



RENCANA JANGKA PANJANG PERUSAHAAN (RJPP)

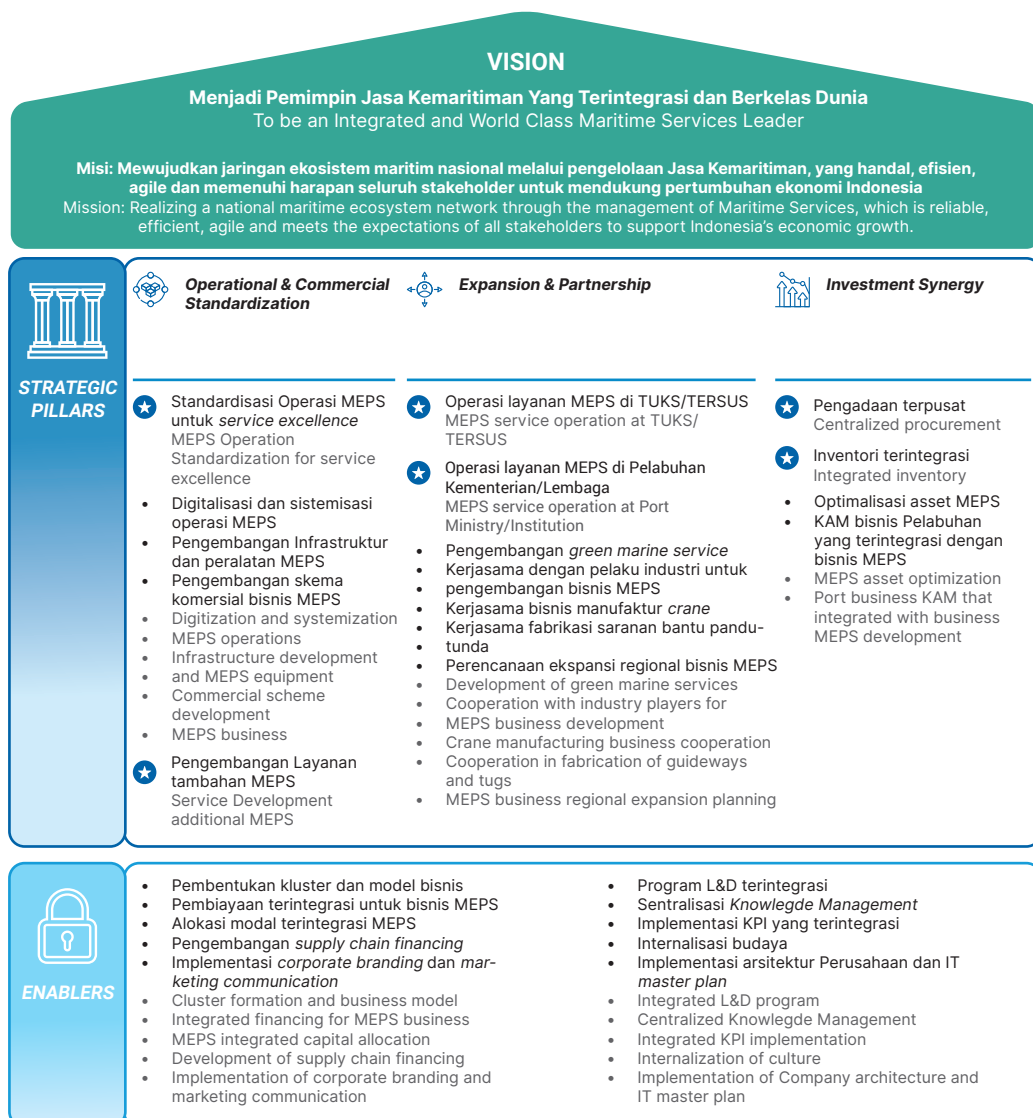
The Company's Long-Term Plan (RJPP)

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





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 <i>green marine service</i> Development of green marine services	-	✓	-	-	-
9	Kerjasama dengan pelaku industri untuk pengembangan MEPS Collaboration with industry players for MEPS development	✓	✓	✓	✓	✓
10	Kerjasama bisnis manufaktur <i>crane</i> Crane manufacturing business cooperation	-	✓	-	-	-
11	Kerjasama Fabrikasi sarana 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 <i>supply chain financing</i> 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	<i>Corporate branding & communication</i>	✓	✓	✓	✓	✓
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 <i>enterprise architect</i> dan IT masterplan di bisnis MEPS Implementation of enterprise architect and IT master plan in MEPS business	✓	✓	✓	✓	✓

