tersebut adalah sebagai pribadi. • Diberikan dalam bentuk pembiayaan Jasa Kantor Pengacara/Konsultan Hukum yang meliputi proses pemeriksaan sebagai Saksi, Tersangka dan Terdakwa di lembaga Peradilan. • Perusahaan tidak menanggung biaya Pengacara/Konsultan Hukum dalam hal Direksi *Subholding* menjadi Saksi, Tersangka atau Terdakwa karena proses Pidana yang dilaporkan oleh Grup Bisnis Perusahaan, PT Pelabuhan Indonesia (Persero), Negara (Negara sebagai Badan Hukum atau Lembaga Negara atau Lembaga Pemerintah). • Provided in the event of actions/acts carried out for and on behalf of their position that are related to the Company's purpose, objectives, and business activities. • Commissioners who wish to use the Legal Assistance Facility must submit a written statement on sufficient stamp duty declaring that their position in the relevant case is not as an individual, and agreeing to return the Legal Assistance Facility to the Company if it is proven that their position in the case is personal in nature. • Provided in the form of financing for legal services from a law firm/legal consultant, which includes legal proceedings as a Witness, Suspect, or Defendant in judicial institutions. • The Company does not cover the cost of legal counsel in the event that a Subholding Commissioner becomes a Witness, Suspect, or Defendant in a criminal case reported by the Company's Business Group, PT Pelabuhan Indonesia (Persero), or the State (the State as a Legal Entity or Government Institution).	• Diberikan dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatannya yang berkaitan dengan maksud dan tujuan serta kegiatan usaha Perusahaan. • Direksi yang akan menggunakan Fasilitas Bantuan Hukum, wajib membuat surat pernyataan di atas kertas bermaterai cukup yang menerangkan posisi yang bersangkutan dalam kasus tertentu bukan sebagai pribadi dan bersedia mengembalikan Fasilitas Bantuan Hukum tersebut kepada Perusahaan apabila ternyata terbukti posisi yang bersangkutan dalam kasus tersebut adalah sebagai pribadi. • Diberikan dalam bentuk pembiayaan jasa kantor pengacara/konsultan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka dan terdakwa di lembaga peradilan. • Perusahaan tidak menanggung biaya pengacara/konsultan hukum dalam hal Direksi *Subholding* menjadi saksi, tersangka atau terdakwa karena proses pidana yang dilaporkan oleh Grup Bisnis Perusahaan, PT Pelabuhan Indonesia (Persero), Negara (Negara sebagai Badan Hukum atau Lembaga Negara atau Lembaga Pemerintah). • Provided in the event of actions/acts carried out for and on behalf of their position that are related to the Company's purpose, objectives, and business activities. • Directors who wish to use the Legal Assistance Facility must submit a written statement on sufficient stamp duty declaring that their position in the relevant case is not as an individual, and agreeing to return the Legal Assistance Facility to the Company if it is proven that their position in the case is personal in nature. • Provided in the form of financing for legal services from a law firm/legal consultant, which includes legal proceedings as a Witness, Suspect, or Defendant in judicial institutions. • The Company does not cover the cost of legal counsel in the event that a Subholding Director becomes a Witness, Suspect, or Defendant in a criminal case reported by the Company's Business Group, PT Pelabuhan Indonesia (Persero), or the State (the State as a Legal Entity or Government Institution).
4	TANTIEM/INSENTIF KINERJA TANTIEM/PERFORMANCE INCENTIVE		
	Tantiem/Insentif Kinerja Tantiem/ Performance Incentive	Diatur dalam Keputusan Sendiri Set Forth in a Separate Decree	Diatur dalam Keputusan Sendiri Set Forth in a Separate Decree
	Long Term Incentive		

Tabel Struktur Remunerasi Dewan Komisaris dan Direksi
Table of Remuneration Structure for the Board of Commissioners and Board of Directors

No	Jenis Penghasilan Type of Income	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
5	BIAYA OPERASIONAL OPERATING COSTS		
	Biaya Komunikasi Communication Costs	-	Sesuai dengan pengeluaran (*at cost*) dengan batas maksimal yang telah ditetapkan oleh Perusahaan. In accordance with actual expenses (at cost), with a maximum limit determined by the Company.
	Pakai Seragam Uniform	Sesuai dengan pengeluaran (*at cost*) dalam bentuk natura, sesuai anggaran dalam RKAP, dengan memperhatikan kondisi Perusahaan. In accordance with actual expenses (at cost) provided in kind (in natura), based on the budget in the RKAP, while considering the Company's condition.	Sesuai dengan pengeluaran (*at cost*) dalam bentuk natura, sesuai anggaran dalam RKAP, dengan batas maksimal ditetapkan melalui persetujuan Dewan. In accordance with actual expenses (at cost) provided in kind (in natura), based on the budget in the RKAP, with a maximum limit determined through approval from the Board.
	Keanggotaan Perkumpulan Profesi Membership of Professional Associations	Sesuai anggaran dalam RKAP, dengan memperhatikan kondisi Perusahaan. Based on the budget in the RKAP, while considering the Company's condition.	Sesuai anggaran dalam RKAP, dengan batas maksimal tertentu per bulan yang semua ditetapkan melalui persetujuan Dewan Komisaris Perusahaan. Based on the budget in the RKAP, with a certain maximum limit per month as approved by the Company's Board of Commissioners.
	Club/Corporate Membership	-	Dengan memperhatikan kondisi dan kemampuan Perusahaan. With due consideration to the Company's condition and financial capability.
	Biaya Representasi Representation Costs	-	Dalam bentuk *corporate credit card*, dengan memperhatikan kondisi dan kemampuan Perusahaan. In the form of a corporate credit card, with due consideration to the Company's condition and financial capability.

BESARAN REMUNERASI DIREKSI DAN DEWAN KOMISARIS

Berikut adalah jumlah nominal remunerasi bagi Dewan Komisaris dan Direksi untuk tahun buku 2024:

REMUNERATION AMOUNT OF THE BOARD OF DIRECTORS AND COMMISSIONERS

The following is the nominal amount of remuneration of the Board of Commissioners and Directors for the 2024 financial year:

Besaran Remunerasi Dewan Komisaris dan Direksi Tahun 2024
Remuneration Amount of the Board of Commissioners and Directors in 2024

Uraian Description	Jumlah (Rp) Total (Rp)
Jumlah Remunerasi Dewan Komisaris Total Remuneration of the Board of Commissioners	494.730.000
Jumlah Remunerasi Direksi Total Remuneration of the Board of Directors	1.051.600.000
Jumlah Remunerasi Dewan Komisaris dan Direksi Tahun 2024 Total Remuneration of the Board of Commissioners and Directors in 2024	1.546.330.000

RAPAT DIREKSI DAN DEWAN KOMISARIS

RAPAT DIREKSI

Kebijakan Rapat Direksi

Berdasarkan *Board Manual* Perusahaan, rapat Direksi memiliki kebijakan umum, sebagai berikut:

1. Rapat Direksi adalah rapat yang diselenggarakan oleh Direksi dan dipimpin oleh Direktur Utama. Keputusan-keputusan yang mengikat dapat juga ditetapkan tanpa diadakan rapat Direksi, sepanjang keputusan itu disetujui secara tertulis dan ditandatangani oleh seluruh anggota Direksi.
2. Rapat Direksi dilakukan paling sedikit 1 (satu) kali setiap bulan dan dapat dilakukan di luar waktu yang telah ditetapkan jika dianggap penting oleh satu atau lebih anggota Direksi, atas permintaan tertulis dari satu atau lebih anggota Direksi, atau atas permintaan tertulis dari satu atau lebih Pemegang Saham yang mewakili satu per sepuluh atau lebih dari total saham dengan hak suara.
3. Rapat Direksi dapat diadakan di tempat kedudukan Perusahaan atau di tempat kegiatan usaha Perusahaan atau di tempat lain di wilayah Republik Indonesia dan dihadiri oleh seluruh anggota Direksi atau Direksi yang mewakili.
4. Rapat Direksi dapat diselenggarakan melalui media telekonferensi, video konferensi atau sarana elektronik lainnya yang memungkinkan semua peserta rapat Direksi saling melihat dan mendengar secara langsung serta berpartisipasi dalam rapat.
5. Rapat Direksi adalah sah dan berhak mengambil keputusan-keputusan yang mengikat apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota Direksi atau wakilnya. Seorang anggota Direksi dapat diwakili dalam rapat hanya oleh anggota Direksi lainnya berdasarkan kuasa tertulis yang diberikan khusus untuk keperluan itu. Seorang anggota Direksi hanya dapat mewakili seorang anggota Direksi lainnya. Dalam hal anggota Direksi tidak hadir dalam rapat rutin, maka anggota Direksi tersebut dapat mewakilkan kepada anggota Direksi lainnya dengan memberikan Surat Kuasa kehadiran dengan mencantumkan pernyataan persetujuan atau penolakan atas agenda rapat, dengan alasan-alasannya.
6. Keputusan Rapat Direksi yang diambil dituangkan pada Risalah Rapat Direksi atau Berita Acara Keputusan Direksi. Selain itu, bentuk Keputusan Direksi di luar Rapat Direksi dibuat dalam Sirkuler Rapat Direksi.
7. Anggota Direksi dapat turut serta dalam rapat Direksi yang diadakan melalui media telekonferensi, video konferensi, atau sarana elektronik lainnya yang memungkinkan semua peserta rapat Direksi saling melihat dan mendengar secara langsung

MEETINGS OF THE BOARD OF DIRECTORS AND COMMISSIONERS

BOARD OF DIRECTORS MEETINGS

Policy on Board of Directors Meetings

Based on the Company's Board Manual, the Board of Directors' meetings follow the general policies below:

1. The Board of Directors meeting is a meeting convened by the Board of Directors and chaired by the President Director. Binding decisions may also be made without holding a meeting, provided that such decisions are approved in writing and signed by all members of the Board of Directors.
2. The Board of Directors meeting shall be held at least once every month and may be held outside the predetermined schedule if deemed necessary by one or more members of the Board of Directors, upon a written request by one or more members of the Board of Directors, or upon a written request by one or more shareholders representing one-tenth or more of the total shares with voting rights.
3. The Board of Directors meeting may be held at the Company's domicile, at the location of the Company's business operations, or at any other place within the territory of the Republic of Indonesia, attended by all members of the Board of Directors or their representatives.
4. The Board of Directors meeting may be conducted through teleconference, video conference, or other electronic means that enable all participants to see and hear one another directly and actively participate in the meeting.
5. A Board of Directors meeting is valid and authorized to make binding decisions if attended by more than half (1/2) of the members of the Board of Directors or their representatives. A member of the Board of Directors may only be represented by another member of the Board of Directors based on a written power of attorney specifically issued for that purpose. A member of the Board of Directors may only represent one other member. In the event that a member of the Board of Directors is unable to attend a regular meeting, such member may be represented by granting a Power of Attorney, stating their approval or objection to the meeting agenda along with the reasons.
6. Decisions made in the Board of Directors meeting shall be documented in the Minutes of the Board of Directors Meeting or the Board of Directors Decision Deed. In addition, resolutions made outside the meeting shall be documented in the Circular Resolution of the Board of Directors.
7. Members of the Board of Directors may participate in meetings conducted via teleconference, video conference, or other electronic means that allow all participants to see and hear each other directly and actively participate in the meeting, and such

serta berpartisipasi dalam rapat, dan keikutsertaan tersebut menyatakan kehadiran yang bersangkutan dalam rapat Direksi tersebut.

participation shall be considered as physical attendance at the meeting.

Pelaksanaan dan Agenda Rapat Direksi

Per 31 Desember 2024, Dewan Komisaris SPJM menyelenggarakan Rapat Internal Direksi sebanyak 19 (sembilan belas) kali. Berikut adalah informasi mengenai pelaksanaan rapat, agenda, dan peserta rapat internal Direksi yang diselenggarakan selama tahun 2024.

Implementation and Agenda of Board of Directors Meetings

As of December 31, 2024, the Board of Directors of SPJM held 19 (nineteen) Internal Board of Directors Meetings. Below is the information regarding the meetings conduct, agenda, and participants of the internal Board of Directors meetings held throughout 2024.

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Direksi Tahun 2024
Table of Meeting Conduct, Agenda, and Participants of Internal Board of Directors Meetings in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
1.	Rabu, 03 Januari 2024 Wednesday, January 3, 2024	Ruang Rapat Kantor Perwakilan PT Pelindo Jasa Maritim, Pelindo Tower-Lt. 24 – Jakarta	1. *CEO Direction* dan Evaluasi Tahun 2023; 2. Hal-Hal Strategis lainnya meliputi: a. Progres *Update* Transaksi AMBAPERS dan *Dredging Solution*; b. *Overview* RJPP PT LEGI 2024-2028; c. Program Kerja Pengawasan Tahunan (PKPT) Tahun 2024; d. Usulan Materi Perhitungan *Revenue Sharing* Tahun 2023; e. Matriks Peraturan Direksi tentang Kerja Sama Usaha; f. Kebutuhan SDM (Operator Radio, Mekanik & *Crew*). 1. CEO Direction and Evaluation for 2023; 2. Other strategic matters include: a. Progress Update on AMBAPERS Transactions and Dredging Solutions; b. Overview of PT LEGI's 2024-2028 Long-Term Development Plan (RJPP); c. Annual Supervisory Work Program (PKPT) for 2024; d. Proposed Material for Calculating Revenue Sharing for 2023; e. Matrix of Board of Directors' Regulations on Business Cooperation; f. Human Resources Needs (Radio Operators, Mechanics, and Crew).	1. Secara Fisik: a. Prasetyadi: Direktur Utama/ Pimpinan Rapat b. Kokok Susanto: Direktur Strategi dan Komersial c. Arief Prabowo: Direktur Operasi dan Teknik 2. Melalui *Video Conference* (Zoom): a. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko b. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Physically: a. Prasetyadi: President Director/ Meeting Chairman b. Kokok Susanto: Director of Strategy and Commercial c. Arief Prabowo: Director of Operation and Engineering 2. Via Video Conference (Zoom): a. Choirul Anwar: Director of Finance and Risk Management b. Rachmat Prayogi: Director of Human Capital and General Affairs

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Direksi Tahun 2024

Table of Meeting Conduct, Agenda, and Participants of Internal Board of Directors Meetings in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
2.	Selasa, 16 Januari 2024 Tuesday, January 16, 2024	Ruang Rapat Direktur Utama PT Pelindo Jasa Maritim, Kantor Pusat Lt. 6 Makassar	1. *CEO Direction*; 2. Pembahasan Struktur Organisasi PT Lamong Energi Indonesia dan PT Pelindo Energi Logistik; 3. *Overview* RJPP PT Lamong Energi Indonesia Tahun 2024-2028; 4. Pembahasan Aksi Korporasi Pendanaan Anak Perusahaan (PT Lamong Energi Indonesia, PT Jasa Peralatan Pelabuhan Indonesia, PT Equiport Inti Indonesia); 5. Hal-Hal Strategis Lainnya meliputi Pembahasan Perhitungan Nilai Sisa Aset PT Berkah Multi Cargo (PT BMC) (*Impairment*) per 31 Desember 2023 (*Unaudited*). 1. CEO Direction; 2. Discussion of the Organizational Structure of PT Lamong Energi Indonesia and PT Pelindo Energi Logistik; 3. Overview of PT Lamong Energi Indonesia's 2024-2028 Long-Term Development Plan; 4. Discussion of Corporate Actions for Funding Subsidiaries (PT Lamong Energi Indonesia, PT Jasa Peralatan Pelabuhan Indonesia, PT Equiport Inti Indonesia); 5. Other strategic matters include a discussion on the calculation of the residual value of PT Berkah Multi Cargo (PT BMC) assets (impairment) as of December 31, 2023 (unaudited).	1. Prasetyadi: Direktur Utama/ Pimpinan Rapat 2. Kokok Susanto: Direktur Strategi dan Komersial 3. Arief Prabowo: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Prasetyadi: President Director/ Meeting Chairman 2. Kokok Susanto: Director of Strategy and Commercial 3. Arief Prabowo: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs
3.	Kamis, 18 Januari 2024 Thursday, January 18, 2024	Ruang Rapat Kantor Perwakilan PT Pelindo Jasa Maritim, Pelindo Tower – Lt. 24, Jakarta	Penetapan Usulan RKAP Tahun 2024 PT Pelindo Jasa Maritim. Determination of the proposed 2024 RKAP for PT Pelindo Jasa Maritim.	1. Secara Fisik: a. Prasetyadi: Direktur Utama/ Pimpinan Rapat b. Kokok Susanto: Direktur Strategi dan Komersial c. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko d. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 2. Melalui *Video Conference* (Zoom): a. Arief Prabowo: Direktur Operasi dan Teknik 1. Physically: a. Prasetyadi: President Director/ Meeting Chairman b. Kokok Susanto: Director of Strategy and Commercial c. Choirul Anwar: Director of Finance and Risk Management d. Rachmat Prayogi: Director of Human Capital and General Affairs 2. Via Video Conference (Zoom): a. Arief Prabowo: Director of Operation and Engineering

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Direksi Tahun 2024
Table of Meeting Conduct, Agenda, and Participants of Internal Board of Directors Meetings in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
4.	Selasa, 06 Februari 2024 Tuesday, Februari 6, 2024	Ruang Rapat Direktur Utama PT Pelindo Jasa Maritim, Kantor Pusat Lt. 6 Makassar	1. *CEO Direction*; 2. Pembahasan Bidang SDM; 3. Penambahan SDM Teknisi *Site* Merauke dan Permintaan *Review Man Power Planning* Anper Peralatan; 4. Tindak lanjut Program Kerja Perusahaan Tahun 2024 Bidang Pelayanan Kapal; 5. Presentasi mengenai Konsep *Cost* & *Fee* untuk Kontrak *Maintenance* Alat dan penambahan SDM untuk *Maintenance*; 6. *Progress* Pembangunan *Crane* Lokal; 7. *Progress* Implementasi Maroon di JAI dan PMS untuk Kontrol BBM; 8. Progress dan Rencana *Joint Procurement* Teknik untuk Kapal dan ABM; 9. Hal-Hal Strategis Lainnya meliputi: a. Tindak Lanjut dari Hasil Audit SPI di Wilayah 1 Batam Tanggal 16-25 Januari 2024; b. Matriks Peraturan Direksi tentang Pedoman Kerja Sama; c. *Business Case* Pelayanan Pemanduan dan Penundaan di Balikpapan; d. Tindak Lanjut Arahan Direktur Pengelola PT Pelabuhan Indonesia (Persero) saat Pelindo Forum 2024. 1. CEO Direction; 2. Discussion on Human Resources; 3. Addition of human resources for Merauke Site Technicians and a request for a review of the manpower planning for equipment department; 4. Follow-up on the 2024 Company Work Program for Vessel Services; 5. Presentation on the Cost & Fee Concept for Equipment Maintenance Contracts and the addition of human resources for maintenance; 6. Progress on the construction of local cranes; 7. Progress on the implementation of Maroon at JAI and PMS for fuel control; 8. Progress and plans for Joint Technical Procurement for Vessel and ABM; 9. Other strategic matters include: a. Follow-up to the SPI Audit Results in Region 1 Batam, January 16-25, 2024; b. Matrix of Board of Directors' Regulations on Cooperation Guidelines; c. Business Case for Pilotage and Towing Services in Balikpapan; d. Follow-up to the Direction of the Managing Director of PT Pelabuhan Indonesia (Persero) during the Pelindo Forum 2024.	1. Secara Fisik: a. Prasetyadi: Direktur Utama/ Pimpinan Rapat b. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko c. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 2. Melalui *Video Conference* (Zoom): a. Kokok Susanto: Direktur Strategi dan Komersial b. Arief Prabowo: Direktur Operasi dan Teknik 1. Physically: a. Prasetyadi: President Director/ Meeting Chairman b. Choirul Anwar: Director of Finance and Risk Management c. Rachmat Prayogi: Director of Human Capital and General Affairs 2. Via Video Conference (Zoom): a. Kokok Susanto: Director of Strategy and Commercial b. Arief Prabowo: Director of Operation and Engineering

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Direksi Tahun 2024

Table of Meeting Conduct, Agenda, and Participants of Internal Board of Directors Meetings in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
5.	Senin, 19 Februari 2024 Monday, February 19, 2024	Ruang Rapat Kantor Perwakilan PT Pelindo Jasa Maritim, Pelindo Tower Lt. 24-Jakarta	1. *CEO Direction*; 2. Tindak Lanjut Program Kerja Perusahaan Tahun 2024 Bidang Pelayanan Kapal; 3. *Progress* Implementasi Maroon di JAI dan PMS untuk Kontrol BBM; 4. Pemenuhan Modal Kerja Distribusi BBM ke PT LEGI; 5. Pembahasan Rencana Rapat Kerja I SPJM *Group* Tahun 2024; 6. Hal-Hal Strategis Lainnya meliputi: a. Pembahasan dan Evaluasi Pengelolaan Armada Kapal di Lingkungan Group Pelindo; b. Tindak Lanjut atas Surat DPP INSA. 1. CEO Direction; 2. Follow-up to the Company's 2024 Work Program for Vessel Services; 3. Progress on Maroon Implementation in JAI and PMS for Fuel Control; 4. Fulfillment of Working Capital for Fuel Distribution to PT LEGI; 5. Discussion of the Plan for the First SPJM Group Work Meeting in 2024; 6. Other Strategic Matters including: a. Discussion and Evaluation of Fleet Management within the Pelindo Group; b. Follow-up to the INSA DPP Letter.	1. Prasetyadi: Direktur Utama/ Pimpinan Rapat 2. Kokok Susanto: Direktur Strategi dan Komersial 3. Arief Prabowo: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Prasetyadi: President Director/ Meeting Chairman 2. Kokok Susanto: Director of Strategy and Commercial 3. Arief Prabowo: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs
6.	Kamis, 29 Februari 2024 Thursday, February 29, 2024	Ruang Rapat Direktur Utama PT Pelindo Jasa Maritim Lt. 6 – Kantor Pusat	1. *CEO Direction*; 2. Hal-Hal Strategis Lainnya meliputi: a. Masa Kerja Komisaris/Direksi Anak Perusahaan SPJM tahun 2024; b. Pemenuhan SDM Galangan di JPPI; c. Pelaksanaan Kalibrasi KPI Individu BOD-1; d. Renovasi Kantor Pelindo Tower dan Pembangunan Kantor Perwakilan Surabaya. 1. CEO Direction; 2. Other strategic matters include: a. Term of Office of Commissioners/ Directors of SPJM Subsidiaries in 2024; b. Fulfillment of Shipyard Human Resources at JPPI; c. Implementation of BOD-1 Individual KPI Calibration; d. Renovation of the Pelindo Tower Office and Construction of the Surabaya Representative Office.	1. Secara Fisik: a. Prasetyadi: Direktur Utama/ Pimpinan Rapat b. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko c. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 2. Melalui *Video Conference* (Zoom): a. Kokok Susanto: Direktur Strategi dan Komersial b. Arief Prabowo: Direktur Operasi dan Teknik 1. Physically: a. Prasetyadi: President Director/ Meeting Chairman b. Choirul Anwar: Director of Finance and Risk Management c. Rachmat Prayogi: Director of Human Capital and General Affairs 2. Via Video Conference (Zoom): a. Kokok Susanto: Director of Strategy and Commercial b. Arief Prabowo: Director of Operation and Engineering

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Direksi Tahun 2024
Table of Meeting Conduct, Agenda, and Participants of Internal Board of Directors Meetings in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
7.	Jumat, 08 Maret 2024 Friday, March 8, 2024	Ruang Rapat Kantor Perwakilan PT Pelindo Jasa Maritim, Pelindo Tower Lt. 24 – Jakarta	Pengenalan Perusahaan kepada Direksi PT Pelindo Jasa Maritim yang Baru. Introduction of the Company to the New Board of Directors of PT Pelindo Jasa Maritim.	1. Arief Prabowo: Direktur Utama/ Pimpinan Rapat 2. Yossianis Marciano: Direktur Strategi dan Komersial 3. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Arief Prabowo: President Director/ Meeting Chairman 2. Kokok Susanto: Director of Strategy and Commercial 3. Arief Prabowo: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs
8.	Rabu, 24 April 2024 Wednesday, April 24, 2024	*Online Meeting*	Pembahasan Materi *Business Performance Review* Triwulan I Tahun 2024 Discussion of the Business Performance Review Material for the First Quarter of 2024	1. Arief Prabowo: Direktur Utama/ Pimpinan Rapat 2. Yossianis Marciano: Direktur Strategi dan Komersial 3. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Arief Prabowo: President Director/ Meeting Chairman 2. Kokok Susanto: Director of Strategy and Commercial 3. Arief Prabowo: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs
9.	Jumat, 26 April 2024 Friday, April 26, 2024	*Online Meeting*	Pembahasan terkait Biaya Konsultan SKHA. Discussion regarding SKHA Consultant Fees.	1. Arief Prabowo: Direktur Utama/ Pimpinan Rapat 2. Yossianis Marciano: Direktur Strategi dan Komersial 3. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Arief Prabowo: President Director/ Meeting Chairman 2. Kokok Susanto: Director of Strategy and Commercial 3. Arief Prabowo: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Direksi Tahun 2024

Table of Meeting Conduct, Agenda, and Participants of Internal Board of Directors Meetings in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
10.	Rabu, 22 Mei 2024 Wednesday, May 22, 2024	*Online Meeting*	1. Pembahasan *Update* Kajian Transformasi Pengerukan; 2. Hal-Hal Strategis Lainnya meliputi: a. Pembahasan Strategi Pendanaan SPJM; b. Aksi Korporasi Integrasi PT Intan Sejahtera Utama ke *Subholding* PT Pelindo Jasa Maritim; c. Rencana Penggabungan PT Berkah Industri Mesin Angkat dan PT Equiport Inti Indonesia; d. Persiapan Rapat Umum Pemegang Saham (RUPS) Anak Perusahaan SPJM *Group*. 1. Discussion of the Dredging Transformation Study Update; 2. Other strategic matters include: a. Discussion of the SPJM Funding Strategy; b. Corporate Action: Integration of PT Intan Sejahtera Utama into the Subholding of PT Pelindo Jasa Maritim; c. Planned Merger of PT Berkah Industri Mesin Gantung and PT Equiport Inti Indonesia; d. Preparation for the General Meeting of Shareholders (GMS) of SPJM Group Subsidiaries.	1. Arief Prabowo: Direktur Utama/ Pimpinan Rapat 2. Yossianis Marciano: Direktur Strategi dan Komersial 3. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Arief Prabowo: President Director/ Meeting Chairman 2. Kokok Susanto: Director of Strategy and Commercial 3. Arief Prabowo: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs
11.	Rabu, 26 Juni 2024 Wednesday, June 26, 2024	*Online Meeting*	1. Pembahasan Opsi Kajian *Merger* PT JAI dan PT PMS; 2. Finalisasi Kajian Akuisisi PT ISMA; 3. Usulan Awal Konsep Reposisi Bisnis PT LEGI dan PT EPI; 4. Hal-Hal Strategis lainnya meliputi Standarisasi Formula Insentif Pemanduan di Lingkungan SPJM. 1. Discussion of Merger Study Options for PT JAI and PT PMS; 2. Finalization of the Acquisition Study for PT ISMA; 3. Initial Proposal for the Business Repositioning Concept for PT LEGI and PT EPI; 4. Other Strategic Matters, Including Standardization of the Guidance Incentive Formula within SPJM.	1. Arief Prabowo: Direktur Utama/ Pimpinan Rapat 2. Yossianis Marciano: Direktur Strategi dan Komersial 3. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Arief Prabowo: President Director/ Meeting Chairman 2. Kokok Susanto: Director of Strategy and Commercial 3. Arief Prabowo: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Direksi Tahun 2024
Table of Meeting Conduct, Agenda, and Participants of Internal Board of Directors Meetings in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
12.	Selasa, 09 Juli 2024 Tuesday, July 9, 2024	*Online Meeting*	Rapat Evaluasi Lingkup PT Pelindo Jasa Maritim. Scope Evaluation Meeting for PT Pelindo Jasa Maritim.	1. Hadir secara Fisik: a. Arief Prabowo: Direktur Utama/ Pimpinan Rapat b. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik c. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko d. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 2. Melalui *Video Conference* (Zoom): a. Yossianis Marciano: Direktur Strategi dan Komersial 1. Physically: a. Arief Prabowo: President Director/Meeting Chairman b. Edward Danner P. Napitupulu: Director of Operation and Engineering c. Choirul Anwar: Director of Finance and Risk Management d. Rachmat Prayogi: Director of Human Capital and General Affairs 2. Via Video Conference (Zoom): a. Yossianis Marciano: Director of Strategy and Commercial
13.	17 Juli 2024 July 12, 2024	*Online Meeting*	Pembahasan Optimalisasi Kapal Tunda dan Penurunan Biaya KSMU PT Pelindo Jasa Maritim. Discussion on Tugboat Optimization and Reducing KSMU Costs for PT Pelindo Jasa Maritim.	1. Arief Prabowo: Direktur Utama 2. Yossianis Marciano: Direktur Strategi dan Komersial 3. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Arief Prabowo: President Director 2. Yossianis Marciano: Director of Strategy and Commercial 3. Edward Danner P. Napitupulu: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Direksi Tahun 2024

Table of Meeting Conduct, Agenda, and Participants of Internal Board of Directors Meetings in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
14.	Minggu, 28 Juli 2024 Sunday, July 28, 2024	*Online Meeting*	Perubahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2024. Changes to the 2024 Corporate Work Plan and Budget (RKAP).	1. Arief Prabowo: Direktur Utama/ Pimpinan Rapat 2. Yossianis Marciano: Direktur Strategi dan Komersial 3. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Arief Prabowo: President Director/ Meeting Chairman 2. Yossianis Marciano: Director of Strategy and Commercial 3. Edward Danner P. Napitupulu: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs
15.	Minggu, 28 Juli 2024 Sunday, July 28, 2024	*Online Meeting*	Pembahasan Optimalisasi Kapal Tunda dan Penurunan Biaya KSMU PT Pelindo Jasa Maritim. Discussion on Tugboat Optimization and Reducing KSMU Costs for PT Pelindo Jasa Maritim.	1. Arief Prabowo: Direktur Utama 2. Yossianis Marciano: Direktur Strategi dan Komersial 3. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Arief Prabowo: President Director 2. Yossianis Marciano: Director of Strategy and Commercial 3. Edward Danner P. Napitupulu: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs
16.	Minggu, 15 September 2024 Sunday, September 15, 2024	*Online Meeting*	1. Persiapan Pembahasan RKAP 2025; 2. Pembahasan Hasil Konsultan BKI; 3. Hal Strategis Lainnya. 1. Preparation for the 2025 RKAP Discussion; 2. Discussion of BKI Consultant Results; 3. Other Strategic Matters.	1. Arief Prabowo: Direktur Utama/ Pimpinan Rapat 2. Yossianis Marciano: Direktur Strategi dan Komersial 3. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Arief Prabowo: President Director/ Meeting Chairman 2. Yossianis Marciano: Director of Strategy and Commercial 3. Edward Danner P. Napitupulu: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Direksi Tahun 2024
Table of Meeting Conduct, Agenda, and Participants of Internal Board of Directors Meetings in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
17.	Senin, 07 Oktober 2024 Monday, October 7, 2024	Ruang Rapat Direktur Utama PT Pelindo Jasa Maritim Lt. 6 – Kantor Pusat	Pembahasan Rencana Jangka Panjang Perusahaan Tahun 2025-2029. Discussion of the Company's Long-Term Plan for 2025-2029.	1. Arief Prabowo: Direktur Utama/ Pimpinan Rapat 2. Yossianis Marciano: Direktur Strategi dan Komersial 3. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Arief Prabowo: President Director/ Meeting Chairman 2. Yossianis Marciano: Director of Strategy and Commercial 3. Edward Danner P. Napitupulu: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs
18.	05 Desember 2024 December 5, 2024	*Online Meeting*	Keputusan terkait Perubahan Nama, Visi, dan Misi, Brand dan Logo, Nomenklatur Anggota Direksi, dan Alamat Usaha PT Jasa Peralatan Pelabuhan Indonesia. Decision regarding Changes to the Name, Vision and Mission, Brand and Logo, Nomenclature of Board of Directors, and Business Address of PT Jasa Peralatan Pelabuhan Indonesia.	1. Arief Prabowo: Direktur Utama 2. Yossianis Marciano: Direktur Strategi dan Komersial 3. Edward Danner P. Napitupulu: Direktur Operasi dan Teknik 4. Choirul Anwar: Direktur Keuangan dan Manajemen Risiko 5. Rachmat Prayogi: Direktur Sumber Daya Manusia dan Umum 1. Arief Prabowo: President Director 2. Yossianis Marciano: Director of Strategy and Commercial 3. Edward Danner P. Napitupulu: Director of Operation and Engineering 4. Choirul Anwar: Director of Finance and Risk Management 5. Rachmat Prayogi: Director of Human Capital and General Affairs

Frekuensi dan Tingkat Kehadiran Direksi dalam Rapat

Berikut adalah frekuensi dan tingkat kehadiran masing-masing Direksi pada rapat yang diselenggarakan selama tahun 2024.

Board of Directors' Meeting Frequency and Attendance Rate

The following is the information regarding each Director's attendance rate in meeting throughout 2024.

Tabel Frekuensi dan Tingkat Kehadiran Rapat Internal Direksi Tahun 2024
Table of Board of Directors Internal Meeting Frequency and Attendance Rate in 2024

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Obligated Meeting	Jumlah Kehadiran Attendance Rate	Persentase Percentage %
**Arief Prabowo	Direktur Utama President Director	19	19	100%
****Edward Danner Pardamean Napitupulu	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commercial	1	1	100%

Tabel Frekuensi dan Tingkat Kehadiran Rapat Internal Direksi Tahun 2024
Table of Board of Directors Internal Meeting Frequency and Attendance Rate in 2024

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Obligated Meeting	Jumlah Kehadiran Attendance Rate	Persentase Percentage %
***Edward Danner Pardamean Napitupulu	Direktur Operasi dan Teknik Director of Operations and Engineering	13	13	100%
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	19	19	100%
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	19	19	100%
*Prasetyadi	Direktur Utama President Director	6	6	100%
***Yossianis Marciano	Direktur Strategi dan Komersial Director of Strategy and Commercial	11	11	100%
Rata-Rata Kehadiran Average Attendance Rate				100%

* Pemberhentian Anggota Direksi pada Tahun 2024
** Pengalihan Penugasan Anggota Direksi pada Tahun 2024
*** Pengangkatan Anggota Direksi pada Tahun 2024
**** Penunjukan sebagai Pelaksana Tugas Anggota Direksi pada Tahun 2024
* Dismissed as a Member of the Board of Directors in 2024
** Transferred as a Member of the Board of Directors in 2024
*** Appointed as a Member of the Board of Directors in 2024
**** Appointed as Acting Member of the Board of Directors in 2024

RAPAT DEWAN KOMISARIS

Kebijakan Rapat Dewan Komisaris

Board Manual Perusahaan menetapkan bahwa rapat Dewan Komisaris diselenggarakan dengan ketentuan umum sebagai berikut:

1. Dewan Komisaris diadakan paling sedikit setiap 1 (satu) bulan sekali, di mana dalam pertemuan tersebut Dewan Komisaris berhak mengundang Anggota Direksi. Pertemuan Dewan Komisaris bisa diadakan sewaktu-waktu apabila dianggap perlu atas permintaan 1 (satu) atau beberapa anggota Dewan Komisaris atau permintaan secara tertulis dari Direksi.
2. Rapat Dewan Komisaris dapat diselenggarakan melalui media telekonferensi, video konferensi atau sarana elektronik lainnya yang memungkinkan semua peserta rapat Dewan Komisaris saling melihat dan mendengar secara langsung serta berpartisipasi dalam rapat.
3. Rapat Dewan Komisaris dipimpin oleh Komisaris Utama. Dalam hal Komisaris Utama tidak hadir atau berhalangan, rapat dipimpin oleh seorang anggota Dewan Komisaris lainnya yang ditunjuk oleh Komisaris Utama. Dalam hal Komisaris Utama tidak melakukan penunjukan, maka anggota Dewan Komisaris yang paling lama menjabat sebagai anggota Dewan

BOARD OF COMMISSIONERS MEETING

Board of Commissioners Meeting Policy

The Company's Board Manual stipulates that Board of Commissioners meetings are held under the following general provisions:

1. The Board of Commissioners meeting shall be held at least once (1) every month, in which the Board of Commissioners has the right to invite members of the Board of Directors. Board of Commissioners meetings may be held at any time if deemed necessary at the request of one (1) or more members of the Board of Commissioners or upon a written request from the Board of Directors.
2. Board of Commissioners meetings may be conducted through teleconference, video conference, or other electronic means that allow all participants to see and hear each other directly and to participate in the meeting.
3. The Board of Commissioners meeting shall be chaired by the President Commissioner. In the event the President Commissioner is absent or unable to attend, the meeting shall be chaired by another member of the Board of Commissioners appointed by the President Commissioner. If the President Commissioner does not make such appointment,

Komisaris bertindak sebagai pimpinan rapat Dewan Komisaris, atau apabila lebih 2 (dua) anggota Dewan Komisaris yang tertua dalam jabatan, maka yang tertua dalam usia bertindak sebagai pimpinan rapat.

4. Rapat Dewan Komisaris adalah sah dan berhak mengambil keputusan-keputusan yang mengikat apabila dihadiri atau diwakili oleh lebih dari 1/2 (satu per dua) jumlah anggota Dewan Komisaris. Keterwakilan anggota Dewan Komisaris dalam rapat hanya dapat dilakukan dengan mewakilkan kepada anggota Dewan Komisaris lainnya secara tertulis yang diberikan khusus untuk keperluan tersebut dan dengan ketentuan bahwa satu orang anggota Dewan Komisaris hanya dapat mewakili satu orang anggota Dewan Komisaris lainnya.
5. Setiap rapat Dewan Komisaris wajib menyusun risalah rapat yang ditandatangani oleh Ketua Rapat dan seluruh anggota Dewan Komisaris yang hadir. Risalah tersebut disiapkan dan dikelola oleh Sekretaris Dewan Komisaris atau pejabat yang ditunjuk. Salinan asli diserahkan kepada Direksi untuk penyimpanan, sementara Dewan Komisaris menyimpan salinan lainnya. Setiap anggota Dewan Komisaris berhak mendapatkan salinan risalah rapat.

the member of the Board of Commissioners with the longest tenure shall chair the meeting, or if more than two (2) members have the same tenure, the oldest in age shall act as the meeting chair.

4. A Board of Commissioners meeting is valid and entitled to make binding decisions if attended or represented by more than 1/2 (half) of the total members of the Board of Commissioners. Representation can only be granted in writing specifically for the meeting, and each member of the Board of Commissioners may only represent one other member.
5. Minutes of each Board of Commissioners meeting must be prepared and signed by the Chair of the meeting and all members of the Board of Commissioners present. The minutes shall be prepared and managed by the Secretary to the Board of Commissioners or a designated officer. The original copy shall be submitted to the Board of Directors for safekeeping while the Board of Commissioners retains another copy. Each member of the Board of Commissioners is entitled to receive a copy of the meeting minutes.

Pelaksanaan dan Agenda Rapat Dewan Komisaris

Sepanjang tahun 2024, Dewan Komisaris telah melaksanakan Rapat Internal Dewan Komisaris sebanyak 12 (dua belas) kali rapat. Rincian mengenai kehadiran beserta rekapitulasi tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut disajikan sebagai berikut:

Implementation and Agenda of Board of Commissioners Meetings

Throughout 2024, the Board of Commissioners held 12 (twelve) Internal Board of Commissioners Meetings. Details of attendance and the recap of the attendance levels of the Board of Commissioners members in these meetings are presented as follows:

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Dewan Komisaris Tahun 2024
Table of Board of Commissioners Internal Meeting Frequency and Attendance Rate in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
1.	26 Januari 2024 January 26, 2024	*Hybrid Meeting*	1. Tindak lanjut hasil Rapat sebelumnya, 2. Reviu RKAP Tahun 2024, dan lain-lain. 1. Follow-up to the results of the previous meeting, 2. Review of the 2024 RKAP, etc.	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner
2.	29 Februari 2024 February 29, 2024	*Hybrid Meeting*	1. Tindak lanjut rapat tanggal 26 Januari 2024; 2. Perubahan Komite Pengawas Risiko dan Tata Kelola Terintegrasi; 3. Reviu atas Laporan Keuangan & Operasional Perusahaan s.d. Februari 2024, dan lain-lain. 1. Follow-up to the meeting of January 26, 2024; 2. Changes to the Integrated Risk and Governance Oversight Committee; 3. Review of the Company's Financial and Operational Reports as of February 2024, etc.	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Dewan Komisaris Tahun 2024

Table of Board of Commissioners Internal Meeting Frequency and Attendance Rate in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
3.	28 Maret 2024 March 28, 2024	Pelindo Tower Lt. 23	1. Membahas tindak lanjut keputusan rapat tanggal 29 Februari 2024; 2. Pembahasan Program Kerja Komite Pemantau Risiko dan Tata Kelola Terintegrasi tahun 2024; 3. Pembahasan realisasi KPI Dekom Kolegial tahun 2023, dan lain-lain. 1. Discussion of the follow-up to the decisions of the meeting of February 29, 2024; 2. Discussion of the Integrated Risk and Governance Oversight Committee's Work Program for 2024; 3. Discussion of the realization of the Collegial Board of Commissioners' KPIs for 2023, etc.	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner
4.	29 April 2024 April 29, 2024	Pelindo Tower Lt. 23	1. Membahas tindak lanjut keputusan rapat tanggal 28 Maret 2024; 2. Telaah Komite atas Laporan Manajemen Triwulan I Tahun 2024; 3. Reviu kebijakan Pengangkatan/Pemberhentian Direksi/Dekom Anak Perusahaan, dan lain-lain. 1. Discussion of the follow-up to the decisions of the meeting of March 28, 2024; 2. Committee review of the Management Report for the First Quarter of 2024; 3. Review of the policy on the appointment/dismissal of the Board of Directors/Board of Commissioners of Subsidiaries, etc	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner
5.	27 Mei 2024 May 27, 2024	Blue Sky Hotel Balikpapan	1. Membahas tindak lanjut keputusan rapat tanggal 29 April 2024; 2. Telaah Komite atas Realisasi RKAP s.d. April 2024; 3. Telaah Komite atas Laporan Manajemen Audited tahun 2023; 4. Telaah Komite atas usulan gaji Dirut 2024 dan Tantiem 2023; 5. Pembahasan perhitungan Komposit Risiko SPJM dan lain-lain. 1. Discussion of the follow-up to the decisions of the meeting on April 29, 2024; 2. Committee review of the realization of the RKAP until April 2024; 3. Committee review of the 2023 Audited Management Report; 4. Committee review of the proposed salary for the President Director for 2024 and the 2023 bonus; 5. Discussion of the calculation of the SPJM Risk Composite, etc.	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner
6.	21 Juni 2024 June 21, 2024	Hotel Fourpoints by Sheraton Surabaya	1. Membahas tindak lanjut keputusan rapat tanggal 27 Mei 2024; 2. Pembahasan usulan Direksi Anak Perusahaan, dan lain-lain. 1. Discussion of the follow-up to the decisions of the meeting on May 27, 2024; 2. Discussion of the proposals of the Board of Directors of Subsidiaries, etc.	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner
7.	25 Juli 2024 July 25, 2024	Pelindo Tower Lt. 23	1. Membahas tindak lanjut keputusan rapat tanggal 21 Juni 2024; 2. Telaah atas Laporan Realisasi Kinerja s.d. Juni Tahun 2024, dan lain-lain. 1. Discussion of the follow-up to the decisions of the meeting on June 21, 2024; 2. Review of the Performance Realization Report until June 2024, etc.	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Internal Dewan Komisaris Tahun 2024
Table of Board of Commissioners Internal Meeting Frequency and Attendance Rate in 2024

No	Tanggal Date	Tempat Location	Agenda	Peserta Participants
8.	29 Agustus 2024 August 29, 2024	Pelindo Tower Lt. 23	1. Membahas tindak lanjut keputusan rapat tanggal 25 Juli 2024; 2. Telaah Laporan realisasi kinerja s.d Juli tahun 2024; 3. Telaah atas Realisasi KPI Direksi dan Dewan Komisaris Tahun 2024; 4. Pembahasan Masa Jabatan Organ Dewan Komisaris yang akan berakhir, dan lain-lain. 1. Discussion on the follow-up to the decisions of the meeting on July 25, 2024; 2. Review of the Performance Realization Report as of July 2024; 3. Review of the KPI Realization of the Board of Directors and Board of Commissioners in 2024; 4. Discussion of the expiry of the Board of Commissioners' term of office, etc.	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner
9.	28 September 2024 September 28,2024	Ruang Rapat Dekom SPJM Kantor Pusat Makassar	1. Membahas tindak lanjut keputusan rapat tanggal 29 Agustus 2024; 2. Telaah Komite atas Laporan Realisasi RKAP s.d. Agustus tahun 2024, dan lain-lain. 1. Discussion on the follow-up to the decisions of the meeting on August 29, 2024; 2. Review of the Committee's Work Plan and Budget Realization Report as of August 2024, etc.	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner
10	29 Oktober 2024 October 29, 2024	Pelindo Tower Lt. 23	1. Membahas tindak lanjut keputusan rapat tanggal 28 September 2024; 2. Telaah Komite atas Laporan Realisasi Kinerja Perusahaan s.d. Triwulan III Tahun 2024; 3. Pembahasan Rencana Kerja dan Anggaran (RKA) Dekom 2025, dan lain-lain. 1. Discussion on the follow-up to the decisions of the meeting on September 28, 2024; 2. Review of the Committee's Performance Realization Report as of the third quarter of 2024; 3. Discussion of the 2025 Board of Commissioners Work Plan and Budget (RKA), etc.	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner
11.	25 November 2024 November 25, 2024	Hotel Novotel Pekanbaru	1. Membahas tindak lanjut keputusan rapat tanggal 29 Oktober 2024; 2. Telaah Komite atas Laporan Realisasi Kinerja Perusahaan s.d. Oktober 2024, dan lain-lain. 1. Discussion on the follow-up to the decisions of the meeting on October 29, 2024; 2. The Committee's review of the Company's Performance Realization Report as of October 2024, etc.	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner
12.	20 Desember 2024 December 20, 2024	Pelindo Tower Lt. 23	1. Membahas tindak lanjut keputusan rapat tanggal 25 November 2024; 2. Telaah Komite atas Laporan Realisasi Kinerja Perusahaan s.d November 2024, dan lain-lain. 1. Discussion on the follow-up to the decisions of the meeting on November 25, 2024; 2. The Committee's review of the Company's Performance Realization Report as of November 2024, etc.	• Otto Iskandar: Komisaris Utama | President Commissioner • Neil Iskandar Daulay: Komisaris | Commissioner • Achmad Idrus: Komisaris | Commissioner • Eris Herryanto: Komisaris Independen | Independent Commissioner • Muhammad Imam: Komisaris | Commissioner

Frekuensi dan Tingkat Kehadiran Dewan Komisaris dalam Rapat

Berikut adalah frekuensi dan tingkat kehadiran masing-masing Dewan Komisaris pada rapat yang diselenggarakan selama tahun 2024.

Board of Commissioners' Meeting Frequency and Attendance Rate

The following is the information regarding each Commissioner's attendance rate in meeting throughout 2024.

Tabel Frekuensi dan Tingkat Kehadiran Rapat Internal Dewan Komisaris Tahun 2024
Table of Board of Commissioners Internal Meeting Frequency and Attendance Rate in 2024

Nama Name	**Jabatan** Position	**Jumlah Wajib Rapat** Number of Obligated Meeting	**Jumlah Kehadiran** Attendance Rate	**Persentase** Percentage %
Otto Ardianto	Komisaris Utama President Commissioner	12 kali 12 times	12 kali 12 times	100%
Achmad Idrus	Komisaris Commissioner	12 kali 12 times	12 kali 12 times	100%
Neil Iskandar Daulay	Komisaris Commissioner	12 kali 12 times	11 kali 11 times	90%
Eris Herryanto	Komisaris Independen Independent Commissioner	12 kali 12 times	12 kali 12 times	100%
Muhammad Imam Aziz	Komisaris Commissioner	12 kali 12 times	11 kali 11 times	90%
Rata-Rata Kehadiran Average Attendance Rate				96%

RAPAT GABUNGAN DIREKSI DAN DEWAN KOMISARIS

Panggilan Rapat Gabungan Dewan Komisaris dan Direksi

Panggilan rapat gabungan Dewan Komisaris dan Direksi

diatur sebagai berikut:

a. Panggilan rapat gabungan dilakukan secara tertulis oleh Komisaris Utama (atau anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama) yang ditujukan kepada Direksi dan disampaikan dalam jangka waktu sekurang-kurangnya 3 (tiga) hari sebelum rapat diadakan, atau dalam waktu yang lebih singkat jika dalam keadaan mendesak;
b. Rapat gabungan dipimpin oleh Komisaris Utama atau anggota Komisaris lain yang ditunjuk oleh Komisaris Utama;
c. Panggilan rapat gabungan harus mencantumkan acara, tanggal, waktu dan tempat rapat serta menyertakan agenda dan materi rapat tersebut;
d. Materi rapat gabungan disiapkan oleh Direksi dan disampaikan kepada Dewan Komisaris selambat-lambatnya 3 (tiga) hari sebelum rapat diadakan, atau dalam waktu yang lebih singkat jika dalam keadaan mendesak;
e. Panggilan rapat gabungan dapat dilakukan melalui sarana elektronik (SMS, *email*, dan sarana elektronik lainnya) agar pemberitahuan mengenai agenda rapat dapat lebih cepat disampaikan, tanpa

OINT MEETING OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Notice of Joint Meeting of the Board of Commissioners and Board of Directors

The notice of joint meeting of the Board of Commissioners and Board of Directors
is regulated as follows:

a. The call for a joint meeting shall be made in writing by the Chief Commissioner (or a member of the Board of Commissioners appointed by the Chief Commissioner) addressed to the Board of Directors and delivered at least 3 (three) days before the meeting is held, or in a shorter period of time if the situation is urgent;
b. The joint meeting shall be chaired by the President Commissioner or another member of the Board of Commissioners appointed by the President Commissioner;
c. The notice of the joint meeting must include the agenda, date, time and place of the meeting, as well as the agenda and materials for the meeting;
d. The materials for the joint meeting shall be prepared by the Board of Directors and submitted to the Board of Commissioners no later than 3 (three) days before the meeting is held, or in a shorter period of time if the circumstances are urgent;
e. The joint meeting invitation may be made through electronic means (SMS, email, and other electronic means) so that the notification regarding the meeting agenda can be delivered more quickly,

mengesampingkan ketentuan Anggaran Dasar mengenai tata cara panggilan rapat secara tertulis.

Risalah Rapat Gabungan Dewan Komisaris dan Direksi

a. Setiap rapat gabungan harus dibuatkan risalah rapat. Risalah rapat ditandatangani oleh Pimpinan Rapat dan oleh seluruh anggota Dewan Komisaris dan Direksi yang hadir dalam rapat.
b. Risalah rapat yang dimaksud memuat pendapat yang berkembang dalam rapat, baik pendapat yang mendukung maupun yang tidak mendukung atau pendapat berbeda (*dissenting opinion*), keputusan/kesimpulan rapat, serta alasan ketidakhadiran anggota Dewan Komisaris dan Direksi.
c. Risalah rapat dibuat dan diadministrasikan oleh Sekretaris Dewan Komisaris atau pejabat lain yang ditunjuk oleh Dewan Komisaris. Asli risalah rapat gabungan disampaikan kepada Direksi untuk disimpan dan dipelihara, sedangkan Dewan Komisaris menyimpan salinannya.

d. Risalah rapat gabungan harus sudah selesai dan diedarkan keseluruh Dewan Komisaris dan Direksi selambat-lambatnya 7 (tujuh) hari kerja setelah Rapat selesai dilaksanakan.

e. Setiap anggota Dewan Komisaris dan Direksi berhak mendapatkan salinan risalah rapat gabungan, terlepas apakah yang bersangkutan hadir atau tidak hadir dalam rapat tersebut.
   1) Materi Risalah Rapat Gabungan
      Risalah rapat gabungan harus menggambarkan jalannya rapat, meliputi:
      » Acara, tempat, tanggal, dan waktu rapat diadakan;
      » Daftar hadir;
      » Permasalahan yang dibahas;
      » Berbagai pendapat yang terdapat dalam rapat, khususnya dalam membahas permasalahan yang strategis atau material, termasuk yang mengemukakan pendapat (Dinamika Rapat);
      » Risalah hasil evaluasi atas pelaksanaan keputusan rapat sebelumnya;
      » Keputusan yang ditetapkan;
      » Dissenting opinion, jika ada.

      Risalah Rapat gabungan harus menyampaikan alasan ketidakhadiran Dewan Komisaris dan Direksi, dan melampirkan surat kuasa yang diberikan khusus oleh anggota Dewan Komisaris yang tidak hadir kepada anggota Dewan Komisaris lainnya (jika ada).

without overriding the provisions of the Articles of Association regarding the procedure for written meeting invitations.

Minutes of the Joint Meeting of the Board of Commissioners and the Board of Directors

a. Minutes must be taken for every joint meeting. The minutes shall be signed by the Chair of the Meeting and by all members of the Board of Commissioners.

b. The minutes of the meeting shall contain the opinions expressed during the meeting, both those in favor and those against, as well as dissenting opinions, decisions/conclusions of the meeting, and reasons for the absence of members of the Board of Commissioners and Board of Directors.
c. The minutes of the meeting shall be prepared and administered by the Secretary of the Board of Commissioners or another official appointed by the Board of Commissioners. The original minutes of the joint meeting shall be submitted to the Board of Directors for safekeeping and maintenance, while the Board of Commissioners shall keep a copy.
d. The minutes of the joint meeting must be completed and circulated to all members of the Board of Commissioners and the Board of Directors no later than 7 (seven) working days after the meeting has been held.
e. Each member of the Board of Commissioners and the Board of Directors is entitled to a copy of the minutes of the joint meeting, regardless of whether they were present or not at the meeting.
   1) Joint Meeting Minutes Material
      Joint meeting minutes must describe the course of the meeting, including:
      » The agenda, place, date, and time the meeting was held;
      » Attendance list;
      » Issues discussed;
      » Various opinions expressed during the meeting, particularly when discussing strategic or material issues, including those expressing opinions (Meeting Dynamics);
      » Minutes of the evaluation of the implementation of previous meeting decisions;
      » Decisions made;
      » Dissenting opinions, if any.

      The joint Meeting Minutes must convey the reasons for the absence of the Board of Commissioners and Directors, and attach a power of attorney specifically granted by absent members of the Board of Commissioners to other members of the Board of Commissioners (if any).

Risalah asli dari setiap rapat Dewan Komisaris dikumpulkan dalam kumpulan risalah rapat tahunan dan disimpan serta dipelihara oleh Direksi atau Pejabat yang ditunjuk oleh Direksi, serta harus tersedia apabila diminta oleh anggota Dewan Komisaris.

2) Persetujuan atas Risalah Rapat Gabungan
Ketentuan persetujuan atas risalah rapat diatur sebagai berikut:
   - » Setiap anggota Dewan Komisaris dan Direksi yang hadir dan/atau diwakili dalam rapat gabungan yang bersangkutan harus menyampaikan persetujuan atau keberatannya dan/atau usul perbaikannya, bila ada, atas apa yang tercantum dalam risalah rapat kepada Pimpinan Rapat tersebut;
   - » Jika keberatan dan/atau usulan perbaikan atas risalah rapat gabungan dilakukan setelah risalah rapat ditandatangani oleh semua peserta rapat, maka keberatan dan/atau usulan perbaikan tidak dapat diakomodir.

3) Risalah untuk Rapat Gabungan yang Diadakan melalui Sarana Elektronik
Setiap penyelenggaraan rapat Dewan Komisaris melalui sarana elektronik harus dibuatkan risalah rapat yang disetujui dan ditandatangani oleh seluruh peserta rapat Dewan Komisaris.
4) Dokumen Elektronik sebagai Media Risalah Rapat Gabungan
Dokumen elektronik dapat dipakai sebagai bukti sah risalah rapat selain dari risalah rapat yang tertulis. Kebijakan penggunaan dokumen elektronik sebagai dokumen Perusahaan ditetapkan Direksi dengan memenuhi persyaratan minimum penyelenggaraan sistem elektronik di Perusahaan sesuai ketentuan perundang-undangan tentang informasi dan transaksi elektronik.

Pelaksanaan dan Agenda Rapat Gabungan Dewan Komisaris dan Direksi

Realisasi rapat gabungan Direksi dan Dewan Komisaris sebanyak 12 kali rapat, dengan rekapitulasi kegiatan rapat sebagai berikut:

The original minutes of each Board of Commissioners meeting shall be collected in a collection of annual meeting minutes and stored and maintained by the Board of Directors or an official appointed by the Board of Directors, and must be available upon request by members of the Board of Commissioners.

2) Approval of Joint Meeting Minutes
The provisions for approval of meeting minutes are regulated as follows:
   - » Each member of the Board of Commissioners and Director present and/or represented at the relevant joint meeting must submit their approval or objections and/or proposed amendments, if any, to what is stated in the meeting minutes to the Chair of the Meeting;
   - » If objections and/or proposed amendments to the joint meeting minutes are made after the meeting minutes have been signed by all meeting participants, then the objections and/or proposed amendments cannot be accommodated.

3) Minutes for Joint Meetings Held via Electronic Means
Every meeting of the Board of Commissioners held via electronic means must have minutes approved and signed by all participants of the Board of Commissioners meeting.
4) Electronic Documents as a Medium for Joint Meeting Minutes
Electronic documents may be used as valid evidence of meeting minutes in addition to written meeting minutes. The policy on the use of electronic documents as Company documents is determined by the Board of Directors by fulfilling the minimum requirements for the implementation of electronic systems in the Company in accordance with the provisions of laws and regulations on electronic information and transactions.

Implementation and Agenda of Joint Meetings of the Board of Commissioners and Board of Directors

The Board of Directors and Board of Commissioners held a total of 12 joint meetings, with the following recapitulation of meeting activities:

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Gabungan Dewan Komisaris Tahun 2024

Table of Board of Commissioners Joint Meeting Holding, Agenda, and Participants in 2024

No	Undangan Invitation	Tempat dan Tanggal Rapat Meeting Location and Date	Agenda Rapat Meeting Agenda
1	UND/23/01/02/DK/24	Zoom Video Conference, 26 Januari 2024 January 26, 2024	1. Tindak lanjut rapat sebelumnya; 2. Laporan keuangan dan operasional perusahaan s.d. Desember 2023 (*unaudited*); 3. Pembahasan usulan RKAP Tahun 2024, dan lain-lain. 1. Follow-up on the previous meeting; 2. Financial and operational report of the Company up to December 2023 (unaudited); 3. Discussion on the proposed 2024 RKAP, and others.
2	UND/26/02/04/DK/24	*Hybrid Meeting* – 29 Februari 2024 February 29, 2024	1. Membahas tindak lanjut rapat gabungan tanggal 26 Januari 2024; 2. Laporan kinerja keuangan dan operasional perseroan s.d bulan Februari 2024, dan lain-lain. 1. Discussion on the follow-up of the joint meeting dated 26 January 2024; 2. Financial and operational performance of the Company up to February 2024, and others.
3	UND/20/03/05/DK/24	Pelindo Tower Lt. 24 – 28 Maret 2024 March 28, 2024	1. Laporan kinerja keuangan & operasional Perseroan s.d Februari tahun 2024; 2. Pembahasan Laporan Audit KAP Tahun 2023, dan lain-lain. 1. Discussion on the follow-up of the joint meeting dated 26 January 2024; 2. Financial and operational performance of the Company up to February 2024, and others.
4	UND/22/04/08/DK/24	Pelindo Tower Lt. 24 – 29 April 2024 April 29, 2024	1. Membahas tindak lanjut rapat gabungan sebelumnya; 2. Laporan Manajemen Triwulan I Tahun 2024; 3. *Progress* dari Rencana New Rukindo; 4. *Progress* pengajuan STS, dan lain-lain. 1. Discussion on the follow-up of the previous joint meeting; 2. First Quarter 2024 Management Report; 3. Progress on the New Rukindo Plan; 4. Progress on STS submission, and others.
5	UND/20/05/10/DK/24	Blue Sky Hotel Balikpapan – 27 Mei 2024 May 27, 2024	1. Membahas tindak lanjut rapat gabungan sebelumnya; 2. Pembahasan realisasi RKAP s.d. April 2024; 3. Pembahasan laporan Manajemen *Audited* Tahun 2023; 4. *Progress* pemurnian bisnis Rukindo, dan lain-lain. 1. Discussion on the follow-up of the previous joint meeting; 2. Discussion on RKAP realization up to April 2024; 3. Discussion on the 2023 Audited Management Report; 4. Progress on Rukindo business refinement, and others.
6	UND/14/06/13/DK/24	Hotel Fourpoints by Sheraton Surabaya – 21 Juni 2024 June 21, 2024	1. Membahas tindak lanjut rapat gabungan sebelumnya; 2. Pembahasan realisasi RKAP s.d. Mei 2024, dan lain-lain. 1. Discussion on the follow-up of the previous joint meeting; 2. Discussion on RKAP realization up to May 2024, and others.
7	UND/23/07/15/DK/24	Pelindo Tower Lt. 24 – 29 Juli 2024 July 29, 2024	1. Membahas tindak lanjut rapat gabungan sebelumnya; 2. Laporan realisasi kinerja s.d. Juni tahun 2024 (semester I); 3. Monitoring progress Pemurnian Bisnis: Pembentukan New Rukindo, Pengalihan SDM dari EII ke BIMA, Efisiensi kerja sama mitra usaha (KSMU), efisiensi penggunaan BBM, dan lain-lain. 1. Discussion on the follow-up of the previous joint meeting; 2. Realization report of the Company's performance up to June 2024 (First Semester); 3. Monitoring progress of Business Refinement: Establishment of New Rukindo, Transfer of Human Resources from EII to BIMA, Efficiency of business partner collaboration (KSMU), fuel usage efficiency, and others.
8	UND/22/08/18/DK/24	Pelindo Tower Lt. 24 – 29 Agustus 2024 August 29, 2024	1. Membahas tindak lanjut hasil rapat gabungan sebelumnya; 2. Laporan realisasi kinerja s.d. Juli Tahun 2024 dan lain-lain. 1. Discussion on the follow-up of the previous joint meeting results; 2. Realization report of performance up to July 2024, and others.
9	UND/24/09/20/DK/24	Ruang Rapat Direktur Utama Kantor Pusat SPJM Makassar, 28 September 2024 September 28, 2024	1. Membahas tindak lanjut rapat gabungan sebelumnya; 2. Laporan Realisasi RKAP s.d. Agustus Tahun 2024, dan lain-lain. 1. Discussion on the follow-up of the previous joint meeting; 2. Realization report of RKAP up to August 2024, and others.

Tabel Pelaksanaan, Agenda, dan Peserta Rapat Gabungan Dewan Komisaris Tahun 2024
Table of Board of Commissioners Joint Meeting Holding, Agenda, and Participants in 2024

No	Undangan Invitation	Tempat dan Tanggal Rapat Meeting Location and Date	Agenda Rapat Meeting Agenda
10	UND/24/10/23/DK/24	Pelindo Tower Lt. 24 – 29 Oktober 2024 October 29, 2024	1. Membahas tindak lanjut rapat gabungan sebelumnya; 2. Membahas realisasi RKAP s.d. Triwulan III Tahun 2024; 3. Membahas Revisi RKAP Tahun 2024, dan lain-lain. 1. Discussion on the follow-up of the previous joint meeting; 2. Discussion on RKAP realization up to the Third Quarter of 2024; 3. Discussion on the Revised 2024 RKAP, and others.
11	UND/19/11/25/DK/24	Hotel Novotel Pekanbaru – 25 November 2024 November 25, 2024	1. Membahas tindak lanjut rapat gabungan sebelumnya; 2. Pembahasan realisasi RKAP s.d. Oktober Tahun 2024; 3. Pembahasan revisi RKAP Tahun 2024, dan lain-lain. 1. Discussion on the follow-up of the previous joint meeting; 2. Discussion on RKAP realization up to October 2024; 3. Discussion on the Revised 2024 RKAP, and others.
12	UND/16/12/27/DK/24	Pelindo Tower Lt. 24 – 20 Desember 2024 December 20, 2024	1. Membahas tindak lanjut rapat gabungan sebelumnya; 2. Pembahasan realisasi RKAP s.d. November Tahun 2024; 3. Pembahasan RJPP 2025-2029, dan lain-lain. 1. Discussion on the follow-up of the previous joint meeting; 2. Discussion on RKAP realization up to November 2024; 3. Discussion on the 2025-2029 RJPP, and others.

Frekuensi dan Tingkat Kehadiran Dewan Komisaris dan Direksi dalam Rapat

Berikut adalah frekuensi dan tingkat kehadiran masing-masing Dewan Komisaris dan Direksi pada rapat yang diselenggarakan selama tahun 2024.

Meeting Frequency and Attendance Rate of the Board of Commissioners and Directors

The following is the information regarding the attendance rate of each Commissioner and Director in meeting throughout 2024.

Tabel Frekuensi dan Tingkat Kehadiran Rapat Gabungan Dewan Komisaris dan Direksi Tahun 2024
Table of Board of Commissioners and Directors Joint Meeting Frequency and Attendance Rate in 2024

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Obligated Meeting	Jumlah Kehadiran Attendance Rate	Persentase Percentage %
Dewan Komisaris Board of Commissioners				
Otto Ardianto	Komisaris Utama President Commissioner	12 kali 12 times	12 kali 12 times	100%
Achmad Idrus	Komisaris Commissioner	12 kali 12 times	11 kali 11 times	90%
Neil Iskandar Daulay	Komisaris Commissioner	12 kali 12 times	11 kali 11 times	90%
Eris Herryanto	Komisaris Independen Independent Commissioner	12 kali 12 times	12 kali 12 times	100%
Muhammad Imam Aziz	Komisaris Commissioner	12 kali 12 times	12 kali 12 times	100%
Direksi Board of Directors				
**Arief Prabowo	Direktur Utama President Director	12 kali 12 times	12 kali 12 times	100%
****Edward Danner Pardamean Napitupulu	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commercial	1 kali 1 times	1 kali 1 time	100%
***Edward Danner Pardamean Napitupulu	Direktur Operasi dan Teknik Director of Operations and Engineering	10 kali 10 times	10 kali 10 times	100%

Tabel Frekuensi dan Tingkat Kehadiran Rapat Gabungan Dewan Komisaris dan Direksi Tahun 2024
Table of Board of Commissioners and Directors Joint Meeting Frequency and Attendance Rate in 2024

Nama Name	**Jabatan** Position	**Jumlah Wajib Rapat** Number of Obligated Meeting	**Jumlah Kehadiran** Attendance Rate	**Persentase** Percentage %
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	12 kali 12 times	12 kali 12 times	100%
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	12 kali 12 times	12 kali 12 times	100%
*Prasetyadi	Direktur Utama President Director	2 kali 2 times	2 kali 2 times	100%
***Yossianis Marciano	Direktur Strategi dan Komersial Director of Strategy and Commercial	8 kali 8 times	8 kali 8 times	100%
Rata-Rata Kehadiran				98%

* Pemberhentian Anggota Direksi pada Tahun 2024
** Pengalihan penugasan Anggota Direksi pada Tahun 2024
*** Pengangkatan Anggota Direksi pada Tahun 2024
**** Penunjukan sebagai Pelaksana Tugas Anggota Direksi pada Tahun 2024
* Dismissed as a Member of the Board of Directors in 2024
** Transferred as a Member of the Board of Directors in 2024
*** Appointed as a Member of the Board of Directors in 2024
**** Appointed as Acting Member of the Board of Directors in 2024

PENGUNGKAPAN RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

Berikut disampaikan pengungkapan rangkap jabatan Dewan Komisaris dan Direksi pada perusahaan atau instansi lain pada tahun 2024:

DISCLOSURE OF CONCURRENT POSITION OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The following is the disclosure regarding concurent position of the Board of Commissioners and Directors in other companies or institutions in 2024:

Nama Name	**Jabatan** Position	**Kepengurusan pada Perusahaan/Institusi Lain** Management in Other Companies/Institutions		
		Sebagai Anggota Dewan Komisaris As Member of the Board of Commissioners	**Sebagai Anggota Direksi** As Member of the Board of Directors	**Jabatan Lainnya** Other Position
Dewan Komisaris Board of Commissioners				
Otto Ardianto	Komisaris Utama President Commissioner	-	-	√
Neil Iskandar Daulay	Komisaris Commissioner	-	-	√
Achmad Idrus	Komisaris Commissioner	-	-	√
Mohammad Imam Aziz	Komisaris Commissioner	-	-	√
Eris Herryanto	Komisaris Independen Independent Commissioner	-	-	√



Nama Name	Jabatan Position	Kepengurusan pada Perusahaan/Institusi Lain Management in Other Companies/Institutions		
		Sebagai Anggota Dewan Komisaris As Member of the Board of Commissioners	Sebagai Anggota Direksi As Member of the Board of Directors	Jabatan Lainnya Other Position
Direksi Board of Directors				
Arief Prabowo	Direktur Utama President Director	-	-	√
Yossianis Marciano	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commercial	-	-	√
Edward Danner Pardamean Napitupulu	Direktur Operasi dan Teknik Director of Operations and Engineering	-	-	√
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	-	-	√
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	-	-	√

Rangkap jabatan Dewan Komisaris dan Direksi di luar Perusahaan adalah sebagai berikut:

Concurrent position of the Board of Commissioners and Directors outside the Company is as follows:

Nama Name	Jabatan Position	Rangkap Jabatan Concurrent Position
Dewan Komisaris Board of Commissioners		
Otto Ardianto	Komisaris Utama President Commissioner	-
Neil Iskandar Daulay	Komisaris Commissioner	-
Achmad Idrus	Komisaris Commissioner	-
Mohammad Imam Aziz	Komisaris Commissioner	-
Eris Herryanto	Komisaris Independen Independent Commissioner	-
Direksi Board of Directors		
Arief Prabowo	Direktur Utama President Director	-
Yossianis Marciano	Direktur Strategi dan Komersial Director of Strategy and Commercial	-
Edward Danner Pardamean Napitupulu	Direktur Operasi dan Teknik Director of Operations and Engineering	-
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	-
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	-

PENGUNGKAPAN KEPEMILIKAN SAHAM ANGGOTA DIREKSI DAN ANGGOTA DEWAN KOMISARIS

Pengungkapan kepemilikan saham Dewan Komisaris dan Direksi merupakan salah satu bentuk transparansi Perusahaan. Adapun informasi terkait kepemilikan saham oleh Dewan Komisaris dan Direksi pada Perusahaan dan perusahaan lain di atas 5% dapat dilihat pada tabel berikut:

DISCLOSURE OF SHARE OWNERSHIP BY MEMBERS OF THE BOARD OF COMMISSIONERS AND DIRECTORS

The disclosure of share ownership by the Board of Commissioners and Directors is one of the Company's forms of transparency. Information regarding the share ownership by the Board of Commissioners and Directors in the Company and other companies above 5% can be seen in the following table:

Nama Name	**Jabatan** Position	**Kepemilikan Saham Dewan Komisaris dan Direksi pada** Share Ownership by the Board of Commissioners and Directors in		**Kepemilikan Saham oleh Keluarga pada** Share Ownership by the Families in	
		SPJM	**Perusahaan Lain** Other Companies	**SPJM**	**Perusahaan Lain (>5%)** Other Companies (>5%)
Dewan Komisaris Board of Commissioners					
Otto Ardianto	Komisaris Utama President Commissioner	Nihil None	Nihil None	Nihil None	Nihil None
Neil Iskandar Daulay	Komisaris Commissioner	Nihil None	Nihil None	Nihil None	Nihil None
Achmad Idrus	Komisaris Commissioner	Nihil None	Nihil None	Nihil None	Nihil None
Mohammad Imam Aziz	Komisaris Commissioner	Nihil None	Nihil None	Nihil None	Nihil None
Eris Herryanto	Komisaris Independen Independent Commissioner	Nihil None	Nihil None	Nihil None	Nihil None
Direksi Board of Directors					
Arief Prabowo	Direktur Utama President Director	Nihil None	Nihil None	Nihil None	Nihil None
Yossianis Marciano	Direktur Strategi dan Komersial Director of Strategy and Commercial	Nihil None	Nihil None	Nihil None	Nihil None
Edward Danner Pardamean Napitupulu	Direktur Operasi dan Teknik Director of Operations and Engineering	Nihil None	Nihil None	Nihil None	Nihil None
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	Nihil None	Nihil None	Nihil None	Nihil None
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	Nihil None	Nihil None	Nihil None	Nihil None

Organ Pendukung Dewan Komisaris
Supporting Organs of The Board of Commissioners

Dewan Komisaris senantiasa dibantu oleh organ pendukung di bawahnya yang terdiri dari Sekretaris Dewan Komisaris, Komite Audit, Komite Nominasi dan Remunerasi, dan Komite Risiko. Adapun tugas dan tanggung jawab yang telah ditetapkan di dalam pedoman kerja (*Charter*) masing-masing Komite memberikan landasan bagi setiap Komite untuk melaksanakan peninjauan kinerja dan pengawasan.

The Board of Commissioners is consistently supported by its subordinate supporting organs consisting of the Secretary to the Board of Commissioners, the Audit Committee, the Nomination and Remuneration Committee, and the Risk Committee. The duties and responsibilities stipulated in each Committee's charter provide the foundation for their assessment and supervisory functions.

SEKRETARIS DEWAN KOMISARIS

Dewan Komisaris memiliki Sekretaris Dewan Komisaris yang memiliki tugas dan tanggung jawab dalam membantu mengelola administrasi, koordinasi, dan pelaporan yang berkaitan dengan kegiatan Dewan Komisaris. Sekretaris Dewan Komisaris berperan dalam mengoptimalkan komunikasi internal dan eksternal serta menjembatani informasi antara anggota Dewan Komisaris dengan manajemen Perusahaan.

SECRETARY TO THE BOARD OF COMMISSIONERS

The Board of Commissioners is supported by a Secretary to the Board of Commissioners who is responsible for assisting in managing administrative matters, coordination, and reporting related to the activities of the Board of Commissioners. The Secretary to the Board of Commissioners plays a role in optimizing internal and external communication, as well as acting as a liaison between the members of the Board of Commissioners and the Company's management.

PIAGAM SEKRETARIS DEWAN KOMISARIS

Dalam menjalankan perannya, Sekretaris Dewan Komisaris berpedoman pada Piagam Sekretaris Dewan Komisaris yang memuat ketentuan mengenai tugas, wewenang, tanggung jawab, serta tata kerja yang diperlukan untuk mendukung kelancaran pelaksanaan fungsi dan tanggung jawab Dewan Komisaris. Piagam tersebut dievaluasi secara berkala dan disesuaikan dengan ketentuan peraturan perundang-undangan yang berlaku serta kebutuhan Perusahaan.

CHARTER OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

In carrying out its role, the Secretary to the Board of Commissioners refers to the Charter of the Secretary to the Board of Commissioners, which outlines the provisions regarding the duties, authorities, responsibilities, and working procedures to support the functions and responsibilities of the Board of Commissioners. The charter is periodically evaluated and adjusted in accordance with the prevailing laws and regulations and the needs of the Company.

KUALIFIKASI SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris/Dewan Pengawas harus memenuhi persyaratan:
1. Memahami sistem pengelolaan, pengawasan, dan pembinaan Anak Perusahaan;
2. Memiliki integritas yang baik;
3. Memahami fungsi kesekretariatan;
4. Memiliki kemampuan untuk berkomunikasi dan berkoordinasi dengan baik;
5. Sehat secara jasmani dan rohani;
6. Bagi yang berasal dari *Holding*, Perusahaan dan Group Bisnis Perusahaan adalah setingkat pejabat 2 (dua) tingkat dibawah Direksi.

QUALIFICATIONS OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

The Secretary of the Board of Commissioners/ Supervisory Board must meet the following requirements:
1. Understand the management, supervision, and guidance systems of Subsidiaries;
2. Possess good integrity;
3. Understand secretarial functions;
4. Have the ability to communicate and coordinate well;
5. Be physically and mentally healthy;
6. For those from the Holding Company, the Company, and the Company's Business Group, they must be at a level two (2) levels below the Board of Directors.

PEJABAT SEKRETARIS DEWAN KOMISARIS

Berdasarkan Surat Keputusan Dewan Komisaris No. KEP-09/DK-PJM/10/2024 tanggal 01 Oktober 2024 tentang Perpanjangan masa Jabatan Sekretaris Dewan Komisaris PT Pelindo Jasa Maritim, Sekretaris Dewan Komisaris dijabat oleh Annas Abdillah Marta.

OFFICER OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

Based on the Decree of the Board of Commissioners No. KEP-09/DK-PJM/10/2024 dated October 1, 2024, regarding the Extension of the Term of Office of the Secretary to the Board of Commissioners of PT Pelindo Jasa Maritim, the Secretary to the Board of Commissioners is held by Annas Abdillah Marta.

Annas Abdillah Marta

(Sekretaris Dewan Komisaris)
Secretary to the Board of Commissioners

01 Oktober 2024 – 31 Desember 2024 (Periode Ke-3)
Office Period: October 1, 2024 – December 31, 2024, Third Period

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Dasar Pengangkatan Basis of Appointment	:	03/SK/PTBA-DEKOM/IV/2019 tanggal 16 April 2019	
Tempat & Tanggal Lahir Place and date of birth	:	Magetan, 08 Mei 1985	Magetan, May 8, 1985
Usia (2024) Age		39 tahun	39 years old
Domisili Domicile	:	Makassar, Sulawesi Selatan, Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Oktober 2022	October 1, 2022
Sertifikasi Certification	:	• Tidak ada	• None
Riwayat Pendidikan Educational Background		• S1 Teknik Informatika, Sekolah Tinggi Teknologi Telkom (STT Telkom) Bandung (2008)	• Bachelor's Degree in Information Engineering, Telkom School of Technology (STT Telkom) Bandung (2008)
Pengalaman Kerja Professional Experience	:	• Sekretaris Dekom/Dewas PT Perkebunan Nusantara II (01 Juli 2016-2018) • Kepala Sub bidang Pengembangan Teknologi Informasi, Kementerian BUMN (22 Oktober 2012-2015)	• Secretary to the Board of Commissioners/ Supervisory Board of PT Perkebunan Nusantara II (July 1, 2016-2018) • Head of Information Technology Development Sub-Division of the SOE Ministry (October 22, 2012-2015)

TUGAS DAN TANGGUNG JAWAB SEKRETARIS DEWAN KOMISARIS

Sekretaris Dewan Komisaris memiliki tugas dan tanggung jawab sebagai berikut:

1. Dewan Komisaris dapat dibantu oleh Sekretaris Dewan Komisaris yang diangkat oleh Dewan Komisaris atas beban Perusahaan;
2. Sekretaris Dewan Komisaris mempunyai fungsi untuk memberikan dukungan administratif dan kesekretariatan Dewan Komisaris guna memperlancar pelaksanaan tugas-tugas Dewan Komisaris;
3. Sekretaris Dewan Komisaris menjalankan tugas-tugas sebagai berikut:
   a. Mempersiapkan rapat, termasuk bahan rapat (*briefing sheet*) Dewan Komisaris;
   b. Membuat risalah rapat Dewan Komisaris sesuai ketentuan;
   c. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, Salinan risalah rapat maupun dokumen lainnya;

DUTIES AND RESPONSIBILITIES OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

The Secretary to the Board of Commissioners has the following duties and responsibilities:

1. The Secretary to the Board of Commissioners may be appointed by the Board of Commissioners and is compensated by the Company;
2. The Secretary to the Board of Commissioners functions to provide administrative and secretarial support to the Board of Commissioners to ensure the uninterrupted execution of its duties;
3. The Secretary to the Board of Commissioners performs the following tasks:
   a. Preparing meetings, including meeting materials (briefing sheets) for the Board of Commissioners;
   b. Preparing minutes of meetings of the Board of Commissioners in accordance with applicable provisions;
   c. Administrating documents of the Board of Commissioners, including incoming and outgoing correspondence, copies of minutes of meetings, and other documents;

d. Menyusun Rencana Kerja dan Anggaran Dewan Komisaris;
e. Menyusun rancangan Laporan-laporan Dewan Komisaris; dan
f. Melaksanakan tugas lain dari Dewan Komisaris.

d. Preparing the Work Plan and Budget of the Board of Commissioners;
e. Drafting reports of the Board of Commissioners; and
f. Carrying out other duties assigned by the Board of Commissioners.

PENGEMBANGAN KOMPETENSI SEKRETARIS DEWAN KOMISARIS

Untuk menunjang pelaksanaan tugas, Perusahaan memfasilitasi Sekretaris Dewan Komisaris dalam mengikuti program pengembangan kompetensi, seperti pelatihan maupun webinar, yang dirancang untuk memperkuat keterampilannya. Per 31 Desember 2024, program pengembangan kompetensi yang diikuti oleh Sekretaris Dewan Komisaris adalah sebagai berikut:

COMPETENCY DEVELOPMENT OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

To support the execution of duties, the Company facilitates the Secretary to the Board of Commissioners in participating in competency development programs, such as training or webinars, which are designed to strengthen his/her skills. As of December 31, 2024, the competency development programs attended by the Secretary to the Board of Commissioners are as follows:

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Subject	Waktu Penyelenggaraan Training Date	Penyelenggara Organizer
Annas Abdillah Marta (Sekretaris Dewan Komisaris) (Secretary to the Board of Commissioners)	-	-	-	-

PELAKSANAAN TUGAS SEKRETARIS DEWAN KOMISARIS 2024

Sepanjang tahun 2024, Sekretaris Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya sebagai berikut:

1. Mempersiapkan rapat, termasuk bahan Rapat Dewan Komisaris;
2. Membuat risalah rapat Dewan Komisaris sesuai ketentuan anggaran dasar;
3. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya;
4. Menyusun Rancangan Rencana Kerja dan Anggaran Dewan Komisaris;
5. Menyusun Rancangan Laporan-Laporan Dewan Komisaris;
6. Melaksanakan tugas lain dari Dewan Komisaris;
7. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance);*
8. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
9. Mengoordinasikan Anggota Komite, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris;

IMPLEMENTATION OF DUTIES OF THE SECRETARY TO THE BOARD OF COMMISSIONERS IN 2024

Throughout 2024, the Secretary to the Board of Commissioners has carried out the following duties and responsibilities:

1. Preparing meetings, including meeting materials for the Board of Commissioners;
2. Preparing minutes of meetings of the Board of Commissioners in accordance with the provisions of the Articles of Association;
3. Administrating documents of the Board of Commissioners, including incoming and outgoing correspondence, minutes of meetings, and other documents;
4. Preparing the Draft Work Plan and Budget of the Board of Commissioners;
5. Preparing draft reports of the Board of Commissioners;
6. Carrying out other duties assigned by the Board of Commissioners;
7. Ensuring that the Board of Commissioners complies with applicable laws and regulations as well as implements the principles of Good Corporate Governance;
8. Providing information required by the Board of Commissioners periodically and/or at any time upon request;
9. Coordinating Committee Members when necessary to ensure the execution of the Board of Commissioners' duties goes uninterrupted;

10. Sebagai penghubung (*liaison officer*) Dewan Komisaris dengan pihak lain;
11. Melaksanakan tugas lain atas arahan Dewan Komisaris.

KOMITE AUDIT

Komite Audit merupakan organ pendukung Dewan Komisaris yang berperan dalam pengawasan atas laporan keuangan, sistem pengendalian internal, efektivitas audit eksternal maupun internal, manajemen risiko, serta kepatuhan terhadap peraturan perundang-undangan. Dalam melaksanakan tugasnya, Komite Audit berpedoman pada Piagam Komite Audit dan melaporkan pertanggungjawaban secara langsung kepada Dewan Komisaris.

PIAGAM KOMITE AUDIT

Dalam menjalankan perannya, Komite Audit berpedoman pada Piagam Komite Audit yang memuat ketentuan mengenai tugas, wewenang, tanggung jawab, prosedur kerja, serta hal-hal lain yang diperlukan untuk mendukung pelaksanaan fungsi pengawasan Dewan Komisaris. Piagam ini dievaluasi secara berkala dan diperbarui sesuai dengan peraturan yang berlaku serta kebutuhan Perusahaan.

KUALIFIKASI ANGGOTA KOMITE AUDIT

Untuk mendukung peran dan fungsi Komite Audit secara optimal, Perusahaan menetapkan sejumlah kualifikasi bagi anggota Komite Audit, yang mencakup hal-hal sebagai berikut:

1. Memiliki integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup dibidang pengawasan/pemeriksaan;
2. Salah seorang dari anggota Komite Audit harus memiliki latar belakang pendidikan atau memiliki keahlian di bidang akuntansi dan bidang keuangan, dan salah seorang harus memahami usaha Perusahaan;
3. Memiliki pengetahuan yang memadai tentang peraturan perundang-undangan, terutama yang menyangkut Badan Usaha Milik Negara dan peraturan perundang-undangan yang berkaitan dengan usaha Perusahaan, bidang pasar modal, serta peraturan perundang-undangan terkait lainnya;
4. Wajib memahami laporan keuangan, bisnis perusahaan khususnya yang terkait dengan layanan jasa atau kegiatan usaha emiten atau perusahaan publik, proses audit, manajemen risiko;
5. Mampu berkomunikasi secara efektif;
6. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya;
7. Bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan;
8. Anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris, tidak boleh merangkap sebagai:

10. Acting as a liaison officer between the Board of Commissioners and other parties;
11. Performing other duties based on directions from the Board of Commissioners.

AUDIT COMMITTEE

The Audit Committee is a supporting organ of the Board of Commissioners that plays a role in supervising financial reporting, internal control systems, the effectiveness of external and internal audits, risk management, and compliance with laws and regulations. In carrying out its duties, the Audit Committee is guided by the Audit Committee Charter and reports directly to the Board of Commissioners.

AUDIT COMMITTEE CHARTER

In performing its role, the Audit Committee refers to the Audit Committee Charter, which outlines the provisions regarding duties, authorities, responsibilities, working procedures, and other matters required to support the supervisory function of the Board of Commissioners. The Charter is reviewed periodically and updated in accordance with applicable regulations and the needs of the Company.

QUALIFICATIONS OF AUDIT COMMITTEE MEMBERS

To support the optimal execution of its roles and functions, the Company sets several qualifications for members of the Audit Committee, which include:

1. Having good integrity as well as adequate knowledge and work experience in supervision/audit;
2. At least one Committee member must have educational background or expertise in accounting and finance, and at least one must understand the Company's business;
3. Having sufficient knowledge of laws and regulations, particularly those related to State-Owned Enterprises and regulations relating to the Company's business, the capital market, and other relevant regulations;
4. Must understand financial statements, the Company's business especially related to services or public company operational activities, audit processes, and risk management;
5. Able to communicate effectively;
6. Able to dedicate sufficient time to perform duties;
7. Willing to continuously improve competence through education and training;
8. Audit Committee members who are not members of the Board of Commissioners are prohibited from concurrently serving as:

a. Anggota Dewan Komisaris/Dewan Pengawas pada BUMN/Perusahaan lain;
b. Sekretaris/Staf Sekretariat Dewan Komisaris/ Dewan Pengawas pada BUMN/Perusahaan lain;
c. Anggota Komite lain Perusahaan; atau
d. Anggota Komite pada BUMN/Perusahaan lain.

a. Members of the Board of Commissioners/ Supervisory Board in other SOEs/companies;
b. Secretary/Secretariat Staff to the Board of Commissioners/Supervisory Board in other SOEs/companies;
c. Members of other Committees of the Company; or
d. Members of Committees in other SOEs/ companies.

MASA JABATAN KOMITE AUDIT

Masa jabatan Ketua atau anggota Komite Audit yang merupakan anggota Dewan Komisaris mengikuti masa jabatannya sebagai anggota Dewan Komisaris. Sementara itu, bagi anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris, masa jabatan tidak boleh melebihi masa jabatan Dewan Komisaris sesuai Anggaran Dasar, dan hanya dapat diperpanjang untuk satu periode berikutnya. Dalam hal ini, Dewan Komisaris tetap berhak memberhentikan anggota Komite Audit kapan saja jika diperlukan.

TERM OF OFFICE OF THE AUDIT COMMITTEE

The term of office for the Chairman or members of the Audit Committee who are also members of the Board of Commissioners follows their term of office as Commissioners. Meanwhile, for Audit Committee members who are not members of the Board of Commissioners, their term must not exceed that of the Board of Commissioners according to the Articles of Association and may only be extended for one additional period. In this case, the Board of Commissioners retains the right to dismiss any Audit Committee member at any time if necessary.

KOMPOSISI KOMITE AUDIT

Komite Audit diangkat berdasarkan Keputusan Dewan Komisaris No. KEP-10/DK PJM/10/2024 tentang Perpanjangan Masa Jabatan Anggota Komite Audit Dewan Komisaris PT Pelindo Jasa Maritim. Adapun Komite Audit Perusahaan di tahun 2024 adalah sebagai berikut:

AUDIT COMMITTEE COMPOSITION

The Audit Committee is appointed based on the Decree of the Board of Commissioners No. KEP-10/DK-PJM/10/2024 concerning the Extension of the Term of Office of Members of the Audit Committee of the Board of Commissioners of PT Pelindo Jasa Maritim. The composition of the Company's Audit Committee in 2024 is as follows:

Komposisi Keanggotaan Komite Audit Tahun 2024
Audit Committee Membership Composition in 2024

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Office Period
Achmad Idrus	Ketua Komite Audit/Komisaris Audit Committee Chairman/ Commissioner	Keputusan Dewan Komisaris No. KEP-07/DKPJM/10/2021 tanggal 29 Oktober 2021 Decree of the Board of Commissioners No. KEP-07/DKPJM/10/2021 dated October 29, 2021	Mengikuti masa jabatan sebagai anggota Dewan Komisaris Following his position as a member of the Board of Commissioners	Ke-3 Third
Djam'an AM	Anggota Bidang Operasional Member of Operations Field	Keputusan Dewan Komisaris No. KEP-10/DK PJM/10/2024 tanggal 01 Oktober 2024 Decree of the Board of Commissioners No. KEP-10/DK PJM/10/2024 dated October 1, 2024	01 Oktober 2024 – Sekarang October 1, 2021 – October 1, 2024	Ke-3 Third
Abdul Hamid Habbe	Anggota Bidang Keuangan Member of Financial Field	Keputusan Dewan Komisaris No. KEP-10/DK PJM/10/2024 tanggal 01 Oktober 2024 Decree of the Board of Commissioners No. KEP-10/DK PJM/10/2024 dated October 1, 2024	01 Oktober 2024 – Sekarang October 1, 2021 – October 1, 2024	Ke-3 Third

PROFIL KOMITE AUDIT

AUDIT COMMITTEE PROFILE

Ketua Komite Audit

Audit Committee Chairman

Achmad Idrus

(Ketua Komite Audit/ Komisaris)
(Audit Committee Chairman/ Commissioner)

Periode Period		01 Oktober 2021 – Sekarang (Periode Ke-1)	October 1, 2021 – Present (First Period)
Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Dasar Pengangkatan Basis of Appointment	:	Keputusan Dewan Komisaris No. KEP-07/ DKPJM/10/2021 tanggal 29 Oktober 2021	Decree of the Board of Commissioners No. KEP-07/ DKPJM/10/2021 dated October 29, 2021

Profil Achmad Idrus selaku Ketua Komite Audit dapat dilihat bagian profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.

The profile of Achmad Idrus as the Audit Committee Chairman is available in the Profile of the Board of Commissioners, within the Company Profile Chapter of this Annual Report.

Anggota Komite Audit

Audit Committee Members

Mundzyr Salim

(Anggota Bidang Operasional)
(Member of Operations Field)

01 Oktober 2024 – Sekarang (Periode Ke-3)
October 1, 2024 – Present (Third Period)

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Dasar Pengangkatan Basis of Appointment	:	Keputusan Dewan Komisaris No. KEP-10/ DKPJM/10/2024 tanggal 01 Oktober 2024	Decree of the Board of Commissioners No. KEP-10/DK PJM/10/2024 dated October 1, 2024
Tempat & Tanggal Lahir Birth Date & Location	:	Samarinda, 02 Agustus 1956	Samarinda, August 02, 1956
Usia (2024) Age (2024)	:	68 tahun	68 years old
Domisili Domicile	:	Makassar, Sulawesi Selatan, Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Oktober 2022	October 1, 2022
Sertifikasi Certification	:	• Sertifikasi Kompetensi Manajemen Risiko-*Qualified Risk Governance Professional* (QRGP) (2023)	• Risk Management-Qualified Risk Governance Professional (QRGP) (2023)
Riwayat Pendidikan Educational Background	:	• *Master of Business Administration*, Indonesia Institute of Management (1993) • Sarjana Manajemen, Universitas Mulawarman (1983)	• Master of Business Administration, Indonesia Institute of Management (1993) • Bachelor of Management, Mulawarman University (1983)
Pengalaman Kerja Professional Experience	:	• Anggota Komite Audit Komisaris PT Pelabuhan Indonesia IV (Persero) (2017) • General Manager Kelas Utama Cabang Makassar PT Pelabuhan Indonesia IV (Persero) (2010-2012) • Kepala Satuan Pengawasan Internal PT Pelabuhan Indonesia (Persero) (2009) • Sekretaris Perusahaan PT Pelabuhan Indonesia IV (Persero) (2004) • Kepala Biro Rinbang PT Pelabuhan Indonesia IV (Persero) (2004)	• Member of the Audit Committee of the Board of Commissioners, PT Pelabuhan Indonesia IV (Persero) (2017) • General Manager, Main Class Branch of Makassar, PT Pelabuhan Indonesia IV (Persero) (2010-2012) • Head of Internal Audit Unit, PT Pelabuhan Indonesia (Persero) (2009) • Corporate Secretary, PT Pelabuhan Indonesia IV (Persero) (2004) • Head of Planning and Development Bureau, PT Pelabuhan Indonesia IV (Persero) (2004)
Rangkap Jabatan Concurrent Position	:	Tidak memiliki rangkap jabatan	Has no concurrent position

Abdul Hamid Habbe

(Anggota Bidang Keuangan)
(Member of Financial Field)

01 Oktober 2024 – Sekarang (Periode Ke-3)
October 1, 2024 – Present (Third Period)

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Dasar Pengangkatan Basis of Appointment	:	Keputusan Dewan Komisaris No. KEP-10/DK-PJM/10/2024 tanggal 01 Oktober 2024	Decree of the Board of Commissioners No. KEP-10/DK PJM/10/2024 dated October 1, 2024
Tempat & Tanggal Lahir Birth Date & Location	:	Soppeng, 15 Mei 1963	Soppeng, May 15, 1963
Usia (2024) Age (2024)	:	61 tahun	61 years old
Domisili Domicile	:	Makassar, Sulawesi Selatan, Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Oktober 2022	October 1, 2022
Sertifikasi Certification	:	• Sertifikasi Dosen (2009) • Sertifikasi Kompetensi Manajemen Risiko-*Qualified Risk Governance Professional* (QRGP) (2023) • *Certification in Audit Committee Practice* (2023)	• Lecturer Certification (2009) • Risk Management-Qualified Risk Governance Professional (QRGP) (2023) • Certification In Audit Committee Practice (2023)
Riwayat Pendidikan Educational Background	:	• S3 Akuntansi, Universitas Gadjah Mada (2006) • S2 Akuntansi, Universitas Gadjah Mada (2000) • S1 Akuntansi, Universitas Hasanuddin Makassar (1988)	• Ph.D. in Accounting, Gadjah Mada University (2006) • Master of Accounting, Gadjah Mada University (2000) • Bachelor of Accounting, Hasanuddin Makassar University (1988)
Pengalaman Kerja Professional Experience	:	• KPS Program Doktor Ilmu Akuntansi FEB Unhas (2019-2023) • Komite Audit PT Pelabuhan Indonesia IV (Pelindo IV) (2018-2020 • *Assessor* pada BAN PT Kemendikbud RI (2011-2018) • Ketua Badan Pemeriksa Keuangan Wahdah Islamiyah (2011-2025) • Ketua Departemen Akuntansi Fakultas Ekonomi dan Bisnis Unhas Makassar (2009-2013)	• Head of the Doctoral Program in Accounting, Faculty of Economics and Business, Universitas Hasanuddin (2019-2023) • Audit Committee Member of PT Pelabuhan Indonesia IV (Pelindo IV) (2018-2020) • Assessor at the National Accreditation Board for Higher Education (BAN-PT), Ministry of Education and Culture of the Republic of Indonesia (2011-2018) • Chairman of the Audit Board of Wahdah Islamiyah (2011-2025) • Head of the Accounting Department, Faculty of Economics and Business, Universitas Hasanuddin, Makassar (2009-2013)
Rangkap Jabatan Concurrent Position	:	Tidak memiliki rangkap jabatan Not holding multiple positions	

INDEPENDENSI KOMITE AUDIT

Keanggotaan Komite Audit terdiri dari individu-individu yang telah memenuhi kualifikasi sesuai dengan persyaratan yang berlaku. Proses pemilihan dilakukan dengan memperhatikan kriteria yang menjamin independensi dan sikap objektif dalam pelaksanaan tugas. Selain itu, anggota Komite Audit juga dipastikan tidak memiliki kepentingan pribadi ataupun hubungan tertentu yang dapat menimbulkan potensi konflik kepentingan dengan Perusahaan. Informasi pernyataan independensi Komite Audit adalah sebagai berikut:

INDEPENDENCE OF THE AUDIT COMMITTEE

The membership of the Audit Committee consists of individuals who have met the qualifications in accordance with the applicable requirements. The selection process is carried out by considering criteria that ensure independence and objectivity in the execution of duties. In addition, members of the Audit Committee are ensured to have no personal interests or specific relationships that may lead to potential conflicts of interest with the Company. The information regarding the Audit Committee's declaration of independence is as follows:

Tabel Pernyataan Independensi Komite Audit
Audit Committee Independence Statement Table

Aspek Independensi Independence Aspect	Achmad Idrus	Abdul Hamid Habbe	Djam'an AM
Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap Perusahaan Has no personal interests/associations that may cause negative impact or conflicts of interest with the Company	√	√	√

Tabel Pernyataan Independensi Komite Audit
Audit Committee Independence Statement Table

Aspek Independensi Independence Aspect	Achmad Idrus	Abdul Hamid Habbe	Djam'an AM
Bukan merupakan orang dalam Kantor Akuntan Publik yang menjadi auditor eksternal Perusahaan, Kantor Konsultan Hukum, atau pihak lain yang memberi jasa audit, jasa non audit, dana atau jasa konsultan lain pada Perusahaan dalam waktu 6 (enam) bulan terakhir, sebelum diangkat oleh Dewan Komisaris Is not a person from the Public Accounting Firm that serves as the Company's external auditor, the Legal Consultant Firm, or any other party providing audit services, non-audit services, funding, or other consultancy services to the Company within the last 6 (six) months prior to being appointed by the Board of Commissioners	√	√	√
Bukan merupakan orang yang mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, atau mengendalikan kegiatan Perusahaan dalam waktu 6 (enam) bulan terakhir, sebelum diangkat oleh Dewan Komisaris Is not a person who has the authority and responsibility to plan, lead, or control the Company's activities within the last 6 (six) months prior to being appointed by the Board of Commissioners	√	√	√
Tidak mempunyai hubungan usaha, baik langsung maupun tidak langsung, yang berkaitan dengan kegiatan usaha Perusahaan Has no business relationship, either directly or indirectly, related to the Company's business activities	√	√	√
Jika ada anggota Komite Audit berasal dari sebuah institusi tertentu, maka institusi di mana anggota tersebut berasal, tidak boleh memberikan jasa pada Perusahaan If any member of the Audit Committee originates from a particular institution, then the said institution is prohibited from providing services to the Company	√	√	√
Anggota Komite Audit yang berasal dari luar Perusahaan, dilarang mempunyai hubungan keluarga sedarah dan semenda sampai derajat ketiga, baik menurut garis lurus maupun garis ke samping, dengan anggota Dewan Komisaris dan Anggota Direksi Audit Committee members who are external to the Company are prohibited from having family relationships by blood or marriage up to the third degree, either in a direct line or a collateral line, with members of the Board of Commissioners and the Board of Directors	√	√	√
Komite wajib menandatangani pakta integritas yang merupakan pernyataan dan komitmen untuk mematuhi segala ketentuan peraturan perundang-undangan dan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*) The Committee must sign an integrity pact which constitutes a statement and commitment to comply with all applicable laws and regulations as well as Good Corporate Governance principles	√	√	√

TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Dalam melaksanakan fungsinya, Komite Audit memiliki tugas dan tanggung jawab sebagai berikut:

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas auditor eksternal dan auditor internal (Satuan Pengawasan Intern).
2. Menilai pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh Satuan Pengawasan Intern dan auditor eksternal.
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen dan pelaksanaannya.
4. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan atas jasa yang diberikan.

DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

In carrying out its functions, the Audit Committee has the following duties and responsibilities:

1. To assist the Board of Commissioners in ensuring the effectiveness of the internal control system and the effectiveness of the duties carried out by the external auditor and internal auditor (Internal Audit Unit).
2. To assess the implementation of activities and audit results conducted by the Internal Audit Unit and the external auditor.
3. To provide recommendations for improvements to the management control system and its implementation.
4. To provide independent opinions in the event of differences between management and the Accountant regarding the services provided.

5. Memastikan telah terdapat prosedur evaluasi yang memuaskan terhadap segala informasi yang dikeluarkan Perusahaan.

RAPAT KOMITE AUDIT

Kebijakan Rapat

Komite Audit menyelenggarakan rapat internal sekurang-kurangnya 1 (satu) kali dalam 1 (satu) bulan, yang umumnya diselenggarakan sebelum rapat Dewan Komisaris atau Rapat Umum Pemegang Saham. Rapat tersebut dapat berlangsung apabila dihadiri oleh lebih dari ½ (satu per dua) dari jumlah anggota.

Frekuensi Kehadiran Rapat

Sepanjang tahun 2024, Komite Audit telah melaksanakan rapat komite sebanyak 12 (dua belas) rapat. Informasi frekuensi kehadiran rapat Komite Audit adalah sebagai berikut:

5. To ensure that there are satisfactory evaluation procedures for all information issued by the Company.

AUDIT COMMITTEE MEETING

Meeting Policy

The Audit Committee holds internal meetings at least once every month, generally conducted prior to Board of Commissioners meetings or the General Meeting of Shareholders. The meeting may take place if attended by more than ½ (one-half) of the total members.

Attendance Frequency

Throughout 2024, the Audit Committee held a total of 12 (twelve) committee meetings. Information regarding the attendance frequency of Audit Committee meetings is as follows:

Tabel Frekuensi Kehadiran Rapat Komite Audit Tahun 2024
Table of Audit Committee Meeting Attendance Frequency in 2024

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Obligated Meetings	Jumlah Kehadiran Attendance Rate	Persentase (%) Percentage (%)
Achmad Idrus	Ketua Komite Audit/Komisaris Audit Committee Chairman/ Commissioner	12	12	100
Abdul Hamid	Anggota Bidang Operasional Member of Operational Field	12	12	100
Djam'an AM	Anggota Bidang Keuangan Member of Financial Field	12	12	100

PENGEMBANGAN KOMPETENSI KOMITE AUDIT

Dalam rangka mendukung pelaksanaan tugasnya, Perusahaan menyediakan fasilitas bagi Komite Audit untuk mengikuti berbagai program pengembangan kompetensi, antara lain pelatihan dan webinar. Adapun sepanjang tahun 2024, pengembangan kompetensi yang dilakukan Komite Audit SPJM adalah sebagai berikut:

AUDIT COMMITTEE COMPETENCY DEVELOPMENT

To support the execution of its duties, the Company provides facilities for the Audit Committee to participate in various competency development programs, including training and webinars. Throughout 2024, the competency development programs attended by the SPJM Audit Committee are as follows:

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Subject	Waktu Penyelenggaraan Training Date	Penyelenggara Organizer
Achmad Idrus (Ketua Komite Audit) (Audit Committee Chairman)	Manajemen Risiko Risk Management	Sertifikasi Kompetensi Manajemen Risiko-*Qualified Risk Governance Professional* (QRGP) Risk Management-Qualified Risk Governance Professional (QRGP)	27 Februari 2024 February 27, 2024	Lembaga Sertifikasi Profesi (LSP)

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Subject	Waktu Penyelenggaraan Training Date	Penyelenggara Organizer
Abdul Hamid Habbe (Anggota Komite Bidang Keuangan) Committee Member of Financial Field	• *Workshop Corporate Financial Analysis* • Seminar *Corporate Culture*	• *Corporate Financial Analysis* • *Corporate Culture*	• 6-8 November 2024 • 5 November 2024 • November 6-8, 2024 • November 5, 2024	• Ikatan Akuntan Indonesia • Asosiasi Auditor Internal
Djaman AM (Anggota Komite Bidang Operasional) Committee Member of Operational Field	*Workshop*	*Integrated Governance and Risk Compliance* (GRC)	16-17 Juli 2024	Asosiasi Auditor Internal

PELAKSANAAN TUGAS KOMITE AUDIT 2024

Sepanjang tahun 2024, Komite Audit telah melaksanakan tugas dan tanggung jawabnya di antaranya:
1. Rapat Internal Komite Audit sebanyak 12 kali;
2. Rapat Eksternal Komite Audit dengan SPI sebanyak 5 kali;
3. Melaksanakan Reviu atas Laporan Manajemen Perusahaan Tahunan Perseroan Tahun Buku 2023, LHAT SPI tahun 2023, Laporan Berkala Triwulanan RKAP Tahun 2024, Rancangan RKAP Perseroan Tahun 2025;
4. Reviu atas Laporan Hasil Audit KAP Tahun Buku 2023 dan evaluasi kinerja KAP yang bersangkutan;
5. Membuat Laporan Kegiatan Komite Audit Tahun 2024;
6. Melakukan *Self Assessment* GCG Tahun 2023;
7. Membuat Laporan Evaluasi terhadap pengendalian internal PT Pelindo Jasa Maritim;
8. Melaksanakan reviu *draft* awal Laporan General Audit Kantor Akuntan Publik terhadap Laporan Keuangan Perseroan tahun 2023;
9. Menghadiri Rapat Dewan Komisaris, Rapat Dewan Komisaris dan Direksi, RUPS tentang RKAP Perseroan Tahun 2024 dan RUPS tentang Laporan Tahunan Perseroan Tahun Buku 2023.

AUDIT COMMITTEE DUTIES IMPLEMENTATION 2024

Throughout 2024, the Audit Committee carried out its duties and responsibilities, including:
1. 12 internal Audit Committee meetings;
2. 5 external Audit Committee meetings with SPI;
3. Review of the Company's Annual Management Report for the 2023 Fiscal Year, LHAT SPI for 2023, Quarterly Reports RKAP for 2024, the Company's RKAP Draft for 2025;
4. Review of the KAP Audit Report for the 2023 Fiscal Year and evaluation of the performance of the KAP concerned;
5. Prepare the 2024 Audit Committee Activity Report;
6. Conducting a 2023 GCG Self-Assessment;
7. Preparing an Evaluation Report on the internal controls of PT Pelindo Jasa Maritim;
8. Reviewing the initial draft of the Public Accounting Firm's General Audit Report on the Company's 2023 Financial Statements;
9. Attending the Board of Commissioners Meeting, the Board of Commissioners and Directors Meeting, the GMS regarding the Company's 2024 RKAP and the GMS regarding the Company's Annual Report for the 2023 Fiscal Year.

KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi merupakan komite yang dibentuk dan berada di bawah tanggung jawab Dewan Komisaris, dengan tugas membantu pelaksanaan fungsi nominasi dan remunerasi bagi anggota Direksi serta Dewan Komisaris. Di samping itu, Komite ini juga berperan dalam menilai kinerja anggota Dewan Komisaris dan Direksi.

PIAGAM KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi memiliki pedoman kerja yang mengatur tugas, wewenang, tanggung jawab, prosedur, serta ketentuan lain untuk mendukung pelaksanaan fungsi Dewan Komisaris. Piagam Komite tersebut secara berkala ditinjau dan disesuaikan dengan

NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee is established under and responsible to the Board of Commissioners, tasked with assisting the implementation of nomination and remuneration functions for members of the Board of Directors and the Board of Commissioners. In addition, the Committee also plays a role in assessing the performance of the Board of Commissioners and the Board of Directors.

CHARTER OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee has a working guideline regulating its duties, authorities, responsibilities, procedures, and other provisions to support the functions of the Board of Commissioners. This Committee Charter is periodically reviewed and

ketentuan yang berlaku serta kebutuhan Perusahaan, dengan pembaruan terakhir pada 18 November 2021.

KUALIFIKASI ANGGOTA KOMITE NOMINASI DAN REMUNERASI

Perusahaan menetapkan kualifikasi tertentu bagi anggota Komite Nominasi dan Remunerasi, yang mencakup hal-hal sebagai berikut:

1. Seseorang atau lebih anggota Komite Nominasi dan Remunerasi berasal dari anggota dewan Komisaris.
2. Komite Nominasi dan Remunerasi terdiri dari Ketua dan anggota.
3. Ketua Komite Nominasi dan Remunerasi adalah anggota Dewan Komisaris Independen atau anggota Dewan Komisaris yang dapat bertindak Independen.
4. Anggota Komite Nominasi dan Remunerasi dapat berasal dari anggota Dewan Komisaris atau dari luar perusahaan.
5. Anggota Komite Nominasi dan Remunerasi yang bukan berasal dari anggota Dewan Komisaris maksimal 2 orang.
6. Anggota Komite Nominasi dan Remunerasi yang berasal selain dari Komisaris harus memenuhi persyaratan:
   a. Memiliki Integritas yang baik dan pengetahuan serta pengalaman kerja yang cukup di bidang Nominasi dan Remunerasi.
   b. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap perusahaan.
   c. Mampu berkomunikasi secara efektif.
   d. Dapat menyediakan waktu yang cukup untuk menyelesaikan tugasnya.
7. Ketua dan anggota KNR Diangkat dan diberhentikan oleh Dewan Komisaris.

MASA JABATAN KOMITE NOMINASI DAN REMUNERASI

Masa jabatan Ketua atau anggota Komite Nominasi dan Remunerasi yang merupakan anggota Dewan mengikuti masa jabatannya sebagai anggota Dewan Komisaris. Sementara itu, bagi anggota yang bukan merupakan anggota Dewan Komisaris, masa jabatan ditetapkan paling lama 3 (tiga) tahun dan dapat diperpanjang 1 (satu) kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikan sewaktu-waktu.

adjusted based on applicable regulations and the Company's needs, with the most recent update on November 18, 2021.

QUALIFICATIONS OF THE NOMINATION AND REMUNERATION COMMITTEE MEMBERS

The Company has established specific qualifications for the members of the Nomination and Remuneration Committee, which include the following:

1. One or more members of the Nomination and Remuneration Committee must be from the Board of Commissioners.
2. The Nomination and Remuneration Committee consists of a Chairman and members.
3. The Chairman of the Nomination and Remuneration Committee must be an Independent Commissioner or a Commissioner who can act independently.
4. Members of the Nomination and Remuneration Committee may consist of Commissioners or individuals from outside the Company.
5. Members of the Nomination and Remuneration Committee who are not Commissioners may be a maximum of 2 persons.
6. Members of the Nomination and Remuneration Committee who are not from the Board of Commissioners must meet the following requirements:
   a. Possess high integrity as well as sufficient knowledge and work experience in the field of nomination and remuneration.
   b. Have no personal interest or affiliation that may create a negative impact or conflict of interest with the Company.
   c. Be able to communicate effectively.
   d. Be able to allocate sufficient time to carry out their duties.
7. The Chairman and members of the Nomination and Remuneration Committee are appointed and dismissed by the Board of Commissioners.

TERM OF OFFICE OF THE NOMINATION AND REMUNERATION COMMITTEE

The term of office for the Chairman or members of the Nomination and Remuneration Committee who are also members of the Board of Commissioners shall follow their term of office as members of the Board of Commissioners. Meanwhile, for members who are not members of the Board of Commissioners, the term of office is set for a maximum of 3 (three) years and may be extended once for 2 (two) years, without prejudice to the right of the Board of Commissioners to dismiss them at any time.

SUSUNAN, JUMLAH, KOMPOSISI DAN DASAR PENGANGKATAN KOMITE NOMINASI DAN REMUNERASI DI SEPANJANG TAHUN 2024

Komposisi Komite Nominasi dan Remunerasi Perusahaan di tahun 2024 adalah sebagai berikut:

COMPOSITION, NUMBER, STRUCTURE, AND BASIS FOR THE APPOINTMENT OF THE NOMINATION AND REMUNERATION COMMITTEE THROUGHOUT 2024

The composition of the Company's Nomination and Remuneration Committee in 2024 is as follows:

Komposisi Keanggotaan Komite Nominasi dan Remunerasi Tahun 2024
Composition of the Nomination and Remuneration Committee Membership in 2024

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Office
Neil Iskandar Daulay	Ketua Komite Nominasi dan Remunerasi/ Komisaris Nomination and Remuneration Chairman/ Commissioner	Keputusan Dewan Komisaris No. KEP-08/DKPJM/10/2021 tanggal 29 Oktober 2021 Decree of the Board of Commissioners No. KEP-08/DKPJM/10/2021 dated October 29, 2021	Mengikuti masa jabatan sebagai anggota Dewan Komisaris Following the term of office as a member of the Board of Commissioners	Ke-3 Third
Haries Prakasya	Anggota Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Member	Keputusan Dewan Komisaris No. KEP-04/DK-PJM/03/2024 tanggal 01 Maret 2024 Decree of the Board of Commissioners No. KEP-04/DK-PJM/03/2024 dated March 1, 2024	01 Maret 2024 March 1, 2024	Ke-1 First

PROFIL KOMITE NOMINASI DAN REMUNERASI

PROFILE OF THE NOMINATION AND REMUNERATION COMMITTEE

Ketua Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee Chairman

Neil Iskandar Daulay
(Ketua Komite Nominasi dan Remunerasi/ Komisaris)
(Nomination and Remuneration Committee Chairman/Commissioner)

Periode Period	:	01 Oktober 2021 – 01 Oktober 2024 (Periode Ke-3)	October 1, 2021 – October 1, 2024 (Third Period)
Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Dasar Pengangkatan Basis of Appointment	:	Keputusan Dewan Komisaris No. KEP-08/ DKPJM/10/2021 tanggal 29 Oktober 2021	Decree of the Board of Commissioners No. KEP-08/DKPJM/10/2021 dated October 29, 2021

Profil Neil Iskandar Daulay selaku Ketua Komite Nominasi dan Remunerasi dapat dilihat bagian profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.

The profile of Neil Iskandar Daulay as the Nomination and Remuneration Committee Chairman is available in the Profile of the Board of Commissioners, within the Company Profile Chapter of this Annual Report.

Anggota Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee Members

Haries Prakasya

(Anggota Komite Nominasi dan Remunerasi)
Nomination and Remuneration Committee Member

01 Maret 2024 s.d Sekarang (Periode ke-1)
March 1, 2024 until Present (First Period)

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Dasar Pengangkatan Basis of Appointment	:	Keputusan Dewan Komisaris No. KEP-04/DK-PJM/03/2024 tanggal 01 Maret 2024 Tentang Pengangkatan Anggota Komite Nominasi Dan Remunerasi Dewan Komisaris PT Pelindo Jasa Maritim	Decree of the Board of Commissioners No. KEP-04/DK-PJM/03/2024 dated March 1, 2024 regarding the Appointment of Nomination and Remuneration Committee Members of the Board of Commissioners of PT Pelindo Jasa Maritim
Tempat & Tanggal Lahir Birth Date & Location	:	Jakarta, 16 April 1974	Jakarta, April 16, 1974
Usia (2024) Age (2024)	:	50 tahun	50 years old
Domisili Domicile	:	Makassar, Sulawesi Selatan, Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Oktober 2021	October 1, 2021
Sertifikasi Certification	:	• Tidak ada	• None
Riwayat Pendidikan Educational Background	:	• Universitas Islam Al Azhar Mataram 2003	• Al Azhar Islamic University Mataram 2003
Pengalaman Kerja Professional Experience	:	• MetLife 1996 – 1997 • PT ING 1997 – 2002 • PT Morinawa Construction 2002 – 2007 • PT Pelindo IV (Persero) 2008 – 2021 • PT Pelindo Jasa Maritim 2021-2024	
Rangkap Jabatan Concurrent Position	:	Tidak memiliki rangkap jabatan	Has no concurrent position

INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi menjalankan tugasnya secara independen dari manajemen perusahaan dan diketuai oleh salah satu Komisaris Independen. Komisaris tersebut tidak memiliki saham di perusahaan serta tidak memiliki hubungan afiliasi dengan Komisaris lainnya, Direksi, pemegang saham utama, maupun anak perusahaan.

TUGAS DAN TANGGUNG JAWAB KOMITE NOMINASI DAN REMUNERASI

Tugas dan tanggung jawab Komite Nominasi dan Remunerasi antara lain:

1. Melakukan *review* secara berkala atas sistem pengelolaan talenta (*Talent Management System*) serta *monitoring* dan evaluasi atas pelaksanaannya;
2. Melakukan evaluasi terhadap sistem dan prosedur Pengklasifikasian Talenta (*Talent Classification*) yang dilakukan oleh Direksi;
3. Melakukan validasi dan kalibrasi atas talenta yang diusulkan Direksi kepada Dewan Komisaris (*Selected Talent*), untuk menghasilkan daftar talenta yang akan dinominasikan Dewan Komisaris kepada Pemegang Saham;

INDEPENDENCE OF THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee performs its duties independently from the Company's management and is chaired by one of the Independent Commissioners. The Commissioner has no share ownership in the Company and does not have any affiliation with other Commissioners, the Board of Directors, major shareholders, or subsidiaries.

DUTIES AND RESPONSIBILITIES OF THE NOMINATION AND REMUNERATION COMMITTEE

The duties and responsibilities of the Nomination and Remuneration Committee include:

1. Conducting periodic reviews of the Talent Management System as well as monitoring and evaluating its implementation;
2. Evaluating the system and procedures of Talent Classification implemented by the Board of Directors;
3. Performing validation and calibration of talents proposed by the Board of Directors to the Board of Commissioners (Selected Talent), resulting in a list of talents to be nominated by the Board of Commissioners to the Shareholders;

4. Melakukan evaluasi terhadap Calon Wakil Perusahaan yang akan diusulkan sebagai anggota Direksi atau Dewan Komisaris Anak Perusahaan, sebelum diajukan kepada Pemegang Saham;
5. Melakukan evaluasi atas usulan *Key Performance Indicators* (KPI) Individu anggota Direksi;
6. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris;
7. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris;
8. Melakukan evaluasi atas kebijakan remunerasi bagi pegawai yang membutuhkan persetujuan Dewan Komisaris;
9. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi Perusahaan;
10. Mengidentifikasi hal-hal yang memerlukan perhatian Komisaris Perusahaan dan melaksanakan tugas-tugas lainnya yang diberikan oleh Komisaris Perusahaan, sepanjang masih dalam lingkup tugas dan kewajiban.

Adapun tugas terkait fungsi Nominasi antara lain:
1. Menyusun komposisi dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris;
2. Menyusun kebijakan dan kriteria yang dibutuhkan dalam proses nominasi calon anggota Direksi dan/atau anggota Dewan Komisaris;
3. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolak ukur yang telah disusun sebagai bahan evaluasi;
4. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris; dan
5. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.

Adapun tugas terkait fungsi remunerasi antara lain:
1. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
   a. Struktur Remunerasi
   b. Kebijakan atas Remunerasi
   c. Besaran atas Remunerasi

Tugas lainnya adalah membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing Direksi dan/atau anggota Dewan Komisaris.

4. Evaluating candidates representing the Company proposed to serve as members of the Board of Directors or the Board of Commissioners of Subsidiaries, prior to submission to the Shareholders;
5. Evaluating the proposed Individual Key Performance Indicators (KPIs) for members of the Board of Directors;
6. Preparing proposals for an individual evaluation system for members of the Board of Directors and/or members of the Board of Commissioners;
7. Preparing proposals for development programs for members of the Board of Directors and/or members of the Board of Commissioners;
8. Evaluating remuneration policies for employees that require approval from the Board of Commissioners;
9. Evaluating the Board of Directors' proposal regarding the Company's organizational structure;
10. Identifying matters that require the Board of Commissioners' attention and performing other duties assigned by the Board of Commissioners, as long as as they remain within the scope of duties and responsibilities.

The duties related to the Nomination function include:
1. Preparing the composition and nomination process for members of the Board of Directors and/or members of the Board of Commissioners;
2. Preparing policies and criteria required in the nomination process for candidates of the Board of Directors and/or the Board of Commissioners;
3. Supporting the Board of Commissioners in evaluating the performance of members of the Board of Directors and/or the Board of Commissioners based on predetermined benchmarks as evaluation materials;
4. Providing recommendations to the Board of Commissioners regarding development programs for members of the Board of Directors and/or members of the Board of Commissioners; and
5. Proposing candidates who meet the requirements to become members of the Board of Directors and/or the Board of Commissioners to the Board of Commissioners for submission to the GMS.

The duties related to the Remuneration function include:
1. Providing recommendations to the Board of Commissioners regarding:
   a. Remuneration Structure
   b. Remuneration Policy
   c. Remuneration Amount

Another duty is to assist the Board of Commissioners in evaluating performance in accordance with the remuneration received by each member of the Board of Directors and/or member of the Board of Commissioners.

RAPAT KOMITE NOMINASI DAN REMUNERASI

Kebijakan Rapat

Komite Nominasi dan Remunerasi mengadakan rapat sekurang-kurangnya sama dengan ketentuan minimal rapat Dewan Komisaris (minimal 12 kali dalam satu tahun). Setiap rapat Komite dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite yang hadir.

Frekuensi Kehadiran Rapat

Sepanjang tahun 2024, Komite Nominasi dan Remunerasi telah melaksanakan rapat komite sebanyak 12 (dua belas) kali rapat. Informasi frekuensi kehadiran rapat Komite Nominasi dan Remunerasi adalah sebagai berikut:

NOMINATION AND REMUNERATION COMMITTEE MEETING

Meeting Policy

The Nomination and Remuneration Committee holds meetings at least in accordance with the minimum requirement for Board of Commissioners meetings (a minimum of 12 times in a year). Each Committee meeting is documented in minutes of meeting signed by all Committee members who are present.

Attendance Frequency

Throughout 2024, the Nomination and Remuneration Committee held a total of 12 (twelve) meetings. The information on meeting attendance frequency of the Nomination and Remuneration Committee is as follows:

Nama Name	**Jabatan** Position	**Jumlah Wajib Rapat** Number of Obligated Meetings	**Jumlah Kehadiran** Attendance Rate	**Persentase (%)** Percentage (%)
Neil Iskandar Daulay	Ketua Komite Nominasi dan Remunerasi/ Komisaris Nomination and Remuneration Chairman/ Commissioner	12	12	100%
Sarwin Prodjosuwirjo	Anggota Komite Nominasi dan Remunerasi Nomination and Remuneration Committee Member	12	12	100%

Agenda Rapat

Meeting Agenda

No	**Agenda Rapat** Meeting Agenda
1	Reviu Usulan KPI Direksi SPJM RKAP Tahun 2024 Review of the SPJM RKAP Board of Directors' KPI Proposal for 2024
2	Realisasi KPI Direksi Kolegial & Individual Tahun 2022 (*Unaudited*), Realisasi KPI Dewan Komisaris Kolegial Realization of Collegial & Individual KPI of the Board of Directors in 2022 (Unaudited), Realization of Collegial KPI of the Board of Commissioners
3	Realisasi KPI Dewan Komisaris Kolegial & Individual Tahun 2023 Realization of the 2023 KPI for the Collegial & Individual Board of Commissioners
4	Reviu PerDir SPJM PER-0025/HK.101/PLJM/2022 tentang Pedoman Tata Cara Pengelolaan Pembinaan Anak Perusahaan di Lingkungan PT SPJM Review of PerDir SPJM PER-0025/HK.101/PLJM/2022 concerning Guidelines for the Management of Subsidiaries within PT SPJM
5	Telaah Usulan Gaji Direktur Utama Tahun 2024 dan Tantiem Tahun 2023 Review of the Proposed Salary for the President Director for 2024 and Bonuses for 2023
6	Realisasi KPI Dewan Komisaris Kolegial & Individual Tahun 2023 Realization of the 2023 KPI for the Collegial & Individual Board of Commissioners
7	Realisasi KPI Direksi Triwulan II 2024, Realisasi KPI Dewan Komisaris Individual Tahun 2023 Realization of the Board of Directors' KPIs for the Second Quarter of 2024, Realization of the Board of Commissioners' Individual KPIs for 2023
8	Realisasi KPI Direksi s.d. Juli 2024, Realisasi KPI Dewan Komisaris Individual Triwulan II 2024 Realization of the Board of Directors' KPIs as of July 2024, Realization of the Board of Commissioners' Individual KPIs for the Second Quarter of 2024

No	Agenda Rapat Meeting Agenda
9	Realisasi KPI Direksi s.d. Agustus 2024, Talenta SPJM *Group* Per 17 September 2024 Realization of KPI Directors until August 2024, SPJM Group Talent as of September 17, 2024
10	Komposisi Direksi Anak Perusahaan di Lingkungan PT Pelindo Jasa Maritim Composition of the Board of Directors of Subsidiaries within PT Pelindo Jasa Maritim
11	Realisasi KPI Korporat Triwulan III Tahun 2024, Realisasi KPI Individu Anggota Dewan Komisaris Triwulan III Tahun 2024 Realization of Corporate KPIs for the Third Quarter of 2024, Realization of Individual KPIs for Members of the Board of Commissioners for the Third Quarter of 2024
12	Komposisi Direksi Anak Perusahaan di Lingkungan PT Pelindo Jasa Maritim Composition of the Board of Directors of Subsidiaries within PT Pelindo Jasa Maritim

PENGEMBANGAN KOMPETENSI KOMITE NOMINASI DAN REMUNERASI

Dalam rangka mengikuti sejumlah program pengembangan kompetensi, Perusahaan menyediakan fasilitas bagi Komite Nominasi dan Remunerasi seperti pelatihan dan webinar, yang bertujuan untuk meningkatkan keterampilan dan mendukung pelaksanaan tugasnya. Di tahun 2024, pengembangan kompetensi yang diikuti oleh anggota Komite Nominasi dan Remunerasi adalah sebagai berikut:

NOMINATION AND REMUNERATION COMMITTEE COMPETENCY DEVELOPMENT

In order to participate in various competency development programs, the Company provides facilities for the Nomination and Remuneration Committee, such as training and webinars, which aim to enhance skills and support the implementation of its duties. In 2024, the competency development programs attended by members of the Nomination and Remuneration Committee are as follows:

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Types of Education and Training	Materi Pendidikan dan Pelatihan Education and Training Subject	Waktu Penyelenggaraan Training Date	Penyelenggara Organizer
Neil Iskandar Daulay (Ketua Komite Nominasi & Remunerasi) Nomination and Remuneration Chairman/Commissioner	-	-	-	-
Haries Prakasya (Anggota Komite Nominasi dan Remunerasi) Nomination and Remuneration Committee Member	-	-	-	-

PELAKSANAAN TUGAS KOMITE NOMINASI DAN REMUNERASI 2024

Sepanjang tahun 2024, Komite Nominasi dan Remunerasi telah melaksanakan tugas dan tanggung jawabnya sebagai berikut:

1. Melakukan Reviu secara Berkala atas Sistem Pengelolaan Talenta (*Talent Management System*) Perusahaan serta Monitoring dan Evaluasi atas Pelaksanaannya

   Dasar/Pedoman Kerja:
   a. Peraturan Direksi PT Pelabuhan Indonesia (Persero) nomor HK.01/23/2/2/RKTK/UTMA/PLND-24 tanggal 23 Februari 2024 tentang Pedoman Pengangkatan Anggota Direksi Dan Anggota Dewan Komisaris pada Subholding, Anak Perusahaan, Dan Perusahaan Terafiliasi di Lingkungan PT Pelabuhan Indonesia (Persero) Bab III pasal 7 s.d. 15;

NOMINATION AND REMUNERATION COMMITTEE DUTIES IMPLEMENTATION IN 2024

Throughout 2024, the Nomination and Remuneration Committee carried out its duties and responsibilities as follows:

1. Conducting Periodic Reviews of the Company's Talent Management System and Monitoring and Evaluating its Implementation

   Basis/Work Guidelines:
   a. Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) No. HK.01/23/2/2/RKTK/UTMA/PLND-24 dated February 23, 2024 concerning Guidelines for the Appointment of Members of the Board of Directors and Board of Commissioners in Subholdings, Subsidiaries, and Affiliated Companies within PT Pelabuhan Indonesia (Persero), Chapter III Articles 7 to 15;

b. Peraturan Direksi PT Pelindo Jasa Maritim nomor PER.0025/HK.101/PLJM-2022 tanggal 02 Mei 2022 tentang Pedoman Tata Cara Pengelolaan Pembinaan Anak Perusahaan di Lingkungan PT Pelindo Jasa Maritim;
c. Penjaringan terakhir dilakukan oleh Direksi PT Pelindo IV Sesuai Surat Direksi kepada Komisaris Utama PT Pelindo IV No. 15/KP.201/2/DUT-2021 tanggal 24 Februari 2021 sebanyak 15 orang Talenta Terseleksi (Selected Talent);

d. Surat Keputusan Direksi PT Pelindo (Persero) No. KP.03/23/5/1/RKTK/SDMA/PLND-22 tanggal 23 Mei 2022 tentang Susunan Keanggotan PIC Data Pengurus Group BUMN dan PIC Data Talenta BUMN PT Pelindo (Persero) *Group*.
Tugas anggota PIC data pengurus SPJM Group
» Melakukan pengumpulan data Direksi dan Dekom *Subholding* Anak Perusahaan/ Perusahaan Terkonsolidasi pada PT PJM Group;
» Memastikan data Direksi dan Dekom *Subholding*, Anak Perusahaan/Perusahaan Terkonsolidasi pada PT PJM *Group* tersedia secara lengkap, *valid* dan *update* dalam Portal HC BUMN.

Realisasi:
Posisi Talenta SPJM Grup per tanggal 17 September 2024 sebanyak 48 Talenta:
a. BOD-1 Kantor Pusat SPJM sebanyak 21 Talenta;
b. BOD-1 Direksi Anak Perusahaan SPJM Grup sebanyak 21 Talenta;
c. BOD-1 Direksi Cucu Perusahaan SPJM Grup sebanyak 6 Talenta.

2. Melakukan Evaluasi terhadap Sistem dan Prosedur Pengklasifikasian Talenta (*Talent Classification*) yang Dilakukan oleh Direksi

Dasar/Pedoman Kerja:
Peraturan Direksi PT Pelabuhan Indonesia (Persero) No. HK.01/22/9/1/SPAP/UTMA/PLND-23 Tanggal 22 September 2023 Tentang Pedoman tata Kelola Organ Pendukung Dewan Komisaris/ Dewan Pengawas di Lingkungan *Group* Bisnis PT Pelabuhan Indonesia (Persero).

Bab III Pasal 7 s.d. 15
a. Pembentukan Time Evaluasi.
b. Tugas Tim Evaluasi.
c. Proses Penjaringan.
d. Proses Penilaian Calon Anggota Direksi.

e. Proses Penilaian Calon Anggota Dewan Komisaris.

f. Proses Penetapan.

Realisasi:
Belum ada usulan *Selected Talent* Calon Direksi PT Pelindo Jasa Maritim.

b. Regulation of the Board of Directors of PT Pelindo Jasa Maritim No. PER.0025/HK.101/PLJM-2022 dated May 2, 2022 concerning Guidelines for the Management and Supervision of Subsidiaries within PT Pelindo Jasa Maritim;
c. The latest selection process conducted by the Board of Directors of PT Pelindo IV pursuant to the letter from the Board of Directors to the President Commissioner of PT Pelindo IV No. 15/KP.201/2/DUT-2021 dated February 24, 2021 regarding 15 Selected Talents;
d. Decree of the Board of Directors of PT Pelindo (Persero) No. KP.03/23/5/1/RKTK/SDMA/PLND-22 dated May 23, 2022 regarding the Composition of PIC Members for BUMN Executive Data and PIC for BUMN Talent Data of PT Pelindo (Persero) Group.
Duties of the PIC for Executive Data of SPJM Group:
» Collecting data of the Board of Directors and Board of Commissioners of Subholdings, Subsidiaries/Consolidated Entities within PT PJM Group;
» Ensuring that the data of the Board of Directors and Board of Commissioners of Subholdings, Subsidiaries/Consolidated Entities within PT PJM Group is complete, valid, and updated in the HC BUMN Portal.

Realization:
The Talent Position in SPJM Group as of September 17, 2024 totals 48 Talents:
a. BOD-1 at SPJM Headquarters: 21 Talents;
b. BOD-1 at Directors of SPJM Group Subsidiaries: 21 Talents;
c. BOD-1 at Directors of SPJM Group Sub-subsidiaries: 6 Talents.

2. Conducting Evaluation of the System and Procedures for Talent Classification carried out by the Board of Directors

Basis/Work Guidelines:
Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) No. HK.01/22/9/1/SPAP/UTMA/PLND-23 dated September 22, 2023 concerning Guidelines for Governance of Supporting Organs of the Board of Commissioners/Board of Supervisors within the Business Group of PT Pelabuhan Indonesia (Persero).
Chapter III Articles 7 to 15:
a. Formation of the Evaluation Team.
b. Duties of the Evaluation Team.
c. Screening Process.
d. Assessment Process for Candidates of the Board of Directors.
e. Assessment Process for Candidates of the Board of Commissioners.
f. Determination Process.

Realization:
There have been no proposals for Selected Talent candidates for the Board of Directors of PT Pelindo Jasa Maritim.

3. Melakukan Validasi dan Kalibrasi atas Talenta yang Diusulkan oleh Direksi kepada Dewan Komisaris/Dewan Pengawas (*Selected Talent*), untuk Menghasilkan Daftar Talenta yang Akan Dinominasikan oleh Dekom Kepada Rapat Umum Pemegang Saham (*Nominated Talent*)

Dasar/Pedoman Kerja:

a. Peraturan menteri BUMN nomor PER-3/MBU/03/2023 TGL 20 MARET 2023 Pasal 21 (3):
   1) Dewan Komisaris melalui Komite Nominasi dan Remunerasi melakukan evaluasi atas daftar talenta terseleksi (*Selected Talent*) berdasarkan kinerja dan kapasitas sebagaimana di atas;
   2) Selain melakukan evaluasi atas daftar talenta terseleksi (*selected talent*) sebagaimana di atas, Dewan Komisaris juga melakukan evaluasi kepada Direksi yang saat ini sedang menjabat;
   3) Hasil evaluasi Dewan Komisaris selanjutnya diusulkan kepada Menteri BUMN sebagai talenta ternominasi (*Nominated Talent*).

b. Peraturan Direksi PT Pelabuhan Indonesia (Persero) nomor HK.01/23/2/2/RKTK/UTMA/PLND-24 tentang Pedoman Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris pada *Subholding*, Anak Perusahaan, dan Perusahaan Terafiliasi di Lingkungan PT Pelabuhan Indonesia (Persero), Bab III Pasal 7 s.d. 15:
   1) Pembentukan Tim Evaluasi.
   2) Tugas Tim Evaluasi.
   3) Proses Penjaringan.
   4) Proses Penilaian Calon Anggota Direksi.
   5) Proses Penilaian Calon Anggota Dewan Komisaris.
   6) Proses Penetapan.

c. Penjaringan terakhir dilakukan oleh Direksi PT Pelindo IV Sesuai Surat Direksi kepada Komisaris Utama PT Pelindo IV No. 15/KP.201/2/DUT-2021 tanggal 24 Februari 2021 sebanyak 15 orang Talenta Terseleksi (*Selected Talent*);

d. Selected Talent *ex* Pelindo IV
   Surat Komisaris Utama Pelindo IV kepada Komisaris Utama Pelindo II selaku ketua CTC *cluster Logistic* Laut No. S-42/KPI.IV/VI/2021 tanggal 09 Juni 2021 perihal penyampaian talent pool Pelindo IV 6 BOD + 13 BOD-1. LA-1.

e. *Nominated Talent* PT Pelindo Surat Komisaris Pelindo II selaku Ketua *Cluster Logistic* kepada Menteri BUMN No. 37/DK/PLII/VI-2021 tanggal 29 Juni 2021 perihal penyampaian *Nominated Talent* pada *Cluster Logistic* Laut dan Surat Keputusan

3. Conducting Validation and Calibration of Talents Proposed by the Board of Directors to the Board of Commissioners/Board of Supervisors (Selected Talent) to Produce a List of Talents to be Nominated by the Board of Commissioners to the General Meeting of Shareholders (Nominated Talent)

Basis/Work Guidelines:

a. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 dated March 20, 2023 Article 21 (3):
   1) The Board of Commissioners through the Nomination and Remuneration Committee shall evaluate the list of selected talents (Selected Talent) based on performance and capacity as mentioned above;
   2) In addition to the evaluation of selected talents (Selected Talent), the Board of Commissioners shall also evaluate the current serving Board of Directors;
   3) The results of the evaluation by the Board of Commissioners shall subsequently be proposed to the Minister of SOEs as nominated talents (Nominated Talent).

b. Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) No. HK.01/23/2/2/RKTK/UTMA/PLND-24 concerning Guidelines for the Appointment of Members of the Board of Directors and Members of the Board of Commissioners at Subholdings, Subsidiaries, and Affiliated Companies within PT Pelabuhan Indonesia (Persero), Chapter III Articles 7 to 15:
   1) Formation of the Evaluation Team.
   2) Duties of the Evaluation Team.
   3) Screening Process.
   4) Assessment Process for Candidates for the Board of Directors.
   5) Assessment Process for Candidates for the Board of Commissioners.
   6) Determination Process.

c. The most recent screening was conducted by the Board of Directors of PT Pelindo IV, pursuant to the Board of Directors' letter to the President Commissioner of PT Pelindo IV No. 15/KP.201/2/DUT-2021 dated February 24, 2021, involving 15 Selected Talents.

d. Selected Talent ex Pelindo IV
   Letter from the President Commissioner of Pelindo IV to the President Commissioner of Pelindo II as Chair of the CTC Sea Logistics Cluster No. S-42/KPI.IV/VI/2021 dated June 9, 2021 regarding submission of the Pelindo IV talent pool consisting of 6 BOD + 13 BOD-1. LA-1.

e. Nominated Talent PT Pelindo Letter of the Board of Commissioners of Pelindo II as Chair of the Logistics Cluster to the Minister of SOEs No. 37/DK/PLII/VI-2021 dated June 29, 2021 regarding submission of Nominated Talent in the Sea Logistics Cluster and Decree of the



Direksi PT Pelindo (Persero) No. KP.03/23/5/1/ RKTK/SDMA/PLND-22 tanggal 23 Mei 2022 tentang Susunan Keanggotan PIC Data Pengurus Group BUMN dan PIC Data Talenta BUMN PT Pelindo (Persero) *Group*.

» *Selected Talent ex* PT Pelindo I, II, III & IV sebanyak 58 Orang.
  - Menjadi kandidat *Nominated Talent* sebanyak 34 Orang.
  - Menjadi *Nominated Talent* sebanyak 26 Orang.

Realisasi:
Belum ada usulan *Selected Talent* Calon Anggota Direksi PT Pelindo Jasa Maritim.

4. Melakukan Evaluasi terhadap Calon Wakil Perseroan yang Akan Diusulkan sebagai Anggota Direksi atau Anggota Dewan Komisaris/Dewan Pengawas *Subholding*, Anak Perusahaan, Perusahaan Afiliasi, Perusahaan Terafiliasi serta Dewan Pengurus KSO Sebelum Diajukan Kepada Rapat Umum Pemegang Saham

   Dasar/Pedoman Kerja:
   a. Anggaran Dasar Perseroan PT PJM;
      Pasal 11 ayat (10): Perbuatan hukum dibawah ini hanya dapat dilakukan oleh Direksi setelah mendapat tanggapan tertulis dari Dekom dan persetujuan RUPS untuk:

      Huruf o pengusulan wakil Perseroan untuk menjadi Anggota Direksi dan Dekom pada Anak Perusahaan atau Perusahaan Patungan.

   b. Peraturan Direksi PT Pelindo Jasa Maritim Nomor: PER.0025/HK.101/ PLJM-2022 tentang Pedoman Tata Cara Pengelolaan Pembinaan Anak Perusahaan di Lingkungan PT Pelindo Jasa Maritim, Bab IV Pasal 9
      1) Untuk permohonan persetujuan pengangkatan calon Anggota Direksi Anak Perusahaan diperlukan surat tertulis Direksi paling sedikit memuat Pernyataan Pengusulan, Data Talent, Alasan Pengusulan, Data Anak Perusahaan, Penjelasan Atas Proses Penjaringan dan lampiran pendukung: Profil Anak Perusahaan, Hasil *Assessment* oleh Lembaga Profesional, Daftar Riwayat Hidup, Hasil Penilaian Tim Evaluasi yang dibentuk oleh Direksi;

      2) Untuk permohonan persetujuan pengangkatan calon anggota Dekom Anak Perusahaan, mekanisme sama dengan butir a di atas, kecuali apabila calon Anggota Dekom adalah Anggota Direksi BUMN;
      3) Apabila tidak lengkap dapat dikembalikan untuk diproses ulang.

Board of Directors of PT Pelindo (Persero) No. KP.03/23/5/1/RKTK/SDMA/PLND-22 dated May 23, 2022 concerning the Composition of PIC Data Governance of the SOEs Group and PIC SOEs Talent Data of PT Pelindo (Persero) Group.

» Selected Talent ex PT Pelindo I, II, III & IV: 58 people.
  - Became Nominated Talent candidates: 34 people.
  - Became Nominated Talent: 26 people.

Realization:
There have been no proposals for Selected Talent candidates for the Board of Directors of PT Pelindo Jasa Maritim.

4. Evaluating Candidates Proposed as Corporate Representatives to be Appointed as Members of the Board of Directors or Members of the Board of Commissioners/Board of Supervisors of Subholdings, Subsidiaries, Affiliated Companies, Associated Companies, and Joint Operation Management Boards Prior to Submission to the General Meeting of Shareholders

   Basis/Work Guidelines:
   a. Articles of Association of PT PJM;
      Article 11 paragraph (10): The following legal actions may only be carried out by the Board of Directors after obtaining a written response from the Board of Commissioners and approval from the GMS:
      Item o nomination of Company representatives to serve as members of the Board of Directors and Board of Commissioners in Subsidiaries or Joint Venture Companies.
   b. Board of Directors Regulation of PT Pelindo Jasa Maritim Number: PER.0025/HK.101/ PLJM-2022 concerning Guidelines for the Management of Subsidiaries within PT Pelindo Jasa Maritim, Chapter IV Article 9
      1) For requests for approval of the appointment of candidates for the Board of Directors of Subsidiaries, a written submission from the Board of Directors must include at minimum: Nomination Statement, Talent Data, Rationale for Nomination, Subsidiary Data, Explanation of Screening Process, and supporting attachments: Subsidiary Profile, Assessment Results by Professional Institution, Curriculum Vitae, and Evaluation Team Assessment Results formed by the Board of Directors;
      2) For requests for approval of the appointment of candidates for the Board of Commissioners of Subsidiaries, the mechanism is the same as item a) above, except where the candidate is a member of the Board of Directors of an SOE;
      3) If the documents are incomplete, the proposal may be returned for reprocessing.

c. Peraturan Direksi PT Pelabuhan Indonesia (Persero) nomor HK.01/23/2/2/RKTK/UTMA/PLND-24.
Bab III Pasal 7 s.d. 15
1) Pembentukan Tim Evaluasi.
2) Tugas Tim Evaluasi.
3) Proses Penjaringan.
4) Proses Penilaian Calon Anggota Direksi.
5) Proses Penilaian Calon Anggota Dewan Komisaris.
6) Proses Penetapan.

Realisasi:

1) Surat KNR kepada Komisaris Utama PT Pelindo Jasa Maritim Nomor ND/04/01/01/KNR/24 tanggal 04 Januari 2024 perihal Telaah atas Usulan Pengangkatan Komisaris Utama PT Jasa Peralatan Pelabuhan Indonesia.

2) Surat KNR kepada Komisaris Utama PT Pelindo Jasa Maritim Nomor ND/01/03/05A/KNR/24 tanggal 01 Maret 2024 perihal Telaah atas Usulan Penetapan Direksi dan Dewan Komisaris di Lingkungan Subholding PT Pelindo Jasa Maritim.

3) Surat KNR kepada Komisaris Utama PT Pelindo Jasa Maritim Nomor ND/31/03/06/KNR/24 tanggal 31 Maret 2024 perihal Telaah atas Usulan Penetapan Direktur Operasi dan Teknik PT BIMA.

4) Surat KNR kepada Komisaris Utama PT Pelindo Jasa Maritim Nomor ND/08/05/09/KNR/24 tanggal 08 Mei 2024 perihal Telaah atas Usulan Kandidat Dewan Direksi PT JAI Tbk.

5) Surat KNR kepada Komisaris Utama PT Pelindo Jasa Maritim nomor ND/14/06/10/KNR/24 tanggal 14 Juni 2024 perihal Telaah atas Usulan Kandidat Direksi Anak Perusahaan Di Lingkungan PT Pelindo Jasa Maritim.

6) Surat KNR kepada Komisaris Utama PT Pelindo Jasa Maritim Nomor ND/24/06/12/KNR/24 tanggal 24 Juni 2024 perihal Telaah atas Usulan Kandidat Direksi Anak Perusahaan di Lingkungan PT Pelindo Jasa Maritim.

7) Surat KNR kepada Komisaris Utama PT Pelindo Jasa Maritim Nomor ND/16/07/14/KNR/24 tanggal 16 Juli 2024 perihal Telaah atas Usulan Penetapan Dewan Komisaris di Lingkungan PT Pelindo Jasa Maritim.

8) Surat KNR kepada Komisaris Utama PT Pelindo Jasa Maritim Nomor ND/11/10/18/KNR/24 tanggal 11 Oktober 2024 perihal Telaah atas Usulan

c. Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) No. HK.01/23/2/2/RKTK/UTMA/PLND-24 Chapter III Articles 7 to 15
1) Formation of the Evaluation Team.
2) Duties of the Evaluation Team.
3) Screening Process.
4) Assessment Process for Candidates for the Board of Directors.
5) Assessment Process for Candidates for the Board of Commissioners.
6) Determination Process.

Realization:

1) Letter from the Nomination and Remuneration Committee to the President Commissioner of PT Pelindo Jasa Maritim No. ND/04/01/01/KNR/24 dated January 4, 2024 regarding Review of the Proposal for the Appointment of the President Commissioner of PT Jasa Peralatan Pelabuhan Indonesia.
2) Letter from the Nomination and Remuneration Committee to the President Commissioner of PT Pelindo Jasa Maritim No. ND/01/03/05A/KNR/24 dated March 1, 2024 regarding Review of the Proposal for the Appointment of the Board of Directors and Board of Commissioners within PT Pelindo Jasa Maritim Subholding.
3) Letter from the Nomination and Remuneration Committee to the President Commissioner of PT Pelindo Jasa Maritim No. ND/31/03/06/KNR/24 dated March 31, 2024 regarding Review of the Proposal for the Appointment of the Director of Operations and Engineering of PT BIMA.
4) Letter from the Nomination and Remuneration Committee to the President Commissioner of PT Pelindo Jasa Maritim No. ND/08/05/09/KNR/24 dated May 8, 2024 regarding Review of the Proposed Candidates for the Board of Directors of PT JAI Tbk.
5) Letter from the Nomination and Remuneration Committee to the President Commissioner of PT Pelindo Jasa Maritim No. ND/14/06/10/KNR/24 dated June 14, 2024 regarding Review of the Proposed Candidates for Directors of Subsidiaries within PT Pelindo Jasa Maritim.
6) Letter from the Nomination and Remuneration Committee to the President Commissioner of PT Pelindo Jasa Maritim No. ND/24/06/12/KNR/24 dated June 24, 2024 regarding Review of the Proposed Candidates for Directors of Subsidiaries within PT Pelindo Jasa Maritim.
7) Letter from the Nomination and Remuneration Committee to the President Commissioner of PT Pelindo Jasa Maritim No. ND/16/07/14/KNR/24 dated July 16, 2024 regarding Review of the Proposal for the Appointment of the Board of Commissioners within PT Pelindo Jasa Maritim.
8) Letter from the Nomination and Remuneration Committee to the President Commissioner of PT Pelindo Jasa Maritim No. ND/11/10/18/KNR/24

Penetapan Direksi di Lingkungan PT Pelindo Jasa Maritim.

9) Surat KNR kepada Komisaris Utama PT Pelindo Jasa Maritim Nomor ND/22/10/19/KNR/24 tanggal 22 Oktober 2024 perihal Telaah atas Usulan Penetapan Dewan Komisaris di Lingkungan PT Pelindo Jasa Maritim.

10) Surat KNR kepada Komisaris Utama PT Pelindo Jasa Maritim Nomor ND/01/11/21/KNR/24 tanggal 11 November 2024 perihal Telaah atas Usulan Penataan Dewan Komisaris di Lingkungan PT Pelindo Jasa Maritim.

11) Surat KNR kepada Komisaris Utama PT Pelindo Jasa Maritim Nomor ND/24/12/22/KNR/24 tanggal 24 Desember 2024 perihal Telaah atas Usulan Penataan Dewan Komisaris di Lingkungan PT Pelindo Jasa Maritim.

5. Melakukan Evaluasi atas Usulan *Key Performance Indicator* (KPI) Individu Anggota Direksi

Dasar/Pedoman Kerja

a. Keputusan Menteri BUMN Nomor SK-306/MBU/11/2023 tanggal 08 Nopember 2023 tentang Petunjuk Teknis Penyusunan Indikator Kinerja Utama (*Key Performance Indicator*) Pada Badan Usaha Milik Negara.
   1) Indikator Kinerja Utama (*Key Performance Indicator*) Direksi secara kolegial.
   2) Indikator Kinerja Utama (*Key Performance Indicator*) Direksi secara individual.

b. Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: SK.01.01/13/12/4/TKPT/UTMA/PLND-23 Tanggal 13 Desember 2023 tentang Pedoman *Good Corporate Governance* PT Pelabuhan Indonesia (Persero).
   1) Kebijakan Umum.
   2) Kriteria Evaluasi Kinerja Direksi secara Kolegial dan Individual.
   3) Penilaian Sendiri (*Self Assessment*).

Realisasi:

Paparan KNR pada Rapat Internal Dewan Komisaris tanggal 29 April 2024 tentang Revisi Usulan KPI Direksi Tahun 2024.

6. Menyiapkan Usulan Sistem Evaluasi Kinerja Individu bagi Anggota Direksi dan/atau Anggota Dewan Komisaris/Dewan Pengawas

dated October 11, 2024 regarding Review of the Proposal for the Appointment of the Board of Directors within PT Pelindo Jasa Maritim.

9) Letter from the Nomination and Remuneration Committee to the President Commissioner of PT Pelindo Jasa Maritim No. ND/22/10/19/KNR/24 dated October 22, 2024 regarding Review of the Proposal for the Appointment of the Board of Commissioners within PT Pelindo Jasa Maritim.

10) Letter from the Nomination and Remuneration Committee to the President Commissioner of PT Pelindo Jasa Maritim No. ND/01/11/21/KNR/24 dated November 11, 2024 regarding Review of the Proposed Adjustment of the Board of Commissioners within PT Pelindo Jasa Maritim.

11) Letter from the Nomination and Remuneration Committee to the President Commissioner of PT Pelindo Jasa Maritim No. ND/24/12/22/KNR/24 dated December 24, 2024 regarding Review of the Proposed Adjustment of the Board of Commissioners within PT Pelindo Jasa Maritim.

5. Evaluating the Proposed Individual Key Performance Indicators (KPIs) of the Board of Directors

Basis/Work Guidelines

a. Decree of the Minister of SOEs No. SK-306/MBU/11/2023 dated November 8, 2023 concerning Technical Guidelines for the Preparation of Key Performance Indicators for State-Owned Enterprises.
   1) Collective Key Performance Indicators for the Board of Directors.
   2) Individual Key Performance Indicators for the Board of Directors.

b. Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) No. SK.01.01/13/12/4/TKPT/UTMA/PLND-23 dated December 13, 2023 on the Good Corporate Governance Guidelines of PT Pelabuhan Indonesia (Persero).
   1) General Policies.
   2) Evaluation Criteria for the Performance of the Board of Directors, both Collective and Individual.
   3) Self-Assessment.

Realization:

Presentation by the Nomination and Remuneration Committee at the Internal Meeting of the Board of Commissioners on April 29, 2024 regarding the Revision of the Proposed KPIs for the Board of Directors for 2024.

6. Preparing Proposals for the Individual Evaluation System for Members of the Board of Directors and/or Members of the Board of Commissioners/Supervisory Board

1) KPI KORPORAT dan KPI INDIVIDU DIREKSI

Dasar/Pedoman Kerja:
Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor SK.01.01/13/12/4/TKPT/UTMA/PLND-23 Tanggal 13 Desember 2023 tentang Pedoman *Good Corporate Governance* PT Pelabuhan Indonesia (Persero).

a) Pemegang Saham/RUPS mengesahkan dan menetapkan indikator penilaian kinerja Direksi, yaitu *Key Performance Indicator* Direksi yang tertuang dalam Kontrak Manajemen yang memuat indikator kinerja utama, target, bobot, dan pedoman kamus penilaiannya.

b) Dewan Komisaris mengevaluasi capaian kinerja Direksi (kolegial dan individual) untuk kemudian disampaikan ke Pemegang Saham/RUPS.

c) Hasil evaluasi terhadap kinerja Direksi secara keseluruhan dan kinerja masing–masing anggota Direksi secara individual merupakan bagian tak terpisahkan dalam skema kompensasi dan pemberian insentif bagi anggota Direksi.

Realisasi:
Paparan KNR, Skor 106,94

2) Kinerja/KPI Dekom dan Anggota Dekom

Dasar/Pedoman Kerja
Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor SK.01.01/13/12/4/TKPT/UTMA/PLND-23 tanggal 13 Desember 2023 tentang Pedoman *Good Corporate Governance* PT Pelabuhan Indonesia (Persero).

a) Dewan Komisaris wajib menyampaikan laporan kinerja Dewan Komisaris dan Anggota Dewan Komisaris untuk dievaluasi oleh Pemegang Saham/RUPS.

b) Kinerja Dewan Komisaris ditentukan berdasarkan tugas dan kewajiban yang tercantum dalam peraturan perundang-undangan yang berlaku dan Anggaran Dasar maupun amanat Pemegang Saham. Kriteria evaluasi formal disampaikan secara terbuka kepada Anggota Dewan Komisaris sejak tanggal pengangkatannya.

c) Hasil evaluasi terhadap kinerja Dewan Komisaris secara keseluruhan dan kinerja masing–masing anggota Dewan Komisaris secara individual merupakan bagian tak terpisahkan dalam skema kompensasi dan pemberian insentif bagi anggota Dewan Komisaris.

1) CORPORATE KPI and INDIVIDUAL KPI OF THE BOARD OF DIRECTORS

Basis/Work Guidelines:
Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) No. SK.01.01/13/12/4/TKPT/UTMA/PLND-23 dated December 13, 2023 regarding the Good Corporate Governance Guidelines of PT Pelabuhan Indonesia (Persero).

a) The Shareholders/GMS ratify and determine the assessment indicators for the Board of Directors, namely the Key Performance Indicators set forth in the Management Contract, which include key performance indicators, targets, weightings, and the scoring guideline.

b) The Board of Commissioners evaluates the performance achievements of the Board of Directors (both collegial and individual) to then be submitted to the Shareholders/GMS.

c) The results of performance evaluations of the Board of Directors as a whole and of each member individually form an integral part of the compensation and incentive scheme for the members of the Board of Directors.

Realization:
Presentation by the NRC, Score 106.94

2) Performance/KPI of the Board of Commissioners and Its Members

Basis/Working Guidelines
Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) Number SK.01.01/13/12/4/TKPT/UTMA/PLND-23 dated 13 December 2023 concerning Good Corporate Governance Guidelines of PT Pelabuhan Indonesia (Persero).

a) The Board of Commissioners must submit a report regarding the Board of Commissioners performance and its members to be evaluated by the Shareholders/General Meeting of Shareholders (GMS).

b) The performance of the Board of Commissioners is determined based on duties and responsibilities stipulated in prevailing laws and regulations, the Articles of Association, as well as the mandates from the Shareholders. The formal evaluation criteria are disclosed to each member of the Board of Commissioners from the date of their appointment.

c) The results of the evaluation of the overall performance of the Board of Commissioners and the individual performance of each member of the Board of Commissioners are an integral part of the compensation and incentive scheme for members of the Board of Commissioners.

Realisasi:
Surat KNR kepada Komisaris Utama nomor ND/24/06/11/24 tanggal 24 Juni 2024 perihal Realisasi KPI Individu Anggota Dewan Komisaris Tahun 2023.

7. Menyiapkan Usulan Program Pengembangan bagi Anggota Direksi dan/atau Anggota Dewan Komisaris/ Dewan Pengawas

Dasar/Pedoman Kerja:
a. Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor SK.01.01/13/12/4/TKPT/UTMA/ PLND-23 tanggal 13 Desember 2023 tentang Pedoman *Good Corporate Governance* PT Pelabuhan Indonesia (Persero).

b. Surat Edaran MBUMN No.SE-09/MBU/09/2021 tanggal 10 September 2021.

1) Dalam rangka mendukung kelancaran tugas anggota Dekom berkewajiban untuk senantiasa meningkatkan kompetensi yang terkait dengan tugas pengawasannya sesuai dengan bidang usaha masing-masing BUMN dimana ybs bertugas.

2) Menteri mendorong Dekom untuk mengikuti:

- Program-program yang diselenggarakan *Forum Human Capital Indonesia* (FHCI) atau *BUMN Centre of Excellent* yang diperuntukkan bagi Dekom;
- Program-program tentang bidang usaha BUMN yang diselenggarakan oleh Regulator Sektoral dan/atau Instansi lain yang mempunyai kewenangan dan/atau keahlian di bidang usaha BUMN;
- Program-program lainnya terkait dengan Korporasi, *Governance, Risk management* yang diselenggarakan oleh lembaga yang kompeten sesuai dengan bidangnya.

Realisasi:
a. Paparan KNR pada Rapat Internal tanggal 28 Maret 2024
b. Seminar/*Workshop*
1) 16-17 Mei 2024 Asia Anti Fraud, Workshop Certified Anti Fraud Professional.
2) 26-28 Mei 2024 Praktisi Auditor Internal, *Workshop* Praktisi Auditor Internal Bersertifikat Kompetensi (PAI – BK).
3) 16-17 Juli Asosiasi Auditor Internal, *Workshop* Integrated *Governance, Risk & Compliance* (GRC).
4) 5-6 September 2024 *Expansive Leadership Program*, CLDI.
5) 30 September 2024, Pelindo Forum.

Realization:
NRC letter to the President Commissioner number ND/24/06/11/24 dated June 24, 2024 regarding the Realization of the Individual KPI of the Board of Commissioners for 2023.

7. Preparing Recommendations for Development Programs for Members of the Board of Directors and/or Members of the Board of Commissioners/ Supervisory Board

Basis/Working Guidelines:
a. Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) Number SK.01.01/13/12/4/TKPT/UTMA/PLND-23 dated December 13, 2023 concerning Good Corporate Governance Guidelines of PT Pelabuhan Indonesia (Persero).
b. Circular Letter of the Ministry of State-Owned Enterprises No. SE-09/MBU/09/2021 dated September 10, 2021 .
1) In order to support the effective performance of duties, members of the Board of Commissioners are required to continuously enhance competencies related to their supervisory responsibilities in accordance with the respective business sectors of the SOEs in which they serve.
2) The Minister encourages the Board of Commissioners to participate in:
- Programs organized by the Forum Human Capital Indonesia (FHCI) or the SOE Center of Excellence designated for the Board of Commissioners;
- Programs related to the business sectors of SOEs conducted by Sectoral Regulators and/or other authorized and/or expert institutions in the SOE industry;

- Other programs related to Corporate Affairs, Governance, and Risk Management organized by competent institutions in their respective fields.

Realization:
a. NRC presentation at the Internal Meeting on 28 March 2024
b. Seminars/Workshops
1) May 16–17, 2024, Asia Anti-Fraud, Certified Anti-Fraud Professional Workshop.
2) May 26–28, 2024, Internal Auditor Practitioner, Certified Competency Internal Auditor Practitioner (PAI-BK).
3) July 16–17, 2024, Association of Internal Auditors, Integrated Governance, Risk & Compliance (GRC) Workshop.
4) September 5–6, 2024, Expansive Leadership Program, CLDI.
5) September 30, 2024, Pelindo Forum.

8. Melakukan Evaluasi atas Kebijakan Remunerasi bagi Pegawai yang Membutuhkan Persetujuan/ Tanggapan dari Dewan Komisaris/Dewan Pengawas

Dasar/Pedoman Kerja

a. Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/1/4/1/SPAP/UTMA/PLND-22 Pasal 7 "*Penetapan besaran penghasilan Direksi Subholding ditetapkan melalui SK atau Peraturan Direksi yang membidangi Sumber Daya Manusia, Perusahaan dapat melakukan kajian atau meminta Dewan Komisaris masing – masing Subholding untuk melakukan kajian dan menyampaikan hasil kajian tersebut kepada Direksi Perusahaan yang membidangi Sumber Daya Manusia*".
b. Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/1/10/1/HUKU/UTMA/ PLND-21 tanggal 01 Oktober 2021 tentang Pemberlakukan Sementara Peraturan Direksi PT Pelabuhan Indonesia I (Persero), PT Pelabuhan Indonesia III (Persero), PT Pelabuhan Indonesia IV (Persero) pada PT Pelabuhan Indonesia (Persero).
c. Peraturan Direksi PT Pelindo Jasa Maritim No. PD 1 Tahun 2021 Tanggal 04 Oktober 2021 tentang Pemberlakukan sementara Peraturan Direksi PT Pelabuhan Indonesia IV (Persero) pada PT Pelindo Jasa Maritim, antara lain:
   - » PD 06 Tahun 2015 tentang penghasilan pegawai
   - » PD 05 Tahun 2015 tentang pemberian tunjangan
   - » PD 15 Tahun 2015 pedoman penetapan penghasilan Direksi dan Dekom
   - » PD 06 Tahun 2019 tunjangan kinerja

Realisasi:

a. Surat KNR kepada Komisaris Utama nomor ND/04/07/13/24 tanggal 04 Juni 2024 perihal Telaah Usulan Gaji Direktur Utama Tahun 2024 dan Tantiem Tahun 2023.

b. Surat KNR kepada Komisaris Utama nomor ND/10/10/17/KNR/24 tanggal 10 Oktober 2024 perihal Telaahan atas Pembayaran Tantiem yang Ditangguhkan Direksi dan Dewan Komisaris PT Pelindo Jasa Maritim.

9. Melakukan Evaluasi atas Usulan Direksi mengenai Struktur Organisasi Perusahaan

Dasar/Pedoman Kerja:

a. PT Pelabuhan Indonesia Persero:
POST MERGER INTEGRATION (PMI) EMPLOYEE GUIDE BOOK Halaman 13. Rancangan Struktur Organisasi PT Pelabuhan Indonesia PT Pelindo Jasa Maritim *(Cluster Marine Service)*

8. Conducting an Evaluation of Remuneration Policies for Employees Requiring Approval/Feedback from the Board of Commissioners/Supervisory Board

Basis/Working Guidelines:

a. Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) Number HK.01/1/4/1/SPAP/UTMA/PLND-22 Article 7: "The determination of remuneration for the Board of Directors of Subholding shall be stipulated through a Decree or Regulation of the Director responsible for Human Resources. The Company may conduct an assessment or request each Subholding's Board of Commissioners to conduct an assessment and submit the results to the Company's Board of Directors overseeing Human Resources."
b. Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) Number HK.01/1/10/1/HUKU/ UTMA/PLND-21 dated October 1, 2021 concerning the Temporary Enforcement of the Regulations of PT Pelabuhan Indonesia I (Persero), PT Pelabuhan Indonesia III (Persero), and PT Pelabuhan Indonesia IV (Persero) within PT Pelabuhan Indonesia (Persero).
c. Regulation of the Board of Directors of PT Pelindo Jasa Maritim No. PD 1 of 2021 dated October 4, 2021 concerning the Temporary Enforcement of the Regulations of the Board of Directors of PT Pelabuhan Indonesia IV (Persero) within PT Pelindo Jasa Maritim, including:
   - » PD 06 of 2015 concerning employee remuneration
   - » PD 05 of 2015 concerning allowance provisions
   - » PD 15 of 2015 concerning guidelines for determining remuneration for the Board of Directors and Board of Commissioners
   - » PD 06 of 2019 concerning performance allowances

Realization:

a. Letter from the Nominations and Remuneration Committee to the President Commissioner Number ND/04/07/13/24 dated 04 June 2024 regarding the Review of the Proposed Remuneration for the President Director for 2024 and Bonus (Tantiem) for 2023.
b. Letter from the Nominations and Remuneration Committee to the President Commissioner Number ND/10/10/17/KNR/24 dated 10 October 2024 regarding the Review of Deferred Bonus Payments for the Board of Directors and Board of Commissioners of PT Pelindo Jasa Maritim.

9. Conducting an Evaluation of the Board of Directors' Proposal on the Company's Organizational Structure

Basis/Working Guidelines:

a. PT Pelabuhan Indonesia (Persero): Post Merger Integration (PMI) Employee Guide Book, Page 13. Organizational Structure Draft of PT Pelabuhan Indonesia PT Pelindo Jasa Maritim (Marine Service Cluster)

b. BA Rapat BOC-BOD No. 11/HK-307/DRUT/2021 tanggal 04 Oktober 2021, Dekom Direksi telah menyepakati rancangan struktur organisasi sampai dengan pejabat 1 tingkat dibawah Direksi.

Realisasi:
Tidak ada usulan perubahan struktur organisasi pada PT Pelndo Jasa Maritim.

KOMITE PEMANTAU RISIKO DAN TATA KELOLA TERINTEGRASI

Pada tahun 2024 terdapat susunan anggota Komite Pemantau Risiko yang merangkap tugas Komite Tata Kelola Terintegrasi perlu disesuaikan dengan ketentuan petunjuk teknis dan komposisi dan kualifikasi Organ Pengelola Risiko sebagaimana Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian Badan Usaha Milik Negara Nomor SK-3/DKU.MBU/05/2023 sehingga ditetapkan dalam Keputusan Dewan Komisaris PT Pelindo Jasa Maritim Nomor: KEP-05/DK-PJM/3/2024 tentang Perubahan Komite Pemantau Risiko menjadi Komite Pemantau Risiko dan Tata Kelola Terintegrasi.

PIAGAM KOMITE PEMANTAU RISIKO DAN TATA KELOLA TERINTEGRASI BIDANG PEMANTAU RISIKO

Komite Pemantau Risiko dan Tata Kelola Terintegrasi menjalankan tugas dan tanggung jawabnya berdasarkan Piagam Komite Pemantau Risiko, yang mengatur tugas, wewenang, tanggung jawab, prosedur kerja, serta ketentuan lain dalam mendukung fungsi pengawasan Dewan Komisaris. Piagam ini dievaluasi secara berkala dan disesuaikan dengan regulasi maupun kebutuhan Perusahaan.

KUALIFIKASI ANGGOTA KOMITE PEMANTAU RISIKO DAN TATA KELOLA TERINTEGRASI BIDANG PEMANTAU RISIKO

Perusahaan menetapkan kualifikasi tertentu yang harus dipenuhi oleh anggota Komite bidang Pemantau Risiko. Adapun kualifikasi tersebut adalah sebagai berikut:

1. Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum atau pihak lain yang memberikan jasa audit dan atau non-audit kepada PT Pelindo Jasa Maritim dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Dewan Komisaris.
2. Bukan merupakan orang yang memiliki wewenang dan tanggung jawab untuk merencanakan, memimpin, dan mengendalikan kegiatan PT Pelindo Jasa Maritim dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Dewan Komisaris, kecuali untuk Komisaris Independen.

b. Minutes of Meeting between the Board of Commissioners and the Board of Directors No. 11/HK-307/DRUT/2021 dated October 4, 2021, stating that the Board of Commissioners and Board of Directors have agreed on the draft organizational structure up to a level below the Board of Directors.

Realization:
There were no proposed changes to the organizational structure of PT Pelindo Jasa Maritim.

INTEGRATED RISK MONITORING AND GOVERNANCE COMMITTEE

In 2024, the composition of the members of the Risk Monitoring Committee who concurrently serve with the Integrated Governance Committee needed to be adjusted in accordance with the technical guidelines, as well as the composition and qualifications of the Risk Management Organ stipulated in the Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises Number SK-3/DKU.MBU/05/2023. Therefore, this adjustment was established through the Decree of the Board of Commissioners of PT Pelindo Jasa Maritim Number: KEP-05/DK-PJM/3/2024 concerning the amendment of the Risk Monitoring Committee to become the Integrated Risk Monitoring and Governance Committee.

CHARTER OF THE INTEGRATED RISK MONITORING AND GOVERNANCE COMMITTEE ON RISK MONITORING FUNCTION

The Integrated Risk Monitoring and Governance Committee carries out its duties and responsibilities based on the Risk Monitoring Committee Charter, which regulates the duties, authorities, responsibilities, work procedures, and other provisions in supporting the supervisory function of the Board of Commissioners. This charter is periodically evaluated and adjusted to align with regulations and the Company's needs.

QUALIFICATIONS OF MEMBERS OF THE INTEGRATED RISK MONITORING AND GOVERNANCE COMMITTEE ON RISK MONITORING FUNCTION

The Company establishes certain qualifications that must be fulfilled by members of the Committee responsible for Risk Monitoring. These qualifications are as follows:

1. Not a person from a Public Accounting Firm, Law Firm, or any other party that provides audit and/or non-audit services to PT Pelindo Jasa Maritim within the past 6 (six) months prior to being appointed by the Board of Commissioners.
2. Not a person who has authority and responsibility to plan, lead, and control the activities of PT Pelindo Jasa Maritim within the past 6 (six) months prior to being appointed by the Board of Commissioners, except for Independent Commissioners.

3. Tidak mempunyai hubungan keluarga karena perkawinan atau keturunan sampai derajat kedua, baik secara horizontal maupun vertikal dengan Komisaris, Direksi atau Pemegang Saham dan atau tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT Pelindo Jasa Maritim.

3. Has no family relationship by marriage or blood up to the second degree, either horizontally or vertically, with the Commissioners, Directors, or Shareholders, and has no direct or indirect business relationship related to the business activities of PT Pelindo Jasa Maritim.

KETENTUAN MASA JABATAN

Masa jabatan Ketua atau anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi yang merupakan anggota Dewan Komisaris mengikuti masa jabatannya sebagai anggota Dewan Komisaris. Bagi anggota yang bukan merupakan anggota Dewan Komisaris paling lama 3 (tiga) tahun atau sesuai ketentuan yang berlaku dengan tidak mengurangi hak dan wewenang Dewan Komisaris untuk memberhentikan sewaktu-waktu dan dapat dipilih kembali sesudahnya untuk masa 2 (dua) tahun berikutnya.

TERM OF OFFICE

The term of office of the Chairman or members of the Integrated Risk Monitoring and Governance Committee who are also members of the Board of Commissioners follows their tenure as members of the Board of Commissioners. For members who are not part of the Board of Commissioners, the term of office is a maximum of 3 (three) years or in accordance with applicable regulations, without prejudice to the rights and authority of the Board of Commissioners to dismiss them at any time and they may be reappointed thereafter for a further term of 2 (two) years.

SUSUNAN, JUMLAH, KOMPOSISI DAN DASAR PENGANGKATAN KOMITE PEMANTAU RISIKO DAN TATA KELOLA TERINTEGRASI DI SEPANJANG TAHUN 2024

Komposisi Komite Pemantau Risiko dan Tata Kelola Terintegrasi Perusahaan per 31 Desember 2024, adalah sebagai berikut:

COMPOSITION, NUMBER, STRUCTURE, AND BASIS FOR THE APPOINTMENT OF THE INTEGRATED RISK MONITORING AND GOVERNANCE THROUGHOUT 2024

The composition of the Company's Integrated Risk Monitoring and Governance Committee as of December 31, 2024, is as follows:

Komposisi Keanggotaan Komite Pemantau Risiko dan Tata Kelola Terintegrasi Tahun 2024
Composition of Integrated Risk Monitoring and Governance Committee Membership in 2024

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Office
Otto Ardianto	Ketua Komite Pemantau Risiko dan Tata Kelola Terintegrasi Dewan Komisaris Integrated Risk Monitoring and Governance Committee Chairman	Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024 Decree of the Board of Commissioners No. No. KEP-05/DK-PJM/3/2024 dated March 1, 2024	01 Maret 2024 – Sekarang March 1, 2024 – Present	Ke-1 First
Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi Bidang Tugas Pemantau Risiko Integrated Risk Monitoring and Governance Committee Member on Risk Monitoring Duties				
Syamsurizal	Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi bidang Tugas Pemantau Risiko Integrated Risk Monitoring and Governance Committee Member on Risk Monitoring Duties	Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024 Decree of the Board of Commissioners No. No. KEP-05/DK-PJM/3/2024 dated March 1, 2024	01 Maret 2024 – Sekarang March 1, 2024 – Present	Ke-1 First
Usman Saroni	Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi bidang Tugas Pemantau Risiko Integrated Risk Monitoring and Governance Committee Member on Risk Monitoring Duties	Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024 Decree of the Board of Commissioners No. No. KEP-05/DK-PJM/3/2024 dated March 1, 2024	01 Maret 2024 – Sekarang March 1, 2024 – Present	Ke-1 First



Komposisi Keanggotaan Komite Pemantau Risiko dan Tata Kelola Terintegrasi Tahun 2024
Composition of Integrated Risk Monitoring and Governance Committee Membership in 2024

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment	Masa Jabatan Term of Office	Periode Jabatan Period of Office
Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi Bidang Tugas Tata Kelola Terintegrasi Integrated Risk Monitoring and Governance Committee Member on Integrated Governance Duties				
Abdul Hamid Habbe	Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi bidang Tata Kelola Terintegrasi Integrated Risk Monitoring and Governance Committee Member on Integrated Governance Duties	Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024 Decree of the Board of Commissioners No. No. KEP-05/DK-PJM/3/2024 dated March 1, 2024	01 Maret 2024 – Sekarang March 1, 2024 – Present	Ke-1 First
Djaman AM	Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi bidang Tata Kelola Terintegrasi Integrated Risk Monitoring and Governance Committee Member on Integrated Governance Duties	Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024 Decree of the Board of Commissioners No. No. KEP-05/DK-PJM/3/2024 dated March 1, 2024	01 Maret 2024 – Sekarang March 1, 2024 – Present	Ke-1 First
Syamsurizal	Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi bidang Tata Kelola Terintegrasi Integrated Risk Monitoring and Governance Committee Member on Integrated Governance Duties	Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024 Decree of the Board of Commissioners No. No. KEP-05/DK-PJM/3/2024 dated March 1, 2024	01 Maret 2024 – Sekarang March 1, 2024 – Present	Ke-1 First
Sarwin Prodjosuwirjo	Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi bidang Tata Kelola Terintegrasi Integrated Risk Monitoring and Governance Committee Member on Integrated Governance Duties	Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024 Decree of the Board of Commissioners No. No. KEP-05/DK-PJM/3/2024 dated March 1, 2024	01 Maret 2024 – Desember 2024 March 1, 2024 – December 2024	Ke-1 First
Usman Sahroni	Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi bidang Tata Kelola Terintegrasi Integrated Risk Monitoring and Governance Committee Member on Integrated Governance Duties	Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024 Decree of the Board of Commissioners No. No. KEP-05/DK-PJM/3/2024 dated March 1, 2024	01 Maret 2024 – sekarang March 1, 2024 – Present	Ke-1 First
Haries Prakasya	Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi bidang Tata Kelola Terintegrasi Integrated Risk Monitoring and Governance Committee Member on Integrated Governance Duties	Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024 Decree of the Board of Commissioners No. No. KEP-05/DK-PJM/3/2024 dated March 1, 2024	01 Maret 2024 – Sekarang March 1, 2024 – Present	Ke-1 First

PROFIL KOMITE PEMANTAU RISIKO

Ketua Komite Pemantau Risiko

Neil Iskandar Daulay

(Ketua Komite Pemantau Risiko dan Tata Kelola Terintegrasi)
(Integrated Risk Monitoring and Governance Committee Chairman)

Periode Period	:	01 Maret 2024 – Sekarang (Periode Ke-1)	March 1, 2024 – Present (First Period)
Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Dasar Pengangkatan Basis of Appointment	:	Tentang Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024	Decree of the Board of Commissioners No. No. KEP-05/DK-PJM/3/2024 dated March 1, 2024

Profil Otto Ardianto selaku Ketua Komite Pemantau Risiko dapat dilihat bagian profil Dewan Komisaris pada bab Profil Perusahaan dalam Laporan Tahunan ini.

RISK MONITORING COMMITTEE PROFILE

Risk Monitoring Chairman Profile

The profile of Otto Ardianto as the Integrated Risk Monitoring and Governance Committee Chairman is available in the Profile of the Board of Commissioners, within the Company Profile Chapter of this Annual Report.

Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi bidang Tugas Pemantau Risiko

Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi bidang Tugas Pemantau Risiko:

Members of Risk Monitoring and Integrated Governance Committee on Risk Monitoring Duties

Members of the Risk Monitoring and Governance Committee on Risk Monitoring Duties:

Syamsurizal

(Anggota Komite Manajemen Risiko)
(Risk Management Committee)

01 Maret 2024 – Sekarang (Periode Ke-3)
March 1, 2024 until Present (Third Period)

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Dasar Pengangkatan Basis of Appointment	:	Keputusan Dewan Komisaris No. KEP-09/DK-PJM/10/2021 tanggal 29 Oktober 2021 dan Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024	Decree of the Board of Commissioners No. KEP-09/DK-PJM/10/2021 dated October 29, 2021 and Decree of the Board of Commissioners No. KEP-05/DK-PJM/3/2024 dated March 1, 2024
Tempat & Tanggal Lahir Birth Date & Location	:	Padang, 03 Maret 1955	Samarinda, August 02, 1956
Usia (2024) Age	:	69 tahun	69 years old
Domisili Domicile	:	Jakarta Pusat, DKI Jakarta, Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Oktober 2021	October 1, 2021
Sertifikasi Certification	:	• Leader as Coach – The 20 Hour ICF Continuing Coaching Education	
Riwayat Pendidikan Educational Background	:	• *Post Graduate of Port and Coastal Engineering*, University of Trondheim, Norway (1993) • *Magister Management*, Universitas Pancasila (1996)	
Pengalaman Kerja Professional Experience	:	• Komite Manajemen Risiko, PT Pelindo IV (Persero) (2017-2020) • Senior Manager Risk Management, PT Pelindo II (Persero) (2008-2009) • Senior Manager Fasilitas, PT Pelindo II (Persero) (2005-2007) • General Manager Pelabuhan Teluk Bayur, PT Pelindo II (Persero) (1999-2004) • Kepala Biro Perencanaan, PT Pelindo II (Persero) (1997-1997)	• Risk Management Committee, PT Pelindo IV (Persero) (2017-2020) • Senior Manager of Risk Management, PT Pelindo II (Persero) (2008-2009) • Senior Manager of Facilities, PT Pelindo II (Persero) (2005-2007) • General Manager of Teluk Bayur Port, PT Pelindo II (Persero) (1999-2004) • Head of Planning Bureau, PT Pelindo II (Persero) (1997-1997)
Rangkap Jabatan Concurrent Position	:	Tidak memiliki rangkap jabatan	Has no concurrent position

Usman Saroni

(Anggota Komite Manajemen Risiko dan Tata Kelola Terintegrasi bidang Tugas Pemantau Risiko)
Member of Risk Monitoring and Integrated Governance Committee on Risk Monitoring Duties

01 Maret 2024 s.d 31 Desember 2024 (Periode Ke-1)
March 1, 2024 until December 31, 2024 (First Period)

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Dasar Pengangkatan Basis of Appointment	:	Keputusan Dewan Komisaris No. KEP-05/DK-PJM/3/2024 tanggal 01 Maret 2024	Decree of the Board of Commissioners No. KEP-05/DK-PJM/3/2024 dated March 1, 2024
Tempat & Tanggal Lahir Birth Date & Location	:	Bandung, 13 Februari 1978	Samarinda, August 02, 1956
Usia (2024) Age (2024)		46 tahun	46 years old
Domisili Domicile	:	Jakarta, Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Maret 2024	March 1, 2024
Sertifikasi Certification	:	• Port Management; • Risk & Governance; • Artificial Intelligence Application.	
Riwayat Pendidikan Educational Background		• S2-World Maritime University, Shipping & Logistic, Malmo, Swedia-2015 • S1-Sekolah Tinggi Ilmu Pelayaran, Port Management, Jakarta-1999	• Master's Degree-World Maritime University, Shipping & Logistics, Malmö, Sweden-2015 • Bachelor's Degree-Jakarta Maritime Academy (STIP), Port Management, Jakarta-1999
Pengalaman Kerja Professional Experience	:	• Group Head Manajemen Risiko, Tatakelola dan Kepatuhan PT Pelabuhan Indonesia (Persero); • Direktur Keuangan dan SDM PT Pengembang Pelabuhan Indonesia; • Vice President Pengelolaan Anak Perusahaan dan Cabang; • Senior Manager Kendali Mutu; • Senior Manager Petikemas.	• Group Head of Risk Management, Governance, and Compliance, PT Pelabuhan Indonesia (Persero) • Finance and Human Capital Director, PT Pengembang Pelabuhan Indonesia • Vice President of Subsidiaries and Branch Management • Senior Manager of Quality Control • Senior Manager of Container Services
Rangkap Jabatan Concurrent Position	:	Tidak memiliki rangkap jabatan	Has no concurrent position

INDEPENDENSI KOMITE PEMANTAU RISIKO DAN TATA KELOLA TERINTEGRASI BIDANG PEMANTAU RISIKO

Anggota Komite Pemantau Risiko dan Tata Kelola Terintegrasi Bidang Pemantau Risiko yang menjabat telah memenuhi seluruh kualifikasi yang dipersyaratkan. Adapun pemilihan anggota dilakukan berdasarkan kriteria yang menjamin independensi dan objektivitas dalam pelaksanaan tugas. Selain itu, anggota tidak memiliki kepentingan atau keterkaitan pribadi yang berpotensi menimbulkan konflik kepentingan maupun dampak negatif bagi Perusahaan.

Adapun kriteria independensi Komite Pemantau Risiko terlampir dalam tabel berikut:

INDEPENDENCE OF THE RISK MONITORING AND INTEGRATED GOVERNANCE COMMITTEE ON RISK MONITORING DUTIES

The members of the Risk Monitoring and Integrated Governance Committee on Risk Monitoring Duties have met all required qualifications. The selection of members is based on criteria that ensure independence and objectivity in carrying out their duties. Furthermore, the members do not have any personal interests or affiliations that could potentially create conflicts of interest or adverse impacts on the Company.

The independence criteria of the Risk Monitoring Committee are presented in the following table:

Aspek Independensi Independence Aspect	Otto Ardianto	Syamsurizal	Usman Saroni
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum atau pihak lain yang memberikan jasa audit dan atau non-audit kepada PT Pelindo Jasa Maritim dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Dewan Komisaris. Not a person from any Public Accounting Firm, Law Firm, or any other party providing audit and/or non-audit services to PT Pelindo Jasa Maritim within the last 6 (six) months prior to being appointed by the Board of Commissioners.	√	√	√

Aspek Independensi Independence Aspect	Otto Ardianto	Syamsurizal	Usman Saroni
Bukan merupakan orang yang memiliki wewenang dan tanggung jawab untuk merencanakan, memimpin, dan mengendalikan kegiatan PT Pelindo Jasa Maritim dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Dewan Komisaris, kecuali untuk Komisaris Independen. Not a person who has authority and responsibility to plan, lead, and control the activities of PT Pelindo Jasa Maritim within the last 6 (six) months prior to being appointed by the Board of Commissioners, except for Independent Commissioners.	√	√	√
Tidak mempunyai hubungan keluarga karena perkawinan atau keturunan sampai derajat kedua, baik secara horizontal maupun vertikal dengan Komisaris, Direksi atau Pemegang Saham dan atau tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha PT Pelindo Jasa Maritim. Has no family relationship by marriage or descent up to the second degree, either horizontally or vertically, with any Commissioner, Director, or Shareholder, and does not have any business relationship, either directly or indirectly, related to the business activities of PT Pelindo Jasa Maritim.	√	√	√
Bukan merupakan orang dalam Kantor Akuntan Publik, Kantor Konsultan Hukum atau pihak lain yang memberikan jasa audit dan atau non-audit kepada PT Pelindo Jasa Maritim dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Dewan Komisaris. Not a person from any Public Accounting Firm, Law Firm, or any other party providing audit and/or non-audit services to PT Pelindo Jasa Maritim within the last 6 (six) months prior to being appointed by the Board of Commissioners.	√	√	√
Bukan merupakan orang yang memiliki wewenang dan tanggung jawab untuk merencanakan, memimpin, dan mengendalikan kegiatan PT Pelindo Jasa Maritim dalam waktu 6 (enam) bulan terakhir sebelum diangkat oleh Dewan Komisaris, kecuali untuk Komisaris Independen. Not a person who has authority and responsibility to plan, lead, and control the activities of PT Pelindo Jasa Maritim within the last six (6) months prior to being appointed by the Board of Commissioners, except for Independent Commissioners.	√	√	√

v = ada | x = tidak ada
v = fulfilled | x = not fulfilled

TUGAS DAN TANGGUNG JAWAB KOMITE PEMANTAU RISIKO DAN TATA KELOLA TERINTEGRASI BIDANG PEMANTAU RISIKO

Komite Pemantau Risiko dan Tata Kelola Terintegrasi Bidang Pemantau Risiko memiliki Tugas, wewenang dan Tanggung Jawab sebagai berikut:

1. Mengakses seluruh informasi yang relevan tentang Perseroan terkait dengan tugas dan fungsi komite pemantau risiko;
2. Melakukan komunikasi dengan kepala unit kerja dan pihak lain dalam Perseroan untuk memperoleh informasi, klarifikasi serta meminta dokumen dan laporan yang diperlukan;
3. Melakukan pemantauan dan penelaahan terhadap laporan Manajemen Risiko dan laporan lainnya terkait penerapan Manajemen Risiko baik Perseroan maupun Anak Perusahaan Perseroan;
4. Melakukan pemantauan dan evaluasi atas kesesuaian penerapan kebijakan dan strategi Manajemen Risiko Induk dan Anak Perusahaan;
5. Memberikan rekomendasi kepada Dewan Komisaris atas hal yang mendukung efektivitas penerapan Manajemen Risiko dan kesesuaian antara kebijakan Manajemen Risiko Induk dan Manajemen Risiko Anak Perusahaan;

DUTIES AND RESPONSIBILITIES OF THE RISK MONITORING AND INTEGRATED GOVERNANCE COMMITTEE ON RISK MONITORING DUTIES

The Risk Monitoring and Integrated Governance Committee on Risk Monitoring Duties has the following duties, authorities, and responsibilities:

1. To access all relevant information about the Company in relation to the duties and functions of the Risk Monitoring Committee;
2. To communicate with heads of work units and other parties within the Company to obtain information, clarification, as well as to request necessary documents and reports;
3. To conduct monitoring and review of Risk Management reports and other reports related to the implementation of Risk Management both at the Company and its Subsidiaries;
4. To monitor and evaluate the conformity of the implementation of Risk Management policies and strategies between the Parent Company and its Subsidiaries;
5. To provide recommendations to the Board of Commissioners on matters supporting the effectiveness of Risk Management implementation and the alignment between the Parent Company's Risk Management policies and those of its Subsidiaries;

6. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Manajemen Risiko lainnya sesuai dengan ketentuan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri;

7. Melaksanakan tugas khusus lainnya yang diberikan oleh Dewan Komisaris PT Pelindo Jasa Maritim.

TUGAS DAN TANGGUNG JAWAB KOMITE PEMANTAU RISIKO DAN TATA KELOLA TERINTEGRASI BIDANG TATA KELOLA TERINTEGRASI

Komite Pemantau Risiko dan Tata Kelola Terintegrasi Bidang Tata Kelola Terintegrasi memiliki Tugas, wewenang dan Tanggung Jawab sebagai berikut:

1. Melakukan evaluasi kebijakan Tata Kelola Terintegrasi Perusahaan;
2. Melakukan pemantauan dan evaluasi atas kesesuaian kebijakan Tata Kelola Terintegrasi Perusahaan;
3. Melakukan Evaluasi pelaksanaan Tata Kelola Terintegrasi, paling sedikit melalui penilaian kecukupan pengendalian internal dan pelaksanaan fungsi kepatuhan secara terintegrasi;
4. Memberikan rekomendasi kepada Dewan Komisaris untuk penyempurnaan kebijakan Tata Kelola Terintegrasi;
5. Melakukan komunikasi dengan unit kerja untuk fungsi antara lain Audit Intern, hukum dan kepatuhan, keuangan dan Manajemen Risiko, sumber daya manusia dan aspek fungsi operasional usaha yang diperlukan, untuk memperoleh informasi, klarifikasi serta meminta laporan yang diperlukan secara terintegrasi;
6. Melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Tata Kelola Terintegrasi lainnya sesuai dengan ketentuan perundang-undangan, anggaran dasar, dan/atau Keputusan RUPS;
7. Melaksanakan tugas khusus yang diberikan oleh Dewan Komisaris.

RAPAT KOMITE PEMANTAU RISIKO DAN TATA KELOLA TERINTEGRASI

Kebijakan Rapat

Kebijakan rapat Komite Pemantau Risiko berdasarkan ketentuan sebagai berikut:

1. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;

2. Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Badan Usaha Milik Negara Republik Indonesia Nomor: SK-3/DKU.MBU/05/2023 tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan Badan Usaha Milik Negara;

6. To carry out monitoring and evaluation of the implementation of other Risk Management functions in accordance with applicable laws and regulations, the Articles of Association, and/or resolutions of the GMS/Minister;
7. To perform other special duties assigned by the Board of Commissioners of PT Pelindo Jasa Maritim.

DUTIES AND RESPONSIBILITIES OF THE RISK MONITORING AND INTEGRATED GOVERNANCE COMMITTEE ON INTEGRATED GOVERNANCE DUTIES

The Risk Monitoring and Integrated Governance Committee on Integrated Governance Duties has the following duties, authorities, and responsibilities:

1. To evaluate the Company's Integrated Governance policies;
2. To monitor and evaluate the compliance of the Company's Integrated Governance policies;
3. To evaluate the implementation of Integrated Governance, at minimum through the assessment of internal control adequacy and the implementation of the compliance function in an integrated manner;
4. To provide recommendations to the Board of Commissioners for improvement of Integrated Governance policies;
5. To communicate with work units responsible for functions such as Internal Audit, legal and compliance, finance and Risk Management, human resources, and other necessary business operational functions to obtain information, clarification, and request required reports in an integrated manner;

6. To conduct monitoring and evaluation of the implementation of other Integrated Governance functions in accordance with applicable laws and regulations, the Articles of Association, and/or GMS Resolutions;
7. To carry out special duties assigned by the Board of Commissioners.

RISK MONITORING AND INTEGRATED GOVERNANCE COMMITTEE MEETING

Meeting Policy

The Risk Monitoring and Integrated Governance Committee's meeting policy is based on the following provisions:

1. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises;
2. Decree of the Deputy for Finance and Risk Management of the Ministry of State-Owned Enterprises of the Republic of Indonesia Number: SK-3/DKU.MBU/05/2023 concerning Technical Guidelines for the Composition and Qualifications of Risk Management Organs within State-Owned Enterprises;

3. Surat Keputusan Dewan Komisaris PT Pelindo Jasa Maritim KEP-05/DK-PJM/3/2024 tentang Perubahan Komite Pemantau Risiko menjadi Komite Pemantau Risiko dan Tata Kelola Terintegrasi.

4. Peraturan Direksi PT Pelindo Jasa Maritim Nomor: PER.0045/HK.101/PLJM-2023 tentang Pedoman Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) PT Pelindo Jasa Maritim.

3. Decree of the Board of Commissioners of PT Pelindo Jasa Maritim KEP-05/DK-PJM/3/2024 concerning the Amendment of the Risk Monitoring Committee to become the Risk Monitoring and Integrated Governance Committee;
4. Board of Directors Regulation of PT Pelindo Jasa Maritim Number: PER.0045/HK.101/PLJM-2023 concerning Guidelines for Good Corporate Governance of PT Pelindo Jasa Maritim.

Frekuensi Kehadiran Rapat

Sepanjang tahun 2024, Komite Bidang Tugas Pemantau Risiko telah melaksanakan rapat komite dengan frekuensi kehadiran rapat Komite Pemantau Risiko adalah sebagai berikut:

Meeting Frequency

Throughout 2024, the Risk Monitoring Committee has conducted committee meetings with the following frequency:

Tabel Frekuensi Kehadiran Rapat Internal Komite Bidang Tugas Pemantau Risiko Tahun 2024
Table of Internal Risk Monitoring Committee Meeting Attendance Frequency in 2024

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Obligated Meetings	Jumlah Kehadiran Attendance Rate	Persentase (%) Percentage (%)
Otto Ardianto	Ketua Komite Pemantau Risiko & Tata Kelola Terintegrasi/Komisaris Risk Monitoring & Integrated Governance Committee Chairman/Commissioner	12	12	100
Syamsurizal	Anggota Komite Pemantau Risiko & Tata Kelola Terintegrasi bidang Tugas Pemantau Risiko Risk Monitoring & Integrated Governance Committee Chairman Member on Risk Monitoring Duties	12	12	100
Usman Saroni	Anggota Komite Pemantau Risiko & Tata Kelola Terintegrasi bidang Tugas Pemantau Risiko Risk Monitoring & Integrated Governance Committee Chairman Member on Risk Monitoring Duties	12	12	100

Tabel Frekuensi Kehadiran Rapat Internal bersama Dewan Komisaris Tahun 2024
Table of Internal Meeting Attendance Frequency with the Board of Commissioners in 2024

Nama Name	Jabatan Position	Jumlah Wajib Rapat Number of Obligated Meetings	Jumlah Kehadiran Attendance Rate	Persentase (%) Percentage (%)
Syamsurizal	Anggota Komite Pemantau Risiko & Tata Kelola Terintegrasi bidang Tugas Pemantau Risiko Risk Monitoring & Integrated Governance Committee Chairman Member on Risk Monitoring Duties	12	12	100
Usman Saroni	Anggota Komite Pemantau Risiko & Tata Kelola Terintegrasi bidang Tugas Pemantau Risiko Risk Monitoring & Integrated Governance Committee Chairman Member on Risk Monitoring Duties	12	12	100

Rapat Lainnya:
1. Rapat RUPS Pengesahan RKAP Tahun 2024 PT Pelindo Jasa Maritim (29 Januari 2024);
2. Sosialisasi LHKPN 2023 (26 Februari 2024);
3. Rapat Kerja I SPJM (01 Maret 2024);
4. *Closing Meeting* KAP (04 April 2024);

Other Meetings:
1. GMS Meeting for the Approval of the 2024 RKAP of PT Pelindo Jasa Maritim (January 29, 2024);
2. 2023 LHKPN Socialization (February 26, 2024);
3. SPJM Work Meeting I (March 1, 2024);
4. KAP Closing Meeting (April 4, 2024);

5. Rapat Komite Pemantau Risiko dan KTKT (03 Mei 2024);
6. Sosialisasi Perangkat GCG SPJM Group (22 Mei 2024);
7. Rapat Koordinasi dengan Anak Perusahaan, PT EII dan PT PMS (27 Mei 2024);
8. Rapat Persiapan RUPS Pengesahan Laporan Keuangan Tahun Buku 2023 (10 Juni 2024);
9. *Sharing Session*/Penilaian Peringkat Komposit Risiko;
10. Rapat Pembahasan Transformasi Pengerukan (04 Juli 2024);
11. *Workshop* Seminar AAI (16-17 Juli 2024);
12. Rapat Koordinasi Teknis tentang Isu-Isu atau Permasalahan Strategis *Subholding* dan Anak Perusahaan *Non Cluster* Bisnis (06 Agustus 2024);
13. Rapat Persiapan Komite Risiko dan Tata Kelola Terintegrasi (21 Agustus 2024);
14. Rapat Tata Kelola Terintegrasi (23 Agustus 2024);
15. Rapat Tata Kelola Terintegrasi (29 Oktober 2024);
16. Sosialisasi Petunjuk Teknis, ICOFR Badan Usaha Milik Negara (18 November 2024);
17. Sosialisasi Antikorupsi (03 Desember 2024).

PENGEMBANGAN KOMPETENSI KOMITE BIDANG TUGAS PEMANTAU RISIKO

Perusahaan memberikan dukungan kepada Komite Bidang Tugas Pemantau Risiko dengan menyediakan berbagai program pengembangan kompetensi, termasuk pelatihan dan webinar. Program ini dirancang untuk memperkuat keterampilan sekaligus mendukung efektivitas pelaksanaan tugas Komite. Rincian kegiatan pengembangan kompetensi Komite Pemantau Risiko sepanjang tahun 2024 adalah sebagai berikut:

5. Risk Monitoring and ITG Committee Meeting (May 3, 2024);
6. Socialization of GCG Instruments for SPJM Group (May 22, 2024);
7. Coordination Meeting with Subsidiaries, PT EII and PT PMS (May 27, 2024);
8. Preparation Meeting for GMS Approval of the 2023 Financial Year Financial Statements (June 10, 2024);
9. Sharing Session/Risk Composite Rating Assessment;
10. Meeting on Dredging Transformation Discussion (July 4, 2024);
11. AAI Seminar Workshop (July 16-17, 2024);
12. Technical Coordination Meeting on Strategic Issues or Challenges of Subholdings and Non-Business Cluster Subsidiaries (August 6, 2024);
13. Preparation Meeting for the Risk and Integrated Governance Committee (August 21, 2024);
14. Integrated Governance Meeting (August 23, 2024);
15. Integrated Governance Meeting (October 29, 2024);
16. Socialization of Technical Guidelines for ICOFR of State-Owned Enterprises (November 18, 2024);
17. Anti-Corruption Socialization (December 3, 2024).

COMPETENCY DEVELOPMENT OF RISK MONITORING COMMITTEE

The Company provides support to the Risk Monitoring Committee by offering various competency development programs, including training and webinars. These programs are designed to enhance skills and support the effectiveness of the Committee's duties. The details of the Risk Monitoring Committee's competency development activities throughout 2024 are as follows:

Nama dan Jabatan Name and Position	**Jenis Pendidikan dan Pelatihan** Types of Education and Training	**Materi Pendidikan dan Pelatihan** Education and Training Subject	**Waktu Penyelenggaraan** Training Date	**Penyelenggara** Organizer
Otto Ardianto (Ketua Komite Pemantau Risiko & Tata Kelola Terintegrasi) Risk Monitoring & Integrated Governance Committee Chairman	Manajemen Risiko Risk Management	Sertifikasi Kompetensi Manajemen Risiko-*Qualified Risk Governance Professional* (QRGP) Risk Management-Qualified Risk Governance Professional (QRGP)	27 Februari 2024 February 27, 2024	Lembaga Sertifikasi Profesi (LSP)
Syamsurizal	Anggota Komite Pemantau Risiko & Tata Kelola Terintegrasi bidang Tugas Pemantau Risiko Risk Monitoring & Integrated Governance Committee Chairman Member on Risk Monitoring Duties	-	-	-
Usman Saroni	Anggota Komite Pemantau Risiko & Tata Kelola Terintegrasi bidang Tugas Pemantau Risiko Risk Monitoring & Integrated Governance Committee Chairman Member on Risk Monitoring Duties	-	-	-

PELAKSANAAN TUGAS KOMITE BIDANG TUGAS PEMANTAU RISIKO 2024

Sepanjang tahun 2024, Komite Bidang Tugas Pemantau Risiko telah melaksanakan tugas dan tanggung jawabnya dalam bentuk tanggapan/telaahan terhadap surat-surat Manajemen PT Pelindo Jasa Maritim adalah sebagai berikut:

1. Nomor: ND/16/01/02/KPR/24 tanggal 24 Januari 2024 perihal: Telaahan Laporan Manajemen Tentang Risiko sampai dengan bulan Desember 2023;
2. Nomor: ND/25/01/03/KPR/24 tanggal 25 Januari 2024 perihal: Tanggapan Dekom atas Usulan RKAP 2024 dari Aspek Risiko;
3. Nomor: ND/20/02/04/KPR/24 tanggal 20 Februari 2024 perihal: Telaahan Laporan Manajemen Tentang Risiko bulan Januari 2024;
4. Nomor: ND/05/03/05/KPR/24 tanggal 05 Maret 2024 perihal: Telaahan atas Rencana Pengecualian Dalam Pemenuhan Organ Pengelola Risiko di Lingkungan Subholding Pelindo Jasa Maritim;
5. Nomor: ND/023/03/06/KPR/24 tanggal 23 Maret 2024 perihal: Telaahan Laporan Manajemen Tentang Risiko bulan Februari 2024;
6. Nomor: ND/24/04/08/KPR/24 tanggal 24 April 2024 perihal: Telaahan Laporan Realisasi Manajemen Triwulan I Tahun 2024;
7. Nomor: ND/21/05/14/KPR/24 tanggal 21 Mei 2024 perihal: Telaahan Hasil Perhitungan Peringkat Komposit Risiko (PKR) Tahun 2024 PT PJM;
8. Nomor: ND/01/07/16/KPR/24 tanggal 01 Juli 2024 perihal: Transformasi Rukindo.

RISK MONITORING COMMITTEE DUTIES IMPLEMENTATION IN 2024

Throughout 2024, the Risk Monitoring Committee has carried out its duties and responsibilities in the form of responses/reviews to correspondence from the Management of PT Pelindo Jasa Maritim as follows:

1. Number: ND/16/01/02/KPR/24 dated January 24, 2024 regarding: Review of the Management Report on Risks up to December 2023;
2. Number: ND/25/01/03/KPR/24 dated January 25, 2024 regarding: Board of Commissioners' Response to the Proposed 2024 RKAP from a Risk Perspective;
3. Number: ND/20/02/04/KPR/24 dated February 20, 2024 regarding: Review of the Management Report on Risks for January 2024;
4. Number: ND/05/03/05/KPR/24 dated March 5, 2024 regarding: Review of the Proposed Exception in Fulfilling Risk Management Organizational Requirements within Pelindo Jasa Maritim Subholding;
5. Number: ND/023/03/06/KPR/24 dated March 23, 2024 regarding: Review of the Management Report on Risks for February 2024;
6. Number: ND/24/04/08/KPR/24 dated April 24, 2024 regarding: Review of the Risk Management Realization Report for Q1 2024;
7. Number: ND/21/05/14/KPR/24 dated May 21, 2024 regarding: Review of the Results of the Composite Risk Rating (PKR) Assessment for 2024 of PT PJM;
8. Number: ND/01/07/16/KPR/24 dated July 1, 2024 regarding: Rukindo Transformation.

Organ Pendukung Direksi
Supporting Organs of The Board of Directors

Direksi dalam menjalankan tugasnya didukung oleh Sekretaris Perusahaan yang berperan mengelola administrasi dan koordinasi internal. Selain itu, Satuan Pengawasan Internal juga membantu Direksi dalam memastikan seluruh proses perusahaan berjalan sesuai kebijakan serta standar yang berlaku.

In carrying out its duties, the Board of Directors is supported by the Corporate Secretary, who plays a role in managing internal administration and coordination. In addition, the Internal Audit Unit assists the Board of Directors in ensuring that all corporate processes within the company are carried out in accordance with applicable policies and standards.

SEKRETARIS PERUSAHAAN

Perusahaan menunjuk Sekretaris Perusahaan sebagai organ pendukung Direksi yang berperan memastikan penerapan prinsip Tata Kelola Perusahaan yang Baik. Fungsi utamanya meliputi keterbukaan informasi kepada pemangku kepentingan, pemenuhan kepatuhan terhadap peraturan perundang-undangan, khususnya di bidang pasar modal, serta menjadi penghubung antara Perusahaan dan para pemangku kepentingan.

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan diangkat dan dapat diberhentikan oleh Direktur Utama, serta dalam pelaksanaan tugasnya bertanggung jawab penuh kepada Direksi.

PEJABAT SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan dijabat oleh Tubagus Patrick Tribudi Utama Iskandar berdasarkan Surat Keputusan Direksi Nomor: KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 01 September 2023 tentang Alih Tugas/Jabatan Pekerja di lingkungan PT Pelabuhan Indonesia (Persero).

CORPORATE SECRETARY

The Company appoints a Corporate Secretary as a supporting organ of the Board of Directors, responsible for ensuring the application of Good Corporate Governance principles. The main functions include ensuring transparency of information to stakeholders, fulfilling compliance with applicable laws and regulations, particularly in the capital market sector, and acting as a liaison between the Company and its stakeholders.

APPOINTMENT AND DISMISSAL OF THE CORPORATE SECRETARY

The Corporate Secretary is appointed and may be dismissed by the President Director, and in carrying out his/her duties, he/she is fully responsible to the Board of Directors.

CORPORATE SECRETARY OFFICER

The Corporate Secretary is held by Tubagus Patrick Tribudi Utama Iskandar based on the Decree of the Board of Directors Number: KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 1, 2023 regarding Reassignment/ Transfer of Employees within PT Pelabuhan Indonesia (Persero).

Profil Sekretaris Perusahaan

Corporate Secretary Profile

Tubagus Patrick Tribudi Utama Iskandar

Senior Vice President Sekretaris Perusahaan
Senior Vice President of Corporate Secretary

01 September 2023
September 1, 2023

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	44 tahun per 31 Desember 2024	44 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan - Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Agustus 2008	August 1, 2008
Riwayat Pendidikan Educational Background	:	• S1 Ekonomi, Universitas Hasanuddin (2006)	• Bachelor's Degree in Economics from Hasanuddin University (2006)
Pengalaman Kerja Professional Experience	:	• Senior Vice President Sekretaris Perusahaan PT Pelindo Jasa Maritim (2023 s.d Sekarang); • Senior Vice President Perencanaan Strategis PT Pelindo Jasa Maritim (2021-2022); • Senior Manager Komersial dan Hubungan Pelanggan PT Pelindo IV (Persero) (2021); • Senior Vice President Marketing and Tarrif PT Pelindo IV (Persero) (2019-2021); • Senior Vice President Subsidiary and Business Development PT Pelindo IV (Persero) (2019); • Vice President Subsidiary and Business Development PT Pelindo IV (Persero) (2019).	• Senior Vice President of Corporate Secretary at PT Pelindo Jasa Maritim (2023-Present); • Senior Vice President of Strategic Planning at PT Pelindo Jasa Maritim (2021-2022); • Senior Manager of Commercial and Customer Relations at PT Pelindo IV (Persero) (2021); • Senior Vice President of Marketing and Tariff at PT Pelindo IV (Persero) (2019-2021); • Senior Vice President of Subsidiary and Business Development at PT Pelindo IV (Persero) (2019); • Vice President of Subsidiary and Business Development at PT Pelindo IV (Persero) (2019).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Satuan Pengawasan Internal berdasarkan Surat Keputusan Direksi No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 01 September 2023	Appointed as Senior Vice President of the Internal Audit Unit based on the Decree of the Board of Directors No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 1, 2023.

TUGAS DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN

Untuk menyelenggarakan fungsi, sekretariat Perusahaan mempunyai tugas pokok dan tanggung jawab adalah sebagai berikut:

1. Bertanggung jawab memastikan perencanaan, penyusunan, sosialisasi, implementasi, monitoring, evaluasi dan perbaikan berkelanjutan atas Standar Prosedur Operasi (SPO), Program Kerja dan *Key Performance Indicator* (KPI) sehubungan dengan tugas pokok dan tanggung jawabnya terkait komunikasi perusahaan, penerapan tata Kelola korporasi, protokoler dan tata usaha Direksi, hubungan lembaga dan tanggung jawab sosial dan lingkungan;
2. Bertanggung jawab untuk memastikan ketaatan dalam mematuhi peraturan tentang persyaratan keterbukaan informasi sejalan dengan penerapan Prinsip-Prinsip Tata Kelola Perusahaan yang baik;
3. Bertanggung jawab untuk memberikan informasi yang dibutuhkan oleh Direksi dan Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta;
4. Bertanggung jawab untuk melakukan pemeriksaan kepatuhan atas penyusunan dokumen Perusahaan meliputi bidang *Governance Risk* dan *Compliance* (GRC);
5. Bertanggung jawab untuk mengoordinasikan penyusunan Laporan Manajemen Triwulan dan Tahunan, termasuk dalam mengikuti *Annual Report Award* (ARA) sesuai dengan ketentuan yang berlaku;

DUTIES AND RESPONSIBILITIES OF THE CORPORATE SECRETARY

To carry out its functions, the Corporate Secretariat has the following principal duties and responsibilities:

1. Responsible for ensuring the planning, preparation, dissemination, implementation, monitoring, evaluation, and continuous improvement of Standard Operating Procedures (SOP), Work Programs, and Key Performance Indicators (KPI) in relation to its duties and responsibilities concerning corporate communications, implementation of corporate governance, protocol and secretariat functions of the Board of Directors, institutional relations, and social and environmental responsibility;
2. Responsible for ensuring compliance with regulations related to information disclosure requirements in line with the implementation of Good Corporate Governance principles;
3. Responsible for providing required information to the Board of Directors and the Board of Commissioners periodically and/or upon request;
4. Responsible for conducting compliance reviews of Company document preparation, including in the areas of Governance, Risk, and Compliance (GRC);
5. Responsible for coordinating the preparation of Quarterly and Annual Management Reports, including participation in the Annual Report Award (ARA) in accordance with applicable regulations;

6. Bertanggung jawab sebagai penghubung (*Liaison Officer*) untuk membina Hubungan dengan Lembaga/ Instansi Pemerintah dan/atau non Pemerintah pada skala Nasional;
7. Bertanggung jawab dalam penyelenggaraan rapat Direksi, pengadaan bahan rapat Direksi dan penyusunan risalah rapat Direksi;
8. Bertanggung jawab menatausahakan serta menyimpan dokumen yang meliputi: Daftar Pemegang Saham, Daftar Khusus risalah rapat Direksi, Berita Acara Kesepakatan Direksi, rapat Dewan Komisaris dan risalah Rapat Umum Pemegang Saham;
9. Bertanggung jawab untuk melakukan program pengenalan Perusahaan kepada Anggota Direksi dan Dewan komisaris yang baru diangkat;
10. Bertanggung jawab terhadap pembentukan citra Perusahaan pada internal maupun eksternal;
11. Bertanggung jawab menyusun dan mengimplementasikan pedoman *Good Corporate Governance* (GCG), pedoman hubungan Direksi dan Dewan Komisaris (*Board Manual*) dan Kode Etik Perusahaan;
12. Bertanggung jawab terhadap pengelolaan program kegiatan tanggung jawab sosial dan lingkungan, baik program Pengembangan UMK, maupun Tanggung Jawab Sosial dan Lingkungan/*Corporate Social Responsibility* (CSR);
13. Bertanggung jawab terhadap pengelolaan tata usaha Direksi dan Dewan Komisaris;
14. Bertanggung jawab terhadap pengelolaan hubungan lembaga dengan Instansi Pemerintah dan/atau non Pemerintah Nasional, termasuk memfasilitasi komunikasi dengan calon mitra/investor;
15. Bertanggung jawab untuk menindaklanjuti rekomendasi atas temuan dari Satuan Pengawas Internal dan/atau eksternal auditor untuk bidang yang menjadi tugasnya;
16. Melaksanakan pembinaan pekerja di Divisi yang dipimpin sesuai kebijakan/pedoman di bidang Sumber Daya Manusia;
17. Bertanggung jawab untuk melakukan pelaporan kepada Direktur Utama atas pelaksanaan tugas pokok dan tanggungjawabnya;
18. Melakukan monitoring dan evaluasi terkait bidang tugas yang diemban pada Anak Perusahaan;
19. Bertanggung jawab terhadap pelaksanaan tata kelola Perusahaan secara taat asas (*Good Corporate Governance*) sesuai dengan bidang tugas yang diemban;
20. Melakukan penandatanganan atas dokumen Perusahaan berdasarkan kewenangan yang dimiliki dan mengacu pada Peraturan Internal yang berlaku atau atas surat kuasa dari anggota Direksi Perusahaan;
21. Memberikan masukan dan usulan kepada Direksi selaku Pemegang Saham pada Anak Perusahaan sesuai dengan bidang tugas yang diemban.

6. Responsible for acting as a Liaison Officer in fostering relationships with Government and/or non-Government institutions at the national level;
7. Responsible for organizing meetings of the Board of Directors, providing meeting materials, and preparing minutes of Board of Directors meetings;
8. Responsible for administering and maintaining documents including: Shareholder Register, Special Register of Board of Directors meeting minutes, Board of Directors Agreement Minutes, Board of Commissioners meetings, and General Meeting of Shareholders minutes;
9. Responsible for carrying out Company induction programs for newly appointed members of the Board of Directors and Board of Commissioners;
10. Responsible for shaping and maintaining the Company's image both internally and externally;
11. Responsible for preparing and implementing the Good Corporate Governance (GCG) guidelines, Board Manual, and the Company's Code of Conduct;
12. Responsible for managing social and environmental responsibility programs, including MSME Development Programs and Corporate Social Responsibility (CSR);
13. Responsible for managing administrative affairs of the Board of Directors and Board of Commissioners;
14. Responsible for managing institutional relations with National Government and/or non-Government institutions, including facilitating communication with potential partners/investors;
15. Responsible for following up on recommendations arising from findings of the Internal Audit Unit and/or external auditors related to its scope of duties;
16. Responsible for supervising employees within the Division in accordance with Human Resources policies/guidelines;
17. Responsible for reporting to the President Director on the execution of its principal duties and responsibilities;
18. Responsible for monitoring and evaluating matters related to its scope of duties in Subsidiaries;
19. Responsible for ensuring the implementation of corporate governance based on Good Corporate Governance principles within its scope of duties;
20. Responsible for signing Company documents based on the authority vested and in accordance with applicable Internal Regulations or based on a power of attorney granted by members of the Board of Directors;
21. Providing input and proposals to the Board of Directors as Shareholders in Subsidiaries in accordance with its scope of duties.

STRUKTUR ORGANISASI SEKRETARIS PERUSAHAAN

ORGANIZATIONAL STRUCTURE OF THE CORPORATE SECRETARY



Informasi komposisi pejabat Sekretaris Perusahaan terdiri dari:

1. Bidang Komunikasi Korporasi dan Manajemen Kesekretariatan
   a. Dalam rangka mendukung kelancaran program kerja Bidang Komunikasi Korporasi dan Manajemen Kesekretariatan berdasarkan Surat Keputusan Direksi Perusahaan adalah sebagai berikut:
      a) Vice President Komunikasi Korporasi dan Manajemen Kesekretariatan, Nomor: KP.10.02/2/8/2/RKTK/SDMA/PLND-24, tanggal 02 Agustus 2024 a.n Atik Mei Suryani;
      b) Senior Officer Komunikasi Korporasi dan Protokoler, Nomor: KP.10.02/2/8/2/RKTK/SDMP/PLJM-24, tanggal 02 Agustus 2024 a.n Andi Sultan Malikussaid Barammamase;
      c) Officer Komunikasi Korporasi dan Manajemen Kesekretariatan, Nomor: KP.10.02/26/4/1/ADSD/SDMP/PLJM-24, tanggal 26 April 2024 a.n Tiara Rizkyandini;
      d) Officer Komunikasi Korporasi dan Manajemen Kesekretariatan, Nomor: KP.10.02/26/4/1/ADSD/SDMP/PLJM-24, tanggal 26 April 2024 a.n Ananda Fatimah Zahra Suhadi;
      e) Perjanjian Kerja Waktu Tertentu (PKWT) dari PT Pelindo Daya Sejahtera sebagai Pelaksana GCG dan Manajemen System, Nomor: HK.0501/0908464-1/PKWT PJM/PDS-2024, tanggal 01 Januari 2024 a.n Muhammad Hussein Al Rasyid Lubis;
      f) Sekretaris Direksi:
         - Senior Officer Komunikasi Korporasi dan Manajemen Kesekretariatan, Nomor: KP.10.02/22/9/1/ADSD/SDMP/PLJM-23, tanggal 22 September 2023 a.n Hasmah;
         - Junior Officer Korporasi dan Manajemen Kesekretariatan, Nomor: KP.10.01/23/11/1/TLSV/SDMA/PLND-23, tanggal 23 November 2023 a.n Kartika Karman Kamaluddin;

Information on the composition of the Corporate Secretary officials consists of:

1. Corporate Communications and Secretariat Management Division
   a. In order to support the Work Program Implementation of the Corporate Communications and Secretariat Management Division, the following personnel have been appointed based on the Company's Board of Directors Decrees:
      a) Vice President of Corporate Communications and Secretariat Management, Decree No.: KP.10.02/2/8/2/RKTK/SDMA/PLND-24 dated August 2, 2024, on behalf of Atik Mei Suryani;
      b) Senior Officer of Corporate Communications and Protocol, Decree No.: KP.10.02/2/8/2/RKTK/SDMP/PLJM-24 dated August 2, 2024, on behalf of Andi Sultan Malikussaid Barammamase;
      c) Officer of Corporate Communications and Secretariat Management, Decree No.: KP.10.02/26/4/1/ADSD/SDMP/PLJM-24 dated April 26, 2024, on behalf of Tiara Rizkyandini;
      d) Officer of Corporate Communications and Secretariat Management, Decree No.: KP.10.02/26/4/1/ADSD/SDMP/PLJM-24 dated April 26, 2024, on behalf of Ananda Fatimah Zahra Suhadi;
      e) Fixed-Term Employment Agreement (PKWT) from PT Pelindo Daya Sejahtera as GCG and Management System Executor, Agreement No.: HK.0501/0908464-1/PKWT PJM/PDS-2024 dated January 1, 2024, on behalf of Muhammad Hussein Al Rasyid Lubis;
      f) Board Secretary:
         - Senior Officer Corporate Communications and Secretariat Management, Decree No.: KP.10.02/22/9/1/ADSD/SDMP/PLJM-23 dated September 22, 2023 on behalf of Hasmah;
         - Junior Officer Corporate Communications and Secretariat Management, Decree No.: KP.10.01/23/11/1/TLSV/SDMA/PLND-23 dated November 23, 2023, on behalf of Kartika Karman Kamaluddin;

- Perjanjian Kerja Waktu Tertentu (PKWT) dari PT Pelindo Daya Sejahtera sebagai Pelaksana Sekretaris Direksi, Nomor: HK.0501/0508461-1/PKWT-PJM/PDS 2024, tanggal 01 Januari 2024 a.n Chairunnisa Sulaiman;
- Perjanjian Kerja Waktu Tertentu (PKWT) dari PT Pelindo Daya Sejahtera sebagai Pelaksana Sekretaris Direksi, Nomor: HK.0501/1108462-1/PKWT-PJM/PDS 2024, tanggal 01 Januari 2024 a.n Tasya Safira.

g) Personal Assistant (PA) Direksi:
- Junior Officer Korporasi dan Manajemen Kesekretariatan, Nomor: KP.10.01/23/11/1/TLSV/SDMA/PLND-23, tanggal 23 November 2023 a.n Ahmad Primadi;
- Officer Komunikasi Korporasi dan Manajemen Kesekretariatan, Nomor: KP.10.02/22/9/1/ADSD/SDMP/PLJM-23, tanggal 22 September 2023 a.n M. Arya Hadi Ibrahim;
- Junior Officer Korporasi dan Manajemen Kesekretariatan, Nomor: KP.10.01/23/11/1/TLSV/SDMA/PLND-23, tanggal 23 November 2023 a.n Muhammad Ali Ghandi Tamzil;
- Junior Officer Korporasi dan Manajemen Kesekretariatan, Nomor: KP.10.01/23/11/1/TLSV/SDMA/PLND-23, tanggal 23 November 2023 a.n Muhammad Soeharto Ajeng Mappaware;
- Officer Komunikasi Korporasi dan Manajemen Kesekretariatan, Nomor: KP.10.02/22/9/1/ADSD/SDMP/PLJM-23 a.n Christyan Henry Mantiri.

b. Program Kerja Manajemen Bidang Komunikasi Korporasi dan Manajemen Kesekretariatan Tahun 2024:
a) Pelaksanaan dan Pengelolaan Media Sosial PT Pelindo Jasa Maritim;
b) Penyelenggaraan Rapat Direksi Perusahaan;
c) Penyelenggaraan Rapat Dewan Komisaris;
d) Hubungan dengan Media;
e) Peliputan Media;
f) Kegiatan Perusahaan;
g) Pemenuhan Informasi Publik sesuai UU KIP No 14 Tahun 2008;
h) Pembinaan Hubungan Baik Dengan Publik Melalui Sponsorship;
i) Pengelolaan kegiatan-kegiatan Perusahaan di Tingkat SPJM bersama Pelindo Holding dan Lembaga lainnya;
j) Pengelolaan Tata Usaha Direksi;
k) Kegiatan Keprotokoleran Direksi Perusahaan;

- Fixed-Term Employment Agreement (PKWT) from PT Pelindo Daya Sejahtera as Board Secretary Executive, Agreement No.: HK.0501/0508461-1/PKWT-PJM/PDS 2024 dated January 1, 2024 on behalf of Chairunnisa Sulaiman;
- Fixed-Term Employment Agreement (PKWT) from PT Pelindo Daya Sejahtera as Board Secretary Executive, Agreement No.: HK.0501/1108462-1/PKWT-PJM/PDS 2024 dated January 1, 2024 on behalf of Tasya Safira.

g) Personal Assistant (PA) to the Board of Directors:
- Junior Officer Corporate Communications and Secretariat Management, Decree No.: KP.10.01/23/11/1/TLSV/SDMA/PLND-23 dated November 23, 2023, on behalf of Ahmad Primadi;
- Officer Corporate Communications and Secretariat Management, Decree No.: KP.10.02/22/9/1/ADSD/SDMP/PLJM-23 dated September 22, 2023 on behalf of M. Arya Hadi Ibrahim;
- Junior Officer Corporate Communications and Secretariat Management, Decree No.: KP.10.01/23/11/1/TLSV/SDMA/PLND-23 dated November 23, 2023 on behalf of Muhammad Ali Ghandi Tamzil;
- Junior Officer Corporate Communications and Secretariat Management, Decree No.: KP.10.01/23/11/1/TLSV/SDMA/PLND-23 dated November 23, 2023 on behalf of Muhammad Soeharto Ajeng Mappaware;
- Officer Corporate Communications and Secretariat Management, Decree No.: KP.10.02/22/9/1/ADSD/SDMP/PLJM-23 on behalf of Christyan Henry Mantiri.

b. Management Work Program on Corporate Communication and Secretariat Duties for 2024:
a) Implementation and management of PT Pelindo Jasa Maritim social media;
b) Organization of the Company's Board of Directors meetings;
c) Organization of the Board of Commissioners meetings;
d) Media relations;
e) Media coverage;
f) Corporate events;
g) Fulfillment of public information in accordance with Public Information Disclosure Act No. 14 of 2008;
h) Maintaining good public relations through sponsorship programs;
i) Management of corporate activities at the SPJM level together with Pelindo Holding and other institutions;
j) Management of administrative affairs for the Board of Directors;
k) Corporate protocol activities for the Board of Directors;

l) Pelaksanaan *Survey Brand Awareness* & Penyusunan Program Kerja Kehumasan;
m) Penyusunan *Annual Report* Tahun Buku 2023;
n) Pembuatan Kalender Dinding, Kalender Meja dan Buku Agenda;
o) Penyusunan *Sustainability Report* Tahun Buku 2023;
p) *Photoshoot on Site* SPJM *Group*;
q) Berpartisipasi Dalam Kegiatan Instansi Pemerintah dan Swasta BUMN;
r) *Updating* Berita dan Foto Anak Perusahaan;

c. Arahan RUPS
Dalam Risalah RUPS tentang Pengesahan RKAP Tahun 2024 belum ada arahan spesifik terkait Bidang Komunikasi Korporat dan Kesekretariatan.

2. Bidang Hubungan Lembaga dan Tanggung Jawab Sosial dan Lingkungan (TJSL)
a. Program Kerja Hubungan Lembaga dan Tanggung Jawab Sosial dan Lingkungan Tahun 2024.
Program Kerja Manajemen Bidang Hubungan Lembaga dan Tanggung Jawab Sosial dan Lingkungan (TJSL) masuk dalam *Goal* Memenuhi Ekspektasi Pelanggan (Eksternal dan Internal), dengan *Strategic Plans*, yaitu kewajiban *Community Development*, dengan uraian program yaitu:

a) Optimalisasi Kegiatan Hubungan Lembaga;
b) Optimalisasi Kegiatan Bina Lingkungan;
c) Optimalisasi Kegiatan Program pada Sektor Pendidikan dan Pelatihan, Sektor Bencana Alam, Sektor bantuan dalam rangka pengentasan kemiskinan/sosial kemasyarakatan, Sektor Pelestarian Alam, Sektor Sarana Ibadah, Sektor Kesehatan, Sektor Sarana dan Prasarana Umum, *Sponsorship*, Bansos.

b. Program Kegiatan Tanggung Jawab Sosial dan Lingkungan Tahun 2024.
Untuk mendukung kelancaran pelaksanaan Tanggung Jawab Sosial dan Lingkungan, berdasarkan Peraturan Direksi PT Pelindo Jasa Maritim Nomor PER.0008/HK.101/PLJM-2024 tanggal 03 Juni 2024 tentang Pedoman Pelaksanaan Tanggung Jawab Sosial dan Lingkungan PT Pelindo Jasa Maritim.

1) Pengarah (Direksi)
Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/5/MTAK/UTMA/PND-21 dan Nomor: 159/HKP/D0003/2021 tanggal 1 Oktober 2021 Jo. Nomor: KP.03/24/2/4/RKTK/UTMA/PLND-23 dan Nomor: SK.03/24/2/1/HKP/DRU/PSD-23 tanggal 24 Februari 2023 tentang Pemberhentian dan Pengangkatan Anggota

l) Implementation of Brand Awareness Survey & Preparation of Public Relations Work Program;
m) Preparation of the Annual Report for 2023 Financial Year;
n) Production of Wall Calendars, Desk Calendars, and Agenda Books;
o) Preparation of the Sustainability Report for 2023 Financial Year;
p) SPJM Group On-Site Photoshoot;
q) Participation in Government and State-Owned Enterprise (SOE) private institution activities;
r) Updating news and photos of Subsidiaries;

c. GMS Directive
In the Minutes of the GMS regarding the Ratification of the 2024 RKAP, there are no specific directives related to Corporate Communication and Secretariat.

2. Institutional Relations and Corporate Social and Environmental Responsibility (TJSL)
a. Work Program of Institutional Relations and Corporate Social and Environmental Responsibility for 2024.
The Management Work Program for Institutional Relations and Corporate Social and Environmental Responsibility (TJSL) falls under the Goal of Meeting Customer Expectations (External and Internal), with the Strategic Plan of fulfilling Community Development obligations, which includes the following programs:
a) Optimization of Institutional Relations activities;
b) Optimization of Community Development activities;
c) Optimization of Program activities in the Education and Training sector, Natural Disaster sector, Social and Poverty Alleviation sector, Environmental Preservation sector, Worship Facilities sector, Health sector, Public Facilities and Infrastructure sector, Sponsorships, and Social Assistance.

b. Corporate Social and Environmental Responsibility Activities for 2024.
To support the effective implementation of Corporate Social and Environmental Responsibility, the Company refers to the Regulation of the Board of Directors of PT Pelindo Jasa Maritim Number PER.0008/HK.101/PLJM-2024 dated June 3, 2024, regarding the Guidelines for the Implementation of Corporate Social and Environmental Responsibility at PT Pelindo Jasa Maritim.
1) Supervisor (Board of Directors)
Based on the Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.03/1/10/5/MTAK/UTMA/PND-21 and Number: 159/HKP/D0003/2021 dated October 1, 2021 Jo. Number: KP.03/24/2/4/RKTK/UTMA/PLND-23 and Number: SK.03/24/2/1/HKP/DRU/PSD-23 dated February 24, 2023 concerning the Dismissal

Direksi PT Pelindo Jasa Maritim Jis. Nomor: KP.10.05/30/8/1/RKTK/UTMA/PLND-23 dan Nomor: SK.03/30/8/1/HKP/DRU/PSD-23 tanggal 30 Agustus 2023 tentang Perubahan Nomenklatur Jabatan dan Pengalihan Tugas Anggota Direksi PT Pelindo Jasa Maritim Jis. Nomor: KP.03/7/11/9/RKT/UTMA/PLND-23 dan Nomor: SK.03/7/11/6/HKP/DRU/PSD-23 tanggal 7 November 2023 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim Jis Nomor: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 dan SK.03/1/3/11/HKP/DRU/PSD-24 tanggal 1 Maret 2024 tentang Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim

and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim Jo. Number: KP.10.05/30/8/1/RKTK/UTMA/PLND-23 and Number: SK.03/30/8/1/HKP/DRU/PSD-23 dated August 30, 2023 concerning Amendments to Job Nomenclature and Transfer of Duties of Members of the Board of Directors of PT Pelindo Jasa Maritim Jo. Number: KP.03/7/11/9/RKT/UTMA/PLND-23 and Number: SK.03/7/11/6/HKP/DRU/PSD-23 dated November 7, 2023 concerning the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim Jo. Number: KP.10.05/1/3/11/RKTK/UTMA/PLND-24 and SK.03/1/3/11/HKP/DRU/PSD-24 dated March 1, 2024 concerning the Dismissal, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim.

Berdasarkan *Key Performance Indicator* (KPI) Individu Direksi Perusahaan dan Inisiatif Strategis (IS) maka Direksi PT Pelindo Jasa Maritim yang ditunjuk sebagai pengarah dalam program bidang Hubungan Lembaga dan Tanggung Jawab Sosial dan Lingkungan adalah Direktur Utama dan berkoordinasi dengan Direktur Keuangan dan Manajemen Risiko serta Direktur Sumber Daya Manusia dan Umum PT Pelindo Jasa Maritim, dalam hal:

- Memberi arahan dan petunjuk tentang hal-hal yang bersifat strategis mengenai pelaksanaan Hubungan Lembaga dan Tanggung Jawab Sosial dan Lingkungan (TJSL);
- Realisasi seluruh 7 pilar kegiatan TJSL dan penyerapan anggaran;
- Realisasi Inisiatif Strategis pasca Merger MEPS (*Marine, Equipment, Port Services*) (IS-20);
- Memberikan arahan kepada Tim dalam proses pelaksanaan Program Hubungan Lembaga dan Tanggung Jawab Sosial dan Lingkungan (TJSL).

Based on the Individual Key Performance Indicators (KPIs) of the Board of Directors and Strategic Initiatives (SI), the Board of Directors of PT Pelindo Jasa Maritim appointed to provide guidance for Institutional Relations and Corporate Social and Environmental Responsibility (CSER) programs is the President Director, in coordination with the Director of Finance & Risk Management and the Director of Human Capital & General Affairs of PT Pelindo Jasa Maritim, in relation to:

- Providing directions and guidance on strategic matters related to the implementation of Institutional Relations and Corporate Social and Environmental Responsibility (TJSL);
- Realization of all 7 TJSL activity pillars and budget absorption;
- Realization of Strategic Initiative post-Merger MEPS (Marine, Equipment, Port Services) (SI-20);
- Providing guidance to the team throughout the implementation process of Institutional Relations and Corporate Social and Environmental Responsibility (TJSL) programs.

2) Ketua (*Senior Vice President* Sekretaris Perusahaan)
Sesuai SK Direksi Nomor: KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 19 September 2023, a.n Tubagus Patrick Tribudi Utama Iskandar:

- Mengoordinasikan dan memastikan kegiatan pelaksanaan Hubungan Kelembagaan (*Stakeholder Relation*) di lingkungan Perusahaan;
- Mengoordinasikan seluruh kegiatan pelaksanaan Tanggung Jawab Sosial dan Lingkungan;

2) Chairperson (Senior Vice President of Corporate Secretary)
In accordance with the Board of Directors Decree Number: KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 19, 2023 on behalf of Tubagus Patrick Tribudi Utama Iskandar:

- Coordinate and ensure the implementation of Institutional Relations (Stakeholder Relations) activities within the Company;
- Coordinate all activities related to the implementation of Corporate Social and Environmental Responsibility;

- Melaksanakan koordinasi dengan instansi terkait;
- Membuat program pelaksanaan Tanggung Jawab Sosial di Tingkat Kantor Pusat maupun di Tingkat Anak Perusahaan.

3) Vice President Hubungan Lembaga dan Tanggung Jawab Sosial dan Lingkungan.
Sesuai SK Direksi Nomor: KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 19 September 2023, a.n Supriyadi Ratman:

- Mengidentifikasi instansi yang berhubungan erat dengan Perusahaan;
- Melakukan *Mapping Stakeholder* terkait hubungan lembaga;
- Melakukan manajemen *Stakeholder* untuk memberikan *engagement* dan fasilitasi kepada yang berkaitan dengan bisnis MEPS;
- Mengidentifikasi calon mitra dan pemangku kepentingan terkait pelaksanaan program TJSL Perusahaan;
- Mengawasi dan memastikan pengelolaan program pengembangan UMK dan Tanggung Jawab Sosial dan Lingkungan (TJSL) yang meliputi:
  a) Evaluasi proposal dan seleksi peserta terkait pengembangan UMK dan TJSL;
  b) Monitoring program implementasi pengembangan UMK dan TJSL.
- Mengawasi dan memastikan pengelolaan program Tanggung Jawab Sosial dan Lingkungan (TJSL/*Corporate Social Responsibility* (CSR);
- Mengevaluasi dampak-dampak program TJSL;
- Memastikan dan mengawasi pelaporan pengelolaan TJSL/CSR.

4) Anggota (Wakil masing-masing Direktorat)
Sesuai SK Direksi:

- Senior Officer Hubungan Lembaga dan Tanggung Jawab Sosial dan Lingkungan, Nomor: KP.10.02/22/9/1/ADSD/SDMP/PLJM-23 tanggal 22 September 2023 a.n Serly Arisandi.
- Officer Hubungan Lembaga dan Tanggung Jawab Sosial dan Lingkungan, Nomor: KP.10.02/26/4/1/ADSD/SDMP/PLJM-24 tanggal 26 April 2024 a.n Franky Karamoy Mantiri.
  a) Mengumpulkan data Stakeholder dan pemangku kepentingan terkait pelaksanaan hubungan lembaga;
  b) Menyusun laporan realisasi kegiatan pelaksanaan hubungan lembaga;
  c) Melakukan monitoring terhadap program hubungan lembaga Anak Perusahaan khususnya terkait Inisiatif Strategis pasca merger MEPS;

- Coordinate with relevant institutions;
- Develop Social Responsibility implementation programs at both the Head Office and Subsidiary levels.

3) Vice President of Institutional Relations and Corporate Social and Environmental Responsibility In accordance with the Board of Directors Decree Number: KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 19, 2023 on behalf of Supriyadi Ratman:

- Identify institutions with close relation to the Company;
- Conduct stakeholder mapping related to institutional relations;
- Conduct stakeholder management to provide engagement and facilitation related to the MEPS business;
- Identify potential partners and stakeholders for the implementation of the Company's TJSL programs;
- Supervise and ensure the management of MSME development programs and Corporate Social and Environmental Responsibility (TJSL), including:
  a) Evaluation of proposals and selection of participants for MSME development and CSER programs;
  b) Monitoring the implementation of MSME development and TJSL programs.
- Supervise and ensure the management of Corporate Social and Environmental Responsibility (TJSL/Corporate Social Responsibility - CSR) programs;
- Evaluate the impact of TJSL programs;
- Ensure and supervise TJSL/CSR reporting.

4) Members (Respective Directorate Representatives) As stated in the Board of Directors Decrees:

- Senior Officer of Institutional Relations and Corporate Social and Environmental Responsibility, Number: KP.10.02/22/9/1/ADSD/SDMP/PLJM-23 dated September 22, 2023 on behalf of Serly Arisandi.
- Officer of Institutional Relations and Corporate Social and Environmental Responsibility, Number: KP.10.02/26/4/1/ADSD/SDMP/PLJM-24 dated April 26, 2024 on behalf of Franky Karamoy Mantiri.
  a) Collect stakeholder data and other parties involved in institutional relations;
  b) Prepare realization reports for institutional relations activities;
  c) Monitor Subsidiary institutional relations programs, particularly related to post-MEPS merger Strategic Initiatives;

d) Melakukan monitoring terhadap program TJSL Anak Perusahaan khususnya terkait Inisiatif Strategis pasca merger MEPS;
e) Mengumpulkan data calon mitra dan pemangku kepentingan terkait pelaksanaan program TJSL;
f) Melaksanakan evaluasi proposal dan seleksi peserta terkait pengembangan UMK dan Tanggung Jawab Sosial dan Lingkungan. Melaksanakan monitoring program implementasi program pengembangan UMK dan TJSL;
g) Melaksanakan penyaluran program pengembangan UMK dan TJSL;
h) Mengumpulkan data dan informasi terkait dampak program TJSL yang telah terlaksana;
i) Menyusun laporan realisasi pengelolaan program TJSL.

c. Arahan RUPS
Dalam Risalah RUPS tentang Pengesahan RKAP Tahun 2024 tidak ada arahan spesifik terkait Bidang Hubungan Lembaga dan Tanggung Jawab Sosial dan Lingkungan.

3. Bidang Tata Kelola dan Kepatuhan
a. Dalam rangka mendukung kelancaran program kerja Bidang Tata Kelola dan Kepatuhan berdasarkan Surat Keputusan Direksi Perusahaan adalah sebagai berikut:
» Vice President Tata Kelola dan Kepatuhan, Nomor: KP.10.02/2/8/2/RKTK/SDMA/PLND-24, tanggal 02 Agustus 2024 a.n Anna Maryani Pase;
» Penugasan (*Job Assignment*) Tata Kelola dan Kepatuhan, Nomor: KP.403/12/5/1/PSON/PCPS/PLJM-24, tanggal 12 Mei 2024 a.n Zulfikar;
» Officer Tata Kelola dan Kepatuhan (Penempatan Perwakilan Jakarta), Nomor: KP.10.02/6/12/1/ADSD/SDMP/PLJM-23, tanggal 06 Desember 2023 a.n Fatrurahmat. Dengan dibantu 1 (orang) Tenaga Alih Daya (TAD) dari PT Pelindo Daya Sejahtera sebagai Pelaksana Tata Kelola dan Kepatuhan berdasarkan Perjanjian Kerja Waktu Tertentu (PKWT) Nomor: HK.0501/0908464-1/PKWT-PJM/PDS-2023 a.n Muhammad Hussein Al Rasyid Lubis.

b. Program Kerja Manajemen Bidang Tata Kelola dan Kepatuhan Tahun 2024:
» Pelaksanaan *Assessment* Penerapan GCG Tahun Buku 2023;
» Penilaian yang Belum *Comply* atau Belum Dilakukan Oleh Perusahaan;
» Pelaksanaan Rapat Umum Pemegang Saham (RUPS) Perusahaan;

d) Monitor Subsidiary TJSL programs, particularly related to post-MEPS merger Strategic Initiatives;
e) Collect data on potential partners and stakeholders for TJSL program implementation;
f) Conduct proposal evaluation and participant selection for MSME development and TJSL programs. Monitor implementation of MSME development and TJSL programs;
g) Implement distribution of MSME development and TJSL programs;
h) Collect data and information related to TJSL program impact;
i) Prepare realization reports on the management of TJSL programs.

c. GMS Directives
In the Minutes of the General Meeting of Shareholders regarding the Approval of the 2024 RKAP, there are no specific directives related to Institutional Relations and Corporate Social and Environmental Responsibility.

3. Governance and Compliance Division
a. To support the program implementation within the Governance and Compliance Division, the Board of Directors has issued the following decrees:
» Vice President of Governance and Compliance, Number: KP.10.02/2/8/2/RKTK/SDMA/PLND-24, dated August 2, 2024 on behalf of Anna Maryani Pase;
» Job Assignment in Governance and Compliance, Number: KP.403/12/5/1/PSON/PCPS/PLJM-24, dated May 12, 2024 on behalf of Zulfikar;
» Governance and Compliance Officer (Jakarta Representative), Number: KP.10.02/6/12/1/ADSD/SDMP/PLJM-23, dated December 6, 2023 on behalf of Fatrurahmat. Assisted by 1 (one) Outsourced Personnel from PT Pelindo Daya Sejahtera as Governance and Compliance Administrator under a Fixed-Term Employment Contract (PKWT) Number: HK.0501/0908464-1/PKWT-PJM/PDS-2023 on behalf of Muhammad Hussein Al Rasyid Lubis.

b. Governance and Compliance Division Work Programs for 2024:
» Implementation of Good Corporate Governance (GCG) Assessment for 2023 Financial Year;
» Evaluation of Non-Compliant or Outstanding Governance Requirements within the Company;
» Implementation of the Company's General Meeting of Shareholders (GMS);

» Penyusunan Peraturan Direksi tentang Tata Kelola Terintegrasi;
» *Review* Peraturan Direksi tentang *Board Manual*, Pedoman GCG, Kode Etik, WBS, Pengendalian Gratifikasi, Benturan Kepentingan;
» Inovasi Penerapan GCG;
» Sosialisasi Manual Peraturan Direksi Manual GCG;
» *Action Plan* untuk Perbaikan Tata Kelola dan Kepatuhan Perusahaan.

c. Arahan RUPS
Dalam Risalah RUPS tentang Pengesahan RKAP Tahun 2024 belum ada arahan spesifik terkait Bidang Tata Kelola dan Kepatuhan.

» Formulation of the Board of Directors Regulation on Integrated Governance;
» Review of the Board Manual, GCG Guidelines, Code of Conduct, Whistleblowing System, Gratification Control, and Conflict of Interest Regulations;
» Innovation in GCG implementation;
» Socialization of Board of Directors Regulations and GCG Manual;
» Action Plan for Governance and Compliance Improvement.

c. GMS Directives
In the Minutes of GMS regarding Approval of the 2024 RKAP, there are no specific directives related to Governance and Compliance.

PROGRAM PENGEMBANGAN KOMPETENSI SEKRETARIS PERUSAHAAN

Perusahaan memfasilitasi program pengembangan kompetensi bagi Sekretaris Perusahaan untuk membantu pelaksanaan tugas Direksi. Sekretaris Perusahaan diberikan kesempatan untuk mengikuti sejumlah program pengembangan kompetensi, seperti pelatihan dan *webinar*, yang bertujuan untuk meningkatkan keterampilan dan mendukung pelaksanaan tugasnya.

Di tahun 2024, pengembangan kompetensi Sekretaris Perusahaan adalah sebagai berikut:

A. Senior Vice President Sekretaris Perusahaan

CORPORATE SECRETARY COMPETENCY DEVELOPMENT PROGRAM

The Company facilitates competency development programs for the Corporate Secretary to support the Board of Directors. The Corporate Secretary is given the opportunity to participate in various competency development programs, such as trainings and webinars, aimed at enhancing skills and supporting the performance of responsibilities.

In 2024, the Corporate Secretary competency development programs are as follows:

A. Senior Vice President of Corporate Secretary

No.	Program Pelatihan Training Program	Kategori Category	Tanggal Date
1	*End User Training* (EUT) SPJM Group	Pelatihan Training	09 s.d. 13 September 2024 September 9-13, 2024
2	Pengisian Kuesioner Diagnostik Manajemen SDM PELINDO Completion of Diagnostic Questionnaire PELINDO Human Capital Management	Pelatihan Training	04 s.d. 11 Oktober 2024 October 4-11, 2024
3	FGD & Wawancara dengan Konsultan HC Diagnostic 2024 FGD & Interviews with HC Diagnostic Consultant in 2024	Pelatihan Training	31 Oktober s.d. 01 November 2024 October 31-November 1, 2024

B. Vice President Komunikasi Korporasi dan Manajemen Kesekretariatan

B. Vice President of Corporate Communication and Secretariate Management

No.	Program Pelatihan Training Program	Kategori Category	Tanggal Date
1	Program *Leader as a Coach* *Leader as a Coach Program*	Pelatihan Training	05 Juni s.d.31 Juli 2024 June 4-July 31, 2024
2	Pengisian Kuesioner Evaluasi Keselarasan Peran SDM & Fungsi Bisnis Completion of the Human Capital & Business Function Role Alignment Evaluation Questionnaire	Pelatihan Training	21 Juni 2024 June 21, 2024
3	User Acceptance Test (UAT) Implementasi *Single* ERP User Acceptance Test (UAT) for Single ERP Implementation	Pelatihan Training	26 s.d. 30 Agustus 2024 August 26-30, 2024



No.	Program Pelatihan Training Program	Kategori Category	Tanggal Date
4	*End User Training* (EUT) SPJM *Group*	Pelatihan Training	09 s.d. 13 September 2024 September 9-13, 2024
5	Pengisian Kuesioner Diagnostik Manajemen SDM PELINDO Completion of Diagnostic Questionnaire PELINDO Human Capital Management	Pelatihan Training	04 s.d. 11 Oktober 2024 October 4-11, 2024
6	Kegiatan BUMN *Learning Festival* Participation in the SOE Learning Festival	Pelatihan Training	08 Oktober 2024 October 8, 2024
7	FGD & Wawancara dengan Konsultan HC Diagnostic 2024 FGD & Interviews with HC Diagnostic Consultant in 2024	Pelatihan Training	31 Oktober 2024 October 31, 2024

C. Vice President Hubungan Lembaga dan TJSL

C. Vice President of Institutional Relations and TJSL

No.	Program Pelatihan Training Program	Kategori Category	Tanggal Date
1	Pelatihan Peningkatan Kapasitas Pengelola TJSL Tahun 2024 TJSL Management Capacity Improvement Training in 2024	Pelatihan Training	29 Januari s.d. 20 Maret 2024 January 29-March 20, 2024
2	PINTER-Sosialisasi UU Tindak Pidana Korupsi PINTER-Corruption Crime Law Socialization	*Webinar*	05 September 2024 September 5, 2024
3	*End User Training* (EUT) SPJM *Group*	Pelatihan Training	09 s.d. 13 September 2024 September 9-13, 2024
4	*Leadership Development Program Middle For Senior Leaders*	Pelatihan Training	16 s.d. 17 Desember 2024 December 16-17, 2024

D. Vice President Tata Kelola dan Kepatuhan

D. Vice President of Governance and Compliance

No.	Program Pelatihan Training Program	Kategori Category	Tanggal Date
1	*End User Training* (EUT) SPJM Group	Pelatihan Training	09 s.d. 13 September 2024 September 9-13, 2024
2	*Certified Chief Governance Officer* (CCGO)	Sertifikasi Certification	14 s.d. 16 Oktober 2024 October 14-16, 2024
3	*Leadership Development Program Middle For Senior Leaders*	Pelatihan Training	16 s.d. 17 Desember 2024 December 16-17, 2024

E. Penugasan (*Job Assignment*) Tata Kelola & Kepatuhan

E. Job Assignment of Governance & Compliance

No.	Program Pelatihan Training Program	Kategori Category	Tanggal Date	Tanggal
1	Zulfikar	*Certified Chief Governance Officer* (CCGO)	Sertifikasi Certification	14 s.d. 16 Oktober 2024 October 14-16, 2024

F. Staff Karyawan/TI

F. Staff/IT

Nama Name	Program Pelatihan Training Program	Kategori Category	Tanggal Date
Ahmad Primadi	Pelatihan Excel dan Visualisasi Data Excel and Data Visualization Training	Pelatihan Training	14 s.d. 30 Mei 2024 May 14-30, 2024
	Flash Mob Pelindo Day	Pelatihan Training	05 s.d. 13 September 2024 September 5-13, 2024

Nama Name	Program Pelatihan Training Program	Kategori Category	Tanggal Date
Ananda Fatimah Zahra Suhadi	*Program Change Agent Onboarding Batch* 7	Pelatihan Training	16 s.d. 18 Januari 2024 January 16-18, 2024
	Pelatihan Excel dan Visualisasi Data Excel and Data Visualization Training	Pelatihan Training	14 s.d. 30 Mei 2024 May 14-30, 2024
	Implementasi Single ERP SAP Fase 1, 2 dan 3 SAP Single ERP Implementation Phase 1, 2, and 3	Pelatihan Training	24 Juli s.d 09 Agustus 2024 July 24-August 9, 2024
	Program Budaya Risiko PELINDO *Risk Award* 2024 PELINDO Risk Award 2024 Risk Culture Program	Pelatihan Training	02 s.d. 30 Agustus 2024 August 2-30, 2024
	Train The Trainers Implementasi ERP SAP Train The Trainers on ERP SAP Implementation	Pelatihan Training	12 s.d. 16 Agustus 2024 August 12-16, 2024
	User Acceptance Test (UAT) Implementasi Single ERP User Acceptance Test (UAT) on Single ERP Implementation	Pelatihan Training	26 s.d. 30 Agustus 2024 August 26-30, 2024
	PINTER-Sosialisasi UU Tindak Pidana Korupsi PINTER-Corruption Crime Law Socialization	*Webinar*	05 September 2024 September 5, 2024
Andi Sultan Malikussaid Barammamase	*Workshop Refreshment Knowledge Map* (KMAP) 2024	*Workshop*	16 Mei 2024 May 16, 2024
	Workshop SME & CoP Batch 5 Tahun 2024	Pelatihan Training	16 s.d. 18 Juli 2024 July 16-18, 2024
	PINTER-Sosialisasi UU Tindak Pidana Korupsi PINTER-Corruption Crime Law Socialization	*Webinar*	05 September 2024 September 5, 2024
Christyan Henry Mantiri	Pelatihan Excel dan Visualisasi Data Excel and Data Visualization Training	Pelatihan Training	14 s.d. 30 Mei 2024 May 14-30, 2024
Fatrurahmat	Pelatihan Excel dan Visualisasi Data Excel and Data Visualization Training	Pelatihan Training	14 s.d. 30 Mei 2024 May 14-30, 2024
	PINTER-Sosialisasi UU Tindak Pidana Korupsi PINTER-Corruption Crime Law Socialization	*Webinar*	05 September 2024 September 5, 2024
Franky Karamoy Mantiri	Pelatihan Excel dan Visualisasi Data Excel and Data Visualization Training	Pelatihan Training	14 s.d. 30 Mei 2024 May 14-30, 2024
	Program Budaya Risiko PELINDO *Risk Award* 2024 PELINDO Risk Award 2024 Risk Culture Program	Pelatihan Training	02 s.d. 30 Agustus 2024 August 2-30, 2024
	Train The Trainers Implementasi ERP SAP Train The Trainers on ERP SAP Implementation	Pelatihan Training	12 s.d. 16 Agustus 2024 August 12-16, 2024
Kartika Karman Kamaluddin	Pelatihan Excel dan Visualisasi Data Excel and Data Visualization Training	Pelatihan Training	14 s.d. 30 Mei 2024 May 14-30, 2024
Muh. Hussein Al Rasyid Lubis	PINTER-*Level Up your Innovation*	*Webinar*	28 Agustus 2024 August 28, 2024
	Flash Mob Pelindo Day	Pelatihan Training	05 s.d 13 September 2024 September 5-13, 2024
	PINTER-Sosialisasi UU Tindak Pidana Korupsi PINTER-Corruption Crime Law Socialization	*Webinar*	05 September 2024 September 5, 2024
	End User Training (EUT) SPJM *Group*	Pelatihan Training	09 s.d. 13 September 2024 September 9-13, 2024
Muhammad Ali Gandhi Tamzil	Pelatihan Excel dan Visualisasi Data Excel and Data Visualization Training	Pelatihan Training	14 s.d. 30 Mei 2024 May 14-30, 2024
	Flash Mob Pelindo Day	Pelatihan Training	05 s.d. 13 September 2024 September 5-13, 2024
	PINTER-Sosialisasi UU Tindak Pidana Korupsi PINTER-Corruption Crime Law Socialization	*Webinar*	05 September 2024 September 5, 2024

Nama Name	Program Pelatihan Training Program	Kategori Category	Tanggal Date
Muhammad Arya Hadi Ibrahim	Pelatihan Excel dan Visualisasi Data Excel and Data Visualization Training	Pelatihan Training	14 s.d. 30 Mei 2024 May 14-30, 2024
Muhammad Soeharto Ajeng Mappaware	Pelatihan Excel dan Visualisasi Data Excel and Data Visualization Training	Pelatihan Training	14 s.d. 30 Mei 2024 May 14-30, 2024
	Flash Mob Pelindo Day	Pelatihan Training	05 s.d. 13 September 2024 September 5-13, 2024
Serly Arisandy	Pelatihan Excel dan Visualisasi Data Excel and Data Visualization Training	Pelatihan Training	14 s.d. 30 Mei 2024 May 14-30, 2024
	Workshop Refreshment Knowledge Map (KMAP) 2024	*Workshop*	16 Mei 2024 May 16, 2024
	PINTER-Sosialisasi UU Tindak Pidana Korupsi PINTER-Corruption Crime Law Socialization	*Webinar*	5 September 2024 September 5, 2024
	Basic Life Support (BLS) dan *Basic Safety* di SPJM Basic Life Support (BLS) and Basic Safety at SPJM	Pelatihan Training	08 Oktober 2024 October 8, 2024
Thasya Safira	*Flash Mob Pelindo Day*	Pelatihan Training	05 s.d. 13 September 2024 September 5-13, 2024
Tiara Rizkyandini	Pelatihan Excel dan Visualisasi Data Excel and Data Visualization Training	Pelatihan Training	14 s.d. 30 Mei 2024 May 14-30, 2024
	Workshop Refreshment Knowledge Map (KMAP) 2024	*Workshop*	16 Mei 2024 May 16, 2024
	Implementasi Single ERP SAP Fase 1, 2 dan 3 SAP Single ERP Implementation Phase 1, 2, and 3	Pelatihan Training	24 Juli s.d. 09 Agustus 2024 July 24-August 9, 2024
	Program Budaya Risiko PELINDO Risk Award 2024 PELINDO Risk Award 2024 Risk Culture Program	Pelatihan Training	02 s.d. 30 Agustus 2024 August 2-30, 2024
	Flash Mob Pelindo Day	Pelatihan Training	05 s.d. 13 September 2024 September 5-13, 2024
	PINTER-Sosialisasi UU Tindak Pidana Korupsi PINTER-Corruption Crime Law Socialization	*Webinar*	05 September 2024 September 5, 2024
	Basic Life Support (BLS) dan *Basic Safety* di SPJM Basic Life Support (BLS) and Basic Safety di SPJM	Pelatihan Training	08 Oktober 2024 October 8, 2024

PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN 2024

Sepanjang tahun 2024, Sekretaris Perusahaan telah melaksanakan tugas dan tanggung jawabnya sebagai berikut:

1. Pelaksanaan dan Pengelolaan Media Sosial PT Pelindo Jasa Maritim.
   Pengelolaan Media Sosial dengan membuat akun resmi SPJM di Instagram, Tiktok, Twitter, facebook, dan Youtube. Realisasi sampai dengan tanggal 31 Desember 2024, jumlah pengikut dan postingan pada seluruh akun media sosial SPJM adalah sebagai berikut:

IMPLEMENTATION OF CORPORATE SECRETARY DUTIES

Throughout 2024, the Corporate Secretary carried out the following duties and responsibilities:

1. Implementation and Management of PT Pelindo Jasa Maritim's Social Media.
   Social media management was conducted by creating SPJM's official accounts on Instagram, TikTok, Twitter, Facebook, and YouTube. As of December 31, 2024, the number of followers and posts across all SPJM social media accounts were as follows:

No	Media Sosial Social Media	Aktivitas Activities	Jumlah Followers Number of Followers	Jumlah Posting Number of Posts
1	Facebook @pelindomaritim	1. *Update* Liputan/Kegiatan Komisaris & Direksi; 2. *Update* Kegiatan Bisnis Perusahaan; 3. *Update* Kegiatan Perusahaan dengan Pihak Eksternal. 1. Coverage Update/Activities of the Board of Commissioners and Directors; 2. Business Update on the Company's Activities; 3. Update on the Company's Activities with External Parties.	1.500 *Followers*	208 *Posting*-an 208 Posts
2	Twitter @pelindomaritim	1. *Update* Liputan/Kegiatan Komisaris & Direksi; 2. *Update* Kegiatan Bisnis Perusahaan; 3. *Update* Kegiatan Perusahaan dengan Pihak Eksternal. 1. Coverage Update/Activities of the Board of Commissioners and Directors; 2. Business Update on the Company's Activities; 3. Update on the Company's Activities with External Parties.	8.501 *Followers*	175 *Tweet*
3	Instagram @pelindomaritim	1. *Update* Liputan/Kegiatan Komisaris & Direksi; 2. *Update* Kegiatan Bisnis Perusahaan; 3. *Update* Kegiatan Perusahaan dengan Pihak Eksternal. 1. Coverage Update/Activities of the Board of Commissioners and Directors; 2. Business Update on the Company's Activities; 3. Update on the Company's Activities with External Parties.	64.800 *Followers*	245 *Posting*-an 245 Posts
4	Youtube PT Pelabuhan Indonesia IV (Persero)	1. Promosi Video Kegiatan Perusahaan.	1.220 *Subscriber*	15 *Video*
5	*Website* www. jasamaritim.co.id	1. *Update* Liputan/Kegiatan Komisaris & Direksi; 2. *Update* Kegiatan Bisnis Perusahaan; 3. *Update* Kegiatan Perusahaan dengan Pihak Eksternal; 4. Pengumuman Pelelangan Pekerjaan Barang/Jasa. 1. Coverage Update/Activities of the Board of Commissioners and Directors; 2. Business Update on the Company's Activities; 3. Update on the Company's Activities with External Parties; 4. Announcement on Goods/Services Auction Winner.	1.800 – 27.000 *views* per *Posting*-an 1,800 – 27,000 views per post	54 *Posting*-an 54 Posts
6	Rilis Berita Media Cetak/*Online*	1. Liputan/Kegiatan Komisaris & Direksi; 2. Kegiatan Bisnis Perusahaan; 3. Kegiatan Perusahaan dengan Pihak Eksternal; 4. Pengumuman Pelelangan Pekerjaan Barang/Jasa. 1. Coverage Update/Activities of the Board of Commissioners and Directors; 2. Business Update on the Company's Activities; 3. Update on the Company's Activities with External Parties; 4. Announcement on Goods/Services Auction Winner.		54 Rilis 54 Releases

2. Penyelenggaraan Rapat Direksi Perusahaan
   Pelaksanaan kegiatan Rapat Direksi dan Perusahaan selama Tahun 2024 adalah sebagai berikut:
   a. Penyelenggaraan Rapat Internal Direksi.
      Rapat Internal Direksi selama Tahun 2024 dilakukan sebanyak 19 (sembilan belas) kali. Jumlah kehadiran Rapat Direksi adalah sebagai berikut:

2. Organization of the Board of Directors' Meetings
   The implementation of the Board of Directors' meetings throughout 2024 was as follows:
   a. Internal Board of Directors' Meetings.
      During 2024, a total of 19 (nineteen) Internal Board of Directors' Meetings were held. The attendance of the Board members in these meetings was as follows:

Nama	Jabatan Position	Jumlah Rapat Number of Meeting	Hadir Present	Kehadiran (%) Attendance (%)
Arief Prabowo**	Direktur Utama President Director	19	19	100%
Edward Danner Pardamean Napitupulu****	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commercial	1	1	100%
Edward Danner Pardamean Napitupulu***	Direktur Operasi dan Teknik Director of Operations and Engineering	13	13	100%
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	19	19	100%
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	19	19	100%
Prasetyadi*	Direktur Utama President Director	6	6	100%
Yossianis Marciano***	Direktur Strategi dan Komersial Director of Strategy and Commercial	11	11	100%

*)Pemberhentian Anggota Direksi pada Tahun 2024
**)Pengalihan penugasan Anggota Direksi pada Tahun 2024
***)Pengangkatan Anggota Direksi pada Tahun 2024
****)Penunjukan sebagai Pelaksana Tugas Anggota Direksi pada Tahun 2024
* Dismissed as a Member of the Board of Directors in 2024
** Transferred as a Member of the Board of Directors in 2024
*** Appointed as a Member of the Board of Directors in 2024
**** Appointed as Acting Member of the Board of Directors in 2024

b. Penyelenggaraan Rapat Gabungan Dewan Komisaris dan Direksi.
Rapat Gabungan Dewan Komisaris dan Direksi selama Tahun 2024 dilakukan sebanyak 12 (dua belas) kali. Jumlah kehadiran Rapat Direksi adalah sebagai berikut:

b. Joint Meetings of the Board of Commissioners and the Board of Directors.
Throughout 2024, a total of 12 (twelve) Joint Meetings between the Board of Commissioners and the Board of Directors were held. The attendance of the Board of Directors in these meetings was as follows:

Nama	Jabatan Position	Jumlah Rapat Number of Meeting	Hadir Present	Kehadiran (%) Attendance (%)
Arief Prabowo**	Direktur Utama President Director	12	12	100%
Edward Danner Pardamean Napitupulu****	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commercial	1	1	100%
Edward Danner Pardamean Napitupulu***	Direktur Operasi dan Teknik Director of Operations and Engineering	10	10	100%
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	12	12	100%
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	12	12	100%

Nama	Jabatan Position	Jumlah Rapat Number of Meeting	Hadir Present	Kehadiran (%) Attendance (%)
Prasetyadi*	Direktur Utama President Director	2	2	100%
Yossianis Marciano***	Direktur Strategi dan Komersial Director of Strategy and Commercial	8	8	100%

*)Pemberhentian Anggota Direksi pada Tahun 2024
**)Pengalihan penugasan Anggota Direksi pada Tahun 2024
***)Pengangkatan Anggota Direksi pada Tahun 2024
****)Penunjukan sebagai Pelaksana Tugas Anggota Direksi pada Tahun 2024
* Dismissed as a Member of the Board of Directors in 2024
** Transferred as a Member of the Board of Directors in 2024
*** Appointed as a Member of the Board of Directors in 2024
**** Appointed as Acting Member of the Board of Directors in 2024

c. Penyelenggaraan Rapat Direksi dengan PT Pelabuhan Indonesia (Persero) selaku Pemegang Saham.
Rapat Direksi dengan PT Pelabuhan Indonesia (Persero) selama tahun 2024 oleh masing masing Direksi adalah sebagai berikut:

c. Meetings of the Board of Directors with PT Pelabuhan Indonesia (Persero) as the Shareholder.
Throughout 2024, meetings between the Board of Directors and PT Pelabuhan Indonesia (Persero) as the shareholder were held by each member of the Board of Directors as follows:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings
Arief Prabowo**	Direktur Utama President Director	73
Edward Danner Pardamean Napitupulu****	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commercial	13
Edward Danner Pardamean Napitupulu***	Direktur Operasi dan Teknik Director of Operations and Engineering	67
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	43
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	52
Prasetyadi*	Direktur Utama President Director	8
Yossianis Marciano***	Direktur Strategi dan Komersial Director of Strategy and Commercial	44

*)Pemberhentian Anggota Direksi pada Tahun 2024
**)Pengalihan penugasan Anggota Direksi pada Tahun 2024
***)Pengangkatan Anggota Direksi pada Tahun 2024
****)Penunjukan sebagai Pelaksana Tugas Anggota Direksi pada Tahun 2024
* Dismissed as a Member of the Board of Directors in 2024
** Transferred as a Member of the Board of Directors in 2024
*** Appointed as a Member of the Board of Directors in 2024
**** Appointed as Acting Member of the Board of Directors in 2024

d. Rapat Manajemen Direksi PT Pelindo Jasa Maritim dengan Direksi Anak Perusahaan SPJM *Group*.
Rapat Direksi PT Pelindo Jasa Maritim dengan Direksi Anak Perusahaan SPJM *Group* adalah sebagai berikut:

d. Management Meetings between the Board of Directors of PT Pelindo Jasa Maritim and the Boards of Directors of SPJM Group Subsidiaries.
The meetings between the Board of Directors of PT Pelindo Jasa Maritim and the Boards of Directors of SPJM Group subsidiaries were as follows:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings
Arief Prabowo**	Direktur Utama President Director	61
Edward Danner Pardamean Napitupulu****	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commercial	4
Edward Danner Pardamean Napitupulu***	Direktur Operasi dan Teknik Director of Operations and Engineering	19
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	32
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	133
Prasetyadi*	Direktur Utama President Director	8
Yossianis Marciano***	Direktur Strategi dan Komersial Director of Strategy and Commercial	44

*)Pemberhentian Anggota Direksi pada Tahun 2024
**)Pengalihan penugasan Anggota Direksi pada Tahun 2024
***)Pengangkatan Anggota Direksi pada Tahun 2024
****)Penunjukan sebagai Pelaksana Tugas Anggota Direksi pada Tahun 2024
* Dismissed as a Member of the Board of Directors in 2024
** Transferred as a Member of the Board of Directors in 2024
*** Appointed as a Member of the Board of Directors in 2024
**** Appointed as Acting Member of the Board of Directors in 2024

e. Penyelenggaran Rapat Direksi dengan Pihak Eksternal.
Rapat Direksi dengan pihak Eksternal selama tahun 2024 oleh masing-masing Direksi adalah sebagai berikut:

e. Meetings between the Board of Directors and External Parties.
Meetings between the Board of Directors and external parties throughout 2024 for each Director were as follows:

Nama Name	Jabatan Position	Jumlah Rapat Number of Meetings
Arief Prabowo**	Direktur Utama President Director	89
Edward Danner Pardamean Napitupulu****	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commercial	8
Edward Danner Pardamean Napitupulu***	Direktur Operasi dan Teknik Director of Operations and Engineering	100
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	45
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	9
Prasetyadi*	Direktur Utama President Director	24
Yossianis Marciano***	Direktur Strategi dan Komersial Director of Strategy and Commercial	80

*)Pemberhentian Anggota Direksi pada Tahun 2024
**)Pengalihan penugasan Anggota Direksi pada Tahun 2024
***)Pengangkatan Anggota Direksi pada Tahun 2024
****)Penunjukan sebagai Pelaksana Tugas Anggota Direksi pada Tahun 2024
* Dismissed as a Member of the Board of Directors in 2024
** Transferred as a Member of the Board of Directors in 2024
*** Appointed as a Member of the Board of Directors in 2024
**** Appointed as Acting Member of the Board of Directors in 2024

f. Penyelenggaraan Rapat Direksi dengan KAP.
Rapat Direksi dengan KAP selama Tahun 2024 oleh masing-masing Direksi adalah sebagai berikut:

f. Meetings between the Board of Directors and KAP.
Meetings between the Board of Directors and the KAP throughout 2024 for each Director were as follows:

Nama Name	**Jabatan** Position	**Jumlah Rapat** Number of Meetings
Arief Prabowo**	Direktur Utama President Director	1
Edward Danner Pardamean Napitupulu****	Plt. Direktur Strategi dan Komersial Act. Director of Strategy and Commercial	-
Edward Danner Pardamean Napitupulu***	Direktur Operasi dan Teknik Director of Operations and Engineering	3
Choirul Anwar	Direktur Keuangan dan Manajemen Risiko Director of Finance and Risk Management	6
Rachmat Prayogi	Direktur Sumber Daya Manusia dan Umum Director of Human Capital and General Affairs	1
Prasetyadi*	Direktur Utama President Director	1
Yossianis Marciano***	Direktur Strategi dan Komersial Director of Strategy and Commercial	3

*)Pemberhentian Anggota Direksi pada Tahun 2024
**)Pengalihan penugasan Anggota Direksi pada Tahun 2024
***)Pengangkatan Anggota Direksi pada Tahun 2024
****)Penunjukan sebagai Pelaksana Tugas Anggota Direksi pada Tahun 2024
* Dismissed as a Member of the Board of Directors in 2024
** Transferred as a Member of the Board of Directors in 2024
*** Appointed as a Member of the Board of Directors in 2024
**** Appointed as Acting Member of the Board of Directors in 2024

3. Penyelenggaraan Rapat Dewan Komisaris Perusahaan
   a. Penyelenggaraan Rapat Internal Dewan Komisaris.
   Rapat Internal Dewan Komisaris selama Tahun 2024 dilakukan sebanyak 12 (dua belas) kali. Jumlah kehadiran Rapat Internal Dewan Komisaris adalah sebagai berikut:

3. Organization of the Board of Commissioners' Meetings
   a. Organization of Internal Board of Commissioners' Meetings.
   The Internal Board of Commissioners' Meetings throughout 2024 were held 12 (twelve) times. The attendance at the Internal Board of Commissioners' Meetings was as follows:

Nama Name	**Jabatan** Position	**Jumlah Rapat** Number of Meeting	**Hadir** Present	**Kehadiran (%)** Attendance (%)
Otto Ardianto	Komisaris Utama President Commissioner	12	12	100%
Neil Iskandar Daulay	Komisaris Commissioner	12	11	90%
Achmad Idrus	Komisaris Commissioner	12	12	100%
Eris Herryanto	Komisaris Independen Independent Commissioner	12	12	100%
Muhammad Imam Aziz	Komisaris Commissioner	12	11	90%

b. Penyelenggaraan Rapat Gabungan Dewan Komisaris dan Direksi.

Rapat gabungan anggota Direksi sebanyak 12 (dua belas) kali. Jumlah kehadiran Rapat Gabungan Dewan Komisaris dan Direksi adalah sebagai berikut:

b. Organization of Joint Meetings between the Board of Commissioners and the Board of Directors.
The joint meetings between the members of the Board of Commissioners and the Board of Directors were held 12 (twelve) times. The attendance at the Joint Meetings of the Board of Commissioners and the Board of Directors was as follows:

Nama Name	**Jabatan** Position	**Jumlah Rapat** Number of Meeting	**Hadir** Present	**Kehadiran (%)** Attendance (%)
Otto Ardianto	Komisaris Utama President Commissioner	12	12	100%
Neil Iskandar Daulay	Komisaris Commissioner	12	11	90%
Achmad Idrus	Komisaris Commissioner	12	11	90%
Eris Herryanto	Komisaris Independen Independent Commissioner	12	12	100%
Muhammad Imam Aziz	Komisaris Commissioner	12	12	100%

4. Hubungan dengan Media
Pembinaan hubungan dengan media dilakukan melalui kegiatan antara lain:
   a. Liputan kegiatan-kegiatan Perusahaan oleh Media;
   b. Kunjungan ke media (media visit) dilaksanakan oleh Tim Sekretariat Perusahaan ke RRI dan I-Radio Makassar serta HUT Kompas TV;
   c. Pelaksanaan *Media Gathering* PT Pelindo Jasa Maritim Tahun 2024 yang dihadiri oleh media tier 1 hingga tier 3 dilaksanakan di Medan dan Makassar dihadiri langsung oleh Senior Vice President Sekretaris Perusahaan. Sedangkan di Surabaya, dihadiri oleh Bapak Rachmat Prayogi selaku Direktur Sumber Daya Manusia dan Umum;
   d. Penerbitan rilis pemberitaan berisi informasi, kegiatan dan kebijakan perusahaan yang dimuat di *website*, media sosial Perusahaan, dan disebarkan ke media.

4. Media Relations
Media relations were fostered through the following activities:
   a. Media coverage of the Company's activities;
   b. Media visits conducted by the Corporate Secretariat Team to RRI and I-Radio Makassar, as well as during Kompas TV's anniversary celebration;
   c. The 2024 PT Pelindo Jasa Maritim Media Gathering, attended by tier 1 to tier 3 media, held in Medan and Makassar and attended directly by the Senior Vice President of Corporate Secretary, while in Surabaya it was attended by Mr. Rachmat Prayogi, Director of Human Capital and General Affairs;
   d. Publication of press releases containing information, activities, and company policies, distributed through the Company's website, social media, and to media outlets.

5. Peliputan Media
Pemberitaan rilis pemberitaan berisi informasi, kegiatan dan kebijakan perusahaan yang dimuat di *website*, media sosial Perusahaan, dan disebarkan ke media. Dengan penayangan pada media cetak, online, televisi, dan radio sebanyak 3.123 tayangan pemberitaan (SPJM *Group*), rilis yang dibuat selama tahun 2024, sebanyak 135 rilis (SPJM *Group*) dan 56 rilis untuk SPJM *Stand alone*.

5. Media Coverage
Press releases containing information, activities, and corporate policies were published on the Company's website, social media, and distributed to the media. Media coverage appeared in print, online, television, and radio with a total of 3,123 news items (SPJM Group), with an additional total of 135 press releases were issued by SPJM Group and 56 releases specifically for SPJM standalone.

Entitas Entity	Jan	Feb	Mar	Apr	Mei	Jun	Jul	Aug	Sept	Oct	Nov	Des	Jumlah Total
SPJM	4	4	5	4	3	4	5	6	7	6	1	7	56
JAI	2	2	1	3	2	1	1	2	1	2	0	0	17
PMS	1	3	1	1	1	5	4	5	6	4	4	2	37
JPPI	0	0	11	0	0	1	2	0	0	0	0	0	14
EPI	0	0	0	0	2	0	0	0	0	0	0	0	2
RUKINDO	0	1	1	0	0	0	0	0	0	0	0	0	2
EII	0	0	0	0	0	0	0	0	0	0	0	0	0
BIMA	2	0	2	0	0	0	3	0	0	0	0	0	7
LEGI	0	0	0	0	0	0	0	0	0	0	0	0	0
Jumlah Total	**9**	**10**	**21**	**8**	**8**	**11**	**15**	**13**	**14**	**12**	**5**	**9**	**135**

No	Bulan Month	Judul Rilis Pemberitaan Press Release Title
1	Januari January	Tahun 2024, Manajemen SPJM Sampaikan Terima Kasih dan Apresiasi untuk *Customer* dan *Stakeholder* In 2024, SPJM Management Expresses Gratitude and Appreciation to Customers and Stakeholders
2	Januari January	Pelindo Dukung Penerapan *Green Shipping* Melalui Pengurangan Emisi di Pelabuhan Pelindo Supports Green Shipping Implementation Through Emission Reduction at Ports
3	Januari January	Camilan Kentang Mustofa Dari Tapoji Food Binaan SPJM, Wajib Dicoba Must-Try Snack "Kentang Mustofa" from SPJM-Fostered MSME Tapoji
4	Januari January	UMKM Binaan SPJM Ramaikan Kuliner Makassar Food SPJM-Fostered MSMEs Enliven Makassar Culinary Scene
5	Februari February	Pelindo Jasa Maritim Tanamkan Kesadaran K3 Melalui Berbagai Lomba Pelindo Jasa Maritim Promotes OHS Awareness Through Various Competitions
6	Februari February	Pelantikan dan Pengukuhan Pengurus DPC SPPI Bersatu PT Pelindo Jasa Maritim: Bersama *Management*, Jaga Kekompakan dan Sinergi Inauguration of DPC SPPI Bersatu PT Pelindo Jasa Maritim: Strengthening Unity and Synergy with Management
7	Februari February	*Subholding* Pelindo Jasa Maritim Raih Lagi Penghargaan Penerimaan Pajak Pelindo Jasa Maritim Subholding Wins Another Tax Compliance Award
8	Maret March	Omset Usaha UMKM Binaan Melesat Setelah Didampingi SPJM Revenue of SPJM-Fostered MSMEs Soars After SPJM Mentorship
9	Maret March	Pelindo Lakukan Pergantian Direksi Pelindo Jasa Maritim Pelindo Appoints New Board of Directors at Pelindo Jasa Maritim
10	Maret March	Pelindo Jasa Maritim Bekali *Life Skill* bagi Penyandang Disabilitas Fisik dan Teman Tuli Pelindo Jasa Maritim Provides Life Skills Training for People with Physical Disabilities and the Deaf
11	Maret March	Pelindo Jasa Maritim Sediakan Kuota bagi Pemudik Gratis untuk Dua Rute di Sulawesi Selatan Pelindo Jasa Maritim Provides Free Homecoming Travel Quota for Two Routes in South Sulawesi
12	Maret March	Siagakan Layanan Arus Mudik dan Balik Idul Fitri 2024, SPJM Pastikan Kehandalan Layanan di Semua Lini Ensuring Smooth Eid Homecoming Flow, SPJM Guarantees Reliable Services Across All Lines
13	Maret March	Bulan Penuh Berkah, Pelindo Lakukan Program Berbagi Ramadhan 1445H Month of Blessings: Pelindo Carries Out "Ramadhan Sharing Program" 1445H
14	April	Pelindo Jasa Maritim Sandarkan MS Coral Geographer di Pelabuhan Makassar Pelindo Jasa Maritim Docks MS Coral Geographer at Makassar Port
15	April	Pelindo Jasa Maritim Berangkatkan Pemudik Gratis di Pelabuhan Makassar Pelindo Jasa Maritim Sends Off Free Homecoming Travelers from Makassar Port
16	April	Tak Hanya Olah Gerak Kapal, Perwira Pandu Wilayah 4 Rutin Berbagi di Ramadhan Beyond Ship Maneuvering, Pilots of Region 4 Routinely Share Kindness During Ramadan

No	Bulan Month	Judul Rilis Pemberitaan Press Release Title
17	April	Pelindo Jasa Maritim Sediakan Bus untuk Angkut Pemudik yang Balik Ke Makassar Pelindo Jasa Maritim Provides Buses for Returning Travelers to Makassar
18	April	Pelindo Jasa Maritim Sediakan Layanan Marine, Peralatan, dan Utilitas di Pelabuhan Pelindo Jasa Maritim Provides Marine, Equipment, and Utility Services at Ports
19	Mei May	Sinergi Pelindo Jasa Maritim dan Pengguna Jasa Wujudkan K3 di Pelabuhan Synergy Between Pelindo Jasa Maritim and Users to Promote OHS at Ports
20	Mei May	Pelindo Jasa Maritim Sukses Laksanakan Pemanduan Laut Dalam di Selat Malaka Pelindo Jasa Maritim Successfully Conducts Deep Sea Pilotage in the Malacca Strait
21	Juni June	Pelindo Salurkan Bantuan Beasiswa dan Tempat Sampah Daur Ulang Untuk Sekolah Pelindo Distributes Scholarships and Recycled Waste Bins to Schools
22	Juni June	Kapal Tunda Pelindo Responsif Bantu Padamkan Kebakaran Kapal di Makassar Pelindo Tugboat Responds Quickly to Help Extinguish Ship Fire in Makassar
23	Juni June	SPJM group Sembelih 40 Ekor Sapi & 53 Ekor Kambing di Momen Idul Adha 1445 H SPJM Group Slaughters 40 Cows & 53 Goats During Eid al-Adha 1445 H
24	Juni June	Mengenal PT LEGI, Anak Usaha SPJM yang Sediakan Listrik Tenaga Mesin Gas Introducing PT LEGI, an SPJM Subsidiary Providing Gas Engine Power Supply
25	Juli July	Kinerja Perusahaan Optimal, Pelindo Jasa Maritim Catat Pertumbuhan Laba di Tahun 2023 With Strong Performance, Pelindo Jasa Maritim Records Profit Growth in 2023
26	Juli July	Beri Kemudahan untuk Pelanggan, Pelindo Jasa Maritim Luncurkan *Call Center Number* 081153507878 Enhancing Customer Convenience, Pelindo Jasa Maritim Launches Call Center Number 081153507878
27	Juli July	Himpun Masukan Pemakai Jasa, Pelindo Jasa Maritim Wujudkan Layanan Terbaik Gathering Customer Feedback, Pelindo Jasa Maritim Strives for Excellent Service
28	Juli July	Kinerja Operasional Pelindo Jasa Maritim Terus Tumbuh di Semester 1 Tahun 2024 Operational Performance of Pelindo Jasa Maritim Continues to Grow in the First Semester of 2024
29	Juli July	Layanan Pemanduan dan Penundaan Pelindo Jasa Maritim Tersedia di Seluruh Indonesia Pelindo Jasa Maritim's Pilotage and Towage Services Available Throughout Indonesia
30	Agustus August	Semarakkan Kemerdekaan, Pelindo Jasa Maritim Tanam 790 Pohon Buah Melalui Program Pelindo Hijau *Green Belt* 2024 Celebrating Independence Day, Pelindo Jasa Maritim Plants 790 Fruit Trees Through "Pelindo Hijau Green Belt 2024" Program
31	Agustus August	PT Pelindo Jasa Maritim Gelar *Customer Engagement* sebagai Komitmen untuk Memberikan Pelayanan Terbaik PT Pelindo Jasa Maritim Holds Customer Engagement Event to Demonstrate Commitment to Excellent Service
32	Agustus August	Tingkatkan Kesadaran Pentingnya Keselamatan dan Keamanan Pelayaran, SPJM Gandeng Mahkamah Pelayaran Raising Awareness on Maritime Safety and Security, SPJM Collaborates with the Maritime Court
33	Agustus August	*Subholding* Pelindo Jasa Maritim Raih Kategori "Sangat Baik" pada Penilaian Indonesian Corporate Accountability Index (ICORPAX) Tahun Buku 2023 Pelindo Jasa Maritim Subholding Earns "Excellent" Rating in the 2023 Indonesian Corporate Accountability Index (ICORPAX)
34	September	Sinergi SPJM dan PT Kaltim Melati Bhakti Satya Kembangkan Potensi Kemaritiman Di Kalimantan Timur SPJM and PT Kaltim Melati Bhakti Satya Collaborate to Develop Maritime Potential in East Kalimantan
35	September	Pelindo Jasa Maritim Ikut Ramaikan High Level Forum *Multi Stakeholder Partnership Exhibition* 2024 Pelindo Jasa Maritim Participates in the 2024 High-Level Forum Multi-Stakeholder Partnership Exhibition
36	September	SPJM Perkuat Budaya Anti Korupsi dengan Menggelar Sosialisasi Undang-Undang Tipikor SPJM Strengthens Anti-Corruption Culture Through Socialization of the Anti-Corruption Law
37	September	Pelindo *Run & Ride* 2024 Catatkan Rekor 31 Ribu Peserta Pelindo Run & Ride 2024 Sets Record with 31 Thousand Participants
38	September	Lestarikan Ekosistem Laut, SPJM Realisasikan Penanaman 45.000 Pohon Mangrove Preserving Marine Ecosystems, SPJM Plants 45,000 Mangrove Trees
39	September	1.500 Karyawan Pelindo Meriahkan Jalan Sehat di Pelabuhan Makassar 1,500 Pelindo Employees Join Fun Walk at Makassar Port

No	Bulan Month	Judul Rilis Pemberitaan Press Release Title
40	September	Syukuran Hari Jadi Ke-3, Pelindo Gelar Tabligh Akbar dan Peresmian Masjid Celebrating 3rd Anniversary, Pelindo Holds Tabligh Akbar and Mosque Inauguration
41	October October	Pelindo Sukses Mencapai Kinerja yang Konsisten dalam 3 Tahun Merger Pelindo Achieves Consistent Performance Over 3 Years Post-Merger
42	October October	Inisiasi Penanaman Lanjutan Bougenville, SPJM Wujudkan Pelabuhan Makassar Asri Continuing Bougainvillea Planting Initiative, SPJM Beautifies Makassar Port
43	October October	Dukung Pelabuhan Berkelanjutan Berwawasan Lingkungan (*Ecoport*), SPJM Selenggarakan FGD Berkolaborasi Dengan KLHK Supporting Sustainable and Environmentally Friendly Ports (Ecoport), SPJM Holds FGD in Collaboration with KLHK
44	October October	Highlight Kinerja Triwulan III, SPJM Grup Optimis Tingkatkan Daya Tawar Bisnis MEPS Third Quarter Performance Highlights, SPJM Group Optimistic to Strengthen MEPS Business Competitiveness
45	November	Serap Karbon 3.09 Ton, Hasil Penanaman Mangrove SPJM Terus Bertumbuh Mangrove Planting by SPJM Absorbs 3.09 Tons of Carbon and Continues to Grow
46	Desember December	Peringati Hakordia, SPJM Gelar Sosialisasi Anti Korupsi Melibatkan Instansi Pelabuhan Commemorating Anti-Corruption Day, SPJM Holds Anti-Corruption Awareness Session Involving Port Institutions
47	Desember December	Internalisasi Budaya Anti Korupsi, SPJM Gelar Lomba Orasi Anti Korupsi Internalizing Anti-Corruption Culture, SPJM Holds Anti-Corruption Speech Competition
48	Desember December	SPJM Bekali Personil dengan Sertifikasi dan Training Kompetensi, Dukung Penerapan *Planning and Control Room* Terintegrasi SPJM Equips Personnel with Certification and Competency Training to Support Integrated Planning and Control Room Implementation
49	Desember December	Sinergi Publikasi Dengan Media, SPJM Grup Gelar *Media Gathering* Strengthening Media Relations, SPJM Group Holds Media Gathering
50	Desember December	Prioritaskan Kesehatan Pegawai dalam Program *Employee Wellbeing*, SPJM Gelar *Medical Check Up* Prioritizing Employee Health Through Employee Wellbeing Program, SPJM Conducts Medical Check-Up
51	Desember December	Tingkatkan *Safety Awareness* di Seluruh Wilayah Kerja, Pelindo Jasa Maritim Gelar 4 *Batch Workshop* Bls Raising Safety Awareness Across All Work Areas, Pelindo Jasa Maritim Holds Four Batches of BLS Workshops
52	Desember December	Sambut Natal dan Tahun Baru, SPJM Pastikan Kehandalan Layanan dan *Call Center* Siaga 24/7 Welcoming Christmas and New Year, SPJM Ensures Reliable Services and 24/7 Call Center Availability

6. Kegiatan Perusahaan
   a. Bulan Januari
      - 01 Januari 2024, PT Pelabuhan Indonesia (Persero) melalui subholdingnya, PT Pelindo Jasa Maritim (SPJM) sebagai penyedia jasa di bidang marine, peralatan dan port utilitas, menyampaikan terima kasih dan apresiasi kepada seluruh pengguna jasa di tanah air;
      - 17 Januari 2024, PT Pelabuhan Indonesia (Persero) melalui *subholding*-nya, PT Pelindo Jasa Maritim (SPJM) berupaya untuk berkontribusi mewujudkan *green shipping* melalui pemberian jasa di bidang *marine*, peralatan, solusi pengerukan, galangan, dan jasa utilitas yang berfokus pada pengurangan emisi pada transportasi laut;
      - 18 Januari 2024, Laksanakan amanah Kementerian BUMN, Akhir tahun 2023 lalu Subholding PT Pelindo Jasa Maritim (SPJM), bagian dari Pelindo *Group* menetapkan 3 (tiga) usaha kecil sebagai mitra binaannya. Dan salah satunya adalah Tapoji Kentang Mustofa;

6. Company Activities
   a. January
      - January 1, 2024, PT Pelabuhan Indonesia (Persero), through its subholding PT Pelindo Jasa Maritim (SPJM), a service provider in the fields of marine, equipment, and port utilities, extended its gratitude and appreciation to all service users across the country;
      - January 17, 2024, PT Pelabuhan Indonesia (Persero), through its subholding PT Pelindo Jasa Maritim (SPJM), strives to contribute to the realization of green shipping through the provision of marine, equipment, dredging solutions, shipyard, and utility services that focus on reducing emissions in sea transportation;
      - January 18, 2024, Fulfilling the mandate of the Ministry of SOEs, at the end of 2023, Subholding PT Pelindo Jasa Maritim (SPJM), part of the Pelindo Group, appointed 3 (three) small enterprises as its fostered partners, one of which was Tapoji Kentang Mustofa;

» 22 Januari 2024, Peningkatan kapasitas UMKM turut menjadi perhatian PT Pelabuhan Indonesia (Persero) melalui *subholding*-nya, PT Pelindo Jasa Maritim (SPJM) yang terus memotivasi para mitra binaanya. Salah satunya adalah Rumah Makan Dapur Mama, penyedia menu serba kambing dan ayam kampung.

b. Bulan Februari

» 02 Februari 2024, PT Pelindo (Persero) menggelar sejumlah perhelatan lomba dalam rangka Peringatan Bulan K3 (Keselamatan dan Kesehatan Kerja) Nasional tahun 2024. Berlangsung sejak pertengahan Januari hingga awal Februari mendatang, pelaksanaan peringatan Bulan K3 Nasional ini dihelat berdasarkan Keputusan Menteri Tenaga Kerja Republik Indonesia tentang Hari Keselamatan dan Kesehatan Kerja Nasional dan Keputusan Menteri Ketenagakerjaan Republik Indonesia tentang Petunjuk Pelaksanaan Bulan Keselamatan dan Kesehatan Kerja Nasional Tahun 2024;

» 25 Februari 2024, Pengurus DPC SPPI (Serikat Pekerja Pelabuhan Indonesia) Bersatu Subholding PT Pelindo Jasa Maritim (SPJM) periode 2023/2026 berkomitmen untuk menjaga sifat kritis dan juga meningkatkan produktivitasnya pada saat yang bersamaan untuk kemajuan Perusahaan;

» 29 Februari 2024, Subholding PT Pelindo Jasa Maritim (SPJM) bagian dari Pelindo *Group* berhasil kembali meraih Penghargaan dari Kantor Wilayah Direktorat Jenderal Pajak Sulawesi Selatan, Barat dan Tenggara (Kanwil DJP Sulselbartra) untuk kedua kalinya.

c. Bulan Maret

» 02 Maret 2024, Omset usaha UMKM Tapoji Food alami kenaikan cukup signifikan setelah mengikuti pembinaan dari *Subholding* Pelindo Jasa Maritim (SPJM), bagian dari Pelindo Group. Kenaikan omsetnya saat ini mencapai 9,28% sejak mengikuti masa pendampingan selama kurang lebih 3 (tiga) bulan atau terhitung sejak awal November 2023 lalu hingga akhir Februari ini;

» 02 Maret 2024, Pemegang Saham *Subholding* PT Pelindo Jasa Maritim (SPJM) yaitu PT Pelabuhan Indonesia (Persero) memutuskan untuk melakukan pergantian Direksi di lingkup SPJM;

» 04 Maret 2024, PT Pelindo Jasa Maritim, salah satu *subholding* dari PT Pelabuhan Indonesia (Persero) mendukung peningkatan kapasitas kemampuan penyandang disabilitas agar memiliki kemandirian, terutama dari segi ekonomi. Salah satu dukungan tersebut melalui bantuan Tanggung Jawab Sosial dan Lingkungan (TJSL) melalui rangkaian Program *Difable Prenuer* Pelindo;

» January 22, 2024, The empowerment of MSMEs has become one of the key focuses of PT Pelabuhan Indonesia (Persero), through its subholding PT Pelindo Jasa Maritim (SPJM), which continuously motivates its fostered partners, including Rumah Makan Dapur Mama, a restaurant specializing in goat and free-range chicken dishes.

b. February

» February 2, 2024, PT Pelindo (Persero) organized a series of competitions in celebration of the 2024 National Occupational Health and Safety (OHS) Month. Taking place from mid-January to early February, the celebration was held based on the Decree of the Minister of Manpower of the Republic of Indonesia regarding the National Occupational Safety and Health Day and the Minister of Manpower's Decree on the Implementation Guidelines for the 2024 National OHS Month;

» February 25, 2024, The management of DPC SPPI (Indonesian Port Workers Union) of Subholding PT Pelindo Jasa Maritim (SPJM) for the 2023-2026 period reaffirmed their commitment to maintaining a critical perspective while simultaneously improving productivity for the advancement of the Company;

» February 29, 2024, Subholding PT Pelindo Jasa Maritim (SPJM), part of the Pelindo Group, once again received an award from the Regional Office of the Directorate General of Taxes for South, West, and Southeast Sulawesi (Kanwil DJP Sulselbartra) for the second time.

c. March

» March 2, 2024, The turnover of MSME Tapoji Food increased significantly after receiving guidance from Subholding Pelindo Jasa Maritim (SPJM), part of the Pelindo Group. Its revenue grew by 9.28% after approximately three months of mentoring, from early November 2023 to the end of February 2024;

» March 2, 2024, The shareholder of Subholding PT Pelindo Jasa Maritim (SPJM), PT Pelabuhan Indonesia (Persero), decided to change the Board of Directors within SPJM;

» March 4, 2024 – PT Pelindo Jasa Maritim, one of the subholdings of PT Pelabuhan Indonesia (Persero), supported capacity building for people with disabilities to achieve economic independence through its Social and Environmental Responsibility (TJSL) program, "Difable Preneur Pelindo";

» 17 Maret 2024, PT Pelindo Jasa Maritim (SPJM), salah satu *subholding* dari PT Pelabuhan Indonesia (Persero) atau Pelindo *Group* kembali menggelar program Mudik Gratis di tahun ini. Disediakan dua rute tujuan yaitu Makassar – Palopo dan Makassar – Bulukumba dengan titik start dari Terminal Penumpang Pelabuhan Makassar;
» 23 Maret 2024, *Subholding* Pelindo Jasa Maritim (SPJM) bagian dari Pelindo *Group*, berkomitmen untuk mendukung dan menyukseskan penyelenggaraan layanan logistik selama ramadhan, arus mudik hari raya Idul Fitri tahun 2024. Dengan memastikan layanan marine, peralatan dan layanan utilitas di pelabuhan, SPJM mengoptimalkan berbagai sisi dari kesiapan yang terus dioptimalkan;
» 30 Maret 2024, PT Pelindo Jasa Maritim (SPJM), salah satu *subholding* dari PT Pelabuhan Indonesia (Persero) atau Pelindo *Group* mendukung kebutuhan masyarakat, melalui program Pelindo Berbagi Ramadhan.

d. Bulan April
» 04 April 2024, PT Pelindo Jasa Maritim (SPJM) area Makassar kembali menyandarkan kapal pesiar MS Coral Geographer dengan aman dan selamat di dermaga Soekarno, Pelabuhan Makassar. Pandu SPJM yang bertugas telah menyandarkan kapal berbendera Australia ini berukuran LOA 93,4 meter, dengan kedalaman (draft) 4,5 meter, dan memiliki bobot 5516 GT di-*launching* pertama kali pada tahun 2021 yang merupakan armada milik CPC Marine Pty Ltd;
» 13 April 2024, Direksi PT Pelindo Jasa Maritim (SPJM), Subholding PT Pelabuhan Indonesia (Persero) atau Pelindo *Group* berangkatkan 300 peserta Mudik Gratis Bersama BUMN dari Terminal Penumpang Pelabuhan Makassar;

» 13 April 2024, PT Pelindo Jasa Maritim (SPJM), *Subholding* PT Pelabuhan Indonesia (Persero) atau Pelindo *Group* kembali berbagi di bulan Ramadhan. Kali ini para perwira pandu (Maritime Pilot) bagikan 302 paket kepada sesama. Bekerja sama dengan asosiasi pandu se-Indonesia atau INAMPA (Indonesia of Maritime Pilots Association), para perwira pandu yang berada di Wilayah 4 PT Pelindo Jasa Maritim melaksanakan program Ramadhan Barokah 1445 H;
» 16 April 2024, Setelah sukses melaksanakan pelepasan (*flag off*) mudik gratis bagi 300 orang di dua rute di Sulawesi Selatan, PT Pelindo Jasa Maritim (SPJM), salah satu *subholding* dari PT Pelabuhan Indonesia (Persero) juga menyediakan bus untuk para pemudik tersebut balik ke Makassar pada 16 April 2024 pukul 19.30 waktu setempat. Baik dari Palopo ke Makassar, maupun dari Bulukumba ke Makassar bus tersedia di titik kumpul yang telah ditentukan;

» March 17, 2024, PT Pelindo Jasa Maritim (SPJM), one of the subholdings of PT Pelabuhan Indonesia (Persero) or Pelindo Group, once again held its Free Homecoming (Mudik Gratis) program. Two routes were provided—Makassar–Palopo and Makassar–Bulukumba—departing from Makassar Port Passenger Terminal;
» March 23, 2024, Subholding Pelindo Jasa Maritim (SPJM), part of the Pelindo Group, committed to supporting smooth logistics services during Ramadan and the 2024 Eid al-Fitr homecoming season by ensuring the readiness of marine, equipment, and port utility services.

» March 30, 2024, PT Pelindo Jasa Maritim (SPJM), a subholding of PT Pelabuhan Indonesia (Persero) or Pelindo Group, supported community needs through the Pelindo Berbagi Ramadhan (Pelindo Ramadan Sharing) program.

d. April
» April 4, 2024, PT Pelindo Jasa Maritim (SPJM) Makassar successfully and safely docked the cruise ship MS Coral Geographer at Soekarno Pier, Makassar Port. The SPJM pilot in charge successfully berthed the Australian-flagged vessel, measuring 93.4 meters in LOA, with a 4.5-meter draft and 5,516 GT, launched in 2021 and owned by CPC Marine Pty Ltd;

» April 13, 2024, The Board of Directors of PT Pelindo Jasa Maritim (SPJM), a subholding of PT Pelabuhan Indonesia (Persero) or Pelindo Group, sent off 300 participants of the Free Homecoming with SOEs program from Makassar Port Passenger Terminal;
» April 13, 2024, PT Pelindo Jasa Maritim (SPJM), a subholding of PT Pelabuhan Indonesia (Persero) or Pelindo Group, continued its Ramadan charity efforts. Maritime pilots distributed 302 aid packages in collaboration with the Indonesia Maritime Pilots Association (INAMPA) under the Ramadhan Barokah 1445 H program;

» April 16, 2024, After successfully dispatching 300 travelers on two routes in South Sulawesi, PT Pelindo Jasa Maritim (SPJM) also provided buses for the return trip to Makassar on April 16, 2024, at 19:30 local time from Palopo and Bulukumba;



» 29 April 2024, PT Pelindo Jasa Maritim (SPJM) adalah satu dari empat *subholding* PT Pelabuhan Indonesia (Persero). SPJM adalah perusahaan penyedia jasa di bidang *Marine*, Peralatan dan *Port* Utilitas.

e. Bulan Mei
» 13 Mei 2024, PT Pelindo Jasa Maritim (SPJM) yang merupakan salah satu *subholding* PT Pelabuhan Indonesia (Persero), menggelar sosialisasi dalam rangka meningkatkan *safety awareness* bersama para pengguna jasa. Kegiatan ini merupakan bagian dari peringatan *May Day* 2024 untuk mewujudkan Keselamatan dan Kesehatan Kerja di Pelabuhan;
» 30 Mei 2024, PT Pelindo Jasa Maritim (SPJM) yang merupakan salah satu *subholding* PT Pelabuhan Indonesia (Persero), berhasil melaksanakan pemanduan laut dalam atau yang dikenal dengan Deep Sea Pilotage (DSP), untuk kapal MT. Delta Euridyce, di Selat Malaka.

f. Bulan Juni
» 10 Juni 2024, PT Pelindo Jasa Maritim, *Subholding* dari PT Pelabuhan Indonesia (Persero) atau Pelindo melalui Program Tanggung Jawab Sosial dan Lingkungan (TJSL), memberikan beasiswa dan tempat sampah daur ulang kepada sejumlah sekolah menengah atas di Kota Makassar. Beasiswa Juara merupakan program yang dilakukan oleh masing-masing entitas yang tergabung dalam Pelindo Grup dan merupakan bagian dari program TJSL bidang Pendidikan dan Lingkungan;
» 10 Juni 2024, Tiga Kapal Tunda (*Tug Boat*) milik PT Pelindo Jasa Maritim, *Subholding* dari PT Pelabuhan Indonesia (Persero) atau Pelindo dengan sigap merespons atas musibah kebakaran yang menimpa kapal penumpang KM Umsini di Pelabuhan Makassar. Sekitar pukul 05.00 WITA, Kapal Penumpang KM Umsini milik PT Pelni terbakar dan menyebabkan kepanikan di antara penumpang dan awak kapal yang berjumlah ratusan orang;
» 18 Juni 2024, Mewujudkan kebahagiaan Iduladha 1445 Hijriyah *Subholding* Pelindo Jasa Maritim (SPJM) beserta 8 anak usahanya, melakukan penyembelihan hewan qurban total sebanyak 40 ekor sapi dan 53 ekor kambing;
» 20 Juni 2024, Mewujudkan energi hijau di pelabuhan menjadi kian memungkinkan. Bahkan kebutuhan untuk Terminal Teluk Lamong (TTL), yang merupakan terminal petikemas *green port* terkemuka di Indonesia, memanfaatkan sebagian dari sumber energi berbasis tenaga mesin gas untuk kebutuhan operasional pelabuhan.

» April 29, 2024; PT Pelindo Jasa Maritim (SPJM) is one of the four subholdings of PT Pelabuhan Indonesia (Persero), providing services in the fields of marine, equipment, and port utilities.

e. May
» May 13, 2024, PT Pelindo Jasa Maritim (SPJM), a subholding of PT Pelabuhan Indonesia (Persero), held a socialization session to improve safety awareness among service users as part of the 2024 May Day commemoration to promote Occupational Safety and Health at the port;
» May 30, 2024, PT Pelindo Jasa Maritim (SPJM), a subholding of PT Pelabuhan Indonesia (Persero), successfully carried out a Deep Sea Pilotage (DSP) service for the vessel MT. Delta Euridyce in the Malacca Strait.

f. June
» June 10, 2024, PT Pelindo Jasa Maritim, a subholding of PT Pelabuhan Indonesia (Persero) or Pelindo, through its Social and Environmental Responsibility (TJSL) Program, provided scholarships and recycling bins to several senior high schools in Makassar. The Beasiswa Juara (Champion Scholarship) program is part of Pelindo Group's TJSL initiatives in education and environment;
» June 10, 2024, Three tugboats owned by PT Pelindo Jasa Maritim, a subholding of PT Pelabuhan Indonesia (Persero) or Pelindo, swiftly responded to a fire that broke out on the passenger ship KM Umsini at Makassar Port around 5:00 a.m. local time. The incident caused panic among hundreds of passengers and crew;
» June 18, 2024, In celebration of Eid al-Adha 1445 H, Subholding Pelindo Jasa Maritim (SPJM) and its eight subsidiaries carried out the slaughtering of a total of 40 cows and 53 goats;
» June 20, 2024, Realizing green energy in ports has become increasingly achievable. At Teluk Lamong Terminal (TTL), Indonesia's leading green port container terminal, part of its operational energy needs are supplied from gas-powered sources.

g. Bulan Juli
- 04 Juli 2024, *Subholding* Pelindo Jasa Maritim (SPJM), bagian dari Pelindo *Group*, berhasil membukukan laba bersih sebesar Rp647 Miliar (audited) sepanjang 2023, atau tercapai 128,38 persen dari Rencana Kerja Anggaran Perusahaan (RKAP) Tahun 2003. Pertumbuhan ini diraih SPJM seiring upayanya untuk terus memperkuat layanan melalui standarisasi proses bisnis dan pelayanan di pelabuhan;
- 17 Juli 2024, *Subholding* Pelindo Jasa Maritim (SPJM), bagian dari Pelindo *Group*, meluncurkan *call center* sebagai bagian dari kemudahan pelanggan dalam mengakses layanan jasa maritim yang disediakan oleh SPJM. Ini merupakan wujud dari komitmen SPJM sebagai pemimpin jasa kemaritiman yang terintegrasi dan berkelas dunia;
- 19 Juli 2024, Pelindo Jasa Maritim, salah satu subholding dari Pelindo *Group*, menggelar *Customer Hearing* Tahun 2024 untuk memberikan pelayanan yang terbaik dan meningkat dari tahun ke tahun maupun mengembangkan layanan untuk para pemakai jasa. Ini merupakan wujud dari visi SPJM sebagai pemimpin jasa kemaritiman yang terintegrasi dan berkelas dunia;
- 25 Juli 2024, *Subholding* Pelindo Jasa Maritim (SPJM), bagian dari Pelindo Group, membukukan peningkatan kinerja pemanduan dan penundaan kapal pada periode semester I atau sampai dengan Juni 2024;
- 31 Juli 2024, *Subholding* Pelindo Jasa Maritim (SPJM), bagian dari Pelindo *Group*, menyampaikan informasi kepada seluruh pengguna jasa tentang layanan pemanduan dan penundaannya tersedia di seluruh Indonesia, bukan hanya di pelabuhan kelolaan Pelindo namun juga di berbagai area di seluruh nusantara. Layanan ini juga terbuka bagi Perusahaan di dalam maupun yang berasal dari luar negeri.

h. Bulan Agustus
- 14 Agustus 2024, *Subholding* Pelindo Jasa Maritim (SPJM), bagian dari Pelindo *Group*, melalui program Tanggung Jawab Sosial dan Lingkungan (TJSL) melaksanakan program Pelindo Hijau *Green Belt* 2024. Program Green Belt ini dilaksanakan di Desa Purnakarya, Kecamatan Tanralili, Kabupaten Maros. Pada kesempatan ini, jajaran manajemen dan pegawai SPJM bekerjasama dengan warga setempat melaksanakan penanaman sebanyak 790 pohon buah. Program ini merupakan rangkaian dari kegiatan untuk menyemarakkan HUT Republik Indonesia yang ke-79;
- 16 Agustus 2024, Pelindo Jasa Maritim (SPJM), salah satu *subholding* dari Pelindo *Group*, menggelar *Customer Engagement*

g. July
- July 4, 2024, Subholding Pelindo Jasa Maritim (SPJM), part of the Pelindo Group, successfully recorded a net profit of Rp647 billion (audited) throughout 2023, achieving 128.38% of the Company's Work Plan and Budget (RKAP) for 2023. This growth was driven by SPJM's continuous efforts to strengthen its services through the standardization of business processes and port service operations;
- July 17, 2024, Subholding Pelindo Jasa Maritim (SPJM), part of the Pelindo Group, launched a call center to provide greater convenience for customers in accessing SPJM's maritime service offerings. This initiative reflects SPJM's commitment to becoming a world-class, integrated maritime services leader;
- July 19, 2024, Pelindo Jasa Maritim, one of the subholdings of the Pelindo Group, held the 2024 Customer Hearing event to continuously improve service quality and develop new service offerings for its users. This event reflects SPJM's vision to be a world-class, integrated maritime services leader;
- July 25, 2024 – Subholding Pelindo Jasa Maritim (SPJM), part of the Pelindo Group, recorded an increase in pilotage and towage performance during the first semester period, up to June 2024;
- July 31, 2024, Subholding Pelindo Jasa Maritim (SPJM), part of the Pelindo Group, informed all service users that its pilotage and towage services are available throughout Indonesia, not only at Pelindo-managed ports, but also across various regions nationwide. These services are also accessible to both domestic and international companies.

h. August
- August 14, 2024, Subholding Pelindo Jasa Maritim (SPJM), part of the Pelindo Group, through its Corporate Social and Environmental Responsibility (TJSL) program, carried out the Pelindo Green Belt 2024 initiative in Purnakarya Village, Tanralili District, Maros Regency. On this occasion, SPJM management and employees, together with local residents, planted 790 fruit trees. This program was part of a series of activities held to commemorate the 79th Anniversary of the Republic of Indonesia's Independence;
- August 16, 2024, Pelindo Jasa Maritim (SPJM), one of the subholdings of the Pelindo Group, held a Customer Engagement event for Region

Wilayah 1 Unit Dumai PT Pelindo Jasa Maritim di Kota Surabaya. Selain sebagai upaya dalam meretensi Pengguna Jasa, Acara ini merupakan wujud komitmen SPJM untuk terus meningkatkan kualitas layanan dan kepuasan pelanggan sebagai salah satu upaya mencapai visi SPJM sebagai pemimpin jasa kemaritiman yang terintegrasi dan berkelas dunia;

» 23 Agustus 2024, Pelindo Jasa Maritim (SPJM) salah satu subholding dari Pelindo *Group*, bersinergi dengan Mahkamah Pelayaran menyelenggarakan *Focus Group Discussion* (FGD) dengan tema "Peran Pemanduan terhadap Operasional Pemanduan dan Penundaan Kapal". FGD ini dihadiri langsung oleh Ketua Mahkamah Pelayaran, Baitul Ihwan; Direktur Pengelola PT Pelindo, Putut Sri Muljanto, Direktur Operasi dan Teknik SPJM, Edward Danner Pardamean Napitupulu, Direktur Anak Perusahaan SPJM, manajemen wilayah SPJM, dan yang tak kalah penting juga dihadiri pula oleh perwakilan perwira pandu SPJM Wilayah 3 dan 4 yang merupakan frontliner yang memastikan keselamatan kegiatan operasional kapal di wilayah kerja SPJM;

» 29 Agustus 2024, Pelindo Jasa Maritim (SPJM) salah satu *subholding* dari Pelindo *Group* menyelenggarakan *exit meeting* Penilaian *Indonesian Corporate Accountability Index* (ICORPAX) Tahun Buku 2023 oleh Badan Pengawas Keuangan dan Pembangunan (BPKP), dimana tim penilai BPKP menyampaikan hasil penilaian index akuntabilitas SPJM yang berhasil meraih skor 83,25% dan masuk dalam kategori "Sangat Baik".

i. Bulan September

» 04 September 2024, Pelindo Jasa Maritim (SPJM) salah satu subholding dari Pelindo Group, bersinergi dengan PT Kaltim Melati Bhakti Satya (KTMBS) melalui pembentukan Tim Bersama untuk mengembangkan potensi kemaritiman dan bisnis terkait di Kalimantan Timur;

» 05 September 2024, PT Pelindo Jasa Maritim (SPJM) bersama dengan seluruh *Subholding* PT Pelabuhan Indonesia (Persero) ikut serta dalam *special events* yang digelar bersamaan dengan HLF MSP yaitu exhibition atau pameran di Exhibition Hall Bali International Convention Center di Nusa Dua, Bali. Pameran ini dilaksanakan dalam rangka mempromosikan inovasi/produk/jasa yang dikembangkan oleh pemerintah, sektor swasta, dan berbagai pihak lainnya. Pameran ini diharapkan dapat menjadi media bagi para delegasi yang hadir untuk saling membagikan informasi dan memberikan pemahaman seputar inovasi/produk/jasa masing masing dan menjajaki peluang kerja sama bisnis;

1, Dumai Unit in Surabaya City. In addition to serving as an effort to retain customers, this event reflected SPJM's commitment to continuously enhance service quality and customer satisfaction, as part of its vision to become a world-class, integrated maritime services leader;

» August 23, 2024, Pelindo Jasa Maritim (SPJM), one of the subholdings of the Pelindo Group, collaborated with the Maritime Court to organize a Focus Group Discussion (FGD) themed "The Role of Pilotage in Vessel Pilotage and Towage Operations." The FGD was attended by Chairman of the Maritime Court Baitul Ihwan, Managing Director of PT Pelindo Putut Sri Muljanto, SPJM Director of Operations and Engineering Edward Danner Pardamean Napitupulu, directors of SPJM's subsidiaries, regional management, and representatives of SPJM's marine pilots from Regions 3 and 4, who serve as frontliners ensuring the safety of vessel operations within SPJM's working areas;

» August 29, 2024, Pelindo Jasa Maritim (SPJM), one of the subholdings of the Pelindo Group, held an exit meeting for the Indonesian Corporate Accountability Index (ICORPAX) Assessment for the 2023 Fiscal Year conducted by the Financial and Development Supervisory Agency (BPKP). The BPKP assessment team reported that SPJM achieved a score of 83.25%, placing it in the "Excellent" category.

i. September

» September 4, 2024, Pelindo Jasa Maritim (SPJM), one of the subholdings of the Pelindo Group, collaborated with PT Kaltim Melati Bhakti Satya (KTMBS) through the formation of a Joint Team to develop maritime potential and related business opportunities in East Kalimantan;

» September 5, 2024, PT Pelindo Jasa Maritim (SPJM), together with all subholdings of PT Pelabuhan Indonesia (Persero), participated in a special event held in conjunction with the HLF MSP, an exhibition at the Bali International Convention Center, Nusa Dua, Bali. The exhibition aimed to promote innovations, products, and services developed by the government, private sector, and other stakeholders. It also served as a platform for delegates to exchange information, share insights, and explore potential business collaborations.

» 12 September 2024, PT Pelindo Jasa Maritim (SPJM) yang merupakan salah satu *subholding* PT Pelabuhan Indonesia (Persero), menggelar sosialisasi dalam rangka menciptakan SPJM Bersih dan langkah pencegahan terhadap tindak pidana korupsi. Sosialisasi ini digelar secara *hybrid* pada tanggal 5 September 2024 bertempat di lantai 7 Gedung PT Pelabuhan Indonesia (Persero) Regional 4 dan melalui media Zoom *Meeting Room*. Acara ini melibatkan peserta yang terdiri dari seluruh pegawai SPJM Grup dan juga entitas Pelindo Grup yang berlokasi di Makassar;

» 15 September 2024, Rayakan hari jadi yang ke-3, PT Pelabuhan Indonesia (Persero) atau Pelindo kembali menggelar *event* olahraga tahunan Pelindo *Run and Ride* yang bertujuan untuk menginspirasi gaya hidup sehat. Jumlah peserta tahun ini menjadi yang tertinggi, mencapai 31.268 orang dari seluruh Indonesia, naik dari tahun sebelumnya sebanyak 26.000 orang;

» 25 September 2024, PT Pelindo Jasa Maritim (SPJM) yang merupakan salah satu *subholding* PT Pelabuhan Indonesia (Persero), melalui program Tanggung Jawab Sosial dan Lingkungan (TJSL) menggelar *kick off* penanaman mangrove atau pohon bakau di Desa Borimasunggu, Kabupaten Maros, Provinsi Sulawesi Selatan pada tanggal 23 September 2024;

» 30 September 2024, Sebagai bagian dari rangkaian perayaan Hari Pelindo 2024, PT Pelabuhan Indonesia (Persero) atau Pelindo menggelar acara Jalan Sehat yang diikuti oleh kurang lebih 1.500 karyawan dari berbagai unit kerja Pelindo. Acara ini juga menjadi momentum penting untuk mempererat solidaritas dan meningkatkan kebersamaan diantara keluarga besar Pelindo Grup;

» 30 September 2024, Sebagai rangkaian kegiatan Hari Pelindo yang ke-3 setelah merger, Pelindo Grup menggelar tabligh akbar sekaligus meresmikan masjid Bandar Assalam TPK New Makassar.

j. Bulan Oktober

» 03 Oktober 2024, Melewati tahun ketiga setelah penggabungan, PT Pelabuhan Indonesia (Persero) atau Pelindo sukses meraih kinerja positif dan konsisten, baik kinerja operasional maupun kinerja keuangan. Pencapaian tersebut mendapatkan apresiasi dari Desty Arlaini, Asisten Deputi Bidang Jasa Logistik Kementerian BUMN, yang disampaikan dalam sambutannya pada salah satu rangkaian acara Peringatan Hari Pelindo – Pelindo Forum, 30 September 2024;

» 11 Oktober 2024, PT Jasa Armada Indonesia Tbk (IDX: IPCM) untuk pertama kalinya berhasil meraih *Annual Report Award*

» September 12, 2024, PT Pelindo Jasa Maritim (SPJM), a subholding of PT Pelabuhan Indonesia (Persero), held a socialization event to promote the Clean SPJM initiative and prevent corruption. The event took place in a hybrid format on September 5, 2024, at the 7th floor of PT Pelabuhan Indonesia (Persero) Regional 4 Building, and was also accessible via Zoom Meeting Room. The participants included all employees of SPJM Group as well as Pelindo Group entities located in Makassar;

» September 15, 2024, To celebrate its third anniversary, PT Pelabuhan Indonesia (Persero) or Pelindo once again held its annual sports event, Pelindo Run and Ride, which aims to inspire a healthy lifestyle. This year saw a record-high participation of 31,268 people from across Indonesia, up from 26,000 participants the previous year.

» September 25, 2024, PT Pelindo Jasa Maritim (SPJM), a subholding of PT Pelabuhan Indonesia (Persero), through its Corporate Social and Environmental Responsibility (TJSL) program, held a mangrove planting kick-off event on September 23, 2024, in Borimasunggu Village, Maros Regency, South Sulawesi Province.

» September 30, 2024, As part of the Pelindo Day 2024 celebrations, PT Pelabuhan Indonesia (Persero) or Pelindo held a Healthy Walk event attended by around 1,500 employees from various Pelindo business units. The event served as a meaningful occasion to strengthen solidarity and foster togetherness within the Pelindo Group family;

» September 30, 2024, As part of the third Pelindo Day celebration since the merger, the Pelindo Group organized a Grand Tabligh Akbar and inaugurated the Bandar Assalam Mosque at the TPK New Makassar.

j. October

» October 3, 2024, Three years after the merger, PT Pelabuhan Indonesia (Persero) or Pelindo successfully achieved positive and consistent performance, both operationally and financially. This achievement received appreciation from Desty Arlaini, Assistant Deputy for Logistics Services at the Ministry of SOE, who conveyed her remarks during one of the Pelindo Day series of events – the Pelindo Forum, held on September 30, 2024;

» October 11, 2024, PT Jasa Armada Indonesia Tbk (IDX: IPCM), for the first time, won the 2023 Annual Report Award (ARA), earning

(ARA) 2023 sebagai juara 2 untuk kategori perusahaan Go Publik Non Keuangan pada ajang penganugerahan di Main Hall Bursa Efek Indonesia, Jakarta;

» 25 Oktober 2024, PT Pelindo Jasa Maritim (SPJM) menginisiasi program lanjutan penanaman Bunga Bougenville di lingkup sekitar Pelabuhan Makassar. Sebanyak 300 bibit pohon ditanam di sepanjang jalan di dalam pelabuhan dan melibatkan karyawan beserta Persatuan Istri Pegawai (PIP) Pelindo, pada Jumat, 25 Oktober 2024;

» 28 Oktober 2024, PT Pelindo Jasa Maritim (SPJM) menginisiasi program lanjutan penanaman Bunga Bougenville di lingkup sekitar Pelabuhan Makassar. Sebanyak 300 bibit pohon ditanam di sepanjang jalan di dalam pelabuhan dan melibatkan karyawan beserta Persatuan Istri Pegawai (PIP) Pelindo, pada Jumat, 25 Oktober 2024;

» 30 Oktober 2024, PT Pelindo Jasa Maritim (SPJM), salah satu *subholding* PT Pelabuhan Indonesia (Persero) catatkan pertumbuhan pendapatan sebesar 33,38% (YoY), beban usaha mengalami kenaikan dikarenakan pelaksanaan beberapa aksi korporasi yang berdampak pada biaya SDM dan biaya penyusutan atas penambahan aset. Laba bersih mengalami penurunan sebesar 29,07% (YoY). Disisi lain, terdapat pertumbuhan aset per 30 September 2024 dimana nilai aset tumbuh 20,05% (YoY) dan mencapai 125,53% dibandingkan RKAP Triwulan III Tahun 2024. Pertumbuhan ini diraih SPJM seiring upayanya untuk terus memperkuat layanan melalui standarisasi proses bisnis dan pelayanan di pelabuhan;

» 30 Oktober 2024, PT Jasa Armada Indonesia Tbk (IDX:IPCM) menerbitkan laporan keuangan yang berakhir pada 30 September 2024. Pada laporan keuangan 9M-2024 ini IPCM mampu mencatatkan kinerja yang lebih baik dari periode yang sama di tahun sebelumnya dengan kenaikan pendapatan sebesar 10,31% menjadi Rp946,62 miliar dari Rp858,11 miliar (YoY). IPCM juga mencatatkan kenaikan laba sebesar dari yang sebelumnya Rp119,77 miliar (YoY) menjadi sebesar Rp121,10 miliar.

k. Bulan November

» 06 November 2024, Sebagai Komitmen PT Pelindo Jasa Maritim (SPJM), salah satu *subholding* PT Pelabuhan Indonesia (Persero) menjadi bagian dari program Rehabilitasi Mangrove Bersama Kementerian Koordinator Bidang Kemaritiman dan Investasi, Kementerian Lingkungan Hidup dan Kehutanan, dan Kementerian Kelautan dan Perikanan SPJM telah melaksanakan penanaman mangrove di Dusun Borong Kaluku, Desa Borimasunggu, Kabupaten Maros;

2nd place in the Publicly Listed Non-Financial Company category at the awarding ceremony held at the Main Hall of the Indonesia Stock Exchange, Jakarta.

» October 25, 2024, PT Pelindo Jasa Maritim (SPJM) initiated a follow-up program for planting Bougainvillea flowers around the Makassar Port area. A total of 300 saplings were planted along the roads within the port, involving employees and members of the Pelindo Employees' Wives Association (PIP) on Friday, October 25, 2024;

» October 28, 2024, PT Pelindo Jasa Maritim (SPJM) once again initiated a continuation of the Bougainvillea planting program in the Makassar Port area. A total of 300 saplings were planted along the internal port roads, involving employees and members of the Pelindo Employees' Wives Association (PIP) on Friday, October 25, 2024;

» October 30, 2024, PT Pelindo Jasa Maritim (SPJM), one of the subholdings of PT Pelabuhan Indonesia (Persero), recorded a 33.38% year-on-year (YoY) increase in revenue. Operating expenses rose due to several corporate actions that impacted human resources and depreciation costs associated with asset additions. Meanwhile, net profit decreased by 29.07% (YoY). On the other hand, total assets as of September 30, 2024, grew by 20.05% (YoY) and reached 125.53% of the 2024 Q3 RKAP target. This growth reflects SPJM's ongoing efforts to enhance its services through standardized business processes and port operations;

» October 30, 2024, PT Jasa Armada Indonesia Tbk (IDX: IPCM) published its financial statements for the period ended September 30, 2024. In its 9M-2024 report, IPCM recorded stronger performance compared to the same period last year, with revenue increasing by 10.31% to Rp946.62 billion from Rp858.11 billion (YoY). IPCM also reported a net profit increase from Rp119.77 billion to Rp121.10 billion (YoY).

k. November

» November 6, 2024, As part of its commitment, PT Pelindo Jasa Maritim (SPJM), one of the subholdings of PT Pelabuhan Indonesia (Persero), participated in the Mangrove Rehabilitation Program in collaboration with the Coordinating Ministry for Maritime Affairs and Investment, the Ministry of Environment and Forestry, and the Ministry of Marine Affairs and Fisheries. SPJM carried out mangrove planting activities in Borong Kaluku Hamlet, Borimasunggu Village, Maros Regency.

I. Bulan Desember

- 04 Desember 2024, PT Pelindo Jasa Maritim (SPJM) sebagai salah satu *Subholding* PT Pelabuhan Indonesia (Persero) mengadakan Sosialisasi Anti Korupsi dengan mengundang instansi di pelabuhan pada Selasa, 3 Desember 2024. Sosialisasi ini diadakan sebagai rangkaian peringatan Hari Anti Korupsi Sedunia (Hakordia) yang jatuh pada 9 Desember 2024;
- 06 Desember 2024, PT Pelindo Jasa Maritim (SPJM) sebagai salah satu *Subholding* PT Pelabuhan Indonesia (Persero) mengadakan Lomba Orasi Anti Korupsi dengan melibatkan pegawai di wilayah kerja Makassar pada Jumat, 6 Desember 2024. Lomba ini diselenggarakan sebagai lanjutan rangkaian peringatan Hari Anti Korupsi Sedunia (Hakordia) yang jatuh pada 9 Desember 2024, dimana sebelumnya telah dilaksanakan juga kegiatan sosialisasi Anti Korupsi secara daring pada tanggal 3 Desember 2024;
- 09 Desember 2024, PT Pelindo Jasa Maritim (SPJM) sebagai salah satu *Subholding* PT Pelabuhan Indonesia (Persero) senantiasa melakukan perbaikan dalam pelayanannya secara berkelanjutan, salah satu yang saat ini sedang dijalankan adalah program Transformasi Pelayanan Kapal";
- 20 Desember 2024, PT Pelindo Jasa Maritim (SPJM) sebagai salah satu Subholding PT Pelabuhan Indonesia (Persero) senantiasa melaksanakan Media Gathering di Kantor PT Berkah Industri Mesin Angkat (BIMA) yang merupakan anak perusahaan SPJM;
- 20 Desember 2024, Sebagai bentuk optimalisasi program prioritas kesehatan Pegawai, PT Pelindo Jasa Maritim (SPJM) sebagai salah satu *Subholding* PT Pelabuhan Indonesia (Persero) melaksanaan pemeriksaan kesehatan rutin *Medical Check-Up* (MCU) selama 4 (empat) hari mulai tanggal 16 s.d 19 Desember 2024;
- 23 Desember 2024, PT Pelindo Jasa Maritim (SPJM) sebagai salah satu *Subholding* PT Pelabuhan Indonesia (Persero) melalui Departemen Keselamatan, Kesehatan Kerja, dan Lingkungan (K3L) mengadakan 4 (empat) *batch workshop Basic Life Support & Basic Safety* selama bulan Oktober 2024. *Workshop* ini diadakan sekaligus di 4 (empat) wilayah kerja SPJM selama 4 (empat) minggu;
- 25 Desember 2024, PT Pelindo Jasa Maritim (SPJM) sebagai salah satu *Subholding* PT Pelabuhan Indonesia (Persero) bersiap mengantisipasi peningkatan mobilisasi penumpang dan barang di momen menjelang hari libur Natal dan Tahun Baru, dimana jumlah penumpang dan barang yang berkorelasi dengan jumlah arus kapal yang pastinya turut meningkat secara signifikan.

I. December

- December 4, 2024, PT Pelindo Jasa Maritim (SPJM), one of the subholdings of PT Pelabuhan Indonesia (Persero), held an Anti-Corruption Awareness Seminar on Tuesday, December 3, 2024, inviting various port-related institutions. This event was part of the commemoration of International Anti-Corruption Day (Hakordia), which falls on December 9, 2024;
- December 6, 2024, PT Pelindo Jasa Maritim (SPJM), as one of the subholdings of PT Pelabuhan Indonesia (Persero), organized an Anti-Corruption Speech Contest involving employees in the Makassar working area on Friday, December 6, 2024. This contest was a continuation of the series of events commemorating International Anti-Corruption Day (Hakordia), which falls on December 9, 2024, following the previous online Anti-Corruption Awareness Seminar held on December 3, 2024;
- December 9, 2024, PT Pelindo Jasa Maritim (SPJM), as one of the subholdings of PT Pelabuhan Indonesia (Persero), continues to enhance and improve its services sustainably, one of which is through the ongoing Vessel Service Transformation Program;
- December 20, 2024, PT Pelindo Jasa Maritim (SPJM), as one of the subholdings of PT Pelabuhan Indonesia (Persero), held a Media Gathering at the office of PT Berkah Industri Mesin Angkat (BIMA), a subsidiary of SPJM;
- December 20, 2024, As part of efforts to optimize employee health programs, PT Pelindo Jasa Maritim (SPJM) conducted a routine Medical Check-Up (MCU) over four days, from December 16 to 19, 2024;
- December 23, 2024, PT Pelindo Jasa Maritim (SPJM), through its Occupational Health, Safety, and Environment (K3L) Department, held four batches of Basic Life Support & Basic Safety workshops throughout October 2024. These workshops were conducted simultaneously across four SPJM working regions over four weeks;
- December 25, 2024, PT Pelindo Jasa Maritim (SPJM), as one of the subholdings of PT Pelabuhan Indonesia (Persero), prepared to anticipate the surge in passenger and cargo movements during the Christmas and New Year holiday season, which correlates with a significant increase in vessel traffic.

7. Pemenuhan Informasi Publik sesuai UU KIP No 14 Tahun 2008
   Informasi yang ada di *Website* di update antara lain informasi Perusahaan, informasi tentang pergantian Direksi dan Komisaris, serta informasi lainnya tentang kegiatan Perusahaan. Selain itu juga telah dibuatkan fitur-fitur pada *website* sesuai yang dipersyaratkan oleh Undang-Undang KIP Nomor 14 Tahun 2008 yaitu layanan e-PPID yang bertujuan memudahkan masyarakat dalam menyampaikan permohonan informasi.
8. Pembinaan Hubungan Baik dengan Publik Melalui *Sponsorship*
   Perusahaan juga berpartisipasi dalam kegiatan pihak eksternal sebagai sponsorship. Di tahun 2024, nilai sponsorship yang diberikan Perusahaan sejumlah Rp451.500.000,- (Empat Ratus Lima Puluh Satu Juta Lima Ratus Ribu Rupiah).
9. Pengelolaan kegiatan-kegiatan Perusahaan di Tingkat SPJM bersama Pelindo *Holding* dan Lembaga lainnya
   a. Pelaksanaan Pelindo Forum (2 kali dari setahun);
   b. Pelaksanaan Pelindo *Day*;
   c. Pelaksanaan *Monthly Business Performance Review*;
   d. Pelaksanaan Forum Sekper;
   e. Pelaksanaan Rapat Kerja Perusahaan (dua kali dalam setahun);
   f. Pelaksanaan Kegiatan dalam rangka Hari kemerdekaan, hari besar keagamaan, dan hari Nasional.
10. Pengelolaan Tata Usaha Direksi
    Meliputi pemenuhan hak-hak Komisaris dan Direksi, tantiem yang ditangguhkan, dan administrasi lainnya sesuai dengan peraturan yang berlaku:
    a. Penyelesaian pemenuhan penggajian Komisaris, Direksi, dan perangkatnya beserta hak lainnya;
    b. Penyelesaian proses tantiem yang ditangguhkan;
    c. Pengoordinasian pemenuhan kegiatan operasional Komisaris dan Direksi;
    d. Pemenuhan pengelolaan Kantor Perwakilan SPJM di Pelindo Tower.
11. Kegiatan Keprotokoleran Direksi Perusahaan
    Pelaksanaan kegiatan-kegiatan keprotokoleran Direksi dan Perusahaan adalah sebagai berikut:
    a. Penyelenggaraan rapat Direksi;
    b. Penyelenggaraan rapat Komisaris dan Direksi;
    c. Pendampingan Komisaris dan Direksi pada kegiatan Perusahaan dan Lembaga.
12. Pelaksanaan *Survey Brand Awareness* & Penyusunan Program Kerja Kehumasan
    Pelaksanaan *Survey brand Awareness* PT Pelindo Jasa Maritim untuk Tahun 2023 & Penyusunan Program Kerja Kehumasan oleh Konsultan Immogen. Tujuan pelaksanaan *Survey Brand Awareness* adalah untuk menggali persepsi terhadap identitas korporat

7. Public Information Disclosure Compliance in accordance with Law No. 14 of 2008
   The information available on the Company's website has been updated to include corporate information, updates on changes in the Board of Directors and Board of Commissioners, as well as other information about the Company's activities. In addition, the website has been equipped with features required under Law No. 14 of 2008 on KIP, including an e-PPID service designed to make it easier for the public to submit information requests.
8. Maintaining Good Public Relations through Sponsorships
   The Company also participates in external activities as a sponsor. In 2024, the total sponsorship value provided by the Company amounted to Rp451,500,000 (four hundred fifty-one million five hundred thousand rupiah).
9. Management of Corporate Activities at SPJM Level in Collaboration with Pelindo Holding and Other Institutions
   a. Implementation of Pelindo Forum (twice a year);
   b. Implementation of Pelindo Day;
   c. Implementation of Monthly Business Performance Review;
   d. Implementation of Corporate Secretary Forum;
   e. Implementation of Corporate Work Meetings (twice a year);
   f. Organization of activities commemorating Independence Day, religious holidays, and national holidays.
10. Management of Board of Directors Administration
    Covers the fulfillment of the rights of the Board of Commissioners and Directors, deferred bonuses (tantiem), and other administrative matters in accordance with applicable regulations:
    a. Completion of salary payments and other entitlements for the Board of Commissioners, Board of Directors, and their supporting staff;
    b. Completion of the deferred bonus (tantiem) process;
    c. Coordination of operational activities for the Board of Commissioners and Board of Directors;
    d. Management of the SPJM Representative Office at Pelindo Tower.
11. Corporate Protocol Activities for the Board of Directors
    Implementation of corporate protocol activities for the Board of Directors includes:
    a. Organizing Board of Directors meetings;
    b. Organizing Joint Board of Commissioners and Board of Directors meetings;
    c. Providing assistance to the Board of Commissioners and Board of Directors during Company and institutional events.
12. Implementation of Brand Awareness Survey and Preparation of Public Relations Work Program
    Implementation of PT Pelindo Jasa Maritim's 2023 Brand Awareness Survey and preparation of the Public Relations Work Program by Immogen Consultant. The purpose of the Brand Awareness Survey was to explore perceptions of the Company's

saat ini (*awareness*, pengetahuan, citra, *brand equity*) dan menganalisis gap antara persepsi saat ini dan harapan pemangku kepentingan. Mendalami dan membahas persepsi terhadap identitas korporat, *brand*, reputasi, dan harapan pemangku kepentingan. Biaya pekerjaan *Survey brand Awareness* & Penyusunan Program Kerja Kehumasan sebesar Rp261.818.181,- (dua ratus enam puluh satu juta delapan ratus delapan belas ribu seratus delapan puluh satu rupiah) belum termasuk PPN 11%.

13. Penyusunan *Annual Report*
    Pelaksanaan Penyusunan *Annual Report* PT Pelindo Jasa Maritim *Group* Tahun Buku 2023 dengan metode pengadaan bersama dengan 6 Anak Perusahaan lingkup SPJM oleh Konsultan Kriya Reka Komunika. Biaya pekerjaan Konsultan *Annual Report* Tahun Buku 2023 secara konsolidasi sebesar Rp722.052.781,- (tujuh ratus dua puluh dua juta lima puluh dua ribu tujuh ratus delapan puluh satu rupiah) belum termasuk PPN 11%. Pekerjaan Konsultan *Annual Report* Tahun Buku 2023 dengan metode pengadaan bersama mendapat penghematan sebesar Rp16.456.969,- (enam belas juta empat ratus lima puluh enam ribu sembilan ratus enam puluh sembilan rupiah) dari total Harga Perkiraan Sendiri (HPS)/*Owner Estimate* (OE) yang telah disepakati sehingga terdapat *Value Creation* terhadap pelaksanaan pekerjaan tersebut.
14. Pembuatan Kalender Dinding, Kalender Meja, Buku Agenda Kerja
    Perusahaan melaksanakan pembuatan kalender dan buku Agenda kerja Tahun 2025 dengan metode pengadaan bersama dengan 7 anak Perusahaan lingkup SPJM oleh PT Maxiidea Marcom Solution. Pembuatan kalender ada dua jenis, yaitu kalender meja dan kalender dinding, dan buku agenda tahun 2025 sebagai sarana promosi Perusahaan yang didistribusikan ke seluruh BOC, BOD, pegawai, *Stakeholder* lainnya. Biaya pembuatan kalender dan buku Agenda kerja sebesar Rp330.178.380,- (tiga ratus tiga puluh juta seratus tujuh delapan ribu tiga ratus delapan puluh ribu rupiah) belum termasuk PPN 11%. Pekerjaan kalender dan buku Agenda Kerja Tahun 2025 dengan metode pengadaan bersama mendapat penghematan sebesar Rp183.862.620,- (seratus delapan puluh tiga juta delapan ratus enam puluh dua ribu enam ratus dua puluh rupiah) dari total Harga Perkiraan Sendiri (HPS)/*Owner Estimate* (OE) yang telah disepakati sehingga terdapat *Value Creation* terhadap pelaksanaan pekerjaan tersebut.
15. Penyusunan *Sustainability Report*
    Pelaksanaan penyusunan *Sustainability Report* PT Pelindo Jasa Maritim Tahun Buku 2023 oleh Konsultan Inti Marketing Komunika. Tujuan penyusunan sustainability report adalah untuk mengomunikasikan dampak aktivitas perusahaan terhadap lingkungan, sosial, dan ekonomi. Laporan ini juga berfungsi untuk mengevaluasi kinerja perusahaan dalam mendukung pembangunan berkelanjutan. Biaya pekerjaan penyusunan *Sustainability Report* sebesar Rp124.650.000,- (seratus dua puluh empat juta enam ratus lima puluh ribu rupiah) belum termasuk PPN 11%.

current corporate identity (awareness, knowledge, image, brand equity) and to analyze the gap between stakeholder perceptions and expectations. The survey also aimed to gain deeper insights into stakeholder perceptions regarding corporate identity, brand, reputation, and expectations. The total cost of the Brand Awareness Survey and Public Relations Work Program was Rp261,818,181 (two hundred sixty-one million eight hundred eighteen thousand one hundred eighty-one rupiah), excluding 11% VAT.

13. Preparation of the Annual Report
    Implementation of the PT Pelindo Jasa Maritim Group 2023 Annual Report in collaboration with six subsidiaries under SPJM, carried out by Kriya Reka Komunika Consultant. The total consolidated consulting cost for the 2023 Annual Report amounted to Rp722,052,781 (seven hundred twenty-two million fifty-two thousand seven hundred eighty-one rupiah), excluding 11% VAT. The joint procurement method for the 2023 Annual Report resulted in a cost saving of Rp16,456,969 (sixteen million four hundred fifty-six thousand nine hundred sixty-nine rupiah) from the agreed Owner Estimate (OE), creating Value Creation for the project implementation.
14. Production of Wall Calendars, Desk Calendars, and Work Agendas
    The Company produced 2025 calendars and work agenda books through joint procurement with 7 subsidiaries under SPJM, executed by PT Maxiidea Marcom Solution. Two types of calendars were produced, desk and wall calendars, along with 2025 work agenda books as promotional materials distributed to the Board of Commissioners, Board of Directors, employees, and other stakeholders. The total cost for the production amounted to Rp330,178,380 (three hundred thirty million one hundred seventy-eight thousand three hundred eighty rupiah), excluding 11% VAT. The joint procurement method resulted in cost savings of Rp183,862,620 (one hundred eighty-three million eight hundred sixty-two thousand six hundred twenty rupiah) from the agreed Owner Estimate (OE), generating Value Creation for the project.
15. Preparation of the Sustainability Report
    Implementation of the 2023 Sustainability Report preparation for PT Pelindo Jasa Maritim by Inti Marketing Komunika Consultant. The purpose of the report was to communicate the Company's environmental, social, and economic impacts, and to evaluate its performance in supporting sustainable development. The total cost for the Sustainability Report project was Rp124,650,000 (one hundred twenty-four million six hundred fifty thousand rupiah), excluding 11% VAT.

16. *Photoshoot on Site* SPJM *Group for Sustainable Report*
Pelaksanaan *Photoshoot on Site* SPJM *Group* oleh PT Karya Timur Angin. Tujuan Pelaksanaan *Photoshoot on Site* adalah untuk dokumentasi foto pada laporan *Sustainability Report* tahun buku 2023 serta menambah dokumentasi foto kegiatan pelayanan *Core Business* Perusahaan di lingkungan PT Pelindo Jasa Maritim guna mendukung kegiatan publikasi dan pelaporan kegiatan Perusahaan. Biaya pelaksanaan *Photoshoot on Site* SPJM *Group* sebesar Rp34.500.000,- (tiga puluh empat juta lima ratus ribu rupiah) belum termasuk PPN 11%.
17. Penggunaan Beban Konsultan Divisi Sekretariat Perusahaan Pada Kegiatan Komunikasi Korporasi dan Manajemen Kesekretariatan
Pada tahun 2024, terdapat beberapa kegiatan Komunikasi Korporasi dan Manajemen Kesekretariatan yang menggunakan Beban Jasa Konsultan Divisi Sekretariat Perusahaan sebesar Rp548.290.315 (lima ratus empat puluh delapan juta dua ratus sembilan puluh ribu tiga ratus lima belas rupiah) belum termasuk PPN 11%, dengan uraian pekerjaan sebagai berikut:

16. On-Site Photoshoot for SPJM Group Sustainability Report
Execution of the SPJM Group On-Site Photoshoot by PT Karya Timur Angin. The purpose was to provide photographic documentation for the 2023 Sustainability Report and to enhance visual documentation of the Company's core business operations, supporting publication and reporting activities. The total cost for the photoshoot was Rp34,500,000 (thirty-four million five hundred thousand rupiah), excluding 11% VAT.
17. Use of Consultant Fees by the Corporate Secretariat Division for Corporate Communication and Secretariat Management Activities
In 2024, several Corporate Communication and Secretariat Management activities utilized consultancy services from the Corporate Secretariat Division, with total expenses amounting to Rp548,290,315 (five hundred forty-eight million two hundred ninety thousand three hundred fifteen rupiah), excluding 11% VAT. The breakdown of the consultancy work is as follows:

No	Kegiatan	Jumlah
1	*Survey Brand Awareness* Tahun Buku 2023 & Penyusunan Program Kerja Kehumasan Brand Awareness Survey for 2023 Financial Year & Public Relations Work Program Preparation	261.818.181
2	Penyusunan *Annual Report* Tahun Buku 2023 (*Standalone*) Annual Report Preparation for 2023 Financial Year (Standalone)	127.322.134
3	Penyusunan *Sustainability Report* Tahun Buku 2023 Sustainability Report Preparation for 2023 Financial Year	124.650.000
4	*Photoshoot on Site* SPJM *Group for Sustainability Report* On Site Photoshoot of SPJM Group for Sustainability Report	34.500.000
Total		548.290.315

18. Berpartisipasi dalam kegiatan Instansi Pemerintah dan Swasta BUMN
Perusahaan ikut berpartisipasi dalam rangka pencapaian program-program pembangunan yang direncanakan secara bersama;
19. *Updating* berita dan foto Anak Perusahaan;
Foto dan berita kemudian di-*update* dan didokumentasikan setiap kali ada liputan ke Anak Perusahaan. Foto ini menjadi koleksi Kantor Pusat dan digunakan untuk pembuatan *Company Profile* dan lainnya.

18. Participation in Government and State-Owned/ Private Institution Activities
The Company actively participated in supporting the achievement of development programs planned jointly;
19. Updating News and Photos of Subsidiaries;
News and photos are regularly updated and documented whenever coverage activities are conducted at the Subsidiaries. These photos are collected by the Head Office and utilized for the development of the Company Profile and other related purposes.

Satuan Pengawasan Internal (SPI)
Internal Audit Unit (SPI)

Audit Internal adalah aktivitas independen dan objektif yang mencakup pemberian keyakinan serta layanan konsultasi, yang bertujuan untuk menambah nilai dan meningkatkan kinerja operasional Perusahaan. Proses ini dilakukan melalui pendekatan yang terstruktur, dengan mengevaluasi dan meningkatkan efektivitas manajemen risiko, sistem pengendalian, serta mekanisme tata kelola perusahaan. Dalam struktur Perusahaan, fungsi audit internal dijalankan oleh Satuan Pengawasan Internal (SPI) sebagai unit pendukung utama.

PIAGAM SATUAN PENGAWASAN INTERNAL

Dalam menjalankan fungsinya, SPI memiliki piagam atau pedoman yang ditinjau dan diperbaharui secara berkala oleh Dewan Komisaris dan Direksi. Piagam Satuan Pengawasan Internal disahkan berdasarkan Keputusan Dewan Komisaris dan Direksi No. S-33/DK-PJM/VII/2022 dan KEP.0009/ HK.102/PUM-2022 tanggal 30 Mei 2022 tentang Piagam Satuan Pengawasan Intern PT Pelindo Jasa Maritim. Di dalam piagam SPI memuat hal-hal sebagai berikut:

1. Pendahuluan;
2. Visi, Misi, Tujuan, Tata Nilai dan Strategi;
3. Ruang Lingkup;
4. Fungsi, Tugas, Tanggung Jawab, Wewenang, dan Akuntabilitas;
5. Kode Etik;
6. Pengorganisasian;
7. Program Asurans dan peningkatan Kualitas SPI;
8. Program kerja Pengawasan Tahunan (PKPT);
9. Pelaporan dan Monitoring Tindak Lanjut;
10. Komunikasi SPI dengan Pihak Lain;
11. Hubungan Kerja dengan Pihak Lain;
12. Evaluasi Piagam Satuan Pengawasan Internal;
13. Penutup.

INDEPENDENSI SATUAN PENGAWASAN INTERNAL

Dalam setiap tahap pelaksanaan tugas pengawasan, penting bagi Auditor SPI untuk menjaga independensi dan objektivitas. Hal ini untuk menegakkan independensi dan objektivitas ini melibatkan beberapa langkah yang harus dilakukan oleh Auditor SPI, termasuk:

1. Menghindarkan diri dari kondisi benturan kepentingan antara kepentingan pribadi dengan kepentingan objek pengawasan;
2. Bekerja dengan bebas tanpa pengaruh dan campur tangan dari pihak lain;
3. Memetakan, mencatat dan melaporkan suatu hal sesuai dengan kondisi sebenarnya;

Internal Audit is an independent and objective activity that provides assurance and consulting services aimed at adding value and improving the Company's operational performance. This process is carried out through a systematic approach by evaluating and enhancing the effectiveness of risk management, control systems, and corporate governance mechanisms. Within the Company's organizational structure, the internal audit function is carried out by the Internal Audit Unit (SPI) as the main supporting unit.

INTERNAL AUDIT UNIT CHARTER

In performing its functions, SPI operates based on a charter or guideline that is reviewed and updated periodically by the Board of Commissioners and the Board of Directors. The Internal Audit Unit Charter was ratified through the Decree of the Board of Commissioners and the Board of Directors No. S-33/DK-PJM/VII/2022 and KEP.0009/HK.102/PUM-2022 dated May 30, 2022, concerning the Internal Audit Unit Charter of PT Pelindo Jasa Maritim. The SPI Charter contains the following sections:

1. Introduction;
2. Vision, Mission, Objectives, Values, and Strategy;
3. Scope;
4. Functions, Duties, Responsibilities, Authorities, and Accountability;
5. Code of Conduct;
6. Organization;
7. Assurance and Quality Improvement Program of SPI;
8. Annual Audit Work Program (PKPT);
9. Reporting and Follow-Up Monitoring;
10. Communication of SPI with Other Parties;
11. Working Relationship with Other Parties;
12. Evaluation of the Internal Supervisory Unit Charter;
13. Closing.

INDEPENDENCE OF THE INTERNAL AUDIT UNIT

At every stage of the audit process, it is essential for SPI Auditors to maintain their independence and objectivity. To uphold these principles, several measures must be taken by SPI Auditors, including:

1. Avoiding any conflict of interest between personal interests and the interests of the audit object;
2. Working freely without influence or interference from any party;
3. Mapping, recording, and reporting findings objectively based on actual conditions;

4. Menghindarkan diri untuk melaksanakan tugas pada objek pengawasan di mana yang bersangkutan terlibat aktif pada objek pengawasan tersebut dalam kurun waktu kurang dari satu tahun terakhir.

TUGAS DAN TANGGUNG JAWAB SATUAN PENGAWASAN INTERNAL

A. Fungsi, Tugas, dan Tanggung Jawab
   1) Mengelola kegiatan pengawasan sesuai kode etik melalui jasa *assurance, consulting*, audit khusus serta audit lainnya atas perintah Direktur Utama di seluruh unit kerja di Perusahaan, Anak Perusahaan, Afiliasi dan turunannya;

   2) Menguji, mengevaluasi, menilai dan melaporkan pelaksanaan pengawasan dan sistem manajemen risiko, pengendalian internal dan tata kelola Perusahaan sesuai dengan Standar Audit Internal;

   3) Melakukan evaluasi atas kegiatan di unit-unit kerja Perusahaan, untuk:
      » Menilai efektivitas dan kualitas fungsi pengawasan internal;
      » Menilai kecukupan penjagaan dan pengamanan aset Perusahaan;
      » Menilai efektivitas kepatuhan terhadap peraturan dan perundang-undangan serta kebijakan dan ketentuan yang berlaku atas kegiatan di unit-unit kerja Perusahaan;
      » Menilai tersedianya informasi dan laporan keuangan dan manajemen yang akurat, lengkap, tepat guna dan tepat waktu yang berjalan di Perusahaan;
      » Menilai efektivitas organisasi dan efisiensi biaya;
      » Menilai efektivitas penerapan budaya risiko pada organisasi Perusahaan.

   4) Menyusun dan melaksanakan program kerja tahunan pengawasan internal berbasis risiko (*risk based audit)* dan disampaikan kepada Direktur Utama dan Dewan Komisaris cq. Komite Audit untuk mendapatkan pertimbangan dan saran;
   5) Memberikan rekomendasi dan saran yang objektif tentang kegiatan yang diperiksa pada semua unit kerja di lingkungan PT Pelindo Jasa Maritim, serta melaporkan hasil pengawasan internal kepada *Stakeholder* Satuan Pengawasan Internal;
   6) Memonitor, mengevaluasi dan melaporkan hasil pemantauan atas tindak lanjut rekomendasi hasil audit oleh auditor internal maupun eksternal dan hasilnya dilaporkan kepada Direktur Utama dan tembusannya disampaikan kepada Dewan Komisaris cq. Komite Audit;
   7) Melakukan pendamping kepada auditor eksternal dengan menyediakan informasi yang dibutuhkan dan menjadi fasilitator bagi auditor eksternal dalam berinteraksi dengan unit-unit kerja di Perusahaan;

4. Refraining from conducting audits on objects where the auditor has been actively involved within the past one year.

DUTIES AND RESPONSIBILITIES OF THE INTERNAL AUDIT UNIT

A. Functions, Duties, and Responsibilities
   1) Manage audit activities in accordance with the code of conduct through assurance services, consulting, special audits, and other audits as directed by the President Director across all work units within the Company, Subsidiaries, Affiliates, and their derivatives;
   2) Examine, evaluate, assess, and report the implementation of supervision and the risk management system, internal control, and corporate governance in accordance with Internal Audit Standards;
   3) Conduct evaluations of activities in the Company's work units to:
      » Assess the effectiveness and quality of the internal control function;
      » Evaluate the adequacy of safeguarding and protection of the Company's assets;
      » Assess the effectiveness of compliance with laws, regulations, policies, and provisions applicable to activities in the Company's work units;
      » Evaluate the availability of accurate, complete, relevant, and timely financial and management information and reports within the Company;

      » Assess the effectiveness of organizational operations and cost efficiency;
      » Evaluate the effectiveness of risk culture implementation within the Company's organization.
   4) Prepare and implement an annual risk-based internal audit work program and submit it to the President Director and the Board of Commissioners through the Audit Committee for review and feedback;
   5) Provide objective recommendations and suggestions regarding the activities audited in all work units within PT Pelindo Jasa Maritim, and report internal audit results to the Internal Audit Unit's stakeholders;
   6) Monitor, evaluate, and report on the follow-up actions taken in response to audit recommendations issued by internal and external auditors, with the results reported to the President Director and copied to the Board of Commissioners through the Audit Committee;
   7) Provide assistance to external auditors by supplying required information and acting as a facilitator for their interaction with the Company's work units;

8) Melakukan komunikasi, koordinasi dan pelaporan secara periodik atas kegiatan SPI kepada Stakeholder Satuan Pengawasan Internal;
9) Mengembangkan teknologi yang terintegrasi untuk perencanaan, pelaksanaan, monitoring dan evaluasi serta pelaporan terhadap seluruh kegiatan di Satuan Pengawasan Internal;
10) Menjaga profesionalitas auditor dengan memberikan pengetahuan, keterampilan, dan pengalaman yang cukup, serta sertifikasi yang diperlukan;
11) Melakukan *assessment* untuk mengevaluasi mutu dari Satuan Pengawasan Internal secara periodik;
12) Melakukan pembinaan dan koordinasi dengan Satuan Pengawasan Internal di lingkungan PT Pelindo Jasa Maritim agar terciptanya sinergis atas kegiatan Satuan Pengawasan Internal.

B. Wewenang
1) Satuan Pengawasan Internal memiliki akses tak terbatas ke seluruh auditee di lingkungan PT Pelindo Jasa Maritim terhadap semua fungsi, catatan, dokumen, properti, personil, laporan hasil audit yang berkaitan dengan pelaksanaan pekerjaannya, dan bertanggung jawab atas kerahasiaan catatan dan informasi tersebut;
2) Kepala SPI akan memastikan bahwa aktivitas audit internal bebas dari kondisi yang mengancam kemampuan audit internal untuk melakukan pekerjaannya dalam keadaan yang tidak memihak. Jika independensi atau objektivitas audit internal terganggu secara *fact or appearance*, dan hal tersebut Kepala SPI akan melaporkan kepada Direktur Utama dan Dewan Komisaris;
3) Jika sebelumnya Kepala SPI memiliki peran dan/atau tanggung jawab di luar audit internal, maka harus dibuat ketentuan untuk membatasi terjadinya penurunan independensi dan objektivitas;
4) Menyusun dan merubah kebijakan pengawasan internal, antara lain pedoman, prosedur dan ketentuan lainnya terkait pekerjaan pengawasan internal, serta berhak untuk melakukan evaluasi standardisasi terhadap kebijakan pengawasan internal di lingkungan PT Pelindo Jasa Maritim agar tercipta pengawasan yang terintegrasi;
5) Mengalokasikan sumber daya, menentukan frekuensi penugasan, menetapkan objek penugasan, menentukan ruang lingkup penugasan, serta menetapkan teknik penugasan yang diperlukan untuk mencapai tujuan penugasan;
6) Melakukan optimalisasi atas sumber daya yang digunakan dalam kegiatan pekerjaan/ pemeriksaan antara lain berasal dari auditor di dalam ataupun di luar lingkungan Perusahaan;
7) Mengusulkan bentuk organisasi SPI sesuai kebutuhan bisnis dan perkembangan organisasi Perusahaan guna peningkatan kinerja dan ketahanan serta adaptasi terhadap perubahan lingkungan bisnis Perusahaan;

8) Conduct communication, coordination, and periodic reporting of SPI activities to the Internal Audit Unit's stakeholders;
9) Develop integrated technology for planning, implementation, monitoring, evaluation, and reporting of all activities within the Internal Audit Unit;
10) Maintain auditor professionalism by providing adequate knowledge, skills, experience, and necessary certifications;
11) Conduct periodic assessments to evaluate the quality of the Internal Supervisory Unit;
12) Provide guidance and coordination with Internal Supervisory Units within PT Pelindo Jasa Maritim to foster synergy across all internal audit activities.

B. Authorities
1) The Internal Audit Unit has unrestricted access to all auditees within PT Pelindo Jasa Maritim, including all functions, records, documents, properties, personnel, and audit reports related to the execution of its duties, and is responsible for maintaining the confidentiality of such records and information;
2) The Head of SPI shall ensure that internal audit activities remain free from any conditions that could threaten the internal audit's ability to perform its duties impartially. If the independence or objectivity of the internal audit is impaired in fact or appearance, the Head of SPI must report the matter to the President Director and the Board of Commissioners;
3) If the Head of SPI previously held roles and/ or responsibilities outside of internal auditing, appropriate measures must be established to prevent any compromise of independence and objectivity;
4) Develop and revise internal supervision policies, including guidelines, procedures, and other provisions related to internal audit work, and has the authority to evaluate and standardize internal supervision policies within PT Pelindo Jasa Maritim to ensure integrated oversight;
5) Allocate resources, determine assignment frequency, designate audit objects, define assignment scope, and establish audit techniques necessary to achieve the objectives of the assignment;
6) Optimize the use of resources in audit and review activities, including those sourced from auditors within or outside the Company;
7) Propose the organizational structure of SPI according to business needs and the Company's organizational development to improve performance, resilience, and adaptability to changes in the business environment;

8) Mengusulkan penugasan tambahan terkait *Assurance, consulting*, audit Khusus/*Fraud* atau audit lainnya kepada Direktur Utama dan Dewan Komisaris cq. Komite Audit jika terdapat hal yang terindikasi akan mengganggu pencapaian tujuan Perusahaan.

C. Akuntabilitas
1) Menyampaikan Rencana Audit Jangka Panjang dan Program Kerja Pengawasan Tahunan (PKPT) termasuk anggarannya kepada Direktur Utama untuk mendapatkan persetujuan dan dituangkan dalam RKAP tahunan;
2) Melaporkan hasil penugasan berdasarkan PKPT kepada Direktur Utama dan Dewan Komisaris cq. Komite Audit dalam bentuk tertulis dan lisan ataupun melalui mekanisme lainnya;
3) Menggunakan teknologi informasi yang terintegrasi dalam melakukan penugasan pengawasan internal;
4) Menyampaikan Laporan Hasil evaluasi mutu Satuan Pengawasan Internal kepada Direktur Utama dan Dewan Komisaris cq. Komite Audit secara periodik sesuai Standar Audit, dimana setiap 1 (satu) tahun oleh Penilai Internal dan setiap 3 (tiga) tahun oleh penilai eksternal.

PIHAK YANG MENGANGKAT DAN MEMBERHENTIKAN KEPALA SATUAN PENGAWASAN INTERNAL

SPI diangkat dan diberhentikan oleh Direktur Utama setelah mendapatkan persetujuan Dewan Komisaris. Pengangkatan dan pemberhentian auditor internal harus mempertimbangkan pendapat dari SVP Satuan Pengawasan Intern dan memenuhi persyaratan yang ditetapkan oleh perusahaan. Informasi terkait pengangkatan dan pemberhentian SPI adalah sebagai berikut:

1. SVP Satuan Pengawasan Intern diangkat dan diberhentikan oleh Direktur Utama setelah mendapatkan persetujuan Dewan Komisaris.
2. Pengangkatan dan pemberhentian auditor internal dilaksanakan dengan mempertimbangkan pendapat dari SVP Satuan Pengawasan Intern dan memenuhi persyaratan yang ditetapkan oleh Perusahaan.

PEJABAT SATUAN PENGAWASAN INTERNAL

Berdasarkan Surat Keputusan Direksi PT Pelabuhan Indonesia (Persero) No. KP.10.02/7/9/1/RKTK/UTMA/PLND 22 tentang Alih Tugas/Jabatan Pekerja di Lingkungan PT Pelabuhan Indonesia (Persero), SPI dipimpin oleh Senior Vice President (SVP) yang dijabat oleh Jubliadi Patangke.

8) Propose additional assignments related to assurance, consulting, special/fraud audits, or other audits to the President Director and the Board of Commissioners through the Audit Committee if there are indications of matters that could potentially hinder the achievement of the Company's objectives.

C. Accountability
1) Submit the Long-Term Audit Plan and the Annual Internal Audit Work Program (PKPT), including its budget, to the President Director for approval, to be incorporated into the Company's annual Work Plan and Budget (RKAP);
2) Report the results of assignments based on the PKPT to the President Director and the Board of Commissioners through the Audit Committee, in written and/or oral form, or through other applicable mechanisms;
3) Utilize integrated information technology systems in carrying out internal audit assignments;
4) Submit periodic reports on the results of the Internal Audit Unit's quality evaluations to the President Director and the Board of Commissioners through the Audit Committee, in accordance with Audit Standards, which conducted annually by internal assessors and every three years by external assessors.

APPOINTMENT AND DISMISSAL OF THE INTERNAL AUDIT UNIT HEAD

The SPI is appointed and dismissed by the President Director upon approval from the Board of Commissioners. The appointment and dismissal of internal auditors must take into account the opinion of the SVP of the Internal Audit Unit and comply with the requirements established by the Company. The information regarding the appointment and dismissal of SPI is as follows:

1. The SVP of the Internal Audit Unit is appointed and dismissed by the President Director upon approval from the Board of Commissioners.
2. The appointment and dismissal of internal auditors are carried out by considering the opinion of the SVP of the Internal Audit Unit and in accordance with the requirements set by the Company.

OFFICER OF INTERNAL AUDIT UNIT

Based on the Decree of the Board of Directors of PT Pelabuhan Indonesia (Persero) No. KP.10.02/7/9/1/RKTK/UTMA/PLND 22 concerning the Transfer of Duties/Positions of Employees within PT Pelabuhan Indonesia (Persero), the Internal Audit Unit (SPI) is led by a Senior Vice President (SVP), currently held by Jubliadi Patangke.

Profil Kepala Satuan Pengawasan Internal

Profile of Internal Audit Unit Head

Jubliadi Patangke

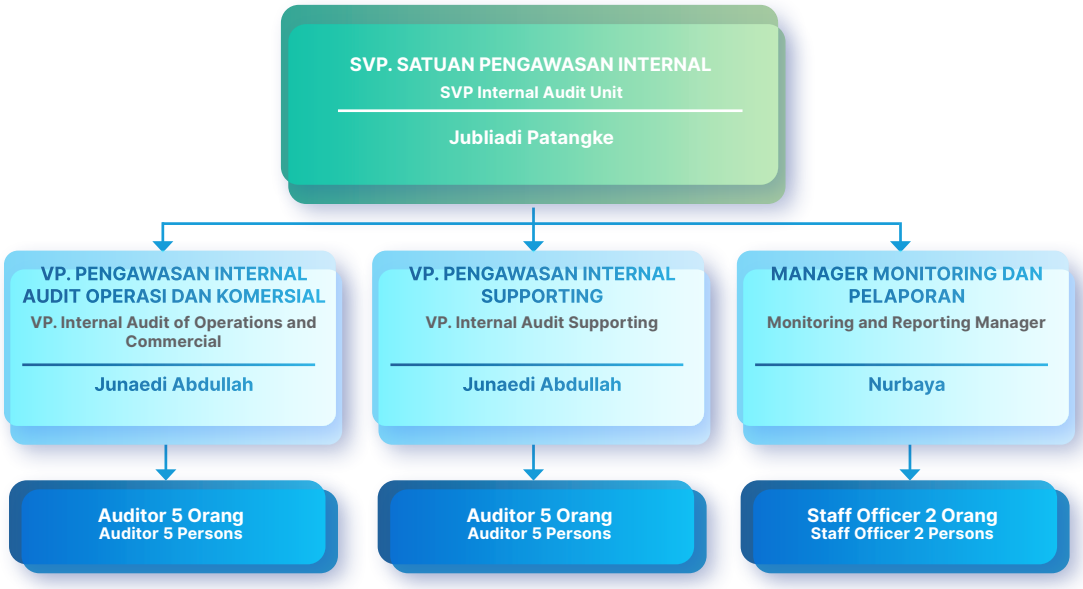
Senior Vice President Satuan Pengawasan Internal
Senior Vice President of Internal Audit Unit

7 September 2022
September 7, 2022

Kewarganegaraan Citizenship	:	Warga Negara Indonesia	Indonesian
Usia Age	:	49 tahun per 31 Desember 2024	49 years old as of December 31, 2024
Domisili Domicile	:	Makassar, Sulawesi Selatan - Indonesia	
Bergabung di Perusahaan Joined the Company	:	01 Mei 1998	May 1, 1998
Riwayat Pendidikan Educational Background	:	• S2 Manajemen Pemasaran, Universitas Hasanuddin (2011) • S1 Teknik Mesin, UNHAS (1999)	• Master's Degree in Marketing Management from Hasanuddin University (2011) • Bachelor's Degree in Engineering from UNHAS (1999)
Pengalaman Kerja Professional Experience	:	• SVP Satuan Pengawasan Internal (SPI) Subholding Pelindo Jasa Maritim (2022-Sekarang); • Division Head Kapal Subholding Pelindo Jasa Maritim (2021-2022); • Direktur Utama PT Equiport Inti Indonesia Anak Perusahaan (2020-2021); • Pelaksana Harian Direktur Utama PT Equiport Inti Indonesia Anak Perusahaan (2018-2019).	• Senior Vice President of Internal Audit Unit (SPI) of Pelindo Jasa Maritim Subholding (2022-Present); • Division Head of Vessels of Pelindo Jasa Maritim Subholding (2021-2022); • President Director of PT Equiport Inti Indonesia Subsidiary (2020-2021); • Acting President Director of PT Equiport Inti Indonesia Subsidiary (2018-2019).
Dasar Hukum Penunjukan Legal Basis of Appointment	:	Menjabat sebagai Senior Vice President Satuan Pengawasan Internal berdasarkan Surat Keputusan Direksi No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 tanggal 07 September 2022.	Appointed as Senior Vice President of Internal Audit based on Board of Directors Decree No. KP.10.02/19/9/1/RKTK/SDMA/PLND-23 dated September 7, 2022.

STRUKTUR SATUAN PENGAWASAN INTERNAL

INTERNAL AUDIT UNIT STRUCTURE





Kedudukan dan Struktur SPI dalam organisasi Perusahaan adalah sebagai berikut:
1. Kedudukan SPI dalam struktur organisasi berada langsung di bawah Direktur utama;
2. SPI berkedudukan di Kantor Pusat SPJM dan dipimpin oleh Senior Vice President;
3. SVP SPI bertanggung jawab kepada Direktur Utama.

The position and structure of the SPI within the Company's organization are as follows:
1. The SPI's position in the organizational structure is directly under the President Director;
2. The SPI is based at the Head Office of SPJM and is led by a Senior Vice President (SVP);
3. The SVP of SPI is responsible to the President Director.

Di tahun 2024, komposisi Satuan Pengawasan Internal Perusahaan adalah sebagai berikut:

In 2024, the composition of the Company's Internal Audit Unit is as follows:

Jabatan Position	Jumlah (Orang) Number (Person)
Senior Vice President Satuan Pengawasan Internal Senior Vice President of Internal Audit Unit	1 Orang 1 Person
Vice President Pengawasan Pelaksanaan Pengawasan Internal Vice President of Internal Audit Implementation	1 Orang 1 Person
Vice President Perencanaan Pengawasan Internal Vice President of Internal Audit Planning	1 Orang 1 Person
Auditor Utama Lead Auditor	3 Orang 3 Persons
Auditor Madya Associate Auditor	5 Orang 5 Persons
Auditor Muda Junior Auditor	4 Orang 4 Persons
Senior Officer Monitoring dan Evaluasi Pengawasan Internal PT Pelindo Jasa Maritim Senior Officer of Monitoring and Internal Assessment of PT Pelindo Jasa Maritim	1 Orang 1 Person
Senior Officer Pendukung Monitoring dan Pelaporan Pengawasan Internal Senior Officer of Monitoring and Support Internal Assessment Reporting	1 Orang 1 Person
Officer Pendukung Monitoring dan Pelaporan Pengawasan Internal Supporting Officer of Internal Audit Monitoring and Reporting	1 Orang 1 Person
Total	**18 Orang** 18 Persons

SERTIFIKASI PROFESI SATUAN PENGAWASAN INTERNAL

Dalam rangka meningkatkan kualitas pelaksanaan tugas auditor internal, Perusahaan telah menginisiasi program pengembangan kompetensi yang terstruktur dan berjenjang. Salah satu langkah yang diambil adalah melibatkan auditor internal dalam program sertifikasi.

Adapun sertifikasi profesi yang dimiliki oleh SPI adalah sebagai berikut:

PROFESSIONAL CERTIFICATION OF INTERNAL AUDIT UNIT

To improve the quality of internal auditors' performance, the Company has initiated a structured and tiered competency development program. One of the measures taken is involving internal auditors in professional certification programs.

The professional certifications held by the Internal Audit Unit (SPI) are as follows:

Jabatan Position	Jumlah (Orang) Number (Person)
Sertifikasi Qualified Internal Audit (QIA) Tingkat Dasar sampai Manajerial Qualified Internal Audit (QIA) Certification of Basic Level until Managerial	1 Orang 1 Person
Sertifikasi Professional Internal Audit (PIA) Professional Internal Audit (PIA) Certification	8 Orang 8 Persons

PENGEMBANGAN KOMPETENSI SATUAN PENGAWASAN INTERNAL

Perusahaan memberikan kesempatan kepada SPI untuk mengikuti program pengembangan kompetensi. Kompetensi SPI dilakukan untuk membantu pelaksanaan tugas Direksi seperti pelatihan dan webinar, yang bertujuan untuk meningkatkan keterampilan dan mendukung pelaksanaan tugasnya. Pengembangan kompetensi SPI di tahun 2024 adalah sebagai berikut:

1. Mengikutkan pendidikan penjenjangan SPI baik yang diselenggarakan oleh Lembaga Sertifikasi Nasional:

COMPETENCY DEVELOPMENT OF INTERNAL AUDIT UNIT

The Company provides opportunities for the SPI to participate in competency development programs. These programs, such as training and webinars, are designed to enhance skills and support the implementation of duties in assisting the Board of Directors. The competency development activities for SPI in 2024 are as follows:

1. Participation in tiered internal audit training programs organized by the National Certification Institution:

NO	NAMA Name	JABATAN Position	DIKLAT/FORUM Workshop/Forum	JADWAL Schedule	KETERANGAN Note
1	Jubliadi Patangke	SVP SPI	Penilai Risk Maturity Index (RMI) dari KBUMN Risk Maturity Index (RMI) Assessor from KBUMN	8 Maret 2024 March 8, 2024	*Offline*
2	Annisa Edsyam	Auditor Madya Associate Auditor	Kecurangan (Fraud) + *Asesssment* Fraud + Assessment	21 S.d. 24 Februari 2024 February 21-24, 2024	*Online*
			Pengelolaan Tugas-Tugas Audit Management of Audit Duties	19 S.d. 20 Juli 2024 July 19-20, 2024	*Online*
			Seminar dan Pengukuhan Profesional Internal Auditor (PIA) Seminar and Inauguration of Professional Internal Auditor (PIA)	5 S.d. 6 November 2024 November 5-6, 2024	*Offline*
3	Safar	Auditor Madya Associate Auditor	Komunikasi Psikologi dan Audit Psychology and Audit Communication	21 S.d. 24 Februari 2024 February 21-24, 2024	*Online*
			Komunikasi Psikologi dan Audit Psychology and Audit Communication	19 S.d. 20 Juli 2024 July 19-20, 2024	*Online*
			Seminar dan Pengukuhan Profesional Internal Auditor (PIA) Seminar and Inauguration of Professional Internal Auditor (PIA)	5 S.d. 6 November 2024 November 5-6, 2024	*Offline*
4	Kusnadi Yunus	Manager	Penilai *Risk Maturity Index* (RMI) dari KBUMN Risk Maturity Index (RMI) Assessor from KBUMN	8 Maret 2024 March 8, 2024	*Offline*

2. Mengikutkan seminar, *workshop* peningkatan kompetensi SPI baik yang diselenggarakan Perusahaan atau Lembaga Pendidikan Audit, sebagai berikut:

2. Followed the seminar, workshop and competency enhancement which was organized by the Company or Audit Educational Institution, as follows:

No	Nama Name	Jabatan Position	Diklat/Forum Workshop/Forum	Jadwal Schedule	Keterangan Note
1	Jubliadi Patangke	SVP SPI	Forum Diskusi "Sinergi Antara Komite Audit, Satuan Pengawas Internal (SPI) dan Auditor Eksternal dalam Penguatan Tata Kelola, Manajemen Risiko, dan Kepatuhan Perusahaan "Synergy Between the Audit Committee, Internal Audit Unit (SPI), and External Auditor in Strengthening Corporate Governance, Risk Management, and Compliance"	30 April 2024 April 30, 2024	*Online*
2	Afif Cahyani	Auditor Muda/TI Junior Auditor/IT	Kegiatan *One on One Blueprint Confirmation Single* ERP SAP Tahap 4 One-on-One Activity: Blueprint Confirmation for Single ERP SAP Phase 4	20 s.d 22 Mei 2024 May 20-22, 2024	*Online*
3	Resty	Auditor Muda/ Keuangan Junior Auditor/ Finance	Kegiatan *One on One Blueprint Confirmation Single* ERP SAP Tahap 4 One-on-One Activity: Blueprint Confirmation for Single ERP SAP Phase 4	20 s.d 22 Mei 2024 May 20-22, 2024	*Online*
4	Muh. Iskandar	VP Pelaksanaan Pengawasan Internal Vice President of Internal Audit Implementation	Pendetailan Peta Peran Pelindo *Group* dengan *Subholding* Detailing the Role Map of Pelindo Group and Its Subholdings	08 S.D 09 Agustus 2024 August 8-9, 2024	*Online*
5	Kusnadi Yunus	*Manager Monitoring* dan Evaluasi Pengawasan Internal Manager of Internal Audit Monitoring and Evaluation	Pendetailan Peta Peran Pelindo Group dengan *Subholding* Detailing the Role Map of Pelindo Group and Its Subholdings	08 S.D 09 Agustus 2024 August 8-9, 2024	*Online*
6	Jusmi	SO *Monitoring* dan Evaluasi Pengawasan Internal SO of Internal Audit Monitoring and Evaluation	Penyusunan SOP SPJM *Holding* Preparation of SPJM Holding SOP	13 Agustus 2024 August 13, 2024	*Offline*
7	Nurhaeda Demmu	*Officer Monitoring* dan Evaluasi Pengawasan Internal Officer of Internal Audit Monitoring and Evaluation	Penyusunan SOP SPJM *Holding* Preparation of SPJM Holding SOP	13 Agustus 2024 August 13, 2024	*Offline*

3. Pelatihan dan Sertifikasi Brevet Pajak secara *Online* di lingkungan PT Pelabuhan Indonesia (Persero) Bach II, yang dimulai tanggal 7 Februari s.d. Mei 2024, diikuti sebanyak 13 (tiga belas) orang Personil SPI sebagaimana nama berikut:

3. Second Batch of Online Tax Brevet Training and Certification within PT Pelabuhan Indonesia (Persero) from February 7 until May 2024, which was followed by 13 (thirteen) SPI personnel under the following names:

No	Nama Name	Jabatan Position	Diklat/Forum Workshop/Forum	Jadwal Schedule	Keterangan Note
1	Jubliadi Patangke	SVP SPI	Brevet Pajak Batch II Second Batch of Tax Brevet	07 Februari s.d. 03 Mei 2024 February 7-May 3, 2024	*Online*
2	Muh. Iskandar	Vice President			
3	Kusnadi Yunus	Manager			
4	Nurhaniansyah	Auditor Utama Lead Auditor			
5	Emil Bachtiar	Auditor Madya Associate Auditor			
6	Jahruddin	Auditor Madya Associate Auditor			
7	Safar	Auditor Madya Associate Auditor			
8	Hasanuddin	Auditor Madya Associate Auditor			
9	Annisa Edsyam	Auditor Madya Associate Auditor			
10	Afif Cahyani	Auditor Muda Associate Auditor			
11	Irfan Fihari	Auditor Muda Associate Auditor			
12	Nur Fadillah Ali	Auditor Muda Associate Auditor			
13	Resty	Auditor Muda Associate Auditor			

4. Mengikuti Kegiatan *In House Training* Mengikuti Kegiatan *In House Training* Penilaian Resiko Kecurangan (FRA) dari BPKP Provinsi Sulawesi Selatan oleh Personil SPI PT Pelindo Jasa Maritim sebanyak 19 (sembilan belas) Orang pada tanggal 12 s.d. 13 Desember 2024 di Makassar;
5. Mengikuti Forum Satuan Pengawasan Intern SPSL tema "Peningkatan Sinergi Pengawasan Melalui PKPT Terintegrasi Tahun 2025 pada tanggal 25 November 2025 di Jakarta oleh *Manager Monitoring* dan Evaluasi Pengawasan Internal;
6. Mengikuti Pembelajaran mandiri di Learning Wallet Aplikasi Portaverse Pelindo s.d. Triwulan IV Tahun 2024:

4. Participated in the In-House Training on Fraud Risk Assessment (FRA) conducted by BPKP of South Sulawesi Province, attended by 19 (nineteen) personnel from the SPI of PT Pelindo Jasa Maritim on December 12-13, 2024, in Makassar;
5. Attended the Internal Audit Forum of SPSL with the theme "Enhancing Audit Synergy Through the 2025 PKPT" on November 25, 2025, in Jakarta, represented by the Manager of Internal Audit Monitoring and Evaluation;
6. Participated in self-learning activities through the Learning Wallet feature of the Pelindo Portaverse application up to the fourth quarter of 2024.

No	Nama Name	Jabatan Position	Real Jam Belajar Real Learning Time
1	Jubliadi Patangke	Senior Vice President Satuan Pengawasan Internal Senior Vice President of Internal Audit Unit	159 Jam | Hour
2	Muh. Sjarief Karim	Vice President	122 Jam | Hour
3	Enriko Fermi	SO Perencanaan Pengawasan Internal SO of Internal Audit Planning	142 Jam | Hour
4	Muh. Iskandar	Vice President	111 Jam | Hour

No	Nama Name	Jabatan Position	Real Jam Belajar Real Learning Time
5	Kusnadi Yunus	Manager	188 Jam | Hour
6	Jusmi	SO Monitoring dan Evaluasi Pengawasan Internal SO of Monitoring and Internal Audit Assessment	88 Jam | Hour
7	Nurhaeda Demmu	Officer Monitoring dan Evaluasi Pengawasan Internal Officer of Monitoring and Internal Audit Assessment	125 Jam | Hour
8	Erfansyah	Auditor Utama Lead Auditor	75 Jam | Hour
9	Sasmita Boroallo	Auditor Utama Lead Auditor	92 Jam | Hour
10	Nurhaniansyah	Auditor Utama Lead Auditor	120 Jam | Hour
11	Emil Bachtiar	Auditor Madya Associate Auditor	121 Jam | Hour
12	Jahruddin	Auditor Madya Associate Auditor	82 Jam | Hour
13	Safar	Auditor Madya Associate Auditor	96 Jam | Hour
14	Hasanuddin	Auditor Madya Associate Auditor	87 Jam | Hour
15	Annisa Edsyam	Auditor Madya Associate Auditor	124 Jam | Hour
16	Afif Cahyani	Auditor Muda Associate Auditor	124 Jam | Hour
17	Irfan Fihari	Auditor Muda Associate Auditor	109 Jam | Hour
18	Nur Fadillah Ali	Auditor Muda Associate Auditor	103 Jam | Hour
19	Resty	Auditor Muda Associate Auditor	124 Jam | Hour

RAPAT SATUAN PENGAWASAN INTERNAL

Selama tahun 2024, SPI telah melaksanakan rapat sebanyak 13 (tiga belas) kali rapat dengan rincian sebagai berikut:

INTERNAL AUDIT UNIT'S MEETING

In 2024, the SPI has conducted 13 (thirteen) meetings with the following details:

No	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
1.	18 Maret 2024 March 14, 2024	Pembahasan Tindak Lanjut Temuan *Internal Monitoring*) Divisi Teknologi Informasi pada Direktorat Strategi dan Teknik. Discussion of Follow-Up on Internal Monitoring Findings in the Information Technology Division at the Strategy and Engineering Directorate.
2.	18 Maret 2024 March 14, 2024	Pembahasan Tindak Lanjut Temuan *Internal Monitoring* Wilayah 4 (SBU Pelayanan Kapal) Tahun 2023. Discussion of Follow-Up on Internal Monitoring Findings in Region 4 (Ship Service SBU) in 2023.
3.	27 Maret 2024 March 27, 2024	Pembahasan Monitoring Tindak Lanjut Temuan Internal pada Divisi Transformation Management Office, Direktorat Utama Kantor Pusat SPJM. Discussion of Follow-Up on Internal Monitoring Findings in the Transformation Management Office Division, Main Directorate, SPJM Head Office.
4.	25 April 2024 April 25, 2024	Monitoring Tindak Lanjut Rekomendasi Audit Internal PJM Group Periode Audit Tahun 2022-2023 Monitoring Follow-up on PJM Group Internal Audit Recommendations for the 2022-2023 Audit Period
5.	13 Mei 2024 May 13, 2024	Validasi dan Penetapan *Knowledge Map* Divisi Satuan Pengawasan Internal Validation and Establishment of the Internal Audit Unit Knowledge Map

No	Tanggal Rapat Meeting Date	Agenda Rapat Meeting Agenda
6.	30 Mei 2024 May 30, 2024	Monitoring Tindak Lanjut Rekomendasi Audit SPI SPJM pada PT RUKINDO Periode Audit Tahun 2022 Monitoring Follow-up on SPJM SPI Audit Recommendation of SPJM at PT RUKINDO for the 2022 Audit Period
7.	03 Juni 2024 June 3, 2024	Monitoring Tindak Lanjut Rekomendasi Audit SPI SPJM pada PT Jasa Peralatan Pelabuhan Indonesia Periode Audit Tahun 2022. Monitoring Follow-up on SPJM SPI Audit Recommendations at PT Jasa Peralatan Pelabuhan Indonesia for the 2022 Audit Period.
8.	05 Juni 2024 June 5, 2024	Monitoring Tindak Lanjut Rekomendasi Audit SPI SPJM pada PT Energi Pelabuhan Indonesia Periode Audit Tahun 2023. Monitoring Follow-up on SPJM SPI Audit Recommendations at PT Energi Pelabuhan Indonesia for the 2023 Audit Period.
9.	14 Agustus 2024 August 14, 2024	Monitoring Tindak Lanjut Rekomendasi Audit SPI SPJM pada PT Energi Pelabuhan Indonesia Periode Audit Tahun 2023 Monitoring Follow-up on SPJM SPI Audit Recommendations at PT Energi Pelabuhan Indonesia for the 2023 Audit Period
10.	14 Agustus 2024 August 14, 2024	Monitoring Tindak Lanjut Rekomendasi Audit SPI SPJM pada PT Jasa Peralatan Pelabuhan Indonesia Periode Audit Tahun 2023. Monitoring Follow-up on SPJM SPI Audit Recommendations at PT Jasa Peralatan Pelabuhan Indonesia for the 2023 Audit Period.
11.	26 September 2024 September 26, 2024	Monitoring Tindak Lanjut Rekomendasi Audit SPI SPJM pada Wilayah 1 PT Pelindo Jasa Maritim Periode Audit Tahun 2024 Monitoring Follow-up on SPJM SPI Audit Recommendations in Region 1 of PT Pelindo Jasa Maritim for the 2024 Audit Period
12.	30 September 2024 September 30, 2024	Rapat Bersama Kepala SPI tentang Pengelolaan SPI Di Lingkungan PT Pelindo Jasa Maritim Group Joint Meeting with the Head of SPI Regarding SPI Management within the PT Pelindo Jasa Maritim Group
13.	20 November 2024 September 20, 2024	Monitoring Tindak Lanjut Rekomendasi Audit PT Jasa Peralatan Pelabuhan Indonesia Periode Audit Tahun 2023. Monitoring Follow-up on Audit Recommendations of PT Jasa Peralatan Pelabuhan Indonesia for the 2023 Audit Period.

KEBIJAKAN PERATURAN DIREKSI TERKAIT DENGAN SATUAN PENGAWASAN INTERNAL

Peraturan-peraturan Direksi terkait dengan Satuan Pengawasan Internal adalah sebagai berikut :

1. Peraturan Direksi Nomor: PER.0018/HK.101/PLJM-2024 tentang Pedoman Pelaksanaan Audit Internal Jarak Jauh (Remote Audit) Satuan Pengawasan Internal (SPI) PT Pelindo Jasa Maritim tanggal 21 Juni 2024;
2. Peraturan Direksi Nomor: PER.0019/HK.101/PLJM-2024 tentang Pedoman Pengelolaan Satuan Pengawasan Internal (SPI) PT Pelindo Jasa Maritim tanggal 21 Juni 2024;
3. Peraturan Direksi Nomor: PER.0020/HK.101/PLJM-2024 tentang Pedoman Sinergi Bidang Audit Internal PT Pelindo Jasa Maritim tanggal 21 Juni 2024;
4. Kesepakatan Bersama Dewan Komisaris dan Direksi PT Pelindo Jasa Maritim Nomor: PER.0021/HK.101/PLJM-2024 dan Nomor: KEP-08/DK-PJM/7/2024 tentang Piagam Satuan Pengawasan Internal PT Pelindo Jasa Maritim tanggal 21 Juni 2024.

THE BOARD OF DIRECTORS' REGULATIONS ON INTERNAL AUDIT UNIT

The Board of Directors' regulations related to the Internal Audit Unit are as follows:

1. Regulation of the Board of Directors No. PER.0018/HK.101/PLJM-2024 concerning Guidelines for the Implementation of Remote Internal Audits (Remote Audit) of the Internal Audit Unit (SPI) of PT Pelindo Jasa Maritim dated June 21, 2024;
2. Regulation of the Board of Directors No. PER.0019/HK.101/PLJM-2024 concerning Guidelines for the Management of the Internal Audit Unit (SPI) of PT Pelindo Jasa Maritim dated June 21, 2024;
3. Regulation of the Board of Directors No. PER.0020/HK.101/PLJM-2024 concerning Guidelines for Synergy in the Internal Audit Function of PT Pelindo Jasa Maritim dated June 21, 2024;
4. Joint Agreement between the Board of Commissioners and the Board of Directors of PT Pelindo Jasa Maritim No. PER.0021/HK.101/PLJM-2024 and No. KEP-08/DK-PJM/7/2024 concerning The Charter of the Internal Audit Unit of PT Pelindo Jasa Maritim dated June 21, 2024.

PELAKSANAAN TUGAS SATUAN PENGAWASAN INTERNAL 2024

Sepanjang tahun 2024, SPI telah melaksanakan tugas dan tanggung jawabnya sebagai berikut:

a. Program Kerja manajemen Satuan Pengawasan Internal
   1) Menjadi *partnership* manajemen dalam mengendalikan operasional Perusahaan;
   2) Pelaksanaan pemantauan tindak lanjut;
   3) Peningkatan kompetensi SDM SPI melalui diklat;
   4) Pembinaan teknis pemeriksaan;
   5) Monitoring program kerja Direktorat SPJM;
   6) Melakukan evaluasi/*review* terhadap Peraturan-peraturan Direksi terkait dengan SPI;
   7) Koordinasi dengan SPI HO dan Anak Perusahaan serta kerja sama dengan lembaga pengawasan baik internal maupun eksternal.

b. Ruang Lingkup SPI
   1) Penilaian dan evaluasi terhadap kegiatan pengelolaan Korporasi, penerapan kebijakan serta pelaksanaannya;
   2) Membuat Audit *Universe* dan *Priority Audit* berdasarkan *Risk Base Audit* (RBA);
   3) Pembuatan PKPT 2024 berdasarkan *Risk Base Audit* (RBA) yang dijabarkan ke dalam Rencana Pelaksanaan Audit Internal;
   4) Cakupan area audit meliputi kantor pusat, divisi, wilayah, area unit, dan anak perusahaan SPJM beserta perusahaan afiliasi/Perusahaan terafiliasi dengan prioritas berdasarkan analisis risiko;
   5) Pelaksanaan audit internal menggunakan metodologi audit sesuai RBA, yaitu perencanaan, pelaksanaan, pelaporan dan pemantauan;
   6) SPI juga melakukan audit bersifat tematik (audit khusus dan audit bertujuan tertentu) pada semua unit-unit dan anak perusahaan SPJM Grup sesuai kebutuhan dan berdasarkan penugasan yang diberikan oleh Direktur Utama dan Komisaris Utama;
   7) Laporan kegiatan pengawasan berupa LHA, Laporan Hasil Tindak Lanjut dan Laporan Semesteran terkait realisasi program kerja SPI yang selanjutnya disampaikan kepada Direktur Utama dan Komisaris Utama/Komite Audit;
   8) Memastikan pertanggungjawaban dan pengawasan terhadap kekayaan Korporasi serta menilai apakah penggunaan sumber daya sudah dilaksanakan secara efektif dan efisien;
   9) Memberi saran serta konsultasi kepada manajemen SPJM/Anak Perusahaan atas peluang-peluang peningkatan kinerja yang belum dapat dilaksanakan dan memberikan jasa konsultan;
   10) Penilaian keandalan dan efektivitas sistem pengendalian internal Korporasi, pelaksanaan manajemen risiko dan penerapan *Good Corporate Governance* (GCG);

Implementation of the Internal Audit Unit Duties in 2024

Throughout 2024, the SPI carried out its duties and responsibilities as follows:

a. Internal Audit Unit Management Work Program
   1) Acting as a management partner in controlling the Company's operations;
   2) Monitoring follow-up actions;
   3) Enhancing the competence of SPI human resources through training and education;
   4) Providing technical guidance on audit implementation;
   5) Monitoring the work programs of SPJM's Directorates;
   6) Conducting evaluation/review of the Board of Directors' regulations related to SPI;
   7) Coordinating with the Head Office SPI and Subsidiaries, as well as cooperating with both internal and external supervisory institutions.

b. Scope of SPI
   1) Assessing and evaluating corporate management activities, policy implementation, and execution;
   2) Developing the Audit Universe and Audit Priorities based on Risk-Based Audit (RBA);
   3) Preparing the 2024 PKPT based on Risk-Based Audit (RBA), elaborated into the Internal Audit Implementation Plan;
   4) The audit coverage includes the head office, divisions, regions, operational units, and SPJM subsidiaries and affiliates, prioritized based on risk analysis;
   5) Conducting internal audits using RBA methodology, which includes planning, execution, reporting, and monitoring;
   6) SPI also performs thematic audits (special audits and specific-purpose audits) across all SPJM Group units and subsidiaries as needed or as assigned by the President Director and President Commissioner;
   7) Submitting supervisory activity reports in the form of LHA, Follow-up Reports, and Semiannual Reports related to the realization of SPI's work program to the President Director and President Commissioner/Audit Committee;
   8) Ensuring accountability and oversight of corporate assets and assessing whether the use of resources has been effective and efficient;
   9) Providing advice and consultation to SPJM management or subsidiaries regarding potential performance improvements and offering consulting services;
   10) Assessing the reliability and effectiveness of the corporate internal control system, risk management implementation, and the application of Good Corporate Governance (GCG);

11) Memonitor pelaksanaan tindak lanjut terhadap temuan hasil audit yang dilakukan oleh auditor internal dan eksternal.

c. Ruang lingkup Audit Terpadu
   1) Aspek Kesekretariatan dan Transformasi *Manajemen Office*
      Mencakup audit atas tata kelola perusahaan, program kegiatan tanggung jawab sosial dan lingkungan, serta transformasi marine dan non marine yang selaras dengan strategi bisnis SPJM Grup.
   2) Aspek Operasi dan Teknik
      Mencakup audit atas sistem manajemen mutu dan saran serta prasarana yang dimiliki dan dikelola perusahaan dalam rangka memberikan pelayanan jasa kepada seluruh pengguna jasa.
   3) Aspek Strategi dan Komersial
      Mencakup audit atas strategi bisnis, sistem informasi, pengelolaan anak perusahaan, serta pelayanan jasa dan kerja sama yang diberikan perusahaan.
   4) Aspek Keuangan dan Manajemen Risiko
      Mencakup audit anggaran, perbendaharaan, perpajakan, akuntansi dan keuangan, pelaporan kerja, serta sistem manajemen risiko.
   5) Aspek SDM dan Umum

d. Jenis Audit yang Dilakukan
   1) Audit Terpadu
   2) Audit Khusus
   3) Audit Bertujuan Tertentu

11) Monitoring the implementation of follow-up actions on findings from both internal and external auditors.

c. Scope of Integrated Audit
   1) Secretariat and Management Transformation Aspects
      Includes audits of corporate governance, social and environmental responsibility programs, and marine and non-marine transformation aligned with SPJM Group's business strategy.
   2) Operations and Technical Aspects
      Includes audits of quality management systems and the facilities and infrastructure owned and managed by the Company to deliver services to all users.
   3) Strategic and Commercial Aspects
      Includes audits of business strategies, information systems, subsidiary management, service delivery, and business partnerships.
   4) Finance and Risk Management Aspects
      Includes audits of budgeting, treasury, taxation, accounting and finance, performance reporting, and risk management systems.
   5) Human Capital and General Affairs Aspects

d. Types of Audits Conducted
   1) Integrated Audit
   2) Special Audit
   3) Specific-Purpose Audit

Auditor Eksternal
External Auditor

Untuk memastikan transparansi dan akuntabilitas dalam aspek keuangan, Perusahaan melaksanakan fungsi Audit Eksternal melalui pemeriksaan Laporan Keuangan oleh Akuntan Publik (AP) dan Kantor Akuntan Publik (KAP). Proses audit ini bertujuan untuk menilai apakah penyajian informasi keuangan telah sesuai dengan standar yang berlaku, serta memperoleh opini profesional atas kewajaran dan kesesuaian Laporan Keuangan yang disusun.

KEPATUHAN TERHADAP STANDAR AKUNTANSI KEUANGAN INDONESIA

Penyusunan Laporan Keuangan Perusahaan menjadi tanggung jawab penuh manajemen, yang senantiasa mengacu pada ketentuan Standar Akuntansi Keuangan (SAK) yang berlaku di Indonesia sebagaimana ditetapkan oleh Ikatan Akuntan Indonesia (IAI).

MEKANISME PENUNJUKAN AKUNTAN PUBLIK

Merujuk pada Peraturan Otoritas Jasa Keuangan Nomor 9 Tahun 2023 tentang Peraturan Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan ditetapkan melalui keputusan Rapat Umum Pemegang Saham (RUPS). Proses pemilihan dilakukan secara independen dengan tetap memperhatikan standar profesional, kesepakatan kerja, serta cakupan audit yang disepakati.

KANTOR AKUNTAN PUBLIK

Melalui hasil keputusan RUPS Tahunan tahun 2024, Perusahaan menetapkan Kantor Akuntan Publik (KAP) Purwantono, Sungkoro & Surja dengan akuntan Budi Hartono, CPA sebagai pihak yang melaksanakan audit atas Laporan Keuangan Konsolidasian Perusahaan untuk tahun buku 2024. Adapun daftar Kantor Akuntan Publik yang melakukan audit dalam 6 (enam) tahun terakhir adalah sebagai berikut:

To ensure transparency and accountability in financial aspects, the Company carries out the External Audit function through the audit of Financial Statements by a Public Accountant (AP) and a Public Accounting Firm (KAP). This audit process aims to assess whether the presentation of financial information complies with applicable standards and to obtain a professional opinion on the fairness and conformity of the prepared Financial Statements.

COMPLIANCE WITH FINANCIAL ACCOUNTING STANDARD IN INDONESIA

The preparation of the Company's Financial Statements is the full responsibility of management, which consistently refers to the provisions of the Indonesian Financial Accounting Standards (SAK) as established by the Indonesian Institute of Accountants (IAI).

MECHANISM FOR APPOINTMENT OF PUBLIC ACCOUNTANT

Referring to the Financial Services Authority Regulation No. 9 of 2023 concerning the Use of Public Accountant and Public Accounting Firm Services in Financial Service Activities, the appointment is determined through a General Meeting of Shareholders (GMS) resolution. The selection process is conducted independently while considering professional standards, engagement agreements, and the agreed audit scope.

PUBLIC ACCOUNTING FIRM

Based on the resolution of the 2024 Annual GMS, the Company appointed the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja, with Budi Hartono, CPA as the responsible public accountant, to conduct the audit of the Company's Consolidated Financial Statements for the 2024 financial year. The list of Public Accounting Firms that have conducted audits over the past 6 (six) years is as follows:

Tabel KAP Tahun 2019-2024
Table of KAP for 2019 to 2024

Tahun Year	Kantor Akuntan Publik Public Accounting Firm	Akuntan Accountant	Jasa Services	Jasa Lainnya Other Services	Biaya (Rp) Cost (Rp)
2024	Purwantono, Sungkoro & Surja	Budi Hartono, CPA	Audit Umum atas Laporan Keuangan Perusahaan untuk Tahun yang berakhir pada 31 Desember 2024 General Audit on the Company's Financial Statement for the Year ended on December 31, 2024	-	2.470.200.000
2023	Purwantono, Sungkoro & Surja	Moch. Dadang Syachruna	Audit Umum atas Laporan Keuangan Perusahaan untuk Tahun yang berakhir pada 31 Desember 2023 General Audit on the Company's Financial Statement for the Year ended on December 31, 2023	-	2.260.042.435
2022	Purwantono, Sungkoro & Surja	Moch. Dadang Syachruna	Audit Umum atas Laporan Keuangan Perusahaan untuk Tahun yang berakhir pada 31 Desember 2022 General Audit on the Company's Financial Statement for the Year ended on December 31, 2022	-	2.093.112.000
2021	Purwantono, Sungkoro & Surja	Moch. Dadang Syachruna	Audit Umum atas Laporan Keuangan Perusahaan untuk Tahun yang berakhir pada 31 Desember 2021 General Audit on the Company's Financial Statement for the Year ended on December 31, 2021	-	227.000.000

JASA LAIN YANG DIBERIKAN

Selama tahun buku yang berakhir pada 31 Desember 2024, Kantor Akuntan Publik hanya melakukan Audit umum atas Laporan Keuangan Perusahaan. Tidak ada layanan lain yang diberikan, sehingga informasi terkait hal tersebut tidak dicantumkan dalam Laporan Tahunan ini.

OTHER SERVICES

During the financial year ended on December 31, 2024, the Public Accounting Firm which tasked to conduct general audit on the Company's Financial Statement gave no other services and thus the information regarding this matter cannot be disclosed in this Annual Report.

Sistem Pengendalian Internal
Internal Control System

Perusahaan memandang bahwa keberhasilan operasional yang berkelanjutan bertumpu pada penerapan GCG secara menyeluruh. Komitmen ini salah satunya diwujudkan melalui penerapan sistem pengendalian internal yang konsisten. Tanggung jawab atas efektivitas sistem pengendalian internal berada di tangan seluruh elemen organisasi, termasuk Dewan Komisaris dan Direksi, yang secara kolektif mengemban mandat sesuai peran dan kewenangan masing-masing.

Lebih jauh, pengendalian internal secara menyeluruh difungsikan untuk memberikan dukungan strategis kepada Dewan Komisaris dan Direksi, khususnya dalam menjaga integritas aset, menjamin keakuratan dan keandalan pelaporan keuangan, memperkuat kepatuhan terhadap regulasi yang berlaku, serta memitigasi risiko kerugian, kecurangan, maupun pelanggaran. Dengan pendekatan ini, Perusahaan berharap pengelolaan organisasi dapat berjalan lebih efektif, serta penggunaan sumber daya dapat dilakukan secara optimal dan efisien.

The Company views the success of realizing a sustainable operational lies on the comprehensive implementation of GCG. This commitment is demonstrated, among others, through the consistent implementation of an internal control system. Responsibility for ensuring the effectiveness of the internal control system rests with all elements of the organization, including the Board of Commissioners and the Board of Directors, who are in collective, perform the mandates according to their respective roles and authorities.

Furthermore, a comprehensive internal control will provide strategic support to the Board of Commissioners and the Board of Directors, particularly in maintaining asset integrity, ensuring the accuracy and reliability of financial reporting, strengthening compliance with applicable regulations, and mitigating the risk of loss, fraud, and violations. With this approach, the Company expects organizational management to be more effective, and resources to be utilized optimally and efficiently.

KESESUAIAN SISTEM PENGENDALIAN INTERNAL DENGAN KERANGKA YANG DIAKUI SECARA INTERNASIONAL (COSO – INTERNAL CONTROL FRAMEWORK)

SPJM mengimplementasikan sistem pengendalian internal berdasarkan pada Kerangka Kerja Terpadu Pengendalian Internal COSO, yang telah diakui secara global sebagai acuan dalam membangun sistem pengendalian yang efektif. Pendekatan ini menempatkan pengendalian internal sebagai suatu sistem terpadu yang terdiri atas lima komponen utama, yaitu:

CONFORMITY OF INTERNAL CONTROL SYSTEM WITH INTERNATIONALLY-RECOGNIZED FRAMEWORK (COSO – INTERNAL CONTROL FRAMEWORK)

SPJM implements the internal control system based on the global standard of Integrated Internal Control Framework of COSO as a benchmark in building an effective internal control system. This approach has placed the internal control as an integrated system comprises of five main components as the following:

Prinsip Principles	**Implementasi** Implementation
Lingkungan Pengendalian Control Environment	SPJM menekankan pentingnya integritas dan etika melalui kebijakan etika yang ketat dan pelatihan berkala. Komitmen terhadap kompetensi diwujudkan melalui proses rekrutmen ketat dan pelatihan berkelanjutan. Dewan Direksi dan Komite Audit yang independen bertugas mengawasi pengendalian internal. Struktur organisasi yang jelas memastikan pembagian tugas dan wewenang yang efektif, sementara kebijakan dan prosedur yang terdokumentasi mendukung operasi yang konsisten dan aman. SPJM emphasizes the importance of integrity and ethics through a strict ethics policy and regular training. Commitment to competence is realized through a rigorous recruitment process and ongoing training. An independent Board of Directors and Audit Committee oversee internal controls. A clear organizational structure ensures effective division of duties and authority, while documented policies and procedures support consistent and safe operations.
Penilaian Risiko Risk Assessment	Penilaian risiko dilakukan secara berkelanjutan untuk mengidentifikasi dan mengevaluasi risiko operasional, keuangan, dan kepatuhan. Langkah-langkah mitigasi diterapkan untuk mengurangi dampak risiko yang teridentifikasi. Risk assessment is conducted on an ongoing basis to identify and evaluate operational, financial and compliance risks. Mitigation measures are implemented to reduce the impact of identified risks.
Kegiatan Pengendalian Control Activities	Kegiatan pengendalian meliputi otorisasi dan persetujuan transaksi, pemantauan dan verifikasi kepatuhan terhadap kebijakan, serta pemisahan tugas untuk mengurangi risiko kecurangan dan kesalahan. Control activities include authorization and approval of transactions, monitoring and verification of compliance with policies, and segregation of duties to reduce the risk of fraud and error.Information and Communication.

Prinsip Principles	Implementasi Implementation
Informasi dan Komunikasi Information and Communication	Perusahaan memastikan informasi yang relevan disampaikan tepat waktu dan akurat melalui sistem informasi yang andal. Komunikasi antar departemen dan manajemen mendukung koordinasi yang baik dan respons cepat terhadap isu-isu yang muncul. The Company ensures relevant information is delivered timely and accurately through reliable information systems. Communication between departments and management supports good coordination and quick response to emerging issues.
Kegiatan Pemantauan Monitoring Activities	Perusahaan menerapkan sistem pengendalian internal yang komprehensif di setiap komponen Lingkungan Pengendalian untuk mencapai tujuan bisnis secara efisien, mematuhi peraturan, dan memberikan kepercayaan kepada pemangku kepentingan terhadap integritas dan tata kelola perusahaan. The Company implements a comprehensive internal control system in each component of the Control Environment to efficiently achieve business objectives, comply with regulations, and provide stakeholders with confidence in the integrity and governance of the company.

Untuk memastikan kelangsungan operasional yang andal dan berintegritas, SPJM mengembangkan sistem pengendalian internal yang terstruktur melalui tahapan perencanaan hingga implementasi. Sistem ini mencakup pengawasan terhadap seluruh unsur manajemen risiko dan kinerja, meliputi kebijakan, prosedur, dan sistem. Dengan penerapan pengendalian tersebut, Perusahaan berkomitmen untuk menjamin kepatuhan terhadap ketentuan yang berlaku serta mendorong peningkatan efisiensi dan efektivitas secara konsisten.

TINJAUAN ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Sepanjang tahun 2024, penerapan Sistem Pengendalian Internal telah berlangsung secara optimal dan menunjukkan efektivitas yang baik. Setiap organ dalam struktur perusahaan menjalankan perannya sesuai dengan wewenang dan tanggung jawab yang telah ditetapkan. Tanggung jawab utama untuk menjamin keberlangsungan dan efektivitas sistem ini berada di tangan manajemen.

Manajemen SPJM secara aktif dan berkelanjutan melaksanakan evaluasi serta melakukan perbaikan terhadap mekanisme Sistem Pengendalian Internal. Proses ini mencakup identifikasi atas potensi risiko yang dapat memengaruhi pencapaian kinerja Perusahaan. Melalui pendekatan audit yang menyeluruh dan berkesinambungan, Perusahaan terus menunjukkan komitmennya dalam menjaga dan memperkuat kualitas pengendalian internal di seluruh lini organisasi.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Selama tahun 2024, Direksi menyimpulkan bahwa pelaksanaan Sistem Pengendalian Internal di Perusahaan telah berjalan secara efektif dan memenuhi kecukupan dari sisi penerapannya. Adapun dalam penerapannya, fungsi pengawasan terhadap sistem ini didukung oleh Satuan Pengawasan Internal yang memiliki posisi strategis dalam struktur organisasi. Satuan Pengawasan Internal ini memegang peranan sentral dalam menjamin kepatuhan terhadap kebijakan serta efektivitas kegiatan operasional, dan secara langsung berkoordinasi dengan Dewan Komisaris melalui Komite Audit. Selain itu, Dewan Komisaris bersama Direksi secara rutin melaksanakan evaluasi dan inisiatif peningkatan guna memperkuat kualitas Sistem Pengendalian Internal di seluruh lingkup Perusahaan.

To ensure the operation continues to be reliable and consistent, SPJM has developed a structured internal control system planning and implementation. This system oversees all elements of risk and performance management, including policies, procedures, and systems. By implementing these controls, the Company is committed to ensuring compliance with applicable regulations and consistently driving improvements in efficiency and effectiveness.

REVIEW OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM

Throughout 2024, the implementation of the Internal Control System has been carried out optimally and demonstrated strong effectiveness. Each organ within the Company's structure has performed its role in accordance with its designated authority and responsibilities. The primary responsibility for ensuring the continuity and effectiveness of this system lies with management.

SPJM's management actively and continuously conducts evaluations and improvements to the Internal Control System mechanisms. This process includes identifying potential risks that may affect the Company's performance. Through a comprehensive and continuous audit approach, the Company consistently demonstrates its commitment to maintaining and strengthening the quality of internal controls across all levels of the organization.

STATEMENT OF THE BOARD OF DIRECTORS AND/OR THE BOARD OF COMMISSIONERS ON THE ADEQUACY OF THE INTERNAL CONTROL SYSTEM

During 2024, the Board of Directors concluded that the implementation of the Company's Internal Control System was effective and adequate in its application. The supervisory function of this system is supported by the Internal Audit Unit, which holds a strategic position within the organizational structure. The Internal Audit Unit plays a central role in ensuring compliance with policies and the effectiveness of operational activities, and it coordinates directly with the Board of Commissioners through the Audit Committee. In addition, the Board of Commissioners and the Board of Directors regularly conduct evaluations and improvement initiatives to strengthen the quality of the Internal Control System across the Company's entire operations.

Manajemen Risiko
Risk Management

Dalam melaksanakan kegiatan operasionalnya, Perusahaan senantiasa dihadapkan pada berbagai risiko usaha yang dapat memengaruhi kelangsungan operasional, arus kas, kinerja keuangan dan operasional, hingga prospek usaha secara keseluruhan. Untuk mengantisipasi tantangan tersebut, Perusahaan secara konsisten melakukan penelaahan menyeluruh atas setiap risiko yang telah diidentifikasi, serta menerapkan strategi mitigasi yang tepat guna.

In carrying out its operational activities, the Company is constantly faced with business risks that may affect operational continuity, cash flow, financial and operational performance, and overall business prospects. To anticipate these challenges, the Company always review each risk that has been identified, thoroughly, and implements appropriate mitigation strategies.

Dalam pelaksanaan sistem manajemen risiko, Perusahaan mengacu pada standar ISO 31000:2018 yang diterbitkan oleh International Organization for Standardization (ISO). Evaluasi risiko dilakukan melalui pendekatan yang sistematis dan terstruktur, baik pada tingkat unit operasional maupun di level grup. Adapun ruang lingkup pengelolaan risiko mencakup berbagai aspek strategis, operasional, keuangan, kepatuhan hukum, citra perusahaan, lingkungan, dan keselamatan kerja. Dengan metode juga pemahaman yang mendalam terhadap risiko-risiko tersebut, Perusahaan mampu mengidentifikasi dan menganalisis risiko secara menyeluruh, serta mengambil langkah preventif untuk meminimalkan dampak negatif sekaligus mengoptimalkan potensi peluang yang ada.

In implementing its risk management system, the Company adheres to the ISO 31000:2018 standard issued by the International Organization for Standardization (ISO). Risk evaluation is conducted through a systematic and structured approach, both at the operational unit and group levels. The scope of risk management covers various strategic, operational, financial, legal compliance, corporate image, environmental, and occupational safety aspects. Using this method, coupled with a deep understanding of these risks, the Company is able to make a comprehensive identification and analyze risks, while also take preventative measures to minimize negative impacts when optimizing potential opportunities.

Lebih jauh, penerapan manajemen risiko bukan hanya berperan dalam memperkuat sistem pengendalian internal, tetapi juga menjadi bagian penting dari strategi bisnis berkelanjutan yang berorientasi pada pencapaian hasil. Dengan pendekatan ini, setiap pengambilan keputusan bisnis dilakukan berdasarkan pertimbangan risiko yang matang dan terukur terhadap keberlangsungan serta kinerja Perusahaan.

Furthermore, risk management will not only strengthen the internal control system as it will also form a vital part of a sustainable business strategy oriented towards result achievement. With this approach, every business decision is based on a thorough and measured consideration of risks to the Company's sustainability and performance.

ROADMAP PENERAPAN MANAJEMEN RISIKO

Berikut merupakan *roadmap* peningkatan penerapan *Enterprise Risk Management* (ERM) di lingkungan Perusahaan:

RISK MANAGEMENT ROADMAP

The following is the roadmap on improvement of Enterprise Risk Management (ERM) within the Company:

2025	Mempertahankan penerapan manajemen risiko secara konsisten dan berkesinambungan Maintaining consistent and sustainable risk management implementation
2024	1. Pengembangan *Predictive Analysis* (seperti: peningkatan kualitas data, penggunaan data *analytics, risk forecasting*) 2. Penyelarasan penerapan GRC berbasis teknologi 1. Developing Predictive Analysis (such as improving data quality, utilizing data analytics, and risk forecasting) 2. Aligning the implementation of technology-based GRC
2023	1. Kajian kebutuhan *Predictive Analysis* untuk manajemen risiko sebagai *single source of data* 2. Penyelarasan penerapan GRC berbasis teknologi 1. Assessing the need for Predictive Analysis for risk management as a single source of data 2. Aligning the implementation of technology-based GRC

2022	1. Kajian integrasi sistem manajemen risiko antar entitas di lingkungan SubHolding PT PJM 2. Penguatan analisis risiko berbasis kuantitatif sebagai pendukung pengambilan keputusan di tingkat strategis dan operasional 3. Penilaian dan penyelarasan tingkat budaya risiko di perusahaan 4. Penguatan *knowledge management* dan akses terhadap informasi manajemen risiko 1. Assessing the integration of risk management systems between entities within PT PJM's Sub-Holdings 2. Strengthening quantitative-based risk analysis to support decision-making at the strategic and operational levels 3. Assessing and aligning the company's risk culture 4. Strengthening knowledge management and access to risk management information
2021	1. Implementasi *Key Risk Indicator* (KRI) yang selaras dengan KPI sebagai *Early Warning System* (EWS) 2. Penyusunan *risk appetite* yang selaras dengan visi dan misi perusahaan 3. Peningkatan kualitas pelaporan Profil Risiko di lingkungan Sub-Holding PT PJM 4. Peningkatan kualitas *three lines of defense* dan penguatan fungsi manajemen risiko sebagai *risk advisor* 5. Penguatan budaya risiko dengan program pengembangan budaya risiko 6. Memanfaatkan aplikasi sistem informasi untuk peningkatan pengawasan manajemen risiko berbasis teknologi di lingkungan Sub-Holding PT PJM 1. Implementing Key Risk Indicators (KRIs) aligned with KPIs as an Early Warning System (EWS) 2. Developing a risk appetite aligned with the company's vision and mission 3. Improving the quality of Risk Profile reporting within PT PJM's Sub-Holdings 4. Improving the quality of the three lines of defense and strengthening the risk management function as a risk advisor 5. Strengthening risk culture through a risk culture development program 6. Utilizing information system applications to improve management oversight technology-based risks in the PT PJM Sub-Holding environment

STRUKTUR KOORDINASI DAN KOMUNIKASI

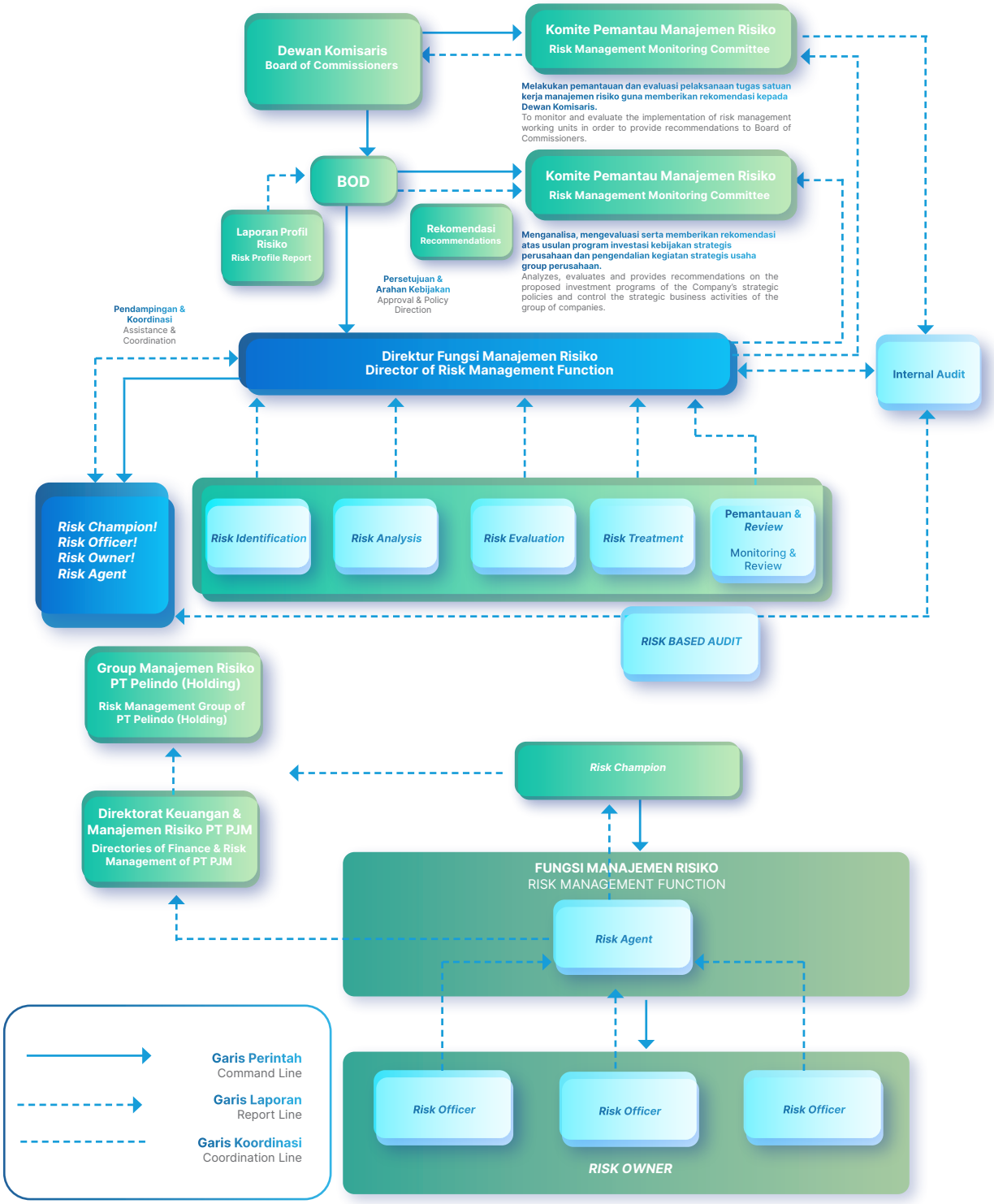
Keberhasilan implementasi sistem manajemen risiko secara optimal sangat bergantung pada kemampuan Perusahaan dalam membangun struktur koordinasi yang solid serta memastikan efektivitas jalur komunikasi. Kolaborasi yang terorganisir dan komunikasi yang lancar menjadi elemen penting dalam menghasilkan pemetaan risiko yang terarah dan akurat.

Adapun informasi terkait struktur koordinasi dan mekanisme komunikasi dalam pengelolaan risiko di lingkungan Perusahaan adalah sebagai berikut:

COORDINATION AND COMMUNICATION STRUCTURE

The successful implementation of a risk management system depends greatly on the Company's ability to establish a solid coordination structure and ensure the effectiveness of its communication channels. Well-organized collaboration and smooth communication are key elements in producing a focused and accurate risk mapping.

The following is the information regarding the coordination structure and communication mechanisms in the Company's risk management process:

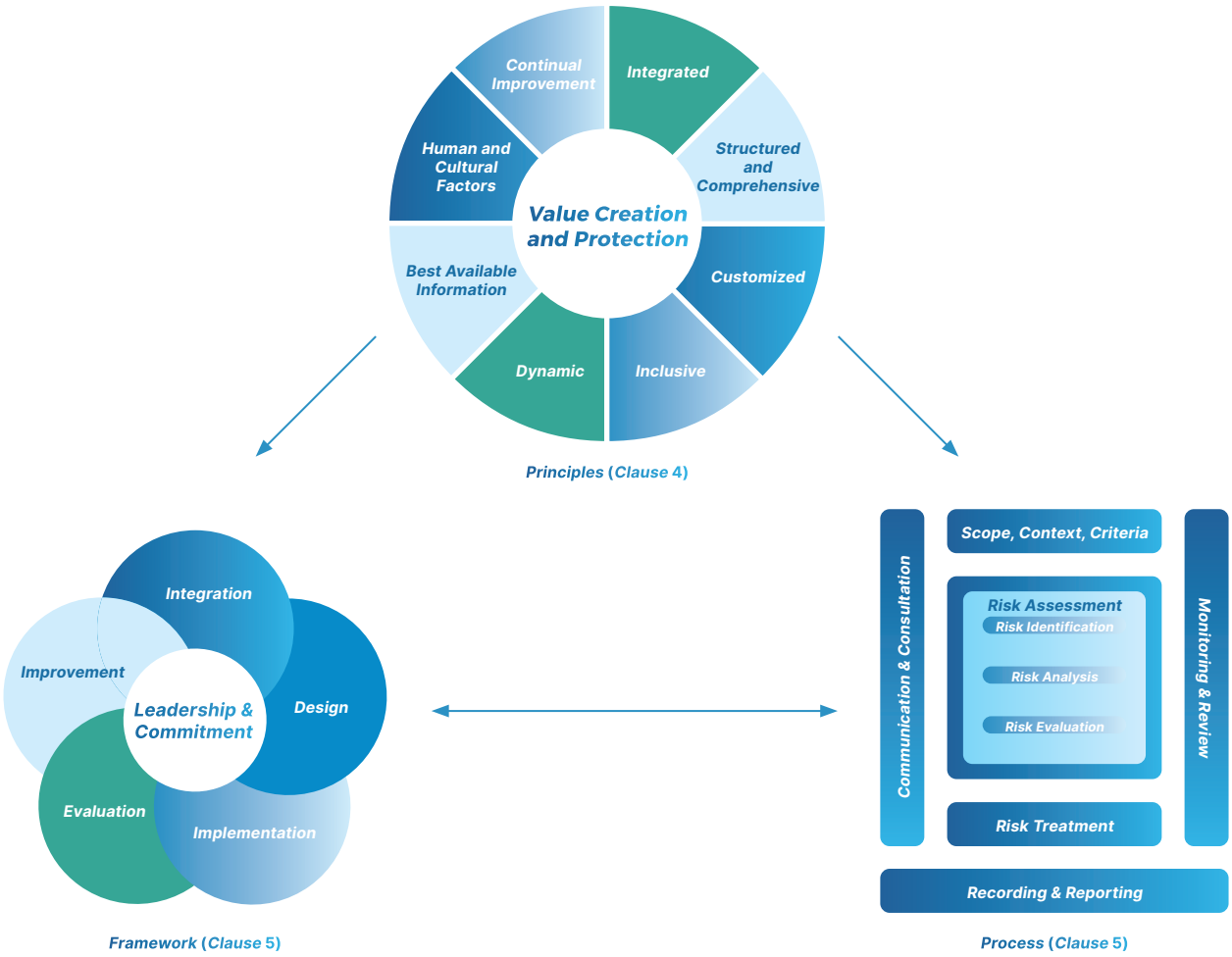


SISTEM MANAJEMEN RISIKO YANG DITERAPKAN PERUSAHAAN

Mengacu pada ISO 31000:2018 *Risk management – Guidelines*, Perusahaan telah membangun kerangka kerja manajemen risiko yang mencakup 3 (tiga) komponen utama, yaitu:

THE RISK MANAGEMENT SYSTEM IMPLEMENTED BY THE COMPANY

Referring to the ISO 31000:2018 on Risk Management – Guidelines, the Company has developed a risk management framework covering 3 (three) main components as follows:



Berikut ini merupakan rincian komponen utama yang membentuk struktur manajemen risiko di lingkungan Perusahaan:

1. Prinsip Manajemen Risiko
   Dalam menjalankan strategi manajemen risiko yang optimal, perlu ditekankan 8 (delapan) prinsip berikut:
   a. Terintegrasi;
   b. Terstruktur dan menyeluruh;
   c. Dapat disesuaikan;
   d. Inklusif;
   e. Dinamis;
   f. Informasi terbaik yang tersedia;
   g. Faktor budaya dan manusia;
   h. Perbaikan berkelanjutan

   Prinsip-prinsip dalam manajemen risiko merupakan landasan esensial bagi terlaksananya proses manajemen risiko yang optimal. Prinsip-prinsip tersebut berperan sebagai arah strategis dalam membangun kerangka kerja dan pelaksanaan proses manajemen risiko secara menyeluruh. Tujuan utamanya adalah menciptakan dan menjaga nilai Perusahaan, yang berdampak pada peningkatan kinerja, mendorong lahirnya inovasi, serta memperkuat pencapaian sasaran organisasi. Dengan demikian, prinsip-prinsip ini menjadi komponen yang tidak dapat diabaikan dalam setiap tahapan pengembangan maupun penerapan manajemen risiko.

The following outlines the main components that form the Company's risk management structure:

1. Risk Management Principles
   To implement an optimal risk management strategy, the following 8 (eight) principles must be emphasized:
   a. Integrated;
   b. Structured and comprehensive;
   c. Adaptable;
   d. Inclusive;
   e. Dynamic;
   f. Based on the best available information;
   g. Cultural and human factors;
   h. Continuous improvement.

   These risk management principles serve as the essential foundation for the effective implementation of the risk management process. They provide strategic direction in building the framework and carrying out the risk management process comprehensively. The main objective is to create and preserve corporate value, enhance performance, encourage innovation, and strengthen the achievement of organizational goals. Thus, these principles are indispensable components in every stage of the development and implementation of risk management.

2. Kerangka Kerja Manajemen Risiko
Adapun kerangka kerja manajemen risiko Perusahaan, sebagai berikut:
   a. Kepemimpinan dan Komitmen
   Direksi dan Dewan Komisaris memastikan manajemen risiko terintegrasi pada semua aktivitas perusahaan dan sebaiknya menunjukkan kepemimpinan dan komitmen dengan:
      » Menyesuaikan dan mengimplementasikan semua komponen kerangka kerja;
      » Menerbitkan pernyataan atau kebijakan yang menetapkan pendekatan, rencana, atau arah tindakan manajemen risiko;
      » Memastikan sumber daya yang diperlukan dialokasikan untuk pengelolaan risiko;
      » Menetapkan kewenangan, tanggung jawab, dan akuntabilitas pada tingkat yang diperlukan di dalam organisasi.
   b. Integrasi
   Penerapan manajemen risiko dalam organisasi berlandaskan pada pemahaman yang menyeluruh terhadap struktur dan konteks internal Perusahaan. Pengelolaan risiko dilaksanakan di seluruh unit kerja, di mana setiap individu memiliki tanggung jawab atas pengendalian risikonya masing-masing. Struktur manajerial berfungsi untuk mengonversi prinsip-prinsip tata kelola menjadi strategi dan target yang mendukung pencapaian kinerja berkelanjutan.
   Penetapan tanggung jawab serta mekanisme pengawasan terhadap manajemen risiko menjadi komponen penting dalam sistem tata kelola perusahaan. Untuk memastikan efektivitasnya, integrasi manajemen risiko perlu diselaraskan dengan karakteristik, kebutuhan, serta budaya organisasi, dan harus melekat pada seluruh elemen organisasi seperti visi, tata kelola, kepemimpinan, strategi, hingga proses operasional.
   c. Desain
   Dalam menyusun kerangka manajemen risiko, organisasi perlu terlebih dahulu menelaah serta memahami secara menyeluruh kondisi internal maupun eksternal yang memengaruhi operasional dan tujuan strategisnya.

   d. Implementasi
   Perusahaan mengimplementasikan kerangka kerja manajemen risiko dengan:
      » Mengembangkan rencana yang sesuai, termasuk waktu dan sumber daya;
      » Mengidentifikasi di mana, kapan, bagaimana, dan oleh siapa beragam jenis keputusan dibuat di seluruh organisasi;
      » Memodifikasi proses pengambilan keputusan yang sesuai jika diperlukan;
      » Memastikan pengaturan organisasi dalam mengelola risiko dipahami dengan jelas dan dipraktikkan.

2. Risk Management Framework
The Company's risk management framework is structured as follows:
   a. Leadership and Commitment
   The Board of Directors and the Board of Commissioners ensure that risk management is integrated into all company activities and demonstrate leadership and commitment by:
      » Aligning and implementing all components of the framework;
      » Issuing statements or policies that establish the Company's approach, plans, or direction for risk management actions;
      » Ensuring that the necessary resources are allocated for risk management;
      » Establishing authority, responsibility, and accountability at the required levels within the organization.
   b. Integration
   The implementation of risk management within the organization is based on a comprehensive understanding of the Company's internal structure and context. Risk management is carried out across all work units, where each individual is responsible for managing their respective risks. The managerial structure functions to translate governance principles into strategies and objectives that support sustainable performance achievement.
   The assignment of responsibilities and oversight mechanisms for risk management are key components of the corporate governance system. To ensure effectiveness, risk management integration must align with the organization's characteristics, needs, and culture, and be embedded across all organizational elements such as vision, governance, leadership, strategy, and operational processes.

   c. Design
   In developing the risk management framework, the organization must first conduct a thorough review and gain a comprehensive understanding of internal and external conditions that affect its operations and strategic objectives.

   d. Implementation
   The Company implements the risk management framework by:
      » Developing appropriate plans, including timeline and resources;
      » Identifying where, when, how, and by whom various types of decisions are made throughout the organization;
      » Modifying decision-making processes as necessary;
      » Ensuring that organizational arrangements for managing risk are clearly understood and effectively practiced.

e. Evaluasi
Guna menilai sejauh mana efektivitas kerangka manajemen risiko yang diterapkan, Perusahaan melaksanakan langkah-langkah berikut:
» Mengukur kinerja kerangka kerja manajemen risiko secara berkala terhadap tujuan, rencana implementasi, indikator, dan perilaku yang diharapkan;
» Menentukan apakah kerangka kerja manajemen risiko tetap sesuai untuk mendukung pencapaian sasaran perusahaan atau tidak.

f. Perbaikan
Dalam menghadapi dinamika perubahan baik dari faktor eksternal maupun internal, Perusahaan secara berkelanjutan meninjau dan menyesuaikan kerangka kerja manajemen risiko demi menciptakan nilai tambah. Upaya ini mencakup peningkatan tingkat kesesuaian, kecukupan, dan efektivitas dari kerangka kerja tersebut, termasuk penguatan integrasi proses manajemen risiko di seluruh lini. Apabila ditemukan celah atau potensi perbaikan yang signifikan, Perusahaan wajib menyusun rencana pengembangan yang jelas dan menetapkan pihak yang bertanggung jawab atas pelaksanaannya. Setiap perbaikan yang telah diterapkan diharapkan mampu mendukung peningkatan kualitas manajemen risiko secara keseluruhan.

3. Proses Manajemen Risiko
Penerapan proses manajemen risiko dilakukan secara sistematis melalui kebijakan, prosedur, serta praktik yang mencakup aktivitas komunikasi dan konsultasi, penetapan konteks, serta penilaian, perlakuan, pemantauan, peninjauan, pencatatan, dan pelaporan risiko. Proses ini terintegrasi ke dalam proses pengambilan keputusan dan melekat dalam struktur, aktivitas operasional, serta alur kerja organisasi. Manajemen risiko dapat diterapkan pada berbagai tingkat mulai dari strategis, operasional, hingga program dan proyek, sesuai dengan tujuan yang ingin dicapai dan mempertimbangkan konteks eksternal maupun internal. Karena pengaruh dinamika perilaku dan budaya manusia, pendekatan ini perlu mempertimbangkan faktor-faktor yang bersifat variatif. Meski sering digambarkan sebagai tahapan berurutan, dalam pelaksanaannya proses ini berjalan secara berulang dan adaptif.

e. Evaluation
To assess the effectiveness of the implemented risk management framework, the Company undertakes the following steps:
» Periodically measuring the performance of the risk management framework against its objectives, implementation plans, indicators, and expected behaviors;
» Determining whether the risk management framework remains suitable to support the achievement of the Company's objectives.

f. Improvement
In response to dynamic changes arising from both external and internal factors, the Company continuously reviews and adjusts its risk management framework to create added value. These efforts include improving the framework's relevance, adequacy, and effectiveness, as well as strengthening the integration of risk management processes across all levels. If significant gaps or opportunities for improvement are identified, the Company must develop a clear improvement plan and designate responsible parties for its implementation. Each enhancement made is expected to support the overall improvement of the Company's risk management quality.

3. Risk Management Process
The risk management process is implemented systematically through policies, procedures, and practices that encompass communication and consultation activities, context establishment, as well as risk assessment, treatment, monitoring, review, recording, and reporting. This process is integrated into decision-making and embedded within the organizational structure, operational activities, and workflows. Risk management can be applied at various levels from strategic, operational, programmatic, and project-based according to the objectives to be achieved while taking into account both external and internal contexts. Due to the influence of human behavior and cultural dynamics, this approach must consider varying factors. Although often depicted as a sequential process, in practice, it operates in an iterative and adaptive manner.

RUANG LINGKUP, KONTEKS, DAN KRITERIA

Penentuan ruang lingkup, konteks, dan kriteria bertujuan untuk memastikan proses manajemen risiko disesuaikan secara tepat, memungkinkan penilaian risiko berjalan efektif, serta mendukung perlakuan risiko yang relevan. Adapun tahapan ini mencakup perumusan batasan proses manajemen risiko serta pengenalan menyeluruh terhadap kondisi internal maupun eksternal

SCOPE, CONTEXT, AND CRITERIA

The determination of scope, context, and criteria aims to ensure that the risk management process is appropriately tailored, enabling effective risk assessment and supporting relevant risk treatment. This stage includes defining the boundaries of the risk management process and gaining a comprehensive understanding of the internal and external conditions

yang memengaruhi pelaksanaannya.

1. Penentuan Ruang Lingkup
   Perusahaan menentukan ruang lingkup aktivitas manajemen risikonya dengan mempertimbangkan sasaran dan keputusan yang akan dibuat, hasil keluaran, alat dan Teknik penilaian risiko, sumber daya, dan hubungan dengan aktivitasnya.

2. Konteks Eksternal dan Internal
   Menetapkan konteks eksternal dan internal dengan mempertimbangkan faktor yang disebutkan pada pemahaman organisasi dan konteksnya.
3. Pendefinisian Kriteria Risiko
   Menentukan jumlah dan jenis risiko yang dapat atau tidak dapat diambil, relatif terhadap sasaran.

PEMANTAUAN DAN REVIEW

Terkait implementasi sistem manajemen risiko di lingkungan Perusahaan, sejumlah langkah dilakukan dalam rangka pemantauan dan tinjauan ulang, antara lain:

1. Pemantauan Berjalan (*On-going Monitoring*)
   Unit pemilik risiko secara berkelanjutan memantau berbagai faktor yang berdampak terhadap risiko serta dinamika lingkungan perusahaan. Bila terjadi perubahan yang dirancang dalam struktur organisasi atau adanya pergeseran kondisi eksternal, maka hal tersebut dapat memicu penyesuaian terhadap:
   a. Ruang lingkup dan konteks;
   b. Risiko yang terjadi atau tingkat prioritas risiko;
   c. Sistem pengendalian/media kontrol yang sudah ada;
   d. Penanganan risiko. Dalam hal terjadi perubahan yang signifikan, dimungkinkan dilakukan penilaian ulang atas profil risiko. *Monitoring* dilakukan secara berkala dan menjadi bagian dalam proses bisnis perusahaan.
2. Pemantauan Berkala
   Pemantauan terhadap risiko dilakukan guna meninjau pelaksanaan rencana penanganan risiko, mengevaluasi perkembangan indikator risiko utama, serta mengamati tren pergeseran tingkat eksposur risiko. Setelah proses pemantauan dilakukan oleh *risk owner,* selanjutnya diadakan forum diskusi mengenai profil risiko bersama unit manajemen risiko dan *risk owner,* yang paling tidak dihadiri oleh *Risk Agent* dan *Risk Officer*.
3. *Review*
   Review terhadap penerapan manajemen risiko dilakukan untuk memastikan bahwa seluruh tahapan dan *output* dari proses manajemen risiko telah selaras dengan ketentuan yang ditetapkan. *Review* ini dilaksanakan oleh fungsi manajemen risiko dan/atau pengelola maupun pemilik risiko, sesuai dengan lingkup kewenangan masing-masing.

that influence its implementation.

1. Determination of Scope
   The Company defines the scope of its risk management activities by considering its objectives and decisions to be made, expected outcomes, risk assessment tools and techniques, available resources, and their relationship to the Company's activities.
2. External and Internal Context
   The external and internal contexts are established by taking into account the factors identified during the assessment of the organization and its context.
3. Definition of Risk Criteria
   The Company determines the amount and type of risks that can or cannot be taken, relative to its objectives.

MONITORING AND REVIEW

In relation to the implementation of the risk management system within the Company, several steps are undertaken for monitoring and review purposes, including:

1. Ongoing Monitoring
   Risk owners continuously monitor various factors that affect risks and the dynamics of the Company's environment. When there are planned changes in the organizational structure or shifts in external conditions, these may trigger adjustments to:

   a. The scope and context;
   b. The risks that occur or their priority levels;
   c. The existing control systems or control mechanisms;
   d. Risk treatment. In the event of significant changes, a reassessment of the risk profile may be conducted. Monitoring is carried out regularly and forms an integral part of the Company's business processes.
2. Periodic Monitoring
   Risk monitoring is conducted to review the implementation of risk treatment plans, evaluate the progress of key risk indicators, and observe trends in changing levels of risk exposure. After the monitoring process is carried out by the risk owners, a risk profile discussion forum is held between the risk management unit and the risk owners, attended at minimum by the Risk Agent and the Risk Officer.

3. Review
   A review of risk management implementation is carried out to ensure that all stages and outputs of the risk management process are aligned with the established requirements. This review is conducted by the risk management function and/or the risk managers or risk owners, in accordance with their respective scopes of authority.

PENCATATAN DAN PELAPORAN

Untuk memastikan efektivitas implementasi manajemen risiko, Perusahaan melaksanakan proses pencatatan dan pelaporan hasil pelaksanaan manajemen risiko melalui mekanisme yang telah ditetapkan. Adapun tujuan dari aktivitas pencatatan dan pelaporan tersebut antara lain adalah sebagai berikut:

1. Mengkomunikasikan aktivitas manajemen risiko dan hasil keluaran dari proses manajemen risiko;
2. Memberikan informasi untuk pengambilan keputusan;
3. Meningkatkan efektivitas manajemen risiko;
4. Membantu interaksi dengan Direksi, Dewan Komisaris dan Komite Pemantau.

PENJELASAN MENGENAI HASIL REVIEW YANG DILAKUKAN ATAS SISTEM MANAJEMEN RISIKO PADA TAHUN BUKU 2024

Tujuan dari penerapan Manajemen Risiko oleh PT Pelindo Jasa Maritim adalah untuk meningkatkan kepercayaan stakeholders kepada perusahaan dengan memperkecil potensi kerugian yang timbul (potensi *loss*) melalui penerapan sistem manajemen risiko secara konsisten, berkesinambungan dan didukung profesionalisme, sumber daya serta sistem informasi yang handal atas seluruh risiko yang timbul akibat kegiatan perusahaan yang pengelolaanya harus dilakukan melalui proses yang terstruktur dan sistematis serta harus senantiasa dilakukan perbaikan terus menerus secara konsisten dan berkelanjutan (*continuous improvement*).

Dalam program kerja Divisi Manajemen Risiko PT Pelindo Jasa Maritim secara in-line disesuaikan dengan program kerja dari Group Head Manajemen Risiko PT Pelabuhan Indonesia (Persero) hal ini dilaksanakan agar pengelolaan manajemen risiko di lingkungan perusahaan dapat berjalan secara terintegrasi dan sesuai dengan prinsip-prinsip GCG (*transparancy, accountability, responsibility, independency, fairness*).

Implementasi Program Kerja Tahun 2024 Divisi Manajemen Risiko PT Pelindo Jasa Maritim sebagai berikut:

1. Ratifikasi Peraturan Direksi PT Pelindo Jasa Maritim Nomor: PER.0022/HK.101/PLJM-2024 tentang Penerapan Manajemen Risiko di Lingkungan PT Pelindo Jasa Maritim;
2. Pelaksanaan Pemenuhan Organ Pengelola Risiko melalui dengan RUPS dari masing-masing Anak Perusahaan dengan menindaklanjuti:
   a. Berita Acara Kesepakatan Direksi PT Pelabuhan Indonesia (Persero) Nomor: PW.05.01/11/9/1/ MRIO/UTMA/PLND-23 tentang Penetapan kategori dan klasifikasi risiko di lingkungan Pelindo grup (hingga cucu perusahaan) serta menetapkan direktur yang melaksanakan tugas fungsional dan direktur yang melaksanakan tugas pembinaan

RECORDING AND REPORTING

To ensure the effectiveness of risk management implementation, the Company carries out the process of recording and reporting the results of risk management activities through set mechanisms. The objectives of these recording and reporting activities include the following:

1. To communicate risk management activities and the outputs of the risk management process;
2. To provide information for decision-making;
3. To enhance the effectiveness of risk management;
4. To support interaction with the Board of Directors, the Board of Commissioners, and the Monitoring Committee.

EXPLANATION OF THE REVIEW RESULTS ON THE RISK MANAGEMENT SYSTEM FOR THE 2024 FINANCIAL YEAR

The objective of implementing Risk Management at PT Pelindo Jasa Maritim is to strengthen stakeholders' trust in the Company by minimizing potential losses through the consistent and continuous application of a comprehensive risk management system. This system is supported by professionalism, adequate resources, and a reliable information system to manage all risks arising from the Company's activities through a structured and systematic process that undergoes continuous and consistent improvement.

The work program of the Risk Management Division of PT Pelindo Jasa Maritim is aligned with the work program of the Group Head of Risk Management of PT Pelabuhan Indonesia (Persero). This alignment ensures that risk management across the Company's environment is implemented in an integrated manner and in accordance with Good Corporate Governance (GCG) principles (transparency, accountability, responsibility, independence, and fairness).

The implementation of the 2024 Work Program of the Risk Management Division of PT Pelindo Jasa Maritim includes the following:

1. Ratification of PT Pelindo Jasa Maritim Board of Directors Regulation Number: PER.0022/HK.101/ PLJM-2024 concerning the Implementation of Risk Management within PT Pelindo Jasa Maritim;
2. Fulfillment of Risk Management Organizational Requirements through GMS in each subsidiary, by following up on:
   a. Minutes of Agreement of the Board of Directors of PT Pelabuhan Indonesia (Persero) No. PW.05.01/11/9/1/MRIO/UTMA/PLND-23 regarding the determination of risk categories and classifications within the Pelindo Group (including sub-subsidiaries), as well as the appointment of directors responsible for functional and supervisory duties;

b. Surat Wakil Direktur Utama PT Pelabuhan Indonesia (Persero) Nomor: PW.05.01/5/10/2/MRIO/WDUT/PLND-23 Perihal Penetapan kategori dan klasifikasi risiko PT Pelindo Jasa Maritim;
c. Berita Acara Kesepakatan Direksi PT Pelindo Jasa Maritim Nomor: HK.104/14/3/1/RSNO/KRIS/PLJM-24 Penetapan kategori dan klasifikasi risiko PT Pelindo Jasa Maritim.

3. Pelaksanaan berkala dan berjenjang Pemenuhan Sertifikasi dan Pelatihan bagi Fungsi Manajemen Risiko dan Organ Pengelola Risiko baik Lini 1, Lini 2, dan Lini 3 pada SPJM Group.
4. Penyusunan dan Pelaporan Peringkat Komposit Risiko yang tertuang dalam Surat Direktur Utama PT Pelindo Jasa Maritim ke Komisaris Utama PT Pelindo Jasa Maritim Nomor: PW.05.02/15/5/1/RSNO/DRUT/PLJM-24 dan Surat Direktur Utama PT Pelindo Jasa Maritim ke Wakil Direktur Utama PT Pelabuhan Indonesia (Persero) Nomor: PW.05.02/11/7/1/RSNO/DRUT/PLJM-24 perihal Penilaian Peringkat Komposit Risiko (PKR) PT Pelindo Jasa Maritim Periode Triwulan I 2024.
5. Pelaksanaan *monitoring* dan evaluasi Manajemen Risiko:
   a. Bersama Anak Perusahaan & Wilayah 1,2,3,4 PT Pelindo Jasa Maritim;
   b. Pelaksanaan Fungsi Lini 2 terhadap Lini 1 yaitu dengan SVP terkait terhadap peristiwa risiko signifikan yang ada di dalam *Risk Profile* Perusahaan;
   c. Bersama Komite Pemantau Risiko PT Pelindo Jasa Maritim;
   d. Bersama Group Head Manajemen Risiko PT Pelabuhan Indonesia (Persero).
6. Sosialisasi kertas kerja KBUMN di lingkungan SPJM Group yaitu di Anak Perusahaan dan Wilayah 1,2,3,4.
7. Penilaian RMI SPJM oleh QA BPKP Pusat dengan nilai 2,95.
8. Penyusunan dan Pelaporan Profil Risiko SPJM Group.

b. Letter from the Vice President Director of PT Pelabuhan Indonesia (Persero) No. PW.05.01/5/10/2/MRIO/WDUT/PLND-23 concerning the determination of risk categories and classifications for PT Pelindo Jasa Maritim;
c. Minutes of Agreement of the Board of Directors of PT Pelindo Jasa Maritim No. HK.104/14/3/1/RSNO/KRIS/PLJM-24 concerning the determination of risk categories and classifications for PT Pelindo Jasa Maritim.

3. Periodic and tiered implementation of certification and training for Risk Management Functions and Risk Management Organizations (Lines 1, 2, and 3) within the SPJM Group.
4. Preparation and reporting of the Composite Risk Rating, as stated in Letter from the President Director of PT Pelindo Jasa Maritim to the President Commissioner No. PW.05.02/15/5/1/RSNO/DRUT/PLJM-24 and Letter from the President Director of PT Pelindo Jasa Maritim to the Vice President Director of PT Pelabuhan Indonesia (Persero) No. PW.05.02/11/7/1/RSNO/DRUT/PLJM-24, concerning the Composite Risk Rating (PKR) Assessment of PT Pelindo Jasa Maritim for the First Quarter of 2024.
5. Implementation of risk management monitoring and evaluation, conducted:
   a. Together with Subsidiaries and Regions 1, 2, 3, and 4 of PT Pelindo Jasa Maritim;
   b. Through Line 2 oversight of Line 1 functions, involving the relevant SVPs in relation to significant risk events within the Company's Risk Profile;
   c. In collaboration with the Risk Monitoring Committee of PT Pelindo Jasa Maritim;
   d. In coordination with the Group Head of Risk Management of PT Pelabuhan Indonesia (Persero).
6. Socialization of the KBUMN working paper within the SPJM Group, including Subsidiaries and Regions 1, 2, 3, and 4.
7. Assessment of SPJM's Risk Management Index (RMI) by the Central BPKP QA, achieving a score of 2.95.
8. Preparation and reporting of the SPJM Group Risk Profile.

PROFIL RISIKO DAN MITIGASINYA DI TAHUN 2024

RISK PROFILE AND MITIGATION IN 2024

No	Sub-Kelompok Risiko dan Peristiwa Risiko Risk Sub-Group and Risk Event	Dampak Risiko Kuantitatif (Rp) & Kualitatif Quantitative (Rp) and Qualitative Risk Impact	Rencana Penanganan Risiko Risk Mitigation Plan	Realisasi Penanganan Risiko Risk Management Realization	*Progress* %
PAP dan Afiliasi (SK1) PAP and Affiliation (SK1)					
1	Kerugian Signifikan Anak Perusahaan akibat struktur bisnis korporasi yang tidak tepat Significant Loss of Subsidiaries Due to Inappropriate Corporate Business Structure	Rp77.000.000.000 Target EBITDA PT RUKINDO RKAP 2024 yang berpotensi tidak tercapai Rp77,000,000,000 Potential failure to achieve the 2024 RKAP EBITDA target of PT RUKINDO	1. Pemilihan Konsultan penyusun kajian komprehensif aksi korporasi pemurnian bisnis SPJM Grup yang memiliki kemampuan, pengalaman dan reputasi yang sangat baik di bidang kepalabuhanan 2. Melakukan rapat rutin untuk membahas progress, *monitoring* & riviu penyusunan kajian komprehensif pemurnian bisnis SPJM 3. Mengimplemtasikan hasil kajian konsultan secara konsisten yang diikuti dengan *monitoring* & evaluasi hasil implementasi 1. Appointing a consultant with excellent capability, experience, and reputation in the port industry to prepare a comprehensive study on SPJM Group's business streamlining corporate action. 2. Conducting regular meetings to discuss the progress, monitoring, and review of the preparation of the comprehensive business streamlining study for SPJM. 3. Consistently implementing the consultant's recommendations, followed by continuous monitoring and evaluation of the implementation results.	1. Telah ditunjuk konsultan penyusun kajian komprehensif aksi korporasi pemurnian bisnis SPJM Grup yang memiliki kemampuan, pengalaman dan reputasi yang sangat baik di bidang kepalabuhanan 2. Telah dilakukan rapat rutin untuk membahas progress, *monitoring* & riviu penyusunan kajian komprehensif pemurnian bisnis SPJM 3. Telah diimplementasikan hasil kajian konsultan secara bertahap berdasarkan *timeline* pemurnian bisnis SPJM Group contohnya PT LEGI telah melaksanakan bisnis distribusi BBM di seluruh wilayah kerja Pelindo Group per tanggal 1 Maret 2024 4. Telah dilaksanakan Pemurnian bisnis pada segmen usaha peralatan telah dilakukan yaitu transfer bisnis PT EII ke PT BIMA pada tanggal 1 September 2024 1. A consultant with excellent capability, experience, and reputation in the port industry has been appointed to prepare a comprehensive study on SPJM Group's business streamlining corporate action. 2. Regular meetings have been conducted to discuss progress, monitoring, and review of the preparation of the comprehensive business streamlining study for SPJM. 3. The consultant's recommendations have been gradually implemented according to the SPJM Group's business streamlining timeline, for example, PT LEGI began operating its fuel distribution business across all Pelindo Group working areas as of March 1, 2024. 4. Business streamlining in the equipment business segment has been carried out through the transfer of PT EII's business to PT BIMA on September 1, 2024.	100%



No	Sub-Kelompok Risiko dan Peristiwa Risiko Risk Sub-Group and Risk Event	Dampak Risiko Kuantitatif (Rp) & Kualitatif Quantitative (Rp) and Qualitative Risk Impact	Rencana Penanganan Risiko Risk Mitigation Plan	Realisasi Penanganan Risiko Risk Management Realization	*Progress* %
Pengembangan Bisnis Baru (ST3) New Business Development					
2	Stagnansi Pertumbuhan Bisnis Business Growth Stagnation	Rp46M Kumulasi dari ketidakcapaian pendapatan pengembangan bisnis OPS PT EPI yang hanya sebesar 50% dari target dan ketidakcapaian pendapatan pengembangan bisnis JAI sebesar 10% dari target Rp46 Billion Cumulative impact from business development revenue shortfalls of OPS business development revenue of PT EPI reaching only 50% of the target, and business development revenue of JAI reaching only 90% of the target (10% shortfall).	1. Penyelesaian penambahan unit baru perangkat OPS oleh PT EPI dan mitra KSU 2. Penyelesaian pembangunan Kapal Tunda milik PT JAI untuk pengembangan bisnis pelayanan *marine*; 3. Peremajaan mesin pada Kapal Pandu/Kapal Tunda. 4. Pengelolaan Pemanduan di Maluku 1. Completion of the addition of new OPS equipment units by PT EPI and its partner KSU. 2. Completion of the construction of a tugboat owned by PT JAI for marine service business development. 3. Engine rejuvenation for pilot boats/tugboats. 4. Management of pilotage operations in Maluku.	1. Telah dilakukan Pembangunan Kapal Tunda milik PT JAI untuk pengembangan bisnis pelayanan marine dalam tahap revisi spesifikasi; 2. Telah dilakukan Peremajaan mesin pada Kapal Pandu/Kapal Tunda Pada PT JAI dalam tahap persiapan 3. Telah dilakukan pengelolaan pemanduan di Maluku 4. PT PMS telah melakukan kerjasama assist tug di TUKS PT LDU di Tarakan; 5. Telah dilakukan *kick off meeting* kerjasama pengembangan OPS dan instalasi listrik oleh PT EPI dengan PT Digitech Hasanah 1. The construction of a tugboat owned by PT JAI for marine service business development has entered the specification revision stage. 2. The engine rejuvenation for pilot boats/tugboats at PT JAI is in the preparation stage. 3. Pilotage operations in Maluku have been implemented. 4. PT PMS has established an assist tug cooperation at TUKS PT LDU in Tarakan. 5. A kick-off meeting has been conducted for the cooperation on OPS development and electrical installation between PT EPI and PT Digitech Hasanah.	100%
Disrupsi Bisnis (OP5) Business Disruption					
3	Gangguan layanan Service Disruptions	Rp46.570.000.000 Akumulasi dari tidak tercapainya pendapatan *marine* (pengerukan) PT Rukindo sebesar 15% dari target dan tidak tercapainya pendapatan listrik dari PT EPI sebesar 2% dari target Rp46,570,000,000 Cumulative impact from the 15% shortfall in marine (dredging) revenue of PT Rukindo and the 2% shortfall in electricity revenue of PT EPI compared to targets.	1. Penyiapan dan penguatan alat produksi kapal keruk; 2. Penyelesaian pemeliharaan/ perbaikan kapal keruk sesuai jadwal yang telah ditetapkan 3. Revitalisasi Jaringan Tegangan Menengah dan Tegangan Rendah di Pelabuhan Tanjung Priok 1. Preparation and strengthening of dredger production equipment; 2. Completion of dredger maintenance/repairs according to the established schedule; 3. Revitalization of the medium-voltage and low-voltage networks at Tanjung Priok Port.	1. Telah dilakukan Penyiapan dan penguatan alat produksi kapal keruk dan Pemeliharaan/ perbaikan kapal keruk; 2. Telah dilakukan Revitalisasi Jaringan Tegangan Menengah dan Tegangan Rendah di Pelabuhan Tanjung Priok dalam tahap revisi ruang lingkup pekerjaan 1. Preparation and strengthening of dredger production equipment, as well as maintenance/repairs of dredgers, have been carried out; 2. Revitalization of the medium-voltage and low-voltage networks at Tanjung Priok Port has been carried out and is currently in the scope revision stage.	100%

No	Sub-Kelompok Risiko dan Peristiwa Risiko Risk Sub-Group and Risk Event	Dampak Risiko Kuantitatif (Rp) & Kualitatif Quantitative (Rp) and Qualitative Risk Impact	Rencana Penanganan Risiko Risk Mitigation Plan	Realisasi Penanganan Risiko Risk Management Realization	*Progress* %
Peningkatan Biaya (KE6) Increase in Cost					
4	Inefficiency biaya Cost Inefficiency	Rp44.621.000.000 Asumsi ketidakcapaian laba SPJM Grup tahun 2024 sebesar 5% dari target laba 2024 sebesar Rp.892,43 miliar Rp44,621,000,000 Assumption of profit shortfall SPJM Group in 2024] amounting to 5% of the profit target for 2024 amounting to Rp892.43 billion	1. Pengendalian anggaran sesuai Peraturan Direksi serta memanfaatkan *tools* yang ada di CENTRA untuk melakukan *release* dan *unrelase* serta transfer anggaran; 2. Melaksanakan program efisiensi SPJM Grup tahun 2024 yang telah ditetapkan 1. Budget control in accordance with Board of Directors regulations and utilizing existing tools in CENTRA to perform budget releases, unreleases, and transfers; 2. Implementing the 2024 SPJM Group efficiency program that has been established	1. Telah dibentuk tim efisiensi biaya; 2. Melakukan *monitoring* & evaluasi realisasi anggaran di lingkungan SPJM Group; 3. Telah dilakukan kaji ulang terhadap kontrak KSMU penyediaan kapal tunda dengan mitra SPJM Grup 1. A cost efficiency team has been formed; 2. Monitoring and evaluation of budget realization within the SPJM Group has been carried out; 3. A review of the KSMU contract for the provision of tugboats with SPJM Group partners has been conducted.	100%
Cashflow (KE2)					
5	Piutang Macet Bad Debt	Rp72.000.000.000 Total piutang SPJM Grup dikurangi piutang macet s.d 2023 sebesar Rp.1.123 M, rasio piutang macet terhadap total piutang sebesar 6,42%. Diasumsikan, sehingga nilai dampak adalah sebesar 6,42% x Rp 1.123 M = Rp.72 M Rp72,000,000,000 Total receivables of the SPJM Group, excluding bad debts up to 2023 amounting to Rp1.123 trillion, with a bad debt ratio of 6.42%. It is therefore assumed that the impact value is 6.42% × Rp1.123 trillion = Rp72 billion.	1. Pengembangan *Locking System* di Lingkungan Entitas Anak Perusahan 2. Penyelesaian Piutang Usaha Macet 1. Development of a Locking System within Subsidiary Entities; 2. Settlement of Bad Trade Receivables.	1. Telah dilakukan rekonsiliasi transaksi keuangan setiap bulan 2. Telah dilakukan koordinasi dan penagihan yang intens serta mengomunikasikan kendala-kendala dalam pelunasan piutang; 3. Telah Berperan aktif menindaklanjuti penyelesaian piutang usaha afiliasi untuk meningkatkan likuiditas di lingkungan entitas grup; 1. Monthly reconciliation of financial transactions has been carried out; 2. Intensive coordination and collection efforts have been conducted, along with communication regarding challenges in receivable settlements; 3. Active follow-up on the settlement of affiliated trade receivables has been carried out to improve liquidity within the Group's entities.	100%

No	Sub-Kelompok Risiko dan Peristiwa Risiko Risk Sub-Group and Risk Event	Dampak Risiko Kuantitatif (Rp) & Kualitatif Quantitative (Rp) and Qualitative Risk Impact	Rencana Penanganan Risiko Risk Mitigation Plan	Realisasi Penanganan Risiko Risk Management Realization	*Progress* %
Kecelakaan Kerja (OP3) Work Accident					
6	Kecelakaan Kerja	Berdasarkan data histori sebagai berikut: 1. Pada tahun 2022 terjadi 7 insiden *injury* yaitu 5 *serious injury* dan 2 perawatan medis 2. Pada tahun 2023 terjadi 9 insiden *injury* yaitu 1 *serious injury* dan 8 perawatan medis Adapun korban adalah pihak eksternal dan pegawai perusahaan Dengan histori tersebut di tahun 2024 diharapkan sudah tidak ada kecelakaan kerja yang berdampak *serious injury/fatality* namun masih akan terjadi kecelakaan yang berdampak perawatan medis Based on historical data as follows: 1. In 2022, there were 7 injury incidents, consisting of 5 serious injuries and 2 cases requiring medical treatment. 2. In 2023, there were 9 injury incidents, consisting of 1 serious injury and 8 cases requiring medical treatment, involving both external parties and company employees. Given this history, in 2024 it is expected that there will be no work accidents resulting in serious injury or fatality, although minor accidents requiring medical treatment may still occur.	1. Internalisasi budaya K3; 2. Peningkatan Sarana dan Prasarana K3; 3. Implementasi SMK3 dan Pola Pengamanan Pelabuhan. 1. Internalization of OHS culture; 2. Improvement of OHS facilities and infrastructure; 3. Implementation of SMK3 and Port Security Procedures.	1. Telah dilakukan pemasangan CCTV di wilayah kerja SPJM Group 2. Melakukan *safety brlefing* sebelum memulai aktivitas 3. Telah Menindaklanjuti laporan *unsafe condition & unsafe action* di seluruh entitas SPJM Grup 1. CCTV installations have been carried out across SPJM Group's working areas; 2. Safety briefings are conducted before starting any activities; 3. Follow-up actions have been taken on all reports of unsafe conditions and unsafe actions across SPJM Group entities.	100%
Sales & Marketing (OP4)					
7	Kegagalan Meraih *Market* Baru Failure in Reaching New Market	Rp 59.690.000.000 Realisasi Pengerukan yang dilaksanakan PT Rukindo pada tahun 2023 di beberapa lokasi di luar wilayah regional 2 hanya 53%, sehingga asumsi tahun 2024 ketidakcapaian perluasan pangsa pasar sebesar 47% dari target sebesar Rp 127 miliar Rp59,690,000,000 The dredging projects carried out by PT Rukindo in 2023 at several locations outside Regional 2 reached only 53% realization, resulting in the assumption that in 2024 there will be a 47% shortfall in market expansion from the target of Rp127 billion.	Pengajuan Proposal Kerjasama terhadap mitra non Regional 2 untuk potensial pendapatan yang diraih pada periode TW III Submission of cooperation proposals to partners outside Regional 2 to generate potential revenue during the third quarter (Q3) period.	Pelaksanaan proyek pengerukan di Lokasi Non Regional 2 yaitu di Belawan, Teluk Bayur & APBS telah berjalan Dredging projects at non–Regional 2 locations, namely Belawan, Teluk Bayur, and APBS, have been implemented.	100%

No	Sub-Kelompok Risiko dan Peristiwa Risiko Risk Sub-Group and Risk Event	Dampak Risiko Kuantitatif (Rp) & Kualitatif Quantitative (Rp) and Qualitative Risk Impact	Rencana Penanganan Risiko Risk Mitigation Plan	Realisasi Penanganan Risiko Risk Management Realization	*Progress* %
Pelaksanaan Investasi (PR2) Investment Execution					
8	Keterlambatan pelaksanaan investasi Delay in investment execution	Rp52.570.000.000 Total investasi tahun 2024 sebesar 182,41 M, apabila asumsi terserap 71,48% (sebagaimana rata2 histori dlm 4 tahun) maka nilai investasi yg tidak terserap sebesar 28.82% x 182,41 M = 52,57 M. Rp52,570,000,000 The total investment in 2024 amounts to Rp182.41 billion, assuming an absorption rate of 71.48% (based on the four-year historical average), the unabsorbed investment value is 28.82% × Rp182.41 billion = Rp52.57 billion.	1. *Monitoring* dan Pengendalian Proyek Investasi Bidang Peralatan 2. Berkoordinasi dengan GH Investasi di HO untuk melakukan Monitoring Realisasi Investasi Bidang Fasilitas (Lanjutan) 1. Monitoring and controlling investment projects in the equipment sector. 2. Coordinating with the Investment GH at HO to monitor the realization of investment projects in the facilities sector (continuation).	1. Secara periodik telah dilakukan *Monitoring* dan Pengendalian Proyek Investasi Bidang Peralatan 2. Telah dilakukan Koordinasi dengan GH Investasi di HO untuk melakukan *Monitoring* Realisasi Investasi Bidang Fasilitas (Lanjutan) 3. Periodic monitoring and control of investment projects in the equipment sector have been carried out. 4. Coordination with the Investment GH at HO has been conducted to monitor the realization of investment projects in the facilities sector (continuation).	100%
Pergerakan Komoditas (PM3) Commodity Movement					
9	Kegagalan mempertahankan pangsa pasar eksisting Failure in protecting existing market	Rp75,92M Asumsi ketidakcapaian pendapatan *marine* tahun 2024 sebesar 5% yang bersumber dari potensi kehilangan pasar pada Area kalimantan 1 dan penurunan trafik secara umum Rp75.92 billion Assumed 5% shortfall in marine revenue for 2024, stemming from potential market loss in the Kalimantan 1 area and an overall decline in traffic.	1. Peningkatan volume & kapasitas sarpras pelayanan kapal di lokasi wajib pandu yang belum memenuhi ketentuan; 2. Meningkatkan *relationship* dengan komunikasi & koordinasi yang intens dengan para *stakeholder* utama 1. Increasing the volume and capacity of ship service facilities and infrastructure in mandatory pilotage areas that have not yet met the requirements. 2. Enhancing relationships through intensive communication and coordination with key stakeholders.	1. Pemenuhan sarpras di wilayah kerja Kalimantan 1; 2. Melakukan *customer visit*; 3. Melakukan *site visit*; 1. Fulfillment of facilities and infrastructure in the Kalimantan 1 operational area; 2. Conducted customer visits; 3. Conducted site visits.	100%
Keamanan Jaringan (TK2) Network Security					
10	*Cyber Attack* System Informasi Cyber Attack on Information System	1. *Down System* melebihi waktu *recovery* yang ditargetkan 2. Kehilangan data penting perusahaan yang tidak bisa dilakukan perhitungan dampak kuantitatifnya 1. System downtime exceeding the targeted recovery time. 2. Loss of critical company data for which quantitative impact assessment cannot be conducted.	1. Membentuk IT *security Incident Response Team* 2. Melakukan pengusulan anggaran untuk pengadaan *Endpoint security* 1. Establishing an IT Security Incident Response Team. 2. 2. Proposing a budget for the procurement of endpoint security systems.	1. Telah dibentuk IT *security Incident Response Team* 2. Telah dilakukan pengadaan perangkat *firewall* 3. Telah dilakukan pemasangan *Endpoint security* 1. An IT Security Incident Response Team has been established. 2. Firewall devices have been procured. 3. Endpoint security has been installed.	100%

PETA RISIKO 2024

RISK MAPPING IN 2024

Peta Risiko Utama Perusahaan (Sub-Kelompok Risiko) Tahun 2024

Target Residual Risiko Tahun 2024

Tingkat Kemungkinan			1 Sangat Rendah	2 Rendah	3 Moderat	4 Tinggi	5 Sangat Tinggi
Hampir Pasti Terjadi	E		Low to Moderate 7	Moderate 12	Moderate to High 17	High 22	High 25
Sangat Mungkin Terjadi	D		Low 4	Low to Moderate 9	Moderate 14	Moderate to High 19	High 24
Bisa Terjadi	C		Low 3	KE2 OP4 Low to Moderate 8	Moderate 13	SK1 Moderate to High 18	High 23
Jarang Terjadi	B		OP5 PR2 Low 2	ST3 KE6 Low to Moderate 6	PM3 OP3 TK2 Low to Moderate 11	Moderate to High 16	High 21
Sangat Jarang Terjadi	A		Low 1	Low 5	Low to Moderate 10	Moderate 15	High 20

Tingkat Dampak

Realisasi Risiko Tahun 2024

Tingkat Kemungkinan			1 Sangat Rendah	2 Rendah	3 Moderat	4 Tinggi	5 Sangat Tinggi
Hampir Pasti Terjadi	E		Low to Moderate 7	Moderate 12	Moderate to High 17	High 22	High 25
Sangat Mungkin Terjadi	D		Low 4	Low to Moderate 9	Moderate 14	Moderate to High 19	OP4 High 24
Bisa Terjadi	C		Low 3	Low to Moderate 8	Moderate 13	OP3 Moderate to High 18	KE6 High 23
Jarang Terjadi	B		ST3 Low 2	Low to Moderate 6	SK1 Low to Moderate 11	Moderate to High 16	High 21
Sangat Jarang Terjadi	A		PM3 OP5 Low 1 TK2	PR2 Low 5	KE2 Low to Moderate 10	Moderate 15	High 20

Tingkat Dampak

Sub – Kelompok Risiko (T4)

Penurunan Level Risiko

- ST3 ▶ ST3 Pengembangan Bisnis Baru (6→2)
- SK1 ▶ SK1 PAP dan Afiliasi (18→11)
- PM3 ▶ PM3 Pergerakan Komoditas (6→1)
- TK2 ▶ TK2 Keamanan Jaringan (11→1)
- OP5 ▶ OP5 Disrupsi Bisnis (2→1)

Kenaikan Level Risiko

- OP4 ▶ OP4 *Sales & Marketing* (8→24)
- KE2 ▶ KE2 *Cashflow* (8→10)
- KE6 ▶ KE6 Peningkatan Biaya (6→23)
- OP3 ▶ OP3 Kecelakaan Kerja (6→18)
- PR2 ▶ PR2 Pelaksanaan Investasi (2→5)

TINJAUAN ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO

Sepanjang tahun 2024, penerapan sistem manajemen risiko di Perusahaan menunjukkan hasil yang positif dan berjalan secara efektif. Perusahaan juga menetapkan evaluasi menyeluruh terhadap efektivitas sistem manajemen risiko sebagai landasan penting dalam mendukung aktivitas operasional. Proses identifikasi terhadap berbagai potensi risiko yang berpeluang memengaruhi kesinambungan usaha dan kinerja dilakukan dengan mengacu pada standar ISO 31000:2018. Adapun berdasarkan hasil identifikasi tersebut, Perusahaan menyusun strategi mitigasi yang tepat guna, sehingga setiap pengambilan keputusan dilakukan dengan pemahaman yang komprehensif terhadap risiko dan dampak yang mungkin ditimbulkan Merujuk pada Dokumen Buku Putih Pelindo Pasca Merger yang kemudian diterjemahkan ke dalam Rencana Jangka Panjang Perusahaan (RJPP), Pelindo Holding dan Subholding memiliki sasaran/target pada Tahun 2024 yang sangat menantang dibanding Tahun 2023 dalam hal implementasi Inisiatif Strategis serta pencapaian *value creation*. Maka tujuan Manajemen Risiko untuk "melindungi dan menciptakan nilai" ini menjadi sangat relevan dalam rangka mengawal pencapaian sasaran perusahaan di Tahun 2024.

REVIEW OF THE EFFECTIVENESS OF THE RISK MANAGEMENT SYSTEM

Throughout 2024, the implementation of the Company's risk management system demonstrated positive results and operated effectively. The Company also conducted a comprehensive evaluation of the system's effectiveness as an essential foundation for supporting operational activities. The process of identifying various potential risks that could affect business continuity and performance was carried out with reference to the ISO 31000:2018 standard. Based on this identification process, the Company developed appropriate mitigation strategies, ensuring that every decision-making process was guided by a comprehensive understanding of potential risks and their impacts. Referring to the Pelindo Post-Merger White Book, which was then translated into the Company's Long-Term Plan (Rencana Jangka Panjang Perusahaan or RJPP), Pelindo Holding and its Subholdings set highly challenging objectives for 2024 compared to 2023, particularly regarding the implementation of strategic initiatives and the achievement of value creation. Thus, the purpose of Risk Management "to protect and create value" becomes highly relevant in guiding the Company's efforts to achieve its 2024 targets.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAU KOMITE AUDIT ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Dewan Komisaris, Direksi, dan Komite menyimpulkan bahwa pelaksanaan sistem manajemen risiko Perusahaan pada tahun 2024 telah mencerminkan prinsip kecukupan serta dijalankan selaras dengan ketentuan hukum yang berlaku. Dalam hal ini, pihak manajemen menunjukkan keterlibatan aktif dalam pemantauan kegiatan manajemen risiko. Pendekatan yang diterapkan bersifat menyeluruh dan konsisten, mencerminkan komitmen Perusahaan untuk mempertahankan kestabilan serta memastikan keberlangsungan operasional meskipun dihadapkan pada berbagai tantangan.

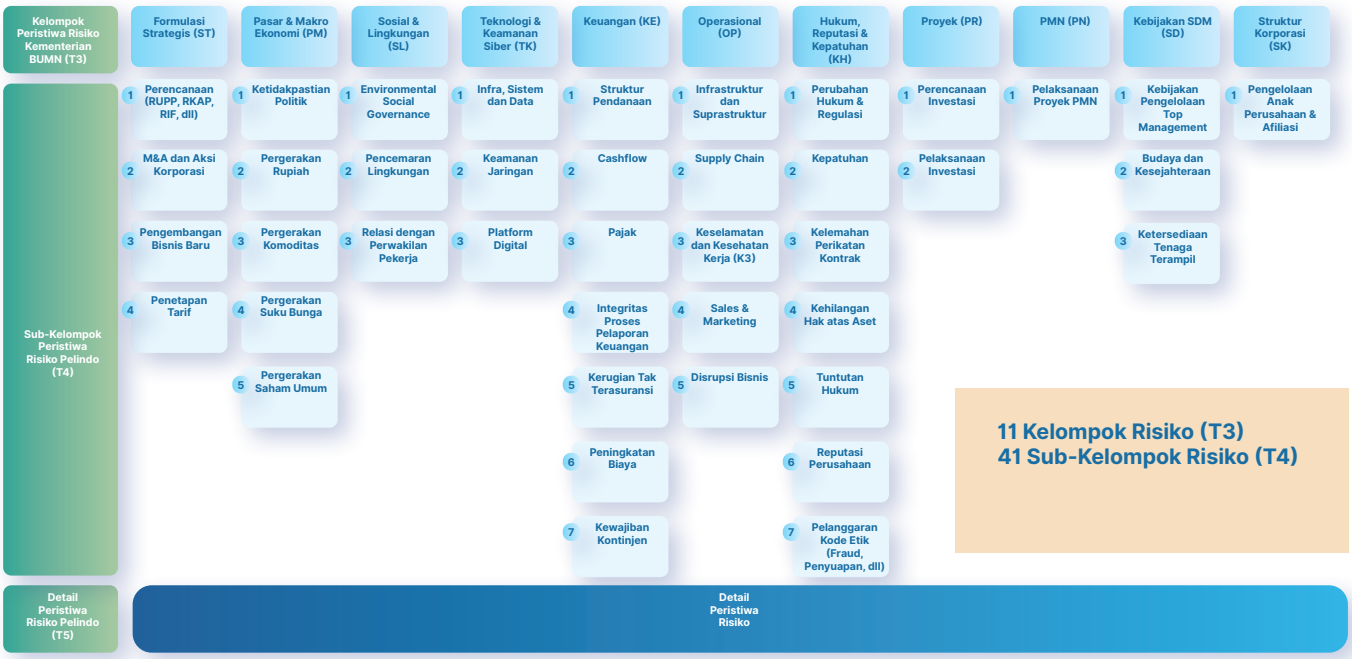
RENCANA PENERAPAN ATAU PENGEMBANGAN SISTEM MANAJEMEN RISIKO KE DEPAN

STATEMENT OF THE BOARD OF DIRECTORS AND/OR BOARD OF COMMISSIONERS OR AUDIT COMMITTEE ON THE ADEQUACY OF THE RISK MANAGEMENT SYSTEM

The Board of Commissioners, Board of Directors, and the Committee concluded that the implementation of the Company's risk management system in 2024 reflected the principle of adequacy and was conducted in accordance with applicable laws and regulations. In this regard, management demonstrated active involvement in monitoring risk management activities. The approach applied was comprehensive and consistent, reflecting the Company's commitment to maintaining stability and ensuring operational continuity despite various challenges.

RISK MANAGEMENT SYSTEM FUTURE PLANNING OR DEVELOPMENT

Taksonomi Risiko



Peta Risiko Signifikan Pelindo Jasa Maritim 2025

No	Sub-Kelompok Risiko (T4)
1	Kewajiban Kontinjen
2	Pengembangan Bisnis Baru
3	Pergerakan Komoditas
4	Keamanan Jaringan
5	*Cashflow*
6	Pajak
7	Keselamatan & Kesehatan Kerja
8	*Sales & Marketing*
9	Pelaksanaan Investasi
10	Disrupsi Bisnis
11	Peningkatan Biaya
12	Pelanggaran Kode Etik (*Fraud*, Penyuapan, Gratifikasi, dll)
13	Pencemaran Lingkungan
14	Kepatuhan
15	Budaya & Kesejahteraan

***Inherent* Awal Tahun 2025**

Tingkat Kemungkinan			1 Sangat Rendah	2 Rendah	3 Moderat	4 Tinggi	5 Sangat Tinggi
	Hampir Pasti Terjadi	E	Low to Moderate 7	Moderate 12	6 Moderate to High 17	High 22	High 25
	Sangat Mungkin Terjadi	D	Low 4	Low to Moderate 9	5 Moderate 14	7 Moderate to High 19	2 8 9 11 High 24
	Bisa Terjadi	C	Low 3	Low to Moderate 8	Moderate 13	12 15 Moderate to High 18 13	1 3 14 High 23 4 10
	Jarang Terjadi	B	Low 2	Low to Moderate 6	Low to Moderate 11	Moderate to High 16	High 21
	Sangat Jarang Terjadi	A	Low 1	Low 5	Low to Moderate 10	Moderate 15	High 20

Residual Akhir Tahun 2025

Tingkat Kemungkinan			1 Sangat Rendah	2 Rendah	3 Moderat	4 Tinggi	5 Sangat Tinggi
	Hampir Pasti Terjadi	E	Low to Moderate 7	Moderate 12	6 Moderate to High 17	High 22	High 25
	Sangat Mungkin Terjadi	D	Low 4	Low to Moderate 9	Moderate 14	Moderate to High 19	High 24
	Bisa Terjadi	C	1 5 4 9 Low 3 12 13 14	2 11 3 15 Low to Moderate 8 7 8 10	Moderate 13	Moderate to High 18	High 23
	Jarang Terjadi	B	Low 2	Low to Moderate 6	Low to Moderate 11	Moderate to High 16	High 21
	Sangat Jarang Terjadi	A	Low 1	Low 5	Low to Moderate 10	Moderate 15	High 20

Perkara Hukum
Legal Cases

PERKARA PENTING DAN SANKSI ADMINISTRASI YANG SEDANG DIHADAPI PERUSAHAAN

Sampai dengan 31 Desember 2023, tidak terdapat permasalahan dan/atau perkara hukum yang dihadapi Perusahaan. Adapun permasalahan yang dihadapi adalah sebagai berikut:

SIGNIFICANT LEGAL CASES AND ADMINISTRATIVE SANCTIONS FACED BY THE COMPANY

As of December 31, 2023, there was no issues and/or legal matters faced by the Company. The information is as follows:

Permasalahan Hukum Legal Matters	2024			2023		
	Perdata Civil	Pidana Criminal	Hubungan Industrial Industrial Relations	Perdata Civil	Pidana Criminal	Hubungan Industrial Industrial Relations
Selesai dan telah mempunyai kekuatan hukum tetap Settled and has permanent legal force	Nihil None	Nihil None	Nihil None	Nihil None	Nihil None	Nihil None
Dalam proses penyelesaian In the process of settlement	Nihil None	Nihil None	Nihil None	Nihil None	Nihil None	Nihil None
Jumlah Total	**Nihil** None	**Nihil** None	**Nihil** None	**Nihil** None	**Nihil** None	**Nihil** None

PERKARA PENTING DAN SANKSI ADMINISTRASI YANG SEDANG DIHADAPI ENTITAS ANAK

Selama tahun 2024, tidak terdapat permasalahan hukum yang sedang dihadapi Entitas Anak.

SIGNIFICANT LEGAL CASES AND ADMINISTRATIVE SANCTIONS FACED BY SUBSIDIARIES

Throughout 2024, there were no legal issues faced by the Subsidiaries.

PERKARA PENTING DAN SANKSI ADMINISTRASI YANG SEDANG DIHADAPI DEWAN KOMISARIS

Sampai dengan 31 Desember 2024, tidak terdapat permasalahan hukum yang sedang dihadapi Dewan Komisaris SPJM.

SIGNIFICANT LEGAL CASES AND ADMINISTRATIVE SANCTIONS FACED BY THE BOARD OF COMMISSIONERS

As of December 31, 2024, there were no legal issues faced by the Board of Commissioners of SPJM.

PERKARA PENTING DAN SANKSI ADMINISTRASI YANG SEDANG DIHADAPI DIREKSI

Tidak ditemukan permasalahan hukum yang melibatkan anggota Direksi SPJM.

SIGNIFICANT LEGAL CASES AND ADMINISTRATIVE SANCTIONS FACED BY THE BOARD OF DIRECTORS

No legal issues were found involving any member of SPJM's Board of Directors.

Sanksi Administratif
Administrative Sanctions

Sampai dengan 31 Desember 2024, Perusahaan, Anggota Dewan Komisaris, maupun Anggota Direksi tidak menerima sanksi administratif dari Otoritas Jasa Keuangan maupun otoritas lainnya. Dengan demikian, tidak terdapat informasi yang dapat disampaikan dalam laporan ini.

As of December 31, 2024, the Company, the members of the Board of Commissioners, and the members of the Board of Directors did not receive any administrative sanctions from the Financial Services Authority or any other authorities. Therefore, there is no information to be disclosed in this report.

Akses Informasi dan Data Perusahaan
Access to Company Information and Data

SPJM menegaskan komitmennya terhadap prinsip transparansi dan kepatuhan terhadap regulasi yang berlaku. Dalam mendukung hal tersebut, Perusahaan secara konsisten menyajikan informasi terkini mengenai berbagai perkembangan, yang kemudian diolah dan disusun secara akurat dalam bentuk laporan sesuai dengan ketentuan keterbukaan informasi yang berlaku. Penyediaan informasi ini bertujuan agar seluruh pemangku kepentingan dapat memanfaatkannya untuk menilai dan memahami kinerja Perusahaan secara objektif.

Untuk memastikan keterbukaan yang berkelanjutan, SPJM secara rutin memperbarui informasi dan memberikan akses kepada *Stakeholders* terkait aktivitas serta capaian kinerja perusahaan. Hal ini dilakukan agar kondisi Perusahaan dapat dipantau secara transparan dan komprehensif.

Adapun saluran informasi yang disediakan SPJM sebagai media penyampaian informasi perusahaan adalah sebagai berikut:

KOMUNIKASI INTERNAL

Perusahaan aktif membangun hubungan harmonis melalui:

1. Di internal Perusahaan, komunikasi terbuka dilakukan antara manajemen dan karyawan, baik melalui pertemuan tatap muka maupun surat elektronik.
2. Komunikasi dengan pemegang saham dilakukan melalui Rapat Umum Pemegang Saham, memfasilitasi pertukaran informasi dan partisipasi dalam pengambilan keputusan.
3. Perusahaan juga memiliki forum internal seperti *Community of Practices*, Mutiara Pelindo, Pelindo Muda, dan BOD-1 *Monthly Meeting* sebagai tempat bagi karyawan dan manajemen untuk berkolaborasi dan bertukar ide.
4. Perusahaan juga memiliki platform komunikasi seperti Whatsapp Group (WAG) juga membantu menjaga aliran informasi yang efisien di seluruh Perusahaan.

KOMUNIKASI EKSTERNAL

Perusahaan berupaya menjaga kualitas komunikasi eksternal yang efektif, terbuka, dan memberikan nilai tambah bagi seluruh pihak yang berkepentingan. Untuk mendukung hal tersebut, SPJM telah menyediakan berbagai saluran komunikasi yang memungkinkan para pemangku kepentingan menjangkau kantor pusat dengan lebih mudah, melalui:

SPJM reaffirms its commitment to transparency and compliance with prevailing regulations. To support this commitment, the Company consistently provides up-to-date information regarding various developments, which are processed and compiled accurately into reports in accordance with applicable information disclosure requirements. The purpose of this information disclosure is to enable all stakeholders to assess and understand the Company's performance objectively.

To ensure ongoing transparency, SPJM regularly updates its information and provides stakeholders with access to details regarding the Company's activities and performance achievements. This ensures that the Company's condition can be monitored transparently and comprehensively.

The information channels provided by SPJM as official media for disseminating corporate information are as follows:

INTERNAL COMMUNICATION

The Company actively fosters harmonious relationships through:

1. Within the Company, open communication is maintained between management and employees through face-to-face meetings and electronic correspondence.
2. Communication with shareholders is carried out through the General Meeting of Shareholders, facilitating information exchange and participation in decision-making.
3. The Company also has internal forums such as the Community of Practices, Mutiara Pelindo, Pelindo Muda, and BOD-1 Monthly Meeting as platforms for employees and management to collaborate and exchange ideas.
4. The Company also utilizes communication platforms such as WhatsApp Groups (WAG) to maintain efficient information flow across the organization.

EXTERNAL COMMUNICATION

The Company strives to maintain effective, open, and value-added external communication with all relevant parties. To support this, SPJM has provided various communication channels that enable stakeholders to easily reach the head office through:



Kantor Pusat | Head Office

PT Pelindo Jasa Maritim
Jl. Soekarno No. 1 Makassar – Sulawesi
Selatan 90173 Indonesia

Telepon | Phone	+62-411-3616-549 ext. 6204
E-mail	jasamaritim@pelindo.co.id

WEBSITE

SPJM menyediakan akses informasi melalui situs resmi Perusahaan di alamat www.jasamaritim.co.id, yang dapat diakses oleh pemegang saham maupun pemangku kepentingan lainnya. *Website* ini berfungsi sebagai sarana komunikasi digital yang menjembatani interaksi antara Perusahaan dan publik, dengan menyajikan berbagai informasi terkait kegiatan dan kinerja Perusahaan. Pengelolaan situs tersebut berada di bawah tanggung jawab Sekretaris Perusahaan.

WEBSITE

SPJM provides access to information through the Company's official website at www.jasamaritim.co.id, which is accessible to shareholders and other stakeholders. The website serves as a digital communication platform that bridges interaction between the Company and the public by presenting various information related to the Company's activities and performance. The management of the website is under the responsibility of the Corporate Secretary.

SIARAN PERS

Sepanjang tahun 2024, Perusahaan telah merilis sejumlah siaran pers yang memuat berbagai informasi penting terkait aktivitas dan perkembangan Perusahaan, antara lain:

PRESS RELEASE

Throughout 2024, the Company has issued several press releases containing important information regarding the Company's activities and developments, including:

No	Bulan Month	Judul Rilis Pemberitaan Press Release Title
1	Januari January	Tahun 2024, Manajemen SPJM Sampaikan Terima Kasih Dan Apresiasi untuk Customer Dan Stakeholder In 2024, SPJM Management Expresses Gratitude and Appreciation to Customers and Stakeholders
2	Januari January	Pelindo Dukung Penerapan Green Shipping Melalui Pengurangan Emisi Di Pelabuhan Pelindo Supports Green Shipping Implementation Through Emission Reduction at Ports
3	Januari January	Camilan Kentang Mustofa Dari Tapoji Food Binaan Spjm, Wajib Dicoba Must-Try Snack "Kentang Mustofa" from SPJM-Fostered MSME Tapoji
4	Januari January	UMKM Binaan SPJM Ramaikan Kuliner Makassar Food SPJM-Fostered MSMEs Enliven Makassar Culinary Scene
5	Februari February	Pelindo Jasa Maritim Tanamkan Kesadaran K3 Melalui Berbagai Lomba Pelindo Jasa Maritim Promotes OHS Awareness Through Various Competitions
6	Februari February	Pelantikan dan Pengukuhan Pengurus DPC SPPI Bersatu PT Pelindo Jasa Maritim: Bersama Management, Jaga Kekompakan dan Sinergi Inauguration of DPC SPPI Bersatu PT Pelindo Jasa Maritim: Strengthening Unity and Synergy with Management
7	Februari February	Subholding Pelindo Jasa Maritim Raih Lagi Penghargaan Penerimaan Pajak Pelindo Jasa Maritim Subholding Wins Another Tax Compliance Award
8	Maret March	Omset Usaha UMKM Binaan Melesat Setelah Didampingi SPJM Revenue of SPJM-Fostered MSMEs Soars After SPJM Mentorship
9	Maret March	Pelindo Lakukan Pergantian Direksi Pelindo Jasa Maritim Pelindo Appoints New Board of Directors at Pelindo Jasa Maritim

No	Bulan Month	Judul Rilis Pemberitaan Press Release Title
10	Maret March	Pelindo Jasa Maritim Bekali Life Skill Bagi Penyandang Disabilitas Fisik dan Teman Tuli Pelindo Jasa Maritim Provides Life Skills Training for People with Physical Disabilities and the Deaf
11	Maret March	Pelindo Jasa Maritim Sediakan Kuota bagi Pemudik Gratis untuk Dua Rute di Sulawesi Selatan Pelindo Jasa Maritim Provides Free Homecoming Travel Quota for Two Routes in South Sulawesi
12	Maret March	Siagakan Layanan Arus Mudik dan Balik Idul Fitri 2024, SPJM Pastikan Kehandalan Layanan di Semua Lini Ensuring Smooth Eid Homecoming Flow, SPJM Guarantees Reliable Services Across All Lines
13	Maret March	Bulan Penuh Berkah, Pelindo Lakukan Program Berbagi Ramadhan 1445H Month of Blessings: Pelindo Carries Out "Ramadhan Sharing Program" 1445H
14	April	Pelindo Jasa Maritim Sandarkan MS Coral Geographer di Pelabuhan Makassar Pelindo Jasa Maritim Docks MS Coral Geographer at Makassar Port
15	April	Pelindo Jasa Maritim Berangkatkan Pemudik Gratis di Pelabuhan Makassar Pelindo Jasa Maritim Sends Off Free Homecoming Travelers from Makassar Port
16	April	Tak Hanya Olah Gerak Kapal, Perwira Pandu Wilayah 4 Rutin Berbagi di Ramadhan Beyond Ship Maneuvering, Pilots of Region 4 Routinely Share Kindness During Ramadan
17	April	Pelindo Jasa Maritim Sediakan Bus untuk Angkut Pemudik yang Balik Ke Makassar Pelindo Jasa Maritim Provides Buses for Returning Travelers to Makassar
18	April	Pelindo Jasa Maritim Sediakan Layanan Marine, Peralatan, dan Utilitas di Pelabuhan Pelindo Jasa Maritim Provides Marine, Equipment, and Utility Services at Ports
19	Mei May	Sinergi Pelindo Jasa Maritim dan Pengguna Jasa Wujudkan K3 di Pelabuhan Synergy Between Pelindo Jasa Maritim and Users to Promote OHS at Ports
20	Mei May	Pelindo Jasa Maritim Sukses Laksanakan Pemanduan Laut Dalam Di Selat Malaka Pelindo Jasa Maritim Successfully Conducts Deep Sea Pilotage in the Malacca Strait
21	Juni June	Pelindo Salurkan Bantuan Beasiswa Dan Tempat Sampah Daur Ulang Untuk Sekolah Pelindo Distributes Scholarships and Recycled Waste Bins to Schools
22	Juni June	Kapal Tunda Pelindo Responsif Bantu Padamkan Kebakaran Kapal Di Makassar Pelindo Tugboat Responds Quickly to Help Extinguish Ship Fire in Makassar
23	Juni June	SPJM Group Sembelih 40 Ekor Sapi & 53 Ekor Kambing di Momen Idul Adha 1445 H SPJM Group Slaughters 40 Cows & 53 Goats During Eid al-Adha 1445 H
24	Juni June	Mengenal PT LEGI, Anak Usaha SPJM yang Sediakan Listrik Tenaga Mesin Gas Introducing PT LEGI, an SPJM Subsidiary Providing Gas Engine Power Supply
25	Juli July	Kinerja Perusahaan Optimal, Pelindo Jasa Maritim Catat Pertumbuhan Laba Di Tahun 2023 With Strong Performance, Pelindo Jasa Maritim Records Profit Growth in 2023
26	Juli July	Beri Kemudahan Untuk Pelanggan, Pelindo Jasa Maritim Luncurkan Call Center Number 081153507878 Enhancing Customer Convenience, Pelindo Jasa Maritim Launches Call Center Number 081153507878
27	Juli July	Himpun Masukan Pemakai Jasa, Pelindo Jasa Maritim Wujudkan Layanan Terbaik Gathering Customer Feedback, Pelindo Jasa Maritim Strives for Excellent Service
28	Juli July	Kinerja Operasional Pelindo Jasa Maritim Terus Tumbuh Di Semester 1 Tahun 2024 Operational Performance of Pelindo Jasa Maritim Continues to Grow in the First Semester of 2024
29	Juli July	Layanan Pemanduan Dan Penundaan Pelindo Jasa Maritim Tersedia Di Seluruh Indonesia Pelindo Jasa Maritim's Pilotage and Towage Services Available Throughout Indonesia
30	Agustus August	Semarakkan Kemerdekaan, Pelindo Jasa Maritim Tanam 790 Pohon Buah Melalui Program Pelindo Hijau Green Belt 2024 Celebrating Independence Day, Pelindo Jasa Maritim Plants 790 Fruit Trees Through "Pelindo Hijau Green Belt 2024" Program
31	Agustus August	Pt Pelindo Jasa Maritim Gelar Customer Engagement Sebagai Komitmen Untuk Memberikan Pelayanan Terbaik PT Pelindo Jasa Maritim Holds Customer Engagement Event to Demonstrate Commitment to Excellent Service
32	Agustus August	Tingkatkan Kesadaran Pentingnya Keselamatan Dan Keamanan Pelayaran, SPJM Gandeng Mahkamah Pelayaran Raising Awareness on Maritime Safety and Security, SPJM Collaborates with the Maritime Court



No	Bulan Month	Judul Rilis Pemberitaan Press Release Title
33	Agustus August	Subholding Pelindo Jasa Maritim Raih Kategori "Sangat Baik" Pada Penilaian Indonesian Corporate Accountability Index (ICORPAX) Tahun Buku 2023 Pelindo Jasa Maritim Subholding Earns "Excellent" Rating in the 2023 Indonesian Corporate Accountability Index (ICORPAX)
34	September	Sinergi SPJM Dan Pt Kaltim Melati Bhakti Satya Kembangkan Potensi Kemaritiman Di Kalimantan Timur SPJM and PT Kaltim Melati Bhakti Satya Collaborate to Develop Maritime Potential in East Kalimantan
35	September	Pelindo Jasa Maritim Ikut Ramaikan High Level Forum Multi Stakeholder Partnership Exhibition 2024 Pelindo Jasa Maritim Participates in the 2024 High-Level Forum Multi-Stakeholder Partnership Exhibition
36	September	SPJM Perkuat Budaya Anti Korupsi Dengan Menggelar Sosialisasi Undang-Undang Tipikor SPJM Strengthens Anti-Corruption Culture Through Socialization of the Anti-Corruption Law
37	September	Pelindo Run & Ride 2024 Catatkan Rekor 31 Ribu Peserta Pelindo Run & Ride 2024 Sets Record with 31 Thousand Participants
38	September	Lestarikan Ekosistem Laut, SPJM Realisasikan Penanaman 45.000 Pohon Mangrove Preserving Marine Ecosystems, SPJM Plants 45,000 Mangrove Trees
39	September	1.500 Karyawan Pelindo Meriahkan Jalan Sehat Di Pelabuhan Makassar 1,500 Pelindo Employees Join Fun Walk at Makassar Port
40	September	Syukuran Hari Jadi Ke-3, Pelindo Gelar Tabligh Akbar Dan Peresmian Masjid Celebrating 3rd Anniversary, Pelindo Holds Tabligh Akbar and Mosque Inauguration
41	October October	Pelindo Sukses Mencapai Kinerja Yang Konsisten Dalam 3 Tahun Merger Pelindo Achieves Consistent Performance Over 3 Years Post-Merger
42	October October	Inisiasi Penanaman Lanjutan Bougenville, SPJM Wujudkan Pelabuhan Makassar Asri Continuing Bougainvillea Planting Initiative, SPJM Beautifies Makassar Port
43	October October	Dukung Pelabuhan Berkelanjutan Berwawasan Lingkungan (Ecoport), SPJM Selenggarakan FGD Berkolaborasi Dengan Klhk Supporting Sustainable and Environmentally Friendly Ports (Ecoport), SPJM Holds FGD in Collaboration with KLHK
44	October October	Highlight Kinerja Triwulan III, SPJM Grup Optimis Tingkatkan Daya Tawar Bisnis MEPS Third Quarter Performance Highlights, SPJM Group Optimistic to Strengthen MEPS Business Competitiveness
45	November	Serap Karbon 3.09 Ton, Hasil Penanaman Mangrove SPJM Terus Bertumbuh Mangrove Planting by SPJM Absorbs 3.09 Tons of Carbon and Continues to Grow
46	Desember December	Peringati Hakordia, SPJM Gelar Sosialisasi Anti Korupsi Melibatkan Instansi Pelabuhan Commemorating Anti-Corruption Day, SPJM Holds Anti-Corruption Awareness Session Involving Port Institutions
47	Desember December	Internalisasi Budaya Anti Korupsi, SPJM Gelar Lomba Orasi Anti Korupsi Internalizing Anti-Corruption Culture, SPJM Holds Anti-Corruption Speech Competition
48	Desember December	SPJM Bekali Personil Dengan Sertifikasi dan Training Kompetensi, Dukung Penerapan Planning and Control Room Terintegrasi SPJM Equips Personnel with Certification and Competency Training to Support Integrated Planning and Control Room Implementation
49	Desember December	Sinergi Publikasi Dengan Media, SPJM Grup Gelar Media Gathering Strengthening Media Relations, SPJM Group Holds Media Gathering
50	Desember December	Prioritaskan Kesehatan Pegawai dalam Program Employee Wellbeing, SPJM Gelar Medical Check Up Prioritizing Employee Health Through Employee Wellbeing Program, SPJM Conducts Medical Check-Up
51	Desember December	Tingkatkan Safety Awareness di Seluruh Wilayah Kerja, Pelindo Jasa Maritim Gelar 4 Batch Workshop Bls Raising Safety Awareness Across All Work Areas, Pelindo Jasa Maritim Holds Four Batches of BLS Workshops
52	Desember December	Sambut Natal dan Tahun Baru, SPJM Pastikan Kehandalan Layanan dan Call Center Siaga 24/7 Welcoming Christmas and New Year, SPJM Ensures Reliable Services and 24/7 Call Center Availability

KODE ETIK
Code of Conduct

Kode Etik Bisnis Perusahaan berperan sebagai pedoman etika yang mengarahkan setiap langkah dan keputusan insan Perusahaan dalam menjalankan tugasnya. Lebih dari sekadar dokumen formal, kode etik ini menjadi pedoman perilaku yang membentuk cara berinteraksi, baik antar sesama karyawan maupun dengan pemangku kepentingan di luar Perusahaan.

Penerapan Kode Etik Bisnis mencerminkan kesungguhan Perusahaan dalam mengedepankan prinsip-prinsip GCG. Kepatuhan terhadap kode etik ini menunjukkan komitmen Perusahaan untuk menjalankan operasional bisnis secara profesional, transparan, dan berintegritas tinggi. Oleh karena itu, seluruh karyawan diharapkan tidak hanya memahami, tetapi juga menghayati dan mengamalkan nilai-nilai etika ini sebagai bagian dari identitas dan budaya kerja yang melekat dalam keseharian.

POKOK-POKOK KODE ETIK

Kode Etik Bisnis Perusahaan memuat pokok-pokok kode etik sebagai berikut:

1. Pendahuluan
   a. Latar Belakang;
   b. Maksud dan Tujuan;
   c. Manfaat;
   d. Landasan Penyusunan;
   e. Visi dan Misi;
   f. Nilai Perusahaan;
   g. Pelaporan dan Kepatuhan.
2. Etika Profesional
   a. Hubungan dengan Pemegang Saham;
   b. Hubungan dengan Aparatur Pemerintah, Regulator dan Institusi Terkait;
   c. Hubungan dengan Insan Perusahaan;
   d. Hubungan dengan Serikat Pekerja;
   e. Hubungan dengan Pelanggan;
   f. Hubungan dengan Vendor;
   g. Hubungan dengan Kreditur;
   h. Hubungan dengan Debitur;
   i. Hubungan dengan Investor dan Lembaga Keuangan;
   j. Hubungan dengan Kompetitor;
   k. Hubungan dengan Masyarakat, Komunitas dan Lingkungan;
   l. Hubungan dengan Perusahaan dan/atau Perusahaan Terafiliasi;
   m. Hubungan dengan Pemangku Kepentingan Lain.
3. Etika Kerja
   a. Kepatuhan Terhadap Hukum, Peraturan Perundang-undangan dan Ketentuan Lainnya;
   b. Benturan Kepentingan;

The Company's Business Code of Conduct serves as an ethical guideline that directs every action and decision of the Company's personnel in carrying out their duties. More than just a formal document, this code functions as a behavioral compass that shapes how employees interact, both among themselves and with external stakeholders.

The implementation of the Business Code of Conduct reflects the Company's strong commitment to upholding the principles of GCG. Adherence to this code demonstrates the Company's dedication to conducting its business operations in a professional, transparent, and highly ethical manner. Therefore, all employees are expected not only to understand but also to internalize and embody these ethical values as part of the Company's identity and daily work culture.

CODE OF CONDUCT PRINCIPLES

The Company's Business Code of Conduct contains the following points:

1. Introduction
   a. Background;
   b. Purpose and Objectives;
   c. Benefits;
   d. Basis for Preparation;
   e. Vision and Mission;
   f. Company Values;
   g. Reporting and Compliance.
2. Professional Ethics
   a. Relationship with Shareholders;
   b. Relationship with Government Apparatus, Regulators, and Related Institutions;
   c. Relationship with Company personnel;
   d. Relationship with Labor Union;
   e. Relationship with Customers;
   f. Relationship with Vendors;
   g. Relationship with Creditors;
   h. Relationship with Debtors;
   i. Relationship with Investors and Financial Institutions;
   j. Relationship with Competitors;
   k. Relationship with Society, Community, and Environment;
   l. Relationship with Affiliated Companies and/or Companies;
   m. Relationship with Other Stakeholders.
3. Work Ethics
   a. Compliance with Laws, Regulations, and Other Provisions;
   b. Conflict of Interest;



c. Korupsi dan Suap;
d. Pencurian dan Penyelewengan Sejenisnya;
e. Pencucian Uang;
f. Gratifikasi (Pemberian dan Penerimaan Hadiah atau Imbalan, Jamuan, Hiburan dan Donasi);
g. Kesempatan yang Sama untuk Mendapatkan Pekerjaan dan Promosi;
h. Pendokumentasian dan Pencatatan Perusahaan;
i. Integritas Laporan Keuangan;
j. Kerahasiaan Data dan/atau Informasi;
k. Media, Komunikasi, dan Penyebaran informasi;

l. Pengelolaan Arsip;
m. Perlindungan Aset Perusahaan;
n. Pengendalian Internal;
o. Perjalanan Dinas;
p. Hak atas Kekayaan Intelektual (HAKI);
q. Aktivitas Politik dan Sosial;
r. Perilaku Etis Terhadap Sesama Pekerja.

4. Penegakan Pedoman Kode Etik Bisnis
   a. Komitmen Penegakan Pedoman Kode Etik Bisnis;
   b. Sosialisasi dan Internalisasi;
   c. Pelanggaran.
5. Penutup

KORELASI ANTARA KODE ETIK DENGAN BUDAYA PERUSAHAAN (*CORPORATE CULTURE*) ATAU NILAI-NILAI PERUSAHAAN

Dalam membentuk lingkungan kerja yang beretika dan profesional, SPJM menempatkan Kode Etik dan Budaya Perusahaan sebagai dua elemen yang saling menguatkan. Kode Etik merupakan panduan tertulis yang berisi prinsip-prinsip etika yang berlaku di seluruh jenjang organisasi, serta menjadi rujukan dalam menetapkan kebijakan dan perilaku yang sesuai dengan standar yang dijunjung Perusahaan.

Sementara itu, SPJM mengimplementasikan nilai-nilai budaya "AKHLAK" (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) sebagai landasan utama dalam membangun karakter perusahaan. Nilai-nilai ini ditetapkan oleh Kementerian Badan Usaha Milik Negara untuk menjadi identitas budaya bersama bagi seluruh BUMN, termasuk anak perusahaan dan entitas afiliasi terkonsolidasi, dalam rangka mendukung peningkatan kinerja berkelanjutan.

Korelasi antara Kode Etik dan nilai-nilai budaya perusahaan terwujud dalam penyelarasan prinsip-prinsip etika dengan semangat AKHLAK, yang memberikan arah perilaku bagi seluruh Insan SPJM dalam menjalankan aktivitas bisnis. Dengan integrasi keduanya, Perusahaan tidak hanya menjunjung tinggi kepatuhan dan tanggung jawab, tetapi juga memperkuat karakter organisasi dalam menghadapi tantangan dan mencapai visi secara beretika dan profesional.

c. Corruption and Bribery;
d. Theft and Similar Misappropriation;
e. Money Laundering;
f. Gratuity (Giving and Receiving Gifts or Rewards, Meals, Entertainment, and Donations);
g. Equal Opportunity for Employment and Promotion;

h. Company Documentation and Records;
i. Integrity of Financial Statements;
j. Confidentiality of Data and/or Information;
k. Media, Communication, and Dissemination of Information;
l. Archive Management;
m. Protection of Company Assets;
n. Internal Control;
o. Service Travel;
p. Intellectual Property Rights (IPR);
q. Political and Social Activities;
r. Ethical Behavior towards Fellow Workers.

4. Enforcement of Code of Conduct Guidelines
   a. Commitment to Enforcement of Code of Conduct Guidelines;
   b. Socialization and Internalization;
   c. Violations.
5. Closing

CORRELATION BETWEEN THE CODE OF CONDUCT AND THE CORPORATE CULTURE OR COMPANY VALUES

In creating an ethical and professional work environment, SPJM positions the Code of Conduct and Corporate Culture as two interrelated and mutually reinforcing elements. The Code of Conduct serves as a written guideline that outlines ethical principles applicable across all organizational levels and acts as a reference in establishing policies and behaviors aligned with the Company's upheld standards.

Meanwhile, SPJM implements the cultural values of "AKHLAK (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) as the fundamental basis for building the Company's character. These values were established by the Ministry of State-Owned Enterprises as a shared cultural identity for all SOEs, including subsidiaries and consolidated affiliates, to improve their performance, continuously.

The correlation between the Code of Conduct and the Company's cultural values is reflected in the alignment of ethical principles with the AKHLAK spirit, which guides the behavior of all SPJM personnel in conducting business activities. Through the integration of these two elements, the Company not only upholds compliance and accountability but also strengthens its organizational character in facing challenges and achieving its vision ethically and professionally.

PENGUNGKAPAN BAHWA KODE ETIK BERLAKU BAGI SELURUH LEVEL ORGANISASI

Penerapan Kode Etik di lingkungan Perusahaan bersifat wajib dan berlaku bagi seluruh individu yang tergabung di dalam struktur organisasi, mencakup Dewan Komisaris, Direksi, Komite Audit, hingga seluruh karyawan. Kode Etik ini dirancang sebagai komitmen bersama dalam mengaktualisasikan visi dan menjalankan misi Perusahaan secara etis, profesional, dan bertanggung jawab.

Dokumen ini berfungsi sebagai acuan perilaku yang harus dipegang teguh oleh setiap Insan Perusahaan dalam melaksanakan kegiatan usaha. Lebih dari sekadar pedoman, Kode Etik memberikan arahan dalam bersikap, berpikir, dan menentukan langkah yang berhubungan dengan kepentingan Perusahaan.

Melalui penerapan Kode Etik yang konsisten, Perusahaan mendorong terciptanya relasi yang selaras, sinergis, dan saling menguntungkan dengan para pemangku kepentingan. Dengan demikian, Perusahaan dapat terus memperkuat daya saing dan mempertahankan reputasi sebagai entitas bisnis yang terpercaya.

DISCLOSURE THAT THE CODE OF CONDUCT APPLIES TO ALL LEVELS OF THE ORGANIZATION

The implementation of the Code of Conduct within the Company is mandatory and applies to all individuals across the organizational structure, including the Board of Commissioners, Board of Directors, Audit Committee, and all employees. The Code of Conduct serves as a shared commitment to actualize the Company's vision and mission ethically, professionally, and responsibly.

This document functions as a behavioral reference that must be upheld by every Personnel of the Company in carrying out business activities. More than just a guideline, the Code of Conduct provides direction on how to act, think, and make decisions in matters related to the Company's interests.

Through consistent implementation of the Code of Conduct, the Company fosters harmonious, synergistic, and mutually beneficial relationships with its stakeholders. In doing so, SPJM continues to enhance its competitiveness and maintain its reputation as a trusted business entity.

Pernyataan Komitmen Pelaksanaan Kode Etik
Statement of Commitment to Implement the Code of Ethics

PELINDO JASA MARITIM

KOMITMEN DEWAN KOMISARIS DAN DIREKSI

PT PELINDO JASA MARITIM

Direksi dan Dewan Komisaris memiliki komitmen yang tinggi terhadap penerapan *Good Corporate Governance* dalam menjalankan kegiatan Perusahaan. Direksi dan Dewan Komisaris PT Pelindo Jasa Maritim berkomitmen menjadikan:

A. Pedoman *Good Corporate Govenance* PT Pelindo Jasa Maritim;
B. Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) PT Pelindo Jasa Maritim;
C. Pedoman Kode Etik Bisnis PT Pelindo Jasa Maritim;
D. Pedoman Pengendalian Gratifikasi PT Pelindo Jasa Maritim;
E. Pedoman *Whistleblowing System* PT Pelindo Jasa Maritim; dan
F. Pedoman Penanganan Benturan Kepentingan PT Pelindo Jasa Maritim

Sebagai bentuk komitmen dalam penerapan *Good Corporate Governance* sehingga dapat menjadi panduan kerja bagi Direksi dan Dewan Komisaris secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten agar tercipta tatanan pengelolaan Perusahaan yang berdasarkan *Good Corporate Governance*

DEWAN KOMISARIS,		DIREKSI,	
Otto Ardianto	Komisaris Utama	Prasetyadi	Direktur Utama
Neil Iskandar Daulay	Komisaris	Arief Prabowo	Direktur Operasi dan Teknik
Achmad Idrus	Komisaris	Kokok Susanto	Direktur Strategi dan Komersial
Eris Herryanto	Komisaris Independen	Choirul Anwar	Direktur Keuangan dan Manajemen Risiko
Muhammad Imam Aziz	Komisaris	Rachmat Prayogi	Direktur SDM dan Umum

SOSIALISASI DAN PENYEBARLUASAN KODE ETIK

Dalam rangka membentuk budaya kerja yang berkelanjutan, SPJM menempatkan prinsip GCG sebagai fondasi utama. Dengan komitmen tersebut, Perusahaan menjalankan peran aktif dalam menyosialisasikan serta menanamkan nilai-nilai yang tercantum dalam Pedoman Kode Etik Bisnis kepada seluruh Insan Perusahaan secara berkala. Langkah ini bertujuan untuk memperkuat budaya integritas dan tanggung jawab sosial, sekaligus menjadi panduan operasional yang memastikan seluruh insan organisasi bertindak sesuai standar etika yang ditetapkan, menjaga nama baik Perusahaan, serta mendorong terciptanya lingkungan kerja yang inklusif dan penuh penghargaan.

SANKSI UNTUK MASING-MASING JENIS PELANGGARAN YANG DIATUR DALAM KODE ETIK

Sebagai bentuk penegakan disiplin dan komitmen terhadap etika, Perusahaan menetapkan ketentuan sanksi bagi setiap Insan SPJM yang terbukti melanggar penerapan Kode Etik di lingkungan Perusahaan. Tindakan pelanggaran tersebut akan dikenai sanksi yang mencakup:

1. Setiap Insan Perusahaan yang terbukti melakukan pelanggaran terhadap Pedoman Kode Etik Bisnis ini akan diberikan sanksi sesuai dengan peraturan dan ketentuan yang berlaku di Perusahaan;
2. Sanksi bagi Pekerja yang melakukan pelanggaran ditetapkan oleh Direksi setelah mendapat rekomendasi dari Tim yang ada;
3. Direksi akan memutuskan pemberian tindakan pembinaan, sanksi indisipliner dan/atau tindakan lainnya serta pencegahan yang harus dilaksanakan oleh atasan langsung di lingkungan unit kerja masing-masing/mekanisme indisipliner;
4. Sanksi bagi anggota Direksi dan Dewan Komisaris yang melakukan pelanggaran diputuskan oleh Pemegang Saham;
5. Bila mitra usaha atau Pemangku Kepentingan (*Stakeholder*) lain yang melakukan pelanggaran, maka akan dikenakan ketentuan sebagaimana yang tertuang dalam kontrak dan ketentuan lain yang mengatur hal tersebut. Apabila terkait dengan tindak pidana dapat diteruskan kepada pihak yang berwajib.

JUMLAH PELANGGARAN KODE ETIK BESERTA SANKSI YANG DIBERIKAN PADA TAHUN BUKU TERAKHIR

Sampai dengan akhir tahun 2024, tidak ditemukan adanya pelanggaran terhadap penerapan Kode Etik yang dilakukan oleh Manajemen maupun Insan SPJM.

DISSEMINATION AND SOCIALIZATION OF THE CODE OF CONDUCT

To build a sustainable work culture, SPJM treats the principles of GCG as its main foundation. In line with this commitment, the Company actively disseminates and instills the values contained in the Business Code of Conduct Guidelines to all Company Personnel on a regular basis. This initiative aims to strengthen a culture of integrity and social responsibility while serving as an operational guide that ensures every individual in the organization acts in accordance with ethical standards, upholds the Company's good reputation, and fosters an inclusive and respectful work environment.

SANCTIONS FOR EACH TYPE OF VIOLATION REGULATED IN THE CODE OF CONDUCT

As a form of discipline enforcement and commitment to ethical conduct, the Company has established provisions for sanctions applicable to any SPJM personnel proven to have violated the implementation of the Code of Conduct within the Company. Such violations are subject to the following measures:

1. Any personnel proven to have violated the Business Code of Conduct will be subject to sanctions in accordance with the prevailing rules and regulations of the Company;
2. Sanctions for employees who commit violations are determined by the Board of Directors based on recommendations from the relevant team;
3. The Board of Directors will decide on corrective actions, disciplinary measures, and/or other actions as well as preventive steps to be implemented by the respective supervisors within their work units;
4. Sanctions for members of the Board of Directors and Board of Commissioners who commit violations will be determined by the Shareholders;
5. If the violation is committed by business partners or other stakeholders, the applicable provisions stated in the contract and other relevant regulations will apply. In cases involving criminal acts, the matter may be referred to the relevant law enforcement authorities.

NUMBER OF CODE OF CONDUCT VIOLATIONS AND SANCTIONS IMPOSED IN THE LATEST FINANCIAL YEAR

As of the end of 2024, there were no violations found regarding the implementation of the Code of Conduct by the Management or SPJM personnel.

RENCANA PEMBARUAN KODE ETIK DI TAHUN 2025

Rencana Pembaruan Kode Etik di Tahun 2025 akan dilakukan pembaruan apabila terdapat perubahan dinamika pada bisnis proses Perusahaan serta adanya kebijakan terbaru dari PT Pelabuhan Indonesia (Persero) selaku *Holding* Perusahaan sehingga perlu dilakukan pemutakhiran pada Peraturan Direksi tentang Kode Etik Bisnis dimaksud.

PLAN FOR CODE OF CONDUCT UPDATE IN 2025

The update of the Code of Conduct in 2025 will be carried out if there are changes in the dynamics of the Company's business processes or new policies issued by PT Pelabuhan Indonesia (Persero) as the Holding Company, thereby requiring an amendment to the Board of Directors Regulation on the Business Code of Conduct.

Laporan Harta Kekayaan Penyelenggara Negara (LHKPN)

State Officials' Wealth Report (LHKPN)

PRINSIP DASAR LHKPN

Komitmen terhadap integritas dan transparansi menjadi landasan utama bagi SPJM dalam menjalankan kewajiban pelaporan LHKPN, yang merupakan daftar seluruh harta kekayaan yang wajib dilaporkan oleh Penyelenggara Negara melalui formulir yang ditetapkan oleh Komisi Pemberantasan Korupsi (KPK). Hal tersebut diatur dalam Peraturan Komisi Pemberantasan Korupsi Nomor 3 Tahun 2024 tentang Perubahan Kedua atas Peraturan Komisi Pemberantasan Korupsi Nomor 07 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman, dan Pemeriksaan Harta Kekayaan Penyelenggara Negara. Di samping itu, Undang-Undang Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi juga menegaskan kewenangan KPK dalam melakukan upaya pencegahan korupsi, termasuk melalui mekanisme pendaftaran dan pemeriksaan LHKPN.

Adapun sebagai bagian dari Pelindo Group yang berada di bawah kepemilikan Pemerintah Republik Indonesia, individu yang menjabat sebagai anggota Direksi, Dewan Komisaris, serta pejabat struktural tertentu di lingkungan SPJM dikategorikan sebagai Penyelenggara Negara. Menindaklanjuti ketentuan tersebut, SPJM secara konsisten melaksanakan pelaporan LHKPN yang dilakukan secara jujur, akurat dan lengkap melalui formulir resmi yang disediakan oleh KPK. Lebih lanjut, informasi yang disampaikan akan menjadi dasar bagi KPK dalam melakukan verifikasi, penelusuran, dan evaluasi guna menjamin akuntabilitas publik.

Dengan demikian, penyampaian dan pemeriksaan LHKPN tidak hanya menjadi kewajiban administratif, tetapi juga berperan penting dalam membangun tata kelola perusahaan yang transparan, bersih, dan bebas dari praktik KKN.

DASAR HUKUM PENYAMPAIAN LHKPN

Penerapan kebijakan LHKPN di lingkungan Perusahaan berpedoman pada sejumlah ketentuan hukum dan regulasi yang berlaku. Beberapa regulasi utama yang dijadikan acuan antara lain mencakup:

1. Undang-Undang Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi sebagaimana perubahan terakhir dengan Undang-Undang Nomor 19 Tahun 2019 tentang Perubahan Kedua atas Undang-Undang Nomor 30 Tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi.
2. Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

BASIC PRINCIPLES OF LHKPN

Integrity and transparency serve as the core principles for SPJM in fulfilling its obligation to submit the LHKPN, a comprehensive list of assets that must be reported by state officials using the official form provided by the Corruption Eradication Commission (KPK). This obligation is governed by KPK Regulation No. 3 of 2024 concerning the Second Amendment to KPK Regulation No. 7 of 2016 on the Procedures for Registration, Announcement, and Examination of State Officials' Wealth. In addition, Law No. 30 of 2002 on the Corruption Eradication Commission reaffirms the KPK's authority to implement corruption prevention measures, including through the registration and examination of LHKPN reports.

As part of the Pelindo Group, which is owned by the Government of the Republic of Indonesia, individuals serving as members of the Board of Directors, Board of Commissioners, and certain structural officials within SPJM are classified as State Officials. In accordance with this requirement, SPJM consistently ensures that the LHKPN reports are submitted honestly, accurately, and comprehensively through the official forms provided by the KPK. Furthermore, the information submitted serves as the basis for the KPK to conduct verification, investigation, and evaluation processes to ensure public accountability.

Thus, the submission and examination of LHKPN reports are not merely administrative obligations but also play an essential role in fostering corporate governance that is transparent, clean, and free from corrupt practices.

LEGAL BASIS FOR LHKPN SUBMISSION

The implementation of the LHKPN policy within the Company is guided by several applicable laws and regulations, including:

1. Law Number 30 of 2002 concerning the Corruption Eradication Commission as last amended by Law Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Corruption Eradication Commission.
2. Regulation of the Minister of State-Owned Enterprises Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises.

3. Peraturan Komisi Pemberantasan Korupsi Nomor 3 Tahun 2024 tentang Perubahan Kedua atas Peraturan Komisi Pemberantasan Korupsi Nomor 07 Tahun 2016 tentang Tata Cara Pendaftaran, Pengumuman, dan Pemeriksaan Harta Kekayaan Penyelenggara Negara.

PEJABAT YANG DIWAJIBKAN MENYAMPAIKAN LHKPN

Kewajiban penyampaian di lingkungan perusahaan diberlakukan untuk wajib lapor sebagai berikut:
1. Direksi dan Dewan Komisaris Perusahaan;
2. Pejabat Struktural Perusahaan.

UNIT PENGELOLAAN LHKPN

Mengacu pada Surat Perintah No. KP.20.01/12/9/1/SISD/LASD/PLND-22 tentang tanggung jawab pengelolaan LHKPN berada di bawah koordinasi Romauli Simorangkir selaku admin pengelola. Dalam menjalankan peran tersebut, pengelola LHKPN bertugas memastikan seluruh proses administrasi dan pelaporan kekayaan penyelenggara negara dilakukan secara tepat, akurat, serta sesuai dengan ketentuan hukum yang berlaku.

KETENTUAN PENYAMPAIAN LHKPN

Untuk mendukung pelaksanaan kewajiban pelaporan harta kekayaan, Perusahaan telah mengadopsi pedoman khusus yang merujuk pada Peraturan Direksi PT Pelabuhan Indonesia (Persero) No. HK.01/20/12/1/ADKS/UTMA/PLND-21 tentang Pedoman Pelaporan Harta Kekayaan bagi Direksi, Dewan Komisaris, dan Pejabat Struktural di Lingkungan PT Pelabuhan Indonesia.

Pedoman ini mengatur mekanisme pelaporan LHKPN bagi jajaran Direksi, Dewan Komisaris, serta pejabat struktural di lingkungan perusahaan, dan telah disahkan pada 20 Desember 2021 sebagai acuan formal dalam pelaksanaan pelaporan.

TRANSPARANSI JUMLAH WAJIB LAPOR LHKPN TAHUN 2024

Sepanjang tahun 2024, sebanyak 66 pejabat di lingkungan Perusahaan telah menyampaikan LHKPN kepada KPK dengan tingkat kepatuhan pelaporan mencapai 100%. Kewajiban pelaporan ini dikoordinasikan secara rutin oleh SVP Layanan SDM dan Umum, yang memastikan pelaporan dilakukan tepat waktu kepada instansi yang berwenang dengan target kepatuhan penuh. Adapun rincian penyampaian LHKPN oleh jajaran wajib lapor, meliputi Dewan Komisaris dan Direksi, disajikan pada informasi berikut:

3. Regulation of the Corruption Eradication Commission Number 3 of 2024 concerning the Second Amendment to Regulation of the Corruption Eradication Commission Number 07 of 2016 concerning Procedures for Registration, Announcement, and Examination of the Assets of State Officials.

OFFICIALS REQUIRED TO SUBMIT LHKPN

Disclosure obligations within the company are enforced for mandatory reporting as follows:
1. Company Directors and Board of Commissioners;
2. Company Structural Officials.

LHKPN MANAGEMENT UNIT

Referring to Letter of Assignment No. KP.20.01/12/9/1/SISD/LASD/PLND-22, the responsibility for managing the LHKPN falls under the coordination of Romauli Simorangkir, who serves as the appointed administrative officer. In this role, the LHKPN administrator is responsible for ensuring that all administrative processes and asset reporting by state officials are carried out accurately, properly, and in full compliance with applicable laws and regulations.

PROVISIONS FOR LHKPN SUBMISSION

To support the implementation of wealth reporting obligations, the Company has adopted a specific guideline based on the Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) No. HK.01/20/12/1/ADKS/UTMA/PLND-21 concerning the Guidelines for Wealth Reporting for Members of the Board of Directors, Board of Commissioners, and Structural Officials within PT Pelabuhan Indonesia.

This guideline regulates the LHKPN reporting mechanism for the Board of Directors, Board of Commissioners, and structural officials within the Company, and was officially enacted on December 20, 2021, as a formal reference for the reporting process.

TRANSPARENCY IN THE NUMBER OF LHKPN REPORTING OFFICIALS IN 2024

Throughout 2024, a total of ... officials within the Company submitted their LHKPN reports to the KPK, achieving a 100% compliance rate. The reporting obligation is routinely coordinated by the SVP of Human Capital and General Affairs, who ensures that all submissions are made punctually to the authorized institution, with a target of full compliance. The details of LHKPN submissions by the reporting officials, including members of the Board of Commissioners and Board of Directors, are presented in the following information:

Pejabat Officials	**Jumlah Wajib Lapor** Obligated Reporting Officials	**Jumlah yang Telah Melaporkan** Those Who Have Reported	
		Jumlah Total	**%**
Dewan Komisaris Board of Commissioners	5	5	100%
Direksi Board of Directors	4	4	100%

Kebijakan Anti Korupsi dan Gratifikasi
anti-corruption and anti-gratification policies

URAIAN KEBIJAKAN ANTI KORUPSI DAN GRATIFIKASI YANG DIBERLAKUKAN DI PERUSAHAAN

SPJM senantiasa menunjukkan komitmen kuat terhadap prinsip transparansi dan keadilan melalui penerapan kebijakan anti korupsi yang menyeluruh. Hal ini dilakukan untuk menjaga keberlanjutan integritas serta membangun kepercayaan dari pelanggan dan pemangku kepentingan. Berlandaskan Kode Etik Bisnis, Pedoman Pengendalian Gratifikasi, Sistem Manajemen Anti-Penyuapan, dan *Whistleblowing System*, Perusahaan menetapkan standar perilaku tinggi yang wajib dijalankan oleh seluruh insan perusahaan, baik di tingkat karyawan maupun manajemen. Evaluasi berkala terhadap implementasi kebijakan ini juga menjadi bagian dari sistem tata kelola perusahaan sekaligus pijakan dalam upaya peningkatan berkelanjutan untuk memastikan efektivitas pencegahan korupsi di lingkungan SPJM.

Lebih jauh, SPJM secara tegas menolak dan menentang segala bentuk praktik korupsi maupun penyuapan. Korupsi dipahami sebagai tindakan melanggar hukum yang bertujuan untuk memperkaya diri sendiri, orang lain, atau suatu entitas dengan mengorbankan kepentingan dan keuangan negara. Sementara itu, penyuapan mencakup tindakan memberi atau menerima imbalan, baik berupa uang, barang, maupun fasilitas lain, yang tidak sejalan dengan etika dan berpotensi memengaruhi objektivitas dalam pengambilan keputusan. Kedua bentuk pelanggaran ini bertentangan dengan prinsip kepatuhan dan integritas yang dijunjung tinggi oleh Perusahaan dan oleh karenanya dilarang keras serta akan dikenakan sanksi sesuai ketentuan hukum dan aturan internal yang berlaku.

PRINSIP DASAR PENGENDALIAN GRATIFIKASI DI LINGKUP PERUSAHAAN

Mengacu pada Pedoman Pengendalian Gratifikasi yang diatur dalam PER.0041/HK.101/PLJM-2023, Perusahaan menegaskan komitmennya untuk mewujudkan tata kelola yang bermartabat dan berintegritas tinggi. Dalam upaya menciptakan lingkungan kerja yang bersih dan terbebas dari praktik Korupsi, Kolusi, dan Nepotisme (KKN), integritas serta tanggung jawab dalam menjalankan tugas menjadi elemen krusial. Melalui penerapan pedoman ini, SPJM terus memperkuat prinsip-prinsip GCG sebagai landasan dalam menjalankan operasional secara adil, transparan, dan beretika.

DESCRIPTION ON ANTI-CORRUPTION AND ANTI-GRATIFICATION POLICIES APPLIED AT THE COMPANY

SPJM consistently demonstrates a strong commitment to the principles of transparency and fairness through the implementation of comprehensive anti-corruption policies. These efforts are undertaken to uphold the Company's integrity and foster trust among customers and stakeholders. Guided by the Company's Code of Business Conduct, Gratification Control Guidelines, Anti-Bribery Management System, and Whistleblowing System, SPJM establishes high standards of conduct that must be observed by all personnel at every level, from employees to management. Regular evaluations of policy implementation are also integrated into the Company's governance system, serving as a foundation for continuous improvement and ensuring the effectiveness of corruption prevention within SPJM.

Furthermore, SPJM firmly rejects and opposes all forms of corruption and bribery. Corruption is understood as an unlawful act committed to enrich oneself, another person, or an entity at the expense of the state's interests and finances. Meanwhile, bribery is the act of giving or receiving rewards, whether in the form of money, goods, or other benefits, that are inconsistent with ethical standards and may compromise objectivity in decision-making. Both forms of misconduct are strictly prohibited as they contradict the Company's principles of compliance and integrity, and are subject to sanctions in accordance with applicable laws and internal regulations.

BASIC PRINCIPLES OF GRATIFICATION CONTROL WITHIN THE COMPANY

Referring to the Gratification Control Guidelines as stipulated in PER.0041/HK.101/PLJM-2023, the Company reaffirms its commitment to upholding governance practices that are dignified and rooted in integrity. In its efforts to foster a clean work environment free from Corruption, Collusion, and Nepotism (KKN), integrity and accountability in carrying out duties are recognized as essential elements. Through the implementation of these guidelines, SPJM continues to strengthen the principles of GCG as the foundation for operating in a fair, transparent, and ethical manner.

KLASIFIKASI GRATIFIKASI

1. Gratifikasi yang Wajib Dilaporkan
   Gratifikasi dalam kategori ini merupakan penerimaan dalam bentuk apapun yang diperoleh Insan Perusahaan dari pihak-pihak yang diduga memiliki keterkaitan dengan jabatan penerima.

   Di bawah ini adalah contoh-contoh gratifikasi yang berkembang dalam praktik- praktik yang wajib dilaporkan oleh penerima gratifikasi pada Tim UPG Perusahaan dan KPK, antara lain gratifikasi yang diterima:
   a. Terkait dengan tugas dalam proses penyusunan anggaran;
   b. Terkait dengan tugas dalam proses pemeriksaan, audit, *monitoring* dan evaluasi;
   c. Terkait dengan pelaksanaan perjalanan dinas (*note*: di luar penerimaan yang sah/resmi);
   d. Dalam proses penerimaan/promosi/mutasi Pekerja;
   e. Dalam proses komunikasi, negosiasi dan pelaksanaan kegiatan dengan pihak lain terkait dengan pelaksanaan tugas dan kewenangannya;
   f. Sebagai akibat dari perjanjian kerjasama/ kontrak/ kesepakatan dengan pihak lain yang bertentangan dengan undang-undang;
   g. Sebagai ungkapan terima kasih sebelum,selama atau setelah proses pengadaan barang dan jasa dari Pejabat/pegawai atau Pihak Ketiga pada hari raya keagamaan;
   h. Dalam pelaksanaan pekerjaan yang terkait dengan jabatan dan bertentangan dengan kewajiban/tugasnya;
   i. Dari Pejabat/pegawai atau Pihak Ketiga pada hari raya keagamaan.
2. Gratifikasi yang Tidak Wajib Dilaporkan
   Bentuk-bentuk gratifikasi yang tidak wajib dilaporkan, meliputi:
   a. Pemberian karena hubungan keluarga, yaitu kakek/nenek, bapak/ibu/mertua, suami/istri, anak/menantu, cucu, besan, paman/bibi, kakak/ adik/ipar, sepupu dan keponakan, sepanjang tidak memiliki konflik kepentingan;
   b. Hadiah (tanda kasih) dalam bentuk uang atau barang yang memiliki nilai jual dalam penyelenggaraan pesta pernikahan, kelahiran, aqiqah, baptis, khitanan, dan potong gigi, atau upacara adat/agama lainnya dengan batasan nilai per pemberi dalam setiap acara paling banyak Rp1.000.000,00 (satu juta rupiah);
   c. Pemberian terkait dengan Musibah atau bencana yang dialami oleh penerima, bapak/ibu/mertua, suami/istri, atau anak penerima gratifikasi paling banyak Rp1.000.000,00 (satu juta rupiah);
   d. Pemberian sesama pekerja dalam rangka pisah sambut, pensiun, promosi jabatan, dan ulang tahun yang tidak dalam bentuk uang atau tidak berbentuk setara uang yang paling banyak Rp300.000 (tiga ratus ribu rupiah) per pemberian

GRATIFICATION CLASSIFICATION

1. Reportable Gratification
   This category includes any form of gift or benefit received by Company Personnel from parties who are reasonably suspected of having an interest related to the recipient's position.

   Below are examples of common forms of reportable gratification that must be declared to the Company's UPG Team and the KPK, including but not limited to:

   a. Related to duties in the budgeting process;
   b. Related to duties in inspection, auditing, monitoring, and evaluation activities;
   c. Related to the implementation of official business trips (excluding legitimate/authorized allowances);
   d. Related to recruitment, promotion, or transfer processes of employees;
   e. Related to communication, negotiation, or execution of activities with external parties in connection with official duties and authority;
   f. Arising from cooperation agreements/contracts with other parties that conflict with the law;
   g. As a token of appreciation given before, during, or after the procurement process of goods and services by officials/employees or third parties during religious holidays;
   h. In the performance of duties related to the recipient's position that conflict with their official obligations;
   i. From officials/employees or third parties during religious celebrations.
2. Non-Reportable Gratification
   Forms of gratification that are not required to be reported include:
   a. Gifts from family members, such as from grandparents, parents/in-laws, spouse, children/ children-in-law, grandchildren, siblings/siblings-in-law, uncles/aunts, cousins, and nieces/ nephews as long as there is no conflict of interest;
   b. Gifts (tokens of appreciation) in the form of money or goods of marketable value during wedding ceremonies, childbirth, aqiqah, baptism, circumcision, tooth-cutting, or other customary/ religious ceremonies, with a maximum value of Rp1,000,000 per giver per occasion;
   c. Gifts in connection with bereavement or disaster experienced by the recipient or their immediate family (parents/in-laws, spouse, or children), up to Rp1,000,000;
   d. Gifts among employees in connection with farewell, retirement, promotion, or birthday, not in the form of money or its equivalent, with a limit of Rp300,000 per gift per person and a total of Rp1,000,000 per year from the same giver;

per orang dengan total pemberian Rp1.000.000 (satu juta rupiah) dalam 1 (satu) tahun dari pemberi yang sama;

e. Pemberian sesama rekan kerja tidak dalam bentuk uang atau tidak berbentuk setara uang (cek, bilyet giro, saham, *deposit, voucher*, pulsa dan lain-lain) paling banyak Rp200.000, 00 (dua ratus ribu rupiah) per pemberian per orang dengan total pemberian maksimal Rp1.000.000,00 (satu juta rupiah) dalam 1 (satu) tahun dari pemberi yang sama;

f. Hidangan atau sajian yang berlaku umum;

g. Hadiah, apresiasi atau penghargaan dari kejuaraan, perlombaan atau kompetisi yang diikuti dengan menggunakan biaya sendiri dan tidak terkait kedinasan;

h. Keuntungan atau bunga dari penempatan dana, investasi atau kepemilikan saham pribadi yang berlaku umum;

i. Manfaat bagi seluruh Peserta Koperasi Pekerja berdasarkan keanggotaan Koperasi Pekerja yang berlaku umum;

j. Seminar *kit* yang berbentuk seperangkat modul dan alat tulis serta sertifikat yang diperoleh dari kegiatan resmi kedinasan seperti rapat, seminar, *workshop*, konferensi, pelatihan, atau kegiatan lain sejenis yang berlaku umum;

k. Penerimaan penghargaan/hadiah atau tunjangan baik berupa uang atau barang yang ada kaitannya dengan peningkatan prestasi kerja yang diberikan oleh Perusahaan sesuai dengan peraturan perundang-undangan yang berlaku;

l. Diperoleh dari kompensasi atas profesi di luar kedinasan, yang tidak terkait dengan tugas pokok dan fungsi (tupoksi) dari Pekerja, Sepanjang tidak memiliki konflik kepentingan dan tidak melanggar aturan internal Perusahaan.

m. Hadiah tidak dalam bentuk uang atau alat tukar lainnya, yang dimaksudkan sebagai alat promosi atau sosialisasi yang menggunakan logo atau pesan sosialisasi, sepanjang tidak memiliki konflik kepentingan dan berlaku umum;

n. Hadiah langsung/undian, diskon/rabat, *voucher, point rewards* atau *souvenir* yang berlaku umum dan tidak terkait kedinasan;

o. Kompensasi yang diterima terkait kegiatan kedinasan seperti honorarium, transportasi, akomodasi dan pembiayaan yang telah ditetapkan dalam standar biaya yang berlaku di instansi penerima Gratifikasi sepanjang tidak terdapat pembiayaan ganda, tidak terdapat konflik benturan kepentingan, dan tidak melanggar ketentuan yang berlaku di instansi penerima;

p. Karangan bunga sebagai ucapan yang diberikan dalam acara seperti pertunangan, pernikahan, kelahiran, kematian, akikah, baptis, khitanan, potong gigi, atau upacara adat/agama lainnya, pisah sambut, pensiun, promosi jabatan;

e. Gifts among colleagues not in the form of money or its equivalent (checks, vouchers, shares, deposits, phone credit, etc.), up to Rp200,000 per gift per person and a total of Rp1,000,000 per year from the same giver;

f. Food and beverages served publicly;

g. Awards or prizes from competitions or tournaments participated in at personal expense and not related to official duties;

h. Profits or interest earned from personal investments or share ownership that apply generally;

i. Benefits received by all members of the Employee Cooperative, in accordance with cooperative membership provisions;

j. Seminar kits consisting of materials, stationery, and certificates obtained from official events such as meetings, seminars, workshops, conferences, training sessions, or similar activities that apply generally;

k. Awards, prizes, or incentives, either monetary or non-monetary, related to performance improvement given by the Company in accordance with prevailing laws and regulations;

l. Compensation from non-official professional activities, unrelated to the employee's primary duties and responsibilities, as long as there is no conflict of interest or violation of internal Company rules;

m. Non-monetary gifts intended for promotion or public campaigns bearing logos or messages, provided they are free from conflict of interest and apply generally;

n. Direct gifts, raffles, discounts, vouchers, reward points, or souvenirs that apply generally and are not related to official duties;

o. Compensation related to official activities such as honoraria, transportation, accommodation, or allowances in accordance with applicable cost standards, provided there is no double funding, conflict of interest, or violation of prevailing regulations;

p. Flower arrangements or congratulatory displays given for occasions such as engagements, weddings, births, deaths, circumcision, baptisms, tooth-cutting ceremonies, or other customary/religious events, farewells, retirements, or promotions;

q. Pemberian cendera mata/plakat kepada instansi dalam rangka hubungan kedinasan dan kenegaraan, baik di dalam negeri maupun luar negeri sepanjang tidak diberikan untuk individu pegawai negeri atau Penyelenggara Negara.

3. Gratifikasi yang terkait Kedinasan
   a. Gratifikasi dalam kategori ini merupakan gratifikasi yang diterima oleh Insan Perusahaan dalam pelaksanaan kedinasan yang ditugaskan kepadanya sebagai wakil Perusahaan;
   b. Gratifikasi yang terkait dengan kedinasan harus dilaporkan kepada Tim UPG Perusahaan;
   c. Dalam hal Gratifikasi yang diterima sifatnya khusus kepada orang tertentu (tidak berlaku secara umum), maka harus dilaporkan kepada Tim UPG Perusahaan yang selanjutnya dilaporkan ke KPK untuk mendapatkan penetapan status kepemilikannya;
   d. Gratifikasi yang terkait dengan kedinasan, antara lain namun tidak terbatas pada:
      » Fasilitas transportasi, akomodasi, uang saku, jamuan makan, cendera mata yang diterima oleh Insan Perusahaan dari instansi atau lembaga lain berdasarkan penunjukan dan penugasan resmi;
      » Plakat, vandel, *goodie bag/gimmick* dari panitia seminar, lokakarya, pelatihan yang diterima oleh Insan Perusahaan dari instansi atau lembaga lain berdasarkan penunjukan atau penugasan resmi;
      » Setiap pemberian dalam bentuk apa pun yang diterima sebagai hadiah/*reward* pada waktu kegiatan kontes atau kompetisi terbuka yang diselenggarakan oleh Pihak Ketiga berdasarkan penunjukan atau penugasan resmi;
      » Penerimaan honor, insentif baik dalam bentuk uang maupun setara uang, sebagai kompensasi atas pelaksanaan tugas sebagai pembicara, narasumber, konsultan dan fungsi serupa lainnya yang diterima oleh Insan Perusahaan dari instansi atau lembaga lain berdasarkan penunjukan atau penugasan resmi.

q. Souvenirs or plaques presented to institutions in the context of official or state relations, domestically or abroad, as long as they are not given to individual public officials or state administrators.

3. Gratification Related to Official Duties
   a. This category includes any form of gratification received by Company personnel in the implementation of official duties assigned to them as representatives of the Company.
   b. Any gratification related to official duties must be reported to the Company's UPG Team.
   c. If the gratification received is of a personal or specific nature (not generally applicable), it must be reported to the Company's UPG Team, which will then forward the report to the KPK to determine the ownership status of the gratification.
   d. Examples of gratification related to official duties include, but are not limited to:
      » Transportation facilities, accommodation, allowances, meals, or souvenirs received by Company personnel from other institutions or agencies based on official appointment or assignment;
      » Plaques, mementos, goodie bags/gimmicks received by Company personnel from other institutions or agencies during seminars, workshops, or training sessions attended under official appointment or assignment;
      » Any form of reward or gift received as a prize during contests or open competitions organized by third parties, based on official appointment or assignment;
      » Honoraria or incentives, whether in cash or equivalent, received as compensation for performing duties as a speaker, resource person, consultant, or other similar role, from another institution or organization under official appointment or assignment.

PEMANFAATAN DAN PENGELOLAAN GRATIFIKASI

Unit Pengendalian Gratifikasi (UPG) terdiri dari personel yang berasal dari Sekretariat Perusahaan, Satuan Pengawas Intern, serta perwakilan dari sejumlah Unit Kerja di Kantor Pusat yang dipilih berdasarkan integritas, kemampuan analisis, dan kecakapan telaah yang dimiliki. Penunjukan anggota UPG dilakukan secara resmi melalui Keputusan Direksi.

Struktur keanggotaan UPG di lingkungan PT Pelindo Jasa Maritim untuk pelaksanaan program tahun 2024 merujuk pada Keputusan Direksi Nomor HK.104/1/9/1/TKHL/DRUT/PLJM-22 tentang Pembentukan Tim Unit

GRATIFICATION UTILIZATION AND MANAGEMENT

The Gratification Control Unit (UPG) is composed of personnel from the Corporate Secretariat, the Internal Audit Unit, and representatives from several Head Office Work Units, selected based on their integrity, analytical skills, and evaluative competence. The appointment of UPG members is formally established through a Decree of the Board of Directors.

The composition of the UPG at PT Pelindo Jasa Maritim for the implementation of the 2024 program refers to the Decree of the Board of Directors No. HK.104/1/9/1/TKHL/DRUT/PLJM-22 concerning the Establishment

Pengendalian Gratifikasi (UPG) pada Pelaksanaan Sistem Pencegahan dan Penanggulangan Gratifikasi, dengan susunan sebagai berikut:

of the Gratification Control Unit (UPG) Team for the implementation of the Gratification Prevention and Mitigation System, with the following structure:

No	Posisi Title	Jabatan Position
1	Ketua Chairman	SVP Sekretaris Perusahaan SVP of Corporate Secretary
2	Wakil Ketua Vice Chairman	SVP Satuan Pengawasan Internal SVP of Internal Audit Unit
3	Sekretaris Secretary	VP Tata Kelola, Hubungan Lembaga dan Investor VP of Governance, Institutional and Investor Relations
4	Anggota Member	SVP Hukum SVP of Legal Affairs
5	Anggota Member	SVP Layanan SDM dan Umum SVP of Human Capital and General Affairs

Unit Pengendalian Gratifikasi (UPG) memegang peran dan tanggung jawab utama yang mencakup hal-hal berikut:

1. Tim UPG SPJM:
   Suatu Gratifikasi akan berubah menjadi tindak pidana suap apabila memenuhi unsur-unsur sebagai berikut:
   a. Melakukan sosialisasi pengendalian gratifikasi di lingkungan Perusahaan;
   b. Melakukan koordinasi dengan unit atau bagian terkait implementasi dan efektivitas pengendalian gratifikasi;
   c. Me-*review* dan memperbaharui kebijakan pengelolaan, pembentukan lingkungan anti gratifikasi dan pencegahan korupsi di lingkungan Perusahaan;
   d. Menerima laporan, merekap dan melaporkan gratifikasi dari pihak internal Perusahaan kepada Komisi Pemberantasan Korupsi;
   e. Menyimpan barang gratifikasi sampai dengan ditetapkannya status barang gratifikasi oleh KPK;
   f. Menyimpan barang gratifikasi sampai dengan ditetapkannya status barang gratifikasi oleh KPK;
   g. Menindaklanjuti hasil rekomendasi KPK atas penetapan status barang gratifikasi;
   h. Berkoordinasi dengan tim KPK terkait dengan pelaksanaan gratifikasi di lingkungan kerja Perusahaan; dan
   i. Berkoordinasi dengan Tim UPG, Holding Perusahaan, Anak Perusahaan, Perusahaan Afiliasi dan *Other Business Portfolio* terkait pengendalian gratifikasi di lingkungan kerja Perusahaan.
2. Tim UPG Wilayah dan Anak Perusahaan:
   a. Para Senior Manager wilayah dan Direksi Anak Perusahaan menjadi penanggung jawab di wilayah kerjanya dan melakukan koordinasi dengan SPJM dalam hal pengelolaan gratifikasi di wilayah masing-masing;

The Gratification Control Unit (UPG) holds the primary roles and responsibilities that include the following:

1. SPJM UPG Team:
   A gratification may constitute a criminal act of bribery if it fulfills the following elements:
   a. Conducting dissemination and awareness activities regarding gratification control within the Company;
   b. Coordinating with relevant units or departments regarding the implementation and effectiveness of gratification control;
   c. Reviewing and updating policies related to gratification management, the creation of an anti-gratification environment, and corruption prevention within the Company;
   d. Receiving, recording, and reporting gratification cases from internal parties of the Company to the Corruption Eradication Commission;
   e. Safekeeping gratification items until their ownership status is determined by the KPK;
   f. Safekeeping gratification items until their ownership status is determined by the KPK;
   g. Following up on KPK recommendations regarding the determination of gratification item status;
   h. Coordinating with the KPK team concerning the implementation of gratification control within the Company's work environment; and
   i. Coordinating with the UPG Team, the Holding Company, Subsidiaries, Affiliated Companies, and Other Business Portfolios regarding gratification control within the Company's work environment.
2. Regional and Subsidiary UPG Teams:
   a. Regional Senior Managers and Subsidiary Directors are responsible for their respective areas and coordinate with SPJM regarding gratification management in their regions;

b. Melakukan sosialisasi pengendalian gratifikasi di lingkungan Subholding PT Pelindo Jasa Maritim Grup berkoordinasi dengan Tim UPG SPJM;

c. Menerima laporan, merekap dan melaporkan gratifikasi dari pihak internal Subholding PT Pelindo Jasa Maritim Grup kepada Tim UPG SPJM;
d. Menyimpan barang gratifikasi sampai dengan ditetapkannya status barang gratifikasi oleh KPK dan melaporkannya ke Tim UPG SPJM.

PELAPORAN DAN SANKSI

Setiap pelanggaran terhadap ketentuan yang tercantum dalam Pedoman Gratifikasi akan dikenai sanksi sesuai dengan kebijakan dan peraturan internal Perusahaan. Selain itu, pelanggaran tersebut juga dapat dikategorikan sebagai Tindak Pidana Suap dan akan diproses sesuai dengan ketentuan hukum yang berlaku di Indonesia.

PELATIHAN ANTI KORUPSI DAN GRATIFIKASI KEPADA PEGAWAI

Dalam rangka menanamkan budaya antikorupsi dan memperkuat kesadaran akan pentingnya integritas di lingkungan kerja, SPJM melaksanakan pelatihan anti korupsi dan gratifikasi bagi seluruh pegawai. Program ini dirancang untuk membekali pegawai dengan pemahaman mengenai jenis, risiko, serta konsekuensi dari praktik korupsi dan gratifikasi, sekaligus mendorong kepatuhan terhadap regulasi internal maupun perundang-undangan yang berlaku. Melalui pelatihan ini, SPJM menegaskan komitmennya untuk membangun lingkungan kerja yang transparan, akuntabel, dan bebas dari penyimpangan etika.

SOSIALISASI ANTI KORUPSI DAN GRATIFIKASI

Sepanjang tahun 2024, PT Pelindo Jasa Maritim (SPJM) terus menjalankan sosialisasi anti korupsi dan gratifikasi secara berkelanjutan sebagai bagian dari upaya memperkuat budaya integritas di seluruh lini Perusahaan. Sosialisasi ini ditujukan untuk mempersempit kesenjangan pemahaman antar individu terhadap implementasi Pedoman Pengendalian Gratifikasi, baik di kalangan internal maupun eksternal perusahaan. Adapun kegiatan sosialisasi tersebut antara lain:

b. Conducting dissemination and awareness activities on gratification control within the PT Pelindo Jasa Maritim Group Subholding, in coordination with the SPJM UPG Team;
c. Receiving, recording, and reporting gratification cases from internal parties within the PT Pelindo Jasa Maritim Group Subholding to the SPJM UPG Team;
d. Safekeeping gratification items until their ownership status is determined by the KPK and reporting them to the SPJM UPG Team.

REPORTING AND SANCTIONS

Any violation of the provisions stated in the Gratification Guidelines will be subject to sanctions in accordance with the Company's internal policies and regulations. Furthermore, such violations may also be categorized as criminal acts of bribery and will be processed in accordance with the prevailing laws and regulations in Indonesia.

ANTI-CORRUPTION AND ANTI-GRATIFICATION TRAINING FOR EMPLOYEES

To instill an anti-corruption culture and strengthen awareness of the importance of integrity in the workplace, SPJM conducts anti-corruption and anti-gratification training for all employees. This program is designed to equip employees with a clear understanding of the types, risks, and consequences of corruption and gratification practices, while also encouraging compliance with internal regulations and applicable laws. Through this training, SPJM reaffirms its commitment to building a transparent, accountable, and ethically sound work environment.

ANTI-CORRUPTION AND ANTI-GRATIFICATION SOCIALIZATION

Throughout 2024, PT Pelindo Jasa Maritim (SPJM) continuously carried out anti-corruption and anti-gratification awareness initiatives as part of its ongoing efforts to strengthen a culture of integrity across all levels of the Company. These initiatives aim to minimize gaps in understanding among individuals regarding the implementation of the Gratification Control Guidelines, both within internal operations and external interactions. The awareness activities conducted included, among others:

No	Sosialisasi Socialization	Waktu Pelaksanaan Event Date	Keterangan Description
1	Sosialisasi Undang-Undang TIPIKOR Bersama Kejati Sulawesi Selatan Socialization of TIPIKOR Law with South Sulawesi Kejati	Kamis, September 2024 Thursday, September 2024	• Secara *Hybrid*, Ruang Rapat AKHLAK Lt. 7 Makassar dan Melalui *Video Conference* Zoom • Peserta: Seluruh Karyawan/ti SPJM Group • Conducted in Hybrid manner, AKHLAK Meeting Room (7th Floor) in Makassar and through Zoom Video Conference • Participants: All Employees of SPJM Group
2	Sosialisasi Anti Korupsi bersama KPK Anti-Corruption Socialization with KPK	Selasa, Desember 2024 Tuesday, December 2024	• Secara *Hybrid*, Ruang Rapat AKHLAK Lt. 7 Makassar dan Melalui *Video Conference* Zoom • Peserta: Seluruh Karyawan/ti SPJM Group • Conducted in Hybrid manner, AKHLAK Meeting Room (7th Floor) in Makassar and through Zoom Video Conference • Participants: All Employees of SPJM Group

MEKANISME PELAPORAN PENERIMAAN GRATIFIKASI

Berdasarkan Peraturan Direksi No. PER.0041/HK.101/PLJM-2023 tentang Pedoman Pengendalian Gratifikasi di lingkungan PT Pelindo Jasa Maritim. Apabila terdapat gratifikasi sebagaimana yang telah diatur oleh Perusahaan, maka setiap Insan Perusahaan yang menerimanya wajib menyampaikan laporan sesuai prosedur pelaporan berikut:

1. Saluran pelaporan gratifikasi, jika Insan Perusahaan menerima barang gratifikasi:
   a. Pelaporan melalui KPK
      Laporan gratifikasi disampaikan secara *online* melalui aplikasi Gratifikasi *Online*(GOL). Laporan Gratifikasi akan diproses oleh KPK dalam waktu 30 (tiga puluh) hari kerja sejak laporan dinyatakan lengkap dan diterima oleh KPK. Untuk informasi lebih lengkap dapat dilihat di https://gol.kpk.go.id/login.
   b. Pelaporan Melalui Tim UPG Perusahaan
      Jika Insan Perusahaan menerima baik secara langsung maupun tidak langsung gratifikasi dapat mengisi *form* laporan gratifikasi UPG Perusahaan sebagaimana terlampir, selambat-lambatnya 7 (tujuh) hari kerja terhitung sejak tanggal gratifikasi diterima dengan menyerahkan objek gratifikasi yang diterima.

      Tim UPG membuat rekapitulasi laporan gratifikasi serta melaporkannya kepada KPK selambat-lambatnya 14 (empat belas) hari kerja sejak laporan gratifikasi diterima oleh Tim UPG Perusahaan untuk selanjutnya mendapat penetapan status objek gratifikasi oleh KPK. Untuk penerimaan Gratifikasi yang merupakan barang yang cepat kadaluarsa (misal: makanan dan minuman), maka dapat diserahkan kepada Lembaga Sosial dengan menyampaikan bukti tanda serah terima

GRATIFICATION ACCEPTANCE REPORT MECHANISM

Based on the Board of Directors Regulation No. PER.0041/HK.101/PLJM-2023 concerning the Gratification Control Guidelines within PT Pelindo Jasa Maritim, any form of gratification as defined by the Company must be reported by every Personnel who receives it in accordance with the following reporting procedures:

1. Gratification Reporting Channels for employees receiving gratification items:
   a. Reporting through the KPK
      Gratification reports are submitted online through the Gratifikasi Online (GOL) application. The KPK will process the gratification report within 30 (thirty) working days from the date the complete report is received. For more detailed information, please visit https://gol.kpk.go.id/login.

   b. Reporting through the Company's UPG Team
      If an Employee receives gratification, whether directly or indirectly, they must complete the Company's UPG Gratification Report Form (as attached) no later than 7 (seven) working days from the date the gratification was received and submit the received gratification item.

      The UPG Team will compile a summary of the gratification reports and submit them to the KPK no later than 14 (fourteen) working days from the date the report was received by the UPG Team, in order to obtain an official determination of the status of the gratification item from the KPK. For gratification items that are perishable (e.g., food or beverages), the items may be donated to a social institution, accompanied by proof of handover submitted to the UPG Team no later

kepada Tim UPG selambat-lambatnya 7 (tujuh) hari setelah tanggal penerimaan Gratifikasi sebagaimana dimaksud, dengan contoh Format sebagaimana diatur dalam Pedoman ini.

Untuk penerimaan Gratifikasi yang merupakan barang seperti cendera mata/uang/makanan yang tidak cepat kadaluarsa, dan sebagainya menunggu penetapan objek Gratifikasi oleh KPK untuk tindak lanjut.

2. Saluran Pelaporan Gratifikasi, jika Insan Perusahaan melihat adanya dugaan pelanggaran terkait Gratifikasi:
   Penyampaian laporan gratifikasi juga dapat dilakukan melalui saluran *Whistleblowing System* (Pelindo Bersih) bagi Insan Perusahaan yang mengetahui adanya indikasi pelanggaran gratifikasi, sebagaimana yang telah diatur pada pedoman *Whistleblowing System* Perusahaan.

LAPORAN PELAKSANAAN TUGAS

Manajemen beserta seluruh jajaran SPJM menunjukkan komitmen dalam mengelola perusahaan secara berintegritas, bermartabat, serta bebas dari praktik Korupsi, Kolusi, dan Nepotisme (KKN) dengan menjalankan berbagai inisiatif, antara lain:

1. Pemenuhan perangkat GCG terkait pedoman pengendalian gratifikasi, *whistleblowing system* (WBS), dan pengendalian benturan kepentingan
2. Pembentukan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) di lingkungan PT Pelindo Jasa Maritim
3. Pemenuhan kompetensi Tim FKAP melalui E-Learning KPK RI; Pengetahuan AntiKorupsi Dasar dan Integritas (PADI) untuk Umum
4. Melaksanakan sosialisasi peraturan direksi terkait Kode Etik, Pedoman GCG, Gratifikasi, *Whistle Blowing System*
5. Melaksanakan sosialisasi Undang-Undang Tipikor bersama Kejati Sulsel
6. Melaksanakan sosialisasi secara konsisten di lingkup internal perusahaan melalui media perusahaan antara lain audio visual, *banner*, media sosial, *game*, dan berbagai media lainnya.

than 7 (seven) days after the date the gratification was received, using the format provided in this Guideline.

For gratification items that are non-perishable (e.g., souvenirs, money, or durable goods), further action will be taken after the KPK issues a determination on the status of the gratification item.

2. Gratification Reporting Channels for employees who suspect gratification violations:

   Gratification reports may also be submitted through the Whistleblowing System (Pelindo Bersih) by employees who are aware of indications of gratification-related violations, in accordance with the Company's Whistleblowing System Guidelines.

REPORT ON DUTIES IMPLEMENTATION

The management and all levels of SPJM demonstrate their commitment to managing the Company with integrity, dignity, and freedom from Corruption, Collusion, and Nepotism (KKN) through the implementation of various initiatives, including:

1. Compliance with GCG requirements related to guidelines on control of gratuities, whistleblowing systems (WBS), and control of conflicts of interest
2. Establishment of an Anti-Bribery Compliance Function Team (FKAP) within PT Pelindo Jasa Maritim
3. Fulfilling the competencies of the FKAP Team through E-Learning KPK RI; Basic Anti-Corruption and Integrity Knowledge (PADI) for the General Public
4. Conducting socialization of director regulations related to the Code of Ethics, GCG Guidelines, Gratuities, and the Whistle Blowing System
5. Conducting socialization of the Anti-Corruption Law together with the South Sulawesi Attorney General's Office
6. Consistently disseminating information within the company through company media, including audio-visual, banners, social media, games, and various other media.

LAPORAN PENERIMAAN GRATIFIKASI DI TAHUN 2024

Berikut ini merupakan rincian informasi terkait laporan gratifikasi yang diterima sepanjang tahun 2024:

REPORT ON GRATIFICATION RECEIPTS IN 2024

The following presents detailed information regarding the gratification reports received throughout 2024:

Tabel Laporan Gratifikasi 2024
Gratification Report Table in 2024

No	Jenis Laporan Report Type	Jumlah Total
1	Penerimaan gratifikasi Gratification receipts	Nihil None
2	Penolakan penerimaan gratifikasi Rejection of gratification	Nihil None
3	Pemberian gratifikasi Gratification giving	Nihil None
4	Permintaan gratifikasi Gratification requests	Nihil None
5	Penerimaan Suap Bribery receipts	Nihil None
6	Pemberian Suap Bribery giving	Nihil None

Kebijakan *Anti Fraud*
Anti-Fraud Policies

KEBIJAKAN *ANTI FRAUD* YANG DIBERLAKUKAN DI PERUSAHAAN

Dalam rangka melindungi kepentingan seluruh pemangku kepentingan dan menjaga keberlangsungan bisnis, Perusahaan berkomitmen memperkuat efektivitas pengendalian internal sebagai upaya meminimalkan risiko terjadinya *fraud*. Penerapan Pedoman Anti Fraud menjadi landasan penting yang terintegrasi dengan manajemen risiko, sistem pengendalian internal, serta praktik tata kelola perusahaan yang baik. Langkah ini tidak hanya berfungsi sebagai mekanisme pencegahan, tetapi juga sebagai upaya membangun budaya integritas yang berkesinambungan di seluruh lini organisasi.

Perusahaan menyadari bahwa efektivitas pengendalian *fraud* merupakan tanggung jawab bersama seluruh insan, termasuk Dewan Komisaris, Direksi, maupun karyawan. Oleh karena itu, diperlukan pemahaman yang menyeluruh tentang potensi *fraud* untuk menumbuhkan kesadaran dan kepedulian dalam setiap proses bisnis. Implementasi kebijakan anti *fraud* menjadi wujud nyata komitmen manajemen dalam mengerahkan sumber daya terbaik guna memastikan sistem pengendalian *fraud* dapat berjalan secara konsisten, efektif, dan berkelanjutan.

Lebih jauh, kebijakan anti *fraud* telah diatur dalam Peraturan Direksi PT Pelindo Jasa Maritim No. PER.0039/HK.101/PLJM-2024 tentang Pedoman *Anti Fraud* PT Pelindo Jasa Maritim.

JENIS *FRAUD*

Adapun *fraud* dapat dibagi dalam 4 (empat) jenis, yaitu:
1. Penyimpangan aset Perusahaan (*asset misappropriation*), merupakan bentuk penyalahgunaan/pencurian aset Perusahaan atau harta Perusahaan secara curang oleh Insan Perusahaan dan pihak lain. Ini merupakan bentuk *fraud* yang sifatnya *tangible* atau dapat diukur/dihitung (*defined value*).
2. *Fraud* Laporan Keuangan (*Financial Statement Fraud*), merupakan tindakan sengaja oleh Insan Perusahaan untuk menutupi kondisi keuangan yang sebenarnya dengan melakukan rekayasa keuangan (*financial engineering*), atau menyajikan informasi keuangan yang tidak sesuai dengan prinsip akuntansi berterima umum. Tindakan ini bertujuan untuk menipu pemangku kepentingan dan menciptakan persepsi yang salah tentang kondisi keuangan perusahaan.
3. Korupsi merupakan tindakan melawan hukum berupa penyelewengan atau penyalahgunaan uang negara

ANTI-FRAUD POLICIES APPLIED IN THE COMPANY

In order to protect the interests of all stakeholders and ensure business continuity, the Company is committed to strengthening the effectiveness of internal controls as an effort to minimize the risk of fraud. The implementation of the Anti-Fraud Guidelines serves as an essential foundation that is integrated with risk management, internal control systems, and good corporate governance practices. This initiative functions not only as a preventive mechanism but also as an effort to foster a sustainable culture of integrity across all levels of the organization.

The Company recognizes that the effectiveness of fraud control is a shared responsibility among all personnel, including the Board of Commissioners, the Board of Directors, and employees. Therefore, a comprehensive understanding of potential fraud risks is essential to cultivate awareness and vigilance throughout every business process. The implementation of the anti-fraud policy reflects management's strong commitment to deploying the best resources to ensure that the fraud control system operates consistently, effectively, and sustainably.

Furthermore, the anti-fraud policy is regulated under the Board of Directors Regulation of PT Pelindo Jasa Maritim No. PER.0039/HK.101/PLJM-2024 on the Anti-Fraud Guidelines of PT Pelindo Jasa Maritim.

TYPES OF FRAUD

Fraud can be categorized into 4 (four) types, namely:
1. Asset misappropriation, refers to the misuse or theft of the Company's assets or property by Company Personnel or external parties through fraudulent means. This form of fraud is tangible and measurable (has a defined value).
2. Financial Statement Fraud, refers to deliberate actions by Personnel to conceal the Company's true financial condition through financial manipulation (financial engineering) or the presentation of financial information that is inconsistent with generally accepted accounting principles. Such actions are intended to deceive stakeholders and create a misleading perception of the Company's financial position.
3. Corruption, refers to unlawful acts involving the misappropriation or misuse of Company or state

(perusahaan) untuk keuntungan pribadi, orang lain atau badan lain yang merugikan negara. Korupsi pada umumnya diklasifikasi dalam 3 (tiga) bentuk utama, yaitu:

1) Gratifikasi adalah pemberian dalam arti luas yakni meliputi pemberian dan/atau penerimaan Hadiah/ Cendera mata dan Hiburan (*Entertainment*), baik yang diterima di dalam negeri maupun di luar negeri dan yang dilakukan dengan menggunakan sarana elektronik atau tanpa sarana elektronik yang diberikan atau diterima oleh Insan Perusahaan yang terjadi karena berkaitan dengan jabatan/wewenangnya di Perusahaan yang dapat menimbulkan benturan kepentingan dan/atau mempengaruhi independensinya dalam bekerja serta berlawanan dengan kewajiban atau tugasnya.
2) Suap adalah tindakan memberikan atau menjanjikan sesuatu kepada Insan Perusahaan yang memiliki kewenangan atau pengaruh dengan maksud supaya Insan Perusahaan tersebut mengubah sikapnya, atau berbuat/ tidak berbuat sesuatu dalam jabatannya, yang bertentangan dengan kewajiban atau tugasnya. Setiap gratifikasi dianggap pemberian suap, apabila berhubungan dengan jabatannya dan berlawanan dengan kewajiban atau tugasnya.
3) Konflik kepentingan adalah situasi di mana Insan Perusahaan mempunyai kepentingan pribadi atau kepentingan kepentingan lainnya selain kepentingan Perusahaan sehingga mempengaruhi pengambilan keputusan atau kualitas kinerja yang seharusnya, sehingga mengakibatkan Perusahaan tidak memperoleh hasil terbaik. Penyebab timbulnya konflik kepentingan, di antaranya adalah:
   - » Pemberian hadiah dan fasilitas;
   - » Hubungan dengan Pejabat Publik;
   - » Hubungan dengan Mitra Korporasi;
   - » Nepotisme dalam proses rekrutmen pekerja; dan
   - » Rangkap jabatan.
4) Termasuk dalam pengertian korupsi adalah:
   - » Penerimaan yang tidak sah;
   - » Persekongkolan;
   - » Penggelapan;
   - » Pungutan liar;
   - » *Mark-up*;
   - » Pemerasan secara ekonomi.

4. *Fraud* berkaitan dengan teknologi informasi merupakan bentuk kejahatan yang dilakukan pada suatu sistem berbasis komputer maupun jaringan *internalet*, antara lain:
   a. Menambah, menghilangkan atau mengubah masukan atau memasukkan data palsu;
   b. Memproduksi keluaran palsu, menahan, menghancurkan atau mencuri keluaran;
   c. Merusak program;
   d. Mengubah dan menghilangkan *master file*;

funds for personal gain, the benefit of others, or other entities, resulting in financial losses to the state. Corruption is generally classified into 3 (three) main forms:

1) Gratification is a gift in the broad sense, which include the giving and/or receiving of gifts/ souvenirs and entertainment, whether received domestically or abroad and carried out using electronic means or without electronic means given or received by Employees which occurs because it is related to their position/authority in the Company which can give rise to a conflict of interest and/or affect their independence in working and is contrary to their obligations or duties.
2) Bribery refers to the act of offering or promising something of value to Employees who hold authority or influence, with the intent to alter their behavior or induce them to act (or refrain from acting) in their position in a manner that contradicts their duties or responsibilities. Any gratification is considered bribery if it is related to one's position and contrary to one's duties or obligations.
3) Conflict of interest refers to situations in which Employees have personal or external interests other than the Company's interests that may affect decision-making or work performance, leading to suboptimal results for the Company. Causes of conflict of interest include:
   - » Giving or receiving gifts and facilities;
   - » Relationships with public officials;
   - » Relationships with corporate partners;
   - » Nepotism in employee recruitment processes; and
   - » Holding concurrent positions.
4) Forms of corruption also include:
   - » Unauthorized receipt of benefits;
   - » Collusion;
   - » Embezzlement;
   - » Illegal levies;
   - » Mark-ups; and
   - » Economic extortion.

4. Information technology–related fraud refers to crimes committed against computer-based systems or internal networks, including but not limited to:
   a. Adding, deleting, or altering input data or entering false data;
   b. Producing false outputs, withholding, destroying, or stealing outputs;
   c. Damaging programs;
   d. Modifying or deleting master files;

e. Mengakses informasi rahasia dengan mengabaikan pengendalian Internal untuk memperoleh akses tersebut;
f. Melakukan sabotase;
g. Mencuri waktu penggunaan komputer.

PENERAPAN *ANTI FRAUD*

Penerapan anti *fraud* dalam bentuk sistem pengendalian *fraud* dijabarkan melalui 4 (empat) pilar pengendalian *fraud* yang saling berkaitan yaitu (1) pilar pencegahan; (2) pilar deteksi; (3) pilar investigasi, pelaporan, dan sanksi; (4) pilar pemantauan, evaluasi, dan tindak lanjut dengan penjabaran sebagai berikut:

1. Pilar Pencegahan
   a. *Anti Fraud Awareness*
      Merupakan upaya untuk menumbuhkan kesadaran mengenai pentingnya pencegahan *fraud* oleh seluruh pihak terkait. Upaya untuk menumbuhkan Anti *Fraud Awareness* dilakukan antara lain melalui:
      1) Penyusunan *Anti Fraud Statement*
         - *Anti Fraud Statement* dituangkan antara lain dalam Pedoman *Anti Fraud* dan dalam bentuk Piagam Komitmen *Anti Fraud* yang ditandatangani oleh Direksi dan Dewan Komisaris, yang kemudian dituangkan dalam Pakta Integritas yang ditandatangani secara individu oleh Dewan Komisaris, Direksi, dan seluruh Pekerja.
         - Penyusunan atau pemutakhiran Komitmen *Anti Fraud* oleh Direksi dan Dewan Komisaris dikoordinasikan oleh Unit Kerja yang membawahi Fungsi Tata Kelola dan Kepatuhan.
         - Pembaharuan Komitmen *Anti Fraud* Insan Perusahaan di setiap Unit kerja, dan wajib dilakukan minimal 1 (satu) kali setahun.
      2) Program *Employee Awareness*
         - Melakukan identifikasi terhadap indikasi awal ketidakwajaran terhadap Pekerja, sekurang-kurangnya dengan cara:
           a) Memastikan Pekerja tidak memiliki hutang piutang yang bermasalah;
           b) Melakukan verifikasi terhadap Pekerja yang mengalami perubahan gaya hidup yang signifikan;
           c) Mengevaluasi Pekerja yang bertanggung jawab pada fungsi perusahaan yang tergolong berisiko tinggi.
         - Melakukan sosialisasi kepada Pekerja untuk melakukan kontrol yang efektif dalam setiap proses dan operasional melalui penyelenggaraan pendidikan dan pelatihan yang terkait dengan penerapan manajemen risiko.

e. Accessing confidential information by bypassing internal controls;
f. Committing acts of sabotage; and
g. Stealing computer usage time.

ANTI-FRAUD IMPLEMENTATION

The implementation of anti-fraud measures through the fraud control system is outlined in 4 (four) interrelated pillars, namely: (1) the prevention pillar; (2) the detection pillar; (3) the investigation, reporting, and sanction pillar; and (4) the monitoring, evaluation, and follow-up pillar, as described below:

1. Prevention Pillar
   a. Anti-Fraud Awareness
      This refers to efforts aimed at fostering awareness among all relevant parties of the importance of preventing fraud. Efforts to promote Anti-Fraud Awareness are carried out through the following initiatives:
      1) Preparation of the Anti-Fraud Statement
         - The Anti-Fraud Statement is outlined in the Anti-Fraud Guidelines and formalized in the Anti-Fraud Commitment Charter, which is signed by the Board of Directors and the Board of Commissioners, which then reinforced through an Integrity Pact individually signed by all members of the Board of Commissioners, the Board of Directors, and all employees.
         - The preparation or updating of the Anti-Fraud Commitment by the Board of Directors and the Board of Commissioners is coordinated by the work unit responsible for Governance and Compliance functions.
         - The renewal of the Anti-Fraud Commitment by Company Personnel in each work unit must be conducted at least once a year.
      2) Employee Awareness Program
         - Identification of early warning signs of irregularities among employees is carried out by, at minimum:
           a) Ensuring employees do not have problematic debts or financial obligations;
           b) Verifying employees who show significant lifestyle changes;
           c) Evaluating employees responsible for high-risk company functions.
         - Conducting employee socialization programs to encourage effective controls in every process and operation through education and training related to risk management implementation.

3) Program *Customer Awareness*
Program *Customer Awareness* dapat dilaksanakan antara lain dengan cara:
- Melakukan edukasi kepada konsumen untuk meningkatkan kepedulian dan kewaspadaan konsumen terhadap keamanan bertransaksi melalui pesan/ notifikasi yang tercetak/muncul di media transaksi baik itu bersifat elektronik, media cetak maupun media lainnya;
- Memberikan sarana pelaporan yang dapat diakses oleh konsumen untuk menyalurkan informasi yang mengindikasikan terjadinya *fraud*;
- Melakukan pemutakhiran data profil konsumen sebagai bagian dari proses pemantauan konsumen.

b. Identifikasi Kerawanan
1) Identifikasi kerawanan merupakan proses Manajemen Risiko dengan melakukan penilaian terhadap kejadian *fraud* (*fraud risk assessment*) dengan mengidentifikasi, menganalisis, dan mengukur potensi risiko terjadinya *Fraud* yang melekat pada setiap aktivitas bisnis dan operasional Perusahaan. Proses tersebut sekurang-kurangnya meliputi identifikasi bentuk risiko *fraud* yang melekat, pengukuran terhadap efektivitas kontrol atas kejadian *fraud*, dan penentuan tindak lanjut atas setiap *fraud* yang berisiko tinggi;
2) Identifikasi kerawanan pada setiap aktivitas bisnis dan operasional Perusahaan dapat dilakukan dengan menggunakan *output* dari perangkat manajemen risiko yang dimiliki oleh Unit Kerja Manajemen Risiko dan/atau laporan hasil audit secara berkala, yang frekuensinya dapat disesuaikan dengan tingkat eksposur risiko yang dihadapi;
3) Hasil identifikasi kerawanan didokumentasikan dan diinformasikan kepada pihak manajemen oleh Unit Kerja Manajemen Risiko, dan selalu diperbarui secara berkala terutama terhadap aktivitas yang dinilai berisiko tinggi untuk terjadinya *fraud*.

c. *Know Your Employee*
Know Your Employee (KYE) merupakan prinsip yang diterapkan dalam melakukan *assessment* terhadap identitas dan latar belakang Pekerja baik pada saat penerimaan maupun saat Pekerja telah bekerja. Pelaksanaan Prinsip *Know Your Employee* dapat diterapkan sekurang-kurangnya pada:
1) Kebijakan rekrutmen yang mengedepankan konsep *pre-employment screening* dan *employment background check*:
2) Kebijakan dan praktik pengelolaan SDM mencerminkan adanya standar kompetensi yang dibutuhkan untuk mendukung pencapaian tujuan Perusahaan. Kegiatan

3) Customer Awareness Program
Customer Awareness initiatives may include the following:
- Educating customers to enhance their vigilance and awareness regarding transaction security through messages/ notifications displayed in transaction media, whether electronic, print, or other formats;
- Providing accessible reporting channels for customers to submit information that may indicate potential fraud;
- Updating customer profile data as part of the customer monitoring process.

b. Vulnerability Identification
1) Vulnerability identification is part of the Risk Management process, involving an assessment of potential fraud incidents (fraud risk assessment) by identifying, analyzing, and measuring the inherent risks of fraud in every business and operational activity. This process includes identifying inherent fraud risks, measuring the effectiveness of controls over potential fraud incidents, and determining follow-up actions for high-risk fraud cases.
2) Fraud vulnerability identification in business and operational activities can utilize outputs from the Risk Management Unit's tools and/ or regular audit reports, with frequencies adjusted according to the level of risk exposure;
3) The results of vulnerability identification are documented and communicated to management by the Risk Management Unit and are regularly updated, especially for activities considered highly susceptible to fraud.

c. Know Your Employee (KYE)
The Know Your Employee (KYE) principle is applied to assess the identity and background of employees both during recruitment and employment. Implementation of the KYE principle includes, at minimum:
1) Recruitment policies that emphasize pre-employment screening and employment background checks;
2) Human resource management policies and practices that reflect the competency standards required to achieve the Company's objectives, including monitoring employee

monitoring employee behavior untuk mengidentifikasi kemungkinan timbulnya *red flag*:
3) Kebijakan penempatan, promosi dan mutasi Pekerja yang turut mempertimbangkan kepatuhan terhadap Kode Etik, GCG, dan benturan kepentingan:
4) Kegiatan pembaruan data terhadap Pekerja secara berkala:
5) Pelatihan yang memadai bagi seluruh Pekerja di unit kerja terkait.

2. Pilar Deteksi
Pilar deteksi memuat perangkat-perangkat yang ditunjukkan untuk mengidentifikasi dan menemukan kejadian *fraud* melalui:
a. *Whistleblowing System*
Adalah suatu sistem yang memberikan sarana kepada para pemangku kepentingan (*stakeholders*) PT Pelabuhan Indonesia (Persero) termasuk PT Pelindo Jasa Maritim untuk membuat pengaduan mengenai perilaku tidak etis. Penerapan *Whistleblowing System* secara efektif sangat diharapkan untuk mendorong partisipasi pengaduan pelanggaran (termasuk *fraud*) kepada pihak yang dapat menanganinya. Hal ini untuk meningkatkan kualitas penerapan GCG di Perusahaan.
b. Audit Khusus/Audit Tujuan Tertentu
Merupakan kegiatan audit yang dilakukan secara insidental atau mendadak yang dilakukan pada area-area tertentu yang memiliki risiko yang signifikan. Pelaksanaan Audit Khusus dilakukan oleh Satuan Pengawasan Internal.
c. Audit Khusus/Audit Tujuan Tertentu
Merupakan suatu tindakan pengujian atau pemeriksaan yang dilakukan tanpa diketahui atau disadari pihak yang diuji atau diperiksa dalam rangka memantau dan menguji efektivitas kebijakan anti *fraud*. Tujuan dilakukannya sur*veillance system* yaitu:
1) Mengumpulkan bukti-bukti melalui observasi pemantauan, pendokumentasian, dan rekaman setiap aktivitas yang dilakukan;
2) Mendokumentasikan setiap aktivitas yang dilaksanakan secara terus menerus. *Surveillance system* yang dilakukan dapat menggunakan beberapa alat seperti *Closed Circuit Television* (CCTV) ataupun media lainnya yang diletakkan pada area yang rawan terjadi *fraud*.
d. *Continuous Monitoring*
Continuous Monitoring adalah kegiatan pemantauan yang dilakukan secara terus menerus dalam rangka mengidentifikasi data, kejadian, dan transaksi yang tidak wajar sehingga *output* dari kegiatan tersebut mampu berfungsi sebagai indikator kerawanan risiko. Fungsi *Continuous Monitoring* melekat pada seluruh Pekerja terhadap aktivitas atau proses bisnis yang menjadi bidang tugasnya.

behavior to identify potential red flags;
3) Placement, promotion, and transfer policies that consider adherence to the Code of Conduct, GCG principles, and conflict of interest avoidance;
4) Regular updates of employee data;
5) Adequate training for all employees in relevant work units.

2. Detection Pillar
The Detection Pillar consists of mechanisms designed to identify and uncover incidents of fraud through the following measures:
a. Whistleblowing System
This is a system that provides a channel for stakeholders of PT Pelabuhan Indonesia (Persero), including PT Pelindo Jasa Maritim, to report unethical behavior. The effective implementation of the Whistleblowing System is highly encouraged to promote the participation of stakeholders in reporting violations (including fraud) to the appropriate parties for follow-up. This initiative aims to enhance the quality of GCG implementation within the Company.
b. Special Audit/Specific Purpose Audit
This refers to audit activities carried out on an incidental or unannounced basis in certain areas that pose significant risks. The Special Audits is conducted by the Internal Audit Unit.
c. Special Audit/Specific Purpose Audit
This refers to testing or examination activities conducted without the knowledge or awareness of the party being tested or examined, aimed at monitoring and evaluating the effectiveness of anti-fraud policies. The objectives of implementing the surveillance system are to:
1) Gather evidence through observation, monitoring, documentation, and recording of all activities performed;
2) Continuously document all conducted activities. The surveillance system may utilize tools such as Closed Circuit Television (CCTV) or other media installed in areas prone to fraud incidents.
d. Continuous Monitoring
Continuous Monitoring refers to ongoing monitoring activities conducted to identify unusual data, events, and transactions, so that the outputs of these activities can serve as indicators of risk vulnerability. The function of Continuous Monitoring is embedded in all employees and applies to the activities or business processes within their respective areas of responsibility.

3. Pilar Investigasi, Pelaporan, Sanksi, *Justice Collaborator* serta Jaminan Perlindungan terhadap Pelapor dan *Justice Collaborator*.
   a. Investigasi
      1) Merupakan langkah-langkah menggali informasi, dan mengumpulkan bukti-bukti terkait dengan kejadian yang patut diduga merupakan tindakan *fraud*. Perusahaan berkomitmen untuk melakukan investigasi secara menyeluruh dan mendalam untuk mengetahui penyebab tindakan *fraud*.
      2) Investigasi dapat dilakukan berdasarkan:
         - Laporan hasil pemeriksaan Audit;
         - Laporan *Whistleblowing System* yang merupakan pengaduan pelanggaran;
         - Adanya informasi atau permintaan dari pihak Manajemen;
         - Adanya informasi dan/atau permintaan dari Unit Kerja
      3) Unit kerja yang dapat melakukan Investigasi adalah Unit Kerja Satuan Pengawasan Internal melalui Audit Khusus atau pihak yang ditugaskan untuk melakukan investigasi.
      4) Pihak yang ditugaskan untuk melakukan Investigasi harus memperhatikan independensi dan kompetensi yang dibutuhkan, serta menjaga kerahasiaan atas informasi yang diperoleh. Oleh karena itu, maka dipastikan dalam melaksanakan Investigasi wajib tidak terjadi benturan kepentingan antara para pihak.
      5) Dalam melakukan Investigasi, dimungkinkan untuk melibatkan pihak di luar Unit Kerja Satuan Pengawasan Internal dengan tetap memperhatikan independensi dan kompetensi dari pihak luar tersebut.
      6) Standar kegiatan Investigasi harus diatur dalam mekanisme atau prosedur sesuai dengan Pedoman Audit.

   b. Laporan
      1) Seluruh proses pemeriksaan atas adanya dugaan tindakan kecurangan dituangkan dalam bentuk laporan hasil audit khusus yang menyatakan suatu kejadian merupakan kejadian *fraud* atau bukan *fraud* dan ditandatangani oleh pihak-pihak yang terlibat dalam proses investigasi.
      2) Laporan hasil Investigasi disampaikan oleh Group Head Satuan Pengawasan Internal kepada Direktur Utama.
   c. Pengenaan Sanksi
      Kebijakan pengenaan sanksi harus diterapkan secara transparan dan konsisten sehingga menimbulkan efek jera bagi para pelaku *fraud*. Penerapan sanksi bagi pelaku *fraud* sesuai dengan Peraturan Perusahaan yang berlaku dan apabila dianggap perlu untuk diambil jalur hukum, maka Perusahaan dapat mengambil tindakan hukum untuk tindakan *fraud* yang menyebabkan kerugian Perusahaan.

3. Pillar of Investigation, Reporting, Sanctions, Justice Collaborator, and Protection Assurance for Whistleblowers and Justice Collaborators
   a. Investigation
      1) Investigation refers to a series of steps taken to gather information and collect evidence related to incidents that are suspected to constitute fraud. The Company is committed to conducting comprehensive and in-depth investigations to identify the causes of fraudulent acts.
      2) Investigations may be initiated based on:
         - Audit findings reports;
         - Reports from the Whistleblowing System that contain allegations of violations;
         - Information or requests from Management;
         - Information and/or requests from relevant Work Units.
      3) The work unit authorized to conduct investigations is the Internal Audit Unit through a Special Audit or other designated parties assigned to carry out the investigation.
      4) The parties assigned to conduct the investigation must maintain independence and competency, and ensure the confidentiality of the information obtained. Therefore, it must be ensured that no conflict of interest arises among the parties involved in the investigation.
      5) During the investigation, its possible to engage external parties, provided that their independence and competence are maintained.
      6) The standards for conducting investigations must be established in accordance with mechanisms or procedures as outlined in the Audit Guidelines.
   b. Reporting
      1) The entire examination process regarding alleged fraudulent acts must be documented in a special audit report, which concludes whether an incident constitutes fraud or not, and is signed by all parties involved in the investigation process.
      2) The investigation report is submitted by the Group Head of the Internal Audit Unit to the President Director.
   c. Sanctions The sanction policy must be implemented transparently and consistently to create a deterrent effect for perpetrators of fraud. The imposition of sanctions on fraud perpetrators shall be in accordance with the Company's prevailing regulations and if deemed necessary, the Company may also pursue legal action against fraudulent acts that result in losses to the Company.

d. *Justice Collaborator* (Saksi Pelaku yang Bekerja sama)
Justice collaborator merupakan salah satu pelaku *fraud* yang mengakui kesalahan tindakan yang dilakukannya, bukan pelaku utama dan dalam hal ini sekaligus bertindak sebagai saksi yang turut serta dalam pemberian keterangan dan informasi pada proses Investigasi.

e. Jaminan Perlindungan Terhadap Pelapor dan *Justice Collaborator*
Seorang pelapor dan *justice collaborator* berhak untuk:
1) Mendapatkan perlindungan atas keamanan pribadi, keluarga, dan harta bendanya, serta bebas dari ancaman yang berkaitan dengan proses pelaporan informasi yang akan, sedang, dan telah diberikannya:
2) Memberikan keterangan dan informasi serta bukti tanpa tekanan dari pihak manapun:
3) Bebas dari pertanyaan yang menjerat;
4) Memperoleh informasi mengenai perkembangan kasus (progres tindak lanjut):
5) Memperoleh informasi mengenai putusan tim penindak lanjut.

4. Pilar Pemantauan, Evaluasi, dan Tindak Lanjut
Pilar pemantauan, evaluasi, dan tindak lanjut memuat perangkat-perangkat yang ditujukan untuk memantau dan mengevaluasi kejadian *fraud* serta tindak lanjut yang ditujukan berdasarkan hasil evaluasi sekurang-kurangnya mencakup:
a. Pemantauan
» Pemantauan dilakukan terhadap pelaksanaan tindak lanjut yang dilakukan terhadap setiap kejadian *fraud* sejak ditemukan, proses Investigasi, proses hukum disiplin, sampai dengan proses *recovery* kerugian. Pemantauan merupakan bagian dari sistem pengendalian *fraud*;
» Unit Kerja yang wajib melakukan pemantauan terhadap proses tindak lanjut atas kejadian *fraud* yaitu Unit Kerja yang membawahi Fungsi Tata Kelola dan Kepatuhan dan Satuan Pengawasan Internal.
b. Evaluasi
» Evaluasi dilakukan dengan cara mengidentifikasi kelemahan dan penyebab terjadinya *fraud* serta menentukan langkah-langkah perbaikan yang diperlukan, termasuk memperkuat Sistem Pengendalian Internal. Evaluasi dilakukan dengan memanfaatkan data kejadian *fraud* (*fraud profiling*) yang dapat diambil dari perangkat laporan *Loss Event Database* (LED) yang ditetapkan oleh Unit Kerja Manajemen Risiko;
» Data kejadian *fraud* tersebut sekurang-kurangnya mencakup: jenis *fraud*, tanggal terjadinya *fraud*, Unit Kerja terjadinya *fraud*, pihak yang terlibat, jabatan pihak yang terlibat, penyebab terjadi *fraud*, kerugian akibat *fraud*,

d. Justice Collaborator (Cooperating Witness)

A justice collaborator refers to an individual involved in fraud who admits their wrongdoing, is not the main perpetrator, and acts as a witness providing information and testimony during the investigation process.

e. Protection Assurance for Whistleblowers and Justice Collaborators
A whistleblower and a justice collaborator are entitled to:
1) Protection of their personal safety, family, and property, as well as freedom from threats related to the process of reporting information that they will, are, or have provided;
2) The right to provide statements, information, and evidence without pressure from any party;
3) Freedom from incriminating or leading questions;
4) Access to information on the progress of case follow-up;
5) Access to information on the decision made by the follow-up team.

4. Pillar of Monitoring, Evaluation, and Follow-Up
The monitoring, evaluation, and follow-up pillar covers mechanisms aimed at monitoring and evaluating fraud incidents and determining follow-up actions based on the evaluation results, which at minimum include the following:
a. Monitoring
» Monitoring is conducted on the implementation of follow-up actions for each fraud case, from the time it is discovered through the investigation process, disciplinary proceedings, and loss recovery. Monitoring serves as an integral part of the fraud control system.
» The units responsible for monitoring the follow-up process of fraud incidents are the Governance and Compliance Function and the Internal Audit Unit.
b. Evaluation
» Evaluation is carried out to identify weaknesses and causes of fraud, as well as to determine necessary corrective actions, including strengthening the internal control system. The evaluation utilizes fraud case data (fraud profiling) obtained from the Loss Event Database (LED) managed by the Risk Management Unit.
» The fraud case data at minimum includes: the type of fraud, date of occurrence, business unit where the fraud occurred, individuals involved, positions of those involved, causes of the fraud, losses incurred, the Company's

tindak lanjut Perusahaan atas kejadian *fraud* (penyelesaian kejadian *fraud*) dan tindak lanjut Perusahaan terkait penyebab *fraud* (upaya perbaikan kontrol).

c. Tindak Lanjut
   - » Tindak lanjut dilakukan untuk memperbaiki kelemahan-kelemahan dan memperkuat sistem pengendalian Internal agar dapat mencegah terulangnya kembali *fraud* karena kelemahan yang serupa. Tindak lanjut merupakan bagian dari sistem pengendalian *fraud*;

5. Unit Kerja yang bertugas untuk melakukan tindak lanjut atas kejadian *fraud* sesuai dengan ketentuan yang berlaku yaitu:
   a. Unit Kerja tempat terjadinya *fraud*, antara lain melakukan pengamanan barang bukti dan melakukan upaya *recovery* sesuai dengan kewenangannya:
   b. Unit Kerja yang melakukan proses hukuman disiplin, melakukan proses hukuman disiplin sesuai dengan kewenangannya:
   c. Unit Kerja penyusunan kebijakan/SOP/prosedur, melakukan pemutakhiran kebijakan/SOP/prosedur yang diperlukan:
   d. Unit Kerja yang memonitor proses litigasi, melakukan *monitoring* proses litigasi sesuai dengan kewenangannya.

Unit kerja tersebut di atas, menyampaikan hasil tindak lanjutnya kepada Satuan Pengawasan Internal.

follow-up actions regarding the fraud incident (fraud resolution), and the Company's follow-up actions to address the causes of fraud (control improvement measures).

c. Follow-Up
   - » Follow-up actions are carried out to address identified weaknesses and strengthen internal control systems to prevent similar incidents from recurring. Follow-up is an integral part of the fraud control system;

5. The units responsible for carrying out follow-up actions on fraud incidents in accordance with prevailing regulations include:
   a. The Business Unit where the fraud occurred is responsible for securing evidence and undertaking recovery efforts within its authority;
   b. The Unit responsible for disciplinary actions is responsible for imposing disciplinary sanctions in accordance with its authority;
   c. The Policy/SOP/Procedure Development Unit is responsible for updating necessary policies, SOPs, or procedures;
   d. The Unit monitoring litigation processes is responsible for overseeing litigation proceedings within its authority.

All the above-mentioned units are required to report the results of their follow-up actions to the Internal Audit Unit.

PENCEGAHAN *INSIDER TRADING*
Insider Trading Prevention

Insider trading adalah Perdagangan efek (jual atau beli) yang dilakukan seseorang dan atau sekelompok orang dengan dasar informasi atau fakta material yang telah diketahuinya terlebih dahulu sebelum informasi tersebut diinformasikan kepada publik, dengan tujuan mendapatkan keuntungan jalan pintas (*short swing profit*) di Pasar Modal.

Secara prinsip, PT Pelindo Jasa Maritim mendorong Karyawannya untuk berinvestasi dan memiliki efek (termasuk saham atau obligasi) yang dikeluarkan oleh Perseroan dan/atau perusahaan-perusahaan lain dalam group Pelindo yang tercatat di Bursa Efek Indonesia (Emiten Grup Pelindo), sebagai investasi jangka panjang dan tidak bersifat spekulatif. Namun investasi tersebut harus dilakukan sesuai dengan ketentuan peraturan perundangan yang berlaku.

Sesuai dengan Undang-undang Pasar Modal tersebut, dianggap melakukan insider trading apabila:
1. Adanya orang dalam.
2. Adanya informasi orang dalam yang bersifat material dan belum dipublikasikan kepada publik.
3. Adanya transaksi perdagangan efek oleh orang dalam berdasarkan informasinya tersebut.

Apabila salah satu dari tiga unsur di atas tidak terpenuhi, maka pelaku tindak kejahatan ini tidak dapat dianggap melakukan kejahatan *insider trading*. Untuk itu, urgensi pengetahuan, pemahaman dan penguasaan terhadap unsur-unsur insider trading tidak boleh dianggap sebelah mata. Pelarangan terkait *insider trading* secara jelas telah diatur pada Pedoman Kode Etik Bisnis PT Pelindo Jasa Maritim PER.0042/HK.101/PLJM-2023. Selama tahun 2024 tidak terdapat *insider trading*.

Insider trading is the trading of securities (selling or buying) conducted by a person and/or group of people based on material information or facts that they have known in advance before the information is disclosed to the public, with the aim of obtaining short-term profits in the capital market.

In principle, PT Pelindo Jasa Maritim encourages its employees to invest in and own securities (including shares or bonds) issued by the Company and/or other companies in the Pelindo group listed on the Indonesia Stock Exchange (Pelindo Group Issuers) as long-term, non-speculative investments. However, such investments must be made in accordance with applicable laws and regulations.

In accordance with the Capital Market Law, insider trading is deemed to have occurred if:
1. There is a party that has access to confidential information.
2. There is confidential information that is material in nature and has not been disclosed to the public.
3. There is a securities transaction by a party that has access to such confidential information based on the information in its possession.

If one of the three elements above is not fulfilled, then the perpetrator of this crime cannot be considered to have committed insider trading. Therefore, the urgency of knowledge, understanding, and mastery of the elements of insider trading should not be taken lightly. Prohibitions related to insider trading are clearly regulated in the Business Code of Ethics Guidelines of PT Pelindo Jasa Maritim PER.0042/HK.101/PLJM-2023. During 2024, there were no cases of insider trading.

Informasi Pemberian Dana untuk Kegiatan Politik

Information on Funding for Political Activities

Perusahaan berkomitmen untuk tidak terlibat dalam kegiatan politik maupun partai politik serta melarang karyawan melakukan aktivitas politik di lingkungan perusahaan atau tindakan lain yang dapat menimbulkan persepsi bahwa karyawan tersebut bertindak atas nama atau kepentingan perusahaan. Selain itu, perusahaan tidak menyediakan dana untuk kegiatan politik atau partai politik dan berkomitmen untuk mengungkapkan informasi tersebut kepada publik apabila kebijakan tersebut berubah di kemudian hari.

The company is committed to not engaging in political activities or political parties and prohibits employees from engaging in political activities within the company or any other actions that could create the perception that the employee is acting on behalf of or in the interests of the company. Furthermore, the company does not provide funding for political activities or political parties and is committed to disclosing such information to the public if this policy changes in the future.

Kebijakan Pengadaan Barang dan Jasa

Information on Funding for Political Activities

KEBIJAKAN SERTA PEDOMAN PENGADAAN BARANG DAN JASA

Kebijakan proses pengadaan barang dan jasa di lingkup SPJM tertuang dalam Peraturan Direksi PT Pelindo Jasa Maritim Nomor: PER.0016/HK.101/PLJM-2024 tanggal 21 Juni 2024 tentang Pedoman Pengadaan Barang dan Jasa di Lingkungan PT Pelindo Jasa Maritim.

Kebijakan ini dirancang tidak hanya untuk memenuhi aspek kepatuhan hukum, tetapi juga untuk mendorong efisiensi operasional, kejelasan peran antar unit, dan peningkatan daya saing mitra kerja. Seluruh proses pengadaan difokuskan pada pencapaian hasil yang memberikan nilai tambah bagi perusahaan, dengan tetap menjaga integritas, transparansi, dan akuntabilitas dalam setiap tahapannya.

SPJM juga menekankan pentingnya seleksi mitra kerja secara objektif dan kompetitif, dengan memastikan bahwa hanya penyedia barang dan jasa yang memiliki kompetensi, legalitas, dan rekam jejak yang baik yang dapat bekerja sama dengan Perusahaan. Hal ini mencerminkan komitmen SPJM dalam menjaga kualitas layanan serta memperkuat rantai pasok yang andal dan berkelanjutan.

PROSEDUR DAN TATA CARA PENGADAAN

Proses Pemilihan Penyedia dalam kegiatan Pengadaan Barang dan Jasa diselenggarakan secara daring melalui aplikasi Pelindo Electronic Procurement (P-Eproc), yang dapat diakses pada laman https://peproc.pelindo.id. Setiap Pelaku Usaha yang berminat untuk berpartisipasi wajib terlebih dahulu terdaftar dalam Daftar Pelaku Usaha Terseleksi (DPUT) serta memiliki status *Activated* dalam sistem *Vendor Management System* (VMS).

Proses Pengadaan Barang dan Jasa di lingkungan SPJM dilaksanakan melalui tahapan sebagai berikut:
1. Perencanaan Pengadaan;
2. Persiapan Pengadaan;
3. Pelaksanaan Pengadaan.

POLICIES AND GUIDELINES PROCUREMENT OF GOODS AND SERVICES

The policy on the procurement process for goods and services within the scope of SPJM is stipulated in the Board of Directors Regulation of PT Pelindo Jasa Maritim Number: PER.0016/HK.101/PLJM-2024 dated June 21, 2024 concerning Guidelines for the Procurement of Goods and Services within PT Pelindo Jasa Maritim.

This policy is designed not only to fulfill legal compliance aspects, but also to encourage operational efficiency, clarity of roles between units, and increased competitiveness of business partners. The entire procurement process is focused on achieving results that provide added value to the company, while maintaining integrity, transparency, and accountability at every stage.

SPJM also emphasizes the importance of objective and competitive partner selection, ensuring that only goods and services providers with competence, legal standing, and a proven track record are allowed to collaborate with the Company. This reflects SPJM's commitment to maintaining service quality and strengthening a reliable and sustainable supply chain.

PROCUREMENT PROCEDURE AND METHOD

The process of selecting providers in the procurement of goods and services is conducted online through the Pelindo Electronic Procurement (P-Eproc) application, accessible at https://peproc.pelindo.id. Any business entity interested in participating must first be registered in the List of Selected Business Entities (DPUT) and hold an Activated status within the Vendor Management System (VMS).

The procurement process within SPJM is carried out through the following stages:
1. Procurement Planning;
2. Procurement Preparation;
3. Procurement Implementation.

PELAKSANAAN KEGIATAN/JENIS PROGRAM DI 2024

Sepanjang tahun 2024, Perusahaan telah menyelenggarakan berbagai kegiatan pengadaan barang dan jasa yang menjadi bagian penting dalam mendukung kelancaran operasional. Adapun pelaksanaan kegiatan pengadaan tersebut adalah berikut:

1. Pengadaan Barang dan Jasa PT Pelindo Jasa Maritim (*Standalone*) Tahun 2024:

ACTIVITIES/PROGRAM TYPES IMPLEMENTATION IN 2024

Throughout 2024, the Company has conducted various procurement activities for goods and services that are important in supporting the smooth operation of its business. The procurement activities are as follows:

1. Goods and Services Procurement at PT Pelindo Jasa Maritim (Standalone) in 2024:

No	Uraian Pekerjaan Work Description	Metode Pemilihan Penyedia Provider Selection Method	Vendor Pemenang Pengadaan Procurement Winning Vendor	Nilai HPS/OE (exc. PPN) HPS/Oe Value (ex. VAT)	Nilai Negosiasi/ Kontrak (exc PPN) Negotiation Value/Contract (exc PPN)	Efisiensi (HPS thd Negosiasi) Efficiency (HPS to Negotiation)	
				(Rp)	(Rp)	(Rp)	%
Triwulan I First Quarter							
1.	Jasa Konsultansi Penyusunan Dokumen Kajian Untuk Kepentingan Pengajuan Addendum Konsesi Eksisting Pengelolaan Alur Pelayaran Pulau Baai Provinsi Bengkulu Consultancy Services for the Preparation of Study Documents for the Purpose of Submitting an Addendum to the Existing Concession for the Management of the Pulau Baai Shipping Channel, Bengkulu Province	Tender Terbatas Limited Tender	PT Ditori Geokarya Teknik	1.381.587.800,-	1.313.095.875,-	68.491.925,-	95,0
2.	Pemilihan Langsung Pekerjaan Sewa (PEL) Dan *Marine Lantern* Di Jembatan Sungai Mahakam Direct Selection for the Rental Work of PEL and Marine Lantern at the Mahakam River Bridge	Penunjukan Langsung Direct Appointment	PT Warga Kusuma Jaya	2.394.000 .000,-	2.340.000.000,-	54.000.000,-	97,7



No	Uraian Pekerjaan Work Description	Metode Pemilihan Penyedia Provider Selection Method	Vendor Pemenang Pengadaan Procurement Winning Vendor	Nilai HPS/OE (exc. PPN) HPS/Oe Value (ex. VAT)	Nilai Negosiasi/ Kontrak (exc PPN) Negotiation Value/Contract (exc PPN)	Efisiensi (HPS thd Negosiasi) Efficiency (HPS to Negotiation)	
				(Rp)	(Rp)	(Rp)	%
3.	Jasa Konsultansi Penyusunan Dokumen Kajian Untuk Kepentingan Pengajuan Addendum Konsesi Eksisting Dan Pendampingan Rencana Pengelolaan Alur Pelayaran Pelabuhan Tanjung Emas Semarang Consultancy Services for the Preparation of Study Documents for the Purpose of Submitting an Addendum to the Existing Concession and Assistance in the Management Plan of the Tanjung Emas Port Shipping Channel, Semarang	Tender Terbatas Limited Tender	PT Rayasurverindo Tirtasarana	1.901.750.000,-	1.808.942.850,-	92.807.150,-	95,1
4.	Jasa Konsultansi Penyusunan Dokumen Dan Pendampingan Rencana Pengelolaan Alur Pelayaran Muara Sungai Kumai, Kabupaten Kotawaringin Barat, Kalimantan Consultancy Services for the Preparation of Documents and Assistance in the Management Plan of the Muara Sungai Kumai Shipping Channel, Kotawaringin Barat Regency, Kalimantan	Penunjukan Langsung Direct Appointment	PT Cita Prisma	1.326.227.901,-	1.311.900.000,-	14.327.901,-	98,9
Triwulan II Second Quarter							
1.	NIHIL NONE						

No	Uraian Pekerjaan Work Description	Metode Pemilihan Penyedia Provider Selection Method	Vendor Pemenang Pengadaan Procurement Winning Vendor	Nilai HPS/OE (exc. PPN) HPS/Oe Value (ex. VAT)	Nilai Negosiasi/ Kontrak (exc PPN) Negotiation Value/Contract (exc PPN)	Efisiensi (HPS thd Negosiasi) Efficiency (HPS to Negotiation)	
				(Rp)	(Rp)	(Rp)	%
Triwulan III Third Quarter							
1.	Pengadaan Jasa Konsultansi Penyusunan Rencana Jangka Panjang Perusahaan (RJPP) PT Pelabuhan Indonesia (Persero) Tahun 2025 s.d 2029 Procurement of Consultancy Services for the Preparation of the Long-Term Corporate Plan (RJPP) of PT Pelabuhan Indonesia (Persero) for 2025-2029	Penunjukan Langsung Direct Appointment	PT SKHA Indonesia	1.800.350.000,-	1.701.330.750,-	99.019.250,-	94,2
2.	Pekerjaan Jasa Konsultansi Penyusunan Kajian Ekspansi Internasional Bisnis MEPS Consultancy Services for the Preparation of a Study on the International Expansion of MEPS Business	Seleksi Terbatas Limited Selection	PT Roland Berger Indonesia	3.227.460.000,-	2.568.000.000,-	659.460.000,-	79,6
Triwulan IV Fourth Quarter							
1.	Pekerjaan General Audit Laporan Keuangan Konsolidasian Tahun 2024 General Audit Work for the 2024 Consolidated Financial Statements	Penunjukan Langsung Direct Appointment	KAP Purwantono, Sungkoro & Surja	2.505.335.000,-	2.470.200.000,-	35.135.000,-	98,6%

No	Uraian Pekerjaan Work Description	Metode Pemilihan Penyedia Provider Selection Method	Vendor Pemenang Pengadaan Procurement Winning Vendor	Nilai HPS/OE (exc. PPN) HPS/Oe Value (ex. VAT)	Nilai Negosiasi/ Kontrak (exc PPN) Negotiation Value/Contract (exc PPN)	Efisiensi (HPS thd Negosiasi) Efficiency (HPS to Negotiation)	
				(Rp)	(Rp)	(Rp)	%
2.	Pengadaan Jasa Pekerjaan *Surveillance Audit* dan *Assessment* Perluasan Ruang Lingkup (*Extension Scope*) SPJM Wilayah 1,2,3 dan 4 Procurement of Services for Surveillance Audit and Scope Expansion (Extension Scope) Assessment for SPJM Regions 1, 2, 3, and 4	Pengadaan Langsung Direct Tender	PT URS Service Indonesia	330.746.000	315.050.000,-	15.696.000,-	93,98

2. Realisasi Pengadaan Barang dan Jasa (Konsolidasi) SPJM Group Tahun 2024:

2. Realization of Goods and Services Procurement (Consolidated) of SPJM Group in 2024:

No	Nama Entitas Name of Entity	Tender Umum General Tender		Tender Terbatas Limited Tender		Penunjukan Langsung Direct Appointment		Pengadaan Langsung Direct Tender	
		Jumlah Amount (Rp)	Qty	Jumlah (Rp)	Qty	Jumlah Amount (Rp)	Qty	Jumlah Amount (Rp)	Qty
1.	PT Pelindo Jasa Maritim	-	-	6.581.206.349	1	999.635.076.918	18	9.805.977.234	160
2.	PT Jasa Armada Indonesia Tbk	-	-	12.063.016.400	3	131.868.349.110	24	672.000.000	4
3.	PT Pelindo Marine service	-	-	-	-	150.411.026.396	138	175.821.107.870	830
4.	PT Equiport Inti Indonesia	-	-	-	-	20.469.657.172	8	41.223.353.783	824
5.	PT Energi Pelabuhan Indonesia	-	-	12.995.975.000	3	8.775.222.000	16	5.332.454.004	35
6.	PT Pengerukan Indonesia	-	-	44.459.510.000	7	9.321.632.350	26	3.019.591.792	129
7.	PT Jasa Peralatan Pelabuhan Indonesia	-	-	45.276.369.767	3	76.774.081.059	35	54.188.407.937	1.448
8.	PT Berkah Industri Mesin Angkat	-	-	30.369.036.509	14	53.086.742.881	3.184	244.984.201.753	21.408
9.	PT Lamong Energi Indonesia	-	-	17.508.239.200	-	33.626.300.663	91	34.677.629.674	286
10.	PT Pelindo Energi Logistik	-	-	6.343.852.400	2	1.522.022.600	12	-	-
11.	PT Alur Pelayaran Barat Surabaya	-	-	725.580.000	-	14.614.107.816	8	1.799.037.019	18
				176.322.785.625	33	1.500.104.218.965	3.561	571.523.761.066	25.142

Rekapitulasi Total Nilai Efisiensi Pengadaan Bersama PT SPJM

Total Value of Efficiency of PT SPJM Joint Procurement

No.	Uraian Pekerjaan Work Description	Metode Pemilihan Penyedia Vendor Selection Method	Vendor Pemenang Pengadaan Vendor Procurement Winner	Nilai HPS/OE (exc. PPN) HPS/Oe Value (ex. VAT)	Nilai Negosiasi/ Kontrak (exc PPN) Negotiation Value/ Contract (exc PPN)	Efisiensi (HPS thd Negosiasi) Efficiency (HPS to Negotiation)	
				(Rp)	(Rp)	(Rp)	%
Triwulan I							
1.	Pekerjaan Penyusunan *Annual Report* Tahun Buku 2022 Preparation of the 2022 Annual Report	Tender Terbatas Limited Tender	PT Inti Marketing Komunika	928.521.250,-	875.089.997,-	53.431.253,-	94,2
2.	Pengadaan Kalender dan Buku Kerja Tahun 2024 Procurement of 2024 Calendars and Workbooks	Penunjukan Langsung Direct Appointment	PT Bolt Desain Kreasindo	742.754.500,-	690.896.400,-	51.858.100,-	93,01
3.	Pekerjaan Pengadaan *Marine Coating* Chugoku untuk Alat Apung Di Wilayah Kerja Pelindo Group Procurement of Chugoku Marine Coating for Floating Equipment within Pelindo Group's Operational Areas	Penunjukan Langsung Direct Appointment	PT Chugoku Paint Indonesia	10.826.227.551,-	10.380.318.574,-	445.908.977,-	95,88
4.	Pekerjaan Pengadaan *Marine Coating* International Untuk Alat Apung Di Wilayah Kerja Pelindo Group Procurement of International Marine Coating for Floating Equipment within Pelindo Group's Operational Areas	Penunjukan Langsung Direct Appointment	PT International Paint Indonesia	8.425.645.280,-	7.899.892.649,-	525,752,631,-	93,76
5.	Pekerjaan Pengadaan *Marine Coating* Jotun Untuk Alat Apung Di Wilayah Kerja Pelindo Group Procurement of Jotun Marine Coating for Floating Equipment within Pelindo Group's Operational Areas	Penunjukan Langsung Direct Appointment	PT Jotun Indonesia	10.644.575.715,-	9.284.557.000	1.360.018.715,-	87.22

Rekapitulasi Total Nilai Efisiensi Pengadaan Bersama PT SPJM

Total Value of Efficiency of PT SPJM Joint Procurement

No.	Uraian Pekerjaan Work Description	Metode Pemilihan Penyedia Vendor Selection Method	Vendor Pemenang Pengadaan Vendor Procurement Winner	Nilai HPS/OE (exc. PPN) HPS/Oe Value (ex. VAT)	Nilai Negosiasi/ Kontrak (exc PPN) Negotiation Value/ Contract (exc PPN)	Efisiensi (HPS thd Negosiasi) Efficiency (HPS to Negotiation)	
				(Rp)	(Rp)	(Rp)	%
6.	Pekerjaan Pengadaan *Marine Coating* Nipon Untuk Alat Apung Di Wilayah Kerja Pelindo Group Procurement of Nipon Marine Coating for Floating Equipment within Pelindo Group's Operational Areas	Penunjukan Langsung Direct Appointment	PT Nipsea Paint and Chemicals	9.420.835.644,-	9.186.363.462,-	234,472,182,-	97,51
7.	Pekerjaan Pengadaan *Marine Coating* Propan Untuk Alat Apung Di Wilayah Kerja Pelindo Group Procurement of Propan Marine Coating for Floating Equipment within Pelindo Group's Operational Areas	Penunjukan Langsung Direct Appointment	PT Propan Raya Industrial Coating Chemicals	8.297.606.361,-	7.358.924.466,-	938.681.895,-	88,69
8.	Pekerjaan Pengadaan *Spare Part* dan Jasa *Overhaul* Mesin Merek Caterpillar Procurement of Spare Parts and Overhaul Services for Caterpillar Engines	Penunjukan Langsung Direct Appointment	PT Trakindo Utama	791.362.122.280,-	791.362.122.280,-	-	100
9.	Pekerjaan Pengadaan *Spare Part* dan Jasa *Overhaul* Mesin Merek Cummins Procurement of Spare Parts and Overhaul Services for Cummins Engines	Penunjukan Langsung Direct Appointment	PT Altrak 1978	133.893.103.531,-	127.259.502.614,-	6.633.600.917,-	95,05
10.	Pekerjaan Pengadaan *Spare Part* dan Jasa *Overhaul* Mesin Merek Hino Procurement of Spare Parts and Overhaul Services for Hino Engines	Penunjukan Langsung Direct Appointment	PT Hino Motors Sales Indonesia	32.144.476.368,-	26.459.935.500,-	5.684.540.868,-	82,32

Rekapitulasi Total Nilai Efisiensi Pengadaan Bersama PT SPJM
Total Value of Efficiency of PT SPJM Joint Procurement

No.	Uraian Pekerjaan Work Description	Metode Pemilihan Penyedia Vendor Selection Method	Vendor Pemenang Pengadaan Vendor Procurement Winner	Nilai HPS/OE (exc. PPN) HPS/Oe Value (ex. VAT)	Nilai Negosiasi/ Kontrak (exc PPN) Negotiation Value/ Contract (exc PPN)	Efisiensi (HPS thd Negosiasi) Efficiency (HPS to Negotiation)	
				(Rp)	(Rp)	(Rp)	%
11.	Pekerjaan Pengadaan *Spare Part* dan Jasa *Overhaul* Mesin *Brand* Kalmar Procurement of Spare Parts and Overhaul Services for Kalmar	Penunjukan Langsung Direct Appointment	PT Indo Traktor	*Fix Discount* 20%			
12.	Pelaksanaan Paket Pekerjaan (Ban Goodyear) Engines Implementation of Work Package (Goodyear Tires)	Penunjukan Langsung Direct Appointment	PT Good Year Tbk	Harga Satuan Tetap Fixed Unit Price			
13.	Pekerjaan Pengadaan Accu *Brand* Yuasa Procurement of Yuasa Brand Batteries	Penunjukan Langsung Direct Appointment	PT Santi Yoga	*Fix Discount* 22%			
14.	Pekerjaan Pengadaan Accu *Brand* Gforce dan Megafleet Procurement of Gforce and Megafleet Brand Batteries	Penunjukan Langsung Direct Appointment	PT Mulia Utama Transindo	442.128.360,-	405.243.226,-	36.885.226-	91,66
15.	Pekerjaan Pengadaan Racor Filter Procurement of Racor Filters	Penunjukan Langsung Direct Appointment	PT Heavy Machindo Diesel		Fix Discount 47%		
16.	Pekerjaan Pengadaan Ban Merek Gajah Tunggal Dan Advance Procurement of Gajah Tunggal and Advance Brand Tires	Penunjukan Langsung Direct Appointment	PT Sinar Jaya Prima Langgeng		Harga Satuan Tetap Fixed Unit Price		
Triwulan II Second Quarter							
1.	Pekerjaan Pengadaan *Sparepart* dan Jasa *Overhaul* Mesin Merek Yanmar untuk Kapal di Lingkungan PT Pelabuhan Indonesia (Persero) Procurement of Spare Parts and Overhaul Services for Yanmar Engines for Vessels within PT Pelabuhan Indonesia (Persero)	Penunjukan Langsung Direct Appointment	PT Sinar Jaya Prima Langgeng	Fixed Discount 15% (Auxiliary Engine) & 30% (Main Engine)			



Rekapitulasi Total Nilai Efisiensi Pengadaan Bersama PT SPJM

Total Value of Efficiency of PT SPJM Joint Procurement

No.	Uraian Pekerjaan Work Description	Metode Pemilihan Penyedia Vendor Selection Method	Vendor Pemenang Pengadaan Vendor Procurement Winner	Nilai HPS/OE (exc. PPN) HPS/Oe Value (ex. VAT)	Nilai Negosiasi/ Kontrak (exc PPN) Negotiation Value/ Contract (exc PPN)	Efisiensi (HPS thd Negosiasi) Efficiency (HPS to Negotiation)	
				(Rp)	(Rp)	(Rp)	%
2.	Pekerjaan Pengadaan *Sparepart* dan Jasa *Overhaul* Mesin Merek Niigata untuk Kapal di Lingkungan PT Pelabuhan Indonesia (Persero) Procurement of Spare Parts and Overhaul Services for Niigata Engines for Vessels within PT Pelabuhan Indonesia (Persero)	Penunjukan Langsung Direct Appointment	PT Pioneer	Fixed Discount 15%			
3.	Pengadaan *Marine Coating* Make Paint Untuk Alat Apung Procurement of Make Paint Marine Coating for Floating Equipment	Penunjukan Langsung Direct Appointment	PT Total Solusi Warna	8.214.093.891,-	7.525.561.215	668.532.676,-	91,6
4.	Pekerjaan Jasa Konsultansi Penyusunan Kajian Standarisasi Remunerasi di Lingkungan PT Pelindo Jasa Maritim Group Consultancy Services for the Preparation of a Remuneration Standardization Study within PT Pelindo Jasa Maritim Group	Penunjukan Langsung Direct Appointment	PT Pendidikan Maritim dan Logistik Indonesia	4.535.320.000,-	4.431.900.000,-	103.420..000	97,7
5.	Pekerjaan Pengadaan Jasa Penutupan Asuransi PT Pelindo Jasa Maritim Group Juni 2014 s.d. Desember 2024 Procurement of Insurance Coverage Services for PT Pelindo Jasa Maritim Group from June 2024 to December 2024	Tender Terbatas Limited Tender	PT Jasa Asuransi Indonesia	3.406.242.575,-	3.138.116.352,-	268.126.223,-	92,1

Rekapitulasi Total Nilai Efisiensi Pengadaan Bersama PT SPJM

Total Value of Efficiency of PT SPJM Joint Procurement

No.	Uraian Pekerjaan Work Description	Metode Pemilihan Penyedia Vendor Selection Method	Vendor Pemenang Pengadaan Vendor Procurement Winner	Nilai HPS/OE (exc. PPN) HPS/Oe Value (ex. VAT)	Nilai Negosiasi/ Kontrak (exc PPN) Negotiation Value/ Contract (exc PPN)	Efisiensi (HPS thd Negosiasi) Efficiency (HPS to Negotiation)	
				(Rp)	(Rp)	(Rp)	%
Triwulan III Third Quarter							
1.	Pengadaan Filter Merek Fleetguard Untuk Alat Bongkar Muat PT Pelindo Jasa Maritim Group Procurement of Fleetguard Brand Filters for Cargo Handling Equipment within PT Pelindo Jasa Maritim Group	Penunjukan Langsung Direct Appointment	PT Altrak 1978	Harga Satuan Unit Price	Fix Discount 12% Item utama Fix Discount 14% Item utama Fix Discount 12% on main item Fix Discount 14% on main item		
2.	Pengadaan Filter Merek Fleetguard Untuk Alat Bongkar Muat PT Pelindo Jasa Maritim Group Procurement of Fleetguard Brand Filters for Cargo Handling Equipment within PT Pelindo Jasa Maritim Group	Penunjukan Langsung Direct Appointment	PT Heavy Machindo Diesel	Harga Satuan Unit Price	Fix Discount 37% Item utama Fix Discount 37% on main item		
3.	Pengadaan *Anode Protection* Untuk Alat Apung PT Pelindo Group Procurement of Anode Protection for Floating Equipment within PT Pelindo Group	Penunjukan Langsung Direct Appointment	PT Mitra Mandala Jaya	Harga Satuan Unit Price			
4.	Pengadaan Filter Merek Donaldson Procurement of Donaldson Brand Filters	Penunjukan Langsung Direct Appointment	CV Bima Utama	Harga Satuan Unit Price	Fix Discount 16%		
Triwulan IV Fourth Quarter							
1.	Pengadaan *fender* Merek Keman Procurement of Keman Brand Fenders	Penunjukan Langsung Direct Appointment	PT Kemenangan	Harga Satuan Unit Price	Fix Discount 13% all item Kecuali barang impor Discount 6% dan 10% Fix Discount 13% on all item Except for imported goods which gained 6% and 10% discounts		
2.	Pengadaan *fender* Merek MCJ Procurement of MCJ Brand Fenders	Penunjukan Langsung Direct Appointment	PT Mandala Cipta Jaya	Harga Satuan Unit Price	Fix Discount 15% all item Fix Discount 15% on all item		

Rekapitulasi Total Nilai Efisiensi Pengadaan Bersama PT SPJM

Total Value of Efficiency of PT SPJM Joint Procurement

No.	Uraian Pekerjaan Work Description	Metode Pemilihan Penyedia Vendor Selection Method	Vendor Pemenang Pengadaan Vendor Procurement Winner	Nilai HPS/OE (exc. PPN) HPS/Oe Value (ex. VAT)	Nilai Negosiasi/ Kontrak (exc PPN) Negotiation Value/ Contract (exc PPN)	Efisiensi (HPS thd Negosiasi) Efficiency (HPS to Negotiation)	
				(Rp)	(Rp)	(Rp)	%
3.	Pengadaan Filter Merek Donaldson untuk Alat Bongkar Muat Bagi Kegiatan Usaha PT Pelindo Jasa Maritim Procurement of Donaldson Brand Filters for Cargo Handling Equipment Supporting PT Pelindo Jasa Maritim's Business Activities	Penunjukan Langsung Direct Appointment	PT Eka Dharma Jaya	Harga Satuan Unit Price	Kontrak Harga Satuan (*Publish Rate*) dengan Fix Discount 10%		
4.	Pengadaan Jasa Konsultan Annual Report 2023 Procurement of Consultancy Services for the 2023 Annual Report	Penunjukan Langsung Direct Appointment	PT Kriya Reka Komunika	Rp738.509.750,-	Rp722.052.781,-	Rp16.456.969	97,77
5.	Pengadaan Jasa Pialang Asuransi Procurement of Insurance Brokerage Services	Seleksi Terbatas Limited Selection	PT Fresnel Perdana Mandiri	13% (*Brokerage Fee*)	8,75% (*Brokerage Fee*)	4,25% (*Brokerage Fee*)	67,31%
6.	Pengadaan *Anode Protection* Untuk Alat Apung PT Pelindo Group Procurement of Anode Protection for Floating Equipment within Pelindo Group	Penunjukan Langsung Direct Appointment	CV Cipta Mandiri	Harga Satuan Unit Price			

Whistleblowing System
Whistleblowing System

SPJM telah menyediakan Sistem Pelaporan Dugaan Pelanggaran (*Whistleblowing System*/WBS) sebagai bagian dari upaya penguatan integritas dan budaya perusahaan yang bersih. Sistem ini memungkinkan individu, baik dari lingkungan internal maupun eksternal, untuk menyampaikan laporan dugaan penyimpangan atau tindakan yang bertentangan dengan hukum secara rahasia, anonim, dan mandiri.

Sebagai bentuk nyata penerapan prinsip GCG, SPJM mengimplementasikan WBS sebagai sarana pelaporan atas pelanggaran terhadap kebijakan perusahaan, prosedur kerja, maupun nilai-nilai etika. Sistem ini secara berkala ditinjau dan disempurnakan guna mendeteksi, mengantisipasi, serta mencegah munculnya potensi penyalahgunaan wewenang, penipuan, dan perilaku tidak etis lainnya. Komitmen tersebut juga sejalan dengan langkah SPJM dalam mendukung pemberantasan praktik Korupsi, Kolusi, dan Nepotisme (KKN), serta dalam menciptakan lingkungan kerja yang transparan, profesional, dan akuntabel.

SPJM has established a Whistleblowing System (WBS) as part of its ongoing efforts to strengthen integrity and foster a clean corporate culture. This system enables individuals, both internal and external to the organization, to confidentially, anonymously, and independently report any suspected irregularities or actions that violate the law.

As a tangible implementation of GCG principles, SPJM enforces the WBS as a reporting mechanism for violations of company policies, work procedures, and ethical values. The system is regularly reviewed and refined to detect, anticipate, and prevent potential misuse of authority, fraud, and other unethical behaviors. This commitment aligns with SPJM's ongoing efforts to combat Corruption, Collusion, and Nepotism (KKN) and to foster a transparent, professional, and accountable work environment.

PEDOMAN WBS

Sepanjang tahun 2024, Pedoman WBS tidak mengalami revisi atau pembaharuan, karena ketentuan yang berlaku masih relevan dan memadai untuk mendukung kebutuhan operasional Perusahaan. Pedoman tersebut sebelumnya telah ditetapkan melalui Peraturan Direksi No. PER.0045/HK.101/PLJM-2023 tentang Pedoman Umum Sistem Penanganan Pelaporan/Pengaduan Dugaan Pelanggaran (*Whistleblowing System*) di Lingkungan PT Pelindo Jasa Maritim.

WBS GUIDELINES

Throughout 2024, the WBS Guidelines did not undergo any revision or update, as the existing provisions remain relevant and sufficient to support the Company's operational needs. The guidelines were previously established through the Board of Directors Regulation No. PER.0045/HK.101/PLJM-2023 concerning the General Guidelines for the Handling of Violation Reports/ Complaints (Whistleblowing System) within PT Pelindo Jasa Maritim.

SOSIALISASI WBS

Dalam menapaki langkah menuju keberhasilan yang berkelanjutan, nilai integritas dan keterbukaan menjadi fondasi utama bagi reputasi dan kredibilitas Perusahaan. Sebagai wujud nyata komitmen terhadap keadilan dan keterbukaan, Perusahaan secara aktif mengimplementasikan sistem pelaporan pelanggaran yang terstruktur dan responsif.

Untuk memperkuat pemahaman dan partisipasi seluruh elemen organisasi, Perusahaan secara rutin menyelenggarakan kegiatan edukatif seperti Sosialisasi Sistem Manajemen Anti Penyuapan berbasis SNI ISO 37001:2016 serta *Whistleblowing System* yang dilaksanakan secara daring. Selain itu, Perusahaan juga melakukan diseminasi Manual *Good Corporate Governance* (GCG) kepada seluruh Unit Kerja melalui pemaparan yang disampaikan oleh Senior Vice

WBS SOCIALIZATION

In pursuing sustainable success, integrity and transparency serve as the foundation for the Company's reputation and credibility. As a manifestation of its commitment to fairness and openness, the Company actively implements a structured and responsive whistleblowing system.

To strengthen understanding and participation across the organization, the Company regularly conducts educational initiatives such as the online dissemination of the Anti-Bribery Management System based on SNI ISO 37001:2016 and the Whistleblowing System. Additionally, the Company disseminates the Good Corporate Governance (GCG) Manual to all Work Units through presentations delivered by the Senior Vice President of Corporate Secretary and the Senior Vice

President Sekretaris Perusahaan dan Senior Vice President Satuan Pengawasan Internal. Nilai-nilai tata kelola yang tertuang dalam pedoman perusahaan turut diinternalisasikan secara masif kepada seluruh Insan Perusahaan melalui media sosial dan media internal Perusahaan.

President of Internal Audit Unit. The governance values outlined in the Company's guidelines are also widely internalized among all Personnel through social media and internal communication channels.

Sebagai bagian dari langkah pencegahan praktik tidak etis, Manajemen PT Pelindo Jasa Maritim menerbitkan Surat Edaran Nomor: HK.107/18/12/1/TKKP/DRUT/PLJM-24 tentang Larangan Permintaan, Pengiriman dan Penerimaan Suap Serta Gratifikasi Pada Perayaan Hari Raya Natal Tahun 2024 dan Tahun Baru 2025 di lingkungan PT Pelindo Jasa Maritim. Surat edaran tersebut dipublikasikan secara Nasional melalui Media Indonesia (Surat Kabar dan *Online*).

As part of preventive measures against unethical practices, the Management of PT Pelindo Jasa Maritim issued Circular Letter No. HK.107/18/12/1/TKKP/DRUT/PLJM-24 concerning the Prohibition of Requests, Delivery, and Receipt of Bribes and Gratification during the 2024 Christmas and 2025 New Year Celebrations within PT Pelindo Jasa Maritim. The circular letter was published nationally through Media Indonesia (both in print and online).

JENIS PELANGGARAN

Setiap laporan atau pengungkapan atas dugaan pelanggaran di lingkungan Perusahaan yang dapat diproses melalui sistem penanganan pengaduan mencakup berbagai bentuk tindakan yang berpotensi menimbulkan kerugian bagi Perusahaan, antara lain:

TYPES OF VIOLATIONS

Each report or disclosure of suspected violations within the Company that can be processed through the complaint handling system includes various forms of actions that have the potential to cause harm to the Company, including but not limited to:

Jenis Pelanggaran Type of Violations	**Penjelasan** Description
Tindakan Curang (tidak adil) Fraudulent Action (unfair)	Tindakan yang dilakukan oleh seseorang/sekelompok Insan Perusahaan dengan maksud untuk menguntungkan diri sendiri atau orang lain, dengan memakai nama palsu atau martabat palsu, dengan tipu muslihat, ataupun rangkaian kebohongan, ataupun menggerakkan orang lain untuk memberikan keuntungan kepadanya dengan cara-cara yang tidak benar dan melawan hukum. Actions committed by an individual or group of Company Personnel with the intent to benefit themselves or others by using a false name or false authority, deceit, or a series of lies, or by influencing others to provide them with benefits through improper and unlawful means.
Korupsi Corruption	Tindakan Insan Perusahaan, yang secara tidak wajar dan tidak legal memperkaya diri atau memperkaya orang-orang yang memiliki "hubungan istimewa" dengannya, dengan menyalahgunakan jabatan dan kekuasaan yang dipercayakan kepadanya. Acts committed by Company Personnel who, in an improper and unlawful manner, enrich themselves or individuals with "special relationships" by abusing the position and authority entrusted to them.
Pencurian Theft	Kegiatan/tindakan mengambil suatu barang, yang seluruhnya atau sebagian kepunyaan orang lain/Perusahaan, dengan maksud untuk dimiliki secara melawan hukum. (KUHP Pasal 362). Acts of taking goods, in whole or in part, belonging to another person or the Company, with the intent to unlawfully possess them. (KUHP, Article 362).
Pelanggaran Kebijakan dan Peraturan Perusahaan Violation of Company Policies and Regulations	Kegiatan/tindakan yang dilakukan oleh Insan Perusahaan baik disengaja maupun terencana yang bertentangan dengan kebijakan dan peraturan internal Perusahaan dan anak Perusahaan. Pelaku pelanggaran ini dapat diancam sanksi menurut ketentuan yang berlaku, baik internal maupun eksternal. Acts or activities carried out by Company Personnel, whether intentional or deliberate, that contradict Company and Subsidiary policies and internal regulations. Perpetrators of such violations may be subject to sanctions in accordance with applicable internal and external regulations.

Jenis Pelanggaran Type of Violations	Penjelasan Description
Benturan Kepentingan Conflict of Interest	Sebuah situasi dan kondisi di mana Insan Pelindo Jasa Maritim atau Pemegang Saham karena kedudukan atau jabatan di Perusahaan dan Anak Perusahaan memiliki wewenang yang berpotensi disalahgunakan baik sengaja maupun tidak sengaja untuk kepentingan pribadinya. Sehingga menimbulkan adanya pertentangan antara kepentingan pribadi dan/atau kelompok dan/atau keluarga dengan kepentingan ekonomis Perusahaan dan Anak Perusahaan. Kondisi tersebut dapat mempengaruhi kualitas keputusan atas tugas yang diamanatkan kepadanya, sehingga kinerja hasil keputusan tersebut dapat merugikan Perusahaan dan Anak Perusahaan. A situation or condition in which an employee of Pelindo Jasa Maritim or a shareholder, due to their position or role within the Company or its Subsidiaries, holds authority that may be misused whether intentionally or unintentionally for personal gain. This creates a conflict between personal and/or group and/or family interests and the economic interests of the Company and its Subsidiaries. Such a condition can affect the quality of decisions made in carrying out entrusted duties, thereby potentially causing losses to the Company and its Subsidiaries.
Penyuapan/Gratifikasi Bribery/Gratification	Tindakan memberi atau menjanjikan sesuatu kepada seseorang dengan maksud untuk membujuk dan/atau menerima sesuatu atau janji, sedangkan ia mengetahui atau patut dapat menduga bahwa pemberian sesuatu atau janji itu dimaksudkan supaya itu/ia berbuat sesuatu atau tidak berbuat sesuatu dalam tugasnya, yang berlawanan dengan kewenangan atau kewajibannya yang menyangkut kepentingan umum (Pasal 3 UU Nomor 11 Tahun 1980 tentang Tindak Pidana Suap). Pemberian dalam arti luas, yakni meliputi pemberian uang, barang, rabat, komisi, pinjaman tanpa bunga, tiket perjalanan, fasilitas penginapan, perjalanan wisata, pengobatan cuma-cuma, dan fasilitas lainnya. (Pasal 128 UU Nomor 20 Tahun 2001 tentang Perubahan atas Undang-Undang Nomor 31 tahun 1999 tentang Pemberantasan Tindak Pidana Korupsi). Untuk informasi lebih lanjut terkait Penyuapan/Gratifikasi terdapat di dalam Pedoman Pengendalian Gratifikasi Perusahaan. An act of giving or promising something to another person with the intent to persuade and/or receive something or a promise, knowing or reasonably suspecting that the giving or promise is intended to influence them to act or refrain from acting in their duties in a manner contrary to their authority or obligations related to the public interest. (Article 3, Law No. 11 of 1980 on Criminal Acts of Bribery). Giving in a broad sense includes money, goods, rebates, commissions, interest-free loans, travel tickets, lodging facilities, leisure trips, free medical treatment, and other similar benefits. (Article 128, Law No. 20 of 2001 on Amendments to Law No. 31 of 1999 on the Eradication of Corruption Crimes). Further information on Bribery/Gratification can be found in the Company's Gratification Control Guidelines.
Penipuan Fraud	Kegiatan/tindakan yang dilakukan secara sengaja dan sadar dengan maksud untuk menguntungkan diri sendiri atau orang lain secara melawan hukum, dengan memakai nama palsu atau martabat palsu, dengan tipu muslihat, ataupun rangkaian kebohongan, menggerakkan orang lain untuk menyerahkan barang sesuatu kepadanya, atau supaya memberi hutang maupun menghapuskan piutang (KUHP Pasal 378). Acts or activities carried out intentionally and knowingly with the intent to unlawfully benefit oneself or another person by using a false name or false authority, deceit, or a series of lies, to persuade another person to hand over an item, grant a loan, or cancel a debt. (KUHP, Article 378).
Pemerasan Extortion	Kegiatan/tindakan yang dilakukan dengan maksud untuk menguntungkan diri sendiri atau orang lain secara melawan hukum, memaksa seorang dengan kekerasan atau ancaman kekerasan untuk memberikan barang sesuatu, yang seluruhnya atau sebagian adalah kepunyaan orang itu atau orang lain, atau supaya membuat hutang maupun menghapuskan piutang (KUHP Pasal 368). Acts or activities carried out with the intent to unlawfully benefit oneself or another person by coercing another person, through violence or threats of violence, to hand over an item wholly or partially belonging to that person or another or to create or cancel a debt. (KUHP, Article 368).
Penggelapan Embezzlement	Tindakan/kegiatan yang dilakukan dengan sengaja dan secara sadar melawan hukum untuk memiliki barang sesuatu yang seluruhnya atau sebagian adalah kepunyaan orang lain, yang saat ini ada dalam kekuasaannya bukan karena kejahatan. Acts or activities carried out intentionally and knowingly against the law to possess goods wholly or partially belonging to another person that are currently in their possession not as a result of a crime.

MEKANISME PENYAMPAIAN PELAPORAN PELANGGARAN

Fasilitas Pelaporan Pelanggaran disediakan sebagai sarana resmi yang dikelola secara independen oleh Holding Perusahaan. Sarana ini ditujukan bagi setiap individu yang ingin menyampaikan informasi atau dugaan pelanggaran yang terjadi. Melalui inisiatif ini, Holding menegaskan komitmennya dalam menegakkan prinsip transparansi, akuntabilitas, serta kepatuhan terhadap standar etika tinggi di seluruh aktivitas usaha.

Perusahaan mendorong para pelapor untuk memanfaatkan fasilitas ini dalam menyampaikan kekhawatiran atau informasi atas potensi ketidaksesuaian, guna mendukung upaya penanganan laporan secara cepat, tepat, dan sesuai dengan mekanisme yang telah ditetapkan sebagai berikut:

WHISTLEBLOWING REPORTING MECHANISM

The Whistleblowing Facility is provided as an official channel managed independently by the Company's Holding. This facility is intended for any individual who wishes to report information or suspected violations that have occurred. Through this initiative, the Holding reaffirms its commitment to upholding the principles of transparency, accountability, and adherence to high ethical standards across all business activities.

The Company encourages whistleblowers to utilize this facility to express concerns or provide information regarding potential non-compliance, in order to support the prompt, proper, and procedural handling of reports in accordance with the established mechanisms, as follows:

Website	https://pelindobersih .whistleblowing.link/
Telepon Phone	+62 21 2782 2345 Hotline dibuka selama 24 jam dalam 1 (satu) hari. Hotline for 24 hours in a day.
Faksimili	+62 21 2782 3456
E-mail	pelindobersih@whistleblowing.link
Surat Letter	Pelindo Bersih PO Box 1074 JKS 12010

PERLINDUNGAN BAGI WHISTLEBLOWER

Perusahaan menjamin perlindungan menyeluruh bagi *whistleblower* dengan menjaga kerahasiaan identitas pelapor maupun terlapor, kecuali jika pengungkapan diwajibkan dalam proses hukum yang sah. Laporan tanpa identitas tetap dapat diproses sepanjang isi, kredibilitas, dan bukti pendukungnya meyakinkan, sementara laporan palsu atau fitnah akan dikenakan sanksi tegas hingga proses hukum dan tidak memperoleh perlindungan. Perlindungan yang diberikan mencakup jaminan bebas dari pemecatan tidak adil, penurunan jabatan tanpa alasan jelas, maupun catatan buruk dalam data pribadi, serta perlindungan dari intimidasi, hukuman, atau tuntutan hukum selama laporan disampaikan dengan itikad baik. Selain itu, Perusahaan juga menyediakan pendampingan hukum bagi pelapor sebelum, selama, maupun setelah proses penyelidikan, serta memberikan kesempatan bagi pelapor dan terlapor untuk ikut menentukan bentuk perlindungan hukum yang sesuai dengan aturan perusahaan.

PROTECTION FOR WHISTLEBLOWER

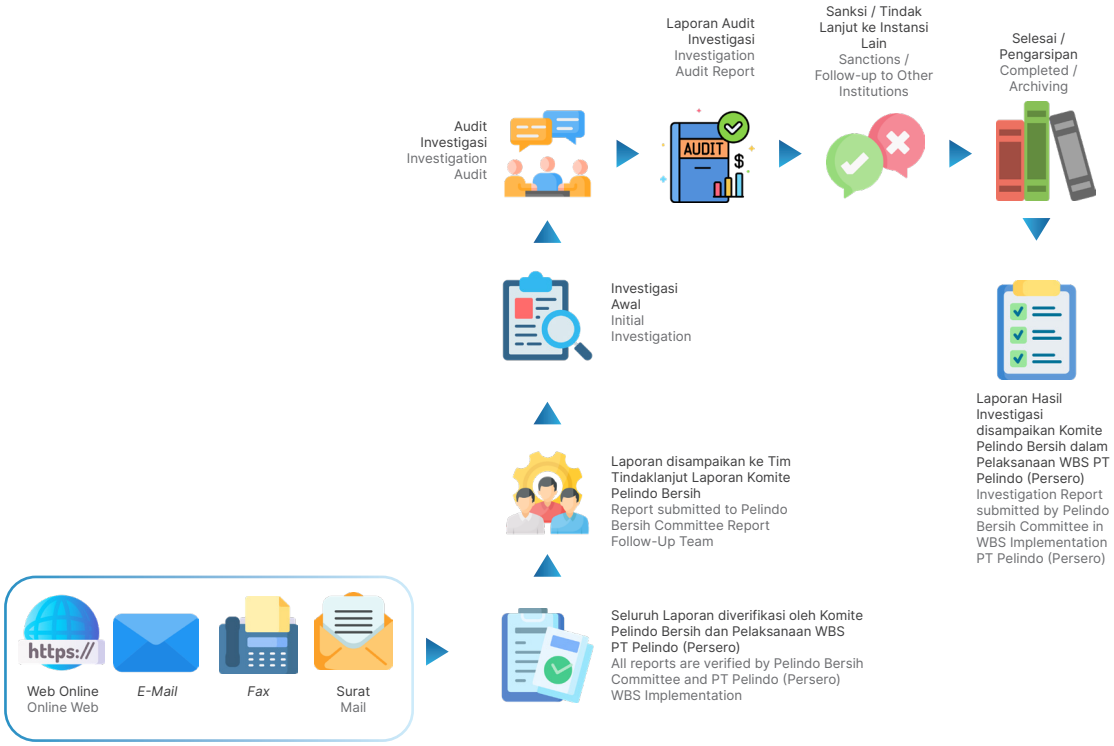
The Company guarantees all-around protection for whistleblowers by maintaining the confidentiality of both the whistleblower and the reported party's identities, except when disclosure is required in a legitimate legal process. Reports submitted anonymously may still be processed as long as their content, credibility, and supporting evidence are deemed convincing, while false or defamatory reports will be subject to strict sanctions, including possible legal action, and will not receive protection. The protection provided includes safeguards against unfair dismissal, demotion without clear justification, or negative personal record entries, as well as protection from intimidation, punishment, or legal action, provided that the report is made in good faith. In addition, the Company provides legal assistance to whistleblowers before, during, and after the investigation process, and allows both the whistleblower and the reported party to participate in determining the appropriate form of legal protection in accordance with Company regulations.

PENANGANAN PENGADUAN

Adapun mekanisme penanganan atas pelaporan pelanggaran di lingkungan SPJM adalah sebagai berikut:

REPORTING HANDLING

The mechanism for handling whistleblowing reports within SPJM is as follows:



PIHAK YANG MENGELOLA PENGADUAN

Sebagai bagian dari mekanisme penegakan etika dan disiplin kerja, SPJM membentuk tim khusus yang memiliki tanggung jawab untuk menangani laporan dugaan pelanggaran yang dilakukan oleh Insan Perusahaan. Tim ini dikenal sebagai Tim Tindak Lanjut Laporan Komite Pelindo Bersih, yang berperan dalam menerima, menyelidiki, serta mengambil langkah lanjutan atas setiap aduan yang masuk secara objektif dan profesional.

RESPONSIBLE PARTIES HANDLING REPORTS

As part of its mechanism for enforcing ethics and work discipline, SPJM has established a dedicated team responsible for handling reports of alleged violations committed by Company Personnel. This team, known as the Komite Pelindo Bersih Report Follow-Up Team, is tasked with receiving, investigating, and taking appropriate follow-up actions on every complaint received in an objective and professional manner.

Adapun informasi pihak pengelola WBS Perusahaan adalah sebagai berikut:

The contact information for the Company's WBS management team is as follows:

Posisi Title	**Jabatan** Position
Ketua merangkap anggota Wakil Ketua merangkap anggota Chairman, concurrently as Vice Chairman and member	SVP Sekretaris Perusahaan SVP Satuan Pengawasan Internal SVP of Corporate Secretary SVP of Internal Audit Unit
Sekretaris Secretary	VP Tata Kelola, Hubungan Lembaga dan Investor VP of Governance, Institutional and Investor Relations
Anggota Member	SVP Hukum SVP of Legal Affairs
Anggota Member	SVP Manajemen Risko SVP of Risk Management
Anggota Member	SVP Layanan SDM dan Umum SVP of Human Capital and General Affairs
Anggota Member	SVP Operasi Kapal SVP of Vessel Operation

Tim Tindak Lanjut Hasil Rekomendasi Komite Pelindo Bersih menjalankan peran dan tanggung jawab utama sebagai berikut:

1. Membahas dan memberikan rekomendasi untuk tindak lanjut atas laporan dugaan pelanggaran yang masuk dalam saluran *Whistleblowing System* dalam waktu selambat-lambatnya 14 (empat belas) hari kerja sejak penerimaan pengaduan;
2. Rekomendasi yang diberikan oleh Tim Tindak Lanjut Laporan Komite Pelindo Bersih berupa kesimpulan hasil pembahasan laporan *Whistleblowing System* (laporan dapat ditindaklanjuti dan membutuhkan investigasi lebih lanjut atau tidak) serta melihat urgensi laporan. Kemudian Tim Tindak Lanjut Laporan Komite Pelindo Bersih dapat menyurati pejabat Perusahaan sebagaimana yang diatur pada Bab II Poin 5 dan rekomendasi urgensi laporannya serta menyurati pejabat Perusahaan terkait sebagaimana yang diatur pada Bab II Poin 5;
3. Menindaklanjuti & melakukan verifikasi semua laporan yang masuk (termasuk *out of scope*) untuk selanjutnya dapat ditindaklanjuti sesuai dengan tipe pelanggarannya selama 30 (tiga puluh) hari kerja setelah laporan diterima dibantu oleh Tim Tindak Lanjut Laporan Komite Pelindo Bersih dari Wilayah Anak Perusahaan PT Pelindo Jasa Maritim;
4. Melakukan verifikasi dan membuat kesimpulan, saran serta rekomendasi atas hasil pemeriksaan/ permintaan dan meminta keterangan ahli apabila diperlukan;
5. Memonitoring tindak lanjut/putusan atas laporan yang masuk jika terbukti terjadi pelanggaran, untuk tindak lanjut/putusan kepada internal dikoordinasikan oleh SVP Layanan SDM & Umum;
6. Melakukan rapat internal Tim Tindak Lanjut Laporan Komite Pelindo Bersih minimal 1 (satu) hal dalam setiap 3 (tiga) bulan dan/atau setiap terdapat laporan dugaan pelanggaran melalui *Whistleblowing System;*
7. Menyampaikan laporan pelaksanaan pengelolaan saluran *Whistleblowing System* kepada Direksi Perusahaan, Dewan Komisaris dan Pemegang Saham secara periodik setiap semester, paling lambat 1 (satu) bulan setelah periodik tersebut berakhir;
8. Melakukan pengawasan terhadap independensi dan efektifitas pelaksanaan *Whistleblowing System* Perusahaan;
9. Melakukan *benchmarking* pada perusahaan lain untuk melihat perkembangan skema *Whistleblowing System*;
10. Setiap anggota Tim Tindak Lanjut Laporan Komite Pelindo Bersih wajib menandatangani pakta integritas agar selalu menjaga kerahasiaan dalam menjalankan tugasnya;
11. Membuat dan mereview kebijakan dan Sistem Prosedur Operasi (SOP) terkait *Whistleblowing System* dibantu oleh pihak independen yang ditunjuk perusahaan;

The Pelindo Bersih Committee Report Follow-Up Team carries out the following main roles and responsibilities:

1. Discussing and providing recommendations for follow-up actions on reports of alleged violations received through the Whistleblowing System within a maximum of 14 (fourteen) working days from the date of complaint receipt;
2. The recommendations provided by the Follow-Up Team include conclusions on the Whistleblowing System reports (whether the report can be followed up and requires further investigation or not), while also assessing the urgency of the report. The Pelindo Bersih Committee Report Follow-Up Team may issue an official letter to relevant Company officials as stipulated in Chapter II Point 5, outlining the urgency and recommendations of the report;
3. Following up and verifying all reports received (including those outside the defined scope) to ensure proper handling according to the type of violation within 30 (thirty) working days after the report is received, with assistance from the Pelindo Bersih Committee Report Follow-Up Team of PT Pelindo Jasa Maritim's Subsidiaries;
4. Conducting verification and drawing conclusions, suggestions, and recommendations based on examination or inquiries, and requesting expert opinions when necessary;
5. Monitoring the follow-up actions or decisions on verified violations, with internal coordination for follow-up actions and decisions handled by the SVP of Human Capital & General Affairs;
6. Holding internal meetings of the Pelindo Bersih Committee Report Follow-Up Team at least once every three (3) months and/or whenever a report of alleged violation is received through the Whistleblowing System;
7. Submitting reports on the implementation and management of the Whistleblowing System channels to the Company's Board of Directors, Board of Commissioners, and Shareholders periodically every semester, no later than a month after the end of each period;
8. Overseeing the independence and effectiveness of the Company's Whistleblowing System implementation;
9. Conducting benchmarking with other companies to assess the development and improvement of Whistleblowing System schemes;
10. Requiring all members of the Follow-Up Team to sign an integrity pact to ensure confidentiality in the execution of their duties;
11. Developing and reviewing policies and Standard Operating Procedures (SOP) related to the Whistleblowing System, assisted by an independent party appointed by the Company;

12. Melakukan Sosialisasi kepada Insan Perusahaan dan *Stakeholder* terkait penggunaan saluran *Whistleblowing System*;
13. Pengelolaan WBS perusahaan oleh Komite Perusahaan Bersih diutamakan dibantu oleh Pihak Independen dalam pelaksanaannya dengan proses penunjukannya mengikuti ketentuan yang berlaku.

JUMLAH PENGADUAN YANG MASUK DAN DIPROSES PADA TAHUN BUKU TERAKHIR

Terkhusus tentang pelanggaran dan sanksi, per 31 Desember 2024, Perusahaan menerima pengaduan melalui WBS sebanyak 6 pengaduan, yang terdiri dari:

- 4 laporan *out of scope*
- 2 laporan terkait indikasi pelanggaran namun tidak lengkap dan tidak dapat menunjukan bukti pendukung

SANKSI/TINDAK LANJUT ATAS PENGADUAN YANG TELAH SELESAI DIPROSES PADA TAHUN BUKU

Untuk pelaporan *Whistleblowing System* tahun 2024 terdapat 1 laporan dan telah tuntas.

12. Conducting socialization and awareness programs for Company Personnel and Stakeholders regarding the use of the Whistleblowing System channels;
13. The management of the Company's Whistleblowing System by the Clean Company Committee shall preferably be supported by an Independent Party, whose appointment process follows the applicable regulations.

NUMBER OF INCOMING COMPLAINTS PROCESSED DURING THE LAST FINANCIAL YEAR

Specifically regarding violations and sanctions, as of December 31, 2024, the Company received 6 complaints through the WBS, consisting of:

- 4 out of scope reports
- 2 reports related to indications of violations but incomplete and unable to provide supporting evidence

SANCTION/FOLLOW-UP ON PROCESSED COMPLAINT DURING THE FINANCIAL YEAR

For the 2024 Whistleblowing System report, there was one report and it has been completed.



PENERAPAN ATAS PEDOMAN UMUM GOVERNANSI KORPORAT INDONESIA

Implementation of The Indonesian Corporate Governance Code

No	Uraian Description	*Apply/ Explain*	Keterangan Penerapan Implementation
1	Peran dan Tanggung Jawab Direksi dan Dewan Komisaris Roles and Responsibilities of the Board of Directors and Commissioners		
1.1	Peran dan Tanggung Jawab Direksi Roles and Responsibilities of the Board of Directors		
Rekomendasi 1 Recommendation 1			
1.1.1	Untuk mencapai penciptaan nilai yang berkelanjutan, Direksi menjalankan peran kepemimpinannya dan berupaya mencapai hasil governansi sebagai berikut: berdaya saing dan berfokus ke kinerja jangka panjang; beretika dan bertanggung jawab dalam menjalankan bisnis; berkontribusi positif terhadap masyarakat dan lingkungan; serta berkemampuan dalam bertahan dan bertumbuh To achieve sustainable value creation, the Board of Directors exercises its leadership role and strives to attain the following governance outcomes: competitiveness and a focus on long-term performance; ethical and responsible business conduct; positive contributions to society and the environment; and resilience and growth capability.	*Apply*	Sebagaimana tertuang dalam Peraturan Direksi Nomor: PER.0040/HK.101/PLJM-2023 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) PT Pelindo Jasa Maritim. As stipulated in the Board of Directors Regulation No. PER.0040/HK.101/PLJM-2023 concerning the Board Manual Guidelines on the Working Procedures and Relationship between the Board of Commissioners and the Board of Directors of PT Pelindo Jasa Maritim.
Panduan Guideline			
1.1.1.1	Direksi mewujudkan standar etika bisnis yang tinggi dan memastikan pelaksanaan kode etik yang melahirkan budaya korporasi yang berintegritas. The Board of Directors upholds high standards of business ethics and ensures the implementation of the code of ethics that fosters a culture of integrity within the corporation.	*Apply*	Perusahaan telah mengesahkan Kode Etik Bisnis melalui Peraturan Direksi No PER.0042/HK.101/PLJM-2023 tanggal 22 Desember 2023 tentang Pedoman Kode Etik Bisnis di Lingkungan PT Pelindo Jasa Maritim. The Company has ratified the Code of Business Ethics through the Board of Directors Regulation No. PER.0042/HK.101/PLJM-2023 dated December 22, 2023, concerning the Guidelines for the Code of Business Conduct within PT Pelindo Jasa Maritim.
1.1.1.2	Direksi menumbuhkan budaya korporasi yang memastikan bahwa karyawan memahami tanggung jawab mereka untuk berperilaku sesuai dengan nilai-nilai korporasi dan standar etika bisnis yang tinggi. The Board of Directors cultivates a corporate culture that ensures employees understand their responsibility to act in accordance with the company's core values and high ethical standards.	*Apply*	Perusahaan secara konsisten menyelenggarakan sosialisasi kebijakan Kode Etik Bisnis kepada seluruh Pekerja setiap tahun, disertai dengan pelaksanaan penandatanganan Pakta Integritas oleh seluruh Pekerja. The Company consistently conducts annual dissemination of the Code of Business Ethics policy to all employees, accompanied by the signing of the Integrity Pact by all personnel.

No	Uraian Description	*Apply/ Explain*	Keterangan Penerapan Implementation
1.1.1.3	Direksi memastikan dipenuhinya tanggung jawab sosial dan lingkungan korporasi. Direksi mempunyai perencanaan strategis yang jelas dalam melaksanakan tanggung jawab sosial dan lingkungan korporasi. The Board of Directors ensures the fulfillment of the company's social and environmental responsibilities and establishes clear strategic plans for their implementation.	*Apply*	Perusahaan telah mengesahkan Keputusan Direksi nomor PER.0055/HK.101/PLJM-2022, Tanggal 28 Juni 2022 Tentang Pedoman Pelaksanaan Tanggung jawab sosial dan Lingkungan PT Pelindo Jasa Maritim. The Company has also ratified the Board of Directors Decree No. PER.0055/HK.101/PLJM-2022 dated June 28, 2022, concerning the Guidelines for the Implementation of Corporate Social and Environmental Responsibility of PT Pelindo Jasa Maritim.
1.1.1.4	Direksi memastikan bahwa korporasi kuat secara finansial dan gesit secara operasional. The Board of Directors ensures that the corporation remains financially strong and operationally agile.	*Apply*	Direksi melaksanakan pemantauan berkala terhadap kinerja keuangan dan operasional melalui forum manajemen maupun Rapat Direksi, untuk memastikan pengelolaan perusahaan berjalan andal dan berkesinambungan. The Board of Directors conducts regular monitoring of financial and operational performance through management forums and Board of Directors meetings to ensure that the company's management is reliable and sustainable.
Rekomendasi 2 Recommendation 2			
1.1.2	Direksi harus memastikan bahwa misi, visi, tujuan, sasaran, strategi, dan rencana tahunan dan jangka menengah korporasi konsisten dengan tujuan jangka panjang, dengan memanfaatkan inovasi dan teknologi secara efektif. The Board of Directors must ensure that the corporation's mission, vision, objectives, goals, strategies, and annual and medium-term plans are consistent with its long-term objectives, while effectively leveraging innovation and technology.	*Apply*	Visi, misi, tujuan, dan strategi Perusahaan diperbarui secara berkala melalui Rencana Jangka Panjang Perusahaan (RJPP). Selanjutnya, RJPP dijabarkan ke dalam target serta program tahunan yang disusun secara selaras, sehingga mendukung terwujudnya visi, misi, dan tujuan Perusahaan. The Company's vision, mission, objectives, and strategies are periodically updated through the Corporate Long-Term Plan (RJPP). The RJPP is then translated into aligned annual targets and programs to support the realization of the Company's vision, mission, and objectives.
Panduan Guideline			
1.1.2.1	Ketika mengembangkan strategi dan rencana, Direksi mempromosikan inovasi dan penggunaan teknologi mutakhir untuk meningkatkan daya saing, menanggapi perhatian dan harapan pemangku kepentingan, serta memenuhi tanggung jawab sosial dan lingkungan. In developing strategies and plans, the Board of Directors promotes innovation and the use of advanced technology to enhance competitiveness, respond to stakeholder concerns and expectations, and fulfill social and environmental responsibilities.	*Apply*	Direksi mendorong inovasi dan teknologi mutakhir melalui berbagai investasi TI, mulai dari penguatan keamanan sistem, aplikasi operasional, hingga analitik data, untuk meningkatkan daya saing dan keberlanjutan layanan perusahaan. The Board of Directors promotes innovation and advanced technology through various IT investments, ranging from strengthening system security and operational applications to data analytics, in order to enhance the Company's competitiveness and service sustainability.
1.1.2.2	Direksi memprioritaskan dan mengedepankan budaya korporasi yang mencakup inovasi dan menyertakan inovasi ke dalam strategi korporasi, perencanaan pengembangan operasional, dan pengawasan operasi. The Board of Directors prioritizes and upholds a corporate culture that embraces innovation, integrating it into corporate strategy, operational development planning, and operational oversight.	*Apply*	Penerapannya tercermin dari integrasi inovasi dalam pengembangan sistem TI, digitalisasi operasional, hingga aplikasi pemeliharaan dan *monitoring* yang memperkuat efisiensi, keamanan, serta kualitas layanan perusahaan. This commitment is reflected in the integration of innovation within IT system development, operational digitalization, and maintenance and monitoring applications that strengthen efficiency, security, and service quality.



No	Uraian Description	*Apply/ Explain*	Keterangan Penerapan Implementation
1.1.2.3	Direksi mendorong inovasi yang meningkatkan penciptaan nilai jangka panjang untuk bisnis dalam lingkungan yang berubah. Inovasi tersebut dapat mencakup merancang model bisnis, produk dan layanan yang inovatif, mempromosikan riset, meningkatkan proses produksi dan operasi, dan berkolaborasi dengan mitra. The Board of Directors encourages innovation that enhances long-term value creation for the business in a changing environment. Such innovation may include designing innovative business models, products, and services; promoting research; improving production and operational processes; and collaborating with partners.	*Apply*	Direksi mendorong SPJM mengembangkan inovasi bisnis, layanan, dan operasi melalui riset, digitalisasi, serta kemitraan untuk menciptakan nilai jangka panjang. The Board of Directors also encourages SPJM to develop business, service, and operational innovations through research, digitalization, and partnerships to create long-term value.
Rekomendasi 3 Recommendation 3			
1.1.3	Direksi memastikan bahwa korporasi menerapkan manajemen risiko dan sistem pengendalian internal yang tepat dan efektif yang selaras dengan visi, misi, tujuan, sasaran, dan strategi korporasi serta mematuhi peraturan perundang-undangan dan standar yang berlaku. The Board of Directors ensures that the Company implements proper and effective risk management and internal control systems that align with its vision, mission, objectives, goals, and strategies, while complying with applicable laws, regulations, and standards.	*Apply*	Direksi telah mengesahkan Peraturan Direksi Nomor PER.0014/HK.101/PLJM-2022 tanggal 15 Maret 2022 tentang Pedoman Strategis dan Pedoman Teknis Manajemen Risiko dan PER.0013/HK.101/PLJM-2022 tanggal 15 Maret 2022 tentang Pedoman Selera Risiko (*Risk Appetite*) dan Toleransi Risiko (Risk Tolerance). Direksi juga telah mengesahkan Surat Keputusan Direksi nomor PER-0029/HK.101/PLJM-2022 tanggal 30 Mei 2022 tentang Pedoman Umum Satuan Pengawasan Internal (SPI) PT Pelindo Jasa Maritim. Direksi secara bulanan memantau implementasi manajemen risiko melalui laporan yang disampaikan kepada Pemegang Saham. Selain itu, Direksi juga secara berkala mengadakan pertemuan dengan Dewan Komisaris, Komite Audit, dan Komite Manajemen Risiko untuk membahas perkembangan penerapan manajemen risiko serta efektivitas pengendalian internal. The Board of Directors has ratified the Board Regulation No. PER.0014/HK.101/PLJM-2022 dated March 15, 2022, concerning the Strategic and Technical Guidelines for Risk Management, and No. PER.0013/HK.101/PLJM-2022 dated March 15, 2022, concerning the Guidelines for Risk Appetite and Risk Tolerance. The Board of Directors has also enacted the Board of Directors Decree No. PER-0029/HK.101/PLJM-2022 dated May 30, 2022, concerning the General Guidelines of the Internal Audit Unit (SPI) of PT Pelindo Jasa Maritim. The Board of Directors regularly monitors the implementation of risk management through monthly reports submitted to the Shareholders. In addition, the Board of Directors periodically holds meetings with the Board of Commissioners, the Audit Committee, and the Risk Management Committee to discuss the progress of risk management implementation and the effectiveness of internal controls.
Rekomendasi 4 Recommendation 4			

No	Uraian Description	*Apply/ Explain*	Keterangan Penerapan Implementation
1.1.4	Direksi memastikan integritas akuntansi dan sistem pelaporan keuangan korporasi dan pengungkapan yang tepat waktu dan akurat atas semua informasi material mengenai korporasi. The Board of Directors ensures the integrity of the Company's accounting and financial reporting systems, as well as the timely and accurate disclosure of all material information regarding the Company.	*Apply*	Direksi telah mengesahkan peraturan Direksi Nomor PD 10 Tahun 2021 tanggal 28 Desember 2021 tentang Pedoman Kebijakan Akuntansi Keuangan di lingkungan PT Pelindo Jasa Maritim. Untuk menjamin transparansi, Laporan Keuangan Perusahaan selalu diaudit oleh Akuntan Publik berdasarkan Standar Akuntansi Keuangan yang berlaku umum di Indonesia, serta diterbitkan secara tepat waktu. The Board of Directors has enacted Board of Directors Regulation No. PD 10 of 2021 dated December 28, 2021, concerning the Guidelines for Financial Accounting Policies within PT Pelindo Jasa Maritim. To ensure transparency, the Company's Financial Statements are audited by a Public Accountant in accordance with generally accepted Financial Accounting Standards in Indonesia and are published in a timely manner.
Panduan Guideline			
1.1.4.1	Direksi memastikan bahwa setiap orang yang terlibat dalam persiapan dan pengungkapan informasi korporasi memiliki pengetahuan, keterampilan, dan pengalaman yang relevan, tercermin antara lain dari sertifikasi profesi yang relevan yang diterbitkan lembaga yang bereputasi. Selain itu, Direksi juga memastikan ketersediaan sumber daya (termasuk karyawan) yang memadai. The Board of Directors ensures that every individual involved in the preparation and disclosure of corporate information possesses the necessary knowledge, skills, and relevant experience, as reflected, among others, through professional certifications issued by reputable institutions. In addition, the Board of Directors also ensures the availability of adequate resources (including personnel).	*Apply*	Direksi SPJM memastikan pengelolaan informasi korporasi dilakukan oleh SDM yang kompeten dengan sertifikasi relevan dari lembaga bereputasi, serta didukung sumber daya yang memadai untuk menjaga kualitas, akurasi, dan transparansi pengungkapan informasi. The Board of Directors of SPJM ensures that corporate information management is handled by competent human resources holding relevant certifications from reputable institutions, supported by adequate resources to maintain the quality, accuracy, and transparency of information disclosure.



No	Uraian Description	*Apply/ Explain*	Keterangan Penerapan Implementation
1.1.4.2	Ketika menyetujui pengungkapan informasi (termasuk untuk pengungkapan informasi keuangan berkala), Direksi mempertimbangkan semua faktor yang berikut ini: 1. Hasil evaluasi ketepatan desain dan efektivitas implementasi sistem pengendalian internal; 2. Opini auditor eksternal atas laporan keuangan, pengamatan atas sistem pengendalian internal, dan pengamatan lainnya melalui sumber lain; 3. Pendapat Komite; 4. Audit Konsistensi dengan tujuan, strategi, dan kebijakan. When approving information disclosures (including periodic financial disclosures), the Board considers the following factors: 1. The results of evaluations on the adequacy of design and the effectiveness of the implementation of internal control systems; 2. External auditor opinions on financial statements, observations of internal control systems, and other observations obtained from various sources; 3. Committee opinions; 4. Consistency audits with corporate objectives, strategies, and policies.	*Apply*	Direksi SPJM menyetujui pengungkapan informasi dengan mempertimbangkan efektivitas sistem pengendalian internal, opini auditor, masukan Komite, serta kesesuaian dengan tujuan dan kebijakan perusahaan. Penerapannya dilakukan melalui rapat berkala untuk memastikan informasi yang disampaikan akurat, transparan, dan sesuai prinsip tata kelola. The Board of Directors approves information disclosures by taking into account the effectiveness of internal control systems, auditor opinions, committee inputs, as well as alignment with the company's objectives and policies. This is implemented through regular meetings to ensure that the information disclosed is accurate, transparent, and in accordance with governance principles.
1.1.4.3	Direksi menyampaikan laporan yang mengomentari Laporan Keuangan Triwulanan dan dipublikasikan bersamaan dengan Laporan Keuangan Triwulanan sehingga bermanfaat bagi investor dan analis yang akan meninjau fundamental dan kinerja keuangan korporasi. The Board of Directors submits a report commenting on the Quarterly Financial Statements, which is published simultaneously with the Quarterly Financial Statements to provide useful insights for investors and analysts reviewing the corporation's fundamentals and financial performance.	*Apply*	Direksi SPJM menyampaikan laporan yang mengomentari Laporan Keuangan Triwulanan dan mempublikasikannya secara bersamaan. Langkah ini memastikan penyajian informasi yang lebih komprehensif, karena selain data keuangan, investor dan analis juga memperoleh penjelasan manajerial terkait fundamental dan kinerja perusahaan. Dengan demikian, penerapan ini meningkatkan transparansi, memperkuat kepercayaan pemangku kepentingan, serta mendukung pengambilan keputusan investasi yang lebih tepat. The Board of Directors of SPJM submits reports that provide commentary on the Quarterly Financial Statements, which are published simultaneously. This approach ensures a more comprehensive presentation of information, as investors and analysts receive not only financial data but also managerial insights into the company's fundamentals and performance. Consequently, this practice enhances transparency, strengthens stakeholder trust, and supports more informed investment decision-making.

No	Uraian Description	*Apply/ Explain*	Keterangan Penerapan Implementation
Rekomendasi 5 Recommendation 5			
1.1.5	Direksi memastikan pelaporan keberlanjutan telah disusun sebagaimana mestinya. The Board of Directors ensures that the sustainability reporting has been properly prepared.	*Apply*	Perusahaan telah membuat Laporan Keberlanjutan yang merujuk pada POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga jasa Keuangan, Emiten, dan Perusahaan Publik dan berpedoman pada standar GRI (GRI Standards) yang dikeluarkan oleh Global Sustainability Standards Board (GSBB). The Company has prepared its Sustainability Report in accordance with Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies, and with reference to the Global Reporting Initiative (GRI) Standards issued by the Global Sustainability Standards Board (GSSB).
Panduan Guideline			
1.1.5.1	Laporan keberlanjutan disusun berdasarkan kerangka pelaporan yang sesuai dengan ukuran dan kompleksitas korporasi dan memenuhi standar nasional dan atau global. The sustainability report is prepared based on a reporting framework that aligns with the size and complexity of the corporation and complies with national and/or global standards.	*Apply*	Perusahaan telah membuat Laporan Keberlanjutan yang merujuk pada POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga jasa Keuangan, Emiten, dan Perusahaan Publik dan berpedoman pada Standar GRI (GRI Standards) yang dikeluarkan oleh Global Sustainability Standards Board (GSBB). The Company has prepared its Sustainability Report in accordance with Financial Services Authority Regulation (POJK) No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies, and with reference to the Global Reporting Initiative (GRI) Standards issued by the Global Sustainability Standards Board (GSSB).
1.1.5.2	Pelaporan keberlanjutan korporasi mencerminkan praktik korporasi yang mendukung penciptaan nilai yang berkelanjutan. The corporation's sustainability reporting reflects its practices in supporting sustainable value creation.	*Apply*	Pelaporan keberlanjutan mencerminkan praktik SPJM dalam menciptakan nilai jangka panjang melalui tata kelola yang kuat, transparansi, serta perhatian pada aspek lingkungan dan sosial. Dengan demikian, laporan ini menjadi wujud komitmen SPJM terhadap keberlanjutan usaha dan kontribusi bagi pemangku kepentingan. The sustainability report reflects SPJM's practices in creating long-term value through strong governance, transparency, and attention to environmental and social aspects. Thus, the report serves as a manifestation of SPJM's commitment to business sustainability and its contribution to stakeholders.



No	Uraian Description	*Apply/ Explain*	Keterangan Penerapan Implementation
Rekomendasi 6 Recommendation 6			
1.1.6	Direksi membangun kerangka kerja untuk governansi teknologi informasi (TI) korporasi yang selaras dengan kebutuhan dan prioritas bisnis korporasi, mendorong peluang dan kinerja bisnis, memperkuat manajemen risiko, serta mendukung tujuan dan strategi korporasi. The Board of Directors has established a framework for the corporation's information technology (IT) governance that aligns with the corporation's business needs and priorities, drives business opportunities and performance, strengthens risk management, and supports the corporation's goals and strategies.	*Apply*	Penyusunan IT *Master Plan* di SPJM saat ini masih berada pada tahap perencanaan. Penjelasan: telah disahkan sebagaimana nomor Agenda: SI.00/15/11/ITMP/TKLG-23, tanggal 15 November 2023 The preparation of the IT Master Plan at SPJM is currently in the planning stage. Explanation: It has been ratified under Agenda Number: SI.00/15/11/ITMP/TKLG-23, dated November 15, 2023.
Panduan Guideline			
1.1.6.1	Direksi memastikan bahwa korporasi memiliki kebijakan alokasi sumber daya TI yang memastikan investasi dan alokasi sumber daya TI yang memadai dan optimal. The Board of Directors ensures that the corporation has an IT resource allocation policy that guarantees adequate and optimal investment and allocation of IT resources.	*Apply*	PT Pelindo Jasa Maritim telah menetapkan Peraturan Direksi No. PER.0004/HK.101/PLJM-2022 yang mengatur mengenai Tata Kelola Teknologi Informasi dan Komunikasi di lingkungan perusahaan. PT Pelindo Jasa Maritim has enacted Board of Directors Regulation No. PER.0004/HK.101/PLJM-2022, which governs Information and Communication Technology Governance within the company.
1.1.6.2	Direksi memastikan bahwa manajemen risiko korporasi mencakup manajemen risiko TI. The Board of Directors ensures that the corporation's risk management framework includes IT risk management.	*Apply*	Pengelolaan risiko di bidang Teknologi Informasi mencakup ketiadaan ruangan server SPJM, yang terjadi akibat penggabungan Pelindo 1, 2, 3, dan 4 sehingga pengelolaan server dialihkan ke Regional 4. Risiko ini terus dipantau secara berkala. Risk management in the field of Information Technology includes the absence of an SPJM server room, resulting from the merger of Pelindo 1, 2, 3, and 4, which led to the transfer of server management to Regional 4. This risk continues to be monitored regularly.

No	Uraian Description	*Apply/ Explain*	Keterangan Penerapan Implementation
1.1.6.3	Direksi memastikan korporasi memiliki kebijakan dan prosedur keamanan TI, termasuk perlindungan terhadap keamanan dan kerahasiaan data. The Board of Directors ensures that the corporation has IT security policies and procedures in place, including measures to protect data security and confidentiality.	*Apply*	Peraturan Direksi No. PER.0004/HK.101/PLJM-2022 telah mengatur Tata Kelola Teknologi Informasi dan Komunikasi di lingkungan PT Pelindo Jasa Maritim. Selain itu, melalui Keputusan Direksi PT Pelindo Jasa Maritim No. HK.102/22//12/1/PSDT/STRT/PLJM-22, telah dibentuk Tim Internal IT Security Incident Response Team. Penjelasan: Tim Internal IT Security Incident Response Team telah diperpanjang menjadi Surat Perintah Nomor:HK.102/19/2/1/PPTI/STRT/PLJM-24, tanggal 19 Februari 2024. Board of Directors Regulation No. PER.0004/HK.101/PLJM-2022 regulates Information and Communication Technology Governance within PT Pelindo Jasa Maritim. In addition, through PT Pelindo Jasa Maritim Board of Directors Decree No. HK.102/22//12/1/PSDT/STRT/PLJM-22, an Internal IT Security Incident Response Team has been established. Explanation: The Internal IT Security Incident Response Team has been extended through Instruction Letter No. HK.102/19/2/1/PPTI/STRT/PLJM-24, dated February 19, 2024.
Rekomendasi 7 Recommendation 7			
1.1.7	Bagi korporasi yang menjalankan kegiatan usaha berdasarkan prinsip Syariah, Direksi perlu memastikan kewenangan dan ketersediaan perangkat pendukung yang memadai agar Dewan Pengawas Syariah dapat menjalankan perannya dengan efektif. For corporations conducting business activities based on Sharia principles, the Board of Directors must ensure that the necessary authority and adequate supporting mechanisms are in place to enable the Sharia Supervisory Board to perform its role effectively.	*Not applicable*	Tidak ada None
Rekomendasi 8 Recommendation 8			
1.1.8	Piagam Direksi secara periodik ditinjau. Piagam mencakup antara lain pembagian peran Direktur secara individual dapat diatur di Piagam Direksi atau dengan surat keputusan Direksi. The Board of Directors Charter is reviewed periodically. The Charter includes, among other things, the division of roles and responsibilities among individual Directors, which may be stipulated in the Charter itself or through a Board of Directors Decree.	*Apply*	Tugas dan tanggung jawab masing-masing Direktur diatur dalam Board Manual, Anggaran Dasar Perusahaan, serta Peraturan Direksi No. PER.0040/HK.101/PLJM-2023 tertanggal 20 Desember 2023. The duties and responsibilities of each Director are stipulated in the Board Manual, the Company's Articles of Association, and Board of Directors Regulation No. PER.0040/HK.101/PLJM-2023 dated December 20, 2023.
1.1.9	Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan. The Board of Directors also has a policy regarding the resignation of any member of the Board who is involved in financial crimes or proven to have committed wrongdoing.	*Apply*	Prosedur mengenai pengunduran diri anggota Direksi tercantum dalam *Board Manual* serta Anggaran Dasar Perusahaan. The procedure for the resignation of a member of the Board of Directors is set forth in the Board Manual and the Company's Articles of Association.



No	Uraian Description	*Apply/ Explain*	Keterangan Penerapan Implementation
1.2	Penilaian Kinerja – Direksi dan Anggotanya Performance Assessment – Board of Directors and its Members		
1.2.1	Dewan Komisaris melakukan evaluasi formal tahunan secara objektif dan independen untuk menentukan efektivitas Direksi dan setiap individu Direktur The Board of Commissioners conducts an annual formal evaluation objectively and independently to determine the effectiveness of the Board of Directors and each individual Director.	*Apply*	Setiap tahun, Dewan Komisaris maupun Pemegang Saham melakukan evaluasi dan penilaian atas kinerja Direksi. Proses ini bertujuan menilai kemampuan Direksi dalam melaksanakan tugas serta mengelola operasional perusahaan sepanjang satu tahun buku. Each year, the Board of Commissioners and the Shareholders conduct an evaluation and assessment of the Board of Directors' performance. This process aims to assess the Directors' ability to carry out their duties and manage the company's operations throughout the financial year.
Panduan Guideline			
1.2.1.1	Dewan Komisaris menetapkan kebijakan penilaian sendiri (*self-assessment*) bagi Direksi untuk menilai kinerja Direksi. Hasil penilaian sendiri disampaikan kepada Dewan Komisaris untuk dinilai dan bila diperlukan disesuaikan dengan penilaian Dewan Komisaris. The Board of Commissioners establishes a self-assessment policy for the Board of Directors to evaluate their performance. The results of the self-assessment are submitted to the Board of Commissioners for review and, if necessary, adjusted based on the Commissioners' assessment.	*Apply*	Setiap Direktur menerapkan kebijakan *self-assessment* yang dilaksanakan secara berkala dengan berpedoman pada KPI masing-masing. Each Director implements a self-assessment policy carried out periodically, guided by their respective KPIs.
1.2.1.2	Kebijakan penilaian sendiri atau kebijakan penilaian lainnya didasarkan pada tolok ukur penilaian yang spesifik, terukur, dapat dicapai, dan relevan serta sesuai dengan yang ditetapkan Dewan Komisaris berdasarkan pertimbangan Komite Nominasi dan Remunerasi dan sebagai dasar penilaian akuntabilitas Direksi mengenai tingkat keberhasilan Korporasi dalam mencapai target-target kinerja. Tolak ukur yang terpilih dicantumkan ke dalam kontrak kesepakatan kerja antara Direksi dengan Dewan Komisaris. The self-assessment policy or other assessment policies are based on specific, measurable, achievable, and relevant performance indicators, as determined by the Board of Commissioners with consideration from the Nomination and Remuneration Committee. These indicators serve as the basis for evaluating the Board of Directors' accountability and the Company's success in achieving its performance targets. The selected indicators are included in the work agreement contract between the Board of Directors and the Board of Commissioners.	*Apply*	Dewan Komisaris/Dewan Pengawas telah menetapkan kebijakan penilaian kinerja Direksi melalui No. 28/DK/XII/IPC.TPK-20 tanggal 20 Desember 2020. The Board of Commissioners/Supervisory Board has established a performance evaluation policy for the Board of Directors through Decree No. 28/DK/XII/IPC.TPK-20 dated December 20, 2020.

No	Uraian Description	*Apply/ Explain*	Keterangan Penerapan Implementation
1.2.1.3	Skema remunerasi yang berupa saham yang diberikan kepada direktur, komisaris, dan karyawan harus mendapat persetujuan dari pemegang saham. Any remuneration scheme in the form of shares granted to directors, commissioners, or employees must be approved by the shareholders.	*Not applicable*	Saat ini, Perusahaan masih berstatus sebagai non-perusahaan terbuka. Currently, the Company is classified as a non-public company.
1.2.1.4	Perpanjangan masa jabatan direktur didasarkan pada hasil evaluasi kinerja yang memuaskan atas kontribusinya. The extension of a director's term of office is based on a satisfactory performance evaluation of their contributions.	*Apply*	Keputusan perpanjangan masa jabatan Direktur ditetapkan oleh Pemegang Saham A dengan mempertimbangkan hasil evaluasi kinerja yang dinilai memuaskan atas kontribusinya. Decisions regarding the extension of a Director's term of office are made by Shareholder A, taking into account the performance evaluation results that are deemed satisfactory based on their contributions.





07

Tanggung Jawab Sosial dan Lingkungan

Social and Environmental Responsibility

PELINDO
JASA MARITIM

TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN
Social and Environmental Responsibility

KOMITMEN DAN KEBIJAKAN PELAKSANAAN PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Sebagai entitas usaha Badan Usaha Milik Negara (BUMN), SPJM menegaskan komitmennya untuk turut mendukung akselerasi pertumbuhan ekonomi nasional sekaligus berperan aktif dalam pencapaian Tujuan Pembangunan Berkelanjutan (TPB/SDGs). Komitmen ini diwujudkan secara konkret melalui implementasi berbagai program dan inisiatif Tanggung Jawab Sosial dan Lingkungan (TJSL) yang selaras dengan agenda pembangunan berkelanjutan.

Program TJSL yang dijalankan Perusahaan dirancang untuk memberikan nilai tambah pada aspek ekonomi, sosial, lingkungan, serta hukum dan tata kelola secara lebih terintegrasi, terarah, terukur, dan akuntabel. Perusahaan meyakini bahwa pelaksanaan program TJSL tidak hanya memberikan manfaat nyata bagi masyarakat di sekitar wilayah operasional dan lingkungan sekitar, tetapi juga mendukung keberlanjutan dan kesinambungan usaha Perusahaan dalam jangka panjang.

Program TJSL yang dijalankan Perusahaan mengacu pada 4 (empat) pilar utama, yaitu:
1. Sosial, untuk tercapainya pemenuhan hak dasar manusia yang berkualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat;
2. Lingkungan, untuk pengelolaan sumberdaya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan;
3. Ekonomi, untuk tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, industri inklusif, infrastruktur memadai, energi bersih yang terjangkau dan didukung kemitraan; serta
4. Hukum dan Tata Kelola, untuk terwujudnya kepastian hukum dan tata kelola yang efektif, transparan, akuntabel dan partisipatif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum.

Secara umum, keempat pilar utama tersebut mencakup 17 Tujuan Pembangunan Berkelanjutan, yaitu (1) Tanpa Kemiskinan; (2) Tanpa Kelaparan; (3) Kehidupan Sehat dan Sejahtera; (4) Pendidikan Berkualitas; (5) Kesetaraan Gender; (6) Air Bersih dan Sanitasi Layak; (7) Energi Bersih dan Terjangkau; (8) Pekerjaan Layak dan Pertumbuhan Ekonomi; (9) Industri, Inovasi dan Infrastruktur; (10) Berkurangnya Kesenjangan; (11) Kota dan Permukiman yang Berkelanjutan; (12) Konsumsi dan Produksi yang Bertanggung Jawab; (13) Penanganan

COMMITMENT AND POLICIES OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM

As a State-Owned Enterprise (SOE), SPJM reiterates its commitment to always support the acceleration of national economic growth while continue to contribute to the achievement of the Sustainable Development Goals (SDGs). This commitment is realized in reality through the implementation of various Social and Environmental Responsibility ("TJSL" or "SER") programs and initiatives that align with the sustainable development agenda.

The Company's TJSL programs are designed to provide added value in the economic, social, environmental, as well as legal and governance aspects in a more integrated, targeted, measurable, and accountable manner. The Company believes that the implementation of TJSL programs not only delivers real benefits for communities around its operational areas and the surrounding environment, but also supports the sustainability and continuity of the Company's business in the long term.

The Company's TJSL programs are based on four (4) main pillars, namely:
1. Social, to achieve the fulfillment of basic human rights in terms of quality, in a fairly and equally manner to improve the welfare of all people;
2. Environmental, to ensure the sustainable management of natural resources and the environment as a support system for all life;
3. Economic, to achieve quality economic growth through sustainable job and business opportunities, innovation, inclusive industries, adequate infrastructure, affordable clean energy, and partnerships; and
4. Law and Governance, to realize legal certainty and governance that is effective, transparent, accountable, and participatory in order to create security stability and uphold the rule of law.

In general, these four main pillars covers the 17 Sustainable Development Goals, namely: (1) No Poverty; (2) Zero Hunger; (3) Good Health and Well-being; (4) Quality Education; (5) Gender Equality; (6) Clean Water and Sanitation; (7) Affordable and Clean Energy; (8) Decent Work and Economic Growth; (9) Industry, Innovation and Infrastructure; (10) Reduced Inequalities; (11) Sustainable Cities and Communities; (12) Responsible Consumption and Production; (13) Climate Action; (14) Life Below Water; (15) Life on

Perubahan Iklim; (14) Ekosistem Lautan; (15) Ekosistem Daratan; (16) Perdamaian, Keadilan dan Kelembagaan yang Tangguh; (17) Kemitraan untuk Mencapai Tujuan.

PRINSIP SERTA TUJUAN PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Pengelolaan program TJSL Perusahaan mengacu pada ketentuan Peraturan Menteri Badan Usaha Milik Negara No. PER-1/MBU/03/2023 tanggal 3 Maret 2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan BUMN. Dalam implementasinya, Perusahaan mengedepankan 4 (empat) prinsip utama sebagai landasan agar pelaksanaan program TJSL berjalan secara sistematis, terpadu, dan selaras dengan prioritas serta rencana kerja, guna memastikan efektivitas dan keberhasilan program secara berkelanjutan.

Keempat prinsip utama yang menjadi landasan pelaksanaan program tersebut mencakup hal-hal sebagai berikut:
1. Terintegrasi, yaitu berdasarkan analisa risiko dan proses bisnis yang memiliki keterkaitan dengan pemangku kepentingan;
2. Terarah, yaitu memiliki arah yang jelas untuk mencapai tujuan Perusahaan;
3. Terukur dampaknya, yaitu memiliki kontribusi dan memberikan manfaat yang menghasilkan perubahan atau nilai tambah bagi pemangku kepentingan dan Perusahaan; dan
4. Akuntabilitas, yaitu dapat dipertanggungjawabkan sehingga menjauhkan dari potensi penyalahgunaan dan penyimpangan.

Pelaksanaan program TJSL Perusahaan turut diarahkan untuk mendukung pencapaian TPB, sejalan dengan sasaran strategis program TJSL BUMN, yang meliputi:
1. Memberikan kemanfaatan bagi pembangunan ekonomi, pembangunan sosial, pembangunan lingkungan serta pembangunan hukum dan tata kelola bagi Perusahaan;
2. Berkontribusi pada penciptaan nilai tambah bagi Perusahaan dengan prinsip yang terintegrasi, terarah dan terukur dampaknya serta akuntabel;
3. Membina usaha mikro dan usaha kecil agar lebih tangguh dan mandiri serta masyarakat sekitar Perusahaan.

KONDISI UMUM PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN

Masyarakat di sekitar wilayah operasional memiliki peran strategis dalam mendukung kelangsungan bisnis Perusahaan. Oleh karena itu, dalam mengelola layanan jasa kepelabuhanan, SPJM tidak semata-mata berorientasi pada kinerja finansial, tetapi juga berkomitmen untuk memberikan nilai tambah bagi masyarakat dan lingkungan. Melalui pelaksanaan

Land; (16) Peace, Justice and Strong Institutions; (17) Partnerships for the Goals.

PRINCIPLES AND OBJECTIVES OF THE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM

The Company's TJSL management refers to the provisions of the Regulation of the Minister of State-Owned Enterprises No. PER-1/MBU/03/2023 dated March 3, 2023, concerning Special Assignments and Social and Environmental Responsibility Programs of SOEs. In its implementation, the Company upholds 4 (four) main principles as the foundation to ensure that the TJSL programs are carried out systematically, in an integrated manner, and aligned with priorities and plans to ensure program effectiveness and long-term success.

The four main principles underlying the implementation of the programs are as follows:

1. Integrated, based on risk analysis and business processes that are connected with stakeholders;
2. Directed, having a clear direction to achieve the Company's objectives;
3. Measurable impact, contributing and delivering benefits that create change or added value for stakeholders and the Company; and
4. Accountability, being accountable to prevent potential misuse and irregularities.

The Company's TJSL programs is also directed to support the achievement of the SDGs, in line with the strategic objectives of SOEs' TJSL programs, which include:
1. Providing benefits for economic development, social development, environmental development, as well as legal and governance development for the Company;
2. Contributing to the creation of added value for the Company with principles that are integrated, targeted, measurable in impact, and accountable;
3. Nurturing the micro and small enterprises to become more resilient and independent, as well as empowering communities around the Company.

GENERAL CONDITION OF THE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM

Communities around the Company's operational areas play a strategic role in supporting business continuity. Therefore, in managing its port services, SPJM is not solely focused on financial performance, but is also committed to generate added value for both society and the environment. Through the implementation of TJSL programs, the Company has made a consistent

program TJSL, Perusahaan secara konsisten berkontribusi dalam mendorong peningkatan kesejahteraan sosial ekonomi masyarakat serta keberlanjutan lingkungan di sekitar operasional.

Program TJSL yang diinisiasi oleh SPJM turut dilaksanakan secara sinergis oleh 8 (delapan) anak perusahaan. Pelaksanaan program mencakup pemberian bantuan *Corporate Social Responsibility* (CSR) yang terfokus pada 7 (tujuh) sektor prioritas, yakni: pendidikan dan pelatihan, penanggulangan bencana alam, bantuan sosial untuk pengentasan kemiskinan, pelestarian alam, penyediaan sarana ibadah, peningkatan kesehatan, serta pengembangan sarana dan prasarana umum.

Dalam rangka mengoptimalkan efektivitas pelaksanaan program TJSL, SPJM secara aktif menjalin koordinasi dengan Kantor Pusat PT Pelindo Indonesia (Persero). Langkah ini bertujuan untuk memastikan bahwa penyaluran dana TJSL sejalan dengan upaya Perusahaan dalam mendukung program pemerintah dalam meningkatkan kesejahteraan masyarakat, sekaligus memperkuat hubungan serta kolaborasi yang konstruktif dengan Pemerintah Daerah maupun Pemerintah Kabupaten.

DASAR HUKUM PELAKSANAAN PROGRAM TJSL

Pelaksanaan program TJSL PT Pelindo Jasa Maritim berlandaskan pada:

1. Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas sebagaimana telah diubah dengan Undang-Undang Nomor 6 Tahun 2023 Tentang Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 tahun 2022 tentang Cipta Kerja;
2. Peraturan Pemerintah Nomor 47 Tahun 2012 Tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas;
3. Peraturan Presiden Republik Indonesia Nomor: 59 Tahun 2017 tentang Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan (TPB);
4. Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus Dan Program Tanggung Jawab Sosial Dan Lingkungan Badan Usaha Milik Negara;
5. Akta Pendirian dan Anggaran Dasar yang dibuat oleh dan dihadapan Notaris Nanda Fauz Iwan, SH, M.Kn Nomor 20 tanggal 29 September 2021 yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui keputusan Nomor: AHU-0061303.AH.01.01 tanggal 30 September 2021 tentang Pengesahan Pendirian Badan Hukum Perseroan Terbatas PT Pelindo Jasa Maritim Akta mana telah beberapakali diubah terakhir dengan Akta Nomor 21 tanggal 26 Maret 2025 yang dibuat oleh dan dihadapan Notaris Nanda Fauz Iwan, SH, M.Kn dan telah mendapat Persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui

contribution to improve the socio-economic welfare of communities as well as promote environmental sustainability around its operational areas.

The TJSL programs from SPJM are also carried out collaboration by its 8 (eight) subsidiaries. The program includes the Corporate Social Responsibility (CSR) donation focused on 7 (seven) priority sectors, namely: education and training, natural disaster relief, social assistance for poverty alleviation, nature conservation, provision of worship facilities, health improvement, and the development of public facilities and infrastructure.

To optimize the effectiveness of TJSL implementation, SPJM actively coordinates with the Head Office of PT Pelindo Indonesia (Persero). This ensures that the allocation of TJSL funds aligns with the Company's efforts to support government programs in improving community welfare, while also strengthening constructive relations and collaboration with both Regional and District Governments.

LEGAL BASIS FOR THE IMPLEMENTATION OF TJSL PROGRAM

The implementation of PT Pelindo Jasa Maritim's TJSL programs is based on:

1. Law Number 40 of 2007 concerning Limited Liability Companies as amended by Law Number 6 of 2023 concerning the Stipulation of Government Regulation in Lieu of Law Number 2 of 2022 concerning Job Creation;
2. Government Regulation Number 47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies;
3. Presidential Regulation of the Republic of Indonesia Number: 59 of 2017 concerning the Implementation of Sustainable Development Goals (SDGs);
4. Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of State-Owned Enterprises;
5. Deed of Establishment and Articles of Association drawn up by and before Notary Nanda Fauz Iwan, SH, M.Kn Number 20 dated September 29, 2021, which has been ratified by the Ministry of Law and Human Rights of the Republic of Indonesia through decision Number: AHU-0061303. AH.01.01 dated September 30, 2021 concerning the Ratification of the Establishment of the Limited Liability Company PT Pelindo Jasa Maritim. The deed has been amended several times, most recently by Deed Number 21 dated March 26, 2025, drawn up by and in the presence of Notary Nanda Fauz Iwan, SH, M.Kn, and has been approved by the Ministry of Law and

Keputusan Nomor: AHU-0022482.AH.01.02.TAHUN 2025 tanggal 27 Maret 2025 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT Pelindo Jasa Maritim;

6. Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/24/6/3/PPLP/UTMA/PLND-25 tentang Pedoman Pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan di Lingkungan PT Pelabuhan Indonesia (Persero);

7. Peraturan Direksi PT Pelindo Jasa Maritim Nomor: PER.0019/HK.101/PLJM-2022 tentang Pedoman Penyusunan Peraturan Direksi di lingkungan PT Pelindo Jasa Maritim;

8. Peraturan Direksi PT Pelindo Jasa Maritim Nomor: PER.0021/HK.101/PLJM-2023 tentang Peraturan Direksi tentang Struktur Organisasi dan Tata Kelola PT Pelindo Jasa Maritim Direksi PT Pelindo Jasa Maritim;

9. Peraturan Direksi PT Pelindo Jasa Maritim Nomor: PER.0033/HK.101/PLJM-2023 tentang Pedoman Pemeriksaan Kepatuhan Hukum Atas Dokumen Perusahaan di Lingkungan PT Pelindo Jasa Maritim;
10. Keputusan Sirkuler Para Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Jasa Maritim Nomor: KP.03/1/10/5/MTAK/UTMA/PLND-21 dan Nomor: 159/HKP/D0003/2021 tanggal 1 Oktober 2021 Jo. Nomor: KP.03/24/2/4/RKTK/UTMA/PLND-23 dan Nomor: SK.03/24/21/HKP/DRU/PSD-23 tanggal 1 Maret 2023 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim Jis. Nomor: KP.10.05/30/8/1/RKTK/UTMA/ PLND-23 dan Nomor: SK.03/30/8/1/HKP/DRU/PSD-23 tanggal 30 Agustus 2023 tentang Perubahan Nomenklatur Jabatan dan Pengalihan Tugas Anggota Direksi PT Pelindo Jasa Maritim Jis. Nomor: KP.03/7/11/9/RKTK/UTMA. PLND-23 dan Nomor: Sk.03/7/11/6/HKP/DRU/PSD-23 tanggal 7 November 2023 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim Jis. Nomor: KP.10.05/1/3/11/RKTK/UTMA/PLND-23 dan Nomor: SK.03/1/3/11/HKP/DRU/PSD-24 tanggal 1 Maret 2024 tentang Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi PT Pelindo Jasa Maritim Jis. Nomor SK.03/26/11/3/RKTK/ UTMA/PLND-24 dan Nomor SK.03/26/11/4/HKPD/ UTMA/PSD-24 tanggal 26 November 2024 tentang Pengukuhan Pemberhentian Anggota Direksi PT Pelindo Jasa Maritim.

Human Rights of the Republic of Indonesia through Decision Number: AHU-0022482.AH.01.02. YEAR 2025 dated March 27, 2025 concerning the Approval of Amendments to the Articles of Association of PT Pelindo Jasa Maritim Limited Liability Company;
6. Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) Number: HK.01/24/6/3/PPLP/UTMA/PLND-25 concerning Guidelines for the Implementation of Social and Environmental Responsibility Programs within PT Pelabuhan Indonesia (Persero);
7. Regulation of the Board of Directors of PT Pelindo Jasa Maritim Number: PER.0019/HK.101/PLJM-2022 concerning Guidelines for the Preparation of Board of Directors Regulations within PT Pelindo Jasa Maritim;
8. PT Pelindo Jasa Maritim Board of Directors Regulation Number: PER.0021/HK.101/PLJM-2023 concerning Board of Directors Regulation on the Organizational Structure and Governance of PT Pelindo Jasa Maritim Board of Directors of PT Pelindo Jasa Maritim;
9. PT Pelindo Jasa Maritim Board of Directors Regulation Number: PER.0033/HK.101/PLJM-2023 concerning Guidelines for Legal Compliance Audits of Company Documents within PT Pelindo Jasa Maritim;
10. Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Pelindo Jasa Maritim Number: KP.03/1/10/5/MTAK/UTMA/PLND-21 and Number: 159/HKP/D0003/2021 dated October 1, 2021 Jo. Number: KP.03/24/2/4/RKTK/UTMA/PLND-23 and Number: SK.03/24/21/HKP/DRU/PSD-23 dated March 1, 2023 concerning the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim Jis. Number: KP.10.05/30/8/1/RKTK/UTMA/ PLND-23 and Number: SK.03/30/8/1/HKP/DRU/PSD-23 dated August 30, 2023 concerning Changes in Job Nomenclature and Transfer of Duties of Members of the Board of Directors of PT Pelindo Jasa Maritim Jis. Number: KP.03/7/11/9/RKTK/UTMA.PLND-23 and Number: Sk.03/7/11/6/HKP/DRU/PSD-23 dated November 7, 2023 concerning the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim Jis. Number: KP.10.05/1/3/11/RKTK/UTMA/PLND-23 and Number: SK.03/1/3/11/HKP/DRU/PSD-24 dated March 1, 2024 concerning the Dismissal, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Pelindo Jasa Maritim Jis. Number SK.03/26/11/3/RKTK/ UTMA/PLND-24 and Number SK.03/26/11/4/HKPD/ UTMA/PSD-24 dated November 26, 2024 concerning the Confirmation of the Dismissal of Members of the Board of Directors of PT Pelindo Jasa Maritim.

GAMBARAN SINGKAT PELAKSANAAN PROGRAM TJSL

SPJM melaksanakan program TJSL sebagai wujud komitmen Perusahaan dalam memenuhi tanggung jawab sosial terhadap masyarakat di sekitar lingkungan

BRIEF OVERVIEW OF THE IMPLEMENTATION OF TJSL PROGRAM

SPJM implements TJSL programs as a manifestation of the Company's commitment to its social responsibility for the communities around its operational areas.

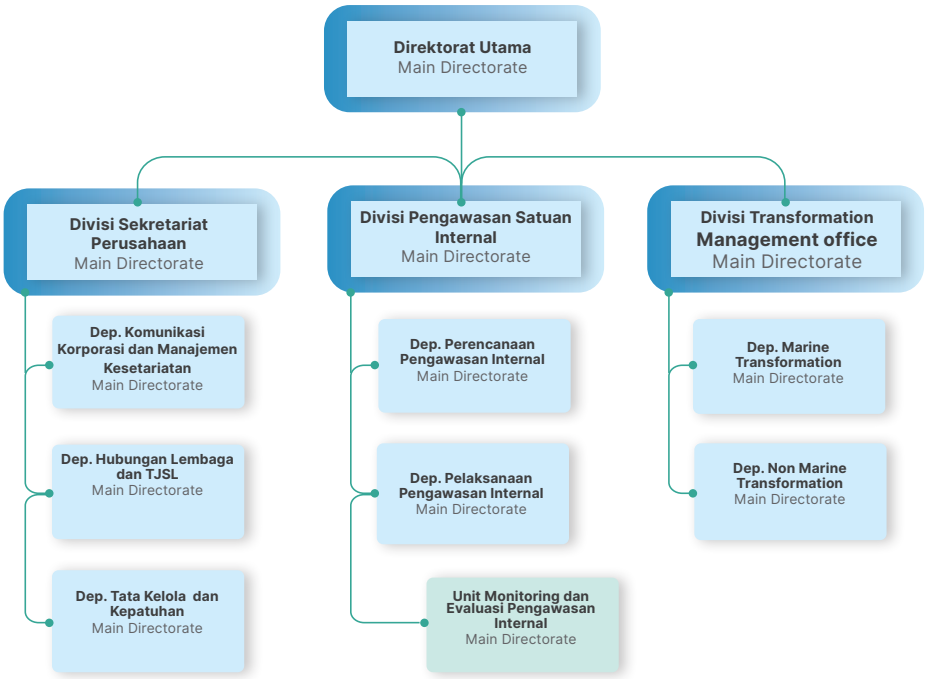
operasional. Melalui program ini, Perusahaan berupaya mendorong pemberdayaan dan pengembangan masyarakat secara berkelanjutan menuju kemandirian melalui pendekatan sinergis. Pelaksanaan TJSL juga diharapkan dapat berkontribusi dalam membangun citra positif Perusahaan serta meningkatkan persepsi publik terhadap keberadaan SPJM, yang pada akhirnya mendukung terciptanya iklim usaha yang kondusif dan mendukung upaya pengamanan aset Perusahaan (*asset safeguarding*) secara berkelanjutan.

Through this program, the Company seeks to support continuous community empowerment and development toward self-reliance through a collaborative approach. The TJSL is also expected to build a positive corporate image and strengthen public perception of SPJM's presence, ultimately supporting the creation of a supportive business climate and the safeguarding of the Company's assets, continuously.

Dalam rangka memastikan kelancaran implementasi program TJSL, Perusahaan telah membentuk Departemen TJSL yang berada di bawah koordinasi Divisi Sekretariat Perusahaan. Departemen ini memiliki tanggung jawab penuh dalam perencanaan, pelaksanaan, dan pengawasan program TJSL, sebagaimana tercermin dalam struktur organisasi yang terlampir berikut.

To ensure the seamless implementation of TJSL programs, the Company has established a TJSL Department under the supervision of the Corporate Secretary Division. This department holds full responsibility for the planning, implementation, and supervision TJSL programs, as reflected in the attached organizational structure as follows.

Struktur Organisasi Pengelola Program TJSL
Organizational Structure of TJSL Program Management



RENCANA KERJA DAN REALISASI PROGRAM TJSL TAHUN 2024

Realisasi Laporan Manajemen Program Tanggung Jawab Sosial dan Lingkungan Perusahaan s.d Desember Triwulan IV Tahun 2024 Terealisasi sebesar Rp.2.968.492.973,- dari anggaran Tahun 2024 sebesar Rp.2.800.000.000 atau 106,02% Pelaksanaan Program TJSL Perusahaan mengacu pada Peraturan Presiden Republik Indonesia Nomor: 59 Tahun 2017 tentang Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan (TPB). Adapun gambaran secara keseluruhan Tujuan Pembangunan Berkelanjutan (TPB) yang dilaksanakan perusahaan sebagaimana berikut:

STRATEGIC PLAN AND REALIZATION OF TJSL PROGRAM IN 2024

Realization of the Company's Social and Environmental Responsibility Program Management Report up to December, Fourth Quarter (Q4) of 2024 The realization amounted to Rp2,968,492,973 from the 2024 budget of Rp2,800,000,000, or 106.02%. The Company's TJSL Programs were conducted using the Presidential Regulation of the Republic of Indonesia No. 59 of 2017 concerning the Implementation of the Achievement of the Sustainable Development Goals (SDGs) as reference. An overview of the Company's Sustainable Development Goals (SDGs) is as follows:

Realisasi Program TJSL s/d Triwulan IV Tahun 2024

a. Pilar Sosial
Pilar Sosial Program TJSL perusahaan dilaksanakan oleh Subdit Tanggung Jawab Sosial dan Lingkungan yang meliputi:

1. TPB 1 Tanpa Kemiskinan
   Pelaksanaan TPB 1 s/d Triwulan IV Tahun 2024 terealisasi sebesar Rp.2.500.000,- atau hanya 0,00% dari anggaran 2024.
2. TPB 2 (Tanpa Kelaparan)
   Pelaksanaan TPB 2 s/d Triwulan IV Tahun 2024 terealisasi sebesar Rp.38.516.700 atau hanya 7,70% dari anggaran 2024.
3. TPB 3 (Kehidupan Sehat dan Sejahtera)
   Pelaksanaan TPB 3 s/d Triwulan IV Tahun 2024 terealisasi sebesar Rp.13.000.000,- atau hanya 15,29% dari anggaran 2024.
4. TPB 4 (Pendidikan Berkualitas)
   Pelaksanaan TPB 4 s/d Triwulan IV Tahun 2024 terealisasi sebesar Rp.308.302.053,- atau hanya 44,04% dari anggaran 2024.
5. TPB 5 (Kesehatan Gender)
   Pelaksanaan TPB 5 s/d Triwulan IV Tahun 2024 terealisasi sebesar nihil.

b. Pilar Ekonomi
Pilar Ekonomi Program TJSL perusahaan dilaksanakan oleh Subdit Tanggung Jawab Sosial dan Lingkungan yang meliputi:

1. TPB 7 (Energi Bersih dan Terjangkau)
   Pelaksanaan TPB 7 s/d Triwulan IV Tahun 2024 terealisasi sebesar Rp.237.221.418 atau hanya 189,78% dari anggaran 2024.
2. TPB 8 (Pekerjaan Layak dan Pertumbuhan Ekonomi)
   Pelaksanaan TPB 8 s/d Triuwulan IV Tahun 2024 terealisasi sebesar Rp.236.832.960,- dari anggaran 2024.
3. TPB 10 (Berkurangnya Kesenjangan)
   Pelaksanaan TPB 10 s/d Triwulan IV Tahun 2024 terealisasi sebesar Rp.7.500.000,- dari anggaran 2024
4. TPB 17 (Partisipasi *Sponsorship Event* Bisnis)

   Pelaksanaan TPB 17 s/d Triwulan IV Tahun 2024 terealisasi sebesar Rp.23.900.000,- atau hanya 5,98% dari anggaran 2024

c. Pilar Lingkungan
Pilar Lingkungan Program TJSL perusahaan dilaksanakan oleh Subdit Tanggung Jawab Sosial dan Lingkungan yang meliputi:

1. TPB 11 (Kota dan Pemukiman yang Berkelanjutan)
   Pelaksanaan TPB 11 s/d Triwulan IV 2024 terealisasi sebesar Rp.560.475.200 atau hanya 86,23% dari Anggaran 2024.

Realization of TJSL Programs up to Fourth Quarter of 2024

a. Social Pillar
Social Pillar of the Company's TJSL Program is carried out by the Sub-Directorate of Social and Environmental Responsibility, which includes:

1. SDG 1 (No Poverty)
   The realization of SDG 1 up to Q4 2024 amounted to Rp2,500,000, or only 0.00% of the 2024 budget.
2. SDG 2 (Zero Hunger)
   The realization of SDG 2 up to Q4 2024 amounted to Rp38,516,700, or only 7.70% of the 2024 budget.
3. SDG 3 (Good Health and Well-being)
   The realization of SDG 3 up to Q4 2024 amounted to Rp13,000,000, or only 15.29% of the 2024 budget.
4. SDG 4 (Quality Education)
   The realization of SDG 4 up to Q4 2024 amounted to Rp 308,302,053, or only 44.04% of the 2024 budget.
5. SDG 5 (Gender Equality)
   The realization of SDG 5 up to Q4 2024 was recorded as nil.

b. Economic Pillar
Economic Pillar of the Company's TJSL Program is carried out by the Sub-Directorate of Social and Environmental Responsibility, which includes:

1. SDG 7 (Affordable and Clean Energy)
   The realization of SDG 7 up to Q4 2024 amounted to Rp237,221,418, or 189.78% of the 2024 budget.

2. SDG 8 (Decent Work and Economic Growth)

   The realization of SDG 8 up to Q4 2024 amounted to Rp236,832,960 from the 2024 budget.

3. SDG 10 (Reduced Inequalities)
   The realization of SDG 10 up to Q4 2024 amounted to Rp7,500,000 from the 2024 budget.

4. SDG 17 (Participation in Business Event Sponsorship)
   The realization of SDG 17 up to Q4 2024 amounted to Rp23,900,000, or only 5.98% of the 2024 budget.

c. Environmental Pillar
The Environmental Pillar of the Company's TJSL Program is carried out by the Sub-Directorate of Social and Environmental Responsibility, which includes:

1. SDG 11 (Sustainable Cities and Communities)
   The realization of SDG 11 up to Q4 2024 amounted to Rp560,475,200, or 86.23% of the 2024 budget.

2. TPB 13 (Penanganan Perubahan Iklim)
   Pelaksanaan TPB 13 s/d Triwulan IV Tahun 2024 terealisasi sebesar nihil.
3. TPB 14 (Ekosistem Lautan)
   Pelaksanaan TPB 14 s/d Triwulan IV Tahun 2024 terealisasi sebesar Rp.422.171.585 atau hanya 241,24% dari anggaran 2024
4. TPB 15 (Ekosistem Daratan)
   Pelaksanaan TPB 15 s/d Triwulan IV Tahun 2024 terealisasi sebesar Rp.88.252.689 atau hanya 88,25% dari anggaran 2024

d. Pilar Hukum dan Tata Kelola
   1. TPB 16 (Perdamaian Keadilan dan Kelembagaan yang Tangguh)
      Pelaksanaan TPB 16 s/d Triwulan IV Tahun 2024 terealisasi sebesar Rp.1.029.820.367 atau hanya 4,119% dari anggaran 2024

2. SDG 13 (Climate Action)
   The realization of SDG 13 up to Q4 2024 was recorded as none.
3. SDG 14 (Life Below Water)
   The realization of SDG 14 up to Q4 2024 amounted to Rp422,171,585, or 241.24% of the 2024 budget.
4. SDG 15 (Life on Land)
   The realization of SDG 15 up to Q4 2024 amounted to Rp88,252,689, or 88.25% of the 2024 budget.

d. Law and Governance Pillar
   1. SDG 16 (Peace, Justice and Strong Institutions)

      The realization of SDG 16 up to Q4 2024 amounted to Rp1,029,820,367, or 4,119% of the 2024 budget.

RENCANA STRATEGIS PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN TAHUN 2025

Perusahaan berkomitmen untuk mengoptimalkan pelaksanaan program-program TJSL guna memberikan manfaat yang maksimal bagi seluruh pemangku kepentingan. Sebagai bagian dari komitmen tersebut, Perusahaan telah menyusun rencana strategis TJSL tahun 2025 yang mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-1/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan BUMN, dengan fokus pada kontribusi nyata terhadap pencapaian Tujuan Pembangunan Berkelanjutan.

Pada tahun 2025, Perusahaan telah merumuskan rencana strategis program TJSL sebagai berikut:
1. Pelaksanaan Pengukuran dampak pada 2 (dua) program TJSL dengan metode *Social Return on Investment* (SROI), dengan minimal 1 (satu) di antaranya adalah program *Creating Shared Values*;
2. Peningkatan Program Kolaborasi (2 Program);
3. Pelaksanaan kegiatan sosial kemasyarakatan oleh seluruh Karyawan;
4. Penyusunan SOP dan Pelatihan Kompetensi TJSL.

STRATEGIC PLAN FOR THE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM IN 2025

The Company is committed to optimize its TJSL programs to generate maximum benefits for all stakeholders. As part of this commitment, the Company has prepared the strategic plan of its 2025 TJSL programs, which refer to the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-1/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs of SOEs, with a focus on making real contributions to the achievement of the Sustainable Development Goals.

For 2025, the Company has formulated the following TJSL strategic plan:
1. Conducting impact measurement for 2 (two) TJSL programs using the Social Return on Investment (SROI) method, with at least 1 (one) of them being a Creating Shared Value program;
2. Expanding Collaborative Programs (2 programs);
3. Implementing community social activities involving all employees;
4. Preparing SOPs and conducting TJSL competency training.

DOKUMENTASI PELAKSANAAN PROGRAM TJSL SPJM GROUP LAPMEN S.D TRIWULAN IV 2024

DOCUMENTATION OF TJSL PROGRAM IMPLEMENTATION OF SPJM GROUP IN THE MANAGEMENT REPORT UP TO Q4 2024







Bantuan Ibadah dan Perayaan Natal Persekutuan Oikumene Pelindo Group Area Makassar
Assistance for Worship and Christmas Celebrations by the Pelindo Group Oikumene Fellowship in the Makassar Area







Bantuan Ibadah dan Perayaan Natal Pelindo Group Area DKI Jakarta
Pelindo Group's Christmas Worship and Celebration Assistance in the DKI Jakarta Area







Bantuan Laza Fest
Laza Fest Assistance





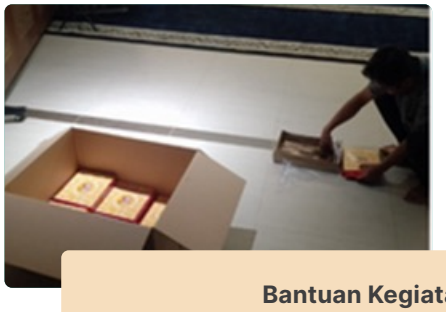


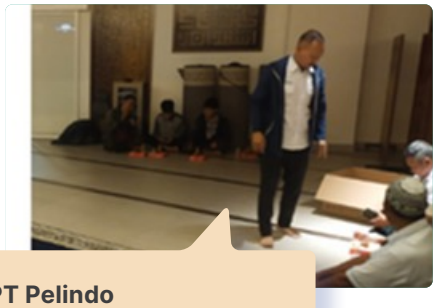
Bantuan Kegiatan Donasi Jumat Berkah PPDI PT Pelindo (Persero)
PPDI PT Pelindo (Persero) Friday Blessing Donation Activity Assistance





Bantuan RTQ Al Qayyim Insan Aktif Bersama Indonesia
RTQ Al Qayyim Assistance Active People Together Indonesia





Bantuan Kegiatan Ramadhan Masjid Baitul Bahri PPDI PT Pelindo
Ramadhan Assistance for Baitul Bahri Mosque PPDI PT Pelindo







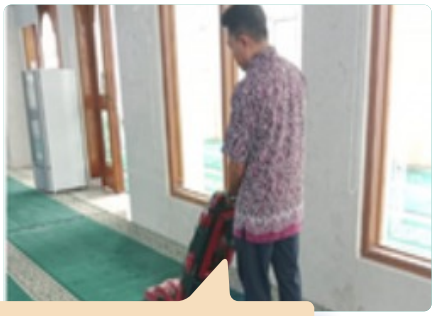
Tumbler Hook, Mug, Abon dan Tapoji untuk Kegiatan Public-Private Forum Dialog on Shipping Related Matters
Tumbler Hook, Mug, Abon, and Tapoji for Public-Private Forum Dialogue on Shipping Related Matters





Bantuan Kegiatan RamadhanMasjid Al Hidayah
Ramadan Assistance for Al Hidayah Mosque





Bantuan Alat Pembersih Karpet Masjid Babussalam
Assistance with Cleaning Equipment for the Babussalam Mosque Carpet







Pelaksanaan Kegiatan Pelindo Berbagi Ramadhan
Implementation of Pelindo's Ramadan Sharing Activities





Pelaksanaan Program Mudik Bersama Bumn Dan Pelindo Group
Implementation of the Joint Homecoming Program by State-Owned Enterprises and Pelindo Group






Pelaksanaan Workshop Safety and Environment
Implementation of Safety and Environment Workshop





Pelaksanaan Program Pelindo Juara
Implementation of the Pelindo Juara Program







Pelaksanaan Kegiatan Pelindo Berbagi Qurban
Implementation of Pelindo's Qurban Sharing Activity







Pelaksanaan Kegiatan Sahabat Difabel "Difablepreneur"
Implementation of the "Difablepreneur" Activity for Friends of People with Disabilities







Program Pelindo Vokasi yang Dilaksanakan Di Balai Latihan Kerja (BLK) Makassar Dengan Jurusan Pengelasan Perusahaan
Pelindo Vocational Program Implemented at the Makassar Vocational Training Center (BLK) with Company Welding Department





Program Desa Tematik "Sustainable Village Berkelanjutan Rebranding Perahu Jolloro Untuk Masyarakat Desa Wisata Rammang-Rammang Kabupaten Maros
Thematic Village Program "Sustainable Village Rebranding of Jolloro Boats For the Community of Rammang-Rammang Tourism Village, Maros Regency






Program Desa Tematik "Sustainable Village Berkelanjutan Pengelolaan Sampah Organik Menjadi Pupuk Kompos Kepada Masyarakat Desa Wisata Rammang-Rammang Kabupaten Maros
Thematic Village Program "Sustainable Village Sustainable Management of Organic Waste Converted into Compost for the Community of Rammang-Rammang Tourism Village, Maros Regency





Program Desa Tematik "Sustainable Village" Berkelanjutan Pemasangan Solar Cell Untuk Masyarakat di Dermaga 2 Desa Wisata Rammang Rammang Kab. Maros
Sustainable Village Thematic Program Installation of Solar Panels for the Community at Pier 2, Rammang Rammang Tourism Village, Maros Regency








Kick Off Rehabilitasi Tanam Mangrove di Desa Borimasunggu Kabupaten Maros Baru, Pelabuhan Hijau Masyarakat Sejahtera
Kick Off Mangrove Planting Rehabilitation in Borimasunggu Village, Maros Baru District, Green Port, Prosperous Community












Kick Off Penanaman Pohon Pelindo Hijau Green Belt di Desa Harapan Kabupaten Maros
Kick Off of Pelindo Green Belt Tree Planting in Harapan Village, Maros Regency













Gerakan Menanam Bunga Bougenville di Sekitar Taman Pelabuhan Regional 4 Makassar
Bougainvillea Planting Movement Around Regional Port Park 4 Makassar








Program TJSL Pelaksanaan Pelatihan Pelindo Vokasi Welder (pengelasan) dI Aper JPPI Jakarta Kolaborasi SPJM dan JPPI
TJSL Program Implementation of Pelindo Vocational Welder Training at Aper JPPI Jakarta Collaboration between SPJM and JPPI


PELINDO



08

Laporan Keuangan

Financial Report

PELINDO
JASA MARITIM

PT Pelindo Jasa Maritim
dan entitas anaknya/ and its subsidiaries

Laporan keuangan konsolidasian
tanggal 31 Desember 2024
dan untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
Consolidated financial statements
as of December 31, 2024 for the year then ended
with independent auditor's report

The original financial statements included herein are in the Indonesian language.

PT PELINDO JASA MARITIM
DAN ENTITAS ANAKNYA
LAPORAN KEUANGAN KONSOLIDASIAN
TANGGAL 31 DESEMBER 2024
DAN UNTUK TAHUN YANG BERAKHIR
PADA TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

PT PELINDO JASA MARITIM
AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2024
AND FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT

Daftar Isi / ***Table of Contents***

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Surat Pernyataan Direksi		*Director's Statements*
Laporan Auditor Independen		*Independent Auditor's Report*
Laporan Posisi Keuangan Konsolidasian	1-2	*Consolidated Statement of Financial Position*
Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	3-5	*Consolidated Statement of Profit or Loss and Other Comprehensive Income*
Laporan Perubahan Ekuitas Konsolidasian	6	*Consolidated Statement of Changes in Equity*
Laporan Arus Kas Konsolidasian	7	*Consolidated Statement of Cash Flows*
Catatan Atas Laporan Keuangan Konsolidasian	8 - 156	*Notes to the Consolidated Financial Statements*

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PELINDO
JASA MARITIM

SURAT PERNYATAAN DIREKSI TENTANG TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN AUDITAN TANGGAL 31 DESEMBER 2024 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT PT PELINDO JASA MARITIM

DIRECTOR'S REPRESENTATION LETTER TO THE TO THERESPONSIBILITY ON THE AUDITED FINANCIAL STATEMENT AS OF DECEMBER 31, 2024 AND FOR THE YEAR THEN ENDED PT PELINDO JASA MARITIM

Kami yang bertanda tangan di bawah ini :

1. Nama / *Name* : **Arief Prabowo**
   Alamat kantor / *Office address* : Jalan Soekarno No. 1, Makassar, Sulawesi Selatan.
   Alamat domisili Sesuai KTP atau kartu identitas lain / *Residential address in accordance with personal identity card* : Jalan Pengok Kidul GK 4/47A, RT 027/007, Kel./Desa Baciro, Kecamatan Gondokusuman, Kota Yogyakarta
   Nomor telepon / *Telephone number* : 0411-36165449
   Jabatan / *Title* : Direktur Utama / *President Director*
2. Nama / *Name* : **Choirul Anwar**
   Alamat kantor / *Office address* : Jalan Soekarno No. 1, Makassar, Sulawesi Selatan.
   Alamat domisili Sesuai KTP atau kartu identitas lain / *Residential address in accordance with personal identity card* : Jalan BDN I No.4, RT 010/011 Kel./Desa Cilandak Barat, Kecamatan Cilandak, Jakarta Selatan
   Nomor telepon / *Telephone number* : 0411-36165449
   Jabatan / *Title* : Direktur Keuangan dan Manajemen Risiko / *Director of Finance and Risk Management*

We the undersigned below:

Menyatakan bahwa:

1. Bertanggung jawab atas penyusunan dan penyajian Laporan Keuangan Auditan Perusahaan pada tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal tersebut;
2. Laporan Keuangan Auditan PT Pelindo Jasa Maritim telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia.
3. a. Semua informasi dalam Laporan Keuangan Perusahaan Auditan tersebut telah dimuat secara lengkap dan benar;
   b. Laporan Keuangan Perusahaan Auditan tersebut tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.
4. Bertanggung-jawab atas sistem pengendalian intern dalam PT Pelindo Jasa Maritim untuk memungkinkan penyusunan Laporan Keuangan Auditan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Declare that:

1. *I Responsible for the preparation and presentation of the Company's audited financial statements as od December 31, 2024 and for the year then ended;*
2. *The audited financial statements of PT Pelindo Jasa Maritim have been prepared and presented in accordance with Indonesian*
3. *a. All information has been fully and correctly disclosed in the Company's audited financial statements;*
   b. The Company's Audited Financial statements do not contain misleading material information nor facts, and do not conceal material information or facts.
4. *Responsible for the internal control system in PT Pelindo Jasa Maritim to enable the preparation of audited financial statements free of material misstatements, whether caused by fraud or error.*

This statement has been made truthfully.

Jakarta, 28 April 2025 / April 28, 2025



Arief Prabowo
Direktur Utama / President Director

Choirul Anwar
Direktur Keuangan dan Manajemen Risiko / Director of Finance and Risk Management

Purwantono, Sungkoro & Surja

Indonesia Stock Exchange Building
Tower 2, 7th Floor
Jl. Jend. Sudirman Kav. 52-53
Jakarta 12190, Indonesia

Tel : +62 21 5289 5000
Fax: +62 21 5289 4100
ey.com/id

The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Laporan No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Pelindo Jasa Maritim

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Pelindo Jasa Maritim ("Perusahaan") dan entitas anaknya (secara kolektif disebut sebagai "Grup") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2024, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Grup tanggal 31 Desember 2024, serta kinerja keuangan dan arus kas konsolidasian nya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Independent Auditor's Report

Report No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025

The Shareholders and the Boards of Commissioners and Directors
PT Pelindo Jasa Maritim

Opinion

We have audited the accompanying consolidated financial statements of PT Pelindo Jasa Maritim (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as of December 31, 2024, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2024, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Laporan Auditor Independen (lanjutan)

Laporan No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (lanjutan)

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Grup berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2024 ("Laporan Tahunan") selain laporan keuangan konsolidasian terlampir dan laporan auditor independen kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Opini kami atas laporan keuangan konsolidasian terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Independent Auditor's Report (continued)

Report No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (continued)

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants ("IICPA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information. Other information comprises the information included in the 2024 Annual Report (the "Annual Report") other than the accompanying consolidated financial statements and our independent auditor's report thereon. The Annual Report is expected to be made available to us after the date of this independent auditor's report.

Our opinion on the accompanying consolidated financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

In connection with our audit of the accompanying consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Laporan Auditor Independen (lanjutan)

Laporan No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (lanjutan)

Informasi lain (lanjutan)

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Grup dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Grup atau menghentikan operasi atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Independent Auditor's Report (continued)

Report No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (continued)

Other information (continued)

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

Responsibilities of management and those charged with governance for the consolidated financial statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Group or to cease its operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Laporan Auditor Independen (lanjutan)

Laporan No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian

Tujuan kami adalah untuk memeroleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Independent Auditor's Report (continued)

Report No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

Laporan Auditor Independen (lanjutan)

Laporan No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Grup.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

Independent Auditor's Report (continued)

Report No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

Laporan Auditor Independen (lanjutan)

Laporan No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Grup untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

Independent Auditor's Report (continued)

Report No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Laporan Auditor Independen (lanjutan)

Laporan No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Grup untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit grup. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Independent Auditor's Report (continued)

Report No. 01023/2.1032/AU.1/05/1832-1/1/IV/2025 (continued)

Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

KAP Purwantono, Sungkoro & Surja



Budi Hartono, CPA
Registrasi Akuntan Publik No.: AP.1832/Public Accountant Registration No.: AP.1832

28 April 2025/April 28, 2025

PT PELINDO JASA MARITIM DAN ENTITAS ANAKNYA
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2024
(Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT PELINDO JASA MARITIM AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As of December 31, 2024
(*Expressed in Thousand of Rupiah, Unless Otherwise Stated*)

	31 Desember 2024/ ***December 31, 2024***	**Catatan/** ***Notes***	**31 Desember 2023/** ***December 31, 2023***	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan setara kas	2.048.140.761	4,32a,33,36,37	1.403.783.888	*Cash and cash equivalents*
Investasi jangka pendek	2.700.000	5,36,37	15.000.000	*Short-term investment*
Piutang usaha - neto		6,33,36,37		*Trade receivables - net*
Pihak ketiga	87.982.294		80.457.704	*Third parties*
Pihak berelasi	707.030.387	32b	623.083.876	*Related parties*
Aset kontrak - neto		7,36,37		*Contract assets - net*
Pihak ketiga	89.621.412		50.234.677	*Third parties*
Pihak berelasi	1.101.697.200	32c	1.232.503.137	*Related parties*
Piutang lain-lain - neto		8,36,37		*Other receivables - net*
Pihak ketiga	8.832.296		4.059.223	*Third parties*
Pihak berelasi	882.642	32d	7.587.277	*Related parties*
Persediaan - neto	191.925.766	9	165.681.386	*Inventories - net*
Uang muka dan beban dibayar di muka	118.307.521	10	50.055.850	*Advances and prepaid expenses*
Pajak dibayar di muka	304.459.163	18a	174.751.450	*Prepaid taxes*
Aset lancar lainnya	10.546.332	36,37	1.479.734	*Other current assets*
Total Aset Lancar	**4.672.125.774**		**3.808.678.202**	***Total Current Assets***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Piutang sewa pembiayaan	13.024.824	36,37	-	*Finance lease receivables*
Investasi jangka panjang	73.780.696	11	72.858.073	*Long-term investments*
Aset tetap - neto	1.333.732.141	12	1.421.393.162	*Fixed assets - net*
Aset takberwujud - neto	138.965.978	13	136.573.124	*Intangible assets - net*
Aset hak-guna - neto	459.341.944	14	139.447.054	*Right-of-use assets - net*
Taksiran tagihan restitusi pajak	121.529.599	18b	147.003.988	*Estimated claims for the tax refund*
Aset pajak tangguhan	144.369.209	18g	80.835.724	*Deferred tax assets*
Aset tidak lancar lainnya	96.743.190	15,36,37	39.047.515	*Other non-current assets*
Total Aset Tidak Lancar	**2.381.487.581**		**2.037.158.640**	***Total Non-current Assets***
TOTAL ASET	**7.053.613.355**		**5.845.836.842**	***TOTAL ASSETS***

PT PELINDO JASA MARITIM DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2024 (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT PELINDO JASA MARITIM AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2024 (Expressed in Thousand of Rupiah, Unless Otherwise Stated)

	31 Desember 2024/ *December 31, 2024*	Catatan/ *Notes*	31 Desember 2023/ *December 31, 2023*	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang usaha		16,36,37		*Trade payables*
Pihak ketiga	218.002.317		188.598.327	*Third parties*
Pihak berelasi	84.003.060	32e	118.337.845	*Related parties*
Beban akrual	1.562.797.597	17,36,37	1.050.328.708	*Accrued expenses*
Utang pajak	101.529.875	18c	96.161.525	*Taxes payable*
Liabilitas kontrak jangka pendek	117.749.926	19,32f	82.656.931	*Short-term contract liabilites*
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:				*Current maturities of long-term liabilities:*
Liabilitas sewa	303.868.059	14,36	74.142.322	*Lease liabilities*
Pinjaman kepada pihak berelasi	164.365.138	20,32g,36	141.212.929	*Due to related party*
Liabilitas imbalan kerja jangka pendek	2.483.392	22	1.951.864	*Short-term employee benefit liabilities*
Liabilitas jangka pendek lainnya	81.812.075	21,32h,36,37	98.821.845	*Other current liabilities*
Total Liabilitas Jangka Pendek	**2.636.611.439**		**1.852.212.296**	***Total Current Liabilities***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun:				*Long-term liabilities - net of current maturities:*
Liabilitas sewa	216.367.821	14,36	35.848.229	*Lease liabilities*
Pinjaman kepada pihak berelasi	67.542.345	20,32g,36	87.850.798	*Due to related party*
Liabilitas imbalan kerja jangka panjang	15.963.751	22	14.788.143	*Long-term employee benefit liabilities*
Liabilitas kontrak jangka panjang	-	19,32f	1.467.238	*Long-term contract liabilites*
Liabilitas pajak tangguhan	3.191.971	18g	4.402.902	*Deferred tax liabilities*
Liabilitas jangka panjang lainnya	19.000.066	23,32i,36,37	30.746.072	*Other non-current liabilities*
Total Liabilitas Jangka Panjang	**322.065.954**		**175.103.382**	***Total Non-current Liabilities***
TOTAL LIABILITAS	**2.958.677.393**		**2.027.315.678**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal saham - nilai nominal Rp1.000.000 (nilai penuh) per saham Modal dasar - 6.179.088 saham Modal ditempatkan dan disetor penuh - 2.863.144 saham	2.863.144.000	1c,24	2.863.144.000	*Share capital - par value of Rp1,000,000 (full amount), Authorized capital - 6,179,088 shares Issued and fully paid - 2,863,144 shares*
Tambahan modal disetor	(449.611.245)	1c,26	(449.611.245)	*Additional paid-in capital*
Saldo laba				*Retained earnings*
Telah ditentukan penggunaanya	50.354.014	25	21.371.265	*Appropriated*
Belum ditentukan penggunaanya	1.166.374.739		947.396.829	*Unappropriated*
Penghasilan komprehensif lain	(5.993.178)		(1.133.338)	*Other comprehensive income*
Ekuitas yang dapat diatribusikan kepada pemilik entitas induk - neto	3.624.268.330		3.381.167.511	*Equity attributable to owners of the parent entity - net*
Kepentingan non-pengendali	470.667.632	27	437.353.653	*Non-controlling interests*
EKUITAS - NETO	**4.094.935.962**		**3.818.521.164**	***EQUITY - NET***
TOTAL LIABILITAS DAN EKUITAS	**7.053.613.355**		**5.845.836.842**	***TOTAL LIABILITIES AND EQUITY***

PT PELINDO JASA MARITIM DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024
(Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT PELINDO JASA MARITIM AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended December 31, 2024
(Expressed in Thousands of Rupiah, Unless Otherwise Stated)

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*			
	2024	**Catatan/ *Notes***	**2023**	
Pendapatan operasi	7.268.679.314	28	6.327.404.034	*Operating revenues*
Beban operasi	(6.636.709.493)	29	(5.565.961.851)	*Operating expenses*
Pendapatan operasi lainnya	74.354.421	30a	71.466.709	*Other operating income*
Beban operasi lainnya	(190.267.152)	30b	(31.358.036)	*Other operating expenses*
LABA USAHA	**516.057.090**		**801.550.856**	***OPERATING PROFIT***
Pendapatan keuangan	68.796.312	31a	55.104.990	*Finance income*
Beban keuangan	(44.061.123)	31b	(29.062.627)	*Finance costs*
Bagian laba entitas asosiasi - neto	922.623		535.730	*Equity in income of associates - net*
LABA SEBELUM PAJAK FINAL DAN BEBAN PAJAK PENGHASILAN	**541.714.902**		**828.128.949**	***PROFIT BEFORE FINAL TAX AND INCOME TAX EXPENSE***
Beban pajak final	(37.533.640)	18e	(10.512.410)	*Final tax expense*
LABA SEBELUM BEBAN PAJAK PENGHASILAN	**504.181.262**		**817.616.539**	***PROFIT BEFORE INCOME TAX EXPENSE***
BEBAN PAJAK PENGHASILAN				***INCOME TAX EXPENSE***
Kini	(238.804.335)	18d,18e,18f	(201.140.472)	*Current*
Tangguhan	64.405.036	18d,18e,18g	30.667.771	*Deferred*
LABA TAHUN BERJALAN	**329.781.963**		**647.143.838**	***PROFIT FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME***
Pos yang tidak akan direklasifikasi ke laba rugi				***Item that will not be reclassified to profit or loss***
Pengukuran kembali program imbalan pasti - neto setelah pajak	(4.859.840)		(2.077.026)	*Remeasurements of defined benefit plans - net off tax*
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN SETELAH EFEK PENYESUAIAN LABA *MERGING ENTITY*	**324.922.123**		**645.066.812**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR AFTER ADJUSTMENT EFFECT OF MERGING ENTITY PROFIT***

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT PELINDO JASA MARITIM DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024
(Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT PELINDO JASA MARITIM AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued)
For the Year Ended December 31, 2024
(Expressed in Thousands of Rupiah, Unless Otherwise Stated)

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*			
	2024	**Catatan/ *Notes***	**2023**	
LABA TAHUN BERJALAN SETELAH EFEK PENYESUAIAN LABA *MERGING ENTITY YANG* DAPAT DIATRIBUSIKAN KEPADA:				***PROFIT FOR THE YEAR AFTER ADJUSTMENT EFFECT OF MERGING ENTITY PROFIT ATTRIBUTABLE TO:***
Pemilik entitas induk	262.960.659		579.654.987	*Owners of the parent entity*
Kepentingan non-pengendali	66.821.304		67.488.851	*Non-controlling interest*
Total	**329.781.963**		**647.143.838**	***Total***
Penyesuaian atas laba *merging entity*:				***Adjustment of merging entity's profit:***
Pemilik entitas induk	-		30.876.051	*Owner of the parent entity*
Kepentingan non-pengendali	-		1.588.125	*Non-controlling interests*
Total	**-**		**32.464.176**	***Total***
LABA TAHUN BERJALAN SEBELUM EFEK PENYESUAIAN LABA *MERGING ENTITY* YANG DAPAT DIATRIBUSIKAN KEPADA:				***PROFIT FOR THE YEAR BEFORE ADJUSTMENT EFFECT OF MERGING ENTITY PROFIT ATTRIBUTABLE TO:***
Pemilik entitas induk	262.960.659		548.778.936	*Owners of the parent entity*
Kepentingan non-pengendali	66.821.304		65.900.726	*Non-controlling interests*
Total	**329.781.963**		**614.679.662**	***Total***

PT PELINDO JASA MARITIM DAN ENTITAS ANAKNYA
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN (lanjutan)
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024
(Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT PELINDO JASA MARITIM AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued)
For the Year Ended December 31, 2024
(Expressed in Thousands of Rupiah, Unless Otherwise Stated)

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*			
	2024	**Catatan/ *Notes***	**2023**	
PENGHASILAN KOMPREHENSIF TAHUN BERJALAN SETELAH EFEK PENYESUAIAN LABA *MERGING ENTITY* YANG DAPAT DIATRIBUSIKAN KEPADA:				***COMPREHENSIVE INCOME FOR THE YEAR AFTER ADJUSTMENT EFFECT OF MERGING ENTITY PROFIT ATTRIBUTABLE TO:***
Pemilik entitas induk	258.100.819		577.577.961	*Owners of the parent entity*
Kepentingan non-pengendali	66.821.304		67.488.851	*Non-controlling interest*
Total	**324.922.123**		**645.066.812**	***Total***
Penyesuaian atas laba *merging entity*:				***Adjustment of merging entity's profit:***
Pemilik entitas induk	-		30.876.051	*Owner of the parent entity*
Kepentingan non-pengendali	-		1.588.125	*Non-controlling interests*
Total	**-**		**32.464.176**	***Total***
PENGHASILAN KOMPREHENSIF TAHUN BERJALAN SEBELUM EFEK PENYESUAIAN LABA *MERGING ENTITY* YANG DAPAT DIATRIBUSIKAN KEPADA:				***COMPREHENSIVE INCOME FOR THE YEAR BEFORE ADJUSTMENT EFFECT OF MERGING ENTITY PROFIT ATTRIBUTABLE TO:***
Pemilik entitas induk	258.100.819		546.701.910	*Owners of the parent entity*
Kepentingan non-pengendali	66.821.304		65.900.726	*Non-controlling interests*
Total	**324.922.123**		**612.602.636**	***Total***

The original financial statements included herein are in the Indonesian language.

PT PELINDO JASA MARITIM
DAN ENTITAS ANAKNYA
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024
(Disajikan dalam Ribuan Rupiah,
Kecuali Dinyatakan Lain)

PT PELINDO JASA MARITIM
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the Year Ended December 31, 2024
(Expressed in Thousands of Rupiah,
Unless Otherwise Stated)

	Catatan/ *Notes*	Ekuitas yang dapat diatribusikan kepada pemilik entitas induk/ *Equity attributable to owners of the parent entity*							Kepentingan non-pengendali/ *Non-controlling interests*	Ekuitas - neto/ *Equity - net*	
		Modal saham ditempatkan dan disetor penuh/ *Issued and fully paid capital stock*	Tambahan modal disetor/ *Additional paid-in capital*	Ekuitas *merging entity*/ *Equity of merging entity*	Saldo laba/*Retained earnings*		Penghasilan komprehensif lain/ *Other comprehensive income*	Ekuitas yang dapat diatribusikan kepada pemilik entitas induk - neto/ *Equity attributable to owners of the parent entity - net*			
					Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*					
Saldo 31 Desember 2022		**2.863.144.000**	**(470.528.178)**	**207.234.304**	**-**	**404.113.107**	**943.688**	**3.004.906.921**	**368.853.772**	**3.373.760.693**	***Balance as of December 31, 2022***
Selisih transaksi kombinasi bisnis entitas sepengendali	26	-	20.916.933	-	-	-	-	20.916.933	-	20.916.933	*Difference arising from business combination of entities under common control*
Laba proforma *merging entity*		-	-	30.876.051	-	-	-	30.876.051	1.588.125	32.464.176	*Income of proforma equity merging entity*
Cadangan umum	25	-	-	-	21.371.265	(21.371.265)	-	-	-	-	*General reserve*
Dividen	25	-	-	(13.100.088)	-	(15.000.000)	-	(28.100.088)	(577.095)	(28.677.183)	*Dividend*
Pembalikan laba proforma ekuitas *merging entity*		-	-	(225.010.267)	-	-	-	(225.010.267)	-	(225.010.267)	*Reversal income of proforma equity merging entity*
Laba tahun berjalan		-	-	-	-	579.654.987	(2.077.026)	577.577.961	67.488.851	645.066.812	*Income for the year*
Saldo per 31 Desember 2023		**2.863.144.000**	**(449.611.245)**	**-**	**21.371.265**	**947.396.829**	**(1.133.338)**	**3.381.167.511**	**437.353.653**	**3.818.521.164**	***Balance as of December 31, 2023***
Cadangan umum	25	-	-	-	28.982.749	(28.982.749)	-	-	-	-	*General reserve*
Dividen	25	-	-	-	-	(15.000.000)	-	(15.000.000)	(33.507.325)	(48.507.325)	*Dividend*
Laba tahun berjalan		-	-	-	-	262.960.659	(4.859.840)	258.100.819	66.821.304	324.922.123	*Income for the year*
Saldo per 31 Desember 2024		**2.863.144.000**	**(449.611.245)**	**-**	**50.354.014**	**1.166.374.739**	**(5.993.178)**	**3.624.268.330**	**470.667.632**	**4.094.935.962**	***Balance as of December 31, 2024***

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

PT PELINDO JASA MARITIM DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2024
(Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)

PT PELINDO JASA MARITIM AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOW
For the Year Ended December 31, 2024
(Expressed in Thousands of Rupiah, Unless Otherwise Stated)

	Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,*			
	2024	**Catatan/ *Notes***	**2023**	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan	7.141.621.428		5.742.157.483	*Receipt from customers*
Pembayaran kepada pemasok	(5.210.720.070)		(4.509.680.480)	*Payment to suppliers*
Pembayaran kepada karyawan	(987.207.057)		(983.910.960)	*Payment to employees*
Pembayaran pajak	(146.798.430)		(236.347.269)	*Payment to taxes*
Penerimaan pajak	85.218.561		52.307.424	*Tax receipt*
Penerimaan lain-lain	24.735.187		26.042.363	*Other receipt*
Arus kas neto diperoleh dari aktivitas operasi	**906.849.619**		**90.568.561**	***Net cash flows provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Perolehan aset tetap	(47.284.152)	12,38	(161.726.809)	*Acquisition of fixed assets*
Penerimaan dari penjualan aset tetap	548.038	12	-	*Proceeds from sale of fixed assets*
Penambahan aset tak berwujud	(14.510.804)	13,38	(1.220.750)	*Addition of intagible assets*
Arus kas neto digunakan untuk aktivitas investasi	(61.246.918)		(162.947.559)	*Net cash flows used in operating activities*
ARUS KAS DARI AKTIVITIAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Pembayaran liabilitas sewa	(183.402.073)	14,38	(85.493.605)	*Payment of lease liabilities*
Pembayaran pinjaman	(2.843.755)		(11.468.727)	*Payment of loan*
Pembayaran dividen	(15.000.000)	25	(15.000.000)	*Payment of dividend*
Arus kas neto digunakan untuk aktivitas pendanaan	**(201.245.828)**		**(111.962.332)**	***Net cash flows used in financing activities***
KENAIKAN/(PENURUNAN) NETO KAS DAN SETARA KAS	**644.356.873**		**(184.341.330)**	***NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENT***
KAS DAN SETARA KAS AWAL TAHUN	**1.403.783.888**	4	**1.588.125.218**	***CASH AND CASH EQUIVALENT AT BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	**2.048.140.761**	4	**1.403.783.888**	***CASH AND CASH EQUIVALENT AT END OF YEAR***

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

1. UMUM

a. Pendirian dan informasi umum

PT Pelindo Jasa Maritim di sebut ("Perusahaan") didirikan dengan Akta Nomor 20 tanggal 29 September 2021 yang telah mendapat pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Keputusan No. AHU-0061303.AH.01.01 Tahun 2021 tanggal 30 September 2021 Tentang Pengesahan Pendirian Badan Hukum Perseroan Terbatas Perusahaan. Anggaran Dasar Perusahaan mengalami perubahan berdasarkan Akta Notaris Nanda Fauz Iwan, S.H., M.kn. No. 3 tanggal 3 Januari 2022 tentang peningkatan modal ditempatkan/disetor. Akta Notaris tersebut telah dilaporkan dan telah memperoleh surat Penerimaan Pemberitahuan dari Menteri Hukum dan Hak Asasi Manusia No. AHU-AH.01.03-002178 tanggal 3 Januari 2022.

Berdasarkan Pasal 3 Anggaran Dasar Perusahaan, ruang lingkup kegiatan usaha Perusahaan adalah di bidang kegiatan pengusahaan di pelabuhan yang meliputi:

- Penyediaan dan/atau pelayanan aktivitas jasa keuangan, bukan asuransi dan dana pensiun;
- Penyediaan dan/atau pelayanan pergudangan dan aktivitas penunjang angkutan;
- Penyediaan dan/atau pelayanan angkutan perairan;
- Penyediaan dan/atau pelayanan konstruksi bangunan sipil;
- Penyediaan dan/atau pelayanan reparasi dan pemasangan mesin dan peralatan;
- Penyediaan dan/atau pelayanan industri mesin dan perlengkapan yang tidak dapat diklasifikasikan di tempat lain;
- Penyediaan dan/atau pelayanan perdagangan besar, bukan mobil dan sepeda motor;
- Penyediaan dan/atau pelayanan aktivitas penyewaan dan sewa guna usaha tanpa hak opsi;
- Penyediaan dan/atau pelayanan pergudangan dan aktivitas penunjang angkutan;
- Penyediaan dan/atau pelayanan aktivitas arsitektur dan keinsinyuran, analisis dan uji teknis;
- Penyediaan dan/atau pelayanan konstruksi khusus;
- Penyediaan dan/atau pelayanan aktivitas ketenagakerjaan;

1. GENERAL

a. Establishment and general information

PT Pelindo Jasa Maritim ("the Company") was established based on Deed No. 20 dated September 29, 2021 which has been approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decision No. AHU-0061303.AH.01.01 Tahun 2021 dated September 30, 2021 regarding Ratification of the Establishment of a Limited Liability Company Legal Entity. The Company's Articles of Association have been amended based on Notarial Deed from Nanda Fauz Iwan, S.H., M.kn. dated No. 3 dated January 3, 2022 regarding changes to the increase in issued/paid-up capital. Notarial Deed has been reported and received the notification from Minister of Law and Human Rights No. AHU-AH.01.03-002178 dated January 3, 2022.

Based on Article 3 of its Articles of Association, the scope of the Company's activities is in the port business which includes:

- *To provide and/or serve financial service activities, not insurance and pension funds;*
- *To provide and/or serve warehousing and transportation support activities;*
- *To provide and/or serve water transportation;*
- *To provide and/or serve civil building construction;*
- *To provide and/or serve for repair and installation of machines and equipments;*
- *To provide and/or serve for industrial machinery and equipment that cannot be classified elsewhere;*
- *To provide and/or serve retail trade, not cars and motorcycles;*
- *To provide and/or serve service of leasing and leasing activities without purchase option;*
- *To provide and/or serve warehousing and transportation support activities;*
- *To provide and/or serve architectural and engineering activities, technical analysis and testing;*
- *To provide and/or serve special construction;*
- *To provide and/or serve employment activities;*

1. UMUM (lanjutan)

a. Pendirian dan informasi umum (lanjutan)

Berdasarkan Pasal 3 Anggaran Dasar Perusahaan, ruang lingkup kegiatan usaha Perusahaan adalah di bidang kegiatan pengusahaan di pelabuhan yang meliputi: (lanjutan)

- Penyediaan dan/atau pelayanan industri alat angkut lainnya;
- Penyediaan dan/atau pelayanan pengadaan listrik, gas, uap/air panas, dan udara dingin;
- Penyediaan dan/atau pelayanan pengumpulan, treatment dan pembuangan limbah dan sampah serta aktivitas pemulihan material;
- Penyediaan dan/atau pelayanan aktivitas kantor pusat dan konsultasi manajemen;
- Penyediaan dan/atau pelayanan treatment air;
- Penyediaan dan/atau pelayanan aktivitas pemrogaman, konstruksi komputer, dan kegiatan yang berhubungan dengan itu;
- Penyediaan dan/atau pelayanan aktivitas jasa informasi;
- Penyediaan dan/atau pelayanan aktivitas olahraga dan rekreasi lainnya.

Berdasarkan Surat Menteri Badan Usaha Milik Negara Nomor S-1050/MBU/12/2021 tanggal 30 Desember 2021 tentang persetujuan Pengalihan Saham (Inbreng) Anak Perusahaan PT Pelabuhan Indonesia (Persero) pada Klaster *Marine*, *Equipment*, dan *Port Services* kepada Perusahaan dan sesuai Akta Notaris Nomor 03 Tanggal 3 Januari 2022 mengenai perubahan peningkatan modal ditempatkan/disetor, anak-anak PT Pelabuhan Indonesia (Persero) mengalihkan kepemilikan sahamnya kepada Perusahaan, yaitu PT Jasa Peralatan Pelabuhan Indonesia ("JPPI"), PT Pelindo Marine Service ("PMS"), PT Energi Pelabuhan Indonesia ("EPI"), PT Pengerukan Indonesia ("RUKINDO"), dan PT Equiport Inti Indonesia ("EII") terhitung mulai tanggal 3 Januari 2022.

Berdasarkan Perjanjian Pengalihan hak atas saham PT Pelabuhan Indonesia (Persero) pada PT Jasa Armada Indonesia Tbk ("JAI") Nomor SK.03/3/1/2/PBAN/UTMA/PLND-22 tanggal 3 Januari 2022 tentang mengenai pengalihan hak atas saham PT Pelabuhan Indonesia (Persero) pada JAI kepada Perusahaan terhitung mulai tanggal 3 Januari 2022.

1. GENERAL (continued)

a. Establishment and general information (continued)

Based on Article 3 of its Articles of Association, the scope of the Company's activities is in the port business which includes: (continued)

- *To provide and/or serve other transportation equipment industry;*
- *To provide and/or serve electricity, gas, steam/hot water, and cold air procurement services;*
- *To provide and/or serve for collecting, treating and disposing of waste and garbage as well as material recovery activities;*
- *To provide and/or serve for head office activities and management consulting;*
- *To provide and/or serve for water treatment services;*
- *To provide and/or serve for programming activity services, computer construction, and activities related to that;*
- *To provide and/or serve information service activity services;*
- *To provide and/or serve sports and other recreational activity services.*

Based on Letter of the Minister of State-Owned Enterprises Number S-1050/MBU/12/2021 dated December 30, 2021 regarding the approval of the Transfer of Shares (Inbreng) of a Subsidiary of PT Pelabuhan Indonesia (Persero) in the Marine, Equipment, and Port Services Cluster to The Company and Notary Deed Number 03 dated January 3, 2022 regarding changes to the increase in issued/paid-up capital, subsidiaries of PT Pelabuhan Indonesia (Persero) transferred their share ownership to the Company, namely PT Jasa Peralatan Pelabuhan Indonesia ("JPPI"), PT Pelindo Marine Service ("PMS"), PT Energi Pelabuhan Indonesia ("EPI"), PT Pengerukan Indonesia ("RUKINDO"), and PT Equiport Inti Indonesia ("EII") effective from January 3, 2022.

Based on the Agreement on the transfer of rights to shares of PT Pelabuhan Indonesia (Persero) to PT Jasa Armada Indonesia Tbk ("JAI") Number SK.03/3/1/2/PBAN/UTMA/PLND-22 dated January 3, 2022 regarding the transfer of rights to shares of PT Pelabuhan Indonesia (Persero) to JAI to the Company effective from January 3, 2022.

1. UMUM (lanjutan)

a. Pendirian dan informasi umum (lanjutan)

Berdasarkan Perjanjian Pengalihan hak atas saham PT Berlian Jasa Terminal Indonesia ("BJTI") pada PT Berkah Industri Mesin Angkat ("BIMA") Nomor HM.03.03/25/8/1/BRAK/BRDU/BJTI-23 tanggal 25 Agustus 2023 mengenai pengalihan hak atas saham BJTI pada BIMA kepada Perusahaan terhitung mulai tanggal 2 Oktober 2023.

Berdasarkan Perjanjian Pengalihan hak atas saham PT Terminal Teluk Lamong ("TTL") pada PT Lamong Energi Indonesia ("LEGI") Nomor SK.02/28/4/1/CRSC/PRDR/TPTL-23 tanggal 28 April 2023 mengenai pengalihan hak atas saham TTL pada LEGI kepada Perusahaan terhitung mulai tanggal 1 November 2023.

Kantor Perusahaan berlokasi di Jalan Soekarno No.1, Makassar, 90173 dan Pelindo Tower Lt. 24, Jl. Yos Sudarso No.9, DKI Jakarta, 14230.

Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia ("Pelindo") adalah entitas induk langsung Perusahaan.

Dalam laporan keuangan konsolidasian ini, Perusahaan dan entitas anaknya bersama-sama disebut sebagai "Grup".

b. Manajemen kunci dan karyawan

Pada tanggal 31 Desember 2024, susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

1. GENERAL (continued)

a. Establishment and general information (continued)

Based on the Agreement on the transfer of rights to shares of PT Berlian Jasa Terminal Indonesia ("BJTI") to PT Berkah Industri Mesin Angkat ("BIMA") Number HM.03.03/25/8/1/BRAK/BRDU/BJTI-23 dated August 25, 2023 regarding the transfer of rights to shares of BJTI to BIMA to the Company effective from October 2, 2023.

Based on the Agreement on the transfer of rights to shares of PT Terminal Teluk Lamong ("TTL") to PT Lamong Energi Indonesia ("LEGI") Number SK.02/28/4/1/CRSC/PRDR/TPTL-23 dated April 28, 2023 regarding the transfer of rights to shares of TTL to LEGI to the Company effective from November 1, 2023.

The Company's office is located at Jalan Soekarno No.1, Makassar, 90173 and Pelindo Tower 24th floor, Jl. Yos Sudarso No.9, DKI Jakarta, 14230.

Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia ("Pelindo") is the immediate parent entity of the Company.

In these consolidated financial statements, the Company and its subsidiaries are collectively referred to as the "Group".

b. Key management and employees

As of December 31, 2024, the members of the Company's Board of Commissioners and Directors are as follows:

31 Desember 2024		***December 31, 2024***
Dewan Komisaris		***Board of Commissioners***
Komisaris Utama	Otto Ardianto	*President Commissioner*
Komisaris Independen	Eris Herryanto	*Independent Commissioner*
Komisaris	Neil Iskandar Daulay	*Commissioner*
Komisaris	Muhammad Imam Aziz	*Commissioner*
Komisaris	Achmad Idrus	*Commissioner*
Direksi		***Board of Directors***
Direktur Utama	Arief Prabowo	*President Director*
Direktur Keuangan dan Manajemen Risiko	Choirul Anwar	*Finance and Risk Management Director*
Direktur Operasi dan Teknik	Edward Danner P. N.	*Operations and Technical Director*
Plt. Direktur Strategi dan Komersil	Edward Danner P. N.	*Act. Strategy and Commercial Director*
Direktur SDM dan Umum	Rachmat Prayogi	*HR and General Director*

1. UMUM (lanjutan)

b. Manajemen kunci dan karyawan (lanjutan)

Pada tanggal 31 Desember 2023, susunan Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

1. GENERAL (continued)

b. Key management and employees (continued)

As of December 31, 2023, the members of the Company's Board of Commissioners and Directors are as follows:

31 Desember 2023		***December 31, 2023***
Dewan Komisaris		***Board of Commissioners***
Komisaris Utama	Otto Ardianto	*President Commissioner*
Komisaris Independen	Eris Herryanto	*Independent Commissioner*
Komisaris	Neil Iskandar Daulay	*Commissioner*
Komisaris	Muhammad Imam Aziz	*Commissioner*
Komisaris	Achmad Idrus	*Commissioner*
Direksi		***Board of Directors***
Direktur Utama	Prasetyadi	*President Director*
Direktur Keuangan dan Manajemen Risiko	Choirul Anwar	*Finance and Risk Management Director*
Direktur Operasi dan Teknik	Arief Prabowo	*Operations and Technical Director*
Direktur Strategi dan Komersil	Kokok Susanto	*Strategy and Commercial Director*
Direktur SDM dan Umum	Rachmat Prayogi	*HR and General Director*

Susunan Komite Audit pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The Company's Audit Committee as of December 31, 2024 and 2023 are as follows:

31 Desember 2024 dan 2023		***December 31, 2024 and 2023***
Organ Pendukung Dewan Komisaris		***Supporting Organs of the Board of Commissioners***
Ketua Komite Audit	Achmad Idrus	*Chairman of The Audit Committee*
Anggota Komite Audit Bidang Keuangan	Abdul Hamid Habbe	*Member of the Financial Sector Audit Committee*
Anggota Komite Audit Bidang Operasional	Djam'an AM	*Member of the Operations Sector Audit Committee*

Selama tahun 2024 dan 2023, Dewan Komisaris dan Direksi menerima remunerasi dalam bentuk imbalan kerja jangka pendek sebesar Rp70.006.147 dan Rp62.566.790.

During 2024 and 2023, the Board of Commissioners and Directors received remuneration in form of shorts-term employee benefits amounting to Rp70,006,147 and Rp62,566,790.

Pada tanggal 31 Desember 2024 Grup memiliki masing-masing 1.423, 514 dan 1.117 (2023: 1.448, 533 dan 849) orang karyawan yang terdiri dari karyawan perbantuan dari Pelindo yang ditugaskan di Grup, karyawan tetap, dan karyawan kontrak (tidak diaudit).

As of December 31, 2024 and 2023, the Group has 1,423, 514 dan 1,117 (2023: 1,448, 533 dan 849) employees, respectively, consists of secondee employees from Pelindo that assigned to the Group, direct hire and contract employee (unaudited).

1. UMUM (lanjutan)

c. Pengalihan saham dan penerbitan saham baru

Pelindo

Berdasarkan Akta No. 03 tanggal 3 Januari 2022 dari Nanda Fauz Iwan, S.H., M.Kn., notaris di Jakarta, para pemegang saham Perusahaan menyetujui diantaranya:

a. Peningkatan modal dasar dari sebelumnya 580.000 lembar saham dengan nilai nominal Rp580.000.000 menjadi 6.179.088 lembar saham dengan nilai nominal Rp6.179.088.000.

b. Penambahan modal ditempatkan dan disetor dari sebelumnya 145.000 lembar saham dengan nilai nominal Rp145.000.000 menjadi 1.544.772 lembar saham dengan nilai nominal Rp1.544.772.000 dimana penerbitan saham baru sejumlah 1.399.772 lembar saham dengan nilai nominal Rp1.399.772.000 diambil seluruhnya oleh Pelindo sebagai kompensasi pengalihan saham-saham milik Pelindo kepada Perusahaan sebagai berikut:

- Saham PT Jasa Peralatan Pelabuhan Indonesia ("JPPI") sebanyak 24.750 lembar saham atau setara dengan 99,00% dengan nilai nominal Rp24.750.000.
- Saham PT Jasa Armada Indonesia Tbk ("JAI") sebanyak 406.350 lembar saham atau setara dengan 76,89% dengan nilai nominal Rp406.350.460.
- Saham PT Equiport Inti Indonesia ("EII") sebanyak 28.050 lembar saham atau setara dengan 99,29% dengan nilai nominal Rp28.050.000.
- Saham PT Energi Pelabuhan Indonesia ("EPI") sebanyak 24.000 lembar saham atau setara dengan 55,00% dengan nilai nominal Rp24.000.000.

1. GENERAL (continued)

c. Shares transfer and issuance of new shares

Pelindo

Based on Deed No. 03 dated January 3, 2022 of Nanda Fauz Iwan, S.H., M.Kn., notary in Jakarta, the Company's shareholders agreed among others:

a. Increase of authorized capital from 580,000 shares with nominal value of Rp580,000,000 to 6,179,088 shares with nominal value of Rp6,179,088,000.

b. Increase of issued and paid capital from 145,000 shares with nominal value of Rp145,000,000 to 1,544,772 shares with nominal value of Rp1,544,772,000 where the new issued shares of 1,399,772 shares with nominal value of Rp1,399,772,000 were taken fully by Pelindo as compensation of transfer of shares owned by Pelindo to the Company as follows:

- *PT Jasa Peralatan Pelabuhan Indonesia ("JPPI") shares amounting to 24,750 shares or equivalent to 99.00% with nominal value of Rp24,750,000.*
- *PT Jasa Armada Indonesia Tbk ("JAI") shares amounting to 406,350 shares or equivalent to 76.89% with nominal value of Rp406,350,460.*
- *PT Equiport Inti Indonesia ("EII") shares amounting to 28,050 shares or equivalent to 99.29% with nominal value of Rp28,050,000.*
- *PT Energi Pelabuhan Indonesia ("EPI") shares amounting to 24,000 shares or equivalent to 55.00% with nominal value of Rp24,000,000.*

1. UMUM (lanjutan)

c. Pengalihan saham dan penerbitan saham baru (lanjutan)

Pelindo (lanjutan)

Berdasarkan Akta No. 03 tanggal 3 Januari 2022 dari Nanda Fauz Iwan, S.H., M.Kn., notaris di Jakarta, para pemegang saham Perusahaan menyetujui diantaranya: (lanjutan)

b. Penambahan modal ditempatkan dan disetor dari sebelumnya 145.000 lembar saham dengan nilai nominal Rp145.000.000 menjadi 1.544.772 lembar saham dengan nilai nominal Rp1.544.772.000 dimana penerbitan saham baru sejumlah 1.399.772 lembar saham dengan nilai nominal Rp1.399.772.000 diambil seluruhnya oleh Pelindo sebagai kompensasi pengalihan saham-saham milik Pelindo kepada Perusahaan sebagai berikut: (lanjutan)

- Saham PT Pelindo Marine Service ("PMS") sebanyak 305.000 lembar saham atau setara dengan 98,23% dengan nilai nominal Rp305.000.000.
- Saham PT Pengerukan Indonesia ("Rukindo") sebanyak 611.622 lembar saham atau setara dengan 99,91% dengan nilai nominal Rp611.622.000.

Pengalihan saham tersebut telah melalui persetujuan Kementerian Badan Usaha Milik Negara melalui suratnya No. S-1050/MBU/12/2021 pada tanggal 30 Desember 2021. Berdasarkan surat tersebut, nilai pengambilalihan saham selanjutnya perlu dilakukan penyesuaian berdasarkan valuasi nilai wajar oleh konsultan independen.

Peningkatan modal dasar, penerbitan saham baru serta pengalihan saham tersebut telah diberitahukan dan disetujui oleh Kementerian Hukum dan Hak Asasi Manusia pada tanggal 3 Januari 2022.

1. GENERAL (continued)

c. Shares transfer and issuance of new shares (continued)

Pelindo (continued)

Based on Deed No. 03 dated January 3, 2022 of Nanda Fauz Iwan, S.H., M.Kn., notary in Jakarta, the Company's shareholders agreed among others: (continued)

b. Increase of issued and paid capital from 145,000 shares with nominal value of Rp145,000,000 to 1,544,772 shares with nominal value of Rp1,544,772,000 where the new issued shares of 1,399,772 shares with nominal value of Rp1,399,772,000 were taken fully by Pelindo as compensation of transfer of shares owned by Pelindo to the Company as follows: (continued)

- *PT Pelindo Marine Service ("PMS") shares amounting to 305,000 shares or equivalent to 98.23% with nominal value of Rp305,000,000.*
- *PT Pengerukan Indonesia ("Rukindo") shares amounting to 611,622 shares or equivalent to 99.91% with nominal value of Rp611,622,000.*

The transfer of shares has been approved by the Ministry of State-Owned Entity through its letter No. S-1050/MBU/12/2021 on December 30, 2021. Based on the letter, the shares transfer value need to be followed by adjustment based on the fair value valuation by independent consultant.

The increase of authorized capital, the issuance of new shares and the transfers of shares has been notified to and approved by The Ministry of Law and Human Rights dated January 3, 2022.

1. UMUM (lanjutan)

c. Pengalihan saham dan penerbitan saham baru (lanjutan)

Pelindo (lanjutan)

Berdasarkan Akta No. 7 tanggal 27 April 2022 dari Nanda Fauz Iwan, S.H., M.Kn., notaris di Jakarta, para pemegang saham Perusahaan menyetujui diantaranya:

Penambahan modal ditempatkan dan disetor dari sebelumnya 1.544.772 lembar saham dengan nilai nominal Rp1.544.772.000 menjadi 2.863.144 lembar saham dengan nilai nominal Rp2.863.144.000 dimana penerbitan saham baru sejumlah 1.318.372 lembar saham dengan nilai nominal Rp1.318.372.000 diambil seluruhnya oleh Pelindo sebagai tambahan kompensasi pengalihan saham-saham milik Pelindo kepada Perusahaan menggunakan nilai wajar berdasarkan laporan KJPP Suwendho, Rinaldy dan Rekan tanggal 31 Maret 2022 sebagai berikut:

1. GENERAL (continued)

c. Shares transfer and issuance of new shares (continued)

Pelindo (continued)

Based on Deed No. 7 dated April 27, 2022 of Nanda Fauz Iwan, S.H., M.Kn., notary in Jakarta, the Company's shareholders agreed among others:

Increase of issued and paid capital from 1,544,772 shares with nominal value of Rp1,544,772,000 to 2,863,144 shares with nominal value of Rp2,863,144,000 where the new issued shares of 1,318,372 shares with nominal value of Rp1,318,372,000 were taken fully by Pelindo as additional compensation of transfer of shares owned by Pelindo to the Company using fair value based on KJPP Suwendho, Rinaldy dan Rekan report dated March 31, 2022 as follows:

Entitas/ Entity	Nilai Nominal Saham yang Telah Dialihkan Sebelumnya/ *Nominal Value of Shares Transferred Before*	Nilai Wajar Saham yang Dialihkan/ *Fair Value of Shares Transfered*	Tambahan Penerbitan Saham Baru/ *Additional Issuance of New Shares*	
JPPI	Rp24.750.000	Rp45.276.000	20.526 lembar	Rp20.526.000
JAI	Rp406.350.000	Rp1.531.868.000	1.125.518 lembar	Rp1.125.518.000
EII	Rp28.050.000	Rp65.538.000	37.488 lembar	Rp37.488.000
EPI	Rp24.000.000	Rp67.445.000	43.445 lembar	Rp43.445.000
Rukindo	Rp611.622.000	Rp102.472.000	(509.150 lembar)	(Rp509.150.000)
PMS	Rp305.000.000	Rp905.545.000	600.545 lembar	Rp600.545.000
Total	**Rp1.399.772.000**	**Rp2.718.144.000**	**1.318.372 lembar**	**Rp1.318.372.000**

Peningkatan modal ditempatkan dan disetor tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia dan telah diterima pemberitahuannya pada tanggal 27 April 2022.

The increase of the issued and paid capital has been notified to The Ministry of Law and Human Rights and the notification has been received on April 27, 2022.

Pengalihan saham tersebut di atas memenuhi kategori kombinasi bisnis antara entitas sepengendali sebagaimana diuraikan di dalam PSAK 38 (Revisi 2012) tentang "Kombinasi Bisnis Entitas Sepengendali", dengan demikian, transaksi pengalihan saham tersebut diakui menggunakan metode penyatuan kepentingan.

The transfers of shares meet the criteria of business combination of entities under common control as described in PSAK 38 (Revised 2012) concerning "Business Combinations of Entities Under Common Control", therefore, the transfers of shares is recognized using the pooling of interest method.

1. UMUM (lanjutan)

c. Pengalihan saham dan penerbitan saham baru (lanjutan)

Pelindo (lanjutan)

Selisih antara imbalan yang dialihkan (jumlah saham Perusahaan yang diterbitkan untuk Pelindo) dengan jumlah penambahan aset neto entitas yang dialihkan diakui sebagai bagian dari akun "Tambahan Modal Disetor" pada laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2022, dengan perhitungan sebagai berikut:

1. GENERAL (continued)

c. Shares transfer and issuance of new shares (continued)

Pelindo (continued)

The difference between consideration paid (the number of the Company's shares issued for Pelindo) and the carrying amount of the net assets of entities transferred are recognized as part of the "Additional Paid-in Capital" account in the consolidated statement of financial position as of December 31, 2022, with calculation as follows:

	Nilai yang diakui pada saat transaksi/ *Amount recognized on transaction*	
Peningkatan aset neto	**2.247.615.822**	***Increase in net assets***
Imbalan yang dialihkan	2.718.144.000	*Consideration paid*
Tambahan modal disetor	**(470.528.178)**	***Additional paid-in capital***

BJTI

Berdasarkan Akta No. 2 tanggal 2 Oktober 2023 dari Nanda Fauz Iwan S.H., M.Kn., Notaris di Jakarta, Perusahaan membeli saham BIMA milik BJTI, pihak berelasi sebanyak 20.250 lembar saham dengan nilai pembelian sebesar Rp94.500.000.

Pengalihan saham tersebut di atas memenuhi kategori kombinasi bisnis antara entitas sepengendali sebagaimana diuraikan di dalam PSAK 38 (Revisi 2012) tentang "Kombinasi Bisnis Entitas Sepengendali", dengan demikian, transaksi pengalihan saham tersebut diakui menggunakan metode penyatuan kepentingan.

Selisih antara imbalan yang dialihkan (jumlah saham Perusahaan yang diterbitkan untuk Pelindo) dengan jumlah penambahan aset neto entitas yang dialihkan diakui sebagai bagian dari akun "Tambahan Modal Disetor" pada laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2023, dengan perhitungan sebagai berikut:

BJTI

Based on Deed No. 2, dated October 2, 2023, of Nanda Fauz Iwan S.H., M.Kn., Notary in Jakarta, the Company acquired BIMA shares owned by BJTI, a related party amounting to 20,250 shares with purchase price of Rp94,500,000.

The transfers of shares meet the criteria of business combination of entities under common control as described in PSAK 38 (Revised 2012) concerning "Business Combinations of Entities Under Common Control", therefore, the transfers of shares is recognized using the pooling of interest method.

The difference between consideration paid (the number of the Company's shares issued for Pelindo) and the carrying amount of the net assets of entities transferred are recognized as part of the "Additional Paid-in Capital" account in the consolidated statement of financial position as of December 31, 2023, with calculation as follows:

	Nilai yang diakui pada saat transaksi/ *Amount recognized on transaction*	
Peningkatan aset neto	**103.795.564**	***Increase in net assets***
Imbalan yang dialihkan	94.500.000	*Consideration paid*
Tambahan modal disetor	**9.295.564**	***Additional paid-in capital***

1. UMUM (lanjutan)

c. Pengalihan saham dan penerbitan saham baru (lanjutan)

TTL

Berdasarkan Akta No. 1 tanggal 1 November 2023 dari Nanda Fauz Iwan S.H., M.Kn., Notaris di Jakarta, Perusahaan membeli saham LEGI milik TTL, pihak berelasi sebanyak 92.109 lembar saham dengan nilai pembelian sebesar Rp147.400.000.

Pengalihan saham tersebut di atas memenuhi kategori kombinasi bisnis antara entitas sepengendali sebagaimana diuraikan di dalam PSAK 38 (Revisi 2012) tentang "Kombinasi Bisnis Entitas Sepengendali", dengan demikian, transaksi pengalihan saham tersebut diakui menggunakan metode penyatuan kepentingan.

Selisih antara imbalan yang dialihkan (jumlah saham Perusahaan yang diterbitkan untuk Pelindo) dengan jumlah penambahan aset neto entitas yang dialihkan diakui sebagai bagian dari akun "Tambahan Modal Disetor" pada laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2023, dengan perhitungan sebagai berikut:

1. GENERAL (continued)

c. Shares transfer and issuance of new shares (continued)

TTL

Based on Deed No. 1, dated November 1, 2023, of Nanda Fauz Iwan S.H., M.Kn., Notary in Jakarta, the Company acquired LEGI shares owned by TTL, a related party amounting to 92,109 shares with purchase price of Rp147,400,000.

The transfers of shares meet the criteria of business combination of entities under common control as described in PSAK 38 (Revised 2012) concerning "Business Combinations of Entities Under Common Control", therefore, the transfers of shares is recognized using the pooling of interest method.

The difference between consideration paid (the number of the Company's shares issued for Pelindo) and the carrying amount of the net assets of entities transferred are recognized as part of the "Additional Paid-in Capital" account in the consolidated statement of financial position as of December 31, 2023, with calculation as follows:

	Nilai yang diakui pada saat transaksi/ *Amount recognized on transaction*	
Peningkatan aset neto	**159.021.369**	***Increase in net assets***
Imbalan yang dialihkan	147.400.000	*Consideration paid*
Tambahan modal disetor	**11.621.369**	***Additional paid-in capital***

1. UMUM (lanjutan)

d. Entitas anak

Pada tanggal 31 Desember 2024 dan 2023, Perusahaan memiliki entitas anak dengan persentase kepemilikan efektif sebagai berikut:

1. GENERAL (continued)

d. Subsidiaries

As of December 31, 2024 and 2023, the Company has subsidiaries with effective percentage of ownership as follows:

Nama Perusahaan/ *Company name*	Tempat kedudukan/ *Domicile*	Kegiatan usaha/ *Nature of business activities*	% Kepemilikan/*% Ownership* 31 Des/ *Dec 31*, 2024	% Kepemilikan/*% Ownership* 31 Des/ *Dec 31*, 2023	Tahun pendirian/ *Year of establishment*	Total aset sebelum eliminasi/ *Total assets before elimination* 31 Des/ *Dec 31*, 2024	Total aset sebelum eliminasi/ *Total assets before elimination* 31 Des/ *Dec 31*, 2023
Kepemilikan langsung/*Direct ownership*							
PT Jasa Peralatan Pelabuhan Indonesia ("JPPI")	Jakarta	Jasa peralatan pelabuhan/ *Port equipment services*	99,71%	99,71%	2012	248.545.456	256.166.225
PT Jasa Armada Indonesia Tbk ("JAI")	Jakarta	Penyedia jasa transportasi laut/ *Ship transportation services provider*	76,89%	76,89%	2013	1.649.981.017	1.522.134.647
PT Energi Pelabuhan Indonesia ("EPI")	Jakarta	Penyedia energi listrik dan air bersih/ *Electricity provider treated water*	55,00%	55,00%	2012	243.544.059	202.038.387
PT Pengerukan Indonesia ("RUKINDO")	Jakarta	Pengerukan alur/ *Dredging*	99,91%	99,91%	1991	236.288.271	322.325.698
PT Pelindo Marine Service ("PMS")	Surabaya	Layanan jasa kapal/ *Shipping services*	98,23%	98,23%	2011	2.884.671.415	2.554.757.145
PT Equiport Inti Indonesia ("EII")	Makassar	Jasa pemeliharaan/ *Maintenance services*	99,29%	99,29%	2012	93.841.162	116.621.996
PT Lamong Energi Indonesia ("LEGI")	Surabaya	Penyediaan energi/ *Energy provider*	99,00%	99,00%	2014	463.999.128	245.375.525
PT Berkah Industri Mesin Angkat ("BIMA")	Surabaya	Jasa pemeliharaan dan perbaikan peralatan pelabuhan/ *Port equipment maintenance and repair services*	90,00%	90,00%	2015	656.084.079	320.603.667
Kepemilikan Tidak Langsung/*Indirect Ownership*							
Dimiliki melalui/*Owned through* PMS							
PT Alur Pelayaran Barat Surabaya ("APBS")	Surabaya	Jasa pengerukan, reklamasi, dan pengelolaan alur pelayaran/ *Dredging, reclamation service, and management of shipping channel*	93,00%	93,00%	2014	508.306.818	592.244.676
PT Pelindo Energi Logistik ("PEL")	Surabaya	Perdagangan jasa/ *Trading services*	98,90%	98,90%	2014	500.285.617	630.154.381
PT Berkah Multi Cargo ("BMC")	Surabaya	Jasa angkutan multi moda/ *Loading and unloading of goods To and from ship services*	99,80%	99,80%	2015	59.521.060	103.265.557
Dimiliki melalui/*Owned through* PEL							
PT Lamong Nusantara Gas ("LNG")	Surabaya	Pembangunan, pengelolaan dan pengoperasian Terminal LNG, Jawa Timur/ *Development, management and operation of LNG terminal in East Java*	49,00%	49,00%	2019	152.810.942	150.358.107

JPPI

JPPI didirikan berdasarkan Akta No. 8 tanggal 5 November 2012 dari Yulianti Irawati, S.H., pengganti dari Notaris Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn. Akta pendirian tersebut telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan No. AHU-57978.AH.01.01 Tahun 2012 tanggal 13 November 2012.

JPPI

JPPI was established based on Deed No. 8 dated November 5, 2012 of Yulianti Irawati, S.H., a substitute of Notary Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn. The Deed of establishment was approved by Minister of Law and Human Rights in its Decision No. AHU-57978.AH.01.01 Tahun 2012 dated November 13, 2012.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

JPPI (lanjutan)

Berdasarkan Akta Jual Beli Saham No. 38 tanggal 28 Desember 2018 dari Silfia, S.H., notaris pengganti dari Nur Muhammad Dipo Nusantara Pua Upa, S.H., MTI mengalihkan serta menyerahkan seluruh saham miliknya yaitu sebanyak 25.000 saham yang ada dalam JPPI kepada PT Pelabuhan Indonesia Investama ("PII") dengan harga pembelian sebesar Rp227.500.

Modal dasar JPPI sebesar Rp100.000.000 terdiri dari 10.000.000 saham dengan nilai nominal Rp10.000 (nilai penuh) per saham. Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki 99,00% atau sebanyak 2.475.000 saham dengan nilai sebesar Rp24.750.000.
- PII memiliki 1,00% atau sebanyak 25.000 saham dengan nilai sebesar Rp250.000.

Berdasarkan Akta No. 5 tanggal 3 Januari 2022 dari Nanda Fauz Iwan, S.H., M.Kn., notaris di Jakarta, JPPI melakukan peningkatan modal ditempatkan dan disetor penuh menjadi Rp25.000.000 yang diambil bagian oleh Perusahaan dan PII masing-masing sebesar Rp24.750.000 dan Rp250.000. Akta ini telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan No. AHU-AH.01.03-0002216 tanggal 3 Januari 2022.

Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Perusahaan memiliki 99,00% atau sebanyak 2.475.000 saham dengan nilai nominal sebesar Rp24.750.000.
- PII memiliki 1,00% atau sebanyak 25.000 saham dengan nilai nominal sebesar Rp250.000.

Berdasarkan Akta No. 402 tanggal 23 November 2023 dari Jimmy Tanal, S.H., M.Kn., notaris di Jakarta, para pemegang saham menyetujui penambahan modal disetor JPPI sebesar Rp61.211.000. Akta ini telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan No. AHU-AH.01.03-0146109 tanggal 23 November 2023.

1. GENERAL (continued)

d. Subsidiaries (continued)

JPPI (continued)

Based on Shares Sales Purchase Agreement No. 38 dated December 28, 2018 of Silfia, S.H., a substitute of Notary Nur Muhammad Dipo Nusantara Pua Upa, S.H., MTI transfers and hands over all of the shares owned, which are 25,000 shares in JPPI to PT Pelabuhan Indonesia Investama ("PII") with a buying price of Rp227,500.

The authorized capital of JPPI amounted to Rp100,000,000 composed of 10,000,000 shares with par value of Rp10,000 (full amount) per share. Composition of issued and fully paid capital shares are as follows:

- *Pelindo owns 99.00% or 2,475,000 shares with total amount of Rp24,750,000.*
- *PII owns 1.00% or 25,000 shares with total amount of Rp250,000.*

Based on Deed No. 5 dated January 3, 2022 of Nanda Fauz Iwan, S.H., M.Kn., a notary in Jakarta, JPPI increased the issued and fully paid capital to Rp25,000,000 which was subscribed by the Company and PII amounted to Rp24,750,000 and Rp250,000, respectively. The deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decision No. AHU-AH.01.03-0002216 dated January 3, 2022.

Composition of issued and fully paid capital shares are as follows:

- *The Company owns 99.00% or 2,475,000 shares with total amount of Rp24,750,000.*
- *PII owns 1.00% or 25,000 shares with total amount of Rp250,000.*

Based on Deed No. 402 dated November 23, 2023 of Jimmy Tanal, S.H., M.Kn., a notary in Jakarta, the shareholders approved the increased of issued and fully paid capital amounted to Rp61,211,000. The deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decision No. AHU-AH.01.03-0146109 dated November 23, 2023.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

JPPI (lanjutan)

Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Perusahaan memiliki 99,71% atau sebanyak 8.596.100 saham dengan nilai nominal sebesar Rp85.961.000.
- PII memiliki 0,29% atau sebanyak 25.000 saham dengan nilai nominal sebesar Rp250.000.

Saat ini, JPPI bergerak dalam bidang jasa penyelenggaraan usaha teknik meliputi pemasangan/perakitan, perbaikan dan pemeliharaan serta instalasi alat-alat teknik, instalasi peralatan untuk air, gas, telekomunikasi, elektrikal, dan mekanikal, bejana tekan (*boiler/pressure vessel*), serta bidang usaha terkait.

JAI

JAI didirikan berdasarkan Akta No. 24 tanggal 10 Juli 2013 dari Notaris Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn. Akta pendirian tersebut telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-47228.AH.01.01.Tahun 2013 tanggal 9 September 2013.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir melalui Akta Notaris No. 44 dari Ashoya Ratam, S.H., M.Kn., Notaris di Jakarta, tanggal 23 Juni 2022 mengenai perubahan Anggaran Dasar Perusahaan dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-0047245.AH.01.02.TAHUN 2022 tanggal 8 Juli 2022.

Berdasarkan Akta Berita Acara Rapat Umum Pemegang Saham Luar Biasa JAI No. 14 tanggal 11 Oktober 2017 dari Fathiah Helmi, S.H., notaris di Jakarta, pemegang saham JAI menyetujui diantaranya:

- Perubahan nilai nominal saham dari semula Rp1.000.000 (nilai penuh) per saham menjadi Rp100 (nilai penuh) per saham.
- Pengeluaran saham dari portopel JAI, yang merupakan saham baru yang dikeluarkan dari portepel sebanyak-banyaknya 30% dari modal ditempatkan dan disetor setelah penawaran umum selesai dilaksanakan atau sejumlah sebanyak-banyaknya 1.743.987.600 saham baru, yang ditawarkan kepada masyarakat melalui penawaran umum perdana saham JAI.

1. GENERAL (continued)

d. Subsidiaries (continued)

JPPI (continued)

Composition of issued and fully paid capital shares are as follows:

- *The Company owns 99.71% or 8,596,100 shares with total amount of Rp85,961,000.*
- *PII owns 0.29% or 25,000 shares with total amount of Rp250,000.*

Currently, JPPI's operates in technical business implementation services including installation/assembly, repair and maintenance as well as installation of technical equipment, installation of equipment for water, gas, telecommunications, electrical, and mechanical, pressure vessels (boilers/pressure vessels), as well as related business fields.

JAI

JAI was established based on Notarial Deed No. 24 dated July 10, 2013 of Notary Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn. The Deed of Establishment was approved by Minister of Law and Human Rights No. AHU-47228.AH.01.01.Tahun 2013 dated September 9, 2013.

JAI's Articles of Association have been amended several times, most recently through Notary Deed No. 44 of Ashoya Ratam, S.H., M.Kn., Notary in Jakarta, dated June 23, 2022 regarding changes of JAI's Articles of Association and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-0047245.AH.01.02.TAHUN 2022 dated July 8, 2022.

Based on Deed of Extraordinary General Shareholders Meeting of JAI No. 14 dated October 11, 2017 of Fathiah Helmi, S.H., notary in Jakarta, JAI's shareholders agree among others:

- *Change in par value of share from Rp1,000,000 (full amount) per share to Rp100 (full amount) per share.*
- *Issuance of shares from JAI's portfolio, which represents new shares issued from the portfolio of as much as 30% of the issued and paid-up capital after the public offering has been completed or as much as 1,743,987,600 new shares, offered to the public through JAI's initial public offering.*

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

JAI (lanjutan)

- Meningkatkan modal dasar JAI dari sebesar Rp100.000.000 menjadi Rp1.500.000.000, yang terbagi atas 15.000.000.000 saham dengan nilai nominal Rp100 (nilai penuh) per saham dan meningkatkan modal ditempatkan dan disetor dari Rp58.000.000 menjadi Rp406.930.460 dimana peningkatan sebesar Rp348.930.460 atau sebesar 3.489.304.600 saham dilakukan oleh Pelindo melalui inbreng 21 unit kapal, terdiri dari 9 unit kapal pandu, 10 unit kapal tunda dan 2 unit kapal kepil. Inbreng kapal tersebut telah dilakukan penilaian oleh KJPP Toto Suharto & Rekan dengan hasil penilaian No. P.PP.17.00.0111 tanggal 9 Juni 2017.

Modal dasar JAI sebesar Rp1.500.000.000 terdiri dari 100.000 saham dengan nilai nominal Rp100 (nilai penuh) per saham. Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki 76,89% atau sebanyak 4.063.504.600 saham dengan nilai sebesar Rp406.350.460.
- MTI memiliki 0,11% atau sebanyak 5.800.000 saham dengan nilai sebesar Rp580.000.
- PII memiliki 10,78% atau sebanyak 569.551.400 saham dengan nilai sebesar Rp56.955.140.
- Masyarakat memiliki 12,07% atau sebanyak 637.915.300 saham dengan nilai sebesar Rp63.791.530.
- Saham treasuri 0,15% atau sebanyak 8.039.800 saham dengan nilai sebesar Rp803.980.

Pada tanggal 3 Januari 2022, Pelindo dan Perusahaan menyepakati Perjanjian No. SK.03/3/1/2/PBAN/UTMA/PLND-22 perihal Pengalihan Hak Atas Saham Pelindo pada JAI kepada Perusahaan.

1. GENERAL (continued)

d. Subsidiaries (continued)

JAI (continued)

- *Increase of the authorized share capital of JAI from Rp100,000,000 to Rp1,500,000,000, divided into 15,000,000,000 shares at par value of Rp100 (full amount) per share and the increase of issued and paid-up capital from Rp58,000,000 to Rp406,930,460 whereas an increase of Rp348,930,460 or 3,489,304,600 shares was performed by Pelindo through injection of 21 units of vessels, consist of 9 units of pilotage vessels, 10 units of tug vessels and 2 units of mooring vessels. Injection of vessels has been appraised by KJPP Toto Suharto & Partners through appraisal report No. P.PP.17.00.0111 dated June 9, 2017.*

The authorized capital of JAI amounted to Rp1,500,000,000 composed of 100,000 shares with par value of Rp100 (full amount) per share. Composition of issued and fully paid capital shares are as follows:

- *Pelindo owns 76.89% or 4,063,504,600 shares with total amount of Rp406,350,460.*
- *MTI owns 0.11% or 5,800,000 shares with total amount of Rp580,000.*
- *PII owns 10.78% or 569,551,400 shares with total amount of Rp56,955,140.*
- *Public owns 12.07% or 637,915,300 shares with total amount of Rp63,791,530.*
- *Treasury stock 0.15% or 8,039,800 shares with total amount Rp803,980.*

On January 3, 2022, Pelindo and the Company consented to Agreement No. SK.03/3/1/2/PBAN/UTMA/PLND-22 regarding the Transfer of Rights of Pelindo's shares in JAI to the Company.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

JAI (lanjutan)

Pada tanggal 4 Januari 2022, Perusahaan melaporkan Kepemilikan Saham atas JAI kepada Kepala Eksekutif Pengawas Pasar Modal dari Otoritas Jasa Keuangan melalui surat No. HM.01.01/2/PLJM-2022. Saat ini, Perusahan memiliki 4.063.504.600 saham atau sama dengan 76,89% dari seluruh modal ditempatkan dan disetor Pelindo.

Berdasarkan Akta No. 29 dari Notaris Ashoya Ratam, S.H., M.Kn., notaris di Jakarta, tanggal 14 April 2022, terdapat perubahan susunan pemegang saham JAI. Perubahan tersebut telah diberitahukan dan telah menerima surat pemberitahuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat No. AHU-01.09-0010472 tanggal 28 April 2022.

Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Perusahaan memiliki 76,89% atau sebanyak 4.063.504.600 saham dengan nilai sebesar Rp406.350.460.
- MTI memiliki 0,11% atau sebanyak 5.800.000 saham dengan nilai sebesar Rp580.000.
- PII memiliki 10,78% atau sebanyak 569.551.400 saham dengan nilai sebesar Rp56.955.140.
- Masyarakat memiliki 12,07% atau sebanyak 637.915.300 saham dengan nilai sebesar Rp63.791.530.
- Saham treasuri 0,15% atau sebanyak 8.039.800 saham dengan nilai sebesar Rp803.980.

Saat ini, JAI bergerak dalam bidang pelayanan jasa pemanduan kapal, penundaan kapal, angkutan laut, sungai, danau dan penyebrangan, penyewaan kapal dan keagenan kapal.

1. GENERAL (continued)

d. Subsidiaries (continued)

JAI (continued)

On January 4, 2022, the Company reported Share Ownership of JAI to the Chief Executive of Capital Market Supervisory of Otoritas Jasa Keuangan through letter No. HM.01.01/2/PLJM-2022. Currently, the Company owns 4,063,504,600 shares or equal to 76.89% of the total issued and paid-up capital of Pelindo.

Based on Deed No. 29 from Notary Ashoya Ratam, S.H., M.Kn., a Notary in Jakarta, dated April 14, 2022, there were changes in JAI's composition of shareholders. The changes have been reported and received from the Minister of Justice and Human Rights of the Republic of Indonesia in Letter No. AHU-01.09-0010472 dated April 28, 2022.

Composition of issued and fully paid capital shares are as follows:

- *The Company owns 76.89% or 4,063,504,600 shares with total amount of Rp406,350,460.*
- *MTI owns 0.11% or 5,800,000 shares with total amount of Rp580,000.*
- *PII owns 10.78% or 569,551,400 shares with total amount of Rp56,955,140.*
- *Public owns 12.07% or 637,915,300 shares with total amount of Rp63,791,530.*
- *Treasury stock 0.15% or 8,039,800 shares with total amount Rp803,980.*

Currently, JAI is engaged in the field of ship pilotage services, ship towing, maritime transportation, river, lake, and crossing transportation, ship rental, and ship agency.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

EII

EII didirikan berdasarkan Akta No. 69 tanggal 16 Januari 2012 dari Yenny Himawan, S.H., M.Kn., Notaris di Surabaya. Akta pendirian ini telah mendapat pengesahan dari Menteri Kehakiman dan Hak Asasi Manusia Republik Indonesia dengan surat keputusan No. AHU-11047.AH.01.01.TH.2012 tanggal 29 Februari 2012. Anggaran Dasar EII telah mengalami beberapa kali perubahan, terakhir dengan Akta Pernyataan Rapat Umum Pemegang Saham Tahunan No. 1 tanggal 29 Oktober 2021 oleh Yonita, S.H., M.Kn., Notaris di Makassar mengenai penambahan kegiatan usaha. Akta ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat keputusan No. AHU-0062420.AH.01.02.TAHUN 2021 tanggal 8 November 2021.

Modal dasar EII sebesar Rp100.000.000 terdiri dari 100.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki sebesar 99,29% atau sebanyak 28.050 lembar saham dengan nilai nominal Rp28.050.000.
- Koperasi PT Pelabuhan Indonesia IV (Persero) memiliki sebesar 0,71% atau sebanyak 200 lembar saham dengan nilai nominal Rp200.000.

Berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas EII No. 15 tanggal 3 Januari 2022 dari Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta, para pemegang saham EII menyetujui pengalihan seluruh saham EII milik Pelindo kepada Perusahaan sebanyak 28.050 lembar saham atau setara dengan 99,29% dengan nilai nominal Rp28.050.000.

Pengalihan saham tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia pada tanggal 3 Januari 2022.

1. GENERAL (continued)

d. Subsidiaries (continued)

EII

EII was established within the framework No. 69 dated January 16, 2012 of Yenny Himawan, S.H., M.Kn., Notary in Surabaya. The deed of the establishment was approved bythe Minister of Justice and Human Rightsof the Republic of Indonesia in decree No. AHU-11047.AH.01.01.TH.2012 dated February 29, 2012. EII's Articles of Association has been amended several times, most recently by notarial deed of Annual General Meeting of Shareholders No. 1 dated October 29, 2021 by Yonita, S.H., M.Kn., Notary in Makassar regarding to addition of business activities. This deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia with decree No. AHU-0062420.AH.01.02.TAHUN 2021 dated November 8, 2021.

The authorized capital of EII amounted to Rp100,000,000 composed of 100,000 shares with par value of Rp1,000,000 (full amount) per share. Composition of issued and fully paid capital shares are as follows:

- *Pelindo owns 99.29% or 28,050 shares with total amount of Rp28,050,000.*
- *Koperasi PT Pelabuhan Indonesia IV (Persero) owns 0.71% or 200 shares with total amount of Rp200,000.*

Based on Deed of Shareholders Decision in Lieu of Limited Corporation General Shareholders Meeting of EII No. 15 dated January 3, 2022 of Notary Nanda Fauz Iwan, S.H., M.Kn., notary in Jakarta, the shareholders of EII agreed on the transfer of all of EII's shares owned by Pelindo to the Company amounting to 28,050 shares or equivalent to 99.29% with nominal value of Rp28,050,000.

The transfer of shares has been notified to The Ministry of Law and Human Rights dated January 3, 2022.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

EII (lanjutan)

Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- Perusahaan memiliki sebesar 99,29% atau sebanyak 28.050 lembar saham dengan nilai nominal Rp28.050.000.
- Koperasi PT Pelabuhan Indonesia memiliki sebesar 0,71% atau sebanyak 200 lembar saham dengan nilai nominal Rp200.000.

Saat ini, EII bergerak dalam bidang pelayanan jasa pemeliharaan alat berat kepelabuhanan dan jasa konstrusi dermaga.

EPI

EPI didirikan berdasarkan Akta No. 11 tanggal 5 November 2012 dari Yulianti Irawati, S.H., pengganti dari Notaris Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn. Akta Pendirian ini telah memperoleh pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-58019.AH.01.01.Tahun 2012 tanggal 14 November 2012. Anggaran Dasar EPI telah mengalami beberapa kali perubahan, perubahan terakhir dinyatakan dalam Akta No. 8 tanggal 29 November 2021 dari Refki Ridwan, S.H., MBA, Sp.N., mengenai perubahan nama pemegang saham. Perubahan tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-AH.01.03-0478922 tanggal 29 November 2021.

Modal dasar EPI sebesar Rp174.543.000 terdiri dari 17.454.300 saham dengan nilai nominal Rp10.000 (nilai penuh) per saham. Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki 55,00% atau sebanyak 2.400.000 saham dengan nilai sebesar Rp24.000.000.
- PT Haleyora Power memiliki 45,00% atau sebanyak 1.963.575 saham dengan nilai sebesar Rp19.635.750.

Pada tanggal 3 Januari 2022, Pelindo dan Perusahaan menyepakati Perjanjian No. SK.03/3/1/2/PBAN/UTMA/PLND-22 perihal Pengalihan Hak Atas Saham Pelindo pada EPI kepada Perusahaan.

1. GENERAL (continued)

d. Subsidiaries (continued)

EII (continued)

Composition of issued and fully paid capital shares are as follows:

- *The Company owns 99.29% or 28,050 shares with total amount of Rp28,050,000.*
- *Koperasi PT Pelabuhan Indonesia owns 0.71% or 200 shares with total amount of Rp200,000.*

Currently, EII operates in the field of heavy equipment maintenance services for ports and dock construction services.

EPI

EPI was established based on Deed No. 11 dated November 5, 2012 of Yulianti Irawati, S.H., a substitute of Notary Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn. The Deed of establishment was approved by Minister of Law and Human Rights in its Decision No. AHU-58019.AH.01.01.Tahun 2012 dated November 14, 2012. EPI's Articles of Association has been amended based on Deed No. 8 dated November 29, 2021 of Refki Ridwan, S.H., MBA, Sp.N., regarding changes of shareholder's name, which was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decision No. AHU-AH.01.03-0478922 dated November 29, 2021.

The authorized capital of EPI amounted to Rp174,543,000 composed of 17,454,300 shares with par value of Rp10,000 (full amount) per share. Composition of issued and fully paid capital shares are as follows:

- *Pelindo owns 55.00% or 2,400,000 shares with total amount of Rp24,000,000.*
- *PT Haleyora Power owns 45.00% or 1,963,575 shares with total amount of Rp19,635,750.*

On January 3, 2022, Pelindo and the Company consented to Agreement No. SK.03/3/1/2/PBAN/UTMA/PLND-22 regarding the Transfer of Rights of Pelindo's shares in EPI to the Company.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

EPI (lanjutan)

Berdasarkan Surat Keputusan Para Pemegang Saham di luar Rapat Umum Pemegang Saham EPI tanggal 3 Januari 2022, yang diaktanotariskan dengan Akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 12 pada tanggal yang sama, pemegang saham EPI menyetujui untuk mengalihkan seluruh saham atau sebanyak 2.400.000 saham milik Pelindo kepada Perusahaan.

Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Perusahaan memiliki 55,00% atau sebanyak 2.400.000 saham dengan nilai sebesar Rp24.000.000.
- PT Haleyora Power memiliki 45,00% atau sebanyak 1.963.575 saham dengan nilai sebesar Rp19.635.750.

Saat ini, EPI bergerak dalam bidang penyedia pasokan energi listrik dan penyediaan air bersih di wilayah pelabuhan dan sekitarnya.

Rukindo

Rukindo didirikan dengan nama PT Pengerukan Indonesia (Persero) berdasarkan Akta No. 2 tanggal 1 Oktober 1991 dari Achmad Bajumi, S.H., pengganti dari Notaris Imas Fatimah, S.H., yang kemudian diubah dengan Akta No. 51 tanggal 11 Februari 1992 dari Notaris Imas Fatimah, S.H. Akta pendirian ini telah memperoleh persetujuan dari Menteri Kehakiman Republik Indonesia dengan Keputusan No. C2-2075 HT.01.01.Th.92 tanggal 3 Maret 1992.

Modal dasar Rukindo sebesar Rp2.000.000.000 terdiri dari 2.000.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Berdasarkan Akta Notaris Fathiah Helmi, S.H., No. 47 tanggal 28 Desember 2017, para pemegang saham Rukindo menyetujui hal-hal sebagai berikut:

- Peningkatan modal ditempatkan dan disetor dari semula berjumlah Rp195.000.000 yang akan dikonversi menjadi modal pada akhir tahun ke-10 (sepuluh). Saham yang diterbitkan sejumlah 195.000 saham dengan nilai nominal sebesar Rp1.000.000 (nilai penuh) per saham.

1. GENERAL (continued)

d. Subsidiaries (continued)

EPI (continued)

Based on the Decree of the Shareholders outside the General Meeting of Shareholders of EPI dated January 3, 2022, which was notarized by Deed of Notary Nanda Fauz Iwan, S.H., M.Kn., No. 12 on the same date, EPI's shareholders agreed to transfer all of Pelindo's shares or as much as 2,400,000 shares to the Company.

Composition of issued and fully paid capital shares are as follows:

- *The Company owns 55.00% or 2,400,000 shares with total amount of Rp24,000,000.*
- *PT Haleyora Power owns 45.00% or 1,963,575 shares with total amount of Rp19,635,750.*

Currently, EPI's activities consist of providing electrical supply and supplying treated water on port areas and surrounding.

Rukindo

Rukindo was established under the name of PT Pengerukan Indonesia (Persero) based on Deed No. 2 dated October 1, 1991 of Achmad Bajumi, S.H., a substitute of Notary Imas Fatimah, S.H., which was subsequently amended by Deed No. 51 dated February 11, 1992 of Notary Imas Fatimah, S.H. The deed of establishment was approved by the Minister of Justice of the Republic of Indonesia in Decision No. C2-2075 HT.01.01.Th.92 dated March 3, 1992.

The authorized capital of Rukindo amounted to Rp2,000,000,000 composed of 2,000,000 shares with par value of Rp1,000,000 (full amount) per share. Based on Notarial Deed of Fathiah Helmi, S.H., No. 47 dated December 28, 2017, Rukindo shareholders approved the following matters:

- *Increase in the issued and paid capital from Rp195,000,000 which will be converted into capital at the end of 10 (ten) year. The issued shares amounted to 195,000 shares with a par value of Rp1,000,000 (full amount) per share.*

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

Rukindo (lanjutan)

Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki 99,91% atau sebanyak 611.622 saham dengan nilai sebesar Rp611.622.000.
- PT Pelindo Solusi Logistik ("SPSL") memiliki 0,09% atau sebanyak 542 saham dengan nilai sebesar Rp542.000.

Berdasarkan Akta No. 13 tanggal 3 Januari 2022 dari Nanda Fauz Iwan, S.H., M.Kn., notaris di Jakarta, Rukindo melakukan peningkatan modal ditempatkan dan disetor penuh menjadi Rp612.164.000 yang diambil bagian oleh Perusahaan dan SPSL masing-masing sebesar Rp611.622.000 dan Rp542.000. Akta ini telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan No. AHU-AH.01.03-0002306 tanggal 3 Januari 2022.

Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Perusahaan memiliki 99,91% atau sebanyak 611.622 saham dengan nilai sebesar Rp611.622.000.
- PT Pelindo Solusi Logistik ("SPSL") memiliki 0,09% atau sebanyak 542 saham dengan nilai sebesar Rp542.000.

Saat ini, Rukindo terutama bergerak dalam bidang pengerukan alur-alur pelayaran, kolam pelabuhan, reklamasi dan transportasi hasil keruk.

BIMA

BIMA didirikan berdasarkan Akta Notaris No.6 tanggal 11 November 2015 oleh Notaris Yahya Abdullah Waber, S.H., Notaris di Surabaya, dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-2468002.AH.01.01 tanggal 23 November 2015.

1. GENERAL (continued)

d. Subsidiaries (continued)

Rukindo (continued)

Composition of issued and fully paid capital shares are as follows:

- *Pelindo owns 99.91% or 611,622 shares with total amount of Rp611,622,000.*
- *PT Pelindo Solusi Logistik ("SPSL") owns 0.09% or 542 shares with total amount of Rp542,000.*

Based on Deed No. 13 dated January 3, 2022 of Nanda Fauz Iwan, S.H., M.Kn., notary in Jakarta, Rukindo increased the issued and fully paid capital to Rp612,164,000 which was subscribed by the Company and SPSL amounted to Rp611,622,000 and Rp542,000, respectively. The deed was approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decision No. AHU-AH.01.03-0002306 dated January 3, 2022.

Composition of issued and fully paid capital shares are as follows:

- *The Company owns 99.91% or 611,622 shares with total amount of Rp611,622,000.*
- *PT Pelindo Solusi Logistik ("SPSL") owns 0.09% or 542 shares with total amount of Rp542,000.*

Currently, Rukindo's main activities consist of dredging of sail navigation channel, port basin, reclamation and transportation of dredging products.

BIMA

BIMA was established under Notarial Deed No. 6 dated November 11, 2015, by Notary Yahya Abdullah Waber, S.H., Notary in Surabaya, and was approved by Minister of Law and Human Rights under Decision Letter No. AHU-2468002.AH.01.01 dated November 23, 2015.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

BIMA (lanjutan)

Modal dasar BIMA adalah sebesar Rp90.000.000 terdiri dari 90.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- BJTI memiliki sebesar 90,00% atau sebanyak 13.500 saham dengan nilai sebesar Rp13.500.000.
- Koperasi Pegawai PT Pelabuhan Indonesia memiliki sebesar 10,00% atau sebanyak 1.500 saham dengan nilai nominal sebesar Rp1.500.000.

Berdasarkan Akta No. 17 oleh Notaris Yatiningsih, S.H., M.H., pada tanggal 6 September 2021, pemegang saham BIMA melakukan penambahan modal disetor dari Rp7.500.000 menjadi Rp22.500.000. Sehingga komposisi modal yang telah ditempatkan dan disetor penuh menjadi sebagai berikut:

- BJTI memiliki sebesar 90,00% atau sebanyak 20.250 saham dengan nilai sebesar Rp20.250.000.
- Koperasi Pegawai PT Pelabuhan Indonesia memiliki sebesar 10,00% atau sebanyak 2.250 saham dengan nilai nominal sebesar Rp2.250.000.

Berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas Perusahaan No. 1 tanggal 2 Oktober 2023 yang dibuat oleh Notaris Nanda Fauz Iwan, S.H., M.Kn., notaris di Jakarta, para pemegang saham BIMA menyetujui pengalihan seluruh saham BIMA milik BJTI sebanyak 20.250 lembar saham atau setara dengan 90% dengan nilai nominal Rp20.250.000 kepada Perusahaan.

Pengalihan saham tersebut telah melalui persetujuan Kementerian Badan Usaha Milik Negara melalui suratnya No. S-312/MBU/06/2023 pada tanggal 8 Juni 2023. Berdasarkan surat tersebut, nilai pengambilalihan saham selanjutnya perlu dilakukan penyesuaian berdasarkan valuasi nilai wajar oleh konsultan independen.

Pengalihan saham tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia pada tanggal 2 Oktober 2023.

1. GENERAL (continued)

d. Subsidiaries (continued)

BIMA (continued)

The authorized capital of BIMA amounted to Rp90,000,000 composed of 90,000 shares with par value of Rp1,000,000 (full amount) per share. The share ownership issued and fully paid shares are as follows:

- *BJTI owns 90.00% or 13,500 shares amounting to Rp13,500,000*
- *Koperasi Pegawai PT Pelabuhan Indonesia owns 10.00% or 1,500 shares amounting to Rp1,500,000.*

Based on the Deed No. 17 by Notary Yatiningsih, S.H., M.H., on September 6, 2021, the shareholder of BIMA made additional paid-up capital from Rp7,500,000 to Rp22,500,000. Therefore, the composition of the issued and fully paid capital is as follow:

- *BJTI owns 90.00% or 20,250 shares amounting to Rp20,250,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia owns 10.00% or 2,250 shares amounting to Rp2,250,000.*

Based on Deed of Shareholders Decision in Lieu of Limited Corporation General Shareholders Meeting of BIMA No. 1 dated October 2, 2023 of notary Nanda Fauz Iwan, S.H., M.Kn., notary in Jakarta, BIMA's shareholders agreed on the transfer of all BIMA's shares owned by BJTI amounting to 20,250 shares or equivalent to 90% with nominal value of Rp20,250,000 to the Company.

The transfer of shares has been approved by the Ministry of State-Owned Entity through its letter No. S-312/MBU/06/2023 on June 8, 2023. Based on the letter, the shares transfer value needs to be followed by adjustment based on the fair value valuation by independent consultant.

The transfer of shares has been notified to The Ministry of Law and Human Rights dated October 2, 2023.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

BIMA (lanjutan)

Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Perusahaan memiliki sebesar 90,00% atau sebanyak 20.250 saham dengan nilai sebesar Rp20.250.000.
- Koperasi Pegawai PT Pelabuhan Indonesia (Persero) memiliki sebesar 10,00% atau sebanyak 2.250 saham dengan nilai nominal sebesar Rp2.250.000.

Saat ini, BIMA terutama bergerak dalam bidang pemeliharaan dan perbaikan alat bongkar muat dan/atau penunjang.

LEGI

LEGI didirikan berdasarkan Akta Notaris No.58 tanggal 8 Desember 2014, oleh Notaris Yatiningsih, S.H., M.H., Notaris di Surabaya dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No.AHU-0005031.AH.01.01 tanggal 3 Februari 2015.

Modal dasar LEGI adalah sebesar Rp36.000.000 terdiri dari 36.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- TTL memiliki sebesar 99,00% atau sebanyak 9.009 saham dengan nilai sebesar Rp9.009.000.
- Koperasi Pegawai PT Pelabuhan Indonesia (Persero) memiliki sebesar 1,00% atau sebanyak 91 saham dengan nilai nominal sebesar Rp91.000.

Berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham Perseroan Terbatas Perusahaan No. 1 tanggal 1 November 2023 yang dibuat oleh Notaris Nanda Fauz Iwan, S.H., M.Kn., notaris di Jakarta, para pemegang saham LEGI menyetujui pengalihan seluruh saham LEGI milik TTL sebanyak 92.109 lembar saham atau setara dengan 99% dengan nilai nominal Rp92.109.000 kepada Perusahaan.

1. GENERAL (continued)

d. Subsidiaries (continued)

BIMA (continued)

Composition of issued and fully paid capital shares are as follows:

- *The Company owns 90.00% or 20,250 shares amounting to Rp20,250,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia owns 10.00% or 2,250 shares amounting to Rp2,250,000.*

Currently, BIMA's main activities consist of maintenance and repair services of loading an unloading equipment and/or support.

LEGI

LEGI was established under Notarial Deed No. 58 dated December 8, 2014 by Notary Yatiningsih, S.H., M.H., Notary in Surabaya and was approved by Minister of Law and Human Rights under Decision Letter No. AHU-0005031.A.01.01 on February 3, 2015.

The authorized capital of LEGI amounted to Rp36,000,000 composed of 36,000 shares with par value of Rp1,000,000 (full amount) per share. The share ownership issued and fully paid shares are as follows:

- *TTL owns 99.00% or 9,009 shares amounting to Rp9,009,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia owns 1.00% or 91 shares amounting to Rp91,000.*

Based on Deed of Shareholders Decision in Lieu of Limited Corporation General Shareholders Meeting of LEGI No. 1 dated November 1, 2023 of notary Nanda Fauz Iwan, S.H., M.Kn., notary in Jakarta, LEGI's shareholders agreed on the transfer of all LEGI's shares owned by TTL amounting to 92,109 shares or equivalent to 90% with nominal value of Rp92,109,000 to the Company.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

LEGI (lanjutan)

Pengalihan saham tersebut telah melalui persetujuan Kementerian Badan Usaha Milik Negara melalui suratnya No. S-312/MBU/06/2023 pada tanggal 8 Juni 2023. Berdasarkan surat tersebut, nilai pengambilalihan saham selanjutnya perlu dilakukan penyesuaian berdasarkan valuasi nilai wajar oleh konsultan independen.

Pengalihan saham tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia pada tanggal 1 November 2023.

Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Perusahaan memiliki sebesar 99,00% atau sebanyak 9.009 saham dengan nilai sebesar Rp9.009.000.
- Koperasi Pegawai PT Pelabuhan Indonesia memiliki sebesar 1,00% atau sebanyak 91 saham dengan nilai nominal sebesar Rp91.000.

Saat ini, LEGI terutama bergerak dalam bidang ketenagalistrikan dan kegiatan usaha pendukungnya.

PMS

PMS didirikan berdasarkan Akta Notaris No. 8 tanggal 31 Desember 2011 oleh Notaris Stephanus R. Agus Purwanto, S.H., Notaris di Surabaya, dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-34988.AH.01.01 Tahun 2012 tanggal 27 September 2012.

Modal dasar PMS sebesar Rp260.500.000 terdiri dari 260.500.000 saham dengan nilai nominal Rp1.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki sebesar 97,89% atau sebanyak 255.000.000 saham dengan nilai nominal Rp255.000.000.
- Koperasi Pegawai PT Pelabuhan Indonesia III (Persero) memiliki sebesar 2,11% atau sebanyak 5.500.000 saham dengan nilai nominal Rp5.500.000.

1. GENERAL (continued)

d. Subsidiaries (continued)

LEGI (continued)

The transfer of shares has been approved by the Ministry of State-Owned Entity through its letter No. S-312/MBU/06/2023 on June 8, 2023. Based on the letter, the shares transfer value needs to be followed by adjustment based on the fair value valuation by independent consultant.

The transfer of shares has been notified to The Ministry of Law and Human Rights dated November 1, 2023.

Composition of issued and fully paid capital shares are as follows:

- *The Company owns 99.00% or 9,009 shares amounting to Rp9,009,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia owns 1.00% or 91 shares amounting to Rp91,000.*

Currently, LEGI's main activities consist of electricity business and its supporting activities.

PMS

PMS was established under the Notarial Deed No. 8 dated December 31, 2011, of Notary Stephanus R. Agus Purwanto, S.H., Notary in Surabaya, and was approved by Minister of Law and Human Rights under Decision Letter No. AHU-34988.AH.01.01 Tahun 2012 dated September 27, 2012.

The authorized capital of PMS amounted to Rp260,500,000 composed of 260,500,000 shares with par value of Rp1,000 (full amount) per share. Composition of issued and fully paid capital shares are as follows:

- *Pelindo owns 97.89% or 255,000,000 shares with total amount of Rp255,000,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia III (Persero) owns 2.11% or 5,500,000 shares with total amount of Rp5,500,000.*

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

PMS (lanjutan)

Anggaran Dasar PMS telah mengalami perubahan, terakhir dengan akta pernyataan Rapat Umum Pemegang Saham Tahunan No. 1 tanggal 18 November 2019 oleh Heni Yuniantin, S.H., M.Kn., Notaris di Sidoarjo, mengenai pemberitahuan perubahan Anggaran Dasar menjadi Rp310.500.000 terbagi atas 310.500.000 saham dengan nilai nominal Rp1.000 (nilai penuh) per saham. Akta ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat keputusannya No. AHU-AH.01.03-0361631 Tahun 2019 tanggal 19 November 2019.

Berdasarkan Akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 14 tanggal 3 Januari 2022, diputuskan bahwa PMS menerima dan menyetujui pengalihan seluruh saham milik Pelindo pada PMS sebanyak 305.000.000 lembar saham yang mewakili 98,23% dari keseluruhan saham yang ditempatkan dan disetor penuh kepada Perusahaan.

Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- Perusahaan memiliki 98,23% atau sebanyak 305.000.000 saham dengan nilai sebesar Rp305.000.000.
- Koperasi Pegawai PT Pelabuhan Indonesia III (Persero) memiliki 1,77% atau sebanyak 5.500.000 saham dengan nilai nominal sebesar Rp5.500.000.

Saat ini, PMS terutama bergerak dalam bidang pelayanan jasa perkapalan terhadap para pengguna jasa kemaritiman baik nasional maupun internasional.

APBS

APBS didirikan berdasarkan Akta Notaris No. 9 tanggal 21 April 2014 oleh Notaris Ivan Gelium Lantu, S.H., M.Kn., Notaris di Depok, dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-06051.40.10.2014 tanggal 25 April 2014.

1. GENERAL (continued)

d. Subsidiaries (continued)

PMS (continued)

PMS's Articles of Association has been amended, most recently by notarial deed of Annual General Meeting of Shareholders No. 1 dated November 18, 2019 by Heni Yuniantin, S.H., M.Kn., Notary in Sidoarjo, regarding the notification amendment of the Articles of Association to become Rp310,500,000 divided into 310,500,000 shares at par value of Rp1,000 (full amount) per share. This deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in decision letter No. AHU-AH.01.03-0361631 Tahun 2019 dated November 19, 2019.

Based on Notarial Deed Nanda Fauz Iwan, S.H., M.Kn., *No. 14 dated January 3, 2022, was decided that PMS accepted and agreed the transfer of all shares owned by Pelindo in PMS at total 305,000,000 shares represent 98.23% of the total issued and fully paid shares to the Company*.

Composition of issued and fully paid capital shares are as follows:

- *The Company owns 98.23% or 305,000,000 shares amounting to Rp305,000,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia III (Persero) owns 1.77% or 5,500,000 shares with total amount of Rp5,500,000.*

Currently, PMS's main activities operates in the field of shipping services both nationally and internationally.

APBS

APBS was established under Notarial Deed No. 9 dated April 21, 2014 by Notary Ivan Gelium Lantu, S.H., M.Kn., Notary in Depok, and was approved by Minister of Law and Human Rights under Decision Letter No. AHU-06051.40.10.2014 dated April 25, 2014.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

APBS (lanjutan)

Modal dasar APBS adalah sebesar Rp750.000.000 terdiri dari 750.000.000 saham dengan nilai nominal Rp1.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- PMS memiliki sebesar 90,00% atau sebanyak 168.750.000 saham dengan nilai sebesar Rp168.750.000.
- PT Van Oord Indonesia memiliki sebesar 5,00% atau sebanyak 9.375.000 saham dengan nilai nominal sebesar Rp9.375.000.
- PT Gerbang Samudera Utama memiliki sebesar 5,00% atau sebanyak 9.375.000 saham dengan nilai nominal sebesar Rp9.375.000.

Berdasarkan Akta Notaris No. 02 tanggal 10 Februari 2021 oleh Notaris Stephanus R. Agus Purwanto, S.H., Notaris di Surabaya, mengenai jual beli saham serta perubahan komposisi kepemilikan saham dari APBS. Komposisi modal yang telah ditempatkan per 1 Oktober 2021 sebagai berikut:

- PMS memiliki sebesar 93,00% atau sebanyak 174.375.000 saham dengan nilai sebesar Rp174.375.000.
- PT Gerbang Samudera Utama memiliki sebesar 7,00% atau sebanyak 13.125.000 saham dengan nilai nominal sebesar Rp13.125.000.

Saat ini, APBS terutama bergerak dalam bidang kontruksi bangunan Pelabuhan dan dermaga, pengerukan dan penyiapan lahan.

PEL

PEL didirikan berdasarkan Akta Notaris No. 2 tanggal 9 September 2014 oleh Notaris Stephanus Raden Agus Purwanto, S.H., Notaris di Surabaya, dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-2963.40.10.2014 tanggal 14 Oktober 2014.

1. GENERAL (continued)

d. Subsidiaries (continued)

APBS (continued)

The authorized capital of APBS amounted to Rp750,000,000 composed of 750,000,000 shares with par value of Rp1,000 (full amount) per share. Composition of issued and fully paid capital shares are as follows:

- *PMS owns 90.00% or 168,750,000 shares amounting to Rp168,750,000.*
- *PT Van Oord Indonesia owns 5.00% or 9,375,000 shares amounting to Rp9,375,000.*
- *PT Gerbang Samudera Utama owns 5.00% or 9,375,000 shares amounting to Rp9,375,000.*

Based on Notarial Deed No. 02 dated February 10, 2021, by Notary Stephanus R. Agus Purwanto, S.H., Notary in Surabaya, regarding the agreement of sale and purchase along with changes on composition of shareholders in APBS. Composition of issued and fully paid capital shares of October 1, 2021 are as follows:

- *PMS owns 93.00% or 174,375,000 shares amounting to Rp174,375,000.*
- *PT Gerbang Samudera Utama owns 7.00% or 13,125,000 shares amounting to Rp13,125,000.*

Currently, APBS's main activities consist of construction of ports and docks, dreging and land preparation.

PEL

PEL was established under Notarial Deed No. 2 dated September 9, 2014, by Notary Stephanus Raden Agus Purwanto, S.H., Notary in Surabaya, and was approved by Minister of Law and Human Rights under Decision Letter No. AHU-2963.40.10.2014 dated October 14, 2014.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

PEL (lanjutan)

Modal dasar PEL adalah sebesar Rp40.000.000 terdiri dari 40.000.000 saham dengan nilai nominal Rp1.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- PMS memiliki sebesar 90,00% atau sebanyak 9.000.000 saham dengan nilai sebesar Rp9.000.000.
- PEL (pembelian kembali) memiliki sebesar 9,00% atau sebanyak 900.000 saham dengan nilai nominal sebesar Rp900.000.
- BJTI memiliki sebesar 1,00% atau sebanyak 100.000 saham dengan nilai nominal sebesar Rp100.000.

PEL didirikan berdasarkan Akta Notaris No. 2 tanggal 9 September 2014 oleh Notaris Stephanus Raden Agus Purwanto, S.H., Notaris di Surabaya, dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-2963.40.10.2014 tanggal 14 Oktober 2014.

Anggaran Dasar PEL telah mengalami perubahan, terakhir dengan akta pernyataan Rapat Umum Pemegang Saham Tahunan No. 4 tanggal 30 Desember 2020 oleh Amanda Mirza Evariana, S.H., M.Kn., Notaris di Gresik, mengenai pengesahan penurunan modal dasar menjadi Rp36.400.000 terbagi atas 36.400.000 lembar saham dengan nilai nominal Rp1.000 (nilai penuh) per lembar saham dan penurunan modal ditempatkan dan disetor penuh menjadi Rp9.100.000 terbagi atas 9.100.000 lembar saham. Akta ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat keputusan No. AHU-0014114.AH.01.02.Tahun 2021 tanggal 7 Maret 2021. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- PMS memiliki sebesar 98,90% atau sebanyak 9.000.000 saham dengan nilai sebesar Rp9.000.000.
- BJTI memiliki sebesar 1,10% atau sebanyak 100.000 saham dengan nilai nominal sebesar Rp100.000.

Saat ini, PEL terutama bergerak dalam bidang dalam pengadaan listrik, gas, air panas dan udara dingin, *treatment* air, *treatment* air limbah, *treatment* dan pemulihan material sampah, distribusi tenaga listrik, pengumpulan limbah berbahaya, serta *treatment* dan pembuangan limbah berbahaya.

1. GENERAL (continued)

d. Subsidiaries (continued)

PEL (continued)

The authorized capital of PEL amounted to Rp40,000,000 composed of 40,000,000 shares with par value of Rp1,000 (full amount) per share. Composition of issued and fully paid capital shares are as follows:

- *PMS owns 90.00% or 9,000,000 shares amounting to Rp9,000,000.*
- *PEL (buyback) owns 9.00% or 900,000 shares amounting to Rp900,000.*
- *BJTI owns 1.00% or 100,000 shares amounting to Rp100,000.*

PEL was established under Notarial Deed No. 2 dated September 9, 2014, by Notary Stephanus Raden Agus Purwanto, S.H., Notary in Surabaya, and was approved by Minister of Law and Human Rights under Decision Letter No. AHU-2963.40.10.2014 dated October 14, 2014.

PEL's Articles of Association has been amended, most recently by notarial deed of Annual General Meeting of Shareholders No. 4 dated December 30, 2020 by Amanda Mirza Evariana, S.H., M.Kn., Notary in Gresik, regarding the approval of the decrease of authorized capital to Rp36,400,000 divided into 36,400,000 shares at par value of Rp1,000 (full amount) per share and the decrease of issued and fully paid shares to Rp9,100,000 divided into 9,100,000 shares. This deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia by decree No. AHU-0014114.AH.01.02.Tahun 2021 dated March 7, 2021. Composition of issued and fully paid capital shares are as follows:

- *PMS owns 98.90% or 9,000,000 shares amounting to Rp9,000,000.*
- *BJTI owns 1.10% or 100,000 shares amounting to Rp100,000.*

Currently, PEL's main activities consist of procure electricity, gas, hot water and cold air, water treatment, wastewater treatment, treatment and recovery of waste materials, distribution of electricity, collection of hazardous waste, and treatment and disposal of hazardous waste.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

BMC

BMC didirikan berdasarkan Akta Notaris No. 17 tanggal 16 Desember 2015, oleh Notaris Yohana S. Aminah Hadijanto, S.H., M.Kn., Notaris di Kendal, dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU.2473417.AH.01.01 tanggal 21 Desember 2015.

Modal dasar BMC adalah sebesar Rp1.000.000 terdiri dari 1.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- PMS memiliki sebesar 90,00% atau sebanyak 900 saham dengan nilai sebesar Rp900.000.
- Koperasi Pegawai PT Pelabuhan Indonesia III (Persero) memiliki sebesar 10,00% atau sebanyak 100 saham dengan nilai nominal sebesar Rp100.000.

Berdasarkan Akta Notaris No. 5 tanggal 29 November 2019, oleh Notaris Amanda Mirza Ervariana, S.H., M.Kn., Notaris di Gresik, dan telah disahkan oleh Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0102677.AH.01.02 Tahun 2019, pemegang saham memutuskan untuk meningkatkan modal dasar Pelindo menjadi Rp55.000.000 dengan modal disetor sejumlah Rp51.000.000. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- PMS memiliki sebesar 98,80% atau sebanyak 50.900 saham dengan nilai sebesar Rp50.900.000.
- Koperasi Pegawai PT Pelabuhan Indonesia III (Persero) memiliki sebesar 0,20% atau sebanyak 100 saham dengan nilai nominal sebesar Rp100.000.

Saat ini, BMC terutama bergerak dalam bidang angkutan multimoda nasional dan internasional.

LNG

LNG didirikan berdasarkan Akta No.01 tanggal 1 Oktober 2019 dari Heni Yuniantin, S.H., M.Kn., Notaris di Sidoarjo dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-0051386.AH.01.01 tanggal 5 Oktober 2019.

1. GENERAL (continued)

d. Subsidiaries (continued)

BMC

BMC was established under Notarial Deed No.17 dated December 16, 2015, by the Notary Yohana S. Aminah Hadijanto, S.H., M.Kn., Notary in Kendal, and was approved by Minister of Law and Human Rights under Decision Letter No. AHU.2473417.AH.01.01 dated December 21, 2015.

The authorized capital of BMC amounted to Rp1,000,000 composed of 1,000 shares with par value of Rp1,000,000 (full amount) per share. Composition of issued and fully paid capital shares are as follows:

- *PMS owns 90.00% or 900 shares amounting to Rp900,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia III (Persero) owns 10.00% or 100 shares amounting to Rp100,000.*

Based on Notarial Deed No. 5 dated November 29, 2019, by Notary Amanda Mirza Ervariana, S.H., M.Kn., Notary in Gresik, and was approved by Minister of Law and Human Rights under Decision Letter No. AHU-0102677.AH.01.02 Tahun 2019, the shareholders decided to increase Pelindo's authorized capital to became Rp55,000,000 with paid-up capital of Rp51,000,000. Composition of issued and fully paid capital shares are as follows:

- *PMS owns 98.80% or 50,900 shares amounting to Rp50,900,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia III (Persero) owns 0.20% or 100 shares amounting to Rp100,000.*

Currently, BMC's main activities operate nationally and internationally in multiple modes transport.

LNG

LNG was established under Notarial Deed No. 01 dated October 1, 2019 by Heni Yuniantin, S.H., M.Kn., Notary in Sidoarjo, and approved by Minister of Law and Human Rights under Decision Letter No. AHU-0051386.AH.01.01 dated October 5, 2019.

1. UMUM (lanjutan)

d. Entitas anak (lanjutan)

LNG (lanjutan)

Modal dasar dan disetor LNG masing-masing sebesar Rp580.000.000 dan Rp145.000.000, yang terdiri dari 145.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham. Komposisi modal yang telah ditempatkan dan disetor penuh adalah sebagai berikut:

- PT PGN LNG Indonesia (PLI) memiliki sebesar 51,00% atau sebanyak 73.950 saham dengan nilai sebesar Rp73.950.000.
- PEL memiliki sebesar 49,00% atau sebanyak 71.050 saham dengan nilai sebesar Rp71.050.000.

Saat ini, LNG terutama bergerak dalam bidang pengoperasian LNG (*liquefied natural gas*) di Jawa Timur.

e. Penyelesaian laporan keuangan konsolidasian

Manajemen bertanggung jawab atas penyusunan laporan keuangan konsolidasian ini yang telah diselesaikan dan diotorisasi untuk terbit pada tanggal 28 April 2025. Direksi Perusahaan yang menandatangani Surat Pernyataan Direksi bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

a. Dasar penyusunan laporan keuangan konsolidasian

Laporan keuangan konsolidasian telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia ("SAK"), yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK IAI") dan Peraturan-Peraturan serta Pedoman Penyajian dan Pengungkapan Laporan Keuangan yang diterbitkan oleh Otoritas Jasa Keuangan ("OJK").

1. GENERAL (continued)

d. Subsidiaries (continued)

LNG (continued)

The authorized capital and issued and paid capital of LNG totaling Rp580,000,000 and Rp145,000,000 respectively, which consists of 145,000 shares with nominal value per share of Rp1,000,000 (full amount). Composition of issued and fully paid capital shares are as follows:

- *PT PGN LNG Indonesia (PLI) owns 51.00% or 73,950 shares amounting to Rp73,950,000.*
- *PEL owns 49.00% or 71,050 shares amounting to Rp71,050,000.*

Currently, LNG's main activities consist of operation of LNG (liquefied natural gas) in East Java.

e. Completion of the consolidated financial statements

The management is responsible for the preparation of these consolidated financial statements which were completed and authorized for issuance on April 28, 2025. The Company's Directors who signed the Directors' statement are responsible for the fair preparation and presentation of such consolidated financial statements.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION

a. Basis of preparation of the consolidated financial statements

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards ("SAK"), which comprise the Statements and Interpretations issued by the Financial Accounting Standards Board of the Institute of Indonesia Chartered Accountants (Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia or DSAK IAI) and the Regulations and Guidelines on Financial Statement Presentation and Disclosures issued by Financial Services Authority (Otoritas Jasa Keuangan or " OJK").

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

a. Dasar penyusunan laporan keuangan konsolidasian (lanjutan)

Laporan keuangan konsolidasian disusun berdasarkan konsep akrual, kecuali laporan arus kas konsolidasian, dengan menggunakan konsep biaya historis, kecuali seperti yang disebutkan dalam Catatan atas laporan keuangan konsolidasian yang relevan.

Laporan arus kas konsolidasian yang disajikan dengan menggunakan metode langsung, menyajikan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan ke dalam aktivitas operasi, investasi, dan pendanaan.

Kebijakan akuntansi yang diterapkan oleh Grup adalah selaras bagi tahun yang dicakup oleh laporan keuangan konsolidasian, kecuali untuk standar akuntansi baru dan revisi seperti diungkapkan pada Catatan 2b dibawah ini.

Grup telah menyusun laporan keuangan konsolidasian dengan dasar bahwa Grup akan terus beroperasi secara berkelanjutan.

Seluruh angka dalam laporan keuangan konsolidasian ini, dibulatkan dan disajikan dalam ribuan Rupiah ("Rp"), kecuali dinyatakan lain.

b. Perubahan kebijakan akuntansi

Nomenklatur Standar Akuntansi Keuangan

Nomenklatur revisian diatur ulang dan diubah sebagaimana yang dipublikasikan oleh DSAK IAI untuk periode keuangan yang dimulai pada dan setelah tanggal 1 Januari 2024.

Amandemen PSAK 116 (dahulu PSAK 73): Liabilitas Sewa dalam Jual Beli dan Sewa-balik

Amandemen ini menetapkan persyaratan yang digunakan penjual-penyewa dalam mengukur kewajiban sewa yang timbul dalam transaksi jual beli dan sewa-balik, untuk memastikan penjual-penyewa tidak mengakui jumlah setiap keuntungan atau kerugian yang terkait dengan hak guna yang dipertahankan.

Amandemen ini tidak diharapkan akan memberikan dampak terhadap laporan keuangan konsolidasian Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

a. Basis of preparation of the consolidated financial statements (continued)

The consolidated financial statements have been prepared on the accrual basis, except for the consolidated statement of cash flows, using the historical cost concept of accounting, except as disclosed in the relevant Notes to the consolidated financial statements herein.

The consolidated statement of cash flows, which have been prepared using the direct method, present receipts and disbursements of cash and cash equivalents classified into operating, investing, and financing activities.

The accounting policies adopted by the Group are consistently applied for the years covered by the consolidated financial statements, except for new and revised accounting standards as disclosed in the following Note 2b.

The Group has prepared the consolidated financial statements on the basis that Group will continue to operate as a going concern.

All figures in the consolidated financial statements are rounded to and expressed in thousands of Rupiah ("Rp"), unless otherwise stated.

b. Changes in accounting principles

Financial Accounting Standards Nomenclature

The revised nomenclature is reordered and amended based on those as published by DSAK IAI for financial periods beginning on and after January 1, 2024.

Amendment of PSAK 116 (formerly PSAK 73): Lease Liability in a Sale and Leaseback

The amendment specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

The amendments are not expected to have an impact on the Group's consolidated financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

b. Perubahan kebijakan akuntansi (lanjutan)

Amandemen PSAK 207 (dahulu PSAK 2): Laporan Arus Kas dan PSAK 107 (dahulu PSAK 60): Intrumen Keuangan: Pengungkapan: Pengaturan Pembiayaan Pemasok

Amendemen ini mengklarifikasi karakteristik pengaturan pembiayaan pemasok dan mensyaratkan pengungkapan tambahan atas pengaturan pembiayaan pemasok tersebut. Persyaratan pengungkapan dalam amandemen ini dimaksudkan untuk membantu pengguna laporan keuangan dalam memahami dampak pengaturan pembiayaan pemasok terhadap liabilitas, arus kas, dan eksposur terhadap risiko likuiditas suatu entitas.

Amandemen ini tidak diharapkan akan memberikan dampak terhadap laporan keuangan konsolidasian Grup.

c. Prinsip-prinsip Konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas-entitas anak. Kendali diperoleh bila Grup terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Dengan demikian, investor mengendalikan *investee* jika dan hanya jika investor memiliki seluruh hal berikut ini:

i) Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi investor kemampuan kini untuk mengarahkan aktivitas relevan dari *investee*,
ii) Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*, dan
iii) Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

b. Changes in accounting principles (continued)

Amendment of PSAK 207 (formerly PSAK 2): Statement of Cash Flows and PSAK 107 (formerly PSAK 60): Financial Instruments: Disclosures: Supplier Finance Arrangements

The amendments specifies the characteristics of supplier finance arrangements and require additional disclosure of such arrangements. The disclosure requirements in the amendments are intended to assist users of financial statements in understanding the effects of supplier finance arrangements on an entity's liabilities, cash flows and exposure to liquidity risk.

The amendments are not expected to have an impact on the Group's consolidated financial statements.

c. Principles of Consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Thus, the Group controls an investee if and only if the Group has all of the following:

i) Power over the investee, that is existing rights that give the Group current ability to direct the relevant activities of the investee,

ii) Exposure, or rights, to variable returns from its involvement with the investee, and
iii) The ability to use its power over the investee to affect its returns.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Prinsip-prinsip Konsolidasi (lanjutan)

Bila Grup tidak memiliki hak suara atau hak serupa secara mayoritas atas suatu *investee*, Grup mempertimbangkan semua fakta dan keadaan yang relevan dalam mengevaluasi apakah mereka memiliki kekuasaan atas *investee*, termasuk:

i) Pengaturan kontraktual dengan pemilik hak suara lainnya dari *investee*,
ii) Hak yang timbul atas pengaturan kontraktual lain, dan
iii) Hak suara dan hak suara potensial yang dimiliki Grup.

Grup menilai kembali apakah mereka mengendalikan *investee* bila fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian. Konsolidasi atas entitas-entitas anak dimulai sejak Grup memperoleh pengendalian atas entitas anak dan berakhir pada saat Grup kehilangan pengendalian atas entitas anak. Aset, liabilitas, penghasilan dan beban dari entitas anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Grup memperoleh kendali sampai tanggal Grup tidak lagi mengendalikan entitas anak tersebut.

Seluruh laba rugi dan setiap komponen penghasilan komprehensif lain ("PKL") diatribusikan pada pemilik entitas induk dan pada kepentingan nonpengendali ("KNP"), walaupun hal ini akan menyebabkan saldo KNP yang defisit. Bila dipandang perlu, penyesuaian dilakukan terhadap laporan keuangan entitas anak untuk diselaraskan dengan kebijakan akuntansi Grup.

Seluruh aset dan liabilitas, ekuitas, penghasilan dan beban dan arus kas atas transaksi antar anggota Grup dieliminasi sepenuhnya pada saat konsolidasi.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas. Bila kehilangan pengendalian atas suatu entitas anak, maka Grup menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas, KNP dan komponen lain dari ekuitas terkait, dan selisihnya diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Principles of Consolidation (continued)

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

i) The contractual arrangement with the other vote holders of the investee,
ii) Rights arising from other contractual arrangements, and
iii) The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of the parent of the Group and to the non-controlling interests ("NCI"), even if this results in the NCI having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intra-group assets and liabilities, equity, income, expenses and cash flows relation to transactions between members of the Group are eliminated in full on consolidation.

A change in the parent's ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, NCI and other component of equity, while the difference is recognized in the profit or loss. Any investment retained is recognized at fair value.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Klasifikasi Lancar dan Tak Lancar

Grup menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tak lancar. Suatu aset disajikan lancar bila:

1) akan direalisasi, dijual atau dikonsumsi dalam siklus operasi normal,
2) untuk diperdagangkan,
3) akan direalisasi dalam 12 (dua belas) bulan setelah tanggal pelaporan, atau
4) kas atau setara kas kecuali yang dibatasi penggunaannya atau akan digunakan untuk melunasi suatu liabilitas dalam kurun waktu 12 (dua belas) bulan setelah tanggal pelaporan.

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

Suatu liabilitas disajikan lancar bila:

1) akan dilunasi dalam siklus operasi normal,
2) untuk diperdagangkan,
3) akan dilunasi dalam 12 (dua belas) bulan setelah tanggal pelaporan, atau
4) tidak ada hak tanpa syarat untuk menangguhkan pelunasannya dalam kurun waktu 12 (dua belas) bulan setelah tanggal pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai tidak lancar.

Aset dan kewajiban pajak tangguhan diklasifikasikan sebagai aset dan kewajiban tidak lancar dan kewajiban jangka panjang.

e. Pengukuran Nilai Wajar

Nilai wajar adalah harga yang akan diterima dari menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

i) Di pasar utama untuk aset atau liabilitas tersebut, atau
ii) Jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Current and Non-current Classification

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

1) expected to be realized or intended to be sold or consumed in the normal operating cycle,
2) held primarily for the purpose of trading,
3) expected to be realized within 12 (twelve) months after the reporting period, or
4) cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 (twelve) months after the reporting period.

All other assets are classified as non-current.

A liability is current when it is:

1) expected to be settled in the normal operating cycle,
2) held primarily for the purpose of trading,
3) due to be settled within 12 (twelve) months after the reporting period, or
4) there is no right at the end of reporting period to defer the settlement of the liability for at least 12 (twelve) months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

e. Fair Value Measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

i) In the principal market for the asset or liability, or
ii) In the absence of a principal market, in the most advantageous market for the asset or liability.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Pengukuran Nilai Wajar (lanjutan)

Pasar utama atau pasar yang paling menguntungkan tersebut harus dapat diakses oleh Grup.

Nilai wajar dari aset atau liabilitas diukur dengan menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomi terbaiknya.

Pengukuran nilai wajar dari suatu aset nonkeuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut pada penggunaan tertinggi dan terbaiknya.

Grup menggunakan teknik penilaian yang sesuai dengan keadaan dan data yang memadai tersedia untuk mengukur nilai wajar, dengan memaksimalkan masukan (*input*) yang dapat diamati (*observable*) yang relevan dan meminimalkan masukan (*input*) yang tidak dapat diamati (*unobservable*).

Semua aset dan liabilitas yang nilai wajarnya diukur atau diungkapkan dalam laporan keuangan konsolidasian dikategorikan dalam hierarki nilai wajar berdasarkan level masukan (*input*) paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan sebagai berikut:

- Tingkat 1 - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses entitas pada tanggal pengukuran.
- Tingkat 2 - Teknik penilaian yang menggunakan tingkat masukan *(input)* yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang dapat diamati (*observable*) baik secara langsung atau tidak langsung.
- Tingkat 3 - Teknik penilaian yang menggunakan tingkat masukan *(input)* yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang tidak dapat diamati (*unobservable*).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Fair Value Measurement (continued)

The principal or the most advantageous market must be accessible to by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- *Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities that the entity has access to at the measurement date.*
- *Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.*
- *Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Pengukuran Nilai Wajar (lanjutan)

Untuk aset dan liabilitas yang diakui pada laporan keuangan konsolidasian secara berulang, Grup menentukan apakah terdapat perpindahan antara level dalam hierarki dengan melakukan evaluasi ulang atas penetapan kategori (berdasarkan level masukan *(input)* paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan) pada tiap akhir periode pelaporan.

Tim pelaporan keuangan Grup bertanggung-jawab atas penilaian dalam menentukan kebijakan dan prosedur untuk pengukuran nilai wajar berulang, nilai wajar (dikurangi biaya untuk menjual) UPK (untuk uji penurunan nilai), dan aset keuangan pada NWPKL.

Keterlibatan penilai eksternal ditentukan setiap tahun setelah dibahas dan disetujui oleh Direksi Perusahaan. Kriteria pemilihan termasuk pengetahuan pasar, reputasi, independensi dan kemampuan mematuhi standar profesi. Metode penilaian dan masukkan (*input)* yang digunakan dibahas dan diputuskan bersama oleh Grup dan penilai eksternal.

Untuk tujuan pengungkapan nilai wajar, Grup mementukan klasifikasi aset dan liabilitas berdasarkan sifat, karakteristik dan risikonya dan level pada hierarki nilai wajar sebagaimana dijelaskan diatas.

f. Kas dan setara kas

Kas dan setara kas dalam laporan posisi keuangan konsolidasian yang terdiri dari kas dan bank serta deposito jangka pendek yang jatuh tempo dalam waktu 3 (tiga) bulan atau kurang, yang dapat segera dikonversikan menjadi kas dalam jumlah yang dapat ditentukan dan memiliki risiko perubahan nilai yang tidak signifikan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Fair Value Measurement (continued)

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Group's financial reporting team in charge of valuation to determine the policies and procedures for recurring fair value measurement, and fair value (less costs of disposal) of CGUs (for impairment test purpose) and financial assets at FVOCI.

Involvement of external valuers is decided upon annually after discussion with and approval by the Company's Board of Directors. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained. Valuation techniques and inputs to use were discussed and decided by the Group and external valuers.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

f. Cash and cash equivalents

Cash and cash equivalents in the statements of consolidated financial position comprise cash on hand and in banks and short-term deposits with a maturity of 3 (three) months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Persediaan

Persediaan dicatat dengan menggunakan metode rata-rata tertimbang. Persediaan terdiri dari bahan bakar, suku cadang, pelumas, perlengkapan, alat tulis kantor, obat, bahan dan alat medis.

Grup menetapkan penyisihan untuk nilai realisasi neto persediaan berdasarkan hasil penelaahan berkala atas kondisi fisik dan nilai realisasi neto persediaan.

h. Transaksi dengan pihak berelasi

Perusahaan dan entitas anaknya melakukan transaksi dengan pihak berelasi sesuai dengan definisi yang diuraikan pada PSAK 224 (dahulu PSAK 7): *Pengungkapan Pihak-pihak Berelasi*.

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Transaksi dan saldo yang material dengan pihak berelasi diungkapkan dalam Catatan 32.

Kecuali diungkapkan khusus sebagai pihak berelasi, maka pihak-pihak lain yang disebutkan dalam Catatan atas laporan keuangan konsolidasian merupakan pihak tidak berelasi.

i. Beban dibayar dimuka

Beban dibayar dimuka dibebankan pada operasi sesuai dengan masa manfaatnya.

j. Investasi pada entitas asosiasi

Entitas asosiasi adalah entitas yang terhadapnya Grup memiliki pengaruh signifikan. Pengaruh signifikan adalah kekuasaan untuk berpartisipasi dalam keputusan kebijakan keuangan dan operasional *investee*, tetapi tidak mengendalikan atau mengendalikan bersama atas kebijakan tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Inventory

Inventory was recorded using the weighted average method. Inventories consist of fuels, spareparts, lubricants, equipments, office supplies, medicine and medical instruments.

The Group provides allowance for net realizable value of inventories based on periodic reviews of the physical conditions and net realizable values of the inventories.

h. Transactions with related parties

The Company and subsidiaries have transactions with related parties as defined in PSAK 224 (formerly PSAK 7): Related Party Disclosures*.*

The transactions are made based on terms agreed by the parties, which may not be the same as those made with unrelated parties.

Significant transactions and balances with related parties are disclosed in Note 32.

Unless specifically identified as related parties, the parties disclosed in the Notes to the consolidated financial statements are unrelated parties.

i. Prepaid expenses

Prepaid expenses are charged to operations over the useful life.

j. Investment in associates' entities

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and policy decisions of the investee, but is not control or joint control over those policies.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Investasi pada entitas asosiasi (lanjutan)

Pertimbangan yang dibuat dalam menentukan pengaruh signifikan adalah serupa dengan hal-hal yang diperlukan dalam menentukan kendali atas entitas anak.

Investasi Grup pada entitas asosiasi dicatat dengan menggunakan metode ekuitas. Dalam metode ekuitas, investasi awalnya diakui pada harga perolehan. Nilai tercatat investasi disesuaikan untuk mengakui perubahan bagian Grup atas aset neto entitas asosiasi sejak tanggal perolehan. *Goodwill* yang terkait dengan entitas asosiasi termasuk dalam jumlah tercatat investasi dan tidak diamortisasi maupun diuji secara individual untuk penurunan nilai.

Laba rugi konsolidasian mencerminkan bagian dari Grup atas hasil operasi dari entitas asosiasi. Perubahan PKL dari entitas asosiasi disajikan sebagai bagian dari PKL Grup. Selain itu, bila terdapat perubahan yang diakui langsung pada ekuitas entitas asosiasi, Grup mengakui bagiannya atas perubahan, jika sesuai, dalam laporan perubahan ekuitas konsolidasian. Laba atau rugi yang belum direalisasi sebagai hasil dari transaksi-transaksi antara Grup dengan entitas asosiasi dieliminasi sesuai dengan kepentingan dalam entitas asosiasi.

Gabungan bagian Grup atas laba rugi entitas asosiasi disajikan pada muka laporan laba rugi dan penghasilan komprehensif lain konsolidasian (sebagai laba atau rugi) di luar laba usaha dan mencerminkan laba atau rugi setelah pajak dan kepentingan non-pengendali pada entitas anak dari entitas asosiasi.

Laporan keuangan entitas asosiasi disusun atas periode pelaporan yang sama dengan Grup.

Setelah penerapan metode ekuitas, Grup menentukan apakah diperlukan untuk mengakui tambahan rugi penurunan nilai atas investasi Grup dalam entitas asosiasi. Grup menentukan pada setiap tanggal pelaporan apakah terdapat bukti yang obyektif yang mengindikasikan bahwa investasi dalam entitas asosiasi mengalami penurunan nilai. Dalam hal ini, Grup menghitung jumlah penurunan nilai berdasarkan selisih antara jumlah terpulihkan atas investasi dalam entitas asosiasi dan nilai tercatatnya dan mengakuinya dalam laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Investment in associates' entities (continued)

The considerations made in determining significant influence are similar to those necessary to determine control over subsidiaries.

The Group's investment in its associate is accounted for using the equity method. Under the equity method, the investment in an associate is initially recognized at cost. The carrying amount of the investment is adjusted to recognize changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is neither amortized nor tested for impairment individually.

The consolidated profit or loss reflects the Group's share of the results of operations of the associate. Any change in OCI of the associate is presented as part of the Group's OCI. In addition, when there has been a change recognized directly in the equity of the associate, the Group recognizes its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealized gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.

The aggregate of the Group's share of profit or loss of an associate is shown on the face of the consolidated statement of profit or loss and other comprehensive income (as profit or loss) outside operating profit and represents profit or loss after tax and NCI in the subsidiaries of the associate.

The financial statements of the associate are prepared for the same reporting period of the Group.

After application of the equity method, the Group determines whether it is necessary to recognize an additional impairment loss on the Group's investment in its associate. The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the investment in associate and its carrying value, and recognizes the amount in profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Investasi pada entitas asosiasi (lanjutan)

Pada saat kehilangan pengaruh signifikan atas entitas asosiasi, Grup mengukur dan mengakui bagian investasi tersisa pada nilai wajar. Selisih antara nilai tercatat entitas asosiasi dan nilai wajar investasi yang tersisa dan penerimaan dari pelepasan investasi diakui pada laba rugi.

k. Aset tetap

Seluruh aset tetap awalnya diakui sebesar biaya perolehan yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset tersebut ke lokasi dan kondisi yang diinginkan agar aset siap digunakan.

Setelah pengakuan awal, aset tetap dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

Penyusutan aset tetap dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode garis lurus berdasarkan estimasi umur manfaat ekonomis sebagai berikut:

Jenis Aset	**Tahun/*Years***	***Type of Assets***
Bangunan fasilitas pelabuhan	5 - 50	*Port facilities*
Kapal	4 - 43	*Vessels*
Jalan dan bangunan	3 - 40	*Road and buildings*
Alat fasilitas pelabuhan	4 - 20	*Port equipments*
Instalasi fasilitas pelabuhan	4 - 25	*Port installations*
Peralatan	2 - 10	*Equipments*
Kendaraan	2 - 5	*Vehicles*
Emplasemen	25	*Emplacement*

Jumlah tercatat aset ini direviu atas penurunan nilai jika terdapat peristiwa atau perubahan keadaan yang mengindikasikan bahwa jumlah tercatat mungkin tidak dapat seluruhnya terealisasi.

Jumlah tercatat komponen dari suatu aset dihentikan pengakuannya pada saat dilepaskan atau saat sudah tidak ada lagi manfaat ekonomi masa depan yang diharapkan dari penggunaan maupun pelepasannya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Investment in associates entities (continued)

Upon loss of significant influence over the associate, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associate and the fair value of the retained investment and proceeds from disposal is recognized in profit or loss.

k. Fixed assets

All fixed assets are initially recognized at cost which comprises its purchase price and any costs directly attributable in bringing the assets to its working condition and to the location where it is intended to be used.

After to initial recognition, fixed assets are carried at cost less any subsequent accumulated depreciation and impairment losses.

Depreciation of fixed assets start when it is available for use and is computed using the straight-line method based on the estimated useful life of the assets as follows:

The carrying amounts of these assets are reviewed for impairment when events or changes in circumstances indicate that their carrying values may not be fully recoverable.

The carrying amount of an item of these assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Aset tetap (lanjutan)

Keuntungan atau kerugian yang timbul dari penghentian pengakuan tersebut (ditentukan sebesar selisih antara jumlah hasil pelepasan neto dan jumlah tercatatnya) dimasukkan ke dalam laba rugi pada tahun penghentian pengakuan tersebut dilakukan.

Nilai residu, umur manfaat dan metode penyusutan aset tetap dievaluasi setiap akhir tahun pelaporan dan disesuaikan secara prospektif jika dipandang perlu.

Tanah dinyatakan sebesar biaya perolehan dan tidak disusutkan.

Jika biaya perolehan tanah termasuk biaya pembongkaran, pemindahan dan restorasi lokasi serta manfaat yang diperoleh dari pembongkaran, pemindahan dan pemugaran tersebut terbatas, maka biaya tersebut disusutkan selama periode manfaat yang diperolehnya. Dalam beberapa kasus, tanah itu sendiri memiliki umur manfaat yang terbatas, dalam hal ini disusutkan dengan cara yang mencerminkan manfaat yang diperoleh dari tanah tersebut.

Aset tetap dalam penyelesaian dicatat sebesar biaya perolehan, yang mencakup kapitalisasi beban pinjaman dan biaya-biaya lainnya yang terjadi sehubungan dengan pendanaan aset tetap dalam penyelesaian tersebut. Akumulasi biaya perolehan akan direklasifikasi ke akun "Aset Tetap" yang bersangkutan pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan. Aset tetap dalam penyelesaian tidak disusutkan sampai memenuhi syarat pengakuan sebagai aset tetap seperti diungkapkan di atas.

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Beban pemugaran dan penambahan dalam jumlah besar dikapitalisasi kepada jumlah tercatat aset terkait bila besar kemungkinan bagi Grup manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset terkait.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Fixed assets (continued)

Any gain or loss arising from the derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is directly included in the profit or loss of year the item is derecognized.

The residual values, useful lives and depreciation method of fixed assets are reviewed at the end of each reporting year and adjusted prospectively, if necessary.

Land is stated at cost and not depreciated.

If the cost of land includes the costs of site dismantlement, removal and restoration and the benefits from the site dismantlement, removal and restoration is limited, that portion of the land asset is depreciated over the period of benefits obtained by incurring those costs. In some cases, the land itself may have a limited useful life, in which case it is depreciated in a manner that reflects the benefits to be derived from it.

Constructions in-progress are stated at cost, including capitalized borrowing costs and other charges incurred in connection with the financing of the said asset constructions. The accumulated costs will be reclassified to the appropriate "Fixed Assets" account when the construction is completed. Assets under construction are not depreciated until they fulfill criteria for recognition as fixed assets as disclosed above.

Repairs and maintenance expenses are taken to the profit or loss when they are incurred. The cost of major renovation and restoration is included in the carrying amount of the related asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Group and is depreciated over the remaining useful life of the related asset.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Aset tetap (lanjutan)

Suku cadang utama dan peralatan siap pakai diklasifikasikan sebagai aset tetap bila diperkirakan akan digunakan dalam operasi selama lebih dari satu tahun.

l. Sewa

Grup menilai pada saat insepsi kontrak apabila kontrak tersebut adalah, atau mengandung sewa. Yaitu, bila kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Grup sebagai Penyewa

Grup menerapkan pendekatan pengakuan dan pengukuran tunggal untuk semua sewa, kecuali untuk sewa jangka-pendek dan sewa yang aset pendasarnya bernilai-rendah. Grup mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak-guna yang mewakili hak untuk menggunakan aset pendasar.

Aset hak-guna

Grup mengakui aset hak-guna pada tanggal permulaan sewa (yaitu tanggal aset pendasar tersedia untuk digunakan). Aset hak-guna diukur pada harga perolehan, dikurangi akumulasi penyusutan dan penurunan nilai, serta disesuaikan dengan pengukuran kembali liabilitas sewa. Biaya perolehan aset hak-guna mencakup jumlah liabilitas sewa yang diakui, biaya langsung awal yang terjadi, dan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi setiap insentif sewa yang diterima. Aset hak-guna disusutkan dengan metode garis lurus selama masa sewa.

Jika kepemilikan aset pendasar sewa beralih ke Grup pada akhir masa sewa atau biaya perolehan aset hak-guna merefleksikan Grup akan mengeksekusi opsi beli, maka penyusutan aset hak-guna dihitung menggunakan estimasi masa manfaat aset. Aset hak-guna juga dievaluasi untuk penurunan nilai (Note 2m).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Fixed assets (continued)

Major spare parts and stand-by equipments are classified as fixed assets when they are expected to be used in operations during more than one year.

l. Lease

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as Lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.The right-of-use assets are also assessed for impairment (Note 2m).

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

I. Sewa (lanjutan)

Liabilitas sewa

Pada tanggal permulaan sewa, Grup mengakui liabilitas sewa yang diukur pada nilai kini pembayaran sewa yang harus dilakukan selama masa sewa.

Pembayaran sewa juga mencakup harga pelaksanaan dari opsi beli yang secara wajar pasti dilaksanakan oleh Grup dan pembayaran pinalti untuk mengakhiri sewa, jika masa sewa merefleksikan adanya opsi dapat mengakhiri sewa. Pembayaran sewa variabel yang tidak bergantung pada indeks atau tarif diakui sebagai beban pada periode terjadinya peristiwa atau kondisi yang memicu terjadinya pembayaran tersebut.

Dalam menghitung nilai kini pembayaran sewa, Grup menggunakan Suku Bunga Pinjaman Inkremental ("SBPI") pada tanggal permulaan sewa karena suku bunga implisit dalam sewa tidak dapat langsung ditentukan. Setelah tanggal permulaan, jumlah kewajiban sewa ditingkatkan untuk mencerminkan akresi bunga (atas efek diskonto) dan dikurangi untuk pembayaran sewa yang dilakukan. Selain itu, nilai tercatat liabilitas sewa diukur kembali jika terdapat modifikasi, perubahan masa sewa, perubahan pembayaran sewa atau perubahan penilaian atas opsi untuk membeli aset pendasar.

Sewa jangka pendek dan sewa dengan aset bernilai rendah

Grup menerapkan pengecualian pengakuan sewa jangka pendek untuk sewa yang jangka waktu sewanya pendek (yaitu, sewa yang memiliki jangka waktu sewa 12 (dua belas) bulan atau kurang dari tanggal permulaan dan tidak memiliki opsi beli). Grup juga menerapkan pengecualian pengakuan sewa dengan aset bernilai rendah untuk sewa yang aset pendasarnya dianggap bernilai rendah. Pembayaran sewa untuk sewa jangka pendek dan sewa dari aset bernilai rendah diakui sebagai beban dengan metode garis lurus selama masa sewa.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

I. Lease (continued)

Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its Incremental Borrowing Rate ("IBR") at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 (twelve) months or less from the commencement date and do not contain a purchase option). The Group also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value underlying assets are recognized as expense on a straight-line basis over the lease term.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Sewa (lanjutan)

Grup sebagai Pesewa

Sewa yang dalam pengaturannya Grup tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan suatu aset diklasifikasikan sebagai sewa operasi. Pendapatan sewa yang timbul dicatat dengan metode garis lurus selama masa sewa dan diakui sebagai bagian dari pendapatan usaha pada laba rugi karena sifatnya. Biaya langsung awal yang terjadi dalam negosiasi dan pengaturan sewa operasi ditambahkan ke jumlah tercatat dari aset sewaan dan diakui selama masa sewa atas dasar yang sama dengan pendapatan sewa.

m. Instrumen keuangan

Instrumen keuangan adalah setiap kontrak yang menambah nilai aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

i) Aset keuangan

Pengakuan dan pengukuran awal

Pada pengakuan awal, Grup mengukur aset keuangan pada nilai wajarnya ditambah biaya transaksi, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laba rugi ("NWLR"). Piutang usaha yang tidak mengandung komponen pembiayaan yang signifikan, dimana Grup telah menerapkan cara praktis, yaitu diukur pada harga transaksi yang ditentukan sesuai PSAK 115 (dahulu PSAK 72), seperti diungkapkan pada Catatan 2p.

Agar aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi atau NWPKL, aset keuangan harus menghasilkan arus kas yang semata dari pembayaran pokok dan bunga ("SPPB") dari jumlah pokok terutang. Penilaian ini disebut sebagai uji SPPB dan dilakukan pada tingkat instrumen.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

l. Lease (continued)

The Group as Lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Lease income arising is accounted for on a straight-line basis over the lease terms and is included in other operating income in the profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as lease income.

m. Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

i) Financial assets

Initial recognition and measurement

At initial recognition, the Group measures a financial asset at its fair value plus transaction costs, in the case of a financial asset not at fair value through profit or loss ("FVTPL"). Trade receivables that do not contain a significant financing component, for which the Group has applied the practical expedient are measured at the transaction price determined under PSAK 115 (formerly PSAK 72), as disclosed in Note 2p.

In order for a financial asset to be classified and measured at amortized cost or FVOCI, it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

i) Aset keuangan (lanjutan)

Pengakuan dan pengukuran awal (lanjutan)

Model bisnis Grup untuk mengelola aset keuangan mengacu pada bagaimana mereka mengelola aset keuangannya untuk menghasilkan arus kas. Model bisnis menentukan apakah arus kas akan dihasilkan dari penerimaan arus kas kontraktual, penjualan aset keuangan, atau keduanya.

Pengukuran selanjutnya

Untuk tujuan pengukuran selanjutnya, aset keuangan diklasifikasikan dalam empat kategori:

- Aset keuangan pada biaya perolehan diamortisasi (instrumen utang),
- Aset keuangan pada NWPKL dengan reklasifikasi ke keuntungan dan kerugian kumulatif (instrumen utang),
- Aset keuangan pada NWPKL tanpa reklasifikasi ke keuntungan dan kerugian kumulatif atas pelepasan (instrumen ekuitas), dan
- Nilai wajar melalui laba rugi (NWLR).

Pengukuran selanjutnya dari aset keuangan tergantung kepada klasifikasi masing-masing aset keuangan seperti berikut ini:

Aset keuangan pada biaya perolehan diamortisasi (instrumen utang)

Grup mengukur aset keuangan pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

- Aset keuangan dimiliki dalam model bisnis dengan tujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual, dan
- Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang merupakan SPPB dari jumlah pokok terutang.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Financial instruments (continued)

i) Financial assets (continued)

Initial recognition and measurement (continued)

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- *Financial assets at amortized cost (debt instruments),*
- *Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments),*
- *Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments), and*
- *Fair value through profit or loss (FVTPL).*

The subsequent measurement of financial assets depends on their classification as described below:

Financial assets at amortized cost (debt instruments)

The Group measures financial assets at amortized cost if both of the following conditions are met:

- *The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and*
- *The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

i) Aset keuangan (lanjutan)

Pengukuran selanjutnya (lanjutan)

Aset keuangan yang diukur pada biaya perolehan diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif ("SBE") dan menjadi subjek penurunan nilai. Keuntungan dan kerugian diakui dalam laba rugi pada saat aset dihentikan pengakuannya, dimodifikasi atau diturunkan nilainya.

Aset keuangan Grup yang diukur pada biaya perolehan diamortisasi termasuk kas dan setara kas, piutang usaha, aset kontrak, piutang lain-lain, aset lancar lainnya, piutang sewa pembiayaan dan aset tidak lancar lainnya.

Aset keuangan pada NWPKL dengan pendauran laba dan rugi kumulatif (instrumen utang)

Untuk instrumen utang yang diukur pada NWPKL, pendapatan bunga, revaluasi mata uang asing dan kerugian penurunan nilai atau pembalikan diakui dalam laporan laba rugi dan dihitung dengan cara yang sama seperti untuk aset keuangan yang diukur pada biaya perolehan diamortisasi. Perubahan nilai wajar yang tersisa diakui di PKL. Pada saat penghentian pengakuan, perubahan nilai wajar kumulatif yang diakui di PKL direklasifikasi ke laba rugi.

Instrumen utang Grup yang diukur pada NWPKL termasuk investasi pada instrumen utang dengan kuotasi yang termasuk dalam aset keuangan tidak lancar lainnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Financial instruments (continued)

i) Financial assets (continued)

Subsequent measurement (continued)

Financial assets at amortized cost are subsequently measured using the effective interest ("EIR") method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

The Group's financial assets at amortized cost includes cash and cash equivalents, trade receivables, contract assets, other receivables, other current assets, finance lease receivables and other non-current assets.

Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments)

For debt instruments at FVOCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognized in the statement of profit or loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value change recognized in OCI is recycled to profit or loss.

The Group's debt instruments at FVOCI include investments in quoted debt instruments included under other non-current financial assets.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

i) Aset keuangan (lanjutan)

Pengukuran selanjutnya (lanjutan)

Aset keuangan pada NWPKL tanpa reklasifikasi keuntungan dan kerugian kumulatif setelah pelepasan (instrumen ekuitas)

Pada pengakuan awal, Grup dapat memilih untuk menetapkan klasifikasi yang tak terbatalkan atas investasi pada instrumen ekuitas sebagai NWPKL jika memenuhi definisi ekuitas sesuai PSAK 232 (dahulu PSAK 50) dan tidak dimiliki untuk diperdagangkan. Klasifikasi ditentukan atas basis instrumen per instrumen.

Keuntungan dan kerugian atas aset keuangan ini tidak pernah direklasifikasi ke laba rugi, dan aset keuangan ini tidak menjadi subjek penurunan nilai. Dividen diakui sebagai penghasilan lain-lain dalam laba rugi pada saat hak atas pembayaran telah ditetapkan.

Grup memilih untuk mengklasifikasi secara tak terbatalkan investasi ekuitas yang tidak terdaftar di bursa masuk dalam kategori ini.

Aset Keuangan pada nilai wajar melalui laba rugi ("NWLR")

Aset keuangan pada NWLR tercatat dalam laporan posisi keuangan pada nilai wajar dengan perubahan neto nilai wajar yang diakui dalam laporan laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Financial instruments (continued)

i) Financial assets (continued)

Subsequent measurement (continued)

Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)

Upon initial recognition, the Group can elect to classify irrevocably its investments in equity instruments at FVOCI when they meet the definition of equity under PSAK 232 (formerly PSAK 50) and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss, and these financial assets are not subject to impairment assessment. Dividends are recognized as other income in the profit or loss when the right of payment has been established.

The Group elected to classify irrevocably its non-listed equity investments under this category.

Financial assets at fair value through profit or loss ("FVTPL")

Financial assets at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognized in the statement of profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

i) Aset keuangan (lanjutan)

Penghentian pengakuan

Aset keuangan (atau, sesuai dengan kondisinya, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapuskan dari laporan posisi keuangan konsolidasian Grup) ketika:

- Hak untuk menerima arus kas dari aset telah berakhir atau
- Grup telah mengalihkan haknya untuk menerima arus kas dari aset atau menanggung kewajiban untuk membayar arus kas yang diterima tersebut secara penuh tanpa penundaan yang material kepada pihak ketiga berdasarkan kesepakatan '*pass-through*', dan salah satu dari (a) Grup telah mengalihkan secara substansial seluruh risiko dan manfaat atas aset, atau (b) Grup tidak mengalihkan maupun tidak memiliki secara substansial atas seluruh risiko dan manfaat atas aset, tetapi telah mengalihkan kendali atas aset.

Ketika Grup telah mengalihkan haknya untuk menerima arus kas dari suatu aset atau telah menandatangani kesepakatan '*pass-through*', Grup mengevaluasi jika, dan sejauh mana, Grup masih mempertahankan risiko dan manfaat atas kepemilikan aset. Ketika Grup tidak mengalihkan maupun seluruh risiko dan manfaat atas aset dipertahankan secara substansial, maupun tidak mengalihkan kendali atas aset, Grup tetap mengakui aset yang dialihkan sebesar keterlibatan berkelanjutannya. Dalam kasus tersebut, Grup juga mengakui liabilitas terkait. Aset yang dialihkan dan liabilitas terkait diukur dengan basis yang mencerminkan hak dan kewajiban yang masih dipertahankan oleh Grup.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Financial instruments (continued)

i) Financial assets (continued)

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's statement of consolidated financial position) when:

- *The rights to receive cash flows from the asset have expired or*
- *The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.*

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

i) Aset keuangan (lanjutan)

Penghentian pengakuan (lanjutan)

Keterlibatan berkelanjutan dalam bentuk jaminan atas aset yang ditransfer, diukur pada nilai yang lebih rendah antara jumlah tercatat awal aset dan jumlah maksimum imbalan yang dibutuhkan oleh Grup untuk membayar kembali.

Penurunan nilai

Grup mengakui penyisihan Kerugian Kredit Ekspektasian (KKE) untuk semua instrumen utang yang bukan diukur pada NWLR dan kontrak jaminan keuangan. KKE ditentukan atas perbedaan antara arus kas kontraktual menurut kontrak dan semua arus kas yang diharapkan akan diterima oleh Grup, yang didiskontokan dengan perkiraan SBE orisinal. Arus kas yang diharapkan mencakup setiap arus kas dari penjualan agunan yang dimiliki atau perbaikan kredit lainnya yang merupakan bagian yang tidak terpisahkan dalam ketentuan kontrak.

KKE diakui dalam dua tahap. Bila belum terdapat peningkatan risiko kredit signifikan sejak pengakuan awal, KKE diakui untuk kerugian kredit yang dihasilkan dari peristiwa gagal bayar yang mungkin terjadi dalam jangka waktu 12 bulan ke depan (KKE 12 bulan). Namun, bila telah terdapat peningkatan signifikan risiko kredit sejak pengakuan awal, penyisihan kerugian diakui untuk kerugian kredit yang diperkirakan selama sisa umur aset, tanpa mempertimbangkan waktu gagal bayar (KKE sepanjang umurnya).

Karena aset kontrak, piutang usaha dan piutang lain-lainnya tidak memiliki komponen pembiayaan signifikan, Grup menerapkan pendekatan yang disederhanakan dalam perhitungan KKE. Oleh karena itu, Grup tidak menelurusi perubahan dalam risiko kredit, namun justru mengakui penyisihan kerugian berdasarkan KKE sepanjang umurnya pada setiap tanggal pelaporan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Financial instruments (continued)

i) Financial assets (continued)

Derecognition (continued)

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Impairment

The Group recognizes an allowance for ECL for all debt instruments not held at FVTPL and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original EIR. The expected cash flows include any cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. When there have been significant increases in credit risks since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). But, when there have been significant increases in credit risks since initial recognition, a loss allowance is recognized for credit losses expected over the remaining life of the asset, irrespective of timing of the default (a lifetime ECL).

Because its contract assets, trade and other receivables do not contain significant financing component, the Group applies a simplified approach in calculating ECL. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECL at each reporting date.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

i) Aset keuangan (lanjutan)

Penurunan nilai (lanjutan)

Grup membentuk matriks provisi berdasarkan pengalaman kerugian kredit masa lampau, disesuaikan dengan perkiraan masa depan *(forward-looking)* atas faktor yang spesifik untuk debitur dan lingkungan ekonomi.

Untuk instrumen utang pada NWPKL, Grup menerapkan penyederhanaan sehubungan dengan risiko kredit rendah. Setiap tanggal pelaporan, Grup mengevaluasi apakah instrumen utang tersebut dianggap memiliki risiko kredit rendah dengan menggunakan semua informasi yang wajar dan terdukung yang tersedia tanpa biaya atau usaha yang berlebihan. Dalam melakukan evaluasi tersebut, Grup menilai kembali peringkat kredit internal dari instrumen utang tersebut.

Grup menganggap aset keuangan dalam gagal bayar ketika pembayaran kontraktual telah lewat 365 hari dari tanggal jatuh tempo. Namun, dalam kasus tertentu, Grup juga dapat mempertimbangkan aset keuangan menjadi gagal bayar ketika informasi internal atau eksternal menunjukkan bahwa besar kemungkinan Grup tidak menerima jumlah kontraktual terutang secara penuh sebelum memperhitungkan perbaikan kredit yang dimiliki oleh Grup. Aset keuangan dihapuskan jika tidak terdapat ekspektasi yang wajar untuk memulihkan arus kas kontraktual.

ii) Liabilitas keuangan

Pengakuan dan Pengukuran Awal

Liabilitas keuangan diklasifikasikan, pada pengakuan awal, sebagai liabilitas keuangan yang diukur pada NWLR, utang dan pinjaman atau derivatif ditetapkan sebagai instrumen lindung nilai pada lindung nilai yang efektif, sesuai dengan kondisinya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Financial instruments (continued)

i) Financial assets (continued)

Impairment (continued)

The Group established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

For debt instruments at FVOCI, the Group applies the low credit risk simplification. At every reporting date, the Group evaluates whether the debt instrument is considered to have low credit risk using all reasonable and supportable information that is available without undue cost or effort. In making that evaluation, the Group reassesses the internal credit rating of the debt instrument.

The Group considers a financial asset in default when contractual payments are 365 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

ii) Financial liabilities

Initial Recognition and Measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at FVTPL, loans and borrowings, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

ii) Liabilitas keuangan (lanjutan)

Pengakuan dan Pengukuran Awal (lanjutan)

Semua liabilitas keuangan diakui pada nilai wajar saat pengakuan awal dan dalam hal liabilitas keuangan dilklasifikasi sebagai utang dan pinjaman, diakui pada nilai wajar setelah dikurangi biaya transaksi yang dapat diatribusikan secara langsung.

Grup menetapkan liabilitas keuangannya sebagai utang usaha, beban akrual, laibilitas jangka pendek lainnya, liabilitas jangka panjang lainnya, dan liabilitas sewa.

Pengukuran Selanjutnya

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut:

a. Liabilitas keuangan pada NWLR

Liabilitas keuangan yang diukur pada NWLR mencakup liabilitas keuangan yang dimiliki untuk diperdagangkan dan liabilitas keuangan yang diukur pada NWLR yang ditetapkan saat pengakuan awal.

Liabilitas keuangan diklasifikasikan sebagai dimiliki untuk diperdagangkan, jika liabilitas keuangan tersebut diperoleh untuk tujuan dibeli kembali dalam waktu dekat. Kategori ini juga mencakup instrumen keuangan derivatif yang dilakukan oleh Grup dimana instrumen derivatif tersebut tidak ditetapkan sebagai instrumen lindung nilai dalam hubungan lindung nilai sebagaimana didefinisikan dalam PSAK 109 (dahulu PSAK 71). Derivatif melekat yang dipisahkan juga diklasifikasikan sebagai dimiliki untuk diperdagangkan kecuali ditetapkan sebagai instrumen lindung nilai yang efektif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Financial instruments (continued)

ii) Financial liabilities (continued)

Initial Recognition and Measurement (continued)

All financial liabilities are recognized initially at fair value and in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group designates its financial liabilities as trade payables, accrued expense, other current liabilities, other non-current liabilities, and lease liabilities.

Subsequent Measurement

The subsequent measurement of financial liabilities depends on their classification as described below:

a. Financial liabilities at FVTPL

Financial liabilities at FVTPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVTPL.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entere into by the Group that are not designated as hedging instruments in hedge relationships as defined by PSAK 109 (formerly PSAK 71). Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

ii) Liabilitas keuangan (lanjutan)

Pengukuran Selanjutnya (lanjutan)

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut: (lanjutan)

a. Liabilitas keuangan pada NWLR (lanjutan)

Keuntungan atau kerugian atas liabilitas yang dimiliki untuk diperdagangkan diakui dalam laporan laba rugi.

Liabilitas keuangan yang diukur pada NWLR yang ditetapkan saat pengakuan awal harus memenuhi kriteria dalam PSAK 109 (dahulu PSAK 71) dan ditetapkan pada tanggal pengakuan awal. Grup tidak menetapkan liabilitas keuangan apapun sebagai liabilitas yang diukur pada NWLR.

b. Liabilitas keuangan pada biaya perolehan diamortisasi (Utang dan pinjaman)

Utang dan Pinjaman Jangka Panjang yang Dikenakan Bunga

Setelah pengakuan awal, utang dan pinjaman jangka panjang yang berbunga diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode SBE. Pada tanggal pelaporan, biaya bunga yang masih harus dibayar dicatat secara terpisah, dari pokok pinjaman terkait, dalam bagian liabilitas jangka pendek.

Keuntungan dan kerugian diakui pada laba rugi ketika liabilitas dihentikan pengakuannya maupun melalui proses amortisasi menggunakan metode SBE.

Biaya amortisasi dihitung dengan mempertimbangkan setiap diskonto atau premium atas akusisi dan komisi atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai beban keuangan pada laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Financial instruments (continued)

ii) Financial liabilities (continued)

Subsequent Measurement (continued)

The subsequent measurement of financial liabilities depends on their classification as described below: (continued)

a. Financial liabilities at FVTPL (continued)

Gains or losses on liabilities held for trading are recognized in the statement of profit or loss.

Financial liabilities designated upon initial recognition at FVTPL are designated at the initial date of recognition, and only if the criteria in PSAK 109 (formerly PSAK 71) are satisfied. The Group has not designated any financial liability as at FVTPL.

b. Financial liabilities at amortized cost (Loans and borrowings)

Long-term Interest-bearing Loans and Borrowings

Subsequent to initial recognition, long-term interest-bearing loans and borrowings are measured at amortized acquisition costs using EIR method. At the reporting dates, accrued interest is recorded separately from the associated borrowings within the current liabilities section.

Gains and losses are recognized in the profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in finance costs in the profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Instrumen keuangan (lanjutan)

ii) Liabilitas keuangan (lanjutan)

Pengukuran Selanjutnya (lanjutan)

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut: (lanjutan)

b. Liabilitas keuangan pada biaya perolehan diamortisasi (Utang dan pinjaman) (lanjutan)

Utang dan Akrual

Liabilitas untuk utang usaha dan utang lain-lain jangka pendek, biaya masih harus dibayar dan liabilitas imbalan kerja jangka pendek dinyatakan sebesar jumlah tercatat (jumlah nosional), yang kurang lebih sebesar nilai wajarnya.

Penghentian Pengakuan

Suatu liabilitas keuangan dihentikan pengakuannya pada saat kewajiban yang ditetapkan dalam kontrak berakhir atau dibatalkan atau kedaluwarsa.

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui pada laba rugi.

iii) Saling hapus instrument keuangan

Aset keuangan dan liabilitas keuangan disaling hapuskan dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, terdapat hak secara hukum untuk melakukan saling hapus atas jumlah tercatat dari aset keuangan dan liabilitas keuangan tersebut dan terdapat intensi untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Financial instruments (continued)

ii) Financial liabilities (continued)

Subsequent Measurement (continued)

The subsequent measurement of financial liabilities depends on their classification as described below: (continued)

b. Financial liabilities at amortized cost (Loans and borrowings) (continued)

Payables and Accruals

Liabilities for current trade and other accounts payable, accrued expenses and short-term employee benefit liability are stated at carrying amounts (notional amounts), which approximate their fair values.

Derecognition

A financial liability is derecognized when the obligation under the contract is discharged or cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and recognition of a new liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

iii) Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Penurunan nilai aset non keuangan

Pada setiap tanggal pelaporan, Grup menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat pengujian penurunan nilai aset diperlukan, maka Grup membuat estimasi formal jumlah terpulihkan aset tersebut.

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau UPK dikurangi biaya untuk menjual dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Jika nilai tercatat aset atau UPK lebih besar daripada jumlah terpulihkannya, maka aset tersebut dipertimbangkan mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar jumlah terpulihkannya.

Grup mendasarkan perhitungan penurunan nilai pada rincian perhitungan anggaran atau prakiraan yang disusun secara terpisah untuk masing-masing UPK Grup atas aset individual yang dialokasikan.

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset. Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga penawaran pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, Grup menggunakan model penilaian yang sesuai untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh penilaian berganda atau indikator nilai wajar yang tersedia.

Kerugian penurunan nilai dari operasi yang berkelanjutan, jika ada, diakui pada laba rugi sesuai dengan kategori biaya yang konsisten dengan fungsi dari aset yang diturunkan nilainya.

Untuk aset selain *goodwill*, penilaian dilakukan pada akhir setiap tanggal pelaporan apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui dalam tahun sebelumnya mungkin tidak ada lagi atau mungkin telah menurun.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Impairment of non-financial assets

The Group assesses at the each reporting date whether there is an indication that an asset may be impaired. If any such indication exists or when annual impairment testing is required, the Group makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or CGU's fair value less costs to sell and its value in use, and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

The Group bases its impairment calculation on detailed budgets and forecast calculations which are prepared separately for each of the Group's CGUs to which the individual assets are allocated.

In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the assets. These calculations are corroborated by valuation multiples or other available fair value indicators.

Impairment losses of continuing operations, if any, are recognized in the profit or loss in those expense categories consistent with the functions of the impaired asset.

For assets excluding goodwill, an assessment is made at each reporting date as to whether there is any indication that previously recognized impairment losses may no longer exist or may have decreased.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Penurunan nilai aset non keuangan (lanjutan)

Jika indikasi dimaksud ditemukan, maka entitas mengestimasi jumlah terpulihkan aset atau UPK tersebut. Kerugian penurunan nilai yang telah diakui dalam tahun sebelumnya untuk aset selain *goodwill* dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui. Dalam hal ini, jumlah tercatat aset dinaikkan ke jumlah terpulihkannya. Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat, neto setelah penyusutan, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada periode/tahun sebelumnya. Pembalikan rugi penurunan nilai diakui pada laba rugi. Setelah pembalikan tersebut, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

o. Pendapatan dari kontrak dengan pelanggan dan pengakuan beban

Pengakuan Pendapatan

Grup mengadopsi PSAK 115 (dahulu PSAK 72) "Pendapatan dari Kontrak dengan Pelanggan" menetapkan kerangka kerja yang komprehensif untuk menentukan bagaimana, kapan, dan berapa banyak pendapatan yang harus diakui. Standar ini menyediakan model lima langkah (*5-steps model*) tunggal berbasis prinsip untuk penentuan dan pengakuan pendapatan untuk diterapkan pada semua kontrak dengan pelanggan, sebagai berikut:

1. Identifikasi kontrak dengan pelanggan.
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.
3. Menetapkan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan dan pajak pertambahan nilai, yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan di kontrak.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Impairment of non-financial assets (continued)

If such indication exists, the asset's or CGU's recoverable amount is estimated. A previously recognized impairment loss for an asset other than goodwill is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized. If that is the case, the carrying amount of the asset is increased to its recoverable amount. The reversal is limited so that the carrying amount of the assets does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior periods/years. Reversal of an impairment loss is recognized in the profit or loss. After such a reversal, the depreciation charge on the said asset is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

o. Revenue from contracts with customers and recognition of expenses

Revenue Recognition

The Group adopted PSAK 115 (formerly PSAK 72) "Revenue from Contracts with Customers" by providing a comprehensive framework for determining how, when and how much revenue should be recognized. This standard provides a principle-based, single 5-step model for revenue determination and recognition to be applied to all contracts with customers, as follows:

1. *Identify contract(s) with a customer.*
2. *Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct.*
3. *Determine the transaction price, net of discounts, returns, sales incentives and value added tax, which an entity expects to be entitled in exchange for transferring the promised goods or services to a customer.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Pendapatan dari kontrak dengan pelanggan dan pengakuan beban (lanjutan)

Pengakuan Pendapatan (lanjutan)

Grup mengadopsi PSAK 115 (dahulu PSAK 72) "Pendapatan dari Kontrak dengan Pelanggan" menetapkan kerangka kerja yang komprehensif untuk menentukan bagaimana, kapan, dan berapa banyak pendapatan yang harus diakui. Standar ini menyediakan model lima langkah (*5-steps model*) tunggal berbasis prinsip untuk penentuan dan pengakuan pendapatan untuk diterapkan pada semua kontrak dengan pelanggan, sebagai berikut: (lanjutan)

4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah marjin.
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

Selain itu, dalam mengadopsi PSAK 115 (dahulu PSAK 72), Grup juga memilih untuk menerapkan panduan praktis untuk tidak memperhitungkan dampak komponen pembiayaan ketika periode antara pembayaran untuk barang atau jasa yang dijanjikan dan pengalihan untuk barang atau layanan tersebut kepada pelanggan kurang dari satu tahun.

Pendapatan dari pemberian jasa diakui pada saat terjadinya penyerahan jasa kepada pengguna. Pendapatan diakui bila besar kemungkinan manfaat ekonomi akan diperoleh oleh Grup dan jumlahnya dapat diukur secara handal tanpa memperhitungkan kapan pembayaran dilakukan. Pendapatan jasa diakui pada saat jasa telah selesai dilakukan.

Grup menilai pengaturan pendapatannya terhadap kriteria tertentu untuk menentukan apakah ia bertindak sebagai prinsipal atau agen. Grup bertindak sebagai prinsipal jika menanggung dampak manfaat dan risiko signifikan terkait dengan penjualan barang dan jasa.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Revenue from contracts with customers and recognition of expenses (continued)

Revenue Recognition (continued)

The Group adopted PSAK 115 (formerly PSAK 72) "Revenue from Contracts with Customers" by providing a comprehensive framework for determining how, when and how much revenue should be recognized. This standard provides a principle-based, single 5-step model for revenue determination and recognition to be applied to all contracts with customers, as follows: (continued)

4. Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct goods or services promised in the contract. When these are not directly observable, the relative standalone selling price are estimated based on expected cost plus margin.
5. Recognize revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of those goods or services).

In addition, in adopting PSAK 115 (formerly PSAK 72), the Group has also chosen to apply practical guidance not to take into account the impact of the financing component when the period between payment for the goods or services promised and the transfer for the goods or services to the customer is less than one year.

Revenue from service provision is recognized when the service is rendered to the user. Revenue is recognized when it is probable that economic benefits will be obtained by the Group and the amount can be measured reliably regardless of when the payment is made. Service revenues are recognized when the services are completed.

The Group assesses its revenue arrangements against certain criteria to determine whether it is acting as principal or agent. The Group acts as the principal if it bears the impact of significant benefits and risks associated with the sale of goods and services.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Pendapatan dari kontrak dengan pelanggan dan pengakuan beban (lanjutan)

Pengakuan Pendapatan (lanjutan)

Grup telah melakukan analisa atas transaksi penjualan dan menyimpulkan bahwa Grup bertindak sebagai prinsipal pada semua perjanjian pendapatan.

Aset kontrak diakui apabila kewajiban pelaksanaan yang telah dipenuhi melebihi pembayaran yang dilakukan oleh pelanggan. Liabilitas kontrak diakui ketika pembayaran yang dilakukan oleh pelanggan melebihi kewajiban pelaksanaan yang telah dipenuhi.

Pengakuan Beban

Beban diakui pada saat terjadinya (asas akrual).

p. Perpajakan

Pajak Final

Sesuai peraturan perpajakan di Indonesia, pajak final dikenakan atas nilai bruto transaksi, dan tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

Pajak final tidak termasuk dalam lingkup yang diatur oleh PSAK 212 (dahulu PSAK 46): Pajak Penghasilan.

Pajak Kini

Aset dan liabilitas pajak kini untuk periode berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan.

Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan di negara tempat Grup beroperasi dan menghasilkan pendapatan kena pajak.

Bunga dan denda disajikan sebagai bagian dari penghasilan atau beban operasi lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan. Pajak penghasilan kini terkait dengan pos-pos yang diakui secara langsung di ekuitas diakui dalam ekuitas dan bukan dalam laporan laba rugi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Revenue from contracts with customers and recognition of expenses (continued)

Revenue Recognition (continued)

The Group has analyzed the sales transaction and concluded that the Group acts as the principal in all revenue agreements.

Contract asset is recognised when performance obligation satisfied is more than the payments by customer. Contract liability is recognised when the payments by customer is more than the performance obligation satisfied.

Expenses Recognition

Expenses are recognized when they are incurred (accrual basis).

p. Taxation

Final Tax

In accordance with the tax regulation in Indonesia, final tax is applied to the gross value of transactions, even when the parties carrying the transaction recognizing losses.

Final tax is scoped out from PSAK 212 (formerly PSAK 46): Income Tax.

Current Tax

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authority.

The tax rates and tax laws used to compute the amount are those that have been enacted or substantively enacted as at the reporting date in the countries where the Group operates and generates taxable income.

Interests and penalties are presented as part of other operating income or expenses since they are not considered as part of the income tax expense. Current income tax relating to items recognized directly in equity is recognized in equity and not in the statement of profit or loss.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Perpajakan (lanjutan)

Pajak Kini (lanjutan)

Manajemen secara berkala mengevaluasi posisi yang diambil dalam SPT sehubungan dengan situasi di mana peraturan perpajakan yang berlaku tunduk pada interpretasi dan menetapkan ketentuan yang sesuai.

Kekurangan/kelebihan pembayaran pajak penghasilan dicatat sebagai bagian dari "Pajak Penghasilan Badan - Kini" dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Grup juga menyajikan bunga/denda, jika ada, sebagai bagian dari "Pajak Penghasilan Badan - Kini".

Koreksi terhadap liabilitas perpajakan diakui pada saat surat ketetapan pajak diterima atau, jika diajukan keberatan, pada saat keputusan atas keberatan ditetapkan.

Sebagai tanggapan terhadap penerapan kerangka Pilar Dua Organisasi untuk Kerja Sama dan Pembangunan Ekonomi (*Organization for Economic Co-operation and Development atau "OECD"*), pada tanggal 31 Desember 2024, Pemerintah Indonesia menerapkan kerangka Pilar Dua melalui Peraturan Menteri Keuangan No. 136/2024 (PMK 136/2024). Aturan model Pilar Dua sebagaimana diterapkan dalam PMK 136/2024 akan berlaku untuk tahun fiskal yang dimulai pada atau setelah tanggal 1 Januari 2025. Untuk tahun yang berakhir pada 31 Desember 2024, Grup telah menerapkan amandemen PSAK 212 (dahulu PSAK 46): Pajak Penghasilan, yang memberikan pengecualian wajib sementara dari pengakuan atau pengungkapan pajak tangguhan terkait Pilar Dua.

Pajak Tangguhan

Pajak tangguhan diakui dengan menggunakan metode liabilitas atas perbedaan temporer pada tanggal pelaporan antara dasar pengenaan pajak dari aset dan liabilitas dan jumlah tercatatnya untuk tujuan pelaporan keuangan pada tanggal pelaporan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Taxation (continued)

Current Tax (continued)

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Underpayment/overpayment of income tax are presented as part of "Corporate Income Tax - Current" in the consolidated statements of profit or loss and other comprehensive income. The Group also presented interest/penalty, if any, as part of "Corporate Income Tax - Current".

Correction to tax obligations are recorded when a tax assessment letter is received or, if filed an objection, when the result of the objection is determined.

In response to the implementation of the Organization for Economic Co-operation and Development ("OECD") Pillar Two framework, on December 31, 2024, Indonesian Government implemented Pillar Two framework through Ministry of Finance Regulation No. 136/2024 (PMK 136/2024). The Pillar Two model rules as implemented under PMK 136/2024 will take effect for fiscal years beginning on or after January 1, 2025. For the year ended December 31, 2024, the Group has applied amendments to PSAK 212 (formerly PSAK 46): Income Taxes, which provide mandatory temporary exception from recognizing or disclosing deferred taxes related to Pillar Two.

Deferred Tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Perpajakan (lanjutan)

Pajak Tangguhan (lanjutan)

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer yang kena pajak, kecuali:

i) liabilitas pajak tangguhan yang terjadi dari pengakuan awal *goodwill* atau dari aset atau liabilitas dari transaksi yang bukan transaksi kombinasi bisnis, dan pada waktu transaksi tidak mempengaruhi laba akuntansi dan laba kena pajak/rugi pajak;

ii) dari perbedaan temporer kena pajak atas investasi pada entitas anak, yang saat pembalikannya dapat dikendalikan dan besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan dan akumulasi rugi pajak belum dikompensasi, bila kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dikurangkan tersebut, dan rugi pajak belum dikompensasi, dapat dimanfaatkan, kecuali:

i) jika aset pajak tangguhan timbul dari pengakuan awal aset atau liabilitas dalam transaksi yang bukan transaksi kombinasi bisnis dan tidak mempengaruhi laba akuntansi maupun laba kena pajak/rugi pajak; atau

ii) dari perbedaan temporer yang dapat dikurangkan atas investasi pada entitas anak, aset pajak tangguhan hanya diakui bila besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat dan laba kena pajak dapat dikompensasi dengan beda temporer tersebut.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal pelaporan dan diturunkan apabila laba kena pajak mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan. Aset pajak tangguhan yang tidak diakui ditinjau ulang pada setiap tanggal pelaporan dan akan diakui apabila besar kemungkinan bahwa laba kena pajak pada masa yang akan datang akan tersedia untuk pemulihannya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Taxation (continued)

Deferred Tax (continued)

Deferred tax liabilities are recognized for all taxable temporary differences, except:

i) where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss;

ii) in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognized for all deductible temporary differences and carry forward of unused tax losses, to the extent that it is probable that taxable profits will be available against which deductible temporary differences, and the carry forward of unused tax losses can be utilized, except:

i) where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or

ii) in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

The carrying amount of a deferred tax asset is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the benefit of that deferred tax asset to be utilized. Unrecognized deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Perpajakan (lanjutan)

Pajak Tangguhan (lanjutan)

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diperkirakan akan berlaku pada tahun saat aset dipulihkan atau liabilitas diselesaikan berdasarkan tarif pajak dan peraturan pajak yang telah berlaku atau yang secara substantif telah berlaku pada tanggal pelaporan.

Pajak tangguhan terkait dengan pos-pos yang diakui di luar laba rugi diakui di luar laba rugi. Item pajak tangguhan diakui sesuai dengan transaksi yang mendasarinya baik di PKL maupun secara langsung di ekuitas.

Grup melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika dan hanya jika memiliki hak yang berkekuatan hukum untuk saling hapus aset pajak kini dan liabilitas pajak kini dan aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama atas baik entitas kena pajak yang sama atau entitas kena pajak yang berbeda yang bermaksud untuk menyelesaikan liabilitas dan aset pajak kini secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan di mana jumlah liabilitas atau aset pajak tangguhan yang signifikan diharapkan untuk diselesaikan atau dipulihkan.

Pajak Pertambahan Nilai

Pendapatan, beban-beban dan aset-aset diakui neto atas jumlah PPN kecuali:

- PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari item beban-beban yang terkait; dan
- Piutang dan utang yang disajikan termasuk dengan jumlah PPN.

Jumlah PPN neto yang diajukan untuk direstitusi, atau terutang kepada, kantor pajak termasuk sebagai bagian dari aset atau liabilitas pada laporan posisi keuangan konsolidasian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Taxation (continued)

Deferred Tax (continued)

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted as at the reporting date.

Deferred tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred tax items are recognized in correlation to the underlying transaction either in OCI or directly in equity.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Value Added Tax

Revenue, expenses and assets are recognized net of the amount of VAT except:

- *Where the VAT incurred on a purchase of assets or services is not recoverable, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and*
- *Receivables and payables that are stated with the amount of VAT included.*

The net amount of VAT which is claimed for restitution from, or payable to, the taxation authorities is included as part of assets or liabilities in the consolidated statement of financial position.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

p. Perpajakan (lanjutan)

Ketidakpastian dalam Perlakuan Pajak Penghasilan

Sesuai dengan ISAK 123 (dahulu ISAK 34): Ketidakpastian dalam Perlakuan Pajak Penghasilan yang berlaku efektif pada tanggal 1 Januari 2019, pengakuan dan pengukuran aset dan liabilitas pajak yang mengandung ketidakpastian perlakuan pajak penghasilan ditentukan dengan mempertimbangkan apakah diperlakukan secara terpisah atau bersamaan, penggunaan asumsi tentang pemeriksaan atas perlakuan pajak tidak pasti oleh otoritas perpajakan, pertimbangan apakah besar kemungkinan Otoritas Pajak akan menerima perlakuan pajak tidak pasti dan penilaian kembali pertimbangan atau estimasi yang disyaratkan jika terjadi perubahan fakta dan keadaan.

Jika penerimaan perlakuan pajak dimungkinkan oleh Otoritas Pajak, pengukuran tersebut sejalan dengan pengisian pajak penghasilan. Jika penerimaan perlakuan pajak oleh Otoritas Pajak tidak memungkinkan, Grup menggunakan jumlah pajak dengan menggunakan metode yang memberikan prediksi resolusi yang lebih baik (yaitu jumlah yang paling mungkin atau nilai yang diharapkan).

Oleh karena itu, manajemen berkeyakinan bahwa interpretasi tersebut tidak memiliki dampak signifikan terhadap laporan keuangan konsolidasian.

q. Imbalan kerja

Kewajiban imbalan pensiun merupakan nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi dengan nilai wajar aset program dan penyesuaian atas keuntungan atau kerugian aktuarial dan biaya jasa lalu yang belum diakui. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *projected unit credit.*

Kewajiban ini dihitung minimum satu tahun sekali oleh aktuaris independen. Imbalan jangka panjang lainnya yang telah menjadi hak karyawan diakui segera sebagai beban dalam laporan laba rugi dan penghasilan komprehensif lain.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

p. Taxation (continued)

Uncertainty over Income Tax

In accordance with ISAK 123 (formerly ISAK 34): Uncertainty Over Income Tax Treatments which is effective on January 1, 2019, stated that the recognition and measurement of tax assets and liabilities that contain uncertainty over income tax are determined by considering whether to be treated separately or together, the assumptions used in the examination of tax treatments by the Tax Authorities, consideration the probability that the Tax Authorities will accept uncertain tax treatment and re-consideration or estimation if there is a change in facts and circumstances.

If the acceptance of the tax treatment by the Tax Authorities is probable, the measurement is in line with income tax fillings. If the acceptance of the tax treatment by the Tax Authorities is not possible, the Group measures its tax balances using the method that provides the better predict of resolution (i.e. most likely amount or expected value).

Accordingly, management believes that the interpretation did not have a significant impact on the consolidated financial statements.

q. Employee benefits

The pension benefit obligation is the present value of the defined benefit obligation at end of the reporting period less the fair value of plan assets, together with adjustments for unrecognised actuarial gains or losses and past service costs. The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method.

Other long-term employment benefits included These obligations are calculated on a minimum once a year by an independent actuary. Other long-term employment benefits that are vested, are recognized as expense immediately in the statements of profit or loss and other comprehensive income.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Imbalan kerja (lanjutan)

Pengukuran kembali, terdiri atas keuntungan dan kerugian aktuarial, segera diakui pada laporan posisi keuangan konsolidasian dengan pengaruh langsung didebit atau dikreditkan kepada saldo laba melalui PKL pada periode terjadinya. Pengukuran kembali tidak direklasifikasi ke laba rugi pada periode berikutnya.

Biaya jasa lalu harus diakui sebagai beban pada saat yang lebih awal antara:
i) ketika program amandemen atau kurtailmen terjadi; dan
ii) ketika entitas mengakui biaya restrukturisasi atau imbalan terminasi terkait.

Bunga neto dihitung dengan menerapkan tingkat diskonto yang digunakan terhadap liabilitas imbalan kerja. Grup mengakui perubahan berikut pada kewajiban obligasi neto pada akun "Beban Umum dan Administrasi" pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian:
i) Biaya jasa terdiri atas biaya jasa kini, biaya jasa lalu, keuntungan atau kerugian atas penyelesaian (curtailment) tidak rutin, dan

ii) Beban atau penghasilan bunga neto.

Imbalan kerja jangka panjang lainnya termasuk cuti besar yang ditentukan berdasarkan Peraturan Grup. Perkiraan beban ini dihitung dan diakui sepanjang masa kerja karyawan dengan menggunakan metode yang diterapkan dalam menghitung kewajiban imbalan pasca-kerja.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

q. Employee benefits (continued)

Re-measurements, comprising of actuarial gains and losses, are recognized immediately in the consolidated statement of financial position with a corresponding debit or credit to retained earnings through OCI in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

Past service costs are recognized in profit or loss at the earlier between:
i) the date of the plan amendment or curtailment, and
ii) the date the Group recognizes related restructuring costs.

Net interest is calculated by applying the discount rate to the net defined employee benefit liability. The Group recognizes the following changes in the net defined benefit obligation under "General and Administrative Expenses" as appropriate in the consolidated statement of profit or loss and other comprehensive income:
i) Service costs comprising current service costs, past-service costs, gains or losses on curtailments and non-routine settlements, and
ii) Net interest expense or income.

Other long-term employment benefits included the long services leave benefit which is determined in compliance with the Group's Regulation. The expected costs of these benefits are calculated and recognized over the year of employment, using the method which is applied in calculating obligation for post-employment benefits.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

q. Imbalan kerja (lanjutan)

Imbalan kerja jangka panjang lainnya termasuk cuti besar yang ditentukan berdasarkan Peraturan Grup. Perkiraan beban ini dihitung dan diakui sepanjang masa kerja karyawan dengan menggunakan metode yang diterapkan dalam menghitung kewajiban imbalan pasca-kerja.

r. Standar akuntansi yang telah disahkan namun belum berlaku efektif

Standar akuntansi yang telah diterbitkan sampai tanggal penerbitan laporan keuangan konsolidasian Grup namun belum berlaku efektif diungkapkan berikut ini. Manajemen bermaksud untuk menerapkan standar-standar tersebut yang dipertimbangkan relevan terhadap Grup pada saat efektif, dan dampaknya terhadap posisi dan kinerja keuangan konsolidasian Grup masih diestimasi pada tanggal 28 April 2025:

Mulai efektif pada atau setelah tanggal 1 Januari 2025

Amendemen PSAK 221 (dahulu PSAK 10): Pengaruh Perubahan Kurs Valuta Asing - Kekurangan Ketertukaran

Amendemen tersebut mengklarifikasi bagaimana entitas harus menilai apakah suatu mata uang dapat ditukarkan dan bagaimana entitas harus menentukan nilai tukar spot ketika kemampuan tukarnya kurang, serta mensyaratkan pengungkapan informasi yang memungkinkan pengguna laporan keuangan memahami dampak dari adanya mata uang yang bisa ditukar. Amendemen ini berlaku efektif pada 1 Januari 2025 dan dapat diterapkan lebih dini.

Grup saat ini sedang menilai dampak dari amendemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Grup.

s. Peristiwa setelah periode pelaporan

Peristiwa setelah periode pelaporan yang memberikan informasi tambahan mengenai posisi keuangan Grup pada tanggal pelaporan (peristiwa penyesuai), jika ada, dicerminkan dalam laporan keuangan. Peristiwa setelah periode pelaporan yang bukan peristiwa penyesuai diungkapkan dalam catatan atas laporan keuangan jika material.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

q. Employee benefits (continued)

Other long-term employment benefits included the long services leave benefit which is determined in compliance with the Group's Regulation. The expected costs of these benefits are calculated and recognized over the year of employment, using the method which is applied in calculating obligation for post-employment benefits.

r. Accounting standards issued but not yet effective

The accounting standards that have been issued up to the date of issuance of the Group's consolidated financial statements, but not yet effective are disclosed below. The management intends to adopt these standards that are considered relevant to the Group when they become effective, and the impact to the consolidated financial position and performance of the Group is still being estimated as of April 28, 2025:

Effective beginning on or after January 1, 2025

Amendment PSAK 221 (formerly PSAK 10): The Effect of Changes in Foreign Exchange Rates - Lack of Exchangeability

The amendments clarify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking, as well as require the disclosure of information that enables users of financial statements to understand the impact of a currency not being exchangeable. The amendments will be effective on January 1, 2025 and earlier application is permitted.

The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

s. Events after the reporting period

Post period-end events that provide additional information about the Group's financial position at the reporting date (adjusting events), if any, are reflected in the financial statements. Post period-end events that are not adjusting events are disclosed in the notes to financial statements when material.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

t. Provisi

Provisi diakui jika Grup memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibatalkan.

u. Kombinasi Bisnis Entitas Sepengendali

Kombinasi bisnis entitas sepengendali dicatat dengan menggunakan metode penyatuan kepentingan, dimana selisih antara jumlah imbalan yang dialihkan dengan jumlah tercatat aset neto entitas yang diakuisisi diakui sebagai bagian dari akun "Tambahan Modal Disetor" pada laporan posisi keuangan konsolidasian.

Dalam menerapkan metode penyatuan kepentingan tersebut, unsur-unsur laporan keuangan dari entitas yang bergabung disajikan seolah-olah penggabungan tersebut telah terjadi sejak awal periode entitas yang bergabung berada dalam sepengendalian.

v. Transaksi dan Saldo dalam Mata Uang Asing

Mata uang pelaporan yang digunakan pada laporan keuangan adalah Rupiah, yang juga merupakan mata uang fungsional.

Transaksi dalam mata uang asing dicatat dalam Rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan sesuai dengan rata-rata kurs jual dan beli yang diterbitkan oleh Bank Indonesia pada tanggal transaksi perbankan terakhir untuk periode yang bersangkutan, dan laba atau rugi kurs yang timbul, dikreditkan atau dibebankan pada operasi periode yang bersangkutan.

Pada tanggal 31 Desember 2024, nilai tukar yang digunakan untuk 1 Dolar Amerika Serikat ("US$") adalah sebesar Rp16.162 (2023: Rp 15.416).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

t. Provision

Provisions are recognized when the Group has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

u. Business Combinations Entities Under Common Control

Business combinations under common control are accounted for using the pooling-of-interests method, whereby the difference between the considerations transferred and the book value of the net assets of the acquiree is recognized as part of "Additional Paid-in Capital" account in the consolidated statement of financial position.

In applying the said pooling-of-interest method, the components of the financial statements of the combining entities are presented as if the combination has occurred since the beginning of the period of the combining entity become under common control.

v. Foreign Currency Transactions and Balances

The reporting currency used in the financial statements is Indonesian Rupiah, which is also each entity's in the Company functional currency.

Transactions involving foreign currencies are recorded in Indonesian Rupiah at the rates of exchange prevailing at the time the transactions are made. At the reporting date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the average of the selling and buying rates of exchange prevailing at the last banking transaction date of the period, as published by Bank Indonesia, and any resulting gains or losses are credited or charged to operations of the current period.

At December 31, 2024, the rate of exchange used for United States Dollar ("US$") 1 was Rp16,162 (2023: Rp15,416).

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN

Penyusunan laporan keuangan konsolidasian Grup mengharuskan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan atas liabilitas kontinjensi, pada akhir periode pelaporan.

Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas yang terpengaruh pada periode pelaporan berikutnya.

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh paling signifikan terhadap jumlah yang diakui dalam laporan keuangan konsolidasian.

Perpajakan

Ketidakpastian atas interpretasi dari peraturan pajak yang kompleks, perubahan peraturan pajak dan jumlah dan timbulnya penghasilan kena pajak di masa depan, dapat menyebabkan penyesuaian di masa depan atas penghasilan dan beban pajak yang telah dicatat.

Pertimbangan juga dilakukan dalam menentukan penyisihan atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal.

Penjelasan lebih rinci mengenai pajak penghasilan diungkapkan dalam Catatan 18.

Tagihan dan Keberatan atas Hasil Pemeriksaan Pajak

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah yang tercatat dalam akun di atas dapat dipulihkan dan dikembalikan oleh Kantor Pajak. Penjelasan lebih lanjut atas akun ini diungkapkan pada Catatan 18i.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosures of contingent liabilities, at the end of the reporting periods.

Uncertainty about these assumptions and estimates could result in outcomes that may require material adjustments to the carrying amounts of the assets and liabilities affected in future periods.

Judgments

The following judgments are made by the management in the process of applying the Group's accounting policies that have the most significant effects on the amounts recognized in the consolidated financial statements.

Taxes

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income, could necessitate future adjustments to tax income and expense already recorded.

Judgment is also involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business.

Further details regarding taxation are disclosed in Note 18.

Claims for Tax Refund and Tax Assessments Under Appeal

Based on the tax regulations currently enacted, the management judged if the amounts recorded under the above account are recoverable and refundable by the Tax Office. Further explanations regarding this account are provided in Note 18i.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN (lanjutan)

Pertimbangan (lanjutan)

Opsi pembaruan dan penghentian dalam kontrak - Grup sebagai penyewa

Grup menentukan masa sewa sesuai masa sewa yang tidak dapat terbatalkan, ditambah dengan setiap periode yang dicakup oleh opsi untuk memperpanjang sewa jika cukup pasti untuk mengeksekusi, atau setiap periode yang dicakup oleh opsi untuk menghentikan sewa, jika cukup pasti untuk tidak mengeksekusi opsi tersebut.

Grup memiliki beberapa kontrak sewa yang mencakup opsi perpanjangan dan terminasi. Grup menerapkan pertimbangan dalam mengevaluasi apakah secara wajar akan menggunakan opsi untuk memperbarui atau mengakhiri sewa. Grup mempertimbangkan semua faktor relevan yang membentuk insentif ekonomi untuk melakukan pembaruan atau penghentian. Setelah tanggal permulaan, Grup menilai kembali masa sewa jika terdapat peristiwa atau perubahan signifikan yang berada dalam kendalinya dan mempengaruhi kemampuannya untuk menjalankan atau tidak menggunakan opsi untuk memperbarui atau untuk mengakhiri.

Pengungkapan lebih lanjut mengenai sewa terdapat pada Catatan 14.

Estimasi dan asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada tanggal pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya diungkapkan di bawah ini.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Judgments (continued)

Lease term of contracts with renewal and termination options - the Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain to exercise the option to renew or terminate the lease or not. The Group considers all relevant factors that create an economic incentive for them to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

Further disclosures of leases are made in Note 14.

Estimates and assumptions

The key assumptions concerning the future and other key sources of uncertainty of estimation at the reporting date that have a significant risk of causing material adjustments to the carrying amounts of assets and liabilities within the next financial year are disclosed below.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN (lanjutan)

Estimasi dan asumsi (lanjutan)

Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan konsolidasian disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Grup. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Penyisihan atas Penurunan Nilai Piutang Usaha

Grup menetapkan estimasi penyisihan penurunan nilai piutang usaha menggunakan pendekatan yang disederhanakan dari KKE. Matriks provisi digunakan untuk menghitung KKE untuk piutang usaha dan lain-lain. Tarif provisi didasarkan pada hari tunggakan untuk pengelompokan berbagai segmen pelanggan yang memiliki pola kerugian serupa.

Matriks provisi awalnya didasarkan pada riwayat tingkat kerugian pelanggan. Grup akan melakukan penyesuaian pengalaman kerugian historis dengan informasi berwawasan kedepan. Misalnya, jika prakiraan kondisi ekonomi yang terkait erat dengan riwayat tingkat kerugian diperkirakan akan memburuk pada tahun berikutnya yang dapat menyebabkan peningkatan jumlah gagal bayar pada sektor-sektor pelanggan beroperasi, riwayat tingkat kerugian disesuaikan. Pada setiap tanggal pelaporan, riwayat tingkat gagal bayar yang diamati diperbarui dan perubahan dalam estimasi berwawasan ke depan dianalisis.

Evaluasi atas korelasi antara tingkat gagal bayar yang diamati secara historis, prakiraan kondisi ekonomi dan KKE, adalah estimasi signifikan. Jumlah KKE sensitif terhadap perubahan keadaan dan prakiraan kondisi ekonomi. Kerugian kredit historis Grup dan perkiraan kondisi ekonomi mungkin tidak mewakili tingkat gagal bayar pelanggan aktual di masa depan.

Penjelasan lebih lanjut atas piutang usaha diungkapkan dalam Catatan 6.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and assumptions (continued)

The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Allowance for Impairment of Trade Receivables

The Group estimates impairment allowance for trade receivables using simplified approach of ECL. A provision matrix is used to determine ECL for trade and other receivables, where the provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

The provision matrix is initially based on the customers historical observed loss rates. The Group will adjust the historical observed loss experience with forward-looking information. For instance, if forecast economic conditions closely related to the historical observed loss are expected to deteriorate over the next year which can lead to an increased number of defaults in the sectors where customers are operating, the historical losses are adjusted accordingly. At every reporting date, the historical observed loss rates are updated and changes in the forward-looking estimates are analyzed.

The assessment of the correlation between historical observed loss rates, forecast economic conditions and ECLs, is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Group's historical observed loss rate and forecast of economic conditions may not be representative of customer's actual default in the future.

Further details on trade receivables are disclosed in Note 6.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI SIGNIFIKAN (lanjutan)

Estimasi dan asumsi (lanjutan)

Beban Pajak Kini

Grup mengakui beban pajak kini berdasarkan estimasi penghasilan kena pajak periode berjalan yang dihitung berdasarkan tarif pajak yang berlaku. Penjelasan lebih rinci diungkapkan dalam Catatan 2p dan 18.

Penyusutan Aset Tetap

Biaya perolehan aset tetap, termasuk tanaman produktif, disusutkan dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset tetap antara 2 sampai dengan 50 tahun, yang merupakan umur yang secara umum diharapkan dalam industri Grup menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya beban penyusutan masa depan mungkin direvisi.

Penjelasan lebih rinci atas aset tetap diungkapkan dalam Catatan 12.

3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and assumptions (continued)

Current Tax Expenses

The Group recognized current tax expense based on estimated taxable income for the period computed using the prevailing tax rates. Further details are disclosed in Notes 2p and 18.

Depreciation of Fixed Assets

The costs of fixed assets, including bearer plants, are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these fixed assets to be within 2 to 50 years, which are common life expectancies applied in the industries where the Group conducts its businesses. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised.

Further details on fixed asset are disclosed in Note 12.

4. KAS DAN SETARA KAS / *4. CASH AND CASH EQUIVALENTS*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Kas			*Cash in banks*
Rupiah	695.751	1.484.874	*Rupiah*
Bank			*Cash in banks*
Rupiah:			*Rupiah:*
Pihak ketiga			*Third parties*
PT Bank CIMB Niaga Tbk	25.243.932	14.849.277	*PT Bank CIMB Niaga Tbk*
PT Bank OCBC NISP Tbk	185.204	184.096	*PT Bank OCBC NISP Tbk*
PT Bank Central Asia Tbk	121.761	93.034	*PT Bank Central Asia Tbk*
Pihak berelasi (Catatan 32a)	927.282.629	607.286.935	*Related parties (Note 32a)*
Subtotal	952.833.526	622.413.342	*Sub-total*
Dolar AS:			*US Dollar:*
Pihak ketiga			*Third parties*
PT Bank OCBC NISP Tbk	564.012	-	*PT Bank OCBC NISP Tbk*
Pihak berelasi (Catatan 32a)	2.377.472	1.803.672	*Related parties (Note 32a)*
Subtotal	2.941.484	1.803.672	*Sub-total*
Total bank	955.775.010	624.217.014	*Total cash in banks*
Deposito berjangka			*Time deposits*
Rupiah:			*Rupiah:*
Pihak ketiga			*Third parties*
PT Bank Mayapada	10.000.000	-	*PT Bank Mayapada*
PT Bank Muamalat Tbk	5.000.000	30.000.000	*PT Bank Muamalat Tbk*
PT Bank KB Bukopin Tbk	5.000.000	5.000.000	*PT Bank KB BukopinTbk*
Pihak berelasi (Catatan 32a)	1.071.670.000	743.082.000	*Related parties (Note 32a)*
Subtotal	1.091.670.000	778.082.000	*Sub-total*
Total kas dan setara kas	**2.048.140.761**	**1.403.783.888**	***Total cash and cash equivalents***

Tingkat suku bunga kontraktual deposito berjangka adalah sebagai berikut:

Contractual interest rates on time deposits are as follows:

	2024	**2023**	
Rupiah	2,25% - 6,80%	2,15% - 6,75%	*Rupiah*

Kas dan setara kas tidak dijadikan jaminan pada tanggal pelaporan.

Cash and cash equivalents were not used as collateral at reporting date.

5. INVESTASI JANGKA PENDEK / *SHORT-TERM INVESTMENT*

Pada tanggal 31 Desember 2024 dan 2023, investasi jangka pendek merupakan deposito berjangka yang ditempatkan pada PT Bank Negara Indonesia (Persero) Tbk masing-masing sebesar Rp2.700.000 dan Rp15.000.000.

On December 31, 2024 and 2023, short-term investments are time deposits placed to PT Bank Negara Indonesia (Persero) Tbk amounting to Rp2,700,000 and Rp15,000,000, respectively.

Deposito berjangka merupakan deposito yang jatuh tempo lebih dari 3 (tiga) bulan tetapi tidak lebih dari 1 (satu) tahun serta tidak dijadikan jaminan.

Time deposit represent deposit with maturities of more than 3 (three) months but not more than 1 (one) year and were not used as collateral.

Suku bunga tahunan deposito berjangka tersebut di atas adalah 2,5 - 4%.

The annual interest rates of the above time deposit are 2.5 - 4%.

6. PIUTANG USAHA / *TRADE RECEIVABLES*

a. Berdasarkan pelanggan / *By customer*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga			*Third parties*
Swasta			*Private*
Difakturkan	177.320.249	152.025.888	*Billed*
Belum difakturkan	9.131.371	18.450.246	*Unbilled*
Perorangan	271.691	273.985	*Individuals*
Dikurangi:			*Less:*
Penyisihan penurunan nilai	(98.741.017)	(90.292.415)	*Allowance for impairment*
Pihak ketiga - neto	87.982.294	80.457.704	*Third parties - net*
Pihak berelasi (Catatan 32b)			*Related parties (Note 32b)*
Difakturkan	662.847.477	568.186.776	*Billed*
Belum difakturkan	51.614.273	59.056.681	*Unbilled*
Dikurangi:			*Less:*
Penyisihan penurunan nilai	(7.431.363)	(4.159.581)	*Allowance for impairment*
Pihak berelasi - neto	707.030.387	623.083.876	*Related parties - net*
Total piutang usaha - neto	**795.012.681**	**703.541.580**	***Total trade receivables - net***

b. Berdasarkan mata uang / *By currency*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Rupiah	841.954.581	740.399.400	*Rupiah*
Dolar AS	59.230.480	57.594.176	*US Dollar*
Subtotal	901.185.061	797.993.576	*Sub-total*
Dikurangi:			*Less:*
Penyisihan penurunan nilai	(106.172.380)	(94.451.996)	*Allowance for impairment*
Neto	**795.012.681**	**703.541.580**	***Net***

6. PIUTANG USAHA (lanjutan) / *6. TRADE RECEIVABLES (continued)*

c. Mutasi penyisihan penurunan nilai piutang usaha adalah sebagai berikut:

c. Movements in the allowance for impairment of trade receivables, are as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Saldo awal	94.451.996	85.166.252	*Beginning balance*
Penyisihan	11.241.360	10.818.799	*Allowance for impairment*
Pemulihan (Catatan 30a)	(2.253.872)	(1.533.055)	*Reversal (Note 30a)*
Efek selisih kurs tahun berjalan	2.732.896	-	*Foreign exchange effect during the year*
Saldo akhir	**106.172.380**	**94.451.996**	***Ending balance***

Piutang usaha tidak dijaminkan dan tidak dikenakan bunga.

Trade receivables are unsecured and non-interest bearing.

Pada tanggal 31 Desember 2024 dan 2023, manajemen berkeyakinan bahwa penyisihan penurunan nilai piutang usaha cukup untuk menutup kerugian yang mungkin timbul dari tidak tertagihnya piutang usaha. Manajemen juga berkeyakinan bahwa tidak ada konsentrasi risiko kredit yang signifikan atas piutang usaha.

As of December 31, 2024 and 2023, management believes that the allowance for impairment of trade receivable is adequate to cover possible losses on uncollectible trade receivables. Management also believes that there are no significant concentrations of credit risk on trade receivables.

Penjelasan lebih rinci terkait analisis umur piutang usaha diungkapkan dalam Catatan 37.

Further details represents the aging analysis of trade receivables is disclosed in Notes 37.

7. ASET KONTRAK - NETO / *7. CONTRACT ASSETS - NET*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga	91.883.590	50.234.677	*Third parties*
Dikurangi:			*Less:*
Penyisihan penurunan nilai	(2.262.178)	-	*Allowance for impairment*
Pihak ketiga - neto	89.621.412	50.234.677	*Third parties - net*
Pihak berelasi (Catatan 32c)	1.101.697.200	1.232.503.137	*Related parties (Note 32c)*
Total aset kontrak - neto	**1.191.318.612**	**1.282.737.814**	***Total contract assets - net***

Akun ini merupakan hak bersyarat yang dimiliki Grup sehubungan dengan jasa pelayanan kapal, galangan kapal, pengusahaan tanah, bangunan dan lainnya (Catatan 2o).

This account represents a conditional right owned by the Group in connection with ship services, shipyards, land management, buildings, and others (Note 2o).

8. PIUTANG LAIN-LAIN - NETO / *8. OTHER RECEIVABLES - NET*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga			*Third parties*
Swasta	14.014.499	9.467.628	*Private*
Perorangan	323.031	96.829	*Individuals*
Dikurangi:			*Less:*
Penyisihan penurunan nilai	(5.505.234)	(5.505.234)	*Allowance for impairment*
Pihak ketiga - neto	8.832.296	4.059.223	*Third parties - net*
Pihak berelasi (Catatan 32d)	882.642	7.587.277	*Related party (Note 32d)*
Piutang lain-lain - neto	**9.714.938**	**11.646.500**	***Other Receivables - net***

Berdasarkan hasil penelaahan keadaan masing-masing piutang lain-lain pada akhir tahun pelaporan, manajemen Grup berkeyakinan bahwa penyisihan penurunan nilai telah memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang lain-lain.

Based on review of the status of each individual other receivables accounts at the end of the reporting year, the Group's management believes that the allowance for impairment loss is adequate to cover possible losses from uncollectible other receivables.

9. PERSEDIAAN - NETO / *9. INVENTORIES - NET*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Suku cadang	137.066.662	99.074.924	*Spareparts*
Bahan bakar	55.573.970	64.335.792	*Fuels*
Lain-lain	152.910	2.719.832	*Others*
Subtotal	192.793.542	166.130.548	*Sub-total*
Dikurangi:			*Less:*
Penyisihan persediaan usang	(867.776)	(449.162)	*Allowance for inventory obsolence*
Neto	**191.925.766**	**165.681.386**	***Net***

Mutasi penyisihan persediaan usang adalah sebagai berikut:

The movements are the allowance for inventory obsolence is as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Saldo awal	449.162	78.743	*Beginning balance*
Penyisihan tahun berjalan	418.614	476.191	*Allowance for the year*
Penghapusan selama tahun berjalan	-	(105.772)	*Write-off during the year*
Saldo akhir	**867.776**	**449.162**	***Ending balance***

9. PERSEDIAAN - NETO (lanjutan)

Berdasarkan hasil penelaahan terhadap harga pasar dan kondisi fisik dari persediaan pada tanggal pelaporan, manajemen berkeyakinan bahwa penyisihan tersebut di atas cukup untuk menutup kemungkinan kerugian dari keusangan dan penurunan nilai pasar persediaan.

9. INVENTORIES - NET (continued)

Based on a review of the market prices and physical conditions of the inventories at the reporting dates, management believes that the above allowance is adequate to cover any possible losses from obsolescence and decline in market values of inventories.

10. UANG MUKA DAN BEBAN DIBAYAR DI MUKA / *10. ADVANCES AND PREPAID EXPENSES*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Uang Muka			*Advances*
Vendor	49.125.904	5.390.012	*Vendor*
Umum	11.556.714	2.745.034	*General*
Operasional	10.588.312	19.697.356	*Operational*
Lain-lain	402.015	158.715	*Others*
Subtotal uang muka	71.672.945	27.991.117	*Sub-total advances*
Beban dibayar di muka			*Prepaid expenses*
Kerjasama mitra usaha	40.453.599	816.221	*Partnership*
Asuransi	2.741.739	3.837.812	*Insurance*
Bahan	1.617.573	16.152.470	*Material*
Umum	684.399	53.818	*General*
Pegawai	366.624	292.232	*Employee*
Sewa	-	860.132	*Rent*
Lain-lain	770.642	52.048	*Others*
Subtotal beban dibayar di muka	46.634.576	22.064.733	*Sub-total prepaid expenses*
Total uang muka dan beban dibayar di muka	**118.307.521**	**50.055.850**	***Total advances and prepaid expense***

11. INVESTASI JANGKA PANJANG / *11. LONG-TERM INVESTMENTS*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Investasi pada entitas asosiasi	73.780.196	72.857.573	*Investment in associates*
Investasi penyertaan saham	500	500	*Share investment*
Total	**73.780.696**	**72.858.073**	***Total***

a. Investasi pada entitas asosiasi / *a. Investment in associates*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Metode ekuitas			***Equity method***
LNG	73.780.196	72.857.573	*LNG*

11. INVESTASI JANGKA PANJANG (lanjutan) / *11. LONG-TERM INVESTMENTS (continued)*

Perubahan investasi pada entitas asosiasi adalah sebagai berikut:

The movements of investments in associates are as follows:

	31 Desember/*December 31,* 2024					
	Persentase kepemilikan/ *Percentage of ownership*	**Harga perolehan/ *Cost***	**Akumulasi bagian laba entitas asosiasi/ *Accumulated equity in net income of associates***	**Penghasilan komprehensif lain/ *Other comprehensive income***	**Nilai tercatat/ *Carrying value***	
Metode ekuitas						***Equity method***
Dimiliki melalui PMS LNG	49,00%	71.050.000	2.730.196	-	73.780.196	*Owned through the PMS LNG*

	31 Desember/*December 31,* 2023					
	Persentase kepemilikan/ *Percentage of ownership*	**Harga perolehan/ *Cost***	**Akumulasi bagian laba entitas asosiasi/ *Accumulated equity in net income of associates***	**Penghasilan komprehensif lain/ *Other comprehensive income***	**Nilai tercatat/ *Carrying value***	
Metode ekuitas						***Equity method***
Dimiliki melalui PMS LNG	49,00%	71.050.000	1.807.573	-	72.857.573	*Owned through the PMS LNG*

b. Investasi penyertaan saham / *b. Share investment*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
ISMA	500	500	*ISMA*

Manajemen berpendapat bahwa tidak ada indikasi penurunan nilai pada investasi jangka panjang yang disajikan dalam laporan posisi keuangan pada tanggal 31 Desember 2024.

The management believes that there is no indication of impairment in values for long-term investments presented in the consolidated statement of financial position as of December 31, 2024.

12. ASET TETAP - NETO / *12. FIXED ASSETS - NET*

Mutasi aset tetap adalah sebagai berikut:

The movements in fixed assets are as follows:

	31 Desember / *December 31, 2024*					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***	
Biaya perolehan						***Acquisition Costs***
Tanah	4.336.949	-	-	-	4.336.949	*Land*
Bangunan fasilitas pelabuhan	178.797.941	259.161	-	-	179.057.102	*Port facilities*
Kapal	1.931.793.527	30.577.924	-	7.122.335	1.969.493.786	*Vessels*
Alat fasilitas pelabuhan	107.364.427	1.440.320	-	7.433.574	116.238.321	*Port equipments*
Instalasi fasilitas pelabuhan	206.004.705	14.037.682	-	(352.114)	219.690.273	*Port installations*
Jalan dan bangunan	86.206.400	237.833	(517.670)	(15.137.357)	70.789.206	*Roads and buildings*
Peralatan	30.165.450	624.763	(61.086)	10.193.965	40.923.092	*Equipments*
Kendaraan	26.786.268	467.200	(3.130.358)	(12.341.427)	11.781.683	*Vehicles*
Emplasemen	354.455	-	-	-	354.455	*Emplacement*
Aset dalam penyelesaian	46.918.962	35.119.139	(165.733)	(14.023.204)	67.849.164	*Construction in progress*
Subtotal	**2.618.729.084**	**82.764.022**	**(3.874.847)**	**(17.104.228)**	**2.680.514.031**	***Sub-total***

12. ASET TETAP - NETO (lanjutan) / *12. FIXED ASSETS - NET (continued)*

Mutasi aset tetap adalah sebagai berikut: (lanjutan) / *The movements in fixed assets are as follows: (continued)*

	31 Desember / *December 31, 2024*					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***	
Akumulasi Penyusutan						***Accumulated Depreciation***
Bangunan fasilitas pelabuhan	(48.074.225)	(8.078.127)	-	-	(56.152.352)	*Port facilities*
Kapal	(921.691.300)	(95.799.468)	-	(3.566.685)	(1.021.057.453)	*Vessels*
Alat fasilitas pelabuhan	(69.855.342)	(10.531.720)	-	1.235.525	(79.151.537)	*Port equipments*
Instalasi fasilitas pelabuhan	(71.179.620)	(9.279.895)	-	3.566.685	(76.892.830)	*Port installations*
Jalan dan bangunan	(26.974.515)	(3.108.860)	517.670	-	(29.565.705)	*Roads and buildings*
Peralatan	(31.617.119)	(6.074.631)	60.720	7.076.275	(30.554.755)	*Equipments*
Kendaraan	(10.632.511)	(1.423.149)	2.865.858	-	(9.189.802)	*Vehicles*
Emplasemen	(93.075)	(14.138)	-	-	(107.213)	*Emplacement*
Subtotal	**(1.180.117.707)**	**(134.309.988)**	**3.444.248**	**8.311.800**	**(1.302.671.647)**	***Sub-total***
Penyisihan penurunan nilai	(17.218.215)	(26.892.028)	-	-	(44.110.243)	*Allowance for impairment*
Nilai tercatat neto	**1.421.393.162**				**1.333.732.141**	***Net carrying value***

	31 Desember / *December 31, 2023*					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***	
Biaya perolehan						***Acquisition Costs***
Tanah	4.336.949	-	-	-	4.336.949	*Land*
Bangunan fasilitas pelabuhan	145.544.103	3.697.753	(718.314)	30.274.399	178.797.941	*Port facilities*
Kapal	1.786.040.876	102.995.845	(55.414.140)	98.170.946	1.931.793.527	*Vessels*
Alat fasilitas pelabuhan	99.992.871	6.261.500	-	1.110.056	107.364.427	*Port equipments*
Instalasi fasilitas pelabuhan	198.364.613	2.595.180	-	5.044.912	206.004.705	*Port installations*
Jalan dan Bangunan	74.781.463	176.164	(1.181.818)	12.430.591	86.206.400	*Roads and buildings*
Peralatan	25.944.633	4.220.817	-	-	30.165.450	*Equipments*
Kendaraan	25.893.464	892.804	-	-	26.786.268	*Vehicles*
Emplasemen	354.455	-	-	-	354.455	*Emplacement*
Aset dalam penyelesaian	142.335.332	51.614.534	-	(147.030.904)	46.918.962	*Construction in progress*
Subtotal	**2.503.588.759**	**172.454.597**	**(57.314.272)**	**-**	**2.618.729.084**	***Sub-total***
Akumulasi Penyusutan						***Accumulated Depreciation***
Bangunan fasilitas pelabuhan	(39.116.941)	(9.675.598)	718.314	-	(48.074.225)	*Port facilities*
Kapal	(885.952.977)	(91.152.463)	55.414.140	-	(921.691.300)	*Vessels*
Alat fasilitas pelabuhan	(55.012.766)	(14.842.576)	-	-	(69.855.342)	*Port equipments*
Instalasi fasilitas pelabuhan	(59.606.067)	(11.573.553)	-	-	(71.179.620)	*Port installations*
Jalan dan bangunan	(25.851.580)	(2.304.753)	1.181.818	-	(26.974.515)	*Roads and building*
Peralatan	(26.394.363)	(5.222.756)	-	-	(31.617.119)	*Equipments*
Kendaraan	(8.442.949)	(2.189.562)	-	-	(10.632.511)	*Vehicles*
Emplasemen	(78.937)	(14.138)	-	-	(93.075)	*Emplacement*
Subtotal	**(1.100.456.580)**	**(136.975.399)**	**57.314.272**	**-**	**(1.180.117.707)**	***Sub-total***
Penyisihan penurunan nilai	(12.940.610)	(4.277.605)	-	-	(17.218.215)	*Allowance for impairment*
Nilai tercatat neto	**1.390.191.569**				**1.421.393.162**	***Net carrying value***

Beban penyusutan aset tetap pada 31 Desember 2024 dan 2023 masing-masing dicatat sebesar Rp134.309.988 dan Rp136.975.399 masing-masing dan dicatat sebagai bagian dari beban operasi (Catatan 29).

Fixed assets depreciation expenses as of December 31, 2024 and 2023 amounted to Rp134,309,988 and Rp136,975,399, respectively and were recorded as part of operating expenses (Note 29).

Reklasifikasi pada tanggal 31 Desember 2024 merupakan reklasifikasi atas aset tetap fasilitas berupa Head Truck dan Side Loader yang dipindahkan ke piutang sewa pembiayaan.

Reclassification as of December 31, 2024, represent reclassification of fixed assets in the form of a Head Truck and Side Loader that have been transferred to finance lease receivables.

Pengurangan pada tanggal 31 Desember 2024 merupakan penjualan atas aset tetap berupa Kendaraan.

Deductions as of December 31, 2024, represent sale of fixed assets in the form of Vehicles.

12. ASET TETAP - NETO (lanjutan) / *12. FIXED ASSETS - NET (continued)*

Rincian laba penjualan/pelepasan aset tetap adalah sebagai berikut:

Details of gain on sale/disposal of fixed assets are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Harga jual	548.038	-	*Proceeds*
Dikurangi: Nilai tercatat neto	(430.599)	-	*Less: Net carrying value*
Laba atas pelepasan - neto	**117.439**	**-**	***Gain on disposal - net***

Pengurangan pada tanggal 31 Desember 2023 merupakan pembalikkan atas beban pemeliharaan kapal yang telah habis di depresiasi.

Deductions as of December 31, 2023, represent reversal of fully depreciated vessels docking.

Pada tanggal 31 Desember 2024 dan 2023, Grup mengasuransikan aset tetap sebagai berikut:

As of December 31, 2024 and 2023, the Group insured its fixed assets as follows:

31 Desember 2024 / *December 31, 2024*

Perusahaan Asuransi/ *Insurance Company*	**Risiko Asuransi/ *Insurable Risk***	**Nilai Pertanggungan Asuransi/*Insurance Coverage Amount***
PT Asuransi Kredit Indonesia (Persero) PT Asuransi Ramayana Tbk PT Asuransi Jasa Indonesia (Persero) PT MS Amlin PT Asuransi Tugu Pratama Indonesia Tbk PT PT Asuansi Arthagraha PT BRI Asuransi Indonesia PT Asuransi Jasaraharja Putera The Shipowners Mutual Protection Indemnity Association	*Marine hull,* risiko kebakaran, *property all risk, industrial all risk* dan risiko lainnya/ *Marine hull, risk of fire, property all risk, industrial all risk and other risks*	Rp1.745.014.136; USD95.000

31 Desember 2023 / *December 31, 2023*

Perusahaan Asuransi/ *Insurance Company*	**Risiko Asuransi/ *Insurable Risk***	**Nilai Pertanggungan Asuransi/*Insurance Coverage Amount***
PT Asuransi Kredit Indonesia (Persero) PT Asuransi Ramayana Tbk PT Asuransi Jasa Indonesia (Persero) PT MS Amlin PT Asuransi Tugu Pratama Indonesia Tbk PT Asuransi Jasaraharja Putera The Shipowners Mutual Protection Indemnity Association	Risiko kebakaran, *property all risk, industrial all risk* dan risiko lainnya/ *Risk of fire, property all risk, industrial all risk and other risks*	Rp937.610.795; USD204.159

Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian yang timbul dari risiko yang diasuransikan.

In management's opinion, the above insurance coverage is adequate to cover any possible losses that may arise from such risks.

12. ASET TETAP - NETO (lanjutan) / *12. FIXED ASSETS - NET (continued)*

Aset dalam Penyelesaian / *Construction in Progress*

Aset dalam penyelesaian terdiri dari: / *Construction in progress consists of:*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Bangunan fasilitas pelabuhan	43.982.204	43.982.204	*Port facilities*
Kapal	17.762.793	-	*Vessels*
Jalan dan bangunan	3.516.859	-	*Roads and buildings*
Instalasi fasilitas pelabuhan	2.197.160	1.559.349	*Port installations*
Peralatan	390.148	1.377.409	*Equipments*
Total	**67.849.164**	**46.918.962**	***Total***

Persentase penyelesaian dan taksiran jangka waktu penyelesaian atas aset dalam penyelesaian yang signifikan pada tanggal 31 Desember 2024 adalah sebagai berikut:

The percentages of completion and estimated completion periods of significant construction in progress as of December 31, 2024 are as follows:

Jenis aset	Persentase penyelesaian/ *Percentage of Completion*	Target penyelesaian/ *Target of completion*	*Type of assets*
Bangunan fasilitas pelabuhan	97%	2025	*Port facilities*
Instalasi fasilitas pelabuhan	90-95%	2025	*Port installations*
Jalan dan Bangunan	50% - 72%	2025	*Roads and buildings*
Kapal	7-80%	2025	*Vessels*
Peralatan	84%	2025	*Equipments*

Penurunan Nilai Aset Tetap / *Impairment of Fixed Assets*

Rukindo / *Rukindo*

Manajemen entitas anak melakukan pengujian penurunan nilai atas aset Kapal dengan menggunakan metode harga pasar untuk beberapa aset Kapal yang terindikasi penurunan nilai. Berikut harga pasar Kapal pada tanggal 31 Desember 2024:

Management of subsidiary performs impairment testing on the Vessels using the market price method for several Vessels that indicate impairment. Below are the market prices of the Vessels as of December 31, 2024:

	31 Desember/*December 31, 2024*				
	Estimasi nilai pasar/ *Estimated market value*	Nilai buku/ *Book value*	Estimasi penurunan nilai/ *Estimated impairment loss*	Penurunan nilai aset tetap/ *Impairment loss on fixed asset*	
Kapal	10.369.970	31.216.227	20.846.257	20.846.257	*Vessels*

12. ASET TETAP - NETO (lanjutan) / *12. FIXED ASSETS - NET (continued)*

Penurunan Nilai Aset Tetap (lanjutan) / ***Impairment of Fixed Assets (continued)***

LEGI / ***LEGI***

Manajemen entitas anak melakukan pengujian penurunan nilai atas Instalasi Fasilitas Pelabuhan dengan proses pendiskontoan menggunakan tingkat pengembalian yang sesuai dengan risiko bisnis atau aset dan nilai waktu uang pada 31 Desember 2024:

Management of subsidiary performs impairment testing on the Port Installations with a discounting process using a rate of return that is appropriate to the risk associated with the business or asset and the time value of money on December 31, 2024:

	31 Desember/*December 31, 2024*				
	Estimasi jumlah terpulihkan/ *Estimated recoverable amount*	Nilai buku/ *Book value*	Estimasi penurunan nilai/ *Estimated impairment loss*	Penurunan nilai aset tetap/ *Impairment loss on fixed asset*	
Instalasi Fasilitas Pelabuhan	38.766.000	44.811.771	6.045.771	6.045.771	*Port Installations*

Pada 31 Desember 2024, Grup melakukan pengujian penurunan nilai menggunakan metode nilai pasar dan menggunakan perhitungan arus kas diskontoan. Sebagai hasil pengujian, pada tahun berjalan, Grup mengakui provisi penurunan nilai aset tetap sebesar Rp26.892.028.

On December 31, 2024, the Group performs impairment test using the market value method and discounted cash flow calculations. As a result of the testing, in the current year, the Group recognized impairment provision for fixed assets amounting to Rp26,892,028

13. ASET TAKBERWUJUD - NETO / *13. INTANGIBLE ASSETS - NET*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Aset tak berwujud			***Intangible assets***
Biaya ditangguhkan	304.999.689	291.675.277	*Deffered charges*
Piranti lunak	7.177.945	6.085.653	*Software Application*
Software dalam kontruksi	-	1.640.263	*Software under construction*
Subtotal	312.177.634	299.401.193	*Sub-total*
Akumulasi amortisasi	(173.211.656)	(162.828.069)	*Accumulated amortization*
Nilai buku neto	**138.965.978**	**136.573.124**	***Net book value***

Beban amortisasi aset tak berwujud pada tanggal 31 Desember 2024 dan 2023 dicatat masing-masing sebesar Rp10.383.587 dan Rp10.015.587 sebagai bagian dari beban operasi (Catatan 29).

Intangible assets depreciation expenses as of December 31, 2024 and 2023 amounted to Rp10,383,587 and Rp10,015,587, respectively and were recorded as part of operating expenses (Note 29).

Biaya ditangguhkan merupakan pembayaran terlebih dahulu oleh APBS kepada Pelindo atas pembiayaan pengerukan yang dilakukan oleh Pelindo yang diamortisasi selama 23 (dua puluh tiga) tahun.

Deferred charges represent prepayment performed by APBS to Pelindo for financing of dredging conducted by Pelindo that is amortized over 23 (twenty three) years.

14. ASET HAK-GUNA DAN LIABILITAS SEWA - NETO

Mutasi aset hak-guna adalah sebagai berikut:

14. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES - NET

The movements in right-of-use assets are as follows:

	31 Desember / *December 31, 2024*					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***	
Harga perolehan						***Acquisition Costs***
Jalan dan Bangunan	64.801.822	1.207.371	(465.262)	-	65.543.931	*Roads and building*
Bangunan fasilitas pelabuhan	33.324.687	2.195.459	(8.935.783)	-	26.584.363	*Port facilities*
Kapal	229.836.937	553.845.713	(134.426.260)	-	649.256.390	*Vessels*
Alat fasilitas pelabuhan	1.840.743	4.681.042	(4.681.042)	-	1.840.743	*Port equipments*
Peralatan	3.670.954	601.441	(238.012)	-	4.034.383	*Equipments*
Kendaraan	30.294.287	7.887.354	(18.268.189)	-	19.913.452	*Vehicles*
Subtotal	**363.769.430**	**570.418.380**	**(167.014.548)**	**-**	**767.173.262**	***Sub-total***
Akumulasi Penyusutan						***Accumulated Depreciation***
Jalan dan bangunan	(18.710.825)	(9.423.043)	189.140	-	(27.944.728)	*Roads and building*
Bangunan fasilitas pelabuhan	(18.597.924)	(9.076.401)	8.942.726	-	(18.731.599)	*Port facilities*
Kapal	(161.801.215)	(191.030.028)	134.419.315	-	(218.411.928)	*Vessels*
Alat fasilitas pelabuhan	(1.840.743)	(4.681.042)	4.681.042	-	(1.840.743)	*Port equipments*
Peralatan	(1.054.260)	(2.092.188)	134.356	-	(3.012.092)	*Equipments*
Kendaraan	(22.317.409)	(10.701.958)	17.835.931	-	(15.183.436)	*Vehicles*
Subtotal	**(224.322.376)**	**(227.004.660)**	**166.202.510**	**-**	**(285.124.526)**	***Sub-total***
Penyisihan penurunan nilai	-	(22.706.792)	-	-	(22.706.792)	*Allowance for impairment*
Nilai buku neto	**139.447.054**				**459.341.944**	***Net book value***

	31 Desember / *December 31, 2023*					
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Additions***	**Pengurangan/ *Deductions***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***	
Harga perolehan						***Acquisition Costs***
Jalan dan Bangunan	75.692.897	3.685.219	(14.576.294)	-	64.801.822	*Roads and building*
Bangunan fasilitas pelabuhan	12.615.931	20.708.756	-	-	33.324.687	*Port facilities*
Kapal	213.146.931	88.093.462	(71.403.456)	-	229.836.937	*Vessels*
Alat fasilitas pelabuhan	-	4.556.449	(2.715.706)	-	1.840.743	*Port equipments*
Peralatan	160.827	3.670.955	(160.828)	-	3.670.954	*Equipments*
Kendaraan	32.964.986	6.231.742	(8.902.441)	-	30.294.287	*Vehicles*
Subtotal	**334.581.572**	**126.946.583**	**(97.758.725)**	**-**	**363.769.430**	***Sub-total***
Akumulasi Penyusutan						***Accumulated Depreciation***
Jalan dan bangunan	(26.083.918)	(11.048.931)	18.422.024	-	(18.710.825)	*Roads and building*
Bangunan fasilitas pelabuhan	(8.931.204)	(9.666.720)	-	-	(18.597.924)	*Port facilities*
Kapal	(189.990.792)	(43.213.879)	71.403.456	-	(161.801.215)	*Vessels*
Alat fasilitas pelabuhan	-	(4.556.449)	2.715.706	-	(1.840.743)	*Port equipments*
Peralatan	(110.352)	(1.104.736)	160.828	-	(1.054.260)	*Equipments*
Kendaraan	(17.458.039)	(9.916.081)	5.056.711	-	(22.317.409)	*Vehicles*
Subtotal	**(242.574.305)**	**(79.506.796)**	**97.758.725**	**-**	**(224.322.376)**	***Sub-total***
Nilai buku neto	**92.007.267**				**139.447.054**	***Net book value***

Beban penyusutan aset hak-guna pada tanggal 31 Desember 2024 dan 2023 dicatat masing-masing sebesar Rp227.004.660 dan Rp79.506.796 sebagai bagian dari beban operasi (Catatan 29).

Right-of-use asset depreciation as of December 31, 2024 and 2023 amounted to Rp227,004,660 and Rp79,506,796, respectively, and were recorded as part of operating expenses (Note 29).

14. ASET HAK-GUNA DAN LIABILITAS SEWA - NETO (lanjutan)

Penyisihan penurunan nilai mencerminkan selisih atas sewa lahan PLP Tanjung Batu dari Pelindo, yang sebelumnya disewakan kepada BMC hingga tahun 2038 (Catatan 30b). Karena BMC tidak lagi menggunakannya, lahan tersebut disewakan kembali kepada SPSL hingga tahun 2029. Selisih penerimaan sewa dihitung dengan metode present value discounted cash flow, membandingkan pembayaran sewa yang diterima dari SPSL dengan jumlah yang dibayarkan kepada Pelindo. Management berkeyakinan bahwa penyisihan penurunan nilai telah cukup untuk mengcover estimasi penurunan nilai atas sewa lahan PLP Tanjung Batu.

14. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES - NET (continued)

Allowance for impairment represents the lease differential arising from the PLP Tanjung Batu land, originally leased by BMC from Pelindo until 2038 (Note 30b). Since BMC is no longer utilizing the land, it has been re-leased to SPSL until 2029. The difference in lease income is calculated using the present value discounted cash flow method, comparing the lease payments received from SPSL with the amount paid to Pelindo. Management believes that the allowance for impairment is sufficient to cover the estimated impairment of the land lease for PLP Tanjung Batu.

Rincian liabilitas sewa adalah sebagai berikut:

The detail of lease liabilities is as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Liabilitas sewa			*Lease liabilities*
Bagian jangka pendek	303.868.059	74.142.322	*Current portion*
Bagian jangka panjang	216.367.821	35.848.229	*Long-term portion*
Total	**520.235.880**	**109.990.551**	***Total***

Jumlah yang diakui dalam laporan arus kas adalah sebagai berikut:

Amount recognized in statement of cash flow is as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Jumlah kas keluar untuk:			*Total cash outflow for:*
Pembayaran liabilitas sewa	183.197.583	85.493.605	*Payment of lease liabilities*
Pembayaran bunga	23.229.022	7.338.685	*Payment of interests*
Total	**206.426.605**	**92.832.290**	***Total***

Beberapa transaksi sewa mengandung opsi perpanjangan yang dapat diambil oleh Grup sebelum masa berakhirnya kontrak yang tidak dapat dibatalkan. Opsi perpanjangan yang dimiliki hanya dapat diambil oleh Grup. Grup mengevaluasi pada awal dimulainya masa sewa apakah besar kemungkinan akan diambilnya opsi perpanjangan. Grup mengevaluasi kembali penentuan ini apabila ada peristiwa signifikan atau ada perubahan keadaan signifikan di dalam kendali Grup.

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. The extension options held are exercisable only by the Group. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses this assessment if there is a significant event or significant change in circumstances within its control.

14. ASET HAK-GUNA DAN LIABILITAS SEWA - NETO (lanjutan) / *14. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES - NET (continued)*

Ringkasan komponen perubahan liabilitas yang timbul dari sewa adalah sebagai berikut:

Summary of component of changes in the liabilities arising from leases is as folllow:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Liabilitas sewa			*Lease liabilities*
Saldo awal	109.990.551	61.198.888	*Beginning balance*
Penambahan selama tahun berjalan	570.418.380	126.946.583	*Additions during the year*
Arus kas	(183.402.073)	(85.493.605)	*Cash flow*
Perubahan non-kas	23.229.022	7.338.685	*Non-cash change*
Saldo akhir	**520.235.880**	**109.990.551**	***Ending balance***

15. ASET TIDAK LANCAR LAINNYA / *15. OTHER NON-CURRENT ASSETS*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Aset tidak lancar lainnya			***Other non-current assets***
Pemeliharaan kapal	66.397.757	8.388.331	*Vessels docking*
Uang jaminan	30.030.357	30.655.585	*Guarantee deposits*
Aset lain-lain - neto	315.076	3.599	*Other assets - net*
Total aset tidak lancar lainnya	**96.743.190**	**39.047.515**	***Total other non-current assets***

Pemeliharaan kapal merupakan biaya perbaikan kapal Pelindo yang digunakan Grup yang diamortisasi selama 5 (lima) tahun.

Vessels docking is the cost of repairs for Pelindo's ships that utilised by the Group, which is amortized over a period of 5 (five) years.

Uang jaminan merupakan jaminan atas pembelian energi listrik dengan PLN.

Guarantee deposits represents a guarantee for the purchase of electricity with PLN.

16. UTANG USAHA / *16. TRADE PAYABLES*

a. Berdasarkan pemasok / *a. Based on suppliers*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Pihak ketiga			*Third parties*
Swasta	217.979.467	188.126.527	*Private*
Perorangan	22.850	471.800	*Individuals*
Subtotal - pihak ketiga	218.002.317	188.598.327	*Sub-total - third parties*
Pihak berelasi (Catatan 32e)	84.003.060	118.337.845	*Related parties (Note 32e)*
Total	**302.005.377**	**306.936.172**	***Total***

16. UTANG USAHA (lanjutan) / *16. TRADE PAYABLES (continued)*

b. Berdasarkan mata uang / *b. By currency*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Rupiah	302.005.377	306.936.172	*Rupiah*

Utang usaha merupakan utang usaha kerjasama mitra usaha penggunaan kapal, tenaga kerja operasi dan awak kapal, bahan bakar dan bahan habis pakai.

The trade payables mainly represents payable for partnership related to the use of ships, operational labor and crew, fuel and consumables.

17. BEBAN AKRUAL / *17. ACCRUED EXPENSES*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Bonus dan tantiem	611.422.206	374.468.232	*Bonus and tantiem*
Kerja sama mitra usaha	382.773.241	313.603.633	*Partnership*
Bahan	204.918.680	135.975.861	*Material*
Pemeliharaan	116.867.940	87.138.632	*Maintenance*
Umum	76.056.346	90.301.422	*General*
Jasa konsultan dan audit	39.407.191	12.069.281	*Consultation and audit*
Asuransi	18.390.835	4.039.675	*Insurance*
Sewa	9.808.763	1.453.320	*Rent*
Administrasi kantor	7.523.143	8.733.686	*Office administration*
Lain-lain	95.629.252	22.544.966	*Others*
Total	**1.562.797.597**	**1.050.328.708**	***Total***

Beban akrual - pegawai merupakan beban akrual untuk biaya bonus karyawan dan tantiem direksi.

Accrued expenses - employees represents accrued expenses for employee's bonus and directors' tantiem.

Beban akrual - kerjasama mitra usaha terutama merupakan kerjasama mitra usaha kapal serta tenaga kerja *sharing* operasi dan awak kapal.

Accrued expense - partnership mainly represents to partnership with chartered vessels, as well as shared operational labor and crew.

Beban akrual - bahan terutama merupakan bahan bakar, perlengkapan operasional, makanan, listrik, dan air.

Accrued expense - material mainly represents to fuel, operational, food, electricity, and water.

18. PERPAJAKAN / *18. TAXATION*

a. Pajak dibayar di muka / *a. Prepaid tax*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Perusahaan			*The Company*
Pajak Pertambahan Nilai	33.199.696	16.620.071	*Value Added Tax*
Pajak penghasilan	4.038.721	61.683	*Income taxes*
Subtotal	37.238.417	16.681.754	*Sub-total*
Entitas anak			
Pajak Pertambahan Nilai	247.412.906	157.820.287	*Value Added Tax*
Pajak Penghasilan	19.807.840	249.409	*Income taxes*
Subtotal	267.220.746	158.069.696	*Sub-total*
Total	**304.459.163**	**174.751.450**	***Total***

b. Taksiran tagihan restitusi pajak / *b. Estimated claims for tax refund*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Perusahaan			*The Company*
Pajak Pertambahan Nilai			*Value Added Tax*
2022 (Catatan 12h)	-	78.417.277	*2022 (Note 12h)*
Pajak Penghasilan			*Income tax*
2024 (Catatan 12d)	36.322.156	-	*2024 (Note 12d)*
2023 (Catatan 12d)	18.421.299	18.421.299	*2023 (Note 12d)*
2022 (Catatan 12h)	-	28.515.386	*2022 (Note 12h)*
Subtotal	54.743.455	125.353.962	*Sub-total*
Entitas anak			*Subsidiaries*
Pajak Pertambahan Nilai			*Value Added Tax*
2023 (Catatan 12h)	49.658.081	1.572.586	*2023 (Note 12h)*
Pajak Penghasilan			*Income tax*
2024	3.920.469	-	*2024*
2023 (Catatan 12h)	3.899.044	7.181.117	*2023 (Note 12h)*
2022 (Catatan 12h)	-	7.781.045	*2022 (Note 12h)*
2020 (Catatan 12h)	9.308.550	5.115.278	*2020 (Note 12h)*
Subtotal	66.786.144	21.650.026	*Sub-total*
Total	**121.529.599**	**147.003.988**	***Total***

18. PERPAJAKAN (lanjutan) / *18. TAXATION (continued)*

c. Utang pajak / *c. Taxes payable*

Rincian utang pajak adalah sebagai berikut: / *Details of taxes payable are as follows:*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Perusahaan			*The Company*
Pajak penghasilan			*Income taxes*
Pasal 4(2)	-	48.467	*Article 4(2)*
Pasal 21	1.221.102	18.991.218	*Article 21*
Pasal 22	10.203	-	*Article 22*
Pasal 23/26	1.254.328	4.651.908	*Article 23/26*
Subtotal	2.485.633	23.691.593	*Sub-total*
Entitas anak			*Subsidiaries*
PPh badan (Pasal 29)			*Corporate Income Tax (Article 29)*
2024	77.789.784	-	*2024*
2023	-	29.081.913	*2023*
Pajak Pertambahan Nilai (Catatan 36a)	12.276.097	20.029.152	*Value Added Tax (Note 36a)*
Pajak Penghasilan			*Income taxes*
Pasal 4(2)	1.897.110	370.814	*Article 4(2)*
Pasal 15	52.328	609.893	*Article 15*
Pasal 21	3.083.612	12.261.690	*Article 21*
Pasal 22	4.849	-	*Article 22*
Pasal 23/26	2.097.709	4.194.192	*Article 23/26*
Pasal 25	1.842.753	5.908.640	*Article 25*
Lainnya	-	13.638	*Others*
Subtotal	99.044.242	72.469.932	*Sub-total*
Total	**101.529.875**	**96.161.525**	***Total***

d. Pajak penghasilan badan / *d. Corporate income tax*

Rekonsiliasi antara laba sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan taksiran rugi pajak untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The reconciliation between income before corporate income tax per consolidated statements of profit or loss and other comprehensive income and estimated tax loss for the year ended December 31, 2024 and 2023 are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Laba sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	504.181.262	817.616.539	*Income before corporate income tax as shown in the consolidated statement of profit or loss and other comprehensive income*
Dikurangi:			*Less:*
Laba entitas anak sebelum pajak penghasilan badan	(352.653.792)	(557.804.942)	*Income before corporate income tax of subsidiaries*
Laba sebelum pajak penghasilan badan - Perusahaan	151.527.470	259.811.597	*Income before corporate income tax expenses - the Company*

18. PERPAJAKAN (lanjutan) / *18. TAXATION (continued)*

d. Pajak penghasilan badan (lanjutan) / *d. Corporate income tax (continued)*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Beda temporer:			*Temporary differences:*
Penyisihan imbalan kerja	101.434.335	36.377.707	*Provision for employee benefits*
Bonus	69.016.601	73.166.076	*Bonus*
Liabilitas sewa	(618.084)	2.578.549	*Lease liabilities*
Amortisasi	(76.179)	-	*Amortization*
Beda permanen:			*Permanent differences:*
Pendapatan yang dikenakan pajak penghasilan final	(368.299.412)	(324.556.478)	*Income subject to final income tax*
Beban promosi	35.461.904	34.379.438	*Promotion expenses*
Beban pajak lainnya	31.623.529	8.073	*Other tax expenses*
Lainnya	44.778.518	24.373.578	*Others*
Subtotal	(86.678.788)	(153.673.057)	*Sub-total*
Taksiran laba pajak	64.848.682	106.138.540	*Estimated taxable income*
Beban pajak penghasilan kini	14.266.710	23.250.479	*Current income tax expense*
Dikurangi pajak dibayar dimuka PPh pasal 23	(50.588.866)	(41.671.778)	*Less prepaid taxes - Income tax article 23*
Lebih bayar pajak penghasilan badan - Perusahaan	(36.322.156)	(18.421.299)	*Overpayment of corporate income tax - the Company*

Rekonsiliasi antara beban pajak penghasilan badan dengan jumlah teoritis beban pajak penghasilan yang dihitung berdasarkan laba sebelum pajak penghasilan badan dengan menggunakan tarif pajak yang berlaku adalah sebagai berikut:

Reconciliation between corporate income tax expenses and the theoretical tax amount on profit before corporate income tax using the applicable tax rate are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Laba sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	504.181.262	817.616.539	*Income before corporate income tax as shown in the consolidated* statement of profit or loss and other comprehensive income
Pajak penghasilan dihitung dengan tarif yang berlaku	110.919.877	179.875.639	*Income tax calculated at applicable rate*
Dampak perbedaan permanen:			*Effect of permanent differences:*
Beban yang tidak dapat dikurangkan	63.479.422	(26.622.491)	*Non-deductible expenses*
Hasil ketetapan pajak	-	17.219.553	*Tax assessment result*
Beban pajak penghasilan	**174.399.299**	**170.472.701**	***Corporate income tax expenses***

18. PERPAJAKAN (lanjutan) / *18. TAXATION (continued)*

e. Rincian beban pajak penghasilan dan final adalah sebagai berikut: / *e. The details of Income tax expenses and final tax expenses are as follows:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Beban pajak final			*Final tax expense*
Perusahaan	1.560.858	1.208.427	*The Company*
Entitas anak	35.972.782	9.303.983	*Subsidiaries*
Subtotal	37.533.640	10.512.410	*Sub-total*
Beban pajak penghasilan badan			*Corporate income tax expense*
Kini			*Current*
Perusahaan	14.266.710	23.350.479	*The Company*
Entitas anak	224.537.625	177.789.993	*Subsidiaries*
Subtotal	238.804.335	201.140.472	*Sub-total*
Tangguhan			*Deferred*
Perusahaan	(37.346.469)	(24.666.913)	*The Company*
Entitas anak	(27.058.567)	(6.000.858)	*Subsidiaries*
Subtotal	(64.405.036)	(30.667.771)	*Sub-total*
Total	**174.399.299**	**170.472.701**	***Total***

f. Perhitungan beban pajak penghasilan kini - tahun berjalan dan taksiran lebih bayar dan kurang bayar pajak penghasilan badan adalah sebagai berikut: / *f. The calculation of current income tax expense - current year and estimated overpayment and underpayment of corporate income tax are as follows:*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Taksiran laba kena pajak			*Estimated taxable income*
Perusahaan	64.848.682	106.138.540	*The Company*
Entitas anak	1.020.625.569	729.865.605	*Subsidiaries*
Jumlah taksiran penghasilan kena pajak	1.085.474.251	836.004.145	*Total estimated taxable income*
Beban pajak penghasilan badan tahun berjalan			*Corporate income tax expense - current*
Perusahaaan	14.266.710	23.350.479	*The Company*
Entitas anak	224.537.625	160.570.440	*Subsidiaries*
Hasil ketetapan pajak	-	17.219.553	*Tax assessment result*
Beban pajak penghasilan	**238.804.335**	**201.140.472**	***Corporate income tax expense***
Dikurangi pajak penghasilan pajak dibayar di muka			*Less prepaid income tax*
Perusahaaan	50.588.866	41.771.778	*The Company*
Entitas anak	146.747.841	115.224.087	*Subsidiaries*
Jumlah pajak penghasilan dibayar di muka	197.336.707	156.995.865	*Total prepaid income tax*

18. PERPAJAKAN (lanjutan) / *18. TAXATION (continued)*

f. Perhitungan beban pajak penghasilan kini - tahun berjalan dan taksiran lebih bayar dan kurang bayar pajak penghasilan badan adalah sebagai berikut: (lanjutan)

f. *The calculation of current income tax expense - current year and estimated overpayment and underpayment of corporate income tax are as follows: (continued)*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Taksiran tagihan restitusi pajak			Estimated claims for tax refund
Perusahaaan	36.322.156	18.421.299	*The Company*
Entitas anak	3.920.469	7.181.117	*Subsidiaries*
Total	**40.242.625**	**25.602.416**	***Total***
Taksiran utang pajak penghasilan - Pasal 29			*Estimated income tax payable - Article 29*
Perusahaaan	-	-	*The Company*
Entitas anak	77.789.784	29.081.913	*Subsidiaries*
Total	**77.789.784**	**29.081.913**	***Total***

Berdasarkan undang-undang perpajakan yang berlaku di Indonesia, entitas-entitas di dalam Grup menghitung dan membayar sendiri besarnya jumlah pajak yang terutang. Direktorat Jenderal Pajak dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak.

Under the taxation laws of Indonesia, entities within the Group calculates and pays tax on the basis of self assessment. The Directorate General of Tax may assess or amend tax liabilities within 5 (five) years of the time the tax becomes due.

g. Pajak tangguhan

Rincian aset (liabilitas) pajak tangguhan (Catatan 2p) adalah sebagai berikut:

g. Deferred taxes

The details of deferred tax assets (liabilities) (Note 2p) are as follows:

	31 Desember/*December 31, 2024*					
	Saldo Awal/ *Beginning Balance*	**Dikreditkan/ (dibebankan) Ke Laporan Laba-Rugi/ *Credited to Profit or Loss***	**Dikreditkan ke Penghasilan Komprehensif Lain/*Charged to Other Comprehensive Income***	**Penyesuaian/ *Adjustment***	**Saldo Akhir/ *Ending Balance***	
Aset Pajak Tangguhan						***Deferred Tax Assets***
Perusahaan						*The Company*
Imbalan kerja	17.635.340	22.315.554	-	-	39.950.894	*Employess benefits*
Cadangan beban pegawai	17.645.495	15.183.652	-	-	32.829.147	*Reserve for employee expense*
Liabilitas sewa - neto	316.285	(135.978)	-	-	180.307	*Lease liabilities - net*
Amortisasi	-	(16.759)	-	-	(16.759)	*Amortization*
Sub-total	35.597.120	37.346.469	-	-	72.943.589	*Sub-total*
Entitas anak	45.238.604	25.592.713	594.303	-	71.425.620	*Subsidiaries*
Total	**80.835.724**	**62.939.182**	**594.303**	**-**	**144.369.209**	***Total***
Liabilitas Pajak Tangguhan						***Deferred Tax Liabilities***
Entitas anak	4.402.902	(1.183.104)	(27.827)	-	3.191.971	*Subsidiaries*

18. PERPAJAKAN (lanjutan)

g. Pajak tangguhan (lanjutan)

Rincian aset (liabilitas) pajak tangguhan (Catatan 2p) adalah sebagai berikut: (lanjutan)

18. TAXATION (continued)

g. Deferred taxes (continued)

The details of deferred tax assets (liabilities) (Note 2p) are as follows: (continued)

	31 Desember/*December 31, 2023*					
	Saldo Awal/ *Beginning Balance*	Dikreditkan ke Laporan Laba-Rugi/ *Credited to Profit or Loss*	Dikreditkan ke Penghasilan Komprehensif Lain/*Charged to Other Comprehensive Income*	Penyesuaian/ *Adjustment*	Saldo Akhir/ *Ending Balance*	
Aset Pajak Tangguhan						***Deferred Tax Assets***
Perusahaan						*The Company*
Imbalan kerja	9.632.244	8.003.096	-	-	17.635.340	*Employess benefits*
Cadangan beban pegawai	1.548.959	16.096.536	-	-	17.645.495	*Reserve for employee expense*
Liabilitas sewa - neto	(250.996)	567.281	-	-	316.285	*Lease liabilities - net*
Sub-total	10.930.207	24.666.913	-	-	35.597.120	*Sub-total*
Entitas anak	42.858.620	2.307.867	72.117	-	45.238.604	*Subsidiaries*
Total	**53.788.827**	**26.974.780**	**72.117**	**-**	**80.835.724**	***Total***
Liabilitas Pajak Tangguhan						***Deferred Tax Liabilities***
Entitas anak	9.115.501	(4.712.529)	-	-	4.402.902	*Subsidiaries*

Manajemen berpendapat jika aset pajak tangguhan dapat dipulihkan atau direalisasikan di masa depan.

The management believes that deferred tax assets can be recovered or realized in the future.

h. Surat ketetapan pajak

Perusahaan

Surat Ketetapan Pajak untuk Tahun Pajak 2022

Pada tahun 2022, Perusahaan mencatat lebih bayar atas PPN masa September, Oktober, November dan Desember sebesar Rp78.417.276. Atas lebih bayar tersebut, Direktorat Jenderal Pajak menyatakan bahwa jumlah lebih bayar yang disetujui adalah sebesar Rp77.780.860, selisih hasil pemeriksaan pajak tersebut dengan catatan Perusahaan sebesar Rp636.416 telah dicatat sebagai bagian dari beban operasi lainnya.

Pada bulan Agustus dan September 2024, Perusahaan menerima pengembalian sebesar Rp69.577.053 setelah dikurangi dengan beberapa Surat Tagihan Pajak ("STP") atas pajak penghasilan pasal 21 dan PPN sebesar Rp8.203.807 yang telah dicatat sebagai bagian dari beban operasi lainnya.

h. Tax assessment letter

The Company

Tax Assessment Letter for Fiscal Year 2022

In 2022, the Company recorded an overpayment of VAT for the September, October, November and December period amounted Rp78,417,276. For this overpayment, the Directorate General of Taxes stated that the approved overpayment amounted to Rp77,780,860, the difference in the results of the tax audit with the Company's record amounted to Rp636,416 has been recorded as part of other operating expenses.

On August and September 2024, the Company received restitution amounted to Rp69,577,053 net off with several Tax Collection Letter ("STP") of tax income article 21 and VAT amounted to Rp8,203,807 which has been recorded as part of other operating expenses.

18. PERPAJAKAN (lanjutan)

h. Surat ketetapan pajak (lanjutan)

Perusahaan (lanjutan)

Pajak Penghasilan Badan Tahun Fiskal 2022

Pada tahun 2022, Perusahaan mencatat lebih bayar atas pajak penghasilan badan tahun fiskal 2022 sebesar Rp28.515.386. Atas lebih bayar tersebut, Direktorat Jenderal Pajak menyatakan bahwa jumlah lebih bayar yang disetujui adalah sebesar Rp27.281.890, selisih hasil pemeriksaan pajak tersebut dengan catatan Perusahaan sebesar Rp1.233.495 telah dicatat sebagai bagian dari beban pajak kini. Pada bulan Juni 2024, Perusahaan menerima pengembalian sebesar Rp5.732.080 setelah dikurangi dengan Surat Ketetapan Pajak Kurang Bayar ("SKPKB") dan Surat Tagihan Pajak ("STP") atas pajak penghasilan pasal 21, 23 dan 4(2) sebesar Rp21.549.810 yang telah dicatat sebagai bagian dari beban pajak kini.

Entitas Anak

JAI

Restitusi Pajak Pertambahan Nilai Masa Januari – Desember 2021

Pada tanggal 10 Oktober 2023, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar ("SKPLB") sebesar Rp19.728.831 dari pengajuan restitusi PPN masa 2021 sebesar Rp19.745.078. Pada tanggal 14 November 2023, Perusahaan menerima pembayaran atas SKPLB tersebut sebesar Rp17.994.078 setelah dikompensasi dengan beberapa Surat Tagihan Pajak ("STP") dan Surat Ketetapan Pajak Kurang Bayar ("SKPKB") sebesar Rp1.734.753.

Selisih antara pengajuan restitusi awal dengan SKPLB serta kompensasi atas STP dan SKPKB sehubungan dengan proses restitusi PPN ini, telah dicatat pada laporan laba rugi dan penghasilan komprehensif lain untuk tahun yang berakhir pada tanggal 31 Desember 2023.

Restitusi Pajak Pertambahan Nilai Masa 2022 dan 2023

Pada tanggal 18 Oktober 2024, JAI mengajukan restitusi atas PPN masa pajak 2022 dan 2023 sebesar Rp49.658.081. Sampai dengan tanggal penerbitan laporan keuangan konsolidasian ini, pengajuan restitusi ini sedang dalam proses pemeriksaan di Kantor Pajak.

18. TAXATION (continued)

h. Tax assessment letter (continued)

The Company (continued)

Corporate Income Tax Fiscal Year 2022

In 2022, the Company recorded an overpayment of corporate income tax for fiscal year 2022 amounted to Rp28,515,386. For this overpayment, the Directorate General of Taxes stated that the approved overpayment amounted to Rp27,281,890, the difference in the results of the tax audit with the Company's record amounted to Rp1,233,495 has been recorded as part of current income tax expenses. On June 2024, the Company received restitution amounted to Rp5,732,080 net off with several Underpayment Tax Letter ("SKPKB") and Tax Collection Letter ("STP") of tax income article 21, 23 and 4(2) amounted to Rp21,549,810 which has been recorded as part of current income tax expenses.

Subsidiaries

JAI

Value Added Tax Refunds Period January – December 2021

On October 10, 2023, the Company received an Overpayment Tax Assessment Letter ("SKPLB") amounting to Rp19,728,831 for the VAT refund submission for the period of 2021, which was initially claimed at Rp19,745,078. On November 14, 2023, the Company received a payment of Rp17,994,078 for the the SKPLB after compensated to several Tax Collection Letters ("STP") and Underpayment Tax Assessment Letters ("SKPKB") amounting to Rp1,734,753.

The difference between the initial restitution submission and SKPLB as well as compensation for STP and SKPKB in relation with the VAT restitution process, has been recorded in statements of profit or loss and other comprehensive income for the year ended December 31, 2023.

Value Added Tax Refunds Period 2022 and 2023

On October 18, 2024, JAI filed a refund of VAT for the tax period of 2022 and 2023 amounting to Rp49,658,081. Until the issuance date of the consolidated financial statements, the restitution request is in the process of examination at the Tax Office.

18. PERPAJAKAN (lanjutan)

h. Surat ketetapan pajak (lanjutan)

Entitas Anak (lanjutan)

PMS

Pajak penghasilan badan tahun fiskal 2020

Pada tanggal 16 Mei 2024, PMS menerima SKPKB pajak penghasilan tahun pajak 2020 sebesar Rp32.239.905 yang terdiri dari pokok kurang bayar dan sanksi administrasi masing-masing sebesar Rp16.119.952. PMS mengajukan permohonan pengurangan sanksi pada tanggal 24 Desember 2024 dan disetujui atas pengurangannya sebesar Rp12.089.964 melalui Surat Keputusan Pengurangan Sanksi atas SKPKB yang dikeluarkan oleh Direktorat Jenderal Pajak (DJP) pada tanggal 27 Februari 2025.

Atas pokok kurang bayar sebesar Rp16.119.952 dan sanksi administrasi sebesar Rp12.089.964 telah dicatat sebagai bagian dari beban pajak kini dan beban pajak.

Pajak penghasilan badan tahun fiskal 2019

Pada tanggal 1 Desember 2023, PMS menerima SKPKB pajak penghasilan tahun pajak 2019 sebesar Rp36.900.240 yang terdiri dari pokok kurang bayar dan sanksi administrasi masing-masing sebesar Rp18.450.120. PMS mengajukan permohonan pengurangan sanksi pada tanggal 12 November 2024 dan disetujui atas pengurangannya sebesar Rp13.837.590 melalui Surat Keputusan Pengurangan Sanksi atas SKPKB yang dikeluarkan oleh Direktorat Jenderal Pajak ("DJP") pada tanggal 20 Desember 2024.

Atas pokok kurang bayar sebesar Rp18.450.120 dan sanksi administrasi sebesar Rp13.837.590 telah dicatat sebagai bagian dari beban pajak kini dan beban pajak.

18. TAXATION (continued)

h. Tax assessment letter (continued)

Subsidiaries (continued)

PMS

Corporate income tax for fiscal year 2020

On May 16, 2024, PMS received a tax underpayment tax letter of CIT for fiscal year 2020 totaling Rp32,239,905 which comprised of underpayment and administration sanctions amounted to Rp16,119,952, respectively. Subsequently on December 24, 2024, PMS submitted a request for a reduction sanction and was approved with amount of reduction Rp12,089,964 through the Decision Letter on Reduction of Sanctions on SKPKB issued by the Directorate General of Taxes (DGT) on February 27, 2025.

The underpayment amounting to Rp16,119,952 and administrative sanctions amounting to Rp12,089,964 have been recorded as part of current tax expense and tax expense.

Corporate income tax for fiscal year 2019

On December 1, 2023, PMS received a tax underpayment tax letter of CIT for fiscal year 2019 totaling Rp36,900,240 which comprised of underpayment and administration sanctions amounted to Rp18,450,120, respectively. Subsequently on November 12, 2024, PMS submitted a request for a reduction sanction and was approved with amount of reduction Rp13,837,590 through the Decision Letter on Reduction of Sanctions on SKPKB issued by the Directorate General of Taxes ("DGT") on December 20, 2024.

The underpayment amounting to Rp18,450,120 and administrative sanctions amounting to Rp13,837,590 have been recorded as part of current tax expense and tax expense.

18. PERPAJAKAN (lanjutan)

h. Surat ketetapan pajak (lanjutan)

Entitas Anak (lanjutan)

EII

Pajak penghasilan badan tahun fiskal 2020

Atas klaim lebih bayar pajak badan tahun fiskal 2020 sebesar Rp2.317.227.039, EII menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) No. 00011/206/20/812/22 dari Direktorat Jenderal Pajak ("DJP") sehubungan dengan PPh Badan untuk tahun pajak 2020 dengan nilai sebesar Rp2.777.493.143 dan atas kurang bayar tersebut telah dibayar seluruhnya oleh EII pada tanggal 1 Juli 2022. EII tidak setuju dengan keputusan tersebut dan telah menyampaikan surat keberatan atas SKPKB PPh Badan tahun fiskal 2020 kepada DJP pada tanggal 29 Agustus 2022.

Pada tanggal 6 Juni 2023, EII menerima hasil surat keputusan keberatan No. KEP-00187/KEB/PJ/WPJ.15/2023 yang menolak keberatan tersebut. EII tidak setuju dengan keputusan tersebut dan telah mengajukan surat banding ke pengadilan pajak atas ditolaknya keberatan pada tanggal 13 Juli 2023.

Pada tanggal 4 September 2024, EII menerima hasil surat keputusan banding No.PUT-006742.15/2023/PP/M.XIIB yang menolak banding tersebut dan menambah koreksi dan denda pajak sebesar Rp4.213.829.949. Atas koreksi dan denda pajak tersebut telah dibayar seluruhnya oleh EII pada 15 Oktober 2024. EII tidak setuju dengan hasil putusan dan telah mengajukan Peninjauan Kembali ke Mahkamah Agung pada tanggal 26 November 2024. Sampai dengan tanggal laporan keuangan, EII belum menerima keputusan dari Mahkamah Agung atas peninjauan kembali tersebut. EII berkeyakinan bahwa klaim pajak tersebut dapat diterima kembali.

EPI

Pajak penghasilan badan tahun fiskal 2022

Pada tahun 2022, EPI mencatat lebih bayar atas PPh badan masa 2022 sebesar Rp1.495.426. Atas lebih bayar tersebut, Direktorat Jenderal Pajak menyatakan bahwa jumlah lebih bayar yang disetujui adalah sebesar Rp1.179.728 yang sudah diterima oleh EPI pada bulan Juli 2024.

18. TAXATION (continued)

h. Tax assessment letter (continued)

Subsidiaries (continued)

EII

Corporate income tax for fiscal year 2020

Based on claims for overpayment of corporate income tax for fiscal year 2020 amounting to Rp2,317,227,039, EII received a Tax Underpayment Assessment Letter (SKPKB) No. 00011/206/20/812/22 from the Directorate General of Taxes ("DGT") in relation to Corporate Income Tax for fiscal year 2020 amounting to Rp2,777,493,143 and the underpayment has been fully paid by the Company on July 1, 2022. EII disagreed with the decision and has submitted a letter of objection in relation to Tax Underpayment Letter of Corporate Income Tax fiscal year 2020 to the DJP on August 29, 2022.

On June 6, 2023, EII received the result of objection decision letter No. KEP-00187/KEB/PJ/WPJ.15/2023 which rejected the objection. EII disagreed with the decision and has submitted an appeal letter to the tax court regarding the rejection of the objection on July 13, 2023

On September 4, 2024, EII received the appeal decision letter No.PUT-006742.15/2023/PP/M.XIIB which rejected the appeal and added tax corrections and fines amounting to Rp4,213,829,949. EII paid the entire amount of the tax corrections and fines on October 15, 2024. EII disagreed with the decision and filed for a Judicial Review to the Supreme Court on November 26, 2024.As of the financial report date, EII has not received any decision from the Supreme Court regarding the judical review. EII believes that the claims for tax refund can be received.

EPI

Corporate income tax for fiscal year 2022

In 2022, EPI recorded an overpayment of CIT for fiscal year 2022 amounted to Rp1,495,426. For this overpayment, the Directorate General of Taxes stated that the amount of the approved overpayment was Rp1,179,728 which had been received by EPI in July 2024.

18. PERPAJAKAN (lanjutan)

h. Surat ketetapan pajak (lanjutan)

Entitas Anak (lanjutan)

EPI (lanjutan)

Pajak penghasilan badan tahun fiskal 2022 (lanjutan)

Selisih hasil pemeriksaan pajak tersebut dengan catatan EPI sebesar Rp169.782 telah dicatat sebagai bagian dari beban pajak penghasilan.

JPPI

Pajak penghasilan badan tahun fiskal 2022

Pada tahun 2022, JPPI mencatat lebih bayar atas PPh badan masa 2022 sebesar Rp4.113.665. Atas lebih bayar tersebut, Direktorat Jenderal Pajak menyatakan bahwa jumlah lebih bayar yang disetujui adalah sebesar Rp3.861.994 yang sudah diterima oleh JPPI pada bulan April 2024. Selisih hasil pemeriksaan pajak tersebut dengan catatan JPPI sebesar Rp251.671 telah dicatat sebagai bagian dari beban pajak penghasilan.

BIMA

Pajak penghasilan badan tahun fiskal 2023

Pada tahun 2023, BIMA mencatat lebih bayar atas PPh badan masa 2023 sebesar Rp5.604.826. Atas lebih bayar tersebut, Direktorat Jenderal Pajak menyatakan bahwa jumlah lebih bayar yang disetujui adalah sebesar Rp5.280.088 yang sudah diterima oleh BIMA pada bulan Mei 2024 sebesar Rp5.275.621 dan sisanya diterima pada bulan Januari 2025. Selisih hasil pemeriksaan pajak tersebut dengan catatan BIMA sebesar Rp324.737 masih dicatat sebagai estimasi tagihan pajak.

18. TAXATION (continued)

h. Tax assessment letter (continued)

Subsidiaries (continued)

EPI (continued)

Corporate income tax for fiscal year 2022 (continued)

The difference in the results of the tax audit with EPI's records amounted to Rp169,782 have been recorded as part of current income tax.

JPPI

Corporate income tax for fiscal year 2022

In 2022, JPPI recorded an overpayment of CIT for fiscal year 2022 amounted to Rp4,113,665. For this overpayment, the Directorate General of Taxes stated that the amount of the approved overpayment was Rp3,861,994 which had been received by JPPI in April 2024. The difference in the results of the tax audit with JPPI's records amounted to Rp251,671 have been recorded as part of current income tax.

BIMA

Corporate income tax for fiscal year 2023

In 2023, BIMA recorded an overpayment of CIT for fiscal year 2023 amounted to Rp5,604,826. For this overpayment, the Directorate General of Taxes stated that the amount of the approved overpayment was Rp5,280,088 which had been received by BIMA in May 2024 amounted to Rp5,275,621 and the remaining on January 2025. The differences in the results of the tax audit with BIMA's records amounted to Rp324,737 is recorded as part of estimated claim for income tax refund.

18. PERPAJAKAN (lanjutan) / *18. TAXATION (continued)*

i. Pajak Penghasilan Pilar Dua / *i. Pillar Two Income Taxes*

Berbagai negara telah memberlakukan atau bermaksud memberlakukan undang-undang perpajakan untuk mematuhi aturan model Pilar Dua, termasuk Indonesia (Catatan 2s). Grup berada dalam lingkup PMK 136/2024, yang tidak berdampak pada laporan keuangan konsolidasian 2024 tetapi mungkin akan mempengaruhi laporan keuangan konsolidasian Grup mulai 1 Januari 2025 dan seterusnya.

Various countries have enacted or intend to enact tax legislation to comply with Pillar Two model rules, including Indonesia (Note 2s). The Group is within the scope of PMK 136/2024, which did not impact 2024 consolidated financial statements but may impact the Group's consolidated financial statements from January 1, 2025 onward.

PMK 136/2024 menerapkan mekanisme perpajakan baru yang mensyaratkan Perusahaan Multinasional ("PMN") untuk membayar pajak tambahan di suatu yurisdiksi ketika tarif pajak efektif, yang ditentukan berdasarkan yurisdiksi menurut aturan Pilar Dua, lebih rendah dari tarif minimum 15%. PMK 136/2024 menetapkan mekanisme untuk menentukan entitas mana (atau entitas-entitas mana) dalam Grup PMN yang harus menerapkan pajak tambahan tersebut dan porsi pajak yang dibebankan kepada setiap entitas terkait.

PMK 136/2024 applies new taxing mechanisms under which a Multinational Enterprises ("MNE") would pay a top-up tax in a jurisdiction whenever the efective tax rate, determined on a jurisdictional basis under the Pillar Two rules is below a 15% minimum rate. PMK 136/2024 sets out the mechanics for determining which entity (or entities) in an MNE Group should apply the top-up tax and the portion of such tax that is charged to each relevant entity.

Untuk tahun yang berakhir pada tanggal 31 Desember 2024, Grup telah menerapkan amandemen PSAK 212 (dahulu PSAK 46): Pajak Penghasilan, yang memberikan pengecualian wajib sementara dari pengakuan atau pengungkapan pajak tangguhan terkait aturan Pilar Dua sehingga tidak ada dampak terhadap Laporan Keuangan (konsolidasian) 2024. Dampak masa depan dari aturan Pilar Dua untuk Grup masih dalam tahap estimasi.

For the year ended December 31, 2024, the Group has applied amendment to PSAK 212 (formerly PSAK 46): Income Taxes, which provides a mandatory temporary exception from recognizing or disclosing deferred taxes related to Pillar Two rules such that there is no impact to the 2024 consolidated financial statements. The future impact of Pillar Two rules for the Group is still being estimated.

19. LIABILITAS KONTRAK JANGKA PENDEK / *19. CONTRACT LIABILITES*

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Uang muka dari pelanggan			*Advances from customers*
Pihak ketiga	1.940.517	2.673.836	*Third parties*
Pihak berelasi (Catatan 32f)	115.809.409	79.983.095	*Related parties (Note 32f)*
Tanki penyimpanan	-	1.467.238	*Storage tank*
Total	**117.749.926**	**84.124.169**	***Total***
Liabilitas kontrak:			*Contract liabilites:*
Jangka pendek	117.749.926	82.656.931	*Short-term*
Jangka panjang	-	1.467.238	*Long-term*
Total	**117.749.926**	**84.124.169**	***Total***

20. PINJAMAN KEPADA PIHAK BERELASI / *20. DUE TO RELATED PARTY*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak berelasi (Catatan 32g)			*Related party (Note 32g)*
Pokok	116.452.500	116.452.500	*Principal*
Bunga dan denda	115.454.983	112.611.227	*Interest and penalties*
Total	**231.907.483**	**229.063.727**	***Total***
Dikurangi: bagian jangka pendek	(164.365.138)	(141.212.929)	*Less: Short-term portion*
Bagian jangka panjang	**67.542.345**	**87.850.798**	***Long-term portion***

RUKINDO / ***RUKINDO***

Pelindo (dahulu Pelindo II) / *Pelindo (formerly Pelindo II)*

Berdasarkan Akta No. 1 tanggal 2 Mei 2013 dari Notaris Kartono, S.H., Rukindo memperoleh pinjaman tanpa jaminan sebesar Rp40.000.000 dari Pelindo (dahulu Pelindo II) dengan jangka waktu pembayaran selama 11 (sebelas) bulan dan dikenakan suku bunga sebesar 4,5% per tahun.

Based on Deed No. 1 dated May 2, 2013, of Notary Kartono, S.H., Rukindo obtained an unsecured loan amounting to Rp40,000,000 from Pelindo (formerly Pelindo II) with repayment term of 11 (eleven) months and bears interest at the rate of 4.5% per annum.

Pinjaman ini diberikan untuk digunakan sebagai dana talangan untuk penyelesaian utang kepada PT Bank Mandiri (Persero) Tbk, pembayaran kewajiban pajak, perbaikan alat produksi, kewajiban kepada mitra usaha dan jasa konsultan hukum dan keuangan. Bunga pinjaman dan denda atas pokok pinjaman telah diakui sesuai batas maksimal dalam perjanjian. Untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023, denda bunga sebesar 0,5% perbulan dari bunga pinjaman diakui Rukindo secara periodik dan tidak ada batas maksimal yang disebutkan dalam perjanjian.

This loan is provided as a bridging loan to be used for settlement of loans to PT Bank Mandiri (Persero) Tbk, payments of tax liabilities, repair of production tools, payables to business partners, and legal and financial consultant services. The interest loan and penalty of principal loan has been recognized within the maximum limits in the greement. For the years ended December 31, 2024, and 2023, penalty interest at 0.5% per month on the loan interest was recognized by Rukindo on a periodic basis and there is no maximum limit specified in the agreement.

Pada tanggal 31 Desember 2024 dan 2023, saldo pokok pinjaman ini sebesar Rp10.000.000.

As of December 31, 2024 and 2023, the principal of this loan outstanding amounted to Rp10,000,000.

Berdasarkan Akta No. 9 tanggal 21 April 2014 dari Notaris Nanda Fauz Iwan, S.H., M.Kn., Rukindo kembali memperoleh pinjaman tanpa jaminan sebesar Rp40.000.000 dari Pelindo (dahulu Pelindo II) dengan jangka waktu selama 11 (sebelas) bulan dan dikenakan suku bunga sebesar 4,5% per tahun.

Based on Deed No. 9 dated April 21, 2014, of Notary Nanda Fauz Iwan, S.H., M.Kn., Rukindo obtained again an unsecured loan from Pelindo (formerly Pelindo II) amounting Rp40,000,000 with repayment term of 11 (eleven) months and bears interest at the rate of 4.5% per annum.

Pinjaman ini diberikan untuk digunakan dalam penyelesaian permasalahan KK Irian Jaya, KK Seram, KK Betuah dan KK Sulawesi II di India, pengoperasian unit usaha galangan dan penyelesaian kewajiban kepada PT Daya Radar Utama.

This loan is provided to be used for settlement of legal matters related to TSHD Irian Jaya, TSHD Seram, TSHD Betuah and TSHD Sulawesi II in India, operation of shipyard business unit and settlement of liabilities to PT Daya Radar Utama.

Pada tanggal 31 Desember 2024 dan 2023, saldo pokok pinjaman ini sebesar Rp40.000.000.

As of December 31, 2024 and 2023, the principal of this loan outstanding amounted to Rp40,000,000.

20. PINJAMAN KEPADA PIHAK BERELASI (lanjutan)

RUKINDO (lanjutan)

Pelindo (dahulu Pelindo II) (lanjutan)

Bunga atas pokok pinjaman telah diakui sesuai batas maksimal dalam perjanjian. Untuk tahun yang berakhir pada tanggal 31 Desember 2024 dan 2023, denda bunga sebesar 0,1% perbulan dari bunga pinjaman diakui Rukindo secara periodik dengan batas maksimal sebesar 5% sesuai dengan yang disebutkan dalam perjanjian.

Berdasarkan Akta No. 22 tanggal 13 Agustus 2007 dari Notaris Kartono, S.H., Rukindo memperoleh pinjaman modal kerja sindikasi sebesar Rp16.000.000, Rp32.000.000, Rp24.000.000 dan Rp8.000.000 masing-masing dari Pelindo (dahulu PT Pelabuhan Indonesia I (Persero) ("Pelindo I")), Pelindo (dahulu Pelindo II), Pelindo (dahulu Pelindo III) dan Pelindo (dahulu PT Pelabuhan Indonesia IV (Persero) ("Pelindo IV")) dengan jangka waktu selama 5 (lima) tahun dan dikenakan suku bunga sebesar rata-rata tingkat suku bunga deposito bank pemerintah dengan jangka waktu 1 (satu) tahun, yang ditetapkan pada setiap awal tahun.

Pinjaman ini dijamin dengan 3 (tiga) unit kapal keruk yaitu KK Natuna, KK Timor dan KK Kalimantan II. Berdasarkan perjanjian pinjaman modal kerja sindikasi tersebut pada pasal 5 menjelaskan bahwa pinjaman modal yang diberikan bagian dari Pelindo (dahulu Pelindo II) adalah sebesar Rp32.000.000 atau 40% dari total pinjaman modal kerja sindikasi. Pada tanggal 31 Desember 2024 dan 2023, saldo pokok pinjaman ini sebesar Rp30.301.458.

Berdasarkan Surat Perjanjian No. 24/05/08/DIRUT-2021 dan No. KU.02.04/24/5/1/BEN/UT/PI.II-21 tanggal 24 Mei 2021 tentang penjadwalan ulang pinjaman-pinjaman Rukindo kepada Pelindo (dahulu Pelindo II), disepakati bahwa nilai utang pokok Rukindo tetap sebesar Rp80.301.458 serta utang bunga dan denda sebesar Rp106.189.873.

Berdasarkan kesepakatan di atas, Rukindo akan membayar utang pokok sebesar Rp80.301.458 yang akan diangsur selama 10 (sepuluh) tahun dengan dikenakan bunga sebesar 5,5% per tahun dari jumlah pokok utang yang tersisa. Sedangkan untuk penyelesaian utang bunga dan denda sebesar Rp106.189.873 akan disepakati dalam perjanjian tambahan terpisah.

20. DUE TO RELATED PARTY (continued)

RUKINDO (continued)

Pelindo (formerly Pelindo II) (continued)

Interest of the loan principal has been recognized according to the maximum limit in the agreement. For the years ended December 31, 2024 and 2023, the interest penalty at 0.1% per month on the loan interest was recognized by Rukindo on a periodic basis with a maximum limit of 5% in accordance with what is stated in the agreement.

Based on Deed No. 22 dated August 13, 2007, of Notary Kartono, S.H., Rukindo obtained syndicated working capital loans amounting to Rp16,000,000, Rp32,000,000, Rp24,000,000 and Rp8,000,000 from Pelindo (formerly PT Pelabuhan Indonesia I (Persero) ("Pelindo I")), Pelindo (formerly Pelindo II), Pelindo (formerly Pelindo III) and Pelindo (formerly PT Pelabuhan Indonesia IV (Persero) ("Pelindo IV")), respectively, with repayment term of 5 (five) years and bears interest at the rate equal to the average interest rate on 1 (one) year time deposits of government-owned banks, which shall be determined at the beginning of each year.

The loans are secured by 3 (three) units of dredgers, which are TSHD Natuna, TSHD Timor and TSHD Kalimantan II. Based on the syndicated working capital loan agreement in article 5, it explains that the capital loan provided by Pelindo (formerly Pelindo II) is Rp32,000,000 or 40% of the total syndicated working capital loan. As of December 31, 2024 and 2023, the outstanding balance of these loans amounted to Rp30,301,458.

Based on the agreement No. 24/05/08/DIRUT-2021 and No. KU.02.04/24/5/1/BEN/UT/PI.II-21 dated May 24, 2021 concerning the capital loan restructuring to Pelindo (formerly Pelindo II), it was agreed that Rukindo's principal debt still same which amounted to Rp80,301,458 while the interest debts and penalties became Rp106,189,873.

Based on the agreement above, Rukindo will pay the principal loan amounting to Rp80,301,458 by installments for 10 (ten) years with interest rate of 5.5% per annum from the remaining principal amount. Meanwhile the interest debt and penalties amounted Rp106,189,873 will be agreed in the additional separate agreement.

20. PINJAMAN KEPADA PIHAK BERELASI (lanjutan)

RUKINDO (lanjutan)

Pelindo (dahulu Pelindo II) (lanjutan)

Sampai dengan tanggal penyelesaian laporan keuangan ini, belum ada tambahan perjanjian terkait dengan pinjaman kepada Pelindo (dahulu Pelindo II).

Pelindo (dahulu Pelindo III)

Berdasarkan Surat Perjanjian No. 14/12/3/DIRUT-2018 dan No. PKS.55/HK.05018/P.III-2018 tanggal 14 Desember 2018 tentang restrukturisasi pinjaman modal kerja kepada Pelindo (dahulu Pelindo III), disepakati bahwa utang pokok Rukindo tetap sebesar Rp24.000.000 sedangkan utang bunga dan denda menjadi sebesar Rp6.267.150.

Berdasarkan kesepakatan di atas, Rukindo akan membayar utang pokok sebesar Rp10.000.000 setelah memperoleh tambahan penyertaan modal dari Pelindo (dahulu Pelindo III) dan/atau sumber dana lainnya yang diperoleh Perusahaan. Sedangkan sisa utang pokok sebesar Rp14.000.000 akan diangsur selama 7 (tujuh) tahun dengan dikenakan bunga sebesar rata-rata suku bunga Jakarta Interbank Offered Rate (JIBOR) mata uang Rupiah tenor 6 (six) bulan. Sedangkan utang bunga sebesar Rp6.267.150 akan diusulkan untuk dihapus maksimal 50% dari total utang bunga dan sisanya dibayarkan secara proposional selama 7 (tujuh) tahun.

Pada tanggal 31 Desember 2024 dan 2023, nilai pokok atas pinjaman kepada pihak berelasi milik Rukindo adalah sebesar Rp88.051.458, serta nilai bunga dan denda atas pinjaman kepada pihak berelasi masing-masing sebesar Rp108.811.687 dan Rp99.341.520. Beban bunga dan denda yang dibebankan pada masing-masing tahun 2024 dan 2023 adalah sebesar Rp18.623.325 dan Rp18.794.630 (Catatan 31b).

20. DUE TO RELATED PARTY (continued)

RUKINDO (continued)

Pelindo (formerly Pelindo II) (continued)

As of the date of completion of this financial statements, there is no additional agreement related to capital loan with Pelindo (formerly Pelindo II).

Pelindo (formerly Pelindo III)

Based on the Agreement No. 14/12/3/DIRUT-2018 and No. PKS.55/HK.05018/P.III-2018 dated December 14, 2018 concerning the capital loan restructuring to Pelindo (formerly Pelindo III), it was agreed that the The company's principal debt still same which amounted to Rp24,000,000 while interest debts and penalties became Rp6,267,150.

Based on the agreement above, Rukindo will pay the principal loan amounting to Rp10,000,000 after obtaining additional capital injection from Pelindo (formerly Pelindo III) and/or other sources of funds obtained from Rukindo. The remaining principal loan of Rp14,000,000 will be paid in installments for 7 (seven) years which bears interest at the average rate of Jakarta Interbank Interest Rate (JIBOR) in Rupiah currency with a tenor of 6 (six) months. While the interest payable of Rp6,267,150 will be submitted to be written off with maximum of 50% of the total interest and the remaining will be paid proportionally for 7 (seven) years.

As of December 31, 2024 and 2023, the principal amounts of due to related party held by Rukindo were Rp88,051,458. Additionally, the interest and penalties of due to related party were Rp108,811,687 and Rp99,341,520, respectively. Interest expense and penalties which charged to finance costs in 2024 and 2023 were Rp18,623,325 and Rp18,794,630, respectively (Note 31b).

20. PINJAMAN KEPADA PIHAK BERELASI (lanjutan)

JPPI

Pada tanggal 14 Juli 2015, JPPI dan Pelindo menandatangani "Perjanjian Pemberian Pinjaman Jangka Pendek Tanpa Jaminan" ("Perjanjian") dimana JPPI memperoleh pinjaman sejumlah Rp35.000.000.000 untuk jangka waktu 11 (sebelas) bulan dengan bunga sebesar 7%. Pada tanggal 31 Agustus 2018, JPPI telah menyampaikan surat kepada Pelindo mengenai perpanjangan perjanjian pinjaman. Pada tanggal 15 Februari 2019, JPPI telah menyampaikan surat kepada Pelindo mengenai permohonan penghentian beban bunga dan denda pinjaman dan penjadwalan pembayaran. Pada tanggal 14 Mei 2019, JPPI telah menyampaikan surat kepada Pelindo mengenai permohonan restrukturisasi pinjaman.

Pada bulan Maret 2020, JPPI menunjuk PII untuk melakukan kajian restrukturisasi pinjaman dari pemegang saham. Pada tanggal 2 April 2020, PII telah selesai melakukan kajian dan menerbitkan laporan restrukturisasi shareholder's loan. Selanjutnya, pada tanggal 18 Mei 2020, JPPI telah mengirimkan surat perihal "Skema Penjadwalan Ulang Pelunasan Pinjaman Rp35 miliar JPPI" kepada Pelindo.

Pada tanggal 12 Juli 2021, JPPI dan Pelindo telah menandatangani adendum perjanjian dimana, terhitung sejak 1 Januari 2021, saldo pinjaman tersebut dikenakan bunga sebesar 5,5% per tahun dan tidak dikenakan denda untuk keterlambatan pembayaran pinjaman dan bunga. Pembayaran pinjaman dan bunga dilakukan per semester sampai dengan tahun 2026 dengan angsuran pinjaman sebesar 1% pada tahun pertama, 4% pada tahun kedua dan 6% per tahun dari tahun ketiga sampai dengan tahun keenam.

Pada tanggal 31 Desember 2024 dan 2023, nilai pokok atas pinjaman kepada pihak berelasi milik JPPI masing-masing sebesar Rp28.401.042 dan Rp28.401.042. Selain itu, nilai bunga dan denda atas pinjaman kepada pihak berelasi masing-masing sebesar Rp6.643.295 dan Rp13.269.707. Beban bunga dan denda yang dibebankan pada masing-masing tahun 2024 dan 2023 adalah sebesar Rp1.562.058 dan Rp1.740.370 (Catatan 31b).

20. DUE TO RELATED PARTY (continued)

JPPI

On July 14, 2015, JPPI and Pelindo entered into an "Unsecured Short-Term Loan Agreement" with Pelindo, through which JPPI obtained a loan amounting to Rp35,000,000,000 for a period of 11 (eleven) months with an interest rate of 7%. On August 31, 2018, JPPI submitted a letter to Pelindo regarding the extension of the loan agreement. Subsequently, on February 15, 2019, JPPI sent a letter to Pelindo requesting the cessation of loan interest and penalties and the scheduling of payments. Finally, on May 14, 2019, JPPI approached Pelindo with a request for the loan restructuring.

In March 2020, JPPI appointed PII, a related party, to conduct a review of the loan restructuring from the shareholders. By April 2, 2020, PII had completed the review and issued a shareholder's loan restructuring report. Subsequently, on May 18, 2020, JPPI sent a letter to Pelindo concerning the "Scheme for Rescheduling the Repayment of the Rp35 billion JPPI Loan."

On July 12, 2021, JPPI and Pelindo signed an addendum to the agreement which stipulated that, effective from January 1, 2021, the outstanding loan balance would incur interest at a rate of 5.5% per annum and no penalties would be applied for late payments of the loan and interest. The repayment of the loan and interest was to be made semi-annually until 2026, with loan installments set at 1% in the first year, 4% in the second year, and 6% per year from the third to the sixth year.

As of December 31, 2024 and 2023, the principal amounts of due to related party held by JPPI were Rp28,401,042 and Rp28,401,042, respectively. Additionally, the interest and penalties of due to related party were Rp6,643,295 and Rp13,269,707, respectively. Interest expense and penalties which charged to finance costs in 2024 and 2023 were Rp1,562,058 and Rp1,740,370, respectively (Note 31b).

21. LIABILITAS JANGKA PENDEK LAINNYA / *21. OTHER CURRENT LIABILITIES*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga	37.452.328	30.921.099	*Third parties*
Pihak berelasi (Catatan 32h)	44.359.747	67.900.746	*Related parties (Note 32h)*
Total	**81.812.075**	**98.821.845**	***Total***

Rincian liabilitas jangka pendek lainnya pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

Details of other current liabilities as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Uang titipan dari pelanggan			*Deposit from customers*
Pihak ketiga			*Third parties*
Swasta	24.629.084	14.339.797	*Private*
Perorangan	410.673	3.725.956	*Individuals*
Subtotal	25.039.757	18.065.753	*Sub-total*
Pihak berelasi (Catatan 32h)	21.323.056	57.830.256	*Related parties (Note 32h)*
Subtotal	**46.362.813**	**75.896.009**	***Sub-total***
Utang lain-lain			*Other liabilities*
Pihak ketiga			*Third parties*
Perorangan	9.137.580	10.139.426	*Individuals*
Swasta	3.274.991	2.715.920	*Private*
Subtotal	12.412.571	12.855.346	*Sub-total*
Pihak berelasi (Catatan 32h)	23.036.691	10.070.490	*Related parties (Note 32h)*
Subtotal	**35.449.262**	**22.925.836**	***Sub-total***
Total	**81.812.075**	**98.821.845**	***Total***

Uang titipan dari pelanggan - pihak ketiga terutama berasal dari kelebihan pembayaran dari pelanggan dan pembayaran dari pelanggan yang belum teridentifikasi.

Deposit from customers - third parties consist of overpayment from customer and unidentified payment from customers.

Uang titipan dari pelanggan - pihak berelasi, merupakan uang titipan yang berasal dari gaji bulanan pegawai untuk iuran kesehatan, asuransi, dan program pensiun.

Deposit from customers - related parties, consist of deposit for health contributions, insurance and pension plans which derived from employee monthly salaries.

Utang lain-lain - pihak ketiga terutama merupakan liabilitas yang timbul dari provisi jangka pendek PMS.

Other current liabilities - third parties, mainly from short-term provision of PMS.

22. LIABILITAS IMBALAN KERJA / *22. EMPLOYEE BENEFIT LIABILITIES*

Pada tanggal 31 Desember 2024 dan 2023, Grup mencatat liabilitas imbalan kerja karyawan berdasarkan perhitungan yang dilakukan oleh Kantor Konsultan Aktuaria Yusi dan Rekan, Kantor Konsultan Aktuaria Arya Bagiastra, KKA Syamsuddin B. Salam dan PT Emerald Delta Consulting aktuaris independen, dengan menggunakan metode "*Projected Unit Credit*".

As of December 31, 2024 and 2023, the Group recorded employee benefits liabilities based on actuarial computations performed by Actuarial Consultant Yusi dan Rekan, Actuarial Consultant Arya Bagiastra, Actuarial Consultant Syamsuddin B. Salam and PT Emerald Delta Consulting independent actuary, using the "Projected Unit Credit" method.

Berikut adalah asumsi-asumsi penting yang digunakan dalam laporan aktuaris independen:

The basic assumptions used by the independent actuaries are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Tingkat diskonto	6,37% - 7,83%	6,25% - 7,83%	*Discount rate*
Tingkat proyeksi kenaikan gaji	2,00% - 8,00%	2,00% - 8,00%	*Salary increase projection rate*
Tingkat mortalitas	TMI 2019	TMI 2019	*Mortality rate*
Tingkat cacat tetap	10% dari tabel mortalitas/ *from table of mortality*		*Permanent disability rate*
Tingkat pengunduran diri	usia sebelum 19 tahun/*before 19 years old* = 0% 20-29 tahun/*year* = 4% - 10% 30-39 tahun/year = 5% 40-44 tahun/*year* = 3% 45-49 tahun/*year* = 0% - 2% 50-55 tahun/*year* = 0% - 1% lebih dari 56 tahun/*year* = 0%		*Level of resignation*
Usia pensiun normal	56 tahun/*years*		*Normal pension age*

Liabilitas imbalan kerja karyawan adalah sebagai berikut:

The employee benefit liabilities are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Program pensiun	10.181.443	9.824.072	*Pension program*
Program penghargaan masa bhakti	2.356.452	1.716.823	*Gratuity and compensation benefits*
Imbalan kerja jangka panjang lainnya	5.909.248	5.199.112	*Other long-term employee benefits*
Total	**18.447.143**	**16.740.007**	***Total***
Dikurangi: bagian jangka pendek	(2.483.392)	(1.951.864)	*Less: short-term portion*
Bagian jangka panjang	**15.963.751**	**14.788.143**	***Long-term portion***

a. Program Pensiun / *a. Pension Program*

Liabilitas imbalan kerja dan pencadangan biaya imbalan kerja atas program pensiun ini adalah sebagai berikut:

Employee benefits liabilities and employee benefits expenses for the pension program are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai kini liabilitas	10.181.443	13.338.903	*Present value of liabilities*
Nilai wajar aset program	-	(3.514.831)	*Fair value of plan assets*
Liabilitas yang diakui	**10.181.443**	**9.824.072**	***Recognized liabilities***

22. LIABILITAS IMBALAN KERJA (lanjutan) / *22. EMPLOYEE BENEFIT LIABILITIES (continued)*

a. Program Pensiun (lanjutan) / *a. Pension Program (continued)*

Liabilitas imbalan kerja dan pencadangan biaya imbalan kerja atas program pensiun ini adalah sebagai berikut: (lanjutan)

Employee benefits liabilities and employee benefits expenses for the pension program are as follows: (continued)

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Biaya jasa kini	1.963.790	1.839.106	*Current service cost*
Biaya bunga	1.082.373	651.277	*Interest cost*
Biaya jasa lalu	(620.562)	(1.082.758)	*Past service cost*
Pengukuran kembali manfaat jangka panjang	(412.523)	259.295	*Remeasurement of other long term employee benefits*
Beban yang diakui	2.013.078	1.666.920	*Recognized expense*
Liabilitas awal tahun	9.824.072	6.947.470	*Liabilities at beginning of year*
Beban yang diakui dalam laba rugi	2.013.078	1.666.920	*Expense recognized in profit or loss*
Penghasilan komprehensif lain	2.014.516	1.288.906	*Other comprehensive income*
Pembayaran manfaat	(3.670.223)	(79.224)	*Benefits payment*
Liabilitas akhir tahun	**10.181.443**	**9.824.072**	***Liabilities at end of year***
Nilai kini liabilitas - awal tahun	9.824.072	6.947.470	*Present value ot liabilities - beginning of year*
Biaya jasa kini	1.963.790	1.839.106	*Current service cost*
Biaya bunga	1.082.373	651.277	*Interest cost*
Biaya jasa lalu	(620.562)	(1.082.758)	*Past service cost*
Pengukuran kembali imbalan yang diakui pada pada penghasilan komprehensif lain	2.014.516	1.288.906	*Remeasurement of benefits organized in other comprehensive income*
Pembayaran manfaat	(3.670.223)	(79.224)	*Benefits payment*
Pengukuran kembali imbalan pasca kerja jangka panjang	(412.523)	259.295	*Remeasurement of other long-term post employment benefits*
Nilai kini liabilitas akhir tahun	**10.181.443**	**9.824.072**	***Present value of liabilities - end of year***
Nilai wajar aset program - awal tahun	3.514.831	3.032.346	*Fair value of program assets - beginning of year*
Imbal hasil atas aset program	197.084	-	*The return on plan assets*
Iuran pemberi kerja	3.358.534	-	*Employer contributions*
Laba (rugi) ekspektasian aset program	-	216.439	*Expected gain (loss) on plan assets*
Keuntungan (kerugian) aktuarial	-	701.404	*Actuarial gain (loss)*
Pembayaran manfaat	(7.070.449)	(435.358)	*Benefits payment*
Nilai wajar aset program - akhir tahun	**-**	**3.514.831**	***Fair value of program assets - end of year***

22. LIABILITAS IMBALAN KERJA (lanjutan) / *22. EMPLOYEE BENEFIT LIABILITIES (continued)*

a. Program Pensiun (lanjutan) / *a. Pension Program (continued)*

Rincian liabilitas imbalan kerja di laporan posisi keuangan konsolidasian berdasarkan jatuh tempo pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The details of the employee benefit liabilities in the consolidated statements of financial position based on the maturity date as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Jatuh tempo <= 1 tahun	596.096	1.292.445	*Maturity <= 1 year*
Jatuh tempo > 1 tahun dan <= 5 tahun	3.252.687	13.531.735	*Maturity > 1 year and <= 5 years*
Jatuh tempo > 5 tahun	101.418.139	65.335.598	*Maturity > 5 years*
Total	**105.266.922**	**80.159.778**	***Total***

Perubahan satu poin persentase asumsi tingkat diskonto akan memiliki efek pada tahun 2024 sebagai berikut:

A one percentage point change in the assumed discount rate would have the following effects in 2024:

	Kenaikan/ *Increase*	Penurunan/ *Decrease*	
Nilai kini liabilitas	(1.578.119)	1.215.965	*Present value of liabilities*

Perubahan satu poin persentase asumsi tingkat kenaikan gaji akan memiliki efek pada tahun 2024 sebagai berikut:

A one percentage point change in the assumed salary increase rate would have the following effects in 2024:

	Kenaikan/ *Increase*	Penurunan/ *Decrease*	
Nilai kini liabilitas	1.115.719	(1.502.644)	*Present value of liabilities*

b. Program penghargaan masa bhakti / *b. Gratuity and compensation benefits*

Liabilitas imbalan kerja dan pencadangan biaya imbalan kerja atas program penghargaan masa bhakti adalah sebagai berikut:

Employee benefits liabilities and employee benefits expenses for the gratuity and compensation benefits are as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Nilai kini liabilitas	**2.356.452**	**1.716.823**	***Present value of liabilities***

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Biaya jasa kini	377.264	364.181	*Current service cost*
Biaya bunga	115.643	77.812	*Interest cost*
Keuntungan aktuarial	(211.875)	-	*Actuarial gain*
Biaya jasa lalu	-	24.884	*Past service cost*
Beban yang diakui	281.032	466.877	*Recognized expense*
Liabilitas awal tahun	1.716.823	1.084.699	*Liabilities at beginning of year*
Beban yang diakui dalam laba rugi	281.032	466.877	*Expense recognized in profit or loss*
Penghasilan komprehensif lain	420.987	165.247	*Other comprehensive income*
Pembayaran manfaat	(62.390)	-	*Benefits payment*
Liabilitas akhir tahun	**2.356.452**	**1.716.823**	***Liabilities at end of year***

22. LIABILITAS IMBALAN KERJA (lanjutan) / *22. EMPLOYEE BENEFIT LIABILITIES (continued)*

b. Program penghargaan masa bhakti (lanjutan) / *b. Gratuity and compensation benefits (continued)*

Liabilitas imbalan kerja dan pencadangan biaya imbalan kerja atas program penghargaan masa bhakti adalah sebagai berikut: (lanjutan)

Employee benefits liabilities and employee benefits expenses for the gratuity and compensation benefits are as follows: (continued)

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Nilai kini liabilitas			*Present value of liabilities*
- awal tahun	1.716.823	1.084.699	*- beginning of year*
Biaya jasa kini	377.264	364.181	*Current service cost*
Biaya jasa lalu	-	24.884	*Past service cost*
Biaya bunga	115.643	77.812	*Interest cost*
Penghasilan komprehensif lain	420.987	165.247	*Other comprehensive income*
Pembayaran manfaat	(62.390)	-	*Benefits payment*
Keuntungan aktuarial	(211.875)	-	*Actuarial gain*
Nilai kini liabilitas akhir tahun	**2.356.452**	**1.716.823**	***Present value of liabilities - end of year***

Rincian liabilitas imbalan kerja di laporan posisi keuangan konsolidasian berdasarkan jatuh tempo pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The details of the employee benefit liabilities in the consolidated statements of financial position based on the maturity date as of December 31, 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Jatuh tempo <= 1 tahun	39.403	133.233	*Maturity <= 1 year*
Jatuh tempo > 1 tahun dan <= 5 tahun	956.654	1.118.629	*Maturity > 1 year and <= 5 years*
Jatuh tempo > 5 tahun	31.814.111	22.294.716	*Maturity > 5 years*
Total	**32.810.168**	**23.546.578**	***Total***

Perubahan satu poin persentase asumsi tingkat diskonto akan memiliki efek pada tahun 2024 sebagai berikut:

A one percentage point change in the assumed discount rate would have the following effects in 2024:

	Kenaikan/ *Increase*	**Penurunan/ *Decrease***	
Nilai kini liabilitas	(359.740)	279.203	*Present value of liabilities*

Perubahan satu poin persentase asumsi tingkat kenaikan gaji akan memiliki efek pada tahun 2024 sebagai berikut:

A one percentage point change in the assumed salary increase rate would have the following effects in 2024:

	Kenaikan/ *Increase*	**Penurunan/ *Decrease***	
Nilai kini liabilitas	276.629	(240.610)	*Present value of liabilities*

22. LIABILITAS IMBALAN KERJA (lanjutan) / *22. EMPLOYEE BENEFIT LIABILITIES (continued)*

c. Imbalan kerja jangka panjang lainnya / *c. Other long-term employee benefits*

Liabilitas imbalan kerja dan pencadangan biaya imbalan kerja atas imbalan kerja panjang lainnya adalah sebagai berikut:

Employee benefits liabilities and employee benefits expenses for other long-term employee benefits are as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Nilai kini liabilitas	**5.909.248**	**5.199.112**	***Present value of liabilities***

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Biaya jasa kini	687.502	852.489	*Current service cost*
Biaya bunga	65.254	244.154	*Interest cost*
Kerugian/(keuntungan) aktuarial	59.093	(8.283)	*Actuarial loss/(gain)*
Pengukuran kembali manfaat jangka panjang	(8.289)	823.914	*Remeasurement of other long term employee benefits*
Beban yang diakui	803.560	1.912.274	*Recognized expense*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Liabilitas awal tahun	5.199.112	3.704.603	*Liabilities at beginning of year*
Beban yang diakui dalam laba rugi	803.560	1.912.274	*Expense recognized in profit or loss*
Pembayaran manfaat	(93.424)	(417.765)	*Benefits payment*
Liabilitas akhir tahun	**5.909.248**	**5.199.112**	***Liabilities at end of year***

Nilai kini liabilitas - awal tahun	5.199.112	3.704.603	*Present value of liabilities - beginning of year*
Biaya jasa kini	687.502	852.489	*Current service cost*
Biaya bunga	65.254	244.154	*Interest cost*
Pembayaran manfaat	(93.424)	(417.765)	*Benefits payment*
Kerugian/(keuntungan) aktuarial	59.093	(8.283)	*Actuarial loss/(gain)*
Pengukuran kembali manfaat jangka panjang	(8.289)	823.914	*Remeasurement of other long term employee benefits*
Nilai kini liabilitas akhir tahun	**5.909.248**	**5.199.112**	***Present value of liabilities - end of year***

22. LIABILITAS IMBALAN KERJA (lanjutan) / *22. EMPLOYEE BENEFIT LIABILITIES (continued)*

c. Imbalan kerja jangka panjang lainnya (lanjutan) / *c. Other long-term employee benefits (continued)*

Rincian liabilitas imbalan kerja di laporan posisi keuangan konsolidasian berdasarkan jatuh tempo pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The details of the employee benefit liabilities in the consolidated statements of financial position based on the maturity date as of December 31 2024 and 2023 are as follows:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Jatuh tempo <= 1 tahun	1.847.893	526.186	*Maturity <= 1 year*
Jatuh tempo > 1 tahun dan <= 5 tahun	2.590.643	6.112.429	*Maturity > 1 year and <= 5 years*
Jatuh tempo > 5 tahun	13.257.868	36.257.248	*Maturity > 5 years*
Total	**17.696.404**	**42.895.863**	***Total***

Perubahan satu poin persentase asumsi tingkat diskonto akan memiliki efek pada tahun 2024 sebagai berikut:

A one percentage point change in the assumed discount rate would have the following effects in 2024:

	Kenaikan/ *Increase*	Penurunan/ *Decrease*	
Nilai kini liabilitas	(262.806)	291.254	*Present value of liabilities*

Perubahan satu poin persentase asumsi tingkat kenaikan gaji akan memiliki efek pada tahun 2024 sebagai berikut:

A one percentage point change in the assumed salary increase rate would have the following effects in 2024:

	Kenaikan/ *Increase*	Penurunan/ *Decrease*	
Nilai kini liabilitas	266.885	(244.908)	*Present value of liabilities*

23. LIABILITAS JANGKA PANJANG LAINNYA / *23. OTHER NON-CURRENT LIABILITIES*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Pihak ketiga	11.952.329	10.727.130	*Third parties*
Pihak berelasi (catatan 32i)	7.047.737	20.018.942	*Related parties (Note 32i)*
Total	**19.000.066**	**30.746.072**	***Total***

Pada tanggal 31 Desember 2024 dan 2023, liabilitas jangka panjang lainnya merupakan uang jaminan yang diterima dari pelanggan atas penjualan energi listrik.

On December 31, 2024, and 2023, other non-current liabilities represent security deposits received from customers for the sale of electricity.

24. MODAL SAHAM / *24. CAPITAL STOCK*

Susunan pemegang saham Perusahaan pada tanggal 31 Desember 2024 dan 2023 adalah sebagai berikut:

The composition of the shareholders as of December 31, 2024 and 2023 was as follows:

	31 Desember 2024 dan 2023/*December 31, 2024 and 2023*			
Pemegang saham	**Jumlah saham ditempatkan dan disetor penuh/ *Number of shares issued and fully paid***	**Persentase kepemilikan/ *Percentage of ownership***	**Total nilai nominal/ *Total nominal amount***	***Shareholders***
PT Pelabuhan Indonesia (Persero) ("Pelindo")	2.862.999	99.99%	2.862.999.000	*PT Pelabuhan Indonesia (Persero) ("Pelindo")*
PT Integrasi Logistik Cipta Solusi ("ILCS")	145	0,01%	145.000	*PT Integrasi Logistik Cipta Solusi ("ILCS")*
Total	**2.863.144**	**100,00%**	**2.863.144.000**	***Total***

25. CADANGAN UMUM DAN DIVIDEN / *25. GENERAL RESERVES AND DIVIDEND*

Berdasarkan Risalah Rapat Umum Pemegang Saham Tahunan pada tanggal 12 Juni 2024 tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan, para pemegang saham Perusahaan menyetujui penggunaan laba bersih perusahaan tahun buku 2023 untuk dividen dan cadangan umum. Penetapan penggunaan laba bersih setelah pajak yang dapat diatribusikan kepada pemilik entitas induk Tahun Buku 2023 sebesar Rp579.654.987. Alokasi dari laba tersebut akan dilakukan dengan penataan sebagai berikut:

- Sebesar Rp15.000.000 sebagai dividen.
- Sebesar Rp28.982.749 sebagai cadangan wajib.
- Sebesar Rp535.672.238 sebagai cadangan lainnya.

Based on the Minutes of the Annual General Meeting of Shareholders dated June 12, 2024, regarding the Approval of the Annual Report and Ratification of the Financial Statements, the shareholders of the Company have approved the use of the net profit from the 2023 fiscal year for dividends and general reserves. The determination of the use of the net income after tax attributable to the parent entity owners for the 2023 Fiscal Year is Rp579,654,987. The allocation of profits will be arranged as follows:

- *Amounted to Rp15,000,000 as dividends.*
- *Amounted to Rp28,982,749 as mandatory reserves.*
- *Amounted to Rp535,672,238 as other reserves.*

Berdasarkan Risalah Rapat Umum Pemegang Saham Tahunan pada tanggal 10 Juni 2023 tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan, para pemegang saham Perusahaan menyetujui penggunaan laba bersih perusahaan tahun buku 2022 untuk dividen dan cadangan umum. Penetapan penggunaan laba bersih setelah pajak yang dapat diatribusikan kepada pemilik entitas induk Tahun Buku 2022 sebesar Rp427.425.300. Alokasi dari laba tersebut akan dilakukan dengan penataan sebagai berikut:

- Sebesar Rp15.000.000 sebagai dividen.
- Sebesar Rp21.371.265 sebagai cadangan wajib.
- Sebesar Rp36.257.102 untuk menutup kerugian tahun buku sebelumnya.
- Sebesar Rp354.796.933 sebagai cadangan lainnya.

Based on the Minutes of the Annual General Meeting of Shareholders dated June 10, 2023, regarding the Approval of the Annual Report and Ratification of the Financial Statements, the shareholders of the Company have approved the use of the net profit from the 2022 fiscal year for dividends and general reserves. The determination of the use of the net income after tax attributable to the parent entity owners for the 2022 Fiscal Year is Rp427,425,300. The allocation of profits will be arranged as follows:

- *Amounted to Rp15,000,000 as dividends.*
- *Amounted to Rp21,371,265 as mandatory reserves.*
- *Amounted to Rp36,257,102 to cover losses from the previous fiscal year.*
- *Amounted to Rp354,796,933 as other reserves.*

26. TAMBAHAN MODAL DISETOR / *26. ADDITIONAL PAID-IN CAPITAL*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Selisih nilai transaksi kombinasi bisnis entitas sepengendali JAI, RUKINDO, EPI, JPPI			*Difference in value of business combination transaction of entities under common control JAI, RUKINDO, EPI, JPPI*
PMS, EII (Catatan 1c)	(470.528.178)	(470.528.178)	*PMS, EII (Note 1c)*
BIMA, LEGI (Catatan 1c)	20.916.933	20.916.933	*BIMA, LEGI (Note 1c)*
Jumlah	**(449.611.245)**	**(449.611.245)**	***Total***

27. KEPENTINGAN NON-PENGENDALI / *27. NON-CONTROLLING INTERESTS*

	Aset Neto/*Net Assets*		Laba (Rugi) Neto*/ *Net Income (Loss)**		
	31 Desember/ *December 31,*	31 Desember/ *December 31,*	Tahun yang Berakhir pada tanggal 31 Desember/ *Year ended December 31,*		
	2024	2023	2024	2023	
JAI	338.485.379	326.314.319	12.171.060	36.435.685	*JAI*
PMS	70.365.269	60.937.181	9.428.088	23.865.544	*PMS*
EPI	41.455.504	36.381.250	5.074.254	3.817.329	*EPI*
BIMA	18.748.747	12.611.766	6.136.981	3.944.923	*BIMA*
LEGI	2.251.818	1.662.068	589.750	356.686	*LEGI*
EII	147.958	175.796	(27.838)	56.548	*EII*
RUKINDO	(56.616)	18.485	(75.101)	7.348	*RUKINDO*
JPPI	(730.427)	(747.212)	16.785	15.818	*JPPI*
Total	**470.667.632**	**437.353.653**	**33.313.979**	**68.499.881**	***Total***

*) setelah memperhitungkan pembayaran dividen

**) after taking into account dividend payment*

28. PENDAPATAN OPERASI / *28. OPERATING REVENUES*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	*2023*	
Kerjasama dan *fee for services* (Catatan 34a)	5.283.326.269	3.344.230.180	*Partnership and fee for services (Note 34a)*
Jasa pengerukan	824.953.240	276.987.954	*Dredging services*
Pelayanan jasa kapal	715.908.662	2.367.108.272	*Vessel services*
Pengusahaan tanah, bangunan, air dan listrik	444.491.143	339.077.628	*Land, building, water, and electricity services*
Total	**7.268.679.314**	**6.327.404.034**	***Total***

29. BEBAN OPERASI / *29. OPERATING EXPENSES*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Bahan bakar dan bahan habis pakai	1.800.996.490	1.680.378.069	*Fuels and Supplies*
Kerjasama mitra usaha	1.795.245.850	1.716.863.692	*Partnership*
Pegawai	1.347.389.603	1.020.630.234	*Employee*
Pemeliharaan	720.368.841	467.673.571	*Maintenance*
Umum	465.369.172	352.682.935	*General*
Penyusutan dan amortisasi (Catatan 12, 13 dan 14)	371.698.235	226.497.782	*Depreciation and amortization (Note 12, 13 and 14)*
Asuransi	86.811.472	59.643.365	*Insurance*
Administrasi kantor	48.829.830	41.592.203	*Office administrative*
Total	**6.636.709.493**	**5.565.961.851**	***Total***

30. PENDAPATAN (BEBAN) OPERASI LAINNYA / *30. OTHER OPERATING INCOME (EXPENSES)*

a. Pendapatan operasi lainnya / *a. Other operating income*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Pembalikan beban akrual kerjasama mitra usaha	25.994.903	18.891.721	*Reversal of accrued expense partnership*
Pembalikan beban akrual bonus dan tantiem	8.245.462	7.105.315	*Reversal of accrued bonus and tantiem expenses*
Pendapatan sewa	6.529.118	-	*Lease income*
Pendapatan denda	6.011.315	-	*Penalty income*
Pemulihan cadangan kerugian piutang usaha (Catatan 6)	2.253.872	1.533.055	*Recovery of allowance for impairment of trade receivables (Note 6)*
Laba selisih kurs	303.655	297.128	*Gain on foreign exchange*
Jurnal balik atas biaya provisi docking	-	22.188.353	*Reverse journal for docking provision costs*
Penyesuaian atas hasil surat ketetapan pajak atas PPN	-	6.499.000	*Adjustment for tax assessment letter on VAT*
Lain-lain	25.016.096	14.952.137	*Others*
Total pendapatan operasi lainnya	**74.354.421**	**71.466.709**	***Total other operating income***

b. Beban operasi lainnya / *b. Other operating expenses*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Denda dan kurang bayar pajak	84.195.297	2.073.001	*Fines and underpayment of taxes*
Beban penurunan nilai aset tetap (Catatan 12)	26.892.028	4.277.605	*Impairment loss on fixed assets (Note 12)*
Pembalikan pendapatan akrual	25.908.312	-	*Reversal of accrued revenues*
Beban penurunan nilai aset hak-guna jalan dan bangunan (Catatan 14)	22.706.792	-	*Impairment loss on right-of-use assets roads and buildings (Note 14)*
Klaim	10.043.852	7.481.612	*Claim*
Beban denda atas keterlambatan pekerjaan	5.806.549	-	*Penalty expenses due to work delays*
Rugi selisih kurs	2.409.501	420.829	*Loss on foreign exchange*
Lain-lain	12.304.821	17.104.989	*Others*
Total beban operasi lainnya	**190.267.152**	**31.358.036**	***Total other operating expenses***

31. PENDAPATAN (BEBAN) KEUANGAN / *31. FINANCE INCOME (COSTS)*

a. Pendapatan keuangan / *a. Finance income*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Pendapatan bunga deposito	39.737.577	38.028.139	*Interest on time deposits*
Pendapatan jasa giro	20.728.573	12.061.668	*Interest on current accounts*
Lain-lain	8.330.162	5.015.183	*Others*
Total	**68.796.312**	**55.104.990**	***Total***

b. Beban keuangan / *b. Finance costs*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Beban bunga sewa (Catatan 14)	23.229.022	7.338.685	*Lease interest expense (Note 14)*
Beban bunga pinjaman (Catatan 20)	20.185.383	20.535.000	*Interest on loans (Note 20)*
Beban jasa dan provisi bank	646.718	1.188.942	*Bank service and provision charges*
Total	**44.061.123**	**29.062.627**	***Total***

32. SALDO, SIFAT HUBUNGAN, DAN JENIS TRANSAKSI DENGAN PIHAK BERELASI / *32. BALANCE, NATURE OF RELATIONSHIP AND TRANSACTION WITH RELATED PARTIES*

Dalam kegiatan usaha normal, Grup melakukan transaksi dengan pihak berelasi, yang dilakukan pada tingkat harga dan persyaratan yang disetujui kedua belah pihak. Sifat relasi dan jenis transaksi dengan pihak berelasi adalah sebagai berikut:

In the ordinary course of business, the Group engages in transactions with related parties, which are conducted based on prices and terms agreed between the parties. The nature of relationships and transactions with related parties are as follows:

Sifat hubungan berelasi / ***Nature of relationship with related parties***

Ringkasan sifat hubungan dan transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut:

Summary of the nature of the relationship and significant transactions with related parties is as follows:

Sifat relasi/ ***Nature of relationship***	**Nama pihak berelasi/** ***Name of related parties***	**Jenis transaksi/** ***Nature of transaction***
Entitas induk/*Parent*	Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia ("Pelindo")	Aktivitas terkait kegiatan operasional/ *Activity related to operational services*
	PT Integrasi Logistik Cipta Solusi ("ILCS")	Konsultan/*Consultant*
Entitas sepengendalian Pelindo/ *Entities under common control of Pelindo*	PT Electronic Data Interchange Indonesia ("EDII")	Jasa Telekomunikasi/ *Telecomunication services*
	PT Pendidikan Maritim dan Logistik Indonesia ("PMLI")	Konsultan/*Consultant*
	PT Pelindo Daya Sejahtera ("PDS")	Alih daya/*Outsourcing*
	PT Pelindo Terminal Petikemas ("SPTP")	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT IPC Terminal Petikemas ("IPC TPK")	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*

32. SALDO, SIFAT HUBUNGAN, DAN JENIS TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

32. BALANCE, NATURE OF RELATIONSHIP AND TRANSACTION WITH RELATED PARTIES (continued)

Sifat hubungan berelasi (lanjutan)

Nature of relationship with related parties (continued)

Ringkasan sifat hubungan dan transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

Summary of the nature of the relationship and significant transactions with related parties is as follows: (continued)

Sifat relasi/ *Nature of relationship*	Nama pihak berelasi/ *Name of related parties*	Jenis transaksi/ *Nature of transaction*
Entitas sepengendalian Pelindo/ *Entities under common control of Pelindo*	PT Pelindo Multi Terminal (“SPMT”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Terminal Petikemas Surabaya (“TPS”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Terminal Teluk Lamong (“TTL”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Terminal Petikemas Surabaya (“TPS”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Berlian Manyar Sejahtera (“BMS”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Kaltim Kariangau Terminal (“KKT”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Berlian Jasa Terminal Indonesia (“BJTI”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Pelindo Properti Indonesia (“PPI”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Pelabuhan Tanjung Priok (“PTPR”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Indonesia Kendaraan Terminal Tbk (“IKT”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Multi Terminal Indonesia (“MTI”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Prima Multi Peralatan (“PMP”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Prima Multi Terminal (“PMT”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Intan Sejahtera Utama (“ISMA”)	Alih daya/*Outsourcing*
	Dana Pensiun Perusahaan Pelabuhan dan Pengerukan (“DP4”)	Jasa pension/*Pension services*
	PT Prima Indonesia Logistik (“PIL”)	Penjualan jasa/*Operational Activities*
	PT Pelindo Solusi Logistik (“SPSL”)	Penjualan jasa/*Operational Activities*

32. SALDO, SIFAT HUBUNGAN, DAN JENIS TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

Sifat hubungan berelasi (lanjutan)

Ringkasan sifat hubungan dan transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

32. BALANCE, NATURE OF RELATIONSHIP AND TRANSACTION WITH RELATED PARTIES (continued)

Nature of relationship with related parties (continued)

Summary of the nature of the relationship and significant transactions with related parties is as follows: (continued)

Sifat relasi/ ***Nature of relationship***	**Nama pihak berelasi/** ***Name of related parties***	**Jenis transaksi/** ***Nature of transaction***
Entitas sepengendalian Pemerintahan Republik Indonesia/*Entities under common control of the Government of the Republic of Indonesia*	PT Jawa Satu Power	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Pertamina Patra Niaga	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Pertamina Hulu Energi (WMO)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Pertamina Trans Kontinental	Penjualan jasa/*Sales*
	PT Dharma Lautan Logistik Nusantara	Penjualan jasa/*Sales*
	PT Asuransi Jiwasraya (Persero)	Penjualan jasa/*Sales*
	PT Asuransi Jasa Indonesia (Persero)	Penjualan jasa/*Sales*
	PT Asuransi Kredit Indonesia (Persero)	Penjualan jasa/*Sales*
	PT PLN Nusantara Power	Penjualan jasa/*Sales*
	PT Nusantara Regas	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Indonesia Power	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Solusi Bangun Indonesia Tbk	Jasa Pembangunan/Construction services
	PT Pupuk Indonesia Logistik	Penjualan jasa/*Sales*
	TNI & POLRI	Penjualan jasa/*Sales*
	PT Krakatau Bandar Samudera	Penjualan jasa/*Sales*
	BPJS Ketenagakerjaan	Penjualan jasa/*Sales*
	BPJS Kesehatan	Penjualan jasa/*Sales*
	PT BNI *Life Insurance ("BNI Life")*	Penjualan jasa/*Sales*
	PT PLN Energi Gas	Penjualan jasa/*Sales*
	PT Adhi Guna Putera	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*

32. SALDO, SIFAT HUBUNGAN, DAN JENIS TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

Sifat hubungan berelasi (lanjutan)

Ringkasan sifat hubungan dan transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut: (lanjutan)

32. BALANCE, NATURE OF RELATIONSHIP AND TRANSACTION WITH RELATED PARTIES (continued)

Nature of relationship with related parties (continued)

Summary of the nature of the relationship and significant transactions with related parties is as follows: (continued)

Sifat relasi/ ***Nature of relationship***	**Nama pihak berelasi/** ***Name of related parties***	**Jenis transaksi/** ***Nature of transaction***
Entitas sepengendalian Pemerintahan Republik Indonesia/*Entities under common control of the Government of the Republic of Indonesia*	PT Bank Negara Indonesia (Persero) Tbk	Jasa perbankan dan pinjaman/ *Banking services and loans*
	PT Bank Tabungan Negara (Persero) Tbk	Jasa perbankan dan pinjaman/ *Banking services and loans*
	PT Bank Rakyat Indonesia (Persero) Tbk	Jasa perbankan/*Banking services*
	PT Bank Mandiri (Persero) Tbk	Jasa perbankan/*Banking services*
	PT Bank Syariah Indonesia Tbk	Jasa perbankan/*Banking services*
	PT Bank Pembangunan Daerah Jawa Timur Tbk	Jasa perbankan/*Banking services*
	PT Rekayasa Industri	Penjualan jasa/*Sales*
	PT Asuransi Jiwa IFG	Penjualan jasa/*Sales*
	PT Dana Tabungan dan Asuransi Pegawai Negeri (Persero) (“TASPEN”)	Penjualan jasa/*Sales*
	PT Dok dan Perkapalan Surabaya (Persero)	Penjualan jasa/*Sales*
	PT Kopegmar	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
Entitas asosiasi/*Associate entities*	Jakarta International Container Terminal (“JICT”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT Belawan New Container Terminal (“BNCT”)	Penjualan jasa dan kegiatan operasional/ *Sales and operational activities*
	PT New Priok Container Terminal (“NPCT 1”)	Penjualan jasa/*Operational activities*

32. SALDO, SIFAT HUBUNGAN, DAN JENIS TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

32. BALANCE, NATURE OF RELATIONSHIP AND TRANSACTION WITH RELATED PARTIES (continued)

Transaksi dengan pihak berelasi

Transactions with related parties

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) adalah sebagai berikut:

Details of significant accounts with related parties (government, government - owned entities unless otherwise indicated) are as follows:

a. Kas dan setara kas (Catatan 4)

a. Cash and cash equivalents (Note 4)

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah/ *Total*	**Persentase (%)*/ *Percentage (%)****	**Jumlah/ *Total***	**Persentase (%)*/ *Percentage (%)****	
Bank					*Bank*
Rupiah					*Rupiah*
PT Bank Mandiri (Persero) Tbk	662.371.240	9,39	429.542.926	7,35	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	153.277.838	2,17	104.061.506	1,78	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Pembangunan Daerah Jawa Timur Tbk	51.199.442	0,73	17.590.062	0,30	*PT Bank Syariah Indonesia Tbk*
PT Bank Syariah Indonesia Tbk	46.533.000	0,66	28.913.575	0,49	*PT Bank Syariah Indonesia Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	13.692.346	0,19	26.970.986	0,46	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Tabungan Negara (Persero) Tbk	208.763	0,00	207.880	0,00	*PT Bank Tabungan Negara (Persero) Tbk*
Total	**927.282.629**	**13,14**	**607.286.935**	**10,38**	***Total***
Dolar AS					*US Dollar*
PT Bank Mandiri (Persero) Tbk	2.377.472	0,03	1.266.304	0,02	*PT Bank Mandiri (Persero) Tbk*
PT Bank Negara Indonesia (Persero) Tbk	-	-	537.368	0,01	*PT Bank Negara Indonesia (Persero) Tbk*
Total	**2.377.472**	**0,03**	**1.803.672**	**0,03**	***Total***
Deposito berjangka					*Time deposit*
Rupiah					*Rupiah*
PT Bank Syariah Indonesia Tbk	536.000.000	7,60	183.712.000	3,14	*PT Bank Syariah Indonesia Tbk*
PT Bank Negara Indonesia (Persero) Tbk	263.670.000	3,74	264.370.000	4,52	*PT Bank Negara Indonesia (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero) Tbk	165.000.000	2,34	170.000.000	2,91	*PT Bank Rakyat Indonesia (Persero) Tbk*
PT Bank Pembangunan Daerah Jawa Timur Tbk	60.000.000	0,85	55.000.000	0,94	*PT Bank Pembangunan Daerah Jawa Timur Tbk*
PT Bank Tabungan Negara (Persero) Tbk	45.000.000	0,64	31.000.000	0,53	*PT Bank Tabungan Negara (Persero) Tbk*
PT Bank Mandiri (Persero) Tbk	2.000.000	0,03	39.000.000	0,67	*PT Bank Mandiri (Persero) Tbk*
Total	**1.071.670.000**	**15,20**	**743.082.000**	**12,71**	***Total***

) dari total aset** *) from total assets***

32. SALDO, SIFAT HUBUNGAN, DAN JENIS TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

32. BALANCE, NATURE OF RELATIONSHIP AND TRANSACTION WITH RELATED PARTIES (continued)

Transaksi dengan pihak berelasi (lanjutan)

Transactions with related parties (continued)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) adalah sebagai berikut: (lanjutan)

Details of significant accounts with related parties (government, government - owned entities unless otherwise indicated) are as follows: (continued)

b. Piutang Usaha (Catatan 6)

b. Trade receivables (Note 6)

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah/ *Total*	**Persentase (%)*/ *Percentage (%)****	**Jumlah/ *Total***	**Persentase (%)*/ *Percentage (%)****	
Difakturkan					*Billed*
Pelindo	384.324.737	5,45	377.332.405	6,45	*Pelindo*
SPTP	82.161.986	1,16	43.544.437	0,74	*SPTP*
TPS	42.819.283	0,61	39.537.662	0,68	*TPS*
SPMT	35.655.877	0,51	39.105.377	0,67	*SPMT*
TTL	17.375.873	0,25	14.727.373	0,25	*TTL*
PTPR	16.900.662	0,24	6.859.996	0,12	*PTPR*
PT Pertamina Trans Kontinental	9.150.014	0,13	1.464.542	0,03	*PT Pertamina Trans Kontinental*
PLN Energi Gas	8.809.480	0,12	-	-	*PLN Energi Gas*
MTI	8.767.925	0,12	5.086.394	0,09	*MTI*
KKT	8.051.510	0,11	1.692.645	0,03	*KKT*
IPC TPK	7.040.503	0,10	10.226.900	0,17	*IPC TPK*
BNCT	5.963.008	0,08	-	-	*BNCT*
PT Pertamina Hulu Energi (WMO)	5.834.411	0,08	1.780.156	0,03	*PT Pertamina Hulu Energi (WMO)*
PMT	4.820.611	0,07	2.692.473	0,05	*PMT*
PPI	4.053.818	0,06	2.079.239	0,04	*PPI*
PT Pertamina Patra Niaga	2.705.887	0,04	2.976.116	0,05	*PT Pertamina Patra Niaga*
PT Adhi Guna Putera	2.517.006	0,04	-	-	*PT Adhi Guna Putera*
PT Pupuk Indonesia Logistik	1.898.389	0,03	1.561.937	0,03	*PT Pupuk Indonesia Logistik*
PT Dok dan Perkapalan Surabaya (Persero)	1.248.597	0,02	845.980	0,01	*PT Dok dan Perkapalan Surabaya (Persero)*
BJTI	1.243.789	0,02	3.022.381	0,05	*BJTI*
TNI & POLRI	1.228.757	0,02	134.715	0,00	*TNI & POLRI*
PIL	1.129.208	0,02	550.300	0,01	*PIL*
PT Dharma Lautan Logistik Nusantara	1.013.112	0,01	1.013.112	0,02	*PT Dharma Lautan Logistik Nusantara*
BMS	828.159	0,01	4.289.815	0,07	*BMS*
PT Solusi Bangun Indonesia Tbk	34.292	0,00	1.903.208	0,03	*PT Solusi Bangun Indonesia Tbk*
Lain-lain (dibawah Rp1 miliar)	7.270.583	0,10	5.759.613	0,10	*Others (below Rp1 billion)*
Subtotal	**662.847.477**	**9,40**	**568.186.776**	**9,72**	*Sub-total*
Belum difakturkan					*Unbilled*
Pelindo	35.505.033	0,50	42.292.537	0,72	*Pelindo*
TTL	3.649.675	0,05	1.068.678	0,02	*TTL*
MTI	2.004.897	0,03	2.324.923	0,04	*MTI*
NPCT1	1.900.019	0,03	1.569.657	0,03	*NPCT1*
JICT	1.488.208	0,02	1.223.512	0,02	*JICT*
IPCTPK	1.448.799	0,02	1.454.253	0,02	*IPCTPK*
PTPR	1.324.909	0,02	2.128.163	0,04	*PTPR*
SPTP	1.205.614	0,02	2.428.767	0,04	*SPTP*
Lain-lain (dibawah Rp1 miliar)	3.087.119	0,04	4.566.191	0,08	*Others (below Rp1 billion)*
Subtotal	**51.614.273**	**0,73**	**59.056.681**	**1,01**	*Sub-total*
Total	714.461.750	10,13	627.243.457	10,73	*Total*
Penyisihan penurunan Nilai	(7.431.363)	(0,11)	(4.159.581)	(0,07)	*Allowance for impairment*
Neto	**707.030.387**	**10,02**	**623.083.876**	**10,66**	***Net***

) dari total aset** *) from total assets***

32. SALDO, SIFAT HUBUNGAN, DAN JENIS TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

32. BALANCE, NATURE OF RELATIONSHIP AND TRANSACTION WITH RELATED PARTIES (continued)

Transaksi dengan pihak berelasi (lanjutan)

Transactions with related parties (continued)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) adalah sebagai berikut: (lanjutan)

Details of significant accounts with related parties (government, government - owned entities unless otherwise indicated) are as follows: (continued)

c. Aset kontrak (Catatan 7) / *c. Contract assets (Note 7)*

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah/ *Total*	**Persentase (%)*/ *Percentage (%)****	**Jumlah/ *Total***	**Persentase (%)*/ *Percentage (%)****	
Pelindo	648.874.854	9,20	931.419.254	15,93	*Pelindo*
SPTP	120.937.254	1,71	96.580.787	1,65	*SPTP*
SPMT	81.353.377	1,15	44.908.735	0,77	*SPMT*
BMS	56.217.692	0,80	9.715.978	0,17	*BMS*
IPC TPK	29.461.376	0,42	18.200.322	0,31	*IPC TPK*
PTPR	29.264.842	0,41	27.684.249	0,47	*PTPR*
TPS	21.033.278	0,30	11.112.860	0,19	*TPS*
TTL	19.668.953	0,28	16.460.765	0,28	*TTL*
PMT	18.596.354	0,26	2.160.496	0,04	*PMT*
BNCT	17.979.046	0,25	-	-	*BNCT*
BJTI	13.744.942	0,19	16.451.272	0,28	*BJTI*
MTI	6.736.532	0,10	3.842.153	0,07	*MTI*
SPSL	5.955.402	0,08	-	-	*SPSL*
KKT	5.837.154	0,08	1.969.511	0,03	*KKT*
PT PLN Energi Gas	5.770.461	0,08	11.937.774	0,20	*PT PLN Energi Gas*
PT Adhi guna Putera	2.473.055	0,04	11.422.853	0,20	*PT Adhi guna Putra*
IKT	2.317.753	0,03	648.157	0,01	*IKT*
PT PLN Nusantara Power	2.272.314	0,03	-	-	*PT PLN Nusantara Power*
PT Pertamina Patra Niaga	2.186.536	0,03	2.406.378	0,04	*PT Pertamina Patra Niaga*
PT Rekayasa Industri	1.956.555	0,03	-	-	*PT Rekayasa Industri*
PIL	1.717.050	0,02	-	-	*PIL*
PT Pertamina Hulu Energi (WMO)	1.526.220	0,02	5.115.200	0,09	*PT Pertamina Hulu Energi (WMO)*
PT Pertamina Trans Kontinental	530.026	0,01	4.003.859	0,07	*PT Pertamina Trans Kontinental*
PT Jawa Satu Power	-	-	9.882.774	0,17	*PT Jawa Satu Power*
Lain-lain (dibawah Rp1 miliar)	5.286.174	0,11	6.579.760	0,11	*Others (below Rp1 billion)*
Total	**1.101.697.200**	**15,63**	**1.232.503.137**	**21,08**	***Total***

) dari total aset** / *) from total assets***

d. Piutang lain-lain (Catatan 8) / *d. Other receivables (Note 8)*

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah/ *Total*	**Persentase (%)*/ *Percentage (%)****	**Jumlah/ *Total***	**Persentase (%)*/ *Percentage (%)****	
PT Asuransi Kredit Indonesia	797.943	0,01	-	-	*PT Asuransi Kredit Indonesia*
Pelindo	82.419	0,00	5.724.825	0,10	*Pelindo*
PT Dok dan Perkapalan Surabaya (Persero)	-	-	1.090.646	0,02	*PT Dok dan Perkapalan Surabaya (Persero)*
Lain-lain (dibawah Rp1 miliar)	2.280	0,00	771.806	0,01	*Others (below Rp1 billion)*
Total	**882.642**	**0,01**	**7.587.277**	**0,13**	***Total***

) dari total aset** / *) from total assets***

32. SALDO, SIFAT HUBUNGAN, DAN JENIS TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

32. BALANCE, NATURE OF RELATIONSHIP AND TRANSACTION WITH RELATED PARTIES (continued)

Transaksi dengan pihak berelasi (lanjutan)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) adalah sebagai berikut: (lanjutan)

Transactions with related parties (continued)

Details of significant accounts with related parties (government, government - owned entities unless otherwise indicated) are as follows: (continued)

e. Utang Usaha (Catatan 16)

e. Trade Payable (Note 16)

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah/ *Total*	**Persentase (%)*/ *Percentage (%)****	**Jumlah/ *Total***	**Persentase (%)*/ *Percentage (%)****	
Pelindo	40.066.148	1,35	84.894.588	4,19	*Pelindo*
PDS	12.947.037	0,44	8.201.462	0,40	*PDS*
MTI	8.189.333	0,28	4.252.035	0,21	*MTI*
PMP	2.517.539	0,09	6.318.737	0,31	*PMP*
ILCS	2.431.990	0,08	998.333	0,05	*ILCS*
PMLI	2.402.346	0,08	659.229	0,03	*PMLI*
PT Nusantara Regas	2.238.749	0,08	5.441.452	0,27	*PT Nusantara Regas*
BPJS Ketenagakerjaan	2.220.530	0,08	-	-	*BPJS Ketenagakerjaan*
BPJS Kesehatan	1.365.033	0,05	-	-	*BPJS Kesehatan*
PT Asuransi Jiwa IFG	1.128.614	0,04	-	-	*PT Asuransi Jiwa IFG*
ISMA	1.110.228	0,04	1.499.683	0,07	*ISMA*
Lain-lain (dibawah Rp1 milliar)	7.385.513	0,25	6.072.326	0,31	*Others (below Rp1 billion)*
Total	**84.003.060**	**2,86**	**118.337.845**	**5,84**	***Total***

) dari total liabilitas** *) from total liabilities***

f. Liabilitas kontrak (Catatan 19)

f. Contract liabilites (Note 19)

Uang untuk diperhitungkan

Advances for customers

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah/ *Total*	**Persentase (%)*/ *Percentage (%)****	**Jumlah/ *Total***	**Persentase (%)*/ *Percentage (%)****	
BMS	34.018.234	1,15	-	-	*BJTI*
SPTP	33.062.780	1,12	9.586.245	0,47	*SPTP*
Pelindo	32.605.179	1,10	15.080.402	0,74	*Pelindo*
TPS	13.609.165	0,46	50.126.650	2,47	*TPS*
PTPR	-	-	2.201.966	0,11	*PTPR*
PT Krakatau Bandar Samudera	-	-	1.035.057	0,05	*PT Krakatau Bandar Samudera*
Lain-lain (dibawah Rp1 milliar)	2.514.051	0,08	1.952.775	0,10	*Others (below Rp1 billion)*
Total	**115.809.409**	**3,91**	**79.983.095**	**3,94**	***Total***

) dari total liabilitas** *) from total liabilities***

32. SALDO, SIFAT HUBUNGAN, DAN JENIS TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

32. BALANCE, NATURE OF RELATIONSHIP AND TRANSACTION WITH RELATED PARTIES (continued)

Transaksi dengan pihak berelasi (lanjutan)

Transactions with related parties (continued)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) adalah sebagai berikut: (lanjutan)

Details of significant accounts with related parties (government, government - owned entities unless otherwise indicated) are as follows: (continued)

g. Pinjaman kepada pihak berelasi (Catatan 20)

g. Due to related party (Note 20)

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah/ *Total*	**Persentase (%)*/ *Percentage (%)****	**Jumlah/ *Total***	**Persentase (%)*/ *Percentage (%)****	
Pelindo	231.907.483	7,84	229.063.727	11,30	*Pelindo*
Total	**231.907.483**	**7,84**	**229.063.727**	**11,30**	***Total***

) dari total liabilitas ****) from total liabilities***

h. Liabilitas jangka pendek lainnya (Catatan 21)

h. Other current liabilities (Note 21)

Uang titipan dari pelanggan

Deposits from customers

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah/ *Total*	**Persentase (%)*/ *Percentage (%)****	**Jumlah/ *Total***	**Persentase (%)*/ *Percentage (%)****	
Pelindo	6.849.378	0,23	26.637.000	1,31	*Pelindo*
Kopegmar	5.064.320	0,17	-	-	*Kopegmar*
BPJS Kesehatan	719.348	0,02	1.204.318	0,06	*BPJS Kesehatan*
BPJS Ketenagakerjaan	132.681	0,00	2.127.080	0,10	*BPJS Ketenagakerjaan*
BNI Life	55.000	0,00	3.955.687	0,20	*BNI Life*
DP4	12.042	0,00	392.591	0,02	*DP4*
TASPEN	2.825	0,00	7.455.685	0,37	*TASPEN*
TPS	-	-	6.306.306	0,31	*TPS*
PT Asuransi Jiwasraya (Persero)	-	-	3.066.849	0,15	*PT Asuransi Jiwasraya (Persero)*
TTL	-	-	2.683.910	0,13	*TTL*
Lain-lain (dibawah Rp1 miliar)	8.487.462	0,29	4.000.830	0,20	*Others (below Rp1 billion)*
Total	**21.323.056**	**0,71**	**57.830.256**	**2,85**	***Total***

) dari total liabilitas ****) from total liabilities***

Utang Lain-lain

Others Liabilities

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah/ *Total*	**Persentase (%)*/ *Percentage (%)****	**Jumlah/ *Total***	**Persentase (%)*/ *Percentage (%)****	
SPTP	6.306.306	0,21	5.202.000	0,26	*SPTP*
TTL	5.014.230	0,17	-	-	*TTL*
BJTI	3.500.000	0,12	-	-	*BJTI*
PII	2.164.295	0,07	2.161.577	0,11	*PII*
Pelindo	1.864.673	0,06	1.765.416	0,09	*Pelindo*
PPI	1.089.660	0,04	-	-	*PPI*
Lain-lain (dibawah Rp1 miliar)	3.097.527	0,10	941.497	0,05	*(Others (below Rp1 billion)*
Total	**23.036.691**	**0,77**	**10.070.490**	**0,51**	***Total***

) dari total liabilitas ****) from total liabilities***

32. SALDO, SIFAT HUBUNGAN, DAN JENIS TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

32. BALANCE, NATURE OF RELATIONSHIP AND TRANSACTION WITH RELATED PARTIES (continued)

Transaksi dengan pihak berelasi (lanjutan)

Transactions with related parties (continued)

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) adalah sebagai berikut: (lanjutan)

Details of significant accounts with related parties (government, government - owned entities unless otherwise indicated) are as follows: (continued)

i. Liabilitas jangka panjang lainnya (Catatan 23):

i. Other non-current liabilities (Note 23):

	31 Desember 2024/ *December 31, 2024*		31 Desember 2023/ *December 31, 2023*		
	Jumlah/ *Total*	**Persentase (%)*/ *Percentage (%)****	**Jumlah/ *Total***	**Persentase (%)*/ *Percentage (%)****	
PTPR	4.000.000	0,14	4.000.000	0,20	*PTPR*
Pelindo	1.925.290	0,07	1.925.290	0,09	*Pelindo*
TPS	-	-	10.400.000	0,51	*TPS*
BJTI	-	-	3.500.000	0,17	*BJTI*
Lain-lain (dibawah Rp1 miliar)	1.122.447	0,04	193.652	0,01	*Others (below Rp1 billion)*
Total	**7.047.737**	**0,25**	**20.018.942**	**0,98**	***Total***

) dari total liabilitas** *) from total liabilities***

33. ASET MONETER DALAM MATA UANG ASING

33. MONETARY ASSETS DENOMINATED IN FOREIGN CURRENCIES

		31 Desember 2024/*December 31, 2024*		
		Dalam mata uang asing/ *In foreign currencies*	**Setara dalam Rupiah/ *Equivalent in Rupiah***	
Aset				***Assets***
Kas dan setara kas	USD	182.000	2.941.484	*Cash and cash equivalents*
Piutang usaha	USD	3.664.799	59.230.480	*Trade receivables*
Total aset			**62.171.964**	***Total assets***

		31 Desember 2023/*December 31, 2023*		
		Dalam mata uang asing/ *In foreign currencies*	**Setara dalam Rupiah/ *Equivalent in Rupiah***	
Aset				***Assets***
Kas dan setara kas	USD	117.000	1.803.672	*Cash and cash equivalents*
Piutang usaha	USD	3.736.000	57.594.176	*Trade receivables*
Total aset			**59.397.848**	***Total assets***

34. PERJANJIAN SIGNIFIKAN

Perusahaan

a. Perjanjian Serah Operasi Kapal Milik Pelindo dan Penyediaan Sarana Bantu Pemanduan serta Pelayanan Penundaan.

Pada tanggal 29 Desember 2021, Perusahaan dan Pelindo menandatangani Perjanjian Kerjasama terkait Serah Operasi Kapal Milik Pelindo dan Penyediaan Sarana Bantu Pemanduan serta Pelayanan Penundaan Nomor HK.03/29/12/1/DUKM/UTMA/PLND-21 dimana Pelindo melakukan pengalihan usaha jasa pemanduan dan penundaan kapal kepada Perusahaan dengan kompensasi pembayaran *revenue sharing* dari Pelindo kepada Perusahaan. Besaran *revenue sharing* diatur dalam Berita Acara Serah Operasi tersendiri.

Jangka waktu perjanjian selama 20 (dua puluh) tahun terhitung sejak ditandatanganinya Berita Acara Serah Operasi pada masing-masing wilayah perairan pemanduan sampai dengan tanggal 31 Desember 2042.

Pada 23 Desember 2022 terdapat Berita Acara Nomor KS.03/23/12/1/LAUH/PGLA/PLND-22 tentang kesepakatan penyesuaian *revenue sharing* atas pengelolaan sarana bantu dan prasarana pemanduan dan penundaan (SBPP) dimana pada berita acara ini terdapat perubahan tarif *revenue sharing* untuk Regional 4.

Pada 27 Maret 2023 terdapat Berita Acara Nomor KS.03/27/3/1/HBPL/PGLA/PLND-23 antara Pelindo dengan Perusahaan tentang kesepakan penyesuaian revenue sharing atas pengelolaan sarana bantu dan prasarana pemanduan dan penundaan (SBPP) yang mana terdapat penyesuaian tarif perhitungan *revenue sharing* untuk Regional 1, 2, dan 3.

34. SIGNIFICANT AGREEMENTS

The Company

a. Agreement of Pelindo's Handover of Ship Operations and Providing of Pilotage and Towage Services.

On December 29, 2021, the Company and Pelindo signed a Cooperation Agreement regarding the Handover of Ship Operations Owned by Pelindo related to Pillotage and towage services Number HK.03/29/12/1/DUKM/UTMA/PLND-21 *whereby Pelindo transferred the pilotage and towage service business to the Company with compensation for payment of revenue sharing from Pelindo to the Company. The amount of revenue sharing is regulated in a separate Operation Handover Minutes.*

The term of the agreement is 20 (twenty) years from the signing of the Minutes of Handover of Operations in each pilotage water area until December 31, 2042.

On December 23, 2022 there was Minutes with Number KS.03/23/12/1/LAUH/PGLA/PLND-22 regarding the agreement to adjust revenue sharing for Pilotage and Towage services (SBPP) whereby there are changes on tariff of revenue sharing for Region 4.

On March 27, 2023, there was Minutes with number KS.03/27/3/1/HBPL/PGLA/PLND-23 between Pelindo and the Company regarding an agreement to adjust tariff of revenue sharing for for Pilotage and Towage services (SBPP) whereby there are changes on tariff of revenue sharing for Region 1, 2 and 3.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Perusahaan (lanjutan)

a Perjanjian Serah Operasi Kapal Milik Pelindo dan Penyediaan Sarana Bantu Pemanduan serta Pelayanan Penundaan. (lanjutan)

Atas adanya berita acara tersebut, berikut rincian persentase *revenue sharing* di Regional 1, 2,3, dan 4: (lanjutan)

34. SIGNIFICANT AGREEMENTS (continued)

The Company (continued)

a. *Agreement of Pelindo's Handover of Ship Operations and Providing of Pilotage and Towage Services. (continued)*

For those minutes, the tariff of revenue sharing on Regions 1,2,3, and 4 as follows: (continued)

TARIF REVENUE SHARING BARU PELAYANAN PANDU DAN TUNDA/ *NEW REVENUE SHARING TARIFF FOR PILOTAGE AND TOWAGE SERVICES*				
No	**Cabang/*Branch***	**Pelindo Regional/ *Pelindo Region***	**Pelindo**	**Perusahaan/ *the Company***
1	Unit Belawan	1	11%	89%
2	Unit Dumai	1	30%	70%
3	Unit Tanjung Pinang	1	15%	85%
4	Unit Pekanbaru	1	14%	86%
5	Unit Tanjung Balai Karimun	1	40%	60%
6	Unit Kuala Tanjung	1	15%	85%
7	Unit Batam	1	20%	80%
8	Unit Sei Pakning	1	16%	84%
9	Unit Sibolga	1	10%	90%
10	Unit Malahayati	1	35%	65%
11	Unit Lhokseumawe	1	35%	65%
12	Unit Tembilahan	1	35%	65%
13	Unit Tanjung Priok	2	5%	95%
14	Unit Panjang	2	2%	98%
15	Unit Teluk Bayur	2	2%	98%
16	Unit Palembang	2	25%	75%
17	Unit Pontianak (termasuk Unit Kijing)	2	14%	86%
18	Unit Cirebon	2	25%	75%
19	Unit Banten	2	2%	98%
20	Unit Bengkulu	2	14%	86%
21	Unit Jambi	2	50%	50%
22	Unit Pangkal Balam	2	45%	55%
23	Unit Tanjung Pandan	2	63%	37%
24	Unit Tanjung Perak	3	3%	97%
25	Unit Tanjung Wangi	3	3%	97%
26	Unit Tanjung Emas	3	3%	97%
27	Unit Tanjung Intan	3	3%	97%
28	Unit Benoa	3	3%	97%
29	Unit Lembar	3	3%	97%
30	Unit Kupang	3	3%	97%
31	Unit Banjarmasin	3	3%	97%
32	Unit Kotabaru	3	3%	97%
33	Unit Batulicin	3	3%	97%
34	Unit Mekarputih	3	3%	97%
35	Unit Sampit	3	3%	97%
36	Unit Kumai	3	3%	97%
37	Unit Bumiharjo	3	3%	97%
38	Unit Makassar	4	5%	95%
39	Unit Samarinda	4	17%	83%
40	Unit Balikpapan	4	22%	78%
41	Unit Bitung	4	5%	95%
42	Unit Ambon	4	10%	90%
43	Unit Jayapura	4	5%	95%

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Perusahaan (lanjutan)

a. Perjanjian Serah Operasi Kapal Milik Pelindo dan Penyediaan Sarana Bantu Pemanduan serta Pelayanan Penundaan. (lanjutan)

Atas adanya berita acara tersebut, berikut rincian persentase *revenue sharing* di Regional 1, 2,3, dan 4: (lanjutan)

34. SIGNIFICANT AGREEMENTS (continued)

The Company (continued)

a. *Agreement of Pelindo's Handover of Ship Operations and Providing of Pilotage and Towage Services. (continued)*

For those minutes, the tariff of revenue sharing on Regions 1,2,3, and 4 as follows: (continued)

TARIF REVENUE SHARING BARU PELAYANAN PANDU DAN TUNDA/ *NEW REVENUE SHARING TARIFF FOR PILOTAGE AND TOWAGE SERVICES*				
No	**Cabang/*Branch***	**Pelindo Regional/ *Pelindo Region***	**Pelindo**	**Perusahaan/ *the Company***
44	Unit Tarakan	4	5%	95%
45	Unit Ternate	4	10%	90%
46	Unit Kendari	4	46%	54%
47	Unit Bontang	4	30%	70%
48	Unit Parepare	4	34%	66%
49	Unit Biak	4	15%	85%
50	Unit Merauke	4	10%	90%
51	Unit Manokwari	4	15%	85%
52	Unit Pantoloan	4	30%	70%
53	Unit Gorontalo	4	5%	95%
54	Unit Fakfak	4	5%	95%
55	Unit Tolitoli	4	5%	95%
56	Unit Manado	4	10%	90%
57	Unit Nunukan	4	40%	60%
58	Unit Sengata	4	10%	90%
59	Unit Tanjung Redeb	4	25%	75%
60	SBU Pelayanan Kapal	4	13%	87%

Sesuai dengan PSAK 115 “Pendapatan dari Kontrak dengan Pelanggan”, Perusahaan mengakui pendapatan sebesar jumlah yang ditagihkan oleh Pelindo kepada pelanggan. Namun demikian, untuk tujuan penagihan (pemfakturan), Perusahaan melakukan penagihan kepada Pelindo sebesar jumlah revenue sharing yang menjadi hak Perusahaan berdasarkan perjanjian di atas. Selisih antara pendapatan yang diakui sesuai dengan PSAK 115 dengan jumlah yang ditagihkan kepada Pelindo diakui sebagai bagian dari akun beban kerjasama mitra usaha (Catatan 29). Sehubungan dengan hal tersebut, Perusahaan mencatat pajak keluaran berdasarkan jumlah yang ditagihkan dan kas yang dibayarkan kepada Pelindo.

In accordance with PSAK 115 ”Revenue from Contracts with Customers”, the Company records revenues in the amount billed by Pelindo to the customers. However, for billing (tax slip) purposes, the Company bills to Pelindo in the amount of revenue sharing for the Company in accordance with the above agreement. Difference between the revenues recorded in accordance with PSAK 115 with the amount billed to Pelindo is recognized as part of partnership expenses account (Note 29). In relation to this, the Company records VAT out based on the amount billed and the cash paid to Pelindo.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak

JAI

a. Perjanjian Kerja Sama Pelayanan Jasa Pemanduan dan Penundaan Kapal di Terminal Khusus PT Cemindo Gemilang Tbk

Pada tanggal 31 Maret 2022, JAI dan PT Cemindo Gemilang Tbk sepakat membuat dan menandatangani surat Perjanjian Nomor HK-566/31/3/1/MS-22 dan 061/CG-JAI/III/2023 tentang Kerjasama Pelayanan Jasa Pemanduan dan Penundaan Kapal serta penyediaan sarana bantu pemanduan melalui mekanisme *revenue sharing* dengan persentase untuk JAI sebesar 100% untuk pemanduan dan 10% untuk penundaan.

Pada tanggal 1 April 2024, JAI dan PT Cemindo Gemilang Tbk sepakat untuk memperpanjang jangka waktu kerjasama Pelayanan Jasa Pemanduan dan Penundaan Kapal serta penyediaan sarana bantu pemanduan sampai dengan 31 Maret 2025.

Sampai dengan tanggal laporan keuangan konsolidasian ini, perjanjian sedang dalam proses perpanjangan.

b. Perjanjian sewa kapal tunda untuk wilayah operasional PT Jawa Satu Power.

Pada tanggal 5 Februari 2021, JAI dan PT Jawa Satu Power menandatangani surat perjanjian No. HK-566/05/02/01/MS-21 tentang Sewa Kapal Tunda untuk Wilayah Operasional PT Jawa Satu Power. Total biaya sewa 2 (dua) unit Kapal Tunda dengan sistem *Time Charter* adalah sebesar Rp3.561.360 setiap bulan belum termasuk PPN 10% dengan biaya sewa yang akan dihitung sejak dimulainya jangka waktu sewa.

Harga biaya sewa dengan sistem *On Call* sebesar Rp794.480 untuk setiap kegiatan, akan ditagihkan bersama dengan sewa 2 (dua) unit kapal tunda dengan sistem *Time Charter* periode bulan berikutnya. Perjanjian ini berlaku efektif sejak ditandatanganinya perjanjian dan berakhir pada 31 Desember 2021. Perjanjian ini telah beberapa kali dilakukan perpanjangan, terakhir pada tanggal 1 Februari 2023 dengan perubahan tarif menjadi Rp3.294.258 untuk sistem *Time Charter* dan Rp734.894 untuk sistem *On Call.* Perjanjian ini berakhir pada tanggal 30 Juni 2023.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries

JAI

a. Cooperation Agreement for Pilotage and Tug services at the Special Terminal of PT Cemindo Gemilang Tbk

On March 31, 2022, JAI and PT Cemindo Gemilang Tbk agreed and signed an Agreement Letter Number HK-566/31/3/1/MS-22 and 061/CG-JAI/III/2023 regarding Cooperation in Ship Pilotage and Tug Services and the provision of pilotage aids through a revenue sharing mechanism with a percentage for JAI is 100% for pilotage and 10% for tug.

On April 1, 2024, JAI and PT Cemindo Gemilang Tbk agreed to extend the term of Cooperation in Ship Pilotage and Tug Services and the provision of pilotage aids until March 31, 2025.

As of the completion date of these consolidated financial statements, the agreement is still in process of extension.

b. Tugboat rental agreement for PT Jawa Satu Power operational area.

On February 5, 2021, JAI and PT Jawa Satu Power signed a letter of agreement No. HK-566/05/02/01/MS-21 regarding Tugboat Rental for PT Jawa Satu Power Operational Area. The total cost of renting 2 (two) units of Tugboats with Time Charter system is Rp3,561,360 per month excluding 10% VAT with rental fees that will be calculated from the start of lease term.

The price of rental fees with On Call system is Rp794,480 for each activity and will be billed together with the rental of 2 (two) units of tugboats with the Time Charter system is effective since the signing of agreement and ended on December 31, 2021. The agreement has been amended several times, last amendment on February 1, 2023 with a rate change to Rp3,294,258 for Time Charter system and Rp734,894 for On Call system. This agreemen ends on June 30, 2023.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

JAI (lanjutan)

b. Perjanjian sewa kapal tunda untuk wilayah operasional PT Jawa Satu Power. (lanjutan)

Pada tanggal 1 September 2023, JAI dan PT Pengembang Listrik Nasional Gas & Geothermal dan PT Adhi Guna Putera sebagai penyedia jasa Kapal Tunda untuk wilayah operasional Jawa Satu Power menandatangani perjanjian atas perjanjian Sewa Kapal Tunda Untuk Wilayah Operasional Jawa Satu Power yang dituangkan dalam Perjanjian No. 2963/126/IX/Direksi-2023 dan PD.02/1/9/1/SPB/DUT/JAI-23. Dalam Perjanjian ini, disepakati perubahan atas total biaya sewa 2 (dua) unit Kapal Tunda dengan sistem Time Charter menjadi Rp3.094.258 setiap bulan belum termasuk PPN dan juga atas biaya sewa dengan sistem *On Call* menjadi sebesar Rp685.000 terhitung sejak tanggal 1 Juli 2023 sampai dengan 30 Juni 2028 untuk setiap kegiatan. Masa berlaku perjanjian terhitung sejak 1 Juli 2023 sampai dengan 30 Juni 2028.

Pada tanggal 23 November 2023, JAI dan PT PLN Gas & Geothermal dan PT Adhi Guna Putera sebagai penyedia jasa Kapal Tunda untuk wilayah operasional Jawa Satu Power menandatangani addendum perjanjian atas perjanjian Sewa Kapal Tunda Untuk Wilayah Operasional Jawa Satu Power yang dituangkan dalam addendum perjanjian No. 3198/126/X/Direksi-2023 dan PJ.01/31/10/1/TPB/DUT/JAI-23. Dalam addendum perjanjian ini, disepakati perubahan nama perseroan PT PLN Gas & Geothermal menjadi PT PLN Energi Gas. Selain itu, disepakati pula ketentuan besaran persentase dari total nilai sewa (Time Charter & On Call) sebagai berikut:

- 70% penagihan (sebelum PPN) kepada PT PLN Energi Gas
- 30% penagihan (sebelum PPN) kepada PT Adhi Guna Putera.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

JAI (continued)

b. Tugboat rental agreement for PT Jawa Satu Power operational area. (continued)

On September 1, 2023, JAI and PT Pengembang Listrik Nasional Gas & Geothermal dan PT Adhi Guna Putera as a provider of Tugboat services for the operational area of Jawa Satu Power signed agreement to the Tugboat Rental agreement for the Jawa Satu Power Operational Area as outlined in Agreement No. 2963/126/IX/Direksi-2023 and PD.02/1/9/1/SPB/DUT/JAI-23. In this agreement, it was agreed to change the total cost of renting 2 (two) units of Tugboats with the Time Charter system to Rp3,094,258 every month excluding VAT and also the rental fee using the On Call system to Rp685,000 starting from July 1, 2023 until June 30, 2028 for each activity. The validity period of this agreement starts from July 1, 2023 to June 30, 2028.

On November 23, 2023, JAI and PT PLN Gas & Geothermal dan PT Adhi Guna Putera as a provider of Tugboat services for the operational area of Jawa Satu Power signed addendum agreement to the Tugboat Rental agreement for the Jawa Satu Power Operational Area as outlined in Agreement No. 3198/126/X/Direksi-2023 and PJ.01/31/10/1/TPB/DUT/JAI-23. In this addendum agreement, it was agreed the changes name of PT PLN Gas & Geothernal into PT PLN Energi Gas. Furthermore, the agreed-upon provision also specifies the percentage of the total lease value (Time Charter & On Call) as follows:

- *70% billing (before VAT) towards PT PLN Energi Gas*
- *30% billing (before VAT) towards PT Adhi Guna Putera.*

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

JAI (lanjutan)

c. Perjanjian Kerjasama Penyediaan Sarana Bantu Pemanduan Berupa Kapal Tunda untuk Pelayanan Jasa Penundaan Kapal di Perairan Meulaboh, Aceh.

Pada tanggal 18 November 2021, JAI dan PT Langlang Laju Layang menandatangani Kerjasama Penyediaan Sarana Bantu Pemanduan Berupa Kapal Tunda Untuk Pelayanan Jasa Penundaan Kapal di Perairan Meulaboh Provinsi Aceh yang tertuang dalam Perjanjian No. HK-566/18/11/1/MS-21. Nilai kerjasama yang disepakati dalam perjanjian ini adalah JAI mendapatkan pendapatan bagi hasil sebesar 80% dan PT Langlang Laju Layang mendapatkan 20% dari pendapatan bruto atas pelayanan jasa penundaan kapal. Jangka waktu perjanjian ini adalah selama 5 (lima) tahun terhitung sejak ditandatanganinya Berita Acara Mulai Kerja (BAMK).

Pada tanggal 1 Juli 2024, JAI dan PT Langlang Laju Layang menandatangani Addendum Perjanjian Kerjasama Penyediaan Sarana Bantu Pemanduan Berupa Kapal Tunda Untuk Pelayanan Jasa Penundaan Kapal di Perairan Meulaboh Provinsi Aceh No. PU.01.01/1/7/3/SPB/TPB/JAI-24. Addendum tersebut mengubah persentase nilai kerjasama menjadi JAI mendapatkan pendapatan bagi hasil sebesar 72% dan PT Langlang Laju Layang mendapatkan 28% dari pendapatan bruto atas pelayanan jasa penundaan kapal.

d. Perjanjian Kerjasama Penyediaan Sarana Bantu Pemanduan Berupa Kapal Tunda untuk Pelayanan Jasa Penundaan Kapal di Perairan Pelabuhan Weda (Teluk Weda) Maluku Utara.

Pada tanggal 17 November 2022, JAI dan PT Langlang Laju Layang menandatangani Kerjasama Penyediaan Sarana Bantu Pemanduan Berupa Kapal Tunda Untuk Pelayanan Jasa Penundaan Kapal di Perairan Pelabuhan Weda (Teluk Weda) Provinsi Maluku Utara yang tertuang dalam Perjanjian No. HK-566/17/11/1/MS-22. Nilai kerjasama yang disepakati dalam perjanjian ini adalah JAI mendapatkan pendapatan bagi hasil sebesar 83% dan PT Langlang Laju Layang mendapatkan 17% dari pendapatan bruto atas pelayanan jasa penundaan kapal.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

JAI (continued)

c. *Cooperation Agreement for Provision of Guiding Assistance Facilities in the Form of Tugboats for Ship Towing Services in Meulaboh Waters, Aceh.*

On November 18, 2021, JAI and PT Langlang Laju Layang signed a Cooperation contract for the Provision of Guiding Aids in The Form of Tugboats for Towing Ships in Meulaboh Waters, Aceh Province as stipulated in Agreement No. HK-566/18/11/1/MS-21. The value of the cooperation agreed in this agreement is that JAI gets 80% revenue sharing and PT Langlang Laju Layang gets 20% of gross revenue from ship towing services. The term of this agreement is for 5 (five) years from the signing of the Minutes of Commencement of Work (BAMK).

On July 1, 2024, JAI and PT Langlang Laju Layang signed an Addendum to the Cooperation Agreement for the Provision of Guiding Aids in The Form of Tugboats for Towing Ships in Meulaboh Waters, Aceh Province, No. PU.01.01/1/7/3/SPB/TPB/JAI-24. The addendum modifies the revenue sharing percentage to the JAI gets 72% revenue sharing and PT Langlang Laju Layang gets 28% of gross revenue from ship towing services.

d. Agreement on the Provision of Pilotage Facilities in the Form of Tugboats for Tug Services in the Waters of Weda Harbor (Teluk Weda) North Maluku.

On November 17, 2022, JAI and PT Langlang Laju Layang signed a Cooperation to Provide Pilotage Assistance in the Form of Tugboats for Tug Services in the Waters of Weda Port (Teluk Weda) of North Maluku Province as stated in Agreement No. HK-566/17/11/1/MS-22. The value of the cooperation agreed in this agreement is JAI gets 83% revenue sharing and PT Langlang Laju Layang gets 17% of gross revenue from ship towing services.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

JAI (lanjutan)

d. Perjanjian Kerjasama Penyediaan Sarana Bantu Pemanduan Berupa Kapal Tunda untuk Pelayanan Jasa Penundaan Kapal di Perairan Pelabuhan Weda (Teluk Weda) Maluku Utara (lanjutan)

Pada tanggal 1 Juli 2024, JAI dan PT Langlang Laju Layang menandatangani addendum perjanjian. Addendum tersebut mengubah persentase nilai kerjasama menjadi JAI mendapatkan pendapatan bagi hasil sebesar 80% dan PT Langlang Laju Layang mendapatkan 20% dari pendapatan bruto atas pelayanan jasa penundaan kapal.

Jangka waktu perjanjian ini adalah selama 5 (lima) tahun terhitung sejak tanggal Berita Acara Mulai Operasi ditandatangani.

e. Perjanjian Kerja Sama Pelayanan Jasa Kapal di Terminal Khusus PT Nusantara Regas Kepulauan Seribu Provinsi DKI Jakarta.

Pada Tanggal 27 Februari 2020, JAI dan PT Nusantara Regas sepakat untuk menandatangani Perjanjian Kerja Sama Pelayanan Jasa Kapal di Terminal Khusus PT Nusantara Regas di Kepulauan Seribu. Perjanjian ini menyepakati besaran tarif yang dikenakan terhadap kapal LNG pihak ketiga dan kapal LNG yang dikelola PT Nusantara Regas di Terminal Khusus.

Pada tanggal 18 April 2023, JAI dan PT Nusantara Regas sepakat untuk menandatangani adendum perubahan besaran tarif kapal LNG, pihak ketiga dan kapal LNG yang dikelola PT Nusantara Regas di Tersus Nusantara Regas dan mengubah hak kedua belah pihak.

Perjanjian ini telah diperpanjang sampai dengan 31 Desember 2025.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

JAI (continued)

d. Agreement on the Provision of Pilotage Facilities in the Form of Tugboats for Tug Services in the Waters of Weda Harbor (Teluk Weda) North Maluku (continued)

On July 1, 2024, JAI and PT Langlang Laju Layang signed an addendum that modifies the revenue sharing percentage to JAI gets 80% revenue sharing and PT Langlang Laju Layang gets 20% of gross revenue from ship towing services.

The agreement period is 5 (five) years from the signing of the Minutes of Commencement of Work (BAMK).

e. Ship service cooperation agreement at the Special Terminal of PT Nusantara Regas in Kepulauan Seribu Provinsi DKI Jakarta.

On February 27, 2020, JAI and PT Nusantara Regas agreed to sign a Ship Service Cooperaition Agreement at PT Nusantara Regas Special Terminal in Kepualauan Seribu. This agreement agrees on the rate on third party LNG vessels and LNG vessels managed by PT Nusantara Regas at the PT Nusantara Regas Special Terminal.

On April 18, 2023, JAI and PT Nusantara Regas agreed to changes of the tariff for third party LNG vessels and LNG vessels managed by PT Nusantara Regas in Tersus Nusantara Regas.

The agreement has been extended until December 31, 2025.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

JAI (lanjutan)

f. Perjanjian Kerjasama Penyediaan Sarana Bantu Pemanduan Berupa Kapal Tunda dan Awak Kapal dengan Sistem *On Call* di Terminal Untuk Kepentingan Sendiri PT Bukit Asam Tbk.

Pada tanggal 20 Oktober 2022, JAI menandatangani perjanjian Kerjasama Penyediaan Sarana Bantu Pemanduan Berupa Kapal Tunda dan Awak Kapal dengan Sistem *On Call* di Terminal Untuk Kepentingan Sendiri, yang tertuang dalam perjanjian No. HK-566/20/10/3/MS-22. PT Bukit Asam Tbk melakukan pembayaran Nilai Kerjasama kepada JAI atas kerjasama penyediaan Kapal Tunda dan Awak Kapal dengan Sistem *On Call*. Jangka waktu perjanjian ini adalah selama 1 (satu) tahun terhitung sejak tanggal ditandatanganinya Perjanjian ini.

Pada Tanggal 13 Oktober 2023, JAI menyepakati perpanjangan atas perjanjian No. HK-566/20/10/3/MS-22 tentang Kerjasama Penyediaan Sarana bantu Pemanduan Berupa Kapal Tunda dan Awak Kapal dengan Sistem On Call di Terminal untuk Kepentingan Sendiri PT Bukit Asam Tbk dengan jangka waktu diperpanjang selama 2 (dua) tahun terhitung sejak tanggal ditandatanganinya addendum sampai dengan tanggal 19 Oktober 2025.

g. Perjanjian kerjasama pelayanan jasa kapal di terminal khusus PT Jawa Satu Power

Pada tanggal 15 April 2021, JAI dan PT Jawa Satu Power menandatangani perjanjian No. HK-566/15/4/11/MS-21 tentang pelayanan jasa kapal di terminal khusus PT Jawa Satu Power. Berdasarkan perjanjian, disepakati pula ketentuan besaran persentase pembagian pendapatan yang diterima oleh JAI sebagai berikut:

- Jasa Pandu: 70% setelah dipotong PNBP pemanduan;
- Stand by Pandu: 90% dari tarif;
- Jasa Tunda: 5% setelah dipotong PNBP penundaan;
- Stand by Kapal Tunda: 5% dari tarif.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

JAI (continued)

f. Cooperation Agreement on Provision of Guiding Aid Facilities in the Form of Tugboats and Crews with On Call Systems at Terminals for PT Bukit Asam Tbk's Own Interests.

On October 20, 2022, JAI signed a Cooperation Agreement for the Provision of Guidance Assistance in the Form of Tugboats and Crews with an On Call System at the Terminal for Their Own Interests, as stated in agreement No. HK-566/20/10/3/MS-22. PT Bukit Asam Tbk pays Cooperation Value to JAI for the cooperation in providing Tugs and Crew with On Call System. The term of this agreement is 1 (one) year from the date of signing of this Agreement.

On October 13, 2023, JAI agreed to extension an agreement No. HK-566/20/10/3/MS-22 regarding the Cooperation of Providing Pilotage Assistance Facilities in the form of Tugboats and Crew with an On Call system at the Private Port of PT Bukit Asam Tbk with the term was extended for 2 (two) years from the date this addendum until October 19, 2025.

g. Ship service agreement at PT Jawa Satu Power's Terminal

On April 15, 2021, JAI and PT Jawa Satu Power signed an agreement No. HK-566/15/4/11/MS-21 regarding ship services at the PT Jawa Satu Power's Terminal. Based on the agreement, it is also agreed that the percentage of sharing revenue received by JAI is as follows:

- *Pilotage Service: 70% after net off PNBM;*
- *Stand by Pilot: 90% from tariff;*
- *Towage Service: 5% after net off PNBM;*
- *Stand by Tug Boat: 5% dari tariff.*

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

JAI (lanjutan)

g. Perjanjian kerjasama pelayanan jasa kapal di terminal khusus PT Jawa Satu Power (lanjutan)

Pada tanggal 24 Desember 2024, JAI dan PT Jawa Satu Power menandatangani addendum perjanjian, dimana disepakati perjanjian kerjasama ini diperpanjang hingga 31 Desember 2025. Selain itu terdapat perubahan ketentuan besaran persentase pembagian pendapatan yang diterima oleh JAI sebagai berikut:

- Jasa Pandu: 70% setelah dipotong PNBP pemanduan;
- Stand by Pandu: 70% dari tarif;
- Jasa Tunda: 10% setelah dipotong PNBP penundaan;
- Stand by Kapal Tunda: 10% dari tarif.

h. Perjanjian Kerja Sama Pelayanan Jasa Pemanduan dan Penundaan Kapal di Terminal Khusus PT Trimegah Bangun Persada Tbk

Pada Tanggal 12 Juni 2024, JAI dan PT Trimegah Bangun Persada Tbk menandatangani Perjanjian Pelayanan Jasa Pemanduan dan Penundaan Kapal di Terminal Khusus. Berdasarkan perjanjian, besaran bagi hasil untuk JAI sebagai berikut:

- Jasa pandu 100%
- Jasa tunda 7,5%

Jangka waktu perjanjian berlaku sampai dengan 15 Juni 2025.

i. Kerjasama Penyediaan Sarana Bantu Pemanduan Berupa Kapal Tunda untuk Pelayanan Jasa Penundaan Kapal di Pelabuhan Tarakan, Kalimantan Utara

Pada tanggal 23 Desember 2024, JAI dan PT Langlang Laju Layang menandatangani Perjanjian No.PU.01.01/23/12/3/TPB/DUT/JAI-24 tentang Penyediaan Penyediaan Sarana Bantu Pemanduan Berupa Kapal Tunda untuk Pelayanan Jasa Penundaan Kapal di Pelabuhan Tarakan, Kalimantan Utara. JAI mendapatkan pendapatan bagi hasil sebesar 85% dari pendapatan bruto atas pelayanan jasa penundaan kapal. Jangka waktu perjanjian ini adalah selama 2 (dua) tahun terhitung sejak tanggal ditandatanganinya perjanjian ini.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

JAI (continued)

g. Ship service agreement at PT Jawa Satu Power's Terminal (continued)

On December 24, 2024, JAI and PT Jawa Satu Power signed an addendum to the agreement, where it was agreed that the agreement was extended until December 31, 2025. In addition, there are changes in the provisions of the percentage of sharing revenue received by JAI as follows:

- *Pilotage Service: 70% after net off PNBP;*
- *Stand by Pilot: 70% from tariff;*
- *Towage Service: 10% after net off PNBP;*
- *Stand by Tug Boat: 10% dari tariff.*

h. Cooperation Agreement for Pilotage and Tugboat Services at PT Trimegah Bangun Persada Tbk's Private Terminal

On June 12, 2024, JAI and PT Trimegah Bangun Persada Tbk agreed to sign an agreement for Pilotage and Tug Services at Private Terminal. Based on agreement, the revenue sharing portion for JAI, are as follows:

- *Pilotage services 100%*
- *Tug services 7,5%*

The agreement is valid until June 15, 2025.

i. Agreement on the Provision of Pilotage Facilities in the Form of Tugboats for Tuf Services at Tarakan Port, North Kalimantan

On December 23, 2024, JAI and PT Langlang Laju Layang signed an Agreement No. PU.01.01/23/12/3/TPB/DUT/JAI-24 on the Provision of Pilotage Facilities in the Form of Tugboats for Tuf Services at Tarakan Port, North Kalimantan. JAI obtain 85% revenue sharing of gross revenue from ship towing services. The agreement is valid for a period of 2 (two) years, effective from the date of signing.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

Rukindo

a. Pekerjaan Pengerukan Pemeliharaan Kedalaman Alur Pelayaran Pelabuhan Pulau Baai - Bengkulu.

Pada tanggal 3 Mei 2021, Rukindo dan PT Van Oord Indonesia menyetujui Pekerjaan Pemeliharaan Kedalaman Alur Pelayaran Pelabuhan Pulau Baai - Bengkulu dengan nilai kontrak Rp73.700.000 termasuk PPN dengan jangka waktu sejak ditandatanganinya perjanjian sampai dengan 11 Januari 2023. Proyek ini telah selesai dilaksanakan.

b. Pekerjaan Pemeliharaan Kedalaman Kolam di Terminal Kontainer 1 Kalibaru Pelabuhan Tanjung Priok.

Pada tanggal 14 Juni 2023, Rukindo dan PT Pelindo Solusi Logistik melalui surat perjanjian No. PD.05.01/14/6/1/KONS/ DKMT/PLSL-23 sepakat untuk melakukan Pekerjaan Pemeliharaan kedalaman kolam di Terminal Kontainer 1 Kalibaru Pelabuhan Tanjung Priok dengan nilai pekerjaan sebesar Rp13.747.638 sudah termasuk PPN dengan jangka waktu 120 (seratus dua puluh) hari kalender sejak Berita Acara Mulai Kerja (BAMK).

c. Pekerjaan Pengerukan Alur dan Kolam Pelabuhan Belawan.

Pada tanggal 2 Oktober 2023, Rukindo dan PT Pelabuhan Indonesia (Persero) Regional 1 Cabang Belawan melalui surat perjanjian No. PP.03.01/2/10/1/B5/GM/BLW-23 sepakat untuk melakukan Pekerjaan Pengerukan Alur dan Kolam Pelabuhan Belawan dengan nilai pekerjaan sebesar Rp35.149.395 sudah termasuk PPN dengan jangka waktu 149 (seratus empat puluh sembilan) hari kalender sejak Berita Acara Mulai Kerja (BAMK).

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

Rukindo

a. Dredging Work Depth Maintenance of Shipping Channels of Pulau Baai Harbor - Bengkulu.

On May 3, 2021, Rukindo and PT Van Oord Indonesia agreed to the Work for Maintenance of the Depth of Shipping Channels at Pulau Baai Port - Bengkulu with a contract value of Rp73,700,000 including VAT with a period from the signing of the agreement until January 11, 2023. This project has been completed.

b. Ponds Depth Maintenance of Kalibaru Container Terminal 1 of Tanjung Priok Port.

On June 14, 2021, Rukindo and PT Pelindo Solusi Logistik through agreement letter No. PD.05.01/14/6/1/KONS/DKMT/PLSL-23 agreed to carry out Depth Maintenance for Kalibaru Container Terminal 1 of Tanjung Priok Port with a work value of Rp13,747,638 including VAT with a period of 120 (one hundred twenty) calendar days from the Minutes of Commencement of Work (BAMK).

c. Dredging of Channels and Ponds of Belawan Port.

On October 2, 2023, Rukindo and PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch through agreement letter No. PP.03.01/2/10/1/B5/GM/BLW-23 agreed to carry out Dredging Works for Belawan Pond with a work value of Rp35,149,395 including VAT with a period of 149 (one hundred forty-nine) calendar days from the Minutes of Commencement of Work (BAMK).

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

Rukindo (lanjutan)

d. Perjanjian Pengerukan Kolam Pelabuhan Dumai.

Pada tanggal 23 November 2023, Rukindo dan PT Berlian Samudra Pacific menandatangani Perjanjian No. PD.01/1/11/2/BUP/DIRUT/RKD-23 untuk penyewaan tugboat TB Berlian Pacific I dalam rangka mendukung pekerjaan pengerukan di Pelabuhan Teluk Bayur. Jangka waktu sewa semula selama 6 bulan diperpanjang melalui lima addendum hingga menjadi 14 bulan. Berdasarkan Addendum V, masa sewa berlaku hingga 23 Januari 2025. Nilai kontrak sebesar Rp4.928.000 termasuk PPN 11%.

e. Perjanjian Pengerukan Kolam Pelabuhan Belawan.

Pada tanggal 2 Oktober 2023, Rukindo dan PT Pelabuhan Indonesia (Persero) Regional 1 Cabang Belawan menandatangani Surat Perjanjian No. PP.03.01/2/10/1/B5.1/GM/BLW-23 untuk pekerjaan pengerukan kolam Pelabuhan Belawan dengan nilai kontrak sebesar Rp39.015.829, termasuk PPN 11%. Proyek ini kemudian diperpanjang melalui Addendum I (21 Desember 2023), Addendum II (23 September 2024), dan Addendum III (10 Desember 2024) sehubungan dengan perubahan teknis, volume pekerjaan, dan penyesuaian pelaksanaan. Proyek ini telah selesai pada 31 Januari 2025.

f. Perjanjian Subkontrak Pekerjaan Dredging Tahap 2 Proyek RDMP RU V Balikpapan.

Pada tanggal 11 November 2024, Rukindo dan PT Rekayasa Industri menandatangani Perjanjian Subkontrak No. 244010-CT-32-001-A4 untuk pelaksanaan pekerjaan Dredging Tahap 2 pada proyek *Refinery Development Master Plan* (RDMP) RU V Balikpapan milik PT Kilang Pertamina Internasional. Nilai kontrak tercatat sebesar Rp37.620.000, sudah termasuk PPN 11%. Subkontraktor bertanggung jawab atas penyediaan tenaga kerja, peralatan, manajemen proyek, dan jasa pendukung lainnya sesuai ketentuan dalam kontrak. Proyek ini telah selesai pada 11 April 2025.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

Rukindo (continued)

d. Agreement for the Dredging of Dumai Port Basin.

On November 23, 2023, Rukindo and PT Berlian Samudra Pacific signed Agreement No. PD.01/1/11/2/BUP/DIRUT/RKD-23 for the rental of the tugboat TB Berlian Pacific I to support dredging work at Teluk Bayur Port. The initial rental period of 6 months was extended through five addendums to a total of 14 months. Based on Addendum V, the rental period is valid until January 23, 2025. The contract value is Rp4,928,000 including 11% VAT.

e. Agreement for the Dredging of Belawan Port Basin.

On October 2, 2023, Rukindo and PT Pelabuhan Indonesia (Persero) Regional 1 Belawan Branch signed Agreement No. PP.03.01/2/10/1/B5.1/GM/BLW-23 for the dredging of Belawan Port pond with a contract value of Rp39,015,829, inclusive of 11% VAT. The project was extended through Addendum I (December 21, 2023), Addendum II (September 23, 2024), and Addendum III (December 10, 2024). The project is completed on January 31, 2025.

f. Subcontract Agreement for Phase 2 Dredging Work of the RDMP RU V Balikpapan Project.

On November 11, 2024, Rukindo and PT Rekayasa Industri signed Subcontract Agreement No. 244010-CT-32-001-A4 for Phase 2 dredging work at the Refinery Development Master Plan RDMP RU V Balikpapan project, owned by PT Kilang Pertamina Internasional. The subcontract value is Rp37,620,000, inclusive of 11% VAT. The subcontractor is responsible for labor, equipment, project management, and related services. The project is completed on April 11, 2025.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

Rukindo (lanjutan)

g. Perjanjian Sewa Tugboat - Berlian Samudra Pacific (Teluk Bayur).

Pada tanggal 23 November 2023, Rukindo dan PT Berlian Samudra Pacific menandatangani Perjanjian No. PD.01/1/11/2/BUP/DIRUT/RKD-23 untuk penyewaan tugboat TB Berlian Pacific I dalam rangka mendukung pekerjaan pengerukan di Pelabuhan Teluk Bayur. Jangka waktu sewa semula selama 6 bulan diperpanjang melalui lima addendum hingga menjadi 14 bulan. Berdasarkan Addendum V, masa sewa berakhir pada tanggal 23 Januari 2025. Nilai kontrak sebesar Rp4.928.000 termasuk PPN 11%.

h. Perjanjian Sewa Tugboat - Lintas Samudra Line (Belawan).

Pada tanggal 25 Januari 2024, PT Pengerukan Indonesia dan PT Lintas Samudra Line menandatangani Perjanjian No. PD.01/25/1/2/BUP/DIRUT/RKD-24 untuk penyewaan tugboat TB Nusantara Bersatu dalam rangka mendukung kegiatan pengerukan di Pelabuhan Belawan. Perjanjian ini diperpanjang secara bertahap melalui delapan addendum, memperpanjang masa sewa dari 4 bulan menjadi 12 bulan. Berdasarkan Addendum VIII, masa sewa berakhir pada tanggal 1 Februari 2025. Nilai kontrak tetap sebesar Rp4.928.000 termasuk PPN 11%.

i. Perjanjian Sewa Tugboat - Anugerah Samudera Madanindo (Dumai).

Pada tanggal 8 November 2024, Rukindo dan PT Anugerah Samudera Madanindo menandatangani perjanjian subkontrak No. PD.01/8/11/2/BUP/RKD-24 untuk pelaksanaan pekerjaan pengerukan kolam Pelabuhan Dumai. Subkontraktor bertanggung jawab atas pelaksanaan fisik pengerukan termasuk mobilisasi, dumping, serta pelaporan. Nilai kontrak ditetapkan sebesar Rp21.800.400, termasuk PPN 11%, dan memiliki masa pelaksanaan selama 150 hari kalender sejak tanggal efektif BAMK. Hingga laporan ini disusun, proyek ini masih berjalan.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

Rukindo (continued)

g. Tugboat Rental Agreement - Berlian Samudra Pacific (Teluk Bayur).

On November 23, 2023, Rukindo and PT Berlian Samudra Pacific entered into Agreement No. PD.01/1/11/2/BUP/DIRUT/RKD-23 for the rental of TB Berlian Pacific I tugboat to support dredging operations at Teluk Bayur Port. The initial 6-month term was extended to 14 months through five addenda. As of Addendum V, the rental period expired on January 23, 2025. The contract value is Rp4,928,000 inclusive of 11% VAT.

h. Tugboat Rental Agreement - Lintas Samudra Line (Belawan).

On January 25, 2024, Rukindo and PT Lintas Samudra Line signed Agreement No. PD.01/25/1/2/BUP/DIRUT/RKD-24 for the rental of TB Nusantara Bersatu tugboat to support dredging operations at Belawan Port. The agreement was extended through eight addenda, increasing the lease period from 4 to 12 months. As of Addendum VIII, the rental is expired on February 1, 2025. The contract value remains at Rp4,928,000 inclusive of 11% VAT.

i. Tugboat Rental Agreement - Anugerah Samudera Madanindo (Dumai).

On November 8, 2024, Rukindo and PT Anugerah Samudera Madanindo entered into Subcontract Agreement No. PD.01/8/11/2/BUP/RKD-24 for dredging works at Dumai Port's pond. The subcontractor is responsible for physical execution, including mobilization, dumping, and reporting. The contract is valued at Rp21,800,400 inclusive of 11% VAT, with a term of 150 calendar days from the BAMK. The project remains in progress as of the report date.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

Rukindo (lanjutan)

j. Perjanjian Sewa Tugboat - Berlian Khatulistiwa Line (Belawan).

Pada tanggal 1 November 2023, PT Pengerukan Indonesia menandatangani perjanjian No. PD.01/1/11/2/BUP/DIRUT/RKD-23 dengan PT Berlian Khatulistiwa Line untuk penyewaan tugboat guna mendukung pekerjaan pengerukan di Pelabuhan Belawan. Perjanjian ini mengalami lima kali amandemen yang memperpanjang masa sewa dari awalnya 6 bulan menjadi 14 bulan. Berdasarkan dokumen terakhir (Amandemen V tanggal 5 Desember 2024), jangka waktu sewa berakhir pada tanggal 7 Januari 2025. Nilai kontrak tetap sebesar Rp4.928.000, termasuk PPN 11%.

k. Pekerjaan Pengerukan Alur dan Kolam Pelabuhan Belawan.

Pada tanggal 2 Oktober 2023, Rukindo dan PT Pelabuhan Indonesia (Persero) Regional 1 Cabang Belawan melalui surat perjanjian No. PP.03.01/2/10/1/B5/GM/BLW-23 sepakat untuk melakukan Pekerjaan Pengerukan Alur dan Kolam Pelabuhan Belawan dengan nilai pekerjaan sebesar Rp35.149.395 sudah termasuk PPN dengan jangka waktu 149 (seratus empat puluh sembilan) hari kalender sejak Berita Acara Mulai Kerja ("BAMK"). Perjanjian ini telah berakhir pada 2 Maret 2024.

PMS

a. Provision of One Unit Terminal Tug dengan PT Pertamina Hulu Energi West Offshore (PHE WMO)

Pada tanggal 7 September 2023, PMS dan PHE WMO menandatangani surat Perjanjian Nomor: 4710007663 tentang Kerjasama penyediaan kapal. Perjanjian ini berlaku efektif sampai dengan 7 September 2026 dengan nominal Rp30.441.000.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

Rukindo (continued)

j. Tugboat Rental Agreement - Berlian Khatulistiwa Line (Belawan).

On November 1, 2023, PT Pengerukan Indonesia signed Agreement No. PD.01/1/11/2/BUP/DIRUT/RKD-23 with PT Berlian Khatulistiwa Line for the rental of tugboats to support dredging operations at Belawan Port. The agreement has been amended five times, extending the lease period from the initial 6 months to 14 months. As of Addendum V (dated December 5, 2024), the rental term expired on January 7, 2025. The contract value remains at Rp4,928,000 inclusive of 11% VAT.

k. Dredging of Channels and Ponds of Belawan Port.

On October 2, 2023, Rukindo and PT Pelabuhan Indonesia (Persero) Regional 1 through agreement letter No. PP.03.01/2/10/1/B5/GM/BLW-23 agreed to carry out Dredging Works for Belawan Port Channel and Pond with a work value of Rp35,149,395 including VAT with a period of 149 (one hundred forty-nine) calendar days from the Minutes of Commencement of Work ("BAMK"). This agreement is expired on March 2, 2024.

PMS

a. Provision of One Unit Terminal Tug with PT Pertamina Hulu Energi West Offshore (PHE WMO)

On September 7, 2023, PMS and PHE WMO signed Agreement Number: 4710007663 regarding the cooperation for vessel provision. This agreement is effective until September 7, 2026, with a total value of Rp30,441,000.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

APBS

a. Perjanjian pengerukan dan pengoperasian Alur Pelayaran Barat Surabaya

Pelindo telah diberikan kewenangan untuk pengerukan dan pengelolaan Alur Pelayaran Barat Surabaya ("Alur") berdasarkan perjanjian antara Kementerian Perhubungan Republik Indonesia dengan Pelindo dengan total investasi sebesar Rp1.003.952.709. Perjanjian ini berlaku selama 23 (dua puluh tiga) tahun.

Pada tanggal 26 Mei 2014, Pelindo menunjuk APBS sebagai operator untuk pengerukan dan pengoperasian Alur. Sehubungan dengan perjanjian ini, APBS membayar terlebih dahulu sebesar Rp205.987.927 kepada Pelindo. Sisanya sebesar Rp797.964.782 dibayar secara bulanan selama 23 (dua puluh tiga) tahun.

Selanjutnya, berdasarkan perjanjian antara APBS dengan Pelindo tentang pengoperasian Alur juga disebutkan bahwa:

- Pembayaran hasil konsesi sebesar 3,5% dari pendapatan kotor pengoperasian Alur, dibayarkan kepada Kementerian Perhubungan Republik Indonesia oleh Pelindo setiap bulan selambat-lambatnya 15 (lima belas) hari pada bulan berikutnya.
- Biaya pemeliharaan Alur dengan pengerukan 2 (dua) tahun pertama dibayar terlebih dahulu oleh Pelindo yang kemudian akan dibebankan kepada APBS secara bulanan selama periode kontrak. Biaya pemeliharaan Sarana Bantu Navigasi Pelayaran (SBNP) dibayar oleh APBS.
- *Management fee* yang dibayarkan kepada Pelindo adalah sebesar 5,85% per tahun dari saldo investasi Pelindo, setelah dikurangi saldo yang telah dibayarkan oleh APBS.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

APBS

a. Agreement for the dredging and operating at Alur Pelayaran Barat Surabaya

Pelindo has been given the authority for dredging and operating Alur Pelayaran Barat Surabaya (the "Channel") based on the agreement between the Minister of Transportation of the Republic of Indonesia and Pelindo with total investment of Rp1,003,952,709. The agreement will be valid for 23 (twenty-three) year-period.

On May 26, 2014, Pelindo appointed APBS as the operator for the dredging and operating of Channel. In connection with this agreement, APBS shall pay in advance amounting to Rp205,987,927 to Pelindo. The remaining balance of Rp797,964,782 is repayable on a monthly basis for 23 (twenty three) year-period.

In addition, based on agreement between APBS and Pelindo for operation of Channel, it was also agreed as follows:

- *Payment of concession fee amounting to 3.5% of the Channel operation's gross revenue to the Minister of Transportation of the Republic of Indonesia by Pelindo every month, no later than 15 (fifteen) days in the following month.*
- *The cost of maintenance dredging at the Channel for the first 2 (two) years is paid in advance by Pelindo which will be charged to APBS on a monthly basis during the contract period. The cost of maintenance for "Sarana Bantu Navigasi Pelayaran" (SBNP) is paid by APBS.*
- *Management fee paid to Pelindo is equal to 5.85% per annum of the balance of investment of Pelindo, net of balance that has already been paid by APBS.*

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

APBS (lanjutan)

b. Perjanjian Pengerukan

Berdasarkan perjanjian No. PD.05.01/10/4/2/ PFSB/TKNK/REG-23 tanggal 10 April 2023 APBS dan Pelindo Regional 3 sepakat untuk melakukan pengerukan Kolam Pelabuhan Tanjung Perak dengan nilai kontrak Rp196.200.000 dan berdasarkan perjanjian No. PD.05.01/13/10/1/PFSB/RH3/REG3-2023 tanggal 13 Oktober 2023 nilai pekerjaan diubah menjadi Rp197.896.623 dengan pembayaran dilakukan dalam 4 (empat) termin. Perjanjian ini telah berakhir pada tanggal 28 Maret 2024.

c. Perjanjian reklamasi

Berdasarkan perjanjian No. HK-15/SP2/BMS-APBS/XI/2023 dan HK.01.05/24.2/APBS-2023 tanggal 10 November 2023 APBS dan BMS sepakat melakukan pembangunan pulau reklamasi di Terminal Manyar Pelabuhan Gresik dengan nilai kontrak pekerjaan Rp389.983.197 dan pembayaran dilakukan dalam 27 (dua puluh tujuh) termin dengan jangka waktu 2 (dua) tahun sejak ditandatanganinya Berita Acara Mulai Kerja (BAMK).

PEL

a. Perjanjian antara PT Indonesia Power dan PEL tentang Jasa Fasilitas *Midstream* LNG Benoa Bali

Berdasarkan perjanjian No.HK.0501/05.1/PEL-2016 tanggal 17 Februari 2016 yang diperbarui melalui perjanjian No.HK.0501/04/PEL-2018 tanggal 8 Februari 2018, PEL memberikan pelayanan jasa penempatan floating storage unit dan *floating regasification unit* di Pelabuhan Benoa dengan Pelindo dengan jangka waktu 5 (lima) tahun.

Berdasarkan perjanjian jasa fasilitas *midstream* LNG Benoa No. HK.0501/22/PEL- 2017 tanggal 27 Desember 2017 yang telah diubah terakhir dengan perjanjian HK.05.01/37/PEL-2021 tanggal 30 September 2021, PEL memberikan jasa fasilitas *midstream* LNG Benoa yang terdiri dari jasa pengurusan pengapalan, jasa penyediaan fasilitas penyimpanan LNG, dan jasa terminal LNG kepada PT Indonesia Power.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

APBS (continued)

b. Dredging Agreement

Based on the agreement No. PD.05.01/10/4/2/ PFSB/TKNK/REG-23 dated April 10, 2023, APBS and Pelindo Region 3 agreed to dredge the Tanjung Perak Port Pool with a contract value of Rp196,200,000 and based on the agreement No. PD.05.01/13/10/1/PFSB/RH3/REG3-2023 dated October 13, 2023 the value of the work was changed to Rp197,896,623 with 4 (four) payment terms. This agreement is completed on March 28, 2024.

c. Agreement for the reclamation

Based on agreement No. HK-15/SP2/BMS-APBS/XI/2023 dan HK.01.05/24.2/APBS-2023 dated November 10, 2023, APBS and BMS agreed to conduct a building reclamation island project at the Manyar Terminal of Gresik Port with a work contract value of Rp389,983,197 and 27 (twenty-seven) payment terms within a period of 2 (two) years from the signing of Minutes of Commencement of Work (BAMK).

PEL

a. Agreement between PT Indonesia Power and PEL regarding Midstream LNG Benoa Bali Facility Services

Based on the agreement No.HK.0501/05.1/ PEL-2016 dated February 17, 2016 which was amended by agreement No.HK.0501/04/PEL-2018 dated February 8, 2018, PEL provides service for placement of floating storage unit and floating regasification unit at Benoa port to Pelindo for a 5 (five) year period.

Based on LNG Benoa midstream facility services agreement No. HK.0501/22/PEL-2017 dated December 27, 2017 which was amended by agreement No. HK.05.01/37/PEL-2021 dated September 30, 2021, PEL provides LNG Benoa midstream facility services that consist of shipment handling services, LNG storage facility services, and LNG terminal services to PT Indonesia Power.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

PEL (lanjutan)

a. Perjanjian antara PT Indonesia Power dan PEL tentang Jasa Fasilitas *Midstream* LNG Benoa Bali (lanjutan)

Pada tanggal 27 Mei 2022, perjanjian tersebut dilakukan pengalihan (novasi) kepada Konsorsium Pelindo Multi Terminal (Konsorsium MLB) berdasarkan perjanjian No. HK.05.01/16/PEL-2022. Berdasarkan perjanjian novasi tersebut, PEL tetap melaksanakan pekerjaan atas jasa fasilitas midstream LNG Benoa dengan mengalihkan penagihan pembayarannya ke Konsorsium MLB yang semula ditagihkan kepada PT Indonesia Power. Perjanjian ini berlaku sampai dengan 27 Februari 2023.

Berdasarkan perjanjian No. HK.05.01/36/PEL-2022 tanggal 27 September 2022, PEL menyediakan jasa pengelolaan dan pemeliharaan *floating regasification unit* (FRU) di terminal LNG Benoa Bali kepada Konsorsium MLB.

Berdasarkan perjanjian No. HK.05.01/35/PEL-2022 tanggal 27 September 2022, PEL menyediakan jasa pengelolaan jasa pengurusan pengapalan, terminal LNG, dan pipa penyalur gas kepada Konsorsium MLB.

Perjanjian ini diperpanjang sampai dengan 29 Februari 2024 berdasarkan perjanjian No. HK.05.01/14/PEL/2023 tanggal 12 Mei 2023. Sampai dengan tanggal penyelesaian laporan keuangan, perjanjian masih dalam proses perpanjangan.

b. Perjanjian antara BJTI dan PEL tentang Penyediaan dan Pengisian Bahan Bakar Minyak ("BBM") di BJTI

Berdasarkan perjanjian tanggal 25 Februari 2022 No. HK.05.02/06/PEL/2022, PEL memberikan penyediaan dan pengisian BBM kepada BJTI dengan estimasi harga pekerjaan sebesar Rp27.680.601. Perjanjian ini berlaku sampai tanggal 25 Februari 2023 dan telah diperpanjang hingga tanggal 29 Februari 2024 berdasarkan surat penetapan No. PD.01/22/2/1/BRPR/BRDU/BJTI-23. Sesuai ketentuan dalam perjanjian, BJTI diharuskan membayarkan uang jaminan sebesar Rp13.000.000 yang akan dikembalikan PEL secara bertahap hingga tanggal 31 Desember 2023.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

PEL (continued)

a. Agreement between PT Indonesia Power and PEL regarding Midstream LNG Benoa Bali Facility Services (continued)

On May 27, 2022, the agreement was transferred (novated) to the Pelindo Multi Terminal Consortium (MLB Consortium) based on the agreement No. HK.05.01/16/PEL-2022. Based on the novation agreement, PEL continued providing LNG Benoa midstream facility services and transferred the payment billing to MLB Consortium which were originally billed to PT Indonesia Power. This agreement is valid until February 27, 2023.

Based on the agreement No. HK.05.01/36/PEL-2022 dated September 27, 2022, PEL provides management and maintenance service of the floating regasification unit (FRU) at the Benoa Bali LNG terminal to MLB Consortium.

Based on the agreement No. HK.05.01/35/PEL-2022 dated September 27, 2022, PEL provides shipping, LNG terminals, and gas distribution pipelines management services to MLB Consortium.

This agreement was extended until February 29, 2024 based on agreement No. HK.05.01/14/PEL/2023 dated May 12, 2023. As of the completion date of the financial statements, the agreement is still in amendment process.

b. Agreement between BJTI and PEL regarding the Supply and Filling of Fuel Oil ("BBM") at BJTI

Based on the agreement dated February 25, 2022 No. HK.05.02/06/PEL/2022, PEL provides fuel supply and filling to BJTI with an estimated work price of Rp27,680,601. This agreement is valid until February 25, 2023 and has been amended until February 29, 2024 based on decision letter No. PD.01/22/2/1/BRPR/BRDU/BJTI-23. According to the terms of this agreement, BJTI is required to pay a collateral amounting Rp13,000,000 which will be returned by PEL in stages until December 31, 2023.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

PEL (lanjutan)

b. Perjanjian antara BJTI dan PEL tentang Penyediaan dan Pengisian Bahan Bakar Minyak ("BBM") di BJTI (lanjutan)

Perjanjian ini diperpanjang sampai dengan 29 Februari 2024 berdasarkan perjanjian No. HK.05.02/09.2/PEL/2023 tanggal 1 Maret 2023. BJTI diharuskan membayarkan uang jaminan sebesar Rp3.500.000 yang akan dikembalikan ke PEL di akhir masa kontrak. Perjanjian ini tidak diperpanjang.

c. Perjanjian tentang Pekerjaan Pengadaan dan Pendistribusian Bahan Bakar Minyak ("BBM") untuk Alat Bongkar Muat di TPS

Berdasarkan perjanjian tanggal 1 Juli 2022 No. HK.05.02/34/PEL/2022, PEL memberikan penyediaan dan pendistribusian BBM untuk alat bongkar muat kepada TPS. Perjanjian ini berlaku sampai tanggal 1 Juli 2023. Sesuai ketentuan dalam perjanjian, TPS diharuskan membayarkan uang jaminan sebesar Rp24.500.000 yang akan dikembalikan PEL pada saat perjanjian berakhir. Sampai dengan tanggal 31 Desember 2022, PEL baru menerima uang jaminan sebesar Rp20.000.000.

Perjanjian ini diperpanjang sampai dengan 1 Juli 2024 berdasarkan perjanjian No. HK.05.02/22/PEL/2023 tanggal 30 Juni 2023. PEL diharuskan mengembalikan uang jaminan secara bertahap yang dimulai sejak bulan Juli 2023. Hingga tanggal 31 Desember 2023 PEL telah mengembalikan uang jaminan sebesar Rp 9.600.000 kepada TPS, sehingga uang jaminan yang masih harus dikembalikan sebesar Rp10.400.000.Perjanjian ini berakhir pada 1 Juli 2024.

d. Surat Perjanjian Pemborongan antara TTL dengan PEL tentang Pekerjaan Pengadaan dan Pendistribusian Bahan Bakar Minyak ("BBM") Jenis Solar di TTL

Berdasarkan perjanjian No. HK.05.02/00066/PTTL/12-2020 tanggal 31 Desember 2020 yang telah diubah terakhir dengan perjanjian No. HK.02/8/2/1/ CRSC/PRDR/PTTL-22 tanggal 8 Februari 2022, PEL melakukan pengadaan dan pendistribusian BBM jenis solar kepada TTL. Perjanjian ini berlaku sampai tanggal 31 Desember 2022 dan telah diperpanjang hingga 31 Desember 2023 berdasarkan perjanjian No. 05.02/01/PEL-2023.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

PEL (continued)

b. Agreement between BJTI and PEL regarding the Supply and Filling of Fuel Oil ("BBM") at BJTI (continued)

This agreement was extended until February 29, 2024 based on agreement No. HK.05.02/09.2/PEL/2023 dated March 1, 2023. BJTI is required to pay a security deposit of RP3,500,000 which will be returned to PEL at the end of the contract period. This agreement is not extended.

c. Agreement on Procurement and Distribution of Fuel Oil ("BBM") for Loading and Unloading Equipment at TPS

Based on the agreement dated July 1, 2022 No. HK.05.02/34/PEL/2022, PEL provides supply and distribution of fuel for loading and unloading equipment to TPS. This agreement is valid until July 1, 2023. According to the terms of the agreement, TPS is required to pay a collateral amounting to Rp24,500,000 which will be returned by PEL when the agreement ends. As of December 31, 2022, PEL has received a collateral amounting to Rp20,000,000.

This agreement was extended until July 1, 2024 based on agreement No. HK.05.02/22/PEL/2023 dated June 30, 2023. PEL are required to return the collateral starting from July 2023. As of December 31, 2023, PEL has returned a collateral amounting to Rp 9,600,000 to TPS, the remaining colleteral to be refunded amounting to Rp10,400,000. This agreement is expired on July 1, 2024.

d. Letter of Contract Agreement between TTL and PEL regarding the Procurement and Distribution of Diesel Fuel ("BBM") at TTL

Based on the agreement No. HK.05.02/00066/ PTTL/12-2020 dated December 31, 2020 which was last amended by agreement No.HK.02/8/2/1/CRSC/ PRDR/PTTL-22 dated February 8, 2022, PEL provides and distributes diesel fuel to TTL. This agreement is valid until December 31, 2022 and has been amended until December 31, 2023 based on agreement No. 05.02/01/PEL-2023.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

PEL (lanjutan)

d. Surat Perjanjian Pemborongan antara TTL dengan PEL tentang Pekerjaan Pengadaan dan Pendistribusian Bahan Bakar Minyak (BBM) Jenis Solar di TTL (lanjutan)_

Sesuai ketentuan dalam perjanjian, TTL diharuskan membayarkan uang jaminan sebesar Rp19.200.000 yang akan dikembalikan PEL secara bertahap hingga tanggal 31 Desember 2023. Pada tanggal 31 Desember 2023 uang jaminan telah dibayarkan seluruhnya kepada TTL.

BMC

a. Perjanjian Kerjasama Pengoperasian kegiatan Pindah Lokasi Penimbunan (PLP) Petikemas

Pada tanggal 8 Januari 2019 BMC bersama dengan Pelindo dan PT DPS mengikatkan diri dalam perjanjian terkait pemanfaat sebagian tanah milik Pelindo seluas 12.730 m^2 yang sebelumnya digunakan oleh DPS, dimana tanah tersebut akan dialihfungsikan untuk kegiatan Pindah Lokasi Penimbunan (PLP) peti kemas yang dilakukan oleh BMC. Jangka waktu sewa adalah 20 (dua puluh) tahun terhitung mulai tanggal 28 Desember 2018 sampai dengan 27 Desember 2038 dan tidak dapat diperpanjang dengan nilai sewa sebesar Rp45.719.884.

EPI

a. Serah Operasi Kerjasama Pengelolaan Pelayanan Air Bersih di Wilayah Pelindo Cabang Tanjung Priok.

Pada tanggal 16 Oktober 2021, EPI dan Pelindo, menandatangani perjanjian "Serah Operasi Kerjasama Pengelolaan Pelayanan Air Bersih di Wilayah Pelindo Cabang Tanjung Priok".

Pelindo menunjuk EPI untuk melaksanakan kegiatan operasional pengelolaan pelayanan air bersih di lingkungan Pelabuhan Tanjung Priok dengan kompensasi berupa biaya sewa yang harus dibayarkan kepada Pelindo setiap 6 (enam) bulan. Perjanjian ini berlaku untuk periode 18 (delapan belas) bulan terhitung sejak tanggal 17 Oktober 2021 sampai dengan tanggal 16 April 2023.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

PEL (continued)

d. Letter of Contract Agreement between TTL and PEL regarding the Procurement and Distribution of Diesel Fuel (BBM) at TTL (continued)

According to the terms of the agreement, TTL is required to pay a collateral amounting to Rp19,200,000 which will be returned by PEL in stages until December 31, 2023. All collateral has been settled to TTL.

BMC

a. Operational Cooperation Agreement for moving container stockpiling locations (PLP) Petikemas

On January 8, 2019, BMC together with Pelindo and PT DPS, entered into an agreement related to the utilization of a portion of the land area of 12,730 m^2 owned by Pelindo which was previously used by DPS, for the Container Moving Location (PLP) activities carried out by BMC. The rent period is for 20 (twenty) years starting from December 28, 2018 until December 27, 2038 and cannot be extended with lease amount of Rp45,719,884.

EPI

a. Hand over Operational Cooperation in the Management of Clean Water Services in the Area of Pelindo Tanjung Priok Branch.

On October 16, 2021, EPI and Pelindo signed an agreement "Hand over Operational Cooperation in the Management of Clean Water Services in the Area of Pelindo Tanjung Priok Branch".

Pelindo appointed EPI to carry out operational activities for managing clean water services in the Tanjung Priok Port environment with compensation in the form of rental fees that must be paid to Pelindo every 6 (six) months. This agreement is valid for a period of 18 (eighteen) months from October 17, 2021 to April 16, 2023.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

EPI (lanjutan)

a. Serah Operasi Kerjasama Pengelolaan Pelayanan Air Bersih di Wilayah Pelindo Cabang Tanjung Priok (lanjutan)

Pada tanggal 31 Maret 2023, EPI dan Pelindo, pihak berelasi menandatangani perjanjian "Kerja Sama Pengelolaan Pelayanan Air Bersih di Wilayah Pelabuhan Tanjung Priok" dimana Pelindo menyerahkan hak optimalisasi penggunaan dan pemanfaatan sarana, prasarana dan fasilitas pelayanan air bersih milik Pelindo ("Objek Kerja Sama") dengan membayar nilai kerja sama berdasarkan tarif yang disepakati berupa revenue sharing atas pendapatan pengoperasian Objek Kerja Sama sebesar 18,50% belum termasuk biaya administrasi sebesar Rp1.000 dan PPN. Perjanjian ini berlaku untuk jangka waktu 1 (satu) tahun, terhitung sejak 17 April 2023 hingga 16 April 2024, dan telah diperpanjang hingga 16 April 2025.

Sampai dengan tanggal laporan keuangan konsolidasian ini, perjanjian sedang dalam proses perpanjangan.

LEGI

a. Perjanjian Kerjasama tentang Pekerjaan Pembangunan Instalasi Listrik E-RTG (tahap 2) di Pelabuhan Terminal Petikemas Surabaya

Pada tanggal 19 Juni 2023, LEGI mengadakan perjanjian kerjasama dengan TPS terkait pekerjaan pembangunan instalasi listrik E-RTG (tahap 2) di pelabuhan Terminal Petikemas Surabaya dengan harga kesepakatan sebesar Rp37.500.000 Waktu penyelesaian pekerjaan adalah selama 18 (delapan belas) bulan. Sampai dengan tanggal 31 Desember 2023, kemajuan pekerjaan telah mencapai 30,66%. Pada 5 September 2024, LEGI menyepakati adanya perubahan nilai kontrak menjadi Rp40.577.819 dan tanggal batas waktu penyelesaian pekerjaan menjadi 5 Oktober 2025. Sampai dengan tanggal 31 Desember 2024, kemajuan pekerjaan telah mencapai 75,22%.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

EPI (continued)

a. Hand over Operational Cooperation in the Management of Clean Water Services in the Area of Pelindo Tanjung Priok Branch (continued)

On March 31, 2023, EPI and Pelindo, a related party, signed an agreement of "Cooperation in Management of Clean Water Services in the Tanjung Priok Port Area", which Pelindo give the rights to use and optimize the utilization of facilities, infrastructure and clean water service facilities belonging to Pelindo ("Cooperation Objects") by paying the value of the cooperation based on the agreed rate in the form of revenue sharing on the operating income of the Cooperation Objects of 18.50% excluding administration fee of Rp1,000 and VAT. The agreement is valid for a period of 1 (one) year, from April 17, 2023, to April 16, 2024, and has been extended until April 16, 2025.

As of the completion date of these consolidated financial statements, the agreement is still in the process of extension.

LEGI

a. Cooperation Agreement regarding Construction of E-RTG Electrical Installations (stage 2) at Terminal Petikemas Surabaya Port

On June 19, 2023, LEGI entered into cooperation agreement with PT Terminal Petikemas Surabaya ("TPS") related to the construction of E-RTG electrical installations (stage 2) at Terminal Petikemas Surabaya port with agreed amounting to Rp37,500,000. The completion of work is in 18 (eighteen) months. As of December 31, 2023, the work progress has reached 30.66%. On September 5, 2024, LEGI agreed to change the contract value to Rp40,577,819 and the deadline for completing the work will be October 5, 2025. As of December 31, 2024, the work progress has reached 75.22%.

34. PERJANJIAN SIGNIFIKAN (lanjutan)

Entitas anak (lanjutan)

LEGI (anjutan)

b. Perjanjian Kerjasama tentang Pekerjaan E-RTG di Terminal Petikemas New Makassar

Pada tanggal 11 Agustus 2023, LEGI mengadakan perjanjian kerjasama dengan SPTP terkait pekerjaan E-RTG di Terminal Petikemas New Makassar dengan harga kesepakatan sebesar Rp22.010.000. Waktu penyelesaian pekerjaan adalah selama 360 (tiga ratus enam puluh) hari. Sampai dengan tanggal 31 Desember 2023, kemajuan pekerjaan telah mencapai 13,66%. Pada 8 Maret 2024, LEGI menyepakati adanya perubahan nilai kontrak menjadi Rp22.606.000. Sampai dengan tanggal 31 Desember 2024, kemajuan pekerjaan telah mencapai 90,35%.

c. Perjanjian Kerjasama tentang Pekerjaan Instalasi Listrik Dermaga di Pelabuhan Gresik

Pada tanggal 31 Maret 2023, LEGI mengadakan perjanjian kerjasama dengan BMS terkait pekerjaan instalasi listrik dermaga di pelabuhan Gresik dengan harga kesepakatan sebesar Rp13.879.968. Waktu penyelesaian pekerjaan adalah selama 240 (dua ratus empat puluh) hari. Sampai dengan tanggal 31 Desember 2023, kemajuan pekerjaan telah mencapai 100%.

BIMA

Serah terima *equipment*

Berdasarkan Surat Menteri Badan usaha Milik Negara Nomor S-312/MBU/06/2023 tanggal 8 Juni 2023 tentang persetujuan transfer *equipment*, PMP dan JPPI melakukan serah terima *equipment* kepada BIMA terhitung mulai tanggal 1 Juli 2024, sedangkan EII melakukan serah terima equipment kepada BIMA terhitung mulai tanggal 1 September 2024.

34. SIGNIFICANT AGREEMENTS (continued)

Subsidiaries (continued)

LEGI (continued)

b. Cooperation Agreement regarding Construction of E-RTG at Terminal Petikemas New Makassar

On August 11, 2023, LEGI entered into cooperation agreement with SPTP related to the construction of E-RTG at Terminal Petikemas New Makassar with agreed amounting to Rp22,010,000. The completion of work is in 360 (three hundred and sixty) days. As of December 31, 2023, the work progress has reached 13.66%. On March 8, 2024, LEGI agreed to change the contract value to Rp22,606,000. As of December 31, 2024, the work progress has reached 90.35%.

c. Cooperation Agreement regarding Dock Electrical Installation at Gresik Port

On March 31, 2023, LEGI entered into cooperation agreement with BMS related to the dock electrical installation at Gresik port with agreed amounting to Rp13,879,968. The completion of work is in 240 (two hundred and forty) days. As of December 31, 2023, the work progress has reached 100%.

BIMA

Transfer of equipment

Based on Letter of the Minister of State-Owned Enterprises Number S-312/MBU/06/2023 dated June 8, 2023 regarding the approval of the transfer of equipment, PMP and JPPI transferred the equipment to BIMA effective from July 1, 2024, while EII transferred the equipment to the BIMA effective from September 1, 2024.

35. PERKARA HUKUM / *35. LAW SUIT*

PEL / ***PEL***

Somasi dari PT Menara Gading Putih ("MGP") / *Demand letters from PT Menara Gading Putih ("MGP")*

PEL menerima beberapa somasi dari MGP terkait perjanjian pekerjaan *Engineering, Procurement, and Construction Filling Station* di Benoa No. HK.0502/72/PEL-2018 tanggal 14 Maret 2018 yang dihentikan. Dari somasi ini, MGP menagihkan biaya ganti rugi atas pekerjaan yang dihentikan sebesar Rp37.307.690 (termasuk PPN) dan uang muka termin I perjanjian sebesar Rp7.461.538. Berdasarkan surat dari Badan Abritase Nasional Indonesia ("BANI") No. 24.007/SKB/I/BANI/WB tanggal 11 Januari 2024 menyatakan bahwa perkara sudah diputus dan dicabut oleh pemohon.

PEL received several demand letters from MGP regarding the termination of Engineering, Procurement and Construction Filling Station in Benoa agreement No. HK.0502/72/PEL-2018 dated March 14, 2018. Based on the demand letters, MGP demanded compensation for the terminated work amounting to Rp37,307,690 (including VAT) and advance payment for term I of the agreement amounting to Rp7,461,538. Based on the letter from the Indonesian National Arbitration Board ("BANI") No. 24.007/SKB/I/BANI/WB dated January 11, 2024, it states that the case has been decided and withdrawn by the petitioner.

36. NILAI WAJAR INSTRUMEN KEUANGAN / *36. FAIR VALUE OF FINANCIAL INSTRUMENTS*

Tabel berikut menyajikan nilai tercatat, yang juga merefleksikan nilai wajarnya, dari instrumen keuangan Grup:

The following table sets out the carrying values, which also reflects the estimated fair values, of the Group's financial instruments:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Aset Keuangan			***Financial Assets***
Kas dan setara kas	2.048.140.761	1.403.783.888	*Cash and cash equivalents*
Investasi jangka pendek	2.700.000	15.000.000	*Short-term invesment*
Piutang usaha - neto	795.012.681	703.541.580	*Trade receivables - net*
Aset Kontrak - neto	1.191.318.612	1.282.737.814	*Contract Assets - net*
Piutang lain-lain - neto	9.714.938	11.646.500	*Other receivables - net*
Aset lancar lainnya	10.546.332	1.479.734	*Other current assets*
Piutang sewa pembiayaan	13.024.824	-	*Finance lease receivables*
Aset tidak lancar lainnya	96.743.190	39.047.515	*Other non-current assets*
Total	**4.167.201.338**	**3.457.237.031**	***Total***
Liabilitas Keuangan			***Financial Liabilities***
Utang usaha	302.005.377	306.936.172	*Trade payables*
Beban akrual	1.562.797.597	1.050.328.708	*Accrued expenses*
Liabilitas sewa	520.235.880	109.990.551	*Lease liabilities*
Pinjaman kepada pihak berelasi	231.907.483	229.063.727	*Due to related party*
Liabilitas jangka pendek lainnya	81.812.075	98.821.845	*Other current liabilities*
Liabilitas jangka panjang lainnya	19.000.066	30.746.072	*Other non-current liabilities*
Total	**2.717.758.478**	**1.825.887.075**	***Total***

36. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan)

Nilai wajar didefinisikan sebagai jumlah dimana instrumen tersebut dapat dipertukarkan di dalam transaksi jangka pendek antara pihak yang berkeinginan dan memiliki pengetahuan yang memadai melalui suatu transaksi yang wajar, selain di dalam penjualan terpaksa atau penjualan likuidasi.

Instrumen keuangan yang disajikan dalam laporan posisi keuangan konsolidasian dicatat sebesar nilai wajar, atau disajikan dalam jumlah tercatat, baik karena jumlah tersebut mendekati nilai wajarnya atau karena nilai wajarnya tidak dapat diukur secara handal.

Grup menentukan pengukuran nilai wajar untuk tujuan pengungkapan setiap aset keuangan dan liabilitas keuangan berdasarkan metode dan asumsi sebagai berikut:

- Nilai wajar aset keuangan lancar dan liabilitas keuangan jangka pendek yang mencakup, antara lain, kas dan setara kas keuangan yang diukur pada nilai wajar melalui laba atau rugi, piutang usaha, piutang lain-lain, aset kontrak, utang usaha, beban akrual dan liabilitas jangka pendek lainnya, dianggap mendekati jumlah tercatatnya sebagai hasil dari pendiskontoan yang tidak signifikan.

- Nilai wajar aset keuangan tidak lancar lainnya dicatat sebesar biaya historis karena nilai wajarnya tidak dapat diukur secara handal. Tidak praktis untuk mengestimasi nilai wajar dari aset tersebut karena tidak ada jangka waktu pembayaran yang pasti walaupun tidak diharapkan untuk diselesaikan dalam jangka waktu 12 (dua belas) bulan setelah tanggal laporan posisi keuangan konsolidasian.

- Estimasi nilai wajar liabilitas sewa, dan liabilitas jangka panjang lainnya ditentukan dengan mendiskontokan arus kas masa depan dengan menggunakan tingkat suku bunga pasar untuk instrumen dengan syarat, risiko kredit dan jatuh tempo yang serupa.

36. FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

Fair value is defined as the amount at which an instrument could be exchanged in a current transaction between knowledgeable willing parties in an arm's length transaction, other than in a forced or liquidation sale.

Financial instruments presented in the consolidated statement of financial position are carried at fair value, otherwise, they are presented at carrying amounts as either these are reasonable approximation of fair values or their fair values cannot be reliably measured.

The Group determined the fair value measurement for disclosure purposes of each financial asset and financial liability based on the following methods and assumptions:

- *The fair value of current financial assets and current financial liabilities which includes, among others, cash and cash equivalents, measured at fair value through profit or losses, trade receivables, other receivables, contract assets, trade payables, accrued expenses and other current liabilities, are considered to approximate their carrying amounts as a result of insignificant discounting.*

- *The fair values of other non-current financial assets are carried at historical cost because their fair values cannot be reliably measured. It is not practical to estimate the fair values of such assets because there are no fixed repayment terms although these are not expected to be settled within 12 (twelve) months after the consolidated statement of financial position date.*

- *The estimated fair values of lease liability,and other long-term liabilities are determined by discounting the future cash flows using market interest rates for instruments with similar terms, credit risk and remaining maturities.*

36. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan)

Estimasi nilai wajar bersifat *judgmental* dan melibatkan batasan-batasan yang beragam, termasuk:

- Nilai wajar disajikan tidak mempertimbangkan dampak fluktuasi mata uang di masa depan.
- Estimasi nilai wajar tidak selalu mengindikasikan nilai yang Grup akan catat pada saat pelepasan/penghentian aset dan liabilitas keuangan.

- Tingkat 1 : Nilai wajar diukur berdasarkan pada harga kuotasi (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas sejenis.
- Tingkat 2 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, yaitu untuk seluruh input yang diketahui baik secara langsung ataupun tidak langsung memiliki dampak signifikan atas nilai wajar tercatat.
- Tingkat 3 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, yaitu untuk seluruh input yang tidak dapat diketahui baik secara langsung ataupun tidak langsung memiliki dampak signifikan atas nilai wajar tercatat.

36. FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)

Fair value estimation is judgmental and involving various boundaries, including:

- *Fair value presented are not considering the impact of future currency fluctuation.*
- *Fair value estimation are not always indicating value that the Group will record at the time of sales/termination of financial assets and liabilities.*

- *Level 1 : Fair value measured based on quoted prices (unadjusted) in active markets for identical assets or liabilities.*
- *Level 2 : Fair value measured based on valuation techniques for which all inputs which have a significant effect on the recorded fair values are observable, either directly or indirectly.*
- *Level 3 : Fair value measured based on valuation techniques for which any inputs which have a significant effect on the recorded fair values that are not based on observable market data (unobservable inputs), either directly or indirectly.*

37. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN

Grup terpengaruh terhadap risiko nilai tukar mata uang asing, risiko suku bunga atas arus kas, risiko kredit dan risiko likuiditas. Grup menerapkan manajemen risiko atas risiko-risiko tersebut dengan melakukan evaluasi atas risiko keuangan dan kerangka pengelolaan risiko keuangan dan kerangka pengelolaan risiko keuangan yang tepat untuk Grup. Pengelolaan risiko tersebut memberikan keyakinan kepada Grup bahwa aktivitas keuangan dikelola secara pruden sesuai kebijakan dan prosedur yang tepat dan risiko keuanan diientifikasi, diukur dan dikelola sesuai dengan kebijakan dan *risk appetite*.

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group is exposed to foreign exchange risk, interest rate risk of cashflow, credit risk and liquidity risk. The Group applies risk management for such risks by evaluating the financial risks and the appropriate financial risk governance framework for the Group. Such risk management provides assurance to the group that prudent financial activities are managed according to approproate policies and procedures and financial risks are identified, measured and managed in accordance with policies and risk appetite.

37. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Grup menerapkan kebijakan pengelolaan risiko-risiko sebagaimana dirangkum di bawah ini.

Risiko nilai tukar mata uang asing

Risiko nilai tukar mata uang asing adalah risiko perubahan nilai wajar arus kas di masa datang dari suatu instrumen keuangan yang berfluktuasi sebagai akibat perubahan nilai tukar mata uang asing yang digunakan oleh Grup.

Eksposur risiko nilai tukar mata uang asing yang ada pada saat ini diungkapkan pada Catatan 33. Berikut ini adalah analisis sensitivitas efek 1% perubahan kurs mata uang asing terhadap laba setelah pajak dengan semua variabel lain dianggap tetap:

	(Kenaikan) penurunan nilai tukar mata uang/ *(Increases) decreases on foreign exchange rates*	**Dampak/ *Effect***	
Perubahan kurs mata uang asing 2024	(+)100bps	(621.720)	*Fluctuation in the foreign exchange rates 2024*
	(-)100bps	621.720	
Perubahan kurs mata uang asing 2023	(+)100bps	(593.978)	*Fluctuation in the foreign exchange rates 2023*
	(-)100bps	593.978	

Risiko suku bunga atas arus kas

Risiko suku bunga atas arus kas merupakan suatu risiko dimana arus kas masa datang suatu instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar. Pinjaman dengan suku bunga mengambang menimbulkan risiko arus kas.

Saat ini, Grup tidak mempunyai kebijakan formal untuk lindung nilai atas risiko suku bunga. Kebijakan yang diambil oleh manajemen dalam mengantisipasi risiko suku bunga yaitu dengan mengevaluasi secara periodik perbandingan suku bunga tetap terhadap suku bunga mengambang sejalan dengan perubahan suku bunga yang relevan di pasar. Manajemen juga melakukan survei di perbankan untuk mendapatkan perkiraan mengenai suku bunga yang relevan.

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

The Group applies policies for managing each of these risks which is summarized below.

Foreign currency risk

Foreign currency risk is a risk that the fair value of future cash flows of a financial instrument will fluctuate as a result of changes in foreign currency exchange rates used by the Group.

The current exposure to the foreign currency risk is disclosed in Note 33. Sensitivity analysis of a 1% fluctuation in the foreign exchange rates to profit aftet tax with other variance consideres as constant is as follow:

Cash flows interest rate risk

Cash flows interest rate risk is a risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Loans at variable rates are exposed to cash flows risk.

Currently, the Group does not have a formal hedging policy for interest rate exposures. Measures taken by management in anticipation of interest rate risk is to evaluate by periodically comparing fixed rates to floating interest rates in line with relevant changes in interest rates in the market. Management also conducts a survey on banks to obtain an estimate of the relevant interest rates.

37. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

37. *FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)*

Risiko suku bunga atas arus kas (lanjutan)

Cash flows interest rate risk (continued)

Tabel berikut menyajikan jumlah tercatat berdasarkan jatuh tempo dari aset dan liabilitas Grup yang terekspos terhadap risiko suku bunga pada tanggal 31 Desember 2024.

The following table presents the carrying amount by maturity of the Group's assets and liabilities exposed to interest rate risk as of December 31, 2024.

	Suku bunga mengambang/ *Floating interest rate*		Suku bunga tetap/ *Fixed interest rate*			
	≤ 1 tahun/ *≤ 1 year*	> 1 tahun/ *> 1 year*	≤ 1 tahun/ *≤ 1 year*	> 1 tahun/ *> 1 year*	Total	
Aset						***Assets***
Kas dan setara kas	956.470.761	-	1.091.670.000	-	2.048.140.761	*Cash and cash equivalent*
Investasi jangka pendek	-	-	2.700.000	-	2.700.000	*Short-term investment*
Liabilitas						***Liabilities***
Liabilitas sewa	303.868.059	216.367.821	-	-	520.235.880	*Lease liabilities*
Pinjaman kepada pihak berelasi	164.365.138	67.542.345	-	-	231.907.483	*Due to related party*

Risiko Kredit

Credit Risk

Risiko kredit adalah risiko bahwa Grup akan mengalami kerugian yang timbul dari pelanggan atau pihak lawan akibat gagal memenuhi liabilitas kontraktualnya. Manajemen berpendapat bahwa tidak terdapat risiko kredit yang terkonsentrasi secara signifikan.

Credit risk is the risk that the Group will incur a loss arising from the customers or counterparties which fail to fulfill their contractual obligations. Management believes that there are no significant concentrations of credit risk.

Grup mengendalikan risiko kredit dengan cara melakukan hubungan usaha dengan pihak lain yang memiliki kredibilitas, memberikan batasan atau plafon kepada pihak ketiga yang akan melakukan perdagangan kredit dengan Grup dan melakukan pemantauan atas posisi piutang pelanggan secara teratur.

The Group manages and controls the credit risk by dealing only with recognized and credit worthy parties, providing limits or ceiling to a third party who will engage in credit trade with the Group and monitoring the outstanding trade receivables on a regular basis.

Grup memiliki risiko kredit yang terutama berasal dari simpanan di bank, investasi jangka pendek, piutang usaha dan piutang lain-lain, aset kontrak dan aset lain-lain.

The Group is exposed to credit risk primarily from deposits with banks, short-term investments, trade and other receivables, contract assets and other assets.

Eksposur risiko kredit terhadap aset pada laporan posisi keuangan konsolidasian sebagai berikut:

Credit risk exposure relating to assets in the consolidated statements of financial position is as follow:

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
Aset keuangan			***Financial assets***
Kas dan setara kas	2.048.140.761	1.403.783.888	*Cash and cash equivalents*
Investasi jangka pendek	2.700.000	15.000.000	*Short-term investment*
Piutang usaha - neto	795.012.681	703.541.580	*Trade receivables - net*
Aset kontrak - neto	1.191.318.612	1.282.737.814	*Contract assets - net*
Piutang lain-lain - neto	9.714.938	11.646.500	*Other receivables - net*
Aset lancar lainnya	10.546.332	1.479.734	*Other current assets*
Piutang sewa pembiayaan	13.024.824	-	*Finance lease receivables*
Aset tidak lancar lainnya	96.743.190	39.047.515	*Other non-current assets*
Total	**4.167.201.338**	**3.457.237.031**	***Total***

37. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Risiko Kredit (lanjutan)

Salah satu risiko kredit utama yang dihadapi oleh Grup adalah kredit yang diberikan kepada pelanggan. Untuk meringankan risiko kredit ini, Grup memiliki kebijakan dimana Grup melakukan verifikasi kredit untuk memastikan bahwa pelanggan yang diberikan kredit oleh Grup memiliki sejarah kredit yang baik dan dapat dipercaya. Selain itu, saldo piutang Grup dipantau secara berkala untuk mengurangi kemungkinan piutang yang tak tertagih.

Tabel berikut ini menyajikan analisis umur piutang usaha:

Credit Risk (continued)

One of the main credit risk faced by the Group is credit granted to customers. To mitigate this credit risk, the Group has a policy in which the Group performs credit verification to ensure that customers who are granted credit by the Group have a good credit history and are trustworthy. In addition, the Group's receivables balances are monitored regularly to reduce the possibility of uncollectible receivables.

The following table presents the aging analysis of trade receivables:

	31 Desember 2024/ *December 31, 2024*	**31 Desember 2023/ *December 31, 2023***	
Belum jatuh tempo	377.864.032	502.633.660	*Not yet overdue*
Lewat jatuh tempo			*Overdue*
1-90 hari	313.119.919	158.443.044	*1-90 days*
91-180 hari	91.277.812	39.632.091	*91-180 days*
Lebih dari 180 hari	118.923.298	97.284.781	*More than 180 days*
Subtotal	901.185.061	797.993.576	*Sub-total*
Dikurangi:			*Less:*
Penyisihan penurunan nilai	(106.172.380)	(94.451.996)	*Allowance for impairment*
Saldo akhir	**795.012.681**	**703.541.580**	***Ending balance***

Risiko piutang usaha yang belum jatuh tempo dan tidak mengalami penurunan nilai untuk mengalami penurunan nilai adalah kecil karena pelanggan yang diberi kredit memiliki sejarah dan jejak kredit yang baik dengan Grup. Penyisihan khusus mungkin dibuat jika piutang dianggap tak tertagih menurut penilaian Grup.

The risk of trade receivables that are neither past due nor impaired to be impaired is small because customers who are granted credit have a good credit history and track record with the Group. Specific allowance maybe made if receivables are deemed uncollectible in the Group's judgment.

Risiko Likuiditas

Risiko likuiditas adalah suatu risiko yang dapat terjadi dimana pendapatan jangka pendek tidak dapat menutupi pengeluaran jangka pendek.

Mengingat bahwa kebutuhan dana Grup saat ini cukup signifikan sebagai akibat dari meningkatnya aktivitas pengembangan atau perluasan bisnis, maka dalam mengelola risiko likuiditas, Grup terus menerus memantau dan menjaga tingkat kas dan setara kas agar memadai untuk membiayai kebutuhan operasional Grup.

Liquidity Risk

Liquidity risk is a risk that occurs when short-term revenue cannot cover short-term expenditure.

Given that funding requirements of the Group are currently significant as a result of increased activity in development or expansion of business, in managing liquidity risk, the Group continues to monitor and maintain levels of adequacy of cash and cash equivalents to finance the operational needs of the Group.

37. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

Risiko Likuiditas (lanjutan)

Selain itu, Grup juga secara rutin mengevaluasi proyeksi arus kas untuk mengatasi dampak dari fluktuasi arus kas, termasuk jadwal jatuh tempo liabilitas jangka panjang dan terus menelaah kondisi pasar keuangan untuk inisiatif penempatan dan penggalangan dana yang meliputi pinjaman bank, penerbitan ekuitas pasar modal dan ekuitas utang.

Tabel berikut ini menunjukan profil jangka waktu pembayaran liabilitas Grup berdasarkan pembayaran dalam kontrak.

37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

Liquidity Risk (continued)

In addition, the Group also regularly evaluates cash flow projections and actual cash to cope with the impact of fluctuations in cash flow, including the maturity schedule of long-term liabilities and continue to examine the condition of financial markets for placement and fund-raising initiatives, including bank loans, issuance of equity and debt securities.

The table below summarizes the maturity profile of the Group's financial liabilities based on contractual payments.

2024

	< 1 tahun/ *< 1 year*	**1 - 2 tahun/ *1 - 2 years***	**2 - 3 tahun/ *2 - 3 years***	**> 3 tahun/ *> 3 years***	**Jumlah/ *Total***	
Utang usaha	302.005.377	-	-	-	302.005.377	*Trade payables*
Beban akrual	1.562.797.598	-	-	-	1.562.797.598	*Accrued expenses*
Liabilitas sewa	333.660.162	223.051.402	200.466	-	556.912.030	*Lease liabilities*
Pinjaman kepada pihak berelasi	175.054.472	38.976.709	28.908.525	-	242.939.706	*Due to related party*
Liabilitas jangka pendek lainnya	81.812.075	-	-	-	81.812.075	*Other current liabilities*
Liabilitas jangka panjang lainnya	-	18.346.938	8.150	644.978	19.000.066	*Other non-current liabilities*
Total	**2.455.329.684**	**280.375.049**	**29.117.141**	**644.978**	**2.765.466.852**	***Total***

2023

	< 1 tahun/ *< 1 year*	**1 - 2 tahun/ *1 - 2 years***	**2 - 3 tahun/ *2 - 3 years***	**> 3 tahun/ *> 3 years***	**Jumlah/ *Total***	
Utang usaha	306.936.172	-	-	-	306.936.172	*Trade payables*
Beban akrual	1.050.328.708	-	-	-	1.050.328.708	*Accrued expenses*
Liabilitas sewa	79.739.726	32.755.311	200.466	-	112.695.503	*Lease liabilities*
Pinjaman kepada pihak berelasi	160.079.311	39.433.897	40.582.739	-	240.095.947	*Due to related party*
Liabilitas jangka pendek lainnya	98.821.845	-	-	-	98.821.845	*Other current liabilities*
Liabilitas jangka panjang lainnya	-	1.695.727	920.425	28.129.920	30.746.072	*Other non-current liabilities*
Total	**1.695.905.762**	**73.884.935**	**41.703.630**	**28.129.920**	**1.839.624.247**	***Total***

38. TAMBAHAN INFORMASI ARUS KAS / *38. SUPPLEMENTARY CASH FLOW INFORMATION*

Aktivitas signifikan yang tidak mempengaruhi arus kas Grup adalah sebagai berikut:

Significant activities which did not affect the Group's cash flows are as follows:

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Penambahan aset tetap melalui utang usaha	56.226.073	15.368.400	*Addition of fixed assets through trade payables*
Penambahan aset tetap melalui uang muka	315.116	-	*Addition of fixed assets through advances*
Penambahan aset tetap melalui beban akrual	-	5.377.803	*Addition of fixed assets through accrued expenses*
Penambahan aset tak berwujud melalui beban akrual	-	1.734.363	*Addition of intangible assets through accrued expenses*

Perubahan liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut:

Movement of liabilities arising from financing activities in the statement of cash flows are as follows:

			Non- arus kas/*Non-cash flow*			
	1 Januari 2024/ *January 1, 2024*	**Arus kas/ *Cash flow***	**Selisih kurs/ *Foreign exchange difference***	**Lainnya/ *Others***	**31 Desember 2024/ *December 31, 2024***	
Liabilitas sewa	109.990.551	(183.197.583)	-	593.442.912	520.235.880	*Lease liabilities*
Pinjaman kepada pihak berelasi	229.063.727	(8.188.469)	-	11.032.225	231.907.483	*Due to related party*
Total	**339.054.278**	**(206.386.052)**	**-**	**604.475.137**	**737.143.363**	***Total***

			Non- arus kas/*Non-cash flow*			
	1 Januari 2024/ *January 1, 2024*	**Arus kas/ *Cash flow***	**Selisih kurs/ *Foreign exchange difference***	**Lainnya/ *Others***	**31 Desember 2024/ *December 31, 2024***	
Liabilitas sewa	61.198.888	(98.148.029)	-	146.939.692	109.990.551	*Lease liabilities*
Pinjaman kepada pihak berelasi	217.291.715	(13.202.430)	-	24.974.442	229.063.727	*Due to related party*
Total	**278.490.603**	**(126.350.459)**	**-**	**171.914.134**	**324.054.278**	***Total***

39. REKLASIFIKASI AKUN

Akun-akun tertentu pada laporan keuangan konsolidasian tahun 2023 telah direklasifikasi agar konsisten dengan presentasi laporan keuangan konsolidasian tahun 2024. Rincian akun-akun yang direklasifikasi adalah sebagai berikut:

39. RECLASSIFICATION OF ACCOUNT

Certain accounts on the 2023 consolidated financial statements have been reclassified to be consistent with the presentation of the 2024 consolidated financial statemements. The details of the accounts being reclassified as follows:

	31 Desember 2023/*December 31, 2023*			
	Dilaporkan Sebelumnya/ *As previously reported*	**Reklasifikasi/ *Reclassification***	**Diklasifikasikan kembali/ *As reclassified***	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Piutang usaha - neto				*Trade receivables - net*
Pihak ketiga	62.007.457	18.450.247	80.457.704	*Third parties*
Pihak berelasi	564.027.194	59.056.682	623.083.876	*Related parties*
Aset kontrak - neto				*Contract assets - net*
Pihak ketiga	68.684.924	(18.450.247)	50.234.677	*Third parties*
Pihak berelasi	1.291.559.819	(59.056.682)	1.232.503.137	*Related parties*
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Aset takberwujud - neto	5.821.922	130.751.202	136.573.124	*Intangible assets - net*
Aset tidak lancar lainnya	169.798.717	(130.751.202)	39.047.515	*Other non-current assets*
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Beban akrual	948.308.771	102.019.937	1.050.328.708	*Accrued expenses*
Liabilitas kontrak jangka pendek	87.858.931	(5.202.000)	82.656.931	*Short-term contract liabilities*
Liabilitas imbalan kerja jangka pendek	-	1.951.864	1.951.864	*Short-term employee benefit liabilities*
Liabilitas jangka pendek lainnya	195.639.782	(96.817.937)	98.821.845	*Other non-current liabilities*
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas imbalan kerja jangka panjang	16.740.007	(1.951.864)	14.788.143	*Long-term employee benefit liabilities*

Reklasifikasi di atas tidak berdampak secara material karena reklasifikasi ini tidak mempengaruhi keputusan ekonomis yang dibuat oleh pengguna atas dasar laporan keuangan konsolidasian.

The above reclassifications have no material impact because the reclassifications do not affect economic decisions made by the users of the consolidated financial statements.

40. PERISTIWA SETELAH PERIODE PELAPORAN

Pemindahan Hak atas Saham PT Intan Sejahtera Utama ("ISMA")

Berdasarkan Akta Pemindahan Hak atas Saham Perseroan Terbatas PT Multi Terminal Indonesia pada Perseroan Terbatas PT Intan Sejahtera Utama kepada Perseroan Terbatas Perusahaan No. 70 dari Notaris Irma Devita Purnamasari, S.H, M. Kn., tanggal 31 Desember 2024. Para pemegang saham setuju untuk menjual sahamnya dengan jumlah saham 249 (dua ratus empat puluh sembilan) lembar saham yang mewaliki 99,6% kepada Perusahaan. Perubahan tersebut telah disetujui oleh Kementrian Hukum dan Hak Asasi Manusia Republik Indonesia dengan Surat Keputusan No.AHU-AH.01.09-0012377 tanggal 16 Januari 2025.

40. EVENTS AFTER THE REPORTING PERIOD

Transfer of Rights over Shares of PT Intan Sejahtera Utama ("ISMA")

Based on the Deed of Transfer of Rights over Shares of PT Multi Terminal Indonesia to PT Intan Sejahtera Utama, prepared by Notary Irma Devita Purnamasari, S.H., M. Kn., under Deed No. 70 dated December 31, 2024. The shareholders agreed to sell their shares, totaling 249 (two hundred forty-nine) shares, representing 99.6%, to the Company. This change has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-AH.01.09-0012377 dated January 16, 2025.

40. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)

Pemindahan Hak atas Saham PT Intan Sejahtera Utama ("ISMA") (lanjutan)

Berdasarkan penilaian manajemen tanggal efektif pengalihan saham tersebut jatuh pada tanggal 2 Januari 2025 yang didasarkan pada tanggal pembayaran aktual dimana hal tersebut menjadi salah satu syarat pada Perjanjian Pengikatan Jual Beli Saham.

Restrukturisasi Pelindo

Berdasarkan Surat Persetujuan Restrukturisasi PT Pelabuhan Indonesia (Persero) Group dari Kementerian Badan Usaha Milik Negara Republik Indonesia No. S-68/MBU/02/2025 tanggal 14 Februari 2025, menyetujui hal-hal berikut yang berdampak terhadap Grup:

- Pengalihan/Inbreng saham Pelindo pada PT Ambang Barito Nusapersada kepada Perusahaan.
- Penambahan setoran modal Pelindo ke Perusahaan.

40. EVENTS AFTER THE REPORTING PERIOD (continued)

Transfer of Rights over Shares of PT Intan Sejahtera Utama ("ISMA") (continued)

Based on the management assessment, the effective date of the share transfer falls on January 2, 2025, which is based on the actual payment date, where this becomes one of the conditions in the Share Sale and Purchase Agreement

Pelindo Restructuring

Based on the Restructuring Approval Letter from the Ministry of State-Owned Enterprises of the Republic of Indonesia No. S-68/MBU/02/2025 dated February 14, 2025, the following matters that related to the Group were approved:

- *The transfer/contribution of Pelindo's shares in PT Ambang Barito Nusapersada to the Company.*
- *The increase in capital contributions from Pelindo to the Company.*

41. TAMBAHAN INFORMASI FINANSIAL

Berikut ini adalah Informasi Keuangan terpisah PT Pelindo Jasa Maritim (Entitas Induk), terdiri dari laporan posisi keuangan Entitas Induk pada tanggal 31 Desember 2024 dan laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan arus kas Entitas Induk terkait untuk tahun yang berakhir 31 Desember 2024 dan Ikhtisar Informasi Kebihakan Akuntansi Material. Informasi Keuangan Entitas Induk disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian Grup pada tanggal 31 Desember 2024 dan untuk tahun yang berakhir pada tanggal tersebut.

41. SUPPLEMENTARY FINANCIAL INFORMATION

The following is separate PT Pelindo Jasa Maritim (the Parent Entity)'s Financial Information, consisting of the statement of financial position of the Parent Entity as of December 31, 2024 and statements of profit or loss and other comprehensive income, changes in equity and cash flows of the Parent Entity for the year ended December 31, 2024 and a Summary of Material Accounting Policies Information. The Parent Entity's Financial Information is presented as supplementary information to the consolidated financial statements of the Group as of December 31, 2024 and for the year then ended.

LAPORAN POSISI KEUANGAN / *STATEMENT OF FINANCIAL POSITION*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
ASET			***ASSETS***
ASET LANCAR			***CURRENT ASSETS***
Kas dan setara kas	671.787.394	314.482.644	*Cash and cash equivalents*
Piutang usaha - neto			*Trade receivables - net*
Pihak ketiga	2.263.839	-	*Third parties*
Pihak berelasi	195.843.077	192.247.724	*Related parties*
Piutang lain-lain			*Other receivables*
Pihak ketiga	-	2.907.484	*Third parties*
Aset Kontrak			*Contract assets*
Pihak berelasi	422.174.126	565.090.745	*Related parties*
Uang muka dan beban dibayar dimuka	4.980.113	5.048.368	*Advances and prepaid expenses*
Pajak dibayar dimuka	33.260.228	16.681.754	*Prepaid taxes*
Aset lancar lainnya	15.441.317	15.417.776	*Other current assets*
TOTAL ASET LANCAR	**1.345.750.094**	**1.111.876.495**	***TOTAL CURRENT ASSETS***
ASET TIDAK LANCAR			***NON-CURRENT ASSETS***
Investasi saham	3.021.255.000	3.021.255.000	*Investment in shares*
Pinjaman kepada pihak berelasi	44.833.333	-	*Due from related party*
Aset hak-guna - neto	1.683.932	4.924.058	*Right-of-use assets - net*
Aset tak-berwujud	1.419.297	1.423.363	*Intangible asset*
Taksiran tagihan restitusi pajak	58.721.644	125.353.962	*Estimated claim for the tax refund*
Aset pajak tangguhan	72.943.589	35.597.120	*Deferred tax assets*
TOTAL ASET TIDAK LANCAR	**3.200.856.795**	**3.188.553.503**	***TOTAL NON-CURRENT ASSETS***
TOTAL ASET	**4.546.606.889**	**4.300.429.998**	***TOTAL ASSETS***

41. TAMBAHAN INFORMASI FINANSIAL (lanjutan) / *41. SUPPLEMENTARY FINANCIAL INFORMATION (continued)*

LAPORAN POSISI KEUANGAN (lanjutan) / *STATEMENT OF FINANCIAL POSITION (continued)*

	31 Desember 2024/ *December 31, 2024*	31 Desember 2023/ *December 31, 2023*	
LIABILITAS DAN EKUITAS			***LIABILITIES AND EQUITY***
LIABILITAS			***LIABILITIES***
LIABILITAS JANGKA PENDEK			***CURRENT LIABILITIES***
Utang usaha			*Trade payables*
Pihak ketiga	7.446.966	8.213.323	*Third parties*
Pihak berelasi	14.041.090	179.878.802	*Related parties*
Utang pajak	2.485.633	23.691.593	*Taxes payable*
Beban akrual	1.134.209.085	863.107.506	*Accrued expenses*
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:			*Current maturities of long-term liabilities:*
Liabilitas jangka pendek lainnya	24.376.422	17.240.100	*Other current liabilities*
TOTAL LIABILITAS JANGKA PENDEK	**1.182.559.196**	**1.092.131.324**	***TOTAL CURRENT LIABILITIES***
LIABILITAS JANGKA PANJANG			***NON-CURRENT LIABILITIES***
Liabilitas jangka panjang - setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun:			*Long-term liabilities - net of current maturities liabilities:*
Liabilitas sewa	2.503.506	6.361.716	*Lease liabilities*
TOTAL LIABILITAS	**1.185.062.702**	**1.098.493.040**	***TOTAL LIABILITIES***
EKUITAS			***EQUITY***
Modal saham - nilai nominal Rp1.000.000 (nilai penuh) per saham Modal dasar - 6.179.088 saham Modal ditempatkan dan disetor penuh - 2.863.144 saham	2.863.144.000	2.863.144.000	*Share capital - par value of Rp1,000,000 (full amount), Authorized capital - 6,179,088 shares Issued and fully paid - 2,863,144 shares*
Saldo laba			*Retained earnings*
Telah ditentukan penggunaannya	50.354.014	21.371.265	*Appropriated*
Belum ditentukan penggunaannya	448.046.173	317.421.693	*Unappropriated*
TOTAL EKUITAS	**3.361.544.187**	**3.201.936.958**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS	**4.546.606.889**	**4.300.429.998**	***TOTAL LIABILITIES AND EQUITY***

41. TAMBAHAN INFORMASI FINANSIAL (lanjutan) / *41. SUPPLEMENTARY FINANCIAL INFORMATION (continued)*

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN / *STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
Pendapatan operasi	4.142.924.958	3.076.993.677	*Operating revenues*
Beban operasi	(4.326.848.462)	(3.141.849.906)	*Operating expenses*
Pendapatan operasi lainya, neto	317.347.770	314.633.439	*Other operating income, net*
LABA USAHA	**133.424.266**	**249.777.210**	***OPERATING PROFIT***
Pendapatan keuangan	18.544.036	10.584.810	*Finance income*
Beban keuangan	(440.832)	(550.423)	*Finance costs*
LABA SEBELUM PAJAK PENGHASILAN	**151.527.470**	**259.811.597**	***PROFIT BEFORE CORPORATE INCOME TAX***
MANFAAT (BEBAN) PAJAK PENGHASILAN BADAN			***CORPORATE INCOME TAX BENEFIT (EXPENSE)***
Kini	(14.266.710)	(23.350.479)	*Current*
Tangguhan	37.346.469	24.666.913	*Deferred*
LABA TAHUN BERJALAN	**174.607.229**	**261.128.031**	***PROFIT FOR THE YEAR***
PENGHASILAN KOMPREHENSIF LAIN	**-**	-	***OTHER COMPREHENSIVE INCOME***
TOTAL LABA KOMPREHENSIF TAHUN BERJALAN	**174.607.229**	**261.128.031**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***

41. TAMBAHAN INFORMASI FINANSIAL (lanjutan) / *41. SUPPLEMENTARY FINANCIAL INFORMATION (continued)*

LAPORAN PERUBAHAN EKUITAS / *STATEMENT OF CHANGES IN EQUITY*

	Modal saham ditempatkan dan disetor penuh/ *Issued and fully paid capital stock*	*Saldo laba/Retained earnings*		Total ekuitas/ *Total equity*	
		Telah ditentukan penggunaannya/ *Appropriated*	Belum ditentukan penggunaannya/ *Unappropriated*		
Saldo per 31 Desember 2022	**2.863.144.000**	**-**	**92.664.927**	**2.955.808.927**	***Balance as of December 31, 2022***
Cadangan umum	-	21.371.265	(21.371.265)	-	*General reserve*
Dividen	-	-	(15.000.000)	(15.000.000)	*Dividend*
Laba tahun berjalan	-	-	261.128.031	261.128.031	*Income for the year*
Saldo per 31 Desember 2023	**2.863.144.000**	**21.371.265**	**317.421.693**	**3.201.936.958**	***Balance as of December 31, 2023***
Cadangan umum	-	28.982.749	(28.982.749)	-	*General reserve*
Dividen	-	-	(15.000.000)	(15.000.000)	*Dividend*
Laba tahun berjalan	-	-	174.607.229	174.607.229	*Income for the year*
Saldo per 31 Desember 2024	**2.863.144.000**	**50.354.014**	**448.046.173**	**3.361.544.187**	***Balance as of December 31, 2024***

41. TAMBAHAN INFORMASI FINANSIAL (lanjutan) / *41. SUPPLEMENTARY FINANCIAL INFORMATION (continued)*

LAPORAN ARUS KAS / *STATEMENT OF CASH FLOWS*

	Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,*		
	2024	**2023**	
ARUS KAS DARI AKTIVITAS OPERASI			***CASH FLOW FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan	4.290.002.650	2.161.620.920	*Receipt from customers*
Pembayaran kepada pemasok	(3.376.338.766)	(1.411.804.274)	*Cash payments to suppliers*
Pembayaran kepada karyawan	(884.760.594)	(591.726.992)	*Payment to employees*
Pembayaran pajak	(50.588.866)	(41.771.778)	*Payments of taxes*
Restitusi pajak	75.309.133	-	*Tax refund*
Penerimaan lain-lain	18.544.036	10.584.810	*Other receipt*
Arus kas neto yang diperoleh dari aktivitas operasi	**72.167.593**	**126.902.686**	***Net cash flows provided by operating activities***
ARUS KAS DARI AKTIVITAS INVESTASI			***CASH FLOWS FROM INVESTING ACTIVITIES***
Penerimaan dividen	351.383.171	313.978.768	*Dividend receipt*
Pembelian anak perusahaan	-	(303.111.000)	*Purchase of subsidiaries*
Pembelian aset takberwujud	-	(1.423.363)	*Purchase of intangible asset*
Arus kas neto yang diperoleh dari aktivitas investasi	**351.383.171**	**9.444.405**	***Net cash flows provided by investing activities***
ARUS KAS DARI AKTIVITAS PENDANAAN			***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan pinjaman dari entitas anak	38.966.667	-	*Proceeds from subsidiaries*
Pinjaman kepada anak perusahaan	(83.800.000)	-	*Due from subsidiaries*
Pembayaran dividen	(15.000.000)	(15.000.000)	*Dividend payment*
Pembayaran liabilitas sewa	(6.412.681)	(3.150.000)	*Payment of lease liabilities*
Arus kas neto digunakan untuk aktivitas pendanaan	**(66.246.014)**	**(18.150.000)**	***Net cash flows used in financing activities***
KENAIKAN NETO KAS DAN SETARA KAS	**357.304.750**	**118.197.091**	***NET INCREASE IN CASH AND CASH EQUIVALENTS***
KAS DAN SETARA KAS AWAL TAHUN	**314.482.644**	**196.285.553**	***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR***
KAS DAN SETARA KAS AKHIR TAHUN	**671.787.394**	**314.482.644**	***CASH AND CASH EQUIVALENTS AT END OF YEAR***

41. TAMBAHAN INFORMASI FINANSIAL (lanjutan)

41. SUPPLEMENTARY FINANCIAL INFORMATION (continued)

PT PELINDO JASA MARITIM CATATAN ATAS LAPORAN KEUANGAN ENTITAS INDUK

PT PELINDO JASA MARITIM NOTES TO THE FINANCIAL STATEMENTS PARENT ENTITY

IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

Dasar Penyajian Informasi Keuangan Entitas Induk

Laporan keuangan tersendiri disajikan sesuai dengan PSAK 227 (dahulu PSAK 4): Laporan Keuangan Konsolidasian dan Tersendiri. PSAK 227 menyatakan bahwa ketika sebuah entitas induk memilih untuk menyajikan laporan keuangan terpisah, laporan keuangan tersebut seharusnya hanya disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasi. Laporan keuangan tersendiri yang disajikan oleh entitas induk, di mana investasi dalam entitas anak, entitas asosiasi dan entitas dikendalikan bersama dicatat berdasarkan atas kepemilikan langsung dan bukan berdasarkan hasil yang dilaporkan dan aset neto entitas investasi.

Kebijakan akuntansi yang diterapkan dalam penyusunan informasi keuangan entitas induk adalah sama dengan kebijakan akuntansi yang digunakan dalam penyusunan laporan keuangan konsolidasian Perusahaan dan entitas anak, kecuali untuk investasi pada entitas anak.

Sesuai dengan PSAK 227, entitas induk mencatat investasi pada entitas anak menggunakan metode biaya.

Entitas Induk juga mengakui dividen dari entitas anak dan entitas asosiasi pada laporan laba rugi dalam laporan keuangan tersendiri ketika hak menerima dividen ditetapkan.

SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION

Basis of Preparation of Parent Entity Financial Information

The separate financial statements are prepared in accordance with the PSAK 227 (formerly PSAK 4): Consolidated and Separate Financial Statements. PSAK 227 provides that when a parent entity chose to present the separate financial statements, such financial statements should only be presented as supplementary information to the consolidated financial statements. Separate financial statements are those presented by a parent, in which the investments in the subsidiary, associate entity and jointly controlled entity are accounted for on the basis of the direct equity interest rather than on the basis of the reported results and net assets of the investees.

Accounting policies adopted in the preparation of the parent entity financial information are the same as the accounting policies adopted in the preparation of the Company and its subsidiaries consolidated financial statements, except for investments in subsidiaries.

In accordance with PSAK 227, the parent entity recorded the accounting for investments in subsidiaries using cost method.

The Parent Entity also recognizes dividends from subsidiaries and associate in profit or loss in its separate financial statements when its right to receive the dividends is established.

41. TAMBAHAN INFORMASI FINANSIAL (lanjutan)

IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

Pendapatan

Sesuai dengan PSAK 115 "Pendapatan dari Kontrak dengan Pelanggan", Perusahaan mengakui pendapatan sebesar jumlah yang ditagihkan oleh Pelindo kepada pelanggan, yaitu sebesar Rp4.141.341.251 untuk tahun yang berakhir pada tanggal 31 Desember 2024. Namun demikian, untuk tujuan penagihan (pemfakturan), Perusahaan melakukan penagihan kepada Pelindo sebesar jumlah *revenue sharing* yang menjadi hak Perusahaan berdasarkan perjanjian di atas, yaitu sebesar Rp3.594.484.306 untuk tahun yang berakhir pada tanggal 31 Desember 2024. Selisih antara pendapatan yang diakui sesuai dengan PSAK 115 dengan jumlah yang ditagihkan kepada Pelindo diakui sebagai bagian dari akun beban kerjasama mitra usaha, yaitu sebesar Rp546.856.945 untuk tahun yang berakhir pada tanggal 31 Desember 2024 (Catatan 29).

41. SUPPLEMENTARY FINANCIAL INFORMATION (continued)

SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

Revenues

In accordance with PSAK 115 "Revenue from Contracts with Customers", the Company records revenues in the amount billed by Pelindo to the customers, totalling to Rp4,141,341,251 for the year ended December 31, 2024. However, for billing (tax slip) purposes, the Company bills to Pelindo in the amount of revenue sharing for the Company in accordance with the above agreement, totalling to Rp3,594,484,306 for the year ended December 31, 2024. Difference between the revenues recorded in accordance with PSAK 115 with the amount billed to Pelindo is recognized as part of partnership expenses account, totalling to Rp546,856,945 for the year ended December 31, 2024 (Note 29).

No	:	KU.04.01/1/5/1/AKUM/DRUT/PLJM-25
Dari	:	RACHMAT PRAYOGI I Direktur Sumber Daya Manusia dan Umum PT Pelindo Jasa Maritim
Waktu	:	01/05/25 23:30
Kepada	:	Yth. 1. Ageng Wulani I Plh. Senior Vice President Hukum 2. Muhammad Sadad Sukmono I Senior Vice President Perencanaan dan Pengelolaan SDM 3. Deby Rahmad Wicaksono I Senior Vice President Layanan SDM dan Umum

1. Udk dan Seperlunya

Catatan:
.Untuk informasi terbatas.

No	:	KU.04.01/1/5/1/AKUM/DRUT/PLJM-25
Dari	:	RACHMAT PRAYOGI I Direktur Sumber Daya Manusia dan Umum PT Pelindo Jasa Maritim
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1. Udk dan Seperlunya

Catatan:
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No	:	KU.04.01/1/5/1/AKUM/DRUT/PLJM-25
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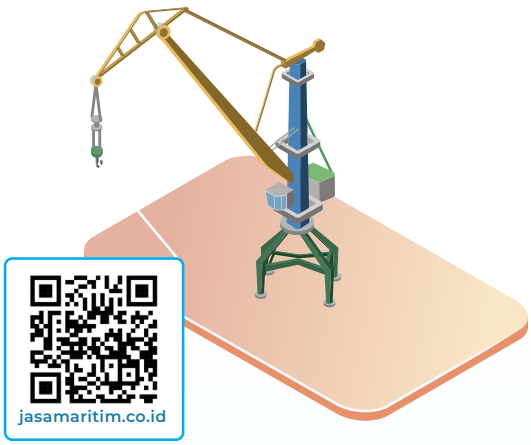
1. Udk dan Seperlunya

Catatan:
.Untuk informasi terbatas.

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Enhancing Competitiveness through Strengthening Core Services

Meningkatkan Daya Saing
melalui Penguatan Layanan Inti



PELINDO
JASA MARITIM

PT Pelindo Jasa Maritim

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