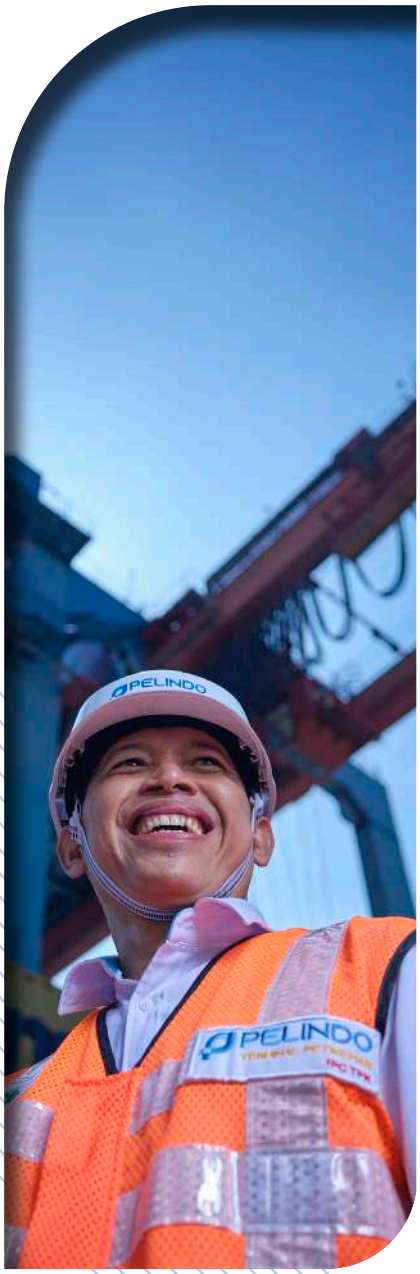
PELINDO
TERMINAL PETIKEMAS

LAPORAN TAHUNAN
ANNUAL REPORT

2025



# Keterbukaan untuk Ekosistem Logistik Terintegrasi

Transparency for an Integrated Logistics Ecosystem

2025

# Keterbukaan untuk Ekosistem Logistik Terintegrasi

Transparency for an Integrated Logistics Ecosystem

PELABUHAN TG. EMAS
KOTA WANGI
HYUNDAI

# Keterbukaan untuk Ekosistem Logistik Terintegrasi

## Transparency for an Integrated Logistics Ecosystem

**Keterbukaan untuk Ekosistem Logistik Terintegrasi mencerminkan komitmen PT Pelindo Terminal Petikemas untuk menghadirkan layanan yang transparan, terhubung, dan berorientasi pada kolaborasi. Melalui integrasi sistem, digitalisasi layanan, dan tata kelola yang akuntabel, Perseroan memperkuat konektivitas rantai pasok nasional serta menciptakan nilai tambah yang berkelanjutan bagi seluruh pemangku kepentingan. Di tengah dinamika perdagangan dan logistik yang semakin kompleks, keterbukaan menjadi fondasi untuk membangun kepercayaan, meningkatkan efisiensi, dan mewujudkan ekosistem logistik Indonesia yang lebih modern, terintegrasi, dan berdaya saing global.**

Transparency for an Integrated Logistics Ecosystem reflects PT Pelindo Terminal Petikemas' commitment to delivering services that are transparent, connected, and collaboration-oriented. Through system integration, service digitalization, and accountable governance practices, the Company strengthens national supply chain connectivity while creating sustainable value for all stakeholders. Amid increasingly complex trade and logistics dynamics, transparency serves as the foundation for building trust, enhancing efficiency, and fostering a more modern, integrated, and globally competitive logistics ecosystem in Indonesia.

# Daftar Isi

Table of Contents


| | |
|---|---|
| Penjelasan Tema<br>Theme Explanation | 3 |
| Daftar Isi<br>Table of Contents | 4 |
| Sanggahan dan Batasan Tanggung Jawab<br>Disclaimer and Limitation of Liability | 6 |
| Highlight Kinerja 2025<br>2025 Company Performance Highlights | 7 |
| Ikhtisar Keuangan<br>Financial Overview | 10 |
| Ikhtisar Obligasi<br>Bond Summary | 16 |
| Ikhtisar Saham<br>Stock Summary | 16 |
| Penghargaan 2025<br>2025 Awards | 17 |
| **LAPORAN MANAJEMEN**<br>Management Report | 21 |
| Laporan Komisaris<br>Board of Commissioners Report | 23 |
| Laporan Direksi<br>Board of Directors Report | 27 |
| Pernyataan Tanggung Jawab Dewan Komisaris atas Laporan Tahunan 2025 PT Pelindo Terminal Petikemas (Pelindo Terminal Petikemas)<br>Statement of Responsibilities of Board of Commissioners for the 2025 Annual Report of PT Pelindo Terminal Petikemas (Pelindo Terminal Petikemas) | 32 |
| Pernyataan Tanggung Jawab Direksi atas Laporan Tahunan 2025 PT Pelindo Terminal Petikemas (Pelindo Terminal Petikemas)<br>Statement of Responsibilities of Board of Directors for the 2025 Annual Report of PT Pelindo Terminal Petikemas (Pelindo Terminal Petikemas) | 33 |
| **PROFIL PERUSAHAAN**<br>Company Profile | 35 |
| Identitas Perusahaan<br>Corporate Identity | 36 |
| Sekilas Perusahaan<br>Company Highlights | 38 |
| Makna dan Filosofi Logo Perusahaan<br>Meaning and Philosophy of The Company Logo | 39 |
| Jejak Langkah Perusahaan<br>Company Milestone | 40 |
| Bidang Usaha<br>Business Line | 42 |
| Visi, Misi dan Nilai-nilai Perusahaan<br>Vision, Mission, And Company Value | 44 |
| Struktur Organisasi<br>Organizational Structure | 54 |
| Profil Dewan Komisaris<br>Board of Commissioners Profile | 56 |
| Profil Direksi<br>Board of Directors Profile | 63 |
| Daftar dan Profil Pejabat Senior<br>List and Profile of Senior Officials | 71 |
| Daftar dan Profil CEO & General Manager<br>List and Profile of CEO & General Manager | 74 |
| Komposisi Pemegang Saham<br>Shareholders Composition | 77 |
| Informasi Anak Perusahaan<br>Subsidiaries Information | 79 |
| Kronologis Penerbitan Saham<br>Chronology of Share Issuance | 86 |
| Kronologis Penerbitan Efek lainnya<br>Chronology of Other Securities Issuance | 86 |
| Lembaga Penunjang Perusahaan<br>Supporting Institutions | 87 |
| Struktur Grup Perusahaan<br>Company Group Structure | 88 |
| Wilayah Operasional Perusahaan<br>Company Operational Area | 90 |
| Unit Bisnis dan Kantor Perwakilan<br>Unit Bisnis dan Kantor Perwakilan | 92 |
| Informasi Perusahaan<br>Company Information | 94 |
| **TINJAUAN PENUNJANG BISNIS**<br>Business Support Overview | 99 |
| Sumber Daya Manusia<br>Human Resource | 100 |
| Demografi SDM<br>HR Demographics | 112 |
| Teknologi Informasi<br>Information Technology | 118 |
| **ANALISIS & PEMBAHASAN MANAJEMEN**<br>Management Discussion & Analysis | 131 |
| Tinjauan Umum<br>Overview | 132 |
| Tinjauan Operasi per Segmen Usaha<br>Operational Review by Business Segment | 137 |
| Kinerja Entitas Anak<br>Subsidiaries Performance | 177 |
| Tinjauan Kinerja Keuangan<br>Financial Performance Overview | 186 |
| Struktur Modal dan Kebijakan Manajemen atas Struktur Modal<br>Capital Structure and Management Policy on Capital Structure | 194 |
| Ikatan Material untuk Investasi Barang Modal<br>Material Commitments for Capital Goods Investment | 195 |
| Informasi Realisasi Investasi Barang Modal<br>Information on The Realization of Capital Goods Investment | 196 |
| Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntansi<br>Material Information and Facts Occurring After The Accounting Report Date | 199 |
| Dividen<br>Dividend | 199 |
| Realisasi Penggunaan Dana Hasil Penawaran Umum<br>Realization of The Use of Funds From The Public Offering | 199 |
| Program Kepemilikan Saham<br>Share Ownership Program | 199 |
| Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi dengan Pihak Afiliasi<br>Information on Material Transactions Involving Conflicts of Interest and/or Transactions With Affiliated Parties | 200 |
| Perubahan Kebijakan Akuntansi<br>Changes In Accounting Policies | 207 |
| Prospek Usaha<br>Business Prospects | 208 |
| Informasi Kelangsungan Usaha<br>Business Continuity Information | 209 |
| Aspek Pemasaran dan Pangsa Pasar<br>Marketing Aspects and Market Share | 211 |
| Kontribusi Terhadap Negara<br>Contribution to The Country | 213 |

**TATA KELOLA PERUSAHAAN** 215
Good Corporate Governance

Prinsip Tata Kelola 216
Governance Principles

Rapat Umum Pemegang Saham 233
General Meeting of Shareholders

Dewan Komisaris 245
Board of Commissioners

Direksi 271
Board of Directors

Asessmen Terhadap Dewan Komisaris dan Direksi 295
Assessment of The Board of Commissioners and The Board of Directors

Kebijakan Remunerasi Dewan Komisaris dan Direksi 298
Board of Commissioners and Board of Directors Remuneration Policy

Frekuensi, Agenda dan Tingkat Kehadiran Rapat Dewan Komisaris dan Direksi 311
Frequency, Agenda, And Attendance of The Board of Commissioners and The Board of Directors Meetings

Pengungkapan Hubungan Afiliasi Dewa Komisaris, Direksi dan Pemegang Saham Utama 317
Disclosure of Affiliations of The Board of Commissioners, Board of Directors and Major Shareholders

Komite Audit 318
Audit Committee

Komite Pemantau Manajemen Risiko 331
Risk Management Monitoring Committee Report

Sekretaris Dewan Komisaris 342
Secretary of The Board of Commissioners

Sekretaris Perusahaan 345
Corporate Secretary

Satuan Pengawas Intern 354
Internal Supervisory Unit

Manajemen Risiko 364
Risk Management

Sistem Pengendalian Internal 384
Internal Control System

Akses Informasi dan Data Perusahaan 390
Access to Company Information and Data

Kode Etik 393
Code of Ethics

Whistleblowing System 400
Whistleblowing System

Kebijakan dan Pengendalian Gratifikasi 406
Gratification Policy and Control

Perkara Penting 411
Important Cases

Kebijakan Keberagaman Komposisi Dewan Komisaris dan Direksi 413
Diversity Policy on the Composition of the Board of Commissioners and Board of Directors

Laporan Harta Kekayaan Pejabat Negara (LHKPN) 415
State Official Wealth Report (LHKPN)

Mekanisme Pengadaan Barang dan Jasa 417
Goods and Services Procurement Mechanism

**TANGGUNG JAWAB SOSIAL PERUSAHAAN** 421
Corporate Social Responsibility

Tanggung Jawab Sosial Perusahaan 422
Corporate Social Responsibility

Tanggung Jawab Sosial kepada Pelanggan 424
Social Responsibility To Customers

Tanggung Jawab Sosial Perusahaan Bidang Lingkungan 433
Corporate Social Responsibility In The Field of Environment

Tanggung Jawab Sosial Terkait Ketenagakerjaan, Kesehatan dan Keselamatan Kerja 439
Social Responsibility Related To Employment, Health And Safety

Tanggung Jawab Sosial Perusahaan Terkait Pengembangan Sosial dan Kemasyarakatan 449
Corporate Social Responsibility Related To Social and Community Development

**LAPORAN KEUANGAN AUDIT** 455
Audited FInancial Report

# Sanggahan dan Batasan Tanggung Jawab

## Disclaimer and Limitation of Liability

Pernyataan yang dianggap sebagai pandangan masa depan atau pernyataan prospektif *(forward-looking statement)* berupa target, pencapaian, strategi, konsekuensi, serta semua pernyataan lain yang hasilnya dapat berbeda dari hasil yang diperoleh di masa depan. Pernyataan prospektif yang dimuat dalam Laporan Tahunan ini dibuat berdasarkan asumsi-asumsi tentang kondisi terkini dan kondisi yang akan datang dari Perseroan serta lingkungan bisnis di mana Perseroan menjalankan kegiatan usahanya. Perseroan juga tidak dapat menjamin bahwa informasi dan dokumen yang telah dipastikan keabsahannya akan memberikan hasil-hasil tertentu sesuai harapan.

Informasi terkait perkiraan prospektif disusun dengan sungguh-sungguh dengan memperhatikan peraturan dan ketentuan yang berlaku. Semua pernyataan prospektif tidak menjamin kepastian untuk kinerja di masa mendatang dan memiliki prospek risiko yang dapat diperkirakan maupun tidak, ketidakpastian, dan faktor-faktor lain yang di luar kendali Perseroan, sehingga mengakibatkan perkembangan aktual secara material berbeda dari yang dilaporkan karena terjadinya perubahan dalam lingkungan bisnis dan aspek lainnya.

Laporan ini juga memuat kata “Kami”, Perseroan”, atau “Pelindo Terminal Petikemas” yang didefinisikan sebagai PT Pelindo Terminal Petikemas.

Laporan Tahunan ini disusun sesuai Peraturan Otoritas Jasa Keuangan No.29/POJK.04/2016 tentang Laporan Tahunan dan Surat Edaran Otoritas Jasa Keuangan No.16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten dan Perseroan Publik. Sesuai Standar Akuntansi Keuangan Indonesia, maka semua informasi keuangan disajikan dalam satuan mata uang, yang kami sajikan dalam denominasi Rupiah atau “Rp”, sedangkan penyebutan satuan mata uang “Dolar AS” atau USD menunjukkan mata uang resmi Amerika Serikat.

Statements considered to be forward-looking statements include targets, achievements, strategies, consequences, and all other statements that may differ materially from the results actually obtained in the future. The forward-looking statements contained in this Annual Report are based on assumptions about the Company's current and future conditions and the business environment in which it operates. The Company cannot guarantee that the information and documents, the validity of which has been verified, will produce the desired results.

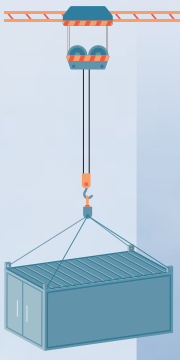
Information related to forward-looking estimates has been prepared diligently, taking into account applicable laws and regulations. All forward-looking statements do not guarantee future performance and are subject to foreseeable and unpredictable risks, uncertainties, and other factors beyond the Company's control, which may cause actual developments to differ materially from those reported due to changes in the business environment and other factors.

This report also contains the terms "We," "The Company," or "Pelindo Terminal Petikemas," which are defined as PT Pelindo Terminal Petikemas.

This Annual Report is prepared in accordance with Financial Services Authority Regulation No. 29/POJK.04/2016 concerning Annual Reports and Financial Services Authority Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports for Issuers and Public Companies. In accordance with Indonesian Financial Accounting Standards, all financial information is presented in currency, which we present in Rupiah or "Rp," while the reference to the currency unit "US Dollar" or USD indicates the official currency of the United States.

# Highlights Kinerja 2025

2025 Performance Highlights



## Memperkuat Posisi sebagai Operator Terminal Petikemas Terdepan di Indonesia

**Tahun 2025 menjadi tahun yang menegaskan ketangguhan PT Pelindo Terminal Petikemas dalam menghadapi dinamika industri logistik dan kepelabuhanan nasional. Melalui fokus pada peningkatan produktivitas terminal, penguatan layanan pelanggan, transformasi digital, pengembangan infrastruktur, serta penerapan tata kelola yang baik, Perseroan berhasil mencatatkan kinerja operasional dan keuangan yang melampaui target yang ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2025.**

**Strengthening Our Position as Indonesia's Leading Container Terminal Operator**

The year 2025 marked a year that underscored PT Pelindo Terminal Petikemas' resilience in navigating the dynamics of the national logistics and port industries. By focusing on improving terminal productivity, enhancing customer service, driving digital transformation, developing infrastructure, and implementing good governance, the Company succeeded in achieving operational and financial performance that exceeded the targets set in the 2025 Corporate Work Plan and Budget (RKAP).

### CAPAIAN STRATEGIS TAHUN 2025

- ✓ **Arus petikemas mencapai 13,35 juta TEUs dan melampaui target RKAP 2025.**
- ✓ **Pendapatan usaha, EBITDA, laba usaha, laba sebelum pajak, dan laba tahun berjalan berhasil melampaui target yang ditetapkan.**
- ✓ **Realisasi Rencana Kerja Manajemen (RKM) mencapai 99,11%, mencerminkan efektivitas pelaksanaan program strategis Perseroan.**
- ✓ **Penguatan transformasi digital dan integrasi sistem operasional terminal guna meningkatkan efisiensi layanan dan kualitas operasional.**
- ✓ **Peningkatan kapasitas dan produktivitas terminal melalui pelaksanaan program investasi strategis di berbagai wilayah kerja.**
- ✓ **Penguatan penerapan tata kelola perusahaan, manajemen risiko, dan keberlanjutan bisnis sebagai fondasi pertumbuhan jangka panjang.**
- ✓ **Kontribusi berkelanjutan dalam mendukung efisiensi logistik nasional serta penguatan konektivitas maritim Indonesia.**

### STRATEGIC ACHIEVEMENTS FOR 2025

- ✓ Container throughput reached 13.35 million TEUs, exceeding the 2025 Annual Business Plan target.
- ✓ Operating revenue, EBITDA, operating profit, pre-tax profit, and net income all exceeded the set targets.
- ✓ The Management Work Plan (RKM) was 99.11% completed, reflecting the effectiveness of the Company's strategic programs.
- ✓ Strengthening of digital transformation and integration of terminal operational systems to improve service efficiency and operational quality.
- ✓ Increased terminal capacity and productivity through the implementation of strategic investment programs across various operational regions.
- ✓ Strengthening the implementation of corporate governance, risk management, and business sustainability as the foundation for long-term growth.
- ✓ Ongoing contributions to supporting national logistics efficiency and strengthening Indonesia's maritime connectivity.

# Highlights Kinerja 2025
2025 Performance Highlights

## Kinerja Operasional
Operational Performance

**13,35 Juta TEUs**

**Arus Petikemas**
**103,07% dari RKAP 2025**

Container Throughput
103.07% of the 2025 RKAP

**10,45 Juta Box**

**Arus Petikemas**
**101,68% dari RKAP 2025**

Container Throughput
101.68% of the 2025 Budget Plan

**4,10 Juta Ton**

**Arus Petikemas**
**89% dari RKAP 2025**

Freight Volume
89% of the 2025 Budget Plan

## Kinerja Keuangan
Financial Performance

**Rp14,99 Triliun**

**Pendapatan Usaha**
**111% dari RKAP**

Operating Income
111% of the Budget Plan

**Rp2,28 Triliun**

**Laba Usaha**
**128% dari RKAP**

Operating Revenue
128% of the Budget Plan

**Rp2,71 Triliun**

**Laba Sebelum Pajak**
**123% dari RKAP**

Pre-Tax Profit
123% of the Budget

**Rp23,84 Triliun**

**Total Aset**
**Meningkat 8%**
**dibandingkan tahun 2024**

Profit for the Current Year
129% of the Budget

**Rp3,46 Triliun**

**EBITDA**
**111% dari RKAP**

EBITDA
111% of the Budget

**Rp2,25 Triliun**

**Laba Tahun Berjalan**
**129% dari RKAP**

Total Assets
Up 8% compared to 2024

## Tanggung Jawab Sosial dan Lingkungan
Social and Environmental Responsibility

**Rp26,04 Miliar** | Billion

**Realisasi Program TJSL** | CSR Program Implementation

# Investasi dan Pengembangan
Investment and Development

**Rp2,41 Triliun**

**Realisasi Investasi 91% dari RKAP**

Investment Realization 91% of the Annual Budget Plan

**77 Program Investasi |** Investment Programs

**Terealisasi sepanjang tahun 2025 untuk mendukung peningkatan kapasitas, produktivitas, dan daya saing terminal petikemas di berbagai wilayah operasional Perseroan.**

Implemented throughout 2025 to support capacity, productivity, and competitiveness improvements at container terminals across the Company's various operational regions.

# Ikhtisar Data Keuangan Penting

Significant Financial Highlights

## LAPORAN POSISI KEUANGAN (dalam juta Rupiah)

Statement of Financial Position (in million Rupiah)

| Uraian<br>Description | | Neraca RKAP 2025<br>2025 RKAP Balance Sheet | Neraca Per 31 Desember 2025<br>Balance Sheet as of Dec 31, 2025 | Neraca Per 31 Desember 2024<br>Balance Sheet as of Dec 31, 2024 | Kecend. (%)<br>Trends. (%) | |
|---|---|---|---|---|---|---|
| 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| **ASET** | **ASSETS** | | | | | |
| Aset Lancar | Current Assets | 7.007.231 | 7.483.875 | 7.712.891 | 107 | 97 |
| Aset Tidak Lancar | Non-Current Assets | 13.386.741 | 16.353.768 | 14.389.443 | 122 | 114 |
| JUMLAH ASET | TOTAL ASSETS | 20.393.973 | 23.837.643 | 22.102.334 | 117 | 108 |
| **LIABILITAS DAN EKUITAS** | **LIABILITIES AND EQUITY** | | | | | |
| Liabilitas Jangka Pendek | Current Liabilities | 2.306.948 | 4.851.662 | 3.871.512 | 210 | 125 |
| Liabilitas Jangka Panjang | Long-Term Liabilities | 2.090.653 | 2.629.486 | 2.392.035 | 126 | 110 |
| Ekuitas | Equity | 15.996.372 | 16.356.495 | 15.838.786 | 102 | 103 |
| Saldo Laba (Rugi) | Retained Earnings (Loss) | | | | | |
| Ditentukan penggunaannya | Appropriated | 1.629.707 | 4.910.708 | 3.397.645 | 301 | 145 |
| Belum ditentukan penggunaannya | Unappropriated | 1.717.913 | 1.384.845 | 2.424.940 | 81 | 57 |
| Penghasilan Komprehensif Lain | Other Comprehensive Income | - | 79.327 | 82.851 | - | 96 |
| Kepentingan Non Pengendali | Non-Controlling Interest | 171.902 | 760.510 | 712.246 | 442 | 107 |
| **JUMLAH LIABILITAS DAN EKUITAS** | **TOTAL LIABILITIES AND EQUITY** | **20.393.973** | **23.837.643** | **22.102.334** | **117** | **108** |

## ASET LANCAR (dalam juta Rupiah)

Current Assets (in million Rupiah)

| Uraian<br>Description | | Neraca RKAP 2025<br>2025 RKAP Balance Sheet | Neraca Per 31 Desember 2025<br>Balance Sheet as of Dec 31, 2025 | Neraca Per 31 Desember 2024<br>Balance Sheet as of Dec 31, 2024 | Kecend. (%)<br>Trends. (%) | |
|---|---|---|---|---|---|---|
| 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| Kas dan setara kas | Cash and cash equivalents | 5.365.644 | 4.815.572 | 5.403.663 | 89,75 | 89,12 |
| Piutang usaha – neto | Accounts receivable – net | | | | | |
| Piutang usaha - Pihak ketiga | Accounts receivable - Third parties | 395.529 | 487.009 | 475.333 | 123,13 | 102,46 |
| Piutang usaha - Pihak berelasi | Accounts receivable - Related parties | 65.970 | 41.925 | 85.538 | 63,55 | 49,97 |
| Piutang lain-lain – neto | Other receivables – net | | | | | |
| Piutang lain-lain - Pihak ketiga | Other receivables - Third parties | 199.920 | 33.150 | 10.834 | 16,58 | 305,98 |
| Piutang lain-lain - Pihak berelasi | Other receivables - Related parties | 364.780 | 102.989 | 107.565 | 28,23 | 95,75 |
| Aset kontrak | Contract assets | - | 65.461 | 29.473 | - | 222,10 |
| Persediaan | Inventories | 41.353 | 55.940 | 60.291 | 135,27 | 92,78 |
| Uang muka dan beban dibayar di muka | Advances and prepaid expenses | 68.602 | 210.273 | 211.063 | 306,51 | 99,63 |
| Pajak dibayar di muka | Prepaid taxes | 504.894 | 221.215 | 51.648 | 43,81 | 428,31 |
| Aset lancar lainnya | Other current assets | 538 | 1.450.341 | 1.277.483 | 26.9580,11 | 113,53 |
| **JUMLAH ASET LANCAR** | **TOTAL CURRENT ASSETS** | **7.007.231** | **7.483.875** | **7.712.891** | **106,80** | **97,03** |

## ASET TIDAK LANCAR (dalam juta Rupiah)
Non-Current Assets (in million Rupiah)

| Uraian<br>Description | | Neraca RKAP 2025<br>2025 RKAP Balance Sheet | Neraca Per 31 Desember 2025<br>Balance Sheet as of Dec 31, 2025 | Neraca Per 31 Desember 2024<br>Balance Sheet as of Dec 31, 2024 | Kecend. (%)<br>Trends. (%) | |
|---|---|---|---|---|---|---|
| 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| Piutang lain-lain jangka panjang | Other long-term receivables | 539.265 | 464.156 | 488.198 | 86,07 | 95,08 |
| Investasi saham | Investment in shares | 615.573 | 2.830.205 | 2.610.401 | 459,77 | 108,42 |
| Properti investasi - neto | Investment properties - net | | 19.571 | 20.172 | - | 97,02 |
| Aset hak-guna – neto | Right-of-use assets - net | 49.457 | 356.879 | 255.907 | 721,59 | 139,46 |
| Aset tetap – neto | Fixed assets - net | 5.849.375 | 4.103.117 | 2.628.386 | 70,15 | 156,11 |
| Aset tak berwujud – neto | Intangible assets - net | 6.161.686 | 7.098.924 | 7.530.285 | 115,21 | 94,27 |
| Aset kontrak konsesi | Concession contract assets | - | 483.022 | 137.203 | - | 352,05 |
| Taksiran tagihan restitusi pajak | Estimated tax refund claims | - | 134.876 | 139.628 | - | 96,60 |
| Aset pajak tangguhan | Deferred tax assets | 148.772 | 400.720 | 260.295 | 269,35 | 153,95 |
| Aset Tidak Lancar Lainnya | Other non-current assets | 22.613 | 462.298 | 318.968 | 2.044,39 | 144,94 |
| **JUMLAH ASET TIDAK LANCAR** | **TOTAL NON-CURRENT ASSETS** | **13.386.741** | **16.353.768** | **14.389.443** | **122,16** | **113,65** |

## LIABILITAS JANGKA PENDEK (dalam juta Rupiah)
Current Liabilities (in million Rupiah)

| Uraian<br>Description | | Neraca RKAP 2025<br>2025 RKAP Balance Sheet | Neraca Per 31 Desember 2025<br>Balance Sheet as of Dec 31, 2025 | Neraca Per 31 Desember 2024<br>Balance Sheet as of Dec 31, 2024 | Kecend. (%)<br>Trends. (%) | |
|---|---|---|---|---|---|---|
| 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| Utang usaha | Accounts payable | | | | | |
| Utang usaha - Pihak ketiga | Accounts payable - Third parties | 120.138 | 99.768 | 120.534 | 83,04 | 82,77 |
| Utang usaha - Pihak berelasi | Accounts payable - Related parties | 197.378 | 161.459 | 275.023 | 81,80 | 58,71 |
| Utang lain-lain | Other payables | | | | | |
| Utang lain-lain - Pihak ketiga | Other payables - Third parties | - | 161.451 | 95.804 | - | 168,52 |
| Utang lain-lain - Pihak berelasi | Other payables - Related parties | - | 180.082 | 220.956 | - | 81,50 |
| Utang pajak | Taxes payable | 281.438 | 153.938 | 105.459 | 54,70 | 145,97 |
| Beban akrual | Accrued expenses | 1.067.011 | 3.755.056 | 2.644.402 | 351,92 | 142,00 |
| Bagian lancar atas: | Current portion of: | | | | | |
| Bagian lancar atas liabilitas kontrak | Current portion of contract liabilities | 256.327 | 238.249 | 160.668 | 92,95 | 148,29 |
| Bagian lancar atas liabilitas jangka panjang - Utang bank | Current portion of long-term liabilities - Bank loans | **-** | **71.057** | **39.645** | **-** | **179,23** |
| Bagian lancar atas liabilitas jangka panjang - Liabilitas sewa | Current portion of long-term liabilities - Lease liabilities | 8.435 | 26.945 | 205.834 | 319,44 | 13,09 |
| Bagian lancar atas liabilitas jangka panjang – Liabilitas imbalan kerja | Current portion of long-term liabilities - Employee benefits liabilities | 376.221 | 3.658 | 3.186 | 0,97 | 114,81 |
| **JUMLAH LIABILITAS JANGKA PENDEK** | **TOTAL CURRENT LIABILITIES** | **2.306.948** | **4.851.663** | **3.871.512** | **210,31** | **125,32** |

## LIABILITAS JANGKA PANJANG (dalam juta Rupiah)
Long-Term Liabilities (in million Rupiah)

| Uraian<br>Description | | Neraca RKAP 2025<br>2025 RKAP Balance Sheet | Neraca Per 31 Desember 2025<br>Balance Sheet as of Dec 31, 2025 | Neraca Per 31 Desember 2024<br>Balance Sheet as of Dec 31, 2024 | Kecend. (%)<br>Trends. (%) | |
|---|---|---|---|---|---|---|
| 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| Liabilitas pajak tangguhan | Deferred tax liabilities | 26.856 | 76.265 | 88.442 | 283,98 | 86,23 |
| Utang lain-lain jangka panjang | Other long-term liabilities | 703.741 | 545.904 | 482.539 | 77,57 | 113,13 |
| Liabilitas jangka panjang - setelah dikurangi bagian lancar | Long-term liabilities - net of current portion | | | | | |
| Liabilitas jangka panjang - setelah dikurangi bagian lancar - Utang bank | Long-term liabilities - net of current portion - Bank loans | - | 586.006 | 521.794 | - | 112,31 |
| Liabilitas jangka panjang - setelah dikurangi bagian lancar - Liabilitas sewa | Long-term liabilities - net of current portion - Lease liabilities | 51.527 | 221.553 | 47.312 | 429,97 | 468,28 |
| Liabilitas jangka panjang - setelah dikurangi bagian lancar - Liabilitas kontrak | Long-term liabilities - net of current portion - Contract liabilities | 1.055.586 | 1.028.544 | 1.104.826 | 97,44 | 93,10 |
| Liabilitas imbalan kerja | Employee benefit liabilities | 252.943 | 171.215 | 147.123 | 67,69 | 116,38 |
| **JUMLAH LIABILITAS JANGKA PANJANG** | **TOTAL LONG-TERM LIABILITIES** | **2.090.653** | **2.629.486** | **2.392.035** | **125,77** | **109,93** |

## EKUITAS (dalam juta Rupiah)
Equity (in million Rupiah)

| Uraian<br>Description | | Neraca RKAP 2025<br>2025 RKAP Balance Sheet | Neraca Per 31 Desember 2025<br>Balance Sheet as of Dec 31, 2025 | Neraca Per 31 Desember 2024<br>Balance Sheet as of Dec 31, 2024 | Kecend. (%)<br>Trends. (%) | |
|---|---|---|---|---|---|---|
| 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| **EKUITAS YANG DAPAT DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK** | **EQUITY ATTRIBUTABLE TO OWNERS OF THE PARENT ENTITY** | | | | | |
| Modal saham ditempatkan dan disetor penuh | Issued and fully paid-up share capital | 9.363.868 | 9.363.868 | 9.363.868 | 100,00 | 100,00 |
| Tambahan modal disetor | Additional paid-in capital | 54.232 | (142.764) | (142.764) | (263,25) | 100,00 |
| Saldo laba | Retained earnings | | | | | |
| Ditentukan penggunaannya | Appropriated | 6.501.538 | 4.910.708 | 3.397.645 | 75,53 | 144,53 |
| Belum ditentukan penggunaannya | Unappropriated | 0 | 1.384.845 | 2.424.940 | - | 57,11 |
| Penghasilan komprehensif lain | Other comprehensive income | (95.168) | 79.327 | 82.851 | (83,35) | 95,75 |
| Kepentingan Non-pengendali | Non-controlling interests | 171.902 | 760.510 | 712.246 | 442,41 | 106,78 |
| **JUMLAH EKUITAS DAN CADANGAN** | **TOTAL EQUITY AND RESERVES** | **20.393.973** | **16.356.495** | **15.838.786** | **102,25** | **103,27** |

## PERHITUNGAN LABA (RUGI) (dalam juta Rupiah)
Profit (Loss) Calculation (in million Rupiah)

| Uraian<br>Description | | Neraca RKAP 2025<br>2025 RKAP Balance Sheet | Neraca Per 31 Desember 2025<br>Balance Sheet as of Dec 31, 2025 | Neraca Per 31 Desember 2024<br>Balance Sheet as of Dec 31, 2024 | Kecend. (%)<br>Trends. (%) | |
|---|---|---|---|---|---|---|
| 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| Pendapatan Usaha | Operating Income | 13.527.350 | 15.425.328 | 14.123.979 | 114,03 | 109,21 |
| Beban Usaha | Operating Expenses | (11.342.383) | (13.144.871) | (11.467.462) | 115,89 | 114,63 |
| **LABA (RUGI) USAHA** | **OPERATING PROFIT (LOSS)** | **2.184.967** | **2.280.457** | **2.656.517** | **104,37** | **85,84** |
| Pendapatan Keuangan | Finance Income | 179.381 | 343.661 | 289.596 | 191,58 | 118,67 |
| Beban Keuangan | Finance Expenses | (294.932) | (115.670) | (147.546) | 39,22 | 78,40 |
| Bagian Laba Investasi | Share of Investment Profit | 129.609 | 311.871 | 352.059 | 240,62 | 88,58 |
| **LABA (RUGI) SEBELUM PAJAK** | **PROFIT (LOSS) BEFORE TAX** | **2.199.025** | **2.820.319** | **3.150.626** | **128,25** | **89,52** |
| Beban Pajak Penghasilan Badan | Corporate Income Tax Expense | (458.226) | (571.934) | (555.184) | 124,81 | 103,02 |
| **LABA (RUGI) TAHUN BERJALAN** | **PROFIT (LOSS) FOR THE CURRENT YEAR** | **1.740.800** | **2.248.385** | **2.595.442** | **129,16** | **86,63** |

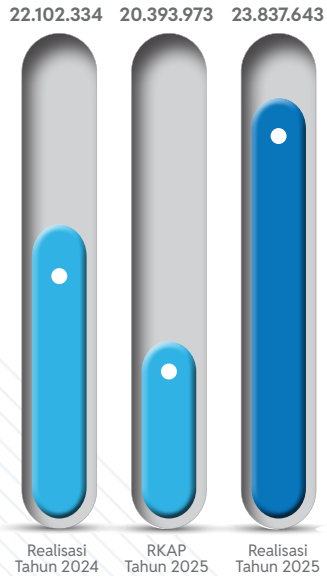
## IKHTISAR BEBAN (dalam juta Rupiah)
Expenses Overview (in million Rupiah)

| Uraian<br>Description | | Neraca RKAP 2025<br>2025 RKAP Balance Sheet | Neraca Per 31 Desember 2025<br>Balance Sheet as of Dec 31, 2025 | Neraca Per 31 Desember 2024<br>Balance Sheet as of Dec 31, 2024 | Kecend. (%)<br>Trends. (%) | |
|---|---|---|---|---|---|---|
| 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| Beban Pegawai | Personnel Expenses | (1.753.792) | (1.851.787) | (1.604.192) | 105,59 | 115,43 |
| Beban Bahan | Materials Expenses | (733.471) | (749.875) | (752.075) | 102,24 | 99,71 |
| Beban Pemeliharaan | Maintenance Expenses | (958.239) | (1.194.989) | (970.370) | 124,71 | 123,15 |
| Beban Penyusutan dan Amortisasi | Depreciation and Amortization Expenses | (1.015.096) | (533.825) | (489.719) | 52,59 | 109,01 |
| Beban Asuransi | Insurance Expenses | (93.590) | (106.295) | (84.700) | 113,58 | 125,50 |
| Beban Kerjasama Mitra Usaha (KSMU) | Business Partnership Expenses (KSMU) | (5.639.116) | (6.693.213) | (5.956.287) | 118,69 | 112,37 |
| Beban Administrasi Kantor | Office Administration Expenses | (23.301) | (13.947) | (20.403) | 59,86 | 68,36 |
| Beban Umum | General Expenses | (1.125.778) | (983.919) | (1.159.482) | 87,40 | 84,86 |
| Beban Konstruksi | Construction Expenses | - | (431.072) | (334.994) | - | 128,68 |
| **BEBAN USAHA** | **OPERATING EXPENSES** | **(11.342.383)** | **(12.558.922)** | **(11.372.222)** | **110,73** | **110,44** |
| Beban di Luar Usaha | Non-Operating Expenses | (222.411) | (585.948) | (95.240) | 263,45 | 615,23 |
| Beban Bunga | Interest Expenses | (72.521) | (115.670) | (147.546) | 159,50 | 78,40 |
| Beban Pajak Penghasilan Badan | Corporate Income Tax Expense | (458.226) | (571.934) | (555.184) | 124,81 | 103,02 |
| **TOTAL BEBAN** | **TOTAL EXPENSES** | **(12.095.541)** | **(13.832.474)** | **(12.170.191)** | **114,36** | **113,66** |

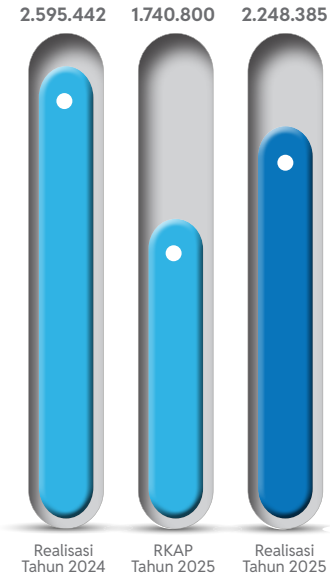
## LAPORAN ARUS KAS (dalam juta Rupiah)
Cash Flow Statement (in million Rupiah)

| Uraian<br>Description | | Neraca RKAP 2025<br>2025 RKAP Balance Sheet | Neraca Per 31 Desember 2025<br>Balance Sheet as of Dec 31, 2025 | Neraca Per 31 Desember 2024<br>Balance Sheet as of Dec 31, 2024 | Kecend. (%)<br>Trends. (%) | |
|---|---|---|---|---|---|---|
| 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| Arus Kas dari Aktivitas Operasi | Cash Flow from Operating Activities | 2.648.997 | 2.744.952 | 2.698.029 | 103,6 | 101,74 |
| Arus Kas dari Aktivitas Investasi | Cash Flow from Investing Activities | (2.378.254) | (1.608.061) | (198.516) | 67,62 | 810,04 |
| Arus Kas dari Aktivitas Pendanaan | Cash Flow from Financing Activities | (678.583) | (1.724.982) | (1.550.197) | 254,20 | 111,28 |
| Kenaikan Kas dan Setara Kas | Increase in Cash and Cash Equivalents | (407.840) | (588.091) | 949.316 | 144,20 | (61,95) |
| Saldo Kas dan Setara Kas Awal Periode | Cash and Cash Equivalents Balance at Beginning of Period | 5.764.805 | 5.403.663 | 4.454.347 | 93,74 | 121,31 |
| Entitas Anak yang Tidak Dikonsolidasi | Unconsolidated Subsidiaries | - | - | - | - | - |
| Saldo Kas dan Setara Kas Akhir Periode | Ending Period Cash and Cash Equivalent Balance | 5.356.964 | 4.815.572 | 5.403.663 | 89,89 | 89,12 |

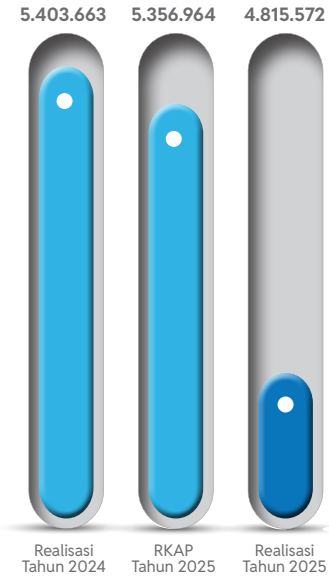
**Total Aset**
Total Assets




**Laba Tahun Berjalan**
Current year profit




**Saldo Kas dan Setara Kas Akhir Periode**
Ending Period Cash and Cash Equivalent Balance



## RASIO KEUANGAN
Financial Ratios

| Uraian<br>Description | | Satuan<br>Unit | RKAP Tahun 2025<br>2025 Work Plan and Budget | Realisasi Tahun 2025<br>Realization in 2025 |
|---|---|---|---|---|
| **RASIO PROFITABILITAS** | **PROFITABILITY RATIO** | | | |
| EBIT | EBIT | Juta Rp | 2.247.425 | 2.935.989 |
| EBITDA | EBITDA | Juta Rp | 3.262.521 | 3.469.814 |
| EBITDA Margin | EBITDA Margin | % | 24,12% | 22,49 |
| Operating Ratio | Operating Ratio | % | 83,85% | 85,22 |
| Profit Margin | Profit Margins | % | 12,87% | 14,58 |
| Total Asset Turn Over | Total Asset Turnover | % | 66,33% | 64,71 |
| Return on Asset (ROA) | Return on Assets (ROA) | % | 8,54% | 9,43 |
| Return on Equity (ROE) | Return on Equity (ROE) | % | 10,88% | 13,75 |
| Return on Investment Capital (ROIC) | Return on Investment Capital (ROIC) | % | 12,08% | 9,37 |
| **RASIO LIKUIDITAS** | **LIQUIDITY RATIO** | | | |
| Current Ratio | Current Ratio | Kali | 3,04 | 1,54 |
| Quick Ratio | Quick Ratio | Kali | 2,52 | 1,53 |
| Cash Ratio | Cash Ratio | Kali | 2,32 | 0,99 |
| **RASIO SOLVABILITAS** | **SOLVABILITY RATIO** | | | |
| Financing Debt to Invested Capital | Financing Debt to Invested Capital | % | 2,69 | 6,08 |
| Financing Debt to EBITDA | Financing Debt to EBITDA | Kali | 0,14 | 0,26 |
| Net Debt to EBITDA | Net Debt to EBITDA | Kali | 1,51 | 2,16 |
| Financing Debt to Equity | Financing Debt to Equity | Kali | 0,03 | 5,54 |
| Financing Debt to Asset | Financing Debt to Assets | Kali | 0,02 | 0,04 |
| Financial Leverage | Financial Leverage | Kali | 1,27 | 0,46 |
| Interest Coverage Ratio | Interest Coverage Ratio | Kali | 30,99 | 25,38 |
| Debt Service Coverage Ratio (DSCR) | Debt Service Coverage Ratio (DSCR) | Kali | 0,92 | 2,23 |
| EBITDA to Debt Service | EBITDA to Debt Service | Kali | 1,37 | 3,40 |
| EBITDA to Interest | EBITDA to Interest | Kali | 44,99 | 30,00 |

# Ikhtisar Obligasi
## Bond Summary

Hingga 31 Desember 2025, Perusahaan tidak memiliki kewajiban dalam bentuk obligasi dalam bentuk apapun.

As of December 31, 2024, the Company has no obligations in the form of bonds of any kind.

# Ikhtisar Saham
## Stock Summary

Hingga 31 Desember 2025, kepemilikan saham Perusahaan dipegang oleh PT Pelabuhan Indonesia (Persero) sebesar 99,998% dan PT Integrasi Logistik Cipta Solusi sebesar 0,002% dan tidak diperdagangkan di bursa efek manapun. Dengan demikian, informasi mengenai:

a. Ikhtisar kinerja perdagangan saham yang terdiri dari jumlah saham beredar, kapitalisasi pasar berdasarkan harga pada bursa efek tempat dicatatkan, harga saham tertinggi, terendah dan penutupan, serta volume perdagangan,
b. Informasi aksi korporasi yang meliputi bentukbentuk aksi korporasi, tanggal pelaksanaan aksi korporasi, rasio pemecahan saham, jumlah saham beredar sebelum dan sesudah aksi korporasi, dan
c. Sanksi penghentian saham yang berupa penghentian perdagangan saham dan penghapusan pencatatan saham.

tidak dapat disajikan karena tidak sesuai dengan status Perusahaan sebagai perusahaan yang tidak melaksanakan pencatatan saham di bursa efek.

As of December 31, 2025, the Company's shares are held by PT Pelabuhan Indonesia (Persero) at 99.998% and PT Integrasi Logistik Cipta Solusi at 0.002% and are not traded on any stock exchange. Thus, information regarding:

a. A summary of stock trading performance, including the number of shares outstanding, market capitalization based on the stock exchange where the shares are listed, the highest, lowest, and closing stock prices, as well as trading volume,
b. Corporate action information, including the types of corporate actions, the dates of corporate actions, the stock split ratio, the number of shares outstanding before and after the corporate action, and
c. Stock suspension sanctions in the form of suspension of stock trading and delisting of stocks.

This information cannot be presented because it is not according to the Company's status as a company that does not list its shares on the stock exchange.

# Penghargaan 2025

2025 Awards

**Nama Penghargaan:** TJSL & CSR Award 2025 : Pilar Lingkungan (Silver)
**Penyelenggara:** BUMN Track
**Tanggal Perolehan:** 25 Juni 2025

Award Name: TJSL & CSR Award 2025: Environmental Pillar (Silver)
Organizer: BUMN Track
Award Date: June 25, 2025

**Nama Penghargaan:** Media Relations Award (MRA) 2025 : Pelabuhan Makassar & Bitung, Penggerak Ekonomi Maritim di Kawasan Timur Indonesia Th 2024 (Silver Winner)
**Penyelenggara:** Serikat Perusahaan Pers (SPS)
**Tanggal Perolehan:** 20 Oktober 2025

Award Name: Media Relations Award (MRA) 2025: Makassar & Bitung Ports, Drivers of the Maritime Economy in Eastern Indonesia in 2024 (Silver Winner)
Organizer: Press Companies Union (SPS)
Award Date: October 20, 2025

**Nama Penghargaan:** 14th Anugerah BUMN 2025 : Kategori Transformasi Digital (Terbaik II)
**Penyelenggara:** BUMN Track
**Tanggal Perolehan:**20 Maret 2025

Award Name: 14th BUMN Award 2025: Digital Transformation Category (Best II)
Organizer: BUMN Track
Award Date: March 20, 2025

**Nama Penghargaan:** Penerapan Standar Minimum Pengamanan Objek Vital yang Strategis dalam Pencegahan Tindak Pidana Terorisme : PT Pelindo Terminal Petikemas TPK Semarang Telah Memenuhi Kriteria dan Parameter Penilaian Dalam Pra-Asesmen Penerapan Standar Minimum Pengamanan Berdasarkan Peraturan BNPT Nomor 3 Tahun 2020 (Klasifikasi Level II)
**Penyelenggara:** Badan Nasional Penanggulangan Terorisme
**Tanggal Perolehan:** 01 Desember 2025

Award Name: Implementation of Minimum Security Standards for Strategic Vital Objects in Preventing Terrorism Crimes: PT Pelindo Terminal Petikemas TPK Semarang has met the criteria and assessment parameters in the pre-assessment of the Implementation of Minimum Security Standards based on BNPT Regulation Number 3 of 2020 (Level II Classification)
Organizer: National Counterterrorism Agency
Award Date: December 1, 2025

**Nama Penghargaan:** Pelindo Socmed Award 2025: PT Pelindo Terminal Petikemas Juara 1 Best Crisis Response and Issue Handling
**Penyelenggara:** Pelindo
**Tanggal Perolehan:** 01 Oktober 2025

Award Name: Pelindo Socmed Award 2025: PT Pelindo Terminal Petikemas, 1st Place for Best Crisis Response and Issue Handling
Organizer: Pelindo
Award Date: October 1, 2025

**Nama Penghargaan:** Pelindo TJSL Community Development Awards 2025: PT Pelindo Terminal Petikemas - CID Pendidikan Terbaik
**Penyelenggara:** Pelindo
**Tanggal Perolehan:** 01 Oktober 2025

Award Name: Pelindo TJSL Community Development Awards 2025: PT Pelindo Terminal Petikemas - CID Best Education
Organizer: Pelindo
Award Date: October 1, 2025

**Nama Penghargaan:** PHC Best Collaboration Champion Award 2025, Health Corporate Of The Year PT Pelindo Terminal Petikemas : Basic Life Support
**Penyelenggara:** IHC (PT Pelindo Husada Citra)
**Tanggal Perolehan:** 2025

Award Name: PHC Best Collaboration Champion Award 2025, Health Corporate of the Year PT Pelindo Terminal Petikemas: Basic Life Support
Organizer: IHC (PT Pelindo Husada Citra)
Date of Award: 2025

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# LAPORAN MANAJEMEN

## Management Report

**Prof. Dr. H. Moermahadi Soerja Djanegara, S.E., M.M., Ak., CA., CPA., CSFA**
**Komisaris Utama**
President Commissioner

# Laporan Dewan Komisaris

The Board of Commissioners Report

**Pemegang Saham yang kami hormati,**
**Sepanjang tahun buku 2025, Dewan Komisaris PT Pelindo Terminal Petikemas telah menjalankan fungsi pengawasan dan pemberian nasihat kepada Direksi secara aktif, independen, dan profesional sesuai dengan ketentuan peraturan perundang-undangan, Anggaran Dasar Perseroan, serta Pedoman Kerja Dewan Komisaris dan Direksi. Pengawasan difokuskan pada pencapaian target korporasi, implementasi strategi bisnis, pengelolaan risiko, penguatan tata kelola perusahaan, serta penciptaan nilai berkelanjutan bagi para pemangku kepentingan.**

Dear Shareholders,
Throughout the 2025 fiscal year, the Board of Commissioners of PT Pelindo Terminal Petikemas has actively, independently, and professionally carried out its oversight and advisory functions to the Board of Directors in accordance with applicable laws and regulations, the Company's Articles of Association, and the Work Guidelines for the Board of Commissioners and the Board of Directors. Supervision was focused on the achievement of corporate targets, the implementation of business strategies, risk management, the strengthening of corporate governance, and the creation of sustainable value for stakeholders.

## Kondisi Makro Ekonomi dan Pengaruhnya terhadap Perseroan

Tahun 2025 masih diwarnai oleh dinamika ekonomi global, ketidakpastian geopolitik, serta perubahan pola perdagangan internasional. Di tengah kondisi tersebut, sektor logistik dan kepelabuhanan nasional tetap menunjukkan peran strategis dalam mendukung rantai pasok dan pertumbuhan ekonomi Indonesia.

Perseroan mampu mempertahankan kinerja yang solid dengan membukukan pendapatan usaha sebesar Rp14,99 triliun atau 111% dari target RKAP. Laba tahun berjalan mencapai Rp2,25 triliun atau 129% dari RKAP, sementara EBITDA mencapai Rp3.469 triliun. Arus petikemas tercatat sebesar 13,35 juta TEUs atau 103% dari target RKAP, menunjukkan daya saing dan ketahanan bisnis Perseroan di tengah tantangan industri.

## Pengawasan terhadap Implementasi Strategi

Dewan Komisaris secara berkala melakukan evaluasi atas pelaksanaan Rencana Kerja Manajemen (RKM) Tahun 2025. Dari 42 program kerja yang ditetapkan, realisasi pencapaian mencapai 99,11%, yang mencerminkan efektivitas pelaksanaan strategi perusahaan. Pengawasan dilakukan terhadap berbagai program strategis yang berfokus pada peningkatan produktivitas terminal, digitalisasi proses bisnis, penguatan layanan pelanggan, pengembangan infrastruktur, serta optimalisasi pengelolaan sumber daya perusahaan.

## Macroeconomic Conditions and Their Impact on the Company

The year 2025 continues to be shaped by global economic dynamics, geopolitical uncertainty, and shifts in international trade patterns. Amid these conditions, the national logistics and port sectors continue to play a strategic role in supporting Indonesia's supply chains and economic growth.

The Company was able to maintain solid performance by recording operating revenue of Rp14.99 trillion, or 111% of the budgeted target. Net income for the year reached Rp2.25 trillion, or 129% of the budgeted target, while EBITDA reached Rp3,469 trillion. Container throughput was recorded at 13.35 million TEUs, or 103% of the RKAP target, demonstrating the Company's competitiveness and business resilience amid industry challenges.

## Oversight of Strategy Implementation

The Board of Commissioners periodically evaluates the implementation of the 2025 Management Work Plan (RKM). Of the 42 work programs established, achievement reached 99.11%, reflecting the effectiveness of the company's strategy implementation. Oversight is conducted on various strategic programs focused on improving terminal productivity, digitizing business processes, strengthening customer service, developing infrastructure, and optimizing the management of the company's resources.

## Mekanisme Pengawasan dan Pemberian Nasihat

Dalam menjalankan fungsi pengawasannya, Dewan Komisaris didukung oleh Komite Audit, Komite Pemantau Manajemen Risiko, dan komite-komite lainnya. Pengawasan dilakukan melalui rapat Dewan Komisaris, rapat gabungan dengan Direksi, evaluasi laporan manajemen berkala, serta penelaahan atas pelaksanaan tindak lanjut rekomendasi audit dan manajemen risiko.

Sepanjang tahun 2025, Dewan Komisaris secara aktif memberikan masukan dan rekomendasi kepada Direksi terkait peningkatan kinerja operasional terminal, optimalisasi investasi, penguatan sistem teknologi informasi, peningkatan kualitas layanan pelanggan, serta pengelolaan risiko yang lebih adaptif terhadap dinamika bisnis dan industri logistik nasional.

## Penilaian terhadap Kinerja Direksi

Dewan Komisaris memberikan apresiasi kepada Direksi atas capaian kinerja Perseroan sepanjang tahun 2025. Direksi berhasil melampaui sejumlah indikator utama yang telah ditetapkan dalam RKAP, termasuk pendapatan usaha, laba tahun berjalan, EBITDA, serta volume arus petikemas.

Selain itu, Direksi juga berhasil menjaga posisi keuangan Perseroan yang sehat dengan total aset mencapai Rp23,84 triliun serta merealisasikan investasi sebesar Rp2,41 triliun untuk mendukung peningkatan kapasitas dan kualitas layanan terminal petikemas. Dewan Komisaris menilai Direksi telah menunjukkan kepemimpinan yang efektif dalam menjalankan transformasi bisnis dan menjaga daya saing Perseroan.

## Pandangan atas Prospek Usaha

Dewan Komisaris memandang prospek usaha Perseroan masih sangat baik seiring dengan pertumbuhan perdagangan nasional, peningkatan aktivitas logistik, pengembangan kawasan industri dan ekonomi strategis nasional, serta meningkatnya kebutuhan layanan terminal petikemas yang efisien dan terintegrasi.

Perseroan memiliki peluang untuk terus meningkatkan pangsa pasar melalui pengembangan kapasitas terminal, pemanfaatan teknologi digital, peningkatan produktivitas operasional, serta sinergi yang semakin kuat dalam ekosistem Pelindo Group. Namun demikian, Perseroan tetap perlu mewaspadai tantangan berupa perlambatan ekonomi global, volatilitas perdagangan internasional, serta meningkatnya ekspektasi pelanggan terhadap kualitas layanan.

## Oversight and Advisory Mechanisms

In carrying out its oversight functions, the Board of Commissioners is supported by the Audit Committee, the Risk Management Oversight Committee, and other committees. Oversight is conducted through Board of Commissioners meetings, joint meetings with the Board of Directors, evaluations of periodic management reports, and reviews of the implementation of follow-up actions on audit and risk management recommendations.

Throughout 2025, the Board of Commissioners actively provided input and recommendations to the Board of Directors regarding improvements in terminal operational performance, investment optimization, strengthening of information technology systems, enhancement of customer service quality, and risk management that is more adaptive to the dynamics of the national logistics business and industry.

## Assessment of the Board of Directors' Performance

The Board of Commissioners commends the Board of Directors for the Company's performance achievements throughout 2025. The Board of Directors successfully exceeded several key indicators set forth in the Annual Business Plan (RKAP), including operating revenue, net income, EBITDA, and container throughput volume.

In addition, the Board of Directors also succeeded in maintaining the Company's sound financial position with total assets reaching Rp23.84 trillion and realizing investments of Rp2.41 trillion to support capacity expansion and service quality improvements at container terminals. The Board of Commissioners assesses that the Board of Directors has demonstrated effective leadership in driving business transformation and maintaining the Company's competitiveness.

## Outlook on Business Prospects

The Board of Commissioners views the Company's business outlook as still very favorable, in line with the growth of national trade, increased logistics activity, the development of industrial zones and national strategic economic zones, as well as the rising demand for efficient and integrated container terminal services.

The Company has the opportunity to continue increasing its market share through terminal capacity expansion, the adoption of digital technology, improved operational productivity, and stronger synergies within the Pelindo Group ecosystem. However, the Company must remain vigilant against challenges such as a global economic slowdown, volatility in international trade, and rising customer expectations regarding service quality.

## Pandangan atas Penerapan Tata Kelola Perusahaan

Dewan Komisaris menilai bahwa penerapan prinsip-prinsip *Good Corporate Governance* (GCG) selama tahun 2025 telah berjalan dengan baik. Perseroan terus memperkuat sistem pengendalian internal, manajemen risiko, kepatuhan, serta transparansi pelaporan guna mendukung pengambilan keputusan yang akuntabel dan berintegritas.

Dewan Komisaris juga mendorong Direksi untuk terus memperkuat budaya kepatuhan, meningkatkan efektivitas sistem pelaporan pelanggaran *(whistleblowing system)*, serta memastikan penerapan tata kelola yang selaras dengan praktik terbaik dan kebutuhan transformasi bisnis perusahaan.

## Penilaian atas Kinerja Dewan Komisaris

Sepanjang tahun 2025, Dewan Komisaris telah melaksanakan fungsi pengawasan dan pemberian nasihat secara efektif sesuai dengan tugas dan tanggung jawab yang diamanatkan. Seluruh kegiatan pengawasan dilaksanakan dengan menjunjung tinggi independensi, profesionalisme, integritas, serta prinsip kehati-hatian.

Dewan Komisaris senantiasa menjaga hubungan kerja yang konstruktif dengan Direksi guna memastikan tercapainya tujuan perusahaan tanpa mengurangi independensi masing-masing organ perusahaan sesuai prinsip tata kelola yang baik.

## Penutup

Atas nama Dewan Komisaris, kami menyampaikan apresiasi kepada Direksi, manajemen, dan seluruh insan Pelindo Terminal Petikemas atas dedikasi dan kontribusinya dalam menghasilkan kinerja yang baik sepanjang tahun 2025. Kami juga menyampaikan terima kasih kepada Pemegang Saham, pelanggan, regulator, mitra usaha, dan seluruh pemangku kepentingan atas dukungan dan kepercayaan yang diberikan kepada Perseroan.

Dewan Komisaris akan terus menjalankan fungsi pengawasan dan pemberian nasihat secara optimal guna memastikan Perseroan tumbuh secara berkelanjutan, adaptif terhadap perubahan, serta mampu menciptakan nilai tambah bagi seluruh pemangku kepentingan.

Surabaya, April 2026
Atas Nama Dewan Komisaris
PT Pelindo Terminal Petikemas

## Views on the Implementation of Corporate Governance

The Board of Commissioners assesses that the implementation of Good Corporate Governance (GCG) principles throughout 2025 has proceeded well. The Company continues to strengthen its internal control systems, risk management, compliance, and reporting transparency to support accountable and integrity-driven decision-making.

The Board of Commissioners also encourages the Board of Directors to continue strengthening a culture of compliance, improving the effectiveness of the whistleblowing system, and ensuring that governance practices align with best practices and the company's business transformation needs.

## Assessment of the Board of Commissioners' Performance

Throughout 2025, the Board of Commissioners has effectively carried out its oversight and advisory functions in accordance with its mandated duties and responsibilities. All oversight activities were conducted while upholding independence, professionalism, integrity, and the principle of prudence.

The Board of Commissioners consistently maintains a constructive working relationship with the Board of Directors to ensure the achievement of the company's objectives without compromising the independence of each corporate body in accordance with the principles of good corporate governance.

## Closing

On behalf of the Board of Commissioners, we express our appreciation to the Board of Directors, management, and all employees of Pelindo Terminal Petikemas for their dedication and contributions in delivering strong performance throughout 2025. We also extend our gratitude to the Shareholders, customers, regulators, business partners, and all stakeholders for the support and trust they have placed in the Company.

The Board of Commissioners will continue to perform its oversight and advisory functions to the fullest extent to ensure that the Company grows sustainably, adapts to change, and is able to create added value for all stakeholders.

Surabaya, April 2026
On Behalf of the Board of Commissioners
PT Pelindo Terminal Petikemas

**Prof. Dr. H. Moermahadi Soerja Djanegara, S.E., M.M., Ak., CA., CPA., CSFA**
Komisaris Utama
President Commissioner

**M. Adji**
Direktur Utama
President Director

# Laporan Direksi

## The Board of Directors Report

**Pemegang Saham dan Para Pemangku Kepentingan yang kami hormati,**
**Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa atas rahmat dan karunia-Nya sehingga PT Pelindo Terminal Petikemas dapat menutup tahun buku 2025 dengan kinerja yang baik di tengah dinamika industri logistik dan kepelabuhanan yang masih menghadapi berbagai tantangan global maupun domestik.**

To our esteemed Shareholders and Stakeholders,
We give thanks to God Almighty for His grace and blessings, which have enabled PT Pelindo Terminal Petikemas to close the 2025 fiscal year with strong performance amid the dynamics of the logistics and port industries, which continue to face various global and domestic challenges.

Tahun 2025 merupakan periode yang penting bagi Perseroan dalam melanjutkan transformasi bisnis, meningkatkan kualitas layanan, memperkuat daya saing operasional, serta menciptakan nilai tambah yang berkelanjutan bagi seluruh pemangku kepentingan. Melalui kerja keras seluruh insan perusahaan dan dukungan dari Pemegang Saham, Dewan Komisaris, pelanggan, serta mitra usaha, Perseroan mampu mempertahankan kinerja yang positif dan melampaui sebagian besar target yang telah ditetapkan.

The year 2025 is a crucial period for the Company as it continues its business transformation, improves service quality, strengthens operational competitiveness, and creates sustainable value for all stakeholders. Through the hard work of all employees and the support of shareholders, the Board of Commissioners, customers, and business partners, the Company was able to maintain positive performance and exceed most of its set targets.

### Kondisi Ekonomi dan Industri

Sepanjang tahun 2025, industri logistik dan kepelabuhanan menghadapi berbagai tantangan yang dipengaruhi oleh dinamika perdagangan global, perubahan rantai pasok internasional, serta meningkatnya tuntutan efisiensi layanan. Di sisi lain, pertumbuhan aktivitas ekonomi nasional dan peningkatan kebutuhan distribusi barang tetap memberikan peluang bagi sektor pelabuhan untuk terus berkembang.

Dalam kondisi tersebut, PT Pelindo Terminal Petikemas terus memperkuat perannya sebagai operator terminal petikemas terbesar di Indonesia melalui peningkatan produktivitas terminal, penguatan layanan pelanggan, optimalisasi jaringan terminal, serta pemanfaatan teknologi digital dalam operasional perusahaan.

### Economic and Industry Conditions

Throughout 2025, the logistics and port industries face various challenges influenced by global trade dynamics, changes in international supply chains, and increasing demands for service efficiency. On the other hand, the growth of national economic activity and the rising demand for goods distribution continue to provide opportunities for the port sector to expand.

Under these conditions, PT Pelindo Terminal Petikemas continues to strengthen its role as the largest container terminal operator in Indonesia by improving terminal productivity, enhancing customer service, optimizing the terminal network, and leveraging digital technology in the company's operations.

### Strategi dan Kebijakan Strategis Perseroan

Pada tahun 2025, Perseroan menjalankan strategi yang berfokus pada empat pilar utama, yaitu peningkatan kinerja operasional, penguatan layanan pelanggan, transformasi digital, dan pengembangan infrastruktur terminal.

Perseroan terus mengembangkan sistem operasional berbasis teknologi, meningkatkan integrasi proses bisnis, memperkuat

### The Company's Strategies and Strategic Policies

In 2025, the Company is implementing a strategy focused on four main pillars: improving operational performance, enhancing customer service, digital transformation, and terminal infrastructure development.

The Company continues to develop technology-based operational systems, improve business process integration,

pengelolaan aset dan investasi, serta meningkatkan kualitas sumber daya manusia untuk mendukung pertumbuhan jangka panjang. Selain itu, Perseroan juga memperkuat implementasi prinsip keberlanjutan melalui pengelolaan lingkungan, efisiensi energi, dan pengembangan program sosial yang memberikan manfaat bagi masyarakat.

## Implementasi Strategi dan Kinerja Manajemen

Sebagai bagian dari implementasi strategi perusahaan, Direksi menetapkan 42 program kerja yang menjadi fokus pelaksanaan Rencana Kerja Manajemen (RKM) Tahun 2025. Hingga akhir tahun, realisasi pencapaian RKM mencapai 99,11%, yang mencerminkan komitmen dan efektivitas pelaksanaan strategi perusahaan di seluruh direktorat.

Perseroan juga terus memperkuat sistem pemantauan kinerja berbasis Key Performance Indicators (KPI), digitalisasi proses bisnis, serta pengelolaan risiko yang terintegrasi guna memastikan setiap program strategis berjalan sesuai target dan menghasilkan nilai tambah bagi perusahaan.

## Kinerja Operasional Tahun 2025

Tahun 2025 menjadi tahun yang penuh dinamika bagi industri logistik dan kepelabuhanan. Di tengah berbagai tantangan yang berasal dari ketidakpastian perdagangan global, perubahan pola rantai pasok internasional, serta meningkatnya tuntutan efisiensi layanan, PT Pelindo Terminal Petikemas berhasil mempertahankan momentum pertumbuhan dan memperkuat posisinya sebagai operator terminal petikemas terbesar di Indonesia.

Perseroan mencatat realisasi arus petikemas sebesar 13,35 juta TEUs atau mencapai 103,07% dari target RKAP sebesar 12,95 juta TEUs. Dalam satuan box, arus petikemas mencapai 10,45 juta box atau 101,68% dari target RKAP. Pencapaian tersebut menunjukkan kemampuan Perseroan dalam menjaga tingkat utilisasi terminal sekaligus meningkatkan produktivitas layanan di berbagai wilayah operasional. Capaian tersebut juga lebih tinggi dibandingkan realisasi tahun 2024 sebesar 12,49 juta TEUs, yang mencerminkan pertumbuhan aktivitas logistik nasional dan keberhasilan strategi komersial yang dijalankan perusahaan.

Selain pertumbuhan arus petikemas, Perseroan juga mencatat peningkatan arus barang yang mencapai 4,10 juta ton atau tumbuh 8% dibandingkan tahun sebelumnya. Pertumbuhan tersebut didukung oleh peningkatan aktivitas perdagangan domestik dan internasional serta optimalisasi layanan di terminal-terminal utama yang dikelola Perseroan.

strengthen asset and investment management, and enhance the quality of its human resources to support long-term growth. Additionally, the Company is reinforcing the implementation of sustainability principles through environmental management, energy efficiency, and the development of social programs that benefit the community.

## Strategy Implementation and Management Performance

As part of the implementation of the company's strategy, the Board of Directors established 42 work programs that serve as the focus of the 2025 Management Work Plan (RKM). By the end of the year, the RKM had been 99.11% completed, reflecting the commitment and effectiveness of the company's strategy implementation across all directorates.

The Company also continues to strengthen its performance monitoring system based on Key Performance Indicators (KPIs), the digitization of business processes, and integrated risk management to ensure that every strategic program runs according to target and generates added value for the Company.

## Operational Performance in 2025

The year 2025 was a dynamic one for the logistics and port industries. Amid various challenges stemming from global trade uncertainty, shifts in international supply chain patterns, and increasing demands for service efficiency, PT Pelindo Terminal Petikemas successfully maintained its growth momentum and strengthened its position as the largest container terminal operator in Indonesia.

The Company recorded container throughput of 13.35 million TEUs, or 103.07% of the annual business plan target of 12.95 million TEUs. In terms of boxes, container throughput reached 10.45 million boxes, or 101.68% of the annual business plan target. These achievements demonstrate the Company's ability to maintain terminal utilization rates while improving service productivity across its various operational regions. These results also exceed the 2024 volume of 12.49 million TEUs, reflecting the growth of national logistics activity and the success of the Company's commercial strategies.

In addition to growth in container traffic, the Company also recorded an increase in cargo volume, reaching 4.10 million metric tons—an 8% increase compared to the previous year. This growth was driven by increased domestic and international trade activity, as well as service optimization at the major terminals managed by the Company.

Keberhasilan tersebut tidak terlepas dari berbagai inisiatif peningkatan kinerja operasional yang dilakukan sepanjang tahun, termasuk optimalisasi pemanfaatan peralatan bongkar muat, peningkatan produktivitas lapangan penumpukan, penguatan koordinasi antar terminal, serta penerapan berbagai solusi digital yang mendukung kecepatan dan akurasi pelayanan kepada pelanggan.

## Kinerja Keuangan Tahun 2025

Di tengah tantangan industri yang masih berlangsung, Perseroan berhasil mencatatkan kinerja keuangan yang sangat baik dan melampaui target yang ditetapkan dalam RKAP Tahun 2025.

Pendapatan usaha mencapai Rp14,99 triliun atau 110,84% dari target RKAP sebesar Rp13,53 triliun. Peningkatan pendapatan tersebut didorong oleh pertumbuhan volume petikemas, optimalisasi tarif layanan, peningkatan utilisasi fasilitas terminal, serta kontribusi dari berbagai inisiatif komersial yang dijalankan sepanjang tahun.

Sejalan dengan pertumbuhan pendapatan, laba usaha tercatat sebesar Rp2.28 triliun atau mencapai 127,72% dari target RKAP. Perseroan juga berhasil membukukan EBITDA sebesar Rp3,62 triliun atau 110,97% dari target yang ditetapkan. Pencapaian tersebut menunjukkan efektivitas pengelolaan biaya operasional serta keberhasilan program peningkatan efisiensi yang dijalankan secara konsisten oleh seluruh unit kerja.

Laba tahun berjalan mencapai Rp2,25 triliun atau 129,14% dari RKAP sebesar Rp1,74 triliun. Walaupun terdapat peningkatan beban di luar usaha dan beban bunga dibandingkan target, Perseroan tetap mampu menghasilkan profitabilitas yang kuat berkat pertumbuhan pendapatan usaha dan peningkatan kinerja operasional.

Posisi keuangan Perseroan juga tetap terjaga dengan baik. Total aset mencapai Rp23,84 triliun atau meningkat sekitar 8% dibandingkan posisi tahun sebelumnya. Di sisi lain, Perseroan tetap menjaga kecukupan likuiditas dengan saldo kas dan setara kas sebesar Rp4,82 triliun pada akhir tahun 2025.

## Tantangan dan Langkah Strategis

Direksi menyadari bahwa tantangan yang dihadapi industri pelabuhan ke depan akan semakin kompleks, baik akibat perubahan pola perdagangan global, perkembangan teknologi, tuntutan keberlanjutan, maupun meningkatnya ekspektasi pelanggan.

This success is closely tied to various initiatives to improve operational performance carried out throughout the year, including optimizing the use of loading and unloading equipment, increasing yard productivity, strengthening coordination between terminals, and implementing various digital solutions that support the speed and accuracy of customer service.

## Financial Performance for 2025

Amid ongoing industry challenges, the Company managed to post excellent financial performance and exceed the targets set in the 2025 Annual Business Plan.

Operating revenue reached Rp14.99 trillion, or 110.84% of the Annual Business Plan target of Rp13.53 trillion. This revenue growth was driven by an increase in container volume, optimized service rates, improved terminal facility utilization, and contributions from various commercial initiatives implemented throughout the year.

In line with revenue growth, operating profit stood at Rp2.28 trillion, or 127.72% of the budgeted target. The Company also succeeded in posting EBITDA of Rp3.62 trillion, or 110.97% of the set target. These achievements demonstrate the effectiveness of operational cost management as well as the success of efficiency improvement programs consistently implemented by all business units.

Net income for the year reached Rp2.25 trillion, or 129.14% of the RKAP target of Rp1.74 trillion. Although non-operating expenses and interest expenses exceeded targets, the Company was still able to generate strong profitability thanks to revenue growth and improved operational performance.

The Company's financial position also remained sound. Total assets reached Rp23.84 trillion, an increase of approximately 8% compared to the previous year. Meanwhile, the Company maintained sufficient liquidity, with a cash and cash equivalents balance of Rp4.82 trillion at the end of 2025.

## Challenges and Strategic Steps

The Board of Directors recognizes that the challenges facing the port industry in the future will become increasingly complex, due to changes in global trade patterns, technological advancements, sustainability demands, and rising customer expectations.

Untuk menjawab tantangan tersebut, Perseroan akan terus mempercepat transformasi digital, meningkatkan produktivitas terminal, memperkuat pengelolaan risiko, mengembangkan kompetensi SDM, serta memperluas sinergi dalam ekosistem Pelindo Group guna menciptakan layanan yang lebih terintegrasi dan efisien.

## Tata Kelola Perusahaan

Direksi senantiasa berkomitmen menerapkan prinsip-prinsip *Good Corporate Governance* (GCG) secara konsisten dalam seluruh aktivitas usaha. Perseroan terus memperkuat sistem pengendalian internal, kepatuhan, manajemen risiko, serta transparansi pelaporan untuk mendukung pengambilan keputusan yang akuntabel dan berintegritas.

Penerapan tata kelola yang baik menjadi fondasi penting dalam menjaga kepercayaan para pemangku kepentingan sekaligus mendukung pertumbuhan perusahaan yang berkelanjutan.

## Tanggung Jawab Sosial dan Lingkungan

Perseroan terus menjalankan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) secara konsisten sebagai bagian dari komitmen keberlanjutan perusahaan. Pada tahun 2025, realisasi program TJSL mencapai Rp26,04 miliar yang mencakup sektor sosial, ekonomi, lingkungan, hukum, dan tata kelola.

Melalui berbagai program yang dijalankan, Perseroan berupaya memberikan kontribusi positif bagi masyarakat, mendukung pembangunan berkelanjutan, serta memperkuat hubungan harmonis dengan para pemangku kepentingan di seluruh wilayah operasional.

## Prospek Usaha Tahun 2026

Direksi memandang prospek usaha Perseroan pada tahun 2026 tetap positif. Pertumbuhan ekonomi nasional, peningkatan aktivitas logistik, pengembangan kawasan industri, serta meningkatnya kebutuhan layanan terminal petikemas yang efisien dan terintegrasi akan menjadi peluang bagi Perseroan untuk terus bertumbuh.

Dengan dukungan infrastruktur yang semakin baik, transformasi digital yang berkelanjutan, serta sinergi yang kuat dalam Pelindo Group, Perseroan optimistis dapat meningkatkan kinerja operasional dan keuangan secara berkelanjutan sekaligus memperkuat posisi sebagai operator terminal petikemas terdepan di Indonesia.

To address these challenges, the Company will continue to accelerate its digital transformation, improve terminal productivity, strengthen risk management, develop human resource competencies, and expand synergies within the Pelindo Group ecosystem to create more integrated and efficient services.

## Corporate Governance

The Board of Directors remains committed to consistently applying the principles of Good Corporate Governance (GCG) in all business activities. The Company continues to strengthen its internal control systems, compliance, risk management, and reporting transparency to support accountable and ethical decision-making.

The implementation of good corporate governance serves as a vital foundation for maintaining stakeholder trust while supporting the company's sustainable growth.

## Social and Environmental Responsibility

The Company continues to consistently implement its Social and Environmental Responsibility Program (TJSL) as part of its commitment to sustainability. In 2025, the TJSL program reached Rp26.04 billion, covering the social, economic, environmental, legal, and governance sectors.

Through various programs, the Company strives to make a positive contribution to society, support sustainable development, and strengthen harmonious relationships with stakeholders across all operational regions.

## Business Outlook for 2026

The Board of Directors views the Company's business outlook for 2026 as remaining positive. National economic growth, increased logistics activity, the development of industrial estates, and rising demand for efficient and integrated container terminal services will present opportunities for the Company to continue growing.

With the support of improving infrastructure, ongoing digital transformation, and strong synergies within the Pelindo Group, the Company is optimistic that it can sustainably improve its operational and financial performance while strengthening its position as the leading container terminal operator in Indonesia.

## Penutup

Atas nama Direksi, kami menyampaikan apresiasi dan terima kasih kepada Pemegang Saham, Dewan Komisaris, pelanggan, regulator, mitra usaha, serta seluruh insan PT Pelindo Terminal Petikemas atas dukungan, dedikasi, dan kepercayaan yang telah diberikan sepanjang tahun 2025.

Direksi berkomitmen untuk terus menghadirkan kinerja terbaik, memperkuat tata kelola perusahaan, mempercepat transformasi bisnis, dan menciptakan nilai tambah yang berkelanjutan bagi seluruh pemangku kepentingan.

Surabaya, April 2026
Atas Nama Direksi
PT Pelindo Terminal Petikemas

## Conclusion

On behalf of the Board of Directors, we would like to express our appreciation and gratitude to our shareholders, the Board of Commissioners, customers, regulators, business partners, and all employees of PT Pelindo Terminal Petikemas for their support, dedication, and trust throughout 2025.

The Board of Directors is committed to continuing to deliver top performance, strengthening corporate governance, accelerating business transformation, and creating sustainable value for all stakeholders.

Surabaya, April 2026
On Behalf of the Board of Directors
PT Pelindo Terminal Petikemas

**M. Adji**
Direktur Utama
President Director

# Pernyataan Tanggung Jawab Dewan Komisaris atas Laporan Tahunan 2025 PT Pelindo Terminal Petikemas

## Statement of Responsibilities of Board of Commissioners for the 2025 Annual Report of PT Pelindo Terminal Petikemas

Kami yang bertandatangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pelindo Terminal Petikemas tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

We, the undersigned, hereby declare that all information in the 2025 Annual Report of PT Pelindo Terminal Petikemas has been presented completely and we are fully responsible for the truth of the contents of the Annual Report.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement has been made truthfully.

Surabaya, April 2026
Dewan Komisaris

Surabaya, April 2026
Board of Commissioners

**Prof. Dr. H. Moermahadi Soerja Djanegara, S.E., M.M., Ak., CA., CPA., CSFA**
**Komisaris Utama**
President Commissioner

**Bahaduri Wijayanta Bekti Mukarta**
**Komisaris**
Commissioner

**Ronaldus Mujur**
**Komisaris**
Commissioner

**Montty Girianna, Ph.D**
**Komisaris**
Commissioner

**Ir. Nick Nurrachman, ST, MM**
**Komisaris Independen**
Independent Commissioner

**Antoni Arif Priadi**
**Komisaris**
Commissioner

**Yoke Candra Katon**
**Komisaris Independen**
Independent Commissioner

# Pernyataan Tanggung Jawab Direksi atas Laporan Tahunan 2025 PT Pelindo Terminal Petikemas

## Statement of Responsibilities of Board of Directors for the 2025 Annual Report of PT Pelindo Terminal Petikemas

Kami yang bertandatangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Pelindo Terminal Petikemas tahun 2025 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

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Demikian pernyataan ini dibuat dengan sebenarnya.

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Surabaya, April 2026
Direksi

Surabaya, April 2026
Board of Directors

**M. Adji**
**Direktur Utama**
President Director

**Muarip**
**Direktur Operasi**
Director of Operations

**Umar**
**Direktur Teknik**
Director of Engineering

**Endot Endrardono**
**Direktur Keuangan dan Manajemen Risiko**
Director of Finance and Risk Management

**Ady Sustrisno**
**Direktur Sumber Daya Manusia**
Director of Human Resources

**Rima Novianti**
**Direktur Strategi dan Komersial**
Director of Strategic and Commercial

EVERGREEN

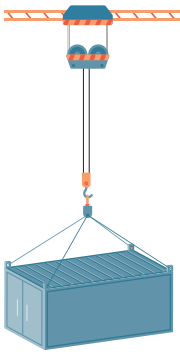
# 2

# PROFIL PERUSAHAAN

## Company Profile

# Identitas Perusahaan

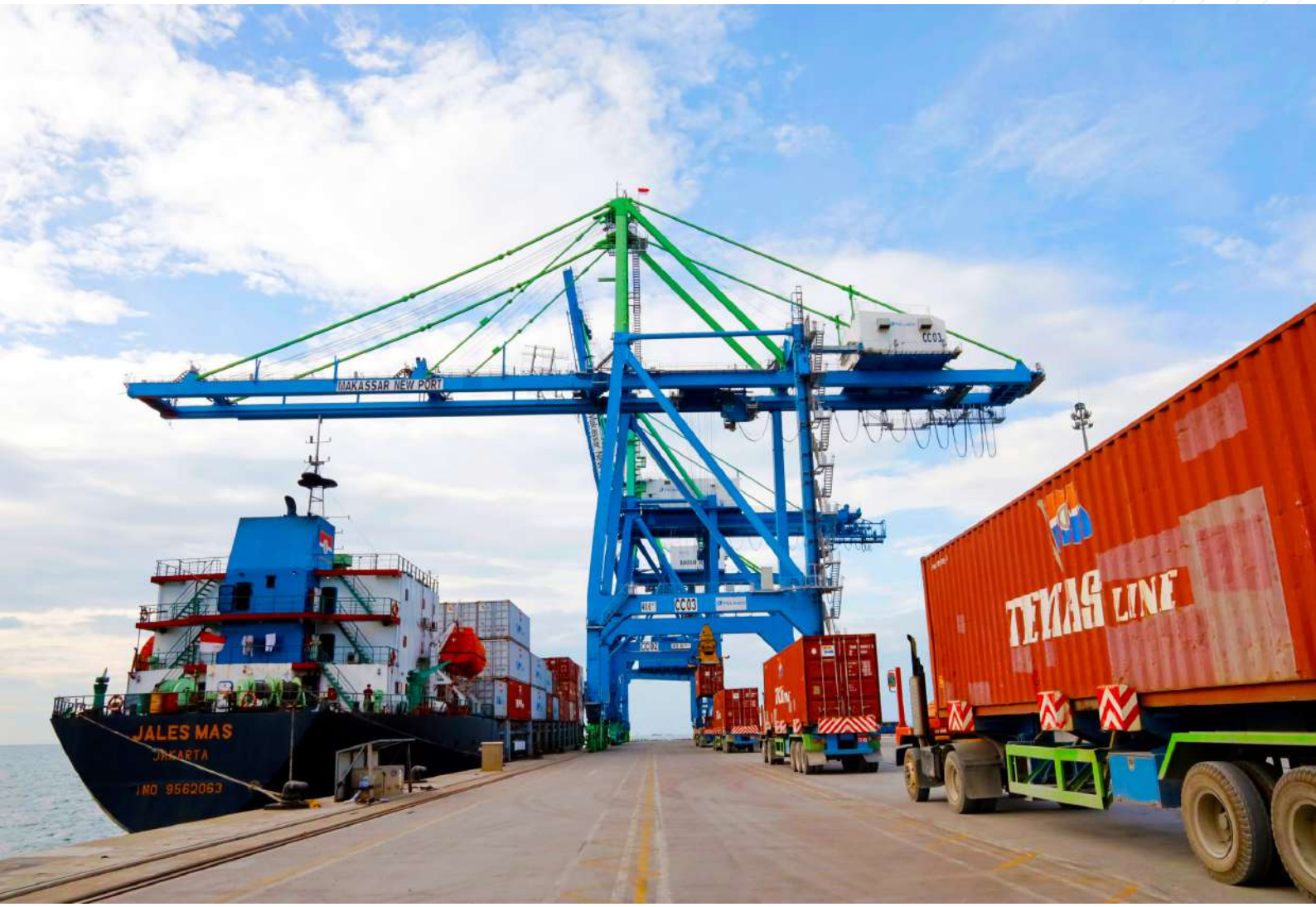
Company Identity



**Pelindo Terminal Petikemas berperan penting dalam pengembangan industri logistik Indonesia dengan menjadi bagian integral dari rantai pasok global. Dengan menyediakan layanan terminal petikemas yang handal dan efisien, perusahaan turut mendukung pertumbuhan ekonomi nasional dan memperkuat konektivitas Indonesia dengan pasar internasional.**

Pelindo Terminal Petikemas plays a vital role in the development of Indonesia's logistics industry by serving as an integral part of the global supply chain. By providing reliable and efficient container terminal services, the company contributes to national economic growth and strengthens Indonesia's connectivity with international markets.

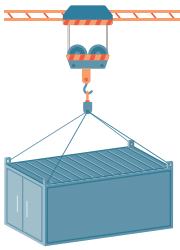
| | |
|---|---|
| **Nama Lengkap Perusahaan**<br>**PT Pelindo Terminal Petikemas** | **Full Company Name**<br>**PT Pelindo Terminal Petikemas** |
| **Penyebutan Lain**<br>SPTP/Subholding Pelindo Terminal Petikemas | **Other Names**<br>SPTP/Subholding Pelindo Terminal Petikemas |
| **Tanggal Pendirian**<br>01 Oktober 2021 | **Date of Establishment**<br>October 1, 2021 |
| **Tanggal Beroperasi**<br>01 Oktober 2021 | **Date of Operation**<br>October 1, 2021 |
| **Dasar Hukum Pendirian**<br>Peraturan Pemerintah No. 101 Tahun 2021 tentang Penggabungan PT Pelindo I, II, III dan IV (Persero) ke dalam PT Pelabuhan Indonesia II (Persero) | **Legal Basis for Establishment**<br>Government Regulation No. 101 of 2021 concerning the Merger of PT Pelindo I, II, III, and IV (Persero) into PT Pelabuhan Indonesia II (Persero) |
| **Akta Pendirian**<br>Nomor 18 tanggal 11 Oktober 2021 | **Articles of Incorporation**<br>No. 18 dated October 11, 2021 |
| **Modal Dasar**<br>Rp19.379.552.000.000,00 | **Authorized Capital**<br>Rp19.379.552.000.000,00 |
| **Modal Disetor**<br>Rp9.363.868.000.000,00 | **Paid-in Capital**<br>Rp9.363.868.000.000,00 |
| **Bidang Usaha**<br>Manajemen Terminal Peti Kemas | **Business Sector**<br>Container Terminal Management |
| **Status Perusahaan**<br>Anak Usaha PT Pelabuhan Indonesia (Persero) | **Company Status**<br>Subsidiary of PT Pelabuhan Indonesia (Persero) |
| **NPWP**<br>31.767.642.7-042.000 | **NPWP**<br>31.767.642.7-042.000 |
| **TDP**<br>510/396/436.9.16.4/2022 | **TDP**<br>510/396/436.9.16.4/2022 |
| **SIUP**<br>9120100362179 | **SIUP**<br>9120100362179 |




| | | |
|---|---|---|
| | **Jumlah Kantor Pelayanan**<br>1 Kantor Pusat, 7 Anak Perusahaan, dan 15 Terminal | **Number of Service Offices**<br>1 Head Office, 7 Subsidiaries, and 15 Terminals |
| | **Jumlah Karyawan**<br>9.251 orang | **Number of Employees**<br>9.251 people |
| | **Pemegang Saham**<br>PT Pelabuhan Indonesia (Persero) (99,9978%)<br>PT Integrasi Logistik Cipta Solusi (0,0022%) | **Shareholders**<br>PT Pelabuhan Indonesia (Persero) (99,9978%)<br>PT Integrasi Logistik Cipta Solusi (0,0022%) |
| | **Perubahan Nama Perusahaan**<br>Perubahan Nama PT Terminal Petikemas Indonesia diubah menjadi PT Pelindo Terminal Petikemas | **Company Name Change**<br>PT Terminal Petikemas Indonesia has been renamed PT Pelindo Terminal Petikemas |
| | **Alamat Kantor Pusat**<br>Jl. Perak Timur No. 478, Surabaya 60165, Indonesia | **Headquarters Address**<br>Jl. Perak Timur No. 478, Surabaya 60165, Indonesia |
| | **Situs Web**<br>www.pelindotpk.co.id | **Website**<br>www.pelindotpk.co.id |
| | **Surel**<br>info.tpk@pelindo.co.id | **Email**<br>info.tpk@pelindo.co.id |

# Sekilas Perusahaan

Company Overview



**PT Pelindo Terminal Petikemas didirikan sebagai bagian dari PT Pelabuhan Indonesia (Persero) untuk mengelola terminal petikemas di seluruh wilayah kerja Pelindo.**

PT Pelindo Terminal Petikemas was established as a subsidiary of PT Pelabuhan Indonesia (Persero) to manage container terminals throughout Pelindo's operational area.

Perusahaan mulai beroperasi dengan fokus pada penyediaan layanan terminal petikemas yang efisien dan handal untuk mendukung kebutuhan logistik dan perdagangan di wilayahnya.

PT Pelindo Terminal Petikemas telah menorehkan sejarah yang kuat dalam industri terminal petikemas di Indonesia, menjadi pemimpin dalam penyediaan layanan terminal petikemas yang efisien, handal, dan berkualitas. Dengan komitmennya pada inovasi, pelayanan pelanggan, dan kontribusi pada pertumbuhan industri logistik, Pelindo Terminal Petikemas terus menjadi motor penggerak perubahan positif dalam industri dan masyarakat secara keseluruhan.

Pelindo Terminal Petikemas menyediakan layanan terminal petikemas yang menyeluruh, mulai dari penerimaan, penyimpanan, pengiriman, hingga penanganan muatan petikemas di pelabuhan.

Sesuai dengan uraian riwayat singkat, PT Pelindo Terminal Petikemas tidak pernah melakukan perubahan nama sejak pertama kali berdiri hingga saat ini.

## Keterangan Perubahan Nama

Sebelum menjadi PT Pelindo Terminal petikemas, merupakan PT Terminal petikemas Indonesia dan diubah namanya saat dilakukan merger Pelindo I,II,III dan IV.

The company began operations with a focus on providing efficient and reliable container terminal services to support logistics and trade needs in its region.

PT Pelindo Terminal Petikemas has built a strong track record in Indonesia's container terminal industry, emerging as a leader in providing efficient, reliable, and high-quality container terminal services. Through its commitment to innovation, customer service, and contributing to the growth of the logistics industry, Pelindo Terminal Petikemas continues to be a driving force for positive change within the industry and society as a whole.

Pelindo Terminal Petikemas provides comprehensive container terminal services, ranging from receipt, storage, and shipment to the handling of container cargo at the port.

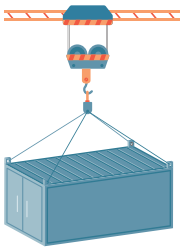
As outlined in the brief history, PT Pelindo Terminal Petikemas has never changed its name since its establishment to the present.

## Note on Name Change

Before becoming PT Pelindo Terminal Petikemas, the company was known as PT Terminal Petikemas Indonesia and was renamed following the merger of Pelindo I, II, III, and IV.

# Makna dan Filosofi Logo Perusahaan

The Meaning and Philosophy of Company Logos



**Dasar penggunaan logo PT Pelindo Terminal Petikemas telah ditentukan dan diatur dalam Peraturan Direksi nomor: PER.0027/HM.03.01/ PLTP-21 tanggal 27 Desember 2021 tentang Logo Perusahaan PT Pelindo Terminal Petikemas.**

The basis for the use of the PT Pelindo Terminal Petikemas logo has been determined and regulated in the Board of Directors Regulation number: PER.0027/HM.03.01/PLTP-21 dated December 27, 2021 concerning the PT Pelindo Terminal Petikemas Company Logo.

PELINDO
TERMINAL PETIKEMAS

LOGOGRAM LOGOTYPE

## Filosofi Logo

Inspirasi diambil dari jalur atau rute yang sibuk, padat dan simpang siur. Pelindo digambarkan sebagai penyedia jasa kepelabuhan dan logistik terintegrasi yang berperan aktif dalam perekonomian nasional, termasuk mendukung terwujudnya tol laut Indonesia.

Mengambil huruf “P” yang menjadi inisial dari Pelindo. Melambangkan ciri kemaritiman Indonesia dengan bentuk ikan sebagai simbolnya. Simbol ini juga menunjukkan komitmen Pelindo untuk menjaga kekayaan alam Indonesia dengan terus berkontribusi dalam mendukung kelestarian ekosistem laut di wilayah operasinya.

## Makna Warna

Warna biru adalah warna laut Indonesia yang sangat dekat dengan Pelindo. Warna ini melambangkan stabilitas, kepercayaan, integritas, profesionalisme dan pengabdian. Warna ini juga melambangkan upaya Pelindo, sebagai bagian dari BUMN, untuk senantiasa memberikan yang terbaik bagi seluruh Pemangku Kepentingan. Sedangkan warna oranye terinspirasi dari matahari yang memberi kehangatan dan energi ke bumi. Warna oranye dipilih untuk melambangkan semangat dan antusias dalam bekerja. Warna ini juga terinspirasi warna cerah dari mesin angkut peti kemas yang berada di pelabuhan.

## Logo Philosophy

The inspiration comes from busy, congested, and convoluted routes. Pelindo is portrayed as an integrated port and logistics service provider that plays an active role in the national economy, including supporting the realization of Indonesia's maritime toll road.

The letter "P," the initials of Pelindo, symbolizes Indonesia's maritime heritage, with the shape of a fish as its symbol. This symbol also demonstrates Pelindo's commitment to preserving Indonesia's natural resources by continuously contributing to the preservation of marine ecosystems in its operational areas.

## The Meaning of Colors

Blue is the color of the Indonesian sea, which is very close to Pelindo. This color symbolizes stability, trust, integrity, professionalism, and dedication. This color also represents Pelindo's efforts, as a state-owned enterprise, to always provide the best for all stakeholders. Orange, on the other hand, is inspired by the sun, which provides warmth and energy to the earth. Orange was chosen to symbolize passion and enthusiasm for work. This color was also inspired by the bright colors of the container handling machines at the port.

# Jejak Langkah Perusahaan

Company Milestone

**Sejak didirikan, Pelindo Terminal Petikemas (Pelindo TPK) telah mengukir sejarah panjang sebagai salah satu pemimpin dalam industri terminal petikemas di Indonesia.**

Since its establishment, Pelindo Terminal Petikemas (Pelindo TPK) has carved out a long history as one of the leaders in the container terminal industry in Indonesia.

## Awal Mula Pendirian:

- Pendirian: PT Terminal Petikemas Indonesia didirikan sebagai bagian dari PT Pelabuhan Indonesia III (Persero) pada tahun 2013, dengan visi menjadi mitra utama dalam layanan terminal petikemas yang berkualitas di Indonesia.
- Pelindo I II III dan IV melakukan merger
- PT TPI ganti nama menjadi PT Pelindo Terminal Petikemas.

## Beginning of Establishment:

- Establishment: PT Terminal Petikemas Indonesia was established as part of PT Pelabuhan Indonesia III (Persero) in 2013, with the vision of becoming a leading partner in quality container terminal services in Indonesia.
- Pelindo I, II, III, and IV merged.
- PT TPI changed its name to PT Pelindo Terminal Petikemas.

## 2012

**20 MEI 2012 - Pelindo I-V**
Berdasarkan gagasan Kementerian BUMN, Pelindo I, II, III, IV membentuk konsorsium untuk mendirikan PT Terminal Petikemas Indonesia (PT TPI) dan mulai aktif beroperasi pada tahun 2014.

**MAY 20, 2012 - Pelindo I-V**
Based on an initiative by the Ministry of State-Owned Enterprises, Pelindo I, II, III, and IV formed a consortium to establish PT Terminal Petikemas Indonesia (PT TPI), which began operating in 2014.

## 2020

**29 SEPTEMBER 2020**
**Pergerakan Integrasi**
Berdasarkan inisiasi Kementerian BUMN, integrasi klaster pelabuhan akan dilakukan sebagai bentuk transformasi dari Kementerian BUMN.

**SEPTEMBER 29, 2020**
**Integration Movement**
Based on the initiative of the Ministry of State-Owned Enterprises, port cluster integration will be implemented as a form of transformation by the Ministry of State-Owned Enterprises.

## 2021

**01 OKTOBER 2021**
**Integrasi Pelindo I-V**
Integrasi Pelindo secara resmi dibentuk berdasarkan Peraturan Pemerintah Nomor 101 Tahun 2021 tentang Penggabungan PT Pelindo I, III, dan IV (Persero) serta telah ditandatangani pengalihan aset dari Pelindo I, III, dan IV ke Pelindo II.

**OCTOBER 1, 2021**
**Pelindo I-V Integration**
Pelindo Integration was officially established based on Government Regulation Number 101 of 2021 concerning the Merger of PT Pelindo I, III, and IV (Persero), and the transfer of assets from Pelindo I, III, and IV to Pelindo II was signed.

- **Pengembangan Infrastruktur**: Perusahaan memulai perjalanan dengan fokus pada pengembangan infrastruktur terminal petikemas yang modern dan efisien untuk mendukung pertumbuhan ekonomi nasional.

## Pertumbuhan dan Perkembangan

- **Ekspansi Operasional**: Seiring dengan pertumbuhan permintaan akan layanan terminal petikemas, Pelindo Terminal Petikemas terus melakukan ekspansi operasional dengan meningkatkan kapasitas dan efisiensi terminal.
- **Inovasi Teknologi**: Pelindo Terminal Petikemas aktif menerapkan inovasi teknologi terbaru dalam operasinya untuk meningkatkan produktivitas, efisiensi, dan keamanan.
- **Komitmen Lingkungan**: Pelindo Terminal Petikemas menunjukkan komitmennya terhadap keberlanjutan lingkungan dengan mengintegrasikan praktik-praktik ramah lingkungan dalam setiap aspek operasionalnya.

- Infrastructure Development: The company began its journey with a focus on developing modern and efficient container terminal infrastructure to support national economic growth..

## Growth and Development

- Operational Expansion: In line with the growing demand for container terminal services, Pelindo Terminal Petikemas continues to expand its operations by increasing terminal capacity and efficiency.
- Technological Innovation: Pelindo Terminal Petikemas actively implements the latest technological innovations in its operations to improve productivity, efficiency, and safety.
- Environmental Commitment: Pelindo Terminal Petikemas demonstrates its commitment to environmental sustainability by integrating environmentally friendly practices into every aspect of its operations.

### 2021

**01 OKTOBER 2021**
**Perubahan Nama dan Logo**

Perubahan nama dan logo PT Terminal Petikemas Indonesia menjadi PT Pelindo Terminal Petikemas sebagai salah satu dari empat sub-holding yang dibentuk Pelindo dilakukan berdasarkan Keputusan Sirkuler Pemegang saham nomor SK.03/1/10/1/PBAS/ UTMA/TLND-21 tanggal 01 Oktober 2021.

**OCTOBER 1, 2021**
**Name and Logo Change**

The name and logo change of PT Terminal Petikemas Indonesia to PT Pelindo Terminal Petikemas, one of the four sub-holdings established by Pelindo, was carried out based on Shareholder Circular Decision No. SK.03/1/10/1/PBAS/ UTMA/TLND-21 dated October 1, 2021.

### 2025

**Implementasi dan penguatan TOS Nusantara (Single System)**

**Implementasi Security Operation Center (SOC) untuk keamanan siber terintegrasi**

Implementation and strengthening of the Nusantara TOS (Single System)

Implementation of a Security Operation Center (SOC) for integrated cybersecurityi

# Bidang Usaha
Business fields

## Stevedoring
Kegiatan membongkar peti kemas dari kapal ke dermaga/trailer atau memuat peti kemas dari dermaga/trailer ke dalam kapal.

*The activity of unloading containers from a ship to a dock/trailer or loading containers from a dock/trailer onto a ship.*

## Haulage
Pelayanan pengangkutan peti kemas dengan menggunakan trailer/chassis dalam daerah kerja pelabuhan dari lambung kapal ke lapangan penumpukan peti kemas atau sebaliknya.

*Container transportation services using trailers/chassis within the port work area from the ship's hull to the container stacking yard or vice versa.*

## Pelayanan Dermaga
Pelayanan penanganan kapal di dermaga dengan mengatur kelancaran arus/barang di dermaga.

## Dock Services
*Ship handling services at the dock by managing the smooth flow of cargo on the dock.*

## *Receiving Delivery*

Receiving merupakan kegiatan menerima peti kemas dari luar area terminal sampai tersusun di lapangan penumpukan. Delivery adalah kegiatan memindahkan peti kemas dari lapangan penumpukan dan menyerahkannya sampai tersusun di atas kendaraan.

*Receiving is the activity of receiving containers from outside the terminal area until they are stacked in the stacking yard. Delivery is the activity of moving containers from the stacking yard and handing them over until they are stacked on vehicles.*

## Jasa Penumpukan

Jasa penumpukan petikemas di lapangan penumpukan sampai dengan dikeluarkan dari lapangan penumpukan untuk dimuat atau diserahkan kepada pemilik.

## *Stacking Services*

***Container stacking services at the stacking yard until they are removed from the stacking yard for loading or delivery to the owner.***

## Pelayanan Jasa Terkait Lainnya

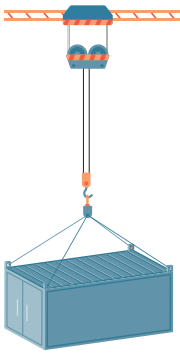
Merupakan jasa pelayanan yang menunjang kegiatan yang ada di pelabuhan yang meliputi pemeriksaan karantina, pemeriksaan bea cukai, dan lain sebagainya. mengatur kelancaran arus/barang di dermaga

## *Other Related Services*

***These services support port activities, including quarantine inspections, customs inspections, and other services. They also regulate the smooth flow of goods at the dock.***

# Visi, Misi dan Nilai-Nilai Perusahaan

Company Vision, Mission, And Values

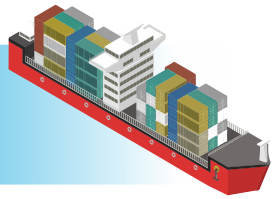


**Visi dan misi Pelindo TPK sejalan dengan visi dan misi dari PT Pelindo sebagai induk Perusahaan. Dalam pernyataan visi PT Pelindo terdapat beberapa pernyataan yang diharapkan dapat sejalan dengan visi Pelindo TPK seperti pemimpin ekosistem maritim, berkelas dunia, dan terintegrasi yang berarti Pelindo TPK diharapkan menjadi pemimpin bisnis peti kemas yang berkelas dunia serta terintegrasi dengan layanan jasa kepelabuhanan lainnya. Begitu pula dengan misi dari PT Pelindo diharapkan selaras dengan pernyataan misi di Pelindo TPK yang terlihat dari beberapa pernyataan misi seperti jaringan ekosistem maritim nasional, konektivitas jaringan, integrasi pelayanan dan pertumbuhan ekonomi Indonesia.**

The vision and mission of Pelindo TPK are aligned with those of PT Pelindo, its parent company. PT Pelindo's vision statement includes several elements expected to align with Pelindo TPK's vision, such as being a leader in the maritime ecosystem, world-class, and integrated—meaning Pelindo TPK is expected to become a world-class leader in the container business that is integrated with other port services. Similarly, PT Pelindo's mission is expected to align with Pelindo TPK's mission statement, as reflected in several mission statements such as a national maritime ecosystem network, network connectivity, service integration, and Indonesia's economic growth.

## Visi PT Pelindo (Persero)

Vision of PT Pelindo (Persero)



# Menjadi Pemimpin Ekosistem Maritim Terintegrasi dan Berkelas Dunia

**Becoming an Integrated and World-class Maritime Ecosystem Leader**

| | |
|---|---|
| **TERINTEGRASI** | *INTEGRATED* |
| **BERKELAS DUNIA** | *WORLD-CLASS* |
| **PEMIMPIN BISNIS PETIKEMAS** | *CONTAINER BUSINESS LEADER* |

Butir-butir Utama ***cascading*** **visi PT Pelindo (Persero) ke Pelindo Terminal Petikemas.**

Key points, **cascading the vision of PT Pelindo (Persero) to Pelindo Terminal Petikemas.**

# Misi PT Pelindo (Persero)

Mission of PT Pelindo (Persero)

## Mewujudkan Jaringan Ekosistem Maritim Nasional Melalui Peningkatan Konektivitas Jaringan dan Integrasi Pelayanan guna Mendukung Pertumbuhan Ekonomi Indonesia

Realising the National Maritime Ecosystem Network through Improved Network Connectivity and Service Integration to Support Indonesia's Economic Growth Leader

| | |
|---|---|
| **Mendukung Ekosistem Maritim Bisnis Peti Kemas** | *Supporting the maritime ecosystem of indonesia's container business* |
| **Jaringan dan Kemitraan Strategis** | *Strategic networks and partnerships* |
| **Integrasi Layanan** | *Integrated services* |
| **Pertumbuhan Ekonomi Indonesia** | *Indonesia economic growth* |

Butir-butir Utama **cascading misi PT Pelindo (Persero) ke Pelindo Terminal Petikemas.**

Key points, **cascading the vision of PT Pelindo (Persero) to Pelindo Terminal Petikemas.**

Misi Pelindo TPK kedepannya diharapkan dapat mendukung ekosistem maritim bisnis peti kemas melalui jaringan dan kemitraan strategis yang dilakukan agar dapat mengintegrasikan layanan yang diberikan kepada konsumen serta memberikan dampak terhadap pertumbuhan ekonomi Indonesia.

Dalam menyusun visi dan misi, Pelindo TPK mengacu kepada 7 (tujuh) agenda pembangunan yang tertuang dalam RPJMN IV 2020-2024 dengan tema "Indonesia berpenghasilan menengah-tinggi yang sejahtera, adil dan berkesinambungan". Kehadiran Pelindo TPK sebagai Perusahaan yang bergerak dalam jasa kepelabuhanan diharapkan dapat berkontribusi dalam memenuhi 7 (tujuh) agenda pembangunan berupa:

1. Memperkuat ketahanan ekonomi untuk pertumbuhan yang berkualitas.
2. Mengembangkan wilayah untuk mengurangi kesenjangan.
3. Meningkatkan sumber daya manusia yang berkualitas dan berdaya saing.
4. Revolusi mental dan pembangunan kebudayaan.
5. Memperkuat infrastruktur untuk mendukung pengembangan ekonomi dan pelayanan dasar.
6. Membangun lingkungan hidup, meningkatkan ketahanan bencana dan perubahan iklim.
7. Memperkuat stabilitas politik, hukum, pertahanan dan keamanan serta transformasi pelayanan publik.

It is hoped that Pelindo TPK's future mission will support the maritime container business ecosystem through strategic networks and partnerships, thereby integrating the services provided to customers and contributing to Indonesia's economic growth.

In formulating its vision and mission, Pelindo TPK refers to the seven development agendas outlined in the 2020–2024 National Medium-Term Development Plan (RPJMN IV) under the theme "A prosperous, equitable, and sustainable upper-middle-income Indonesia." As a company engaged in port services, Pelindo TPK is expected to contribute to fulfilling the seven development agendas, namely:

1. Strengthening economic resilience for quality growth.
2. Developing regions to reduce disparities.
3. Enhancing the quality and competitiveness of human resources.
4. Fostering a cultural revolution and cultural development.
5. Strengthening infrastructure to support economic development and basic services.
6. Building a sustainable environment and enhancing resilience to disasters and climate change.
7. Strengthening political, legal, defense, and security stability, as well as transforming public services.

Peran Pelindo TPK dalam membentuk konektivitas logistik di Indonesia melalui infrastruktur dan suprastruktur di pelabuhan/terminal yang tersebar di beberapa provinsi di Indonesia sangat diharapkan untuk menciptakan daya saing Indonesia yang berkelas dunia. Pelindo TPK memiliki kekuatan besar dan jaringan yang luas setelah merger dilakukan sehingga menjadi salah satu Perusahaan yang berperan dalam supply chain internasional. Tenaga kerja yang profesional dan berkualitas terus dikembangkan oleh Pelindo TPK agar dapat menciptakan sistem operasi yang berkelas dunia serta dapat melayani pengguna jasa dengan excellence. Selain itu visi dan misi Pelindo TPK juga disusun berdasarkan rencana strategis Kementerian Perhubungan. Tujuan dan sasaran Kementerian Perhubungan tahun 2020- 2024.

1. Meningkatnya aksesibilitas masyarakat terhadap jasa layanan transportasi.
2. Meningkatnya kinerja layanan transportasi
3. Meningkatnya keselamatan dan keamanan transportasi.
4. Tercapainya restrukturisasi dan reformasi birokrasi di Kementerian Perhubungan.
5. Terwujudnya penggunaan teknologi transportasi yang tepat guna, tepat sasaran dan ramah lingkungan dalam layanan transportasi.

Kementerian Perhubungan juga memiliki fokus pembangunan sektor perhubungan/transportasi tahun 2020-2024, yaitu:

1. Peningkatan aksesibilitas antar wilayah untuk mencapai pemerataan ekonomi,
2. Perkuatan konektivitas antar wilayah dalam mendukung perekonomian wilayah,
3. Integrasi layanan antar sektor unggulan dalam pengembangan kawasan,
4. Memperkuat layanan transportasi perkotaan dalam rangka mendukung kualitas mobilitas perkotaan.

Adapun arah kebijakan dan RPJMN 2020-2024 di bidang transportasi laut, adalah:

1. Penguatan kelembagaan kesyahbandaran,
2. Penyediaan infrastruktur keselamatan dan keamanan pelayaran,
3. Standarisasi aspek keselamatan kapal,
4. Pengembangan sistem informasi penumpang dan barang (manifes) untuk mencegah muatan berlebih,
5. Standarisasi kinerja pada 7 (tujuh) pelabuhan utama (panjang dermaga, kedalaman dan area penumpukan), untuk dijadikan pelabuhan utama domestic transshipment,
6. Pengembangan rute jaringan saling terhubung (loop) distribusi domestik,

Pelindo TPK's role in shaping logistics connectivity in Indonesia through infrastructure and superstructure at ports and terminals spread across several provinces is expected to help build Indonesia's world-class competitiveness. Following the merger, Pelindo TPK possesses significant strength and an extensive network, making it a key player in the international supply chain. Pelindo TPK continues to develop a professional and high-quality workforce to create a world-class operating system and provide service excellence to its customers. Furthermore, Pelindo TPK's vision and mission are aligned with the Ministry of Transportation's strategic plan and its goals and objectives for the 2020–2024 period.

1. Increased public access to transportation services.
2. Improved transportation service performance
3. Improved transportation safety and security.
4. Achieving bureaucratic restructuring and reform within the Ministry of Transportation.
5. The implementation of transportation technology that is effective, targeted, and environmentally friendly in transportation services.

The Ministry of Transportation has also established its development priorities for the transportation sector for 2020–2024, namely:

1. Improving inter-regional accessibility to achieve economic equity,
2. Strengthening inter-regional connectivity to support regional economies,
3. Integrating services across key sectors in regional development,
4. Strengthening urban transportation services to support the quality of urban mobility.

The policy directions and the 2020–2024 National Medium-Term Development Plan (RPJMN) in the field of maritime transportation are as follows:

1. Strengthening maritime port authority institutions,
2. Providing infrastructure for maritime safety and security,
3. Standardizing vessel safety aspects,
4. Development of a passenger and cargo information system (manifest) to prevent overloading,
5. Standardizing performance metrics at 7 (seven) major ports (pier length, water depth, and storage areas) to designate them as major domestic transshipment ports,
6. Development of an interconnected (loop) domestic distribution network,

7. Pengembangan sistem informasi logistik (e-logistic),
8. Pengembangan angkutan multi moda dan antar moda ke kawasan hinterland,
9. Peremajaan kapal niaga dengan mengutamakan peran galangan kapal dalam negeri,
10. Penguatan keterpaduan angkutan tol laut dengan moda lain (jembatan udara dan perintis darat).

Rencana Strategis Kementerian BUMN 2020- 2024 juga menjadi dasar penyusunan visi dan misi Pelindo TPK. Berikut 5 (lima) prioritas Kementerian BUMN dan peran Pelindo TPK terhadap prioritas tersebut:

1. **Nilai Ekonomi dan Sosial untuk Indonesia.**
   Setiap perusahaan BUMN diharapkan dapat meningkatkan nilai ekonomi dan dampak sosial. Adapun peran PT Pelindo ataupun Pelindo TPK dalam meningkatkan nilai ekonomi adalah melalui peningkatan kinerja keuangan sehingga dapat memberikan nilai tambah bagi pemegang saham serta berkontribusi dalam pertumbuhan perekonomian daerah. Pertumbuhan ekonomi daerah salah satunya ditunjang oleh aktivitas perdagangan di daerah tersebut sehingga peran Pelindo TPK dalam meningkatkan kinerja operasional pelabuhan diharapkan dapat meningkatkan layanan dalam bongkar muat peti kemas di Indonesia. Sementara peran Pelindo TPK dalam memberikan manfaat untuk sosial melalui peningkatan kesejahteraan masyarakat di sekitar pelabuhan.
2. **Inovasi Model Bisnis.**
   Inovasi dari model bisnis Perusahaan diharapkan terus dapat dilakukan oleh setiap perusahaan dalam menghadapi era disruption saat ini. Disruption tidak hanya terjadi pada perusahaan yang dekat dengan bisnis digital, melainkan perusahaan yang bergerak dalam industri lainnya termasuk di dalamnya adalah industri jasa kepelabuhanan klaster bisnis peti kemas. Pelindo TPK terus melakukan optimalisasi model bisnis agar dapat mengembangkan ekosistem serta jaringan dari bisnis peti kemas. Melalui integrasi personalisasi pelanggan milik Pelindo TPK diharapkan dapat mendorong pengembangan ekosistem dan jaringan bisnis peti kemas.
3. **Kepemimpinan Teknologi**
   Pengembangan teknologi sangat dibutuhkan oleh setiap perusahaan untuk dapat memimpin secara global dalam teknologi strategis dan melembagakan kapabilitas digital seperti data management, advanced management, big data, artificial intelligence, dan lain-lain. Pengembangan teknologi berbasis digital tidak hanya dilakukan oleh perusahaan yang bergerak dalam industri digital, Pelindo TPK diharapkan dapat mengembangkan teknologi tepat

7. Development of a logistics information system (e-logistics),
8. Development of multimodal and intermodal transportation to hinterland areas,
9. Renewal of commercial vessels with a focus on the role of domestic shipyards,
10. Strengthening the integration of sea toll transportation with other modes (air bridges and land pioneer routes).

The Ministry of State-Owned Enterprises' 2020–2024 Strategic Plan also serves as the basis for formulating Pelindo TPK's vision and mission. The following are the Ministry of State-Owned Enterprises' five priorities and Pelindo TPK's role in addressing them:

1. **Economic and Social Value for Indonesia.**
   Every state-owned enterprise is expected to enhance economic value and social impact. The role of PT Pelindo and Pelindo TPK in enhancing economic value is achieved through improved financial performance, thereby providing added value to shareholders and contributing to regional economic growth. Regional economic growth is driven in part by trade activities in the region; therefore, Pelindo TPK's role in improving port operational performance is expected to enhance container loading and unloading services in Indonesia. Meanwhile, Pelindo TPK's role in providing social benefits involves improving the well-being of communities surrounding the ports.
2. **Business Model Innovation.**
   Business model innovation is expected to continue to be pursued by every company as they navigate the current era of disruption. Disruption is not limited to companies closely tied to the digital business sector but also affects companies in other industries, including the port services industry within the container business cluster. Pelindo TPK continues to optimize its business model to develop the container business ecosystem and network. Through the integration of Pelindo TPK's customer personalization initiatives, the company aims to drive the development of the container business ecosystem and network.

3. **Technology Leadership**
   Technology development is essential for every company to lead globally in strategic technologies and institutionalize digital capabilities such as data management, advanced management, big data, artificial intelligence, and others. Digital-based technology development is not limited to companies in the digital industry; Pelindo TPK is expected to develop appropriate digital-based technologies to enhance port operational performance. Beyond digital

guna berbasis digital sehingga dapat meningkatkan kinerja operasional pelabuhan. Tidak hanya berbasis digital, Pelindo TPK diharapkan dapat mengembangkan teknologi yang ramah lingkungan.

4. **Peningkatan Investasi.**
   Pengembangan infrastruktur daerah menjadi salah satu program utama Pemerintah Indonesia. Dengan mengoptimalkan serta mengembangkan aset yang saat ini dimiliki oleh Pelindo TPK diharapkan dapat mendukung serta menciptakan ekosistem investasi yang sehat di seluruh daerah di Indonesia.
5. **Pengembangan Talenta.**
   Peningkatan kompetensi pegawai melalui edukasi dan pelatihan tenaga kerja, diharapkan dapat meningkatkan kualitas SDM untuk Indonesia khususnya Pelindo TPK. Operasional pelabuhan membutuhkan tenaga kerja yang profesional yang didapatkan melalui sistem seleksi SDM yang pruden. Pengembangan talenta-talenta yang ada di Pelindo TPK secara tidak langsung menggambarkan talenta Indonesia, karena Pelindo TPK memiliki terminal yang menjadi salah satu pintu masuknya perdagangan internasional.

Penentuan visi dan misi Perusahaan juga disusun berdasarkan arahan dari Pemangku Kepentingan Pelindo TPK baik dari kementerian terkait dan juga asosiasi yang menaungi pengguna jasa kepelabuhanan (peti kemas) yang dirangkum dari butir-butir berikut ini:

- Targetkan untuk mengurangi biaya logistik terhadap rasio PDB dari 23% pada 2019 menjadi 18% pada 2024 - RPJMN 2020-2024.
- Dalam lima tahun ke depan, transportasi laut harus semakin andal, berdaya saing, dan memberikan nilai tambah dalam mendukung visi kemakmuran Indonesia - Agus, Dir. of Sea Transport at MoT.
- Tujuannya untuk menekan biaya logistik dan menguntungkan bangsa. Tol laut dan belanja modal perlu direncanakan secara logis dan layak secara komersial - Kartika W, Vice Minister of SOE.
- Biaya logistik kami saat ini di atas 20%. Kami berharap pada tahun 2024 kami dapat menguranginya hingga di bawah 20% - Bambang B. Head of Bappenas.
- Kunci untuk mengurangi biaya logistik adalah dengan meningkatkan efisiensi pelabuhan. Anggota kami siap berinvestasi di kapal yang lebih besar setelah pelabuhan diperbaiki - Indonesia Shipowners Association.

solutions, Pelindo TPK is also expected to develop environmentally friendly technologies.

4. **Increased Investment.**
   Regional infrastructure development is one of the Indonesian government's key programs. By optimizing and developing the assets currently owned by Pelindo TPK, the company is expected to support and create a healthy investment ecosystem across all regions of Indonesia.
5. **Talent Development.**
   Enhancing employee competencies through education and workforce training is expected to improve the quality of human resources for Indonesia, particularly at Pelindo TPK. Port operations require a professional workforce, which is secured through a prudent human resources selection system. The development of talent at Pelindo TPK indirectly reflects Indonesia's talent pool, as Pelindo TPK operates terminals that serve as key entry points for international trade.

The Company's vision and mission were also formulated based on guidance from Pelindo TPK's stakeholders, including relevant ministries and associations representing port service users (container users), as summarized in the following points:

- Aim to reduce logistics costs as a percentage of GDP from 23% in 2019 to 18% by 2024 - RPJMN 2020–2024.
- Over the next five years, maritime transport must become more reliable, competitive, and provide added value in supporting Indonesia's vision of prosperity - Agus, Director of Sea Transport at the Ministry of Transportation.
- The goal is to reduce logistics costs and benefit the nation. Sea tolls and capital expenditures need to be planned logically and be commercially viable - Kartika W, Vice Minister of SOEs.
- Our logistics costs are currently above 20%. We hope to reduce them to below 20% by 2024 - Bambang B., Head of Bappenas.
- The key to reducing logistics costs is to improve port efficiency. Our members are ready to invest in larger ships once the ports are upgraded - Indonesia Shipowners Association.

Aspirasi dari Pemangku Kepentingan menyasar kepada kontribusi dari Pelindo TPK terhadap biaya logistik Indonesia. Biaya logistik nasional terhadap PDB Indonesia selama tahun 2014 hingga 2019 mengalami penurunan dari 25,7% menjadi 21,0%. Sementara biaya logistik nasional terhadap PDB negara ASEAN masih lebih rendah dibanding dengan Indonesia yang memiliki ratarata sebesar 13,5%. Target pemerintah untuk menurunkan biaya logistik pada setiap tahunnya didukung oleh kebijakan serta regulasi yang dapat mengembangkan infrastruktur.

Peningkatan konektivitas pelabuhan di Indonesia diharapkan dapat berkontribusi dalam penurunan biaya logistik Indonesia. Peran dari Pelindo TPK dalam biaya logistik di Indonesia dapat melalui peningkatan konektivitas pelabuhan di Indonesia. Beberapa cara yang digunakan untuk meningkatkan konektivitas pelabuhan di Indonesia adalah melalui pengembangan pelabuhan baru dan memperbaiki serta meningkatkan kinerja pelabuhan yang sudah ada. Kinerja saat ini di beberapa pelabuhan masih berbeda-beda sehingga dibutuhkan pengembangan pelabuhan yang difokuskan kepada efisiensi bongkar muat, ketersediaan suprastruktur dan infrastruktur yang memadai serta administrasi dokumen yang terintegrasi dan berbasis digital. Oleh karena itu, melalui standarisasi proses serta peningkatan produktivitas diharapkan dapat meningkatkan kinerja pelabuhan.

Berdasarkan referensi di atas, dilakukan analisis untuk menemukan visi dan misi dari Pelindo TPK kedepannya. Maka tersebutlah butir-butir utama yang kemudian dianalisis untuk penentuan visi dan misi Perusahaan. Adapun butir-butir utama tersebut adalah:

- ***World-class.*** Pelindo TPK yang saat ini mengelola bongkar muat peti kemas lebih dari 10 juta TEUs dihadapkan pada perusahaanperusahaan berkelas dunia. Pelindo TPK diharapkan dapat memiliki kinerja yang sesuai dengan kinerja internasional sehingga memiliki daya saing dalam perdagangan internasional.
- ***International Supply Chain.*** pelabuhan merupakan salah satu dari rantai suplai perdagangan internasional. Di Indonesia 98% perdagangan ekspor-impor dengan menggunakan jalur laut. Pelindo TPK diharapkan dapat meningkatkan ekosistem yang kuat dalam bisnis kepelabuhanan. Jaringan yang dikembangkan tidak hanya di Indonesia melainkan di regional atau bahkan di dunia.
- **Optimalisasi Jaringan.** Pelindo TPK saat ini telah menguasai 95% pangsa pasar bongkar muat peti kemas di Indonesia. Sehingga dibutuhkan peran dari Pelindo TPK dalam optimalisasi jaringan bisnis peti kemas.
- **Integrasi.** Dalam meningkatkan optimalisasi jaringan bisnis peti kemas maka dibutuhkan integrasi layanan berbasis

Stakeholders' aspirations focus on Pelindo TPK's contribution to Indonesia's logistics costs. National logistics costs as a percentage of Indonesia's GDP from 2014 to 2019 decreased from 25.7% to 21.0%. Meanwhile, national logistics costs as a percentage of GDP in ASEAN countries remain lower than in Indonesia, with an average of 13.5%. The government's goal of reducing logistics costs each year is supported by policies and regulations designed to develop infrastructure.

Improving port connectivity in Indonesia is expected to help reduce the country's logistics costs. Pelindo TPK can play a role in reducing Indonesia's logistics costs by enhancing port connectivity across the country. Some of the methods used to improve port connectivity in Indonesia include developing new ports and upgrading and improving the performance of existing ports. Current performance varies across ports, necessitating port development focused on loading and unloading efficiency, the availability of adequate superstructure and infrastructure, and integrated, digital-based document management. Therefore, standardizing processes and increasing productivity are expected to improve port performance.

Based on the references above, an analysis was conducted to identify Pelindo TPK's future vision and mission. The key points listed below were then analyzed to determine the Company's vision and mission. These key points are as follows:

- World-class. Pelindo TPK, which currently handles the loading and unloading of more than 10 million TEUs of containers, is competing with world-class companies. Pelindo TPK is expected to achieve performance on par with international standards so that it can remain competitive in international trade.
- International Supply Chain. Ports are a key component of the international trade supply chain. In Indonesia, 98% of import-export trade is conducted via sea routes. Pelindo TPK is expected to foster a robust ecosystem within the port business. The network it develops will extend not only within Indonesia but also regionally and even globally.
- Network Optimization. Pelindo TPK currently controls 95% of the container loading and unloading market share in Indonesia. Therefore, Pelindo TPK must play a key role in optimizing the container business network.
- Integration. To further optimize the container business network, digital-based service integration is required to

digital agar dapat meningkatkan kecepatan pengambilan keputusan dalam proses operasional di pelabuhan.

- ***Operational Excellence.*** Peningkatan kinerja pelabuhan selalu menjadi harapan dari Pemangku Kepentingan. Peningkatan efisiensi dan juga service level agreement untuk memenuhi setiap kebutuhan pelanggan diharapkan dapat ditingkatkan oleh Pelindo TPK. Selain itu pengembangan infrastruktur dan juga suprastruktur diharapkan dapat mendukung peningkatan kinerja operasional pelabuhan. Meningkatkan profesionalitas dari setiap tenaga kerja dalam melayani kebutuhan pelanggan diharapkan dapat terus ditingkatkan oleh Pelindo TPK.
- **Pengembangan Teknologi.** Setiap perusahaan membutuhkan teknologi untuk dapat terus berkembang lebih cepat dibandingkan sebelumnya. Melalui pemanfaatan teknologi tepat guna dan ramah lingkungan, harapannya Pelindo TPK dapat meningkatkan kinerja operasional di lapangan.
- **Penciptaan Nilai.** Sebagai subholding dari PT Pelindo yang merupakan salah satu perusahaan BUMN, diharapkan dapat menciptakan nilai baru (value creation) dalam menjalankan operasional kegiatan kepelabuhanan.
- **Perekonomian Indonesia.** Pada akhirnya Pelindo TPK dalam setiap aktivitas dan pengembangan bisnis selalu mengarah kepada pertumbuhan ekonomi Indonesia. Dengan mendukung program pemerintah dalam meningkatkan daya saing logistik Indonesia diharapkan Pelindo TPK dapat meningkatkan nilai ekonomi dan dampak sosial di Indonesia.

Berdasarkan butir-butir utama tersebut yang berupa world-class, international supply chain, optimalisasi jaringan, integrasi, operational excellence, pengembangan teknologi, dan perekonomian Indonesia, maka disusunlah beberapa alternatif visi dan misi. Berikut adalah 4 (empat) alternatif visi Pelindo TPK, yaitu:

1. World-class Leading Terminal Operators.
2. Menjadi Pemimpin Terminal Peti kemas di Ekosistem Kepelabuhanan dengan standar kelas dunia.
3. Menjadi Pilihan Utama Mitra Perdagangan Dunia.
4. Menjadi Operator Terminal Peti Kemas Berkelas Dunia yang Mempromosikan Indonesia sebagai Pusat Perdagangan Pilihan Pertama di Kawasan Asia Pasifik.

Keempat alternatif visi tersebut kemudian dinilai berdasarkan 6 (enam) kriteria pemilihan visi yang baik untuk suatu Perusahaan, yaitu Imaginable, Desirable, Feasible, Focused, Flexible, dan Communicable. Dari penilaian tersebut, visi **"World-class Leading Terminal Operators"** mendapat penilaian tertinggi, yaitu 4,2 dari skala 5,0.

accelerate decision-making in port operations.

- Operational Excellence. Improving port performance is always a priority for stakeholders. Pelindo TPK is expected to enhance efficiency and service level agreements to meet every customer's needs. Additionally, the development of infrastructure and superstructure is expected to support improved port operational performance. Pelindo TPK is also expected to continue enhancing the professionalism of its workforce in serving customer needs.
- Technology Development. Every company needs technology to continue growing faster than before. Through the use of appropriate and environmentally friendly technology, it is hoped that Pelindo TPK can improve operational performance in the field.
- Value Creation. As a subholding of PT Pelindo—one of Indonesia's state-owned enterprises (SOEs)—Pelindo TPK is expected to create new value in carrying out its port operations.
- The Indonesian Economy. Ultimately, all of Pelindo TPK's activities and business development efforts are geared toward Indonesia's economic growth. By supporting the government's program to enhance Indonesia's logistics competitiveness, Pelindo TPK is expected to increase economic value and social impact in Indonesia.

Based on these key points—which include world-class standards, an international supply chain, network optimization, integration, operational excellence, technological development, and the Indonesian economy—several alternative visions and missions were formulated. The following are the four alternative visions for Pelindo TPK:

1. World-Class Leading Terminal Operators.
2. To become the leader in container terminals within the port ecosystem with world-class standards.
3. To be the Top Choice for Global Trade Partners.
4. To become a world-class container terminal operator that promotes Indonesia as the premier trade hub in the Asia-Pacific region.

These four vision alternatives were then evaluated based on six criteria for a good corporate vision: Imaginable, Desirable, Feasible, Focused, Flexible, and Communicable. Based on this evaluation, the vision "World-class Leading Terminal Operators" received the highest score of 4.2 on a scale of 5.0.

Berdasarkan analisis frasa juga dikembangkan misi Pelindo TPK yang terdapat 3 (tiga) alternatif, yaitu:

1. Sebagai terminal peti kemas dengan standar internasional yang terintegrasi dengan ekosistem maritim guna mendukung pertumbuhan ekonomi Indonesia.
2. Mewujudkan jaringan ekosistem maritim nasional melalui pengoperasian terminal peti kemas, yang handal, efisien, agile dan memenuhi harapan seluruh Pemangku Kepentingan (pelanggan, karyawan, Pemegang Saham, masyarakat) untuk mendukung pertumbuhan ekonomi Indonesia.
3. Mendukung ekosistem bisnis peti kemas yang terintegrasi melalui keunggulan operasional, optimalisasi jaringan dan kemitraan strategis untuk pertumbuhan ekonomi nasional.

Ketiga alternatif misi tersebut kemudian dinilai berdasarkan 6 (enam) kriteria penentu misi Perusahaan, yaitu Ringkas dan Jelas, Unik, Fleksibel, Pengambilan Keputusan, Budaya Perusahaan, dan Inspirasi. Dari penilaian tersebut, misi "Mendukung ekosistem bisnis peti kemas yang terintegrasi melalui keunggulan operasional, optimalisasi jaringan dan kemitraan strategis untuk pertumbuhan ekonomi nasional" mendapat angka tertinggi, yaitu 3,8 dari skala 5,0.

Seiring diterbitkannya Surat Edaran Menteri Badan Usaha Milik Negara Republik Indonesia Nomor: SE-7/MBU/07/2020 tanggal 01 Juli 2020 tentang Nilai-Nilai Utama (Core Values) Sumber Daya Manusia Badan Usaha Milik Negara, disampaikan bahwa setiap BUMN wajib menerapkan nilai-nilai utama (core values) SDM BUMN menjadi budaya perusahaan (corporate culture). Hal ini menjadi dasar pembentukan karakter SDM di lingkungan BUMN, anak Perusahaan, serta perusahaan afiliasi terkonsolidasi.

Based on the phrase analysis, Pelindo TPK's mission was also developed, with three alternatives, namely:

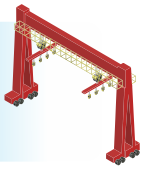
1. As a container terminal meeting international standards and integrated with the maritime ecosystem to support Indonesia's economic growth.
2. To realize a national maritime ecosystem network through the operation of container terminals that are reliable, efficient, agile, and meet the expectations of all stakeholders (customers, employees, shareholders, and the community) to support Indonesia's economic growth.
3. Supporting an integrated container business ecosystem through operational excellence, network optimization, and strategic partnerships to drive national economic growth.

The three mission alternatives were then evaluated based on the Company's six mission-defining criteria: Concise and Clear, Unique, Flexible, Decision-Making, Corporate Culture, and Inspiration. Based on this evaluation, the mission "Supporting an integrated container business ecosystem through operational excellence, network optimization, and strategic partnerships to drive national economic growth" received the highest score: 3.8 on a scale of 5.0.

Following the issuance of the Circular Letter of the Minister of State-Owned Enterprises of the Republic of Indonesia No. SE-7/MBU/07/2020 dated July 1, 2020, regarding the Core Values (Core Values) of State-Owned Enterprise Human Resources, it is stated that every SOE is required to implement the core values of SOE human resources as part of its corporate culture. This serves as the foundation for character building among human resources within SOEs, their subsidiaries, and consolidated affiliates

# Nilai-nilai Perusahaan

Company Value



## AKHLAK

Berdasarkan Surat Edaran Menteri Badan Usaha Milik Negara Republik Indonesia tersebut, maka PT Pelindo akan melakukan internalisasi nilai-nilai utama SDM BUMN, yang disebut sebagai AKHLAK, dengan penjabaran sebagai berikut:

Based on the aforementioned Circular Letter from the Minister of State-Owned Enterprises of the Republic of Indonesia, PT Pelindo will internalize the core values of SOE human resources, known as AKHLAK, as elaborated below:

### A

**AMANAH**

**Definisi:** Memegang teguh kepercayaan yang diberikan.

**Panduan Perilaku:**
- Memenuhi janji dan komitmen.
- Bertanggung jawab atas tugas, keputusan dari tindakan yang dilakukan.
- Berpegang teguh pada nilai moral dan etika.

**TRUSTWORTHY**

**Definition:** Holding fast to the trust given.

**Code of Conduct:**
- Fulfill promises and commitments.
- Responsible for the task, and the decision of the actions taken.
- Stick to moral and ethical values.

### K

**KOMPETEN**

**Definisi:** Terus belajar dan mengembangkan kapabilitas

**Panduan Perilaku:**
- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.
- Membantu orang lain belajar.
- Menyelesaikan tugas dengan kualitas terbaik.

**COMPETENT**

**Definition:** Keep learning and developing capabilities

**Code of Conduct:**
- Increase self-competence to respond to everchanging challenges.
- Help others learn.
- Completing tasks of the highest quality..

### H

**HARMONIS**

**Definisi:** Saling peduli dan menghargai perbedaan.

**Panduan Perilaku:**
- Menghargai setiap orang apa pun latar belakangnya.
- Suka menolong orang lain.
- Membangun lingkungan kerja yang kondusif

**HARMONIOUS**

**Definition:** Caring for each other and respecting differences.

**Code of Conduct:**
- Appreciate everyone regardless of background.
- Likes helping others.
- Build a conducive work environment

## LOYAL

**Definisi:** Berdedikasi dan mengutamakan kepentingan Bangsa dan Negara.

**Panduan Perilaku:**
- Menjaga nama baik sesama karyawan, Pimpinan, BUMN dan Negara.
- Rela berkorban untuk mencapai tujuan yang lebih besar.
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

## LOYAL

**Definition:** Dedicated and prioritizing the interests of the Nation and Country.

**Code of Conduct:**
- Maintain the good name of fellow employees, Leaders, SOEs, and the Country.
- Willing to make sacrifices to achieve a greater goal.
- Obey the leadership as long as it does not conflict with law and ethics.

## ADAPTIF

**Definisi:** Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.

**Panduan Perilaku:**
- Cepat menyesuaikan diri untuk menjadi lebih baik.
- Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi.
- Bertindak proaktif.

## ADAPTIVE

**Definition:** Continue to innovate and be enthusiastic in moving or dealing with change

**Code of Conduct:**
- Quickly adjust to get better.
- Continuously make improvements following technological developments.
- Act proactively.

## KOLABORATIF

**Definisi:** Membangun kerja sama yang sinergis.

**Panduan Perilaku:**
- Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
- Terbuka untuk bekerja sama untuk menghasilkan nilai tambah.
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

## COLLABORATIVE

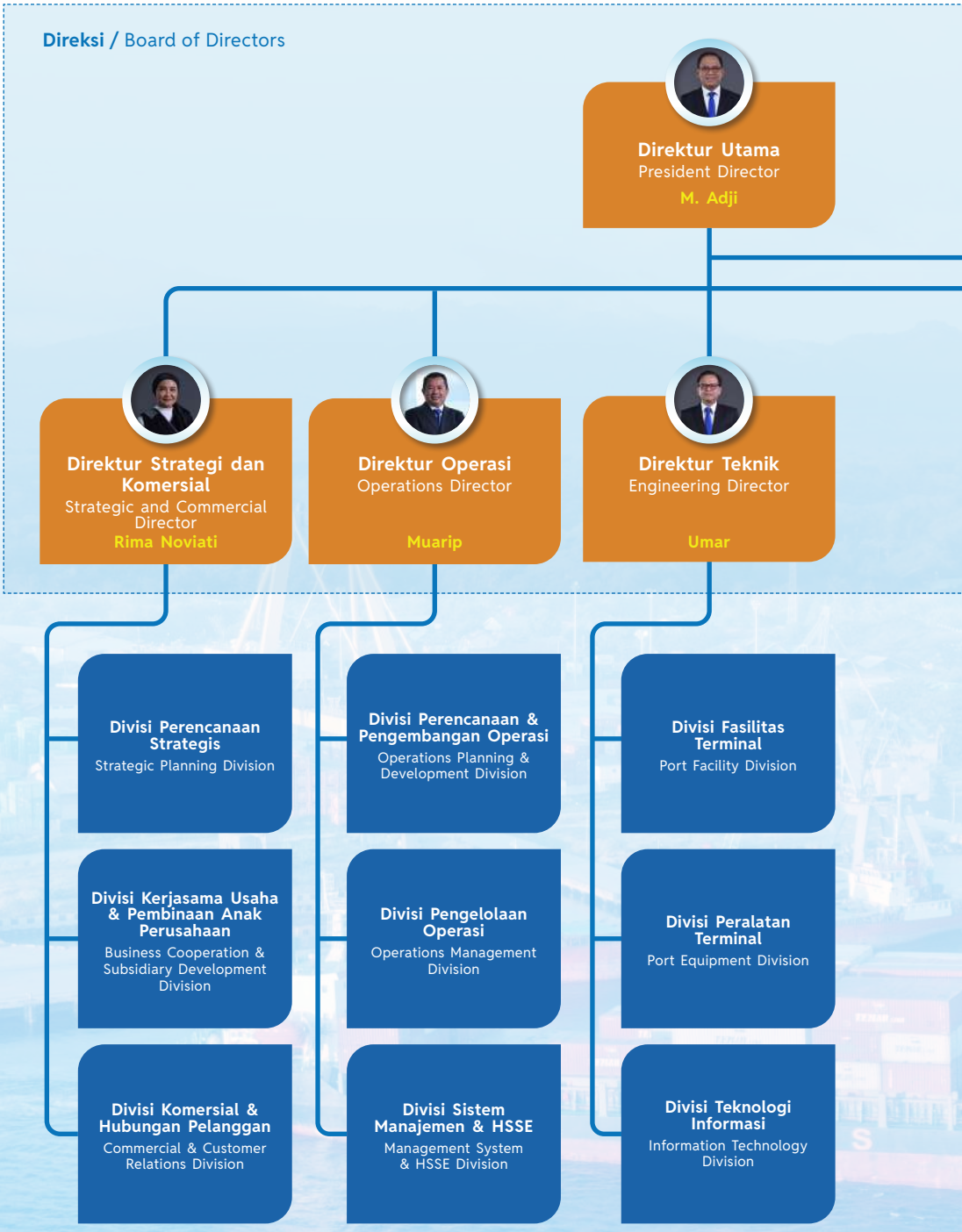
**Definition:** Building synergistic cooperation.

**Code of Conduct:**
- Provide opportunities for various parties to contribute.
- Open to working together to generate added value.
- Mobilizing the use of various resources for common goals.

# Struktur Organisasi
## Organizational Structure

**Regulasi Penyebutan Nomenklatur**
**Peraturan terkait penyebutan nomenklatur jabatan dalam struktur organisasi Perusahaan mengacu pada Surat Keputusan Direksi Pelindo TPK No. HK.01/28/6/8/PSOR/DRTU/PLTP-24 tanggal 28 Juni 2024 tentang Susunan Organisasi Dan Tata Kelola Kantor Pusat PT Pelindo Terminal Petikemas.**

**Regulations on Job Title Nomenclature**
Regulations regarding the nomenclature of positions within the Company's organizational structure are based on Pelindo TPK Board of Directors Decree No. HK.01/28/6/8/PSOR/DRTU/PLTP-24 dated June 28, 2024, concerning the Organizational Structure and Governance of the Headquarters of PT Pelindo Terminal Petikemas.



Direktur Keuangan & Manajemen Risiko
Finance & Risk Management Director
Endot Endrardono
Direktur SDM
HR Director
Ady Sutrisno
Divisi Anggaran, Akuntansi & Pelaporan
Budget, Accounting & Reporting Division
Divisi Pengelolaan Keuangan & Perpajakan
Financial Management & Taxation Division
Divisi Manajemen Risiko
Risk Management Division
Divisi Perencanaan & Pengelolaan SDM
HR Planning & Management Division
Divisi Layanan SDM & Umum
HR & General Services Division
Divisi Hukum
Legal Division
Divisi Satuan Pengendalian Internal
Internal Control Unit Division
Divisi Sekretariat Perusahaan
Corporate Secretary Division
Divisi Perencanaan dan Pengelolaan Transformasi
Transformation Planning and Management Division

# Profil Dewan Komisaris

Profile of The Board of Commissioners

**Prof. Dr. H. Moermahadi Soerja Djanegara, S.E., M.M., Ak., CA., CPA., CSFA**

**Komisaris Utama**
President Commissioner

| | | |
|---|---|---|
| **Kewarganegaraan** Nationality | Indonesia | Indonesia |
| **Tempat, Tanggal Lahir** Place and Date of Birth | Bandung, 31 Mei 1955 | Bandung, May 31, 1955 |
| **Usia**/Age | 70 tahun | 70 years |
| **Domisili**/Domicile | Jakarta | Jakarta |
| **Riwayat Pendidikan** Education | • S1 Akuntansi Fakultas Ekonomi Universitas Padjadjaran, Bandung Tahun 1981, Akuntan Register Negara D 2703.<br>• S2 STIE IPWI Jakarta Tahun 2000.<br>• S3 Bidang Ilmu Ekonomi Akuntansi Universitas Padjadjaran, Bandung, Tahun 2005 | • Bachelor's Degree in Accounting, Faculty of Economics, Padjadjaran University, Bandung, 1981; State-Registered Accountant No. D 2703.<br>• Master's Degree (S2) in Accounting from STIE IPWI, Jakarta, 2000.<br>• Ph.D. in Economics and Accounting, Padjadjaran University, Bandung, 2005 |
| **Riwayat Pekerjaan dan Jabatan** Work History and Positions | • Komisaris Utama - PT Pelabuhan Indonesia II (Persero)(2021)<br>• Ketua BPK RI, (2019)<br>• Anggota V BPK RI (2017) | • Chairman of the Board of Commissioners – PT Pelabuhan Indonesia II (Persero) (2021)<br>• Chairperson of the Indonesian Audit Board (BPK RI), (2019)<br>• Member V of the Indonesian Audit Board (BPK RI) (2017) |
| **Dasar Pengangkatan** Basis for Appointment | Keputusan sirkuler Pemegang Saham diluar Rapat Umum Pemegang Saham PT Terminal Petikemas Indonesia nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21 tanggal 01 Oktober 2021 | Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Terminal Petikemas Indonesia No. KP.03/1/10/2/MTAK/UTMA/PLND-21 dated October 1, 2021 |
| **Periode Menjabat** Term of Office | 01 Oktober 2021 – 30 September 2026 | October 1, 2021 – September 30, 2026 |
| **Jumlah Periode Menjabat** Number of Terms | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)** Concurrent Positions (Internal/External) | Komisaris Independen PT Bayan Recources Tbk., Mei 2021 s.d sekarang. | Independent Commissioner of PT Bayan Resources Tbk., May 2021 to present. |

**Bahaduri Wijayanta Bekti Mukarta**

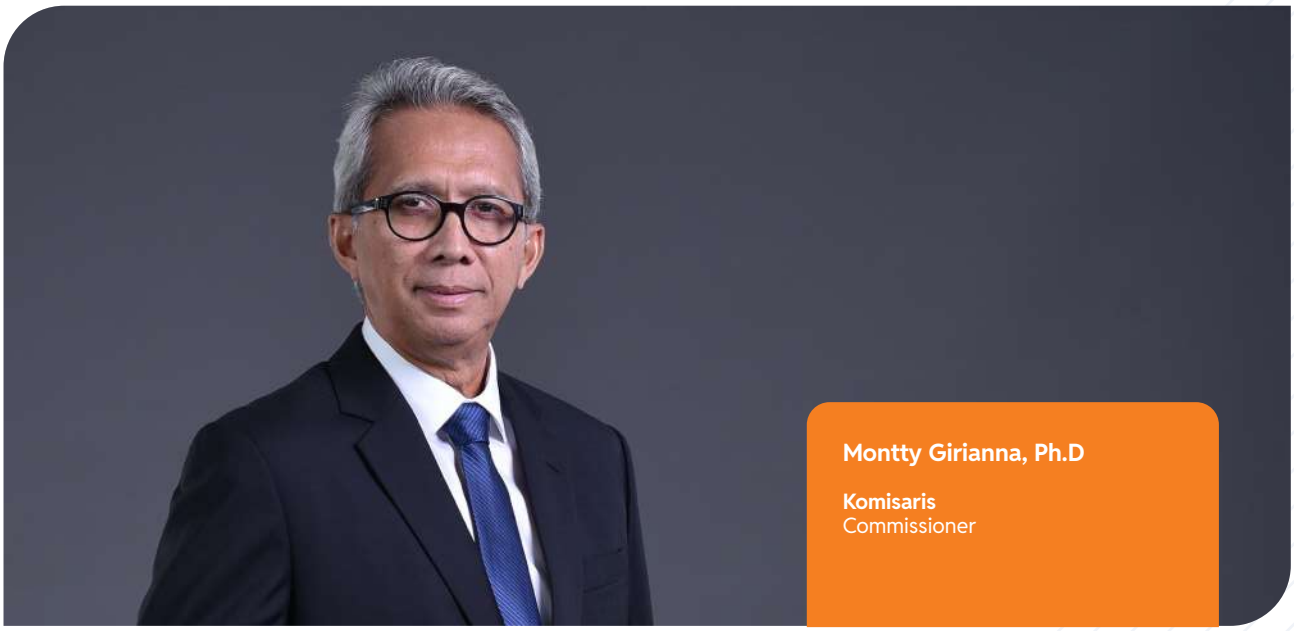
**Komisaris**
Commissioner

| | | |
|---|---|---|
| **Kewarganegaraan** Nationality | Indonesia | Indonesia |
| **Tempat, Tanggal Lahir** Place and Date of Birth | Gunung Kidul, 03 Juli 1964 | Gunung Kidul, July 3, 1964 |
| **Usia**/Age | 61 tahun | 61 years |
| **Domisili**/Domicile | Jakarta | Jakarta |
| **Riwayat Pendidikan** Education | • Sarjana (S1) Teknologi Pertanian Universitas Gajah Mada<br>• Master of Arts di Ekonomi Sigillum Universitatis Vanderbilitiae | • Bachelor's Degree (S1) in Agricultural Technology, Gadjah Mada University<br>• Master of Arts in Economics, Vanderbilt University |
| **Riwayat Pekerjaan dan Jabatan** Work History and Positions | • Direktur Penindakan dan Penyidikan (2023)<br>• Direktur Informasi Kepabeanan dan Cukai (2017)<br>• Kepala Kantor Pelayanan Utama Bea dan Cukai Tipe A Tanjung Priok (2015) | • Director of Enforcement and Investigation (2023)<br>• Director of Customs and Excise Information (2017)<br>• Head of the Tanjung Priok Type A Main Customs and Excise Service Office (2015) |
| **Dasar Pengangkatan** Basis for Appointment | Keputusan sirkuler Pemegang Saham diluar Rapat Umum Pemegang Saham PT Terminal Petikemas Indonesia nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21 tanggal 01 Oktober 2021 | Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Terminal Petikemas Indonesia No. KP.03/1/10/2/MTAK/UTMA/PLND-21 dated October 1, 2021 |
| **Periode Menjabat** Term of Office | 01 Oktober 2021 – 30 September 2026 | October 1, 2021 – September 30, 2026 |
| **Jumlah Periode Menjabat** Number of Terms | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)** Concurrent Positions (Internal/External) | Tidak memiliki jabatan lain di luar Pelindo Terminal Petikemas | Holds no other positions outside of Pelindo Terminal Petikemas |

**Ronaldus Mujur**

**Komisaris**
Commissioner

| | | |
|---|---|---|
| **Kewarganegaraan** Nationality | Indonesia | Indonesia |
| **Tempat, Tanggal Lahir** Place and Date of Birth | Cancar, 05 Januari 1986 | Cancar, January 5, 1986 |
| **Usia**/Age | 39 tahun | 39 years |
| **Domisili**/Domicile | Jakarta | Jakarta |
| **Riwayat Pendidikan** Education | • S1 Ekonomi - YKPN Institute of Economics (2007)<br>• S2 Administrasi Bisnis - Institut Teknologi Bandung (2009)<br>• Project Management, DCO Optima (2015) | • Bachelor's Degree in Economics – YKPN Institute of Economics (2007)<br>• Master's in Business Administration – Bandung Institute of Technology (2009)<br>• Project Management, DCO Optima (2015) |
| **Riwayat Pekerjaan dan Jabatan** Work History and Positions | • Penasihat Khusus Menteri Kesehatan, Kementerian Kesehatan (2021)<br>• Penasihat Khusus Wakil Menteri I, Kementerian Badan Usaha Milik Negara (2020)<br>• Direktur Investment Banking, Danareksa Sekuritas (2020)<br>• Direktur Investment Banking, Daiwa Capital Market Singapore (2019) | • Special Advisor to the Minister of Health, Ministry of Health (2021)<br>• Special Advisor to the First Deputy Minister, Ministry of State-Owned Enterprises (2020)<br>• Director of Investment Banking, Danareksa Sekuritas (2020)<br>• Director of Investment Banking, Daiwa Capital Markets Singapore (2019) |
| **Dasar Pengangkatan** Basis for Appointment | Keputusan sirkuler Pemegang Saham diluar Rapat Umum Pemegang Saham PT Terminal Petikemas Indonesia nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21 tanggal 01 Oktober 2021 | Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Terminal Petikemas Indonesia No. KP.03/1/10/2/MTAK/UTMA/PLND-21 dated October 1, 2021 |
| **Periode Menjabat** Term of Office | 01 Oktober 2021 – 30 September 2026 | October 1, 2021 – September 30, 2026 |
| **Jumlah Periode Menjabat** Number of Terms | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)** Concurrent Positions (Internal/External) | Staf Ahli Menteri Kesehatan, Kementerian Kesehatan (2020 - 2021) | Senior Advisor to the Minister of Health, Ministry of Health (2020–2021 |



**Montty Girianna, Ph.D**

**Komisaris**
Commissioner

| | | |
|---|---|---|
| **Kewarganegaraan** Nationality | Indonesia | Indonesia |
| **Tempat, Tanggal Lahir** Place and Date of Birth | Bandung, 22 Januari 1963 | Bandung, January 22, 1963 |
| **Usia**/Age | 62 tahun | 62 years |
| **Domisili**/Domicile | Jakarta | Jakarta |
| **Riwayat Pendidikan** Education | • S1 Fakultas Teknik Sipil Institut Teknologi Bandung (1985).<br>• S2 Institut Teknologi Bandung dengan gelar Master of Science (MSc) (1989)<br>• S2 Massachusetts Institute of Technology (MIT) dengan gelar Master in City Planning (MCP), USA (1996).<br>• S3 University of Illinois at Urbana Champaign (UIUC), USA (2002). | • Bachelor's degree from the Faculty of Civil Engineering, Bandung Institute of Technology (1985).<br>• Master's degree from the Bandung Institute of Technology with a Master of Science (MSc) degree (1989)<br>• Master's degree from the Massachusetts Institute of Technology (MIT) with a Master in City Planning (MCP), USA (1996).<br>• Ph.D., University of Illinois at Urbana-Champaign (UIUC), USA (2002). |
| **Riwayat Pekerjaan dan Jabatan** Work History and Positions | • Ketua Tim Teknis Kerja Sama Indonesia-Green Global Growth Institute/GGGI (2013-2014);<br>• Deputi Bidang Koordinasi Pengelolaan Energi, Sumber Daya Alam, dan Lingkungan Hidup Kementerian Koordinator Bidang Perekonomian(2015-2020);<br>• Deputi Bidang Koordinasi Pengembangan Usaha Badan Usaha Milik Negara, Riset, dan Inovasi, | • Chair of the Technical Team for the Indonesia-Green Global Growth Institute (GGGI) Cooperation (2013–2014);<br>• Deputy for Coordination of Energy, Natural Resources, and Environmental Management at the Coordinating Ministry for Economic Affairs (2015–2020);<br>• Deputy for Coordination of State-Owned Enterprise Development, Research, and Innovation, Coordinating Ministry for Economic Affairs, since 2020. |
| **Dasar Pengangkatan** Basis for Appointment | Keputusan sirkuler Pemegang Saham diluar Rapat Umum Pemegang Saham PT Terminal Petikemas Indonesia nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21 tanggal 01 Oktober 2021 | Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Terminal Petikemas Indonesia No. KP.03/1/10/2/MTAK/UTMA/PLND-21 dated October 1, 2021 |
| **Periode Menjabat** Term of Office | 01 Oktober 2021 – 30 September 2026 | October 1, 2021 – September 30, 2026 |
| **Jumlah Periode Menjabat** Number of Terms | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)** Concurrent Positions (Internal/External) | Deputi Bidang Koordinasi Pengembangan Usaha Badan Usaha Milik Negara, Riset, dan Inovasi, Kementerian Koordinator Bidang Perekonomian sejak tahun 2020 | Deputy for Coordination of State-Owned Enterprise Development, Research, and Innovation, Coordinating Ministry for Economic Affairs since 2020 |

**Ir. Nurrachman, ST, MM**

**Komisaris Independen**
Independent Commissioner

| | | |
|---|---|---|
| **Kewarganegaraan**<br>Nationality | Indonesia | Indonesia |
| **Tempat, Tanggal Lahir**<br>Place and Date of Birth | Klaten, 10 November 1968 | Klaten, November 10, 1968 |
| **Usia**/Age | 57 tahun | 57 years |
| **Domisili**/Domicile | Jakarta | Jakarta |
| **Riwayat Pendidikan**<br>Education | • S1 - Fakultas Peternakan, Universitas Gadjah Mada (1987 – 1995)<br>• S1 - Teknik Elektro. Sekolah Tinggi Teknik Industri, Turen, Malang 2006 – 2009)<br>• S2 - Magister Management. Jurusan Marketing. Sekolah Tinggi Ilmu Ekonomi (STIE) Trianandra. Jakarta (1999 – 2001) | • Bachelor's Degree – Faculty of Animal Science, Gadjah Mada University (1987–1995)<br>• Bachelor's Degree in Electrical Engineering, Turen College of Industrial Engineering, Malang (2006–2009)<br>• Master's Degree in Management, Marketing Department, Trianandra School of Economics (STIE), Jakarta (1999–2001) |
| **Riwayat Pekerjaan dan Jabatan**<br>Work History and Positions | • Komisaris PT. Brantas Adya Solar Energy (2013)<br>• Anggota UP3KN (Unit Pelaksana Program Percepatan<br>• Ketenagalistrikan Nasional) Kementerian ESDM (2015 – 2016)<br>• Komisaris Independen PT. Wijaya Karya (Persero), Tbk. (2015 – 2018)<br>• PT. Kimia Farma (Persero), Tbk. (2018) | • Commissioner of PT. Brantas Adya Solar Energy (2013)<br>• Member of UP3KN (Implementation Unit for the National Electricity Acceleration Program)<br>• Ministry of Energy and Mineral Resources (2015–2016)<br>• Independent Commissioner of PT. Wijaya Karya (Persero), Tbk. (2015–2018)<br>• PT. Kimia Farma (Persero), Tbk. (2018) |
| **Dasar Pengangkatan**<br>Basis for Appointment | Keputusan sirkuler Pemegang Saham diluar Rapat Umum Pemegang Saham PT Terminal Petikemas Indonesia nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21 tanggal 01 Oktober 2021 | Circular Resolution of Shareholders outside the General Meeting of Shareholders of PT Terminal Petikemas Indonesia No. KP.03/1/10/2/MTAK/UTMA/PLND-21 dated October 1, 2021 |
| **Periode Menjabat**<br>Term of Office | 01 Oktober 2021 – 30 September 2026 | October 1, 2021 – September 30, 2026 |
| **Jumlah Periode Menjabat**<br>Number of Terms | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)**<br>Concurrent Positions (Internal/External) | Tidak memiliki jabatan lain di luar Pelindo Terminal Petikemas | Holds no other positions outside of Pelindo Terminal Petikemas |

**Antoni Arif Priadi**

**Komisaris**
Commissioner

| | | |
|---|---|---|
| **Kewarganegaraan** Nationality | Indonesia | Indonesia |
| **Tempat, Tanggal Lahir** Place and Date of Birth | Malang, 8 Agustus 1975 | Malang, August 8, 1975 |
| **Usia**/Age | 50 tahun | 50 years |
| **Domisili**/Domicile | Jakarta | Jakarta |
| **Riwayat Pendidikan** Education | • S2 – Master of Science in Marine Scienes, World Maritime University, Swedia<br>• S3 – Doktor Teknik Sipil, Universitas Indonesia<br>• S3 – Doctor in Computer Engineering Specialization on Automation, University of Le Havre, Perancis | • M.S. – Master of Science in Marine Sciences, World Maritime University, Sweden<br>• Ph.D. – Doctor of Civil Engineering, University of Indonesia<br>• Ph.D. – Doctor of Computer Engineering with a Specialization in Automation, University of Le Havre, France |
| **Riwayat Pekerjaan dan Jabatan** Work History and Positions | • Sekretaris Jenderal Kementerian Perhubungan<br>• Kepala Balai Pendidikan dan Pelatihan Pelayaran Padang Pariaman<br>• Atase Perhubungan pada Kedutaan Besar RI Kuala Lumpur<br>• Kepala Bagian Perencanaan<br>• Kepala Distrik Navigasi Kelas I Tanjung Priok<br>• Direktur Lalu Lintas dan Angkatan Laut | • Secretary General, Ministry of Transportation<br>• Head of the Padang Pariaman Maritime Education and Training Center<br>• Transportation Attaché at the Indonesian Embassy in Kuala Lumpur<br>• Head of the Planning Division<br>• Head of the Tanjung Priok Class I Navigation District<br>• Director of Traffic and the Navy |
| **Dasar Pengangkatan** Basis for Appointment | Keputusan Pemegang Saham PT Pelindo Terminal Petikemas No: KP.10.05/19/12/2/MTAK/UTMA/PLND-23 dan SK.03/19/12/2/HKP/DRU/PSD-2023 Tanggal 19 Desember 2023 Tentang Pengangkatan Dewan Komisaris PT Pelindo Terminal Petikemas | Resolution of the Shareholders of PT Pelindo Terminal Petikemas No.: KP.10.05/19/12/2/MTAK/UTMA/PLND-23 and SK.03/19/12/2/HKP/DRU/PSD-2023 dated December 19, 2023, Regarding the Appointment of the Board of Commissioners of PT Pelindo Terminal Petikemas |
| **Periode Menjabat** Term of Office | 19 Desember 2023 – 18 Desember 2028 | December 19, 2023 – July 1, 2025 |
| **Jumlah Periode Menjabat** Number of Terms | 1 Periode | Number of Terms of Office 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)** Concurrent Positions (Internal/External) | Tidak memiliki jabatan lain di luar Pelindo Terminal Petikemas | Holds no other positions outside of Pelindo Terminal Petikemas |

**Yoke Candra Katon**

**Komisaris Independen**
Independent Commissioner

| | | |
|---|---|---|
| **Kewarganegaraan**<br>Nationality | Indonesia | Indonesian |
| **Tempat, Tanggal Lahir**<br>Place and Date of Birth | Kediri, 17 Juni 1975 | Kediri, June 17, 1975 |
| **Usia**/Age | 50 tahun | 50 years |
| **Domisili**/Domicile | Surabaya | Surabaya |
| **Riwayat Pendidikan**<br>Education | • S1 – Institut Teknologi Sepuluh Nopember, Teknik Kimia<br>• S2 – Universitas Airlangga, Magister Manajemen | • Bachelor's Degree – Sepuluh Nopember Institute of Technology, Chemical Engineering<br>• Master's Degree – Airlangga University, Master of Management |
| **Riwayat Pekerjaan dan Jabatan**<br>Work History and Positions | • Konsultan dan Tenaga Ahli pada Biro Perekonomian untuk Pengelolaan Badan Usaha Milik Daerah (BUMD) Jawa Timur (2012-2015)<br>• Dewan Pengawas Perusahaan Umum (Perum) Jasa Tirta – I (2014-2016)<br>• Komisaris PT Petrokimia Gresik (2016-2021)<br>• Komisaris PT Semen Gresik (2021)<br>• Komisaris PT Merdeka Copper Gold Tbk (2022) | • Consultant and Expert at the Economic Bureau for the Management of Regionally Owned Enterprises (BUMD) in East Java (2012–2015)<br>• Supervisory Board Member of the Public Enterprise (Perum) Jasa Tirta – I (2014–2016)<br>• Commissioner of PT Petrokimia Gresik (2016–2021)<br>• Commissioner of PT Semen Gresik (2021)<br>• Commissioner of PT Merdeka Copper Gold Tbk (2022) |
| **Dasar Pengangkatan**<br>Basis for Appointment | Keputusan Pemegang Saham PT Pelindo Terminal Petikemas No: KP.10.05/19/12/2/MTAK/UTMA/PLND-23 dan SK.03/19/12/2/HKP/DRU/PSD-2023 Tanggal 19 Desember 2023 Tentang Pengangkatan Dewan Komisaris PT Pelindo Terminal Petikemas | Resolution of the Shareholders of PT Pelindo Terminal Petikemas No.: KP.10.05/19/12/2/MTAK/UTMA/PLND-23 and SK.03/19/12/2/HKP/DRU/PSD-2023 dated December 19, 2023, Regarding the Appointment of the Board of Commissioners of PT Pelindo Terminal Petikemas |
| **Periode Menjabat**<br>Term of Office | 19 Desember 2023 – 18 Desember 2028 | December 19, 2023 – December 18, 2028 |
| **Jumlah Periode Menjabat**<br>Number of Terms | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)**<br>Concurrent Positions (Internal/External) | Tidak memiliki jabatan lain di luar Pelindo Terminal Petikemas | Holds no other positions outside of Pelindo Terminal Petikemas |

# Profil Direksi

Profile of The Board of Directors

**M. Adji**

**Direktur Utama**
President Director

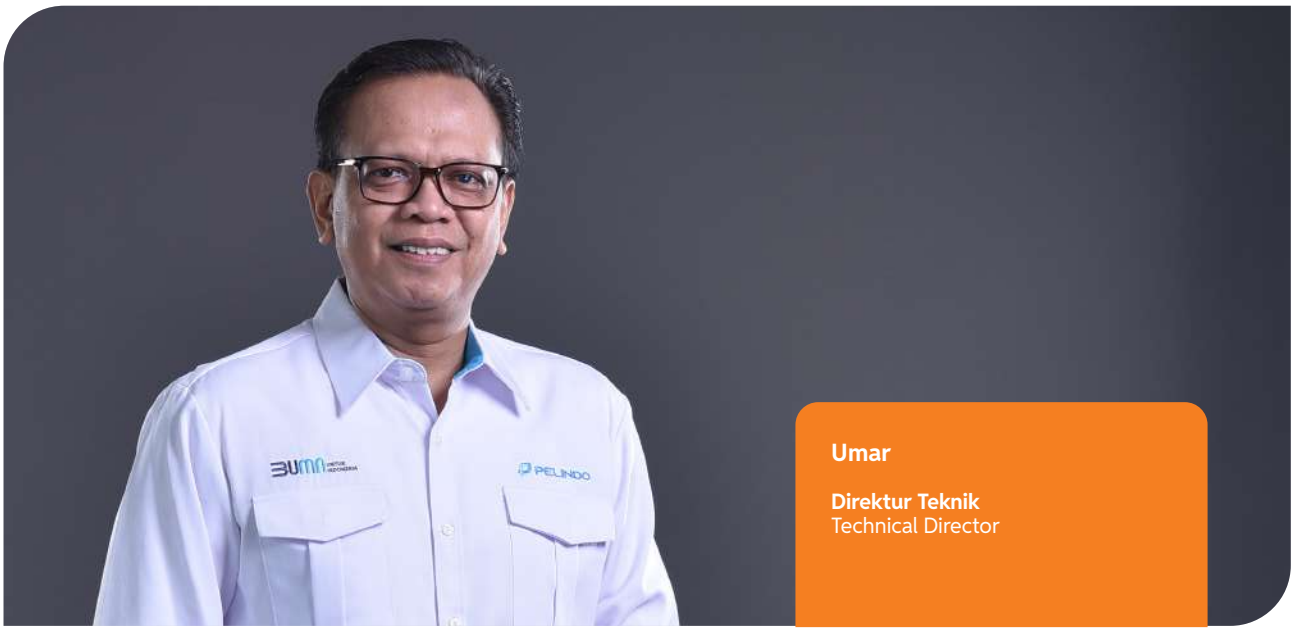
| | | |
|---|---|---|
| **Kewarganegaraan** Nationality | Indonesia | Indonesian |
| **Tempat, Tanggal Lahir** Place and Date of Birth | Boyolali, 3 Oktober 1969 | Boyolali, October 3, 1969 |
| **Usia**/Age | 56 tahun | 56 years |
| **Domisili**/Domicile | Surabaya | Surabaya |
| **Riwayat Pendidikan** Education | • Sarjana (S1) Teknik Sipil, ITB Bandung (1994)<br>• Magister (S2) Master of Port MGT & Harbour Adm, APEC Belgium (1997) | • Bachelor's Degree (S1) in Civil Engineering, ITB Bandung (1994)<br>• Master's Degree (S2) in Port Management & Harbor Administration, APEC Belgium (1997) |
| **Riwayat Pekerjaan dan Jabatan** Work History and Positions | • Direktur Operasional & Komersial PT Pelabuhan Indonesia IV (Persero) (2021)<br>• Direktur Utama PT. IPC Terminal Petikemas – Pelindo II<br>• Direktur Operasi PT. PTP PT. Pelabuhan Tanjung Priok – Pelindo II, (01 Desember 2013)<br>• Direktur Operasi PT. PTP XXX PT. Pelabuhan Tanjung Priok – Pelindo II, (01 Agustus 2013)<br>• Wakil General Manager Cabang Pelabuhan Tanjung Priok (1 Februari 2013)<br>• PMO Leader Kantor Pusat (01 Oktober 2012)<br>• Direktur Komersial Kantor Pusat (01 Januari 2013)<br>• Kantor Pusat (01 Oktober 2012)<br>• Kepala Biro Strategi Perusahaan Kantor Pusat (01 Desember 2020)<br>• Pj. Kepala Biro Strategi Perusahaan (16 Oktober 2009)<br>• Ass. Senior Manager Perenc. dan Pengemb. Fasilitas (30 Juli 2007)<br>• Ass. Senior Manager Perenc. dan Rancang Bangun (01 September 2006)<br>• Manager Teknik dan Sistem Informasi (09 November 2005)<br>• Kabid Penyiapan Bangunan Pengganti (01 September 2002) | • Director of Operations & Commercial Affairs at PT Pelabuhan Indonesia IV (Persero) (2021)<br>• President Director of PT IPC Terminal Petikemas – Pelindo II<br>• Director of Operations at PT PTP Tanjung Priok Port – Pelindo II (December 1, 2013)<br>• Director of Operations at PT. PTP XXX, PT. Pelabuhan Tanjung Priok – Pelindo II (August 1, 2013)<br>• Deputy General Manager of the Tanjung Priok Port Branch (February 1, 2013)<br>• PMO Leader at Headquarters (October 1, 2012)<br>• Commercial Director, Head Office (January 1, 2013)<br>• Headquarters (October 1, 2012)<br>• Head of the Corporate Strategy Bureau, Headquarters (December 1, 2020)<br>• Acting Head of the Corporate Strategy Bureau (October 16, 2009)<br>• Assistant Senior Manager of Facility Planning and Development (July 30, 2007)<br>• Assistant Senior Manager of Planning and Design (September 1, 2006)<br>• Manager of Engineering and Information Systems (November 9, 2005)<br>• Head of the Replacement Building Preparation Division (September 1, 2002) |

| | | |
|---|---|---|
| | • Kepala Bidang Perencanaan Teknik<br>• (18 Februari 2000)Asisten Manager Teknik Sipil (01 Mei 1999)<br>• Staf Analisa & Evaluasi Program & Design Prasarana (01 Januari 1995)<br>• Staf Analisa & Evaluasi Program dan Desain Prasarana (30 Januari 1995)<br>• Staf Analisa & Evaluasi Fisik Proyek Dit.Usaha (01 Oktober 1994) | • Head of the Technical Planning Division (February 18, 2000)<br>• Assistant Manager of Civil Engineering (May 1, 1999)<br>• Staff for Analysis & Evaluation of Infrastructure Programs & Design (January 1, 1995)<br>• Staff for Analysis & Evaluation of Infrastructure Programs and Design (January 30, 1995)<br>• Project Physical Analysis & Evaluation Staff, Business Directorate (October 1, 1994) |
| **Dasar Pengangkatan**<br>Basis for Appointment | Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas Nomor KP.03/1/10/1/MTAK/UTMA/PLND-21 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas. | Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. KP.03/1/10/1/MTAK/UTMA/PLND-21 regarding the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas. |
| **Periode Menjabat**<br>Term of Office | 01 Oktober 2021 – 30 September 2026 | October 1, 2021 – September 30, 2026 |
| **Jumlah Periode Menjabat**<br>Number of Terms of Office | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)**<br>Concurrent Positions (Internal/External) | Tidak memiliki jabatan lain di luar Pelindo Terminal Petikemas | Holds no other positions outside of Pelindo Terminal Petikemas |

**Muarip**

**Direktur Operasi**
Director of Operations

| | | |
|---|---|---|
| **Kewarganegaraan** Nationality | Indonesia | Indonesian |
| **Tempat, Tanggal Lahir** Place and Date of Birth | Juwana, 20 Juli 1970 | Juwana, July 20, 1970 |
| **Usia**/Age | 55 tahun | 55 years |
| **Domisili**/Domicile | Surabaya | Surabaya |
| **Riwayat Pendidikan** Education | • Sarjana (S1) Hukum, Universitas Islam Jakarta (2001)<br>• Magister (S2) Logistik, Kuhne Logistic University, Jerman (2017) | • Bachelor's Degree (S1) in Law, Jakarta Islamic University (2001)<br>• Master's Degree (S2) in Logistics, Kuhne Logistic University, Germany (2017) |
| **Riwayat Pekerjaan dan Jabatan** Work History and Positions | • Direktur Operasi PT Pelabuhan Indonesia II (Persero) (2020)<br>• Junior Chief Specialist Operasi & SI (2017)<br>• Direktur Operasi dan Teknik PT IPC Terminal Petikemas – Pelindo II (2015)<br>• Direktur PT Pendidikan Maritim & Logistik Indonesia – Pelindo II (2013)<br>• Operation Development Manager PT Jakarta International Container Terminal – Pelindo II (2009)<br>• Performance Development Manager PT Jakarta International Container Terminal – Pelindo II (2009)<br>• Control Tower Operations Manager PT Jakarta International Container Terminal - Pelindo II (2008)<br>• Director of Operations of PT Pelabuhan Indonesia II (Persero) (2020)<br>• Junior Chief Specialist of Operations & Information Systems (2017) | • Director of Operations, PT Pelabuhan Indonesia II (Persero) (2020)<br>• Junior Chief Specialist, Operations & Information Systems (2017)<br>• Director of Operations and Engineering at PT IPC Terminal Petikemas – Pelindo II (2015)<br>• Director of PT Pendidikan Maritim & Logistik Indonesia – Pelindo II (2013)<br>• Operations Development Manager at PT Jakarta International Container Terminal – Pelindo II (2009)<br>• Performance Development Manager at PT Jakarta International Container Terminal – Pelindo II (2009)<br>• Control Tower Operations Manager at PT Jakarta International Container Terminal – Pelindo II (2008)<br>• Director of Operations at PT Pelabuhan Indonesia II (Persero) (2020)<br>• Junior Chief Specialist of Operations & Information Systems (2017) |
| **Dasar Pengangkatan** Basis for Appointment | Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas Nomor KP.03/1/10/1/MTAK/ UTMA/ PLND-21 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas | Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. KP.03/1/10/1/MTAK/UTMA/ PLND-21 regarding the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas |
| **Periode Menjabat** Term of Office | 01 Oktober 2021 – 30 September 2026 | October 1, 2021 – September 30, 2026 |
| **Jumlah Periode Menjabat** Number of Terms of Office | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)** Concurrent Positions (Internal/External) | Tidak memiliki jabatan lain di luar Pelindo Terminal Petikemas | Holds no other positions outside of Pelindo Terminal Petikemas |



**Umar**

**Direktur Teknik**
Technical Director

| | | |
|---|---|---|
| **Kewarganegaraan**<br>Nationality | Indonesia | Indonesian |
| **Tempat, Tanggal Lahir**<br>Place and Date of Birth | Malang, 15 Desember 1972 | Malang, December 15, 1972 |
| **Usia**/Age | 53 tahun | 53 years |
| **Domisili**/Domicile | Malang | Malang |
| **Riwayat Pendidikan**<br>Education | • Sarjana (S1) Teknik Mesin, Universitas Muhammadiyah Malang<br>• Magister (S2) Manajemen, Lambung Mangkurat | • Bachelor's Degree (S1) in Mechanical Engineering, Muhammadiyah University of Malang<br>• Master's Degree (S2) in Management, Lambung Mangkurat |
| **Riwayat Pekerjaan dan Jabatan**<br>Work History and Positions | • Direktur Utama PT PMS (2020-2021)<br>• Group Head Peralatan Pelindo (2021-2023)<br>• Group Head Pengadaan Pelindo (2023-2024) | • CEO of PT PMS (2020–2021)<br>• Group Head of Equipment at Pelindo (2021–2023)<br>• Group Head of Procurement at Pelindo (2023–2024) |
| **Dasar Pengangkatan**<br>Basis for Appointment | Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas Nomor KP.10.05/1/3/12/RKTK/ UTMA/ PLND-24 dan SK.03/1/3/12/HKP/DRU/PSD-24 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas | Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. KP.10.05/1/3/12/RKTK/ UTMA/ PLND-24 and SK.03/1/3/12/HKP/DRU/PSD-24 regarding the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas |
| **Periode Menjabat**<br>Term of Office | 01 Maret 2024 – 28 Februari 2029 | March 1, 2024 – February 28, 2029 |
| **Jumlah Periode Menjabat**<br>Number of Terms of Office | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)**<br>Concurrent Positions (Internal/External) | Tidak memiliki jabatan lain di luar Pelindo Terminal Petikemas | Holds no other positions outside of Pelindo Terminal Petikemas |

**Ady Sustrisno**

**Direktur Sumber Daya Manusia**
Director of Human Resources

| | | |
|---|---|---|
| **Kewarganegaraan** Nationality | Indonesia | Indonesian |
| **Tempat, Tanggal Lahir** Place and Date of Birth | Makassar, 31 Desember 1971 | Makassar, December 31, 1971 |
| **Usia**/Age | 54 tahun | 54 years |
| **Domisili**/Domicile | Makassar | Makassar |
| **Riwayat Pendidikan** Education | • Diploma Hiperkes & Keselamatan Kerja, Universitas Sebelas Maret (1998)<br>• Sarjana (S1) Hukum, Universitas Airlangga (2002)<br>• Magister (S2) Manajemen SDM, STIE Bank BPD Jateng (2006) | • Diploma in Occupational Health and Safety, Sebelas Maret University (1998)<br>• Bachelor's Degree (S1) in Law, Airlangga University (2002)<br>• Master's Degree (S2) in Human Resource Management, STIE Bank BPD Jateng (2006) |
| **Riwayat Pekerjaan dan Jabatan** Work History and Positions | • Direktur SDM PT Pelindo Multi Terminal (2021)<br>• Direktur SDM PT Pelabuhan Indonesia IV (Persero) (2021)<br>• GM Cabang Ambon PT Pelabuhan Indonesia IV (Persero) (2021)<br>• GM Cabang Sorong PT Pelabuhan Indonesia IV (Persero) (2019)<br>• GM Cabang Pantoloan PT Pelabuhan Indonesia IV (Persero) (2017) | • Director of Human Resources, PT Pelindo Multi Terminal (2021)<br>• Director of Human Resources, PT Pelabuhan Indonesia IV (Persero) (2021)<br>• General Manager of the Ambon Branch, PT Pelabuhan Indonesia IV (Persero) (2021)<br>• General Manager of the Sorong Branch, PT Pelabuhan Indonesia IV (Persero) (2019)<br>• General Manager of the Pantoloan Branch, PT Pelabuhan Indonesia IV (Persero) (2017) |
| **Dasar Pengangkatan** Basis for Appointment | Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas Nomor KP.03/24/2/1/RKTK/UTMA PLND-23 dan SK.03/24/2/4/HKP/DRU/PSD-2023 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas | Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. KP.03/24/2/1/RKTK/UTMA PLND-23 and SK.03/24/2/4/HKP/DRU/PSD-2023 regarding the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas |
| **Periode Menjabat** Term of Office | 01 Maret 2023 – 29 Februari 2028 | March 1, 2023 – February 29, 2028 |
| **Jumlah Periode Menjabat** Number of Terms of Office | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)** Concurrent Positions (Internal/External) | Tidak memiliki jabatan lain di luar Pelindo Terminal Petikemas | Holds no other positions outside of Pelindo Terminal Petikemas |

**Endot Endrardono**

**Direktur Keuangan dan Manajemen Risiko**
Director of Finance and Risk Management

| | | |
|---|---|---|
| **Kewarganegaraan** Nationality | Indonesia | Indonesian |
| **Tempat, Tanggal Lahir** Place and Date of Birth | Surabaya, 15 November 1970 | Surabaya, November 15, 1970 |
| **Usia**/Age | 55 tahun | 55 years |
| **Domisili**/Domicile | Surabaya | Surabaya |
| **Riwayat Pendidikan** Education | • Sarjana (S1) Ekonomi, Universitas Airlangga (1998)<br>• Magister (S2) Manajemen, Universitas Airlangga (2013) | • Bachelor's Degree (S1) in Economics, Airlangga University (1998)<br>• Master's Degree (S2) in Management, Airlangga University (2013) |
| **Riwayat Pekerjaan dan Jabatan** Work History and Positions | • Direktur Keuangan dan Manajemen Risiko - Pelindo III (2021)<br>• Direktur Utama PT Berlian Jasa Terminal Indonesia – Pelindo III (2020)<br>• Direktur Utama PT Terminal Petikemas Surabaya - Pelindo III (2019)<br>• Direktur Keuangan, SDM dan Umum PT Berlian Jasa Terminal Indonesia – Pelindo III (2018)<br>• Senior Vice President Management & Financial Risk (2014)<br>• Manajer Keuangan Cabang Tanjung Perak (2014) | • Director of Finance and Risk Management – Pelindo III (2021)<br>• CEO of PT Berlian Jasa Terminal Indonesia – Pelindo III (2020)<br>• CEO of PT Terminal Petikemas Surabaya – Pelindo III (2019)<br>• Director of Finance, Human Resources, and General Affairs at PT Berlian Jasa Terminal Indonesia – Pelindo III (2018)<br>• Senior Vice President of Management & Financial Risk (2014)<br>• Finance Manager, Tanjung Perak Branch (2014) |
| **Dasar Pengangkatan** Basis for Appointment | Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas Nomor KP.03/1/10/1/MTAK/ UTMA/ PLND-21 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas | Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. KP.03/1/10/1/MTAK/UTMA/ PLND-21 regarding the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas |
| **Periode Menjabat** Term of Office | 01 Oktober 2021 – 30 September 2026 | October 1, 2021 – September 30, 2026 |
| **Jumlah Periode Menjabat** Number of Terms of Office | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)** Concurrent Positions (Internal/External) | Tidak memiliki jabatan lain di luar Pelindo Terminal Petikemas | Holds no other positions outside of Pelindo Terminal Petikemas |

**Rima Novianti**

**Direktur Strategi dan Komersial**
Director of Strategy and Commercial Affairs

| | | |
|---|---|---|
| **Kewarganegaraan** Nationality | Indonesia | Indonesian |
| **Tempat, Tanggal Lahir** Place and Date of Birth | 55 tahun | 55 years |
| **Usia**/Age | Sukabumi, 1 November 1970 | Sukabumi, November 1, 1970 |
| **Domisili**/Domicile | Surabaya | Surabaya |
| **Riwayat Pendidikan** Education | • Sarjana (S1) Sosial Politik, Universitas Indonesia (1996)<br>• Magister (S2) Manajemen Komunikasi, Universitas Indonesia (2005) | • Bachelor's Degree (S1) in Political Science, University of Indonesia (1996)<br>• Master's Degree (S2) in Communication Management, University of Indonesia (2005) |
| **Riwayat Pekerjaan dan Jabatan** Work History and Positions | • Direktur Komersial - Pelindo II (2021)<br>• Direktur Pengembangan dan Pemasaran PT Rumah Sakit Pelabuhan – Pelindo II (2020)<br>• Senior Vice President Commercial and Marketing (2019)<br>• Commercial and Business Development Director PT PTP – Pelindo II (2017)<br>• Board of Commissioner PT MTI – Pelindo II (2015)<br>• Corporate Secretary (2015)<br>• Head of PMO for Key Account Management (2013)<br>• Director Commercial PT JICT – Pelindo II (2013)<br>• Corporate Secretary (2012)<br>• Assistant Corporate Secretary Institutional Relations (2009)<br>• Permanent Secretariat Coordinator for Indonesia Port I, II, III & IV (2007)<br>• Junior Staff (2004)<br>• Secretary to Managing Director (2001)<br>• Corporate Communication Manager – PT Sempati Air (1998)<br>• Corporate Communication Officer – PT Sempati Air (1996) | • Commercial Director – Pelindo II (2021)<br>• Director of Development and Marketing, PT Rumah Sakit Pelabuhan – Pelindo II (2020)<br>• Senior Vice President of Commercial and Marketing (2019)<br>• Director of Commercial and Business Development, PT PTP – Pelindo II (2017)<br>• Member of the Board of Commissioners at PT MTI – Pelindo II (2015)<br>• Corporate Secretary (2015)<br>• Head of the PMO for Key Account Management (2013)<br>• Director of Commercial at PT JICT – Pelindo II (2013)<br>• Corporate Secretary (2012)<br>• Assistant Corporate Secretary for Institutional Relations (2009)<br>• Permanent Secretariat Coordinator for Indonesia Ports I, II, III, and IV (2007)<br>• Junior Staff (2004)<br>• Secretary to the Managing Director (2001)<br>• Corporate Communications Manager – PT Sempati Air (1998)<br>• Corporate Communications Officer – PT Sempati Air (1996) |

| | | |
|---|---|---|
| **Dasar Pengangkatan**<br>Basis for Appointment | Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas Nomor KP.03/1/10/1/MTAK/ UTMA/ PLND-21 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas | Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. KP.03/1/10/1/MTAK/UTMA/ PLND-21 regarding the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas |
| **Periode Menjabat**<br>Term of Office | 01 Oktober 2021 – 30 September 2026 | October 1, 2021 – September 30, 2026 |
| **Jumlah Periode Menjabat**<br>Number of Terms of Office | 1 Periode | 1 Term |
| **Rangkap Jabatan (Internal/Eksternal)**<br>Concurrent Positions (Internal/External) | Tidak memiliki jabatan lain di luar Pelindo Terminal Petikemas | Holds no other positions outside of Pelindo Terminal Petikemas |

# Daftar dan Profil Pejabat Senior

List and Profiles of Senior Executives

## Daftar dan Profil Pejabat Senior Pelindo Terminal Petikemas sampai Desember 2025

List and profile of Pelindo Terminal Petikemas's senior executives as of December 2025

**I PUTU SUKADANA**

Senior Vice President Satuan Pengawasan Intern

Warga negara Indonesia, lahir di kota Denpasar dan saat ini berusia 49 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2004 jurusan Manajemen di Universitas Udayana Denpasar. Pernah menjabat sebagai Senior Manager Pelayanan SDM dan HSSE pada tahun 2019 di PT Pelabuhan Indonesia III (Persero). Dan saat ini menjabat sebagai Senior Vice President Satuan Pengawasan Intern di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Denpasar and currently 49 years old. He holds a Master's degree in Management from Udayana University in Denpasar, earned in 2004. He previously served as Senior Manager of Human Resources and HSSE in 2019 at PT Pelabuhan Indonesia III (Persero). He currently serves as Senior Vice President of the Internal Audit Unit at PT Pelindo Terminal Petikemas.

**R.M KUMARA ANINDHITA WIDYASWENDRA**

Senior Vice President Sekretariat Perusahaan

Warga negara Indonesia, lahir di Yogyakarta dan saat ini berusia 41 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2020 jurusan Manajemen di Universitas Airlangga. Pernah menjabat sebagai Senior Manager Pelayanan pada tahun 2020 di PT Pelabuhan Indonesia III (Persero). Dan saat ini menjabat sebagai Senior Vice President Sekretariat Perusahaan di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Yogyakarta and currently 41 years old. He holds a Master's degree in Management from Airlangga University, earned in 2020. He previously served as Senior Manager of Services in 2020 at PT Pelabuhan Indonesia III (Persero). He currently serves as Senior Vice President of the Corporate Secretariat at PT Pelindo Terminal Petikemas.

**MEIDHY PRAHARSA UTAMA**

Senior Vice President Perencanaan & Pengelolaan Transformasi

Warga negara Indonesia, lahir di Bandung dan saat ini berusia 44 tahun. Memiliki latar belakang pendidikan terakhir Strata 1 pada tahun 2004 jurusan Teknik Lingkungan di Institut Teknologi Bandung. Pernah menjabat sebagai Department Head Pengembangan Bisnis Terminal Petikemas dan Logistik pada tahun 2023 di Pelindo. Dan saat ini menjabat sebagai Senior Vice President Perencanaan & Pengelolaan Transformasi di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Bandung and currently 44 years old. He holds a Bachelor's degree in Environmental Engineering from the Bandung Institute of Technology, earned in 2004. He previously served as Department Head of Container Terminal and Logistics Business Development in 2023 at Pelindo. He currently serves as Senior Vice President of Planning & Transformation Management at PT Pelindo Terminal Petikemas.

**GANESA RIGSHADI SOEPRAPTOYO**

Senior Vice President Perencanaan & Pengembangan Operasi

Warga negara Indonesia, lahir di Denmark dan saat ini berusia 39 tahun. Memiliki latar belakang pendidikan terakhir Strata I pada tahun 2009 jurusan Hubungan Internasional di Universitas Pelita Harapan. Pernah menjabat sebagai Vice President Pengembangan Operasi pada tahun 2031 di PT Pelindo Terminal Petikemas. Dan saat ini menjabat sebagai Senior Vice President Perencanaan & Pengelolaan Operasi di PT Pelindo Terminal Petikemas

An Indonesian citizen, born in Denmark, and currently 39 years old. He holds a Bachelor's degree (Strata I), earned in 2009, in International Relations from Pelita Harapan University. He previously served as Vice President of Operations Development in 2031 at PT Pelindo Terminal Petikemas. He currently serves as Senior Vice President of Planning & Operations Management at PT Pelindo Terminal Petikemas

**A. SYAIFUL AMIN**

Senior Vice President Pengelolaan Operasi

Warga negara Indonesia, lahir di Bengkulu Selatan dan saat ini berusia 47 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2017 jurusan Leadership & Logistic di Universitas Kuhne Logistic Jerman. Pernah menjabat sebagai Senior Vice President Perencanaan & Pengembangan Operasi pada tahun 2021 di PT Pelindo Terminal Petikemas. Dan saat ini menjabat sebagai Senior Vice President Pengelolaan Operasi di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in South Bengkulu and currently 47 years old. He holds a Master's degree, earned in 2017 in Leadership & Logistics from Kuhne Logistics University in Germany. He previously served as Senior Vice President of Planning & Operations Development in 2021 at PT Pelindo Terminal Petikemas. He currently serves as Senior Vice President of Operations Management at PT Pelindo Terminal Petikemas.

**ANGGA PRADIPTYA**

Senior Vice President Sistem Manajemen & HSSE

Warga negara Indonesia, lahir di Surabaya dan saat ini berusia 48 tahun. Memiliki latar belakang pendidikan terakhir Strata 1 pada tahun 2002 jurusan Teknik Sipil di Universitas Lambung Mangkurat Banjarmasin. Pernah menjabat sebagai Senior Manajer Pengadaan Barang Jasa pada tahun 2020 di PT Pelabuhan Indonesia III (Persero). Dan saat ini menjabat sebagai Senior Vice President Sistem Manajemen & HSSE di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Surabaya and currently 48 years old. He holds a Bachelor's degree in Civil Engineering from Lambung Mangkurat University in Banjarmasin, which he earned in 2002. He previously served as Senior Manager of Goods and Services Procurement in 2020 at PT Pelabuhan Indonesia III (Persero). He currently serves as Senior Vice President of Management Systems & HSSE at PT Pelindo Terminal Petikemas.

**JAYA VIA DEWATA**

Senior Vice President Fasilitas Pelabuhan

Warga negara Indonesia, lahir di Surabaya dan saat ini berusia 46 tahun. Memiliki latar belakang pendidikan terakhir Strata 1 pada tahun 2002 jurusan Teknik Sipil di Institut Teknologi Sepuluh Nopember Surabaya. Pernah menjabat sebagai Vice President Port Engineering Planning pada tahun 2017 di PT Pelabuhan Indonesia III (Persero). Dan saat ini menjabat sebagai Senior Vice President Fasilitas Pelabuhan di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Surabaya and currently 46 years old. He holds a Bachelor's degree in Civil Engineering from the Sepuluh Nopember Institute of Technology in Surabaya, earned in 2002. He previously served as Vice President of Port Engineering Planning in 2017 at PT Pelabuhan Indonesia III (Persero). He currently serves as Senior Vice President of Port Facilities at PT Pelindo Terminal Petikemas.

**MUKHAMMAD ANTON EFENDY MAHARDA DEWA**

Senior Vice President Peralatan Pelabuhan

Warga negara Indonesia, lahir di Kediri dan saat ini berusia 46 tahun. Memiliki latar belakang pendidikan terakhir Strata 1 pada tahun 2002 jurusan Teknik Sipil di Institut Teknologi Sepuluh Nopember Surabaya. Pernah menjabat sebagai Project Management Officer pada tahun 2025 di PT Berkah Industri Mesin Angkat. Saat ini menjabat sebagai Senior Vice President Peralatan Pelabuhan di PT Pelindo Terminal Petikemas

An Indonesian citizen, born in Kediri, he is currently 46 years old. He holds a Bachelor's degree in Civil Engineering, earned in 2002 from the Sepuluh Nopember Institute of Technology in Surabaya. He previously served as Project Management Officer in 2025 at PT Berkah Industri Mesin Angkat. He currently serves as Senior Vice President of Port Equipment at PT Pelindo Terminal Petikemas

**HADI MOHAMMAD LUKMANTYO**

Senior Vice President Teknologi Informasi

Warga negara Indonesia, lahir di Sidoarjo dan saat ini berusia 49 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2013 jurusan Manajemen Transportasi dan Maritim di Institute of Transport and Maritime Management Belgia. Pernah menjabat sebagai Direktur Utama pada tahun 2018 di PT Terminal Petikemas Indonesia. Dan saat ini menjabat sebagai Senior Vice President Teknologi Informasi di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Sidoarjo and currently 49 years old. He holds a Master's degree, earned in 2013, in Transportation and Maritime Management from the Institute of Transport and Maritime Management in Belgium. He previously served as President Director in 2018 at PT Terminal Petikemas Indonesia. He currently serves as Senior Vice President of Information Technology at PT Pelindo Terminal Petikemas.

**DIAN VEGAWATI**

Senior Vice President Perencanaan & Pengelolaan SDM

Warga negara Indonesia, lahir di Jakarta dan saat ini berusia 44 tahun. Mendapat gelar Magister pada tahun 2012 jurusan Shipping & Transport di Netherland Maritime University. Pernah menjabat sebagai Regional Division Head Pelayanan SDM dan Umum Regional 2 pada tahun 2023 di PT Pelabuhan Indonesia (Persero). Dan saat ini menjabat sebagai Senior Vice President Perencanaan & Pengelolaan SDM di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Jakarta and currently 44 years old. She earned a Master's degree in 2012 in Shipping & Transport from the Netherlands Maritime University. She previously served as Regional Division Head of Human Resources and General Services for Region 2 in 2023 at PT Pelabuhan Indonesia (Persero). She currently serves as Senior Vice President of Human Resources Planning & Management at PT Pelindo Terminal Petikemas.

**ROY DARMA PUTERA**

Senior Vice President Layanan SDM & Umum

Warga negara Indonesia, lahir di Kota Makassar dan saat ini berusia 56 tahun. Memiliki latar belakang pendidikan terakhir Strata 1 pada tahun 1995 jurusan Administasi Niaga di Universitas 17 Agustus 1945 Surabaya. Pernah menjabat sebagai Direktur Utama pada tahun 2019 di PT Pelindo Daya Sejahtera. Dan saat ini menjabat sebagai Senior Vice President Layanan SDM & Umum di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Makassar, he is currently 56 years old. He holds a Bachelor's degree in Business Administration from Universitas 17 Agustus 1945 Surabaya, which he earned in 1995. He previously served as President Director in 2019 at PT Pelindo Daya Sejahtera. He currently serves as Senior Vice President of Human Resources & General Services at PT Pelindo Terminal Petikemas.

**MUHAMMAD FITRIANTO MALIK**

Senior Vice President Hukum

Warga negara Indonesia, lahir di Jakarta dan saat ini berusia 42 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2022 jurusan Hukum di Universitas Airlangga. Pernah menjabat sebagai Vice President Legal Counsel & Regulation pada tahun 2017 di PT Pelabuhan Indonesia III (Persero). Dan saat ini menjabat sebagai Senior Vice President Hukum di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Jakarta and currently 42 years old. He holds a Master's degree in Law from Airlangga University, earned in 2022. He previously served as Vice President of Legal Counsel & Regulation in 2017 at PT Pelabuhan Indonesia III (Persero). He currently serves as Senior Vice President of Legal Affairs at PT Pelindo Terminal Petikemas.

**NANANG PRASETIYO**

Senior Vice President Anggaran, Akuntansi & Pelaporan

Warga negara Indonesia, lahir di Kediri dan saat ini berusia 42 tahun. Memiliki latar belakang Pendidikan terakhir Magister pada tahun 2019 jurusan Bisnis Administrasi di Institute Teknologi Bandung. Pernah menjabat sebagai Direktur pada tahun 2020 di PT Lamong Nusantara Gas. Dan saat ini menjabat sebagai Senior Vice President Anggaran, Akuntansi & Pelaporan di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Kediri and currently 42 years old. He holds a Master's degree in Business Administration from the Bandung Institute of Technology, earned in 2019. He previously served as Director at PT Lamong Nusantara Gas in 2020. He currently serves as Senior Vice President of Budgeting, Accounting & Reporting at PT Pelindo Terminal Petikemas.

**LUHUR WICAKSONO**

Senior Vice President Pengelolaan Keuangan dan Perpajakan

Warga negara Indonesia, lahir di Surabaya dan saat ini berusia 47 tahun. Memiliki latar belakang pendidikan terakhir Strata 1 pada tahun 2002 jurusan Ekonomi di Universitas Airlangga. Pernah menjabat sebagai Vice President Analysis and Evaluation di PT Pelabuhan Indonesia III (Persero). Dan saat ini menjabat sebagai Senior Vice President Pengelolaan Keuangan dan Perpajakan di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Surabaya and currently 47 years old. He holds a Bachelor's degree in Economics from Airlangga University, earned in 2002. He previously served as Vice President of Analysis and Evaluation at PT Pelabuhan Indonesia III (Persero). He currently serves as Senior Vice President of Financial Management and Taxation at PT Pelindo Terminal Petikemas.

**HERIBERTUS HARYANCE PAEMBONAN**

Senior Vice President Manajemen Risiko

Warga negara Indonesia, lahir di Luwuk Sulawesi Tengah dan saat ini berusia 52 tahun. Memiliki latar belakang pendidikan terakhir Strata 1 pada tahun 1997 di Universitas Surabaya. Pernah menjabat sebagai Manajer Properti dan Aneka Usaha pada tahun 2017 di PT Pelabuhan Indonesia III (Persero). Dan saat ini menjabat sebagai Senior Vice President Manajemen Risiko di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Luwuk, Central Sulawesi, and currently 52 years old. He holds a Bachelor's degree, which he earned in 1997 from Surabaya University. He previously served as Manager of Property and Miscellaneous Businesses in 2017 at PT Pelabuhan Indonesia III (Persero). He currently serves as Senior Vice President of Risk Management at PT Pelindo Terminal Petikemas.

**AHMAD MURTADHO**

Senior Vice President Perencanaan Strategis

Warga negara Indonesia, lahir di Jakarta dan saat ini berusia 36 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2017 jurusan Strategy & Finance di University of Manchester. Pernah menjabat sebagai Vice President Perencanaan Perusahaan pada tahun 2024 di PT Pelindo Terminal Petikemas. Dan saat ini menjabat sebagai Senior Vice President Perencanaan Strategis di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Jakarta and currently 36 years old. He holds a Master's degree in Strategy & Finance from the University of Manchester, earned in 2017. He previously served as Vice President of Corporate Planning in 2024 at PT Pelindo Terminal Petikemas. He currently serves as Senior Vice President of Strategic Planning at PT Pelindo Terminal Petikemas.

**DONNY YUNIARTO**

Senior Vice President Kerjasama Usaha & Pembinaan Anak Perusahaan

Warga negara Indonesia, lahir di Jakarta dan saat ini berusia 46 tahun. Memiliki Latar belakang pendidikan terakhir Magister pada tahun 2013 jurusan International Transport and Logistics di Shanghai Maritime University. Pernah menjabat sebagai DVP Kerjasama Usaha Kantor Pusat pada tahun 2021 di PT Pelabuhan Indonesia II (Persero). Dan saat ini menjabat sebagai Senior Vice President Kerjasama Usaha & Pembinaan Anak Perusahaan di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Jakarta and currently 46 years old. He holds a Master's degree in International Transport and Logistics from Shanghai Maritime University, earned in 2013. He previously served as Deputy Vice President of Business Cooperation at the Head Office in 2021 at PT Pelabuhan Indonesia II (Persero). He currently serves as Senior Vice President of Business Cooperation & Subsidiary Development at PT Pelindo Terminal Petikemas.

**MUCHAMMAD ALI AFANDI**

Senior Vice President Komersial & Hubungan Pelanggan

Warga negara Indonesia, lahir di Surabaya dan saat ini berusia 45 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2015 jurusan Coastal Engineering and Port Development di UNESCO the Netherlands. Pernah menjabat sebagai Regional Manager of Engineering pada tahun 2018 di PT Pelabuhan Indonesia III (Persero). Sebelumnya menjabat SVP Perencanaan Strategis, dan saat ini menjabat sebagai Senior Vice President Perencanaan Strategis di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Surabaya and currently 45 years old. He holds a Master's degree, earned in 2015, in Coastal Engineering and Port Development from UNESCO in the Netherlands. He previously served as Regional Manager of Engineering in 2018 at PT Pelabuhan Indonesia III (Persero). Prior to that, he served as SVP of Strategic Planning, and currently serves as Senior Vice President of Strategic Planning at PT Pelindo Terminal Petikemas.

## Daftar dan Profil CEO & General Manager Pelindo Terminal Petikemas sampai Desember 2025

List and Profiles of CEOs & General Managers

I NYOMAN SUTRISNA
Terminal Head-Terminal Petikemas Semarang

Warga negara Indonesia, lahir di Singaraja dan saat ini berusia 49 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2013 jurusan Technology Management di ITS Surabaya. Pernah menjabat sebagai Manager Operasi Terminal pada tahun 2023 di Terminal Petikemas Surabaya. Sebelumnya menjabat sebagai Terminal Head Petikemas New Makassar. Dan saat ini menjabat sebagai General Manager Terminal Petikemas Semarang di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Singaraja and currently 49 years old. He holds a Master's degree in Technology Management from ITS Surabaya, earned in 2013. He previously served as Terminal Operations Manager in 2023 at the Surabaya Container Terminal. Prior to that, he served as Terminal Head of the New Makassar Container Terminal. He currently serves as General Manager of the Semarang Container Terminal at PT Pelindo Terminal Petikemas.

SIRIN PURNOMO
Terminal Head- Terminal Petikemas Banjarmasin

Warga negara Indonesia, lahir di Semarang dan saat ini berusia 55 tahun. Memiliki latar belakang pendidikan terakhir Strata 1 pada tahun 2006 jurusan Ekonomi di Universitas Achmad Yani Banjarmasin. Pernah menjabat sebagai General Manager Bumiharjo pada tahun 2019 di PT Pelabuhan Indonesia III (Persero). Dan saat ini menjabat sebagai General Manager Terminal Petikemas Banjarmasin di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Semarang and currently 55 years old. He holds a Bachelor's degree in Economics from Achmad Yani University in Banjarmasin, earned in 2006. He previously served as General Manager of Bumiharjo in 2019 at PT Pelabuhan Indonesia III (Persero). He currently serves as General Manager of the Banjarmasin Container Terminal at PT Pelindo Terminal Petikemas.

TEGUH FIRDAUS
Terminal Head-Petikemas New Makassar

Warga negara Indonesia, lahir di Makassar dan saat ini berusia 49 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2015 jurusan Manajemen di Universitas Hasanuddin Makassar. Pernah menjabat sebagai General Manager Nunukan pada tahun 2019 di PT Pelabuhan Indonesia IV (Persero), pernah menjabat Terminal Head Petikemas Pantoloan dan Terminal Head Petikemas Bitung di PT Pelindo Terminal Petikemas. Dan saat ini menjabat sebagai Terminal Head Petikemas New Makassar di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Makassar and currently 49 years old. He holds a Master's degree in Management from Hasanuddin University in Makassar, earned in 2015. He previously served as General Manager of Nunukan in 2019 at PT Pelabuhan Indonesia IV (Persero), and previously served as Terminal Head of Pantoloan Container Terminal and Terminal Head of Bitung Container Terminal at PT Pelindo Container Terminal. He currently serves as Terminal Head of New Makassar Container Terminal at PT Pelindo Container Terminal.

JUSRI
Terminal Head-Terminal Petikemas Bitung

Warga negara Indonesia, lahir di Ujung Pandang dan saat ini berusia 46 tahun. Memiliki latar belakang pendidikan terakhir Sarjana Strata 1 pada tahun 2015 jurusan Teknik Elektro di Universitas Sawerigading. Pernah menjabat sebagai Deperment Head Lingkungan pada tahun 2023 di PT Pelabuhan Indonesia (Persero) dan saat ini menjabat sebagaiTerminal Head Petikemas Bitung di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Ujung Pandang, he is currently 46 years old. He holds a Bachelor's degree (S1) in Electrical Engineering from Sawerigading University, which he earned in 2015. He previously served as Head of the Environmental Department in 2023 at PT Pelabuhan Indonesia (Persero) and currently serves as Terminal Head of the Bitung Container Terminal at PT Pelindo Terminal Petikemas.

YANDI SOFYAN HADI
Terminal Head-Terminal Petikemas Ambon

Warga negara Indonesia, lahir di Surabaya dan saat ini berusia 51 tahun. Memiliki latar belakang pendidikan terakhir Diploma III pada tahun 1996 jurusan Manajemen Umum di Universitas Trisakti Jakarta. Pernah menjabat sebagai General Manager Marauke pada tahun 2019 di PT Pelabuhan Indonesia IV (Persero), pernah menjabat Terminal Head Petikemas Kendari. Dan saat ini menjabat sebagai Terminal Head Petikemas Ambon di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Surabaya and currently 51 years old. He holds a Diploma III in General Management from Trisakti University in Jakarta, earned in 1996. He previously served as General Manager of Merauke in 2019 at PT Pelabuhan Indonesia IV (Persero) and as Terminal Head of the Kendari Container Terminal. He currently serves as Terminal Head of the Ambon Container Terminal at PT Pelindo Terminal Petikemas.

WELTA SELFIE
Terminal Head-Terminal Petikemas Sorong

Warga negara Indonesia, lahir di Manokwari dan saat ini berusia 53 tahun. Memiliki latar pendidikan terakhir Diploma III pada tahun 1994 di AMI Ujung Pandang. Pernah menjabat sebagai Manager Penunjang Operasi pada tahun 2023 di PT Pelabuhan Indonesia Regional 4. Dan saat ini menjabat sebagai Terminal Head Petikemas Sorong di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Manokwari and currently 53 years old. He holds a Diploma III, which he earned in 1994 from AMI Ujung Pandang. He previously served as Operations Support Manager in 2023 at PT Pelabuhan Indonesia Regional 4. He currently serves as Terminal Head of the Sorong Container Terminal at PT Pelindo Terminal Petikemas.

HERRYANTO
Terminal Head Petikemas Kendari

Warga negara Indonesia, lahir di Taccipi Bone dan saat ini berusia 52 tahun. Memiliki latar pendidikan terakhir Magister pada tahun 2013 jurusan Manajemen Pemasaran di Universitas Muslim Indonesia Makassar. Pernah menjabat sebagai General Manager Ternate pada tahun 2018 di PT Pelabuhan Indonesia IV (Persero), pernah menjabat Terminal Head Petikemas Sorong. Dan saat ini menjabat sebagai Terminal Head Petikemas Kendari di PT Pelindo Terminal Petikemas. Dan saat ini menjabat sebagai Terminal Head Petikemas Sorong di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Taccipi, Bone, and currently 52 years old. He holds a Master's degree in Marketing Management, earned in 2013 from the Indonesian Muslim University in Makassar. He previously served as General Manager of Ternate in 2018 at PT Pelabuhan Indonesia IV (Persero) and as Terminal Head of the Sorong Container Terminal. He currently serves as Terminal Head of the Kendari Container Terminal at PT Pelindo Terminal Petikemas. He currently serves as Terminal Head of the Sorong Container Terminal at PT Pelindo Terminal Petikemas.

CHAERUR RIJAL
Terminal Head-Terminal Petikemas Pantoloan

Warga negara Indonesia, lahir di Sungguminasa dan saat ini berusia 44 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2023 jurusan Manajemen di ITB Nobel Indonesia. Pernah menjabat sebagai Vice President Pengembangan Operasi pada tahun 2024 di PT Pelindo Terminal Petikemas dan saat ini menjabat sebagai Terminal Head Petikemas Pantoloan di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Sungguminasa and currently 44 years old. He holds a Master's degree in Management from ITB Nobel Indonesia, earned in 2023. He previously served as Vice President of Operations Development in 2024 at PT Pelindo Terminal Petikemas and currently serves as Terminal Head of Pantoloan Container Terminal at PT Pelindo Terminal Petikemas.

DIDA DAROJAT
Terminal Head-Terminal Petikemas Perawang

Warga negara Indonesia, lahir di Bandung dan saat ini berusia 53 tahun. Memiliki latar belakang pendidikan terakhir Strata 1 pada tahun 2021 jurusan Teknik Elektro di Universitas Indonesia. Pernah menjabat sebagai Senior Manager Teknik pada tahun 2023 di PT IPC Terminal Petikemas. Dan saat ini menjabat sebagai Terminal Head Petikemas Perawang di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Bandung and currently 53 years old. He holds a Bachelor's degree in Electrical Engineering from the University of Indonesia, earned in 2021. He previously served as Senior Technical Manager in 2023 at PT IPC Terminal Petikemas. He currently serves as Terminal Head of the Perawang Container Terminal at PT Pelindo Terminal Petikemas.

AGUS SETIAWAN NAZAR
Terminal Head Petikemas Jayapura

Warga negara Indonesia, lahir di Jakarta dan saat ini berusia 51 tahun. Memiliki latar belakang pendidikan terakhir Strata 1 pada tahun 2002 jurusan Ekonomi di Universitas Hassanudin Makassar. Pernah menjabat sebagai Deputi Manager HSSE Regional Jawa Timur pada tahun 2018 di PT Pelabuhan Indonesia III (Persero), pernah menjabat Terminal Head Petikemas Sorong. Dan saat ini menjabat sebagai Terminal Head Petikemas Kupang. Dan saat ini menjabat sebagai Terminal Head Petikemas Jayapura di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Jakarta and currently 51 years old. He holds a Bachelor's degree in Economics from Hasanuddin University in Makassar, earned in 2002. He previously served as Deputy Manager of HSSE for the East Java Region in 2018 at PT Pelabuhan Indonesia III (Persero) and as Terminal Head of the Sorong Container Terminal. He currently serves as Terminal Head of the Kupang Container Terminal and as Terminal Head of the Jayapura Container Terminal at PT Pelindo Terminal Petikemas.

AMRULLAH
Terminal Head-Terminal Petikemas Tarakan

Warga negara Indonesia, lahir di Ujung Pandang dan saat ini berusia 47 tahun. Memiliki latar belakang pendidikan terakhir Strata 1 pada tahun 1999 di Universitas Satria Makassar. Pernah menjabat sebagai Manager Teknik Terminal 1 di Terminal Petikemas New Makassar pada tahun 2021. Dan saat ini menjabat sebagai Terminal Head Petikemas Tarakan di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Ujung Pandang, he is currently 47 years old. He holds a bachelor's degree, which he earned in 1999 from Satria University in Makassar. He previously served as Technical Manager of Terminal 1 at the New Makassar Container Terminal in 2021. He currently serves as Terminal Head of the Tarakan Container Terminal at PT Pelindo Terminal Petikemas.

ANDHIK WAHYU KRISTIANTO
Terminal Head-Terminal Petikemas Kupang

Warga negara Indonesia, lahir di Surabaya dan saat ini berusia 36 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2016 di Institut Teknologi Sepuluh November. Pernah menjabat sebagai Manager Teknik TPK Semarang di PT Pelindo Terminal Petikemas pada tahun 2023. Dan saat ini menjabat sebagai Terminal Head Petikemas Kupang di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Surabaya and currently 36 years old. He holds a Master's degree, which he earned in 2016 from the Sepuluh November Institute of Technology. He previously served as Technical Manager of the Semarang Container Terminal at PT Pelindo Terminal Petikemas in 2023. He currently serves as Terminal Head of the Kupang Container Terminal at PT Pelindo Terminal Petikemas.

AKHMAD FAJAR
Terminal Head-Terminal Petikemas Bagendang-Bumiharjo

Warga negara Indonesia, lahir di Banjarmasin dan saat ini berusia 54 tahun. Memiliki latar belakang pendidikan terakhir Magister pada tahun 2010 Jurusan Management di Universitas Lambung Mangkurat Banjarmasin. Pernah menjabat sebagai Branch Manager Bagendang di PT Pelindo Multi Terminal pada tahun 2023. Dan saat ini menjabat sebagai Terminal Head Petikemas Bagendang Bumiharjo di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Banjarmasin and currently 54 years old. He holds a Master's degree in Management from Lambung Mangkurat University in Banjarmasin, earned in 2010. He previously served as Branch Manager of the Bagendang Branch at PT Pelindo Multi Terminal in 2023. He currently serves as Terminal Head of the Bagendang-Bumiharjo Container Terminal at PT Pelindo Container Terminal.

MUHAMMAD RASUL IRMADANI
Terminal Head-Terminal Petikemas Merauke

Warga negara Indonesia, lahir di Ujung Pandang dan saat ini berusia 45 tahun. Memiliki latar belakang pendidikan terakhir Strata I pada tahun 2006 di Politeknik Ilmu Pelayaran. Pernah menjabat sebagai Manager Terminal dan Rupa-rupa Usaha di di PT Pelabuhan Indonesia (Persero) Regional 4 pada tahun 2022. Dan saat ini menjabat sebagai Terminal Head Petikemas Merauke di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Ujung Pandang, he is currently 45 years old. He holds a Bachelor's degree, which he earned in 2006 from the Maritime Polytechnic. He previously served as Terminal and Miscellaneous Business Manager at PT Pelabuhan Indonesia (Persero) Regional 4 in 2022. He currently serves as Terminal Head of the Merauke Container Terminal at PT Pelindo Terminal Petikemas.

ANWAR PAE
Terminal Head-Terminal Petikemas Ternate

Warga negara Indonesia, lahir di Makassar dan saat ini berusia 54 tahun. Memiliki latar belakang pendidikan terakhir Strata I pada tahun 2002 di Universitas Muslim Indonesia. Pernah menjabat sebagai General Manager Cabang Ternate di di PT Pelabuhan Indonesia (Persero) Regional 4 pada tahun 2023. Dan saat ini menjabat sebagai Terminal Head Petikemas Ternate di PT Pelindo Terminal Petikemas.

An Indonesian citizen, born in Makassar and currently 54 years old. He holds a bachelor's degree, which he earned in 2002 from the Indonesian Muslim University. He previously served as General Manager of the Ternate Branch at PT Pelabuhan Indonesia (Persero) Regional 4 in 2023. He currently serves as Terminal Head of the Ternate Container Terminal at PT Pelindo Terminal Petikemas.

# Komposisi Pemegang Saham
Shareholder Composition

## Struktur Pemegang Saham

Pemegang Saham Utama dan Pengendali Pelindo TPK adalah PT Pelabuhan Indonesia (Persero) sebesar 99,9978% dan PT Integrasi Logistik Cipta Solusi sebesar 0,0022% nilai saham Perusahaan. Berdasarkan Keputusan Sirkuler Pemegang Saham di luar Rapat Umum Pemegang Saham PT Terminal Petikemas Indonesia Nomor: KU.04.01/14/3/1/PGAP/UTMT/PLND-23 | KU.02.08/14/3/1/HKP/DRU/PSD-23, Direktur Utama PT Pelabuhan Indonesia (Persero) bertindak selaku RUPS dalam hal seluruh saham Perusahaan dimiliki oleh negara.

## Shareholder Structure

The major and controlling shareholders of Pelindo TPK are PT Pelabuhan Indonesia (Persero), holding 99.9978%, and PT Integrasi Logistik Cipta Solusi, holding 0.0022% of the Company's shares. Based on the Circular Resolution of Shareholders Outside the General Meeting of Shareholders of PT Terminal Petikemas Indonesia No.: KU.04.01/14/3/1/PGAP/UTMT/PLND-23 | KU.02.08/14/3/1/HKP/DRU/PSD-23, the President Director of PT Pelabuhan Indonesia (Persero) acts as the General Meeting of Shareholders in cases where all of the Company's shares are owned by the state

**Pemegang Saham Pelindo Terminal Petikemas**
Pelindo Terminal Petikemas Shareholders

## Pemegang Saham 5 Persen Atau Lebih

Hingga 31 Desember 2025, kepemilikan saham Perusahaan dimiliki secara penuh oleh PT Pelabuhan Indonesia (Persero) sebesar 99,9978% dan PT Integrasi Logistik Cipta Solusi sebesar 0,0022%. Dengan persentase tersebut, dapat diinformasikan bahwa Pemegang Saham dengan kepemilikan 5% atau lebih adalah PT Pelabuhan Indonesia (Persero).

## Shareholders Holding 5 Percent or More

As of December 31, 2025, the Company's shares are wholly owned by PT Pelabuhan Indonesia (Persero) at 99.9978% and by PT Integrasi Logistik Cipta Solusi at 0.0022%. Based on these percentages, it can be stated that the shareholder holding 5% or more is PT Pelabuhan Indonesia (Persero).

### Kepemilikan Saham Dewan Komisaris dan Direksi
Shareholdings of the Board of Commissioners and Board of Directors

| No | Nama<br>Name | Jabatan<br>Position | Keterangan Kepemilikan Saham (Ya/Tidak)<br>Shareholding Status (Yes/No) | Jumlah Lembar Saham yang Dimiliki<br>Number of Shares Held | Jumlah Nominal yang Dimiliki<br>Value Held | Persentase<br>Percentage |
|---|---|---|---|---|---|---|
| **DEWAN KOMISARIS \| BOARD OF COMMISSIONERS** | | | | | | |
| 1 | Moermahadi Soerja Djanegara | Komisaris Utama<br>Board of Commissioners | Tidak | Nihil | Nihil | Nihil |
| 2 | Bahaduri Wijayanta Bekti Mukarta | Komisaris/Commissioners | Tidak | Nihil | Nihil | Nihil |
| 3 | Ronaldus Mujur | Komisaris/Commissioners | Tidak | Nihil | Nihil | Nihil |
| 4 | Montty Girianna | Komisaris/Commissioners | Tidak | Nihil | Nihil | Nihil |
| 5 | Nurrachman | Komisaris Independen<br>Independent Commissioner | Tidak | Nihil | Nihil | Nihil |
| 6 | Antoni Arif Priadi | Komisaris/Commissioners | Tidak | Nihil | Nihil | Nihil |
| 7 | Yoke Candra Katon | Komisaris Independen<br>Independent Commissioner | Tidak | Nihil | Nihil | Nihil |
| **DIREKSI \| BOARD OF DIRECTORS** | | | | | | |
| 1 | M. Adji | Direktur Utama<br>President Director | Tidak | Nihil | Nihil | Nihil |
| 2 | Muarip | Direktur Operasi<br>Director of Operations | Tidak | Nihil | Nihil | Nihil |
| 3 | Faruq Hidayat | Direktur Teknik<br>Technical Director | Tidak | Nihil | Nihil | Nihil |
| 4 | Ady Sustrisno | Direktur Sumber Daya Manusia<br>Director of Human Resources | Tidak | Nihil | Nihil | Nihil |
| 5 | Endot Endrardono | Direktur Keuangan dan Manajemen Risiko<br>Director of Finance and Risk Management | Tidak | Nihil | Nihil | Nihil |
| 6 | Rima Novianti | Direktur Strategi dan Komersial<br>Director of Strategy and Commercial Affairs | Tidak | Nihil | Nihil | Nihil |

## Pernyataan

Berdasarkan informasi terkait kepemilikan saham yang telah disampaikan sebelumnya, yang menjelaskan kepemilikan saham mayoritas atau dengan persentase 99,9978% dimiliki oleh PT Pelabuhan Indonesia (Persero) dan PT Integrasi Logistik Cipta Solusi sebesar 0,0022%. Maka informasi terkait:

- Kelompok pemegang saham masyarakat, yaitu kelompok Pemegang Saham yang masing-masing memiliki kurang dari 5% dan
- Jumlah kepemilikan saham dan persentase kepemilikan per akhir tahun dengan klasifikasi kepemilikan institusi lokal dan asing serta kepemilikan individu lokal dan asing

Tidak disajikan di dalam laporan tahunan ini karena tidak terdapat kondisi dan data tersebut di Perusahaan.

## Statement

Based on the previously disclosed information regarding share ownership, which indicates that the majority of shares—specifically 99.9978%—are held by PT Pelabuhan Indonesia (Persero) and 0.0022% by PT Integrasi Logistik Cipta Solusi, the following information applies:

- The group of public shareholders, namely shareholders who each hold less than 5%, and
- The total number of shares held and the percentage of ownership as of year-end, classified by local and foreign institutional ownership as well as local and foreign individual ownership

are not presented in this annual report because the Company does not have such conditions or data

# Informasi Anak Perusahaan

Information on Subsidiaries

## PT TERMINAL PETIKEMAS SURABAYA

| | | | |
|---|---|---|---|
| **Status Operasional** Operational Status | Telah Beroperasi | | Currently Operating |
| **Bidang Usaha** Business | Jasa Pelayanan Peti Kemas | | Container Services |
| **Kepemilikan Saham** Share Ownership | • PT Pelindo Terminal Petikemas 99,5%<br>• Koperasi Pegawai Pelindo 0,5% | | • PT Pelindo Terminal Petikemas 99,5%<br>• Koperasi Pegawai Pelindo 0,5% |
| **Susunan Manajemen** Management Structure | Direktur Utama | President Director | Wahyu Widodo |
| | Direktur Teknik | Technical Director | Topo Sapto Nugroho |
| | Direktur Keuangan, SDM & Manajemen Risiko | Director of Finance, Human Resources & Risk Management | Sapto Wasono Soebagio |
| | Direktur Operasi | Director of Operations | Noor Budiwan |
| | Komisaris Utama | President Commissioner | Arief Prabowo |
| | Komisaris | Commissioner | La Ode M. Safiul |

Sebagai salah satu Anak Perusahaan PT Pelindo Terminal Petikemas yang merupakan Subholding dalam PT Pelabuhan Indonesia (Pelindo) Grup, PT Terminal Petikemas Surabaya (TPS) memegang andil besar sebagai pengelola terminal peti kemas. TPS adalah penyedia layanan jasa dalam mata rantai logistik, khususnya peti kemas ekspor/impor di Indonesia.

As a subsidiary of PT Pelindo Terminal Petikemas, which is a subholding company within the PT Pelabuhan Indonesia (Pelindo) Group, PT Terminal Petikemas Surabaya (TPS) plays a major role as a container terminal operator. TPS is a service provider in the logistics chain, specializing in export and import containers in Indonesia.

## PT BERLIAN JASA TERMINAL INDONESIA

| | | | |
|---|---|---|---|
| **Status Operasional** Operational Status | Telah Beroperasi | | Currently Operating |
| **Bidang Usaha** Business | Operator Terminal Peti Kemas untuk Kapal Domestik | | Container Terminal Operator for Domestic Vessels |
| **Kepemilikan Saham** Share Ownership | • PT Pelindo Terminal Petikemas 96,84%<br>• Koperasi Pegawai Pelindo 3,16% | | • PT Pelindo Terminal Petikemas 96,84%<br>• Koperasi Pegawai Pelindo 3,16% |
| **Susunan Manajemen** Management Structure | Direktur Utama (Plt.) | Acting President Director | Sarjono |
| | Direktur Komersial & Pengembangan Bisnis | Director of Commercial & Business Development | Adi Sugiri |
| | Direktur Keuangan, SDM, dan Umum | Director of Finance, Human Resources, and General Affairs | Sarjono |
| | Komisaris Utama | President Commissioner | Siddik |
| | Komisaris Independen | Independent Commissioner | Ganang Priyambodo |

PT Berlian Jasa Terminal Indonesia (PT BJTI) sejak 03 Januari 2022 menjadi Anak Perusahaan Pelindo Terminal Petikemas sebagai operator terminal pelabuhan yang memberikan jasa layanan kepelabuhanan dan melayani kegiatan bongkar muat peti kemas kapal domestik di Terminal Berlian dan Terminal Mirah, serta mengembangkan kawasan Java Integrated Industrial and Port Estate (JIIPE) di Gresik, Jawa Timur.

Sejak tahun 2012, PT BJTI melalui Anak Perusahaannya, yaitu PT Berlian Manyar Sejahtera (BMS) dan PT Berkah Kawasan Manyar Sejahtera (BKMS) mulai mengelola kawasan industri dan mengoperasikan Pelabuhan Manyar yang selama ini masih belum di operasikan. Mengingat letak geografisnya yang strategis karena berdekatan dengan area padat UMKM dan industri di Gresik, PT BJTI mengambil kesempatan ini untuk membangun dan mengoperasikan kawasan yang terintegrasi. Pelabuhan Manyar dibangun berdampingan dengan kawasan JIIPE yang dibangun di lahan seluas 1.761 Ha dan merupakan multi komplek yang terdiri dari area perkantoran, perumahan, gudang, pabrik, dan depo.

Pengembangan usaha juga dilakukan PT BJTI melalui Anak Perusahaan dan afiliasi lainnya yaitu, PT Pelindo Properti Indonesia (PT PPI) yang bergerak dalam bisnis properti; PT Berkah Industri Mesin Angkat (PT BIMA) yang bergerak di bidang perawatan dan pemeliharaan alat bongkar muat; PT Pelindo Energi Logistik (PT PEL) yang bergerak dalam bidang logistik dan pengelolaan limbah; PT Terminal Nilam Utara (PT TNU) yang bergerak dalam bidang pengelolaan curah cair di Terminal Nilam Utara dan PT Prima Citra Nutrindo (PT PCN) yang bergerak dalam bidang pengelolaan jasa boga, makanan dan minuman.

Since January 3, 2022, PT Berlian Jasa Terminal Indonesia (PT BJTI) has been a subsidiary of Pelindo Terminal Petikemas, operating as a port terminal provider that offers port services and handles the loading and unloading of domestic container ships at the Berlian and Mirah Terminals, as well as developing the Java Integrated Industrial and Port Estate (JIIPE) in Gresik, East Java.

Since 2012, PT BJTI, through its subsidiaries—PT Berlian Manyar Sejahtera (BMS) and PT Berkah Kawasan Manyar Sejahtera (BKMS)—has been managing the industrial area and operating Manyar Port, which had previously remained inactive. Given its strategic geographic location—close to areas with a high concentration of MSMEs and industries in Gresik—PT BJTI seized this opportunity to develop and operate an integrated complex. Manyar Port was built adjacent to the JIIPE complex, which spans 1,761 hectares and comprises a multi-complex consisting of office spaces, residential areas, warehouses, factories, and depots.

PT BJTI also expands its business through subsidiaries and other affiliates, namely: PT Pelindo Properti Indonesia (PT PPI), which operates in the real estate sector; PT Berkah Industri Mesin Angkat (PT BIMA), which specializes in the maintenance and repair of cargo handling equipment; PT Pelindo Energi Logistik (PT PEL), which operates in logistics and waste management; PT Terminal Nilam Utara (PT TNU), which manages liquid bulk operations at the Nilam Utara Terminal; and PT Prima Citra Nutrindo (PT PCN), which provides catering, food, and beverage services.

## PT IPC TPK

| | | | |
|---|---|---|---|
| **Status Operasional**<br>Operational Status | Telah Beroperasi | | Operational |
| **Bidang Usaha**<br>Business | Operator Terminal Peti Kemas untuk Kapal Domestik dan Terminal Curah | | Container Terminal Operator for Domestic Ships and Bulk Terminals |
| **Kepemilikan Saham**<br>Share Ownership | • PT Pelindo Terminal Petikemas 99%<br>• PT Pelabuhan Indonesia Investama 1% | | • PT Pelindo Terminal Petikemas 99%<br>• PT Pelabuhan Indonesia Investama 1% |
| **Susunan Manajemen**<br>Management Structure | Direktur Utama | President Director | Guna Mulyana |
| | Direktur Operasi dan Teknik | Director of Operations and Engineering | Ahmad Mimbar |
| | Direktur Keuangan, SDM, dan Umum | Director of Finance, Human Resources, and General Affairs | Yanuar Evyanto |
| | Direktur Komersial & Pengembangan Bisnis(Plt) | Director of Commercial and Business Development (Acting) | Yanuar Evyanto |

| | | | |
|---|---|---|---|
| | Komisaris Utama | President Commissioner | Asmai Ishak |
| | Komisaris | Commissioner | Muarip |
| | Komisaris | Commissioner | Eko Putro Adijayanto |
| | Komisaris | Commissioner | Sabri Saiman |
| | Komisaris Independen | Independent Commissioner | Charidun Affan |
| | Komisaris Independen | Independent Commissioner | Husna |

PT IPC Terminal Petikemas, selanjutnya disebut IPC TPK, didirikan pada 10 Juli 2013. Pendirian IPC TPK tidak lepas dari aspirasi Pemegang Saham, yaitu PT Pelabuhan Indonesia atau Pelindo, untuk mewujudkan pelayanan peti kemas yang profesional, unggul, dan efisien dengan sistem jaringan terintegrasi antar pelabuhan.

Dengan visi "Menjadi Operator Terminal Petikemas Berskala Internasional yang Terintegrasi dengan Ekosistem Maritim", IPC TPK mulai beroperasi secara komersial dengan area operasi di Terminal Petikemas Pontianak yang terletak di Pelabuhan Pontianak, Kalimantan Barat dan Pelabuhan Jambi, Jambi pada 2015. Di tahun yang sama, IPC TPK menggandeng SEA Terminal Management and Service Pte. Ltd., sebuah perusahaan asal Singapura, untuk mendirikan entitas asosiasi yang dinamai PT New Priok Container Terminal One (NPCT1), yang bergerak dalam bidang penanganan bongkar muat peti kemas dengan wilayah operasi di Pelabuhan Kalibaru, Tanjung Priok, Jakarta. Pada perusahaan asosiasi tersebut, kepemilikan saham IPC TPK sebesar 51,00% sedangkan SEA Terminal Management and Service Pte. Ltd., menguasai 49%.

IPC TPK menerima pengalihan pengoperasian terminal peti kemas di 5 (lima) pelabuhan dari entitas induk Perusahaan, yaitu Pelabuhan Pontianak, Kalimantan Barat, Pelabuhan Panjang, Lampung, Pelabuhan Palembang, Palembang, Pelabuhan Teluk Bayur, Padang, dan Pelabuhan Jambi, Jambi. Pengalihan pengoperasian kelima terminal petikemas tersebut efektif berjalan per 01 Januari 2018. Sejak saat itu, IPC TPK membangun layanan jaringan terminal peti kemas yang terintegrasi dengan menjadikan Tanjung Priok sebagai pusat pelayanan terminal peti kemas. Hal ini sejalan dengan misi Perusahaan, yaitu "Membangun Jaringan Terminal Petikemas yang Terintegrasi Guna Mendukung Penurunan Biaya Logistik dan Peningkatan Perdagangan Nasional".

PT IPC Terminal Petikemas, hereinafter referred to as IPC TPK, was established on July 10, 2013. The establishment of IPC TPK stems from the aspirations of its shareholder, PT Pelabuhan Indonesia (Pelindo), to provide professional, superior, and efficient container services through an integrated network system connecting various ports.

With the vision of “Becoming an International-Scale Container Terminal Operator Integrated with the Maritime Ecosystem,” IPC TPK began commercial operations at the Pontianak Container Terminal, located at the Port of Pontianak in West Kalimantan, and the Port of Jambi in Jambi in 2015. In the same year, IPC TPK partnered with SEA Terminal Management and Service Pte. Ltd., a Singapore-based company, to establish a joint venture named PT New Priok Container Terminal One (NPCT1), which specializes in container loading and unloading operations at Kalibaru Port in Tanjung Priok, Jakarta. In this joint venture, IPC TPK holds a 51.00% stake, while SEA Terminal Management and Service Pte. Ltd. holds 49%.

IPC TPK assumed the operation of container terminals at five (5) ports from the Company’s parent entity, namely Pontianak Port in West Kalimantan, Panjang Port in Lampung, Palembang Port in Palembang, Teluk Bayur Port in Padang, and Jambi Port in Jambi. The transfer of operations for these five container terminals took effect on January 1, 2018. Since then, IPC TPK has been developing an integrated container terminal network with Tanjung Priok serving as the hub for container terminal services. This aligns with the Company’s mission: “To Build an Integrated Container Terminal Network to Support the Reduction of Logistics Costs and the Growth of National Trade.”

## PT TERMINAL TELUK LAMONG

| | | | |
|---|---|---|---|
| **Status Operasional**<br>Operational Status | Telah Beroperasi | | Operational |
| **Bidang Usaha**<br>Business | Aktivitas Pelayanan Kepelabuhan Laut | | Marine Port Services |
| **Kepemilikan Saham**<br>Share Ownership | • PT Pelindo Terminal Petikemas 99,5%<br>• Koperasi Pegawai Pelindo 0,5% | | • PT Pelindo Terminal Petikemas 99,5%<br>• Koperasi Pegawai Pelindo 0,5% |
| **Susunan Manajemen**<br>Management Structure | Direktur Utama | President Director | David Pandopotan Sirait |
| | Direktur Keuangan, SDM & Manajemen Risiko | Director of Finance, Human Resources & Risk Management | Budi Satriyo |
| | Direktur Operasi | Director of Operations | Muh. Syukur |
| | Direktur Teknik (Plt.) | Acting Director of Engineering | Muh. Syukur |
| | Komisaris Utama | President Commissioner | Yon Irawan |
| | Komisaris Independen | Independent Commissioner | Zaki Zulfikar |
| | Komisaris Independen | Independent Commissioner | R. P. Zainal Abidin |

Terminal Teluk Lamong berlokasi di wilayah perbatasan antara Kota Surabaya dan Kabupaten Gresik (Kota Gresik). Lokasi ini merupakan terminal multi purpose yang diapit oleh 2 (dua) pelabuhan milik PT Pelabuhan Indonesia (Persero), yaitu Pelabuhan Gresik di sebelah barat dan Pelabuhan Utama Tanjung Perak di sebelah timur.

Sejak Perusahaan beroperasi, Terminal Teluk Lamong telah memberikan banyak kemajuan, baik di Jawa Timur maupun skala nasional. Pencapaian Perusahaan senantiasa menunjukkan angka positif karena Perusahaan berupaya secara konsisten untuk mengedepankan pelayanan yang sesuai dengan kebutuhan konsumen sehingga Perusahaan tetap bisa bersaing di pasar global. Saat ini, Terminal Teluk Lamong telah menjadi penggerak utama perekonomian regional dan nasional melalui penyediaan jasa pelayanan kepelabuhanan terpadu sehingga distribusi barang dari dan ke timur Indonesia menjadi lebih cepat dan aman. Hal ini sekaligus akan mendukung posisi Indonesia sebagai poros maritim dunia.

Teluk Lamong Terminal is located in the border area between the City of Surabaya and Gresik Regency (Gresik City). This location is a multipurpose terminal flanked by two ports owned by PT Pelabuhan Indonesia (Persero): Gresik Port to the west and Tanjung Perak Main Port to the east.

Since the Company began operations, Teluk Lamong Terminal has driven significant progress, both in East Java and on a national scale. The Company's achievements consistently show positive results because it consistently strives to prioritize services tailored to customer needs, enabling it to remain competitive in the global market. Currently, Teluk Lamong Terminal has become a key driver of the regional and national economy by providing integrated port services, making the distribution of goods to and from eastern Indonesia faster and safer. This, in turn, supports Indonesia's position as a global maritime hub.

## PT PRIMA TERMINAL PETIKEMAS

| | | | |
|---|---|---|---|
| **Status Operasional**<br>Operational Status | Telah Beroperasi | | Operational |
| **Bidang Usaha**<br>Business | Jasa Pelayanan Peti Kemas | | Container Services |
| **Kepemilikan Saham**<br>Share Ownership | • PT Pelindo Terminal Petikemas 99,7%<br>• PT Integrasi Logistik Cipta Solusi 0,3% | | • PT Pelindo Terminal Petikemas 99,7%<br>• PT Integrasi Logistik Cipta Solusi 0,3% |
| **Susunan Manajemen**<br>Management Structure | Direktur Utama | President Director | Hanny Uktolseya |
| | Komisaris Utama | President Commissioner | Rizki Kurniawan |

PT Prima Terminal Petikemas didirikan pada tanggal 30 Juli 2013 dan memperoleh pengesahan Badan Hukum dengan Surat Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-46327.AH.01.01.Tahun 2013 tanggal 03 September 2013. PT Prima Terminal Petikemas diberikan hak untuk melakukan pembangunan dan pengelolaan Terminal Petikemas Belawan Fase 2 sepanjang 350 meter di area konsesi PT Pelabuhan Indonesia (Persero) dengan konsep terminal peti kemas internasional semi otomatis. PT Prima Terminal Petikemas menyediakan jasa pelayanan peti kemas, dengan visi "Menjadi Operator Terminal Peti Kemas yang Terstandarisasi, Modern, Progresif, dan Terintegrasi dalam Proses Bisnis di Indonesia".

PT Prima Terminal Petikemas was established on July 30, 2013, and obtained legal entity status through Minister of Law and Human Rights Decree No. AHU-46327.AH.01.01.Year 2013 dated September 3, 2013. PT Prima Terminal Petikemas was granted the right to construct and manage the 350-meter-long Belawan Container Terminal Phase 2 within the concession area of PT Pelabuhan Indonesia (Persero), based on a semi-automated international container terminal concept. PT Prima Terminal Petikemas provides container services, with the vision “To Become a Standardized, Modern, Progressive, and Integrated Container Terminal Operator in Indonesia’s Business Processes.”

## PT KALTIM KARIANGAU TERMINAL

| | | | |
|---|---|---|---|
| **Status Operasional**<br>Operational Status | Telah Beroperasi | | Currently in operation |
| **Bidang Usaha**<br>Business | Jasa Kepelabuhanan | | Port Services |
| **Kepemilikan Saham**<br>Share Ownership | • PT Pelindo Terminal Petikemas 50%<br>• Perusahaan Daerah Melati Bhakti Satya 50% | | • PT Pelindo Terminal Petikemas 50%<br>• Perusahaan Daerah Melati Bhakti Satya 50% |
| **Susunan Manajemen**<br>Management Structure | Direktur Utama | President Director | Enriany Muis |
| | Direktur Keuangan, SDM dan Manajemen Risiko | Director of Finance, Human Resources, and Risk Management | Faisal Napu |
| | Direktur Operasi Dan Teknik | Director of Operations and Engineering | - |
| | Komisaris Utama | President Commissioner | Andi Waisal Karni |
| | Komisaris | Commissioner | Wilfridus Yons Ebit |
| | Komisaris | Commissioner | Sulaeman Hattase |

PT Kaltim Kariangau Terminal (PT KKT) merupakan perusahaan patungan antara Badan Usaha Milik Negara melalui PT Pelindo Terminal Petikemas (saat itu PT Pelindo IV (Persero)) dengan Pemerintah Provinsi Kaltimantan Timur melalui Perusahaan

PT Kaltim Kariangau Terminal (PT KKT) is a joint venture between a state-owned enterprise—through PT Pelindo Terminal Petikemas (formerly PT Pelindo IV (Persero))—and the East Kalimantan Provincial Government through

Daerah Melati Bhakti Satya yang didirikan berdasarkan Akta Pendirian Perseroan Terbatas Nomor 22 tanggal 8 Februari 2012 yang dibuat oleh Notaris Hasanuddin, SH., Mhum., MKn untuk mengoperasikan Terminal Petikemas Kariangau (TPK Kariangau).

TPK Kariangau terletak di ALKI II (01 09'28"S/116 49"59"T) yang menyatu dengan Kawasan Industri Kariangau (KIK) dan memiliki draft kedalaman dengan kade sedalam -14 LWS yang terletak di teluk Balikpapan yang tenang dan alur pelayaran seluas 15 mil. TPK Kariangau memiliki failitas pelabuhan yang memadai antara lain dermaga dengan panjang 270 meter dan lebar 30 meter, Trestel/Quay dengan panjang 282 meter dan lebar 10,5 meter, lapangan penumpukan seluas 6 Ha dengan kapasitas 300.000 TEUs dengan 46 unit reefer plug. Untuk mendukung pelayanan jasa kepelabuhanan, TPK Kariangau dilengkapi dengan peralatan pelabuhan yang cukup lengkap antara lain container crane sebanyak 3 (tiga) unit, rubber tyred gantry sebanyak 9 (sembilan) unit, reach stacker sebanyak 1 (satu) unit, forklift sebanyak 4 (empat) unit, side loader sebanyak 1 (satu) unit serta terminal truck & chassis sebanyak 14 (empat belas) unit. Tentunya selain fasilitas pelabuhan dan peralatan pelabuhan, TPK Kariangau juga memiliki fasilitas penunjang sesuai dengan kebutuhan pelaksanaan pelayanan berdasarakan standar yang dipersyaratkan.

Untuk memudahkan pelayanan kepada para pengguna jasa, PT KKT telah menggunakan aplikasi dan online platform dalam sebagian besar proses bisnisnya. Bahkan TPK Kariangau yang menjadi salah satu tempat untuk Progress Aksi Tim Strategi Nasional Pecegahan Korupsi (Stranas PK) Aksi Kepelabuhanan di Lingkungan PT Pelindo (Persero) juga telah menindaklanjuti dan melaksanakan semua indikator penilaian Tim Stranas PK yang meliputi SSMQ (Pemeriksaan bersama bea cukai dan karantina), Autogate System, DO Online, SP2 Online, SIMON TKBM, serta Trucking Online (STID dan Truck Booking System).

Selain TPK Kariangau, PT KKT juga mengembangkan bidang usaha non peti kemas melalui pengoperasian Terminal Multipurpose. Saat ini, PT KKT telah melakukan kerjasama dengan beberapa mitra kerja untuk pelayanan kegiatan bongkar muat kargo batu pecah, pasir palu, krikil dan pasir batu untuk bahan material pembangunan IKN. PT KKT juga melakukan pelayanan terhadap bongkar muat curah kering batu bara terhadap pemilik IUP OP sesuai dengan ketentuan yang berlaku.

the regional-owned enterprise Melati Bhakti Satya. It was established pursuant to Limited Liability Company Deed of Incorporation No. 22 dated February 8, 2012, drawn up by Notary Hasanuddin, SH., Mhum., MKn, to operate the Kariangau Container Terminal (TPK Kariangau).

TPK Kariangau is located in ALKI II (01 09'28"S/116 49"59"E), integrated with the Kariangau Industrial Estate (KIK), and features a draft depth of -14 LWS at the wharf, situated in the calm waters of Balikpapan Bay with a shipping channel spanning 15 miles. TPK Kariangau has adequate port facilities, including a pier 270 meters long and 30 meters wide, a trestle/quay 282 meters long and 10.5 meters wide, and a 6-hectare storage yard with a capacity of 300,000 TEUs and 46 reefer plugs. To support port services, TPK Kariangau is equipped with a comprehensive range of port equipment, including 3 (three) container cranes, 9 (nine) rubber-tyred gantries, 1 (one) reach stacker, 4 (four) forklifts, 1 (one) side loader, and 14 (fourteen) terminal trucks and chassis. Of course, in addition to port facilities and equipment, the Kariangau Container Terminal also has supporting facilities tailored to service requirements in accordance with the required standards.

To streamline services for its customers, PT KKT has implemented applications and online platforms in most of its business processes. Even the Kariangau Container Terminal (TPK Kariangau)—which serves as one of the sites for the National Anti-Corruption Strategy Team's (Stranas PK) action plan— (Stranas PK) Port Action within PT Pelindo (Persero), has also followed up on and implemented all of the Stranas PK Team's assessment indicators, which include SSMQ (joint customs and quarantine inspections), the Autogate System, Online Delivery Orders (DO), Online SP2, SIMON TKBM, and Online Trucking (STID and Truck Booking System).

In addition to the Kariangau Container Terminal (TPK Kariangau), PT KKT has also expanded into non-container business sectors through the operation of a Multipurpose Terminal. Currently, PT KKT has established partnerships with several business partners to provide loading and unloading services for crushed stone, Palu sand, gravel, and stone sand—materials used in the construction of the New Capital City (IKN). PT KKT also provides dry bulk coal loading and unloading services for IUP OP holders in accordance with applicable regulations.

## PT PRIMA MULTI TERMINAL

| | | | |
|---|---|---|---|
| **Status Operasional**<br>Operational Status | Telah Beroperasi | | Operational |
| **Bidang Usaha**<br>Business | Jasa Kepelabuhanan | | Port Services |
| **Kepemilikan Saham**<br>Share Ownership | • PT Pelindo Terminal Petikemas 97,73%<br>• PT Pembangunan Perumahan (Persero) Tbk. 1,26%<br>• PT Waskita Karya (Persero) Tbl. 1,01% | | • PT Pelindo Terminal Petikemas 97,73%<br>• PT Pembangunan Perumahan (Persero) Tbk. 1,26%<br>• PT Waskita Karya (Persero) Tbl. 1,01% |
| **Susunan Manajemen**<br>Management Structure | Direktur Utama (Plt.) | Acting President Director | Rudi Susanto |
| | Direktur Keuangan, SDM & Manajemen Risiko(Plt.) | Director of Finance, Human Resources & Risk Management (Acting) | Syamsudin |
| | Direktur Operasi & Teknik (Plt.) | Director of Operations & Engineering (Acting) | Wahyudi |
| | Komisaris Utama | President Commissioner | Faldi Saputra |

PT Prima Multi Terminal atau PMT Kuala Tanjung merupakan perusahaan jasa pelayanan yang mengelola Kuala Tanjung Multipurpose Terminal (KTMT) yaitu terminal di Pelabuhan Kuala Tanjung, Sumatera Utara.

PMT Kuala Tanjung memiliki lini pelayanan diantaranya pelayanan peti kemas, curah cair dan general cargo. Lokasi Pelabuhan Kuala Tanjung yang terletak pada jalur pelayaran utama Selat Malaka yang merupakan International Hub Port (IHP) sekaligus Gateway di Wilayah Barat, mempunyai kedalaman yang memadai yaitu 16-17 Lws sehingga mampu disandari oleh kapal Post Panamax dan kapal tanker dengan lebih dari 50.000 DWT membuatnya menjadi pelabuhan strategis.

PT Prima Multi Terminal, or PMT Kuala Tanjung, is a service provider that manages the Kuala Tanjung Multipurpose Terminal (KTMT), a terminal at the Port of Kuala Tanjung in North Sumatra.

PMT Kuala Tanjung offers a range of services, including container handling, liquid bulk, and general cargo. Located on the main shipping route through the Strait of Malacca, Kuala Tanjung Port serves as both an International Hub Port (IHP) and a gateway to the western region. With a sufficient draft of 16–17 Lws, it can accommodate Post-Panamax vessels and tankers exceeding 50,000 DWT, making it a strategic port.

# Kronologi Penerbitan Saham

## Timeline of Share Issuance

Hingga 31 Desember 2025, saham Perusahaan masih dipegang secara penuh oleh PT Pelabuhan Indonesia (Persero) dan PT Integrasi Logistik Cipta Solusi dengan persentase kepemilikan masing-masing saham sebesar 99,9% dan 0,1% dalam bentuk saham ditempatkan. Dengan demikian, saham Perusahaan tidak diperdagangkan di bursa efek manapun serta informasi terkait:

- Kronologi pencatatan saham berupa tanggal penetapan rencana pencatatan saham, korespondensi dengan pihak-pihak terkait dalam rangka persiapan pencatatan saham, dan hasil penilaian dari pihak pemeringkat;
- Jumlah saham;
- Nilai nominal;
- Harga penawaran di awal pencatatan hingga akhir tahun buku; dan
- Nama bursa tempat saham dicatatkan;
- Tidak dapat disajikan karena tidak relevan dengan kondisi yang terjadi di Perusahaan saat ini, di mana statusnya sebagai subholding BUMN yang belum melaksanakan pencatatan saham di bursa efek.

As of December 31, 2025, the Company's shares are still wholly owned by PT Pelabuhan Indonesia (Persero) and PT Integrasi Logistik Cipta Solusi, with ownership percentages of 99.9% and 0.1%, respectively, in the form of issued shares. Consequently, the Company's shares are not traded on any stock exchange, and related information includes:

- The timeline of the stock listing, including the date the listing plan was finalized, correspondence with relevant parties in preparation for the listing, and the results of the rating agency's assessment;
- Number of shares;
- Par value;
- The offering price from the start of listing through the end of the fiscal year; and
- The name of the exchange where the shares are listed;
- Cannot be presented as it is not relevant to the Company's current circumstances, given its status as a state-owned enterprise (SOE) subholding company that has not yet listed its shares on a stock exchange.

# Kronologi Penerbitan Efek Lainnya

## Timeline of Other Securities Issuances

Hingga 31 Desember 2025, Pelindo Terminal Petikemas belum pernah mencatatkan efeknya di bursa saham mana pun. Oleh karena itu, tidak terdapat informasi terkait kronologi pencatatan efek, jenis tindakan korporasi *(corporate action),* perubahan jumlah efek, maupun nama bursa dan peringkat efek.

As of December 31, 2025, Pelindo Terminal Petikemas has never listed its securities on any stock exchange. Therefore, there is no information regarding the chronology of securities listings, types of corporate actions, changes in the number of securities, or the names of exchanges and securities ratings.

# Lembaga Penunjang
Supporting Institutions

## KONSULTAN HUKUM/LEGAL CONSULTANTS
**Siaga Law Office & Partners**

| | |
|---|---|
| **Alamat/**Address | Jalan Rukan Grand Galaxy, Blok RNSB No. 23, Jakasetia, Bekasi Selatan, Kota Bekasi. |
| **Telepon/**Phone | 082261089480 |
| **Faksimile/**Fax | - |
| **Surel/**Email | siagainfolaw@gmail.com |
| **Jasa yang diberikan** Services Provided | Bantuan Jasa Konsultan Hukum dengan Ruang Lingkup Legal Advice dan Legal Opinion, Legal Due Diligence, Pendampingan Hukum, dan Litigasi yang berlaku sebagai Retainer. Legal Consulting Services covering Legal Advice and Legal Opinions, Legal Due Diligence, Legal Representation, and Litigation under a retainer agreement. |
| **Surat Penunjukkan** Letter of Appointment | Kontrak Payung / Outline Agreement (OA) Nomor : OA-2022-0000110 Umbrella Contract / Outline Agreement (OA) Number: OA-2022-0000110 |
| **Periode Penugasan** Assignment Period | 18 Agustus 2022 – 17 Agustus 2023 August 18, 2022 – August 17, 2023 |

## NOTARIS/NOTARY
**Nanda Fauz Iwan, S.H., M.Kn**

| | |
|---|---|
| **Alamat/**Address | Royal Palace Blok C /16 |
| **Telepon/**Phone | (021) 8313356/8313383 |
| **Faksimile/**Fax | (021) 8313408 |
| **Surel/**Email | Nanda.fauz@gmail.com |
| **Jasa yang diberikan** Services Provided | Pembuatan Akta Notaris Perubahan Perseoran. Preparation of a Notarial Deed of Corporate Amendment |
| **Surat Penunjukkan** Letter of Appointment | PR-2023-0000726 |
| **Periode Penugasan** Assignment Period | 25 Januari – 24 Februari 2023 January 25 – February 24, 2023 |

## KANTOR AKUNTAN PUBLIK PUBLIC ACCOUNTING FIRM
**Purwanto Susanti dan Surja**

| | |
|---|---|
| **Alamat/**Address | Indonesia Stock Exchange Building Tower 2, 7th floor, Jl. Jend. Sudirman Kav. 52-53, Jakarta 12190 |
| **Telepon/**Phone | +62 21 5289 5000, +62 21 5289 4100 |
| **Faksimile/Fax** | - |
| **Surel/**Email | - |
| **Jasa yang diberikan** Services Provided | Bantuan Pekerjaan Jasa Audit Umum Laporan Keuangan untuk Tahun Buku 2025. Assistance with General Audit Services for Financial Statements for Fiscal Year 2025 |
| **Surat Penunjukkan** Letter of Appointment | Kontrak Nomor : PO.02/7/1/1/AKTU/KEUG/PLND-26 Contract Number: PO.02/7/1/1/AKTU/KEUG/PLND-26 |
| **Periode Penugasan** Assignment Period | Tahun Buku 2025 Fiscal Year 2025 |

## KONSULTAN HUKUM/LEGAL CONSULTANT
**Tjajo & Partners**

| | |
|---|---|
| **Alamat/**Address | Satrio Tower Lantai 15, Jl. Prof Dr. Satrio Kav C4, Jakarta |
| **Telepon/**Phone | 02122513653 |
| **Faksimile/**Fax | - |
| **Surel/**Email | - |
| **Jasa yang diberikan** Services Provided | Pekerjaan Konsultan Hukum Bisnis, Kepatuhan Perusahaan dan Komersial di Lingkungan PT Pelindo Terminal Petikemas. Business Legal, Corporate Compliance, and Commercial Consulting Services for PT Pelindo Container Terminal |
| **Surat Penunjukkan** Letter of Appointment | Kontrak Nomor : PD.02/2/5/2/PKKP/PKKP/PLTP-25 Contract No.: PD.02/2/5/2/PKKP/PKKP/PLTP-25 |
| **Periode Penugasan** Assignment Period | Tahun Buku 2025 Fiscal Year 2025 |

# Struktur Grup Perusahaan

Corporate Group Structure

CUCU PERUSAHAAN (BJTI)

**PT BERLIAN MANYAR SEJAHTERA**

- BJTI: **60%**
- UEPN: **40%**

**Tanggal Pendirian** | Establishment date:
12 Juni 2012 | June 12, 2012

**Bidang Usaha** | Business Line:
Jasa Kepelabuhan Manyar JIIPE | Manyar JIIPE Port Service

CUCU AFILIASI (BJTI)

**PT BERKAH KAWASAN MANYAR SEJAHTERA**

- BJTI: **40%**
- UEPN: **60%**

**Tanggal Pendirian** | Establishment date:
18 Mei 2012 | May 18, 2012

**Bidang Usaha** | Business Line:
Kawasan Industri | Industrial Area

CUCU PERUSAHAAN (BJTI)

**PT PELINDO PROPERTI INDONESIA**

- BJTI: **99.91%**
- Kopelindo: **0.09%**

**Tanggal Pendirian** | Establishment date:
5 Desember 2014 | December 5, 2014

**Bidang Usaha** | Business Line:
Pengelolaan Properti | Property Management

CUCU AFILIASI (BJTI)

**PT TERMINAL NILAM UTARA**

- BJTI: **40%**
- Andahanesa Abadi: **60%**

**Tanggal Pendirian** | Establishment date:
23 Agustus 2013 | August 23, 2013

**Bidang Usaha** | Business Line:
Layanan Terminal Curah Cair Dry Bulk Terminal Service

CUCU PERUSAHAAN (IPC TPK)

**PT NPCT 1**

- IPC TPK: **51%**
- Sea Terminal Management & Service Pte. Ltd.: **49%**

**Tanggal Pendirian** | Establishment date:
28 Mei 2014 | May 28, 2014

**Bidang Usaha** | Business Line:
Layanan Terminal Kendaraan & Petikemas | Vehicle and Container Terminal Service

CUCU PERUSAHAAN (PRIMA TPK)

**BALURAN NEW CONTAINER TERMINAL**

- Prima TPK: **51%**
- PT INA- DP World Investment: **49%**

**Tanggal Pendirian** | Establishment date:
1 September 2023 | September 1, 2023

**Bidang Usaha** | Business Line:
Kerjasama Operasi Bisnis dan Layanan Terminal Petikemas
Kerjasama Operasi Bisnis dan Layanan Terminal Petikemas

CUCU PERUSAHAAN AFILIASI (TPS)

**PELABUHAN PATIMBAN INTERNASIONAL**

- PT CTCorp Infrastruktur Indonesia: **32%**
- Interport Patimban Agung: **29%**
- U Connectivity Services **29%**
- PT Terminal Petikemas Surabaya **10%**

**Tanggal Pendirian** | Establishment date:
5 Februari 2021 | February 5, 2021

**Bidang Usaha** | Business Line:
Layanan Terminal Petikemas
Layanan Terminal Petikemas

# Wilayah Operasional Perusahaan

Company's Operational Areas

Pelindo Terminal Petikemas menjalankan kegiatan operasional di berbagai wilayah strategis di seluruh Indonesia sebagai bagian dari komitmen untuk memperkuat sistem logistik nasional dan mendukung konektivitas antarwilayah. Sebagai operator terminal petikemas nasional yang terintegrasi, Pelindo Terminal Petikemas mengelola terminal di berbagai wilayah kepelabuhanan yang tersebar dari barat hingga timur Indonesia, menjangkau pusat-pusat ekonomi utama maupun daerah terpencil yang memiliki potensi perdagangan dan pertumbuhan logistik.

Pada tahun 2025, wilayah kegiatan operasional Pelindo Terminal Petikemas mencakup 17 lokasi di berbagai provinsi di Indonesia, sebagai berikut:

Pelindo Terminal Petikemas conducts operational activities in various strategic regions throughout Indonesia as part of its commitment to strengthening the national logistics system and supporting inter-regional connectivity. As an integrated national container terminal operator, Pelindo Terminal Petikemas manages terminals in various port areas stretching from western to eastern Indonesia, reaching major economic centers as well as remote areas with potential for trade and logistics growth.

By 2025, Pelindo Terminal Petikemas's operational areas will encompass 17 locations across various provinces in Indonesia, as follows:

1. **SUMATERA UTARA** (Medan dan Batu Bara)
2. **RIAU** (Siak).
3. **KALIMANTAN SELATAN** (Banjarmasin).
4. **KALIMANTAN TIMUR** (Balikpapan dan Tarakan).
5. **DKI JAKARTA** (Jakarta Utara)
6. **JAWA TENGAH** (Semarang).
7. **JAWA TIMUR** (Surabaya).
8. **SULAWESI TENGAH** (Palu).
9. **SULAWESI TENGGARA** (Kendari).
10. **SULAWESI SELATAN** (Makassar).
11. **SULAWESI UTARA** (Bitung).
12. **MALUKU** (Ambon).
13. **NUSA TENGGARA TIMUR** (Kupang).
14. **PAPUA BARAT** (Sorong).
15. **PAPUA** (Jayapura).
16. **KALIMANTAN TENGAH** (Kotawaringin Barat dan Kotawaringin Timur)
17. **PAPUA SELATAN** (Merauke)

# Unit Bisnis dan Kantor Perwakilan

Business Units and Representative Offices

## KANTOR PUSAT
HEADQUARTERS

Jl. Perak Timur No. 478, Surabaya, Jawa Timur - 60165

| | |
|---|---|
| **Telepon** Phone | +62 31 99210456 |
| **Surel**/Email | info.tpk@pelindo.co.id |
| **Website** | www.pelindotpk.co.id |

## ANAK PERUSAHAAN
SUBSIDIARIES

### PT TERMINAL PETIKEMAS SURABAYA

Jl. Tanjung Mutiara 1, Surabaya, Jawa Timur - 60177

| | |
|---|---|
| **Telepon** Phone | +62 31 3283265-70 |
| **Surel**/Email | corporate.communication@tps.co.id / cs@tps.co.id |
| **Website** | www.tps.co.id |

### PT BERLIAN JASA TERMINAL INDONESIA

Pelindo Place Office Tower Lantai 15, Jl. Perak Timur No. 478, Surabaya, Jawa Timur - 60165

| | |
|---|---|
| **Telepon** Phone | +62 31 3287120 |
| **Surel**/Email | info@bjtiport.co.id / humas@bjtiport.co.id |
| **Website** | www.bjtiport.co.id |

### PT IPC TERMINAL PETIKEMAS

Pelindo Tower, Lantai 18. Jl. Yos Sudarso No. 9, Koja, Jakarta Utara - 14230

| | |
|---|---|
| **Telepon** Phone | +62 21-4301080 \| +62 4003899 / 77 |
| **Surel**/Email | corp.sec@ipctpk.co.id |
| **Website** | www.ipctpk.co.id |

### PT TERMINAL TELUK LAMONG

Jl. Raya Tambak Osowilangun KM 12, Kelurahan Tambak Osowilangun, Kecamatan Benowo, Surabaya Jawa Timur - 60191

| | |
|---|---|
| **Telepon** Phone | +62 31 9900 1500 |
| **Surel**/Email | terminal@teluklamong.co.id |
| **Website** | www.teluklamong.co.id |

### PT PRIMA MULTI TERMINAL

Jl. Pelabuhan No. 01, Kuala Tanjung, Sei Suka, Batu Bara, Sumatera Utara - 21657

| | |
|---|---|
| **Telepon** Phone | +62 622 5341871 |
| **Surel**/Email | corp@primamultiterminal.co.id |
| **Website** | www.primamultiterminal.co.id |

### PT PRIMA TERMINAL PETIKEMAS

Grha Pelindo Satu, Gedung B Lantai 2, Belawan II, Jl. Lingkar Pelabuhan No. 1, Medan Belawan, Medan, Sumatera Utara - 20411

| | |
|---|---|
| **Telepon** Phone | +62 61 41000055 ext. 2216 |
| **Surel**/Email | prima@primatpk.co.id |
| **Website** | www.primatpk.com |

### PT KALTIM KARIANGAU TERMINAL

Jl. Akses TPK Kariangau No.1, Kariangau, Kec. Balikpapan Barat, Kota Balikpapan, Kalimantan Timur - 76134

| | |
|---|---|
| **Telepon** Phone | +62 85248898504 |
| **Surel**/Email | callcenter@kariangauterminal.co.id |
| **Website** | www.kariangauterminal.co.id |

## TERMINAL
TERMINAL

### TERMINAL PETIKEMAS SEMARANG

Jl. Coaster No 10A, Semarang - 50174

| | |
|---|---|
| **Telepon** Phone | +62 24 3586219, 3565698, 3580668 |
| **Surel**/Email | tpk.semarang@pelindo.co.id |

### TERMINAL PETIKEMAS BANJARMASIN

Jl. Barito Hilir Trisakti No.6, Banjarmasin - 70118

| | |
|---|---|
| **Telepon** Phone | +625113365866 |
| **Surel**/Email | Tpk.banjarmasin@pelindo.co.id |

### TERMINAL PETIKEMAS NEW MAKASSAR

JL. Nusantara No. 329, Makassar, Sulawesi Selatan, 90164

| | |
|---|---|
| **Telepon** Phone | +62411316549 |
| **Surel**/Email | Tpk.makassar@pelindo.co.id |

| TERMINAL PETIKEMAS BITUNG | |
|---|---|
| Jl. Samuel Languyu No.1, Bitung, Sulawesi Utara - 95526 | |
| **Telepon** Phone | +6243821310, 21270 |
| **Surel**/Email | Tpk.bitung@pelindo.co.id |

| TERMINAL PETIKEMAS AMBON | |
|---|---|
| Jl. Yos Sudarso No. 1 Ambon, Maluku, 97126 | |
| **Surel**/Email | Tpk.ambon@pelindo.co.id |

| TERMINAL PETIKEMAS TARAKAN | |
|---|---|
| Jl. Yos Sudarso No.9, Tarakan, Kalimantan Utara, 77126 | |
| **Telepon** Phone | +6255121527 |
| **Surel**/Email | Tpk.tarakan@pelindo.co.id |

| TERMINAL PETIKEMAS KENDARI | |
|---|---|
| Jl. Pelabuhan Kontainer Kawasan Pelabuhan No.2, Kendari - 93234 | |
| **Surel**/Email | tpk.kendari@pelindo.co.id |

| TERMINAL PETIKEMAS PANTOLOAN | |
|---|---|
| Jl. Bahari No. 23, Palu - 94352 | |
| **Telepon** Phone | +62 451 491815 |
| **Surel**/Email | tpk.pantoloan@pelindo.co.id |

| TERMINAL PETIKEMAS PERAWANG | |
|---|---|
| Jl. Pertiwi Ujung No1, Siak , Riau – 28671 | |
| **Telepon** Phone | +627619950182 |
| **Surel**/Email | Tpk.perawang@pelindo.co.id |

| TERMINAL PETIKEMAS SORONG | |
|---|---|
| Jl. Ahmad Yani No. 13, Sorong, Papua Barat, 98414 | |
| **Telepon** Phone | +62951333649 |
| **Surel**/Email | Tpk.sorong@pelindo.co.id |

| TERMINAL PETIKEMAS JAYAPURA | |
|---|---|
| Jl. Koti II No. 21 Jayapura, Papua, 99221 | |
| **Telepon** Phone | +62967533030, 533330, 533035 |
| **Surel**/Email | Tpk.jayapura@pelindo.co.id |

| TERMINAL PETIKEMAS KUPANG | |
|---|---|
| Jl. Yos Sudarso No 23, Kupang, Nusa Tenggara Timur, 85351 | |
| **Telepon** Phone | +62830890071/890072 |
| **Surel**/Email | Tpk.kupang@pelindo.co.id |

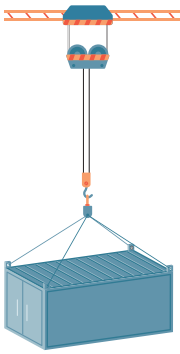
| TERMINAL PETIKEMAS BAGENDANG BUMIHARJO | |
|---|---|
| Jl. H.M. Arsyad KM.23, Kotawaringin Timur, Kalimantan Tengah, 74323 | |
| **Surel**/Email | tpk.bagendang@pelindo.co.id |

| TERMINAL PETIKEMAS MERAUKE | |
|---|---|
| Jl. Pelayaran Baru No.9, Merauke, Papua Selatan, 99613 | |
| **Surel**/Email | tpk.merauke@pelindo.co.id |

| TERMINAL PETIKEMAS TERNATE | |
|---|---|
| Jl. Jend. Ahmad Yani No.1, Ternate, Maluku Utara, 97714 | |
| **Telepon** Phone | +629213121574 |
| **Surel**/Email | tpk.ternate@pelindo.co.id |

# Informasi Perusahaan

Company Information



**Sebagai wujud penerapan prinsip transparansi, akuntabilitas, dan keterbukaan informasi, Pelindo Terminal Petikemas menyediakan sarana komunikasi korporat yang dapat diakses oleh seluruh pemangku kepentingan melalui website resmi Perusahaan di www.pelindotpk.co.id. Kehadiran website tersebut merupakan bagian dari upaya Perusahaan untuk memastikan informasi penting terkait profil, kinerja, layanan, dan tata kelola perusahaan dapat diperoleh secara mudah, cepat, dan relevan oleh investor, mitra usaha, regulator, pelanggan, serta masyarakat luas.**

As part of its commitment to the principles of transparency, accountability, and open information, Pelindo Terminal Petikemas provides a corporate communication platform accessible to all stakeholders through the Company's official website at www.pelindotpk.co.id. The website is part of the Company's efforts to ensure that important information regarding its profile, performance, services, and corporate governance is easily, quickly, and effectively accessible to investors, business partners, regulators, customers, and the general public.

Website Perusahaan dikembangkan sebagai media informasi publik yang memuat data perusahaan secara lengkap dan diperbarui secara berkala. Melalui kanal digital ini, Pelindo Terminal Petikemas tidak hanya memenuhi kebutuhan informasi para pemangku kepentingan, tetapi juga memperkuat implementasi tata kelola perusahaan yang baik melalui penyediaan informasi yang terbuka, terstruktur, dan mudah ditelusuri.

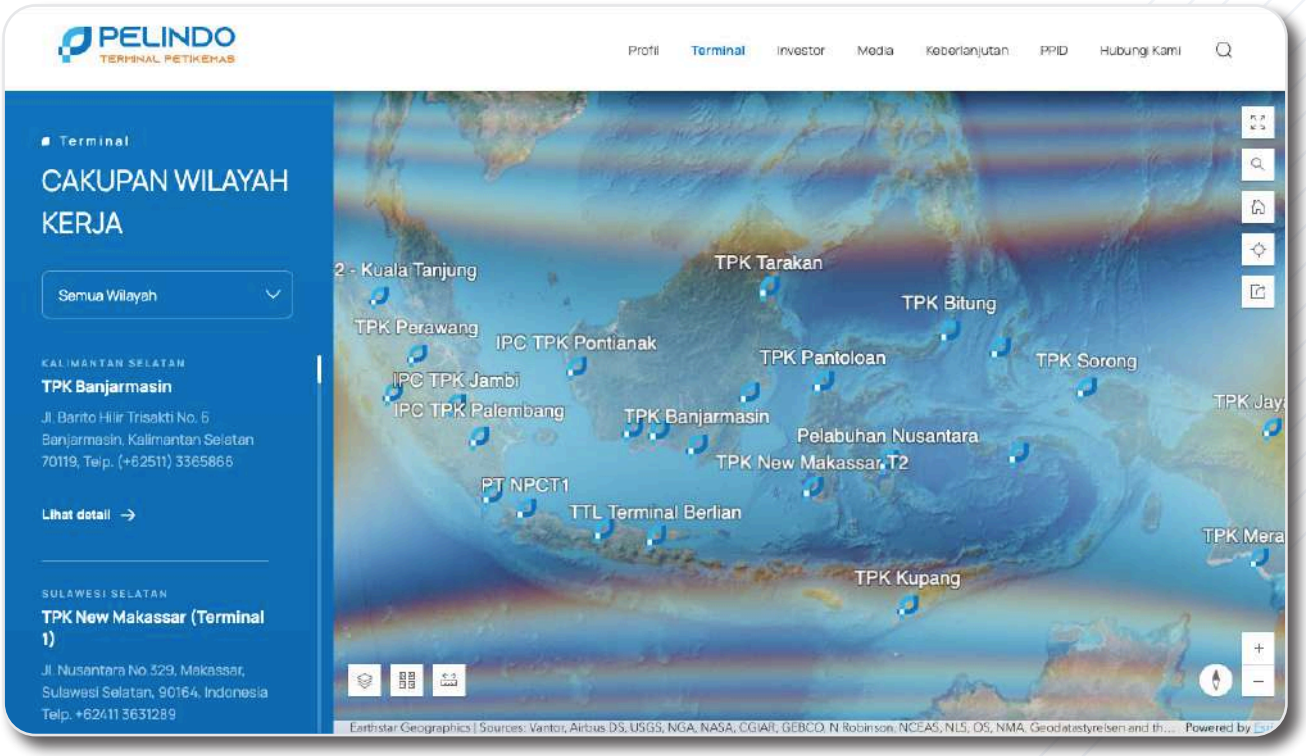
Melalui website tersebut, para pemangku kepentingan dapat mengakses berbagai informasi penting antara lain:

1. **Profil Perusahaan**
   Informasi mengenai sejarah dan berdirinnya Perusahaan, visi & misi, serta core values Perusahaan, dapat diakses di website Perusahaan pada menu "Profil" dan subkategori "Tentang Kami".
2. **Profil Dewan Komisaris dan Direksi**
   Informasi mengenai Profil Dewan Komisaris dan Direksi secara lengkap beserta legalitas pengangkatannya dapat diakses di website Perusahaan pada kategori "Profil" dan subkategori "Manajemen".
3. **Profil Entitas Binis**
   Informasi mengenai profil seluruh Anak Perusahaan PT Pelindo Terminal Petikemas. Secara lengkap dapat diakses melalui website Perusahaan pada kategori "Profil" dan subkategori "Entitas Bisnis".
4. **Struktur Organisasi**
   Informasi mengenai struktur organisasi dapat diakses di

The Company's website was developed as a public information platform that contains comprehensive company data and is updated regularly. Through this digital channel, Pelindo Terminal Petikemas not only meets the information needs of its stakeholders but also strengthens the implementation of good corporate governance by providing information that is transparent, structured, and easily searchable.

Through the website, stakeholders can access various important information, including:

1. **Company Profile**
   Information regarding the Company's history and establishment, vision and mission, as well as its core values, can be accessed on the Company's website under the "Profile" menu and the "About Us" subcategory.
2. **Board of Commissioners and Board of Directors Profiles**
   Complete information regarding the profiles of the Board of Commissioners and the Board of Directors, along with the legal basis for their appointments, can be accessed on the Company's website under the "Profile" category and the "Management" subcategory.
3. **Business Entity Profiles**
   Complete information regarding the profiles of all PT Pelindo Terminal Petikemas subsidiaries can be accessed on the Company's website under the "Profile" category and the "Business Entities" subcategory.
4. **Organizational Structure**
   Information regarding the organizational structure can be




website Perusahaan pada menu "Profil" dan subkategori "Struktur Organisasi".

5. **Penghargaan**
   Informasi mengenai capaian penghargaan Perusahaan dapat diakses di website Perusahaan pada menu "Profil" dan subkategori "Penghargaan".
6. **Tata Kelola Perusahaan**
   Informasi mengenai penerapan prinsip tata kelola Perusahaan yang baik dapat diakses pada website Perusahaan dalam menu "Tata Kelola" dan subkategori "Tata Kelola Perusahaan".
7. **Sistem Manajemen**
   Informasi mengenai sistem manajemen yang meliputi kebijakan mutu, keselamatan dan kesehatan kerja serta keamanan lingkungan dapat diakses melalui website Perusahaan dalam menu "Tata Kelola" dan subkategori "Sistem Manajemen".
8. **Pelaporan**
   Merupakan media yang disediakan Perusahaan terkait dengan penanganan pengaduan. Media ini tidak hanya dikhususkan bagi karyawan namun juga bagi seluruh masyarakat. Secara lengkap dapat diakses melalui website Perusahaan dalam menu "Tata Kelola" dan subkategori "Pelaporan".

accessed on the Company's website under the "Profile" menu and the "Organizational Structure" subcategory. **5.**

5. **Awards**
   Information regarding the Company's awards can be accessed on the Company's website under the "Profile" menu and the "Awards" subcategory.
6. **Corporate Governance**
   Information regarding the implementation of the Company's good corporate governance principles can be accessed on the Company's website under the "Governance" menu and the "Corporate Governance" subcategory.
7. **Management Systems**
   This is a channel provided by the Company for handling complaints. This channel is not only intended for employees but also for the general public. Full details can be accessed on the Company's website under the "Governance" menu and the "Reporting" subcategory.
8. **Reporting**
   Information regarding the services provided by the Company, ranging from stevedoring, haulage, wharf services, receiving and delivery, warehousing, and other services, can be accessed through the Company's website under the "Services" menu.

9. **Layanan**
   Informasi mengenai layanan jasa yang diberikan Perusahaan mulai dari layanan Stevedoring, Haulage, Pelayanan Dermaga, Receiving Delivery, Jasa Penumpukan serta jasa layanan lainnya yang dapat diakses melalui website Perusahaan dalam menu "Layanan".
10. **Informasi Terminal (Wilayah Kerja)**
    Merupakan informasi mengenai peta lokasi terminal, fasilitas, dan peralatan yang dikelola oleh Perusahaan yang dapat diakses melalui website Perusahaan dalam menu "Terminal"
.
11. **Informasi Pemegang Saham**
    Informasi mengenai Pemegang Saham Perusahaan dapat diakses di website Perusahaan pada kategori "Investor" dan subkategori "Pemegang Saham".
12. **Laporan Keuangan, Tahunan dan Keberlanjutan**
    Informasi mengenai laporan keuangan, tahunan, dan keberlanjutan dapat diakses di website Perusahaan pada kategori "Investor" dan subkategori "Laporan". Data yang dilampirkan dalam informasi laporan keuangan selalu kami perbarui setiap per tiga bulan (triwulan) dengan menyediakan sarana pengunduhan yang dapat memudahkan Pemangku Kepentingan dalam memperoleh data tersebut.
13. **Obligasi**
    Informasi mengenai obligasi dapat diakses melalui website Perusahaan pada kategori "Investor" dan subkategori "Obligasi".
14. **Siaran Pers**
    Merupakan informasi mengenai berita rilis resmi Perusahaan yang dapat diakses melalui website Perusahaan pada kategori "Media" dan subkategori "Siaran Pers".

15. **Kabar Terbaru**
    Informasi mengenai pemberitaan terbaru dunia maritim dapat diakses melalui website Perusahaan pada kategori "Media" dan subkategori "Kabar terbaru".
16. **Tanggung Jawab Sosial dan Lingkungan**
    Informasi mengenai pemberitaan tanggung jawab sosial dan lingkungan dapat diakses melalui website Perusahaan dalam kategori "TJSL".
17. **Pengadaan**
    Sebagai media registrasi bagi seluruh mitra dan calon mitra Perusahaan untuk dapat ikut serta dalam kegiatan pengadaan barang dan jasa. Selain sebagai media registrasi juga berperan sebagai media informasi terkait dengan pengadaan-pengadaan yang dibutuhkan baik bagi Perusahaan maupun Anak Perusahaan, dapat di akses melalui website Perusahaan pada menu header "Pengadaan".

9. **Services**
   Information regarding the services provided by the Company, ranging from stevedoring, haulage, wharf services, receiving and delivery, warehousing, and other services, can be accessed through the Company's website under the "Services" menu.
10. **Terminal Information (Operating Areas)**
    This section provides information on terminal location maps, facilities, and equipment managed by the Company, which can be accessed via the Company's website under the "Terminal" menu. .
11. **Shareholder Information**
    Information regarding the Company's shareholders can be accessed on the Company's website under the "Investors" category and the "Shareholders" subcategory.
12. **Financial, Annual, and Sustainability Reports**
    Information regarding financial, annual, and sustainability reports can be accessed on the Company's website under the "Investor" category and the "Reports" subcategory. We update the data included in the financial reports every three months (quarterly) and provide download links to make it easier for stakeholders to access this data.

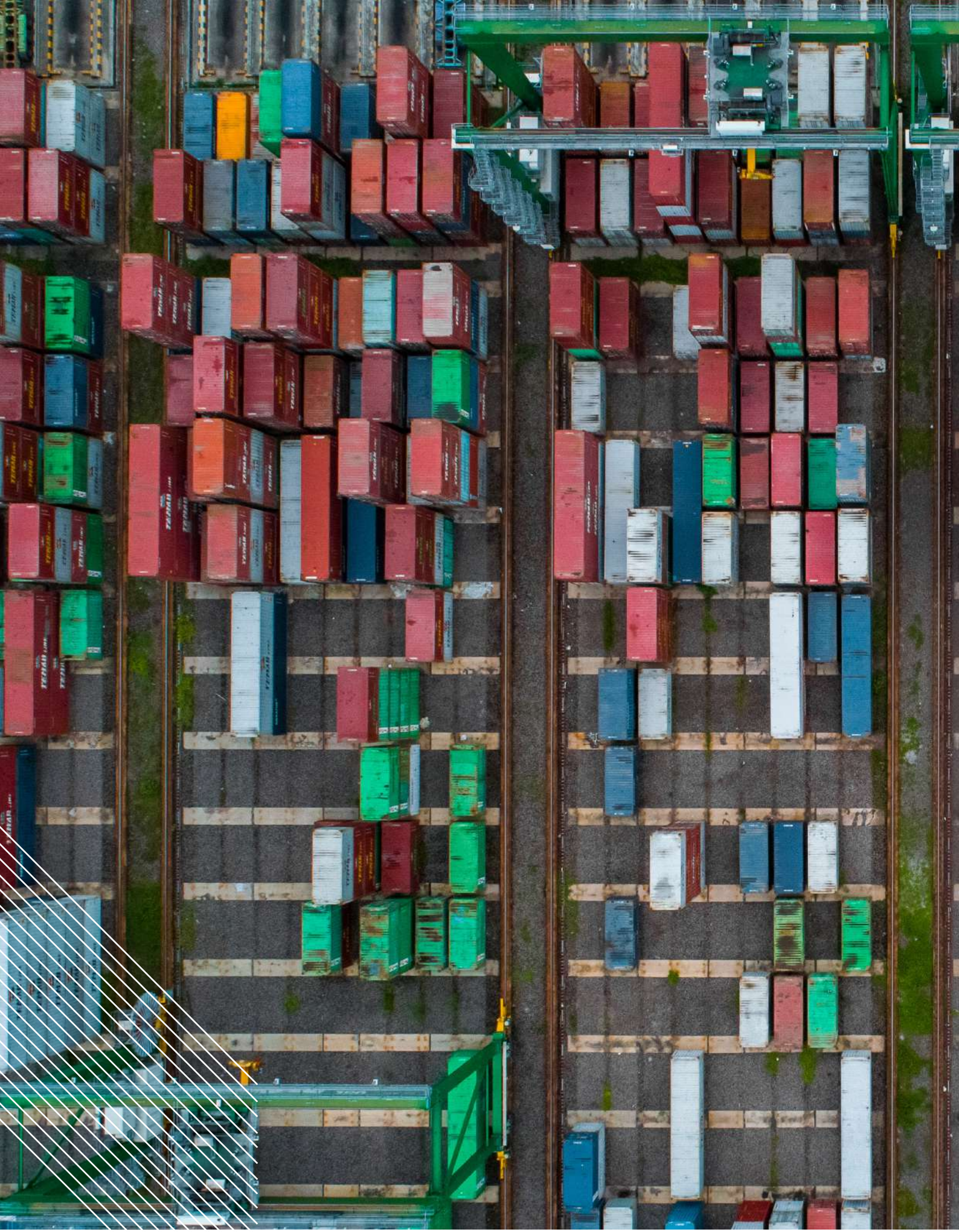
13. **Bonds**
    Information regarding bonds can be accessed on the Company's website under the "Investors" category and the "Bonds" subcategory.
14. **Press Releases**
    This section contains information regarding the Company's official press releases, which can be accessed on the Company's website under the "Media" category and the "Press Releases" subcategory.
15. **Latest News**
    Information regarding the latest news in the maritime world can be accessed through the Company's website under the "Media" category and the "Latest News" subcategory.
16. **Social and Environmental Responsibility**
    Information regarding social and environmental responsibility news can be accessed through the Company's website under the "CSR" category.
17. **Procurement**
    This serves as a registration portal for all of the Company's partners and prospective partners to participate in the procurement of goods and services. In addition to serving as a registration portal, it also functions as an information portal regarding procurements required by both the Company and its Subsidiaries, and can be accessed via the Company's website under the "Procurement" header menu.

18. **Portal Pelanggan**
    Sebagai sarana komunikasi perusahaan kepada para pelanggan, hal ini merupakan salah satu bentuk komitmen Perusahaan dalam memberikan pelayanan prima bagi para pelanggan, dapat di akses melalui website Perusahaan pada menu header "Customer Portal".
19. **Karir**
    Informasi mengenai rekrutmen pegawai yang dilakukan oleh Perusahaan dapat diakses melalui website Perusahaan pada menu header "Karir".
20. **Hubungi Kami**
    Sarana bagi pengunjung website untuk menanyakan berbagai informasi tentang Perusahaan, dapat diakses melalui website Perusahaan pada menu header "Hubungi Kami".
21. **Keterbukaan Informasi Publik**
    Layanan daring bagi pemohon informasi publik sebagai salah satu wujud pelaksanaan keterbukaan informasi publik Perusahaan, dapat diakses melalui website Perusahaan pada menu header "Keterbukaan Informasi Publik".

Secara keseluruhan, website resmi Pelindo Terminal Petikemas berperan sebagai media strategis dalam mendukung keterbukaan informasi, memperkuat kepercayaan pemangku kepentingan, serta menunjang citra Perusahaan sebagai entitas yang adaptif, informatif, dan berorientasi pada pelayanan. Melalui optimalisasi kanal digital ini, Pelindo Terminal Petikemas terus berupaya meningkatkan kualitas komunikasi perusahaan sekaligus memperluas akses publik terhadap informasi yang akurat dan terpercaya.

18. **Customer Portal**
    As a means of communication between the Company and its customers, this portal represents one of the Company's commitments to providing excellent service to customers; it can be accessed via the Company's website under the "Customer Portal" header menu.
19. **Careers**
    Information regarding the Company's employee recruitment can be accessed via the Company's website under the "Careers" header menu.
20. **Contact Us**
    A channel for website visitors to inquire about various information regarding the Company, accessible via the Company's website under the "Contact Us" header menu.
21. **Public Information Disclosure**
    An online service for public information requesters—as part of the Company's commitment to public information transparency—is accessible via the Company's website under the "Public Information Transparency" header menu.

Overall, Pelindo Terminal Petikemas's official website serves as a strategic medium to support information transparency, strengthen stakeholder trust, and bolster the Company's image as an adaptive, informative, and service-oriented entity. Through the optimization of this digital channel, Pelindo Terminal Petikemas continues to strive to improve the quality of corporate communication while expanding public access to accurate and reliable information.



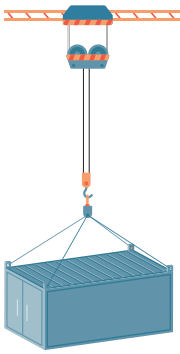
# 3

# TINJAUAN PENUNJANG BISNIS

## Business Support Overview

# Sumber Daya Manusia

Human Resources



**Sumber Daya Manusia (SDM) merupakan penggerak utama dalam mendukung pencapaian visi Pelindo Terminal Petikemas sebagai *"World-Class Leading Terminal Operator"*. Dalam menghadapi dinamika industri kepelabuhanan yang semakin kompetitif, perusahaan memandang kualitas dan kapabilitas SDM sebagai faktor kunci dalam menjaga kinerja operasional sekaligus mendorong transformasi berkelanjutan.**

Human resources (HR) are the primary driving force in supporting the achievement of Pelindo Terminal Petikemas's vision as a "World-Class Leading Terminal Operator." In the face of an increasingly competitive port industry, the company views the quality and capabilities of its human resources as key factors in maintaining operational performance while driving sustainable transformation.

Pelindo Terminal Petikemas menerapkan pendekatan *human capital* yang menempatkan insan perusahaan sebagai aset strategis yang harus dikelola secara sistematis dan berorientasi jangka panjang. Pengembangan kompetensi, penguatan integritas, serta peningkatan profesionalisme menjadi fokus utama dalam membangun organisasi yang adaptif dan berdaya saing.

Sejalan dengan hal tersebut, perusahaan mengembangkan program pengelolaan SDM yang terintegrasi, meliputi peningkatan kapasitas teknis dan perilaku, pengelolaan karier yang terstruktur, serta pemberian kompensasi dan kesejahteraan yang kompetitif. Pendekatan ini diarahkan untuk meningkatkan produktivitas, memperkuat keterikatan pegawai, serta menciptakan lingkungan kerja yang kondusif. Seluruh praktik ketenagakerjaan dijalankan dengan mengacu pada ketentuan yang berlaku serta mengedepankan hubungan industrial yang harmonis, adil, dan berkelanjutan, sebagai bagian dari komitmen perusahaan dalam menjaga stabilitas organisasi dan keberlangsungan usaha.

## Fokus Pengembangan SDM Tahun 2025

Fokus pengembangan SDM Pelindo Terminal Petikemas pada tahun 2025 diarahkan pada beberapa inisiatif utama sebagai berikut:

- **Pengembangan SDM Berbasis Kompetensi**
  Implementasi pengelolaan SDM secara menyeluruh berbasis kompetensi untuk memastikan keselarasan antara kebutuhan organisasi dan kapabilitas individu.
- **Pelatihan Teknis dan Mandatory Training**
  Program pelatihan disusun berdasarkan *learning need analysis* guna meningkatkan kompetensi teknis maupun non-teknis secara terarah dan terukur.

Pelindo Terminal Petikemas implements a human capital approach that positions its employees as strategic assets that must be managed systematically and with a long-term orientation. Competency development, strengthening integrity, and enhancing professionalism are the primary focuses in building an adaptive and competitive organization.

In line with this, the company has developed an integrated human resources management program, encompassing the enhancement of technical and behavioral competencies, structured career management, and the provision of competitive compensation and benefits. This approach is designed to boost productivity, strengthen employee engagement, and create a conducive work environment. All employment practices are carried out in accordance with applicable regulations and prioritize harmonious, fair, and sustainable industrial relations, as part of the company's commitment to maintaining organizational stability and business continuity.

## 2025 Human Resources Development Focus

Pelindo Terminal Petikemas's HR development focus for 2025 is directed toward the following key initiatives:

- **Competency-Based Human Resources Development**
  Implementation of comprehensive competency-based HR management to ensure alignment between organizational needs and individual capabilities.
- **Technical Training and Mandatory Training**
  Training programs are designed based on learning needs analysis to enhance both technical and non-technical competencies in a targeted and measurable manner.

- **Optimalisasi Penempatan SDM**
  Penyesuaian peran dan fungsi pegawai untuk meningkatkan efektivitas kerja serta efisiensi organisasi.
- **Penguatan Manajemen Kinerja**
  Sistem manajemen kinerja digunakan sebagai instrumen utama dalam mendorong kontribusi individu terhadap pencapaian target strategis perusahaan.
- **Rekrutmen Berbasis Kebutuhan Strategis**
  Proses seleksi dilakukan secara selektif dan terarah sesuai dengan rencana pengembangan bisnis dan kebutuhan operasional.
- **Pengembangan Hard dan Soft Competency**
  Penguatan kompetensi teknis, kepemimpinan, komunikasi, serta orientasi pelayanan sebagai bagian dari peningkatan kualitas SDM.
- **Harmonisasi Kebijakan Karier**
  Penyesuaian sistem jenjang karier, *job grading*, dan struktur jabatan dalam kerangka integrasi dengan PT Pelindo (Persero).
- **Peningkatan Kualitas Layanan melalui SDM**
  Pengembangan SDM diarahkan untuk mendukung pelayanan yang responsif, profesional, dan berorientasi pada kepuasan pelanggan.

## Kebijakan Pengelolaan SDM

Pelindo Terminal Petikemas menetapkan kebijakan pengelolaan sumber daya manusia (SDM) yang menjamin keberlanjutan

- **Optimization of Human Resource Placement**
  Adjusting employee roles and functions to improve work effectiveness and organizational efficiency.
- **Strengthening Performance Management**
  The performance management system serves as the primary tool for encouraging individual contributions toward achieving the company's strategic goals.
- **Recruitment Based on Strategic Needs**
  The selection process is conducted selectively and purposefully in accordance with business development plans and operational needs.
- **Development of Hard and Soft Competencies**
  Strengthening technical, leadership, and communication competencies, as well as a service-oriented mindset, as part of improving the quality of human resources.
- **Harmonization of Career Policies**
  Adjustment of the career ladder system, job grading, and position structure within the framework of integration with PT Pelindo (Persero).
- **Improving Service Quality Through Human Resources**
  Human resource development is aimed at supporting responsive, professional, and customer-satisfaction-oriented service.

## Human Resources Management Policy

Pelindo Terminal Petikemas has established human resources (HR) management policies that ensure operational sustainability and

operasional dan kepastian hukum dalam pengelolaan tenaga kerja. Mengingat latar belakang pekerja yang berasal dari berbagai entitas awal seperti PT Pelabuhan Indonesia I, II, III, IV, dan PT Terminal Petikemas Indonesia, maka hingga saat ini pengelolaan SDM tetap mengacu pada Peraturan Direksi masing-masing perusahaan asal serta kebijakan umum dari Induk Perusahaan, PT Pelabuhan Indonesia (Persero).

Dalam perumusannya, Pelindo Terminal Petikemas senantiasa merujuk pada kerangka hukum nasional yang berlaku. Kebijakan SDM disusun berdasarkan:

- Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan
- Undang-Undang No. 11 Tahun 2020 tentang Cipta Kerja
- Peraturan Pemerintah Pengganti Undang-Undang No. 2 Tahun 2022 tentang Cipta Kerja

Kebijakan ini mencakup berbagai aspek penting dalam pengelolaan tenaga kerja, antara lain:

- Pemenuhan prinsip kesetaraan dan hak asasi manusia,
- Perencanaan kebutuhan tenaga kerja secara sistematis,
- Penyelenggaraan pelatihan dan pengembangan kompetensi,
- Penempatan dan pengelolaan hubungan kerja secara adil,
- Jaminan perlindungan, sistem pengupahan yang layak, dan peningkatan kesejahteraan,
- Pembinaan hubungan industrial yang harmonis,
- Tata kelola pemutusan hubungan kerja sesuai peraturan perundang-undangan.

Dengan kerangka tersebut, Pelindo Terminal Petikemas memastikan bahwa seluruh kebijakan pengelolaan SDM tidak hanya taat regulasi, tetapi juga adaptif terhadap dinamika kebutuhan organisasi dan perkembangan lingkungan bisnis.

## Pengelolaan SDM

Kebijakan SDM dirancang secara komprehensif mencakup proses rekrutmen yang selektif, pengembangan kompetensi, manajemen kinerja, sistem remunerasi yang kompetitif, serta peningkatan kesejahteraan dan keterlibatan pegawai.

Melalui implementasi kebijakan tersebut, Pelindo Terminal Petikemas membangun lingkungan kerja yang mendukung pertumbuhan profesional karyawan sekaligus mendukung pencapaian target operasional dan strategis perusahaan. Pendekatan ini juga memungkinkan perusahaan untuk lebih siap dalam menghadapi dinamika industri terminal peti kemas yang semakin kompleks dan kompetitif.

Sebagai bentuk penataan organisasi yang mendukung efektivitas fungsi SDM, struktur organisasi Pelindo Terminal

legal certainty in workforce management. Given that employees come from various original entities such as PT Pelabuhan Indonesia I, II, III, IV, and PT Terminal Petikemas Indonesia, HR management continues to be guided by the Board of Directors' regulations of each original company as well as the general policies of the parent company, PT Pelabuhan Indonesia (Persero).

In formulating these policies, Pelindo Terminal Petikemas consistently refers to the applicable national legal framework. HR policies are formulated based on:

- Law No. 13 of 2003 on Manpower
- Law No. 11 of 2020 on Job Creation
- Government Regulation in Lieu of Law No. 2 of 2022 on Job Creation

This policy covers various important aspects of workforce management, including:

- Upholding the principles of equality and human rights,
- Systematic planning of workforce needs,
- The implementation of training and competency development,
- Fair placement and management of employment relationships,
- Guarantees of protection, a fair wage system, and improved welfare,
- Fostering harmonious industrial relations,
- Termination of employment in accordance with applicable laws and regulations.

Within this framework, Pelindo Terminal Petikemas ensures that all human resources management policies not only comply with regulations but also adapt to the dynamic needs of the organization and developments in the business environment.

## Human Resources Management

HR policies are comprehensively designed to encompass selective recruitment processes, competency development, performance management, competitive compensation systems, and improvements in employee well-being and engagement.

Through the implementation of these policies, Pelindo Terminal Petikemas fosters a work environment that supports employees' professional growth while also supporting the achievement of the company's operational and strategic targets. This approach also enables the company to be better prepared to face the increasingly complex and competitive dynamics of the container terminal industry.

As part of organizational restructuring to support the effectiveness of HR functions, Pelindo Terminal Petikemas's organizational

# Fokus Penyempurnaan Pengelolaan SDM

Focus on HR Management Improvement

**1 Struktur organisasi yang kondusif mendorong pemberdayaan.**

*A conducive organization structure to support empowerment.*

**2 Pola karir berdasarkan pemenuhan standar kompetensi jabatan.**

*Career pattern based on the fulfilment of competency standards for the position.*

**3 Mewujudkan budaya organisasi yang mendukung produktivitas pekerja.**

*The realization of organisation culture that supports human capital's productivity.*

**4 Pengelolaan pekerja bertalenta sebagai strategi retain.**

*Talented employee management as a retain strategy*

**5 Pengelolaan manajemen kinerja yang efektif.**

*Effective performance management.*

**6 Sistem imbal jasa berkeadilan sesuai kinerja.**

*For employment benefit system commensurate for performance*

**7 Pelatihan dan pengembangan pekerja.**

*Human capital training and development.*

**8 Integrasi data dan informasi pekerja.**

*Integration of human capital data and information*

Petikemas telah disahkan melalui Peraturan Direksi No. HK.01/1/8/1/PSOR/SDMN/PLTP22 tertanggal 1 Agustus 2022 tentang Susunan Organisasi dan Tata Kelola Kantor Pusat PT Pelindo Terminal Petikemas.

Dalam pelaksanaannya, fungsi pengelolaan SDM berada di bawah tanggung jawab Direktur Sumber Daya Manusia, yang didukung oleh tiga pejabat setingkat Senior Vice President, yaitu:

- Senior Vice President Perencanaan dan Pengelolaan SDM,
- Senior Vice President Layanan SDM dan Umum, dan
- Senior Vice President Hukum.

Struktur ini mencerminkan komitmen Pelindo Terminal Petikemas dalam membangun sistem pengelolaan SDM yang profesional, terintegrasi, dan selaras dengan prinsip tata kelola perusahaan yang baik.

structure was formalized through Board of Directors Regulation No. HK.01/1/8/1/PSOR/SDMN/PLTP22 dated August 1, 2022, regarding the Organizational Structure and Governance of the Headquarters of PT Pelindo Terminal Petikemas.

In practice, HR management functions fall under the responsibility of the Director of Human Resources, who is supported by three Senior Vice Presidents, namely:

- Senior Vice President of HR Planning and Management,
- Senior Vice President of Human Resources and General Services, and
- Senior Vice President of Legal Affairs.

This structure reflects Pelindo Terminal Petikemas's commitment to building a professional, integrated HR management system that aligns with the principles of good corporate governance.

## Profil Pejabat SDM

## HR Executive Profiles

### Umi Syarifah Ambarwati

**SVP Perencanaan dan Pengelolaan SDM PT Pelindo Terminal Petikemas**
SVP of Human Resources Planning and Management of PT Pelindo Terminal Petikemas

| | | |
|---|---|---|
| **Tempat, Tanggal Lahir** Place and Date of Birth | Surakarta, 20 Januari 1981 | Surakarta, January 20, 1981 |
| **Pendidikan/**Education | Magister Administrasi Bisnis | Master's Degree in Business Administration |
| **Tahun Aktif/**Years of Service | 1 November 2006 | November 1, 2006 |
| **Riwayat Jabatan** Career History | • SVP Perencanaan dan Pengelolaan SDM PT Pelindo Terminal Petikemas<br>• Senior Manager Pengadaan Barang dan Jasa<br>• ASM Pengadaan Barang dan Jasa Regional 1<br>• ASM Bantuan Hukum & Peraturan Perusahaan<br>• ASM Perikatan Perusahaan<br>• Asisten Manager Hukum dan Humas<br>• Asisten Manager Aneka Usaha<br>• Supervisor Perikatan<br>• Supervisor Bantuan Hukum dan Peraturan<br>• Supervisor Perikatan<br>• Staf Pelaksana Senior I | • Senior Vice President of Planning and Human Resources Management at PT Pelindo Terminal Petikemas<br>• Senior Manager of Goods and Services Procurement<br>• Regional 1 Goods and Services Procurement ASM<br>• ASM Legal Assistance & Corporate Regulations<br>• ASM Corporate Contracts<br>• Assistant Manager of Legal Affairs and Public Relations<br>• Assistant Manager of Miscellaneous Business<br>• Contracts Supervisor<br>• Legal Support and Compliance Supervisor<br>• Contracts Supervisor<br>• Senior Executive Staff I |

### Roy Darma Putera

**SVP Layanan SDM dan Umum PT Pelindo Terminal Petikemas**
SVP of Human Resources and General Services of PT Pelindo Terminal Petikemas

| | | |
|---|---|---|
| **Tempat, Tanggal Lahir** Place and Date of Birth | Ujung Pandang, 12 Desember 1969 | Ujung Pandang, December 12, 1969 |
| **Pendidikan/**Education | Sarjana Sosial | Bachelor of Social Sciences |
| **Tahun Aktif/**Years of Service | 01 Oktober 1998 | October 1, 1998 |
| **Riwayat Jabatan** Career History | • SVP Layanan SDM dan Umum PT Pelindo Terminal Petikemas<br>• SM Umum / Kepala Kantor Pusat PT Pelindo III (Persero)<br>• Direktur Operasi PT Berlian Manyar Sejahtera<br>• Direktur Utama PT Pelindo Daya Sejahtera<br>• SM Umum / Kepala Kantor Pusat PT Pelindo III (Persero)<br>• VP SM Enterprise Partership & Com Development<br>• ASM Hutang Piutang dan Manajemen Aset<br>• Asisten Manajer Perbendaharaan<br>• Asisten Manajer Perbendaharaan & Administrasi<br>• Asisten Manajer Keuangan dan Personalia<br>• Kasubdin Administrasi dan Keuangan<br>• Pelaksana Administrasi I<br>• Pekerja Perusahaan | • SVP of Human Resources and General Services at PT Pelindo Terminal Petikemas<br>• General Manager / Head of Headquarters at PT Pelindo III (Persero)<br>• Director of Operations at PT Berlian Manyar Sejahtera<br>• President Director of PT Pelindo Daya Sejahtera<br>• General Manager / Head of the Head Office at PT Pelindo III (Persero)<br>• VP of Enterprise Partnerships & Corporate Development<br>• Assistant General Manager of Accounts Receivable, Accounts Payable, and Asset Management<br>• Assistant Treasury Manager<br>• Assistant Manager of Treasury & Administration<br>• Assistant Manager of Finance and Human Resources<br>• Deputy Head of Administration and Finance<br>• Administrative Officer I<br>• Company Employee |

**Struktur Organisasi Direktorat Sumber Daya Manusia**
Organizational Structure of the Human Resources Directorate

| Jabatan Position | | Nama Name |
|---|---|---|
| Direktur Sumber Daya Manusia | Director of Human Resources | Ady Sutrisno |
| Senior Vice President Perencanaan & Pengelolaan SDM | Senior Vice President of HR Planning & Management | Umi Syarifah Ambarwati |
| Vice President Perencanaan SDM & Organisasi | Vice President of Human Resources Planning & Organization | Anjar Sulistyorini |
| Vice President Pengelolaan & Pembelajaran SDM | Vice President of Human Resources Management & Development | Rinto Saiful |
| Vice President Budaya Korporasi | Vice President of Corporate Culture | Yudha Rizkie Kurniawan |
| Senior Vice President Layanan SDM & Umum | Senior Vice President of HR & General Services | Roy Darma Putera |
| Vice President Administrasi & Layanan SDM | Vice President of Administration & Human Resources Services | Hillman |
| Vice President Pengelolaan Dokumen Perusahaan | Vice President of Corporate Document Management | Dinia Astiqoma |
| Vice President Umum & Rumah Tangga | Vice President of General Affairs & Housekeeping | Umi Noor Faizah |
| Vice President Pengadaan | Vice President of Procurement | Nina Oktaviani |
| Senior Vice President Hukum | Senior Vice President of Legal Affairs | Muhammad Fitrianto Malik |
| Vice President Dukungan & Litigasi Hukum | Vice President of Legal Support & Litigation | Adi Nurcahya |
| Vice President Pemeriksaan Kepatuhan | Vice President of Compliance Auditing | Arief Yarmanto |

## Tugas dan Tanggung Jawab Direktorat Sumber Daya Manusia

Berdasarkan Peraturan Direksi Pelindo Terminal Petikemas No. HK.01/1/8/1/PSOR/SDMN/PLTP22 tanggal 1 Agustus 2022 tentang Susunan Organisasi dan Tata Kelola Kantor Pusat PT Pelindo Terminal Petikemas dan Peraturan Direksi tentang Susunan Uraian Tugas Jabatan dinyatakan bahwa ruang lingkup tugas Direktur

## Duties and Responsibilities of the Human Resources Directorate

Pursuant to Pelindo Container Terminal Board of Directors Regulation No. HK.01/1/8/1/PSOR/SDMN/PLTP22 dated August 1, 2022, regarding the Organizational Structure and Governance of the Headquarters of PT Pelindo Terminal Petikemas, and the Board of Directors' Regulation on Job Descriptions, it is stated

SDM secara umum adalah mengarahkan dan mengembangkan implementasi strategi terkait kegiatan sumber daya manusia, fasilitas & pelayanan umum, pengadaan, serta hukum untuk memastikan pencapaian visi dan misi perusahaan dan aspirasi pemegang saham sesuai RKAP dan ketentuan yang berlaku dengan rincian:

1. Mengarahkan dan mengembangkan implementasi strategi terkait pengadaan melalui:
   a. Kebijakan dan pedoman pengadaan
   b. Strategi pengadaan
   c. Pengelolaan proses pengadaan
   d. Pengelolaan vendor/pemasok
2. Mengarahkan dan mengembangkan implementasi strategi terkait sumber daya manusia melalui:
   a. Strategi SDM dan organisasi serta budaya perusahaan
   b. Planning & acquisition
   c. Development & Career
   d. Engagement & Retention
   e. Industrial Relations
   f. Integrasi human capital system*
   g. Pelayanan SDM
3. Mengarahkan dan mengembangkan implementasi strategi terkait fasilitas & pelayanan umum melalui:
   a. Pengelolaan sarana & fasilitas Perusahaan
   b. Pengelolaan layanan umum
4. Mengarahkan dan mengembangkan implementasi strategi terkait hukum melalui:
   a. Legal affairs & legal compliance
   b. Konsultasi & tindakan hukum

## Target Pengelolaan SDM Berdasarkan RKAP 2025

Di tahun 2025, Perusahaan telah menetapkan target dalam hal pengelolaan SDM yang terangkum dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) 2024. Target dan anggaran di bidang SDM diperlukan dalam rangka menyelaraskan rencana-rencana Perusahaan di tahun buku, serta mengingat posisi SDM sebagai salah satu bagian dari pilar inti usaha yang perannya signifikan bagi Perusahaan.

## Program Kerja Divisi Perencanaan dan Pengelolaan SDM Tahun 2025

Guna merealisasikan target-target pengelolaan SDM yang diperlukan, Perusahaan menetapkan beberapa program kerja yang telah disetujui dan termuat di dalam RKAP 2025, meliputi:

1. Peningkatan kompetensi pegawai,

that the scope of duties of the Director of Human Resources is generally to direct and develop the implementation of strategies related to human resources activities, facilities & general services, procurement, and legal affairs to ensure the achievement of the company's vision and mission and the aspirations of shareholders in accordance with the Annual Work and Budget Plan (RKAP) and applicable regulations, with the following details:

1. Directing and developing the implementation of strategies related to procurement through:
   a. Procurement policies and guidelines
   b. Procurement strategies
   c. Procurement process management
   d. Vendor/supplier management
2. Directing and developing the implementation of human resources strategies through:
   a. HR and organizational strategies, as well as corporate culture
   b. Planning & Acquisition
   c. Development & Career
   d. Engagement & Retention
   e. Labor Relations
   f. Human Capital System Integration*
   g. HR Services
3. Direct and develop the implementation of strategies related to general facilities and services through:
   a. Management of the Company's facilities and infrastructure
   b. Management of general services
4. Directing and developing the implementation of strategies related to legal affairs through:
   a. Legal affairs and legal compliance
   b. Legal consultation and action

## HR Management Targets Based on 2025 Corporate Work Plan and Budget (RKAP)

For 2025, the Company has established HR management targets outlined in the 2024 Corporate Work Plan and Budget (RKAP). These HR targets and budget allocations are necessary to align the Company's plans for the fiscal year, and to recognize HR as one of the core pillars of the business, playing a significant role for the Company.

## 2025 Work Program of the Human Resources Planning and Management Division

To achieve the necessary HR management targets, the Company has established several work programs that have been approved and are included in the 2025 RKAP, includingi:

1. Improving employee competencies,

2. Standarisasi kompetensi pegawai,
3. Membangun budaya kompeten melalui *knowledge management,*
4. Komunikasi perubahan budaya,
5. Reviu struktur dan kebijakan pengelolaan SDM,
6. Penyusunan KPI individu terintegrasi,
7. Transformasi terminal peti kemas,
8. Penyusunan kebutuhan training,
9. Internalisasi budaya.

## Program Kerja Divisi Layanan SDM dan Umum Tahun 2025

Guna merealisasikan target-target pengelolaan SDM yang diperlukan, Perusahaan menetapkan beberapa program kerja yang telah disetujui dan termuat di dalam RKAP 2025, meliputi:

1. Implementasi aplikasi Centra (modul HCM),
2. Standarisasi dan implementasi sistem pengelolaan perjalanan dinas di cabang/ terminal Pelindo Terminal Petikemas,
3. Standarisasi dan implementasi sistem pengadaan barang dan jasa di lingkungan Grup Pelindo Terminal Petikemas,
4. Standarisasi dan implementasi sistem korespondensi kedinasan di cabang/ terminal Pelindo Terminal Petikemas,
5. Identifikasi kategori pembelanjaan barang dan jasa untuk dilakukan pengadaan bersama,
6. Pengadaan terpusat.

## Dasar Kebijakan Pengelolaan SDM

Regulasi tata kelola SDM di internal Perusahaan diatur dalam Peraturan Direksi yang secara spesifik mengatur kebijakan mengenai aspek-aspek SDM dalam Perusahaan dengan berpedoman pada prinsip-prinsip Tata Kelola Perusahaan yang Baik (GCG). Setiap Peraturan Direksi tentang SDM yang disusun sangat memperhatikan peraturan perundang-undangan yang lebih tinggi dan kebijakan pengelolaan SDM dari induk Perusahaan. Hal ini dilakukan untuk meminimalkan risiko hukum yang mungkin muncul dari pengelolaan dan penerapan SDM sehingga dapat membantu Perusahaan untuk lebih fokus pada proses bisnis dan target perusahaan di tahun berjalan maupun jangka panjang. Rujukan atas setiap kebijakan meliputi Undang-Undang Ketenagakerjaan yang berlaku, peraturan pemerintah, peraturan menteri yang terkait maupun yang menjadi turunannya, serta Peraturan Direksi PT Pelabuhan Indonesia (Persero).

PT Pelindo Terminal Petikemas juga berpedoman pada kebijakan induk Perusahaan yaitu Peraturan Direksi PT

2. Standardization of employee competencies,
3. Building a culture of competence through knowledge management,
4. Communication regarding cultural change,
5. Review of HR management structures and policies,
6. Development of integrated individual KPIs,
7. Container terminal transformation,
8. Development of training needs,
9. Cultural internalization.

## 2025 Work Program for the Human Resources and General Services Division

To achieve the necessary HR management targets, the Company has established several work programs that have been approved and are included in the 2025 Annual Work Plan (RKAP), including:

1. Implementation of the Centra application (HCM module),
2. Standardization and implementation of a business travel management system at Pelindo Terminal Petikemas branches/ terminals,
3. Standardization and implementation of a goods and services procurement system within the Pelindo Terminal Petikemas Group,
4. Standardization and implementation of an official correspondence system at Pelindo Terminal Petikemas branches/terminals,
5. Identification of categories of goods and services for joint procurement,
6. Centralized procurement.

## Basis for Human Resources Management Policy

Internal human resources governance regulations within the Company are set forth in Board Regulations, which specifically govern policies regarding human resources aspects within the Company, guided by the principles of Good Corporate Governance (GCG). Every Board Regulation concerning human resources is drafted with careful consideration of higher-level laws and regulations, as well as the parent company's human resources management policies. This is done to minimize legal risks that may arise from HR management and implementation, thereby helping the Company to focus more on business processes and corporate targets for both the current year and the long term. References for each policy include the applicable Labor Law, government regulations, relevant ministerial regulations and their implementing regulations, as well as the Board of Directors' Regulations of PT Pelabuhan Indonesia (Persero).

PT Pelindo Terminal Petikemas also adheres to the parent company's policy, namely the Board of Directors Regulation of

Pelabuhan Indonesia (Persero) Nomor: HK.01/1/2/1/SPAP/UTMA/PLND-22 tentang Kebijakan Pengelolaan Bidang SDM pada Subholding, Anak Perusahaan, Perusahaan Terafiliasi, dan Kerjasama Operasi (KSO) di Lingkungan PT Pelabuhan Indonesia (Persero) yang telah diratifikasi dan ditetapkan oleh PT Pelindo Terminal Petikemas dalam Peraturan Direksi PT Pelindo Terminal Petikemas Nomor: HK.01/26/7/1/PSOR/SDMN/PLTP-22 tanggal 01 Februari 2022 tentang Kebijakan Pengelolaan Bidang SDM pada Anak Perusahaan dan Perusahaan Terafiliasi di Lingkungan PT Pelindo Terminal Petikemas. Hal ini bertujuan untuk integrasi, harmonisasi dan sinergi pengelolaan kebijakan SDM antara Perusahaan dengan Anak Perusahaan dan perusahaan terafiliasi.

## Rekrutmen

Rekrutmen merupakan proses mendapatkan sumber daya manusia terbaik sesuai dengan Rencana Jangka Pendek ataupun Rencana Jangka Panjang Perusahaan. Basis proses rekrutmen tersusun dalam *Recruitment Plan* yang mengacu pada evaluasi kinerja masa lalu, Rencana Jangka Pendek, ataupun Rencana Jangka Panjang Pelindo Terminal Petikemas.

Pelaksanaan dan pemenuhan rekrutmen saat ini berpedoman pada kebijakan induk Perusahaan yaitu Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor: HK.01/1/2/1/SPAP/UTMA/PLND22 tentang Kebijakan Pengelolaan Bidang SDM pada Subholding, Anak Perusahaan, Perusahaan Terafiliasi, dan Kerjasama Operasi (KSO) di Lingkungan PT Pelabuhan Indonesia (Persero), Keputusan Sirkuler Para Pemergang Saham diluar RUPS PT Pelindo Terminal Petikemas Nomor: HM.03.03/1/3/2/SPAP/UTMA/PLND-22 dan Nomor: 106/HKP/D0003/2022 tanggal tentang Implementasi Integrasi, Harmonisasi dan Sinergi Kebijakan Pengelolaan SDM pada PT Pelindo Terminal Petikemas.

Sampai dengan Desember 2025 pada PT Pelindo Terminal Petikemas dan grup bisnis dibawahnya tidak terdapat pelaksanaan rekrutmen sesuai dengan kebijakan induk Perusahaan “minus growth” (baik pegawai organik Pelindo, organik anak Perusahaan, PKWT, tenaga alih daya dan Pemegang Saham lainnya). Sehingga PT Pelindo Terminal Petikemas melakukan optimalisasi sumber daya manusia (SDM) melalui peningkatan kompetensi dan motivasi pekerja, penyederhanaan proses bisnis, job enrichment & job enlargement, serta penggunaan sistem informasi dan teknologi informasi dengan berpedoman pada efisiensi dan efektivitas biaya.

PT Pelabuhan Indonesia (Persero) No. HK.01/1/2/1/SPAP/UTMA/PLND-22 regarding Human Resources Management Policies for Subholdings, Subsidiaries, Affiliated Companies, and Joint Operations (KSO) within the PT Pelabuhan Indonesia (Persero) Group, which has been ratified and enacted by PT Pelindo Terminal Petikemas in PT Pelindo Terminal Petikemas Board of Directors Regulation No. HK.01/26/7/1/PSOR/SDMN/PLTP-22 dated February 1, 2022, regarding Human Resources Management Policies at Subsidiaries and Affiliated Companies within the PT Pelindo Terminal Petikemas Group. This aims to ensure integration, harmonization, and synergy in the management of human resources policies between the Company and its subsidiaries and affiliated companies.

## Recruitment

Recruitment is the process of securing the best human resources in accordance with the Company’s Short-Term or Long-Term Plans. The basis for the recruitment process is outlined in the Recruitment Plan, which is based on past performance evaluations, the Short-Term Plan, or the Long-Term Plan of Pelindo Terminal Petikemas.

The implementation and fulfillment of recruitment are currently guided by the parent company’s policy, namely PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/1/2/1/SPAP/UTMA/PLND22 regarding Human Resources Management Policy for Subholdings, Subsidiaries, Affiliated Companies, and Joint Operations (KSO) within PT Pelabuhan Indonesia (Persero), the Circular Resolution of Shareholders outside the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. HM.03.03/1/3/2/SPAP/UTMA/PLND-22 and No. 106/HKP/D0003/2022 dated [Date] regarding the Implementation of Integration, Harmonization, and Synergy of Human Resources Management Policies at PT Pelindo Terminal Petikemas.

Through December 2025, PT Pelindo Terminal Petikemas and its business group will not conduct recruitment in accordance with the parent company’s “minus growth” policy (applicable to both Pelindo’s organic employees, organic employees of subsidiaries, fixed-term contract employees, outsourced personnel, and other shareholders). Consequently, PT Pelindo Terminal Petikemas is optimizing its human resources (HR) through enhancing employee competencies and motivation, streamlining business processes, job enrichment and job enlargement, and utilizing information systems and information technology, all guided by the principles of efficiency and cost-effectiveness.

## Pengelolaan Kinerja dan Penilaian Kinerja SDM

Guna melakukan penilaian terhadap kinerja SDM, Perusahaan telah menetapkan Peraturan Direksi PT Pelindo Terminal Petikemas No. KP.05.02/1/11/1/PSOR/SDMN/PLTP-22 tanggal 01 November 2022 tentang Pedoman Pengelolaan Kinerja Individu di Lingkungan PT Pelindo Terminal Petikemas dengan meratifikasi Peraturan Direksi PT Pelabuhan Indonesia (Persero) No. HK.01/15/8/1/KPIU/UTMA/PLND-22 tanggal 15 Agustus 2022 tentang Pedoman Pengelolaan Kinerja Individu di Lingkungan PT Pelabuhan Indonesia (Persero). Sejak Oktober 2021 sampai dengan Desember 2022, penilaian kinerja SDM di PT Pelindo Terminal Petikemas dilakukan secara online di situs https://my.pelindo.co.id/performance/login. Hal ini dilakukan agar penilaian kinerja SDM menjadi lebih real time setelah pekerjaan selesai, adanya alignment sehingga selaras dengan KPI unit dan direktorat, dan lebih objective.

Penanggungjawab penilaian kinerja SDM adalah Departemen Pengelolaan & Pembelajaran SDM, di bawah Vice President Pengelolaan & Pembelajaran SDM. Hasil dari penilaian kinerja SDM dapat digunakan dalam proses manajemen SDM di lingkungan Perusahaan, misalnya salah satu data pertimbangan promosi pekerja, pengembangan pekerja, perhitungan bonus pekerja, dan data talent management.

## HR Performance Management and Evaluation

To evaluate HR performance, the Company has issued PT Pelindo Terminal Petikemas Board of Directors Regulation No. KP.05.02/1/11/1/PSOR/SDMN/PLTP-22 dated November 1, 2022, regarding Guidelines for Individual Performance Management at PT Pelindo Terminal Petikemas, ratifying PT Pelabuhan Indonesia (Persero) No. HK.01/15/8/1/KPIU/UTMA/PLND-22 dated August 15, 2022, regarding Guidelines for Individual Performance Management at PT Pelabuhan Indonesia (Persero). From October 2021 through December 2022, HR performance evaluations at PT Pelindo Terminal Petikemas were conducted online at https://my.pelindo.co.id/performance/login. This was done to ensure that HR performance evaluations are conducted in real time upon completion of work, to ensure alignment with the KPIs of units and directorates, and to make the evaluations more objective.

The department responsible for HR performance evaluations is the HR Management & Development Department, under the Vice President of HR Management & Development. The results of HR performance evaluations can be used in the Company's HR management processes, such as data for employee promotion decisions, employee development, employee bonus calculations, and talent management.

# Kesejahteraan SDM

## Kepuasan Kerja Pekerja

Mempertimbangkan kepuasan pekerja dalam perusahaan adalah investasi jangka panjang yang memberikan berbagai manfaat. Dengan menciptakan lingkungan kerja yang memprioritaskan kepuasan karyawan, perusahaan dapat meningkatkan produktivitas, retensi, kualitas pelayanan, dan inovasi. Selain itu, perusahaan yang memperhatikan kepuasan karyawan akan memiliki daya tarik yang lebih kuat bagi talenta terbaik dan mampu menjaga keberlanjutan bisnis di tengah persaingan pasar yang semakin ketat. Oleh karena itu, penting bagi Pelindo Terminal Petikemas untuk terus memantau dan meningkatkan kepuasan pekerja sebagai bagian dari strategi keseluruhan untuk mencapai keberlanjutan bisnis Perusahaan.

## Fasilitas dan Manfaat

Untuk memotivasi pekerja dalam rangka meningkatkan kinerjanya, Perusahaan memberikan berbagai fasilitas dan manfaat sesuai Peraturan Direksi PT Pelindo Terminal Petikemas Nomor: PER.0005/HK.01.06/PLTP-2021 tentang Pemberlakuan Peraturan Direksi PT Pelabuhan Indonesia I (Persero), PT Pelabuhan Indonesia II (Persero), PT Pelabuhan Indonesia III (Persero), PT Pelabuhan Indonesia IV (Persero), dan Keputusan Direksi PT Pelindo Terminal Petikemas Indonesia terkait Pengelolaan Pekerja di PT Pelindo Terminal Petikemas. Adapun fasilitas dan manfaat yang diberikan antara lain yaitu:

1. Asuransi kesehatan pekerja,
2. Cuti pekerja,
3. Cuti bersalin,
4. Penghargaan Purnabhakti,
5. Asuransi purna jabatan.

## Kebijakan Remunerasi

Perusahaan senantiasa memperhatikan kesejahteraan pekerja, salah satunya melalui imbal jasa yang diterima setiap bulannya. Kebijakan penetapan remunerasi Perusahaan bagi pekerja disesuaikan dengan ketentuan pemerintah tentang ketenagakerjaan, survei penghasilan, serta kemampuan Perusahaan dan pencapaian Perusahaan. Dalam pelaksanaannya, Perusahaan menggunakan konsep 3P (*People, Performance, Position*) dalam pemberian imbal jasa pekerja, Perusahaan memberikan sesuai dengan berlakunya Peraturan Direksi PT Pelindo Terminal Petikemas Nomor: PER.0005/HK.01.06/ PLTP-2021 tentang Pemberlakuan Peraturan Direksi PT Pelabuhan Indonesia I (Persero), PT Pelabuhan Indonesia II (Persero), PT Pelabuhan Indonesia III (Persero), PT Pelabuhan Indonesia IV (Persero), dan Keputusan Direksi PT Terminal Petikemas Indonesia

# Human Resource Well-Being

## Employee Job Satisfaction

Prioritizing employee satisfaction within the company is a long-term investment that yields numerous benefits. By creating a work environment that prioritizes employee satisfaction, the company can enhance productivity, retention, service quality, and innovation. Furthermore, companies that prioritize employee satisfaction will have greater appeal to top talent and will be able to ensure business sustainability amid increasingly fierce market competition. Therefore, it is important for Pelindo Terminal Petikemas to continuously monitor and improve employee satisfaction as part of the overall strategy to achieve the Company's business sustainability.

## Facilities and Benefits

To motivate employees and improve their performance, the Company provides various facilities and benefits in accordance with PT Pelindo Terminal Petikemas Board of Directors Regulation No. PER.0005/HK.01.06/PLTP-2021 regarding the Implementation of Board of Directors Regulations of PT Pelabuhan Indonesia I (Persero), PT Pelabuhan Indonesia II (Persero), PT Pelabuhan Indonesia III (Persero), PT Pelabuhan Indonesia IV (Persero), and the Board of Directors' Decision of PT Pelindo Terminal Petikemas Indonesia regarding Employee Management at PT Pelindo Terminal Petikemas. The facilities and benefits provided include

1. Employee health insurance,
2. Employee leave,
3. Maternity leave,
4. Retirement benefits,
5. Post-employment insurance.

## Compensation Policy

The Company consistently prioritizes employee welfare, one of which is through the monthly compensation received. The Company's policy for determining employee remuneration is aligned with government regulations on labor, income surveys, as well as the Company's financial capacity and performance. In its implementation, the Company applies the 3P concept (People, Performance, Position) in determining employee compensation. The Company provides compensation in accordance with the provisions of PT Pelindo Terminal Petikemas Board of Directors Regulation No. PER.0005/HK.01.06/PLTP-2021 regarding the Implementation of the Board of Directors Regulations of PT Pelabuhan Indonesia I (Persero), PT Pelabuhan Indonesia II (Persero), PT Pelabuhan Indonesia III (Persero), PT Pelabuhan Indonesia IV (Persero), and the Board of Directors' Decision of PT

terkait Pengelolaan Pekerja di PT Pelindo Terminal Petikemas. Pada tahun 2023, komponen penghasilan sesuai dengan ketentuan yang berlaku berdasarkan kebijakan dari masing-masing Pelindo I-IV sebelumnya.

## *Reward* dan *Punishment*

Pelindo Terminal Petikemas menerapkan sistem *reward and punishment* yang dirancang untuk membangun budaya kerja yang produktif, disiplin, dan berorientasi pada kinerja. Penghargaan diberikan secara objektif kepada karyawan yang menunjukkan kontribusi, pencapaian, dan perilaku kerja unggul sebagai bentuk apresiasi perusahaan terhadap dedikasi dan profesionalisme.

Di sisi lain, mekanisme sanksi (*punishment*) diberlakukan secara tegas namun adil terhadap pelanggaran yang bertentangan dengan nilai-nilai, kebijakan, atau peraturan perusahaan. Tujuannya bukan semata untuk menghukum, melainkan untuk menanamkan kedisiplinan dan tanggung jawab dalam lingkungan kerja.

Seluruh pelaksanaan sistem penghargaan dan sanksi berlandaskan pada prinsip transparansi, keadilan, dan konsistensi, sehingga setiap karyawan memiliki pemahaman yang jelas terhadap hak dan kewajibannya. Dengan pendekatan ini, Pelindo Terminal Petikemas menciptakan suasana kerja yang kondusif, kompetitif, dan mendukung pencapaian target perusahaan secara berkelanjutan.

### *Punishment*

Sebagai bagian dari pengelolaan ketenagakerjaan yang menjunjung kedisiplinan dan tata tertib kerja, Pelindo Terminal Petikemas menerapkan sistem hukuman disiplin (*punishment*) bagi pekerja yang melakukan tindakan indisipliner. Penerapan sanksi ini dilaksanakan berdasarkan ketentuan yang diatur dalam Peraturan Direksi PT Pelindo Terminal Petikemas Nomor: PER.0005/HK.01.06/PLTP-2021, yang menetapkan pemberlakuan Peraturan Direksi PT Pelabuhan Indonesia I, II, III, IV, serta Keputusan Direksi PT Terminal Petikemas Indonesia terkait pengelolaan pekerja di lingkungan Pelindo Terminal Petikemas.

Sistem *punishment* tersebut dirancang untuk memastikan bahwa seluruh tindakan dan perilaku pekerja sejalan dengan standar etika, nilai perusahaan, dan regulasi yang berlaku, serta menjadi instrumen penting dalam menjaga integritas dan produktivitas organisasi.

Terminal Petikemas Indonesia regarding Employee Management at PT Pelindo Terminal Petikemas. In 2023, income components were in accordance with applicable regulations based on the previous policies of Pelindo I–IV.

## *Reward* dan *Punishment*

Pelindo Terminal Petikemas implements a reward and punishment system designed to foster a productive, disciplined, and performance-oriented work culture. Rewards are objectively given to employees who demonstrate outstanding contributions, achievements, and work behavior as a form of the company's appreciation for their dedication and professionalism.

On the other hand, disciplinary measures are enforced firmly yet fairly for violations that contradict the company's values, policies, or regulations. The goal is not merely to punish, but to instill discipline and responsibility in the workplace.

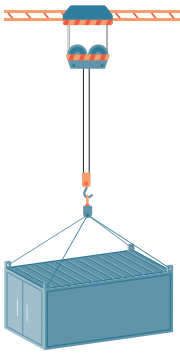
The entire implementation of the reward and sanction system is based on the principles of transparency, fairness, and consistency, so that every employee has a clear understanding of their rights and obligations. With this approach, Pelindo Terminal Petikemas creates a work environment that is conducive, competitive, and supportive of the sustainable achievement of the company's goals.

### Punishment

As part of workforce management that upholds discipline and workplace order, Pelindo Terminal Petikemas implements a disciplinary punishment system for employees who commit acts of indiscipline. The application of these sanctions is carried out in accordance with the provisions set forth in PT Pelindo Terminal Petikemas Board of Directors Regulation No. PER.0005/HK.01.06/PLTP-2021, which establishes the implementation of the Board of Directors Regulations of PT Pelabuhan Indonesia I, II, III, and IV, as well as the Board of Directors Decision of PT Terminal Petikemas Indonesia regarding workforce management within Pelindo Terminal Petikemas.

This disciplinary system is designed to ensure that all employee actions and behavior align with ethical standards, corporate values, and applicable regulations, and serves as a vital tool in maintaining the organization's integrity and productivity.

# Demografi SDM
## Human Resource Demography



**Pelindo Terminal Petikemas memandang keberagaman dan komposisi sumber daya manusia sebagai fondasi penting dalam membangun organisasi yang adaptif, produktif, dan berdaya saing. Struktur SDM tidak hanya mencerminkan kapasitas operasional perusahaan, tetapi juga menjadi indikator kesiapan organisasi dalam menghadapi dinamika industri kepelabuhanan yang terus berkembang.**

Pelindo Terminal Petikemas views the diversity and composition of its human resources as a critical foundation for building an adaptive, productive, and competitive organization. The human resources structure not only reflects the company's operational capacity but also serves as an indicator of the organization's readiness to navigate the ever-evolving dynamics of the port industry.

Pengelolaan demografi SDM dilakukan secara terencana dengan mempertimbangkan keseimbangan antara efisiensi organisasi, kebutuhan operasional, serta keberlanjutan kapabilitas jangka panjang. Hal ini mencakup pengaturan komposisi tenaga kerja, distribusi unit kerja, serta penguatan kualitas SDM berdasarkan kompetensi, usia produktif, dan latar belakang pendidikan.

Sejalan dengan transformasi Pelindo Group, Pelindo Terminal Petikemas juga terus melakukan penataan dan optimalisasi tenaga kerja guna memastikan struktur organisasi yang lean, agile, dan selaras dengan kebutuhan bisnis.

Human resources demographics are managed in a planned manner, taking into account the balance between organizational efficiency, operational needs, and the sustainability of long-term capabilities. This includes managing workforce composition, work unit distribution, and strengthening the quality of human resources based on competencies, working age, and educational background.

In line with the Pelindo Group's transformation, Pelindo Terminal Petikemas also continues to restructure and optimize its workforce to ensure an organizational structure that is lean, agile, and aligned with business needs.

## Komposisi Pekerja Berdasarkan Status Kepegawaian

Hingga 31 Desember 2025, jumlah pekerja di lingkungan Pelindo Terminal Petikemas tercatat sebanyak 9.251 orang, mengalami penurunan sebesar 173 orang atau sekitar 2% dibandingkan tahun 2024. Perubahan ini dipengaruhi oleh proses penataan SDM dalam Pelindo Group, optimalisasi tenaga kerja eksisting, serta penerapan kebijakan rekrutmen yang lebih selektif dan berbasis kebutuhan organisasi.

## Workforce Composition by Employment Status

As of December 31, 2025, the number of employees within Pelindo Terminal Petikemas stood at 9,251, a decrease of 173 people, or approximately 2%, compared to 2024. This change was influenced by the human resources restructuring process within the Pelindo Group, the optimization of the existing workforce, and the implementation of more selective recruitment policies based on organizational needs.

**Komposisi Pekerja Berdasarkan Status Kepekerjaan**
Workforce Composition by Employment Status

| Uraian<br>Description | | 2025 | 2024 | Hasil Perbandingan<br>Comparison Results | |
|---|---|---|---|---|---|
| | | | | Perubahan<br>Change | % |
| BOD Pelindo (Penugasan) | Pelindo BOD (Assignment) | 24 | 24 | - | 100 |
| BOD Non Pelindo | Non-Pelindo Board of Directors | 9 | 9 | - | 100 |
| Organik Pelindo (Penugasan) | Pelindo Organic (Assignments) | 1491 | 1.550 | (59) | 96,19 |
| Organik Anak Perusahaan | Organic Subsidiaries | 1061 | 1.080 | (19) | 98,24 |
| PKWT Anak Perusahaan | Fixed-Term Contracts at Subsidiaries | 67 | 66 | 1 | 101,52 |
| Alih Daya Anak Perusahaan | Outsourcing at Subsidiaries | 6.599 | 6.695 | (96) | 98,57 |
| Pekerja Pemegang Saham Lainnya | Other Employee Shareholders | - | - | - | - |
| Jumlah | Total | 9.251 | 9.424 | (173) | 98,16 |

### Komposisi Seluruh Pekerja Berdasarkan Unit Kerja
Composition of All Employees by Work Unit

| Uraian Description | | 2025 | 2024 | Hasil Perbandingan Comparison Results | |
|---|---|---|---|---|---|
| | | | | Perubahan Change | % |
| Kantor Pusat Pelindo Terminal Petikemas | Pelindo Terminal Petikemas Headquarters | 297 | 299 | (2 | 99 |
| Terminal Petikemas Belawan | Belawan Container Terminal | | - | 0 | 0 |
| Terminal Petikemas Semarang | Semarang Container Terminal | 633 | 627 | 6 | 101 |
| Terminal Petikemas Nilam | Nilam Container Terminal | | - | 0 | 0 |
| Terminal Petikemas Banjarmasin | Banjarmasin Container Terminal | 350 | 358 | (8) | 98 |
| Terminal Petikemas New Makassar | New Makassar Container Terminal | 708 | 745 | (37) | 95 |
| Terminal Petikemas Ambon | Ambon Container Terminal | 129 | 129 | 0 | 100 |
| Terminal Petikemas Bitung | Bitung Container Terminal | 231 | 234 | (3) | 99 |
| Terminal Petikemas Perawang | Perawang Container Terminal | 170 | 163 | 7 | 104 |
| Terminal Petikemas Sorong | Sorong Container Terminal | 80 | 80 | 0 | 100 |
| Terminal Petikemas Pantoloan | Pantoloan Container Terminal | 123 | 122 | 1 | 101 |
| Terminal Petikemas Kendari New Port | Kendari New Port Container Terminal | 140 | 142 | (2) | 99 |
| Terminal Petikemas Kupang | Kupang Container Terminal | 127 | 127 | 0 | 100 |
| Terminal Petikemas Jayapura | Jayapura Container Terminal | 89 | 88 | 1 | 101 |
| Terminal Petikemas Tarakan | Tarakan Container Terminal | 88 | 83 | 5 | 106 |
| Terminal Petikemas Bagendang-Bumiharjo | Bagendang-Bumiharjo Container Terminal | 100 | 104 | (4) | 96 |
| Terminal Petikemas Merauke | Merauke Container Terminal | 65 | 65 | 0 | 100 |
| Terminal Petikemas Ternate | Ternate Container Terminal | 68 | 68 | 0 | 100 |
| Anak Perusahaan | Subsidiary | 5.853 | 5.990 | (137) | 98 |
| Jumlah | Total | 9.251 | 9.424 | (173) | 98 |

Jumlah formasi yang ada pada masing-masing terminal dan anak Perusahaan di lingkungan Perusahaan didasarkan pada perencanaan SDM dan disesuaikan dengan struktur organisasi yang telah ditetapkan sebelumnya, sehingga beban kerja yang dimiliki oleh masing-masing terminal dan anak Perusahaan sesuai dengan yang direncanakan dalam RKAP. Jumlah pekerja yang tepat dalam masing-masing terminal atau anak Perusahaan membantu Perusahaan untuk bekerja lebih efisien dan efektif.

The number of positions at each terminal and subsidiary within the Company is based on HR planning and aligned with the previously established organizational structure, ensuring that the workload at each terminal and subsidiary is in line with what is planned in the Annual Work and Budget Plan (RKAP). Having the right number of employees at each terminal or subsidiary helps the Company operate more efficiently and effectively.

### Komposisi Pekerja Organik Pelindo Berdasarkan Gender
Composition of Pelindo's Organic Workers Based on Gender

| Uraian Description | | 2025 | 2024 | Hasil Perbandingan Comparison Results | |
|---|---|---|---|---|---|
| | | | | Perubahan Change | % |
| Laki-laki | Male | 1.254 | 1.310 | -56 | 96 |
| Perempuan | Female | 237 | 240 | -3 | 99 |
| Jumlah | Total | 1.491 | 1.550 | -59 | 96 |

Ditinjau berdasarkan jenis kelamin, komposisi pekerja organik Pelindo di Perusahaan di tahun 2025 didominasi oleh laki-laki yang mana tercatat komposisi laki-laki sebesar 84% dan komposisi perempuan sebesar 16%. Pada tahun 2024, komposisi didominasi laki-laki sebesar 85%, sedangkan

When broken down by gender, the composition of Pelindo's permanent employees in 2025 was dominated by men, with men accounting for 84% and women for 16%. In 2024, the workforce was 85% male and 15% female. The Company has no gender-based restrictions in its hiring process. Other

perempuan sebesar 15%. Dalam proses pengadaannya, Perusahaan tidak memiliki aturan yang membatasi suatu gender. Hal-hal lain yang dapat menyebabkan perbedaan komposisi ini antara lain adalah ketersediaan sumber daya manusia saat proses serah operasi dan inbreng saham anak Perusahaan, masa pensiun, dan pengunduran diri pekerja.

factors contributing to this disparity include the availability of human resources during the operational handover and the contribution of shares from subsidiaries, retirements, and employee resignations.

**Komposisi Pekerja Organik Pelindo Berdasarkan Tingkat Pendidikan**
Composition of Pelindo's Organic Workforce by Education Level

| Uraian<br>Description | | 2025 | 2024 | Hasil Perbandingan<br>Comparison Results | |
|---|---|---|---|---|---|
| | | | | Perubahan<br>Change | % |
| Doktoral | Doctoral | 1 | 1 | 0 | 100 |
| Pascasarjana | Graduate | 132 | 133 | -1 | 99 |
| Sarjana | Bachelor's Degree | 679 | 709 | -30 | 96 |
| Sarjana Muda | Bachelor's Degree | 161 | 167 | -6 | 96 |
| SLTA | High School | 518 | 540 | -22 | 96 |
| Jumlah | Total | 1.491 | 1.550 | -59 | 96 |

Saat ini Perusahaan memiliki daya saing yang unggul dari segi kompetensi pekerja, salah satunya yaitu dominasi pekerja pada jenjang strata sarjana. Pekerja yang dimaksud adalah pekerja organik Pelindo di Kantor Pusat PT Pelindo Terminal Petikemas, terminal, serta anak Perusahaan dan grup bisnis dibawahnya.

Currently, the Company possesses a competitive edge in terms of employee competence, one of which is the predominance of employees holding bachelor's degrees. The employees in question are Pelindo's permanent staff at the PT Pelindo Terminal Petikemas Headquarters, terminals, as well as its subsidiaries and business groups.

**Komposisi Pekerja Organik Pelindo Berdasarkan Usia**
Composition of Pelindo's Core Workforce by Age

| Uraian<br>Description | | 2025 | 2024 | Hasil Perbandingan<br>Comparison Results | |
|---|---|---|---|---|---|
| | | | | Perubahan<br>Change | % |
| Dibawah 26 Tahun | Under 26 | 3 | 4 | -1 | 75 |
| Usia 26 – 35 Tahun | Ages 26–35 | 310 | 315 | -5 | 98 |
| Usia 36 – 45 Tahun | Ages 36–45 | 707 | 715 | -8 | 99 |
| Usia 46 – 50 Tahun | Ages 46–50 | 272 | 282 | -10 | 96 |
| Usia 51 – 54 Tahun | Ages 51–54 | 189 | 194 | -5 | 97 |
| Usia diatas 55 Tahun | Ages 55 and older | 10 | 40 | -30 | 25 |
| Jumlah | Total | 1.491 | 1.550 | -59 | 96 |

Selanjutnya, dari segi komposisi usia pekerja di tahun 2025, Perusahaan didominasi oleh pekerja usia produktif terutama di bawah 46 tahun (generasi milenial), yaitu sebesar 47,42% dan rentang usia 26-35 tahun sebesar 20,79%. Terdapat 12,68% Pekerja yang ada pada kelompok usia di atas 51 tahun yang nantinya akan menjalani masa pensiun dalam 0-6 tahun ke depan.

Furthermore, in terms of the age composition of the workforce in 2025, the Company is dominated by workers of productive age, particularly those under 46 years old (Millennials), accounting for 47.42%, and those in the 26–35 age range, accounting for 20.79%. There are 12.68% of employees in the age group over 51 who will reach retirement age within the next 0–6 years.

## Program Pengembangan SDM

Dalam peningkatan kompetensi pekerja di Lingkungan PT Pelindo Terminal Petikemas untuk mendukung strategi bisnis perusahaan RJPP (Rencana Jangka Panjang Perusahaan) Tahun 2025 - 2029 tentang Operasional yang Unggul, Komersial Bisnis yang Optimal, Ekspansi Bisnis melalui Partnership dengan *Key Enablers* terkait HR & Organizational Development yaitu Peningkatan Kompetensi & Kapabilitas SDM, Pengembangan Struktur dan Tata Kelola Organisasi, Pengembangan Budaya Inovasi Berkelanjutan.

Program pengembangan Kompetensi SDM sebagai salah satu investasi strategis untuk mendukung transformasi dan daya saing perusahaan di core bisnis perusahaan yaitu Terminal Petikemas. Dengan SDM Program pengembangan SDM dilaksanakan secara terintegrasi, mencakup peningkatan kompetensi teknis, kepemimpinan, serta soft skills. Seluruh program disusun berdasarkan *learning need analysis* dan disesuaikan dengan kebutuhan organisasi di setiap unit. Perusahaan mendorong budaya pembelajaran berkelanjutan dengan beberapa alternatif metode pelatihan yaitu LMS di Aplikasi Portaverse (Dashboard dikelola Holding Pelindo), Inhouse Traininig, Public Training dan Seminar.

Pelaksanaan dan Evaluasi peningkatan kompetensi mengacu pada Peraturan Direksi PT Pelindo Terminal Peikemas Nomor: DL.01/16/1/1/PSOR/PSOR/PLTP-24 tanggal 16 Januari 2024 tentang Pembelajaran Pekerja PT Pelindo Teminal Petikemas. Pelaksanaan dan Evaluasi anak perusahaan dibawah Pelindo Terminal Petikemas dilakukan oleh masing-masing entitas dan dilaporkan kepada HO PT Terminal Petikemas.

Sepanjang Tahun 2025, telah dilaksanakan total 167 Judul Pelatihan yang telah diikuti oleh 2.645 pekerja, dengan Jenis peningkatan kompetensi 1.606 pekerja mengikuti Pelatihan dan 353 pekerja mengikuti Sertifikasi.

## Human Resource Development Program

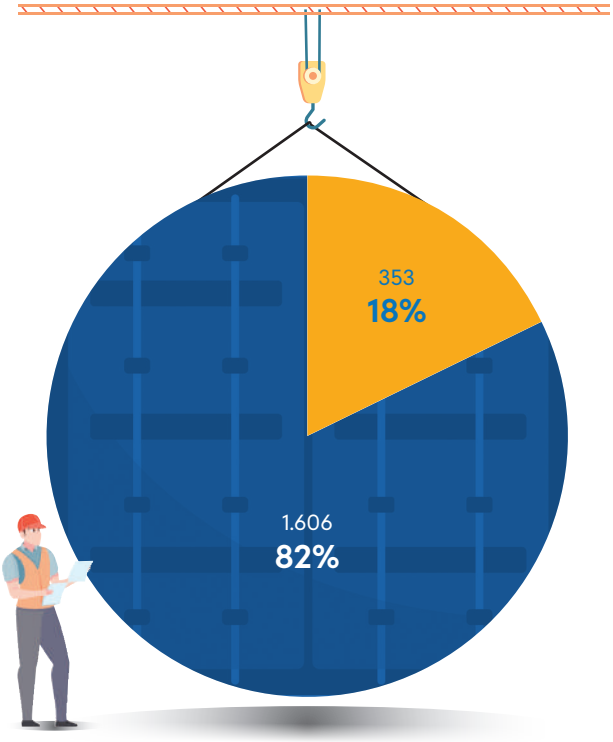
To enhance employee competencies at PT Pelindo Terminal Petikemas in support of the company's RJPP (Long-Term Corporate Plan) 2025–2029 strategy regarding Operational Excellence, Optimal Commercial Business, Business Expansion through Partnerships with Key Enablers related to HR & Organizational Development—namely, Enhancing HR Competencies and Capabilities, Developing Organizational Structure and Governance, and Fostering a Culture of Sustainable Innovation.

The HR competency development program serves as a strategic investment to support the company's transformation and competitiveness in its core business—container terminals. The HR development program is implemented in an integrated manner, covering the enhancement of technical competencies, leadership skills, and soft skills. All programs are designed based on a learning needs analysis and tailored to the organizational needs of each unit. The company promotes a culture of continuous learning through several training methods, including the Learning Management System (LMS) on the Portaverse app (with the dashboard managed by Pelindo Holding), in-house training, public training, and seminars.

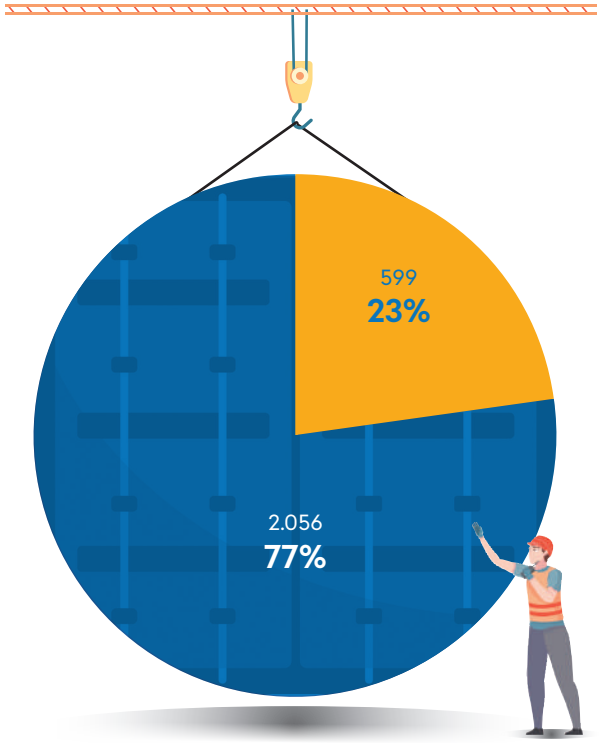
The implementation and evaluation of competency development are based on PT Pelindo Terminal Petikemas Board of Directors Regulation No. DL.01/16/1/1/PSOR/PSOR/PLTP-24 dated January 16, 2024, regarding Employee Training at PT Pelindo Terminal Petikemas. The implementation and evaluation for subsidiaries under Pelindo Terminal Petikemas are carried out by each respective entity and reported to the Head Office (HO) of PT Terminal Petikemas.

Throughout 2025, a total of 167 training programs were conducted, attended by 2,645 employees. In terms of competency development, 1,606 employees participated in training, while 353 employees underwent certification. The details are as follows:

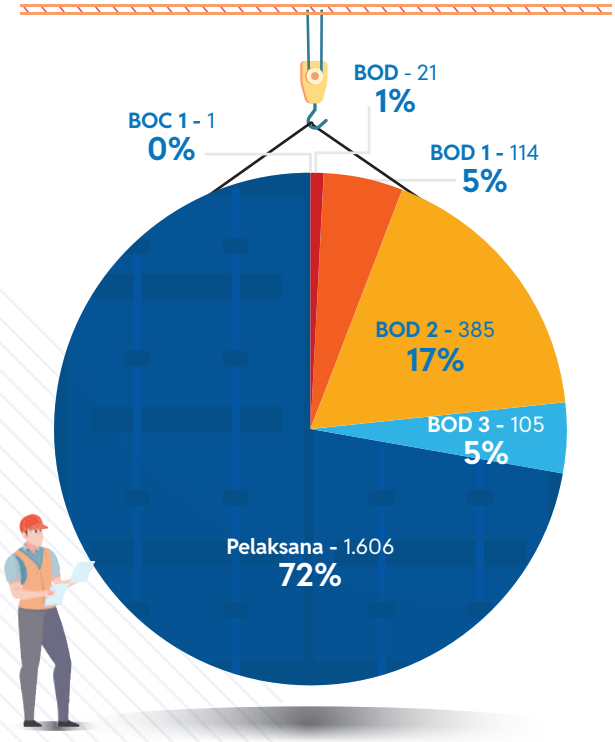
## Jumlah Peserta Berdasarkan Jenis Pelatihan
Number of participants based on training type



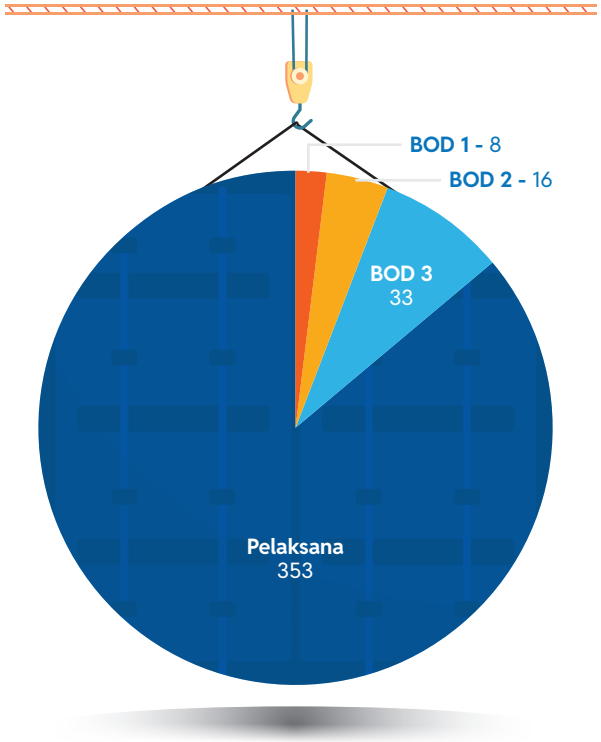

## Jumlah Peserta Berdasarkan Gender
Number of participants by gender



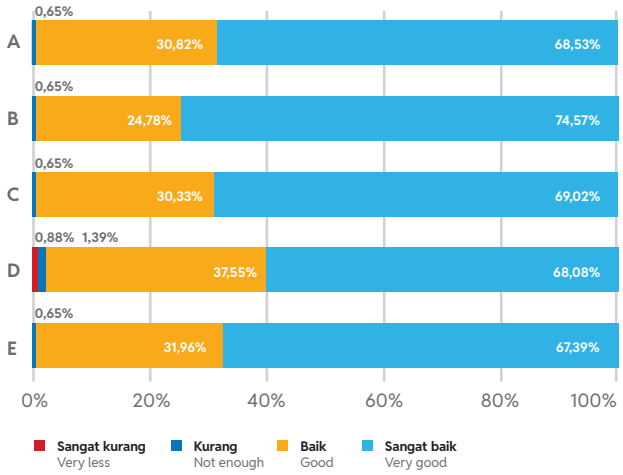

## Jumlah Peserta Pelatihan Non Sertifikasi Berdasarkan Jabatan
Number of Non-Certification Training Participants Based on Position




## Jumlah Peserta Pelatihan Sertifikasi Berdasarkan Jabatan
Number of Certification Training Participants Based on Position



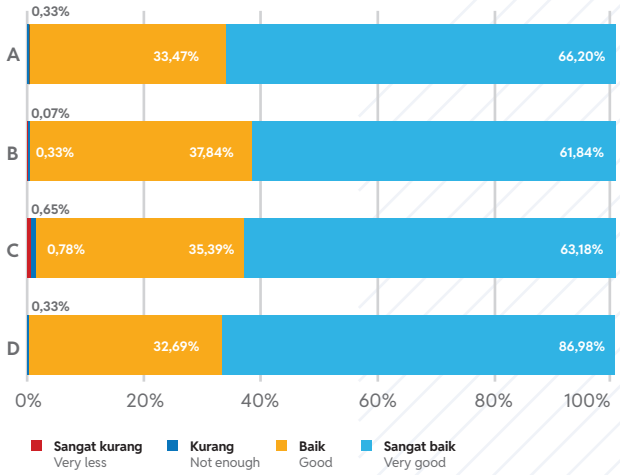
## Narasumber
Source person




Kriteria
- A. Menjawab pertanyaan dengan baik
- B. Menguasai panggung dan materi
- C. Interaktif
- D. Tepat mengalokasikan waktu
- E. Penyampaian materi secara jelas & mudah dipahami

Criteria
- A. Answering questions well
- B. Mastering the stage and material
- C. Interactive
- D. Allocating time appropriately
- E. Delivering material clearly and easily understood

## Materi
Material




Kriteria
- A. Sesuai harapan & bermanfaat
- B. Relevan & dapat diimplementasikan
- C. Lengkap
- D. Relevan

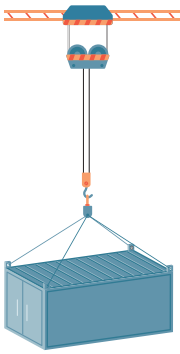
Criteria
- A. Meets expectations and is useful
- B. Relevant and implementable
- C. Complete
- D. Relevant

Evaluasi pelatihan tahun 2025 dari Level I (satu) pelaksanaan mayoritas merasa **SANGAT BAIK** dalam pelaksanaan dan penyampaian pelatihan.

The 2025 training evaluation at Level I (one) showed that the majority of participants rated the implementation and delivery of the training as VERY GOOD.

# Teknologi Informasi

Information Technology



**Pelindo Terminal Petikemas berkomitmen untuk terus mengikuti perkembangan teknologi terbaru dan mengintegrasikannya ke dalam operasi Perusahaan, sehingga Perusahaan dapat tetap bersaing dan berinovasi di pasar yang terus berubah dengan cepat.**

Pelindo Terminal Petikemas is committed to continuously following the latest technological developments and integrating them into the Company's operations, so that the Company can remain competitive and innovative in a rapidly changing market.

Dalam menunjang pelaksanaan pengelolaan serta pengembangan TI di lingkungan Perusahaan, Direksi menetapkan kebijakan terkait penerapan TI melalui:

- Peraturan Direksi Nomor HK.01/17/10/2/PPTI/DRTU/PLTP-24 tentang Kebijakan Sistem Manajemen Pengamanan Informasi
- Peraturan Direksi Nomor HK.01/24/1/2/PPTI/DRTU/PLTP-25 tentang Kebijakan Strategis dan Operasional Tata Kelola Teknologi Informasi
- Peraturan Direksi Nomor HK.01/26/6/2/PPTI/DRTU/PLTP-25 tentang Tata Kelola Data Perusahaan

Ruang lingkup disahkannya kebijakan tersebut adalah agar Perusahaan dapat melakukan pengaturan terhadap aspek-aspek terkait pengelolaan TI seperti pengembangan, inovasi, maupun pengelolaan risiko yang mungkin ditimbulkan dari penerapan TI di Perusahaan.

To support the implementation of IT management and development within the Company, the Board of Directors establishes policies related to IT implementation through:

- Board of Directors Regulation No. HK.01/17/10/2/PPTI/DRTU/PLTP-24 concerning the Information Security Management System Policy
- Board of Directors Regulation No. HK.01/24/1/2/PPTI/DRTU/PLTP-25 concerning the Strategic and Operational Policy for Information Technology Governance
- Board of Directors Regulation No. HK.01/26/6/2/PPTI/DRTU/PLTP-25 concerning Corporate Data Governance

The scope of these policies is to enable the Company to regulate aspects related to IT management, such as development, innovation, and risk management that may arise from IT implementation within the Company.

## Tata Kelola TI Perusahaan

Tata kelola teknologi informasi (TI) di Pelindo Terminal Petikemas merupakan kerangka kerja yang kokoh dan terstruktur untuk mengelola, mengamankan, dan mengoptimalkan semua aspek TI. Pelindo Terminal Petikemas percaya bahwa tata kelola TI yang efektif adalah kunci untuk mencapai tujuan bisnis Pelindo Terminal Petikemas dengan cara yang berkelanjutan dan aman.

### Regulasi Rujukan terkait Tata Kelola TI Perusahaan

Selain regulasi yang berlaku di internal Perusahaan, pengelolaan TI tidak hanya didasarkan pada regulasi internal namun juga disesuaikan dengan regulasi Pemerintah. Regulasi Pemerintah yang digunakan sebagai panduan dalam

## Corporate IT Governance

Information technology (IT) governance at Pelindo Terminal Petikemas is a robust and structured framework for managing, securing, and optimizing all aspects of IT. Pelindo Terminal Petikemas believes that effective IT governance is key to achieving Pelindo Terminal Petikemas's business objectives in a sustainable and secure manner.

### Reference Regulations for Corporate IT Governance

In addition to regulations applicable internally within the Company, IT management is not only based on internal regulations but also aligned with government regulations. The following government regulations serve as guidelines

pengelolaan TI adalah sebagai berikut:

- Undang-Undang Republik Indonesia Nomor 19 Tahun 2016 Tentang Perubahan Atas Undang-Undang Nomor 11 Tahun 2008 Tentang Informasi Dan Transaksi Elektronik
- Undang-Undang No. 14 tahun 2008 tentang Keterbukaan Informasi Publik
- Peraturan Menteri BUMN Nomor: PER-02/ MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara
- Peraturan Menteri BUMN Nomor PER-02/ MBU/02/2018 tentang Prinsip Tata Kelola Teknologi Informasi Kementerian BUMN

## Organ Tata Kelola

Pelindo Terminal Petikemas memiliki struktur organisasional yang jelas untuk mengelola TI. Ini termasuk penunjukan seorang Senior Vice President (SVP) yang bertanggung jawab atas pengelolaan dan pengembangan infrastruktur TI Pelindo Terminal Petikemas. SVP bertanggung jawab langsung kepada Direktur Teknik. Di bawah SPV terdapat tim TI yang mengelola operasional sehari-hari, dukungan pengguna, keamanan informasi, dan pengembangan aplikasi.

for IT management

- Law of the Republic of Indonesia Number 19 of 2016 concerning Amendments to Law Number 11 of 2008 concerning Electronic Information and Transactions
- Law No. 14 of 2008 concerning Public Information Disclosure
- Regulation of the Minister of State-Owned Enterprises Number: PER-02/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises
- Regulation of the Minister of State-Owned Enterprises Number PER-02/MBU/02/2018 concerning Principles of Information Technology Governance of the Ministry of State-Owned Enterprises

## Governance Organ

Pelindo Terminal Petikemas has a clear organizational structure for IT management. This includes the appointment of a Senior Vice President (SVP) responsible for the management and development of Pelindo Terminal Petikemas's IT infrastructure. The SVP reports directly to the Technical Director. Under the SPV is an IT team that manages day-to-day operations, user support, information security, and application development.

## Profil Pejabat Divisi TI

## IT Division Officer Profile

### Hadi Mohammad Lukmantyo

**Senior Vice President Teknologi Informasi**
Senior Vice President of Information Technology

Warga Negara Indonesia, lahir di Sidoarjo pada tanggal 16 Januari 1976. Memulai karir di Pelindo Terminal Petikemas sejak tahun 2022 dengan masa kerja 4 tahun. Jejak karir selama di Pelindo Terminal Petikemas hingga saat ini adalah menjabat sebagai SVP Teknologi Informasi sejak tahun 2022.

Indonesian citizen, born in Sidoarjo on January 16, 1976. He began his career at Pelindo Terminal Petikemas in 2022, serving for four years. His career path at Pelindo Terminal Petikemas to date includes serving as SVP of Information Technology since 2022.

### Agung Eka Wardhana

**Vice President Infrastruktur dan Solusi Teknologi Informasi**
Vice President of Infrastructure and Information Technology Solutions

Warga Negara Indonesia, lahir di Kota Surabaya tanggal 5 Agustus 1981. Memulai karir di Pelindo Terminal Petikemas sejak tahun 2021 dengan masa kerja 5 tahun. Jejak karir selama di Pelindo Terminal Petikemas hingga saat ini adalah sebagai berikut:

- Menjabat sebagai Vice President Pemeliharaan Sistem dan Data Manajemen di tahun 2021.
- Menjabat sebagai Vice President Infrastruktur dan Solusi Teknologi Informasi sejak tahun 2022.

Indonesian citizen, born in Surabaya on August 5, 1981. He began his career at Pelindo Terminal Petikemas in 2021, serving for five years. His career path at Pelindo Terminal Petikemas to date is as follows:

- Served as Vice President of System Maintenance and Data Management in 2021.
- Served as Vice President of Infrastructure and Information Technology Solutions since 2022.

### Rahmi Ika Noviana

**Vice President Perencanaan dan Pengendalian Teknologi Informasi**
Vice President of Information Technology Planning and Control

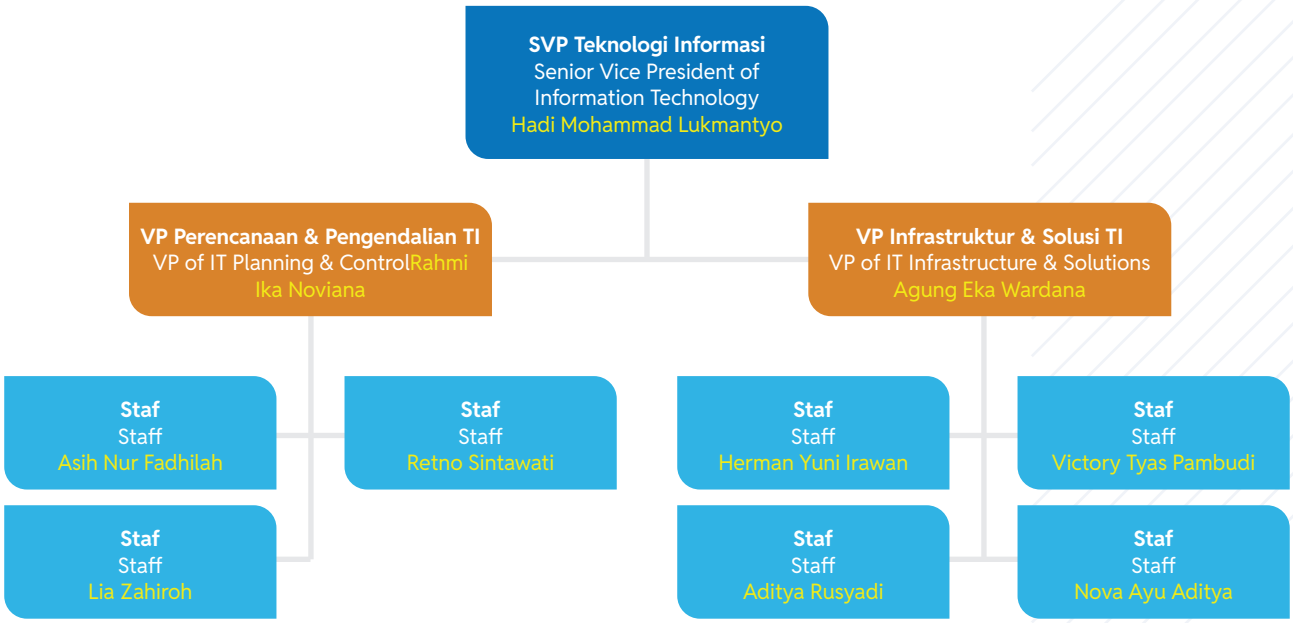
Warga Negara Indonesia, lahir di Kota Pasuruan pada tanggal 14 November 1982. Memulai karir di Pelindo Terminal Petikemas sejak tahun 2021 dengan masa kerja 5 tahun. Jejak karir selama di Pelindo Terminal Petikemas hingga saat ini sebagai berikut:

- Menjabat sebagai Vice President Pengelolaan Dokumen Perusahaan pada tahun 2021.
- Menjabat sebagai Vice President Pengendalian Sistem pada tahun 2022.
- Menjabat sebagai Vice President Perencanaan dan Pengendalian Teknologi Informasi pada tahun 2022.

Indonesian citizen, born in Pasuruan City on November 14, 1982. He began his career at Pelindo Terminal Petikemas in 2021, serving for five years. His career path at Pelindo Terminal Petikemas to date is as follows:

- Served as Vice President of Corporate Document Management in 2021.
- Served as Vice President of System Control in 2022.
- Served as Vice President of Information Technology Planning and Control in 2022.

## Struktur Organisasi Divisi TI
IT Division Organizational Structure




## Tugas dan Tanggung Jawab Organ Pengelolaan TI

Divisi TI dipimpin oleh seorang Senior Vice President yang membawahi 2 (dua) Vice President, yaitu:

1. VP Infrastruktur dan Solusi TI, bertanggung jawab untuk:
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan asesmen kebutuhan user atas layanan TI di subholding,
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan pembuatan desain atas kebutuhan infrastruktur,
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan pembuatan desain atas network, dan sistem keamanan TI,
   - Merumuskan, mengkoordinasikan, dan memastikan pelaksanaan monitoring dan evaluasi berkala atas kapasitas dan performance aplikasi, infrastruktur dan network,
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan pelaksanaan troubleshooting jika terjadi kerusakan pada perangkat TI yang digunakan oleh user,
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan penyusunan root cause analysis dan pencarian solusi terbaik atas permasalahan yang dihadapi oleh user layanan TI,
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan layanan TI baik yang dikelola oleh internal maupun oleh pihak ketiga (IT Service Continuity),

## Duties and Responsibilities of the IT Management Organ

The IT Division is led by a Senior Vice President who oversees two Vice Presidents:

1. VP of IT Infrastructure and Solutions, responsible for:
   - Formulating, coordinating, and ensuring user needs assessment activities for IT services in the subholding.
   - Formulating, coordinating, and ensuring design activities for infrastructure requirements.
   - Formulating, coordinating, and ensuring design activities for IT networks and security systems.
   - Formulating, coordinating, and ensuring periodic monitoring and evaluation of application, infrastructure, and network capacity and performance.
   - Formulating, coordinating, and ensuring troubleshooting activities in the event of damage to IT equipment used by users.
   - Formulating, coordinating, and ensuring root cause analysis and finding the best solutions for problems faced by IT service users.
   - Formulating, coordinating, and ensuring IT service activities, both managed internally and by third parties (IT Service). Continuity),

- Merumuskan, mengkoordinasikan, dan memastikan pemenuhan Operational Level Agreement (OLA) layanan TI,
- Merumuskan, mengkoordinasikan, dan memastikan kegiatan instalasi dan pendampingan untuk menunjang kelancaran penggunaan software dan aplikasi yang dipergunakan oleh user,
- Merumuskan, mengkoordinasikan, dan memastikan kegiatan integrasi sistem keuangan Pelindo Group,
- Merumuskan, mengkoordinasikan, memastikan, dan memberikan dukungan data terkait kegiatan pengujian terhadap solusi TI di lingkungan PT Pelindo Terminal Petikemas, yang meliputi:
- Pelaksanaan system integration test (SIT) solusi TI,
- Pelaksanaan environment dan security test solusi TI,
- Pelaksanaan acceptance test bersama user (UAT),
- Memberikan dukungan data, infrastruktur IT, dan sistem aplikasi terkait pilot project standarisasi dan sistemasi operasi di Lingkungan PT Pelindo Terminal Petikemas,
- Memberikan dukungan data, infrastruktur IT, dan sistem aplikasi terkait implementasi standarisasi dan sistemisasi operasi di Lingkungan PT Pelindo Terminal Petikemas.

2. VP Perencanaan & Pengendalian TI, bertanggung jawab untuk:
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan penyusunan rencana jangka panjang atas inisiatif/program TI, serta melakukan penyelarasan secara enterprise-wide agar sejalan dengan tujuan bisnis Perusahaan,
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan *Quality Assurance* terhadap sistem yang akan diimplementasikan,
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan manajemen risiko terkait bidang teknologi informasi,
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan Project Management terkait aktivitas dan inisiatif teknologi informasi meliputi mengkoordinir pelaksanaan, kemajuan, dan pelaporan atas pelaksanaan inisiatif atau program teknologi informasi,
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan secara periodik atas Key Performance Indicator (KPI) dan standar layanan teknologi informasi,
   - Merumuskan, mengkoordinasikan, dan memastikan kegiatan penyusunan dan monitoring anggaran baik Opex maupun Capex bidang teknologi informasi,

- Formulating, coordinating, and ensuring compliance with the Operational Level Agreement (OLA) for IT services,
- Formulating, coordinating, and ensuring installation and support activities to support the smooth use of software and applications used by users,
- Formulating, coordinating, and ensuring the integration of Pelindo Group's financial systems,
- Formulating, coordinating, ensuring, and providing data support related to testing activities for IT solutions within PT Pelindo Terminal Petikemas, including:
- Implementing system integration tests (SIT) for IT solutions,
- Implementing environment and security tests for IT solutions,
- Implementing acceptance tests with users (UAT),
- Providing data, IT infrastructure, and application system support related to the pilot project for standardization and systematization of operations within PT Pelindo Terminal Petikemas,
- Providing data, IT infrastructure, and application system support related to the implementation of standardization and systematization of operations within PT Pelindo Terminal Petikemas.

2. VP of IT Planning & Control, responsible for:
   - Formulate, coordinate and ensure long-term planning activities for IT initiatives/programs, as well as carry out enterprise-wide alignment so that they are in line with the Company's business objectives,
   - Formulate, coordinate and ensure Quality Assurance activities for the system to be implemented,
   - Formulate, coordinate and ensure risk management activities related to the field of information technology,
   - Formulate, coordinate and ensure Project Management activities related to information technology activities and initiatives including coordinating implementation, progress and reporting on the implementation of information technology initiatives or programs,
   - Formulate, coordinate and ensure periodic activities on Key Performance Indicators (KPI) and information technology service standards,
   - Formulate, coordinate and ensure budget preparation and monitoring activities for both Opex and Capex in the information technology sector,

- Merumuskan, mengkoordinasikan, dan memastikan perencanaan kebutuhan dan pengembangan SDM Teknologi Informasi melalui kegiatan training dan sertifikasi bidang teknologi informasi,
- Merumuskan, mengkoordinasikan, dan memastikan kegiatan integrasi sistem keuangan Pelindo Group,
- Memberikan dukungan data, infrastruktur IT, dan sistem aplikasi terkait pilot project standarisasi dan sistemisasi operasi di Lingkungan PT Pelindo Terminal Petikemas,
- Memberikan dukungan data, infrastruktur IT, dan sistem aplikasi terkait implementasi standarisasi dan sistemisasi operasi di lingkungan PT Pelindo Terminal Petikemas

- Formulate, coordinate and ensure planning for information technology human resource needs and development through training and certification activities in the field of information technology,
- Formulate, coordinate and ensure Pelindo Group's financial system integration activities,
- Providing data support, IT infrastructure and application systems related to the pilot project for standardization and systemization of operations within the PT Pelindo Terminal Petikemas environment,
- Providing data support, IT infrastructure and application systems related to the implementation of standardization and systemization of operations within PT Pelindo Terminal Petikemas

## Aspirasi Pemangku Kepentingan Terhadap TI

1. Aplikasi
   - Aplikasi yang terintegrasi dan menyeluruh.
   - Data analytics, real-time dashboard, dan pelaporan terkonsolidasi.
   - Penerapan teknologi digital dan mobile.
2. Teknologi
   - Jaringan data yang andal dengan cakupan luas.
   - Sistem informasi yang responsif dan tersedia.
   - Single sign-on dan provisi terintegrasi.
3. SDM dan Organisasi
   - Struktur organisasi yang selaras dengan kebutuhan bisnis.
   - Sumber daya manusia yang cekatan serta tingkat layanan bersama yang responsif, efektif, dan extended.
4. Tata Kelola
   - Tata kelola TI dan cyber security yang baik dan bijak.
   - Penerapan dan penetapan kebijakan proses bisnis secara konsisten.

## Stakeholder Aspirations for IT

1. Applications
   - Integrated and comprehensive applications.
   - Data analytics, real-time dashboards, and consolidated reporting.
   - Application of digital and mobile technologies.
2. Technology
   - Reliable data networks with extensive coverage.
   - Responsive and available information systems.
   - Single sign-on and integrated provisioning.
3. Human Resources and Organization
   - Organizational structures aligned with business needs.
   - Agile human resources and responsive, effective, and extended shared service levels.
4. Governance
   - Good and prudent IT and cybersecurity governance.
   - Consistent implementation and establishment of business process policies.

## Tren TI di Industri Kepelabuhanan

1. Automation of Port Operations
2. Analytics-Driven Decision Making
3. Digital Platform Collaboration
4. Digital Value-Add Services
5. Data Monetization
6. Artificial Intelligence / Machine Learning
7. Distributed Cloud
8. Digital Twin
9. Edge Computing
10. Secure Access Service Edge.

## IT Trends in the Port Industry

1. Automation of Port Operations
2. Analytics-Driven Decision Making
3. Digital Platform Collaboration
4. Digital Value-Add Services
5. Data Monetization
6. Artificial Intelligence/Machine Learning
7. Distributed Cloud
8. Digital Twin
9. Edge Computing
10. Secure Access Service Edge.

## *Business Building Block* Hingga Akhir Tahun 2025

*Business Building Block* menggambarkan unit bisnis mana saja yang telah didukung oleh TI, dalam proses pengembangan, maupun yang belum. Hingga akhir tahun 2025, Business Building Block Pelindo Terminal Petikemas dibagi menjadi 3 (tiga) kelompok besar yaitu *Port Core Business*, *Supporting to Port Core Business*, dan *Enterprise Services*.

*Port Core Business* meliputi proses bisnis yang terkait langsung dengan bisnis inti kepelabuhanan, meliputi Cargo Services, Operation Planning dan Performance Monitoring. Seluruh proses bisnis di kelompok ini berada pada level improve and maintain.

Supporting to Port Core Business meliputi proses pendukung bisnis utama sebagai bagian dari perpanjangan lini bisnis perusahaan. Seluruh proses bisnis di kelompok ini berada pada level *improve and maintain*.

Enterprise Services meliputi proses yang memastikan berjalannya proses utama perusahaan seperti strategi, integrasi, keuangan, SDM, tata kelola dan risiko. Sebagian proses bisnis di kelompok ini berada pada level improve and maintain dan sebagian pada level monitor and sustain

## Kesiapan Perusahaan Di Bidang TI

### Kesiapan dari Aspek Regulasi

Dukungan atas penerapan dan pengembangan TI dalam rangka menunjang kegiatan usaha yang dijalankan Perusahaan direalisasikan oleh manajemen Pelindo Terminal Petikemas, dalam hal ini Direksi Perusahaan melalui Peraturan Direksi Pelindo Terminal Petikemas No. PER.0048/TI.01.03/PLTP-2021 tentang Kebijakan Operasional Teknologi Informasi di lingkungan Pelindo Terminal Petikemas. Dalam regulasi tersebut, Perusahaan berusaha memenuhi aspek infrastruktur maupun suprastruktur yang diperlukan guna memberikan aturan main yang jelas serta kewenangan-kewenangan yang diperlukan terkait pengelolaan aspek TI di lingkungan Perusahaan.

Muatan yang terkandung dalam regulasi tersebut yaitu:

- Pengelolaan Layanan TI
- Operasional Layanan TI
- Peningkatan Layanan Berkelanjutan

### Kesiapan dari Aspek Anggaran

Pelindo Terminal Petikemas menyadari pentingnya berinvestasi dalam pengembangan teknologi informasi (TI) untuk mendukung pertumbuhan dan keberhasilan jangka panjang. Oleh karena itu,

## Business Building Blocks Until the End of 2025

Business Building Blocks describe which business units are supported by IT, are in the development process, or are not yet supported. By the end of 2025, the Pelindo Terminal Petikemas Business Building Blocks are divided into three major groups: Port Core Business, Supporting Port Core Business, and Enterprise Services.

Port Core Business encompasses business processes directly related to the port's core business, including Cargo Services, Operation Planning, and Performance Monitoring. All business processes in this group are at the improve and maintain level.

Supporting Port Core Business encompasses processes that support the main business as part of the company's extended business lines. All business processes in this group are at the improve and maintain level.

Enterprise Services encompass processes that ensure the continuity of key company processes such as strategy, integration, finance, HR, governance, and risk. Some business processes in this group are at the improve and maintain level, while others are at the monitor and sustain level.

## Company Readiness in the IT Sector

### Readiness from Regulatory Aspects

Support for the implementation and development of IT in order to support the business activities carried out by the Company is realized by Pelindo Terminal Petikemas management, in this case the Company's Directors through Pelindo Terminal Petikemas Directors Regulation No. PER.0048/TI.01.03/PLTP-2021 concerning Information Technology Operational Policy in the Pelindo Terminal Petikemas environment. In this regulation, the Company tries to fulfill the necessary infrastructure and superstructure aspects in order to provide clear rules of the game and the necessary authorities regarding the management of IT aspects within the Company.

The contents contained in the regulation are:

- IT Service Management
- IT Service Operations
- Continuous Service Improvement

### Readiness from the Budget Aspect

Pelindo Terminal Petikemas recognizes the importance of investing in information technology (IT) development to support long-term growth and success. Therefore, Pelindo

Pelindo Terminal Petikemas telah mempersiapkan anggaran yang sesuai untuk mendukung inisiatif pengembangan TI Perusahaan.

Dengan kesiapan anggaran ini, Pelindo Terminal Petikemas yakin bahwa perusahaan memiliki pondasi yang kuat untuk terus berkembang dan berhasil dalam lingkungan bisnis yang semakin terhubung dan terdigitalisasi.

Untuk tahun 2025 Perusahaan menetapkan basis anggaran di bidang TI berupa Capex sebesar Rp 35 miliar dan Opex sebesar Rp 115 miliar yang tersebar pada 5 (lima) beban biaya, yaitu Beban Pemeliharaan Peralatan, Beban Pemeliharaan Lisensi, Beban Jaringan dan Koneksi Data, Beban Jasa Konsultan serta Beban SDPK Peralatan . Hingga 31 Desember 2025 total serapan Capex sebesar 100% dan serapan Opex sebesar 97% Beban Pemeliharaan Peralatan, 95% Beban Pemeliharaan Lisensi, 83% Beban Jaringan dan Koneksi Data, 37% Beban Jasa Konsultan serta 111% Beban SDPK Peralatan.

## Kesiapan dari Aspek SDM

Dalam era digital saat ini, kesiapan dari aspek Sumber Daya Manusia (SDM) Teknologi Informasi (TI) merupakan salah satu faktor kunci yang menentukan keberhasilan transformasi digital di sebuah perusahaan. Transformasi digital tidak hanya melibatkan penerapan teknologi baru, tetapi juga bagaimana perusahaan dapat memanfaatkan teknologi tersebut secara optimal untuk meningkatkan efisiensi operasional, daya saing, dan inovasi. Pelindo Terminal Petikemas juga menganggarkan dana untuk pelatihan dan pengembangan karyawan dalam bidang TI. Pelindo Terminal Petikemas percaya bahwa memiliki karyawan yang terampil dan terlatih adalah kunci untuk memanfaatkan sepenuhnya potensi teknologi.

## Penyusunan IT Master Plan 2023-2025

Master Plan Teknologi Informasi (TI) merupakan panduan strategis yang merumuskan visi, tujuan, dan arah pengembangan teknologi informasi Pelindo Terminal Petikemas, serta menguraikan rencana jangka panjang perusahaan dalam mengembangkan dan mengelola infrastruktur TI dan pemanfaatan teknologi informasi untuk mencapai tujuan bisnis Perusahaan. Master plan IT Pelindo Terminal Petikemas dibuat berdasarkan analisis menyeluruh terhadap kebutuhan, tantangan, dan peluang yang ada dalam konteks bisnis dan teknologi.

Tujuan-tujuan spesifik yang ingin dicapai melalui implementasi master plan ini mencakup efisiensi operasional, peningkatan produktivitas, pelayanan pelanggan yang lebih baik, dan keamanan informasi yang terjamin.

Terminal Petikemas has prepared an appropriate budget to support the Company's IT development initiatives.

With this budget ready, Pelindo Terminal Petikemas is confident that the company has a strong foundation to continue to develop and succeed in an increasingly connected and digitalized business environment.

For 2025, the Company has set a budget base in the IT sector in the form of Capex of IDR 35 billion and Opex of IDR 115 billion spread over 5 (five) costs, namely Equipment Maintenance Expense, License Maintenance Expense, Network and Data Connection Expense, Consultant Services Expense and Equipment SDPK Expense. Until 31 December 2025, total Capex absorption was 100% and Opex absorption was 97% Equipment Maintenance Expense, 95% License Maintenance Expense, 83% Network and Data Connection Expense, 37% Consultant Services Expense and 111% Equipment SDPK Expense.

## Readiness from the HR Aspect

In the current digital era, readiness from the Human Resources (HR) Information Technology (IT) aspect is one of the key factors that determines the success of digital transformation in a company. Digital transformation not only involves implementing new technologies, but also how companies can optimally utilize these technologies to increase operational efficiency, competitiveness and innovation. Pelindo Terminal Petikemas also budgets funds for employee training and development in the IT field. Pelindo Terminal Petikemas believes that having skilled and trained employees is the key to exploiting the full potential of technology.

## IT Master Plan 2023-2025 Development

The Information Technology (IT) Master Plan is a strategic guide that defines the vision, objectives, and direction of Pelindo Terminal Petikemas's information technology development. It also outlines the company's long-term plan for developing and managing IT infrastructure and utilizing information technology to achieve its business objectives. The Pelindo Terminal Petikemas IT Master Plan is based on a comprehensive analysis of the needs, challenges, and opportunities within a business and technology context.

Specific objectives to be achieved through the implementation of this master plan include operational efficiency, increased productivity, improved customer service, and guaranteed information security.

Master Plan Teknologi Informasi Pelindo yang terbaru adalah Master Plan untuk periode 2023-2025. Beberapa aktivitas yang sudah dilakukan antara lain penyusunan Target State Enterprise Architecture, penyusunan Visi, Misi, IT Road Map serta Timeline untuk periode 2023-2025, Penetapan oleh BOD, dan sosialisasi ke seluruh entitas di Group Perusahaan.

## Program Kerja TI 2024-2025

Dalam rangka memperkuat daya saing dan meningkatkan kapabilitas digital perusahaan, PT Pelindo Terminal Petikemas (Pelindo Terminal Petikemas) telah menyusun program kerja Teknologi Informasi yang komprehensif, strategis, dan terstruktur. Program ini mencerminkan komitmen Pelindo Terminal Petikemas untuk menjalankan transformasi digital secara menyeluruh, tidak hanya melalui penguatan infrastruktur, tetapi juga dengan integrasi sistem informasi, manajemen data, keamanan siber, serta peningkatan kompetensi SDM.

Fokus utama program kerja TI diarahkan pada integrasi sistem ERP yang efisien, modernisasi infrastruktur terminal, serta standarisasi sistem operasional dan keamanan untuk mendukung keberlangsungan bisnis jangka panjang.

Berikut adalah program kerja utama TI tahun 2025:

1. Pengembangan IT Infrastruktur dan Implementasi Secure System
2. Enhancement Infrastruktur dan Network IT
3. Vulnerability Assessment
4. Assesmen dan Peningkatan IT Maturity Level Pelindo Terminal Petikemas Group
5. Supporting Digitalisasi Operasi Pelayanan Petikemas dan Non Petikemas

## Pencapaian TI Tahun 2025

Beberapa pencapaian penting Divisi TI selama tahun 2025 meliputi:

- Go-Live Aplikasi TOS Nusantara di TPK Jayapura, TPK Sorong, TPK Pantoloan dan TPK Kendari
- Go-Live Aplikai PTOS-PK di TPK Merauke
- Go-Live Aplikasi PTOS-M di TPK Tarakan, TPK Kendari, TPK Merauke dan TPK Pantoloan
- Peningkatan Skor IT Maturity Level menjadi 3.35

## Program Kerja Divisi TI 2025

Untuk menjamin keberlanjutan transformasi digital, Divisi TI merencanakan program lanjutan berikut:

- Implementasi Security Operation Center (SOC).

Pelindo's latest Information Technology Master Plan is for the 2023-2025 period. Several activities have been carried out, including the development of the Target State Enterprise Architecture, the development of the Vision, Mission, IT Road Map, and Timeline for the 2023-2025 period, the Board of Directors' approval, and dissemination to all entities within the Company Group.

## IT Work Program 2024-2025

In order to strengthen competitiveness and improve the company's digital capabilities, PT Pelindo Terminal Petikemas (Pelindo Terminal Petikemas) has developed a comprehensive, strategic and structured Information Technology work program. This program reflects Pelindo Terminal Petikemas's commitment to carrying out comprehensive digital transformation, not only through strengthening infrastructure, but also by integrating information systems, data management, cyber security, and increasing HR competency.

The main focus of the IT work program is directed at efficient ERP system integration, modernization of terminal infrastructure, and standardization of operational and security systems to support long-term business continuity.

The following is the main IT work program for 2025:

1. IT Infrastructure Development and Secure System Implementation
2. Enhancement of IT Infrastructure and Network
3. Vulnerability Assessment
4. Assessment and Improvement of IT Maturity Level Pelindo Terminal Petikemas Group
5. Supporting digitalization of container and non-container service operations

## IT Achievements in 2025

Some of the IT Division's important achievements during 2025 include:

- Go-Live TOS Nusantara Application at TPK Jayapura, TPK Sorong, TPK Pantoloan and TPK Kendari
- Go-Live PTOS-PK Application at TPK Merauke
- Go-Live PTOS-M Application at TPK Tarakan, TPK Kendari, TPK Merauke and TPK Pantoloan
- Increased IT Maturity Level Score to 3.35

## IT Division Work Program 2025

To ensure the sustainability of digital transformation, the IT Division plans the following follow-up programs:

- Implementation of a Security Operation Center (SOC).

- Implementasi Security Event and Incident Management (SIEM).
- Pemenuhan Infrastruktur Terminal dalam rangka Implementasi Single System (TOS Nusantara)
- Assesmen dan Peningkatan IT Maturity Level Pelindo Terminal Petikemas Group.
- Penataan Jaringan dan Implementasi Active Directory di terminal
- Peningkatan kapabilitas SDM TI melalui pelatihan dan sertifikasi.

- Implementation of Security Event and Incident Management (SIEM).
- Fulfillment of Terminal Infrastructure in the context of Single System Implementation (TOS Nusantara)
- Assessment and Improvement of IT Maturity Level Pelindo Terminal Petikemas Group.
- Network Setup and Active Directory Implementation in the terminal
- Increasing IT HR capabilities through training and certification.

Selama kurun waktu Januari – Desember 2025, telah dilakukan implementasi sistem di Kantor Pusat Pelindo Terminal Petikemas dan di terminal dengan rincian sebagai berikut:

During the period January–December 2025, the system was implemented at the Pelindo Terminal Petikemas Head Office and at the terminals, with the following details:

Implementasi beberapa sistem baru di terminal-terminal yang dikelola oleh Pelindo Terminal Petikemas di tahun 2025:

Implementation of several new systems at terminals managed by Pelindo Terminal Petikemas in 2025:

| No | Lokasi<br>Location | Sistem Aplikasi<br>Application System | Tanggal Go Live<br>Go Live Date |
|---|---|---|---|
| 1 | TPK Jayapura | TOS Nusantara | 24 Februari 2025 |
| 2 | TPK Sorong | TOS Nusantara | 10 Juli 2025 |
| 3 | TPK Pantoloan | TOS Nusantara | 13 Desember 2025 |
| 4 | TPK Kendari | TOS Nusantara | 29 Desember 2025 |
| 5 | TPK Merauke | PTOS PK | 25 Januari 2025 |
| 6 | TPK Tarakan | PTOS-M | 12 Agustus 2025 |
| 7 | TPK Kendari | PTOS-M | 8 Oktober 2025 |
| 8 | TPK Merauke | PTOS-M | 11 Agustus 2025 |
| 9 | TPK Pantoloan | PTOS-M | 17 Oktober 2025 |

**Digitalisasi Operasional di Pelindo Terminal Petikemas Group selama tahun 2025**
Operational Digitalization at Pelindo Terminal Petikemas Group during 2025

| No | Lokasi<br>Location | Implementasi TOS<br>TOS Implementation | Tanggal Go Live<br>Go Live Date |
|---|---|---|---|
| 1 | TPK Jayapura | TOS Nusantara | 24 Februari 2025 |
| 2 | TPK Sorong | TOS Nusantara | 10 Juli 2025 |
| 3 | TPK Pantoloan | TOS Nusantara | 13 Desember 2025 |
| 4 | TPK Kendari | TOS Nusantara | 29 Desember 2025 |
| 5 | TPK Merauke | PTOS PK | 25 Januari 2025 |
| 6 | TPK Tarakan | PTOS-M | 12 Agustus 2025 |
| 7 | TPK Kendari | PTOS-M | 8 Oktober 2025 |
| 8 | TPK Merauke | PTOS-M | 11 Agustus 2025 |
| 9 | TPK Pantoloan | PTOS-M | 17 Oktober 2025 |

**Evaluasi Pelaksanaan Program Kerja TI 2025**
Evaluation of the Implementation of the 2025 IT Work Program

| No | Judul RKM<br>RKM Title | | Capaian<br>Achievements | |
|---|---|---|---|---|
| 1 | Enhancement Terminal Management System | Terminal Management System Enhancement | sesuai dengan target | according to target |
| 2 | Pengembangan IT Infrastruktur dan Implementasi Secure System | IT Infrastructure Development and Secure System Implementation | Pekerjaan telah sesuai dengan timeline | The work is in accordance with the timeline |
| 3 | Supporting Implementasi Integrated Planning & Control - Pemenuhan Aspek IT | Supporting Integrated Planning & Control Implementation - IT Aspect Fulfillment | Telah dilaksanakan supporting implementasi Integrated Planning & Control - Pemenuhan Aspek IT | Supporting implementation of Integrated Planning & Control - Fulfillment of IT Aspects |
| 4 | Supporting Implementasi Integrasi Sistem Operasi Pelayanan Kapal dan Peti kemas - Pemenuhan Aspek IT | Supporting the Implementation of Integrated Operational Systems for Ship and Container Services - Fulfillment of IT Aspect | Telah dilaksanakan supporting implementasi integrasi sistem Operasi Pelayanan Kapal dan Petikemas - Pemenuhan Aspek IT | Support for the implementation of the integration of the Ship and Container Service Operations system has been carried out - Fulfillment of IT Aspects |
| 5 | Enhancement Infrastruktur dan network IT | IT Infrastructure and Network Enhancement | Target untuk tahun 2025 adalah implementasi 4 Terminal | The target for 2025 is the implementation of four terminals. |
| 6 | Vulnerability Assessment | Vulnerability Assessment | Telah selesai melaksanakan Vulnerability Assessment | The Vulnerability Assessment has been completed. |
| 7 | Monitoring Investasi IT di Pelindo Terminal Petikemas Group | IT Investment Monitoring at Pelindo Terminal Petikemas Group | telah tercapai sesuai target | The target has been achieved. |
| 8 | Supporting Rencana pengoperasian Terminal Kijing - IT system & infrastructure readiness | Supporting Kijing Terminal Operational Plan - IT System & Infrastructure Readiness | Telah selesai melaksanakan supporting rencana pengoperasian Terminal Kijing - IT System & Infrastructure Readiness | The support for the Kijing Terminal operational plan has been completed - IT System & Infrastructure Readiness. |
| 9 | Assesmen dan peningkatan IT maturity level Pelindo Terminal Petikemas Group | Assessing and Improving Pelindo Terminal Petikemas Group's IT Maturity Level | in progress rekomendasi peningkatan IT Maturity | Recommendations for improving IT Maturity are in progress. |
| 10. | Supporting Optimalisasi Hub and Spoke (Penyiapan Pemindahan TPK Makassar ke MNP Tahap I) - Pemenuhan Aspek Teknologi Informasi | Supporting Hub and Spoke Optimization (Preparation for Makassar Terminal Transfer to MNP Phase I) - Fulfilling Information Technology Requirements | Telah dilaksanakan supporting optimalisasi Hub and Spoke (Penyiapan Pemindahan TPK Makassar ke MNP Tahap I) - Pemenuhan Aspek Teknologi Informasi | The Hub and Spoke optimization support has been implemented (Preparation for the Makassar Terminal Terminal Transfer to MNP Phase I) - Fulfillment of Information Technology Aspects. |
| 11. | Supporting Digitalisasi operasi pelayanan petikemas dan non petikemas - Pemenuhan Aspek Teknologi Informasi | Supporting Digitalization of Container and Non-Container Service Operations - Fulfilling Information Technology Requirements | Telah dilaksanakan Go Live TPK Pantoloan, TP1 Zona 3 dan TP2 International | The Go Live phase for Pantoloan Terminal Terminal Terminal, TP1 Zone 3, and TP2 International has been implemented. |
| 12. | Supporting Implementasi VGM - Pemenuhan Aspek IT | Supporting VGM Implementation - Fulfilling IT Requirements | Telah dilaksanakan supporting implementasi VGM - Pemenuhan Aspek IT | The VGM implementation support has been implemented - Fulfillment of IT Aspects. |

## IT Maturity Level

IT Maturity merupakan indikator tingkat kematangan pengelolaan proses Teknologi Informasi (TI) dalam suatu organisasi. Dengan melakukan IT Maturity Assessment, perusahaan dapat mengevaluasi sejauh mana efektivitas, efisiensi, dan tata kelola

## IT Maturity Level

IT Maturity is an indicator of the maturity level of Information Technology (IT) process management within an organization. By conducting an IT Maturity Assessment, companies can evaluate the extent to which IT effectiveness, efficiency, and governance

TI telah dijalankan secara sistematis dan berkesinambungan sesuai dengan standar internasional. Penilaian ini juga merupakan bagian dari penerapan prinsip GCG dalam konteks digitalisasi perusahaan.

Pada tahun 2025, Pelindo Terminal Petikemas telah melaksanakan IT Maturity Assessment berdasarkan kerangka kerja COBIT 2019 (Control Objectives for Information and Related Technology) yang diakui secara global sebagai referensi utama dalam tata kelola dan manajemen TI. COBIT 2019 mengklasifikasikan tingkat kematangan ke dalam beberapa level, mulai dari “Initial” hingga “Optimized”.

Hasil asesmen menunjukkan bahwa Pelindo Terminal Petikemas berhasil meraih skor IT Maturity sebesar 3,35 yang berada pada kategori Established. Skor ini menunjukkan bahwa proses-proses TI di lingkungan perusahaan telah dijalankan secara terdokumentasi, distandarisasi, dan dilaksanakan secara konsisten di seluruh unit kerja. Capaian ini juga melebihi target yang telah ditetapkan oleh Pelindo Holding, dan menjadi salah satu pencapaian strategis di bidang teknologi informasi perusahaan pada tahun 2025.

1. Penerapan dan penilaian IT Maturity Level memberikan manfaat strategis bagi Pelindo Terminal Petikemas, antara lain:
2. Menjadi tolok ukur objektif untuk mengevaluasi efektivitas pengelolaan TI yang telah berjalan;
3. Menyediakan dasar yang kuat untuk penyusunan peta jalan *(roadmap)* pengembangan dan peningkatan kapasitas TI ke depan;
4. Mengidentifikasi area perbaikan pada proses TI yang belum optimal, baik dari sisi tata kelola, infrastruktur, sumber daya manusia, maupun integrasi sistem;
5. Meningkatkan kepercayaan pemangku kepentingan, khususnya dalam hal keamanan, kesiapan teknologi, dan kesesuaian dengan prinsip transparansi dan akuntabilitas;
6. Mendukung integrasi IT dengan strategi bisnis perusahaan, termasuk dalam hal pengambilan keputusan berbasis data dan efisiensi operasional melalui otomatisasi sistem.

Dengan capaian ini, Pelindo Terminal Petikemas menunjukkan kesiapan dan komitmen yang tinggi dalam membangun organisasi berbasis digital yang tangguh, adaptif, dan selaras dengan visi transformasi Pelindo Group.

have been implemented systematically and sustainably in accordance with international standards. This assessment also forms part of the application of GCG principles in the context of corporate digitalization.

In 2025, Pelindo Terminal Petikemas conducted an IT Maturity Assessment based on the COBIT 2019 (Control Objectives for Information and Related Technology) framework, which is globally recognized as the primary reference for IT governance and management. COBIT 2019 classifies maturity levels into several levels, ranging from "Initial" to "Optimized."

The assessment results showed that Pelindo Terminal Petikemas achieved an IT Maturity score of 3.35, which falls into the "Established" category. This score indicates that IT processes within the company are documented, standardized, and implemented consistently across all work units. This achievement also exceeds the target set by Pelindo Holding, and is one of the company's strategic achievements in the field of information technology in 2025.

1. The implementation and assessment of the IT Maturity Level provides strategic benefits for Pelindo Terminal Petikemas, including:
2. Serving as an objective benchmark for evaluating the effectiveness of existing IT management;
3. Providing a strong foundation for developing a roadmap for future IT development and capacity building;
4. Identifying areas for improvement in suboptimal IT processes, including governance, infrastructure, human resources, and system integration;
5. Enhancing stakeholder trust, particularly in terms of security, technology readiness, and adherence to the principles of transparency and accountability;
6. Supporting IT integration with the company's business strategy, including data-driven decision-making and operational efficiency through system automation.

With these achievements, Pelindo Terminal Petikemas demonstrates its strong readiness and commitment to building a digital-based organization that is resilient, adaptive, and aligned with Pelindo Group's transformation vision.

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# 4

# ANALISIS & PEMBAHASAN MANAJEMEN

## Management Discussion & Analysis

# Tinjauan Umum
General Overview

## Tinjauan Ekonomi Global

Dalam publikasi Bank Dunia berjudul *"Global Economic Prospect"* yang rilis pada Januari 2026, pertumbuhan global diproyeksikan akan terjaga stabil, meskipun terjadi ketegangan geopolitik dan tingkat suku bunga yang tinggi. Sementara inflasi dunia diperkirakan akan melambat dibandingkan sebelumnya, yaitu rata-rata 2,6 persen pada tahun 2026. Mencerminkan berlanjutnya tekanan inflasi, bank sentral kemungkinan akan tetap berhati-hati dalam melakukan pelonggaran kebijakan.

Menurut data Bank Dunia, pertumbuhan ekonomi global tahun 2025 sebesar 2,7% atau lebih rendah dibandingkan tahun 2024. Hal ini sebagian besar dipengaruhi dari sentimen negatif atas kondisi ketegangan geopolitik, fragmentasi perdagangan, suku bunga yang lebih tinggi untuk jangka panjang di tengah inflasi yang terus-menerus, dan bencana alam terkait perubahan iklim.

Menyusul perlambatan pertumbuhan investasi selama satu dekade di Pasar Negara Berkembang dan Ekonomi Berkembang (EMDEs), perlambatan ekonomi global turut memicu penyusutan investasi. Pertumbuhan investasi diproyeksikan rata-rata 3,8% pada 2025-2026, didorong oleh menguatnya permintaan domestik, dengan kebijakan fiskal yang netral atau sedikit restriktif. Pertumbuhan investasi yang lemah memiliki implikasi jangka panjang, berdampak pada pertumbuhan dan kemampuan EMDEs untuk mencapai pembangunan utama dan tujuan keberlanjutan.

Perdagangan sebagai pendorong utama investasi dan pertumbuhan produktivitas menghadapi hambatan dari meningkatnya ketegangan geopolitik, fragmentasi, dan meningkatnya ketidakpastian kebijakan perdagangan. Oleh karena itu, kebijakan fiskal dan struktural dibutuhkan untuk mendorong investasi publik dan swasta. Selain itu, mobilisasi pembiayaan yang memadai juga diperlukan untuk mempromosikan investasi di EMDEs.

## Global Economic Overview

In the World Bank's publication titled "Global Economic Prospects," released in January 2026, global growth is projected to remain stable despite geopolitical tensions and high interest rates. Meanwhile, global inflation is expected to slow compared to previous levels, averaging 2.6 percent in 2026. Reflecting ongoing inflationary pressures, central banks are likely to remain cautious in easing monetary policy.

According to World Bank data, global economic growth in 2025 is projected to be 2.7%, which is lower than in 2024. This is largely due to negative sentiment stemming from geopolitical tensions, trade fragmentation, higher long-term interest rates amid persistent inflation, and natural disasters linked to climate change.

Following a decade-long slowdown in investment growth in Emerging and Developing Markets (EMDEs), the global economic slowdown has also contributed to a decline in investment. Investment growth is projected to average 3.8% in 2025–2026, driven by strengthening domestic demand, with fiscal policies that are neutral or slightly restrictive. Weak investment growth has long-term implications, affecting growth and the ability of EMDEs to achieve key development and sustainability goals.

Trade, as the primary driver of investment and productivity growth, faces obstacles from rising geopolitical tensions, fragmentation, and increasing uncertainty in trade policy. Therefore, fiscal and structural policies are needed to boost public and private investment. In addition, the mobilization of adequate financing is also necessary to promote investment in EMDEs.

## Pertumbuhan Ekonomi Global

## Global Economic Growth

| Uraian<br>Description | | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Ekonomi Global | Global Economy | 2,8% | 2,8% | 2,7% |
| Ekonomi Negara Maju | Economies of Developed Countries | 1,6% | 1,7% | 1,7% |
| Ekonomi Negara Berkembang | Developing Economies | 4,4% | 4,3% | 4,2% |
| Volume Perdagangan Dunia | World Trade Volume | 0,6% | 3,4% | 3,4% |
| Harga Minyak Dunia (USD per barel) | World Oil Prices (US$ per barrel) | 82,6 | 80,7 | 69,0 |

Pada tahun 2025, pertumbuhan negara berkembang tercatat mencapai 4,2%, menurun 1 bps dari tahun sebelumnya. Perlambatan tersebut merupakan imbas dari perlambatan pertumbuhan investasi selama satu dekade di Pasar Negara Berkembang dan Ekonomi Berkembang (EMDEs).

Sementara itu, menurut IMF proyeksi pertumbuhan ekonomi global direvisi dari 2,8% menjadi 2,6% pada tahun 2026. Hal ini dilatarbelakangi oleh kebijakan perdagangan berupa tarif resiprokal dari Amerika Serikat (AS) yang menyebabkan peningkatan ketidakpastian global. Untuk negara-negara berkembang, pertumbuhan ekonomi diperkirakan menjadi 4,0 persen pada 2026. Penurunan ini terutama dirasakan oleh negara-negara yang terdampak langsung oleh kebijakan tarif, termasuk China. Kontribusi China mencapai sekitar 18% terhadap produk domestik bruto (PDB) global pada 2025 sebesar USD20,13 triliun.

Pencapaian China dalam mengatasi berbagai tantangan global, seperti iklim dan krisis utang, sangat penting dalam kaitannya akan dukungan restrukturisasi utang di negara-negara berpenghasilan rendah dan rentan dan pembangunan berkelanjutan bagi perekonomian global.

## Tinjauan Ekonomi Nasional

Berdasarkan laporan Badan Pusat Statistik (BPS), pertumbuhan ekonomi nasional yang diukur melalui nilai Produk Domestik Bruto (PDB) tahun 2025 tumbuh sebesar 5,11%, lebih tinggi dibanding capaian tahun 2024 yang mengalami pertumbuhan sebesar 5,03%. Dari sisi produksi, pertumbuhan tertinggi terjadi pada sektor lainnya sebesar 6,26%. Sementara dari sisi pengeluaran, kontribusi terbesar dicapai oleh sektor ekspor dengan pertumbuhan sebesar 7,03%.

Pertumbuhan ekonomi tahun 2025 didukung oleh peningkatan aktivitas investasi dan manufaktur, serta didukung permintaan domestik yang terjaga dan permintaan global yang mulai pulih. Terjaganya konsumsi masyarakat didukung oleh inflasi yang terkendali serta peningkatan mobilitas masyarakat.

In 2025, growth in developing countries is projected to reach 4.2%, down 1 basis point from the previous year. This slowdown is a result of the decade-long slowdown in investment growth in Emerging and Developing Markets and Economies (EMDEs).

Meanwhile, according to the IMF, the global economic growth projection has been revised from 2.8% to 2.6% for 2026. This is driven by trade policies—specifically reciprocal tariffs imposed by the United States (U.S.)—which have led to increased global uncertainty. For developing countries, economic growth is projected to reach 4.0 percent in 2026. This decline is felt most acutely by countries directly affected by the tariff policies, including China. China's contribution to global gross domestic product (GDP) is projected to reach approximately 18% in 2025, amounting to USD 20.13 trillion.

China's achievements in addressing various global challenges, such as climate change and the debt crisis, are crucial in terms of supporting debt restructuring in low-income and vulnerable countries and promoting sustainable development for the global economy.

## National Economic Review

According to a report by the Central Statistics Agency (BPS), national economic growth, as measured by Gross Domestic Product (GDP), grew by 5.11% in 2025, higher than the 5.03% growth recorded in 2024. On the production side, the highest growth was recorded in the "other" sector at 6.26%. Meanwhile, from the expenditure side, the largest contribution came from the export sector, which grew by 7.03%.

Economic growth in 2025 will be driven by increased investment and manufacturing activity, as well as sustained domestic demand and a recovering global demand. Stable consumer spending is supported by controlled inflation and increased public mobility. This increase is reflected in

Peningkatan ini tercermin dari kenaikan okupansi hotel dan jumlah penumpang di berbagai moda transportasi. Hal ini menunjukkan bahwa daya beli masyarakat masih cukup terjaga di tengah tantangan ekonomi global dan inflasi yang tinggi.

Meski demikian, Kementerian Keuangan menyampaikan bahwa defisit APBN tahun 2025 berhasil mencapai angka di bawah 3% yakni 2,92%, meskipun lebih tinggi daripada tahun sebelumnya yang mencapai 1,81%. Defisit APBN 2025 ditutup dengan Rp695,1 triliun. Struktur APBN juga mencantumkan keseimbangan primer, yaitu selisih total pendapatan negara dikurangi belanja negara di luar pembiayaan bunga utang. Tahun ini, keseimbangan primer defisit sebesar Rp180,7 triliun. Hal ini menunjukkan bahwa sebagian besar belanja negara telah didanai oleh utang dibandingkan total pendapatan negara.

Di tahun 2025, pertumbuhan terjadi pada seluruh komponen pengeluaran. Komponen pengeluaran yang tumbuh signifikan adalah komponen pengeluaran konsumsi lembaga non-profit yang melayani rumah tangga (PK-LNPRT) sebesar 12,48%, diikuti komponen impor sebesar 7,95%, komponen Pengeluaran Konsumsi Pemerintah sebesar 6,61%, komponen ekspor barang dan jasa sebesar 6,51%, komponen pengeluaran konsumsi rumah tangga (PK-RT) sebesar 4,94%, dan komponen pembentukan modal tetap bruto (PMTB) sebesar 4,61%.

Sepanjang tahun 2025, Bank Indonesia memutuskan untuk menurunkan BI-Rate sebesar 125 bps menjadi 4,75%, suku bunga Deposit Facility menjadi 3,75%, dan suku bunga Lending Facility menjadi 5,50%. Pada Desember 2025, BI memutuskan untuk mempertahankan BI Rate sebesar 4,75%. Keputusan mempertahankan BI Rate ini adalah untuk mendorong pertumbuhan ekonomi dengan menjaga tetap rendahnya prakiraan inflasi 2025 dan 2026 dalam sasaran 2,5±1% dan stabilitas nilai tukar Rupiah. Suku bunga juga dipertahankan untuk menjaga daya tarik investasi portofolio asing, yang berkontribusi signifikan terhadap cadangan devisa.

## Ekonomi Wilayah Operasional

Ditinjau dari wilayahnya, kegiatan operasional Pelindo Terminal Petikemas tersebar di 21 provinsi yang terletak di seluruh wilayah Indonesia bagian barat, tengah dan timur. Berdasarkan data BPS, wilayah operasional yang mengalami pertumbuhan ekonomi tertinggi Maluku Utara tahun 2025 tumbuh sebesar 29,81%, lebih tinggi dibanding capaian tahun 2024 yang mengalami pertumbuhan sebesar 13,73%. Dari sisi produksi, lapangan usaha industri pengolahan mengalami pertumbuhan tertinggi sebesar 50,93%. Sementara dari sisi pengeluaran, Pembentukan Modal Tetap Bruto (PMTB) mengalami pertumbuhan tertinggi sebesar 26,04%.

rising hotel occupancy rates and passenger numbers across various modes of transportation. This indicates that consumer purchasing power remains fairly stable amid global economic challenges and high inflation.

Nevertheless, the Ministry of Finance reported that the 2025 state budget deficit was successfully kept below 3%, at 2.92%, although this was higher than the previous year's deficit of 1.81%. The 2025 state budget deficit stood at Rp695.1 trillion. The state budget structure also includes the primary balance, which is the difference between total government revenue and government spending, excluding interest payments on debt. This year, the primary balance showed a deficit of Rp180.7 trillion. This indicates that the majority of government spending was financed by debt rather than total government revenue.

In 2025, growth occurred across all expenditure components. The expenditure component that grew significantly was consumption expenditure by non-profit institutions serving households (PK-LNPRT), at 12.48%, followed by imports at 7.95%, government consumption expenditure at 6.61%, exports of goods and services at 6.51%, household consumption expenditure (PK-RT) by 4.94%, and gross fixed capital formation (PMTB) by 4.61%.

Throughout 2025, Bank Indonesia decided to lower the BI Rate by 125 bps to 4.75%, the Deposit Facility rate to 3.75%, and the Lending Facility rate to 5.50%. In December 2025, BI decided to maintain the BI Rate at 4.75%. The decision to maintain the BI Rate was made to spur economic growth by keeping the 2025 and 2026 inflation forecasts within the target range of 2.5±1% and ensuring the stability of the rupiah exchange rate. Interest rates were also kept steady to maintain the attractiveness of foreign portfolio investment, which contributes significantly to foreign exchange reserves.

## Economy of the Operational Region

Geographically, Pelindo Container Terminal's operations span 21 provinces across western, central, and eastern Indonesia. According to data from the Central Statistics Agency (BPS), North Maluku—the operational region with the highest economic growth—is projected to grow by 29.81% in 2025, surpassing the 13.73% growth achieved in 2024. In terms of production, the manufacturing sector experienced the highest growth at 50.93%. Meanwhile, on the expenditure side, Gross Fixed Capital Formation (GFCF) saw the highest growth at 26.04%.

Sebaliknya, ekonomi Papua Tengah mengalami pertumbuhan terendah dibanding wilayah operasional lainnya sebesar -35,59% pada tahun 2025. Provinsi ini merupakan salah satu pemekaran provinsi di Papua. Kontraksi pertumbuhan ekonomi tersebut terutama dipengaruhi penurunan produksi sektor pertambangan, dimana sektor tersebut memiliki kontribusi sangat besar terhadap produk domestik regional bruto (PDRB) Papua Tengah, yakni mencapai 73,73%.

## Prospek Ekonomi Indonesia

Meski kinerja perekonomian global tergolong cukup stabil, tahun 2026 dibayang-bayangi risiko utama yang berpotensi menekan pertumbuhan ekonomi global terutama dikarenakan melambatnya pertumbuhan ekonomi China, volatilitas harga komoditas, gangguan rantai pasok global terutama di kawasan penghasil bahan bakar fosil, serta ancaman perubahan iklim.

Perekonomian nasional sendiri tetap optimis bertumbuh meski perkiraan lebih konservatif mengingat ketidakpastian global yang masih sangat tinggi. Aktivitas manufaktur yang dicerminkan oleh Purchasing Managers Index (PMI) mengindikasikan sektor tersebut terus berekspansi meski menunjukkan perlambatan. Kebijakan yang diberlakukan antara lain tetap mendorong pembangunan infrastruktur dan kemudahan iklim berinvestasi. Dari sisi eksternal, kinerja ekspor diperkirakan tetap kuat, khususnya batu bara, CPO, besi dan baja, serta ekspor jasa, meskipun terdapat pelemahan permintaan dari beberapa mitra dagang utama. Konsumsi domestik juga diharapkan dapat menjadi penopang pertumbuhan ekonomi nasional pada tahun 2026.

Pertumbuhan ekonomi tahun 2025 dicapai melalui peningkatan konsumsi rumah tangga dan investasi dan diharapkan berlanjut hingga tahun 2026. Bank Indonesia memperkirakan pertumbuhan PDB Indonesia sebesar 4,9-5,7% pada tahun 2026 dengan tingkat inflasi sebesar 2,5±1%. Penguatan berbagai respons kebijakan melalui sinergi kebijakan pemerintah dan bank sentral diperlukan untuk mendorong pertumbuhan ekonomi, antara lain melalui peningkatan permintaan domestik dan optimalisasi peluang ekspor.

## Tinjauan Industri Pelabuhan

Guna menyediakan informasi mengenai transportasi laut nasional, BPS telah menghimpun data mengenai aktivitas transportasi laut di 5 (lima) pelabuhan utama di Indonesia yang terdiri dari Pelabuhan Belawan, Tanjung Priok, Tanjung Perak, Balikpapan, dan Makassar. Berdasarkan data tersebut, dapat diperoleh informasi sebagai berikut:

In contrast, Central Papua's economy is projected to experience the lowest growth rate among all operational regions, at -35.59% in 2025. This province is one of the newly established provinces in Papua. This contraction in economic growth is primarily driven by a decline in mining sector production, as this sector accounts for a very large share of Central Papua's regional gross domestic product (RGDP)—73.73%.

## Indonesia's Economic Outlook

Although the global economy has been performing relatively steadily, 2026 is overshadowed by major risks that could potentially dampen global economic growth, primarily due to a slowdown in China's economic growth, volatility in commodity prices, disruptions in global supply chains—particularly in fossil fuel-producing regions—and the threat of climate change.

The national economy remains on track for growth, although forecasts are more conservative given the still very high level of global uncertainty. Manufacturing activity, as reflected by the Purchasing Managers Index (PMI), indicates that the sector continues to expand, albeit at a slower pace. Policies in place continue to promote infrastructure development and a favorable investment climate. Externally, export performance is expected to remain strong—particularly for coal, CPO, iron and steel, and services—despite weakening demand from several key trading partners. Domestic consumption is also expected to support national economic growth in 2026.

Economic growth in 2025 will be driven by increased household consumption and investment and is expected to continue through 2026. Bank Indonesia projects Indonesia's GDP growth at 4.9–5.7% in 2026, with an inflation rate of 2.5±1%. Strengthening various policy responses through synergy between government policies and the central bank's " " is necessary to drive economic growth, including by boosting domestic demand and optimizing export opportunities.

## Port Industry Review

To provide information on national maritime transportation, the Central Statistics Agency (BPS) has compiled data on maritime transportation activities at five major ports in Indonesia: Belawan, Tanjung Priok, Tanjung Perak, Balikpapan, and Makassar. Based on this data, the following information can be derived:

## Prospek Industri Kepelabuhanan

Pengembangan industri kepelabuhanan yang efisien dan berkelanjutan diperlukan untuk mendukung pencapaian visi Indonesia Emas 2045. Seiring dengan perkembangan globalisasi dan kemajuan teknologi, industri jasa kepelabuhanan di Indonesia dituntut untuk terus berinovasi dan meningkatkan efisiensi. Karenanya beberapa hal penting perlu dilakukan pelaku industri kepelabuhanan dalam menghadapi perkembangan teknologi dan globalisasi. Pertama, modernisasi infrastruktur pelabuhan harus terus dilakukan untuk meningkatkan kapasitas dan efisiensi operasional.

Kedua, pengembangan SDM yang andal dan berkompeten harus menjadi prioritas. Untuk itu, pelatihan dan pendidikan berkelanjutan bagi tenaga kerja perlu terus ditingkatkan agar mampu menghadapi tantangan dan tuntutan industri yang semakin kompleks. Ketiga, kolaborasi dan sinergi antara pemerintah, pelaku industri, akademisi, dan masyarakat untuk menciptakan ekosistem kepelabuhanan yang berdaya saing. Terakhir, perlunya standar pelayanan yang tinggi dan adaptasi terhadap best practices global.

## Prospects for the Port Industry

The development of an efficient and sustainable port industry is necessary to support the achievement of the Indonesia Emas 2045 vision. In line with the advancement of globalization and technological progress, the port services industry in Indonesia is required to continuously innovate and improve efficiency. Therefore, port industry stakeholders must take several important steps to address technological advancements and globalization. First, port infrastructure must continue to be modernized to increase capacity and operational efficiency.

Second, the development of reliable and competent human resources must be a priority. To that end, ongoing training and education for the workforce must continue to be enhanced so that workers can meet the increasingly complex challenges and demands of the industry. Third, collaboration and synergy among the government, industry players, academics, and the public are needed to create a competitive port ecosystem. Finally, there is a need for high service standards and adaptation to global best practices.

# Tinjauan Operasi Per Segmen Usaha

Operational Review by Business Segment

## TRAFIK

### Arus Barang

Realisasi arus barang dapat digambarkan sebagai berikut:

## TRAFFIC

### Freight Flow

The actual goods flow can be described as follows:

| No. | Uraian Description | Satuan Unit | RKAP 2025 | Realisasi Realization | | Kecenderungan (%) Trend (%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 | Perdagangan Luar Negeri Foreign Trade | Ton | 4.071.560 | 3.304.275 | 3.140.267 | 81 | 105 |
| | | $M^3$ | - | 55.130 | 82.178 | - | 67 |
| | | Unit | - | - | - | - | - |
| 2 | Perdagangan Dalam Negeri Domestic Trade | Ton | 529.577 | 793.619 | 657.246 | 150 | 121 |
| | | $M^3$ | - | 2.056 | 1.549 | - | 133 |
| | | Unit | - | - | - | - | - |
| 3 | Total | Ton | 4.601.137 | 4.097.894 | 3.797.513 | 89 | 108 |
| | | $M^3$ | - | 57.186 | 83.727 | - | 68 |
| | | Unit | - | - | - | - | - |

Arus barang tahun 2025 dalam satuan ton terealisasi sebesar 4.097.894 ton atau 89% dari RKAP Tahun 2025 sebesar 4.601.137 ton. Tidak tercapainya arus barang disebabkan oleh tidak tercapainya kegiatan ekspor dan bongkar komoditi curah cair.

The 2025 cargo volume, measured in metric tons, was realized at 4,097,894 metric tons, or 89% of the 2025 Annual Work Plan (RKAP) target of 4,601,137 metric tons. The shortfall in cargo volume was due to the failure to meet targets for the export and unloading of liquid bulk commodities.

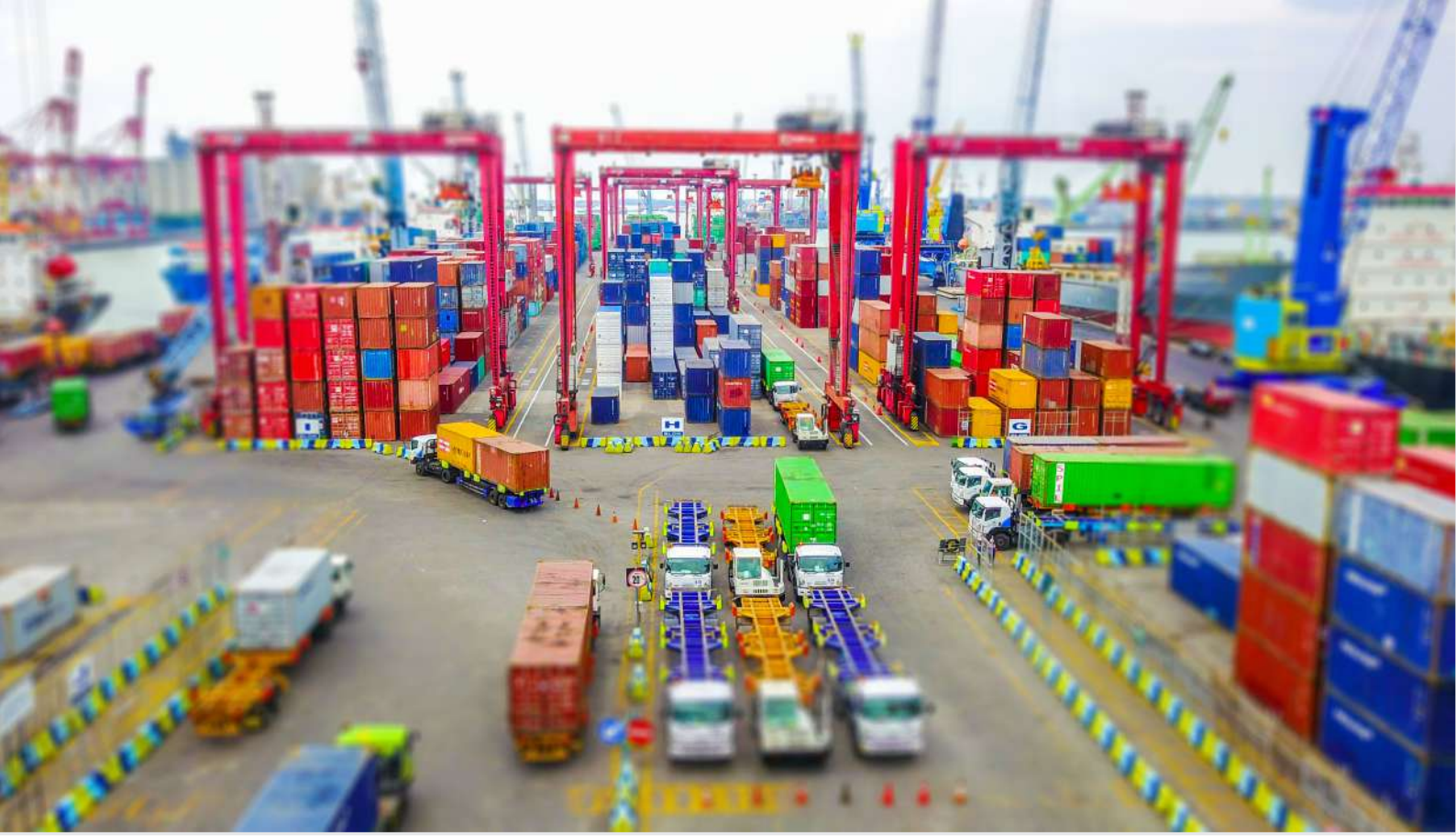
### Arus Peti Kemas

Arus peti kemas sampai dengan tahun 2025 dapat digambarkan sebagai berikut:

### Container Traffic

Container traffic through 2025 can be described as follows:

| No. | Uraian Description | Satuan Unit | RKAP 2025 | Realisasi Realization | | Kecenderungan (%) Trend (%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 | Peti Kemas Luar Negeri Overseas Shipping Containers | Box | 2.827.913 | 2.912.379 | 2.665.406 | 103 | 109 |
| | | TEUs | 4.205.115 | 4.406.369 | 3.995.525 | 104,79 | 110,28 |
| | | Unit | 1.022 | 1.333 | 953 | 130,43 | 139,87 |
| 2 | Peti Kemas Dalam Negerii Domestic Containers | Box | 7.444.600 | 7.533.213 | 7.199.826 | 101 | 105 |
| | | TEUs | 8.745.207 | 8.941.629 | 8.494.402 | 102,25 | 105,26 |
| | | Unit | 1.073 | 3.815 | 2.969 | 356 | 128 |
| 3 | Total | Box | 10.272.513 | 10.445.592 | 9.865.232 | 101,68 | 105,88 |
| | | TEUs | 12.950.322 | 13.347.998 | 12.489.927 | 103,07 | 106,87 |
| | | Unit | 2.095 | 5.148 | 3.922 | 246 | 131 |



Arus petikemas tahun 2025 dalam satuan Box terealisasi sebesar 10.445.592 box atau 101,68% dari RKAP Tahun 2025 sebesar 10.272.513 box. Sedangkan dalam satuan TEU's terealisasi sebesar 13.347.998 TEU's atau 103,07% dari RKAP Tahun 2025 sebesar 12.950.322 TEU's. Tercapainya arus petikemas dalam satuan Box dan TEUs disebabkan oleh beberapa hal sebagai berikut:

1. Meningkatnya permintaan ekspor pada komoditi seperti batubara dan kelapa.
2. Meningkatnya bongkar muat petikemas domestik dengan komoditi sejalan dengan pengembangan kawasan industri, perumahan, dan properti lainnya.
3. Meningkatnya jumlah bongkar muat petikemas khususnya petikemas transhipment
4. Penambahan pelayaran baru.

Container throughput in 2025, measured in boxes, totaled 10,445,592 boxes, or 101.68% of the 2025 Annual Work Plan target of 10,272,513 boxes. Meanwhile, in TEU units, the actual volume was 13,347,998 TEUs, or 103.07% of the 2025 Annual Work Plan target of 12,950,322 TEUs. The achievement of container throughput in both box and TEU units was driven by the following factors:

1. Increased export demand for commodities such as coal and coconuts.
2. Increased domestic container loading and unloading of commodities in line with the development of industrial estates, housing, and other properties.
3. An increase in the volume of container handling, particularly transshipment containers
4. The addition of new shipping routes.

## KINERJA OPERASIONAL

### Kinerja Pelayanan Kapal

Berdasarkan laporan manajemen Perusahaan tahun 2025, indikator kinerja operasional segmen pelayanan kapal berupa Effective Time/Berthing Time (ET/BT) dan disajikan dalam satuan jam (secara rata-rata) yang dibedakan menurut jenis pelayanan kapal luar negeri dan pelayanan kapal dalam negeri.

**Kinerja Pelayanan Kapal Luar Negeri**

Realisasi kinerja pelayanan kapal luar negeri pada tahun 2025 adalah sebagai berikut:

## OPERATIONAL PERFORMANCE

### Vessel Service Performance

Based on the Company's 2025 management report, the operational performance indicators for the vessel services segment consist of Effective Time/Berthing Time (ET/BT) and are presented in hours (on average), broken down by type of international vessel services and domestic vessel services..

**International Vessel Service Performance**

The actual performance of international vessel services in 2025 is as follows:

### Kinerja Pelayanan Kapal Luar Negeri
Performance of International Vessel Services

| No. | Uraian<br>Description | Satuan<br>Unit | RKAP 2025 | Realisasi<br>Realization | | Kecenderungan (%)<br>Trend (%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 | PT Prima Terminal Petikemas ET/BT | % | 70,00 | 73,09 | 74,13 | 104 | 99 |
| 2 | PT IPC TPK TP 2 ET/BT | % | 73,00 | 76,95 | 78,18 | 105 | 105 |
| 3 | PT IPC TPK Panjang ET/BT | % | 72,00 | 81,71 | 78,39 | 113 | 104 |
| 4 | PT IPC TPK Palembang ET/BT | % | 65,00 | 71,40 | 69,32 | 110 | 103 |
| 5 | PT IPC TPK Pontianak ET/BT | % | 72,00 | 83,08 | 79,41 | 115 | 105 |
| 6 | PT IPC TPK Jambi ET/BT | % | 70,00 | 79,14 | 76,72 | 113 | 103 |
| 7 | PT Terminal Petikemas Surabaya ET/BT | % | 81,00 | 81,45 | 81,58 | 101 | 100 |
| 8 | PT Terminal Teluk Lamong ET/BT | % | 81,00 | 88,37 | 85,69 | 109 | 103 |
| 9 | PT Kaltim Kariangau Terminal ET/BT | % | - | - | 38,91 | - | - |
| 10 | PT Prima Multi Terminal ET/BT | % | 70,00 | 56,86 | 72,51 | 81 | 78 |
| 11 | TPK Belawan ET/BT | % | - | 78,44 | 78,40 | - | 100 |
| 12 | TPK Semarang ET/BT | % | 78,00 | 85,33 | 84,21 | 109 | 101 |
| 13 | TPK Makassar ET/BT | % | - | 76,30 | 75,57 | - | 101 |
| 14 | TPK Perawang ET/BT | % | 63,00 | 67,67 | 72,47 | 107 | 93 |

1. PT Prima Terminal Petikemas
   Realisasi kinerja ET/BT luar negeri tahun 2025 sebesar 73,09% atau 104% dari RKAP tahun 2025 sebesar 70,00%. Tercapainya target kinerja operasional (ET/BT) dikarenakan kegiatan operasi berjalan lancar sesuai perencanaan sehingga kegiatan bongkar muat selesai tepat waktu.
2. PT IPC TPK TP 2
   Realisasi kinerja ET/BT luar negeri tahun 2025 sebesar 76,95% atau 105%. dari RKAP tahun 2025 sebesar 73,00%. Tercapainya kinerja ET/ BT luar negeri tersebut dikarenakan kegiatan operasi berjalan lancar sesuai perencanaan diantaranya dengan menekan waktu NOT time.
3. PT IPC TPK Panjang
   Realisasi kinerja ET/BT luar negeri tahun 2025 sebesar 81,71% atau 113% dari RKAP tahun 2025 sebesar 72,00%. Tercapainya kinerja ET/ BT disebabkan adanya perencanaan kapal dan pelayanan kapal yang baik dan efektif.
4. PT IPC TPK Palembang
   Realisasi kinerja ET/BT luar negeri tahun 2025 sebesar 71,40% atau 110% dari RKAP tahun 2025 sebesar 65,00%. Tercapainya Kinerja ET/BT Luar Negeri disebabkan oleh adanya perencanaan kapal yang baik dan pelayanan kapal yang dilakukan sesuai dengan perencanaan serta mampu mengatasi kendala-kendala yang terjadi selama kegiatan operasional berlangsung sehingga pelayanan kapal menjadi lebih efektif.
5. PT IPC TPK Pontianak
   Realisasi kinerja ET/BT luar negeri tahun 2025 sebesar

1. PT Prima Container Terminal
   The 2025 performance realization for overseas ET/BT was 73.09%, or 104% of the 2025 Annual Work and Budget Plan (RKAP) target of 70.00%. The achievement of the operational performance target (ET/BT) was due to operations running smoothly as planned, resulting in loading and unloading activities being completed on time.
2. PT IPC TPK TP 2
   The 2025 overseas ET/BT performance realization was 76.95%, or 105%, of the 2025 RKAP target of 73.00%. This overseas ET/BT performance was achieved because operations ran smoothly as planned, including by reducing NOT time.
3. PT IPC TPK Panjang
   The 2025 performance realization for overseas ET/BT stood at 81.71%, or 113% of the 2025 Annual Work and Budget Plan (RKAP) target of 72.00%. This performance was achieved due to sound and effective vessel planning and vessel services.
4. PT IPC TPK Palembang
   The 2025 overseas ET/BT performance realization was 71.40%, or 110% of the 2025 RKAP target of 65.00%. The achievement of the overseas ET/BT performance was due to good vessel planning and vessel services carried out in accordance with the plan, as well as the ability to overcome obstacles that arose during operational activities, thereby making vessel services more effective.
5. PT IPC TPK Pontianak
   The 2025 performance realization for overseas ET/BT stood

83,08% atau 115% dari RKAP tahun 2025 sebesar 72,00%. Tercapainya kinerja ET/ BT disebabkan oleh kesiapan alat pelayanan operasi dan kemampuan menekan idle time untuk mendapatkan ET yang optimal dan pelayanan setelah selesai kegiatan, sehingga kapal langsung dapat dipersiapkan untuk berangkat.

6. PT IPC TPK Jambi
   Realisasi kinerja ET/BT luar negeri tahun 2025 sebesar 79,14% atau 113% dari RKAP tahun 2025 sebesar 70,00%. Tercapainya kinerja ET/BT disebabkan beberapa faktor diantaranya:
   a Perencanaan dan Pengendalian dari sebelum kegiatan sampai selesai kegiatan Bongkar Muat
   b Adanya blok khusus untuk petikemas international/ pabean sehingga memudahkan saat proses kegiatan bongkar muat
   c Maintenance alat bongkar muat secara berkala
   d Kinerja alat yang baik
   e Berkoordinasi pada saat kegiatan bongkar muat dengan pihak terkait baik dr SPJM, agen pelayaran maupun Regional Jambi
7. PT Terminal Petikemas Surabaya
   Realisasi kinerja ET/BT luar negeri tahun 2025 sebesar 81,45% atau 101% dari RKAP tahun 2025 sebesar 81,00%. Tercapainya kinerja ET/BT disebabkan perencanaan tambat, menekan NOT 3 dengan berkoordinasi bersama Pilot, menyampaikan kepada Shipping Line / Captain Kapal saat meeting bulanan, agar tidak terjadi perubahan Plan untuk kegiatan muat, serta menekan Hot Seat Change, dengan mengatur jadwal kerja diantara operator CC/RTG.
8. PT Terminal Teluk Lamong
   Realisasi kinerja ET/BT luar negeri tahun 2025 sebesar 88,37% atau 109% dari RKAP tahun 2025 sebesar 81.00%. Tercapainya kinerja ET/BT disebabkan beberapa faktor diantaranya koordinasi dengan pelayanan kapal untuk percepatan waktu end work to last line, komunikasi aktif dengan agen pelayaran untuk percepatan pelayanan kapal, aktif monitor pelayanan kapal, serta menambah Blok layanan kapal untuk international.
9. PT Prima Multi Terminal
   Realisasi kinerja ET/BT luar negeri 56,86% atau 81% dari RKAP Tahun 2025 sebesar 70,00%. Ketidaktercapaian kinerja ET/BT dikarenakan adanya waktu tunggu muatan sampai dengan 38 jam dikarenakan adanya permohonan dari prime customer untuk memperpanjang closing time, serta adanya waktu tunggu truck dikarenakan kegiatan bongkar muat bersamaan dengan kegiatan receiving delivery.

at 83.08%, or 115% of the 2025 Annual Work and Budget Plan (RKAP) target of 72.00%. This ET/BT performance was achieved due to the readiness of operational service equipment and the ability to minimize idle time to ensure optimal ET and post-operation service, enabling ships to be immediately prepared for departure.

6. PT IPC TPK Jambi
   The 2025 overseas ET/BT performance realization was 79.14%, or 113% of the 2025 RKAP target of 70.00%. The achievement of ET/BT performance was due to several factors, including:
   a. Planning and control from before the start of operations until the completion of loading and unloading activities
   b. The availability of a dedicated block for international/ customs containers, which facilitates the loading and unloading process
   c. Regular maintenance of loading and unloading equipment
   d. Good equipment performance
   e. Coordinate with relevant parties—including SPJM, shipping agents, and the Jambi Regional Office—during loading and unloading operations
7. PT Terminal Petikemas Surabaya
   Achievement of 2025 overseas ET/BT performance at 81.45%, or 101% of the 2025 Annual Work and Budget Plan (RKAP) target of 81.00%. The achievement of ET/BT performance was due to berthing planning, minimizing NOT 3 through coordination with the Pilot, communicating with the Shipping Line/Ship's Captain during monthly meetings to prevent changes to the loading plan, and minimizing Hot Seat Changes by coordinating work schedules among CC/RTG operators.
8. PT Terminal Teluk Lamong
   The 2025 performance realization for overseas ET/BT stood at 88.37%, or 109% of the 2025 Annual Work Plan (RKAP) target of 81.00%. The achievement of ET/BT performance was driven by several factors, including coordination with vessel services to expedite the time from end of work to last line, active communication with shipping agents to expedite vessel services, active monitoring of vessel services, and the addition of vessel service blocks for international operations.
9. PT Prima Multi Terminal
   The performance realization for overseas ET/BT was 56.86%, or 81% of the 2025 Annual Work and Budget Plan (RKAP) target of 70.00%. The shortfall in ET/BT performance was due to cargo waiting times of up to 38 hours resulting from a request by a prime customer to extend the closing time, as well as truck waiting times caused by loading and unloading activities occurring simultaneously with receiving and delivery operations.

10. TPK Belawan
    Realisasi kinerja ET/BT luar negeri Tahun 2025 sebesar 78,44%. Tercapainya kinerja ET/ BT dikarenakan memaksimalkan waktu kerja dengan menekan idle.
11. TPK Semarang
    Realisasi kinerja ET/BT luar negeri Tahun 2025 sebesar 85,33% atau 109% dari RKAP Tahun 2025 sebesar 78,00%. Tercapainya kinerja ET/ BT dikarenakan adanya komunikasi yang baik dengan pelayanan pandu tunda sehingga dapat memangkas waktu tunggu (NOT Prep End / NOT 3) kapal depart dari terminal, serta implementasi intregated planning & control sehingga memudahkan koordinasi Terminal dan Pelayanan Kapal.
12. TPK Makassar
    Realisasi kinerja ET/BT luar negeri tahun 2025 sebesar 76,30%.
13. TPK Perawang
    Realisasi kinerja ET/BT luar negeri Tahun 2025 sebesar 67,67% atau 107% dari RKAP Tahun 2025 sebesar 63,00%. Tercapainya kinerja ET/ BT disebabkan karena perencanaan kegiatan BM yang lebih baik dan telah diterapkannya pola operasi berbasis Planning & Controlling, serta perencanaan pola operasi yang baik.

10. Belawan Container Terminal
    The 2025 performance realization for international ET/BT was 78.44%. This performance was achieved by maximizing working hours and minimizing idle time.
11. Semarang TPK
    The 2025 performance realization for overseas ET/BT was 85.33%, or 109% of the 2025 Annual Work Plan (RKAP) target of 78.00%. This ET/BT performance was achieved thanks to effective communication with the pilotage service, which reduced the waiting time (NOT Prep End / NOT 3) for ships departing from the terminal, as well as the implementation of integrated planning and control, which facilitated coordination between the terminal and ship services.
12. Makassar Container Terminal
    The 2025 ET/BT performance realization for international operations was 76.30%.
13. Perawang Container Terminal
    The 2025 international ET/BT performance realization was 67.67%, or 107% of the 2025 Annual Work and Budget Plan (RKAP) target of 63.00%. The achievement of ET/BT performance was due to improved planning of cargo handling (BM) activities, the implementation of a Planning & Controlling-based operational model, and sound operational planning.

**Kinerja Pelayanan Kapal Dalam Negeri**

Realisasi kinerja pelayanan kapal dalam negeri pada tahun 2025 adalah sebagai berikut:

**Domestic Vessel Service Performance**

The performance targets for domestic shipping services in 2025 are as follows:

**Kinerja Pelayanan Kapal Dalam Negeri**
Domestic Shipping Service Performance

| No. | Uraian<br>Description | Satuan<br>Unit | RKAP 2025 | Realisasi<br>Realization | | Kecenderungan (%)<br>Trend (%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 | PT IPC TPK TP 1 ET/BT | % | 70,00 | 76,83 | 73,28 | 110 | 105 |
| 2 | PT IPC TPK TP 2 ET/BT | % | 72,00 | 76,20 | 74,04 | 106 | 103 |
| 3 | PT IPC TPK Panjang ET/BT | % | 69,00 | 78,91 | 74,19 | 114 | 106 |
| 4 | PT IPC TPK Palembang ET/BT | % | 67,00 | 75,41 | 73,48 | 113 | 103 |
| 5 | PT IPC TPK Teluk Bayor ET/BT | % | 68,00 | 69,71 | 69,13 | 103 | 101 |
| 6 | PT IPC TPK Pontianak ET/BT | % | 72,00 | 85,50 | 80,67 | 119 | 106 |
| 7 | PT IPC TPK Jambi ET/BT | % | 70,00 | 78,30 | 78,09 | 112 | 100 |
| 8 | PT Terminal Petikemas Surabaya ET/BT | % | 71,00 | 71,61 | 71,77 | 101 | 100 |
| 9 | PT Berlian Jasa Terminal Indonesia ET/BT | % | 80,00 | 84,45 | 82,62 | 106 | 102 |
| 10 | PT Prima Multi Terminal | % | 69,00 | 63,21 | 68,14 | 92 | 93 |
| 11 | TP Terminal Teluk Lamong ET/BT | % | 73,00 | 77,21 | 77,17 | 106 | 100 |
| 12 | PT Kaltim Kariangau Terminal ET/BT | % | 72,00 | 73,29 | 75,77 | 102 | 97 |
| 13 | TPK Belawan ET/BT | % | 78,00 | 83,58 | 80,60 | 107 | 104 |
| 14 | TPK Nilam ET/BT | % | 77,00 | 80,48 | 78,45 | 105 | 103 |
| 15 | TPK Semarang ET/BT | % | 64,00 | 76,09 | 68,63 | 119 | 111 |

### Kinerja Pelayanan Kapal Dalam Negeri
Domestic Shipping Service Performance

| No. | Uraian Description | Satuan Unit | RKAP 2025 | Realisasi Realization | | Kecenderungan (%) Trend (%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 16 | TPK Banjarmasin ET/BT | % | 65,00 | 66,95 | 65,22 | 103 | 103 |
| 17 | TPK Ambon ET/BT | % | 75,00 | 81,64 | 76,48 | 109 | 107 |
| 18 | TPK Makassar ET/BT | % | 78,00 | 81,30 | 80,17 | 104 | 101 |
| 19 | Makassar New Port ET/BT | % | 71,00 | 78,71 | 74,22 | 106 | 102 |
| 20 | TPK Bitung ET/BT | % | 77,00 | 76,04 | 80,00 | 99 | 95 |
| 21 | TPK Perawang ET/BT | % | 71,00 | 78,71 | 76,45 | 111 | 103 |
| 22 | TPK Sorong | % | 80,00 | 75,33 | 82,34 | 94 | 91 |
| 23 | TPK Pantoloan | % | 79,00 | 80,06 | 80,02 | 101 | 100 |
| 24 | TPK Kendari | % | 75,00 | 75,79 | 75,90 | 101 | 100 |
| 25 | TPK Kupang | % | 77,00 | 66,66 | 79,52 | 87 | 84 |
| 26 | TPK Jayapura | % | 78,00 | 82,52 | 84,61 | 106 | 98 |
| 27 | TPK Tarakan | % | 70,00 | 67,62 | 73,65 | 97 | 92 |
| 28 | TPK Bagendang | % | 66,00 | 70,24 | 69,30 | 106 | 101 |
| 29 | TPK Bumiharjo | % | 61,00 | 63,60 | 60,42 | 104 | 105 |
| 30 | TPK Merauke | % | 54,00 | 53,43 | 54,67 | 99 | 98 |
| 31 | TPK Ternate | % | 64,00 | 72,12 | 68,46 | 113 | 105 |

1. PT IPC TPK TP 1
   Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 76,83% atau 110% dari RKAP tahun 2025 sebesar 70,00%. Tercapainya kinerja ET/BT disebabkan oleh kegiatan berjalan cukup efektif sesuai dengan perencanaan dan memonitoring waktu tunggu persiapan operasi dan waktu tolak kapal.

2. PT IPC TPK TP 2
   Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 76,20% atau 106% dari RKAP tahun 2025 sebesar 72,00%. Tercapainya Kinerja ET/ BT Dalam Negeri tersebut dikarenakan kegiatan operasi berjalan lancar sesuai perencanaan dan menurunnya angka NOT sebagai bentuk efektivitas kegiatan operasi.
3. PT IPC TPK Panjang
   Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 78,91% atau 114% dari RKAP tahun 2025 sebesar 69,00%. Tercapainya kinerja ET/ BT disebabkan adanya perencanaan kapal dan pelayanan kapal yang baik dan efektif.
4. PT IPC TPK Palembang
   Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 75,41% atau 113% dari RKAP tahun 2025 sebesar 67,00%. Tercapainya kinerja ET/BT disebabkan oleh adanya perencanaan kapal yang baik mulai dari pemberian lamanya waktu sandar, plotting alat dan man power serta koordinasi yang baik sehingga pelayanan kapal menjadi lebih efektif.

1. PT IPC TPK TP 1
   The 2025 domestic ET/BT performance realization was 76.83%, or 110% of the 2025 Annual Work and Budget Plan (RKAP) target of 70.00%. This performance was achieved because operations were carried out effectively in accordance with the plan, and monitoring was conducted on operational preparation wait times and vessel turnaround times.
2. PT IPC TPK TP 2
   The 2025 domestic ET/BT performance realization was 76.20%, or 106% of the 2025 RKAP target of 72.00%. This domestic ET/BT performance was achieved because operations proceeded smoothly as planned and the NOT rate decreased, reflecting the effectiveness of operational activities.
3. PT IPC TPK Panjang
   The achievement of domestic ET/BT performance in 2025 was 78.91%, or 114% of the 2025 Annual Work and Budget Plan (RKAP) target of 69.00%. This performance was achieved due to sound and effective vessel planning and vessel services.
4. PT IPC TPK Palembang
   The 2025 domestic ET/BT performance realization was 75.41%, or 113% of the 2025 RKAP target of 67.00%. This ET/BT performance was achieved due to effective vessel planning—including the allocation of berthing time, the deployment of equipment and manpower, and strong coordination—which made vessel services more effective.

5. PT IPC TPK Teluk Bayur
   Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 69,71% atau 103% dari RKAP tahun 2025 sebesar 68,00%. Tercapainya kinerja ET/BT disebabkan oleh kapal setelah selesai kegiatan bongkar muat segera dilakukan Departure.
6. PT IPC TPK Pontianak
   Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 85,50% atau 119% dari RKAP tahun 2025 sebesar 72,00%. Tercapainya kinerja ET/BT disebabkan kesiapan alat pelayanan operasi dan dapat menekan Idle Time untuk mendapatkan ET yang optimal.
7. PT IPC TPK Jambi
   Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 78,30% atau 112% dari RKAP tahun 2025 sebesar 70,00%. Tercapainya kinerja ET/BT disebabkan beberapa faktor diantaranya:
   - Perencanaan dan Pengendalian dari sebelum kegiatan sampai selesai kegiatan Bongkar Muat
   - Adanya blok khusus untuk petikemas international/ pabean sehingga memudahkan saat proses kegiatan bongkar muat
   - Maintenance alat bongkar muat secara berkala
   - Kinerja alat yang baik
   - Berkoordinasi pada saat kegiatan bongkar muat dengan pihak terkait baik dr SPJM, agen pelayaran maupun Regional Jambi

8. PT Terminal Petikemas Surabaya
   Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 71,61% atau 101% dari RKAP tahun 2025 sebesar 71,00%. Tercapainya kinerja ET/BT dikarenakan Koordinasi dengan Agent Pelayaran Domestik, utamanya untuk percepatan dokumen keberangkatan kapal serta Koordinasi.
9. PT Berlian Jasa Terminal Indonesia
   Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 84,45% atau 106% dari RKAP tahun 2025 sebesar 80,00%. Terdapat peningkatan atau percepatan atas waktu End Work to Last Line.
10. PT Prima Multi Terminal
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 63,21% atau 92% dari RKAP tahun 2025 sebesar 69,00%. Ketidaktercapaian kinerja ET/BT dikarenakan adanya waktu tunggu muatan sampai dengan 38 jam dikarenakan adanya permohonan dari prime customer untuk memperpanjang closing time, serta adanya waktu tunggu truck dikarenakan kegiatan bongkar muat bersamaan dengan kegiatan receiving delivery.

5. PT IPC TPK Teluk Bayur
   The 2025 domestic ET/BT performance realization was 69.71%, or 103% of the 2025 Annual Work and Budget Plan (RKAP) target of 68.00%. This ET/BT performance was achieved because ships departed immediately after completing loading and unloading activities.
6. PT IPC TPK Pontianak
   The 2025 domestic ET/BT performance realization was 85.50%, or 119% of the 2025 RKAP target of 72.00%. This ET/BT performance was achieved due to the readiness of operational service equipment and the ability to minimize idle time to achieve optimal ET.
7. PT IPC TPK Jambi
   The 2025 domestic ET/BT performance realization was 78.30%, or 112% of the 2025 RKAP target of 70.00%. The achievement of ET/BT performance was due to several factors, including:
   a. Planning and control from the start of loading and unloading activities through to their completion
   b. There is a dedicated area for international/customs containers, which facilitates the loading and unloading process
   c. Regular maintenance of loading and unloading equipment
   d. Good equipment performance
   e. Coordination during loading and unloading operations with relevant parties, including SPJM, shipping agents, and the Jambi Regional Office
8. PT Surabaya Container Terminal
   Domestic ET/BT performance realization in 2025 was 71.61%, or 101% of the 2025 RKAP target of 71.00%. The achievement of ET/BT performance was due to coordination with domestic shipping agents, primarily to expedite vessel departure documentation and coordination.
9. PT Berlian Jasa Terminal Indonesia
   The 2025 domestic ET/BT performance achievement was 84.45%, or 106% of the 2025 Annual Work Plan (RKAP) target of 80.00%. There was an improvement or acceleration in the time from End Work to Last Line.
10. PT Prima Multi Terminal
    The 2025 domestic ET/BT performance realization was 63.21%, or 92% of the 2025 RKAP target of 69.00%. The failure to meet the ET/BT performance targets was due to cargo waiting times of up to 38 hours resulting from a request by a prime customer to extend the closing time, as well as truck waiting times caused by loading and unloading activities occurring simultaneously with receiving and delivery operations.

11. PT Terminal Teluk Lamong
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 77,21% atau 106% dari RKAP tahun 2025 sebesar 73,00%. Ketercapaian kinerja ET/BT disebabkan oleh beberapa faktor diantaranya koordinasi dengan pelayanan kapal untuk percepatan waktu end work to last line, komunikasi aktif dengan agen pelayaran untuk percepatan pelayanan kapal, aktif monitor pelayanan kapal.
12. PT Kaltim Karingau Terminal
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 73,29% atau 102% dari RKAP tahun 2025 sebesar 72,00%. Tercapainya kinerja ET/BT disebabkan oleh adanya kegiatan nonstop pada saat bongkar muat kapal untuk waktu-waktu tertentu.
13. Terminal Petikemas Belawan
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 83,58% atau 107% dari RKAP tahun 2025 sebesar 78,00%. Tercapainya ET/BT disebabkan oleh kegiatan bongkar muat sesuai dengan perencanaan.
14. Terminal Petikemas Nilam
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 80,48% atau 105% dari RKAP tahun 2025 sebesar 77,00%. Tercapainya ET/BT disebabkan oleh planning bongkar muat kapal yang efektif dari petugas planner.
15. Terminal Petikemas Semarang
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 76,09% atau 119% dari RKAP tahun 2025 sebesar 64,00%. Tercapainya ET/ BT disebabkan oleh implementasi intregated planning & control sehingga memudahkan koordinasi Terminal dan Pelayanan Kapal serta adanya komunikasi yang baik dengan pelayanan pandu tunda sehingga dapat memangkas waktu tunggu (NOT Prep End/ NOT 3) kapal depart dari terminal.
16. Terminal Petikemas Banjarmasin
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 66,95% atau 103% dari RKAP tahun 2025 sebesar 65,00%. Ketercapaian ET/BT disebabkan karena adanya peningkatan kecepatan pada pelayanan kapal terutama untuk last line karena adanya koordinasi yang baik.
17. Terminal Petikemas Ambon
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 81,64% atau 109% dari RKAP tahun 2025 sebesar 75,00%. Tercapainya kinerja ET/BT disebabkan oleh penerapan Flexibel Rest (Pengaturan jam Istirahat bergantian) dan pola operasi berbasis planning & control yang baik.
18. Terminal Petikemas Makassar
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 81,30% atau 104% dari RKAP tahun 2025 sebesar 78,00%. Tercapainya kinerja ET/BT dikarenakan adanya perubahan Fix

11. PT Terminal Teluk Lamong
    The achievement of domestic ET/BT performance in 2025 was 77.21%, or 106% of the 2025 Annual Work Plan (RKAP) target of 73.00%. This performance achievement was driven by several factors, including coordination with vessel services to expedite the “end work to last line” time, active communication with shipping agents to expedite vessel services, and active monitoring of vessel services.
12. PT Kaltim Karingau Terminal
    The 2025 domestic ET/BT performance realization was 73.29%, or 102% of the 2025 RKAP target of 72.00%. The achievement of the ET/BT performance was due to nonstop operations during ship loading and unloading at certain times.
13. Belawan Container Terminal
    The 2025 domestic ET/BT performance realization was 83.58%, or 107% of the 2025 Annual Work Plan (RKAP) target of 78.00%. The achievement of the ET/BT target was due to loading and unloading activities proceeding as planned.
14. Nilam Container Terminal
    The 2025 domestic ET/BT performance realization was 80.48%, or 105% of the 2025 RKAP target of 77.00%. The achievement of the ET/BT target was due to effective ship loading and unloading planning by the planning staff.
15. Semarang Container Terminal
    The achievement of domestic ET/BT performance in 2025 was 76.09%, or 119% of the 2025 Annual Work Plan (RKAP) target of 64.00%. The achievement of ET/BT targets was driven by the implementation of integrated planning and control, which facilitated coordination between the terminal and vessel services, as well as effective communication with pilotage services, thereby reducing the waiting time (NOT Prep End/NOT 3) for vessels departing from the terminal.
16. Banjarmasin Container Terminal
    The 2025 domestic ET/BT performance realization was 66.95%, or 103% of the 2025 RKAP target of 65.00%. The achievement of the ET/BT target was due to increased speed in vessel services, particularly for the last line, resulting from effective coordination.
17. Ambon Container Terminal
    Domestic ET/BT performance in 2025 reached 81.64%, or 109% of the 2025 Annual Work Plan (RKAP) target of 75.00%. This performance was achieved through the implementation of Flexible Rest (a rotating break schedule) and sound planning- and control-based operational practices.
18. Makassar Container Terminal
    The realized domestic ET/BT performance for 2025 was 81.30%, or 104% of the 2025 RKAP target of 78.00%. This performance was achieved by switching from a fixed

Roster menjadi Flexible Roster untuk memenuhi kebutuhan pelayanan bongkar muat di setiap Shift dapat menjaga pelayanan operasional yang lebih efisien dan produktif.

19. Makassar New Port

Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 75,59% atau 106% dari RKAP tahun 2025 sebesar 71,00%. Ketercapaian kinerja ET/BT disebabkan karena NOT During dapat ditekan dengan kegiatan non-stop pada jam istirahat, Komunikasi yang intens oleh Tim Perencanaan.

20. Terminal Petikemas Bitung R

Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 76,04% atau 99% dari RKAP tahun 2025 sebesar 77,00%. Tidak tercapainya ET/ BT disebabkan oleh waiting truck tahun 2025 mengalami kenaikan.

21. Terminal Petikemas Perawang

Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 78,71% atau 111% dari RKAP tahun 2025 sebesar 71,00%. Tercapainya kinerja ET/BT disebabkan karena perencanaan kegiatan BM yang lebih baik dan telah diterapkannya pola operasi berbasis planning & controlling.

22. Terminal Petikemas Sorong

Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 75,33% atau 94% dari RKAP tahun 2025 sebesar 80,00%. Tidak tercapainya kinerja ET/ BT disebabkan oleh beberapa kali kerusakan QCC sehingga menyebabkan perlunya penanganan khusus dari tim operasional.

23. Terminal Petikemas Pantoloan

Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 80,06% atau 101% dari RKAP tahun 2025 sebesar 79,00%. Tercapainya kinerja ET/BT disebabkan adanya penerapan vessel target dan flexible rest.

24. Terminal Petikemas Kendari

Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 75,79% atau 101% dari RKAP tahun 2025 sebesar 75,00%. Tercapainya kinerja ET/ BT disebabkan oleh optimalisasi effective time jam kerja.

25. Terminal Petikemas Kupang

Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 66,66% atau 87% dari RKAP tahun 2025 sebesar 77,00%. Ketidaktercapaian kinerja ET/BT dikarenakan adanya idle time waktu tunggu truck dengan rata-rata hampir 1 jam setiap kapal dan ketersediaan pandu/tunda yang terbatas sehingga berdampak pada pelayanan kapal setelah selesai berkegiatan.

26. Terminal Jayapura

Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 82,52% atau 106% dari RKAP tahun 2025 sebesar 78,00%. Tercapainya kinerja ET/ BT disebabkan optimalnya koordinasi antara TPK Jayapura dengan SPJM, dengan pelayaran, serta optimalnya penggunaan alat produksi

roster to a flexible roster to meet loading and unloading service needs during each shift, thereby ensuring more efficient and productive operational services.

19. Makassar New Port

The achievement of domestic ET/BT performance in 2025 was 75.59%, or 106% of the 2025 Annual Work Plan (RKAP) target of 71.00%. This performance was achieved because “NOT During” incidents were minimized through non-stop operations during break times and intensive communication by the Planning Team.

20. Bitung R Container Terminal

The realized domestic ET/BT performance for 2025 was 76.04%, or 99% of the 2025 RKAP target of 77.00%. The failure to achieve the ET/BT target was due to an increase for waiting trucks in 2025.

21. Perawang Container Terminal

The 2025 domestic ET/BT performance realization was 78.71%, or 111% of the 2025 RKAP target of 71.00%. The achievement of the ET/BT performance was due to better planning of BM activities and the implementation of a planning & controlling-based operational model.

22. Sorong Container Terminal

The 2025 domestic ET/BT performance achievement was 75.33%, or 94% of the 2025 Annual Work Plan (RKAP) target of 80.00%. The failure to meet the ET/BT performance target was due to several instances of QCC malfunctions, which required special attention from the operations team.

23. Pantoloan Container Terminal

The realized domestic ET/BT performance for 2025 was 80.06%, or 101% of the 2025 RKAP target of 79.00%. The achievement of the ET/BT performance was due to the implementation of vessel targets and flexible rest periods.

24. Kendari Container Terminal

The 2025 domestic ET/BT performance realization was 75.79%, or 101% of the 2025 RKAP target of 75.00%. This ET/BT performance was achieved through the optimization of effective working hours.

25. Kupang Container Terminal

The achievement of domestic ET/BT performance in 2025 was 66.66%, or 87% of the 2025 Annual Work and Budget Plan (RKAP) target of 77.00%. The shortfall in ET/BT performance was due to truck waiting time—averaging nearly 1 hour per ship—and limited availability of pilots and tugs, which impacted ship services after operations were completed.

26. Jayapura Terminal

The realized domestic ET/BT performance for 2025 was 82.52%, or 106% of the 2025 RKAP target of 78.00%. The achievement of the ET/BT performance was due to optimal coordination between the Jayapura Container Terminal (TPK Jayapura) and the Port Management Agency (SPJM), as well

dan aplikasi penunjang.

27. Terminal Petikemas Tarakan
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 67,62% atau 97% dari RKAP tahun 2025 sebesar 70,00%. Ketidaktercapaian ET/BT dikarenakan adanya kerusakan QCC serta angin kencang disertai hujan lebat dengan kecepatan angin mencapai hingga 35-45 knot.
28. Terminal Petikemas Bagendang
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 70,24% atau 106% dari RKAP tahun 2025 sebesar 66,00%. Ketercapaian ET/BT dikarenakan koordinasi dengan pelayaran terhadap persiapan kapal sebelum sandar dan penambahan SDM untuk planning & control serta operator di lapangan.
29. Terminal Petikemas Bumiharjo
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 63,60% atau 104% dari RKAP tahun 2025 sebesar 61,00%. Tercapainya ET/BT dikarenakan Alat Supporting Inbound Outbound seperti RS, FL, OHT dalam keadaan siap operasi, dan kegiatan tidak berbarengan dengan SPMT (CY Menjadi jalur bersama).
30. Terminal Petikemas Merauke
    Realisasi kinerja ET/BT dalam negeri tahun 2025 sebesar 53,43% atau 99% dari RKAP tahun 2025 sebesar 54,00%. Ketidaktercapaian ET/BT dikarenakan beberapa factor yaitu kinerja alat yang sering mengalami trouble sehingga menghambat kegiatan bongkar muat, serta kepadatan lapangan dikarenakan peningkatan arus petikemas serta banyak kontainer yang long stay terkait jauh alokasi pengiriman.
31. Terminal Petikemas Ternate
    Realisasi kinerja ET/BT dalam negeri negeri tahun 2025 sebesar 72,12% atau 113% dari RKAP tahun 2025 sebesar 64,00%. Tercapainya ET/BT disebabkan oleh kegiatan bongkar muat Petikemas sudah berbasis Planning & Control dan kegiatan bongkar muat yang non stop.

## Kinerja Pelayanan Peti Kemas (Operasi Dermaga)

**Kinerja Pelayanan Peti Kemas Luar Negeri**

Realisasi kinerja pelayanan peti kemas luar negeri pada tahun 2025 adalah sebagai berikut:

as with shipping lines, and the optimal use of production equipment and supporting applications.

27. Tarakan Container Terminal
    The 2025 domestic ET/BT performance realization was 67.62%, or 97% of the 2025 Annual Work Plan (RKAP) target of 70.00%. The failure to meet the ET/BT target was due to damage to the QCC and strong winds accompanied by heavy rain, with wind speeds reaching 35–45 knots.
28. Bagendang Container Terminal
    The 2025 domestic ET/BT performance realization was 70.24%, or 106% of the 2025 RKAP target of 66.00%. The achievement of the ET/BT target was due to coordination with shipping lines regarding vessel preparation prior to berthing and the addition of personnel for planning & control as well as on-site operators.
29. Bumiharjo Container Terminal
    The 2025 domestic ET/BT performance realization was 63.60%, or 104% of the 2025 Annual Work Plan (RKAP) target of 61.00%. The achievement of the ET/BT target was due to the fact that inbound and outbound support equipment—such as RS, FL, and OHT—were operational, and activities did not overlap with SPMT operations (the CY serves as a shared lane).
30. Merauke Container Terminal
    The 2025 domestic ET/BT performance realization was 53.43%, or 99% of the 2025 RKAP target of 54.00%. The failure to achieve the ET/BT target was due to several factors, namely equipment that frequently experienced malfunctions, thereby hindering loading and unloading activities, as well as yard congestion caused by increased container traffic and a large number of long-stay containers due to distant shipment destinations.
31. Ternate Container Terminal
    The achievement of domestic ET/BT performance in 2025 was 72.12%, or 113% of the 2025 Annual Work and Budget Plan (RKAP) target of 64.00%. This achievement was driven by container loading and unloading operations that are now based on Planning & Control and operate non-stop

## Container Service Performance (Pier Operations)

**International Container Service Performance**

The actual performance of international container services in 2025 is as follows:

## Kinerja Pelayanan Peti Kemas Luar Negeri
International Container Service Performance

| No. | Uraian<br>Description | | Satuan<br>Unit | RKAP 2025 | Realisasi<br>Realization | | Kecenderungan (%)<br>Trend (%) | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 1 | 2 | | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 | PT Prima Terminal Petikemas | PT Prima Container Terminal | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 23,00 | 22,47 | 22,80 | 98 | 99 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 33,00 | 31,37 | 33,68 | 95 | 93 |
| 2 | PT IPC TPK TP 2 | PT IPC TPK TP 2 | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 22,00 | 22,67 | 22,68 | 103 | 100 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 48,00 | 57,23 | 56,72 | 119 | 101 |
| 3 | PT IPC TPK Panjang | PT IPC TPK Panjang | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 23,00 | 25,49 | 24,37 | 111 | 105 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 25,00 | 31,32 | 27,99 | 125 | 112 |
| 4 | PT IPC TPK Palembang | PT IPC TPK Palembang | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 30,00 | 31,08 | 31,44 | 104 | 99 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 24,00 | 27,54 | 26,04 | 115 | 106 |
| 5 | PT IPC TPK Pontianak | PT IPC TPK Pontianak | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 28,00 | 29,41 | 31,42 | 105 | 94 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 27,00 | 29,12 | 28,67 | 108 | 102 |
| 6 | PT IPC TPK Jambi | PT IPC TPK Jambi | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 16,00 | 18,56 | 17,77 | 116 | 104 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 23,00 | 25,33 | 24,77 | 110 | 102 |
| 7 | PT Terminal Petikemas Surabaya | PT Surabaya Container Terminal | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |

## Kinerja Pelayanan Peti Kemas Luar Negeri
International Container Service Performance

| No. | Uraian / Description | | Satuan / Unit | RKAP 2025 | Realisasi / Realization | | Kecenderungan (%) / Trend (%) | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| | BCH (ET) | BCH (ET) | bph | 25,00 | 25,53 | 26,67 | 102 | 96 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 52,00 | 52,01 | 53,21 | 100 | 98 |
| 8 | PT Terminal Teluk Lamong | PT Terminal Teluk Lamong | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 25,00 | 25,31 | 25,41 | 101 | 100 |
| | Bongkar muat per kapal | Loading and unloading per vessel | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 46,00 | 47,37 | 47,27 | 103 | 100 |
| 9 | PT Prima Multi Terminal | PT Prima Multi Terminal | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 23,00 | 23,12 | 20,56 | 101 | 112 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 15,00 | 13,90 | 15,64 | 93 | 89 |
| 11 | TPK Belawan | Belawan TPK | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | - | 23,54 | 24,17 | - | 97 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | - | 33,37 | 34,75 | - | 96 |
| 12 | TPK Semarang | Semarang TPK | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 25,00 | 25,25 | 25,82 | 101 | 98 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 42,00 | 38,52 | 42,52 | 92 | 91 |
| 13 | TPK Makassar | Makassar TPK | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | - | 19,55 | 25,01 | - | 78 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | - | 20,52 | 26,47 | - | 78 |
| 14 | TPK Perawang | Perawang TPK | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 18,00 | 19,27 | 22,01 | 107 | 88 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 15,00 | 17,34 | 18,40 | 116 | 94 |

1. PT Prima Terminal Petikemas
   Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 22,47 bph atau 98% dari RKAP tahun 2025 sebesar 23,00 bph, sedangkan realisasi kinerja BSH Gross (BT) luar negeri tahun 2025 sebesar 31,37 bph atau 95% dari RKAP tahun 2025 sebesar 33,00 bph.
2. PT IPC TPK TP 2
   Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 22,67 bph atau 103% dari RKAP tahun 2025 sebesar 22,00 bph, sementara realisasi kinerja BSH Gross (BT) luar negeri tahun 2025 sebesar 42,96 bph atau 102% dari RKAP tahun 2025 sebesar 42,00 bph. Tercapainya kinerja BCH (ET) dan BSH Gross (BT) dikarenakan kegiatan operasi berjalan sesuai perencanaan, dan menurunnya angka NOT sebagai bentuk optimalisasi penggunaan alat kegiatan operasi.
3. PT IPC TPK Panjang
   Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 25,49 bph atau 111% dari RKAP tahun 2025 sebesar 23,00 bph. Realisasi kinerja BSH (BT) luar negeri tahun 2025 sebesar 31,32 bph atau 125% dari RKAP tahun 2025 sebesar 25,00 bph. Tercapainya kinerja BCH (ET) dan BSH Gross (BT) disebabkan oleh adanya perencanaan kapal yang baik mulai dari pemberian lamanya waktu standar, plotting alat, dan man power serta koordinasi yang baik antara pekerja sehingga *idle time* tidak terlalu tinggi.

4. PT IPC TPK Palembang
   Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 31,08 bph atau 104% dari RKAP tahun 2025 sebesar 30,00 bph. Tercapainya kinerja BCH (ET) disebabkan oleh kondisi kesiapan alat bongkar muat utama maupun pendukung selalu dipastikan dan penggunaan QCC secara optimal Sementara itu, realisasi kinerja BSH (BT) luar negeri tahun 2025 sebesar 27,54 bph atau 115% dari RKAP tahun 2025 sebesar 24,00 bph. Tercapainya kinerja BSH (BT) disebabkan diantaranya oleh peningkatan efektivitas waktu pelayanan, penurunan not time dengan strategy penerapan fleksible rest, perencanaan yang baik untuk pelayanan kapal, dan perencanaan Manning dan Deployment alat yang baik.
5. PT IPC TPK Pontianak
   Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 29,41 bph atau 105% dari RKAP tahun 2025 sebesar 28,00 bph. Realisasi kinerja BSH (BT) luar negeri tahun 2025 sebesar 29,12 bph atau 108% dari RKAP tahun 2025 sebesar 27,00 bph. Tercapainya BCH (ET) dan BSH Gross (BT) disebabkan oleh kesiapan alat pelayanan bongkar muat dan dapat menekan idle time untuk mendapatkan ET yang optimal.

1. PT Prima Terminal Petikemas
   The 2025 overseas BCH (ET) performance realization was 22.47 bph, or 98% of the 2025 Budget Plan of 23.00 bph, while the 2025 overseas Gross BSH (BT) performance realization is 31.37 bph, or 95% of the 2025 Budget Plan of 33.00 bph.
2. PT IPC TPK TP 2
   The 2025 overseas BCH (ET) performance realization was 22.67 bph, or 103% of the 2025 Annual Work Plan (RKAP) target of 22.00 bph, while the 2025 overseas Gross BSH (BT) performance realization was 42.96 bph, or 102% of the 2025 RKAP target of 42.00 bph. The achievement of the BCH (ET) and Gross BSH (BT) performance was due to operations proceeding as planned and a decrease in the NOT figure as a result of optimizing the use of operational equipment.
3. PT IPC TPK Panjang
   The 2025 overseas BCH (ET) performance target is 25.49 bph, or 111% of the 2025 Annual Work Plan (RKAP) target of 23.00 bph. The realized performance of BSH (BT) for overseas operations in 2025 was 31.32 bph ( ), representing 125% of the 2025 RKAP target of 25.00 bph. The achievement of BCH (ET) and Gross BSH (BT) performance was due to effective vessel planning—including the allocation of standard time, equipment scheduling, and manpower—as well as good coordination among workers, which kept idle time from becoming too high.
4. PT IPC TPK Palembang
   The 2025 performance realization for overseas BCH (ET) was 31.08 bph, or 104% of the 2025 Annual Work Plan (RKAP) target of 30.08 bph. This BCH (ET) performance was achieved by ensuring the readiness of both primary and auxiliary loading and unloading equipment at all times and by making optimal use of QCC. Meanwhile, the 2025 overseas BSH (BT) performance realization was 27.54 bph, or 115% of the 2025 Budget Plan of 24.00 bph. The achievement of BSH (BT) performance was driven, among other factors, by improved service time efficiency, a reduction in “not time” through the implementation of a flexible rest strategy, effective vessel service planning, and sound planning for crew and equipment deployment.
5. PT IPC TPK Pontianak
   The 2025 performance realization for overseas BCH (ET) was 29.41 bph, or 105% of the 2025 Annual Work Plan (RKAP) target of 28.00 bph. The 2025 overseas BSH (BT) performance realization was 29.12 bph, or 108% of the 2025 RKAP target of 27.00 bph. The achievement of BCH (ET) and Gross BSH (BT) was due to the readiness of loading and unloading equipment, which helped reduce idle time to achieve optimal ET.

6. PT IPC TPK Jambi
   Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 18,56 bph atau 116% dari RKAP tahun 2025 sebesar 16,00 bph. Tercapainya BCH (ET) disebabkan oleh kinerja alat yang baik dan maintenance alat bongkar muat secara berkala. Realisasi kinerja BSH (BT) luar negeri tahun 2025 sebesar 25,33 bph atau 110% dari RKAP tahun 2025 sebesar 23,00 bph. Tercapainya BSH (BT) disebabkan pola operasi sesuai perencanaan serta kesiapan alat bongkar muat yang baik dan menekan Idle Time dan NOT.

7. PT Terminal Petikemas Surabaya
   Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 25,53 bph atau 102% dari RKAP tahun 2025 sebesar 25,00 bph. Realisasi kinerja BSH (BT) luar negeri tahun 2025 sebesar 52,01 bph atau 100% dari RKAP tahun 2025 sebesar 52,00 bph. Ketercapaian BCH (ET) dan BSH (BT) dikarenakan perencanaan tambat kapal diupayakan didermaga 3 & 4 dengan CC menggunakan *TwinLift,* memaksimalkan pemakaian *Crane/Crane Density* dan menekan NOT 3 dengan berkoordinasi bersama Pilot saat pelaksanaan *meeting* harian dan meeting bulanan dan menekan Hot Seat Change, dengan mengatur jadwal kerja diantara operator CC/RTG.
8. PT Terminal Teluk Lamong
   Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 25,31 bph atau 101% dari RKAP tahun 2025 sebesar 25,00 bph. Realisasi kinerja BSH (BT) luar negeri tahun 2025 sebesar 47,37 bph atau 103% dari RKAP tahun 2025 sebesar 46,00 bph. Ketercapaian BCH (ET) dan BSH (BT) dikarenakan optimalisasi kegiatan dilapangan sesuai dengan rencana awal, melaksanakan Housekeeping untuk memaksimalkan porsi penyebaran muatan, serta tambahan untuk muatan international.
9. PT Prima Multi Terminal
   Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 23,12 bph atau 101% dari RKAP tahun 2025 sebesar 23,00 bph. Realisasi kinerja BSH (BT) luar negeri tahun 2025 sebesar 13,90 bph atau 93% dari RKAP tahun 2025 sebesar 15,00 bph. Ketidaktercapaian BSH (BT) disebabkan oleh adanya waktu tunggu muatan ekstra dan adanya kegiatan non petikemas di dermaga petikemas.
10. Terminal Petikemas Belawan
    Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 23,54 bph, sementara itu realisasi kinerja BSH (BT) luar negeri tahun 2025 sebesar 33,37 bph.
11. Terminal Semarang
    Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 25,25 bph atau 101% dari RKAP tahun 2025 sebesar 25,00

6. PT IPC TPK Jambi
   The 2025 overseas BCH (ET) performance realization was 18.56 bph, or 116% of the 2025 RKAP target of 16.00 bph. This BCH (ET) achievement was due to good equipment performance and regular maintenance of loading and unloading equipment. The realized performance of BSH (BT) for overseas operations in 2025 was 25.33 bph, or 110% of the 2025 Budget Plan (RKAP) of 23.00 bph. The achievement of the BSH (BT) target was due to operations conducted in accordance with the plan, as well as the good readiness of loading and unloading equipment and the reduction of Idle Time and NOT.
7. PT Terminal Petikemas Surabaya
   The 2025 performance realization for overseas BCH (ET) was 25.53 bph, or 102% of the 2025 Annual Work Plan (RKAP) target of 25.00 bph. The 2025 overseas BSH (BT) performance realization was 52.01 bph, or 100% of the 2025 RKAP target of 52.00 bph. The achievement of the BCH (ET) and BSH (BT) targets was due to efforts to plan vessel berthing at Docks 3 & 4 using CC with TwinLift, maximizing crane utilization/crane density, and reducing NOT 3 through coordination with pilots during daily and monthly meetings, as well as minimizing Hot Seat Changes by managing work schedules among CC/RTG operators.
8. PT Terminal Teluk Lamong
   The 2025 performance realization for overseas BCH (ET) was 25.31 bph, or 101% of the 2025 Annual Work Plan (RKAP) target of 25.00 bph. The 2025 overseas BSH (BT) performance realization was 47.37 bph, or 103% of the 2025 RKAP target of 46.00 bph. The achievement of the BCH (ET) and BSH (BT) targets was due to the optimization of field operations in accordance with the initial plan, the implementation of housekeeping measures to maximize cargo distribution, and additional international cargo.
9. PT Prima Multi Terminal
   The 2025 performance realization for overseas BCH (ET) is 23.12 bph, or 101% of the 2025 Annual Work Plan (RKAP) target of 23.00 bph. The 2025 overseas BSH (BT) performance realization was 13.90 bph ( ), or 93% of the 2025 RKAP target of 15.00 bph. The shortfall in BSH (BT) was due to extra cargo waiting times and non-container activities at the container terminal.
10. Belawan Container Terminal
    The 2025 international BCH (ET) performance realization was 23.54 bph, while the 2025 international BSH (BT) performance realization was 33.37 bph.
11. Semarang Terminal
    The 2025 overseas BCH (ET) performance realization was 25.25 bph, or 101% of the 2025 Annual Work and Budget

bph. Ketercapaian BCH (ET) dikarenakan tidak ada yard clash dan stabilitas dan kondisi kapal terjaga dengan baik. Realisasi kinerja BSH (BT) luar negeri tahun 2025 sebesar 38,52 bph atau 92% dari RKAP tahun 2025 sebesar 42,00 bph. Ketidaktercapaian BSH (BT) dikarenakan kondisi BOR melebihi 80% dan YOR lebih dari 70%, karena meningkatnya ship call dan throughput saat libur natal dan tahun baru, adanya kerusakan alat, dan tingginya idle time pada beberapa kapal di bulan Desember.

12. Terminal Petikemas New Makassar T1
    Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 19,55 bph dan realisasi kinerja BSH (BT) luar negeri tahun 2025 sebesar 20,52 bph.
13. Terminal Petikemas Perawang
    Realisasi kinerja BCH (ET) luar negeri tahun 2025 sebesar 19,27 bph atau 107% dari RKAP tahun 2025 sebesar 18,00 bph. Realisasi kinerja BSH (BT) luar negeri tahun 2025 sebesar 17,34 bph atau 116% dari RKAP tahun 2025 sebesar 15,00 bph. Ketercapaian kinerja BCH (ET) dan BSH (BT) luar negeri disebabkan oleh perencanaan kegiatan bongkar muat yang lebih baik dan telah optimalnya kegiatan bongkar muat untuk kapal yg akan Shifting ataupun keluar.

Plan (RKAP) target of 25.00 bph. This achievement was due to the absence of yard clashes and the fact that vessel stability and condition were well maintained. The 2025 overseas BSH (BT) performance realization was 38.52 bph, or 92% of the 2025 RKAP target of 42.00 bph. The shortfall in BSH (BT) was due to a BOR exceeding 80% and a YOR exceeding 70%, caused by an increase in ship calls and throughput during the Christmas and New Year holidays, equipment breakdowns, and high idle time for several vessels in December.

12. New Makassar Container Terminal T1
    The 2025 realized performance for BCH (ET) for international operations was 19.55 bph, and the 2025 realized performance for BSH (BT) for international operations was 20.52 bph.
13. Perawang Container Terminal
    The 2025 overseas BCH (ET) performance realization is 19.27 bph, or 107% of the 2025 RKAP target of 18.00 bph. The 2025 overseas BSH (BT) performance realization was 17.34 bph, or 116% of the 2025 RKAP target of 15.00 bph. The achievement of the overseas BCH (ET) and BSH (BT) performance targets was due to better planning of loading and unloading activities and the optimization of loading and unloading operations for ships preparing to shift or depart.

**Kinerja Pelayanan Peti Kemas dalam Negeri**

Realisasi kinerja pelayanan bongkar muat barang peti kemas dalam negeri pada tahun 2025, masing-masing dijelaskan sebagai berikut:

**Domestic Container Service Performance**

The actual performance of domestic container cargo loading and unloading services in 2025 is described as follows:

**Kinerja Pelayanan Peti Kemas Dalam Negeri**
Domestic Container Service Performance

| No. | Uraian<br>Description | | Satuan<br>Unit | RKAP 2025 | Realisasi<br>Realization | | Kecenderungan (%)<br>Trend (%) | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 1 | 2 | | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 | PT IPC TPK TP 1 | PT IPC TPK TP 1 | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 22,00 | 22,55 | 22,43 | 103 | 101 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 22,50 | 23,07 | 23,13 | 103 | 100 |
| 2 | PT IPC TPK TP 2 | PT IPC TPK TP 2 | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 21,00 | 21,94 | 21,94 | 104 | 100 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 29,00 | 32,54 | 31,12 | 112 | 105 |
| 3 | PT IPC TPK Panjang | PT IPC TPK Panjang | | | | | | |

## Kinerja Pelayanan Peti Kemas Dalam Negeri
Domestic Container Service Performance

| No. | Uraian<br>Description | | Satuan<br>Unit | RKAP 2025 | Realisasi<br>Realization | | Kecenderungan (%)<br>Trend (%) | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 26,00 | 28,80 | 28,41 | 111 | 101 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 23,00 | 24,00 | 23,93 | 104 | 100 |
| 4 | PT IPC TPK Palembang | PT IPC TPK Palembang | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 27,00 | 30,22 | 30,01 | 112 | 101 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 22,00 | 24,37 | 23,72 | 111 | 103 |
| 5 | PT IPC TPK Teluk Bayor | PT IPC TPK Teluk Bayor | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 22,00 | 23,32 | 23,01 | 106 | 101 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 23,00 | 23,07 | 23,61 | 100 | 98 |
| 6 | PT IPC TPK Pontianak | PT IPC TPK Pontianak | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 28,00 | 28,59 | 30,14 | 102 | 95 |
| | Bongkar muat per kapal | Loading and unloading per vessel | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 28,00 | 30,78 | 30,35 | 110 | 101 |
| 7 | PT IPC TPK Jambi | PT IPC TPK Jambi | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 16,00 | 17,64 | 17,53 | 110 | 101 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 22,00 | 26,35 | 24,81 | 120 | 106 |
| 8 | PT Terminal Petikemas Surabaya | PT Surabaya Container Terminal | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 24,00 | 29,00 | 29,14 | 121 | 100 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 20,00 | 21,08 | 21,01 | 105 | 100 |
| 9 | PT Berlian Jasa Terminal Indonesia | PT Berlian Jasa Terminal Indonesia | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 16,00 | 16,86 | 16,70 | 105 | 101 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |

## Kinerja Pelayanan Peti Kemas Dalam Negeri
Domestic Container Service Performance

| No. | Uraian Description | | Satuan Unit | RKAP 2025 | Realisasi Realization | | Kecenderungan (%) Trend (%) | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 23,00 | 23,00 | 22,44 | 100 | 102 |
| 10 | PT Prima Multi Terminal | PT Prima Multi Terminal | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 22,00 | 22,70 | 21,94 | 103 | 103 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 18,00 | 17,30 | 19,41 | 96 | 89 |
| 11 | PT Terminal Teluk Lamong | PT Terminal Teluk Lamong | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 24,00 | 24,48 | 24,27 | 102 | 101 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 23,00 | 24,11 | 24,31 | 105 | 99 |
| 12 | PT Kaltim Kariangau Terminal | PT Kaltim Kariangau Terminal | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 26,00 | 29,85 | 28,27 | 115 | 106 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 23,00 | 24,97 | 25,36 | 109 | 98 |
| 13 | TPK Belawan | Belawan TPK | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 24,00 | 22,85 | 24,27 | 95 | 94 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 38,00 | 33,15 | 38,74 | 87 | 86 |
| 14 | TPK Nilam | Nilam TPK | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 25,00 | 27,15 | 27,15 | 109 | 100 |
| | Bongkar muat per kapal | Loading and unloading per vessel | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 30,00 | 38,01 | 36,10 | 127 | 105 |
| 15 | TPK Semarang | Semarang TPK | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 25,00 | 24,02 | 25,88 | 96 | 93 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 19,00 | 20,30 | 19,43 | 107 | 104 |
| 16 | TPK Banjarmasin | Banjarmasin TPK | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 30,00 | 32,55 | 34,68 | 109 | 94 |

## Kinerja Pelayanan Peti Kemas Dalam Negeri
Domestic Container Service Performance

| No. | Uraian Description | | Satuan Unit | RKAP 2025 | Realisasi Realization | | Kecenderungan (%) Trend (%) | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 29,00 | 28,79 | 29,87 | 99 | 96 |
| 17 | TPK Ambon | Ambon TPK | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 25,00 | 25,76 | 25,90 | 103 | 99 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 25,00 | 26,86 | 25,87 | 107 | 104 |
| 18 | TPK Makassar | Makassar TPK | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 26,00 | 27,73 | 30,50 | 107 | 91 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 32,00 | 30,00 | 33,01 | 94 | 91 |
| 19 | Makassar New Port | Makassar New Port | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 26,00 | 27,21 | 27,06 | 105 | 101 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 30,00 | 30,04 | 30,18 | 100 | 100 |
| 20 | TPK Bitung | Bitung TPK | | | | | | |
| | Bongkar muat per crane | Loading and unloading per crane | | | | | | |
| | BCH (ET) | BCH (ET) | bph | 25,00 | 24,29 | 27,08 | 97 | 90 |
| | Bongkar muat per kapal | Loading and unloading per ship | | | | | | |
| | BSH Gross/VOR (BT) | BSH Gross/VOR (BT) | bph | 30,00 | 24,80 | 30,70 | 83 | 81 |
| 21 | TPK Perawang | Perawang TPK | | | | | | |
| | ET/BT | ET/BT | % | 71,00 | 78,71 | 76,45 | 111 | 103 |
| 22 | TPK Sorong | Sorong TPK | | | | | | |
| | ET/BT | ET/BT | % | 80,00 | 75,33 | 82,34 | 94 | 91 |
| 23 | TPK Pantoloan | Pantoloan TPK | | | | | | |
| | ET/BT | ET/BT | % | 79,00 | 80,06 | 80,02 | 101 | 100 |
| 24 | TPK Kendari | Kendari TPK | | | | | | |
| | ET/BT | ET/BT | % | 75,00 | 75,79 | 75,90 | 101 | 100 |
| 25 | TPK Kupang | Kupang TPK | | | | | | |
| | ET/BT | ET/BT | % | 77,00 | 66,66 | 79,52 | 87 | 84 |
| 26 | TPK Jayapura | Jayapura TPK | | | | | | |
| | ET/BT | ET/BT | % | 78,00 | 82,52 | 84,61 | 106 | 98 |
| 27 | TPK Tarakan | Tarakan TPK | | | | | | |
| | ET/BT | ET/BT | % | 70,00 | 67,62 | 73,65 | 97 | 92 |
| 28 | TPK Bagendang | Bagendang TPK | | | | | | |
| | ET/BT | ET/BT | % | 66,00 | 70,24 | 69,30 | 106 | 101 |

**Kinerja Pelayanan Peti Kemas Dalam Negeri**
Domestic Container Service Performance

| No. | Uraian Description | | Satuan Unit | RKAP 2025 | Realisasi Realization | | Kecenderungan (%) Trend (%) | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 29 | TPK Bumiharjo | Bumiharjo TPK | | | | | | |
| | ET/BT | ET/BT | % | 61,00 | 63,60 | 60,42 | 104 | 105 |
| 30 | TPK Merauke | Merauke TPK | | | | | | |
| | ET/BT | ET/BT | % | 54,00 | 53,43 | 54,67 | 99 | 98 |
| 31 | TPK Ternate | Ternate TPK | | | | | | |
| | ET/BT | ET/BT | % | 64,00 | 72,12 | 68,46 | 113 | 105 |

1. PT IPC TPK TP 1
   Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 22,55 bph atau 103% dari RKAP tahun 2025 sebesar 22,00 bph. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 23,07 bph atau 103% dari RKAP tahun 2025 sebesar 22,50 bph. Tercapainya kinerja BCH (ET) dan BSH Gross (BT) disebabkan oleh beberapa faktor diantaranya mengoptimalkan penggunaan alat untuk melayani kegiatan kapal, bongkar muat menggunakan twin lift di Zona 2, dan kegiatan operasi berjalan baik sesuai dengan perencanaan.
2. PT IPC TPK TP 2
   Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 21,94 bph atau 104% dari RKAP tahun 2025 sebesar 21,00 bph. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 32,54 bph atau 112% dari RKAP Tahun 2025 sebesar 29,00 bph. Ketercapaian Kinerja BCH (ET) dan BSH (BT) Dalam Negeri dikarenakan kegiatan operasi berjalan baik sesuai dengan perencanaan, diantaranya menekan angka not time.
3. PT IPC TPK Panjang
   Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 28,80 bph atau 111% dari RKAP tahun 2025 sebesar 26,00 bph. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 24,00 bph atau 104% dari RKAP tahun 2025 sebesar 23,00 bph. Tercapainya kinerja BCH (ET) dan BSH Gross (BT) disebabkan oleh kesiapan alat yang baik dan kegiatan operasi berjalan sesuai perencanaan.
4. PT IPC TPK Palembang
   Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 30,22 bph atau 112% dari RKAP tahun 2025 sebesar 27,00 bph. Tercapainya kinerja BCH (ET) disebabkan oleh Kondisi alat bongkar/muat utama maupun pendukung selalu dipastikan dalam kondisi siap digunakan sebelum melaksanakan pelayanan, kesiapan muatan pada saat OP rata-rata sebesar 80%, serta penggunaan QCC secara optimal. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 24,37 bph atau

1. PT IPC TPK TP 1
   The 2025 domestic BCH (ET) performance realization is 22.55 bph, or 103% of the 2025 Annual Work Plan (RKAP) target of 22.00 bph. The realized domestic BSH (BT) performance for 2025 was 23.07 bph, or 103% of the 2025 RKAP target of 22.50 bph. The achievement of the BCH (ET) and Gross BSH (BT) performance was driven by several factors, including the optimization of equipment usage to support vessel operations, loading and unloading using twin lifts in Zone 2, and operations proceeding smoothly in accordance with the plan.
2. PT IPC TPK TP 2
   The 2025 domestic BCH (ET) performance realization is 21.94 bph, or 104% of the 2025 Annual Work Plan (RKAP) target of 21.00 bph. The 2025 domestic BSH (BT) performance realization was 32.54 bph, or 112% of the 2025 RKAP target of 29.00 bph. The achievement of domestic BCH (ET) and BSH (BT) performance was due to operations running smoothly according to plan, including reducing the number of “not on time” incidents.
3. PT IPC TPK Panjang
   The 2025 domestic BCH (ET) performance realization is 28.80 bph, or 111% of the 2025 Annual Work Plan (RKAP) target of 26.00 bph. The 2025 domestic BSH (BT) performance realization was 24.00 bph, or 104% of the 2025 RKAP target of 23.00 bph. The achievement of the BCH (ET) and BSH Gross (BT) performance was due to the good readiness of equipment and operations proceeding as planned.
4. PT IPC TPK Palembang
   BCH (ET)’s domestic performance in 2025 was 30.22 bph, or 112% of the 2025 Annual Work Plan (RKAP) target of 27.00 bph. The achievement of BCH (ET) performance was due to ensuring that primary and auxiliary loading/unloading equipment was always in ready-to-use condition before service, an average cargo readiness rate of 80% during operations, and the optimal use of QCC. The realized performance of BSH (BT) for domestic operations in 2025 was

111% dari RKAP tahun 2025 sebesar 22,00 bph. Tercapainya kinerja BSH Gross (BT) disebabkan oleh perencanaan yang baik untuk pelayanan kapal, plotting alat dan man power yang baik serta peningkatan efektivitas waktu pelayanan.

5. PT IPC TPK Teluk Bayur
   Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 23,32 bph atau 106% dari RKAP Tahun 2025 sebesar 22,00 bph. Realisasi kinerja BSH (BT) dalam negeri sampai tahun 2025 sebesar 23,07 bph atau 100% dari RKAP Tahun 2025 sebesar 23,00 bph. Ketercapaian kinerja BCH (ET) dan BSH (BT) disebabkan oleh kehandalan alat, skill operator yang kompeten, dan perencanaan yang baik dari fungsi di Planning and control ke tim operasi.
6. PT IPC TPK Pontianak
   Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 28,59 bph atau 102% dari RKAP Tahun 2025 sebesar 28,00 bph. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 30,78 bph atau 110% dari RKAP Tahun 2025 sebesar 28,00 bph. Tercapainya kinerja BCH (ET) dan BSH (BT) disebabkan oleh kesiapan alat pelayanan operasi dan dapat menekan idle time untuk mendapatkan efektif time yang optimal.
7. PT IPC TPK Jambi
   Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 17,64 bph atau 110% dari RKAP tahun 2025 sebesar 16,00 bph. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 26,35 bph atau 120% dari RKAP tahun 2025 sebesar 22,00 bph. Tercapainya BCH (ET) dan BSH (BT) dalam negeri dikarenakan perencanaan dan pengendalian dari sebelum kegiatan sampai selesai kegiatan bongkar muat, kinerja alat yang baik, maintenance alat bongkar muat secara berkala, dan koordinasi pada saat kegiatan bongkar muat dengan pihak terkait.
8. PT Terminal Petikemas Surabaya
   Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 29,00 bph atau 121% dari RKAP Tahun 2025 sebesar 24,00 bph. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 21,08 bph atau 105% dari RKAP Tahun 2025 sebesar 20,00 bph. Tercapainya BCH (ET) dan BSH (BT) dalam negeri disebabkan oleh kemampuan untuk menekan Hot Seat Change, dengan mengatur jadwal diantara operator CC /RTG dan Dynamic Roster, menekan NOT_3 dengan berkoordinasi bersama Pilot saat pelaksanaan Meeting bulanan, serta koordinasi dengan Shipping Line Domestik untuk memastikan ketersediaan Truck saat kegiatan Truck Lossing.
9. PT Berlian Jasa Terminal Indonesia
   Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 16,86 bph atau 105% dari RKAP tahun 2025 sebesar 16,00 bph. Tercapainya realisasi BCH (ET) disebabkan oleh beberapa

24.37 bph, or 111% of the 2025 RKAP target of 22.00 bph. The achievement of BSH Gross (BT) performance was due to sound planning for vessel services, effective equipment and manpower allocation, and improved service time efficiency.

5. PT IPC TPK Teluk Bayur
   The 2025 domestic BCH (ET) performance target is 23.32 bph, or 106% of the 2025 Annual Work Plan (RKAP) target of 22.00 bph. The domestic BSH (BT) performance realization through 2025 is 23.07 bph, or 100% of the 2025 Annual Work Plan (RKAP) target of 23.00 bph. The achievement of BCH (ET) and BSH (BT) performance was due to the reliability of equipment, competent operator skills, and good planning from the Planning and Control function to the operations team.
6. PT IPC TPK Pontianak
   The 2025 domestic BCH (ET) performance realization is 28.59 bph, or 102% of the 2025 Annual Work Plan (RKAP) target of 28.00 bph. The 2025 domestic BSH (BT) performance realization was 30.78 bph, or 110% of the 2025 RKAP target of 28.00 bph. The achievement of BCH (ET) and BSH (BT) performance was due to the readiness of operational service equipment and the ability to reduce idle time to achieve optimal effective time.
7. PT IPC TPK Jambi
   The 2025 domestic BCH (ET) performance realization is 17.64 bph, or 110% of the 2025 Annual Work Plan (RKAP) target of 16.00 bph. The realized domestic BSH (BT) performance for 2025 was 26.35 bph, or 120% of the 2025 RKAP target of 22.00 bph. The achievement of the domestic BCH (ET) and BSH (BT) targets was due to planning and control from the pre-loading/unloading phase through to completion, good equipment performance, regular maintenance of loading and unloading equipment, and coordination with relevant parties during loading and unloading operations.
8. PT Terminal Petikemas Surabaya
   The 2025 domestic BCH (ET) performance target is 29.00 bph, or 121% of the 2025 Annual Work Plan (RKAP) target of 24.00 bph. The 2025 domestic BSH (BT) performance realization was 21.08 bph, or 105% of the 2025 RKAP target of 20.00 bph. The achievement of the domestic BCH (ET) and BSH (BT) targets was driven by the ability to reduce Hot Seat Changes by coordinating schedules among CC/RTG operators and the Dynamic Roster, minimizing NOT_3 incidents through coordination with pilots during monthly meetings, and collaborating with domestic shipping lines to ensure truck availability during truck loss operations.
9. PT Berlian Jasa Terminal Indonesia
   The 2025 domestic BCH (ET) performance realization was 16.86 bph, or 105% of the 2025 Annual Work and Budget Plan (RKAP) target of 16.00 bph. The achievement of the

faktor diantaranya: telah dilakukan penambahan unit HT melalui kerjasama pihak penyedia armada untuk mendukung kegiatan percepatan TRT haulage. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 23,00 bph atau 100% dari RKAP tahun 2025 sebesar 23,00 bph.

10. PT Prima Multi Terminal
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 22,70 bph atau 103% dari RKAP Tahun 2025 sebesar 22,00 bph. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 17,30 bph atau 96% dari RKAP Tahun 2025 sebesar 18,00 bph. Ketidaktercapaian BSH (BT) dikarenakan dermaga petikemas juga digunakan untuk kegiatan non peti kemas dan adanya waktu tunggu truck dikarenakan kegiatan bongkar muat bersamaan dengan kegiatan receiving delivery.

11. PT Terminal Teluk Lamong
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 24,48 bph atau 102% dari RKAP tahun 2025 sebesar 24,00 bph. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 24,11 bph atau 105% dari RKAP tahun 2025 sebesar 23,00 bph. Ketercapaian kinerja BCH (ET) dan BSH (BT) disebabkan optimalisasi kegiatan dilapangan, penggunaan Zona penumpukan di lapangan berdasarkan BA MAP Forecast, dan melaksanakan Housekeeping secara continue untuk memaksimalkan porsi penyebaran muatan.
12. PT Kaltim Kariangau Terminal
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 29,85 bph atau 115% dari RKAP tahun 2025 sebesar 26,00 bph. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 24,97 bph atau 109% dari RKAP tahun 2025 sebesar 23,00 bph. Ketercapaian kinerja BCH (ET) dan BSH (BT) disebabkan oleh diterapkannya windows system dan open stack untuk setiap pelayaran, serta sistem kerja non stop (flexible rest) di waktu-waktu tertentu sehingga pelayanan bongkar muat lebih cepat.

13. Terminal Petikemas Belawan
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 22,85 bph atau 95% dari RKAP tahun 2025 sebesar 24,00 bph. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 33,15 bph atau 87% dari RKAP tahun 2025 sebesar 38,00 bph. Ketidaktercapaian BCH (ET) dan BSH (BT) dikarenakan alat dermaga dan lapangan sering mengalami trouble, adanya kepadatan kegiatan Delivery di waktu tertentu sehingga kegiatan bongkar menjadi terkendala, kapal - kapal yang memiliki Ship crane menjadi kendala dikarenakan pergerakan QCC kurang optimal, serta ratio alat tidak terpenuhi.

BCH (ET) realization was driven by several factors, including: the addition of HT units through a partnership with a fleet provider to support efforts to accelerate TRT haulage. 's domestic BSH (BT) performance for 2025 was 23.00 bph, or 100% of the 2025 RKAP target of 23.00 bph.

10. PT Prima Multi Terminal
    The 2025 domestic BCH (ET) performance target is 22.70 bph, or 103% of the 2025 Annual Work Plan (RKAP) target of 22.00 bph. The realized performance of BSH (BT) for domestic operations in 2025 was 17.30 bph, or 96% of the 2025 Annual Work and Budget Plan (RKAP) target of 18.00 bph. The shortfall in BSH (BT) performance was due to the container terminal also being used for non-container activities and truck wait times resulting from loading and unloading activities occurring simultaneously with receiving and delivery operations.
11. PT Terminal Teluk Lamong
    The 2025 domestic BCH (ET) performance realization is 24.48 bph, or 102% of the 2025 Annual Work Plan (RKAP) target of 24.00 bph. The 2025 domestic BSH (BT) performance realization was 24.11 bph, or 105% of the 2025 RKAP target of 23.00 bph. The achievement of BCH (ET) and BSH (BT) performance was driven by the optimization of field operations, the use of on-site stacking zones based on BA MAP Forecasts, and the continuous implementation of housekeeping to maximize cargo distribution.
12. PT Kaltim Kariangau Terminal
    The 2025 domestic BCH (ET) performance realization is 29.85 bph, or 115% of the 2025 Annual Work Plan (RKAP) target of 26.00 bph. The actual performance of BSH (BT) for domestic operations in 2025 was 24.97 bph, or 109% of the 2025 Annual Work Plan (RKAP) target of 23.00 bph. The achievement of BCH (ET) and BSH (BT) performance targets was driven by the implementation of a window system and OpenStack for each voyage, as well as a non-stop work system (flexible rest) during specific times, resulting in faster loading and unloading services.
13. Belawan Container Terminal
    The 2025 domestic BCH (ET) performance realization is 22.85 bph, or 95% of the 2025 Annual Work Plan (RKAP) target of 24.00 bph. The 2025 domestic BSH (BT) performance realization was 33.15 bph, or 87% of the 2025 RKAP target of 38.00 bph. The failure to meet the BCH (ET) and BSH (BT) targets was due to frequent malfunctions of dock and yard equipment, congestion in delivery activities at certain times that hindered unloading operations, ships equipped with ship cranes posing challenges due to suboptimal QCC movement, and an unmet equipment ratio.

14. Terminal Petikemas Nilam
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 27,15 bph atau 109% dari RKAP tahun 2025 sebesar 25,00 bph. Ketercapaian kinerja BCH (ET) disebabkan oleh penggunaan strategi penumpukan petikemas muat sistem scatered di CY1 yang lebih dekat dengan dermaga sehingga muatan dapat dialihkan dari blok lain saat terjadi kerusakan peralatan di satu blok sehingga meminimalkan idle time. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 38,01 bph atau 127% dari RKAP tahun 2025 sebesar 30,00 bph. Ketercapainya BSH (BT) disebabkan oleh beberapa faktor diantaranya kesiapan petikemas muat sehingga perencanaan pemuatan dapat lebih optimal dan lebih cepat dalam penyelesaiannya.
15. Terminal Petikemas Semarang
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 24,02 bph atau 96% dari RKAP tahun 2025 Tahun 2025 sebesar 25,00 bph. Ketidaktercapainya kinerja BCH (ET) dalam negeri disebabkan oleh terdapat kapal yang memiliki stabilitas kapal yang kurang baik. Realisasi kinerja BSH (BT) dalam negeri tahun 2025 sebesar 20,30 bph atau 107% dari RKAP tahun 2025 sebesar 19,00 bph. Ketercapaian kinerja BSH (BT) dalam negeri disebabkan oleh tidak adanya Yard Clash, stabilitas dan kondisi kapal baik, penggunaan alat (RTG) dalam kondisi baik, dan tidak banyak kegiatan shufling di lapangan atas kegiatan alih muat kapal.
16. Terminal Petikemas Banjarmasin
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 66,95% atau 103% dari RKAP tahun 2025 sebesar 65,00%. Ketercapaian ET/BT disebabkan karena adanya peningkatan kecepatan pada pelayanan kapal terutama untuk last line karena adanya koordinasi yang baik.
17. Terminal Petikemas Ambon
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 81,64% atau 109% dari RKAP tahun 2025 sebesar 75,00%. Ketercapaian kinerja ET/BT disebabkan oleh perubahan pola operasi menjadi 4 regu 3 shift kerja dan telah diterapkannya fleksibel rest.
18. Terminal Petikemas New Makassar T1
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 81,30% atau 104% dari RKAP tahun 2025 sebesar 78,00%. Tercapainya kinerja ET/BT dikarenakan adanya perubahan Fix Roster menjadi Flexible Roster untuk memenuhi kebutuhan pelayanan bongkar muat di setiap Shift dapat menjaga pelayanan operasional yang lebih efisien dan produktif.
19. TPK New Makassar T2
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 75,59% atau 106% dari RKAP tahun 2025 sebesar 71,00%.

14. Nilam Container Terminal
    BCH (ET)'s domestic performance in 2025 was 27.15 bph, or 109% of the 2025 Annual Work Plan (RKAP) target of 25.00 bph. This achievement in BCH (ET) performance was driven by the implementation of a scattered loading strategy for containers at CY1, which is located closer to the pier. This allowed cargo to be redirected from other blocks in the event of equipment failure in a single block, thereby minimizing idle time. The actual domestic BSH (BT) performance in 2025 was 38.01 bph, or 127% of the 2025 Budget Plan (RKAP) target of 30.00 bph. The achievement of the BSH (BT) target was driven by several factors, including the readiness of containers for loading, which allowed for more optimal loading planning and faster completion.
15. Semarang Container Terminal
    The 2025 domestic BCH (ET) performance realization was 24.02 bph, or 96% of the 2025 RKAP target of 25.00 bph. The failure to achieve the domestic BCH (ET) performance target was due to vessels with poor stability. The 2025 domestic BSH (BT) performance realization was 20.30 bph, or 107% of the 2025 RKAP target of 19.00 bph. The achievement of the domestic BSH (BT) performance was due to the absence of yard clashes, good vessel stability and condition, the use of equipment (RTGs) in good condition, and minimal shuffling activities on-site related to vessel transshipment operations.
16. Banjarmasin Container Terminal
    BCH's (ET) domestic performance in 2025 reached 66.95%, or 103% of the 2025 Annual Work Plan (RKAP) target of 65.00%. The achievement of the ET/BT targets was due to an increase in the speed of vessel services, particularly for the last leg, as a result of effective coordination.
17. Ambon Container Terminal
    The 2025 domestic BCH (ET) performance realization was 81.64%, or 109% of the 2025 RKAP target of 75.00%. The achievement of the ET/BT performance was due to a change in the operational pattern to 4 teams working 3 shifts and the implementation of flexible rest periods.
18. New Makassar T1 Container Terminal
    BCH's (ET) domestic performance in 2025 reached 81.30%, or 104% of the 2025 Annual Work Plan (RKAP) target of 78.00%. The achievement of ET/BT performance was due to the shift from a fixed roster to a flexible roster to meet loading and unloading service needs during each shift, thereby ensuring more efficient and productive operational services.
19. New Makassar T2 Container Terminal
    The 2025 domestic BCH (ET) performance realization was 75.59%, or 106% of the 2025 RKAP target of 71.00%.

20. Terminal Petikemas Bitung
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 76,04% atau 99% dari RKAP tahun 2025 sebesar 77,00%. Tidak tercapainya ET/BT disebabkan oleh beberapa faktor diantaranya waiting truck pada akhir tahun 2025 mengalami kenaikan.
21. Terminal Petikemas Perawang
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 78,71% atau 111% dari RKAP tahun 2025 sebesar 71,00%. Tercapainya kinerja ET/BT disebabkan perencanaan kegiatan bongkar muat yang lebih baik dan telah diterapkannya pola operasi berbasis Planning & Controlling, dan menurunnya NOT dan IT akibat pola operasi yang lebih terencana.
22. Terminal Petikemas Sorong
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 75,33% atau 94% dari RKAP tahun 2025 sebesar 80,00%. Ketidaktercapaian ET/BT disebabkan beberapa kali kerusakan QCC dan penempatan petikemas dari Pelabuhan asal (POL) berada tepat disamping dan dibawah posisi ship crane sehingga menyebabkan perlunya penanganan khusus dari tim operasional khususnya operator QCC pada saat melakukan pergerakan alat.
23. Terminal Petikemas Pantoloan
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 80,06% atau 101% dari RKAP tahun 2025 sebesar 79,00%. Tercapainya kinerja ET/BT disebabkan adanya penerapan vessel target dan flexible rest.
24. Terminal Petikemas Kendari
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 75,79% atau 101% dari RKAP tahun 2025 sebesar 75,00%.
25. Terminal Petikemas Kupang
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 66,66% atau 87% dari RKAP tahun 2025 sebesar 77,00%. Ketidaktercapaian kinerja ET/BT disebabkan oleh beberapa faktor diantaranya adanya idle time waktu tunggu truck dengan rata – rata hampir 1 jam setiap kapal dan ketersediaan pandu/tunda yang terbatas sehingga berdampak pada pelayanan kapal setelah selesai berkegiatan.
26. Terminal Petikemas Jayapura
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 82,52% atau 106% dari RKAP tahun 2025 sebesar 78,00%. Tercapainya kinerja ET/BT disebabkan oleh optimalnya koordinasi antara TPK Jayapura dengan SPJM dan pelayaran, serta optimalnya penggunaaan alat produksi serta aplikasi penunjang.

20. Bitung Container Terminal
    The 2025 domestic BCH (ET) performance realization was 76.04%, or 99% of the 2025 RKAP target of 77.00%. The failure to achieve the ET/BT targets was due to several factors, including an increase in waiting trucks toward the end of 2025.
21. Perawang Container Terminal
    BCH's (ET) domestic performance realization in 2025 was 78.71%, or 111% of the 2025 Annual Work and Budget Plan (RKAP) target of 71.00%. The achievement of ET/BT performance was due to better planning of loading and unloading activities, the implementation of a Planning & Controlling-based operational model, and a decrease in NOT and IT resulting from a more planned operational approach.
22. Sorong Container Terminal
    BCH (ET) domestic performance achievement in 2025 was 75.33%, or 94% of the 2025 Annual Work Plan (RKAP) target of 80.00%. The failure to meet the ET/BT targets was caused by several instances of QCC malfunctions and the placement of containers from the port of origin (POL) directly next to and below the ship crane, necessitating special handling by the operational team—particularly the QCC operators—when maneuvering the equipment.
23. Pantoloan Container Terminal
    The 2025 domestic BCH (ET) performance realization was 80.06%, or 101% of the 2025 Budget Plan (RKAP) target of 79.00%. The achievement of the ET/BT performance was due to the implementation of vessel targets and flexible rest periods.
24. Kendari Container Terminal
    The 2025 domestic BCH (ET) performance realization was 75.79%, or 101% of the 2025 RKAP target of 75.00%.
25. Kupang Container Terminal
    The achievement of domestic BCH (ET) performance in 2025 was 66.66%, or 87% of the 2025 Annual Work Plan (RKAP) target of 77.00%. The failure to achieve ET/BT performance targets was caused by several factors, including truck idle time—with an average wait time of nearly 1 hour per ship—and limited availability of pilots/tugs, which impacted ship services after operations were completed.
26. Jayapura Container Terminal
    The 2025 domestic BCH (ET) performance realization was 82.52%, or 106% of the 2025 RKAP target of 78.00%. The achievement of ET/BT performance was due to optimal coordination between the Jayapura Container Terminal (TPK Jayapura), the Port Management Agency (SPJM), and shipping lines, as well as the optimal use of production equipment and supporting applications.

27. Terminal Petikemas Tarakan
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 67,62% atau 97% dari RKAP tahun 2025 sebesar 70,00%. Ketidaktercapaian ET/BT dikarenakan adanya kerusakan QCC serta angin kencang disertai hujan lebat dengan kecepatan angin mencapai hingga 35-45 knot.
28. Terminal Petikemas Bagendang
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 70,24% atau 106% dari RKAP tahun 2025 sebesar 66,00%. Ketercapaian ET/BT dikarenakan beberapa faktor diantaranya koordinasi dengan pelayaran terhadap persiapan kapal sebelum sandar dan penambahan SDM untuk planning & control serta operator di lapangan.
29. Terminal Petikemas Bumiharjo
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 63,60% atau 104% dari RKAP tahun 2025 sebesar 61,00%. Tercapainya ET/BT dikarenakan kesiapan operasi alat Supporting Inbound Outbound.

30. Terminal Petikemas Merauke
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 53,43% atau 99% dari RKAP Tahun 2025 sebesar 54,00%. Ketidaktercapaian ET/BT dikarenakan beberapa faktor diantaranya kinerja alat yang sering mengalami trouble sehingga menghambat kegiatan bongkar muat dan kepadatan lapangan dikarenakan peningkatan arus petikemas serta banyak kontainer yang long stay terkait jauh alokasi pengiriman.
31. Terminal Petikemas Ternate
    Realisasi kinerja BCH (ET) dalam negeri tahun 2025 sebesar 72,12% atau 113% dari RKAP Tahun 2025 sebesar 64,00%. Tercapainya ET/BT disebabkan oleh kegiatan bongkar muat Petikemas sudah berbasis Planning & Control.

27. Tarakan Container Terminal
    The 2025 domestic BCH (ET) performance realization was 67.62%, or 97% of the 2025 Annual Work Plan (RKAP) target of 70.00%. The failure to meet the ET/BT targets was due to damage to the QCC as well as strong winds accompanied by heavy rain, with wind speeds reaching 35–45 knots.
28. Bagendang Container Terminal
    The 2025 domestic BCH (ET) performance realization was 70.24%, or 106% of the 2025 RKAP of 66.00%. The achievement of the ET/BT targets was due to several factors, including coordination with shipping lines regarding vessel preparation prior to berthing and the addition of personnel for planning & control as well as field operators.
29. Bumiharjo Container Terminal
    BCH's domestic ET performance in 2025 stood at 63.60%, or 104% of the 2025 Annual Work Plan target of 61.00%. The achievement of the ET/BT targets was due to the operational readiness of equipment supporting inbound and outbound operations.
30. Merauke Container Terminal
    The 2025 domestic BCH (ET) performance realization was 53.43%, or 99% of the 2025 RKAP target of 54.00%. The failure to achieve the ET/BT targets was due to several factors, including equipment that frequently experienced malfunctions, thereby hindering loading and unloading activities, as well as yard congestion caused by increased container traffic and a large number of long-stay containers due to delayed shipment allocations.
31. Ternate Container Terminal
    BCH's domestic ET performance in 2025 was 72.12%, or 113% of the 2025 Annual Work Plan (RKAP) target of 64.00%. The achievement of the ET/BT target was due to container loading and unloading activities being based on a Planning & Control system.

## Utilisasi Infrastruktur

Realisasi utilisasi infrastruktur pada tahun 2025 diukur melalui Berth Occupancy Ratio (BOR) dan Yard Occupancy Ratio (YOR) yang dijelaskan sebagai berikut:

## Infrastructure Utilization

Infrastructure utilization in 2025 is measured by the Berth Occupancy Ratio (BOR) and the Yard Occupancy Ratio (YOR), as explained below:

| No. | Uraian<br>Description | Satuan<br>Unit | RKAP 2025 | Realisasi<br>Realization | | Kecenderungan (%)<br>Trend (%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 | PT Prima Terminal Petikemas | | | | | | |
| | BOR | % | 65,00 | 25,25 | 14,37 | 161 | 24 |
| | YOR | % | 70,00 | 26,60 | 15,17 | 162 | 25 |
| 2 | PT IPC TPK TP 1 | | | | | | |
| | BOR | % | 65,00 | 38,85 | 36,06 | 140 | 92 |

| No. | Uraian<br>Description | Satuan<br>Unit | RKAP 2025 | Realisasi<br>Realization | | Kecenderungan (%)<br>Trend (%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| | YOR | % | 70,00 | 42,54 | 34,85 | 139 | 78 |
| 3 | PT IPC TPK TP 2 | | | | | | |
| | BOR | % | 65,00 | 37,74 | 32,14 | 142 | 83 |
| | YOR | % | 70,00 | 53,43 | 47,55 | 124 | 88 |
| 4 | PT IPC TPK Panjang | | | | | | |
| | BOR | % | 65,00 | 22,46 | 21,80 | 165 | 97 |
| | YOR | % | 70,00 | 15,88 | 12,93 | 177 | 77 |
| 5 | PT IPC TPK Palembang | | | | | | |
| | BOR | % | 65,00 | 17,80 | 18,34 | 173 | 103 |
| | YOR | % | 70,00 | 33,00 | 36,97 | 153 | 111 |
| 6 | PT IPC TPK Teluk Bayur | | | | | | |
| | BOR | % | 65,00 | 31,45 | 23,85 | 152 | 68 |
| | YOR | % | 70,00 | 32,95 | 34,35 | 153 | 104 |
| 7 | PT IPC TPK Pontianak | | | | | | |
| | BOR | % | 65,00 | 49,81 | 52,07 | 123 | 104 |
| | YOR | % | 70,00 | 62,55 | 56,42 | 111 | 89 |
| 8 | PT IPC TPK Jambi | | | | | | |
| | BOR | % | 65,00 | 9,44 | 9,52 | 185 | 101 |
| | YOR | % | 70,00 | 40,43 | 44,61 | 142 | 109 |
| 9 | PT Terminal Petikemas Surabaya | | | | | | |
| | BOR | % | 65,00 | 45,26 | 42,38 | 130 | 93 |
| | YOR | % | 70,00 | 39,69 | 38,82 | 143 | 98 |
| 10 | PT Prima Multi Terminal | | | | | | |
| | BOR | % | 65,00 | 14,23 | 18,72 | 178 | 124 |
| | YOR | % | 70,00 | 17,32 | 9,13 | 175 | 10 |
| 11 | PT Berlian Jasa Terminal Indonesia | | | | | | |
| | BOR | % | 65,00 | 49,28 | 44,35 | 124 | 89 |
| | YOR | % | 70,00 | 58,94 | 53,43 | 116 | 90 |
| 12 | PT Terminal Teluk Lamong | | | | | | |
| | BOR | % | 65,00 | 48,19 | 49,20 | 126 | 102 |
| | YOR | % | 70,00 | 37,32 | 35,40 | 147 | 95 |
| 13 | PT Kaltim Kariangau Terminal | | | | | | |
| | BOR | % | 65,00 | 41,68 | 51,81 | 136 | 120 |
| | YOR | % | 70,00 | 35,02 | 44,89 | 150 | 122 |
| 14 | Terminal Petikemas Belawan | | | | | | |
| | BOR | % | 65,00 | 51,55 | 41,50 | 121 | 76 |
| | YOR | % | 70,00 | 41,50 | 37,52 | 141 | 89 |
| 15 | Terminal Petikemas Nilam | | | | | | |
| | BOR | % | 65,00 | 51,31 | 49,71 | 121 | 97 |
| | YOR | % | 70,00 | 52,84 | 52,25 | 125 | 99 |
| 16 | Terminal Petikemas Semarang | | | | | | |
| | BOR | % | 65,00 | 75,03 | 52,55 | 85 | 57 |
| | YOR | % | 70,00 | 60,11 | 56,41 | 114 | 93 |
| 17 | Terminal Petikemas Banjarmasin | | | | | | |
| | BOR | % | 65,00 | 33,50 | 31,67 | 148 | 94 |
| | YOR | % | 70,00 | 48,26 | 47,83 | 131 | 99 |

| No. | Uraian<br>Description | Satuan<br>Unit | RKAP 2025 | Realisasi<br>Realization | | Kecenderungan (%)<br>Trend (%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 18 | Terminal Petikemas Ambon | | | | | | |
| | BOR | % | 65,00 | 42,50 | 39,46 | 135 | 92 |
| | YOR | % | 70,00 | 27,31 | 32,48 | 161 | 116 |
| 19 | Terminal Petikemas Makassar | | | | | | |
| | BOR | % | 65,00 | 28,43 | 35,88 | 156 | 121 |
| | YOR | % | 70,00 | 40,07 | 44,50 | 143 | 110 |
| 20 | Makassar New Port | | | | | | |
| | BOR | % | 65,00 | 30,84 | 31,70 | 153 | 103 |
| | YOR | % | 70,00 | 41,33 | 41,11 | 133 | 86 |
| 21 | Terminal Petikemas Bitung | | | | | | |
| | BOR | % | 65,00 | 30,87 | 15,85 | 153 | 5 |
| | YOR | % | 70,00 | 41,33 | 38,05 | 141 | 91 |
| 22 | Terminal Petikemas Perawang | | | | | | |
| | BOR | % | 65,00 | 24,56 | 23,69 | 162 | 96 |
| | YOR | % | 70,00 | 62,95 | 55,21 | 110 | 86 |
| 23 | Terminal Petikemas Sorong | | | | | | |
| | BOR | % | 65,00 | 39,93 | 24,55 | 139 | 37 |
| | YOR | % | 70,00 | 27,33 | 24,56 | 161 | 89 |
| 24 | Terminal Petikemas Pantoloan | | | | | | |
| | BOR | % | 65,00 | 54,87 | 38,97 | 116 | 59 |
| | YOR | % | 70,00 | 48,02 | 47,85 | 131 | 100 |
| 25 | Terminal Petikemas Kendari | | | | | | |
| | BOR | % | 65,00 | 26,67 | 27,42 | 159 | 103 |
| | YOR | % | 70,00 | 42,04 | 39,47 | 140 | 93 |
| 26 | TPK Kupang | | | | | | |
| | BOR | % | 65,00 | 41,20 | 33,08 | 137 | 75 |
| | YOR | % | 70,00 | 38,40 | 34,75 | 145 | 89 |
| 27 | Terminal Petikemas Jayapura | | | | | | |
| | BOR | % | 65,00 | 21,52 | 22,69 | 167 | 105 |
| | YOR | % | 70,00 | 25,32 | 34,51 | 164 | 127 |
| 28 | Terminal Petikemas Tarakan | | | | | | |
| | BOR | % | 65,00 | 40,65 | 37,82 | 137 | 93 |
| | YOR | % | 70,00 | 31,23 | 25,85 | 155 | 79 |
| 29 | Terminal Petikemas Bagendang | | | | | | |
| | BOR | % | 65,00 | 15,50 | 10,00 | 176 | 45 |
| | YOR | % | 70,00 | 26,89 | 26,23 | 162 | 97 |
| 30 | Terminal Petikemas Bumiharjo | | | | | | |
| | BOR | % | 65,00 | 30,08 | 32,17 | 154 | 106 |
| | YOR | % | 70,00 | 49,97 | 50,83 | 129 | 102 |
| 31 | Terminal Petikemas Merauke | | | | | | |
| | BOR | % | 65,00 | 57,38 | 55,71 | 112 | 97 |
| | YOR | % | 70,00 | 80,37 | 74,95 | 85 | 93 |
| 32 | Terminal Petikemas Ternate | | | | | | |
| | BOR | % | 65,00 | 57,97 | 46,29 | 111 | 75 |
| | YOR | % | 70,00 | 51,40 | 66,12 | 127 | 122 |

1. PT Prima Terminal Petikemas
   Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 25,25% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 26,60% sedangkan untuk target RKAP tahun 2025 sebesar 70,00%.
2. PT IPC TPK TP 1
   Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 38,85% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 masih di bawah target dikarenakan dermaga di TP1 masih dapat dioptimalkan untuk penyandaran kapal. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 42,54% sedangkan untuk target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 masih di bawah target dikarenakan adanya kegiatan Over Brengen dari shipping line.
3. PT IPC TPK TP 2
   Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 37,74% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 masih di bawah target dikarenakan kegiatan operasi berjalan baik sesuai dengan perencanaan, diantaranya optimalisasi penggunaan alat dermaga. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 53,43% sedangkan untuk target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 masih di bawah target dikarenakan kegiatan operasi berjalan baik sesuai dengan perencanaan, diantaranya optimalisasi penggunaan alat lapangan.
4. PT IPC TPK Panjang
   Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 22,46% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 masih di bawah target disebabkan oleh penggunaan dermaga yang optimal dan jumlah kunjungan kapal yang belum terlalu padat. Realisasi YOR (Yard Occupancy Ratio) tahun 2025 sebesar 15,88% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 masih di bawah target disebabkan oleh efektivitas penggunaan lapangan penumpukan petikemas serta kecepatan waktu *dwelling time per container* dan jumlah container yang stacking belum terlalu banyak.
5. PT IPC TPK Palembang
   Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 17,80% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 masih di bawah target disebabkan jumlah call kapal yang sedikit serta LOA kapal yang tidak terlalu panjang. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 33,00% sedangkan untuk target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 masih di bawah target disebabkan Pelayanan *Receiving/Delivery* dan *Dwelling Time* yang relatif cepat cepat serta *throughput*

1. PT Prima Terminal Petikemas
   The actual Berth Occupancy Ratio (BOR) for 2025 was 25.25%, while the 2025 RKAP target was 65.00%. The actual Yard Occupancy Ratio (YOR) for 2025 was 26.60%, while the 2025 RKAP target was 70.00%.
2. PT IPC TPK TP 1
   The actual Berth Occupancy Ratio (BOR) for 2025 was 38.85%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remained below target because the wharf at TP1 still has room for optimization in terms of vessel berthing. The realized Yard Occupancy Ratio (YOR) for 2025 is 42.54%, while the 2025 RKAP target is 70.00%. The 2025 YOR performance remains below the target due to “Over Brengen” activities by shipping lines.
3. PT IPC TPK TP 2
   The actual Berth Occupancy Ratio (BOR) for 2025 was 37.74%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remained below target because operations proceeded as planned, including the optimization of dock equipment usage. The realized Yard Occupancy Ratio (YOR) for 2025 was 53.43%, while the 2025 RKAP target was 70.00%. The 2025 YOR performance remains below the target because operations are proceeding as planned, including the optimization of yard equipment usage.
4. PT IPC TPK Panjang
   The actual Berth Occupancy Ratio (BOR) for 2025 was 22.46%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remained below target due to suboptimal use of the docks and a relatively low volume of vessel visits. The realized Yard Occupancy Ratio (YOR) for 2025 is 15.88%, while the 2025 RKAP target s 70.00%. The 2025 YOR performance remains below target due to the effectiveness of container yard utilization, the speed of dwelling time per container, and the relatively low number of stacked containers.
5. PT IPC TPK Palembang
   The actual Berth Occupancy Ratio (BOR) for 2025 was 17.80%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remained below target due to the low number of vessel calls and relatively short vessel LOAs. The realized Yard Occupancy Ratio (YOR) for 2025 is 33.00%, while the 2025 RKAP target is 70.00%. The 2025 YOR performance remains below target due to relatively fast receiving/delivery services and dwelling times, as well as a relatively low container

petikemas yang tidak terlalu besar.

6. PT IPC TPK Teluk Bayur
   Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 31,45% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 masih di bawah target dikarenakan kapal-kapal yang sandar memiliki LOA yang tidak begitu besar dan ship call yang masih relatif rendah. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 32,95% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja BOR tahun 2025 masih di bawah target dikarenakan penumpukan petikemas di lapangan dilakukan sesuai dengan permintaan open stack dari *shipping line* dan petikemas bongkaran segera dilakukan proses *delivery*.
7. PT IPC TPK Pontianak
   Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 49,81% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR masih di bawah target dikarenakan penggunaan dermaga yang masih dapat dioptimalkan. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 62,55% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR masih di bawah target dikarenakan kegiatan *Receiving/Delivery* dan *Dwelling Time* yang relatif cepat.
8. PT IPC TPK Jambi
   Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 9,44% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR masih di bawah target dikarenakan pola operasi yang teratur. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 40,43% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 masih di bawah target disebabkan oleh beberapa faktor diantaranya kegiatan kapal Single Berthing sehingga untuk kegiatan Muat Ekspor Petikemas tidak menumpuk lama di Lapangan Container hanya dengan masa 1, dan menurunnya *Dwelling Time* Petikemas Ekspor dan Domestik
9. PT Terminal Petikemas Surabaya
   Realisasi BOR *(Berth Occupancy Ratio)* sebesar 45,26% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 39,69% sedangkan target RKAP tahun 2025 sebesar sebesar 70,00%.
10. PT Prima Multi Terminal
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 14,23% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 17,32% sedangkan target RKAP tahun 2025 sebesar 70,00%.
11. PT Berlian Jasa Terminal Indonesia
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 49,28% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar

throughput.

6. PT IPC TPK Teluk Bayur
   The actual Berth Occupancy Ratio (BOR) for 2025 was 31.45%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remained below target because the vessels berthing had relatively short LOAs and the number of ship calls remained relatively low. The realized Yard Occupancy Ratio (YOR) for 2025 was 32.95%, while the 2025 RKAP target was 70.00%. The 2025 YOR performance remained below target because container stacking in the yard was carried out in accordance with the shipping lines' requests for open stacking, and unloaded containers were immediately processed for delivery.
7. PT IPC TPK Pontianak
   The actual Berth Occupancy Ratio (BOR) for 2025 was 49.81%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The BOR performance remains below target because dock utilization can still be optimized. The realized Yard Occupancy Ratio (YOR) for 2025 is 62.55%, while the 2025 RKAP target is 70.00%. The YOR performance remains below target due to relatively fast Receiving/Delivery activities and Dwelling Time.
8. PT IPC TPK Jambi
   The realized BOR (Berth Occupancy Ratio) for 2025 was 9.44%, while the 2025 RKAP target was 65.00%. BOR performance remains below target due to regular operational patterns. The realized Yard Occupancy Ratio (YOR) for 2025 was 40.43%, while the 2025 RKAP target was 70.00%. The 2025 YOR performance remains below target due to several factors, including single-berthing vessel operations, which affect container export loading activities. Containers do not remain in the container yard for long—only for a period of 1—and there has been a decrease in the dwelling time for both export and domestic containers
9. PT Terminal Petikemas Surabaya
   The actual Berth Occupancy Ratio (BOR) was 45.26%, while the 2025 Annual Work Plan (RKAP) target is 65.00%. The actual Yard Occupancy Ratio (YOR) for 2025 was 39.69%, while the 2025 Annual Work Plan (RKAP) target is 70.00%.
10. PT Prima Multi Terminal
    The actual BOR (Berth Occupancy Ratio) for 2025 was 14.23%, while the 2025 RKAP target was 65.00%. The actual YOR (Yard Occupancy Ratio) for 2025 was 17.32%, while the 2025 RKAP target was 70.00%.
11. PT Berlian Jasa Terminal Indonesia
    The actual BOR (Berth Occupancy Ratio) for 2025 was 49.28%, while the 2025 RKAP target was 65.00%. The actual YOR (Yard Occupancy Ratio) for 2025 was 58.94%, while

58,94% sedangkan target RKAP tahun 2025 sebesar 70,00%.

12. PT Terminal Teluk Lamong
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 48,19% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 masih di bawah target dikarenakan kunjungan kapal masih belum melebihi kapasitas dermaga. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 37,32% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 masih di bawah target dikarenakan jumlah petikemas masih belum melebihi kapasitas lapangan penumpukan.
13. PT Kaltim Kariangau Terminal
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 41,68% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 masih di bawah target dikarenakan telah diterapkannya windows system dan open stack untuk setiap pelayaran, serta sistem kerja non stop diwaktu-waktu tertentu sehingga pelayanan bongkar muat lebih cepat. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 35,02% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 masih di bawah target dikarenakan adanya penambahan lapangan penumpukan seluas 2 Ha.
14. Terminal Petikemas Belawan
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 51,55% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 41,50% sedangkan target RKAP tahun 2025 sebesar 70,00%
15. Terminal Petikemas Nilam
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 51,31% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 52,84% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 masih di bawah target disebabkan oleh beberapa faktor diantaranya komunikasi dengan pelayaran perihal petikemas long stay agar segera dilakukan delivery.
16. Terminal Petikemas Semarang
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 75,03% sedangkan target RKAP tahun 2025 sebesar 65,00%. Capaian kinerja BOR Tahun 2025 disebabkan oleh beberapa faktor diantaranya adanya kapal yang berkegiatan di dermaga didominasi panjang kapal dengan LOA dibawah 200, dan peningkatan arus petikemas secara keseluruhan sebesar 23% terhadap anggaran. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 60,11% sedangkan target RKAP tahun 2025 sebesar 70,00%. Capaian YOR masih di bawah target

the 2025 RKAP target was 70.00%.

12. PT Terminal Teluk Lamong
    The actual Berth Occupancy Ratio (BOR) for 2025 was 48.19%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remained below target because vessel calls have not yet exceeded the pier's capacity. The realized Yard Occupancy Ratio (YOR) for 2025 is 37.32%, while the 2025 Annual Work Plan (RKAP) target is 70.00%. The 2025 YOR performance remains below the target because the number of containers has not yet exceeded the yard's capacity.
13. PT Kaltim Kariangau Terminal
    The actual Berth Occupancy Ratio (BOR) for 2025 was 41.68%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remained below target due to the implementation of a window system and open stack for each voyage, as well as a non-stop operation system during certain times, which resulted in faster loading and unloading services. The realized Yard Occupancy Ratio (YOR) for 2025 was 35.02%, while the 2025 RKAP target was 70.00%. The 2025 YOR performance remains below the target due to the addition of a 2-hectare storage yard.
14. Belawan Container Terminal
    The realized BOR (Berth Occupancy Ratio) for 2025 was 51.55%, while the 2025 RKAP target was 65.00%. The realized YOR (Yard Occupancy Ratio) for 2025 was 41.50%, while the 2025 RKAP target was 70.00%
15. Nilam Container Terminal
    The actual Berth Occupancy Ratio (BOR) for 2025 was 51.31%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The actual Yard Occupancy Ratio (YOR) for 2025 was 52.84%, while the 2025 RKAP target was 70.00%. The 2025 YOR performance remained below target due to several factors, including the need to communicate with shipping lines regarding long-stay containers to ensure prompt delivery.
16. Semarang Container Terminal
    The actual Berth Occupancy Ratio (BOR) for 2025 was 75.03%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance was driven by several factors, including the fact that vessels operating at the docks were predominantly those with a LOA under 200, and an overall 23% increase in container traffic compared to the budget. The realized Yard Occupancy Ratio (YOR) for 2025 was 60.11%, while the 2025 RKAP target was 70.00%. The YOR achievement remained below the target due to a 23% increase in throughput

disebabkan peningkatan throughput sebesar 23% dari anggaran dan peningkatan petikemas impor sebesar 23%.

17. Terminal Petikemas Banjarmasin
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 33,50% sedangkan target RKAP tahun 2025 sebesar 65,00%. Capaian BOR tersebut disebabkan optimalisasi tambatan terjadi karena seiring dengan peningkatan ET:BT dan siklus ship to ship kapal cukup baik karena koordinasi dengan kepanduan dan pelayaran sudah mulai terbentuk. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 48,26% sedangkan target RKAP tahun 2025 sebesar 70,00%. Pencapaian ini dikarenakan koordinasi yang baik dengan pelayaran untuk pengeluaran petikemas long stay, dan rata-rata dwelling time muat selama 3 hari dan bongkar selama 4 hari cukup membantu dalam optimalisasi YOR di TPK Banjarmasin.

18. Terminal Petikemas Ambon
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 42,50% sedangkan target RKAP tahun 2025 sebesar 65,00%. Pencapaian kinerja BOR dipengaruhi oleh ketersediaan dermaga yang tersedia dan juga jumlah call kapal dibulan juni sebanyak 23 kapal sehingga BOR masih relatif rendah. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 27,31% sedangkan target RKAP tahun 2025 sebesar 70,00%. Pencapaian kinerja YOR dipengaruhi perencanaan kegiatan Receiving/Delivery yang baik dengan plan date dengan rata-rata dweeling time 3 hari.
19. TPK New Makassar T1
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar sebesar 28,43% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 40,07% sedangkan target RKAP tahun 2025 sebesar 70,00%.
20. TPK New Makassar T2
    Realisasi BOR (Berth Occupancy Ratio) tahun 2025 sebesar 30,84% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 masih di bawah target disebabkan oleh beberapa faktor diantaranya masih berkurangnya kapal yang sandar di MNP dan penambahan berth 4 untuk antisipasi kunjungan kapal. Realisasi YOR (Yard Occupancy Ratio) tahun 2025 sebesar 46,66% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 masih di bawah target disebabkan oleh beberapa faktor diantaranya masih Banyak CY yang belum terpakai utamanya di CY 1B & 1C dan penataan peti kemas di lapangan yang terorganisir dengan baik akan mempercepat pergerakan head truck sehingga tidak ada waktu tunggu yang sia-sia.

compared to the budget and a 23% increase in imported containers.

17. Banjarmasin Container Terminal
    The actual Berth Occupancy Ratio (BOR) for 2025 was 33.50%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. This BOR achievement was driven by the optimization of berthing capacity, which occurred in tandem with an increase in the ET:BT ratio and a fairly good ship-to-ship cycle, as coordination with pilotage and shipping operations has begun to take shape. The realized Yard Occupancy Ratio (YOR) for 2025 was 48.26%, while the 2025 RKAP target was 70.00%. This achievement was due to good coordination with shipping lines regarding the removal of long-stay containers, and the average dwelling time for loading ( ) of 3 days and unloading of 4 days, which significantly contributed to the optimization of the YOR at the Banjarmasin Container Terminal.
18. Ambon Container Terminal
    The actual Berth Occupancy Ratio (BOR) for 2025 was 42.50%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The BOR performance was influenced by the availability of berths and the number of vessel calls in June, which totaled 23; consequently, the BOR remained relatively low. The realized Yard Occupancy Ratio (YOR) for 2025 was 27.31%, while the 2025 RKAP target was 70.00%. The YOR performance was influenced by effective planning of receiving and delivery activities, with an average dwell time of 3 days.
19. TPK New Makassar T1
    The actual BOR (Berth Occupancy Ratio) for 2025 was 28.43%, while the 2025 RKAP target was 65.00%. The actual YOR (Yard Occupancy Ratio) for 2025 was 40.07%, while the 2025 RKAP target was 70.00%.

20. TPK New Makassar T2
    The actual Berth Occupancy Ratio (BOR) for 2025 was 30.84%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remains below target due to several factors, including the continued decline in the number of ships berthing at MNP and the addition of Berth 4 to accommodate ship visits. The realized Yard Occupancy Ratio (YOR) for 2025 was 46.66%, while the 2025 RKAP target was 70.00%. The 2025 YOR performance remains below target due to several factors, including the large number of unused container yards (CYs)—primarily in CYs 1B and 1C—and the fact that well-organized container arrangement on the yard will accelerate head truck movement, thereby eliminating unnecessary waiting time.

21. Terminal Petikemas Bitung

    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 30,87% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR Tahun 2025 masih di bawah target disebabkan oleh beberapa faktor diantaranya realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 41,33% sedangkan target RKAP tahun 2025 sebesar 70,00%.

22. Terminal Petikemas Perawang

    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 24,56% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 masih di bawah target disebabkan oleh beberapa faktor yaitu perencanaan kegiatan BM yang lebih baik dan telah diterapkannya pola operasi berbasis Planning & Controlling. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 62,95% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR Tahun 2025 masih di bawah target disebabkan oleh beberapa faktor diantaranya perencanaan kegiatan BM yang lebih baik dan telah diterapkannya pola operasi berbasis Planning & Controlling, perencanaan dan penumpukan petikemas yang lebih terencana dan tertata, dan optimalisasi strategi penumpukan dan pemanfaatan lapangan penumpukan yang lebih baik.

23. Terminal Petikemas Sorong

    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 39,93% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 masih di bawah target disebabkan oleh kurangnya penggunaan dermaga terhadap kunjungan kapal petikemas di TPK Sorong, yang mana realisasi rata-rata kunjungan kapal di dermaga TPK Sorong rata-rata hanya 12/call/bulan. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 27,33% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja BOR tahun 2025 masih di bawah target disebabkan oleh adanya perhatian *shipping line* untuk memaksimalkan pemuatan *container empty* sehingga berdampak terhadap penggunaan lapangan penumpukan (YOR).

24. Terminal Petikemas Pantoloan

    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 54,87% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR Tahun 2025 masih di bawah target dikarenakan memaksimalkan kinerja agar kapal berthing sesuai target. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 48,02% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 masih di bawah target dikarenakan beberapa faktor diantaranya pelayanan *Delivery* yang maksimal, menjaga waktu *open stack* dan *closing time,* dan berkomunikasi dengan pihak shipping untuk percepatan *pick container.*

21. Bitung Container Terminal

    The actual Berth Occupancy Ratio (BOR) for 2025 was 30.87%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remains below target due to several factors, including the 2025 YOR (Yard Occupancy Ratio) realization of 41.33%, while the 2025 RKAP target is 70.00%.

22. Perawang Container Terminal

    The actual Berth Occupancy Ratio (BOR) for 2025 was 24.56%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remains below target due to several factors, including improved planning of BM activities and the implementation of a Planning & Controlling-based operational model. The realized Yard Occupancy Ratio (YOR) for 2025 was 62.95%, while the 2025 RKAP target was 70.00%. The 2025 YOR performance remains below target due to several factors, including improved planning of BM activities and the implementation of a Planning & Controlling-based operational model, more organized and systematic container planning and stacking, and the optimization of stacking strategies and better utilization of the stacking yard.

23. Sorong Container Terminal

    The actual Berth Occupancy Ratio (BOR) for 2025 was 39.93%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remains below target due to underutilization of the berths by container ships calling at the Sorong Container Terminal (TPK Sorong), where the average number of ship calls at the TPK Sorong berths was only 12 calls per month. The realized Yard Occupancy Ratio (YOR) for 2025 was 27.33%, while the 2025 RKAP target was 70.00%. The 2025 YOR performance remains below target due to the focus of shipping lines on maximizing the loading of empty containers, which has impacted the utilization of the container yard (YOR).

24. Pantoloan Container Terminal

    The actual Berth Occupancy Ratio (BOR) for 2025 was 54.87%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance remained below target due to efforts to maximize performance so that vessel berthing would meet the target. The realized Yard Occupancy Ratio (YOR) for 2025 was 48.02%, while the 2025 RKAP target was 70.00%. The 2025 YOR performance remains below target due to several factors, including maximizing delivery services, maintaining open stack and closing times, and communicating with shipping lines to expedite container pickup.

25. Terminal Petikemas Kendari
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 26,67% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 42,04% sedangkan target RKAP tahun 2025 sebesar 70,00%.
26. TPK Kupang
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 41,20% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 38,40% sedangkan target RKAP tahun 2025 sebesar 70,00%.
27. Terminal Petikemas Jayapura
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 21,52% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 25,32% sedangkan target RKAP tahun 2025 sebesar 70,00%. Tercapainya kinerja BOR dan YOR tahun 2025 disebabkan oleh beberapa factor diantaranya percepatan delivery dan kegiatan bongkar muat.
28. Terminal Petikemas Tarakan
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 40,65% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 31,23% sedangkan target RKAP tahun 2025 sebesar 70,00%.
29. 29. Terminal Petikemas Bagendang
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 15,50% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 26,89% sedangkan target RKAP tahun 2025 sebesar 70,00%.
30. 30. Terminal Petikemas Bumiharjo
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar sebesar 30,08% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 disebabkan oleh beberapa faktor diantaranya tidak adanya antrian Kapal dan hanya 1 Tambatan. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 49,97% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 disebabkan oleh beberapa faktor diantaranya tidak adanya *Longstay Container* dan menurunnya *Stuffing* di CY sehingga Outbound masih mendominasi *Container Empty.*
31. Terminal Petikemas Merauke
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 57,38% sedangkan target RKAP tahun 2025 sebesar 65,00%. Kinerja BOR tahun 2025 disebabkan beberapa factor diantaranya average BOR meningkat dibanding tahun sebelumnya seiring dengan peningkatan arus petikemas. Realisasi YOR *(Yard Occupancy Ratio)* tahun

25. Kendari Container Terminal
    The actual BOR (Berth Occupancy Ratio) for 2025 was 26.67%, while the 2025 RKAP target was 65.00%. The actual YOR (Yard Occupancy Ratio) for 2025 was 42.04%, while the 2025 RKAP target was 70.00%.
26. Kupang Container Terminal
    The actual Berth Occupancy Ratio (BOR) for 2025 was 41.20%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The actual Yard Occupancy Ratio (YOR) for 2025 was 38.40%, while the 2025 Annual Work Plan (RKAP) target was 70.00%.
27. Jayapura Container Terminal
    The actual BOR (Berth Occupancy Ratio) for 2025 was 21.52%, while the 2025 RKAP target was 65.00%. The actual YOR (Yard Occupancy Ratio) for 2025 was 25.32%, while the 2025 RKAP target was 70.00%. The achievement of the 2025 BOR and YOR performance was driven by several factors, including accelerated delivery and loading/unloading operations.
28. Tarakan Container Terminal
    The actual BOR (Berth Occupancy Ratio) for 2025 was 40.65%, while the 2025 RKAP target was 65.00%. The actual YOR (Yard Occupancy Ratio) for 2025 was 31.23%, while the 2025 RKAP target was 70.00%.

29. Bagendang Container Terminal
    The actual Berth Occupancy Ratio (BOR) for 2025 was 15.50%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The actual Yard Occupancy Ratio (YOR) for 2025 was 26.89%, while the 2025 Annual Work Plan (RKAP) target was 70.00%.
30. Bumiharjo Container Terminal
    The actual BOR (Berth Occupancy Ratio) for 2025 was 30.08%, while the 2025 RKAP target was 65.00%. The 2025 BOR performance was due to several factors, including the absence of ship queues and the availability of only one berth. The realized Yard Occupancy Ratio (YOR) for 2025 was 49.97%, while the 2025 RKAP target was 70.00%. The 2025 YOR performance was due to several factors, including the absence of long-stay containers and a decline in stuffing at the CY, resulting in outbound containers still dominating empty containers.
32. Merauke Container Terminal
    The actual Berth Occupancy Ratio (BOR) for 2025 was 57.38%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The 2025 BOR performance was driven by several factors, including an increase in the average BOR compared to the previous year, in line with the rise in container traffic. The realized Yard Occupancy Ratio

2025 sebesar 80,37% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 dikarenakan oleh beberapa faktor diantaranya peningkatan Arus petikemas yang meningkat dan kinerja alat yang sering mengalami trouble sehingga menghambat kegiatan bongkar muat.

32. Terminal Petikemas Ternate
    Realisasi BOR *(Berth Occupancy Ratio)* tahun 2025 sebesar 57,97% sedangkan target RKAP tahun 2025 sebesar 65,00%. Realisasi YOR *(Yard Occupancy Ratio)* tahun 2025 sebesar 51,40% sedangkan target RKAP tahun 2025 sebesar 70,00%. Kinerja YOR tahun 2025 dikarenakan sejalan dengan peningkatan arus petikemas.

## PELAYANAN PETI KEMAS INTERNASIONAL

Realisasi produksi pelayanan jasa peti kemas internasional tahun 2025, dapat digambarkan sebagai berikut:

### Produksi Pelayanan Peti Kemas Internasional PT Pelindo Terminal Petikemas

Realisasi produksi jasa dermaga tahun 2025 dalam satuan box terealisasi sebesar 2.091.451 box atau 103% dari RKAP tahun 2025 sebesar 2.028.497 box. Realisasi produksi operasi kapal (stevedoring) tahun 2025 sebesar 2.071.067 box atau 102% dari RKAP tahun 2025 sebesar 2.021.835 box.

Realisasi produksi operasi haulage tahun 2025 sebesar 2.067.554 box atau 102% dari RKAP tahun 2025 sebesar 2.021.835 box. Realisasi produksi operasi kapal (lift on/lift off) tahun 2025 sebesar 2.072.150 box atau 102% dari RKAP tahun 2025 sebesar 2.021.835 box. Sementara realisasi produksi operasi lapangan (lift on/lift off) tahun 2025 sebesar 2.110.980 box atau 115% dari RKAP tahun 2025 sebesar 1.838.884 box. Realisasi produksi operasi lapangan (penumpukan) tahun 2025 sebesar 13.289.371 box hari atau 96% dari RKAP tahun 2025 sebesar 13.843.425 box hari.

Tercapainya produksi internasional untuk jasa dermaga, stevedoring, haulage operasi kapal, *lift on/lift off* operasi kapal dikarenakan oleh beberapa faktor diantaranya:

1. TPK Semarang
   Beberapa Pelayaran Internasional dan Domestik mengalami peningkatan produksi petikemas, dibandingkan anggaran diantaranya:
   - Pelayaran Internasional: CMA sebesar 347%, Samudera sebesar 144%, Wan Hai sebesar 143% dan Mediteranian Shipping sebesar 128% dibandingkan anggaran;

(YOR) for 2025 was 80.37%, while the 2025 RKAP target was 70.00%. The 2025 YOR performance was influenced by several factors, including increased container traffic and frequent equipment malfunctions that hindered loading and unloading operations.

33. Ternate Container Terminal
    The actual Berth Occupancy Ratio (BOR) for 2025 was 57.97%, while the 2025 Annual Work Plan (RKAP) target was 65.00%. The realized Yard Occupancy Ratio (YOR) for 2025 is 51.40%, while the 2025 RKAP target is 70.00%. The 2025 YOR performance is in line with the increase in container traffic.

## INTERNATIONAL CONTAINER SERVICES

The actual production of international container services in 2025 can be summarized as follows:

### PT Pelindo Container Terminal's International Container Service Production

The realized production of wharf services in 2025, measured in containers, was 2,091,451 containers, or 103% of the 2025 Budget Plan (RKAP) of 2,028,497 containers. The realized production of vessel operations (stevedoring) in 2025 was 2,071,067 containers, or 102% of the 2025 Budget Plan (RKAP) of 2,021,835 containers.

The actual haulage operations for 2025 totaled 2,067,554 boxes, or 102% of the budget 2,021,835 boxes in 2025. The realized production from vessel operations (lift on/lift off) in 2025 was 2,072,150 boxes, or 102% of the 2025 RKAP target of 2,021,835 boxes. Meanwhile, the realized production from field operations (lift on/lift off) in 2025 was 2,110,980 boxes, or 115% of the 2025 Budget Plan of 1,838,884 boxes. The realized production for yard operations (stacking) in 2025 was 13,289,371 box-days, or 96% of the 2025 Budget Plan of 13,843,425 box-days.

The achievement of international production for wharfage, stevedoring, haulage, and ship and ship lift-on/lift-off operations is attributable to several factors, including:

1. Semarang Container Terminal
   Several international and domestic shipping lines experienced an increase in container production compared to the budget, including:
   - International Shipping: CMA at 347%, Samudera at 144%, Wan Hai at 143%, and Mediterranean Shipping at 128% compared to the budget;

- Peningkatan arus logistik barang - barang Internasional diantaranya tujuan Korea sebesar 200%, USA sebesar 140% dan Jepang sebesar 105%, diantaranya atas Pelayaran Samudera sebesar (garmen), CMA, Evergreen (wood product), Maersk Line dan OOCL; dari China sebesar 128% diantaranya BBL, ONE (chemical & machine), CMA dan Wan Hai.
- Terjadi peningkatan petikemas sejalan dengan perkembangan kawasan industry di Jawa Tengah (Kendal, Jatengland, Batang, dan sekitarnya).

2. PT IPC Terminal Petikemas
   - Peningkatan permintaan komoditi semen karena meningkatnya Pembangunan property di area Jambi;
   - Tercapai pengalihan muatan komiditi Karet dari Belawan (144 – 288 Teus), impor Empty PT KAI (700 Teus), pembangunan Pabrik Baru Makanan Hewan Peliharaan (+176), serta terdapat penurunan komoditi bongkar General Cargo di area Palembang;
   - Peningkatan muatan ekspor dengan komoditi Semen (+12,95%), Gambier (+100%), dan komoditi Cassia Vera (+59,38%) di area Teluk Bayur.
3. PT Terminal Teluk Lamong
   Adanya penambahan service FAX, SEI1, TPI, Ti1, CIM, serta tambahan 1 kapal adhoc selama bulan Desember 2025.
4. TPK Pantoloan
   Adanya kerjasama dengan Mitra baru, yaitu dengan PT. Unilever di Sei Mangkei.
5. PT Prima Terminal Petikemas
   - Impor meningkat karena penyesuaian peraturan impor dari pemerintah dan peningkatan permintaan untuk konsumsi akhir tahun.
   - Peningkatan volume untuk beberapa perusahaan pelayaran yaitu Maersk sebanyak 61% dan MSC sebanyak 60%

## PELAYANAN PETI KEMAS DOMESTIK

Realisasi produksi jasa dermaga tahun 2025 sebesar 7.510.536 box atau 101% dari RKAP tahun 2025 sebesar 7.407.618 box. Realisasi produksi operasi kapal (*stevedoring*) tahun 2025 sebesar 7.138.426 box atau 102% dari RKAP tahun 2025 sebesar 7.031.245 box.

Realisasi produksi operasi kapal (haulage) tahun 2025 sebesar 6.297.249 box atau 100% dari RKAP tahun 2025 sebesar 6.285.691 box. Realisasi produksi operasi kapal *(lift on/lift off)* tahun 2025 sebesar 6.287.090 box atau 101% dari RKAP tahun 2025 sebesar 6.232.168 box.

- b.Increased international cargo logistics flows, including to South Korea (up 200%), the U.S. (up 140%), and Japan (up 105%), primarily via Samudera Shipping (garments), CMA, Evergreen (wood products), Maersk Line, and OOCL; from China (up 128%), primarily via BBL, ONE (chemicals & machinery), CMA, and Wan Hai.
- There has been an increase in container traffic in line with the development of industrial areas in Central Java (Kendal, Jatengland, Batang, and surrounding areas).

2. PT IPC Container Terminal
   - Increased demand for cement due to rising property development in the Jambi area;
   - The transshipment of rubber from Belawan (144–288 TEUs), the import of empty containers by PT KAI (700 TEUs), and the construction of a new pet food factory (+176) were achieved, while there was a decrease in the unloading of general cargo in the Palembang area;
   - An increase in export cargo for cement (+12.95%), gambier (+100%), and Cassia vera (+59.38%) was recorded in the Teluk Bayur area.
3. PT Terminal Teluk Lamong
   Addition of the FAX, SEI1, TPI, Ti1, and CIM services, as well as one additional ad hoc vessel during December 2025.
4. TPK Pantoloan
   A partnership with a new partner, PT Unilever, in Sei Mangkei.
5. PT Prima Terminal Petikemas
   - Imports have increased due to adjustments to government import regulations and rising demand for year-end consumption.
   - Volume growth for several shipping companies, including Maersk (61%) and MSC (60%)

## DOMESTIC CONTAINER SERVICES

The realized terminal service production for 2025 was 7,510,536 containers, or 101% of the 2025 Budget Plan of 7,407,618 containers. The realized production of vessel operations (stevedoring) in 2025 was 7,138,426 TEUs, or 102% of the 2025 Budget Plan of 7,031,245 TEUs.

The realized production for vessel operations (haulage) in 2025 was 6,297,249 boxes, or 100% of the the 2025 Budget Plan of 6,285,691 containers. The actual production for ship operations (lift on/lift off) in 2025 was 6,287,090 containers, or 101% of the 2025 Budget Plan of 6,232,168 containers.

Realisasi produksi operasi lapangan *(lift on/lift off)* tahun 2025 sebesar 6.643.655 box atau 111% dari RKAP tahun 2025 sebesar 6.010.725 box. Realisasi produksi operasi lapangan (penumpukan) tahun 2025 sebesar 13.301.488 box hari atau 101% dari RKAP tahun 2025 sebesar 13.164.881 box hari.

Tercapainya produksi dalam negeri untuk jasa dermaga, stevedoring, haulage operasi kapal, *lift on/lift off* operasi kapal dikarenakan oleh beberapa faktor diantaranya:

1. PT IPC Terminal Petikemas
   - Peningkatan permintaan komoditi semen karena meningkatnya Pembangunan property di area Jambi
   - Terdapat 16 kapal adhoc (TEMAS, Sukses Sindo Damai, dan Pulau Laut Lines) dengan jumlah manifest sebanyak 5.750 Teus di area Panjang
   - Permintaan stock pasar Kalimantan Barat dan pertumbuhan arus yang beralih dari *direct* ke Singapore menjadi tujuan JKT-SUB-SMG untuk Pelabuhan eksportnya melalui Tanto Intim Line, SPIL, dan Meratus di area Pontianak
   - Penambahan *call* kapal adhoc (TEMAS, Meratus, PUL, Armada Maritim Nusantara) serta service baru dari PT ICON dan PT Indonesia Maluku Shipping, yang berkontribusi pada peningkatan volume total sebesar 13% jika dibandingkan dengan tahun lalu di area TP 1.

2. TPK Nilam
   - Adanya rute Banjarmasin dari PT CTP mulai bulan Februari s.d Desember 2025
   - Adanya peningkatan arus dari PT Spil tambahan kapal Add hoc tujuan Berau
3. TPK Semarang
   - Adanya peningkatan arus petikemas pada pelayaran domestik
   - Peningkatan arus logistik barang - barang domestik
4. TPK Pantoloan
   Peningkatan pada komoditas kelapa.
5. TPK Merauke
   - Peningkatan trafik peti kemas dengan program Pelaksanaan Proyek Strategis Nasional di Merauke
   - Kegiatan Bongkar Muat Masih di Dominasi oleh kegiatan BM Peti Kemas
   - Permintaan barang meningkat karena di papua selatan hanya merauke yang dimasuki kapal peti kemas, sebagai pemasok barang yang di supplay ke 3 kabupaten lainnya melalui kapal perintis
6. TPK Bitung
   Adanya Peningkatan untuk kegiatan Pelayaran PT Tanto Intim line & PT Temas Shipping

Field operations production (lift on/lift off) in 2025 is projected to reach 6,643,655 boxes, or 111% of the 2025 Annual Work Plan (RKAP) target of 6,010,725 boxes. The realized field operations production (stacking) for 2025 was 13,301,488 box-days, or 101% of the 2025 Annual Work Plan (RKAP) target of 13,164,881 box-days.

The achievement of domestic production for wharfage, stevedoring, haulage, and vessel and ship lift-on/lift-off operations was due to several factors, including:

1. PT IPC Terminal Petikemas
   - Increased demand for cement due to rising property development in the Jambi area
   - There were 16 ad hoc vessels (TEMAS, Sukses Sindo Damai, and Pulau Laut Lines) with a total manifest of 5,750 TEUs in the Panjang area
   - Market demand in West Kalimantan and the shift in cargo flows from direct shipments to Singapore have led to the JKT-SUB-SMG route becoming the destination for export shipments via Tanto Intim Line, SPIL, and Meratus in the Pontianak area
   - The addition of ad hoc vessel calls (TEMAS, Meratus, PUL, Armada Maritim Nusantara) as well as new services from PT ICON and PT Indonesia Maluku Shipping have contributed to a 13% increase in total volume compared to last year in the TP 1 area
2. TPK Nilam
   - The introduction of the Banjarmasin route by PT CTP from February through December 2025
   - Increased traffic from PT Spil due to additional ad hoc vessels bound for Berau
3. TPK Semarang
   - Increased container traffic on domestic routes
   - Increased logistics flow of domestic goods
4. TPK Pantoloan
   Increase in coconut commodities.
5. Merauke Container Terminal
   - Increase in Container Traffic Through the Implementation of the National Strategic Project in Merauke
   - Loading and unloading activities are still dominated by container operations
   - Demand for goods is increasing because Merauke is the only port in South Papua served by container ships, which supply goods to the other three regencies via pioneer ships
6. Bitung Container Terminal
   There has been an increase in shipping activities by PT Tanto Intim Line and PT Temas Shipping

7. TPK Bumiharjo
   - Permintaan Bahan Bangunan dari luar pulau meningkat
   - Percepatan pembangunan Fasilitas penunjang Pekan Olahraga Provinsi Kalimantan Tengah, Kotawaringin Barat sebagai Tuan rumah, sehingga bertambahnya pengiriman bahan baku dari luar pulau
   - Kegiatan Ekspor ke Belanda oleh PT Citra Borneo Global Feed commodity Konsentrat Pakan ke Eropa Sejak launching perdana bulan juli masih terealisasi
   - Ada penambahan pengiriman Pakan ternak dari Pulau jawa

## PELAYANAN BARANG NON PETI KEMAS GENERAL CARGO (GC)

Realisasi produksi dermaga tahun 2025 sebesar 632.691 ton atau 160% dari RKAP tahun 2025 sebesar 395.400 ton. Realisasi produksi bongkar muat stevedoring tahun 2025 sebesar 615.906 ton atau 156% dari RKAP tahun 2025 sebesar 395.400 ton.

Tercapainya produksi pelayanan barang non petikemas general cargo dikarenakan adanya import cargo equipment dari China untuk pembangunan pabrik PT Basic International Sumatera di Sei Mangkei pada PT Prima Multi Terminal.

## PELAYANAN BARANG NON PETIKEMAS CURAH KERING (CK)

Realisasi produksi dermaga tahun 2025 sebesar 2.941.013 ton atau 96% dari RKAP tahun 2025 sebesar 3.076.560 ton. Realisasi produksi bongkar muat stevedoring tahun 2025 sebesar 2.941.013 ton atau 96% dari RKAP tahun 2025 sebesar 3.076.560 ton. Hal ini disebabkan adanya penurunan volume kargo gandum di BMS karena market gandum masih terbagi di beberapa terminal surabaya area (Teluk Lamong, dan Terminal Maspion).

Realisasi produksi kerjasama pelayanan B/M tahun 2025 sebesar 46.288 ton atau 13% dari RKAP tahun 2025 sebesar 349.177 ton. Hal ini disebabkan telah berakhirnya diskresi pada tanggal 31 Januari 2025 sehingga tidak terdapat lagi kegiatan bongkar curah kering komoditi batu pecah pada bulan Februari sampai dengan bulan Desember tahun 2025.

## PELAYANAN BARANG NON PETIKEMAS CURAH CAIR (CC)

Realisasi produksi dermaga tahun 2025 sebesar 525.910 ton atau 67% dari RKAP tahun 2025 sebesar 780.000 ton.

7. Bumiharjo Container Terminal
   - Demand for construction materials from outside the island is increasing
   - Accelerated construction of supporting facilities for the Central Kalimantan Provincial Sports Week, with West Kotawaringin serving as the host, resulting in increased shipments of raw materials from outside the island
   - Exports of feed concentrate to the Netherlands by PT Citra Borneo Global Feed have continued since the initial launch in July
   - There has been an increase in livestock feed shipments from Java

## GENERAL CARGO (GC) NON-CONTAINERIZED GOODS SERVICES

The 2025 terminal production realization is 632,691 metric tons, or 160% of the 2025 Annual Work Plan of 395,400 metric tons. The 2025 stevedoring production realization is 615,906 metric tons, or 156% of the 2025 Budget Plan of 395,400 metric tons.

The achievement in general cargo handling was due to the import of cargo equipment from China for the construction of the PT Basic International Sumatera plant in Sei Mangkei at PT Prima Multi Terminal.

## DRY BULK (CK) NON-CONTAINERIZED CARGO HANDLING

The actual wharf production for 2025 was 2,941,013 metric tons, or 96% of the 2025 Annual Work Plan (RKAP) target of 3,076,560 metric tons. The realized stevedoring cargo handling volume for 2025 was 2,941,013 metric tons, or 96% of the 2025 Budget Plan (RKAP) of 3,076,560 metric tons. This was due to a decline in wheat cargo volume at BMS, as the wheat market remains divided among several terminals in the Surabaya area (Teluk Lamong and Maspion Terminal).

The realized production for B/M service cooperation in 2025 was 46,288 metric tons, or 13% of the 2025 Budget Plan (RKAP) of 349,177 metric tons. This was due to the expiration of the discretionary period on January 31, 2025, resulting in the cessation of bulk dry cargo unloading activities. crushed stone from February through December 2025.

## LIQUID BULK (CC) NON-CONTAINERIZED CARGO SERVICES

The terminal's actual production in 2025 was 525,910 metric tons, or 67% of the 2025 Annual Work Plan (RKAP) of 780,000

Realisasi produksi bongkar muat stevedoring tahun 2025 sebesar 525.605 ton atau 70% dari RKAP tahun 2025 sebesar 750.000 ton.

## PRODUKSI PENGUSAHAAN ALAT PT PELINDO TERMINAL PETIKEMAS

metric tons. Stevedoring production in 2025 is projected to be 525,605 metric tons, or 70% of the 2025 Annual Work and Budget Plan (RKAP) of 750,000 metric tons.

## PRODUCTION FROM THE OPERATION OF EQUIPMENT AT PT PELINDO CONTAINER TERMINALS

| No. | Uraian Description | | Satuan Unit | RKAP 2025 | Realisasi Realization | | Kecenderungan (%) Trend (%) | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 1 | 2 | | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 | Produksi Alat Angkat Diusahakan/Lifting Equipment Production Underway | | | | | | | |
| | Forklift | Forklift | Box | 5.676 | 7.400 | 7.136 | 130 | 104 |
| | | | Ton | - | - | - | - | - |
| | | | Jam | 14.173 | 15.996 | 16.045 | 113 | 100 |
| | Reach Stacker | Reach Stacker | Box | 71 | 27 | 57 | 38 | 47 |
| | | | Jam | 60 | 140 | 83 | 233 | 169 |
| 2 | Produksi Alat Angkut Diusahakan/Efforts to Produce Transport Vehicles | | | | | | | |
| | Head Truck | Head Truck | Box | - | - | - | - | - |
| | | | Hari | - | - | - | - | - |
| | | | Jam | 1.200 | 2.706 | 2.046 | 226 | 132 |
| 3 | Produksi Alat Bantu B/M Diusahakan/Production of Assistive Devices for the Blind and Deaf | | | | | | | |
| | Timbangan | Scales | Ton | 3.050.000 | 2.683.991 | 2.648.907 | 88 | 101 |
| | | | Jam | - | - | - | - | - |
| | | | Box | 2 | 7.425 | - | 371.250 | - |
| | Grab | Grab | Ton | 2.660.000 | 2.176.423 | 2.097.544 | 82 | 104 |
| | | | Jam | - | - | - | - | - |
| | Hopper | Hopper | Ton | 2.660.000 | 2.299.619 | 2.216.654 | 86 | 104 |
| | | | Jam | - | - | - | - | - |
| | Bucket | Bucket | Ton | 390.000 | 163.678 | 346.596 | 42 | 47 |
| | | | Jam | - | - | - | - | - |

Realisasi produksi pengusahaan alat forklift tahun 2025 sebesar 7.400 box atau 130% dari RKAP tahun 2025 sebesar 5.676 box. Realisasi produksi pengusahaan alat reach stracker tahun 2025 sebesar 27 box atau sebesar 38% dari RKAP tahun 2025 sebesar 71 box.

Production of forklifts in 2025 totaled 7,400 units, or 130% of the 2025 Annual Budget Plan (RKAP) target of 5,676 units. Production of reach stackers in 2025 totaled 27 units, or 38% of the 2025 Annual Budget Plan (RKAP) target of 71 units.

## PENGUSAHAAN PROPERTI

Realisasi pengusahaan properti pada tahun 2025 dijelaskan sebagai berikut:

## PROPERTY OPERATIONS

The actual performance of the property business in 2025 is described as follows:

| No. | Uraian Description | | Satuan Unit | RKAP 2025 | Realisasi Realization | | Kecenderungan (%) Trend (%) | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 1 | 2 | | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 | Pengusahaan Lahan | Land Use | | | | | | |
| | Sewa | Rent | $M^2$ | 133.331 | 31.354 | 142.182 | 24 | 22 |
| | Throughput Fee/ Kontribusi | Throughput Fee/ Contribution | Ton | - | - | - | - | - |
| | | | Unit | - | - | - | - | - |
| | | | $M^3$ | - | 2 | - | - | - |
| | | | $M^2$ | - | - | - | - | - |
| 2 | Pengusahaan Perairan | Marine Resource Management | M2 | - | - | - | - | - |
| 3 | Pengusahaan Bangunan | Building Management | Ton | - | - | - | - | - |
| | | | $M^3$ | - | 8.244 | - | - | - |
| | | | $M^2$ | 70 | - | - | - | - |
| | | | Kali | 1.660 | 202 | 2.025 | 12 | 10 |
| 4 | Konsolidasi dan Distribusi Barang | Consolidation and Distribution of Goods | Paket | - | - | - | - | - |

Realisasi produksi sewa tahun 2025 sebesar 31.354 $m^2$ atau 24% dari RKAP tahun 2025 sebesar 133.331 $m^2$.

The 2025 rental production realization was 31,354 $m^2$, or 24% of the 2025 Budget Plan (RKAP) of 133,331 $m^2$.

## PENGUSAHAAN AIR/LISTRIK

Realisasi pengusahaan air/listrik pada tahun 2025 dijelaskan sebagai berikut:

## WATER/ELECTRICITY OPERATIONS

The actual water/electricity operations for 2025 are described as follows:

| No. | Uraian Description | | Satuan Unit | RKAP 2025 | Realisasi Realization | | Kecenderungan (%) Trend (%) | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 1 | 2 | | 3 | 4 | 5 | 6 | 7 | 8 |
| 1 | **Pengusahaan Air** | **Water Utilization** | | | | | | |
| | Pengusahaan Air Kapal/Water Supply for Ships | | | | | | | |
| | Sumber yang diusahakan | Water Sources Used | Ton | 173.125 | 128.966 | 135.893 | 74 | 95 |
| | Sumber yang dikerjasamakan | Collaborative sources | Ton | - | - | - | - | - |
| | Pengusahaan Air Umum/Public Water Supply | | | | | | | |
| | Sumber yang diusahakan | Sources Managed | Ton | - | 17.675 | 8.235 | - | 215 |
| | Sumber yang dikerjasamakan | Collaborative sources | Ton | - | - | 2.399 | - | - |
| 2 | **Pengusahaan Listrik** | **Electricity Generation** | KWh | 3.285.579 | 1.464.452 | 2.022.594 | 45 | 72 |

## KEKUATAN ALAT PRODUKSI PT PELINDO TERMINAL PETIKEMAS

Realisasi kekuatan alat produksi yang beroperasi di PT Pelindo Terminal Petikemas pada Tahun 2025 adalah sebagai berikut:

### Bangunan Fasilitas Pelabuhan

1. Dermaga: Luasan dermaga pada Tahun 2025 terealisasi seluas 602.020 $m^2$
2. Tambatan Dermaga Beton: Panjang Tambatan beton pada tahun 2025 terealisasi sepanjang 20.246 m.
3. Gudang Penumpukan: Luasan gudang penumpukan pada tahun 2025 terealisasi seluas 37.545 $m^2$
4. Lapangan Penumpukan: Luasan lapangan penumpukan pada tahun 2025 seluas 4.158.377 $m^2$

### Alat-alat Fasilitas Pelabuhan

1. *Container Crane:* Jumlah *Container Crane* pada Tahun 2025 terealisasi sebanyak 89 unit.
2. *Rubber Tyred Gantry (RTG):* Jumlah *RTG* pada Tahun 2025 terealisasi sebanyak 174 Unit.
3. *Head Truck (HT):* Jumlah *Head Truck (HT)* pada Tahun 2025 terealisasi sebanyak 375 unit.
4. *Chassis:* Jumlah *Chassis* pada Tahun 2025 terealisasi sebanyak 25 unit.
5. *Spreader:* Jumlah *Spreader* pada Tahun 2025 terealisasi sebanyak 93 unit.
6. *Forklift:* Jumlah *Forklift* pada Tahun 2025 terealisasi sebanyak 25 unit.

## PRODUCTION CAPACITY OF PT PELINDO CONTAINER TERMINAL

The projected capacity of the production facilities operating at PT Pelindo Container Terminal in 2025 is as follows:

### Bangunan Fasilitas Pelabuhan

1. Berths: The total area of berths in 2025 will be 602,020 $m^2$
2. Concrete Berth Mooring: The length of the concrete berth mooring in 2025 will be 20,246 m.
3. Storage Warehouses: The total area of storage warehouses in 2025 will be 37,545 $m^2$
4. Storage Yard: The storage yard area in 2025 will be 4,158,377 $m^2$

### Port Facility Equipment

1. Container Cranes: The number of container cranes in 2025 is projected to reach 89 units.
2. Rubber-Tired Gantry (RTG): The number of RTGs in 2025 reached 174 units.
3. Head Trucks (HT): The number of Head Trucks (HT) in 2025 will reach 375 units.
4. Chassis: The number of chassis in 2025 will reach 25 units.
5. Spreaders: The number of spreaders to be delivered by 2025 is 93 units.
6. F orklifts: The number of forklifts to be acquired by 2025 is 25 units.

## IKHTISAR PENDAPATAN USAHA

Pendapatan usaha terealisasi sebesar Rp 15,74 triliun atau 110,84% dari RKAP Tahun 2025 sebesar Rp 13,53 triliun, untuk pendapatan di luar usaha terealisasi sebesar Rp432,26 miliar atau 240,97% dari RKAP Tahun 2025 sebesar Rp179,38 miliar, sebagaimana tersaji dalam tabel sebagai berikut:

### Produksi Pengusahaan Air/Listrik PT Pelindo Terminal Petikemas

Realisasi produksi air kapal yang diusahakan tahun 2025 sebesar 128.966 ton atau 74% dari RKAP tahun 2025 sebesar 173.125 ton. Realisasi produksi air umum yang diusahakan tahun 2025 sebesar 17.675 ton. Terdapat Realisasi produksi listrik yang diusahakan tahun 2025 sebesar 1.464.452 KWh atau 45% dari RKAP tahun 2025 sebesar 3.285.579 KWh.

## SUMMARY OF OPERATING REVENUE

Operating revenue amounted to Rp 15.74 trillion, or 110.84% of the 2025 Budget Plan (RKAP) of Rp 13.53 trillion, while non-operating revenue amounted to Rp 432.26 billion, or 240.97% of the 2025 Budget Plan of Rp 179.38 billion, as presented in the following table:

### Water/Electricity Production of PT Pelindo Terminal Petikemas

The actual production of ship water in 2025 is 128,966 tons, or 74% of the 2025 Work Plan and Budget (RKAP) of 173,125 tons. The actual production of general water in 2025 is 17,675 tons. The actual production of electricity in 2025 is 1,464,452 kWh, or 45% of the 2025 Work Plan and Budget (RKAP) of 3,285,579 kWh.

## Kekuatan Alat Produksi

Realisasi kekuatan alat produksi infrastruktur pada tahun 2025 dijelaskan sebagai berikut:

## Production Equipment Capacity

The actual production equipment capacity of infrastructure in 2025 is explained as follows:

| No. | Uraian Description | | RKAP 2025 | Realisasi Realization | | Kecenderungan (%) Trend (%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | 7=5:4 | 8=5:6 |
| 1 | 2 | | 3 | 4 | 5 | 6 | 7 |
| 1 | Pelayanan Kapal | Vessel Services | 699 | 119.265 | 108.707 | 17.062,23% | 109,71% |
| 2 | Pelayanan Peti Kemas | Container Services | 12.095.853 | 12.977.534 | 11.857.533 | 107,29% | 109,45% |
| 3 | Barang Non Petikemas | Non-Containerized Goods | 36.939 | 204.484 | 146.296 | 553,57% | 139,77% |
| 4 | Pelayanan Konsolidasi dan Distribusi Barang | Goods Consolidation and Distribution Services | 65.981 | 43.963 | 82.809 | 66,63% | 53,09% |
| 5 | Pelayanan PELRA | PELRA Services | - | - | - | - | - |
| 6 | Pengusahaan Alat | Equipment Utilization | 30.483 | 70.557 | 59.641 | 231,46% | 118,30% |
| 7 | Pengusahaan Properti | Property Development | 745.110 | 1.141.365 | 1.026.621 | 153,18% | 111,18% |
| 8 | Pengusahaan Air/Listrik | Water/Electricity Services | 8.782 | 9.619 | 8.507 | 109,53% | 113,07% |
| 9 | Pelayanan Rupa-rupa Usaha | Miscellaneous Business Services | 560.498 | 418.287 | 546.268 | 74,63% | 76,57% |
| 10 | Pelayanan Forwarding | Forwarding Services | 16.268 | 7.990 | 7.020 | 49,11% | 113,82% |
| 11 | Pelayanan Terminal UKS | UKS Terminal Services | - | - | - | - | - |
| 12 | Reduksi Pendapatan | Revenue Decrease | (33.264) | - | (56.942) | - | - |
| | PENDAPATAN USAHA | OPERATING REVENUE | 13.527.350 | 14.993.066 | 13.786.911 | 110,84% | 108,75% |
| 13 | Pendapatan di Luar Usaha | Non-Operating Income | 179.381 | 432.262 | 904.218 | 240,97% | 47,81% |
| 14 | Bagian Laba Investasi | Share of Investment Profit | 129.609 | 311.871 | 352.059 | 240,62% | 88,58% |
| | **TOTAL PENDAPATAN** | **TOTAL REVENUE** | **13.836.340** | **15.737.199** | **15.043.187** | **113,74%** | **104,61%** |

Penjelasan pencapaian pendapatan terhadap anggaran:

- Pendapatan Kapal
  Pendapatan kapal terealisasi 17.062,23% dari RKAP, realisasi pendapatan di atas RKAP ini utamanya karena masih dicatatnya pendapatan Jasa Tambat di PT TPS, PT BJTI dan PT PMT.
- Pendapatan Petikemas
  Pendapatan petikemas terealisasi 107,29% dari RKAP. Dimana capaian Trafik Petikemas secara keseluruhan sebesar 13,35 Juta Teus atau 103,07% dari RKAP. Hal lain yang mempengaruhi capaian Pendapatan Petikemas adalah Nilai tukar Dollar terhadap rupiah juga mempengaruhi capaian pendapatan, dimana dalam RKAP nilai tukar diasumsikan sebesar Rp. 16.000/Dollar sedangkan realisasi hingga Desember 2025 rata-rata sebesar Rp. 16.503/Dollar.
- Pendapatan Barang Non Petikemas
  Pendapatan barang non petikemas terealisasi 553,57% diatas RKAP utamanya karena masih dicatatnya kinerja

Explanation of Revenue Performance Relative to the Budget:

- Vessel Revenue
  Vessel revenue was realized at 17,062.23% of the RKAP; this revenue realization exceeding the RKAP was primarily due to the continued recognition of mooring service revenue at PT TPS, PT BJTI, and PT PMT.
- Container Revenue
  Container revenue was realized at 107.29% of the RKAP. Overall container traffic reached 13.35 million TEUs, or 103.07% of the RKAP. Another factor influencing container revenue performance was the exchange rate of the U.S. dollar against the rupiah, where the budget assumed an exchange rate of Rp. 16,000 per dollar, while the realized average rate through December 2025 was Rp. 16,503 per dollar.
- Non-Container Cargo Revenue
  Revenue from non-containerized goods was realized at 553.57% above the RKAP, primarily due to the continued

Anak Usaha PT BJTI.

- Pendapatan Properti
  Pendapatan property terealisasi 153,18% dari RKAP karena peningkatan pendapatan Bangunan dan paket pengusahaan Properti sebagai dampak dari penyesuaian pencatatan pendapatan PT IPC TPK terkait rental Fee TSJ, MAL dan sewa lapangan untuk PNP.

inclusion of the performance of the subsidiary PT BJTI.

- Property Revenue
  Property revenue reached 153.18% of the Budget Plan due to an increase in revenue from buildings and property management packages as a result of adjustments to PT IPC TPK's revenue recognition related to TSJ and MAL rental fees and field rental fees for PNP.

## KINERJA ENTITAS ANAK

Pelindo TPK memiliki sejumlah anak Perusahaan yang bergerak di berbagai bidang. Kinerja Anak Perusahaan pada tahun 2025 adalah sebagai berikut:

### PT Terminal Petikemas Surabaya (PT TPS)

PT Terminal Petikemas Surabaya mengoperasikan Terminal di bagian barat Tanjung Perak yang bekerja sama dengan Dubai Port World. Dengan berpegang pada nilai Perusahaan Service Excellence, Anak Perusahaan yang telah berdiri sejak 1999 ini menyediakan pelayanan terminal pelabuhan untuk kapal-kapal Internasional dan domestik.

Sesuai dengan Pasal 3 Anggaran Dasar Perusahaan, maksud dan tujuan PT TPS ialah berusaha di bidang jasa terminal petikemas. Untuk mencapai maksud dan tujuan tersebut diatas, PT TPS dapat melaksanakan kegiatan usaha sebagai berikut:

- Penyediaan dan pelaksanaan pengusahaan jasa pelayanan operasi kapal, operasi lapangan dan operasi gudang serta penyediaan dan pengusahaan jasa tambat, dermaga, penumpukan petikemas, dan air bagi kapal-kapal peti kemas yang bertambat di terminal peti kemas.
- Perencanaan dan pengembangan, pelaksanaan pengelolaan, pengusahaan dan pemasaran usaha jasa baru, rupa-rupa usaha (penyewaan gudang, pas, dan parkir), serta usaha jasa-jasa lainnya yang berkaitan dengan terminal peti kemas.
- Pelaksanaan penyediaan, pengoperasian, dan pemeliharaan fasilitas dan peralatan bongkar muat peti kemas.
- Perencanaan dan pengelolaan keuangan logistik untuk terminal peti kemas.
- Pendidikan dan pelatihan yang berkaitan dengan kegiatan terminal peti kemas.

**Aktivitas Usaha PT Terminal Petikemas Surabaya Tahun 2025**

Berbagai upaya peningkatan pelayanan dan fasilitas sepanjang tahun 2025 dilakukan oleh PT TPS, mulai dari sistem pelayanan yang telah berbasis online seperti Fastpay dan Qlique247, klasterisasi pandu, elektrifikasi alat bongkar muat, serta implementasi online booking system untuk peti kemas impor.

## SUBSIDIARY PERFORMANCE

Pelindo TPK has a number of subsidiaries operating in various fields. The performance of the subsidiaries in 2025 is as follows:

### PT Terminal Petikemas Surabaya (PT TPS)

PT Terminal Petikemas Surabaya operates a terminal in the western part of Tanjung Perak in collaboration with Dubai Port World. Adhering to the company's value of Service Excellence, this subsidiary—which was established in 1999—provides port terminal services for international and domestic vessels.

In accordance with Article 3 of the Company's Articles of Association, the purpose and objectives of PT TPS are to conduct business in the field of container terminal services. To achieve the aforementioned purpose and objectives, PT TPS may carry out the following business activities:

- Providing and operating services related to vessel operations, yard operations, and warehouse operations, as well as providing and operating mooring, berthing, container stacking, and water services for container vessels berthed at the container terminal.
- Planning and development, implementation, management, operation, and marketing of new service businesses, various business ventures (warehouse, lot, and parking rentals), as well as other services related to container terminals.
- Provision, operation, and maintenance of container loading and unloading facilities and equipment.
- Planning and managing logistics finances for container terminals.
- Education and training related to container terminal activities.

**Business Activities of PT Terminal Petikemas Surabaya in 2025**

Throughout 2025, PT TPS undertook various initiatives to improve services and facilities, ranging from existing online service systems such as Fastpay and Qlique247, to the clustering of port guides, the electrification of loading and unloading equipment, and the implementation of an online booking system for imported containers.

Realisasi kinerja ET/BT internasional Tahun 2025 sebesar 81,45% atau 100,56% dari RKAP Tahun 2025 sebesar 81,00%. Hal ini disebabkan oleh kesiapan alat yang tersedia serta pola perencanaan lapangan yang lebih baik. Realisasi kinerja ET/BT domestik Tahun 2025 sebesar 71,61% atau 100,86% dari RKAP Tahun 2025 sebesar 71%. Tercapainya kinerja ET/BT disebabkan oleh kesiapan alat yang tersedia serta pola perencanaan lapangan yang lebih baik.

The 2025 performance realization for international ET/BT was 81.45%, or 100.56% of the 2025 Annual Work Plan (RKAP) target of 81.00%. This was due to the availability of equipment and improved field planning. The 2025 domestic ET/BT performance realization was 71.61%, or 100.86% of the 2025 RKAP target of 71%. The achievement of ET/BT performance was due to the readiness of available equipment and improved field planning.

**Kinerja PT Terminal Petikemas Surabaya Tahun 2025**

Pada tahun 2025, PT TPS mencatatkan pendapatan usaha sebesar Rp3,17 triliun, meningkat Rp159,44 miliar atau 5,29% bila dibandingkan dengan tahun 2024 sebesar Rp3,01 triliun. Peningkatan pada pendapatan tersebut menyebabkan laba bersih meningkat sebesar Rp26,59 miliar atau 3,75%, menjadi Rp735,69 miliar bila dibandingkan dengan tahun 2024 yang tercatat sebesar Rp709,10 miliar. Perubahan pada laba bersih terutama disebabkan oleh peningkatan arus Petikemas.

**Performance of PT Terminal Petikemas Surabaya in 2025**

In 2025, PT TPS reported operating revenue of Rp3.17 trillion, an increase of Rp159.44 billion, or 5.29%, compared to Rp3.01 trillion in 2024. This increase in revenue led to a rise in net income of Rp26.59 billion, or 3.75%, to Rp735.69 billion, compared to Rp709.10 billion in 2024. The change in net income was primarily driven by an increase in container traffic.

**Kinerja PT Terminal Petikemas Surabaya**
Performance of PT Terminal Petikemas Surabaya

| Uraian / Description | | 2025 | 2024 | Pertumbuhan / Growth | |
|---|---|---|---|---|---|
| | | | | Nominal | % |
| Pendapatan Usaha | Operating Revenue | 3.174.319 | 3.014.871 | 159.448 | 5,29 |
| Beban Usaha | Operating Expenses | (2.310.061) | (2.172.220) | (137.841) | 6,35 |
| Laba Usaha | Operating Income | 864.258 | 842.649 | 21.609 | 2,56 |
| Pendapatan (Beban) Lainnya | Other Income (Expenses) | 64.473 | 65.098 | (625) | (0,96) |
| Laba Sebelum Beban Pajak | Income before Tax | 928.731 | 907.747 | 20.984 | 2,31 |
| Beban Pajak | Tax Expense | (193.037) | (198.646) | 5.609 | (2,82) |
| Laba Bersih | Net Income | 735.693 | 709.101 | 26.592 | 3,75 |

## PT Berlian Jasa Terminal Indonesia (PT BJTI)

PT Berlian Jasa Terminal Indonesia (PT BJTI) yang sejak 2015 lalu melakukan rebranding menjadi "BJTI Port" ini tidak hanya melayani kapal-kapal domestik di Terminal Berlian dan sekitarnya, namun juga melayani kapal batu bara di Kalimantan dan mengembangkan kawasan Java Integrated Industrial and Port Estate (JIIPE) di Gresik, Jawa Timur.

## PT Berlian Jasa Terminal Indonesia (PT BJTI)

PT Berlian Jasa Terminal Indonesia (PT BJTI), which rebranded as "BJTI Port" in 2015, not only serves domestic vessels at the Berlian Terminal and surrounding areas but also serves coal ships in Kalimantan and is developing the Java Integrated Industrial and Port Estate (JIIPE) in Gresik, East Java.

Berdasarkan ketentuan Pasal 3 Anggaran Dasar BJTI, maksud dan tujuan BJTI ialah:

1. Pengembangan usaha dalam bidang pelayanan jasa terminal bongkar muat barang dan peti kemas serta kegiatan yang berhubungan dengan konsolidasi dan distribusi barang, untuk menunjang kelancaran arus barang di pelabuhan serta mendapatkan/ mengejar keuntungan guna meningkatkan nilai Perusahaan dengan

Pursuant to Article 3 of BJTI's Articles of Association, the purpose and objectives of BJTI are:

1. To develop business in the field of terminal services for the loading and unloading of goods and containers, as well as activities related to the consolidation and distribution of goods, in order to support the smooth flow of goods at the port and to generate/pursue profits to increase the Company's value by applying the principles

menerapkan prinsipprinsip Perseroan Terbatas.
2. Pengembangan usaha dalam bidang pelayanan jasa pengoperasian dan pemeliharaan alat bongkar muat peti kemas dan pengembangan kegiatan terminal lainnya untuk menunjang kelancaran arus barang di pelabuhan serta mendapatkan/ mengejar keuntungan guna meningkatkan nilai Perusahaan.

Untuk mencapai maksud dan tujuan tersebut di atas, BJTI dapat menyediakan fasilitas serta melaksanakan kegiatan usaha sebagai berikut:
1. Jasa terminal bongkar muat barang (curah cair, curah kering, dan general cargo) dan peti kemas;
2. Konsolidasi, distribusi, dan pengangkutan barang *(trucking),* serta transportasi multimoda;
3. Jasa terminal kapal roll on-roll off (Ro-Ro);
4. Jasa terminal bahan bakar minyak kapal dan suplai bahan bakar minyak kapal;
5. Jasa terminal kapal ikan dan kegiatan pendukungnya.

Selain kegiatan usaha utama tersebut di atas BJTI dapat melakukan kegiatan usaha lain yang menunjang tercapainya tujuan Perusahaan antara lain:
1. Penyediaan dan/atau pelayanan gudang dan lapangan penumpukan dan tempat penimbunan barang-barang, angkutan bandar, alat bongkar-muat, serta peralatan pelabuhan;
2. Penyediaan dan pengelolaan jasa konsultansi, pendidikan dan pelatihan yang berkaitan dengan manajemen operasi terminal dan/atau kepelabuhanan;
3. Pengusahaan dan penyelenggaraan depo peti kemas dan perbaikan, cleaning, fumigasi, sserta pelayanan logistik;
4. Jasa timbangan;
5. Jasa kegiatan pemeliharaan dan perbaikan alat bongkar muat peti kemas;
6. Usaha-usaha penunjang untuk mencapai maksud dan tujuan Perusahaan.

**Aktivitas Usaha PT Berlian Jasa Terminal Indonesia Tahun 2025**

Sejak didirikan dan menjadi bagian dari Pelindo Terminal Petikemas Grup, PT BJTI terus bertransformasi menjadi Perusahaan jasa kepelabuhanan yang andal dan terpercaya. Berbagai inovasi dan peningkatan kinerja juga terus digenjot, bahkan untuk memperkuat kinerja operasi Terminal Berlian yang sekaligus bagian dari continuous improvement Perusahaan. Selain itu, Perusahaan juga telah melakukan kerjasama dengan Perusahaan lain untuk mengembangkan bisnisnya, di antaranya sewa alat bongkar muat dan pelayanan bongkar muat, penyediaan dan pengoperasian armada trailer, serta penyediaan Onshore Power Supply (OPS) di Terminal Berlian. Tentunya dengan penambahan

of a limited liability company.
2. Business development in the field of container loading and unloading equipment operation and maintenance services, as well as the development of other terminal activities to support the smooth flow of goods at the port and to generate/pursue profits in order to increase the Company's value.

To achieve the aforementioned goals and objectives, BJTI may provide facilities and carry out the following business activities:
1. Cargo handling terminal services (liquid bulk, dry bulk, and general cargo) and container services;
2. Consolidation, distribution, and freight transportation (trucking), as well as multimodal transportation;
3. Roll-on/roll-off (Ro-Ro) vessel terminal services;
4. Marine fuel terminal services and marine fuel supply;
5. Fishing vessel terminal services and related support activities.

In addition to the primary business activities listed above, BJTI may engage in other business activities that support the achievement of the Company's objectives, including:
1. Provision and/or operation of warehouses, storage yards, and storage facilities for goods, port transportation, loading and unloading equipment, and port facilities;
2. Provision and management of consulting, education, and training services related to terminal operations and/or port management;
3. Operating and managing container depots, as well as providing repair, cleaning, fumigation, and logistics services;
4. Weighing services;
5. Maintenance and repair services for container handling equipment;
6. Supporting activities to achieve the Company's goals and objectives.

**Business Activities of PT Berlian Jasa Terminal Indonesia in 2025**

Since its establishment and becoming part of the Pelindo Terminal Petikemas Group, PT BJTI has continued to transform into a reliable and trusted port services company. Various innovations and performance improvements are also being actively pursued, including efforts to strengthen the operational performance of the Berlian Terminal as part of the Company's continuous improvement initiatives. In addition, the company has also partnered with other companies to expand its business, including the rental of loading and unloading equipment and related services, the provision and operation of a trailer fleet, and the provision of Onshore Power Supply (OPS) at the Berlian

alat dan fasilitas yang telah dilakukan dapat meningkatkan pelayanan jasa kepelabuhanan dengan maksimal dan dapat menjadi andalan para pengguna jasa.

Realisasi kinerja ET/BT dalam negeri Tahun 2025 sebesar 84,45% atau 105,56% dari RKAP Tahun 2025 sebesar 80,00%. Tercapainya kinerja ET/BT disebabkan semakin meningkatnya efective time dan menurunnya waktu FL-SW dan EW-LL.

**Kinerja PT Berlian Jasa Terminal Indonesia (BJTI)**

Pada tahun 2025, PT BJTI mencatatkan pendapatan usaha sebesar 1,26 triliun, atau 134,80% dari RKAP tahun 2025 sebesar Rp936,98 miliar. Jika dibandingkan dengan realisasi pendapatan usaha konsolidasi pada tahun 2024 sebesar 1,43 triliun, mengalami penurunan sebesar 11,47%. Realisasi atas pendapatan usaha konsolidasi ini dipengaruhi karena tidak tercapainya pendapatan bongkar muat petikemas domestik.

Terminal. Undoubtedly, the addition of this equipment and these facilities will maximize the quality of port services and make the company a reliable partner for its customers.

The 2025 domestic ET/BT performance realization was 84.45%, or 105.56% of the 2025 Annual Work Plan (RKAP) target of 80.00%. This ET/BT performance was achieved due to an increase in effective time and a decrease in FL-SW and EW-LL times.

**Performance of PT Berlian Jasa Terminal Indonesia (BJTI)**

In 2025, PT BJTI recorded operating revenue of 1.26 trillion, or 134,80% of the 2025 Budget Plan (RKAP) of Rp936.98 billion. Compared to the consolidated operating revenue realized in 2024 of 1.43 trillion, this represents a decrease of 11,47%. This consolidated operating revenue figure was impacted by the failure to meet revenue targets for domestic container loading and unloading.

**Kinerja PT Berlian Jasa Terminal Indonesia**
Performance of PT Berlian Jasa Terminal Indonesia

| Uraian / Description | | 2025 | 2024 | Pertumbuhan / Growth | |
|---|---|---|---|---|---|
| | | | | Nominal | % |
| Pendapatan Usaha | Operating Revenue | 1.263.080 | 1.426.669 | (163.589) | (11,47) |
| Beban Usaha | Operating Expenses | (1.014.944) | (1.140.644) | (125.700) | (11,02) |
| Laba Usaha | Operating Profit | 248.136 | 286.025 | (37.889) | (13,25) |
| Pendapatan (Beban) Lainnya | Other Income (Expenses) | 289.372 | 151.935 | 137.437 | 90,46 |
| Laba Sebelum Beban Pajak | Income before Tax | 537.508 | 437.960 | 99.548 | 22,73 |
| Beban Pajak | Income Tax Expense | (106.202) | (45.407) | (60.795) | 133,89 |
| Laba Bersih | Net Income | 431.306 | 392.553 | 38.753 | 9,87 |

## PT Terminal Teluk Lamong (PT TTL)

Multi-Purpose Terminal di Teluk Lamong dibangun dengan kade sedalam 13 LWS dan dilengkapi peralatan-peralatan canggih yang mendukung modernisasi dan otomatisasi pelayanan jasa kepelabuhanan. Terminal yang pada 2015 lalu diresmikan oleh Presiden Joko Widodo ini mengusung konsep Go Green dengan menggunakan bahan bakar gas dan meminimalkan emisi dari keseluruhan proses bisnisnya. Hal ini merupakan bentuk kontribusi Pelindo TPK Group terhadap keberlangsungan lingkungan hidup.

PT Terminal Teluk Lamong (PT TTL) telah menginisiasi modernisasi operasi kepelabuhan dalam rangka mengurangi tingkat emisi dan mengefisiensikan biaya operasional melalui otomatisasi fasilitas pelabuhan yang diharapkan dapat mendatangkan manfaat baik bagi bisnis dan lingkungan.

## PT Terminal Teluk Lamong (PT TTL)

The Multi-Purpose Terminal in Teluk Lamong was built with a 13 LWS-deep berth and is equipped with state-of-the-art equipment that supports the modernization and automation of port services. The terminal, which was inaugurated by President Joko Widodo in 2015, embraces the “Go Green” concept by using natural gas as fuel and minimizing emissions throughout its entire business process. This represents the Pelindo TPK Group’s contribution to environmental sustainability.

PT Terminal Teluk Lamong (PT TTL) has initiated the modernization of its port operations to reduce emissions and streamline operational costs through the automation of port facilities, which is expected to bring benefits to both the business and the environment.

PT TTL menggunakan teknologi informasi dalam sebagian besar proses bisnisnya, dimana pelayanan jasa di PT TTL menggunakan online platform sebagai medianya. Pengguna jasa pun dimudahkan dengan proses yang paperless, cepat, dan mudah. Metode ini sekaligus yang pertama kali diadakan di lingkungan maritim Indonesia.

PT TTL utilizes information technology in most of its business processes, with its services delivered via an online platform. This makes it easier for service users by providing a paperless, fast, and convenient process. This approach is also the first of its kind in Indonesia's maritime sector.

Berdasarkan Akta Notaris Yatiningsih, SH, MH, No. 309 tanggal 30 Desember 2013 pasal 3, maksud dan tujuan TTL adalah melakukan usaha dalam bidang jasa usaha kepelabuhanan yang mengedepankan prinsip-prinsip GCG dan menerapkan prinsip-prinsip Perseroan Terbatas. Untuk mencapai maksud dan tujuan tersebut diatas, TTL dapat melaksanakan kegiatan usaha sebagai berikut:

a. Penyediaan dan/atau pelayanan kolam-kolam pelabuhan dan perairan untuk lalu lintas dan tempat-tempat berlabuhnya kapal;
b. Penyediaan dan/atau pelayanan jasa-jasa yang berhubungan dengan pemanduan (*pilotage*) dan penundaan kapal;
c. Penyediaan dan/atau pelayanan jasa-jasa pelaksanaan pengusahaan jasa-jasa operasi kapal (bongkar muat), operasi lapangan dan operasi gudang, serta penyediaan dan pengusahaan jasa tambat, dermaga, penumpukan peti kemas, barang curah, general cargo (termasuk hewan), dan kendaraan (ro-ro), barang curah dan *multi-purpose,* serta fasilitas naik turunnya penumpang;
d. Penyediaan dan/atau pelayanan jasa peti kemas, barang curah, *multi-purpose,* penumpang, dan ro-ro;
e. Penyediaan dan/atau pelayanan gudanggudang dan lapangan penumpukan dan tangki/tempat penimbunan barang-barang termasuk curah, angkutan bandar, alat bongkar-muat, peralatan pelabuhan, serta peralatan penunjang lainnya;
f. Penyediaan dan/atau pelayanan tanah untuk berbagai bangunan dan lapangan, industri, dan gedung-gedung/ bangunan yang berhubungan dengan kelancaran angkutan multimoda;
g. Penyediaan dan/atau pelayanan utilitas pelabuhan termasuk tetapi tidak terbatas pada telekomunikasi, listrik, air minum/ air kapal, instalasi limbah, serta pengelolaan sampah;
h. Penyediaan dan/atau pelayanan jasa pengisian bahan bakar minyak (BBM) untuk kapal dan kendaraan di lingkungan Pelabuhan;
i. Penyediaan dan/atau pelayanan kegiatan konsolidasi dan distribusi barang termasuk hewan serta pelayananan logistik;
j. Penyediaan dan/atau pelayanan jasa konsultasi, pendidikan, dan pelatihan yang berkaitan dengan kepelabuhanan;
k. Pengusahaan dan penyelenggaraan depo peti kemas dan perbaikan, cleaning fumigasi;

Pursuant to Notarial Deed No. 309 dated December 30, 2013, Article 3, executed by Notary Yatiningsih, SH, MH, the purpose and objectives of TTL are to conduct business in the field of port services by upholding the principles of Good Corporate Governance (GCG) and applying the principles of a limited liability company. To achieve the aforementioned purpose and objectives, TTL may carry out the following business activities:

a. Providing and/or servicing port basins and waters for vessel traffic and berthing;
b. Providing and/or servicing pilotage and vessel towing services;
c. The provision and/or delivery of services related to the operation of vessel services (loading and unloading), field operations, and warehouse operations, as well as the provision and operation of services— —for mooring, piers, container storage, bulk cargo, general cargo (including animals), and vehicles (ro-ro), bulk cargo and multi-purpose cargo, as well as passenger boarding and disembarkation facilities;
d. The provision and/or operation of services for containers, bulk cargo, multi-purpose cargo, passengers, and Ro-Ro;
e. The provision and/or operation of warehouses, storage yards, and tanks/storage facilities for goods, including bulk cargo, port transportation, loading and unloading equipment, port equipment, and other supporting equipment;
f. The provision and/or management of land for various structures and open spaces, industrial facilities, and buildings related to the smooth operation of multimodal transportation;
g. Provision and/or provision of port utilities, including but not limited to telecommunications, electricity, drinking water/ ship water, wastewater treatment, and waste management;
h. The provision and/or servicing of fuel supply services for ships and vehicles within the port area;
i. Provision and/or services for the consolidation and distribution of goods, including animals, as well as logistics services;
j. The provision of and/or services related to consulting, education, and training in the field of port operations;
k. Operation and management of container depots, as well as container repair, cleaning, and fumigation;

l. Pengusahaan kawasan pabean dan tempat penimbunan sementara;
m. Perencanaan dan pengembangan, pelaksanaan pengelolaan, pengusahaan dan pemasaran usaha jasa baru, rupa-rupa usaha (penyewaan gedung, pas, dan parkir), serta jasa-jasa lainnya yang berkaitan dengan terminal peti kemas, barang curah, dan multi purpose;
n. Pelaksanaan penyediaan, pengoperasian dan pemeliharaan fasilitas dan peralatan bongkar muat peti kemas, barang curah, dan multipurpose;
o. Perencanaan dan pengelolaan keuangan dan logistik untuk terminal peti kemas, barang curah, dan multi-purpose.

**Aktivitas Usaha PT Terminal Teluk Lamong Tahun 2025**

Arus peti kemas baik domestik maupun internasional mengalami peningkatan dari tahun 2024 ke 2025. Pada arus peti kemas domestik terjadi peningkatan menjadi 1.754.804 TEUs atau meningkat sebesar 2,05%. Pada peti kemas internasional angka arus meningkat menjadi 382.612 TEUs atau 25,02%.

**Kinerja PT Terminal Teluk Lamong Tahun 2025**

Pada tahun 2025, PT TTL mencatatkan pendapatan usaha sebesar Rp1,27 triliun, meningkat Rp511,53 miliar atau 67,04% bila dibandingkan dengan tahun 2024 sebesar Rp763,07 miliar. Peningkatan pada pendapatan tersebut menyebabkan laba bersih PT TTL pada tahun 2025 meningkat sebesar Rp83,60 miliar menjadi Rp225.16 miliar bila dibandingkan dengan tahun 2024 sebesar Rp141,56 miliar. Perubahan pada laba bersih terutama disebabkan oleh meningkatnya arus peti kemas domestik, kapal domestik yang dilayani oleh PT TTL.

l. Operation of customs zones and temporary storage facilities;
m. Planning and development, implementation of management, operation, and marketing of new service businesses, various types of businesses (building, space, and parking rentals), as well as other services related to container, bulk cargo, and multipurpose terminals;
n. Provision, operation, and maintenance of facilities and equipment for the loading and unloading of containers, bulk cargo, and multipurpose cargo;
o. Planning and management of finance and logistics for container, bulk cargo, and multipurpose terminals.

**Business Activities of PT Terminal Teluk Lamong in 2025**

Both domestic and international container traffic increased from 2024 to 2025. Domestic container traffic rose to 1,754,804 TEUs, an increase of 2.05%. International container traffic rose to 382,612 TEUs, an increase of 25.02%.

**PT Terminal Teluk Lamong's Performance in 2025**

In 2025, PT TTL recorded operating revenue of Rp1.27 trillion, an increase of Rp511.53 billion, or 67.04%, compared to Rp763.07 billion in 2024. This increase in revenue caused PT TTL's net income in 2025 to rise by Rp83.60 billion to Rp225.160 billion, compared to Rp141.56 billion in 2024. The change in net income was primarily driven by an increase in domestic container traffic and the number of domestic vessels served by PT TTL.

**Kinerja PT Terminal Teluk Lamong**
Performance of PT Terminal Teluk Lamong

| Uraian / Description | | 2025 | 2024 | Pertumbuhan / Growth | |
|---|---|---|---|---|---|
| | | | | Nominal | % |
| Pendapatan Usaha | Operating Revenue | 1.274.597 | 763.066 | 511.531 | 67,04 |
| Beban Usaha | Operating Expenses | (1.024.762) | (611.873) | 412.889 | 67,48 |
| Laba Usaha | Operating Profit | 249.835 | 151.193 | 98.642 | 65,24 |
| Pendapatan (Beban) Lainnya | Other Income (Expenses) | 37.893 | 25.688 | 12.205 | 47,51 |
| Laba Sebelum Beban Pajak | Income before Tax | 287.728 | 176.881 | 110.847 | 62,67 |
| Beban Pajak | Tax Expense | (62.568) | (35.326) | (27.242) | 77,12 |
| Laba Bersih | Net Income | 225.160 | 141.555 | 83.605 | 59,06 |

## PT Kaltim Kariangau Terminal (PT KKT)

**Aktivitas Usaha PT Kaltim Kariangau Terminal Tahun 2025**

Realisasi kinerja ET / BT dalam negeri tahun 2025 sebesar 73,29% atau 101,79% dari RKAP tahun 2025 sebesar 72%. Tercapainya kinerja ET/BT disebabkan diterapkannya windows system dan open stack untuk setiap pelayaran, serta sistem kerja non-stop (flexible rest) diwaktu-waktu tertentu sehingga pelayanan bongkar muat lebih cepat.

**Kinerja PT Kaltim Kariangau Terminal Tahun 2025**

Pada tahun 2025, PT KKT mencatatkan pendapatan usaha sebesar Rp211,33 miliar, turun Rp67,83 miliar atau 24,30% bila dibandingkan dengan tahun 2024 sebesar Rp279,16 miliar. Tidak tercapainya pendapatan usaha sejalan dengan turunnya arus bongkar muat petikemas domestik dan arus barang non petikemas tahun 2025. Laba bersih PT KKT pada tahun 2025 menurun sebesar Rp13,08 miliar, menjadi Rp9,48 miliar bila dibandingkan dengan tahun 2024 sebesar Rp22,56 miliar.

## PT Kaltim Kariangau Terminal (PT KKT)

**Business Activities of PT Kaltim Kariangau Terminal in 2025**

The 2025 domestic ET/BT performance realization was 73.29%, or 101.79% of the 2025 RKAP target of 72%. This ET/BT performance was achieved through the implementation of a Windows system and OpenStack for each voyage, as well as a non-stop work system (flexible rest) during certain times, resulting in faster loading and unloading services.

**PT Kaltim Kariangau Terminal's Performance in 2025**

In 2025, PT KKT recorded operating revenue of Rp211.33 billion, a decrease of Rp67.83 billion, or 24.30%, compared to Rp279.16 billion in 2024. The shortfall in operating revenue aligns with the decline in domestic container cargo and non-container cargo volumes in 2025. PT KKT's net income in 2025 decreased by Rp13.08 billion to Rp9.48 billion, compared to Rp22.56 billion in 2024.

**Kinerja PT Kaltim Kariangau Terminal**
Performance of PT Kaltim Kariangau Terminal

| Uraian / Description | | 2025 | 2024 | Pertumbuhan / Growth | |
|---|---|---|---|---|---|
| | | | | Nominal | % |
| Pendapatan Usaha | Operating Revenue | 211.334 | 279.164 | (67.830) | (24,30) |
| Beban Usaha | Operating Expenses | (200.904) | (252.478) | 51.574 | (20,43) |
| Laba Usaha | Operating Income | 10.430 | 26.686 | (16.256) | (60,92) |
| Pendapatan (Beban) Lainnya | Other Income (Expenses) | 2.625 | 2.230 | 395 | 17,71 |
| Laba Sebelum Beban Pajak | Income before Tax | 13.055 | 28.916 | (15.861) | (54,85) |
| Beban Pajak | Income Tax Expense | (3.571) | (6.352) | (2.781) | (43,78) |
| Laba Bersih | Net Income | 9.484 | 22.564 | (13.080) | (57,97) |

## PT IPC Terminal Petikemas (PT IPCTPK)

**Aktivitas Usaha PT IPC Terminal Petikemas Tahun 2025**

Realisasi arus petikemas tahun 2025 sebesar 2.802.163 box atau 102,37% dari RKAP tahun 2025 sebesar 2.737.333 box, sedangkan dalam satuan TEU's tercapai sebesar 3.597.488 TEU's atau 102,66% dari RKAP tahun 2025 sebesar 3.504.423 TEU's. Tercapainya arus petikemas dalam satuan Box dan TEUs disebabkan oleh meningkatnya arus petikemas 20 feet pada berbagai area operasional.

**Kinerja PT IPC Terminal Petikemas Tahun 2025**

Pada tahun 2025, PT IPC TPK mencatatkan pendapatan usaha sebesar Rp3,32 triliun, meningkat Rp344,81 miliar atau 11,58% bila dibandingkan dengan tahun 2024 sebesar Rp2,98 triliun. Namun meskipun terjadi peningkatan pada pendapatan, laba

## PT IPC Terminal Petikemas (PT IPCTPK)

**PT IPC Terminal Petikemas Business Activities in 2025**

The actual container throughput in 2025 was 2,802,163 boxes, or 102.37% of the 2025 Budget Plan of 2,737,333 boxes, while in TEU units, the volume reached 3,597,488 TEUs, or 102.66% of the 2025 Budget Plan of 3,504,423 TEUs. The achievement of container throughput in both box and TEU units was driven by an increase in the volume of 20-foot containers across various operational areas.

**PT IPC Terminal Petikemas' Performance in 2025**

In 2025, PT IPC TPK recorded operating revenue of Rp3.32 trillion, an increase of Rp344.81 billion, or 11.58%, compared to Rp2.98 trillion in 2024. However, despite the increase in revenue, PT IPC TPK's net income in 2025 decreased by

bersih PT IPCTPK pada tahun 2025 mengalami penurunan sebesar Rp134,596 miliar atau 27,46%, menjadi Rp355,57 miliar bila dibandingkan dengan tahun 2024 sebesar Rp490,17 miliar. Perubahan pada laba bersih terutama disebabkan oleh tidak terdapat realisasi bagian laba investasi seperti pada tahun 2024.

Rp134.596 billion, or 27.46%, to Rp355.57 billion compared to Rp490.17 billion in 2024. The change in net income was primarily due to the absence of realized investment income, unlike in 2024.

**Kinerja PT IPC Terminal Petikemas**
Performance of PT IPC Terminal Petikemas

| Uraian Description | | 2025 | 2024 | Pertumbuhan Growth | |
|---|---|---|---|---|---|
| | | | | Nominal | % |
| Pendapatan Usaha | Operating Revenue | 3.321.603 | 2.976.794 | 344.809 | 11,58 |
| Beban Usaha | Operating Expenses | (2.924.148) | (2.602.395) | 321.753 | 12,36 |
| Laba Usaha | Operating Income | 397.455 | 374.399 | 23.056 | 6,16 |
| Pendapatan (Beban) Lainnya | Other Income (Expenses) | 56.566 | 196.764 | (140.198) | (71,25) |
| Laba Sebelum Beban Pajak | Income before Tax | 454.021 | 571.163 | (117.142) | (20,51) |
| Beban Pajak | Tax Expense | 98.448 | (80.994) | (17.454) | 21,55 |
| Laba Bersih | Net Income | 355.573 | 490.169 | (134.596) | 27,46 |

## PT Prima Terminal Petikemas (PT PTPK)

**Aktivitas Usaha PT Prima Terminal Petikemas Tahun 2025**
Realisasi arus petikemas tahun 2025 sebesar 197.827 box atau 133,90% dari RKAP tahun 2025 sebesar 147.740 box, sedangkan dalam satuan TEU's tercapai sebesar 250.945 TEU's atau 130,95% dari RKAP tahun 2025 sebesar 191.635 TEU's.

**Kinerja PT Prima Terminal Petikemas Tahun 2025**
Pada tahun 2025, PT PTPK mencatatkan pendapatan usaha sebesar Rp854,79 miliar, menurun Rp64,93 miliar atau 7,06% bila dibandingkan dengan tahun 2024 sebesar Rp919,72 miliar. Laba bersih PT PTPK pada tahun 2025 penurunan sebesar Rp39,28 miliar, menjadi Rp396.76 miliar bila dibandingkan dengan tahun 2024 sebesar Rp436,04 miliar.

## PT Prima Terminal Petikemas (PT PTPK)

**PT Prima Terminal Petikemas Business Activities in 2025**
The actual container throughput in 2025 was 197,827 boxes, or 133.90% of the 2025 Budget Plan of 147,740 boxes, while in TEU units, the figure reached 250,945 TEUs, or 130.95% of the 2025 Budget Plan of 191,635 TEUs.

**PT Prima Terminal Petikemas' Performance in 2025**
In 2025, PT PTPK recorded operating revenue of Rp854.79 billion, an decrease of Rp64.93 billion, or 7.06%, compared to Rp919,72 billion in 2024. PT PTPK's net income in 2025 decreased by Rp39.28 billion to Rp396.76 billion, compared to Rp436.04 billion in 2024.

**Kinerja PT Prima Terminal Petikemas**
Performance of PT Prima Terminal Petikemas

| Uraian Description | | 2025 | 2024 | Pertumbuhan Growth | |
|---|---|---|---|---|---|
| | | | | Nominal | % |
| Pendapatan Usaha | Operating Revenue | 854.790 | 919.723 | (64.933) | (7,06) |
| Beban Usaha | Operating Expenses | (342.607) | (388.739) | (46.132) | (11,87) |
| Laba Usaha | Operating Profit | 512.183 | 530.984 | (18.801) | (3,54) |
| Pendapatan (Beban) Lainnya | Other Income (Expenses) | (54.201) | (37.468) | (16.733) | 44,66 |
| Laba Sebelum Beban Pajak | Income before Tax | 457.982 | 493.516 | (35.534) | (7,20) |
| Beban Pajak | Tax Expense | 61.223 | 57.474 | 3.749 | 6,52 |
| Laba Bersih | Net Income | 396.759 | 436.042 | (39.283) | 9,01 |

## PT Prima Multi Terminal (PT PMT)

**Aktivitas Usaha PT Prima Multi Terminal Tahun 2025**

Realisasi arus petikemas tahun 2025 sebesar 498.167 box atau 104,93% dari RKAP tahun 2025 sebesar 474.751 box, sedangkan dalam satuan TEU's tercapai sebesar 634.862 TEU's atau 104,17% dari RKAP tahun 2025 sebesar 609.422 TEU's.

**Kinerja PT Prima Multi Terminal Tahun 2025**

Pada tahun 2025, PT PMT secara konsolidasi mencatatkan pendapatan usaha sebesar Rp474,11 miliar, naik Rp32,04 miliar atau 7,24% bila dibandingkan dengan tahun 2024 sebesar Rp442,07 miliar. Peningkatan pada pendapatan tersebut seiring dengan peningkatan beban usaha. Perusahaan membukukan kerugian sebesar Rp243,31 miliar bila dibandingkan tahun 2024 yang mencatatkan laba sebesar Rp99,23 miliar.

## PT Prima Multi Terminal (PT PMT)

**Business Activities of PT Prima Multi Terminal in 2025**

The actual container throughput for 2025 was 498,167 boxes, or 104.93% of the 2025 Annual Work Plan (RKAP) target of 474,751 boxes, while in TEU units, the figure reached 634,862 TEUs, or 104.17% of the 2025 Budget Plan of 609,422 TEUs..

**PT Prima Multi Terminal's Performance in 2025**

In 2025, PT PMT reported consolidated operating revenue of Rp474.11 billion, an increase of Rp32.04 billion or 7.24% compared to 2024's figure of Rp442.07 billion. This increase in revenue was accompanied by a rise in operating expenses. The company posted a loss of Rp243.31 billion, compared to 2024, when it recorded a profit of Rp99.23 billion.

**Kinerja PT Prima Multi Terminal**
Performance of PT Prima Multi Terminal

| Uraian<br>Description | | 2025 | 2024 | Pertumbuhan<br>Growth | |
|---|---|---|---|---|---|
| | | | | Nominal | % |
| Pendapatan Usaha | Operating Revenue | 474.109 | 442.068 | 32.041 | 7,25 |
| Beban Usaha | Operating Expenses | (762.656) | (330.898) | 431.758 | 130,48 |
| Laba/Rugi Usaha | Operating Profit | (288.547) | 111.170 | (399.717) | (359,55) |
| Pendapatan (Beban) Lainnya | Other Income (Expenses) | (15.000) | (20.225) | 5.225 | (25,83) |
| Laba Sebelum Beban Pajak | Income before Tax | (303.547) | 90.945 | (394.492) | (433,77) |
| Beban Pajak | Tax Expense | 60.241 | 8.283 | 51.958 | 627,28 |
| Laba/Rugi Bersih | Net Income | (243.306) | 99.228 | (342.534) | (345,20) |

# Tinjauan Kinerja Keuangan

## Financial Performance Review

Uraian mengenai kinerja keuangan ini disusun berdasarkan Laporan Keuangan Konsolidasian Pelindo TPK yang disajikan sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) yang berlaku umum di Indonesia untuk tahun yang berakhir pada tanggal 31 Desember 2025. Laporan keuangan tersebut telah diaudit oleh Kantor Akuntan Publik Purwanto, Susanti, & Surja dengan opini wajar dalam semua hal yang material. Posisi keuangan konsolidasian Pelindo TPK tanggal 31 Desember 2025 serta kinerja keuangan dan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Bahasan kinerja keuangan Perusahaan, disampaikan dengan memperhatikan penjelasan pada catatan Laporan Keuangan Konsolidasi dari pihak auditor eksternal sebagai bagian yang tidak terpisahkan dari Laporan Tahunan ini.

This financial performance review is based on Pelindo TPK's Consolidated Financial Statements, which were prepared in accordance with the Indonesian Financial Accounting Standards (PSAK) generally accepted in Indonesia for the year ended December 31, 2025. These financial statements have been audited by the public accounting firm Purwanto, Susanti, & Surja, which issued an unqualified opinion in all material respects. Pelindo TPK's consolidated financial position as of December 31, 2025, as well as its consolidated financial performance and cash flows for the year ended on that date, are in accordance with Indonesian Financial Accounting Standards.

The discussion of the Company's financial performance is presented in accordance with the explanations provided in the notes to the Consolidated Financial Statements by the external auditor, which form an integral part of this Annual Report.

### Laporan Posisi Keuangan

Statement of Financial Position

| No. | Uraian<br>Description | | Neraca RKAP 2025<br>Balance Sheet for 2025 RKAP | Neraca Per 31 Desember 2025<br>Balance Sheet as of December 31, 2025 | Neraca per 31 Desember 2024<br>Balance Sheet as of December 31, 2024 | Kecenderungan<br>Trend (%) | |
|---|---|---|---|---|---|---|---|
| 1 | 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| **I.** | **ASET/ASSETS** | | | | | | |
| 1 | Aset Lancar | Current Assets | 7.007.231 | 7.483.875 | 7.712.891 | 107 | 97 |
| 2 | Aset Tidak Lancar | Non-Current Assets | 13.386.741 | 16.353.768 | 14.389.443 | 122 | 114 |
| | **Jumlah Aset** | **Total Assets** | **20.393.973** | **23.837.643** | **22.102.334** | **117** | **108** |
| **II** | **LIABILITAS DAN EKUITAS / LIABILITIES AND EQUITY** | | | | | | |
| 1 | Liabilitas Jangka Pendek | Current Liabilities | 2.306.948 | 4.851.662 | 3.871.512 | 210 | 125 |
| 2 | Liabilitas Jangka Panjang | Long-Term Liabilities | 2.090.653 | 2.629.486 | 2.392.035 | 126 | 110 |
| 3 | Ekuitas | Equity | 15.996.372 | 16.356.495 | 15.838.786 | 102 | 103 |
| 4 | Saldo Laba (Rugi) | Retained Earnings (Loss) | | | | | |
| | Ditentukan penggunaannya | To be allocated | 1.629.707 | 4.910.708 | 3.397.645 | 301 | 145 |
| | Belum ditentukan penggunaannya | Use not yet determined | 1.717.913 | 1.384.845 | 2.424.940 | 81 | 57 |
| | Penghasilan Komprehensif Lain | Other Comprehensive Income | - | 79.327 | 82.851 | - | 96 |
| | Kepentingan Non Pengendali | Non-Controlling Interests | 171.902 | 760.510 | 712.246 | 44 | 11 |
| | **Jumlah Liabilitas dan Ekuitas** | **Total Liabilities And Equity** | **20.393.973** | **23.837.643** | **22.102.334** | **117** | **108** |

## LAPORAN POSISI KEUANGAN

Jumlah aset per 31 Desember 2025 sebesar Rp22,14 triliun, bila dibandingkan dengan posisi neraca per 31 Desember 2024 nilai aset meningkat sebesar 7,85%. Hal ini disebabkan adanya peningkatan aset lancar terutama posisi aset lancar lainnya yang terdiri atas kas dan setara kas yang dibatasi penggunaannya.

## STATEMENT OF FINANCIAL POSITION

Total assets as of December 31, 2025, amounted to Rp22.14 trillion. Compared to the balance sheet as of December 31, 2024, the value of assets increased by 7.85%. This was due to an increase in current assets, particularly other current assets consisting of cash and cash equivalents with restricted use.

### ASET LANCAR / CURRENT ASSETS

| No. | Uraian / Description | | Neraca RKAP 2025 Balance Sheet for 2025 RKAP | Neraca Per 31 Desember 2025 Balance Sheet as of December 31, 2025 | Neraca per 31 Desember 2024 Balance Sheet as of December 31, 2024 | Kecenderungan Trend (%) | |
|---|---|---|---|---|---|---|---|
| 1 | 2 | | 3 | 4 | 5 | 4 : 3 | 4 : 5 |
| **ASET LANCAR/CURRENT ASSETS** | | | | | | | |
| 1 | Kas dan setara kas | Cash and cash equivalents | 5.365.644 | 4.815.572 | 5.403.663 | 89,75 | 89,12 |
| 2 | Piutang usaha – neto | Trade receivables – net | | | | | |
| | Piutang usaha - Pihak ketiga | Trade receivables – Third parties | 395.529 | 487.009 | 475.334 | 123,13 | 102,46 |
| | Piutang usaha - Pihak berelasi | Trade receivables - Related parties | 65.970 | 41.925 | 85.538 | 635,52 | 49,01 |
| 3 | Piutang lain-lain – neto | Other receivables – net | | | | | |
| | Piutang lain-lain - Pihak ketiga | Other receivables – Third parties | 199.920 | 33.150 | 10.834 | 16,58 | 30,60 |
| | Piutang lain-lain - Pihak berelasi | Other receivables - Related parties | 364.780 | 102.989 | 107.565 | 282,33 | 95,75 |
| 4 | Aset kontrak | Contract assets | - | 65.461 | 29.473 | - | 222,10 |
| 5 | Persediaan | Inventory | 41.353 | 55.940 | 60.291 | 13,53 | 9,28 |
| 6 | Uang muka dan beban dibayar di muka | Advances and prepaid expenses | 68.602 | 210.273 | 211.063 | 306,51 | 99,63 |
| 7 | Pajak dibayar di muka | Prepaid taxes | 504.894 | 221.215 | 51.648 | 43,81 | 428,31 |
| 8 | Aset lancar lainnya | Other current assets | 538 | 1.450.341 | 1.277.483 | 269.580,11 | 113,53 |
| | **Jumlah Aset Lancar** | **TOTAL CURRENT ASSETS** | **7.007.231** | **7.483.875** | **7.712.891** | **106,80** | **97,03** |

Per 31 Desember 2025, Pelindo TPK berhasil mencatatkan jumlah aset lancar sebesar Rp7,48 triliun, turun Rp229,02 miliar atau 2,97% bila dibandingkan nilai per 31 Desember 2024 sebesar Rp7,71 triliun. Penurunan ini dipengaruhi oleh kas dan setara kas sebesar Rp588,09 miliar atau 10,88%.

As of December 31, 2025, Pelindo TPK recorded current assets of Rp7.48 trillion, down Rp229.02 billion, or 2.97%, compared to the figure as of December 31, 2024, of Rp7.71 trillion. This decrease was driven by a decline in cash and cash equivalents of Rp588.09 billion, or 10.88%.

## ASET TIDAK LANCAR / NON-CURRENT ASSETS

| No. | Uraian / Description | | Neraca RKAP 2025 Balance Sheet for 2025 RKAP | Neraca Per 31 Desember 2025 Balance Sheet as of December 31, 2025 | Neraca per 31 Desember 2024 Balance Sheet as of December 31, 2024 | Kecenderungan Trend (%) | |
|---|---|---|---|---|---|---|---|
| 1 | 2 | | 3 | 4 | 5 | 4 : 3 | 4 : 5 |
| **ASET TIDAK LANCAR** / NON-CURRENT ASSETS | | | | | | | |
| 1 | Piutang lain-lain jangka panjang | Other long-term receivables receivables | 539.265 | 464.156 | 488.198 | 86,07 | 95,08 |
| 2 | Investasi saham | Stock investments | 615.573 | 2.830.205 | 2.610.401 | 459,77 | 108,42 |
| 3 | Properti investasi - neto | Investment property - net | | 19.571 | 20.172 | - | 97,02 |
| 4 | Aset hak-guna – neto | Right-of-use assets – net | 49.457 | 356.879 | 255.907 | 721,59 | 139,46 |
| 5 | Aset tetap – neto | Fixed assets – net | 5.849.375 | 4.103.117 | 2.628.386 | 70,15 | 156,11 |
| 6 | Aset takberwujud – neto | Intangible assets – net | 6.161.686 | 7.098.924 | 7.530.285 | 115,21 | 94,27 |
| 7 | Aset kontrak konsesi | Concession contract assets | - | 483.022 | 137.203 | - | 352,05 |
| 8 | Taksiran tagihan restitusi pajak | Estimated tax refund amount tax | - | 134.876 | 139.628 | - | 96,60 |
| 9 | Aset pajak tangguhan | **Deferred tax assets** | 148.772 | 400.720 | 260.295 | 26,94 | 15,39 |
| 10 | Aset Tidak Lancar Lainnya | Other Non-Current Assets | 22.613 | 462.298 | 318.968 | 2044,39 | 144,94 |
| | **Jumlah Aset Tidak Lancar** | **Total Non-Current Assets** | **13.386.741** | **16.353.768** | **14.389.443** | **122,16** | **113.65** |

Per 31 Desember 2025, Pelindo TPK berhasil mencatatkan jumlah aset tidak lancar sebesar Rp16,35 triliun, meningkat Rp1,96 triliun atau 13,65% bila dibandingkan nilai per 31 Desember 2024 sebesar Rp14,39 triliun. Peningkatan ini dipengaruhi oleh kenaikan aset tetap sebesar Rp1,47 triliun atau 56,11% dan asset kontrak konsesi sebesar Rp345,82 miliar atau 252,05%.

As of December 31, 2025, Pelindo TPK recorded non-current assets totaling Rp16.35 trillion, an increase of Rp1.96 trillion, or 13.65%, compared to the figure as of December 31, 2024, of Rp14.39 trillion. This increase was influenced by an increase in fixed assets of Rp1.47 trillion or 56.11% and concession contract assets of Rp345.82 billion or 252.05%.

## LIABILITAS JANGKA PENDEK / SHORT-TERM LIABILITIES

| No. | Uraian / Description | | Neraca RKAP 2025 Balance Sheet for 2025 RKAP | Neraca Per 31 Desember 2025 Balance Sheet as of December 31, 2025 | Neraca per 31 Desember 2024 Balance Sheet as of December 31, 2024 | Kecenderungan Trend (%) | |
|---|---|---|---|---|---|---|---|
| 1 | 2 | | 3 | 4 | 5 | 4 : 3 | 4 : 5 |
| **LIABILITAS JANGKA PENDEK** / SHORT-TERM LIABILITIES | | | | | | | |
| 1 | Utang usaha | Trade Payables | | | | | |
| 2 | Utang usaha - Pihak ketiga | Trade Payables - Third Parties | 120.138 | 99.768 | 120.534 | 83,04 | 82,77 |
| 3 | Utang usaha - Pihak berelasi | Trade Payables - Related Parties | 197.378 | 161.459 | 275.023 | 81,80 | 58,71 |

| No. | Uraian Description | | Neraca RKAP 2025 Balance Sheet for 2025 RKAP | Neraca Per 31 Desember 2025 Balance Sheet as of December 31, 2025 | Neraca per 31 Desember 2024 Balance Sheet as of December 31, 2024 | Kecenderungan Trend (%) | |
|---|---|---|---|---|---|---|---|
| 4 | Utang lain-lain | Other Liabilities | | | | | |
| 5 | Utang lain-lain - Pihak ketiga | Other Payables - Third Parties | - | 161.451 | 95.804 | - | 168,52 |
| 6 | Utang lain-lain - Pihak berelasi | Other Liabilities - Related Parties | - | 180.082 | 220.956 | - | 81,50 |
| 7 | Utang pajak | Tax liabilities | 281.438 | 153.938 | 105.459 | 54,70 | 145,97 |
| 8 | Beban akrual | Accrued expenses | 1.067.011 | 3.755.056 | 2.644.402 | 351,92 | 142,00 |
| 9 | Bagian lancar atas: | Current portion of: | | | | | |
| 10 | Bagian lancar atas liabilitas kontrak | Current portion of contract liabilities | 256.327 | 238.249 | 160.668 | 92,95 | 148,29 |
| 11 | Bagian lancar atas liabilitas jangka panjang - Utang bank | Current portion of long-term liabilities - Bank debt | - | 71.057 | 39.645 | - | 179,23 |
| 12 | Bagian lancar atas liabilitas jangka panjang - Liabilitas sewa | Current portion of long-term liabilities - Lease liabilities | 8.435 | 26.945 | 205.835 | 319,44 | 13,09 |
| 13 | Bagian lancar atas liabilitas jangka panjang – Liabilitas imbalan kerja | Current portion of long-term liabilities – Employee benefit liabilities | 376.221 | 3.658 | 3.186 | 0.97 | 114,81 |
| | **Jumlah Liabilitas Jangka Pendek** | **Total Current Liabilities** | 2.306.948 | 4.851.663 | 3.871.512 | 210.31 | 125,32 |

Per 31 Desember 2025, Pelindo TPK mencatatkan jumlah liabilitas jangka pendek sebesar Rp4,85 triliun, meningkat Rp1,21 triliun atau 33,19% bila dibandingkan nilai per 31 Desember 2024 sebesar Rp3,64 triliun. Peningkatan ini terutama dipengaruhi oleh meningkatnya beban akrual sebesar 46,57% atau Rp1,19 triliun.

Per 31 Desember 2025, Pelindo TPK mencatatkan jumlah As of December 31, 2025, Pelindo TPK reported short-term liabilities of Rp4.85 trillion, an increase of Rp1.21 trillion, or 33.19%, compared to the figure as of December 31, 2024, of Rp3.64 trillion. This increase was primarily driven by a 46.57% rise in accrued expenses, amounting to Rp1.19 trillion.

## LIABILITAS JANGKA PANJANG

## LONG-TERM LIABILITIES

| No. | Uraian Description | | Neraca RKAP 2025 Balance Sheet for 2025 RKAP | Neraca Per 31 Desember 2025 Balance Sheet as of December 31, 2025 | Neraca per 31 Desember 2024 Balance Sheet as of December 31, 2024 | Kecenderungan Trend (%) | |
|---|---|---|---|---|---|---|---|
| 1 | 2 | | 3 | 4 | 5 | 4 : 3 | 4 : 5 |
| **LIABILITAS JANGKA PANJANG** / LONG-TERM LIABILITIES | | | | | | | |
| 1 | Liabilitas pajak tangguhan | Deferred tax liabilities | 26.856 | 76.265 | 88.442 | 283,98 | 86,23 |
| 2 | Utang lain-lain jangka panjang | Other long-term liabilities | 703.741 | 545.904 | 482.539 | 77,57 | 113,13 |
| 3 | Liabilitas jangka panjang - setelah dikurangi bagian lancar | Long-term liabilities—net of current portion | | | | | |

| No. | Uraian Description | | Neraca RKAP 2025 Balance Sheet for 2025 RKAP | Neraca Per 31 Desember 2025 Balance Sheet as of December 31, 2025 | Neraca per 31 Desember 2024 Balance Sheet as of December 31, 2024 | Kecenderungan Trend (%) | |
|---|---|---|---|---|---|---|---|
| 1 | 2 | | 3 | 4 | 5 | 4 : 3 | 4 : 5 |
| 4 | Liabilitas jangka panjang - setelah dikurangi bagian lancar - Utang bank | Long-term liabilities—net of current portion—Bank debt | - | 586.006 | 521.794 | - | 112,31 |
| 5 | Liabilitas jangka panjang - setelah dikurangi bagian lancar - Liabilitas sewa | Long-term liabilities—net of current portion—Lease liabilities | 51.527 | 221.553 | 47.312 | 429,97 | 468,28 |
| 6 | Liabilitas jangka panjang - setelah dikurangi bagian lancar - Liabilitas kontrak | Long-term liabilities—net of current portion—Contract liabilities | 1.055.586 | 1.028.544 | 1.104.826 | 97,44 | 93,10 |
| 7 | Liabilitas imbalan kerja | Employee benefit liabilities | 252.943 | 171.215 | 147.123 | 67,69 | 116,38 |
| | **Jumlah Liabilitas Jangka Panjang** | **Total Long-Term Liabilities** | **2.090.653** | **2.629.486** | **2.392.035** | **125,77** | **109,93** |

Per 31 Desember 2025, Pelindo TPK mencatatkan jumlah liabilitas jangka panjang sebesar Rp2,63 triliun, meningkat Rp237,45 miliar atau 9,93% bila dibandingkan nilai per 31 Desember 2024 sebesar Rp2,39 triliun. Peningkatan ini dipengaruhi oleh meningkatnya liabilitas sewa jangka panjang sebesar Rp174,24 miliar.

As of December 31, 2025, Pelindo TPK reported long-term liabilities of Rp2.63 trillion, an increase of Rp237.45 billion, or 9.93%, compared to the figure as of December 31, 2024, of Rp2.39 trillion. This increase was driven by a rise in long-term lease liabilities of Rp174.24 billion.

## EKUITAS / EQUITY

| No. | Uraian Description | | Neraca RKAP 2025 Balance Sheet for 2025 RKAP | Neraca Per 31 Desember 2025 Balance Sheet as of December 31, 2025 | Neraca per 31 Desember 2024 Balance Sheet as of December 31, 2024 | Kecenderungan Trend (%) | |
|---|---|---|---|---|---|---|---|
| 1 | 2 | | 3 | 4 | 5 | 4 : 3 | 4 : 5 |
| **Ekuitas Yang Dapat Diatribusikan Kepada Pemilik Entitas Induk**/Equity Attributable To Owners Of The Parent Entity | | | | | | | |
| 1 | Modal saham ditempatkan dan disetor penuh | Issued and fully paid-in common stock | 9.363.868 | 9.363.868 | 9.363.868 | 100,00 | 100,00 |
| 2 | Tambahan modal disetor | Additional paid-in capital | 54.232 | (142.764) | (142.764) | -263,25 | 100,00 |
| 3 | Saldo laba | Retained earnings | | | | | |
| 4 | Ditentukan penggunaannya | Allocation to be determined | 6.501.538 | 4.910.708 | 3.397.645 | 75,53 | 144,53 |
| 5 | Belum ditentukan penggunaannya | Use not yet determined | 0 | 1.384.845 | 2.424.940 | - | 57,11 |
| 6 | Penghasilan komprehensif lain | Other comprehensive income | (95.168) | 79.327 | 82.851 | -83,35 | 95,75 |
| 7 | Kepentingan non-pengendali | Noncontrolling interests | 171.902 | 760.510 | 712.246 | 44,24 | 10,68 |
| 8 | **Jumlah Ekuitas dan Cadangan** | **Total Equity And Reserves** | **20.393.973** | **16.356.495** | **15.838.786** | **80,20** | **103,27** |

Jumlah ekuitas per 31 Desember 2025 mencapai Rp16,36 triliun, meningkat Rp517,71 miliar atau 3,27% jika dibandingkan dengan nilai ekuitas per 31 Desember 2024 sebesar Rp15,84 triliun. Peningkatan tersebut terutama disebabkan oleh meningkatnya saldo laba sebesar Rp472,97 miliar seiring dengan naiknya laba bersih tahun berjalan yang diakumulasikan ke dalam saldo laba.

Total equity as of December 31, 2025, reached Rp16.36 trillion, an increase of Rp517.71 billion, or 3.27%, compared to the equity balance as of December 31, 2024, of Rp15.84 trillion. This increase was primarily due to a rise in retained earnings of Rp472.97 billion, in line with the increase in net income for the current year, which was accumulated into retained earnings.

## LABA (RUGI)

Ikhtisar laba (rugi) tahun 2025 setelah diaudit adalah sebagai berikut:

## PROFIT (LOSS)

The summary of the audited profit (loss) for 2025 is as follows:

| No. | Uraian Descriptio | | RKAP 2025 | Realisasi Realization | | Kecenderungan Trend. (%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | | |
| 1 | 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| 1 | Pendapatan Usaha | Operating Revenue | 13.527.350 | 15.425.328 | 14.123.979 | 114,03 | 109,21 |
| 2 | Beban Usaha | Operating Expenses | (11.342.383) | (13.144.871) | (11.467.462) | 115,89 | 114,63 |
| 3 | LABA (RUGI) USAHA | OPERATING INCOME (LOSS) | 2.184.967 | 2.280.457 | 2.656.517 | 104,37 | 85,84 |
| 4 | Pendapatan Keuangan | Financial Income | 179.381 | 343.661 | 289.596 | 191,58 | 118,67 |
| 5 | Beban Keuangan | Financial Expenses | (294.932) | (115.670) | (147.546) | 39,22 | 78,40 |
| 6 | Bagian Laba Investasi | Share of Investment Income | 129.609 | 311.871 | 352.059 | 240,62 | 88,58 |
| 7 | LABA (RUGI) SEBELUM PAJAK | PROFIT (LOSS) BEFORE TAX | 2.199.025 | 2.820.319 | 3.150.626 | 128,25 | 89,52 |
| 8 | Beban Pajak Penghasilan Badan | Corporate Income Tax Expense | (458.226) | (571.934) | (555.184) | 124,81 | 103,02 |
| 9 | LABA (RUGI) TAHUN BERJALAN | PROFIT (LOSS) FOR THE CURRENT YEAR | 1.740.800 | 2.248.385 | 2.595.442 | 129,16 | 86,63 |

Laba (rugi) tahun berjalan sampai dengan tahun 2025 terealisasi sebesar Rp2,25 triliun atau 129% dari RKAP tahun 2025 sebesar Rp1,74 triliun, capaian tersebut diperoleh dengan penjelasan sebagai berikut:

a. Pendapatan usaha terealisasi sebesar Rp15,43 triliun atau 114% dari RKAP tahun 2025 sebesar Rp13,53 triliun.
b. Beban usaha terealisasi sebesar Rp13,14 triliun atau 116% dari RKAP tahun 2025 sebesar Rp11,34 triliun.
c. Pendapatan keuangan terealisasi sebesar Rp343,66 miliar atau 192% dari RKAP tahun 2025 sebesar Rp179,38 miliar.
d. Bagian laba investasi terealisasi sebesar Rp311,87 miliar atau 241% dari RKAP tahun 2025 sebesar Rp129,61 miliar.
e. Beban keuangan terealisasi sebesar Rp115,67 miliar atau 39% dari RKAP tahun 2025 sebesar Rp129,61 miliar.
f. Beban pajak penghasilan terealisasi sebesar Rp516,83 miliar atau 96% dari RKAP tahun 2025 sebesar Rp536,75 miliar.

Profit (loss) for the current year through 2025 amounted to Rp2.25 trillion, or 129% of the 2025 Budget Plan (RKAP) of Rp1.74 trillion. This achievement is explained as follows:

a. Operating revenue amounted to Rp15.43 trillion, or 114% of the 2025 Budget Plan of Rp13.53 trillion.
b. Operating expenses amounted to Rp13.14 trillion, or 116% of the 2025 Budget Plan (RKAP) of Rp11.34 trillion.
c. Financial revenue amounted to Rp343.66 billion, or 192% of the 2025 Budget Plan (RKAP) of Rp179.38 billion.
d. Realized investment income amounted to Rp311.87 billion, or 241% of the 2025 Budget Plan (RKAP) of Rp129.61 billion.
e. Financial expenses amounted to Rp115.67 billion, or 39% of the 2025 budget of Rp129.61 billion.
f. Realized income tax expenses amounted to Rp516.83 billion, or 96% of the 2025 Budget Plan of Rp536.75 billion.

## IKHTISAR BEBAN

Realisasi total beban tahun 2025 terealisasi sebesar Rp12,36 triliun atau sebesar 108% dari RKAP tahun 2025, sebagaimana tersaji dalam tabel sebagai berikut:

## EXPENSE SUMMARY

Total expenses for 2025 amounted to Rp12.36 trillion, or 108% of the 2025 Budget Plan, as presented in the following table:

| No. | Uraian Descriptio | | RKAP 2025 | Realisasi Realization | | Kecenderungan Trend. (%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | | |
| 1 | 2 | | 3 | 4 | 5 | 4:3 | 4:5 |
| 1 | Beban Pegawai | Employee Expenses | (1.753.792) | (1.851.787) | (1.604.192) | 105,59 | 115.43 |
| 2 | Beban Bahan | Cost of Materials | (733.471) | (749.875) | (752.075) | 102,24 | 99.71 |
| 3 | Beban Pemeliharaan | Maintenance Expenses | (958.239) | (1.194.989) | (970.370) | 124,71 | 123,15 |
| 4 | Beban Penyusutan dan Amortisasi | Depreciation and Amortization Expense | (1.015.096) | (533.825) | (489.719) | 52,59 | 109.01 |
| 5 | Beban Asuransi | Insurance Expense | (93.590) | (106.295) | (84.700) | 113,58 | 125,50 |
| 6 | Beban Kerjasama Mitra Usaha (KSMU) | Business Partner Collaboration Expenses (KSMU) | (5.639.116) | (6.693.213) | (5.956.287) | 118,69 | 112,37 |
| 7 | Beban Administrasi Kantor | Office Administrative Expenses | (23.301) | (13.947) | (20.403) | 59,86 | 68,36 |
| 8 | Beban Umum | General Expenses | (1.125.778) | (983.919) | (1.159.482) | 87,39 | 84,85 |
| 9 | Beban Konstruksi | Construction Expenses | - | (431.072) | (334.994) | - | 128.68 |
| | **BEBAN USAHA** | **OPERATING EXPENSES** | **(11.342.383)** | **(12.558.406)** | **(11.371.061)** | **110,72** | **110.44** |
| 10 | Beban di Luar Usaha | Non-Operating Expenses | (222.411) | (585.948) | (95.240) | 263,45 | 615,23 |
| 11 | Beban Bunga | Interest Expense | (72.521) | (115.670) | (147.546) | 15,95 | 7.84 |
| 12 | Beban Pajak Penghasilan Badan | Corporate Income Tax Expense | (458.226) | (571.934) | (555.184) | 124,81 | 103.02 |
| | **TOTAL BEBAN** | **TOTAL EXPENSES** | **(12,095,541)** | **(13,206,788)** | **(12,344,078)** | **109.19** | **106,99** |

Penjelasan beban yang melebihi dari anggaran:

- Beban Pegawai terealisasi sebesar Rp1,85 triliun atau sebesar 106% dari RKAP Tahun 2025 hal ini dikarenakan adanya Harmonisasi Penghasilan dan Perubahan Pola Perhitungan PPh 21 dari ditanggung menjadi ditunjang.
- Beban Bahan terealisasi sebesar Rp749,88 miliar atau sebesar 102% dari RKAP, hal ini seiring dengan capaian Trafik Petikemas secara keseluruhan serta realisasi harga BBM yang berada di atas RKAP sehingga Beban Bahan Bakar terealisasi 113% dari RKAP.
- Beban Pemeliharaan terealisasi sebesar Rp1,19 triliun atau sebesar 125% dari RKAP Tahun 2025 hal ini dikarenakan adanya akrual consumables part juga peningkatan pemeliharaan alat fasilitas pelabuhan dan beban pemeliharaan jalan & bangunan.
- Beban Kerja Sama Mitra Usaha terealisasi sebesar Rp6,69 triliun atau sebesar 119% dari RKAP Tahun 2025 hal ini dikarenakan seiring dengan realisasi Pendapatan yang di atas RKAP, selain itu belum terealisasinya Inbreng Asset

Explanation of expenses exceeding the budget:

- Actual personnel expenses amounted to Rp1.85 trillion, or 106% of the 2025 Annual Budget Plan (RKAP). This was due to the harmonization of income and a change in the calculation method for Income Tax Article 21 (PPh 21), which shifted from being fully borne by the employer to being partially supported by the employer.
- Material expenses totaled Rp749.88 billion, or 102% of the Budget Plan. This aligns with the overall container traffic performance and the fact that actual fuel prices exceeded the Budget Plan, resulting in fuel expenses reaching 113% of the Budget Plan.
- Maintenance expenses totaled Rp1.19 trillion, or 125% of the 2025 Budget Plan. This was due to the accrual of consumable parts, as well as increased maintenance costs for port facilities and road and building maintenance.
- Business Partner Collaboration Expenses totaled Rp6.69 trillion, or 119% of the 2025 Budget Plan. This was due to revenue coming in above the Budget Plan; in addition, the

juga membuat Beban KSMU khususnya Beban Revenue Sharing terealisasi di atas RKAP.

fact that the asset contribution had not yet been realized also caused Business Partner Collaboration Expenses—particularly Revenue Sharing Expenses—to exceed the Budget Plan.

## LAPORAN ARUS KAS

Realisasi saldo kas dan setara kas tahun 2025 sebesar Rp4,82 triliun atau mencapai 90% dari RKAP tahun 2025 yang ditetapkan sebesar Rp5,36 triliun dan mencapai 89% jika dibandingkan dengan tahun sebelumnya sebesar Rp5,40 triliun. Gambaran realisasi arus kas tahun 2025 adalah sebagai berikut:

## CASH FLOW STATEMENT

The realized cash and cash equivalents balance for 2025 was Rp4.82 trillion, or 90% of the 2025 Budget Plan set at Rp5.36 trillion, and 89% compared to the previous year's figure of Rp5.40 trillion. The overview of cash flow realization for 2025 is as follows:

| No. | Uraian<br>Descriptio | | RKAP 2025 | Realisasi<br>Realization | | Kecenderungan<br>Trend.<br>(%) | |
|---|---|---|---|---|---|---|---|
| | | | | 2025 | 2024 | | |
| 1 | 2 | | 3 | 4 | 5 | 4 : 3 | 4 : 5 |
| 1 | Arus Kas dari Aktivitas Operasi | Cash Flow from Operating Activities | 2.648.997 | 2.744.952 | 2.698.029 | 103,62 | 101,74 |
| 2 | Arus Kas dari Aktivitas Investasi | Cash Flow from Investing Activities | (2.378.254) | (1.608.061) | (198.516) | 67,62 | 397,85 |
| 3 | Arus Kas dari Aktivitas Pendanaan | Cash Flows from Financing Activities | (678.583) | (1.724.982) | (1.550.197) | 254,20 | 111,28 |
| 4 | Kenaikan (Penurunan) Kas dan Setara Kas | Increase (Decrease) in Cash and Cash Equivalents | (407.840) | (588.091) | 949.316 | 144,20 | (61,95) |
| 5 | Saldo Kas dan Setara Kas Awal Periode | Beginning Cash and Cash Equivalents Balance | 5.764.805 | 5.403.663 | 4.454.347 | 93,74 | 121,31 |
| 6 | Entitas Anak yang Tidak Dikonsolidasi | Unconsolidated Subsidiaries | - | - | - | - | - |
| 7 | Saldo Kas dan Setara Kas Akhir Periode | End-of-Period Cash and Cash Equivalents Balance | 5.356.964 | 4.815.572 | 5.403.663 | 89,89 | 89,12 |

Secara rinci penjelasan mengenai arus kas atas realisasi tahun 2025 antara lain:

a. Arus kas dari aktivitas operasi terealisasi sebesar 104% dari RKAP tahun 2025 dan 95% dari realisasi tahun lalu. Aktivitas yang mempengaruhi antara lain adalah penerimaan kas dari pelanggan sebesar Rp15,07 triliun, pembayaran kas kepada pemasok terealisasi sebesar Rp10,19 triliun dan pembayaran kas kepada karyawan terealisasi sebesar Rp1,46 triliun.
b. Arus kas untuk aktivitas investasi terealisasi sebesar 68% dari RKAP tahun 2025 dan 398% dari realisasi tahun lalu. Aktivitas yang mempengaruhi antara lain adalah perolehan aset tetap dan aset tak berwujud sebesar Rp1,95 triliun dan penerimaan pendapatan investasi sebesar Rp343,66 miliar.
c. Arus kas untuk aktivitas pendanaan terealisasi sebesar Rp1,73 triliun karena adanya pembayaran pinjaman sebesar Rp40,30 miliar, pembayaran beban bunga sebesar Rp51,23 miliar, dan pembayaran dividen sebesar Rp1,73 triliun.

A detailed explanation of the cash flow for the 2025 realization includes the following:

a. Cash flow from operating activities amounted to 104% of the 2025 Annual Budget Plan and 95% of last year's actual figures. Factors contributing to this included cash receipts from customers totaling Rp15.07 trillion, cash payments to suppliers totaling Rp10.19 trillion, and cash payments to employees totaling Rp1.46 trillion.
b. Cash flow from investing activities amounted to 68% of the 2025 Annual Budget Plan and 398% of last year's actual figures. Contributing factors included the acquisition of fixed and intangible assets totaling Rp1.95 trillion and investment income of Rp343.66 billion.
c. Cash flow from financing activities amounted to Rp1.73 trillion due to loan repayments of Rp40.30 billion, interest expense payments of Rp51.23 billion, and dividend payments of Rp1.73 trillion.

## RASIO KEUANGAN

Gambaran rasio keuangan pada tahun 2025 dibandingkan RKAP tahun 2025 disajikan sebagai berikut:

## FINANCIAL RATIOS

An overview of financial ratios for 2025 compared to the 2025 Budget Plan is presented as follows::

| Uraian<br>Description | | | Satuan<br>Unit | RKAP 2025<br>RKA 2025 | Realisasi<br>Realization |
|---|---|---|---|---|---|
| **RASIO PROFITABILITAS/PROFITABILITY RATIO** | | | | | |
| 1 | EBIT | EBIT | Juta Rp | 2.247.425 | 2.935.989 |
| 2 | EBITDA | EBITDA | Juta Rp | 3.262.521 | 3.469.814 |
| 3 | EBITDA Margin | EBITDA Margin | % | 24,12% | 22,49% |
| 4 | Operating Ratio | Operating Ratio | % | 83,85% | 85,22% |
| 5 | Profit Margin | Profit Margin | % | 12,87% | 14,58% |
| 6 | Total Asset Turn Over | Total Asset Turnover | % | 66,33% | 64,71% |
| 7 | Return on Asset (ROA) | Return on Assets (ROA) | % | 8,54% | 9,43% |
| 8 | Return on Equity (ROE) | Return on Equity (ROE) | % | 10,88% | 13,75% |
| 9 | Return on Investment Capital (ROIC) | Return on Investment Capital (ROIC) | % | 11,15% | 9,37% |
| **RASIO LIKUIDITAS/LIQUIDITY RATIOS** | | | | | |
| 1 | Current Ratio | Current Ratio | Kali | 3,04 | 1,54 |
| 2 | Quick Ratio | Quick Ratio | Kali | 2,52 | 1,53 |
| 3 | Cash Ratio | Cash Ratio | Kali | 2,32 | 0,99 |
| **RASIO SOLVABILITAS/RASIO SOLVABILITAS** | | | | | |
| 1 | Financing Debt to Invested Capital | Financing Debt to Invested Capital | % | 2,69% | 6,08% |
| 2 | Financing Debt to EBITDA | Financing Debt to EBITDA | Kali | 0,14 | 0,26 |
| 3 | Net Debt to EBITDA | Net Debt to EBITDA | Kali | 1,51 | 2,16 |
| 4 | Financing Debt to Equity | Financing Debt to Equity | Kali | 0,03 | 0,06 |
| 5 | Financing Debt to Asset | Financing Debt to Asset | Kali | 0,02 | 0,04 |
| 6 | Financial Leverage | Financial Leverage | Kali | 1,27 | 0,46 |
| 7 | Interest Coverage Ratio | Interest Coverage Ratio | Kali | 30,99 | 25,38 |
| 8 | Debt Service Coverage Ratio (DSCR) | Debt Service Coverage Ratio (DSCR) | Kali | 0,92 | 2,23 |
| 9 | EBITDA to Debt Service | EBITDA to Debt Service | Kali | 1,37 | 3,40 |
| 10 | EBITDA to Interest | EBITDA to Interest | Kali | 44,99 | 30,00 |

# STRUKTUR MODAL DAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

## STRUKTUR MODAL

Komposisi struktur modal Pelindo TPK di tahun 2025 tersaji melalui tabel berikut:

# CAPITAL STRUCTURE AND MANAGEMENT POLICY ON CAPITAL STRUCTURE

## CAPITAL STRUCTURE

The composition of Pelindo TPK's capital structure in 2025 is presented in the following table:

| Uraian<br>Description | | 2025 | 2025 |
|---|---|---|---|
| Hutang Jangka Pendek | Short-Term Debt | 4.851.662 | 3.871.512 |
| Hutang Jangka Panjang | Long-Term Liabilities | 2.629.486 | 2.392.035 |
| Total Hutang | Total Liabilities | 7.481.148 | 6.263.548 |
| Kas | Cash | 4.815.572 | 5.403.663 |
| Hutang Bersih | Net Debt | 2.665.576 | 859.885 |
| Ekuitas | Equity | 16.356.495 | 15.838.786 |
| Jumlah Struktur Modal | Total Capital Structure | 23.837.643 | 22.102.334 |

## KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Total struktur modal Pelindo TPK pada tahun 2025 mengalami peningkatan jika dibandingkan dengan tahun 2024. Kenaikan ini disebabkan oleh penambahan utang bank dalam bentuk kredit sindikasi perbankan.

## MANAGEMENT POLICY ON CAPITAL STRUCTURE

Pelindo TPK's total capital structure in 2025 will increase compared to 2024. This increase is due to an addition of bank debt in the form of a syndicated bank loan.

## IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

### Rencana Investasi 2025

Di tahun 2025, Pelindo TPK telah melaksanakan program-program investasi berikut:

a. Pembangunan Dermaga dan Fasilitas pendukung PT Freeport di PT BMS (PT BJTI), dengan nilai total kontrak (investasi) sebesar Rp682,97 Miliar
b. Pembangunan Reklamasi Pulau Segitiga dan Fasilitas Penunjang, dengan total nilai kontrak (investasi) sebesar Rp399,04 Miliar
c. Retrofit/Refurbishment QCC Ex-JICT 2, dengan nilai kontrak (investasi) sebesar Rp59,70 Miliar
d. Penambahan setoran modal kepada PT BJTI untuk PT TNU, dengan nilai investasi sebesar Rp44 Milyar
e. Elektrifikasi RTG di TPS, dengan nilai kontrak (investasi) sebesar Rp146,06 Miliar

### Sumber Dana

Sumber dana yang digunakan adalah sumber dana internal Perusahaan

### Mata Uang yang Menjadi Denominasi

Mata uang yang menjadi denominasi ikatan material untuk investasi barang modal adalah mata uang Republik Indonesia Rupiah (Rp).

### Mitigasi Risiko terhadap Penggunaan Mata Uang Asing

PT Pelindo Terminal petikemas menggunakan mata uang Rupiah (Rp) untuk transaksi luar negeri sehingga risiko terhadap

## MATERIAL COMMITMENTS FOR CAPITAL INVESTMENTS

### 2025 Investment Plan

In 2025, Pelindo TPK has implemented the following investment programs:

a. Construction of PT Freeport's Wharf and Supporting Facilities at PT BMS (PT BJTI), with a total contract value (investment) of Rp682.97 billion
b. Construction of the Segitiga Island Land Reclamation Project and Supporting Facilities, with a total contract value (investment) of Rp399.04 billion
c. Retrofit/Refurbishment of QCC Ex-JICT 2, with a contract value (investment) of Rp59.70 billion
d. Additional capital contribution to PT BJTI for PT TNU, with an investment value of Rp44 billion
e. RTG Electrification at TPS, with a contract (investment) value of Rp146.06 billion

### Source of Funds

The source of funds used is the Company's internal funds

### Currency of Denomination

The currency of denomination for capital goods investments is the Indonesian Rupiah (Rp).

### Risk Mitigation Regarding the Use of Foreign Currencies

PT Pelindo Terminal Petikemas uses the Indonesian rupiah (Rp) for foreign transactions; therefore, the risk associated with the

penggunaan mata uang asing di Pelindo TPK berada di bawah risk tolerance sehingga bukan merupakan risiko mayor. Namun, antisipasi mitigasi risiko tetap dilakukan oleh Perusahaan.

## INFORMASI REALISASI INVESTASI BARANG MODAL

### Jenis dan Tujuan Investasi Barang Modal

Pelindo TPK melakukan investasi barang modal berupa bangunan fasilitas pelabuhan, alat-alat fasilitas pelabuhan, instalasi fasilitas pelabuhan, tanah, jalan dan bangunan, peralatan, alat transportasi, emplasemen, properti investasi, serta aktiva tidak berwujud. Tujuan investasi tersebut adalah untuk meningkatkan efektivitas produksi, meningkatkan optimalisasi kuantitas dan kualitas hasil produksi, serta untuk keberlanjutan Perusahaan.

### Nilai Investasi Barang Modal

Realisasi investasi termasuk dengan investasi penyertaan modal tahun 2025 pada Pelindo TPK tercapai sebesar Rp2,41 triliun. Sementara realisasi investasi pada induk Pelindo TPK saja tercatat sebesar Rp1,71 triliun. Rincian mengenai investasi tersaji pada tabel berikut.

use of foreign currencies at Pelindo TPK remains below the risk tolerance threshold and is not considered a major risk. However, the Company continues to implement risk mitigation measures.

## INFORMATION ON CAPITAL ASSET INVESTMENTS

### Types and Purposes of Capital Expenditures

Pelindo TPK makes capital investments in the form of port facility buildings, port facility equipment, port facility installations, land, roads and buildings, machinery, transportation equipment, sites, investment property, and intangible assets. The purpose of these investments is to improve production efficiency, optimize the quantity and quality of production output, and ensure the Company's sustainability.

### Value of Capital Expenditures

The realized investment, including the 2025 equity investment in Pelindo TPK, reached Rp2.41 trillion. Meanwhile, the realized investment in Pelindo TPK's parent company alone was recorded at Rp1.71 trillion. Details regarding the investment are presented in the following table.

**Rekapitulasi Realisasi Pelindo Terminal Petikemas Berdasarkan COA**
Summary of Pelindo Container Terminal Investment Realization Based on COA

| No. | Jenis Investasi<br>Type of Investment | | Realisasi Penyerapan (Rp juta)<br>Realized Investment (Rp million) |
|---|---|---|---|
| 1 | Bangunan Fasilitas Pelabuhan | Port Facility Construction | 372.365 |
| 2 | Kapal | Ships | - |
| 3 | Alat-Alat Fasilitas Pelabuhan | Port Facility Equipment | 1.946.202 |
| 4 | Instalasi Fasilitas Pelabuhan | Port Facility Installations | 24.352 |
| 5 | Tanah | Land | - |
| 6 | Jalan dan Bangunan | Roads and Buildings | 14.642 |
| 7 | Peralatan | Equipment | 49.966 |
| 8 | Kendaraan | Vehicles | - |
| 9 | Emplasemen | Facilities | - |
| 10 | Non Fisik | Non-Physical | - |
| | Jumlah Investasi | Total Investment | 2.407.527 |
| | Penyertaan Modal | Capital Contribution | 0 |
| | Investasi + Penyertaan Modal | Investment + Capital Contribution | 2.407.527 |

### Rekapitulasi Realisasi Pelindo Terminal Petikemas Berdasarkan Entitas
Summary of Pelindo Container Terminal Performance By Entity

| No. | Nama Cabang<br>Branch Name | Realisasi Penyerapan (Rp juta)<br>Actual Utilization (Rp million) |
|---|---|---|
| 1 | PT Prima Terminal Petikemas | 79.683 |
| 2 | PT IPC Terminal Petikemas | 48.626 |
| 3 | PT Terminal Petikemas Surabaya | 79.181 |
| 4 | PT Berlian Jasa Terminal Indonesia | 450.379 |
| 5 | PT Terminal Teluk Lamong | 14.654 |
| 6 | PT Kaltim Kariangau Terminal | 24.061 |
| 7 | PT Pelindo Terminal Petikemas | 1.710.943 |
| Total Induk dan Anak Perusahaan | Total Parent and Subsidiary Companies | 2.407.527 |

### Perbandingan Target dan Realisasi 2025 Serta Proyeksi 2026
Comparison of 2025 Targets and Actual Results, and 2026 Projections

| No | Uraian<br>Description | | Satuan<br>Unit | RKAP 2025<br>RKAP 2025 | Realisasi 2025<br>Realization | Kecend. (%)<br>Trend (%) |
|---|---|---|---|---|---|---|
| 1 | 2 | | 3 | 4 | 5 | 5:4 |
| 1 | Trafik | Traffic | | | | |
| | Arus Barang Perdagangan | Trade Goods Flow | Ton | 4.601.137 | 4.097.894 | 89,06 |
| | Arus Peti Kemas | Container Traffic | Boks | 10.272.513 | 10.445.592 | 101,68 |
| | | | TEUs | 12.950.322 | 13.347.998 | 103,07 |
| 2 | Kinerja Keuangan | Financial Performance | | | | |
| | Pendapatan Usaha | Operating Revenue | Rp Juta | 13.527.350 | 15.425.328 | 114,03 |
| | Beban Usaha | Operating Expenses | Rp Juta | 11.342.383 | (13.144.871) | 115,89 |
| | Laba Bersih | Net Income | Rp Juta | 1.740.800 | 2.248.385 | 129,16 |
| | Saldo Akhir Kas dan Setara Kas | Ending Balance of Cash and Cash Equivalents | Rp Juta | 5.356.964 | 4.815.572 | 89,89 |
| 3 | Investasi | Investment | Rp Juta | 2.640.767 | 2.544.228 | 96,34 |
| 4 | Tanggung Jawab Sosial dan Lingkungan | Social and Environmental Responsibility | Rp Juta | 24.485 | 26.035 | 106,33 |

Perusahaan melakukan Penyusunan RKAP tahun 2026 yang berpedoman kepada Rencana Jangka Panjang Perusahaan (RJPP), kinerja perusahaan tahun 2025 dan prospek Perusahaan di masa yang akan datang serta mendasarkan pada Aspirasi Pemegang Saham tahun 2025. Pada tahun 2026, Perusahaan merencanakan memperoleh pendapatan usaha sebesar Rp14,80 triliun atau 96% dibandingkan realisasi tahun 2025. Beban usaha direncanakan sebesar Rp12,24 triliun atau 97% dibandingkan realisasi beban usaha tahun 2025. Laba bersih tahun 2026 diperkirakan akan mencapai Rp2,14 triliun atau 95% dibandingkan realisasi tahun 2025.

The Company is preparing its 2026 Annual Business Plan (RKAP) in accordance with the Company's Long-Term Plan (RJPP), the Company's 2025 performance, and the Company's future prospects, as well as based on the Shareholders' Aspirations for 2025. In 2026, the Company plans to generate operating revenue of Rp14.80 trillion, or 96% of the 2025 actual figure. Operating expenses are projected at Rp12.24 trillion, or 97% of the 2025 actual operating expenses. 's net income for 2026 is projected to reach Rp2.14 trillion, or 95% of the 2025 actual figure.

## Target atau Proyeksi Yang Ingin Dicapai Dalam Setahun Mendatang
Targets Or Projections To Be Achieved In The Coming Year

| No | Uraian<br>Description | | Satuan<br>Unit | RKAP 2025 | Target 2025 | Kecend. (%)<br>Trend. (%) |
|---|---|---|---|---|---|---|
| 1 | 2 | | 3 | 4 | 5 | 5:4 |
| 1 | Trafik | Traffic | | | | |
| | Arus Barang Perdagangan | Trade Goods Flow | Ton | 513.237 | 4.097.894 | 798,44 |
| | Arus Peti Kemas | Container Traffic | Boks | 10.823.510 | 10.445.592 | 96,51 |
| | | | TEUs | 13.769.706 | 13.347.998 | 96,94 |
| 2 | Kinerja Keuangan | Financial Performance | | | | |
| | Pendapatan Usaha | Operating Revenue | Rp Juta | 14.803.175 | 15.425.328 | 104,20 |
| | Beban Usaha | Operating Expenses | Rp Juta | 12.238.875 | (13.144.871) | 107,40 |
| | Laba Bersih | Net Income | Rp Juta | 2.137.604 | 2.248.385 | 105,18 |
| | Saldo Akhir Kas dan Setara Kas | Ending Balance of Cash and Cash Equivalents | Rp Juta | 4.585.432 | 4.815.572 | 105,02 |
| 3 | Investasi | Investment | Rp Juta | 2.504.464 | 2.544.228 | 101,59 |
| 4 | Tanggung Jawab Sosial dan Lingkungan | Social and Environmental Responsibility | Rp Juta | 24.860 | 26.035 | 104,73 |

# Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntansi

Material Information and Events Occurring After The Date of the Financial Statements

Selama tahun 2025, tidak ada informasi dan fakta material yang terjadi setelah tanggal Laporan Keuangan yang berdampak material terhadap keuangan Perusahaan.

During 2025, there were no material information or events occurring after the date of the Financial Statements that had a material impact on the Company's financial position

# Dividen

Dividends

Perusahaan menyetorkan deviden kepada para pemegang saham pada tahun 2025 sebesar Rp1,7 triliun.

The company paid dividends to shareholders on 2025 in the amount of Rp1.7 trillion.

# Realisasi Penggunaan Dana Hasil Penawaran Umum

Realization of The Use of Funds From The Public Offering

Selama 2025, Pelindo TPK tidak melaksanakan penawaran obligasi atau efek keuangan lain. Dengan demikian, tidak tersedia informasi seputar total perolehan dana, rencana dan rincian penggunaan dana, saldo dana, serta tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana.

During 2025, Pelindo TPK did not issue any bonds or other financial securities. Consequently, no information is available regarding the total funds raised, plans and details of fund usage, fund balances, or the dates of approval by the General Meeting of Shareholders (GMS) or the Extraordinary General Meeting of Shareholders (EGMS) regarding changes in the use of funds.

# Program Kepemilikan Saham

Stock Ownership Program

Sesuai dengan karakteristik Pelindo TPK yang dimiliki oleh PT Pelabuhan Indonesia (Persero) dan PT Pelindo Solusi Digital, maka tidak ada program kepemilikan saham oleh pekerja dan/ atau manajemen (ESOP/ MSOP) di Perusahaan. Dengan demikian, Perusahaan tidak menyajikan informasi terkait program tersebut seperti jumlah saham ESOP/MSOP, jangka waktu, persyaratan pekerja dan/atau manajemen yang berhak dan harga exercise.

Given that Pelindo TPK is owned by PT Pelabuhan Indonesia (Persero) and PT Pelindo Solusi Digital, there is no employee and/or management stock ownership program (ESOP/MSOP) at the Company. Consequently, the Company does not provide information regarding such programs, such as the number of ESOP/MSOP shares, the term, eligibility requirements for employees and/or management, and the exercise price.

# Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/atau Transaksi Dengan Pihak Afiliasi

## Information on Material Transactions Involving Conflicts of Interest and/or Transactions With Affiliated Parties

Pelindo TPK telah mengungkapkan seluruh sifat dan transaksi dengan pihak-pihak berelasi sebagai bagian dari Kebijakan Akuntansi Penting terkait Hubungan Afiliasi (Pihak Berelasi), yang dapat dilihat pada Laporan Keuangan Perusahaan tahun 2024. Pihak berelasi adalah orang atau entitas yang terkait dengan entitas pelapor:

1. Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor jika orang tersebut:
   - Memiliki pengendalian atau pengendalian bersama atas entitas pelapor,
   - Memiliki pengaruh signifikan atas entitas pelapor, atau
   - Merupakan personel manajemen kunci entitas pelapor atau entitas induk entitas pelapor.
2. Satu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   - Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya terkait dengan entitas lain).
   - Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya).
   - Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama.
   - Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga.
   - Entitas tersebut adalah suatu program imbalan pascakerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor.
   - Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam huruf (a); atau
   - Orang yang diidentifikasi dalam huruf (a) memiliki pengaruh signifikan atas entitas atau personel manajemen kunci entitas (atau entitas induk dari entitas).
   - 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.

Pelindo TPK has disclosed all characteristics and transactions with related parties as part of its Significant Accounting Policy regarding Affiliated Relationships (Related Parties), which can be found in the Company's 2024 Financial Statements. A related party is a person or entity related to the reporting entity:

1. An individual or immediate family member is considered to have a relationship with the reporting entity if that person:
   - Has control or joint control over the reporting entity,
   - Has significant influence over the reporting entity, or
   - Is a key management personnel of the reporting entity or the parent entity of the reporting entity.

2. An entity is related to the reporting entity if it meets one of the following conditions:
   - The entity and the reporting entity are members of the same business group (meaning the parent entity, subsidiary, and subsequent subsidiaries are related to other entities).
   - An entity is an associate or joint venture of another entity (or an associate or joint venture that is a member of a business group of which the other entity is a member).
   - Both entities are joint ventures of the same third party.
   - One entity is a joint venture of the third entity, and the other entity is an associate of the third entity.
   - The entity is a post-employment benefit plan for employee benefits of one of the reporting entities or an entity related to the reporting entity.
   - An entity controlled or jointly controlled by a person identified in subparagraph (a); or
   - The person identified in subparagraph (a) has significant influence over the entity or the entity's key management personnel (or the entity's parent).
   - An entity or a member of a group—of which the entity is a part—that provides key management personnel to the reporting entity or to the reporting entity's parent.

Entitas yang berelasi dengan pemerintah adalah entitas yang dikendalikan, dikendalikan bersama, atau dipengaruhi oleh pemerintah. Pemerintah mengacu kepada pemerintah, instansi pemerintah, dan badan yang serupa baik lokal, nasional, maupun internasional.

A government-related entity is an entity that is controlled, jointly controlled, or influenced by the government. "Government" refers to governments, government agencies, and similar bodies at the local, national, and international levels.

Entitas yang berelasi dengan pemerintah dapat berupa entitas yang dikendalikan atau dipengaruhi secara signifikan oleh Kementerian Keuangan atau pemerintah daerah yang merupakan Pemegang Saham entitas, atau entitas yang dikendalikan oleh Pemerintah Republik Indonesia melalui Kementerian BUMN sebagai kuasa Pemegang Saham.

Government-related entities may include entities that are controlled or significantly influenced by the Ministry of Finance or local governments that are shareholders of the entity, or entities controlled by the Government of the Republic of Indonesia through the Ministry of State-Owned Enterprises acting as the shareholder's representative.

Dalam kegiatan usaha normal, Pelindo TPK melakukan transaksi dengan pihak-pihak berelasi. Entitas dianggap berelasi jika entitas tersebut, antara lain, baik secara langsung maupun tidak langsung, dapat mengendalikan atau mengendalikan bersama, atau memiliki pengaruh signifikan atas Pelindo TPK dan anak Perusahaan dalam pengambilan keputusan keuangan dan operasional. Entitas juga dianggap berelasi jika entitas tersebut sepengendalian dengan Kelompok Usaha.

In the course of its normal business operations, Pelindo TPK conducts transactions with related parties. An entity is considered a related party if, among other things, it can, either directly or indirectly, control or jointly control Pelindo TPK and its subsidiaries, or exercise significant influence over them in financial and operational decision-making. An entity is also considered a related party if it is under common control with the Business Group.

Pemerintah Republik Indonesia adalah pemegang saham Perusahaan. Seluruh entitas yang dimiliki dan dikendalikan oleh Pemerintah Republik Indonesia serta entitas di mana Pemerintah Republik Indonesia memiliki pengaruh signifikan merupakan pihak berelasi.

The Government of the Republic of Indonesia is a shareholder of the Company. All entities owned and controlled by the Government of the Republic of Indonesia, as well as entities over which the Government of the Republic of Indonesia has significant influence, are related parties.

## Alasan Dilakukannya Transaksi

Alasan utama dilakukannya transaksi dengan pihak berelasi secara umum adalah untuk kepentingan dan keberlanjutan bisnis Pelindo TPK.

## Reasons For The Transaction

The primary reason for conducting transactions with related parties is generally to serve the interests and ensure the sustainability of Pelindo TPK's business.

## Sifat Hubungan Berelasi

Ringkasan sifat hubungan dan transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut:

## Nature of Related-Party Relationships

A summary of the nature of significant relationships and transactions with related parties is as follows:

| **Sifat Relasi** Nature of Relations | **Nama Pihak Berelasi** Name of Related Party | **Jenis Transaksi** Type of Transaction | |
|---|---|---|---|
| Pemegang saham Shareholders | PT Pelabuhan Indonesia | Setoran modal, biaya imbalan kerja karyawan, pendapatan operasional, beban bagi hasil terminal, dan pinjaman jangka panjang | Capital contributions, employee compensation expenses, operating revenue, terminal profit-sharing expenses, and long-term loans |
| | PT Integrasi Logistik Cipta Solusi | Setoran modal dan pembelian layanan teknologi informasi | Capital contributions and purchase of information technology services |

| **Sifat Relasi** Nature of Relations | **Nama Pihak Berelasi** Name of Related Party | **Jenis Transaksi** Type of Transaction | |
|---|---|---|---|
| Entitas berelasi dengan Pemerintah | PT Bank Rakyat Indonesia (Persero) Tbk | Jasa Perbankan | Banking Services |
| | PT Bank Negara Indonesia (Persero) Tbk | Jasa Perbankan | Banking Services |
| | PT Bank Mandiri (Persero) Tbk | Jasa Perbankan | Banking Services |
| | PT Bank Tabungan Negara (Persero) Tbk | Jasa Perbankan | Banking Services |
| | PT Bank Raya Indonesia Tbk | Jasa Perbankan | Banking Services |
| | PT Bank Syariah Indonesia (Persero) Tbk | Jasa Perbankan | Banking Services |
| | PT Adhi Karya (Persero) Tbk | Jasa pembangunan | Construction services |
| | PT Taspen (Persero) | Jasa asuransi | Insurance services |
| | PT Asuransi Kredit Indonesia (Persero) | Jasa asuransi | Insurance services |
| | PT Pembangunan perumahan (Persero) Tbk | Utang usaha, pinjaman | Trade payables, loans |
| | PT Waskita Karya (Persero) Tbk | Utang usaha, pinjaman | Trade payables, loans |
| | PT Sarana Multi Infrastruktur (Persero) | Pinjaman | Loans |
| Entitas sepengendali oleh PT Pelabuhan Indonesia | PT Pelindo Marine Service | Jasa Pemeliharaan | Maintenance Services |
| | PT Pelindo Husada Citra | Layanan jasa kesehatan | Healthcare Services |
| | PT Berkah Multi Cargo | Jasa Pemeliharaan | Maintenance Services |
| | PT Pelindo Daya Sejahtera | Jasa tenaga kerja alih daya | Outsourced Labor Services |
| | PT Alur Pelayaran Barat Surabaya | Jasa Pemeliharaan | Maintenance Services |
| | PT Tanjung Emas Daya Sejahtera | Jasa tenaga kerja | Labor Services |
| | PT Pelindo Energi Logistik | Investasi saham, jasa pengolahan limbah, jasa penyedia bahan bakar minyak | Stock investments, waste treatment services, fuel supply services |
| | PT Equiport Inti Indonesia | Jasa Pemeliharaan | Maintenance Services |
| | PT Pendidikan Maritim dan Logistik Indonesia | Jasa pendidikan, hotel dan sewa ruang rapat | Education, hotel, and meeting room rental services |
| | PT Jasa Peralatan Pelabuhan Indonesia | Jasa peralatan dan teknik pelabuhan | Port equipment and engineering services |
| | PT Pelindo Jasa Maritim | Jasa logistik | Logistics services |
| | PT Prima Multi Peralatan | Jasa Pemeliharaan | Maintenance Services |
| | PT Intan Sejahtera Utama | Utang usaha dan jasa tenaga alih daya | Trade payables and outsourcing services |
| | PT Electronic Data Interchange Indonesia | Layanan sistem informasi | Information system services |
| | PT Prima Pengembangan Kawasan | Penyedia listrik | Electricity provider |
| | PT Indonesia Kendaraan Terminal Tbk | Transaksi operasional | Operational Transactions |
| | PT Prima Indonesia Logistik | Pemeliharaan alat, piutang usaha, pendapatan operasi | Equipment maintenance, trade receivables, operating revenue |
| Entitas asosiasi Entitas asosiasi | PT Terminal Nilam Utara | Investasi saham, pendapatan sewa tanah | Equity investments, land lease revenue |
| | PT Berkah Kawasan Manyar Sejahtera | Investasi saham, pembelian aset, pinjaman dana | Equity investment, asset purchases, loans |
| | PT Prima Citra Nurindo | Investasi saham, layanan catering | Equity investments, catering services |
| | PT Energi Manyar Sejahtera | Investasi saham | Stock investments |
| | PT New Priok Container Terminal One | Investasi saham | Stock investments |

## Realisasi Transaksi

Rincian akun signifikan dengan pihak-pihak berelasi (Pemerintah, Entitas Pemerintah atau dinyatakan lain) adalah sebagai berikut:

## Transaction Details

Details of significant accounts with related parties (the Government, Government Entities, or as otherwise stated) are as follows:

### Realisasi Transaksi Pada Akun Kas dan Setara Kas (Dalam Rp Juta)
Transactions In Cash and Cash Equivalents (In Millions Of Idr)

| Nama Pihak Berelasi<br>Name of Related Party | | 2025 | 2024 |
|---|---|---|---|
| **Bank (Transaksi dilakukan dengan Rupiah)** | **Bank Transactions were conducted in Rupiah** | | |
| PT Bank Mandiri (Persero) Tbk | PT Bank Mandiri (Persero) Tbk | 434.134 | 270.732 |
| PT Bank Negara Indonesia (Persero) Tbk | PT Bank Negara Indonesia (Persero) Tbk | 309.981 | 192.332 |
| PT Bank Syariah Indonesia Tbk | PT Bank Syariah Indonesia Tbk | 244.610 | 108.495 |
| PT Bank Pembangunan Daerah Jawa Timur Tbk | PT Bank Pembangunan Daerah Jawa Timur Tbk | 166.471 | 46.606 |
| PT Bank Rakyat Indonesia (Persero) Tbk | PT Bank Rakyat Indonesia (Persero) Tbk | 126.997 | 66.118 |
| PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara | PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara | 139 | 4.761 |
| Jumlah | Jumlah | 1.282.332 | 689.044 |
| **Bank<br>Transaksi dilakukan dengan Dolar AS** | **Bank<br>Transactions were conducted in U.S. dollars** | | |
| PT Bank Negara Indonesia (Persero) Tbk | PT Bank Negara Indonesia (Persero) Tbk | 144 | 846 |
| PT Bank Mandiri (Persero) Tbk | PT Bank Mandiri (Persero) Tbk | 28 | 419 |
| Jumlah | Jumlah | 171 | 1.265 |
| **Deposito berjangka<br>Transaksi dilakukan dengan Rupiah** | **Time deposits<br>Transactions conducted in Rupiah** | | |
| PT Bank Negara Indonesia (Persero) Tbk | PT Bank Negara Indonesia (Persero) Tbk | 1.909.600 | 2.046.500 |
| PT Bank Syariah Indonesia Tbk | PT Bank Syariah Indonesia Tbk | 838.000 | 447.003 |
| PT Bank Tabungan Negara Tbk | PT Bank Tabungan Negara Tbk | 315.000 | 453.000 |
| PT Bank Pembangunan Daerah Jawa Timur Tbk | PT Bank Pembangunan Daerah Jawa Timur Tbk | 211.500 | 385.000 |
| PT Bank Tabungan Negara Syariah Tbk | PT Bank Tabungan Negara Syariah Tbk | 170.000 | 140.000 |
| PT Bank Mandiri (Persero) Tbk | PT Bank Mandiri (Persero) Tbk | 1.963 | 21.000 |
| PT Bank Rakyat Indonesia (Persero) Tbk | PT Bank Rakyat Indonesia (Persero) Tbk | - | 1.004.700 |
| PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara | PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara | - | 14.600 |
| Jumlah | Total | 3.446.063 | 4.511.803 |
| **Deposito<br>Transaksi dilakukan dengan Dolar AS** | **Deposits<br>Transactions were conducted in U.S. dollars** | | |
| PT Bank Mandiri (Persero) Tbk | PT Bank Mandiri (Persero) Tbk | 13.895 | 12.122 |
| Jumlah transaksi kas | Total cash transactions | 3.459.959 | 4.523.925 |

### Realisasi Transaksi Pada Akun Piutang Usaha
Transactions Recorded In The Trade Receivables Account

| Nama Pihak Berelasi<br>Name of Related Party | | 2025 | 2024 |
|---|---|---|---|
| Difakturkan | Invoiced | | |
| PT Pelabuhan Indonesia (Persero) | PT Pelabuhan Indonesia (Persero) | 19.218 | 22.305 |
| PT Pelindo Multi Terminal | PT Pelindo Multi Terminal | 13.960 | 51.210 |

### Realisasi Transaksi Pada Akun Piutang Usaha
Transactions Recorded In The Trade Receivables Account

| Nama Pihak Berelasi<br>Name of Related Party | | 2025 | 2024 |
|---|---|---|---|
| PT Multi Terminal Indonesia | PT Multi Terminal Indonesia | 2.210 | 1.356 |
| PIL | PIL | 1.934 | 4 |
| PT Freeport Indonesia | PT Freeport Indonesia | 1.652 | 3.009 |
| PT Lamong Energi Indonesia | PT Lamong Energi Indonesia | 1.317 | 964 |
| PT Industri Nabati Lestari | PT Industri Nabati Lestari | 1.201 | - |
| PT Alur Pelayaran Barat Surabaya | PT Alur Pelayaran Barat Surabaya | 907 | 46 |
| PT Pelabuhan Tanjung Priok | PT Pelabuhan Tanjung Priok | 805 | 483 |
| PT Pelindo Marine Service | PT Pelindo Marine Service | 702 | 340 |
| Lain-lain di bawah Rp500 juta | Lain-lain di bawah Rp500 juta | 1.596 | 4.242 |
| Belum Difakturkan | Unbilled | | |
| PT Pelindo Multi Terminal | PT Pelindo Multi Terminal | 2.769 | 703 |
| IKT | IKT | 586 | 256 |
| Lain-lain di bawah Rp500 juta | Other amounts under Rp500 million | 1.322 | 678 |
| Dikurangi penyisihan penurunan nilai | Less allowance for impairment | (8.252) | (58) |
| Jumlah | Total | 41.925 | 85.538 |

### Realisasi Transaksi Pada Akun Piutang Lain-Lain
Transactions Recorded In The Other Receivables Account

| Nama Pihak Berelasi<br>Name of Related Party | | 2025 | 2024 |
|---|---|---|---|
| PT Berkah Kawasan Manyar Sejahtera | PT Berkah Kawasan Manyar Sejahtera | 102.707 | 107.201 |
| Lain-lain di bawah Rp500 juta | Other amounts under Rp500 million | 282 | 364 |
| Jumlah | Total | 102.989 | 107.565 |

### Realisasi Transaksi Pada Akun Aset Kontrak
Transactions Recorded In Contract Asset Accounts

| Nama Pihak Berelasi<br>Name of Related Party | | 2025 | 2024 |
|---|---|---|---|
| PT Pelindo Multi Terminal | PT Pelindo Multi Terminal | 35.678 | - |
| PT Multi Terminal Indonesia | PT Multi Terminal Indonesia | 16.838 | 9.640 |
| Pelindo | Pelindo | 11.980 | 19.823 |
| LEGIPT Lamong Energi Indonesia | LEGIPT Lamong Energi Indonesia | 966 | 10 |
| Jumlah | Total | 65.461 | 29.473 |

### Realisasi Transaksi Pada Akun Piutang lain-lain Jangka Panjang
Transactions Recorded In The Long-Term Other Receivables Account

| Nama Pihak Berelasi<br>Name of Related Party | | 2025 | 2024 |
|---|---|---|---|
| PT Freeport Indonesia | PT Freeport Indonesia | 459.457 | 481.521 |
| Lain-lain | Others | 4.699 | 6.676 |
| Jumlah | Total | 464.156 | 488.198 |

### Realisasi Transaksi Pada Akun Utang Usaha
Transactions Recorded In Trade Payables Account

| Nama Pihak Berelasi<br>Name of Related Party | | 2025 | 2024 |
|---|---|---|---|
| PT Pelabuhan Indonesia (Persero) | PT Pelabuhan Indonesia (Persero) | 73.092 | 194.334 |
| LEGIPT Lamong Energi Indonesia | LEGIPT Lamong Energi Indonesia | 40.032 | 28.134 |
| PT Pelindo Husada Citra | PT Pelindo Husada Citra | 9.850 | 1.655 |
| PT Berkah Industri Mesin Angkat | PT Berkah Industri Mesin Angkat | 6.480 | 9.195 |
| PT Danareksa (Persero) | PT Danareksa (Persero) | 5.128 | - |
| PDS | PDS | 4.892 | 9.248 |
| BPJS Kesehatan | BPJS Kesehatan | 3.600 | 1.549 |
| PT Multi Terminal Indonesia | PT Multi Terminal Indonesia | 3.244 | 6.164 |
| PT Asuransi Kredit Indonesia | PT Asuransi Kredit Indonesia | 3.125 | 3.125 |
| PT Integrasi Logistik Cipta Solusi | PT Integrasi Logistik Cipta Solusi | 2.342 | 1.135 |
| DP3 | DP3 | 2.123 | 9 |
| BPJS Ketenagakerjaan | BPJS Ketenagakerjaan | 1.383 | 1.047 |
| PT Surveyor Indonesia (Persero) Tbk | PT Surveyor Indonesia (Persero) Tbk | 1.142 | 299 |
| PT Rumah Sakit Pelabuhan | PT Rumah Sakit Pelabuhan | 963 | 612 |
| PD Melati Bhakti Satya Prov Kaltim | PD Melati Bhakti Satya Prov Kaltim | 911 | 589 |
| PMLI | PMLI | 520 | 82 |
| PP-WIKA Joint Operation | PP-WIKA Joint Operation | - | 15.466 |
| EII | EII | - | 1.456 |
| Lain-lain | Other | 2.632 | 924 |
| Jumlah | Total | 161.459 | 275.023 |

### Realisasi Transaksi Pada Akun Utang Lain-Lain
Transactions Recorded In The Other Payables Account

| Nama Pihak Berelasi<br>Name of Related Party | | 2025 | 2024 |
|---|---|---|---|
| Kantor Kesyahbandaran dan Otoritas Pelabuhan | Harbor Master's Office and Port Authority | 9.199 | 8.034 |
| Jumlah | Total | 9.199 | 8.034 |

### Realisasi Transaksi Pada Akun Liabilitas Kontrak
Transactions Recorded In Contract Liability Accounts

| Nama Pihak Berelasi<br>Name of Related Party | | 2025 | 2024 |
|---|---|---|---|
| BPJS Kesehatan | BPJS Kesehatan | 6.644 | 5.986 |
| BPJS Ketenagakerjaan | BPJS Ketenagakerjaan | 4.429 | 2.826 |
| PT Asuransi Kredit Indonesia | PT Asuransi Kredit Indonesia | 2.708 | 4.723 |
| PT Bulog | PT Bulog | 967 | 982 |
| Dana Pensiun | Pension Fund | 947 | 947 |
| PT Pelabuhan Indonesia (Persero) | PT Pelabuhan Indonesia (Persero) | 356 | 10.061 |
| PT BNI Life Insurance | PT BNI Life Insurance | 288 | 288 |
| PT Asuransi Jiwasraya | PT Asuransi Jiwasraya | 178 | 671 |
| PT Jasaraharja | PT Jasaraharja | - | 2.699 |

**Realisasi Transaksi Pada Akun Liabilitas Kontrak**
Transactions Recorded In Contract Liability Accounts

| Nama Pihak Berelasi<br>Name of Related Party | | 2025 | 2024 |
|---|---|---|---|
| Lain-lain di bawah Rp500 juta | Others under Rp500 million | 2.767 | 2.680 |
| Jumlah | Total | 19.286 | 31.863 |

**Realisasi Transaksi Pada Akun Pinjaman Pihak Berelasi**
Transactions Recorded In Related-Party Loan Accounts

| Nama Pihak Berelasi<br>Name of Related Party | | 2025 | 2024 |
|---|---|---|---|
| PT Pelabuhan Indonesia (Persero) | PT Pelabuhan Indonesia (Persero) | 79.037 | 104.179 |
| PT Pembangunan Perumahan (Persero) | PT Pembangunan Perumahan (Persero) | 10.220 | 12.024 |
| PT Waskita Karya (Persero) Tbk | PT Waskita Karya (Persero) Tbk | 7.849 | 9.237 |
| Total | Total | 90.889 | 94.080 |

## Realisasi Remunerasi Personel Manajemen Kunci

Total gaji dan imbalan jangka pendek lainnya yang dibayar atau diakru untuk Dewan Komisaris dan Direksi Grup adalah sebesar Rp61.141.090 dan Rp73.947.247 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024.

## Penjelasan Mengenai Kewajaran Transaksi

Penjelasan mengenai kewajaran transaksi yang dilakukan dengan pihak-pihak berelasi telah sesuai dengan PSAK 7 (revisi 2010) tentang Pengungkapan Pihak-Pihak Berelasi

## Kebijakan Perusahaan Terkait Mekanisme Review Atas Transaksi

Kebijakan Perusahaan terkait dengan mekanisme review atas transaksi dengan pihak berelasi adalah melalui proses audit, baik yang dilakukan oleh auditor internal maupun eksternal.

## Pemenuhan Peraturan dan Ketentuan Terkait

Salah satu tujuan pengungkapan transaksi pihak berelasi adalah upaya pemenuhan 7 (revisi 2010) tentang Pengungkapan Pihak-pihak Berelasi.

## Actual Remuneration For Key Management Personnel

The total salaries and other short-term employee benefits paid or accrued to the Boards of Commissioners and Directors of the Group amounted to Rp61,141,090 and Rp73,947,247 for the years ended December 31, 2025 and 2024, respectively.

## Explanation Regarding The Fairness Of Transactions

The explanation regarding the reasonableness of transactions conducted with related parties is in accordance with PSAK 7 (revised 2010) on Related Party Disclosures

## Company Policy Regarding The Review Mechanism For Transactions

The Company's policy regarding the review mechanism for transactions with related parties is through the audit process, whether conducted by internal or external auditors.

## Compliance With Relevant Regulations And Provisions

One of the objectives of disclosing related-party transactions is to comply with Statement No. 7 (2010 revision) on Related-Party Disclosures.

# Perubahan Kebijakan Akuntansi

## Changes In Accounting Policies

Penerapan dari amandemen atas standar yang berlaku efektif sejak tanggal 01 Januari 2025 tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Grup dan tidak memiliki dampak material terhadap jumlah yang dilaporkan di periode berjalan atau periode sebelumnya.

- Amendemen PSAK 16: Aset Tetap
  Amendemen ini tidak memperbolehkan entitas untuk mengurangi suatu hasil penjualan item yang diproduksi saat membawa aset tersebut ke lokasi dan kondisi yang diperlukan supaya aset dapat beroperasi sesuai dengan intensi manajemen dari biaya perolehan suatu aset tetap.
- Amendemen PSAK 1: Liabilitas Jangka Panjang dengan Kovenan
  Amendemen ini mengklarifikasi bahwa hanya kovenan yang harus dipatuhi entitas pada atau sebelum tanggal pelaporan yang akan memengaruhi klasifilasi liabilitas sebagai lancar atau tidak lancar.
- Amendemen PSAK 73: Liabilitas Sewa dalam Jual Beli dan Sewa-balik
  Amendemen 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 adoption of amendments to standards effective as of January 1, 2025, did not result in any significant changes to the Group's accounting policies and had no material impact on the amounts reported for the current or prior periods.

- Amendment to PSAK 16: Fixed Assets
  This amendment does not permit an entity to deduct the proceeds from the sale of a produced item from the acquisition cost of a fixed asset when bringing that asset to the location and condition necessary for it to operate in accordance with management's intent.
- Amendment to PSAK 1: Long-Term Liabilities with Covenants
  This amendment clarifies that only covenants that an entity must comply with on or before the reporting date will affect the classification of a liability as current or non-current.
- Amendment to PSAK 73: Lease Liabilities in Sale and Leaseback Transactions
  This amendment establishes the criteria that sellers-lessors use to measure lease liabilities arising from sale-and-leaseback transactions, to ensure that sellers-lessors do not recognize any gain or loss related to the retained right-of-use.

## Perubahan Ketentuan Perundang-Undangan Terkait

Selama tahun 2025, tidak terdapat perubahan peraturan Perundang-Undangan maupun kebijakan Pemerintah yang berpengaruh signifikan terhadap kinerja maupun proses bisnis Pelindo TPK.

## Changes in Relevant Laws and Regulations

During 2025, there were no changes in laws and regulations or government policies that significantly affected Pelindo TPK's performance or business processes.

# Prospek Usaha

## Business Outlook

Peran Pelindo TPK dalam membentuk konektivitas logistik di Indonesia melalui infrastruktur dan suprastruktur di cabang/terminal yang tersebar di beberapa provinsi di Indonesia sangat diharapkan untuk menciptakan daya saing Indonesia yang berkelas dunia. Pelindo TPK memiliki kekuatan besar dan jaringan yang luas setelah merger dilakukan sehingga menjadi salah satu perusahaan yang berperan dalam supply chain internasional. Tenaga kerja yang profesional dan berkualitas terus dikembangkan oleh Pelindo TPK agar dapat menciptakan sistem operasi yang berkelas dunia serta dapat melayani pengguna jasa dengan excellence.

Perusahaan mengajukan RKAP tahun 2026 sesuai dengan beberapa asumsi yang bersifat makro antara lain:

- Pertumbuhan ekonomi : 5,4%
- Tingkat inflasi : 2,5%
- Kurs rupiah per USD : Rp16.500
- Harga Minyak Mentah : USD70 per barel
- Tingkat suku bunga : 6,9%

Pelindo TPK memiliki 5 (lima) arah pengembangan yang akan difokuskan dalam 5 (lima) tahun ke depan untuk mendukung tercapainya visi dan misi perusahaan. Hal ini sesuai arahan dari Pemangku Kepentingan bahwa Pelindo TPK dapat mendukung program pemerintah dalam meningkatkan daya saing logistik di Indonesia. Walaupun peran Pelindo TPK dalam biaya logistik nasional tidak lebih dari 2%, namun peran Pelindo TPK dalam mengembangkan infrastruktur dan suprastruktur terminal peti kemas dapat meningkatkan kinerja industri logistik sehingga secara tidak langsung dapat menurunkan biaya logistik nasional.

Tidak hanya mengembangkan infrastruktur dan suprastruktur terminal peti kemas, Pelindo TPK diharapkan dapat berfokus dalam meningkatkan standarisasi kinerja operasi terminal peti kemas seusai dengan standar dunia sehingga Pelindo TPK dapat meningkatkan jaringan serta kemitraan strategis dengan pelaku bisnis kepelabuhanan dunia. Pemanfaatan teknologi tepat guna dan ramah lingkungan diharapkan dapat dikembangkan oleh Pelindo TPK melalui sinergi investasi bersama ekosistem yang kuat dalam bisnis kepelabuhanan. Untuk dapat menghasilkan pelayanan yang terintegrasi dan berkinerja unggul Pelindo TPK perlu mempersiapkan kapabilitas dan kinerja dari fungsi pendukung agar secara inovatif dapat mengembangkan proses yang jauh lebih efisien dengan memanfaatkan SDM unggul.

Pelindo TPK's role in shaping logistics connectivity in Indonesia through infrastructure and superstructure at its branches and terminals spread across several provinces is expected to help build Indonesia's world-class competitiveness. Following the merger, Pelindo TPK possesses significant strength and an extensive network, making it a key player in the international supply chain. Pelindo TPK continues to develop a professional and high-quality workforce to establish a world-class operational system and provide service excellence to its customers.

The company has submitted its 2026 Annual Budget Plan (RKAP) based on several macroeconomic assumptions, including:

- Economic growth : 5.4%
- Inflation rate : 2.5%
- Exchange rate of the rupiah against the USD :Rp16,500
- Crude Oil Price : USD 70 per barrel
- Interest Rate : 6.9%

Pelindo TPK has five (5) key development areas that it will focus on over the next five (5) years to support the achievement of the company's vision and mission. This aligns with the guidance from stakeholders that Pelindo TPK can support the government's program to enhance logistics competitiveness in Indonesia. Although Pelindo TPK's share of national logistics costs is no more than 2%, its role in developing the infrastructure and superstructure of container terminals can improve the performance of the logistics industry, thereby indirectly reducing national logistics costs.

In addition to developing the infrastructure and superstructure of container terminals, Pelindo TPK is expected to focus on improving the standardization of container terminal operations in line with global standards, thereby enabling Pelindo TPK to expand its network and strategic partnerships with global port industry players. Pelindo TPK is expected to develop the use of appropriate and environmentally friendly technologies through investment synergies with a strong ecosystem in the port business. To deliver integrated, high-performance services, Pelindo TPK needs to build the capabilities and performance of its support functions so that it can innovatively develop far more efficient processes by leveraging its top-tier human resources.

# Informasi Kelangsungan Usaha

Business Continuity Information

Sampai dengan akhir tahun 2025, Pelindo TPK tidak memiliki hal-hal yang berpengaruh signifikan terhadap kelangsungan usaha.

## Asumsi Dasar Kelangsungan Usaha

Asumsi tersebut didasarkan oleh posisi Perusahaan dilihat dari analisis kekuatan (strength) dan peluang (opportunity) sebagai berikut:

### *Strength*

1. Pelindo TPK memiliki pelabuhan strategis, terletak di jalur perdagangan internasional (ALKI) I, II, III & masuk pada pusat distribusi provinsi.
2. Pelindo TPK memiliki 7 anak Perusahaan dan 15 cabang dengan total arus barang sebesar 10 juta TEUs.
3. Pelindo TPK merupakan subholding dari PT Pelindo (Persero) yang memiliki izin BUP dari Kemenhub, pengalaman dalam bongkar muat, serta fasilitas dan peralatan yang tersebar di seluruh Indonesia.
4. 5 anak Perusahaan dan 15 cabang Pelindo TPK saat ini memiliki kondisi profitabilitas bisnis yang baik.
5. 16 terminal kelolaan Pelindo TPK memiliki produktivitas operasi bongkar muat diatas 27 BSH dan 4 diantaranya diatas 45 BSH.
6. 93% anak Perusahaan/cabang memiliki rasio beban biaya tenaga kerja terhadap pendapatan di bawah 22,9% yang menjadi rata-rata kinerja pelabuhan internasional.
7. Jasa layanan terminal terintegrasi dengan jasa kepelabuhanan lainnya.
8. Pasca merger memberikan manfaat besar kepada anak Perusahaan/cabang dalam naungan PT Pelindo (e.g: cross selling, efisiensi pengadaan).
9. Pelindo TPK saat ini sudah memiliki 10% dari total peralatan yang menggunakan elektrifikasi.

### *Opportunity*

1. Pertumbuhan PDB Indonesia diproyeksikan berkisar antara 4,9-5,7%.
2. Asia Pasifik adalah pasar peti kemas terbesar di dunia dengan cakupan 65% dari pangsa pasar dunia.
3. Aliansi perusahaan pelayaran dunia dengan pelabuhan di Indonesia.

As of the end of 2025, Pelindo TPK has no factors that significantly affect its business continuity.

## Basic Assumptions Regarding Business Continuity

These assumptions are based on the Company's position as assessed through an analysis of its strengths and opportunities, as follows:

### Strength

1. Pelindo TPK operates strategic ports located along International Trade Lanes (ALKI) I, II, and III and is situated within provincial distribution hubs.
2. Pelindo TPK has 7 subsidiaries and 15 branches with a total cargo throughput of 10 million TEUs.
3. Pelindo TPK is a subholding of PT Pelindo (Persero), which holds a BUP license from the Ministry of Transportation, has extensive experience in cargo handling, and operates facilities and equipment throughout Indonesia.
4. Pelindo TPK's 5 subsidiaries and 15 branches currently enjoy strong business profitability.
5. The 16 terminals managed by Pelindo TPK have cargo handling productivity above 27 BSH, and 4 of them exceed 45 BSH.
6. 93% of subsidiaries/branches have a labor cost-to-revenue ratio below 22.9%, which is the average performance for international ports.
7. Terminal services are integrated with other port services.
8. The post-merger integration has provided significant benefits to subsidiaries and branches under PT Pelindo (e.g., cross-selling, procurement efficiencies).
9. Pelindo TPK currently has 10% of its total equipment that is electrified.

### Opportunity

1. Indonesia's GDP growth is projected to range between 4.9% and 5.7%.
2. The Asia-Pacific region is the world's largest container market, accounting for 65% of the global market share.
3. Alliances between global shipping companies and ports in Indonesia.

4. Adanya peraturan pemerintah yang mendukung pengembangan Pelabuhan dan hinterland di Indonesia.
5. Adanya Peraturan Menteri Perhubungan no. 59 dan Peraturan Pemerintah no. 32 tahun 2021 yang mewajibkan perusahaan bongkar muat bekerjasama dengan BUP.
6. Potensi ketersediaan permodalan dari Indonesia Investment Authority (INA) & Belt Road Initiative atau investor lainnya.
7. Teknologi informasi untuk pelabuhan semakin berkembang untuk aktivitas yang kompleks.
8. Fokus Pemerintah dalam penguatan kualitas SDM menghadapi bonus demografi & UMP yang terkendali.
9. Peluang kontainerisasi komoditas semakin meningkat di Indonesia.
10. Dukungan pemerintah menurunkan biaya logistik nasional melalui program tol laut & peningkatan kinerja pelabuhan K/L.

Di sisi lain, menurut catatan atas laporan keuangan audit tahun 2025, Manajemen telah melakukan penilaian atas kemampuan Perusahaan untuk melanjutkan kelangsungan usahanya dan berkeyakinan bahwa Perusahaan memilki level sumber daya yang memadai dan kinerja pendapatan yang tinggi untuk melanjutkan usahanya di masa mendatang.

4. Government regulations supporting the development of ports and their hinterlands in Indonesia.
5. The existence of Ministry of Transportation Regulation No. 59 and Government Regulation No. 32 of 2021, which require stevedoring companies to collaborate with BUP.
6. Potential access to capital from the Indonesia Investment Authority (INA), the Belt and Road Initiative, or other investors.
7. Information technology for ports is increasingly advancing to support complex operations.
8. The government's focus on strengthening human resource quality in anticipation of the demographic dividend and a controlled minimum wage (UMP).
9. Opportunities for the containerization of commodities are on the rise in Indonesia.
10. The government is supporting efforts to reduce national logistics costs through the "sea toll" program and by improving the performance of government-owned ports.

On the other hand, according to the notes to the audited financial statements for 2025, Management has assessed the Company's ability to continue as a going concern and is confident that the Company possesses adequate resources and strong revenue performance to continue its operations in the future.

# Aspek Pemasaran dan Pangsa Pasar

Marketing And Market Share

## Strategi Pemasaran

Pelindo TPK menyadari bahwa pelanggan merupakan salah satu aset Perusahaan yang penting. Untuk itu, upaya perbaikan berkelanjutan dilakukan oleh Perusahaan untuk memenuhi keinginan pelanggan yang antara lain:

1. Kesiapan dan ketersediaan fasilitas pelabuhan yang andal;
2. Ketepatan waktu pelayanan dan sistem informasi yang *real time;*
3. Kualitas pelayanan dan kinerja operasional yang melampaui harapan pengguna jasa;
4. Tarif jasa pelabuhan yang kompetitif;
5. Kemudahan akses penyampaian suara oleh pelanggan (keluhan dan komplain) terkait pelayanan kepada terminal-terminal di lingkungan Perusahaan.

Terkait dengan strategi pemasaran, Pelindo TPK memiliki beberapa strategi diterapkan, yaitu:

1. *Market Penetration*
   Strategi Perusahaan untuk meningkatkan pangsa pasar terhadap produk atau jasa pada pasar yang dimiliki selama ini melalui usaha-usaha pemasaran yang lebih agresif dan Key Account Management (KAM) yang terintegrasi.
2. Integrasi Bisnis
   Strategi Perusahaan dengan optimalisasi konsep pelabuhan hub dan spoke, serta ekslporasi bisnis transshipment.
3. *Market Development*
   Strategi ini dilakukan dengan melalui kemitraan dengan mitra strategis (operatorship dan pengembangan pelabuhan milik kementerian lembaga).
4. *Product Development*
   Eksplorasi potensi kontainerisasi untuk mendukung pengembangan bisnis peti kemas.
5. *New Sales and New Market Increation*
   Ekspansi bisnis Perusahaan yang tidak terbatas pada bisnis peti kemas nasional, tetapi juga regional melalui investasi berkelanjutan di pelabuhan.

Segmentasi pelanggan dilakukan berdasarkan rute pelayaran (domestik dan internasional) dan bisnis pelanggan (perusahaan pelayaran dan cargo owner/forwarder). Saat ini Perusahaan

## Marketing Strategy

Pelindo TPK recognizes that customers are one of the Company's most important assets. Therefore, the Company continuously strives to improve its services to meet customer needs, including:

1. The readiness and availability of reliable port facilities;
2. Timely service and real-time information systems;
3. Service quality and operational performance that exceed customer expectations;
4. Competitive port service rates;
5. Ease of access for customers to voice their feedback (complaints and concerns) regarding services at terminals within the Company's network.

Regarding marketing strategy, Pelindo TPK has implemented several strategies, namely:

1. Market Penetration
   The Company's strategy to increase market share for its products or services in existing markets through more aggressive marketing efforts and integrated Key Account Management (KAM).
2. Business Integration
   The Company's strategy involves optimizing the hub-and-spoke port concept and exploring transshipment business opportunities.
3. Market Development
   This strategy is implemented through partnerships with strategic partners (port operations and development by ministries and agencies).
4. Product Development
   Exploring the potential for containerization to support the development of the container business.
5. New Sales and New Market Creation
   Expanding the Company's business beyond the domestic container business to include regional operations through sustained investment in ports.

Customer segmentation is based on shipping routes (domestic and international) and customer type (shipping companies and cargo owners/forwarders). Currently, the Company focuses

fokus untuk memberikan prioritas pelayanan dengan kualitas terbaik, terutama kepada para prime customer yang memberikan kontribusi terbesar bagi Perusahaan. Hal tersebut dilakukan untuk memastikan pertumbuhan Perusahaan berjalan seiring dengan kebutuhan pelanggan.

## Pangsa Pasar

Arus peti kemas Perusahaan pada tahun 2025 adalah sebesar 10.445.592 box atau 13.347.998 TEUs. Jika dibandingkan dengan arus peti kemas nasional sebesar 14.875.783 box atau 19.785.539 TEUs, pangsa pasar Perusahaan adalah sebesar 70,22% dalam satuan box atau 67,46% dalam satuan TEUs. Pangsa pasar Perusahaan mengalami peningkatan jika dibandingkan pangsa pasar tahun 2024 sebesar 68,99% dalam satuan box atau 66,41% dalam satuan TEUs. Tingkat pertumbuhan Year on Year (YoY) arus peti kemas Perusahaan pada tahun 2025 adalah sebesar 5,88% dalam satuan box dan 6,87% dalam satuan TEUs.

on prioritizing the highest quality of service, particularly for prime customers who contribute the most to the Company. This is done to ensure that the Company's growth aligns with customer needs.

## Market Share

The Company's container throughput in 2025 was 10,445,592 boxes or 13,347,998 TEUs. Compared to the national container throughput of 14,875,783 boxes or 19,785,539 TEUs, the Company's market share is 70.22% in boxes or 67.46% in TEUs. The Company's market share increased compared to the 2024 market share of 68.99% in terms of boxes or 66.41% in terms of TEUs. The year-over-year (YoY) growth rate of the Company's container throughput in 2025 was 5.88% in terms of boxes and 6.87% in terms of TEUs.

# Kontribusi Terhadap Negara

## Contribution to The Country

Jumlah kewajiban kepada negara berupa pembayaran pajak Tahun 2025 sebesar Rp1,46 triliun dengan rincian sebagai berikut:

The total tax liability to the government for the year 2025 amounts to Rp1.46 trillion, with the following breakdown:

| No | Jenis Pajak<br>Tax Type | | Nilai<br>Amount |
|---|---|---|---|
| 1 | PPh Pasal 21 | Income Tax Article 21 | 263.746.672.668 |
| 2 | PPh Pasal 22 | Income Tax Article 22 | 1.678.737.077 |
| 3 | PPh Pasal 23 | Income Tax Article 23 | 93.452.287.309 |
| 4 | PPh Pasal 4(2) | Income Tax Article 4(2) | 80.389.507.476 |
| 5 | PPh Pasal 15 | Income Tax Article 15 | - |
| 6 | PPh Pasal 26 | Income Tax Article 26 | 11.125.761.066 |
| 7 | PPh Pasal 25/29 | Income Tax Article 25/29 | 358.568.123.130 |
| 8 | Bea Materai | Stamp Duty | 2.107.270.000 |
| 9 | PBB | Property Tax | 78.098.314.807 |
| 10 | Pajak Reklame / Iklan | Advertising Tax | 49.535.625 |
| 11 | Pajak Kendaraan Bermotor | Motor Vehicle Tax | 995.791.617 |
| 12 | Pajak Air Bawah Tanah | Groundwater Tax | 36.504.617 |
| 13 | Pajak Lain-lain | Other Taxes | 108.985.790 |
| 14 | PPN WAPU | VAT on WAPU | 79.726.544.062 |
| 15 | PPN | VAT | 498.908.560.247 |
| | Total | Total | 1.468.992.595.491 |

Selain itu, Perusahaan juga melaksanakan kewajiban kepada negara berupa pembayaran PNBP Tahun 2025 yang terealisasi sebesar Rp55,60 miliar. Jumlah kewajiban kepada negara berupa Konsensi sampai dengan Tahun 2025 sebesar Rp225,80 miliar.

In addition, the Company also fulfilled its obligations to the government in the form of non-tax state revenue (PNBP) payments for 2025, which totaled Rp55.60 billion. The total amount of obligations to the government in the form of concession fees through 2025 is Rp225.80 billion.

# 5

# TATA KELOLA PERUSAHAAN

## Corporate Governance

# Prinsip Tata Kelola

## Principles of Governance

Pelindo Terminal Petikemas (Pelindo Terminal Petikemas) terus memperkuat penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) sebagai fondasi utama dalam menjalankan bisnis yang berintegritas, transparan, dan berkelanjutan. Bagi Pelindo Terminal Petikemas, GCG tidak hanya berfungsi sebagai kerangka kepatuhan, tetapi juga sebagai instrumen strategis dalam menciptakan nilai jangka panjang dan meningkatkan kepercayaan pemangku kepentingan.

Sebagai bagian dari Pelindo Group dan entitas di sektor jasa kepelabuhanan, Pelindo Terminal Petikemas memastikan bahwa seluruh praktik tata kelola dijalankan secara konsisten dengan mengacu pada ketentuan yang berlaku, termasuk regulasi Kementerian BUMN, Otoritas Jasa Keuangan, serta kebijakan internal perusahaan.

Sepanjang tahun buku 2025, Pelindo Terminal Petikemas melanjutkan berbagai inisiatif penguatan GCG, antara lain peningkatan efektivitas peran organ perusahaan, penguatan fungsi pengawasan, pengembangan manajemen risiko dan kepatuhan, serta penyempurnaan sistem pengendalian internal. Upaya ini diarahkan untuk membangun sistem tata kelola yang adaptif terhadap perubahan, sekaligus mendukung transformasi bisnis yang berkelanjutan.

Melalui bab ini, Perseroan menyajikan gambaran komprehensif mengenai struktur dan mekanisme tata kelola, peran dan tanggung jawab organ perusahaan, sistem pengawasan, serta evaluasi implementasi GCG selama tahun 2025.

Pelindo Terminal Petikemas (Pelindo Terminal Petikemas) continues to strengthen the implementation of Good Corporate Governance (GCG) as the primary foundation for conducting its business with integrity, transparency, and sustainability. For Pelindo Terminal Petikemas, GCG serves not only as a compliance framework but also as a strategic instrument to create long-term value and enhance stakeholder trust.

As part of the Pelindo Group and an entity operating in the port services sector, Pelindo Terminal Petikemas ensures that all corporate governance practices are implemented consistently in accordance with the prevailing regulations, including those issued by the Ministry of SOEs, the Financial Services Authority, and the Company's internal policies.

Throughout the 2025 financial year, Pelindo Terminal Petikemas continued various initiatives to strengthen GCG, including enhancing the effectiveness of the Company's governing bodies, reinforcing the oversight function, advancing risk management and compliance, and refining the internal control system. These efforts are aimed at establishing a governance system that is adaptive to change while supporting sustainable business transformation.

Through this chapter, the Company presents a comprehensive overview of its governance structure and mechanisms, the roles and responsibilities of governing bodies, the oversight system, and the evaluation of GCG implementation throughout 2025.

## Tujuan Penerapan Tata Kelola Perusahaan

Penerapan GCG di Pelindo Terminal Petikemas bertujuan untuk memastikan pengelolaan perusahaan berjalan secara profesional, transparan, dan akuntabel, sesuai dengan Anggaran Dasar dan ketentuan peraturan perundang-undangan yang berlaku. Sejalan dengan PER-2/MBU/03/2023, tujuan utama penerapan GCG di Pelindo Terminal Petikemas meliputi:

## Objectives of Good Corporate Governance Implementation

The implementation of GCG at Pelindo Terminal Petikemas is intended to ensure that the Company is managed in a professional, transparent, and accountable manner, according to the Articles of Association and the prevailing legislation. In line with PER-2/MBU/03/2023, the primary objectives of GCG implementation at Pelindo Terminal Petikemas are as follows:

**Ringkasan Tujuan dan Sasaran GCG**
Summary of GCG Objectives and Targets

| Tujuan<br>Objectives | Sasaran<br>Targets |
|---|---|
| Mendorong keberlanjutan perusahaan melalui prinsip transparansi, akuntabilitas, responsibilitas, independensi, dan kewajaran<br>Promote the Company's sustainability through the principles of transparency, accountability, responsibility, independence, and fairness. | Pemenuhan best practice GCG, kepatuhan proses bisnis, perlindungan hak pemangku kepentingan, serta pengambilan keputusan yang objektif<br>Adoption of GCG best practices, compliance with business processes, protection of stakeholders' rights, and objective decision-making. |
| Membangun mekanisme check and balances antar organ perusahaan<br>Establish an effective check-and-balance mechanism among the Company's governing bodies. | Pelaksanaan asesmen GCG secara berkala dan tindak lanjut perbaikan berkelanjutan<br>Conduct periodic GCG assessments and implement follow-up actions for continuous improvement. |
| Meningkatkan kepercayaan dan reputasi perusahaan<br>Enhance the Company's credibility and reputation. | Pencapaian skor GCG, perolehan penghargaan, serta transparansi informasi publik<br>Achieve GCG assessment targets, obtain corporate awards, and ensure transparency in public information disclosure. |
| Memaksimalkan nilai perusahaan dan daya saing<br>Maximize corporate value and competitiveness. | Penguatan kompetensi SDM dalam penerapan GCG<br>Strengthen employee competencies in implementing GCG. |
| Mendorong pengelolaan yang profesional dan efisien<br>Promote professional and efficient corporate management. | Penyempurnaan sistem dan prosedur sesuai perkembangan regulasi<br>Enhance systems and procedures in line with evolving regulatory requirements. |
| Menanamkan integritas dan kepatuhan<br>Foster integrity and compliance | Implementasi pakta integritas dan pengendalian benturan kepentingan<br>Implement integrity pacts and conflict-of-interest controls. |

## Dasar Penerapan Tata Kelola Perusahaan

Dasar penerapan Tata Kelola Perusahaan yang Baik di Pelindo Terminal Petikemas mengacu pada peraturan perundang-undangan yang berlaku serta standar-standar terbaik yang terkait dengan penerapan GCG, antara lain:

1. Undang-Undang Republik Indonesia
    1. Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara;
    2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
    3. Undang-Undang No. 14 Tahun 2008 tentang Keterbukaan Informasi Publik;
    4. Undang-Undang No. 8 Tahun 2010 tentang Pencegahan dan Pemberantasan Tindak Pidana Pencucian Uang.

## Basis for Good Corporate Governance Implementation

The implementation of Good Corporate Governance (GCG) at Pelindo Terminal Petikemas is based on the prevailing legislation, as well as recognized best practices related to GCG implementation, including the following:

1. Laws of the Republic of Indonesia
    1. Law No. 19 of 2003 concerning State-Owned Enterprises;
    2. Law No. 40 of 2007 concerning Limited Liability Companies;
    3. Law No. 14 of 2008 concerning Public Information Disclosure; and
    4. Law No. 8 of 2010 concerning the Prevention and Eradication of the Crime of Money Laundering.

2. Peraturan Menteri Badan Usaha Milik Negara (BUMN)
    1. Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
    2. Peraturan Menteri Badan Usaha Milik Negara No. PER- 3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

3. Pedoman yang Diterbitkan oleh Komite Nasional Kebijakan Governance (KNKG)
    1. Pedoman Umum Governansi Korporat Indonesia (PUG-KI), dikeluarkan oleh Komite Nasional Kebijakan Governansi tahun 2021;
    2. Pedoman Komisaris Independen, dikeluarkan oleh Komite Nasional Kebijakan Governance, Tahun 2004;
    3. Pedoman Pembentukan Komite Audit yang Efektif, dikeluarkan oleh Komite Nasional Kebijakan Governansi tahun 2004;
    4. ASEAN *Corporate Governance Scorecard.*

4. Peraturan Lainnya
    1. Anggaran Dasar Pelindo Terminal Petikemas
    2. Peraturan Direksi PT Pelindo Terminal Petikemas No. SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 tanggal 22 Desember 2023 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (Board Manual).
    3. Peraturan Direksi PT Pelindo Terminal Petikemas No. SK.01.01/22/12/5/TKHI/DRTU/PLTP-23 tanggal 22 Desember 2023 tentang Pedoman *Good Corporate Governance* (GCG)

Pedoman tersebut merupakan panduan yang mengarahkan seluruh aspek pengelolaan Perusahaan, mulai dari hak dan kewajiban pemegang saham, petunjuk tata laksana kerja Dewan Komisaris dan Direksi dalam melaksanakan tugas dan tanggung jawabnya, hingga hubungan Perusahaan dengan pemangku kepentingan internal dan eksternal. Adapun seluruh pedoman ini, telah disesuaikan dengan peraturan perundang-undangan yang berlaku untuk mencapai tujuan Perusahaan.

## Kerangka Kerja Tata Kelola

Komitmen Pelindo Terminal Petikemas untuk menerapkan Tata Kelola Perusahaan yang baik secara konsisten dan berkelanjutan diwujudkan melalui Pelindo Terminal Petikemas Governance Framework atau Kerangka Kerja Tata Kelola. Governance Framework menjadi fondasi kokoh yang dibangun

2. Regulations of the Minister of State-Owned Enterprises (SOEs)
    1. Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Actions of State-Owned Enterprises; and
    2. Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning the Governing Bodies and Human Resources of State-Owned Enterprises.
3. Guidelines Issued by the National Committee on Governance Policy (KNKG)
    1. Indonesian Code of Good Corporate Governance (PUG-KI), issued by the National Committee on Governance Policy in 2021;
    2. Independent Commissioner Guidelines, issued by the National Committee on Governance Policy in 2004;
    3. Guidelines for the Establishment of an Effective Audit Committee, issued by the National Committee on Governance Policy in 2004; and
    4. ASEAN Corporate Governance Scorecard.

4. Other Regulations
    1. Articles of Association of Pelindo Terminal Petikemas;
    2. Board of Directors Regulation of PT Pelindo Terminal Petikemas No. SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 dated December 22, 2023, concerning the Guidelines for Working Procedures Governing the Relation between the Board of Commissioners and the Board of Directors (Board Manual); and
    3. Board of Directors Regulation of PT Pelindo Terminal Petikemas No. SK.01.01/22/12/5/TKHI/DRTU/PLTP-23 dated December 22, 2023, concerning the Good Corporate Governance (GCG) Guidelines.

These guidelines serve as a reference for the Company's management, covering the rights and obligations of shareholders, the working procedures of the Board of Commissioners and the Board of Directors in carrying out their duties and responsibilities, and the Company's relations with internal and external stakeholders. These guidelines align with prevailing legislation to support the achievement of the Company's objectives..

## Governance Framework

Pelindo Terminal Petikemas's commitment to consistently and sustainably implementing Good Corporate Governance is reflected through the Pelindo Terminal Petikemas Governance Framework. The Governance Framework serves as a solid foundation underpinning all of the Company's actions to

untuk mendasari segala tindakan Perusahaan agar menjadi perusahaan yang mengimplementasikan prinsip-prinsip GCG secara konsisten dan berkelanjutan.

ensure the consistent and sustainable implementation of GCG principles.

Kerangka Kerja Tata Kelola Pelindo Terminal Petikemas memuat 4 (empat) elemen pokok, yaitu:

The Pelindo Terminal Petikemas Governance Framework comprises four (4) key elements, as follows:

**PRINSIP TATA KELOLA** Governance Principles

**Prinsip-prinsip yang mendasari pelaksanaan tata kelola di Pelindo Terminal Petikemas, yaitu Transparansi, Akuntabilitas, Responsibilitas, Independensi, dan Kewajaran;**
Governance Principles, namely the principles underlying the implementation of governance in Pelindo Terminal Petikemas, namely Transparency, Accountability, Responsibility, Independence, and Fairness

**STRUKTUR TATA KELOLA** Governance Structure

**Organ tata kelola Pelindo Terminal Petikemas yang menjalankan mandat pelaksanaan tugas Pelindo Terminal Petikemas dan fungsi pengawasan terhadap pengelolaan Pelindo Terminal Petikemas, yaitu RUPS, Dewan Komisaris, dan Direksi;**
Pelindo Terminal Petikemas's governance organs that carry out the mandate to carry out Pelindo Terminal Petikemas's duties and supervisory functions for the management of Pelindo Terminal Petikemas, namely the GMS, the Board of Commissioners, and the Board of Directors;

**PROSES TATA KELOLA** Governance Process

**Serangkaian standar dan prosedur yang digunakan oleh organ Pelindo Terminal Petikemas untuk memastikan penerapan dan penegakan Tata Kelola Pelindo Terminal Petikemas dilaksanakan secara terencana, konsisten, dan berkelanjutan;**
a series of standards and procedures used by Pelindo Terminal Petikemas organs to ensure the implementation and enforcement of Pelindo Terminal Petikemas Governance is carried out in a planned, consistent, and sustainable manner;

**HASIL TATA KELOLA** Governance Outcome

**Wujud pencapaian penerapan Tata Kelola di Pelindo Terminal Petikemas yang berdampak positif terhadap penciptaan nilai tambah Perusahaan dan keberlangsungan bisnis Perusahaan.**
a form of achievement of Governance implementation in Pelindo Terminal Petikemas that impacts the creation of added value for the Company and the sustainability of the Company's business.

## Penetapan Standar Kualitas Penerapan GCG

Dalam rangka mewujudkan visi dan misi Perusahaan, Pelindo Terminal Petikemas telah menetapkan standar implementasi GCG yang dapat dijadikan sebagai acuan dasar. Acuan dasar tersebut meliputi kriteria yang akan dicapai dari berbagai aspek yang terkait dengan implementasi GCG. Standar implementasi juga dimaksudkan untuk memacu Perusahaan dalam meningkatkan kualitas implementasi GCG.

Standar implementasi GCG di Perusahaan mengacu pada:

- Pedoman Umum Governansi Korporat Indonesia (PUG-KI) 2021, oleh Komite Nasional Kebijakan Governansi (KNKG).
- Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada BUMN dan Evaluasi atas

## Establishment of GCG Implementation Quality Standards

In support of achieving the Company's vision and mission, Pelindo Terminal Petikemas has established GCG implementation standards that serve as the reference for its governance practices. These standards encompass the criteria to be achieved across various aspects related to GCG implementation. They are also intended to encourage the Company to improve the quality of its GCG implementation.

The Company's GCG implementation standards refer to:

- The Indonesian Code of Good Corporate Governance (PUG-KI) 2021 was issued by the National Committee on Governance Policy (KNKG).
- Good Corporate Governance (GCG) Implementation

Penerapan tersebut yang ditetapkan oleh Kementerian Badan Usaha Milik Negara.

## Prinsip dan Penerapan Tata Kelola Perusahaan Yang Baik

Prinsip tata kelola yang diterapkan oleh Perusahaan mengacu kepada peraturan Menteri BUMN Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, yakni:

1. Transparansi (*transparency*), yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai perusahaan;
2. Akuntabilitas (*accountability*), yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban Organ sehingga pengelolaan perusahaan terlaksana secara efektif;
3. Pertanggungjawaban (*responsibility*), yaitu kesesuaian di dalam pengelolaan Perusahaan terhadap peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat;
4. Kemandirian (*independency*), yaitu keadaan dimana perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/ tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan dan prinsip-prinsip korporasi yang sehat; dan
5. Kewajaran (*fairness*), yaitu keadilan dan kesetaraan di dalam memenuhi hakhak Pemangku Kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan.

Dari kelima prinsip GCG yang disebutkan, Pelindo Terminal Petikemas senantiasa berkomitmen untuk melakukan internalisasi dengan menyusun *road map* pengembangan GCG dengan memperhatikan tujuan bisnis yang ingin dicapai serta tantangan terkait pengelolaan usaha di masa mendatang. Perusahaan tentunya berupaya menyusun *road map* GCG yang mampu mengikuti perkembangan usaha di sektor jasa kepelabuhanan baik perkembangan yang ada di internal Perusahaan maupun dari eksternal.

Pelindo Terminal Petikemas juga menjadikan pilar Governansi Korporat dari Pedoman Umum Governansi Korporat Indonesia (PUG-KI) sebagai panduan perusahaan, sehingga atas penerapan keduanya menjadikan Perusahaan memenuhi prinsip Tata Kelola serta memenuhi kepentingan Pemegang Saham dengan tetap menjaga keseimbangan dengan kebutuhan Pemangku Kepentingan.

in SOEs and the Evaluation of Its Implementation, as stipulated by the Ministry of State-Owned Enterprises.

## Principles and Implementation of Good Corporate Governance

The corporate governance principles adopted by the Company are based on the Regulation of the Minister of SOEs No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Actions of State-Owned Enterprises, namely:

1. Transparency, namely openness in the decision-making process and transparency in disclosing material and relevant information regarding the Company.
2. Accountability, namely the clarity of the functions, implementation, and accountability of the Company's Governing Bodies, to ensure the effective management of the Company.
3. Responsibility, namely compliance in the management of the Company with the prevailing legislation and sound corporate principles.
4. Independence, namely a condition in which the Company is managed professionally without conflicts of interest or influence/pressure from any party that is inconsistent with the prevailing legislation and sound corporate principles.
5. Fairness, namely fairness and equality in fulfilling the rights of stakeholders arising from agreements and the prevailing legislation.

Based on these five GCG principles, Pelindo Terminal Petikemas remains committed to embedding GCG throughout the organization by developing a GCG roadmap that takes into account the Company's business objectives and the challenges associated with managing its business in the future. The Company strives to develop a GCG roadmap that keeps pace with developments in the port services industry, including both internal developments within the Company and changes in the external business environment.

Pelindo Terminal Petikemas also adopts the Corporate Governance pillars set forth in the Indonesian Code of Good Corporate Governance (PUG-KI) as a corporate guideline. The implementation of both frameworks enables the Company to uphold sound governance principles while safeguarding the interests of shareholders and maintaining an appropriate balance with the needs of stakeholders.

| **Pilar Governansi**<br>Governance Pillars | **Makna**<br>Meaning | **Bukti Penerapan**<br>Evidence of Implementation |
|---|---|---|
| Perilaku Beretika<br>Ethical Behavior | Dalam melaksanakan kegiatannya, korporasi senantiasa mengedepankan kejujuran, memperlakukan semua pihak dengan hormat (respect), memenuhi komitmen, membangun serta menjaga nilai-nilai moral dan kepercayaan secara konsisten. Korporasi memperhatikan kepentingan pemegang saham dan pemangku kepentingan lainnya berdasarkan asas kewajaran dan kesetaraan (fairness) dan dikelola secara independen sehingga masing-masing organ perusahaan tidak saling mendominasi dan tidak dapat diintervensi oleh pihak lain.<br>In carrying out its business activities, the Corporation consistently upholds honesty, treats all parties with respect, fulfills its commitments, and consistently builds and maintains moral values and trust. The Corporation takes into account the interests of shareholders and other stakeholders based on the principles of fairness and equality and is managed independently, ensuring that no corporate governing body dominates another or is subject to intervention by any external party. | 1. Peraturan Direksi Nomor SK.01.01/5/2/2/TKHI/DRTU/PLTP-24 tanggal 5 Februari 2024 tentang Pedoman Etika Bisnis PT Pelindo Terminal Petikemas di lingkungan Pelindo Terminal Petikemas berlaku secara luas bagi setiap insan Pelindo Terminal Petikemas tanpa terkecuali.<br>2. Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual) sesuai Keputusan Bersama Dewan Komisaris dengan Direksi Pelindo Terminal Petikemas SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 tanggal 22 Desember 2023 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (Board Manual) PT Pelindo Terminal Petikemas<br>1. Board of Directors Regulation No. SK.01.01/5/2/2/TKHI/DRTU/PLTP-24 dated February 5, 2024, concerning the Business Ethics Guidelines of PT Pelindo Terminal Petikemas within the Pelindo Terminal Petikemas environment, applies to all Pelindo Terminal Petikemas personnel without exception.<br>2. Guidelines for the Board of Commissioners and Board of Directors (Board Manual), as stipulated in the Joint Resolution of the Board of Commissioners and the Board of Directors of Pelindo Terminal Petikemas No. SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 dated December 22, 2023, concerning the Guidelines for Working Procedures Governing the Relation between the Board of Commissioners and the Board of Directors (Board Manual) of PT Pelindo Terminal Petikemas. |
| Transparansi<br>Transparency | Korporasi dapat mempertanggungjawabkan kinerjanya secara transparan dan wajar. Untuk itu Korporasi harus dikelola secara benar, terukur dan sesuai dengan kepentingan korporat dengan tetap memperhitungkan kepentingan pemegang saham dan pemangku kepentingan. Akuntabilitas merupakan prasyarat yang diperlukan untuk mencapai kinerja yang berkelanjutan.<br>The Corporation can account for its performance in a transparent and fair manner. Accordingly, the Corporation must be managed properly, measurably, and in line with its corporate interests, while taking into consideration the interests of shareholders and stakeholders. Accountability is a prerequisite for achieving sustainable performance. | 1. Keterbukaan dalam penyampaian kinerja perusahaan dalam bentuk Annual Report.<br>2. Keterbukaan dalam penyampaian kinerja lingkungan perusahaan dalam bentuk Sustainability Report,<br>3. Keterbukaan dalam penyampaian Tanggung Jawab Sosial dan Lingkungan Perusahaan (TJSL).<br>1. Transparent disclosure of the Company's performance through the Annual Report.<br>2. Transparent disclosure of the Company's environmental performance through the Sustainability Report.<br>3. Transparent disclosure of the Company's Social and Environmental Responsibility (TJSL) programs. |
| Akuntabilitas<br>Accountability | Untuk menjaga obyektivitas dalam menjalankan bisnis, korporasi menyediakan informasi yang material dan relevan dengan cara yang mudah diakses dan dipahami oleh pemangku kepentingan. Korporasi mengambil inisiatif untuk mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan, tetapi juga hal yang penting untuk pengambilan keputusan oleh pemegang saham, kreditur dan pemangku kepentingan lainnya.<br>To maintain objectivity in conducting its business, the Corporation provides material and relevant information in a manner that is readily accessible and understandable to stakeholders. The Corporation takes the initiative to disclose not only information required under the prevailing legislation, but also information that is important for decision-making by shareholders, creditors, and other stakeholders. | Penetapan tugas pokok dan fungsi masing-masing satuan kerja dalam Perusahaan.<br>Establishment of the primary duties and functions of each work unit within the Company. |

| Pilar Governansi<br>Governance Pillars | Makna<br>Meaning | Bukti Penerapan<br>Evidence of Implementation |
|---|---|---|
| Keberlanjutan<br>Sustainability | Korporasi mematuhi peraturan perundang-undangan serta berkomitmen melaksanakan tanggung jawab terhadap masyarakat dan lingkungan agar berkontribusi pada pembangunan berkelanjutan melalui kerjasama dengan semua pemangku kepentingan terkait untuk meningkatkan kehidupan mereka dengan cara yang selaras dengan kepentingan bisnis dan agenda pembangunan berkelanjutan.<br>The Corporation complies with the prevailing legislation and is committed to fulfilling its responsibilities toward society and the environment to contribute to sustainable development. This commitment is carried out through collaboration with all relevant stakeholders to improve their quality of life in a manner that is aligned with the Company's business interests and the sustainable development agenda. | Struktur pelaksana TJSL di Pelindo Terminal Petikemas melalui Peraturan Direksi No. HK.01/1/8/1/PSOR/SDMN/PLTP-22 tanggal 01 Agustus 2022 tentang Susunan Organisasi dan Tata Kelola Kantor Pusat PT Pelindo Terminal Petikemas<br>The organizational structure for implementing TJSL program at Pelindo Terminal Petikemas is established under the Board of Directors Regulation No. HK.01/1/8/1/PSOR/SDMN/PLTP-22 dated August 1, 2022, concerning the Organizational Structure and Governance of the Head Office of PT Pelindo Terminal Petikemas. |

## Struktur Tata Kelola

Struktur Tata Kelola di Perusahaan merupakan Organ Perusahaan yang memiliki peran penting dalam implementasi Tata Kelola Perusahaan yang Baik. Sesuai dengan Undang-Undang No. 40 tahun 2007 Bab I terkait Ketentuan Umum Pasal 1, Organ Perusahaan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Masing-masing Organ memiliki fungsi, kewenangan, dan tanggung jawab dalam kedudukan sebagai Organ Perusahaan.

1. Rapat Umum Pemegang Saham (RUPS) adalah Organ Perusahaan yang mempunyai wewenang yang tidak diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam Undang-Undang dan/atau Anggaran Dasar.
2. Dewan Komisaris adalah Organ Perusahaan yang bertugas melakukan pengawasan secara umum dan/atau khusus sesuai dengan Anggaran Dasar serta memberi nasihat kepada Direksi.
3. Direksi adalah Organ Perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan Perusahaan, sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan Anggaran Dasar.

Dalam menjalankan tugas dan tanggung jawabnya, Dewan Komisaris dan Direksi dapat membentuk organ pendukung, sesuai dengan kebutuhan dan peraturan perundang- undangan yang berlaku. Dimana berdasarkan Peraturan Menteri Badan Usaha Milik Negara No. PER-02/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara dan Peraturan Menteri Badan Usaha Milik Negara No. PER-03/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

## Corporate Governance Structure

The Company's Corporate Governance Structure comprises the Company's Governing Bodies, which play a vital role in implementing Good Corporate Governance. According to Chapter I, General Provisions, Article 1 of Law No. 40 of 2007, the Company's Governing Bodies consist of the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. Each governing body has its own functions, authorities, and responsibilities in carrying out its role within the Company's governance structure.

1. The General Meeting of Shareholders (GMS) is the Company's governing body vested with authorities that are not granted to the Board of Directors or the Board of Commissioners, within the limits stipulated by the Law and/or the Articles of Association.
2. The Board of Commissioners is the Company's governing body responsible for conducting general and/or specific oversight in accordance with the Articles of Association and for providing advice to the Board of Directors.
3. The Board of Directors is the Company's governing body, fully authorized and responsible for managing the Company in the best interests of the Company, according to its purposes and objectives, and for representing the Company both in and out of court according to the provisions of the Articles of Association.

In carrying out their duties and responsibilities, the Board of Commissioners and the Board of Directors may establish supporting organs as required and according to the prevailing legislation, including the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Actions of State-Owned Enterprises and the Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning the Governing Bodies and Human Resources of State-Owned Enterprises.

Mempertimbangkan hal tersebut diatas detail organ pendukung sebagai berikut:

1. Komite Audit
   Dewan Komisaris dan Komite Audit juga dibantu oleh Sekretariat Dewan Komisaris, khususnya terkait hal-hal yang bersifat administratif.
2. Komite Pemantau Manajemen Risiko

Sedangkan organ pendukung yang dimiliki Direksi adalah:

1. Satuan Pengawasan Intern
2. Sekretaris Perusahaan
3. Satuan Kerja Manajemen Risiko

## Penanggung Jawab Penerapan GCG

Perencanaan, pengkoordinasian, pemantauan, implementasi, dan evaluasi terhadap pelaksanaan GCG dilaksanakan oleh Penanggung Jawab Implementasi GCG di Pelindo Terminal Petikemas yaitu Direktur Sumber Daya Manusia berdasarkan Peraturan Direksi No. SK.01.01/20/3/1/TKHI/DRTU/PLTP-23 yang melaksanakan penerapan dan pemantauan terhadap tata kelola perusahaan yang sesuai dengan *Good Governance*.

Direktur Sumber Daya Manusia ditunjuk sebagai penanggung jawab dalam penerapan dan pemantauan GCG di Perusahaan berdasarkan Peraturan Direksi No. SK.01.01/20/3/1/TKHI/DRTU/PLTP-23 yang melaksanakan penerapan dan pemantauan terhadap tata kelola perusahaan yang sesuai dengan *Good Governance*.

## Sosialisasi, Internalisasi, dan Evaluasi GCG

Kesamaan persepsi atas implementasi GCG bagi seluruh Insan Pelindo Terminal Petikemas di setiap jenjang harus senantiasa tercipta. Hal ini berguna untuk menciptakan efektivitas pengelolaan serta menempatkan seluruh organ menuju pada satu visi yang sama terkait pemenuhan prinsip-prinsip yang ada. Untuk itu, diperlukan sarana yang tepat berupa sosialisasi atas implementasi GCG.

Kegiatan sosialisasi GCG ditujukan untuk memberikan pemahaman secara mendalam mengenai perkembangan aturan yang berlaku serta manfaat yang diciptakan terkait pemenuhan *best practice* GCG di lingkungan Perusahaan. Pemahaman tersebut harus disosialisasikan secara baik terhadap subjek-subjek pelaksananya, khususnya dalam lingkup internal Perusahaan/internalisasi. Hal

Taking the above into consideration, the supporting organs are as follows:

1. Audit Committee
   The Board of Commissioners and the Audit Committee are also supported by the Board of Commissioners Secretariat, particularly related to administrative matters.
2. Risk Management Monitoring Committee

The supporting organs of the Board of Directors consist of:

1. Internal Supervisory Unit
2. Corporate Secretary
3. Risk Management Unit

## Person Responsible for GCG Implementation

The planning, coordination, monitoring, implementation, and evaluation of GCG implementation are carried out by the Person Responsible for GCG Implementation at Pelindo Terminal Petikemas, namely the Director of Human Resources, pursuant to Board of Directors Regulation No. SK.01.01/20/3/1/TKHI/DRTU/PLTP-23, who is responsible for implementing and monitoring corporate governance practices in accordance with the principles of Good Corporate Governance.

The Director of Human Resources is designated as the person responsible for the implementation and monitoring of GCG within the Company pursuant to the Board of Directors Regulation No. SK.01.01/20/3/1/TKHI/DRTU/PLTP-23, and is responsible for ensuring that the Company's governance practices are implemented and monitored according to Good Corporate Governance principles.

## GCG Socialization, Internalization, and Evaluation

A shared understanding of GCG implementation must be consistently maintained among all Pelindo Terminal Petikemas personnel at every organizational level. This is essential to promote effective corporate management and to align all corporate organs toward a common vision in fulfilling GCG principles. Accordingly, an appropriate socialization program on GCG implementation is required.

GCG socialization activities are intended to provide a comprehensive understanding of regulatory developments and the benefits derived from adopting GCG best practices throughout the Company. This understanding must be effectively communicated to those responsible for implementing GCG, particularly through internal socialization and internalization

tersebut disebabkan penerapan GCG banyak menitikberatkan pada kegiatan operasional Perusahaan yang banyak melibatkan pihak-pihak terkait di dalamnya.

## Bentuk Sosialisasi

Salah satu bentuk dilaksanakannya kegiatan sosialisasi penerapan GCG adalah kegiatan publikasi internal Perusahaan terkait kerangka kerja dan petunjuk implementasi GCG yang tertuang dalam Kode Etik Bisnis Perusahaan. Publikasi atas Kode Etik Bisnis dilakukan kepada organ utama Perusahaan, organ pendukung dan pihak-pihak terkait lainnya. Di tahun 2023, Perusahaan juga melaksanakan sosialisasi GCG melalui media-media yang dimiliki oleh Perusahaan.

1. Internalisasi

   Salah satu bentuk kegiatan internalisasi GCG di Pelindo Terminal Petikemas adalah dengan diterbitkannya pedoman pelaksanaan GCG (Kode Etik Bisnis) yang telah disahkan melalui keputusan bersama Dewan Komisaris dan Direksi Perusahaan. Kode Etik Bisnis pelaksanaan GCG yang tertuang dalam buku pedoman *Good Corporate Governance* Perusahaan menjadi petunjuk pelaksanaan dan petunjuk teknis atas implementasi GCG di Perusahaan.

2. Pengukuran Penerapan GCG

   Untuk memberikan gambaran serta evaluasi atas efektivitas pelaksanaan GCG di Perusahaan. Setiap tahunnya, Perusahaan melakukan kegiatan evaluasi dan pengukuran penerapan GCG melalui kegiatan asesmen dan/atau asesmen mandiri. Pelaksanaan asesmen GCG yang dilakukan oleh Perusahaan dilaksanakan dengan menggandeng pihak eksternal. Hasil dari pengukuran GCG menjadi masukan atas pengembangan GCG di Perusahaan (*area of improvement*) untuk ditindaklanjuti agar implementasi GCG yang diterapkan berkembang secara berkelanjutan.

3. Prosedur Pelaksanaan Asesmen GCG

   Landasan yuridis dan prosedur pelaksanaan asesmen GCG di Perusahaan mengacu pada Peraturan Menteri Negara BUMN No. PER-01/ MBU/2011 tentang Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN, Jo. Peraturan menteri Negara BUMN No. PER-09/MBU/2012 tentang Perubahan atas Peraturan Menteri Negara BUMN No. PER-01/ MBU/2011 tentang Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) pada BUMN. Namun peraturan ini telah dicabut dengan dikeluarkannya Peraturan Menteri Badan Usaha Milik Negara No. PER-02/MBU/03/2023 Tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan

programs. This is because the implementation of GCG is closely integrated with the Company's operational activities, which involve various internal stakeholders.

## Forms of Socialization

One form of GCG implementation socialization carried out by the Company is the internal publication of the GCG framework and implementation guidelines as set forth in the Company's Code of Business Ethics. The Code of Business Ethics is disseminated to the Company's principal governing bodies, supporting organs, and other relevant parties. In 2023, the Company also conducted GCG socialization through various communication media.

1. Internalization

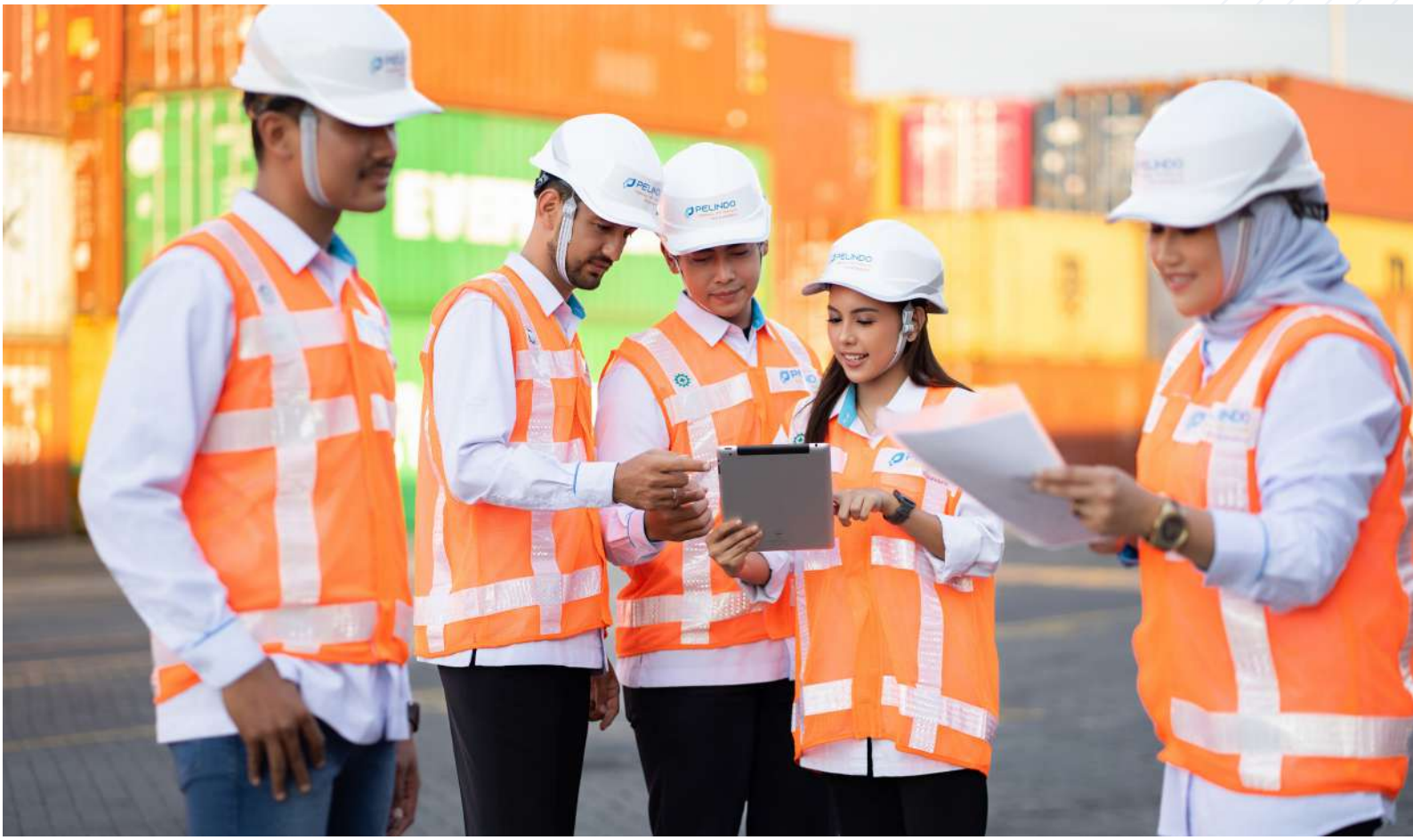
   One form of GCG internalization at Pelindo Terminal Petikemas is the issuance of the GCG implementation guidelines (Code of Business Ethics), which have been approved through a joint resolution of the Board of Commissioners and the Board of Directors. The GCG implementation guidelines contained in the Company's Good Corporate Governance Manual serve as the implementation and technical guidance for GCG practices throughout the Company.

2. Measurement of GCG Implementation

   To provide an overview and evaluate the effectiveness of GCG implementation within the Company, the Company conducts an annual evaluation and measurement of GCG implementation through GCG assessments and/or self-assessments. The GCG assessment process is carried out with the involvement of an external independent party. The results of the GCG assessment serve as input for the continuous enhancement of GCG practices within the Company by identifying areas for improvement and ensuring the ongoing development of GCG implementation.

3. Procedures for Conducting GCG Assessments

   The legal basis and procedures for conducting GCG assessments within the Company previously referred to the Regulation of the Minister of SOEs No. PER-01/ MBU/2011 concerning Good Corporate Governance (GCG) in SOEs, as amended by Regulation of the Minister of SOEs No. PER-09/MBU/2012 concerning Amendments to Regulation of the Minister of SOEs No. PER-01/MBU/2011 concerning Good Corporate Governance (GCG) in SOEs. However, these regulations have been revoked following the issuance of the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant



Badan Usaha Milik Negara. Hingga saat ini Kementerian BUMN belum mengeluarkan aturan tekhnis mengenai pelaksanaan asesmen GCG sebagai pengganti.

Corporate Actions of State-Owned Enterprises. As of the reporting date, the Ministry of SOEs has not yet issued technical regulations governing the implementation of GCG assessments to replace the revoked provisions.

## *Road Map* Penerapan GCG

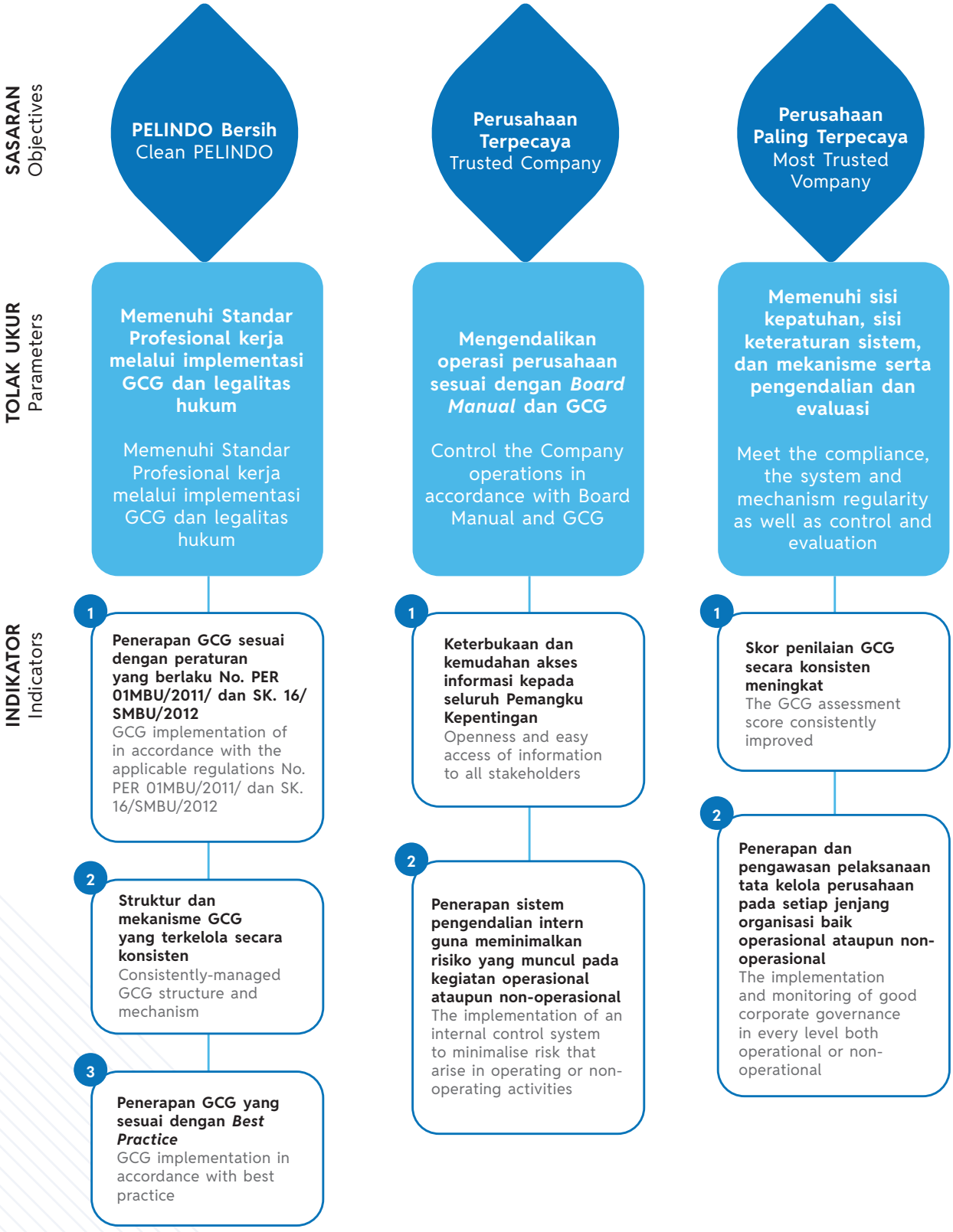
Pelindo Terminal Petikemas menetapkan arah implementasi GCG dalam bentuk *Road Map* GCG yang diharapkan menjadi panduan dalam pelaksanaan implementasi GCG di seluruh tingkatan. *Roadmap* GCG diarahkan untuk menjadikan GCG sebagai acuan dalam setiap aktivitas operasional. Sasaran akhir *Road Map* GCG adalah terwujudnya Perusahaan sebagai *Most Trusted Company*. Diharapkan dengan dicapainya sasaran akhir tersebut, Perusahaan optimis dapat meningkatkan dan mempertahankan kinerja secara berkesinambungan.

## GCG Implementation Roadmap

Pelindo Terminal Petikemas has established the direction of its GCG implementation through a GCG Roadmap, which is intended to serve as a guideline for implementing GCG at all organizational levels. The GCG Roadmap is designed to position GCG as the primary reference in every operational activity. The ultimate objective of the GCG Roadmap is to establish the Company as the Most Trusted Company. By achieving this ultimate objective, the Company is confident in its ability to continuously improve and sustain its performance over the long term.

# *Road Map* Penerapan GCG

GCG Implementation Road Map



## Penilaian Penerapan GCG

Dalam memastikan efektivitas penerapan GCG di lingkungan Perusahaan, Pelindo Terminal Petikemas melakukan penilaian implementasi GCG sebagai wujud mekanisme *check & balance* untuk mengetahui tingkat kecukupan penerapan GCG di Perusahaan. Dengan diterapkannya penilaian ini, Perusahaan mendapatkan gambaran yang lebih komprehensif mengenai area atau fokus pengembangan aspek GCG yang perlu diperhatikan setiap tahunnya.

## Kriteria yang Digunakan

Pengukuran penilaian GCG terakhir yang digunakan Perusahaan mengacu pada surat Wakil Direktur Utama PT Pelabuhan Indonesia (Persero) SK.01.02/30/10/1/TKPT/WDUT/PLND-24 tanggal 30 Oktober 2024 perihal Pelaksanaan Assessment GCG BUMN Tahun 2023, dengan menggunakan metode Asean *Corporate Governance Scorecard* (ACGS). Komponen yang digunakan dalam penilaian GCG tersebut meliputi:

1. Hak dan Perlakuan yang Adil terhadap Pemegang Saham;
2. Keberlanjutan dan Kepercayaan;
3. Pengungkapan dan Transparansi;
4. Tanggung Jawab Dewan Komisaris.

## Pihak yang Melakukan Penilaian (Assessment)/ Evaluasi (Review)

Pada pelaksanaan asesmen terakhir, Assessment terkait penerapan GCG dilakukan oleh PT Bumi Pertiwi Mandiri - Pusat Pengembangan Akuntansi dan Keuangan.

## Hasil Penilaian (*Assessment*)/Evaluasi (Review)

Assessment GCG terakhir Tahun Buku 2024 di Pelindo Terminal Petikemas dilaksanakan dengan menggunakan kriteria yang telah ditetapkan oleh Kantor Pusat PT Pelabuhan Indonesia (Persero), yaitu berdasarkan surat Wakil Direktur Utama Nomor: SK.01.02/15/9/1/TKPT/WDUT/PLND-25 tanggal 15 September 2025, yang bertujuan untuk menilai penerapan *Good Corporate Governance* (GCG) di Perusahaan dengan kajian yang meliputi 4 (empat) aspek pokok dengan total nilai yang diperoleh oleh Perusahaan adalah sebesar **94,12** dari total nilai maksimal yaitu sebesar lebih dari **100,00** atau mencapai kualifikasi **SANGAT BAIK,** dengan penjabaran pencapaian nilai tersebut adalah sebagai berikut:

## Assessment of GCG Implementation

To ensure the effectiveness of GCG implementation throughout the Company, Pelindo Terminal Petikemas conducts periodic assessments of its GCG implementation as part of its check-and-balance mechanism to evaluate the adequacy of governance practices. Through these assessments, the Company obtains a more comprehensive understanding of the areas and priorities for GCG enhancement that require attention each year.

## Assessment Criteria

The most recent GCG assessment adopted by the Company refers to the letter of the Vice President Director of PT Pelabuhan Indonesia (Persero) No. SK.01.02/30/10/1/TKPT/WDUT/PLND-24 dated October 30, 2024, concerning the Implementation of the 2023 SOE GCG Assessment, which applies the ASEAN Corporate Governance Scorecard (ACGS) methodology. The assessment covers the following components:

1. Rights and Equitable Treatment of Shareholders;
2. Sustainability and Resilience;
3. Disclosure and Transparency; and
4. Responsibilities of the Board of Commissioners.

## Party Conducting the Assessment/ Review

In the most recent assessment, the evaluation of the Company's GCG implementation was conducted by PT Bumi Pertiwi Mandiri – Center for Accounting and Finance Development.

## Results of the Assessment/Review

The most recent GCG assessment for Pelindo Terminal Petikemas, covering the 2024 fiscal year, was conducted using the assessment criteria established by the Head Office of PT Pelabuhan Indonesia (Persero), as stipulated in the Vice President Director's letter No. SK.01.02/15/9/1/TKPT/WDUT/PLND-25 dated September 15, 2025. The assessment was intended to evaluate the implementation of Good Corporate Governance (GCG) within a review of four (4) key aspects. The Company achieved a total score of 94.12 out of a maximum score of more than 100.00, earning a qualification of Very Good. The detailed assessment results are presented as follows:

| No | Aspek Pengujian<br>Testing Aspect | | Score Akhir<br>Final Score |
|---|---|---|---|
| 1 | Hak dan Perlakuan yang Adil terhadap Pemegang Saham | Shareholders' Rights and Fair Treatment | 16,00 |
| 2 | Keberlanjutan dan Kepercayaan | Sustainability and Trust | 15,00 |
| 3 | Pengungkapan dan Transparansi | Disclosure and Transparency | 21,77 |
| 4 | Tanggung Jawab Dewan Komisaris | Board of Commissioners's Responsibilities | 38,10 |
| 5 | Nilai Akhir | Final Score | 90,87 |
| 6 | Bonus | Bonus | 3,25 |
| | Total Nilai Keseluruhan | Total Score | 94,12 |
| | Klasifikasi Kualitas Penerapan GCG | Classification of the Quality of GCG Implementation | VERY GOOD |

## Rekomendasi dan Tindak Lanjut

Dari hasil penilaian assesmen penerapan GCG tahun 2025, terdapat rekomendasi sebagai *Area of Improvement* (AoI), yang perlu ditindaklanjuti sebagai upaya peningkatan kualitas penerapan GCG di tahun selanjutnya. Untuk rekomendasi tersebut akan ditindaklanjuti pada penilaian (*assessment*) terhadap Penerapan GCG Tahun 2026.

## Recommendations and Follow-Up Actions

Based on the results of the 2025 GCG implementation assessment, several recommendations were identified as Areas of Improvement (AoI) that require follow-up as part of the Company's efforts to enhance the quality of GCG implementation in the following year. These recommendations will be addressed as part of the 2026 assessment of GCG implementation.

## Tindak Lanjut Rekomendasi Penilaian (Assessment) terhadap Penerapan GCG Tahun Sebelumnya

Perusahaan berkomitmen untuk melakukan upaya perbaikan terhadap rekomendasi yang merupakan Area of Improvement (AoI) atas hasil penilaian asesmen penerapan GCG untuk tahun 2024, yang didasari dengan komitmen semua pihak terkait dalam rangka meningkatkan penerapan praktik GCG dengan memperhatikan perkembangan terkini best practice yang berlaku.

Dari penilaian *(assessment)*/evaluasi (review) terhadap penerapan GCG tahun buku 2024 terdapat 10 (sepuluh) rekomendasi dan saran yang ditindaklanjuti pada tahun 2026.

## Follow-Up on Recommendations from the Previous Year's GCG Assessment

The Company remains committed to implementing improvement initiatives in response to the recommendations identified as Areas of Improvement (AoI) from the 2024 GCG implementation assessment. This commitment is supported by the collective efforts of all relevant parties to further strengthen the implementation of GCG practices while taking into consideration the latest developments in applicable best practices.

The assessment/review of GCG implementation for the 2024 financial year resulted in ten (10) recommendations and suggestions, all of which are scheduled to be followed up on in 2026.

| No | Rekomendasi<br>Recommendation | | Penjelasan/Alasan<br>Explanation/Reason |
|---|---|---|---|
| **Prinsip A: Hak dan Perlakuan yang Adil terhadap Pemegang Saham**<br>Principle A: Shareholders' Rights and Fair Treatment | | | |
| 1 | Direkomendasikan kepada penyelenggara RUPS (Sekretaris Perusahaan) untuk memastikan bahwa para Pemegang Saham disamping diberi kesempatan untuk mengajukan pertanyaan, namun juga seluruh pertanyaan beserta jawaban atas masing-masing pertanyaan tersebut harus dicatat dalam setiap risalah RUPS. Keberadaan catatan ini sangat penting, disamping menunjukkan dinamika rapat, juga untuk mengevaluasi pemikiran/pendapat para Pemegang Saham terhadap agenda rapat yang dibahas dan kualitas keputusan yang diambil. | It is recommended that the organizer of the GMS (Corporate Secretary) ensure that, in addition to providing Shareholders with the opportunity to raise questions, all questions submitted and the corresponding responses are recorded in the minutes of each GMS. Such records are important not only to reflect the dynamics of the meeting but also to evaluate the views and opinions of Shareholders regarding the meeting agenda and the quality of the decisions made. | Proses<br>Process |
| 2 | Direkomendasikan kepada penyelenggara RUPS (Sekretaris Perusahaan) agar perusahaan mengungkapkan hasil pemungutan suara termasuk suara menyetujui, tidak setuju, dan abstain untuk semua resolusi/setiap agenda Rapat Umum Tahunan. Pengungkapan hasil pemungutan suara akan menunjukkan pemikiran, pendapat, dan sikap para Pemegang Saham, serta tentu saja kualitas keputusan yang diambil. | It is recommended that the organizer of the GMS (Corporate Secretary) disclose the voting results for all resolutions or agenda items of the Annual General Meeting of Shareholders, including the number of votes in favor, against, and abstentions. Disclosure of the voting results demonstrates the views, opinions, and positions of the Shareholders and provides an indication of the quality of the decisions adopted. | Proses<br>Process |
| 3 | Direkomendasikan kepada penyelenggara RUPS (Sekretaris Perusahaan) agar perusahaan memberikan dasar pemikiran dan penjelasan untuk setiap mata acara yang memerlukan persetujuan Pemegang Saham, dalam Pemberitahuan dan/atau pemanggilan/ Undangan RUPST/ sirkuler dan/ atau pernyataan yang menyertainya. Keberadaan dasar pemikiran dan penjelasan tersebut diperlukan oleh para Pemegang Saham untuk memberikan kesempatan kepada para Pemegang Saham dalam memahami, mengoreksi, dan/atau mengusulkan poin agenda (jika ada) yang dipandang perlu oleh Pemegang Saham, serta kesiapan dalam menghadiri RUPS tersebut. | It is recommended that the organizer of the GMS (Corporate Secretary) provide the rationale and explanatory information for each agenda item requiring Shareholder approval in the Notice of Meeting and/or Invitation to the Annual General Meeting of Shareholders (AGMS), circular resolutions, and/or the accompanying explanatory materials. The inclusion of such rationale and explanations enables Shareholders to better understand, review, and, where appropriate, propose amendments or additional agenda items they consider necessary, while also allowing them to adequately prepare for the General Meeting of Shareholders. | Proses<br>Process |
| 4 | Direkomendasikan kepada penyelenggara RUPS (Sekretaris Perusahaan) agar perusahaan memberikan pemberitahuan setidaknya 21 hari untuk semua Rapat Umum Pemegang Saham Tahunan dan Rapat Umum Pemegang Saham Luar Biasa. Keberadaan Pemberitahuan RUPS, disamping secara formil sebagai perwujudan mekanisme penyelenggaraan RUPS, maka secara substansil memberi kesempatan bagi para Pemegang Saham untuk mempersiapkan diri dalam RUPS tersebut. Pemberitahuan setiap RUPS seharusnya dilakukan oleh STPT, sehingga konsisten dengan pernyataan yang dimuat dalam Annual Report Tahun 2024 halaman 287 | It is recommended that the organizer of the GMS (Corporate Secretary) provide notice of at least twenty-one (21) days before both the Annual General Meeting of Shareholders and the Extraordinary General Meeting of Shareholders. In addition to serving as a formal requirement for convening a General Meeting of Shareholders, such notice provides Shareholders with sufficient time to prepare for the meeting. Notices for each General Meeting of Shareholders should be issued by Pelindo Terminal Petikemas to ensure consistency with the statement disclosed in the Company's 2024 Annual Report on page 287. | Proses<br>Process |
| 5 | Direkomendasi kepada Divisi Pengembangan Manajemen Organisasi atau divisi sejenis yang bertanggung jawab untuk menyusun kebijakan yang mengharuskan suatu komite Direktur/Komisaris independen (sebagai misal Komite Audit) untuk meninjau RPT material guna menentukan apakah RPT tersebut sesuai dengan kepentingan terbaik perusahaan dan Pemegang Saham. Ruang lingkup kebijakan RPT tersebut tidak terbatas hanya pada hubungan transaksi perusahaan dengan anak/cucu perusahaan, melainkan termasuk pula dengan pihak berelasi lainnya dalam pengertian yang lebih luas. | It is recommended that the Organizational Management Development Division, or the equivalent division responsible for developing corporate policies, establish a policy requiring an independent Board Committee (for example, the Audit Committee) to review material RPTs to determine whether such transactions are in the best interests of the Company and its Shareholders. The scope of the RPT policy should not be limited to transactions between the Company and its subsidiaries or sub-subsidiaries, but should also encompass transactions with other related parties as defined under the broader concept of related party relations. | Proses<br>Process |

| No | Rekomendasi<br>Recommendation | | Penjelasan/Alasan<br>Explanation/Reason |
|---|---|---|---|
| **Prinsip B: Keberlanjutan dan Kepercayaan**<br>Principle B: Sustainability and Trust | | | |
| 6 | | | |
| **Prinsip C: Pengungkapan dan Transparansi**<br>Principle C: Disclosure and Transparency | | | |
| 7 | Untuk memudahkan akses informasi bagi stakeholder, kedepan hendaknya Briefing Analis, Briefing Media atau Konferensi Pers dapat digunakan sebagai media komunikasi resmi Perusahaan. | To facilitate stakeholders' access to information, the Company is encouraged to utilize Analyst Briefings, Media Briefings, or Press Conferences as its official communication channels. | Proses<br>Process |
| 8 | Annual Report hendaknya dirilis tidak melampaui 120 hari sejak akhir tahun buku/keuangan, agar sesuai atau memenuhi prinsip Penyampaian/Release Annual Report/Keuangan tepat waktu | The Annual Report should be published no later than 120 days after the end of the fiscal year to ensure timely disclosure and release of the Annual Report and financial information. | Proses<br>Process |
| 9 | Jika Briefing Analis, Briefing Media/Konferensi Pers digunakan sebagai media komunikasi resmi perusahaan, maka hendaknya materi pengarahan kepada analis dan media dapat disediakan dalam situs resmi perusahaan agar dapat diakses dengan mudah oleh stakeholder. | If Analyst Briefings, Media Briefings, or Press Conferences are utilized as the Company's official communication channels, the presentation materials delivered during such sessions should be made available on the Company's official website to ensure easy access for stakeholders. | Proses<br>Process |
| 10 | Untuk memenuhi aspek keterbukaan informasi, Pemberitahuan dan Risalah RUPS Tahunan/Luar Biasa serta Konstitusi/Anggaran Dasar Perseroan hendaknya diungkapkan dalam media resmi/ dokumen perusahaan. Mengacu pada pasal 5 Perdir No. HK.01/1/7/1/KMPO/DRTU/PLTP-24 tanggal 1 Juli 2024 tentang Pedoman Pelaksanaan Keterbukaan Informasi Publik di Lingkungan PT Pelindo Terminal Petikemas (merefer pasal 9 UU No. 14 tahun 2008), mengingat bahwa RUPS Tahunan dan RUPS Luar Biasa dilakukan secara berkala, maka disarankan informasi tentang Pemberitahuan dan Risalah RUPS Tahunan dan RUPS Luar Biasa (indikator C.9.4 dan C.9.5) dapat diungkapkan dalam kategori “Informasi Yang Wajib Diungkapkan Secara Berkala”. | To enhance information transparency, the notices and minutes of the Annual and Extraordinary GMS, as well as the Articles of Association, should be disclosed through the Company's official communication channels or corporate documents. Referring to Article 5 of the Board of Directors Regulation No. HK.01/1/7/1/KMPO/DRTU/PLTP-24 dated July 1, 2024, concerning the Guidelines for the Implementation of Public Information Disclosure within PT Pelindo Terminal Petikemas (which refers to Article 9 of Law No. 14 of 2008), and considering that the Annual and Extraordinary GMS are conducted regularly, it is recommended that information regarding the notices and minutes of the Annual and Extraordinary GMS (Indicators C.9.4 and C.9.5) be disclosed under the category of "Information Required to Be Disclosed Periodically." | Proses<br>Process |
| **Prinsip D: Tanggung Jawab Dewan Komisaris**<br>Principle D: Board of Commissioners’s Responsibilities | | | |
| 11 | (D.2.8 s/d D.2.17) Dilengkapi Organ Dewan Komisaris (Komite Nominasi dan Remunerasi) sesuai dengan peraturan yang dipersyaratkan dalam penilaian ACGS. | (D.2.8 to D.2.17) Complete the governance structure of the Board of Commissioners by establishing a Nomination and Remuneration Committee, according to the requirements set forth under the ACGS assessment. | Proses<br>Process |

## Perbandingan Antara Target dan Realisasi

Komitmen peningkatan *best practice* tata kelola perusahaan yang baik tertuang dalam RKAP dan KPI Perusahaan dimana target dan realisasi perolehan skor asesmen GCG telah ditetapkan. Pada dasarnya, dalam hal penetapan target skor asesmen GCG Perusahaan tidak hanya menitikberatkan pada kuantitas nilai yang diperoleh namun juga melakukan kajian strategis dengan berbagai pihak di internal Perusahaan untuk mengukur sejauh mana kapabilitas Perusahaan dalam mengimplementasikan prinsip-prinsip GCG serta keterpenuhan berbagai aspek yang

## Comparison Between Targets and Realization

The Company's commitment to enhancing Good Corporate Governance (GCG) best practices is reflected in its Corporate Work Plan and Budget (RKAP) and Key Performance Indicators (KPIs), under which both the target and actual GCG assessment scores have been established. In setting the target GCG assessment score, the Company places emphasis not only on achieving a quantitative score but also on conducting strategic assessments involving various internal stakeholders to evaluate the Company's capability

disyaratkan dalam mendukung implementasi tata kelola usaha yang baik dan sehat.

## Indikator Dalam Menentukan Target Skor GCG

A. Indikator

Dalam menentukan target perolehan skor GCG, Perusahaan mempertimbangkan beberapa aspek yang ada yaitu:

- Skor GCG di tahun sebelumnya (*self assessment* dan/atau asesmen pihak eskternal);
- Tingkat pemenuhan dan tindak lanjut atas rekomendasi GCG di tahun sebelumnya;
- Implementasi atas area of improvement GCG;
- Aspirasi Pemegang Saham

B. Verifikasi

Selain melihat beberapa indikator yang ada, Perusahaan juga melakukan verifikasi implementasi GCG untuk melakukan penilaian apakah aspek keterpenuhan infrastruktur dan *soft structure* GCG di Perusahaan terkorelasi dengan praktik-praktik yang ada seperti tingkat pemenuhan kepatuhan, laporan pelanggaran, teguran dan sanksi administrasi, laporan tingkat penyimpangan, laporan pelanggaran kode etik, serta laporan dari WBS sepanjang tahun buku.

C. Pembahasan

Berdasarkan hasil penelaahan atas indikator serta verfikasi atas kondisi aktivitas tata kelola Perusahaan yang disebutkan sebelumnya, disimpulkan bahwa pengelolaan Perusahaan telah mengacu dan sesuai dengan peraturan yang dikeluarkan oleh Pemegang Saham

## Transparansi Praktik *Bad Governance*

Pelindo Terminal Petikemas senantiasa melaksanakan kegiatan dan aktivitas operasionalnya sesuai dengan ketentuan dan perundang- undangan yang berlaku. Sepanjang tahun 2024 tidak ditemukan adanya penyimpangan terhadap praktik Tata Kelola Perusahaan, seperti perkara tindak pidana korupsi yang dihadapi oleh Direksi, Dewan Komisaris, pencemaran lingkungan atau adanya permohonan pailit, pembekuan usaha utama Perusahaan dan sebagainya.

## Laporan Atas Aktivitas Perusahaan Yang Mencemari Lingkungan

Di sepanjang tahun 2025, tidak ada laporan atas aktivitas perusahaan yang mencemari lingkungan.

in implementing GCG principles and fulfilling the various requirements necessary to support the implementation of sound and effective corporate governance.

## Indicators for Determining the Target GCG Score

A. Indicators

In determining its target GCG assessment score, the Company takes the following aspects into consideration:

- The previous year's GCG assessment score (self-assessment and/or external assessment);
- The level of completion and follow-up of the previous year's GCG recommendations;
- The implementation of GCG Areas of Improvement (AoI), and
- Shareholders' aspirations.

B. Verification

In addition to considering the above indicators, the Company also verifies the implementation of GCG to assess whether the adequacy of the Company's GCG infrastructure and soft structure is aligned with actual governance practices. The verification covers, among other things, the level of regulatory compliance, reports of violations, administrative warnings and sanctions, reports of irregularities, reports of violations of the Code of Ethics, and reports submitted through the WBS throughout the financial year.

C. Assessment

Based on the review of the above indicators and the verification of the Company's governance activities, it was concluded that the Company's management has been carried out according to the regulations and policies established by the Shareholders.

## Transparency of Bad Governance Practices

Pelindo Terminal Petikemas consistently conducts its business activities and operations according to the prevailing laws and regulations. Throughout 2025, there were no instances of non-compliance with Good Corporate Governance practices, including corruption cases involving members of the Board of Directors or the Board of Commissioners, environmental pollution incidents, bankruptcy petitions, suspension of the Company's core business activities, or other similar cases.

## Reporting on Company Activities Causing Environmental Pollution

Throughout 2025, there were no reports of Company activities causing environmental pollution.

## Pengungkapan Pemenuhan Kewajiban Perpajakan

Sepanjang tahun 2025, Pelindo Terminal Petikemas tidak memiliki kasus yang berkaitan dengan perpajakan. Pelindo Terminal Petikemas berupaya memenuhi kewajiban sebagai wajib pajak. Hingga akhir 2025, kontribusi Pelindo Terminal Petikemas kepada negara sebesar 449,6 miliar (sebelum audit) melalui pembayaran pajak,

## Ketidaksesuaian Penyajian Laporan Tahunan dan Laporan Keuangan dengan Peraturan Yang Berlaku Dan Standar Akuntansi Keuangan (SAK)

Laporan Tahunan dan Laporan Keuangan Perusahaan disampaikan sesuai dengan peraturan yang berlaku dan Standar Akutansi Keuangan.

## Kasus Terkait Dengan Buruh dan Pekerja

Tidak ada kasus dengan buruh dan pekerja di sepanjang tahun 2025. Seluruh pengelolaan Sumber Daya Manusia dalam kegiatan operasional dan usaha Perusahaan telah memenuhi peraturan dan perundang-undangan; termasuk juga memenuhi standar praktik Ketenagakerjaan, Kesehatan dan Keselamatan Kerja.

## Kesesuaian Buku Laporan Tahunan dan Laporan Tahunan Digital

Laporan Tahunan digital Perusahaan baik yang disampaikan kepada Pemegang Saham, Pemangku Kepentingan, maupun yang telah diunggah pada situs resmi Perusahaan, telah sesuai dengan buku Laporan Tahunan yang dicetak dan diterbitkan oleh Perusahaan.

## Disclosure of Tax Compliance

Throughout 2025, Pelindo Terminal Petikemas was not involved in any tax-related cases. The Company remains committed to fulfilling its obligations as a taxpayer. As of the end of 2025, Pelindo Terminal Petikemas's contribution to the State amounted to IDR 449.6 billion (before audit) through tax payments.

## Compliance of the Annual Report and Financial Statements with Prevailing Regulations and Financial Accounting Standards (SAK)

The Company's Annual Report and Financial Statements have been prepared and presented according to the prevailing laws and regulations as well as the Financial Accounting Standards.

## Cases Related to Labor and Employees

There were no labor- or employee-related cases throughout 2025. The Company's human capital management practices in support of its operations and business activities complied with all applicable laws and regulations, including employment, occupational health, and occupational safety standards.

## Consistency Between the Printed and Digital Annual Reports

The Company's digital Annual Report, whether distributed to Shareholders and stakeholders or published on the Company's official website, is consistent with the printed Annual Report issued by the Company.

# Rapat Umum Pemegang Saham

## General Meeting of Shareholders

Rapat Umum Pemegang Saham (RUPS) merupakan organ perusahaan tertinggi dalam struktur tata kelola Pelindo Terminal Petikemas sebagaimana diatur dalam Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas. RUPS memiliki kewenangan eksklusif yang tidak diberikan kepada Direksi maupun Dewan Komisaris, sepanjang dalam batas yang ditetapkan oleh peraturan perundang-undangan dan/atau anggaran dasar Perseroan.

Sebagai forum pengambilan keputusan strategis, RUPS memainkan peran penting dalam menjamin terlaksananya prinsip transparansi, akuntabilitas, dan pertanggungjawaban, serta memastikan kepentingan pemegang saham dan pemangku kepentingan lainnya tetap terlindungi. Dalam pelaksanaannya, RUPS selalu mengedepankan prinsip kehati-hatian, memperhatikan keberlangsungan usaha Perseroan, serta memperkuat arah dan strategi pengembangan bisnis ke depan.

Sepanjang tahun 2025, Pelindo Terminal Petikemas telah menyelenggarakan RUPS sesuai dengan ketentuan yang berlaku, yang meliputi:

1. RUPS Tahunan untuk pengesahan RKAP, yang diselenggarakan paling lambat satu bulan setelah tahun berjalan dimulai;
2. RUPS Tahunan untuk pengesahan laporan tahunan dan perhitungan tahunan, yang diselenggarakan paling lambat enam bulan setelah akhir tahun buku;
3. RUPS Luar Biasa, yang dilaksanakan sewaktu-waktu sesuai kebutuhan strategis perusahaan, atas inisiatif Pemegang Saham atau atas usulan Direksi dan/atau Dewan Komisaris.

Bab ini menyajikan informasi mengenai pelaksanaan RUPS sepanjang tahun buku 2025, termasuk agenda, keputusan penting yang diambil, serta implementasi hasil RUPS sebagai bagian dari akuntabilitas perusahaan kepada pemegang saham dan pemangku kepentingan lainnya.

The General Meeting of Shareholders (GMS) is the highest governing body in Pelindo Terminal Petikemas's corporate governance structure, as stipulated under Law No. 40 of 2007 concerning Limited Liability Companies. The GMS holds exclusive authority not vested in the Board of Directors or the Board of Commissioners, within the limits prescribed by prevailing legislation and/or the Company's Articles of Association.

As the Company's strategic decision-making forum, the GMS plays a vital role in ensuring transparency, accountability, and responsibility, while safeguarding the interests of shareholders and other stakeholders. In carrying out its functions, the GMS upholds the prudential principle, considers the Company's business sustainability, and strengthens the strategic direction for the Company's future business development.

Throughout 2025, Pelindo Terminal Petikemas convened General Meetings of Shareholders in accordance with the prevailing regulations, consisting of:

1. The Annual GMS for the approval of the Corporate Work Plan and Budget (RKAP) is held no later than one month after the beginning of the financial year.
2. The Annual GMS for the approval of the Annual Report and Annual Financial Statements is held no later than six months after the end of the financial year.
3. Extraordinary GMS, convened whenever required based on the Company's strategic needs, either at the initiative of the Shareholders or upon the proposal of the Board of Directors and/or the Board of Commissioners.

This chapter presents information on the implementation of the GMS throughout the 2025 financial year, including the meeting agendas, key resolutions adopted, and the implementation of GMS resolutions as part of the Company's accountability to its Shareholders and other stakeholders.

## Wewenang RUPS

Berdasarkan pasal 75 Undang-Undang Perseroan terbatas No. 40 tahun 2007, RUPS memiliki kewenangan selain dari pada kewenangan yang diberikan oleh undang-undang dan anggaran dasar kepada Direksi dan Komisaris dalam hal-hal sebagai berikut:

1. Menyetujui atau menolak RJPP dan RKAP
2. Menetapkan perhitungan alokasi laba Perusahaan antara lain untuk:
   a. Dividen kepada Pemegang Saham,
   b. Cadangan,
   c. Program Kemitraan dan Bina Lingkungan.
3. Mengangkat dan memberhentikan Direksi dan Dewan Komisaris.
4. Menetapkan target kinerja masing-masing Direksi dan Dewan Komisaris.
5. Melakukan penilaian kinerja secara kolektif maupun individu atas Direksi dan Dewan Komisaris.
6. Menetapkan auditor eksternal untuk melakukan audit atas laporan keuangan Perusahaan.
7. Menetapkan remunerasi Direksi dan Dewan Komisaris.
8. Menetapkan kebijakan mengenai kemungkinan adanya konflik kepentingan yang terkait dengan Dewan Komisaris.
9. Menetapkan jumlah maksimum jabatan Dewan Komisaris yang boleh dirangkap oleh seorang Dewan Komisaris.
10. Menetapkan jumlah maksimum jabatan Dewan Komisaris yang boleh dirangkap oleh Direksi pada Anak Perusahaan.
11. Mendelegasikan kepada Dewan Komisaris tentang pembagian tugas dan wewenang anggota Direksi.
12. Membubarkan atau melikuidasi Perusahaan.
13. Mengalihkan kepemilikan saham Perusahaan.

## Informasi Pemegang Saham Perusahaan

Pemegang Saham yang bertindak sebagai Pemegang Saham Utama dan Pengendali adalah PT Pelabuhan Indonesia (Persero) sebesar 99,99% atau mewakili sebanyak 9.363.667 lembar saham.

## Authority of the GMS

Pursuant to Article 75 of Law No. 40 of 2007 concerning Limited Liability Companies, the GMS is vested with authorities in addition to those granted by law and the Articles of Association to the Board of Directors and the Board of Commissioners, including the authority to:

1. Approve or reject the Long-Term Corporate Plan (RJPP) and the Corporate Work Plan and Budget (RKAP).
2. Determine the allocation of the Company's profits, including:
   a. Dividends to Shareholders;
   b. Reserves; and
   c. Partnership and Community Development Program.
3. Appoint and dismiss members of the Board of Directors and the Board of Commissioners.
4. Establish the performance targets of each member of the Board of Directors and the Board of Commissioners.
5. Conduct performance evaluations of the Board of Directors and the Board of Commissioners, both collectively and individually.
6. Appoint the external auditor to audit the Company's financial statements.
7. Determine the remuneration of the Board of Directors and the Board of Commissioners.
8. Establish policies regarding potential conflicts of interest involving the Board of Commissioners.
9. Determine the maximum number of concurrent positions that may be held by a member of the Board of Commissioners.
10. Determine the maximum number of concurrent positions that may be held by members of the Board of Directors on the boards of the subsidiaries.
11. Delegate to the Board of Commissioners the authority to determine the division of duties and responsibilities among members of the Board of Directors.
12. Dissolve or liquidate the Company.
13. Approve the transfer of ownership of the Company's shares.

## Information on the Company's Shareholders

PT Pelabuhan Indonesia (Persero) serves as the Company's controlling and majority shareholder, holding 99.99% of the Company's shares, equivalent to 9,363,667 shares.

**Pemegang Saham Pelindo Terminal Petikemas**

Pelindo Terminal Petikemas Shareholders

## Hak dan Tanggung Jawab Pemegang Saham dalam RUPS

Ruang lingkup hak dan tanggung jawab Pemegang Saham Perusahaan tercantum dalam Undang-Undang Perseroan terbatas No. 40 tahun 2007, terdiri dari:

1. Menghadiri RUPS dan memberikan suara pada RUPS.
2. Memperoleh informasi material (termasuk hak bertanya) baik dari Dewan Komisaris maupun Direksi mengenai keuangan atau hal-hal lain yang menyangkut Perusahaan.
3. Memperoleh pembagian laba Perusahaan (dividen).
4. Menyelenggarakan RUPS dalam hal Direksi dan/atau Dewan Komisaris lalai menyelenggarakan RUPS Tahunan dan sewaktu-waktu meminta penyelenggaraan RUPS Luar Biasa bila dipandang perlu sesuai dengan Anggaran Dasar.
5. Mengalihkan kepemilikan saham Perusahaan.

## Rights and Responsibilities of Shareholders at the GMS

The rights and responsibilities of the Company's Shareholders are stipulated in Law No. 40 of 2007 concerning Limited Liability Companies and include the following:

1. To attend the GMS and exercise voting rights at the meeting.
2. To obtain material information (including the right to raise questions) from the Board of Commissioners and the Board of Directors regarding the Company's financial condition and other matters relating to the Company.
3. To receive distributions of the Company's profits (dividends).
4. To convene a GMS if the Board of Directors and/or the Board of Commissioners fail to convene the Annual GMS, and to request the convening of an Extraordinary GMS whenever deemed necessary according to the Articles of Association.
5. To transfer ownership of the Company's shares.

## Kesetaraan di Antara Pemegang Saham

Dengan status kepemilikan saham Perusahaan yang 99,9978% dipegang oleh PT Pelabuhan Indonesia (Persero), cakupan atas pemenuhan aspek kesetaraan (fairness) Pemegang Saham di lingkungan Perusahaan tidak terlalu luas seperti pada Perusahaan publik. Meski demikian, sebagai bentuk komitmen terhadap aspek transparansi dan akuntabilitas terutama bagi masyarakat yang memegang obligasi Perusahaan, Perusahaan tetap mempublikasikan beberapa informasi dalam bentuk laporan keuangan (triwulan, semesteran, tahunan baik yang belum dilakukan audit maupun yang telah diaudit), laporan tahunan Perusahaan, laporan manajemen, laporan PKBL dan bentukbentuk pengungkapan lainnya yang dibenarkan dari segi regulasi yang berlaku.

## Equal Treatment of Shareholders

As PT Pelabuhan Indonesia (Persero) holds 99.9978% of the Company's shares, the scope of implementing the principle of equal treatment (fairness) among Shareholders is not as extensive as that of a publicly listed company. Nevertheless, as part of its commitment to transparency and accountability, particularly to members of the public holding the Company's bonds, the Company continues to disclose various information through its quarterly, semi-annual, and annual financial statements, whether unaudited or audited, as well as the Company's Annual Report, management reports, Partnership and Community Development Program (PKBL) reports, and other forms of disclosure permitted under the prevailing regulations.

## Akses Informasi yang Diberikan kepada Pemegang Saham

Perusahaan membagi saluran akses informasinya dengan melakukan klasifikasi sesuai pada kebutuhan masing-masing pihak. Sehubungan dengan kepemilikan tunggal saham Perusahaan oleh PT Pelabuhan Indonesia (Persero), Perusahaan senantiasa memenuhi ketentuan pemberian akses informasi melalui ketentuan yang berlaku. Selain itu, seperti yang telah diungkapkan sebelumnya terkait masyarakat pemegang obligasi Perusahaan, Perusahaan juga memberikan akses informasi dengan materimateri informasi yang dibenarkan secara regulasi.

- **Akses Informasi kepada Pemegang Saham**
  Perusahaan memberikan akses informasi terkait kinerja Perusahaan kepada Pemegang Saham melalui announcement, paparan publik dan pertemuan dengan analis, press release, laporan tahunan dan laporan keberlanjutan, serta laporan penelitian yang terkait dengan kinerja Perusahaan. Perusahaan juga memberikan informasi atas permintaan data langsung yang diminta oleh Pemegang Saham.

- **Akses Informasi kepada Masyarakat (Pemegang Efek Lainnya)**
  Perusahaan memberikan akses informasi terkait kinerja Perusahaan kepada seluruh Pemegang Saham melalui announcement, paparan publik dan pertemuan dengan analis, press release, laporan tahunan dan laporan keberlanjutan, serta laporan penelitian yang terkait dengan kinerja Perusahaan.

## Access to Information Provided to Shareholders

The Company provides access to information through communication channels that are classified according to the needs of each stakeholder group. Given that PT Pelabuhan Indonesia (Persero) is the Company's sole shareholder, the Company consistently provides access to information according to the applicable regulations. Additionally, as previously disclosed to the Company's bondholders, the Company provides access to information by disclosing materials permitted under the prevailing regulatory framework.

- **Access to Information for Shareholders**
  The Company provides Shareholders with access to information regarding the Company's performance through announcements, public exposés, analyst meetings, press releases, the Annual Report, the Sustainability Report, and research reports. The Company also provides information in response to direct data requests submitted by Shareholders.

- **Access to Information for the Public (Other Securities Holders)**
  The Company provides the public, including other securities holders, with access to information regarding the Company's performance through announcements, public exposés and analyst meetings, press releases, the Annual Report, the Sustainability Report, and research reports relating to the Company's performance.

## Mekanisme Penyelenggaraan RUPS serta Pembahasan Tentang RUPS 2025

**Tahapan dan Tata Cara Penyelenggaraan RUPS**

1. Persiapan rapat:
   a. Pemanggilan untuk RUPS Tahunan disampaikan kepada Pemegang Saham paling lambat 14 hari kerja sebelum acara RUPS dilaksanakan. Surat atau media pemanggilan harus mencakup informasi mengenai:
      1) Agenda RUPS.
      2) Materi usulan dan penjelasan lain yang berkaitan dengan agenda acara RUPS.
      3) Hari, tanggal, dan jam diadakannya RUPS.
      4) Tempat pelaksanaan RUPS.
   b. Tempat pelaksanaan RUPS adalah di lokasi tempat beroperasinya Perusahaan atau di tempat lain di

## Mechanism for Conducting the GMS and Discussion of the 2025 GMS

**Procedures and Mechanisms for Conducting the GMS**

1. Meeting Preparation
   a. The notice of the Annual GMS shall be delivered to the Shareholder no later than fourteen (14) working days before the date of the meeting. The notice or other communication media shall include the following information:
      1) The GMS agenda.
      2) Proposed agenda materials and other explanations related to the meeting agenda.
      3) The day, date, and time of the GMS.
      4) The venue of the GMS.
   b. The GMS shall be held at the Company's place of business or at another location within the territory

wilayah Republik Indonesia;

c. Tidak perlu dilakukan pemanggilan tertulis untuk RUPS Luar Biasa jika semua peserta RUPSLB sudah mengetahui, menyetujui, dan menyatakan dapat hadir.

2. Pelaksanaan rapat:
   a. RUPS dipimpin oleh Pemegang Saham atau yang diberi kuasa dengan hak substitusi oleh Pemegang Saham.
   b. RUPS diawali dengan pembacaan tata tertib RUPS.
   c. RUPS membahas masalah yang telah ditetapkan dalam agenda RUPS.
   d. Agenda tambahan RUPS dapat dibahas jika disetujui oleh RUPS.

3. Pengambilan keputusan:
   a. Pengambilan keputusan dalam RUPS dilaksanakan melalui prosedur yang transparan dan adil.
   b. Keputusan RUPS diambil berdasarkan musyawarah untuk mufakat sesuai dengan peraturan perundang-undangan yang berlaku.
   c. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, keputusan diambil berdasarkan suara terbanyak dari jumlah suara yang sah.
4. Pendokumentasian hasil RUPS:
   a. Sekretaris Perusahaan atau Notaris membuat risalah RUPS dalam setiap penyelenggaraan RUPS.
   b. Risalah RUPS harus ditandatangani Ketua Rapat dan Pemegang Saham.
   c. Penandatanganan risalah RUPS tidak diperlukan apabila risalah tersebut dibuat dengan berita acara notaris.
   d. Risalah RUPS harus didokumentasikan dan disimpan oleh Sekretaris Perusahaan.
   e. Pemegang Saham berhak memperoleh risalah RUPS.

5. RUPS Sirkuler:
   a. Pemegang Saham dapat melaksanakan RUPS secara sirkuler.
   b. Syarat dan ketentuan pelaksanaan RUPS sirkuler ditetapkan oleh Pemegang Saham.

## Publikasi RUPS kepada Pemegang Saham

Sebelum Perusahaan melaksanakan kegiatan RUPS baik RKAP maupun laporan tahunan bersama Pemegang Saham, Perusahaan terlebih dahulu menyampaikan pemberitahuan kepada Pemegang Saham untuk kemudian disepakati dan diagendakan pelaksanaan kegiatan tersebut. Proses

of the Republic of Indonesia.

c. A written notice is not required for an Extraordinary GMS if all participants have been informed of, agreed to, and confirmed their attendance at the meeting.

2. Conduct of the Meeting
   a. The GMS shall be chaired by the Shareholder or by a person authorized by the Shareholder, including through the right of substitution.
   b. The meeting shall commence with the reading of the GMS Rules of Procedure.
   c. The GMS shall deliberate on the matters outlined in the approved meeting agenda.
   d. Additional agenda items may be discussed if approved by the GMS.
3. Adoption of Resolutions
   a. Resolutions at the GMS shall be adopted through a transparent and fair decision-making process.
   b. GMS resolutions shall be adopted based on deliberation to reach consensus according to the prevailing legislation.
   c. If consensus cannot be reached through deliberation, resolutions shall be adopted based on a majority vote of the valid votes cast.
4. Documentation of GMS Resolutions
   a. The Corporate Secretary or a Notary shall prepare the minutes of each GMS.
   b. The minutes of the GMS shall be signed by the Chairperson of the Meeting and the Shareholder.
   c. The signing of the GMS minutes is not required if the minutes are prepared in the form of a notarial deed.
   d. The GMS minutes shall be documented and maintained by the Corporate Secretary.
   e. The Shareholder is entitled to obtain a copy of the GMS minutes.

5. Circular GMS
   a. The Shareholder may adopt GMS resolutions through a Circular GMS.
   b. The terms and conditions governing the implementation of a Circular General Meeting of Shareholders shall be determined by the Shareholder.

## Communication of the GMS to the Shareholders

Before convening a GMS, whether for the approval of the Corporate Work Plan and Budget (RKAP) or the Annual Report, the Company first notifies the Shareholders so that the meeting may be agreed upon and scheduled accordingly. The communication of GMS information to the Shareholder

Penyampaian Informasi RUPS kepada Pemegang Saham melalui mekanisme surat menyurat sebagaimana diatur dalam Pedoman *Good Corporate Governance* (GCG).

## Ketentuan Kuorum dan Kehadiran Dewan Komisaris serta Direksi dalam RUPS

Dalam melaksanakan agenda kegiatan RUPS, Perusahaan memiliki ketentuan kuorum sebagai berikut:

1. RUPS dapat dilangsungkan jika dihadiri paling sedikit 51% dari jumlah seluruh saham.
2. Dalam hal kuorum tidak tercapai maka diadakan pemanggilan Rapat Kedua.
3. Dalam pemanggilan kedua harus disebutkan bahwa RUPS pertama telah dilangsungkan dan tidak mencapai kuorum.
4. RUPS kedua sah dan berhak mengambil keputusan jika dihadiri paling sedikit 50% dari jumlah seluruh saham.
5. Jika pada RUPS kedua masih belum tercapai kuorum, maka Perusahaan melakukan permohonan ke Ketua Pengadilan Negeri setempat untuk ditetapkan kuorum RUPS ketiga.
6. Dalam pemanggilan RUPS ketiga, harus disebutkan bahwa RUPS kedua telah dilangsungkan dan tidak mencapai kuorum.
7. Pemanggilan RUPS kedua dan ketiga dilakukan dalam jangka waktu paling lambat 7 (tujuh) hari sebelum RUPS kedua dan ketiga dilangsungkan.
8. RUPS kedua dan ketiga dilangsungkan dalam jangka waktu paling cepat 10 hari dan paling lambat 21 hari setelah tanggal RUPS yang mendahuluinya dilangsungkan.

## Mekanisme Pengambilan Keputusan Rapat dan Pemungutan Suara

Pengambilan keputusan RUPS dilakukan berdasarkan musyawarah dan mufakat dikarenakan kepemilikan saham Perusahaan dipegang penuh oleh PT Pelabuhan Indonesia (Persero).

## Pelaksana RUPS

Pelindo Terminal Petikemas bukan merupakan Perusahaan terbuka yang memperdagangkan sahamnya di Bursa Efek dimana sahamnya hanya dimiliki oleh 2 (dua) entitas yaitu PT Pelabuhan Indonesia (Persero) sebesar 99,9978% dan PT Integrasi Logistik Cipta Solusi sebesar 0,0022%. Sehingga dalam pelaksanaan RUPS Pelindo Terminal Petikemas, dilaksanakan oleh Sekretaris Perusahaan dan tidak melibatkan pihak independent sebagai penyelenggara.

is carried out through formal correspondence according to the provisions outlined in the Good Corporate Governance (GCG) Guidelines.

## Quorum Requirements and Attendance of the Board of Commissioners and the Board of Directors at the GMS

In conducting the GMS, the Company applies the following quorum requirements:

1. The GMS may be convened if attended by Shareholders representing at least 51% of the total issued shares.
2. If the required quorum is not achieved, a second GMS shall be convened.
3. The notice for the second GMS must state that the first GMS was convened but failed to achieve the required quorum.
4. The second GMS shall be valid and authorized to adopt resolutions if attended by Shareholders representing at least 50% of the total issued shares.
5. If the quorum is still not achieved at the second GMS, the Company shall submit an application to the Chairperson of the relevant District Court to determine the quorum requirements for a third GMS.
6. The notice for the third GMS must state that the second GMS was convened but failed to achieve the required quorum.
7. The notice for both the second and third GMS shall be issued no later than seven (7) days before the respective meeting date.
8. The second and third GMS shall be convened no earlier than ten (10) days and no later than twenty-one (21) days after the date of the immediately preceding GMS.

## Mechanism for Meeting Resolutions and Voting

Resolutions at the GMS are adopted through deliberation and consensus, as the majority of the Company's shares are held by PT Pelabuhan Indonesia (Persero).

## GMS Organizer

Pelindo Terminal Petikemas is not a publicly listed company whose shares are traded on the Stock Exchange. The Company's shares are owned by only two entities, namely PT Pelabuhan Indonesia (Persero), which holds 99.9978% of the shares, and PT Integrasi Logistik Cipta Solusi, which holds the remaining 0.0022%. Accordingly, the Company's GMS are organized by the Corporate Secretary and do not involve an independent party as the meeting organizer.

## Pelaksanaan RUPS Tahun 2025

Pelindo Terminal Petikemas melaksanakan kegiatan RUPS tahun 2025 sesuai dengan ketentuan yang berlaku, baik terkait dengan pemberitahuan yang disampaikan kepada Pemegang saham maupun pada saat penyelenggaraan RUPS. Tahun 2025 Pelindo Terminal Petikemas menyelenggarakan 2 (dua) kali RUPS sebagai berikut:

1. RUPS RKAP yang dilaksanakan pada tanggal 21 Januari 2025 dengan agenda Pengesahan RKAP Tahun 2025 PT Pelindo Terminal Petikemas;

## Implementation of the 2025 GMS

Pelindo Terminal Petikemas conducted its GMS in 2025 according to the applicable regulations, both with respect to the notice provided to the Shareholders and the conduct of the meetings. During 2025, Pelindo Terminal Petikemas convened two (2) GMS, as follows:

1. GMS for the approval of the 2025 Corporate Work Plan and Budget (RKAP), held on January 21, 2025, with the agenda of approving the 2025 Corporate Work Plan and Budget (RKAP) of PT Pelindo Terminal Petikemas.

**Agenda dan Keputusan RUPS RKAP Tahun 2025**
Agenda dan Keputusan RUPS RKAP Tahun 2025

| No | Agenda RUPS<br>GMS Agenda | | Keputusan RUPS<br>GMS Decision |
|---|---|---|---|
| 1 | Menyetujui dan mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Perseroan tahun 2025. | Approved and ratified the Company's 2025 Corporate Work Plan and Budget (RKAP). | telah ditindaklanjuti<br>has been followed up |
| 2 | Menyetujui dan Mengesahkan anggaran program Tanggung Jawab Sosial dan Lingkungan (TJSL) Perseroan Tahun 2025. | Approved and ratified the Company's 2025 Social and Environmental Responsibility (TJSL) Program budget. | telah ditindaklanjuti<br>has been followed up |
| 3 | Menetapkan Kontrak Manajemen Tahun 2025 yang memuat Target Key Performance Indicator (KPI) Direksi secara kolegial tahun 2025. | Approved the 2025 Management Contract, which sets forth the collective Key Performance Indicator (KPI) targets for the Board of Directors for 2025. | telah ditindaklanjuti<br>has been followed up |

2. RUPS Tahunan yang dilaksanakan pada tanggal 19 Juni 2025 dengan agenda Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024

2. Annual GMS, held on June 19, 2025, with the agenda of approving the 2024 Annual Report and ratifying the Financial Statements for the 2024 financial year.

**RUPS Tahunan Tahun Buku 2024**
Annual GMS Financial Year 2024

| Tanggal<br>Date | Judul<br>Title | Keputusan<br>Decision | Tindak Lanjut Hasil Keputusan<br>Followed-Up on the Decision |
|---|---|---|---|
| 19 Juni 2025<br>19 June 2025 | Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2024<br>Approval of the 2024 Annual Report and Ratification of the Financial Statements for the 2024 Financial Year | Persetujuan Laporan Tahunan Perseroan Tahun Buku 2024, serta Pengesahan Laporan Keuangan (Konsolidasian) Perseroan Tahun Buku 2024.<br>Approved the Company's 2024 Annual Report and ratified the Company's 2024 Consolidated Financial Statements. | Persetujuan pemegang saham atas Laporan Tahunan termasuk Laporan Direksi dan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2024.<br>Approved the Company's Annual Report, including the Report of the Board of Directors and the Supervisory Report of the Board of Commissioners, and ratified the Company's Financial Statements for the financial year ended December 31, 2024. |
| | | Penetapan Penggunaan Laba Bersih Atribusi Pemiik Entitas Induk Perseroan Tahun Buku 2024.<br>Approved the appropriation of the Company's net profit attributable to the owners of the parent entity for the 2024 financial year. | Penetapan pembagian dividen kepada pemegang saham beserta tahapannya<br>Approved the distribution of dividends to the Shareholders, including the dividend distribution schedule. |
| | | Besaran Tantiem Tahun Buku 2024, Gaji Direksi dan Honorarium untuk Dewan Komisaris beserta Fasilitas dan tunjangan lainnnya untuk Tahun 2025.<br>Determination of the 2024 Tantiem, and the 2025 Salaries, Honorarium, Benefits, and Other Allowances for the Board of Directors and the Board of Commissioners | Pemegang saham telah menetapkan penghargaan atas kinerja tahunan (tantiem/apresiasi) kepada anggota Direksi dan Dewan Komisaris untuk tahun buku 2024 serta gaji/honorarium anggota Direksi dan Dewan Komisaris untuk tahun buku 2025 sebagaimana tertuang dalam Keputusan Para Pemegang Saham tentang Penetapan Penghargaan atas Kinerja Tahunan Direksi dan Dewan Komisaris Perseroan Tahun Buku 2024 serta Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2025, Pelindo Terminal Petikemas telah membayarkan seluruh gaji atau honorarium dan tunjangan kepada anggota Dewan Komisaris dan Direksi untuk tahun buku yang berakhir pada tanggal 31 Desember 2024 sesuai dengan keputusan Pemegang Saham.<br>The Shareholders approved the annual performance incentive (tantiem/appreciation) for members of the Board of Directors and the Board of Commissioners for the 2024 fiscal year, as well as the salaries/honoraria of the Board of Directors and the Board of Commissioners for the 2025 financial year, as stipulated in the Shareholders' Resolution concerning the Determination of Annual Performance Incentives for the Board of Directors and the Board of Commissioners for the 2024 Financial Year and the Remuneration of the Board of Directors and the Board of Commissioners for the 2025 Financial Year. Accordingly, Pelindo Terminal Petikemas has paid all salaries or honoraria, together with the related benefits and allowances, to members of the Board of Commissioners and the Board of Directors for the financial year ended December 31, 2024, according to the Shareholders' resolution. |
| | | Penetapan Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku 2025.<br>Appointment of the Public Accounting Firm to Audit the Company's 2025 Consolidated Financial Statements | RUPS telah menetapkan KAP Purwantono, Sungkoro & Surja untuk melaksanakan pekerjaan Jasa Audit Umum Laporan Keuangan untuk Tahun Buku 2023 sesuai dengan:<br>• Kontrak Nomor PO.02/7/1/1/AKTU/KEUG/PLND-26 antara PT Pelabuhan Indonesia (Persero) dan KAP Purwantorno, SUngkoro & Surja<br>The GMS appointed Purwantono, Sungkoro & Surja Public Accounting Firm (KAP) to perform the statutory audit of the Company's Consolidated Financial Statements for the 2025 financial year, according to:<br>• Contract No. PO.02/7/1/1/AKTU/KEUG/PLND-26 between PT Pelabuhan Indonesia (Persero) and Purwantono, Sungkoro & Surja Public Accounting Firm (KAP). |

## Dewan Komisaris dan Direksi yang Hadir dalam RUPS

Dalam RUPS yang diselenggarakan pada tahun 2025, Dewan Komisaris dan Direksi yang hadir antara lain:

## Attendance of the Board of Commissioners and the Board of Directors at the GMS

The members of the Board of Commissioners and the Board of Directors who attended the GMS convened during 2025 were as follows:

| Nama<br>Name | Jabatan<br>Position | | Kehadiran<br>Attendance (%) |
|---|---|---|---|
| Dewan Komisaris/ Board of Commissioners | | | |
| Moemahadi Soerja Djanegara | Komisaris Utama | President Commissioner | 100 |
| Bahaduri Wijayanta Bekti Mukarta | Komisaris | Commissioner | 100 |
| Ronaldus Mujur | Komisaris | Commissioner | 100 |
| Montty Girianna | Komisaris | Commissioner | 100 |
| Nick Nurrachman | Komisaris | Commissioner | 100 |
| Antoni Arif Priadi | Komisaris | Commissioner | 100 |
| Yoke Candra Katon | Komisaris | Commissioner | 100 |
| Direksi/ Board of Directors | | | |
| M. Adji | Direktur Utama | President Director | 100 |
| Muarip | Direktur Operasi | Director of Operations | 100 |
| Umar | Direktur Teknik | Director of Engineering | 100 |
| Adi Sutrisno | Direktur Sumber Daya Manusia | Director of Human Resources | 100 |
| Endot Endrardono | Direktur Keuangan dan Manajemen Risiko | Director of Finance and Risk Management | 100 |
| Rima Novianti | Direktur Strategi dan Komersial | Director of Strategic and Commercial | 100 |

## Laporan Realisasi RUPS Tahun Sebelumnya Agenda, Keputusan, dan Realisasi RUPS Tahun 2025

Sepanjang tahun 2024, Pelindo Terminal Petikemas telah melaksanakan RUPS Laporan Tahunan tahun buku 2023, Laporan Pengesahaan RKAP tahun 2024, serta RUPS Sirkuler.

## Follow-Up on Resolutions of the Previous Year's GMS Agenda, Resolutions, and Implementation of the 2025 GMS

Throughout 2024, Pelindo Terminal Petikemas convened the GMS for the approval of the 2023 Annual Report, the GMS for the approval of the RKAP 2024, as well as a Circular GMS.

**Realisasi RUPS Tahun Buku 2023**

**Implementation of the Resolutions of the 2023 Financial Year GMS**

**RUPS Tahunan Tahun Buku 2023**
Annual GMS Financial Tear 2023

| Tanggal<br>Date | Judul<br>Title | Keputusan<br>Decision | Tindak Lanjut Hasil Keputusan<br>Followed-Up on the Decision |
|---|---|---|---|
| | RUPS Tahunan Tahun Buku 2023<br>Annual GMS Financial Year 2023 | Persetujuan Laporan Tahunan Perseroan Tahun Buku 2023.<br>Approval of the Company's 2023 Annual Report | Persetujuan pemegang saham atas Laporan Tahunan termasuk Laporan Direksi dan Laporan Tugas Pengawasan Dewan Komisaris serta Pengesahan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2023.<br>The Shareholders approved the Company's Annual Report, including the Report of the Board of Directors and the Supervisory Report of the Board of Commissioners, and ratified the Company's Financial Statements for the financial year ended December 31, 2023 |
| | | Pengesahan Laporan Keuangan Perseroan Tahun Buku 2023 sekaligus Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya kepada Direksi dan Dewan Komisaris.<br>Ratification of the Company's 2023 Financial Statements, and Granting of Full Release and Discharge (Acquit et de Charge) to the Board of Directors and the Board of Commissioners | |
| | | Penetapan penggunaan Laba Bersih Perseroan Tahun Buku 2023.<br>Approved the appropriation of the Company's net profit for the 2023 financial year. | Penetapan pembagian dividen kepada pemegang saham beserta tahapannya.<br>Approved the distribution of dividends to the Shareholders, including the dividend distribution schedule. |
| | | Penetapan Kantor Akuntan Publik untuk Audit Laporan Keuangan Perseroan Tahun Buku 2024.<br>Appointment of the Public Accounting Firm to Audit the Company's 2024 Financial Statements | RUPS telah menetapkan KAP Purwantono, Sungkoro & Surja untuk melaksanakan pekerjaan Jasa Audit Umum Laporan Keuangan untuk Tahun Buku 2023 sesuai dengan:<br>• Kontrak Nomor HK.03/7/11/2/PKKP/AKAP/PLTP-24 antara PT Pelabuhan Indonesia (Persero) dan KAP Purwantorno, SUngkoro & Surja.<br>The General Meeting of Shareholders appointed Purwantono, Sungkoro & Surja Public Accounting Firm (KAP) to perform the statutory audit of the Company's Financial Statements for the 2024 financial year, according to:<br>• Contract No. HK.03/7/11/2/PKKP/AKAP/PLTP-24 between PT Pelabuhan Indonesia (Persero) and Purwantono, Sungkoro & Surja Public Accounting Firm (KAP). |

**RUPS Tahunan Tahun Buku 2023**
Annual GMS Financial Tear 2023

| Tanggal<br>Date | Judul<br>Title | Keputusan<br>Decision | Tindak Lanjut Hasil Keputusan<br>Followed-Up on the Decision |
|---|---|---|---|
| | | Penetapan Penghargaan atas Kinerja (Tantiem/Insentif Kerja) Tahun Buku 2023 serta Remunerasi Tahun Buku 2024 untuk Direksi dan Dewan Komisaris.<br>Determination of Annual Performance Incentives (Tantiem/ Performance Incentives) for the 2023 Financial Year and Remuneration for the 2024 Financial Year for the Board of Directors and the Board of Commissioners | Pemegang saham telah menetapkan penghargaan atas kinerja tahunan (tantiem/apresiasi) kepada anggota Direksi dan Dewan Komisaris untuk tahun buku 2023 serta gaji/honorarium anggota Direksi dan Dewan Komisaris untuk tahun buku 2024 sebagaimana tertuang dalam Keputusan Para Pemegang Saham tentang Penetapan Penghargaan atas Kinerja Tahunan Direksi dan Dewan Komisaris Perseroan Tahun Buku 2023 serta Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2024 tanggal 30 September 2024<br><br>Pelindo Terminal Petikemas telah membayarkan seluruh gaji atau honorarium dan tunjangan kepada anggota Dewan Komisaris dan Direksi untuk tahun buku yang berakhir pada tanggal 31 Desember 2023 sesuai dengan keputusan Pemegang Saham.<br><br>The Shareholders approved the annual performance incentives (tantiem/performance incentives) for members of the Board of Directors and the Board of Commissioners for the 2023 financial year, as well as the salaries/ honoraria of the Board of Directors and the Board of Commissioners for the 2024 financial year, as stipulated in the Shareholders' Resolution concerning the Determination of Annual Performance Incentives for the Board of Directors and the Board of Commissioners for the 2023 Financial Year and the Remuneration of the Board of Directors and the Board of Commissioners for the 2024 Financial Year, dated September 30, 2024.<br><br>Pelindo Terminal Petikemas has paid all salaries or honorarium, together with the related benefits and allowances, to the members of the Board of Commissioners and the Board of Directors for the fiscal year ended December 31, 2023, according to the Shareholders' resolution. |

## Pernyataan Pemenuhan Keputusan RUPS RKAP 2023

Seluruh keputusan atau arahan Pemegang Saham tahun 2023 dalam RUPS kinerja tahun buku 2022 dan RUPS RKAP 2023 telah selesai ditindaklanjuti.

## Statement on the Implementation of the 2023 RKAP GMS Resolutions

All resolutions and directives issued by the Shareholders during the 2023 GMS on the Company's 2022 performance and the 2023 RKAP GMS have been fully implemented.

## RUPS Luar Biasa

Selain RUPS Pembahasan RKAP dan RUPS Laporan Tahunan, Perusahaan juga memiliki organ RUPS Luar Biasa (RUPS LB) yang diselenggarakan sewaktu-waktu jika dibutuhkan oleh Pemegang Saham atau atas usulan Dewan Komisaris dan/ atau Direksi. Ketentuan pelaksanaan RUPS LB Perusahaan, dilakukan dengan mengacu pada ketentuan yang tercantum dalam UU No. 40 Tahun 2007 tentang Perseroan Terbatas.

## Extraordinary GMS

In addition to the GMS for the approval of the Corporate Work Plan and Budget (RKAP) and the Annual GMS, the Company may also convene an Extraordinary GMS (EGMS) whenever required by the Shareholders or upon the proposal of the Board of Commissioners and/or the Board of Directors. The implementation of the Company's EGMS is conducted according to the provisions of Law No. 40 of 2007 concerning Limited Liability Companies.

## Mekanisme Pelaksanaan RUPS LB

Dalam menjalankan kegiatan usahanya, tidak menutup kemungkinan Perusahaan melaksanakan kegiatan RUPS LB. Dengan mengacu pada Undang-Undang No. 40 tahun 2007 Pasal 79 Ayat 1, Direksi memiliki fungsi dan wewenang untuk menyelenggarakan RUPS LB dengan didahului pemanggilan RUPS. Namun, RUPS LB juga dapat diadakan berdasarkan permintaan dari Pemegang Saham atau Dewan Komisaris. Pemegang Saham yang dimaksud dapat terdiri dari 1 orang atau lebih yang bersama-sama mewakili 1/10 dari jumlah seluruh saham dengan hak suara. Permintaan tersebut diajukan oleh Pemegang Saham atau Dewan Komisaris kepada Direksi dengan surat tercatat disertai alasannya. Tembusan dari surat tersebut disampaikan kepada Dewan Komisaris.

## Pelaksanaan RUPS LB 2025

Hingga berakhirnya tahun buku 2025, Perusahaan tidak pernah menyelenggarakan RUPS LB baik dalam bentuk agenda kegiatan maupun pengambilan keputusan yang bersifat sirkuler.

## Mechanism for Conducting an Extraordinary GMS

In the course of its business activities, the Company may convene an Extraordinary GMS whenever necessary. Pursuant to Article 79 paragraph (1) of Law No. 40 of 2007, the Board of Directors has the authority and responsibility to convene an EGMS, which must be preceded by a formal notice of the meeting. However, an EGMS may also be convened at the request of the Shareholders or the Board of Commissioners. The Shareholders referred to herein may consist of one or more Shareholders collectively representing at least one-tenth (1/10) of the total voting shares. Such request must be submitted by the Shareholders or the Board of Commissioners to the Board of Directors in a registered letter stating the reasons for the request, with a copy delivered to the Board of Commissioners.

## Implementation of the 2025 Extraordinary GMS

As of the end of the 2025 financial year, the Company had not convened any Extraordinary GMS, either in the form of a physical meeting agenda or through the adoption of circular resolutions.

# Dewan Komisaris
Board of Commissioners

Dewan Komisaris memiliki peran strategis dalam memastikan terciptanya keseimbangan antara fungsi pengawasan dan pemberian arahan kepada Direksi. Peran ini dijalankan untuk menjaga agar pengelolaan Perusahaan tetap sejalan dengan kepentingan pemegang saham serta prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG), sebagaimana diatur dalam Anggaran Dasar dan ketentuan yang berlaku.

The Board of Commissioners plays a strategic role in striking an appropriate balance between its oversight function and its role in providing guidance to the Board of Directors. This role is carried out to ensure that the Company's management remains aligned with shareholders' interests and the principles of Good Corporate Governance (GCG), as stipulated in the Articles of Association and applicable laws and regulations.

## Tugas dan Tanggung Jawab Dewan Komisaris

Pelaksanaan fungsi Dewan Komisaris mengacu pada Board Manual yang ditetapkan melalui Keputusan Bersama Dewan Komisaris dan Direksi Pelindo Terminal Petikemas No. SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 tanggal 22 Desember 2023. Pedoman ini menjadi dasar dalam membangun hubungan kerja yang jelas, terarah, dan konsisten antara Dewan Komisaris dan Direksi.

Board Manual tidak hanya mengatur tata hubungan kerja, tetapi juga menjadi panduan praktis dalam menjalankan peran dan tanggung jawab masing-masing organ perusahaan. Dengan demikian, setiap aktivitas pengawasan dan pemberian nasihat dilakukan secara terstruktur serta tetap berorientasi pada pencapaian visi dan misi Perusahaan.

Dalam implementasinya, Dewan Komisaris menjalankan fungsi pengawasan secara berkelanjutan melalui berbagai mekanisme, antara lain penyelenggaraan rapat secara berkala, evaluasi terhadap kinerja Direksi, serta pemantauan atas pelaksanaan strategi dan penerapan GCG di seluruh lini organisasi.

Untuk memperkuat efektivitas pengawasan, Dewan Komisaris didukung oleh komite-komite di bawahnya yang menangani aspek audit, manajemen risiko, serta tata kelola. Seluruh aktivitas tersebut dilaksanakan dengan menjunjung tinggi prinsip kehati-hatian, objektivitas, dan independensi.

## Duties and Responsibilities of the Board of Commissioners

The Board of Commissioners carries out its functions according to the Board Manual established through the Joint Resolution of the Board of Commissioners and the Board of Directors of Pelindo Terminal Petikemas No. SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 dated December 22, 2023. This guideline serves as the foundation for establishing a clear, well-defined, and consistent working relation between the Board of Commissioners and the Board of Directors.

The Board manual not only governs the working relation between the two governing bodies but also serves as a practical guide for each corporate organ in carrying out its respective roles and responsibilities. Accordingly, all oversight and advisory activities are conducted in a structured manner while remaining focused on achieving the Company's vision and mission.

In carrying out its responsibilities, the Board of Commissioners performs its oversight function on an ongoing basis through various mechanisms, including the regular convening of meetings, evaluations of the performance of the Board of Directors, and monitoring the implementation of the Company's strategies and the application of GCG principles throughout the organization.

To further enhance the effectiveness of its oversight function, the Board of Commissioners is supported by committees responsible for audit, risk management, and corporate governance matters. All of these activities are carried out in accordance with the principles of prudence, objectivity, and independence.

## Peran Dewan Komisaris

Secara umum, Dewan Komisaris bertanggung jawab dalam melakukan pengawasan atas kebijakan dan jalannya pengelolaan Perusahaan, sekaligus memberikan arahan strategis kepada Direksi sesuai dengan ketentuan Anggaran Dasar. Dalam menjalankan fungsi tersebut, Dewan Komisaris tidak terlibat dalam aktivitas operasional sehari-hari.

Seluruh anggota Dewan Komisaris memiliki kedudukan yang setara, dengan Komisaris Utama berperan sebagai koordinator (primus inter pares) dalam mengarahkan pelaksanaan tugas Dewan Komisaris secara kolektif. Pengangkatan dan pemberhentian anggota Dewan Komisaris dilakukan melalui RUPS, serta pertanggungjawaban atas pelaksanaan tugas disampaikan kepada RUPS sebagai representasi pemegang saham.

## Role of the Board of Commissioners

In general, the Board of Commissioners is responsible for overseeing the Company's policies and management, while providing strategic guidance to the Board of Directors according to Articles of Association. In carrying out these responsibilities, the Board of Commissioners does not participate in the Company's day-to-day operational activities.

All members of the Board of Commissioners hold equal standing, with the President Commissioner serving as the coordinator (primus inter pares) in directing the collective performance of the Board's duties. The appointment and dismissal of members of the Board of Commissioners are carried out through the GMS, and accountability for the execution of their duties is reported to the GMS as the representative of the shareholders.

## Hak dan Wewenang Dewan Komisaris

### Hak Dewan Komisaris

Hak Dewan Komisaris adalah sebagai berikut:
Mendapatkan honorarium dan tunjangan/fasilitas, termasuk santunan purna jabatan yang jenis dan jumlahnya ditetapkan oleh RUPS dengan memperhatikan ketentuan peraturan perundang-undangan yang berlaku. Keputusan RUPS tersebut harus disetujui oleh Pemegang Saham Seri A Dwiwarna.

### Kewenangan Dewan Komisaris

1. Melihat buku-buku, surat-surat, serta dokumen-dokumen Perusahaan, memeriksa kas untuk keperluan verifikasi dan lain-lain, memeriksa surat berharga serta 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 dan memberhentikan Sekretaris Dewan Komisaris, jika dianggap perlu,
7. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Anggaran Dasar,

## Rights And Authoroties of The Board of Commissioners

### Rights of the Board of Commissioners

The Board of Commissioners is entitled to the following rights:
To receive honorarium and benefits/facilities, including post-employment benefits, the types and amounts of which are determined by the GMS with due regard to the prevailing legislation. Any GMS resolution concerning such remuneration must obtain the approval of the Series A Dwiwarna Shareholder.

### Authorities of the Board of Commissioners

1. Examine the Company's books, correspondence, and other documents; inspect cash for verification purposes and other necessary matters; and examine securities and other Company assets.
2. Enter the Company's premises, buildings, and offices.
3. Request explanations from the Board of Directors and/or other officers regarding any matters relating to the management of the Company.
4. Obtain information on all policies and actions that have been or will be undertaken by the Board of Directors.
5. Require the Board of Directors and/or officers reporting to the Board of Directors, with the knowledge of the Board of Directors, to attend meetings of the Board of Commissioners.
6. Appoint and dismiss the Corporate Secretary to the Board of Commissioners, where deemed necessary.
7. Suspend members of the Board of Directors according to the provisions of the Articles of Association.

8. Membentuk Komite-Komite lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan Perusahaan,
9. Menggunakan tenaga ahli untuk hal tertentu dalam jangka waktu tertentu atas beban Perusahaan, jika dianggap perlu,
10. Melakukan tindakan pengurusan Perusahaan 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.

### Pendelegasian Wewenang

Ketentuan terkait pendelegasian wewenang Dewan Komisaris di Perusahaan yaitu Keputusan Bersama Dewan Komisaris dengan Direksi PT Pelindo Terminal Petikemas No. SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 tanggal 22 Desember 2023 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) PT Pelindo Terminal Petikemas.

## Pedoman Kerja Dewan Komisaris (*Board Manual*)

Dalam menjalankan fungsi pengawasan dan pemberian arahan strategis, Dewan Komisaris berpedoman pada Pedoman Kerja Dewan Komisaris dan Direksi *(Board Manual)* yang disusun dan disepakati bersama Direksi. Dokumen ini menjadi rujukan utama dalam memastikan bahwa setiap proses pengambilan keputusan, pelaksanaan pengawasan, serta pemberian nasihat dilakukan secara terarah dan akuntabel.

Board Manual dirancang sebagai kerangka kerja yang mengatur hubungan profesional antara Dewan Komisaris dan Direksi secara jelas, sistematis, serta mudah diimplementasikan secara konsisten. Penyusunannya mengacu pada prinsip-prinsip hukum korporasi, ketentuan dalam Anggaran Dasar, regulasi yang berlaku, kebijakan Pemegang Saham, serta praktik terbaik tata kelola perusahaan.

Sebagai bentuk penguatan implementasi *Good Corporate Governance* (GCG), PT Pelindo Terminal Petikemas telah menetapkan Board Manual melalui Keputusan Bersama Dewan Komisaris dan Direksi No. SK.01.01/22/12/8/TKHI/DRTU/PLTP-

8. Establish committees other than the Audit Committee, where deemed necessary, taking into consideration the Company's capabilities.
9. Engage external experts for specific assignments and for a specified period at the Company's expense, where deemed necessary.
10. Carry out the management of the Company under certain circumstances and for a specified period according to the provisions of the Articles of Association.
11. Attend meetings of the Board of Directors and provide views and recommendations on matters under discussion.
12. Exercise other supervisory authorities, provided that such authorities do not conflict with the prevailing legislation, the Articles of Association, and/or resolutions of the GMS.

### Delegation of Authority

The provisions governing the delegation of authority of the Board of Commissioners are set forth in the Joint Resolution of the Board of Commissioners and the Board of Directors of PT Pelindo Terminal Petikemas No. SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 dated December 22, 2023, concerning the Board Manual of PT Pelindo Terminal Petikemas, which serves as the Guidelines for the Working Relation between the Board of Commissioners and the Board of Directors.

## Board of Commissioners Working Guidelines (Board Manual)

In carrying out its oversight function and providing strategic direction, the Board of Commissioners is guided by the Board Manual, which was jointly developed and approved by the Board of Commissioners and the Board of Directors. This document serves as the primary reference to ensure that decision-making processes, oversight activities, and the provision of advice are conducted in a structured, accountable, and consistent manner.

The Board Manual is designed as a comprehensive framework that clearly and systematically governs the professional working relation between the Board of Commissioners and the Board of Directors, while ensuring practical and consistent implementation. It is developed with reference to corporate law principles, the Company's Articles of Association, applicable laws and regulations, Shareholder policies, and corporate governance best practices.

As part of its commitment to strengthening the implementation of Good Corporate Governance (GCG), PT Pelindo Terminal Petikemas established the Board Manual through the Joint Resolution of the Board of Commissioners and the Board of Directors No.

23 tanggal 22 Desember 2023 mengenai Pedoman Tata Laksana Hubungan Kerja antara Dewan Komisaris dan Direksi.

Pedoman ini mencakup berbagai aspek penting yang menjadi dasar pelaksanaan fungsi Dewan Komisaris, antara lain:

- Peran dan fungsi Dewan Komisaris
- Struktur dan keanggotaan Dewan Komisaris
- Etika dan standar perilaku jabatan
- Tugas, wewenang, serta tanggung jawab
- Hak dan kewajiban Dewan Komisaris
- Prinsip-prinsip dalam pengambilan keputusan
- Program orientasi dan pengembangan kompetensi
- Organ pendukung Dewan Komisaris
- Mekanisme serta kriteria penilaian kinerja

Dengan adanya Board Manual, Dewan Komisaris dan Direksi memiliki keselarasan dalam menjalankan peran masing-masing, sehingga tercipta hubungan kerja yang efektif, transparan, dan berorientasi pada penciptaan nilai jangka panjang bagi Perusahaan

## Dasar Hukum Penyusunan Board Manual

Pelaksanaan tata kerja Dewan Komisaris mengacu pada Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual) yang menjadi rujukan utama dalam menjalankan fungsi pengawasan serta pemberian nasihat kepada Direksi.

Board Manual disusun sebagai hasil integrasi dari berbagai ketentuan yang berlaku, mencakup prinsip-prinsip hukum korporasi, peraturan perundang-undangan, Anggaran Dasar Perusahaan, kebijakan Pemegang Saham, serta praktik terbaik (best practices) dalam penerapan Tata Kelola Perusahaan yang Baik (GCG).

Melalui pedoman ini, hubungan kerja antara Dewan Komisaris dan Direksi diatur secara jelas dan terstruktur, termasuk alur aktivitas, mekanisme koordinasi, serta batasan peran masing-masing organ. Dengan demikian, Board Manual berfungsi sebagai acuan operasional yang memastikan setiap proses berjalan secara konsisten, transparan, dan selaras dengan arah strategis Perusahaan.

SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 dated December 22, 2023, concerning the Guidelines for the Working Relation between the Board of Commissioners and the Board of Directors.

The Board Manual covers a wide range of key aspects that serve as the foundation for the Board of Commissioners in carrying out its responsibilities, including:

- Roles and functions of the Board of Commissioners
- Composition and membership of the Board of Commissioners
- Code of ethics and standards of conduct
- Duties, authorities, and responsibilities
- Rights and obligations of the Board of Commissioners
- Principles governing the decision-making process
- Orientation and competency development programs
- Supporting organs of the Board of Commissioners
- Performance evaluation mechanisms and assessment criteria

The implementation of the Board Manual enables the Board of Commissioners and the Board of Directors to maintain alignment in carrying out their respective roles, thereby fostering an effective, transparent, and collaborative working relation focused on creating long-term value for the Company.

## Legal Basis for the Preparation of the Board Manual

The Board of Commissioners carries out its duties according to the Board Manual, which serves as the primary reference for the execution of its oversight responsibilities and the provision of advice to the Board of Directors.

The Board Manual has been developed by integrating various applicable provisions, including the principles of corporate law, prevailing legislation, the Articles of Association, Shareholder policies, and best practices in implementing Good Corporate Governance (GCG).

Through this guideline, the working relation between the Board of Commissioners and the Board of Directors is clearly and systematically defined, including workflows, coordination mechanisms, and the respective roles and responsibilities of each governing body. Accordingly, the Board Manual serves as an operational reference that ensures all processes are carried out consistently, transparently, and in alignment with the Company's strategic direction.

## Tujuan Pembentukan Board Manual

Board Manual disusun untuk memberikan kejelasan mengenai peran, tanggung jawab, kewenangan, dan hak Dewan Komisaris serta Direksi sebagai organ utama Perusahaan. Pedoman ini menjadi fondasi dalam membangun sistem pengelolaan perusahaan yang profesional, transparan, dan efektif.

Selain itu, keberadaan Board Manual mencerminkan komitmen Perusahaan dalam mengimplementasikan prinsip-prinsip GCG secara nyata dalam setiap proses pengambilan keputusan dan pengelolaan organisasi.

Secara lebih spesifik, Board Manual bertujuan untuk memastikan terciptanya hubungan kerja yang harmonis, akuntabel, dan saling melengkapi antara Dewan Komisaris dan Direksi, sehingga pelaksanaan fungsi pengawasan dan pengelolaan dapat berjalan optimal dalam mendukung pencapaian visi dan misi Perusahaan.

## Pembagian Tugas Dewan Komisaris

Dalam menjalankan fungsi pengawasan secara efektif, Dewan Komisaris menerapkan pembagian tugas di antara para anggotanya sesuai dengan kompetensi dan kebutuhan pengawasan Perusahaan. Pengaturan ini bertujuan untuk memastikan bahwa seluruh aspek strategis dan operasional Perusahaan dapat dipantau secara optimal.

Komisaris Utama, sebagai *primus inter pares*, berperan dalam mengoordinasikan pelaksanaan tugas Dewan Komisaris secara kolektif, termasuk memastikan sinergi dan efektivitas pelaksanaan fungsi pengawasan.

Penetapan pembagian tugas dan tanggung jawab masing-masing anggota Dewan Komisaris dituangkan dalam Surat Keputusan Komisaris Utama PT Pelindo Terminal Petikemas No. SK-01/KEP/01/CMSR/PTP-2024 tanggal 18 Januari 2024. Keputusan ini menjadi acuan dalam pelaksanaan peran individual setiap anggota, tanpa mengurangi tanggung jawab kolektif Dewan Komisaris sebagai satu kesatuan organ.

## Objectives of the Board Manual

The Board Manual has been established to provide clear guidance on the roles, responsibilities, authorities, and rights of the Board of Commissioners and the Board of Directors as the Company's principal governing bodies. It serves as the foundation for building a professional, transparent, and effective corporate governance system.

Additionally, the Board Manual reflects the Company's commitment to the practical implementation of GCG principles throughout its decision-making processes and organizational management.

More specifically, the Board Manual is intended to ensure a harmonious, accountable, and complementary working relation between the Board of Commissioners and the Board of Directors, thereby enabling the oversight and management functions to be carried out effectively in support of achieving the Company's vision and mission.

## Division of Responsibilities of the Board of Commissioners

To ensure the effective execution of its oversight function, the Board of Commissioners allocates responsibilities among its members based on their respective competencies and the Company's oversight requirements. This arrangement is intended to ensure that all strategic and operational aspects of the Company's business are monitored effectively.

The PresIdent Commissioner, acting as primus inter pares, is responsible for coordinating the collective execution of the Board of Commissioners' duties, including fostering synergy and ensuring the effective performance of its oversight function.

The allocation of duties and responsibilities for each member of the Board of Commissioners is stipulated in the Decree of the President Commissioner of PT Pelindo Terminal Petikemas No. SK-01/KEP/01/CMSR/PTP-2024 dated January 18, 2024. This decree serves as the reference for the execution of each member's individual responsibilities, without diminishing the collective responsibility of the Board of Commissioners as a unified governing body.

Rincian pembagian tugas Dewan Komisaris disajikan pada tabel berikut:

The detailed allocation of responsibilities of the Board of Commissioners is presented in the following table.

| Nama<br>Name | Jabatan<br>Position | Uraian<br>Description | |
|---|---|---|---|
| Moemahadi Soerja Djanegara | Komisaris Utama<br>President Commissioner | Mengkoordinasikan semua bidang tugas organ Dewan Komisaris. | Coordinate all areas of responsibility of the Board of Commissioners. |
| Bahaduri Wijayanta | Komisaris<br>Commissioner | Mempunyai ruang lingkup tugas meliputi:<br>• GCG dan Manajemen Risiko;<br>• Kinerja Operasional;<br>• Perencanaan dan Pengembangan Usaha. | Responsible for overseeing the following areas:<br>• GCG and Risk Management<br>• Operational Performance<br>• Business Planning and Development |
| Ronaldus Mujur | Komisaris<br>Commissioner | Mempunyai ruang lingkup tugas meliputi:<br>• Infrastruktur;<br>• Restrukturisasi;<br>• Investasi dan Sumber Pendanaan. | Responsible for overseeing the following areas:<br>• Organization, HR, and General Affairs<br>• Remuneration and Nomination<br>• Corporate Strategic Planning |
| Montty Girianna | Komisaris<br>Commissioner | Mempunyai ruang lingkup tugas meliputi:<br>• Organisasi, SDM dan Umum;<br>• Remunerasi dan Nominasi;<br>• Perencanaan Strategis Perusahaan. | Responsible for overseeing the following areas:<br>• Organization, HR, and General Affairs<br>• Remuneration and Nomination<br>• Corporate Strategic Planning |
| Nurrachman | Komisaris Independen<br>Independent Commissioner | Mempunyai ruang lingkup tugas meliputi:<br>• Akuntansi dan Keuangan Perusahaan;<br>• Optimalisasi Aset;<br>• Audit | Responsible for overseeing the following areas:<br>• Corporate Accounting and Finance<br>• Asset Optimization<br>• Audit |
| Antoni Arif Priadi | Komisaris<br>Commissioner | Mempunyai ruang lingkup tugas meliputi:<br>• Komunikasi;<br>• Sistem Pelaporan Perusahaan;<br>• Teknologi Informasi | Responsible for overseeing the following areas:<br>• Communications<br>• Corporate Reporting System<br>• Information Technology |
| Yoke Candra Katon | Komisaris Independen<br>Independent Commissioner | Mempunyai ruang lingkup tugas meliputi:<br>• Pengadaan Barang dan Jasa;<br>• Hukum dan Litigasi;<br>• Perpajakan | Responsible for overseeing the following areas:<br>• Procurement of Goods and Services<br>• Legal Affairs and Litigation<br>• Taxation |

## Susunan Dewan Komisaris

Komposisi dan jumlah anggota Dewan Komisaris ditetapkan melalui RUPS dengan mempertimbangkan kebutuhan strategis Perusahaan, termasuk keselarasan dengan visi, misi, serta arah pengembangan usaha. Penetapan tersebut diarahkan untuk memastikan efektivitas proses pengambilan keputusan, baik dari sisi kualitas, ketepatan waktu, maupun independensi dalam pelaksanaan fungsi pengawasan.

Struktur Dewan Komisaris dirancang agar mampu menjalankan perannya secara objektif dan profesional, sehingga dapat memberikan nilai tambah dalam pengawasan dan pemberian arahan strategis kepada Direksi.

## Composition of the Board of Commissioners

The composition and number of members of the Board of Commissioners are determined by the GMS, taking into account the Company's strategic needs and alignment with its vision, mission, and business development objectives. This determination is intended to ensure effective decision-making in terms of quality, timeliness, and independence in carrying out the Board's oversight function.

The Board of Commissioners is structured to enable objective and professional performance of its duties, thereby enhancing its effectiveness in overseeing the Company's management and providing strategic guidance to the Board of Directors.

Masa jabatan anggota Dewan Komisaris berlaku sejak tanggal pengangkatan yang ditetapkan oleh RUPS hingga penutupan RUPS Tahunan kelima setelah tanggal tersebut. Anggota Dewan Komisaris dapat diangkat kembali untuk satu periode jabatan berikutnya sesuai dengan ketentuan yang berlaku.

The tenure of each member of the Board of Commissioners commences on the date of appointment as determined by the GMS and continues until the closing of the fifth Annual GMS following the date of appointment. Members of the Board of Commissioners may be reappointed for one subsequent term according to the prevailing regulations.

| No | Nama<br>Name | Jabatan<br>Position | Dasar Pengagkatan<br>Basis of Appointment | |
|---|---|---|---|---|
| 1 | Moemahadi Soerja Djanegara | Komisaris Utama<br>President Commissioner | Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas Nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21 Tanggal 01 Oktober 2021. | Circular Resolution of the Shareholders instead of the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. KP.03/1/10/2/MTAK/UTMA/PLND-21 dated October 1, 2021. |
| 2 | Bahaduri Wijayanta | Komisaris<br>Commissioner | Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas Nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21 Tanggal 01 Oktober 2021. | Circular Resolution of the Shareholders instead of the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. KP.03/1/10/2/MTAK/UTMA/PLND-21 dated October 1, 2021. |
| 3 | Ronaldus Mujur | Komisaris<br>Commissioner | Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas Nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21 Tanggal 01 Oktober 2021. | Circular Resolution of the Shareholders instead of the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. KP.03/1/10/2/MTAK/UTMA/PLND-21 dated October 1, 2021. |
| 4 | Montty Girianna | Komisaris<br>Commissioner | Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas Nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21 Tanggal 01 Oktober 2021. | Circular Resolution of the Shareholders instead of the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. KP.03/1/10/2/MTAK/UTMA/PLND-21 dated October 1, 2021. |
| 5 | Nurrachman | Komisaris Independen<br>Independent Commissioner | Keputusan Sirkuler Pemegang Saham di Luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas Nomor: KP.03/1/10/2/MTAK/UTMA/PLND-21 Tanggal 01 Oktober 2021. | Circular Resolution of the Shareholders instead of the General Meeting of Shareholders of PT Pelindo Terminal Petikemas No. KP.03/1/10/2/MTAK/UTMA/PLND-21 dated October 1, 2021. |
| 6 | Antoni Arif Priadi | Komisaris<br>Commissioner | Keputusan Pemegang Saham PT Pelindo Terminal Petikemas No: KP.10.05/19/12/2/MTAK/UTMA/PLND-23 Tanggal 19 Desember 2023 | Shareholders' Resolution of PT Pelindo Terminal Petikemas No. KP.10.05/19/12/2/MTAK/UTMA/PLND-23 dated December 19, 2023. |
| 7 | Yoke Candra Katon | Komisaris Independen<br>Independent Commissioner | Keputusan Pemegang Saham PT Pelindo Terminal Petikemas No: KP.10.05/19/12/2/MTAK/UTMA/PLND-23 Tanggal 19 Desember 2023 | Shareholders' Resolution of PT Pelindo Terminal Petikemas No. KP.10.05/19/12/2/MTAK/UTMA/PLND-23 dated December 19, 2023. |

## Program Orientasi Dewan Komisaris

Perusahaan menyelenggarakan program orientasi bagi anggota Dewan Komisaris sebagai bagian dari upaya memastikan kesiapan dalam menjalankan fungsi pengawasan secara efektif sejak awal masa jabatan. Program ini dirancang untuk memberikan pemahaman komprehensif mengenai profil Perusahaan, arah strategis, serta ruang lingkup tanggung jawab Dewan Komisaris.

## Orientation Program for the Board of Commissioners

The Company conducts an orientation program for newly appointed members of the Board of Commissioners as part of its commitment to ensuring their readiness to effectively perform their oversight responsibilities from the beginning of their tenure. The program is designed to provide a comprehensive understanding of the Company's profile, strategic direction, and the scope of the Board of Commissioners' responsibilities.

Materi orientasi mencakup pemahaman atas model bisnis, rencana kerja dan strategi jangka panjang, serta kerangka tata kelola Perusahaan, termasuk Board Manual. Selain itu, Dewan Komisaris juga memperoleh pemaparan terkait regulasi yang relevan, risiko utama, serta dinamika industri yang memengaruhi kinerja Perusahaan.

Penyelenggaraan program ini dikoordinasikan oleh Sekretaris Perusahaan melalui penyediaan berbagai dokumen strategis dan tata kelola, antara lain Laporan Tahunan, Rencana Kerja dan Anggaran Perusahaan (RKAP), Rencana Jangka Panjang Perusahaan (RJPP), Anggaran Dasar, Code of Corporate Governance (CoCG), Code of Conduct (CoC), serta program kerja Dewan Komisaris.

Melalui program orientasi ini, diharapkan setiap anggota Dewan Komisaris memiliki pemahaman yang selaras terhadap kondisi dan arah Perusahaan, sehingga dapat menjalankan fungsi pengawasan secara optimal, objektif, dan bernilai tambah.

## Pelatihan dan Pengembangan Dewan Komisaris 2025

### Kebijakan

Dalam rangka meningkatkan efektivitas peran pengawasan, Perusahaan secara konsisten mendorong pengembangan kompetensi Dewan Komisaris melalui partisipasi dalam berbagai kegiatan pelatihan, seminar, maupun forum profesional.

Kebijakan ini bertujuan untuk memperkuat kapasitas Dewan Komisaris dalam memahami perkembangan terkini, baik dari sisi regulasi, praktik tata kelola, manajemen risiko, maupun dinamika industri, sehingga mampu memberikan arahan yang lebih strategis dan relevan.

Rincian program pengembangan kompetensi yang diikuti oleh Dewan Komisaris sepanjang tahun 2025 disajikan pada bagian berikut.

The orientation program covers the Company's business model, work plan, and long-term strategy, as well as its corporate governance framework, including the Board Manual. Additionally, members of the Board of Commissioners are briefed on relevant regulations, key business risks, and industry developments that may affect the Company's performance.

The program is coordinated by the Corporate Secretary through the provision of key strategic and governance documents, including the Annual Report, the Company's Work Plan and Budget (RKAP), the Long-Term Corporate Plan (RJPP), the Articles of Association, the Code of Corporate Governance (CoCG), the Code of Conduct (CoC), and the Board of Commissioners' work program.

Through this orientation program, each member of the Board of Commissioners is expected to develop a consistent understanding of the Company's condition and strategic direction, thereby enabling them to carry out their oversight responsibilities effectively, objectively, and in a manner that adds value to the Company.

## Training and Development of the Board of Commissioners in 2025

### Policy

To enhance the effectiveness of its oversight function, the Company consistently supports the competency development of the Board of Commissioners through participation in various training programs, seminars, and professional forums.

This policy is intended to strengthen the Board of Commissioners' capacity to keep abreast of developments in regulations, corporate governance practices, risk management, and industry dynamics, thereby enabling the Board to provide more strategic and relevant guidance to the Board of Directors.

Details of the competency development programs attended by the Board of Commissioners throughout 2025 are presented in the following section.

## Program Pengembangan Kompetensi Dewan Komisaris
Board of Commissioners Competency Development Programs

| Nama<br>Name | Tanggal<br>Date | Program Pelatihan dan Pengembangan<br>Training and Development Program | Tempat<br>Place | Penyelenggara<br>Organizer |
|---|---|---|---|---|
| Moemahadi Soerja Djanegara | 3 Desember 2025<br>3 December 2025 | Indonesian Accountants: Resilient, Sustainable, and Futur Ready-Beyond Numbers, Buolding the Golden Future<br>Indonesian Accountants: Resilient, Sustainable, and Futur Ready-Beyond Numbers, Buolding the Golden Future | Jakarta<br>Jakarta | IAI |
| | 4 Desember 2025<br>4 December 2025 | Leading Sustainability Transformation: Global Standards, Regional Solutions<br>Leading Sustainability Transformation: Global Standards, Regional Solutions | Jakarta<br>Jakarta | IAI |
| Bahaduri Wijayanta | 21 - 22 Agustus 2025<br>21 - 22 August 2025 | Workshop SAK for Executive<br>Workshop SAK for Executive | Jakarta<br>Jakarta | IAI |
| | 9-10 September 2025<br>9-10 September 2025 | Certified Risk Governance Professional<br>Certified Risk Governance Professional | Jakarta<br>Jakarta | RAP |
| | 11 November 2025<br>11 November 2025 | Executive BUMN Forum: “Perlindungan Hukum Pasca UU BUMN: Business Judment Rule vs Jerat Korupsi”<br>SOE Executive Forum: Legal Protection Following the Enactment of the SOE Law: The Business Judgment Rule vs. Corruption Prosecution | Jakarta<br>Jakarta | Visi Integritas |
| | 6 Desember 2025<br>6 December 2025 | Talk Show: Mencegah Keputusan Bisnis di BUMN/D Terjerat dalam Kasus Korupsi<br>Talk Show: Preventing Business Decisions in State-Owned Enterprises (SOEs) and Regional State-Owned Enterprises (ROEs) from Becoming Subject to Corruption Cases | Online | Visi Integritas |
| Ronaldus Mujur | 10 Februari 2025 s.d. 6 April 2025<br>10 February 2025 – 6 April 2025 | Applied Value Investing Certificate Program<br>Applied Value Investing Certificate Program | Online | LSP Internasional |
| Montty Girianna | 21 - 22 Agustus 2025<br>21 – 22 August 2025 | Workshop SAK for Executive<br>Workshop SAK for Executive | Jakarta<br>Jakarta | IAI |
| | 19 November 2025<br>19 November 2025 | Coupa Executive Workshop<br>Coupa Executive Workshop | Jakarta<br>Jakarta | Coupa |
| Nurrachman | 11 - 14 Agustus 2025<br>11 - 14 August 2025 | Certified Risk Management Professional<br>Certified Risk Management Professional | Jakarta<br>Jakarta | RAP |
| | 21 - 22 Agustus 2025<br>21 – 22 August 2025 | Workshop SAK for Executive<br>Workshop SAK for Executive | Jakarta<br>Jakarta | IAI |
| | 11 November 2025<br>11 November 2025 | Executive BUMN Forum: “Perlindungan Hukum Pasca UU BUMN: Business Judment Rule vs Jerat Korupsi”<br>SOE Executive Forum: Legal Protection Following the Enactment of the SOE Law: The Business Judgment Rule vs. Corruption Prosecution | Jakarta<br>Jakarta | Visi Integritas |
| Yoke Candra Katon | 7-9 Oktober 2025<br>7-9 October 2025 | World Ports Conference 2025<br>World Ports Conference 2025 | Jepang<br>Jepang | IAPH |
| | 3 Desember 2025<br>3 December 2025 | Qualified Risk Governance Professional<br>Qualified Risk Governance Professional | Bali<br>Bali | CRMS |

# Rapat Dewan Komisaris

## Kebijakan Rapat Dewan Komisaris

Dewan Komisaris menyelenggarakan rapat dalam rangka membahas kinerja perusahaan, baik operasional maupun finansial, serta membahas kinerja komite-komite di bawah Dewan Komisaris. Secara umum, ketentuan mengenai rapat Dewan Komisaris dan Direksi ditetapkan mengacu pada Board Manual yang mengatur bahwa Dewan Komisaris wajib menyelenggarakan sekurang-kurangnya 1 (satu) kali rapat tiap 2 (dua) bulan. Rapat Dewan Komisaris dapat terselenggara apabila dihadiri oleh mayoritas seluruh anggota Dewan Komisaris.

Mekanisme penyelenggaraan rapat Dewan Komisaris dilakukan dengan pemanggilan rapat oleh Komisaris Utama atau salah satu anggota Dewan Komisaris yang ditunjuk oleh Komisaris Utama. Pemanggilan rapat dilakukan sekurang-kurangnya 7 (tujuh) hari sebelum tanggal rapat yang telah ditentukan atau 3 (tiga) hari sebelumnya jika dalam keadaan mendesak tanpa memperhitungkan tanggal panggilan dan tanggal rapat.

Selain itu, penyelenggaraannya pun dapat dilakukan tanpa bertatap muka langsung jika terdapat anggota Dewan Komisaris yang berada di tempat yang berbeda, yaitu dengan memanfaatkan sarana telekonferensi, video konferensi, aplikasi rapat *online* atau perangkat komunikasi lainnya yang dapat memfasilitasi para anggota Dewan Komisaris untuk tetap berpartisipasi dalam rapat meskipun berada di lokasi berbeda.

Sementara untuk mekanisme pengambilan keputusan, Perusahaan menerapkan musyawarah untuk mufakat. Dalam hal tidak tercapai mufakat melalui jalur musyawarah, maka Dewan Komisaris akan mengambil keputusan dengan pengambilan suara terbanyak. Keputusan ditentukan dengan jumlah suara setuju lebih dari 1/2 (satu per dua) dari jumlah suara sah yang dikeluarkan dalam rapat tersebut.

Selain agenda umum yang menjadi tugas dan tanggung jawab Dewan Komisaris sebagaimana yang tercantum dalam *Board Manual*, Dewan Komisaris juga melaksanakan penyusunan rencana pembahasan dalam rapat (internal, internal melibatkan komite, maupun rapat gabungan) dengan agenda khusus. Rencana awal pelaksanaan rapat Dewan Komisaris yang tertuang dalam Jadwal Tahunan Perusahaan (*calendar event*).

Informasinya rencana pelaksanaan rapat juga telah didistribusikan secara luas kepada pihak-pihak terkait seperti Sekretaris Dewan

# Board of Commissioners Meeting

## Board of Commissioners Meeting Policy

The Board of Commissioners convenes meetings to discuss the Company's operational and financial performance, as well as the performance of the committees under the Board of Commissioners. In general, the provisions governing meetings of the Board of Commissioners and the Board of Directors are stipulated in the Board Manual, which requires the Board of Commissioners to hold at least once every two months. A meeting of the Board of Commissioners may be convened, provided that it is attended by a majority of the members.

Meetings of the Board of Commissioners are convened upon a notice issued by the President Commissioner or by another member designated by the President Commissioner. Notice of the meeting must be delivered at least seven days before the scheduled meeting date, or at least three days in advance in urgent circumstances, excluding the date of the notice and the date of the meeting from the calculation.

Meetings may also be conducted without requiring members to be physically present in the same location. Where members of the Board of Commissioners are in different locations, meetings may be held through teleconferencing, videoconferencing, online meeting platforms, or other communication media that enable all members to participate effectively regardless of their respective locations.

In terms of decision-making, the Company applies the principle of deliberation to reach consensus. If consensus cannot be achieved, resolutions are adopted by majority vote. A resolution is deemed approved if it receives affirmative votes representing more than one-half of the valid votes cast at the meeting.

In addition to the regular agenda covering the duties and responsibilities of the Board of Commissioners as stipulated in the Board Manual, the Board of Commissioners also prepares meeting plans for internal meetings, meetings involving its committees, and joint meetings, including agendas for specific matters. The preliminary schedule for the Board of Commissioners is incorporated into the Company's Annual Meeting Calendar (calendar of events).

The proposed meeting schedule is also distributed to relevant parties, including the Secretary to the Board of Commissioners,

Komisaris, *Corporate Secretary*, serta organ-organ lainnya seperti Internal Audit dan divisi-divisi yang ada. Informasi mengenai rencana pelaksanaan rapat Dewan Komisaris dilakukan selambat-lambatnya 7 (tujuh) hari sebelum jadwal pelaksanaan. Dalam publikasi tersebut, diinformasikan mengenai tanggal dan waktu pelaksanaan rapat, lokasi rapat, agenda rapat dan pihak-pihak yang menjadi peserta rapat.

Dalam hal terjadi usulan rapat yang bersifat insidental publikasi dilakukan dapat dilakukan dengan seefektif dan seefisien mungkin namun tetap mengikuti prosedur pendokumentasian yang berlaku (membuat berita acara). Kegiatan tersebut telah tertuang dalam Board Manual PT Pelindo Terminal Petikemas No. SK.01.01/27/12/2/ TKHI/ DRTU/PLTP-21 tanggal Desember 2021 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*) PT Pelindo Terminal Petikemas.

## Agenda dan Publikasi Rapat Dewan Komisaris

Secara umum agenda rapat yang diselenggarakan Dewan Komisaris membahas tentang:

- Evaluasi kinerja Perusahaan,
- Pembangunan Rencana Jangka Panjang Perusahaan & RKAP,
- Menindaklanjuti temuan SPI,
- Melakukan pembahasan tindak lanjut temuan BPK RI,
- Melakukan koordinasi dengan komite-komite di bawah,
- Agenda lainnya yang masih menjadi kewenangan Organ Dewan Komisaris.

## Dokumentasi Hasil Rapat

Dalam menjamin terlaksananya prinsip transparansi dan akuntabilitas, risalah pelaksanaan rapat (dalam hal ini rapat Dewan Komisaris) didokumentasikan secara baik yang memuat pembahasan-pembahasan atas agenda rapat, perbedaan pendapat (*dissenting opinions*), serta keputusan yang ditetapkan. Dokumentasi rapat kemudian ditandatangani oleh pimpinan dan seluruh peserta rapat yang hadir serta didistribusikan sesuai peruntukannya.

## Mekanisme Pengambilan Keputusan dalam Rapat Dewan Komisaris

Mengacu pada mekanisme rapat yang tertera dalam Pedoman Kerja Dewan Komisaris dijabarkan ketentuan-ketentuan yaitu:

the Corporate Secretary, and other functions such as Internal Audit and the respective divisions within the Company. Information regarding the scheduled meeting of the Board of Commissioners is disseminated no later than seven days before the meeting date. The meeting announcement includes details of the meeting date and time, venue or platform, agenda, and the list of participants expected to attend.

If an ad hoc meeting is required, the meeting may be convened as effectively and efficiently as possible while continuing to comply with the Company's established documentation procedures, including the preparation of meeting minutes. These procedures are stipulated in the Board Manual of PT Pelindo Terminal Petikemas No. SK.01.01/27/12/2/TKHI/DRTU/PLTP-21 dated December 2021 concerning the Guidelines for the Working Relation between the Board of Commissioners and the Board of Directors (Board Manual) of PT Pelindo Terminal Petikemas.

## Agenda and Publication of Board of Commissioners Meetings

In general, the agenda of the Board of Commissioners' meetings includes discussions on the following matters:

- Evaluation of the Company's performance.
- Preparation of the Long-Term Corporate Plan (RJPP) and the RKAP.
- Follow up on findings issued by the SPI.
- Discussion of follow-up actions on audit findings issued by the Audit Board of the Republic of Indonesia (BPK RI).
- Coordination with the committees under the Board of Commissioners.
- Other matters falling within the authority of the Board of Commissioners.

## Documentation of Minutes

To uphold the principles of transparency and accountability, the minutes, including meetings of the Board of Commissioners, are properly documented. The minutes contain a record of the discussions on each agenda item, any dissenting opinions, and the resolutions adopted during the meeting. The meeting minutes are subsequently signed by the chairperson and all attending participants and are distributed to the relevant parties according to their respective purposes.

## Decision-Making Mechanism in Board of Commissioners Meetings

According to the meeting procedures set forth in the Board of Commissioners' Working Guidelines (Board Manual), the following provisions apply:

1. Semua keputusan dalam Rapat Komisaris diambil dengan musyawarah untuk mufakat.
2. Apabila melalui musyawarah tidak tercapai kesepakatan, maka keputusan diambil dengan suara terbanyak.
3. Untuk menjaga independensi dan objektivitas, setiap Anggota Komisaris yang memiliki benturan kepentingan diharuskan untuk tidak ikut serta dalam pemberian suara untuk pengambilan keputusan. Kenyataan tersebut harus dicatat dalam risalah rapat.
4. Apabila jumlah suara setuju dan tidak setuju sama banyaknya, maka usul yang bersangkutan dianggap ditolak, kecuali mengenai diri orang akan ditentukan dengan voting secara tertutup.
5. Setiap Anggota Komisaris berhak untuk mengeluarkan 1 (satu) suara ditambah 1 (satu) suara Anggota Komisaris yang diwakilinya.
6. Suara blangko dianggap menyetujui usul yang diajukan dalam rapat. g) Suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat.
7. Keputusan-keputusan yang mengikat dapat pula diambil tanpa diadakan Rapat Komisaris, asal saja keputusan itu disetujui secara tertulis dan ditandatangani oleh seluruh Anggota Komisaris.
8. Keputusan-keputusan yang menyangkut aspek-aspek strategis harus dilakukan melalui mekanisme Rapat Komisaris atau dalam bentuk keputusan yang disetujui secara tertulis dan ditandatangani oleh seluruh Anggota Komisaris. Aspek-aspek strategis tersebut antara lain meliputi semua perbuatan Direksi yang harus mendapatkan persetujuan RUPS setelah mendapatkan rekomendasi tertulis Komisaris serta semua perbuatan Direksi yang harus mendapat persetujuan tertulis Komisaris.

1. All resolutions at meetings of the Board of Commissioners are, in principle, adopted through deliberation to reach consensus.
2. If consensus cannot be reached through deliberation, resolutions are adopted by majority vote.
3. To preserve independence and objectivity, any member of the Board of Commissioners with a conflict of interest is required to abstain from voting on the relevant matter. Such a conflict of interest must be recorded in the minutes.
4. If the number of votes in favor and against is equal, the proposed resolution shall be deemed rejected, except for matters concerning individuals, which shall be decided through a secret ballot.
5. Each member of the Board of Commissioners is entitled to cast one vote, in addition to one vote for each member whom they validly represent by proxy.
6. Blank votes shall be deemed votes in favor of the proposed resolution. Invalid votes shall be considered null and void and shall not be counted in determining the total number of votes cast at the meeting.
7. Binding resolutions may also be adopted without convening a meeting of the Board of Commissioners, provided that such resolutions are approved in writing and signed by all members of the Board of Commissioners.
8. Resolutions relating to strategic matters must be adopted either through a meeting of the Board of Commissioners or by way of a written resolution approved and signed by all members of the Board of Commissioners. Such strategic matters include, among others, all actions of the Board of Directors that require approval by the GMS upon receiving a written recommendation from the Board of Commissioners, as well as all actions of the Board of Directors that require the prior written approval of the Board of Commissioners.

## Frekuensi Dan Tingkat Kehadiran Dewan Komisaris Dalam Rapat

Dewan Komisaris mengadakan rapat dan pertemuan baik rapat internal Dewan Komisaris maupun rapat bersama Direksi serta Komite. Rapat Dewan Komisaris umumnya diagendakan secara berkala dalam satu tahun buku untuk menindaklanjuti berbagai keperluan pengawasan dan pemberian saran atas aktivitas operasional yang dijalankan Direksi beserta jajarannya. Rapat Dewan Komisaris juga dapat diselenggarakan di luar agenda yang telah ditetapkan jika terdapat hal-hal yang mendesak yang membutuhkan peran dan tugas-tugas Dewan Komisaris di dalamnya.

## Frequency of Meetings and Attendance of the Board of Commissioners

The Board of Commissioners convenes meetings and discussions in the meetings, as well as joint meetings with the Board of Directors and the Board Committees. Meetings of the Board of Commissioners are generally scheduled regularly throughout the financial year to support its oversight responsibilities and provide advice regarding the operational activities carried out by the Board of Directors and its management team. In addition to the scheduled meetings, the Board of Commissioners may also convene meetings outside the established schedule to address urgent matters requiring its oversight and deliberation.

Sepanjang 2025, Dewan Komisaris mengadakan12 (dua belas) kali rapat internal dan 12 (dua belas) kali rapat gabungan dengan Direksi yang uraiannya adalah sebagai berikut:

Throughout 2025, the Board of Commissioners held 12 (twelve) internal meetings and 12 (twelve) joint meetings with the Board of Directors. Details are presented as follows:

**Frekuensi Dan Tingkat Kehadiran Dewan Komisaris Dalam Rapat Internal**
Frequency of Meetings and Attendance of the Board of Commissioners at Internal Meetings

| Nama<br>Name | Jabatan<br>Position | Rapat Internal Dewan Komisaris<br>Board of Commissioners' Internal Meeting | | |
|---|---|---|---|---|
| | | Jumlah Rapat<br>Number of Meetings | Kehadiran<br>Attendance | % |
| Moermahadi Soerja Djanegara | Komisaris Utama<br>President Commissioner | 12 | 12 | 100 |
| Bahaduri Wijayanta Bekti Mukarta | Komisaris<br>Commissioner | 12 | 12 | 100 |
| Ronaldus Mujur | Komisaris<br>Commissioner | 12 | 12 | 100 |
| Montty Girianna | Komisaris<br>Commissioner | 12 | 12 | 100 |
| Nurrachman | Komisaris Independen<br>Independent Commissioner | 12 | 12 | 100 |
| Antoni Arif Priadi | Komisaris<br>Commissioner | 5 | 5 | 100 |
| Yoke Candra Katon | Komisaris Independen<br>Independent Commissioner | 12 | 12 | 100 |

**Frekuensi dan Tingkat Kehadiran Dewan Komisaris Dalam Rapat Gabungan Dewan Komisaris Dengan Direksi**
**Frequency of Meetings and Attendance of the Board of Commissioners at Joint Meetings with the Board of Directors**

| Nama<br>Name | Jabatan<br>Position | Rapat Gabungan Dewan Komisaris<br>Board of Commissioners' Joint Meeting | | |
|---|---|---|---|---|
| | | Jumlah Rapat<br>Number of Meetings | Kehadiran<br>Attendance | % |
| Moermahadi Soerja Djanegara | Komisaris Utama<br>President Commissioner | 12 | 12 | 100 |
| Bahaduri Wijayanta Bekti Mukarta | Komisaris<br>Commissioner | 12 | 12 | 100 |
| Ronaldus Mujur | Komisaris<br>Commissioner | 12 | 12 | 100 |
| Montty Girianna | Komisaris<br>Commissioner | 12 | 12 | 100 |
| Nurrachman | Komisaris Independen<br>Independent Commissioner | 12 | 12 | 100 |
| Antoni Arif Priadi | Komisaris<br>Commissioner | 5 | 5 | 100 |
| Yoke Candra Katon | Komisaris Independen<br>Independent Commissioner | 12 | 12 | 100 |

## Risalah Rapat Dewan Komisaris

Berikut adalah risalah dan daftar Dewan Komisaris yang hadir dalam rapat internal Dewan Komisaris dan Rapat Gabungan Dewan Komisaris dengan Direksi yang dilaksanakan sepanjang tahun buku 2025:

## Minutes of the Board of Commissioners Meetings

The following are the minutes and the attendance records of the Board of Commissioners at the internal meetings of the Board of Commissioners and the joint meetings of the Board of Commissioners and the Board of Directors held throughout financial year 2025.

**Rapat Internal Dewan Komisaris**
Board of Commissioners Internal Meeting

| No | Tanggal<br>Date | Agenda | | Dewan Komisaris yang Hadir<br>Board of Commissioners in Attendance |
|---|---|---|---|---|
| 1 | 20 Januari 2025<br>20 January 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Perusahaan s.d. bulan Desember 2024;<br>3. Kinerja Manajemen Risiko s.d. Desember 2024;<br>4. Rencana Inbreng Aset PT Pelabuhan Indonesia (Persero) ke PT Pelindo Terminal Petikemas;<br>5. Finalisasi Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2025; dan<br>6. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through December 2024;<br>3. Risk Management Performance through December 2024;<br>4. The Proposed Asset Inbreng of PT Pelabuhan Indonesia (Persero) into PT Pelindo Terminal Petikemas;<br>5. Finalization of the 2025 Board of Commissioners Work Plan and Budget; and<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi |
| 2 | 11 Februari 2025<br>11 February 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Perusahaan s.d. bulan Januari 2025;<br>3. Kinerja Manajemen Risiko s.d. Januari 2025;<br>4. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through January 2025;<br>3. Risk Management Performance through January 2025;<br>4. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi |
| 3 | 13 Maret 2025<br>13 March 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Perusahaan s.d. bulan Februari 2025;<br>3. Kinerja Manajemen Risiko s.d. Februari 2025;<br>4. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through March 2025;<br>3. Risk Management Performance through March 2025;<br>4. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi |
| 4 | 21 April 2025<br>21 April 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Perusahaan s.d. bulan Maret 2025;<br>3. Kinerja Manajemen Risiko s.d. Maret 2025;<br>4. Pembahasan rekomendasi dan tanggapan atas penyesuaian revenue sharing TPK Makassar & Makassar New Port;<br>5. Pembahasan persetujuan kerja sama alat Container Scanner Pelindo Terminal Petikemas dengan PT Multi Terminal Indonesia;<br>6. Perkenalan Staf Sekretariat Dewan Komisaris;<br>7. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through March 2025;<br>3. Risk Management Performance through March 2025;<br>4. Discussion of the Recommendations and Responses Regarding the Revenue-Sharing Adjustment for TPK Makassar and Makassar New Port;<br>5. Discussion of the Proposed Approval for the Container Scanner Cooperation Agreement between Pelindo Terminal Petikemas and PT Multi Terminal Indonesia;<br>6. Introduction of the Board of Commissioners Secretariat Staff; and<br>7. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi |
| 5 | 26 Mei 2025<br>26 May 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. April 2025;<br>3. Kinerja Manajemen Risiko s.d. April 2025;<br>4. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through April 2025;<br>3. Risk Management Performance through April 2025;<br>4. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi |
| 6 | 23 Juni 2025<br>23 June 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. Mei 2025;<br>3. Kinerja Manajemen Risiko s.d. Mei 2025;<br>4. Revisi RKAP Investasi 2025;<br>5. Transfer bisnis TPK Berlian kepada PT TTL;<br>6. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through May 2025;<br>3. Risk Management Performance through May 2025;<br>4. Revision to the 2025 RKAP;<br>5. Transfer of TPK Berlian's Business to PT TTL; and<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra |

**Rapat Internal Dewan Komisaris**
Board of Commissioners Internal Meeting

| No | Tanggal<br>Date | Agenda | | Dewan Komisaris yang Hadir<br>Board of Commissioners in Attendance |
|---|---|---|---|---|
| 7 | 22 Juli 2025<br>22 July 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. Juni 2025;<br>3. Kinerja Manajemen Risiko s.d. Juni 2025;<br>4. Pembahasan draft Surat Permohonan Persetujuan Dokumen Contignecy Plan Pelindo Terminal Petikemas Tahun 2025;<br>5. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through June 2025;<br>3. Risk Management Performance through June 2025;<br>4. Discussion of the Draft Request Letter for Approval of the 2025 Pelindo Terminal Petikemas Contingency Plan Document; and<br>5. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra |
| 8 | 26 Agustus 2025<br>26 August 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. Juli 2025;<br>3. Kinerja Manajemen Risiko s.d. Juli 2025;<br>4. Pembahasan agenda tematik "Gambaran dan Rencana Aksi Risiko Utama 2026";<br>5. Pembahasan change parent PT BJTI;<br>6. Pembahasan vertical merger PT PTP (pembelian saham minoritas milik PT ILCS);<br>7. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through July 2025;<br>3. Risk Management Performance through July 2025;<br>4. Discussion of the Thematic Agenda, "Overview and Action Plan for Key Risks in 2026";<br>5. Discussion of the Change of Parent Company of PT BJTI;<br>6. Discussion of the Vertical Merger of PT PTP (Acquisition of Minority Shares Held by PT ILCS); and<br>7. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra |
| 9 | 25 September 2025<br>25 September 2025 | 1. Tindak lanjut rapat sebelumnya;<br>2. Kinerja keuangan s.d bulan Agustus 2025;<br>3. Kinerja manajemen risiko s.d. bulan Agustus 2025;<br>4. Laporan pembahasan awal RKAP 2026;<br>5. Pembahasan agenda tematik "Usulan Pelepasan Aset BJTI";<br>6. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through August 2025;<br>3. Risk Management Performance through August 2025;<br>4. Report on the Preliminary Discussion of the 2026 RKAP;<br>5. Discussion of the Thematic Agenda, "Proposed Divestment of BJTI Assets"; and<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra |
| 10 | 31 Oktober 2025<br>31 October 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. September 2025;<br>3. Kinerja Manajemen Risiko s.d. September 2025;<br>4. Progress Penyusunan RKAP 2026;<br>5. Penggabungan Prima TPK ke Pelindo Terminal Petikemas;<br>6. Transfer Operatorship;<br>7. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through September 2025;<br>3. Risk Management Performance through September 2025;<br>4. Progress on the Preparation of the 2026 RKAP;<br>5. Merger of Prima TPK into Pelindo Terminal Petikemas;<br>6. Transfer of Operatorship;<br>7. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra |
| 11 | 26 November 2025<br>26 November 2025 | 1. Tindak lanjut rapat sebelumnya;<br>2. Kinerja keuangan s.d bulan Oktober 2025;<br>3. Kinerja manajemen risiko s.d. bulan Oktober 2025;<br>4. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through October 2025;<br>3. Risk Management Performance through October 2025;<br>4. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra |
| 12 | 15 Desember 2025<br>15 December 2025 | 1. Tindak lanjut rapat sebelumnya;<br>2. Kinerja keuangan s.d bulan November 2025;<br>3. Kinerja manajemen risiko s.d. bulan November 2025;<br>4. Pembahasan tindak lanjut LHA SPI;<br>5. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through November 2025;<br>3. Risk Management Performance through November 2025;<br>4. Discussions of the Follow-Up Actions on LHA SPI<br>5. Other Matters | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra |

**Rapat Gabungan Dewan Komisaris dan Direksi**
Board of Directors in Attendance

| No | Tanggal Date | Agenda | | Dewan Komisaris yang Hadir Board of Commissioners in Attendance | Direksi yang Hadir Board of Directors in Attendance |
|---|---|---|---|---|---|
| 1 | 20 Januari 2025<br>20 January 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Perusahaan s.d. bulan Desember 2024;<br>3. Kinerja Manajemen Risiko s.d. Desember 2024;<br>4. Pembahasan Rencana Inbreng Aset PT Pelabuhan Indonesia (Persero) ke PT Pelindo Terminal Petikemas; dan<br>5. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through December 2024;<br>3. Risk Management Performance through December 2024;<br>4. The Proposed Asset Inbreng of PT Pelabuhan Indonesia (Persero) into PT Pelindo Terminal Petikemas;<br>5. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 2 | 11 Februari 2025<br>11 February 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Perusahaan s.d. bulan Januari 2025;<br>3. Kinerja Manajemen Risiko s.d. Januari 2025;<br>4. Laporan Progres Pengadaan Mitra Kerja Sama CT2, CT3 dan MNP;<br>5. Laporan Progres Study Dumai Transhipment HubLa;<br>6. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through January 2025;<br>3. Risk Management Performance through January 2025;<br>4. Progress Report on the Procurement of Cooperation Partners for CT2, CT3, and MNP;<br>5. Progress Report on the Dumai Transshipment Hub Study;<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 3 | 13 Maret 2025<br>13 March 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Perusahaan s.d. bulan Februari 2025;<br>3. Kinerja Manajemen Risiko s.d. Februari 2025;<br>4. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through February 2025;<br>3. Risk Management Performance through February 2025;<br>4. Other Matters | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 4 | 21 April 2025<br>21 April 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. bulan Maret 2025;<br>3. Kinerja Manajemen Risiko s.d. Maret 2025;<br>4. Pembahasan rekomendasi dan tanggapan atas penyesuaian revenue<br>5. sharing TPK Makassar dan Makassar New Port;<br>6. Pembahasan persetujuan kerja sama alat Container Scanner Pelindo Terminal Petikemas dengan PT Multi Terminal Indonesia;<br>7. Lain-lain. | • Follow-up on the Previous Meeting;<br>• Financial Performance through March 2025;<br>• Risk Management Performance through March 2025;<br>• Discussion of the Recommendations and Responses Regarding the Revenue-Sharing Adjustment for TPK Makassar and Makassar New Port;<br>• Discussion of the Proposed Approval for the Container Scanner Cooperation Agreement between Pelindo Terminal Petikemas and PT Multi Terminal Indonesia;<br>• Other Matters | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 5 | 26 Mei 2025<br>26 May 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. bulan April 2025;<br>3. Kinerja Manajemen Risiko s.d. April 2025;<br>4. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through April 2025;<br>3. Risk Management Performance through April 2025;<br>4. Other Matters | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |

**Rapat Gabungan Dewan Komisaris dan Direksi**
Board of Directors in Attendance

| No | Tanggal Date | Agenda | | Dewan Komisaris yang Hadir Board of Commissioners in Attendance | Direksi yang Hadir Board of Directors in Attendance |
|---|---|---|---|---|---|
| 6 | 23 Juni 2025<br>23 June 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. bulan Mei 2025;<br>3. Kinerja Manajemen Risiko s.d. Mei 2025;<br>4. Revisi RKAP Investasi 2025;<br>5. Transfer Bisnis TPK Berlian kepada PT TTL<br>6. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through May 2025;<br>3. Risk Management Performance through May 2025;<br>4. Revision to the 2025 RKAP;<br>5. Transfer of TPK Berlian's Business to PT TTL; and<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 7 | 22 Juli 2025<br>22 July 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. bulan Juni 2025;<br>3. Kinerja Manajemen Risiko s.d. bulan Juni 2025;<br>4. Pembahasan draft Surat Permohonan Persetujuan Dokumen Contignecy Plan Pelindo Terminal Petikemas Tahun 2025;<br>5. Proses Pengadaan Investasi Tahun 2025<br>6. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through June 2025;<br>3. Risk Management Performance through June 2025;<br>4. Discussion of the Draft Request Letter for Approval of the 2025 Pelindo Terminal Petikemas Contingency Plan Document;<br>5. 2025 Investment Procurement Process;<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 8 | 26 Agustus 2025<br>26 August 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. Juli 2025;<br>3. Kinerja Manajemen Risiko s.d. Juli 2025;<br>4. Gambaran dan Rencana Aksi Risiko Utama 2026;<br>5. Pembahasan change parent PT BJTI;<br>6. Pembahasan vertical merger PT PTP (pembelian saham minoritas milik PT ILCS);<br>7. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through July 2025;<br>3. Risk Management Performance through July 2025;<br>4. Overview and Action Plan for Key Risks in 2026;<br>5. Discussion of the Change of Parent Company of PT BJTI;<br>6. Discussion of the Vertical Merger of PT PTP (Acquisition of Minority Shares Held by PT ILCS); and<br>7. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 9 | 25 September 2025<br>25 September 2025 | 1. Tindak lanjut rapat sebelumnya;<br>2. Kinerja keuangan s.d bulan Agustus 2025;<br>3. Kinerja manajemen risiko s.d. bulan Agustus 2025;<br>4. Pembahasan agenda tematik “Usulan Pelepasan Aset BJTI”;<br>5. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through August 2025;<br>3. Risk Management Performance through August 2025;<br>4. Discussion of the Thematic Agenda, "Proposed Divestment of BJTI Assets";<br>5. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 10 | 31 Oktober 2025<br>31 October 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. September 2025;<br>3. Kinerja Manajemen Risiko s.d. September 2025;<br>4. Progress Penyusunan RKAP 2026;<br>5. Perkembangan penyusunan RJPP;<br>6. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through September 2025;<br>3. Risk Management Performance through September 2025;<br>4. Progress on the Preparation of the 2026 RKAP;<br>5. Progress on the Preparation of RJPP<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |

**Rapat Gabungan Dewan Komisaris dan Direksi**
Board of Directors in Attendance

| No | Tanggal Date | Agenda | | Dewan Komisaris yang Hadir Board of Commissioners in Attendance | Direksi yang Hadir Board of Directors in Attendance |
|---|---|---|---|---|---|
| 11 | 26 November 2025 26 November 2025 | 1. Tindak lanjut rapat sebelumnya;<br>2. Kinerja keuangan s.d bulan Oktober 2025;<br>3. Kinerja manajemen risiko s.d. bulan Oktober 2025;<br>4. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through October 2025;<br>3. Risk Management Performance through October 2025;<br>4. Other Matters | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 12 | 15 Desember 2025 15 Desember 2025 | 1. Tindak lanjut rapat sebelumnya;<br>2. Kinerja keuangan s.d bulan November 2025;<br>3. Kinerja manajemen risiko s.d. bulan November 2025;<br>4. Pembahasan tindak lanjut LHA SPI;<br>5. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through November 2025;<br>3. Risk Management Performance through November 2025;<br>4. Discussions of the Follow-Up Actions on LHA SPI<br>5. Other Matters | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |

## Hubungan Kerja dan Laporan Pelaksanaan Tugas Dewan Komisaris

### Hubungan Kerja dengan Direksi

Hubungan kerja antara Dewan Komisaris dengan Direksi yang baik merupakan salah satu hal yang sangat penting agar masing-masing organ Perusahaan dapat bekerja sesuai fungsinya dengan efektif dan efisien. Untuk itu Perusahaan, dalam menjaga hubungan kerja yang baik antara Komisaris dengan Direksi menerapkan prinsip-prinsip sebagai berikut:

**Prinsip-Prinsip Dasar**

a. Dewan Komisaris menghormati tanggung jawab dan wewenang Direksi dalam mengelola Perusahaan sebagaimana telah diatur dalam peraturan perundang-undangan maupun Anggaran Dasar Perusahaan.
b. Direksi menghormati tanggung jawab dan wewenang Dewan Komisaris untuk melakukan pengawasan dan memberikan nasihat terhadap kebijakan pengelolaan Perusahaan.
c. Setiap hubungan kerja antara Dewan Komisaris dengan Direksi merupakan hubungan yang bersifat formal kelembagaan, dalam arti senantiasa dilandasi oleh suatu mekanisme baku atau korespondensi yang dapat dipertanggungjawabkan.
d. Direksi bertanggungjawab atas akurasi, kelengkapan dan ketepatan waktu penyampaian informasi Perusahaan kepada Dewan Komisaris.
e. Hubungan kerja antara organ-organ pendukung Dewan

## Working Relation and Repoer on The Implementation of The Board of Comissioners' Duties

### Working Relation with the Board of Directors

A sound working relation between the Board of Commissioners and the Board of Directors is essential to ensuring that each corporate organ performs its respective functions effectively and efficiently. To maintain a constructive working relation between the Board of Commissioners and the Board of Directors, the Company adheres to the following principles:

**Fundamental Principles**

a. The Board of Commissioners respects the responsibilities and authority of the Board of Directors in managing the Company as stipulated by the prevailing legislation and the Articles of Association.
b. The Board of Directors respects the responsibilities and authority of the Board of Commissioners in supervising and providing advice on the Company's management policies.
c. All working relations between the Board of Commissioners and the Board of Directors are institutional and formal in nature, meaning they are consistently conducted through established mechanisms or official correspondence that can be properly accounted for.
d. The Board of Directors is responsible for ensuring the accuracy, completeness, and timely submission of the Company's information to the Board of Commissioners.
e. Any working relation between the supporting organs of

Komisaris dengan organorgan pendukung Direksi harus disepakati terlebih dahulu oleh Dewan Komisaris dan Direksi.

***Check and Balances***

Sehubungan dengan hal tersebut, sesuai dengan tanggung jawab masing-masing, Dewan Komisaris dan Direksi memiliki komitmen yang tinggi untuk secara bersama-sama:

1. Merealisasikan tujuan Perusahaan berupa tercapainya kelangsungan usaha Perusahaan dalam jangka panjang yang tercermin pada:
   a) Tercapainya nilai perusahaan (*value of the firm*) sebagaimana diharapkan oleh Pemegang Saham.
   b) Terlaksananya dengan baik pengendalian intern dan manajemen risiko.
   c) Tercapainya imbal hasil (*return*) yang wajar bagi Pemegang Saham.
   d) Terlindunginya kepentingan *Stakeholders* secara wajar.
   e) Terlaksananya suksesi kepemimpinan dan kontinuitas manajemen di seluruh jajaran organisasi Perusahaan.
   f) Terpenuhinya pelaksanaan GCG.
2. Menyepakati hal-hal di bawah ini untuk mendukung pencapaian visi dan misi serta strategi Perusahaan:
   a) Sasaran usaha, strategi, rencana jangka panjang maupun rencana kerja dan anggaran tahunan.
   b) Kebijakan dalam memenuhi ketentuan perundang-undangan dan Anggaran Dasar Perusahaan.
   c) Kebijakan dan metode penilaian kinerja Perusahaan, unit-unit dalam organisasi Perusahaan dan pegawai.
   d) Struktur organisasi Perusahaan di tingkat eksekutif yang mampu mendukung tercapainya sasaran usaha Perusahaan

the Board of Commissioners and those of the Board of Directors must be mutually agreed upon in advance by both the Board of Commissioners and the Board of Directors.

***Check and Balances***

In carrying out their respective responsibilities, the Board of Commissioners and the Board of Directors are firmly committed to working together to:

1. Achieve the Company's objectives by ensuring its long-term business sustainability, as reflected in:
   a) Achieving the Company's value (value of the firm) as expected by the Shareholders.
   b) Ensuring the effective implementation of internal controls and risk management.
   c) Delivering a reasonable return to the Shareholders.
   d) Protecting the legitimate interests of Stakeholders in a fair and balanced manner.
   e) Ensuring leadership succession and management continuity throughout all levels of the Company's organization.
   f) Ensuring the effective implementation of GCG.
2. Reach a mutual agreement on the following matters to support the achievement of the Company's vision, mission, and strategy:
   a) Business objectives, corporate strategy, long-term plans, and the annual Work Plan and Budget.
   b) Policies to ensure compliance with applicable legislation and the Articles of Association.
   c) Policies and methodologies for evaluating the performance of the Company, its organizational units, and its employees.
   d) An executive-level organizational structure that effectively supports the achievement of the Company's business objectives.

## Laporan Pelaksanaan Tugas Dewan Komisaris

### Fokus Pengawasan Dewan Komisaris 2025

Laporan Pengawasan Dewan Komisaris PT Pelindo Terminal Petikemas Tahun 2025 disusun dalam rangka memenuhi ketentuan Anggaran Dasar Perusahaan yang tertuang dalam Akta Notaris Imas Fatimah, SH, No. 5 tanggal 01 Desember 1992, sebagaimana telah mengalami beberapa kali perubahan terakhir dengan Akta Notaris Yatiningsih, SH., MH. No. 136 tanggal 25 September 2017 dan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang

## Report on The Implementation of The Board of Commissioners' Duties

### 2025 Board of Commissioners' Supervisory Focus

The 2025 Supervisory Report of the Board of Commissioners of PT Pelindo Terminal Petikemas has been prepared according to the Articles of Association as stipulated in Notarial Deed No. 5 dated December 1, 1992, executed before Imas Fatimah, S.H., as subsequently amended from time to time, most recently by Notarial Deed No. 136 dated September 25, 2017, executed before Yatiningsih, S.H., M.H., and the Regulation of the Minister of State-Owned Enterprises No. PER-2/

Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara serta sebagai pertanggungjawaban atas pelaksanaan tugas dan fungsi pengawasan Dewan Komisaris Pelindo Terminal Petikemas.

1. Dasar Hukum Pelaksanaan Kegiatan
   a) Undang-Undang No. 19 Tahun 2003 Tanggal 19 Juni 2003 tentang BUMN (Lembaran Negara Republik Indonesia Tahun 2003 No. 70, Tambahan Lembaran Negara RI No. 106),
   b) Undang-Undang No. 40 Tahun 2007 Tanggal 16 Agustus 2007 tentang Perseroan Terbatas (Lembaran Negara RI Tahun 2007 No. 106),
   c) Peraturan Menteri Negara BUMN No. PER21/ MBU/2012 tanggal 27 Desember 2012 tentang Pedoman Penerapan Akuntabilitas Keuangan BUMN,
   d) Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara;
   e) Peraturan Menteri Badan Usaha Milik Negara No. PER- 3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.
   f) Keputusan Menteri Negara BUMN No. KEP101/ MBU/2002 tanggal 4 Juni 2002 tentang Penyusunan Rencana Kerja dan Anggaran Perusahaan (RKAP) BUMN,
   g) Keputusan Bersama Dewan Komisaris dengan Direksi PT Pelindo Terminal Petikemas No. SK.01.01/27/12/2/ TKHI/DRTU/ PLTP-21 tanggal Desember 2021 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (Board Manual) PT Pelindo Terminal Petikemas

2. Maksud dan Tujuan

   Maksud penyusunan Laporan Pengawasan oleh Dewan Komisaris Tahun 2024 adalah sebagai pelaporan pelaksanaan tugas pengawasan Dewan Komisaris Pelindo Terminal Petikemas pada tahun 2024 sesuai dengan rencana kerja dan anggaran Dewan Komisaris Pelindo Terminal Petikemas yang telah disetujui oleh Pemegang Saham.

   Tujuan laporan pengawasan ini adalah untuk memenuhi kewajiban Dewan Komisaris sesuai dengan Peraturan Menteri Badan Usaha Milik Negara No. PER-2/ MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Actions of State-Owned Enterprises. This report also serves as the Board of Commissioners' accountability for the execution of its supervisory duties and functions at Pelindo Terminal Petikemas.

1. Legal Basis for the Implementation of Supervisory Activities
   a) Law No. 19 of 2003 on State-Owned Enterprises, dated June 19, 2003 (State Gazette of the Republic of Indonesia of 2003 No. 70, Supplement to the State Gazette No. 4297).
   b) Law No. 40 of 2007 on Limited Liability Companies, dated August 16, 2007 (State Gazette of the Republic of Indonesia of 2007 No. 106, Supplement to the State Gazette No. 4756).
   c) Regulation of the Minister of State-Owned Enterprises No. PER-21/MBU/2012, dated December 27, 2012, concerning Guidelines for the Implementation of Financial Accountability in SOEs.
   d) Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Corporate Governance and Significant Corporate Actions of State-Owned Enterprises.
   e) Regulation of the Minister of State-Owned Enterprises No. PER-3/MBU/03/2023 concerning the Governing Bodies and Human Resources of State-Owned Enterprises.
   f) Decree of the Minister of SOEs No. KEP-101/MBU/2002, dated June 4, 2002, concerning the Preparation of the SOE Work Plan and Budget (RKAP).
   g) Joint Decree of the Board of Commissioners and the Board of Directors of PT Pelindo Terminal Petikemas SK.01.01/27/12/2/TKHI/DRTU/PLTP-21, dated December 2021, concerning the Board Manual of PT Pelindo Terminal Petikemas, which governs the working relation between the Board of Commissioners and the Board of Directors.

2. Purpose and Objectives

   The purpose of preparing the 2024 Supervisory Report of the Board of Commissioners is to report on the implementation of the supervisory duties of the Pelindo Terminal Petikemas Board of Commissioners during 2024, according to the Pelindo Terminal Petikemas Board of Commissioners' Work Plan and Budget approved by the Shareholders.

   This Supervisory Report is prepared to fulfill the obligations of the Board of Commissioners under Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning the Guidelines for Corporate Governance and Significant Corporate Actions of State-Owned Enterprises.

## Rekomendasi dan Keputusan Dewan Komisaris 2025

a. Tanggapan Dewan Komisaris atas Perubahan (Amandemen) Perjanjian Bangun Guna Serah Terminal Petikemas Belawan Fase 2
b. Tanggapan Dewan Komisaris atas Rencana Permintaan Share Holder Loan (SHL) kepada PT Pelabuhan Indonesia (Persero)
c. Rekomendasi Dewan Komisaris atas Pengurangan Modal Disetor dan Ditempatkan Dengan Cara Penarikan Kembali Saham yang Telah Diterbitkan kepada PT Pelabuhan Indonesia (Persero)
d. Tanggapan Tertulis Dewan Komisaris atas Rencana Kerja Sama Pengoperasian dan Pemeliharaan TPK Belawan – Domestik dengan PT Prima Multi Terminal
e. Tanggapan Tertulis Dewan Komisaris atas Rencana Permintaan Share Holder Loan (SHL) kepada PT Pelabuhan Indonesia (Persero)
f. Tanggapan Dewan Komisaris atas Rencana Setoran Modal PT Pelindo Terminal Petikemas kepada PT Berlian Jasa Terminal Indonesia untuk Penambahan Modal Disetor di PT Terminal Nilam Utara
g. Persetujuan Kerja Sama Pemanfaatan TPK Belawan Internasional 400 Meter dengan PT Prima Terminal Petikemas
h. Tanggapan dan arahan Dewan Komisaris atas Konsultasi Pendirian Perusahaan Patungan (New Co) dengan PT INA DPWorld Investment, Kerjasama Investasi dan Pengoperasian BNCT dengan New Co, serta Penandatanganan Dokumen-dokumen Perjanjian atas Pelaksanaan Tindak Lanjut Master Agrreement
i. Persetujuan Dewan Komisaris atas Penyesuaian Struktur Organisasi TPK Belawan dalam rangka rencana Kerjasama Operation and Maintanance (O&M) TPK Belawan-Domestik oleh PT Prima Multi Terminal
j. Rekomendasi Dewan Komisaris atas Rencana Setoran Modal PT Pelindo Terminal Petikemas kepada PT Berlian Jasa Terminal Indonesia untuk Penambahan Modal Disetor di PT Terminal Nilam Utara
k. Tanggapan Laporan Tahunan 2022 PT Pelindo Terminal Petikemas
l. Rekomendasi Dewan Komisaris atas Rencana Serah Operasi Bisnis dan Pelayanan Terminal Petikemas Cabang Bagendang Bumiharjo, Ternate dan Merauke dari PT Pelindo (Persero)
m. Persetujuan Dewan Komisaris atas Penyesuaian Struktur Organisasi TPK Bagendang-Bumiharjo, Ternate dan Merauke

## 2025 Recommendations and Resolutions of the Board of Commissioners

a. Response of the Board of Commissioners to the Amendment of the Build-Operate-Transfer (BOT) Agreement for Belawan Container Terminal Phase 2.
b. Response of the Board of Commissioners to the Proposed Shareholder Loan (SHL) Request from PT Pelabuhan Indonesia (Persero).
c. Recommendation of the Board of Commissioners on the Reduction of Issued and Paid-up Capital through the Repurchase of Shares Previously Issued to PT Pelabuhan Indonesia (Persero).
d. Written Response of the Board of Commissioners to the Proposed Cooperation Agreement for the Operation and Maintenance of TPK Belawan with PT Prima Multi Terminal.
e. Written Response of the Board of Commissioners to the Proposed Shareholder Loan (SHL) Request from PT Pelabuhan Indonesia (Persero).
f. Response of the Board of Commissioners to the Proposed Capital Contribution by PT Pelindo Terminal Petikemas to PT Berlian Jasa Terminal Indonesia for Additional Paid-up Capital in PT Terminal Nilam Utara.
g. Approval by the Board of Commissioners of the Cooperation Agreement for the Utilization of the 400-Meter Belawan International Container Terminal with PT Prima Terminal Petikemas.
h. Response and Guidance of the Board of Commissioners on the Consultation Regarding the Establishment of a Joint Venture Company (NewCo) with PT INA DPWorld Investment, the Investment and Operational Cooperation for BNCT with the NewCo, and the Execution of Agreement Documents for the Implementation of the Master Agreement.
i. Approval by the Board of Commissioners of the Organizational Structure Adjustment for TPK Belawan in preparation for the proposed Operation and Maintenance (O&M) cooperation with PT Prima Multi Terminal.
j. Recommendation of the Board of Commissioners on the Proposed Capital Contribution by PT Pelindo Terminal Petikemas to PT Berlian Jasa Terminal Indonesia for Additional Paid-up Capital in PT Terminal Nilam Utara.
k. Response of the Board of Commissioners to the 2022 Annual Report of PT Pelindo Terminal Petikemas.
l. Recommendation of the Board of Commissioners on the Proposed Transfer of Business Operations and Container Terminal Services for the Bagendang Bumiharjo, Ternate, and Merauke Branches from PT Pelabuhan Indonesia (Persero).
m. Approval by the Board of Commissioners of the Organizational Structure Adjustment for TPK Bagendang-Bumiharjo, Ternate, and Merauke.

n. Rekomendasi/Tanggapan Tertulis Dewan Komisaris atas Rencana Tindak Lanjut Hasil Evaluasi Kerjasama Kegiatan Bongkar Muat Petikemas dengan Mitra PBM di Pelabuhan Tanjung Priok

o. Tanggapan Tertulis Permurnian Bisnis

p. Tanggapan Tertulis Dewan Komisaris atas Hasil Pemilihan Mitra Kerjasama Bongkar Muat Petikemas pada Dermaga 210U-213, Dermaga 300, dan Dermaga 303-305 beserta Lapangan Penumpukan di Pelabuhan Tanjung Priok

q. Tanggapan Tertulis Dewan Komisaris atas Usulan Perpanjangan Komisaris PT Terminal Petikemas Surabaya an. La Ode Muhammad Safiul Akbar

r. Persetujuan Dewan Komisaris atas Draft Peraturan Direksi tentang Pedoman Kerja Sama di Lingkungan PT Pelindo Terminal Petikemas

s. Revisi RKAP 2025

t. Persetujuan Dewan Komisaris atas Usulan Perubahan Struktur Organisasi Kantor Pusat PT Pelindo Terminal Petikemas

u. Tanggapan Tertulis Dewan Komisaris atas Hasil Pemilihan Mitra Kerja Sama Bongkar Muat Petikemas pada Dermaga 210U-213, Dermaga 300, dan Dermaga 303-305 beserta Lapangan Penumpukan di Pelabuhan Tanjung Priok

n. Recommendation/Written Response of the Board of Commissioners to the Proposed Follow-up Actions on the Evaluation Results of the Container Loading and Unloading Cooperation with Stevedoring Partners (PBM) at Tanjung Priok Port.

o. Written Response of the Business Streamlining.

p. Written Response of the Board of Commissioners to the Results of the Selection of Container Loading and Unloading Cooperation Partners for Berths 210U–213, Berth 300, and Berths 303–305, including the Container Yards at Tanjung Priok Port.

q. Written Response of the Board of Commissioners to the Proposed Extension of the Term of Office of Commissioner La Ode Muhammad Safiul Akbar at PT Terminal Petikemas Surabaya.

r. Approval by the Board of Commissioners of the Draft Board of Directors Regulation concerning the Cooperation Guidelines within PT Pelindo Terminal Petikemas.

s. Revision to the 2025 RKAP.

t. Approval by the Board of Commissioners of the Proposed Organizational Structure Changes at the Head Office of PT Pelindo Terminal Petikemas.

u. Written Response of the Board of Commissioners to the Results of the Selection of Container Loading and Unloading Cooperation Partners for Berths 210U–213, Berth 300, and Berths 303–305, including the Container Yards at Tanjung Priok Port.

## Independensi Dewan Komisaris

### Independensi dari Aspek Kepemilikan Saham

Hingga akhir Tahun Buku 2025, saham PT Pelindo Terminal Petikemas dimiliki oleh Pemerintah Negara Republik Indonesia yang diwakili oleh PT Pelabuhan Indonesia (Persero) 99,9% dan PT Integrasi Logistik Cipta Solusi 0,1%. Untuk itu dapat diinformasikan bahwa Dewan Komisaris Perusahaan tidak memiliki saham di Pelindo Terminal Petikemas.

### Independensi dari Aspek Komposisi dan Benturan Kepentingan

Komposisi Dewan Komisaris Perusahaan harus sedemikian rupa sehingga memungkinkan pengambilan putusan yang efektif, tepat dan cepat. Selain itu, Dewan Komisaris juga dituntut untuk dapat bertindak secara independen, dalam arti tidak mempunyai benturan kepentingan yang dapat mengganggu kemampuannya untuk melaksanakan tugas secara mandiri dan kritis, baik dalam hubungan satu sama lain maupun hubungan terhadap Direksi. Agar tujuan tersebut tercapai,

## Independence of The Board of Commissioners

### Independence from the Shareholding Perspective

As of the end of financial year 2025, the shares of PT Pelindo Terminal Petikemas were owned by the Government of the Republic of Indonesia, represented by PT Pelabuhan Indonesia (Persero) (99.9%), and PT Integrasi Logistik Cipta Solusi (0.1%). Accordingly, none of the members of the Board of Commissioners held any shares in Pelindo Terminal Petikemas.

### Independence from the Perspective of Board Composition and Conflicts of Interest

The composition of the Board of Commissioners is structured to enable effective, timely, and efficient decision-making. Additionally, members of the Board of Commissioners are required to act independently, meaning they must be free from any conflicts of interest that could impair their ability to discharge their duties objectively, independently, and with professional judgment, both in their relations with one another and in their interactions with the Board of Directors.

maka diperlukan anggota Dewan Komisaris Independen. Jumlah anggota Dewan Komisaris Independen adalah paling sedikit 20% dari anggota Komisaris.

Kebijakan mengenai benturan kepentingan juga telah diatur dalam Code of Conduct yang memuat antara lain:

a) Insan PT Pelindo Terminal Petikemas dilarang memanfaatkan jabatan untuk kepentingan pribadi atau untuk kepentingan orang atau pihak lain yang terkait.
b) Insan PT Pelindo Terminal Petikemas wajib menghindari setiap aktivitas diluar kedinasan yang dapat berpengaruh secara negatif terhadap independensi dan objektifitas pertimbangan dalam mengambil keputusan.

### Independensi Dewan Komisaris dari Aspek Rangkap Jabatan

Informasi mengenai rangkap jabatan telah disajikan dalam bagian profil perusahaan pada pembahasan Profil Dewan Komisaris. Berdasarkan informasi tersebut, terdapat Dewan Komisaris Perusahaan yang memiliki jabatan lain di luar Perusahaan namun tidak ada benturan kepentingan. Selain itu Dewan Komisaris juga mmemiliki jabatan lain di dalam struktur Perusahaan yaitu Ketua Komite-Komite yang ada di Perusahaan.

Dengan demikian dapat disampaikan bahwa dengan tidak adanya jabatan lain yang diemban di luar Perusahaan, Dewan Komisaris Perusahaan dapat dinyatakan independen dan bebas dari benturan kepentingan terkait adanya faktor rangkap jabatan.

## Komisaris Independen

Komisaris Independen merupakan anggota Dewan Komisaris yang tidak terafiliasi dengan Direksi, anggota Dewan Komisaris lainnya dan pemegang saham pengendali, serta bebas dari hubungan bisnis atau hubungan lainnya yang dapat mempengaruhi kemampuannya untuk bertindak independen atau bertindak semata-mata untuk kepentingan Perusahaan.

### Kriteria Penentuan Komisaris Independen

Untuk dapat diangkat menjadi anggota Dewan Komisaris Independen, selain harus memenuhi persyaratan formal dan material serta persyaratan lain, juga harus memenuhi persyaratan independensi sebagai berikut:

To achieve this objective, the Company appoints Independent Commissioners. The number of Independent Commissioners must represent at least 20% of the total members of the Board of Commissioners.

The Company's policy on conflicts of interest is also set forth in the Code of Conduct, which, among other things, provides that:

a) Employees of PT Pelindo Terminal Petikemas are prohibited from using their positions for personal gain or for the benefit of any related individual or other party.
b) Employees of PT Pelindo Terminal Petikemas are required to avoid any activities outside their official duties that could adversely affect their independence and objectivity in exercising judgment and making decisions.

### Independence of the Board of Commissioners from the Perspective of Concurrent Positions

Information regarding concurrent positions has been presented in the Company Profile section under the Profile of the Board of Commissioners. Based on this information, certain members of the Board of Commissioners hold positions outside the Company; however, these positions do not give rise to any conflicts of interest. Additionally, members of the Board of Commissioners also serve in other capacities within the Company's governance structure as Chairpersons of the Company's Board Committees.

Accordingly, as there are no external positions that create conflicts of interest, the members of the Company's Board of Commissioners may be considered independent and free from conflicts of interest arising from concurrent positions.

## Independent Commissioners

Independent Commissioners are members of the Board of Commissioners who have no affiliation with the Board of Directors, other members of the Board of Commissioners, or the controlling shareholder, and who are free from any business or other relations that could affect their ability to act independently or solely in the best interests of the Company.

### Criteria for the Appointment of Independent Commissioners

To be appointed as an Independent Commissioner, in addition to satisfying the applicable formal, substantive, and other eligibility requirements, a candidate must also meet the following independence criteria:

1) Tidak mempunyai hubungan afiliasi dengan Direktur dan/atau anggota Dewan Komisaris lain di perusahaan yang bersangkutan.
2) Tidak menjabat sebagai Direksi di perusahaan lain yang terafiliasi dengan perusahaan yang bersangkutan.
3) Tidak bekerja pada pemerintah termasuk kementerian, lembaga dan kemiliteran dalam kurun waktu 3 (tiga) tahun terakhir.
4) Tidak bekerja di perusahaan yang bersangkutan atau afiliasinya dalam kurun waktu 3 (tiga) tahun terakhir.
5) Tidak mempunyai keterkaitan finansial, baik langsung maupun tidak langsung dengan perusahaan yang bersangkutan atau perusahaan lain yang menyediakan jasa dan produk kepada perusahaan yang bersangkutan dan afiliasinya.
6) Bebas dari kepentingan dan aktivitas bisnis atau hubungan lain yang dapat menghalangi atau mengganggu kemampuan Dewan Komisaris untuk bertindak atau berpikir secara bebas di lingkup perusahaan.
7) Memiliki kompetensi dalam bidang audit, keuangan dan akuntansi.

## Independensi Masing-Masing Komisaris Independen

Dewan Komisaris memiliki independensi dalam melaksanakan tugas, tanggung jawab, dan wewenangnya dalam melakukan pengawasan Perusahaan. Setiap anggota Dewan Komisaris dipastikan tidak memiliki hubungan keluarga ataupun ikatan perkawinan dengan satu sama lain hingga derajat ketiga baik secara vertikal maupun horizontal.

Dewan Komisaris Independen berkomitmen tidak akan memanfaatkan Perusahaan baik secara langsung maupun tidak langsung untuk kepentingan pribadi sebagaimana yang termaktub dalam Pakta Integritas, Surat Pernyataan tidak Memiliki Benturan Kepentingan dan Surat Pernyataan Independensi Komisaris Independen, serta Board Manual dan CoCG sesuai dengan Keputusan Bersama Dewan Komisaris dengan Direksi PT Pelindo Terminal Petikemas No. SK.01.01/27/12/2/TKHI/DRTU/PLTP21 tanggal Desember 2021 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (Board Manual) PT Pelindo Terminal Petikemas.

## Pernyataan Independensi Anggota Dewan Komisaris

Setiap anggota Dewan Komisaris berkomitmen untuk bersikap independen dan bebas benturan kepentingan dalam melaksanakan fungsi dan tugas pengawasan pengelolaan Perusahaan oleh Direksi. Seluruh anggota Dewan Komisaris

1) Has no affiliated relation with any member of the Board of Directors and/or other members of the Board of Commissioners of the Company.
2) Does not serve as a member of the Board of Directors of any company affiliated with the Company.
3) Has not been employed by the government, including ministries, government agencies, or the military, within the past three years.
4) Has not been employed by the Company or any of its affiliates within the past three years.
5) Has no direct or indirect financial relation with the Company or with any other company that provides products or services to the Company or its affiliates.
6) Is free from any interests, business activities, or other relations that could hinder or impair the ability of the Board of Commissioners to act or exercise independent judgment within the Company.
7) Possesses competencies in the fields of auditing, finance, and accounting.

## Independence of Individual Independent Commissioners

The Board of Commissioners maintains its independence in carrying out its duties, responsibilities, and authority in overseeing the Company. Each member of the Board of Commissioners is confirmed to have no family relation or marital affiliation with any other member up to the third degree, either through lineal or collateral relation.

The Independent Commissioners are committed to refraining from using the Company, whether directly or indirectly, for personal interests, as stipulated in the Integrity Pact, the Statement of No Conflict of Interest, the Statement of Independence of Independent Commissioners, the Board Manual, and the Code of Corporate Governance (CoCG), according to the Joint Decree of the Board of Commissioners and the Board of Directors of PT Pelindo Terminal Petikemas No. SK.01.01/27/12/2/TKHI/DRTU/PLTP-21 dated December 2021 concerning the Board Manual of PT Pelindo Terminal Petikemas, which governs the working relation between the Board of Commissioners and the Board of Directors.

## Statement of Independence of the Members of the Board of Commissioners

Each member of the Board of Commissioners is committed to maintaining independence and remaining free from conflicts of interest in carrying out the supervisory functions and responsibilities over the management of the Company by the

disyaratkan untuk menandatangani pernyataan untuk bersikap independen dan bebas benturan kepentingan dalam menjalankan fungsi dan tugasnya tersebut.

Board of Directors. Accordingly, all members of the Board of Commissioners are required to sign a Statement of Independence and Conflict of Interest Declaration affirming their commitment to perform their duties and responsibilities independently and free from any conflicts of interest.

**Pernyataan Independensi Anggota Komisaris Independen**
Statement of Independence of the Independent Commissioners

| Nama<br>Name | Pernyataan Sikap Bebas benturan Kepentingan<br>Statement of No Conflict of Interest | |
|---|---|---|
| Moermahadi Soerja Djanegara | Ditandatangani pada tanggal 2 Januari 2026 | Signed on January 2, 2026 |
| Bahaduri Wijayanta Bekti Mukarta | Ditandatangani pada tanggal 2 Januari 2026 | Signed on January 2, 2026 |
| Ronaldus Mujur | Ditandatangani pada tanggal 2 Januari 2026 | Signed on January 2, 2026 |
| Montty Girianna | Ditandatangani pada tanggal 2 Januari 2026 | Signed on January 2, 2026 |
| Nurrachman | Ditandatangani pada tanggal 2 Januari 2026 | Signed on January 2, 2026 |
| Antoni Arif Priadi | Ditandatangani pada tanggal 2 Januari 2026 | Signed on January 2, 2026 |
| Yoke Candra Katon | Ditandatangani pada tanggal 2 Januari 2026 | Signed on January 2, 2026 |

Anggota Dewan Komisaris Pelindo Terminal Petikemas saat ini berjumlah 7 (tujuh) orang, dan seluruhnya merupakan anggota Dewan Komisaris yang tidak terafiliasi dengan pemegang saham, dua orang Komisaris dinyatakan sebagai Komisaris Independen yaitu Moermahadi Soerja Djanegara, Nurrachman, dan Yoke Candra Katon

The Pelindo Terminal Petikemas Board of Commissioners currently consists of seven (7) members, all of whom are independent of the Company's shareholders. Three members of the Board of Commissioners have been designated as Independent Commissioners, namely Moermahadi Soerja Djanegara, Nurrachman, and Yoke Candra Katon.

## Penilaian Atas Kinerja Organ Penunjang Dewan Komisaris

### Prosedur Penilaian Kinerja Komite

Dalam menjalankan fungsi pengawasan, Dewan Komisaris didukung oleh Komite Audit sebagai organ penunjang utama. Sepanjang tahun 2025, Komite Audit telah melaksanakan berbagai aktivitas yang sejalan dengan mandat dan ruang lingkup tugasnya dalam mendukung efektivitas pengawasan Dewan Komisaris.

Dewan Komisaris secara berkala melakukan evaluasi terhadap kinerja Komite Audit untuk memastikan kontribusinya dalam menjaga kualitas tata kelola, pengendalian internal, serta keandalan pelaporan keuangan Perusahaan.

### Kriteria Penilaian Kinerja

Penilaian kinerja Komite Audit dilakukan secara komprehensif dengan mempertimbangkan beberapa indikator utama, antara lain:

1. Tingkat kehadiran dan partisipasi aktif dalam rapat
2. Kualitas rekomendasi dan masukan yang disampaikan kepada Dewan Komisaris

## Performance Assessment of Supporting Organs of The Board of Commissioners

### Committee Performance Assessment Procedures

In carrying out its supervisory function, the Board of Commissioners is supported by the Audit Committee as its principal supporting organ. Throughout 2025, the Audit Committee carried out various activities according to its mandate and scope of responsibilities to support the effective oversight function of the Board of Commissioners.

The Board of Commissioners periodically evaluates the Audit Committee's performance to ensure its contribution to maintaining the quality of corporate governance, internal controls, and the reliability of the Company's financial reporting.

### Performance Assessment Criteria

The performance of the Audit Committee is assessed comprehensively based on several key indicators, including:

1. Attendance rate and active participation in committee meetings.
2. Quality of the recommendations and advice provided to the Board of Commissioners.

Hasil evaluasi ini menjadi dasar dalam menilai efektivitas peran Komite Audit dalam mendukung fungsi pengawasan secara keseluruhan.

## Pelaksanaan Penilaian Kinerja Komite Audit

Berdasarkan hasil evaluasi, kinerja Komite Audit dinilai telah berjalan efektif dan memberikan kontribusi yang signifikan dalam memastikan keandalan pelaporan keuangan serta penguatan sistem pengendalian internal Perusahaan. Komite Audit juga berperan dalam meningkatkan kualitas kepatuhan terhadap kebijakan internal maupun ketentuan peraturan perundang-undangan.

Sepanjang tahun 2025, Komite Audit melaksanakan tugas dan tanggung jawabnya antara lain sebagai berikut:

1. Mendukung Dewan Komisaris dalam memastikan efektivitas sistem pengendalian internal serta pelaksanaan fungsi audit internal dan eksternal
2. Menelaah pelaksanaan dan hasil audit yang dilakukan oleh Satuan Pengawasan Intern maupun auditor eksternal
3. Memberikan rekomendasi atas penyempurnaan sistem pengendalian manajemen beserta implementasinya
4. Memastikan kecukupan proses review atas informasi yang disampaikan Perusahaan, termasuk laporan keuangan dan proyeksi kinerja
5. Menyampaikan pendapat dan rekomendasi atas laporan atau isu strategis yang disampaikan Direksi kepada Dewan Komisaris
6. Mengawal penerapan prinsip Governance, Risk, and Compliance (GRC), termasuk efektivitas pelaksanaan Whistleblowing System (WBS)
7. Melakukan penelaahan atas pengaduan yang melibatkan pihak di bawah koordinasi Dewan Komisaris
8. Mengidentifikasi isu-isu yang memerlukan perhatian Dewan Komisaris serta melaksanakan penugasan lain yang relevan
9. Menjaga kerahasiaan seluruh dokumen, data, dan informasi Perusahaan
10. Menjalankan tugas sesuai dengan ketentuan dalam Piagam Komite Audit

The results of this evaluation serve as the basis for assessing the effectiveness of the Audit Committee in supporting the supervisory function of the Board of Commissioners.

## Implementation of the Audit Committee Performance Assessment

Based on the evaluation results, the Audit Committee's performance was assessed as effective and as having made a significant contribution to ensuring the reliability of the Company's financial reporting and strengthening its internal control system. The Audit Committee also played an important role in enhancing compliance with the Company's internal policies and applicable legislation.

Throughout 2025, the Audit Committee carried out its duties and responsibilities, including the following:

1. Supporting the Board of Commissioners in ensuring the effectiveness of the internal control system and the implementation of the internal and external audit functions.
2. Reviewing the implementation and results of audits conducted by the Internal Audit Unit and the external auditor.
3. Providing recommendations for improvements to the management control system and overseeing their implementation.
4. Ensuring the adequacy of the review process for information disclosed by the Company, including financial statements and performance projections.
5. Providing opinions and recommendations on reports or strategic issues submitted by the Board of Directors to the Board of Commissioners.
6. Overseeing the implementation of the Governance, Risk, and Compliance (GRC) framework, including the effectiveness of the Whistleblowing System (WBS).
7. Reviewing complaints involving parties under the coordination of the Board of Commissioners.
8. Identifying issues requiring the attention of the Board of Commissioners and carrying out other relevant assignments.
9. Maintaining the confidentiality of all Company documents, data, and information.
10. Performing its duties in accordance with the provisions of the Audit Committee Charter.

# Direksi
Board of Directors

Sebagai organ eksekutif Perusahaan, Direksi memegang peran sentral dalam mengelola kegiatan usaha serta memastikan implementasi strategi berjalan secara efektif dan berkelanjutan. Direksi bertanggung jawab secara kolektif atas kinerja operasional, pencapaian tujuan perusahaan, serta penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik (Good Corporate Governance/GCG) di seluruh lini organisasi.

Akuntabilitas Direksi kepada Rapat Umum Pemegang Saham (RUPS) mencerminkan komitmen terhadap transparansi dan pertanggungjawaban atas setiap kebijakan dan keputusan yang diambil dalam pengelolaan Perusahaan.

As the Company's executive management body, the Board of Directors plays a central role in managing the Company's business operations and ensuring the effective and sustainable execution of its corporate strategy. The Board of Directors bears collective responsibility for the Company's operational performance, the achievement of its corporate objectives, and the implementation of the principles of Good Corporate Governance (GCG) throughout the organization.

The accountability of the Board of Directors to the General Meeting of Shareholders (GMS) reflects its commitment to transparency and responsibility for all policies and decisions undertaken in the Company.

## Tugas, Tanggung Jawab, Hak, dan Wewenang Direksi

### Dasar Peraturan dan Prinsip

Direksi bertanggung jawab dalam menyelenggarakan pengurusan Perusahaan untuk mencapai maksud dan tujuan Perseroan, serta bertindak sebagai wakil sah Perusahaan baik di dalam maupun di luar pengadilan. Pelaksanaan fungsi tersebut dilakukan berdasarkan mandat yang diberikan oleh Pemegang Saham melalui RUPS, dengan pertanggungjawaban yang disampaikan secara berkala melalui forum yang sama.

Dalam menjalankan tugasnya, Direksi secara konsisten menindaklanjuti hasil temuan audit dan rekomendasi yang disampaikan oleh Satuan Pengawasan Intern maupun auditor eksternal, sebagai bagian dari upaya penguatan sistem pengendalian internal dan peningkatan kualitas tata kelola.

Pengangkatan dan pemberhentian anggota Direksi dilakukan melalui keputusan RUPS sesuai dengan ketentuan yang berlaku. Direksi melaksanakan seluruh tugas dan kewenangannya dengan berpedoman pada kerangka regulasi yang berlaku, antara lain Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, Anggaran Dasar Perseroan, kebijakan internal Perusahaan, serta Code of Conduct yang menjadi bagian dari Pedoman Tata Kelola Perusahaan (GCG). Ketentuan tersebut diperjelas dalam Peraturan Direksi Nomor SK.01.01/22/12/5/TKHI/

## Duties, Responsibilities, Rights, and Authorities of The Board of Directors

### Regulatory Framework and Guiding Principles

The Board of Directors is responsible for managing the Company with the objective of achieving the Company's purposes and objectives and serves as the Company's legal representative both in and outside the court of law. These responsibilities are carried out pursuant to the mandate granted by the Shareholders through the GMS, with accountability reported periodically through the same forum.

In carrying out its duties, the Board of Directors consistently follows up on audit findings and recommendations issued by the Internal Supervisory Unit and external auditors as part of its efforts to strengthen the internal control system and enhance the quality of corporate governance.

The appointment and dismissal of members of the Board of Directors are effected through resolutions of the GMS according to the applicable laws and regulations. The Board of Directors exercises all of its duties and authorities according to the prevailing regulatory framework, including Law No. 40 of 2007 on Limited Liability Companies, the Company's Articles of Association, the Company's internal policies, and the Code of Conduct, which forms an integral part of the Company's Good Corporate Governance (GCG) Guidelines. These provisions are

DRTU/PLTP-23 tanggal 22 Desember 2023 sebagai pedoman operasional dalam pelaksanaan tugas Direksi.

Ruang lingkup tugas, tanggung jawab, hak, dan wewenang Direksi sebagaimana diatur dalam ketentuan tersebut mencakup aspek-aspek berikut:

## Tugas dan Kewajiban

**A. Tanggung Jawab**

Direksi bertanggung jawab penuh atas pengurusan Perusahaan untuk kepentingan dan tujuan Perusahaan, serta bertanggung jawab atas pencapaian tujuan dan target kinerja Perusahaan. Sifat dari tanggung jawab tersebut adalah tanggung renteng hingga harta pribadi Direksi yang bersangkutan apabila yang bersangkutan bersalah atau lalai menjalankan tugas untuk kepentingan Perusahaan.

**B. Tugas Direksi**

**Umum**

Penetapan pembagian tugas anggota Direksi merupakan kewenangan RUPS. Secara umum tugas Direksi adalah sebagai berikut:

1) Mematuhi ketentuan-ketentuan serta memastikan seluruh aktivitas Perusahaan telah sesuai dengan peraturan perundangan yang berlaku, Anggaran Dasar, dan keputusan RUPS;
2) Memimpin dan mengurus Perusahaan sesuai dengan maksud dan tujuan Perusahaan dan senantiasa berusaha untuk meningkatkan efisiensi dan efektivitas Perusahaan;
3) Menguasai, memeliharan dan mengurus kekayaan Perusahaan;
4) Melakukan segala tindakan dan perbuatan, baik mengenai kepengurusan maupun pemilikan serta mengikat Perusahaan dengan pihak lain dan atau pihak lain dengan Perusahaan, dengan pembatasan tertentu;
5) Menyiapkan susunan struktur organisasi dan tata kerja Perusahaan;
6) Menyelenggarakan dan menyimpan Daftar Khusus sesuai ketentuan peraturan perundang-undangan;
7) Memberikan informasi dan penjelasan tentang segala hal yang diperlukan Dewan Komisaris;
8) Menerapkan GCG secara konsisten.

further elaborated in the Board of Directors Regulation No. SK.01.01/22/12/5/TKHI/DRTU/PLTP-23, dated December 22, 2023, which serves as the operational guideline for the performance of the Board of Directors' duties.

The scope of the duties, responsibilities, rights, and authorities of the Board of Directors, as stipulated in the above regulations, encompasses the following aspects:

## Duties and Obligations

**A. Responsibilities**

The Board of Directors bears full responsibility for managing the Company in the best interests for achieving its corporate objectives and performance targets. Such responsibility is joint and several, extending to the personal assets of the respective member of the Board of Directors where such member is found to have acted negligently or in breach of his or her duties in managing the Company.

**B. Duties of the Board of Directors**

**General**

The allocation of responsibilities among members of the Board of Directors is determined by the GMS. In general, the duties of the Board of Directors include the following:

1) Complying with all applicable laws and regulations and ensuring that all Company activities are conducted according to the prevailing legislation, the Articles of Association, and resolutions of the GMS.
2) Leading and managing the Company according to its purposes and objectives while continuously striving to improve the Company's efficiency and effectiveness.
3) Managing, safeguarding, and administering the Company's assets.
4) Undertaking all legal actions and transactions relating to the management and ownership of the Company, including representing and binding the Company in its dealings with third parties and vice versa, subject to the applicable limitations.
5) Preparing the Company's organizational structure and work procedures.
6) Maintaining and administering the Special Register according to the applicable legislation.
7) Providing the Board of Commissioners with all information and explanations necessary for the performance of its supervisory duties.
8) Consistently implementing the principles of GCG.

## Rincian Tugas Direksi

Secara rinci tugas-tugas Direksi mencakup:

1) Tugas Terkait dengan RUPS
   a. Wajib menyelenggarakan dan menyimpan dokumen-dokumen terkait dengan RUPS sesuai ketentuan peraturan perundang-undangan.
   b. Menandatangani Laporan Tahunan, dan apabila dalam hal anggota Direksi tidak menandatangani Laporan Tahunan, maka harus disebutkan alasannya.
   c. Menandatangani Laporan Manajemen Triwulanan dan Laporan Manajemen Tahunan.
   d. Memanggil dan menyelenggarakan RUPS Tahunan dan/atau RUPS Luar Biasa. e. Menyediakan bahan RUPS kepada Pemegang Saham
   e. Memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya Perusahaan berupa laporan kegiatan Perusahaan termasuk Laporan Keuangan baik dalam bentuk Laporan Tahunan maupun dalam bentuk laporan berkala lainnya menurut cara dan waktu yang ditentukan kepada RUPS.
   f. Meminta persetujuan RUPS jika akan dilakukan perubahan Anggaran Dasar.
   g. Memberikan Risalah RUPS jika diminta oleh Pemegang Saham.

2) Tugas yang Terkait dengan Strategi dan Rencana Perusahaan
   a. Mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perusahaan sesuai dengan maksud dan tujuan serta kegiatan usahanya.
   b. Menyiapkan RJPP dan RKAP termasuk rencana-rencana lain yang berhubungan dengan pelaksanaan usaha dan kegiatan Perusahaan untuk disampaikan kepada Dewan Komisaris dan Pemegang Saham guna mendapatkan pengesahan dalam RUPS.
   c. Melaksanakan rencana bisnis secara efektif dalam pengelolaan Perusahaan.

3) Tugas yang Terkait dengan Penyusunan RJPP
   a. Menyusun RJPP yang sekurangkurangnya memuat:
      1. Evaluasi pelaksanaan RJPP sebelumnya.
      2. Posisi Perusahaan saat ini.
      3. Asumsi-asumsi yang dipakai dalam penyusunan RJPP.
   b. Penetapan Visi, Misi, Sasaran, Strategi, Kebijakan, dan Program Kerja Rencana Jangka Panjang.
   c. Bersama dengan Dewan Komisaris menandatangani RJPP yang telah disepakati dan menyampaikannya kepada Pemegang Saham.

## Detailed Duties of the Board of Directors

The specific duties of the Board of Directors include the following:

1) Duties Related to the GMS
   a. Organizing and maintaining all documents relating to the GMS in accordance with the legislation.
   b. Signing the Annual Report. If any member of the Board of Directors does not sign the Annual Report, the reason for such omission must be disclosed.
   c. Signing the Quarterly Management Report and the Annual Management Report.
   d. Convening and conducting the Annual GMS and/or Extraordinary GMS.
   e. Providing the meeting materials for the GMS to the Shareholders.
   f. Submitting accountability reports and all information regarding the Company's condition and business operations, including the Company's activities and Financial Statements, whether in the form of the Annual Report or other periodic reports, to the GMS in the manner and within the timeframe prescribed.
   g. Obtaining the approval of the GMS before making any amendments to the Articles of Association.
   h. Providing the minutes of the GMS upon request by the Shareholders.

2) Duties Related to Corporate Strategy and Planning
   a. Endeavoring to ensure that the Company's business operations and activities are conducted according to its purposes, objectives, and lines of business.
   b. Preparing the RJPP, the RKAP, and other plans relating to the Company's business operations for submission to the Board of Commissioners and the Shareholders for approval at the GMS.
   c. Effectively implementing the Company's business plans in the management of the Company.

3) Duties Related to the Preparation of the RJPP
   a. Preparing the RJPP, which shall include, at a minimum:
      1. An evaluation of the implementation of the previous RJPP.
      2. The Company's current position.
      3. The assumptions used in preparing the RJPP.
   b. Establishing the Company's vision, mission, objectives, strategies, policies, and work programs for the Long-Term Corporate Plan.
   c. Jointly signing the agreed RJPP with the Board of Commissioners and submitting it to the Shareholders.

d. Dalam hal terjadi perubahan faktor internal dan eksternal Perusahaan dikarenakan terdapat perubahan materiil yang berada di luar kendali Direksi, Direksi melakukan kajian terhadap kemungkinan revisi RJPP yang berlaku.
e. Dalam hal diperlukan revisi RJPP, maka Direksi harus menyampaikan RJPP hasil revisi kepada Dewan Komisaris guna mendapatkan tanggapan dan persetujuan untuk diajukan kepada RUPS.

4) Tugas yang Terkait dengan Penyusunan RKAP
a. Direksi menyusun RKAP yang sekurang-kurangnya memuat:
1. Kinerja Perusahaan tahun berjalan.
2. Rencana kerja Perusahaan.
3. Anggaran Perusahaan.
4. Proyeksi keuangan Perusahaan.
5. Proyeksi keuangan anak Perusahaan.
6. Hal-hal lain yang memerlukan Keputusan RUPS.
b. Direksi menyerahkan RKAP kepada Dewan Komisaris untuk mendapatkan tanggapan sebelum diajukan kepada RUPS untuk mendapatkan pengesahan.

5) Tugas yang Terkait dengan Penyusunan Laporan Tahunan
a. Menyusun Laporan Tahunan Perusahaan dan bersama dengan Dewan Komisaris menandatangani Laporan Tahunan Perusahaan dimaksud.
b. Menyampaikan Laporan Tahunan kepada Pemegang Saham.

6) Tugas yang Terkait dengan Pengelolaan Manajemen Risiko Mengembangkan sistem manajemen risiko dan melaksanakannya secara konsisten, dengan tahapan sebagai berikut:
a. Identifikasi Risiko, yaitu proses untuk mengenali jenis-jenis risiko yang relevan dan berpotensi terjadi.
b. Pengukuran Risiko, yaitu proses untuk mengukur besaran dampak dan probabilitas untuk setiap risiko yang telah teridentifikasi.
c. Evaluasi Risiko, yaitu proses kajian terhadap kecukupan keseluruhan aktivitas manajemen risiko yang dilakukan di dalam Perusahaan.
d. Penanganan Risiko, yaitu proses untuk menetapkan upaya-upaya yang dapat dilakukan untuk menangani risiko potensial.
e. Pemantauan Risiko, yaitu proses untuk melakukan pemantauan terhadap berbagai faktor yang diduga dapat mengarahkan kemunculan risiko.
f. Pelaporan dan Pengungkapan, yaitu proses untuk melaporkan sistem manajemen risiko yang dilaksanakan

d. If changes in the Company's internal and external factors resulting from material circumstances beyond the control of the Board of Directors, conduct a review to determine whether the prevailing RJPP should be revised.
e. Where a revision to the RJPP is deemed necessary, submit the revised RJPP to the Board of Commissioners for review and approval before it is presented to the GMS for approval.

4) Duties Related to the Preparation of the RKAP
a. Preparing the RKAP, which shall include, at a minimum:
1. The Company's performance during the current year.
2. The Company's work plan.
3. The Company's budget.
4. The Company's financial projections.
5. The financial projections of the Company's subsidiaries.
6. Other matters requiring a resolution of the GMS.
b. Submitting the RKAP to the Board of Commissioners for review prior to its submission to the GMS for approval.

5) Duties Related to the Preparation of the Annual Report
a. Preparing the Company's Annual Report and jointly signing the Annual Report with the Board of Commissioners.
b. Submitting the Annual Report to the Shareholders.

6) Duties Related to Risk Management
Developing and implementing a risk management system consistently through the following stages:

a. Risk Identification – the process of identifying relevant risks and potential risk events that may affect the Company.
b. Risk Assessment – the process of assessing the potential impact and likelihood of each identified risk.
c. Risk Evaluation – the process of evaluating the adequacy and effectiveness of the overall risk management activities implemented throughout the Company.
d. Risk Treatment – the process of determining appropriate measures to address and mitigate potential risks.
e. Risk Monitoring – the process of monitoring various factors that may give rise to or influence the emergence of risks.
f. Risk Reporting and Disclosure – the process of reporting the implementation of the Company's risk management system and disclosing relevant information to the

oleh Perusahaan beserta pengungkapannya pada pihak-pihak yang terkait sesuai ketentuan yang berlaku.

7) Tugas yang Terkait dengan Pengendalian Intern
   a. Menetapkan kebijakan tentang sistem pengendalian intern yang efektif untuk memastikan tercapainya tujuan Perusahaan.
   b. Sistem pengendalian internal mencakup hal- hal sebagai berikut:
      1. Lingkungan pengendalian internal.
      2. Penetapan rencana kerja dan targettarget perusahaan.
      3. Identifikasi risiko.
      4. Penilaian risiko.
      5. Mitigasi risiko.
      6. Aktivitas pengendalian.
      7. Informasi dan komunikasi.
      8. *Monitoring*.

**Keterbukaan Informasi**

a. Mengungkapkan informasi penting dalam Laporan Tahunan dan Laporan Keuangan Perusahaan kepada pihak terkait sesuai peraturan perundangan yang berlaku secara tepat waktu, akurat, jelas, dan objektif.
b. Mengambil inisiatif untuk mengungkapkan tidak hanya masalah yang disyaratkan oleh peraturan perundang-undangan namun juga hal yang penting untuk pengambilan keputusan oleh *stakeholders*.
c. Direksi harus aktif mengungkapkan pelaksanaan prinsip GCG dan masalah material yang dihadapi Perusahaan.

**Hubungan dengan *Stakeholders***

a. Menghormati hak-hak *Stakeholders* yang timbul berdasarkan peraturan perundangundangan yang berlaku dan/atau perjanjian yang dibuat oleh Perusahaan dengan *Stakeholders*.
b. Memastikan Perusahaan melakukan tanggung jawab sosial.
c. 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 karir, serta menentukan persyaratan kerja lainnya untuk pegawai, 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 perundangan.
e. Direksi wajib menyediakan lingkungan kerja yang bebas dari segala bentuk tekanan.

appropriate stakeholders according to the applicable regulations.

7) Duties Related to Internal Control
   a. Establishing policies for an effective internal control system to ensure the achievement of the Company's objectives.
   b. The internal control system encompasses, at a minimum, the following elements:
      1. Internal control environment.
      2. Establishment of the Company's work plans and performance targets.
      3. Risk identification.
      4. Risk assessment.
      5. Risk mitigation.
      6. Control activities.
      7. Information and communication.
      8. Monitoring.

**Information Disclosure**

a. Disclosing material information in the Company's Annual Report and Financial Statements to the relevant stakeholders in a timely, accurate, clear, and objective manner, according to the applicable legislation.
b. Taking the initiative to disclose not only information required under legislation but also other material information that is relevant to stakeholders' decision-making.
c. Proactively disclosing the implementation of the principles of GCG and any material issues affecting the Company.

**Hubungan dengan *Stakeholders***

a. Respecting the rights of Stakeholders arising under the applicable legislation and/or agreements entered into between the Company and its Stakeholders.
b. Ensuring that the Company fulfills its corporate social responsibility.
c. Ensuring that the Company's assets, business locations, and other facilities comply with the applicable legislation relating to environmental protection, occupational health, and workplace safety.
d. Ensuring that the Company does not engage in discrimination on the basis of ethnicity, religion, gender, age, disability, or any other status protected under applicable legislation in matters relating to recruitment, compensation, training, career development, or other terms and conditions of employment.
e. Ensuring the provision of a work environment that is free from all forms of intimidation, coercion, or undue pressure.

## Tugas dan Kewajiban Lain

Menjalankan kewajiban-kewajiban lain sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan yang berlaku.

## Other Duties and Obligations

Performing such other duties and obligations as stipulated in the Articles of Association and as resolved by the GMS according to the applicable legislation.

## Kewenangan Direksi

Kewenangan Umum

a. Menetapkan kebijakan kepengurusan Perusahaan;
b. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan atas nama Direksi atau mewakili Perusahaan di dalam dan di luar pengadilan;
c. 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;
d. Mengatur ketentuan-ketentuan tentang kepegawaian Perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai Perusahaan berdasarkan peraturan perundang-undangan yang berlaku, dengan ketentuan penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai yang melampaui kewajiban yang ditetapkan peraturan perundang-undangan, harus mendapat persetujuan terlebih dahulu dari RUPS.
e. Mengangkat dan memberhentikan pegawai Perusahaan berdasarkan kebijakan kepegawaian Perusahaan dan peraturan perundang-undangan yang berlaku.
f. Mengangkat dan memberhentikan Sekretaris Perusahaan dan Kepala Satuan Pengawas Intern
g. 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.

**Kewenangan Direksi yang Memerlukan Persetujuan Tertulis Dewan Komisaris**

a. Mengagunkan aktiva tetap untuk penarikan kredit jangka pendek.
b. 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

## Authority of the Board of Directors

**General Authority**

a. Establishing policies for the management of the Company.
b. Delegating the authority of the Board of Directors to one or more members of the Board of Directors to make decisions on behalf of the Board of Directors or to represent the Company both in and outside the court of law.
c. Delegating the authority of the Board of Directors to one or more employees of the Company, acting individually or jointly, or to other persons, to represent the Company both in and outside the court of law.
d. Establishing the Company's employment policies, including determining salaries, pensions or retirement benefits, and other employee compensation according to the applicable legislation, provided that any compensation exceeding the minimum requirements prescribed by law shall require the prior approval of the GMS.
e. Appointing and dismissing the employees according to the employment policies and the applicable legislation
.
f. Appointing and dismissing the Corporate Secretary and the Head of the Internal Supervisory Unit.
g. Undertaking all other legal actions relating to the management and ownership of the Company's assets, binding the Company with third parties and/or third parties with the Company, and representing the Company both in and outside the court of law in all matters and events, subject to the limitations prescribed by the applicable legislation, the Articles of Association, and/or resolutions of the GMS.

**Authority of the Board of Directors Requiring the Prior Written Approval of the Board of Commissioners**

a. Pledging fixed assets as collateral for short-term borrowings.
b. Entering into cooperation arrangements with business entities or other parties, including licensing agreements, management contracts, asset lease agreements, Joint Operation Agreements (JOSA), Build-Operate-Transfer (BOT) arrangements, Build-Own-Transfer (BowT) arrangements,

(*Build Transfer Operate*/BTO) dan kerja sama lainnya dengan nilai atau jangka waktu tertentu yang ditetapkan oleh RUPS.

c. 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.
d. Menghapuskan dari pembukuan piutang macet dan persediaan barang mati.
e. Melepaskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 tahun.
f. Menetapkan struktur organisasi sampai dengan 1 tingkat di bawah Direksi.

**Kewenangan Direksi yang Harus Mendapat Persetujuan dari RUPS dan Persetujuan Tersebut Diberikan Setelah Mendapat Tanggapan Tertulis dari Dewan Komisaris**

1. Mengagunkan aktiva tetap untuk penarikan kredit jangka menengah/panjang.
2. Melakukan penyertaan modal pada perusahaan lain.
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
.
8. Tidak menagih lagi piutang macet yang telah dihapusbukukan.
9. Melepaskan dan menghapuskan aktiva tetap Perusahaan, kecuali aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan 5 tahun.
10. Menetapkan *blue print* organisasi Perusahaan.
11. Menetapkan dan merubah logo Perusahaan.
12. Melakukan tindakan-tindakan lain yang belum ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan.
13. Membentuk yayasan, organisasi dan/ atau perkumpulan baik yang berkaitan langsung maupun tidak langsung dengan

Build-Transfer-Operate (BTO) arrangements, and other forms of cooperation whose value or term exceeds the thresholds determined by the GMS.

c. Obtaining or extending medium- or long-term loans, except for loans (payables or receivables) arising from ordinary business transactions and loans extended to subsidiaries, provided that loans granted to subsidiaries are reported to the Board of Commissioners.
d. Writing off uncollectible receivables and obsolete inventories from the Company's accounting records.
e. Disposing of movable fixed assets with an economic useful life generally recognized within the industry of up to five years.
f. Determining the Company's organizational structure up to one level below the Board of Directors.

**Authority of the Board of Directors Requiring Approval of the GMS, Which Shall Be Granted After Obtaining the Written Opinion of the Board of Commissioners**

1. Pledging fixed assets as collateral for medium- or long-term borrowings.
2. Making equity investments in other companies.
3. Establishing subsidiaries and/or joint venture companies.
4. Divesting the Company's equity interests in subsidiaries and/or joint venture companies.
5. Carrying out mergers, consolidations, acquisitions, demergers, and dissolutions of subsidiaries and/or joint venture companies.
6. Binding the Company as a guarantor (borg or avalist).
7. Entering into cooperation arrangements with business entities or other parties, including licensing agreements, management contracts, asset lease agreements, Joint Operation Agreements (JPA), Build-Operate-Transfer (BowT) arrangements, Build-Own-Transfer (BOT) arrangements, Build-Transfer-Operate (BTO) arrangements, and other forms of cooperation whose value or term exceeds the threshold established by the GMS.
8. Discontinuing the collection of bad debts that have been written off.
9. Disposing of or writing off the Company's fixed assets, except for movable fixed assets with an economic useful life generally recognized within the industry of up to five years.
10. Establishing the Company's organizational blueprint.
11. Establishing and amending the Company's corporate logo.
12. Undertaking other actions that have not been provided for in the RKAP.
13. Establishing foundations, organizations, and/or associations, whether directly or indirectly related to the Company, that

Perusahaan yang dapat berdampak bagi Perusahaan.

14. Pembebanan biaya Perusahaan yang bersifat tetap dan rutin untuk kegiatan yayasan, organisasi dan/atau perkumpulan baik yang berkaitan langsung maupun tidak langsung dengan Perusahaan.
15. Pengusulan wakil Perusahaan untuk menjadi calon anggota Direksi dan Dewan Komisaris pada perusahaan patungan dan/ atau anak perusahaan yang memberikan kontribusi signifikan kepada Perusahaan dan/atau bernilai strategis yang ditetapkan RUPS

**Hak-Hak Direksi**

a. Menerima gaji berikut fasilitas dan/atau tunjangan lainnya, termasuk santunan purna jabatan yang jumlahnya ditetapkan oleh RUPS.
b. Menerima insentif atas prestasi kerjanya yang besarnya ditetapkan oleh RUPS apabila Perusahaan mencapai tingkat keuntungan.

**Prinsip Penetapan Kebijakan Pengelolaan Perusahaan oleh Direksi**

a. Setiap kebijakan pengelolaan Perusahaan harus ditetapkan dalam suatu kebijakan tertulis.
b. Kebijakan tertulis tersebut ditetapkan oleh Direksi, baik dengan keputusan Direksi atau keputusan Direktur terkait.

## Prinsip-Prinsip Kebijakan Pengelolaan Perusahaan

Dalam rangka menggunakan dan menjalankan hak serta kewajiban pengelolaan Perusahaan sehari-hari, Direksi wajib memenuhi prinsip-prinsip sebagai berikut:

a. Dalam hal kebijakan yang ditetapkan oleh Direksi secara kolegial merupakan sesuatu yang akan mempengaruhi kinerja Perusahaan, maka kebijakan tersebut harus mendapat persetujuan rapat Direksi.
b. Apabila anggota Direksi tidak mencapai kuorum untuk mengadakan rapat Direksi, namun harus mengambil keputusan yang akan mempengaruhi kinerja Perusahaan, dapat ditetapkan sebuah kebijakan yang bersifat sementara sampai diputuskan dalam rapat Direksi selanjutnya.
c. Dalam menetapkan kebijakan terhadap suatu permasalahan, setiap anggota Direksi wajib mempertimbangkan prinsip-prinsip sebagai berikut:
    1. Itikad baik.
    2. Pertimbangan rasional dan informasi yang cukup.
    3. Pendalaman terhadap permasalahan serta berbagai kemungkinan pemecahan.
    4. Dibuat berdasarkan pertimbangan semata-mata

may have an impact on the Company.

14. Incurring fixed and recurring Company expenditures to support the activities of foundations, organizations, and/or associations, whether directly or indirectly related to the Company.
15. Nominating the Company's representatives as candidates for membership on the Board of Directors and the Board of Commissioners of joint venture companies and/or subsidiaries that make a significant contribution to the Company and/or are designated by the GMS as strategically important.

**Rights of the Board of Directors**

a. To receive salary, together with facilities and/or other benefits, including post-employment benefits, the amount of which is determined by the GMS.
b. To receive performance-based incentives, the amount of which is determined by the GMS, provided that the Company achieves its targeted level of profitability.

**Principles for Establishing Corporate Management Policies by the Board of Directors**

a. Every corporate management policy shall be established in a written policy.
b. Such written policies shall be issued by the Board of Directors, either through a resolution of the Board of Directors or a decision of the relevant Director.

## Principles of Corporate Management Policies

In exercising its rights and carrying out its responsibilities in the day-to-day management of the Company, the Board of Directors shall adhere to the following principles:

a. Where a management policy adopted collectively by the Board of Directors is expected to have a material impact on the Company's performance, such policy must be approved at a meeting of the Board of Directors.
b. If the Board of Directors is unable to meet the quorum required to convene a meeting, but a decision affecting the Company's performance must be made, a temporary policy may be adopted until the matter is formally resolved at the next meeting of the Board of Directors.
c. In formulating policies on any matter, each member of the Board of Directors shall give due consideration to the following principles:
    1. Acting in good faith.
    2. Exercising sound judgment based on adequate information.
    3. Conducting a thorough assessment of the issue and the available alternative solutions.
    4. Making decisions solely in the best interests of the

untuk kepentingan Perusahaan.

5. Dalam menjalankan kewajiban sehari-hari, Direksi senantiasa mempertimbangkan kesesuaian tindakan dengan rencana dan tujuan Perusahaan.
6. Pendelegasian wewenang anggota Direksi kepada karyawan atau pihak lain untuk melakukan perbuatan hukum atas nama Perusahaan wajib dinyatakan dalam bentuk dokumen tertulis dan disetujui oleh Direktur Utama.
7. Bentuk-bentuk kebijakan pengurusan perusahaan seperti surat keputusan dan lain-lain, diatur dalam dokumen Perusahaan tersendiri.

## Pembidangan Tugas Direksi

Direksi melaksanakan tugas dan tanggung jawabnya secara kolegial. Namun, untuk meningkatkan efisiensi dan efektivitas kinerja, dilakukan pembidangan tugas di antara anggota Direksi. Pembagian tugas ini tidak mengurangi prinsip tanggung jawab kolektif seluruh Direksi dalam pengelolaan perusahaan.

Pembidangan tugas antar Direksi ditetapkan melalui keputusan Rapat Umum Pemegang Saham (RUPS), sementara penjabaran lebih rinci atas pelaksanaan pembidangan tugas tersebut ditetapkan oleh Dewan Komisaris, melalui persetujuan atas struktur organisasi yang disesuaikan dengan kebutuhan perusahaan.

Perusahaan melakukan penyesuaian terkait nomenklatur Direksi yang disahkan melalui Keputusan Sirkuler Pemegang Saham di luar Rapat Umum Pemegang Saham Nomor: KP.03/1/10/1/MTAK/UTMA/PLND-2021 tanggal 01 Oktober 2021, KP.03/7/11/6/MTAK/UTMA/PLND-2023 dan SK.03/7/11/7/HKP/DRU/PSD-23 tanggal 07 November 2023 serta KP.10.5/1/3/12/RKTK/UTMA/PLND-2024 dan SK.03/1/3/12/HKP/DRU/PSD-24 tanggal 1 Maret 2024 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas. Informasi atas tugas masing-masing Direksi sekaligus penyempurnaan atas nomeklatur penamaan Direktur Perusahaan adalah:

Company.

5. Ensuring that all day-to-day management actions are aligned with the Company's plans and objectives.
6. Any delegation of authority by a member of the Board of Directors to an employee or another party to undertake legal actions on behalf of the Company shall be documented in writing and approved by the President Director.
7. The forms of corporate management policies, including Board of Directors' resolutions and other official decisions, shall be governed by the Company's internal governance documents.

## Allocation of Duties Among the Board of Directors

The Board of Directors performs its duties and responsibilities collectively. However, to enhance the efficiency and effectiveness of its performance, specific areas of responsibility are assigned among the members of the Board of Directors. This allocation of duties does not diminish the Board of Directors' collective responsibility for the management of the Company.

The allocation of responsibilities among the members of the Board of Directors is determined by a resolution of the General Meeting of Shareholders (GMS). The detailed implementation of such allocation is subsequently established by the Board of Commissioners through its approval of the Company's organizational structure, which is adjusted to meet the Company's operational needs.

The Company has made adjustments to the nomenclature of the Board of Directors as approved through the Circular Resolution of the Shareholders instead of the General Meeting of Shareholders No. KP.03/1/10/1/MTAK/UTMA/PLND-2021 dated October 1, 2021; No. KP.03/7/11/6/MTAK/UTMA/PLND-2023 and No. SK.03/7/11/7/HKP/DRU/PSD-23 dated November 7, 2023; and No. KP.10.5/1/3/12/RKTK/UTMA/PLND-2024 and No. SK.03/1/3/12/HKP/DRU/PSD-24 dated March 1, 2024, concerning the dismissal and appointment of members of the Board of Directors of PT Pelindo Terminal Petikemas. The respective duties of each member of the Board of Directors, together with the updated nomenclature of the Company's Director positions, are as follows:

**Pembagian Tugas Direksi**
Allocation of Duties Among the Board of Directors

| **Jabatan**<br>Position | **Tugas**<br>Duties | **Divisi yang Dibawahi**<br>Divisions Under the Supervision |
|---|---|---|
| Direktur Utama<br>President Director | Menyelenggarakan pengurusan Perusahaan dengan memimpin Perusahaan.<br>Responsible for managing the Company by providing overall leadership and direction. | • Satuan Pengawasan Intern<br>• Sekretariat Perusahaan<br>• Perencanaan & Pengelolaan Transformasi<br>• Internal Supervisory Unit<br>• Corporate Secretariat<br>• Corporate Planning and Transformation Management |
| Direktur Operasi<br>Director of Operations | Menyelenggarakan sebagian tugas pengurusan Perusahaan di bidang Perencanaan dan Pengembangan Operasi, Pengelolaan Operasi serta Sistem Manajemen dan HSSE.<br>Responsible for managing the Company's activities in the areas of Operations Planning and Development, Operations Management, and Management Systems and HSSE, overseeing the following divisions: | • Perencanaan dan Pengembangan Operasi<br>• Pengelolaan Operasi<br>• Sistem Manajemen dan HSSE<br>• Operations Planning and Development<br>• Operations Management<br>• Management Systems and HSSE |
| Direktur Teknik<br>Director of Engineering | Menyelenggarakan sebagian pengurusan Perusahaan di bidang Fasilitas Pelabuhan, Peralatan Pelabuhan serta Teknologi Informasi dan Komunikasi.<br>Responsible for managing the Company's activities in the areas of Port Facilities, Port Equipment, and Information and Communication Technology. | • Fasilitas Pelabuhan<br>• Peralatan Pelabuhan<br>• Teknologi Informasi dan Komunikasi<br>• Port Facilities<br>• Port Equipment<br>• Information and Communication Technology |
| Direktur Sumber Daya Manusia<br>Director of HR | Menyelenggarakan sebagian pengurusan Perusahaan di bidang Perencanaan dan Pengelolaan SDM, Layanan SDM dan Umum serta Hukum.<br>Responsible for managing the Company's activities in the areas of HR Planning and Management, HR and General Services, and Legal Affairs, overseeing the following divisions: | • Perencanaan dan Pengelolaan SDM<br>• Layanan SDM dan Umum<br>• Hukum<br>• HR Planning and Management<br>• HR and General Services<br>• Legal Affairs |
| Direktur Keuangan & Manajemen Risiko<br>Director of Finance & Risk Management | Menyelenggarakan sebagian pengurusan Perusahaan di bidang Anggaran, Akuntansi dan Pelaporan, Pengelolaan Keuangan dan Perpajakan serta Manajemen Risiko<br>Responsible for managing the Company's activities in Budgeting, Accounting and Reporting, Treasury and Tax Management, and Risk Management | • Anggaran, Akuntansi dan Pelaporan<br>• Pengelolaan Keuangan dan Perpajakan<br>• Manajemen Risiko<br>• Budgeting, Accounting and Reporting<br>• Treasury and Tax Management<br>• Risk Management |
| Direktur Strategi dan Komersial<br>Director of Strategic and Commercial | Menyelenggarakan sebagian pengurusan Perusahaan di bidang Perencanaan Strategis, Kerjasama Usaha dan Pembinaan Anak Perusahaan serta Komersial dan Hubungan Pelanggan.<br>Responsible for managing the Company's activities in Strategic Planning, Business Cooperation and Subsidiary Development, and Commercial and Customer Relations | • Perencanaan Strategis<br>• Kerjasama Usaha dan Pembinaan Anak Perusahaan<br>• Komersial dan Hubungan Pelanggan<br>• Strategic Planning<br>• Business Cooperation and Subsidiary Development<br>• Commercial and Customer Relations |

## Pedoman Kerja Direksi

Dalam menjalankan tugas dan tanggung jawabnya, Direksi berpedoman pada Pedoman Kerja Dewan Komisaris dan Direksi (Board Manual). Dokumen ini menjadi acuan utama bagi Direksi dan Dewan Komisaris dalam melaksanakan tugas dan fungsinya secara terstruktur, sistematis, mudah dipahami, serta konsisten. Melalui penerapan Board Manual, diharapkan seluruh organ perusahaan dapat bekerja dengan standar tinggi, mendukung pencapaian Visi dan Misi Perusahaan, dan sejalan dengan prinsip-prinsip Good Corporate Governance (GCG).

## Board of Directors Charter

In carrying out its duties and responsibilities, the Board of Directors is guided by the Board of Commissioners and the Board of Directors Charter (Board Manual). This document serves as the primary reference for both the Board of Directors and the Board of Commissioners in performing their respective duties and functions in a structured, systematic, consistent, and easily understood manner. Through the implementation of the Board Manual, all corporate organs are expected to operate according to high governance standards, support the achievement of the Company's Vision and Mission, and uphold the principles of Good Corporate Governance (GCG).

Board Manual disusun dengan mengacu pada prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, peraturan perundang-undangan yang berlaku, arahan Pemegang Saham, serta praktik-praktik terbaik (best practices) dalam penerapan GCG.

Perusahaan memiliki pedoman GCG yang disahkan melalui Peraturan Direksi Pelindo TPK No. SK.01.01/22/12/5/TKHI/DRTU/PLTP-23 tanggal 22 Desember 2023 tentang Pedoman Good Corporate Governance. Secara rinci, pedoman kerja Direksi diatur dalam Bab 3 *Board Manual* yang secara garis besar mencakup hal-hal sebagai berikut:

- Persyaratan, keanggotaan, dan masa jabatan Direksi
- Tanggung jawab Direksi
- Tugas Direksi
- Rincian tugas Direksi
- Kewenangan Direksi
- Hak-hak Direksi
- Prinsip penetapan kebijakan pengelolaan Perusahaan oleh Direksi
- Pembidangan tugas Direksi
- Organ pendukung Direksi dalam implementasi GCG
- Penilaian kinerja Direksi

## Susunan Direksi

Direksi Pelindo TPK beranggotakan 6 (enam) orang, terdiri atas 1 (satu) Direktur Utama dan 5 (lima) Direktur, dengan seluruh anggota berdomisili di Indonesia. Seluruh anggota Direksi telah memenuhi persyaratan formal dan material sebagaimana yang diatur dalam ketentuan perundang-undangan yang berlaku. Persyaratan formal bersifat umum, sedangkan persyaratan material disesuaikan dengan kebutuhan dan karakteristik bisnis perusahaan.

Setiap anggota Direksi Pelindo TPK memiliki integritas, kompetensi, reputasi, pengalaman, serta keahlian yang memadai untuk menjalankan fungsi dan tugas masing-masing. Pembagian tugas antar anggota Direksi ditetapkan guna mendukung pelaksanaan aktivitas manajemen secara optimal, dalam rangka mewujudkan pencapaian Visi, Misi, serta rencana strategis perusahaan, baik dalam jangka pendek maupun jangka panjang.

The Board Manual has been developed based on the principles of corporate law, the Company's Articles of Association, applicable legislation, the directives of the Shareholders, and recognized best practices for implementing GCG.

The Company has established GCG Guidelines through PT Pelindo Terminal Petikemas Board of Directors Regulation No. SK.01.01/22/12/5/TKHI/DRTU/PLTP-23 dated December 22, 2023, concerning the Good Corporate Governance Guidelines. Specifically, the Board of Directors' working guidelines are set forth in Chapter 3 of the Board Manual, which broadly covers the following:

- Requirements, composition, and tenure of the Board of Directors;
- Responsibilities of the Board of Directors;
- Duties of the Board of Directors;
- Detailed duties of the Board of Directors;
- Authorities of the Board of Directors;
- Rights of the Board of Directors;
- Principles governing the establishment of corporate management policies by the Board of Directors;
- Allocation of duties among members of the Board of Directors;
- Supporting organs of the Board of Directors in the implementation of Good Corporate Governance (GCG); and
- Performance evaluation of the Board of Directors.

## Composition of the Board of Directors

The Board of Directors of Pelindo TPK consists of six (6) members, comprising one (1) President Director and five (5) Directors, all of whom are domiciled in Indonesia. All members of the Board of Directors have satisfied the formal and substantive eligibility requirements prescribed under the applicable legislation. While the formal requirements are generally applicable, the substantive requirements are tailored to the Company's business needs and operational characteristics.

Each member of the Board of Directors possesses the integrity, competence, reputation, experience, and professional expertise necessary to effectively perform their respective duties and responsibilities. The allocation of responsibilities among the members of the Board of Directors has been established to support the effective execution of the Company's management functions and to facilitate the achievement of the Vision, Mission, and strategic objectives, both in the short and long term.

Direksi Pelindo TPK diangkat oleh Pemegang Saham melalui RUPS. Susunan Direksi pada tahun 2025 adalah sebagai berikut:

The members of the Board of Directors of Pelindo TPK are appointed by the Shareholders through the GMS. The composition of the Board of Directors in 2025 is as follows:

| **Nama**<br>Name | **Jabatan**<br>Position | **Dasar Pengangkatan**<br>Basis of Appointment | |
|---|---|---|---|
| M. Adji | Direktur Utama<br>President Director | Keputusan Sirkuler Pemegang Saham di luar Rapat Umum Pemegang Saham Nomor KP.03/1/10/1/MTAK/UTMA/PLND-2021 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas. | Circular Resolution of the Shareholders instead of the General Meeting of Shareholders No. KP.03/1/10/1/MTAK/UTMA/PLND-2021 dated October 1, 2021, concerning the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas. |
| Muarip | Direktur Operasi<br>Director of Operations | Keputusan Sirkuler Pemegang Saham di luar Rapat Umum Pemegang Saham Nomor KP.03/1/10/1/MTAK/UTMA/PLND-2021 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas. | Circular Resolution of the Shareholders instead of the General Meeting of Shareholders No. KP.03/1/10/1/MTAK/UTMA/PLND-2021 dated October 1, 2021, concerning the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas. |
| Umar | Direktur Teknik<br>Director of Engineering | Keputusan Sirkuler Pemegang Saham di luar Rapat Umum Pemegang Saham Nomor KP.10.5/1/3/12/RKTK/UTMA/PLND-2024 dan SK.03/1/3/12/HKP/DRU/PSD-24 tanggal 1 Maret 2024 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas. | Circular Resolution of the Shareholders instead of the General Meeting of Shareholders No. KP.10.5/1/3/12/RKTK/UTMA/PLND-2024 and No. SK.03/1/3/12/HKP/DRU/PSD-24 dated March 1, 2024, concerning the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas. |
| Ady Sustrisno | Direktur Sumber Daya Manusia<br>Director of Human Resources | Keputusan Sirkuler Pemegang Saham di luar Rapat Umum Pemegang Saham Nomor KP.03/24/2/1/RKTK/UTMA/PLND-2023 dan SK.03/24/2/4/HKP/DRU/PSD-23 tanggal 24 Februari 2023 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas. | Circular Resolution of the Shareholders instead of the General Meeting of Shareholders No. KP.03/24/2/1/RKTK/UTMA/PLND-2023 and No. SK.03/24/2/4/HKP/DRU/PSD-23 dated February 24, 2023, concerning the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas. |
| Endot Endrardono | Direktur Keuangan & Manajemen Risiko<br>Director of Finance & Risk Management | Keputusan Sirkuler Pemegang Saham di luar Rapat Umum Pemegang Saham Nomor KP.03/1/10/1/MTAK/UTMA/PLND-2021 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas. | Circular Resolution of the Shareholders instead of the General Meeting of Shareholders No. KP.03/1/10/1/MTAK/UTMA/PLND-2021 dated October 1, 2021, concerning the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas. |
| Rima Novianti | Direktur Strategi dan Komersial<br>Director of Strategic and Commercial | Keputusan Sirkuler Pemegang Saham di luar Rapat Umum Pemegang Saham Nomor KP.03/1/10/1/MTAK/UTMA/PLND-2021 tanggal 01 Oktober 2021 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Pelindo Terminal Petikemas. | Circular Resolution of the Shareholders instead of the General Meeting of Shareholders No. KP.03/1/10/1/MTAK/UTMA/PLND-2021 dated October 1, 2021, concerning the Dismissal and Appointment of Members of the Board of Directors of PT Pelindo Terminal Petikemas. |

## Program Orientasi dan Pengembangan Kompetensi Direksi

### Program Orientasi Direksi

Program Orientasi mengenai Perusahaan wajib diberikan kepada Anggota Direksi yang baru pertama kali menjabat di Pelindo TPK. Program Orientasi dilaksanakan dalam rangka meningkatkan fungsi dan efektivitas kerja Direksi.

## Orientation Program and Competency Development for The Board of Directors

### Orientation Program for the Board of Directors

A Company Orientation Program is mandatory for Board of Directors members appointed to Pelindo TPK for the first time. The program is designed to enhance the effectiveness and performance of the Board of Directors in carrying out its duties and responsibilities.

Program orientasi atau di Perusahaan disebut dengan pengenalan Perusahaan terhadap Direksi yang baru diangkat. Program ini berada di bawah tanggung jawab Sekretaris Perusahaan, yang diatur dalam Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara.

Materi Program pengenalan Perusahaan, mencakup:
1. Sejarah Perusahaan
2. Wilayah kerja Perusahaan
3. Struktur organisasi Perusahaan, SDM, dan entitas Anak Perusahaan
4. Visi, Misi, dan Budaya Perusahaan
5. Laporan keuangan Perusahaan
6. Tata kelola Perusahaan 7. Rencana jangka pendek dan panjang Perusahaan

Pada tahun 2025 terdapat penggantian Direktur teknik dari yang sebelumnya Faruq Hidayat digantikan oleh Umar.

The orientation program, referred to by the Company as the New Director Induction Program, is conducted for newly appointed members of the Board of Directors. The program is administered by the Corporate Secretary according to the Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning the Guidelines for Corporate Governance and Significant Corporate Actions of State-Owned Enterprises.

The Company's orientation program covers the following topics:
1. Company history.
2. The Company's operational areas.
3. The Company's organizational structure, human capital, and subsidiary entities.
4. The Company's Vision, Mission, and Corporate Culture.
5. The Company's financial statements.
6. Corporate governance.
7. The Company's short-term and long-term plans.

In 2025, there was a change in the Director of Engineering, whereby Faruq Hidayat was succeeded by Umar.

**Materi Program Orientasi Direksi**
Orientation Program for the Board of Directors

| Ketentuan<br>Provisions | | Pemenuhan<br>Compliance |
|---|---|---|
| Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan berbagai masalah strategis lainnya. | An overview of the Company, including its objectives, nature and scope of business activities, financial and operational performance, corporate strategy, short-term and long-term business plans, competitive position, risk profile, and other key strategic issues. | Terpenuhi<br>Fulfilled |
| Pelaksanaan prinsip-prinsip GCG oleh Perusahaan. | The implementation of the principles of GCG within the Company | Terpenuhi<br>Fulfilled |
| Penjelasan yang berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem, dan kebijakan pengendalian intern serta tugas dan peran Komite Audit dan komite-komite lain yang dibentuk oleh Dewan Komisaris. | An explanation of delegated authorities, the internal and external audit functions, the Company's internal control system and policies, as well as the duties and roles of the Audit Committee and other committees established by the Board of Commissioners. | Terpenuhi<br>Fulfilled |
| Penjelasan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi. | An explanation of the duties and responsibilities of the Board of Commissioners and the Board of Directors. | |
| Program pengenalan yang diberikan dapat berupa presentasi. Pertemuan atau kunjungan ke fasilitas Perusahaan atau program lainnya yang dianggap sesuai dengan Perusahaan di mana program tersebut dilaksanakan. | The orientation program may be delivered through presentations, meetings, visits to the Company's operational facilities, or other programs deemed appropriate by the Company. | Terpenuhi<br>Fulfilled |

## Pelatihan dan/atau Peningkatan Kompetensi Tahun 2025

### Kebijakan

Program pengembangan Kapabilitas merupakan salah satu program penting agar anggota Direksi dapat selalu memperbaharui informasi tentang perkembangan terkini dari aktivitas bisnis Perusahaan dan pengetahuan-pengetahuan

## Training and Competency Development Programs in 2025

### Policy

The capability development program is one of the Company's key initiatives to ensure that members of the Board of Directors remain informed of the latest developments in the business activities and other areas of knowledge

lain yang terkait dengan pelaksanaan tugas Direksi. Anggota Direksi harus secara teratur menerima program pelatihan, pengembangan pengetahuan, dan sertifikasi yang relevan, mandiri, dan berkelanjutan. Untuk memfasilitasi *update knowledge* tersebut, maka anggota Direksi perlu diberikan pelatihan, *workshop*, seminar, *conference* atau bentuk lainnya yang bermanfaat dalam meningkatkan efektivitas fungsi Direksi.

relevant to the performance of their duties. Members of the Board of Directors are expected to participate regularly in relevant, independent, and continuous training, professional development, and certification programs. To facilitate the continuous enhancement of their knowledge and competencies, members of the Board of Directors are provided with opportunities to attend training programs, workshops, seminars, conferences, and other professional development activities that improve the effectiveness of the Board of Directors in carrying out its functions.

## Pelaksanaan Pelatihan dan/atau Peningkatan Kompetensi Tahun 2025

Di tahun 2025, jajaran Direksi mengikuti pendidikan dan pelatihan baik yang di selenggarakan oleh internal Pelindo Terminal Petikemas maupun dari pihak eksternal yang dijelaskan sebagai berikut:

## Implementation of Training and Competency Development Programs in 2025

Throughout 2025, members of the Board of Directors participated in various education, training, and professional development programs organized by Pelindo Terminal Petikemas and external institutions. Details of these programs are presented as follows:

| No | Nama<br>Name | Jabatan<br>Position | Materi Pelatihan<br>Training Materials | Tanggal<br>Date | Penyelenggara<br>Organizer |
|---|---|---|---|---|---|
| 1 | M. Adji | Direktur Utama<br>President Director | J-Well "Mindful Eating : Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik"<br>J-Well "Mindful Eating: Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik" | 21 Agustus 2025<br>21 August 2025 | Corpu Pelindo |
| | | | BERLABUH : Ask the CEO<br>BERLABUH : Ask the CEO | 21 Agustus 2025<br>21 August 2025 | Learning - PMLI |
| | | | BERLABUH : Money Talk, No Drama: Gaji Aman, Hidup Nyaman<br>BERLABUH : Money Talk, No Drama: Gaji Aman, Hidup Nyaman | 21 Agustus 2025<br>21 August 2025 | PMLI |
| | | | BERLABUH : Let's Talk KPI : Karena Kerja Gak Cuma Ngegas<br>BERLABUH : Let's Talk KPI : Karena Kerja Gak Cuma Ngegas | 21 Agustus 2025<br>21 August 2025 | Pelindo Jasa Maritim |
| | | | PINTER (PJM Talk and Interactive Session) "Loyal at Heart, True to Purpose"<br>PINTER (PJM Talk and Interactive Session) "Loyal at Heart, True to Purpose" | 21 Agustus 2025<br>21 August 2025 | Pelindo Jasa Maritim |
| | | | Learning - PMLI - BERLABUH "Satu Tanah, Seribu Cerita : Perjalanan Menemukan Keindahan Indonesia"<br>Learning - PMLI - BERLABUH "Satu Tanah, Seribu Cerita : Perjalanan Menemukan Keindahan Indonesia" | 22 Agustus 2025<br>22 August 2025 | PMLI |
| | | | PodCastMar "Perintis atau Pewaris - Yuk Kenali Pajaknya"<br>PodCastMar "Perintis atau Pewaris - Yuk Kenali Pajaknya" | 10 Oktober 2025<br>10 October 2025 | Pelindo Jasa Maritim |
| | | | Forum Anak Perusahaan Pelindo Group 2025 Tema: "Reinvent. Realign. Rise! The Power of Corporate Restructuring"<br>Forum Anak Perusahaan Pelindo Group 2025 Tema: "Reinvent. Realign. Rise! The Power of Corporate Restructuring" | 9 Desember 2025<br>9 December 2025 | PT PMLI |

| No | Nama<br>Name | Jabatan<br>Position | Materi Pelatihan<br>Training Materials | Tanggal<br>Date | Penyelenggara<br>Organizer |
|---|---|---|---|---|---|
| 2 | Muarip | Direktur Operasi<br>Director of Operations | J-Well "Mindful Eating : Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik"<br>J-Well "Mindful Eating : Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik" | 27 Mei 2025<br>27 May 2025 | Pelindo Corporate University |
| | | | Online Self Learning - Edukasi Investasi Keuangan di Lingkungan PT Pelabuhan Indonesia (Persero)<br>Online Self Learning - Edukasi Investasi Keuangan di Lingkungan PT Pelabuhan Indonesia (Persero) | 30 Juni 2025<br>30 June 2025 | PT PMLI |
| | | | Legal Coaching Clinic \| Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi PT Pelabuhan Indonesia (Persero) Pasca Merger<br>Legal Coaching Clinic \| Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi PT Pelabuhan Indonesia (Persero) Pasca Merger | 30 Juni 2025<br>30 June 2025 | Pelindo Corporate University |
| | | | P-Active Talk : Financial Wellbeing : Doing Well with Money<br>P-Active Talk : Financial Wellbeing : Doing Well with Money | 18 November 2025<br>18 November 2025 | Pelindo Corporate University |
| | | | Fleet Management Harbour Tug "Efektivitas Pemakaian Kapal Tunda di Lingkungan Pelindo<br>Fleet Management Harbour Tug "Efektivitas Pemakaian Kapal Tunda di Lingkungan Pelindo | 27 November 2025<br>27 November 2025 | Pelindo Corporate University |
| 3 | Umar | Direktur Teknik<br>Director of Engineering | Resilience Forum bertajuk 'Kesiapan Menghadapi Krisis Multilevel Kolaborasi dan integrasi yang efektif<br>Resilience Forum bertajuk Kesiapan Menghadapi Krisis Multilevel Kolaborasi dan integrasi yang efektif | 14 Mei 2025<br>14 May 2025 | Pelindo Corporate University |
| | | | Safety Culture in Maritime Industry<br>Safety Culture in Maritime Industry | 16 Juni 2025<br>16 June 2025 | PT PMLI |
| | | | Legal Coaching Clinic Hukum asuransi di pelabuhan menjaga aset, mengelola risiko<br>Legal Coaching Clinic Hukum asuransi di pelabuhan menjaga aset, mengelola risiko | 18 Juni 2025<br>18 June 2025 | Pelindo Corporate University |
| | | | Legal Coaching Clinic \| Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi PT Pelabuhan Indonesia (Persero) Pasca Merger<br>Legal Coaching Clinic \| Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi PT Pelabuhan Indonesia (Persero) Pasca Merger | 30 Juni 2025<br>30 June 2025 | Pelindo Corporate University |
| | | | Internalisasi Keberlanjutan dan Pelaporan Keberlanjutan<br>Internalisasi Keberlanjutan dan Pelaporan Keberlanjutan | 30 Juni 2025<br>30 June 2025 | Pelindo Corporate University |
| | | | Investing for tomorrow 'Mengatur Keuangan dan investasi untuk masa depan stabil'<br>Investing for tomorrow 'Mengatur Keuangan dan investasi untuk masa depan stabil' | 30 Juni 2025<br>30 June 2025 | PT PMLI |
| | | | RISK Hub International Webinar "Safeguarding Financial Integrity and Fraud: Controls & Ethics in a High-risk Environment"<br>RISK Hub International Webinar "Safeguarding Financial Integrity and Fraud: Controls & Ethics in a High-risk Environment" | 15 Oktober 2025<br>15 October 2025 | IRMAPA |

| No | Nama<br>Name | Jabatan<br>Position | Materi Pelatihan<br>Training Materials | Tanggal<br>Date | Penyelenggara<br>Organizer |
|---|---|---|---|---|---|
| 4 | Ady Sutrisno | DIrektur SDM<br>Director of Human Resources | Contigency Plan Based Shareholder Aspiration<br>Contigency Plan Based Shareholder Aspiration | 2 Februari 2025<br>2 February 2025 | PT PMLI |
| | | | Legal Coaching Clinic - Hukum Asuransi di Pelabuhan<br>Legal Coaching Clinic - Hukum Asuransi di Pelabuhan | 18 Juni 2025<br>18 June 2025 | PT PMLI |
| | | | Legal Coaching Clinic - Konsepsi Pengelolaan BUMN dan Sukses Transformasi Pelindo Pasca Merger<br>Legal Coaching Clinic - Konsepsi Pengelolaan BUMN dan Sukses Transformasi Pelindo Pasca Merger | 21 Agustus 2025<br>21 August 2025 | PT PMLI |
| | | | Online Self Learning - Edukasi Investasi Keuangan di Pelindo<br>Online Self Learning - Edukasi Investasi Keuangan di Pelindo | 21 Agustus 2025<br>21 August 2025 | PT PMLI |
| | | | Kompeten Mewujudkan Keuangan yang Efisien dan Efektif<br>Kompeten Mewujudkan Keuangan yang Efisien dan Efektif | 21 Agustus 2025<br>21 August 2025 | PT PMLI |
| | | | Project Management and Commercial Pasca Integrasi<br>Project Management and Commercial Pasca Integrasi | 21 Agustus 2025<br>21 August 2025 | PT PMLI |
| | | | How to Achieve Post Merger Goals by Managing Risk<br>How to Achieve Post Merger Goals by Managing Risk | 21 Agustus 2025<br>21 August 2025 | PT PMLI |
| 5 | Endot Endrardono | Direktur Keuangan & Manajemen Risiko<br>Director of Finance & Risk Management | Financial Outlook by BRI<br>Financial Outlook by BRI | 27 Februari 2025<br>27 February 2025 | PT BRI (Persero) |
| | | | Workshop Corporate Law for Executive<br>Workshop Corporate Law for Executive | 15 s.d 16 Mei 2025<br>15 s.d 16 May 2025 | TICMI (The Indonesia Capital Market Institute) |
| | | | Prospek Danantara Menuju SWF Global Standard<br>Prospek Danantara Menuju SWF Global Standard | 20 Juni 2025<br>20 June 2025 | President Club |
| | | | Workshop Cultural Change in Action<br>Workshop Cultural Change in Action | 23 s.d 30 Juni 2025<br>23 s.d 30 June 2025 | PT Pelindo (Persero) |
| | | | Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi<br>Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi | 3 Juli 2025<br>3 July 2025 | PT PMLI |
| | | | Internalisasi Keberlanjutan dan Pelaporan Keberlanjutan<br>Internalisasi Keberlanjutan dan Pelaporan Keberlanjutan | 4 Juli 2025<br>4 July 2025 | PT PMLI |
| | | | Incoterms in Door to Door Logistics | 4 Juli 2025<br>4 July 2025 | PT PMLI |
| | | | Penyalahgunaan Wewenang atau Perbuatan Melampaui Wewenang dalam Undang-Undang Perseroan Terbatas<br>Penyalahgunaan Wewenang atau Perbuatan Melampaui Wewenang dalam Undang-Undang Perseroan Terbatas | 1 Agustus 2025<br>1 August 2025 | PT PMLI |

| No | Nama<br>Name | Jabatan<br>Position | Materi Pelatihan<br>Training Materials | Tanggal<br>Date | Penyelenggara<br>Organizer |
|---|---|---|---|---|---|
| | | | Finnancial Wellbeing<br>Finnancial Wellbeing | 21 Agustus 2025<br>21 August 2025 | PT PMLI |
| | | | KPI Mastery for Leaders<br>KPI Mastery for Leaders | 2 September 2025<br>2 September 2025 | PT PMLI |
| | | | Decision Making & Legal Risk Antara Strategi Regulasi dan Reputasi<br>Decision Making & Legal Risk Antara Strategi Regulasi dan Reputasi | 26 September 2025<br>26 September 2025 | PT PMLI |
| 6 | Rima Novianti | Direktur Strategi & Komersial<br>Director of Strategic and Commercial | Legal Coaching Clinic \| Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi PT Pelabuhan Indonesia (Persero) Pasca Merger<br>Legal Coaching Clinic \| Konsepsi Pengelolaan BUMN dan Kunci Sukses Transformasi PT Pelabuhan Indonesia (Persero) Pasca Merger | 21 Agustus 2025<br>21 August 2025 | Pelindo Corporate University |
| | | | Transformasi SDM Paska merger Be Ready !<br>Transformasi SDM Paska merger Be Ready ! | 21 Agustus 2025<br>21 August 2025 | PT PMLI |
| | | | P-Active Talk : Financial Wellbeing : Doing Well with Money<br>P-Active Talk : Financial Wellbeing : Doing Well with Money | 21 Agustus 2025<br>21 August 2025 | PT PMLI |
| | | | RWP & EWP “Creating Workplaces That Support Growth and Innovation”<br>RWP & EWP “Creating Workplaces That Support Growth and Innovation” | 21 Agustus 2025<br>21 August 2025 | PT PMLI |
| | | | J-Well “Mindful Eating : Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik”<br>J-Well “Mindful Eating : Makan dengan Kesadaran untuk Kesehatan yang Lebih Baik” | 21 Agustus 2025<br>21 August 2025 | PT PMLI |
| | | | Talk forward : Ask the CEO, Raise the Voice of Generation<br>Talk forward : Ask the CEO, Raise the Voice of Generation | 21 Agustus 2025<br>21 August 2025 | PT PMLI |
| | | | Penggunaan Pelindo Clock In/Clock Out (P-CICO)<br>Penggunaan Pelindo Clock In/Clock Out (P-CICO) | 21 Agustus 2025<br>21 August 2025 | PT PMLI |

## Rapat Direksi

### Kebijakan

Berdasarkan Peraturan Direksi Nomor SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 tanggal 22 Desember 2023 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (Board Manual), mekanisme pengambilan keputusan dalam rapat Direksi adalah sebagai berikut:

1. Rapat diawali dengan melakukan evaluasi atas pelaksanaan hasil rapat sebelumnya.
2. Semua keputusan dalam rapat Direksi harus berdasarkan itikad baik, pertimbangan rasional dan telah melalui investigasi mendalam terhadap berbagai hal-hal yang relevan, informasi yang cukup dan bebas dari benturan

## Board of Directors Meeting

### Policy

Pursuant to Board of Directors Regulation No. SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 dated December 22, 2023, concerning the Board Manual governing the working relation between the Board of Commissioners and the Board of Directors, the decision-making mechanism for meetings of the Board of Directors is as follows:

1. Each meeting begins with an evaluation of the implementation of resolutions adopted at the previous meeting.
2. All resolutions of the Board of Directors shall be made in good faith, based on sound judgment, following thorough consideration of all relevant matters, supported by adequate information, free from conflicts of interest,

kepentingan serta dibuat secara independen oleh masing-masing anggota Direksi.

3. Keputusan rapat Direksi ditetapkan dengan musyawarah untuk mufakat, apabila tidak tercapai kesepakatan maka keputusan ditetapkan dengan suara terbanyak.
4. Setiap anggota Direksi berhak untuk mengeluarkan 1 suara dan ditambah 1 suara untuk anggota Direksi yang diwakilinya.
5. Dalam hal keputusan berdasarkan musyawarah untuk mufakat tidak tercapai, keputusan diambil berdasarkan suara terbanyak Apabila jumlah suara setuju atau tidak setuju sama, maka Pimpinan Rapat yang menentukannya dengan tetap memperhatikan ketentuan mengenai pertanggungjawaban.
6. Suara blangko (abstain) dianggap menyetujui usul yang diajukan dalam rapat Direksi.
7. Suara yang tidak sah dianggap tidak ada dan tidak dihitung dalam menentukan jumlah suara yang dikeluarkan dalam rapat.
8. Keputusan hasil rapat yang diambil diterima sebagai keputusan bersama (kolegial).
9. Jika terdapat anggota Direksi yang mempunyai pendapat yang berbeda terhadap keputusan yang dibuat, maka pendapat tersebut harus dicantumkan dalam risalah rapat sebagai bentuk dari *dissenting opinion*.
10. Direksi dapat juga mengambil keputusan yang sah dan mengikat tanpa mengadakan Rapat Direksi. Mekanisme ini memiliki ketentuan semua anggota Direksi harus diberi tahu secara tertulis mengenai hasil keputusan, seluruh anggota Direksi memberikan persetujuan, semua anggota Direksi memberikan persetujuan mengenai usul yang diajukan secara tertulis serta menandatangani persetujuan tersebut. Keputusan yang diambil dengan cara demikian, mempunyai kekuatan yang sama dengan keputusan yang diambil secara sah dalam rapat Direksi.

## Kebijakan Frekuensi Rapat Direksi

1. Rapat Direksi diadakan sekurang-kurangnya sekali dalam 1 (satu) bulan.
2. Direksi wajib mengadakan rapat Direksi bersama Dewan Komisaris secara berkala paling kurang 1 (satu) kali dalam 4 (empat) bulan.
3. Penyelenggaraan rapat Direksi dapat diadakan setiap waktu apabila:
    1. Dipandang perlu oleh seorang atau lebih Anggota Direksi;
    2. Atas permintaan tertulis dari Dewan Komisaris.

and determined independently by each member of the Board of Directors.

3. Resolutions of the Board of Directors shall, in principle, be adopted by consensus. Where consensus cannot be reached, resolutions shall be adopted by majority vote.
4. Each member of the Board of Directors is entitled to one vote and, where representing another member of the Board of Directors, one additional vote on behalf of the represented member.
5. If consensus cannot be achieved, resolutions shall be adopted by majority vote. If a tie, the Chair of the Meeting shall cast the deciding vote, while giving due consideration to the applicable accountability provisions.
6. Abstentions shall be deemed to constitute votes in favor of the proposed resolution.
7. Invalid votes shall be disregarded and shall not be counted in determining the total number of votes cast at the meeting.
8. All resolutions adopted at the meeting shall be deemed collective decisions of the Board of Directors.
9. If any member of the Board of Directors disagrees with a resolution, such dissenting opinion shall be recorded in the minutes as a formal dissenting opinion.
10. The Board of Directors may also adopt valid and binding resolutions without convening a meeting. Under this mechanism, all members of the Board of Directors must be notified in writing of the proposed resolution, all members must provide their written approval to the proposed resolution, and each member must sign the written approval. Resolutions adopted through this written-circulation procedure shall have the same legal force and effect as resolutions validly adopted at a meeting of the Board of Directors.

## Policy on the Frequency of Board of Directors Meetings

1. Meetings of the Board of Directors shall be convened at least once a month.
2. The Board of Directors shall hold joint meetings with the Board of Commissioners regularly at least once every four (4) months.
3. Meetings of the Board of Directors may be convened at any time under the following circumstances:
    1. When deemed necessary by one or more members of the Board of Directors; or
    2. Upon a written request from the Board of Commissioners.

## Agenda dan Publikasi Rapat Direksi Publikasi Rapat Direksi dan Agenda Rapat 2025

Berdasarkan dokumen *Code of Corporate Governance* pada BAB VI Proses-Proses *Corporate Governance*, disebutkan bahwa rapat Direksi diadakan setiap kali dianggap perlu, namun sekurang-kurangnya sekali dalam 1 bulan. Kemudian, berdasarkan Surat Edaran Direksi No. OT.02.02/27/9/1/BDYK/SDMN/PLTP-22 tanggal 27 September 2022, Pelaksanaan program Management Walkthrough di lingkungan Pelindo Terminal Petikemas yang melibatkan pejabat 1 tingkat di bawah Direksi, sebagai berikut:

## Disclosure of Board of Directors Meetings and the 2025 Meeting Agenda

Pursuant to Chapter VI of the Code of Corporate Governance concerning Corporate Governance Processes, meetings of the Board of Directors shall be convened whenever necessary, but at least once a month. Furthermore, pursuant to Board of Directors Circular Letter No. OT.02.02/27/9/1/BDYK/SDMN/PLTP-22 dated September 27, 2022, the Company implements the Management Walkthrough Program within PT Pelindo Terminal Petikemas, involving officials one organizational level below the Board of Directors.

**Program Management Walkthrough**
Program Management Walkthrough

| **Frekuensi**<br>Frequency | **Minimal satu kali dalam satu bulan**<br>At least once a month | |
|---|---|---|
| Dipimpin<br>Led by | General Manager/Terminal Head/Direksi Anak Perusahaan/ BOD-1 | General Manager/Terminal Head/Board of Directors Subsidiaries/BOD-1 |
| Evaluasi<br>Evaluation | Rekap isu yang dibahas | Summary of the Issues Discussed |

## Mekanisme Publikasi Rapat Direksi

Berdasarkan Peraturan Direksi Nomor Nomor SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 tanggal 22 Desember 2023 tentang Pedoman Tata Laksana Kerja Hubungan Dewan Komisaris dan Direksi (*Board Manual*), mekanisme publikasi rapat Direksi adalah sebagai berikut:

1. Panggilan rapat Direksi dilakukan secara tertulis oleh anggota Direksi yang berhak mewakili Perusahaan dan disampaikan dalam jangka waktu sekurang-kurangnya 3 (tiga) hari sebelum rapat diadakan, atau dalam waktu yang lebih singkat jika dalam keadaan mendesak.
2. Panggilan rapat Direksi harus mencantumkan acara, tanggal, waktu dan tempat rapat.
3. Panggilan rapat Direksi dapat dilakukan melalaui sarana elektronik (SMS, email dan sarana elektronik lainnya) agar pemberitahuan mengenai agenda rapat dapat lebih cepat disampaikan, tanpa mengesampingkan ketentuan Anggaran Dasar mengenai tata cara panggilan rapat secara tertulis.

## Board of Directors Meeting Disclosure Mechanism

Pursuant to Board of Directors Regulation No. SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 dated December 22, 2023, concerning the Board Manual governing the working relation between the Board of Commissioners and the Board of Directors, the disclosure and meeting notice procedures for Board of Directors meetings are as follows:

1. A notice of a Board of Directors meeting shall be issued in writing by a member of the Board of Directors authorized to represent the Company and delivered at least three (3) days before the meeting, or within a shorter period in urgent circumstances.
2. The meeting notice shall specify the meeting agenda, date, time, and venue.
3. Meeting notices may also be delivered through electronic means, including SMS, email, or other electronic communication media, to facilitate the timely dissemination of meeting agendas, without prejudice to the provisions of the Articles of Association regarding written meeting notices.

## Frekuensi dan Tingkat Kehadiran Direksi dalam Rapat

Direksi mengadakan rapat dan pertemuan baik rapat internal Direksi maupun rapat gabungan dengan Dewan Komisaris serta Komite-Komite. Rapat Direksi umumnya diagendakan secara berkala dalam 1 tahun buku untuk menindaklanjuti berbagai keperluan operasional yang dijalankan Direksi.

## Frequency and Attendance of the Board of Directors at Meetings

The Board of Directors convenes both internal meetings and joint meetings with the Board of Commissioners and the Board Committees. Internal Board of Directors meetings are generally scheduled regularly throughout the financial year to address various operational matters under the responsibility

Sedangkan rapat gabungan ditujukan untuk memberikan laporan dan penerimaan masukan kepada Dewan Komisaris dalam mendukung aktivitas pengawasan atas jalannya kegiatan operasional Perusahaan. Rapat Direksi juga dapat diselenggarakan di luar agenda yang telah ditetapkan jika terdapat hal-hal yang mendesak yang membutuhkan peran dan tugas-tugas Direksi di dalamnya. Jumlah rapat internal Direksi sepanjang tahun buku dilaksanakan sebanyak 21 (dua puluh satu) kali.

of the Board of Directors. Joint meetings are conducted to report on the Company's operations and to obtain input from the Board of Commissioners in support of its supervisory function over the Company's operational activities. In addition to the scheduled meetings, the Board of Directors may convene meetings outside the established schedule whenever urgent matters arise that require the attention and decision. Throughout financial year 2025, the Board of Directors held a total of 21 (twenty-one) internal meetings.

**Frekuensi Rapat Direksi**
Frequency of Board of Directors Meetings

| Nama<br>Name | Jabatan<br>Position | Rapat Internal Direksi<br>Board of Directors Internal Meeting | | |
|---|---|---|---|---|
| | | Jumlah Rapat<br>Number of Meetings | Kehadiran<br>Attendance | % |
| M. Adji | Direktur Utama<br>President Director | 21 | 21 | 100 |
| Muarip | Direktur Operasi<br>Director of Operations | 21 | 21 | 100 |
| Umar | Direktur Teknik<br>Director of Engineering | 21 | 21 | 100 |
| Ady Sustrisno | Direktur Sumber Daya Manusia<br>Director of Human Resources | 21 | 21 | 100 |
| Endot Endrardono | Direktur Keuangan & Manajemen Risiko<br>Director of Finance & Risk Management | 21 | 21 | 100 |
| Rima Novianti | Direktur Strategi dan Komersial<br>Director of Strategic and Commercial | 21 | 21 | 100 |

## Risalah Rapat Direksi

Berikut adalah risalah dan daftar Direksi yang hadir dalam rapat internal Direksi yang dilaksanakan sepanjang Tahun Buku 2025:

## Minutes of the Board of Directors Meetings

The following are the minutes and the attendance records of the Board of Directors at the internal meetings of the Board of Directors held throughout financial year 2025.

**Risalah Rapat Direksi**
Minutes of the Board of Directors Meetings

| No | Tanggal<br>Date | Agenda | | Direksi yang Hadir<br>Board of Directors in Attendance |
|---|---|---|---|---|
| 1 | 20 Februari 2025<br>20 February 2025 | 1. Arahan Direktur Utama<br>2. Digitalisasi & Sistemisasi;<br>3. Rencana Pemindahan & Pengoperasian Terminal Kijing;<br>4. Persiapan Pemindahan TPK Makassar ke Makassar New Port;<br>5. Pemanfaatan Dermaga Samudera Semarang;<br>6. Arahan terkait Activity Based Costing;<br>7. Inbreng Aset. | 1. President Director's Directives;<br>2. Digitalization and Systematization;<br>3. Plan for the Relocation and Commencement of Operations at Kijing Terminal;<br>4. Preparations for the Relocation of TPK Makassar to Makassar New Port;<br>5. Utilization of Samudera Berth, Semarang;<br>6. Directives on the Implementation of Activity-Based Costing;<br>7. Asset Inbreng; | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |

## Risalah Rapat Direksi
Minutes of the Board of Directors Meetings

| No | Tanggal<br>Date | Agenda | | Direksi yang Hadir<br>Board of Directors in Attendance |
|---|---|---|---|---|
| 2 | 8 April 2025<br>8 April 2025 | 1. Optimalisasi Peralatan Pelabuhan;<br>2. Pembelian Aset PT MTI;<br>3. Pembelian Aset PT BJTI;<br>4. Rencana Pemanfaatan 2 unit QCC Panama ex KSO TPK Koja;<br>5. Penentuan Bisnis Proses di TPK Nilam (Dalam Rangka Sistemisasi);<br>6. Penataan Tambatan di Tanjung Emas. | 1. Optimization of Port Equipment;<br>2. Acquisition of Assets from PT MTI;<br>3. Acquisition of Assets from PT BJTI;<br>4. Proposed Utilization of Two (2) Panama QCCs Formerly Operated ex KSO TPK Koja;<br>5. Determination of Business Processes at TPK Nilam in Support of Systematization;<br>6. Berth Arrangement at Tanjung Emas Port. | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 3 | 16 Mei 2025<br>16 May 2025 | Pembahasan Rencana Pengoperasian Terminal Kijing | Discussion of the Operational Readiness Plan for Kijing Terminal | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 4 | 22 Mei 2025<br>22 May 2025 | Monitoring atas penanganan insiden di TPK Bitung | Monitoring of Incident Handling at TPK Bitung | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 5 | 27 Mei 2025<br>27 May 2025 | Pembahasan Monitoring Program Strategis | Discussion on the Monitoring of Strategic Programs | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 6 | 3 & 4 Juni 2025<br>3 & 4 June 2025 | Pemenuhan Kebutuhan Peralatan di Lingkungan Pelindo Terminal Petikemas Group | Fulfillment of Port Equipment Requirements Across the Pelindo Terminal Petikemas Group | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 7 | 23 Juni 2025<br>23 June 2025 | Rencana Aksi Korporasi Transfer Bisnis Terminal Berlian | Proposed Corporate Action for the Transfer of the Terminal Berlian Business | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 8 | 3 Juli 2025<br>3 July 2025 | Design Container Yard (CY) Terminal Merauke | Design Container Yard (CY) Terminal Merauke | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 9 | 4 Juli 2025<br>4 July 2025 | Pembahasan Progres Persiapan Pengoperasian Terminal Kijing & Pemindahan Cargo Dari TPK Makassar ke MNP | Discussion on the Progress of Preparations for the Commencement of Operations at Kijing Terminal and the Transfer of Cargo from TPK Makassar to MNP | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |

**Risalah Rapat Direksi**
Minutes of the Board of Directors Meetings

| No | Tanggal<br>Date | Agenda | | Direksi yang Hadir<br>Board of Directors in Attendance |
|---|---|---|---|---|
| 10 | 7 Juli 2025<br>7 July 2025 | Optimalisasi Layanan Terminal Petikemas Bitung | Optimization of Container Terminal Services at Bitung Container Terminal | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 11 | 11 Agustus 2025<br>11 August 2025 | 1. Program Kerja Audit Tahun 2025;<br>2. Laporan Monitoring Program Strategis | 1. 2025 Internal Audit Work Program;<br>2. Strategic Program Monitoring Report; | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 12 | 10 September 2025<br>10 September 2025 | Usulan Investasi 2026 | Proposed 2026 Investment Plan | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 13 | 18 September 2025<br>18 September 2025 | 1. Skema Penanganan Permasalahan Jalan Akses Kendari Newport;<br>2. Progress Persiapan Pemindahan TPK Makassar ke Makassar New Port;<br>3. Update Skema Partnership Study Dumai Transhipment Hub;<br>4. Update Change Request Project Strategis Tahun 2025;<br>5. Laporan Program Strategis sd. Agustus 2025;<br>6. Laporan Audit Internal | 1. Proposed Framework for Resolving the Kendari New Port Access Road Issues;<br>2. Progress of Preparations for the Relocation of TPK Makassar to Makassar New Port;<br>3. Update on the Partnership Scheme for the Dumai Transshipment Hub Study;<br>4. Update on Change Requests for the 2025 Strategic Projects;<br>5. Strategic Program Progress Report through August 2025;<br>6. Internal Audit Report; | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 14 | 2 Oktober 2025<br>2 October 2025 | Penyelarasan Rencana Strategi Perusahaan; | Alignment of the Company's Strategic Plan | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 15 | 4 Oktober 2025<br>4 October 2025 | Rencana Dumai Transshipment Hub di Selat Malaka | Development Plan for the Dumai Transshipment Hub in the Strait of Malacca | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 16 | 20 Oktober 2025<br>20 October 2025 | Relokasi Dan Optimalisasi Peralatan Operasional Pelabuhan | Relocation and Optimization of Port Operational Equipment | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 17 | 25 November 2025<br>25 November 2025 | Progres dan Persiapan Kedatangan Ala | Progress and Preparations for the Arrival of Ala | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |

**Risalah Rapat Direksi**
Minutes of the Board of Directors Meetings

| No | Tanggal Date | Agenda | | Direksi yang Hadir Board of Directors in Attendance |
|---|---|---|---|---|
| 18 | 1 Desember 2025<br>1 December 2025 | Optimasi Pola Operasi PT Terminal Petikemas Surabaya | Optimization of the Operating Model of PT Terminal Petikemas Surabaya | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 19 | 9 Desember 2025<br>9 December 2025 | 1. Pembahasan Laporan Hasil Audit Tematik;<br>2. Pembahasan Profil Risiko Korporat. | 1. Discussion of the Thematic Audit Report;<br>2. Discussion of the Corporate Risk Profile | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 20 | 15 Desember 2025<br>15 December 2025 | Persiapan One on One Meeting RJPP | Preparations for the One-on-One Meeting on RJPP | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |
| 21 | 22 Desember 2025<br>22 December 2025 | Pembahasan Pengembangan Terminal Petikemas Merauke | Discussion of the Development of Merauke Container Terminal | 1. M Adji<br>2. Rima Novianti<br>3. Muarip<br>4. Ady Sutrisno<br>5. Endot Endrardono<br>6. Umar |

## Laporan Pelaksanaan Tugas Direksi Fokus Pengelolaan Bisnis Direksi 2025

Mengacu pada Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2025 serta memperhatikan dinamika yang terjadi secara makro maupun khusus di sektor jasa kepelabuhan, Direksi telah merancang fokus pengelolaan usaha Perusahaan yang terdiri dari:

## Report on the Implementation of the Board of Directors' Duties 2025 Business Management Focus of the Board of Directors

With reference to the Company's Long-Term Corporate Plan (RJPP), the 2025 Annual Work Plan and Budget (RKAP), and taking into consideration developments in the broader macroeconomic environment as well as those specific to the port services industry, the Board of Directors has established the following key priorities for the Company's business management in 2025:

**Fokus Pengelolaan Bisnis**
Business Management Focus

| Tanggal Date | Agenda | |
|---|---|---|
| Aspek Keuangan & Manajemen Risiko<br>Financial and Risk Management Aspect | Tugas dan tanggung jawab Direktur Keuangan adalah anggaran, akuntansi dan pelaporan, pengelolaan keuangan keuangan dan perpajakan serta manajemen risiko | The Director of Finance and Risk Management is responsible for budgeting, accounting and reporting, treasury and tax management, and risk management. |
| Aspek Operasi<br>OperationsAspect | Tugas dan tanggung jawab Direktur Operasi adalah melaksanakan pembinaan dalam kegiatan perencanaan dan pengembangan operasi, pengelolaaan operasi dan sistem manajemen serta Health, Safety, Security and Environment (HSSE) | The Director of Operations is responsible for overseeing and directing the Company's activities in operations planning and development, operations management, and the implementation of the Management System and Health, Safety, Security, and Environment (HSSE) functions. |

**Fokus Pengelolaan Bisnis**
Business Management Focus

| Tanggal Date | Agenda | |
|---|---|---|
| Aspek SDM Human Resources Aspect | Tugas dan tanggung jawab Direktur SDM adalah melaksanakan pembinaan dalam kegiatan perencanaan dan pengelolaan SDM, layanan SDM dan umum serta hukum | The Director of HR is responsible for overseeing and directing activities relating to HR planning and management, HR and general services, and legal affairs. |
| Aspek Teknik EngineeringAspect | Tugas dan tanggung jawab Direktur Teknik adalah melaksanakan pembinaan dalam kegiatan fasilitas pelabuhan, peralatan pelabuhan serta teknologi informasi dan komunikasi | The Director of Engineering is responsible for overseeing and directing activities relating to port facilities, port equipment, and information and communication technology. |
| Aspek Strategi dan Komersial Strategy and Commercial | Tugas dan tanggung jawab Direktur Strategi dan Komersial adalah melakukan pengawasan dan pembinaan atas perencanaan strategis, kerjasama usaha dan pembinaan anak perusahaan serta komersial dan hubungan pelanggan | The Director of Strategy and Commercial is responsible for overseeing and directing strategic planning, business cooperation, and subsidiary development, as well as commercial activities and customer relations. |

## Informasi Rangkap Jabatan Direksi

Informasi terkait rangkap jabatan Direksi telah disajikan di bagian profil Direksi.

## Information on Concurrent Positions of the Board of Directors

Information regarding the multiple directorships held by members of the Board of Directors is presented in the Profile of the Board of Directors section.

## Kepemilikan Saham Direksi

Hingga 31 Desember 2025, saham Pelindo TPK dimiliki secara penuh oleh PT Pelabuhan Indonesia (Persero). Untuk itu dapat diinfromasikan bahwa Direksi Perusahaan tidak memiliki saham di Perusahaan dan pembahasannya telah dijabarkan dalam informasi Struktur Pemegang Saham dalam bagian profil Perusahaan.

## Shareholding of the Board of Directors

As of December 31, 2025, PT Pelindo TPK was wholly owned by PT Pelabuhan Indonesia (Persero). Accordingly, none of the members of the Board of Directors held any shares in the Company. Further information regarding the Company's ownership structure is presented in the Shareholding Structure section under the Company Profile.

## Penilaian atas Kinerja Komite di Bawah Direksi

Hingga akhir tahun 2025, Pelindo TPK tidak memiliki Komite yang berada di bawah Direksi. Pelaksanaan tugas dan tanggung jawab Direksi didukung oleh satuan kerja yang dipimpin oleh Senior Vice President.

## Performance Assessment of Committees Under the Board of Directors

As of the end of 2025, Pelindo TPK had not established any committees under the Board of Directors. In carrying out its duties and responsibilities, the Board of Directors is supported by the Company's organizational work units, each of which is headed by a Senior Vice President.

# Asessmen Terhadap Dewan Komisaris dan Direksi

Assessment of The Board of Commissioners and The Board of Directors

## Penilaian Kinerja Direksi dan Dewan Komisaris

Sebagai bagian dari upaya berkelanjutan dalam meningkatkan kualitas tata kelola dan akuntabilitas, Pelindo Terminal Petikemas secara konsisten melaksanakan evaluasi tahunan atas kinerja Direksi dan Dewan Komisaris. Proses ini dirancang untuk menilai efektivitas pelaksanaan fungsi, tanggung jawab, serta kontribusi masing-masing organ dalam mendukung pencapaian strategi dan kinerja Perusahaan secara menyeluruh.

Hasil penilaian tersebut menjadi salah satu dasar penting dalam proses pengambilan keputusan terkait nominasi, pengembangan, serta penetapan remunerasi bagi Direksi dan Dewan Komisaris.

## Penilaian Kinerja Dewan Komisaris

Dalam pelaksanaannya, Pelindo Terminal Petikemas menerapkan pendekatan penilaian yang mempertimbangkan perbedaan peran dan tanggung jawab masing-masing organ. Penilaian kinerja Dewan Komisaris dilakukan melalui dua mekanisme utama, yaitu *self-assessment* berbasis *Key Performance Indicator* (KPI) yang dilaporkan kepada RUPS, serta penilaian implementasi GCG yang pada umumnya melibatkan pihak independen.

## Prosedur Pelaksanaan Penilaian

Hasil penilaian atas pelaksanaan fungsi pengawasan oleh Dewan Komisaris disampaikan sebagai bagian dari pertanggungjawaban kepada RUPS, sesuai dengan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.

## Kriteria Penilaian Kinerja Dewan Komisaris

Dalam menjalankan tugasnya, Dewan Komisaris berpedoman pada Anggaran Dasar, kebijakan Kementerian BUMN, serta Pedoman Tata Kelola Perusahaan. Penilaian kinerja tahun 2025 dilakukan secara kolegial dan dituangkan dalam Laporan Tugas Pengawasan Dewan Komisaris, yang mengacu pada rencana kerja tahunan sebagaimana ditetapkan dalam RKAP.

## Performance Assessment of the Board of Directors and Board of Commissioners

As part of its ongoing efforts to improve the quality of governance and accountability, the Pelindo Terminal Petikemas consistently conducts annual performance evaluations of the Board of Directors and Board of Commissioners. This process is designed to assess the effectiveness of the implementation of the functions, responsibilities, and contributions of each organ in supporting the achievement of the Company's overall strategy and performance.

The results of these assessments serve as a crucial basis for decision-making regarding the nomination, development, and determination of remuneration for the Board of Directors and Board of Commissioners.

## Board of Commissioners Performance Assessment

In its implementation, the Pelindo Terminal Petikemas applies an assessment approach that takes into account the different roles and responsibilities of each organ. The Board of Commissioners' performance assessment is conducted through two main mechanisms: a Key Performance Indicator (KPI)-based self-assessment reported to the GMS, and an assessment of GCG implementation, which generally involves an independent party.

## Assessment Implementation Procedure

The assessment results of the Board of Commissioners' supervisory function implementation are submitted as part of its accountability report to the GMS, in accordance with the provisions of the Articles of Association and applicable laws and regulations.

## Board of Commissioners Performance Assessment Criteria

In carrying out its duties, the Board of Commissioners is guided by the Articles of Association, the policies of the Ministry of State-Owned Enterprises, and the Corporate Governance Guidelines. The 2025 performance assessment will be conducted collegially and outlined in the Board of Commissioners' Supervisory Task Report, which refers to the annual work plan as stipulated in the RKAP.

Evaluasi kinerja Dewan Komisaris mencakup 14 indikator yang dikelompokkan dalam beberapa aspek utama, yaitu:

1. Aspek Perencanaan, terdiri dari 1 indikator
2. Aspek Pengawasan dan Pengarahan, terdiri dari 6 Indikator
3. Aspek Pelaporan, terdiri dari 3 indikator
4. Aspek Dinamis, terdiri dari 4 indikator

## Kriteria Penilaian Kinerja Direksi Berdasarkan KPI

Penilaian kinerja Direksi dilakukan dengan mengacu pada Key Performance Indicator (KPI) yang ditetapkan setiap awal tahun buku melalui Kontrak Manajemen. Dokumen ini memuat target kinerja dan sasaran bisnis yang selaras dengan Rencana Kerja dan Anggaran Perusahaan (RKAP), sebagai dasar pengukuran pencapaian Direksi secara terukur dan objektif.

Penyusunan KPI tersebut mengacu pada Peraturan Menteri Badan Usaha Milik Negara No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, sehingga memastikan keselarasan antara strategi Perusahaan, kebijakan Pemegang Saham, serta prinsip tata kelola yang baik.

Melalui mekanisme ini, kinerja Direksi dievaluasi secara sistematis untuk memastikan pencapaian target strategis sekaligus mendorong peningkatan kinerja yang berkelanjutan.

Kriteria penilaian kinerja Direksi mencakup 14 indikator, yang terdiri dari:

1. Nilai Ekonomi dan Sosial: Keuangan terdiri dari 2 indikator
2. Nilai Ekonomi dan Sosial: Operasional terdiri dari 3 indikator
3. Nilai Ekonomi dan Sosial: Sosial terdiri dari 1 indikator
4. Inovasi Model Bisnis terdiri dari 2 indikator
5. Kepemimpinan Teknologi terdiri dari 2 indikator
6. Peningkatan Investasi terdiri dari 2 indikator
7. Pengembangan Talenta terdiri dari 2 indikator

Dewan Komisaris sesuai kewenangannya melakukan pengawasan dan penilaian atas kinerja Direksi baik secara individual maupun kolegial serta melaporkan hasilnya kepada Pemegang Saham dan akan menjadi salah satu pertimbangan Pemegang Saham dalam keputusan RUPS Pengesahan Laporan Keuangan Tahunan PT Pelindo Terminal Petikemas tahun 2025.

The Board of Commissioners' performance evaluation includes 14 indicators grouped into several main aspects, namely:

1. Planning Aspect, consisting of 1 indicator
2. Supervision and Direction Aspect, consisting of 6 indicators
3. Reporting Aspect, consisting of 3 indicators
4. Dynamic Aspect, consisting of 4 indicators

## Board of Directors Performance Assessment Criteria Based on KPIs

Board of Directors' performance assessment is conducted with reference to Key Performance Indicators (KPIs) established at the beginning of each financial year through the Management Contract. This document contains performance targets and business objectives aligned with the Company's Work Plan and Budget (RKAP), serving as the basis for measuring the Board of Directors' achievements measurably and objectively.

The preparation of these KPIs refers to Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, ensuring alignment between company strategy, shareholder policies, and good governance principles.

Through this mechanism, the Board of Directors' performance is systematically evaluated to ensure the achievement of strategic targets while encouraging sustainable performance improvement.

The Board of Directors' performance assessment criteria include 14 indicators, as follows:

1. Economic and Social Value: Financial, consisting of 2 indicators
2. Economic and Social Value: Operational, consisting of 3 indicators
3. Economic and Social Value: Social, consisting of 1 indicator
4. Business Model Innovation, consisting of 2 indicators
5. Technology Leadership, consisting of 2 indicators
6. Investment Enhancement, consisting of 2 indicators
7. Talent Development, consisting of 2 indicators

The Board of Commissioners, in accordance with its authority, supervises and evaluates the performance of the Board of Directors, both individually and collegially, and reports the results to Shareholders. This will be one of the Shareholders' considerations in the GMS decision to ratify PT Pelindo Terminal Petikemas's 2025 Annual Financial Report.

## Pihak Yang Melakukan Penilaian

Penilaian kinerja Direksi dilakukan secara kolegial maupun individual oleh Pemegang Saham melalui mekanisme RUPS Tahunan, khususnya dalam pembahasan dan pengesahan laporan pertanggungjawaban Direksi. Salah satu indikator utama yang digunakan dalam proses tersebut adalah tingkat pencapaian Key Performance Indicator (KPI) yang ditetapkan dalam Kontrak Manajemen tahun 2025.

Selain itu, Dewan Komisaris juga melaksanakan evaluasi kinerja Direksi secara berkala dengan mengacu pada target kinerja dan KPI yang telah disepakati pada awal tahun. Penilaian ini dilakukan sesuai dengan lingkup tugas dan tanggung jawab masing-masing anggota Direksi.

Melalui dua lapis mekanisme evaluasi tersebut, Perusahaan memastikan bahwa kinerja Direksi terukur secara objektif, akuntabel, serta selaras dengan kepentingan Pemegang Saham dan arah strategis Perusahaan.

## Hasil Penilaian Kinerja Direksi

KPI sebagai dasar evaluasi kinerja Tahun 2025 Direksi yang terdiri dari penilaian terkait aspek nilai ekonomi dan sosial untuk Indonesia, Inovasi Model Bisnis, kepemimpinan Teknologi, Pengembangan Investasi serta Pengembangan Talenta.

## Parties Conducting the Assessment

The Board of Directors' performance is assessed collegially and individually by Shareholders through the Annual General Meeting of Shareholders (AGMS), specifically during the discussion and ratification of the Board of Directors' accountability report. One of the main indicators used in this process is the achievement of the Key Performance Indicators (KPIs) stipulated in the 2025 Management Contract.

In addition, the Board of Commissioners also conducts periodic performance evaluations of the Board of Directors, referring to the performance targets and KPIs agreed upon at the beginning of the year. These assessments are conducted in accordance with the scope of duties and responsibilities of each member of the Board of Directors.

Through these two-tiered evaluation mechanisms, the Company ensures that the Board of Directors' performance is measured objectively and accountably, and aligned with the interests of Shareholders and the Company's strategic direction.

## Board of Directors' Performance Assessment Results

The KPIs serve as the basis for the 2025 performance evaluation of the Board of Directors, comprising assessments related to aspects of economic and social value for Indonesia, Business Model Innovation, Technology Leadership, Investment Development, and Talent Development.

**Pencapaian Penilaian Kinerja Direksi Tahun 2025**
Achievement of the 2025 Board of Directors Performance Assessment

| No | KPI | | RKAP | Realisasi Realization |
|---|---|---|---|---|
| 1 | Nilai Ekonomi dan Sosial untuk Indonesia | Economic and Social Value for Indonesia | 58 | 62,39 |
| 2 | Inovasi Modal Bisnis | Business Capital Innovation | 15 | 15,00 |
| 3 | Kepemimpinan Teknologi | Technology Leadership | 10 | 10,50 |
| 4 | Pengembangan Investasi | Investment Development | 12 | 12,00 |
| 5 | Pengembangan Talenta | Talent Development | 5 | 5,44 |
| | Total | Total | 100 | 105,33 |

Realisasi skor KPI secara kolegial hingga Triwulan IV 2025 mencapai 105,33 poin dari target 100, mencerminkan kinerja yang melampaui target dan menunjukkan efektivitas pengelolaan strategis perusahaan secara keseluruhan.

The collective KPI score realization until the fourth quarter of 2025 reached 105.33 points out of the target of 100, reflecting performance that exceeded the target and demonstrated the effectiveness of the company's overall strategic management.

# Kebijakan Nominasi dan Remunerasi Dewan Komisaris dan Direksi

Policies on Nominations and Remuneration of The Board of Commissioners and The Board of Directors

## Nominasi Dewan Komisaris dan Direksi

### Prosedur Pengangkatan, Pemberhentian dan Pemilihan Ulang Direksi (Kebijakan Suksesi Direksi)

Penetapan komposisi dan jumlah anggota Direksi dilakukan dengan memperhatikan Visi & Misi serta rencana strategis Perusahaan sehingga pengambilan keputusan dapat dilakukan secara efektif, tepat dan cepat, serta menjunjung tinggi independensi dan semata-mata untuk kepentingan Perusahaan. Anggota Direksi menjabat untuk jangka waktu terhitung sejak penutupan RUPS pada saat pengangkatan dan berakhir pada penutupan RUPS yang ke-5 setelah pengangkatannya dengan tidak mengurangi hak RUPS untuk memberhentikan anggota Direksi sewaktu-waktu.

### Dasar Kebijakan

Terkait mekanisme pengangkatan, pemberhentian dan pengangkatan ulang Direksi, Perusahaan telah memuat petunjuk pelaksanaan dan teknis yang tercantum dalam Pedoman CoCG Perusahaan. Pedoman tersebut dibuat dengan mengacu pada regulasi terkait seperti:

- UU No. 40 Tahun 2007 tentang Perseroan Terbatas
- Peraturan Menteri Negara BUMN No. PER-01/ MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN (pasal 5)

### Mekanisme

Dalam pedoman yang berlaku dinyatakan bahwa mekanisme pengangkatan, pemberhentian dan pengangkatan ulang Direksi terdiri dari:

A. **Persyaratan**

**Persyaratan Umum**

Direksi Perusahaan adalah orang perseorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu 5 tahun sebelum pengangkatan pernah:

1. Dinyatakan pailit;
2. Menjadi Anggota Direksi atau anggota Dewan Komisaris/Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu BUMN dan/atau Perusahaan dinyatakan pailit;

## Nomination of The Board of Commissioners and The Board of Directors

### Procedures for the Appointment, Dismissal, and Re-election of the Board of Directors (Board Succession Policy)

The composition and number of Board of Directors members are determined with due consideration to the Company's Vision & Mission and strategic plan so that decision-making can be carried out effectively, appropriately, and promptly, while upholding independence and acting solely in the best interests of the Company. Members of the Board of Directors serve for a term commencing upon the adjournment of the General Meeting of Shareholders (GMS) at the time of their appointment and ending upon the adjournment of the fifth GMS following their appointment, without prejudice to the GMS's right to remove members of the Board of Directors at any time.

### Policy Basis

Regarding the mechanisms for the appointment, dismissal, and reappointment of the Board of Directors, the Company has included implementation and technical guidelines set forth in the Company's CoCG Guidelines. These guidelines were developed in accordance with relevant regulations, such as:

- Law No. 40 of 2007 on Limited Liability Companies
- Regulation of the Minister of State-Owned Enterprises No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance (CoCG) in State-Owned Enterprises (Article 5)

### Mechanism

The applicable guidelines state that the mechanisms for the appointment, dismissal, and reappointment of the Board of Directors consist of:

A. **Requirements**

**General Requirements**

Members of a company's Board of Directors must be individuals with legal capacity, unless, within the 5 years prior to their appointment, they have:

1. Be declared bankrupt;
2. Served as a member of the Board of Directors or a member of the Board of Commissioners/Supervisory Board who was found guilty of causing a state-owned enterprise (BUMN) and/or the Company to be declared bankrupt;

3. Dihukum karena melakukan tindak pidana yang merugikan keuangan Negara, BUMN dan/atau yang berkaitan dengan sektor keuangan.

## Persyaratan Lainnya

Selain memenuhi persyaratan umum, pengangkatan anggota DIreksi juga dilaksanakan dengan memperhatikan persyaratan yang diatur dalan peraturan perundang-undangan yang berlaku.

a. Sumber Bakal Calon
   Pengajuan nama-nama calon Direksi didasarkan pada sumber-sumber bakal calon yang terdiri dari mantan Direksi BUMN, Dewan Komisaris, Talenta BUMN, Talenta Kementerian BUMN dan sumber lain.

b. Penjaringan
   Penjaringan nama-nama Direksi dilakukan oleh Direksi Holding dan GH Pengelolaan SDM mencari bakal calon dari berbagai sumber. Semua bakal calon diadministrasikan oleh GH Pengelolaan SDM.

c. Uji Kelayakan dan Kepatutan (UKK)
   Bakal calon yang akan ditetapkan menjadi calon anggota Direksi, adalah seseorang yang telah dinyatakan memenuhi Persyaratan Formal dan Persyaratan lain dan lulus UKK. UKK terhadap bakal calon dilakukan oleh lembaga profesional yang ditunjuk oleh Direksi Holding.

d. Usulan Pengangkatan
   Bagi calon yang telah mendapatkan rekomendasi "Disarankan" oleh tim penilai dapat diangkat menjadi Direksi Perusahaan.

Kebijakan tata kelola Perusahaan sehubungan dengan pengangkatan anggota Direksi adalah:

1. Persyaratan, susunan dan masa jabatan Anggota Direksi diatur dalam Anggaran Dasar Perusahaan.

2. Pengangkatan anggota Direksi sepenuhnya merupakan kewenangan Pemegang Saham. Kewenangan tersebut mencakup:
   a) Menentukan kriteria penilaian umum calon anggota Direksi,
   b) Membentuk tim seleksi calon anggota Direksi,
   c) Mengangkat anggota Direksi, termasuk mengangkat Direktur Utama,
3. Pemilihan calon anggota Direksi dilakukan melalui proses seleksi dan nominasi yang transparan dengan mempertimbangkan keahlian, integritas, kejujuran,

3. Been convicted of a criminal offense that caused financial loss to the State, a state-owned enterprise, and/or one related to the financial sector.

## Other Requirements

In addition to meeting the general requirements, the appointment of Board of Directors members must also comply with the requirements set forth in applicable laws and regulations.

a. Sources of Prospective Candidates
   The submission of names of candidates for the Board of Directors is based on sources of potential candidates, which include former SOE Board of Directors members, members of the Board of Commissioners, SOE talent, talent from the Ministry of State-Owned Enterprises, and other sources.
b. Screening
   The screening of Board of Directors candidates is conducted by the Holding Company's Board of Directors, and the Human Resources Management General Division (GH) identifies potential candidates from various sources. All potential candidates are managed by the Human Resources Management General Division (GH).
c. Fit and Proper Test (UKK)
   Prospective candidates to be designated as candidates for the Board of Directors are individuals who have been declared to meet the Formal Requirements and other requirements and have passed the UKK. The UKK for prospective candidates is conducted by a professional institution appointed by the Holding Company's Board of Directors.
d. Appointment Proposal
   Candidates who have received a "Recommended" rating from the evaluation team may be appointed to the Company's Board of Directors.

The Company's governance policies regarding the appointment of Board members are as follows:

1. The qualifications, composition, and term of office of Board members are stipulated in the Company's Articles of Association.
2. The appointment of Board members is entirely the authority of the Shareholders. This authority includes:
   a) Determining the general evaluation criteria for candidates for the Board of Directors,
   b) Forming a selection committee for Board of Directors candidates,
   c) Appointing members of the Board of Directors, including the Chief Executive Officer,
3. The selection of candidates for the Board of Directors is conducted through a transparent selection and nomination process, taking into account expertise, integrity, honesty,

kepemimpinan, pengalaman, perilaku dan dedikasi, serta kecukupan waktunya untuk mengelola Perusahaan,

4. Calon-calon anggota Direksi merupakan pejabat internal Perusahaan dapat diusulkan oleh Dewan Komisaris,
5. Pengangkatan anggota Direksi dilakukan melalui mekanisme uji kelayakan dan kepatutan. Calon-calon yang lulus wajib menandatangani kontrak manajemen sebelum diangkat sebagai anggota Direksi,
6. Anggota Direksi diangkat melalui RUPS dengan menyebutkan mulai saat berlakunya pengangkatan,
7. Pengangkatan calon anggota Direksi dilakukan dengan keputusan Menteri,
8. Pengangkatan anggota Direksi mulai berlaku efektif terhitung sejak tanggal pelantikan atau tanggal yang ditetapkan dalam Keputusan Menteri,
9. Masa jabatan anggota Direksi ditetapkan 5 tahun dan sesudahnya dapat diangkat kembali untuk 1 kali masa jabatan,
10. Dalam hal terdapat penambahan anggota Direksi, maka masa jabatan anggota Direksi tersebut akan berakhir bersamaan dengan berakhirnya masa jabatan anggota Direksi lainnya yang telah ada.

leadership, experience, conduct, and dedication, as well as their availability to manage the Company,

4. Candidates for the Board of Directors are internal Company officers may be proposed by the Board of Commissioners,
5. The appointment of Board members is conducted through a fit-and-proper test. Candidates who pass the test are required to sign a management contract before being appointed as Board members,
6. Members of the Board of Directors are appointed by the General Meeting of Shareholders, which specifies the effective date of the appointment,
7. The appointment of candidates for the Board of Directors is made by a decision of the Minister,
8. The appointment of Board of Directors members takes effect as of the date of inauguration or the date specified in the Minister's Decision,
9. The term of office for members of the Board of Directors is set at 5 years, after which they may be reappointed for one additional term,
10. In the event of the addition of a new Board member, the term of office of that Board member shall end concurrently with the expiration of the terms of office of the other existing Board members.

## Pemberhentian

Ketentuan mengenai mekanisme pemberhentian yaitu:

1. Alasan Pemberhentian

   Alasan pemberhentian Direksi meliputi ketidakmampuan Direksi dalam menjalankan tugasnya, melanggar ketentuan Anggaran Dasar dan perundang-undangan, terlibat tindakan merugikan bagi Perusahaan dan negara, melakukan tindakan yang melanggar etika, dinyatakan bersalah dengan putusan pengadilan serta mengundurkan diri.
2. Tata Cara Pemberhentian

   Tata cara pemberhentian dilakukan dengan evaluasi oleh GH Pengelolaan SDM kepada Direksi yang bersangkutan dilanjutkan dengan mengajukan usulan untuk kemudian ditetapkan oleh Direksi Holding. Sebelum ditetapkan dan dievaluasi, Perusahaan terlebih dahulu memberikan informasi kepada Direksi yang bersangkutan agar yang bersangkutan dapat memberikan pembelaan diri dengan ketentuan pembelaan diri disampaikan dalam bentuk tertulis dan lisan (untuk lisan dibuatkan berita cara penyampaian pembelaan) maksimal disampaikan 14 hari terhitung setelah Direksi yang bersangkutan memperoleh informasi pemberhentian kepada GH Pengelolaan SDM. Setelah disampaikan pembelaan diri, notulen pembelaan diajukan ke dalam RUPS untuk kemudian diambil keputusan.

## Dismissal

Provisions regarding the dismissal mechanism are as follows:

1. Grounds for Dismissal

   Grounds for the dismissal of members of the Board of Directors include the Board's inability to perform its duties, violation of the Articles of Association and applicable laws and regulations, involvement in actions detrimental to the Company and the state, engaging in unethical conduct, being found guilty by a court ruling, and resignation
2. Procedure for Dismissal

   The dismissal procedure is carried out through an evaluation by the HR Management Division of the relevant Board member, followed by the submission of a proposal to be subsequently approved by the Holding Company's Board of Directors. Prior to the decision and evaluation, the Company shall first provide information to the relevant Director so that the Director may present a defense, provided that the defense is submitted in both written and oral form (for oral submissions, a record of the defense presentation shall be prepared) and must be submitted no later than 14 days from the date the relevant Director receives notification of the dismissal from the HR Management Division. After the defense is presented, the minutes of the defense are submitted to the General Meeting of Shareholders (GMS) for a decision to be made.

Proses pemberhentian Direksi dilakukan bersamaan dengan pengangkatan Direksi pengganti dan pemberhentian berlaku efektif sejak ditetapkan dalam Keputusan RUPS.

Kebijakan tata kelola Perusahaan sehubungan dengan pengangkatan anggota Direksi adalah:

1. Persyaratan pemberhentian anggota Direksi dari jabatan Direksi diatur dalam Anggaran Dasar Perusahaan.

2. Anggota Direksi dapat diberhentikan untuk sementara waktu, dengan prosedur:
   a) Dewan Komisaris dengan suara terbanyak setiap waktu berhak memberhentikan untuk sementara waktu seorang atau lebih anggota Direksi, jikalau mereka bertindak bertentangan dengan Anggaran Dasar atau melalaikan kewajibannya atau terdapat alasan yang mendesak bagi Perusahaan. b) Pemberhentian sementara sebagaimana dalam butir (a) harus diberitahukan secara tertulis kepada yang bersangkutan disertai alasan yang menyebabkan tindakan tersebut.
   b) Dalam waktu 30 hari setelah pemberhentian sementara, Komisaris diwajibkan untuk meminta diadakan RUPS Luar Biasa yang akan memutuskan apakah anggota Direksi yang bersangkutan akan diberhentikan seterusnya atau dikembalikan kepada kedudukannya, dengan terlebih dahulu memberikan kesempatan kepada anggota Direksi yang diberhentikan sementara untuk hadir dan membela diri.
   c) Jika RUPS Luar Biasa tidak diadakan dalam jangka waktu 30 hari setelah pemberhentian sementara, maka pemberhentian sementara tersebut dinyatakan batal demi hukum.
3. Anggota Direksi dapat diberhentikan sebelum berakhir masa jabatan, dengan pertimbangan:
   a) Anggota Direksi yang bersangkutan bertindak bertentangan dengan Anggaran Dasar dan/atau peraturan perundang-undangan yang berlaku, dinyatakan bersalah dengan keputusan pengadilan, atau melalaikan kewajibannya.
   b) Tidak dapat memenuhi kewajibannya yang telah disepakati dalam kontrak manajemen.
   c) Tidak dapat melaksanakan tugas dengan baik.
   d) Tidak melaksanakan ketentuan peraturan perundang-undangan dan/ atau ketentuan Anggaran Dasar.
   e) Terlibat dalam tindakan yang merugikan Perusahaan dan/atau Negara.
   f) Melakukan tindakan yang melanggar etika dan/ atau kepatutan yang seharusnya dihormati sebagai anggota Direksi.
   g) Dinyatakan bersalah dengan putusan pengadilan

The process of dismissing a Director is conducted concurrently with the appointment of a replacement Director, and the dismissal takes effect upon being formalized in a GMS resolution.

The Company's corporate governance policies regarding the appointment of Board members are as follows:

1. The requirements for the dismissal of a Board member from their position on the Board are stipulated in the Company's Articles of Association.
2. A member of the Board of Directors may be temporarily dismissed through the following procedure:
   a) The Board of Commissioners, by a majority vote at any time, has the right to temporarily remove one or more members of the Board of Directors if they act contrary to the Articles of Association, neglect their duties, or if there are compelling reasons for the Company. b) The temporary removal as described in point (a) must be notified in writing to the person concerned, accompanied by the reasons for such action.
   b) Within 30 days of the temporary suspension, the Board of Commissioners is required to request the convening of an Extraordinary General Meeting of Shareholders (EGM) to decide whether the relevant member of the Board of Directors will be permanently removed or reinstated to their position, after first providing the temporarily suspended member of the Board of Directors with the opportunity to attend and defend themselves.
   c) If an Extraordinary General Meeting of Shareholders is not held within 30 days after the temporary suspension, the temporary suspension shall be deemed null and void.
3. A member of the Board of Directors may be dismissed before the end of their term of office, based on the following grounds:
   a) The Board member in question acts in violation of the Articles of Association and/or applicable laws and regulations, is found guilty by a court decision, or neglects his or her duties.
   b) Failure to fulfill the obligations agreed upon in the management contract.
   c) Is unable to perform their duties properly.
   d) Failure to comply with the provisions of laws and regulations and/or the Articles of Association.
   e) Engaging in actions that harm the Company and/or the State.
   f) Engaging in conduct that violates the ethics and/or standards of propriety that should be upheld as a member of the Board of Directors.
   g) Being found guilty by a court decision that has

yang mempunyai kekuatan hukum tetap.

4. Rencana pemberhentian anggota Direksi sebelum berakhir masa jabatannya, diberitahukan terlebih dahulu kepada anggota Direksi yang bersangkutan secara lisan atau tertulis.
5. Keputusan pemberhentian anggota Direksi sebelum masa jabatan berakhir diambil setelah yang bersangkutan diberi kesempatan membela diri.
6. Seorang anggota Direksi berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada Pemegang Saham dengan tembusan kepada Dewan Komisaris dan Direksi Perusahaan sekurang-kurangnya 30 hari sebelum tanggal pengunduran dirinya.
7. Pemberhentian anggota Direksi sewaktu-waktu sebelum berakhirnya masa jabatan harus dilakukan oleh RUPS dengan menyebutkan alasannya.
8. Anggota Direksi diberhentikan oleh RUPS dengan menyebutkan mulai saat berlakunya pemberhentian.
9. Anggota Direksi yang mengundurkan diri tetap dimintakan pertanggungjawaban dalam RUPS, atas pelaksanaan tugasnya sejak tanggal pengangkatan sampai tanggal penetapan pengunduran diri.
10. Apabila seorang anggota Direksi berhenti atau diberhentikan sebelum masa jabatannya berakhir, maka masa jabatan penggantinya adalah sisa masa jabatan anggota Direksi yang digantikan.
11. Apabila oleh suatu sebab jabatan anggota Direksi lowong maka dalam waktu selambat-lambatnya 30 hari setelah terjadi lowongan harus diselenggarakan RUPS untuk mengisi lowongan itu.
12. Selama jabatan anggota Direksi lowong dan penggantinya belum ada, maka salah seorang anggota Direksi lainnya yang ditunjuk oleh Dewan Komisaris menjalankan pekerjaan anggota Direksi yang lowong dengan kekuasaan dan wewenang yang sama, di samping tetap menjalankan tugas utamanya.
13. Jika oleh suatu sebab Perusahaan tidak mempunyai Direksi, maka untuk sementara Dewan Komisaris berkewajiban menjalankan pekerjaan Direksi, dalam waktu selambat-lambatnya 30 hari setelah terjadi lowongan, Dewan Komisaris berkewajiban untuk meminta diadakannya RUPS Luar Biasa guna mengisi lowongan tersebut.

become final and binding.

4. Any plan to remove a member of the Board of Directors before the end of their term of office must be communicated in advance to the relevant member of the Board of Directors, either verbally or in writing.
5. A decision to remove a member of the Board of Directors before the end of their term of office shall be made after the person concerned has been given the opportunity to defend themselves.
6. A member of the Board of Directors has the right to resign from his or her position by notifying the Shareholders in writing of his or her intention, with copies to the Board of Commissioners and the Company's Board of Directors, at least 30 days prior to the date of resignation.
7. The dismissal of a member of the Board of Directors at any time prior to the end of their term of office must be carried out by the General Meeting of Shareholders (GMS), stating the reasons therefor.
8. A member of the Board of Directors is dismissed by the General Meeting of Shareholders, which shall specify the effective date of the dismissal.
9. A resigning member of the Board of Directors remains accountable to the General Meeting of Shareholders for the performance of his or her duties from the date of appointment until the date the resignation is approved.
10. If a member of the Board of Directors resigns or is dismissed before the end of their term of office, the term of office of their successor shall be the remainder of the term of the member of the Board of Directors being replaced.
11. If, for any reason, a position on the Board of Directors becomes vacant, a General Meeting of Shareholders must be held no later than 30 days after the vacancy occurs to fill the vacancy.
12. While a Board of Directors position remains vacant and a successor has not yet been appointed, another member of the Board of Directors designated by the Board of Commissioners shall perform the duties of the vacant position with the same powers and authority, in addition to continuing to perform their primary duties.
13. If, for any reason, the Company does not have a Board of Directors, the Board of Commissioners is temporarily obligated to perform the duties of the Board of Directors; no later than 30 days after the vacancy occurs, the Board of Commissioners is obligated to request the convening of an Extraordinary General Meeting of Shareholders to fill the vacancy.

## Pemilihan Ulang

Pengangkatan kembali anggota Direksi pada posisi jabatan yang sama dalam satu *subholding*, dapat dilakukan tanpa UKK, apabila dinilai mampu melaksanakan tugasnya dengan baik selama masa jabatannya. Hal ini didasarkan pada pencapaian target kinerja Perusahaan, kekompakan tim, integritas, dan rekam jejak. Penyajian hasil penilaian dapat dilakukan dalam bentuk narasi kualitatif.

## Re-election

The reappointment of a Board of Directors member to the same position within a single subholding may be conducted without a UKK, provided the member is deemed capable of performing their duties effectively during their term of office. This is based on the achievement of the Company's performance targets, team cohesion, integrity, and track record. The presentation of assessment results may be in the form of a qualitative narrative.

## Pemenuhan atas Mekanisme Pengangkatan dan Pemberhentian Pengangkatan

Pengangkatan Direksi telah melalui proses fit & proper test sesuai peraturan perundang-undangan yang berlaku dan ketentuan GCG. Mekanisme penjaringan atau nominasi calon anggota Direksi diatur dalam Peraturan Menteri Badan Usaha Milik Negara No. PER- 3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

## Compliance with Appointment and Dismissal Mechanisms

The appointment of Board members has undergone a fit and proper test in accordance with applicable laws and regulations and GCG provisions. The mechanism for screening or nominating candidates for Board membership is regulated in Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning the Organization and Human Resources of State-Owned Enterprises.

**Proses Pengangkatan Direksi Dengan RUPS**
Process for Appointing the Board of Directors Through the General Meeting of Shareholders

| Ketentuan<br>Provisions | | Pemenuhan<br>Compliance |
|---|---|---|
| **Kewenangan Pemegang Saham dalam Pengangkatan Direksi**<br>Shareholders' Authority in the Appointment of the Board of Directors | | |
| Menentukan kriteria penilaian umum calon anggota Direksi | Determining general evaluation criteria for Board of Directors candidates | Terpenuhi<br>Comply |
| Membentuk tim seleksi calon anggota Direksi | Forming a selection committee for Board of Directors candidates | Terpenuhi<br>Comply |
| Mengangkat anggota Direksi, termasuk mengangkat Direktur Utama | Appointing members of the Board of Directors, including the Chief Executive Officer | Terpenuhi<br>Comply |
| Pemilihan calon anggota Direksi dilakukan melalui proses seleksi dan nominasi yang transparan dengan mempertimbangkan keahlian, integritas, kejujuran, kepemimpinan, pengalaman, prilaku dan dedikasi, serta kecukupan waktunya untuk mengelola Perusahaan | The selection of candidates for the Board of Directors is conducted through a transparent selection and nomination process, taking into account expertise, integrity, honesty, leadership, experience, conduct, and dedication, as well as their availability to manage the Company | Terpenuhi<br>Comply |
| Pengangkatan anggota Direksi dilakukan melalui mekanisme uji kelayakan dan kepatutan. Calon-calon yang lulus wajib menandatangani kontrak manajemen sebelum diangkat sebagai anggota Direksi | The appointment of Board members is conducted through a fit-and-proper test mechanism. Candidates who pass the test are required to sign a management contract before being appointed as Board members | Terpenuhi<br>Comply |
| Anggota Direksi diangkat melalui RUPS dengan menyebutkan mulai saat berlakunya pengangkatan | Board members are appointed by the General Meeting of Shareholders, which specifies the effective date of the appointment | Terpenuhi<br>Comply |
| Pengangkatan calon anggota Direksi dilakukan dengan Keputusan RUPS | The appointment of candidates for the Board of Directors is carried out by a resolution of the General Meeting of Shareholders | Terpenuhi<br>Comply |

## Pengangkatan dan Pemberhentian

Proses pemberhentian Direksi Perusahaan sesuai dengan RUPS, sebagaimana tabel di bawah:

## Appointment and Dismissal

The process for dismissing the Company's Board of Directors is in accordance with the GMS, as shown in the table below:

| Ketentuan<br>Requirements | | Pemenuhan<br>Compliance |
|---|---|---|
| Pemberhentian anggota Direksi sewaktu-waktu sebelum berakhirnya masa jabatan harus dilakukan oleh RUPS dengan menyebutkan alasannya | The dismissal of a member of the Board of Directors at any time prior to the end of their term of office must be carried out by the GMS, stating the reasons | Tidak terpenuhi<br>Tidak Not met |
| Apabila seorang anggota Direksi berhenti atau diberhentikan sebelum masa jabatannya berakhir, maka masa jabatan penggantinya adalah sisa masa jabatan anggota Direksi yang digantikan | If a member of the Board of Directors resigns or is dismissed before the end of his or her term of office, the term of office of the successor shall be the remainder of the term of the member of the Board of Directors being replaced | Terpenuhi<br>Comply |
| Apabila oleh suatu sebab jabatan anggota Direksi lowong maka dalam waktu selambat-lambatnya 30 hari setelah terjadi lowongan harus diselenggarakan RUPS untuk mengisi lowongan itu. | If, for any reason, a position on the Board of Directors becomes vacant, a General Meeting of Shareholders must be held no later than 30 days after the vacancy occurs to fill the vacancy. | Terpenuhi<br>Comply |

## Pengungkapan Prosedur dan Kebijakan Nominasi Dewan Komisaris Dan Direksi

### Proses Nominasi dan Pemilihan Dewan Komisaris

Sebagai entitas bisnis milik negara, proses nominasi anggota Dewan Komisaris Perusahaan dibuat berdasarkan pada ketentuan yang termaktub di Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

Secara umum, proses penentuan *nominee* dan penunjukan anggota Dewan Komisaris diawali dengan pengajuan kandidat oleh Dewan Komisaris kepada RUPS Perusahaan. Kandidat anggota Dewan Komisaris yang diusulkan kemudian harus menjalani uji kelayakan dan kepatutan (*fit and proper test*) yang dilakukan oleh Pemegang Saham. RUPS akan menentukan pengangkatan mereka yang lulus uji tersebut untuk mengesahkannya sebagai anggota Dewan Komisaris Perusahaan.

### Proses Nominasi dan Pemilihan Direksi

Sementara itu, prosedur pengangkatan, pemberhentian dan/atau penggantian anggota Direksi kepada RUPS harus memperhatikan rekomendasi dari Dewan Komisaris atau Komite yang bertanggung jawab untuk menjalankan fungsi nominasi.

Sebagaimana diatur dalam Anggaran Dasar Perusahaan, pemegang saham mempunyai hak istimewa untuk mengusulkan kandidat anggota Direksi dan anggota Dewan Komisaris dalam hal ini adalah PT Pelabuhan Indonesia (Persero).

Kemudian kandidat anggota Direksi Pelindo TPK yang diajukan oleh PT Pelabuhan Indonesia (Persero) dalam RUPS, dapat

## Disclosure of Procedures and Policies for The Nomination of The Board of Commissioners and The Board of Directors

### Nomination and Election Process for the Board of Commissioners

As a state-owned business entity, the process for nominating members of the Company's Board of Commissioners is based on the provisions set forth in Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 on the Organization and Human Resources of State-Owned Enterprises.

Generally, the process of determining nominees and appointing members of the Board of Commissioners begins with the Board of Commissioners submitting candidates to the Company's General Meeting of Shareholders (GMS). The proposed candidates for the Board of Commissioners must then undergo a fit and proper test conducted by the Shareholders. The General Meeting of Shareholders will decide on the appointment of those who pass the test to ratify them as members of the Company's Board of Commissioners.

### Nomination and Election Process for the Board of Directors

Meanwhile, the procedures for the appointment, dismissal, and/or replacement of members of the Board of Directors by the GMS must take into account the recommendations of the Board of Commissioners or the committee responsible for carrying out the nomination function.

As stipulated in the Company's Articles of Association, shareholders have the exclusive right to propose candidates for the Board of Directors and the Board of Commissioners; in this case, that right belongs to PT Pelabuhan Indonesia (Persero).

Candidates for the Board of Directors of Pelindo TPK proposed by PT Pelabuhan Indonesia (Persero) at the General Meeting

berasal dari:

1. Anggota Direksi Perusahaan Anggota *Holding*, Anak Perusahaan Anggota *Holding* dan/atau Anak Perusahaan *Holding*;
2. Pejabat internal Perusahaan Anggota *Holding*, Anak Perusahaan Anggota *Holding* dan/atau Anak Perusahaan *Holding* minimal dua tingkat di bawah Direksi;
3. Sumber lain yang memiliki reputasi baik, relevan dan dapat dipertanggungjawabkan.

Dalam hal kandidat anggota Direksi yang diusulkan berasal dari internal Perusahaan, PT Pelabuhan Indonesia (Persero) akan melaksanakan *Fit and Proper Test*. Kandidat anggota Direksi yang diusulkan tersebut merupakan pemangku jabatan 1 (satu) level di bawah Direksi dan telah memenuhi persyaratan kualifikasi sesuai *assessment* yang dilakukan oleh lembaga independen.

Kemudian, PT Pelabuhan Indonesia (Persero) akan mengevaluasi seluruh kandidat yang berasal dari internal Perusahaan maupun dari luar Perusahaan, untuk selanjutnya diajukan kepada Kementerian Badan Usaha Milik Negara sebelum diusulkan dalam RUPS untuk dimintakan persetujuannya.

## Kebijakan Suksesi Direksi dan Kebijakan Suksesi Manajemen Kunci

Dalam rangka menjaga kesinambungan usahanya, Pelindo TPK diharapkan memiliki pimpinan yang berkualitas dan memiliki kompetensi yang tinggi. Untuk itu, Perusahaan telah merancang kebijakan suksesi anggota Direksi guna memastikan transisi di level Direksi berjalan lancar dan berdampak positif pada kelangsungan usaha dan operasional Perusahaan.

Ketentuan mengenai usulan pengangkatan, pemberhentian dan/atau penggantian anggota Direksi kepada RUPS mengacu pada ketentuan yang dimuat dalam Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara.

## Kebijakan Suksesi Manajemen Kunci

Kebijakan suksesi untuk manajemen kunci Perusahaan adalah sebagai berikut:

1. Direksi akan melakukan review terhadap seluruh Manajemen Kunci (BOD-1) dan memilih *talent* sebanyak 20% dari total Manajemen Kunci.
2. Parameter yang dinilai pada setiap *Talent* berupa KPI selama 3 Tahun terakhir, *Capacity* (Kompetensi, Learning *Agility*), *Performance (Result, Behaviour AKHLAK Values).*

of Shareholders may come from:

1. Members of the Board of Directors of the Company, members of the holding company, subsidiaries of the holding company, and/or subsidiaries of the holding company;
2. Internal officers of a Holding Company Member, a Subsidiary of a Holding Company Member, and/or a Subsidiary of the Holding Company that are at least two levels below the Board of Directors;
3. Other sources that are reputable, relevant, and accountable.

In the event that a proposed candidate for the Board of Directors comes from within the Company, PT Pelabuhan Indonesia (Persero) will conduct a Fit and Proper Test. The proposed candidate for the Board of Directors must hold a position one level below the Board of Directors and have met the qualification requirements as determined by an assessment conducted by an independent institution.

Subsequently, PT Pelabuhan Indonesia (Persero) will evaluate all candidates—both from within the Company and from outside the Company—and then submit them to the Ministry of State-Owned Enterprises before proposing them at the General Meeting of Shareholders (GMS) for approval.

## Board of Directors Succession Policy and Key Management Succession Policy

To ensure business continuity, Pelindo TPK is expected to have qualified leaders with high competence. To that end, the Company has formulated a succession policy for Board members to ensure that transitions at the Board level proceed smoothly and have a positive impact on the Company's business continuity and operations.

Provisions regarding proposals for the appointment, dismissal, and/or replacement of Board members submitted to the GMS are based on the provisions set forth in Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning the Organization and Human Resources of State-Owned Enterprises.

## Key Management Succession Policy

The succession policy for the Company's key management is as follows:

1. The Board of Directors will review all Key Management (BOD-1) and select talent comprising 20% of the total Key Management.
2. The parameters assessed for each talent include KPIs over the past 3 years, capacity (competencies, learning agility), and performance (results, behavior aligned with AKHLAK Values).

3. Melakukan validasi dan kalibrasi oleh *Cluster Talent Committee*.
4. Nominated 20% terpilih dikirim masuk kedalam database Kementerian BUMN.

## Remunerasi Dewan Komisaris dan Direksi

Pelindo Terminal Petikemas berkomitmen untuk menerapkan prinsip tata kelola perusahaan yang baik, salah satunya melalui penerapan kebijakan remunerasi yang transparan, adil, dan berbasis kinerja. Kebijakan remunerasi bagi Dewan Komisaris dan Direksi disusun dengan mengacu pada regulasi yang berlaku, termasuk Peraturan Menteri BUMN, serta mempertimbangkan tanggung jawab, kontribusi, dan capaian kinerja masing-masing individu maupun kolegial.

Remunerasi yang diberikan mencakup gaji, tunjangan, fasilitas, insentif, dan bentuk imbalan lainnya yang disesuaikan dengan pencapaian target kinerja dan kondisi keuangan perusahaan. Tujuannya adalah untuk mendorong motivasi kerja, menjaga profesionalisme, serta menarik dan mempertahankan individu dengan integritas dan kompetensi tinggi dalam menjalankan tugas pengawasan dan pengelolaan perusahaan.

Kebijakan ini dievaluasi secara berkala melalui mekanisme penilaian kinerja tahunan serta persetujuan Rapat Umum Pemegang Saham (RUPS), guna memastikan bahwa pemberian remunerasi tetap selaras dengan prinsip akuntabilitas dan keberlanjutan usaha.

## Dasar Kebijakan Remunerasi Dewan Komisaris dan Direksi

Persetujuan pemberian remunerasi Dewan Komisaris dan Direksi Perusahaan ditetapkan oleh RUPS. Hal ini berdasarkan kepada Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/1/4/1/SPAP/UTMA/PLD-22 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris subholding, Anak Perusahaan dan perusahaan terafiliasi serta Dewan Pengurus dan Pengawas Kerjasama Operasi (KSO) di ruang lingkup bisnis Perusahaan.

Pemegang Saham menetapkan penyesuaian remunerasi Dewan Komisaris dan Direksi dengan pertimbangan:

- Faktor skala usaha
- Faktor kompleksitas usaha

3. Validation and calibration will be conducted by the Talent Cluster Committee.
4. The selected 20% of nominees will be submitted to the Ministry of State-Owned Enterprises' database.

## Remuneration of The Board of Commissioners and Board of Directors

Pelindo Terminal Petikemas is committed to implementing the principles of good corporate governance, including through the implementation of a transparent, fair, and performance-based remuneration policy. The remuneration policy for the Board of Commissioners and the Board of Directors is formulated in accordance with applicable regulations, including the Minister of State-Owned Enterprises' Regulation, and takes into account the responsibilities, contributions, and performance achievements of each individual as well as the collective body.

Remuneration provided includes salaries, allowances, benefits, incentives, and other forms of compensation adjusted according to the achievement of performance targets and the company's financial condition. The objective is to foster work motivation, maintain professionalism, and attract and retain individuals with high integrity and competence in carrying out their duties of oversight and management of the company.

This policy is evaluated periodically through an annual performance appraisal mechanism and approval by the General Meeting of Shareholders (GMS), to ensure that the granting of remuneration remains aligned with the principles of accountability and business sustainability.

## Basis for the Remuneration Policy of the Board of Commissioners and the Board of Directors

Approval for the remuneration of the Company's Board of Commissioners and Board of Directors is determined by the GMS. This is based on PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/1/4/1/SPAP/UTMA/PLD-22 regarding Guidelines for Determining the Compensation of the Board of Directors and Board of Commissioners of subholdings, subsidiaries, and affiliated companies, as well as the Management and Supervisory Boards of Joint Operations (KSO) within the Company's business scope.

Shareholders determine adjustments to the remuneration of the Board of Commissioners and the Board of Directors based on the following considerations:

- Business scale factor
- Business complexity

- Tingkat inflasi
- Kondisi dan kemampuan Perusahaan
- Faktor-faktor lain yang relevan dan tidak boleh bertentangan dengan peraturan perundangundangan.

- Inflation rate
- The Company's conditions and capabilities
- Other relevant factors that must not conflict with laws and regulations.

## Proses Penetapan Remunerasi Direksi

Sesuai Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/1/4/1/SPAP/UTMA/PLD22 tentang Pedoman Penetapan Penghasilan Direksi dan Dewan Komisaris subholding, Anak Perusahaan dan perusahaan terafiliasi serta Dewan Pengurus dan Pengawas Kerjasama Operasi (KSO) di Ruang Lingkup Bisnis Perusahaan; bahwa penetapan remunerasi Direksi dan Dewan Komisaris mengacu pada hasil RUPS dengan memperhatikan hasil kajian yang telah dilakukan oleh Perusahaan.

## Process for Determining Executive Compensation

In accordance with PT Pelabuhan Indonesia (Persero) Board of Directors Regulation No. HK.01/1/4/1/SPAP/UTMA/PLD22 regarding Guidelines for Determining the Compensation of the Board of Directors and Board of Commissioners of subholdings, subsidiaries, and affiliated companies, as well as the Management and Supervisory Boards of Joint Operating Entities (KSO) within the Company's Business Scope; the determination of remuneration for the Board of Directors and Board of Commissioners is based on the results of the General Meeting of Shareholders (GMS), taking into account the results of studies conducted by the Company.

## Pengungkapan Indikator Untuk Penetapan Remunerasi Direksi

Dalam melakukan kajian tersebut, Perusahaan mempertimbangkan beberapa faktor yaitu faktor skala usaha, kompleksitas usaha, tingkat inflasi, kondisi dan kemampuan keuangan, serta kinerja Perusahaan. Namun terdapat pula faktor pengaruh lainnya yaitu KPI, kontrak manajemen, dan tingkat kesehatan perusahaan. Hasil kajian tersebut disampaikan oleh Dewan Komisaris sebagai bahan usulan penetapan remunerasi kepada Pemegang Saham.

## Disclosure of Indicators for Determining Executive Remuneration

In conducting this study, the Company considered several factors, namely business scale, business complexity, inflation rate, financial condition and capacity, as well as the Company's performance. However, there are also other influencing factors, such as KPIs, management contracts, and the Company's financial health. The results of this study were submitted by the Board of Commissioners as the basis for the remuneration proposal to the Shareholders.

## Struktur Remunerasi

## Remuneration Structure

| **Uraian**<br>Description | **Komisaris**<br>Commissioners | **Direksi**<br>Board of Directors |
|---|---|---|
| Gaji<br>Salary | Penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota Direksi Perusahaan. Adapun ketentuannya yakni:<br>• Perhitungan honorarium bagi Dewan Komisaris Utama sebesar 45% dari nilai gaji Direktur Utama<br>• Perhitungan honorarium bagi Anggota Komisaris sebesar 90% dari honorarium Komisaris Utama.<br>Fixed income in the form of cash received each month due to their position as members of the Company's Board of Directors. The provisions are as follows:<br>• The honorarium for the Chairman of the Board of Commissioners is calculated at 45% of the Chief Executive Officer's salary<br>• The honorarium for members of the Board of Commissioners is calculated as 90% of the Chairman of the Board of Commissioners' honorarium. | Penghasilan tetap berupa uang yang diterima setiap bulan karena kedudukannya sebagai anggota Direksi Perusahaan. Adapun ketentuannya yakni:<br>• Gaji Direktur Utama ditetapkan dengan menggunakan pedoman internal dalam kelompok usaha PT Pelabuhan Indonesia (Persero)<br>• Perhitungan gaji Direktur lainnya sebesar 85% dari gaji Direktur Utama<br>Fixed income in the form of cash received each month due to their position as members of the Company's Board of Directors. The provisions are as follows:<br>• The CEO's salary is determined using internal guidelines within the PT Pelabuhan Indonesia (Persero) business group<br>• The salary for other Directors is calculated at 85% of the Chief Executive Officer's salary |
| Tunjangan<br>Allowances | Penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh Dewan Komisaris selain gaji.<br>Income in the form of money or something that can be valued in money received at certain times by the Board of Commissioners in addition to salaries. | Penghasilan berupa uang atau yang dapat dinilai dengan uang yang diterima pada waktu tertentu oleh Direksi selain gaji.<br>Income in the form of money or something that can be valued in money received at certain times by the Board of Directors, in addition to their salaries. |

| Uraian<br>Description | Komisaris<br>Commissioners | Direksi<br>Board of Directors |
|---|---|---|
| Tunjangan Hari Raya Keagamaan<br>Religious Holiday Allowance | Diberikan sebesar 1 (satu) kali honorarium setiap tahun. Tunjangan Hari Raya<br>Granted in the amount of 1 (one) times the annual honorarium. Holiday Allowance | Diberikan sebesar 1 (satu) kali honorarium setiap tahun. Tunjangan Hari Raya<br>Granted in the amount of 1 (one) times the honorarium annually. Holiday Allowance |
| Tunjangan Transportasi<br>Transportation Allowance | Dewan Komisaris tidak diberikan fasilitas kendaraan namun diberikan Tunjangan Transportasi. Tunjangan Transportasi ditetapkan untuk setiap bulan paling banyak 20% dari honorarium.<br>Members of the Board of Commissioners are not provided with a company vehicle but are granted a Transportation Allowance. The Transportation Allowance is set at a maximum of 20% of the honorarium per month. | Direksi dapat diberikan fasilitas kendaraan dinas sebanyak 1 (satu) unit kendaraan dinas dengan spesifikasi mesin maksimal 2.500 cc beserta biaya pemeliharaan dan operasional yang ditetapkan oleh RUPS atau Keputusan Pemegang Saham di luar RUPS.<br>Members of the Board of Directors may be provided with one (1) official vehicle with a maximum engine capacity of 2,500 cc, along with maintenance and operational costs as determined by the General Meeting of Shareholders (GMS) or a Shareholder Resolution outside the GMS. |
| Asuransi Purna Jabatan<br>Post-Employment Insurance | Diberikan dengan ketentuan premi yang ditanggung perusahaan paling banyak 25% dari gaji per tahun, termasuk di dalamnya premi untuk asuransi kecelakaan dan kematian. Diberikan setelah berhenti dari jabatan sebagai Komisaris.<br>Provided on the condition that the company covers up to 25% of the annual salary for premiums, including premiums for accident and death insurance. Provided after ceasing to serve as a Commissioner. | Diberikan dengan ketentuan premi yang ditanggung perusahaan paling banyak 25% dari gaji per tahun, termasuk di dalamnya premi untuk asuransi kecelakaan dan kematian. Diberikan setelah berhenti dari jabatan sebagai Direksi.<br>Provided subject to the condition that the company covers up to 25% of the annual salary, including premiums for accident and life insurance. Granted upon resignation from the position of Director. |
| Fasilitas<br>Benefits | Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh Dewan Komisaris dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan.<br>Income in the form of facilities and/or benefits and/or guarantees used by the Board of Commissioners in the performance of their duties, authorities, obligations, and responsibilities in accordance with applicable laws and regulations. | Penghasilan berupa sarana dan/atau kemanfaatan dan/atau penjaminan yang digunakan/dimanfaatkan oleh Direksi dalam rangka pelaksanaan tugas, wewenang, kewajiban dan tanggung jawab berdasarkan peraturan perundang-undangan.<br>Benefits in the form of facilities and/or privileges and/or guarantees used by the Board of Directors in the performance of their duties, authorities, obligations, and responsibilities as prescribed by law. |
| Kesehatan<br>Health | Diberikan fasilitas kesehatan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan. Fasilitas kesehatan diberikan kepada Dewan Komisaris beserta seorang istri atau suami dan paling banyak 3 (tiga) orang anak, yang belum mencapai usia 25 tahun, dengan ketentuan apabila anak yang belum berusia 25 tahun tersebut pernah menikah atau pernah bekerja maka yang bersangkutan tidak berhak mendapatkan fasilitas kesehatan.<br>Health benefits are provided in the form of health insurance or reimbursement of medical expenses. Health benefits are provided to the Board of Commissioners, along with one spouse and up to 3 (three) children under the age of 25, provided that if a child under the age of 25 has ever been married or employed, that child is not entitled to health benefits. | Diberikan fasilitas kesehatan dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan. Fasilitas kesehatan diberikan kepada Direksi beserta seorang istri atau suami dan paling banyak 3 (tiga) orang anak, yang belum mencapai usia 25 tahun, dengan ketentuan apabila anak yang belum berusia 25 tahun tersebut pernah menikah atau pernah bekerja maka yang bersangkutan tidak berhak mendapatkan fasilitas kesehatan.<br>Health benefits are provided in the form of health insurance or reimbursement of medical expenses. These benefits are provided to the Board of Directors, along with their spouse and up to 3 (three) children under the age of 25, provided that if a child under the age of 25 has ever been married or employed, that child is not eligible for health benefits. |
| Perkumpulan Profesi<br>Legal Assistance | Dewan Komisaris dapat diikutsertakan sebagai anggota perkumpulan profesi maksimal ditetapkan melalui persetujuan Dewan Komisaris Perseroan dengan menggunakan pedoman internal dalam kelompok usaha PT Pelabuhan Indonesia (Persero).<br>Members of the Board of Commissioners may be included as members of professional associations, subject to a maximum limit determined through the approval of the Company's Board of Commissioners, in accordance with internal guidelines within the PT Pelabuhan Indonesia (Persero) business group. | Dengan memperhatikan kondisi dan kemampuan Perseroan.<br>Taking into account the Company's circumstances and capabilities |
| Bantuan Hukum<br>Legal Assistance | Diberikan dalam hal terjadi tindakan atau perbuatan untuk dan atas nama jabatannya yang berkaitan dengan maksud dan tujuan serta kegiatan Perusahaan. Dibayarkan sebesar biaya-biaya resmi yang dapat dipertanggungjawabkan secara hukum.<br>Provided in the event of actions or conduct undertaken for and on behalf of their official position that are related to the Company's objectives and activities. Reimbursed in the amount of official expenses that are legally justifiable. | Diberikan dalam hal terjadi tindakan atau perbuatan untuk dan atas nama jabatannya yang berkaitan dengan maksud dan tujuan serta kegiatan Perusahaan. Dibayarkan sebesar biaya biaya resmi yang dapat dipertanggungjawabkan secara hukum.<br>Provided in the event of actions or conduct undertaken for and on behalf of their position that are related to the Company's objectives and activities. Reimbursed up to the amount of official expenses that are legally justifiable. |

| Uraian<br>Description | Komisaris<br>Commissioners | Direksi<br>Board of Directors |
|---|---|---|
| Fasilitas Rumah Dinas<br>Company Housing | - | 40% dari Gaji dengan maksimal besaran Rp.20.000.000,-, dengan menggunakan pedoman internal dalam kelompok usaha PT Pelabuhan Indonesia (Persero).<br>40% of salary, up to a maximum of Rp.20,000,000, in accordance with internal guidelines within the PT Pelabuhan Indonesia (Persero) business group |
| Fasilitas Club Membership<br>Club Membership Benefits | - | Dengan memperhatikan kondisi dan kemampuan Perseroan.<br>Subject to the Company's circumstances and financial capacity |
| Fasilitas Biaya Representasi<br>Representation Expense Benefits | - | Dengan memperhatikan kondisi dan kemampuan Perseroan.<br>Taking into account the Company's circumstances and financial capacity |

## Rincian Honorarium Dewan Komisaris

Berdasarkan penetapan honorarium Dewan Komisaris, maka honorarium Dewan Komisaris tahun 2025 adalah sebagai berikut:

## Details of Board of Commissioners' Honoraria

Based on the determination of the Board of Commissioners' honoraria, the honoraria for the Board of Commissioners for the year 2025 are as follows:

| Nama<br>Name | Jabatan<br>Position | Gaji/Honorarium<br>Salary/Honorarium |
|---|---|---|
| Moemahadi Soerja Djanegara | Komisaris Utama<br>President Commissioner | 45% dari Direktur Utama<br>45% of the President Director's salary |
| Bahaduri Wijayanta | Komisaris<br>Commissioner | 90% dari Komisaris Utama<br>90% of the Chairman of the Board of Commissioners |
| Ronaldus Mujur | Komisaris<br>Commissioner | 90% dari Komisaris Utama<br>90% of the Chairman of the Board of Commissioners |
| Montty Girianna | Komisaris<br>Commissioner | 90% dari Komisaris Utama<br>90% of the Chairman of the Board of Commissioners |
| Nurrachman | Komisaris Independen<br>Independent Commissioner | 90% dari Komisaris Utama<br>90% of the Chairman of the Board of Commissioners |
| Antoni Arif Priadi | Komisaris<br>Commissioner | 90% dari Komisaris Utama<br>90% of the Chairman of the Board of Commissioners |
| Yoke Candra Katon | Komisaris Independen<br>Independent Commissioner | 90% dari Komisaris Utama<br>90% of the Chairman of the Board of Commissioners |

Rincian Gaji Direksi Berdasarkan penetapan gaji Direksi, maka gaji Direksi tahun 2025 adalah sebagai berikut:

Details of Executive Compensation Based on the executive compensation policy, the executive compensation for 2025 is as follows:

| Nama<br>Name | Jabatan<br>Position | Gaji/Honorarium<br>Salary/Honorarium |
|---|---|---|
| M. Adji | Direktur Utama<br>President Director | ditetapkan berdasarkan Keputusan Para Pemegang Saham di luar Rapat Umum Pemegang Saham PT Pelindo Terminal Petikemas (RUPS Sirkuler) No: SK.03/30/9/8/SPAP/UTMA/PLND-24 \| SK.03/30/9/7/HKP/DRU/PSD-24<br>determined based on the Decision of the Shareholders outside the General Meeting of Shareholders of PT Pelindo Terminal Petikemas (Circular General Meeting of Shareholders) No.: SK.03/30/9/8/SPAP/UTMA/PLND-24 \| SK.03/30/9/7/HKP/DRU/PSD-24 |
| Muarip | Direktur Operasi<br>Director of Operations | 85% dari Direktur Utama<br>85% of the President Director |

| Nama<br>Name | Jabatan<br>Position | Gaji/Honorarium<br>Salary/Honorarium |
|---|---|---|
| Umar | Direktur Teknik<br>Director of Engineering | 85% dari Direktur Utama<br>85% of the President Director |
| Ady Sustrisno | Direktur Sumber Daya Manusia<br>Director of Human Resources | 85% dari Direktur Utama<br>85% of the President Director |
| Endot Endrardono | Direktur Keuangan & Manajemen Risiko<br>Director of Finance & Risk Management | 85% dari Direktur Utama<br>85% of the President Director |
| Rima Novianti | Direktur Strategi dan Komersial<br>Director of Strategy and Commercial Affairs | 85% dari Direktur Utama<br>85% of the President Director |

## Pengungkapan Bonus Kinerja, Bonus Non-Kinerja, dan Opsi Saham

Struktur remunerasi bagi Dewan Komisaris dan Direksi tidak mencakup pemberian bonus non-kinerja maupun opsi saham. Komponen remunerasi yang diberikan oleh Pelindo Terminal Petikemas terbatas pada gaji/honorarium serta tantiem yang ditetapkan berdasarkan keputusan Pemegang Saham.

Penetapan remunerasi tersebut dilakukan melalui mekanisme yang transparan dan akuntabel, dengan mempertimbangkan kinerja Perusahaan serta ketentuan yang berlaku.

## Kebijakan Penghargaan Berbasis Kinerja Jangka Panjang

Saat ini, Pelindo Terminal Petikemas belum menerapkan skema kompensasi jangka panjang yang secara langsung dikaitkan dengan kinerja Perusahaan. Namun demikian, sebagai bagian dari upaya memberikan perlindungan dan kesejahteraan, Perusahaan menyediakan program Asuransi Purna Jabatan bagi Direksi.

Ke depan, pengembangan kebijakan kompensasi berbasis kinerja jangka panjang menjadi salah satu area yang terus dievaluasi guna memperkuat keselarasan antara kinerja manajemen dan keberlanjutan Perusahaan.

## Disclosure of Performance Bonuses, Non-Performance Bonuses, and Stock Options

The compensation structure for the Board of Commissioners and the Board of Directors does not include non-performance bonuses or stock options. The compensation components provided by Pelindo Terminal Petikemas are limited to salaries/honoraria and profit-sharing payments determined by a resolution of the Shareholders.

The determination of such remuneration is carried out through a transparent and accountable mechanism, taking into account the Company's performance and applicable regulations.

## Long-Term Performance-Based Reward Policy

Currently, Pelindo Terminal Petikemas has not implemented a long-term compensation scheme directly linked to the Company's performance. However, as part of efforts to provide protection and welfare, the Company offers a Post-Employment Insurance program for the Board of Directors.

Moving forward, the development of a long-term performance-based compensation policy remains an area under ongoing evaluation to strengthen the alignment between management performance and the Company's sustainability.

# Frekuensi, Agenda dan Tingkat Kehadiran Rapat Dewan Komisaris dan Direksi

## Frequency, Agenda, and Attendance of Meetings of the Board of Commissioners and the Board of Directors

Dalam menjalankan fungsi pengawasan dan pengelolaan perusahaan, Dewan Komisaris dan Direksi Pelindo Terminal Petikemas secara berkala menyelenggarakan rapat sebagai sarana koordinasi dan pengambilan keputusan strategis. Forum ini menjadi media utama dalam membahas perkembangan operasional, mengevaluasi kinerja perusahaan, serta memastikan tindak lanjut atas arahan pemegang saham dan pemangku kepentingan lainnya.

Pelaksanaan rapat dilakukan secara terencana dengan mempertimbangkan kebutuhan strategis perusahaan serta mengacu pada ketentuan dalam Pedoman Tata Kelola yang berlaku. Agenda rapat disusun secara dinamis sesuai dengan isu-isu prioritas yang dihadapi perusahaan, baik yang bersifat operasional, keuangan, maupun strategis.

Partisipasi aktif anggota Dewan Komisaris dan Direksi dalam setiap rapat tercermin dari tingkat kehadiran yang tinggi. Hal ini menunjukkan komitmen masing-masing organ perusahaan dalam menjalankan tugas dan tanggung jawabnya secara optimal, sekaligus memperkuat prinsip akuntabilitas dan efektivitas tata kelola perusahaan.

In carrying out their respective supervisory and management functions, the Board of Commissioners and the Board of Directors of Pelindo Terminal Petikemas convene meetings regularly as a key forum for coordination and strategic decision-making. These meetings serve as the primary platform for discussing operational developments, evaluating the Company's performance, and ensuring appropriate follow-up on directives from the Shareholders and other stakeholders.

Meetings are conducted in a structured manner based on the Company's strategic priorities and according to the provisions set forth in the applicable Corporate Governance Guidelines. Meeting agendas are developed dynamically to address the Company's priority issues, including operational, financial, and strategic matters.

The high attendance rate of members of the Board of Commissioners and the Board of Directors reflects their strong commitment to carrying out their respective duties and responsibilities effectively, while reinforcing the principles of accountability and sound corporate governance.

## Agenda Dan Publikasi Rencana Rapat Gabungan

### Agenda Umum

Secara umum agenda rapat gabungan Dewan Komisaris dan Direksi membahas tentang:

1. Laporan Kinerja Bulanan, Triwulan, Semester dan Tahunan.
2. Pembahasan dan Perumusan RKAP.
3. Rapat Koordinasi Dewan Komisaris dan Direksi.
4. Pembahasan perkembangan kinerja operasional.
5. Pembahasan dan review RJPP.
6. Pembahasan terkait penetapan Kantor Akuntan Publik untuk pelaksanaan audit Laporan Tahunan.
7. Pembahasan terkait kinerja dan rencana pengembangan anak Perusahaan.

## Agenda and Disclosure of Joint Meeting Plans

### General Agenda

In general, the joint meetings of the Board of Commissioners and the Board of Directors discuss the following matters:

1. Monthly, quarterly, semiannual, and annual performance reports.
2. Discussion and formulation of the RKAP.
3. Coordination meetings between the Board of Commissioners and the Board of Directors.
4. Review of operational performance developments.
5. Discussion and review of the RJPP.
6. Discussion regarding the appointment of the Public Accounting Firm (KAP) to conduct the audit of the Annual Report.
7. Discussion of the performance and business development plans of the Company's subsidiaries.

## Publikasi Rapat Gabungan Dewan Komisaris dan Direksi

Publikasi mengenai rencana pelaksanaan rapat gabungan Dewan Komisaris, Direksi, atau dengan Komite-Komite Perusahaan dilakukan selambatlambatnya 5 (lima) hari sebelum pelaksanaan dengan bentuk surat menyurat. Dalam publikasi tesebut termuat mengenai informasi dan materi rapat yang terdiri dari:

- Tanggal dan waktu pelaksanaan rapat,
- Agenda rapat,
- Nama peserta, dan
- Undangan rapat.

Untuk memastikan perencanaan yang terstruktur dan disiplin, pada awal tahun 2025 Perseroan telah menetapkan jadwal rapat gabungan yang dituangkan dalam kalender kegiatan tahunan. Rencana tersebut disosialisasikan kepada seluruh pihak terkait, termasuk Sekretaris Perusahaan, fungsi Internal Audit, serta unit kerja lainnya guna mendukung koordinasi yang efektif.

Selain rapat yang telah dijadwalkan, Perseroan juga mengakomodasi pelaksanaan rapat insidental sesuai kebutuhan. Setiap pelaksanaan rapat, baik terjadwal maupun insidental, tetap mengikuti prosedur yang berlaku, termasuk pendokumentasian melalui penyusunan risalah atau berita acara rapat sebagai bentuk akuntabilitas.

## Disclosure of Joint Meetings of the Board of Commissioners and the Board of Directors

Notices of planned joint meetings of the Board of Commissioners and the Board of Directors, including meetings involving the Company's Board Committees, are issued no later than five (5) days before the meeting through formal written correspondence. Such notices include the following information:

- Date and time of the meeting.
- Meeting agenda.
- List of participants.
- Meeting invitation.

To ensure structured planning and disciplined implementation, the Company established its annual schedule of joint meetings at the beginning of 2025 as part of its annual corporate calendar. The schedule was communicated to all relevant parties, including the Corporate Secretary, the Internal Audit function, and other organizational units, to facilitate effective coordination.

In addition to the scheduled meetings, the Company also accommodates ad hoc meetings whenever required. Whether scheduled or ad hoc, all meetings are conducted in accordance with the applicable procedures, including the preparation of formal minutes or records of meetings as part of the Company's accountability framework.

## Frekuensi Kehadiran Dewan Komisaris Dan Direksi Dalam Rapat Gabungan

Sepanjang 2025, Perusahaan telah mengadakan 12 (dua belas) kali rapat gabungan dengan tingkat kehadiran masing-masing anggota sebagai berikut:

## Attendance of the Board of Commissioners and the Board of Directors at Joint Meetings

Throughout 2025, the Company held a total of 12 (twelve) joint meetings of the Board of Commissioners and the Board of Directors. The attendance of each member was as follows:

| **Nama** Name | **Jabatan** Position | | **Rapat Gabungan** Joint Meetings | | |
|---|---|---|---|---|---|
| | | | **Jumlah** Total | **Kehadiran** Attendance | % |
| Dewan Komisaris/ Board of Commissioners | | | | | |
| Moermahadi Soerja Djanegara | Komisaris Utama merangkap Komisaris Independen | President Commissioner concurrent Independent Commissioner | 12 | 12 | 100 |
| Bahaduri Wijayanta Bekti Mukarta | Komisaris | Commissioner | 12 | 12 | 100 |
| Ronaldus Mujur | Komisaris | Commissioner | 12 | 12 | 100 |
| Montty Girianna | Komisaris | Commissioner | 12 | 12 | 100 |
| Nick Nurrachman | Komisaris Independen | Independent Commissioner | 12 | 12 | 100 |
| Antoni Arif Priadi | Komisaris | Commissioner | 5 | 5 | 100 |
| Yoke Candra Katon | Komisaris Independen | Independent Commissioner | 12 | 12 | 100 |

| Nama Name | Jabatan Position | | Rapat Gabungan Joint Meetings | | |
|---|---|---|---|---|---|
| | | | Jumlah Total | Kehadiran Attendance | % |
| Direksi/ Board of Directors | | | | | |
| M. Adji | Direktur Utama | President Director | 12 | 12 | 100 |
| Muarip | Direktur Operasi | Director of Operations | 12 | 12 | 100 |
| Umar | Direktur Teknik | Director of Engineering | 12 | 12 | 100 |
| Ady Sustrisno | Direktur Sumber Daya Manusia | Director of Human Resources | 12 | 12 | 100 |
| Endot Endrardono | Direktur Keuangan dan Manajemen Risiko | Director of Finance and Risk Management | 12 | 12 | 100 |
| Rima Novianti | Direktur Strategi dan Komersial | Director of Strategic and Commercial | 12 | 12 | 100 |

Keputusan Para Pemegang Saham di Luar Rapat Umum Pemegang Saham (Keputusan RUPS Sirkuler) PT Pelindo Terminal Petikemas Nomor : KP.03/1/7/2/RKTK/UTMA/PLND-25 dan Nomor: SK.03/14/7/2/HKPD/UTMA/PSD-25 tentang Pemberhentian Anggota Dewan Komisaris PT Pelindo Terminal Petikemas memberhentikan dengan hormat Bapak Antoni Arif Priadi pada tanggal 1 Juli 2025.

Shareholders' Decision Outside the General Meeting of Shareholders (Circular GMS Decision) of PT Pelindo Terminal Petikemas Number: KP.03/1/7/2/RKTK/UTMA/PLND-25 and Number: SK.03/14/7/2/HKPD/UTMA/PSD-25 concerning the Dismissal of Members of the Board of Commissioners of PT Pelindo Terminal Petikemas honorably dismissed Mr. Antoni Arif Priadi on July 1, 2025.

## Risalah Rapat Gabungan

Berikut adalah risalah dan daftar Dewan Komisaris dan Direksi yang hadir dalam rapat gabungan yang dilaksanakan sepanjang Tahun Buku 2025:

## Minutes of the Joint Meetings

The following are the minutes and the attendance records of the members of the Board of Commissioners and the Board of Directors at the joint meetings held throughout financial year 2025:

| No | Tanggal Date | Agenda | | Dewan Komisaris yang Hadir Board of Commissioners in Attendance | Direksi yang hadir Board of Directors in Attendance |
|---|---|---|---|---|---|
| 1 | 20 Januari 2025<br>20 January 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Perusahaan s.d. bulan Desember 2024;<br>3. Kinerja Manajemen Risiko s.d. Desember 2024;<br>4. Pembahasan Rencana Inbreng Aset PT Pelabuhan Indonesia (Persero) ke PT Pelindo Terminal Petikemas; dan<br>5. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through December 2024;<br>3. Risk Management Performance through December 2024;<br>4. Discussion of the Proposed Asset Inbreng of PT Pelabuhan Indonesia (Persero) into PT Pelindo Terminal Petikemas; and<br>5. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 2 | 11 Februari 2025<br>11 February 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Perusahaan s.d. bulan Januari 2025;<br>3. Kinerja Manajemen Risiko s.d. Januari 2025;<br>4. Laporan Progres Pengadaan Mitra Kerja Sama CT2, CT3 dan MNP;<br>5. Laporan Progres Study Dumai Transhipment HubLa;<br>6. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through January 2025;<br>3. Risk Management Performance through January 2025;<br>4. Progress Report on the Procurement of Cooperation Partners for CT2, CT3, and MNP;<br>5. Progress Report on the Dumai Transshipment Hubla;<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |

| No | Tanggal Date | Agenda | | Dewan Komisaris yang Hadir Board of Commissioners in Attendance | Direksi yang hadir Board of Directors in Attendance |
|---|---|---|---|---|---|
| 3 | 13 Maret 2025 13 March 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Perusahaan s.d. bulan Februari 2025;<br>3. Kinerja Manajemen Risiko s.d. Februari 2025;<br>4. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through February 2025;<br>3. Risk Management Performance through February 2025;<br>4. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 4 | 21 April 2025 21 April 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. bulan Maret 2025;<br>3. Kinerja Manajemen Risiko s.d. Maret 2025;<br>4. Pembahasan rekomendasi dan tanggapan atas penyesuaian revenue<br>5. sharing TPK Makassar dan Makassar New Port;<br>6. Pembahasan persetujuan kerja sama alat Container Scanner Pelindo Terminal Petikemas dengan PT Multi Terminal Indonesia;<br>7. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through March 2025;<br>3. Risk Management Performance through March 2025;<br>4. Discussion of the Recommendations and Responses Regarding the Revenue-Sharing Adjustment for TPK Makassar and Makassar New Port;<br>5. Discussion of the Proposed Approval of the Container Scanner Cooperation Agreement between Pelindo Terminal Petikemas and PT Multi Terminal Indonesia; and<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 5 | 26 Mei 2025 26 May 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. bulan April 2025;<br>3. Kinerja Manajemen Risiko s.d. April 2025;<br>4. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. The Company's Performance through April 2025;<br>3. Risk Management Performance through April 2025;<br>4. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra<br>• Antoni Arif Priadi | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 6 | 23 Juni 2025 23 June 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. bulan Mei 2025;<br>3. Kinerja Manajemen Risiko s.d. Mei 2025;<br>4. Revisi RKAP Investasi 2025;<br>5. Transfer Bisnis TPK Berlian kepada PT TTL<br>6. Lain-lain. | 1. Follow-up on Action Items from the Previous Meeting;<br>2. Financial Performance through May 2025;<br>3. Risk Management Performance through May 2025;<br>4. Revision to the 2025 RKAP;<br>5. Transfer of the TPK Berlian Business to PT TTL; and<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 7 | | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. bulan Juni 2025;<br>3. Kinerja Manajemen Risiko s.d. bulan Juni 2025;<br>4. Pembahasan draft Surat Permohonan Persetujuan Dokumen Contignecy Plan Pelindo Terminal Petikemas Tahun 2025;<br>5. Proses Pengadaan Investasi Tahun 2025<br>6. Lain-lain. | 1. Follow-up on Action Items from the Previous Meeting;<br>2. Financial Performance through June 2025;<br>3. Risk Management Performance through June 2025;<br>4. Discussion of the Draft Request Letter for Approval of the 2025 Pelindo Terminal Petikemas Contingency Plan Document;<br>5. 2025 Investment Procurement Process; and<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |

| No | Tanggal Date | Agenda | | Dewan Komisaris yang Hadir Board of Commissioners in Attendance | Direksi yang hadir Board of Directors in Attendance |
|---|---|---|---|---|---|
| 8 | 26 Agustus 2025<br>26 August 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. Juli 2025;<br>3. Kinerja Manajemen Risiko s.d. Juli 2025;<br>4. Gambaran dan Rencana Aksi Risiko Utama 2026;<br>5. Pembahasan change parent PT BJTI;<br>6. Pembahasan vertical merger PT PTP (pembelian saham minoritas milik PT ILCS);<br>7. Lain-lain. | 1. Follow-up on Action Items from the Previous Meeting;<br>2. Financial Performance through July 2025;<br>3. Risk Management Performance through July 2025;<br>4. Overview and Action Plan for Key Risks in 2026;<br>5. Discussion of the Change of Parent Company of PT BJTI;<br>6. Discussion of the Vertical Merger of PT PTP (Acquisition of Minority Shares Held by PT ILCS); and<br>7. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 9 | 25 September 2025<br>25 September 2025 | 1. Tindak lanjut rapat sebelumnya;<br>2. Kinerja keuangan s.d bulan Agustus 2025;<br>3. Kinerja manajemen risiko s.d. bulan Agustus 2025;<br>4. Pembahasan agenda tematik “Usulan Pelepasan Aset BJTI”;<br>5. Lain-lain. | 1. Follow-up on Action Items from the Previous Meeting;<br>2. Financial Performance through August 2025;<br>3. Risk Management Performance through August 2025;<br>4. Discussion of the Thematic Agenda, "Proposed Divestment of BJTI Assets"; and<br>5. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 10 | 31 Oktober 2025<br>31 October 2025 | 1. Tindak Lanjut Rapat Sebelumnya;<br>2. Kinerja Keuangan s.d. September 2025;<br>3. Kinerja Manajemen Risiko s.d. September 2025;<br>4. Progress Penyusunan RKAP 2026;<br>5. Perkembangan penyusunan RJPP;<br>6. Lain-lain. | 1. Follow-up on Action Items from the Previous Meeting;<br>2. Financial Performance through September 2025;<br>3. Risk Management Performance through September 2025;<br>4. Progress on the Preparation of the 2026 RKAP;<br>5. Progress on the Preparation of the RJPP);<br>6. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 11 | 26 November 2025<br>26 November 2025 | 1. Tindak lanjut rapat sebelumnya;<br>2. Kinerja keuangan s.d bulan Oktober 2025;<br>3. Kinerja manajemen risiko s.d. bulan Oktober 2025;<br>4. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through October 2025;<br>3. Risk Management Performance through October 2025;<br>4. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |
| 12 | 15 Desember 2025<br>15 December 2025 | 1. Tindak lanjut rapat sebelumnya;<br>2. Kinerja keuangan s.d bulan November 2025;<br>3. Kinerja manajemen risiko s.d. bulan November 2025;<br>4. Pembahasan tindak lanjut LHA SPI;<br>5. Lain-lain. | 1. Follow-up on the Previous Meeting;<br>2. Financial Performance through November 2025;<br>3. Risk Management Performance through November 2025;<br>4. Discussion of the Follow-up Actions on the LHA SPI);<br>5. Other Matters. | • Moermahadi Soerja Djanegara<br>• Nurrachman<br>• Ronaldus Mujur<br>• Bahaduri Wijayanta<br>• Montty Girianna<br>• Yoke Candra | • Adji<br>• Muarip<br>• Umar<br>• Ady Sutrisno<br>• Endot Endrardono<br>• Rima Novianti |

## Rekomendasi Dewan Komisaris Dalam Rapat Gabungan

Rekomendasi yang diberikan oleh Dewan Komisaris kepada Direksi beserta jajarannya dalam kegiatan Rapat Gabungan antara lain:

1. Memberikan arahan terkait rumusan RKAP;
2. Memberikan arahan terkait relokasi alat, internalisasi budaya, standarisasi port container;
3. Memberikan arahan terkait mempercepat perputaran cash flow dan memperhatikan hutang jangka panjang yang berpindah ke jangka pendek;
4. Memberikan arahan agar Pelindo TPK dapat menjadi contoh dalam hal penataan SDM;
5. Memberikan arahan terkait adanya standarisasi, sistematisasi, dan sinergi pada anak perusahaan yang didorong Direksi sehingga biaya dapat ditekan dan dapat terjadi peningkatan pendapatan;
6. Memberikan arahan terkait pengelolaan Anak Perusahaan dan terminal;
7. Memberikan arahan terkait persiapan RUPS Laporan Tahunan Tahun buku 2024;
8. Usulan mengenai Calon Auditor KAP Tahun buku 2025;
9. Memberikan arahan terkait untuk membuat matriks mitigasi risiko terhadap kegiatan dan rencana strategis pada Pelindo TPK;
10. Memberikan arahan terkait pembahasan RKAP 2025.

## Recommendations of the Board of Commissioners at the Joint Meetings

The recommendations provided by the Board of Commissioners to the Board of Directors and its management during the Joint Meetings included the following:

1. Providing guidance on the formulation of the RKAP.
2. Providing guidance on equipment relocation, the internalization of corporate culture, and the standardization of container port operations.
3. Providing guidance on accelerating cash flow turnover while closely monitoring the reclassification of long-term debt into current liabilities.
4. Providing guidance to position Pelindo TPK as a benchmark for human capital management.
5. Providing guidance on strengthening standardization, system integration, and synergies across subsidiaries under the leadership of the Board of Directors to improve cost efficiency and increase revenue.
6. Providing guidance on the management of the Company's subsidiaries and terminal operations.
7. Providing guidance on the preparation for the 2024 Annual Report GMS.
8. Proposing the appointment of the Public Accounting Firm (KAP) for the audit of the financial year 2025.
9. Providing guidance on the preparation of a risk mitigation matrix covering the Company's operational activities and strategic initiatives.
10. Providing guidance on the discussion of the 2025 RKAP.

# Pengungkapan Hubungan Afiliasi Dewan Komisaris, Direksi dan Pemegang Saham Utama

## Disclosure of Affiliation Relations Among The Board of Commissioners, Board of Directors, and Major Shareholders

Untuk menjaga Independensi, anggota Direksi dengan anggota Dewan Komisaris dan Pemegang Saham, tidak ada hubungan keluarga di antara Dewan Komisaris, anggota Dewan Komisaris dan Direksi Pelindo Terminal Petikemas sampai derajat kedua, baik menurut garis lurus maupun ke samping. Seluruh anggota Dewan Komisaris dan Direksi Perusahaan juga tidak merangkap jabatan yang dilarang oleh peraturan Pemegang Saham tentang pelaksanaan GCG.

To safeguard the Company's independence, there are no family relations among members of the Board of Commissioners, between members of the Board of Commissioners and the Board of Directors of Pelindo Terminal Petikemas, or between the Board of Commissioners, the Board of Directors, and the Shareholders, up to the second degree of kinship, whether by bloodline or marriage. Additionally, none of the members of the Board of Commissioners or Board of Directors holds concurrent positions prohibited under the Shareholder's regulations governing the implementation of GCG.

### Hubungan Afiliasi Anggota Dewan Komisaris, Direksi, dan Pemegang Saham

Affiliation Relations Among Members of the Board of Commissioners, the Board of Directors, and Major Shareholders

| Nama<br>Name | Hubungan di dalam Pelindo Terminal Petikemas dengan<br>Relation within Pelindo Terminal Petikemas with | | | | | | Hubungan Kepengurusan di Perusahaan Lain dengan<br>Management Positions in Other Companieswith | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Dewan Komisaris<br>Board of Commissioners | | Direksi<br>Board of Directors | | Pemegang Saham<br>Shareholders | | Dewan Komisaris<br>Board of Commissioners | | Sebagai Direksi<br>Board of Directors | | Pemegang Saham<br>Shareholders | |
| | Ya<br>Yes | Tidak<br>No | Ya<br>Yes | Tidak<br>No | Ya<br>Yes | Tidak<br>No | Ya<br>Yes | Tidak<br>No | Ya<br>Yes | Tidak<br>No | Ya<br>Yes | Tidak<br>No |
| Moermahadi Soerja Djanegara | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |
| Bahaduri Wijayanta Bekti Mukarta | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |
| Ronaldus Mujur | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |
| Montty Girianna | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |
| Nick Nurrachman | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |
| Antoni Arif Priadi | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |
| Yoke Candra Katon | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |

### Hubungan Afiliasi Anggota Dewan Komisaris, Direksi, Dan Pemegang Saham

Affiliation Relations Among Members of the Board of Commissioners, the Board of Directors, and Major Shareholders

| Nama<br>Name | Hubungan di dalam Pelindo Terminal Petikemas dengan<br>Relation within Pelindo Terminal Petikemas with | | | | | | Hubungan Kepengurusan di Perusahaan Lain dengan<br>Management Positions in Other Companieswith | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Dewan Komisaris<br>Board of Commissioners | | Direksi<br>Board of Directors | | Pemegang Saham<br>Shareholders | | Dewan Komisaris<br>Board of Commissioners | | Sebagai Direksi<br>Board of Directors | | Pemegang Saham<br>Shareholders | |
| | Ya<br>Yes | Tidak<br>No | Ya<br>Yes | Tidak<br>No | Ya<br>Yes | Tidak<br>No | Ya<br>Yes | Tidak<br>No | Ya<br>Yes | Tidak<br>No | Ya<br>Yes | Tidak<br>No |
| M. Adji | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |
| Muarip | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |
| Faruq Hidayat | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |
| Ady Sustrisno | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |
| Endot Endrardono | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |
| Rima Novianti | - | √ | - | √ | - | √ | - | √ | - | √ | - | √ |

# Komite Audit

Audit Committee

Mengacu pada Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Berdasarkan Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN serta PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN, Komite Audit menjalankan peran strategis dalam memperkuat fungsi pengawasan Dewan Komisaris.

Melalui perannya, Komite Audit membantu memastikan bahwa pengelolaan perusahaan, baik dari sisi operasional maupun keuangan, berjalan secara tertib, efisien, dan sesuai dengan prinsip *Good Corporate Governance* (GCG). Komite Audit juga menjalankan fungsi pengawasan secara independen dan memiliki garis pertanggungjawaban langsung kepada Dewan Komisaris, sebagai wujud akuntabilitas dalam pengendalian manajemen dan mitigasi risiko perusahaan.

## Kualifikasi Pendidikan dan Pengalaman Kerja

Anggota Komite Audit Pelindo Terminal Petikemas ditetapkan dengan mempertimbangkan integritas, kompetensi, serta rekam jejak profesional, khususnya di bidang keuangan dan tata kelola. Proses penunjukan dilakukan oleh Dewan Komisaris melalui tahapan seleksi yang terukur, mencakup evaluasi latar belakang pendidikan, pengalaman kerja, serta kemampuan berkolaborasi dalam menjalankan fungsi pengawasan. Penetapan tersebut kemudian diformalkan melalui Surat Keputusan Dewan Komisaris.

Secara keseluruhan, anggota Komite Audit memiliki kapabilitas dan pengalaman yang memadai untuk mendukung pelaksanaan tugas secara efektif, sekaligus memperkuat penerapan tata kelola perusahaan yang baik dan berkelanjutan.

Pursuant to Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Corporate Governance Guidelines Based on Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises (SOEs) as well as PER-3/MBU/03/2023 on SOE Organizational Structure and Human Resources, the Audit Committee plays a strategic role in strengthening the supervisory function of the Board of Commissioners.

Through its role, the Audit Committee helps ensure that the company's management—both operational and financial—is conducted in an orderly, efficient manner, and in accordance with the principles of Good Corporate Governance (GCG). The Audit Committee also performs its oversight functions independently and reports directly to the Board of Commissioners, as a manifestation of accountability in management control and corporate risk mitigation.

## Educational Qualifications and Work Experience

Members of Pelindo Terminal Petikemas's Audit Committee are appointed based on their integrity, competence, and professional track record, particularly in the fields of finance and corporate governance. The appointment process is conducted by the Board of Commissioners through a structured selection process, which includes an evaluation of educational background, work experience, and the ability to collaborate in carrying out oversight functions. The appointment is then formalized through a Board of Commissioners' Resolution.

Overall, Audit Committee members possess sufficient capabilities and experience to effectively carry out their duties, while also strengthening the implementation of sound and sustainable corporate governance.

## Susunan Komite Audit

Berdasarkan Keputusan Dewan Komisaris Pelindo Terminal Petikemas No. SK-04/KEP/11/CMSR/PTP-2021 tanggal 15 November 2021 dan No. SK-02/KEP/01/CMSR/PTP-2024 tanggal 18 Januari 2024 mengenai pembentukan dan pengangkatan Ketua, Wakil Ketua, dan Anggota Komite Audit serta No. SK-07/KEP/11/CMSR/PTP-2024 tanggal 11 November 2024 tentang Pengangkatan Kembali Anggota Komite Audit, susunan keanggotaan Komite Audit Perseroan adalah sebagai berikut:

## Composition of the Audit Committee

Based on Pelindo Terminal Petikemas Board of Commissioners Decision No. SK-04/KEP/11/CMSR/PTP-2021 dated November 15, 2021, and No. SK-02/KEP/01/CMSR/PTP-2024 dated January 18, 2024, regarding the formation and appointment of the Chair, Vice Chair, and Members of the Audit Committee, as well as No. SK-07/KEP/11/CMSR/PTP-2024 dated November 11, 2024, regarding the Reappointment of Audit Committee Members, the composition of the Company's Audit Committee is as follows:

| **Jabatan**<br>Position | **Nama**<br>Name | **Periode Jabatan**<br>Term of Office | **Keterangan**<br>Remarks |
|---|---|---|---|
| Komisaris merangkap Ketua Komite Audit<br>Commissioner and Chair of the Audit Committee | Nurrachman | Periode I: 2021 – 2024<br>Term I: 2021–2024 | Anggota Dewan Komisaris<br>Member of the Board of Commissioners |
| Komisaris merangkap Wakil Ketua Komite Audit<br>Commissioner and Vice Chair of the Audit Committee | Yoke Candra Katon | Periode I: 2024 – 2026<br>Term I: 2024–2026 | Anggota Dewan Komisaris<br>Member of the Board of Commissioners |
| Anggota Komite Audit<br>Member of the Audit Committee | M Sapto Setiawan | Periode II: 2024 – 2026<br>Term II: 2024–2026 | Pihak Independen yang memiliki keahlian di bidang keuangan dan kepelabuhanan.<br>An independent party with expertise in finance and port operations. |

## Profil Komite Audit

## Audit Committee Profile

### Nurrachman

**Ketua Komite Audit**
Chairman of the Audit Committee

Profil Ketua Komite Audit telah dicantumkan dalam profil Dewan Komisaris Perusahaan.

The profile of the Audit Committee Chair is included in the Company's Board of Commissioners profile.

### Yoke Candra Katon

**Wakil Ketua Komite Audit**
Vice Chairman of the Audit Committee

Profil Wakil Ketua Komite Audit telah dicantumkan dalam profil Dewan Komisaris Perusahaan.

The profile of the Vice Chair of the Audit Committee is included in the Company's Board of Commissioners profile.

## M Sapto Setiawan

**Anggota Komite**
Committee Member

Warga Negara Indonesia, 41 tahun, kelahiran Pekalongan 27 September 1983. Saat ini berdomisili di Tangerang Selatan. Memperoleh gelar Sarjana Ekonomi di bidang Akuntansi dari Sekolah Tinggi Akuntansi Negara (2010) dan Magister Sains bidang Ilmu Akuntansi dari Universitas Indonesia (2015). Memiliki pengalaman kerja sebagai Koordinator pada Asisten Deputi Keuangan (2020-Sekarang), Kepala Subbidang Usaha Energi, Logistik, Kawasan, dan Pariwisata II/a-2 (2017-2020), Kepala Subbidang Usaha Energi, Logistik, Kawasan, dan Pariwisata II/a-1 (2017), Kepala Subbidang Usaha Jasa Keuangan, Jasa Survei, dan Konsultan II/a-2 (2015-2017).

### Pengangkatan dan Pemberhentian Komite Audit

Pengangkatan dan pemberhentian anggota Komite Audit ditetapkan oleh Dewan Komisaris melalui Surat Keputusan, serta dilaporkan kepada RUPS. Pemberhentian dapat dilakukan apabila masa jabatan berakhir atau apabila anggota yang bersangkutan dinilai tidak memenuhi kinerja maupun kompetensi dalam menjalankan tugasnya.

Mengacu pada ketentuan Peraturan Menteri BUMN yang berlaku, masa jabatan Komite Audit ditetapkan paling lama 3 (tiga) tahun dan dapat disesuaikan dengan masa jabatan Dewan Komisaris. Sementara itu, anggota Komite Audit yang berasal dari luar Dewan Komisaris memiliki masa jabatan paling lama 2 (dua) tahun untuk satu periode, dan dapat diangkat kembali untuk satu periode berikutnya sesuai ketentuan.

### Pedoman Kerja Komite Audit (Komite Audit Charter)

Komite Audit Perseroan telah memiliki Pedoman Kerja yang dituangkan dalam *Audit Committee Charter* sebagai acuan dalam menjalankan fungsi dan tanggung jawabnya. Dokumen ini disusun dengan mengacu pada ketentuan peraturan perundang-undangan yang berlaku dan telah disahkan oleh Dewan Komisaris pada tanggal 31 Oktober 2022.

Indonesian citizen, 41 years old, born in Pekalongan on September 27, 1983. Currently resides in South Tangerang. Earned a Bachelor of Economics degree in Accounting from the State College of Accounting (2010) and a Master of Science in Accounting from the University of Indonesia (2015). Has work experience as a Coordinator in the Office of the Deputy for Finance (2020–present), Head of the Energy, Logistics, Special Economic Zones, and Tourism Business Subdivision II/a-2 (2017–2020), Head of the Subdivision for Energy, Logistics, Regional Development, and Tourism II/a-1 (2017), and Head of the Subdivision for Financial Services, Surveying Services, and Consulting II/a-2 (2015–2017).

### Appointment and Dismissal of Audit Committee Members

The appointment and dismissal of Audit Committee members are determined by the Board of Commissioners through a Decision Letter and reported to the General Meeting of Shareholders. Dismissal may occur upon the expiration of the term of office or if the member in question is deemed to have failed to meet performance standards or lack the necessary competence in carrying out their duties.

In accordance with the applicable Minister of State-Owned Enterprises Regulation, the term of office for the Audit Committee is set at a maximum of 3 (three) years and may be aligned with the term of the Board of Commissioners. Meanwhile, Audit Committee members who are not members of the Board of Commissioners have a maximum term of 2 (two) years per term and may be reappointed for one subsequent term in accordance with the regulations.

### Audit Committee Charter

The Company's Audit Committee has established Operating Guidelines set forth in the Audit Committee Charter to serve as a reference in carrying out its functions and responsibilities. This document was drafted in accordance with applicable laws and regulations and was approved by the Board of Commissioners on October 31, 2022.

## Tugas dan Tanggung Jawab Komite Audit

Mengacu pada ketentuan terbaru, yaitu Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN serta PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN, Komite Audit merupakan organ pendukung Dewan Komisaris yang wajib dibentuk untuk memperkuat fungsi pengawasan.

Dalam perannya, Komite Audit membantu Dewan Komisaris dalam memastikan efektivitas sistem pengendalian internal, kualitas pelaporan keuangan, kepatuhan terhadap peraturan, serta penerapan manajemen risiko yang terintegrasi dalam perusahaan.

Komite Audit menjalankan tugasnya secara independen dan objektif, serta memiliki tanggung jawab langsung kepada Dewan Komisaris. Hal ini mencerminkan prinsip akuntabilitas dalam pengawasan, sekaligus mendukung penerapan tata kelola perusahaan yang baik (*Good Corporate Governance/ GCG*) secara konsisten dan berkelanjutan.

Sebagaimana yang tercantum dalam Board Manual dan Piagam Komite Audit (Audit Committee Charter) tugas dan tanggung jawab Komite Audit terdiri atas:

1. Komite Audit bekerja secara kolektif dalam melaksanakan tugasnya membantu Dewan Komisaris.
2. Komite Audit bersifat mandiri baik dalam pelaksanaan tugasnya maupun dalam laporan dan bertanggung jawab kepada Dewan Komisaris.
3. Komite Audit membantu Dewan Komisaris dalam memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas auditor Kantor Akuntan Publik (KAP) dan Satuan Pengawasan Intern (SPI).
4. Komite Audit menilai dan melakukan evaluasi dan atau pendampaingan untuk pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh SPI maupun auditor KAP.
5. Komite Audit memberikan rekomendasi mengenai penyempurnaan sistem pengendalian intern serta pelaksanaannya.
6. Komite Audit memastikan telah terdapat prosedur reviu yang memuaskan terhadap segala informasi yang dikeluarkan perusahaan.
7. Komite Audit melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris serta tugas-tugas lain yang diberikan Dewan Komisaris.

## Duties and Responsibilities of the Audit Committee

In accordance with the latest regulations, namely Minister of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises and PER-3/MBU/03/2023 on the Structure and Human Resources of State-Owned Enterprises, the Audit Committee is a supporting body of the Board of Commissioners that must be established to strengthen oversight functions.

In its role, the Audit Committee assists the Board of Commissioners in ensuring the effectiveness of the internal control system, the quality of financial reporting, compliance with regulations, and the implementation of integrated risk management within the company.

The Audit Committee carries out its duties independently and objectively and is directly accountable to the Board of Commissioners. This reflects the principle of accountability in oversight while supporting the consistent and sustainable implementation of Good Corporate Governance (GCG).

As set forth in the Board Manual and the Audit Committee Charter, the duties and responsibilities of the Audit Committee consist of:

1. The Audit Committee works collectively in carrying out its duties to assist the Board of Commissioners.
2. The Audit Committee is independent both in the performance of its duties and in its reporting, and is accountable to the Board of Commissioners.
3. The Audit Committee assists the Board of Commissioners in ensuring the effectiveness of the internal control system and the effectiveness of the work performed by the public accounting firm (KAP) and the Internal Audit Unit (SPI).
4. The Audit Committee assesses, evaluates, and/or provides guidance on the conduct of activities and the results of audits performed by the Internal Audit Unit and the KAP auditors.
5. The Audit Committee provides recommendations regarding improvements to the internal control system and its implementation.
6. The Audit Committee ensures that there are satisfactory review procedures in place for all information released by the company.
7. The Audit Committee identifies matters requiring the attention of the Board of Commissioners as well as other tasks assigned by the Board of Commissioners.

8. Komite Audit mengusulkan kepada Dewan Komisaris calon auditor KAP Laporan Keuangan Tahunan disertai alasan pencalonan dan besarnya honorarium/imbal jasa yang diusulkan untuk auditor KAP tersebut.
9. Tugas Khusus yang diberikan oleh Dewan Komisaris sesuai dengan ketentuan yang berlaku.

8. The Audit Committee proposes to the Board of Commissioners candidates for the independent public accounting firm (KAP) to audit the Annual Financial Statements, along with the rationale for the nomination and the proposed fee for the KAP.
9. Special duties assigned by the Board of Commissioners in accordance with applicable regulations.

## Independensi Komite Audit

Komite Audit Perusahaan terdiri dari seorang ketua yang berasal dari Anggota Dewan Komisaris, serta 2 orang anggota yang berasal dari pihak independen. Tabel independensi Komite Audit dapat dijelaskan sebagai berikut:

## Independence of the Audit Committee

The Company's Audit Committee consists of a chairperson who is a member of the Board of Commissioners, as well as two members who are independent parties. The Audit Committee's independence can be explained as follows:

| Aspek Independensi<br>Independence Aspect | | Nurrachman | Yoke Candra Katon | M Sapto Setiawan |
|---|---|---|---|---|
| Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. | Has no financial relationship with the Board of Commissioners or the Board of Directors. | √ | √ | √ |
| Tidak memiliki hubungan kepengurusan di Pelindo Terminal Petikemas, Anak Perusahaan maupun perusahaan afiliasi. | Has no management relationships with Pelindo Terminal Petikemas, its subsidiaries, or affiliated companies. | √ | √ | √ |
| Tidak memiliki hubungan kepemilikan saham di Perusahaan. | Has no shareholding relationship with the Company. | √ | √ | √ |
| Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit. | Has no family relationship with the Board of Commissioners, the Board of Directors, and/or fellow members of the Audit Committee. | √ | √ | √ |

Sebagai bentuk komitmen dan tanggung jawab Komite Audit atas terlaksananya prinsip-prinsip Good Corporate Governance (GCG), serta sebagai upaya merealisasikan ketentuan tentang independensi yang ada dalam Piagam Komite Audit, Komite Audit Perusahaan telah membuat Surat Pernyataan Independensi Komite Audit tanggal 15 Mei 2024, yang ditandatangani oleh Ketua dan seluruh Anggota Komite Audit. Beberapa pernyataan penting dalam Surat Pernyataan Independensi Komite Audit antara lain bahwa Komite Audit PT Pelindo Terminal Petikemas:

a. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perusahaan.
b. Tidak memiliki saham Perusahaan., baik langsung maupun tidak langsung.
c. Akan menjaga kerahasiaan dokumen, data, dan informasi Perusahaan, baik dari pihak internal maupun pihak eksternal, dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Audit.

As a demonstration of the Audit Committee's commitment and responsibility to the implementation of Good Corporate Governance (GCG) principles, and as an effort to fulfill the independence provisions set forth in the Audit Committee Charter, the Company's Audit Committee has issued an Audit Committee Independence Statement dated May 15, 2024, signed by the Chair and all members of the Audit Committee. Some key statements in the Audit Committee Independence Statement include that the Audit Committee of PT Pelindo Terminal Petikemas:

a. Has no personal interests or affiliations that could have a negative impact on or create a conflict of interest with the Company.
b. Does not hold any shares in the Company, either directly or indirectly.
c. Will maintain the confidentiality of the Company's documents, data, and information—whether from internal or external parties—and will use them solely for the purpose of carrying out the Audit Committee's duties.

Selama 2025, seluruh anggota Komite Audit Pelindo Terminal Petikemas tidak memiliki hubungan keluarga dan keuangan dengan anggota Dewan Komisaris, Direksi, dan

Throughout 2025, all members of the Pelindo Terminal Petikemas Audit Committee have no family or financial ties with members of the Board of Commissioners, the Board

sesama anggota Komite lain serta tidak memiliki hubungan kepengurusan dan kepemilikan saham pada perusahaan lain atau afiliasi.

of Directors, or fellow Audit Committee members, nor do they hold management positions or shareholdings in other companies or affiliates.

## Rapat Komite Audit

### Kebijakan

Komite Audit mengadakan rapat secara berkala sebagaimana yang ditetapkan pada Piagam Komite Audit. Sedangkan pertemuan dengan auditor eksternal dilakukan minimal sebulan sekali pada saat pelaksanaan audit.

Dalam pelaksanaan rapat, Komite Audit dapat mengundang Manajemen Perusahaan, baik secara langsung maupun melalui Satuan Pengawasan Intern, untuk memberikan informasi yang diperlukan. Keputusan yang diambil dalam rapat Komite Audit telah dicatat dan didokumentasikan dengan baik dalam risalah rapat Komite Audit. Risalah rapat ditandangani oleh ketua rapat dan didistribusikan kepada semua anggota Komite Audit, baik yang menghadiri rapat maupun tidak. Perbedaan pendapat (disenting opinion) yang terjadi dalam rapat dicantumkan dalam risalah rapat disertai alasan mengenai perbedaan pendapat.

### Frekuensi Rapat Komite Audit

Kehadiran masing-masing anggota Komite Audit dalam Rapat Komite Audit dan kegiatan-kegiatan yang dilaksakan Komite Audit selama tahun 2025 adalah sebagai berikut:

## Audit Committee Meetings

### Policy

The Audit Committee holds regular meetings as stipulated in the Audit Committee Charter. Meetings with external auditors are held at least once a month during the audit period.

During meetings, the Audit Committee may invite Company Management—either directly or through the Internal Audit Unit—to provide necessary information. Decisions made during Audit Committee meetings are properly recorded and documented in the Audit Committee meeting minutes. The minutes are signed by the chairperson and distributed to all Audit Committee members, whether they attended the meeting or not. Any dissenting opinions expressed during the meeting are included in the minutes along with the reasons for such opinions.

### Frequency of Audit Committee Meetings

The attendance of each Audit Committee member at Audit Committee meetings and the activities carried out by the Audit Committee during 2025 are as follows:

| Nama<br>Name | Jumlah Rapat<br>Number of Meetings | Kehadiran<br>Attendance | Presentase Kehadiran<br>Attendance Percentage |
|---|---|---|---|
| Nurrachman | 17 | 17 | 100% |
| Yoke Candra Katon | 17 | 17 | 100% |
| M. Sapto Setiawan | 17 | 17 | 100% |

### Agenda Rapat Komite Audit

Agenda yang dibahas dalam rapat-rapat Komite Audit selama 2024 adalah sebagai berikut:

### Audit Committee Meeting Agenda

The agenda items discussed at Audit Committee meetings throughout 2024 are as follows:

| No | Tanggal<br>Date | Agenda | |
|---|---|---|---|
| 1. | 17 Januari 2025<br>January 17, 2025 | 1. Kinerja Keuangan 31 Desember 2024<br>2. Kinerja Anak Perusahaan 31 Desember 2024<br>3. Kinerja TPK TPK 31 Desember 2024 | 1. Financial Performance as of December 31, 2024<br>2. Subsidiary Performance as of December 31, 2024<br>3. TPK Performance as of December 31, 2024 |
| 2. | 7 Februari 2025<br>February 7, 2025 | 1. Kinerja Keuangan 31 Januari 2025<br>2. Kinerja Anak Perusahaan 31 Januari 2025<br>3. Kinerja TPK TPK 31 Januari 2025 | 1. Financial Performance as of January 31, 2025<br>5. Subsidiary Performance as of January 31, 2025<br>6. TPK Performance as of January 31, 2025 |
| 3. | 11 Maret 2025<br>March 11, 2025 | 1. Kinerja Keuangan 28 Februari 2025<br>2. Kinerja Anak Perusahaan 28 Februari 2025<br>3. Kinerja TPK TPK 28 Februari 2025 | 1. Financial Performance as of February 28, 2025<br>2. Subsidiary Performance as of February 28, 2025<br>3. TPK Performance as of February 28, 2025 |

| No | Tanggal<br>Date | Agenda | |
|---|---|---|---|
| 4. | 18 Maret 2025<br>March 18, 2025 | 1. Evaluasi atas Hasil Pemeriksaan SPI pada TPK Semarang<br>2. Evaluasi Manajemen Risiko pada TPK Semarang<br>3. Evaluasi Program Kerja SPI Januari-Februari 2025 | 1. Evaluation of SPI Audit Findings at the Semarang TPK<br>2. Risk Management Evaluation at TPK Semarang<br>3. Evaluation of the SPI Work Program for January–February 2025 |
| 5. | 17 April 2025<br>April 17, 2025 | 1. Kinerja Keuangan 31 Maret 2025<br>2. Kinerja Anak Perusahaan 31 Maret 2025<br>3. Kinerja TPK TPK 31 Maret 2025 | 1. Financial Performance as of March 31, 2025<br>2. Subsidiary Performance as of March 31, 2025<br>3. TPK Performance as of March 31, 2025 |
| 6. | 7 Mei 2025<br>May 7, 2025 | 1. Evaluasi atas Hasil Pemeriksaan SPI pada TPK Bagendang dan TPK Bumiharjo<br>2. Evaluasi Manajemen Risiko pada TPK Bagendang dan TPK Bumiharjo<br>3. Evaluasi Program Kerja SPI Maret-April 2025 | 1. Evaluation of SPI Audit Findings at the Bagendang and Bumiharjo TPKs<br>2. Risk Management Evaluation at TPK Bagendang and TPK Bumiharjo<br>3. Evaluation of the SPI Work Program for March–April 2025 |
| 7. | 19 Mei 2025<br>May 19, 2025 | 1. Kinerja Keuangan 30 April 2025<br>2. Kinerja Anak Perusahaan 30 April 2025<br>3. Kinerja TPK TPK 30 April 2025 | 1. Financial Performance as of April 30, 2025<br>2. Subsidiary Performance as of April 30, 2025<br>3. TPK Performance as of April 30, 2025 |
| 8. | 20 Juni 2025<br>June 20, 2025 | 1. Kinerja Keuangan 31 Mei 2025<br>2. Kinerja Anak Perusahaan 31 Mei 2025<br>3. Kinerja TPK TPK 31 Mei 2025 | 1. Financial Performance as of May 31, 2025<br>2. Subsidiary Performance as of May 31, 2025<br>3. TPK Performance as of May 31, 2025 |
| 9. | 9 Juli 2025<br>July 9, 2025 | 1. Evaluasi atas Hasil Pemeriksaan SPI pada TPK Perawang dan TPK Bitung<br>2. Evaluasi Manajemen Risiko pada TPK Perawang dan TPK Bitung<br>3. Evaluasi Program Kerja SPI Mei-Juni 2025 | 1. Evaluation of SPI Audit Findings at the Perawang and Bitung TPKs<br>2. Risk Management Evaluation at TPK Perawang and TPK Bitung<br>3. Evaluation of the SPI Work Program for May–June 2025 |
| 10. | 17 Juli 2025<br>July 17, 2025 | 1. Kinerja Keuangan 30 Juni 2025<br>2. Kinerja Anak Perusahaan 30 Juni 2025<br>3. Kinerja TPK TPK 30 Juni 2025 | 1. Financial Performance as of June 30, 2025<br>2. Subsidiary Performance as of June 30, 2025<br>3. TPK Performance as of June 30, 2025 |
| 11. | 20 Agustus 2025<br>August 20, 2025 | 1. Kinerja Keuangan 31 Juli 2025<br>2. Kinerja Anak Perusahaan 31 Juli 2025<br>3. Kinerja TPK TPK 31 Juli 2025 | 1. Financial Performance as of July 31, 2025<br>2. Subsidiary Performance as of July 31, 2025<br>3. TPK Performance as of July 31, 2025 |
| 12. | 12 September 2025<br>September 12, 2025 | 1. Evaluasi atas Hasil Pemeriksaan SPI pada TPK Belawan dan TPK Kuala Tanjung Medan<br>2. Evaluasi Manajemen Risiko pada TPK Belawan dan TPK Kuala Tanjung Medan<br>3. Evaluasi Program Kerja SPI Juli-Agustus 2025 | 1. Evaluation of SPI Audit Findings at Belawan TPK and Kuala Tanjung Medan TPK<br>2. Risk Management Evaluation at TPK Belawan and TPK Kuala Tanjung, Medan<br>3. Evaluation of the SPI Work Program for July–August 2025 |
| 13. | 19 September 2025<br>September 19, 2025 | 1. Kinerja Keuangan 31 Agustus 2025<br>2. Kinerja Anak Perusahaan 31 Agustus 2025<br>3. Kinerja TPK TPK 31 Agustus 2025 | 1. Financial Performance as of August 31, 2025<br>2. Subsidiary Performance as of August 31, 2025<br>3. TPK Performance as of August 31, 2025 |
| 14. | 21 Oktober 2025<br>October 21, 2025 | 1. Kinerja Keuangan 30 September 2025<br>2. Kinerja Anak Perusahaan 30 September 2025<br>3. Kinerja TPK TPK 30 September 2025 | 1. Financial Performance as of September 30, 2025<br>2. Subsidiary Performance as of September 30, 2025<br>3. TPK Performance as of September 30, 2025 |
| 15. | 25 November 2025<br>November 25, 2025 | 1. Kinerja Keuangan 31 Oktober 2025<br>2. Kinerja Anak Perusahaan 31 Oktober 2025<br>3. Kinerja TPK TPK 31 Oktober 2025 | 1. Financial Performance as of October 31, 2025<br>2. Subsidiary Performance as of October 31, 2025<br>3. TPK Performance as of October 31, 2025 |
| 16. | 12 Desember 2025<br>December 12, 2025 | 1. Kinerja Keuangan 30 November 2025<br>2. Kinerja Anak Perusahaan 30 November 2025<br>3. Kinerja TPK TPK 30 November 2025 | 1. Financial Performance as of November 30, 2025<br>2. Subsidiary Performance as of November 30, 2025<br>3. TPK Performance as of November 30, 2025 |
| 17. | 12 Desember 2025<br>December 12, 2025 | 1. Evaluasi atas Hasil Pemeriksaan SPI Unit Keuangan, Unit Operasi, dan Unit Manajemen Risiko<br>2. Evaluasi Manajemen Risiko pada Unit Keuangan, Unit Operasi, dan Unit Manajemen Risiko<br>3. Evaluasi Program Kerja SPI September-Oktober 2025 | 1. Evaluation of the Results of the SPI Audit of the Finance Unit, Operations Unit, and Risk Management Unit<br>2. Risk Management Evaluation of the Finance Unit, Operations Unit, and Risk Management Unit<br>3. Evaluation of the SPI Work Program for September–October 2025 |

## Rekomendasi Komite Audit

Dari hasil evaluasi terhadap kegiatan Pengawasan Internal selama 2025, Komite Audit merekomendasikan beberapa hal penting kepada Dewan Komisaris sebagaimana surat-surat Komite Audit sebagai berikut:

1. Surat Komite Audit Nomor: 001/KA/PTP/I/2025 tanggal 17 Januari 2025 perihal Evaluasi Pengalihan Aset Pelindo ke PT Pelindo Terminal Petikemas
2. Surat Komite Audit Nomor: 002/KA/PTP/I/2025 tanggal 17 Januari 2025 perihal Evaluasi atas Kinerja Perusahaan s.d. 31 Desember 2024.
3. Surat Komite Audit Nomor: 003/KA/PTP/I/2025 tanggal 17 Januari 2025 perihal Usulan RKA Komite Audit Tahun 2025
.
4. Surat Komite Audit Nomor: 004/KA/PTP/II/2025 tanggal 7 Februari 2025 perihal Evaluasi atas Kinerja Perusahaan s.d. 31 Januari 2025.
5. Surat Komite Audit Nomor: 005/KA/PTP/III/2025 tanggal 12 Maret 2025 perihal Evaluasi atas Kinerja Perusahaan s.d. 28 Februari 2025.
6. Surat Komite Audit Nomor: 006/KA/PTP/III/2025 tanggal 24 Maret 2025 perihal Evaluasi TPK Perawang dan TPK Bitung.
7. Surat Komite Audit Nomor: 007/KA/PTP/III/2025 tanggal 24 Maret 2025 perihal Laporan Kunjungan Komite Audit dan Komite Pemantauan Manajemen Risiko Ke Terminal Petikemas Semarang (TPK Semarang).
8. Surat Komite Audit Nomor: 008/KA/PTP/IV/2025 tanggal 18 April 2025 perihal Evaluasi atas Kinerja Perusahaan s.d. 31 Maret 2025.
9. Surat Komite Audit Nomor: 009/KA/PTP/IV/2025 tanggal 18 April 2025 perihal Evaluasi atas Permohonan Persetujuan Pelaksanaan Kerjasama Alat Pemindai Petikemas antara PT Pelindo Terminal Petikemas dengan PT Multi Terminal Indonesia (PT MTI).
10. Surat Komite Audit Nomor: 010/KA/PTP/IV/2025 tanggal 18 April 2025 perihal Evaluasi atas Revenue Sharing TPK Makassar.
11. Surat Komite Audit Nomor: 011/KA/PTP/V/2025 tanggal 20 Mei 2025 perihal Laporan Kunjungan Komite Audit Ke Terminal Petikemas Bagendang, Sampit dan TPK Bumiharjo, Pangkalan Bun Kalimantan Tengah.
12. Surat Komite Audit Nomor: 012/KA/PTP/V/2025 tanggal 21 Mei 2025 perihal Evaluasi atas Kinerja Perusahaan s.d. 30 April 2025.
13. Surat Komite Audit Nomor: 013/KA/PTP/VI/2025 tanggal 20 Juni 2025 perihal Evaluasi atas Kinerja Perusahaan

## Audit Committee Recommendations

Based on the results of the evaluation of Internal Oversight activities throughout 2025, the Audit Committee recommends several important matters to the Board of Commissioners as outlined in the following Audit Committee letters:

1. Audit Committee Letter No. 001/KA/PTP/I/2025 dated January 17, 2025, regarding the Evaluation of the Transfer of Pelindo Assets to PT Pelindo Terminal Petikemas
2. Audit Committee Letter No. 002/KA/PTP/I/2025 dated January 17, 2025, regarding the Evaluation of the Company's Performance through December 31, 2024.
3. Audit Committee Letter No. 003/KA/PTP/I/2025 dated January 17, 2025, regarding the Proposed 2025 Audit Committee Budget.
4. Audit Committee Letter No. 004/KA/PTP/II/2025 dated February 7, 2025, regarding the Evaluation of the Company's Performance through January 31, 2025.
5. Audit Committee Letter No. 005/KA/PTP/III/2025 dated March 12, 2025, regarding the Evaluation of the Company's Performance through February 28, 2025.
6. Audit Committee Letter No. 006/KA/PTP/III/2025 dated March 24, 2025, regarding the Evaluation of the Perawang and Bitung TPKs.
7. Audit Committee Letter No. 007/KA/PTP/III/2025 dated March 24, 2025, regarding the Report on the Visit by the Audit Committee and the Risk Management Oversight Committee to the Semarang Container Terminal (TPK Semarang).
8. Audit Committee Letter No. 008/KA/PTP/IV/2025 dated April 18, 2025, regarding the Evaluation of the Company's Performance through March 31, 2025.
9. Audit Committee Letter No. 009/KA/PTP/IV/2025 dated April 18, 2025, regarding the Evaluation of the Request for Approval to Implement a Container Scanner Collaboration Agreement between PT Pelindo Terminal Petikemas and PT Multi Terminal Indonesia (PT MTI).
10. Audit Committee Letter No. 010/KA/PTP/IV/2025 dated April 18, 2025, regarding the Evaluation of Revenue Sharing at the Makassar Container Terminal (TPK Makassar).
11. Audit Committee Letter No. 011/KA/PTP/V/2025 dated May 20, 2025, regarding the Report on the Audit Committee's Visit to the Bagendang and Sampit Container Terminals and the Bumiharjo Container Terminal in Pangkalan Bun, Central Kalimantan.
12. Audit Committee Letter No. 012/KA/PTP/V/2025 dated May 21, 2025, regarding the Evaluation of the Company's Performance through April 30, 2025.
13. Audit Committee Letter No. 013/KA/PTP/VI/2025 dated June 20, 2025, regarding the Evaluation of the Company's

s.d. 31 Mei 2025.

14. Surat Komite Audit Nomor: 014/KA/PTP/VII/2025 tanggal 4 Juli 2025 perihal Usulan RKA Komite Audit Tahun 2026.
15. Surat Komite Audit Nomor: 015/KA/PTP/VII/2025 tanggal 18 Juli 2025 perihal Evaluasi atas Kinerja Perusahaan s.d. 30 Juni 2025.
16. Surat Komite Audit Nomor: 016/KA/PTP/VIII/2025 tanggal 25 Agustus 2025 perihal Evaluasi atas Kinerja Perusahaan s.d. 31 Juli 2025.
17. Surat Komite Audit Nomor: 017/KA/PTP/VIII/2025 tanggal 25 Agustus 2025 perihal Evaluasi atas Permohonan Rekomendasi Dewan Komisaris PT Pelindo Terminal Petikemas Atas Transaksi Pengambilalihan Saham PT PTP pada PT BJTI dengan Penarikan Saham yang Dapat Ditarik Kembali oleh PT Pelabuhan Indonesia (Persero) pada PT PTP.
18. Surat Komite Audit Nomor: 018/KA/PTP/IX/2025 tanggal 10 September 2025 perihal Evaluasi atas Rencana Pembelian Saham Minoritas PT Prima Terminal Petikemas yang Dimiliki PT Integrasi Logistik Cipta Solusi sehubungan dengan Rencana Penggabungan PT Prima Terminal Petikemas kepada PT Pelindo Terminal Petikemas.
19. Surat Komite Audit Nomor: 019/KA/PTP/IX/2025 tanggal 15 September 2025 perihal Laporan Kunjungan Komite Audit ke TPK Belawan dan TPK Kuala Tanjung.
20. Surat Komite Audit Nomor: 020/KA/PTP/IX/2025 tanggal 24 September 2025 perihal Evaluasi atas Kinerja Perusahaan s.d. 31 Agustus 2025.
21. Surat Komite Audit Nomor: 021/KA/PTP/IX/2025 tanggal 24 September 2025 perihal Evaluasi atas Usulan RKAP Tahun 2026 PT Pelindo Terminal Petikemas atau PT PTP.
22. Surat Komite Audit Nomor: 022/KA/PTP/IX/2025 tanggal 24 September 2025 perihal Evaluasi atas Permohonan Rekomendasi (Tanggapan Tertulis) Rencana Pembelian Aset PT BJTI oleh Pelindo Terminal Petikemas Pasca Transfer Bisnis Terminal Petikemas Berlian dari PT BJTI kepada PT TTL.
23. Surat Komite Audit Nomor: 023/KA/PTP/X/2025 tanggal 24 Oktober 2025 perihal Evaluasi atas Kinerja Perusahaan s.d. 30 September 2025.
24. Surat Komite Audit Nomor: 024/KA/PTP/X/2025 tanggal 30 Oktober 2025 perihal Evaluasi atas Permohonan Tanggapan Tertulis Dewan Komisaris atas Rencana Penggabungan PT Prima Terminal Petikemas (Selaku Anak Perusahaan PT Pelindo Terminal Petikemas) kepada Pelindo Terminal Petikemas dan Persetujuan Rancangan Rencana Penggabungan Prima TPK kepada Pelindo Terminal Petikemas.

Performance through May 31, 2025.

14. Audit Committee Letter No. 014/KA/PTP/VII/2025 dated July 4, 2025, regarding the Proposed 2026 Audit Committee Budget.
15. Audit Committee Letter No. 015/KA/PTP/VII/2025 dated July 18, 2025, regarding the Evaluation of the Company's Performance through June 30, 2025.
16. Audit Committee Letter No. 016/KA/PTP/VIII/2025 dated August 25, 2025, regarding the Evaluation of the Company's Performance through July 31, 2025.
17. Audit Committee Letter No. 017/KA/PTP/VIII/2025 dated August 25, 2025, regarding the evaluation of the request for a recommendation from the Board of Commissioners of PT Pelindo Terminal Petikemas concerning the acquisition of PT PTP's shares in PT BJTI through the issuance of redeemable shares by PT Pelabuhan Indonesia (Persero) in PT PTP.
18. Audit Committee Letter No. 018/KA/PTP/IX/2025 dated September 10, 2025, regarding the evaluation of the plan to acquire the minority shares of PT Prima Terminal Petikemas held by PT Integrasi Logistik Cipta Solusi in connection with the planned merger of PT Prima Terminal Petikemas into PT Pelindo Terminal Petikemas.
19. Audit Committee Letter No. 019/KA/PTP/IX/2025 dated September 15, 2025, regarding the Audit Committee's Visit Report to the Belawan Container Terminal (TPK Belawan) and the Kuala Tanjung Container Terminal (TPK Kuala Tanjung).
20. Audit Committee Letter No. 020/KA/PTP/IX/2025 dated September 24, 2025, regarding the evaluation of the Company's performance through August 31, 2025.
21. Audit Committee Letter No. 021/KA/PTP/IX/2025 dated September 24, 2025, regarding the Evaluation of the Proposed 2026 Annual Budget Plan (RKAP) for PT Pelindo Terminal Petikemas (PT PTP).
22. Audit Committee Letter No. 022/KA/PTP/IX/2025 dated September 24, 2025, regarding the Evaluation of the Request for Recommendations (Written Response) on the Plan to Acquire Assets of PT BJTI by Pelindo Terminal Petikemas Following the Transfer of the Berlian Container Terminal Business from PT BJTI to PT TTL.
23. Audit Committee Letter No. 023/KA/PTP/X/2025 dated October 24, 2025, regarding the Evaluation of the Company's Performance through September 30, 2025.
24. Audit Committee Letter No. 024/KA/PTP/X/2025 dated October 30, 2025, regarding the evaluation of the request for a written response from the Board of Commissioners on the plan to merge PT Prima Terminal Petikemas (as a Subsidiary of PT Pelindo Terminal Petikemas) with Pelindo Terminal Petikemas and Approval of the Draft Plan for the Merger of Prima TPK with Pelindo Terminal Petikemas.

25. Surat Komite Audit Nomor: 025/KA/PTP/X/2025 tanggal 30 Oktober 2025 perihal Evaluasi atas Permohonan Permohonan Tanggapan Tertulis/Rekomendasi Rencana Transfer Operatorship Terminal Petikemas Pelindo Terminal Petikemas kepada Anak Perusahaannya yaitu PT TTL dan PT IPC TPK.
26. Surat Komite Audit Nomor: 026/KA/PTP/XI/2025 tanggal 24 November 2025 perihal Evaluasi atas Kinerja Perusahaan s.d. 31 Oktober 2025.
27. Surat Komite Audit Nomor: 027/KA/PTP/XI/2025 tanggal 24 November 2025 perihal Evaluasi Tanggapan Komite Audit atas Peningkatan Pengendalian Internal Berdasarkan Laporan Hasil Pemeriksaan SPI atas Operasi, Keuangan dan Manajemen Risiko.
28. Surat Komite Audit Nomor: 028/KA/PTP/XII/2025 tanggal 12 Desember 2025 perihal Evaluasi atas Kinerja Perusahaan s.d. 30 November 2025.

25. Audit Committee Letter No. 025/KA/PTP/X/2025 dated October 30, 2025, regarding the Evaluation of the Request for a Written Response/Recommendation on the Plan to Transfer the Operatorship of the Pelindo Terminal Petikemas Container Terminal to its Subsidiaries, namely PT TTL and PT IPC TPK.
26. Audit Committee Letter No. 026/KA/PTP/XI/2025 dated November 24, 2025, regarding the evaluation of the Company's performance through October 31, 2025.
27. Audit Committee Letter No. 027/KA/PTP/XI/2025 dated November 24, 2025, regarding the Audit Committee's Evaluation of Responses on Enhancing Internal Controls Based on the SPI Audit Report on Operations, Finance, and Risk Management.
28. Audit Committee Letter No. 028/KA/PTP/XII/2025 dated December 12, 2025, regarding the Evaluation of the Company's Performance through November 30, 2025.

## Kebijakan Remunerasi Komite Audit

Remunerasi bagi Anggota Komite Audit diatur dalam Peraturan Menteri No. PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas BUMN, dimana penghasilan anggota Komite Audit Perusahaan diberikan honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama atau sebesar Rp230.000.000,- , dengan ketentuan pajak ditanggung perusahaan, dan tidak diperkenankan menerima penghasilan lain selain honorarium.

Anggota Dewan Komisaris yang menjadi Ketua/Anggota Komite Audit tidak diberikan penghasilan tambahan dari jabatan tersebut selain penghasilan sebagai Anggota Dewan Komisaris.

## Audit Committee Remuneration Policy

Remuneration for Audit Committee members is governed by Ministerial Regulation No. PER-12/MBU/2012 dated August 24, 2012, regarding Supporting Bodies of the Board of Commissioners/Supervisory Board of State-Owned Enterprises, whereby the income of members of the Company's Audit Committee consists of a honorarium not exceeding 20% (twenty percent) of the President Director's salary, with taxes borne by the company, and members are not permitted to receive any other income besides the honorarium.

Members of the Board of Commissioners who serve as Chair or Member of the Audit Committee do not receive additional compensation for that position beyond their compensation as members of the Board of Commissioners.

**Struktur Remunerasi Komite Audit**
Audit Committee Remuneration Structure

| Nama<br>Name | Jabatan<br>Position | Honorarium<br>Honorarium | Keterangan<br>Notes |
|---|---|---|---|
| Nurrachman | Ketua<br>Chairperson | - | Anggota Dewan Komisaris (Honorarium dapat dilihat di tabel Honorarium Dewan Komisaris)<br>Member of the Board of Commissioners (Honoraria can be found in the Board of Commissioners' Honorarium table) |
| Yoke Candra Katon | Wakil Ketua<br>Vice Chair | - | |
| M Sapto Setiawan | Anggota<br>Member | 20% (dua puluh persen) dari gaji Direktur Utama<br>20% (twenty percent) of the CEO's salary | fasilitas kesehatan, dan tunjangan hari raya<br>health benefits, and holiday allowances |

## Rencana Kerja dan Realisasi di Tahun 2025

Sepanjang 2025, Komite Audit telah melaksanakan program kerja sebagai berikut:

## Work Plan and Implementation in 2025

Throughout 2025, the Audit Committee has carried out the following work program:

**Rencana Kerja dan Realisasi di Tahun 2025**
Work Plan and Realization in 2025

| No | Rencana Kerja<br>Work Plan | | Keterangan<br>Description |
|---|---|---|---|
| 1 | Evaluasi Rencana Jangka Panjang Perusahaan | Evaluation of the Company's Long-Term Plan | Terlaksana<br>Implemented |
| 2 | Evaluasi dan Analisis atas Usulan Rencana Kerja dan Anggaran Perusahaan atau RKAP Tahun 2024 | Evaluation and Analysis of the Proposed 2024 Company Work Plan and Budget (RKAP) | Terlaksana<br>Implemented |
| 3 | Evaluasi dan Analisis Fungsi SPI, Penguatan Pengendalian Internal Perusahaan | Evaluation and Analysis of the Internal Audit Function, Strengthening the Company's Internal Control | Terlaksana<br>Implemented |
| 4 | Evaluasi atau Analisis terhadap Kebijakan Akuntansi, Laporan Keuangan Unaudited Tahun 2025 | Evaluation or Analysis of Accounting Policies, Unaudited Financial Statements for 2025 | Terlaksana<br>Implemented |
| 5 | Evaluasi Kinerja Perusahaan yang menakankan pada Compliance pada Keputusan RUPS mengenai Rencana Kerja dan Anggaran Perusahaan atau RKAP Tahun 2025 | Evaluation of Company Performance with an Emphasis on Compliance with the GMS Resolutions regarding the 2025 Company Work Plan and Budget (RKAP) | Terlaksana<br>Implemented |
| 6 | Evaluasi dan Telaahan atas Usulan Permohonan Persetujuan atau Rekomendasi Dewan Komisaris sesuai Anggaran Dasar | Evaluation and Review of the Proposal for Approval or Recommendation from the Board of Commissioners in Accordance with the Articles of Association | Terlaksana<br>Implemented |
| 7 | Kegiatan Evaluasi Usulan Calon Auditor atas Laporan Keuangan Tahun Buku 2025 | Evaluation of Proposed Auditor Candidates for the 2025 Financial Statements | Terlaksana<br>Implemented |
| 8 | Kegiatan Koordinasi Komite Dewan Komisaris dalam rangka Pelaksanaan Tugas dan Fungsinya berupa: Rapat Internal Dewan Komisaris dan Rapat Komite dengan Direksi | Coordination Activities of the Board of Commissioners Committees in the Implementation of Their Duties and Functions, including: Internal Board of Commissioners Meetings and Committee Meetings with the Board of Directors | Terlaksana<br>Implemented |
| 9 | Kegiatan Pendampingan Audit KAP atas Laporan Manajemen PT Pelindo Terminal Petikemas | Audit Assistance Activities for the Public Accounting Firm (KAP) on the Management Report of PT Pelindo Terminal Petikemas | Terlaksana<br>Implemented |
| 10 | Evaluasi atau Analisis terhadap Laporan Manajemen Triwulanan PT Pelindo Terminal Petikemas Tahun 2025 | Evaluation or Analysis of the 2025 Quarterly Management Report of PT Pelindo Terminal Petikemas | Terlaksana<br>Implemented |

## Laporan Pelaksanaan Kegiatan Komite Audit

Komite Audit telah menilai Pelaksanaan Kegiatan Serta Hasil Audit yang Dilakukan Oleh Auditor Eksternal dan Independensi Auditor.

## Report on the Implementation of Audit Committee Activities

The Audit Committee has assessed the implementation of activities as well as the results of audits conducted by external auditors and the independence of the auditors.

| No. | Program | Realisasi<br>Realization | Output (Surat KA)<br>Output (Audit Committee Letter) |
|---|---|---|---|
| 1. | Evaluasi Rencana Jangka Panjang Perusahaan<br>Evaluation of the Company's Long-Term Plan | Perusahaan Tidak Merevisi RJPP Tahun 2025-2029<br>The Company Has Not Revised Its 2025–2029 Long-Term Plan | Tahun 2025 Perusahaan Tidak Ada Revisi RJPP<br>In 2025, the Company Made No Revisions to the RJPP |
| 2. | Evaluasi dan Analisis Fungsi SPI, Penguatan Pengendalian Internal Perusahaan<br>Evaluation and Analysis of the SPI's Functions, Strengthening the Company's Internal Controls | • Evaluasi atas Program Kerja dan Implementasi PKPT SPI Perusahaan<br>• Pembahasan KA dengan SPI pada tanggal 12 Desember 2025 di Semarang<br>• Evaluation of the Company's SPI Work Program and Implementation of the SPI Work Plan<br>• Discussion between the Audit Committee and SPI on December 12, 2025, in Semarang | • Telah Dilakukan Evaluasi KA atas Usulan PKPT 2026<br>• Risalah Rapat No. 005 Tanggal 12 Desember 2025<br>• KA Has Conducted an Evaluation of the Proposed 2026 PKPT<br>• Meeting Minutes No. 005, December 12, 2025 |
| 3. | Evaluasi atau Analisis atas Laporan Keuangan Unaudited 2024<br>Evaluation or Analysis of the 2024 Unaudited Financial Statements | Evaluasi Laporan Keuangan Audited 2024<br>Evaluation of the 2024 Audited Financial Statements | Surat Komite Audit No.002/KA/PTP/I/2025 tanggal 17 Januari 2025<br>Audit Committee Letter No. 002/KA/PTP/I/2025 dated January 17, 2025 |

| No. | Program | Realisasi<br>Realization | Output (Surat KA)<br>Output (Audit Committee Letter) |
|---|---|---|---|
| 4. | Evaluasi Kinerja Perusahaan yang menakankan pada Compliance pada Keputusan RUPS mengenai Rencana Kerja dan Anggaran Perusahaan atau RKAP Tahun 2023;<br>Evaluation of Company Performance with an Emphasis on Compliance with the GMS Resolution Regarding the Company's 2023 Work Plan and Budget (RKAP); | Evaluasi Realisasi Kinerja Perusahaan Periode: 31 Januari 2025 s.d. 30 November 2025<br>Evaluation of the Company's Performance Realization for the Period: January 31, 2025 through November 30, 2025 | Surat-Surat Komite Audit selama 2025 mengenai Evaluasi Kinerja Keuangan, Kinerja Anak Perusahaan dan Kinerja TPK yang disampaikan kepada Dewan Komisaris setiap bulannya.<br>Letters from the Audit Committee throughout 2025 regarding the evaluation of financial performance, subsidiary performance, and TPK performance, submitted to the Board of Commissioners on a monthly basis. |
| 5. | Evaluasi dan Telaahan atas Usulan Permohonan Persetujuan atau Rekomendasi Dewan Komisaris sesuai Anggaran Dasar<br>Evaluation and Review of Proposals for Approval or Recommendations by the Board of Commissioners in accordance with the Articles of Association | Evaluasi Usulan Direksi terkait:<br>a. Evaluasi Pengalihan Aset Pelindo<br>b. Evaluasi Kerjsama Alat Pemindai Petikemas<br>c. Evaluasi Perubahan atas Revenue Sharing pada TPK Makasar<br>d. Evaluasi atas Rencana Pembelian Saham ILCS pada PTP<br>e. Evaluasi atas Pembelian Aset PT BJTI<br>f. Evaluasi Penggabungan PT Prima TPK ke Pelindo Terminal Petikemas<br>g. Evaluasi Pengalihan Operasi TPK<br>Evaluation of proposals from the Board of Directors regarding:<br>a. Evaluation of Pelindo Asset Transfers<br>b. Evaluation of the Container Scanner Partnership<br>c. Evaluation of Changes to Revenue Sharing at the Makassar Container Terminal<br>d. Evaluation of the Plan to Purchase ILCS Shares in PTP<br>e. Evaluation of the Acquisition of PT BJTI Assets<br>f. Evaluation of the Merger of PT Prima TPK into Pelindo Terminal Petikemas<br>g. Evaluation of the Transfer of TPK Operations | Surat-Surat Komite Audit selama 2025 terkait adanya 7 (tujuh) Aksi Korporasi tersebut yang disampaikan kepada Dewan Komisaris.<br>Letters from the Audit Committee during 2025 regarding the aforementioned 7 (seven) corporate actions submitted to the Board of Commissioners. |
| 6. | Kegiatan Evaluasi Usulan Calon Auditor atas Laporan Keuangan Tahun Buku 2025<br>Evaluation of Proposed Audit Firm Candidates for the 2025 Financial Statements | Akan dilakukan pada Triwulan II Tahun 2025 Komite Audit telah menghadiri Rapat-Rapat untuk proses evaluasi dan penunjukan KAP<br>To be conducted in the second quarter of 2025 The Audit Committee has attended meetings for the evaluation and appointment of the public accounting firm | Sudah dikoordinasikan dengan Holding<br>This has been coordinated with the holding company |
| 8. | Kegiatan Koordinasi Komite Dewan Komisaris dalam rangka Pelaksanaan Tugas dan Fungsinya berupa: Rapat Internal Dewan Komisaris dan Rapat Komite dengan Direksi<br>Coordination Activities of the Board of Commissioners' Committees in the Context of Carrying Out Their Duties and Functions, including: Internal Meetings of the Board of Commissioners and Committee Meetings with the Board of Directors | Rapat-Rapat Internal selama Januari, Februari, dan Maret 2023 dengan Dewan Komisaris termasuk Rapat dengan Direksi<br>Internal meetings during January, February, and March 2023 with the Board of Commissioners, including meetings with the Board of Directors | Risalah Rapat KA<br>Komite Audit selalu Menghadiri Rapat Internal Dewan Komisaris:<br>1. Januari di Jakarta<br>2. Februari di Pontianak<br>3. Maret di Semarang<br>4. April di Surabaya<br>5. Mei di Jakarta<br>6. Juni di Bali<br>7. Juli di Surabaya<br>8. Agustus di Semarang<br>9. September di Jogja<br>10. Oktober di Jakarta<br>11. November di Bali<br>12. Desember di Semarang |

| No. | Program | Realisasi<br>Realization | Output (Surat KA)<br>Output (Audit Committee Letter) |
|---|---|---|---|
| | | | Minutes of Audit Committee Meetings<br>The Audit Committee always attends the Board of Commissioners' internal meetings:<br>1. January in Jakarta<br>2. February in Pontianak<br>3. March in Semarang<br>4. April in Surabaya<br>5. May in Jakarta<br>6. June in Bali<br>7. July in Surabaya<br>8. August in Semarang<br>9. September in Yogyakarta<br>10. October in Jakarta<br>11. November in Bali<br>12. December in Semarang |
| 9. | Kegiatan Pendampingan Audit KAP atas Laporan Manajemen PT Pelindo Terminal Petikemas<br>Audit Assistance Activities by KAP on the Management Report of PT Pelindo Terminal Petikemas | Pendampingan dan Rapat Perkembangan Audit atas Laporan Keuangan Tahun Buku 2022 dengan KAP-SPI<br>Assistance and Progress Meetings on the Audit of the 2022 Financial Statements with KAP-SPI | Laporan Hasil Audit Laporan Keuangan Tahun Buku 2024<br>Audit Report on the Financial Statements for Fiscal Year 2024 |
| 10. | Evaluasi terhadap Laporan Manajemen Triwulanan PT PTP Tahun 2023<br>Evaluation of PT PTP's Quarterly Management Reports for 2023 | Evaluasi Kinerja Keuangan Triwulan selama tahun 2025<br>Evaluation of Quarterly Financial Performance for the Year 2025 | Surat Komite Audit terkait Kinerja Triwulan 1, 2, dan 3 2025<br>Audit Committee Letters Regarding Performance for Quarters 1, 2, and 3 of 2025 |
| 11. | Kunjungan Kerja ke Anak Perusahaan atau Proyek-Proyek yang Dikerjakan Anak Perusahaan dan PT Pelindo Terminal Petikemas<br>Working Visits to Subsidiaries or Projects Undertaken by Subsidiaries and PT Pelindo Terminal Petikemas | Selama Tahun 2025 Komite Audit telah melakukan kunjungan kerja ke:<br>During 2025, the Audit Committee conducted working visits to:<br>• TPK Bagendang Bumiharjo<br>• TPK Belawan<br>• TPK Kuala Tanjung<br>• TPK Semarang | |
| 12. | Studi Banding Workshop Ke Dalam dan atau Ke Luar Negeri untuk Peningkatan Kompetensi dan Kapablitas Komite Audit<br>Domestic and/or International Benchmarking Workshops to Improve the Competence and Capabilities of the Audit Committee | Tidak Terealisasi Workshop di Luar Negeri<br>Not Implemented: Overseas Workshop | |

## Pelatihan dan Pengembangan Komite Audit Tahun 2025

Guna meningkatkan wawasan dan kompetensi Komite Audit, Perusahaan telah menyelenggarakan program pengembangan Komite Audit baik melalui program internal maupun dari pihak eksternal. Adapun Pelatihan dan Pengembangan Komite Audit sebagai berikut:

1. Pelatihan Pemahamsan Standar AKuntansi Keuangan Terbarudi Bali pada Agustus 2025.
2. Pelatihan Pemahaman Hukum pada November 2025.

## Audit Committee Training and Development in 2025

To enhance the Audit Committee's knowledge and competencies, the Company has organized Audit Committee development programs through both internal and external initiatives. The Audit Committee Training and Development programs are as follows:

1. Training on Understanding the Latest Financial Accounting Standards in Bali in August 2025
2. Legal Awareness Training in November 2025

# Komite Pemantau Manajemen Risiko

Risk Management Oversight Committee

Komite Pemantau Manajemen Risiko dibentuk oleh Dewan Komisaris PT Pelindo Terminal Petikemas sebagai bagian dari penguatan fungsi pengawasan terhadap penerapan manajemen risiko di Perseroan. Melalui peran ini, Komite memberikan dukungan dan rekomendasi kepada Dewan Komisaris dalam memastikan bahwa pengelolaan risiko berjalan efektif serta selaras dengan strategi dan tujuan jangka panjang Perusahaan.

Keberadaan Komite ini diharapkan dapat mendorong peningkatan kualitas pengendalian dan pengelolaan risiko, sehingga mendukung pencapaian visi, misi, dan rencana strategis Perseroan. Pembentukan Komite juga merupakan implementasi dari ketentuan peraturan perundang-undangan yang berlaku terkait organ pendukung Dewan Komisaris.
Dalam menjalankan fungsinya, Komite Pemantau Manajemen Risiko memiliki tugas utama sebagai berikut:

1. Membantu Dewan Komisaris dalam memastikan efektivitas sistem pengendalian internal serta implementasi manajemen risiko;
2. Melakukan evaluasi atas pelaksanaan dan hasil pengelolaan risiko di Perseroan;
3. Menelaah kecukupan proses dan prosedur evaluasi atas informasi yang disampaikan oleh manajemen;
4. Mengidentifikasi isu-isu strategis yang memerlukan perhatian Dewan Komisaris terkait aspek manajemen risiko.

The Risk Management Oversight Committee was established by the Board of Commissioners of PT Pelindo Terminal Petikemas as part of efforts to strengthen oversight of risk management implementation within the Company. Through this role, the Committee provides support and recommendations to the Board of Commissioners to ensure that risk management is carried out effectively and is aligned with the Company's long-term strategies and objectives.

The existence of this Committee is expected to drive improvements in the quality of risk control and management, thereby supporting the achievement of the Company's vision, mission, and strategic plans. The establishment of the Committee also constitutes the implementation of applicable laws and regulations regarding the supporting bodies of the Board of Commissioners. In carrying out its functions, the Risk Management Oversight Committee has the following primary responsibilities:

1. To assist the Board of Commissioners in ensuring the effectiveness of the internal control system and the implementation of risk management;
2. To evaluate the implementation and results of risk management at the Company;
3. Reviewing the adequacy of the processes and procedures for evaluating information submitted by management;
4. To identify strategic issues requiring the Board of Commissioners' attention regarding risk management aspects.

## Kualifikasi Pendidikan dan Pengalaman Kerja

Anggota Komite Pemantau Manajemen Risiko Pelindo Terminal Petikemas ditetapkan berdasarkan kriteria yang mencakup integritas, kompetensi, serta pengalaman profesional yang relevan di bidang manajemen risiko. Proses pemilihan dilakukan oleh Dewan Komisaris melalui tahapan seleksi yang terstruktur, termasuk evaluasi latar belakang pendidikan, pengalaman kerja, dan kemampuan bekerja secara kolektif.

Penetapan keanggotaan dilakukan melalui rapat Dewan Komisaris dan dituangkan dalam Surat Keputusan resmi. Secara keseluruhan, anggota Komite memiliki kapabilitas

## Educational Qualifications and Work Experience

Members of the Pelindo Terminal Petikemas Risk Management Oversight Committee are appointed based on criteria that include integrity, competence, and relevant professional experience in the field of risk management. The selection process is conducted by the Board of Commissioners through a structured selection process, including an evaluation of educational background, work experience, and the ability to work collectively.

Membership is determined through a Board of Commissioners meeting and formalized in an official Board Resolution. Overall, Committee members possess the necessary

yang memadai untuk menjalankan fungsi pengawasan secara efektif serta mendukung penerapan tata kelola perusahaan yang baik dan berkelanjutan.

capabilities to effectively carry out their oversight functions and support the implementation of sound and sustainable corporate governance.

## Susunan Komite Pemantau Manajemen Risiko

Sesuai Keputusan Dewan Komisaris Pelindo Terminal Petikemas Surat Keputusan Dewan Komisaris PT. Pelindo Terminal Petikemas Nomor: SK-01/KEP/03/CMSR/PTP-2023 tanggal 29 Maret 2023 tentang Pembentukan Komite Manajemen Risiko dan Pengangkatan Ketua, Wakil Ketua, dan Anggota Komite Manajemen Risiko Perusahaan PT Pelindo Terminal Petikemas, maka susunan keanggotaan Komite Pemantau Manajemen Risiko adalah sebagai berikut:

## Composition of the Risk Management Oversight Committee

In accordance with the Pelindo Terminal Petikemas Board of Commissioners' Decision—Board of Commissioners' Decision of PT Pelindo Terminal Petikemas No. SK-01/KEP/03/CMSR/PTP-2023 dated March 29, 2023, regarding the Establishment of the Risk Management Committee and the Appointment of the Chair, Vice Chair, and Members of the Risk Management Committee of PT Pelindo Terminal Petikemas, the composition of the Risk Management Oversight Committee is as follows:

| **Jabatan**<br>Position | **Nama**<br>Name | **Periode Jabatan**<br>Term of Office | **Keterangan**<br>Remarks |
|---|---|---|---|
| Komisaris merangkap Ketua Komite Pemantau Manajemen Risiko<br>Commissioner and Chair of the Risk Management Oversight Committee | Bahaduri Wijayanta | Periode I: 2023 – 2026<br>Term I: 2023–2026 | Anggota Dewan Komisaris<br>Member of the Board of Commissioners |
| Komisaris merangkap Wakil Ketua Komite Pemantau Manajemen Risiko<br>Commissioner and Vice Chair of the Risk Management Oversight Committee | Ronaldus Mujur | Periode I: 2023 – 2026<br>Term I: 2023 – 2026 | Anggota Dewan Komisaris<br>Member of the Board of Commissioners |
| Anggota Komite Pemantau Manajemen Risiko<br>Member of the Risk Management Oversight Committee | Radian Nurcahyo | Periode I: 2023 – 2026<br>Term I: 2023 – 2026 | Pihak Independen yang memiliki keahlian di bidang pemantauan dan manajemen risiko pada Perusahaan.<br>An independent party with expertise in risk monitoring and management at the Company. |

## Profil Komite Pemantau Manajemen Risiko

## Profile of The Risk Management Monitoring Committee

### Bahaduri Wijayanta

**Ketua Komite Pemantau Manajemen Risiko**
Chair of the Risk Management Oversight Committee

Profil Ketua Komite Pemantau Manajemen Risiko telah dicantumkan dalam profil Dewan Komisaris Perusahaan.

The profile of the Chair of the Risk Management Oversight Committee is included in the Company's Board of Commissioners profile.

## Ronaldus Mujur

**Wakil Ketua Komite Pemantau Manajemen Risiko**
Vice Chair of the Risk Management Monitoring Committee

Profil Wakil Ketua Komite Pemantau Manajemen Risiko telah dicantumkan dalam profil Dewan Komisaris Perusahaan.

The profile of the Vice Chair of the Risk Management Oversight Committee is included in the Company's Board of Commissioners profile.

## Radian Nurcahyo

**Anggota Komite**
Committee Member

Warga Negara Indonesia, 51 tahun, kelahiran Yogyakarta 12 Desember 1973. Saat ini berdomisili di Jakarta Selatan. Memperoleh gelar Sarjana Hukum di bidang Hukum Perdata dari Universitas Islam Indonesia (1998) dan Magister Kenotariatan dari Universitas Indonesia (2016), Master of Law, Canberra University Australia. Memiliki pengalaman kerja sebagai Kepala Bidang Perhubungan Laut, Sekretariat Kabinet RI (2020), Asisten Deputi Hukum dan Perjanjian Maritim, Kemenko Kemaritiman dan Investasi (2021-2024), Asisten Deputi Pengemban dan Penataan Kawawasan Permukiman, Kemenko Infrastruktur dan Pembangunan Kewilayahan (2024 sd saat ini).

Indonesian citizen, 51 years old, born in Yogyakarta on December 12, 1973. Currently resides in South Jakarta. Earned a Bachelor of Laws degree in Civil Law from the Islamic University of Indonesia (1998) and a Master's degree in Notarial Law from the University of Indonesia (2016), as well as a Master of Laws from the University of Canberra, Australia. He has worked as Head of the Maritime Transportation Division at the Secretariat of the Cabinet of the Republic of Indonesia (2020), Assistant Deputy for Maritime Law and Agreements at the Coordinating Ministry for Maritime Affairs and Investment (2021–2024), Assistant Deputy for Settlement Area Development and Planning at the Coordinating Ministry for Infrastructure and Regional Development (2024–present).

## Pengangkatan dan Pemberhentian Komite Pemantau Manajemen Risiko

Penunjukan dan pemberhentian anggota Komite Pemantau Manajemen Risiko dilakukan oleh Dewan Komisaris melalui keputusan resmi yang ditetapkan dalam Surat Keputusan dan dilaporkan kepada RUPS. Pemberhentian dapat dilakukan apabila masa jabatan telah berakhir atau apabila anggota yang bersangkutan dinilai tidak memenuhi kinerja maupun kompetensi yang dipersyaratkan dalam menjalankan tugasnya.

Mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023, masa jabatan anggota Komite ditetapkan paling lama 3 (tiga) tahun dan dapat disesuaikan dengan masa jabatan Dewan Komisaris. Bagi anggota yang berasal dari luar Dewan Komisaris, masa jabatan dapat diberikan hingga 3 (tiga) tahun dan

## Appointment and Dismissal of the Risk Management Monitoring Committee

The appointment and dismissal of members of the Risk Management Monitoring Committee are carried out by the Board of Commissioners through an official decision set forth in a Decree and reported to the General Meeting of Shareholders. Dismissal may occur if the term of office has expired or if the member in question is deemed not to meet the performance standards or competencies required to carry out their duties.

Pursuant to Ministry of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023, the term of office for Committee members is set at a maximum of 3 (three) years and may be aligned with the term of the Board of Commissioners. For members who are not part of the Board of Commissioners, the term of office may

dapat diperpanjang kembali paling lama 2 (dua) tahun, tanpa mengurangi kewenangan Dewan Komisaris untuk melakukan pemberhentian sewaktu-waktu sesuai kebutuhan organisasi.

## Pedoman Kerja Komite Pemantau Manajemen Risiko (Charter)

Dalam mendukung pelaksanaan tugasnya, Komite Pemantau Manajemen Risiko telah memiliki Pedoman Kerja yang tertuang dalam *Risk Monitoring Committee Charter*. Dokumen ini disusun dengan mengacu pada ketentuan peraturan yang berlaku dan telah disahkan oleh Dewan Komisaris pada bulan Januari 2025 sebagai acuan dalam menjalankan fungsi pengawasan secara efektif dan terstruktur.

## Tugas dan Tanggung Jawab Komite Pemantau Manajemen Risiko

Mengacu pada Peraturan Menteri BUMN Nomor PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan BUMN serta PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN, pada Pasal 55 huruf d dijelaskan bahwa Komite Pemantau Manajemen Risiko memiliki wewenang, tugas, dan tanggung jawab dalam mendukung Dewan Komisaris untuk melaksanakan fungsi pengawasan manajemen risiko, diantaranya:

a. mengakses seluruh informasi yang relevan tentang BUMN terkait dengan tugas dan fungsi komite pemantau risiko;
b. melakukan komunikasi dengan kepala unit kerja dan pihak lain dalam BUMN untuk memperoleh informasi, klarifikasi serta meminta dokumen dan laporan yang diperlukan;
c. melakukan pemantauan dan penelaahan terhadap laporan Manajemen Risiko dan laporan lainnya terkait penerapan Manajemen Risiko baik BUMN Induk maupun Anak Perusahaan BUMN;
d. melakukan pemantauan dan evaluasi atas kesesuaian penerapan kebijakan dan strategi Manajemen Risiko BUMN Induk dan Anak Perusahaan BUMN;
e. memberikan rekomendasi kepada Dewan Komisaris/Dewan Pengawas atas hal yang mendukung efektivitas penerapan Manajemen Risiko dan kesesuaian antara kebijakan Manajemen Risiko BUMN Induk dan Manajemen Risiko Anak Perusahaan BUMN;
f. melaksanakan pemantauan dan evaluasi terhadap pelaksanaan fungsi Manajemen Risiko lainnya sesuai dengan ketentuan peraturan perundang-undangan, anggaran dasar, dan/atau keputusan RUPS/Menteri; dan
g. menjalankan wewenang, tugas, dan tanggung jawab lain yang terkait dengan fungsinya.

be granted for up to 3 (three) years and may be extended for a maximum of 2 (two) years, without prejudice to the Board of Commissioners' authority to dismiss members at any time as required by the organization.

## Risk Management Monitoring Committee Operating Guidelines (Charter)

To support the performance of its duties, the Risk Management Monitoring Committee has established Operating Guidelines set forth in the Risk Monitoring Committee Charter. This document was drafted in accordance with applicable regulations and was approved by the Board of Commissioners in January 2025 to serve as a reference for carrying out oversight functions in an effective and structured manner.

## Duties and Responsibilities of the Risk Management Monitoring Committee

Pursuant to Ministry of State-Owned Enterprises Regulation No. PER-2/MBU/03/2023 on Guidelines for Corporate Governance and Significant Corporate Activities of State-Owned Enterprises and Regulation No. PER-3/MBU/03/2023 on the Organizational Structure and Human Resources of State-Owned Enterprises, Article 55(d) stipulates that the Risk Management Oversight Committee has the authority, duties, and responsibilities to support the Board of Commissioners in carrying out its risk management oversight functions, including:

a. accessing all relevant information regarding the SOE related to the duties and functions of the Risk Monitoring Committee;
b. communicating with heads of work units and other parties within the SOE to obtain information, clarifications, and to request necessary documents and reports;
c. monitoring and reviewing Risk Management reports and other reports related to the implementation of Risk Management at both the parent SOE and its subsidiaries;
d. monitoring and evaluating the consistency of the implementation of risk management policies and strategies of the parent SOE and its subsidiaries;
e. provide recommendations to the Board of Commissioners/Supervisory Board on matters that support the effectiveness of Risk Management implementation and the alignment between the parent SOE's Risk Management policies and those of its subsidiaries;
f. monitor and evaluate the performance of other risk management functions in accordance with applicable laws and regulations, the articles of association, and/or decisions of the General Meeting of Shareholders or the Minister; and
g. exercising other authorities, duties, and responsibilities related to its functions.

## Independensi Komite Pemantau Manajemen Risiko

Komite Pemantau Manajemen Risiko Perusahaan terdiri dari seorang ketua yang berasal dari Anggota Dewan Komisaris, serta 2 orang anggota yang berasal dari pihak independen. Tabel independensi Komite Pemantau Manajemen Risiko dapat dijelaskan sebagai berikut:

## Independence of the Risk Management Oversight Committee

The Company's Risk Management Oversight Committee consists of a chairperson selected from among the members of the Board of Commissioners, as well as two members selected from independent parties. The independence of the Risk Management Oversight Committee can be explained as follows:

| Aspek Independensi<br>Aspects of Independence | | Bahaduri Wijayanta | Ronaldus Mujur | Radian Nurcahyo |
|---|---|---|---|---|
| Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. | Has no financial relationship with the Board of Commissioners or the Board of Directors. | √ | √ | √ |
| Tidak memiliki hubungan kepengurusan di Pelindo Terminal Petikemas, Anak Perusahaan maupun perusahaan afiliasi. | Has no management ties to Pelindo Terminal Petikemas, its subsidiaries, or affiliated companies. | √ | √ | √ |
| Tidak memiliki hubungan kepemilikan saham di Perusahaan. | Has no shareholding relationship with the Company. | √ | √ | √ |
| Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Pemantau Manajemen Risiko . | Has no family relationship with the Board of Commissioners, the Board of Directors, and/or fellow members of the Risk Management Oversight Committee. | √ | √ | √ |

Sebagai bentuk komitmen dan tanggung jawab Komite Pemantau Manajemen Risiko atas terlaksananya prinsip-prinsip Good Corporate Governance (GCG), serta sebagai upaya merealisasikan ketentuan tentang independensi yang ada dalam Piagam Komite Pemantau Manajemen Risiko, Komite Pemantau Manajemen Risiko Perusahaan telah membuat Surat Pernyataan Independensi Komite Pemantau Manajemen Risiko yang ditandatangani oleh Ketua dan seluruh Anggota Komite Pemantau Manajemen Risiko. Beberapa pernyataan penting dalam Surat Pernyataan Independensi Komite Pemantau Manajemen Risiko antara lain bahwa Komite Pemantau Manajemen Risiko PT Pelindo Terminal Petikemas:

a. Tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perusahaan.
b. Tidak memiliki saham Perusahaan., baik langsung maupun tidak langsung.
c. Akan menjaga kerahasiaan dokumen, data, dan informasi Perusahaan, baik dari pihak internal maupun pihak eksternal, dan hanya digunakan untuk kepentingan pelaksanaan tugas Komite Pemantau Manajemen Risiko .

Selama 2025, seluruh anggota Komite Pemantau Manajemen Risiko Pelindo Terminal Petikemas tidak memiliki hubungan keluarga dan keuangan dengan anggota Dewan Komisaris, Direksi, dan sesama anggota Komite lain serta tidak memiliki hubungan kepengurusan dan kepemilikan saham pada perusahaan lain atau afiliasi.

As a demonstration of the Risk Management Oversight Committee's commitment and responsibility to the implementation of Good Corporate Governance (GCG) principles, and as an effort to fulfill the independence requirements set forth in the Risk Management Oversight Committee Charter, the Company's Risk Management Oversight Committee has prepared a Risk Management Oversight Committee Independence Statement signed by the Chair and all members of the Risk Management Oversight Committee. Some key statements in the Risk Management Oversight Committee Independence Statement include that the Risk Management Oversight Committee of PT Pelindo Terminal Petikemas:

a. Has no personal interests or affiliations that could have a negative impact on or create a conflict of interest with the Company.
b. Does not hold any shares in the Company, either directly or indirectly.
c. Will maintain the confidentiality of the Company's documents, data, and information—whether from internal or external parties—and use them solely for the purpose of carrying out the duties of the Risk Management Oversight Committee.

Throughout 2025, all members of the Pelindo Terminal Petikemas Risk Management Oversight Committee have no family or financial ties to members of the Board of Commissioners, the Board of Directors, or fellow Committee members, and have no management or shareholding relationships with other companies or affiliates.

## Rapat Komite Pemantau Manajemen Risiko

### Kebijakan

Komite Pemantau Manajemen Risiko mengadakan rapat secara berkala sebagaimana yang ditetapkan pada Piagam Komite Pemantau Manajemen Risiko . Sedangkan pertemuan dengan auditor eksternal dilakukan minimal sebulan sekali pada saat pelaksanaan audit.

Dalam pelaksanaan rapat, Komite Pemantau Manajemen Risiko dapat mengundang Manajemen Perusahaan, baik secara langsung maupun melalui Satuan Pengawasan Intern, untuk memberikan informasi yang diperlukan. Keputusan yang diambil dalam rapat Komite Pemantau Manajemen Risiko telah dicatat dan didokumentasikan dengan baik dalam risalah rapat Komite Pemantau Manajemen Risiko . Risalah rapat ditandangani oleh ketua rapat dan didistribusikan kepada semua anggota Komite Pemantau Manajemen Risiko , baik yang menghadiri rapat maupun tidak. Perbedaan pendapat *(disenting opinion)* yang terjadi dalam rapat dicantumkan dalam risalah rapat disertai alasan mengenai perbedaan pendapat.

### Frekuensi Rapat Komite Pemantau Manajemen Risiko

Kehadiran masing-masing anggota Komite Pemantau Manajemen Risiko dalam Rapat Komite Pemantau Manajemen Risiko dan kegiatan-kegiatan yang dilaksanakan Komite Pemantau Manajemen Risiko selama tahun 2025 adalah sebagai berikut:

### Agenda Rapat Komite Pemantau Manajemen Risiko

Agenda yang dibahas dalam rapat-rapat Komite Pemantau Manajemen Risiko selama 2025 adalah sebagai berikut:

## Risk Management Oversight Committee Meetings

### Policy

The Risk Management Oversight Committee holds regular meetings as stipulated in the Risk Management Oversight Committee Charter. Meetings with external auditors are held at least once a month during the audit period.

During these meetings, the Risk Management Oversight Committee may invite Company Management—either directly or through the Internal Audit Unit—to provide necessary information. Decisions made during Risk Management Oversight Committee meetings are properly recorded and documented in the minutes of the Risk Management Oversight Committee meeting. The meeting minutes are signed by the chairperson and distributed to all members of the Risk Management Oversight Committee, whether they attended the meeting or not. Any dissenting opinions expressed during the meeting are included in the minutes along with the reasons for such opinions.

### Frequency of Risk Management Oversight Committee Meetings

The attendance of each member of the Risk Management Oversight Committee at Risk Management Oversight Committee meetings and the activities carried out by the Risk Management Oversight Committee during 2025 are as follows:

| Nama<br>Name | Jumlah Rapat<br>Number of Meetings | Kehadiran<br>Attendance | Presentase Kehadiran<br>Attendance Percentage |
|---|---|---|---|
| Bahaduri Wijayanta | 16 | 16 | 100% |
| Ronaldus Mujur | 16 | 12 | 75% |
| Radian Nurcahyo | 16 | 16 | 100% |

### Risk Management Oversight Committee Meeting Agenda

The agenda items discussed at the Risk Management Oversight Committee meetings throughout 2025 are as follows:

| No | Tanggal<br>Date | Agenda | |
|---|---|---|---|
| 1 | 17 Januari 2025<br>January 17, 2025 | 1. Pembahasan Implementasi Manajemen Risiko Tahun 2024<br>2. Strategi Pelaksanaan Manajemen Risiko 2025<br>3. Capaian Investasi 2025. | Discussion on the Implementation of Risk Management in 2024 – Risk Management Implementation Strategy for 2025 – Investment Achievements for 2025. |
| 2 | 20 Januari 2025<br>January 20, 2025 | 1. Penerapan Manajemen Risiko terhadap Profil Risiko Tahun 2024<br>2. Strategi Risiko Tahun 2025<br>3. Penentuan Profil Risiko Tahun 2025 | 1. Application of Risk Management to the 2024 Risk Profile,<br>2. 2025 Risk Strategy,<br>3. Determination of the 2025 Risk Profile |

| No | Tanggal Date | Agenda | |
|---|---|---|---|
| 3 | 4 Februari 2025<br>February 4, 2025 | 1. Implementasi Manajemen Risiko<br>2. Progress Inisiasi Strategis 2024<br>3. Strategi Risiko tahun 2025 | 1. Risk Management Implementation<br>2. Progress on 2024 Strategic Initiatives<br>3. 2025 Risk Strategy |
| 4 | 10 Februari 2025<br>February 10, 2025 | Pembahasan Hasil Audit tematik bersama Satuan Pengawasan Intern | Discussion of Thematic Audit Results with the Internal Oversight Unit |
| 5 | 10 Maret 2025<br>March 10, 2025 | Pengelolaan Risiko Pelanggaran Kode Etik (Fraud, Gratifikasi, Penyuapan, Korupsi, dll)" Tahun 2024 & 2025 | Management of Risks Related to Code of Ethics Violations (Fraud, Gratification, Bribery, Corruption, etc.) for 2024 & 2025 |
| 6 | 17 April 2025<br>April 17, 2025 | Evaluasi Implementasi Manajemen Risiko Triwulan I 2025 | Evaluation of Risk Management Implementation for the First Quarter of 2025 |
| 7 | 16 Mei 2025<br>May 16, 2025 | Implementasi Manajemen Risiko sd April 2025 | Risk Management Implementation through April 2025 |
| 8 | 16 Juni 2025<br>June 16, 2025 | Implementasi Manajemen Risiko sd Mei 2025 (Pembahasan rencana transfer bisnis PT BJTI (TPK Berlian) ke PT TTL) | Implementation of Risk Management through May 2025 (Discussion of the plan to transfer PT BJTI's (TPK Berlian) business to PT TTL) |
| 9 | 10 Juli 2025<br>July 10, 2025 | Evaluasi Implementasi Manajemen Risiko pada Direktorat Utama PT Pelindo Terminal Petikemas | Evaluation of Risk Management Implementation at the Main Directorate of PT Pelindo Terminal Petikemas |
| 10 | 13 Agustus 2025<br>August 13, 2025 | Evaluasi Implementasi Manajemen Risiko pada Direktorat Operasi PT Pelindo Terminal Petikemas | Evaluation of Risk Management Implementation at the Operations Directorate of PT Pelindo Terminal Petikemas |
| 11 | 14 September 2025<br>September 14, 2025 | Evaluasi Implementasi Manajemen Risiko pada Direktorat Teknik PT Pelindo Terminal Petikemas | Evaluation of Risk Management Implementation at the Engineering Directorate of PT Pelindo Terminal Petikemas |
| 12 | 10 Oktober 2025<br>October 10, 2025 | Evaluasi Implementasi Manajemen Risiko pada Direktorat Keuangan dan Manajemen Risiko PT Pelindo Terminal Petikemas | Evaluation of Risk Management Implementation at the Finance and Risk Management Directorate of PT Pelindo Terminal Petikemas |
| 13 | 10 Oktober 2025<br>October 10, 2025 | Evaluasi Implementasi Manajemen Risiko pada Direktorat Strategis dan Komersial PT Pelindo Terminal Petikemas | Evaluation of Risk Management Implementation at the Strategic and Commercial Directorate of PT Pelindo Terminal Petikemas |
| 14 | 14 November 2025<br>November 14, 2025 | Implementasi Manajemen Risiko sd Oktober 2025 | Risk Management Implementation as of October 2025 |
| 15 | 12 Desember 2025<br>December 12, 2025 | Implementasi Manajemen Risiko sd November 2025 | Risk Management Implementation through November 2025 |
| 16 | 16 Januari 2026<br>January 16, 2026 | Evaluasi Manajemen Risiko tahun 2025 | 2025 Risk Management Evaluation |

## Rekomendasi Komite Pemantau Manajemen Risiko

1. Memasukkan kajian risiko dalam setiap rencana kegiatan kerjasama usaha.
2. Memasukkan kajian risiko dalam rencana usulan investasi.
3. Melakukan monitoring secara berkala terhadap kegiatan HSSE di lingkungan perusahaan khususnya di unit kerja (TPK dan Anak Perusahaan).
4. Melakukan monitoring risiko Direktorat yang melibatkan Direksi dan BOD-1 secara rutin dan terdokumentasi.
5. Melakukan reviu dan evaluasi atas capaian Kinerja khusunya terkait KPI Korporat secara berkala/ bulanan dan melaporkan kendala yang dihadapi.
6. Melakukan tindak lanjut atas hasil penilaian Risk Maturity Index termasuk tindak lanjut AoI.

## Recommendations of the Risk Management Oversight Committee

1. Include a risk assessment in every business cooperation activity plan.
2. Include a risk assessment in proposed investment plans.
3. Conduct periodic monitoring of HSSE activities within the company, particularly in work units (TPK and Subsidiaries).
4. Conduct routine and documented risk monitoring of the Directorate involving the Executive Board and BOD-1.
5. Conduct periodic/monthly reviews and evaluations of performance achievements, particularly regarding Corporate KPIs, and report on any challenges encountered.
6. Follow up on the results of the Risk Maturity Index assessment, including AoI follow-up.

7. Memastikan pelaksanaan roadmap / transformasi ERM perusahaan sesuai dengan yang telah direncanakan dalam dokumen RJPP.

## Kebijakan Remunerasi Komite Pemantau Manajemen Risiko

Penghasilan bagi Anggota Komite Pemantau Manajemen Risiko diatur dalam Peraturan Menteri No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN, dimana penghasilan anggota Komite Pemantau Manajemen Risiko Perusahaan diberikan honorarium maksimal sebesar 20% (dua puluh persen) dari gaji Direktur Utama, fasilitas kesehatan, dan tunjangan hari raya, dengan ketentuan pajak ditanggung perusahaan, dan tidak diperkenankan menerima penghasilan lain selain penghasilan sebagaimana diatur dalam Peraturan Menteri tersebut.

Anggota Dewan Komisaris yang menjadi Ketua/Anggota Komite Pemantau Manajemen Risiko tidak diberikan penghasilan tambahan dari jabatan tersebut selain penghasilan sebagai Anggota Dewan Komisaris.

7. Ensure the implementation of the company's ERM roadmap/transformation aligns with what has been planned in the RJPP document.

## Remuneration Policy for the Risk Management Oversight Committee

Compensation for members of the Risk Management Oversight Committee is governed by Ministerial Regulation No. PER-3/MBU/03/2023 on the Organization and Human Resources of State-Owned Enterprises (BUMN), under which members of the Company's Risk Management Oversight Committee are entitled to a maximum honorarium of 20% (twenty percent) of the CEO's salary, health benefits, and holiday allowances, provided that taxes are borne by the company, and they are not permitted to receive any other compensation besides that stipulated in the aforementioned Ministerial Regulation.

Members of the Board of Commissioners who serve as Chair or Member of the Risk Management Oversight Committee shall not receive additional compensation for that position beyond their compensation as members of the Board of Commissioners.

**Struktur Remunerasi Komite Pemantau Manajemen Risiko**
Remuneration Structure of the Risk Management Oversight Committee

| Nama<br>Name | Jabatan<br>Position | Honorarium<br>Honorarium | Keterangan<br>Notes |
|---|---|---|---|
| Bahaduri Wijayanta | Ketua<br>Chairperson | - | Anggota Dewan Komisaris (Honorarium dapat dilihat di tabel Honorarium Dewan Komisaris)<br>Member of the Board of Commissioners (Honoraria can be found in the Board of Commissioners' Honorarium table) |
| Ronaldus Mujur | Wakil Ketua<br>Vice Chairman | - | |
| Radian Nurcahyo | Anggota<br>Member | 20% (dua puluh persen) dari gaji Direktur Utama<br>20% (twenty percent) of the CEO's salary | fasilitas kesehatan, dan tunjangan hari raya<br>health benefits, and holiday allowances |

## Rencana Kerja dan Realisasi di 2025

Sepanjang 2025, Komite Pemantau Manajemen Risiko telah melaksanakan program kerja sebagai berikut:

## Work Plan and Implementation in 2025

Throughout 2025, the Risk Management Oversight Committee has implemented the following work programs:

| No | Rencana Kerja<br>Work Plan | | Keterangan<br>Description |
|---|---|---|---|
| 1 | Rapat Bulanan KPMR<br>a. Pengawalan dan review evaluasi fungsi serta evaluasi Penerapan MR Pelindo Terminal Petikemas<br>b. Pengawalan dan review evaluasi fungsi serta evaluasi Penerapan MR Pelindo Terminal Petikemas terkait Investasi<br>c. Kegiatan Evaluasi Kinerja Perusahaan | Monthly KPMR Meeting<br>a. Monitoring and review of the evaluation of functions and the implementation of MR Pelindo Terminal Petikemas<br>b. Monitoring and review of the evaluation of functions and the implementation of MR Pelindo Terminal Petikemas related to investments<br>c. Company Performance Evaluation Activities | Terlaksana (Offline & Online)<br>Completed (Offline & Online) |
| 2 | Kegiatan Evaluasi dan Telaah atas Usulan Permohonan Persetujuan atau Rekomendasi Dewan Komisaris sesuai Anggaran Dasar | Evaluation and Review of Proposals for Approval or Recommendations by the Board of Commissioners in Accordance with the Articles of Association | Terlaksana (Usulan rencana kerjasama dan investasi)<br>Completed (Proposed cooperation and investment plans) |

| No | Rencana Kerja<br>Work Plan | | Keterangan<br>Description |
|---|---|---|---|
| 3 | Kegiatan Evaluasi dan Analisis Pengelolaan MR Anak Perusahaan (KTKT) | Evaluation and Analysis of Subsidiary Risk Management (KTKT) | Terlaksana (Triwulanan)<br>Completed (Quarterly) |
| 4 | Kegiatan Koordinasi Komite Dewan Komisaris (Rapat Internal & Rapat dengan Direksi) | Coordination Activities of the Board of Commissioners (Internal Meetings & Meetings with the Board of Directors) | Terlaksana (Triwulanan)<br>Completed (Quarterly) |
| 5 | Kegiatan Evaluasi atau Analisis terhadap Laporan Manajemen Triwulanan PT Pelindo Terminal Petikemas Tahun 2026 | Evaluation or Analysis of PT Pelindo Terminal Petikemas's Quarterly Management Reports for 2026 | Terlaksana (Triwulanan)<br>Completed (Quarterly) |
| 6 | Kegiatan Kunjungan Kerja ke Anak Perusahaan / Proyek | Work Visits to Subsidiaries / Projects | Terlaksana (TPKS & TPK Bagendang-Bumiharjo)<br>Completed (TPKS & TPK Bagendang-Bumiharjo) |
| 7 | Kegiatan Rapat Tematik Manajemen Risiko Pelindo Terminal Petikemas (HSSE, isu efisiensi, KPI) | Thematic Risk Management Meetings for Pelindo Terminal Petikemas (HSSE, efficiency issues, KPIs) | Terlaksana (HSSE, KSU, Ketidaksiapan alat)<br>Completed (HSSE, KSU, equipment readiness issues) |
| 8 | Kegiatan Pelatihan / Workshop / Seminar / Studi Banding (DN & LN) | Training / Workshop / Seminar / Benchmarking Activities (Domestic & International) | Terlaksana (CRMP, CRGP, Konferensi Nasional MR)<br>Completed (CRMP, CRGP, National MR Conference) |

## Laporan Pelaksanaan Kegiatan Komite Pemantau Manajemen Risiko

Pemantauan Manajemen Risiko Tahun 2025

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## Laporan Pelaksanaan Kegiatan Komite Pemantau Manajemen Risiko

Pemantauan Manajemen Risiko Tahun 2025

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### Capaian Realisasi Perlakuan Risiko

### Risk Mitigation Implementation Achievements

## Pelatihan dan Pengembangan Komite Pemantau Manajemen Risiko Tahun 2025

Guna meningkatkan wawasan dan kompetensi Komite Pemantau Manajemen Risiko, Perusahaan telah menyelenggarakan program pengembangan Komite Pemantau Manajemen Risiko baik melalui program internal maupun dari pihak eksternal.

## Training and Development of the Risk Management Oversight Committee for 2025

To enhance the knowledge and competencies of the Risk Management Oversight Committee, the Company has organized development programs for the Risk Management Oversight Committee through both internal and external

Adapun Pelatihan dan Pengembangan Komite Pemantau Manajemen Risiko sebagai berikut:

initiatives. The training and development activities for the Risk Management Oversight Committee are as follows:

| **Nama**<br>Name | **Tanggal**<br>Date | **Program Pelatihan dan Pengembangan**<br>Training and Development Program | **Tempat**<br>Location | **Penyelenggara**<br>Organizer |
|---|---|---|---|---|
| Bahaduri Wijayanta | 27 Nov 2023 | QRGP | Jakarta | BNSP - LSP MKS |
| Ronaldus Mujur | 27 Nov 2023 | QRGP | Jakarta | BNSP - LSP MKS |
| Radian Nurcahyo | 31 Jan 2024 | QRGP | Jakarta | BNSP - LSP MKS |
| Bahaduri Wijayanta | 14 Jan 2025 | Ahli Tata Kelola Manajemen Anti Fraud<br>Certified Anti Fraud Governance<br>Anti-Fraud Management Governance Expert<br>Certified Anti-Fraud Governance | Jakarta | LSP GRC / BNSP |
| Radian Nurcahyo | 14 Jan 2025 | Ahli Tata Kelola Manajemen Anti Fraud<br>Certified Anti Fraud Governance<br>Anti-Fraud Management Governance Expert<br>Certified in Anti-Fraud Governance | Jakarta | LSP GRC / BNSP |
| Bahaduri Wijayanta | 1 Jan 2025 | CRGP | Jakarta | BNSP - LSPMR |
| Radian Nurcahyo | 1 Jan 2025 | CRMP | Jakarta | BNSP - LSPMR |

# Sekretaris Dewan Komisaris

## Secretary of The Board of Commissioners

Dalam mendukung kelancaran pelaksanaan fungsi pengawasan, Sekretaris Dewan Komisaris memiliki peran penting sebagai penghubung antara Dewan Komisaris dan Direksi, sekaligus sebagai pengelola administrasi dan dokumentasi kegiatan Dewan Komisaris. Peran ini memastikan bahwa seluruh proses komunikasi, koordinasi, serta penyediaan informasi berjalan secara efektif dan tepat waktu.

Selain fungsi administratif, Sekretaris Dewan Komisaris juga berkontribusi dalam mendukung proses pengambilan keputusan melalui penyediaan dokumen yang relevan, pengelolaan agenda, serta pencatatan hasil rapat secara sistematis dan terdokumentasi dengan baik.

Keberadaan fungsi ini menjadi bagian integral dalam memperkuat praktik tata kelola perusahaan yang transparan, akuntabel, dan terstruktur, sekaligus mendukung efektivitas pengawasan Dewan Komisaris terhadap jalannya Perusahaan.

Saat ini, posisi Sekretaris Dewan Komisaris dijabat oleh **Anisa Rahmayanti**, yang diangkat berdasarkan Surat Keputusan Dewan Komisaris No. SK01/KEP/08/CMSR/PTP-2022 tanggal 26 Agustus 2022 tentang Pemberhentian dan Pengangkatan Sekretaris Dewan Komisaris PT Pelindo Terminal Petikemas.

Profil lengkap Sekretaris Dewan Komisaris disajikan pada bagian berikut:

To support the effective execution of the Board of Commissioners' oversight function, the Board of Commissioners' Secretary plays a vital role as the liaison between the Board of Commissioners and the Board of Directors, while also managing the administrative and documentation functions of the Board of Commissioners. This role ensures that all communication, coordination, and information-sharing processes are carried out effectively and in a timely manner.

In addition to providing administrative support, the Board of Commissioners' Secretary contributes to the decision-making process by preparing relevant documentation, managing meeting agendas, and maintaining comprehensive and well-organized records of meetings.

This function constitutes an integral component of the Company's corporate governance framework, reinforcing transparent, accountable, and well-structured governance practices while enhancing the effectiveness of the Board of Commissioners in overseeing the Company's operations.

The position of Board of Commissioners' Secretary is currently held by Anisa Rahmayanti, who was appointed pursuant to the Resolution of the Board of Commissioners No. SK01/KEP/08/CMSR/PTP-2022 dated August 26, 2022, concerning the Dismissal and Appointment of the Board of Commissioners' Secretary of PT Pelindo Terminal Petikemas.

The profile of the Board of Commissioners' Secretary is presented below.

### Anisa Rahmayanti

**Sekretaris Dewan Komisaris**
Board of Commissioners' Secretary

Warga Negara Indonesia, 38 tahun, kelahiran Yogyakarta, 03 September 1985. Memperoleh gelar Sarjana Ekonomi di bidang Akuntasi dari Universitas Indonesia (2009). Saat ini

An Indonesian citizen, 38 years of age, born in Yogyakarta on September 3, 1985. She earned a Bachelor's Degree in Accounting from Universitas Indonesia in 2009. She currently

Beliau menjabat Subkoordinator pada Subfungsi Pengadaan Pegawai (2020-Sekarang). Beliau juga pernah menduduki beberapa jabatan strategis di Perusahaan antara lain sebagai Kepala Subbidang Analisis dan Penyajian Informasi (2019-2020), Kasubbid Usaha Industri Agro dan Farmasi IIa-2 (2017-2019), Kasubbid Program Pengembangan Sumber Daya Manusia Eksekutif BUMN (2015- 2017), dan Kasubbid Usaha Jasa Konstruksi Ib (2014-2015).

## Pedoman Kerja dan Tanggung Jawab Sekretaris Dewan Komisaris

Sekretaris Dewan Komisaris memiliki pedoman kerja yang tercantum dalam Pedoman Direksi dan Dewan Komisaris (*Board Manual*) sebagai panduan dalam melaksankan tugas dan tanggung jawabnya. Meskipun tugas dan tanggung jawabnya secara umum telah diatur di dalam *Board Manual* Dewan Komisaris dan Direksi, Sekretaris Dewan Komisaris memiliki tugas spesifik. Adapun tugas dan tanggung jawabnya, baik secara umum dan spesifik berikut ini.

## Fungsi dan Tugas Sekretaris Dewan Komisaris

1. Mempersiapkan rapat, termasuk bahan rapat Dewan Komisaris,
2. Membuat risalah rapat Dewan Komisaris sesuai ketentuan,
3. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar, risalah rapat maupun dokumen lainnya,
4. Menyusun rencana kerja dan anggaran Dewan Komisaris,
5. Menyusun laporan-laporan Dewan Komisaris,
6. Melaksanakan tugas lain dari Dewan Komisaris.

## Tugas Lain

1. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundangan serta menerapkan prinsip-prinsip GCG,
2. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta,
3. Sebagai penghubung Dewan Komisaris dengan pihak lain,
4. Memastikan dokumen penyelenggaraan kegiatan tersimpan dengan baik di Perusahaan.

serves as Sub-Coordinator for Employee Recruitment, a position she has held since 2020. Previously, she held several strategic positions, including Head of the Information Analysis and Presentation Subdivision (2019–2020), Head of the Agro-Industry and Pharmaceutical Business IIa-2 Subdivision (2017–2019), Head of the State-Owned Enterprise Executive Human Resources Development Program Subdivision (2015–2017), and Head of the Construction Services Business Ib Subdivision (2014–2015).

## Work Guidelines and Responsibilities of the Board of Commissioners' Secretary

The Board of Commissioners' Secretary performs their duties according to the Board of Commissioners and Board of Directors Manual (Board Manual), which serves as the principal guideline for carrying out the responsibilities of the position. While the Board Manual sets out the general duties and responsibilities of the Board of Commissioners' Secretary, the position also carries specific responsibilities as described below.

## Functions and Duties of the Board of Commissioners' Secretary

1. Preparing meetings of the Board of Commissioners, including the preparation of meeting materials.
2. Preparing the minutes of the Board of Commissioners according to the applicable provisions.
3. Administering the Board of Commissioners' documentation, including incoming and outgoing correspondence, meeting minutes, and other corporate documents.
4. Preparing the Board of Commissioners' annual work plan and budget.
5. Preparing reports of the Board of Commissioners.
6. Performing such other duties as may be assigned by the Board of Commissioners

## Other Responsibilities

1. Ensuring that the Board of Commissioners complies with the applicable legislation and consistently implements the principles of GCG.
2. Providing the Board of Commissioners with the information it requires on a regular basis or whenever requested.
3. Serving as the liaison between the Board of Commissioners and external or internal parties.
4. Ensuring that all documents relating to the Board of Commissioners' activities are properly maintained and archived by the Company.

## Laporan Pelaksanaan Tugas Tahun 2025

Sepanjang tahun 2025, Sekretaris Dewan Komisaris telah menjalankan fungsinya secara optimal dalam mendukung kelancaran tugas pengawasan Dewan Komisaris. Adapun pelaksanaan tugas yang telah dilakukan meliputi:

- Mengelola administrasi seluruh dokumen Dewan Komisaris, termasuk surat masuk, surat keluar, risalah rapat, serta dokumen pendukung lainnya.
- Menyampaikan setiap surat yang masuk ke Sekretariat Dewan Komisaris kepada Komisaris Utama untuk mendapatkan disposisi dan arahan lebih lanjut.
- Menyusun risalah rapat secara tertib, baik untuk rapat internal Dewan Komisaris maupun rapat bersama antara Dewan Komisaris dan Direksi.
- Melakukan evaluasi atas setiap laporan dan surat dari Direksi bersama Komite, serta menyusun tanggapan resmi Dewan Komisaris.
- Menyusun tanggapan Dewan Komisaris atas laporan kinerja Perseroan secara triwulanan, semesteran, dan tahunan.
- Mempersiapkan dokumen Rencana Kerja dan Anggaran (RKA) Dewan Komisaris untuk tahun anggaran berikutnya.
- Menyediakan informasi yang dibutuhkan Dewan Komisaris secara berkala maupun sewaktu-waktu sesuai permintaan.

Pelaksanaan tugas tersebut menjadi bagian penting dalam mendukung efektivitas pengawasan serta memastikan tata kelola perusahaan berjalan secara akuntabel dan profesional.

## 2025 Annual Performance Report

Throughout 2025, the Board of Commissioners' Secretary effectively carried out their functions in supporting the Board of Commissioners in fulfilling its supervisory responsibilities. The key activities performed during the year included:

- Managing the administration of all Board of Commissioners' documents, including incoming and outgoing correspondence, meeting minutes, and other supporting documents.
- Forwarding all correspondence received by the Board of Commissioners' Secretariat to the President Commissioner for review, disposition, and further direction.
- Preparing and maintaining meeting minutes in an orderly manner for both internal Board of Commissioners' meetings and joint meetings between the Board of Commissioners and the Board of Directors.
- Reviewing reports and correspondence submitted by the Board of Directors in coordination with the Committees, and preparing the Board of Commissioners' official responses.
- Preparing the Board of Commissioners' responses to the Company's quarterly, semiannual, and annual performance reports.
- Preparing the Board of Commissioners' Work Plan and Budget (RKA) for the subsequent financial year.
- Providing the Board of Commissioners with information on a regular basis and on an ad hoc basis as requested.

The execution of these responsibilities played an important role in supporting the effectiveness of the Board of Commissioners' oversight function while ensuring that the corporate governance was implemented in an accountable and professional manner.

## Pengembangan Kompetensi Sekretaris Dewan Komisaris

Sebagai bagian dari komitmen dalam mendukung peningkatan kualitas sumber daya manusia, Perseroan memberikan kesempatan kepada Sekretaris Dewan Komisaris untuk mengikuti program pengembangan kompetensi melalui pendidikan dan pelatihan, baik yang diselenggarakan secara internal maupun eksternal. Sepanjang tahun 2025, Sekretaris Dewan Komisaris telah mengikuti sejumlah program pelatihan dan/atau pendidikan yang relevan guna menunjang pelaksanaan tugas dan tanggung jawabnya secara optimal.

## Competency Development of the Board of Commissioners' Secretary

As part of its commitment to enhancing the quality of its human capital, the Company provides the Board of Commissioners' Secretary with opportunities to participate in competency development programs through education and training, organized both internally and externally. Throughout 2025, the Board of Commissioners' Secretary participated in a number of relevant training and educational programs to further strengthen the competencies required to perform their duties and responsibilities.

| Nama<br>Name | Tanggal<br>Date | Program Pelatihan dan Pengembangan<br>Training and Development Program | Tempat<br>Place | Penyelenggara<br>Organizer |
|---|---|---|---|---|
| Anisa Rahmayanti | 4 Maret 2025<br>4 March 2025 | The Synergy of Growth in 2025<br>The Synergy of Growth in 2025 | Jakarta Pusat<br>Central Jakarta | Kementerian BUMN<br>Ministry of SOE |
| Anisa Rahmayanti | 29 April 2025<br>29 April 2025 | Merger dan Dampaknya terhadap Peningkatan Kinerja Korporasi: Studi Kasus Pelindo serta Urgensi Integrasi Maritim<br>Merger and Its Impact on Enhancing Corporate Performance: The Pelindo Case Study and the Strategic Importance of Maritime Integration | Jakarta Pusat<br>Central Jakarta | Kementerian BUMN<br>Ministry of SOE |
| Anisa Rahmayanti | 27 Juli 2025<br>27 July 2025 | Project Management Skills for Leaders<br>Project Management Skills for Leaders | Jakarta Pusat<br>Central Jakarta | LinkedIn Learning |
| Anisa Rahmayanti | 8 Agustus 2026<br>8 August 2026 | Macroeconomic Outlook untuk Penyusunan RKAP 2026<br>Macroeconomic Outlook untuk Penyusunan RKAP 2026 | Jakarta Pusat<br>Central Jakarta | Kementerian BUMN<br>Ministry of SOE |
| Anisa Rahmayanti | 6 Oktober 2025<br>6 October 2025 | HR: Protecting Confidentiality<br>HR: Protecting Confidentiality | Jakarta Pusat<br>Central Jakarta | LinkedIn Learning |
| Anisa Rahmayanti | 29-31 Oktober 2025<br>29-31 October 2025 | Regulatory Impact Assessment<br>Regulatory Impact Assessment | Jakarta Pusat<br>Central Jakarta | LPEM FEB UI |
| Anisa Rahmayanti | 17-21 November 2025<br>17-21 November 2025 | Assessment Center Assessor Certification<br>Assessment Center Assessor Certification | Jakarta Pusat<br>Central Jakarta | PPM Manajemen |

# Sekretaris Perusahaan

Corporate Secretary

Sekretaris Perusahaan berperan sebagai penggerak utama dalam memastikan integrasi antara kepatuhan regulasi, praktik tata kelola perusahaan, dan komunikasi korporat yang efektif. Fungsi ini tidak hanya menjalankan peran administratif, tetapi juga menjadi enabler dalam menjaga kesinambungan hubungan antara perusahaan dengan pemegang saham, regulator, serta seluruh pemangku kepentingan. Melalui pengelolaan komunikasi dan program tanggung jawab sosial yang terarah, Sekretaris Perusahaan turut memperkuat reputasi dan kepercayaan publik terhadap perusahaan.

## Kedudukan dan Kualifikasi Sekretariat Perusahaan

Sekretaris Perusahaan ditunjuk oleh Direktur Utama dan berada di bawah garis pelaporan langsung kepada Direktur Utama. Posisi ini mencerminkan peran strategis dalam memastikan keselarasan antara kebijakan manajemen dengan ketentuan regulasi, sekaligus mengorkestrasi fungsi komunikasi korporat, hubungan kelembagaan, dan transparansi informasi perusahaan secara terpadu.

## Profil Sekretariat Perusahaan

**Raden Mas Kumara Anindhita Widyaswendra**

**Sekretariat Perusahaan**
Corporate Secretary

Warga Negara Indonesia, berusia 41 tahun, lahir di Yogyakarta pada 18 Agustus 1984, dan saat ini berdomisili di Surabaya. Beliau memiliki latar belakang pendidikan di bidang hukum yang diperoleh pada tahun 2008 serta melanjutkan pendidikan Magister Manajemen di Universitas Airlangga pada tahun 2012.

Pengalaman profesional beliau mencerminkan rekam jejak kepemimpinan di bidang hukum, komunikasi, dan pengelolaan SDM, di antaranya sebagai SVP HC Services and HSSE PT Pelindo III (2020), Senior Vice President Legal PT Pelindo III (2017–2020), VP Corporate Communication PT Pelindo

The Corporate Secretary serves as a key driver in ensuring the integration of regulatory compliance, corporate governance practices, and effective corporate communications. This function extends beyond administrative responsibilities, serving as an enabler in maintaining sustainable relations between the Company and its shareholders, regulators, and other stakeholders. Through the effective management of corporate communications and well-directed TJSL programs, the Corporate Secretary also contributes to strengthening the Company's reputation and enhancing public trust.

## Position and Qualifications of the Corporate Secretary

The Corporate Secretary is appointed by the President Director and reports directly to the President Director. This reporting structure reflects the strategic role of the Corporate Secretary in ensuring alignment between management policies and regulatory requirements, while coordinating corporate communications, institutional and investor relations, and corporate information disclosure in an integrated manner.

## Corporate Secretary Profile

An Indonesian citizen, aged 41, he was born in Yogyakarta on August 18, 1984, and is currently domiciled in Surabaya. He earned a bachelor's degree in Law in 2008 and subsequently obtained a Master of Management degree from Universitas Airlangga in 2012.

His professional career reflects extensive leadership experience in legal affairs, corporate communications, and HR management. His previous positions include Senior Vice President of HC Services and HSSE at PT Pelindo III (2020), Senior Vice President of Legal at PT Pelindo III (2017–2020), VP of Corporate Communication at PT

III (2017), VP Human Capital & GA PT BJTI (2015–2017), Sekretaris Perusahaan PT BJTI (2014–2015), hingga berbagai posisi manajerial dan supervisi di lingkungan PT Pelindo III.

### Dasar Pengangkatan

Penetapan beliau sebagai Sekretariat Perusahaan dilakukan oleh Direktur Utama dengan persetujuan Dewan Komisaris, sebagaimana tercantum dalam Surat Keputusan Direksi PT Pelabuhan Indonesia (Persero) No. KP.10.02/1/7/4/RKTK/UTMA/PLND22 tanggal 1 Juli 2022.

## Struktur Organisasi Sekretariat Perusahaan

Sekretariat Perusahaan dibentuk berdasarkan Surat Peraturan Direksi Nomor HK.01/28/6/8/PSOR/DRTU/PLTP-24 mengenai Susunan Organisasi dan Tata Kelola Kantor Pusat PT Pelindo Terminal Petikemas. Unit ini mengemban mandat untuk memperkuat positioning perusahaan melalui pengelolaan komunikasi korporat, hubungan kelembagaan dan investor, serta pelaksanaan program TJSL yang terintegrasi dengan prinsip GCG.

Dalam operasionalnya, Sekretariat Perusahaan dipimpin oleh satu orang pimpinan unit dan didukung oleh 24 (dua puluh empat) personel dengan kompetensi yang selaras dengan kebutuhan organisasi. Struktur fungsi yang dijalankan mencakup:

- Komunikasi Korporasi dan Protokoler
- Tata Kelola Hubungan Lembaga dan Investor.
- Tanggung Jawab Sosial dan Lingkungan.

## Tugas dan Tanggung Jawab

Sekretaris Perusahaan berfungsi sebagai strategic governance node yang memastikan setiap proses pengambilan keputusan manajemen berada dalam kerangka kepatuhan, transparansi, dan akuntabilitas. Melalui pengelolaan komunikasi strategis, dokumentasi korporat, hubungan pemangku kepentingan, serta pelaksanaan program TJSL, fungsi ini berkontribusi dalam menjaga keberlanjutan bisnis dan legitimasi perusahaan di mata publik.

Dalam konteks lingkungan bisnis yang semakin kompleks, Sekretaris Perusahaan memainkan peran koordinatif yang menghubungkan Direksi, Dewan Komisaris, regulator, investor, media, dan masyarakat. Selain itu, fungsi ini juga memastikan kualitas dan konsistensi informasi yang disampaikan kepada publik, termasuk dalam penyusunan laporan tahunan, laporan keberlanjutan, serta pengelolaan berbagai kanal komunikasi resmi perusahaan.

Pelindo III (2017), VP of Human Capital & General Affairs at PT BJTI (2015–2017), Corporate Secretary of PT BJTI (2014–2015), as well as various managerial and supervisory positions within PT Pelindo III.

### Basis of Appointment

His appointment as Corporate Secretary was made by the President Director with the approval of the Board of Commissioners, as stipulated in the Board of Directors' Decree of PT Pelabuhan Indonesia (Persero) No. KP.10.02/1/7/4/RKTK/UTMA/PLND22 dated July 1, 2022.

## Corporate Secretary Organizational Structure

The Corporate Secretary function was established pursuant to the Board of Directors' Regulation No. HK.01/28/6/8/PSOR/DRTU/PLTP-24 concerning the Organizational Structure and Governance of the Head Office of PT Pelindo Terminal Petikemas. The unit is mandated to strengthen the Company's strategic positioning through the management of corporate communications, institutional and investor relations, and implementing TJSL programs integrated with the principles of GCG.

In carrying out its responsibilities, the Corporate Secretary function is led by a Head of Unit and supported by 24 (twenty-four) personnel whose competencies are aligned with the Company's organizational requirements. The functional areas under the Corporate Secretary include:

- Corporate Communications and Protocol Affairs
- Institutional and Investor Relations Governance
- Social and Environmental Responsibility

## Duties and Responsibilities

The Corporate Secretary serves as a strategic governance function that ensures all management decision-making processes are conducted within a framework of compliance, transparency, and accountability. Through the management of strategic communications, corporate documentation, stakeholder relations, and the implementation of TJSL programs, this function maintains business sustainability and strengthens the Company's legitimacy in the eyes of the public.

In today's increasingly complex business environment, the Corporate Secretary plays a coordinating role by serving as the key liaison among the Board of Directors, the Board of Commissioners, regulators, investors, the media, and the broader public. In addition, the Corporate Secretary ensures the quality and consistency of information disclosed to the public, including the preparation of the Annual Report, Sustainability Report, and the management of the Company's official communication channels.

Lebih jauh, Sekretaris Perusahaan juga mendukung efektivitas tata kelola melalui penyediaan informasi yang relevan bagi organ perusahaan, pelaksanaan protokol korporasi, serta pengawasan terhadap implementasi Board Manual dan kebijakan internal. Dengan dukungan sumber daya yang kompeten, unit ini berperan sebagai salah satu fondasi penting dalam membangun organisasi yang transparan, kredibel, dan agile terhadap perubahan.

**Berikut adalah rincian tugas Sekretaris Perusahaan Pelindo Terminal Petikemas:**

1. Mengarahkan perumusan kebijakan serta melakukan pembinaan dan pengendalian atas seluruh aktivitas di lingkungan Sekretariat Perusahaan.
2. Mengelola perencanaan dan evaluasi program komunikasi korporat dan protokoler, termasuk penguatan citra perusahaan melalui pengelolaan media, publikasi, website, serta hubungan investor dan dukungan kesekretariatan Direksi dan Dewan Komisaris.
3. Mengembangkan standar operasional dan tata kelola fungsi kehumasan secara korporasi, termasuk penerbitan laporan tahunan dan pengelolaan hubungan kelembagaan serta investor.
4. Menyusun strategi kebutuhan SDM fungsi kehumasan di seluruh wilayah operasional perusahaan, termasuk penetapan standar kompetensi sesuai ketentuan yang berlaku.
5. Melakukan monitoring serta memberikan rekomendasi strategis kepada manajemen terkait pelaksanaan fungsi komunikasi, hubungan kelembagaan, dan program kemitraan serta bina lingkungan.
6. Bertindak sebagai representasi resmi perusahaan dalam komunikasi publik, serta memastikan kepatuhan terhadap Board Manual dan seluruh ketentuan peraturan perundang-undangan.

## Program Kerja Sekretariat Perusahaan 2025

Sepanjang tahun 2025, Sekretariat Perusahaan menjalankan peran secara aktif dalam mendukung penguatan tata kelola perusahaan serta memastikan keterpaduan fungsi komunikasi, kepatuhan, dan hubungan pemangku kepentingan. Pelaksanaan program kerja difokuskan pada peningkatan kualitas transparansi, efektivitas komunikasi korporat, serta penguatan hubungan kelembagaan yang selaras dengan arah strategis perusahaan.

Dalam implementasinya, Sekretariat Perusahaan tidak hanya berperan sebagai fungsi administratif, tetapi juga sebagai mitra strategis manajemen dalam menjaga konsistensi penerapan

Furthermore, the Corporate Secretary supports corporate governance by providing relevant information to the Company's governing bodies, administering corporate protocol, and overseeing the implementation of the Board Manual and internal policies. Supported by competent human capital, this function serves as one of the key pillars in fostering a transparent, credible, and agile organization capable of responding effectively to change.

**The duties and responsibilities of the Pelindo Terminal Petikemas Corporate Secretary include:**

1. Directing the formulation of policies and supervising as well as controlling all activities within the Corporate Secretary function.
2. Managing the planning and evaluation of corporate communications and protocol programs, including strengthening the Company's corporate image through media management, publications, website management, investor relations, and secretarial support for the Board of Directors and the Board of Commissioners.
3. Developing corporate-wide operational standards and governance for public relations functions, including the publication of the Annual Report and the management of institutional and investor relations.
4. Developing HR strategies for the public relations function across all operational areas of the Company, including establishing competency standards according to applicable regulations.
5. Monitoring the implementation of corporate communications, institutional relations, and partnership and community development programs, while providing strategic recommendations to management.
6. Acting as the Company's official representative in public communications and ensuring compliance with the Board Manual and all applicable legislation.

## 2025 Corporate Secretary Work Program

Throughout 2025, the Corporate Secretary actively carried out its role in strengthening corporate governance while ensuring the integration of corporate communications, regulatory compliance, and stakeholder relations. The implementation of its work program focused on enhancing transparency, improving the effectiveness of corporate communications, and strengthening institutional relations in alignment with the Company's strategic direction.

In carrying out these initiatives, the Corporate Secretary functioned not only as an administrative unit but also as a strategic partner to Management in ensuring the consistent

prinsip GCG. Hal ini diwujudkan melalui berbagai inisiatif yang mendukung kelancaran koordinasi antarorgan perusahaan, pengelolaan informasi yang akurat dan tepat waktu, serta peningkatan kualitas interaksi dengan regulator, investor, dan masyarakat.

Berikut adalah uraian pelaksanaan tugas dan program kerja Sekretariat Perusahaan sepanjang tahun 2025 berdasarkan lingkup tanggung jawab yang telah ditetapkan:

1. **Penguatan Kebijakan dan Pengendalian Fungsi Sekretariat Perusahaan**
   Sepanjang tahun 2025, Sekretariat Perusahaan berfokus pada penguatan kerangka kebijakan internal sebagai fondasi peningkatan kinerja fungsi kesekretariatan. Upaya ini dilakukan melalui penyusunan serta penyempurnaan kebijakan yang relevan dengan kebutuhan organisasi, disertai dengan evaluasi berkala atas efektivitas implementasinya. Kebijakan tersebut menjadi instrumen pengendalian yang memastikan seluruh aktivitas komunikasi korporat, hubungan kelembagaan, investor relations, serta TJSL berjalan selaras dengan arah strategis perusahaan.

2. **Penguatan Komunikasi Korporat dan Tata Kelola Protokoler**
   Pada tahun pelaporan, fungsi komunikasi korporat diarahkan untuk memperkuat positioning perusahaan melalui pendekatan komunikasi yang lebih terstruktur dan konsisten. Hal ini diwujudkan melalui optimalisasi kanal komunikasi resmi, pengelolaan konten strategis, serta penyusunan materi komunikasi yang mendukung kebutuhan Direksi dan Dewan Komisaris. Di sisi lain, pengelolaan kegiatan protokoler dilaksanakan secara profesional guna memastikan seluruh agenda resmi perusahaan terselenggara secara tertib, representatif, dan terdokumentasi dengan baik.

3. **Pengembangan Sistem Kehumasan dan Pelaporan Korporat**
   Sekretariat Perusahaan melakukan penguatan sistem dan prosedur kehumasan yang terintegrasi guna mendukung kualitas keterbukaan informasi perusahaan. Inisiatif ini mencakup penyempurnaan proses penyusunan laporan tahunan dan laporan keberlanjutan, serta peningkatan koordinasi dalam penyampaian informasi kepada pemangku kepentingan. Selain itu, pengelolaan hubungan kelembagaan dan investor terus ditingkatkan melalui forum komunikasi yang konstruktif dan berkelanjutan.

implementation of GCG principles. This was achieved through various initiatives designed to facilitate effective coordination among the Company's governing bodies, ensure the delivery of accurate and timely information, and enhance engagement with regulators, investors, and the public.

The following outlines the implementation of the Corporate Secretary's duties and work programs throughout 2025 according to its established areas of responsibility:

1. **Strengthening Corporate Secretary Policies and Governance Controls**
   Throughout 2025, the Corporate Secretary focused on strengthening the internal policy framework as the foundation for enhancing the effectiveness of the corporate secretarial function. This initiative was carried out through the development and refinement of policies aligned with the Company's organizational needs, accompanied by periodic evaluations of their implementation. These policies served as key governance instruments to ensure that corporate communications, institutional relations, investor relations, and TJSL activities were conducted in line with the Company's strategic objectives.

2. **Strengthening Corporate Communications and Protocol Governance**
   During the reporting year, the corporate communications function was directed toward reinforcing the Company's corporate positioning through a more structured and consistent communication approach. This was accomplished by optimizing official communication channels, managing strategic content, and preparing communication materials to support the Board of Directors and the Board of Commissioners. At the same time, corporate protocol activities were managed professionally to ensure that all official corporate events were conducted in an orderly, representative, and well-documented manner.

3. **Enhancing the Public Relations System and Corporate Reporting**
   The Corporate Secretary strengthened integrated public relations systems and procedures to support greater transparency in corporate information disclosure. These initiatives included refining the preparation processes for the Annual Report and Sustainability Report, as well as improving coordination in disseminating information to stakeholders. In addition, institutional and investor relations continued to be enhanced through constructive and sustainable communication forums.

4. **Penguatan Kapasitas SDM Kehumasan di Wilayah Operasional**

   Dalam rangka memastikan konsistensi kualitas komunikasi di seluruh wilayah kerja, Sekretariat Perusahaan melakukan perencanaan strategis kebutuhan sumber daya manusia di bidang kehumasan. Langkah ini meliputi pemetaan kebutuhan, penetapan standar kompetensi, serta penyusunan rencana pengembangan SDM guna mendukung pelaksanaan fungsi komunikasi korporat secara efektif di seluruh lini operasional perusahaan.

5. **Monitoring dan Rekomendasi Strategis atas Fungsi Kehumasan dan TJSL**

   Sekretariat Perusahaan secara berkelanjutan melakukan pemantauan atas pelaksanaan fungsi komunikasi, hubungan kelembagaan, serta program TJSL di seluruh wilayah kerja. Hasil pemantauan tersebut menjadi dasar dalam penyusunan rekomendasi strategis kepada manajemen, sebagai bagian dari upaya meningkatkan efektivitas dan dampak program eksternal perusahaan terhadap pemangku kepentingan.

6. **Penguatan Fungsi Kepatuhan dan Peran Representasi Perusahaan**

   Dalam menjalankan fungsi kepatuhan, Sekretariat Perusahaan memastikan implementasi Board Manual serta kepatuhan terhadap regulasi berjalan secara konsisten di seluruh organisasi. Selain itu, sebagai representasi resmi perusahaan, Sekretariat Perusahaan mengelola komunikasi eksternal dengan mengedepankan prinsip akurasi, transparansi, dan keterbukaan informasi, sehingga mampu menjaga kredibilitas perusahaan di mata publik dan pemangku kepentingan.

4. **Strengthening Public Relations HR Across Operational Areas**

   To ensure consistent communication standards throughout the Company's operational areas, the Corporate Secretary developed a strategic workforce plan for the public relations function. This initiative included assessing workforce requirements, establishing competency standards, and preparing HR development programs to support the effective execution of corporate communications across all operational units.

5. **Monitoring and Providing Strategic Recommendations on Public Relations and TJSL Functions**

   The Corporate Secretary continuously monitored the implementation of corporate communications, institutional relations, and TJSL programs across all operational areas. The results of these monitoring activities served as the basis for formulating strategic recommendations to Management as part of ongoing efforts to improve the effectiveness and impact of the Company's external engagement programs for stakeholders.

6. **Strengthening the Compliance Function and the Company's Representative Role**

   In carrying out its compliance responsibilities, the Corporate Secretary ensured the consistent implementation of the Board Manual and compliance with applicable legislation throughout the organization. Furthermore, as the Company's official representative, the Corporate Secretary managed external communications by upholding the principles of accuracy, transparency, and information disclosure, thereby safeguarding the Company's credibility among the public and its stakeholders.

**Pelaksanaan kegiatan di Sekretariat Perusahaan PT Pelindo Terminal Petikemas tahun 2025 sebagai berikut:**

**The implementation of activities undertaken by the Corporate Secretary of PT Pelindo Terminal Petikemas during 2025 is presented as follows:**

| Uraian<br>Description | | Realisasi Pelaksanaan Tahun 2025<br>2025 Work Program Implementation |
|---|---|---|
| Pembuatan Press Release | Preparation of Press Releases | 1 Januari - 31 Desember 2025<br>1 January - 31 December 2025 |
| Pembuatan Konten Media Sosial | Development of Social Media Content | 1 Januari - 31 Desember 2025<br>1 January - 31 December 2025 |
| Penyusunan konsep Pakta Integritas & Benturan Kepentingan Direksi | Preparation of the Board of Directors' Integrity Pact and Conflict of Interest Policy | 2 Januari 2025/2 January 2025 |
| BPR Pelindo | BPR Pelindo | 5 - 7 Januari 2025/5 - 7 January 2025 |
| Refreshment Website Korporat | Corporate Website Refreshment | 13 Januari - 31 Maret 2025<br>13 January - 31 March 2025 |
| RUPS RKAP | RUPS RKAP | 19 Januari 2025/19 January 2025 |
| Pelindo Forum | Pelindo Forum | 20 - 22 Januari 2025<br>20 - 22 January 2025 |

| Uraian<br>Description | | Realisasi Pelaksanaan Tahun 2025<br>2025 Work Program Implementation |
|---|---|---|
| Program Komunikasi Eksternal. | External Communication Program | 30 Januari - 1 Februari 2025<br>30 January - 1 February 2025 |
| Kunjungan SMK 1 Muntilan | Visit from SMK 1 Muntilan | 5 Februari 2025/5 February 2025 |
| BPR Pelindo | BPR Pelindo | 5 - 7 Februari 2025/5 - 7 February 2025 |
| Rapat kerja Pelindo Terminal Petikemas Group | Pelindo Terminal Petikemas Group Annual Work Meeting | 12 - 14 Februari 2025/12 - 14 February 2025 |
| Kunjungan Kementerian BUMN | Visit by the Ministry of SOEs | 12 Februari 2025/12 February 2025 |
| Penyusunan Annual Report | Preparation of the Annual Report | |
| Port Sally Club de Borobudur 2025 | Port Sally Club de Borobudur 2025 | 22 Februari 2025/22 February 2025 |
| Workshop Penyusunan Strategi Komunikasi | Communication Strategy Development Workshop. | 25 - 27 Februari 2025<br>25 - 27 February 2025 |
| Kunjungan Duta Besar Kanada di Makassar | Visit by the Ambassador of Canada to Makassar | 27 Februari 2025/27 February 2025 |
| Program Pelindo Berbagi Ramadhan 2025 | Program Pelindo Berbagi Ramadhan 2025 | Maret/ March |
| Kunjungan Kedutaan Besar Kerajaan Belanda | Visit by the Embassy of the Kingdom of the Netherlands | 13 April 2025 |
| Kunjungan Johor Port | Visit by Johor Port | 15 April 2025 |
| Harlah GP ANSOR | Harlah GP ANSOR | 23 - 24 April 2025 |
| Media Port Visit | Media Port Visit | 5 - 9 Mei 2025/5 - 9 May 2025 |
| Program Kampung Wisata Jowo Korea di Banjarsugihan | Jowo Korea Tourism Village Program in Banjarsugihan | 7 Mei 2025/7 May 2025 |
| Program CSV Trangsan Manunggal Jaya Sertifikasi SVLK | Jowo Korea Tourism Village Program in Banjarsugihan | 7 Mei 2025/7 May 2025 |
| The 1st Indonesia Maritime Week 2025 | The 1st Indonesia Maritime Week 2025 | 26 - 28 Mei 2025/26 - 28 May 2025 |
| Program Tanam Pohon Peringatan Hari Lingkungan Hidup Tahun 2025 | Tree Planting Program in Commemoration of 2025 World Environment Day | 28 Mei 2025/28 May 2025 |
| Program Pelindo Berbagi Hewan Qurban 1446 H | Pelindo Qurban Animal Donation Program for 1446 H | Juni 2025/June 2025 |
| Program Diklat Keterampilan Anggota Koperasi TKBM Ternate | Skills Training Program for Members of the TKBM | 2 Juni 2025/2 June 2025 |
| Kegiatan JULEHA untuk Pesantren (LPPM UNUSA) | JULEHA Training Program for Islamic Boarding Schools in collaboration with LPPM UNUSA | Juni 2025/June 2025 |
| Kunjungan Hiroshima University | Visit by Hiroshima University | 11 Juni 2025/11 June 2025 |
| Kunjungan Delegasi maritim Belanda | Visit by the Dutch Maritime Delegation | 18 Juni 2025/18 June 2025 |
| RUPS Laporan Tahunan 2024 | GMS Annual Report 2024 | 19 Juni 2025/19 June 2025 |
| Kunjungan Pusat Pengelolaan Transpprtasi Berkelanjutan Kemenhub | Visit by the Center for Sustainable Transportation Management, Ministry of Transportation | 25 Juni 2025/25 June 2025 |
| Kunjungan Hiroshima University | Visit by Hiroshima University | 11 Juni 2025/11 June 2025 |
| Kunjungan Delegasi maritim Belanda | Visit by the Dutch Maritime Delegation | 18 Juni 2025/18 June 2025 |
| RUPS Laporan Tahunan 2024 | GMS Annual Report 2024 | 19 Juni 2025/19 June 2025 |
| Kegiatan Tanjung Perak Jazz | Tanjung Perak Jazz Activities | 21 Juni 2025/21 June 2025 |
| Program Pelindo Berbagi Sembako 100 Paket dalam Rangkaian Pelindo Day Tahun 2025 | Pelindo Distribution of 100 Basic Necessity Packages as Part of the 2025 Pelindo Day Celebration | 24 Juni 2025/24 June 2025 |

| Uraian<br>Description | | Realisasi Pelaksanaan Tahun 2025<br>2025 Work Program Implementation |
|---|---|---|
| Program Pelindo Berbagi Sembako 100 Paket dalam Rangkaian Pelindo Day Tahun 2025 | Pelindo Distribution of 100 Basic Necessity Packages as Part of the 2025 Pelindo Day Celebration | 24 Juni 2025/24 June 2025 |
| Program Pelindo Berbagi Sembako 100 Paket dalam Rangkaian Pelindo Day Tahun 2025 | Pelindo Distribution of 100 Basic Necessity Packages as Part of the 2025 Pelindo Day Celebration | 25 Juni 2025/25 June 2025 |
| Kunjungan Pusat Pengelolaan Transportasi Berkelanjutan Kemenhub | Visit by the Center for Sustainable Transportation Management, Ministry of Transportation | 25 Juni 2025/25 June 2025 |
| Kunjungan Kementerian BUMN | Visit by the Ministry of SOEs | 25 Juli 2025/25 July 2025 |
| Pembuatan Desain dan Cetak Kalender Korporat | Design and Production of the Corporate Calendar | 28 Juli - 24 Desember 2025<br>28 July - 24 December 2025 |
| Program Penanaman Mangrove di Demak | Mangrove Planting Program in Demak. | 25 Juli 2025/25 July 2025 |
| Program Bantuan Instalasi Pipa TPK Kupang | Pipeline Installation Assistance Program for TPK Kupang | 28 Juli 2025/28 July 2025 |
| Program Bantuan Stunting TPK Kupang | Stunting Prevention Assistance Program for the Community Surrounding TPK Kupang | 28 Juli 2025/28 July 2025 |
| Kegiatan Pemimpin Media Gathering PT Pelindo Terminal Petikemas | PT Pelindo Terminal Petikemas Leadership Media Gathering | 7 - 9 Agustus 2025/7 - 9 August 2025 |
| Program Pemeriksaan Kesehatan 600 TKBM TPK Bitung | Health Screening Program for 600 Dockworkers (TKBM) at TPK Bitung | 12 Agustus 2025/12 August 2025 |
| Kunjungan PT Makmur Berkah Amanda | Visit by PT Makmur Berkah Amanda | 14 Agustus 2025/14 August 2025 |
| Program Pekan Sadar Hukum dan Kemandirian di Lapas Perempuan Kota Malang | Legal Awareness and Self-Reliance Week Program at the Malang Women's Correctional Facility | 15 Agustus 2025/15 August 2025 |
| Bulan GCG 2025 | GCG Month 2025 | 21 Agustus s.d 17 September 2025<br>21 August - 17 September 2025 |
| Kunjungan Teknik Sipil ITS Surabaya | Visit by the Department of Civil Engineering, ITS Surabaya | 22 Agustus 2025/22 August 2025 |
| Kunjungan UPN Yogyakarta | Visit by UPN Yogyakarta | 27 Agustus 2025/27 August 2025 |
| Pelaksanaan Kegiatan Survei Brand Awareness Pelindo Terminal Petikemas Group. | Implementation of the Pelindo Terminal Petikemas Group Brand Awareness Survey. | 1 September - 19 Desember 2025<br>1 September - 19 December 2025 |
| Program Pelatihan UMKM dan Bantuan Alat Produksi (Pengolahan Limbah Kayu & Pelatihan Kewirausahaan) TPK Bagendang | MSME Training and Production Equipment Assistance Program (Wood Waste Processing and Entrepreneurship Training) TPK Bagendang | 11 September 2025/11 September 2025 |
| Program Pelatihan UMKM, Alat Produksi & Pengadaan Peralatan Kesenian (Perlengkapan Kesenian Adat Dayak) TPK Bagendan | MSME Training, Production Equipment Assistance, and Procurement of Cultural Equipment (Traditional Dayak Performing Arts Equipment) at TPK Bagendang. | 11 September 2025/11 September 2025 |
| Program Pelindo Mengajar SMA Hang Tuah Makassar | Pelindo Teaching Program at Hang Tuah Senior High School, Makassar | 19 September 2025/19 September 2025 |
| Program Pengembangan Budi Daya Kepiting Soka TTL | Soft-Shell Crab Aquaculture Development Program (TTL) | 23 September 2025/23 September 2025 |
| Kegiatan Program Prioritas Mageri Segoro Wilayah Pesisir Jawa Tengah | Mageri Segoro Priority Program for the Coastal Areas of Central Java | Oktober 2025/October 2025 |
| Kunjungan Kementerian Infrawil | Visit by Ministry of Infrawil | 1 Oktober 2025/1 October 2025 |
| Program Kegiatan Sahabat Difabel TPK New Makassar | Friends of Persons with Disabilities Program at TPK New Makassar | 2 Oktober 2025/2 October 2025 |
| Program Darurat Sampah TPK Banjarmasin | Waste Emergency Management Program at TPK Banjarmasin | 3 Oktober 2025/3 October 2025 |
| Festival Pesona Selat Lembeh 2025 | Pesona Selat Lembeh 2025 Festival | 8 Oktober 2025/8 October 2025 |

| Uraian<br>Description | | Realisasi Pelaksanaan Tahun 2025<br>2025 Work Program Implementation |
|---|---|---|
| Program Penerapan Teknologi APR Karimunjawa | APR Technology Implementation Program in Karimunjawa | 17 Oktober 2025/17 October 2025 |
| Kunjungan Pelindo, Delegasi Rusia, Infrawil | Visit by Pelindo, Russian Delegation, Infrawil | 20 Oktober 2025/20 October 2025 |
| Peningkatan Kompetensi Kehumasan melalui Workshop Kehumasan. | Enhancement of Public Relations Competencies through a Public Relations Workshop. | 28 - 30 Oktober 2025<br>28 - 30 October 2025 |
| Rakernas APBMI Tahun 2025 | Rakernas 2025 of the APBMI | 31 Oktober - 2 November 2025<br>31 October - 2 November 2025 |
| Kunjungan Dewan maritim Rusia | Visit by Russian Maritime Board | 4 November 2025/4 November 2025 |
| Kunjungan Universitas Diponegoro | Visit by Universitas Diponegoro | 5 November 2025/5 November 2025 |
| Forum Direktorat Utama | Executive Directorate Forum | 5 s.d 7 November 2025 |
| Pembuatan Video Promosi Terminal | Production of Terminal Promotional Videos | 17 November 2025 - 28 Februari 2026<br>17 November - 28 Febraury 2026 |
| Program Pemberdayaan Budidaya Lobster Desa Poka Ambon | Lobster Aquaculture Empowerment Program in Poka Village, Ambon | 12 November 2025/12 November 2025 |
| Program Penangkaran Kepiting Deli Serdang | Crab Hatchery Development Program in Deli Serdang | 21 November 2025/21 November 2025 |
| Kunjungan UIN Sunan Ampel | Visit by UIN Sunan Ampel | 24 November 2025 |
| Governance & Excellence Week PT Pelindo Terminal Petikemas Group di Bali | Governance & Excellence Week PT Pelindo Terminal Petikemas Group di Bali | 24 S.D 26 November 2025 |
| Kunjungan Universitas Airlangga | Visit by Universitas Airlangga | 1 Desember 2025/1 December 2025 |
| Program Bantuan Bencana Alam Sumatera | Natural Disaster Relief Assistance Program for Sumatra | 2 Desember 2025/2 December 2025 |
| Kunjungan Universitas Muhammadiah Surakarta | Visit by Universitas Muhammadiah Surakarta | 9 Desember 2025/9 December 2025 |
| Program Penerapan Teknologi APR Karimunjawa | APR Technology Implementation Program in Karimunjawa | 12 Desember 2025/12 December 2025 |
| Persatuan Golf Maritim Indonesia Jakarta | Indonesian Maritime Golf Association – Jakarta | 14 Desember 2025/14 December 2025 |
| Program Bantuan Sembako Gratis 1000 Paket di Ambon | Distribution of 1,000 Free Basic Necessity Packages in Ambon | 20 Desember 2025/20 December 2025 |
| Bandung Adhyaksa Unpad Run | Bandung Adhyaksa Unpad Run | 19 – 21 Desember 2025<br>19 – 21 December 2025 |
| Kunjungan Stakeholder Area Makassar | Visit by Stakeholder Area Makassar | 31 Desember 2025/31 December 2025 |

## Penilaian Kinerja Sekretariat Perusahaan

Dalam memastikan efektivitas pelaksanaan fungsi dan kontribusi terhadap pencapaian tujuan perusahaan, Sekretariat Perusahaan menerapkan pengukuran kinerja berbasis Key Performance Indicator (KPI) yang terintegrasi dengan sistem manajemen kinerja perusahaan. Indikator tersebut dirancang untuk mengukur tidak hanya tingkat pencapaian target, tetapi juga kualitas pelaksanaan fungsi strategis yang dijalankan.

Selain itu, kinerja Sekretariat Perusahaan turut menjadi bagian dari evaluasi dalam asesmen *Good Corporate Governance* (GCG), yang mencerminkan tingkat kematangan tata kelola perusahaan secara menyeluruh. Melalui mekanisme pengukuran dan evaluasi

## Corporate Secretary Performance Assessment

To ensure the effective execution of its functions and its contribution to achieving the Company's objectives, the Corporate Secretary employs a performance measurement system based on Key Performance Indicators (KPIs) integrated into the Company's overall performance management framework. These indicators are designed to measure not only the achievement of established targets but also the quality and effectiveness of the strategic functions performed by the Corporate Secretary.

Additionally, the Corporate Secretary's performance forms an integral part of the Company's Good Corporate Governance (GCG) assessment, reflecting the overall maturity of the Company's governance practices. Through this continuous

yang berkesinambungan ini, Sekretariat Perusahaan memperoleh umpan balik yang konstruktif dalam rangka peningkatan kinerja secara berkelanjutan serta penguatan peran strategisnya di masa mendatang.

## Pendidikan dan Pelatihan Sekretariat Perusahaan

Pengembangan kompetensi sumber daya manusia menjadi salah satu prioritas dalam mendukung optimalisasi fungsi Sekretariat Perusahaan. Perseroan secara konsisten memberikan kesempatan kepada seluruh anggota Sekretariat Perusahaan untuk mengikuti program pendidikan dan pelatihan yang relevan, baik yang diselenggarakan secara internal maupun oleh lembaga eksternal.

Sepanjang tahun 2025, berbagai kegiatan pengembangan kapasitas telah diikuti guna meningkatkan keahlian teknis, pemahaman regulasi, serta kemampuan komunikasi dan manajerial. Upaya ini diharapkan dapat memperkuat profesionalisme Sekretariat Perusahaan dalam menjalankan perannya sebagai penghubung strategis antara perusahaan dan para pemangku kepentingan.

performance measurement and evaluation process, the Corporate Secretary receives constructive feedback to support ongoing improvement and to further strengthen its strategic role within the organization.

## Corporate Secretary Education and Training

The development of HR competencies remains one of the Company's key priorities in supporting the effective performance of the Corporate Secretary function. The Company consistently provides all members of the Corporate Secretary with opportunities to participate in relevant education and training programs, whether organized internally or by external institutions.

Throughout 2025, Corporate Secretary personnel participated in various competency development programs to enhance technical expertise, regulatory knowledge, and communication and managerial capabilities. These initiatives are expected to further strengthen the Corporate Secretary's professionalism in fulfilling its role as a strategic liaison between the Company and its stakeholders.

| Nama<br>Name | Tanggal<br>Date | Program Pelatihan dan Pengembangan<br>Training and Development Program | Tempat<br>Place | Penyelenggara<br>Organizer |
|---|---|---|---|---|
| Raden Mas Kumara Anindhita Widyaswendra | 15 April | Back to the Sustainable Economic Actions' | Online | PT Pendidikan Maritim dan Logistik Indonesia |
| | 20 - 22 May | Sustainability Reporting Specialist (CSRS) | Jakarta | Institute Of Certified Sustainability Practitioners |
| | 4 Juni | Legal Coaching Clinic \| Deteksi Dini dan Pencegahan Permasalahan Hukum di Lingkungan PT Pelabuhan Indonesia (Persero)<br>Legal Coaching Clinic \| Early Detection and Prevention of Legal Issues within PT Pelabuhan Indonesia (Persero) | Jakarta | Pelindo Corporate Univercity |
| | 16 Juni | Internalisasi Keberlanjutan dan Pelaporan Keberlanjutan<br>Sustainability Internalization and Sustainability Reporting | Jakarta | Pelindo Corporate Univercity |
| | Juni | Mengenal Operasi Pelayanan Terminal Penumpang dan RoRo<br>Understanding Passenger Terminal and RoRo Terminal Operations | Online | Pelindo Corporate Univercity |
| | 29 Agustus | KPI Mastery for Leaders | Online | Pelindo Corporate Univercity |

# Satuan Pengawasan Intern

## Internal Supervisory Unit

Satuan Pengawasan Intern (SPI) merupakan fungsi independen yang memiliki peran penting dalam memastikan bahwa seluruh aktivitas perusahaan berjalan sesuai dengan prinsip tata kelola yang sehat, pengendalian internal yang memadai, serta pengelolaan risiko yang efektif. Keberadaan SPI menjadi bagian yang tidak terpisahkan dari upaya perusahaan dalam menjaga kepercayaan pemangku kepentingan di tengah tantangan bisnis dan tuntutan regulasi yang semakin kompleks.

Peran SPI tidak terbatas pada kegiatan pemeriksaan, namun juga mencakup pemberian pandangan profesional kepada manajemen dalam meningkatkan kualitas proses bisnis. Melalui pelaksanaan audit internal yang terstruktur dan berbasis prioritas risiko, SPI melakukan evaluasi atas kecukupan pengendalian, keandalan informasi, serta kepatuhan terhadap kebijakan dan peraturan. Hasil dari kegiatan tersebut menjadi dasar dalam memberikan rekomendasi yang mendorong perbaikan berkelanjutan.

Dalam kerangka tata kelola modern, SPI menjalankan fungsinya sebagai bagian dari lini ketiga dalam model pengendalian organisasi. SPI memiliki independensi dalam pelaksanaan tugasnya dengan pelaporan kepada Direktur Utama serta hubungan kerja yang erat dengan Dewan Komisaris melalui Komite Audit. Pola hubungan ini memastikan bahwa fungsi pengawasan dapat berjalan secara objektif dan memberikan nilai tambah bagi pengambilan keputusan strategis.

Untuk mendukung pelaksanaan tugas tersebut, SPI didukung oleh sumber daya manusia yang memiliki kompetensi dan keahlian di bidang audit, risiko, dan kepatuhan. Penguatan kapabilitas ini menjadi bagian dari upaya berkelanjutan agar SPI mampu merespons perkembangan lingkungan bisnis serta standar praktik terbaik yang terus berkembang.

Pada bagian ini akan diuraikan lebih lanjut mengenai struktur organisasi SPI, ruang lingkup tugas yang dijalankan, serta kontribusi yang diberikan dalam mendukung efektivitas pengawasan dan peningkatan kualitas tata kelola di lingkungan PT Pelindo Terminal Petikemas.

The Internal Supervisory Unit (SPI) is an independent function that plays a vital role in ensuring that all Company activities are conducted according to the principles of sound corporate governance, an effective internal control system, and robust risk management practices. The SPI serves as an integral component of the Company's efforts to maintain stakeholder confidence amid increasingly complex business challenges and evolving regulatory requirements.

The role of the SPI extends beyond assurance activities to include providing independent and objective insights that support Management in enhancing the quality of business processes. Through a structured, risk-based internal audit approach, the SPI evaluates the adequacy of internal controls, the reliability of information, and compliance with applicable policies and regulations. The results of these activities provide the basis for recommendations that promote continuous improvement across the organization.

Within the modern corporate governance framework, the SPI serves as the third line of the organization's control model. The SPI performs its duties independently, reporting directly to the President Director while maintaining a close working relation with the Board of Commissioners through the Audit Committee. This reporting structure ensures that the oversight function remains objective and contributes meaningful value to strategic decision-making.

To effectively perform its responsibilities, the SPI is supported by qualified professionals with expertise in internal auditing, risk management, and compliance. Strengthening these capabilities remains an ongoing priority to ensure that the SPI continues to respond effectively to the evolving business environment and emerging best practices.

This section provides further information on the SPI's organizational structure, scope of responsibilities, and contributions in supporting effective oversight and strengthening corporate governance practices within PT Pelindo Terminal Petikemas.

## Struktur Organisasi Satuan Pengawasan Intern

Satuan Pengawasan Intern (SPI) dirancang sebagai unit yang memiliki kapabilitas dan fleksibilitas dalam menjalankan fungsi pengawasan secara menyeluruh di lingkungan perusahaan. Penyusunan struktur organisasi dilakukan dengan mempertimbangkan kebutuhan pengawasan yang berbasis risiko, sehingga setiap fungsi dalam SPI dapat berjalan secara fokus, efektif, dan memberikan nilai tambah bagi organisasi.

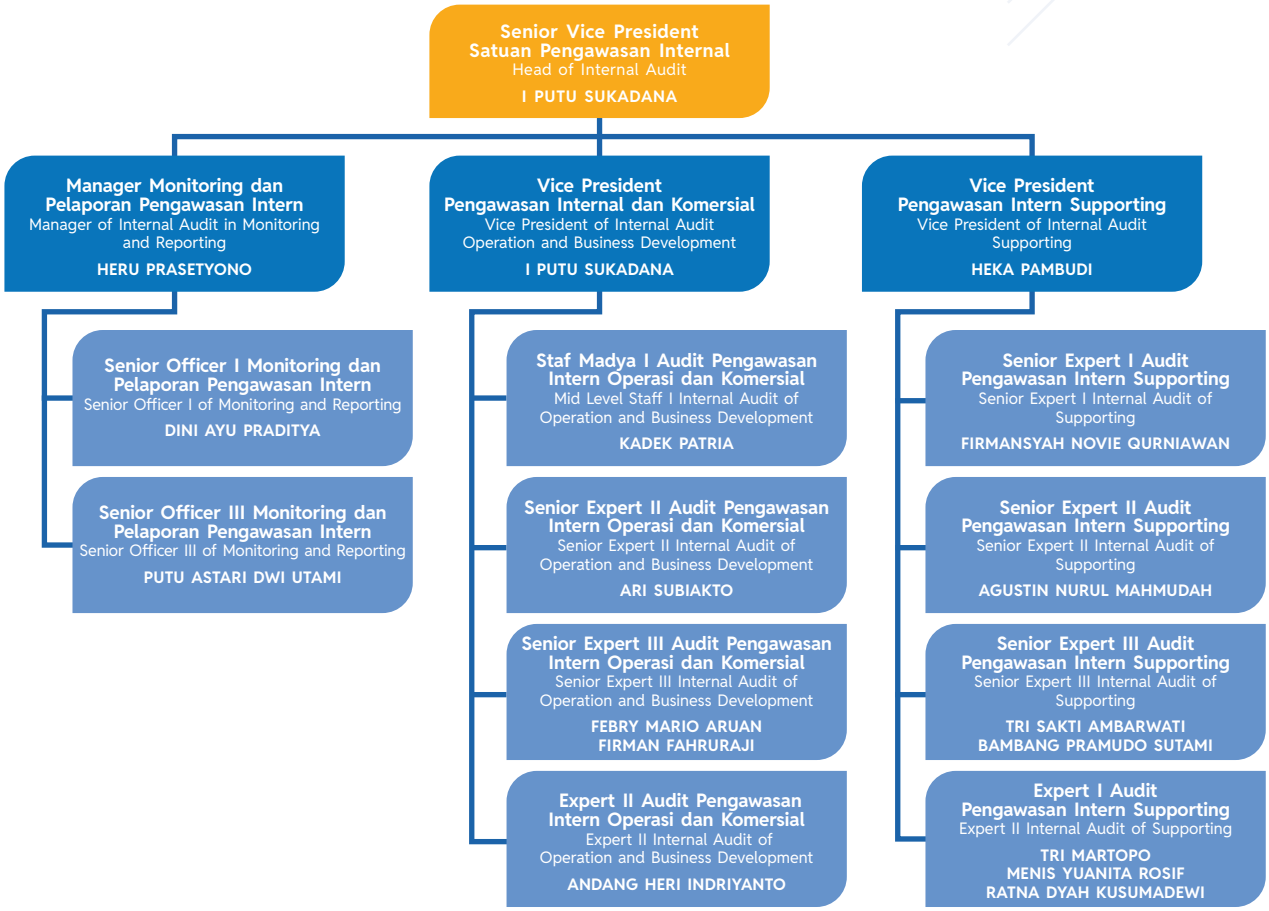
Dalam menjalankan perannya, SPI ditempatkan secara langsung di bawah Direktur Utama dengan posisi yang setara dengan Sekretaris Perusahaan. Penempatan ini memberikan ruang independensi yang memadai bagi SPI untuk menyampaikan hasil evaluasi, temuan, maupun rekomendasi tanpa intervensi, sekaligus memastikan adanya akses langsung kepada pimpinan perusahaan dalam proses pengambilan keputusan strategis.

## Organizational Structure of the Internal Supervisory Unit

The Internal Supervisory Unit (SPI) is structured to provide the capabilities and flexibility required to perform comprehensive oversight across the Company. Its organizational structure has been designed based on a risk-based audit approach, enabling each function within the SPI to operate with clear focus, effectiveness, and value creation for the organization.

In carrying out its responsibilities, the SPI reports directly to the President Director and holds an organizational position equivalent to that of the Corporate Secretary. This reporting structure provides the SPI with the independence necessary to communicate audit results, findings, and recommendations without undue influence, while ensuring direct access to the Company's leadership in support of strategic decision-making.

### STRUKTUR ORGANISASI SPI
SPI Organizational Structure



Hingga akhir tahun buku 2025, fungsi SPI didukung oleh 18 personel dengan latar belakang kompetensi yang beragam sesuai kebutuhan pengawasan. Unit ini dipimpin oleh seorang Senior Vice President (SVP) yang bertanggung jawab atas keseluruhan fungsi audit internal, serta didukung oleh dua Vice President (VP) yang masing-masing membawahi area pengawasan operasional dan fungsi pendukung. Selain itu, terdapat satu Manajer yang berperan dalam mengkoordinasikan kegiatan monitoring dan pelaporan hasil pengawasan.

Komposisi tersebut memungkinkan SPI menjalankan pengawasan secara lebih terarah dan adaptif terhadap dinamika operasional perusahaan, sekaligus memastikan bahwa proses evaluasi, pelaporan, dan tindak lanjut hasil audit dapat dilakukan secara sistematis dan berkelanjutan.

## Penunjukan Kepala Satuan Pengawasan Intern

Sesuai dengan Piagam Internal Audit Perusahaan, kewenangan penunjukan Kepala SPI dilakukan oleh Direksi Perusahaan. Pada tahun 2025, SPI PT Pelindo Terminal Petikemas di kepalai oleh I Putu Sukadana selaku SVP Satuan Pengawasan Intern melalui Surat Keputusan Direksi PT Pelabuhan Indonesia (Persero) No: KP.10.02/3/2/1/RKTK/ UTMA/PLND-22 tanggal 03 Februari 2023 tentang Alih Tugas/Jabatan Pekerja di lingkungan PT Pelabuhan Indonesia (Persero).

## Profil SVP Satuan Pengawasan Intern

### I Putu Sukadana

**SVP Satuan Pengawas Intern**
SVP Satuan Pengawas Intern

Warga Negara Indonesia, 48 tahun, kelahiran Denpasar 13 Juli 1976. Berdomisili di Sidoarjo.

**Pendidikan Formal**

1. D-III Tata Laksana Pelayaran dan Kepelabuhanan tahun 1997
2. S1 Ekonomi Universitas Panji Sakti tahun 2002
3. S1 Hukum Universitas 17 Agustus Surabaya tahun 2025
4. S2 Magister Manajemen dari Universitas Udayana, Bali tahun 2004.

As of the end of financial year 2025, the SPI was supported by 18 personnel with diverse competencies aligned with the Company's audit and oversight requirements. The unit is headed by a Senior Vice President (SVP), who is responsible for overseeing the overall internal audit function, and is supported by two Vice Presidents (VPs), each overseeing operational audits and support function audits, respectively. Additionally, one Manager is responsible for coordinating monitoring activities and reporting audit results.

This organizational composition enables the SPI to conduct more focused and responsive oversight of the Company's operations while ensuring that audit evaluations, reporting, and follow-up actions are carried out systematically and continuously.

## Appointment of the Head of the Internal Supervisory Unit

According to the Internal Audit Charter, the authority to appoint the Head of the SPI rests with the Board of Directors. In 2025, the Internal Supervisory Unit of PT Pelindo Terminal Petikemas was headed by I Putu Sukadana as Senior Vice President (SVP) of the Internal Supervisory Unit, pursuant to the Board of Directors' Decree of PT Pelabuhan Indonesia (Persero) No. KP.10.02/3/2/1/RKTK/UTMA/PLND-22 dated February 3, 2023, concerning the Transfer of Employee Assignments/Positions within PT Pelabuhan Indonesia (Persero).

## Profile of the SVP of the Internal Supervisory Unit

An Indonesian citizen, 48 years of age, he was born in Denpasar on July 13, 1976, and is currently domiciled in Sidoarjo.

**Formal Education**

1. Diploma III in Shipping and Port Management, 1997.
2. Bachelor's Degree in Economics, Universitas Panji Sakti, 2002.
3. Bachelor's Degree in Law, Universitas 17 Agustus Surabaya, 2025.
4. Master's Degree in Management, Universitas Udayana, Bali, 2004.

**Riwayat Jabatan**

1. Pelaksana Pelayanan Kapal, Barang dan Property di Pelabuhan Celukan Bawang tahun 1999-2006
2. Planner di TPKS tahun 2006-2008
3. Auditor Bidang Operasi tahun 2008-2010
4. Manajer operasi dan komersial Pelabuhan Sampit, Kalteng tahun 2010-2011
5. Manajer operasi dan komersial Pelabuhan Tanjung Intan di Cilacap tahun 2011-2013
6. ASM Pelayanan Terminal Kantor Pusat tahun 2015-2017
7. Deputi Bidang Operasi Pelabuhan Tanjung Perak tahun 2017
8. General Manager Pelabuhan Kupang tahun 2017-2018
9. SVP. Human Capital System dan Strategy tahun 2018-2019
10. Senior Manager Strategi dan Kesisteman SDM tahun 2019
11. Senior Manager Pelayanan SDM dan HSSE tahun 2019-2020
12. Direktur Utama PT BMS tahun 2020-2021
13. CEO Regional Jawa Tengah tahun 2021- 2022
14. SVP Satuan Pengawasan Intern tahun 2022-sekarang

## Dasar Hukum Pelaksanaan Tugas

Dalam menjalankan tugas dan tanggung jawabnya, SPI mengacu pada beberapa aturan yang berlaku antara lain:

**Peraturan Direksi**

1. PER.0011/PW.01/PLTP-2021 || SK-07/KEP/11/ CMSR/PTP-2021 tanggal 12 November 2021 tentang *Internal Audit Charter*,
2. PER.0009/PW.01/PLTP-2021 tanggal 12 November 2021 tentang Pelaksanaan *Assurance* Berbasis Risiko dan *Advisory* pada Satuan Pengawasan Intern di lingkungan PT Pelindo Terminal Petikemas,
3. PER.0010/PW.01/PLTP-2021 tanggal 12 November 2021 tentang Petunjuk Pelaksanaan Pengelolaan Kertas Kerja Audit pada Satuan Pengawasan Intern,
4. PER.0029/PW.03.04/PLTP-2021 tanggal 27 Desember 2021 tentang Pedoman Umum Sistem Pengendalian Intern di lingkungan PT Pelindo Terminal Petikemas,
5. PER.36/KP.04.03/P.III-2016 tentang Jabatan Fungsional Auditor tanggal 18 Oktober 2016.

**Professional Experience**

1. Ship, Cargo, and Property Services Officer at Celukan Bawang Port (1999–2006).
2. Planner at TPKS (2006–2008).
3. Operations Auditor (2008–2010).
4. Operations and Commercial Manager, Sampit Port, Central Kalimantan (2010–2011).
5. Operations and Commercial Manager, Tanjung Intan Port, Cilacap (2011–2013).
6. Assistant Manager of Terminal Services, Head Office (2015–2017).
7. Deputy for Operations, Tanjung Perak Port (2017).
8. General Manager, Kupang Port (2017–2018).
9. Senior Vice President, Human Capital System and Strategy (2018–2019).
10. Senior Manager, HR Strategy and Systems (2019).
11. Senior Manager, HR Services and HSSE (2019–2020).
12. President Director of PT BMS (2020–2021).
13. Regional CEO, Central Java Region (2021–2022).
14. Senior Vice President, Internal Supervisory Unit (2022–Present).

## Legal Basis for the Implementation of Duties

In carrying out its duties and responsibilities, the SPI adheres to the following regulations:

**Board of Directors' Regulations**

1. Board of Directors' Regulation No. PER.0011/PW.01/PLTP-2021 || SK-07/KEP/11/CMSR/PTP-2021 dated November 12, 2021, concerning the Internal Audit Charter.
2. Board of Directors' Regulation No. PER.0009/PW.01/PLTP-2021 dated November 12, 2021, concerning the Implementation of Risk-Based Assurance and Advisory Services by the Internal Supervisory Unit within PT Pelindo Terminal Petikemas.
3. Board of Directors' Regulation No. PER.0010/PW.01/PLTP-2021 dated November 12, 2021, concerning Guidelines for the Management of Audit Working Papers within the Internal Supervisory Unit.
4. Board of Directors' Regulation No. PER.0029/PW.03.04/PLTP-2021 dated December 27, 2021, concerning the General Guidelines for the Internal Control System within PT Pelindo Terminal Petikemas.
5. Board of Directors' Regulation No. PER.36/KP.04.03/P.III-2016 dated October 18, 2016, concerning the Functional Position of Internal Auditor.

## Pedoman Kerja SPI

Pedoman kerja SPI merupakan landasan yang penting untuk memastikan bahwa kegiatan pengawasan internal dilakukan dengan baik di dalam perusahaan. Dengan mengikuti prinsip-prinsip etika, prosedur pengawasan yang baik, kebijakan dan prosedur operasional yang sesuai, pengembangan karyawan yang berkelanjutan, dan pengawasan serta evaluasi yang efektif, SPI dapat memainkan peran yang krusial dalam mendukung tata kelola yang baik untuk mencapai tujuan Perusahaan.

Pola Organisasi dan Pedoman Kerja bagi SPI diatur dalam Piagam Internal Audit yang telah ditetapkan dengan Keputusan Bersama Dewan Komisaris dan Direksi PT Pelindo Terminal Petikemas No. PER.0011/PW.01/PLTP-2021 || SK-07/KEP/11/CMSR/PTP-2021 tanggal 12 November 2021.

## Tugas dan Tanggung Jawab SPI

Fungsi pengawasan yang dilaksanakan SPI yaitu memberikan layanan jasa penjaminan dan konsultasi yang objektif melalui evaluasi dan peningkatan efektivitas proses manajemen risiko dan memberikan masukan efektivitas pengendalian intern dalam rangka membantu Direksi untuk mencapai tujuan Perusahaan antara lain melalui:

a) Audit secara berkala pada setiap obyek pengawasan di bidang Pemasaran, dan Pengembangan Usaha, Operasi, Teknik, Keuangan, Personalia dan Umum, maupun bidang lainnya,
b) Pengujian dan penilaian atas hasil laporan rutin maupun laporan tidak rutin setiap obyek pengawasan,
c) Pengusutan kebenaran laporan atau pengaduan tentang penyimpangan atau penyalahgunaan yang dilakukan oleh objek pengawasan,
d) Mengidentifikasi dan mengevaluasi risiko signifikan, serta memberikan kontribusi terhadap peningkatan pengelolaan risiko dan Sistem Pengendalian Intern.

## Keanggotaan SPI

Per 31 Desember 2025, jumlah personel Satuan Pengawas Intern sebanyak 18 (Delapan Belas) karyawan, adapun rinciannya adalah sebagai berikut:

## Internal Supervisory Unit Work Guidelines

The work guidelines of the SPI serve as an essential framework for ensuring that internal oversight activities are carried out effectively throughout the Company. By adhering to ethical principles, sound audit practices, appropriate operational policies and procedures, continuous competency development, and effective monitoring and evaluation, the SPI plays a critical role in supporting good corporate governance and contributing to the achievement of the Company's objectives.

The organizational structure and work guidelines of the SPI are governed by the Internal Audit Charter, which was established through the Joint Resolution of the Board of Commissioners and the Board of Directors of PT Pelindo Terminal Petikemas No. PER.0011/PW.01/PLTP-2021 || SK-07/KEP/11/CMSR/PTP-2021 dated November 12, 2021.

## Duties and Responsibilities of the Internal Supervisory Unit

The Internal Supervisory Unit carries out its oversight function by providing independent and objective assurance and consulting services through evaluating and enhancing the effectiveness of risk management processes, while also providing recommendations to improve the effectiveness of the internal control system in supporting the Board of Directors in achieving the Company's objectives. These responsibilities include:

a) Conducting periodic audits of all audit objects covering Marketing and Business Development, Operations, Engineering, Finance, Human Capital, General Affairs, and other functional areas.
b) Reviewing and evaluating both periodic and non-periodic reports submitted by each audit object.
c) Investigating the validity of reports or complaints concerning irregularities or misconduct committed by audited entities.
d) Identifying and evaluating significant risks, while contributing to the enhancement of risk management practices and the Internal Control System.

## Membership of the SPI

As of December 31, 2025, the Internal Supervisory Unit comprised 18 (eighteen) personnel. The composition is presented as follows:

| Jabatan<br>Position | | Formasi<br>Formation | Realisasi<br>Realization |
|---|---|---|---|
| Senior Vice President Satuan Pengawasan Intern | Senior Vice President of Internal Supervisory Unit | 1 | 1 |
| Vice President Pengawasan Intern Operasi & Komersial | Vice President of Internal Supervision for Operations & Commercial | 1 | 1 |
| Vice President Pengawasan Intern Supporting | Vice President of Internal Supervision for Supporting | 1 | 1 |
| Manager Monitoring & Pelaporan Pengawasan Intern | Manager of Internal Supervision Monitoring & Reporting | 1 | 1 |
| Staf Madya Pengawasan Intern | Senior Internal Supervision Staff | 1 | 1 |
| Senior Expert Audit Pengawasan Intern Operasi & Komersial | Senior Internal Audit Expert for Operations & Commercial | 3 | 3 |
| Expert Audit Pengawasan Intern Operasi & Komersial | Internal Audit Expert for Operations & Commercial | 1 | 1 |
| Senior Expert Audit Pengawasan Intern Supporting | Senior Internal Audit Expert for Supporting | 4 | 4 |
| Expert Audit Pengawasan Intern Supporting | Internal Audit Expert for Supporting | 3 | 3 |
| Senior Officer Monitoring dan Pelaporan Pengawasan Intern | Senior Officer of Internal Supervision Monitoring & Reporting | 2 | 2 |

## Kompetensi Auditor

Dalam rangka memperkuat kapasitas dan kapabilitas pengawasan internal, Satuan Pengawasan Intern (SPI) secara konsisten melaksanakan program pengembangan kompetensi bagi seluruh personilnya. Hal ini sejalan dengan ketentuan dalam Keputusan Deputi Bidang Keuangan dan Manajemen Risiko Kementerian BUMN Nomor: SK3/DKU.MBU/05/2023 tentang Petunjuk Teknis Komposisi dan Kualifikasi Organ Pengelola Risiko di Lingkungan BUMN, yang menegaskan bahwa SPI sebagai Lini Ketiga dalam pengelolaan risiko korporat harus memiliki standar kompetensi teknis dan profesional yang terukur.

Sesuai ketentuan tersebut, Kepala SPI diwajibkan mengikuti minimal 40 jam pelatihan per tahun, sedangkan anggota SPI wajib mengikuti minimal 20 jam pelatihan per tahun. Untuk memenuhi ketentuan ini, selama tahun 2025 SPI telah menyelenggarakan dan mengikuti berbagai program pelatihan, uji kompetensi, serta seminar profesional guna memperkuat pemahaman di bidang audit, manajemen risiko, perpajakan, komunikasi, hingga implementasi audit berbasis risiko (Risk-Based Internal Audit).

Berikut adalah daftar pelatihan dan pendidikan yang telah diikuti oleh personel SPI sepanjang tahun 2025:

## Auditor Competency Development

To strengthen the capacity and capabilities of its internal oversight function, the Internal Supervisory Unit (SPI) consistently implements competency development programs for all of its personnel. This initiative is aligned with the Decree of the Deputy for Finance and Risk Management of the Ministry of SOEs No. SK-3/DKU.MBU/05/2023 concerning the Technical Guidelines for the Composition and Qualifications of Risk Management Organs within SOEs, which stipulates that the Internal Supervisory Unit, as the Third Line in the corporate risk management framework, must possess measurable technical and professional competencies.

Pursuant to these provisions, the Head of the Internal Supervisory Unit is required to complete a minimum of 40 hours of professional training annually, while each member of the Internal Supervisory Unit is required to complete at least 20 hours of training per year. To fulfill these requirements, throughout 2025, the Internal Supervisory Unit organized and participated in various training programs, competency assessments, and professional seminars aimed at enhancing expertise in internal auditing, risk management, taxation, communication, and the implementation of Risk-Based Internal Audit.

The following is a list of the education and training programs attended by Internal Supervisory Unit personnel throughout 2025:

| Nama Kegiatan<br>Activities Name | Pemberi Pelatihan<br>Training Provider | Tanggal Pelaksanaan<br>Implementation Date |
|---|---|---|
| Audit Operasional<br>Operations Audit | Pusat Pengembangan Akuntansi dan Keuangan (PPAK) | 06 – 14 Januari 2025/06 – 14 January 2025 |
| Pelatihan dasar-dasar Audit<br>Basic Audit Training | Pusat Pengembangan Akuntansi dan Keuangan (PPAK) | 13 – 21 Januari 2025/13 – 21 January 2025<br>16 – 24 Juni 2025/16 – 24 June 2025<br>03 – 11 November 2025/03 – 11 November 2025 |
| Audit Kecurangan<br>Fraud Audit | Pusat Pengembangan Akuntansi dan Keuangan (PPAK) | 16 – 23 Januari 2025/16 – 23 January 2025 |
| Seminar dan Pengukuhan Kompetensi Auditor Internal<br>Seminar and Certification of Internal Auditor Competencies | PAI-BK | 22 – 23 Januari 2025/22 – 23 January 2025 |
| Perpanjangan Sertifikasi Auditor Internal<br>Renewal of Internal Auditor Certification | Pusat Pengembangan Akuntansi dan Keuangan (PPAK) | 18 – 19 Februari 2025/18 – 19 February 2025 |
| *Financial Audit for Non Finance* | PT BISA | 02 – 04 Juli 2025/02 – 04 July 2025 |
| *Basic Container Terminal Operation* (CTO) | PT Pelindo Terminal Petikemas | 26 – 29 Agustus 2025/26 – 29 August 2025 |

## Rapat SPI

### Kebijakan

Rapat SPI merupakan salah satu instrumen utama dalam memastikan efektivitas pelaksanaan fungsi pengawasan internal. Pelaksanaan rapat diselenggarakan berdasarkan Pedoman Kerja SPI yang telah ditetapkan, dengan tujuan menjaga konsistensi, akuntabilitas, serta kualitas proses pengawasan di lingkungan perusahaan.

Dalam pelaksanaannya, SPI secara rutin berinteraksi dengan Komite Audit, Dewan Komisaris, dan Direksi melalui forum rapat yang terstruktur. Forum ini menjadi sarana untuk menyelaraskan perspektif pengawasan, menyampaikan hasil audit, serta memastikan bahwa setiap rekomendasi yang dihasilkan dapat ditindaklanjuti secara tepat dan terukur.

Rapat SPI juga difungsikan sebagai media untuk membahas isu-isu strategis, memonitor progres tindak lanjut hasil audit, serta mengevaluasi efektivitas pengendalian internal secara menyeluruh. Pengaturan terkait frekuensi, agenda, hingga mekanisme pelaporan dirancang untuk memastikan setiap isu signifikan dapat direspons secara cepat dan terkoordinasi.

### Frekuensi Rapat

Sepanjang tahun 2025, SPI secara konsisten menyelenggarakan rapat dengan Komite Audit, Dewan Komisaris, dan Direksi sebagai bagian dari proses pengawasan yang berkelanjutan. Kegiatan ini tidak hanya berfungsi sebagai forum pelaporan, tetapi juga sebagai ruang diskusi untuk memastikan keselarasan langkah perbaikan serta penguatan sistem pengendalian internal perusahaan.

## SPI Meetings

### Policy

SPI meetings serve as one of the primary mechanisms for ensuring the effective execution of the Company's internal oversight function. These meetings are conducted according to the established SPI Work Guidelines to maintain consistency, accountability, and the quality of oversight processes across the organization.

In carrying out its responsibilities, the SPI regularly engages with the Audit Committee, the Board of Commissioners, and the Board of Directors through structured meeting forums. These meetings provide a platform to align oversight perspectives, present audit results, and ensure that all recommendations are followed up on in a timely and measurable manner.

SPI meetings also serve as a forum for discussing strategic issues, monitoring the progress of audit follow-up actions, and evaluating the overall effectiveness of the Company's internal control system. The arrangements governing meeting frequency, agendas, and reporting mechanisms are designed to ensure that significant issues are addressed promptly through a coordinated approach.

### Meeting Frequency

Throughout 2025, the SPI consistently held meetings with the Audit Committee, the Board of Commissioners, and the Board of Directors as part of the Company's continuous oversight process. These meetings served not only as reporting forums but also as platforms for discussion to ensure alignment on corrective actions and the continued enhancement of the Company's internal control system.

Rincian jumlah rapat, pokok bahasan yang dibahas, serta tingkat kehadiran SPI disajikan pada tabel berikut:

Details regarding the number of meetings held, key matters discussed, and the attendance rate of the SPI are presented in the following table.

| No | Tanggal Rapat<br>Meeting Date | Agenda Rapat<br>Meeting Agenda | Kehadiran<br>Attendance |
|---|---|---|---|
| 1 | 18 Maret 2025<br>18 March 2025 | Rapat Koodinasi dengan Komite Audit dan Komite Pemantauan Manajemen Risiko<br>Coordination Meeting with the Audit Committee and the Risk Management Monitoring Committee | Komite Audit dan SVP SPI beserta jajaran manajemennya<br>Members of the Audit Committee and the SVP of the SPI, together with the management team |
| 2 | 07 Mei 2025<br>07 May 2025 | Rapat Koodinasi dengan Komite Audit<br>Coordination Meeting with the Audit Committee | Komite Audit dan SVP SPI beserta jajaran manajemennya<br>Members of the Audit Committee and the SVP of the SPI, together with the management team |
| 3 | 09 Juli 2025<br>09 July 2025 | Rapat Koodinasi dengan Komite Audit<br>Coordination Meeting with the Audit Committee | Komite Audit dan SVP SPI beserta jajaran manajemennya<br>Members of the Audit Committee and the SVP of the SPI, together with the management team |
| 4 | 12 September 2025<br>12 September 2025 | Rapat Koodinasi dengan Komite Audit<br>Coordination Meeting with the Audit Committee | Komite Audit dan SVP SPI beserta jajaran manajemennya<br>Members of the Audit Committee and the SVP of the SPI, together with the management team |
| 5 | 12 Desember 2025<br>12 December 2025 | Rapat Koodinasi dengan Komite Audit<br>Coordination Meeting with the Audit Committee | Komite Audit dan SVP SPI beserta jajaran manajemennya<br>Members of the Audit Committee and the SVP of the SPI, together with the management team |

## Realisasi Program Kerja Audit 2025

Pada tahun 2025, Satuan Pengawasan Intern (SPI) telah melaksanakan berbagai program audit sesuai dengan Program Kerja Audit Tahunan (PKAT). Audit dilakukan dalam tiga bentuk utama: Audit Terpadu, Audit Tematik, dan Auditor Exchange (perbantuan auditor) untuk anak perusahaan. Adapun pelaksanaannya sebagai berikut:

1. **Audit Terpadu**
   Telah dilakukan audit terpadu pada empat terminal yakni TPK Perawang, TPK Bitung, TPK Semarang, dan TPK New Makassar. Audit bertujuan menilai pencapaian kinerja terminal dan memberikan rekomendasi peningkatan kinerja yang berprinsip Ekonomis, Efektif, dan Efisien serta memenuhi prinsip tata kelola yang baik (transparansi, akuntabilitas, responsibilitas, independensi, dan *fairness*).

2. **Audit Tematik**
   Audit tematik tahun 2025 difokuskan pada 3 (tiga) bidang strategis, yaitu:
   - o Keuangan
   - o Operasi
   - o Manajemen Risiko

   Audit ini dilaksanakan dengan pendekatan *integrated risk-based audit*, dan seluruh laporan telah disampaikan kepada Direktur Utama.

## 2025 Audit Work Program Implementation

In 2025, the Internal Supervisory Unit (SPI) implemented various audit activities according to the Annual Audit Work Program (PKAT). The audit activities comprised three primary categories: Integrated Audits, Thematic Audits, and Auditor Exchange (auditor secondment) assignments for subsidiaries. The implementation is summarized as follows:

1. **Integrated Audits**
   Integrated audits were conducted at four terminals, namely TPK Perawang, TPK Bitung, TPK Semarang, and TPK New Makassar. These audits were intended to assess the operational performance of each terminal and provide recommendations to enhance performance based on the principles of economy, effectiveness, and efficiency, while ensuring compliance with the principles of Good Corporate Governance (GCG), namely transparency, accountability, responsibility, independence, and fairness.

2. **Thematic Audits**
   The 2025 thematic audits focused on three strategic areas:
   - o Finance
   - o Operations
   - o Risk Management

   These audits were conducted using an integrated risk-based audit approach, and all audit reports were submitted to the President Director.

3. **Auditor Exchange (Perbantuan Auditor)**
   Perbantuan auditor diberikan kepada anak perusahaan seperti PT Prima Multi Terminal (PT PMT) berdasarkan permintaan Direksi/Komisaris untuk mendukung pelaksanaan audit internal. Kegiatan meliputi audit tematik dan audit terpadu, dengan laporan hasil audit disampaikan oleh masing-masing anak perusahaan kepada Direktur Utama PT Pelindo Terminal Petikemas.

## Hasil Temuan Audit

Hasil audit yang dilakukan selama tahun 2025 didokumentasikan dalam Laporan Hasil Audit (LHA) yang memuat temuan dan rekomendasi perbaikan. Rekomendasi wajib ditindaklanjuti oleh auditee dalam jangka waktu yang telah ditetapkan. Penilaian audit mencakup aspek operasional, keuangan, SDM, teknik, manajemen risiko, dan kepatuhan terhadap regulasi. Seluruh laporan hasil audit telah dilaporkan kepada Direksi dan pemangku kepentingan terkait.

## Monitoring Tindak Lanjut Rekomendasi Audit

Pelaksanaan Monitoring Tindak Lanjut (MTL) atas LHA dilakukan oleh Manajer Monitoring dan Pelaporan bersama tim auditor, VP Operasi Komersial, dan VP Supporting. Hasil MTL menunjukkan:

1. Audit Terpadu tercapai sebesar 100% dari total 180 rekomendasi;
2. Audit Tematik tercapai sebesar 100% dari total 57 rekomendasi.

Pelaksanaan Monitoring Tindak Lanjut Audit Internal SPI tahun 2025 dilakukan berdasarkan hasil dari pelaksanaan audit terpadu dan audit tematik tahun 2025 dengan rekapitulasi sebagai berikut:

3. **Auditor Exchange (Auditor Secondment)**
   Auditor secondment services were provided to subsidiaries, including PT Prima Multi Terminal (PT PMT), upon the request of the Board of Directors and/or the Board of Commissioners to support the execution of internal audit activities. The assignments included both thematic and integrated audits, with the resulting audit reports submitted by each subsidiary to the President Director of PT Pelindo Terminal Petikemas.

## Audit Findings

The results of the audits conducted throughout 2025 were documented in Audit Reports (Laporan Hasil Audit/LHA), which contained audit findings and recommendations for improvement. Auditees were required to implement the recommendations within the prescribed timeframe. The audits covered operational, financial, HR, engineering, risk management, and regulatory compliance aspects. All audit reports were submitted to the Board of Directors and other relevant stakeholders.

## Monitoring of Audit Recommendation Follow-Up

The monitoring of follow-up actions on Audit Reports (LHA) was carried out by the Manager of Monitoring and Reporting in collaboration with the audit team, the Vice President of Internal Supervision for Operations & Commercial, and VP of Internal Supervision for Supporting Functions. The monitoring results indicated that:

1. Integrated Audits achieved a 100% implementation rate, with all 180 audit recommendations successfully completed.
2. Thematic Audits achieved a 100% implementation rate, with all 57 audit recommendations successfully completed.

The 2025 monitoring of follow-up actions on internal audit recommendations was conducted based on the results of the Integrated Audits and Thematic Audits performed during 2025. A summary of the monitoring results is presented as follows:

| No | Bidang<br>Field | Jumlah Temuan<br>Number of Findings | Rekomendasi<br>Recommendation | Status Tindak Lanjut<br>Follow-Up Status | | | | Persetase<br>Percentage |
|---|---|---|---|---|---|---|---|---|
| | | | | S | BS | BD | TDD | |
| 1 | Operasi & Komersial<br>Operations & Commercial | 27 | 75 | 75 | 0 | 0 | 0 | 100% |
| 2 | Keuangan<br>Finance | 34 | 74 | 74 | 0 | 0 | 0 | 100% |
| 3 | SDM, Umum & Legal<br>HR, General Affairs & Legal | 19 | 35 | 35 | 0 | 0 | 0 | 100% |

| No | Bidang<br>Field | Jumlah Temuan<br>Number of Findings | Rekomendasi<br>Recommendation | Status Tindak Lanjut<br>Follow-Up Status | | | | Persetase<br>Percentage |
|---|---|---|---|---|---|---|---|---|
| | | | | S | BS | BD | TDD | |
| 4 | Teknik<br>Engineering | 14 | 30 | 30 | 0 | 0 | 0 | 100% |
| 5 | Sistem Manajemen & Bina Pelanggan<br>Management System & Customer Development | 6 | 12 | 12 | 0 | 0 | 0 | 100% |
| 6 | Manajemen Risiko<br>Risk Management | 3 | 10 | 10 | 0 | 0 | 0 | 100% |
| Jumlah/Total | | 103 | 237 | 237 | 0 | 0 | 0 | 100% |

**Keterangan:**

**S**: Sesuai

**BS**: Belum Sesuai

**BD**: Belum Ditindaklanjuti

**TDD**: Tidak Dapat Ditindaklanjuti

**Description:**

S: Compliant

BS: Not Yet Compliant

BD: Not Yet Followed Up

TDD: Cannot Be Followed Up

## Kegiatan Non-Audit

Selain kegiatan audit, SPI juga melaksanakan kegiatan *advisory* kepada PT Prima Multi Terminal atas permintaan Direktur Utama PMT untuk melakukan review operasional. Tim *advisory* terdiri dari 5 auditor lintas bidang.

## Non-Audit Activities

In addition to its audit activities, the SPI also provided advisory services to PT Prima Multi Terminal (PT PMT) at the request of the President Director of PT PMT to conduct an operational review. The advisory engagement was carried out by a cross-functional team comprising 5 auditors with expertise across various disciplines.

# Manajemen Risiko
## Risk Management

Manajemen risiko merupakan elemen fundamental dalam sistem tata kelola perusahaan yang berfungsi untuk menjaga ketahanan usaha sekaligus memastikan pencapaian tujuan strategis Perseroan. Di tengah dinamika industri pelabuhan dan logistik yang semakin kompleks, pengelolaan risiko tidak lagi diposisikan semata sebagai fungsi pengendalian, melainkan sebagai bagian integral dari proses pengambilan keputusan bisnis.

Pelindo Terminal Petikemas memandang manajemen risiko sebagai strategic enabler yang mendukung optimalisasi kinerja, efisiensi operasional, serta perlindungan terhadap nilai perusahaan. Pendekatan ini memungkinkan Perseroan untuk mengelola ketidakpastian secara lebih terukur, sekaligus memanfaatkan peluang yang muncul dari perubahan lingkungan usaha.

Penerapan manajemen risiko di Pelindo Terminal Petikemas mengacu pada prinsip dan kerangka kerja ISO 31000, yang menekankan pentingnya integrasi, struktur yang sistematis, serta proses yang berkelanjutan. Melalui pendekatan ini, Perseroan memastikan bahwa setiap risiko dapat diidentifikasi secara komprehensif, dianalisis berdasarkan tingkat dampak dan kemungkinan, serta dimitigasi melalui strategi yang tepat dan terukur.

Dalam praktiknya, pengelolaan risiko telah terintegrasi ke dalam seluruh aktivitas operasional dan fungsi bisnis Perseroan, termasuk dalam menghadapi berbagai tantangan strategis seperti disrupsi teknologi, perubahan regulasi, dinamika permintaan pasar, serta risiko operasional dan keuangan. Integrasi ini memperkuat koordinasi lintas fungsi dan meningkatkan responsivitas organisasi terhadap potensi risiko.

Sejalan dengan transformasi bisnis yang dijalankan, Pelindo Terminal Petikemas juga terus memperkuat kapabilitas manajemen risiko melalui pengembangan kompetensi sumber daya manusia, penyempurnaan sistem dan metodologi, serta internalisasi budaya sadar risiko di seluruh jenjang organisasi. Upaya ini bertujuan untuk membangun organisasi yang tangguh, adaptif, dan mampu menjaga kesinambungan kinerja di tengah ketidakpastian.

Risk management is a fundamental element of the Company's corporate governance framework, serving to strengthen business resilience while ensuring the achievement of the Company's strategic objectives. Amid the increasingly complex dynamics of the port and logistics industry, risk management is no longer viewed solely as a control function, but rather as an integral component of business decision-making.

Pelindo Terminal Petikemas regards risk management as a strategic enabler that supports performance optimization, operational efficiency, and the protection of corporate value. This approach enables the Company to manage uncertainties in a more structured and measurable manner while capitalizing on opportunities arising from changes in the business environment.

The implementation of risk management at Pelindo Terminal Petikemas is based on the principles and framework of ISO 31000, which emphasizes integration, a structured and systematic approach, and continuous improvement. Through this framework, the Company ensures that risks are comprehensively identified, assessed based on their likelihood and potential impact, and mitigated through appropriate and measurable strategies.

In practice, risk management has been integrated into all operational activities and business functions across the Company, including in addressing strategic challenges such as technological disruption, regulatory changes, shifting market demand, and operational and financial risks. This integration strengthens cross-functional coordination and enhances the organization's responsiveness to potential risks.
In line with its ongoing business transformation,

Pelindo Terminal Petikemas continues to strengthen its risk management capabilities through developing HR competencies, enhancing risk management systems and methodologies, and cultivating a risk-aware culture throughout the organization. These initiatives are intended to build a resilient and adaptive organization capable of sustaining long-term performance amid an increasingly uncertain business environment.

Dengan penerapan manajemen risiko yang terarah dan berkesinambungan, Perseroan tidak hanya memperkuat aspek perlindungan terhadap potensi kerugian, tetapi juga mendorong terciptanya nilai jangka panjang yang berlandaskan prinsip keberlanjutan, efisiensi, dan akuntabilitas.

## Kebijakan/Pedoman Penerapan Manajemen Risiko

Penerapan manajemen risiko di Pelindo Terminal Petikemas didasarkan pada kebijakan dan pedoman yang terstruktur sebagai landasan dalam memastikan konsistensi pelaksanaan di seluruh lini organisasi. Kebijakan ini tidak hanya berfungsi sebagai panduan operasional, tetapi juga mencerminkan komitmen manajemen dalam menjaga keberlangsungan usaha melalui pengelolaan risiko yang efektif dan bernilai tambah.

Sebagai bagian dari grup BUMN kepelabuhanan, Pelindo Terminal Petikemas menyelaraskan kebijakan manajemen risiko dengan kerangka yang ditetapkan oleh PT Pelabuhan Indonesia (Persero), sehingga tercipta harmonisasi penerapan tata kelola risiko di tingkat grup. Implementasi manajemen risiko di lingkungan Pelindo Terminal Petikemas mengacu pada Peraturan Direksi Nomor HK.01/2/1/2/RNOP/DRTU/PLTP-24 tanggal 2 Januari 2024 sebagai pedoman utama, yang diperkuat dengan kebijakan induk perusahaan melalui Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/8/9/1/MRIO/UTMA/PLND-23 tanggal 8 September 2023.

Pedoman tersebut dirancang untuk memastikan bahwa proses identifikasi, analisis, pengendalian, dan pemantauan risiko dilakukan secara sistematis, terintegrasi, dan berkelanjutan dalam mendukung pencapaian tujuan strategis perusahaan.

## Tujuan Penerapan Manajemen Risiko

Manajemen risiko di Pelindo Terminal Petikemas diarahkan untuk menciptakan dan melindungi nilai perusahaan melalui pendekatan yang proaktif dan berbasis kinerja. Secara umum, penerapan manajemen risiko bertujuan untuk:

- meningkatkan probabilitas pencapaian target strategis dan kinerja perusahaan;
- memperkuat kemampuan organisasi dalam mengantisipasi risiko secara dini;
- menyediakan dasar yang lebih andal dalam pengambilan keputusan dan perencanaan;
- mendorong efisiensi dalam alokasi dan pemanfaatan sumber daya;

Through the consistent and systematic implementation of risk management, the Company not only enhances its ability to protect against potential losses but also creates sustainable long-term value based on the principles of sustainability, operational excellence, and accountability.

## Risk Management Policy and Guidelines

The implementation of risk management at Pelindo Terminal Petikemas is based on structured policies and guidelines that serve as the foundation for ensuring consistent application across all levels of the organization. These policies function not only as operational guidance but also reflect Management's commitment to safeguarding business sustainability through effective and value-creating risk management practices.

As part of the state-owned port ecosystem, Pelindo Terminal Petikemas aligns its risk management policies with the framework established by PT Pelabuhan Indonesia (Persero), thereby ensuring a harmonized approach to risk governance across the Pelindo Group. The implementation of risk management within Pelindo Terminal Petikemas is governed primarily by the Board of Directors' Regulation No. HK.01/2/1/2/RNOP/DRTU/PLTP-24 dated January 2, 2024, which is further reinforced by the holding company's Board of Directors' Regulation No. HK.01/8/9/1/MRIO/UTMA/PLND-23 dated September 8, 2023.

These guidelines are designed to ensure that the processes of risk identification, assessment, control, and monitoring are carried out in a systematic, integrated, and continuous manner in support of the achievement of the Company's strategic objectives.

## Objectives of Risk Management Implementation

At Pelindo Terminal Petikemas, risk management is designed to create and protect corporate value through a proactive, performance-driven approach. In general, the implementation of risk management aims to:

- Enhance the likelihood of achieving the Company's strategic objectives and performance targets.
- Strengthen the organization's capability to identify and anticipate risks at an early stage.
- Provide a more reliable basis for decision-making and business planning.
- Promote the efficient allocation and utilization of resources.

- memastikan kepatuhan terhadap ketentuan peraturan perundang-undangan;
- meningkatkan transparansi serta kepercayaan pemangku kepentingan;
- memperkuat ketahanan perusahaan dalam menghadapi gangguan operasional maupun dinamika eksternal.

Pendekatan ini sejalan dengan standar ISO 31000 yang menempatkan manajemen risiko sebagai bagian integral dari tata kelola dan proses bisnis perusahaan.

## Prinsip Penerapan Manajemen Risiko

Dalam implementasinya, Pelindo Terminal Petikemas mengedepankan prinsip-prinsip manajemen risiko yang memastikan efektivitas penerapan, yaitu:

- terintegrasi dalam seluruh proses bisnis;
- terstruktur dan komprehensif;
- disesuaikan dengan karakteristik usaha;
- inklusif dengan melibatkan seluruh pemangku kepentingan internal;
- dinamis dan responsif terhadap perubahan;
- berbasis pada informasi terbaik yang tersedia;
- mempertimbangkan faktor manusia dan budaya organisasi;
- berorientasi pada perbaikan berkelanjutan.

## Strategi Penguatan Manajemen Risiko

Untuk memastikan efektivitas implementasi, Pelindo Terminal Petikemas mengembangkan strategi manajemen risiko yang berfokus pada empat pilar utama:

1. **Penguatan Infrastruktur Risiko**
   Meliputi penyediaan kebijakan, pedoman teknis, prosedur operasional, struktur organisasi pengelola risiko, serta kejelasan peran dan tanggung jawab di seluruh unit kerja.
2. **Peningkatan Kapabilitas dan Kepemimpinan**
   Dilakukan melalui penguatan kompetensi SDM, program pelatihan berkelanjutan, serta penguatan peran pimpinan dalam mengarahkan tata kelola risiko secara efektif.
3. **Integrasi dalam Proses Bisnis**
   Manajemen risiko telah diintegrasikan ke dalam perencanaan strategis (RJPP), penyusunan anggaran (RKAP), pengelolaan investasi, pengawasan operasional, serta pengambilan keputusan strategis dan kemitraan usaha.

- Ensure compliance with applicable laws and regulations.
- Enhance transparency and strengthen stakeholder confidence.
- Improve the Company's resilience in responding to operational disruptions and external business dynamics.

This approach is aligned with the principles of ISO 31000, which recognizes risk management as an integral component of corporate governance and the business processes.

## Principles of Risk Management Implementation

In implementing its risk management framework, Pelindo Terminal Petikemas adheres to the following principles to ensure the effectiveness of risk management practices:

- Integrated into all business processes.
- Structured and comprehensive.
- Tailored to the Company's business characteristics.
- Inclusive, involving all internal stakeholders.
- Dynamic and responsive to change.
- Based on the best available information.
- Takes into account human factors and organizational culture.
- Focused on continuous improvement.

## Risk Management Strengthening Strategy

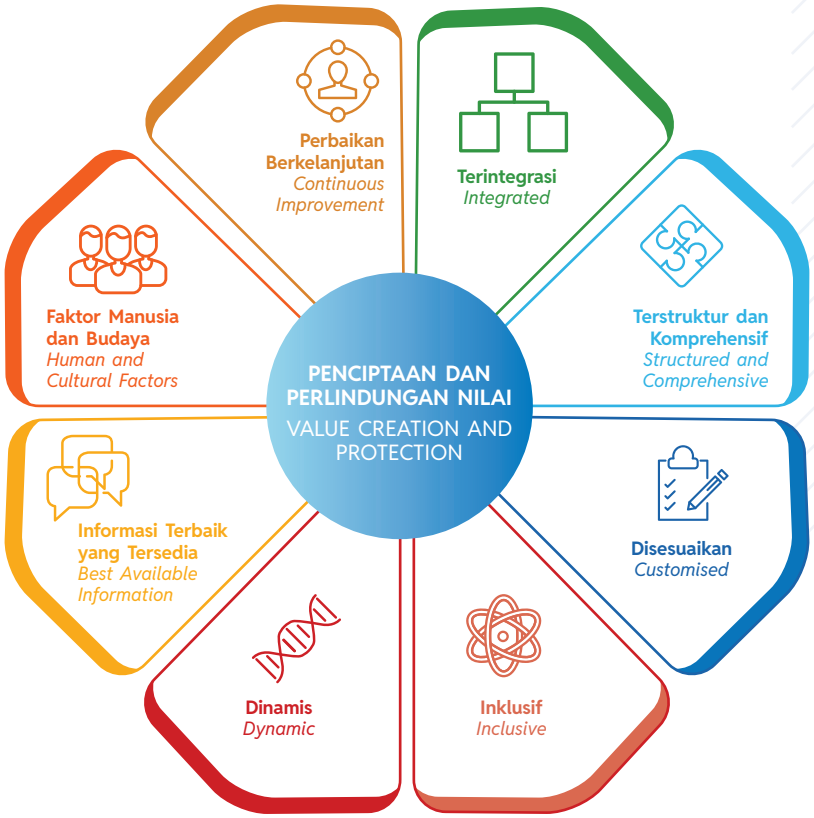
To ensure the effective implementation of risk management, Pelindo Terminal Petikemas has developed a strategy centered on four key pillars:

1. **Strengthening Risk Management Infrastructure**
   This includes establishing policies, technical guidelines, operational procedures, the organizational structure for risk management, and clearly defined roles and responsibilities across all business units.
2. **Enhancing Capabilities and Leadership**
   This pillar focuses on strengthening HR competencies through continuous training and development programs, while reinforcing leadership's role in driving effective risk governance throughout the organization.
3. **Integrating Risk Management into Business Processes**
   Risk management has been embedded into the Company's Long-Term Corporate Plan (RJPP), Corporate Work Plan and Budget (RKAP), investment management, operational oversight, strategic decision-making, and business partnership activities.

4. **Pengembangan Budaya Sadar Risiko**
   Dilakukan melalui sosialisasi, pelatihan, workshop, serta penerapan metode seperti Risk Control Self Assessment (RCSA), termasuk integrasi aspek risiko dalam penilaian kinerja (KPI).

4. **Fostering a Risk-Aware Culture**
   This initiative is implemented through awareness programs, training, workshops, and applying methodologies such as Risk Control Self-Assessment (RCSA), including integrating risk management aspects into KPI evaluations.

**Prinsip SNI 8615:2018 ISO 31000:2018**
Principles of SNI ISO 31000:2018 Risk Management




## Penegasan Komitmen

Melalui penerapan kebijakan dan strategi tersebut, Pelindo Terminal Petikemas terus membangun sistem manajemen risiko yang terintegrasi, adaptif, dan berorientasi pada nilai tambah. Pendekatan ini tidak hanya bertujuan untuk meminimalkan potensi kerugian, tetapi juga memperkuat daya saing dan memastikan keberlanjutan usaha dalam jangka panjang di tengah dinamika industri pelabuhan dan logistik.

## Kerangka dan Proses Manajemen Risiko

Filosofi manajemen risiko di PT Pelindo Terminal Petikemas adalah kesadaran dan komitmen yang tinggi untuk melindungi seluruh sumber daya yang dimiliki Perusahaan, untuk menjaga kelangsungan kegiatan operasional dan usaha saat ini dengan menerapkan manajemen risiko secara komprehensif, prinsip

## Commitment Statement

Through the implementation of these policies and strategies, Pelindo Terminal Petikemas continues to strengthen an integrated, adaptive, and value-driven risk management system. This approach is intended not only to minimize potential losses but also to enhance the Company's competitiveness and ensure long-term business sustainability amid the dynamic port and logistics industry.

## Risk Management Framework and Process

The risk management philosophy of PT Pelindo Terminal Petikemas is founded on a strong commitment and heightened awareness to safeguard all of the Company's resources, ensure the continuity of its operational and business activities, and implement comprehensive risk management practices based

kehati-hatian dan mentaati ketentuan perundang-undangan yang berlaku untuk mendukung upaya Perusahaan dalam meningkatkan nilai Perusahaan bagi pemegang saham dan mendorong pertumbuhan ekonomi Indonesia.

Dalam rangka mendukung visi Perusahaan, terdapat keselarasan dengan visi manajemen risiko yaitu "Menciptakan dan melindungi nilai Perusahaan dalam rangka mewujudkan visi Perusahaan". Dalam rangka mendukung misi Perusahaan, terdapat keselarasan dengan misi manajemen risiko yaitu "Mencapai target Perusahaan melalui peningkatan kinerja Perusahaan dengan cara mengidentifikasi dan meminimalisir berbagai potensi ancaman dan risiko yang timbul".

Perusahaan telah menetapkan kerangka kerja sesuai Peraturan Direksi PT Pelindo Terminal Petikemas Nomor HK.01/2/1/2/RNOP/DRTU/PLTP-24 tanggal 2 Januari 2024 tentang Penerapan Manajemen Risiko di Lingkungan PT Pelindo Terminal Petikemas dan Peraturan Direksi PT Pelindo Terminal Petikemas Nomor HK.01/10/4/2/RNOP/DRTU/PLTP-25 tanggal 10 April 2025 tentang Pedoman Teknis Penerapan Manajemen Risiko, dimana kerangka kerja menggunakan pendekatan SNI 8615:2018 ISO 31000:2018 dengan tujuan untuk membantu Perusahaan dalam mengintegrasikan manajemen risiko kedalam aktivitas dan fungsi signifikan. Perusahaan memastikan adanya komponen kerangka kerja agar siklus proses manajemen risiko dapat diimplementasikan dan ditingkatkan seperti:

1. Kepemimpinan dan komitmen,
2. Integrasi,
3. Desain, meliputi pemahaman organisasi dan konteksnya, penegasan komitmen manajemen risiko, penetapan peran, kewenangan, tanggung jawab, dan akuntabilitas organisasional, alokasi sumber daya, penyiapan komunikasi dan konsultasi,
4. Implementasi,
5. Evaluasi,
6. Perbaikan, meliputi adaptasi, perbaikan sinambung

## Kerangka Kerja SNI 8615:2018 ISO 31000:2018

Perusahaan telah menyeragamkan proses manajemen risiko sesuai Peraturan Direksi PT Pelindo Terminal Petikemas HK.01/2/1/2/RNOP/DRTU/PLTP-24 tanggal 2 Januari 2024 tentang Penerapan Manajemen Risiko di Lingkungan PT Pelindo Terminal Petikemas dan Peraturan Direksi Nomor HK.01/10/4/2/RNOP/DRTU/PLTP-25 tanggal 10 April 2025 tentang Pedoman Teknis Penerapan Manajemen Risiko, dimana

on the principles of prudence and compliance with applicable laws and regulations. This philosophy supports the Company's efforts to enhance corporate value for shareholders while contributing to Indonesia's economic growth.

In support of the Company's vision, the risk management vision is aligned as follows: "To create and protect corporate value in support of the achievement of the Company's vision." Likewise, in support of the Company's mission, the risk management mission is aligned as follows: "To achieve the Company's objectives by enhancing corporate performance through the identification and mitigation of potential threats and risks."

The Company has established its risk management framework according to the Board of Directors' Regulation of PT Pelindo Terminal Petikemas No. HK.01/2/1/2/RNOP/DRTU/PLTP-24 dated January 2, 2024, concerning the Implementation of Risk Management within PT Pelindo Terminal Petikemas, and the Board of Directors' Regulation No. HK.01/10/4/2/RNOP/DRTU/PLTP-25 dated April 10, 2025, concerning the Technical Guidelines for Risk Management Implementation. The framework adopts the SNI ISO 31000:2018 risk management standard to support the integration of risk management into the Company's significant activities and business functions. The Company ensures that the following framework components are established to enable the effective implementation and continuous enhancement of the risk management process:

1. Leadership and commitment.
2. Integration.
3. Design, including understanding the organization and its context, reinforcing commitment to risk management, defining organizational roles, authorities, responsibilities, and accountability, allocating appropriate resources, establishing communication and consultation mechanisms.
4. Implementation.
5. Evaluation.
6. Improvement, including adaptation and continual improvement.

## SNI ISO 31000:2018 Risk Management Framework

The Company has standardized its risk management process according to the Board of Directors' Regulation of PT Pelindo Terminal Petikemas No. HK.01/2/1/2/RNOP/DRTU/PLTP-24 dated January 2, 2024, concerning the Implementation of Risk Management within PT Pelindo Terminal Petikemas, and the Board of Directors' Regulation No. HK.01/10/4/2/RNOP/DRTU/PLTP-25 dated April 10, 2025, concerning the

## Kerangka Kerja SNI 8615:2018 ISO 31000:2018

SNI ISO 31000:2018 Risk Management Framework

proses manajemen risiko menggunakan pendekatan SNI 8615:2018 ISO 31000:2018. Proses manajemen risiko telah menjadi bagian integral dalam manajemen dan pengambilan keputusan, serta diintegrasikan kedalam struktur, operasi, dan proses organisasi pada setiap tingkatan baik di Kantor Pusat PT Pelindo Terminal Petikemas sampai pada tingkatan terminal peti kemas.

Siklus berulang proses manajemen risiko di Perusahaan meliputi tahapan yang saling berkaitan yaitu:

1. Komunikasi dan konsultasi,
2. Ruang lingkup, konteks, dan kriteria,
3. Penilaian risiko meliputi identifikasi risiko, analisis risiko, evaluasi risiko,
4. Perlakuan risiko meliputi pemilihan opsi perlakuan risiko, penyiapan dan penerapan rencana perlakuan risiko,
5. Pemantauan dan tinjauan,
6. Pencatatan dan pelaporan

Technical Guidelines for Risk Management Implementation. The risk management process adopts the SNI ISO 31000:2018 framework and has been integrated into management and decision-making processes, as well as into the Company's organizational structure, operations, and business processes at every level, from the Head Office of PT Pelindo Terminal Petikemas to all container terminal operating units.

The Company's risk management process follows a continuous cycle comprising the following interrelated stages:

1. Communication and consultation.
2. Scope, context, and criteria.
3. Risk assessment, including risk identification, risk analysis, risk evaluation.
4. Risk treatment, including selection of risk treatment options, development and implementation of risk treatment plans.
5. Monitoring and review.
6. Recording and reporting.

**Proses SNI 8615:2018 ISO 31000:2018**
SNI ISO 31000:2018 Risk Management Process

## Organisasi Manajemen Risiko

Divisi Manajemen Risiko PT Pelindo Terminal Petikemas berada di bawah Direktur Keuangan dan Manajemen Risiko. Fungsi Manajemen Risiko (FMR) PT Pelindo Terminal Petikemas berada satu tingkat di bawah Direksi (BOD-1) di PT Pelindo Terminal Petikemas dan anak Perusahaan, serta jabatan struktural satu tingkat di bawah General Manager/Terminal Head di terminal. Pembagian tugas dan tanggung jawab atas manajemen risiko secara umum yaitu:

1. Dewan Komisaris PT Pelindo Terminal Petikemas:
   - Mempertimbangkan aspek risiko dalam menggunakan kewenangan pada saat pengambilan keputusan strategis perusahaaan,
   - Melakukan pengawasan risiko-risiko signifikan Perusahaan dan mitigasi risikonya secara berkala.
2. Direksi PT Pelindo Terminal Petikemas:
   - Bertanggung jawab atas semua risiko yang berada dalam setiap operasi dan aktivitas Perusahaannya.
3. Komite Pemantau Manajemen Risiko (organ Dewan Komisaris):
   - Memantau dan mengawasi pengelolaan manajemen risiko dan meyakini bahwa seluruh risiko di Perusahaan yang ada telah diidentifikasi, dianalisa, dievaluasi, dan dikendalikan.

## Risk Management Organization

The Risk Management Division of PT Pelindo Terminal Petikemas reports to the Director of Finance and Risk Management. The Risk Management Function is positioned one organizational level below the Board of Directors (BOD-1) at PT Pelindo Terminal Petikemas and its subsidiaries, and one level below the General Manager/Terminal Head at each container terminal. The roles and responsibilities for risk management are generally assigned as follows:

1. Board of Commissioners of PT Pelindo Terminal Petikemas:
   - Considers risk aspects when exercising its authority in making the Company's strategic decisions.
   - Periodically oversees the Company's significant risks and the implementation of their mitigation measures.
2. Board of Directors of PT Pelindo Terminal Petikemas:
   - Bears overall responsibility for all risks arising from the Company's operations and business activities..
3. Risk Management Monitoring Committee (Board of Commissioners Organs):
   - Monitors and oversees the implementation of risk management and ensures that all corporate risks have been properly identified, analyzed, evaluated, and controlled.

4. Komite GRC PT Pelindo Terminal Petikemas;
   Menganalisa, mengevaluasi serta memberikan opini risiko atas usulan program investasi, kebijakan strategis Perusahaan, dan pengendalian kegiatan strategis usaha Perusahaan.
5. Komite Tata Kelola Terintegrasi;
   - Melakukan evaluasi kebijakan tata kelola terintegrasi
   - melakukan pemantauan dan evaluasi atas kesesuaian kebijakan Tata Kelola Terintegrasi Perusahaan dan Anak Perusahaan serta Perusahaan Terafiliasi;
   - Melakukan evaluasi pelaksanaan Tata Kelola Terintegrasi;
6. Kepala Unit Fungsi/ Unit Kerja/ Risk Owner;
   - Bertanggung jawab atas semua risiko yang berada dalam setiap aktivitas yang berada dalam pengendalian fungsi masing-masing,
   - Melaksanakan identifikasi, evaluasi, analisis risiko, dan membuat rencana mitigasi risiko di setiap aktivitas kegiatannya menggunakan Kertas Kerja RCSA,
   - Melakukan proses monitoring, pengendalian, dan pelaporan risiko di unit kerjanya.
7. Fungsi Manajemen Risiko:
   - Mengkoordinasi, memfasilitasi dan membantu proses-proses manajemen risiko di seluruh aktivitas di divisi PT Pelindo Terminal Petikemas dan Anak Perusahaan serta terminal peti kemas,
   - Menyusun dan mengembangkan kebijakan manajemen risiko Perusahaan,
   - Menyiapkan pernyataan komitmen manajemen atas penerapan manajemen risiko,
   - Menyusun dan menyampaikan laporan profil risiko secara berkala,
   - Mengkoordinir dan melakukan asistensi proses manajemen risiko,
   - Mengelola sistem informasi manajemen risiko agar berjalan dengan baik, • Melaksanakan monitoring dan evaluasi secara berkala.
8. Internal Audit:
   - Memastikan jaminan yang independen atas efektifitas mitigasi risiko yang terpilih,
   - Melaksanakan internal audit berbasis risiko.
9. *Risk Champion:*
   Bertanggung jawab dan berwenang untuk mengkoordinasi, memfasilitasi, dan melaksanakan pengelolaan risiko di unit kerjanya.
10. *Risk Agent:*
    Membantu fungsi/ divisi Manajemen Risiko dalam pengelolaan proses manajemen risiko di unit kerjanya masing-masing.

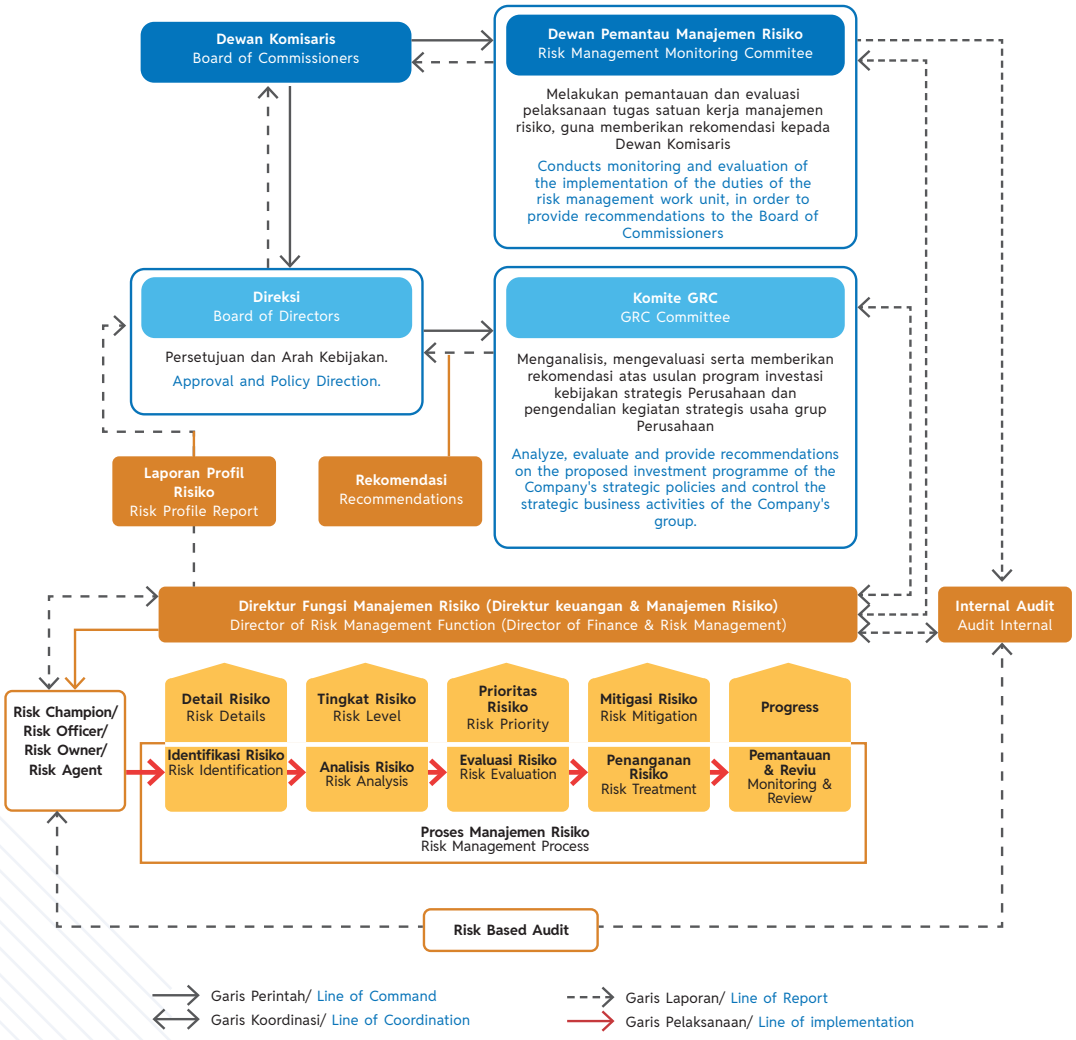
4. GRC Committee of PT Pelindo Terminal Petikemas:
   Analyzes, evaluates, and provides risk opinions on proposed investment programs, the Company's strategic policies, and the control of strategic business activities.
5. Integrated Governance Committee:
   - Evaluates the Company's Integrated Governance policies.
   - Monitors and evaluates the alignment of Integrated Governance policies across the Company, its subsidiaries, and affiliated companies.
   - Evaluates the implementation of the Integrated Governance framework.
6. Heads of Functions/Work Units/Risk Owners;
   - Are responsible for all risks arising from activities under their respective areas of responsibility.
   - Conduct risk identification, evaluation, and analysis, and develop risk mitigation plans for their activities using the Risk Control Self-Assessment (RCSA) Working Paper.
   - Perform risk monitoring, control, and reporting within their respective work units.
7. Risk Management Function:
   - Coordinates, facilitates, and supports risk management processes across all divisions, subsidiaries, and container terminals of PT Pelindo Terminal Petikemas.
   - Develops and enhances the Company's risk management policies.
   - Prepares Management's commitment statement on the implementation of risk management.
   - Prepares and submits periodic risk profile reports.
   - Coordinates and facilitates the implementation of risk management processes.
   - Manages the risk management information system to ensure its effective operation.
   - Conducts periodic monitoring and evaluation activities.
8. Internal Audit:
   - Provides independent assurance regarding the effectiveness of selected risk mitigation measures.
   - Conducts risk-based internal audits.
9. Risk Champion:
   Is responsible and authorized to coordinate, facilitate, and implement risk management within their respective work unit.
10. Risk Agent:
    Assists the Risk Management Function/Division in implementing risk management processes within their respective work unit.

11. *Risk Officer:*
    Membantu Risk Champion dan Risk Agent untuk melaksanakan aktivitas rutin pengelolaan risiko yang meliputi namun tidak terbatas pada Risk and Control Self Assessment (RCSA) dan monitoring risiko di masing-masing unit kerja atau bagian.
12. Unit Kerja terkait Anggaran:
    Menyusun Rencana Kerja dan Anggaran Perusahaan (RKAP) korporasi yang berbasis risiko. (*Risk Based Budgeting*)
13. Semua Pegawai:
    Mengelola risiko dalam area tugas dan tanggung jawab masing-masing serta membantu karyawan lain untuk melakukan hal yang sama.

11. Risk Officer:
    Supports the Risk Champion and Risk Agent in carrying out routine risk management activities, including but not limited to Risk and Control Self-Assessment (RCSA) and risk monitoring within their respective work units or departments.
12. Budget Management Unit:
    Prepares the Company's Corporate Work Plan and Budget (RKAP) using a risk-based budgeting approach.
13. All Employees:
    Are responsible for managing risks within their respective duties and areas of responsibility, while also supporting fellow employees in fostering effective risk management practices.

## Struktur Koordinasi dan Komunikasi di Lingkungan PT Pelindo Terminal Petikemas

Coordination and Communication Structure within PT Pelindo Terminal Petikemas



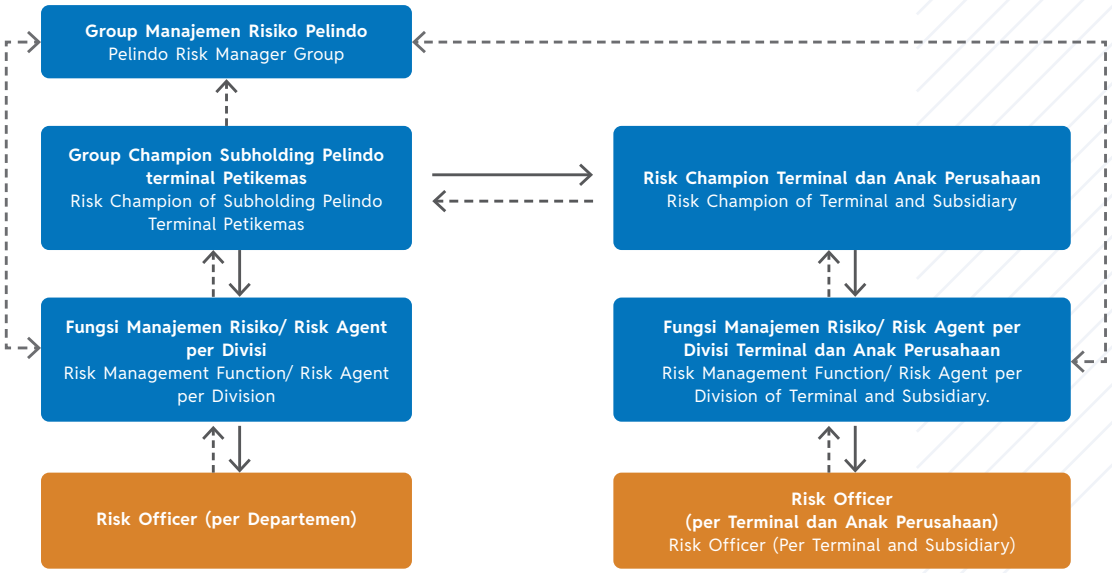

Dalam implementasi manajemen risiko diperlukan struktur koordinasi dan komunikasi yang efektif, sehingga fungsi perintah koordinasi, pelaksanaan dan pelaporan terpetakan dengan jelas.

In implementing risk management, an effective coordination and communication structure is required, so that the functions of coordination, implementation and reporting commands are clearly mapped.

## Struktur Pelaporan Proses Manajemen Risiko

## Risk Management Process Reporting Structure

### Struktur Pelaporan Proses Manajemen Risiko
Risk Management Process Reporting Structure




Berdasarkan aktivitas koordinasi dan komunikasi serta pelaporan manajemen risiko di lingkungan Perusahaan, bahwa Perusahaan menerapkan model koordinasi yang membagi fungsi organisasi menjadi tiga lini pertahanan terhadap risiko, yang terdiri atas pengelolaan risiko yang dilaksanakan oleh pemilik risiko (risk owner), tata atasa/ kerangka/ metodologi manajemen risiko yang dilaksanakan oleh fungsi manajemen risiko, dan pengawasan risiko dilaksanakan oleh Satuan Pengawasan Intern (SPI).

Model ini bertujuan untuk meningkatkan daya tahan seluruh internal Perusahaan terhadap berbagai risiko yang mungkin dihadapi. Dalam model pertahanan tiga lini tersebut, fungsi dan tanggung jawab setiap lini pertahanan adalah sebagai berikut :

1. Lini Pertama, dilaksanakan oleh pemangku risiko (Risk Owner/ BPO) yang melakukan aktivitas operasional sehari-hari, dengan tugas antara lain:
   - Memastikan adanya pengendalian internal yang kondusif di wilayah/area kerja masing-masing,
   - Menerapkan proses manajemen risiko antara lain penilaian risiko, penyusunan mitigasi risiko dan pelaporan hasil monitoring mitigasi risiko,
   - Dengan penuh kesadaran mempertimbangkan faktor risiko dalam mengambil keputusan dan tindakan yang dilakukan,

Based on the risk management coordination, communication, and reporting framework, the Company has adopted the Three Lines Model, which divides organizational responsibilities into three lines of defense against risk. Under this model, risk management is performed by the risk owners, the governance framework and risk management methodology are administered by the Risk Management Function, and independent oversight is provided by the Internal Supervisory Unit (SPI).

This model is designed to strengthen the Company's overall resilience in managing the various risks it may encounter. The roles and responsibilities of each line of defense are as follows:

1. First Line, consists of Risk Owners/Business Process Owners (BPOs) who are responsible for day-to-day operational activities. Their primary responsibilities include:
   - Ensuring an effective internal control environment within their respective areas of responsibility.
   - Implementing the risk management process, including risk assessment, developing risk mitigation plans, and reporting the results of risk mitigation monitoring.
   - Consistently considering risk factors in every decision and action taken.

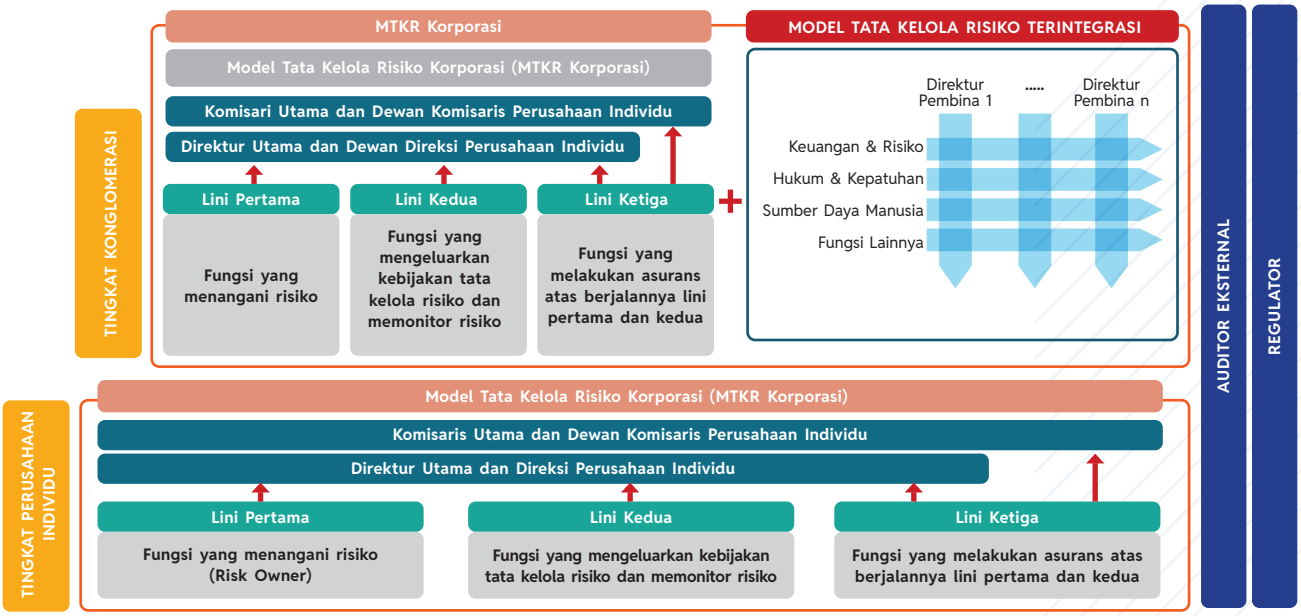
- Mampu memastikan adanya pengendalian internal yang efektif di wilayah/ area kerja masing-masing dan juga adanya pemantauan dan transparansi terhadap efektivitas pengendalian internal.

2. Lini Kedua, dilaksanakan oleh fungsi manajemen risiko. Pada lini kedua, fungsi manajemen risiko bertanggung jawab penyusunan pedoman terhadap selera risiko, toleransi risiko dan limit risiko yang ditetapkan oleh Direksi. Sebagai lini kedua, fungsi manajemen risiko memiliki tugas diantaranya:
   - Memantau pelaksanaan strategi Manajemen Risiko yang telah disetujui oleh Direksi Perusahaan dan Anak Perusahaan serta Perusahaan Terafiliasi;
   - Memantau profil Risiko, peta Risiko, realisasi perhitungan Risiko inheren dan Risiko residual serta realisasi pelaksanaan perlakuan Risiko dan biaya;
   - Melakukan internal control testing dan stress testing;
   - Mengkaji ulang secara berkala terhadap proses Manajemen Risiko;
   - Mengevaluasi terhadap akurasi model dan validitas data yang digunakan untuk mengukur Risiko;
   - Memberikan rekomendasi kepada lini pertama dan/ atau komite pemantau Risiko sesuai kewenangan yang dimiliki;
   - Menyusun dan menyampaikan laporan Manajemen Risiko kepada Direktur yang membidangi pengelolaan Risiko dan komite pemantau Risiko Perusahaan dan Anak Perusahaan serta Perusahaan Terafiliasi secara berkala triwulan
3. Lini Ketiga, dilaksanakan oleh Satuan Pengawasan Intern (SPI). Peran SPI / auditor internal dalam Three Line Models ini karena merupakan bagian kontrol terhadap pelaksanaan tugas dan fungsi dari lini pertama dan lini kedua. Dalam hal ini, auditor internal memiliki tugas diantaranya:
   - Memberikan konsultasi dan keyakinan terkait hal yang bersifat strategis baik pada saat perencanaan maupun pada saat pelaksanaan kegiatan operasional;
   - Memastikan pelaksanaan fungsi pengawasan intern sesuai dengan standar profesional Audit Intern dan kode etik Audit Intern;
   - Melakukan penyusunan rencana audit tahunan dan alokasi anggaran untuk pelaksanaan fungsi pengawasan intern terutama berkaitan dengan pelaksanaan Audit berbasis Risiko (Risk Based Audit);
   - Melakukan evaluasi atas efektivitas pelaksanaan pengendalian intern, Manajemen Risiko dan proses tata kelola perusahaan, sesuai dengan peraturan perundang-undangan dan kebijakan Perusahaan dan Anak Perusahaan serta Perusahaan Terafiliasi;

- Ensuring the effectiveness of internal controls within their respective work areas, while maintaining ongoing monitoring and transparency regarding the effectiveness.

2. Second Line, performed by the Risk Management Function. This function is responsible for developing guidelines on the Company's risk appetite, risk tolerance, and risk limits as established by the Board of Directors. Its responsibilities include:
   - Monitoring the implementation of risk management strategies approved by the Boards of Directors of the Company, its subsidiaries, and affiliated companies.
   - Monitoring the risk profile, risk map, inherent and residual risk assessments, as well as the implementation and costs of risk treatment measures.
   - Conducting internal control testing and stress testing.
   - Periodically reviewing the effectiveness of the risk management process.
   - Evaluating the accuracy of risk measurement models and the validity of the data used in risk assessments.
   - Providing recommendations to the first line of defense and/or the Risk Monitoring Committee within the scope of its authority.
   - Preparing and submitting quarterly risk management reports to the Director responsible for risk management and to the Risk Monitoring Committee of the Company, its subsidiaries, and affiliated companies.
3. Supervisory Unit (SPI). Within the Three Lines Model, the SPI serves as the independent assurance function that provides oversight of the responsibilities carried out by both the first and second lines of defense. Its key responsibilities include:
   - Providing advisory services and independent assurance on strategic matters during the planning and operational implementation stages.
   - Ensuring that internal audit activities are conducted according to the International Standards for the Professional Practice of Internal Auditing and the Internal Audit Code of Ethics.
   - Preparing the annual audit plan and budget allocation for the implementation of the internal audit function, particularly in relation to Risk-Based Auditing.
   - Evaluating the effectiveness of the Company's internal control system, risk management practices, and corporate governance processes according to applicable llegislation, as well as the policies of the Company, its subsidiaries, and affiliated companies.

### *THREE LINES MODEL*




## Kategori Risiko

Pengelolaan risiko di Perusahaan memperhatikan penetapan kelompok risiko menjadi 15 (Lima Belas) yang seragam dengan Induk, yaitu:

- Pengembangan Bisnis (ST.3)
- Penetapan Tarif (ST.4)
- Pergerakan Komoditas (PM.3)
- Environmental Social Governance (SL.1)
- Keamanan Jaringan (TK.2)
- Peningkatan Biaya (KE.6)
- Infrastruktur dan Suprastruktur (OP.1)
- Keselamatan dan Kesehatan Kerja (OP.3)
- Disrupsi Bisnis (OP.5)
- Pelanggaran Kode Etik (Fraud, Penyuapan, dll) (HK.7)
- Pelaksanaan Investasi (PR.2)
- Ketersediaan Tenaga Terampil (SD.3)
- Pengelolaan Anak Perusahaan dan Afiliasi (SK.1)
- Perubahan Hukum dan Regulasi (HK.1)
- Pajak (KE.6)

Sub-kelompok selengkapnya terhadap 15 kelompok dimaksud yaitu sebagaimana gambar dibawah:

## Risk Category

In managing its risks, the Company has adopted a standardized risk classification framework aligned with that of the parent company, comprising the following 15 (fifteen) risk categories:

- Business Development (ST.3)
- Tariff Setting (ST.4)
- Commodity Movement (PM.3)
- Environmental, Social, and Governance (ESG) (SL.1)
- Network Security (TK.2)
- Cost Escalation (KE.6)
- Infrastructure and Suprastructure (OP.1)
- Occupational Health and Safety (OP.3)
- Business Disruption (OP.5)
- Code of Ethics Violations (Fraud, Bribery, etc.) (HK.7)
- Investment Implementation (PR.2)
- Availability of Skilled Workforce (SD.3)
- Subsidiary and Affiliate Management (SK.1)
- Changes in Laws and Regulations (HK.1)
- Taxation (KE.6)

The complete sub-categories under these 15 risk categories are presented in the following figure.

## Ringkasan dalam Taksonomi Risiko Portofolio BUMN Sesuai dengan PER-2/MBU/03/2023

Ringkasan dalam Taksonomi Risiko Portofolio BUMN Sesuai dengan PER-2/MBU/03/2023

**Taksonomi Risiko Portofolio BUMN**

| Tema Risiko (T1) | Kategori Risiko (T2) | Peristiwa Risiko (T3) | | |
|---|---|---|---|---|
| 1. Tema Risiko Portofolio BUMN | 1.1 Kategori Risiko Fiskal | 1.1.1 Peristiwa Risiko terkait Dividen | 1.1.2 Peristiwa Risiko terkait PMN | 1.1.3 Peristiwa Risiko terkait Subsidi & Kompensasi |
| | 1.2.4 Kategori Risiko Kebijakan | 1.2.4 Peristiwa Risiko terkait Kebijakan SDM (Observasi 12) | 1.2.5 Peristiwa Risiko terkait Kebijakan Sektoral | |
| | 1.3 Kategori Risiko Komposisi | 1.3.6 Peristiwa Risiko terkait Konsentrasi Portofolio | | |
| 2 Tema Risiko Struktur Korporasi dan Organisasi | 2.4 Kategori Risiko Struktur | 2.4.7 Peristiwa Risiko terkait Struktur Korporasi (Observasi 13) | | |
| | 2.5 Kategori Risiko Restrukturisasi dan Reorganisasi | 2.5.8 Peristiwa Risiko terkait M&A, JV, Restruktur | | |
| 3 Tema Risiko Bisnis BUMN | 3.6 Kategori Risiko Industri Umum | 3.6.9 Peristiwa Risiko terkait Formulasi Strategis (Observasi 1-2, 15) | 3.6.10 Peristiwa Risiko terkait Pasar & Makroekonomi (Observasi 3) | 3.6.11 Peristiwa Risiko terkait Keuangan (Observasi 6, 16) |
| | | 3.6.12 Peristiwa Risiko terkait Hukum, Reputasi & Kepatuhan (Observasi 10, 14) | 3.6.13 Peristiwa Risiko terkait Proyek (Observasi 11) | 3.6.14 Peristiwa Risiko terkait Teknologi Informasi & Keamanan Siber (Observasi 5) |
| | | 3.6.15 Peristiwa Risiko terkait Sosial & Lingkungan (Observasi 4) | 3.6.16 Peristiwa Risiko terkait Operasional (Observasi 7-9) | |
| | 3.7 Kategori Risiko Industri Perbankan | 3.7.17 Peristiwa Risiko terkait Kredit | 3.7.18 Peristiwa Risiko terkait Likuiditas | |
| | 3.8 Kategori Risiko Industri Asuransi | 3.8.19 Peristiwa Risiko terkait Investasi | 3.8.20 Peristiwa Risiko terkait Aktuarial | |

**CATATAN / OBSERVASI RISIKO (T4)**

Observasi risiko (T4) mempertimbangkan taksonomi risiko Grup Pelindo yang menjadi profil risiko PT Pelindo Terminal Petikemas tahun 2025:

- Pengembangan Bisnis (St.3)
- Penetapan Tarif (St.4)
- Pergerakan Komoditas (PM.3)
- Environmental Social Governance (SL.1)
- Keamanan Jaringan (TK.2)
- Peningkatan Biaya (KE.6)
- Infrastruktur dan Suprastruktur (OP.1)
- Keselamatan dan Kesehatan Kerja (OP.3)
- Disrupsi Bisnis (OP.5)
- Pelanggaran Kode Etik (Fraud, Penyuapan, dll) (HK.7)
- Pelaksanaan Investasi (PR.2)
- Ketersediaan Tenaga Terampil (SD.3)
- Pengelolaan Anak Perusahaan dan Afiliasi (SK.1)
- Perubahan Hukum dan Regulasi (HK.1)
- **Pajak (KE.6)**

## Strategi Risiko

Selera risiko ditetapkan untuk memberikan panduan terkait atasan risiko yang dapat diterima oleh manajemen Perusahaan:

1. Tidak Toleran
   - PT Pelindo Terminal Petikemas tidak memberikan ruang untuk melakukan pelanggaran kode etik (fraud, penyuapan, gratifikasi, dll);
   - PT Pelindo Terminal Petikemas berkomitmen untuk memenuhi target pembayaran dividen.
2. Konservatif
   - PT Pelindo Terminal Petikemas berupaya untuk menjaga kelestarian lingkungan dan mencegah terjadinya komplain atau tuntutan Masyarakat sekitar pelabuhan;
   - PT Pelindo Terminal Petikemas tidak memberikan ruang untuk kelalaian terhadap keamanan siber dan keamanan jaringan;
   - PT Pelindo Terminal Petikemas tidak memberikan ruang terhadap fatality accident;
   - PT Pelindo Terminal Petikemas siap melaksanakan proyek strategis nasional dari penugasan pemerintah melalui Induk untuk menyelenggarakan fungsi kemanfaatan umum dengan ketentuan secara finansial fisibel atau apabila tidak fisibel secara finansial diberikan kompensasi/ subsidi atau pembiayaan dari penyertaan modal negara (PMN) untuk memperoleh margin yang wajar;
   - PT Pelindo Terminal Petikemas siap melaksanakan pemenuhan kewajiban kontraktual dan peraturan

## Risk Strategy

The risk appetite has been established to guiding the level of risk that Management is willing to accept in pursuing the Company's strategic objectives.

1. Zero Tolerance
   - PT Pelindo Terminal Petikemas maintains zero tolerance for violations of the Code of Ethics, including fraud, bribery, gratuities, and other unethical conduct.
   - PT Pelindo Terminal Petikemas is committed to achieving its dividend payment targets.
2. Conservative
   - PT Pelindo Terminal Petikemas strives to protect the environment and prevent complaints or claims from communities surrounding the port.
   - PT Pelindo Terminal Petikemas maintains zero tolerance for negligence related to cybersecurity and network security.
   - PT Pelindo Terminal Petikemas maintains zero tolerance for fatal workplace accidents.
   - PT Pelindo Terminal Petikemas is committed to implementing National Strategic Projects assigned by the Government through the parent company to fulfill public service obligations, provided such projects are financially feasible or, where they are not financially viable, are supported through compensation, subsidies, or State Capital Participation (PMN) to ensure a reasonable return.
   - PT Pelindo Terminal Petikemas is committed to fulfilling its contractual obligations and complying with all

terkait;
- PT Pelindo Terminal Petikemas berupaya untuk meningkatkan efisiensi biaya dalam menjalankan kegiatan bisnis;
- PT Pelindo Terminal Petikemas akan meningkatkan kualitas layanan jasa kepelabuhanan dan memperhatikan aspek ESG;

3. Moderat
   - PT Pelindo Terminal Petikemas berupaya untuk mencapai target market throughput/ traffic;
   - PT Pelindo Terminal Petikemas berupaya mengembangkan kapabilitas dan kualitas SDM agar sesuai dengan kebutuhan bisnis perusahaan;
   - PT Pelindo Terminal Petikemas senantiasa berupaya mengembangkan bisnis secara vertikal dan horizontal;

4. Strategis
   - PT Pelindo Terminal Petikemas akan berupaya untuk melaksanakan program investasi agar terlaksana sesuai dengan target yang ditentukan;
   - PT Pelindo Terminal Petikemas berupaya menjaga kontribusi nilai anak perusahaan sesuai dengan target yang ditetapkan;
   - PT Pelindo Terminal Petikemas akan berupaya untuk meningkatkan kualitas layanan melalui optimalisasi aset dan meningkatkan daya saing.

applicable laws and regulations.
- PT Pelindo Terminal Petikemas continuously seeks to improve cost efficiency in conducting its business operations.
- PT Pelindo Terminal Petikemas is committed to enhancing the quality of its port services while incorporating ESG considerations.

3. Moderate
   - PT Pelindo Terminal Petikemas strives to achieve its market throughput and cargo traffic targets.
   - PT Pelindo Terminal Petikemas continuously develops the capabilities and competencies of its HR to meet evolving business requirements.
   - PT Pelindo Terminal Petikemas continuously pursues both vertical and horizontal business expansion opportunities.

4. Strategic
   - PT Pelindo Terminal Petikemas endeavors to implement its investment programs according to the established targets.
   - PT Pelindo Terminal Petikemas seeks to ensure that its subsidiaries contribute value in line with established performance targets.
   - PT Pelindo Terminal Petikemas is committed to enhancing service quality through asset optimization and strengthening its competitive advantage.

Selera Risiko dan Toleransi Risiko meliputi berbagai aspek, atas limit atau atasan toleransi risiko pada pelaksanaan pemantauan manajemen risiko memperhatikan area atasan yang masuk dalam selera risiko. Aspek-aspek dimaksud selengkapnya sebagai berikut:

Risk Appetite and Risk Tolerance encompass various aspects, with risk monitoring activities conducted against the established risk tolerance thresholds within each defined risk appetite category. The detailed aspects are presented as follows:

| No | Selera Risiko<br>Risk Appetite | Toleransi Risiko<br>Risk Tolerance | |
|---|---|---|---|
| 1 | Strategis<br>Strategic | Pengembangan Bisnis, Penetapan tarif, Pelaksanaan Investasi, Pengelolaan Anak Perusahaan | Business Development, Tariff Setting, Investment Implementation, and Subsidiary Management |
| 2 | Konservatif<br>Conservative | Pergerakan Komoditas, ESG, Keamanan Jaringan, Peningkatan biaya, Infrastruktur & suprastruktur, K3, Disrupsi Bisnis, Pajak | Commodity Movement, ESG, Network Security, Cost Escalation, Infrastructure and Suprastructure, OHS, Business Disruption, and Taxation |
| 3 | Tidak Toleran<br>Intolerance | Pelanggaran kode etik, Perubahan hukum & regulasi | Code of Ethics Violations, and Changes in Laws and Regulations |
| 4 | Moderat<br>Moderate | Ketersediaan tenaga terampil | Availability of Skilled Workforce |

## Kriteria Risiko

Kriteria risiko memperhatikan tipe kemungkinan dan tipe dampak. Tipe kemungkinan untuk periode 2025 yang menjadi pendekatan pertimbangan dalam penilaian risiko yaitu:

## Risk Criteria

Risk criteria are determined based on two dimensions: likelihood and impact. For the 2025 reporting period, the Company adopted the following likelihood criteria as the basis for its risk assessment:

| Kriteria Dampak | | | |
|---|---|---|---|
| Tingkat Dampak Risiko | | Parameter Kuantitatif Nilai Dampak Keuangan | Parameter Kualitatif* |
| | Sangat Rendah | X ≤ 20% dari limit risiko BUMN | Melibatkan kelalaian umum |
| | Rendah | 20% < X ≤ 40% dari limit risiko BUMN | Melibatkan kelalaian umum, dapat melemahkan reputasi dan tidak ada indikasi potensi disrupsi operasi dan kerugian jiwa |
| | Moderat | 40% < X ≤ 60% dari limit risiko BUMN | Melibatkan tindakan salah kelola umum, dapat merusak reputasi BUMN dan ada potensi disrupsi operasional minor |
| | Tinggi | 60% < X ≤ 80% dari limit risiko BUMN | Melibatkan gross negligence, keselamatan perorangan, dan melibatkan penurunan reputasi dan kepercayaan publik pada BUMN, terjadi disrupsi operasional untuk periode di bawah 1 bulan |
| | Sangat Tinggi | X > 80% dari limit risiko BUMN | Melibatkan fraud, melibatkan pelanggaran peraturan perundang-undangan, disrupsi operasi > 1 bulan, melibatkan kerugian jiwa, atau melibatkan penurunan reputasi signifikan yang berdampak sistemik dan sektor |

| Kriteria Probabilitas** | | |
|---|---|---|
| Tingkat Probabilitas Risiko | | Parameter Probabilitas |
| | Sangat Jarang Terjadi | Probabilitas kejadian di bawah 20% |
| | Jarang Terjadi | Probabilitas kejadian antara 20% sampai dengan 40% |
| | Bisa Terjadi | Probabilitas kejadian antara 40% sampai dengan 60% |
| | Sangat Mungkin Terjadi | Probabilitas kejadian antara 60% sampai dengan 80% |
| | Hampir Pasti Terjadi | Probabilitas kejadian antara 80% sampai dengan 100% |

Catatan:
*) Parameter kualititatif dapat ditambahkan dengan mengacu pada kriteria lain yang ditetapkan dalam Juknis SK-6/DKU.MBU/10/2023 atau dapat disesuaikan dengan pedoman masing-masing BUMN
**) Parameter probabilitas mengikuti ketentuan pada Juknis SK-6

Notes:
*) Qualitative parameters may be supplemented by referring to other criteria stipulated in the Technical Guidelines of Decree No. SK-6/DKU.MBU/10/2023 or may be adapted in accordance with the respective guidelines of each SOE.
**) Probability parameters are determined according to the provisions set forth in the Technical Guidelines of Decree No. SK-6/DKU.MBU/10/2023.

## Program Penguatan Fungsi Dan Budaya Risiko

Program Perusahaan pada tahun 2024 berkaitan fungsi manajemen risiko yang telah selesai dilaksanakan yaitu:

## Risk Function and Risk Culture Strengthening Programs

The following risk management initiatives planned by the Company have been completed:

| No | Program Tahun 2025<br>2025 Program | |
|---|---|---|
| 1 | Pemenuhan Kualifikasi Organ Pengelola Risiko sesuai PER-2 KBUMN | Fulfillment of Risk Management Organ Qualifications according to SOE Regulation PER-2 |
| 2 | Optimalisasi Perencanaan dan Pengendalian Investasi Pelindo Terminal Petikemas Group | Optimization of Investment Planning and Control across the Pelindo Terminal Petikemas Group |
| 3 | Covering Asuransi atas Aset | Insurance Coverage for Company Assets |
| 4 | Peningkatan pengetahuan Kajian risiko dalam pembuatan RCSA yang melibatkan pemilik Risiko | Enhancement of Risk Assessment Competencies in the Preparation of RCSA, involving Risk Owners |
| 5 | Studi penyusunan/ pengembangan Key Risk Indicator | Study on the Development and Enhancement of Key Risk Indicators (KRIs) |
| 6 | Penilaian Risk Maturity Index (RMI) Tahun 2025 | 2025 Risk Maturity Index (RMI) Assessment |
| 7 | Pelaksanaan Monitoring Implementasi Manajemen Risiko | Monitoring of Risk Management Implementation |
| 8 | Perencanaan & Pelaporan Manajemen Risiko | Risk Management Planning and Reporting |
| 9 | Peningkatan budaya risiko | Strengthening the Company's Risk Culture |
| 10 | Pelaksanaan Internal Control Testing PT Pelabuhan Indonesia (Persero) | Implementation of Internal Control Testing at PT Pelabuhan Indonesia (Persero) |

## Tingkat Maturitas Risiko, Evaluasi dan *Road Map*

Perusahaan melakukan *assessment* / penilaian terhadap tingkat maturitas penerapan manajemen risiko (Risk Maturity Index) pada tahun 2025 atas tahun buku 2024 dengan pendekatan metode yang sama dengan Induk (PT Pelindo). Penilaian yang dilakukan oleh tim Internal RMI Pelindo Group. Berdasarkan metode tersebut, hasil assessment yang dilakukan adalah sebagai berikut:

## Risk Maturity Level, Evaluation, and Road Map

The Company conducted a Risk Maturity Index (RMI) assessment in 2025 for the 2024 financial year using the same methodology adopted by the holding company, PT Pelabuhan Indonesia (Persero). The assessment was carried out by the Pelindo Group Internal RMI Assessment Team. Based on this methodology, the assessment results are presented as follows:

**Aspek Dimensi**
Dimensional Aspects

| Parameter | Dimensi Dimensional | Deskripsi Description | | Nilai Dimensi* Dimension Value* | Nilai Value |
|---|---|---|---|---|---|
| 1 - 3 | 1 | Budaya dan Kapabilitas Risiko | Risk Culture and Capabilities | 3,00 | |
| 4 - 19 | 2 | Organisasi dan Tata Kelola Risiko | Risk Organization and Governance | 2,94 | |
| 20 - 33 | 3 | Kerangka Risiko dan Kepatuhan | Risk and Compliance Framework | 2,86 | |
| 34 - 40 | 4 | Proses dan Kontrol Risiko | Risk Processes and Controls | 3,14 | |
| 41 - 42 | 5 | Model, Data, dan Teknologi Risiko | Risk Models, Data, and Technology | 3,00 | |
| 1 - 42 | | Nilai Aspek Dimensi** | Dimension Aspect Values** | | 2,95 |

**Aspek Kinerja**
Performance Aspects

| No | Aspek Aspect | Nilai Aspek Value Aspect | Nilai Konversi Conversion Value | Bobot Weight | Nilai Konversi x Bobot Conversion Value x Weight | Nilai Value |
|---|---|---|---|---|---|---|
| 1 | Tingkat Kesehatan Peringkat Akhir (Final Rating) Final Rating Health Level | AAA | 100 | 50% | 50 | |
| 2 | Peringkat Komposit Risiko Risk Composite Rating | 2 | 78 | 50% | 39 | |
| | Nilai Aspek Kinerja \| Performance Aspect Score | | | | | 89 |
| | Penyesuaian Nilai (80 < X ≤ 90) \| Score Adjustment (80 < X ≤ 90) | | | | | -0,25 |
| | **NILAI RMI: 2,95 \| RMI Score: 2.95** (Tidak dilakukan penyesuaian score karena score aspek dimensi penilaian RMI yang diperoleh < 3) (No score adjustment was made because the RMI assessment dimension score obtained was <3) | | | | | 2,95 |

Atas hasil diatas, maka terdapat evaluasi untuk area of improvement yang direncanakan untuk dilaksanakan dan menjadi bagian untuk roadmap manajemen risiko periode tahun depan (tahun 2025) yaitu:

Based on the assessment results above, the Company has identified several areas for improvement, which have been incorporated into the risk management roadmap and are planned for implementation during the following period (2025):

| No | Dimensi Dimensional | Parameter | Rekomendasi Recomendation | |
|---|---|---|---|---|
| 1 | Budaya dan Kapabilits Risiko Risk Culture and Capabilities | 2 | Melakukan pemantauan progres tindak lanjut atas rekomendasi Penilaian RMI yang terdokumentasi, baik di Pelindo Terminal Petikemas maupun di Anak Perusahaan. | Monitoring the progress of follow-up on documented RMI Assessment recommendations, both at the Pelindo Terminal Petikemas and in Subsidiaries. |

| No | Dimensi<br>Dimensional | Parameter | Rekomendasi<br>Recomendation | |
|---|---|---|---|---|
| 2 | Organisasi dan Tata Kelola Risiko<br>Organization and Risk Governance | 4 | Menambahkan Fungsi Tata Kelola MR dan Kepatuhan MR ke dalam fungsi Lini dua terpisah dari fungsi Lini satu. | Adding the MR Governance and MR Compliance functions to a second-line function, separate from the first-line function. |
| | | 5 | Melakukan pengelolaan dan pemantauan sertifikasi terhadap organ pengelola risiko (BoC, BoD, FMR dan SPI). | Managing and monitoring the certification of risk management bodies (BoC, BoD, FMR, and SPI). |
| | | 9 | Membentuk tim audit khusus (Dekom), yang bertanggung jawab dan memonitor Risiko yang berkembang dan menetapkan PIC Risiko signifikan pada Divisi (BOD-1). | Establishing a dedicated audit team (Dekom) responsible for monitoring emerging risks and appointing a PIC for significant risks in the Division (BOD-1). |
| | | 10 | Direksi melakukan review secara berkala atas kecukupan implementasi sistem informasi Manajemen Risiko, serta memastikan keakuratan metodologi penilaian Risiko. | The Board of Directors periodically reviews the adequacy of the implementation of the Risk Management information system and ensures the accuracy of the risk assessment methodology. |
| | | 11 | Dilakukan pemisahan yang jelas antara peran fungsi risiko di Pelindo Terminal Petikemas dan fungsi risiko di Anak Perusahaan. | A clear separation of the roles of the risk function at Pelindo Terminal Petikemas and the risk function at Subsidiaries is being established. |
| | | 13 | Pelaksanaan audit tematik penerapan manajemen risiko terhadap FMR (lini 2) oleh SPI (lini 3). | Implementing thematic audits of the implementation of risk management at FMR (line 2) by SPI (line 3). |
| | | 19 | Agar melakukan tinjauan secara berkala untuk memastikan apakah mandat, kerangka kerja, kebijakan/prosedur risiko yang diturunkan dari fungsi risiko pusat telah diimplementasikan dengan baik ke seluruh lini perusahaan, yang pelaksanaannya bisa diintegrasikan dengan tinjauan sistem manajemen terpadu. | Conducting periodic reviews to ensure that the mandate, framework, and risk policies/ procedures derived from the central risk function have been properly implemented across all levels of the company. This implementation can be integrated with the integrated management system review. |
| | | 20 | Agar dilakukan evaluasi terhadap efektivitas kerangka kerja Manajemen Risiko secara berkala misalnya evaluasi terhadap perdir penerapan MR & pedoman teknis MR. | Periodically evaluate the effectiveness of the Risk Management framework, for example, by evaluating the MR implementation regulations and MR technical guidelines. |
| 3 | Kerangka Risiko dan kepatuhan<br>Risk and compliance framework | 21 | Pembentukan Tim Khusus untuk melakukan analisis terhadap dampak risiko ESG/iklim pada portofolio. | Establish a Special Team to analyze the impact of ESG/climate risks on the portfolio. |
| | | 22 | Dalam penyusunan perencanaan strategis perusahaan perlu mempertimbangkan skenario iklim dalam upaya pencapaian sasaran perusahaan (worst case, moderate case, base case). | In preparing the company's strategic planning, it is necessary to consider climate scenarios in efforts to achieve company targets (worst case, moderate case, base case). |
| | | 24 | Agar menginformasikan terkait Penetapan Kapasitas Risiko kepada seluruh pihak yang terlibat dalam penerapan manajemen risiko | Inform all parties involved in implementing risk management regarding Risk Capacity Determination. |
| | | 25 | Melakukan penentuan target yang jelas (terkait nilai batas risiko signifikan), peringatan dan nilai batas dari setiap risiko yang ada di taksonomi, yang disetujui oleh Direksi, di dalam kerangka selera risiko. | Establish clear targets (related to significant risk thresholds), warnings, and thresholds for each risk in the taxonomy, approved by the Board of Directors, within the risk appetite framework. |
| | | 30 | Agar melakukan reviu dan stress test secara berkala untuk sebagian prosedur dan SOP utama yang berkaitan dengan risiko utama perusahaan, serta dilakukan identifikasi area-area perbaikan. (CTI) | Conduct periodic reviews and stress tests of key procedures and SOPs related to the company's key risks, and identify areas for improvement. (CTI) |

| No | Dimensi<br>Dimensional | Parameter | Rekomendasi<br>Recomendation | |
|---|---|---|---|---|
| | | 32 | Melakukan review peran Manajer MR secara berkala untuk mencerminkan perubahan risiko dan kegiatan usaha. | Periodically review the role of the MR Manager to reflect changes in risks and business activities. |
| | | 34 | Agar disusun metode dan alat yang memadai dan digunakan secara konsisten dan efektif untuk melakukan proses identifikasi risiko di perusahaan, seperti wawancara, analisis alur proses, proyeksi, penelusuran temuan audit, loss event data, dan lainnya. | Develop adequate methods and tools that are used consistently and effectively to conduct the company's risk identification process, such as interviews, process flow analysis, projections, audit findings tracking, loss event data, and others. |
| 4 | Proses dan Kontrol Risiko<br>Risk Process and Control | 35 | Agar dilakukan evaluasi kesesuaian metode asesmen risiko setidaknya setahun sekali. | The suitability of risk assessment methods should be evaluated at least annually. |
| | | 36 | Agar disusun prosedur formal saat peringatan muncul/limit risiko terlampaui. | Formal procedures should be established when warnings arise or risk limits are exceeded. |
| | | 38 | Perusahaan agar memperhatikan manfaat yang dapat tercipta dan sumber daya yang dikeluarkan untuk menangani suatu risiko, dengan mendefinisikan sumber daya yang jelas. | Companies should consider the potential benefits and resources expended to address risks, by clearly defining these resources. |
| | | 39 | Agar disusun strategi yang efektif untuk menjaga eksposur risiko agar tetap di level yang diinginkan. | Effective strategies should be developed to maintain risk exposure at the desired level. |
| 5 | Model, Data dan teknologi RIsiko<br>Risk Models, Data and Technology | 41 | Menyiapkan aplikasi Advanced Analytics untuk Manajemen Risiko misal terdapat Early Warning System (EWS). | Advanced Analytics applications should be developed for risk management, such as an Early Warning System (EWS). |

Adapun roadmap manajemen risiko eksisting yang mengikuti roadmap induk yaitu:

The Company's existing risk management road map has been developed in alignment with the risk management roadmap.

| 2025 | 2026 | 2027 | 2028 | 2029 |
|---|---|---|---|---|
| **RISK ENHANCEMENT**<br>Penguatan ERM framework Organ Pengelola Risiko, Kapabilitas, dan Metodelogi Analisis Risiko<br>Strengthening the ERM framework through the enhancement of risk management governance, organizational capabilities, and risk analysis methodologies. | **RISK INTEGRATED & COLLABORATIVE PLANNING**<br>Penerapan terintegrasi Strategi Risiko dan Strategi Bisnis pada Induk dan Anak Perusahaan<br>Implementing an integrated approach to aligning risk strategy with business strategy across the parent company and its subsidiaries. | **RISK OPTIMIZATION**<br>Optimalisasi peran Manajemen Risiko dalam rangka pengelolaan peluang, pencapaian Sasaran dan Inisiatif Strategis Perusahaan<br>Optimizing the role of risk management in identifying opportunities and supporting the achievement of the Company's strategic objectives and strategic initiatives. | **RISK RESILIENCE**<br>Penerapan Manajemen Risiko oleh seluruh lini secara kuat meskipun di tengah kondisi terburuk (worst case)<br>Strengthening the implementation of risk management across all lines of defense to ensure organizational resilience, including under worst-case scenarios. | **RISK CONTINOUS IMPROVEMENT**<br>Penerapan Praktik Terbaik Manajemen Risiko secara konsisten dan berkesinambungan<br>Consistently implementing and continuously enhancing risk management practices based on recognized best practices. |

Perusahaan telah memiliki roadmap yang sejalan dengan induk Perusahaan dan menjadi bagian dalam Pedoman Strategis dan Pedoman Teknis Manajemen Risiko Terintegrasi PT Pelindo Terminal Petikemas. Sebagai pertimbangan dalam memperhatikan terbitnya regulasi baru dari Kementerian BUMN yang dalam petunjuk teknisnya terkait indeks kematangan risiko, maka untuk selanjutnya pada periode tahun mendatang (tahun 2025) akan dilakukan pembaruan roadmap secara keseluruhan yang turut memperhatikan penyusunan RJPP terbaru yang juga memperhatikan

The Company has established a risk management road map that is aligned with the parent company and forms an integral part of the Strategic Guidelines and Technical Guidelines for Integrated Risk Management of PT Pelindo Terminal Petikemas. In consideration of the issuance of new regulations by the Ministry of SOEs, particularly the technical guidelines relating to the Risk Maturity Index, the Company plans to comprehensively update its risk management road map for the next implementation period (2025). This update will also take into account the preparation of the latest RJPP

ketentuan dari Kementerian BUMN kaitannya dengan kriteria indeks kematangan risiko.

## Profil Risiko Korporat Tahun 2025

Pengelolaan risiko khususnya dalam lingkup subholding Pelindo Terminal Petikemas dilakukan sesuai dengan pendekatan yang sejalan dengan induk Perusahaan, dengan memperhatikan risiko secara top-down maupun secara bottom-up untuk selanjutnya dilakukan agregasi terkait pengelolaan risiko korporat.

and ensure alignment with the Ministry of SOEs' requirements concerning risk maturity index criteria.

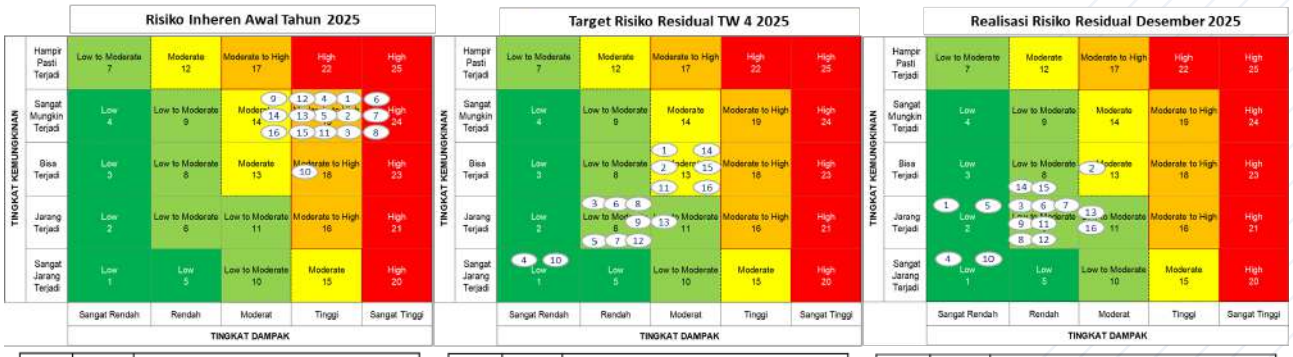
## 2025 Corporate Risk Profile

Risk management within the Pelindo Terminal Petikemas subholding is implemented using an approach aligned with the holding company. The Company applies both top-down and bottom-up risk assessment approaches, the results of which are subsequently consolidated to support the management of the Company's overall corporate risk profile.

| No | Tipe dan Peristiwa Risiko Tahun 2025<br>2025 Risk Types and Risk Events | Level & Nilai Risiko Awal Tahun<br>Initial Risk Level and Rating | Level & Nilai Risiko Akhir Tahun<br>Final Risk Level and Rating |
|---|---|---|---|
| 1 | Penurunan throughput petikemas<br>Decline in Container Throughput | Moderate to High<br>19 | Low<br>2 |
| 2 | Kegagalan penyesuaian tarif<br>Failure to Implement Tariff Adjustments | Moderate to High<br>19 | Moderate<br>13 |
| 3 | Beralihnya customer ke kompetitor/ non-petikemas<br>Customers Shifting to Competitors or Non-Container Services | Moderate to High<br>19 | Low to Moderate<br>6 |
| 4 | Minimnya implementasi pengembangan ESG<br>Limited Implementation of ESG Initiatives | Moderate to High<br>19 | Low<br>1 |
| 5 | Cyber Attack Sistem Informasi<br>Cyber Attack Sistem Informasi | Moderate to High<br>19 | Low<br>2 |
| 6 | Inefisiensi Biaya<br>Cost Inefficient | High<br>24 | Low to Moderate<br>6 |
| 7 | Risiko Ketidaksiapan alat dan/atau fasilitas pelabuhan<br>Risk of Unavailability of Port Equipment and/or Facilities | High<br>24 | Low to Moderate<br>7 |
| 8 | Kecelakaan kerja pada pekerja<br>Workplace Accidents | High<br>24 | Low to Moderate<br>6 |
| 9 | Gagal implementasi manajemen kelangsungan usaha<br>Failure to Implement Business Continuity Management | Moderate<br>14 | Low to Moderate<br>6 |
| 10 | Pelanggaran Kode Etik (Fraud, Gratifikasi, Penyuapan, Korupsi dll)<br>Code of Ethics Violations (Fraud, Gratuities, Bribery, Corruption, etc.) | Moderate to High<br>18 | Low<br>1 |
| 11 | Keterlambatan penyelesaian investasi<br>Delays in the Completion of Investment Projects | Moderate to High<br>19 | Low to Moderate<br>6 |
| 12 | Penurunan kinerja operasional/ produktivitas<br>Decline in Operational Performance and Productivity | Moderate to High<br>19 | Low to Moderate<br>6 |
| 13 | Kegagalan dalam penataan/pemurnian bisnis anak/ cucu Prshn<br>Failure to Optimize and Streamline the Business Structure of Subsidiaries and Sub-Subsidiaries | Moderate to High<br>19 | Low to Moderate<br>11 |
| 14 | Terdapat Terminal dibawah Pelindo Terminal Petikemas belum dedicated Petikemas<br>Container Terminals under Pelindo Terminal Petikemas are not yet fully dedicated to Container Operations | Moderate<br>14 | Low to Moderate<br>8 |
| 15 | Terlambatnya penyiapan implementasi inisiatif strategis, termasuk digitalisasi<br>Delays in the Implementation of Strategic Initiatives, Including Digitalization | Moderate to High<br>19 | Low to Moderate<br>8 |
| 16 | Denda pajak<br>Tax Penalties | Moderate<br>14 | Low to Moderate<br>11 |

## Peta Risiko Tahun 2025 Risk Map 2025

### Peta Risiko Utama Perusahaan (Sub-Kelompok Risiko)




| Target Exp | Realisasi Exp | Lebih Baik Dibawah Target Level dan Nilai Eksposur (6 Risiko) |
|---|---|---|
| 13 92M | 1 2 17M* | Penurunan throughput petikemas |
| 6 2,8M | 5 2 1,1M** | Cyber Attack Sistem Informasi |
| 13 6M | 11 6 2M** | Keterlambatan penyelesaian investasi |
| 13 7M | 14 8 4M** | Terdapat Terminal dibawah SPTP belum dedicated Petikemas |
| 13 6M | 15 8 4M** | Terlambatnya penyiapan implementasi inisiatif strategis, termasuk digitalisasi |
| 13 86M | 16 11 48M* | Denda pajak |

| Target Exp | Realisasi Exp | Sesuai dengan Target (5 Risiko) |
|---|---|---|
| 13 87M | 2 13 85M* | Kegagalan penyesuaian tarif |
| 6 31M | 3 6 25M* | Beralihnya customer ke kompetitor/non petikemas |
| 6 50M | 6 6 32M* | Inefisiensi biaya |
| 6 50M | 7 6 44M* | Ketidakslapan alat dan/atau fasilitas |
| 6 26M | 9 6 24M* | Gagal implementasi manajemen kelangsungan usaha |

| Target Exp | Realisasi Exp | Sesuai dengan Target Level Namun Nilai Eksposur = Target Nilai Eksposur (5 Risiko) |
|---|---|---|
| 1 0,9M | 4 1 0,9M** | Minimnya implementasi pengembangan Environmental, Social, Governance (ESG) |
| 6 2,8M | 8 6 2,8M** | Kecelakaan kerja |
| 1 0,0M | 10 1 0,0M** | Fraud, Gratifikasi, Penyuapan, Korupsi |
| 6 2M | 12 6 2M** | Penurunan kinerja operasional/ produktivitas |
| 11 4M | 13 11 4M** | Kegagalan dalam penataan/pemurnian bisnis anak/cucu perusahaan |

Keterangan 16 Profil Risiko Utama:
*)Kuantifikasi Kuantitatif
**)Kuantifikasi Kualitatif

# Sistem Pengendalian Internal

Internal Control System

Dalam mendukung pencapaian tujuan strategis secara optimal, Pelindo Terminal Petikemas menerapkan sistem pengendalian internal yang terintegrasi dan berkelanjutan. Sistem ini dirancang untuk memastikan seluruh aktivitas perusahaan berjalan secara efektif, efisien, transparan, serta dapat dipertanggungjawabkan sesuai prinsip tata kelola perusahaan yang baik.

Sistem pengendalian internal tidak hanya berfungsi sebagai mekanisme pengawasan, tetapi juga sebagai instrumen manajerial dalam menjaga kualitas proses bisnis, keandalan pelaporan, serta kepatuhan terhadap regulasi yang berlaku. Dengan penerapan yang konsisten, sistem ini berperan penting dalam melindungi aset perusahaan dan meminimalkan potensi risiko yang dapat mempengaruhi kinerja.

Dalam implementasinya, Pelindo Terminal Petikemas mengacu pada COSO Internal Control–Integrated Framework sebagai kerangka utama, yang menekankan integrasi antara lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, informasi dan komunikasi, serta kegiatan pemantauan. Penerapan tersebut juga selaras dengan ketentuan peraturan perundang-undangan, antara lain Undang-Undang Nomor 19 Tahun 2003 tentang BUMN dan Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.

Sebagai bentuk penguatan implementasi, Perseroan telah menetapkan Peraturan Direksi Nomor PER.0029/PW.03.04/PLTP-2021 tentang Pedoman Umum Sistem Pengendalian Intern, yang menjadi acuan resmi dalam penerapan pengendalian internal di seluruh unit kerja.

## Tujuan Sistem Pengendalian Internal

Sistem pengendalian internal di Pelindo Terminal Petikemas dikembangkan sebagai kerangka kerja yang menyeluruh, mencakup aspek keuangan maupun operasional, guna memastikan setiap proses bisnis berjalan secara terkendali dan sesuai dengan standar yang telah ditetapkan.

Penerapan sistem ini bertujuan untuk memberikan keyakinan memadai *(reasonable assurance)* bahwa kegiatan perusahaan dilaksanakan secara tertib, akurat, dan selaras dengan prinsip GCG. Adapun tujuan utama yang ingin dicapai meliputi:

To support the optimal achievement of its strategic objectives, Pelindo Terminal Petikemas has implemented an integrated and sustainable Internal Control System. The system is designed to ensure that all Company activities are conducted effectively, efficiently, transparently, and accountably in accordance with the principles of Good Corporate Governance.

The Internal Control System serves not only as an oversight mechanism but also as a management instrument for maintaining the quality of business processes, the reliability of reporting, and compliance with applicable laws and regulations. Through its consistent implementation, the system plays a vital role in safeguarding the Company's assets and minimizing risks that could adversely affect corporate performance.

In implementing its Internal Control System, Pelindo Terminal Petikemas adopts the COSO Internal Control–Integrated Framework as its primary reference, emphasizing the integration of the control environment, risk assessment, control activities, information and communication, and monitoring activities. Its implementation is also aligned with applicable legislation, including Law No. 19 of 2003 on State-Owned Enterprises and Law No. 40 of 2007 on Limited Liability Companies.

To further strengthen its implementation, the Company has established the Board of Directors' Regulation No. PER.0029/PW.03.04/PLTP-2021 concerning the General Guidelines for the Internal Control System, which serves as the official reference for implementing internal controls across all business units.

## Objectives of the Internal Control System

The Internal Control System at Pelindo Terminal Petikemas has been developed as a comprehensive framework covering both financial and operational aspects to ensure that every business process is conducted in a controlled manner and according to established standards.

The implementation of this system is intended to provide reasonable assurance that the Company's activities are carried out in an orderly, accurate, and accountable manner, consistent with the principles of GCG. The primary objectives of the Internal Control System are to:

- menjaga keamanan dan keberlangsungan aset perusahaan dari potensi kehilangan atau penyalahgunaan;
- menekan risiko kerugian, penyimpangan, serta potensi kecurangan dalam aktivitas operasional;
- memastikan seluruh kegiatan usaha dilaksanakan sesuai dengan ketentuan hukum dan regulasi yang berlaku;
- menghasilkan informasi keuangan dan manajerial yang andal, lengkap, serta tepat waktu sebagai dasar pengambilan keputusan;
- meningkatkan efisiensi dan efektivitas operasional melalui pengendalian proses yang terukur;
- memperkuat internalisasi budaya risiko dan kepatuhan di seluruh lini organisasi.

## Kesesuaian Sistem Pengendalian dengan Kerangka yang Diakui Secara Internasional (COSO)

Infrastruktur dan *soft structure* Sistem Pengendalian Intern di Perusahaan disesuaikan pada kerangka pengendalian yang berlaku secara internasional atau mengikuti kerangka yang dipublikasikan oleh COSO (*Committee of Sponsoring Organisation the Treadway Commission*). Penyesuaian ini ditujukan untuk memberikan peningkatan kualitas pengendalian di internal Perusahaan serta terbentuknya pengakuan secara luas terhadap sistem pengendalian yang diterapkan Perusahaan. Sistem Pengendalian Intern yang dirancang, ditetapkan dan diterapkan pada Perusahaan terdiri dari 5 (lima) unsur pengendalian yaitu:

1) Lingkungan Pengendalian
   Pembentukan lingkungan organisasi serta memberikan kesadaran tentang perlunya pengendalian internal bagi Perusahaan. Perlunya hirarki pengendalian internal yang terstruktur sehingga tercipta integritas, komitmen, dan partisipasi seluruh organ Perusahaan.
2) Penilaian Risiko
   Kegiatan yang dilakukan oleh Perusahaan dalam mengidentifikasi dan menganalisis risiko yang menghambat Perusahaan dalam mencapai tujuannya.
3) Kegiatan Pengendalian
   Jaminan yang diberikan oleh Perusahaan berupa kebijakan dan sistem operasi dan prosedur guna meyakinkan Pemangku Kepentingan bahwa Perusahaan telah menjalankan fungsi pengelolaan Perusahaan sebagaimana mestinya.
4) Informasi dan Komunikasi
   Dalam proses pengambilan keputusan penyampaian laporan keuangan dan laporan tahunan Perusahaan telah berupaya untuk menciptakan sistem informasi yang didasarkan pada kebijakan yang telah ditentukan oleh Perusahaan. Proses informasi dan komunikasi tersebut meliputi: memulai, mencatat, memproses, dan melaporkan transaksi suatu

- Safeguard the Company's assets against potential loss, misuse, or unauthorized use.
- Minimize the risk of losses, irregularities, and potential fraud in operational activities.
- Ensure that all business activities are conducted in compliance with applicable laws and regulations.
- Produce reliable, complete, and timely financial and management information to support decision-making.
- Enhance operational efficiency and effectiveness through well-controlled business processes.
- Strengthen the integration of risk awareness and compliance culture throughout the organization.

## Alignment of the Internal Control System with the Internationally Recognized COSO Framework

The infrastructure and supporting framework (soft structure) of the Internal Control System have been aligned with the internationally recognized internal control framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). This alignment is intended to enhance the effectiveness of the Company's internal control system while ensuring that its internal control practices are consistent with internationally recognized standards. The Company's Internal Control System has been designed, established, and implemented based on the following five components of internal control:

1) Control Environment
   The Company establishes an organizational environment that promotes awareness of the importance of internal control throughout the organization. This includes maintaining a structured internal control hierarchy to foster integrity, commitment, and active participation by all corporate organs.
2) Risk Assessment
   The Company conducts risk identification and assessment activities to identify and analyze risks that could hinder the achievement of its objectives.
3) Control Activities
   The Company implements policies, operating systems, and procedures designed to provide assurance to stakeholders that corporate management activities are being conducted effectively and according to established governance principles.
4. Information and Communication
   In supporting decision-making and the preparation of the Company's financial statements and Annual Report, the Company has established an information system based on approved corporate policies. The information and communication process encompasses the initiation, recording,

entitas di Perusahaan serta mempertahankan akuntabilitas aktiva terkait.

5) Pemantauan

Sistem Pengendalian Intern Perusahaan terus berupaya untuk melakukan penilaian yang berkelanjutan dan periodik dalam pelaksanaan pengendalian internal serta melakukan reviu dan perubahan sesuai dengan kondisi atau hasil evaluasi Sistem Pengendalian Intern yang ada.

## Pengendalian Keuangan dan Operasional Perusahaan

Pengendalian keuangan dan operasional merupakan bagian penting dari sistem pengendalian internal Pelindo Terminal Petikemas dalam memastikan bahwa seluruh aktivitas bisnis berjalan secara tertib, efisien, dan sesuai dengan ketentuan yang berlaku. Melalui penerapan pengendalian yang terstruktur, Perseroan berupaya meminimalkan risiko kesalahan, penyimpangan, maupun ketidakpatuhan, sekaligus menjaga keandalan kinerja dan kepercayaan para pemangku kepentingan.

## Pengendalian Keuangan

Pengendalian keuangan difokuskan pada pengelolaan sumber daya keuangan secara disiplin, transparan, dan akuntabel. Penerapan pengendalian ini mencakup beberapa aspek utama, antara lain:

- **Pengelolaan Aset dan Arus Keuangan**
  Perseroan menerapkan mekanisme pengelolaan keuangan yang mencakup perencanaan dan pengendalian anggaran, pengelolaan investasi, serta pengawasan arus kas secara berkelanjutan untuk menjaga stabilitas finansial.
- **Keandalan Pencatatan Akuntansi**
  Sistem akuntansi diselenggarakan secara tertib dengan mengacu pada standar akuntansi yang berlaku, sehingga menghasilkan informasi keuangan yang akurat, lengkap, dan tepat waktu sebagai dasar pengambilan keputusan.
- **Penerapan Pemisahan Fungsi (Segregation of Duties)**
  Perseroan memastikan adanya pemisahan peran dan tanggung jawab dalam proses keuangan guna mencegah potensi konflik kepentingan, kesalahan, maupun tindakan kecurangan.
- **Peran Pengawasan Internal**
  Fungsi audit internal secara berkala melakukan evaluasi atas efektivitas pengendalian keuangan, termasuk mengidentifikasi area perbaikan dan memberikan rekomendasi peningkatan.

processing, and reporting of corporate transactions, as well as maintaining accountability for the related assets.

5. Monitoring

The Company continuously performs ongoing and periodic evaluations of the effectiveness of its Internal Control System. It also conducts regular reviews and implements improvements to ensure that the Internal Control System remains effective and responsive to changes in the business environment and the results of internal evaluations.

## Financial and Operational Controls

Financial and operational controls constitute an integral part of Pelindo Terminal Petikemas's Internal Control System, ensuring that all business activities are conducted in an orderly, efficient, and compliant manner. Through implementing structured control mechanisms, the Company seeks to minimize the risk of errors, irregularities, and non-compliance while maintaining operational reliability and strengthening stakeholder confidence.

## Financial Controls

Financial controls are designed to ensure that the financial resources are managed in a disciplined, transparent, and accountable manner. The implementation of these controls encompasses the following key aspects:

- **Asset and Cash Flow Management**
  The Company implements sound financial management practices covering budget planning and control, investment management, and continuous cash flow monitoring to maintain financial stability.
- **Reliability of Accounting Records**
  The Company's accounting system is maintained in accordance with applicable accounting standards to ensure the preparation of accurate, complete, and timely financial information that supports effective decision-making.
- **Segregation of Duties**
  The Company maintains an appropriate segregation of roles and responsibilities within its financial processes to prevent potential conflicts of interest, errors, and fraudulent activities.
- **Role of Internal Oversight**
  An internal audit periodically evaluates the effectiveness of financial controls, identifies areas requiring improvement, and provides recommendations to further strengthen the Company's financial control environment

## Pengendalian Operasional

Pengendalian operasional diterapkan untuk memastikan konsistensi dan kualitas pelaksanaan kegiatan usaha melalui standar proses yang jelas dan terukur. Implementasi pengendalian ini dilakukan melalui:

- **Penerapan Standar Operasional Prosedur (SOP)**
  Seluruh aktivitas operasional dilaksanakan berdasarkan SOP yang telah ditetapkan untuk menjaga efisiensi, konsistensi, dan kualitas layanan.
- **Pemantauan Kinerja Operasional**
  Perseroan melakukan monitoring kinerja secara berkala untuk memastikan pencapaian target operasional serta mengidentifikasi potensi deviasi sejak dini.
- **Integrasi dengan Manajemen Risiko**
  Pengendalian operasional terhubung dengan proses manajemen risiko, sehingga setiap potensi risiko operasional dapat diidentifikasi, dianalisis, dan dimitigasi secara tepat.

Dengan penerapan pengendalian keuangan dan operasional yang terintegrasi, Pelindo Terminal Petikemas berkomitmen untuk menjaga efektivitas proses bisnis, meningkatkan efisiensi kinerja, serta memperkuat ketahanan perusahaan dalam menghadapi dinamika industri pelabuhan dan logistik.

## Pelaksanaan Sistem Pengendalian Intern 2025

Sebagai bentuk hasil pengawasan SPI atas bisnis proses yang berlangsung pada PT Pelindo Terminal Petikemas, terdapat beberapa kegiatan audit yang dilakukan seperti audit terpadu, audit tematik, dan joint audit dengan SPI holding. Audit dilakukan atas proses bisnis pada seluruh terminal di lingkup PT Pelindo Terminal Petikemas. Proses ini dilaksanakan untuk memastikan bahwa manajemen telah melakukan langkah-langkah pengendalian internal secara optimal.

## Tinjauan atas efektivitas sistem pengendalian internal

Untuk mengevaluasi pelaksanaan sistem pengendalian internal, PT Pelindo Terminal Petikemas membentuk SPI sebagai pelaksana. Hasil evaluasi atas pelaksanaan sistem pengendalian internal menjadi salah satu dasar evaluasi Manajemen terhadap efektivitas sistem pengendalian internal untuk menentukan perbaikan dan penyempurnaan sistem ataupun kebijakan yang memungkinkan Manajemen menjalankan kegiatan operasional Perusahaan dengan cara yang lebih efektif.

## Operational Controls

Operational controls are implemented to ensure the consistency and quality of business operations through defined and measurable process standards. These controls are implemented through the following initiatives:

- **Implementation of Standard Operating Procedures** All operational activities are carried out according to established SOPs to ensure operational efficiency, consistency, and service quality.
- **Operational Performance Monitoring**
  The Company conducts periodic performance monitoring to ensure the achievement of operational targets while enabling the early identification of potential deviations.
- **Integration with Risk Management**
  Operational controls are integrated with the Company's risk management process, enabling operational risks to be identified, assessed, and mitigated in a timely and effective manner.

Through the integrated implementation of financial and operational controls, Pelindo Terminal Petikemas is committed to maintaining the effectiveness of its business processes, enhancing operational efficiency, and strengthening the Company's resilience in responding to the dynamic challenges of the port and logistics industry.

## Implementation of the Internal Control System in 2025

As part of the SPI oversight of the business processes of PT Pelindo Terminal Petikemas, various audit activities were carried out during 2025, including integrated, thematic, and joint audits conducted in collaboration with the SPI of the holding company. These audits covered business processes across all terminals operated by PT Pelindo Terminal Petikemas and were conducted to ensure that Management had effectively implemented appropriate internal control measures.

## Review of the Effectiveness of the Internal Control System

To evaluate the implementation of the Internal Control System, PT Pelindo Terminal Petikemas has designated the SPI to perform the evaluation. The results of this evaluation serve as one of Management's key references in assessing the effectiveness of the Internal Control System and determining the improvements and enhancements required to strengthen the system and related policies, thereby enabling the Company to conduct its operations more effectively.

Berikut tahapan evaluasi atas efektivitas pelaksanaan pengendalian internal Perusahaan:

1. SPI melakukan evaluasi atas efektivitas pelaksanaan pengendalian internal Perusahaan;
2. Direksi menindaklanjuti laporan hasil audit yang dilaksanakan SPI maupun Auditor Eksternal dan melaporkan perkembangan tindak lanjut tersebut kepada Dewan Pengawas.
3. Dewan Komisaris memantau perkembangan tindak lanjut atas laporan hasil audit SPI maupun Auditor Eksternal.
4. Dewan Komisaris memberikan penilaian dan masukan terhadap laporan hasil audit SPI dan Auditor Eksternal yang mencakup materi laporan, sasaran audit dan ruang lingkup audit.
5. Dewan Komisaris mengawasi dan memantau kepatuhan Direksi dan tim manajemen dalam menjalankan peraturan perundang-undangan.

Maksud dan tujuan evaluasi adalah:

a. Memberikan keyakinan kepada Direksi dalam pemberian asersi mengenai efektivitas pengendalian internal untuk selanjutnya memberikan keyakinan kepada stakeholder lain bahwa penerapan Sistem Pengendalian Internal Pelindo Terminal Petikemas telah cukup memadai dalam mencapai tujuan yang diharapkan yaitu kepatuhan terhadap peraturan dan perundang-undangan yang berlaku, tersedianya informasi keuangan dan manajemen yang benar, lengkap dan tepat waktu, dan efisien/efektivitas dari kegiatan usaha perusahaan.
b. Memberikan rekomendasi kepada Direksi menyangkut perbaikan penerapan Sistem Pengendalian Intern Perusahaan di masa yang akan datang (areas of improvement).

**Implementasi Tindak Lanjut**

1. **Rekomendasi dan Perbaikan**: Setelah rekomendasi perbaikan diajukan, langkah selanjutnya adalah melaksanakan tindakan perbaikan yang diperlukan untuk memperbaiki kelemahan atau cacat dalam sistem pengendalian internal.
2. **Monitoring dan Pemantauan**: Perusahaan terus memantau dan meninjau efektivitas perubahan yang telah dilakukan untuk memastikan bahwa SPI telah berhasil mengatasi masalah yang diidentifikasi dalam tinjauan sebelumnya.

Tinjauan atas efektivitas sistem pengendalian internal Pelindo Terminal Petikemas telah dilaksanakan dalam memastikan bahwa perusahaan memiliki kontrol yang efektif dalam mengelola risiko dan mencapai tujuan. Dengan mengidentifikasi kelemahan, mengusulkan perbaikan, dan melaksanakan tindakan perbaikan yang sesuai, Pelindo Terminal Petikemas dapat memastikan bahwa

The evaluation of the effectiveness of the Company's Internal Control System is conducted through the following stages:

1. The SPI evaluates the effectiveness of the Company's Internal Control System.
2. The Board of Directors follows up on audit findings issued by the SPI and External Auditors and reports the progress of the corrective actions to the Board of Commissioners.
3. The Board of Commissioners monitors the implementation of corrective actions arising from the audit reports of the SPI and the External Auditors.
4. The Board of Commissioners reviews and provides feedback on the audit reports issued by the SPI and the External Auditors, including the audit findings, audit objectives, and audit scope.
5. The Board of Commissioners oversees and monitors the compliance of the Board of Directors and Management with applicable legislation.

The objectives of the evaluation are as follows:

a. To provide assurance to the Board of Directors in supporting its assertion regarding the effectiveness of the Internal Control System, thereby enabling the Board of Directors to provide assurance to stakeholders that Pelindo Terminal Petikemas's Internal Control System has been adequately implemented to achieve its intended objectives, namely compliance with applicable laws and regulations, the availability of accurate, complete, and timely financial and management information, and the efficiency and effectiveness of the Company's business operations.
b. To provide recommendations to the Board of Directors regarding areas for improvement in the implementation of the Company's Internal Control System in the future.

**Implementation of Follow-Up Actions**

1. **1Recommendations and Corrective Actions:** Following the issuance of recommendations, the Company implements the necessary corrective actions to address identified weaknesses or deficiencies in the Internal Control System.
2. **Monitoring and Review:** The Company continuously monitors and evaluates the effectiveness of the corrective actions implemented to ensure that the SPI has successfully addressed the issues identified during previous evaluations.

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The review of the effectiveness of Pelindo Terminal Petikemas's Internal Control System has been carried out to ensure that the Company maintains effective controls for managing risks and achieving its objectives. By identifying control deficiencies, recommending improvements, and implementing appropriate corrective actions, Pelindo Terminal Petikemas seeks to ensure

sistem pengendalian internal telah efektif dan adaptif terhadap perubahan kondisi bisnis dan lingkungan eksternal.

## Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal

Direksi dan Dewan Komisaris Pelindo Terminal Petikemas menegaskan komitmennya dalam memastikan penerapan tata kelola perusahaan yang baik secara konsisten dan berkelanjutan di seluruh aktivitas Perseroan. Sistem pengendalian internal dipandang sebagai fondasi utama dalam menjaga integritas proses bisnis, melindungi aset perusahaan, serta mendukung pencapaian kinerja yang berkelanjutan.

Dalam menjalankan fungsi pengelolaan dan pengawasan, Direksi dan Dewan Komisaris secara aktif melakukan evaluasi atas efektivitas sistem pengendalian internal. Penilaian tersebut dilakukan secara berkala dengan mengacu pada kerangka COSO Internal *Control–Integrated Framework,* yang mencakup lima komponen utama, yaitu lingkungan pengendalian, penilaian risiko, aktivitas pengendalian, sistem informasi dan komunikasi, serta kegiatan pemantauan. Evaluasi ini bertujuan untuk memastikan bahwa seluruh elemen pengendalian telah berjalan secara selaras dengan strategi dan operasional perusahaan.

Dewan Komisaris, melalui dukungan Komite Audit, melaksanakan fungsi pengawasan secara independen terhadap implementasi sistem pengendalian internal. Pengawasan tersebut mencakup aspek kepatuhan terhadap regulasi, efektivitas pengelolaan risiko, serta keandalan pelaporan keuangan dan operasional. Pendekatan ini memastikan adanya mekanisme check and balance yang memadai dalam mendukung kualitas tata kelola perusahaan.

Berdasarkan hasil penelaahan yang dilakukan sepanjang tahun buku 2025, Direksi dan Dewan Komisaris berpendapat bahwa sistem pengendalian internal Perseroan telah dirancang dan diimplementasikan secara memadai serta berfungsi secara efektif dalam mendukung pencapaian tujuan strategis perusahaan. Ke depan, Perseroan akan terus memperkuat sistem pengendalian internal secara berkelanjutan guna meningkatkan ketahanan organisasi dalam menghadapi dinamika usaha dan risiko yang berkembang.

that its Internal Control System remains effective and responsive to changes in the business environment and evolving external conditions.

## Statement of the Board of Directors and the Board of Commissioners on the Adequacy of the Internal Control System

The Board of Directors and the Board of Commissioners of Pelindo Terminal Petikemas reaffirm their commitment to ensuring the consistent and sustainable implementation of Good Corporate Governance throughout all of the Company's activities. The Internal Control System is regarded as a fundamental pillar in maintaining the integrity of business processes, safeguarding the Company's assets, and supporting sustainable business performance.

In carrying out their respective management and oversight responsibilities, the Board of Directors and the Board of Commissioners actively evaluate the effectiveness of the Internal Control System. These evaluations are conducted periodically with reference to the COSO Internal Control–Integrated Framework, which encompasses five key components: the control environment, risk assessment, control activities, information and communication, and monitoring activities. The evaluation process is intended to ensure that all elements of the Internal Control System operate in alignment with the Company's strategy and business operations.

The Board of Commissioners, with the support of the Audit Committee, exercises independent oversight of the implementation of the Internal Control System. This oversight covers regulatory compliance, the effectiveness of risk management, and the reliability of financial and operational reporting. This approach provides an appropriate system of checks and balances in support of sound corporate governance.

Based on the reviews conducted throughout the 2025 financial year, the Board of Directors and the Board of Commissioners are of the opinion that the Company's Internal Control System has been adequately designed, effectively implemented, and is operating effectively in supporting the achievement of the Company's strategic objectives. Going forward, the Company will continue to strengthen its Internal Control System on an ongoing basis to enhance organizational resilience in response to evolving business dynamics and emerging risks.

# Akses Informasi dan Data Perusahaan

Access to Data and Company Information

PT Pelindo Terminal Petikemas berkomitmen untuk menerapkan prinsip keterbukaan informasi sebagai bagian integral dari praktik tata kelola perusahaan yang baik. Keterbukaan ini diwujudkan melalui penyediaan informasi yang akurat, relevan, dan tepat waktu kepada seluruh pemangku kepentingan, guna mendukung pengambilan keputusan yang objektif serta meningkatkan kepercayaan terhadap Perseroan.

Perseroan memastikan bahwa akses terhadap informasi tidak hanya bersifat formal, tetapi juga mudah dijangkau melalui berbagai kanal komunikasi yang adaptif terhadap perkembangan teknologi dan kebutuhan stakeholders. Informasi yang disampaikan mencakup kinerja keuangan, operasional, strategi bisnis, hingga aspek keberlanjutan.

## Prinsip Keterbukaan Informasi

Dalam penyediaan informasi, Pelindo Terminal Petikemas mengedepankan prinsip-prinsip sebagai berikut:

- Transparansi, dengan menyediakan informasi yang jelas dan dapat dipertanggungjawabkan;
- Aksesibilitas, melalui berbagai kanal komunikasi yang mudah dijangkau;
- Akurasi dan relevansi, untuk memastikan informasi yang disampaikan sesuai dengan kondisi aktual;
- Kesetaraan akses informasi, tanpa diskriminasi kepada seluruh pemangku kepentingan;
- Kepatuhan terhadap regulasi, termasuk ketentuan keterbukaan informasi di lingkungan BUMN.

## Sarana dan Media Pengungkapan Informasi

Untuk menjamin keterbukaan informasi yang optimal, Pelindo Terminal Petikemas memanfaatkan berbagai sarana komunikasi sebagai berikut:

1. **Rapat Umum Pemegang Saham (RUPS)**
   RUPS merupakan forum utama bagi Perseroan dalam menyampaikan informasi strategis kepada pemegang saham, termasuk laporan kinerja, rencana bisnis, serta keputusan penting yang memerlukan persetujuan pemegang saham.

PT Pelindo Terminal Petikemas is committed to implementing the principle of information disclosure as an integral part of its Good Corporate Governance practices. This commitment is demonstrated through providing accurate, relevant, and timely information to all stakeholders, thereby supporting objective decision-making and strengthening confidence in the Company.

The Company ensures that access to information extends beyond formal disclosure requirements by providing information through a variety of communication channels that are responsive to technological advancements and the evolving needs of stakeholders. The information disclosed covers the Company's financial and operational performance, business strategies, and sustainability initiatives.

## Principles of Information Disclosure

In providing information, Pelindo Terminal Petikemas upholds the following principles:

- Transparency, by providing information that is clear, accurate, and accountable.
- Accessibility, through a variety of communication channels that are readily accessible to stakeholders.
- Accuracy and Relevance, by ensuring that the information disclosed reflects the Company's actual conditions and remains relevant to stakeholders.
- Equal Access to Information, by providing information fairly and without discrimination to all stakeholders.
- Regulatory Compliance, by adhering to applicable information disclosure requirements, including those governing SOEs.

## Information Disclosure Channels and Media

To ensure effective and transparent information disclosure, Pelindo Terminal Petikemas utilizes various communication channels and media, including the following:

1. **General Meeting of Shareholders (GMS)**
   The GMS serves as the Company's principal forum for communicating strategic information to shareholders, including business performance, business plans, and significant matters requiring shareholder approval.

Melalui RUPS, pemegang saham memiliki kesempatan untuk memberikan masukan dan mengambil bagian dalam proses pengambilan keputusan strategis.

2. **Laporan Tahunan dan Laporan Keberlanjutan**
Laporan Tahunan disusun sebagai bentuk pertanggungjawaban Direksi dan Dewan Komisaris atas pengelolaan dan pengawasan Perseroan selama satu tahun buku. Selain itu, Perseroan juga menyusun Laporan Keberlanjutan sebagai bentuk transparansi atas kinerja ekonomi, sosial, dan lingkungan. Seluruh laporan tersebut dipublikasikan melalui media resmi Perseroan dan dapat diakses oleh publik.

3. **Situs Web Resmi Perusahaan**
Melalui https://www.pelindotpk.co.id/, Perseroan menyediakan berbagai informasi terkini yang mencakup profil perusahaan, kinerja, layanan, berita korporasi, serta informasi lainnya yang relevan. Situs web ini juga berfungsi sebagai pusat informasi utama (information hub) yang dapat diakses oleh seluruh pemangku kepentingan kapan saja.

4. **Media Sosial**
Pelindo Terminal Petikemas memanfaatkan media sosial sebagai sarana komunikasi yang interaktif dan real-time untuk menjangkau masyarakat luas. Kanal media sosial yang digunakan antara lain:
   - Twitter/X: **@pelindotpk**
   - Facebook: **pelindotpk**
   - Instagram: **@pelindotpk**
   - YouTube: **pelindotpk**

   Melalui media ini, Perseroan menyampaikan informasi operasional, kegiatan perusahaan, edukasi publik, serta respon terhadap isu-isu yang berkembang.

5. **Layanan Kontak dan Pengaduan**
Perseroan menyediakan saluran komunikasi langsung bagi pemangku kepentingan untuk memperoleh informasi maupun menyampaikan pertanyaan, masukan, atau pengaduan, yaitu:
   - Contact Center: (031) 99210456
   - Email: info@pelindotpk.co.id

   Seluruh masukan yang diterima dikelola secara profesional sebagai bagian dari upaya peningkatan kualitas layanan dan transparansi.

Through the GMS, shareholders are provided with the opportunity to express their views and participate in the Company's strategic decision-making process.

2. **Annual Report and Sustainability Report**
The Annual Report is prepared as an accountability by the Board of Directors and the Board of Commissioners for the management and oversight of the Company throughout the financial year. Additionally, the Company publishes a Sustainability Report to provide transparent disclosure of its economic, social, and environmental performance. These reports are made publicly available through the Company's official communication channels.

3. **Official Corporate Website**
Through its official website, the Company provides up-to-date information covering its corporate profile, business performance, services, corporate news, and other relevant information. The website also serves as the Company's primary information hub, accessible to all stakeholders at any time.

4. **Media Sosial**
Pelindo Terminal Petikemas utilizes social media as an interactive, real-time communication platform to engage with the public. The Company's official social media channels include:
   - Twitter/X: **@pelindotpk**
   - Facebook: **pelindotpk**
   - Instagram: **@pelindotpk**
   - YouTube: **pelindotpk**

   Through these platforms, the Company communicates operational updates, corporate activities, public education initiatives, and responses to emerging issues.

5. **Contact and Complaint Services**
The Company provides direct communication channels through which stakeholders may obtain information or submit inquiries, feedback, and complaints:
   - Contact Center: (031) 99210456
   - Email: info@pelindotpk.co.id

   All feedback received is managed professionally as part of the Company's ongoing commitment to enhancing service quality and strengthening transparency.

## Penguatan Akses Informasi Tahun 2025

Sepanjang tahun 2025, Pelindo Terminal Petikemas terus meningkatkan kualitas keterbukaan informasi melalui penguatan kanal digital, peningkatan kecepatan respons terhadap pertanyaan publik, serta penyajian informasi yang lebih informatif dan mudah dipahami. Perseroan juga memastikan bahwa seluruh informasi yang dipublikasikan telah melalui proses verifikasi internal guna menjaga akurasi dan kredibilitas.

## Komitmen ke Depan

Ke depan, Pelindo Terminal Petikemas akan terus mengembangkan sistem keterbukaan informasi yang lebih terintegrasi, termasuk optimalisasi platform digital dan peningkatan kualitas komunikasi dengan pemangku kepentingan. Upaya ini dilakukan untuk memastikan bahwa Perseroan tetap adaptif terhadap perkembangan teknologi serta mampu memenuhi ekspektasi transparansi yang semakin tinggi.

## Strengthening Information Accessibility in 2025

Throughout 2025, Pelindo Terminal Petikemas continued to enhance the quality of its information disclosure by strengthening its digital communication channels, improving its responsiveness to public inquiries, and presenting information in a more informative and user-friendly manner. The Company also ensured that all published information underwent an internal verification process to maintain its accuracy and credibility.

## Future Commitment

Going forward, Pelindo Terminal Petikemas will continue to enhance its information disclosure system through greater integration, including optimizing digital platforms and improving stakeholder communication. These initiatives are intended to ensure that the Company remains responsive to technological advancements while meeting the growing expectations for transparency and accountability.

# Kode Etik

Code of Ethics

Sebagai bagian dari komitmen terhadap penerapan tata kelola perusahaan yang baik, PT Pelindo Terminal Petikemas (Pelindo Terminal Petikemas) menetapkan Pedoman Etika dan Perilaku (Code of Conduct) sebagai acuan utama dalam membentuk standar perilaku seluruh insan perusahaan. Pedoman ini menjadi landasan dalam menjalankan aktivitas bisnis secara profesional, berintegritas, dan bertanggung jawab, baik dalam lingkungan internal maupun dalam hubungan dengan para pemangku kepentingan.

Kode Etik tidak hanya berfungsi sebagai seperangkat aturan, tetapi juga sebagai refleksi nilai-nilai korporasi yang menjadi pedoman dalam setiap tindakan dan pengambilan keputusan. Melalui penerapan Kode Etik, Perseroan berupaya membangun budaya organisasi yang menjunjung tinggi kejujuran, akuntabilitas, keadilan, serta kepatuhan terhadap peraturan perundang-undangan.

Pedoman ini berlaku bagi seluruh jajaran organisasi, termasuk Dewan Komisaris, Direksi, karyawan, serta pihak-pihak yang bekerja sama dengan Perseroan, sehingga tercipta keselarasan perilaku dalam mendukung tercapainya tujuan perusahaan secara berkelanjutan.

As part of its commitment to implementing Good Corporate Governance, PT Pelindo Terminal Petikemas (Pelindo Terminal Petikemas) has established a Code of Ethics and Code of Conduct as the primary guideline for promoting appropriate standards of conduct across the organization. This guideline serves as the foundation for conducting business activities in a professional, ethical, and responsible manner, both within the Company and in its interactions with stakeholders.

The Code of Ethics functions not merely as a set of rules, but also as a reflection of the Company's core values that guide every action and decision-making process. Through the consistent implementation of the Code of Ethics, the Company seeks to foster an organizational culture founded on integrity, honesty, accountability, fairness, and compliance with applicable legislation.

The Code of Ethics applies to all levels of the organization, including the Board of Commissioners, the Board of Directors, employees, and all parties conducting business with the Company, thereby promoting consistent standards of conduct in support of the Company's long-term objectives.

## Dasar Pelaksanaan dan Ruang Lingkup

Pelindo Terminal Petikemas secara berkala melakukan peninjauan dan penyempurnaan Kode Etik agar tetap relevan dengan perkembangan bisnis, perubahan regulasi, serta ekspektasi pemangku kepentingan. Langkah ini mencerminkan komitmen Perseroan dalam memastikan bahwa standar etika yang diterapkan selalu selaras dengan praktik terbaik Good Corporate Governance (GCG).

Untuk tahun buku 2025, penerapan Kode Etik mengacu pada Peraturan Direksi Nomor SK.01.01/5/2/2/TKHI/DRTU/PLTP-24 tanggal 5 Februari 2024, yang menjadi pedoman resmi bagi seluruh insan Perseroan. Dokumen ini tidak hanya mengatur norma perilaku, tetapi juga menjadi representasi nilai-nilai perusahaan yang diinternalisasikan dalam setiap aktivitas operasional.

## Implementation Basis and Scope

Pelindo Terminal Petikemas periodically reviews and updates its Code of Ethics to ensure its continued relevance in response to evolving business conditions, regulatory developments, and stakeholder expectations. This reflects the Company's commitment to ensuring that its ethical standards remain aligned with Good Corporate Governance (GCG) best practices.

For the 2025 financial year, the implementation of the Code of Ethics is governed by the Board of Directors' Regulation No. SK.01.01/5/2/2/TKHI/DRTU/PLTP-24 dated February 5, 2024, which serves as the official guideline for all Company personnel. This document not only establishes standards of conduct but also embodies the Company's core values, which are integrated into all operational activities.

Ruang lingkup Kode Etik mencakup seluruh elemen organisasi, mulai dari Dewan Komisaris, Direksi, hingga karyawan di semua tingkatan, serta mengatur interaksi dengan pihak eksternal seperti pelanggan, mitra usaha, regulator, dan masyarakat. Penerapan Kode Etik ini memastikan bahwa seluruh hubungan bisnis dijalankan secara etis, profesional, dan berlandaskan prinsip transparansi serta keadilan. Substansi utama Kode Etik ini mencakup:

1. **Komitmen dan Tata Nilai Perusahaan**
   Menanamkan prinsip integritas, profesionalisme, dan keberlanjutan dalam menjalankan setiap aspek operasional perusahaan.
2. **Komitmen Perusahaan terhadap Etika Bisnis**
   Mengedepankan perilaku yang beretika dalam relasi internal maupun eksternal, dengan menjunjung tinggi kejujuran dan keadilan.
3. **Perlindungan Aset Perusahaan dan Pencegahan Praktik Tidak Etis**
   Mengatur secara rinci mengenai pencegahan gratifikasi, benturan kepentingan, korupsi, pencucian uang, penyalahgunaan media sosial, serta perlindungan terhadap aset dan nama baik perusahaan.
4. **Kerahasiaan dan Keterbukaan Informasi**
   Menegaskan pentingnya menjaga kerahasiaan informasi strategis sekaligus menjamin keterbukaan informasi yang transparan kepada publik sesuai regulasi.
5. **Mekanisme Pelaporan dan Penanganan Pelanggaran Etika**
   Menyediakan prosedur yang jelas dalam menangani pelanggaran kode etik, termasuk saluran pelaporan, perlindungan pelapor (whistleblower), dan sanksi yang proporsional.
6. **Penerapan, Pengawasan, dan Penegakan Kode Etik**
   Mengatur proses internalisasi kode etik melalui sosialisasi, pelatihan, serta mekanisme monitoring dan evaluasi berkala guna memastikan efektivitas penerapannya.

## Pernyataan Pemberlakuan Kode Etik Secara Menyeluruh

Kode Etik Perusahaan disusun secara bersama-sama oleh insan Pelindo Terminal Petikemas; muatannya menjamin terwujudnya penyelenggaraan usaha yang harmonis dan terpenuhinya hak asasi bagi setiap elemen tanpa meninggalkan aspek bisnis. Peraturan Direksi Nomor SK.01.01/5/2/2/TKHI/DRTU/PLTP-24 tanggal 5 Februari 2024 tentang Pedoman Etika Bisnis PT Pelindo Terminal Petikemas di lingkungan Pelindo Terminal Petikemas berlaku secara luas bagi setiap insan Pelindo Terminal Petikemas tanpa terkecuali. Kode Etik Perusahaan

The scope of the Code of Ethics encompasses all levels of the organization, including the Board of Commissioners, the Board of Directors, and employees at every level, while also governing interactions with external stakeholders such as customers, business partners, regulators, and the public. The implementation of the Code of Ethics ensures that all business relationships are conducted ethically, professionally, and in accordance with the principles of transparency and fairness. The key provisions of the Code of Ethics include:

1. **Corporate Commitment and Core Values**
   Promoting the principles of integrity, professionalism, and sustainability in every aspect of the Company's operations.
2. **Commitment to Business Ethics**
   Upholding ethical conduct in both internal and external relations by maintaining the highest standards of honesty and fairness.
3. **Protection of Corporate Assets and Prevention of Unethical Practices**
   Establishing comprehensive provisions on the prevention of gratuities, conflicts of interest, corruption, money laundering, misuse of social media, and the protection of the Company's assets and reputation.
4. **Confidentiality and Information Disclosure**
   Emphasizing the importance of safeguarding confidential strategic information while ensuring transparent public disclosure according to applicable regulations.
5. **Reporting and Handling of Ethical Violations**
   Providing clear procedures for addressing violations of the Code of Ethics, including reporting channels, whistleblower protection, and the application of proportionate disciplinary sanctions.
6. **Implementation, Monitoring, and Enforcement of the Code of Ethics**
   Establishing mechanisms for embedding the Code of Ethics through awareness programs, training, and periodic monitoring and evaluation to ensure its effective implementation.

## Company-Wide Implementation of the Code of Ethics

The Code of Ethics has been developed collaboratively by Pelindo Terminal Petikemas personnel to promote a harmonious business environment while safeguarding the rights of all individuals without compromising the business objectives. Board of Directors' Regulation No. SK.01.01/5/2/2/TKHI/DRTU/PLTP-24 dated February 5, 2024, concerning the PT Pelindo Terminal Petikemas Code of Business Ethics, applies comprehensively to all Pelindo Terminal Petikemas personnel without exception. The Code of Ethics is mandatory for all

wajib dilaksanakan mulai dari Dewan Komisaris, Direksi, Pemimpin Unit Kerja sampai dengan pegawai terendah. Kode etik Pelindo Terminal Petikemas dilaksanakan secara konsisten sebagai budaya kerja dalam aktivitas operasional sehari-hari. Selain itu, Kode Etik Perusahaan juga berlaku bagi perusahaan afiliasi dan pihak ketiga yang berhubungan dengan Pelindo Terminal Petikemas.

## Muatan Kode Etik

Pedoman etika bisnis berlaku bagi seluruh insan Pelindo Terminal Petikemas, mulai dari Dewan Komisaris, Direksi, dan seluruh karyawan Perusahaan. Selain itu, pihak eksternal yang berhubungan dengan Perusahaan pun diwajibkan untuk mengikuti berbagai ketentuan yang ada di dalam pedoman etika bisnis.

Pedoman etika bisnis mengatur kebijakan nilai-nilai etis yang dinyatakan secara eksplisit sebagai suatu standar perilaku yang harus dipedomani oleh seluruh insan Pelindo Terminal Petikemas. Pedoman ini berlaku dan ditanda tangani oleh seluruh insan Pelindo Terminal Petikemas setelah ditetapkan dan ditandatangani oleh Direksi Pelindo Terminal Petikemas dengan Nomor SK.01.01/5/2/2/TKHI/DRTU/PLTP-24.

Pedoman tersebut dapat diunduh di website Pelindo Terminal Petikemas oleh para Pemangku Kepentingan. Jika terjadi pelanggaran terhadap komitmen etika dan perilaku dapat diberikan sanksi-sanksi sesuai dengan ketentuan dan perundang-undangan yang berlaku. Pegawai juga dapat mengakses Whistleblowing System (WBS) untuk melaporkan pelanggaran-pelanggaran pedoman etika dan perilaku, perjanjian kerja bersama, maupun ketentuan lain yang ditetapkan Perusahaan sehingga dapat bersama-sama mengawasi dan memantau kinerja SDM.

Berikut adalah uraian mengenai ruang lingkup kode etik di lingkungan Perusahaan:

- **Hubungan Dengan Pekerja**
  Perusahaan percaya bahwa insan Pelindo Terminal Petikemas adalah aspek terpenting dalam menunjang keberhasilan Perusahaan. Oleh karena itu, Perusahaan memperlakukan insan Pelindo Terminal Petikemas secara adil, dengan tidak membedakan suku, agama, ras, dan jenis kelamin (gender) dalam segala aspek.
- **Hubungan Dengan Pemegang Saham**
  Perusahaan akan memperlakukan Pemegang Saham sesuai peraturan dan undang-undang yang berlaku. Perusahaan akan memberikan kontribusi yang optimal dan berkesinambungan bagi Pemegang Saham, dan selalu

levels of the organization, from the Board of Commissioners and the Board of Directors to Heads of Work Units and all employees. The Code of Ethics is implemented consistently as an integral part of the Company's work culture and daily activities. It also applies to affiliated companies and third parties that maintain business relations with Pelindo Terminal Petikemas.

## Contents of the Code of Ethics

The Code of Business Ethics applies to all Pelindo Terminal Petikemas personnel, including the Board of Commissioners, the Board of Directors, and all employees. Additionally, external parties conducting business with the Company are required to comply with the relevant provisions set forth in the Code of Business Ethics.

The Code of Business Ethics establishes the Company's ethical values and standards of conduct, which serve as the behavioral guidelines for all Pelindo Terminal Petikemas personnel. The Code became effective following its approval and execution by the Board of Directors under the Board of Directors' Regulation No. SK.01.01/5/2/2/TKHI/DRTU/PLTP-24 and is acknowledged by all Pelindo Terminal Petikemas personnel.

The Code of Business Ethics is available for download by stakeholders through the Company's official website. Any violation of the ethical and behavioral commitments set forth in the Code may result in sanctions according to applicable Company policies and prevailing laws and regulations. Employees may also access the Company's Whistleblowing System (WBS) to report violations of the Code of Ethics and Code of Conduct, the Collective Labor Agreement, or other Company regulations, thereby supporting the collective oversight and monitoring of the Company's HR governance.

The scope of the Company's Code of Ethics includes the following:

- **Relation with Employees**
  The Company recognizes that Pelindo Terminal Petikemas personnel are its most valuable asset in supporting the achievement of its business objectives. Accordingly, the Company is committed to treating all employees fairly and without discrimination based on ethnicity, religion, race, or gender in all aspects of employment.
- **Relation with Shareholders**
  The Company treats its shareholders according to applicable laws and regulations. It is committed to delivering sustainable value and optimal returns to shareholders while continuously pursuing long-term

berusaha agar terjadi pertumbuhan yang berkesinambungan.

Penetapan dividen dilakukan oleh Pemegang Saham dalam Rapat Umum Pemegang Saham. Pengusulan penetapan dividen oleh Perusahaan didasarkan pada kepentingan Perusahaan, dengan melihat berbagai hal seperti kelangsungan usaha, strategi yang akan dan sedang dijalankan serta rencana investasi.

- **Hubungan Dengan Serikat Pekerja**
  Menempatkan serikat pekerja sebagai mitra strategis Perusahaan dalam mencapai tujuan Perusahaan demi terciptanya hubungan industrial yang dinamis dan harmonis.

- **Hubungan Dengan Pelanggan**
  Selaras dengan fokus PT Pelindo Terminal Petikemas pada customer centricity, insan Pelindo Terminal Petikemas harus berkomitmen untuk memberikan perhatian, tarif, kualitas, waktu dan keamanan yang setara melalui pemberian layanan dengan standar kualitas yang baik kepada pelanggan internal dan eksternal.

- **Hubungan Dengan Vendor PT**
  Pelindo Terminal Petikemas secara terus menerus berusaha untuk membangun hubungan berbasis kepercayaan dengan para vendor, berdasarkan hukum yang berlaku.

- **Hubungan Dengan Kreditur**
  PT Pelindo Terminal Petikemas dalam pelaksanaan kegiatan bisnis Perusahaan memanfaatkan sumber dana eksternal, baik perbankan maupun sumber pembiayaan lainnya. Dalam hal tersebut, Perusahaan memiliki komitmen untuk senantiasa melindungi hak dan kepentingan kreditur.

- **Hubungan Dengan Debitur**
  Dalam pelaksanaan kegiatan bisnis adakalanya Perusahaan memberikan sumber dana kepada mitra kerja di lingkungan perusahaan yang bertujuan untuk memajukan dan mengembangkan usaha kecil dan menengah.

- **Hubungan Dengan Investor Dan Lembaga Keuangan**
  Kerjasama Perusahaan dengan pihak investor dan lembaga keuangan dilandasi dengan tujuan membangun serta mengembangankan Perusahaan lebih maju dan berkembang. Perusahaan memberikan informasi tentang keadaan Perusahaan secara terbuka kepada pihak investor dan lembaga keuangan yang telah di seleksi secara baik dan resmi serta sesuai dengan yang telah diperjanjikan

business growth.

Dividend distributions are determined by the shareholders through the General Meeting of Shareholders. The Company's dividend proposals are formulated with due consideration to the Company's best interests, including business sustainability, ongoing and future strategic initiatives, and investment plans.

- **Relation with Labor Unions**
  The Company recognizes labor unions as strategic partners in achieving its corporate objectives and fostering dynamic and harmonious industrial relations.

- **Relation with Customers**
  In line with PT Pelindo Terminal Petikemas' customer-centric approach, all Pelindo Terminal Petikemas personnel are committed to providing fair treatment, competitive pricing, high-quality services, timely delivery, and reliable security standards to both internal and external customers.

- **Relation with Vendors**
  PT Pelindo Terminal Petikemas continuously strives to build relations with its vendors based on mutual trust, professionalism, and compliance with applicable laws and regulations.

- **Relation with Creditors**
  In conducting its business operations, PT Pelindo Terminal Petikemas utilizes external sources of financing, including bank loans and other financing facilities. In this regard, the Company is committed to safeguarding the rights and interests of its creditors.

- **Relation with Debtors**
  In the course of its business activities, the Company may provide financial assistance to business partners through programs intended to support the development and growth of micro, small, and medium enterprises.

- **Relation with Investors and Financial Institutions**
  The Company's relations with investors and financial institutions are established to support the sustainable growth and development of the business. The Company provides investors and financial institutions with transparent information regarding its business condition, provided that such parties have been duly selected and formally engaged according to applicable agreements.

Kemudian perusahaan memiliki itikad baik dalam pengembalian pinjaman atau bantuan yang telah diberikan guna keuntungan bersama bagi masing-masing perusahaan, investor dan lembaga keuangan tanpa adanya benturan kepentingan dan sesuai peraturan perundangan yang berlaku.

The Company also demonstrates good faith in fulfilling its repayment obligations for loans and financing facilities received, with the objective of creating mutual benefits for the Company, investors, and financial institutions, while avoiding conflicts of interest and ensuring compliance with applicable legislation.

- **Hubungan Dengan Pesaing**
  PT Pelindo Terminal Petikemas berkomitmen untuk mematuhi hukum persaingan bisnis baik secara tertulis maupun tidak tertulis.
- **Hubungan Dengan Masyarakat, Komunitas dan Lingkungan**
  Insan Pelindo Terminal Petikemas akan selalu berkomitmen untuk mendukung kelangsungan ekonomi, lingkungan dan sosial.
- **Hubungan Dengan Regulator dan Aparatur Pemerintah**
  PT Pelindo Terminal Petikemas berkolaborasi penuh dengan regulator, aparatur pemerintah dan institusi terkait dengan tujuan membangun hubungan yang harmonis serta memastikan kelancaran fungsi bisnis.
- **Hubungan dengan Anak Perusahaan dan/atau Perusahaan Afiliasi**
  Dalam mengembangkan bisnis, PT Pelindo Terminal Petikemas dapat membentuk subholding dan/atau Anak Perusahaan. Hubungan PT Pelindo Terminal Petikemas dengan Anak Perusahaan dan/atau perusahaan afiliasi dilaksanakan dalam rangka membangun sinergi dan citra yang lebih baik serta dapat meningkatkan kinerja PT Pelindo Terminal Petikemas. Anak Perusahaan dan/atau perusahaan afiliasi merupakan badan hukum tersendiri yang tunduk pada ketentuan anggaran dasar Anak Perusahaan dan peraturan perundang-undangan yang berlaku dalam hukum Perusahaan. Hubungan antara Perusahaan dengan Anak Perusahaan dan/atau perusahaan afiliasi dilakukan melalui mekanisme tata kelola perusahaan yang baik yang secara prinsip kepentingan-kepentingan Perusahaan dijalankan melalui Rapat Umum Pemegang Saham Anak Perusahaan dan/atau perusahaan afiliasi.
- **Hubungan Dengan Pemangku Kepentingan Lain**
  Selain unsur-unsur Pemangku Kepentingan sebagaimana diuraikan di atas, Perusahaan perlu membangun dan mengembangkan komunikasi yang baik dan berlandaskan pada profesionalisme dan saling menghormati dengan Pemangku Kepentingan lain yang mempunyai hubungan hukum dengan Perusahaan.

- **Relation with Competitors**
  PT Pelindo Terminal Petikemas is committed to complying with all applicable competition laws and to conducting business according the principles of fair competition.
- **Relation with the Community and the Environment**
  Pelindo Terminal Petikemas personnel are committed to supporting sustainable economic, environmental, and social development through responsible business practices.
- **Relation with Regulators and Government Authorities**
  PT Pelindo Terminal Petikemas maintains collaboration with regulators, government authorities, and other relevant institutions to foster constructive relations and ensure the effective execution of its business activities.
- **Relation with Subsidiaries and/or Affiliated Companies**
  In supporting its business development, PT Pelindo Terminal Petikemas may establish subholdings and/or subsidiaries. The Company's relations with its subsidiaries and affiliated companies are intended to strengthen business synergies, enhance corporate reputation, and improve overall corporate performance. Subsidiaries and affiliated companies are separate legal entities governed by their respective Articles of Association and applicable corporate legislation. Relations between the Company and its subsidiaries and/or affiliated companies are conducted according the principles of Good Corporate Governance, with the Company's interests primarily exercised through the General Meetings of Shareholders of the respective subsidiaries and/or affiliated companies.

- **Relation with Other Stakeholders**
  In addition to the stakeholders described above, the Company is committed to establishing and maintaining constructive relationships with other stakeholders that have legal relations with the Company. Such are built on the principles of professionalism, mutual respect, and effective communication.

PT Pelindo Terminal Petikemas memiliki unit usaha yang tersebar di berbagai wilayah Republik Indonesia. Hubungan dengan masyarakat sekitar menjadi bagian penting yang perlu diperhatikan untuk memperlancar kegiatan usaha. Oleh karenanya interaksi dengan masyarakat sekitar perlu dibina dengan baik

PT Pelindo Terminal Petikemas operates business units across various regions of the Republic of Indonesia. Accordingly, maintaining positive relations with local communities is an aspect of supporting the smooth operation of the Company's business activities. The Company therefore seeks to foster constructive

sebagai perwujudan dari rasa tanggung jawab sosial.

PT Pelindo Terminal Petikemas sangat memperhatikan masalah-masalah yang terjadi dalam masyarakat, khususnya yang tinggal di wilayah sekitar Perusahaan dan sekitar unit perwakilan daerah, serta selalu menegakkan komitmen bahwa di manapun PT Pelindo Terminal Petikemas beroperasi, hubungan baik serta pengembangan masyarakat sekitar wajib untuk dilaksanakan. Menyadari bahwa masing-masing masyarakat sekitar mempunyai karakteristik yang berbedabeda, sudah menjadi keharusan bagi Perusahaan untuk membuat kebijakan bagi setiap lini operasi guna memahami, berinteraksi dan membangun masyarakat sekitar serta membantu pengembangan masyarakat.

## Sanksi atas Pelanggaran Kode Etik

Sebagai wujud komitmen terhadap integritas dan penerapan tata kelola perusahaan yang baik, Pelindo Terminal Petikemas menerapkan mekanisme penegakan Kode Etik secara konsisten, objektif, dan berkeadilan. Setiap pelanggaran yang terjadi diproses melalui prosedur yang telah ditetapkan, dengan mengacu pada ketentuan internal perusahaan serta peraturan perundang-undangan yang berlaku.

Penerapan sanksi dilakukan secara proporsional dengan mempertimbangkan tingkat pelanggaran, dampak yang ditimbulkan, serta unsur kesengajaan. Sanksi yang diberikan dapat berupa tindakan administratif hingga tindakan disipliner yang lebih tegas, mulai dari teguran, peringatan tertulis, pembinaan khusus, hingga pemberhentian hubungan kerja apabila pelanggaran dinilai berat.

Penegakan Kode Etik tidak semata-mata bersifat represif, tetapi juga diarahkan sebagai sarana pembelajaran organisasi dalam memperkuat budaya kepatuhan dan integritas. Dengan demikian, setiap proses penanganan pelanggaran menjadi bagian dari upaya berkelanjutan dalam meningkatkan kualitas tata kelola perusahaan.

Seluruh proses penanganan dilakukan melalui mekanisme yang sistematis dan terdokumentasi dengan baik, dengan tetap menjunjung tinggi prinsip objektivitas, kerahasiaan, perlindungan terhadap pelapor, serta akuntabilitas. Pendekatan ini memastikan bahwa setiap kasus ditangani secara profesional dan dapat dipertanggungjawabkan.

engagement with surrounding communities as part of its corporate social responsibility.

PT Pelindo Terminal Petikemas pays close attention to issues affecting communities, particularly those located in the vicinity of its operations and regional offices. The Company consistently upholds its commitment to building positive relations and contributing to community development wherever it operates. Recognizing that each community has unique characteristics and needs, the Company develops appropriate policies for each operational area to promote meaningful engagement, strengthen community relations, and support sustainable community development.

## Sanctions for Violations of the Code of Ethics

As part of its commitment to integrity and the implementation of Good Corporate Governance, Pelindo Terminal Petikemas consistently enforces its Code of Ethics through a fair, objective, and systematic process. Every reported violation is handled according to established procedures, the Company's internal policies, and applicable legislation.

Sanctions are imposed proportionately based on the nature and severity of the violation, its impact on the Company, and the degree of intent involved. Depending on the circumstances, disciplinary measures may range from administrative actions to more severe sanctions, including verbal or written warnings, corrective coaching, and termination of employment for serious violations.

The enforcement of the Code of Ethics is not intended solely as a disciplinary measure, but also as an organizational learning process aimed at strengthening the Company's culture of integrity and compliance. Accordingly, the handling of ethical violations forms an integral part of the Company's continuous efforts to enhance the effectiveness of its corporate governance practices.

All reported cases are managed through a structured and well-documented process that upholds the principles of objectivity, confidentiality, whistleblower protection, and accountability. This approach ensures that every case is handled professionally, fairly, and in a manner that can be fully justified.

## Laporan Pelanggaran Kode Etik

Pelindo Terminal Petikemas menyediakan mekanisme pelaporan yang terintegrasi dengan sistem *Whistleblowing System* (WBS), sehingga setiap dugaan pelanggaran dapat disampaikan dan ditindaklanjuti sesuai prosedur yang berlaku. Perseroan memastikan bahwa seluruh laporan diproses secara independen dan bebas dari intervensi, guna menjamin keadilan bagi seluruh pihak yang terlibat.

Sepanjang tahun buku 2025, Perseroan tidak menerima laporan pelanggaran Kode Etik. Kondisi ini mencerminkan efektivitas penerapan nilai-nilai etika serta meningkatnya kesadaran seluruh insan perusahaan dalam menjunjung tinggi standar perilaku yang telah ditetapkan.

## Reports of Code of Ethics Violations

Pelindo Terminal Petikemas provides a reporting mechanism integrated with its Whistleblowing System (WBS), enabling suspected violations of the Code of Ethics to be reported and handled in accordance with established procedures. The Company ensures that all reports are processed independently and free from undue influence, thereby safeguarding fairness for all parties involved.

Throughout the 2025 financial year, the Company received no reports of violations of the Code of Ethics. This reflects the effective implementation of the Company's ethical values and the growing awareness among all Company personnel of the importance of upholding the established standards of ethical conduct.

| No | Keterangan<br>Description | | Dalam Proses<br>In Process | Selesai 2025<br>Completion 2025 |
|---|---|---|---|---|
| 1 | PHK | Layoffs | 11 | √ |
| 2 | Disiplin Ringan | Light Discipline | 4 | √ |
| 3 | Disiplin Sedang | Moderate Discipline | 3 | √ |
| 4 | Disiplin Berat | Severe Discipline | - | - |

# Whistleblowing System

Whistleblowing System

Pelindo Terminal Petikemas telah mengimplementasikan Whistleblowing System (WBS) sebagai bagian dari komitmen Perseroan dalam menegakkan prinsip integritas, transparansi, dan akuntabilitas. Sistem ini berfungsi sebagai sarana resmi bagi seluruh pemangku kepentingan—baik internal maupun eksternal—untuk melaporkan dugaan pelanggaran terhadap hukum, kode etik, maupun kebijakan perusahaan.

WBS dirancang sebagai kanal pelaporan yang aman, terpercaya, dan mudah diakses, dengan menjamin kerahasiaan identitas pelapor. Keberadaan sistem ini tidak hanya bertujuan untuk mendeteksi dan menangani pelanggaran, tetapi juga berperan sebagai instrumen preventif dalam memitigasi risiko hukum dan reputasi, sekaligus memperkuat budaya kepatuhan di lingkungan Perseroan.

## Pedoman *Whistleblowing System*

Sebagai landasan implementasi, Perseroan telah menetapkan Pedoman Sistem Pengaduan Pelanggaran melalui Surat Keputusan Direksi Nomor SK.01.01/22/12/6/TKHI/DRTU/PLTP-23 tanggal 22 Desember 2023. Pedoman ini mengatur secara komprehensif aspek-aspek utama dalam pengelolaan WBS, antara lain:

- Ruang lingkup dan jenis pelanggaran yang dapat dilaporkan;
- Hak dan perlindungan bagi pelapor;
- Mekanisme dan tata cara penyampaian laporan;
- Proses verifikasi, investigasi, dan penanganan laporan;
- Tindak lanjut serta pemberian sanksi atas pelanggaran yang terbukti.

Seluruh proses pengelolaan laporan dilaksanakan dengan menjunjung tinggi prinsip kerahasiaan, objektivitas, independensi, serta perlindungan terhadap pelapor. Perseroan menjamin bahwa setiap pelapor yang menyampaikan laporan dengan itikad baik akan memperoleh perlindungan dari segala bentuk tekanan, intimidasi, maupun tindakan balasan.

## Pengelolaan *Whistleblowing System*

Pengelolaan WBS di Pelindo Terminal Petikemas dilaksanakan oleh Tim Terpadu Penanganan Pengaduan (TTPP) yang dibentuk berdasarkan Surat Keputusan Direksi yang sama. Tim ini

Pelindo Terminal Petikemas has implemented a Whistleblowing System (WBS) as part of the Company's commitment to upholding the principles of integrity, transparency, and accountability. The WBS serves as an official reporting channel through which both internal and external stakeholders may report suspected violations of laws, the Code of Ethics, or the Company's policies.

The WBS has been designed as a secure, reliable, and easily accessible reporting mechanism that safeguards the confidentiality of whistleblowers. In addition to detecting and addressing potential violations, the system serves as a preventive instrument for mitigating legal and reputational risks while strengthening the Company's culture of compliance.

## Whistleblowing System Guidelines

As the foundation for its implementation, the Company has established the Whistleblowing System Guidelines through the Board of Directors' Decree No. SK.01.01/22/12/6/TKHI/DRTU/PLTP-23 dated December 22, 2023. The Guidelines comprehensively govern the key aspects of the Whistleblowing System, including:

- The scope and types of violations that may be reported.
- The rights and protection afforded to whistleblowers.
- The reporting procedures and submission mechanisms.
- The processes for verification, investigation, and case handling.
- Follow-up actions and the imposition of sanctions for substantiated violations.

All reports are managed in accordance with the principles of confidentiality, objectivity, independence, and whistleblower protection. The Company guarantees that any individual who submits a report in good faith will be protected against any form of pressure, intimidation, retaliation, or other adverse treatment.

## Whistleblowing System Management

The WBS at Pelindo Terminal Petikemas is administered by the Integrated Complaint Handling Team (Tim Terpadu Penanganan Pengaduan/TTPP), which was established pursuant to the same

bertanggung jawab untuk menerima, menelaah, memverifikasi, hingga mengoordinasikan proses investigasi atas setiap laporan yang masuk.

Dalam menjalankan fungsinya, TTPP memastikan bahwa seluruh laporan diproses secara profesional, objektif, dan tepat waktu. Mekanisme ini juga didukung dengan koordinasi lintas fungsi, termasuk dengan unit terkait seperti audit internal, manajemen risiko, serta fungsi kepatuhan, guna memastikan efektivitas penanganan kasus.

Keberadaan pengelola yang independen dan kredibel menjadi faktor kunci dalam membangun kepercayaan terhadap sistem WBS serta mendorong partisipasi aktif seluruh pihak dalam menjaga integritas perusahaan.

## Ruang Lingkup Pengaduan

Ruang lingkup pengaduan yang dapat disampaikan pada WBS meliputi hal-hal sebagai berikut:

a) Korupsi,
b) Suap,
c) Gratifikasi,
d) Benturan kepentingan,
e) Pencurian,
f) Kecurangan,
g) Melanggar hukum dan peraturan perusahaan.

## Perlindungan Terhadap Pelapor

Perusahaan memberikan perlindungan terhadap pelapor yang melaporkan dugaan pelanggaran melalui mekanisme WBS. Kebijakan perlindungan terhadap pelapor, yaitu sebagai berikut:

1) Identitas pelapor dijamin kerahasiaannya oleh Perusahaan;
2) Perusahaan menjamin perlindungan terhadap pelapor dari hal-hal pemecatan yang tidak adil, penurunan jabatan atas pangkat dengan alasan yang tidak jelas dan catatan yang merugikan dalam file data pribadinya (personal file record);
3) Pelapor tidak dapat dijatuhi sanksi /hukuman atau diperiksa telah melakukanpelanggaran disiplin pegawai atas pengaduan yang sedang atau telah dilakukannya sepanjang pengaduannya memenuhi kriteria dan dapat dipertanggungjawabkan.

Selain perlindungan di atas, Perusahaan juga akan menyediakan perlindungan hukum. Diharapkan, dengan adanya jaminan perlindungan ini, akan mendorong setiap insan Pelindo Terminal Petikemas dan pelapor lainnya untuk berani melaporkan

Board of Directors' Decree. The TTPP is responsible for receiving, reviewing, verifying, and coordinating the investigation of all reports submitted through the WBS.

In carrying out its responsibilities, the TTPP ensures that every report is handled professionally, objectively, and in a timely manner. The reporting process is supported by cross-functional coordination with relevant units, including internal audit, risk management, and the compliance function, to ensure the effective handling of each reported case.

The existence of an independent and credible management team is a key factor in building confidence in the Whistleblowing System and encouraging active participation by all stakeholders in safeguarding the Company's integrity.

## Scope of Reportable Violations

The Whistleblowing System may be used to report the following types of violations:

a) Corruption.
b) Bribery.
c) Gratuities.
d) Conflicts of interest.
e) Theft.
f) Fraud.
g) Violations of applicable laws, regulations, and Company policies.

## Whistleblower Protection

The Company provides protection to individuals who report suspected violations through the Whistleblowing System. The whistleblower protection policy includes the following provisions:

1) The identity of the whistleblower is kept strictly confidential by the Company;
2) The Company protects whistleblowers from unfair dismissal, unjustified demotion or reduction in rank, and adverse or prejudicial entries in their personnel records;
3) A whistleblower will not be subject to disciplinary sanctions or disciplinary proceedings in connection with a report that has been submitted or is under review, provided that the report is made in good faith, satisfies the established reporting criteria, and can be substantiated.

In addition to the protections described above, the Company also provides legal protection where appropriate. Through these safeguards, the Company seeks to encourage all Pelindo Terminal Petikemas personnel and other eligible parties to report suspected

pelanggaran dan menjamin keamanan pelapor dan keluarganya.

## Mekanisme dan Tindak Lanjut Pengaduan

Mekanisme pengaduan dilaksanakan sebagai berikut:

1) Pengaduan yang disampaikan pelapor diterima melalui media sebagaimana dalam pasal 5 dan dicatat dalan buku pengaduan oleh Komite Pelindo Bersih.
2) Dalam hal pelaporan dilakukan melalui surel atau faksimile, bukti-bukti pengaduan disampaikan setelah dinyatakan perlu ditindaklanjuti.
3) Pelaporan dilakukan dengan mencantumkan identitas pelapor yaitu nama, alamat, dan nomor telepon yang bisa dihubungi untuk memudahkan tindak lanjut.
4) Pelaporan yang dilakukan tanpa identitas akan tetap diproses, namun demikian akan dipertimbangkan terlebih dahulu kesungguhan isi laporan, kredibilitas, dan bukti-bukti yang diajukan, serta kemungkinan untuk melakukan konfirmasi pelaporan
5) Komite Pelindo Bersih mengadministrasikan dokumen pengaduan yang diatur berdasarkan klasifikasi jenis masalah, unit kerja terlapor, serta urutan waktu pengaduan yang disesuaikan dengan prosedur pengarsipan yang berlaku.
6) Komite Pelindo Bersih selanjutnya melakukan verifikasi/ penelitian terhadap laporan yang disampaikan oleh pelapor untuk menentukan apakah pengaduan yang disampaikan pelapor sudah sesuai atau menenuhi syarat/kriteria pengaduan.
7) Komite Pelindo Bersih selanjutnya memformulasikan hasil verifikasi/penelitian dan identifikasi dengan langkah-langkah berikut:
   a) Merumuskan inti masalah yang diadukan,
   b) Menghubungkan materi pengaduan dengan peraturan yang berlaku,
   c) Memeriksa dokumen dan/atau informasi yang berkaitan dengan materi pengaduan yang diterima,
   d) Merumuskan rencana penanganan atau langkah-langkah yang diperlukan.
8) Apabila pengaduan telah memenuhi syarat, maka Komite Pelindo Bersih melaporkan ke Direktur Utama atau Direktur lainnya untuk mendapatkan persetujuan dilakukannya investigasi.
9) Apabila pengaduan tidak memenuhi syarat maka Komite Pelindo Bersih tidak menindaklanjuti dan pengaduan disimpan dalam file berkas pengaduan.
10) Pejabat yang berwenang memberikan persetujuan dilakukan tindak lanjut terhadap laporan pengaduan adalah sebagai

violations without fear of retaliation, while ensuring the safety and security of whistleblowers and their families.

## Reporting Mechanism and Follow-Up Process

The reporting mechanism is implemented as follows:

1. Reports submitted by whistleblowers are received through the reporting channels specified in Article 5 and recorded in the complaint register by the Pelindo Bersih Committee.
2. Where a report is submitted by email or facsimile, supporting evidence shall be submitted once the report has been determined to warrant further investigation.
3. Whistleblowers are encouraged to provide their identity, including their name, address, and contact telephone number, to facilitate follow-up.
4. Anonymous reports will nevertheless be processed. However, their credibility, the substance of the allegations, the supporting evidence, and the possibility of further verification will be assessed.
5. The Pelindo Bersih Committee administers all complaint documents by classifying them according to the nature of the reported issue, the reported work unit, and the chronological order of receipt, in accordance with the Company's document retention procedures.
6. The Pelindo Bersih Committee then conducts a verification and preliminary review of each report to determine whether it satisfies the established reporting requirements and criteria.
7. Based on the verification and review process, the Pelindo Bersih Committee formulates its findings by:
   a) Identifying the core issues raised in the report.
   b) Assessing the reported matters against applicable laws, regulations, and Company policies.
   c) Reviewing all relevant documents and information related to the reported matter.
   d) Formulating the proposed handling plan and the actions required.
8. Where the report satisfies the required criteria, the Pelindo Bersih Committee submits the matter to the President Director or another Director to obtain approval for an investigation.
9. Where the report does not satisfy the required criteria, the Pelindo Bersih Committee will not pursue further action, and the report will be retained in the complaint records.
10. Approval for the investigation of a report is granted by:

berikut:

a) Direktur Utama, apabila yang menjadi terlapor adalah pegawai/Direktur lainnya/ Komisaris Perusahaan dan/ atau pegawai Perusahaan yang ditugaskan di anak Perusahaan dan/atau perusahaan afiliasi, serta personil lainnya yang bekerja untuk dan atas nama Pelindo Terminal Petikemas,
b) Direktur lainnya, apabila yang menjadi terlapor adalah Direktur Utama.

11) Terhadap pengaduan yang telah mendapatkan persetujuan Direktur Utama atau Direktur lainnya, Komite Pelindo Bersih melakukan tindak lanjut sesuai dengan tugas dan wewenangnya.
12) Teknik investigasi merupakan kerahasiaan dan kewenangan tim Komite Pelindo Bersih dengan prinsip-prinsip proposional dan sebanding atas materi yang dilaporkan.
13) Selama proses investigasi terhadap dugaan pelanggaran, terlapor memiliki hak-hak yang meliputi:
    a) Mendapatkan pemberitahuan dengan jelas tentang maksud pemanggilan,
    b) Memberikan keterangan secara bebas,
    c) Mengajukan saksi dan bukti-bukti guna memberikan keterangan.
14) Hasil investigasi dituangkan dalam laporan hasil investigasi yang disusun secara sistematik, singkat, jelas, dan dapat dipertanggungjawabkan serta memuat kesimpulan yang dilengkapi dengan data pendukung dan saran tindak lanjut.
15) Hasil investigasi yang telah dibahas dan disepakati bersama tim Komite Pelindo Bersih disampaikan kepada Direktur Utama dan/atau Direktur lainnya untuk ditindaklanjuti sesuai hasil evaluasi investigasi.

a) The President Director, where the reported party is an employee, another Director, a Commissioner, Company personnel assigned to subsidiaries or affiliated companies, or any other individual working for and on behalf of Pelindo Terminal Petikemas.
b) Another Director, where the reported party is the President Director.

11. Upon obtaining the required approval from the President Director or another Director, the Pelindo Bersih Committee proceeds with the investigation according to its authority and responsibilities.
12. Investigation techniques and methodologies are confidential and fall within the authority of the Pelindo Bersih Committee. Investigations are conducted according to the principles of proportionality and appropriateness, taking into account the nature of the reported matter.
13. During the investigation process, the reported party is entitled to the following rights:
    a) To receive a clear notification regarding the purpose of the summons.
    b) To provide explanations freely and without coercion.
    c) To present witnesses and supporting evidence in their defense.
14. The investigation results are documented in an Investigation Report prepared in a systematic, concise, clear, and accountable manner, including conclusions supported by relevant evidence and recommendations for follow-up actions.
15. Following review and agreement by the Pelindo Bersih Committee, the Investigation Report is submitted to the President Director and/or another Director for appropriate follow-up actions based on the investigation results.

| No | Prosedur<br>Procedure | Pelapor<br>Whistleblower | Komite Pelindo Bersih<br>Pelindo Bersih Committee | Direksi<br>Board of Directors |
|---|---|---|---|---|
| 1 | - | Nihil | - | - |

## Sosialisasi dan Evaluasi *Whistleblowing System*

Pelindo Terminal Petikemas secara aktif melaksanakan sosialisasi dan evaluasi sistem pelaporan pelanggaran (*Whistleblowing System*/WBS) kepada seluruh insan perusahaan. Sosialisasi ini tidak hanya dimaksudkan untuk meningkatkan pemahaman mengenai prosedur pelaporan, tetapi juga untuk membangun kesadaran kolektif bahwa setiap individu memiliki peran penting dalam menjaga etika, mencegah praktik menyimpang, serta memperkuat tata kelola yang bersih dan bertanggung jawab.

## Whistleblowing System Socialization and Evaluation

Pelindo Terminal Petikemas actively conducts ongoing socialization and evaluation of its Whistleblowing System (WBS) for all Company personnel. This initiative is intended not only to enhance understanding of reporting procedures but also to foster collective awareness that every individual plays an important role in upholding ethical conduct, preventing misconduct, and strengthening clean and accountable corporate governance. WBS socialization is carried out on a

Sosialisasi WBS dilakukan secara berkelanjutan dan terintegrasi dalam berbagai kegiatan internal perusahaan, seperti:

- Kegiatan pengenalan sistem GCG kepada karyawan baru,
- Pelatihan berkala tentang etika bisnis dan kepatuhan,
- Publikasi melalui kanal internal seperti intranet, buletin internal, email blast, dan papan pengumuman digital,
- Forum diskusi dan town hall meeting sebagai ruang dialog langsung antara manajemen dan pegawai mengenai praktik pelaporan yang aman dan etis.

Melalui pendekatan multikanal ini, diharapkan seluruh pegawai tidak hanya mengenal saluran dan prosedur pelaporan, tetapi juga merasa aman dan didukung untuk menyampaikan dugaan pelanggaran tanpa rasa takut akan pembalasan.

Selain kegiatan sosialisasi, Pelindo Terminal Petikemas juga secara berkala melakukan evaluasi atas efektivitas implementasi WBS. Evaluasi mencakup:

- Frekuensi dan kualitas pelaporan yang masuk,
- Respon dan kecepatan tindak lanjut,
- Kepuasan pelapor terhadap mekanisme penanganan,
- Identifikasi area perbaikan dalam proses WBS.

Hasil evaluasi digunakan sebagai dasar dalam melakukan pemutakhiran sistem, baik dari sisi kebijakan, tata kelola pelaporan, sistem pelindung pelapor, maupun teknologi pendukung. Hal ini merupakan bagian dari upaya continuous improvement (perbaikan berkelanjutan) yang dilakukan Pelindo Terminal Petikemas agar WBS selalu relevan dan selaras dengan dinamika bisnis serta tuntutan pemangku kepentingan.

Dengan demikian, Whistleblowing System di Pelindo Terminal Petikemas tidak hanya menjadi alat pelaporan, tetapi juga bagian integral dari strategi pembangunan budaya perusahaan yang sehat, kredibel, dan berlandaskan nilai-nilai GCG.

## Pelaporan Pelanggaran dan Tindak Lanjut

Selama tahun 2025, Pelindo Terminal Petikemas tidak menerima laporan pelanggaran melalui saluran *Whistleblowing System* (WBS). Tidak terdapat kasus atau dugaan pelanggaran etika, hukum, atau kebijakan internal yang dilaporkan oleh pegawai, mitra kerja, maupun pihak eksternal melalui mekanisme resmi pengaduan yang disediakan Perusahaan.

Ketiadaan laporan pelanggaran ini dapat diinterpretasikan sebagai indikator awal bahwa budaya kepatuhan dan etika

continuous basis and integrated into various internal Company activities, including:

- Introduction to the GCG system for new employees;
- Periodic training on business ethics and compliance;
- Publications through internal communication channels, such as the intranet, internal newsletters, email blasts, and digital bulletin boards; and
- Discussion forums and town hall meetings that provide opportunities for direct dialogue between Management and employees regarding safe and ethical reporting practices.

Through this multi-channel approach, the Company expects all employees not only to understand the available reporting channels and procedures but also to feel safe and supported in reporting suspected violations without fear of retaliation.

In addition to socialization activities, Pelindo Terminal Petikemas periodically evaluates the effectiveness of WBS implementation. The evaluation covers:

- The frequency and quality of reports received;
- Responsiveness and timeliness of follow-up actions;
- Whistleblower satisfaction with the case handling mechanism;
- Identification of areas for improvement within the WBS process.

The evaluation results serve as the basis for continuously updating the system, including improvements to policies, reporting governance, whistleblower protection mechanisms, and supporting technology. This reflects Pelindo Terminal Petikemas's commitment to continuous improvement to ensure that the WBS remains relevant and aligned with evolving business dynamics and stakeholder expectations.

Accordingly, the Whistleblowing System at Pelindo Terminal Petikemas serves not only as a reporting mechanism but also as an integral part of the Company's strategy to foster a healthy, credible corporate culture founded on the principles of GCG.

## Reporting of Violations and Follow-Up Actions

Throughout 2025, Pelindo Terminal Petikemas did not receive any reports of violations through its Whistleblowing System (WBS). No cases or allegations of ethical misconduct, legal violations, or breaches of internal policies were reported by employees, business partners, or external parties through the Company's official reporting mechanism.

The absence of reported violations may be regarded as an initial indicator that the culture of compliance and ethical conduct within

di lingkungan kerja Pelindo Terminal Petikemas telah berjalan secara positif, seiring dengan upaya yang konsisten dalam membangun kesadaran integritas, meningkatkan transparansi, serta memperkuat komunikasi antara manajemen dan seluruh insan perusahaan.

Meskipun tidak ada pelaporan selama tahun berjalan, manajemen tetap menjalankan fungsi pemantauan dan proses evaluatif berkala terhadap efektivitas sistem WBS. Ini dilakukan untuk memastikan bahwa sistem tetap:

- Siap dan responsif terhadap potensi pelanggaran yang mungkin terjadi,
- Aman dan rahasia bagi pelapor,
- Bebas dari tekanan atau pembalasan, serta
- Dikenali oleh seluruh pemangku kepentingan internal sebagai kanal pelaporan yang kredibel.

Sebagai bagian dari komitmen terhadap perbaikan berkelanjutan, Pelindo Terminal Petikemas akan terus melakukan:

- Penyempurnaan prosedur pelaporan dan investigasi,
- Penguatan kapabilitas Tim Penanganan Pengaduan (TTPP), dan
- Sosialisasi rutin agar keberadaan WBS tetap relevan, dikenal luas, dan dapat digunakan secara optimal bila dibutuhkan.

Pelindo Terminal Petikemas memandang bahwa sistem pelaporan bukan hanya sarana untuk menyampaikan keluhan atau laporan pelanggaran, tetapi merupakan pondasi penting dalam membangun tata kelola yang bersih, terpercaya, dan berkelanjutan.

Pelindo Terminal Petikemas has developed positively, supported by the Company's consistent efforts to strengthen integrity awareness, enhance transparency, and foster open communication between Management and all Company personnel.

Although no reports were submitted during the reporting year, Management continued to perform regular monitoring and periodic evaluations of the WBS effectiveness. The activities were carried out to ensure that the system remains:

- Ready and responsive to potential violations that may arise;
- Secure and confidential for whistleblowers;
- Free from intimidation or retaliation; and
- Recognized by all internal stakeholders as a credible reporting channel.

As part of its commitment to continuous improvement, Pelindo Terminal Petikemas will continue to:

- Enhance its reporting and investigation procedures;
- Strengthen the capabilities of the Complaint Handling Team (TTPP); and
- Conduct regular socialization to ensure that the WBS remains relevant, widely recognized, and readily accessible whenever needed.

Pelindo Terminal Petikemas recognizes that its reporting system is not merely a mechanism for submitting complaints or reporting violations, but also a fundamental pillar in fostering clean, trustworthy, and sustainable corporate governance.

# Kebijakan dan Pengendalian Gratifikasi

Gratuity Control Policy

Gratifikasi merupakan salah satu bentuk potensi penyimpangan yang dapat melemahkan integritas pegawai serta mencederai kepercayaan publik terhadap perusahaan. Dalam konteks tata kelola perusahaan yang baik, gratifikasi tidak hanya berisiko menimbulkan konflik kepentingan, tetapi juga membuka celah bagi praktik korupsi yang berdampak pada reputasi dan keberlanjutan bisnis. Oleh karena itu, Pelindo Terminal Petikemas berkomitmen kuat untuk mencegah dan mengendalikan gratifikasi melalui kebijakan dan mekanisme pengawasan yang menyeluruh dan berkelanjutan.

Sebagai bagian dari komitmen tersebut, Pelindo Terminal Petikemas telah mengembangkan sistem dan pedoman pengendalian gratifikasi yang mencakup langkah preventif, detektif, dan korektif untuk memastikan bahwa seluruh kegiatan usaha berjalan secara etis, transparan, dan akuntabel. Kebijakan ini juga menjadi bagian integral dari penguatan budaya anti-korupsi dan integritas organisasi di seluruh lini operasional perusahaan.

## Pedoman dan Pembentukan Unit Pengendalian Gratifikasi (UPG)

Untuk mendukung implementasi pengendalian gratifikasi secara sistematis dan konsisten, Pelindo Terminal Petikemas menetapkan Pedoman Pengendalian Gratifikasi melalui Peraturan Direksi No. SK.01.01/22/12/7/TKHI/DRTU/PLTP-23. Pedoman ini menjadi acuan bagi seluruh insan perusahaan dalam bersikap dan bertindak saat menghadapi potensi penerimaan atau pemberian gratifikasi, baik dari maupun kepada pihak internal dan eksternal perusahaan.

Sebagai bentuk tindak lanjut dari kebijakan tersebut, Tim Unit Pengendalian Gratifikasi (UPG) dibentuk berdasarkan Keputusan Direksi No. SK.01.01/17/10/3/TKHI/SEKT/PLTP-24 pada tanggal 17 Oktober 2024. Tim ini memiliki mandat untuk:

- Menyusun rencana kerja pengendalian gratifikasi,
- Melakukan sosialisasi internal dan eksternal mengenai larangan dan kewajiban pelaporan gratifikasi,
- Menerima dan mengelola laporan gratifikasi secara rahasia dan objektif,
- Menyusun laporan evaluasi dan rekomendasi tindak lanjut kepada Direksi.

UPG dikoordinasikan oleh SVP Sekretaris Perusahaan, yang berperan sebagai penghubung antara pelapor dan manajemen serta bertanggung jawab atas pelaporan berkala pelaksanaan

Gratuity represents a potential form of misconduct that may undermine employee integrity and erode public trust in the Company. Within the framework of Good Corporate Governance, gratuity not only poses the risk of creating conflicts of interest but also provides opportunities for corrupt practices that may adversely affect the Company's reputation and business sustainability. Accordingly, Pelindo Terminal Petikemas is firmly committed to preventing and controlling gratuity through comprehensive and sustainable policies and oversight mechanisms.

As part of this commitment, Pelindo Terminal Petikemas has established a gratuity control system and guidelines encompassing preventive, detective, and corrective measures to ensure that all business activities are conducted in an ethical, transparent, and accountable manner. This policy also forms an integral part of the Company's efforts to strengthen its anti-corruption culture and organizational integrity across all operational functions.

## Guidelines and Establishment of the Gratuity Control Unit (UPG)

To support the systematic and consistent implementation of gratuity control, Pelindo Terminal Petikemas established the Gratification Control Guidelines through Directors' Regulation No. SK.01.01/22/12/7/TKHI/DRTU/PLTP-23. These Guidelines serve as the reference for all Company personnel in determining the appropriate course of action when encountering the potential receipt or provision of gratuity, whether involving internal or external parties.

As a follow-up to this policy, the Gratuity Control Unit (Unit Pengendalian Gratifikasi/UPG) Team was established pursuant to the Directors' Decree No. SK.01.01/17/10/3/TKHI/SEKT/PLTP-24 dated October 17, 2024. The Team is mandated to:

- Develop the gratuity control work plan;
- Conduct internal and external socialization regarding the prohibition of gratuity and the obligation to report gratification;
- Receive and manage gratuity reports in a confidential and objective manner; and
- Prepare evaluation reports and recommendations for follow-up actions to the Board of Directors.

The UPG is coordinated by the SVP of Corporate Secretary, who serves as liaison between whistleblowers and Management and is responsible for submitting periodic reports on implementation of

pengendalian gratifikasi di lingkungan Pelindo Terminal Petikemas.

## Strategi Pencegahan dan Sosialisasi

Dalam mendukung pelaksanaan kebijakan ini, Pelindo Terminal Petikemas secara rutin melaksanakan sosialisasi dan kampanye internal kepada seluruh pegawai, termasuk:

- Penjelasan mengenai jenis-jenis gratifikasi yang wajib dan tidak wajib dilaporkan,
- Prosedur pelaporan gratifikasi secara anonim dan aman,
- Sanksi atas ketidakpatuhan terhadap kebijakan gratifikasi,
- Simulasi kasus dan studi etika yang melibatkan potensi gratifikasi.

Selain kepada pegawai, sosialisasi juga diberikan kepada mitra kerja, vendor, dan tamu eksternal, dengan menyampaikan komitmen perusahaan untuk menolak segala bentuk gratifikasi dan meminta kerja sama pihak luar dalam menjaga integritas hubungan bisnis.

## Tugas dan Kewenangan Terkait Pelaksanaan Pelaporan Gratifikasi

**Tim UPG Kantor Pusat**

1) Melakukan sosialisasi pengendalian gratifikasi di lingkungan PT Pelindo Terminal Petikemas
2) Melakukan koordinasi dengan unit atau bagian terkait implementasi dan efektivitas pengendalian gratifikasi
3) Mereviu dan memperbarui kebijakan pengeolaan, pembentukan lingkungan anti gratifikasi dan pencegahan korupsi di lingkungan PT Pelindo Terminal Petikemas
4) Menerima laporan, merekap dan melaporkan gratifikasi dari pihak internal PT Pelindo Terminal Petikemas kepada KPK
5) Menyimpan barang gratifikasi sampai dengan ditetapkannya status barang gratifikasi oleh KPK
6) Menindaklanjuti hasil rekomendasi KPK atas penetapan status barang gratifikasi
7) Berkoordinasi dengan tim KPK terkait dengan pelaksanaan gratifikasi di lingkungan PT Pelindo Terminal Petikemas
8) Berkoordinasi dengan Tim UPG cabang, Anak Perusahaan, perusahaan afiliasi dan *other bussiness* portofolio terkait pengendalian gratifikasi di lingkungan kerja PT Pelindo Terminal Petikemas.

**Tim UPG Anak Perusahaan**

1) Para Direktur Utama Anak Perusahaan menjadi penanggung-jawab di wilayah kerjanya dan melakukan koordinasi dengan SVP Sekreatriat Perusahaan PT Pelindo Terminal Petikemas dalam hal pengelolaan gratifikasi di wlayah kerja masing masing.

gratuity control throughout Pelindo Terminal Petikemas.

## Prevention Strategy and Socialization

To support the implementation of this policy, Pelindo Terminal Petikemas regularly conducts internal socialization programs and awareness campaigns for all employees, including:

- Explanations of the types of gratuity that are required and not required to be reported;
- Procedures for reporting gratuity through secure and anonymous channels;
- Sanctions for non-compliance with the gratuity policy; and
- Case simulations and ethics studies involving potential gratuity scenarios.

In addition to employees, socialization is also provided to business partners, vendors, and external visitors by communicating the Company's commitment to rejecting all forms of gratuity and encouraging external parties to uphold the integrity of business relationships.

## The Duties and Authorities Relating to the Implementation of Gratuity Reporting

**Head Office UPG Team**

1. Conduct gratuity control socialization programs throughout PT Pelindo Terminal Petikemas.
2. Coordinate with relevant units or departments regarding the implementation and effectiveness of gratuity control.
3. Review and update policies on gratuity management, the establishment of an anti-gratuity environment, and corruption prevention within PT Pelindo Terminal Petikemas.
4. Receive, compile, and report gratuity reports submitted by internal parties of PT Pelindo Terminal Petikemas to KPK.
5. Safeguard gratuity items until their status has been determined by the KPK.
6. Follow up on the KPK's recommendations regarding the determination of the status of gratuity items.
7. Coordinate with the KPK regarding implementing gratuity control within PT Pelindo Terminal Petikemas.
8. Coordinate with the UPG Teams of Branch Offices, Subsidiaries, Affiliated Companies, and Other Business Portfolios regarding implementing gratuity control within the working environment of PT Pelindo Terminal Petikemas.

**Subsidiary UPG Team**

1) The President Directors of each Subsidiary are responsible for gratuity control within their respective areas of operation and coordinate with the SVP of Corporate Secretariat of PT Pelindo Terminal Petikemas regarding gratuity management in their respective operational areas.

2) Melakukan sosialisasi pengendalaian gratifikasi di lingkungan Anak Perusahaan PT Pelindo Terminal Petikemas dan berkoordinasi dengan tim UPG kantor pusat PT Pelindo Terminal Petikemas.
3) Menerima laporan, merekap dan melaporkan gratifikasi dari pihak internal Anak Perusahaan kepada Tim UPG kantor pusat PT Pelindo Terminal Petikemas
4) Menyimpan barang gratifikasi sampai dengan ditetapkan status barang gratifikasi oleh KPK dan melaporkannya ke Tim UPG kantor pusat PT Pelindo Terminal Petikemas

**Tim UPG Cabang/Terminal**

1) Para General Manager cabang menjadi penanggung jawab di wilayah kerjanya dan melakukan koordinasi dengan SVP Sekretariat Perusahaan Pelindo Terminal Petikemas dalam hal pengelolaan gratifikasi di wilayah kerja masing-masing .
2) Melakukan sosialisasi pengendalian gratifikasi di lingkungan Cabang/Terminal masing-masing dan berkoordinasi dengan tim UPG PT Pelindo Terminal Petikemas.
3) Menerima laporan, merekap dan melaporkan gratifikasi dari pihak internal Cabang/Terminal kepada Tim UPG PT Pelindo Terminal Petikemas.
4) Menyimpan barang gratifikasi sampai dengan ditetapkan status barang gratifikasi oleh KPK dan melaporkannya ke Tim UPG PT Pelindo Terminal Petikemas.

## Kategori Gratifikasi

1) Gratifikasi yang wajib dilaporkan adalah penerimaan gratifikasi sehubungan dengan jabatan sebagai insan Pelindo Terminal Petikemas dan berlawanan dengan tugas dan kewajibannya.
2) Gratifikasi yang tidak wajib dilaporkan adalah penerimaan gratifikasi dari pihak ketiga berdasarkan perjanjian yang sah atau karena insan Pelindo Terminal Petikemas meraih prestasi tertentu.
3) Gratifikasi dalam kedinasan adalah penerimaan gratifikasi yang diterima Insan Pelindo Terminal Petikemas dalam pelaksanaan kedinasan yang ditugaskan kepadanya sebagai wakil Perusahaan.

## Media Pelaporan Gratifikasi

Penyampaian laporan dapat melalui:
**Sekretaris Perusahaan Up.**
Unit Pengendalian Gratifikasi
Jl. Perak Timur No. 478, Surabaya, 60165
Website: pelindobersih.whistleblowing.link
Surel: pelindobersih@whistleblowing.link
Telepon/WA: 08119332345

2) Conduct gratuity control socialization programs within the Subsidiaries of PT Pelindo Terminal Petikemas and coordinate with the Head Office UPG Team of PT Pelindo Terminal Petikemas.
3) Receive, compile, and submit gratuity reports from internal parties of the Subsidiaries to the Head Office UPG Team of PT Pelindo Terminal Petikemas.
4) Safeguard gratuity items until their status has been determined by the KPK and report such matters to the Head Office UPG Team of PT Pelindo Terminal Petikemas.

**Branch/Terminal UPG Team**

1) The General Managers of each Branch are responsible for gratuity control within their respective areas of operation and coordinate with the SVP of Corporate Secretariat of Pelindo Terminal Petikemas regarding gratuity management within their respective jurisdictions.
2) Conduct gratuity control socialization programs within their respective Branches/Terminals and coordinate with the Pelindo Terminal Petikemas UPG Team.
3) Receive, compile, and submit gratuity reports from internal parties of the Branches/Terminals to the Pelindo Terminal Petikemas UPG Team.
4) Safeguard gratuity items until their status has been determined by the Indonesian Corruption Eradication Commission (KPK) and report them to the Pelindo Terminal Petikemas UPG Team.

## Categories of Gratuity

1. Reportable Gratuity refers to the receipt of gratuity related to an individual's position as an Pelindo Terminal Petikemas employee that is contrary to his or her duties and responsibilities.
2. Non-Reportable Gratuity refers to the receipt of gratuity from a third party based on a lawful agreement or granted in recognition of an Pelindo Terminal Petikemas employee's specific achievements.
3. Official-Duty Gratuity refers to gartuity received by Pelindo Terminal Petikemas personnel in the course of performing official duties assigned to them as representatives of the Company.

## Gratuity Reporting Channel

Gratification reports may be submitted through:
**Corporate Secretary Up.**
Gratuity Control Unit
Jl. Perak Timur No. 478, Surabaya, 60165
Website: pelindobersih.whistleblowing.link
Email: pelindobersih@whistleblowing.link
Phone/WA: 08119332345

## Penanganan Pengaduan Gratifikasi

Segala bentuk penerimaan atau penolakan gratifikasi oleh Tim Unit Pengendalian Gratifikasi (UPG) akan dicatat dalam laporan. Pada tahun 2025 tidak terdapat laporan gratifikasi.

## Laporan Gratifikasi 2025

Sepanjang 2025, tidak ditemukan adanya penerimaan maupun penolakan gratifikasi di lingkungan PT Pelindo Terminal Petikemas.

## Kebijakan Anti Korupsi

Perusahaan telah menetapkan kebijakan tentang anti korupsi yang dimuat dalam *Pedoman GCG, Board Manual, Pedoman Etika Bisnis, Pedoman Whistleblowing System*, dan Pedoman Pengendalian Gratifikasi.

## Dasar Hukum Kebijakan Anti Korupsi

Kebijakan anti korupsi perusahaan didasarkan pada berbagai regulasi dan hukum yang berlaku baik di tingkat nasional maupun internasional. Beberapa dasar hukum utama meliputi:

1. **Undang-Undang No. 31 Tahun 1999 Jo. Undang-Undang No. 20 Tahun 2001 tentang Pemberantasan Tindak Pidana Korupsi**:
   - Menyatakan bahwa korupsi adalah perbuatan melawan hukum untuk memperkaya diri sendiri atau orang lain yang merugikan keuangan negara atau perekonomian negara.
   - Menetapkan berbagai jenis tindak pidana korupsi dan sanksi yang menyertainya.
2. **Peraturan Komisi Pemberantasan Korupsi (KPK)**:
   - Memberikan panduan dan regulasi tambahan terkait pencegahan dan penanganan korupsi di Indonesia.
   - Mengatur tentang pelaporan gratifikasi, kewajiban pelaporan harta kekayaan penyelenggara negara, dan berbagai kebijakan lain yang mendukung pemberantasan korupsi.
3. **ISO 37001: Sistem Manajemen Anti Penyuapan**:
   - Standar internasional yang memberikan panduan bagi perusahaan untuk membangun, mengimplementasikan, memelihara, dan meningkatkan program anti penyuapan.
   - Menekankan pentingnya pendekatan sistematis dalam menangani risiko penyuapan, termasuk penilaian risiko, kebijakan dan prosedur, serta pelatihan dan komunikasi.

## Program dan Prosedur Penanganan Anti Korupsi

Pelindo Terminal Petikemas memiliki komitmen kuat dalam menerapkan praktik bisnis yang bebas dari segala bentuk korupsi,

## Handling of Gratuity Reports

All instances of the acceptance or rejection of gratification by the Gratuity Control Unit (Unit Pengendalian Gratifikasi/UPG) Team are documented in a formal report. During 2025, no gratification reports were received.

## 2025 Gratuity Report

Throughout 2025, no cases involving the acceptance or rejection of gratuity were identified within PT Pelindo Terminal Petikemas.

## Anti-Corruption Policy

The Company has established an anti-corruption policy, which is set forth in the GCG Guidelines, the Board Manual, the Code of Business Ethics, the Whistleblowing System (WBS) Guidelines, and the Gratuity Control Guidelines.

## Legal Basis for the Anti-Corruption Policy

The Company's anti-corruption policy is based on applicable national and international laws and regulations. The principal legal references include:

1. **Law No. 31 of 1999, in conjunction with Law No. 20 of 2001 concerning the Eradication of Criminal Acts of Corruption:**
   - Defines corruption as an unlawful act committed to enrich oneself or another person, resulting in losses to state finances or the national economy.
   - Stipulates various categories of corruption offenses and the corresponding legal sanctions.
2. **Regulations of the Indonesian Corruption Eradication Commission (KPK):**
   - Provide additional guidance and regulatory provisions concerning corruption prevention and handling in Indonesia.
   - Govern the reporting of gratuity, mandatory asset declarations for state officials, and other policies supporting anti-corruption efforts.
3. **ISO 37001 – Anti-Bribery Management System (SMAP):**
   - An international standard that provides guidance for organizations in establishing, implementing, maintaining, and continually improving anti-bribery programs.
   - Emphasizes the importance of a systematic approach to managing bribery risks, including risk assessments, policies and procedures, as well as training and communication.

## Anti-Corruption Programs and Procedures

Pelindo Terminal Petikemas is firmly committed to conducting business free from all forms of corruption, bribery, gratuity,

suap, gratifikasi, dan fraud lainnya. Komitmen ini sejalan dengan upaya menciptakan iklim usaha yang sehat, transparan, dan berintegritas tinggi. Pencegahan korupsi menjadi bagian yang tidak terpisahkan dari penerapan prinsip GCG serta sejalan dengan nilai-nilai integritas yang diusung oleh Perusahaan.

Sebagai landasan formal, Pelindo Terminal Petikemas telah mengadopsi Sistem Manajemen Anti Penyuapan (SMAP) yang mengacu pada standar internasional ISO 37001:2016 – Anti-Bribery Management System (ABMS). Penerapan sistem ini merupakan bukti nyata bahwa Pelindo Terminal Petikemas tidak hanya berorientasi pada kinerja finansial, tetapi juga pada integritas dalam menjalankan proses bisnis.

SMAP Pelindo Terminal Petikemas mencakup elemen-elemen penting berikut:

- Kebijakan Anti Suap dan Gratifikasi yang disahkan oleh Direksi dan wajib dipatuhi oleh seluruh insan perusahaan;
- Penilaian risiko penyuapan secara berkala terhadap proses bisnis kritikal;
- Mekanisme kontrol internal dan pengawasan berlapis;
- Prosedur pelaporan pelanggaran melalui kanal *whistleblowing system* (WBS);
- Tindak lanjut terhadap laporan secara objektif dan akuntabel;
- Sanksi tegas bagi pelanggar sesuai ketentuan hukum dan peraturan internal perusahaan.

Perusahaan juga telah menetapkan bahwa tanggung jawab terhadap kebijakan anti korupsi tidak hanya menjadi beban unit kepatuhan atau manajemen saja, tetapi menjadi tanggung jawab kolektif seluruh jajaran dari level pimpinan hingga pelaksana harian. Melalui penanaman budaya anti korupsi, perusahaan berupaya menanamkan nilai-nilai integritas sejak dini dan secara konsisten dalam seluruh lini operasional.

## Pelatihan/Sosialisasi Anti Korupsi

Sebagai bagian dari internalisasi nilai-nilai antikorupsi, Pelindo Terminal Petikemas secara aktif menyelenggarakan pelatihan, workshop, dan sosialisasi kepada seluruh insan perusahaan. Kegiatan ini bertujuan memberikan pemahaman menyeluruh tentang berbagai bentuk tindak pidana korupsi, modus operandi, pencegahan gratifikasi, serta pentingnya pelaporan dalam membentuk ekosistem kerja yang bersih dan beretika.

Pada tahun 2025, Pelindo Terminal Petikemas telah melaksanakan pelatihan dan sosialisasi antikorupsi sebanyak 4 sesi, dengan rincian sebagai berikut:

and other fraudulent practices. This commitment supports the creation of a sound, transparent, and high-integrity business environment. Corruption prevention constitutes an integral part of implementing GCG principles and is aligned with the Company's core values of integrity.

As a formal commitment, Pelindo Terminal Petikemas has adopted an Anti-Bribery Management System (Sistem Manajemen Anti Penyuapan/SMAP) based on the international standard ISO 37001:2016 – Anti-Bribery Management System (SMAP). The implementation of this system demonstrates that Pelindo Terminal Petikemas is committed not only to achieving financial performance but also to maintaining integrity throughout its business processes.

Pelindo Terminal Petikemas's Anti-Bribery Management System (SMAP) encompasses the following key elements:

- Anti-Bribery and Gratuity Policy approved by the Board of Directors and mandatory for all Company personnel;
- Periodic bribery risk assessments covering critical business processes;
- Internal control mechanisms and multi-layered oversight;
- Violation reporting procedures through the Whistleblowing System (WBS);
- Objective and accountable follow-up of reported cases; and
- Strict sanctions for violations in accordance with applicable laws and the Company's internal regulations.

The Company has also established that responsibility for implementing the anti-corruption policy does not rest solely with the compliance function or Management, but is a collective responsibility shared by all personnel, from senior leadership to operational employees. Through the cultivation of an anti-corruption culture, the Company strives to instill the values of integrity from the outset and consistently reinforce them across all operational activities.

## Anti-Corruption Training and Socialization

As part of its efforts to embed anti-corruption values throughout the organization, Pelindo Terminal Petikemas actively conducts training programs, workshops, and socialization activities for all Company personnel. These initiatives are designed to provide a comprehensive understanding of various forms of corruption, common modus operandi, gratuity prevention, and the importance of reporting in fostering a clean and ethical working environment.

In 2025, Pelindo Terminal Petikemas conducted 4 (four) anti-corruption training and socialization sessions, with the details presented as follows:

| No | Pelatihan<br>Training | Waktu<br>Time | Peserta<br>Participants |
|---|---|---|---|
| 1 | Webinar GCG di Era Viral | 18 Desember 2025 \| 18 December 2025 | 393 Online & 40 Offline |
| 2 | Podcast Kobler 2025 | 15 September 2025 | 1 Online |
| 3 | Webinar GCG | 15 - 17 September 2025 | 40 orang/person |
| 4 | Sosialisasi GCG | Maret 2025 \| March 2025 | ± 1000 orang/person |

Melalui kegiatan ini, diharapkan seluruh insan Pelindo Terminal Petikemas memiliki sensitivitas tinggi terhadap potensi pelanggaran integritas serta mampu menjadi agen penggerak budaya antikorupsi di lingkungan kerja masing-masing.

Through these initiatives, Pelindo Terminal Petikemas expects all Company personnel to develop a high level of awareness of potential integrity violations and to serve as agents of change in fostering an anti-corruption culture within their respective work environments.

# Perkara Penting

## Significant Legal Matters

Tidak terdapat perkara hukum yang dihadapi Perseroan selama tahun 2025.

The Company was not involved in any significant legal proceedings during 2025.

### Perkara Penting Yang Dihadapi Anak Perusahaan

Sepanjang tahun 2025, tidak terdapat Perkara Penting yang dihadapi Anak Perusahaan perseroan.

### Significant Legal Matters Involving Subsidiaries

Throughout 2025, none of the Subsidiaries were involved in any significant legal proceedings.

### Perkara Penting yang Dihadapi Anggota Dewan Komisaris dan Direksi

Sepanjang tahun 2025, tidak terdapat Perkara Penting yang dihadapi perseroan yangmelibatkan anggota Dewan Komisaris dan Direksi.

### Significant Legal Matters Involving Members of the Board of Commissioners and the Board of Directors

Throughout 2025, there were no significant legal proceedings involving members of the Board of Commissioners or the Board of Directors.

### Pengaruh Terhadap Kondisi Perusahaan

Terhadap perkara hukum yang dihadapi oleh Perseroan, oleh karena Perseroan selama tahun 2025 tidak memiliki perkara hukum, sehingga tidak mempengaruhi operasional Perseroan.

### Impact on the Company's Condition

As the Company was not involved in any legal proceedings during 2025, there was no impact on the Company's operations.

### Sanksi Administratif

Selain kegiatan diatas, pemantauan juga dilakukan terhadap sanksi admnistratif yang diberikan oleh otoritas. Pada tahun 2025 tidak terdapat denda administratif yang diterima perseroan dari Otoritas Jasa Keuangan (OJK)

### Administrative Sanctions

In addition to the activities described above, the Company also monitored any administrative sanctions imposed by the relevant authorities. During 2025, the Company did not receive any administrative fines or sanctions from the Financial Services Authority (OJK).

## Transaksi yang Mengandung Benturan Kepentingan

Benturan kepentingan merupakan keadaan dimana terdapat konflik antara kepentingan ekonomi Perusahaan dengan kepentingan ekonomi pribadi Direksi, Komisaris dan Pemegang Saham.

Selama tahun 2025, tidak ada transaksi yang memiliki benturan kepentingan di Pelindo Terminal Petikemas, setiap transaksi dilakukan sesuai dengan ketentuan yang berlaku dan selalu memperhatikan prinsip-prinsip GCG.

## Upaya Meminimalisir Risiko Hukum

Pelindo Terminal Petikemas berupaya secara berkesinambungan untuk terus meminimalisir risiko hukum bagi perusahaan dalam menjalankan kegiatan bisnis yang tercermin dalam kegiatan-kegiatan sebagai berikut:

1. Secara konsisten melaksanakan program Legal *Risk Awareness* sebagai salah satu upaya pencegahan risiko hukum dan peningkatan kualitas pemahaman aspek hukum bagi seluruh pegawai maupun calon pegawai secara berjenjang dan sesuai dengan kebutuhan bisnis Pelindo Terminal Petikemas.
2. Memperkuat budaya integritas melalui sosialisasi dan pengukuran pemahaman pegawai terhadap integritas.
3. Pembentukan Unit Pengendali Gratifikasi.
4. Penegakan disiplin pegawai.

## Transactions Involving Conflicts of Interest

A conflict of interest refers to a situation in which there is a conflict between the economic interests of the Company and the personal economic interests of members of the Board of Directors, the Board of Commissioners, or Shareholders.

Throughout 2025, Pelindo Terminal Petikemas did not engage in any transactions involving conflicts of interest. All transactions were conducted according to the applicable regulations while consistently adhering to the principles of GCG.

## Measures to Minimize Legal Risk

Pelindo Terminal Petikemas continuously strives to minimize legal risks arising from its business operations through the following initiatives:

1. Consistently implementing the Legal Risk Awareness Program as a preventive measure to mitigate legal risks and enhance employees' and prospective employees' understanding of legal aspects through a structured approach aligned with Pelindo Terminal Petikemas's business needs.
2. Strengthening the culture of integrity through socialization programs and assessments of employees' understanding of integrity.
3. Establishing the Gratuity Control Unit (Unit Pengendalian Gratifikasi/UPG).
4. Enforcing employee discipline.

# Kebijakan Keberagaman Komposisi Dewan Komisaris dan Direksi

Diversity Policy on the Composition of the Board of Commissioners and Board of Directors

Keberagaman pada komposisi Dewan Komisaris dan Direksi ditujukan untuk memberikan sudut pandang dan paradigma pengelolaan yang luas sesuai dengan kompetensi, pengalaman, dan latar belakang kepakaran pada masing-masing Dewan Komisaris dan Direksi. Keberagaman pada komposisi Dewan Komisaris dan Direksi selain pada aspek kompetensi juga memenuhi aspek-aspek lainnya sebagai wujud pembudayaan prinsip GCG melalui prinsip keadilan (*fairness*) seperti kelompok usia yang mewakili sudut pandang di tiap-tiap generasi, latar belakang kesukuan sebagai implementasi kebhinnekaan, gender sebagai wujud pemenuhan *affirmative action* dan aspek-aspek lainnya yang bersifat non kepentingan.

## Dasar Hukum

Komposisi dan penentuan penunjukan Dewan Komisaris merupakan hak Pemegang Saham melalui Rapat Umum Pemegang Saham Perusahaan, dipilih berdasarkan integritas, berdedikasi, memahami permasalahan manajemen dan memiliki pengetahuan yang memadai sesuai Undang-Undang Nomor 40 Tahun 2007 yang dituangkan dalam Peraturan Direksi Nomor SK.01.01/22/12/5/TKHI/DRTU/PLTP-23 tentang Pedoman *Good Corporate Governance* dan Nomor SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 tentang Pedoman Tata Laksana Hubungan Dewan Komisaris dan Direksi (*Board Manual*).

## Dasar Kebijakan Internal

Internalisasi atas regulasi yang mengatur tentang keberagaman komposisi Dewan Komisaris dan Direksi dituangkan dalam Dasar kebijakan internal Perusahaan yang tercantum dalam pedoman GCG dan (*Board Manual*).

## Laporan Keberagaman Komposisi Dewan Komisaris dan Direksi

Secara prinsip Dewan Komisaris telah memiliki komposisi yang beragam yang dapat dilihat dari beragamnya pengalaman kerja, usia, dan pendidikan dari masing-masing anggota Dewan

Diversity in the composition of the Board of Commissioners and the Board of Directors is intended to provide a broad range of perspectives and management approaches that reflect the competencies, experience, and expertise of each member. In addition to diversity in competencies, the composition also encompasses other aspects as part of the Company's commitment to fostering GCG, particularly the principle of fairness. These aspects include age groups representing different generational perspectives, ethnic backgrounds reflecting diversity and inclusion, gender diversity as an implementation of affirmative action, and other non-discriminatory considerations.

## Legal Basis

The composition of and appointments to the Board of Commissioners are the prerogative of the Shareholders through the Company's General Meeting of Shareholders. Members are appointed based on their integrity, dedication, understanding of management issues, and adequate knowledge, in accordance with Law No. 40 of 2007. These provisions are further stipulated in the Directors' Regulation No. SK.01.01/22/12/5/TKHI/DRTU/PLTP-23 concerning the Good Corporate Governance (GCG) Guidelines and Directors' Regulation No. SK.01.01/22/12/8/TKHI/DRTU/PLTP-23 concerning the Guidelines for the Working Relation between the Board of Commissioners and the Board of Directors (Board Manual).

## Internal Policy Basis

The Company's internalization of the regulations governing diversity in the composition of the Board of Commissioners and the Board of Directors is set forth in its internal policies as contained in the GCG Guidelines and the Board Manual.

## Report on the Diversity of the Board of Commissioners and the Board of Directors

In principle, the Board of Commissioners has a diverse composition, as reflected in the varied professional experience, age, and educational backgrounds of its members.

Komisaris. Perpaduan ini menjadi pijakan yang baik bagi Direksi secara kolektif dalam melaksanakan tugas-tugasnya. Komposisi Dewan Komisaris dan Direksi Perusahaan sampai dengan 31 Desember 2024, sebagai berikut:

This diversity provides a strong foundation for the Board of Directors to collectively perform its duties and responsibilities effectively. The composition of the Company's Board of Commissioners and Board of Directors as of December 31, 2024, is presented as follows:

**Keberagaman Dewan Komisaris dan Direksi**
Diversity of the Board of Commissioners and the Board of Directors

| Nama<br>Name | Usia<br>Age | Latar Belakang Pendidikan<br>Educational Background | Keahlian<br>Expertise |
|---|---|---|---|
| **Dewan Komisaris** \| Board of Commissioners | | | |
| Moemahadi Soerja Djanegara | 60 tahun/years | Ekonomi/Economist | Auditor dan Pengajar/Auditor dan Lecturer |
| Bahaduri Wijayanta Bekti Mukarta | 61 tahun/years | Ekonomi/Economist | Keuangan, Kepabeanan dan Cukai/Finance, Customes dan Excise |
| Ronaldus Mujur | 39 tahun/years | Ekonomi/Economist | Keuangan dan Investasi/Finance and Investment |
| Montty Girianna | 62 tahun/years | Teknik Sipil/Civil Engineering | Infrastruktur dan Energi/Infrastructure dan Energy |
| Nurrachman | 57 tahun/years | Teknik Elektro/Electrical Engineering | Teknik, Energi dan Industri/Engineering, Energy dan Industry |
| Antoni Arif Priadi | 52 tahun/years | Teknik/Engineering | Teknik dan Transportasi Laut/Engineering and Sea Transportation |
| Yoke Candra Katon | 50 tahun/years | Teknik Kimia/Chemical Engineering | Teknik dan Pemasaran/Engineering and Marketing |
| **Direksi** \| Board of Directors | | | |
| M. Adji | 66 tahun/years | Teknik Sipil/Civil Engineering | Teknik, Operasional, Perencanaan dan Komersial<br>Engineering, Operations, Planning and Commercial |
| Muarip | 55 tahun/years | Hukum/Legal | Logistik dan Operasi/Logistics dan Operations |
| Umar | 53 tahun/years | Teknik Sipil/Civil Engineering | Teknik dan Logistik/Engineering and Logistics |
| Ady Sustrisno | 54 tahun/years | Hukum/Legal | SDM dan Operasi/HR and Operations |
| Endot Endrardono | 55 tahun/years | Ekonomi/Economist | Keuangan, Manajemen Risiko dan Perpajakan<br>Finance, Risk Management and Tax |
| Rima Novianti | 55 tahun/years | Sosial Politik/Social and Political | Ekonomi Komersial dan Pengembangan Bisnis<br>Economic Commercial and Business Development |

## Pernyataan Pemenuhan Aspek Keberagaman *Gender*

Pada saat laporan tahunan ini dipublikasikan, komposisi Dewan Komisaris dan Direksi Perusahaan terdiri dari 7 orang Dewan Komisaris dan 6 orang Direksi, yang mana komposisi Direksi terdiri dari 5 (lima) orang pria dan 1 (satu) orang wanita.

## Statement on Gender Diversity

As of the publication date of this Annual Report, the composition of the Board of Commissioners and Board of Directors comprises seven members of the Board of Commissioners and six members of the Board of Directors. The composition of the Board of Directors: five male Directors and one female Director.

# Laporan Harta Kekayaan Pejabat Negara (LHKPN)

State Officials' Asset Declaration (LHKPN)

Pelindo Terminal Petikemas secara aktif mendukung program pemerintah dalam menciptakan birokrasi yang bersih, berintegritas, dan bebas dari praktik korupsi. Salah satu implementasi dari komitmen ini adalah kewajiban bagi pejabat perusahaan tertentu untuk menyampaikan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN) kepada Komisi Pemberantasan Korupsi (KPK) Republik Indonesia.

Kewajiban pelaporan LHKPN ini berlaku bagi seluruh pejabat di lingkungan perusahaan, termasuk Direksi, Dewan Komisaris, dan pejabat satu tingkat di bawah Direksi, sebagaimana diatur dalam Peraturan Direksi PT Pelabuhan Indonesia (Persero) No. HK.01/20/12/1/ADKS/UTMA/PLND-21 tanggal 20 Desember 2021 tentang Pedoman Pelaporan Harta Kekayaan bagi Direksi, Dewan Komisaris, dan Pejabat Struktural di Lingkungan PT Pelabuhan Indonesia (Persero).

## Dasar Hukum

Dasar aturan pengaturan LHKPN di lingkungan Pelindo TPK terdiri dari:

a. Undang-Undang No. 28 tahun 1999 tentang Penyelenggaraan Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme.
b. Undang-Undang No. 19 tahun 2003 tentang BUMN.
c. Undang-Undang No. 13 tahun 2003 tentang Ketenagakerjaan.
d. Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas.

## Mekanisme Pelaporan

Mekanisme pelaporan harta kekayaan pejabat Perusahaan dilakukan dengan mengacu pada Undang-Undang No. 28 tahun 1999 dimana penyelenggara berkewajiban untuk:

- Diperiksa kekayaannya sebelum, selama, dan sesudah menjabat.
- Melaporkan harta kekayaannya pada saat pertama kali menjabat, mutasi, promosi, dan pensiun.
- Mengumumkan harta kekayaannyan pada saat pertama kali menjabat, mutasi, promosi, dan pensiun.
- Mengumumkan harta kekayaanya

Pelindo Terminal Petikemas actively supports the Government's efforts to promote a clean, accountable, and corruption-free governance environment. One manifestation of this commitment is the requirement for designated Company officials to submit a State Officials' Asset Declaration (Laporan Harta Kekayaan Penyelenggara Negara/LHKPN) to the Indonesian Corruption Eradication Commission (KPK).

The LHKPN reporting obligation applies to designated officials throughout the Company, including members of the Board of Directors, the Board of Commissioners, and officials one level below the Board of Directors, as stipulated in PT Pelabuhan Indonesia (Persero) Directors' Regulation No. HK.01/20/12/1/ADKS/UTMA/PLND-21 dated December 20, 2021, concerning the Guidelines for Asset Declaration Reporting for the Board of Directors, the Board of Commissioners, and Structural Officials within PT Pelabuhan Indonesia (Persero).

## Legal Basis

The legal framework governing LHKPN implementation within Pelindo TPK consists of the following regulations:

a. Law No. 28 of 1999 concerning State Administration that is Clean and Free from Corruption, Collusion, and Nepotism.
b. Law No. 19 of 2003 concerning SOEs.
c. Law No. 13 of 2003 concerning Manpower.
d. Law No. 40 of 2007 concerning Limited Liability Companies.

## Reporting Mechanism

The asset declaration reporting mechanism for Company officials is implemented according to Law No. 28 of 1999, under which reporting officials are required to:

- Have their assets examined before, during, and after holding office.
- Submit asset declarations upon initial appointment, transfer, promotion, and retirement.
- Publicly disclose their asset declarations upon initial appointment, transfer, promotion, and retirement.
- Publicly disclose their assets.

**LHKPN Dewan Komisaris dan Direksi**
LHKPN of the Board of Commissioners and the Board of Directors

| No | Nama<br>Name | Jabatan<br>Position | | Pelaporan Terakhir<br>Latest Report | |
|---|---|---|---|---|---|
| | | | | Periode Lapor<br>Reporting Period | Tanggal Kirim<br>Submission Date |
| **Komisaris** \| Board of Commissioners | | | | | |
| 1 | Moermahadi Soerja Djanegara | Komisaris Utama | President Commissioner | 2025 | 31 Desember/Desember 2025 |
| 2 | Bahaduri Wijayanta Bekti Mukarta | Komisaris | Commissioner | 2025 | 31 Desember/Desember 2025 |
| 3 | Ronaldus Mujur | Komisaris | Commissioner | 2025 | |
| 4 | Montty Girianna | Komisaris | Commissioner | 2025 | 31 Desember/Desember 2025 |
| 5 | Nurrachman | Komisaris Independen | Independent Commissioner | 2025 | 31 Desember/Desember 2025 |
| 6 | Antoni Arif Priadi | Komisaris | Commissioner | 2025 | 31 Desember/Desember 2025 |
| 7 | Yoke Candra Katon | Komisaris Independen | Independent Commissioner | 2025 | 31 Desember/Desember 2025 |
| **Direksi** \| Board of Directors | | | | | |
| 1 | M. Adji | Direktur Utama | President Director | 2025 | 31 Desember/Desember 2025 |
| 2 | Muarip | Direktur Operasi | Director of Operations | 2025 | 31 Desember/Desember 2025 |
| 3 | Umar | Direktur Teknik | Director of Engineering | 2025 | |
| 4 | Ady Sustrisno | Direktur SDM | Director of HR | 2025 | 31 Desember/Desember 2025 |
| 5 | Endot Endrardono | Direktur Keuangan dan Manajemen Risiko | Director of Finance and Risk Management | 2025 | 31 Desember/Desember 2025 |
| 6 | Rima Novianti | Direktur Strategi dan Komersial | Director of Strategic and Commercial | 2025 | 31 Desember/Desember 2025 |

**Rekapitulasi Penyampaian LHKPN 2024 dan 2025**
Recapitulation of LHKPN Submission for 2024 and 2025

| No | Tahun<br>Year | Wajib Lapor LHKPN<br>Officials Required to Submit LHKPN | Sudah Lapor<br>Submitted | Belum Lapor<br>Not Yet Submitted |
|---|---|---|---|---|
| 1 | 2024 | 72 | 72 | 0 |
| 2 | 2025 | 70 | 70 | 0 |

## Komitmen Integritas dan Transparansi

Melalui kewajiban pelaporan LHKPN ini, Pelindo Terminal Petikemas menegaskan bahwa akuntabilitas pribadi para pejabat perusahaanmerupakan bagian tak terpisahkan dari prinsip GCG. Transparansi atas harta kekayaan tidak hanya berfungsi sebagai alat pencegahan konflik kepentingan dan tindak pidana korupsi, tetapi juga membangun kepercayaan pemangku kepentingan dan publik terhadap integritas manajemen perusahaan.

Pelindo Terminal Petikemas berkomitmen untuk memastikan bahwa pelaporan LHKPN dilakukan secara tepat waktu, akurat, dan penuh tanggung jawab, serta akan terus mendorong budaya keterbukaan di seluruh jenjang organisasi sebagai fondasi tata kelola yang kuat.

## Commitment to Integrity and Transparency

Through the mandatory submission of LHKPN, Pelindo Terminal Petikemas reaffirms that the personal accountability of Company officials is an integral component of the principles of GCG. Transparency in the disclosure of assets serves not only as a mechanism to prevent conflicts of interest and corruption but also to strengthen stakeholder and public confidence in the integrity of the Company's Management.

Pelindo Terminal Petikemas is committed to ensuring that LHKPN submissions are completed in a timely, accurate, and accountable manner. The Company will continue to promote a culture of transparency at every level of the organization as a fundamental pillar of strong corporate governance.

# Mekanisme Pengadaan Barang dan Jasa

Goods and Services Procurement Mechanism

Pelindo Terminal Petikemas melaksanakan proses pengadaan barang dan jasa berdasarkan prinsip efisiensi, efektivitas, transparansi, akuntabilitas, dan keadilan. Proses pengadaan dirancang untuk mendukung kelancaran operasional dan pencapaian kinerja perusahaan secara optimal, sekaligus menjaga integritas hubungan antara perusahaan dengan mitra usaha dan penyedia barang/jasa.

Pelindo Terminal Petikemas menargetkan agar seluruh kegiatan pengadaan dapat berjalan secara tertib administrasi dan sesuai dengan ketentuan hukum dan peraturan perundang-undangan yang berlaku, baik internal perusahaan maupun regulasi nasional. Pelaksanaan pengadaan mengacu pada kebijakan dan prosedur pengadaan yang telah ditetapkan secara resmi, dengan mengedepankan keterbukaan informasi, kompetisi sehat, serta pencegahan konflik kepentingan.

## Prinsip dan Kebijakan

Dengan implementasi sistem pengadaan yang profesional, Pelindo Terminal Petikemas berkomitmen menjaga kredibilitas, efisiensi anggaran, dan kepercayaan stakeholder, serta memastikan bahwa setiap rupiah yang dibelanjakan benar-benar memberikan kontribusi terhadap pencapaian tujuan strategis dan keberlanjutan usaha Perusahaan. Penyelenggaraan Pengadaan Barang dan Jasa di Lingkungan PT Pelindo Terminal Petikemas berpedoman pada Peraturan Direksi PT Pelindo Terminal Petikemas Nomor: PD.02/1/2/1/PGDA/DRTU/PLTP-23 Tanggal 01 Februari 2023 Tentang Pedoman Pengadaan Barang dan/atau Jasa di Lingkungan PT Pelindo Terminal Petikemas dan turut serta mendukung implementasi GCG (*Good Corporate Governance*) dengan menerapkan prinsip:

a. Efisien, berarti pengadaan barang dan/atau jasa harus diusahakan untuk mendapatkan hasil yang optimal dan terbaik dalam waktu yang cepat dengan menggunakan dana dan kemampuan seoptimal mungkin secara wajar dan bukan hanya didasarkan pada harga terendah. Untuk pengadaan barang dan/ atau jasa strategis yang memiliki nilai yang signifikan dapat dilakukan pendekatan Total *Cost of Ownership* (TCO),

Pelindo Terminal Petikemas made its goods and services procurement process based on the principles of efficiency, effectiveness, transparency, accountability, and fairness. The procurement process is designed to support smooth business operations and the achievement of the Company's performance objectives while maintaining the integrity of relations between the Company and its business partners and suppliers of goods and services.

Pelindo Terminal Petikemas is committed to ensuring that all procurement activities are conducted in an orderly administrative manner and in compliance with applicable legislation, including the Company's internal policies and national regulatory requirements. Procurement activities are carried out according to officially established procurement policies and procedures, emphasizing transparency, fair competition, and the prevention of conflicts of interest.

## Principles and Policies

Through the implementation of a professional procurement system, Pelindo Terminal Petikemas is committed to maintaining credibility, budget efficiency, and stakeholder confidence while ensuring that every expenditure contributes effectively to achieving the Company's strategic objectives and long-term business sustainability. The implementation of goods and services procurement within PT Pelindo Terminal Petikemas is governed by PT Pelindo Terminal Petikemas Directors' Regulation No. PD.02/1/2/1/PGDA/DRTU/PLTP-23 dated February 1, 2023, concerning the Guidelines for the Procurement of Goods and/or Services within PT Pelindo Terminal Petikemas. The procurement process also supports the implementation of Good Corporate Governance (GCG) by adhering to the following principles:

a. Efficiency, meaning that the procurement of goods and/or services shall be carried out to achieve optimal results within the shortest reasonable timeframe by utilizing available funds and resources effectively and efficiently, rather than being based solely on the lowest price. For strategic procurement with significant value, a Total Cost of Ownership (TCO) approach may be applied.

b. Efektif, berarti pengadaan barang dan/atau jasa harus sesuai dengan kebutuhan yang telah ditetapkan dan memberikan manfaat yang sebesar-besarnya sesuai dengan sasaran yang ditetapkan,
c. Kompetitif, berarti pengadaan barang dan/ atau jasa harus terbuka bagi penyedia barang dan/atau jasa yang memenuhi persyaratan dan dilakukan melalui persaingan yang sehat di antara penyedia barang dan/atau jasa yang setara dan memenuhi syarat/kriteria tertentu berdasarkan ketentuan dan prosedur yang jelas dan transparan,
d. Transparan, berarti semua ketentuan dan informasi mengenai pengadaan barang dan/ atau jasa, termasuk syarat teknis administrasi pengadaan, tata cara evaluasi, hasil evaluasi, penetapan calon penyedia barang dan/ atau jasa, sifatnya terbuka bagi penyedia barang dan/ atau jasa serta bagi masyarakat luas pada umumnya,
e. Adil dan wajar, berarti memberikan perlakuan yang sama bagi semua penyedia barang dan/ atau jasa yang memenuhi syarat,
f. Terbuka, berarti pengadaan barang dan/atau jasa dapat diikuti oleh semua penyedia barang dan/atau jasa yang memenuhi syarat,
g. Akuntabel, berarti harus mencapai sasaran dan dapat dipertanggungjawabkan baik fisik, keuangan maupun manfaat bagi kelancaran pelaksanaan tugas Perusahaan dan pelayanan masyarakat sesuai dengan prinsip-prinsip serta ketentuan yang berlaku dalam pengadaan barang dan/atau jasa,
h. Prudensial, berarti semua pihak yang terlibat dalam pengadaan barang dan/atau jasa memperhitungkan dampak risiko yang terkecil bagi Perusahaan.

Departemen Pengadaan sudah menerapkan sistem pengadaan secara elektronik dengan menggunakan teknologi informasi dengan melakukan semua proses pengadaan menggunakan sistem *E-Procurement*.

*E-Procurement* memfasilitasi semua penyedia yang terdaftar pada *database* eproc.pelindo.co.id, serta membuka kesempatan mendaftar yang seluas-luasnya kepada seluruh penyedia yang belum terdapat pada Daftar Rekanan Perusahaan (DRP) dengan syarat dan ketentuan yang sama. Aplikasi ini juga telah lulus sertifikasi ISO 27001 semenjak tahun 2018.

Dengan terintegrasinya Pelindo, maka terhitung mulai bulan November 2022, proses pengadaan barang dan/atau jasa beralih menggunakan SECURE sebagai implementasi *Single Eproc* di Pelindo Grup.

b. Effectiveness, meaning that the procurement of goods and/or services shall correspond to identified business needs and provide the greatest possible benefits in line with the intended objectives.
c. Competitiveness, meaning that the procurement of goods and/or services shall be open to qualified suppliers and conducted through fair competition among eligible suppliers based on clear, transparent, and objective requirements and procedures.
d. Transparency, meaning that all procurement provisions and information, including technical and administrative requirements, evaluation procedures, evaluation results, and the selection of prospective suppliers of goods and/ or services, shall be openly accessible to suppliers as well as the public, where applicable.
e. Fairness and Equity, meaning that equal treatment shall be provided to all qualified suppliers of goods and/or services.
f. Openness, meaning that procurement opportunities shall be accessible to all suppliers of goods and/or services that satisfy the specified qualifications.
g. Accountability, meaning that procurement activities shall achieve their intended objectives and be accountable in physical implementation, financial management, and benefits to the Company's operations and public services, according to the applicable procurement principles and regulations.
h. Prudence, meaning that all parties involved in the procurement of goods and/or services shall carefully consider and manage risks to ensure the lowest possible level of risk to the Company.

The Procurement Department has implemented an electronic procurement system by utilizing information technology to conduct all procurement activities through the Company's E-Procurement platform.

The E-Procurement platform accommodates all suppliers registered in the database at eproc.pelindo.co.id and provides broad opportunities for suppliers that have not yet been included in the Company's Approved Vendor List (Daftar Rekanan Perusahaan/DRP) to register under the same terms and conditions. The application has also maintained ISO 27001 certification since 2018.

Following the integration of Pelindo, the procurement process for goods and/or services has, effective November 2022, transitioned to the SECURE platform as the implementation of a Single E-Procurement system across the Pelindo Group.

## Prosedur dan Tata Cara

Departemen Pengadaan mempunyai ruang lingkup, wewenang, dan tanggung jawab, sebagaimana dibawah ini:

- **Penyedia**
  Penyedia yang ikut serta dalam proses tender harus terdaftar dan tervalidasi dalam aplikasi *E-Procurement* Perusahaan, yang otomatis tersimpan dalam *database* sehingga mempermudah proses pengadaan sesuai spesifikasi yang dibutuhkan. Dalam proses tender, dokumen penawaran penyedia dievaluasi terhadap data administrasi, teknis, dan harga penawaran. Bagi penawaran yang terendah atau terbaik yang memenuhi syarat evaluasi akan dilakukan dinegosiasi pada sistem *E-Procurement* Perusahaan.

## Evaluasi Kegiatan dan Rencana Pengembangan Departemen Pengadaan

Evaluasi kegiatan pengadaan dilakukan berkala setiap bulan sekali untuk monitoring capaian efisiensi biaya yang diperoleh dari pengadaan barang dan/ jasa.

Dari hasil kinerja tahun 2025 Departemen Pengadaan telah memproses pengadaan barang dan/atau jasa sebanyak 108 pekerjaan dengan hasil efisiensi biaya yang diperoleh sebesar Rp 34,18 Miliar atau 7,20% dari project budget sebesar Rp 474,57 Triliun

Rencana pengembangan SDM, pada Departemen Pengadaan harus meningkatkan kompetensi dengan mengikuti pelatihan, dan memperoleh sertifikasi dengan tujuan untuk mengembangkan dan memperkuat pemahaman tentang pengadaan.

## Procedures and Implementation

The Procurement Department has the following scope of authority and responsibilities:

- **Suppliers**
  Suppliers participating in the tender process must be registered and validated through the Company's E-Procurement system. Supplier information is automatically stored in the database, facilitating procurement activities based on the required specifications. During the tender process, suppliers' bid documents are evaluated based on administrative compliance, technical qualifications, and bid prices. Suppliers submitting the lowest-priced or best-value bids that satisfy the evaluation criteria are subsequently invited to participate in negotiations through the Company's E-Procurement system.

## Evaluation of Procurement Activities and Development Plan

Procurement activities are evaluated monthly to monitor the cost-efficiency achievements generated through the procurement of goods and/or services.

Based on the Procurement Department's performance in 2025, a total of 108 goods and/or services procurement projects were processed, generating cost savings of IDR34.18 billion, equivalent to 7.20% of the project budget of IDR474.57 trillion.

To strengthen organizational capability, the Procurement Department's HR development plan focuses on enhancing employee competencies by participating in training programs and attaining professional certifications to expand knowledge and reinforce expertise in procurement practices.

# 6

# TANGGUNG JAWAB SOSIAL PERUSAHAAN

## Corporate Social Responsibility

# Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility

## Komitmen terhadap Tanggung Jawab Sosial dan Lingkungan

Sebagai entitas yang beroperasi di tengah ekosistem masyarakat dan industri, Pelindo Terminal Petikemas menyadari bahwa keberhasilan bisnis tidak terlepas dari kualitas hubungan dengan para pemangku kepentingan. Oleh karena itu, Perseroan berkomitmen untuk membangun hubungan yang harmonis, inklusif, dan berkelanjutan dengan masyarakat, mitra usaha, serta lingkungan sekitar.

Pelindo Terminal Petikemas memandang Tanggung Jawab Sosial dan Lingkungan (TJSL) bukan sekadar kewajiban, melainkan bagian integral dari strategi bisnis yang berorientasi pada penciptaan nilai jangka panjang. Dalam menjalankan aktivitas usaha, Perseroan senantiasa berupaya menyeimbangkan aspek ekonomi, sosial, dan lingkungan, sehingga pertumbuhan perusahaan dapat berjalan seiring dengan peningkatan kualitas kehidupan masyarakat dan kelestarian lingkungan.

Implementasi TJSL diarahkan untuk memberikan manfaat nyata bagi masyarakat serta mendukung pencapaian pembangunan berkelanjutan. Melalui pendekatan ini, Pelindo Terminal Petikemas berupaya memastikan bahwa setiap kegiatan usaha tidak hanya menciptakan nilai ekonomi, tetapi juga memberikan dampak sosial yang positif dan berkontribusi pada keberlanjutan ekosistem.

## Pilar Program TJSL

Pelaksanaan TJSL di Pelindo Terminal Petikemas difokuskan pada empat pilar utama yang selaras dengan prioritas pembangunan berkelanjutan, yaitu:

1. **Sosial**
   Mendorong peningkatan kualitas hidup masyarakat melalui pemenuhan kebutuhan dasar, peningkatan akses pendidikan, layanan kesehatan, serta penguatan kesetaraan sosial.
2. **Ekonomi**
   Mendukung pertumbuhan ekonomi yang inklusif melalui penciptaan peluang usaha, pengembangan UMKM, inovasi industri, serta penguatan kemitraan strategis.
3. **Lingkungan**
   Mengelola dampak lingkungan secara bertanggung jawab

## Commitment to Social and Environmental Responsibility

As an entity operating within the community and industrial ecosystem, Pelindo Terminal Petikemas recognizes that business success is inextricably linked to the quality of its relationships with stakeholders. Therefore, the Company is committed to building harmonious, inclusive, and sustainable relationships with the community, business partners, and the surrounding environment.

Pelindo Terminal Petikemas views Social and Environmental Responsibility (TJSL) as more than just an obligation, but rather an integral part of its business strategy, oriented towards creating long-term value. In carrying out its business activities, the Company consistently strives to balance economic, social, and environmental aspects, ensuring that company growth can go hand in hand with improving the quality of life and environmental sustainability.

The implementation of TJSL is aimed at providing tangible benefits to the community and supporting the achievement of sustainable development. Through this approach, Pelindo Terminal Petikemas strives to ensure that every business activity not only creates economic value but also has a positive social impact and contributes to ecosystem sustainability.

## CSR Program Pillars

The CSR implementation at Pelindo Terminal Petikemas focuses on four main pillars aligned with sustainable development priorities, namely:

1. **Social**
   Encouraging improvements in the community's quality of life by fulfilling basic needs, increasing access to education and health services, and strengthening social equality.
2. **Economic**
   Supporting inclusive economic growth through creating business opportunities, developing MSMEs, industrial innovation, and strengthening strategic partnerships.
3. **Environmental**
   Responsibly managing environmental impacts through

melalui efisiensi penggunaan sumber daya, pengurangan emisi, serta perlindungan ekosistem darat dan laut.

4. **Hukum dan Tata Kelola**
   Memperkuat praktik tata kelola yang transparan, akuntabel, dan berlandaskan hukum guna mendukung terciptanya lingkungan usaha yang sehat dan berintegritas.

## Kebijakan Program TJSL

Sebagai dasar implementasi, Perseroan telah menetapkan kebijakan pelaksanaan TJSL melalui Peraturan Direksi Nomor PER.0012/HK.01.06/PLTP-2021 tanggal 1 November 2021 tentang Pedoman Pelaksanaan Corporate Social Responsibility di lingkungan Pelindo Terminal Petikemas.

Kebijakan ini menjadi acuan dalam perencanaan, pelaksanaan, pemantauan, serta evaluasi program TJSL, guna memastikan bahwa seluruh kegiatan dilaksanakan secara terarah, terukur, dan memberikan dampak yang optimal bagi masyarakat dan lingkungan.

## Dasar Pelaksanaan Program

Pelaksanaan TJSL Pelindo Terminal Petikemas mengacu pada ketentuan peraturan perundang-undangan yang berlaku, antara lain:

- Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas;
- Undang-Undang Nomor 11 Tahun 2020 tentang Cipta Kerja;
- Peraturan Pemerintah Nomor 47 Tahun 2012;
- PER-05/MBU/04/2021 tentang Program TJSL BUMN;
- PER-1/MBU/03/2023 tentang Penugasan Khusus dan TJSL BUMN;
- Peraturan Presiden Nomor 59 Tahun 2017 tentang Pelaksanaan Tujuan Pembangunan Berkelanjutan.

## Program dan Anggaran TJSL Tahun 2025

Sepanjang tahun 2025, Pelindo Terminal Petikemas telah melaksanakan berbagai program TJSL yang mencakup aspek sosial, ekonomi, lingkungan, serta tata kelola. Program-program tersebut dirancang untuk memberikan dampak yang terukur dan berkelanjutan bagi masyarakat sekitar serta mendukung pencapaian tujuan strategis perusahaan. Informasi lebih lanjut mengenai jenis program, realisasi kegiatan, serta alokasi anggaran TJSL disajikan secara rinci pada bagian berikutnya dalam bab ini.

efficient resource use, reducing emissions, and protecting terrestrial and marine ecosystems.

4. **Legal and Governance**
   Strengthening transparent, accountable, and legally based governance practices to support a healthy and integrity-based business environment.

## Corporate Social Responsibility (CSR) Program Policy

As a basis for implementation, the Company has established a CSR implementation policy through Board of Directors Regulation No. PER.0012/HK.01.06/PLTP-2021 dated November 1, 2021, concerning Guidelines for the Implementation of Corporate Social Responsibility (CSR) within the Pelindo Terminal Petikemas environment.

This policy serves as a reference for the planning, implementation, monitoring, and evaluation of the CSR program, to ensure that all activities are carried out in a targeted, measurable manner and provide optimal impact on the community and the environment.

## Basis for Program Implementation

The implementation of the Pelindo Terminal Petikemas CSR refers to the provisions of applicable laws and regulations, including:

- Law Number 40 of 2007 concerning Limited Liability Companies;
- Law Number 11 of 2020 concerning Job Creation;
- Government Regulation Number 47 of 2012;
- PER-05/MBU/04/2021 concerning the SOE CSR Program;
- PER-1/MBU/03/2023 concerning Special Assignments and Corporate Social Responsibility (CSR) of State-Owned Enterprises;
- Presidential Regulation Number 59 of 2017 concerning the Implementation of Sustainable Development Goals.

## 2025 CSR Programs and Budget

Throughout 2025, Pelindo Terminal Petikemas implemented various CSR programs covering social, economic, environmental, and governance aspects. These programs were designed to provide measurable and sustainable impacts on surrounding communities and support the achievement of the company's strategic objectives. Further information regarding the types of programs, activity implementation, and CSR budget allocation is presented in detail in the following sections of this chapter.

# Tanggung Jawab Sosial Kepada Pelanggan

Social Responsibility to Customers

PT Pelindo Terminal Petikemas menempatkan pelanggan sebagai pusat dari seluruh aktivitas bisnis. Keberlanjutan operasional perusahaan sangat ditentukan oleh tingkat kepercayaan dan kepuasan pelanggan, sehingga Perseroan berkomitmen untuk menghadirkan layanan yang andal, aman, dan berorientasi pada kebutuhan pengguna jasa.

Dalam menjalankan komitmen tersebut, Pelindo Terminal Petikemas memastikan bahwa seluruh proses pelayanan dilaksanakan secara konsisten berdasarkan standar operasional yang terstruktur dan terukur. Pendekatan ini bertujuan untuk menjamin kualitas layanan, meningkatkan pengalaman pelanggan, serta memperkuat reputasi Perseroan sebagai penyedia layanan terminal petikemas yang profesional dan terpercaya.

Tanggung jawab sosial kepada pelanggan juga diwujudkan melalui penguatan komunikasi dua arah yang terbuka dan responsif. Perseroan secara aktif mengelola berbagai kanal umpan balik, seperti survei kepuasan pelanggan, mekanisme pengaduan, serta forum komunikasi dengan pelanggan, guna menangkap kebutuhan dan ekspektasi secara lebih komprehensif. Seluruh masukan tersebut menjadi dasar dalam upaya perbaikan berkelanjutan *(continuous improvement)* atas kualitas layanan.

Melalui pendekatan yang berfokus pada pelanggan, Pelindo Terminal Petikemas tidak hanya berupaya menjaga tingkat kepuasan, tetapi juga membangun hubungan jangka panjang yang saling menguntungkan dan berkelanjutan.

## Komitmen dan Kebijakan

Dalam rangka memastikan kualitas layanan yang konsisten dan sesuai dengan standar yang berlaku, Pelindo Terminal Petikemas secara berkala melakukan evaluasi serta penyempurnaan kebijakan terkait pelayanan pelanggan. Proses ini mencakup peninjauan terhadap efektivitas kebijakan, penyesuaian dengan perkembangan regulasi, serta peningkatan standar layanan sesuai kebutuhan industri.

Pelaksanaan tanggung jawab kepada pelanggan didukung oleh kebijakan internal yang menjadi acuan dalam membangun hubungan yang profesional, transparan, dan berintegritas. Kebijakan tersebut antara lain:

PT Pelindo Terminal Petikemas places customers at the center of all business activities. The sustainability of the company's operations is largely determined by the level of customer trust and satisfaction. Therefore, the Company is committed to providing reliable, safe, and user-oriented services.

In carrying out this commitment, Pelindo Terminal Petikemas ensures that all service processes are carried out consistently based on structured and measurable operational standards. This approach aims to guarantee service quality, enhance the customer experience, and strengthen the Company's reputation as a professional and trusted container terminal service provider.

Social responsibility to customers is also realized through strengthening open and responsive two-way communication. The Company actively manages various feedback channels, such as customer satisfaction surveys, complaint mechanisms, and customer communication forums, to more comprehensively capture needs and expectations. All this input forms the basis for continuous improvement of service quality.

Through a customer-focused approach, Pelindo Terminal Petikemas strives not only to maintain satisfaction levels but also to build long-term, mutually beneficial and sustainable relationships.

## Commitment and Policy

To ensure consistent service quality and compliance with applicable standards, Pelindo Terminal Petikemas periodically evaluates and refines its customer service policies. This process includes reviewing the effectiveness of policies, adapting to regulatory developments, and improving service standards according to industry needs.

The implementation of customer responsibilities is supported by internal policies that serve as a guideline for building professional, transparent, and integrity-based relationships. These policies include:

1. Peraturan Direksi PT Pelabuhan Indonesia (Persero) Nomor HK.01/28/12/1/BNPL/UTMA/PLND-22 tanggal 28 Desember 2022 tentang Pedoman Bina Pelanggan, yang mengatur prinsip pengelolaan hubungan pelanggan secara transparan dan berorientasi pada nilai tambah.
2. Peraturan Direksi PT Pelindo Terminal Petikemas Nomor SK.01.01/30/6/1/TKHI/DRTU/PLTP-22 tanggal 30 Juni 2022 tentang Pedoman Kode Etik Bisnis, yang menjadi landasan dalam memastikan interaksi dengan pelanggan dilakukan secara jujur, adil, dan profesional.

Seluruh kebijakan tersebut menjadi fondasi dalam membangun sistem pelayanan yang berorientasi pada kepuasan pelanggan, sekaligus memperkuat posisi Perseroan sebagai mitra strategis yang responsif dan dapat diandalkan di industri kepelabuhanan dan logistik.

## Tanggung Jawab Sosial Perusahaan Bidang Tanggung Jawab Terhadap Produk dan Pelanggan

### Dampak dan Risiko Kegiatan dan Keputusan Perusahaan Terhadap Pelanggan

Sebagai penyedia layanan terminal petikemas, Pelindo Terminal Petikemas menyadari bahwa setiap aktivitas operasional maupun keputusan bisnis memiliki potensi dampak terhadap pelanggan. Oleh karena itu, Perseroan menerapkan pendekatan yang berbasis risiko dalam mengelola tanggung jawab kepada pelanggan, melalui proses identifikasi, analisis, dan evaluasi dampak secara berkelanjutan.

Pendekatan ini menjadi bagian dari proses uji tuntas (due diligence) dalam memastikan bahwa layanan yang diberikan tidak hanya memenuhi standar operasional, tetapi juga memberikan perlindungan optimal bagi pelanggan. Evaluasi dilakukan secara terintegrasi dengan fungsi operasional dan manajemen risiko guna memastikan potensi dampak dapat diantisipasi sejak dini.

Beberapa risiko utama yang menjadi perhatian Perseroan antara lain:

- potensi gangguan terhadap keselamatan dan keamanan layanan apabila standar operasional tidak terpenuhi;
- penurunan kualitas layanan yang dapat berdampak pada tingkat kepuasan dan kepercayaan pelanggan;
- keterbatasan akses terhadap informasi layanan yang relevan dan akurat;
- kesenjangan akses layanan bagi pelanggan di berbagai segmen atau wilayah operasional.

1. Regulation of the Board of Directors of PT Pelabuhan Indonesia (Persero) Number HK.01/28/12/1/BNPL/UTMA/PLND-22 dated December 28, 2022, concerning Customer Development Guidelines, which regulates the principles of transparent and value-added customer relationship management.
2. Regulation of the Board of Directors of PT Pelindo Terminal Petikemas Number SK.01.01/30/6/1/TKHI/DRTU/PLTP-22 dated June 30, 2022, concerning Guidelines for the Code of Business Ethics, which serves as the basis for ensuring that interactions with customers are conducted honestly, fairly, and professionally.

All of these policies serve as the foundation for building a service system that is oriented towards customer satisfaction, while strengthening the Company's position as a responsive and reliable strategic partner in the port and logistics industry.

## Corporate Social Responsibility Responsibility for Products and Customers

### Impact and Risk of Company Activities and Decisions on Customers

As a container terminal service provider, Pelindo Terminal Petikemas recognizes that every operational activity and business decision has the potential to impact customers. Therefore, the Company implements a risk-based approach to managing its responsibilities to customers, through a continuous process of identifying, analyzing, and evaluating impacts.

This approach is part of the due diligence process to ensure that the services provided not only meet operational standards but also provide optimal protection for customers. Evaluations are conducted in an integrated manner with operational and risk management functions to ensure potential impacts can be anticipated early.

Some of the key risks the Company is concerned with include:

- potential disruptions to service safety and security if operational standards are not met;
- decreased service quality that could impact customer satisfaction and trust;
- limited access to relevant and accurate service information;
- gaps in service access for customers in various segments or operational areas.

Sebagai langkah mitigasi, Pelindo Terminal Petikemas terus memperkuat sistem layanan dan perlindungan pelanggan melalui pengembangan kebijakan, peningkatan kualitas operasional, serta penguatan mekanisme komunikasi dengan pelanggan. Upaya ini tidak hanya ditujukan untuk meminimalkan risiko, tetapi juga untuk menciptakan nilai tambah (shared value) yang berkelanjutan bagi pelanggan dan Perseroan.

Dalam pelaksanaannya, Perseroan juga melibatkan berbagai pemangku kepentingan terkait guna memastikan bahwa program yang dijalankan lebih tepat sasaran, efektif, dan memberikan dampak nyata terhadap peningkatan kualitas layanan.

## Rencana Program Kerja Tahun 2025

Pada tahun 2025, Pelindo Terminal Petikemas mengarahkan program tanggung jawab terhadap pelanggan pada sejumlah inisiatif strategis yang berfokus pada peningkatan kualitas layanan dan pengalaman pengguna, meliputi:

- **Peningkatan keandalan layanan operasional** melalui penguatan sistem dan proses kerja guna memastikan layanan yang konsisten dan minim gangguan;
- **Penyediaan informasi yang transparan dan mudah diakses** untuk mendukung keterbukaan serta meningkatkan pemahaman pelanggan terhadap layanan yang diberikan;
- **Optimalisasi kanal layanan dan pengaduan pelanggan** guna memastikan setiap masukan dan keluhan dapat ditangani secara cepat, tepat, dan akuntabel;
- **Edukasi dan sosialisasi kepada pelanggan** terkait hak, kewajiban, serta aspek keselamatan dalam penggunaan layanan;
- **Pengembangan inovasi layanan berbasis teknologi** dalam rangka meningkatkan efisiensi, kemudahan akses, serta pengalaman pelanggan secara keseluruhan.

## Pemenuhan *Service Level Agreement/Service Level Guarantee* (SLA/SLG)

Sebagai salah satu sarana dan prasarana transportasi, terminal peti kemas sebagai bagian dari ekosistem pelabuhan memiliki peran strategis untuk mendukung sistem transportasi karena menjadi titik simpul hubungan antar daerah atau negara serta menjadi tempat perpindahan intra dan antarmoda transportasi. Dengan demikian penting bagi sebuah pelabuhan untuk meningkatkan efisiensi dan akumulasi komoditi perdagangan hinterland. Umumnya terdapat 3 tolok ukur utama yang digunakan dalam pemberian pelayanan di pelabuhan, yaitu:

As a mitigation measure, Pelindo Terminal Petikemas continues to strengthen its customer service and protection systems through policy development, operational quality improvements, and strengthened customer communication mechanisms. These efforts are not only aimed at minimizing risk but also at creating sustainable shared value for customers and the Company.

In its implementation, the Company also involves various relevant stakeholders to ensure that the programs implemented are more targeted, effective, and have a real impact on improving service quality.

## 2025 Work Program Plan

In 2025, Pelindo Terminal Petikemas will direct its customer responsibility program towards several strategic initiatives focused on improving service quality and user experience, including:

- **Increasing operational service reliability** by strengthening work systems and processes to ensure consistent service with minimal disruption;
- **Providing transparent and easily accessible information** Supporting transparency and enhancing customer understanding of the services provided;
- **Optimizing customer service and complaint channels** Ensuring that all feedback and complaints are handled promptly, accurately, and accountably;
- **Education and outreach to customers** regarding their rights, obligations, and safety aspects when using services;
- **Development of technology-based service innovations** to improve efficiency, ease of access, and the overall customer experience.

## Fulfillment of Service Level Agreements/ Service Level Guarantees (SLAs/SLGs)

As a transportation facility and infrastructure, container terminals, as part of the port ecosystem, play a strategic role in supporting the transportation system by serving as connecting points between regions or countries and serving as points for intra- and intermodal transfers. Therefore, it is crucial for a port to increase the efficiency and accumulation of hinterland trade commodities. Generally, there are three main benchmarks used in port service delivery:

1. *Quality of services* (kepastian, keamanan, keselamatan, dan kelancaran)
2. *Cost* (Tarif yang wajar)
3. *Delivery* (kecepatan, produktivitas)

Komponen lain yang tak kalah penting dalam rangka memberikan servis terbaik bagi pengguna pelabuhan ialah penerapan *Services Level Guarantee* (SLG). SLG adalah standar jaminan pelayanan minimal dari suatu jasa kepelabuhanan pada pelabuhan tertentu yang diumumkan secara terbuka untuk seluruh pemakaian jasa kepelabuhanan. Sementara itu, *Services Level Agreement* (SLA) adalah perjanjian antara *General Manager* cabang tertentu dengan pengguna jasa tertentu yang berisi tentang kondisi SLG dan kompensasi yang diberikan.

Kepuasan pelanggan yang menjadi fokus dan prioritas Perusahaan membuat penerapan SLG dan SLA menjadi hal penting yang senantiasa diperhatikan. Perusahaan berupaya untuk terus meningkatkan kualitas, biaya, dan pengiriman untuk memperoleh loyal customer yang semakin besar, terutama mengingat setiap wilayah kerja Cabang Pelabuhan diperkenankan untuk memiliki SLA/SLG tersendiri yang mengacu pada Undang-Undang No. 17 tahun 2008.

Penyesuaian tarif pelayanan Jasa Kepelabuhan dilakukan setiap dua tahun sekali, yang persetujuannya diberikan setelah Perusahaan memenuhi standar kinerja yang ditentukan oleh Kementerian Perhubungan.

Setiap pengguna jasa yang membutuhkan informasi terhadap tarif pelayanan Perusahaan, ataupun keberatan terhadap tarif yang diberikan dapat menghubungi setiap Dinas Komersial di Cabang Terminal untuk mendapatkan penjelasan terbaik.

## Penyediaan Media Pengelolaan Suara Pelanggan

Perusahaan menyediakan sarana untuk mendapatkan umpan balik dari pelanggan mengenai mutu produk, dukungan pelanggan dan transaksi melalui media / kanal layanan pelanggan terpusat sebagai berikut:

1. Telepon 102, Whats App Chat 0811-1552-102 (chat only) dan Email customer.care@pelindo.co.id
2. Customer Gathering, Focus Group Discussion (FGD), Coffee Morning, Survey Kepuasan Pelanggan sebagai salah satu bentuk Customer Engagement,

1. Quality of services (certainty, security, safety, and smoothness)
2. Cost (reasonable rates)
3. Delivery (speed, productivity)

Another equally important component in providing the best service to port users is the implementation of a Service Level Guarantee (SLG). The SLG is the minimum service guarantee standard for a port service at a specific port, which is publicly announced to all port service users. Meanwhile, a Service Level Agreement (SLA) is an agreement between the General Manager of a specific branch and a specific service user, outlining the SLG conditions and compensation provided.

Customer satisfaction is the Company's focus and priority, making the implementation of SLG and SLA a crucial aspect that is constantly being considered. The Company strives to continuously improve quality, cost, and delivery to gain greater customer loyalty, especially considering that each Port Branch's working area is permitted to have its own SLA/SLG, as stipulated in Law No. 17 of 2008.

Adjustments to Port Service Tariffs are made every two years, with approval granted after the Company meets the performance standards set by the Ministry of Transportation.

Any service user requiring information regarding the Company's service tariffs or complaining about the tariffs can contact any Commercial Service at any Terminal Branch for clarification.

## Provision of Customer Feedback Management Tools

The Company provides a means to gather customer feedback regarding product quality, customer support, and transactions through the following centralized customer service channels:.

1. Telephone 102, WhatsApp Chat 0811-1552-102 (chat only), and Email customer.care@pelindo.co.id
2. Customer Gatherings, Focus Group Discussions (FGDs), Coffee Mornings, and Customer Satisfaction Surveys as forms of Customer Engagement.

## Realisasi Kegiatan Tanggung Jawab Sosial Perusahaan Terhadap Pelanggan serta Dampak Kegiatan

Program kerja tanggung jawab terhadap pelanggan Pelindo Terminal Petikemas telah dilaksanakan sesuai dengan rencana yang ditetapkan selama tahun 2025, sebagai berikut:

### Pengukuran Kepuasan Pelanggan

Pengukuran tingkat kepuasan pelanggan setiap tahunnya dilakukan dengan melakukan survei. Analisis yang dilakukan terhadap Survei Kepuasan Pelanggan Perusahaan tahun 2025 antara lain untuk mengetahui nilai kepuasan pelanggan, nilai ketidakpuasan pelanggan, nilai loyalitas pelanggan, dan mengetahui *engagement* pelanggan.

Berdasarkan hasil survei kepuasan pelanggan yang telah dilakukan, selanjutnya diperoleh indikator layanan pelanggan yang meliputi–*Customer Satisfaction Index* (CSI) dan indeks layanan lainnya.

## Implementation of Corporate Social Responsibility Activities to Customers and Their Impact

Pelindo Terminal Petikemas's customer responsibility work program has been implemented according to the established plan for 2025, as follows:

### Customer Satisfaction Measurement

Customer satisfaction levels are measured annually through a survey. Analysis of the 2025 Corporate Customer Satisfaction Survey included determining customer satisfaction, dissatisfaction, loyalty, and customer engagement.

Based on the results of the customer satisfaction survey, customer service indicators were obtained, including the Customer Satisfaction Index (CSI) and other service indices.

**Realisasi Capaian Indeks Survey Kepuasan Pelanggan (SKP) Periode Tahun 2025**
Realization of Customer Satisfaction Survey Index (SKP) Achievements for the 2025 Period

| No | Terminal Petikemas<br>Container Terminal | CSI | CDI | CEI | CLI |
|---|---|---|---|---|---|
| | PT Pelindo Terminal Petikemas (Pelindo Terminal Petikemas) | 4.35 | 1.35% | 4.37% | 4.38 |
| 1 | TPK Ambon | 3.85 | 0% | 3.85 | 3.85 |
| 2 | TPK Bagendang | 4.50 | 0% | 4.75 | 4.75 |
| 3 | TPK Banjarmasin | 3.94 | 0% | 3.85 | 3.94 |
| 4 | TPK Bitung | 3.75 | 14.29% | 3.93 | 3.93 |
| 5 | TPK Bumiharjo | 4.75 | 0% | 4.75 | 4.75 |
| 6 | TPK Jayapura | 4.44 | 0% | 4.31 | 4.17 |
| 7 | TPK Kendari | 3.95 | 9.38% | 4.26 | 4.18 |
| 8 | TPK Kupang | 3.75 | 7.69% | 3.46 | 3.65 |
| 9 | TPK Merauke | 4.64 | 0% | 4.64 | 4.64 |
| 10 | TPK New Makassar | 3.86 | 9.09% | 4.09 | 4.09 |
| 11 | TPK Pantoloan | 3.75 | 33.33% | 4.17 | 4.17 |
| 12 | TPK Perawang | 4.26 | 2.13% | 4.36 | 4.34 |
| 13 | TPK Semarang | 4.25 | 0% | 4.17 | 4.17 |
| 14 | TPK Semarang | 4.25 | 0% | 4.17 | 4.17 |
| 15 | TPK Sorong | 3.93 | 0% | 3.93 | 4.29 |
| 16 | TPK Tarakan | 3.75 | 0% | 3.75 | 3.75 |
| 17 | TPK Ternate | 4.75 | 0% | 4.75 | 4.75 |
| 18 | PT IPC TPK (Console) | 4.64 | 0.61% | 4.60 | 4.60 |
| 19 | - IPC TPK Jambi | 4.06 | 0% | 4.38 | 4.38 |
| 20 | - IPC TPK Palembang | 4.73 | 0% | 4.75 | 4.73 |

**Realisasi Capaian Indeks Survey Kepuasan Pelanggan (SKP) Periode Tahun 2025**
Realization of Customer Satisfaction Survey Index (SKP) Achievements for the 2025 Period

| No | Terminal Petikemas<br>Container Terminal | CSI | CDI | CEI | CLI |
|---|---|---|---|---|---|
| 21 | - IPC TPK Panjang | 4.52 | 0% | 4.52 | 4.52 |
| 22 | - IPC TPK Pontianak | 4.53 | 0% | 4.38 | 4.48 |
| 23 | - IPC TPK Tanjung Priok 1 | 4.69 | 0% | 5.00 | 5.00 |
| 24 | - IPC TPK Tanjung Priok 2 | 4.25 | 10% | 4.00 | 4.00 |
| 25 | - IPC TPK Teluk Bayur | 4.63 | 0% | 4.49 | 4.49 |
| 26 | PT Kaltim Kariangau Terminal | 4.06 | 5% | 4.19 | 4.17 |
| 27 | PT Prima Multi Terminal | 3.84 | 7.14% | 3.75 | 4.02 |
| 28 | PT Terminal Petikemas Surabaya | 4.45 | 3.13% | 4.45 | 4.45 |
| 29 | PT Terminal Teluk Lamong | 4.06 | 0% | 3.75 | 3.75 |
| 30 | BJTI | 4.90 | 0% | 4.95 | 4.95 |
| 31 | TPK Nilam | 4.29 | 0% | 4.29 | 4.29 |

**Keterangan:**
- CSI: Indeks Kepuasan Pelanggan (*Customer Satisfaction Index*)
- CDI: Indeks Ketidakpuasan Pelanggan (*Customer Dissatisfaction Index*)
- CEI: Indeks Keterikatan Pelanggan (*Customer Engagement Index*)
- CLI: Indeks Loyalitas Pelanggan (*Customer Loyalty Index*)

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## Produk dan Pelayanan Bagi Konsumen

Perusahaan berupaya memastikan bahwa layanan yang diberikan kepada pelanggan telah memenuhi standar layanan terbaik. Guna menjamin hal tersebut, Perusahaan telah tersertifikasi berdasarkan ISO 9001, ISO 14001 serta The International Ship and Port Facility Security (ISPS) Code.

## Products and Services for Consumers

The Company strives to ensure that the services provided to customers meet the highest service standards. To ensure this, the Company is certified under ISO 9001, ISO 14001, and the International Ship and Port Facility Security (ISPS) Code.

## Realisasi Pengelolaan Suara Pelanggan Tahun 2025

Selama tahun 2025 Pelindo Terminal Petikemas menerima sebanyak **8.343** suara pelanggan, dengan rincian sebagai berikut:

## Customer Voice Management Implementation in 2025

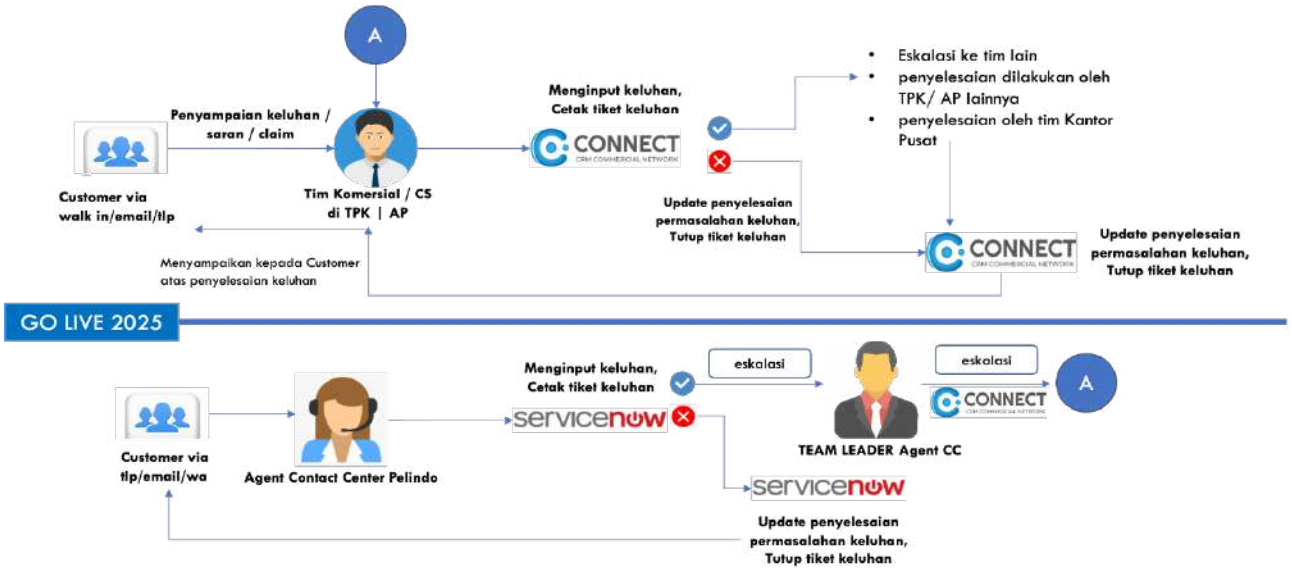
During 2025, Pelindo Terminal Petikemas received 8,343 customer voices, with the following details:

| No | Terminal Petikemas<br>Container Terminal | Status Keluhan Pelanggan \| Customer Complaint Status | |
|---|---|---|---|
| | | Ditutup \| Closed | Jumlah \| Total |
| 1 | TPK Ambon | 7 | 7 |
| 2 | TPK Bagendang | - | - |
| 3 | TPK Bumiharjo | 1 | 1 |
| 4 | TPK Banjarmasin | 559 | 559 |
| 5 | TPK Bitung | 243 | 243 |
| 6 | TPK Jayapura | - | - |
| 7 | TPK Kendari | 50 | 50 |
| 8 | TPK Kupang | - | - |
| 9 | TPK Merauke | 24 | 24 |
| 10 | TPK New Makassar | 1,357 | 1,357 |

| No | Terminal Petikemas<br>Container Terminal | Status Keluhan Pelanggan \| Customer Complaint Status<br>Ditutup \| Closed | <br>Jumlah \| Total |
|---|---|---|---|
| 11 | TPK Pantoloan | 14 | 14 |
| 12 | TPK Perawang | 128 | 128 |
| 13 | TPK Semarang | 2,680 | 2,680 |
| 14 | TPK Sorong | 6 | 6 |
| 15 | TPK Tarakan | 13 | 13 |
| 16 | TPK Ternate | 6 | 6 |
| 17 | PT TPS | 3,255 | 3,255 |

## Mekanisme Pengelolaan Suara Pelanggan Perusahaan

Corporate Voice of Customer Management Mechanism




| No | Terminal Petikemas<br>Container Terminal | Status Keluhan Pelanggan \| Customer Complaint Status<br>Ditutup \| Closed | <br>Jumlah \| Total |
|---|---|---|---|
| | Jumlah/Total | 8,343 | 8,343 |

## Kegiatan Lainnya

Selain itu, Pelindo Terminal Petikemas juga melaksanakan tanggung jawab sosial Perusahaan terhadap pelanggan mencakup hal- hal sebagai berikut:

1. **Kesehatan dan Keselamatan pelanggan**

   Pelindo Terminal Petikemas selalu mengutamakan keselamatan dan kesehatan pelanggan dan berupaya memberikan pelayanan yang terbaik dengan memastikan segala sesuatunya sesuai dengan rangkaian prosedur operasi standar keselamatan dan kesehatan pelanggan sebagai upaya dalam memenuhi tanggung jawab Perusahaan terhadap pelanggan.

## Other Activities

In addition, Pelindo Terminal Petikemas also carries out its corporate social responsibility towards customers, including the following:

1. **Customer Health and Safety**

   Pelindo Terminal Petikemas always prioritizes customer safety and health and strives to provide the best service by ensuring everything complies with a series of standard operating procedures for customer safety and health as an effort to fulfill the Company's responsibility to customers.

Selama tahun 2025 tidak terdapat insiden ketidakpatuhan tentang dampak keselamatan dan kesehatan dalam memberikan pelayanan kepada pelanggan dan pengaduan mengenai ketidaknyamanan pelanggan.

2. **Informasi Layanan**
Pelindo Terminal Petikemas memastikan ketersediaan akses data dan informasi melalui *website* Pelindo Terminal Petikemas dengan alamat www.pelindotpk.co.id dan laporan Tahunan Pelindo Terminal Petikemas guna mempermudah pelayanan dan akses terkait informasi Pelindo Terminal Petikemas.

During 2025, there were no incidents of non-compliance regarding the impact of safety and health on customer service or complaints regarding customer inconvenience.

2. **Service Information**
Pelindo Terminal Petikemas ensures the availability of data and information access through the Pelindo Terminal Petikemas website at www.pelindotpk.co.id and the Pelindo Terminal Petikemas Annual Report to facilitate services and access to Pelindo Terminal Petikemas information.

3. **Inovasi dan Pengembangan Produk dan Layanan terkait Pelanggan**
Sepanjang tahun 2025, Pelindo Terminal Petikemas terus melakukan inovasi pengembangan produk dan layanan berupa layanan pengelolaan suara Pelanggan **terpusat** dan menyediakan kanal layanan pelanggan melalui :
- Telepon 102
- Whats App Chat 0811-1552-102 (chat only)
- Email customer.care@pelindo.co.id

3. **Innovation and Development of Customer-Related Products and Services**
Throughout 2025, Pelindo Terminal Petikemas will continue to innovate and develop products and services, including centralized customer voice management services and providing customer service channels through:
- Telephone 102
- WhatsApp Chat 0811-1552-102 (chat only)
- Email customer.care@pelindo.co.id

**Layanan Pengelolaan Suara Pelanggan terbatas hanya:**
1. Shipping Line/ Forwarder/ EMKL/ Cargo Owner / JPT selain itu adalah Mitra Perusahaan.
2. Pengaduan oleh Pelanggan terbatas hanya untuk layanan **jasa petikemas.**
3. Sedangkan klaim atas aset perusahaan oleh mitra diatur oleh BPO lainnya.

**Customer Voice Management Services are limited to:**
1. Shipping Lines/Forwarders/EMKL/Cargo Owners/JPTs, as well as Company Partners.
2. Customer complaints are limited to container services only.
3. Claims on company assets by partners are managed by other BPOs.

**Jumlah Pengaduan Tahun 2025 :** **Number of Complaints in 2025:**

| **Aspek**<br>Aspect | | **Jumlah Pengaduan**<br>Number of complaints |
|---|---|---|
| Aspek kesehatan dan keselamatan terkait dengan layanan kepada pelanggan dan pengaduan mengenai privasi pelanggan | Health and safety aspects related to customer service and complaints regarding customer privacy. | (Tidak ada pengaduan dari pelanggan)<br>(No complaints from customers) |
| Ketidakpatuhan terhadap peraturan terkait dengan penyediaan informasi layanan dan komunikasi pemasaran | Non-compliance with regulations related to the provision of service information and marketing communications. | (Tidak ada pengaduan dari pelanggan)<br>(No complaints from customers) |

## Biaya yang dikeluarkan untuk kegiatan Pelanggan

Biaya tanggung jawab sosial perusahaan terhadap pelanggan melalui rangkaian kegiatan:

1. Survei Kepuasan Pelanggan (SKP)
   Pelaksanaan SKP dilakukan oleh Surveyor Independen yang dipilih melalui mekanisme lelang terpusat oleh PT Pelabuhan Indonesia (Persero). Besaran biaya yang dibebankan atas biaya konsultan untuk pelaksanaan Survey periode tahun 2025 adalah sebesar Rp 306.745.000,- (tidak termasuk PPN dan pajak lainnya) dengan skema sharing biaya dengan entitas lainnya.
2. Pelaksanaan *Customer Hearing* dilaksanakan untuk mendengarkan dan menjaring aspirasi serta masukan dari para pengguna jasa demi perbaikan layanan dan meningkatkan kepuasan para pengguna jasa atas layanan yang diberikan Perusahaan.

## Costs incurred for Customer Activities

Costs of corporate social responsibility towards customers through a series of activities:

1. Customer Satisfaction Survey (SKP)
   The SKP is conducted by an Independent Surveyor selected through a centralized tender mechanism by PT Pelabuhan Indonesia (Persero). The consultant fee for the 2025 survey is IDR 306,745,000 (excluding VAT and other taxes) with a cost-sharing scheme with other entities.

2. Customer Hearings are conducted to listen to and gather input from service users to improve services and increase user satisfaction with the Company's services.

# Tanggung Jawab Sosial Perusahaan Bidang Lingkungan

## Corporate Social Responsibility for The Environment

Pelindo Terminal Petikemas memahami bahwa kegiatan operasionalnya memiliki potensi menimbulkan dampak terhadap lingkungan, baik secara langsung maupun tidak langsung. Oleh karena itu, Perseroan menjalankan komitmen pengelolaan lingkungan secara bertanggung jawab melalui penerapan sistem manajemen yang terstruktur dan berkelanjutan. Implementasi standar SNI ISO 14001:2015 telah dilakukan di sejumlah unit operasional, mencakup tujuh cabang terminal serta kantor pusat, sebagai bagian dari upaya memastikan pengendalian dampak lingkungan sesuai praktik terbaik yang berlaku.

Dalam mendukung hal tersebut, Pelindo Terminal Petikemas juga telah melengkapi berbagai persyaratan dokumen lingkungan, termasuk Analisis Mengenai Dampak Lingkungan (AMDAL) dan perizinan terkait lainnya. Setiap unit kerja diwajibkan menjalankan pengelolaan dan pemantauan lingkungan secara konsisten dengan mengacu pada Rencana Pengelolaan Lingkungan Hidup (RKL) dan Rencana Pemantauan Lingkungan Hidup (RPL) yang ditetapkan oleh otoritas berwenang, baik di tingkat pusat maupun daerah.

Sebagai dasar kebijakan, Perseroan mengacu pada Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup. Komitmen tersebut kemudian diperkuat melalui kebijakan internal yang tertuang dalam Peraturan Direksi mengenai Sistem Manajemen Terintegrasi. Kebijakan ini menjadi acuan bagi seluruh insan Pelindo Terminal Petikemas dalam memastikan bahwa setiap aktivitas bisnis dilaksanakan dengan memperhatikan aspek keberlanjutan, termasuk pengendalian risiko lingkungan, efisiensi pemanfaatan sumber daya, serta upaya peningkatan kualitas lingkungan secara berkelanjutan.

### Dampak dan Resiko Lingkungan yang Terkait Secara Langsung atau Tidak Langsung dengan Perusahaan

Pelindo Terminal Petikemas secara konsisten mengelola dampak lingkungan yang timbul dari kegiatan operasional sebagai bagian dari komitmen keberlanjutan yang sejalan dengan Tujuan Pembangunan Berkelanjutan (TPB/SDGs), khususnya TPB 6 (Air Bersih dan Sanitasi Layak), TPB 12 (Konsumsi dan Produksi yang Bertanggung Jawab), TPB 13 (Penanganan Perubahan Iklim), serta TPB 15 (Ekosistem Daratan).

Pelindo Terminal Petikemas understands that its operational activities have the potential to impact the environment, both directly and indirectly. Therefore, the Company is committed to responsible environmental management through the implementation of a structured and sustainable management system. The SNI ISO 14001:2015 standard has been implemented in several operational units, including seven terminal branches and the head office, as part of efforts to ensure environmental impact control in accordance with applicable best practices.

To support this, Pelindo Terminal Petikemas has also completed various environmental document requirements, including the Environmental Impact Analysis (AMDAL) and other related permits. Each work unit is required to consistently implement environmental management and monitoring, referring to the Environmental Management Plan (RKL) and Environmental Monitoring Plan (RPL) established by the competent authorities, both at the central and regional levels.

As a basis for its policy, the Company refers to Law Number 32 of 2009 concerning Environmental Protection and Management. This commitment is further reinforced through internal policies stipulated in the Board of Directors' Regulation concerning the Integrated Management System. This policy serves as a reference for all Pelindo Terminal Petikemas personnel in ensuring that every business activity is carried out with attention to sustainability aspects, including environmental risk control, efficient use of resources, and efforts to improve environmental quality in a sustainable manner.

### Environmental Impacts and Risks Related Directly or Indirectly to the Company

Pelindo Terminal Petikemas consistently manages environmental impacts arising from operational activities as part of its sustainability commitment in line with the Sustainable Development Goals (TPB/SDGs), especially SDG 6 (Clean Water and Adequate Sanitation), SDG 12 (Responsible Consumption and Production), SDG 13 (Tackling Climate Change), and SDG 15 (Land Ecosystems).

Dalam implementasinya, Pelindo Terminal Petikemas secara berkala melakukan identifikasi, evaluasi, dan pemutakhiran terhadap isu-isu lingkungan material, termasuk peninjauan terhadap regulasi yang berlaku, guna memastikan kecukupan kebijakan dan efektivitas pengelolaan dampak lingkungan. Proses ini menjadi bagian integral dalam penguatan manajemen risiko serta tanggung jawab sosial lingkungan Perusahaan.

In its implementation, Pelindo Terminal Petikemas periodically identifies, evaluates and updates material environmental issues, including reviewing applicable regulations, to ensure the adequacy of policies and the effectiveness of environmental impact management. This process is an integral part of strengthening risk management and the Company's environmental social responsibility.

Berdasarkan hasil identifikasi, berikut merupakan potensi dampak dan risiko lingkungan utama beserta langkah mitigasi yang dilakukan:

Based on the identification results, the following are the main potential environmental impacts and risks along with the mitigation steps taken:

| **Potensi Dampak & Risiko**<br>Potential Impacts & Risks | **Keterkaitan TPB**<br>SDG Linkages | **Tindakan Pengelolaan**<br>Management Actions | |
|---|---|---|---|
| Pencemaran Udara<br>Air Pollution | TPB 13 | • Pengendalian operasional untuk memastikan kepatuhan terhadap baku mutu emisi<br>• Pemantauan emisi gas buang secara berkala | • Operational controls to ensure compliance with emission standards<br>• Regular monitoring of exhaust emissions |
| Pencemaran Air<br>Water Pollution | TPB 6 | • Pengelolaan limbah cair sesuai standar<br>• Pemantauan kualitas air limbah secara rutin | • Liquid waste management according to standards<br>• Routine monitoring of wastewater quality |
| Limbah B<br>Hazardous & Toxic Waste | TPB 12 | • Pengelolaan limbah B3 sesuai regulasi dan perizinan<br>• Implementasi prinsip 3R (Reduce, Reuse, Recycle) termasuk pemanfaatan limbah | • Hazardous and toxic waste management according to regulations and permits<br>• Implementation of the 3R principle (Reduce, Reuse, Recycle), including waste utilization |
| Keanekaragaman Hayati<br>Biodiversity | TPB 15 | • Program konservasi dan pemulihan lingkungan<br>• Kolaborasi dengan instansi lingkungan hidup setempat | • Environmental conservation and restoration programs<br>• Collaboration with local environmental agencies |

Melalui pendekatan ini, Pelindo Terminal Petikemas tidak hanya memastikan kepatuhan terhadap regulasi, tetapi juga memperkuat kontribusi terhadap agenda pembangunan berkelanjutan secara nasional dan global, dengan menempatkan pengelolaan lingkungan sebagai bagian integral dari strategi bisnis jangka panjang.

Through this approach, Pelindo Terminal Petikemas not only ensures regulatory compliance but also strengthens its contribution to the national and global sustainable development agenda by positioning environmental management as an integral part of its long-term business strategy.

## Rencana Kegiatan Tanggung Jawab Sosial Terkait Pengelolaan Lingkungan Hidup

Sebagai bagian dari strategi keberlanjutan, Pelindo Terminal Petikemas terus mengembangkan berbagai inisiatif lingkungan yang berorientasi pada pengurangan dampak operasional sekaligus peningkatan nilai bagi pemangku kepentingan. Pendekatan yang diterapkan tidak semata berfokus pada pemenuhan regulasi, tetapi juga diarahkan untuk membangun praktik bisnis yang lebih efisien, adaptif, dan berkelanjutan dalam jangka panjang.

## Social Responsibility Activity Plan Related to Environmental Management

As part of its sustainability strategy, Pelindo Terminal Petikemas continues to develop various environmental initiatives oriented towards reducing operational impacts while increasing value for stakeholders. The approach implemented is not solely focused on regulatory compliance but also directed at building more efficient, adaptive, and sustainable business practices in the long term.

Dalam merancang program-program tersebut, Pelindo Terminal Petikemas mengedepankan prinsip kolaboratif dengan melibatkan pemangku kepentingan terkait, sehingga setiap inisiatif yang dijalankan memiliki relevansi yang tinggi, berdampak nyata, serta berkesinambungan. Untuk tahun 2025, program lingkungan difokuskan pada dua pilar utama, yaitu penguatan kepatuhan terhadap pengelolaan lingkungan dan peningkatan kinerja lingkungan secara berkelanjutan.

Sejalan dengan arah tersebut, beberapa inisiatif yang direncanakan antara lain mencakup pengendalian emisi udara melalui pemantauan dan pengelolaan aktivitas operasional secara lebih terukur, pengelolaan limbah berbasis prinsip pengurangan dan pemanfaatan kembali, serta optimalisasi penggunaan energi melalui penerapan praktik efisiensi dan teknologi yang lebih hemat energi. Selain itu, Perseroan juga mendorong upaya pelestarian lingkungan melalui program penghijauan dan perlindungan keanekaragaman hayati di sekitar wilayah operasional.

Di sisi internal, Pelindo Terminal Petikemas turut memperkuat budaya ramah lingkungan melalui berbagai program peningkatan kesadaran, termasuk pengurangan penggunaan plastik sekali pakai dan pengelolaan sumber daya secara lebih bijak di lingkungan kerja. Keseluruhan program ini menjadi bagian yang terintegrasi dalam upaya Perseroan untuk mewujudkan operasional yang lebih bertanggung jawab terhadap lingkungan serta mendukung agenda keberlanjutan secara menyeluruh.

## Realisasi Kegiatan Tanggung Jawab Sosial terkait Pengelolaan Lingkungan Hidup

Sebagai wujud implementasi komitmen keberlanjutan, sepanjang tahun 2025 Pelindo Terminal Petikemas secara konsisten merealisasikan berbagai program pengelolaan lingkungan yang terintegrasi dengan aktivitas operasional. Seluruh inisiatif dijalankan secara sistematis oleh unit terkait, dengan fokus pada pengendalian dampak lingkungan, peningkatan efisiensi sumber daya, serta penguatan budaya kerja berwawasan lingkungan.

Adapun realisasi kegiatan utama meliputi:

1. **Program Kepatuhan Pengelolaan Lingkungan**
   Pelindo Terminal Petikemas memastikan seluruh kegiatan operasional telah memenuhi ketentuan lingkungan melalui proses pengawasan, pendampingan, serta evaluasi berkala. Mekanisme ini menjadi bagian dari pengendalian internal sekaligus upaya menjaga kepatuhan terhadap regulasi yang berlaku.
2. **Pengelolaan Emisi Udara**
   Perseroan melakukan pengendalian emisi melalui

In designing these programs, Pelindo Terminal Petikemas prioritizes collaborative principles by involving relevant stakeholders, ensuring that each initiative is highly relevant, has a real impact, and is sustainable. For 2025, the environmental program will focus on two main pillars: strengthening compliance with environmental management and continuously improving environmental performance.

In line with this direction, several planned initiatives include controlling air emissions through more measurable monitoring and management of operational activities, waste management based on the principles of reduction and reuse, and optimizing energy use through the implementation of efficiency practices and more energy-efficient technologies. In addition, the Company also promotes environmental conservation efforts through reforestation and biodiversity protection programs around its operational areas.

Internally, Pelindo Terminal Petikemas also strengthens an environmentally friendly culture through various awareness-raising programs, including reducing the use of single-use plastics and wiser resource management in the workplace. All of these programs are an integral part of the Company's efforts to realize more environmentally responsible operations and support the overall sustainability agenda.

## Implementation of Social Responsibility Activities Related to Environmental Management

As a manifestation of its sustainability commitment, throughout 2025, Pelindo Terminal Petikemas consistently implemented various environmental management programs integrated with operational activities. All initiatives were systematically implemented by relevant units, with a focus on controlling environmental impacts, increasing resource efficiency, and strengthening an environmentally conscious work culture.

The main activities implemented include:

1. **Environmental Management Compliance Program**
   Pelindo Terminal Petikemas ensures that all operational activities comply with environmental requirements through monitoring, mentoring, and periodic evaluation. This mechanism serves as part of internal control and an effort to maintain compliance with applicable regulations.
2. **Air Emission Management**
   The Company controls emissions through regular

pemantauan berkala terhadap gas buang dari aktivitas operasional. Upaya ini ditujukan untuk menjaga emisi tetap berada dalam ambang batas yang diperkenankan serta mendukung kualitas udara di sekitar wilayah kerja.

3. **Pengelolaan Limbah**
   Pengelolaan limbah dilakukan secara terstruktur berdasarkan jenisnya, meliputi limbah B3, non-B3, dan limbah cair. Seluruh proses penanganan dilakukan sesuai standar yang berlaku guna meminimalkan potensi pencemaran serta memastikan pengelolaan yang aman dan bertanggung jawab.
4. **Efisiensi Energi**
   Dalam mendukung operasional yang lebih efisien, Pelindo Terminal Petikemas terus mengoptimalkan penggunaan energi melalui pengendalian konsumsi dan penerapan praktik hemat energi. Inisiatif ini sekaligus menjadi bagian dari upaya menurunkan intensitas emisi karbon Perusahaan.
5. **Pelestarian Keanekaragaman Hayati dan Penghijauan**
   Pelindo Terminal Petikemas tetap melakukan pemantauan terhadap kondisi ekosistem di sekitar area operasional. Selain itu, program penghijauan di kawasan pelabuhan dan wilayah pesisir terus dijalankan sebagai kontribusi terhadap keseimbangan lingkungan dan upaya adaptasi terhadap perubahan iklim.
6. **Program Lingkungan Internal Perusahaan**
   Penguatan budaya lingkungan diwujudkan melalui penerapan konsep kerja ramah lingkungan, seperti digitalisasi proses kerja (paperless) dan pengembangan *green port*. Penggunaan peralatan bongkar muat berbasis listrik juga terus didorong untuk mengurangi ketergantungan pada energi berbasis fosil.

Sebagai bagian dari inovasi operasional, Pelindo Terminal Petikemas juga telah menyediakan fasilitas *shore plug connection* untuk mendukung kebutuhan listrik kapal saat bersandar, sehingga dapat mengurangi emisi dari mesin kapal. Selain itu, melalui program bina lingkungan, Perseroan turut melaksanakan kegiatan penghijauan di area pelabuhan dan pesisir sebagai kontribusi terhadap mitigasi perubahan iklim.

Keseluruhan realisasi ini mencerminkan komitmen Pelindo Terminal Petikemas dalam mengintegrasikan aspek lingkungan ke dalam proses bisnis, sekaligus memperkuat peran perusahaan dalam mendukung pembangunan berkelanjutan.

## Mekanisme Pengaduan Masalah Lingkungan

Pelindo Terminal Petikemas menjunjung tinggi kepatuhan terhadap regulasi lingkungan sebagai bagian dari pengelolaan risiko operasional. Meski upaya pencegahan terus dilakukan,

monitoring of exhaust gases from operational activities. This effort aims to maintain emissions within permitted limits and support air quality in the surrounding work area.

3. **Waste Management**
   Waste management is structured based on its type, including hazardous and non-hazardous waste, non-hazardous waste, and liquid waste. All handling processes are carried out in accordance with applicable standards to minimize the potential for pollution and ensure safe and responsible management.
4. **Energy Efficiency**
   To support more efficient operations, Pelindo Terminal Petikemas continues to optimize energy use by controlling consumption and implementing energy-saving practices. This initiative is also part of the Company's efforts to reduce the Company's carbon emissions.
5. **Biodiversity Conservation and Reforestation**
   Pelindo Terminal Petikemas continues to monitor the condition of the ecosystem around its operational areas. In addition, reforestation programs in port and coastal areas are ongoing to contribute to environmental balance and adaptation to climate change.
6. **Internal Company Environmental Programs**
   Strengthening environmental culture is realized through the implementation of environmentally friendly work concepts, such as digitalizing work processes (paperless) and developing green ports. The use of electric-powered loading and unloading equipment is also continuously encouraged to reduce dependence on fossil-based energy.

As part of its operational innovations, Pelindo Terminal Petikemas has also provided shore plug connections to support the electrical needs of vessels while docked, thereby reducing emissions from ship engines. Furthermore, through its environmental development program, the Company has implemented reforestation activities in port and coastal areas to contribute to climate change mitigation.

These initiatives reflect Pelindo Terminal Petikemas's commitment to integrating environmental aspects into its business processes, while strengthening the company's role in supporting sustainable development.

## Environmental Complaints Mechanism

Pelindo Terminal Petikemas upholds compliance with environmental regulations as part of its operational risk management. While preventive measures are ongoing, the

Perseroan tetap menyediakan saluran pengaduan bagi masyarakat dan pemangku kepentingan sebagai bentuk transparansi dan akuntabilitas. Setiap pengaduan yang diterima akan diproses dan ditindaklanjuti sesuai prosedur yang berlaku.

Mekanisme pengaduan yang diterapkan adalah sebagai berikut:

1. **Pengaduan Masyarakat**
   Keluhan terkait dampak lingkungan dapat disampaikan melalui fungsi Humas Perusahaan.
2. **Pengaduan Pelanggan**
   a) Pengguna internal maupun eksternal menyampaikan keluhan melalui media komunikasi yang tersedia.
   b) Petugas terkait menerima dan mencatat keluhan ke dalam sistem Customer Portal.
   c) Tim CRO melakukan klasifikasi dan mendistribusikan kepada unit kerja terkait.
   d) Unit kerja terkait menindaklanjuti dengan memberikan respons atau solusi.
   e) Tindak lanjut dilakukan baik di tingkat cabang maupun kantor pusat sesuai kewenangan.

Hingga 31 Desember 2025, tidak terdapat pengaduan terkait lingkungan yang diterima Perseroan, serta tidak terdapat sanksi maupun denda akibat ketidakpatuhan terhadap ketentuan lingkungan yang berlaku.

Company maintains a complaint channel for the public and stakeholders to demonstrate transparency and accountability. Every complaint received will be processed and followed up according to established procedures.

The complaint mechanisms implemented are as follows:

1. **Public Complaints**
   Complaints related to environmental impacts can be submitted through the Company's Public Relations function.
2. **Customer Complaints**
   a) Internal and external users submit complaints through available communication channels.
   b) Relevant officers receive and record complaints in the Customer Portal system.
   c) The CRO team classifies and distributes them to relevant work units.
   d) Relevant work units follow up by providing responses or solutions.
   e) Follow-up actions are taken at both the branch and head office levels according to their authority.

As of December 31, 2025, the Company has received no environmental complaints, and there have been no sanctions or fines for non-compliance with applicable environmental regulations.

## Sertifikasi dan Penghargaan di Bidang Lingkungan

Pelindo Terminal Petikemas telah memperoleh Setifikat Penerapan Sistem Manajemen Lingkungan ISO 14001:2015 sesuai dengan SNI 19-14001-2005 dengan Surat Keputusan penetapan dari Badan Standardisasi Nasional No. 54/KEP/BSN/05/2002 dan ISO 14001:2015 yang mengacu pada Surat Keputusan penetapan dari Badan Standarisasi Nasional No. 282/KEP/BSN/12/2015. Saat ini ISO 14001:2015 telah diterapkan pada 7 cabang terminal dan 1 untuk kantor pusat Pelindo Terminal Petikemas.

## Certification and Awards in the Environmental Field

Pelindo Terminal Petikemas has obtained a Certificate of Implementation of the ISO 14001:2015 Environmental Management System in accordance with SNI 19-14001-2005 with a Decision Letter from the National Standardization Body No. 54/KEP/BSN/05/2002 and ISO 14001:2015 which refers to the Decree of the National Standardization Agency No. 282/KEP/BSN/12/2015. Currently ISO 14001:2015 has been implemented at 7 terminal branches and 1 for the Pelindo Terminal Petikemas head office.

**Sertifikat Sistem Manajemen Lingkungan (ISO 14001:2015)**
Environmental Management System Certificate (ISO 14001:2015)

| No | Cabang<br>Branch | Versi<br>Version | Nomor Sertifikat<br>Certificate Number | Badan Sertifikasi<br>Certification Body | Masa Berlaku<br>Validity Period |
|---|---|---|---|---|---|
| 1 | Kantor Pusat | 2015 | 08 04 A 23000036 | TUV Nord Indonesia | 17 Januari 2023 s.d. 16 Januari 2026<br>17 January 2023 s.d. 16 January 2026 |
| 2 | TPK. Ambon | | | | |
| 3 | TPK. Banjarmasin | | | | |
| 4 | TPK. Belawan | | | | |
| 5 | TPK. Bitung | | | | |
| 6 | TPK. Nilam | | | | |
| 7 | TPK. Semarang | | | | |
| 8 | TPK. New Makassaer | | | | |

## Realisasi dan Dampak Kuantitatif

Pada tahun 2025, Pelindo Terminal Petikemas telah merealisasikan program TJSL bidang lingkungan sesuai dengan rencana yang ditetapkan manajemen. Implementasi program tersebut mencerminkan komitmen Perseroan dalam menjaga kualitas lingkungan serta memberikan dampak positif bagi area operasional dan sekitarnya.

## Biaya Pengelolaan Lingkungan

Sepanjang tahun 2025, total biaya pengelolaan lingkungan tercatat sebesar Rp591.368.942,00, dengan rincian sebagai berikut:

## Quantitative Realization and Impact

In 2025, Pelindo Terminal Petikemas implemented its environmental sustainability program in accordance with the management plan. The implementation of this program reflects the Company's commitment to maintaining environmental quality and positively impacting its operational areas and surrounding areas.

## Environmental Management Costs

Throughout 2025, total environmental management costs amounted to IDR 591,368,942.00, with the following breakdown:

| **Biaya Lingkungan**<br>Environmental Costs | | **Realisasi Biaya 2025 (Rp)**<br>2025 Cost Realization (Rp) |
|---|---|---|
| Biaya pelaporan RKL-RPL | RKL-RPL reporting fees | 40,000,000,00 |
| Biaya pengelolaan limbah B3 | B3 waste management fees | 466,368,942,00 |
| Biaya pengurusan perijinan (rintek atau pertek) | Permit processing fees (rintek or pertek) | 85,000,000,00 |

# Tanggung Jawab Sosial Terkait Ketenagakerjaan, Kesehatan dan Keselamatan Kerja

Corporate Social Responsibility for The Environment

Aspek ketenagakerjaan serta kesehatan dan keselamatan kerja (K3) merupakan fondasi penting dalam menjaga keberlanjutan operasional Pelindo Terminal Petikemas. Perseroan berkomitmen menciptakan lingkungan kerja yang adil, aman, dan sehat melalui dua fokus utama, yaitu pengelolaan ketenagakerjaan dan penerapan K3.

## Dampak dan Risiko Kegiatan terhadap Ketenagakerjaan, Kesehatan, dan Keselamatan Kerja

Kegiatan operasional Perusahaan memiliki potensi risiko terhadap tenaga kerja, baik dari sisi kesejahteraan, perlindungan hak, maupun keselamatan kerja. Untuk itu, Pelindo Terminal Petikemas melakukan identifikasi dan pengelolaan risiko secara sistematis sebagai bagian dari *due diligence*. Kebijakan ketenagakerjaan dan K3 diintegrasikan ke dalam seluruh aktivitas operasional guna memastikan terciptanya lingkungan kerja yang aman, sehat, dan inklusif. Evaluasi dan pembaruan kebijakan dilakukan secara berkala agar tetap selaras dengan regulasi dan kebutuhan Perusahaan.

## Kegiatan Tanggung Jawab Sosial Perusahaan terhadap Ketenagakerjaan

Pelaksanaan tanggung jawab di bidang ketenagakerjaan dan K3 mengacu pada berbagai peraturan perundang-undangan nasional, antara lain:

1. Undang-Undang No. 1 Tahun 1970 tentang Keselamatan Kerja;
2. Undang-Undang No. 13 Tahun 2013 tentang Ketenagakerjaan;
3. Undang-Undang No. 36 Tahun 2009 tentang Kesehatan;
4. Peraturan Pemerintah No. 50 Tahun 2012 tentang SMK3;
5. Serta peraturan turunan lainnya yang relevan.

Regulasi tersebut menjadi landasan bagi Pelindo Terminal Petikemas dalam memastikan praktik ketenagakerjaan yang adil, tanpa diskriminasi, mendukung kesetaraan kesempatan kerja, serta menjamin perlindungan dan keselamatan seluruh karyawan.

Employment and occupational health and safety (OHS) aspects are essential foundations for maintaining the sustainability of Pelindo Terminal Petikemas's operations. The Company is committed to creating a fair, safe, and healthy work environment through two main focuses: workforce management and OHS implementation.

## Impact and Risks of Activities on Employment, Health, and Occupational Safety

The Company's operational activities pose potential risks to its workforce, both in terms of welfare, rights protection, and occupational safety. Therefore, Pelindo Terminal Petikemas systematically identifies and manages risks as part of its due diligence. Employment and OHS policies are integrated into all operational activities to ensure a safe, healthy, and inclusive work environment. Policy evaluations and updates are conducted periodically to ensure they remain aligned with regulations and the Company's needs.

## Corporate Social Responsibility Activities for Employment

The implementation of responsibilities in the field of employment and OHS refers to various national laws and regulations, including:

1. Law No. 1 of 1970 concerning Occupational Safety;
2. Law No. 13 of 2013 concerning Manpower;
3. Law No. 36 of 2009 concerning Health;
4. Government Regulation No. 50 of 2012 concerning Occupational Health and Safety Management System;
5. And other relevant derivative regulations.

These regulations serve as the foundation for Pelindo Terminal Petikemas in ensuring fair, non-discriminatory employment practices, supporting equal employment opportunities, and guaranteeing the protection and safety of all employees.

## Rencana Kegiatan Tanggung Jawab Perusahaan Terhadap Ketenagakerjaan

Pelindo Terminal Petikemas menempatkan pengelolaan ketenagakerjaan sebagai elemen strategis dalam membangun organisasi yang berkelanjutan dan berdaya saing. Oleh karena itu, Perseroan secara berkelanjutan mengidentifikasi potensi dampak dan risiko ketenagakerjaan yang timbul dari aktivitas operasional, baik secara langsung maupun tidak langsung.

Beberapa risiko utama yang teridentifikasi meliputi:

1. Potensi kecelakaan kerja yang memengaruhi keselamatan dan produktivitas;
2. Kesenjangan kompetensi SDM terhadap kebutuhan dan standar industri;
3. Ketidaksesuaian pemenuhan formasi jabatan dengan perencanaan SDM;
4. Ketersediaan peralatan K3 yang belum sepenuhnya memenuhi standar terkini;
5. Variasi dalam penerapan prosedur operasional dan kebijakan ketenagakerjaan.

Sebagai respons atas risiko tersebut, Pelindo Terminal Petikemas menetapkan rencana kegiatan strategis tahun 2025 yang berfokus pada peningkatan kualitas SDM, hubungan industrial, serta kesejahteraan karyawan.

Adapun rencana kegiatan yang akan dijalankan meliputi:

1. **Pengembangan Kompetensi Pegawai**
   Pelaksanaan program pelatihan berkelanjutan mencakup aspek teknis, kepemimpinan, dan soft skills, serta penguatan transfer pengetahuan melalui mentoring dan *knowledge sharing*.
2. **Perlindungan Pegawai (Hubungan Industrial)**
   Penerapan hubungan industrial yang adil dan transparan melalui dialog konstruktif, mekanisme penyelesaian perselisihan yang partisipatif, serta pemenuhan hak-hak normatif tenaga kerja.
3. **Peningkatan Kesejahteraan Pegawai**
   Penyediaan sistem remunerasi yang kompetitif, fasilitas kesehatan dan tunjangan yang memadai, serta penguatan program keseimbangan kerja dan kehidupan (*work-life balance*).

Rencana ini diarahkan tidak hanya untuk mengurangi risiko, tetapi juga untuk membentuk lingkungan kerja yang profesional, adaptif, dan mendukung kinerja jangka panjang Perusahaan.

## Corporate Responsibility Activity Plan for Employment

Pelindo Terminal Petikemas places workforce management as a strategic element in building a sustainable and competitive organization. Therefore, the Company continuously identifies potential workforce impacts and risks arising from operational activities, both directly and indirectly.

Some of the key risks identified include:

1. Potential workplace accidents that impact safety and productivity;
2. Gap in HR competency with industry needs and standards;
3. Misalignment of job formation requirements with HR planning;
4. Availability of OHS equipment that does not fully meet current standards;
5. Variations in the implementation of operational procedures and employment policies.

In response to these risks, Pelindo Terminal Petikemas has established a 2025 strategic activity plan focused on improving HR quality, industrial relations, and employee welfare.

The planned activities include:

1. **Employee Competency Development**
   Implementation of ongoing training programs covering technical, leadership, and soft skills aspects, as well as strengthening knowledge transfer through mentoring and knowledge sharing.
2. **Employee Protection (Industrial Relations)**
   Implementation of fair and transparent industrial relations through constructive dialogue, participatory dispute resolution mechanisms, and the fulfillment of normative labor rights.
3. **Improving Employee Welfare**
   Provision of a competitive remuneration system, adequate healthcare and benefits, and strengthening work-life balance programs.

This plan is aimed not only at reducing risks but also at creating a professional, adaptive work environment that supports the Company's long-term performance.

## Pelaksanaan Kegiatan Tanggung Jawab Perusahaan Terhadap Ketenagakerjaan dan Dampak Kuantitatif

Pelindo Terminal Petikemas secara konsisten melaksanakan program ketenagakerjaan guna menciptakan lingkungan kerja yang produktif, inklusif, dan berkelanjutan. Program ini diarahkan untuk meningkatkan kompetensi, menjaga hubungan industrial yang harmonis, serta memperkuat daya saing Perusahaan.

## Pengembangan Kompetensi Pegawai

Sepanjang 2025, Pelindo Terminal Petikemas melaksanakan berbagai program pelatihan teknis, manajerial, dan sertifikasi sesuai kebutuhan strategis. Pelatihan K3 telah diikuti oleh 619 personel sebagai upaya meningkatkan keselamatan kerja. Selain itu, program digitalisasi, kepemimpinan, layanan pelanggan, dan *on the job training* turut memperkuat kapabilitas SDM.

## Perlindungan terhadap Pegawai (Hubungan Industrial)

Pelindo Terminal Petikemas membangun hubungan industrial yang adil dan kondusif melalui penerapan *Code of Conduct* serta prinsip kemitraan dengan serikat pekerja. Komitmen ini mencakup perlakuan tanpa diskriminasi, perlindungan hak normatif, kesempatan pengembangan karir, serta lingkungan kerja yang aman dan sehat.

## Remunerasi

Perseroan menerapkan sistem remunerasi yang kompetitif dan transparan berbasis prinsip keadilan internal dan daya saing eksternal. Komponen remunerasi meliputi gaji, tunjangan, insentif kinerja, manfaat kesejahteraan, serta penghargaan non-finansial.

## Kesempatan Kerja yang Sama dan Kesetaraan Gender

Pelindo Terminal Petikemas menjunjung prinsip keberagaman dan kesetaraan dalam seluruh proses ketenagakerjaan, mulai dari rekrutmen hingga pengembangan karir. Selama 2025, tidak terdapat laporan diskriminasi di lingkungan Perusahaan.

## Turnover Karyawan

Pelindo Terminal Petikemas mengelola tingkat turnover melalui evaluasi kebijakan remunerasi, penguatan budaya kerja, serta penciptaan lingkungan kerja yang nyaman dan mendukung produktivitas.

## Implementation of Corporate Responsibility Activities for Employment and Quantitative Impact

Pelindo Terminal Petikemas consistently implements employment programs to create a productive, inclusive, and sustainable work environment. These programs are aimed at improving competency, maintaining harmonious industrial relations, and strengthening the Company's competitiveness.

## Employee Competency Development

Throughout 2025, Pelindo Terminal Petikemas implemented various technical, managerial, and certification training programs according to strategic needs. 619 personnel participated in OSH training as an effort to improve occupational safety. In addition, digitalization, leadership, customer service, and on-the-job training programs have strengthened HR capabilities.

## Employee Protection (Industrial Relations)

Pelindo Terminal Petikemas builds fair and conducive industrial relations through the implementation of a Code of Conduct and the principle of partnership with labor unions. This commitment includes non-discriminatory treatment, protection of normative rights, career development opportunities, and a safe and healthy work environment.

## Remuneration

The Company implements a competitive and transparent remuneration system based on the principles of internal fairness and external competitiveness. Remuneration components include salary, allowances, performance incentives, welfare benefits, and non-financial rewards.

## Equal Employment Opportunity and Gender Equality

Pelindo Terminal Petikemas upholds the principles of diversity and equality throughout the employment process, from recruitment to career development. Throughout 2025, there were no reports of discrimination within the Company

## Employee Turnover

Pelindo Terminal Petikemas manages turnover rates through evaluating remuneration policies, strengthening work culture, and creating a comfortable and productive work environment.

## Mekanisme Pengaduan Masalah Ketenagakerjaan

Perusahaan menyediakan mekanisme pengaduan melalui serikat pekerja (SPPI) dan penyelesaian berjenjang mulai dari bipartit hingga jalur hukum sesuai ketentuan. Sepanjang 2025, tidak terdapat pengaduan terkait pelanggaran ketenagakerjaan maupun HAM.

## Biaya yang dikeluarkan untuk kegiatan Ketenagakerjaan

Biaya pengelolaan ketenagakerjaan Pelindo Terminal Petikemas selama tahun 2025, di luar gaji dan Bonus/Insentif adalah sebanyak Rp144.887.903.703,- dengan rincian:

1. Perawatan Kesehatan : Rp21.570.029.805,
2. BPJS Kesehatan : Rp6.487.145.617,
3. Asuransi Kesehatan : Rp5.590.111.118,
4. Employee Gathering : Rp5.854.540.653,
5. DP3 : Rp11.015.802.212,
6. DP4 : Rp407.185.808,
7. Imbalan Pasca Kerja : Rp86.329.367.760,
8. Kartu Makan : Rp7.633.720.730,-

## Tanggung Jawab Sosial Perusahaan Terhadap Kesehatan dan Keselamatan Kerja (K3)

Pelindo Terminal Petikemas menempatkan aspek Kesehatan dan Keselamatan Kerja (K3) sebagai elemen strategis dalam menjaga keberlangsungan operasional sekaligus melindungi sumber daya manusia. Dalam implementasinya, Perseroan mengacu pada kebijakan internal yang ditetapkan melalui Keputusan Direksi Pelindo Terminal Petikemas No. PER.0036/SM.04/PLTP-2021 tanggal 30 Desember 2021 tentang Kebijakan Mutu, K3, Keamanan, dan Lingkungan. Kebijakan ini menjadi landasan dalam membangun sistem kerja yang aman, meningkatkan kesiapsiagaan terhadap risiko, serta memastikan kepatuhan terhadap regulasi yang berlaku.

Penerapan K3 di Pelindo Terminal Petikemas diintegrasikan dengan strategi bisnis dan pengelolaan risiko, sehingga menjadi bagian penting dalam proses perencanaan dan pengambilan keputusan di seluruh lini organisasi.

## Komitmen Perusahaan dalam Implementasi K3

Dalam memperkuat pelaksanaan K3, Pelindo Terminal Petikemas mengembangkan beberapa fokus utama sebagai berikut:

## Complaint Mechanism for Employment Issues

The company provides a complaint mechanism through the labor union (SPPI) and provides a multi-level resolution process, ranging from bipartite to legal channels, in accordance with regulations. Throughout 2025, there were no complaints related to labor or human rights violations.

## Costs incurred for Employment Activities

The costs for managing Pelindo Terminal Petikemas employment activities during 2025, excluding salaries and bonuses/incentives, amount to Rp144,887,903,703, with the following details:

1. Healthcare : Rp21,570,029,805
2. BPJS Kesehatan : Rp6,487,145,617
3. Health Insurance : Rp5,590,111,118
4. Employee Gathering : Rp5,854,540,653
5. DP3 : Rp11,015,802,212
6. DP4 : Rp407,185,808
7. Post-Employment Benefits: Rp86,329,367,760
8. Meal Card : Rp7,633,720,730

## Corporate Social Responsibility for Occupational Health and Safety (OHS)

Pelindo Terminal Petikemas places Occupational Health and Safety (OHS) as a strategic element in maintaining operational continuity while protecting human resources. In its implementation, the Company adheres to the internal policy established through Pelindo Terminal Petikemas Board of Directors Decree No. PER.0036/SM.04/PLTP-2021 dated December 30, 2021, concerning Quality, OHS, Security, and Environmental Policy. This policy serves as the foundation for building a safe work system, increasing risk preparedness, and ensuring compliance with applicable regulations.

OHS implementation at Pelindo Terminal Petikemas is integrated with business strategy and risk management, making it a crucial part of the planning and decision-making process across the organization.

## Company Commitment to OHS Implementation

To strengthen OHS implementation, Pelindo Terminal Petikemas has developed several key focuses, as follows:

1. **Penerapan Sistem Manajemen K3 (SMK3)**
   Sebagai kerangka kerja untuk memastikan kepatuhan terhadap regulasi serta standar keselamatan yang berlaku.
2. **Penetapan Target dan Evaluasi Kinerja K3**
   Penetapan indikator kinerja yang terukur disertai pemantauan dan evaluasi berkala.
3. **Penyediaan Sumber Daya dan Pembinaan**
   Dukungan melalui pelatihan, fasilitas, dan penguatan kapasitas guna meminimalkan risiko kerja.
4. **Peningkatan Awareness Pekerja dan Mitra**
   Sosialisasi berkelanjutan agar seluruh pihak memahami risiko dan prosedur keselamatan.
5. **Perbaikan Berkelanjutan**
   Evaluasi melalui audit untuk meningkatkan efektivitas penerapan K3.
6. **Integrasi dalam Perencanaan dan Pelaporan**
   K3 menjadi bagian dari RKAP dan pelaporan kinerja tahunan.
7. **Keterlibatan Aktif Pegawai**
   Mendorong budaya partisipatif melalui pelaporan dan komunikasi terbuka terkait K3.

Melalui pendekatan ini, Pelindo Terminal Petikemas tidak hanya memastikan kepatuhan, tetapi juga membangun lingkungan kerja yang aman, produktif, dan berkelanjutan.

## Prinsip-Prinsip K3 Perusahaan

Pelindo Terminal Petikemas menerapkan prinsip *zero tolerance for accident*, yaitu komitmen untuk mencegah terjadinya kecelakaan kerja melalui penerapan standar K3 secara konsisten. Prinsip ini diperkuat dengan penerapan mekanisme *reward and punishment* guna membangun budaya keselamatan di seluruh unit kerja.

## Organ Pengelola K3 Perusahaan

Sebagai bagian dari penerapan Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3), Pelindo Terminal Petikemas membentuk Panitia Pembina K3 (P2K3) sebagai wadah koordinasi antara manajemen dan pegawai dalam pelaksanaan program K3.

**Struktur dan Tanggung Jawab**

- **Penanggung jawab utama**:
  - Direktur Utama (Kantor Pusat)
  - General Manager/Terminal Head (Terminal/UPP)
- **P2K3** berperan sebagai tim fungsional yang memberikan saran, masukan, dan pertimbangan terkait isu K3 kepada manajemen, baik diminta maupun tidak.

1. **Implementation of an OHS Management System (OHSMS)**
   As a framework to ensure compliance with applicable regulations and safety standards.
2. **Establishing Targets and Evaluating OHS Performance**
   Establishing measurable performance indicators accompanied by regular monitoring and evaluation.
3. **Providing Resources and Coaching**
   Support through training, facilities, and capacity building to minimize occupational risks.
4. **Increasing Employee and Partner Awareness**
   Continuous socialization to ensure all parties understand safety risks and procedures.
5. **Continuous Improvement**
   Evaluation through audits to increase the effectiveness of OHS implementation.
6. **Integration in Planning and Reporting**
   OHS is part of the Work Plan and Budget (RKAP) and annual performance reporting.
7. **Active Employee Involvement**
   Encouraging a participatory culture through open reporting and communication regarding OHS.

Through this approach, Pelindo Terminal Petikemas not only ensures compliance but also fosters a safe, productive, and sustainable work environment.

## Company OHS Principles

Pelindo Terminal Petikemas implements the principle of zero tolerance for accidents, a commitment to preventing workplace accidents through the consistent implementation of OHS standards. This principle is reinforced by the implementation of reward and punishment mechanisms to build a safety culture across all work units.

## Company OHS Management Organ

As part of the implementation of the Occupational Health and Safety Management System (SMK3), Pelindo Terminal Petikemas has established an OHS Supervisory Committee (P2K3) as a coordination forum between management and employees in implementing the OHS program.

**Structure and Responsibilities**

- **Main Responsibilities:**
  - President Director (Head Office)
  - General Manager/Terminal Head (Terminal/UPP)
- **P2K3** acts as a functional team that provides advice, input, and considerations regarding OHS issues to management, whether requested or not.

**Integrasi Sistem Manajemen (MK4L)**

Pelindo Terminal Petikemas telah mengintegrasikan berbagai sistem manajemen dalam satu kerangka, meliputi:

- Sistem Manajemen Mutu
- Keselamatan dan Kesehatan Kerja (K3)
- Keamanan
- Lingkungan

Struktur P2K3 terintegrasi dengan Top Management sebagai pengarah utama implementasi sistem tersebut.

**Koordinasi Pelaksanaan**

- **Kantor Pusat**:
  Dikoordinasikan oleh Divisi Sistem Manajemen Mutu dan HSSE, di bawah pimpinan Top Management dan P2K3 yang melekat pada jabatan SVP Sistem Manajemen Mutu dan HSSE.
- **Terminal/UPP**:
  Dikoordinasikan oleh Unit HSSE di masing-masing terminal, dengan pengawasan Top Management dan P2K3 setempat.

## Standar K3 Pelindo Terminal Petikemas

Pelindo Terminal Petikemas berkomitmen untuk melaksanakan secara konsisten pengelolaan keselamatan dan kesehatan kerja yang efektif dan efisien dengan cara:

a) Menerapkan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sesuai dengan peraturan yang berlaku,
b) Minimalisasi terjadinya penyakit akibat kerja dan nihilnya ancaman keamanan dan kecelakaan kerja,
c) Menumbuhkan kesadaran kerja yang mengutamakan kaidah-kaidah K3,
d) Melibatkan seluruh komponen Perusahaan ikut bertanggung jawab atas terlaksananya program K3 agar tercapainya kinerja usaha yang optimal,
e) Mematuhi peraturan perundang-undangan dan persyaratan lainnya dalam bidang Jasa Kepelabuhanan, terutama yang berkaitan dengan aspek K3.

Perusahaan juga menerapkan Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3) di 7 terminal dan 1 unit kantor pusat di lingkungan Perusahaan. Berikut ini adalah daftar terminal yang telah menerapkan SMK3 beserta nomor sertifikatnya:

**Management System Integration (MK4L)**

Pelindo Terminal Petikemas has integrated various management systems into a single framework, including:

- Quality Management System
- Occupational Safety and Health (K3)
- Security
- Environment

The P2K3 structure is integrated with Top Management as the primary director of the system's implementation.

**Implementation Coordination**

- **Head Office:**
  Coordinated by the Quality Management System and HSSE Division, under the leadership of Top Management and P2K3, who is attached to the SVP of Quality Management System and HSSE.
- **Terminal/UPP:**
  Coordinated by the HSSE Unit at each terminal, under the supervision of Top Management and the local P2K3..

## Pelindo Terminal Petikemas OHS Standards

Pelindo Terminal Petikemas is committed to consistently implementing effective and efficient occupational safety and health management by:

a) Implementing an Occupational Safety and Health Management System (SMK3) in accordance with applicable regulations,
b) Minimizing the occurrence of occupational diseases and eliminating safety threats and workplace accidents,
c) Fostering workplace awareness that prioritizes OHS principles,
d) Involving all Company components in sharing responsibility for the implementation of the OHS program to achieve optimal business performance,
e) Complying with laws and regulations and other requirements in the Port Services sector, particularly those related to OHS aspects.

The Company also implements an Occupational Health and Safety Management System (SMK3) in seven terminals and one head office unit within the Company. The following is a list of terminals that have implemented the SMK3 along with their certificate numbers:

**Sertifikat SMK3**
Sertifikat SMK3

| No | Cabang Terminal<br>Terminal Branch | Auditor<br>Auditor | Nomor Sertifikat<br>Certificate Number | Masa Berlaku<br>Validity period |
|---|---|---|---|---|
| 1 | Kantor Pusat/Headquarters | PT. Sapta Mutu Utama | REG.SMK3.2023.SMU.SK-1668 | Juni/ June 2026 |
| 2 | TPK. Nilam | PT. Sapta Mutu Utama | REG.SMK3.2023.SMU.SK-1744 | Juni/ June 2026 |
| 3 | TPK. Semarang | PT. Sapta Mutu Utama | REG.SMK3.2023.SMU.SK-1745 | Juni/ June 2026 |
| 4 | TPK. Banjarmasin | PT. Sapta Mutu Utama | SKA Nomor 5/827/AS.01.03/V/2023 | Juni/ June 2026 |
| 5 | TPK. Belawan | PT. Sapta Mutu Utama | SKA Nomor 5/244/AS.01.03/II/2023 | Juni/ June 2026 |
| 6 | TPK. Makassar | PT. Sapta Mutu Utama | REG.SMK3.2023.SMU.SK-1736 | Juni/ June 2026 |
| 7 | TPK. Ambon | PT. Sapta Mutu Utama | SKA Nomor 5/257/AS.01.03/II/2023 | Juni/ June 2026 |
| 8 | TPK. Bitung | PT. Sapta Mutu Utama | REG.SMK3.2023.SMU.SK-1746 | Juni/ June 2026 |
| 9 | TPK Kendari | PT. Sapta Mutu Utama | SKA Nomor 5/234/AS.01.03/II/2024 | Juni/ June 2026 |
| 10 | TPK Pantoloan | PT. Sapta Mutu Utama | SKA Nomor 5/233/AS.01.03/II/2024 | Juni/ June 2026 |
| 11 | TPK Perawang | PT. Sapta Mutu Utama | SKA Nomor 5/232/AS.01.03/II/2024 | Juni/ June 2026 |
| 12 | TPK Kupang | PT. Sapta Mutu Utama | SKA Nomor 5/231/AS.01.03/II/2024 | Juni/ June 2026 |
| 13 | TPK Tarakan | PT. Sapta Mutu Utama | SKA Nomor 5/235/AS/01/03/II/2024 | Juni/ June 2026 |
| 14 | TPK Jayapura | PT. Sapta Mutu Utama | SKA Nomor 5/240/AS.01.03/II/2024 | Juni/ June 2026 |
| 15 | TPK Sorong | PT. Sapta Mutu Utama | SKA Nomor 5/631/AS.01.03/III/2024 | Juni/ June 2026 |

## Rencana Kegiatan Tanggung Jawab Perusahaan terhadap K3

Sebagai bagian dari komitmen terhadap operasional yang aman dan berkelanjutan, Pelindo Terminal Petikemas menyusun rencana K3 untuk meminimalkan risiko kerja sekaligus membangun budaya kerja yang sehat dan disiplin. Pada tahun 2025, program K3 difokuskan pada dua pilar utama:

1. **Program Peningkatan Keselamatan Kerja**
   Difokuskan pada pencegahan kecelakaan dan pengendalian risiko operasional, melalui:
   - Audit dan inspeksi keselamatan secara berkala;
   - Pelatihan dan simulasi tanggap darurat (kebakaran, evakuasi, P3K);
   - Penyediaan dan pemeliharaan APD sesuai standar;
   - Evaluasi dan penyempurnaan prosedur kerja aman.

2. **Program Peningkatan Kesehatan Kerja**
   Berfokus pada kesehatan fisik dan mental pegawai, melalui:
   - Pemeriksaan kesehatan berkala (*medical check-up*);
   - Edukasi gaya hidup sehat dan manajemen stres;
   - Pengawasan kualitas lingkungan kerja (udara, air, kebersihan);
   - Penyediaan fasilitas kesehatan dan layanan tanggap darurat.

## Corporate Responsibility Activity Plan for OHS

As part of its commitment to safe and sustainable operations, Pelindo Terminal Petikemas has developed an K3 plan to minimize work risks while building a healthy and disciplined work culture. In 2025, the K3 program is focused on two main pillars:

1. **Work Safety Improvement Program**
   Focused on accident prevention and operational risk control, through:
   - Regular safety audits and inspections;
   - Emergency response training and simulation (fire, evacuation, first aid);
   - Provision and maintenance of PPE according to standards;
   - Evaluation and improvement of safe work procedures..

2. **Occupational Health Improvement Program**
   Focusing on employee physical and mental health, through:
   - Periodic health checks (medical check-ups);
   - Healthy lifestyle education and stress management;
   - Monitoring the quality of the work environment (air, water, cleanliness);
   - Provision of health facilities and emergency response services.

Program ini tidak hanya untuk memenuhi regulasi, tetapi juga untuk meningkatkan produktivitas dan kesejahteraan pegawai.

## Pelaksanaan Kegiatan K3 dan Dampaknya

Sepanjang tahun 2025, Pelindo Terminal Petikemas telah merealisasikan berbagai program K3 yang mendukung keselamatan kerja dan kelancaran operasional.

### Program Peningkatan Keselamatan Kerja dilaksanakan melalui:

a) **Kegiatan kuratif**
- Penguatan budaya K3;
- Pemberian penghargaan K3;
- Seminar, workshop, dan Bulan K3;
- Pembentukan tim investigasi kecelakaan;
- Peningkatan kompetensi pekerja di bidang K3.

b) **Kegiatan promotif**
- Kampanye K3 melalui media visual (spanduk, baliho, dll.);
- Pameran dan sosialisasi K3;
- Kegiatan edukatif dan aksi sosial K3.

c) **Kegiatan implementatif**
- Penilaian dan pembinaan K3;
- Pengujian dan inspeksi objek K3;
- Penanganan insiden kerja;
- Pemeriksaan kesehatan tenaga kerja;
- Pengujian lingkungan kerja dan operasi tertib K3.

Melalui pelaksanaan ini, Pelindo Terminal Petikemas terus memperkuat budaya keselamatan kerja sekaligus menurunkan risiko operasional dan meningkatkan kinerja perusahaan secara berkelanjutan.

## Tingkat Kecelakaan Kerja 2025

Informasi mengenai tingkat kecelakaan kerja di Pelindo Terminal Petikemas selama tahun buku 2025 tersaji dalam tabel berikut:

This program is not only to comply with regulations, but also to increase employee productivity and welfare.

## Implementation of OHS Activities and Their Impact

Throughout 2025, Pelindo Terminal Petikemas has implemented various OHS programs that support occupational safety and smooth operations.

### The Occupational Safety Improvement Program is implemented through:

a) **Curative activities**
- Strengthening OHS culture;
- Awarding OHS awards;
- Seminars, workshops, and OHS Month;
- Establishing an accident investigation team;
- Improving worker competency in the OHS field.

b) **Promotional activities**
- OHS campaigns through visual media (banners, billboards, etc.);
- OHS exhibitions and outreach;
- OHS educational activities and social actions.

c) **Implementative activities**
- OHS assessment and guidance;
- Testing and inspection of OHS objects;
- Handling work incidents;
- Occupational health checks;
- Testing the work environment and ensuring proper OHS operations.

Through this implementation, Pelindo Terminal Petikemas continues to strengthen its occupational safety culture while reducing operational risks and sustainably improving company performance.

## 2025 Occupational Accident Rate

Information regarding the occupational accident rate at Pelindo Terminal Petikemas during the 2025 financial year is presented in the following table:

**Tingkat Kecelakaan Kerja**
Workplace Accident Rate

| Kategori Kecelakaan<br>Accident Category | | 2025 |
|---|---|---|
| Kerusakan Properti | Property Damage | 11 |
| Cidera Ringan | Minor Injuries | 10 |
| Cidera Sedang | Moderate Injury | 4 |
| Cidera Berat | Serious Injury | 0 |
| Meninggal | Decease | 0 |

**Insiden K3 di Cabang Terminal 2025**
Occupational Health and Safety Incident at Terminal Branch 2025

| No | Cabang<br>Branch | 2025 | | |
|---|---|---|---|---|
| | | Cedera<br>Injury | Meninggal<br>Decease | Kerusakan Properti<br>Property Damage |
| 1 | TTL-TPK Nilam | 1 | | |
| 2 | TPK Semarang | | | 1 |
| 3 | TPK Banjarmasin | | | |
| 4 | TPK Ambon | | | |
| 5 | TPK New Makassar | | | |
| 6 | TPK Bitung | 1 | | 3 |
| 7 | TPK Perawang | | | |
| 8 | TPK Pantoloan | 1 | | |
| 9 | TPK Kendari | | | |
| 10 | TPK Sorong | | | |
| 11 | TPK Kupang | | | |
| 12 | TPK Jayapura | | | |
| 13 | TPK Tarakan | | | |
| 14 | TPK Bagendang Bumiharjo | | | |
| 15 | TPK Ternate | | | |
| 16 | TPK Merauke | | | |
| 17 | TTL-TPK Berlian | | | 1 |
| 18 | TTL-TPK Teluk Lamong | 7 | | 3 |
| 19 | TPS | | | 1 |
| 20 | IPC TPK | | | 1 |
| 21 | KKT | 3 | | 1 |
| 22 | PMT | 1 | | |
| 23 | PTP | | | |
| | **Jumlah** | **14** | **0** | **11** |

## Program Peningkatan Kesehatan Kerja

Pelindo Terminal Petikemas menempatkan kesehatan kerja sebagai bagian penting dalam menjaga produktivitas dan keberlanjutan operasional. Sepanjang tahun 2025, berbagai program dijalankan untuk memastikan kondisi kerja tetap sehat, aman, dan mendukung kinerja pegawai.

Pendekatan yang diterapkan bersifat menyeluruh, mulai dari upaya pencegahan hingga penanganan, yang disesuaikan dengan risiko di masing-masing unit kerja. Program yang dilaksanakan antara lain:

1. **Pemeriksaan kesehatan berkala (medical check-up)**
   Dilakukan untuk mendeteksi dini potensi gangguan kesehatan yang dapat memengaruhi kinerja maupun keselamatan kerja.

## Occupational Health Improvement Program

Pelindo Terminal Petikemas prioritizes occupational health as a critical component in maintaining productivity and operational sustainability. Throughout 2025, various programs will be implemented to ensure healthy, safe, and supportive working conditions for employee performance.

The approach implemented is comprehensive, from prevention to treatment, tailored to the risks in each work unit. The programs implemented include:

1. **Periodic medical check-ups**
   Conducted to detect potential health problems early that could impact performance and workplace safety.

2. **Health Risk Assessment (HRA)**
   Identifikasi risiko kesehatan di setiap unit kerja sebagai dasar penentuan langkah mitigasi yang tepat.
3. **Penyediaan dan pengawasan APD**
   Memastikan ketersediaan serta penggunaan alat pelindung diri sesuai standar guna melindungi pekerja dari risiko paparan.
4. **Monitoring lingkungan kerja**
   Pengukuran kondisi kerja seperti suhu, pencahayaan, kebisingan, dan kualitas udara untuk menjamin lingkungan yang layak dan sehat.
5. **Pengelolaan higiene lingkungan kerja**
   Penerapan standar kebersihan pada area kerja dan fasilitas pendukung, termasuk kantin dan area umum.
6. **Sosialisasi kesehatan kerja**
   Edukasi rutin untuk meningkatkan kesadaran pegawai terhadap pola hidup sehat dan pencegahan penyakit akibat kerja.
7. **Program kebugaran pegawai**
   Penyediaan fasilitas olahraga dan dorongan aktivitas fisik untuk menjaga kebugaran dan stamina kerja.

Seluruh program dilaksanakan secara kolaboratif antara manajemen, tim K3, dan tenaga medis di masing-masing unit kerja. Melalui inisiatif ini, Pelindo Terminal Petikemas berupaya meningkatkan kesehatan dan kesejahteraan pegawai secara menyeluruh, sekaligus mendukung kinerja perusahaan.

## Biaya Pengelolaan K3

Sepanjang tahun 2025, Pelindo Terminal Petikemas mengalokasikan anggaran sebesar Rp 6.010.129.350 untuk mendukung program K3, yang mencakup pemeriksaan kesehatan, penyediaan APD, pelatihan, sertifikasi higiene, serta pengembangan fasilitas kesehatan kerja.

2. **Health Risk Assessment (HRA)**
   Identify health risks in each work unit as a basis for determining appropriate mitigation measures.
3. **Provision and Supervision of Personal Protective Equipment**
   Ensure the availability and use of personal protective equipment according to standards to protect workers from exposure risks.
4. **Work Environment Monitoring**
   Measurement of working conditions such as temperature, lighting, noise, and air quality to ensure a proper and healthy environment.
5. **Work Environment Hygiene Management**
   Implementation of hygiene standards in work areas and supporting facilities, including the canteen and common areas.
6. **Occupational Health Socialization**
   Routine education to increase employee awareness of healthy lifestyles and the prevention of occupational diseases.
7. **Employee Fitness Program**
   Provision of sports facilities and encouragement of physical activity to maintain fitness and stamina at work.

All programs are implemented collaboratively between management, the OHS team, and medical personnel in each work unit. Through this initiative, Pelindo Terminal Petikemas strives to improve the overall health and well-being of employees while supporting company performance.

## OHS Management Costs

Throughout 2025, Pelindo Terminal Petikemas allocated a budget of IDR 6,010,129,350 to support the OHS program, which includes health checks, provision of PPE, training, hygiene certification, and development of occupational health facilities.

# Tanggung Jawab Sosial Perusahaan Terkait Pengembangan Sosial dan Kemasyarakatan

Corporate Social Responsibility for The Environment

Pelaksanaan TJSL Perseroan mengacu pada Peraturan Menteri BUMN Republik Indonesia Nomor PER-01/MBU/03/2023 tentang Penugasan Khusus dan Program Tanggung Jawab Sosial dan Lingkungan BUMN. Regulasi ini menegaskan bahwa TJSL merupakan bagian dari strategi perusahaan yang harus memberikan dampak berkelanjutan bagi masyarakat dan lingkungan.

Sejalan dengan ketentuan tersebut, program TJSL dilaksanakan melalui dua pendekatan utama, yaitu:

1. **Program strategis**, yang dirancang untuk mendukung pencapaian Tujuan Pembangunan Berkelanjutan (TPB/SDGs) serta menciptakan dampak jangka panjang di bidang sosial, ekonomi, dan lingkungan;
2. **Program responsif**, yang ditujukan untuk menjawab kebutuhan masyarakat secara langsung, termasuk bantuan sosial dan penanganan kondisi darurat di wilayah operasional.

Melalui pendekatan ini, Pelindo Terminal Petikemas memastikan bahwa pelaksanaan TJSL tidak hanya bersifat kepatuhan, tetapi juga mampu memberikan nilai tambah yang nyata dan berkelanjutan bagi para pemangku kepentingan.

## Perumusan Tanggung Jawab Sosial di Bidang Pengembangan Sosial dan Kemasyarakatan

Dalam merancang program TJSL, Pelindo Terminal Petikemas menerapkan pendekatan partisipatif yang berbasis kebutuhan masyarakat. Perseroan tidak hanya mengacu pada kebijakan dan regulasi yang berlaku, tetapi juga melibatkan pemangku kepentingan lokal dalam proses identifikasi isu, penentuan prioritas, hingga penyusunan program.

Pendekatan ini bertujuan memastikan setiap program yang dijalankan relevan, tepat sasaran, dan memberikan dampak berkelanjutan. Keterlibatan tokoh masyarakat, pemerintah daerah, institusi pendidikan, serta pelaku usaha lokal menjadi bagian penting dalam membangun kolaborasi dan hubungan jangka panjang di wilayah operasional.

The Company's CSR implementation refers to Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number PER-01/MBU/03/2023 concerning Special Assignments and Social and Environmental Responsibility Programs for State-Owned Enterprises. This regulation emphasizes that CSR is part of the company's strategy, which must have a sustainable impact on society and the environment.

In line with this provision, the CSR program is implemented through two main approaches:

1. **Strategic programs,** designed to support the achievement of the Sustainable Development Goals (SDGs) and create long-term impacts in the social, economic, and environmental sectors;
2. **Responsive programs,** aimed at addressing direct community needs, including social assistance and emergency response in operational areas.

Through this approach, Pelindo Terminal Petikemas ensures that CSR implementation is not merely compliant but also provides tangible and sustainable added value for stakeholders.

## Formulating Social Responsibility in the Field of Social and Community Development

In designing the CSR program, Pelindo Terminal Petikemas applies a participatory approach based on community needs. The Company not only adheres to applicable policies and regulations but also involves local stakeholders in the process of identifying issues, setting priorities, and developing programs.

This approach aims to ensure that each program implemented is relevant, well-targeted, and has a sustainable impact. The involvement of community leaders, local governments, educational institutions, and local businesses is crucial to building collaboration and long-term relationships in operational areas.

## Rencana Kegiatan

Rencana pelaksanaan TJSL tahun 2025 difokuskan pada program-program yang memberikan nilai tambah nyata dan terukur bagi masyarakat serta lingkungan. Target pelaksanaan program dirancang dengan mempertimbangkan indikator keberhasilan seperti:

- Jumlah penerima manfaat secara langsung dan tidak langsung;
- Daya serap bantuan;
- Tingkat keberlanjutan program pasca intervensi perusahaan;
- Potensi replikasi atau pengembangan program oleh masyarakat secara mandiri.

Program TJSL diarahkan untuk mendorong kemandirian masyarakat, khususnya dalam bidang ekonomi, industri kecil, perdagangan lokal, dan penguatan kapasitas sumber daya manusia. Beberapa inisiatif yang dirancang antara lain:

- Pelatihan keterampilan kewirausahaan dan manajemen usaha kecil;
- Dukungan sarana dan prasarana untuk pelaku UMK;
- Program pemberdayaan perempuan dan kelompok rentan;
- Pembangunan fasilitas publik seperti akses air bersih, ruang terbuka hijau, dan area edukatif untuk anak-anak;
- Edukasi lingkungan dan pengelolaan sampah berbasis masyarakat.

Dengan perencanaan yang matang dan melibatkan berbagai pihak, Pelindo Terminal Petikemas berharap program TJSL tidak hanya menyelesaikan permasalahan jangka pendek, tetapi juga menciptakan dampak jangka panjang berupa peningkatan kualitas hidup, kemandirian ekonomi, dan kohesi sosial yang lebih kuat di sekitar wilayah operasional Perusahaan.

## Struktur Pengelola TJSL

Pengelolaan TJSL di Pelindo Terminal Petikemas mengacu pada Peraturan Direksi No. HK.01/1/8/1/PSOR/SDMN/PLTP-22 tanggal 1 Agustus 2022 tentang Struktur Organisasi dan Tata Kelola Kantor Pusat. Fungsi TJSL berada di bawah Sekretaris Perusahaan dan bertanggung jawab langsung kepada Direktur Utama, dengan Direktur SDM sebagai pembina program TJSL.

Hingga tahun 2025, pelaksanaan TJSL di Kantor Pusat didukung oleh struktur sebagai berikut:

- Direktur SDM (Pembina TJSL)
- SVP Sekretaris Perusahaan
- VP TJSL
- Tim pelaksana TJSL

## Activity Plan

The TJSL implementation plan for 2025 is focused on programs that provide real and measurable added value for society and the environment. Program implementation targets are designed by considering success indicators such as:

- Number of direct and indirect beneficiaries;
- Aid absorption capacity;
- Level of program sustainability after company intervention;
- Potential for replication or development of the program by the community independently.

The TJSL program is directed at encouraging community independence, especially in the economic sector, small industry, local trade, and strengthening human resource capacity. Some of the initiatives designed include:

- Entrepreneurship and small business management skills training;
- Support for facilities and infrastructure for MSEs;
- Empowerment programs for women and vulnerable groups;
- Construction of public facilities such as access to clean water, green open spaces and educational areas for children;
- Environmental education and community-based waste management.

With careful planning and involving various parties, Pelindo Terminal Petikemas hopes that the TJSL program will not only solve short-term problems, but also create long-term impacts in the form of improving the quality of life, economic independence and stronger social cohesion around the Company's operational areas.

## Corporate Social Responsibility (CSR) Management Structure

CSR management at Pelindo Terminal Petikemas refers to Board of Directors Regulation No. HK.01/1/8/1/PSOR/SDMN/PLTP-22 dated August 1, 2022, concerning the Organizational Structure and Governance of the Head Office. The CSR function falls under the Corporate Secretary and reports directly to the President Director, with the Director of Human Resources serving as the CSR program supervisor.

Until 2025, CSR implementation at the Head Office will be supported by the following structure:

- Director of Human Resources (CSR Supervisor)
- Senior Vice President of Corporate Secretary
- Vice President of CSR
- CSR Implementation Team

Pelaksanaan program TJSL dikelola secara terpusat di Kantor Pusat, dengan prioritas penyaluran pada masyarakat di sekitar wilayah operasional Perusahaan, termasuk area terminal.

## Kinerja Program TJSL Tahun 2025

Pelaksanaan Program TJSL Perusahaan mengacu pada Peraturan Presiden Republik Indonesia Nomor: 59 Tahun 2017 tentang Pelaksanaan Pencapaian Tujuan Pembangunan Berkelanjutan (TPB) yang terdiri dari empat pilar.

1. Pilar Sosial
   Pilar sosial untuk tercapainya pemenuhan hak dasar manusia yang berkualitas secara adil dan setara untuk meningkatkan kesejahteraan bagi seluruh masyarakat;
2. Pilar Ekonomi
   Pilar ekonomi untuk tercapainya pertumbuhan ekonomi berkualitas melalui keberlanjutan peluang kerja dan usaha, inovasi, industri inklusif, infrastruktur memadai, energi bersih yang terjangkau dan didukung kemitraan;
3. Pilar Lingkungan
   Pilar lingkungan untuk pengelolaan sumber daya alam dan lingkungan yang berkelanjutan sebagai penyangga seluruh kehidupan;
4. Pilar Hukum dan Tata Kelola
   Pilar hukum dan tala kelola untuk terwujudnya kepastian hukum dan tata kelola yang efektif, transparan, akuntabel dan partisipatif untuk menciptakan stabilitas keamanan dan mencapai negara berdasarkan hukum.

## Realisasi Program TJSL Tahun 2025

Pada tahun 2025, Pelindo Terminal Petikemas terus menunjukkan komitmennya dalam mendukung pembangunan berkelanjutan melalui pelaksanaan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang terintegrasi dengan strategi bisnis Perusahaan. Program TJSL difokuskan pada empat pilar utama, yaitu sosial, ekonomi, lingkungan, serta hukum dan tata kelola, yang selaras dengan *Tujuan Pembangunan Berkelanjutan (TPB/SDGs)*.

Dengan pendekatan strategis yang adaptif dan partisipatif, Pelindo Terminal Petikemas berhasil menyalurkan total anggaran TJSL sebesar Rp26,04 miliar atau sekitar 106% dari total Rencana Kerja dan Anggaran (RKA) sebesar Rp24,48.miliar. Angka ini mencerminkan realisasi kinerja yang signifikan dan menunjukkan efektivitas dalam menyalurkan dana secara tepat sasaran dan tepat guna.

Realisasi ini juga mencerminkan keberhasilan Pelindo Terminal Petikemas dalam menyinergikan pelaksanaan TJSL dengan prioritas bisnis Perusahaan dan agenda sosial kemasyarakatan, seperti:

- Penguatan kolaborasi dengan pemangku kepentingan lokal dan pemerintah;

CSR program implementation is centrally managed at the Head Office, with priority given to communities surrounding the Company's operational areas, including terminal areas.

## 2025 CSR Program Performance

The implementation of the Corporate CSR Program refers to Presidential Regulation of the Republic of Indonesia Number 59 of 2017 concerning the Implementation of the Sustainable Development Goals (SDGs), which consists of four pillars.

1. Social Pillar
   The social pillar aims to achieve the fulfillment of basic human rights in a fair and equal manner to improve the welfare of all people;
2. Economic Pillar
   The economic pillar aims to achieve quality economic growth through sustainable employment and business opportunities, innovation, inclusive industry, adequate infrastructure, affordable clean energy, and supported by partnerships;
3. Environmental Pillar
   The environmental pillar aims to manage natural resources and the environment sustainably as a support for all life;
4. Legal and Governance Pillar
   The legal and governance pillar aims to achieve legal certainty and effective, transparent, accountable, and participatory governance to create security stability and achieve a state based on the rule of law.

## Implementation of the 2025 CSR Program

In 2025, Pelindo Terminal Petikemas continued to demonstrate its commitment to supporting sustainable development through the implementation of a Social and Environmental Responsibility (TJSL) Program integrated with the Company's business strategy. The TJSL program focuses on four main pillars: social, economic, environmental, and legal and governance, which align with the Sustainable Development Goals (SDGs).

With an adaptive and participatory strategic approach, Pelindo Terminal Petikemas successfully disbursed a total TJSL budget of IDR 26.04 billion, or approximately 106% of the total Work Plan and Budget (RKA) of IDR 24.48 billion. This figure reflects significant performance and demonstrates the effectiveness of channeling funds appropriately and effectively.

This realization also reflects Pelindo Terminal Petikemas's success in synergizing TJSL implementation with the Company's business priorities and social agendas, such as::

- Strengthening collaboration with local stakeholders and the government;

- Pemberdayaan masyarakat sekitar pelabuhan;
- Peningkatan kualitas lingkungan hidup secara berkelanjutan;
- Percepatan transformasi sosial berbasis literasi, kesehatan, dan digitalisasi ekonomi lokal.

Program TJSL yang dijalankan tidak hanya bersifat karitatif atau bantuan sesaat, tetapi mengarah pada *impact creation* — yaitu perubahan berkelanjutan yang berdampak langsung pada peningkatan kesejahteraan masyarakat dan keberlanjutan lingkungan. Hal ini tercermin dari program-program seperti Pelindo Mengajar, Pelindo Berbagi Ramadhan, Maritimepreneur, UMKM Drive Thru, Pelindo Lingkungan Tanpa Anak Stunting (PELITA), hingga konservasi ekosistem laut dan darat.

Sebagai contoh, realisasi pada Pilar Ekonomi, khususnya TPB 17 (Kemitraan untuk Mencapai Tujuan), justru melampaui target secara signifikan (260,61%), yang menunjukkan adanya dinamika kolaborasi aktif dalam kegiatan sponsorship, pelatihan, dan pemberdayaan masyarakat yang dikelola bersama dengan anak perusahaan dan mitra lokal. Sementara pada Pilar Lingkungan, meskipun realisasi rata-rata masih di bawah target, program konservasi laut dan daratan seperti *penanaman mangrove*, *pengelolaan sampah terpadu*, serta *konservasi terumbu karang* terus menunjukkan tren positif dan menjadi fondasi penting untuk program multi-tahun.

Capaian ini menunjukkan bahwa strategi TJSL Pelindo Terminal Petikemas bukan hanya pelengkap dari operasional perusahaan, tetapi menjadi salah satu elemen utama dalam memperkuat reputasi, mengurangi kesenjangan sosial, dan menciptakan nilai keberlanjutan jangka panjang. Perusahaan akan terus mengevaluasi, menyempurnakan, dan memperluas jangkauan program TJSL agar lebih responsif terhadap kebutuhan masyarakat serta memberikan kontribusi optimal terhadap pencapaian SDGs di Indonesia.

- Empowering communities surrounding the port;
- Sustainably improving environmental quality;
- Accelerating social transformation based on literacy, health, and the digitalization of the local economy.

The CSR programs implemented are not merely charitable or provide short-term assistance, but rather aim to create impact—that is, sustainable change that directly impacts community welfare and environmental sustainability. This is reflected in programs such as Pelindo Mengajar (Teaching Pelindo), Pelindo Berbagi Ramadhan (Sharing Ramadhan), Maritimepreneur, MSME Drive-Thru Program, Pelindo Lingkungan Tanpa Anak Stunting (PELITA), and marine and terrestrial ecosystem conservation.

For example, realization under the Economic Pillar, specifically SDG 17 (Partnership to Achieve the Goals), significantly exceeded the target (260.61%), demonstrating the dynamic of active collaboration in sponsorship, training, and community empowerment activities managed jointly with subsidiaries and local partners. Meanwhile, under the Environmental Pillar, although average realization remains below target, marine and terrestrial conservation programs such as mangrove planting, integrated waste management, and coral reef conservation continue to show positive trends and serve as an important foundation for multi-year programs.

This achievement demonstrates that Pelindo Terminal Petikemas's CSR strategy is not merely a complement to the company's operations, but a key element in strengthening its reputation, reducing social disparities, and creating long-term sustainable value. The company will continue to evaluate, refine, and expand the reach of its CSR program to be more responsive to community needs and optimally contribute to achieving the SDGs in Indonesia.

| No | Uraian<br>Description | | RKA 2025 (Rp) | Realisasi 2025 (Rp)<br>2025 Realization (Rp) | % |
|---|---|---|---|---|---|
| A | PILAR SOSIAL \| SOCIAL PILLARS | | | | |
| 1 | TPB 1: Tanpa Kemiskinan | SDG 1: No Poverty | Rp1.671.807.446 | Rp1.390.541.900 | 83% |
| 2 | TPB 2: Tanpa Kelaparan | SDG 2: Zero Hunger | Rp5.136.634.559 | Rp4.931.105.681 | 96% |
| 3 | TPB 3: Kehidupan Sehat dan Sejahtera | SDG 3: Good Health and Well-Being | Rp3.278.657.669 | Rp2.827.906.910 | 86% |
| 4 | TPB 4: Pendidikan Berkualitas | SDG 4: Quality Education | Rp1.280.625.759 | Rp993.228.277 | 78% |
| 5 | TPB 5: Kesetaraan Gender | SDG 5: Gender Equality | Rp- | Rp- | 0% |
| | JUMLAH | TOTAL | Rp11.367.725.433 | Rp10.142.782.768 | 89% |
| B | PILAR EKONOMI \| ECONOMIC PILLARS | | | | |
| 1 | TPB 7: Energi Bersih dan Terjangkau | SDG 7: Affordable and Clean Energy | Rp- | Rp- | 0% |

| No | Uraian<br>Description | | RKA 2025 (Rp) | Realisasi 2025 (Rp)<br>2025 Realization (Rp) | % |
|---|---|---|---|---|---|
| 2 | TPB 8: Pekerjaan Layak dan Pertumbuhan Ekonomi | SDG 8: Decent Work and Economic Growth | Rp1.361.385.842 | Rp1.297.983.802 | 95% |
| 3 | TPB 9: Industri, Inovasi dan Infrastruktur | SDG 9: Industry, Innovation, and Infrastructure | Rp3.796.777.766 | Rp3.698.571.835 | 97% |
| 4 | TPB 10: Berkurangnya Kesenjangan | SDG 10: Reduced Inequality | Rp470.260.000 | Rp547.841.775 | 116% |
| 5 | TPB 17: Kemitraan Untuk Mencapai Tujuan | SDG 17: Partnerships for the Goals | Rp3.400.000.000 | Rp6.701.580.878 | 197% |
| | JUMLAH | TOTAL | Rp9.028.423.608 | Rp12.245.978.290 | 136% |
| C | PILAR LINGKUNGAN \| ENVIRONMENTAL PILLARS | | | | |
| 1 | TPB 6: Air Bersih dan Sanitasi Layak | SDG 6: Clean Water and Sanitation | Rp200.000.000 | Rp189.892.000 | 95% |
| 2 | TPB 11: Kota dan Permukiman yang Berkelanjutan | SDG 11: Sustainable Cities and Human Settlements | Rp559.824.747 | Rp476.231.787 | 85% |
| 3 | TPB 12: Konsumsi & Produksi yang Bertanggung Jawab | SDG 12: Responsible Consumption and Production | Rp80.000.000 | Rp62.500.000 | 78% |
| 4 | TPB 13: Penangangan Perubahan Iklim | SDG 13: Addressing Climate Change | Rp70.000.000 | Rp54.512.040 | 78% |
| 5 | TPB 14: Ekosistem Lautan | SDG 14: Marine Ecosystems | Rp1.744.347.836 | Rp1.577.871.314 | 90% |
| 6 | TPB 15: Ekosistem Daratan | SDG 15: Terrestrial Ecosystems | Rp1.185.073.591 | Rp1.050.515.000 | 89% |
| | JUMLAH | TOTAL | Rp3.839.246.174 | Rp3.411.522.141 | 89% |
| D | PILAR HUKUM DAN TATA KELOLA \| PILLARS OF LAW AND GOVERNANCE | | | | |
| 1 | TPB 16: Perdamaian, Keadilan dan Kelembagaan yang Tangguh | SDG 16: Peace, Justice and Strong Institutions | Rp250.000.000 | Rp234.950.000 | 94% |
| | JUMLAH | TOTAL | Rp24.485.395.215 | Rp26.035.233.199 | 106% |

Strategi TJSL Pelindo Terminal Petikemas merupakan pendekatan yang mensinergikan TJSL dengan strategi perusahaan secara keseluruhan. Yang dimaksud dengan mensinergikan adalah bahwa Pelindo Terminal Petikemas menjadikan TJSL sebagai bagian dari strategi perusahaan. Dengan menerapkan strategi TJSL yang benar maka perusahaan dapat menjaga atau meningkatkan daya saing melalui reputasi dan citra perusahaan yang baik. Dengan fokus pada pemberdayaan melalui pendekatan kolaboratif dengan para pemangku kepantingan seperti tergambar pada kegiatan-kegiatan dibawah ini baik bersama unsur pemerintah maupun masyarakat lokal, Pelindo Terminal Petikemas terus berupaya untuk meningkatkan peningkatan kesejahteraan bersama yang dicapai melalui program-program pemberdayaan ekonomi dengan program pelayanan untuk menutupi kesenjangan, peningkatan akses dan peningkatan kualitas pendidikan, peningkatan akses dan kualitas kesehatan masyarakat serta peningkatan kualitas lingkungan hidup termasuk akses air dan sanitasi dasar yang berorientasi untuk mewujudkan Pembangunan berkelanjutan. Berikut adalah realisasi kegiatan-kegiatan penyaluran dana TJSL yang telah disalurkan Pelindo Terminal Petikemas ditahun 2025:

Pelindo Terminal Petikemas's CSR strategy is an approach that synergizes CSR with the overall corporate strategy. What is meant by synergizing is that Pelindo Terminal Petikemas makes CSR a part of the corporate strategy. By implementing the correct CSR strategy, the company can maintain or improve competitiveness through a good corporate reputation and image. With a focus on empowerment through a collaborative approach with stakeholders as illustrated in the activities below, both with government elements and local communities, Pelindo Terminal Petikemas continues to strive to improve shared prosperity achieved through economic empowerment programs with service programs to close gaps, increase access and improve the quality of education, improve access and quality of public health and improve the quality of the environment including access to water and basic sanitation oriented to realizing sustainable development. The following is the realization of CSR fund distribution activities that have been distributed by Pelindo Terminal Petikemas in 2025:

### Pilar Sosial

- TPB 1 : Tanpa Kemiskinan
- TPB 2 (Tanpa Kelaparan)
- TPB 3 (Kehidupan Sehat dan Sejahtera)
- TPB 4 (Pendidikan Berkualitas)

### Pilar Ekonomi

- TPB 8 (Pekerjaan Layak dan Pertumbuhan Ekonomi)
- TPB 9 (Industri, Inovasi, dan Infrastruktur)
- TPB 10 (Berkurangnya Kesenjangan)
- TPB 17 (Kemitraan untuk Mencapai Tujuan)

### Pilar Lingkungan

- TPB 6 (Air Bersih dan Sanitasi Layak)
- TPB 11 (Kota dan Pemukiman yang Berkelanjutan)
- TPB 13 (Penanganan Perbuahan Iklim)
- TPB 14 (Ekosistem Lautan)
- TPB 15 (Ekosistem Daratan)

## Penanganan Pengaduan Masyarakat

Pelindo Terminal Petikemas menyadari bahwa kegiatan operasional selain memberikan manfaat ekonomi juga berpotensi menimbulkan dampak sosial dan lingkungan. Oleh karena itu, Perseroan tidak hanya memastikan kepatuhan terhadap perizinan seperti AMDAL, UKL-UPL, dan persetujuan teknis lainnya, tetapi juga menyediakan mekanisme pengaduan masyarakat yang terstruktur dan responsif.

Saluran pengaduan dikelola oleh fungsi Hubungan Masyarakat (Humas) sebagai media komunikasi dua arah antara Perusahaan dan masyarakat. Mekanisme ini memungkinkan penyampaian aspirasi sekaligus penyelesaian permasalahan secara transparan dan akuntabel.

Adapun proses penanganan pengaduan meliputi:

1. Penerimaan keluhan melalui berbagai kanal (surat, email, hotline, atau tatap muka);
2. Pencatatan dan pendokumentasian secara administratif;
3. Klasifikasi dan verifikasi untuk menentukan tingkat urgensi;
4. Koordinasi dengan unit terkait untuk penanganan;
5. Penyampaian tanggapan dan penyelesaian kepada pelapor;
6. Monitoring dan evaluasi untuk perbaikan berkelanjutan.

Melalui sistem ini, Pelindo Terminal Petikemas berkomitmen menjaga hubungan yang harmonis dengan masyarakat serta memastikan setiap pengaduan ditangani secara adil, transparan, dan menjadi bahan evaluasi untuk peningkatan kinerja perusahaan.

### Social Pillar

- SDG 1: No Poverty
- SDG 2 (Zero Hunger)
- SDG 3 (Healthy and Well-Being)
- SDG 4 (Quality Education)

### Economic Pillar

- SDG 8 (Decent Work and Economic Growth)
- SDG 9 (Industry, Innovation, and Infrastructure)
- SDG 10 (Reduced Inequalities)
- SDG 17 (Partnerships for the Goals)

### Environmental Pillar

- SDG 6 (Clean Water and Sanitation)
- SDG 11 (Sustainable Cities and Human Settlements)
- SDG 13 (Addressing Climate Change)
- SDG 14 (Marine Ecosystems)
- SDG 15 (Terrestrial Ecosystems)

## Handling Public Complaints

Pelindo Terminal Petikemas recognizes that operational activities, in addition to providing economic benefits, also have the potential to cause social and environmental impacts. Therefore, the Company not only ensures compliance with permits such as AMDAL, UKL-UPL, and other technical approvals, but also provides a structured and responsive public complaints mechanism.

The complaint channel is managed by the Public Relations (PR) function as a two-way communication channel between the Company and the community. This mechanism allows for the expression of aspirations and resolution of problems in a transparent and accountable manner.

The complaint handling process includes:

1. Receiving complaints through various channels (letter, email, hotline, or face-to-face);
2. Administrative recording and documentation;
3. Classification and verification to determine the level of urgency;
4. Coordination with relevant units for handling;
5. Delivering responses and resolutions to the complainant;
6. Monitoring and evaluation for continuous improvement.

Through this system, Pelindo Terminal Petikemas is committed to maintaining harmonious relations with the community and ensuring that every complaint is handled fairly, transparently, and serves as evaluation material for improving the company's performance.

# LAPORAN KEUANGAN AUDIT

Audited Financial Report

# PT Pelindo Terminal Petikemas
# dan entitas anaknya/ and its subsidiaries

Laporan keuangan konsolidasian
tanggal 31 Desember 2025 dan untuk tahun yang berakhir
pada tanggal tersebut beserta laporan auditor independen/
Consolidated financial statements
as of December 31, 2025 and for the year then ended
with independent auditor's report

*The original consolidated financial statements included herein are in Indonesian language.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA LAPORAN KEUANGAN KONSOLIDASIAN TANGGAL 31 DESEMBER 2025 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT BESERTA LAPORAN AUDITOR INDEPENDEN**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31, 2025 AND FOR THE YEAR THEN ENDED WITH INDEPENDENT AUDITOR'S REPORT***

**Daftar Isi** / ***Table of Contents***


| | **Halaman/ *Page*** | |
|---|---|---|
| Surat Pernyataan Direksi | | *Director's Statement* |
| Laporan Auditor Independen…….. | | *……..Independent Auditor's Report* |
| Laporan Posisi Keuangan Konsolidasian…… | 1 - 3 | *…….....Consolidated Statement of Financial Position* |
| Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian…… | 4 - 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 - 162 | *.....Notes to the Consolidated Financial Statements* |


**********

PELINDO
TERMINAL PETIKEMAS

**SURAT PERNYATAAN DEWAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN TANGGAL 31 DESEMBER 2025 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT PT PELINDO TERMINAL PETIKEMAS**

***BOARD OF DIRECTORS STATEMENT REGARDING THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31, 2025 AND FOR THE YEAR THEN ENDED PT PELINDO TERMINAL PETIKEMAS***

Kami, yang bertanda tangan di bawah ini: / *We, the undersigned below:*

| | | | |
|---|---|---|---|
| 1. | Nama | **Muhammad Adji** | *Name* |
| | Alamat kantor | Jl. Perak Timur No. 478, Surabaya | *Office address* |
| | Alamat domisili atau sesuai KTP | Limus Pratama Regency J. 3/9 Kel. Limusnunggal, Kec. Cileungsi, Bogor | *Domicile address or address according to ID* |
| | Nomor telepon | +62-81280121441 | *Telephone number* |
| | Jabatan | Direktur Utama / *President Director* | *Title* |
| 2. | Nama | **Endot Endrardono** | *Name* |
| | Alamat kantor | Jl. Perak Timur No. 478, Surabaya | *Office address* |
| | Alamat domisili atau sesuai KTP | Jl. Gayungsari Barat 9 Nomor 26, Surabaya | *Domicile address or address according to ID* |
| | Nomor telepon | +62-811315002 | *Telephone number* |
| | Jabatan | Direktur Keuangan dan Manajemen Risiko / *Director of Finance and Risk Management* | *Title* |

menyatakan bahwa: / *declare that:*

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Pelindo Terminal Petikemas;

   *We are responsible for the preparation and presentation of the consolidated financial statements of PT Pelindo Terminal Petikemas;*

2. Laporan keuangan konsolidasian PT Pelindo Terminal Petikemas telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;

   *The consolidated financial statements of PT Pelindo Terminal Petikemas have been prepared and presented in accordance with Indonesian Financial Accounting Standards;*

3. a. Semua informasi dalam laporan keuangan konsolidasian PT Pelindo Terminal Petikemas telah dimuat secara lengkap dan benar; dan

   *All information in the consolidated financial statements of PT Pelindo Terminal Petikemas have been fully disclosed in a complete and truthful manner; and*

   b. Laporan keuangan konsolidasian PT Pelindo Terminal Petikemas tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;

   *The consolidated financial statements of PT Pelindo Terminal Petikemas do not contain any incorrect information or material fact, nor do they omit any information or material fact;*

4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Pelindo Terminal Petikemas.

   *We are responsible for the internal control system of PT Pelindo Terminal Petikemas.*

Demikian pernyataan ini dibuat dengan sebenarnya. / *This statement is made truthfully.*

Surabaya, 29 April 2026/ *Surabaya, April 29 , 2026*

**M. Adji**
Direktur Utama / *President Director*

**Endot Endrardono**
Direktur Keuangan dan Manajemen Risiko / *Director of Finance and Risk Management*

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# KAP Purwanto Susanti dan Surja

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Jakarta 12190, Indonesia

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The original report included herein is in the Indonesian language.

## Laporan Auditor Independen

Laporan No. 01137/2.1505/AU.1/05/1832-1/1/IV/2026

Pemegang Saham, Dewan Komisaris dan Direksi
PT Pelindo Terminal Petikemas

### Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Pelindo Terminal Petikemas ("Perusahaan") dan entitas anaknya (secara kolektif disebut sebagai "Grup") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2025, 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 2025, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

### 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.

## Independent Auditor's Report

Report No. 01137/2.1505/AU.1/05/1832-1/1/IV/2026

The Shareholders and the Boards of Commissioners and Directors
PT Pelindo Terminal Petikemas

### Opinion

We have audited the accompanying consolidated financial statements of PT Pelindo Terminal Petikemas (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as of December 31, 2025, 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, 2025, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

### 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.



KAP Purwanto Susanti dan Surja
Registered Public Accountants KMK No. 69/MK/SK/2025
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Laporan Auditor Independen (lanjutan)

Laporan No. 01137/2.1505/AU.1/05/1832-1/1/IV/2026 (lanjutan)

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2025 ("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.

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.

Independent Auditor's Report (continued)

Report No. 01137/2.1505/AU.1/05/1832-1/1/IV/2026 (continued)

Other information

Management is responsible for the other information. Other information comprises the information included in the Annual Report 2025 ("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.

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.



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Laporan Auditor Independen (lanjutan)

Laporan No. 01137/2.1505/AU.1/05/1832-1/1/IV/2026 (lanjutan)

Independent Auditor's Report (continued)

Report No. 01137/2.1505/AU.1/05/1832-1/1/IV/2026 (continued)

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.

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.



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Laporan Auditor Independen (lanjutan)

Laporan No. 01137/2.1505/AU.1/05/1832-1/1/IV/2026 (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.

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.

Independent Auditor's Report (continued)

Report No. 01137/2.1505/AU.1/05/1832-1/1/IV/2026 (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.

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.



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The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 01137/2.1505/AU.1/05/1832-1/1/IV/2026 (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 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.

- 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.

Independent Auditor's Report (continued)

Report No. 01137/2.1505/AU.1/05/1832-1/1/IV/2026 (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 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.

- 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 indepnedent auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions 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.



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The original report included herein is in the Indonesian language.

Laporan Auditor Independen (lanjutan)

Laporan No. 01137/2.1505/AU.1/05/1832-1/1/IV/2026 (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)

- 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.

- 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. 01137/2.1505/AU.1/05/1832-1/1/IV/2026 (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)

- 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.

- 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 Purwanto Susanti dan Surja

Budi Hartono

Registrasi Akuntan Publik No. AP.1832 / Public Accountant Registration No. AP.1832

29 April 2026/April 29, 2026

01137



A member firm of Ernst & Young Global Limited

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF FINANCIAL POSITION As of December 31, 2025 (Expressed in Thousands of Rupiah, Unless Otherwise Stated)***

| | Catatan/ *Notes* | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|---|
| **ASET** | | | | ***ASSETS*** |
| **ASET LANCAR** | | | | ***CURRENT ASSETS*** |
| Kas dan setara kas | 4, 33a | 4.815.571.667 | 5.403.662.855 | *Cash and cash equivalents* |
| Piutang usaha, neto | | | | *Trade receivables, net* |
| Pihak ketiga | 5 | 487.009.447 | 475.333.614 | *Third parties* |
| Pihak berelasi | 5, 33b | 41.925.004 | 85.538.296 | *Related parties* |
| Piutang lain-lain, neto | | | | *Other receivables, net* |
| Pihak ketiga | 6 | 33.149.754 | 10.833.751 | *Third parties* |
| Pihak berelasi | 6, 33c | 102.988.628 | 107.564.916 | *Related parties* |
| Aset kontrak pihak berelasi | 7, 33d | 65.461.433 | 29.472.685 | *Contract assets related parties* |
| Persediaan, neto | 8 | 55.940.196 | 60.290.521 | *Inventories, net* |
| Uang muka dan beban dibayar di muka | 9 | 210.272.794 | 211.063.244 | *Advances and prepaid expenses* |
| Pajak dibayar di muka | 21a | 221.215.261 | 51.648.233 | *Prepaid taxes* |
| Aset lancar lainnya | 10 | 1.450.340.970 | 1.277.482.508 | *Other current assets* |
| **Total Aset Lancar** | | **7.483.875.154** | **7.712.890.623** | ***Total Current Assets*** |
| **ASET TIDAK LANCAR** | | | | ***NON-CURRENT ASSETS*** |
| Piutang lain-lain jangka panjang | 33e | 464.155.739 | 488.197.547 | *Long-term other receivables* |
| Investasi saham | 11 | 2.830.205.038 | 2.610.401.187 | *Investment in shares* |
| Properti investasi, neto | | 19.571.234 | 20.172.201 | *Investment properties, net* |
| Aset hak-guna, neto | 15 | 356.879.007 | 255.907.248 | *Right-of-use assets, net* |
| Aset tetap, neto | 12 | 4.103.116.696 | 2.628.385.960 | *Fixed assets, net* |
| Aset takberwujud, neto | 13 | 7.098.924.475 | 7.530.284.662 | *Intangible assets, net* |
| Aset kontrak konsesi | 14 | 483.022.348 | 137.203.001 | *Concession contractual assets* |
| Taksiran tagihan restitusi pajak | 21b | 134.875.577 | 139.628.260 | *Estimated claims for tax refund* |
| Aset pajak tangguhan | 21f | 400.719.826 | 260.295.217 | *Deferred tax assets* |
| Aset tidak lancar lainnya | 16 | 462.297.662 | 318.967.690 | *Other non-current assets* |
| **Total Aset Tidak Lancar** | | **16.353.767.602** | **14.389.442.973** | ***Total Non-Current Assets*** |
| **TOTAL ASET** | | **23.837.642.756** | **22.102.333.596** | ***TOTAL ASSETS*** |

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

*The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2025 (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2025 (Expressed in Thousands of Rupiah, Unless Otherwise Stated)***

| | Catatan/ *Notes* | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|---|
| **LIABILITAS DAN EKUITAS** | | | | ***LIABILITIES AND EQUITY*** |
| **LIABILITAS** | | | | ***LIABILITIES*** |
| **LIABILITAS JANGKA PENDEK** | | | | ***CURRENT LIABILITIES*** |
| Utang usaha | | | | *Trade payables* |
| Pihak ketiga | 17 | 99.767.932 | 120.533.704 | *Third parties* |
| Pihak berelasi | 17, 33f | 161.459.490 | 275.023.004 | *Related parties* |
| Utang lain-lain | | | | *Other payables* |
| Pihak ketiga | 18 | 161.451.148 | 95.803.782 | *Third parties* |
| Pihak berelasi | 18, 33g | 180.081.642 | 220.956.154 | *Related parties* |
| Utang pajak | 21c | 153.937.852 | 105.459.064 | *Tax payables* |
| Beban akrual | 20 | 3.755.055.925 | 2.644.402.475 | *Accrued expenses* |
| Bagian lancar atas: | | | | *Current maturities of:* |
| Liabilitas kontrak | 19, 33h | 238.248.573 | 160.668.222 | *Contractual liabilities* |
| Utang bank | 22 | 71.057.102 | 39.645.004 | *Bank loans* |
| Liabilitas sewa | 15 | 26.944.565 | 205.834.872 | *Lease liabilities* |
| Liabilitas imbalan kerja jangka pendek | 24 | 3.657.907 | 3.186.142 | *Short term employee benefit liabilities* |
| **Total Liabilitas Jangka Pendek** | | **4.851.662.136** | **3.871.512.423** | ***Total Current Liabilities*** |
| **LIABILITAS JANGKA PANJANG** | | | | ***NON-CURRENT LIABILITIES*** |
| Liabilitas pajak tangguhan | 21f | 76.264.563 | 88.442.343 | *Deferred tax liabilities* |
| Utang lain-lain jangka panjang | 23, 33i | 545.904.170 | 482.538.928 | *Long-term other payables* |
| Liabilitas jangka panjang - setelah dikurangi bagian lancar: | | | | *Long-term liabilities – net of current maturities:* |
| Utang bank jangka panjang | 22 | 586.005.673 | 521.793.889 | *Long-term bank loans* |
| Liabilitas sewa | 15 | 221.552.871 | 47.312.056 | *Lease liabilities* |
| Liabilitas kontrak jangka panjang | 19 | 1.028.543.774 | 1.104.825.607 | *Long-term contractual liabilities* |
| Liabilitas imbalan kerja jangka panjang | 24 | 171.214.945 | 147.122.672 | *Long-term employee benefit liabilities* |
| **Total Liabilitas Jangka Panjang** | | **2.629.485.996** | **2.392.035.495** | ***Total Non-Current Liabilities*** |
| **TOTAL LIABILITAS** | | **7.481.148.132** | **6.263.547.918** | ***TOTAL LIABILITIES*** |

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

*The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA LAPORAN POSISI KEUANGAN KONSOLIDASIAN (lanjutan) Tanggal 31 Desember 2025 (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued) As of December 31, 2025 (Expressed in Thousands of Rupiah, Unless Otherwise Stated)***

| | Catatan/ *Notes* | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|---|
| **LIABILITAS DAN EKUITAS (lanjutan)** | | | | ***LIABILITIES AND EQUITY (continued)*** |
| **EKUITAS** | | | | ***EQUITY*** |
| **Ekuitas yang dapat diatribusikan kepada pemilik entitas induk** | | | | ***Equity attributable to owners of the parent entity*** |
| Modal saham - nilai nominal Rp1.000.000 (nilai penuh) per saham | | | | *Share capital - par value of Rp1,000,000 (full amount) per share* |
| Modal dasar - 19.379.552 saham | | | | *Authorized capital - 19,379,552 shares* |
| Modal ditempatkan dan disetor penuh - 9.363.868 saham | 25 | 9.363.868.000 | 9.363.868.000 | *Issued and fully paid - 9,363,868 shares* |
| Tambahan modal disetor | 26 | (142.764.036) | (142.764.036) | *Additional paid-in capital* |
| Saldo laba | | | | *Retained earnings* |
| Ditentukan penggunaannya | | 4.910.708.221 | 3.397.644.610 | *Appropriated* |
| Belum ditentukan penggunaannya | | 1.384.845.379 | 2.424.939.775 | *Unappropriated* |
| Penghasilan komprehensif lain | | 79.327.120 | 82.851.325 | *Other comprehensive income* |
| **Ekuitas yang dapat diatribusikan kepada pemilik entitas induk, neto** | | **15.595.984.684** | **15.126.539.674** | ***Net equity attributable to owners of the parent entity*** |
| Kepentingan nonpengendali | 27 | 760.509.940 | 712.246.004 | *Non-controlling interests* |
| **EKUITAS, NETO** | | **16.356.494.624** | **15.838.785.678** | ***NET EQUITY*** |
| **TOTAL LIABILITAS DAN EKUITAS** | | **23.837.642.756** | **22.102.333.596** | ***TOTAL LIABILITIES AND EQUITY*** |

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

*The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA**
**LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN**
**Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025**
**(Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES***
***CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME***
***For the Year Ended December 31, 2025***
***(Expressed in Thousands of Rupiah, Unless Otherwise Stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | | |
|---|---|---|---|---|
| | **2025** | **Catatan/ *Notes*** | **2024** | |
| Pendapatan operasi | 15.425.327.647 | 28,33j | 14.123.979.217 | *Operating revenues* |
| Beban operasi | (12.558.922.501) | 29,33k | (11.372.221.916) | *Operating expenses* |
| Beban operasi lainnya, neto | (585.948.140) | 30 | (95.240.202) | *Other operating expenses, net* |
| **LABA USAHA** | **2.280.457.006** | | **2.656.517.099** | ***INCOME FROM OPERATIONS*** |
| Pendapatan keuangan, neto | 343.660.616 | 31a | 289.595.847 | *Finance income, net* |
| Beban keuangan | (115.670.021) | 31b | (147.545.703) | *Finance costs* |
| Bagian laba entitas asosiasi, neto | 311.871.026 | 32 | 352.058.592 | *Equity in income of associates, net* |
| **LABA SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN BADAN** | **2.820.318.627** | | **3.150.625.835** | ***INCOME BEFORE FINAL TAX AND CORPORATE INCOME TAX*** |
| Beban pajak final | (113.851.410) | | (95.826.865) | *Final tax expense* |
| **LABA SEBELUM PAJAK PENGHASILAN BADAN** | **2.706.467.217** | | **3.054.798.970** | ***INCOME BEFORE CORPORATE INCOME TAX*** |
| **MANFAAT (BEBAN) PAJAK PENGHASILAN BADAN** | | | | ***CORPORATE INCOME TAX BENEFIT (EXPENSE)*** |
| Kini | (609.879.562) | 21e | (465.846.926) | *Current* |
| Tangguhan | 151.797.158 | 21e | 6.489.477 | *Deferred* |
| **LABA TAHUN BERJALAN** | **2.248.384.813** | | **2.595.441.521** | ***INCOME 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 | (3.872.857) | | (177.713) | *Remeasurements of defined benefit plans, net of tax* |
| **Pos yang akan direklasifikasi ke laba rugi:** | | | | ***Item that will be reclassified to profit or loss:*** |
| Selisih kurs penjabaran laporan keuangan | - | | 43.048.328 | *Exchange differences due to financial statements translation* |
| **TOTAL LABA KOMPREHENSIF TAHUN BERJALAN** | **2.244.511.956** | | **2.638.312.136** | ***TOTAL COMPREHENSIVE INCOME FOR THE YEAR*** |

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

*The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN (lanjutan) Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025 (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (continued) For the Year Ended December 31, 2025 (Expressed in Thousands of Rupiah, Unless Otherwise Stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | | |
|---|---|---|---|---|
| | **2025** | **Catatan/ *Notes*** | **2024** | |
| **LABA TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:** | | | | ***INCOME FOR THE YEAR ATTRIBUTABLE TO:*** |
| Pemilik entitas induk | 2.172.969.215 | | 2.513.063.611 | *Owners of the parent entity* |
| Kepentingan nonpengendali | 75.415.598 | 27 | 82.377.910 | *Non-controlling interests* |
| **LABA TAHUN BERJALAN** | **2.248.384.813** | | **2.595.441.521** | ***INCOME FOR THE YEAR*** |
| **TOTAL LABA KOMPREHENSIF TAHUN BERJALAN YANG DAPAT DIATRIBUSIKAN KEPADA:** | | | | ***TOTAL COMPREHENSIVE INCOME FOR THE YEAR ATTRIBUTABLE TO:*** |
| Pemilik entitas induk | 2.169.445.010 | | 2.556.414.396 | *Owners of the parent entity* |
| Kepentingan nonpengendali | 75.066.946 | | 81.897.740 | *Non-controlling interests* |
| **LABA KOMPEREHENSIF TAHUN BERJALAN** | **2.244.511.956** | | **2.638.312.136** | ***COMPREHENSIVE INCOME FOR THE YEAR*** |

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

*The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.*

*The original consolidated financial statements included herein are in the Indonesian language.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA**
**LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN**
**Untuk Tahun yang Berakhir pada**
**Tanggal 31 Desember 2025**
**(Disajikan dalam Ribuan Rupiah, kecuali dinyatakan lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES***
***CONSOLIDATED STATEMENT OF***
***CHANGES IN EQUITY***
***For the Year Ended December 31, 2025***
***(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* | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Saldo laba/ *Retained earnings* | | | | | | |
| | | Modal saham ditempatkan dan disetor penuh/ *Issued and fully paid capital stock* | Tambahan modal disetor/ *Additional paid-in capital* | Ditentukan penggunaannya/ *Appropriated* | Belum ditentukan penggunaannya/ Unappropriated | Penghasilan komprehensif lain/ *Other comprehensive income* | Ekuitas yang dapat diatribusikan kepada pemilik entitas induk, neto/ Net equity attributable to owners of the parent entity | | | |
| **Saldo 1 Januari 2024** | | **9.363.868.000** | **(142.848.810)** | **1.708.718.636** | **2.050.802.138** | **39.500.540** | **13.020.040.504** | **650.320.338** | **13.670.360.842** | ***Balance as of January 1, 2024*** |
| Laba tahun berjalan | | - | - | - | 2.513.063.611 | 43.350.785 | 2.556.414.396 | 81.897.740 | 2.638.312.136 | *Income for the year* |
| Cadangan umum | 25 | - | - | 1.688.925.974 | (1.688.925.974) | - | - | - | - | *General reserve* |
| Selisih transaksi kombinasi bisnis entitas sepengendali | 1d | - | 84.774 | - | - | - | 84.774 | - | 84.774 | *Difference arising from business combination of entities under common control* |
| Pembayaran dividen | 25 | - | - | - | (450.000.000) | - | (450.000.000) | (19.972.074) | (469.972.074) | *Dividen payment* |
| **Saldo 31 Desember 2024** | | **9.363.868.000** | **(142.764.036)** | **3.397.644.610** | **2.424.939.775** | **82.851.325** | **15.126.539.674** | **712.246.004** | **15.838.785.678** | ***Balance as of December 31, 2024*** |
| Laba tahun berjalan | | - | - | - | 2.172.969.215 | (3.524.205) | 2.169.445.010 | 75.066.946 | 2.244.511.956 | *Income for the year* |
| Cadangan umum | 25 | - | - | 1.513.063.611 | (1.513.063.611) | - | - | - | - | *General reserve* |
| Pembayaran dividen | 25 | - | - | - | (1.700.000.000) | - | (1.700.000.000) | (26.803.010) | (1.726.803.010) | *Dividen payment* |
| **Saldo 31 Desember 2025** | | **9.363.868.000** | **(142.764.036)** | **4.910.708.221** | **1.384.845.379** | **79.327.120** | **15.595.984.684** | **760.509.940** | **16.356.494.624** | ***Balance as of December 31, 2025*** |

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

*The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA**
**LAPORAN ARUS KAS KONSOLIDASIAN**
**Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2025**
**(Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES***
***CONSOLIDATED STATEMENT OF CASH FLOW***
***For the Year Ended December 31, 2025***
***(Expressed in Thousands of Rupiah, Unless Otherwise Stated)***

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | | |
|---|---|---|---|---|
| | **2025** | **Catatan/ *Notes*** | **2024** | |
| **ARUS KAS DARI AKTIVITAS OPERASI** | | | | ***CASH FLOWS FROM OPERATING ACTIVITIES*** |
| Penerimaan kas dari pelanggan | 15.066.594.592 | | 13.991.564.052 | *Cash receipts from customers* |
| Pembayaran kepada pemasok | (10.195.087.655) | | (8.960.689.528) | *Payment to suppliers* |
| Pembayaran kepada karyawan | (1.464.393.727) | | (1.613.312.256) | *Payment to employees* |
| Pembayaran pajak penghasilan badan dan final | (681.098.420) | 21a, 21b, 21c, 21d | (719.532.936) | *Payment for corporate income and final taxes* |
| Penerimaan restitusi pajak | 18.936.759 | 21g | - | *Receipts from tax refund* |
| **Kas neto diperoleh dari aktivitas operasi** | **2.744.951.549** | | **2.698.029.332** | ***Net cash provided by operating activities*** |
| **ARUS KAS DARI AKTIVITAS INVESTASI** | | | | ***CASH FLOWS FROM INVESTING ACTIVITIES*** |
| Penerimaan dividen | - | | 129.133 | *Receipt of dividend* |
| Pendapatan keuangan | 343.660.616 | | 289.595.847 | *Finance income* |
| Perolehan aset tetap, beban tangguhan, dan aset takberwujud | (1.951.721.140) | 12,13,14, 16,37 | (488.241.346) | *Acquisition of fixed assets, deferred charges and intangible assets* |
| **Kas neto digunakan untuk aktivitas investasi** | **(1.608.060.524)** | | **(198.516.366)** | ***Net cash used in investing activities*** |
| **ARUS KAS DARI AKTIVITAS PENDANAAN** | | | | ***CASH FLOWS FROM INVESTING ACTIVITIES*** |
| Pembayaran pinjaman dari pemegang saham | - | | (813.629.009) | *Payment of loan from shareholder* |
| Penerimaan pinjaman bank | 134.947.688 | 22 | - | *Receipt of bank loans* |
| Pembayaran pinjaman bank | (40.296.808) | 22 | (116.243.222) | *Payment of bank loans* |
| Pembayaran liabilitas sewa | (41.595.295) | 15 | (36.697.048) | *Payments of lease liabilities* |
| Pembayaran bunga | (51.234.788) | | (113.655.702) | *Interest payment* |
| Pembayaran dividen | (1.726.803.010) | 25 | (469.972.074) | *Payment of dividend* |
| **Kas neto digunakan untuk aktivitas pendanaan** | **(1.724.982.213)** | | **(1.550.197.055)** | ***Net cash used in financing activities*** |
| **KENAIKAN (PENURUNAN) KAS NETO DAN SETARA KAS** | **(588.091.188)** | | **949.315.911** | ***NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENT*** |
| **KAS DAN SETARA KAS AWAL TAHUN** | **5.403.662.855** | | **4.454.346.944** | ***CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR*** |
| **KAS DAN SETARA KAS AKHIR TAHUN** | **4.815.571.667** | 4 | **5.403.662.855** | ***CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR*** |

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

*The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in Thousand of Rupiah, Unless Otherwise Stated)***

## 1. UMUM

### a. Pendirian dan informasi umum

PT Pelindo Terminal Petikemas ("Perusahaan") (dahulu PT Terminal Petikemas Indonesia ("TPI")) didirikan berdasarkan Akta Notaris Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn., tanggal 10 April 2013. Akta pendirian ini telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-21873.AH.01.01 Tahun 2013 tanggal 24 April 2013 dan diumumkan dalam Tambahan Berita Negara Republik Indonesia No. 73 tanggal 10 September 2013.

Berdasarkan Pernyataan Keputusan Rapat Umum Pemegang Saham dalam Akta Notaris No. 18 oleh Notaris Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta Selatan, tanggal 11 Oktober 2021, para pemegang saham telah menyetujui dan mengesahkan perubahan nama PT Terminal Petikemas Indonesia menjadi PT Pelindo Terminal Petikemas, serta perubahan modal, tempat kedudukan, dan logo Perusahaan

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir dengan akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 16 tanggal 21 Maret 2023, tentang Pengurangan Modal Ditempatkan dan Disetor.

Berdasarkan Pasal 3 Anggaran Dasar Perusahaan, ruang lingkup kegiatan usaha Perusahaan adalah di bidang kegiatan pengusahaan di pelabuhan yang meliputi:

1. Penyediaan dan/atau pelayanan jasa dermaga untuk pelaksanaan kegiatan bongkar muat barang dan petikemas;
2. Penyediaan dan/atau pelayanan jasa gudang dan tempat penimbunan barang, alat bongkar muat serta peralatan pelabuhan;
3. Penyediaan dan/atau pelayanan jasa terminal petikemas;
4. Penyediaan dan/atau pelayanan jasa bongkar muat barang;
5. Penyediaan dan/atau pelayanan pusat distribusi dan konsolidasi barang;
6. Penyediaan depo petikemas;
7. Pelayanan pengisian air tawar dan minyak;
8. Penyediaan fasilitas gudang pendingin;
9. Fumigasi dan pembersihan/perbaikan container.

## *1. GENERAL*

### *a. Establishment and general information*

*PT Pelindo Terminal Petikemas ("the Company") (formerly PT Terminal Petikemas Indonesia ("TPI")) was officially established based on Notarial Deed of Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn dated April 10, 2013. This establishment deed has received an approval from the Ministry of Law and Human Rights of the Republic of Indonesia in its Decree No. AHU-21873.AH.01.01 Year 2013 dated April 24, 2013 and announced in Supplement to Official Gazette of the Republic of Indonesia No. 73 dated September 10, 2013.*

*Based on the Decision Statement of the General Meeting of Shareholders in the Notarial Deed No. 18 by Notary Nanda Fauz Iwan, S.H., M.Kn., Notary in South Jakarta, October 11, 2021, the shareholders have approved and ratified the change of name firm PT Terminal Petikemas Indonesia to PT Pelindo Terminal Petikemas, and change of capital, domicile and logo of the Company*

*The Company's Articles of Association have been amended several times, most recently by the deed of Notary Nanda Fauz Iwan, S.H., M.Kn., No. 16 dated March 21, 2023, regarding the Reduction of Issued and Paid-in Capital.*

*Based on Article 3 of its Articles of Association, the scope of the Company's activities is in the port business which includes:*

1. *Provision and/or dock services for loading and unloading of goods and containers;*
2. *Provision and/or service of warehouse and stockpiling, loading and unloading of equipment and port equipments;*
3. *Provision and/or container terminal services;*
4. *Provision and/or service of loading and unloading of goods;*
5. *Provision and/or service of distribution centre and goods consolidation;*
6. *Provision of container depots;*
7. *Fresh water and oil filling services;*
8. *Provision of refrigerated warehouse facility;*
9. *Fumigation and cleaning/repair of containers.*

## 1. UMUM (lanjutan)

### a. Pendirian dan informasi umum (lanjutan)

Kantor Perusahaan berlokasi di Pelindo Place Tower, Jalan Perak Timur 478, Surabaya.

Perusahaan beroperasi di sembilan belas Terminal Petikemas, antara lain Belawan, Semarang, Nilam, Banjarmasin, Makassar Terminal 1, Makassar Terminal 2, Bitung, Ambon, Pantoloan, Kendari, Tarakan, Sorong, Perawang, Kupang, Ternate, Bagendang, Bumiharjo, Merauke dan Jayapura.

Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia ("Pelindo") adalah entitas induk langsung Perusahaan, sedangkan Pemerintah Republik Indonesia adalah entitas induk terakhir Perusahaan.

Dalam laporan keuangan konsolidasian ini, Perusahaan dan entitas anaknya bersama-sama disebut sebagai "Grup".

### b. Dewan Komisaris, Direksi, Komite Audit, Sekretaris Perusahaan, dan Karyawan

Susunan Dewan Komisaris, Direksi, Komite Audit, dan Sekretaris Perusahaan adalah sebagai berikut:

## *1. GENERAL (continued)*

### *a. Establishment and general information (continued)*

*The Company's office is located at Pelindo Place Tower, Jalan Perak Timur 478, Surabaya.*

*The Company operates in nineteen container terminals, including Belawan, Semarang, Nilam, Banjarmasin, Makassar Terminal 1, Makassar Terminal 2, Bitung, Ambon, Pantoloan, Kendari, Tarakan, Sorong, Perawang, Kupang, Ternate, Bagendang, Bumiharjo, Merauke and Jayapura.*

*Perusahaan Perseroan (Persero) PT Pelabuhan Indonesia ("Pelindo") is the parent entity of the Company, whereas the Government of Republic of Indonesia is the ultimate parent of the Company.*

*In these consolidated financial statements, the Company and its subsidiaries are collectively referred to as the "Group".*

### *b. Board of Commissioners, Board of Directors, Audit Committee, Corporate Secretary, and Employees*

*The composition of the Company's Board of Commissioners, Board of Directors, Audit Committee, and Corporate Secretary are as follows:*

| **31 Desember 2025** | | ***December 31, 2025*** |
|---|---|---|
| **Dewan Komisaris** | | ***Board of Commissioners*** |
| Komisaris Utama | Moermahadi Soerja Djanegara | *President Commissioner* |
| Komisaris | Bahaduri Wijayanta Bekti Mukarta | *Commissioner* |
| Komisaris | Ronaldus Mujur | *Commissioner* |
| Komisaris | Montty Girianna | *Commissioner* |
| Komisaris Independen | Moermahadi Soerja Djanegara | *Independent Commissioner* |
| Komisaris Independen | Nurrachman | *Independent Commissioner* |
| Komisaris Independen | Yoke Candra Katon | *Independent Commissioner* |
| **Direksi** | | ***Board of Directors*** |
| Direktur Utama | M. Adji | *President Director* |
| Direktur Operasi | Muarip | *Operation Director* |
| Direktur Teknik | Umar | *Engineering Director* |
| Direktur Sumber Daya Manusia | Ady Sutrisno | *Human Resources Director* |
| Direktur Keuangan dan Manajemen Risiko | Endot Endrardono | *Finance and Risk Management Director* |
| Direktur Strategi dan Komersial | Rima Novianti | *Strategy and Commercial Director* |
| **Komite Audit** | | ***Audit Committee*** |
| Ketua | Nurrachman | *Chairman* |
| Anggota | Yoke Candra Katon | *Member* |
| Sekretaris Perusahaan | RM Kumara Anindhita Widyaswendra | *Corporate Secretary* |

## 1. UMUM (lanjutan)

### b. Dewan Komisaris, Direksi, Komite Audit, Sekretaris Perusahaan, dan Karyawan (lanjutan)

Susunan Dewan Komisaris, Direksi, Komite Audit, dan Sekretaris Perusahaan adalah sebagai berikut: (lanjutan)

## *1. GENERAL (continued)*

### *b. Board of Commissioners, Board of Directors, Audit Committee, Corporate Secretary, and Employees (continued)*

*The composition of the Company's Board of Commissioners, Board of Directors, Audit Committee, and Corporate Secretary are as follows: (continued)*

| **31 Desember 2024** | | ***December 31, 2024*** |
|---|---|---|
| **Dewan Komisaris** | | ***Board of Commissioners*** |
| Komisaris Utama | Moermahadi Soerja Djanegara | *President Commissioner* |
| Komisaris | Bahaduri Wijayanta Bekti Mukarta | *Commissioner* |
| Komisaris | Ronaldus Mujur | *Commissioner* |
| Komisaris | Montty Girianna | *Commissioner* |
| Komisaris | Antoni Arif Priadi | *Commissioner* |
| Komisaris Independen | Moermahadi Soerja Djanegara | *Independent Commissioner* |
| Komisaris Independen | Nurrachman | *Independent Commissioner* |
| Komisaris Independen | Yoke Candra Katon | *Independent Commissioner* |
| **Direksi** | | ***Board of Directors*** |
| Direktur Utama | M. Adji | *President Director* |
| Direktur Operasi | Muarip | *Operation Director* |
| Direktur Teknik | Umar | *Engineering Director* |
| Direktur Sumber Daya Manusia | Ady Sutrisno | *Human Resources Director* |
| Direktur Keuangan dan Manajemen Risiko | Endot Endrardono | *Finance and Risk Management Director* |
| Direktur Strategi dan Komersial | Rima Novianti | *Strategy and Commercial Director* |
| **Komite Audit** | | ***Audit Committee*** |
| Ketua | Nurrachman | *Chairman* |
| Anggota | M. Sapto Setiawan | *Member* |
| Sekretaris Perusahaan | RM Kumara Anindhita Widyaswendra | *Corporate Secretary* |

Total gaji dan imbalan jangka pendek lainnya yang dibayar atau diakru untuk Dewan Komisaris dan Direksi Grup adalah sebesar Rp61.141.090 dan Rp73.947.247 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024.

*Total salaries and other short-term benefits paid to or accrued for the Group's Boards of Commisioners and Board of Directors amounted to Rp61,141,090 and Rp73,947,247 for the years ended December 31, 2025 and 2024.*

Pada tanggal 31 Desember 2025 dan 2024, Grup memiliki masing-masing 5.977 dan 6.111 orang karyawan (tidak diaudit) yang terdiri dari karyawan Pelindo yang ditugaskan di Grup, tenaga profesional, tenaga alih daya, karyawan organik dan karyawan non-organik (tidak diaudit).

*As of December 31, 2025 and 2024, the Group has 5,977 and 6,111 employees (unaudited), respectively, consists of Pelindo's employees assigned to the Group, professionals, outsourcing, organic and non-organic employee (unaudited).*

## 1. UMUM (lanjutan)

### c. Pengalihan saham

Pengalihan saham di tahun 2022

Berdasarkan Akta No. 1 tanggal 3 Maret 2022 dari Nanda Fauz Iwan, S.H., M.Kn., notaris di Jakarta, para pemegang saham Perusahaan menyetujui di antaranya:

- Peningkatan modal dasar dari sebelumnya Rp500.000.000 yang terdiri dari 500.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) menjadi Rp9.689.776.000 yang terdiri dari 9.689.776 saham dengan nilai nominal Rp1.000.000 (nilai penuh).

- Penambahan modal ditempatkan dan disetor dari sebelumnya Rp201.201.000 yang terdiri dari 201.201 saham dengan nilai nominal Rp1.000.000 (nilai penuh) menjadi Rp2.422.444.000 yang terdiri dari 2.422.444 saham dengan nilai nominal Rp1.000.000 (nilai penuh) dimana penerbitan saham baru sejumlah 2.221.243 saham dengan nilai keseluruhan Rp2.221.243.000 diambil seluruhnya oleh Pelindo sebagai kompensasi pengalihan saham-saham milik Pelindo kepada Perusahaan, dengan rincian sebagai berikut:
  - Saham PT IPC Terminal Petikemas ("IPC TPK") sebanyak 24.750 saham atau setara dengan 99,00% dengan nilai nominal Rp24.750.000.
  - Saham PT Prima Terminal Petikemas ("PTP 1") sebanyak 855.724 saham atau setara dengan 70,00% dengan nilai nominal Rp855.724.000.
  - Saham PT Terminal Teluk Lamong ("TTL") sebanyak 134.325 saham atau setara dengan 99,50% dengan nilai nominal Rp134.325.000.
  - Saham PT Terminal Petikemas Surabaya ("TPS") sebanyak 127.244 saham atau setara dengan 99,50% dengan nilai nominal Rp127.244.000.
  - Saham PT Berlian Jasa Terminal Indonesia ("BJTI") sebanyak 1.079.138 saham atau setara dengan 96,84% dengan nilai nominal Rp1.079.138.000.
  - Saham PT Kaltim Kariangau Terminal ("KKT") sebanyak 62 saham atau setara dengan 50,00% dengan nilai nominal Rp62.000.

## *1. GENERAL (continued)*

### *c. Shares transfer*

*Shares transfer in 2022*

*Based on Deed No. 1 dated March 3, 2022 of Nanda Fauz Iwan, S.H., M.Kn., notary in Jakarta, the Company's shareholders agreed among others:*

- *Increase of authorized capital from the previous amount of Rp500,000,000 which consisted of 500,000 shares with a nominal value of Rp1,000,000 (full amount) to Rp9,689,776,000 which consisted of 9,689,776 shares with a nominal value of Rp1,000,000 (full amount).*
- *Increase of issued and paid-in capital from Rp201,201,000 which consisted of 201,201 shares with nominal value of Rp1,000,000 (full amount) to Rp2,422,444,000 which consisted of 2,422,444 shares with nominal value of Rp1,000,000 (full amount) where the new issued shares of 2,221,243 shares with total value Rp2,221,243,000 were fully taken by Pelindo as a compensation of the transfer of shares owned by Pelindo to the Company, with detail as follows:*
  - *PT IPC Terminal Petikemas ("IPC TPK") shares amounting to 24,750 shares or equivalent to 99.00% with nominal value of Rp24,750,000.*
  - *PT Prima Terminal Petikemas ("PTP1") shares amounting to 855,724 shares or equivalent to 70.00% with nominal value of Rp855,724,000.*
  - *PT Terminal Teluk Lamong ("TTL") shares amounting to 134,325 shares or equivalent to 99.50% with nominal value of Rp134,325,000.*
  - *PT Terminal Petikemas Surabaya ("TPS") shares amounting to 127,244 shares or equivalent to 99.50% with nominal value of Rp127,244,000.*
  - *PT Berlian Jasa Terminal Indonesia ("BJTI") shares amounting to 1,079,138 shares or equivalent to 96.84% with nominal value of Rp1,079,138.000.*
  - *PT Kaltim Kariangau Terminal ("KKT") shares amounting to 62 shares or equivalent to 50.00% with nominal value of Rp62,000.*

**1. UMUM (lanjutan)**

**c. Pengalihan saham (lanjutan)**

Pengalihan saham di tahun 2022 (lanjutan)

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.

Berdasarkan akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 8 tanggal 27 April 2022, modal yang ditempatkan dan disetor pada Perusahaan mengalami peningkatan dari 2.422.444 saham dengan nilai sebesar Rp2.422.444.000 menjadi sebesar 7.464.437 saham dengan nilai sebesar Rp7.464.437.000 untuk mengakomodasi peningkatan modal berdasarkan hasil penilaian nilai wajar saham oleh KJPP Suwendho Rinaldy dan Rekan No. 220331.003/SRR/SK-OR/PTPI tanggal 31 Maret 2022 atas inbreng saham anak perusahaan PTP1, IPC TPK, TTL, TPS, BJTI, dan KKT, yang dilakukan sebelumnya dengan rincian sebagai berikut:

***1. GENERAL (continued)***

***c. Shares transfer (continued)***

*Shares transfer in 2022 (continued)*

*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.*

*Based on the deed of Notary Nanda Fauz Iwan, S.H., M.Kn., No. 8 dated April 27, 2022, the Paid-in and Issued Capital to the Company have been increased from 2,422,444 shares with total amount Rp2,422,444,000 to 7,464,437 shares with total amount Rp7,464,437,000 to accommodate the increase of capital based on share's fair value assessment from KJPP Suwendho Rinaldy and Partners No. 220331.003/SRR/SK-OR/PTPI dated March 31, 2022, regarding to shares inbreng of subsidiaries PTP1, IPC TPK, TTL, TPS, BJTI and KTT, which previously executed with details 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 Transferred*** | **Tambahan Penerbitan Saham Baru/ *Additional Issuance of New Shares*** | |
|---|---|---|---|---|
| IPC TPK | Rp24.750.000 | Rp1.011.546.000 | 986.796 lembar | Rp986.796.000 |
| PTP1 | Rp855.724.000 | Rp902.789.000 | 47.065 lembar | Rp47.065.000 |
| TTL | Rp134.325.000 | Rp673.371.000 | 539.046 lembar | Rp539.046.000 |
| TPS | Rp127.244.000 | Rp2.645.926.000 | 2.518.682 lembar | Rp2.518.682.000 |
| BJTI | Rp1.079.138.000 | Rp1.896.461.000 | 817.323 lembar | Rp817.323.000 |
| KKT | Rp62.000 | Rp133.143.000 | 133.081 lembar | Rp133.081.000 |
| **Total** | **Rp2.221.243.000** | **Rp7.263.236.000** | **5.041.993 lembar** | **Rp5.041.993.000** |

Akta perubahan ini sudah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia pada tanggal 27 April 2022.

Pengalihan saham tersebut di atas memenuhi kategori kombinasi bisnis entitas sepengendali sebagaimana diuraikan dalam PSAK 338 tentang "Kombinasi Bisnis Entitas Sepengendali".

*This amendment has received an approval from the Minister of Law and Human Rights of the Republic of Indonesia on April 27, 2022.*

*The transfer of shares meet the criteria of business combination of entities under common control as described in PSAK 338 concerning "Business Combinations of Entities Under Common Control".*

## 1. UMUM (lanjutan)

### c. Pengalihan saham (lanjutan)

Pengalihan saham di tahun 2022 (lanjutan)

Selisih antara jumlah imbalan yang dialihkan dalam bentuk penerbitan saham baru oleh Perusahaan dengan jumlah penambahan aset neto entitas yang dialihkan diakui sebagai bagian dari akun "Tambahan Modal Disetor" dengan perhitungan sebagai berikut:

## *1. GENERAL (continued)*

### *c. Shares transfer (continued)*

*Shares transfer in 2022 (continued)*

*The difference between the consideration paid in issuance of new shares and the carrying amount of the net assets in entities is recognized as part of the "Additional Paid-in Capital" account with calculation as follows:*

| | **Nilai yang Diakui Pada Saat Transaksi/ *Amount Recognized on Transaction*** | |
|---|---|---|
| Bagian atas nilai tercatat aset neto entitas yang dialihkan | | *Carrying amount of the transferred entities net assets* |
| BJTI | 2.064.757.046 | *BJTI* |
| TPS | 2.062.201.493 | *TPS* |
| PTP1 | 736.098.430 | *PTP1* |
| TTL | 587.655.938 | *TTL* |
| IPC TPK | 361.328.368 | *IPC TPK* |
| KKT | 31.894.080 | *KKT* |
| **Total** | **5.843.935.355** | ***Total*** |
| Imbalan saham yang dialihkan | (7.263.236.000) | *Consideration paid in shares* |
| **Tambahan modal disetor** | **(1.419.300.645)** | ***Additional paid-in capital*** |

Pengalihan saham di tahun 2023

Berdasarkan Akta No. 8 tanggal 30 Januari 2023 dari Nanda Fauz Iwan, S.H., M.Kn., notaris di Jakarta, para pemegang saham Perusahaan menyetujui di antaranya:

- Peningkatan modal dasar dari sebelumnya Rp9.689.776.000 yang terdiri dari 9.689.776 saham dengan nilai nominal Rp1.000.000 (nilai penuh) menjadi Rp19.379.552.000 yang terdiri dari 19.379.552 saham dengan nilai nominal Rp1.000.000 (nilai penuh).

- Penambahan modal ditempatkan dan disetor dari sebelumnya Rp7.464.437.000 yang terdiri dari 7.464.437 saham dengan nilai nominal Rp1.000.000 (nilai penuh) menjadi Rp10.709.008.000 yang terdiri dari 10.709.008 saham dengan nilai nominal Rp1.000.000 (nilai penuh) dimana penerbitan saham baru sejumlah 3.244.571 saham dengan nilai keseluruhan Rp3.244.571.000 diambil seluruhnya oleh Pelindo sebagai kompensasi pengalihan saham-saham milik Pelindo kepada Perusahaan, yaitu atas kepemilikan saham Pelindo di PT Prima Multi Terminal ("PMT") sebanyak 807.048 saham Seri A dan 27.583.523 saham Seri B atau setara dengan 97,73% dengan nilai nominal Rp4.402.112.054.

*Shares transfer in 2023*

*Based on Deed No. 8 dated January 30, 2023 of Nanda Fauz Iwan, S.H., M.Kn., notary in Jakarta, the Company's shareholders agreed among others:*

- *Increase of authorized capital from the previous amount of Rp9,689,776,000 which consisted of 9,689,776 shares with a nominal value of Rp1,000,000 (full amount) to Rp19,379,552,000 which consisted of 19,379,552 shares with a nominal value of Rp1,000,000 (full amount).*
- *Increase of issued and paid capital from Rp7,464,437,000 which consisted of 7,464,437 shares with nominal value of Rp1,000,000 (full amount) to Rp10,709,008,000 which consisted of 10,709,008 shares with nominal value of Rp1,000,000 (full amount) where the new issued shares of 3,244,571 shares with total value Rp3,244,571,000 were fully taken Pelindo as a compensation of the transfer of shares owned by Pelindo to the Company, namely shares owned by Pelindo in PT Prima Multi Terminal ("PMT") shares amounting to 807,048 Series A shares and 27,583,523 Series B shares or equivalent to 97.73% with nominal value of Rp4,402,112,054.*

**1. UMUM (lanjutan)**

**c. Pengalihan saham (lanjutan)**

Pengalihan saham di tahun 2023 (lanjutan)

Peningkatan modal dasar, penerbitan saham baru serta pengalihan saham tersebut telah diberitahukan dan disetujui oleh Kementerian Hukum dan Hak Asasi Manusia dengan pada tanggal 1 Februari 2023.

Berdasarkan akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 16 tanggal 21 Maret 2023, modal yang ditempatkan dan disetor pada Perusahaan mengalami penurunan dari 3.244.571 saham dengan nilai sebesar Rp3.244.571.000 menjadi sebesar 1.899.431 saham dengan nilai sebesar Rp1.899.431.000 untuk mengakomodasi penyetaraan saham PMT dan saham Perusahaan berdasarkan hasil penilaian nilai wajar saham oleh KJPP Suwendho Rinaldy dan Rekan No. 00076/2.0059-02/BS/05/0242/1/II/2023 tanggal 7 Februari 2023 atas inbreng saham PMT yang dilakukan sebelumnya dengan rincian sebagai berikut:

***1. GENERAL (continued)***

***c. Shares transfer (continued)***

*Shares transfer in 2023 (continued)*

*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 in Decree on February 1, 2023.*

*Based on the deed of Notary Nanda Fauz Iwan, S.H., M.Kn., No. 16 dated March 21, 2023, the Paid-in and Issued Capital to the Company have been decreased from 3,244,571 shares with total amount Rp3,244,571,000 to 1,899,431 shares with total amount Rp1,899,431,000 to accommodate the equalization of PMT shares and the Company's shares based on share's fair value assessment from KJPP Suwendho Rinaldy and Partners No. 00076/2.0059-02/BS/05/0242/1/II/2023 dated February 7, 2023, regarding to shares inbreng of PMT which previously executed with details 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 Transferred*** | **Pengurangan Penerbitan Saham Baru/ *Deduction Issuance of New Shares*** | |
|---|---|---|---|---|
| PMT | Rp3.244.571 | Rp1.899.431 | 1.345.140 lembar | Rp1.345.140.000 |

Akta perubahan ini sudah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat keputusan pada tanggal 16 Mei 2023.

*This amendment has received an approval from the Minister of Law and Human Rights of the Republic of Indonesia on May 16, 2023.*

Pengalihan saham tersebut di atas memenuhi kategori kombinasi bisnis antara entitas sepengendali sebagaimana diuraikan di dalam PSAK 338 (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, dengan perhitungan sebagai berikut:

*The transfers of shares meet the criteria of business combination of entities under common control as described in PSAK 338 (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, with calculation as follows:*

| | **Nilai yang Diakui Pada Saat Transaksi/ *Amount Recognized on Transaction*** | |
|---|---|---|
| Bagian atas nilai tercatat aset neto entitas yang dialihkan | 3.293.201.812 | *Carrying amount of the transferred entities net assets* |
| Imbalan saham yang dialihkan | (1.899.431.000) | *Consideration paid in shares* |
| **Tambahan modal disetor** | **1.393.770.812** | ***Additional paid-in capital*** |

## 1. UMUM (lanjutan)

### c. Pengalihan saham (lanjutan)

Pengalihan saham di tahun 2023 (lanjutan)

Berdasarkan akta Notaris Nanda Fauz Iwan, S.H., M.Kn., No. 4 tanggal 25 Januari 2023, Perusahaan mengalihkan 0,3% saham PTP1 milik Perusahaan kepada PT Integrasi Logistik Cipta Solusi ("ILCS") dengan nilai transaksi Rp3.759.077 yang dibayarkan secara kas oleh ILCS kepada Perusahaan dengan nilai aset yang dialihkan sebesar Rp2.555.222 dan dampak pajak terkait sehubungan dengan transaksi pengalihan ini adalah sebesar Rp20.170. Selisih antara nilai transaksi dengan yang imbalan yang diterima Perusahaan beserta dampak pajak sejumlah Rp1.183.685 diakui sebagai bagian dari akun "Tambahan Modal Disetor" (Catatan 26) pada laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2023.

### d. Entitas anak dan asosiasi

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan memiliki entitas anak dan entitas asosiasi dengan persentase kepemilikan efektif sebagai berikut:

## *1. GENERAL (continued)*

### *c. Shares transfer (continued)*

*Shares transfer in 2023 (continued)*

*Based on the deed of Notary Nanda Fauz Iwan, S.H., M.Kn., No. 4 dated January 25, 2023, the Company transferred 0.3% of the shares of PTP1 owned by the Company to PT Integrasi Logistik Cipta Solusi ("ILCS") with a transaction value of Rp3,759,077 which was paid in cash by ILCS to the Company with net assets transferred of Rp2,555,222 and the related tax impact amounting to Rp20,170. The difference between the transaction value and the compensation received by the Company along with tax effects totally to Rp1,183,685 is recognized as part of the "Additional Paid-in Capital" account (Note 26) in the consolidated statement of financial position as of December 31, 2023.*

### *d. Subsidiaries and associates*

*As of December 31, 2025 and 2024, the Company has subsidiaries and associates with effective percentage of ownership as follows:*

| Nama Perusahaan/ *Company Name* | Tempat Kedudukan/ *Domicile* | Kegiatan Usaha/*Nature of Business Activities* | % Kepemilikan/*Ownership percentage* | | Tahun Pendirian/ *Year of establishment* | Total aset sebelum eliminasi/ *Total assets before elimination* | |
|---|---|---|---|---|---|---|---|
| | | | 31 Des/*Dec 31, 2025* | 31 Des/*Dec 31, 2024* | | 31 Des/*Dec 31 2025* | 31 Des/*Dec 31, 2024* |
| **Kepemilikan langsung/*Direct ownership*** | | | | | | | |
| PT Prima Terminal Petikemas ("PTP1") | Medan | Layanan terminal petikemas/*Container services* | 99,70% | 99,70% | 2013 | 3.556.662.168 | 3.558.377.660 |
| PT IPC Terminal Petikemas ("IPC TPK) | Jakarta | Terminal petikemas dan konvensional/*Container and multicargo services* | 99,00% | 99,00% | 2013 | 1.815.139.963 | 1.815.139.963 |
| PT Terminal Teluk Lamong ("TTL") | Surabaya | Layanan terminal petikemas dan curah kering/*Container services and dry bulk port services* | 99,50% | 99,50% | 2013 | 940.857.002 | 939.952.031 |
| PT Terminal Petikemas Surabaya ("TPS") | Surabaya | Layanan terminal petikemas/*Container services* | 99,50% | 99,50% | 1999 | 2.966.099.932 | 2.906.957.306 |
| PT Berlian Jasa Terminal Indonesia ("BJTI") | Surabaya | Layanan terminal petikemas/*Container services* | 96,84% | 96,84% | 2002 | 5.209.263.295 | 5.218.265.941 |
| PT Kaltim Kariangau Terminal ("KKT") | Balikpapan | Layanan terminal petikemas/*Container services* | 50,00% | 50,00% | 2012 | 186.308.393 | 185.160.499 |
| PT Prima Multi Terminal ("PMT") | Kuala tanjung | Layanan terminal *multipurpose*/ *Multipurpose container services* | 97,73% | 97,73% | 2014 | 3.968.735.769 | 3.968.735.769 |
| **Kepemilikan tidak langsung/*Indirect ownership*** | | | | | | | |
| **Dimiliki melalui/*Owned Through BJTI*** | | | | | | | |
| PT Berkah Manyar Sejahtera ("BMS") | Surabaya | Layanan terminal/*Port services* | 60,00% | 60,00% | 2012 | 2.202.177.485 | 1.904.207.892 |
| PT Pelindo Properti Indonesia ("PPI") | Surabaya | Pengelolaan properti/*Property management* | 99,91% | 99,93% | 2014 | 258.915.345 | 217.681.409 |

## 1. UMUM (lanjutan)

### d. Entitas anak dan asosiasi (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan memiliki entitas anak dan entitas asosiasi dengan persentase kepemilikan efektif sebagai berikut: (lanjutan)

## *1. GENERAL (continued)*

### *d. Subsidiaries and associates (continued)*

*As of December 31, 2025 and 2024, the Company has subsidiaries and associates with effective percentage of ownership as follows: (continued)*

| Nama Perusahaan/ *Company Name* | Tempat Kedudukan/ *Domicile* | Kegiatan Usaha/*Nature of Bussiness Activities* | % Kepemilikan/*Ownership percentage* | | Tahun Pendirian/ *Year of establishment* | Total aset sebelum eliminasi/*Total assets before elimination* | |
|---|---|---|---|---|---|---|---|
| | | | 31 Des/*Dec 31, 2025* | 31 Des/*Dec 31, 2024* | | 31 Des/*Dec 31 2025* | 31 Des/*Dec 31, 2024* |
| **Entitas asosiasi/*Associates entities*** | | | | | | | |
| **Dimiliki melalui/*Owned through PTP1*** | | | | | | | |
| PT Belawan New Container Terminal ("BNCT") | Medan | Layanan terminal petikemas/*Container services* | 51,00% | 51,00% | 2023 | 9.177.246.555 | 9.359.760.926 |
| **Dimiliki melalui/*Owned through IPC TPK*** | | | | | | | |
| PT New Priok Container Terminal One ("NPCT1") | Jakarta | Layanan terminal petikemas/*Container services* | 51,00% | 51,00% | 2014 | 4.385.666.761 | 4.067.699.718 |
| **Dimiliki melalui/*Owned through BJTI*** | | | | | | | |
| PT Berkah Kawasan Manyar Sejahtera ("BKMS") | Surabaya | Pengelolaan kawasan industri JIIPE/*JIIPE industrial estate management* | 40,00% | 40,00% | 2012 | 12.556.693.645 | 11.855.832.260 |
| PT Terminal Nilam Utara ("TNU") | Surabaya | Layanan terminal curah cair dan gas/*Liquid and gas bulk terminal services* | 40,00% | 40,00% | 2013 | 336.602.012 | 373.078.996 |
| PT Prima Citra Nutrindo ("PCN") | Surabaya | Layanan jasa katering/*Catering services* | 30,00% | 30,00% | 2016 | - | 8.499.507 |
| PT Energi Manyar Sejahtera ("EMS") | Surabaya | Penyedia energi/*Energy provider* | 30,00% | 30,00% | 2015 | - | 1.101.762 |

**PTP1**

PTP1 didirikan berdasarkan akta notaris No. 162 tanggal 30 Juli 2013 oleh Rahmad Nauli Siregar, SH., Notaris di Medan dan telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-46327.AH.01.01. Tahun 2013 tanggal 3 September 2013. Perusahaan memulai kegiatan operasional di bulan April 2021.

Modal dasar PTP1 sebesar Rp4.500.000.000 terdiri atas 4.500.000.000 saham dengan nilai nominal Rp1.000 (nilai penuh) per saham. Jumlah modal ditempatkan dan disetor penuh sebanyak 623.572.000 saham atau sebesar Rp623.572.000 dengan komposisi sebagai berikut:

- Pelindo memiliki 70% atau sebanyak 436.500.000 saham dengan nilai sebesar Rp436.500.000.
- PT Wijaya Karya (Persero) memiliki 15% atau sebanyak 93.536.000 saham dengan nilai sebesar Rp93.536.000.
- PT Hutama Karya (Persero) memiliki 15% atau sebanyak 93.536.000 saham dengan nilai sebesar Rp93.536.000.

***PTP1***

*PTP1 was established based on notarial deed No. 162 dated July 30, 2013 of Rahmad Nauli Siregar, SH., Notary in Medan and was approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-46327.AH.01.01. Year 2013 dated September 3, 2013. The Company started its operational activity in April 2021.*

*The authorized capital of PTP1 amounted to Rp4,500,000,000 composed of 4,500,000,000 shares with par value of Rp1,000 (full amount) per share. Total issued and fully paid capital amounted to Rp623,572,000 composed of 623,572,000 shares with share ownership as follows:*

- *Pelindo owns 70% or 436,500,000 shares with total amount of Rp436,500,000.*
- *PT Wijaya Karya (Persero) owns 15% or 93,536,000 shares with total amount of Rp93,536,000.*
- *PT Hutama Karya (Persero) owns 15% or 93,536,000 shares with total amount of Rp93,536,000.*

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**PTP1 (lanjutan)**

Berdasarkan Akta No. 04 tanggal 4 Juni 2020 dari Henry Tjong, SH., Notaris di Medan, bahwa saham Perusahaan yang telah disetor dan ditempatkan berjumlah Rp623.572.000. Berdasarkan Keputusan Sirkuler, para Pemegang Saham Perusahaan memutuskan dan menyetujui melakukan peningkatan modal dasar menjadi Rp958.464.000 dengan nilai nominal Rp1.000 (nilai penuh) per lembar dan modal ditempatkan atau disetor sebesar Rp334.892.000 dengan nominal sebesar Rp1.000 per lembar.

Berdasarkan Akta No. 36 tanggal 30 Juli 2020 dari Henry Tjong, SH., Notaris di Medan, para Pemegang Saham Perusahaan memutuskan dan menyetujui melakukan peningkatan modal dasar menjadi Rp4.500.000.000 dengan nilai nominal Rp1.000 (nilai penuh) per lembar dan modal ditempatkan dan disetor sebesar Rp264.000.000 dengan nominal sebesar Rp1.000 (nilai penuh) per lembar. Dengan demikian, modal ditempatkan dan disetor semula sebesar Rp958.464.000 menjadi sebesar Rp1.222.464.000.

Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki 70% atau sebanyak 855.724.000 saham dengan nilai sebesar Rp855.724.000.
- PT Wijaya Karya (Persero) memiliki 15% atau sebanyak 183.370.000 saham dengan nilai sebesar Rp183.370.000.
- PT Hutama Karya (Persero) memiliki 15% atau sebanyak 183.370.000 saham dengan nilai sebesar Rp183.370.000.

Saat ini, PTP1 bergerak dalam bidang pengoperasian terminal petikemas dan jasa kepelabuhanan lainnya di Belawan.

Pada tanggal 3 Januari 2022, seluruh saham PTP1 milik Pelindo dialihkan kepada Perusahaan (Catatan 1c).

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

***PTP1 (continued)***

*Based on Deed No. 04 dated June 4, 2020 of Henry Tjong, SH., Notary in Medan, that the Company's paid-up and issued shares amounted to Rp623,572,000. Based on the Circular Decision, the Shareholders of the Company decided and agreed to increase the authorized capital to Rp958,464,000 with a nominal value of Rp1,000 (full amount) per share and the issued or paid-up capital of Rp334,892,000 with a nominal value of Rp1,000 per share.*

*Based on Deed No. 36 dated July 30, 2020, of Henry Tjong, SH., Notary in Medan, the Shareholders of the Company decided and agreed to increase the authorized capital to Rp4,500,000,000 with a nominal value of Rp1,000 (full amount) per share and issued and paid-up capital of Rp264,000,000 with a nominal value of Rp1,000 (full amount) per share. Therefore, the issued and paid-up capital was originally Rp958,464,000 to Rp1,222,464,000.*

*The composition of the issued and fully paid capital is as follows:*

- *Pelindo owns 70% or 855,724,000 shares with total amount of Rp855,724,000.*
- *PT Wijaya Karya (Persero) owns 15% or 183,370,000 shares with total amount of Rp183,370,000.*
- *PT Hutama Karya (Persero) owns 15% or 183,370,000 shares with total amount of Rp183,370,000.*

*Currently, PTP1 operates in providing container services and other port services in Belawan.*

*On January 3, 2022, all PTP1's shares owned by Pelindo were transferred to the Company (Note 1c).*

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**PTP1 (lanjutan)**

Pada tanggal 26 Juli 2022, Perusahaan mengakuisisi atas 366.740.000 saham milik PT Wijaya Karya (Persero) dan PT Hutama Karya (Persero) dengan total nilai nominal Rp366.740.000 atau 30% kepemilikan saham

Perusahaan telah melakukan pembayaran atas pengalihan saham tersebut kepada PT Wijaya Karya (Persero) Tbk dan PT Hutama Karya (Persero) pada tanggal 25 Juli 2022 sebesar Rp375.908.500.

Transaksi tersebut di atas memenuhi kategori kombinasi bisnis entitas sepengendali sebagaimana diuraikan di dalam PSAK 338 tentang "Kombinasi Bisnis Entitas Sepengendali", dengan demikian, transaksi penambahan kepemilikan di PTP1 tersebut diakui menggunakan metode penyatuan kepentingan. Selisih antara jumlah yang dibayar dengan jumlah peningkatan aset neto di PTP1 diakui sebagai bagian dari akun "Tambahan Modal Disetor" (Catatan 26) dengan perhitungan sebagai berikut:

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

***PTP1 (continued)***

*On July 26, 2022, the Company acquired 366,740,000 shares owned by PT Wijaya Karya (Persero) and PT Hutama Karya (Persero) with a total nominal amount of Rp366,740,000 or 30% shares ownership.*

*The Company has made payment of the shares transfer to PT Wijaya Karya (Persero) Tbk and PT Hutama Karya (Persero) on July 25, 2022 amounted to Rp375,908,500.*

*The transaction as mentioned above meet the criteria of business combination od entities under common control as described in PSAK 338 concerning "Business Combinations of Entities Under Common Control", therefore, the increase in ownership of PTP1 transaction is recognized using the pooling of interest method. The difference between the consideration paid and theincrease on net assets in PTP1 is recognized as part of the "Additional Paid-in Capital" account (Note 26) with calculation as follows:*

| | **Nilai yang Diakui Pada Saat Transaksi/ *Amount Recognized on Transaction*** | |
|---|---|---|
| Peningkatan aset neto | 302.382.814 | *Increase in net assets* |
| Imbalan yang dialihkan | 375.908.500 | *Consideration paid* |
| **Tambahan modal disetor** | **(73.525.686)** | ***Additional paid-in capital*** |

Pada tanggal 25 Januari 2023, Perusahaan mengalihkan 0,3% saham PTP1 milik Perusahaan kepada ILCS (Catatan 1c).

*On January 25, 2023, the Company transferred 0.3% of the shares of PTP1 owned by the Company to ILCS (Note 1c).*

**IPC TPK**

IPC TPK didirikan berdasarkan Akta No. 25 tanggal 10 Juli 2013 oleh 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-40641.AH.01.01.Tahun 2013 tanggal 25 Juli 2013.

***IPC TPK***

*IPC TPK was established based on Notarial Deed No. 25 dated July 10, 2013 of Notary Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn. The establishment of IPC TPK was approved by Minister of Law and Human Rights No. AHU-40641.AH.01.01.Year 2013 dated July 25, 2013.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in Thousand of Rupiah, Unless Otherwise Stated)***

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**IPC TPK (lanjutan)**

Modal dasar IPC TPK sebesar Rp100.000.000 terdiri dari 100.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki 99,00% atau sebanyak 24.750 saham dengan nilai sebesar Rp24.750.000.
- PT Pelabuhan Indonesia Investama ("PII") memiliki 1,00% atau sebanyak 250 saham dengan nilai sebesar Rp250.000.

Saat ini, IPC TPK bergerak dalam bidang pelayanan jasa terminal petikemas dan jasa kepelabuhanan lainnya.

Pada tanggal 3 Januari 2022, seluruh saham IPC TPK milik Pelindo dialihkan kepada Perusahaan (Catatan 1c).

**TTL**

TTL didirikan berdasarkan Akta Notaris No. 309 tanggal 30 Desember 2013, 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-10997.AH.01.01 Tahun 2014 tanggal 13 Maret 2014.

Modal dasar TTL sebesar Rp400.000.000 terdiri dari 400.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki sebesar 99,50% atau sebanyak 134.325 saham dengan nilai nominal Rp134.325.000.
- Koperasi Pegawai PT Pelabuhan Indonesia memiliki 0,50% atau 675 saham dengan nilai nominal Rp675.000.

Saat ini, TTL bergerak dalam bidang pelayanan jasa terminal petikemas dan curah kering.

Pada tanggal 3 Januari 2022, seluruh saham TTL milik Pelindo dialihkan kepada Perusahaan (Catatan 1c).

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

***IPC TPK (continued)***

*The authorized capital of IPC TPK amounted to Rp100,000,000 composed of 100,000 shares with par value of Rp1,000,000 (full amount) per share. The capital share ownership of issue and fully paid capital is as follows:*

- *Pelindo owns 99.00% or 24,750 shares with total amount of Rp24,750,000.*
- *PT Pelabuhan Indonesia Investama ("PII") owns 1.00% or 250 shares with total amount of Rp250,000.*

*Currently, IPC TPK's activities consist of container terminal services and other port services.*

*On January 3, 2022, all IPC TPK's shares owned by Pelindo were transferred to the Company (Note 1c).*

***TTL***

*TTL was established under Notarial Deed No. 309 dated December 30, 2013, of Notary Yatiningsih, S.H., M.H., Notary in Surabaya, and was approved by Minister of Law and Human Rights under Decision Letter No. AHU-10997.AH.01.01 Year 2014 dated March 13, 2014.*

*The authorized capital of TTL amounted to Rp400,000,000 composed of 400,000 shares with par value of Rp1,000,000 (full amount) per share. The share ownership issued and fully paid shares are as follows:*

- *Pelindo owns 99.50% or 134,325 shares with total amount of Rp134,325,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia owns 0.50% or 675 shares with total amount of Rp675,000.*

*Currently, TTL's activities consist of container terminal services and dry bulk port services.*

*On January 3, 2022, all TTL's shares owned by Pelindo were transferred to the Company (Note 1c).*

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**TTL (lanjutan)**

Berdasarkan Berita Acara Serah Pengoperasian dan Pemeliharaan antara Perusahaan dan TTL tanggal 30 Juni 2025, Perusahaan menyerahkan kegiatan pengoperasian dan pemeliharaan aset yang dikerjasamakan dalam bisnis terminal petikemas di Terminal Petikemas Berlian kepada TTL, yang berlaku sejak 1 Juli 2025 sampai dengan berakhirnya perjanjian serah terima operasi Terminal Berlian antara Pelindo dan Perusahaan atau sampai dengan tanggal 31 Desember 2041, mana yang terjadi lebih dahulu.

**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.

Berdasarkan Akta No. 110 oleh Notaris Yatiningsih, S.H., M.H., tanggal 22 Juli 2019, para pemegang saham LEGI telah menyetujui dan mengesahkan penambahan modal disetor dari Rp92.200.000 menjadi Rp93.040.000.

Modal dasar LEGI adalah sebesar Rp200.000.000 terdiri dari 200.000 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 92.109 saham dengan nilai sebesar Rp92.109.000.
- Koperasi Pegawai PT Pelabuhan Indonesia memiliki sebesar 1,00% atau sebanyak 931 saham dengan nilai nominal sebesar Rp931.000.

Pengalihan saham LEGI

Berdasarkan Akta Pemindahan Hak atas Saham No. 2 oleh Notaris Nanda Fauz Iwan, S.H, M.Kn., pada tanggal 1 November 2023, TTL melepas bagian kepemilikan atas 92.109 saham LEGI dengan total nilai nominal Rp92.109.000 (sebesar 99% kepemilikan saham) kepada PT Pelindo Jasa Maritim (“SPJM”).

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

**TTL (continued)**

*Based on the Minutes of Transfer of Operations and Maintenance between the Company and TTL dated June 30, 2025, the Company transferred the operations and maintenance activities of assets under cooperation in the container terminal business at the Berlian Container Terminal to TTL, effective from July 1, 2025 until the expiration of the terminal operation handover agreement between Pelindo and the Company or until December 31, 2041, whichever occurs earlier.*

***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.AH.01.01 on February 3, 2015.*

*Based on the Deed No. 110 dated July 22, 2019 by Yatiningsih, S.H., M.H., the shareholders of LEGI approved and authorized the additional paid-up capital from Rp92,200,000 to Rp93,040,000.*

*The authorized capital of LEGI amounted to Rp200,000,000 composed of 200,000 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 92,109 shares amounting to Rp92,109,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia owns 1.00% or 931 shares amounting to Rp931,000.*

*Transfer of LEGI shares*

*Based on The Deed of Transfer of the Rights on Shares No. 2 by Nanda Fauz Iwan, S.H., M.Kn., dated November 1, 2023, TTL released its ownership interest in 92,109 LEGI shares with a total nominal value of Rp92,109,000 (99% share ownership) to PT Pelindo Jasa Maritim (“SPJM”).*

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**LEGI (lanjutan)**

Pengalihan saham LEGI (lanjutan)

Berdasarkan Laporan KJPP No. 00099/2.0173-00/BS/10/0309/1/8/2023 pada tanggal 23 Agustus 2023 oleh KJPP Tri Kurniawan dan Rekan, nilai pasar 99% saham LEGI adalah sebesar Rp147.400.000.

TTL telah menerima pembayaran senilai Rp147.400.000 atas pengalihan saham tersebut dari SPJM pada tanggal 1 November 2023.

Pengalihan saham tersebut memenuhi kategori kombinasi bisnis antara entitas sepengendali sebagaimana diuraikan di dalam PSAK 338 tentang "Kombinasi Bisnis Entitas Sepengendali", dengan demikian, transaksi pengalihan kepemilikan di LEGI tersebut diakui menggunakan metode penyatuan kepentingan. Selisih antara jumlah yang diterima dengan jumlah pengurangan aset neto di LEGI diakui sebagai bagian dari akun "Tambahan Modal Disetor" (Catatan 26) dengan perhitungan sebagai berikut:

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

***LEGI (continued)***

*Transfer of LEGI shares (continued)*

*Based on KJPP Report No. 00099/2.0173-00/BS/10/0309/1/8/2023 dated August 23, 2023 by KJPP Tri Kurniawan and Partners, the market value of 99% of LEGI shares was amounted Rp147,400,000.*

*TTL has received payment amounting Rp147,400,000 for the transfer of these shares from SPJM on November 1, 2023.*

*The transfer of shares fulfills the category of business combination between entities under common control as described in PSAK 338 concerning "Business Combinations of Entities Under Common Control", thus, the transfer of ownership transaction in LEGI is recognized using the pooling of interests method. The difference between the amount received and the decrease in net assets in LEGI is recognized as part of the "Additional Paid-in Capital" account (Note 26), with the following calculation:*

| | **Nilai yang Diakui Pada Saat Transaksi/ *Amount Recognized on Transaction*** | |
|---|---|---|
| Pengurangan aset neto | 154.652.883 | *Decrease in net assets* |
| Imbalan yang dialihkan | 147.400.000 | *Consideration paid* |
| Sub-total | (7.252.883) | *Sub-total* |
| Efek pajak | (11.965.292) | *Tax effect* |
| **Tambahan modal disetor** | **(19.218.175)** | ***Additional paid-in capital*** |

Saat ini, LEGI bergerak dalam bidang jasa penyediaan energi.

*Currently, LEGI's activities energy provider services.*

**TPS**

TPS didirikan berdasarkan Akta Notaris No. 1 tanggal 1 April 1999 oleh Notaris Rahmat Santoso, S.H., Notaris di Surabaya, dan telah mendapatkan pengesahan Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. C-6465 HT.01.01 Tahun 1999 tanggal 9 April 1999.

***TPS***

*TPS was established under the Notarial Deed No. 1 dated April 1, 1999 of Notary Rahmat Santoso, S.H., Notary in Surabaya, and was approved by Minister of Law and Human Rights under Decision Letter No. C-6465 HT.01.01 Year 1999 dated April 9, 1999.*

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**TPS (lanjutan)**

Modal dasar TPS sebesar Rp127.884.056 terdiri dari 255.768.112 saham dengan nilai nominal Rp500 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki sebesar 50,50% atau sebanyak 129.162.897 saham dengan nilai nominal Rp64.581.448.
- P&O Dover memiliki 49,00% atau sebanyak 125.326.377 saham dengan nilai nominal Rp62.663.188.
- Koperasi Pegawai PT Pelabuhan Indonesia memiliki 0,50% atau sebanyak 1.278.841 saham dengan nilai nominal Rp639.420.

Berdasarkan Akta Notaris No. 143 tanggal 28 April 2019, oleh Notaris Yatiningsih, S.H., M.Kn., Notaris di Surabaya, mengenai Perjanjian Pemindahan Hak (Jual Beli) Saham, komposisi modal yang telah ditempatkan dan disetor penuh menjadi sebagai berikut:

- Pelindo memiliki sebesar 99,50% atau sebanyak 254.489.274 saham dengan nilai nominal Rp127.244.637.
- Koperasi Pegawai PT Pelabuhan Indonesia memiliki 0,50% atau sebanyak 1.278.841 saham dengan nilai nominal Rp639.420.

Saat ini, TPS bergerak dalam bidang pengoperasian terminal petikemas dan jasa kepelabuhanan lainnya.

Pada tanggal 3 Januari 2022, seluruh saham TPS milik Pelindo dialihkan kepada Perusahaan (Catatan 1c).

**P3TPK**

PT Pelindo 3 Terminal Petikemas ("P3TPK") (dahulu PT Berlian Manyar Stevedoring ("BMST")) didirikan berdasarkan Akta Notaris No. 241 tanggal 28 Januari 2016, oleh Notaris Mira Irani, S.H., M.Kn., Notaris di Gresik, dan telah mendapatkan pengesahan Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. AHU-0013280.AH.01.11 tanggal 30 Januari 2016.

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

***TPS (continued)***

*The authorized capital of TPS amounted to Rp127,884,056 composed of 255,768,112 shares with par value of Rp500 (full amount) per share. The share ownership issued and fully paid shares are as follows:*

- *Pelindo owns 50.50% or 129,162,897 shares with total amount of Rp64,581,448.*
- *P&O Dover owns 49.00% or 125,326,377 shares with total amount of Rp62,663,188.*
- *Koperasi Pegawai PT Pelabuhan Indonesia owns 0.50% or 1,278,841 shares with total amount of Rp639,420.*

*Based on Notarial Deed No. 143 dated April 28, 2019, by Notary Yatiningsih, S.H., M.Kn., Notary in Surabaya, regarding the Agreement on Transfer of Rights (Sale and Purchase) of Shares, the composition of the issued and fully paid capital is as follows:*

- *Pelindo owns 99.50% or 254,489,274 shares with total amount of Rp127,244,637.*
- *Koperasi Pegawai PT Pelabuhan Indonesia owns 0.50% or 1,278,841 shares with total amount of Rp639,420.*

*Currently, TPS's operates in providing container services and other port services.*

*On January 3, 2022, all TPS's shares owned by Pelindo were transferred to the Company (Note 1c).*

***P3TPK***

*PT Pelindo 3 Terminal Petikemas ("P3TPK") (formerly, PT Berlian Manyar Stevedoring ("BMST")) was established under Notarial Deed No. 241 dated January 28, 2016 by Notary Mira Irani, S.H., M.Kn., Notary in Gresik, and was approved by Minister of Law and Human Rights under Decision Letter No. AHU-0013280.AH.01.11 dated January 30, 2016.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in Thousand of Rupiah, Unless Otherwise Stated)***

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**P3TPK (lanjutan)**

Modal dasar P3TPK adalah sebesar Rp2.000.000 terdiri dari 2.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- BJTI memiliki sebesar 60,00% atau sebanyak 300 saham dengan nilai sebesar Rp300.000.
- PT Usaha Era Pratama Nusantara ("UEPN") memiliki sebesar 40,00% atau sebanyak 200 saham dengan nilai nominal sebesar Rp200.000.

Berdasarkan Akta Notaris No. 2 tanggal 6 September 2019, dan Akta Notaris No. 08 tanggal 31 Oktober 2019, oleh Notaris Mira Irani, S.H., M.Kn., Notaris di Sidoarjo, mengenai Perjanjian Jual Beli saham "PT Berlian Manyar Stevedore" kepada TPS, komposisi modal yang telah ditempatkan dan disetor penuh menjadi sebagai berikut:

- TPS memiliki sebesar 99,00% atau sebanyak 495 saham dengan nilai sebesar Rp495.000.
- UEPN memiliki sebesar 1,00% atau sebanyak 5 saham dengan nilai nominal sebesar Rp5.000.

Pengalihan saham P3TPK

Berdasarkan Akta Notaris No. 99 oleh Notaris Yatiningsih SH., MH., tanggal 28 April 2023, TPS melepas bagian kepemilikan atas 495 saham P3TPK dengan total nilai nominal Rp495.000.000 (sebesar 99% kepemilikan saham) kepada PT Pelabuhan Tanjung Priok ("PTPR").

TPS telah menerima pembayaran senilai Rp668.950 atas pengalihan saham tersebut dari PTPR pada tanggal 18 April 2023, yang telah memperhitungkan nilai wajar saham P3TPK sesuai laporan dari KJPP Immanuel dan Rekan yang diterbitkan tanggal 18 April 2023.

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

***P3TPK (continued)***

*The authorized capital of P3TPK amounted to Rp2,000,000 composed of 2,000 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 60.00% or 300 shares amounting to Rp300,000.*
- *PT Usaha Era Pratama Nusantara ("UEPN") owns 40.00% or 200 shares amounting to Rp200,000.*

*Based on Notarial Deed No. 2 dated September 6, 2019, and Notary Deed No. 08 dated October 31, 2019, by Notary Mira Irani, S.H., M.Kn., Notary in Sidoarjo, regarding the Agreement of Sale and Purchase of shares "PT Berlian Manyar Stevedore" to TPS, the composition of the issued and fully paid capital is as follow:*

- *TPS owns 99.00% or 495 shares amounting to Rp495,000.*
- *UEPN owns 1.00% or 5 shares amounting to Rp5,000.*

*Transfer of P3TPK shares*

*Based on Notary Deed No. 99 dated April 28, 2023 by Notary Yatiningsih S.H, M.H., TPS released its ownership interest in 495 P3TPK shares with a total nominal value of Rp495,000,000 (99% share ownership) to PT Pelindo Tanjung Priok ("PTPR").*

*TPS has received payment amounting Rp668,950 for the transfer of these shares from PTPR on April 18, 2023, which has considered the fair value of P3TPK shares according to the report from KJPP Immanuel and Rekan issued on April 18, 2023.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in Thousand of Rupiah, Unless Otherwise Stated)***

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**P3TPK (lanjutan)**

Pengalihan saham P3TPK (lanjutan)

Pengalihan saham tersebut memenuhi kategori kombinasi bisnis antara entitas sepengendali sebagaimana diuraikan di dalam PSAK 338 tentang "Kombinasi Bisnis Entitas Sepengendali", dengan demikian, transaksi pengalihan kepemilikan di P3TPK tersebut diakui menggunakan metode penyatuan kepentingan. Selisih antara jumlah yang diterima dengan jumlah pengurangan aset neto di P3TPK diakui sebagai bagian dari akun "Tambahan Modal Disetor" (Catatan 26) dengan perhitungan sebagai berikut:

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

***P3TPK (continued)***

*Transfer of P3TPK shares (continued)*

*The transfer of shares fulfills the category of business combination between entities under common control as described in PSAK 338 concerning "Business Combinations of Entities Under Common Control", thus, the transfer of ownership transaction in P3TPK is recognized using the pooling of interests method. The difference between the amount received and the decrease in net assets in P3TPK is recognized as part of the "Additional Paid-in Capital" account (Note 26), with the following calculation:*

| | **Nilai yang Diakui Pada Saat Transaksi/ *Amount Recognized on Transaction*** | |
|---|---|---|
| Pengurangan aset neto | 659.621 | *Decrease in net assets* |
| Imbalan yang dialihkan | 668.950 | *Consideration paid* |
| **Tambahan modal disetor** | **9.329** | ***Additional paid-in capital*** |

Saat ini, P3TPK bergerak dalam bidang pengoperasian terminal petikemas dan jasa kepelabuhanan lainnya.

*Currently, P3TPK operates in providing container services and other port services.*

**BJTI**

BJTI didirikan berdasarkan Akta Notaris No. 1 tanggal 9 Januari 2002 oleh Notaris Moendjiati Soegito, S.H., Notaris di Jakarta, dan telah mendapatkan pengesahan Menteri Hukum dan Hak Asasi Manusia dengan Surat Keputusan No. C-03606 HT.01.01 Th.2002 tanggal 5 Maret 2002.

Anggaran Dasar BJTI telah mengalami beberapa kali perubahan, terakhir dengan akta pernyataan Rapat Umum Pemegang Saham Tahunan No. 1 tanggal 1 Maret 2017 oleh Mira Irani, S.H., M.Kn., Notaris di Sidoarjo, mengenai pengesahan Rencana Kerja dan Anggaran (RKAP) tahun 2017 dan peningkatan modal dasar menjadi Rp4.000.000.000 terbagi atas 4.000.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham dan persetujuan reklasifikasi sebagian saldo cadangan modal menjadi modal saham sehingga nilai modal disetor seluruhnya menjadi Rp1.114.310.000 terbagi atas 1.114.310 saham.

***BJTI***

*BJTI was established under the Notarial Deed No. 1 dated January 9, 2002 of Notary Moendjiati Soegito S.H., Notary in Jakarta, and was approved Minister of Law and Human Rights under Decision Letter No. C-03606 HT.01.01 Th.2002 dated March 5, 2002.*

*BJTI's Articles of Association have been amended several times, most recently by notarial deed of Annual General Meeting of Shareholders No. 1 dated March 1, 2017 by Mira Irani, S.H., M.Kn., Notary in Sidoarjo, regarding the approval of Company's Budget Plan (RKAP) year 2017 and increase of authorized capital to become Rp4,000,000,000 divided into 4,000,000 shares at par value of Rp1,000,000 (full amount) per share and approval of reclassification of the balance of capital reserve to become share capital so that the total paid up capital becomes Rp1,114,310,000 divided into 1,114,310 shares.*

## 1. UMUM (lanjutan)

### d. Entitas anak dan asosiasi (lanjutan)

**BJTI (lanjutan)**

Akta ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat keputusannya No. AHU-0006656.AH.01.02. Tahun 2017 tanggal 18 Maret 2017.

Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki 96,84% atau sebanyak 1.079.138 saham dengan nilai sebesar Rp1.079.138.000.
- Koperasi Pegawai PT Pelabuhan Indonesia memiliki 3,16% atau sebanyak 35.172 saham dengan nilai nominal sebesar Rp35.172.000.

Saat ini, BJTI bergerak dalam bidang pengoperasian terminal petikemas dan jasa kepelabuhanan lainnya.

Pada tanggal 3 Januari 2022, seluruh saham BJTI milik Pelindo dialihkan kepada Perusahaan (Catatan 1c).

Berdasarkan Berita Acara No. KU.03.02/8/5/1/BRAK/BRDK/BJTI-25 tanggal 8 Mei 2025 tentang Serah Terima Aset, BJTI telah menyerahkan aset tetap kepada Perusahaan sebanyak 177 unit dan operasional terkait dengan nilai transaksi sebesar Rp632.813.000, termasuk dokumen kepemilikan dan dokumen pendukung terkait lainnya milik BJTI. Sejak tanggal serah terima tersebut, seluruh aset dimaksud menjadi milik dan tanggung jawab sepenuhnya Perusahaan (Catatan 41c).

## *1. GENERAL (continued)*

### *d. Subsidiaries and associates (continued)*

***BJTI (continued)***

*This deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia in decision letter No. AHU-0006656.AH.01.02. Year 2017 dated March 18, 2017.*

*The share ownership issued and fully paid shares are as follows:*

- *Pelindo owns 96.84% or 1,079,138 shares amounting to Rp1,079,138,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia owns 3.16% or 35,172 shares amounting to Rp35,172,000.*

*Currently, BJTI operates in providing container services and other port services.*

*On January 3, 2022, all BJTI's shares owned by Pelindo were transferred to the Company (Note 1c).*

*Based on Minutes of Meeting No. KU.03.02/8/5/1/BRAK/BRDK/BJTI-25 dated 8 May 2025 concerning the Asset Handover, BJTI transferred 177 units of fixed and operational assets to the Company with a total transaction value of Rp632,813,000, including ownership documents and other related supporting documents belonging to BJTI. As of the handover date, all such assets became the full property and responsibility of the Company (Note 41c).*

| | **Nilai yang Diakui Pada Saat Transaksi/ *Amount Recognized on Transaction*** | |
|---|---|---|
| Pengalihan aset neto | 632.813.000 | *Transfer of net assets* |
| Imbalan yang dialihkan | 388.792.178 | *Consideration paid* |
| **Tambahan modal disetor** | **244.020.822** | ***Additional paid-in capital*** |

**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.

***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 dan asosiasi (lanjutan)**

**BIMA (lanjutan)**

Modal dasar BIMA adalah sebesar Rp90.000.000 terdiri dari 90.000 saham dengan nilai nominal Rp1.000.000 per saham (nilai penuh). Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- BJTI memiliki sebesar 90,00% atau 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 No. 1 oleh notaris Nanda Fauz Iwan, S.H., M.Kn., pada tanggal 2 Oktober 2023, pemegang saham BJTI melakukan pengalihan kepemilikan BIMA senilai Rp22.500.000 kepada SPJM, sehingga komposisi modal yang telah ditempatkan dan disetor penuh menjadi sebagai berikut:

- SPJM 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.

***1. GENERAL (continued)***

***d. Subsidiaries and associates (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 per share (full amount). 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 follows:*

- *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 No. 1 by notary Nanda Fauz Iwan, S.H., M.Kn., on October 2, 2023, BJTI shareholders transferred ownership of BIMA amounting to Rp22,500,000 to SPJM, therefore, composition of capital that has been issued and fully paid up is as follows:*

- *SPJM 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.*

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**BIMA (lanjutan)**

Pengalihan saham BIMA

Berdasarkan Akta Pemindahan Hak atas Saham No. 2 oleh Notaris Nanda Fauz Iwan, S.H., M.Kn., pada tanggal 2 Oktober 2023, BJTI melepas bagian kepemilikan atas 20.250 saham BIMA dengan total nilai nominal Rp20.250.000 (sebesar 90% kepemilikan saham) kepada SPJM.

Berdasarkan Laporan KJPP No. 00098/2.0173-00/BS/10/0309/1/8/2023 pada tanggal 23 Agustus 2023 oleh KJPP Tri Kurniawan dan Rekan, nilai pasar 90% saham BIMA adalah sebesar Rp94.500.000.

BJTI telah menerima pembayaran senilai Rp94.500.000 atas pengalihan saham tersebut dari SPJM pada tanggal 1 Oktober 2023.

Pengalihan saham tersebut memenuhi kategori kombinasi bisnis antara entitas sepengendali sebagaimana diuraikan di dalam PSAK 338 tentang "Kombinasi Bisnis Entitas Sepengendali", dengan demikian, transaksi pengalihan kepemilikan di BIMA tersebut diakui menggunakan metode penyatuan kepentingan. Selisih antara jumlah yang diterima dengan jumlah pengurangan aset neto di BIMA diakui sebagai bagian dari akun "Tambahan Modal Disetor" (Catatan 26) pada laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2023, dengan perhitungan sebagai berikut:

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

***BIMA (continued)***

*Transfer of BIMA shares*

*Based on The Deed of Transfer of the Rights on Shares No. 2 by Nanda Fauz Iwan, S.H., M.Kn., dated October 2, 2023, BJTI released its ownership interest in 20,250 BIMA shares with a total nominal value of Rp20,250,000 (90% share ownership) to SPJM.*

*Based on KJPP Report No. 00098/2.0173-00/BS/10/0309/1/8/2023 dated August 23, 2023 by KJPP Tri Kurniawan and Partners, the market value of 90% of BIMA shares was amounted Rp94,500,000.*

*BJTI has received payment amounting Rp94,500,000 for the transfer of these shares from SPJM on October 1, 2023.*

*The transfer of shares fulfills the category of business combination between entities under common control as described in PSAK 338 concerning "Business Combinations of Entities Under Common Control", thus, the transfer of ownership transaction in BIMA is recognized using the pooling of interests method. The difference between the amount received and the decrease in net assets in BIMA is recognized as part of the "Additional Paid-in Capital" account (Note 26) in the consolidated statement of financial position on December 31, 2023, with the following calculation:*

| | **Nilai yang Diakui Pada Saat Transaksi/ *Amount Recognized on Transaction*** | |
|---|---|---|
| Pengurangan aset neto | 103.933.130 | *Decrease in net assets* |
| Imbalan yang dialihkan | 94.500.000 | *Consideration paid* |
| Sub-total | (9.433.130) | *Sub-total* |
| Efek pajak | (16.335.000) | *Tax effect* |
| **Tambahan modal disetor** | **(25.768.130)** | ***Additional paid-in capital*** |

Saat ini, BIMA bergerak dalam bidang jasa pemeliharaan dan peralatan pelabuhan.

*Currently, BIMA operates in providing port equipment maintenance and repair services.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in Thousand of Rupiah, Unless Otherwise Stated)***

## 1. UMUM (lanjutan)

### d. Entitas anak dan asosiasi (lanjutan)

**KKT**

KKT didirikan berdasarkan Akta Notaris No. 22 tanggal 8 Februari 2012 dari Notaris Hasanuddin, S.H., M.Hum., M.Kn., Notaris di Samarinda, dan telah mendapatkan pengesahan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-15483.AH.01.01 Tahun 2012 tanggal 26 Maret 2012.

Modal dasar KKT sebesar Rp500.000 terdiri dari 1.000 saham dengan nilai nominal Rp500.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki sebesar 50% atau sebanyak 125 saham dengan nilai nominal Rp62.500.
- Perusahaan Daerah Melati Bhakti Satya memiliki sebesar 50% atau sebanyak 125 saham dengan nilai nominal Rp62.500.

Saat ini, KKT bergerak dalam bidang pelayanan terminal petikemas dan jasa kepelabuhanan lainnya.

Pada tanggal 3 Januari 2022, seluruh saham KKT milik Pelindo dialihkan kepada Perusahaan (Catatan 1c).

**PMT**

PMT didirikan berdasarkan Akta Notaris No. 4 tanggal 26 September 2014 dari Notaris Tuti Sumarni, SH., Notaris di Jakarta, dan telah mendapatkan pengesahan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-26883.40.10 Tahun 2012 tanggal 29 September 2014.

Modal dasar PMT sebesar Rp4.504.361.049 terdiri dari 1.467.360 saham Seri A dengan nilai nominal Rp1.000.000 (nilai penuh) per saham dan 27.583.523 saham Seri B dengan nilai nominal Rp110.102 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- Pelindo memiliki sebesar 97,73% atau sebanyak 807.048 saham Seri A dengan nilai nominal Rp1.000.000 dan 27.583.523 saham Seri B dengan nilai nominal Rp110.102.
- PT Pembangunan Perumahan (Persero) memiliki sebesar 1,26% atau sebanyak 366.840 saham Seri A dengan nilai nominal Rp1.000.000.
- PT Waskita Karya (Persero) Tbk memiliki sebesar 1,01% atau sebanyak 293.472 saham Seri A dengan nilai nominal Rp1.000.000.

## *1. GENERAL (continued)*

### *d. Subsidiaries and associates (continued)*

***KKT***

*KKT was established under the Notarial Deed No. 22 dated February 8, 2012 of Notary Hasanuddin, S.H., M.Hum., M.Kn., Notary in Samarinda, and was approved by Minister of Law and Human Rights through Decision Letter No. AHU-15483.AH.01.01 Year 2012 dated March 26, 2012.*

*The authorized capital of KKT amounted to Rp500,000 composed of 1,000 shares with par value of Rp500,000 (full amount) per share. The share ownership issued and fully paid shares are as follows:*

- *Pelindo owns 50% or 125 shares with total amount of Rp62,500.*
- *Perusahaan Daerah Melati Bhakti Satya owns 50% or 125 shares with total amount of Rp62,500.*

*Currently, KKT operates in providing container port services and other port services.*

*On January 3, 2022, all KKT's shares owned by Pelindo were transferred to the Company (Note 1c).*

***PMT***

*PMT was established under the Notarial Deed No. 4 dated September 26, 2014 of Notary Tuti Sumarni, SH., Notary in Jakarta, and was approved by Minister of Law and Human Rights through Decision Letter No. AHU-26883.40.10 Year 2012 dated September 29, 2014.*

*The authorized capital of PMT amounted to Rp4,504,361,049 composed of 1,467,360 Series A shares with par value of Rp1,000,000 (full amount) per share and 27,583,523 Series B shares with par value of Rp110,102 (full amount) per share. The share ownership issued and fully paid shares are as follows:*

- *Pelindo owns 97.73% or 807,048 Series A shares with total amount of Rp1,000,000 and 27,583,523 Series B shares with total amount of Rp110,102.*
- *PT Pembangunan Perumahan (Persero) owns 1.26% or 366,840 Series A shares with total amount of Rp1,000,000.*
- *PT Waskita Karya (Persero) Tbk owns 1.01% or 293,472 Series A shares with total amount of Rp1,000,000.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in Thousand of Rupiah, Unless Otherwise Stated)***

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**PMT (lanjutan)**

Saat ini, PMT bergerak dalam bidang pelayanan terminal petikemas dan terminal konvensional.

Pada tanggal 30 Januari 2023, seluruh saham PMT milik Pelindo dialihkan kepada Perusahaan (Catatan 1c).

Pengalihan saham PT Prima Multi Peralatan

Berdasarkan Akta Pernyataan Keputusan Rapat No. 06 tanggal 20 Desember 2024 oleh Risna Rahmi Arifa, S.H., SpN., notaris di Medan, menyatakan bahwa para pemegang saham PT Prima Multi Peralatan ("PMP") menyetujui pengalihan 125 saham milik PMT dengan nilai nominal Rp1.000.000 (nilai penuh) per saham, atau setara dengan 1,0% kepemilikan atas PMP, kepada PT Prima Indonesia Logistik ("PIL") dengan nilai transaksi sebesar Rp209.774.

PMT telah mencatat selisih pembayaran di atas dengan bagian atas nilai tercatat aset neto PMP sebesar Rp84.774 sebagai bagian dari "Tambahan modal disetor" pada laporan keuangan tanggal 31 Desember 2024 (Catatan 26).

**BMS**

BMS didirikan berdasarkan Akta Notaris No. 12 tanggal 12 Juni 2012 oleh Notaris Stephanus Raden Agus Purwanto, S.H., Notaris di Surabaya. BMS secara resmi telah menjadi Badan Usaha Pelabuhan (BUP) berdasarkan Surat Keputusan Menteri Perhubungan No. KP.164 Tahun 2013 tanggal 15 Februari 2013.

Modal dasar BMS adalah sebesar Rp1.000.000.000 terdiri dari 1.000.000 saham dengan nilai nominal Rp1.000.000 per saham (nilai penuh). Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- BJTI memiliki sebesar 60,00% atau sebanyak 432.600 saham dengan nilai sebesar Rp432.600.000.
- PT Usaha Era Pratama Nusantara ("UEPN") memiliki sebesar 40,00% atau sebanyak 288.400 saham dengan nilai nominal sebesar Rp288.400.000.

Saat ini, BMS bergerak dalam bidang pelayanan terminal petikemas.

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

***PMT (continued)***

*Currently, PMT operates in providing container and multicargo terminal services.*

*On January 30, 2023, all PMT's shares owned by Pelindo were transferred to the Company (Note 1c).*

*Transfer of PT Prima Multi Peralatan shares*

*Based on the Deed of Meeting Resolution No. 06 dated December 20, 2024, by Risna Rahmi Arifa, S.H., SpN., a notary in Medan, it is stated that the shareholders of PT Prima Multi Peralatan ("PMP") have approved the transfer of 125 shares owned by PMT with a nominal value of Rp1,000,000 (full value) per share, equivalent to 1.0% ownership of PMP, to PT Prima Indonesia Logistik (PIL) with a transaction value of Rp209,774.*

*PMT has recorded the payment difference with the net asset value of PMP amounting to Rp84,774 as part of the "Additional paid-in capital" in the financial statement dated December 31, 2024 (Note 26).*

***BMS***

*BMS was established under Notarial Deed No. 12 dated June 12, 2012 of Notary Stephanus Raden Agus Purwanto, S.H., Notary in Surabaya. BMS had officially become Port Business Entity (PBE) by Minister of Transportation under Decision Letter No. KP.164 Year 2013 dated February 15, 2013.*

*The authorized capital of BMS amounted to Rp1,000,000,000 composed of 1,000,000 shares with par value of Rp1,000,000 per share (full amount). The share ownership issued and fully paid shares are as follows:*

- *BJTI owns 60.00% or 432,600 shares amounting to Rp432,600,000.*
- *PT Usaha Era Pratama Nusantara ("UEPN") owns 40.00% or 288,400 shares amounting to Rp288,400,000.*

*Currently, BMS operates in providing container port services.*

## 1. UMUM (lanjutan)

### d. Entitas anak dan asosiasi (lanjutan)

**PPI**

PPI didirikan berdasarkan Akta Notaris No. 5 tanggal 5 Desember 2014 oleh Notaris Yahya Abdullah Waber, S.H., Notaris di Surabaya, dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-0130014.40.80.2014 tanggal 12 Desember 2014.

Modal dasar PPI adalah sebesar Rp220.000.000 terdiri dari 220.000.000 saham dengan nilai nominal Rp1.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- BJTI memiliki sebesar 99,91% atau sebanyak 84.920.000 saham dengan nilai sebesar Rp84.920.000.
- Koperasi Pegawai PT Pelabuhan Indonesia memiliki sebesar 0,09% atau sebanyak 80.000 saham dengan nilai nominal sebesar Rp80.000.

Saat ini, PPI bergerak dalam bidang pengelolaan property.

**NPCT1**

NPCT1 didirikan berdasarkan Akta No. 33 tanggal 28 Mei 2014 dari Notaris Liestiani Wang, S.H., M.Kn. Akta pendirian ini disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan No. AHU-11432.40.10.2014 tanggal 3 Juni 2014.

Modal dasar NPCT1 sebesar Rp340.725.600 yang terbagi atas 510 saham Kelas A dan 490 saham Kelas B masing-masing dengan nilai nominal Rp340.725.600 (nilai penuh) per saham. Komposisi modal ditempatkan dan disetor penuh sebagai berikut:

- IPC TPK memiliki 51,00% atau sebanyak 510 saham Kelas A dengan nilai nominal sebesar Rp173.770.056.
- Sea Terminal Management & Service Pte. Ltd. ("STMS"), memiliki 49,00% atau sebanyak 490 saham Kelas B dengan nilai nominal sebesar Rp166.955.544.

Saat ini, NPCT1 bergerak dalam bidang pelayanan jasa bongkar muat barang.

## *1. GENERAL (continued)*

### *d. Subsidiaries and associates (continued)*

***PPI***

*PPI was established under Notarial Deed No. 5 dated December 5, 2014 by Notary Yahya Abdullah Waber, S.H., Notary in Surabaya, and was approved by Minister of Law and Human Rights through Decision Letter No. AHU-0130014.40.80.2014 dated December 12, 2014.*

*The authorized capital of PPI amounted to Rp220,000,000 composed of 220,000,000 shares with par value of Rp1,000 (full amount) per share. The share ownership issued and fully paid shares are as follows:*

- *BJTI owns 99.91% or 84,920,000 shares amounting to Rp84,920,000.*
- *Koperasi Pegawai PT Pelabuhan Indonesia owns 0.09% or 80,000 shares amounting to Rp80,000.*

*Currently, PPI engages in property management.*

***NPCT1***

*NPCT1 was established based on Deed No. 33 dated May 28, 2014 of Notary Liestiani Wang, S.H., M.Kn. The Deed of establishment was authorized by the Minister of Law and Human Rights of the Republic of Indonesia through Decision No. AHU-11432.40.10.2014 dated June 3, 2014.*

*The authorized capital of NPCT1 amounted to Rp340,725,600 which is divided into 510 Class A shares and 490 Class B shares with a nominal value of Rp340,725,600 (full amount) per share. The capital share ownership of issued and fully paid capital is as follows:*

- *IPC TPK owns 51.00% or 510 Class A shares with total amount of Rp173,770,056.*
- *Sea Terminal Management & Service Pte. Ltd. ("STMS"), owns 49.00% or 490 Class B shares with total amount of Rp166,955,544.*

*Currently, NPCT1 engages in cargo handling services.*

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**BKMS**

BKMS didirikan dengan Akta Notaris No. 56 tanggal 18 Mei 2012 oleh Notaris Ardi Kristiar, S.H., MBA berkedudukan di Jakarta dan telah mengalami perubahan terakhir dengan Notaris Andayani Risilawati S.H., M.H., C.N., No. 1 tanggal 19 Maret 2014 berkedudukan di Gresik, dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-AH.01.03-0019775 tanggal 27 Maret 2015.

Modal dasar BKMS adalah sebesar Rp4.000.000.000 terdiri dari 4.000.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh adalah sebagai berikut:

- BJTI memiliki sebesar 40,00% atau sebanyak 800.000 saham dengan nilai sebesar Rp800.000.000.
- UEPN memiliki 60,00% atau sebanyak 1.200.000 saham dengan nilai nominal sebesar Rp1.200.000.000.

Saat ini, BKMS bergerak dalam bidang pengelolaan kawasan *Java Integrated Industrial Port Estate*.

**TNU**

TNU didirikan berdasarkan Akta Notaris No. 89 tanggal 23 Agustus 2013 oleh Notaris Yulia, S.H., Notaris di Jakarta, dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-13479.AH.01.01 Tahun 2014.

Modal dasar TNU adalah sebesar Rp340.000.000 terdiri dari 340.000 saham dengan nilai nominal Rp1.000.000 per saham (nilai penuh). Komposisi modal yang telah ditempatkan dan disetor penuh adalah sebagai berikut:

- PT Andahanesa Abadi memiliki 60,00% atau sebanyak 102.750 saham dengan nilai nominal sebesar Rp102.750.000.
- BJTI memiliki 40,00% atau sebanyak 68.500 saham dengan nilai sebesar Rp68.500.000.

Saat ini, TNU bergerak dalam bidang pelayanan terminal curah air dan gas.

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

***BKMS***

*BKMS was established under Notarial Deed No. 56 dated May 18, 2012 by Notary Ardi Kristiar, S.H., MBA in Jakarta and has recent amendment by Notary Andayani Risilawati, SH., MH., CN., No. 1 dated March 19, 2014 domiciled in Gresik, and was approved by Minister of Law and Human Rights through Decision Letter No. AHU-AH.01.03-0019775 dated March 27, 2015.*

*The authorized capital of BKMS amounted to Rp4,000,000,000 composed of 4,000,000 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 40.00% or 800,000 shares amounting to Rp800,000,000.*
- *UEPN owns 60.00% or 1,200,000 shares amounting to Rp1,200,000,000.*

*Currently, BKMS engages in managing Java Integrated Industrial Port Estate*

***TNU***

*TNU was established under Notarial Deed No. 89 dated August 23, 2013 of Notary Yulia, S.H., Notary in Jakarta, and was approved by Minister of Law and Human Rights through Decision Letter No. AHU-13479.AH.01.01 Year 2014.*

*The authorized capital of TNU amounted to Rp340,000,000 composed of 340,000 shares with par value of Rp1,000,000 per share (full amount). The share ownership issued and fully paid shares are as follows:*

- *PT Andahanesa Abadi owns 60.00% or 102,750 shares amounting to Rp102,750,000.*
- *BJTI owns 40.00% or 68,500 shares amounting to Rp68,500,000.*

*Currently, TNU engages in liquid and gas bulk terminal services.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in Thousand of Rupiah, Unless Otherwise Stated)***

## 1. UMUM (lanjutan)

### d. Entitas anak dan asosiasi (lanjutan)

**EMS**

EMS didirikan berdasarkan Akta No.14 tanggal 5 Maret 2015 dari Yulia, S.H., Notaris di Jakarta, dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-0010566.AH.01.01 tanggal 6 Maret 2015.

Modal dasar EMS adalah sebesar Rp4.000.000 terdiri dari 4.000 saham dengan nilai nominal Rp1.000.000 per saham (nilai penuh). Komposisi modal yang telah ditempatkan dan disetor penuh adalah sebagai berikut:

- BJTI memiliki sebesar 30,00% atau sebanyak 300 saham dengan nilai sebesar Rp300.000.
- UEPN memiliki 45,00% atau sebanyak 450 saham dengan nilai nominal sebesar Rp450.000.
- PT Santiniluwansa Lestari memiliki 15,00% atau sebanyak 150 saham dengan nilai nominal sebesar Rp150.000.
- PT Amanah Indo Invest memiliki 10,00% atau sebanyak 100 saham dengan nilai nominal sebesar Rp100.000.

Berdasarkan Akta Notaris No. 29 tanggal 16 Januari 2025, oleh Notaris Yulia, S.H., Notaris di Jakarta, mengenai pernyataan keputusan para pemegang saham EMS, EMS dilikuidasi pada tanggal 16 Januari 2025.

**PCN**

PCN didirikan berdasarkan Akta Notaris No. 35 tanggal 11 Januari 2016, oleh Notaris Kukuh Muljo Rahardjo, S.H., Notaris di Surabaya, dan telah memperoleh pengesahan Menteri Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-0002328.AH.01.01 Tahun 2016 tanggal 15 Januari 2016.

Modal dasar PCN adalah sebesar Rp20.000.000 terdiri dari 40.000 saham dengan nilai nominal Rp500.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- PT Pelindo Husada Citra ("PHC") memiliki sebesar 70,00% atau sebanyak 7.000 saham dengan nilai sebesar Rp3.500.000.
- BJTI memiliki sebesar 30,00% atau sebanyak 3.000 saham dengan nilai nominal sebesar Rp1.500.000.

## *1. GENERAL (continued)*

### *d. Subsidiaries and associates (continued)*

***EMS***

*EMS was established under Notarial Deed No. 14 dated March 5, 2015 by Yulia, S.H., Notary in Jakarta, and was approved by Minister of Law and Human Rights through Decision Letter No. AHU-0010566.AH.01.01 dated March 6, 2015.*

*The authorized capital of EMS amounted to Rp4,000,000 composed of 4,000 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 30.00% or 300 shares amounting to Rp300,000.*
- *UEPN owns 45.00% or 450 shares amounting to Rp450,000.*
- *PT Santiniluwansa Lestari owns 15.00% or 150 shares amounting to Rp150,000.*
- *PT Amanah Indo Invest owns 10.00% or 100 shares amounting to Rp100,000.*

*Based on Notarial Deed No. 29 dated January 16, 2025, by Notary Yulia, S.H., Notary in Jakarta, regarding the statement of decision of the shareholders of EMS, EMS was liquidated on January 16, 2025.*

***PCN***

*PCN was established under Notarial Deed No. 35 dated January 11, 2016, by Notary Kukuh Muljo Rahardjo, S.H., Notary in Surabaya, and was approved by Minister of Law and Human Rights through Decision Letter No. AHU-0002328.AH.01.01 Year 2016 dated January 15, 2016.*

*The authorized capital of PCN amounted to Rp20,000,000 composed of 40,000 shares with par value of Rp500,000 (full amount) per share. The share ownership issued and fully paid shares are as follows:*

- *PT Pelindo Husada Citra ("PHC") owns 70.00% or 7,000 shares amounting to Rp3,500,000.*
- *BJTI owns 30.00% or 3,000 shares amounting to Rp1,500,000.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in Thousand of Rupiah, Unless Otherwise Stated)***

**1. UMUM (lanjutan)**

**d. Entitas anak dan asosiasi (lanjutan)**

**PCN (lanjutan)**

Berdasarkan Akta Notaris No. 17 tanggal 13 Oktober 2025, oleh Notaris Yatiningsih, S.H., M.H., Notaris di Surabaya, mengenai perjanjian jual beli saham PT PCN, komposisi modal yang ditempatkan dan disetor penuh per 31 Desember 2025 sebagai berikut:

- PT Pelindo Husada Citra ("PHC") memiliki sebesar 70,00% atau sebanyak 7.000 saham dengan nilai sebesar Rp3.500.000.
- Koperasi Pegawai Pelabuhan Indonesia memiliki sebesar 30,00% atau sebanyak 3.000 saham dengan nilai nominal sebesar Rp1.500.000.

**BNCT**

BNCT didirikan berdasarkan Akta Notaris No. 02 tanggal 1 September 2023, oleh Notaris Liestiani Wang, S.H., M.Kn., Notaris di Jakarta Selatan, dan telah memperoleh pengesahan Menteri Hukum dan Hak Asasi Manusia melalui Surat Keputusan No. AHU-004.AH.02.02.Tahun 2013 tanggal 25 Januari 2013.

Modal dasar BNCT sebesar Rp40.000.000 terdiri dari 20.400 saham Seri A dengan nilai nominal Rp1.000.000 (nilai penuh) per saham dan 19.600 saham Seri B dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Komposisi modal yang telah ditempatkan dan disetor penuh sebagai berikut:

- PTP1 memiliki sebesar 51% atau sebanyak 5.100 saham Seri A dengan nilai nominal Rp1.000.000.
- PT INA DPWorld Investment memiliki sebesar 49% atau sebanyak 4.900 saham Seri B dengan nilai nominal sebesar Rp1.000.000.

Saat ini, BNCT bergerak dalam bidang jasa pelayanan terminal petikemas.

***1. GENERAL (continued)***

***d. Subsidiaries and associates (continued)***

***PCN (continued)***

*Based on Notarial Deed No. 17 dated October 13, 2025, by Notary Yatiningsih, S.H., M.H., Notary in Surabaya, regarding the agreement of sale and purchase of shares PT PCN, the composition of the issued and fully paid capital as of December 31, 2025 are as follows:*

- *PT Pelindo Husada Citra ("PHC") owns 70.00% or 7,000 shares amounting to Rp3,500,000.*
- *Koperasi Pegawai Pelabuhan Indonesia owns 30.00% or 3,000 shares amounting to Rp1,500,000.*

***BNCT***

*BNCT was established under Notarial Deed No. 02 dated September 01, 2023, by Notary Liestiani Wang, S.H., M.Kn., Notary in South Jakarta, and was approved by Minister of Law and Human Rights through Decision Letter No. AHU-004.AH.02.02.Tahun 2013 dated January 25, 2013.*

*The authorized capital of BNCT amounted to Rp40,000,000 composed of 20,400 Series A shares with par value of Rp1,000,000 (full amount) per share and 19,600 Series B shares with par value of Rp1,000,000 (full amount) per share. The share ownership issued and fully paid shares are as follows:*

- *PTP1 owns 51% or 5,100 Series A shares with total amount of Rp1,000,000.*
- *PT INA DPWorld Investment owns 49% or 4,900 Series B shares amounting to Rp1,000,000.*

*Currently, BNCT engages in container terminal services.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in Thousand of Rupiah, Unless Otherwise Stated)***

**1. UMUM (lanjutan)**

**e. Penyelesaian laporan keuangan konsolidasian**

Manajemen bertanggung jawab atas penyusunan laporan keuangan konsolidasian ini yang telah diselesaikan dan diotorisasi untuk terbit pada tanggal 29 April 2026. 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**

Laporan keuangan konsolidasian telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia, yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK IAI").

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 kelangsungan usaha.

Periode laporan keuangan Grup adalah Januari sampai Desember.

***1. GENERAL (continued)***

***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 29, 2026. The Company's Directors who signed the Director's 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 financial statements***

*The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards, 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*).*

*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 going concern basis.*

*The financial reporting period of the Group is January to December.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**a. Dasar penyusunan laporan keuangan (lanjutan)**

Mata uang pelaporan yang digunakan dalam laporan keuangan adalah Rupiah, yang juga merupakan mata uang fungsional Grup.

**b. Perubahan Kebijakan Akuntansi**

Grup menerapkan untuk pertama kalinya beberapa standar dan amandemen tertentu yang efektif untuk periode tahunan yang dimulai pada atau setelah 1 Januari 2025 (kecuali dinyatakan lain). Grup tidak melakukan penerapan dini atas standar, interpretasi, atau amandemen lain yang telah diterbitkan namun belum efektif.

Amandemen PSAK 221: *Kekurangan Ketertukaran*

Amandemen tersebut menetapkan bagaimana entitas harus menilai apakah suatu mata uang dapat dipertukarkan serta bagaimana entitas harus menentukan kurs spot ketika ketertukaran (e*xchangeability*) tidak tersedia. Amandemen tersebut juga mensyaratkan pengungkapan informasi yang memungkinkan pengguna laporan keuangan untuk memahami bagaimana ketidakmampuan mata uang tersebut untuk dipertukarkan dengan mata uang lainnya memengaruhi, atau diharapkan akan memengaruhi, kinerja keuangan, posisi keuangan, dan arus kas entitas.

Amandemen ini tidak berdampak terhadap laporan keuangan konsolidasian Grup.

PSAK 117: Kontrak Asuransi

PSAK 117 merupakan standar akuntansi baru yang komprehensif mencakup pengakuan dan pengukuran, penyajian, serta pengungkapan untuk kontrak asuransi. PSAK 117 menggantikan PSAK 104: *Kontrak Asuransi*. PSAK 117 berlaku untuk seluruh jenis kontrak asuransi (yaitu, jiwa, non-jiwa, asuransi langsung, dan reasuransi), tanpa memandang jenis entitas yang menerbitkannya, serta berlaku pula untuk jenis garansi tertentu dan instrumen keuangan dengan fitur partisipasi diskresioner.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***a. Basis of preparation of the financial statements (continued)***

*The reporting currency used in the financial statements is Rupiah, which is also the Group's functional currency.*

***b. Changes in Accounting Principles***

*The Group applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2025 (unless otherwise stated). The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.*

*Amendment of PSAK 221:* Lack of Exchangeability

*The amendments specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.*

*This amendment did not have any impact on the Group's consolidated financial statements*

*PSAK 117: Insurance Contracts*

*PSAK 117 is a comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure. PSAK 117 replaces PSAK 104* Insurance Contracts*. PSAK 117 applies to all types of insurance contracts (i.e., life, non-life, direct insurance and re-insurance), regardless of the type of entities that issue them as well as to certain guarantees and financial instruments with discretionary participation features.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**b. Perubahan Kebijakan Akuntansi (lanjutan)**

PSAK 117: Kontrak Asuransi (lanjutan)

Tujuan utama PSAK 117 adalah menyediakan model akuntansi yang komprehensif untuk kontrak asuransi yang lebih berguna dan konsisten bagi entitas asuransi, mencakup seluruh aspek akuntansi yang relevan. PSAK 117 didasarkan pada model umum yang dilengkapi dengan:

- Penyesuaian khusus untuk kontrak dengan fitur partisipasi langsung (*variable fee approach*)
- Pendekatan yang disederhanakan (*premium allocation approach*) yang terutama berlaku untuk kontrak berdurasi pendek

Standar baru tersebut tidak memiliki dampak terhadap laporan keuangan konsolidasian Grup.

**c. Prinsip-prinsip konsolidasian**

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)***

*PSAK 117: Insurance Contracts (continued)*

*The overall objective of PSAK 117 is to provide a comprehensive accounting model for insurance contracts that is more useful and consistent for insurers, covering all relevant accounting aspects. PSAK 117 is based on a general model, supplemented by:*

- *A specific adaptation for contracts with direct participation features (the variable fee approach)*
- *A simplified approach (the premium allocation approach) mainly for short-duration contracts*

*The new standard had no 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 konsolidasian (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 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. 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.

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*).

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***d. 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.*

*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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**d. Pengukuran Nilai Wajar (lanjutan)**

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:

i) *Level* 1 - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses entitas pada tanggal pengukuran.
ii) *Level* 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.
iii) *Level* 3 - Teknik penilaian yang menggunakan tingkat masukan *(input)* yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang tidak dapat diamati (*unobservable*).

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, seperti nilai wajar (dikurangi biaya untuk menjual) UPK (untuk uji penurunan nilai), dan aset keuangan pada NWPKL.

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***d. Fair Value Measurement (continued)***

*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:*

*i) Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities.*

*ii) Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.*

*iii) Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.*

*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, such as fair value (less costs of disposal) of CGUs (for impairment test purpose) and financial assets at FVOCI.*

*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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**e. Transaksi dan saldo dalam mata uang asing**

Grup menerapkan PSAK 221, "Pengaruh Perubahan Kurs Valuta Asing". Laporan keuangan konsolidasian disajikan dalam Rupiah, yang merupakan mata uang fungsional dan mata uang penyajian Perusahaan. Transaksi dalam mata uang asing dicatat berdasarkan nilai tukar yang berlaku pada saat transaksi dilakukan. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing disesuaikan untuk mencerminkan kurs yang berlaku pada tanggal tersebut dan laba atau rugi kurs yang timbul dikreditkan atau dibebankan pada laporan laba/rugi dan penghasilan komprehensif lain konsolidasian tahun berjalan, kecuali untuk selisih kurs yang dapat diatribusikan ke aset tertentu dikapitalisasi ke aset dalam penyelesaian dan aset takberwujud.

Berikut ini adalah kurs mata uang asing utama yang digunakan untuk penjabaran pada tanggal 31 Desember 2025 dan 2024 (nilai penuh):

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***e. Foreign currency transactions and balances***

*The Group applied PSAK 221, "The Effects of Changes in Foreign Exchange Rates". The consolidated financial statements are presented in Rupiah, which is the Company's functional currency and presentation currency. Transactions involving foreign currencies are recorded at the rates of exchange prevailing at the time the transactions are made. At reporting date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the prevailing exchange rates at such date and the resulting gains or losses are credited or charged to current consolidated statements of profit or loss and other comprehensive income, except for foreign exchange difference that can be attributed to qualifying assets which are capitalized to construction in progress and intangible assets.*

*Below are the major exchange rates used for transaction as of December 31, 2025 and 2024 (full amount):*

| | **31 Desember 2025/ *December 31, 2025*** | **31 Desember 2024/ *December 31, 2024*** | |
|---|---|---|---|
| Dolar Amerika Serikat (USD) 1 | 16.782 | 16.162 | *United States Dollar (USD) 1* |

**f. Transaksi dengan pihak-pihak berelasi**

Perusahaan dan entitas anaknya melakukan transaksi dengan pihak berelasi sesuai dengan definisi yang diuraikan pada PSAK 224: *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 33.

Kecuali diungkapkan khusus sebagai pihak berelasi, maka pihak-pihak lain yang disebutkan dalam Catatan atas laporan keuangan konsolidasian merupakan pihak tidak berelasi.

***f. Transactions with related parties***

*The Company and subsidiaries have transactions with related parties as defined in PSAK 224:* 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 33.*

*Unless specifically identified as related parties, the parties disclosed in the Notes to the consolidated financial statements are unrelated parties.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**g. 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 kesepengendalian.

**h. 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 bulan atau kurang, yang dapat segera dikonversikan menjadi kas dalam jumlah yang dapat ditentukan dan memiliki risiko perubahan nilai yang tidak signifikan.

Deposito yang jatuh tempo lebih dari 3 (tiga) bulan tetapi tidak lebih dari 1 (satu) tahun disajikan sebagai investasi jangka pendek.

**i. Piutang usaha dan penyisihan penurunan nilai**

Piutang usaha pada awalnya diukur sesuai dengan nilai wajarnya dan selanjutnya diukur pada biaya perolehan diamortisasi, setelah dikurangi penyisihan penurunan nilai piutang. Pembentukan penyisihan penurunan nilai piutang ditentukan berdasarkan evaluasi manajemen terhadap tingkat ketertagihan saldo dengan menerapkan PSAK 109. Berdasarkan keyakinan manajemen, metode pembentukan penyisihan penurunan nilai piutang tersebut tidak menghasilkan perbedaan yang signifikan jika dibandingkan dengan evaluasi manajemen terhadap tingkat ketertagihan saldo dengan menggunakan basis individual. Piutang dihapuskan dalam periode ketika piutang tersebut dipastikan tidak dapat ditagih.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***g. 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.*

***h. 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 three (3) months or less, that are readily convertible to a known amount of cash and subject to an insignificant risk of changes in value.*

*Time deposits with maturities of more than 3 (three) months but not more than 1 (one) year are presented as short-term investments.*

***i. Trade receivables and allowance for impairment***

*Trade receivables are initially measured at fair value and subsequently measured at amortized cost, net of allowance for impairment. Allowance for impairment losses is determined based on management's evaluation on the collectability of the balances based on PSAK 109. Management believes, the impairment method will not have a significant difference compared to management evaluation on the collectability of the balances using individual basis. Trade receivables are written off in the period when the receivables cannot be collected.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**j. Persediaan**

Persediaan dicatat dengan menggunakan metode rata-rata tertimbang. Persediaan terdiri dari suku cadang kapal dan *crane*, bahan bakar, alat tulis kantor, obat dan alat-alat medis.

Penyisihan persediaan usang ditentukan berdasarkan hasil penelaahan terhadap kondisi persediaan pada tanggal laporan posisi keuangan.

**k. Beban dibayar di muka**

Beban dibayar di muka dibebankan pada operasi sesuai dengan masa manfaatnya.

**l. 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.

Investasi Grup pada entitas asosiasi dicatat dengan menggunakan metode ekuitas. Dalam metode ekuitas, investasi awalnya diakui pada harga perolehan pada saat tanggal 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 dan diuji untuk penurunan nilai secara terpisah dari investasi terkait. Ketika bagian Grup atas nilai wajar neto aset dan liabilitas teridentifikasi melebihi biaya perolehan, selisih tersebut diakui sebagai pendapatan dalam bagian laba atau rugi Grup pada periode perolehan.

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. Keuntungan atau kerugian yang belum direalisasi sebagai hasil dari transaksi-transaksi antara Grup dengan entitas asosiasi dieliminasi sesuai dengan kepemilikan dalam entitas asosiasi.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***j. Inventory***

*Inventory was recorded using the weighted average method. Inventories consist of ship and crane spare part, fuels, office supplies, medicine and medical instruments.*

*Allowance for inventory obsolence is defined based on analysis of inventory condition on the date of reporting of financial position.*

***k. Prepaid expenses***

*Prepaid expenses are charged to operations over the useful life.*

**l. Investment in associates**

*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.*

*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 on the date of acquisition. 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. When the Group's share of the net fair value exceeds the cost, the difference is recognised as income in the Group's share of profit or loss in the period of acquisition.*

*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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**l. Investasi pada entitas asosiasi (lanjutan)**

Gabungan bagian Grup atas laba rugi entitas asosiasi disajikan pada muka laba rugi dan penghasilan komprehensif lain konsolidasian (sebagai laba atau rugi) di luar laba usaha dan mencerminkan laba atau rugi setelah pajak dan kepentingan nonpengendali 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.

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.

**m. 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 supaya aset tersebut siap digunakan sesuai dengan maksud manajemen.

Setelah pengakuan awal, aset tetap dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***l. Investment in associates (continued)***

*The aggregate of the Group's share of profit or loss of an associate is shown on 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.*

*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.*

***m. 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 the location and condition necessary for the assets to be capable of operating in the manner intended by management.*

*After initial recognition, fixed assets are carried at cost less any subsequent accumulated depreciation and impairment losses.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**m. Aset tetap (lanjutan)**

Penyusutan aset tetap dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode garis lurus.

Pada tahun 2025, Grup meninjau ulang estimasi umur manfaat aset berdasarkan hasil penilaian pihak ketiga. Adapun perubahan umur manfaat yang berlaku mulai tahun 2025 adalah sebagai berikut:

**2. *SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***m. Fixed assets (continued)***

*Depreciation of fixed assets start when it is available for use and is computed using the straight-line method.:*

*In 2025, the Group reviewed the estimate useful lives of assets. This change was based on an assessment conducted by third party specialists. The revised useful lives effective in 2025 are as follows:*

| | Tahun/*Years* | | |
|---|---|---|---|
| **Jenis Aset** | **2025** | **2024** | ***Type of Assets*** |
| Bangunan fasilitas pelabuhan | 10 - 75 | 2 - 50 | *Building and port facilities* |
| Alat fasilitas pelabuhan | 4 - 30 | 2 - 20 | *Port facility equipment* |
| Instalasi fasilitas pelabuhan | 5 - 40 | 2 - 50 | *Port facility installation* |
| Jalan dan bangunan | 5 - 50 | 2 - 50 | *Roads and building* |
| Peralatan | 4 - 15 | 3 - 25 | *Equipment* |
| Kendaraan | 5 - 10 | 4 - 5 | *Vehicles* |

Perubahan umur manfaat tersebut, yang berdampak pada perhitungan beban depresiasi, diterapkan secara prospektif mulai tahun 2025. Dampak dari perubahan tersebut diungkapkan pada Catatan 12.

*These changes in useful lives, which affect the calculation of depreciation are applied prospectively starting in 2025. The impact of such changes is disclosed in Note 12.*

Jumlah tercatat aset ini direviu atas penurunan nilai jika terdapat peristiwa atau perubahan keadaan yang mengindikasikan bahwa jumlah tercatat mungkin tidak dapat seluruhnya terealisasi.

*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.*

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. 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.

*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. 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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**m. Aset tetap (lanjutan)**

Nilai residu, umur manfaat dan metode penyusutan aset tetap dievaluasi setiap akhir tahun pelaporan dan disesuaikan secara prospektif jika dipandang perlu.

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 pemeliharaan dan perbaikan 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.

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.

Biaya perbaikan yang signifikan diakui dalam jumlah tercatat aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan. Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laporan laba pada saat terjadinya.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***m. Fixed assets (continued)***

*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.*

*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 repairs and maintenance 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.*

*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.*

*The cost of major repairs is recognized as the carrying amount of the fixed assets as a replacement if the recognition criteria are satisfied. All repairs and maintenance costs that do not meet the recognition criteria are recognized in the profit or loss as incurred.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**m. 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.

**n. 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 2w).

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***m. 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.*

***n. Leases***

*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 2w).*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**n. Sewa (lanjutan)**

*Grup sebagai Penyewa (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 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)***

***n. Leases (continued)***

The Group as Lessee (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 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)**

**n. 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. Sewa kontijensi diakui sebagai pendapatan pada periode dimana sewa kontijensi tersebut diperoleh.

**o. Aset takberwujud**

Aset takberwujud Grup terdiri dari aset hak konsesi, piranti lunak dan biaya ditangguhkan.

Aset takberwujud diakui jika Grup kemungkinan besar akan memperoleh manfaat ekonomis masa depan dari aset takberwujud tersebut dan biaya aset tersebut dapat diukur dengan andal.

Aset takberwujud diukur sebesar nilai perolehan pada pengakuan awal. Setelah pengakuan awal, aset takberwujud dicatat pada nilai perolehan dikurangi akumulasi amortisasi dan penurunan nilai, jika ada.

Aset takberwujud diamortisasi selama umur manfaat ekonomi aset dan dievaluasi apabila terdapat indikasi adanya penurunan nilai untuk aset takberwujud. Periode dan metode amortisasi untuk aset takberwujud direviu setidaknya setiap akhir tahun tutup buku.

Aset takberwujud dihentikan pengakuannya pada saat pelepasan (yaitu, pada tanggal penerima memperoleh kendali) atau Ketika tidak ada manfaat ekonomi masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan asset (dihitung sebagai perbedaan antara hasil pelepasan neto dan jumlah tercatat aset) dimasukkan dalam laporan laba rugi.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***n. Leases (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. Contingent rent are recognized as revenue in the period in which they are earned.*

***o. Intangible assets***

*Intangible assets of the Group consist of concession rights asset, software and deferred charges.*

*Intangible assets are recognized if the Group will obtain useful economic benefit from the intangible assets and the cost of assets can be reliably measured.*

*Intangible asset is measured on initial recognition at cost. Following initial recognition, the intangible asset is carried at cost less any accumulated amortization and impairment loss, if any.*

*An intangible asset is amortized over the asset's useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset are reviewed at least at each financial year end.*

*An intangible asset is derecognized upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**o. Aset takberwujud (lanjutan)**

Aset hak konsesi

Grup telah menerapkan ISAK 112, "Perjanjian Konsesi Jasa" dan ISAK 229, "Perjanjian Konsesi Jasa: Pengungkapan".

ISAK 112 mengatur prinsip umum dalam pengakuan dan pengukuran hak dan kewajiban terkait dengan perjanjian konsesi jasa. ISAK 112 mengatur bahwa infrastruktur tidak diakui sebagai aset tetap operator (pihak penerima konsesi jasa) karena perjanjian jasa kontraktual tidak memberikan hak kepada operator untuk mengendalikan penggunaan infrastruktur jasa publik. Operator memiliki akses untuk mengoperasikan infrastruktur dalam menyediakan jasa publik untuk kepentingan pemberi konsesi sesuai dengan persyaratan yang ditentukan dalam kontrak.

ISAK 229 memberikan panduan spesifik mengenai pengungkapan yang diperlukan atas perjanjian konsesi jasa.

Grup membukukan perjanjian konsesi jasa sebagai model aset takberwujud karena memiliki hak (lisensi) untuk membebankan pengguna jasa publik. Pada saat pengakuan awal, aset konsesi dicatat pada nilai wajar dari imbalan yang diterima atau akan diterima. Aset konsesi ini adalah aset hak pengelolaan terminal pelabuhan dan alur pelayaran yang akan diamortisasi selama sisa masa hak konsesi sejak tanggal pengoperasian terminal pelabuhan dan alur pelayaran. Selama masa konstruksi, akumulasi biaya perolehan dan konstruksi terminal pelabuhan dan alur pelayaran diakui sebagai aset konsesi dalam penyelesaian. Amortisasi mulai dibebankan pada saat aset konsesi tersebut siap digunakan.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***o. Intangible assets (continued)***

*Concession rights assets*

*The Group has adopted ISAK 112, "Service Concession Arrangement" and ISAK 229, "Service Concession Arrangement: Disclosure".*

*ISAK 112 determines the general principles in the recognition and measurement of liabilities and rights related to service concession arrangement. ISAK 112 regulates that an operator (concession right beneficiary) does not recognize any infrastructure assets because the contractual service arrangement does not convey the right to control the use of the public service infrastructure to the operator. The operator has access to operate the infrastructure to provide the public service on behalf of the grantor in accordance with the terms specified in the contract.*

*ISAK 229 provides specific guidance for the required disclosures regarding the service concession arrangement.*

*The Group records for its service concession arrangement under the intangible asset model as it receives the right (license) to charge users of public service. At initial recognition, concession assets are recorded at the fair value of the benefit received or to be received. These concession assets are port terminal and shipping channel concession rights which are amortized over the remaining concession period from the date of operation of the port terminal and shipping channel. During the construction period, the accumulated port terminal and shipping channel construction cost is recognized as concession assets in progress. The amortization of the cost starts when the concession assets are ready to be operated.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**o. Aset takberwujud (lanjutan)**

Aset hak konsesi (lanjutan)

Aset konsesi akan dihentikan pengakuannya pada saat berakhirnya masa konsesi. Tidak akan ada keuntungan atau kerugian saat penghentian pengakuan karena aset konsesi diharapkan telah diamortisasi secara penuh, akan diserahkan kepada Kantor Otoritas Pelabuhan ("OP") tanpa syarat.

Aset konsesi yang diberikan kepada Grup dapat dipindahkan dengan persetujuan Pemerintah/OP. Aset konsesi ini akan diserahkan ke Pemerintah/OP pada saat akhir masa konsesi dan, pada saat itu, seluruh akun yang berhubungan dengan aset konsesi akan dihentikan pengakuannya.

Selain itu, Grup mengakui dan mengukur pendapatan konstruksi sesuai dengan PSAK 115, "Pendapatan dari Kontrak dengan Pelanggan", untuk jasa yang dilakukannya. Ketika Grup menyediakan jasa konstruksi atau peningkatan kemampuan, imbalan yang diterima atau akan diterima oleh Grup diakui pada nilai wajar.

Kontrak konstruksi meliputi seluruh biaya konstruksi pembangunan aset konsesi yang meliputi biaya pembangunan dermaga, pengadaan tanah dan biaya-biaya lain yang berhubungan langsung dengan pembangunan tersebut, termasuk biaya pembangunan jalan akses dan fasilitas lainnya yang disyaratkan, proses persiapan pembangunan, seluruh biaya pengerukan alur, proses studi kelayakan, ditambah biaya pinjaman yang secara langsung digunakan untuk mendanai proses pembangunan aset tersebut. Biaya pinjaman dikapitalisasi sampai dengan saat proses pembangunan tersebut selesai dan dioperasikan.

Grup mengakui biaya jasa konstruksi dan peningkatan kemampuan aset konsesi sebagai aset takberwujud di mana Grup menerima hak (lisensi) untuk membebankan pengguna jasa publik. Suatu hak untuk membebankan pengguna jasa publik bukan merupakan hak tanpa syarat untuk menerima kas karena jumlahnya bergantung pada sejauh mana publik menggunakan jasa.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***o. Intangible assets (continued)***

*Concession assets (continued)*

*The concession assets are derecognized at the end of the concession period. There will be no gain or loss upon derecognition as the concession assets which are expected to be fully amortized by then, will be handed over to the Kantor Otoritas Pelabuhan ("OP") for no consideration.*

*Concession assets which are granted to the Group are transferrable with approval from the Government/OP. These concession assets will be transferred to the Government/OP at the end of the concession period and, at such time, all accounts related to the concession rights assets will be derecognized.*

*In addition, the Group recognizes and measures construction revenue in accordance with PSAK 115, "Revenue from Contracts with Customers", for the services it performs. When the Group provides construction services or upgrades services, the consideration received or to be received by the Group is recognized at its fair value.*

*Construction contract comprehends all cost directly attributable to the construction of concession assets which includes cost of port development, land acquisition and other costs directly related to the development, including the cost of construction of access roads and other facilities required, preparation process for construction, the entire cost of dredging construction, feasibility studies, plus the cost of borrowing directly used for financing the construction of concession asset. Borrowing costs are capitalized until the construction is completed and operated.*

*The Group recognizes construction services and increased capacity of concession asset as intangible assets which the Group receives the rights (license) to charge users of public services. A right to charge users of public services is not an unconditional right to receive cash because the amounts depend on the extent of public using the service.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**o. Aset takberwujud (lanjutan)**

Aset hak konsesi (lanjutan)

Imbalan yang diberikan oleh pemberi konsesi kepada Grup selama periode konstruksi atau peningkatan kemampuan diklasifikasikan sebagai aset kontrak sesuai PSAK 115 "Pendapatan dari Kontrak dengan Pelanggan" (Catatan 14).

Biaya konstruksi merupakan nilai dari jumlah perolehan kontrak konstruksi.

Aset konsesi diamortisasi selama masa konsesi dengan menggunakan metode garis lurus.

Provisi Pemeliharaan Terminal

Dalam pengoperasian terminal, Grup mempunyai kewajiban untuk menyerahkan aset pada akhir masa konsesi kepada OP dalam kondisi baik, antara lain dengan melakukan pemeliharaan secara berkala. Provisi pemeliharaan terminal diukur dengan nilai kini atas estimasi manajemen terhadap pengeluaran yang diperlukan untuk menyelesaikan liabilitas kini.

Piranti lunak

Piranti lunak merupakan biaya-biaya sehubungan dengan perolehan sistem perangkat lunak yang mempunyai masa manfaat 4-5 tahun, ditangguhkan dan diamortisasi selama masa manfaatnya dengan menggunakan metode garis lurus.

**p. Biaya pinjaman**

Biaya pinjaman terdiri dari beban bunga dan biaya lain yang ditanggung Grup sehubungan dengan peminjaman dana. Biaya pinjaman yang dapat diatribusikan langsung dengan perolehan, pembangunan atau pembuatan aset kualifikasian dikapitalisasi sebagai bagian biaya perolehan aset tersebut. Biaya pinjaman lainnya diakui sebagai beban pada saat terjadi Grup.

Kapitalisasi biaya pinjaman dimulai pada saat aktivitas yang diperlukan untuk mempersiapkan aset agar dapat digunakan sesuai dengan maksudnya dan pengeluaran untuk aset kualifikasian dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan pada saat selesainya secara substansi seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan sesuai maksudnya.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***o. Intangible assets (continued)***

*Concession assets (continued)*

*The consideration received by the Group from the grantor during construction period or upgraded services are classified as contract assets in accordance with PSAK 115 "Revenue from Contracts with Customers" (Note 14).*

*Construction cost is the value of the construction contract.*

*The concession assets are amortized over the concession period using straight line method.*

*Provision for Terminal Service Maintenance*

*In operating terminal, the Group has the obligation to transfer assets to OP at the end of concession period in good condition, among others by performing regular maintenance. The estimated net provision for terminal maintenance is discounted to its present value that reflects current provision.*

*Software*

*Software represents expenses relating to systems software cost, whose benefits extend over a period of 4-5 years, are deferred and amortized over the periods benefited using the straight-line method.*

***p. Borrowing cost***

*Borrowing costs consist of interest expenses and other financing charges that the Group incurs in connection with the borrowing funds. Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalized as part of the cost of the related asset. All other borrowing costs are recognized as expenses when incurred.*

*Capitalization of borrowing costs commences when the activities to prepare the qualifying asset for its intended use are in progress and the expenditures for the qualifying asset and the borrowing costs have been incurred. Capitalization of borrowing costs ceases when substantially all the activities necessary to prepare the qualifying assets are completed for their intended use.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**q. Liabilitas kontrak**

Liabilitas kontrak atas pemakaian lahan dan bangunan diamortisasi selama masa kontrak pemakaian dengan menggunakan metode garis lurus. Bagian tidak lancar atas Liabilitas kontrak disajikan sebagai bagian dari "liabilitas jangka panjang" pada laporan posisi keuangan konsolidasian.

**r. Pendapatan dari kontrak dengan pelanggan dan pengakuan beban**

Grup mengadopsi PSAK 115 "Pendapatan dari Kontrak dengan Pelanggan" dengan 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. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Grup membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan dikurangi dengan estimasi jumlah jaminan kinerja jasa yang akan dibayarkan selama periode kontrak;
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;
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;

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***q. Contract liabilities***

*Contract liabilites from usage of land and buildings are amortized over the usage term using the straight-line method. The non-current portion of contract liabilities is shown as part of "long term liabilities" in the consolidated statements of financial position.*

***r. Revenue from contracts with customers and recognition of expenses***

*The Group adopted PSAK 115 "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. *Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Group estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer less the estimated amount of service level guarantee which will be paid during the contract period;*
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;*
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 prices are estimated based on expected cost plus margin;*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**r. Pendapatan dari kontrak dengan pelanggan dan pengakuan beban (lanjutan)**

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, 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.

Di bawah ini adalah ringkasan kebijakan akuntansi pengakuan pendapatan Grup untuk pendapatan pelayanan terminal petikemas, pengusahaan tanah, bangunan, air dan listrik, pelayanan jasa terminal, pelayanan jasa kapal dan pendapatan jasa lain-lain.

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 dan berita acara diterbitkan.

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.

Grup telah melakukan analisa atas transaksi penjualan dan menyimpulkan bahwa Grup bertindak sebagai prinsipal pada semua perjanjian pendapatan.

Pada tanggal pelaporan, pendapatan yang sudah diakui namun belum ditagihkan dicatat sebagai "piutang usaha belum difakturkan" pada laporan posisi keuangan konsolidasian.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***r. Revenue from contracts with customers and recognition of expenses (continued)***

*5. Recognize revenue when performance obligation is satisfied by transferring 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, 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.*

*Below is a summary of the Group's revenue recognition accounting policies for revenue from container services, land, building, water and electricity, terminal services, vessel services, and other services.*

*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.*

*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.*

*The Group has analyzed the sales transaction and concluded that the Group acts as the principal in all revenue agreements.*

*At reporting date, revenues earned but not yet billed to customer are recorded as "unbilled receivable" in the consolidated statement of financial position.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**r. Pendapatan dari kontrak dengan pelanggan dan pengakuan beban (lanjutan)**

Penghasilan Sewa

Penghasilan sewa diakui dengan dasar garis lurus selama masa sewa.

Pengakuan beban

Beban diakui pada saat terjadinya (asas akrual).

**s. 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: Pajak Penghasilan.

Pajak penghasilan 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. Manajemen secara berkala mengevaluasi posisi yang diambil dalam Surat Pemberitahuan Tahunan ("SPT") sehubungan dengan situasi di mana peraturan perpajakan yang berlaku tunduk pada interpretasi dan menetapkan ketentuan yang sesuai.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***r. Revenue from contracts with customers and recognition of expenses (continued)***

*Lease Income*

*Lease income is recognized on a straight-line basis over the lease terms*

*Expenses recognition*

*Expenses are recognized when incurred (accrual basis).*

**s. 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: Income Tax.*

*Current income 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. 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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**s. Perpajakan**

Pajak penghasilan kini (lanjutan)

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 (*Organisation 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 2025, Grup telah menerapkan amandemen PSAK 212: Pajak Penghasilan, yang memberikan pengecualian wajib sementara dari pengakuan atau pengungkapan pajak tangguhan terkait Pilar Dua. Pada tahun yang berakhir 31 Desember 2025, Perusahaan tidak memenuhi kriteria sebagaimana penerapan dalam PMK 136/2024 terkait dengan 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.

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;

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

**s. Taxation**

*Current income tax (continued)*

*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".*

*Amendments 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 Organisation 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, 2025, the Group has applied amendments to PSAK 212: Income Taxes, which provide mandatory temporary exception from recognizing or disclosing deferred taxes related to Pillar Two. For the year ended December 31, 2025, the Company did not meet the criteria as applied in PMK 136/2024 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.*

*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;*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**s. Perpajakan (lanjutan)**

Pajak tangguhan (lanjutan)

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.

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***s. Taxation (continued)***

*Deferred tax (continued)*

*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.*

*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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**s. Perpajakan (lanjutan)**

Pajak tangguhan (lanjutan)

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.

Manfaat pajak yang diperoleh sebagai bagian dari kombinasi bisnis, tetapi tidak memenuhi kriteria untuk pengakuan terpisah pada tanggal tersebut, diakui selanjutnya jika informasi baru tentang fakta dan keadaan berubah. Penyesuaian tersebut diperlakukan sebagai pengurangan *goodwill* (selama tidak melebihi *goodwill*) jika terjadi selama periode pengukuran atau diakui dalam laba rugi.

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)***

***s. Taxation (continued)***

*Deferred tax (continued)*

*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.*

*Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recogn ised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognized in profit or loss.*

*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)**

**t. Imbalan kerja**

Imbalan pascakerja

Perusahaan menyelenggarakan program pensiun iuran pasti (Program Pensiun) untuk semua karyawan tetapnya yang telah memenuhi kriteria dan liabilitas imbalan kerja yang tidak didanai yang ditentukan berdasarkan Kesepakatan Kerja Bersama (KKB) yang berlaku. Liabilitas imbalan kerja yang tidak didanai tersebut dihitung dengan membandingkan imbalan yang akan diterima oleh karyawan pada usia normal pensiun dari Program Pensiun dengan imbalan sesuai dengan KKB, setelah dikurangi dengan akumulasi kontribusi pemberi kerja dan hasil pengembangannya. Jika bagian pemberi kerja pada imbalan Program Pensiun kurang dari imbalan yang diharuskan oleh KKB, Perusahaan akan mencadangkan kekurangan tersebut.

Perusahaan memberikan imbalan kerja lainnya, seperti imbalan kesehatan dan uang penghargaan. Hak atas imbalan ini pada umumnya diberikan apabila karyawan bekerja hingga mencapai usia pensiun dan memenuhi masa kerja tertentu. Estimasi biaya imbalan ini diakru sepanjang masa kerja karyawan, dengan menggunakan metodologi akuntansi yang sama dengan metodologi yang digunakan dalam perhitungan program pensiun imbalan pasti.

Kewajiban imbalan pensiun tersebut 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*.

Beban untuk imbalan kerja berdasarkan KKB/UU/imbalan kesehatan pascakerja ditentukan dengan menggunakan metode *projected-unit-credit*. Laba atau rugi aktuarial diakui sebagai penghasilan atau beban apabila akumulasi keuntungan atau kerugian aktuarial neto yang belum diakui pada akhir tahun pelaporan sebelumnya melebihi total 10% dari nilai kini kewajiban imbalan pasti (*present value of the defined benefit obligation*) pada tanggal tersebut.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***t. Employee benefits***

*Post-employment benefits*

*The Company has a defined contribution retirement plan (Pension Plan) covering all of its qualified permanent employees and an unfunded employee benefit liability determined in accordance with the existing Collective Labor Agreement (CLA). The unfunded employee benefit liability is calculated by comparing the benefit that will be received by an employee at normal pension age from the Pension Plan with the benefit as stipulated in the CLA, after deducting the accumulated employer contribution and the related investment results. If the employer-funded portion of the Pension Plan benefit is less than the benefit as required by the CLA, the Company reserves for such shortfall.*

*The Company also provides other postemployment benefits, such as healthcare benefits and service pay to their retirees. The entitlement to these benefits is usually based on the employee remaining in service up to retirement age and the completion of a minimum service period. The estimation costs of these benefits are accrued over the period of employment, using an accounting methodology similar to defined benefit pension plans.*

*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 unrecognized actuarial gains or losses and prior service costs. The defined benefit obligation is calculated annually by an independent actuary using the projected-unit-credit method.*

*The costs of providing employee benefits under the CLA/Law/post-retirement healthcare benefits plan are determined using the projected-unit-credit method. Actuarial gains or losses are recognized as income or expense when the net cumulative unrecognized actuarial gains or losses for each individual plan at the end of the previous reporting year exceeded 10% of the present value of the defined benefit obligation at that date.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**t. Imbalan kerja (lanjutan)**

Keuntungan atau kerugian yang melebihi ketentuan 10% diakui selama rata-rata sisa masa kerja yang diperkirakan dari para pekerja dalam program tersebut. Lebih lanjut, biaya jasa lalu yang terjadi ketika Perusahaan memperkenalkan program imbalan pasti atau terjadinya perubahan atas imbalan yang terhutang dari program yang berlaku saat ini harus diamortisasi selama periode sampai imbalan tersebut telah menjadi hak karyawan (*vested*).

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.

Pada tanggal 2 Februari 2021, Pemerintah mengundangkan dan memberlakukan Peraturan Pemerintah Nomor 35 Tahun 2021 (PP 35/2021) untuk melaksanakan ketentuan Pasal 81 dan Pasal 185 (b) UU No. 11/2020 mengenai Cipta Kerja yang bertujuan untuk menciptakan lapangadan kerja yang seluas-luasnya.

PP 35/2021 mengatur mengenai perjanjian kerja waktu tertentu (karyawan tidak tetap), alih daya, waktu kerja, waktu istirahat dan pemutusan hubungan kerja, yang dapat memengaruhi manfaat imbalan minimum yang harus diberikan kepada karyawan. Penerapan peraturan tersebut tidak menghasilkan perubahan besar terhadap kebijakan akuntansi Grup dan tidak memiliki dampak material pada jumlah yang dilaporkan untuk tahun keuangan saat ini.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***t. Employee benefits (continued)***

*These gains or losses in excess of the 10% threshold are amortized on a straight-line basis over the average of remaining working period of the employees estimates. Further, past service costs arising from the introduction of a defined benefit plan or changes in the benefits payable of an existing plan are required to be amortized over the period until the benefits concerned become vested.*

*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 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.*

*On February 2, 2021, the Government promulgated Government Regulation Number 35 Year 2021 (PP 35/2021) to implement the provisions of Article 81 and Article 185 (b) of Law No. 11/2020 concerning Job Creation (Cipta Kerja), which aims to create the widest possible employment opportunities.*

*PP 35/2021 regulates the work agreement for a certain period (non-permanent employees), outsourcing, working time, rest time and termination of employment, which can affect the minimum benefits that must be provided to employees. The implementation of the new regulation did not result in major changes to the Group's accounting policy and had no material impact on the amounts reported for the current.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**t. Imbalan kerja (lanjutan)**

*Program iuran pasti*

Program iuran pasti merupakan program imbalan pascakerja, di mana entitas membayar iuran tetap kepada suatu entitas terpisah dan tidak memiliki kewajiban hukum ataupun konstruktif untuk membayar iuran lebih lanjut. Kewajiban untuk membayar iuran secara regular merupakan biaya imbalan kerja karyawan untuk periode di mana jasa diberikan oleh pekerja.

Instrumen keuangan adalah setiap kontrak yang menambah nilai aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

**u. Instrumen keuangan**

Instrumen keuangan adalah setiap kontrak yang menambah nilai aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

**Aset keuangan**

Pengakuan dan Pengukuran Awal

Aset keuangan diklasifikasikan pada saat pengakuan awal untuk selanjutnya diukur pada biaya perolehan diamortisasi, nilai wajar melalui penghasilan komprehensif lain (“NWPKL”), atau nilai wajar melalui laba rugi (“NWLR”).

Pada pengakuan awal, Grup mengukur aset keuangan pada nilai wajarnya ditambah biaya transaksi, dalam hal aset keuangan tidak diukur pada 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: Pendapatan dari kontrak dengan pelanggan, seperti diungkapkan pada Catatan 2r.

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)***

***t. Employee benefits (continued)***

*Defined contribution plans*

*A defined contribution plan is a postemployment benefit plan in which the entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for the regular contributions constitute employee benefit costs for the period during which services are rendered by employees.*

*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.*

***u. 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.*

***Financial assets***

*Initial Recognition and Measurement*

*Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (“FVOCI”), and fair value through profit or loss (“FVTPL”).*

*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 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: Revenue from contracts with customers, as disclosed in Note 2r.*

*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)**

**u. Instrumen keuangan (lanjutan)**

**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 pendauran laba dan rugi kumulatif (instrumen utang),
- Aset keuangan pada NWPKL tanpa pendauran laba dan rugi kumulatif setelah penghentian pengakuan (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.

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***u. Financial instruments (continued)***

***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.*

*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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**u. Instrumen keuangan (lanjutan)**

**Aset keuangan (lanjutan)**

Pengukuran Selanjutnya (lanjutan)

Aset keuangan Grup yang diukur pada biaya perolehan diamortisasi termasuk piutang usaha dan lain-lain, piutang plasma, dan pinjaman kepada pihak berelasi yang merupakan bagian dari aset keuangan 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.

*Aset keuangan pada NWPKL tanpa pendauran laba dan rugi kumulatif setelah penghentian pengakuan (instrumen ekuitas)*

Pada pengakuan awal, Grup dapat memilih untuk menetapkan klasifikasi yang tidak dapat dikembalikan atas investasi pada instrumen ekuitas sebagai NWPKL jika memenuhi definisi ekuitas sesuai PSAK 232: Instrumen keuangan: Penyajian dan tidak dimiliki untuk diperdagangkan. Klasifikasi ditentukan atas basis instrumen per instrumen.

Keuntungan dan kerugian atas aset keuangan ini tidak pernah didaur 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 takterbatalkan investasi ekuitas yang tidak terdaftar di bursa masuk dalam kategori ini.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***u. Financial instruments (continued)***

***Financial assets (continued)***

*Subsequent Measurement (lanjutan)*

*The Group's financial assets at amortized cost includes trade and other receivables, plasma receivables, and loans to related parties under other non-current financial 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.*

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: Financial instruments: Presentation 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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**u. Instrumen keuangan (lanjutan)**

**Aset keuangan (lanjutan)**

Pengukuran Selanjutnya (lanjutan)

*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.

Kategori ini termasuk instrumen derivatif dan investasi ekuitas yang diperdagangkan di bursa efek yang mana oleh Grup diklasifikasikan secara tak terbatalkan pada NWPKL. Dividen atas investasi ekuitas yang tercatat di bursa diakui sebagai pendapatan lain-lain dalam laporan laba rugi pada saat hak atas pembayaran telah ditetapkan.

Derivatif melekat dalam kontrak hibrida, dengan liabilitas keuangan atau kontrak utama non-keuangan, dipisahkan dari kontrak utamanya dan dicatat sebagai derivatif terpisah jika: karakteristik ekonomi dan risiko tidak berkaitan erat dengan kontrak utamanya; instrumen terpisah dengan persyaratan yang sama dengan derivatif melekat akan memenuhi definisi derivatif; dan kontrak hibrida ini tidak diukur pada NWLR. Derivatif melekat diukur pada nilai wajar dengan perubahan nilai wajar diakui dalam laba rugi. Penilaian ulang hanya terjadi jika terdapat perubahan baik dalam persyaratan kontrak yang secara signifikan mengubah arus kas yang sebaliknya akan diperlukan, atau reklasifikasi aset keuangan diluar dari kategori NWLR.

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

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***u. Financial instruments (continued)***

***Financial assets (continued)***

*Subsequent Measurement (lanjutan)*

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.*

*This category includes derivative instruments and listed equity investments which the Group had not irrevocably elected to classify at FVOCI. Dividends on listed equity investments are recognized as other income in the statement of profit or loss when the right of payment has been established.*

*A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at FVTPL. Embedded derivatives are measured at fair value with changes in fair value recognized in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the FVTPL category.*

*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 consolidated statement of financial position) when:*

- *The rights to receive cash flows from the asset have expired;*
  *Or*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**u. Instrumen keuangan (lanjutan)**

**Aset keuangan (lanjutan)**

Penghentian Pengakuan (lanjutan)

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: (lanjutan)

- 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.

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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***u. Financial instruments (continued)***

***Financial assets (continued)***

*Derecognition (continued)*

*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 consolidated statement of financial position) when: (continued)*

- *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.*

*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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**u. Instrumen keuangan (lanjutan)**

**Aset keuangan (lanjutan)**

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. 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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***u. Financial instruments (continued)***

***Financial assets (continued)***

*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. 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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**u. Instrumen keuangan (lanjutan)**

**Aset keuangan (lanjutan)**

Penurunan nilai (lanjutan)

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.

Instrumen utang Grup pada NWPKL hanya terdiri dari obligasi kuotasi yang dinilai dalam kategori investasi teratas. Oleh karena itu, dianggap sebagai investasi dengan risiko kredit rendah. Merupakan kebijakan Grup untuk mengukur KKE pada instrumen tersebut setiap 12 bulan. Namun, jika terjadi peningkatan risiko kredit secara signifikan sejak diterbitkan, penyisihan akan didasarkan pada KKE sepanjang umurnya.

**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.

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 dan pinjaman, seperti utang usaha dan lain-lain, biaya masih harus dibayar, liabilitas imbalan kerja jangka pendek, utang bank dan utang pihak berelasi.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***u. Financial instruments (continued)***

***Financial assets (continued)***

*Impairment (continued)*

*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's debt instruments at FVOCI comprise solely of quoted bonds that are graded in the top investment category. Therefore, are considered to be low credit risk investments. It is the Group's policy to measure ECLs on such instruments on a 12-month basis. However, when there has been a significant increase in credit risk since origination, the allowance will be based on the lifetime ECL.*

***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.*

*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 loans and borrowings, such as trade and other payables, accrued expense, bank loans and due to related parties.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**u. Instrumen keuangan (lanjutan)**

**Liabilitas keuangan (lanjutan)**

Pengukuran Selanjutnya

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut:

*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: Instrumen keuangan. Derivatif melekat yang dipisahkan juga diklasifikasikan sebagai dimiliki untuk diperdagangkan kecuali ditetapkan sebagai instrumen lindung nilai yang efektif.

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 dan ditetapkan pada tanggal pengakuan awal. Grup tidak menetapkan liabilitas keuangan apapun sebagai liabilitas yang diukur pada NWLR.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***u. Financial instruments (continued)***

***Financial liabilities (continued)***

*Subsequent Measurement*

*The subsequent measurement of financial liabilities depends on their classification as described below:*

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: Financial instruments. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.*

*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 are satisfied. The Group has not designated any financial liability as at FVTPL.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**u. Instrumen keuangan (lanjutan)**

**Liabilitas keuangan (lanjutan)**

Pengukuran selanjutnya (lanjutan)

*Liabilitas keuangan pada biaya perolehan diamortisasi (Utang dan pinjaman)*

i) 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.

ii) 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.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***u. Financial instruments (continued)***

***Financial liabilities (continued)***

*Subsequent measurement (continued)*

Financial liabilities at amortized cost (Loans and borrowings)

*i) 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.*

*ii) 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.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**u. Instrumen keuangan (lanjutan)**

**Liabilitas keuangan (lanjutan)**

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.

**Saling hapus instrumen 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.

**v. Provisi**

Provisi diakui jika Grup memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) sebagai 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 dibalik.

**w. Penurunan nilai aset non-keuangan**

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 jumlah terpulihkan aset tersebut.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***u. Financial instruments (continued)***

***Financial liabilities (continued)***

*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.*

***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.*

***v. Provision***

*Provisions are recognized when the Group has a present obligation (legal or constructive) 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.*

***w. Impairment of non-financial assets***

*The Group assesses at reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount.*

**2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)**

**w. Penurunan nilai aset non-keuangan (lanjutan)**

Kerugian penurunan nilai dari operasi yang berkelanjutan, jika ada, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian dalam kategori biaya yang konsisten dengan fungsi aset yang diturunkan nilainya.

**x. 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 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 bulan setelah tanggal pelaporan.

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

Suatu liabilitas disajikan lancar bila:

i) akan dilunasi dalam siklus operasi normal,
ii) untuk diperdagangkan,
iii) akan dilunasi dalam 12 bulan setelah tanggal pelaporan, atau
iv) tidak ada hak untuk menangguhkan pelunasannya dalam kurun waktu 12 bulan setelah tanggal periode pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai tidak lancar.

Aset dan kewajiban pajak tangguhan diklasifikasikan sebagai aset dan kewajiban tidak lancar dan kewajiban jangka panjang.

***2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)***

***w. Impairment of non-financial assets (continued)***

*Impairment losses of continuing operations, if any, are recognized in the consolidated statement of profit or loss and other comprehensive income under expense categories that are consistent with the functions of the impaired assets.*

***x. 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 realised or intended to be sold or consumed in the normal operating cycle,*
*2) held primarily for the purpose of trading,*
*3) expected to be realised within 12 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 months after the reporting period.*

*All other assets are classified as non-current.*

*A liability is current when it is:*

*i) expected to be settled in the normal operating cycle,*
*ii) held primarily for the purpose of trading,*
*iii) due to be settled within twelve months months after the reporting period, or*
*iv) there is no right at the end of reporting period to defer the settlement of the liability for at least twelve months 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.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in Thousand of Rupiah, Unless Otherwise Stated)***

## 3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG 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 atas jumlah yang diakui dalam laporan keuangan konsolidasian:

Kerugian Kredit Ekpektasian untuk Aset Keuangan

Untuk piutang usaha dan aset kontrak, Grup menerapkan panduan praktis dalam menghitung kerugian kredit ekspektasian. Oleh karena itu, Grup tidak mengidentifikasi perubahan dalam risiko kredit, melainkan mengukur penyisihan kerugian berdasarkan kerugian kredit ekpektasian sepanjang kepemilikan aset pada tanggal pelaporan. Grup telah membentuk matriks provisi yang didasarkan pada data historis kerugian kredit, disesuaikan dengan faktor-faktor perkiraan masa depan (*forward-looking*) khusus terkait pelanggan dan lingkungan ekonomi.

Untuk instrumen utang yang diukur pada nilai wajar melalui penghasilan komprehensif lain, Grup menerapkan metode yang disederhanakan. Pada setiap tanggal pelaporan, Grup mengevaluasi apakah instrumen utang dianggap memiliki risiko kredit rendah dengan menggunakan semua informasi yang tersedia tanpa biaya atau upaya yang berlebihan. Dalam melakukan evaluasi itu, Grup menilai kembali peringkat kredit eksternal dari instrumen utang. Selain itu, Grup menganggap bahwa telah terjadi peningkatan risiko kredit yang signifikan ketika pembayaran kontrak lebih dari 30 hari tunggakan.

## *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 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:*

*Expected Credit Loss for Financial Assets*

*For trade receivables and contract assets, the Group applies practical guidelines in calculating expected credit losses. Accordingly, the Group does not identify changes in credit risk, but rather measures the allowance for losses based on expected credit losses as long as the assets hold at the reporting date. The Group has established a provisioning matrix based on historical data on credit losses, adjusted for specific forward-looking factors related to customers and the economic environment.*

*For debt instruments measured at fair value through other comprehensive income, the Group applies the simplified method. At each reporting date, the Group evaluates whether a debt instrument is considered to have low credit risk using all available information without undue cost or effort. In conducting this evaluation, the Group reassesses the external credit rating of the debt instrument. In addition, the Group considers that there has been a significant increase in credit risk when the contract payment is more than 30 days in arrears.*

**PT PELINDO TERMINAL PETIKEMAS DAN ENTITAS ANAKNYA CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN Tanggal 31 Desember 2025 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Disajikan dalam Ribuan Rupiah, Kecuali Dinyatakan Lain)**

***PT PELINDO TERMINAL PETIKEMAS AND ITS SUBSIDIARIES NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS As of December 31, 2025 and for the Year Then Ended (Expressed in Thousand of Rupiah, Unless Otherwise Stated)***

**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)**

**Pertimbangan (lanjutan)**

Kerugian Kredit Ekpektasian untuk Aset Keuangan (lanjutan)

Grup mengevaluasi apakah terdapat bukti objektif bahwa piutang usaha mengalami penurunan nilai pada setiap akhir periode pelaporan. Provisi atas penurunan nilai piutang usaha dan piutang lain-lain, dihitung berdasarkan kondisi terkini dan Tingkat ketertagihan historis piutang usaha. Provisi ini disesuaikan secara berkala untuk mencerminkan hasil aktual dan taksiran. Rincian atas sifat dan jumlah tercatat provisi penurunan nilai piutang diungkapkan pada Catatan 5, 6 dan 7.

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.

Grup mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan. Nilai tercatat neto utang pajak penghasilan badan pada 31 Desember 2025 adalah sebesar Rp112.408.499 (2024: Rp55.184.254). Penjelasan lebih rinci mengenai pajak penghasilan diungkapkan dalam Catatan 21c.

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. Nilai tercatat atas tagihan dan keberatan atas hasil pemeriksaan pajak Grup pada tanggal 31 Desember 2025 adalah sebesar Rp134.875.577 (2024: Rp139.628.260). Penjelasan lebih lanjut atas akun ini diungkapkan pada Catatan 21b.

***3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS* (continued)**

***Judgments (continued)***

*Expected Credit Loss for Financial Assets (continued)*

*The Group evaluates whether there is objective evidence that trade receivables are impaired at the end of each reporting period. Provision for impairment of trade and other receivables is calculated based on the current condition and historical collectibility of trade receivables. These provisions are adjusted periodically to reflect actual and estimated results. Details of the nature and carrying amount of provision for impairment of receivables are disclosed in Notes 5, 6 and 7.*

*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.*

*The Group recognizes liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due. The net carrying amount of corporate income tax payable as of December 31, 2025 was Rp112,408,499 (2024: Rp55,184,254). Further details regarding taxation are disclosed in Note 21c.*

*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. The carrying amount of the Group's claims for tax refund and tax assessments under appeal as of December 31, 2025 was Rp134,875,577 (2024: Rp139,628,260). Further explanations regarding this account are provided in Note 21b.*

**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)**

**Estimasi dan asumsi**

Asumsi utama mengenai masa depan dan sumber utama ketidakpastian estimasi pada tanggal pelaporan yang memiliki risiko signifikan yang dapat menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan disusun. Kondisi yang ada dan asumsi mengenai perkembangan masa depan dapat berubah akibat perubahan pasar atau situasi yang berada di luar kendali Grup. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Penyisihan atas Penurunan Nilai Piutang Usaha

Grup menggunakan matriks provisi untuk menghitung KKE atas piutang usaha. Tarif provisi didasarkan pada hari yang lewat jatuh tempo untuk mengelompokan pelanggan ke segmen yang memiliki pola kerugian serupa. Matriks provisi awalnya berdasarkan tarif *default* yang diamati Grup secara historis. Grup akan mengkalibrasi matriks tersebut untuk menyesuaikan pengalaman kerugian kredit historis dengan informasi kedepan. Misalnya, jika prakiraan kondisi ekonomi diperkirakan memburuk selama tahun depan yang dapat menyebabkan peningkatan jumlah *default* di sektor usaha Grup, tingkat *default* historis disesuaikan. Pada setiap tanggal pelaporan, tarif *default* yang diamati secara historis diperbarui dan perubahan dalam estimasi ke depan dianalisa kembali.

Penilaian korelasi antara tingkat *default* yang dapat diamati secara historis, taksiran kondisi ekonomi dan KKE adalah estimasi yang signifikan. Jumlah KKE sensitif terhadap perubahan keadaan dan taksiran kondisi ekonomi. Pengalaman kerugian kredit historis Grup dan perkiraan kondisi ekonomi mungkin juga tidak mewakili aktual *default* pelanggan yang sebenarnya di masa depan.

Penjelasan lebih lanjut atas piutang usaha diungkapkan dalam Catatan 5.

***3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)***

***Estimates and assumptions***

*The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period are disclosed below. The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstantes 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 uses a provision matrix to calculate ECLs for trade receivables. 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 Group's historical observed default rates. The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions are expected to deteriorate over the next year which can lead to an increased number of defaults in the Group's industry sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analysed.*

*The assessment of the correlation between historical observed default 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 credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future.*

Further details on trade receivables are disclosed in Note 5.

**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)**

Aset pajak tangguhan

Aset pajak tangguhan diakui untuk semua perbedaan temporer antara nilai tercatat aset dan liabilitas pada laporan keuangan dengan dasar pengenaan pajak jika besar kemungkinan bahwa jumlah laba fiskal akan memadai untuk pemanfaatan perbedaan temporer yang diakui. Estimasi manajemen yang signifikan diperlukan untuk menentukan jumlah aset pajak tangguhan yang diakui berdasarkan kemungkinan waktu terealisasinya dan jumlah laba fiskal pada masa mendatang serta strategi perencanaan pajak masa depan.

Penjelasan lebih rinci diungkapkan dalam Catatan 2s dan 21f.

Penurunan Nilai atas Investasi pada Entitas Asosiasi

Manajemen menilai pada setiap tanggal pelaporan dan menentukan apakah terdapat indikasi penurunan nilai yang mengharuskan Grup melakukan uji penurunan nilai atas aset investasi pada entitas asosiasi.

Perhitungan atas arus kas masa depan yang dapat diperoleh secara kontraktual dari kepemilikan investasi pada entitas asosiasi melibatkan estimasi yang signifikan. Walaupun manajemen berkeyakinan bahwa asumsi yang digunakan memiliki dasar yang kuat, perubahan signifikan pada asumsi tersebut dapat mempengaruhi secara material evaluasi atas nilai terpulihkan dan dapat menimbulkan penurunan nilai sesuai PSAK 236: Penurunan Nilai Aset.

Penurunan nilai terjadi apabila nilai tercatat investasi melebihi jumlah terpulihkannya, yaitu nilai tertinggi antara nilai pakai (*"Value In Use"*) dan nilai wajar dikurangi biaya untuk menjual ("*Fair Value Less Costs of Disposal*"). Jumlah terpulihkan yang digunakan Grup dihitung dari nilai pakai, yaitu estimasi arus kas dividen dan manfaat ekonomis lainnya di masa depan yang telah didiskontokan dan dapat diperoleh Grup selama Grup memiliki investasi sampai akhir masa perjanjian dan memenuhi ketentuan dan persyaratan seperti yang diatur pada perjanjian.

***3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)***

*Deferred tax assets*

*Deferred tax assets are recognized for all temporary differences between the financial statements' carrying amounts of existing assets and liabilities and their respective taxes bases to the extent that it is probable that taxable profit will be available against which the temporary differences can be utilized. Significant management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.*

*Further details are disclosed in Notes 2s and 21f.*

*Impairment over Investment in Associates*

*Management evaluates at each reporting period and determines whether there are impairment indicators which requires the Group to perform impairment testing on investment in associates.*

*Calculation of future cashflow that the Group expects to collect contractually from the ownership of investment in associates involves significant estimates. Although management believes that the used assumptions are supported by a reasonable basis, significant changes in these assumptions could materially affect the evaluation of the recoverable amount and may result in impairment loss in accordance with PSAK 236: Impairment of Assets.*

*Impairment occurs when the carrying amount of investment is higher than its recoverable amount, i.e. the higher of value in use and fair value less costs of disposal. The recoverable amount used by the Group is determined based on value in use, being estimation of future cash inflow from dividends and other economic benefits expected to be received by the Group, discounted over the period during which the Group holds the investment up to the end of the agreement term, provided that the relevant terms and conditions stipulated in the agreement are met.*

**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)**

Penurunan Nilai atas Investasi pada Entitas Asosiasi (lanjutan)

Jumlah terpulihkan sensitif terhadap tingkat diskonto yang digunakan untuk model dividen yang didiskontokan serta tingkat pertumbuhan yang digunakan untuk tujuan ekstrapolasi dan pemenuhan ketentuan sesuai perjanjian.

Jumlah terpulihkan sensitif terhadap tingkat diskonto yang digunakan untuk model dividen yang didiskontokan serta tingkat pertumbuhan yang digunakan untuk tujuan ekstrapolasi dan pemenuhan ketentuan sesuai perjanjian.

Asumsi dan proyeksi utama yang digunakan dalam model disusun berdasarkan informasi terbaik yang tersedia pada tanggal pelaporan. Berdasarkan hasil pengujian penurunan nilai pada tanggal 31 Desember 2025, IPC TPK mencatat rugi penurunan nilai sebesar Rp92.992.278 atas investasi pada entitas asosiasi dan diakui sebagai bagian dari beban operasi lainnya pada laporan laba rugi dan penghasilan komprehensif lain untuk tahun yang berakhir 31 Desember 2025.

Nilai tercatat investasi dan ringkasan ketentuan dalam perjanjian disajikan pada Catatan 11, 30 dan 34f.

Penurunan Nilai atas Aset Konsesi

Manajemen melakukan evaluasi pada setiap tanggal pelaporan untuk menentukan apakah terdapat indikasi penurunan nilai atas aset konsesi yang mengharuskan Grup melakukan uji penurunan nilai. Evaluasi ini dilakukan sesuai dengan PSAK 236: Penurunan Nilai Aset.

Perhitungan jumlah terpulihkan atas aset konsesi melibatkan pertimbangan dan estimasi yang signifikan, terutama terkait dengan proyeksi arus kas masa depan selama sisa masa konsesi. Meskipun manajemen meyakini bahwa asumsi yang digunakan telah mencerminkan informasi terbaik yang tersedia pada tanggal pelaporan, perubahan material atas asumsi-asumsi tersebut dapat mempengaruhi penilaian jumlah terpulihkan dan dapat mengakibatkan pengakuan rugi penurunan nilai.

***3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)***

*Impairment over Investment in Associates (continued)*

*The recoverable amount is sensitive to the discount rate used in the discounted dividend model and growth rate applied for extrapolation and the extent to which the terms and conditions in the agreement are met.*

*The recoverable amount is sensitive to the discount rate used in the discounted dividend model and growth rate applied for extrapolation and the extent to which the terms and conditions in the agreement are met.*

*The main assumption and projection used in the model are put together based on the best information available at the date of reporting period. Based on the impairment testing conducted for December 31, 2025, IPC TPK recognized impairment loss amounting Rp92,992,278 for the investment in associates and recorded as part of other operating expenses in the statement of profit or loss and other comprehensive income for the year ended December 31, 2025.*

*Carrying amount of the investment and the summary of terms of the agreement are disclosed in Note 11, 30 and 34f.*

*Impairment of Concession Assets*

*Management assesses at each reporting date whether there are any indicators of impairment that require the Group to perform an impairment test on concession assets. This assessment is performed in accordance with PSAK 236: Impairment of Assets.*

*The determination of the recoverable amount of concession assets involves significant judgment and estimates, particularly in relation to the projection of future cash flows over the remaining concession period. While management believes that the assumptions used are appropriate and based on the best information available as of the reporting date, significant changes in these assumptions may materially affect the assessment of the recoverable amount and may result in the recognition of an impairment loss.*

**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI YANG SIGNIFIKAN (lanjutan)**

Penurunan Nilai atas Aset Konsesi (lanjutan)

Penurunan nilai atas aset konsesi diakui apabila nilai tercatat aset melebihi jumlah terpulihkannya, yaitu nilai tertinggi antara nilai pakai (*Value in Use*) dan nilai wajar dikurangi biaya untuk menjual (*Fair Value Less Costs of Disposa*l). Dalam pengujian ini, Grup menentukan jumlah terpulihkan berdasarkan nilai pakai, yang dihitung dengan menggunakan model arus kas terdiskonto (*Discounted Cash Flow method*).

Nilai pakai mencerminkan estimasi arus kas operasi masa depan yang dihasilkan dari penggunaan aset konsesi selama sisa masa konsesi, yang telah didiskontokan dengan tingkat diskonto yang sesuai. Proyeksi arus kas disusun berdasarkan rencana bisnis, proyeksi keuangan, serta ketentuan dan persyaratan yang diatur dalam perjanjian konsesi.

Jumlah terpulihkan aset konsesi sensitif terhadap asumsi utama yang digunakan dalam model nilai pakai, termasuk tingkat diskonto, proyeksi volume layanan atau trafik, tarif layanan, biaya operasi serta provisi pemeliharaan dan reinvestasi sesuai dengan ketentuan dalam perjanjian konsesi.

Asumsi dan proyeksi utama yang digunakan dalam model penurunan nilai disusun berdasarkan informasi terbaik yang tersedia pada tanggal pelaporan. Berdasarkan hasil pengujian penurunan nilai pada tanggal 31 Desember 2025, PMT mencatat penyisihan penurunan nilai atas aset konsesi sebesar Rp349.060.000, yang diakui sebagai bagian dari beban operasi lainnya pada laporan laba rugi dan penghasilan komprehensif lain untuk tahun yang berakhir pada tanggal tersebut.

Nilai tercatat aset konsesi, beban terkait, serta ringkasan ketentuan dalam perjanjian konsesi masing-masing disajikan dalam Catatan 13, 30, dan 34n.

***3. SIGNIFICANT ACCOUNTING JUDGMENTS, ESTIMATES AND ASSUMPTIONS (continued)***

*Impairment of Concession Assets (continued)*

*An impairment loss is recognized when the carrying amount of a concession asset exceeds its recoverable amount, which is the higher of its value in use and its fair value less costs of disposal. For the purposes of impairment testing, the Group determines the recoverable amount based on value in use, calculated using a discounted cash flow (DCF) model.*

*The value in use represents the present value of estimated future operating cash flows expected to be generated from the use of the concession asset over the remaining concession period, discounted using an appropriate discount rate. Cash flow projections are prepared based on business plans, financial projections, and the terms and conditions stipulated in the concession agreement.*

*The recoverable amount of concession assets is sensitive to key assumptions applied in the value in use model, including the discount rate, projected service volume or traffic, concession tariffs, operating expenses, as well as provision for maintenance and reinvestment in accordance with the concession agreement.*

*Key assumptions and projections used in the impairment model are based on the best available information as of the reporting date. Based on the results of the impairment assessment as of December 31, 2025, PMT recognized an impairment provision on concession assets amounting to Rp349,060,000, which was recognized as part of other operating expenses in the statement of profit or loss and other comprehensive income for the year then ended.*

*The carrying amount of concession assets, the related expenses, and a summary of the terms and conditions of the concession agreements are respectively disclosed in Note 13, 30, and 34n.*

## 4. KAS DAN SETARA KAS / *4. CASH AND CASH EQUIVALENTS*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| **Kas** | | | ***Cash on hand*** |
| Rupiah | 103.398 | 178.328 | *Rupiah* |
| **Bank** | | | ***Cash in banks*** |
| Rupiah | | | *Rupiah* |
| Pihak ketiga | | | *Third parties* |
| PT Bank SMBC Indonesia Tbk | 28.868.758 | 1.662.772 | *PT Bank SMBC Indonesia Tbk* |
| PT Bank Central Asia Tbk | 25.539.287 | 25.431.701 | *PT Bank Central Asia Tbk* |
| PT Bank CIMB Niaga Tbk | 5.097.145 | 78.656.875 | *PT Bank CIMB Niaga Tbk* |
| PT Bank Permata Tbk | 785 | - | *PT Bank Permata Tbk* |
| Pihak berelasi (Catatan 33a) | 1.282.331.874 | 689.043.632 | *Related parties (Note 33a)* |
| Dolar AS | | | *US Dollar* |
| Pihak berelasi (Catatan 33a) | 171.430 | 1.264.843 | *Related parties (Note 33a)* |
| Sub-total bank | 1.342.009.279 | 796.059.823 | *Sub-total cash in banks* |
| **Deposito berjangka** | | | ***Time deposits*** |
| Rupiah | | | *Rupiah* |
| Pihak ketiga | | | *Third parties* |
| PT Bank BTPN Syariah Tbk | 10.000.000 | 17.500.000 | *PT Bank BTPN Syariah Tbk* |
| PT Bank Mayapada Internasional Tbk | 3.500.000 | 7.000.000 | *PT Bank Mayapada Internasional Tbk* |
| PT Bank SMBC Indonesia Tbk | - | 59.000.000 | *PT Bank SMBC Indonesia Tbk* |
| Pihak berelasi (Catatan 33a) | 3.446.063.494 | 4.511.803.204 | *Related parties (Note 33a)* |
| Dolar AS | | | *US Dollar* |
| Pihak berelasi (Catatan 33a) | 13.895.496 | 12.121.500 | *Related parties (Note 33a)* |
| Sub-total deposito berjangka | 3.473.458.990 | 4.607.424.704 | *Sub-total time deposits* |
| **Total** | **4.815.571.667** | **5.403.662.855** | ***Total*** |

Rincian suku bunga tahunan deposito berjangka berdasarkan jenis mata uang adalah sebagai berikut:

*The annual interest rates of the above time deposits based on their currency denomination are as follows:*

| | Tahun yang Berakhir pada tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| Rupiah | 5,50% - 7,50% | 2,25% - 7,40% | *Rupiah* |
| Dolar AS | 1,25% - 4,00% | 1,00% | *US Dollar* |

Tidak terdapat kas dan setara kas yang dijaminkan pada tanggal pelaporan.

*There were no pledged cash and cash equivalents as of the reporting date.*

## 5. PIUTANG USAHA, NETO / *5. TRADE RECEIVABLES, NET*

a. Berdasarkan pelanggan / *a. By customer*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Pihak ketiga | | | *Third parties* |
| Difakturkan | 428.883.869 | 412.803.170 | *Billed* |
| Belum difakturkan | 114.417.106 | 109.131.732 | *Unbilled* |
| Dikurangi: | | | |
| Penyisihan penurunan nilai | (56.291.528) | (46.601.288) | *Less: Allowance for impairment* |
| Pihak ketiga, neto | **487.009.447** | **475.333.614** | *Third parties, net* |
| Pihak berelasi (Catatan 33b) | | | *Related parties (Note 33b)* |
| Difakturkan | 45.500.883 | 83.958.885 | *Billed* |
| Belum difakturkan | 4.676.200 | 1.637.385 | *Unbilled* |
| Dikurangi: | | | |
| Penyisihan penurunan nilai | (8.252.079) | (57.974) | *Less: Allowance for impairment* |
| Pihak berelasi, neto | **41.925.004** | **85.538.296** | *Related parties, net* |
| **Total piutang usaha, neto** | **528.934.451** | **560.871.910** | ***Total trade receivables, net*** |

b. Berdasarkan mata uang / *b. By currency*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Rupiah | 593.478.058 | 607.531.172 | *Rupiah* |
| Dikurangi: | | | |
| Penyisihan penurunan nilai | (64.543.607) | (46.659.262) | *Less: Allowance for impairment* |
| **Neto** | **528.934.451** | **560.871.910** | ***Net*** |

c. Mutasi cadangan kerugian kredit ekspektasian adalah sebagai berikut: / *c. Movements in the allowance for expected credit loss are as follows:*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Saldo awal | 46.659.262 | 19.446.257 | *Beginning balance* |
| Penyisihan (Catatan 29) | 24.175.070 | 28.374.120 | *Allowance (Note 29)* |
| Pemulihan (Catatan 30) | (6.290.725) | (1.161.115) | *Recovery (Note 30)* |
| **Saldo akhir** | **64.543.607** | **46.659.262** | ***Ending balance*** |

Pada tanggal 31 Desember 2025 dan 2024, manajemen berkeyakinan bahwa cadangan kerugian kredit ekspektasian 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 kepada pihak ketiga.

*As of December 31, 2025 and 2024, management believes that the allowance for expected credit loss of trade receivables is adequate to cover possible losses on uncollectible trade receivables. Management also believes that there are no significant concentrations of credit risk on receivables from third parties.*

## 5. PIUTANG USAHA, NETO (lanjutan) / *5. TRADE RECEIVABLES, NET (continued)*

Penjelasan lebih rinci terkait analisis umur piutang usaha diungkapkan dalam Catatan 36.

*A more detailed explanation regarding the analysis of the aging of trade receivables is disclosed in Note 36.*

## 6. PIUTANG LAIN-LAIN, NETO / *6. OTHER RECEIVABLES, NET*

a. Berdasarkan pelanggan / *a. By customer*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Pihak ketiga | 41.838.333 | 10.833.751 | *Third parties* |
| Dikurangi: Penyisihan penurunan nilai | (8.688.579) | - | *Less: Allowance for impairment* |
| Pihak ketiga, neto | **33.149.754** | **10.833.751** | *Third parties, net* |
| Pihak berelasi (Catatan 33c) | **102.988.628** | **107.564.916** | *Related parties (Note 33c)* |
| **Total piutang lain-lain** | **136.138.382** | **118.398.667** | ***Total other receivables*** |

Piutang lain-lain, neto - kepada pihak ketiga terutama merupakan piutang atas biaya konsesi yang kepada mitra kerjasama bongkar muat.

*Other receivable, net from third parties mainly represent receivable for concession fees to stevedooring partners.*

b. Mutasi cadangan kerugian kredit ekspektasian adalah sebagai berikut: / *b. Movements in the allowance for expected credit loss are as follows:*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Saldo awal | - | - | *Beginning balance* |
| Penyisihan (Catatan 29) | 8.688.579 | - | *Allowance (Note 29)* |
| **Saldo akhir** | **8.688.579** | **-** | ***Ending balance*** |

Pada tanggal 31 Desember 2025, manajemen berkeyakinan bahwa cadangan kerugian kredit ekspektasian piutang lain-lain cukup untuk menutup kerugian yang mungkin timbul dari tidak tertagihnya piutang tersebut.

*As of December 31, 2025, management believes that the allowance for expected credit losses on other receivables is sufficient to cover any potential losses arising from the uncollectibility of those receivables.*

## 7. ASET KONTRAK / *7. CONTRACT ASSETS*

Akun ini merupakan hak bersyarat yang dimiliki Grup sehubungan dengan jasa pelayanan terminal petikemas, pengusahaan tanah, bangunan, air dan listrik, dan lainnya (Catatan 33d).

*This account represents a conditional right owned by Group in connection with container terminal services, land, building, water and electricity services, and others (Note 33d).*

Berdasarkan hasil penelaahan terhadap akun aset kontrak pada tanggal 31 Desember 2025 dan 2024, manajemen Grup berkeyakinan bahwa seluruh aset kontrak dapat ditagih, oleh karena itu, tidak dibentuk penyisihan kerugian penurunan nilai atas akun aset kontrak.

*Based on the results of the review of the contract asset account as of December 31, 2025 and 2024, the Group's management believes that all contract assets are collectible, therefore, no allowance for impairment losses has been recognized for the contract asset account.*

## 8. PERSEDIAAN, NETO / 8. INVENTORIES, NET

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Suku cadang | 61.625.295 | 65.579.993 | *Spare parts* |
| Bahan bakar dan pelumas | 671.954 | 398.303 | *Fuels and lubricants* |
| Lain-lain (masing-masing dibawah Rp300 juta) | 721.805 | 922.789 | *Others (each below Rp300 million)* |
| Total | 63.019.054 | 66.901.085 | *Total* |
| Dikurangi: | | | *Less:* |
| Penyisihan persediaan usang | (7.078.858) | (6.610.564) | *Allowance for inventory obsolescence* |
| **Neto** | **55.940.196** | **60.290.521** | ***Net*** |

Mutasi penyisihan persediaan usang adalah sebagai berikut:

*The movements in the allowance for inventory obsolescence are as follows:*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Saldo awal | 6.610.564 | 5.385.113 | *Beginning balance* |
| Penambahan tahun berjalan (Catatan 30) | 468.294 | 1.225.451 | *Addition during the year (Note 30)* |
| **Saldo akhir** | **7.078.858** | **6.610.564** | ***Ending balance*** |

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 persediaan.

*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 lossess from obsolescence and decline in market value of inventories*

## 9. UANG MUKA DAN BEBAN DIBAYAR DI MUKA / 9. ADVANCES AND PREPAID EXPENSES

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Uang muka | | | *Advances* |
| Operasional | 163.341.196 | 122.199.118 | *Operational* |
| Bahan | 16.580.032 | - | *Material* |
| Pemeliharaan | 6.528.140 | 471.178 | *Maintenance* |
| Kerjasama mitra usaha | 3.000.150 | - | *Partnership* |
| Umum | 1.542.920 | 1.045.136 | *General* |
| Pegawai | 1.532.222 | 1.726.474 | *Employees* |
| Administrasi kantor | 279.931 | - | *Office administration* |
| Lain-lain | 10.986.852 | 71.341.740 | *Others* |
| Sub-total uang muka | 203.791.443 | 196.783.646 | *Sub-total advances* |
| Beban dibayar di muka | | | *Prepaid expenses* |
| Sewa | 5.346.808 | 5.394.450 | *Rental* |
| Asuransi | 1.134.543 | 8.885.148 | *Insurance* |
| Sub-total beban dibayar dimuka | 6.481.351 | 14.279.598 | *Sub-total prepaid expenses* |
| **Total** | **210.272.794** | **211.063.244** | ***Total*** |

## 10. ASET LANCAR LAINNYA / *10. OTHER CURRENT ASSETS*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Kas dan setara kas yang dibatasi penggunaannya | 1.430.972.403 | 1.270.790.911 | *Restricted cash and cash equivalent* |
| Giro imbalan kerja | 11.114.279 | - | *Employee benefit reserve account* |
| Aset lain-lain | 8.254.288 | 6.691.597 | *Other assets* |
| **Total** | **1.450.340.970** | **1.277.482.508** | ***Total*** |

Kas dan setara kas yang dibatasi penggunaannya terutama merupakan deposito yang dijaminkan kepada PT Bank Negara Indonesia (Persero) Tbk ("BNI") dan PT Bank Rakyat Indonesia (Persero) Tbk ("BRI") sehubungan dengan penerbitan *Letter of Credit* ("L/C") untuk keperluan pengadaan *Electric Rubber Tyred Gantry* (E-RTG) dan *Quay Container Crane* (QCC). Pada tanggal 31 Desember 2025, saldo deposito yang dijaminkan di BNI dan BRI masing-masing sebesar Rp979.000.000 dan Rp450.208.946 (2024: Rp550.000.000 dan Rp718.054.099). Selain itu, terdapat bank jaminan yang dimiliki BMS untuk pembayaran hutang bank dengan saldo pada 31 Desember 2025 sebesar Rp1.763.456 (2024: Rp1.275.665).

*Restricted cash and cash equivalents mainly represent restricted time deposit to PT Bank Negara Indonesia (Persero) Tbk ("BNI") and PT Bank Rakyat Indonesia (Persero) Tbk ("BRI") related to the issuance of Letter of Credit ("L/C") for the procurement purpose of Electric Rubber Tyred Gantry (E-RTG) and Quay Container Crane (QCC). As of December 31, 2025, the outstanding restricted time deposit in BNI and BRI amounting to Rp979,000,000 and Rp450,208,946 (2024: Rp550,000,000 and Rp718,054,099). In addition, BMS held a bank guarantee to secure the repayment of bank loans, with a balance as of December 31, 2025 Rp1,763,456 (2024: 1,275,665).*

## 11. INVESTASI SAHAM / *11. INVESTMENTS IN SHARES*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| **Metode Ekuitas** | | | ***Equity Method*** |
| BMKS | 2.110.641.312 | 1.800.542.726 | *BKMS* |
| NPCT1 | 543.304.685 | 636.296.963 | *NPCT1* |
| TNU | 88.132.698 | 84.569.871 | *TNU* |
| PCN | - | 534.755 | *PCN* |
| EMS | - | 330.529 | *EMS* |
| Sub-total metode ekuitas | 2.742.078.695 | 2.522.274.844 | *Sub-total equity method* |
| **NWPKL** | | | ***FVOCI*** |
| PT Prima Pengembangan Kawasan | 85.559.343 | 85.559.343 | *PT Prima Pengembangan Kawasan* |
| PT Pelindo Energi Logistik | 1.567.000 | 1.567.000 | *PT Pelindo Energi Logistik* |
| PT Pelabuhan Patimban Internasional | 1.000.000 | 1.000.000 | *PT Pelabuhan Patimban Internasional* |
| Sub-total NWPKL | 88.126.343 | 88.126.343 | *Sub-total FVOCI* |
| **Total** | **2.830.205.038** | **2.610.401.187** | ***Total*** |

## 11. INVESTASI SAHAM (lanjutan)

Mutasi investasi pada entitas asosiasi adalah sebagai berikut:

## 11. INVESTMENTS IN SHARES (continued)

*The movements of investments in associates are as follows:*

| | 31 Desember/*December 31*, 2025 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Persentase kepemilikan/ *Percentage of ownership* | Harga Perolehan/ *Cost* | Akumulasi bagian laba (rugi) entitas asosiasi/ *Accumulated equity in net income (loss) of associates*)* | Penghasilan komprehensif lain/*Other comprehensive income**)* | Pelepasan/ *Divestments* | Penurunan Nilai/ *Impairment* | Nilai tercatat/ *Carrying value* | |
| **Metode Ekuitas** | | | | | | | | ***Equity Method*** |
| Dimiliki melalui IPC TPK | | | | | | | | *Owned through IPC TPK* |
| NPCT1 | 51,00% | 173.770.056 | 353.176.126 | 109.350.781 | - | (92.992.278) | 543.304.685 | *NPCT1* |
| Dimiliki melalui PTP1 | | | | | | | | *Owned through PTP1* |
| BNCT | 51,00% | 5.100.000 | (5.100.000) | - | - | - | - | *BNCT* |
| Dimiliki melalui BJTI | | | | | | | | *Owned through BJTI* |
| BKMS | 40,00% | 800.000.000 | 1.311.250.948 | (609.636) | - | - | 2.110.641.312 | *BKMS* |
| TNU | 40,00% | 112.500.000 | (24.404.842) | 37.540 | - | - | 88.132.698 | *TNU* |
| PCN | 30,00% | 1.500.000 | (1.214.151) | 248.906 | (534.755) | - | - | *PCN* |
| EMS | 30,00% | 300.000 | 30.529 | - | (330.529) | - | - | *EMS* |
| **Total** | | **1.093.170.056** | **1.633.738.610** | **109.027.591** | **(865.284)** | **(92.992.278)** | **2.742.078.695** | ***Total*** |

| | 31 Desember/*December 31*, 2024 | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | Persentase kepemilikan/ *Percentage of ownership* | Harga Perolehan/ *Cost* | Akumulasi bagian laba (rugi) entitas asosiasi/ *Accumulated equity in net income (loss) of associates*)* | Penghasilan komprehensif lain/*Other comprehensive income**)* | Pelepasan/ *Divestments* | Penurunan Nilai/ *Impairment* | Nilai tercatat/ *Carrying value* | |
| **Metode Ekuitas** | | | | | | | | ***Equity Method*** |
| Dimiliki melalui IPC TPK | | | | | | | | *Owned through IPC TPK* |
| NPCT1 | 51,00% | 173.770.056 | 353.176.126 | 109.350.781 | - | - | 636.296.963 | *NPCT1* |
| Dimiliki melalui PTP1 | | | | | | | | *Owned through PTP1* |
| BNCT | 51,00% | 5.100.000 | (5.100.000) | - | - | - | - | *BNCT* |
| Dimiliki melalui BJTI | | | | | | | | *Owned through BJTI* |
| BKMS | 40,00% | 800.000.000 | 1.001.802.377 | (1.259.651) | - | - | 1.800.542.726 | *BKMS* |
| TNU | 40,00% | 112.500.000 | (27.937.870) | 7.741 | - | - | 84.569.871 | *TNU* |
| PCN | 30,00% | 1.500.000 | (1.214.151) | 248.906 | - | - | 534.755 | *PCN* |
| EMS | 30,00% | 300.000 | 30.529 | - | - | - | 330.529 | *EMS* |
| **Total** | | **1.093.170.056** | **1.320.757.011** | **108.347.777** | **-** | **-** | **2.522.274.844** | ***Total*** |

*) termasuk penerimaan dividen dan perubahan lainnya.
**) penyajian penghasilan (rugi) komprehensif lain termasuk selisih kurs penjabaran laporan keuangan.

**) including dividend income in value and other changes.*
***) presentation of other comprehensive income (loss), including foreign exchange differences arising from the translation of financial statements.*

Pada 31 Desember 2025, Grup melakukan pengujian penurunan nilai investasi pada entitas asosiasi NPCT1, yang dimiliki melalui IPC TPK, dengan menggunakan metode *dividend discount model*. Sebagai hasil pengujian, pada tahun berjalan, Grup mengakui provisi penurunan nilai sebesar Rp92.992.278 (Catatan 30).

*On December 31, 2025, the Group performed an impairment test on its investment in the associate NPCT1, owned through IPC TPK, using the dividend discount model. As a result of the testing, in the current year, the Group recognized impairment provisions amounting to Rp92,992,278 (Note 30).*

## 12. ASET TETAP, NETO / *12. FIXED ASSETS, NET*

**Tahun yang berakhir pada tanggal 31 Desember 2025/ *Year ended December 31, 2025***

| | Saldo awal/ *Beginning balance* | Penambahan/ *Addition* | Pengurangan/ *Deduction* | Reklasifikasi/ *Reclassifications* | Saldo akhir/ *Ending balance* | |
|---|---|---|---|---|---|---|
| **Harga perolehan** | | | | | | ***Acquisition cost*** |
| Tanah | 101.334.077 | - | - | - | 101.334.077 | *Land* |
| Bangunan fasilitas pelabuhan | 453.490.880 | 621.500 | - | (357.020.795) | 97.091.585 | *Port facilities* |
| Alat fasilitas pelabuhan | 3.205.888.617 | 1.558.426 | (69.030.760) | (583.332.979) | 2.555.083.304 | *Port equipments* |
| Instalasi fasilitas pelabuhan | 324.303.004 | 4.277.003 | - | 28.210.313 | 356.790.320 | *Port installations* |
| Jalan dan bangunan | 95.256.210 | - | (183.437) | 397.125.020 | 492.197.793 | *Roads and buildings* |
| Peralatan | 383.177.112 | 4.735.693 | (22.924.712) | 2.439.926 | 367.428.019 | *Equipments* |
| Kendaraan | 15.092.123 | - | (3.603.388) | - | 11.488.735 | *Vehicles* |
| Emplasemen | 26.012.533 | - | - | - | 26.012.533 | *Emplacement* |
| **Sub-total** | **4.604.554.556** | **11.192.622** | **(95.742.297)** | **(512.578.515)** | **4.007.426.366** | ***Sub-total*** |
| Aset dalam penyelesaian | 782.482.290 | 1.842.257.886 | (36.977.906) | (294.952.669) | 2.292.809.601 | *Construction in progress* |
| **Total** | **5.387.036.846** | **1.853.450.508** | **(132.720.203)** | **(807.531.184)** | **6.300.235.967** | ***Total*** |
| **Akumulasi penyusutan** | | | | | | ***Accumulated depreciation*** |
| Bangunan fasilitas pelabuhan | (229.700.994) | (2.466.187) | - | 196.474.520 | (35.692.661) | *Port facilities* |
| Alat fasilitas pelabuhan | (1.963.454.209) | (275.266.718) | 62.281.156 | 801.068.265 | (1.375.371.506) | *Port equipments* |
| Instalasi fasilitas pelabuhan | (191.091.485) | (16.355.312) | - | - | (207.446.797) | *Port installations* |
| Jalan dan bangunan | (62.975.530) | (19.782.187) | 183.437 | (189.998.220) | (272.572.500) | *Roads and buildings* |
| Peralatan | (289.824.989) | (19.543.325) | 22.589.897 | - | (286.778.417) | *Equipments* |
| Kendaraan | (13.747.289) | (124.084) | 3.490.113 | (13.380) | (10.394.640) | *Vehicles* |
| Emplasemen | (7.856.390) | (1.006.360) | - | - | (8.862.750) | *Emplacement* |
| **Total** | **(2.758.650.886)** | **(334.544.173)** | **88.544.603** | **807.531.185** | **(2.197.119.271)** | ***Total*** |
| **Nilai buku neto** | **2.628.385.960** | | | | **4.103.116.696** | ***Net book value*** |

**Tahun yang berakhir pada tanggal 31 Desember 2024/ *Year ended December 31, 2024***

| | Saldo awal/ *Beginning balance* | Penambahan/ *Addition* | Pengurangan/ *Deduction* | Reklasifikasi/ *Reclassifications* | Saldo akhir/ *Ending balance* | |
|---|---|---|---|---|---|---|
| **Harga perolehan** | | | | | | ***Acquisition cost*** |
| Tanah | 101.334.077 | - | - | - | 101.334.077 | *Land* |
| Bangunan fasilitas pelabuhan | 439.690.739 | - | - | 13.800.141 | 453.490.880 | *Port facilities* |
| Alat fasilitas pelabuhan | 3.092.913.404 | 26.230.018 | (645.000) | 87.390.195 | 3.205.888.617 | *Port equipments* |
| Instalasi fasilitas pelabuhan | 312.538.466 | 3.627.201 | - | 8.137.337 | 324.303.004 | *Port installations* |
| Jalan dan bangunan | 76.070.121 | - | - | 19.186.089 | 95.256.210 | *Roads and buildings* |
| Peralatan | 371.572.417 | 138.015 | - | 11.466.680 | 383.177.112 | *Equipments* |
| Kendaraan | 15.068.373 | 23.750 | - | - | 15.092.123 | *Vehicles* |
| Emplasemen | 25.947.864 | 64.669 | - | - | 26.012.533 | *Emplacement* |
| **Sub-total** | **4.435.135.461** | **30.083.653** | **(645.000)** | **139.980.442** | **4.604.554.556** | ***Sub-total*** |
| Aset dalam penyelesaian | 224.678.590 | 699.384.935 | (533.393) | (141.047.842) | 782.482.290 | *Construction in progress* |
| **Total** | **4.659.814.051** | **729.468.588** | **(1.178.393)** | **(1.067.400)** | **5.387.036.846** | ***Total*** |
| **Akumulasi penyusutan** | | | | | | ***Accumulated depreciation*** |
| Bangunan fasilitas pelabuhan | (223.239.093) | (6.412.804) | - | (49.097) | (229.700.994) | *Port facilities* |
| Alat fasilitas pelabuhan | (1.763.913.034) | (200.173.275) | 632.100 | - | (1.963.454.209) | *Port equipments* |
| Instalasi fasilitas pelabuhan | (166.121.619) | (24.969.866) | - | - | (191.091.485) | *Port installations* |
| Jalan dan bangunan | (31.053.893) | (31.970.734) | - | 49.097 | (62.975.530) | *Roads and buildings* |
| Peralatan | (260.456.815) | (29.368.174) | - | - | (289.824.989) | *Equipments* |
| Kendaraan | (13.399.439) | (347.850) | - | - | (13.747.289) | *Vehicles* |
| Emplasemen | (6.773.523) | (1.082.867) | - | - | (7.856.390) | *Emplacement* |
| **Total** | **(2.464.957.416)** | **(294.325.570)** | **632.100** | **-** | **(2.758.650.886)** | ***Total*** |
| **Nilai buku neto** | **2.194.856.635** | | | | **2.628.385.960** | ***Net book value*** |

## 12. ASET TETAP, NETO (lanjutan)

Beban penyusutan aset tetap untuk tahun yang berakhir pada tanggal 31 Desember 2025 sebesar Rp334.544.173 (2024: Rp294.325.570) dicatat sebagai bagian dari beban operasi (Catatan 29).

Pada tanggal 31 Desember 2025 dan 2024, Grup mengasuransikan aset tetap terhadap risiko kebakaran dan risiko lainnya dengan total nilai pertanggungan masing-masing sebesar Rp4.291.302.475 dan Rp4.200.566.475. Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian yang timbul dari risiko yang diasuransikan.

Pada tanggal 31 Desember 2025 dan 2024, aset tetap tidak dijaminkan.

**Penghapusan Aset Tetap**

Pada tahun 2025 dan 2024, Grup menghapusbukukan beberapa aset tetap dengan rincian sebagai berikut:

## *12. FIXED ASSETS, NET (continued)*

*Depreciation expenses of fixed assets for the year ended December 31, 2025 amounted to Rp334,544,173 (2024: Rp294,325,570) are recorded as part of operating expenses (Note 29).*

*As of December 31, 2025 and 2024, the Group insured its fixed assets against risk from fire and other insurable risks with total coverage amounting to Rp4,291,302,475 and Rp4,200,566,475, respectively. Management believes that the insurance coverage is sufficient to cover possible losses arising from such risks.*

*As of December 31, 2025 and 2024, fixed assets are not pledged as collateral.*

***Write-off of Fixed Assets***

*In 2025 and 2024, the Group written-off several fixed assets with details as follows:*

**Tahun 2025/Year 2025**
**Penghapusan aset tetap/*Write-off of fixed assets***

| Entitas/*Entity* | Nilai buku/*Book value* | Rugi penghapusan/ *Loss on disposals* | Persetujuan pemegang saham/Dewan Komisaris/ *Shareholders/Board of Commissioners Approval* |
|---|---|---|---|
| TPS | 7.197.696 | 7.197.696 | No. SK.03/10/11/12/2/PAPU/DRTU/PLTP-25, No. 72.1/KEPSIR/KP/XI-2025 tanggal 10 November 2025/*dated November 10, 2025* |
| **Total** | **7.197.696** | **7.197.696** | |

**Penghapusan aset dalam penyelesaian/*Write-off of construction in progress***

| Entitas/*Entity* | Nilai buku/*Book value* |
|---|---|
| Perusahaan/*the Company* | 36.977.906 |
| **Total** | **36.977.906** |

Pada tanggal 9 Desember 2024, Perusahaan menerima pemberitahuan dari PT Multi Terminal Indonesia ("MTI"), selaku pelaksana pekerjaan relokasi 1 (satu) unit QCC 01A Ex JICT ke TPK Bagendang, mengenai terjadinya *force majeure* akibat kondisi cuaca buruk, yang mengakibatkan unit QCC 01A yang berada di atas kapal tongkang Virgo Sejati 277 terjatuh dan tenggelam pada tanggal 3 Desember 2024.

Sehubungan dengan kejadian tersebut, Perusahaan menilai bahwa aset dalam penyelesaian terkait tidak lagi dapat direalisasi. Oleh karena itu, Perusahaan mencatat penghapusan aset dalam penyelesaian sebesar Rp36.977.906, yang terdiri atas biaya *refurbishment*, biaya relokasi, dan biaya jasa konsultan (Catatan 30).

*On December 9, 2024, the Company received a notification from PT Multi Terminal Indonesia ("MTI"), as the contractor for the relocation of one unit of QCC 01A Ex JICT to TPK Bagendang, regarding the occurrence of a force majeure event arising from adverse weather conditions, which resulted in the QCC 01A unit being transported on the barge Virgo Sejati 277 falling into the sea and sinking on December 3, 2024.*

*As a result of the incident, the Company assessed that the related construction in progress is no longer recoverable. Accordingly, the Company recognized a write-off of construction in progress amounting to Rp36,977,906, which mainly comprises refurbishment costs, relocation costs, and consultant service fees (Note 30).*

## 12. ASET TETAP, NETO (lanjutan) / *12. FIXED ASSETS, NET (continued)*

**Tahun 2024/Year 2024**
**Penghapusan aset tetap/*Write-off of fixed assets***

| Entitas/*Entity* | Nilai buku/*Book value* | Rugi penghapusan/ *Loss on disposals* | Persetujuan pemegang saham/Dewan Komisaris/ *Shareholders/Board of Commissioners Approval* |
|---|---|---|---|
| BJTI | 12.900 | 12.900 | No. KU.03.02/4/6/1/BRAK/BRDU/BJTI-24 tanggal 4 Juni 2024/*dated June 4, 2024* |
| **Total** | 12.900 | 12.900 | |

**Penghapusan aset dalam penyelesaian/*Write-off of construction in progress***

| Entitas/*Entity* | Nilai buku/*Book value* |
|---|---|
| Perusahaan/*the Company* | 533.391 |
| **Total** | **533.391** |

**Aset dalam Penyelesaian** / ***Construction in Progress***

Aset dalam penyelesaian terdiri dari: / *Construction in progress consists of:*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Alat fasilitas pelabuhan | 2.151.861.785 | 718.678.783 | *Port equipments* |
| Instalasi fasilitas pelabuhan | 121.404.014 | 51.172.269 | *Port facility installations* |
| Jalan dan bangunan | 4.604.510 | 6.506.775 | *Roads and buildings* |
| Peralatan | 12.875.401 | 4.596.537 | *Equipments* |
| Bangunan fasilitas pelabuhan | 1.189.310 | 1.527.926 | *Port facilities* |
| Lainnya | 874.581 | - | *Others* |
| **Total** | **2.292.809.601** | **782.482.290** | ***Total*** |

Persentase penyelesaian dan taksiran jangka waktu penyelesaian atas aset dalam penyelesaian yang signifikan pada tanggal 31 Desember 2025 adalah sebagai berikut:

*The percentages of completion and estimated completion periods of significant construction in progress as of December 31, 2025 are as follows:*

| Jenis aset | Persentase penyelesaian/ *Percentage of completion* | Target penyelesaian/ *Target of completion* | *Type of assets* |
|---|---|---|---|
| Alat fasilitas Pelabuhan | 23-70% | 2026 | *Port equipments* |
| Instalasi fasilitas Pelabuhan | 50-90% | 2026 | *Port facility installations* |
| Jalan dan bangunan | 9-90% | 2026 | *Roads and buildings* |
| Peralatan | 59-90% | 2026 | *Equipments* |
| Bangunan fasilitas Pelabuhan | 90% | 2026 | *Port facilities* |

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* |
|---|---|---|---|
| Alat fasilitas Pelabuhan | 9-100% | 2025 | *Port equipments* |
| Instalasi fasilitas Pelabuhan | 5-90% | 2025 | *Port facility installations* |
| Jalan dan bangunan | 5-90% | 2025 | *Roads and buildings* |
| Peralatan | 5-90% | 2025 | *Equipments* |
| Bangunan fasilitas Pelabuhan | 0-80% | 2025 | *Port facilities* |

## 13. ASET TAKBERWUJUD, NETO / *13. INTANGIBLE ASSETS, NET*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Aset hak konsesi | 8.124.099.246 | 7.923.830.806 | *Concession rights assets* |
| Dikurangi: | | | *Less:* |
| Akumulasi amortisasi | (746.179.290) | (619.619.060) | *Accumulated amortization* |
| Penyisihan penurunan nilai | (349.060.000) | - | *Allowance for impairment* |
| Aset hak konsesi, neto | 7.028.859.956 | 7.304.211.746 | *Concession rights assets, net* |
| Aset takberwujud lainnya | | | *Other intangible assets* |
| Piranti lunak | 127.703.584 | 114.204.777 | *Software application* |
| Aset takberwujud lainnya | 137.601.954 | 150.472.534 | *Other intangible assets* |
| Aset takberwujud lainnya - dalam penyelesaian | - | 140.429.824 | *Other intangible assets - Under Construction* |
| Dikurangi: | | | *Less:* |
| Akumulasi amortisasi dan penyisihan penurunan nilai | (195.241.019) | (179.034.219) | *Accumulated amortization allowance for impairment* |
| Aset takberwujud lainnya, neto | 70.064.519 | 226.072.916 | *Others intangible assets, net* |
| **Neto** | **7.098.924.475** | **7.530.284.662** | ***Net*** |

Pada tanggal 31 Desember 2025 dan 2024, aset takberwujud tidak dijaminkan.

*As of December 31, 2025 and 2024, intangible assets are not pledged as collateral.*

**Aset hak konsesi**

Aset hak konsesi merupakan aset yang dibangun berdasarkan hak yang diberikan oleh Otoritas Pelabuhan kepada Grup untuk membangun dan mengoperasikan terminal pelabuhan berdasarkan Perjanjian Konsesi (Catatan 34m).

Pada tanggal 31 Desember 2025, PMT melakukan kajian atas indikasi penurunan nilai atas aset konsesi sesuai dengan PSAK 236 dan mengidentifikasi indikator penurunan nilai untuk UPK Terminal Kuala Tanjung.

Berdasarkan pengujian penurunan nilai, nilai tercatat pada Terminal Kuala Tanjung lebih tinggi daripada nilai terpulihkannya. Oleh karena itu, PMT mengakui kerugian penurunan nilai sebesar Rp349.060.000. Pengukuran jumlah terpulihkan ditentukan berdasarkan *value in use* dengan menggunakan model arus kas yang didiskontokan (Catatan 30).

***Concession rights assets***

*Concession rights assets represent assets which were constructed based on the right granted by Port Authority to the Group to develop and operate port terminal based on Concession Agreement (Note 34m).*

*On December 31, 2025, PMT performed an assessment for indications of impairment of concession right assets in accordance with PSAK 236 and identified impairment indicators for the CGU of the Kuala Tanjung Terminal.*

*Based on the impairment assessment, the carrying value of the Kuala Tanjung Terminal exceeds their receivable amount. Consequently, PMT recognizes an impairment loss of Rp349,060,000. The measurement of recoverable amount was determined based on value in use using a discounted cash flow model (Note 30).*

**Piranti lunak**

Piranti lunak merupakan biaya yang telah dikeluarkan untuk pembelian aplikasi.

***Software application***

*Software application represents cost incurred for the purchase of applications.*

## 14. ASET KONTRAK KONSESI

## *14. CONCESSION CONTRACTUAL ASSETS*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Aset dalam penyelesaian - aset hak konsesi | 483.022.348 | 137.203.001 | *Construction in progress - asset consession rights* |

Aset kontrak konsesi merupakan aset dalam konstruksi atas aset hak konsesi yang dibangun berdasarkan perjanjian konsesi (Catatan 34m).

*Concession contractual assets represent construction in progress of consession rights assets which build based on Concession Agreement (Note 34m).*

Pada tanggal 31 Desember 2025 dan 2024, persentase rata-rata penyelesaian pembangunan terminal pelabuhan masih dalam konstruksi adalah sebagai berikut:

*As of December 31, 2025 and 2024, the average completion figures of port construction are as follows:*

| Terminal Pelabuhan | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | *Port Terminal* |
|---|---|---|---|
| Manyar Gresik | 80,90% | 43% | *Manyar Gresik* |
| Belawan Fase II | 68,41% | 17,18% | *Belawan Phase II* |

Biaya pinjaman yang dikapitalisasi dalam aset hak konsesi pembangunan terminal pelabuhan untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

*Borrowing costs capitalized for the concession assets of port terminal for the year ended December 31, 2025 and 2024 are as follows:*

| Terminal Pelabuhan | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | *Port Terminal* |
|---|---|---|---|
| Manyar Gresik | 1.676.221 | - | *Manyar Gresik* |

Berdasarkan penelaahan oleh manajemen Grup, tidak terdapat kejadian-kejadian atau perubahan-perubahan keadaan yang mengindikasikan adanya penurunan nilai aset kontrak konsesi pada tanggal 31 Desember 2025 dan 2024.

*Based on the Group management's review, there were no events or changes in circumtances which indicated impairment in the value of concession contractual assets as of December 31, 2025 and 2024.*

## 15. ASET HAK – GUNA, NETO DAN LIABILITAS SEWA

## *15. RIGHT-OF-USE ASSETS, NET AND LEASE LIABILITIES*

Mutasi aset hak-guna adalah sebagai berikut:

*The movements in right-of-use assets are as follows:*

| | Tahun yang berakhir pada tanggal 31 Desember 2025/ *Year ended December 31, 2025* | | | | | |
|---|---|---|---|---|---|---|
| | **Saldo awal/ *Beginning Balance*** | **Penambahan/ *Addition*** | **Pengurangan/ *Deduction*** | **Reklasifikasi/ *Reclassifications*** | **Saldo akhir/ *Ending balance*** | |
| **Harga perolehan** | | | | | | ***Acquisition cost*** |
| Tanah | 50.394.807 | - | - | 124.755.323 | 175.150.130 | *Land* |
| Jalan dan bangunan | - | 7.434.061 | - | 61.596.009 | 69.030.070 | *Roads and buildings* |
| Bangunan fasilitas pelabuhan | 179.703.750 | - | - | - | 179.703.750 | *Port facilities* |
| Alat fasilitas pelabuhan | 80.856.886 | - | - | (80.856.886) | - | *Port equipment* |
| Peralatan | 136.750 | - | (5.934) | - | 130.816 | *Equipments* |
| Kendaraan | 31.933.251 | 7.658.326 | (14.077.700) | 18.969.318 | 44.483.195 | *Vehicles* |
| **Sub-total** | **343.025.444** | **15.092.387** | **(14.083.634)** | **124.463.764** | **468.497.961** | ***Sub-total*** |
| **Akumulasi penyusutan** | | | | | | ***Accumulated depreciation*** |
| Tanah | (7.960.761) | (8.070.285) | - | - | (16.031.046) | *Land* |
| Jalan dan bangunan | - | (18.463.274) | - | (33.656.237) | (52.119.511) | *Roads and buildings* |
| Bangunan fasilitas pelabuhan | (2.989.526) | (3.986.035) | - | - | (6.975.561) | *Port facilities* |
| Alat fasilitas pelabuhan | (52.917.114) | - | - | 52.917.114 | | *Port equipments* |
| Peralatan | (120.340) | (16.410) | 5.934 | - | (130.816) | *Equipments* |
| Kendaraan | (23.130.455) | (7.784.843) | 13.522.596 | (18.969.318) | (36.362.020) | *Vehicles* |
| **Sub-total** | **(87.118.196)** | **(38.320.847)** | **13.528.530** | **291.559** | **(111.618.954)** | ***Sub-total*** |
| **Nilai buku neto** | **255.907.248** | | | | **356.879.007** | ***Net book value*** |

| | Tahun yang berakhir pada tanggal 31 Desember 2024/ *Year ended December 31, 2024* | | | | | |
|---|---|---|---|---|---|---|
| | **Saldo awal/ *Beginning Balance*** | **Penambahan/ *Addition*** | **Pengurangan/ *Deduction*** | **Reklasifikasi/ *Reclassifications*** | **Saldo akhir/ *Ending balance*** | |
| **Harga perolehan** | | | | | | ***Acquisition cost*** |
| Tanah | 50.394.807 | - | - | - | 50.394.807 | *Land* |
| Bangunan fasilitas pelabuhan | 33.118.855 | 146.584.895 | - | - | 179.703.750 | *Port facilities* |
| Alat fasilitas pelabuhan | 36.758.197 | 51.018.288 | (6.919.599) | - | 80.856.886 | *Port equipment* |
| Peralatan | 599.958 | - | (463.208) | - | 136.750 | *Equipments* |
| Kendaraan | 55.565.131 | - | (23.631.880) | - | 31.933.251 | *Vehicles* |
| **Sub-total** | **176.436.948** | **197.603.183** | **(31.014.687)** | **-** | **343.025.444** | ***Sub-total*** |
| **Akumulasi penyusutan** | | | | | | ***Accumulated depreciation*** |
| Tanah | (6.368.607) | (1.592.154) | - | - | (7.960.761) | *Land* |
| Bangunan fasilitas pelabuhan | (17.866.226) | (2.989.526) | 17.866.226 | - | (2.989.526) | *Port facilities* |
| Alat fasilitas pelabuhan | (36.696.074) | (19.104.206) | 2.883.166 | - | (52.917.114) | *Port equipments* |
| Peralatan | (480.851) | (102.696) | 463.207 | - | (120.340) | *Equipments* |
| Kendaraan | (38.399.231) | - | 15.268.776 | - | (23.130.455) | *Vehicles* |
| **Sub-total** | **(99.810.989)** | **(23.788.582)** | **36.481.375** | **-** | **(87.118.196)** | ***Sub-total*** |
| **Nilai buku neto** | **76.625.959** | | | | **255.907.248** | ***Net book value*** |

Rincian liabilitas sewa adalah sebagai berikut:

*The detail of lease liabilities is as follows:*

| | **31 Desember 2025/ *December 31, 2025*** | **31 Desember 2024/ *December 31, 2024*** | |
|---|---|---|---|
| Liabilitas sewa | | | *Lease liabilities* |
| Bagian jangka pendek | 26.944.565 | 205.834.872 | *Current portion* |
| Bagian jangka panjang | 221.552.871 | 47.312.056 | *Non-current portion* |
| **Total** | **248.497.436** | **253.146.928** | ***Total*** |

## 15. ASET HAK – GUNA, NETO DAN LIABILITAS SEWA (lanjutan)

Jumlah yang diakui dalam laporan laba rugi adalah sebagai berikut:

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Beban penyusutan aset hak-guna (Catatan 29) | 38.320.847 | 23.788.582 | *Depreciation of right-of-use Assets (Note 29)* |
| Bunga atas liabilitas sewa (Catatan 31b) | 22.452.882 | 18.112.380 | *Interest on lease liabilities (Note 31b)* |
| **Total** | **60.773.729** | **41.900.962** | ***Total*** |

Jumlah yang diakui dalam laporan arus kas adalah sebagai berikut:

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Jumlah kas keluar untuk: | | | *Amount cash out for:* |
| Pembayaran liabilitas sewa | 41.595.295 | 36.697.048 | *Payment of lease liabilities* |
| Pembayaran bunga | 1.963.815 | 2.896.631 | *Payment of interests* |
| **Total** | **43.559.110** | **39.593.679** | ***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.

*Some leases transactions 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.*

Grup mengevaluasi kembali penentuan ini apabila ada peristiwa signifikan atau ada perubahan keadaan signifikan di dalam kendali Grup.

*The Group reassesses this assessment if there is a significant event or change in circumstances within its control.*

Ringkasan komponen perubahan liabilitas yang timbul dari sewa adalah sebagai berikut:

*Summary of component of changes in the liabilities arising from leases is as follows:*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| **Liabilitas sewa** | | | ***Lease liabilities*** |
| Saldo awal | 253.146.928 | 61.506.437 | *Beginning balance* |
| Perubahan non-kas | 22.120.690 | 183.046.044 | *Non-cash changes* |
| Penambahan tahun berjalan | 16.788.928 | 48.188.126 | *Addition of the year* |
| Pembayaran | (43.559.110) | (39.593.679) | *Payment* |
| **Total** | **248.497.436** | **253.146.928** | ***Total*** |

Berdasarkan penilaian manajemen Grup, tidak ada kejadian-kejadian atau perubahan-perubahan keadaan yang mengindikasikan adanya penurunan nilai aset hak-guna pada tanggal 31 Desember 2025 dan 2024.

*Based on the evaluation of the Group's management, there are no events or changes in circumstances which may indicate impairment in value of right-of-use assets as of December 31, 2025 and 2024.*

## 16. ASET TIDAK LANCAR LAINNYA / *16. OTHER NON-CURRENT ASSETS*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Piutang atas rental QSR (Catatan 34j) | 292.839.312 | 152.197.957 | *Piutang atas rental QSR (Note 34j)* |
| Uang muka PPh final | 99.698.600 | 103.390.000 | *Uang muka PPh final* |
| Uang jaminan | 9.685.500 | 8.096.833 | *Uang jaminan* |
| Lain-lain | 11.669.124 | 40.112.269 | *Lain-lain* |
| **Sub-total** | **413.892.536** | **303.797.059** | ***Sub-total*** |
| Beban ditangguhkan | 103.279.116 | 93.320.628 | *Beban ditangguhkan* |
| Dikurangi: | | | *Less:* |
| Akumulasi amortisasi dan penurunan nilai | (54.873.990) | (78.149.997) | *Accumulated amortization and impairment losses* |
| **Sub-total** | **48.405.126** | **15.170.631** | ***Sub-total*** |
| **Neto** | **462.297.662** | **318.967.690** | ***Net*** |

Piutang atas rental QSR merupakan piutang yang diakui atas pendapatan sewa *Quarterly Site Rent* ("QSR") yang di akui PTP1 dari BNCT atas Perjanjian Konstruksi dan Operasi ("COA") (Catatan 34j).

*Receivables from QSR rental represent receivables recognized from Quarterly Site Rent ("QSR") rental income earned recognized by PTP1 from BNCT under the Construction and Operation Agreement ("COA") (Note 34j).*

Pajak final dibayar di muka merupakan pajak final atas yang uang muka sewa ("ASR") PTP1 atas perjanjian Konstruksi dan Operasi dengan BNCT (Catatan 34j).

*Prepaid final tax represents the final tax on Advance Site Rent (ASR) of PTP1 under the Construction and Operation Agreement with BNCT (Note 34j).*

Beban tangguhan terdiri dari beban tangguhan atas docking dan pemeliharaan alat berat/*overhaul*.

*Deferred expenses consist of deferred costs related To docking and heavy-equipment maintenance/ overhaul.*

## 17. UTANG USAHA / *17. TRADE PAYABLES*

Berdasarkan pemasok / *Based on suppliers*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Pihak ketiga | 99.767.932 | 120.533.704 | *Third parties* |
| Pihak berelasi (Catatan 33f) | 161.459.490 | 275.023.004 | *Related parties (Note 33f)* |
| **Total** | **261.227.422** | **395.556.708** | ***Total*** |

Utang usaha Grup merupakan utang usaha kerja sama mitra usaha yang timbul dari transaksi terkait pelayanan jasa petikemas dan jasa non-petikemas serta bahan habis pakai yang digunakan dalam operasional, yang semuanya dalam mata uang Rupiah.

*The Group's trade payables are mainly payable for partnership related to container services and non-container services and consumables for operational, which all amount are stated in Rupiah.*

## 18. UTANG LAIN-LAIN / *18. OTHER PAYABLES*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Pihak ketiga | 161.451.148 | 95.803.782 | *Third parties* |
| Pihak berelasi (Catatan 33g) | 180.081.642 | 220.956.154 | *Related parties (Note 33g)* |
| **Total** | **341.532.790** | **316.759.936** | ***Total*** |

Utang lain-lain - pihak ketiga terutama merupakan utang yang timbul dari pembelian aset.

*Other payables - third parties represent payables related to asset purchase.*

## 19. LIABILITAS KONTRAK / *19. CONTRACT LIABILITIES*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Pengusahaan tanah, bangunan, air dan listrik | 1.066.791.843 | 1.115.242.153 | *Land, building, water and electricity services* |
| Uang titipan dan pertanggungan dari pelanggan | | | *Deposits and advances from customers* |
| Pihak ketiga | 112.088.264 | 86.977.813 | *Third parties* |
| Pihak berelasi (Catatan 33h) | 19.286.049 | 31.862.979 | *Related parties (Note 33h)* |
| Sewa | 68.239.987 | 31.227.231 | *Rental* |
| Lain-lain | 386.204 | 183.653 | *Others* |
| Sub-total | **1.266.792.347** | **1.265.493.829** | *Sub-total* |
| Bagian lancar liabilitas kontrak jangka panjang | 238.248.573 | 160.668.222 | *Current portion of long-term contractual liabilities* |
| **Liabilitas kontrak jangka panjang** | **1.028.543.774** | **1.104.825.607** | ***Long-term contractual liabilities*** |

Uang titipan - pihak ketiga terutama merupakan sisa uang pengguna jasa petikemas, dan jasa logistik yang belum dibayarkan kembali kepada pelanggan atau akan diperhitungkan dengan pelayanan berikutnya.

*Deposit from customers - third parties mainly represents remaining container services and logistic services which have not been settled with the customer or will be taken into account with subsequent service.*

Uang pertanggungan - pihak ketiga merupakan penerimaan uang di muka dari pelanggan yang akan memperoleh pelayanan jasa kapal, jasa barang, jasa petikemas, dan jasa logistik dari Grup.

*Advances from customers - third parties represents advances received from customers who will receive ship services, goods services, container services and logistic services from the Group.*

## 20. BEBAN AKRUAL / *20. ACCRUED EXPENSES*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Kerjasama mitra usaha | 1.833.848.059 | 930.911.949 | *Partnership* |
| Pegawai | 1.003.670.586 | 619.015.744 | *Employees* |
| Umum | 490.253.102 | 421.658.529 | *General* |
| Pemeliharaan | 251.594.595 | 109.680.464 | *Maintenance* |
| Bahan | 34.639.372 | 32.842.680 | *Material* |
| Asuransi | 32.729.341 | 19.525.503 | *Insurance* |
| Lain-lain | 108.320.870 | 510.767.606 | *Others* |
| **Total** | **3.755.055.925** | **2.644.402.475** | ***Total*** |

Beban akrual - kerjasama mitra usaha (KSMU) terutama merupakan beban akrual dari pembagian pendapatan *(revenue sharing)* yang timbul dari perjanjian kerjasama dengan mitra terseleksi atas kegiatan pelayanan jasa bongkar muat, pemindahan lapangan penumpukan dan *lift on* dan *lift off* di pelabuhan serta beban pegawai non-organik.

*Accrued expenses - the partnership expenses mainly represents accrued expense from the revenue sharing costs arising from the cooperation agreements with selected partners for providing loading and unloading activities, cargodoring, and lift-on and lift-off facilities at the ports and outsourcing expenses.*

Beban akrual - pegawai terutama merupakan beban akrual untuk biaya bonus pegawai dan tantiem direksi.

*Accrued expenses - employees mainly represents accrued expenses for employee's bonus and director's tantiem.*

Beban akrual - umum terutama merupakan beban akrual atas biaya pelatihan dan pendidikan, jasa konsultan, serta biaya transportasi dan akomodasi terkait perjalanan dinas.

*Accrued expenses – general mainly represent accrued expenses for training and education costs, consulting services, as well as transportation and accommodation expenses related to business travel.*

## 21. PERPAJAKAN / *21. TAXATION*

a. Pajak dibayar di muka / *a. Prepaid taxes*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Perusahaan | | | *The Company* |
| Pajak pertambahan nilai | 138.640.864 | 23.416.670 | *Value added tax* |
| Pajak penghasilan final | - | 4.585.809 | *Final income tax* |
| Sub-total | 138.640.864 | 28.002.479 | *Sub-total* |
| Entitas anak | | | *Subsidiaries* |
| Pajak pertambahan nilai | 59.202.207 | 19.022.209 | *Value added tax* |
| Pajak penghasilan dibayar di muka | 19.606.724 | - | *Prepaid income tax* |
| Pajak penghasilan final | 3.765.466 | 4.623.545 | *Final income tax* |
| Sub-total | **82.574.397** | **23.645.754** | *Sub-total* |
| **Total** | **221.215.261** | **51.648.233** | ***Total*** |

## 21. PERPAJAKAN (lanjutan) / *21. TAXATION (continued)*

b. Taksiran tagihan restitusi pajak / *b. Estimated claims for tax refund*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| **Perusahaan** | | | ***The Company*** |
| Pajak penghasilan | | | *Income taxes* |
| 2024 (Catatan 21g) | 105.433.262 | 105.433.262 | *2024 (Note 21g)* |
| 2023 (Catatan 21g) | - | 24.529.040 | *2023 (Note 21g)* |
| **Entitas anak** | | | ***Subsidiaries*** |
| Pajak penghasilan | | | *Income taxes* |
| IPC TPK | | | *IPC TPK* |
| 2025 | 6.901.443 | - | *2025* |
| TTL | | | *TTL* |
| 2024 (Catatan 21g) | - | 904.971 | *2024 (Note 21g)* |
| PPI | | | *PPI* |
| 2024 | 393.587 | 788.376 | 2024 |
| PMT | | | *PMT* |
| 2025 | 8.507.062 | - | *2025* |
| 2024 | 7.972.611 | 7.972.611 | *2024* |
| 2023 | 5.667.612 | - | *2023* |
| **Total** | **134.875.577** | **139.628.260** | ***Total*** |

c. Utang pajak / *c. Taxes payable*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| **Perusahaan** | | | ***The Company*** |
| PPh badan (Pasal 29) | 36.336.360 | - | *Corporate income tax (Article 29)* |
| Pajak penghasilan | | | *Income taxes* |
| Pasal 4(2) | 838.514 | 223.118 | *Article 4(2)* |
| Pasal 21 | 1.056.391 | - | *Article 21* |
| Pasal 23/26 | 7.834.303 | 4.897.689 | *Articles 23/26* |
| Sub-total | 46.065.568 | 5.120.807 | *Sub-total* |
| **Entitas anak** | | | ***Subsidiaries*** |
| PPh badan (Pasal 29) | 76.072.139 | 55.184.254 | *Corporate income tax (Article 29)* |
| Pajak pertambahan nilai | 15.501.556 | 33.512.516 | *Value added tax* |
| Pajak penghasilan | | | *Income taxes* |
| Pasal 4(2) | 3.007.828 | 3.339.711 | *Article 4(2)* |
| Pasal 21 | 5.364.028 | 1.189.893 | *Article 21* |
| Pasal 22 | 261.074 | 111.204 | *Article 22* |
| Pasal 23/26 | 4.738.745 | 4.724.171 | *Articles 23/26* |
| Pasal 25 | 2.406.423 | 1.589.610 | *Article 25* |
| Pajak bumi dan bangunan | 520.491 | 686.898 | *Land and building tax* |
| Sub-total | 107.872.284 | 100.338.257 | *Sub-total* |
| **Total** | **153.937.852** | **105.459.064** | ***Total*** |

## 21. PERPAJAKAN (lanjutan) / *21. TAXATION (continued)*

d. Beban pajak penghasilan / *d. Income tax expenses*

Rekonsiliasi laba sebelum pajak penghasilan badan konsolidasian dengan estimasi penghasilan kena pajak Perusahaan adalah sebagai berikut: / *Reconciliation between consolidated income before corporate income tax expenses and estimated taxable income of the Company is as follows:*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| Laba sebelum pajak penghasilan badan - Grup | 2.706.467.217 | 3.054.798.970 | *Income before corporate income tax - the Group* |
| Dikurangi: | | | *Less:* |
| Laba entitas anak sebelum pajak penghasilan badan | (84.148.507) | (1.389.731.834) | *Profit before corporate income tax of subsidiaries* |
| Bagian laba entitas asosiasi | (311.871.026) | (352.058.592) | *Portion of profit from associates* |
| Laba sebelum beban pajak penghasilan badan - Perusahaan | 2.310.447.684 | 1.313.008.544 | *Income before corporate income tax - the Company* |
| Beda temporer: | | | *Temporary differences:* |
| Liabilitas imbalan kerja atas alokasi biaya dari Pelindo | (6.779.018) | (36.226.503) | *Employee benefits liabilities allocated from Pelindo* |
| Bonus dan tantiem | 202.323.728 | 5.981.633 | *Bonus and tantiem* |
| Kerugian kredit ekspektasian | 15.422.991 | - | *Estimated credit loss* |
| Penyusutan dan amortisasi | 14.971.737 | 2.447.883 | *Depreciation and amortization* |
| Jumlah perbedaan temporer | 225.939.438 | (27.796.987) | *Total temporary differences* |
| Beda permanen: | | | *Permanent differences:* |
| Beban yang tidak dapat dikurangkan untuk tujuan perpajakan | 190.859.356 | 153.230.298 | *Non-deductible expenses for tax purposes* |
| Pendapatan yang dikenakan pajak penghasilan final | (148.826.705) | (94.410.743) | *Income subject to final tax* |
| Pendapatan yang bukan merupakan objek pajak | (1.841.240.524) | (908.309.940) | *Income not subject to tax* |
| Jumlah perbedaan permanen | (1.799.207.873) | (849.490.385) | *Total permanent differences* |
| Estimasi penghasilan kena pajak – Perusahaan | 737.179.249 | 435.721.172 | *Estimated taxable income - the Company* |

## 21. PERPAJAKAN (lanjutan) / *21. TAXATION (continued)*

d. Beban pajak penghasilan (lanjutan) / *Income tax expenses (continued)*

Rekonsiliasi laba sebelum pajak penghasilan badan konsolidasian dengan estimasi penghasilan kena pajak Perusahaan adalah sebagai berikut: (lanjutan)

*Reconciliation between consolidated income before corporate income tax expenses and estimated taxable income of the Company is as follows: (continued)*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| Beban pajak penghasilan kini | 162.179.435 | 95.858.658 | *Current income tax expense* |
| Dikurangi pajak dibayar di muka: | | | *Less prepaid taxes:* |
| PPh pasal 25 | 87.481.983 | 171.746.598 | *Income tax article 25* |
| PPh pasal 23 | 29.517.911 | 29.545.322 | *Income tax article 23* |
| PPh pasal 22 | 8.843.181 | - | *Income tax article 22* |
| **Kurang (lebih) bayar pajak penghasilan badan - Perusahaan** | **36.336.360** | **(105.433.262)** | ***Underpayment (overpayment) corporate income tax - the Company*** |

Rekonsiliasi antara hasil perkalian laba akuntansi sebelum pajak penghasilan badan dengan tarif pajak yang berlaku dan beban pajak penghasilan sebagai berikut:

*The reconciliastion between the result of the multiplication of accounting income before corporate income tax with the current tax rate and income tax expense is as follows:*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| Laba sebelum pajak penghasilan badan - Grup | 2.706.467.217 | 3.054.798.970 | *Income before corporate income tax - the Group* |
| Dikurangi: | | | *Less:* |
| Laba entitas anak sebelum pajak penghasilan badan | (84.148.507) | (1.389.731.834) | *Profit before corporate income tax of subsidiaries* |
| Bagian laba entitas asosiasi | (311.871.026) | (352.058.592) | *Portion of profit from associates* |
| Laba sebelum beban pajak penghasilan badan – Perusahaan | 2.310.447.684 | 1.313.008.544 | *Income before corporate income tax - the Company* |
| Beban pajak penghasilan berdasarkan tarif pajak yang berlaku | 508.298.490 | 288.861.880 | *Income tax expense based on applicable tax rate* |
| Perbedaan permanen dengan tarif pajak yang berlaku dan pembulatan | (395.825.731) | (186.887.885) | *Permanent differences at applicable rate and rounded* |
| Penyesuaian pajak tangguhan | (53.684.581) | (1.279.109) | *Adjustments of deferred tax* |
| Perusahaan | 58.788.178 | 100.694.886 | *The Company* |
| Entitas anak | 399.294.226 | 358.662.563 | *Subsidiaries* |
| **Beban pajak penghasilan badan** | **458.082.404** | **459.357.449** | ***Corporate income tax expense*** |

## 21. PERPAJAKAN (lanjutan) / *21. TAXATION (continued)*

e. Rincian beban pajak penghasilan dan pajak 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,* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| **Beban pajak penghasilan badan** | | | ***Corporate income tax expense*** |
| Kini | | | *Current* |
| Perusahaan | 162.179.435 | 95.858.658 | *The Company* |
| Entitas anak | 445.843.674 | 369.988.268 | *Subsidiaries* |
| Entitas anak - TTL - Penyesuaian atas pajak penghasilan badan tahun pajak sebelumnya (Catatan 21g) | 1.856.453 | - | *Subsidiaries - TTL - Adjustments in corporate Income tax in respect of previous years (Note 21g)* |
| Sub-total | 609.879.562 | 465.846.926 | *Sub-total* |
| Tangguhan | | | *Deferred* |
| Perusahaan | (103.391.257) | 4.836.228 | *The Company* |
| Entitas anak | (48.405.901) | (11.325.705) | *Subsidiaries* |
| Sub-total | (151.797.158) | (6.489.477) | *Sub-total* |
| **Total** | **458.082.404** | **459.357.449** | ***Total*** |

f. Pajak tangguhan / *f. Deferred taxes*

Rincian aset (liabilitas) pajak tangguhan adalah sebagai berikut: / *The details of deferred tax assets (liabilities) are as follows:*

| | Tahun yang Berakhir pada Tanggal 31 Desember 2025/ *Year Ended December 31, 2025* | | | | | |
|---|---|---|---|---|---|---|
| | **Saldo Awal/ *Beginning Balance*** | **Laporan Laba Rugi dan Penghasilan Komprehensif Lain/*Statement of Profit or Loss and Other Comprehensive Income*** | **Ekuitas/ *Equity*** | **Penyesuaian/ *Adjustments*** | **Saldo akhir/ *Ending balance*** | |
| **Aset pajak tangguhan** | | | | | | ***Deferred tax assets*** |
| Perusahaan | | | | | | *The Company* |
| Bonus dan tantiem | 43.734.065 | 44.511.220 | - | (1.588.275) | 86.657.010 | *Bonus and tantiem* |
| Liabilitas imbalan kerja | 18.043.588 | (1.491.384) | - | - | 16.552.204 | *Employee benefits liabilities* |
| Penyusutan dan amortisasi | 1.037.581 | 56.978.363 | - | - | 58.015.944 | *Depreciation and amortization* |
| Kerugian kredit ekspektasian | - | 3.393.058 | - | - | 3.393.058 | *Estimated credit loss* |
| | 62.815.234 | 103.391.257 | - | (1.588.275) | 164.618.216 | |
| Entitas anak | 197.479.983 | 66.257.548 | 937.154 | (28.573.075) | 236.101.610 | *Subsidiaries* |
| **Sub-total** | **260.295.217** | **169.648.805** | **937.154** | **(30.161.350)** | **400.719.826** | ***Sub-total*** |
| **Liabilitas pajak tangguhan** | | | | | | ***Deferred tax liabilities*** |
| **Entitas anak** | **(88.442.343)** | **12.149.014** | **104.170** | **(75.404)** | **(76.264.563)** | ***Subsidiaries*** |

## 21. PERPAJAKAN (lanjutan)

f. Pajak tangguhan (lanjutan)

Rincian aset (liabilitas) pajak tangguhan adalah sebagai berikut: (lanjutan)

## *21. TAXATION (continued)*

*f. Deferred taxes (continued)*

*The details of deferred tax assets (liabilities) are as follows: (continued)*

| | Tahun yang Berakhir pada Tanggal 31 Desember 2024/ *Year Ended December 31, 2024* | | | | | |
|---|---|---|---|---|---|---|
| | Saldo Awal/ *Beginning Balance* | Laporan Laba Rugi dan Penghasilan Komprehensif Lain/*Statement of Profit or Loss and Other Comprehensive Income* | Ekuitas/ *Equity* | Penyesuaian/ *Adjustments* | Saldo akhir/ *Ending balance* | |
| **Aset pajak tangguhan** | | | | | | ***Deferred tax assets*** |
| Perusahaan | | | | | | *The Company* |
| Bonus dan tantiem | 51.703.896 | (7.969.831) | - | - | 43.734.065 | *Bonus and tantiem* |
| Liabilitas imbalan kerja | 16.727.629 | 1.315.959 | - | - | 18.043.588 | *Employee benefits liabilities* |
| Penyusutan dan amortisasi | 499.046 | 538.535 | - | - | 1.037.581 | *Depreciation and amortization* |
| Aset hak-guna | (1.279.109) | 1.279.109 | - | - | - | *Right-of-use assets* |
| | 67.651.462 | (4.836.228) | - | - | 62.815.234 | |
| Entitas anak | 180.535.313 | 17.338.170 | (382.975) | (10.525) | 197.479.983 | *Subsidiaries* |
| **Sub-total** | **248.186.775** | **12.501.942** | **(382.975)** | **(10.525)** | **260.295.217** | ***Sub-total*** |
| **Liabilitas pajak tangguhan** | | | | | | ***Deferred tax liabilities*** |
| **Entitas anak** | **(82.440.403)** | **(6.001.940)** | **-** | **-** | **(88.442.343)** | ***Subsidiaries*** |

Manajemen meyakini bahwa seluruh aset pajak tangguhan yang telah diakui dapat dipulihkan sepenuhnya

*Management believes that all recognized deferred tax assets can be fully recovered.*

.

g. Surat ketetapan pajak

**Perusahaan**

1. Surat ketetapan pajak untuk tahun pajak 2023

Pada tanggal 24 April 2025, Perusahaan menerima SKPLB sebesar Rp24.049.823 atas lebih bayar pajak penghasilan badan tahun pajak 2023 dari yang diajukan sebesar Rp24.529.040. Selisih antara jumlah yang diajukan dengan jumlah yang disetujui senilai Rp479.217 telah dibebankan pada laba rugi. Setelah dikompensasikan atas kurang bayar pajak badan, PPh 21, PPh 23, PPh 4(2), dan PPN untuk masa pajak yang sama, jumlah yang diterima sebesar Rp18.936.759. Selisih antara jumlah yang diterima dengan jumlah yang disetujui senilai Rp5.113.064 telah dibebankan pada laba rugi tahun berjalan.

*g. Tax assessment letter*

***The Company***

*1. Tax assessment for fiscal year 2023*

*On April 24, 2025, the Company received SKPLB amounting to Rp24,049,823 for overpayment of corporate income tax fiscal year 2023 from the amount submitted of Rp24,529,040. The difference between the proposed amount and agreed amount with nominal Rp479,217 has been charged to profit or loss. After being compensated with underpayment for corporate income tax, Article 21, 23, 4(2), and VAT for the same tax periods, the net refund received amounted to Rp18,936,759. The difference between the net refund received and agreed amount with nominal Rp5,113,064 has been charged to profit or loss in current year.*

**21. PERPAJAKAN (lanjutan)**

g. Surat ketetapan pajak (lanjutan)

**Perusahaan (lanjutan)**

2. Surat ketetapan pajak untuk tahun pajak 2024

Pada tanggal 24 Desember 2025, Perusahaan menerima SKPLB sebesar Rp105.433.262 atas lebih bayar pajak penghasilan badan tahun pajak 2024 dari yang diajukan sebesar Rp105.433.262. Atas lebih bayar yang telah disetujui tersebut telah dibayarkan seluruhnya kepada SPTP pada tanggal 20 Februari 2026.

**TTL**

Pajak penghasilan badan tahun 2024

Pada tanggal 30 April 2025, TTL melaporkan Lebih Bayar pajak penghasilan badan sebesar Rp904.971 pada SPT Badan. Pada tanggal 4 Juni 2025 TTL melakukan pembetulan atas SPT badan tersebut manjadi kurang bayar Rp951.482. Selisih antara lebih bayar yang dilaporkan sebelumnya dengan nilai pembetulan sebesar Rp1.856.453 dicatat sebagai bagian dari beban pajak penghasilan (Catatan 21e).

**PTP1**

Surat ketetapan pajak untuk tahun pajak 2019 dan 2020

Pada tanggal 4 Februari 2022, PTP1 menerima SKPLB atas PPN untuk masa pajak Desember 2019 dan Desember 2020 masing-masing sebesar Rp111.137.216 dan Rp8.764.186. Pada tanggal yang sama, PTP1 juga menerima SKPKB atas PPN untuk berbagai masa pajak tahun 2019 dan 2020 dengan nilai pokok kurang bayar sebesar Rp119.901.402 dan denda sebesar Rp89.926.051.

Pada 28 April 2022 dan berbagai tanggal selama 2024, PTP1 telah melakukan pembayaran atas SKPKB PPN masing-masing sebesar Rp88.554.088 dan Rp60.636.682. Pembayaran SKPKB PPN tersebut diklasifikasikan sebagai pajak dibayar di muka.

***21. TAXATION (continued)***

*g. Tax assessment letter (continued)*

***The Company (continued)***

*2. Tax assessment for fiscal year 2024*

*On December 24, 2025, the Company received SKPLB amounting to Rp105,433,262 for overpayment of corporate income tax fiscal year 2024 from the amount submitted of Rp105,433,262. The approved overpayment was fully refunded to SPTP on February 20, 2026.*

***TTL***

*2024 Corporate income tax*

*On April 30, 2025, TTL reported an overpayment of corporate income tax amounting to Rp904,971 on its corporate income tax return. On June 4, 2025, TTL corrected the corporate income tax return to an underpayment amounting to Rp951,482. The difference between the previously reported overpayment and the corrected amount of Rp1,856,453 was recorded as part of income tax expense (Note 21e).*

***PTP1***

*Tax assessment for fiscal year 2019 and 2020*

*On February 4, 2022, PTP1 received SKPLB for VAT for the tax periods of December 2019 and December 2020, amounting to Rp111,137,216 and Rp8,764,186 respectively. On the same date, PTP1 also received SKPKB for VAT for various tax periods in 2019 and 2020, with principal underpayment amounting to Rp119,901,402 and penalty amounting to Rp89,926,051.*

*On April 28, 2022, and various dates throughout 2024, PTP1 made payments for SKPKB VAT amounting to Rp88,554,088 and Rp60,636,682 respectively. These payments for SKPKB VAT were classified as prepaid tax.*

## 21. PERPAJAKAN (lanjutan)

g. Surat ketetapan pajak (lanjutan)

**PTP1 (lanjutan)**

Surat ketetapan pajak untuk tahun pajak 2019 dan 2020 (lanjutan)

Pada 5 Agustus 2024, PTP1 mengajukan permohonan Peninjauan Kembali ("PK") ke Mahkamah Agung dan pada tanggal 30 April 2025, PTP1 telah memperoleh sebagian hasil putusan permohonan Peninjauan Kembali ("PK") yang diajukan ke Mahkamah Agung atas putusan banding Pengadilan Pajak terkait restitusi PPN masukan. Berdasaran hasil putusan tersebut, Majelis Hakim Agung menetapkan menolak permohonan peninjauan kembali yang diajukan oleh Perusahaan dan memerintahkan PTP1 untuk membayar kekurangan pajak dari SKPLB beserta sanksi/denda yang berlaku yang mana telah dicadangkan pada tahun 2024.

## *21. TAXATION (continued)*

*g. Tax assessment letter (continued)*

***PTP1 (continued)***

*Tax assessment for fiscal year 2019 and 2020 (continued)*

*On August 5, 2024, PTP1 filed an application for Judicial Review ("PK") to the Supreme Court and on April 30, 2025, PTP1 has obtained part of the decision for Judicial Review ("PK") from the Supreme Court on the Tax Court's appeal decision regarding restitution of VAT-in (Note 16e). Based on the decision, the Panel of Supreme Court Judges decided to reject the judicial review application submitted by the Company and ordered PTP1 to pay the amount of tax shortfall in accordance with the amount claimed by tax authorities including the fines/penalties which has been accrued in 2024.*

## 22. UTANG BANK

## *22. BANK LOANS*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Utang bank | 657.062.775 | 561.438.893 | *Bank loans* |
| Bagian lancar | (71.057.102) | (39.645.004) | *Current portion* |
| **Utang bank jangka panjang, setelah dikurangi bagian lancar** | **586.005.673** | **521.793.889** | ***Long-term bank loans, net of current portion*** |

BMS - PT Bank SMBC Indonesia Tbk

BMS mendapatkan fasilitas pinjaman dari PT Bank SMBC Indonesia Tbk dengan pagu sebesar Rp790.000.000. Fasilitas ini digunakan untuk pembiayaan proyek infrastruktur PT Freeport Indonesia ("PTFI") dan untuk pembiayaan kembali *(refinancing)* proyek dermaga yang telah ada.

Fasilitas kredit ini dikenakan tingkat suku bunga sebesar 2,95% per tahun + JIBOR (selama periode konstruksi) dan 2,65% per tahun + JIBOR (setelah periode konstruksi selesai). Fasilitas tersebut berlaku terhitung 12 Juli 2022 sampai dengan 31 Juli 2029. Terhitung sejak 15 Februari 2024, PT Bank SMBC Indonesia Tbk menyetujui perubahan suku bunga pinjaman menjadi sebesar 0,9% per tahun + JIBOR. Berdasarkan pada Surat Perubahan Suku Bunga Pinjaman No.S.456/WBWB/X/2025 terdapat perubahan tingkat suku bunga pinjaman menjadi 6,70% p.a terhitung efektik sejak November 2025.

*BMS - PT Bank SMBC Indonesia Tbk*

*BMS obtained loan facility from PT Bank SMBC Indonesia Tbk with a maximum amount of Rp790,000,000. This facility is used to provide financing for PT Freeport Indonesia ("PTFI") infrastructure project and to provide refinancing for existing jetty project.*

*This credit facility bears interest at rate 2.95% per annum + JIBOR (during the construction period) and 2.65% per annum + JIBOR (after the completion of construction period). The facility was valid from July 12, 2022 up to July 31, 2029. Effective February 15, 2024, PT Bank SMBC Indonesia Tbk has approved a change in the loan interest rate to 0.9% per year + JIBOR. Based on the Loan Interest Ratet Letter No. S.456/WBWB/X/2025, there is a change in the loan interest rate to 6.70% p.a., effective starting November 2025.*

## 22. UTANG BANK (lanjutan)

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman ini masing-masing sebesar Rp657.062.775 dan Rp561.438.893. Beban bunga sehubungan dengan pinjaman ini untuk tahun yang berakhir pada tanggal 31 Desember 2025 adalah sebesar Rp38.767.079 (2024: Rp47.749.865), yang dicatat sebagai bagian dari beban keuangan (Catatan 31b).

BMS harus menjaminkan rekening penampungan dan rekening DSRA sebagai bagian dari pengaturan jaminan berdasarkan perjanjian Gadai Rekening Bank.

BMS diwajibkan untuk memenuhi beberapa rasio keuangan. Pada tanggal 31 Desember 2025 dan 2024, BMS telah memenuhi semua rasio keuangan yang disyaratkan. Suku bunga efektif pada tahun 2025 dan 2024 berkisar antara 7,17% - 7,81% dan 6,49% - 9,15%.

## *22. BANK LOANS (continued)*

*As of December 31, 2025 and 2024, the outstanding balance of this loan amount to Rp657,062,775 and Rp561,438,893, respectively. Interest expense in connection with this loan for the year ended December 31, 2025 amounted to Rp38,767,079 (2024: Rp47,749,865) , which was recorded as part of finance costs (Note 31b).*

*BMS must pledge the collection account and DSRA account as part of collateral arrangement under the Pledge of Bank Account agreement.*

*BMS is required to comply with several financial ratios. As of December 31, 2025 and 2024, BMS has complied with the required financial ratios. Effective interest rate in 2025 and 2024 ranges from 7.17% - 7.81% and 6.49% - 9.15%, respectively.*

## 23. UTANG LAIN-LAIN JANGKA PANJANG

## *23. LONG-TERM OTHER PAYABLES*

| | **31 Desember 2025/ *December 31, 2025*** | **31 Desember 2024/ *December 31, 2024*** | |
|---|---|---|---|
| Pihak ketiga | | | *Third parties* |
| Sea Terminal Management and Services Pte. Ltd, | 271.648.254 | 261.612.387 | *Sea Terminal Management and Services Pte. Ltd* |
| Provisi pemeliharaan terminal | 263.824.832 | 212.893.011 | *Provision of terminal maintenance* |
| Lain-Lain | 1.232.008 | - | *Others* |
| Sub-total | 536.705.094 | 474.505.398 | *Sub-total* |
| Pihak berelasi (Catatan 33i) | 9.199.076 | 8.033.530 | *Related parties (Note 33i)* |
| **Total** | **545.904.170** | **482.538.928** | ***Total*** |

Utang lain-lain - pihak ketiga merupakan utang atas pinjaman dari Sea Terminal Management & Service Pte. Ltd. Singapura ("STMS") (Catatan 34g).

Provisi pemeliharaan terminal merupakan provisi atas pemeliharaan terminal dan beban bunga terkait penerapan ISAK 112 tentang Perjanjian Konsesi Jasa (Catatan 34m).

*Other payable - third party represents loan from Sea Terminal Management & Service Pte. Ltd. Singapore ("STMS") (Note 34g).*

*Provison for terminal maintenance represents provision for terminal maintenance and interest expense related to the application of ISAK 112 concerning Service Concession Arrangements (Note 34m).*

## 24. LIABILITAS IMBALAN KERJA

Pada tanggal 31 Desember 2025 dan 2024, Grup mencatat liabilitas imbalan kerja karyawan berdasarkan perhitungan yang dilakukan oleh Kantor Konsultan Aktuaria Yusi dan Rekan, Kantor Konsultan Aktuaria Syamsuddin B. Salam, Kantor Konsultan Aktuaria Hanung Budiarto dan Rekan dan Kantor Konsultan Aktuaria Enny Diah Awal, aktuaris independen, dengan menggunakan metode *"Projected Unit Credit"*.

Berikut adalah asumsi-asumsi penting yang digunakan dalam laporan aktuaris independen:

| | **31 Desember 2025/ *December 31, 2025*** | **31 Desember 2024/ *December 31, 2024*** | |
|---|---|---|---|
| Tingkat diskonto | 4,59% - 7,14% | 6,37% - 7,14% | *Discount rate* |
| Tingkat proyeksi kenaikan gaji | 1% - 8% | 4,86% - 6,00% | *Salary increase projection rate* |
| Tingkat mortalitas | TMI IV 2019 | TMI IV 2019 | *Mortality rate* |
| Tingkat cacat tetap | 5,00% - 10,00% dari tabel mortalitas/ *5.00%-10.00% of mortality table* | 5,00% - 10,00% dari tabel mortalitas/*5.00% - 10.00% of mortality table* | *Permanent disability rate* |
| Tingkat pengunduran diri | 1% - 6% dari usia 20 tahun dan menurun secara linear sampai dengan 0,00% pada Usia Pensiun Normal/ *1%–6% from age 20 and decreasing linearly to 0.00% at normal retirement age* | 1% - 6% dari usia 20 tahun dan menurun secara linear sampai dengan 0,00% pada Usia Pensiun Normal/ *1%–6% from age 20 and decreasing linearly to 0.00% at normal retirement age* | *Level of resignation* |
| Usia pensiun normal | 56-58tahun/*years* | 56-58tahun/*years* | *Normal pension age* |

Liabilitas imbalan kerja karyawan adalah sebagai berikut:

| | **31 Desember 2025/ *December 31, 2025*** | **31 Desember 2024/ *December 31, 2024*** | |
|---|---|---|---|
| Program pensiun | 156.780.439 | 133.316.436 | *Pension program* |
| Imbalan kerja jangka panjang lainnya | 18.092.413 | 16.992.378 | *Other long-term employee benefits* |
| **Total** | **174.872.852** | **150.308.814** | ***Total*** |
| Dikurangi: bagian jangka pendek | (3.657.907) | (3.186.142) | *Less: short-term portion* |
| **Bagian jangka panjang** | **171.214.945** | **147.122.672** | ***Long-term portion*** |

## *24. EMPLOYEE BENEFITS LIABILITIES*

*As of December 31, 2025 and 2024, the Group recorded employee benefits liabilities based on actuarial computations performed by Actuarial Consultant Yusi and Partners Actuarial Consultant Syamsuddin B. Salam, Actuarial Consultant Hanung Budiarto and Partners, and Actuarial Consultant Enny Diah Awal, using the "Projected Unit Credit" method.*

*The basic assumptions used by the independent actuaries are as follows:*

*The employee benefits liability is as follows:*

## 24. LIABILITAS IMBALAN KERJA (lanjutan)

### a. Program pensiun

Liabilitas imbalan kerja dan pencadangan biaya imbalan kerja atas program pensiun ini adalah sebagai berikut:

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Nilai kini liabilitas | 162.825.927 | 139.788.920 | *Present value of liabilities* |
| Nilai wajar aset program | (6.045.488) | (6.472.484) | *Fair value of plan assets* |
| **Liabilitas yang diakui** | **156.780.439** | **133.316.436** | ***Recognized liabilities*** |

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Nilai kini liabilitas - awal tahun | 139.788.920 | 127.984.909 | *Present value of liabilities - beginning of year* |
| Biaya jasa kini | 13.069.929 | 14.491.993 | *Current service cost* |
| Biaya bunga | 8.260.102 | 6.657.713 | *Interest cost* |
| Biaya jasa lalu | (4.753.249) | 6.158.822 | *Past service cost* |
| Pembayaran manfaat | (3.260.128) | (4.687.656) | *Benefits payment* |
| Kerugian (keuntungan) aktuarial | 9.720.353 | (10.816.861) | *Actuarial loss (gain)* |
| **Nilai kini liabilitas - akhir tahun** | **162.825.927** | **139.788.920** | ***Present value of liabilities - end of year*** |

Jadwal jatuh tempo dari liabilitas imbalan kerja untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Jatuh tempo <= 1 tahun | 3.825.388 | 5.727.907 | *Maturity <= 1 year* |
| Jatuh tempo > 1 tahun dan <= 5 tahun | 37.646.050 | 35.414.257 | *Maturity > 1 year and <= 5 years* |
| Jatuh tempo > 5 tahun | 411.017.192 | 262.343.720 | *Maturity > 5 years* |
| **Total** | **452.488.630** | **303.485.884** | ***Total*** |

Perubahan satu poin persentase asumsi tingkat diskonto akan memiliki efek pada tahun 2025 sebagai berikut:

| | Kenaikan/ *Increase* | Penurunan/ *Decrease* | |
|---|---|---|---|
| Nilai kini liabilitas | 54.531.661 | 65.827.698 | *Present value of liabilities* |
| Biaya jasa kini | 5.109.163 | 6.242.893 | *Current service cost* |

## 24. EMPLOYEE BENEFITS LIABILITIES (continued)

### a. Pension program

*Employee benefits liabilities and employee benefits expenses for the pension program are as follows:*

*The maturity profiles of employee benefits liability for the years ended December 31, 2025 and 2024 are as follows:*

` *percentage point change in the assumed discount rate would have the following effects in 2025:*

## 24. LIABILITAS IMBALAN KERJA (lanjutan) / *24. EMPLOYEE BENEFITS LIABILITIES (continued)*

### a. Program pensiun (lanjutan) / *a. Pension program (continued)*

Perubahan satu poin persentase asumsi tingkat kenaikan gaji akan memiliki efek pada tahun 2025 sebagai berikut:

*One percentage point change in the assumed salary increase would have the following effects in 2025:*

| | Kenaikan/ *Increase* | Penurunan/ *Decrease* | |
|---|---|---|---|
| Nilai kini liabilitas | 62.970.277 | 50.934.299 | *Present value of liabilities* |
| Biaya jasa kini | 6.093.777 | 4.779.633 | *Current service cost* |

### b. Imbalan kerja jangka panjang lainnya / *b. Other long-term employee benefits*

Liabilitas imbalan kerja dan pencadangan biaya imbalan kerja atas imbalan kerja jangka panjang lainnya adalah sebagai berikut:

*Employee benefits liabilities and employee benefits expenses for the other long-term employee benefits are as follows:*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | 2025 | 2024 | |
| Biaya jasa kini | 2.206.171 | 2.155.144 | *Current service cost* |
| Biaya bunga | 1.424.746 | 1.232.278 | *Interest cost* |
| Biaya jasa lalu | (1.753.741) | - | *Past service cost* |
| Pengukuran kembali manfaat jangka panjang | 679.835 | (3.676.754) | *Remeasurement of long-term employee benefits* |
| **Beban yang diakui** | **2.557.011** | **(289.332)** | ***Recognized expenses*** |

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | 2025 | 2024 | |
| Liabilitas awal tahun | 16.992.378 | 18.142.045 | *Liabilities at beginning of year* |
| Beban yang diakui dalam laba rugi | 2.557.011 | (289.332) | *Expense recognized in profit or loss* |
| Pembayaran manfaat | (1.456.976) | (860.335) | *Benefits payment* |
| **Liabilitas akhir tahun** | **18.092.413** | **16.992.378** | ***Liabilities at end of year*** |

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Nilai kini liabilitas – awal tahun | 16.992.378 | 18.142.045 | *Present value of liabilities - beginning of year* |
| Biaya jasa kini | 2.206.171 | 2.155.144 | *Current service cost* |
| Biaya bunga | 1.424.746 | 1.232.278 | *Interest cost* |
| Biaya jasa lalu | (1.753.741) | - | *Past service cost* |
| Pembayaran manfaat | (1.456.976) | (860.335) | *Benefits payment* |
| Keuntungan aktuarial | 679.835 | (3.676.754) | *Actuarial gain* |
| **Nilai kini liabilitas – akhir tahun** | **18.092.413** | **16.992.378** | ***Present value of liabilities - end of year*** |

## 24. LIABILITAS IMBALAN KERJA (lanjutan)

### b. Imbalan kerja jangka panjang lainnya (lanjutan)

Jadwal jatuh tempo dari liabilitas imbalan kerja jangka panjang lainnya untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 31 Desember 2024 adalah sebagai berikut:

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Jatuh tempo <= 1 tahun | - | - | *Maturity <= 1 year* |
| Jatuh tempo > 1 tahun dan <= 5 tahun | 2.564.766 | 2.127.348 | *Maturity > 1 year and <= 5 years* |
| Jatuh tempo > 5 tahun | 31.639.609 | 25.183.758 | *Maturity > 5 years* |
| **Total** | **34.204.375** | **27.311.106** | ***Total*** |

Perubahan satu poin persentase asumsi tingkat diskonto akan memiliki efek pada tahun 2025 sebagai berikut:

*One percentage point change in the assumed discount rate would have the following effects in 2025:*

| | Kenaikan/ *Increase* | Penurunan/ *Decrease* | |
|---|---|---|---|
| Nilai kini liabilitas | 4.172.740 | 6.534.608 | *Present value of liabilities* |
| Biaya jasa kini | 347.936 | 631.739 | *Current service cost* |

Perubahan satu poin persentase asumsi tingkat kenaikan gaji akan memiliki efek pada tahun 2025 sebagai berikut:

*One percentage point change in the assumed salary increase would have the following effects in 2025:*

| | Kenaikan/ *Increase* | Penurunan/ *Decrease* | |
|---|---|---|---|
| Nilai kini liabilitas | 6.528.631 | 4.099.896 | *Present value of liabilities* |
| Biaya jasa kini | 631.984 | 345.225 | *Current service cost* |

## 25. MODAL SAHAM

## *25. CAPITAL STOCK*

Susunan kepemilikan saham pada Perusahaan pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

*The composition of shares ownership in the Company as of December 31, 2025 anda 2024 is as follows:*

| Pemegang saham | Total Saham Ditempatkan dan Disetor Penuh/ *Number of Shares Issued and Fully Paid* | Persentase Kepemilikan/ *Percentage of Ownership* | Jumlah Modal Disetor/ *Total Paid-up Capital Stocks* | *Shareholders* |
|---|---|---|---|---|
| Pelindo | 9.363.667 | 99,998% | 9.363.667.000 | *Pelindo* |
| ILCS | 201 | 0,002% | 201.000 | *ILCS* |
| **Total** | **9.363.868** | **100,000%** | **9.363.868.000** | ***Total*** |

**25. MODAL SAHAM (lanjutan)**

Berdasarkan Akta Notaris Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn., No. 36 tanggal 10 April 2013, modal dasar Perusahaan berjumlah Rp500.000.000 terbagi atas 500.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Dari modal dasar tersebut, telah ditempatkan sebanyak 150.000 saham dengan nilai nominal Rp150.000.000.

Berdasarkan Pernyataan Keputusan Rapat Umum Pemegang Saham dalam Akta Notaris No. 18 oleh Notaris Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta Selatan, tanggal 11 Oktober 2021 tentang penambahan modal disetor sebesar Rp51.000.000 dari Pelindo selaku pemegang saham Perusahaan.

Berdasarkan Akta No. 12 tanggal 17 Desember 2021 oleh Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta Selatan, Perusahaan mendapatkan setoran modal dari ILCS sebesar Rp201.000. Sehingga, total modal Perusahaan pada tanggal 31 Desember 2021 sebesar Rp201.201.000.

Modal dasar Perusahaan mengalami kenaikan sehingga menjadi Rp9.689.776.000 yang terbagi atas 9.689.776 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per saham. Dari modal dasar tersebut, telah ditempatkan dan disetor penuh sebesar Rp7.464.437.000 yang terdiri dari 7.464.236 saham dengan nilai nominal Rp1.000.000 (nilai penuh) dimiliki oleh Pelindo sebanyak 201 saham dengan nilai nominal Rp1.000.000 (nilai penuh) dimiliki oleh ILCS (Catatan 1c).

Berdasarkan Akta No. 8 tanggal 30 Januari 2023 dari Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta Selatan, para pemegang saham Perusahaan menyetujui peningkatan modal dasar sejumlah 9.689.776 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham atau sebesar Rp9.689.776.000, sehingga modal dasar Perusahaan menjadi sejumlah 19.379.552 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham atau sebesar Rp19.379.552.000. Disamping itu, para Pemegang Saham Perusahaan menyetujui peningkatan modal ditempatkan dan disetor penuh sejumlah 3.244.571 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham atau sebesar Rp3.244.571.000, sehingga modal ditempatkan dan disetor penuh Perusahaan menjadi sebesar sejumlah 10.709.008 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham atau sebesar Rp10.709.008.000.

***25. CAPITAL STOCK (continued)***

*Based on the Notarial Deed of Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn., No. 36 dated April 10, 2013, the Company's authorized capital amounted to Rp500,000,000 divided into 500,000 shares with a par value of Rp1,000,000 (full amount) per share. From the authorized capital, 150,000 shares have been issued with a nominal value of Rp150,000,000.*

*Based on the Decision Statement of the General Meeting of Shareholders in the Notary Deed No. 18 by Notary Nanda Fauz Iwan, S.H., M.Kn., Notary in South Jakarta, dated October 11, 2021 concerning an additional paid-in capital of Rp51,000,000 from Pelindo as the Company's shareholder.*

*Based on Deed No. 12 dated December 17, 2021 by Nanda Fauz Iwan, S.H., M.Kn., Notary in South Jakarta, the Company received a paid-up capital from ILCS amounting to Rp201,000. Thus, the Company's total capital as of December 31, 2021 is Rp201,201,000.*

*Authorized capital of the Company has increased to Rp9,689,776,000 which is divided into 9,689,776 shares with a par value of Rp1,000,000 (full amount) per share. From the authorized capital, Rp7,464,437,000 has been issued and fully paid consisting of 7,464,236 shares with a nominal value of Rp1,000,000 (full amount) owned by Pelindo amounting to 201 shares with a nominal value of Rp1,000,000 (full amount) by ILCS (Note 1c).*

*Based on Deed No. 8 dated January 30, 2023 by Nanda Fauz Iwan, SH., M.Kn., Notary in South Jakarta, the Company's shareholders agreed to increase the authorized shares amounted 9,689,776 shares with a nominal amount of Rp1,000,000 (full amount) per share or amouting to Rp9,689,776,000, thus the authorized capital of the Company is 19,379,552 shares with a par value of Rp1,000,000 (full amount) per share or amounting to Rp19,379,552,000. In addition, the Company's shareholders agreed to increase the issued and fully paid capital of 3,244,571 shares with a par value of Rp1,000,000 (full amount) per share or amounting to Rp3,244,571,000, thus the issued and fully paid capital of the Company became 10,709,008 shares with a par value of Rp1,000,000 (full amount) per share or Rp10,709,008,000.*

## 25. MODAL SAHAM (lanjutan)

Berdasarkan Akta No. 16 tanggal 21 Maret 2023 dari Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta Selatan, para pemegang saham Perusahaan menyetujui pengurangan modal disetor dan ditempatkan sejumlah 1.345.140 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham atau sebesar Rp1.345.140.000, sehingga modal ditempatkan dan disetor penuh Perusahaan menjadi sebesar sejumlah 9.363.868 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham atau sebesar Rp9.363.868.000.

Pada tahun 2025, Perusahaan telah membayar dividen untuk tahun buku 2025 sebesar Rp1.700.000.000 (2024: Rp450.000.000) Pembayaran dividen ini ditujukan kepada Pelindo dan ILCS. Perusahaan juga menetapkan dana cadangan sebesar Rp1.513.063.611 pada tahun yang berakhir pada tanggal 31 Desember 2025 (2024: Rp1.688.925.974).

Pada tahun 2025, Grup telah membayar dividen kepada entitas KNP untuk tahun yang berakhir pada tanggal 31 Desember 2025 sebesar Rp26.803.010 (2024: Rp19.972.074) yang dibayarkan oleh entitas anak Perusahaan.

## *25. CAPITAL STOCK (continued)*

*Based on Deed No. 16 dated March 21, 2023 by Nanda Fauz Iwan, S.H., M.Kn., Notary in South Jakarta, that the Company's shareholders agreed to decrease the issued and fully paid capital of 1,345,140 shares with a par value of Rp1,000,000 (full amount) per share or amounting to Rp1,345,140,000 thus the issued and fully paid capital of the Company became 9,363,868 shares with a par value of Rp1,000,000 (full amount) per share or amounting to Rp9,363,868,000.*

*In 2025, the Company has paid dividend period of 2025 ammounting to Rp1,700,000,000 (2024: Rp450,000,000). This dividend payments were intended to Pelindo and ILCS. The Company has also determined the reserved fund ammounting to Rp1,513,063,611 for the year ended December 31, 2025 (2024: Rp1,688,925,974).*

*In 2025, the Group paid dividends to NCI entities for the year ended December 31, 2025 amounting to Rp26,803,010 (2024: Rp19,972,074) which was paid by the Company's subsidiaries.*

## 26. TAMBAHAN MODAL DISETOR

## *26. ADDITIONAL PAID-IN CAPITAL*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Selisih nilai transaksi kombinasi bisnis entitas sepengendali | | | *Difference in value of business combination transaction of entities under common control* |
| PMT (Catatan 1c) | 1.393.770.812 | 1.393.770.812 | *PMT (Note 1c)* |
| PTP1 - ILCS (Catatan 1c) | 1.183.685 | 1.183.685 | *PTP1 - ILCS (Note 1c)* |
| PMP (Catatan 1d) | 84.774 | 84.774 | *PMP (Note 1d)* |
| P3TPK (Catatan 1d) | 9.329 | 9.329 | *P3TPK (Note 1d)* |
| LEGI (Catatan 1d) | (19.218.175) | (19.218.175) | *LEGI (Note 1d)* |
| BIMA (Catatan 1d) | (25.768.130) | (25.768.130) | *BIMA (Note 1d)* |
| PTP1 (Catatan 1d) | (73.525.686) | (73.525.686) | *PTP1 (Note 1d)* |
| PTP1, IPC TPK, TTL, TPS, BJTI, dan KKT (Catatan 1c) | (1.419.300.645) | (1.419.300.645) | *PTP1, IPC TPK, TTL, TPS, BJTI, and KKT (Note 1c)* |
| **Total** | **(142.764.036)** | **(142.764.036)** | ***Total*** |

## 27. KEPENTINGAN NONPENGENDALI / *27. NON-CONTROLLING INTEREST*

| | Aset Neto/*Net Assets* | | Laba (Rugi) Neto/*Net Income (Loss)* | | |
|---|---|---|---|---|---|
| | 31 Desember/ *December 31,* 2025 | 31 Desember/ *December 31,* 2024 | 31 Desember/ *December 31,* 2025 | 31 Desember/ *December 31,* 2024 | |
| BMS | 506.359.809 | 461.078.827 | 53.523.467 | 46.514.418 | *BMS* |
| BJTI | 108.273.466 | 97.799.239 | 13.630.873 | 10.978.106 | *BJTI* |
| PMT | 74.548.235 | 79.919.790 | (5.372.412) | 2.262.124 | *PMT* |
| KKT | 41.583.651 | 42.045.680 | 4.774.637 | 11.338.429 | *KKT* |
| TPS | 10.796.171 | 13.870.892 | 3.678.467 | 3.545.506 | *TPS* |
| IPC TPK | 11.161.598 | 11.798.524 | 2.863.074 | 5.704.132 | *IPC TPK* |
| TTL | 5.101.399 | 4.239.130 | 1.125.803 | 721.619 | *TTL* |
| PTP1 | 2.595.445 | 1.406.009 | 1.189.436 | 1.311.271 | *PTP1* |
| PPI3 | 90.166 | 87.913 | 2.253 | 2.305 | *PPI3* |
| **Total** | **760.509.940** | **712.246.004** | **75.415.598** | **82.377.910** | ***Total*** |

## 28. PENDAPATAN OPERASI / *28. OPERATING REVENUES*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | 2025 | 2024 | |
| Pelayanan terminal petikemas | 12.977.534.495 | 11.801.040.996 | *Container services* |
| Pengusahaan tanah, bangunan, air dan listrik | 1.150.983.617 | 1.035.128.602 | *Land, building, water and electricity services* |
| Kerjasama dan *fee for services* | 418.286.575 | 515.515.879 | *Partnership and fee for services* |
| Pelayanan jasa terminal | 248.447.935 | 229.105.226 | *Terminal services* |
| Pelayanan jasa kapal | 119.265.342 | 108.707.367 | *Vessel services* |
| Lain-lain | 78.547.566 | 97.412.496 | *Others* |
| **Sub-total** | **14.993.065.530** | **13.786.910.566** | ***Sub-total*** |
| Pendapatan konstruksi | 432.262.117 | 337.068.651 | *Construction revenues* |
| **Total** | **15.425.327.647** | **14.123.979.217** | ***Total*** |

Pendapatan konstruksi merupakan jasa kompensasi yang diakui oleh Perusahaan dalam pembangunan terminal Manyar Gresik dan Belawan Fase II sesuai dengan ISAK 112 "Perjanjian Konsesi Jasa". Pendapatan konstruksi dinilai dengan menggunakan metode *cost-plus*, dimana seluruh biaya dapat diatribusikan langsung sebagai nilai perolehan aset dengan margin tertentu.

*Construction revenue is the compensation of the service recognized by the Company for construction of Manyar Gresik and Belawan Phase II Port in accordance with ISAK 112 "Service Concession Arrangement". Construction revenue is measured using cost-plus method, where all costs directly attributable to the acquiring cost of the assets with certain margin.*

## 29. BEBAN OPERASI / *29. OPERATING EXPENSES*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| Biaya pengelolaan | 3.698.972.414 | 3.397.873.706 | *Management fee* |
| Kerja sama mitra usaha | 2.994.240.747 | 2.558.413.061 | *Partnership* |
| Pegawai | 1.851.786.995 | 1.604.191.838 | *Employee* |
| Pemeliharaan | 1.194.988.909 | 970.370.359 | *Maintenance* |
| Umum | 951.055.030 | 1.131.107.392 | *General* |
| Bahan bakar dan bahan habis pakai | 749.874.524 | 752.074.735 | *Fuels and supplies* |
| Penyusutan dan amortisasi (Catatan 12, 13, 15 dan 16) | 533.825.401 | 489.718.855 | *Depreciation and amortization (Notes 12, 13, 15 and 16)* |
| Asuransi | 106.295.288 | 84.700.182 | *Insurance* |
| Penyisihan piutang (Catatan 5 dan 6) | 32.863.649 | 28.374.120 | *Provision for bad debts (Notes 5 and 6)* |
| Lain-lain | 13.947.187 | 20.403.296 | *Others* |
| **Sub-total** | **12.127.850.144** | **11.037.227.544** | ***Sub-total*** |
| Beban konstruksi | 431.072.357 | 334.994.372 | *Construction expenses* |
| **Total** | **12.558.922.501** | **11.372.221.916** | ***Total*** |

## 30. PENDAPATAN (BEBAN) OPERASI LAINNYA, NETO / *30. OTHER OPERATING INCOME (EXPENSES), NET*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| Pendapatan denda dan klaim | 48.064.770 | 23.170.137 | *Income from penalties and claim* |
| Penurunan nilai wajar aset konsesi (Catatan 13) | (349.060.000) | - | *Impairment of concession assets (Note 13)* |
| Beban pajak yang tidak dapat dikreditkan dan denda pajak | (117.314.110) | (256.507.078) | *Non-creditable tax expense and tax penalties* |
| Penurunan nilai wajar investasi pada asosiasi (Catatan 11) | (92.992.278) | - | *Impairment of investment in associate (Note 11)* |
| Beban denda | (37.257.012) | - | *Penalty expense* |
| Kerugian atas penghapusan aset dalam penyelesaian (Catatan 12) | (36.977.906) | - | *Loss on write-off of* construction in *progress assets (Note 12)* |
| Rugi selisih kurs, neto | (16.950.540) | (13.779.574) | *Loss on foreign exchange, net* |
| Pemulihan provisi pemeliharaan terminal | | 148.383.419 | *Recovery of terminal concession provision* |
| Pemulihan piutang (Catatan 5) | 6.290.725 | 1.161.115 | *Recovery of bad debts (Note 5)* |
| Beban penyisihan persediaan (Catatan 8) | (468.294) | (1.225.451) | *Provision for obsolete inventory (Note 8)* |
| Lain-lain, neto | 10.716.505 | 3.557.230 | *Others, net* |
| **Total** | **(585.948.140)** | **(95.240.202)** | ***Total*** |

## 31. PENDAPATAN DAN BEBAN KEUANGAN / *31. FINANCE INCOME AND COSTS*

### a. Pendapatan keuangan, neto / *a. Finance income, net*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| Bunga deposito berjangka | 288.460.177 | 235.608.987 | *Interest on time deposits* |
| Bunga jasa giro | 55.200.439 | 53.224.250 | *Interest on current accounts* |
| Bunga pinjaman | - | 762.610 | *Interest on loans* |
| **Total, neto** | **343.660.616** | **289.595.847** | ***Total, net*** |

### b. Beban keuangan / *b. Finance costs*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| Beban bunga pinjaman | 51.234.788 | 84.570.650 | *Interest on loans expenses* |
| Beban bunga, provisi dan biaya transaksi | 34.014.115 | 40.332.650 | *Interest expenses, provision and transaction costs* |
| Beban bunga sewa (Catatan 15) | 22.452.882 | 18.112.380 | *Lease interest expenses (Note 15)* |
| Beban administrasi bank | 7.968.236 | 4.530.023 | *Bank administrative expenses* |
| **Total** | **115.670.021** | **147.545.703** | ***Total*** |

## 32. BAGIAN LABA ENTITAS ASOSIASI, NETO / *32. EQUITY IN INCOME OF ASSOCIATES, NET*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| BKMS | 307.923.410 | 208.897.372 | *BKMS* |
| TNU | 3.703.921 | 7.236.950 | *TNU* |
| PCN | 243.695 | 534.524 | *PCN* |
| NPCT1 | - | 139.753.623 | *NPCT1* |
| BNCT | - | (4.363.877) | *BNCT* |
| **Total** | **311.871.026** | **352.058.592** | ***Total*** |

## 33. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI

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:

## *33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES*

*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 dengan pihak berelasi / *Nature of relationship with related parties*

| Sifat hubungan/ *Nature of relationship* | Pihak-pihak berelasi/ *Name of related parties* | Jenis transaksi/ *Nature of transactions* |
|---|---|---|
| Pemegang saham/ *Shareholder* | PT Pelabuhan Indonesia (Persero) "Pelindo") | Setoran modal, biaya imbalan kerja karyawan, pendapatan operasional, beban bagi hasil terminal, dan pinjaman jangka panjang/ *Paid-up capital, employee benefits expenses, operating revenue, sharing cost of terminal, and long-term loans* |
| | PT Integrasi Logistik Cipta Solusi ("ILCS") | Setoran modal dan pembelian layanan teknologi informasi/ *Paid-up capital and purchase of information technology services* |
| Entitas berelasi dengan Pemerintah/ *Government-related entity* | PT Bank Rakyat Indonesia (Persero) Tbk | Jasa perbankan/*Banking services* |
| | PT Bank Negara Indonesia (Persero) Tbk | Jasa perbankan/*Banking services* |
| | PT Bank Mandiri (Persero) Tbk | Jasa perbankan/*Banking services* |
| | PT Bank Tabungan Negara (Persero) Tbk | Jasa perbankan/*Banking services* |
| | PT Bank Syariah Nasional | 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 Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara | Jasa perbankan/*Banking services* |
| | PT Adhi Karya (Persero) Tbk | Jasa pembangunan/*Construction services* |
| | PT Asuransi Kredit Indonesia (Persero) | Jasa asuransi/*Insurance services* |
| | PT Pembangunan Perumahan (Persero) Tbk | Utang usaha, pinjaman /*Trade payable, loan* |
| | PT Waskita Karya (Persero) Tbk | Utang usaha, pinjaman /*Trade payable, loan* |
| | PT Freeport Indonesia | Kerja sama mitra usaha jangka panjang / *longterm partnership* |
| | PT Danareksa (Persero) | Jasa konsultan manajemen / *management consultant* |
| | BPJS Kesehatan | Jasa asuransi / *Insurance service* |
| | Dana Pensiun Pelindo Purnakarya ("DP3") | Jasa asuransi / *Insurance service* |
| | BPJS Ketenagakerjaan | Jasa asuransi / *Insurance service* |
| | PT Rumah Sakit Pelabuhan | Jasa Kesehatan / *Health service* |
| | PT Industri Nabati Lestari | Piutang usaha / *Trade receivable* |
| | PT Dayamitra Telekomunikasi | Piutang usaha / *Trade receivable* |
| | PT Telekomunikasi Seluler | Piutang usaha / *Trade receivable* |
| | PT Semen Indonesia (Persero) Tbk | Piutang usaha / *Trade receivable* |
| | PT Pelayaran Nasional Indonesia (Persero) | Piutang usaha / *Trade receivable* |
| | PT Sarana Bandar Nasional | Piutang usaha / *Trade receivable* |
| | PT Sarana Bandar Logistik | Piutang usaha / *Trade receivable* |
| | PT Industi Kereta Api | Piutang usaha / *Trade receivable* |
| | PT Surveyor Indonesia (Persero) Tbk | Utang usaha / *Trade payable* |
| | PD Melati Bhakti Satya Prov Kaltim | Utang usaha / *Trade payable* |
| Entitas sepengendali oleh Pelindo (lanjutan)/ Entity under common control of Pelindo (continued) | PT Pelindo Marine Service ("PMS") | Jasa pemeliharaan/Maintenance services |
| | PT Pelindo Husada Citra ("PHC") | Layanan jasa kesehatan/Health care services |
| | PT Pelindo Daya Sejahtera ("PDS") | Jasa tenaga kerja alih daya/Outsourcing services |
| | PT Equiport Inti Indonesia ("EII") | Jasa pemeliharaan/Maintenance services |
| | PT Indonesia Kendaraan Terminal Tbk ("IKT") | Transaksi operasional/Operational transaction |
| | PT Lamong Energi Indonesia ("LEGI") | Penyedia listrik/Electricity provider |
| | PT Pelabuhan Tanjung Priok ("PTPR") | Transaksi operasional/Operational transaction |
| | PT Berkah Industri Mesin Angkat ("BIMA") | Jasa pemeliharaan/Maintenance services |
| | PT Pelindo Multi Terminal ("SPMT") | Transaksi operasional/Operational transaction |
| | PT Multi Terminal Indonesia ("MTI") | Transaksi operasional/Operational transaction |
| | PT Prima Indonesia Logistik ("PIL") | Pemeliharaan alat, piutang usaha, pendapatan operasi/Equipment maintenance, trade receivable, operating revenue |
| | PT Pendidikan Maritim dan Logistik Indonesia ("PMLI") | Jasa pendidikan, hotel dan sewa ruang rapat/Training services, hotel and meeting room rent |
| | PT Electronic Data Interchange Indonesia ("EDII") | Layanan sistem informasi/Information system services |
| | PT Alur Pelayaran Barat Surabaya ("APBS") | Jasa pemeliharaan/Maintenance services |
| | PT Tanjung Emas Daya Sejahtera ("TEDS") | Jasa tenaga kerja Tally/Outsourcing services (Tallyman) |
| | PT Berkah Multi Cargo ("BMC") | Jasa Logistik/Logistic Service |
| | PT Pelindo Solusi Logistik ("SPSL") | Transaksi operasional/Operational transaction |
| Entitas asosiasi/Associates | PT Berkah Kawasan Manyar Sejahtera ("BKMS") | Investasi saham, pembelian aset, pinjaman dana/Investment in shares, purchase of assets, lending funds |

## 33. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

## *33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES (continued)*

**Saldo-saldo signifikan dengan pihak berelasi adalah sebagai berikut:**

***Balance transactions with related parties are as follows:***

a. Kas dan setara kas (Catatan 4)

*a. Cash and cash equivalents (Note 4)*

| | 31 Desember 2025/ *December 31, 2025* | | 31 Desember 2024/ *December 31, 2024* | | |
|---|---|---|---|---|---|
| | **Total/ *Total*** | **Persentase (%)*/ *Percentage (%)**** | **Total/ *Total*** | **Persentase (%)*/ *Percentage (%)**** | |
| **Bank** | | | | | ***Cash in banks*** |
| Rupiah | | | | | *Rupiah* |
| PT Bank Mandiri (Persero) Tbk | 434.134.270 | 1,82 | 270.732.187 | 1,22 | *PT Bank Mandiri (Persero) Tbk* |
| PT Bank Negara Indonesia (Persero) Tbk | 309.980.646 | 1,30 | 192.332.004 | 0,87 | *PT Bank Negara Indonesia (Persero) Tbk* |
| PT Bank Syariah Indonesia Tbk | 244.609.774 | 1,03 | 108.494.515 | 0,49 | *PT Bank Syariah Indonesia Tbk* |
| PT Bank Pembangunan Daerah Jawa Timur Tbk | 166.471.469 | 0,70 | 46.605.876 | 0,21 | *PT Bank Pembangunan Daerah Jawa Timur Tbk* |
| PT Bank Rakyat Indonesia (Persero) Tbk | 126.996.679 | 0,53 | 66.117.765 | 0,30 | *PT Bank Rakyat Indonesia (Persero) Tbk* |
| PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara | 139.036 | 0,00 | 4.761.285 | 0,02 | *PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara* |
| Sub-total | **1.282.331.874** | **5,38** | **689.043.632** | **3,11** | *Sub-total* |
| Dolar AS | | | | | *US Dollar* |
| PT Bank Negara Indonesia (Persero) Tbk | 143.769 | 0,00 | 845.785 | 0,00 | *PT Bank Negara Indonesia (Persero) Tbk* |
| PT Bank Mandiri (Persero) Tbk | 27.661 | 0,00 | 419.058 | 0,00 | *PT Bank Mandiri (Persero) Tbk* |
| Sub-total | **171.430** | **0,00** | **1.264.843** | **0,00** | *Sub-total* |
| **Total bank** | **1.282.503.304** | **5,38** | **690.308.475** | **3,11** | ***Total cash in banks*** |
| **Deposito berjangka** | | | | | ***Time deposits*** |
| Rupiah | | | | | *Rupiah* |
| PT Bank Negara Indonesia (Persero) Tbk | 1.909.600.000 | 8,01 | 2.046.500.000 | 9,26 | *PT Bank Negara Indonesia (Persero) Tbk* |
| PT Bank Syariah Indonesia Tbk | 838.000.000 | 3,52 | 447.003.204 | 2,02 | *PT Bank Syariah Indonesia Tbk* |
| PT Bank Tabungan Negara (Persero) Tbk | 315.000.000 | 1,32 | 453.000.000 | 2,05 | *PT Bank Tabungan Negara (Persero) Tbk* |
| PT Bank Pembangunan Daerah Jawa Timur Tbk | 211.500.000 | 0,89 | 385.000.000 | 1,74 | *PT Bank Pembangunan Daerah Jawa Timur Tbk* |
| PT Bank Syariah Nasional | 170.000.000 | 0,71 | 140.000.000 | 0,63 | *PT Bank Syariah Nasional* |
| PT Bank Mandiri (Persero) Tbk | 1.963.494 | 0,01 | 21.000.000 | 0,10 | *PT Bank Mandiri (Persero) Tbk* |
| PT Bank Rakyat Indonesia (Persero) Tbk | - | - | 1.004.700.000 | 4,55 | *PT Bank Rakyat Indonesia (Persero) Tbk* |
| ***) dari total aset** | | | | | ****) from total assets*** |

## 33. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

## 33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES (continued)

**Saldo-saldo signifikan dengan pihak berelasi adalah sebagai berikut: (lanjutan)**

***Balance transactions with related parties are as follows: (continued)***

a. Kas dan setara kas (Catatan 4) (lanjutan)

*a. Cash and cash equivalents (Note 4) (continued)*

| | 31 Desember 2025/ *December 31, 2025* | | 31 Desember 2024/ *December 31, 2024* | | |
|---|---|---|---|---|---|
| | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | |
| **Deposito berjangka (lanjutan)** | | | | | ***Time deposits (continued)*** |
| Rupiah (lanjutan) | | | | | *Rupiah (continued)* |
| PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara | - | - | 14.600.000 | 0,07 | *PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara* |
| Sub-total | **3.446.063.494** | **14,46** | **4.511.803.204** | **20,42** | *Sub-total* |
| Dolar AS | | | | | *US Dollar* |
| PT Bank Mandiri (Persero) Tbk | 13.895.496 | 0,06 | 12.121.500 | 0,05 | *PT Bank Mandiri (Persero) Tbk* |
| **Total deposito berjangka** | **3.459.958.990** | **14,52** | **4.523.924.704** | **20,47** | ***Total time deposits*** |
| **Total** | **4.742.462.294** | **19,90** | **5.214.233.179** | **23,58** | ***Total*** |
| ***) dari total aset** | | | | | ***) from total assets*** |

b. Piutang usaha (Catatan 5)

*b. Trade receivables (Note 5)*

| | 31 Desember 2025/ *December 31, 2025* | | 31 Desember 2024/ *December 31, 2024* | | |
|---|---|---|---|---|---|
| | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | |
| Difakturkan | | | | | *Billed* |
| Pelindo | 19.218.053 | 0,08 | 22.304.604 | 0,10 | *Pelindo* |
| SPMT | 13.960.036 | 0,06 | 51.209.754 | 0,23 | *SPMT* |
| MTI | 2.209.511 | 0,01 | 1.356.055 | 0,01 | *MTI* |
| PIL | 1.934.074 | 0,01 | 4.415 | 0,00 | *PIL* |
| PT Freeport Indonesia | 1.651.513 | 0,01 | 3.008.858 | 0,01 | *PT Freeport Indonesia* |
| LEGI | 1.316.639 | 0,01 | 964.037 | 0,00 | *LEGI* |
| PT Industri Nabati Lestari | 1.200.805 | 0,01 | - | - | *PT Industri Nabati Lestari* |
| APBS | 907.256 | 0,00 | 46.295 | 0,00 | *APBS* |
| PTPR | 804.716 | 0,00 | 483.369 | 0,00 | *PTPR* |
| PMS | 702.101 | 0,00 | 339.852 | 0,00 | *PMS* |
| IKT | 339.007 | 0,00 | 359.420 | 0,00 | *IKT* |
| PT Sarana Bandar Nasional | 292.440 | 0,00 | 68.811 | 0,00 | *PT Sarana Bandar Nasional* |
| PT Dayamitra Telekomunikasi | 205.055 | 0,00 | - | 0,00 | *PT Dayamitra Telekomunikasi* |
| PT Telekomunikasi Seluler | 200.030 | 0,00 | - | 0,00 | *PT Telekomunikasi Seluler* |
| PDS | 132.458 | 0,00 | 5.696 | 0,00 | *PDS* |
| PMLI | 59.720 | 0,00 | 23.876 | 0,00 | *PMLI* |
| PT Semen Indonesia (Persero) Tbk | 51.950 | 0,00 | 3.523.799 | 0,02 | *PT Semen Indonesia (Persero) Tbk* |
| BIMA | 38.938 | 0,00 | 1.824 | 0,00 | *BIMA* |
| PT Pelayaran Nasional Indonesia (Persero) | 7.500 | 0,00 | - | 0,00 | *PT Pelayaran Nasional Indonesia (Persero)* |
| ***) dari total aset** | | | | | ***) from total assets*** |

## 33. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

## *33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES (continued)*

**Saldo-saldo signifikan dengan pihak berelasi adalah sebagai berikut (lanjutan):**

***Balance transactions with related parties are as follows (continued):***

b. Piutang usaha (Catatan 5) (lanjutan)

*b. Trade receivables (Note 5) (continued)*

| | 31 Desember 2025/ *December 31, 2025* | | 31 Desember 2024/ *December 31, 2024* | | |
|---|---|---|---|---|---|
| | **Total/ *Total*** | **Persentase (%)*/ *Percentage (%)**** | **Total/ *Total*** | **Persentase (%)*/ *Percentage (%)**** | |
| PT Sarana Bandar Logistik | 3.308 | 0,00 | 3.308 | 0,00 | *PT Sarana Bandar Logistik* |
| PT Bank Rakyat Indonesia (Persero) Tbk | 1.000 | 0,00 | 3.231 | 0,00 | *PT Bank Rakyat Indonesia (Persero) Tbk* |
| PT Industri Kereta Api | - | 0,00 | 33.131 | 0,00 | *PT Industri Kereta Api* |
| Lain-lain | 264.773 | 0,00 | 218.550 | 0,00 | *Others* |
| Sub-total | 45.500.883 | 0,19 | 83.958.885 | 0,37 | *Sub-total* |
| Belum Difakturkan | | | | | *Unbilled* |
| SPMT | 2.768.626 | 0,01 | 702.547 | 0,00 | *SPMT* |
| IKT | 585.701 | 0,00 | 256.469 | 0,00 | *IKT* |
| PTPR | 409.927 | 0,00 | 286.795 | 0,00 | *PTPR* |
| LEGI | 29.766 | 0,00 | - | 0,00 | *LEGI* |
| APBS | 27.919 | 0,00 | - | 0,00 | *APBS* |
| Lain-Lain | 854.261 | 0,00 | 391.574 | 0,00 | *Others* |
| Sub-total | **4.676.200** | **0,01** | **1.637.385** | **0,00** | *Sub-total* |
| Total | **50.177.083** | **0,20** | **85.596.270** | **0,37** | |
| Dikurangi: Penyisihan penurunan nilai | (8.252.079) | (0,03) | (57.974) | (0,00) | *Less: Allowance for impairment* |
| **Total, neto** | **41.925.004** | **0,17** | **85.538.296** | **0,37** | ***Total, net*** |
| ***) dari total aset** | | | | | ***) from total assets*** |

c. Piutang lain-lain (Catatan 6)

*c. Other receivables (Note 6)*

| | 31 Desember 2025/ *December 31, 2025* | | 31 Desember 2024/ *December 31, 2024* | | |
|---|---|---|---|---|---|
| | **Total/ *Total*** | **Persentase (%)*/ *Percentage (%)**** | **Total/ *Total*** | **Persentase (%)*/ *Percentage (%)**** | |
| BKMS | 102.706.825 | 0,43 | 107.201.394 | 0,48 | *BKMS* |
| Lain-lain | 281.803 | 0,00 | 363.522 | 0,00 | *Others* |
| **Total** | **102.988.628** | **0,43** | **107.564.916** | **0,48** | ***Total*** |
| ***) dari total aset** | | | | | ***) from total assets*** |

Piutang lain-lain kepada BKMS pada tanggal 31 Desember 2025 terdiri dari piutang bunga dan denda, piutang dividen serta piutang lainnya masing-masing sebesar Rp48.225.377 (2024: Rp52.751.812), Rp54.107.938 (2024: Rp54.107.938) dan Rp373.510 (2024: Rp341.644).

*Other receivables from BKMS as of December 31, 2025 consist of interest and penalty receivables, dividend receivables and other receivables amounting to Rp48,225,377 (2024: Rp52,751,812), Rp54,107,938 (2024: Rp54,107,938) and Rp373,510 (2024: 341,644), respectively.*

## 33. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

## *33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES (continued)*

**Saldo-saldo signifikan dengan pihak berelasi adalah sebagai berikut (lanjutan):**

***Balance transactions with related parties are as follows (continued):***

c. Piutang lain-lain (Catatan 6) (lanjutan)

Berdasarkan Perjanjian Fasilitas Pinjaman antara BJTI dengan BKMS No. KKS.602-00/XII/BJTI-2015 tanggal 30 Desember 2015 dan No. KKS.012-01/III/BJTI-2016 tanggal 30 Maret 2016, BJTI menyetujui untuk memberikan pinjaman masing-masing sebesar Rp80.000.000 dan Rp40.000.000 dalam rangka pembangunan dan pengembangan fasilitas kawasan industri yang terintegrasi dengan pelabuhan. Jangka waktu pinjaman adalah 12 bulan sejak ditandatanganinya perjanjian tersebut dan telah diperpanjang hingga 30 Juni 2024 berdasarkan perjanjian No. KS.02/15/7/I/BRAK/PRES/BJTI-22 dan No. KS.02/15/7/2/BRAK/PRES/BJTI-22 tanggal 15 Juli 2022. Bunga pinjaman sebesar JIBOR+4,5% per tahun yang dibayar setiap tiga bulan dan akan dikenakan denda jika melewati jatuh tempo.

*c. Other receivables (Note 6) (continued)*

*According to the Loan Facility Agreement between BJTI and BKMS No. KKS.602-00/XII/BJTI-2015 dated December 30, 2015 and No. KKS.012-01/III/BJTI-2016 dated March 30, 2016, BJTI agreed to provide a loan amounting to Rp80,000,000 and Rp40,000,000, respectively, for the purpose of the construction and development of industrial estate facilities which is integrated with the port. The loan period is 12 months from the signing date of the agreement and has been extended up to June 30, 2024 based on agreement No. KS.02/15/7/I/BRAK/PRES/BJTI-22 and No. KS.02/15/7/2/BRAK/PRES/BJTI-22 dated July 15, 2022. The loan interest is at JIBOR+4.5% which is paid quarterly and will be charged with penalty if it passes the due date.*

d. Aset kontrak (Catatan 7)

*d. Contract assets (Note 7)*

| | 31 Desember 2025/ *December 31, 2025* | | 31 Desember 2024/ *December 31, 2024* | | |
|---|---|---|---|---|---|
| | **Total/ *Total*** | **Persentase (%)*/ *Percentage (%)**** | **Total/ *Total*** | **Persentase (%)*/ *Percentage (%)**** | |
| SPMT | 35.678.380 | 0,15 | - | 0,00 | *SPMT* |
| MTI | 16.837.997 | 0,07 | 9.639.592 | 0,04 | *MTI* |
| Pelindo | 11.979.534 | 0,05 | 19.823.288 | 0,09 | *Pelindo* |
| LEGI | 965.522 | 0,00 | 9.805 | 0,00 | *LEGI* |
| **Total** | **65.461.433** | **0,27** | **29.472.685** | **0,13** | ***Total*** |
| ***) dari total aset** | | | | | ***) from total assets** |

e. Piutang lain-lain jangka panjang

*e. Long-term other receivables*

| | 31 Desember 2025/ *December 31, 2025* | | 31 Desember 2024/ *December 31, 2024* | | |
|---|---|---|---|---|---|
| | **Total/ *Total*** | **Persentase (%)*/ *Percentage (%)**** | **Total/ *Total*** | **Persentase (%)*/ *Percentage (%)**** | |
| PT Freeport Indonesia | 459.456.715 | 1,93 | 481.521.184 | 2,18 | *PT Freeport Indonesia* |
| Lain-lain | 4.699.024 | 0,02 | 6.676.363 | 0,03 | *Others* |
| **Total** | **464.155.739** | **1,95** | **488.197.547** | **2,21** | ***Total*** |
| ***) dari total aset** | | | | | ***) from total assets** |

## 33. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

## *33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES (continued)*

**Saldo-saldo signifikan dengan pihak berelasi adalah sebagai berikut: (lanjutan)**

***Balance transactions with related parties are as follows: (continued)***

f. Utang usaha (Catatan 17)

*f. Trade payables (Note 17)*

| | 31 Desember 2025/ *December 31, 2025* | | 31 Desember 2024/ *December 31, 2024* | | |
|---|---|---|---|---|---|
| | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | |
| Pelindo | 73.092.426 | 0,98 | 194.333.743 | 3,10 | *Pelindo* |
| LEGI | 40.031.917 | 0,54 | 28.133.521 | 0,45 | *LEGI* |
| PHC | 9.849.530 | 0,13 | 1.654.630 | 0,03 | *PHC* |
| BIMA | 6.479.878 | 0,09 | 9.195.205 | 0,15 | *BIMA* |
| PT Danareksa (Persero) | 5.128.200 | 0,07 | | 0,00 | *PT Danareksa (Persero)* |
| PDS | 4.891.836 | 0,07 | 9.247.780 | 0,15 | *PDS* |
| BPJS Kesehatan | 3.600.375 | 0,05 | 1.549.439 | 0,02 | *BPJS Kesehatan* |
| MTI | 3.243.570 | 0,04 | 6.163.542 | 0,10 | *MTI* |
| PT Asuransi Kredit Indonesia | 3.125.171 | 0,04 | 3.125.171 | 0,05 | *PT Asuransi Kredit Indonesia* |
| ILCS | 2.342.333 | 0,03 | 1.135.045 | 0,02 | *ILCS* |
| DP3 | 2.123.339 | 0,03 | 9.342 | 0,00 | *DP3* |
| BPJS Ketenagakerjaan | 1.382.840 | 0,02 | 1.047.218 | 0,02 | *BPJS Ketenagakerjaan* |
| PT Surveyor Indonesia (Persero) Tbk | 1.142.190 | 0,02 | 299.352 | 0,00 | *PT Surveyor Indonesia (Persero)Tbk* |
| PT Rumah Sakit Pelabuhan | 962.733 | 0,01 | 612.080 | 0,01 | *PT Rumah Sakit Pelabuhan* |
| PD Melati Bhakti Satya Prov Kaltim | 911.053 | 0,01 | 589.107 | 0,01 | *PD Melati Bhakti Satya Prov Kaltim* |
| PMLI | 519.979 | 0,01 | 82.359 | 0,00 | *PMLI* |
| PP-WIKA Joint Operation | - | 0,00 | 15.465.927 | 0,25 | *PP-WIKA Joint Operation* |
| EII | - | 0,00 | 1.455.831 | 0,02 | *EII* |
| Lain-lain | 2.632.120 | 0,04 | 923.712 | 0,01 | *Others* |
| **Total** | **161.459.490** | **2,18** | **275.023.004** | **4,39** | ***Total*** |
| ***) dari total liabilitas** | | | | | ***) from total liabilities*** |

g. Utang lain-lain (Catatan 18)

*g. Other payables (Note 18)*

| | 31 Desember 2025/ *December 31, 2025* | | 31 Desember 2024/ *December 31, 2024* | | |
|---|---|---|---|---|---|
| | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | |
| Pelindo | 79.036.620 | 1,06 | 104.179.026 | 1,65 | *Pelindo* |
| APBS | 74.945.756 | 1,00 | 56.217.692 | 0,89 | *APBS* |
| PT Pembangunan Perumahan (Persero) Tbk | 10.220.228 | 0,14 | 12.023.797 | 0,19 | *PT Pembangunan Perumahan (Persero) Tbk* |
| PT Waskita Karya (Persero) | 7.848.713 | 0,10 | 9.237.116 | 0,15 | *PT Waskita Karya (Persero)* |
| ILCS | 5.277.196 | 0,07 | 1.282.500 | 0,02 | *ILCS* |
| LEGI | 1.929.310 | 0,03 | 2.071.948 | 0,03 | *LEGI* |
| PDS | 320.999 | 0,00 | 1.292.043 | 0,02 | *PDS* |
| TEDS | 236.064 | 0,00 | 1.316.043 | 0,02 | *TEDS* |
| PT Adhi Karya (Persero) | - | 0,00 | 33.292.279 | 0,53 | *PT Adhi Karya (Persero)* |
| Lain-lain | 266.756 | 0,00 | 43.710 | 0,00 | *Others* |
| **Total** | **180.081.642** | **2,40** | **220.956.154** | **3,50** | ***Total*** |
| ***) dari total liabilitas** | | | | | ***) from total liabilities*** |

## 33. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

**Saldo-saldo signifikan dengan pihak berelasi adalah sebagai berikut: (lanjutan)**

g. Utang lain-lain (Catatan 18) (lanjutan)

PMT – Pelindo

Pada tanggal 22 April 2021, PMT dan Pelindo menandatangani perjanjian No. HK.45/2/2/PMT-21 tentang pinjaman dana dari pemegang saham dengan tingkat bunga 10% per tahun dan jangka waktu perjanjian selama 12 (dua belas) bulan terhitung sejak perjanjian ditandatangani.

Pada tanggal 28 Desember 2021, PMT dan Pelindo menandatangani perjanjian No. HK.45/3/5/PMT-21 tentang pinjaman dana dari pemegang saham dengan tingkat bunga 6,75% per tahun dan jangka waktu perjanjian selama 60 (enam puluh) bulan terhitung sejak perjanjian ditandatangani.

Berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham di luar Rapat Umum Pemegang Saham No. 18 tanggal 24 Oktober 2022 oleh Nanda Fauz Iwan, SH., M.Kn., Notaris di Jakarta, pemegang saham PMT menyetujui konversi pinjaman pemegang saham dengan Pelindo menjadi tambahan penyetoran modal sebesar Rp466.878.000, sehingga pada tanggal 31 Desember 2022, pokok pinjaman pemegang saham kepada Pelindo telah lunas.

Utang bunga atas pinjaman pemegang saham kepada Pelindo untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah sebesar Rp72.819.558, yang dicatat sebagai bagian dari akun utang lain-lain.

PMT - PT Pembangunan Perumahan (Persero) Tbk

Pada tanggal 14 Agustus 2020, PMT dan PT Pembangunan Perumahan (Persero) Tbk menandatangani perjanjian No. HK.45/1/24/PMT-20 tentang pinjaman dana dari pemegang saham dengan tingkat bunga 11,7% per tahun dan jangka waktu perjanjian selama 4 (empat) bulan terhitung sejak perjanjian ditandatangani.

## *33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES (continued)*

***Balance transactions with related parties are as follows: (continued)***

*g. Other payables (Note 18) (continued)*

*PMT - Pelindo*

*On April 22, 2021, PMT and Pelindo signed agreement No. HK.45/2/2/PMT-21 regarding loan from shareholder with interest rate of 10% per annum and the term of the agreement is 12 (twelve) months from the signing of the agreement.*

*On December 28, 2021, PMT and Pelindo signed an agreement No. HK.45/3/5/PMT-21 regarding loan from shareholder with an interest rate of 6.75% per annum and the term of the agreement is 60 (sixty) months from the signing of the agreement.*

*Based on the Deed of Statement of Shareholders outside the General Meeting of Shareholders No. 18 dated October 24, 2022 by Nanda Fauz Iwan, SH., M.Kn., Notary in Jakarta, the Company's shareholders agreed to convert the shareholder loan with Pelindo into an additional share capital of Rp466,878,000, so that on December 31, 2022, the principal of shareholder loan to Pelindo have been paid off.*

*Interest payable for shareholder's loan to Pelindo for the year ended December 31, 2025 and 2024 is amounting to Rp72.819.558, respectively, which is recorded as part of other payables accounts.*

*PMT – PT Pembangunan Perumahan (Persero) Tbk*

*On August 14, 2020, PMT and PT Pembangunan Perumahan (Persero) Tbk signed an agreement No. HK.45/1/24/PMT-20 regarding loan from shareholder with an interest rate of 11.7% per annum and the term of the agreement is 4 (four) months from the signing of the agreement.*

**33. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)**

**Saldo-saldo signifikan dengan pihak berelasi adalah sebagai berikut: (lanjutan)**

g. Utang lain-lain (Catatan 18) (lanjutan)

PMT - PT Pembangunan Perumahan (Persero) Tbk (lanjutan)

Pada tanggal 4 November 2022, PMT telah melakukan pelunasan atas pokok pinjaman pemegang saham kepada PT Pembangunan Perumahan (Persero) Tbk sebesar Rp47.100.000.

Utang bunga atas pinjaman pemegang saham kepada PT Pembangunan Perumahan (Persero) Tbk untuk tahun yang berakhir pada 31 Desember 2025 dan 2024 masing-masing adalah sebesar Rp10.220.228 dan Rp12.023.797, yang dicatat sebagai bagian dari akun utang lain-lain.

PMT - PT Waskita Karya (Persero) Tbk

Pada tanggal 18 Agustus 2020, PMT dan PT Waskita Karya (Persero) Tbk menandatangani perjanjian No. HK.45/1/25/PMT-2020 tentang pinjaman dana dari pemegang saham dengan tingkat bunga 11,7% per tahun dan jangka waktu perjanjian selama 4 (empat) bulan terhitung sejak perjanjian ditandatangani.

Pada tanggal 2 November 2022, PMT telah melakukan pelunasan atas pokok pinjaman pemegang saham kepada PT Waskita Karya (Persero) Tbk sebesar Rp37.000.000.

PMT - PT Waskita Karya (Persero) Tbk (lanjutan)

Utang bunga atas pinjaman pemegang saham kepada PT Waskita Karya (Persero) Tbk untuk tahun yang berakhir pada 31 Desember 2025 dan 2024 masing-masing adalah sebesar Rp7.848.713 dan Rp9.237.116, yang dicatat sebagai bagian dari akun utang lain-lain (Catatan 33g).

***33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES (continued)***

***Balance transactions with related parties are as follows: (continued)***

*g. Other payables (Note 18) (continued)*

*PMT – PT Pembangunan Perumahan (Persero) Tbk (continued)*

*On November 4, 2022, PMT has paid off the principal of the shareholder loan to PT Pembangunan Perumahan (Persero) Tbk amounting to Rp47,100,000.*

*Interest payable for shareholder's loan to PT Pembangunan Perumahan (Persero) Tbk for the year ended December 31, 2025 and 2024 is amounting to Rp10,220,228 and Rp12,023,797, respectively, which is recorded as part of other payables accounts.*

*PMT - PT Waskita Karya (Persero) Tbk*

*On August 18, 2020, PMT and PT Waskita Karya (Persero) Tbk signed an agreement No. HK.45/1/25/PMT-2020 regarding loan from shareholder with an interest rate of 11.7% per annum and the term of the agreement is 4 (four) months from the signing of the agreement.*

*On November 2, 2022, PMT has paid off the principal of the shareholder loan to PT Waskita Karya (Persero) Tbk amounting to Rp37,000,000.*

*PMT - PT Waskita Karya (Persero) Tbk (continued)*

*Interest payable for shareholder's loan to PT Waskita Karya (Persero) Tbk for the year ended December 31, 2025 and 2024 is amounting to Rp7,848,713 and Rp9,237,116, respectively, which is recorded as part of other payables accounts (Note 33g).*

## 33. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

## *33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES (continued)*

**Saldo-saldo signifikan dengan pihak berelasi adalah sebagai berikut: (lanjutan)**

***Balance transactions with related parties are as follows: (continued)***

h. Liabilitas kontrak (Catatan 19)

*h. Contract liabilities (Note 19)*

| | 31 Desember 2025/ *December 31, 2025* | | 31 Desember 2024/ *December 31, 2024* | | |
|---|---|---|---|---|---|
| | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | |
| BPJS Kesehatan | 6.644.289 | 0,09 | 5.985.773 | 0,10 | *BPJS Kesehatan* |
| BPJS Ketenagakerjaan | 4.429.219 | 0,06 | 2.825.987 | 0,05 | *BPJS Ketenagakerjaan* |
| PT Asuransi Kredit Indonesia | 2.708.196 | 0,04 | 4.722.985 | 0,08 | *PT Asuransi Kredit Indonesia* |
| PT Bulog | 966.924 | 0,01 | 981.934 | 0,02 | *PT Bulog* |
| Dana Pensiun | 947.203 | 0,01 | 947.203 | 0,02 | *Dana Pensiun* |
| Pelindo | 356.342 | 0,00 | 10.061.002 | 0,16 | *Pelindo* |
| PT BNI Life Insurance | 288.295 | 0,00 | 288.295 | 0,00 | *PT BNI Life Insurance* |
| PT Asuransi Jiwasraya | 178.305 | 0,00 | 670.706 | 0,01 | *PT Asuransi Jiwasraya* |
| PT Jasaraharja | - | 0,00 | 2.698.919 | 0,04 | *PT Jasaraharja* |
| PT Berdikari | - | 0,00 | 411.647 | 0,01 | *PT Berdikari* |
| PT Bank Rakyat Indonesia Tbk | - | 0,00 | 234.671 | 0,00 | *PT Bank Rakyat Indonesia Tbk* |
| PT Bank Negara Indonesia Tbk | - | 0,00 | 179.762 | 0,00 | *PT Bank Negara Indonesia Tbk* |
| Lain-lain | 2.767.276 | 0,04 | 1.854.095 | 0,03 | *Others* |
| **Total** | **19.286.049** | **0,25** | **31.862.979** | **0,52** | ***Total*** |
| ***) dari total liabilitas** | | | | | ***) from total liabilities*** |

i. Utang lain-lain jangka panjang (Catatan 23)

*i. Long-term other payables (Note 23)*

| | 31 Desember 2025/ *December 31, 2025* | | 31 Desember 2024/ *December 31, 2024* | | |
|---|---|---|---|---|---|
| | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | |
| Kantor Kesyahbandaran dan Otoritas Pelabuhan | 9.199.076 | 0,12 | 8.033.530 | 0,11 | *Kantor Kesyahbandaran dan Otoritas Pelabuhan* |
| ***) dari total liabilitas** | | | | | ***) from total liabilities*** |

## 33. SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

## *33. NATURE OF RELATIONSHIP AND TRANSACTIONS WITH RELATED PARTIES (continued)*

**Saldo-saldo signifikan dengan pihak berelasi adalah sebagai berikut: (lanjutan)**

***Balance transactions with related parties are as follows: (continued)***

j. Pendapatan Operasi

*j. Operating Revenues*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | | | |
|---|---|---|---|---|---|
| | 2025 | | 2024 | | |
| | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | |
| SPMT | 131.891.626 | 0,86 | 132.217.852 | 0,94 | *SPMT* |
| PELINDO | 43.213.841 | 0,28 | 165.261.563 | 1,17 | *PELINDO* |
| MTI | 17.845.309 | 0,12 | 9.826.180 | 0,07 | *MTI* |
| IKT | 3.302.838 | 0,02 | 3.160.198 | 0,02 | *IKT* |
| PTPR | 2.267.504 | 0,01 | 1.461.296 | 0,01 | *PTPR* |
| PMS | 1.968.173 | 0,01 | 819.720 | 0,01 | *PMS* |
| PIL | 1.942.227 | 0,01 | 23.411 | 0,00 | *PIL* |
| APBS | 1.116.753 | 0,01 | 1.066.609 | 0,01 | *APBS* |
| LEGI | 947.288 | 0,01 | 1.051.956 | 0,01 | *LEGI* |
| BIMA | 657.695 | 0,00 | 237.709 | 0,00 | *BIMA* |
| ILCS | 352.085 | 0,00 | - | 0,00 | *ILCS* |
| PDS | 130.141 | 0,00 | 196.776 | 0,00 | *PDS* |
| PMLI | 52.000 | 0,00 | 22.348 | 0,00 | *PMLI* |
| EII | - | 0,00 | 303.848 | 0,00 | *EII* |
| BMC | - | 0,00 | 3.499 | 0,00 | *BMC* |
| **Total** | **205.687.480** | **1,33** | **315.652.965** | **2,24** | ***Total*** |
| ***) dari total pendapatan** | | | | | ****) from total revenue*** |

k. Beban Operasi

*k. Operating Expenses*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | | | |
|---|---|---|---|---|---|
| | 2025 | | 2024 | | |
| | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | Total/ *Total* | Persentase (%)*/ *Percentage (%)** | |
| PELINDO | 3.714.897.724 | 29,58 | 3.299.686.930 | 29,02 | *PELINDO* |
| BIMA | 722.584.823 | 5,75 | 499.144.605 | 4,39 | *BIMA* |
| PDS | 678.522.278 | 5,40 | 639.645.256 | 5,63 | *PDS* |
| LEGI | 547.228.919 | 4,36 | 394.216.689 | 3,47 | *LEGI* |
| MTI | 172.633.919 | 1,37 | 151.211.115 | 1,33 | *MTI* |
| ILCS | 152.356.652 | 1,21 | 98.814.874 | 0,87 | *ILCS* |
| TEDS | 41.606.159 | 0,33 | 39.237.809 | 0,35 | *TEDS* |
| PEL | 34.032.238 | 0,27 | 66.590.837 | 0,59 | *PEL* |
| EPI | 19.918.709 | 0,16 | 21.946.923 | 0,19 | *EPI* |
| PMLI | 10.932.045 | 0,09 | 14.666.458 | 0,13 | *PMLI* |
| PIL | 7.103.677 | 0,06 | 18.053.017 | 0,16 | *PIL* |
| EDII | 3.665.406 | 0,03 | 4.408.902 | 0,04 | *EDII* |
| JPPI | 642.287 | 0,01 | 23.763.498 | 0,21 | *JPPI* |
| MMI | 568.661 | 0,00 | 513.260 | 0,00 | *MMI* |
| SPMT | 564.849 | 0,00 | 887.797 | 0,01 | *SPMT* |
| PHCM | 435.537 | 0,00 | 314.194 | 0,00 | *PHCM* |
| APBS | 126.000 | 0,00 | - | 0,00 | *APBS* |
| EII | - | 0,00 | 93.062.586 | 0,82 | *EII* |
| PMP | - | 0,00 | 24.783.804 | 0,22 | *PMP* |
| SPSL | - | 0,00 | 800.000 | 0,01 | *SPSL* |
| BMC | - | 0,00 | 113.644 | 0,00 | *BMC* |
| **Total** | **6.107.819.883** | **48,62** | **5.391.862.198** | **47,44** | ***Total*** |
| ***) dari total beban** | | | | | ****) from total expenses*** |

## 34. PERJANJIAN SIGNIFIKAN

### Perusahaan

**a. Perjanjian Serah Operasi Bisnis dan Pelayanan Terminal Petikemas**

Pada tanggal 29 Desember 2021 Perusahaan dan Pelindo mengadakan Perjanjian Kerjasama No. HK.03/29/12/3/DUKM/UTMA/PLND-21 dan No. PB.02.02/3/PLTP-2021 tentang serah operasi bisnis dan pelayanan terminal petikemas dengan ruang lingkup sebagai berikut:

- Kerjasama serah operasi bisnis dan pelayanan terminal petikemas serta jasa kepelabuhanan lainnya.
- Penyediaan infrastruktur serta fasilitas penunjang terminal petikemas.
- Penyediaan sumber daya manusia terminal petikemas.
- Pengasuransian objek kerjasama.
- Penerbitan nota tagihan
  Pemberian *revenue sharing* oleh Perusahaan kepada Pelindo atas pendapatan pelayanan terminal petikemas dan lainnya.

Pelindo mendapatkan *revenue sharing* dari Perusahaan atas pendapatan pelayanan terminal petikemas dan kegiatan pengusahaan pelabuhan lainnya di wilayah objek kerjasama yang tertera dalam Berita Acara Serah Operasi.

Periode perjanjian adalah 20 (dua puluh) tahun sejak ditandatanganinya Berita Acara Serah Operasi pada masing-masing wilayah terminal petikemas sampai dengan tanggal 31 Desember 2042 dan dapat dilakukan perpanjangan berdasarkan kesepakatan tertulis dari kedua belah pihak.

**b. Kerjasama Pengelolaan Pelindo Place Office**

Berdasarkan Perjanjian Penugasan No. 072/HK/PPI-2017 tanggal 26 Oktober 2017 telah dilakukan Perjanjian dengan Pelindo tentang Pengelolaan Pelindo Office Tower di Surabaya. Perjanjian ini berlaku selama 20 tahun, terhitung mulai tanggal 26 Oktober 2017 sampai dengan 25 Oktober 2037.

## *34. SIGNIFICANT AGREEMENTS*

### *The Company*

***a. Transfer of Business Operation and Container Terminal Services Agreement***

*On December 29, 2021, the Companyand Pelindo entered into a Cooperation Agreement No. HK.03/29/12/3/DUKM/UTMA/PLND-21 and No. PB.02.02/3/PLTP-2021 for the transfer of business operations and container terminal services with the following scope:*

- *Transfer of operational and service operations of container terminals and other port services.*
- *Provision of infrastructure and supporting facilities for container terminals.*
- *Provision of human resources for container terminals.*
- *Insurance for cooperation agreement's objects.*
- *Issuance of invoices.*
  *Revenue sharing by the Company with Pelindo for the income of container terminal services and others.*

*Pelindo receives revenue sharing from the Company for the income of container terminal services and other port business activities in the cooperation object area stated in the Operation Transfer Agreements.*

*The agreement period is 20 (twenty) years from the signing date of the operation transfer agreement for each container terminal area until December 31, 2042 and can be extended based on the written agreement between both parties.*

***b. Pelindo Place Office Management Cooperation***

*Based on the Assignment Agreement No. 072/HK/PPI-2017 dated October 26, 2017, an agreement with Pelindo has been entered into on the Management of Pelindo Office Tower in Surabaya. This Agreement is valid for 20 years, starting from October 26, 2017 to October 25, 2037.*

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Perusahaan (lanjutan)**

**c. Pengalihan Mekanisme Penerbitan Nota Pelayanan Petikemas di Terminal Teluk Lamong antara Perusahaan dan Pelindo Regional 3**

Berdasarkan Berita Acara Nomor PS.01/26/3/2/PMR14/KMHL/PLTP-24 tanggal 26 Maret 2024, terhitung mulai 1 April 2024, Perusahaan mengambil alih mekanisme penerbitan nota penagihan pelayanan petikemas di Terminal Teluk Lamong yang sebelumnya diterbitkan oleh Pelindo Regional 3 ("Regional 3").

Pendapatan yang termasuk dalam pengalihan ini adalah pendapatan pelayanan petikemas di Terminal Teluk Lamong. Kegiatan pelayanan petikemas yang terjadi sebelum 1 April 2024 pukul 00.01 WIB tetap menjadi hak dan tanggung jawab Regional 3, sedangkan kegiatan yang terjadi setelah tanggal tersebut menjadi hak dan tanggung jawab Perusahaan.

Pendapatan usaha yang diperoleh setelah pengalihan mekanisme penagihan akan direkonsiliasi antara Perusahaan, Regional 3, dan TTL, serta dibagi berdasarkan skema *revenue sharing* sesuai dengan perjanjian kerja sama yang berlaku dan perubahannya, setelah dikurangi kewajiban konsesi. Secara operasional, pelayanan petikemas di Terminal Teluk Lamong tidak mengalami perubahan dan tetap berjalan sebagaimana kondisi eksisting.

Rincian pengalihan mekanisme penerbitan nota disajikan dalam tabel berikut:

***34. SIGNIFICANT AGREEMENTS (continued)***

***The Company (continued)***

***c. Transfer of Container Terminal Service Invoice Issuance Mechanism at Terminal Teluk Lamong between the Company and Pelindo Regional 3***

*Based on Minutes of Meeting No. PS.01/26/3/2/PMR14/KMHL/PLTP-24 dated March 26, 2024, effective April 1, 2024, the Company assumed the container terminal service invoice issuance mechanism at Terminal Teluk Lamong, which was previously issued by Pelindo Regional 3 ("Regional 3").*

*The revenue included in this transfer comprises container terminal service revenue at Terminal Teluk Lamong. Container terminal services rendered prior to April 1, 2024, at 00:01 WIB remain the rights and responsibilities of Regional 3, while services rendered after such date become the rights and responsibilities of the Company.*

*Operating revenue earned after the transfer of the billing mechanism will be reconciled among the Company, Regional 3, and TTL, and shared based on the applicable revenue sharing scheme in accordance with the prevailing cooperation agreements and their amendments, after deducting concession obligations. Operationally, container terminal services at Terminal Teluk Lamong remain unchanged and continue to operate under existing conditions.*

*Details of the transfer of the invoice issuance mechanism are presented in the following table:*

| Jenis Nota/*Type of Invoice* | Komponen Penagihan/*Billing Components* | Diterbitkan oleh/*Issued by* | | Pembagian sharing eksisting (setelah konsesi 2,5%)/ *Existing revenue sharing (after 2.5% concession)* | | |
|---|---|---|---|---|---|---|
| | | Eksisting/*Existing* | Setelah Pengalihan / *After Transfer* | Regional 3 | Perusahaan/*The Company* | TTL |
| Tambat Kapal | Tambat Kapal | Regional 3 | Regional 3 | 53,5% | 0% | 46,5% |
| Air | Air Tawar | Regional 3 | Perusahaan/*The Company* | 46,5% | 7% | 46,5% |

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Perusahaan (lanjutan)**

**c. Pengalihan Mekanisme Penerbitan Nota Pelayanan Petikemas di Terminal Teluk Lamong antara Perusahaan dan Pelindo Regional 3 (lanjutan)**

Rincian pengalihan mekanisme penerbitan nota disajikan dalam tabel berikut: (lanjutan)

***34. SIGNIFICANT AGREEMENTS (continued)***

***The Company (continued)***

***c. Transfer of Container Terminal Service Invoice Issuance Mechanism at Terminal Teluk Lamong between the Company and Pelindo Regional 3 (continued)***

*Details of the transfer of the invoice issuance mechanism are presented in the following table: (continued)*

| Jenis Nota/*Type of Invoice* | Komponen Penagihan/*Billing Components* | Diterbitkan oleh/*Issued by* | | Pembagian sharing eksisting (setelah konsesi 2,5%)/ *Existing revenue sharing (after 2.5% concession)* | | |
|---|---|---|---|---|---|---|
| | | Eksisting/*Existing* | Setelah Pengalihan / *After Transfer* | Regional 3 | Perusahaan/*The Company* | TTL |
| Nota Kapal Domestik | Jasa Dermaga | Regional 3 | Perusahaan/*The Company* | 46,5% | 7% | 46,5% |
| | *Stevedoring* | | | 46,5% | 7% | 46,5% |
| | *Stevedoring Transhipment* | | | 46,5% | 7% | 46,5% |
| | *Shifting* (jika ada) | | | 46,5% | 7% | 46,5% |
| | *Lift Off Receiving* | | | 46,5% | 7% | 46,5% |
| | Penumpukan (Realisasi Pemuatan) | | | 46,5% | 7% | 46,5% |
| | *Lift On Delivery* | | | 46,5% | 7% | 46,5% |
| | Penumpukan Bongkar Masa I.1 | | | 46,5% | 7% | 46,5% |
| | Denda Batal Job / Koreksi Data | | | 46,5% | 7% | 46,5% |
| | *Reefer Monitoring* Petikemas Muat | | | 46,5% | 7% | 46,5% |
| | *Supply Listrik Reefer* Petikemas Muat | | | 46,5% | 7% | 46,5% |
| | Sampah Kapal | | | 46,5% | 7% | 46,5% |
| | Pas Pelabuhan | | | 53,5% | 0% | 46,5% |
| Nota Lapangan Domestik (DTYP) | Penumpukan lebih dari Masa I.1 | Regional 3 | Perusahaan/*The Company* | 46,5% | 7% | 46,5% |
| | *Reefer Monitoring* Petikemas Muat | | | 46,5% | 7% | 46,5% |
| | *Supply Listrik Reefer* Petikemas Muat | | | 46,5% | 7% | 46,5% |
| Paket Transhipment Antar Terminal – *Direct* | *Lift On/Off* 35% Terminal | Regional 3 | Perusahaan/*The Company* | 46,5% | 7% | 46,5% |
| | *Lift On/Off* 100% CY *Trans* | | | 0,0% | 100% | 0,0% |
| | *Trucking* | | | 0,0% | 100% | 0,0% |
| Paket Transhipment Antar Terminal – *Indirect* | *Lift On/Off* 35% Terminal | Regional 3 | Perusahaan/*The Company* | 46,5% | 7% | 46,5% |
| | *Trucking* | | | 0,0% | 100% | 0,0% |

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Perusahaan (lanjutan)**

**c. Pengalihan Mekanisme Penerbitan Nota Pelayanan Petikemas di Terminal Teluk Lamong antara Perusahaan dan Pelindo Regional 3 (lanjutan)**

Rincian pengalihan mekanisme penerbitan nota disajikan dalam tabel berikut: (lanjutan)

***34. SIGNIFICANT AGREEMENTS (continued)***

***The Company (continued)***

***c. Transfer of Container Terminal Service Invoice Issuance Mechanism at Terminal Teluk Lamong between the Company and Pelindo Regional 3 (continued)***

*Details of the transfer of the invoice issuance mechanism are presented in the following table: (continued)*

| **Jenis Nota/*Type of Invoice*** | **Komponen Penagihan/*Billing Components*** | **Diterbitkan oleh/*Issued by*** | | **Pembagian sharing eksisting (setelah konsesi 2,5%)/ *Existing revenue sharing (after 2.5% concession)*** | | |
|---|---|---|---|---|---|---|
| | | **Eksisting/*Existing*** | **Setelah Pengalihan / *After Transfer*** | **Regional 3** | **Perusahaan/*The Company*** | **TTL** |
| *Transhipment* Inter Terminal (Batal) | *Lift On/Off* 100% | Regional 3 | Perusahaan/*The Company* | 46,5% | 7% | 46,5% |
| | *Stevedoring* 100% | | | 46,5% | 7% | 46,5% |
| | Penumpukan | | | 46,5% | 7% | 46,5% |
| Nota Kapal Internasional | Paket *Stevedoring* | Regional 3 | Perusahaan/*The Company* | 46,5% | 7% | 46,5% |
| | *Transhipment Inter* Terminal | | | 46,5% | 7% | 46,5% |
| | *Shifting* | | | 46,5% | 7% | 46,5% |
| | Sampah Kapal | | | 46,5% | 7% | 46,5% |
| Nota Lapangan Internasional: | | | | | | |
| *Behandle* Karantina | Gerakan Ekstra | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Paket Karantina | | | | | |
| *Behandle* Bea Cukai Impor | Gerakan Ekstra | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | *Stripping* dan *Stuffing* | | | | | |
| *Behandle Joint Inspection* | Gerakan Ekstra | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | *Stripping* dan *Stuffing* | | | | | |
| *Behandle X-Ray Impor* | Gerakan Ekstra | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| *Behandle Joint Inspection X-Ray* | Gerakan Ekstra | Regional 3 | Perusahaan/*The Company y* | 46,50% | 7,00% | 46,50% |
| | Paket Karantina | | | | | |
| *Delivery Truck Yard* | *Lift On* | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Penumpukan | | | | | |
| | Koreksi Data (bila ada) | | | | | |
| | *Supply Listrik Reefer* (bila ada) | | | | | |
| | *Reefer Monitoring* (bila ada) | | | | | |

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Perusahaan (lanjutan)**

**c. Pengalihan Mekanisme Penerbitan Nota Pelayanan Petikemas di Terminal Teluk Lamong antara Perusahaan dan Pelindo Regional 3 (lanjutan)**

Rincian pengalihan mekanisme penerbitan nota disajikan dalam tabel berikut: (lanjutan)

***34. SIGNIFICANT AGREEMENTS (continued)***

***The Company (continued)***

***c. Transfer of Container Terminal Service Invoice Issuance Mechanism at Terminal Teluk Lamong between the Company and Pelindo Regional 3 (continued)***

*Details of the transfer of the invoice issuance mechanism are presented in the following table: (continued)*

| **Jenis Nota/*Type of Invoice*** | **Komponen Penagihan/*Billing Components*** | **Diterbitkan oleh/*Issued by*** | | **Pembagian sharing eksisting (setelah konsesi 2,5%)/ *Existing revenue sharing (after 2.5% concession)*** | | |
|---|---|---|---|---|---|---|
| | | **Eksisting/*Existing*** | **Setelah Pengalihan / *After Transfer*** | **Regional 3** | **Perusahaan/The *company*** | **TTL** |
| Nota Lapangan Internasional: | | | | | | |
| Delivery Batal Ekspor | *Lift On* | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Penumpukan | | | | | |
| | Batal Muat | | | | | |
| | *Supply Listrik Reefer* (bila ada) | | | | | |
| | *Reefer Monitoring* (bila ada) | | | | | |
| *Delivery Long Stay* | *Lift On* | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| *Delivery Empty Ex-LCL / Mixed Import* | *Lift On* | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Penumpukan | | | | | |
| Delivery Pindah Lokasi Penimbunan | *Lift On* | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Penumpukan | | | | | |
| Re-Ekspor | Gerakan Ekstra | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Penumpukan | | | | | |
| | Batal Muat | | | | | |
| | *Supply Listrik Reefer* (bila ada) | | | | | |
| | *Reefer Monitoring* (bila ada) | | | | | |
| Rubah Status | Penumpukan | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Gerakan Ekstra | | | | | |
| | Rubah Status | | | | | |

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Perusahaan (lanjutan)**

**c. Pengalihan Mekanisme Penerbitan Nota Pelayanan Petikemas di Terminal Teluk Lamong antara Perusahaan dan Pelindo Regional 3 (lanjutan)**

Rincian pengalihan mekanisme penerbitan nota disajikan dalam tabel berikut: (lanjutan)

***34. SIGNIFICANT AGREEMENTS (continued)***

***The Company (continued)***

***c. Transfer of Container Terminal Service Invoice Issuance Mechanism at Terminal Teluk Lamong between the Company and Pelindo Regional 3 (continued)***

*Details of the transfer of the invoice issuance mechanism are presented in the following table: (continued)*

| **Jenis Nota/*Type of Invoice*** | **Komponen Penagihan/*Billing Components*** | **Diterbitkan oleh/*Issued by*** | | **Pembagian sharing eksisting (setelah konsesi 2,5%)/ *Existing revenue sharing (after 2.5% concession)*** | | |
|---|---|---|---|---|---|---|
| | | **Eksisting/*Existing*** | **Setelah Pengalihan / *After Transfer*** | **Regional 3** | **Perusahaan/*The Company*** | **TTL** |
| Nota Lapangan Internasional: | | | | | | |
| Stack Truck Yard | *Lift Off* | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Penumpukan | | | | | |
| | Koreksi Data (bila ada) | | | | | |
| | *Supply Listrik Reefer* (bila ada) | | | | | |
| | *Reefer Monitoring* (bila ada) | | | | | |
| | WGM & VGM | | | | | |
| *Stack Container Early* | *Lift Off* | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Penumpukan | | | | | |
| | Koreksi Data (bila ada) | | | | | |
| | *Supply Listrik Reefer* (bila ada) | | | | | |
| | *Reefer Monitoring* (bila ada) | | | | | |
| | WGM & VGM | | | | | |
| *Change Carrier* | *Lift On* | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Penumpukan | | | | | |
| | Batal Muat | | | | | |
| | *Supply Listrik Reefer* (bila ada) | | | | | |
| | *Reefer Monitoring* (bila ada) | | | | | |

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Perusahaan (lanjutan)**

**c. Pengalihan Mekanisme Penerbitan Nota Pelayanan Petikemas di Terminal Teluk Lamong antara Perusahaan dan Pelindo Regional 3 (lanjutan)**

Rincian pengalihan mekanisme penerbitan nota disajikan dalam tabel berikut: (lanjutan)

***34. SIGNIFICANT AGREEMENTS (continued)***

***The Company (continued)***

***c. Transfer of Container Terminal Service Invoice Issuance Mechanism at Terminal Teluk Lamong between the Company and Pelindo Regional 3 (continued)***

*Details of the transfer of the invoice issuance mechanism are presented in the following table: (continued)*

| **Jenis Nota/*Type of Invoice*** | **Komponen Penagihan/*Billing Components*** | **Diterbitkan oleh/*Issued by*** | | **Pembagian sharing eksisting (setelah konsesi 2,5%)/ *Existing revenue sharing (after 2.5% concession)*** | | |
|---|---|---|---|---|---|---|
| | | **Eksisting/*Existing*** | **Setelah Pengalihan / *After Transfer*** | **Regional 3** | **Perusahaan/The company** | **TTL** |
| Nota Lapangan Internasional: | | | | | | |
| *Behandle* Bea Cukai Ekspor | Gerakan Ekstra<br>*Stripping* dan *Stuffing* | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| *Behandle X-Ray* Ekspor | Gerakan Ekstra | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| *Behandle Fumigasi Import* | Gerakan Ekstra | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Penumpukan | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| | Tarif Fumigasi | Regional 3 | Perusahaan/*The Company* | 0,00% | 0,00% | 100,00% |
| *Behandle* Kulit Garaman | Gerakan Ekstra<br>Paket *Behandle* Karantina<br>Paket Limbah Garaman | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| Nota *Extended Container Yard* | Gerakan Ekstra<br>*Storage* (bila ada yang melebih dari 5 hari) | Regional 3 | Perusahaan/*The Company* | 46,50% | 7,00% | 46,50% |
| *Truck Collaboration System* | *System Fee TCS* | TTL | TTL | 0,0% | 0% | 100,0% |

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Perusahaan (lanjutan)**

**d. Pengalihan Mekanisme Penerbitan Nota Pelayanan Petikemas antara Perusahaan dan BJTI**

Berdasarkan Berita Acara Nomor PS.02/23/4/1/PMRN/DRSK/PLTP-25 tanggal 23 April 2025, terhitung mulai 1 Mei 2025, Perusahaan mengambil alih mekanisme penerbitan nota penagihan pelayanan petikemas di Terminal Berlian dan Terminal Mirah yang sebelumnya diterbitkan oleh BJTI. Pendapatan yang termasuk dalam pengalihan ini adalah pendapatan pelayanan petikemas kepada pengguna jasa. Kegiatan pelayanan petikemas yang terjadi sebelum 1 Mei 2025 pukul 00.01 WIB tetap menjadi hak dan tanggung jawab BJTI, sedangkan kegiatan yang terjadi setelah tanggal tersebut menjadi hak dan tanggung jawab Perusahaan, yang ditentukan berdasarkan waktu mulai tambat kapal (*first line*).

Pendapatan usaha yang diperoleh setelah pengalihan mekanisme penagihan akan direkonsiliasi antara Perusahaan dan BJTI dan dibagi berdasarkan skema *revenue sharing* sesuai dengan perjanjian kerja sama yang berlaku dan perubahannya, setelah dikurangi kewajiban konsesi. Rincian pengalihan mekanisme penerbitan nota disajikan dalam tabel berikut:

***34. SIGNIFICANT AGREEMENTS (continued)***

***The Company (continued)***

***d. Transfer of Container Terminal Service Invoice Issuance Mechanism between the Company and BJTI***

*Based on Minutes of Meeting No. PS.02/23/4/1/PMRN/DRSK/PLTP-25 dated April 23, 2025, effective May 1, 2025, the Company assumed the container terminal service invoice issuance mechanism at Terminal Berlian and Terminal Mirah, which was previously issued by BJTI. The revenue included in this transfer comprises revenue from container terminal services provided to customers. Container terminal services rendered prior to May 1, 2025 at 00:01 WIB remain the rights and responsibilities of BJTI, while services rendered after such date become the rights and responsibilities of the Company, as determined based on the vessel berthing commencement time (first line).*

*Operating revenue earned after the transfer of the billing mechanism will be reconciled between the Company and BJTI and shared based on the applicable revenue sharing scheme in accordance with the prevailing cooperation agreements and their amendments, after deducting concession obligations. Details of the transfer of the invoice issuance mechanism are presented in the following table:*

| **Jenis Nota/*Type of Invoice*** | **Komponen Penagihan/*Billing Components*** | **Diterbitkan oleh/*Issued by*** | | **Pembagian sharing eksisting (setelah konsesi 2,5%)/ *Existing revenue sharing (after 2.5% concession)*** | | |
|---|---|---|---|---|---|---|
| | | **Eksisting/*Existing*** | **Setelah Pengalihan / *After Transfer*** | **Regional 3** | **Perusahaan/ *The company*** | **BJTI** |
| Nota Kapal Domestik | Jasa Dermaga | BJTI | Perusahaan/*The Company* | 10% | 2,5% | 87,5% |
| | *Stevedoring Ship Crane* | | | 10% | 2,5% | 87,5% |
| | *Stevedoring HMC/CC* | | | 10% | 2,5% | 87,5% |
| | *Transhipment* (Paket Antar / Inter) | | | 10% | 2,5% | 87,5% |
| | *Shifting* Petikemas | | | 10% | 2,5% | 87,5% |
| | *Lift Off / Lift On* | | | 10% | 2,5% | 87,5% |
| | Penumpukan | | | 10% | 2,5% | 87,5% |
| | Denda Batal Job / Koreksi Data | | | 10% | 2,5% | 87,5% |
| | *Haulage* | | | 10% | 2,5% | 87,5% |
| | VGM | | | 10% | 2,5% | 87,5% |
| | Pas Pelabuhan | | | 10% | 2,5% | 87,5% |

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Perusahaan (lanjutan)**

**e. Pengalihan Mekanisme Penerbitan Nota Pelayanan Petikemas antara IPC TPK dan Perusahaan**

Berdasarkan Berita Acara Nomor PS.02/17/11/1/PMRN/DRSK/PLTP-25 dan PS.02/17/11/2/PMRN/DRSK/PLTP-25, keduanya tertanggal 17 November 2025, terhitung mulai 1 Desember 2025, Perusahaan mengambil alih mekanisme penerbitan nota penjualan jasa kepelabuhanan layanan petikemas dari IPC TPK untuk Area Jambi dan Area Teluk Bayur.

Pendapatan yang termasuk dalam pengalihan ini adalah pendapatan layanan petikemas kepada pengguna jasa, di mana untuk Area Jambi mencakup pelayanan kepada kapal internasional dan kapal domestik, sedangkan untuk Area Teluk Bayur terbatas pada pelayanan kepada kapal domestik, dengan komponen penagihan sebagaimana disajikan dalam tabel berikut:

***34. SIGNIFICANT AGREEMENTS (continued)***

***The Company (continued)***

***e. Transfer of Container Terminal Service Invoice Issuance Mechanism between IPC TPK and the Company***

*Based on Minutes of Meeting Nos. PS.02/17/11/1/PMRN/DRSK/PLTP-25 and PS.02/17/11/2/PMRN/DRSK/PLTP-25, both dated November 17, 2025, effective December 1, 2025, the Company assumed the container terminal service invoice issuance mechanism from IPC TPK for the Jambi Area and the Teluk Bayur Area.*

*The revenue included in this transfer comprises container terminal services provided to customers, where for the Jambi Area the services cover both international and domestic vessels, whereas for the Teluk Bayur Area the services are limited to domestic vessels, with billing components as presented in the following table:*

| **Jenis Nota/*Type of Invoice*** | **Komponen Penagihan/*Billing Components*** | **Diterbitkan oleh (Eksisting)/*Issued by (Existing)*** | **Diterbitkan oleh (Setelah Pengalihan)/*Issued by (After Transfer)*** |
|---|---|---|---|
| Nota Kapal Internasional (Jambi) | *Stevedoring* | IPC TPK | Perusahaan/ *The company* |
| | *Transhipment* (Paket Antar ataupun Inter) | | |
| | *Shifting* Petikemas | | |
| | *Lift Off / Lift On* | | |
| | Penumpukan | | |
| | Batal Muat / Alih Kapal / Koreksi Data | | |
| | *Behandle* | | |
| | Gerakan Ekstra | | |
| Nota Kapal Domestik (Jambi & Teluk Bayur) | *Stevedoring* | IPC TPK | Perusahaan/ *The company* |
| | *Transhipment* (Paket Antar ataupun Inter) | | |
| | *Shifting* Petikemas | | |
| | *Lift Off / Lift On* | | |
| | Penumpukan | | |
| | Denda Batal Job / Koreksi Data | | |

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Perusahaan (lanjutan)**

**e. Pengalihan Mekanisme Penerbitan Nota Pelayanan Petikemas antara IPC TPK dan Perusahaan (lanjutan)**

Pelayanan kegiatan non-petikemas serta pendapatan lainnya atas kerja sama dengan pihak ketiga tetap diterbitkan oleh IPC TPK.

Kegiatan pelayanan petikemas yang dilakukan sebelum 1 Desember 2025 pukul 00.01 WIB tetap menjadi hak dan tanggung jawab IPC TPK, sedangkan kegiatan yang dilakukan sejak dan setelah waktu tersebut menjadi hak dan tanggung jawab Perusahaan, baik untuk Area Jambi maupun Area Teluk Bayur, dengan memperhatikan bahwa layanan yang dialihkan di Area Jambi mencakup kapal internasional dan kapal domestik, sedangkan di Area Teluk Bayur hanya mencakup kapal domestik. Pengakuan pendapatan pelayanan operasi kapal oleh Perusahaan ditentukan berdasarkan waktu mulai tambat kapal (*first line*), sedangkan pendapatan pelayanan operasi lapangan diakui berdasarkan mekanisme pembayaran pengguna jasa atau pengelolaan dana job order, sesuai dengan sistem penagihan yang berlaku.

Pendapatan usaha yang diperoleh setelah pengalihan mekanisme penagihan akan direkonsiliasi antara Perusahaan dan IPC TPK serta dibagi berdasarkan skema revenue sharing yang sama sesuai dengan perjanjian kerja sama yang berlaku dan perubahannya, setelah dikurangi kewajiban konsesi (PNBP), tanpa membedakan perlakuan pembagian pendapatan atas perbedaan cakupan layanan antara Area Jambi dan Area Teluk Bayur. Secara operasional, pelayanan petikemas di Area Jambi dan Area Teluk Bayur tidak mengalami perubahan dan tetap berjalan sebagaimana kondisi eksisting.

***34. SIGNIFICANT AGREEMENTS (continued)***

***The* Company *(continued)***

***e. Transfer of Container Terminal Service Invoice Issuance Mechanism between IPC TPK and the Company (continued)***

*Non-container services and other revenue arising from cooperation with third parties continue to be invoiced by IPC TPK.*

*Container terminal services rendered prior to December 1, 2025 at 00:01 WIB remain the rights and responsibilities of IPC TPK, while services rendered from and after such time become the rights and responsibilities of the Company, for both the Jambi Area and the Teluk Bayur Area, taking into account that the scope of services transferred in the Jambi Area includes both international and domestic vessels, whereas in the Teluk Bayur Area it only includes domestic vessels. Revenue from vessel operation services is recognized by the Company based on the vessel berthing commencement time (first line), while revenue from yard operation services is recognized based on the applicable customer payment mechanism or job order fund management, in accordance with the prevailing billing system.*

*Operating revenue earned after the transfer of the billing mechanism will be reconciled between the Company and IPC TPK and shared based on the same revenue sharing scheme in accordance with the prevailing cooperation agreements and their amendments, after deducting concession obligations (PNBP), with no differentiation in revenue sharing treatment arising from the differences in service scope between the Jambi Area and the Teluk Bayur Area. Operationally, container terminal services in the Jambi Area and the Teluk Bayur Area remain unchanged and continue under existing operating conditions.*

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Perusahaan (lanjutan)**

**e. Pengalihan Mekanisme Penerbitan Nota Pelayanan Petikemas antara IPC TPK dan Perusahaan (lanjutan)**

Rincian pengalihan mekanisme penerbitan nota disajikan dalam tabel berikut:

***34. SIGNIFICANT AGREEMENTS (continued)***

***The Company (continued)***

***e. Transfer of Container Terminal Service Invoice Issuance Mechanism between IPC TPK and the Company (continued)***

*Details of the transfer of the invoice issuance mechanism are presented in the following table:*

| Jenis Nota/*Type of Invoice* | Komponen Penagihan/*Billing Components* | Diterbitkan oleh/*Issued by* | | Pembagian sharing eksisting (setelah konsesi 2,5%)/ *Existing revenue sharing (after 2.5% concession)* | | |
|---|---|---|---|---|---|---|
| | | Eksisting/*Existing* | Setelah Pengalihan / *After Transfer* | Regional 2 | Perusahaan/*The company* | IPC TPK |
| Nota Kapal Internasional (Jambi) | *Stevedoring* | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | *Transhipment* (Paket Antar ataupun Inter) | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | *Shifting* Petikemas | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | *Lift Off / Lift On* | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | Penumpukan | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | Batal Muat / Alih Kapal / Koreksi Data | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | *Behandle* | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | Gerakan Ekstra | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| Nota Kapal Domestik (Jambi & Teluk Bayur) | *Stevedoring* | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | *Transhipment* (Paket Antar ataupun Inter) | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | *Shifting* Petikemas | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | *Lift Off / Lift On* | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | Penumpukan | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |
| | Denda Batal Job / Koreksi Data | IPC TPK | Perusahaan/ *The Company* | 17,50% | 2,50% | 80% |

**f. Perjanjian Pemegang Saham - IPC TPK**

Pada tanggal 19 April 2014, IPC TPK dan Sea Terminal Management & Service Pte. Ltd., Singapura ("STMS") menandatangani Perjanjian Pemegang Saham untuk Terminal Petikemas 1 dan Perjanjian Perubahannya pada tanggal 11 September 2014 dimana IPC TPK dan STMS akan mendirikan perusahaan dengan jumlah saham sebesar 1.000 saham yang terbagi menjadi 510 saham seri A yang dimiliki IPC TPK dan 490 saham seri B yang dimiliki STMS.

***f. Shareholders Agreement - IPC TPK***

*On April 19, 2014, IPC TPK and Sea Terminal Management & Service Pte. Ltd., Singapore ("STMS") signed a Shareholders Agreement for Container Terminal 1 and the Amendment Agreement on September 11, 2014, wherein IPC TPK and STMS will establish a company with total shares amounting to 1,000 shares comprising of 510 series A Shares held by IPC TPK and 490 series B Shares held by STMS.*

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Perusahaan (lanjutan)**

**f. Perjanjian Pemegang Saham - IPC TPK (lanjutan)**

Perusahaan tersebut didirikan untuk menjalankan kegiatan usaha berdasarkan Perjanjian Pembangunan dan Pengoperasian sehubungan dengan pembangunan dan pengoperasian Terminal Petikemas 1 dan kegiatan lain sesuai dengan hukum yang berlaku sebagaimana disetujui oleh IPC TPK dan STMS.

Jika dalam suatu tahun buku, Perusahaan tersebut memiliki laba yang tersedia untuk didistribusikan maka distribusi akan dilakukan pertama untuk STMS hingga pengembalian modal yang diperbolehkan telah tercapai sebesar 16% dan kedua dibagikan secara proporsional kepada STMS dan IPC TPK sesuai dengan kepemilikan saham masing-masing (Catatan 34g). Syarat dan ketentuan lainnya diatur dalam perjanjian.

Kepemilikan saham IPC TPK pada perusahaan yang didirikan tidak diikuti dengan pengendalian dan karenanya laporan keuangan perusahaan tersebut tidak dikonsolidasi ke dalam laporan keuangan IPC TPK.

Perusahaan yang didirikan sehubungan dengan perjanjian tersebut di atas bernama PT New Priok Container Terminal One berdasarkan Akta No. 33 tanggal 28 Mei 2014.

**g. Perjanjian Pinjaman - IPC TPK**

Pada tanggal 19 April 2014, IPC TPK dan STMS menandatangani Perjanjian Pinjaman dimana STMS memberikan fasilitas pinjaman kepada IPC TPK untuk kepentingan pembayaran Saham Seri A pada NPCT1 sebesar USD15.096.000 dengan tingkat bunga tahunan 7%.

Fasilitas tersebut akan dibayarkan kembali melalui pengurangan modal pada NPCT1, dengan IPC TPK dan STMS sebagai pemegang sahamnya, dan dari dividen yang dapat dibagikan kepada IPC TPK (Catatan 34f). Seluruh bunga akan dibayarkan dari dividen IPC TPK.

***34. SIGNIFICANT AGREEMENTS (continued)***

***The Company (continued)***

***f. Shareholders Agreement - IPC TPK (continued)***

*The company was set up to operate based on the Construction and Operation Agreement in connection with the operation and development of Container Terminal 1 and other activities in accordance with applicable law as agreed by IPC TPK and STMS.*

*If, in respect of any financial year, the Company has profit available for distribution then distribution will be made first for STMS until permitted equity return has been achieved 16% and secondly distributed proportionally to STMS and IPC TPK in accordance with their respective ownerships (Note 34g). Other term and conditions are stipulated in the agreement.*

*IPC TPK's ownership in the company established is not followed by control and therefore, the company's financial statements are not consolidated in the IPC TPK's financial statements.*

*The company established in relation to the above agreement namely PT New Priok Container Terminal One based on Deed No. 33 dated May 28, 2014.*

***g. Loan Agreement – IPC TPK***

*On April 19, 2014, IPC TPK and STMS signed a Loan Agreement where STMS provides loan facilities to IPC TPK for the purpose of A Series Shares payments in NPCT1 amounting to USD15,096,000 with annual interest rate of 7%.*

*The facility will be repaid through reduction of capital in NPCT1, with IPC TPK and STMS as shareholders, and from dividends which can be distributed to IPC TPK (Note 34f). All interest will be paid from IPC TPK dividends.*

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Entitas anak (lanjutan)**

**g. Perjanjian Pinjaman - IPC TPK (lanjutan)**

Pada tanggal 11 September 2014, IPC TPK dan STMS menandatangani Perjanjian Perubahan terhadap Perjanjian Pinjaman tertanggal 19 April 2014 untuk mengatur mengenai dilakukannya pembebanan bunga setiap tahun.

Pada tanggal 10 November 2016, IPC TPK dan STMS menandatangani kesepakatan untuk merevisi tingkat bunga periode 1 Januari 2016 sampai dengan 31 Desember 2018 menjadi 0%.

Pada tanggal 31 Desember 2018, IPC TPK dan STMS menandatangani kesepakatan untuk memperpanjang revisi tingkat bunga periode 1 Januari 2019 sampai dengan 31 Desember 2020 menjadi 0%, lalu pada tanggal 31 Desember 2020, IPC TPK dan STMS kembali menandatangani kesepakatan untuk memperpanjang pengenaan bunga 0% untuk periode 1 Januari 2021 sampai dengan 31 Desember 2022. Kemudian, pada tanggal 1 Januari 2023, IPC TPK dan STMS kembali menandatangani kesepakatan untuk memperpanjang pengenaan bunga 0% untuk periode 1 Januari 2023 sampai dengan 31 Desember 2025.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman dan bunga ke STMS masing-masing sebesar Rp271.648.254 dan Rp261.612.387 dicatat sebagai "Utang lain-lain jangka panjang - pihak ketiga" dalam laporan posisi keuangan Perusahaan (Catatan 23).

***34. SIGNIFICANT AGREEMENTS (continued)***

***Subsidiaries (continued_***

***g. Loan Agreement – IPC TPK (continued)***

*On September 11, 2014, IPC TPK and STMS signed the Agreement Amendments to the Loan Agreement dated April 19, 2014 regarding interests that was to be charged per annum.*

*On November 10, 2016, IPC TPK and STMS signed an agreement to revise interest rate for period from January 1, 2016 to December 31, 2018 to become 0%.*

*As of December 31, 2018, IPC TPK and STMS signed an agreement to revise interest rate for period from January 1, 2019 to December 31, 2020 to become 0%, then on December 31, 2020, IPC TPK and STMS re-signed the agreement to prolong the 0% interest period from January 1, 2021 to December 31, 2022. On January 1, 2023 IPC TPK and STMS re-signed the agreement to extend the 0% interest period from January 1, 2023 to December 31, 2025.*

*As of December 31, 2025 and 2024, the outstanding loan and interest to STMS is amounted to Rp271,648,254 and Rp261,612,387 respectively and recorded as "Long-term other payable - third party" in the Company's statement of financial position (Note 23).*

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Entitas anak (lanjutan)**

**h. Perjanjian Konstruksi dan Penggunaan Infrastruktur dengan PT Freeport Indonesia (PTFI) - BMS**

Pada tanggal 3 September 2021, BMS dan PT Freeport Indonesia ("PTFI") mengadakan perjanjian konstruksi dan penggunaan infrastruktur di mana BMS merancang, mengadakan, membangun, menguji dan melakukan uji kelayakan operasi atas pekerjaan sipil pada infrastruktur BMS sesuai dengan desain final, yang terdiri dari dermaga, trestle, jembatan, dan SWI (*sea water intake*), yang pelaksanaannya sesuai jadwal konstruksi yang tertuang di jadwal perjanjian, yaitu Desember 2021 - November 2022 untuk SWI, Desember 2021 - Desember 2022 untuk *trestle* dan jembatan, dan Desember 2021 - April 2023 untuk dermaga.

Pada tanggal 11 Mei 2023, BMS telah menerima Sertifikat Penerimaan Akhir dari PTFI dengan nomor MS-DD-0000-DCM-LTR-8606 dan mulai menerima *capacity payment*.

Beberapa ketentuan penting dalam perjanjian ini antara lain:

1. *Lease term* untuk perjanjian ini adalah 40 tahun terdiri dari 20 tahun jangka waktu awal ditambah 10 tahun perpanjangan pertama dan 10 tahun perpanjangan kedua.
2. Terdapat penalti yang akan dikenakan apabila PTFI membatalkan sewa pada 10 tahun awal dalam jangka waktu awal 20 tahun.
3. Pembatalan perjanjian harus disetujui kedua belah pihak atau tidak dapat dibatalkan sepihak saja, serta wajib memberikan pemberitahuan tertulis 180 hari sebelum tanggal pembatalan.
4. BMS membangun dermaga, trestle, jembatan, dan SWI (*sea water intake*). Freeport membangun alat-alat untuk menunjang operasionalnya seperti, *conveyer*, pipa, dan alat bongkar muat.

***34. SIGNIFICANT AGREEMENTS (continued)***

***Subsidiaries (continued)***

***h. Infrastructure Construction and Use Agreement with PT Freeport Indonesia (PTFI) - BMS***

*On September 3, 2021, BMS and PT Freeport Indonesia ("PTFI") entered into Construction and Ulitisation Agreement where BMS is responsible for designing, procuring, constructing, testing, and conducting operational feasibility tests on civil works on BMS infrastructure, such as the wharf, trestle, bridge, and SWI (sea water intake), which will be put into operation according to the agreement construction schedule, which is December 2021 to November 2022 for the SWI, December 2021 to December 2022 for the trestle and bridge, and December 2021 to April 2023 for the wharf.*

*On May 11, 2023, BMS has received Final Acceptance Certificate from PTFI number MS-DD-0000-DCM-LTR-8606 and start receiving capacity payment.*

*The following are key points in this agreement:*

1. *The lease term for this agreement is 40 years, which includes a 20-year initial term plus ten years for the first and ten years for the second extensions.*
2. *If PTFI terminates the lease during the first ten years of the initial 20-year term, a penalty will be applied.*
3. *The agreement cannot be canceled unilaterally, and written notice must be received 180 days before the cancellation date. Both parties must agree to the cancellation.*
4. *BMS will build the wharf, bridge, trestle, and SWI (sea water intake). Freeport builds equipment to support its operations, such as conveyers, pipes and loading and unloading equipment.*

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Entitas anak (lanjutan)**

**h. Perjanjian Konstruksi dan Penggunaan Infrastruktur dengan PT Freeport Indonesia (PTFI) – BMS (lanjutan)**

Terdapat arus kas masuk yang diterima oleh BMS atas proyek ini:

- *Capacity payment* merupakan kas yang diterima oleh BMS karena memberikan hak eksklusif penggunaan infrastruktur kepada PTFI, di mana *capacity payment* dapat diterima setelah sertifikat penerimaan akhir diterbitkan, estimasi pada April 2023. BMS akan menerima sebesar USD7.936.000 per tahunnya selama 20 tahun, untuk 10 tahun perpanjangan pertama BMS akan menerima USD9.920.000/tahun, masa perpanjangan 10 tahun kedua adalah USD12.400.000/tahun. Apabila PTFI melakukan pembatalan sewa selama masa sewa 10 tahun (dalam jangka waktu sewa 20 tahun) maka akan dikenakan denda sesuai Perjanjian Konstruksi pasal 14.8.

- *Milestone I* yaitu kas yang diterima atas pencapaian pembangunan tahun pertama sebesar 12% dari keseluruhan biaya konstruksi yang dikeluarkan pada periode 12 bulan sejak tanggal 3 September 2021. *Milestone II* yaitu kas yang diterima atas pencapaian pembangunan tahun kedua sebesar 12% dari keseluruhan biaya konstruksi yang dikeluarkan BMS untuk periode 24 bulan sejak 3 September 2021. Sampai dengan periode November 2022, BMS telah menerima *milestone payment* sebesar Rp55 miliar atas *Milestone I* yang dengan progres penyelesaian telah mencapai 70,476%. Apabila BMS mengalami keterlambatan dalam penyerahan akhir aset di mana tidak sesuai dengan jadwal konstruksi, maka akan dikenakan denda sebesar Rp700 juta per hari, maksimal Rp63 miliar (Perjanjian Konstruksi pasal 4.2.3).

- Kompensasi sebesar Rp36 miliar, merupakan kompensasi tambahan untuk biaya konstruksi. BMS telah menerima kompensasi ini pada tanggal 30 September 2022.

***34. SIGNIFICANT AGREEMENTS (continued)***

***Subsidiaries (continued)***

***h. Infrastructure Construction and Use Agreement with PT Freeport Indonesia (PTFI) - BMS (continued)***

*There are cash inflows received by BMS for this project:*

- *In exchange for granting PTFI exclusive use of infrastructure, BMS will receive capacity payments once the final acceptance certificate is issued in April 2023. BMS will earn USD7,936,000 annually for the next twenty years, USD9,920,000 annually for the first ten-year extension, and USD12,400,000 annually for the second 10 year extension. If PTFI terminates the lease within the initial ten years, Article 14.8 of the Construction and Use Agreement about the penalty will apply (within the 20 year lease duration).*

- *Milestone I is the cash payment of 12% of total construction expenses incurred over a 12-month period beginning on September 3, 2021, for the first year's construction. Milestone II is the payment for the second year's construction of 12% of BMS's total construction expenses for a period of 24 months beginning September 3, 2021. BMS has received Rp55 billion for Milestone I on November 17, 2022, according to the construction progress up to 70.476% by November 2022. BMS will be penalized Rp700 million per day, up to a maximum of Rp63 billion, if the final handover of assets is delayed and not in accordance with the construction schedule (Construction and Use Agreement article 4.2.3).*

- *The additional compensation for construction costs is Rp36 billion. This payment has been received by BMS on September 30, 2022.*

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Entitas anak (lanjutan)**

**i. Perjanjian Pemegang Saham – PTP1**

Pada tanggal 23 Juni 2023, PTP1 dan PT INA-DPWorld Investment ("SPS") menandatangani Perjanjian Pemegang Saham di mana PTP1 dan SPS akan mendirikan perusahaan dengan jumlah saham sebanyak 10.000 lembar saham yang terbagi menjadi 5.100 lembar saham seri A yang dimiliki Perusahaan dan 4.900 saham seri B yang dimiliki SPS. Perusahaan tersebut didirikan dalam rangka pembangunan, pembiayaan, operasi dan pemeliharaan proyek Pelabuhan Belawan sesuai dengan Perjanjian Konstruksi dan Operasi yang telah disepakati. Perusahaan yang didirikan sehubungan dengan perjanjian diatas bernama PT Belawan New Container Terminal ("BNCT") yang didirikan berdasarkan Akta No. 2 tanggal 1 September 2023.

**j. Perjanjian Konstruksi dan Operasi - PTP1**

Pada tanggal 27 September 2023, PTP1 dan BNCT menandatangani Perjanjian Konstruksi dan Operasi ("COA") - Belawan New Container Terminal di mana PTP1, pada tanggal mulai, akan menyerahkan hak atas:

1. Lokasi Terminal Petikemas Belawan Fase I dan Fase II;
2. Seluruh peralatan awal yang berkaitan dengan kegiatan operasional terminal.

Selain itu, PTP1 juga memberikan, selama jangka waktu perjanjian, hak untuk:

1. Membangun dan menjalankan kegiatan operasional terminal;
2. Menjalankan usaha sesuai dengan Rencana Usaha Perpanjangan jika ada perpanjangan;
3. Menempati dan menggunakan lokasi terminal untuk kegiatan usaha;
4. Berbagi penggunaan akses jalan Pelindo;
5. Menggunakan peralatan awal yang tersedia.

***34. SIGNIFICANT AGREEMENTS (continued)***

***Subsidiaries (continued)***

***i. Shareholder Agreement – PTP1***

*On June 23, 2023, PTP1 and PT INA-DPWorld Investment ("SPS") signed a Shareholders' Agreement in which PTP1 and SPS will establish a company with a total of 10,000 shares, divided into 5,100 Series A shares owned by the Company and 4,900 Series B shares owned by SPS. The company was established for the purpose of the development, financing, operation, and maintenance of the Belawan Port project in accordance with the Construction and Operation Agreement that has been agreed upon. The Company established in relation with the above agreement is PT Belawan New Container Terminal ("BNCT") which was established based on Deed No. 2 dated September 1, 2023.*

***j. Construction and Operation Agreement – PTP1***

*On September 27, 2023, PTP1 and BNCT entered into the Construction and Operation Agreement ("COA") - Belawan New Container Terminal whereby PTP1, on the commencement date, will assign the rights to:*

1. *Location of Belawan Container Terminal Phase I and Phase II;*
2. *All initial equipments related to terminal operations.*

*In addition, PTP1 also grants, during the term of the agreement, the rights to:*

1. *Build and conduct terminal operation activities;*
2. *Conduct business in accordance with the Extension Business Plan if there is an extension;*
3. *Occupy and use the terminal location for business activities;*
4. *Share the Pelindo road access usage;*
5. *Use initial equipment available.*

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Entitas anak (lanjutan)**

**j. Perjanjian Konstruksi dan Operasi – PTP1 (lanjutan)**

Atas perjanjian ini, BNCT diwajibkan untuk melakukan pembayaran Uang Muka Sewa ("ASR") sebesar USD70.000.000 (nilai penuh) ke rekening *escrow*. Selain itu, BNCT diwajibkan untuk membayar sewa lokasi per triwulan ("QSR") untuk periode sejak tanggal mulai hingga tanggal penyesuaian sewa lokasi triwulan pertama dalam rupiah yang setara dengan USD8.750.000 (nilai penuh) pada nilai tukar. Setelah tanggal penyesuaian pertama, BNCT harus membayar kepada PTP1 dalam Rupiah dengan nilai sesuai dengan ketentuan pada skedul pembayaran.

Periode perjanjian ini adalah 30 (tiga puluh) tahun dan dapat diperpanjang sampai dengan periode 20 (dua puluh) tahun berikutnya.

Pada tahun 2025 dan 2024, PTP1 telah mencatat pendapatan atas ASR dan QSR masing-masing sebesar 752.870.104 dan Rp726.942.481, di mana pada tahun 2025 dan 2024 akrual atas pendapatan QSR masing-masing sebesar Rp 292.839.312 dan Rp152.197.957, serta uang muka atas PPh final dari penerimaan ASR masing-masing sebesar Rp99.698.600 dan Rp103.390.000, dicatat sebagai bagian dari aset tidak lancar lainnya. (Catatan 16)

**k. Perjanjian Pemanfaatan Dermaga – PTP1**

Pada tanggal 27 September 2023, PTP1 dan BNCT menandatangani Perjanjian Pemanfaatan Dermaga ("WUA") – Terminal Petikemas Belawan Internasional ("TPKB") dengan jangka waktu perjanjian selama 6 (enam) tahun. Dalam perjanjian ini PTP1, pada tanggal mulai, akan menyerahkan hak atas:
1. Lokasi TPKB;
2. Seluruh peralatan awal yang berkaitan dengan kegiatan operasional terminal.

Disamping itu, PTP1 juga memberikan, selama jangka waktu perjanjian, hak untuk:
1. Membangun dan menjalankan kegiatan operasional terminal;
2. Menempati dan menggunakan lokasi terminal untuk kegiatan usaha;
3. Berbagi hak untuk menggunakan atau menempati yang manapun dari Fasilitas Bersama;

***34. SIGNIFICANT AGREEMENTS (continued)***

***Subsidiaries (continued)***

***j. Construction and Operation Agreement – PTP1 (continued)***

*For this agreement, BNCT is required to pay Advanced Site Rent ("ASR") fee of USD70,000,000 (full amount) into an escrow account. In addition, BNCT is required to pay Quarterly Site Rent ("QSR") for the period from the commencement date to the first quarterly site rent adjustment date in rupiah equivalent to USD8,750,000 (full amount) at the exchange rate. After the date of the first adjustment, BNCT must pay to PTP1 with amount in Rupiah as accordance with the payment schedule.*

*The period of this agreement is 30 (thirty) years and may be extended for up to a further period of 20 (twenty) years.*

*In 2025 and 2024, PTP1 recorded revenue from ASR and QSR amounting to 752,870,104 and Rp726,942,481, respectively, whereby in 2025 and 2024, accrued QSR revenue amounted to Rp290,578,552 and Rp152,197,957, respectively, and advances for final income tax on ASR receipts amounted to Rp99,698,600 and Rp103,390,000, respectively, which were recorded as part of other non-current assets. (Note 16)*

***k. Wharf Utilization Agreement – PTP1***

*On September 27, 2023, PTP1 and BNCT signed Wharf Utilization Agreement ("WUA") - Belawan International Container Terminal ("BICT") with period of the agreement is 6 (six) years. Under this agreement PTP1, on the commencement date, will grants the rights of:*

1. *Location of BICT;*
2. *All initial equipment related to terminal operations.*

*In addition, PTP1 also grants, during the term of the agreement, the rights to:*
1. *Build and conduct terminal operation activities;*
2. *Occupy and use the terminal premises for business activities;*
3. *Occupy and use the terminal location for business activities;*

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Entitas anak (lanjutan)**

**k. Perjanjian Pemanfaatan Dermaga – PTP1 (lanjutan)**

4. Berbagi penggunaan akses jalan Pelindo dan gerbang akses utama;
5. Menggunakan peralatan awal, jaringan TI dan perangkat keras yang tersedia.

**l. Perjanjian Kerjasama Kegiatan Bongkar Muat Petikemas dengan PT Tangguh Samudera Jaya – IPC TPK**

Pada tanggal 30 April 2024, TSJ mengakhiri kontrak lebih awal dengan IPC TPK dan menyepakati Perjanjian Kerja Sama Pelayanan Jasa Bongkar Muat Peti Kemas Area Dermaga 303-305 beserta Lapangan Penumpukannya di Pelabuhan Tanjung Priok dengan SPTP dengan pola bangun operasi transfer, di mana objek kerjasama akan diserahkan kepada SPTP pada akhir periode kerjasama.

Perjanjian ini dibagi menjadi 2 fase, yaitu:

- Fase 1 - Fase Segmentasi Internasional

TSJ adalah pihak yang melakukan kontrak langsung dengan pelanggan akhir. Kontrak berupa sewa sebesar Rp180,75 miliar per tahun yang dibayar bertahap kuartal. Fase 1 berlaku dari Mei 2024 sampai dengan tahun 2030.

- Fase 2 - Fase Segmentasi Domestik

SPTP adalah pihak yang melakukan kontrak langsung dengan pelanggan akhir. Kontrak berupa revenue sharing. Fase 2 berlaku sejak berakhirnya Fase 1 sampai dengan 2 April 2049.

Peralihan dari Fase 1 Segmentasi Internasional ke Fase 2 Segmentasi Domestik diperkirakan secepat-cepatnya akan dimulai pada tahun 2030. Peralihan dapat disesuaikan sewaktu-waktu sesuai dengan keputusan atau ketentuan dari Pelindo.

***34. SIGNIFICANT AGREEMENTS (continued)***

***Subsidiaries (continued)***

***k. Wharf Utilization Agreement – PTP1 (continued)***

*4. Share the Pelindo road access and main gate access usage;*
*5. Use initial equipment, IT network and hardware equipment available.*

***l. Container Loading and Unloading Cooperation Agreement - PT Tangguh Samudera Jaya – IPC TPK***

*On April 30, 2024, TSJ early terminated the contract with IPC TPK and entered into a Cooperation Agreement for Container Loading and Unloading Services in the 303-305 Pier Area along with its Stacking Yard at Tanjung Priok Port with SPTP with a build-operate-transfer scheme, where the object of the cooperation will be transferred to SPTP at the end of the cooperation period.*

*This agreement is divided into 2 phases, namely:*
- *Phase 1 - International Segmentation Phase*

*TSJ is the party that performs contracts directly with end customers. The contract is a lease contract of Rp180.75 billion per year which are quarterly paid. Phase 1 (one) is valid from May 2024 until 2030.*

- *Phase 2 - Domestic Segmentation Phase*

*SPTP is the party that perform contracts directly with end customers. The contract is a revenue sharing contract. Phase 2 is valid from the end of Phase 1 to April 2, 2049.*

*Shifting from Phase 1 International Segmentation to Phase 2 Domestic Segmentation is estimated to start on 2030 at the earliest. The shifting can be adjusted anytime in accordance with the decision or provision from Pelindo.*

**34. PERJANJIAN SIGNIFIKAN (lanjutan)**

**Entitas anak (lanjutan)**

**l. Perjanjian Kerjasama Kegiatan Bongkar Muat Petikemas dengan PT Tangguh Samudera Jaya – IPC TPK (lanjutan)**

Berdasarkan Perjanjian Pengalihan Sebagian Hak dan Kewajiban antara Perusahaan, IPC TPK dan TSJ tanggal 8 Mei 2024, SPTP mengalihkan kegiatan pengoperasian dan pemeliharaan kepada IPC TPK. Dengan demikian, IPC TPK berhak menerima sewa pada Fase 1, serta menerima pembayaran dari pelanggan akhir dan melakukan pembayaran revenue sharing kepada TSJ pada Fase 2.

**m. Perjanjian Konsesi Pembangunan dan Pengoperasian**

Pelindo mengadakan beberapa perjanjian konsesi dengan Otoritas Pelabuhan sehubungan dengan pembangunan dan pengoperasian pelabuhan dimana Pelindo diberi hak untuk membangun dan mengoperasikan pelabuhan dalam area konsesi. Pelindo diwajibkan untuk membayar biaya konsesi kepada Otoritas Pelabuhan sesuai dengan tarif yang ditetapkan dalam setiap perjanjian konsesi dalam bentuk Penerimaan Negara Bukan Pajak (PNBP). Pada saat perjanjian konsesi berakhir, Pelindo diwajibkan untuk menyerahkan aset yang berada di atas area konsesi kepada Otoritas Pelabuhan sesuai dengan ketentuan yang terdapat dalam perjanjian konsesi.

***34. SIGNIFICANT AGREEMENTS (continued)***

***Subsidiaries (continued)***

***l. Container Loading and Unloading Cooperation Agreement - PT Tangguh Samudera Jaya – IPC TPK (continued)***

*Based on Agreement of Transfers of Parts of Right and Obligations between the Company, IPC TPK and TSJ dated May 8, 2024, SPTP transferred the operation and maintenance activities to IPC TPK. Therefore, IPC TPK is entitled to rent revenue in Phase 1, and entitled to receive revenues from end customers and make payment of sharing revenues to TSJ in Phase 2.*

***m. Concession Agreements Construction and Operation***

*Pelindo entered into several concession agreements with Port Authority in relation to construction and operation of port where Pelindo is granted the rights to construct and operate port within concession area. Pelindo is obliged to pay concession fee to the Port Authority in accordance with the set rate in each of concession agreements in form of Non Tax State Income. At the end of the concession agreement, Pelindo is obliged to transfer the assets on concession area to the Port Authority in accordance with the terms stipulated in concession agreement.*

| **Area Konsesi/ *Concession Area*** | **Pihak yang Terkait dengan Perjanjian/ *Parties Related to Agreement*** | **Tanggal Perjanjian/ *Date of Agreement*** | **Jangka Waktu Perjanjian/ *Agreement Periods*** | **Tarif Konsesi/ *Concession Rate*** |
|---|---|---|---|---|
| Kuala Tanjung | Pelindo dan Otoritas Pelabuhan Kuala Tanjung/ *Pelindo and Kuala Tanjung Port Authority* | 23 Januari/ *January* 2015 | 69 tahun/*years* | 2,5% dari pendapatan kotor/ *2.5% of gross revenue* |
| Belawan Fase 2 | Pelindo dan Otoritas Pelabuhan Belawan/ *Pelindo and Belawan Port Authority* | 4 April/ *April* 2014 | 70 tahun/*years* | 2,5% dari pendapatan kotor/ *2.5% of gross revenue* |
| Gresik | BMS dan Otoritas Pelabuhan Gresik/*BMS and Gresik Port Authority* | 15 Desember/ *December* 2017 | 76 tahun/*years* | 2,75% dari pendapatan kotor/ *2.75% of gross revenue* |

## 34. PERJANJIAN SIGNIFIKAN (lanjutan)

**Entitas anak (lanjutan)**

**n. Perjanjian Konsesi Penugasan Kuala Tanjung - PMT**

Pada tanggal 13 Februari 2015, sebagaimana telah digantikan dan diandendum masing-masing pada tanggal 10 Februari 2016 dan tanggal 20 Maret 2017, Pelindo dan PMT menandatangani perjanjian untuk pembangunan, pembiayaan dan pengelolaan terminal multipurpose Kuala Tanjung serta pemanfaatan dan pengelolaan lahan. Berdasarkan perjanjian, PMT diharuskan untuk melakukan pembayaran kompensasi sebesar persentase tertentu dari pendapatan kotor pengelolaan terminal multipurpose Kuala Tanjung kepada Pelindo. Perjanjian tersebut berlaku selama 50 (lima puluh) tahun terhitung sejak tanggal 13 Februari 2015 sampai dengan 12 Februari 2065.

**o. Perjanjian Konsesi Penugasan Belawan Fase 2 – PTP1**

Pada tanggal 31 Oktober 2014, sebagaimana telah digantikan pada tanggal 18 Mei 2018, Pelindo dan PTP1 menandatangani perjanjian untuk pembangunan dan pengelolaan terminal petikemas Belawan Fase 2. Berdasarkan perjanjian, PTP1 diharuskan untuk melakukan pembayaran kompensasi sebesar persentase tertentu dari pendapatan kotor pengelolaan terminal petikemas Belawan Fase 2 kepada Pelindo. Perjanjian tersebut berlaku selama 30 (tiga puluh) tahun terhitung sejak tanggal 31 Oktober 2014 sampai dengan 30 Oktober 2044.

## 35. NILAI WAJAR INSTRUMEN KEUANGAN

Nilai tercatat instrumen keuangan merefleksikan nilai wajarnya. Nilai wajar didefinisikan sebagai jumlah di mana instrumen tersebut dapat dipertukarkan di dalam transaksi terkini antara pihak yang berkeinginan dan memiliki pengetahuan yang memadai melalui suatu transaksi yang wajar, bukan dalam penjualan yang dipaksakan atau penjualan likuidasi.

## *34. SIGNIFICANT AGREEMENTS (continued)*

***Subsidiaries (continued)***

***n. Concession Agreements Kuala Tanjung Assignment - PMT***

*On February 13, 2015, as replaced and amended on February 10, 2016, and March 20, 2017, respectively, Pelindo and PMT signed agreement for construction, financing, and operation of Kuala Tanjung multipurpose terminal and land utilisation and management. Based on agreement, PMT is obliged to pay compensation of certain percentage of gross revenue from the operation of Kuala Tanjung multipurpose terminal to Pelindo. The agreement is valid for 50 (fifty) years since February 13, 2015, until February 12, 2065.*

***o. Concession Agreements Belawan Phase 2 Assignment – PTP1***

*On October 31, 2014, as replaced on May 18, 2018, Pelindo and PTP1 signed agreement for construction and operation of Belawan Phase 2 container terminal. Based on agreement, PTP1 is obliged to pay compensation of certain percentage of gross revenue from the operation of Belawan Phase 2 container terminal to Pelindo. The agreement is valid for 30 (thirty) years since October 31, 2014 until October 30, 2044.*

## *35. FAIR VALUE OF FINANCIAL INSTRUMENTS*

*The carrying amounts of financial instruments reflect the estimated fair value. Fair value is defined as the amount at which an instrument could be exchanged in a current arm's length transaction between knowledgeable willing parties, other than in a forced or liquidation sale.*

## 35. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan)

Metode dan asumsi berikut ini digunakan untuk mengestimasi nilai wajar untuk setiap kelompok instrumen keuangan:

a. Aset dan liabilitas keuangan jangka pendek:

Instrumen keuangan jangka pendek dengan jatuh tempo satu tahun atau kurang termasuk kas dan setara kas, piutang usaha, piutang lain-lain, aset kontrak, utang usaha, utang lain-lain, beban akrual dan liabilitas jangka pendek lainnya. Nilai wajar instrumen keuangan tersebut dianggap mendekati nilai tercatatnya.

b. Aset dan liabilitas keuangan jangka panjang:

Nilai wajar dari liabilitas keuangan jangka panjang diasumsikan sama dengan nilai tunai yang akan diterima atau dibayarkan karena saat jatuh temponya tidak dinyatakan dalam kontrak-kontrak terkait, sehingga tidak memungkinkan untuk menentukan kapan liabilitas keuangan jangka panjang tersebut akan direalisasi dan dilunasi.

Estimasi nilai wajar bersifat *judgemental* 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 Perusahaan 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.

## *35. FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)*

*The methods and assumptions used to estimate the fair value of financial instruments are as follows:*

*a. Short-term financial assets and liabilities:*

*Short-term financial instruments with maturities of one year or less include cash and cash equivalents, trade receivables, other receivables, contract assets, trade payables, other payables, accrued expenses and other current liabilities. The fair values of these financial instruments approximate their carrying amounts.*

*b. Long-term financial asset and liabilities:*

*The fair values of non-current financial liabilities are assumed to be the same as the cash amount that will be received or paid due to the fact that their maturities are not stated in the related contracts, therefore it is not possible to determine when the financial liabilities will be realized and settled.*

*Fair value estimation is judgemental and involves various boundaries, including:*

- *Fair value presented is not considering the impact of future currency fluctuation.*
- *Fair value estimation is not always indicating value that the Company will record at the time of sales/termination of financial assets and liabilities.*
- *Level 1 : Fair values are measured based on quoted prices (unadjusted) in active markets for identical assets or liabilities.*
- *Level 2 : Fair values are 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 values are 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.*

## 35. NILAI WAJAR INSTRUMEN KEUANGAN (lanjutan)

Selain aset dan liabilitas keuangan yang disebutkan di atas, Grup tidak mempunyai aset dan liabilitas lain yang diukur dan disajikan pada nilai wajar. Oleh karena itu, Perusahaan tidak menyajikan hierarki nilai wajar sesuai PSAK 113 “Pengukuran Nilai Wajar”.

## 35. *FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)*

*Other than financial assets and financial liabilities mentioned above, the Group does not have other assets or liabilities measured and disclosed at fair values. Therefore the Company does not present fair value hierarchy under PSAK 113 “Fair Value Measurements”.*

## 36. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN

Risiko utama yang timbul dari instrumen keuangan yang dimiliki Grup adalah risiko nilai tukar, risiko likuiditas, risiko kredit dan risiko suku bunga. Kegiatan operasional Grup dijalankan secara berhati-hati dengan mengelola risiko-risiko tersebut agar tidak menimbulkan potensi kerugian bagi Grup.

**Risiko nilai tukar**

Risiko nilai tukar adalah risiko di mana nilai wajar atau arus kas kontraktual masa mendatang dari suatu instrumen keuangan akan terpengaruh akibat perubahan nilai tukar. Eksposur Grup terhadap fluktuasi nilai tukar terutama terkait dengan utang lain-lain dan beban akrual dalam Rupiah.

Grup juga memiliki eksposur dalam mata uang asing yang timbul dari transaksi operasionalnya. Eksposur tersebut timbul karena transaksi yang bersangkutan dilakukan dalam mata uang selain mata uang fungsional Grup. Grup tidak mempunyai kebijakan formal lindung nilai transaksi dalam mata uang asing.

Berikut ini adalah analisis sensitivitas efek 1,00% perubahan kurs mata uang asing terhadap laba setelah pajak dengan semua variabel lain dianggap tetap:

## 36. *FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES*

*The main risks arising from the Group’s financial instruments are foreign exchange risk, liquidity risk, credit risk and interest rate risk. The operational activities of the Group are managed in a prudential manner by managing those risks to minimize potential losses.*

***Foreign exchange risk***

*Foreign exchange risk is the risk that the fair value of future contractual cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group’s exposure to the foreign exchange risk relates primarily to other payables and accrued expenses denominated in Rupiah.*

*The Group also has foreign currency exposures arising from its operational transaction. Such exposure arises when the transaction is denominated in currencies other than the functional currency of the Group. The Group does not have a formal hedging policy for transactions denominated in foreign currency.*

*Sensitivity analysis of a 1.00% fluctuation in the foreign exchange rates to profit after tax with other variance considered as constant is as follows:*

| | **(Kenaikan) penurunan nilai tukar mata uang/ *(Increases) decreases on foreign exchange rates*** | **Dampak/ *Effect*** | |
|---|---|---|---|
| Perubahan kurs mata uang asing 2025 | (+)100bps | (2.575.813) | *Fluctuation in the foreign exchange rates 2025* |
| | (-)100bps | 2.575.813 | |
| Perubahan kurs mata uang asing 2024 | (+)100bps | (2.463.190) | *Fluctuation in the foreign exchange rates 2024* |
| | (-)100bps | 2.463.190 | |

## 36. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

### Risiko suku bunga

Risiko suku bunga adalah risiko di mana nilai wajar atau arus kas kontraktual masa datang dari suatu instrumen keuangan akan terpengaruh akibat perubahan suku bunga pasar. Eksposur Grup terhadap risiko suku bunga terutama terkait dengan kas dan setara kas.

Dampak fluktuasi suku bunga 50 basis poin terhadap laba setelah pajak dengan semua variabel lain tetap:

| | Dampak/ *Effect* | |
|---|---|---|
| Kenaikan 50 basis poin | (2.982.083) | *50 basis points increase* |
| Penurunan 50 basis poin | 2.982.083 | *50 basis points decrease* |

Tidak ada perubahan atas tujuan, kebijakan maupun proses manajemen permodalan selama periode pelaporan.

### Risiko kredit

Risiko kredit adalah risiko bahwa Grup akan mengalami kerugian yang timbul dari pelanggan atau pihak lawan akibat gagal memenuhi liabilitas kontraktualnya. Grup melakukan pemantauan atas posisi piutang secara teratur. Manajemen berpendapat bahwa tidak terdapat risiko kredit yang terkonsentrasi secara signifikan.

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.

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.

## *36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)*

### *Interest rate risk*

*Interest rate risk is the risk that the fair value or contractual future cash flows of a financial instrument will be affected due to changes in market interest rates. The Group's exposure to the interest rate risk relates primarily to cash and cash equivalents.*

*Effect of interest rates fluctuation of 50 basis points to income after tax with all other variables constant:*

*No changes were made in the capital management objectives, policies or processes during the reporting period.*

### *Credit risk*

*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. The Group monitors the outstanding balances of receivables on a regular basis. Management believes that there are no significant concentrations of credit risk.*

*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.*

*The Group is exposed to credit risk primarily from deposits with banks, short-term investments, trade and other receivables, contract assets and other assets.*

## 36. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

## 36. *FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)*

**Risiko kredit (lanjutan)**

***Credit risk (continued)***

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 2025/ *December 31 , 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| **Aset Keuangan** | | | ***Financial Assets*** |
| Kas dan setara kas | 4.815.571.667 | 5.403.662.855 | *Cash and cash equivalents* |
| Piutang usaha | 528.934.451 | 560.871.910 | *Trade receivables* |
| Piutang lain-lain | 136.138.382 | 118.398.667 | *Other receivables* |
| Aset kontrak | 65.461.433 | 29.472.685 | *Contract assets related parties* |
| Aset lancar lainnya | 1.450.340.970 | 1.277.482.508 | *Other current assets* |
| Aset tidak lancar lainnya | 462.297.662 | 318.967.690 | *Other non-current assets* |
| **Total** | **7.458.744.565** | **7.708.856.315** | ***Total*** |

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.

*One of the main credit risks 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.*

Bank dan Setara Kas

*Cash in Bank and Cash Equivalents*

Manajemen berkeyakinan bahwa konsentrasi risiko kredit atas penempatan rekening koran dan deposito sudah dikelola oleh manajemen sesuai dengan kebijakan manajemen risiko Grup.

*Management believes that the concentration of credit risk of the placement of current accounts and deposits has been managed by management in accordance with the Group risk management policies.*

Piutang Usaha

*Trade Receivables*

Manajemen meyakini bahwa tidak ada konsentrasi risiko kredit yang signifikan atas piutang usaha.

*Management believes that there is no significant concentration of credit risk related to the trade receivables.*

## 36. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

## *36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)*

**Risiko kredit (lanjutan)**

***Credit risk (continued)***

Tabel berikut menyajikan analisis umur piutang usaha.

*The following table presents the aging analysis of trade receivables.*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| Lancar dan tidak mengalami penurunan nilai: | 289.454.840 | 274.567.778 | *Neither past due nor impaired:* |
| Telah jatuh tempo namun tidak mengalami penurunan nilai: | | | *Past due but not impaired:* |
| 1-90 hari | 241.789.354 | 262.635.502 | *1-90 days* |
| 91-180 hari | 2.796.876 | 21.151.984 | *61-90 days* |
| Lebih dari 180 hari | 59.436.988 | 49.175.909 | *More than 90 days* |
| Lancar dan mengalami penurunan nilai | 445.929 | | *Current and impaired* |
| Telah jatuh tempo dan mengalami penurunan nilai: | | | *Past due and impaired* |
| 1-90 hari | 2.406.896 | 670.390 | *1-90 days* |
| 91-180 hari | 2.663.811 | 546.062 | *61-90 days* |
| Lebih dari 180 hari | 59.026.971 | 45.442.811 | *More than 90 days* |
| **Neto** | **528.934.451** | **560.871.910** | ***Net*** |

Piutang Lain-lain

Manajemen meyakini bahwa tidak ada konsentrasi risiko kredit yang signifikan atas piutang lain-lain.

*Other Receivables*

*Management believes that there is no significant concentration of credit risk related to the other receivables.*

Aset Kontrak

Manajemen meyakini bahwa tidak ada konsentrasi risiko kredit yang signifikan atas aset kontrak.

*Contract Assets*

*Management believes that there is no significant concentration of credit risk related to contract assets.*

Aset Lancar Lainnya

Manajemen meyakini bahwa tidak ada konsentrasi risiko kredit yang signifikan atas aset lancar lainnya.

*Other Current Assets*

*Management believes that there is no significant concentration of credit risk related to other current assets.*

Aset Tidak Lancar Lainnya

Manajemen meyakini bahwa tidak ada konsentrasi risiko kredit yang signifikan atas aset tidak lancar lainnya.

*Other Non-Current Assets*

*Management believes that there is no significant concentration of credit risk related to other non-current assets.*

Selain itu, saldo piutang Grup dipantau secara berkala untuk mengurangi kemungkinan piutang yang tak tertagih.

*In addition, the Group's receivables balances are monitored regularly to reduce the possibility of uncollectible receivables.*

## 36. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

### Risiko likuiditas

Risiko likuiditas adalah risiko kerugian yang timbul karena Grup tidak memiliki arus kas yang cukup untuk memenuhi liabilitasnya pada saat jatuh tempo.

Dalam pengelolaan risiko likuiditas, manajemen memantau dan menjaga jumlah kas dan setara kas yang dianggap memadai untuk membiayai operasional Grup dan untuk mengatasi dampak fluktuasi arus kas. Manajemen juga melakukan evaluasi berkala atas proyeksi arus kas dan arus kas aktual, termasuk jadwal jatuh tempo utang, dan terus-menerus melakukan penelaahan pasar keuangan untuk mendapatkan sumber pendanaan yang optimal.

Tabel berikut menunjukkan jatuh tempo liabilitas keuangan berdasarkan pembayaran kontraktual yang tidak didiskontokan.

## *36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)*

### *Liquidity risk*

*Liquidity risk is a risk arising when the cash flows position of the Group is not enough to cover the liabilities which become due.*

*In managing the liquidity risk, management monitors and maintains a level of cash and cash equivalents deemed adequate to finance the Group's operations and to mitigate the effects of fluctuation in cash flows. Management also regularly evaluates the projected and actual cash flows, including loan maturity profiles, and continuously assesses conditions in the financial markets for opportunities to obtain optimal funding sources.*

*The table below summarizes the maturity profile of financial liabilities based on contractual undiscounted payments.*

| | 31 Desember 2025/*December 31, 2025* | | | | | |
|---|---|---|---|---|---|---|
| | Kurang dari 1 tahun/ *Below 1 year* | 1-2 tahun/ *1-2 years* | 2-3 tahun/ *2-3 years* | Lebih dari 3 tahun/ *Over 3 years* | Total/ *Total* | |
| Utang usaha | 261.227.422 | - | - | - | 261.227.422 | *Trade payables* |
| Utang lain-lain | 341.532.790 | - | - | - | 341.532.790 | *Other payables* |
| Liabilitas sewa | 27.310.654 | 19.349.011 | 13.680.034 | 188.633.095 | 248.972.794 | *Lease liabilities* |
| Utang bank | 119.883.903 | 301.392.000 | 348.454.358 | - | 769.730.261 | *Bank loans* |
| Utang lain-lain jangka panjang | - | 10.431.084 | - | 271.648.254 | 282.079.338 | *Long-term other payables* |
| Beban akrual | 3.755.055.925 | - | - | - | 3.755.055.925 | *Accrued expenses* |
| **Total** | **4.505.010.694** | **331.172.095** | **362.134.392** | **460.281.349** | **5.658.598.530** | ***Total*** |

## 37. TAMBAHAN INFORMASI ARUS KAS

Aktivitas non-kas investasi untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024, adalah sebagai berikut:

## *37. SUPPLEMENTARY CASH FLOWS INFORMATION*

*Non-cash of investing activities for the year ended December 31, 2025 and 2024, are as follow:*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | 2025 | 2024 | |
| Penambahan aset hak-guna melalui liabilitas sewa | 22.120.690 | 183.046.044 | *Addition of right-of-use assets through lease liabilities* |
| Penambahan aset tetap dan aset takberwujud melalui utang | 256.763.284 | - | *Acquisitions of fixed assets and intangible assets through payables* |
| Penambahan aset takberwujud melalui kapitalisasi bunga pinjaman | 1.676.221 | - | *Acquisition of intangible assets through capitalization of borrowing costs* |
| **Total** | **280.560.195** | **183.046.044** | ***Total*** |

## 37. TAMBAHAN INFORMASI ARUS KAS (lanjutan)

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas konsolidasian adalah sebagai berikut:

## *37. SUPPLEMENTARY CASH FLOWS INFORMATION (continued)*

*Movement of liabilities arising from financing activities in the consolidated statement of cash flows are as follows:*

| | 1 Januari 2025/ *January 1, 2025* | Arus kas/ *Cash flow* | Non-arus kas/*Non-cash flow* Selisih kurs/ *Foreign exchange difference* | Lainnya/ *Others* | 31 Desember 2025/*December 31, 2025* | |
|---|---|---|---|---|---|---|
| Utang bank | 561.438.893 | 94.650.880 | - | 973.002 | 657.062.775 | *Bank loan* |
| Dividen | - | (1.726.803.010) | - | - | (1.726.803.010) | *Dividend* |
| Liabilitas sewa | 253.146.928 | (43.559.110) | - | 38.909.618 | 248.497.436 | *Lease liabilities* |
| **Total** | **814.585.821** | **(1.675.711.240)** | **-** | **39.882.620** | **(821.242.799)** | ***Total*** |

| | 1 Januari 2024/ *January 1, 2024* | Arus kas/ *Cash flow* | Non-arus kas/*Non-cash flow* Selisih kurs/ *Foreign exchange difference* | Lainnya/ *Others* | 31 Desember 2024/*December 31, 2024* | |
|---|---|---|---|---|---|---|
| Utang bank | 676.560.144 | (116.243.222) | - | 1.121.971 | 561.438.893 | *Bank loan* |
| Dividen | - | (469.972.074) | - | - | (469.972.074) | *Dividend* |
| Liabilitas sewa | 61.506.437 | (39.593.679) | - | 231.234.170 | 253.146.928 | *Lease liabilities* |
| **Total** | **738.066.581** | **(625.808.975)** | **-** | **232.356.141** | **344.613.747** | ***Total*** |

## 38. STANDAR AKUNTANSI YANG TELAH DITERBITKAN 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 29 April 2026:

**Mulai efektif pada atau setelah tanggal 1 Januari 2026**

Amendemen PSAK 109 and PSAK 107: Klasifikasi dan Pengukuran Instrument Keuangan

Amandemen tersebut mencakup klarifikasi atas suatu liabilitas keuangan dihentikan pengakuannya pada "tanggal penyelesaian" serta memperkenalkan pilihan kebijakan akuntansi (apabila kondisi tertentu terpenuhi) untuk menghentikan pengakuan liabilitas keuangan yang diselesaikan melalui sistem pembayaran elektronik sebelum tanggal penyelesaian.

## *38. 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 29, 2026:*

***Effective beginning on or after January 1, 2026***

*Amendments to PSAK 109 and PSAK 107: Classification and Measurement of Financial Instruments*

*The amendments includes a clarification that a financial liability is derecognised on the 'settlement date' and the introduction of an accounting policy choice (if specific conditions are met) to derecognise financial liabilities settled using an electronic payment system before the settlement date.*

**38. STANDAR AKUNTANSI YANG TELAH DITERBITKAN NAMUN BELUM BERLAKU EFEKTIF (lanjutan)**

**Mulai efektif pada atau setelah tanggal 1 Januari 2026 (lanjutan)**

Amendemen PSAK 109 and PSAK 107: Klasifikasi dan Pengukuran Instrument Keuangan (lanjutan)

Selain itu, panduan tambahan ditambahkan mengenai bagaimana arus kas kontraktual untuk aset keuangan dengan fitur lingkungan, sosial, dan tata kelola perusahaan (ESG) serta fitur serupa harus dinilai. Amandemen tersebut juga mengklarifikasi apa saja yang merupakan fitur *non-recourse* dan karakteristik instrumen yang terkait secara kontraktual. Selain itu, amandemen tersebut memperkenalkan persyaratan pengungkapan untuk instrumen keuangan dengan fitur kontinjensi serta persyaratan pengungkapan tambahan untuk instrumen ekuitas yang diklasifikasikan pada nilai wajar melalui penghasilan komprehensif lain (OCI).

Amandemen tersebut berlaku efektif untuk periode tahunan yang dimulai pada atau setelah 1 Januari 2026, dengan penerapan dini diperkenankan hanya untuk klasifikasi aset keuangan dan pengungkapan terkait. Grup tidak memperkirakan bahwa amandemen tersebut akan memberikan dampak material terhadap laporan keuangan Grup.

Amendemen PSAK 109 and PSAK 107: Kontra yang Mengacu Pada Listrik Bergantung Alam

Amandemen tersebut mengklarifikasi penerapan persyaratan own-use untuk kontrak yang berada dalam ruang lingkup, mengubah persyaratan penetapan (*designation*) atas item yang dilindungi dalam hubungan lindung nilai arus kas untuk kontrak-kontrak tersebut, serta menambahkan persyaratan pengungkapan baru untuk memungkinkan investor memahami dampak kontrak tersebut terhadap kinerja keuangan dan arus kas perusahaan.

Amandemen tersebut akan berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2026. Penerapan dini diperbolehkan, namun harus diungkapkan. Amandemen terkait pengecualian own-use diterapkan secara retrospektif, sedangkan amandemen akuntansi lindung nilai diterapkan secara prospektif untuk hubungan lindung nilai baru yang ditetapkan sejak tanggal penerapan awal. Selain itu, amandemen pengungkapan dalam PSAK 107 harus diterapkan bersamaan dengan amandemen PSAK 109. Grup tidak memperkirakan bahwa amandemen tersebut akan memberikan dampak material terhadap laporan keuangan Grup.

***38. ACCOUNTING STANDARDS ISSUED BUT NOT YET EFFECTIVE (continued)***

***Effective beginning on or after January 1, 2026 (continued)***

*Amendments to PSAK 109 and PSAK 107: Classification and Measurement of Financial Instruments (continued)*

*Further, additional guidance is added on how the contractual cash flows for financial assets with environmental, social and corporate governance (ESG) and similar features should be assessed. The amendments also clarifiies what constitute 'non-recourse features' and what are the characteristics of contractually linked instruments. The amendments also introduces of disclosures for financial instruments with contingent features and additional disclosure requirements for equity instruments classified at fair value through other comprehensive income (OCI).*

*The Amendments are effective for annual periods starting on or after January 1, 2026 with early adoption permitted for classification of financial assets and related disclosures only. The Group does not anticipate that the amendments will have a material effect on the Group's financial statements.*

*Amendments to PSAK 109 and PSAK 107: Contracts Referencing Nature-dependent Electricity*

*The amendments clarify the application of the 'own-use' requirements for in-scope contracts, amend the designation requirements for a hedged item in a cash flow hedging relationship for in-scope contracts, and add new disclosure requirements to enable investors to understand the effect of these contracts on a company's financial performance and cash flows.*

*The amendments will take effect for annual reporting periods starting on or after January 1, 2026. Early adoption is allowed, but it must be disclosed. The amendments concerning the own-use exception are to be applied retrospectively, while the hedge accounting amendments should be applied prospectively to new hedging relationships designated from the initial application date. Additionally, the PSAK 107 disclosure amendments must be implemented alongside the PSAK 109 amendments. The Group does not anticipate that the amendments will have a material effect on the Group's financial statements.*

**38. STANDAR AKUNTANSI YANG TELAH DITERBITKAN NAMUN BELUM BERLAKU EFEKTIF (lanjutan)**

PSAK 338: Kombinasi Bisnis Entitas Sepengendali (Revisi 2025)

Pada Oktober 2025, DSAK IAI mengesahkan revisi atas PSAK 338: Kombinasi Bisnis Entitas Sepengendali. Revisi ini mencakup ruang lingkup dan penerapan dari metode penyatuan kepemilikan (pooling of interest) dan pelepasan di ekuitas (disposal in equity) sebagai konsep akuntansi yang digunakan dalam PSAK 338. Perubahan utama mencakup pengecualian entitas investasi dari ruang lingkup PSAK 338, serta tambahan definisi bisnis alihan, entitas penerima, dan entitas pengalih. Revisi ini juga mencakup rujukan jumlah tercatat bisnis alihan dan penyajian informasi prakombinasi bisnis ketika terjadi ketidakpraktisan dalam penerapan metode penyatuan kepemilikan. Revisi ini berlaku efektif 1 Januari 2026 dengan opsi penerapan dini.

Grup tidak memperkirakan bahwa amandemen tersebut akan memberikan dampak material terhadap laporan keuangan Grup.

Penyesuaian tahunan 2024

DSAK IAI menerbitkan Penyesuaian Tahunan 2024 SAK Indonesia), yang mencakup klarifikasi, penyederhanaan, koreksi, atau perubahan untuk meningkatkan konsistensi dalam PSAK 107 Instrumen Keuangan: Pengungkapan, PSAK 109 Instrumen Keuangan, PSAK 10 Laporan Keuangan Konsolidasian, dan PSAK 207 Laporan Arus Kas. Amandemen tersebut akan berlaku efektif untuk periode pelaporan yang dimulai pada atau setelah 1 Januari 2026. Penerapan lebih awal diperkenankan dan harus diungkapkan. Amandemen tersebut tidak diharapkan menimbulkan dampak material terhadap laporan keuangan Grup.

**Mulai efektif pada atau setelah tanggal 1 Januari 2027**

PSAK 118: Penyajian dan Pengungkapan dalam Laporan Keuangan

PSAK 118 akan menggantikan PSAK 201. Standar baru ini memperkenalkan persyaratan baru terkait penyajian dalam laporan laba rugi, termasuk total dan Subtotal tertentu. Selain itu, entitas diwajibkan untuk mengklasifikasikan seluruh pendapatan dan beban dalam laporan laba rugi ke dalam salah satu dari lima kategori: operasi, investasi, pendanaan, pajak penghasilan, dan operasi yang dihentikan.

***38. ACCOUNTING STANDARDS ISSUED BUT NOT YET EFFECTIVE (continued)***

*PSAK 338: Business Combination under Common Control (2025 Revision)*

*On October 2025, DSAK IAI issued revisions to PSAK 338: Business Combinations of Entities Under Common Control. The revisions cover the scope and application of the pooling of interest method and disposal in equity as the accounting concepts used in PSAK 338. The key changes include the exclusion of investment entities from the scope of PSAK 338, as well as the addition of definitions for transferred business, receiving entity, and transferring entity. The revision also includes references to the carrying amount of the transferred business and the presentation of pre-combination information when applying the pooling of interest method is impracticable. The revision is effective on 1 January 1, 2026 with early adoption permitted.*

*The Group does not anticipate that the amendments will have a material effect on the Group's financial statements.*

*Annual Improvements 2024*

*The DSAK IAI issued Annual Improvements 2024 to SAK Indonesia, which include clarifications, simplifications, corrections or changes to improve consistency in, PSAK 107 Financial instruments: Disclosure, PSAK 109 Financial Instruments, PSAK 110 Consolidated Financial Statements and PSAK 207 Statements of Cash Flows. The amendments will be effective for reporting periods beginning on or after 1 January 2026. Earlier application is permitted and must be disclosed. The amendments are not expected to have a material impact on the Group's financial statements.*

***Effective beginning on or after January 1, 2027***

*PSAK 118: Presentation and Disclosure in Financial Statements*

*PSAK 118 will replace PSAK 201. The new standard introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations.*

## 38. STANDAR AKUNTANSI YANG TELAH DITERBITKAN NAMUN BELUM BERLAKU EFEKTIF (lanjutan)

**Mulai efektif pada atau setelah tanggal 1 Januari 2027 (lanjutan)**

PSAK 118: Penyajian dan Pengungkapan dalam Laporan Keuangan (lanjutan)

Grup saat ini sedang mengidentifikasi seluruh dampak yang akan timbul atas laporan keuangan utama dan catatan atas laporan keuangan terkait implementasi amandemen tersebut.

## *38. ACCOUNTING STANDARDS ISSUED BUT NOT YET EFFECTIVE (continued)*

***Effective beginning on or after January 1, 2027 (continued)***

*PSAK 118: Presentation and Disclosure in Financial Statements (continued)*

*The Group is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements.*

## 39. REKLASIFIKASI AKUN

Akun-akun tertentu pada laporan keuangan konsolidasian tahun 2024 telah direklasifikasi agar konsisten dengan presentasi laporan keuangan konsolidasian tahun 2025. Rincian akun-akun yang direklasifikasi adalah sebagai berikut:

Laporan posisi keuangan konsolidasian

## *39. RECLASSIFICATION OF ACCOUNT*

*Certain accounts on the 2024 consolidated financial statements have been reclassified to be consistent with the presentation of the 2025 consolidated financial statements. The details of the accounts being reclassified as as follows:*

*Consolidated statement of financial position*

| | 31 Desember 2024/*December 31, 2024* | | | |
|---|---|---|---|---|
| | **Dilaporkan sebelumnya/ *As previously reported*** | **Penyesuaian atas reklasifikasi/ *Reclassification adjustments*** | **Reklasifikasi/ *After reclassification*** | |
| **ASET** | | | | ***ASSETS*** |
| **ASET LANCAR** | | | | ***CURRENT ASSETS*** |
| Piutang usaha, neto | | | | *Trade receivables, net* |
| Pihak ketiga | 366.201.881 | 109.131.733 | 475.333.614 | *Third parties* |
| Pihak berelasi | 83.900.911 | 1.637.385 | 85.538.296 | *Related parties* |
| Aset kontrak, neto | 140.241.802 | (110.769.117) | 29.472.685 | *Contract assets, net* |
| Pajak dibayar di muka | 92.567.175 | (40.918.942) | 51.648.233 | *Prepaid taxes* |
| **ASET TIDAK LANCAR** | | | | ***NON-CURRENT ASSETS*** |
| Aset kontrak konsesi | 277.632.825 | (140.429.824) | 137.203.001 | *Concession contractual assets* |
| Aset takberwujud | 7.423.929.690 | 106.354.972 | 7.530.284.662 | *Intangible assets, net* |
| Aset tidak lancar lainnya | 284.892.837 | 34.074.853 | 318.967.690 | *Other non-current assets* |
| **LIABILITAS** | | | | ***LIABILITIES*** |
| **LIABILITAS JANGKA PENDEK** | | | | ***CURRENT LIABILITIES*** |
| Utang pajak | 146.378.006 | (40.918.942) | 105.459.064 | *Tax payables* |
| Beban akrual | 2.561.897.584 | 82.504.891 | 2.644.402.475 | *Accrued expenses* |
| Liabilitas imbalan kerja pendek | - | 3.186.142 | 3.186.142 | *Short-term employee benefit Liabilities* |
| **LIABILITAS JANGKA PANJANG** | | | | ***NON-CURRENT LIABILITIES*** |
| Utang lain-lain jangka panjang | 483.119.757 | (580.829) | 482.538.928 | *Long-term other payables* |
| Liabilitas imbalan kerja jangka panjang | 232.232.874 | (85.110.202) | 147.122.672 | *Long-term employee benefit liabilities* |

## 39. REKLASIFIKASI AKUN (lanjutan)

## 39. RECLASSIFICATION OF ACCOUNT (continued)

Laporan laba rugi dan penghasilan komprehensif lain konsolidasian

*Consolidated statement of profit or loss and other comprehensive income*

| | 31 Desember 2024/*December 31, 2024* | | | |
|---|---|---|---|---|
| | Dilaporkan sebelumnya/ *As previously reported* | Penyesuaian atas reklasifikasi/ *Reclassification adjustments* | Reklasifikasi/ *After reclassification* | |
| Beban operasi | (11.371.060.801) | (1.161.115) | (11.372.221.916) | *Operating Expense* |
| Beban operasi lainnya, neto | (96.401.317) | 1.161.115 | (95.240.202) | *Other operating expenses, net* |
| Beban keuangan | (185.898.116) | 38.352.413 | (147.545.703) | *Finance cost* |
| Beban pajak final | - | (95.826.865) | (95.826.865) | *Final tax expense* |
| Beban pajak penghasilan badan - kini | (523.321.378) | 57.474.452 | (465.846.926) | *Corporate income tax expense - current* |

Laporan arus kas konsolidasian

*Consolidated statement of cash flows*

| | Tahun yang Berakhir pada Tanggal 31 Desember 2024/ Year Ended December 31, 2024 | | | |
|---|---|---|---|---|
| | Dilaporkan sebelumnya/ *As previously reported* | Penyesuaian atas reklasifikasi/ *Reclassification adjustments* | Reklasifikasi/ *After reclassification* | |
| **ARUS KAS DARI AKTIVITAS OPERASI** | | | | ***CASH FLOWS FROM OPERATING ACTIVITIES*** |
| Penerimaan kas dari pelanggan | 16.184.078.225 | (2.192.514.173) | 13.991.564.052 | *Cash receipts from customers* |
| Pembayaran kepada pemasok | (10.374.617.550) | 1.413.928.022 | (8.960.689.528) | *Payment to suppliers* |
| Pembayaran kepada karyawan | (1.703.628.479) | 90.316.223 | (1.613.312.256) | *Payment to employees* |
| Pembayaran pajak penghasilan | (1.203.858.681) | 484.325.745 | (719.532.936) | *Payment for income taxes* |
| **ARUS KAS DARI AKTIVITAS INVESTASI** | | | | ***CASH FLOWS FROM INVESTING ACTIVITIES*** |
| Pendapatan keuangan | - | 289.595.847 | 289.595.847 | *Finance income* |
| Perolehan aset tetap, beban tangguhan, dan aset takberwujud | (348.838.658) | (139.402.688) | (488.241.346) | *Acquisition of fixed assets, deferred charges and intangible assets* |
| Penempatan investasi jangka pendek | (55.477.146) | 55.477.146 | - | *Placement of short-term investment* |
| **ARUS KAS DARI AKTIVITAS PENDANAAN** | | | | ***CASH FLOWS FROM INVESTING ACTIVITIES*** |
| Pembayaran dividen | 471.698.196 | (1.726.122) | 469.972.074 | *Payment of dividend* |

Reklasifikasi di atas tidak berdampak secara material karena reklasifikasi ini tidak mempengaruhi keputusan ekonomis yang dibuat oleh pengguna atas dasar laporan keuangan konsolidasian. Reklasifikasi tersebut juga tidak berdampak pada perhitungan kovenan pinjaman bank.

*The above reclassifications have no material impact because the reclassifications do not affect economic decisions made by the users of the consolidated financial statements. The reclassifications also have no impact on the calculation of covenant of bank loan.*

## 40. PERISTIWA SETELAH PERIODE PELAPORAN

### a. Perubahan Dewan Komisaris

Berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham PT Pelindo Terminal Petikemas No. 2 tanggal 4 Maret 2026 oleh Nanda Fauz Iwan, S.H., M.Kn, Notaris di Jakarta Selatan, para pemegang saham sepakat untuk menunjuk susunan anggota Dewan Komisaris menjadi sebagai berikut:

| **Dewan Komisaris** | | ***Board of Commissioners*** |
|---|---|---|
| Komisaris Utama | Arif Toha Tjahjagama | *President Commissioner* |
| Komisaris | Ruslan Aspan | *Commissioner* |
| Komisaris | Dossy Iskandar Prasetyo | *Commissioner* |
| Komisaris Independen | Elvyn G. Masassya | *Independent Commissioner* |
| Komisaris Independen | Oktasari Sabil | *Independent Commissioner* |
| Komisaris Independen | Yoke Candra Katon | *Independent Commissioner* |

Akta tersebut telah diberitahukan dan disetujui oleh Kementerian Hukum dan Hak Asasi Manusia pada tanggal 13 Maret 2026.

### b. Peralihan Penerbitan Nota Layanan Petikemas ke Perusahaan

Palembang dan Pontianak

Pada tanggal 22 December 2025, IPC TPK dan Perusahaan menandatangani Berita Acara Peralihan Penerbitan Nota Jasa Layanan Petikemas untuk Area Palembang dan Pontianak kepada Perusahaan. Peralihan ini mencakup penerbitan nota layanan kapal domestik dan internasional, yang berlaku efektif dari tanggal 1 Januari 2026.

Jenis layanan yang dialihkan antara lain:
- Bongkar muat petikemas
- Alih muat petikemas
- *Shifting* petikemas
- Buka/Tutup Palka
- *Lift on/lift off*
- Penumpukan
- Batal muat/Koreksi Data
- Gerakan ekstra
- Pelayanan *Reefer*
- *Behandle*
- Pas pelabuhan

## *40. EVENTS AFTER THE REPORTING PERIOD*

### *a. Changes in Board of Commisioner*

*Based on Deed No. 2 of the Statement of Shareholders Resolution of PT Pelindo Terminal Petikemas dated March 4, 2026, issued by Nanda Fauz Iwan, S.H., M.Kn., Notary in South Jakarta, the shareholders agreed to appoint the composition of the Board of Commisioner as follows:*

*The Deed has been notified to and approved by the Ministry of Law and Human Rights dated March 13, 2026.*

### *b. Switching Invoice Issuance of Container Services to the Company*

*Palembang and Pontianak*

*On December 22, 2025, IPC TPK and the Company signed a Minutes regarding of switching invoice inssuance of container services for Palembang and Pontianak Area to the Company. This switching invoice includes the issuance of invoices for domestic and international vessel services, effective starting January 1, 2026.*

*The types of services transferred include:*
- *Container stevedoring*
- *Container transshipment*
- *Container Shifting*
- *Hatch opening/closing*
- *Lift on/lift off*
- *Stacking*
- *Loading cancellation/data correction*
- *Extra moves*
- *Reefer services*
- *Behandle*
- *Gate pass*

**40. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)**

**b. Peralihan Penerbitan Nota Layanan Petikemas ke Perusahaan (lanjutan)**

Palembang dan Pontianak (lanjutan)

Sementara itu, untuk nota pelayanan kegiatan non-petikemas dan pendapatan lainnya dari pihak ketiga masih akan tetap diterbitkan oleh IPC TPK. Setiap bulan, IPC TPK dan Perusahaan akan melakukan rekonsiliasi pendapatan. IPC TPK akan mencatatatkan pendapatan *revenue sharing* atas pendapatan periode berjalan sesuai persentase yang diatur dalam perjanjian yang ada. IPC TPK akan menerbitkan tagihan ke Perusahaan atas bagian pendapatan yang sudah direkonsilasi tersebut.

Panjang

Pada tanggal 15 Januari 2026, IPC TPK dan Perusahaan menandatangani Berita Acara Peralihan Penerbitan Nota Jasa Layanan Petikemas untuk Area Panjang kepada Perusahaan. Peralihan ini mencakup penerbitan nota layanan kapal domestik dan internasional, yang berlaku efektif dari tanggal 1 Februari 2026.

Jenis layanan yang dialihkan antara lain:
- Bongkar muat petikemas
- Alih muat petikemas
- *Shifting* petikemas
- Buka/Tutup Palka
- *Lift on/lift off*
- Penumpukan
- Batal muat/Koreksi Data
- Gerakan ekstra
- Pelayanan *Reefer*
- *Behandle*
- Pas pelabuhan

Sementara itu, untuk nota pelayanan kegiatan non-petikemas dan pendapatan lainnya dari pihak ketiga masih akan tetap diterbitkan oleh IPC TPK. Setiap bulan, IPC TPK dan Perusahaan akan melakukan rekonsiliasi pendapatan. IPC TPK akan mencatatatkan pendapatan *revenue sharing* atas pendapatan periode berjalan sesuai persentase yang diatur dalam perjanjian yang ada. IPC TPK akan menerbitkan tagihan ke Perusahaan atas bagian pendapatan yang sudah direkonsilasi tersebut.

***40. EVENTS AFTER THE REPORTING PERIOD (continued)***

***b. Switching Invoice Issuance of Container Services to the Company (continued)***

*Palembang and Pontianak (continued)*

*Meanwhile, invoices for non-container activities and other third-party revenues will continue to be issued by IPC TPK. Each month, IPC TPK and the Company will perform revenue reconciliation. IPC TPK will recognize revenue sharing for the current period based on the percentage stipulated in the prevailing agreement. Subsequently, IPC TPK will issue an invoice to the Company for the portion of revenue that has been reconciled.*

*Panjang*

*On January 15, 2026, IPC TPK and the Company signed a Minutes regarding of switching invoice inssuance of container services for Panjang Area to the Company. This switching invoice includes the issuance of invoices for domestic and international vessel services, effective starting February 1, 2026.*

*The types of services transferred include:*
- *Container stevedoring*
- *Container transshipment*
- *Container Shifting*
- *Hatch opening/closing*
- *Lift on/lift off*
- *Stacking*
- *Loading cancellatio/data correction*
- *Extra moves*
- *Reefer services*
- *Behandle*
- *Gate pass*

*Meanwhile, invoices for non-container activities and other third-party revenues will continue to be issued by IPC TPK. Each month, IPC TPK and the Company will perform revenue reconciliation. IPC TPK will recognize revenue sharing for the current period based on the percentage stipulated in the prevailing agreement. Subsequently, IPC TPK will issue an invoice to the Company for the portion of revenue that has been reconciled.*

**40. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)**

**c. Perkembangan geopolitik di Timur Tengah**

Setelah tanggal pelaporan, ketegangan geopolitik di Timur Tengah meningkat menyusul tindakan militer di kawasan tersebut pada akhir Februari 2026. Perkembangan ini menyebabkan meningkatnya ketidakpastian geopolitik dan volatilitas di pasar keuangan dan energi global.

Grup menilai potensi dampak terhadap operasi, posisi keuangan, dan kinerja keuangan Grup yang dapat timbul melalui beberapa faktor, termasuk:

- volatilitas harga komoditas dan energi global
- gangguan pada rantai pasokan dan logistik global
- ketidakpastian makroekonomi yang lebih luas yang memengaruhi permintaan pelanggan
- volatilitas di pasar valuta asing dan pasar keuangan

Saat ini Grup tidak memiliki operasi langsung yang signifikan di negara-negara yang terlibat langsung dalam konflik tersebut. Namun, dampak ekonomi yang lebih luas akibat situasi geopolitik tersebut dapat memengaruhi operasi dan kinerja keuangan Grup secara tidak langsung.

Pada tanggal otorisasi atas laporan keuangan ini, tidak memungkinkan untuk mengestimasi secara andal dampak keuangan yang mungkin timbul akibat potensi eskalasi lebih lanjut dari konflik tersebut pada laporan keuangan konsolidasian Grup.

Manajemen akan terus memonitor perkembangan terkait konflik ini dan menilai potensi dampaknya pada periode pelaporan berikutnya.

***40. EVENTS AFTER THE REPORTING PERIOD (continued)***

***c. Geopolitical developments in the Middle East***

*Subsequent to the reporting date, geopolitical tensions in the Middle East escalated following military actions in the region at the end of February 2026. These developments have resulted in heightened geopolitical uncertainty and increased volatility in global financial and energy markets.*

*The Group assesses the potential implications on the results of the Group's operations, financial position and financial performance which may arise through several factors, including:*

- *volatility in global commodity and energy prices*
- *disruptions in global supply chains and logistics*
- *broader macroeconomic uncertainty affecting customer demand*
- *volatility in foreign exchange and financial markets.*

*The Group does not currently have significant direct operations in the countries directly involved in the conflict. However, the broader economic effects resulting from the geopolitical situation may indirectly affect the Group's operations and financial performance.*

*At the date of authorization of these financial statements, it is not possible to reliably estimate the financial impact that further escalation of the conflict may have on the Group's consolidated financial statements.*

*Management will continue to monitor developments relating to the conflict and assess potential implications in future reporting periods.*

## 40. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)

### d. Perubahan Susunan Kepemilikan Saham PTP1

Berdasarkan Akta No. 15 tanggal 19 Februari 2026 yang dibuat oleh Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta, mengenai pemindahan hak atas saham ILCS pada PTP1 kepada Perusahaan, ILCS telah menjual dan mengalihkan sebanyak 3.667.392 saham kepada Perusahaan. Dengan demikian, susunan kepemilikan saham PTP1 berubah menjadi sebagai berikut:

## *40. EVENTS AFTER THE REPORTING PERIOD (continued)*

### *d. Changes in the Composition of PTP1's Shareholders*

*Based on Deed No. 15 dated February 19, 2026, drawn up by Nanda Fauz Iwan, S.H., M.Kn., Notary in Jakarta, regarding the transfer of shares of ILCS in PTP1 to the Company, ILCS has sold and transferred a total of 3,667,392 shares to the Company. Accordingly, the composition of PTP1's shareholders has changed as follows:*

| Pemegang Saham | Jumlah saham/ *Number of shares* | Persentase kepemilikan/ *Percentage of ownership* | Total/ *Total* |
|---|---|---|---|
| Perusahaan/ *The Company* | 1.222.464.000 | 100,00% | 1.222.464.000 |

## 41. INFORMASI KEUANGAN ENTITAS INDUK

Berikut ini adalah Informasi Keuangan terpisah PT Pelindo Terminal Petikemas (Entitas Induk), terdiri dari laporan posisi keuangan Entitas Induk pada tanggal 31 Desember 2025 dan laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan arus kas Entitas Induk terkait untuk tahun yang berakhir 31 Desember 2025 dan informasi kebijakan akuntansi signifikan. Informasi Keuangan Entitas Induk disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian Grup pada tanggal 31 Desember 2025 dan untuk tahun yang berakhir pada tanggal tersebut.

## *41. FINANCIAL INFORMATION OF PARENT ENTITY*

*The following is separate PT Pelindo Terminal Petikemas (the Parent Entity)'s Financial Information, consisting of the statement of financial position of the Parent Entity as of December 31, 2025, 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, 2025, and a summary of significant accounting policies. The Parent Entity's Financial Information is presented as supplementary information to the consolidated financial statements of the Group as of December 31, 2025, and for the year then ended.*

## 41. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

## *41. FINANCIAL INFORMATION OF PARENT ENTITY (continued)*

### PT PELINDO TERMINAL PETIKEMAS LAPORAN POSISI KEUANGAN ENTITAS INDUK

### *PT PELINDO TERMINAL PETIKEMAS STATEMENT OF FINANCIAL POSITION PARENT ENTITY*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| **ASET** | | | ***ASSETS*** |
| **ASET LANCAR** | | | ***CURRENT ASSETS*** |
| Kas dan setara kas | 793.346.973 | 1.206.768.883 | *Cash and cash equivalents* |
| Kas yang dibatasi penggunaanya | 1.429.208.947 | 1.268.054.099 | *Restricted cash* |
| Piutang usaha, neto | | | *Trade receivables, net* |
| Pihak ketiga | 244.450.072 | 144.395.107 | *Third parties* |
| Pihak berelasi | 79.146.347 | 18.492.596 | *Related parties* |
| Aset kontrak pihak berelasi | 47.708.439 | 51.409.899 | *Contract assets related parties* |
| Uang muka dan beban dibayar dimuka | 67.820.395 | 47.826.856 | *Advances and prepaid expenses* |
| Pajak dibayar dimuka | 138.640.864 | 28.002.479 | *Prepaid taxes* |
| Aset lancar lainnya | 8.948.071 | - | *Other current assets* |
| **TOTAL ASET LANCAR** | **2.809.270.108** | **2.764.949.919** | ***TOTAL CURRENT ASSETS*** |
| **ASET TIDAK LANCAR** | | | ***NON-CURRENT ASSETS*** |
| Piutang lain-lain jangka panjang | 576.551.598 | 1.451.580.051 | *Long-term other receivable* |
| Estimasi tagihan restitusi pajak | 105.433.262 | 129.962.302 | *Estimated claim for tax refund* |
| Investasi saham | 6.922.070.475 | 6.922.070.475 | *Investment in shares* |
| Aset tetap, neto | 2.647.016.084 | 640.596.726 | *Fixed assets, net* |
| Aset hak-guna, neto | 9.507.086 | 10.482.134 | *Right-of-use assets, net* |
| Beban tangguhan | 4.791.000 | 7.985.000 | *Deferred charges* |
| Aset pajak tangguhan | 164.618.216 | 62.815.234 | *Deferred tax assets* |
| **TOTAL ASET TIDAK LANCAR** | **10.429.987.721** | **9.225.491.922** | ***TOTAL NON-CURRENT ASSETS*** |
| **TOTAL ASET** | **13.239.257.829** | **11.990.441.841** | ***TOTAL ASSETS*** |
| **LIABILITAS DAN EKUITAS** | | | ***LIABILITIES AND EQUITY*** |
| **LIABILITAS** | | | ***LIABILITIES*** |
| **LIABILITAS JANGKA PENDEK** | | | ***CURRENT LIABILITIES*** |
| Utang usaha | | | *Trade payables* |
| Pihak ketiga | 1.285.786 | 56.668.484 | *Third parties* |
| Pihak berelasi | 119.366.688 | 49.739.490 | *Related parties* |
| Utang pajak | 46.065.568 | 5.120.807 | *Taxes payables* |
| Uang titipan | 54.193.051 | 57.098.010 | *Deposits received* |
| Beban akrual | 1.976.891.427 | 1.206.979.402 | *Accrued expenses* |
| Liabilitas imbalan kerja jangka pendek | 393.895.502 | 273.298.322 | *Short-term employee benefit liabilities* |
| Bagian lancar atas liabilitas sewa | 2.535.152 | 6.990.173 | *Current maturities of lease liabilities* |
| **TOTAL LIABILITAS JANGKA PENDEK** | **2.594.233.174** | **1.655.894.688** | ***TOTAL CURRENT LIABILITIES*** |

## 41. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

## *41. FINANCIAL INFORMATION OF PARENT ENTITY (continued)*

### PT PELINDO TERMINAL PETIKEMAS LAPORAN POSISI KEUANGAN ENTITAS INDUK (lanjutan)

### *PT PELINDO TERMINAL PETIKEMAS STATEMENT OF FINANCIAL POSITION PARENT ENTITY (continued)*

| | 31 Desember 2025/ *December 31, 2025* | 31 Desember 2024/ *December 31, 2024* | |
|---|---|---|---|
| **LIABILITAS DAN EKUITAS (lanjutan)** | | | ***LIABILITIES AND EQUITY (continued)*** |
| **LIABILITAS JANGKA PANJANG** | | | ***NON-CURRENT LIABILITIES*** |
| Liabilitas sewa setelah dikurangi bagian lancar | 2.738.426 | - | *Lease liabilities - net of current maturities* |
| Liabilitas imbalan kerja | 390.157 | 289.765 | *Employee benefit liabilities* |
| **TOTAL LIABILITAS JANGKA PANJANG** | **3.128.583** | **289.765** | ***TOTAL NON-CURRENT LIABILITIES*** |
| **TOTAL LIABILITAS** | **2.597.361.757** | **1.656.184.453** | ***TOTAL LIABILITIES*** |
| **EKUITAS** | | | ***EQUITY*** |
| Modal saham - nilai nominal Rp1.000.000 (nilai penuh) per saham | | | *Share capital - par value of Rp1,000,000 (full amount) per share* |
| Modal dasar - 19.379.552 saham | | | *Authorized capital - 19,379,552 shares* |
| Modal ditempatkan dan disetor penuh - 9.363.868 saham | 9.363.868.000 | 9.363.868.000 | *Subscribed and paid-up capital amounted to 9,363,868 shares* |
| Tambahan modal disetor | (2.856.766.770) | (2.612.745.948) | *Additional paid in capital* |
| Saldo laba | 4.134.794.842 | 3.583.135.336 | *Retained earnings* |
| **TOTAL EKUITAS** | **10.641.896.072** | **10.334.257.388** | ***TOTAL EQUITY*** |
| **TOTAL LIABILITAS DAN EKUITAS** | **13.239.257.829** | **11.990.441.841** | ***TOTAL LIABILITIES AND EQUITY*** |

## 41. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan) / *41. FINANCIAL INFORMATION OF PARENT ENTITY (continued)*

### PT PELINDO TERMINAL PETIKEMAS LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN ENTITAS INDUK / *PT PELINDO TERMINAL PETIKEMAS STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME PARENT ENTITY*

| | Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| Pendapatan operasi | 6.929.860.707 | 5.441.024.835 | *Operating revenues* |
| Beban operasi | (6.609.248.752) | (5.098.855.360) | *Operating expenses* |
| Pendapatan operasi lainnya, neto | 1.826.951.489 | 881.929.438 | *Other operating income, net* |
| **LABA USAHA** | **2.147.563.444** | **1.224.098.913** | ***INCOME FROM OPERATIONS*** |
| Pendapatan keuangan | 171.196.368 | 95.117.450 | *Finance income* |
| Beban keuangan | (8.312.128) | (6.207.819) | *Finance costs* |
| **LABA SEBELUM PAJAK PENGHASILAN** | **2.310.447.684** | **1.313.008.544** | ***PROFIT BEFORE TAX*** |
| **BEBAN PAJAK PENGHASILAN BADAN** | | | ***CORPORATE INCOME TAX EXPENSE*** |
| Kini | (162.179.435) | (95.858.658) | *Current* |
| Tangguhan | 103.391.257 | (4.836.228) | *Deferred* |
| **LABA TAHUN BERJALAN** | **2.251.659.506** | **1.212.313.658** | ***PROFIT FOR THE YEAR*** |
| **PENGHASILAN KOMPREHENSIF LAIN** | - | (2.361) | ***OTHER COMPREHENSIVE INCOME*** |
| **TOTAL LABA KOMPREHENSIF TAHUN BERJALAN** | **2.251.659.506** | **1.212.311.297** | ***TOTAL COMPREHENSIVE INCOME FOR THE YEAR*** |

## 41. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

## *41. FINANCIAL INFORMATION OF PARENT ENTITY (continued)*

### PT PELINDO TERMINAL PETIKEMAS LAPORAN PERUBAHAN EKUITAS ENTITAS INDUK

### *PT PELINDO TERMINAL PETIKEMAS STATEMENT OF CHANGES IN EQUITY PARENT ENTITY*

| | Catatan/ *Notes* | Modal saham/ *Share capital* | Tambahan modal disetor/ *Additional paid in capital* | Saldo laba/ *Retained earning* | Total ekuitas/ *Total equity* | |
|---|---|---|---|---|---|---|
| **Saldo per 1 Januari 2024** | | **9.363.868.000** | **(2.612.745.948)** | **2.820.824.039** | **9.571.946.091** | ***Balance as of January 1, 2024*** |
| Laba tahun berjalan | | - | - | 1.212.311.297 | 1.212.311.297 | *Income for the year* |
| Dividen | | - | - | (450.000.000) | (450.000.000) | *Dividend* |
| **Saldo per 31 Desember 2024** | | **9.363.868.000** | **(2.612.745.948)** | **3.583.135.336** | **10.334.257.388** | ***Balance as of December 31, 2024*** |
| Selisih transaksi kombinasi bisnis entitas sepengendali - Pembelian aset | 41c | - | (244.020.822) | - | (244.020.822) | *Difference arising from business combination of entities under common control - Pembelian aset* |
| Laba tahun berjalan | | - | - | 2.251.659.506 | 2.251.659.506 | *Income for the year* |
| Dividen | | - | - | (1.700.000.000) | (1.700.000.000) | *Dividend* |
| **Saldo per 31 Desember 2025** | | **9.363.868.000** | **(2.856.766.770)** | **4.134.794.842** | **10.641.896.072** | ***Balance as of December 31, 2025*** |

## 41. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan) / *41. FINANCIAL INFORMATION OF PARENT ENTITY (continued)*

**PT PELINDO TERMINAL PETIKEMAS LAPORAN ARUS KAS ENTITAS INDUK** / ***PT PELINDO TERMINAL PETIKEMAS STATEMENT OF CASH FLOWS PARENT ENTITY***

| | Tahun yang berakhir pada tanggal 31 Desember/ *Year ended December 31,* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| **ARUS KAS DARI AKTIVITAS OPERASI** | | | ***CASH FLOW FROM OPERATING ACTIVITIES*** |
| Penerimaan dari pelanggan dan lainnya | 6.769.943.882 | 5.400.189.086 | *Receipt from customer and others* |
| Pembayaran kas kepada pemasok dan lainnya | (5.679.519.354) | (5.321.241.158) | *Cash payment to suppliers and others* |
| Pendapatan bunga | 171.196.368 | 95.117.450 | *Interest income* |
| Pembayaran kepada karyawan | (503.085.531) | (613.026.688) | *Payment to employees* |
| Penerimaan restitusi pajak | 18.936.759 | - | *Receipt from tax refund* |
| Pembayaran pajak penghasilan | (125.843.075) | (220.793.805) | *Payment of income taxes* |
| **Arus kas neto yang diperoleh dari (digunakan untuk) aktivitas operasi** | **651.629.049** | **(659.755.115)** | ***Net cash flows provided by (used in) operating activities*** |
| **ARUS KAS DARI AKTIVITAS INVESTASI** | | | ***CASH FLOWS FROM INVESTING ACTIVITIES*** |
| Perolehan aset tetap dan beban tangguhan | (2.067.921.616) | (269.555.814) | *Acquisitions of fixed assets and deferred charges* |
| Penerimaan dividen | 1.837.990.524 | 811.469.940 | *Dividend receipt* |
| **Arus kas neto diperoleh (digunakan untuk) dari aktivitas investasi** | **(229.931.092)** | **541.914.126** | ***Net cash flows provided by (used in) investing activities*** |
| **ARUS KAS DARI AKTIVITAS PENDANAAN** | | | ***CASH FLOWS FROM FINANCING ACTIVITIES*** |
| Pemberian pinjaman kepada entitas anak | - | (630.000.000) | *Loan to subsidiaries* |
| Pembayaran pinjaman dari entitas anak | 875.028.451 | 1.435.497.000 | *Loan settlement from a related party* |
| Pembayaran dividen | (1.700.000.000) | (450.000.000) | *Payment of dividend* |
| Pembayaran liabilitas sewa | (10.148.318) | (4.568.335) | *Payments of lease liabilities* |
| **Arus kas neto diperoleh dari (digunakan untuk) aktivitas pendanaan** | **(835.119.867)** | **350.928.665** | ***Net cash flows provided by (used in) financing activities*** |
| **KENAIKAN (PENURUNAN) NETO KAS DAN SETARA KAS** | **(413.421.910)** | **233.087.676** | ***NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS*** |
| **KAS DAN SETARA KAS AWAL TAHUN** | **1.206.768.883** | **973.681.207** | ***CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR*** |
| **KAS DAN SETARA KAS AKHIR TAHUN** | **793.346.973** | **1.206.768.883** | ***CASH AND CASH EQUIVALENTS AT END OF YEAR*** |

## 41. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

## *41. FINANCIAL INFORMATION OF PARENT ENTITY (continued)*

### PT PELINDO TERMINAL PETIKEMAS CATATAN ATAS LAPORAN KEUANGAN ENTITAS INDUK

### *PT PELINDO TERMINAL PETIKEMAS NOTES TO THE FINANCIAL STATEMENTS PARENT ENTITY*

### a. INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

**Dasar penyusunan laporan keuangan tersendiri**

Perusahaan menerapkan PSAK 227 "Laporan Keuangan Tersendiri" yang mengatur dalam hal entitas induk memilih untuk menyajikan laporan keuangan tersendiri maka laporan tersebut hanya dapat disajikan sebagai informasi tambahan dalam laporan keuangan konsolidasian. Laporan keuangan tersendiri adalah laporan keuangan yang disajikan oleh entitas induk yang mencatat investasi pada entitas anak, entitas asosiasi, dan pengendalian bersama entitas berdasarkan kepemilikan ekuitas langsung bukan berdasarkan pelaporan hasil dan aset neto *investee*.

Kebijakan akuntansi yang diterapkan oleh Perusahaan dalam penyusunan laporan keuangan entitas induk adalah sama dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian sebagaimana diungkapkan dalam Catatan 2 atas laporan keuangan konsolidasian, kecuali untuk investasi pada entitas anak. Investasi pada entitas anak dicatat pada biaya perolehan. Entitas induk mengakui dividen dari entitas anak sebagai laba rugi dalam laporan keuangan tersendiri ketika hak menerima dividen ditetapkan.

### *a. SUMMARY OF MATERIAL ACCOUNTING POLICIES*

***Basis of preparation of the separate financial statements***

*The Company adopted PSAK 227 "Separate Financial Statements", which 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 subsidiaries, associate 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.*

*The accounting policies adopted by the Company in the preparation of the parent entity financial statements are the same as the accounting policies adopted in the preparation of the consolidated financial statements as disclosed in Note 2 to the consolidated financial statements, except for investment in subsidiaries. Investment in subsidiaries is accounted for at acquisition cost. The parent entity recognizes dividends from subsidiaries in profit or loss in its separate financial statements when its right to receive the dividend is established.*

### b. INVESTASI SAHAM

### *b. INVESTMENT IN SHARES*

| | Tahun yang Berakhir pada Tanggal 31 Desember/ *Year Ended December 31,* | | |
|---|---|---|---|
| | **2025** | **2024** | |
| PMT | 4.402.112.054 | 4.402.112.054 | *PMT* |
| PTP1 | 1.154.439.421 | 1.154.439.421 | *PTP1* |
| BJTI | 1.079.138.000 | 1.079.138.000 | *BJTI* |
| TTL | 134.325.000 | 134.325.000 | *TTL* |
| TPS | 127.244.000 | 127.244.000 | *TPS* |
| IPC TPK | 24.750.000 | 24.750.000 | *IPC TPK* |
| KKT | 62.000 | 62.000 | *KKT* |
| **Total** | **6.922.070.475** | **6.922.070.475** | ***Total*** |

## 41. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

## *41. FINANCIAL INFORMATION OF PARENT ENTITY (continued)*

**PT PELINDO TERMINAL PETIKEMAS**
**CATATAN ATAS LAPORAN KEUANGAN**
**ENTITAS INDUK**

***PT PELINDO TERMINAL PETIKEMAS***
***NOTES TO THE FINANCIAL STATEMENTS***
***PARENT ENTITY***

### c. TRANSAKSI ENTITAS SEPENGENDALI

Pada tanggal 18 Maret 2025, Perusahaan menyepakati pembelian aset tetap dan operasional BJTI senilai total Rp632 milar. Transaksi tersebut merupakan bagian dari restrukturisasi entitas sepengendali dalam Grup, di mana entitas pengalih dan entitas penerima berada di bawah pengendalian yang sama, baik sebelum maupun setelah transaksi (Catatan 1d).

Sehubungan dengan transaksi tersebut, Perusahaan menerapkan ketentuan PSAK 338 "Kombinasi Bisnis Entitas Sepengendali" dan mencatat transaksi menggunakan metode penyatuan kepemilikan, karena transaksi tersebut tidak mengakibatkan perubahan substansi ekonomi atas kepemilikan aset dalam Grup.

Berdasarkan PSAK 338, pengalihan aset, liabilitas, saham, dan/atau instrumen kepemilikan lainnya antara entitas sepengendali tidak mengakibatkan pengakuan laba atau rugi, baik bagi Perusahaan maupun entitas individual lainnya yang berada dalam Grup yang sama.

Aset yang dialihkan melalui transaksi tersebut dicatat berdasarkan nilai buku sebagaimana tercatat dalam laporan keuangan entitas pengalih pada tanggal efektif pengalihan. Perlakuan akuntansi ini mencerminkan bahwa restrukturisasi antara entitas sepengendali tidak mengubah substansi ekonomi atas aset yang dialihkan.

Selisih antara jumlah pembayaran atas pengalihan aset dan nilai buku aset yang diperoleh dicatat sebagai Tambahan Modal Disetor, sesuai dengan ketentuan PSAK 338 (Catatan 1d atas laporan keuangan konsolidasian Grup).

Manajemen Grup menetapkan jika penggabungan usaha tersebut tidak berdampak material terhadap laporan keuangan entitas induk sehingga tidak dilakukan penyajian kembali atas periode komparatif.

### *c. TRANSACTIONS BETWEEN ENTITIES UNDER COMMON CONTROL*

*On March 18, 2025, the Company agree on the acquisition of fixed assets and its operation from BJTI amounting to Rp632 billion. The transaction constitutes a restructuring among entities under common control within the Group, in which the transferring entity and the receiving entity are under the same ultimate control both before and after the transaction (Note 1d).*

*In connection with the transaction, the Company applied PSAK 338 "Business Combinations of Entities Under Common Control" and accounted for the transaction using the pooling-of-interests method, as the restructuring transaction does not result in any change in the economic substance of ownership of the assets within the Group.*

*In accordance with PSAK 338, transfers of assets, liabilities, shares, and/or other ownership instruments between entities under common control do not give rise to the recognition of any gain or loss, either for the Company or for other individual entities within the same Group.*

*The assets transferred are recognized at their carrying amounts, as recorded in the financial statements of the transferring entity at the effective date of transfer. This accounting treatment reflects that the restructuring transaction among entities under common control does not alter the economic substance of the ownership of the transferred assets.*

*The difference between the consideration paid for the asset transfer and the carrying amount of the assets acquired is recognized as Additional Paid-in Capital, in accordance with PSAK 338 (Note 1d to the Group consolidated financial statements).*

*Group Management determined that the business combination did not have a material impact on the parent entity's financial statements; therefore, the comparative periods were not restated.*

## 41. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

## *41. FINANCIAL INFORMATION OF PARENT ENTITY (continued)*

**PT PELINDO TERMINAL PETIKEMAS CATATAN ATAS LAPORAN KEUANGAN ENTITAS INDUK**

***PT PELINDO TERMINAL PETIKEMAS NOTES TO THE FINANCIAL STATEMENTS PARENT ENTITY***

### d. REKLASIFIKASI AKUN

Akun-akun tertentu pada laporan keuangan entitas induk tahun 2024 telah direklasifikasi agar konsisten dengan presentasi laporan keuangan entitas induk tahun 2025.

### *d. RECLASSIFICATION OF ACCOUNT*

*Certain accounts on the 2024 financial statements parent entity have been reclassified to be consistent with the presentation of the 2025 financial statements parent entity.*

Laporan posisi keuangan / *Statement of financial position*

**31 Desember 2024 / December 31, 2024**

| | **Dilaporkan sebelumnya/ *As previously reported*** | **Reklasifikasi/ *Reclassification*** | **Setelah reklasifikasi/ *After reclassification*** | |
|---|---|---|---|---|
| **ASET** | | | | ***ASSETS*** |
| **ASET LANCAR** | | | | ***CURRENT ASSETS*** |
| Piutang usaha, neto | | | | *Trade receivables, net* |
| Pihak ketiga | 133.340.677 | 11.054.430 | 144.395.107 | *Third parties* |
| Pihak berelasi | 18.492.596 | - | 18.492.596 | *Related parties* |
| Aset kontrak | | | | *Contract assets* |
| Pihak ketiga | 11.054.430 | (11.054.430) | - | *Third parties* |
| Pajak dibayar dimuka | 68.921.421 | (40.918.942) | 28.002.479 | *Prepaid taxes* |
| **LIABILITAS DAN EKUITAS** | | | | ***LIABILITIES AND EQUITY*** |
| **LIABILITAS JANGKA PENDEK** | | | | ***CURRENT LIABILITIES*** |
| Utang usaha | | | | *Trade payables* |
| Pihak ketiga | 439.207.940 | (382.539.456) | 56.668.484 | *Third parties* |
| Utang pajak | 46.039.749 | (40.918.942) | 5.120.807 | *Taxes payables* |
| Beban akrual | 824.439.946 | 382.539.456 | 1.206.979.402 | *Accrued expenses* |
| Liabilitas imbalan kerja jangka pendek | 191.571.774 | 81.726.548 | 273.298.322 | *Short-term employee benefit* |
| **LIABILITAS JANGKA PANJANG** | | | | ***NON-CURRENT LIABILITIES*** |
| Liabilitas imbalan kerja | 82.016.313 | (81.726.548) | 289.765 | *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 entitas induk. Reklasifikasi tersebut juga tidak berdampak pada perhitungan kovenan pinjaman bank.

*The above reclassification does not have a material impact, as it does not affect the economic decisions made by users based on the parent entity's financial statements. The reclassification also does not affect the calculation of bank loan covenants.*

SMV 4532 TCE5
KONECRANES
TP 01
CRONOS
OOCL

IPC
CONTAINER TERMINAL
TEMAS PORT
QCC 01
MITSUI E&S
S.W.L.
65T UNDER SPREADER(TWIN)
40.6T UNDER SPREADER(SINGLE)
70T UNDER LIFTING BEAM
QCC 04
TEREX

PELINDO
TERMINAL PETIKEMAS

# Keterbukaan untuk Ekosistem Logistik Terintegrasi

Transparency for an Integrated Logistics Ecosystem

LAPORAN TAHUNAN
ANNUAL REPORT

2025