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BERLANDASKAN PADA INTEGRITAS, TERGERAK OLEH TANGGUNG JAWAB, BERSATU UNTUK NEGERI

Rooted in Integrity, Driven by Responsibility, United for the Nation

PT Dian Swastatika Sentosa Tbk

2025 **Laporan Tahunan**
Annual Report

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Daftar Istilah & Definisi
Glossary & Definitions

ACGS	ASEAN Corporate Governance Scorecard
AGM	Annual General Meeting of Shareholders
AI	Kecerdasan Buatan / Artificial Intelligence
AP	Akuntan Publik / Public Accountant
ASEAN	Perhimpunan Bangsa-Bangsa Asia Tenggara / Association of Southeast Asian Nations
BEI	Bursa Efek Indonesia
BIB	PT Borneo Indobara
BPJS	Badan Penyelenggara Jaminan Sosial / Social Security Agency
CSER	Corporate Social and Environmental Responsibility
Company	PT Dian Swastatika Sentosa Tbk
Committee(s)	Audit Committee, Nomination and Remuneration Committee, and Risk Management Committee of the Company
Controller	a party that, directly or indirectly: a. holds more than 50% of the total issued shares with voting rights, or b. has the ability to determine, directly or indirectly, in any way, the management and/or policy of the Company
DDMS	PT DSSR Daya Mas Sakti
DMO	Domestic Market Obligation
EBT	Energi Baru dan Terbarukan
EGM	Extraordinary General Meeting of Shareholders
EMR	PT Eka Mas Republik (saat ini bernama PT Ekamas Mora Republik Tbk efektif sejak tanggal 22 April 2026) / PT Eka Mas Republik (currently known as PT Ekamas Mora Republik Tbk, effective as of April 22, 2026)
ESDM	Kementerian Energi dan Sumber Daya Mineral / The Ministry of Energy and Mineral Resources
ESG	Environment, Social, and Governance
FGGI	PT FirstGen Geothermal Indonesia
GCG	Governansi Korporat yang Baik / Good Corporate Governance
GEAR	Golden Energy and Resources Limited
GEMS	PT Golden Energy Mines Tbk
GHG	Greenhouse Gas
GMS	General Meeting of Shareholders
GRI	Global Reporting Initiative
GRK	Gas Rumah Kaca
HAM	Hak Asasi Manusia
HBA	Harga Batu Bara Acuan / Coal Price Reference
HR	Human Resources
IDX	Indonesia Stock Exchange
IFRS S1	International Financial Reporting Standard S1 - Standar dari International Sustainability Standards Board (ISSB) untuk pengungkapan informasi keuangan terkait keberlanjutan / Standard issued by the International Sustainability Standards Board (ISSB) for the disclosure of sustainability-related financial information
IFRS S2	International Financial Reporting Standard S2 - Standar dari International Sustainability Standards Board (ISSB) untuk pengungkapan informasi keuangan terkait risiko dan peluang yang berhubungan dengan perubahan iklim / Standard issued by the International Sustainability Standards Board (ISSB) for the disclosure of climate-related risks and opportunities
IICD	Indonesian Institute for Corporate Directorship
IMF	International Monetary Fund
ISAK	Interpretasi Standar Akuntasi Keuangan / Interpretation of Financial Accounting Standards
ISO	International Organization for Standardization
IT	Teknologi Informasi / Information Technology

K3	Kesehatan dan Keselamatan Kerja
KAP	Kantor Akuntan Publik / Public Accounting Firm
Komite	Komite Audit, Komite Nominasi dan Remunerasi, dan Komite Manajemen Risiko Perseroan
KSEI	Kustodian Sentral Efek Indonesia / Indonesia Central Securities Depository
Main Shareholder	the party that, either directly or indirectly, holds at least 20% of the voting rights from all the issued shares with voting rights of the Company
MSME	Micro, Small, and Medium Enterprises
NRE	New and Renewable Energy
OHS	Occupational Health and Safety
OJK	Otoritas Jasa Keuangan / Indonesia's Financial Services Authority
Pengendali	pihak yang, baik secara langsung maupun tidak langsung: a. memiliki saham Perseroan lebih dari 50% dari seluruh saham dengan hak suara yang telah disetor penuh, atau b. mempunyai kemampuan untuk menentukan, baik langsung maupun tidak langsung, dengan cara apapun pengelolaan dan/ atau kebijakan Perseroan
Pemegang Saham Utama	pihak yang, baik secara langsung maupun tidak langsung, memiliki paling sedikit 20% hak suara dari seluruh saham yang mempunyai hak suara yang dikeluarkan oleh Perseroan
Perseroan	PT Dian Swastatika Sentosa Tbk
PLN	PT Perusahaan Listrik Negara (Persero)
PLTS	Pembangkit Listrik Tenaga Surya / Solar Power Plant
POJK 42/2020	Peraturan OJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan, yang diundangkan pada tanggal 2 Juli 2020 OJK's Regulation No. 42/POJK.04/2020, enacted on July 2, 2020, concerning Affiliated Transactions and Conflict-of-Interest Transactions
PSAK	Pernyataan Standar Akuntansi Keuangan / Statements of Financial Accounting Standards
PSP	Penugasan Survei Pendahuluan / Preliminary Survey Assignment
PSPE	Penugasan Survei Pendahuluan dan Eksplorasi / Preliminary Survey and Exploration Assignment
PV	Photovoltaic
RKAB	Rencana Kerja dan Anggaran Biaya Work Plans and Budgets
RUPS	Rapat Umum Pemegang Saham
RUPSLB	Rapat Umum Pemegang Saham Luar Biasa
RUPST	Rapat Umum Pemegang Saham Tahunan
RUPTL	Rencana Usaha Penyediaan Tenaga Listrik / Electricity Supply Business Plan
SDGs	Tujuan Pembangunan Berkelanjutan / Sustainable Development Goals
SDM	Sumber Daya Manusia
SOP	Prosedur Operasi Standar / Standard Operating Procedure
Supporting Units	Internal Audit Unit and Risk Management Unit of the Company
TJSL	Tanggung Jawab Sosial dan Lingkungan Perusahaan
UMKM	Usaha Mikro, Kecil, dan Menengah
UMR	Upah Minimum Regional / Regional Minimum Wages
Unit-Unit Pendukung	Unit Audit Internal dan Unit Manajemen Risiko Perseroan
UUPT	Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas sebagaimana diubah dari waktu ke waktu / Law No. 40 of 2007 on Limited Liability Company, as amended from time to time
WKP	Wilayah Kerja Panas Bumi / Geothermal Working Area

Keberlanjutan Tema
Theme Continuity

2020



Menggapai Masa Depan yang Berkelanjutan
Embracing a Sustainable Future

Dengan berkembangnya peluang bisnis energi terbarukan sejalan dengan semakin gencarnya kampanye penggunaan energi bersih di seluruh dunia, Perseroan mengambil kebijakan strategis untuk mengalihkan 75% saham PT DSSP Power Mas Utama. Strategi ini diharapkan dapat mendukung upaya Perseroan dalam merealisasikan rencana ekspansi lanjutan Perseroan.

Perseroan menetapkan arah strategi bisnis untuk melakukan penjajakan peluang bisnis baru yang dapat memberikan nilai tambah jangka panjang bagi Perseroan, termasuk mengembangkan bisnis energi baru dan terbarukan dan bisnis teknologi.

With the growing opportunities of the renewable energy business in line with the increasingly intensive campaigns for the use of clean energy around the world, the Company took a strategic policy to transfer 75% of PT DSSP Power Mas Utama's shares. This strategy was expected to support the Company's efforts in realizing future expansion plans.

The Company has set the direction of its business strategy to explore new business opportunities that can provide long-term added value to the Company, including developing new and renewable energy businesses and technology businesses.

2021



Melangkah menuju Dunia Ekonomi Baru
Stepping Forward to the World of the New Economy

Pada tahun 2021, Perseroan memantapkan arah strategi bisnis untuk melangkah menuju Dunia Ekonomi Baru.

Sejalan dengan rencana pemerintah untuk mencapai netralitas karbon pada tahun 2060, Perseroan mendirikan PT Daya Mas Geopatra Energi, entitas anak, untuk mulai menjajaki peluang bisnis tenaga panas bumi.

Sementara itu, sejalan dengan tren digitalisasi, Perseroan berperan aktif dalam melakukan pengembangan prasarana infrastruktur teknologi yang terintegrasi dan berkualitas tinggi dan melakukan investasi pada perusahaan rintisan di bidang teknologi, mengembangkan inovasi digital, serta terus memaksimalkan kerjasama untuk mendorong pengembangan ekonomi digital.

In 2021, the Company solidified the direction of its business strategy to move toward the New Economic World.

In line with the government's plan to achieve carbon neutrality by 2060, the Company has established PT Daya Mas Geopatra Energi, a subsidiary, to start exploring opportunities in the geothermal power business.

Meanwhile, in line with digitalization trends, the Company plays an active role in developing integrated and high-quality technological infrastructure and investing in start-ups in the technology, developing digital innovations, and continues to maximize cooperation to encourage the development of the digital economy.

2022



Mengukir Masa Depan melalui Transisi Energi dan Transformasi Digital
Crafting the future through the Energy Transition and Digital Transformation

Pada tahun 2022, Perseroan aktif dalam melakukan kegiatan eksplorasi di bisnis energi panas bumi dan melaksanakan serangkaian investasi dan kerjasama di bisnis teknologi. Langkah ini menunjukkan komitmen Perseroan dalam melakukan transisi energi dan transformasi digital yang dapat memberikan kontribusi nyata bagi kemajuan negeri.

In 2022, the Company was active in carrying out exploration activities in the geothermal business and carrying out a series of investments and collaborations in the technology business. These steps show the Company's commitment to carrying out an energy transition and digital transformation that can make a real contribution to the progress of the country.



2023

Mengembangkan Potensi Energi dan Teknologi untuk Masa Depan yang Lebih Baik
Developing Energy and Technology Potential for a Better Future

Pada tahun 2023, Perseroan melakukan restrukturisasi internal berupa penerimaan saham GEMS dan pengalihan saham Golden Energy and Resources Limited. Dengan rampungnya restrukturisasi internal, Perseroan berfokus dalam melakukan pengembangan usaha di Indonesia. Perseroan terus berupaya menggali potensi dalam negeri dan aktif dalam menjajaki peluang usaha baru di bisnis EBT dan teknologi.

In 2023, the Company carried out internal restructuring in the form of receiving GEMS shares and transferring shares of Golden Energy and Resources Limited. With the completion of the internal restructuring, the Company focused on developing its business in Indonesia. The Company seeks to explore domestic potential and was active in exploring new business opportunities in the NRE and technology businesses.



2024

Inovasi Menuju Pertumbuhan yang Berkelanjutan
Innovation Toward Sustainable Growth

Pada tahun 2024, Perseroan memperkuat komitmen terhadap praktik bisnis berkelanjutan yang dapat menciptakan nilai keberlanjutan jangka panjang yang ramah lingkungan dan bertanggung jawab. Salah satu langkah yang diambil adalah dengan berperan aktif dalam mempercepat pengembangan bisnis EBT dan teknologi.

In 2024, the Company strengthened its commitment to sustainable business practices that can create long-term environmentally friendly and responsible sustainability value. One of the steps taken was to actively participate in accelerating the development of NRE business and technology.



2025

Berlandaskan pada Integritas, Tergerak oleh Tanggung Jawab, Bersatu untuk Negeri

Rooted in Integrity, Driven by Responsibility, United for the Nation

Selama hampir tiga dekade, Perseroan mengokohkan pertumbuhan melalui transformasi berkelanjutan dan diversifikasi strategis di sektor energi, infrastruktur digital, dan kimia.

Perseroan menegaskan komitmennya untuk memperkuat ketahanan energi berbasis EBT dan membangun ekosistem digital terintegrasi untuk mendukung pertumbuhan ekonomi nasional yang berkelanjutan.

For almost three decades, the Company has strengthened its growth through sustainable transformation and strategic diversification in the energy, digital infrastructure, and chemical sectors.

The Company reaffirms its commitment to strengthening NRE-based energy resilience and building an integrated digital ecosystem to support sustainable national economic growth.

IKHTISAR KINERJA
PERFORMANCE HIGHLIGHT

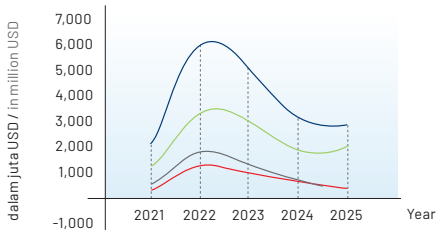
Ikhtisar Keuangan [GRI 201-1] [ACGS C.1.5.]
Financial Highlight

dalam juta USD, kecuali dinyatakan lain/in million USD, unless otherwise stated

Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian	2025	2024	2023	2022[1)]	2021[1)]	Consolidated Statements of Profit or Loss and Other Comprehensive Income
Pendapatan Usaha	**2,791.2**	3,017.8	5,014.7	5,956.1	2,164.9	Revenues
Beban Pokok Penjualan	**1,849.5**	1,789.4	2,942.4	3,318.1	1,267.2	Cost of Revenues
Laba Kotor	**941.7**	1,228.4	2,072.3	2,638.0	897.7	Gross Profit
Laba Usaha	**400.9**	650.7	1,254.8	1,777.1	492.7	Operating Profit
Laba Tahun Berjalan	**361.2**	542.8	865.3	1,298.2	260.9	Profit for the Year
Jumlah Penghasilan Komprehensif Tahun Berjalan	**338.4**	411.1	890.8	1,149.3	291.0	Total Comprehensive Income for the Year
Laba Tahun Berjalan yang Teratribusikan kepada Pemilik Entitas Induk	**230.5**	309.1	426.2	589.9	115.7	Profit for the Year Attributable to Owners of the Parent Company
Laba Tahun Berjalan yang Teratribusikan kepada Kepentingan Nonpengendali	**130.7**	233.7	439.1	708.3	145.2	Profit for the Year Attributable to Non-Controlling Interests
Penghasilan Komprehensif yang Teratribusikan kepada Pemilik Entitas Induk	**208.3**	176.1	454.0	450.0	153.3	Comprehensive Income Attributable to Owners of the Parent Company
Penghasilan Komprehensif yang Teratribusikan kepada Kepentingan Nonpengendali	**130.1**	235.0	436.8	699.3	137.7	Comprehensive Income Attributable to Non-Controlling Interests
Laba Bersih per Saham Dasar Diatribusikan kepada Pemilik Entitas Induk (USD)	**0.001**	0.002	0.06[2)]	0.77[2)]	0.15[2)]	Earnings per Share Attributable to Owners of the Parent Company (USD)
Posisi Keuangan						**Financial Position**
Aset Lancar	**1,821.0**	1,998.3	1,425.8	2,263.8	1,142.0	Current Assets
Aset Tidak Lancar	**2,594.0**	1,696.8	1,637.5	4,233.4	1,939.1	Non-Current Assets
Jumlah Aset	**4,415.0**	3,695.1	3,063.3	6,497.2	3,081.1	Total Assets
Liabilitas Jangka Pendek	**826.1**	857.4	825.7	1,667.4	673.1	Current Liabilities
Liabilitas Jangka Panjang	**1,327.7**	894.1	516.8	1,771.8	586.8	Non-Current Liabilities
Jumlah Liabilitas	**2,153.8**	1,751.5	1,342.5	3,439.2	1,259.9	Total Liabilities
Jumlah Ekuitas	**2,261.2**	1,943.6	1,720.8	3,058.0	1,821.2	Total Equity
Modal Kerja Bersih	**994.9**	1,140.9	600.1	596.4	468.9	Net Working Capital
Jumlah Investasi dalam Saham	**538.9**	533.5	546.1	816.4	686.9	Total Investment in Shares
Rasio Keuangan						**Financial Ratios**
Rasio Laba terhadap Aset (%)	**8.2**	14.7	28.2	20.0	8.5	Return on Assets (%)
Rasio Laba terhadap Ekuitas (%)	**16.0**	27.9	50.3	42.5	14.3	Return on Equity (%)
Rasio Laba terhadap Modal yang Diinvestasikan (%)	**34.8**	52.2	139.3	78.4	42.4	Return on Invested Capital (%)
Marjin Laba Kotor (%)	**33.7**	40.7	41.3	44.3	41.5	Gross Profit Margin (%)
Marjin Laba Bersih (%)	**12.9**	18.0	17.3	21.8	12.1	Net Profit Margin (%)
Rasio Lancar (%)	**220.4**	233.1	172.7	135.8	169.7	Current Ratio (%)
Rasio Liabilitas terhadap Aset (%)	**48.8**	47.4	43.8	52.9	40.9	Liabilities-to-Assets Ratio (%)
Rasio Liabilitas terhadap Ekuitas (%)	**95.2**	90.1	78.0	112.5	69.2	Liabilities-to-Equity Ratio (%)
Tingkat Perputaran Persediaan (x)	**15.6**	16.2	15.3	18.3	15.0	Inventory Turnover (x)
Tingkat Perputaran Aset Tetap (x)	**3.3**	5.0	4.8	5.9	4.3	Fixed Asset Turnover (x)
Tingkat Perputaran Aset Total (x)	**0.7**	0.9	1.0	1.2	0.7	Total Asset Turnover (x)

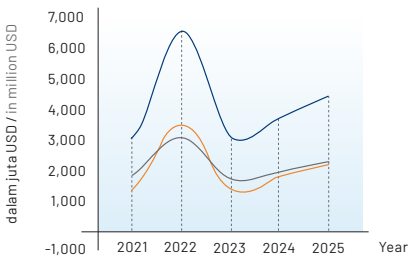
Keterangan / Notes:
[1)] Untuk laporan keuangan tahun 2021-2022, Perseroan melakukan penyajian kembali informasi keuangan. [GRI 2-4]
[2)] Perhitungan dilakukan berdasarkan jumlah saham sebelum pelaksanaan pemecahan saham dengan rasio 1:10. Pemecahan saham Perseroan tersebut mulai berlaku efektif pada tanggal 18 Juli 2024.
[1)] For the financial statements 2021-2022, the Company restated its financial statements. [GRI 2-4]
[2)] The calculation was based on the number of shares before the stock split with a ratio of 1:10. The stock split of the Company will take effect on July 18, 2024.

dalam juta USD / in million USD



Pendapatan Usaha / Revenues
Beban Pokok Penjualan / Cost of Revenues
Laba Usaha / Operating Profit
Laba Tahun Berjalan / Profit for the Year

dalam juta USD / in million USD



Aset / Total Assets
Liabilitas / Total Liabilities
Ekuitas / Total Equity

Ikhtisar Perdagangan Saham
Share Trading Highlight



Perseroan melakukan pembelian kembali saham sebanyak 154.105.327 saham pada tahun 2023 serta melakukan pemecahan saham dengan rasio 1:10 dan pengalihan sebanyak 24.815.000 saham hasil pembelian kembali saham pada tahun 2024.

Sehubungan dengan pemecahan saham dan pengalihan saham hasil pembelian kembali saham, jumlah saham beredar Perseroan menjadi sebanyak 6.189.284.930 saham dengan nilai nominal sebesar Rp25/saham. Dengan harga penutupan saham sebesar Rp101.000/saham pada 31 Desember 2025, nilai kapitalisasi pasar atas saham Perseroan adalah Rp625.117.777.930.000 atau setara dengan USD 37.249.301.509 pada kurs Rp16.782/USD.

Sejak penawaran umum perdana tanggal 10 Desember 2009 hingga 31 Desember 2025, Perseroan tidak melakukan aksi korporasi berupa penggabungan saham, pembagian dividen saham, pembagian saham bonus, dan/atau penerbitan obligasi/sukuk konversi.

The Company bought back 154,105,327 shares in 2023 and conducted a stock split with a ratio of 1:10 as well as transferred 24,815,000 shares resulting from the share buyback in 2024.

In relation to the stock split and transfer of shares resulting from the share buyback, the number of outstanding shares of the Company was 6,189,284,930 shares with a nominal value of Rp25/share. With a closing price of Rp101,000/share on December 31, 2025, the market capitalization of the Company's shares was Rp625,117,777,930,000 or equivalent to USD 37,249,301,509 at the exchange rate of Rp16,782/USD.

From the initial public offering on December 10, 2009, to December 31, 2025, the Company did not undertake any corporate actions related to reverse stock splits, share dividend distributions, bonus share distributions, and/or convertible bond/sukuk issuances.

Grafik Saham | Share Chart 2021-2025



Keterangan / Notes:
Saham Perseroan diperdagangkan di BEI. Selama tahun 2021-2025, saham Perseroan tidak pernah dibatalkan pencatatannya.
The Company's shares are traded on the IDX. During 2021-2025, the Company's shares had never been delisted.

Tabel Saham | Share Table 2021-2025

Periode Period	Jumlah Saham Beredar Total Number of Issued Shares	Kapitalisasi Pasar Market Capitalization (Rp)	Harga Saham / Share Price			Volume Perdagangan Trading Volume
			Tertinggi Highest (Rp)	Terendah Lowest (Rp)	Penutupan Closing (Rp)	
Q1-2021	770,552,320	9,631,904,000,000	56,400	43,800	44,000	22,400
Q2-2021	770,552,320	7,127,608,960,000	12,500	9,250	9,250	37,100
Q3-2021	770,552,320	13,484,665,600,000	18,000	9,100	17,500	115,500
Q4-2021	770,552,320	37,757,063,680,000	55,500	17,500	49,000	313,800
Q1-2022	770,552,320	33,904,302,080,000	56,400	43,800	44,000	22,400
Q2-2022	770,552,320	27,007,858,816,000	46,000	27,500	35,050	27,800
Q3-2022	770,552,320	29,280,988,160,000	40,575	31,700	38,000	26,200
Q4-2022	770,552,320	30,667,982,336,000	40,500	37,750	39,800	11,900
Q1-2023	770,552,320	26,776,693,120,000	39,800	34,725	34,750	2,900
Q2-2023	770,552,320	29,280,988,160,000	38,000	33,950	38,000	5,000
Q3-2023	616,446,993	31,562,086,041,600	56,050	41,000	51,500	1,561,400
Q4-2023	616,446,993	49,315,759,440,000	163,000	51,200	121,000	158,600
Q1-2024	616,446,993	75,822,980,139,000	163,000	77,000	123,000	100,400
Q2-2024	616,446,993	15,511,174,825,000	128,000	12,800	25,000	20,142,700
Q3-2024*)	6,189,284,930	249,428,182,679,000	44,775	25,000	40,300	95,330,800
Q4-2024*)	6,189,284,930	229,003,542,410,000	48,250	35,200	37,000	163,719,100
Q1-2025*)	**6,189,284,930**	**263,663,538,018,000**	**53,200**	**30,300**	**42,600**	**180,214,300**
Q2-2025*)	**6,189,284,930**	**331,590,940,124,750**	**60,800**	**36,400**	**53,575**	**170,538,200**
Q3-2025*)	**6,189,284,930**	**657,302,059,566,000**	**116,500**	**52,125**	**106,200**	**372,780,500**
Q4-2025*)	**6,189,284,930**	**625,117,777,930,000**	**118,000**	**79,000**	**101,000**	**143,608,400**

Keterangan / Notes:
*) Setelah pemecahan saham yang berlaku efektif sejak tanggal 18 Juli 2024
*) After the stock split which is effective from July 18, 2024

2 LAPORAN MANAJEMEN
MANAGEMENT REPORT

Laporan Dewan Komisaris
Report by the Board of Commissioners

Salam sejahtera kepada para pemegang saham dan pemangku kepentingan lainnya,
Greetings to the shareholders and other stakeholders,

Sepanjang tahun 2025, perekonomian global berada dalam ketidakpastian yang dipicu oleh meningkatnya ketegangan geopolitik, fragmentasi kebijakan ekonomi antarnegara, dan menguatnya proteksionisme perdagangan. Kondisi tersebut memberikan tekanan terhadap laju pertumbuhan ekonomi global, meningkatkan volatilitas pasar keuangan, dan menekan arus perdagangan dan investasi lintas negara.

Di tengah tekanan tersebut, perekonomian Indonesia menunjukkan resiliensi yang kuat. Didukung permintaan domestik yang terjaga, pertumbuhan ekonomi Indonesia tercatat sebesar 5,11%, dengan tingkat inflasi yang tetap terkendali pada level 2,92% y-o-y. Sementara itu, nilai tukar Rupiah bergerak dinamis dan ditutup pada level Rp16.782 per USD pada akhir tahun 2025.

Menghadapi dinamika tersebut, Dewan Komisaris menilai bahwa Perseroan mampu menjaga kinerja operasional dan keuangan secara solid sepanjang tahun 2025. Hal ini mencerminkan kemampuan Perseroan dalam mengelola risiko, menjaga disiplin operasional, serta menjalankan strategi bisnis yang adaptif di tengah perubahan lingkungan usaha.

Laporan ini disusun sebagai bentuk pelaksanaan fungsi pengawasan Dewan Komisaris terhadap pengelolaan Perseroan. Cakupan laporan meliputi evaluasi atas kinerja Direksi, efektivitas implementasi strategi, kecukupan sistem manajemen risiko dan pengendalian internal, serta kualitas dan pandangan Dewan Komisaris mengenai penerapan GCG di dalam Perseroan.

Throughout 2025, the global economy was in a state of uncertainty, triggered by rising geopolitical tensions, fragmentation of inter-country economic policies, and the rise of trade protectionism. These conditions put pressure on the global economic growth rate, increased volatility in financial markets, and suppressed cross-border trade and investment flows.

Amidst the pressure, Indonesia's economy has shown strong resilience. Supported by sustained domestic demand, Indonesia's economic growth was recorded at 5.11%, with inflation remaining controlled at 2.92% y-o-y. Meanwhile, the Rupiah exchange rate moved dynamically and closed at Rp16,782 per USD at the end of 2025.

Facing these dynamics, the Board of Commissioners assesses that the Company was able to maintain solid operational and financial performance throughout 2025. This reflects the Company's ability to manage risks, maintain operational discipline, and implement adaptive business strategies amidst changing business environments.

This report is presented as a form of the Board of Commissioners' supervisory function over the management of the Company. The scope of the report includes an evaluation of the Board of Directors' performance, the effectiveness of strategy implementation, the adequacy of risk management and internal control systems, as well as the quality and the Board of Commissioners' views on the implementation of GCG within the Company.

Penilaian Dewan Komisaris terhadap Kinerja Direksi

Dewan Komisaris bersyukur atas capaian kinerja Perseroan sepanjang tahun 2025. Dewan Komisaris memahami bahwa tahun 2025 merupakan periode yang penuh tantangan bagi Perseroan. Ketidakpastian kondisi ekonomi global, dinamika geopolitik, serta perkembangan ekonomi domestik yang fluktuatif telah memberikan tekanan terhadap berbagai sektor industri. Meskipun menghadapi kondisi tersebut, Perseroan berhasil mencatatkan pendapatan usaha sebesar USD 2.791,2 juta dan laba tahun berjalan sebesar USD 361,2 juta pada tahun 2025. [GRI 2-12-b] [GRI 2-12-c]

Di bisnis pertambangan, Perseroan mencatatkan kenaikan volume produksi dan penjualan sebesar 7,7% dan 4,4% dan penurunan pendapatan sebesar 10,3% y-o-y. Penurunan ini terutama disebabkan oleh penurunan harga batu bara. Meskipun demikian, Perseroan melalui entitas anak berhasil memenuhi kewajiban DMO sekitar 37,8%. [GRI 2-12-a] [GRI 2-12-b] [GRI 2-12-c]

Assessment of the Board of Commissioners on the Performance of the Board of Directors

The Board of Commissioners is grateful for the Company's performance achievements throughout 2025. The Board of Commissioners understands that the year 2025 was a challenging period for the Company. The uncertainty of global economic conditions, geopolitical dynamics, and fluctuating domestic economic developments had put pressure on various industrial sectors. Despite facing such conditions, the Company successfully recorded operating revenue of USD 2,791.2 million and a net profit of USD 361.2 million in 2025. [GRI 2-12-b] [GRI 2-12-c]

In the mining business, the Company recorded a 7.7% and 4.4% increase in production and sales volume and a 10.3% y-o-y decrease in revenue. The decline was primarily driven by a decrease in coal prices. Nevertheless, the Company, through its subsidiaries, managed to fulfill approximately 37.8% of its DMO obligations. [GRI 2-12-a] [GRI 2-12-b] [GRI 2-12-c]

Di bisnis EBT, Perseroan mencatatkan lonjakan pendapatan sebesar 351,6% y-o-y, walaupun masih terbatas secara nilai absolut. Perseroan terus memperkuat komitmennya dalam mendukung agenda transisi energi berkelanjutan. Hingga 31 Desember 2025, Perseroan melalui entitas anak telah melakukan kemitraan strategis dengan FGGI, mitra dari Filipina, dalam mempercepat pengembangan portofolio sumber daya panas bumi dengan potensi kapasitas awal sebesar 440 megawatt, yang tersebar di 6 (enam) wilayah strategis di Indonesia. Selain itu, Perseroan melalui entitas anak telah merealisasikan proyek solar atap Dian Solar di 3 (tiga) lokasi di Indonesia. Inisiatif ini tidak hanya memanfaatkan peluang pertumbuhan industri EBT, tetapi juga diharapkan akan memperkuat kontribusi bisnis EBT terhadap kinerja jangka panjang Perseroan. [GRI 2-12-a]

Di bisnis infrastruktur digital dan teknologi, Perseroan mencatatkan pertumbuhan pendapatan sebesar 47,0% y-o-y, yang terutama didorong oleh peningkatan pendapatan pada layanan internet dan TV berbayar. Perseroan terus memperkuat infrastruktur digital untuk mendukung pembangunan ekosistem digital yang terintegrasi, termasuk melalui percepatan pembangunan jaringan *homepass* serta penerapan strategi pemasaran yang lebih agresif untuk memperluas jangkauan pasar. Dalam rangka memperkuat portofolio bisnis infrastruktur digital dan teknologi, Perseroan melalui entitas anak juga merencanakan berbagai aksi strategis, termasuk di antaranya melakukan pengembangan bisnis pusat data dan investasi strategis pada berbagai perusahaan teknologi. [GRI 2-12-a]

Di bisnis kimia, Perseroan mencatatkan kenaikan pendapatan sebesar 1,0% y-o-y yang terutama dipengaruhi oleh kenaikan penjualan pestisida. Perseroan melalui entitas anak terus berupaya menekankan pengembangan portofolio produk bernilai tinggi, ekspansi basis pelanggan di luar jaringan entitas terafiliasi, serta optimalisasi distribusi nasional untuk memperluas skala operasional dan memperkuat posisi negosiasi di pasar. Perseroan juga menerapkan disiplin biaya yang ketat, strategi manajemen risiko harga yang proaktif, serta pengelolaan modal kerja yang cermat untuk menjaga stabilitas margin dan profitabilitas. [GRI 2-12-a]

Dewan Komisaris telah melakukan penelaahan komprehensif terhadap pelaksanaan tugas dan tanggung jawab Direksi sepanjang tahun 2025, termasuk kontribusi Unit-Unit Pendukung yang berperan dalam memperkuat efektivitas pengelolaan Perseroan. Evaluasi ini mencakup kinerja operasional dan keuangan, pencapaian target strategis, efektivitas perumusan strategi bisnis dan keberlanjutan, dan masukan dari Komite Audit, Komite Manajemen Risiko, dan Komite Nominasi dan Remunerasi. Berdasarkan hasil evaluasi tersebut, Dewan Komisaris menilai bahwa Direksi telah menjalankan tugas pengelolaan Perseroan secara profesional, hati-hati, dan bertanggung jawab dalam menghadapi dinamika eksternal. Dewan Komisaris juga menilai bahwa berbagai keputusan strategis yang diambil Direksi menunjukkan komitmen yang kuat terhadap pertumbuhan dan keberlanjutan jangka panjang Perseroan. [GRI 2-12-c]

Pengawasan terhadap Implementasi Strategi Perseroan

Sepanjang tahun 2025, Dewan Komisaris telah menjalankan mandat pengawasan dan pemberian nasihat kepada Direksi secara independen, objektif, dan bertanggung jawab, sesuai dengan ketentuan Anggaran Dasar Perseroan serta Piagam Dewan Komisaris. Fungsi ini dilaksanakan melalui keterlibatan aktif Dewan

In the NRE business, the Company recorded a revenue surge of 351.6% y-o-y, although it was still limited in absolute value. The Company continued to strengthen its commitment to supporting the sustainable energy transition agenda. Until December 31, 2025, the Company, through its subsidiaries, has formed a strategic partnership with FGGI, a partner from the Philippines, to accelerate the development of a geothermal resource portfolio with an initial capacity potential of 440 megawatts, spread across 6 (six) strategic regions in Indonesia. In addition, the Company, through its subsidiaries, has realized the Dian Solar rooftop solar project in 3 (three) locations in Indonesia. This initiative not only capitalized on the growth opportunities in the NRE industry but is also expected to strengthen the contribution of the NRE business to the Company's long-term performance. [GRI 2-12-a]

In the digital infrastructure and technology business, the Company recorded a revenue growth of 47.0% y-o-y, primarily driven by an increase in revenue from internet and pay-TV services. The Company continues to strengthen its digital infrastructure to support the development of an integrated digital ecosystem, including through the acceleration of homepass network construction and the implementation of more aggressive marketing strategies to expand market reach. In order to strengthen the digital infrastructure and technology business portfolio, the Company, through its subsidiaries, is also planning various strategic actions, including the development of data center business and strategic investment in various technology companies. [GRI 2-12-a]

In the chemical business, the Company recorded a 1.0% y-o-y increase in revenue, primarily driven by higher pesticide sales. The Company, through its subsidiaries, continues to emphasise developing a high-value product portfolio, expanding its customer base beyond its affiliated network, and optimising national distribution to expand operational scale and strengthen its negotiating position in the market. The Company also implements strict cost discipline, proactive price risk management strategies, and meticulous working capital management to maintain margin stability and profitability. [GRI 2-12-a]

The Board of Commissioners has conducted a comprehensive review of the implementation of the Board of Directors' duties and responsibilities throughout 2025, including the contributions of Supporting Units that play a role in strengthening the effectiveness of the Company's management. This evaluation included operational and financial performance, achievement of strategic targets, effectiveness in formulating business and sustainability strategies, and input from the Audit Committee, Risk Management Committee, and Nomination and Remuneration Committee. Based on the evaluation results, the Board of Commissioners assessed that the Board of Directors has carried out the management duties of the Company professionally, carefully, and responsibly in facing external dynamics. The Board of Commissioners also assessed that the various strategic decisions made by the Board of Directors demonstrate a strong commitment to the long-term growth and sustainability of the Company. [GRI 2-12-c]

Supervision on the Implementation of the Company's Strategy

Throughout the year 2025, the Board of Commissioners has carried out its mandate of supervision and advisory to the Board of Directors independently, objectively, and responsibly, in accordance with the provisionss of the Company's Articles of Association and the Charter of the Board of Commissioners. This function was performed

Komisaris dalam menilai kinerja, menguji ketajaman strategi, dan memastikan disiplin eksekusi di seluruh bisnis Perseroan.

Dewan Komisaris secara konsisten memantau kinerja operasional dan keuangan dan memberikan arahan strategis yang berfokus pada kepatuhan terhadap peraturan perundang-undangan yang berlaku, konsistensi penerapan kebijakan internal, dan efektivitas GCG. Kebijakan dan inisiatif strategis ditelaah untuk memastikan keselarasan dengan visi, misi, dan arah pertumbuhan jangka panjang Perseroan, termasuk ketahanan bisnis dalam menghadapi dinamika ekonomi dan risiko eksternal.

Dewan Komisaris juga memainkan peran kunci dalam memberikan masukan dan penasihatan dalam proses pengambilan keputusan strategis yang terkait dengan rencana bisnis, rencana investasi, dan rencana aksi korporasi material yang dirancang untuk mendukung pencapaian target kinerja Perseroan pada tahun 2025, termasuk melakukan penerapan langkah-langkah konkret untuk mengembangkan bisnis berwawasan hijau, di antaranya adalah bisnis EBT dan bisnis berbasis AI. Rencana-rencana tersebut dievaluasi secara komprehensif dengan memperhatikan prinsip kehati-hatian, manajemen risiko yang terukur, dan penciptaan nilai jangka panjang bagi Perseroan serta para pemangku kepentingan. [GRI 2-12-a]

Dalam konteks keberlanjutan, Dewan Komisaris terus berusaha memperkuat fungsi pengawasan terhadap implementasi strategi perubahan iklim dan inisiatif ESG. Pengawasan dilakukan melalui evaluasi berkala atas pencapaian target, efektivitas program, dan integrasi prinsip keberlanjutan dalam strategi bisnis. Dewan Komisaris senantiasa berupaya memastikan bahwa kebijakan dan langkah strategis yang diambil oleh Perseroan tidak hanya memenuhi peraturan lingkungan, tetapi juga memperhatikan standar praktik terbaik yang berlaku dan ekspektasi para pemangku kepentingan, agar dapat menciptakan dampak ekonomi, sosial, dan lingkungan yang berkelanjutan.

Untuk memastikan efektivitas pengawasan, Dewan Komisaris menerapkan mekanisme tata kelola yang disiplin dan terstruktur melalui penyelenggaraan rapat berkala, baik yang melibatkan internal Dewan Komisaris, rapat gabungan dengan Direksi, maupun pertemuan dengan komite-komite di bawahnya, termasuk Komite Audit, Komite Manajemen Risiko, dan Komite Nominasi dan Remunerasi. Melalui pelaksanaan rapat gabungan dengan Direksi, Dewan Komisaris memperoleh pemaparan yang komprehensif mengenai rencana kerja, kinerja operasional, posisi keuangan, dan berbagai inisiatif strategis Perseroan. Pendekatan ini memungkinkan Dewan Komisaris untuk tidak hanya menjalankan fungsi kontrol, tetapi juga berperan sebagai mitra strategis yang konstruktif untuk mendorong peningkatan kinerja, memperkuat daya saing dan memastikan keberlanjutan pertumbuhan Perseroan dalam jangka panjang. Dewan Komisaris juga melakukan koordinasi intensif dengan Unit Audit Internal, Unit Manajemen Risiko, dan Sekretaris Perusahaan untuk memperoleh informasi yang menyeluruh, akurat, dan tepat waktu mengenai pelaksanaan pengelolaan perusahaan.

Sebagai bagian dari penguatan independensi, Komisaris Independen secara aktif menyelenggarakan forum diskusi tanpa kehadiran pejabat eksekutif Perseroan. Mekanisme ini menjadi instrumen penting untuk memastikan objektivitas penilaian, menghindari konflik kepentingan, dan menjaga integritas dan kualitas proses pengawasan. [GRI 2-12-c]

through the active involvement of the Board of Commissioners in assessing performance, testing the sharpness of strategies, and ensuring execution discipline across all the Company's businesses.

The Board of Commissioners consistently monitored operational and financial performance and provided strategic direction focused on compliance with applicable laws and regulations, consistency in the implementation of internal policies, and the effectiveness of GCG. Policies and strategic initiatives were reviewed to ensure alignment with the Company's vision, mission, and long-term growth direction, including business resilience in facing economic dynamics and external risks.

The Board of Commissioners also played a key role in providing input and advice in the strategic decision-making process related to business plans, investment plans, and material corporate action plans designed to support the achievement of the Company's performance targets in 2025, including the implementation of concrete initiatives to develop environmentally sustainable business, including NRE and AI-based businesses. These plans were evaluated comprehensively by considering the principles of prudence, measured risk management, and the creation of long-term value for the Company and its stakeholders. [GRI 2-12-a]

In the context of sustainability, the Board of Commissioners continued to seek to strengthen its oversight function over the implementation of climate change strategies and ESG initiatives. Supervision was conducted through periodic evaluations of target achievements, program effectiveness, and the integration of sustainability principles into business strategies. The Board of Commissioners consistently sought to ensure that the policies and strategic steps taken by the Company not only comply with environmental regulations but also consider best practices, applicable standards, and stakeholder expectations, in order to create sustainable economic, social, and environmental impacts.

To ensure the effectiveness of supervision, the Board of Commissioners implemented a disciplined and structured governance mechanism through the organization of regular meetings, both involving the internal Board of Commissioners, joint meetings with the Board of Directors, and meetings with the committees under it, including the Audit Committee, Risk Management Committee, and Nomination and Remuneration Committee. Through the implementation of joint meetings with the Board of Directors, the Board of Commissioners obtained comprehensive presentations regarding the work plan, operational performance, financial position, and various strategic initiatives of the Company. This approach allowed the Board of Commissioners to not only perform control functions but also act as a constructive strategic partner to drive performance improvement, strengthen competitiveness, and ensure the sustainability of the Company's growth in the long term. The Board of Commissioners also conducted intensive coordination with the Internal Audit Unit, Risk Management Unit, and Corporate Secretary to obtain comprehensive, accurate, and timely information regarding the implementation of corporate management.

As part of strengthening independency, Independent Commissioners actively held discussion forums without the presence of the Company's executive officers. This mechanism becomes an important instrument to ensure the objectivity of assessments, avoid conflicts of interest, and maintain the integrity and quality of the oversight process. [GRI 2-12-c]

Pandangan terhadap Prospek Usaha Perseroan

Bisnis pertambangan diperkirakan menghadapi tantangan yang semakin kompleks. Kondisi *oversupply* yang dipicu oleh tingginya produksi dan impor Tiongkok sepanjang 2025, berkonvergensi dengan perlambatan permintaan global, ekspansi agresif EBT, dan percepatan *fuel switching*, sehingga menekan harga dan marjin industri. Meskipun demikian, batu bara akan tetap memiliki peran penting sebagai sumber energi yang kompetitif dan andal, khususnya dalam memenuhi kebutuhan energi negara-negara di Asia.

Bisnis EBT Indonesia diperkirakan memasuki fase akselerasi terstruktur, sejalan dengan penguatan perencanaan melalui RUPTL PLN tahun 2025-2034, dengan target tambahan kapasitas 69,5 GW hingga 2034, di mana sekitar 76% berasal dari EBT dan sistem penyimpanan energi. Rencana ini akan menjadi katalis utama peluang bisnis EBT.

Bisnis infrastruktur digital dan teknologi diperkirakan akan terfokus pada pembangunan ekosistem berbasis AI. Peningkatan kebutuhan kapasitas komputasi, penyimpanan data, dan jaringan berkecepatan tinggi, seiring dengan percepatan adopsi teknologi 5G, membuka peluang bisnis infrastruktur digital dan teknologi yang semakin responsif dan terintegrasi.

Sementara itu, bisnis kimia diperkirakan masih menghadapi tekanan kompetitif karena kelebihan kapasitas global dan pertumbuhan permintaan yang moderat di banyak segmen utama. Namun demikian, prospek industri kimia tahun 2026 menunjukkan arah yang lebih konstruktif, seiring perbaikan permintaan domestik, penekanan impor melalui kebijakan protektif, serta fokus investasi pada hilirisasi dan petrokimia.

Untuk merespons dinamika tersebut, Dewan Komisaris dan Direksi melakukan pembahasan strategis dan pemantauan kinerja Perseroan secara berkala untuk memastikan tanggapan yang tepat terhadap perubahan pasar. Dewan Komisaris juga telah menelaah secara komprehensif, memberikan saran/masukan yang konstruktif, serta memberikan dukungan penuh terhadap rencana kerja Direksi untuk tahun 2025, termasuk inisiatif pengembangan bisnis EBT serta infrastruktur digital dan teknologi baru.

Berdasarkan evaluasi tersebut, Dewan Komisaris menilai bahwa rencana dan strategi bisnis yang telah disusun Perseroan berada pada jalur yang tepat, tidak hanya untuk menjaga ketahanan kinerja, tetapi juga untuk mengoptimalkan peluang pertumbuhan berkelanjutan dan mendorong inovasi di masa depan. [GRI 2-12-a]

Governansi Korporat dan Komitmen dalam Melaksanakan TJSL

Dewan Komisaris senantiasa mendukung komitmen Perseroan dalam memastikan kepatuhan terhadap peraturan perundang-undangan yang berlaku, termasuk dalam penerapan prinsip-prinsip GCG. Dewan Komisaris mengapresiasi inisiatif Perseroan untuk mengambil langkah implementasi dini untuk menyelaraskan pengungkapan keberlanjutan dengan IFRS S1 dan IFRS S2 secara bertahap, meskipun penerapannya saat ini belum dilakukan secara menyeluruh. Dalam menjalankan kegiatan usahanya, Perseroan juga terus memperhatikan keseimbangan antara pencapaian kinerja ekonomi dengan tanggung jawab terhadap aspek lingkungan dan sosial sebagai bagian dari upaya menciptakan nilai jangka panjang yang berkelanjutan. [GRI 2-12-a] [GRI 2-12-b]

View on the Business Prospect of the Company

The mining business is expected to face increasingly complex challenges. The oversupply condition triggered by high production and imports from China throughout 2025 was converged with the slowdown in global demand, aggressive NRE expansion, and accelerated fuel switching, thereby putting pressure on prices and industry margins. Nevertheless, coal will continue to play an important role as a competitive and reliable energy source, particularly in meeting the energy needs of countries in Asia.

Indonesia's NRE business is expected to enter a structured acceleration phase, in line with the strengthening of planning through PLN's RUPTL for 2025-2034, with an additional capacity target of 69.5 GW by 2034, of which around 76% will come from NRE and energy storage systems. This plan will be the main catalyst for NRE business opportunities.

The digital infrastructure and technology business is expected to focus on building AI-based ecosystems. The increasing demand for computing capacity, data storage, and high-speed networks, along with the accelerated adoption of 5G technology, opens up opportunities for digital infrastructure and technology businesses that are increasingly responsive and integrated.

Meanwhile, the chemical business is expected to continue facing competitive pressure due to global overcapacity and moderate demand growth in many key segments. However, the prospects for the chemical industry in 2026 are more constructive, with improvements in domestic demand, import restrictions under protective policies, and a focus on investment in downstream and petrochemicals.

To respond to these dynamics, the Board of Commissioners and the Board of Directors conducted strategic discussions and regularly monitored the Company's performance to ensure appropriate responses to market changes. The Board of Commissioners has also comprehensively reviewed, provided constructive suggestions/input, and fully supported the Board of Directors' work plan for 2025, including initiatives for NRE business development and new digital and technological infrastructure.

Based on that evaluation, the Board of Commissioners assesses that the business plans and strategies formulated by the Company are on the right track, not only to maintain performance resilience but also to optimize sustainable growth opportunities and drive future innovation. [GRI 2-12-a]

Corporate Governance and Commitment in Implementing CSER

The Board of Commissioners consistently supports the Company's commitment to ensuring compliance with applicable laws and regulations, including the implementation of GCG principles. The Board of Commissioners commends the Company's initiative to undertake early implementation measures to progressively align its sustainability disclosures with IFRS S1 and IFRS S2, notwithstanding that such implementation has not yet been carried out comprehensively. In conducting its business activities, the Company also continues to pay attention to the balance between achieving economic performance and responsibility toward environmental and social aspects as part of efforts to create sustainable long-term value. [GRI 2-12-a] [GRI 2-12-b]

Upaya tersebut diharapkan dapat semakin memperkuat efektivitas pengawasan terhadap pengelolaan operasional, keuangan, serta manajemen risiko Perseroan secara komprehensif, transparan, dan efisien. Melalui GCG yang kuat, Perseroan diharapkan mampu menjaga integritas organisasi sekaligus meningkatkan kinerja dan daya saing Perseroan secara berkelanjutan.

Sepanjang tahun 2025, Dewan Komisaris secara aktif melaksanakan fungsi pengawasan dan pemberian nasihat kepada Direksi sesuai dengan Piagam Dewan Komisaris. Dalam menjalankan fungsi tersebut, Dewan Komisaris didukung oleh Komite Audit, Komite Manajemen Risiko, serta Komite Nominasi dan Remunerasi dalam menelaah dan memberikan rekomendasi terkait penerapan kebijakan GCG di dalam Perseroan. Ruang lingkup pengawasan tersebut mencakup implementasi audit internal, sistem pengendalian internal, mekanisme pelaporan pelanggaran, kerangka manajemen risiko, serta strategi mitigasi risiko bisnis Perseroan. Kegiatan pengawasan dan pemberian arahan strategis tersebut dilaksanakan melalui penyelenggaraan rapat Dewan Komisaris secara berkala, rapat gabungan Dewan Komisaris dengan Direksi, serta rapat dengan Komite. [GRI 2-12-b]

Perseroan juga telah mengimplementasikan sistem pelaporan pelanggaran sebagai bagian dari upaya memperkuat tata kelola perusahaan yang transparan dan akuntabel. Sistem ini menyediakan saluran yang aman dan terpercaya bagi para pemangku kepentingan untuk menyampaikan masukan, keluhan, maupun melaporkan dugaan pelanggaran yang berpotensi merugikan Perseroan dan/atau karyawan. Sistem tersebut secara berkala diperbarui dan disesuaikan dengan perkembangan kebutuhan organisasi serta perubahan regulasi yang berlaku, sehingga diharapkan dapat mendorong terciptanya budaya integritas, transparansi, dan akuntabilitas di seluruh lini Perseroan. [GRI 2-12-a]

Melalui penerapan sistem pelaporan pelanggaran ini, Perseroan berupaya untuk semakin proaktif dalam mendeteksi serta menangani potensi pelanggaran secara tepat waktu. Selain itu, sistem ini juga diharapkan dapat mendukung terciptanya lingkungan kerja yang profesional dan berintegritas, memperkuat kepercayaan terhadap GCG, menjaga reputasi Perseroan, serta mendukung keberlanjutan usaha dalam jangka panjang. Sepanjang tahun 2025, Perseroan menerima beberapa laporan melalui mekanisme tersebut yang seluruhnya telah ditindaklanjuti sesuai dengan prosedur yang berlaku. Berdasarkan hasil evaluasi Dewan Komisaris, proses penanganan laporan telah dilaksanakan secara memadai dan sesuai dengan ketentuan yang ditetapkan.

Ke depan, Dewan Komisaris mendorong Perseroan untuk terus memperkuat dan menyempurnakan penerapan sistem pelaporan pelanggaran guna meningkatkan efektivitasnya dalam mendeteksi dan menangani potensi pelanggaran serta memperkuat praktik GCG. [GRI 2-12-c]

Dalam rangka memperkuat kapabilitas dan kompetensi organ perusahaan, Perseroan secara berkelanjutan mendorong pelaksanaan berbagai program pelatihan dan pengembangan bagi Dewan Komisaris, Direksi, Komite, serta seluruh karyawan, baik yang bersifat teknis maupun non-teknis, yang relevan dengan kebutuhan bisnis serta perkembangan industri dan teknologi terkini. Perseroan juga mendorong budaya pembelajaran berkelanjutan dengan memberikan kesempatan bagi setiap insan Perseroan untuk secara aktif mengembangkan kompetensinya. Sepanjang tahun 2025, seluruh anggota Dewan Komisaris, Direksi, dan Komite telah mengikuti program pelatihan sekurang-kurangnya

These efforts are expected to further enhance the effectiveness of supervision over the Company's operational, financial, and risk management comprehensively, transparently, and efficiently. Through a strong GCG, the Company is expected to maintain its integrity, while simultaneously improving its performance and competitiveness sustainably.

Throughout 2025, the Board of Commissioners actively carried out its supervisory and advisory functions to the Board of Directors in accordance with the Charter of the Board of Commissioners. In performing these functions, the Board of Commissioners was supported by the Audit Committee, the Risk Management Committee, and the Nomination and Remuneration Committee in reviewing and providing recommendations related to the implementation of GCG policies within the Company. The scope of supervision includes the implementation of internal audit, internal control systems, the whistleblowing mechanisms, risk management frameworks, and business risk mitigation strategies of the Company. The supervision and provisions of strategic direction activities were conducted through regular meetings of the Board of Commissioners, joint meetings with the Board of Directors, as well as meetings with the Committees. [GRI 2-12-b]

The Company has also implemented a whistleblowing system as part of its efforts to strengthen transparent and accountable corporate governance. This system provides a safe and reliable channel for stakeholders to convey feedback, complaints, or report suspected violations that may potentially harm the Company and/or its employees. The system is periodically updated and aligned to meet the evolving organizational needs and changes in applicable regulations, thereby fostering a culture of integrity, transparency, and accountability throughout all lines of the Company. [GRI 2-12-a]

Through the implementation of this whistleblowing system, the Company seeks to be more proactive in identifying and addressing potential violations promptly. Additionally, this system is also expected to support the creation of a professional and integrity-driven work environment, strengthen trust in GCG, maintain the Company's reputation, and support long-term business sustainability. Throughout 2025, the Company received several reports through this mechanism, all of which have been addressed in accordance with the applicable procedures. Based on the evaluation, the Board of Commissioners has determined that the handling of reports has been carried out adequately and in accordance with established regulations.

Looking ahead, the Board of Commissioners encourages the Company to continue strengthening and enhancing the implementation of the whistleblowing system to enhance its effectiveness in detecting and addressing potential violations and to strengthen GCG practices. [GRI 2-12-c]

To strengthen the capabilities and competencies of the Company's organs, the Company continuously encourages the implementation of various training and development programs for the Board of Commissioners, Board of Directors, Committees, and all employees, both technical and non-technical, that are relevant to business needs as well as the latest developments in the industry and technology. The Company also promotes a culture of continuous learning by providing opportunities for every employee to actively develop their competencies. Throughout 2025, all members of the Board of Commissioners, Board of Directors, and Committees have participated in training programs at least once a year, with a total

satu kali dalam setahun dengan total durasi minimal 12 (dua belas) jam pelatihan. Dewan Komisaris meyakini bahwa penguatan kompetensi ini merupakan faktor penting dalam meningkatkan daya saing Perseroan dalam menghadapi dinamika pasar yang terus berkembang serta mendukung pertumbuhan jangka panjang Perseroan.

Dewan Komisaris juga memberikan dukungan penuh terhadap berbagai inisiatif Perseroan dalam meningkatkan kontribusinya terhadap kesejahteraan masyarakat dan pelestarian lingkungan di sekitar wilayah operasional Perseroan dan entitas anak. Komitmen tersebut diwujudkan melalui pelaksanaan program TJSL serta berbagai inisiatif sosial berkelanjutan yang mendukung upaya pencapaian target emisi nol bersih Indonesia pada tahun 2060. Dewan Komisaris mendorong Perseroan untuk terus mengambil langkah konkret dalam mengurangi jejak karbon, meminimalkan limbah, serta menerapkan praktik bisnis yang ramah lingkungan guna menciptakan dampak positif yang berkelanjutan bagi masyarakat dan lingkungan. Dalam pelaksanaannya, Perseroan juga terus memperkuat kemitraan dengan berbagai pemangku kepentingan yang relevan. Sepanjang tahun 2025, Perseroan dan entitas anak telah melaksanakan lebih dari 150 program TJSL yang mencakup aspek ekonomi, sosial, dan lingkungan, serta memberikan manfaat langsung kepada lebih dari 60.000 penerima manfaat. [GRI 2-12-b]

Sebagai bentuk pengakuan atas komitmen Perseroan dalam menerapkan prinsip-prinsip GCG serta mendorong pertumbuhan usaha yang berkelanjutan dan memberikan nilai tambah bagi para pemangku kepentingan, Perseroan dan entitas anak berhasil meraih berbagai penghargaan GCG. [GRI 2-12-b]

Penutup

Pada kesempatan ini, Dewan Komisaris juga menyampaikan apresiasi kepada seluruh pemangku kepentingan atas dukungan, kepercayaan, dan kerja sama yang telah diberikan kepada Perseroan sepanjang tahun 2025. Dewan Komisaris juga menyampaikan penghargaan yang tulus kepada Direksi serta seluruh karyawan Perseroan atas dedikasi, komitmen, dan kerja keras yang telah ditunjukkan dalam menjaga keberlangsungan usaha Perseroan di tengah dinamika industri yang penuh tantangan.

Dengan fondasi GCG yang kuat serta komitmen seluruh insan Perseroan, Dewan Komisaris meyakini bahwa Perseroan memiliki kapasitas yang kuat untuk terus tumbuh dan mencapai kinerja yang lebih baik secara berkelanjutan di masa mendatang.

duration of a minimum of 12 (twelve) training hours. The Board of Commissioners believes that strengthening the competencies is an important factor in enhancing the Company's competitiveness in facing the continuously evolving market dynamics and supporting the Company's long-term growth.

The Board of Commissioners also provides its full supports for various initiatives of the Company in enhancing its contributions to the welfare of the community and the preservation of the environment around the operational areas of the Company and its subsidiaries. This commitment is realized through the implementation of various CSER programs and various sustainable social initiatives that support Indonesia's efforts to achieve the net-zero emission target by 2060. The Board of Commissioners encourages the Company to continue taking concrete actions in reducing its carbon footprint, minimizing waste, and implementing environmentally friendly business practices to create sustainable positive impacts for both society and the environment. In this regard, the Company also continues to strengthen partnerships with various relevant stakeholders. Throughout 2025, the Company and its subsidiaries have implemented more than 150 CSER programs that encompass economic, social, and environmental aspects, and have provided direct benefits to more than 60,000 beneficiaries. [GRI 2-12-b]

As a form of recognition for the Company's commitment to implementing GCG principles and promoting sustainable business growth while providing added value to stakeholders, the Company and its subsidiaries have successfully received various GCG awards. [GRI 2-12-b]

Closing Remarks

On this occasion, the Board of Commissioners would also like to extend its appreciation to all stakeholders for their continued support, trust, and cooperation throughout 2025. The Board of Commissioners further expresses its sincere appreciation to the Board of Directors and all employees for their dedication, commitment, and hard work in maintaining the Company's resilience amid the dynamic and challenging industry landscape.

With a strong GCG foundation and the collective commitment of all members of the Company, the Board of Commissioners is confident that the Company is well positioned to achieve stronger and more sustainable performance in the years ahead.

Atas nama Dewan Komisaris PT Dian Swastatika Sentosa Tbk
On behalf of the Board of Commissioners of PT Dian Swastatika Sentosa Tbk

Franky Oesman Widjaja

Presiden Komisaris
President Commissioner

Laporan Direksi
Report by the Board of Directors

Para pemegang saham dan pemangku kepentingan lainnya yang terhormat,
Dear esteemed shareholders and other stakeholders,

Perekonomian global diwarnai oleh berbagai tantangan ketidakpastian di sepanjang tahun 2025, akibat meningkatnya ketegangan geopolitik di berbagai kawasan.

Di Indonesia, tahun 2025 menjadi periode pengujian ketahanan ekonomi nasional. Dinamika politik, gelombang demonstrasi, perombakan kabinet, dan bencana alam menekan aktivitas ekonomi di sejumlah wilayah. Meskipun menimbulkan risiko dan ketidakpastian, didukung oleh struktur ekonomi yang terdiversifikasi dan daya adaptasi sektor riil yang cukup baik, dampak tekanan bersifat terbatas dan tidak mengganggu stabilitas makroekonomi. Perekonomian Indonesia mampu mempertahankan laju pertumbuhan ekonomi sebesar 5,11%. Inflasi tetap terkendali pada level 2,92% y-o-y, sementara nilai tukar Rupiah bergerak dinamis dan ditutup pada level Rp16.782/USD pada penutupan tahun 2025.

Bagi Perseroan, tahun 2025 merupakan periode yang diwarnai oleh tantangan sekaligus peluang seiring dengan dinamika ekonomi dan perkembangan industri yang terus berubah. Dalam menghadapi kondisi tersebut, Perseroan terus memperkuat ketahanan usaha melalui inovasi, transformasi bisnis, serta penguatan strategi di berbagai bisnisnya.

Direksi menyampaikan apresiasi atas dedikasi dan kerja keras seluruh insan Perseroan yang telah berkontribusi dalam menjaga kinerja dan keberlanjutan usaha Perseroan, sekaligus mempertahankan komitmen untuk memberikan nilai tambah bagi seluruh pemangku kepentingan.

Dalam laporan ini, Direksi menyampaikan ringkasan pencapaian, tantangan, serta kontribusi Perseroan dalam mendukung agenda pembangunan berkelanjutan Indonesia selama periode 1 Januari hingga 31 Desember 2025. Data tahun 2025 disajikan dengan perbandingan terhadap data tahun-tahun sebelumnya, yaitu tahun 2024 dan 2023, untuk memberikan gambaran yang komprehensif mengenai perkembangan kinerja Perseroan.

Laporan ini diharapkan dapat menjadi sarana transparansi dan komunikasi yang efektif kepada para pemangku kepentingan, sekaligus mencerminkan komitmen Perseroan dalam menerapkan praktik bisnis yang bertanggung jawab, memberikan manfaat bagi masyarakat dan lingkungan, serta mendorong pertumbuhan usaha yang berkelanjutan dan penciptaan nilai jangka panjang.

Global economy was marked by various challenges of uncertainty throughout 2025, due to increasing geopolitical tensions in various regions.

In Indonesia, the year 2025 became a period of testing the resilience of the national economy. Political dynamics, waves of demonstrations, cabinet reshuffles, and natural disasters exerted pressure on economic activities in several regions. Despite creating risks and uncertainties, supported by a diversified economic structure and a fairly resilient real sector, the impact of these pressures remained limited and did not disrupt macroeconomic stability. The Indonesian economy was able to maintain an economic growth rate of 5.11%. Inflation remained under control at 2.92% y-o-y, while the Rupiah exchange rate moved dynamically and closed at Rp16,782/USD at the end of 2025.

For the Company, the year 2025 represented a period marked by both challenges and opportunities in line with the ever-changing economic dynamics and industry developments. In facing these conditions, the Company continued to strengthen its business resilience through innovation, business transformation, and the strategic reinforcement across its various businesses.

The Board of Directors expresses its appreciation for the dedication and hard work of all the Company's personnel who have contributed to maintaining the Company's performance and sustainability, while also upholding the commitment to delivering added value to all stakeholders.

In this report, the Board of Directors presents a summary of the Company's achievements, challenges, and contributions in supporting Indonesia's sustainable development agenda during the period from January 1 to December 31, 2025. Data for the year 2025 are presented with comparisons to data from previous years, namely 2024 and 2023, to provide a comprehensive overview of the development of the Company's performance.

This report is expected to serve as a means of transparency and effective communication to stakeholders, while also reflecting the Company's commitment to implementing responsible business practices, providing benefits to society and the environment, and promoting sustainable business growth and long-term value creation.

Laporan ini disusun berpedoman pada Surat Edaran OJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik serta diterbitkan secara tahunan. Laporan Tahunan 2025 ini diterbitkan pada tanggal 29 April 2026, sedangkan laporan sebelumnya diterbitkan pada tanggal 29 April 2025. [GRI 2-3-a] [GRI 2-3-b] [GRI 2-3-c]

Kinerja, Hambatan, dan Strategi Keberlanjutan di Tahun 2025

Perseroan membukukan pendapatan usaha dan laba tahun berjalan sebesar USD 2.791,2 juta dan USD 361,2 juta pada tahun 2025, mengalami penurunan sebesar 7,5% dan 33,5% dibandingkan dengan tahun 2024. Penurunan ini berasal dari penurunan pendapatan bisnis pertambangan, karena penurunan harga batu bara pada pasar global.

Pada bisnis pertambangan, untuk meminimalkan dampak penurunan harga batu bara yang berimbas pada penurunan pendapatan usaha yang signifikan, Perseroan secara bertahap melakukan transisi dari penggunaan alat berat berbahan bakar diesel menuju kendaraan listrik dan solusi energi rendah karbon, sebagai bagian dari strategi keberlanjutan dan upaya mengurangi ketergantungan terhadap bahan bakar fosil dan emisi karbon, meningkatkan efisiensi biaya operasional, serta mendukung pencapaian target lingkungan dan dekarbonisasi yang semakin ketat, sejalan dengan komitmen Perseroan terhadap perubahan iklim dan energi bersih. Hal ini memungkinkan Perseroan mencatatkan total volume produksi dan penjualan batu bara sebesar 57,2 juta ton dan 56,7 juta ton pada tahun 2025, masing-masing mengalami kenaikan sebesar 7,7% dan 4,4% dibandingkan dengan total volume produksi dan penjualan batu bara pada tahun 2024 yang tercatat sebesar 53,1 juta ton dan 54,3 juta ton, yang mana turut mendukung pemenuhan volume DMO sekitar 37,8%. Pada tahun 2025, bisnis pertambangan mencatatkan penurunan pendapatan sebesar 10,3% menjadi USD 2.487,6 juta. Bisnis pertambangan memberikan kontribusi sekitar 89,1% dari total pendapatan usaha Perseroan pada tahun 2025. [GRI 2-12-a]

Dalam rangka mendukung pengembangan bisnis penyediaan tenaga listrik yang berkelanjutan, Perseroan secara konsisten mengembangkan strategi jangka panjang yang berorientasi pada pemanfaatan energi bersih dan mitigasi perubahan iklim. Sejalan dengan komitmen tersebut, Perseroan terus menjajaki berbagai peluang pengembangan pembangkit listrik berbasis EBT. Perseroan, melalui DDMS, telah secara resmi melakukan kemitraan strategis dengan FGGI, mitra dari Filipina, dalam mempercepat pengembangan portofolio sumber daya panas bumi dengan potensi kapasitas awal sebesar 440 megawatt, yang tersebar di 6 (enam) wilayah strategis yang berlokasi di Jawa Barat, Nusa Tenggara Timur, Jambi, Sumatra Barat, dan Sulawesi Tengah, sehingga menciptakan sinergi yang kuat untuk mempercepat realisasi pengembangan bisnis energi panas bumi secara terukur dan berkelanjutan. Sementara itu, dalam pengembangan energi surya, Perseroan melalui PT Daya Mas Agra Sejahtera, entitas anak, memasarkan sel serta panel surya dengan merek dagang Dian Solar. Hingga 31 Desember 2025, proyek solar atap Dian Solar telah direalisasikan di 3 (tiga) lokasi, yaitu Marunda, Sentul, dan Lubuk Gaung. Langkah-langkah ini merupakan bagian dari upaya

This report is prepared in accordance with the OJK Circular Letter No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports for Issuers or Public Companies and is published annually. The 2025 Annual Report was issued on April 29, 2026, while the previous report was issued on April 29, 2025. [GRI 2-3-a] [GRI 2-3-b] [GRI 2-3-c]

Performance, Challenges, and Sustainability Strategies in 2025

The Company recorded revenues and profit of USD 2,791.2 million and USD 361.2 million in 2025, experiencing a decline of 7.5% and 33.5%, respectively, compared with 2024. This decline was due to the decrease in global coal prices.

In the mining business, to minimize the impact of declining coal prices that significantly affected revenues, the Company was gradually transitioning from the use of diesel-powered heavy equipment to electric vehicles and low-carbon energy solutions, as part of its sustainability strategy and efforts to reduce dependence on fossil fuels and carbon emissions, improve operational cost efficiency, and support the achievement of increasingly stringent environmental and decarbonization targets, in line with the Company's commitment to climate change and clean energy. These enabled the Company to record total coal production and sales volumes of 57,2 million tons and 56.7 million tons in 2025, respectively, representing an increase of 7.7% and 4.4%, compared to the total coal production and sales volumes in 2024, which were recorded at 53.1 million tons and 54.3 million tons, thereby supporting the fulfillment of DMO volume by around 37.8%. In 2025, the mining business recorded a revenue decrease of 10.3% to USD 2,487.6 million. The mining business contributed approximately 89.1% of the Company's total revenues in 2025. [GRI 2-12-a]

In order to support the sustainable development of its power generation business, the Company consistently develops long-term strategies oriented toward the utilization of clean energy and climate change mitigation. In line with this commitment, the Company continues to explore various opportunities for developing NRE-based power generation.The Company, through DDMS, has officially formed a strategic partnership with FGGI, partner from the Philippines, to accelerate the development of a geothermal resource portfolio with an initial potential capacity of 440 megawatts, spread across 6 (six) strategic regions located in West Java, East Nusa Tenggara, Jambi, West Sumatra, and Central Sulawesi, thereby creating a strong synergy to expedite the realization of sustainable and measured geothermal energy business development. Meanwhile, in the development of solar energy, the Company through PT Daya Mas Agra Sejahtera, a subsidiary, has marketed solar cells and panels under the Dian Solar trademark. As of 31 December 2025, the Dian Solar rooftop solar projects have been realized in 3 (three) locations, namely Marunda, Sentul, and Lubuk Gaung. These steps are part of the Company's efforts to strengthen its clean energy business portfolio while

Perseroan untuk memperkuat portofolio bisnis energi bersih sekaligus mendukung agenda transisi energi nasional. Bisnis EBT memberikan kontribusi pendapatan usaha Perseroan sebesar USD 316.955 (+351,6% y-o-y) atau sebesar 0,01% dari total pendapatan usaha Perseroan pada tahun 2025. [GRI 2-12-a]

Pada bisnis infrastruktur digital dan teknologi, Perseroan melalui entitas anak telah berhasil melakukan instalasi lebih dari 10 juta *homepass* dengan total lebih dari 1,8 juta pelanggan. Jumlah *homepass* dan pelanggan tersebut naik sebesar 64,1% dan 103% dibandingkan dengan pencapaian tahun 2024. Perseroan berkomitmen untuk terus berinvestasi dan mengembangkan kemitraan strategis dengan perusahaan teknologi global. Perseroan, melalui entitas anak yang memenangkan lelang pita frekuensi 1,4 GHz, memungkinkan perluasan jangkauan layanan internet berkecepatan tinggi ke regional 2 dan regional 3, mempercepat pemerataan akses digital di luar Pulau Jawa, serta memperkuat fondasi konektivitas nasional yang inklusif dan mendukung pertumbuhan ekonomi daerah. Untuk mendukung kebutuhan infrastruktur digital yang terus berkembang, Perseroan telah berencana untuk melakukan penggabungan antara EMR, entitas anak Perseroan dengan merek dagang MyRepublic, dengan PT Mora Telematika Indonesia Tbk serta mengembangkan layanan-layanan pusat data berstandar internasional dengan penerapan teknologi canggih seperti AI dan komputasi awan skala besar di Indonesia, salah satunya dengan menjalin kemitraan strategis dengan KIRA SG One Pte. Ltd yang merupakan bagian dari Korea Investment Real Asset Management Co., Ltd. Bisnis infrastruktur digital dan teknologi memberikan kontribusi pendapatan usaha sebesar USD 211,8 juta (+47,0% y-o-y) atau sebesar 7,6% dari total pendapatan usaha Perseroan pada tahun 2025. [GRI 2-12-a]

Pada bisnis kimia, Perseroan mencatatkan volume penjualan pupuk sebanyak 127,1 ribu ton (+0,005% y-o-y), volume penjualan bahan kimia sebanyak 161,0 ribu ton (+14,0% y-o-y), dan penjualan pestisida sebanyak 7.268 ribu kiloliter (+30,2% y-o-y) pada tahun 2025. Perseroan berfokus pada perluasan penetrasi pasar di seluruh lini produk serta peningkatan efisiensi operasional melalui optimalisasi rantai pasokan dan pengelolaan sumber daya yang bertanggung jawab. Bisnis kimia memberikan kontribusi pendapatan usaha sebesar USD 90,9 juta (+1,0% y-o-y) atau sebesar 3,3% dari total pendapatan usaha Perseroan pada tahun 2025.

Prospek dan Strategi Keberlanjutan Tahun 2026

Memasuki tahun 2026, industri pertambangan diperkirakan masih menghadapi berbagai tantangan seiring dengan dinamika perekonomian global, ketidakpastian geopolitik, serta percepatan agenda transisi energi. Meskipun demikian, Perseroan memandang bahwa batu bara masih akan memainkan peran penting dalam bauran energi global dalam jangka menengah, khususnya di kawasan Asia. Permintaan dari negara-negara konsumen utama seperti Tiongkok, India, dan Jepang diperkirakan tetap menjadi penopang utama pasar batu bara, meskipun perkembangan geopolitik berpotensi memengaruhi dinamika permintaan dan harga di pasar global.

supporting national energy transition agenda. The NRE business contributed USD 316,955 (+351.6% y-o-y) to the Company's revenues or 0.01% of the Company's total revenues in 2025. [GRI 2-12-a]

In the digital infrastructure and technology business, the Company, through its subsidiaries, has successfully installed more than 10 million homepasses with a total of more than 1.8 million customers. The number of home-passes and customers increased by 64.1% and 103%, respectively, compared to the achievements in 2024. The Company is committed to continuing to invest and develop strategic partnerships with global technology companies. The Company's, through its subsidiary that winning in the 1.4 GHz frequency band auction, enables the expansion of high-speed internet service coverage to region 2 and region 3, accelerates the equitable distribution of digital access beyond Java Island, and strengthens the foundation of inclusive national connectivity that supports regional economic growth. To support the continuously growing digital infrastructure needs, the Company has planned to merge EMR, a subsidiary of the Company with the MyRepublic trademark, with PT Mora Telematika Indonesia Tbk and develop international standard data center services with the application of advanced technologies such as AI and hyperscale cloud computing in Indonesia, including forming a strategic partnership with KIRA SG One Pte. Ltd, which is part of Korea Investment Real Asset Management Co., Ltd. The digital infrastructure and technology business contributed USD 211.8 million to the Company's revenues (+47.0% y-o-y) or 7.6% of the Company's total revenues in 2025. [GRI 2-12-a]

In the chemicals business, the Company recorded fertilizer sales volume of 127.1 thousand tons (+0.005% y-o-y), chemical sales volume of 161.0 thousand tons (+14.0% y-o-y), and pesticide sales of 7,268 thousand kiloliters (+30.2% y-o-y) in 2025. The Company focuses on expanding market penetration across all product lines as well as improving operational efficiency through supply chain optimization and responsible resource management. The chemicals business contributed USD 90.9 million (+1.0% y-o-y) to the Company's revenues, representing approximately 3.3% of the Company's total revenues in 2025.

Prospects and Sustainability Strategies for 2026

Entering 2026, the mining industry is expected to continue facing various challenges amid evolving global economic conditions, geopolitical uncertainties, and the accelerating global energy transition. Nevertheless, the Company believes that coal will continue to play an important role in the global energy mix in the medium term, particularly in Asia, where energy demand remains strong to support economic growth and infrastructure development. Demand from key consuming countries such as China, India, and Japan is expected to remain a primary driver of the coal market, although geopolitical developments and evolving energy policies may influence demand dynamics and price volatility in global markets.

Dalam menghadapi kondisi tersebut, Perseroan bersama entitas anak mengarahkan strategi pada 3 (tiga) fokus utama, yaitu menjaga stabilitas produksi, meningkatkan efisiensi biaya, dan mempercepat implementasi praktik keberlanjutan secara terintegrasi. Dalam aspek operasional, Perseroan memastikan kesinambungan produksi melalui pengelolaan aset yang optimal, disertai pengendalian biaya yang disiplin untuk menjaga daya saing di tengah tekanan pasar. Perseroan terus memperkuat penerapan prinsip keberlanjutan melalui berbagai inisiatif strategis, meliputi reklamasi lahan pascatambang dan rehabilitasi ekosistem, termasuk penanaman mangrove, dekarbonisasi operasional melalui pemanfaatan truk listrik serta penerapan sistem pemantauan emisi berbasis *dashboard* secara waktu nyata, serta inovasi ekonomi sirkular melalui pengolahan kembali limbah oli bekas menjadi bahan peledak yang lebih ramah lingkungan. Perseroan juga menerapkan pengelolaan air terpadu, termasuk pengolahan air bekas tambang menjadi air baku yang memenuhi standar kelayakan konsumsi. Di sisi pengembangan usaha, Perseroan mengevaluasi peluang hilirisasi batu bara melalui konversi menjadi produk kimia bernilai tambah, seperti metanol, amonia, dan dimetil eter. Inisiatif ini dijalankan dengan fokus pada optimalisasi pemanfaatan cadangan batu bara berkalori rendah. [GRI 2-12-a]

In response to these conditions, the Company, together with its subsidiaries, has directed its strategy toward 3 (three) primary focus areas, namely maintaining production stability, enhancing cost efficiency, and accelerating the integrated implementation of sustainability practices. In operational aspects, the Company ensures production continuity through optimal asset management, accompanied by disciplined cost control to maintain competitiveness amid market pressures. The Company continues to strengthen the application of sustainability principles through various strategic initiatives, including post-mining land reclamation and ecosystem rehabilitation, such as mangrove planting, operational decarbonization through the use of electric trucks, and the implementation of a real-time dashboard-based emission monitoring system, as well as circular economy innovations through the reprocessing of used oil waste into more environmentally friendly explosives. The Company also implements integrated water management, including the treatment of post-mining water into raw water that meets consumption standards. On the business development side, the Company is evaluating opportunities for coal downstreaming through conversion into value-added chemical products, such as methanol, ammonia, and dimethyl ether. This initiative is carried out with a focus on optimizing the utilization of low-calorific coal reserves. [GRI 2-12-a]

Untuk bisnis EBT, arah pengembangan bisnis diperkirakan bergeser dari ekspansi kapasitas menuju penguatan integrasi dan ketahanan sistem, seiring pertumbuhan permintaan listrik global sekitar 3,7% yang didorong oleh digitalisasi, elektrifikasi, dan ekspansi industri. Energi surya tetap menjadi motor utama penambahan kapasitas berkat daya saing biaya dan skalabilitasnya, sementara panas bumi semakin diakui sebagai sumber pasokan andal jangka panjang. Di Indonesia, tren ini diperkuat oleh arah kebijakan yang lebih terstruktur melalui RUPTL PLN 2025–2034 yang menargetkan dominasi EBT dalam penambahan kapasitas, didukung percepatan elektrifikasi, pengembangan PLTS atap, serta penguatan pembiayaan dan infrastruktur jaringan, menjadikan tahun 2026 sebagai fase krusial dalam akselerasi transisi energi nasional.

For the NRE business, the direction of business development is expected to shift from capacity expansion toward strengthening system integration and resilience, in line with the global electricity demand growth of around 3.7% driven by digitalization, electrification, and industrial expansion. Solar energy remains the main driver of capacity addition due to its cost competitiveness and scalability, while geothermal energy is increasingly recognized as a reliable long-term supply source. In Indonesia, this trend is reinforced by a more structured policy direction through the PLN RUPTL 2025–2034, which targets the dominance of NRE in capacity addition, supported by the acceleration of electrification, the development of rooftop solar power generation, and the strengthening of financing and network infrastructure, making year 2026 a crucial phase in the acceleration of the national energy transition.

Perseroan terus memperkuat komitmennya dalam mendukung agenda transisi energi berkelanjutan melalui pengembangan portofolio bisnis yang terdiversifikasi dan bernilai jangka panjang. Perseroan secara proaktif melakukan kajian komprehensif dan identifikasi atas lokasi-lokasi strategis yang dimiliki guna mendukung pengembangan proyek pembangkit listrik tenaga surya, khususnya melalui optimalisasi pemanfaatan lahan yang belum dimanfaatkan secara optimal. Langkah ini menjadi bagian dari upaya memperkuat portofolio energi bersih yang terintegrasi dengan kebutuhan operasional. Dengan meningkatnya kontribusi EBT, Perseroan tidak hanya mendorong efisiensi dan ketahanan operasional, tetapi juga mengurangi eksposur terhadap volatilitas biaya bahan bakar fosil. Pada saat yang sama, inisiatif ini diharapkan dapat menciptakan nilai tambah yang berkelanjutan serta memperkuat posisi Perseroan dalam merespons dinamika dan transisi pasar energi global. [GRI 2-12-a]

The Company continues to strengthen its commitment to supporting the sustainable energy transition agenda through the development of a diversified and long-term valuable business portfolio. The Company proactively conducts comprehensive studies and identifies strategic locations it owns to support the development of solar power generation projects, particularly through the optimization of land utilization that has not been fully utilized. This step is part of the effort to strengthen the clean energy portfolio integrated with operational needs. With the increasing contribution of NRE, the Company not only promotes operational efficiency and resilience but also reduces exposure to the volatility of fossil fuel costs. At the same time, this initiative is expected to create sustainable added value and strengthen the Company's position in responding to the dynamics and transitions of the global energy market. [GRI 2-12-a]

Untuk bisnis infrastruktur digital dan teknologi, arah belanja teknologi global diproyeksikan semakin terfokus pada pembangunan infrastruktur AI, dengan total belanja IT mencapai USD 6,15 triliun atau tumbuh 10,8% secara tahunan. Lonjakan investasi terutama terjadi pada pusat data dan server berbasis AI, serta perangkat lunak, khususnya kecerdasan buatan generatif, yang mencerminkan pergeseran menuju komputasi awan skala besar. Di Indonesia, prospek industri infrastruktur digital tetap solid, didukung oleh ekspansi 5G, meningkatnya kebutuhan keamanan siber, serta target pertumbuhan ekonomi digital yang ambisius. Namun demikian, industri juga menghadapi tantangan berupa tekanan margin dan kebutuhan belanja modal yang besar, dengan faktor kunci keberhasilan mencakup ketersediaan listrik, lahan, talenta digital, serta kepastian regulasi. Dalam konteks ini, pelaku usaha yang mampu menjaga efisiensi biaya, memiliki skala ekonomi, dan menerapkan tata kelola yang kuat akan berada pada posisi terbaik untuk mengoptimalkan peluang pertumbuhan.

Perseroan melalui entitas anak secara konsisten memperkuat ekosistem digital terintegrasi yang berstandar tinggi, termasuk di antaranya dengan melakukan pengembangan pusat data berkelas internasional, integrasi konektivitas dan layanan *cloud*, serta pemanfaatan AI untuk mendorong efisiensi operasional dan peningkatan nilai tambah bagi pelanggan dan rencana penggabungan usaha EMR yang diharapkan mampu memperkuat posisi Perseroan di industri telekomunikasi dan layanan internet melalui sinergi jaringan yang saling melengkapi. Dengan membentuk rantai nilai yang semakin solid dan terintegrasi, Perseroan berada pada posisi yang lebih kompetitif untuk menangkap peluang pertumbuhan di tengah akselerasi transformasi digital. [GRI 2-12-a]

Untuk bisnis kimia, pasar kimia global diperkirakan tetap kompetitif di tengah tekanan struktural seperti kelebihan kapasitas dan pertumbuhan permintaan yang moderat, sehingga mendorong pelaku industri untuk mengedepankan rasionalisasi aset, konsolidasi portofolio, dan pengembangan produk bernilai tambah. Dalam situasi ini, keberhasilan ditentukan oleh kemampuan menjaga disiplin biaya sekaligus berinovasi dan responsif terhadap dinamika pasar. Di Indonesia, prospek industri kimia menunjukkan perbaikan seiring meningkatnya permintaan domestik, kebijakan pengendalian impor, serta akselerasi investasi hilirisasi dan petrokimia. Dukungan kebijakan pemerintah dalam memperkuat integrasi industri dan pembangunan fasilitas baru, ditambah dengan perbaikan struktur harga bahan baku, diperkirakan akan mendorong peningkatan margin, utilisasi pabrik, serta membuka peluang ekspansi kapasitas dan pasar ekspor.

Perseroan mengarahkan strategi pada transformasi portofolio menuju produk bernilai tambah tinggi sebagai penggerak utama pertumbuhan, disertai perluasan basis pelanggan di luar entitas terafiliasi untuk memperkuat kemandirian dan diversifikasi pendapatan. Di saat yang sama, Perseroan melakukan konsolidasi jaringan distribusi nasional guna meningkatkan skala ekonomi, memperkuat posisi tawar, dan memastikan efisiensi rantai pasok. Pendekatan ini didukung oleh disiplin biaya yang ketat, manajemen risiko harga yang terukur, serta pengelolaan modal kerja yang pruden untuk menjaga ketahanan margin di tengah volatilitas pasar. Dengan fondasi tersebut, Perseroan mempertahankan daya saing sekaligus menangkap peluang pertumbuhan di industri kimia nasional. [GRI 2-12-a]

For the digital infrastructure and technology business, the direction of global technology spending is projected to increasingly focus on building AI infrastructure, with total IT spending reaching USD 6.15 trillion or growing 10.8% year-on-year. The surge in investment is primarily occurring in AI-based data centers and servers, as well as software, particularly generative AI, reflecting a shift toward hyperscale cloud computing. In Indonesia, the prospects for the digital infrastructure industry remain solid, supported by the expansion of 5G, the increasing need for cybersecurity, and ambitious targets for digital economic growth. However, the industry also faces challenges such as margin pressure and high capital expenditure requirements, with key success factors including the availability of electricity, land, digital talent, and regulatory certainty. In this context, business operators who can maintain cost efficiency, have economies of scale, and implement strong governance will be in the best position to optimize growth opportunities.

The Company, through its subsidiaries, consistently strengthens a high-standard integrated digital ecosystem, including the development of international-class data centers, integration of connectivity and cloud services, as well as the utilization of AI to drive operational efficiency and enhance added value for customers. The planned merger with EMR is expected to strengthen the Company's position in the telecommunications and internet services industry through complementary network synergies. By forming an increasingly solid and integrated value chain, the Company will be in a more competitive position to seize growth opportunities amidst the acceleration of digital transformation. [GRI 2-12-a]

For the chemical business, the global chemical market is expected to remain competitive amid structural pressures such as overcapacity and moderate demand growth, prompting industry players to prioritize asset rationalization, portfolio consolidation, and the development of value-added products. In this situation, success is determined by the ability to maintain cost discipline while also innovating and being responsive to market dynamics. In Indonesia, the prospects for the chemical industry are showing improvement in line with increasing domestic demand, import control policies, and the acceleration of downstream and petrochemical investments. Government policy support in strengthening industrial integration and the development of new facilities, along with improvements in raw material price structures, is expected to drive margin increases, plant utilization, and open up opportunities for capacity expansion and export markets.

The Company directs its strategy toward portfolio transformation into high-value-added products as the main driver of growth, accompanied by the expansion of the customer base beyond affiliated entities to strengthen independence and diversify revenue. At the same time, the Company is consolidating its national distribution network to enhance economies of scale, strengthen bargaining power, and ensure supply chain efficiency. This approach is supported by strict cost discipline, measured price risk management, and prudent working capital management to maintain margin resilience amid market volatility. With that foundation, the Company can maintain competitiveness while capturing growth opportunities in the national chemical industry. [GRI 2-12-a]

Governansi Korporat dan Komitmen dalam Melaksanakan TJSL

Sepanjang tahun 2025, Perseroan terus memperkuat implementasi praktik GCG secara konsisten dan terintegrasi di seluruh lini organisasi. Penerapan prinsip-prinsip GCG tidak hanya difokuskan pada peningkatan efektivitas dan efisiensi pengelolaan internal, tetapi juga diarahkan untuk memastikan terpenuhinya kepentingan para pemangku kepentingan secara seimbang, guna mendukung pertumbuhan usaha yang berkelanjutan dalam jangka panjang. [GRI 2-12-a]

Dengan menjunjung tinggi nilai-nilai keberlanjutan, Kode Etik Perseroan, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku, Perseroan berkomitmen untuk menciptakan lingkungan kerja yang sehat, aman, dan bertanggung jawab. Dalam pelaksanaannya, Perseroan secara berkelanjutan mengacu pada pedoman serta praktik terbaik di tingkat nasional maupun internasional guna memastikan efektivitas implementasi GCG. Untuk meningkatkan kualitas dan transparansi pengungkapan informasi keberlanjutan, Perseroan berinisiatif untuk mengambil langkah implementasi dini untuk menyelaraskan pengungkapan keberlanjutan dengan IFRS S1 dan IFRS S2 secara bertahap, meskipun penerapannya saat ini belum dilakukan secara menyeluruh.

Untuk menjaga relevansi dan efektivitas sistem GCG yang diterapkan, Perseroan secara berkala melakukan evaluasi dan penguatan terhadap sistem pengendalian internal, mekanisme pelaporan pelanggaran, manajemen risiko, serta strategi mitigasi risiko bisnis, dengan penerapan model tiga lini sebagai kerangka tata kelola yang terintegrasi dengan pengendalian internal untuk memastikan efektivitas pengelolaan dan mitigasi risiko di seluruh lini organisasi. Seiring dengan pesatnya perkembangan digitalisasi, Perseroan juga meningkatkan sistem keamanan informasi dan perlindungan data melalui pembaruan kebijakan dan prosedur yang komprehensif guna mengantisipasi potensi ancaman terhadap keamanan data perusahaan maupun data pribadi para pemangku kepentingan. Komitmen terhadap transparansi juga terus diperkuat melalui peningkatan kualitas keterbukaan informasi dalam Laporan Tahunan serta penyampaian informasi melalui situs web BEI dan situs resmi Perseroan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. [GRI 2-12-c]

Sepanjang tahun 2025, Perseroan telah menyelenggarakan 2 (dua) kali RUPS, yaitu RUPST dan RUPSLB yang dilaksanakan pada tanggal 18 Juni 2025. Selain itu, Direksi telah melaksanakan 16 (enam belas) kali rapat Direksi, termasuk 5 (lima) kali rapat gabungan dengan Dewan Komisaris. Dalam rapat gabungan tersebut, Direksi menyampaikan informasi terkini terkait kondisi operasional, kinerja keuangan, serta rencana aksi korporasi Perseroan. Sementara itu, melalui rapat dengan divisi terkait, Direksi secara aktif memantau implementasi strategi, mengevaluasi perkembangan kinerja setiap bisnis, dan mengambil langkah korektif bila diperlukan, untuk memastikan pencapaian target korporasi secara efektif dan konsisten. [GRI 2-12-b] [GRI 2-12-c]

Corporate Governance and Commitment to Implement CSER

Throughout 2025, the Company continued to strengthen the implementation of GCG practices consistently and integrated manner across all levels of the organization. The implementation of GCG principles is not only directed toward enhancing the effectiveness and efficiency of internal management, but also toward ensuring that the interests of stakeholders are addressed in a balanced manner, thereby supporting sustainable long-term business growth. [GRI 2-12-a]

By upholding the Company's sustainability values, Code of Conduct, and strict compliance with prevailing laws and regulations, the Company remains committed to fostering a healthy, safe, and responsible working environment. In carrying out these commitments, the Company continuously refers to recognized governance guidelines and best practices at national and international levels to ensure the effectiveness of its GCG implementation. To enhance the quality and transparency of sustainability-related disclosures, the Company has proactively initiated early implementation measures to progressively align its sustainability reporting with IFRS S1 and IFRS S2, notwithstanding that such alignment has not yet been fully implemented.

To maintain the relevance and effectiveness of its governance framework, the Company regularly evaluates and strengthens its internal control system, whistleblowing mechanism, risk management framework, and business risk mitigation strategies, with the implementation of the three-lines model as a governance framework integrated with internal controls to ensure the effectiveness of management and risk mitigation across all lines of the organization. Aligned with the rapid advancement of digitalization, the Company has also enhanced its information security and data protection systems through comprehensive updates to policies and procedures to anticipate potential threats to corporate data security and the personal data of stakeholders. The Company's commitment to transparency is further reinforced through continuous improvements in information disclosure in the Annual Report as well as through the dissemination of information via IDX website and the Company's official website, in accordance with prevailing laws and regulations. [GRI 2-12-c]

During 2025, the Company convened 2 (two) GMS, namely AGM and EGM, both held on June 18, 2025. In addition, the Board of Directors conducted 16 (sixteen) Board of Directors meetings, including 5 (five) joint meetings with the Board of Commissioners. During these joint meetings, the Board of Directors presented updates regarding the Company's operational conditions, financial performance, and proposed corporate actions. Meanwhile, through meetings with the relevant divisions, the Board of Directors actively monitors the implementation of strategies, evaluates the performance progress of each businesses, and takes corrective actions when necessary, to ensure the effective and consistent achievement of corporate targets. [GRI 2-12-b] [GRI 2-12-c]

Perseroan memenuhi kewajiban paparan publik tahun 2025 sebagaimana dipersyaratkan BEI, dengan menyampaikan materi paparan publik bersamaan dengan penyampaian laporan keuangan konsolidasian tahunan 2025 yang telah diaudit.

Dalam rangka meningkatkan kompetensi organ perusahaan, Perseroan juga memastikan bahwa seluruh anggota Dewan Komisaris, Direksi, Komite, serta Unit-Unit Pendukung mengikuti setidaknya satu kegiatan lokakarya, pelatihan, atau seminar dengan total durasi minimal 12 (dua belas) jam pelatihan setiap tahun guna mendukung efektivitas fungsi pengawasan dan pengelolaan perusahaan.

Sejalan dengan komitmen untuk menciptakan nilai bagi para pemangku kepentingan, Perseroan terus berupaya memberikan kontribusi positif bagi masyarakat dan lingkungan di sekitar wilayah operasionalnya. Bersama dengan entitas anak, Perseroan memperkuat keterlibatan dengan komunitas lokal melalui berbagai program dan inisiatif tanggung jawab sosial terstruktur dan berorientasi pada kebutuhan nyata. Sepanjang tahun 2025, Perseroan dan entitas anak telah melaksanakan lebih dari 150 program TJSL yang memberikan manfaat kepada lebih dari 60.000 penerima manfaat. Program-program ini dirancang untuk menjawab kebutuhan ekonomi, sosial, dan lingkungan, dengan upaya menyelaraskan sebanyak mungkin harapan dan aspirasi pemangku kepentingan, dengan tetap memperhatikan keterbatasan dan kompleksitas kebutuhan yang beragam.

Khusus untuk aspek lingkungan, Perseroan, melalui entitas anak, berupaya menempatkan prioritas pada pengelolaan lingkungan yang berkelanjutan. Upaya ini diwujudkan melalui pengurangan emisi karbon, pengelolaan limbah secara bertanggung jawab, dan konservasi sumber daya alam. Perseroan melalui entitas anak juga memanfaatkan teknologi ramah lingkungan dan efisiensi energi untuk meminimalkan dampak operasional, serta melaksanakan program penghijauan dan restorasi ekosistem. Perseroan terus mendorong partisipasi karyawan dan komunitas dalam berbagai inisiatif lingkungan, untuk menegaskan bahwa keberlanjutan menjadi bagian dari tanggung jawab nyata Perseroan terhadap masyarakat dan lingkungan sekitarnya.

Khusus pada bisnis pertambangan, Perseroan melalui entitas anak memperkuat komitmen terhadap praktik pertambangan yang berkelanjutan melalui pemanfaatan EBT di area operasional, pelaksanaan program reklamasi lahan melalui penanaman vegetasi penyerap karbon, serta peningkatan keterlibatan masyarakat lokal melalui berbagai program tanggung jawab sosial.

Sebagai bentuk apresiasi atas komitmen Perseroan dalam menerapkan prinsip-prinsip GCG secara konsisten, Perseroan dan entitas anak berhasil meraih berbagai penghargaan sepanjang tahun 2025. Pencapaian tersebut mencerminkan integritas, profesionalisme, serta komitmen Perseroan dalam menjalankan operasional bisnis yang berkelanjutan dan bertanggung jawab.

The Company fulfilled the public exposure obligation for the year 2025 as required by the IDX, by submitting the public exposure material along with the submission of the audited consolidated annual financial statements for 2025.

To enhance the competencies of the Company's governance organs, the Company ensures that all members of the Board of Commissioners, the Board of Directors, Committees, and Supporting Units participate in at least one workshop, training program, or seminar each year, with a minimum of 12 (twelve) hours of training annually, to support the effective oversight and management functions.

In line with the commitment to create value for stakeholders, the Company continues to contribute to make positive contributions to the communities and environments surrounding its operational areas. Together with its subsidiaries, the Company strengthened its engagement with local communities through various structured and needs-oriented social responsibility programs and initiatives. Throughout 2025, the Company and its subsidiaries implemented more than 150 CSER programs, that have benefited more than 60,000 beneficiaries. These programs are designed to address economic, social, and environmental needs, with efforts to align as many stakeholder hopes and aspirations as possible, while still considering the limitations and complexities of diverse needs.

Specifically for environmental aspects, the Company, through its subsidiaries, seeks to prioritize sustainable environmental management. These efforts are realized through carbon emission reduction, responsible waste management, and natural resource conservation. The Company, through its subsidiaries, also utilizes environmentally friendly technology and energy efficiency to minimize operational impact, as well as implementing greening programs and ecosystem restoration. The Company continues to encourage employee and community participation in various environmental initiatives, to affirm that sustainability is part of the Company's real responsibility toward the community and the surrounding environment.

Particularly within the mining business, the Company, through its subsidiaries, has strengthened its commitment to sustainable mining practices through the utilization of NRE in operational areas, the implementation of land reclamation programs through vegetation planting to support carbon absorption, and the enhancement of local community engagement through various social responsibility initiatives.

As a recognition of the Company's consistent commitment to implementing GCG principles, the Company and its subsidiaries received various awards throughout 2025. These achievements reflect the Company's integrity, professionalism, and commitment to conducting sustainable and responsible business operations.

Penutup

Direksi menyampaikan apresiasi kepada seluruh pihak yang telah memberikan kepercayaan, dukungan, dan kerja sama kepada Perseroan sepanjang tahun 2025. Perseroan menyadari bahwa setiap pencapaian yang diraih selama periode tersebut merupakan hasil dari kontribusi dan kolaborasi yang kuat antara para pemangku kepentingan terkait, Dewan Komisaris, Komite, serta seluruh karyawan.

Dengan memegang teguh kepercayaan yang telah diberikan, Perseroan berkomitmen untuk memperkuat kinerja dan keberlanjutan secara konsisten, menciptakan pertumbuhan berkesinambungan, dan memberikan nilai nyata bagi seluruh pemangku kepentingan.

Closing Remark

The Board of Directors would like to express its deepest appreciation to all parties who have placed their trust in and provided support and cooperation to the Company throughout 2025. The Company recognizes that every achievement attained during the year was made possible through the strong contributions and collaboration of its relevant stakeholders, the Board of Commissioners, Committees, and all employees.

Grounded in the trust entrusted to us, the Company is committed to consistently strengthening performance and sustainability, driving sustainable growth, and delivering tangible value to all stakeholders.

Atas nama Direksi PT Dian Swastatika Sentosa Tbk
On behalf of the Board of Directors of PT Dian Swastatika Sentosa Tbk



Lay Krisnan Cahya

Presiden Direktur
President Director

3 PROFIL PERUSAHAAN
COMPANY PROFILE

Informasi Umum Perseroan
General Information of the Company

Nama Perusahaan [GRI 2-1-a]
Company Name
PT Dian Swastatika Sentosa Tbk*)

Alamat Perusahaan [GRI 2-1-c]
Company Address
Sinar Mas Land Plaza, Tower II, 24th Floor
Jl. M.H. Thamrin No. 51, Jakarta 10350, Indonesia
: +6221 31990258
: +6221 31990259
: corsec@dss.co.id
: www.dssa.co.id

Kepemilikan [GRI 2-1-b]
Shareholding

PT Sinar Mas Tunggal	: 59.90%
Masyarakat dan Saham Treasuri / Public and Treasury Shares	: 40.10%

Tanggal Pendirian
Date of Establishment
2 Agustus 1996 / August 2, 1996

Dasar Hukum Pendirian
Legal Basis of Incorporation
Akta No. 6 tanggal 2 Agustus 1996 sebagaimana telah diubah dengan Akta No. 35 tanggal 8 Oktober 1996, keduanya dibuat di hadapan Linda Herawati, S.H., notaris di Jakarta, dan telah mendapatkan pengesahan dari Menteri Kehakiman Republik Indonesia berdasarkan Surat Keputusan No. C2-9854.HT.01.01. TH'96 tanggal 28 Oktober 1996.
Deed No. 6 dated August 2, 1996, as amended by Deed No. 35 dated October 8, 1996, both of which were made before Linda Herawati, S.H., a notary in Jakarta, and have been approved by the Minister of Justice of the Republic of Indonesia based on Decree No. C2-9854-HT.01.01.TH'96 dated October 28, 1996.

Bidang Usaha berdasarkan Anggaran Dasar Perseroan
Business Fields based on the Company's Articles of Association
Pembangkit, distribusi, dan penjualan tenaga listrik dalam satu kesatuan usaha, pengadaan uap/air panas dan udara dingin, perdagangan besar berbagai macam barang, real estat yang dimiliki sendiri atau disewa, konstruksi sentral telekomunikasi, aktivitas konsultasi manajemen lainnya, dan aktivitas perusahaan *holding*
Generation, distribution, and sale of electricity as a single business unit, the procurement of steam/hot water and cold air, wholesale trade of various goods, real estate owned or leased, construction of telecommunications central, other management consulting activities, and holding company activities

Permodalan
Capital

Uraian Description	Jumlah Saham Number of Shares	Nilai Nominal Nominal Value
Modal Dasar Authorized Capital	24,000,000,000 saham / shares	Rp600,000,000,000
Modal Ditempatkan dan Disetor Penuh*) Issued and Paid-up Capital*)	7,705,523,200 saham / shares	Rp192,638,080,000

Keterangan / Notes:
*) Termasuk saham treasuri sebanyak 1.516.238.270 saham
*) Including 1,516,238,270 treasury shares

Kegiatan Usaha Utama yang Dijalankan Saat Ini dan Produk dan Jasa yang Dipasarkan
Current Key Business Activities and Marketed Products and Services

Kegiatan Usaha Utama yang Dijalankan Saat Ini Current Key Business Activities	Produk dan Jasa yang Dipasarkan Marketed Products and Services
Bisnis Pertambangan (entitas anak) Mining Business (by subsidiaries)	Batu Bara Coal
Bisnis EBT (entitas anak) NRE Business (by subsidiaries)	Listrik Power
Bisnis Teknologi (entitas anak) Technology Business (by subsidiaries)	Layanan Internet, TV Berbayar, Layanan Pusat Data, dan Solusi Digital Internet, Pay TV Services, Data Center Services,and Digital Solutions
Bisnis Kimia (entitas anak) Chemicals Business (by subsidiary)	Pupuk dan Bahan Kimia Fertilizers and Chemicals
Bisnis Investasi (Perseroan dan entitas anak) Investment Business (by the Company and subsidiaries)	Tidak memasarkan produk atau jasa secara langsung serta berfokus pada kegiatan investasi serta penyertaan modal pada entitas anak dan/atau perusahaan asosiasi Does not market products or services directly and focuses on investment activities and equity participation in subsidiaries and/or associated companies

Keterangan / Notes:

*) PT Dian Swastatika Sentosa Tbk adalah suatu perusahaan publik yang didirikan berdasarkan hukum Republik Indonesia, yang sahamnya tercatat di BEI. Perseroan didirikan dengan nama PT Dian Swastatika Sentosa, yang kemudian diubah menjadi PT Dian Swastatika Sentosa Tbk pada tahun 2009 dalam rangka Penawaran Umum Perdana Saham berdasarkan Akta No. 75 tanggal 24 Juli 2009 yang dibuat di hadapan Linda Herawati, S.H., notaris di Jakarta, dan telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan No. AHU-36038.AH.01.02.TAHUN 2009 tanggal 29 Juli 2009, serta telah dicatat dalam Sistem Administrasi Badan Hukum Departemen Hukum dan Hak Asasi Manusia Republik Indonesia sebagaimana ternyata dalam Surat Penerimaan Pemberitahuan Perubahan Data Perseroan No. AHU-AH.01.10-12198 dan Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.10-12199 tanggal 4 Agustus 2009. [GRI 2-1-b]

*) PT Dian Swastatika Sentosa Tbk is a public company incorporated under the laws of the Republic of Indonesia, of which the shares are listed on the IDX. The Company was incorporated under the name of PT Dian Swastatika Sentosa and subsequently changed its name to PT Dian Swastatika Sentosa Tbk in 2009 in the Initial Public Offering based on Deed No. 75 dated July 24, 2009, made before Linda Herawati S.H., notary in Jakarta, and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia based on Decree No. AHU-36038.AH.01.02.TAHUN 2009 dated July 29, 2009, and has been recorded in the Legal Entity Administration System of the Directorate General of General Law Administration of the Department of Laws and Human Rights of the Republic of Indonesia through the Receipt of Notification on Changes in Company Data No. AHU-AH.01.10-12198 and the Receipt of Notification of the Amendment to the Articles of Association No. AHU-AH.01.10-12199 dated August 4, 2009. [GRI 2-1-b]

Skala Usaha
Business Scale

Uraian Description	Satuan Unit	2025	2024	2023	2022[1)]	2021[1)]
Pendapatan Usaha / Revenues	juta USD / million USD	2,791.2	3,017.8	5,014.7	5,956.1	2,164.9
Jumlah Aset / Total Assets		4,415.0	3,695.1	3,063.3	6,497.2	3,081.1
Jumlah Liabilitas / Total Liabilities		2,153.8	1,751.5	1,342.5	3,439.2	1,259.9
Jumlah Ekuitas / Total Equity		2,261.2	1,943.6	1,720.8	3,058.0	1,821.3
Jumlah Karyawan / Number of Employees	karyawan / employees	2,016	2,013	2,368	2,241[2)]	1,974[2)]

Keterangan / Notes:
[1)] Disajikan kembali
[2)] Tidak termasuk karyawan grup GEAR tetapi termasuk karyawan GEMS dan entitas anak
[1)] Restated
[2)] Excluding the employees of GEAR group but including those of GEMS and subsidiaries

Keanggotaan Asosiasi pada Tahun 2025 [GRI 2-28]
Membership in Associations in 2025 [GRI 2-28]

Asosiasi / Association		Perusahaan / Company		Keterangan Notes
Nama Name	**Skala** Scale	**Nama** Name	**Posisi** Position	
Asosiasi Emiten Indonesia (AEI) Indonesian Public Listed Companies Association (AEI)	Nasional National	• PT Dian Swastatika Sentosa Tbk	Anggota Member	AEI adalah sebuah organisasi nirlaba yang bertujuan menjadi wadah yang mewakili kepentingan perusahaan publik di Indonesia. Dengan menjadi anggota AEI, Perseroan dan entitas anak diharapkan dapat meningkatkan kualitas dan transparansi pelaporan keuangan dan menerapkan praktik GCG. AEI is a non-profit organization that aims to be a forum that represents the interests of public companies in Indonesia. By becoming AEI members, the Company and its subsidiaries are expected to improve the quality and transparency of financial reporting and implement GCG practices.
		• PT Golden Energy Mines Tbk	Anggota Member	
Asosiasi Pengusaha Indonesia (APINDO) Indonesian Entrepreneurs Association (APINDO)	Nasional National	• PT Dian Swastatika Sentosa Tbk	Anggota Member	APINDO adalah sebuah organisasi nirlaba yang mewakili kepentingan pengusaha untuk mendorong pertumbuhan ekonomi dan mendukung pengembangan lingkungan bisnis di Indonesia. Dengan menjadi anggota APINDO, Perseroan diharapkan dapat berkolaborasi, bertukar informasi dan pengalaman, berkonsultasi, dan mendapatkan advokasi dari jaringan bisnis yang memiliki tantangan bisnis yang sama. APINDO is a non-profit organization that represents the interests of entrepreneurs to encourage economic growth and support the development of the business environment in Indonesia. By becoming a member of APINDO, the Company is expected to be able to collaborate, exchange information and experiences, consult, and get advocacy from business networks that have the same business challenges.
Indonesia Corporate Secretary Association (ICSA)	Nasional National	• PT Dian Swastatika Sentosa Tbk	Anggota Member	ICSA adalah suatu organisasi nirlaba yang bertujuan meningkatkan profesionalisme Sekretaris Perusahaan di Indonesia dan mendukung upaya pengembangan tata kelola perusahaan yang baik, melalui pengembangan pengetahuan dan keterampilan, pertukaran informasi antara Sekretaris Perusahaan, otoritas berwenang, dan pemangku kepentingan lainnya. Dengan menjadi anggota ICSA, Perseroan dan entitas anak diharapkan dapat mendukung Perseroan dan entitas anak menerapkan praktik GCG yang baik. ICSA is a non-profit organization that aims to increase the professionalism of Corporate Secretaries in Indonesia and support efforts to develop good corporate governance, through developing knowledge and skills and exchanging information between Corporate Secretaries, competent authorities, and other stakeholders. By becoming members of ICSA, the Company and its subsidiaries are expected to be able to support the Company and its subsidiaries in implementing GCG practices.
		• PT Golden Energy Mines Tbk	Anggota Member	

Asosiasi / Association		Perusahaan / Company		Keterangan Notes
Nama Name	**Skala** Scale	**Nama** Name	**Posisi** Position	
Indonesian Institute for Corporate Directorship (IICD)	Nasional National	• PT Dian Swastatika Sentosa Tbk	Anggota Member	IICD adalah sebuah organisasi nirlaba yang berfokus pada peningkatan kualitas GCG di Indonesia melalui pelatihan, edukasi, dan pengembangan kapasitas direksi dan komisaris. Dengan menjadi anggota IICD, Perseroan diharapkan dapat berpartisipasi dalam berbagai program peningkatan kompetensi, bertukar wawasan dan pengalaman terkait praktik GCG, serta membangun jejaring strategis dengan para profesional dan pemangku kepentingan di bidang GCG. IICD is a non-profit organization focused on improving the quality of GCG in Indonesia through training, education, and capacity building for directors and commissioners. By becoming a member of IICD, the Company is expected to participate in various competency enhancement programs, exchange insights and experiences related to GCG practices, and build strategic networks with professionals and stakeholders in the field of GCG governance.
Asosiasi Pertambangan Batubara Indonesia (APBI) Indonesian Coal Mining Association (ICMA)	Nasional National	• PT Borneo Indobara	Anggota Member	APBI adalah suatu organisasi nirlaba yang bertujuan menjadi wadah diskusi dan pencarian solusi dari tantangan yang dihadapi para pelaku industri pertambangan batu bara di Indonesia. Dengan menjadi anggota APBI, Perseroan melalui entitas anak diharapkan dapat berkolaborasi, bertukar informasi dan pengalaman, berkonsultasi, mendapatkan advokasi dari jaringan bisnis yang memiliki tantangan bisnis yang sama. ICMA is a non-profit organization that aims to be a forum for discussion and finding solutions to the challenges faced by coal mining industry players in Indonesia. By becoming a member of APBI, the Company, through its subsidiaries, is expected to be able to collaborate, exchange information and experiences, consult, and obtain advocacy from business networks that have the same business challenges.
Kamar Dagang dan Industri Indonesia (KADIN) Indonesian Chamber of Commerce and Industry (KADIN)	Nasional National	• PT DSSE Energi Mas Utama	Anggota Member	KADIN adalah suatu organisasi nirlaba yang mewakili kepentingan bisnis dan industri di Indonesia. Dengan menjadi anggota KADIN, Perseroan, melalui entitas anak, diharapkan dapat berkolaborasi, bertukar informasi dan pengalaman, berkonsultasi, mendapatkan advokasi dari jaringan bisnis yang memiliki tantangan bisnis yang sama. KADIN is a non-profit organization that represents business and industrial interests in Indonesia. By becoming a member of KADIN, the Company, through its subsidiaries, is expected to be able to collaborate, exchange information and experiences, consult, and obtain advocacy from business networks that have the same business challenges.
Asosiasi Penyelenggara Jasa Internet Indonesia (APJII)	Nasional National	• EMR	Anggota Member	APJII adalah organisasi nirlaba yang terbuka bagi seluruh penyedia jasa internet di Indonesia yang bertujuan menciptakan tata kelola internet yang kondusif untuk mendorong perkembangan industri internet di Indonesia. Dengan menjadi anggota APJII, Perseroan melalui entitas anak, diharapkan dapat berkolaborasi, bertukar informasi dan pengalaman, berkonsultasi, dan mendapatkan advokasi dari jaringan bisnis yang memiliki tantangan bisnis yang sama. APJII is a non-profit organization that is open to all internet service providers in Indonesia and aims to create conducive internet governance to encourage the development of the internet industry in Indonesia. By becoming a member of APJII, the Company, through its subsidiaries, is expected to be able to collaborate, exchange information and experiences, consult, and obtain advocacy from business networks that have the same business challenges.

Asosiasi / Association		Perusahaan / Company		Keterangan Notes
Nama Name	**Skala** Scale	**Nama** Name	**Posisi** Position	
Asosiasi Penyelenggara Jaringan Telekomunikasi (APJATEL)	Nasional National	• EMR	Anggota Member	APJATEL adalah sebuah organisasi nirlaba yang bertujuan menyediakan wadah sarana komunikasi dan informasi bagi para penyelenggara jaringan telekomunikasi dan informatika untuk membantu kelancaran proses pembangunan jaringan telekomunikasi dan informatika di Indonesia khususnya terkait dengan proses koordinasi antar instansi pemerintah baik di tingkat pusat maupun daerah. Dengan menjadi anggota APJATEL, Perseroan melalui entitas anak, diharapkan dapat berkolaborasi, bertukar informasi dan pengalaman, berkonsultasi, dan mendapatkan advokasi dari jaringan bisnis yang memiliki tantangan bisnis yang sama. APJATEL is a non-profit organization that aims to provide a means of communication and information for telecommunications and information network operators to smooth the process of developing telecommunications and information networks in Indonesia, especially in relation to the coordination process between government at both the central and regional levels. By becoming a member of APJATEL, the Company, through its subsidiaries, is expected to be able to collaborate, exchange information and experiences, consult, and obtain advocacy from business networks that have the same business challenges.
Masyarakat Telematika Indonesia (MASTEL)	Nasional National	• EMR	Anggota Member	MASTEL adalah sebuah organisasi nirlaba mandiri yang bertujuan menyediakan wadah bagi seluruh pemangku kepentingan di bidang teknologi informasi, komunikasi, dan penyiaran serta mengedapankan kepentingan peningkatan kualitas hidup manusia, melalui penyelenggaraan sektor telematika di Indonesia. Dengan menjadi anggota MASTEL, Perseroan melalui entitas anak, diharapkan dapat berkolaborasi, bertukar informasi dan pengalaman, berkonsultasi, dan mendapatkan advokasi dari jaringan bisnis yang memiliki tantangan bisnis yang sama. MASTEL is an independent non-profit organization that aims to provide a forum for all stakeholders in the fields of information, communication, and broadcasting technology and prioritizes the interests of improving the quality of human life, through the implementation of the telematic sector in Indonesia. By becoming a member of MASTEL, the Company, through its subsidiaries, is expected to be able to collaborate, exchange information and experiences, consult, and obtain advocacy from business networks that have the same business challenges.
Asosiasi Penyelenggara Multimedia Indonesia (APMI)	Nasional National	• PT Innovate Mas Indonesia	Anggota Member	APMI adalah sebuah organisasi nirlaba yang bertujuan untuk memajukan industri multimedia dalam rangka mewujudkan masyarakat berbasis Ilmu pengetahuan dan teknologi sebagai bagian dari pembangunan bangsa dan mengembangkan industri multimedia melalui pengembangan *broadband* beserta industri kreatif di dalamnya. Dengan menjadi anggota APMI, Perseroan melalui entitas anak, diharapkan dapat berkolaborasi, bertukar informasi dan pengalaman, berkonsultasi, dan mendapatkan advokasi dari jaringan bisnis yang memiliki tantangan bisnis yang sama. APMI is a non-profit organization that aims to advance the multimedia industry to realize a science and technology-based society as part of nation-building and develop the multimedia industry through broadband development and creative industries within it. By becoming a member of APMI, the Company, through its subsidiaries, is expected to be able to collaborate, exchange information and experiences, consult, and obtain advocacy from business networks that have the same business challenges.

Pencatatan Saham Perseroan dan Entitas Anak
Share Listing of the Company and its Subsidiary

Nama Entitas Entity Name	Tanggal Pencatatan Listing Date	Bursa Pencatatan Stock Exchange	Kode Saham Stock Code	Harga Nominal per Saham Nominal Price per Share	Harga IPO per Saham IPO Price per Share	Jumlah Saham Tercatat Total Number of Listed Shares	December 31, 2025	
							Harga Saham Share Price	Kapitalisasi Pasar Market Capitalization
PT Dian Swastatika Sentosa Tbk	December 10, 2009	IDX	DSSA	Rp25	Rp1,500	7,705,523,200	Rp101,000	USD 47.8 miliar / billion
PT Golden Energy Mines Tbk	November 17, 2011	IDX	GEMS	Rp100	Rp2,500	5,882,353,000	Rp8,125	USD 2.9 miliar / billion

Keterangan / Notes:

*) Pada tahun 2024, Perseroan telah melaksanakan aksi korporasi sehubungan dengan saham Perseroan, yaitu 1) pemecahan saham dengan rasio 1:10, di mana nilai nominal saham Perseroan mengalami perubahan dari Rp250 menjadi Rp25, sehingga jumlah saham tercatat yang sebelumnya berjumlah 770.552.320 lembar saham juga mengalami perubahan menjadi sejumlah 7.705.523.200 lembar saham efektif sejak tanggal 18 Juli 2024 serta 2) pengalihan saham hasil pembelian kembali saham sejumlah 24.815.000 lembar saham pada bulan Agustus 2024.

*) In 2024, the Company carried out corporate actions concerning the Company's shares, i.e. 1) a stock split with a ratio of 1:10 in which the nominal value of the shares of the Company changed from Rp250 to Rp25, thus the total of previously listed shares amounting to 770,552,320 shares also changed to a total of 7,705,523,200 shares effective since July 18, 2024, as well as 2) share transfer resulting from buyback of shares amounting to 24,815,000 shares in August 2024.

Kronologi Pencatatan Saham
Shares Listing Chronology

Kronologi pencatatan saham Perseroan hingga 31 Desember 2025 adalah sebagai berikut:

The chronology of the Company's share listing until December 31, 2025, was as follows:

Tahun Year	Aksi Korporasi Corporate Action	Pelaksanaan Implementation	Jumlah Saham Number of Shares (saham/shares)	Keterangan Notes
2009	Penawaran Umum Perdana Saham Initial Public Offering	December 10, 2009	770,552,320	
2023	Pembelian Kembali Saham Share Buyback	August 15, 2023	16,000,000	Perseroan menerapkan perlakuan yang sama kepada semua pemegang saham dalam melakukan pembelian kembali saham. Total jumlah saham yang dibeli kembali adalah sebanyak 154.105.327 saham (19,99% dari total jumlah saham yang tercatat di BEI) dengan harga Rp48.000 per saham. [ACGS (P)A.1.1.] The Company applies the same treatment to all shareholders in carrying out share buybacks. The total number of shares buyback was 154,105,327 shares (19.99% of the total number of shares listed on the IDX) at Rp48,000 per share. [ACGS (P) A.1.1.]
		August 16, 2023	15,100,000	
		August 29, 2023	16,900,000	
		August 30, 2023	15,750,500	
		August 31, 2023	1,200,000	
		September 13, 2023	22,804,827	
		September 14, 2023	29,500,000	
		September 15, 2023	36,850,000	
2024	Pemecahan Saham*) Stock Split*)	July 18, 2024	7,705,523,200	Perseroan memperoleh persetujuan RUPS pada tanggal 25 Juni 2024 untuk melaksanakan pemecahan saham dengan rasio 1:10 dan penyesuaian Anggaran Dasar Perseroan sehubungan dengan pemecahan saham. [ACGS A.2.2.] The Company obtained GMS approval on June 25, 2024 to carry out a stock split with a ratio of 1:10 and an amendment to the Company's Articles of Association in relation to the stock split. [ACGS A.2.2.]

Tahun Year	Aksi Korporasi Corporate Action	Pelaksanaan Implementation	Jumlah Saham Number of Shares (saham/shares)	Keterangan Notes
2024	Pengalihan Saham Hasil Pembelian Kembali Saham Transfer of Shares from Share Buyback	August 2024	24,815,000	Perseroan telah menyampaikan keterbukaan informasi pada tanggal 25 Juli 2024 sehubungan dengan rencana pengalihan saham hasil pembelian kembali saham Perseroan dengan cara melakukan penjualan saham di BEI, cara mana dapat dilakukan tanpa mendapatkan persetujuan RUPS. The Company released a disclosure of information on July 25, 2024, regarding the plan to transfer the shares resulting from the Company's share buyback by selling the shares on IDX, a method that can be carried out without obtaining approval from the GMS.

Keterangan / Notes:

*) Pemecahan saham merupakan langkah korporasi yang dinilai menarik bagi investor karena dapat membuat harga saham menjadi lebih terjangkau. Sehubungan dengan pengumuman rencana pemecahan saham, volume perdagangan dan harga saham Perseroan mengalami lonjakan yang cukup signifikan, sehingga pada tanggal 16 Januari 2024 dan 28 Mei 2024, BEI mengumumkan terjadinya peningkatan harga saham Perseroan di luar kebiasaan *(unusual market activity)*. Untuk menstabilkan kondisi pasar dan melindungi publik/investor ritel, BEI melakukan penghentian sementara perdagangan saham Perseroan pada tanggal 19 Januari 2024, 19 Juni 2024, dan 15 Juli 2024.

*) Stock splits are considered an attractive corporate move for investors, as they can make the stock price more affordable. In connection with the announcement of the stock split plan, the trading volume and the Company's stock price experienced a significant surge, leading the IDX to announce unusual market activity on January 16, 2024, and May 28, 2024. To stabilize market conditions and protect the public/retail investors, the IDX temporarily suspended trading of the Company's shares on January 19, 2024, June 19, 2024, and July 15, 2024.

Informasi Obligasi dan Sukuk
Bonds and Sukuk Information

Nama Efek Security Name	Tahun Penerbitan Issuing Year	Seri Series	Nilai Nominal (juta Rp) Nominal Value (million Rp)	Bunga Obligasi atau Tingkat Bagi Hasil Bonds Interest or Yield	Peringkat Efek - Pefindo Rating - Pefindo	Periode Period	Jatuh Tempo Maturity Date	Tanggal Pencatatan Obligasi di BEI Bonds Listing Date on IDX
Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap I Tahun 2024 Shelf Registration Bonds I Dian Swastatika Sentosa Phase I Year 2024	2024	Seri/ Series A	150,250	8,25%/tahun 8.25%/annum	AA	3 tahun/ years	18 April 2027	19 April 2024
Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap I Tahun 2024 Shelf Registration Bonds I Dian Swastatika Sentosa Phase I Year 2024	2024	Seri/ Series B	199,750	8,75%/tahun 8.75%/annum	AA	5 tahun/ years	18 April 2029	19 April 2024
Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap I Tahun 2024 Shelf Registration Sukuk I Dian Swastatika Sentosa Phase I Year 2024	2024	Seri/ Series A	89,000	12,375% dari pendapatan yang dibagihasilkan dengan indikasi bagi hasil sebesar ekuivalen 8,25%/ tahun 12.375% of distributed revenue with a profit-sharing indication equivalent to 8.25%/annum	AA syariah/ sharia	3 tahun/ years	18 April 2027	19 April 2024

Nama Efek Security Name	**Tahun Penerbitan** Issuing Year	**Seri** Series	**Nilai Nominal (juta Rp)** Nominal Value (million Rp)	**Bunga Obligasi atau Tingkat Bagi Hasil** Bonds Interest or Yield	**Peringkat Efek - Pefindo** Rating - Pefindo	**Periode** Period	**Jatuh Tempo** Maturity Date	**Tanggal Pencatatan Obligasi di BEI** Bonds Listing Date on IDX
Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap I Tahun 2024 Shelf Registration Sukuk I Dian Swastatika Sentosa Phase I Year 2024	2024	Seri/ Series B	61,000	13,125% dari pendapatan yang dibagihasilkan dengan indikasi bagi hasil sebesar ekuivalen 8,75%/ tahun 13.125% of distributed revenue with a profit-sharing indication equivalent to 8.75%/annum	AA syariah/ sharia	5 tahun/ years	18 April 2029	19 April 2024
Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 Shelf Registration Bonds I Dian Swastatika Sentosa Phase II Year 2024	2024	Seri/ Series B	171,225	8,50%/tahun 8.50%/annum	AA	3 tahun/ years	5 Juni/June 2027	6 Juni/June 2024
Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 Shelf Registration Bonds I Dian Swastatika Sentosa Phase II Year 2024	2024	Seri/ Series C	836,690	9,00%/tahun 9.00%/annum	AA	5 tahun/ years	5 Juni/June 2029	6 Juni/June 2024
Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 Shelf Registration Sukuk I Dian Swastatika Sentosa Phase II Year 2024	2024	Seri/ Series B	228,000	12,679% dari pendapatan yang dibagihasilkan dengan indikasi bagi hasil sebesar ekuivalen 8,50%/ tahun 12.679% of distributed revenue with a profit-sharing indication equivalent to 8.50%/annum	AA syariah/ sharia	3 tahun/ years	5 Juni/June 2027	6 Juni/June 2024
Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 Shelf Registration Sukuk I Dian Swastatika Sentosa Phase II Year 2024	2024	Seri/ Series C	174,880	13,425% dari pendapatan yang dibagihasilkan dengan indikasi bagi hasil sebesar ekuivalen 9,00%/ tahun 13.425% of distributed revenue with a profit-sharing indication equivalent to 9.00%/annum	AA syariah/ sharia	5 tahun/ years	5 Juni/June 2029	6 Juni/June 2024

Nama Efek Security Name	**Tahun Penerbitan** Issuing Year	**Seri** Series	**Nilai Nominal (juta Rp)** Nominal Value (million Rp)	**Bunga Obligasi atau Tingkat Bagi Hasil** Bonds Interest or Yield	**Peringkat Efek - Pefindo** Rating - Pefindo	**Periode** Period	**Jatuh Tempo** Maturity Date	**Tanggal Pencatatan Obligasi di BEI** Bonds Listing Date on IDX
Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 Shelf Registration Bonds I Dian Swastatika Sentosa Phase III Year 2024	2024	Seri/ Series B	857,520	8,125%/tahun 8.125%/annum	AA	3 tahun/ years	26 November 2027	28 November 2024
Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 Shelf Registration Bonds I Dian Swastatika Sentosa Phase III Year 2024	2024	Seri/ Series C	1,484,090	8,625%/tahun 8.625%/annum	AA	5 tahun/ years	26 November 2029	28 November 2024
Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 Shelf Registration Sukuk I Dian Swastatika Sentosa Phase III Year 2024	2024	Seri/ Series B	366,135	15,588% dari pendapatan yang dibagihasilkan dengan indikasi bagi hasil sebesar ekuivalen 8,125%/ tahun 15.588% of distributed revenue with a profit-sharing indication equivalent to 8.125%/annum	AA syariah/ sharia	3 tahun/ years	26 November 2027	28 November 2024
Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 Shelf Registration Sukuk I Dian Swastatika Sentosa Phase III Year 2024	2024	Seri/ Series C	393,915	16,547% dari pendapatan yang dibagihasilkan dengan indikasi bagi hasil sebesar ekuivalen 8,625%/ tahun 16.547% of distributed revenue with a profit-sharing indication equivalent to 8.625%/annum	AA syariah/ sharia	5 tahun/ years	26 November 2029	28 November 2024
Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap IV Tahun 2025 Shelf Registration Bonds I Dian Swastatika Sentosa Phase IV Year 2025	2025	-	256,700	6,875%	AA	5 tahun/ years	9 Oktober/ October 2030	10 Oktober/ October 2025
Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap IV Tahun 2025 Shelf Registration Sukuk I Dian Swastatika Sentosa Phase IV Year 2025	2025	Seri/ Series A	90,000	15,541% dari pendapatan yang dibagihasilkan dengan indikasi bagi hasil sebesar ekuivalen 6,250%/tahun 15.541% of distributed revenue with a profit-sharing indication equivalent to 6.250%/annum	AA syariah/ sharia	3 tahun/ years	9 Oktober/ October 2028	10 Oktober/ October 2025

Nama Efek Security Name	**Tahun Penerbitan** Issuing Year	**Seri** Series	**Nilai Nominal (juta Rp)** Nominal Value (million Rp)	**Bunga Obligasi atau Tingkat Bagi Hasil** Bonds Interest or Yield	**Peringkat Efek - Pefindo** Rating - Pefindo	**Periode** Period	**Jatuh Tempo** Maturity Date	**Tanggal Pencatatan Obligasi di BEI** Bonds Listing Date on IDX
Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap IV Tahun 2025 Shelf Registration Sukuk I Dian Swastatika Sentosa Phase IV Year 2025	2025	Seri/ Series B	1,153,300	17,095% dari pendapatan yang dibagihasilkan dengan indikasi bagi hasil sebesar ekuivalen 6,875%/ tahun 17.095% of distributed revenue with a profit-sharing indication equivalent to 6.875%/annum	AA syariah/ sharia	5 tahun/ years	9 Oktober/ October 2030	10 Oktober/ October 2025

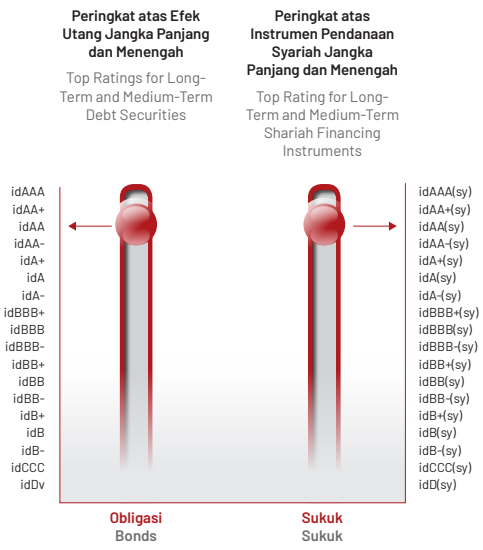
Keterangan / Notes:

*) Perseroan telah melunasi seluruh Obligasi dan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 Seri A dan Obligasi dan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 Seri A pada tanggal jatuh tempo.
*) The Company has fully paid off all the Shelf Registration Bonds and Sukuk Mudharabah I Dian Swastatika Sentosa Phase II Year 2024 Series A and the Shelf Registration Bonds and Sukuk Mudharabah I Dian Swastatika Sentosa Phase III Year 2024 Series A on the due date.

Peringkat Perusahaan
Company Ratings

Lembaga Pemeringkat Rating Agency	**Kategori** Category	**Peringkat** Ratings
PEFINDO CREDIT RATING AGENCY	Outlook	Stabil/Stable
	Korporat/Corporate	$_{id}$AA
	Obligasi/Bond	$_{id}$AA
	Sukuk Mudharabah	$_{id}AA_{(sy)}$

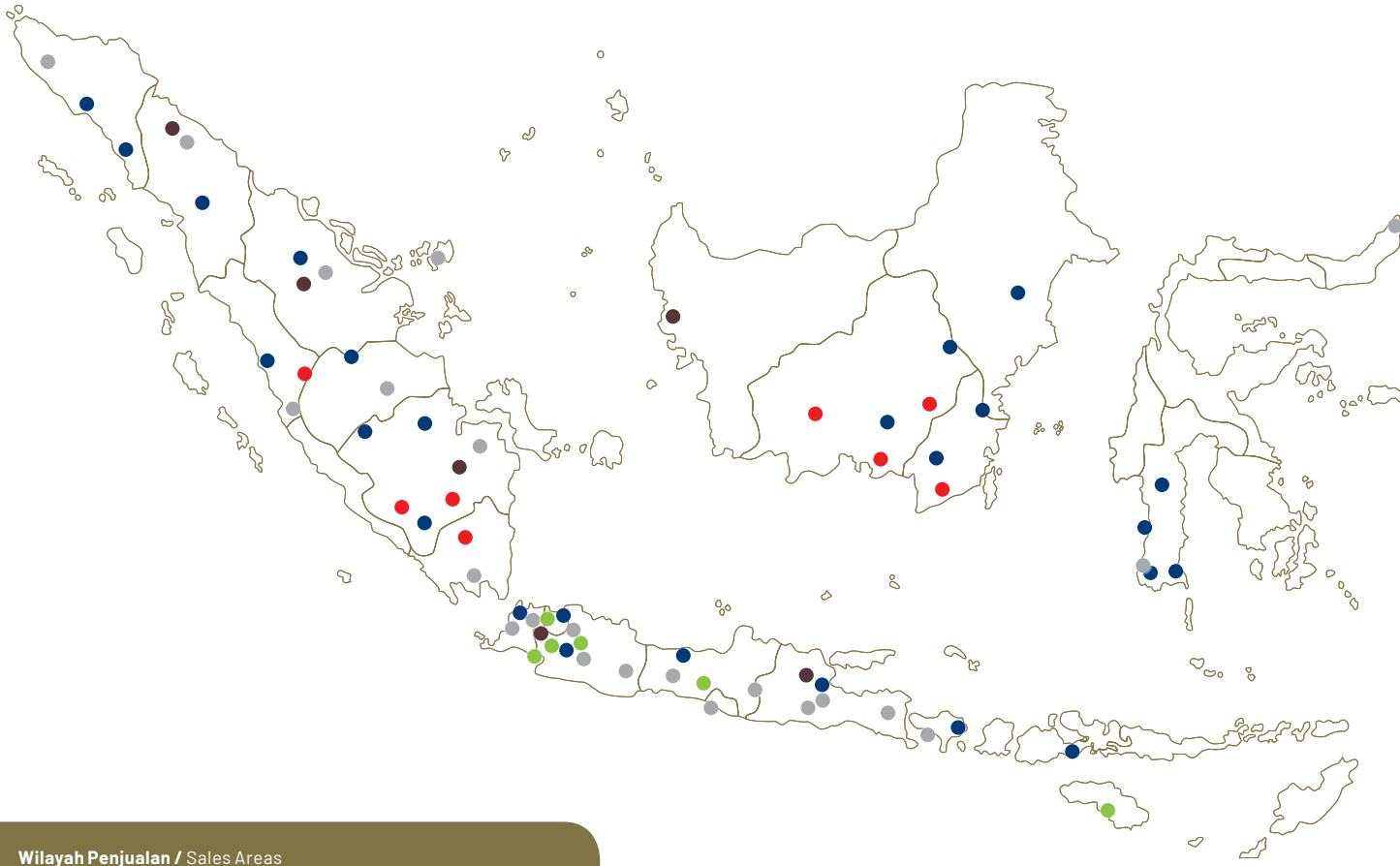
Rentang Peringkat Pefindo
Pefindo Rating Range



Wilayah Operasional
Operational Areas

Berikut merupakan peta wilayah operasional Perseroan per 31 Desember 2025:

The following is a map of the Company's operational areas as of December 31, 2025:



Wilayah Penjualan / Sales Areas



Layanan Pusat Data / Data Center Services

1. Aceh
2. Medan
3. Padang
4. Pekanbaru
5. Jambi
6. Batam
7. Palembang
8. Lampung
9. Tangerang
10. DKI Jakarta
11. Bandung
12. Bogor
13. Cirebon
14. DI Yogyakarta
15. Semarang
16. Surabaya
17. Solo
18. Madiun
19. Malang
20. Jember
21. Bali
22. Banjarmasin
23. Makassar
24. Manado

Kimia*) / Chemicals

1. Medan
2. Pekanbaru
3. Perawang
4. Palembang
5. Jakarta
6. Cikarang
7. Margomulyo
8. Dumar
9. Surabaya
10. Gempol
11. Pontianak
12. Sampit
13. Banjarmasin
14. Balikpapan

*) Kantor pusat, fasilitas manufaktur, dan pusat distribusi
Head office, manufacturing facilities, and distribution centers



Pertambangan / Mining

1. KIM Block Jambi
2. BSL Block South Sumatra
3. ASL Block South Sumatra
4. WRL Block South Sumatra
5. SKS Block Central Kalimantan
6. TKS Block Central Kalimantan
7. PMS Block Central Kalimantan
8. BIB Block South Kalimantan

Energi Baru & Terbarukan / New & Renewable Energy

1. Solar Rooftop Marunda
2. Solar Rooftop Sentul
3. WPSPE Cipanas
4. WKP Cisolok
5. WKP Nage
6. Solar Cell and Panel Factory
7. WPSPE Koto Sani
8. Solar Rooftop Riau
9. WPSPE Graho Nyabu
10. WPSPE Bora Pulu

Layanan Multimedia / Multimedia Services

1. AcehBesar
2. Badung
3. Bandung
4. Bandung Barat
5. Bangkalan
6. Bangli
7. Banjar
8. Banjarnegara
9. Bantul
10. Banyuasin
11. Banyumas
12. Banyuwangi
13. BaritoKuala
14. Batang
15. Batanghari
16. Bekasi
17. Bengkulu Tengah
18. Blitar
19. Bogor
20. Bojonegoro
21. Boyolali
22. Brebes
23. Buleleng
24. Ciamis
25. Cianjur
26. Cilacap
27. Cirebon
28. Deli Serdang
29. Demak
30. Garut
31. Gianyar
32. Gowa
33. Gresik
34. Indramayu
35. Jember
36. Jembrana
37. Jepara
38. Jombang
39. Kampar
40. Karanganyar
41. Karangasem
42. Karawang
43. Kebumen
44. Kediri
45. Kendal
46. Klaten
47. Klungkung
48. Kudus
49. Kuningan
50. Lamongan
51. Lampung Selatan
52. Lampung Tengah
53. Lampung Timur
54. Lombok Barat
55. Lombok Tengah
56. Madiun
57. Magelang
58. Majalengka
59. Malang
60. Maros
61. Minahasa
62. MinahasaUtara
63. Mojokerto
64. MuaroJambi
65. Nganjuk
66. Ngawi
67. Oganllir
68. Pasuruan
69. Pati
70. Pekalongan
71. Pemalang
72. Pesawaran
73. Ponorogo
74. Pringsewu
75. Probolinggo
76. Purbalingga
77. Purwakarta
78. Purworejo
79. Seluma
80. Semarang
81. Serang
82. Sidoarjo
83. Simalungun
84. Sleman
85. Sragen
86. Subang
87. Sukabumi
88. Sukoharjo
89. Sumedang
90. Tabanan
91. Takalar
92. Tangerang
93. Tasikmalaya
94. Tegal
95. Temanggung
96. Tuban
97. Tulungagung
98. Wonosobo
99. Kota Administrasi Jakarta Barat
100. Kota Administrasi Jakarta Pusat
101. Kota Administrasi Jakarta Selatan
102. Kota Administrasi Jakarta Timur
103. Kota Administrasi Jakarta Utara
104. Kota Balikpapan
105. Kota Banda Aceh
106. Kota Bandar Lampung
107. Kota Bandung
108. Kota Banjar
109. Kota Banjarbaru
110. Kota Banjarmasin
111. Kota Batam
112. Kota Batu
113. Kota Bekasi
114. Kota Bengkulu
115. Kota Binjai
116. Kota Blitar
117. Kota Bogor
118. Kota Bukittinggi
119. Kota Cilegon
120. Kota Cimahi
121. Kota Cirebon
122. Kota Denpasar
123. Kota Depok
124. Kota Gorontalo
125. Kota Jambi
126. Kota Kediri
127. Kota Kendari
128. Kota Lubuk Linggau
129. Kota Madiun
130. Kota Magelang
131. Kota Makassar
132. Kota Malang
133. Kota Manado
134. Kota Mataram
135. Kota Medan
136. Kota Metro
137. Kota Mojokerto
138. Kota Padang
139. Kota Palangkaraya
140. Kota Palembang
141. Kota Palu
142. Kota Pasuruan
143. Kota Pekalongan
144. Kota Pekanbaru
145. Kota Pematangsiantar
146. Kota Pontianak
147. Kota Prabumulih
148. Kota Probolinggo
149. Kota Salatiga
150. Kota Samarinda
151. Kota Semarang
152. Kota Serang
153. Kota Singkawang
154. Kota Sukabumi
155. Kota Surabaya
156. Kota Surakarta
157. Kota Tangerang
158. Kota Tangerang Selatan
159. Kota Tasikmalaya
160. Kota TebingTinggi
161. KotaTegal
162. Kota Yogyakarta

Sekilas tentang Perseroan
Company Overview

Perjalanan Bisnis
Business Journey

Sebelum / Before 2009	2009–2015	2015–2023	2024	Sejak / Since 2025
Penyediaan Tenaga Listrik dan Uap Power and Steam Generation	Pertambangan dan Perdagangan Batu Bara Coal Mining and Trading	Teknologi Technology	Teknologi Technology	Infrastruktur Digital & Teknologi Digital Infrastructure & Technology
	Perdagangan Pupuk dan Bahan Kimia Fertilizer and Chemical Trading	Pertambangan dan Perdagangan Batu Bara Coal Mining and Trading	Pertambangan Mining	Pertambangan Mining
	Penyediaan Tenaga Listrik dan Uap Power and Steam Generation	Perdagangan Pupuk dan Bahan Kimia Fertilizer and Chemical Trading	Bahan Kimia Chemicals	Bahan Kimia Chemicals
		Penyediaan Tenaga Listrik dan Uap Power and Steam Generation	Energi Baru & Terbarukan New & Renewable Energy	Energi Baru & Terbarukan New & Renewable Energy
				Investasi Investment



1996

Perseroan didirikan dengan nama PT Dian Swastatika Sentosa
The Company was incorporated under the name of PT Dian Swastatika Sentosa

1998

Perseroan beroperasi secara komersial
The Company started its commercial operations

2009

Perseroan melakukan Penawaran Umum Perdana Saham dan mengubah nama menjadi PT Dian Swastatika Sentosa Tbk
The Company completed an Initial Public Offering and changed its name to PT Dian Swastatika Sentosa Tbk

2011

GEMS, entitas anak, melakukan Penawaran Umum Perdana Saham
GEMS, a subsidiary, completed an Initial Public Offering

2015

- Transaksi *reverse takeover* GEAR
  Reverse takeover transaction of GEAR
- Peluncuran merek MyRepublic
  The launch of MyRepublic brand

2016

IPP PLTU Sumsel-5 beroperasi secara komersial
IPP PLTU Sumsel-5 started its commercial operation

2019

IPP PLTU Kendari-3 beroperasi secara komersial
IPP PLTU Kendari-3 started its commercial operation

2020

- IPP PLTU Kalteng-1 beroperasi secara komersial
  IPP PLTU Kalteng-1 started its commercial operation
- Perseroan menjalin kemitraan strategis dengan Datang Overseas (Hong Kong) Energy Investment Co., Limited melalui pengalihan 75% saham PT Datang DSSP Power Indonesia
  The Company established a strategic partnership with Datang Overseas (Hong Kong) Energy Investment Co., Limited through the divestment of 75% shares of PT Datang DSSP Power Indonesia

2022

- PT DSST Video Gemilang, entitas anak, melakukan investasi dalam PT Vidio Dot Com, sebuah perusahaan video streaming *over-the-top*, melalui pengambilan bagian saham-saham baru yang diterbitkan oleh PT Vidio Dot Com
  PT DSST Video Gemilang, a subsidiary, invested in PT Vidio Dot Com, an over-the-top video streaming company, through the subscription of new shares issued by PT Vidio Dot Com
- PT DSST Dana Gemilang, entitas anak, melakukan investasi dan menjadi salah satu pemegang saham terbesar pada PT Elang Andalan Nusantara, sebuah perusahaan yang mengoperasikan platform dompet elektronik "DANA"
  PT DSST Dana Gemilang, a subsidiary, invested and became one of the major shareholders in PT Elang Andalan Nusantara, a company that operates an e-wallet platform called "DANA"

2023

- Perseroan melakukan pembelian kembali sebanyak 154.105.327 saham Perseroan
  The Company has bought back 154,105,327 Company's shares
- Perseroan melalui sebuah perusahaan patungan yang dibentuk bersama dengan Trina Solar Energy Development Pte. Ltd. dan PT PLN Indonesia Power Renewables, melakukan peletakan batu pertama pembangunan pabrik pembuatan sel dan panel surya terintegrasi berkapasitas 1 gigawatt peak per tahun di Kawasan Industri Kendal, Jawa Tengah
  The Company, through a joint venture company established together with Trina Solar Energy Development Pte. Ltd. and PT PLN Indonesia Power Renewables, performed a groundbreaking ceremony for the construction of the first integrated solar cell and panel manufacturing plant with a capacity of 1-gigawatt peak per year in the Kendal Industrial Estate, Central Java
- Perseroan melakukan restrukturisasi entitas anak, sehingga Perseroan memiliki mayoritas saham GEMS secara langsung dan tidak lagi memiliki saham GEAR
  The Company restructured its subsidiaries, which resulted in the Company directly owning the majority of GEMS shares and no longer owning GEAR shares
- Perseroan, melalui entitas anak, merambah bisnis kesehatan melalui pendirian klinik kesehatan dan farmasi yaitu GWS Medika dan GWS Farma di Kalibata City, Springhill Kemayoran, dan Green Pramuka Square Jakarta
  The Company, through its subsidiary, has expanded into the healthcare business through the establishment of medical clinics and pharmacy stores, namely GWS Medika and GWS Farma at Kalibata City, Springhill Kemayoran, and Green Pramuka Square Jakarta

2024

- Perseroan mencatatkan Obligasi dan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa (Tahap I, II, dan III) Tahun 2024 dengan total nilai sebesar Rp5,5 triliun
  The Company listed the Shelf Registration Bonds and Sukuk Mudharabah I Dian Swastatika Sentosa (Phase I, II, and III) Year 2024 with a total value of Rp5,5 trillion
- Perseroan melaksanakan pemecahan saham dengan rasio pemecahan 1:10
  The Company carried out the stock split with a split ratio of 1:10
- PT Daya Mas Agra Sejahtera, entitas anak, mendirikan usaha pengembangan panel surya dengan merek dagang Dian Solar
  PT Daya Mas Agra Sejahtera, a subsidiary, established a solar panel development business under the Dian Solar brand
- PT Daya Sentosa Sakti Renewables (dahulu bernama PT Daya Anugerah Sejati Utama), entitas anak, memenangkan lelang WKP Cisolok dan WKP Nage
  PT Daya Sentosa Sakti Renewables (formerly PT Daya Anugerah Sejati Utama), a subsidiary, won the auction for WKP Cisolok and WKP Nage
- Perseroan melalui sebuah perusahaan patungan yang dibentuk bersama dengan mitra bisnis telah memproduksi sel dan panel surya pertamanya di pabrik yang berlokasi di Kawasan Industri Kendal, Jawa Tengah
  The Company, through a joint venture company established together with business partners, also produced its first solar cells and panels at a plant located in the Kendal Industrial Estate, Central Java
- Perseroan melakukan pengalihan sebanyak 24.815.000 saham hasil pembelian kembali saham.
- The Company transferred 24,815,000 shares resulting from the share buyback.

2025

- Perseroan melalui PT SMPlus Digital Investama, entitas anak, bersama dengan mitra bisnis, melakukan peletakan batu pertama pembangunan pusat data di kawasan pusat bisnis Jakarta
  The Company, through PT SMPlus Digital Investama, a subsidiary, together with business partners, performed a groundbreaking ceremony for the construction of data center in the central business district in Jakarta
- Perseroan dan mitra bisnis meresmikan pengoperasian pabrik sel dan panel surya yang berlokasi di Kawasan Industri Kendal, Jawa Tengah yang akan dikelola secara komersial oleh perusahaan patungan
  The Company and business partners inaugurated the operation of the solar cell and panel plant located in the Kendal Industrial Estate, Central Java, which will be managed by the joint venture company
- Perseroan melalui DDMS, entitas anak, melakukan kerja sama strategis dengan mitra bisnis untuk mempercepat pengembangan sumber daya panas bumi
  The Company, through DDMS, a subsidiary, has entered into a strategic partnership with business partners to accelerate the development of geothermal resources
- Perseroan mencatatkan Obligasi dan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap IV Tahun 2025 dengan total nilai sebesar Rp1,5 triliun
  The Company listed the Shelf Registration Bonds and Sukuk Mudharabah I Dian Swastatika Sentosa Phase IV Year 2025 with a total value of Rp1.5 trillion

Misi, Visi, Nilai-Nilai Keberlanjutan, dan Budaya Perusahaan Perseroan

Mission, Vision, Sustainability Values, and Corporate Culture of the Company

MISI [ACGS D.2.1.]

Mission

Menciptakan pertumbuhan usaha yang berkesinambungan dengan memberikan solusi terbaik bagi pelanggan

To create sustainable business growth by providing the right solutions for our customers



DSS energy and infrastructure

VISI [ACGS D.2.1.]

Vision

Menjadi perusahaan terkemuka di bidang energi dan infrastruktur di Indonesia

To become a leading energy and infrastructure company in Indonesia



Sebagai bagian dari komitmen terhadap tata kelola perusahaan yang berkelanjutan, Dewan Komisaris dan Direksi secara konsisten mengevaluasi arah kebijakan Perseroan, yang mencakup visi, misi, strategi korporasi, dan sistem pengendalian internal dan manajemen risiko Perseroan. Evaluasi ini tidak hanya bertujuan untuk menilai kesesuaian dengan kondisi dan dinamika industri terkini, tetapi juga untuk memastikan bahwa seluruh elemen strategis tersebut tetap relevan dan adaptif dalam mendukung pencapaian tujuan jangka panjang Perseroan.

Melalui proses penelaahan yang komprehensif dan berbasis pada prinsip kehati-hatian dan praktik terbaik dalam GCG, Dewan Komisaris dan Direksi berpendapat bahwa visi, misi, strategi, serta sistem pengendalian internal, dan manajemen risiko yang telah dirancang dan dilaksanakan Perseroan selaras dengan aspirasi pertumbuhan berkelanjutan, dan tujuan penciptaan nilai keberlanjutan jangka panjang Perseroan. [ACGS E.1.4.]

As part of the commitment to sustainable corporate governance, the Board of Commissioners and the Board of Directors consistently evaluate the direction of the Company's policies, which include the vision, mission, corporate strategy, and the Company's internal control and risk management systems. This evaluation aims not only to assess the alignment with current industry conditions and dynamics but also to ensure that all these strategic elements remain relevant and adaptive in supporting the achievement of the Company's long-term goals.

Through a comprehensive review process based on the principles of prudence and best practices in GCG, the Board of Commissioners and Board of Directors believe that the vision, mission, strategy, as well as the internal control system and risk management designed and implemented by the Company are in line with the aspirations for sustainable growth and the long-term sustainability value creation objectives of the Company. [ACGS E.1.4.]

Nilai-Nilai Keberlanjutan
Sustainability Values



Integritas
Integrity

Bertindak sesuai ucapan atau janji sehingga dapat menumbuhkan kepercayaan pihak lain

Putting statements or promises into actions so that one can earn the trust of others



Sikap Positif
Positive Attitude

Menampilkan perilaku yang mendukung terciptanya lingkungan kerja yang saling menghargai dan kondusif

Demonstrating encouraging behaviour towards the creation of a mutually appreciative and conducive working environment



Komitmen
Commitment

Melaksanakan pekerjaan dengan sepenuh hati untuk mencapai hasil terbaik

Carrying out work wholeheartedly in order to achieve the best results



Perbaikan Berkelanjutan
Continuous Improvement

Meningkatkan kemampuan diri, unit kerja, dan organisasi secara terus-menerus tanpa batas untuk mencapai hasil terbaik

Enhancing continuously the capability of oneself, the working unit, and the organization to achieve the best results



Inovasi
Innovation

Memunculkan gagasan baru yang dapat meningkatkan produktivitas dan pertumbuhan Perseroan

Generating new ideas that can enhance the productivity and growth of the Company



Loyalitas
Loyalty

Menumbuhkembangkan semangat untuk mengerti, memahami, dan melaksanakan nilai-nilai Perseroan sebagai bagian dari keluarga besar Sinar Mas

Cultivating the spirit of knowing, understanding, and implementing the Company's core values as a part of Sinar Mas' big family

Perseroan secara proaktif merancang dan menginternalisasi nilai-nilai keberlanjutan ke dalam berbagai instrumen tata kelola, termasuk Kode Etik, Budaya Perusahaan, serta Kebijakan dan Peraturan Perusahaan. Integrasi ini menjadi landasan bagi anggota Dewan Komisaris, anggota Direksi, dan karyawan Perseroan dan entitas anak dalam menjalankan peran dan tanggung jawabnya secara profesional.

Kode Etik dan Budaya Perusahaan yang diberlakukan sejak tahun 2015 telah dikukuhkan sebagai pedoman perilaku korporat yang tidak hanya mencerminkan nilai-nilai inti perusahaan, tetapi juga mendukung terciptanya lingkungan kerja yang beretika, inklusif, dan berorientasi pada keberlanjutan. Untuk memastikan pemahaman dan implementasi yang merata, Perseroan menyelenggarakan berbagai inisiatif sosialisasi kepada seluruh insan Perseroan, antara lain melalui program orientasi karyawan baru, pemasangan poster di area kerja, serta publikasi berkelanjutan melalui kanal internal dan situs web resmi Perseroan.

The Company proactively designs and internalizes sustainability values into various governance instruments, including the Code of Conduct, Corporate Culture, and Company Policies and Regulations. This integration serves as the foundation for the members of the Board of Commissioners, the Board of Directors, and the employees of the Company and its subsidiaries in carrying out their roles and responsibilities professionally.

The Code of Conduct and Company Culture, implemented since 2015, has been established as a guideline for corporate behavior that not only reflects the company's core values but also supports the creation of an ethical, inclusive, and sustainability-oriented work environment. To ensure a uniform understanding and implementation, the Company organizes various socialization initiatives for all Company personnel, including new employee orientation programs, poster placements in work areas, and ongoing publications through internal channels and the Company's official website.

Pokok-Pokok Kode Etik dan Budaya Perusahaan Perseroan [ACGS E.2.1.] [G-07]

Key Points of The Company's Code of Conduct and Corporate Culture [ACGS E.2.1.] [G-07]

Reputasi Perseroan
The Company's Reputation

Pengurus dan karyawan wajib menjaga nama baik Perseroan dan pimpinan Perseroan.
Management and employees must protect the image of the Company and its leaders.

Kepentingan Perseroan
The Company's Interest

Pengurus dan karyawan wajib mengutamakan kepentingan Perseroan di atas kepentingan pribadi atau kelompok. Dalam menjalankan tanggung jawabnya, pengurus dan karyawan dilarang untuk mencampurkan kepentingan Perseroan dengan kepentingan pribadi atau kelompok.
Management and employees must prioritize the Company's interests over personal or group interests. In conducting their responsibilities, management and employees are prohibited from mixing the Company's interests with personal or group interests.

Kejujuran
Honesty

Pengurus dan karyawan wajib bertindak jujur, termasuk memberikan dokumen atau data yang akurat dan dapat dipertanggungjawabkan dan tidak diperbolehkan untuk memanipulasi dokumen atau data dengan alasan apapun.
Management and employees must act with honesty, including providing accurate and accountable data and documents and are prohibited from manipulating data or documents for any reason.

Kepatuhan
Compliance

Pengurus dan karyawan bertanggung jawab mematuhi peraturan perundang-undangan, hukum, norma, dan praktik bisnis yang baik dalam menjalankan kegiatan usaha Perseroan.
Management and employees must comply with regulations, laws, norms, and good business practices in running the Company's business.

Kerahasiaan
Confidentiality

Pengurus dan karyawan wajib melindungi dan menjaga kerahasiaan data dan informasi mengenai Perseroan dan data dan informasi tersebut hanya dipergunakan seperlunya untuk menjalankan kegiatan usaha Perseroan.
Management and employees must protect and maintain the Company's confidential data and information and such data and information must be used only as necessary to conduct the Company's business.

Benturan Kepentingan
Conflict of Interests

Pengurus dan karyawan dilarang terlibat secara langsung maupun tidak langsung dalam pengambilan keputusan terhadap transaksi atau kebijakan di mana yang bersangkutan memiliki benturan kepentingan.
Management and employees are prohibited from being involved, either directly or indirectly, in the decision-making of certain transaction(s) or policy(ies) in which they have conflict of interests.

Perdagangan dan Informasi Orang Dalam
Insider Trading and Information

Pengurus dan karyawan dilarang menggunakan informasi non-publik mengenai Perseroan untuk kepentingan pribadi atau di luar kepentingan Perseroan dan Perseroan melarang segala bentuk perdagangan informasi non-publik mengenai Perseroan.
Management and employees are prohibited from using the Company's non-public information for personal interests or non-Company interests and the Company prohibits any trading of the Company's non-public information.

Penggunaan Aset Perseroan
Utilization of the Company's Assets

Pengurus dan karyawan harus menjaga dan melindungi aset Perseroan, baik fisik dan non-fisik, dan hanya menggunakan aset tersebut untuk kepentingan Perseroan.
Management and employees must maintain and protect the Company's assets, either physical or non-physical, and those assets must be used solely for the Company's interests.

Profesionalisme
Professionalism

Pengurus dan karyawan wajib menjalankan tugas dan tanggung jawabnya secara profesional sebagaimana diharapkan.
Management and employees must perform their duties and responsibilities professionally as required.

Kepuasan Pelanggan dan Pihak Ketiga
Customer and Third-Party Satisfaction

Pengurus dan karyawan wajib menjaga hubungan baik dengan pelanggan dan pihak-pihak ketiga serta mengupayakan pelayanan yang terbaik.
Management and employees must maintain good relationships with customers and third parties, and also seek to provide the best services.

Non Diskriminasi
Non-Discrimination

Pengurus dan karyawan berhak mendapatkan perlakuan non-diskriminatif dalam seluruh aspek hubungan kerja, termasuk kesetaraan gender dalam rekrutmen, penempatan kerja, promosi, mutasi, kompensasi, dan kesempatan untuk mengikuti pelatihan.
Management and employees shall enjoy non-discriminatory treatment in all aspects of employment, including gender equality in recruitment, job placement, promotion, transfer, compensation, and training opportunities.

Sikap Hormat dan Sopan
Respect and Courtesy

Pengurus dan karyawan wajib saling menghormati, berlaku sopan, berpakaian rapi, dan bertindak sesuai dengan norma-norma yang berlaku, dan mendukung terciptanya lingkungan kerja yang kondusif.
Management and employees must have mutual respect, act politely, wear proper attire, and act by applicable norms and support a conducive working environment.

Tindakan Tidak Terpuji
Improper Act

Pengurus dan karyawan dilarang melakukan tindakan tidak terpuji seperti penggunaan obat terlarang, penipuan, pelecehan seksual, kekerasan, korupsi, atau hal-hal lainnya yang bertentangan dengan peraturan, hukum, dan norma yang berlaku, baik di dalam maupun di luar lingkungan Perseroan.
Management and employees are prohibited from acting improperly, such as using illegal drugs, engaging in fraud, sexual harassment, violence, corruption, or any other actions that are against regulations, laws, and applicable norms, both within or outside the Company's premises.

Kesehatan dan Keselamatan Kerja
Occupational Health and Safety

Pengurus dan karyawan wajib menaati dan melaksanakan prinsip-prinsip kesehatan dan keselamatan kerja.
Management and employees must obey and observe occupational health and safety principles.

Lingkungan Hidup dan Masyarakat
Community and Environment

Pengurus dan karyawan wajib menjaga kelestarian lingkungan sekitar serta hubungan baik dengan masyarakat sekitar.
Management and employees must preserve the surrounding environment and communities, as well as maintain good relationships with local communities.

Pengembangan Diri
Self-Improvement

Pengurus dan karyawan didorong untuk terus meningkatkan kompetensi diri dan mengikuti perkembangan lingkungan eksternal agar dapat memberikan kontribusi yang lebih baik kepada Perseroan.
Management and employees are encouraged to continuously improve self-competency and stay updated on external affairs to contribute better to the Company.

Terobosan
Breakthrough

Pengurus dan karyawan didorong untuk memberikan usulan atau ide baru untuk dapat mendukung pertumbuhan Perseroan.
Management and employees are encouraged to provide new suggestions or ideas to support the Company's growth.

Perseroan menyadari bahwa membangun budaya integritas merupakan investasi jangka panjang yang krusial untuk menciptakan perusahaan yang kuat, terpercaya, dan berkelanjutan. Di tengah dinamika dunia usaha yang terus berkembang, Perseroan senantiasa memegang teguh komitmen untuk menjadikan integritas sebagai prinsip utama dalam setiap langkah strategis dan operasional.

The Company realizes that building a culture of integrity is a crucial long-term investment to create a strong, trustworthy, and sustainable company. Amid the ever-evolving dynamics of the business world, the Company steadfastly upholds its commitment to making integrity the main principle in every strategic and operational step.

Kode Etik dan Budaya Perusahaan bukan sekadar dokumen formal, melainkan kompas moral yang membimbing seluruh insan perusahaan dalam bertindak, berinovasi, dan berkolaborasi. Nilai-nilai ini tidak hanya ditanamkan, tetapi juga dihidupkan melalui langkah nyata. Perseroan menyusun, mengomunikasikan, dan menyebarluaskan *booklet* Peraturan Perusahaan kepada seluruh karyawan. Perbaikan dan penyesuaian dilakukan secara berkala sebagaimana dibutuhkan, agar tetap relevan dengan perubahan regulasi dan kebutuhan perusahaan. Perseroan berharap agar seluruh insan Perseroan, dengan kesadaran penuh dan rasa tanggung jawab pribadi, dapat memahami dan berkomitmen dalam menjalankan tanggung jawabnya masing-masing untuk berperilaku positif sesuai dengan Kode Etik dan Budaya Perusahaan. [GRI 205-2] [GRI 2-23-f] [GRI 2-24-a] [ACGS E.2.2.]

The Code of Conduct and Company Culture is not just a formal document, but a moral compass that guides all employees in the company in acting, innovating, and collaborating. These values are not only instilled but brought to life through concrete actions. The Company prepares, communicates, and disseminates the Company Regulation booklet to all employees. Improvements and adjustments are made periodically as needed to remain relevant to regulatory changes and the company's needs. The Company hopes that all employees, with full awareness and a sense of personal responsibility, can understand and commit to fulfilling their respective responsibilities to behave positively in accordance with the Company's Code of Conduct and Culture. [GRI 205-2] [GRI 2-23-f] [GRI 2-24-a] [ACGS E.2.2.]

Untuk memastikan efektivitas, penerapan nilai-nilai ini secara konsisten dipantau melalui sistem evaluasi kinerja tahunan yang mencakup penilaian kepatuhan terhadap Kode Etik dan Budaya Perusahaan. Sistem evaluasi kinerja tahunan ini dilakukan oleh karyawan dengan jabatan yang lebih tinggi. Setiap tindakan indisipliner dan penyimpangan terhadap Kode Etik, Budaya Perusahaan, dan Peraturan Perusahaan akan ditindaklanjuti dengan proses investigasi menyeluruh dan objektif. Pelanggaran dapat dikenakan sanksi sesuai dengan kebijakan Perseroan, antara lain berupa teguran tertulis, surat peringatan (I, II, III), atau bahkan pemutusan hubungan kerja, bergantung pada tingkat keseriusan pelanggaran yang dilakukan. [ACGS E.2.3.]

To ensure effectiveness, the consistent implementation of these values is monitored through an annual performance evaluation system that includes an assessment of compliance with the Code of Conduct and Company Culture. This annual performance evaluation system is conducted by employees in higher positions. Any acts of indiscipline and deviations from the Code of Conduct, Company Culture, and Company Regulations will be followed up with a thorough and objective investigation process. Violations may be subject to sanctions under the Company's policies, including written reprimands, warning letters (I, II, III), or even termination of employment, depending on the severity of the violation. [ACGS E.2.3.]

Standar integritas juga diberlakukan kepada mitra eksternal yang bekerja sama dengan Perseroan, seperti vendor dan pemasok. Untuk memastikan bahwa para vendor dan pemasok juga memenuhi standar etika dan kepatuhan yang tinggi sesuai dengan nilai-nilai Perseroan, vendor dan pemasok dipilih melalui proses tender yang ketat.

Integrity standards are also applied to external partners working with the Company, such as vendors and suppliers. To ensure that vendors and suppliers also meet high ethical and compliance standards by the Company's values, they are selected through a rigorous tender process.

Selama tahun 2025, Perseroan tidak menerima laporan terkait pelanggaran Kode Etik dan/atau Peraturan Perusahaan Perseroan yang signifikan.

During 2025, the Company did not receive any reports related to significant violations of the Company's Code of Conduct and/or Company Regulations.



Perseroan berkomitmen untuk terus meningkatkan kualitas budaya perusahaan dengan membuka ruang bagi para pemangku kepentingan, termasuk karyawan, untuk memberikan masukan yang konstruktif sekaligus mengukur tingkat kematangan Budaya Perusahaan. Umpan balik ini, antara lain, dilakukan melalui *exit interview* (di tingkat induk perusahaan) dan/atau survei kepuasan karyawan (di tingkat entitas anak).

The Company is committed to continuously improving the quality of corporate culture by providing space for stakeholders, including employees, to provide constructive feedback while also measuring the maturity level of the Corporate Culture. This feedback is conducted, among other methods, through exit interviews (at the parent company level) and/or employee satisfaction surveys (at the subsidiary level).

Peristiwa Penting, Penghargaan, dan Sertifikat Tahun 2025

Important Events, Awards, and Certificates in 2025



Maret 2025 / March 2025

PT SMPlus Digital Investama, entitas anak, bersama dengan mitra bisnis melakukan peletakan batu pertama pembangunan pusat data di kawasan pusat bisnis Jakarta.

PT SMPlus Digital Investama, a subsidiary, performed a groundbreaking ceremony for the construction of data center in the central business district in Jakarta.

Maret 2025 / March 2025

EMR, entitas anak, dengan merek dagang MyRepublic, memperoleh pencapaian monumental dalam perjalanannya sebagai penyedia layanan internet terdepan di Indonesia, setelah berhasil melampaui tonggak 1.000.000 (satu juta) pelanggan aktif.

EMR, a subsidiary, under the MyRepublic brand, achieved a monumental milestone in its journey as a leading internet service provider in Indonesia, after successfully surpassing the 1,000,000 (one million) active customers mark.





April 2025 / March 2025

Perseroan meraih **2 (dua) penghargaan *Emission Transparency Kategori Ruby* dan *Emission Reduction* Kategori *Green*** dalam ajang ***The Best Corporate Emission Reduction Transparency Awards 2025*** yang diselenggarakan oleh Investortrust.id. Penghargaan ini menegaskan komitmen kuat Perseroan dalam mengedepankan transparansi emisi serta langkah nyata dalam pengurangan jejak karbon, sebagai bagian dari upaya berkelanjutan untuk mendukung keberlanjutan lingkungan dan tanggung jawab sosial korporasi.

The Company received **2 (two) awards: the Emission Transparency Category Ruby and the Emission Reduction Category Green** at **The Best Corporate Emission Reduction Transparency Awards 2025**, organized by Investortrust.id. This award affirms the Company's strong commitment to prioritizing emission transparency and concrete steps in reducing its carbon footprint, as part of its ongoing efforts to support environmental sustainability and corporate social responsibility.

Juni 2025 / June 2025

PT Kuansing Inti Makmur, entitas anak, meraih penghargaan TOP CSR Awards 2025 #Star 4 dalam ajang TOP CSR Awards 2025 yang diselenggarakan oleh TopBusiness.id.

PT Kuansing Inti Makmur, a subsidiary, won the TOP CSR Awards 2025 #Star 4 at TOP CSR Awards 2025, organized by TopBusiness.id.





Juni 2025 / June 2025

Perseroan menyelenggarakan RUPST dan RUPSLB.

The Company held the AGM and the EGM.

Juni 2025 / June 2025

Perseroan dan mitra bisnis meresmikan pengoperasian pabrik sel dan panel surya (Kendal, Jawa Tengah) secara komersial oleh perusahaan patungan.
The Company and business partners inaugurated the commercial operation of the solar cell and panel factory (Kendal, Central Java) by a joint venture company.





Juni 2025 / June 2025

Anggota Dewan Komisaris dan Direksi Perseroan melakukan kunjungan ke pabrik sel dan panel surya (Kendal, Jawa Tengah).
Members of the Board of Commissioners and Board of Directors of the Company visited the solar cell and panel factory (Kendal, Central Java).

Juni 2025 / June 2025

Perseroan meraih **peringkat ke-119** dalam daftar **Fortune Southeast Asia 500 tahun 2025**. Pemeringkatan bergengsi ini diadakan oleh Fortune, yang menilai kinerja perusahaan-perusahaan terbesar di Asia Tenggara berdasarkan pendapatan tahun fiskal 2024. Pencapaian ini menegaskan posisi Perseroan sebagai salah satu korporasi terkemuka di regional, sekaligus mencerminkan kekuatan bisnis dan daya saing yang solid di pasar yang semakin kompetitif.
The Company **ranked 119th** in the **Fortune Southeast Asia 500 list for 2025**. This prestigious ranking was compiled by Fortune, which evaluates the performance of the largest companies in Southeast Asia based on revenue in the fiscal year 2024.







Juli 2025 / July 2025

Perseroan berhasil meraih **peringkat ke-3** dalam daftar **100 *Indonesia's Best Wealth Creators* 2025** versi Majalah SWA, sebagai pengakuan atas kinerja luar biasa dalam menciptakan nilai tambah bagi pemegang saham secara berkelanjutan. Prestasi ini menunjukkan lonjakan yang cukup signifikan dari posisi ke-11 di tahun 2023 dan posisi ke-5 di tahun 2024. Kenaikan peringkat yang konsisten selama tiga tahun berturut-turut mencerminkan efektivitas strategi bisnis Perseroan, pertumbuhan nilai perusahaan, serta komitmen dalam menghasilkan imbal hasil optimal bagi para pemangku kepentingan.

The Company successfully achieved the **3rd place** in the list of **100 Indonesia's Best Wealth Creators 2025** by SWA Magazine, in recognition of its outstanding performance in creating sustainable added value for shareholders. This achievement shows a significant jump from 11th place in 2023 to 5th place in 2024. The consistent increase in ranking over 3 (three) consecutive years reflects the effectiveness of the Company's business strategy, the growth in corporate value, and its commitment to generating optimal returns for stakeholders.

Agustus 2025 / August 2025

EMR, entitas anak dengan merek dagang MyRepublic, dinobatkan sebagai *Best Fixed Network* dan *Best ISP Gaming Experience* di Indonesia untuk periode H1 tahun 2025, yang diberikan oleh Speedtest Awards™ oleh Ookla®.

EMR, a subsidiary with the MyRepublic trademark, attained the Best Fixed Network and the Best ISP Gaming Experience in Indonesia for the H1 period of 2025, awarded by the Speedtest Awards™ by Ookla®.





Agustus 2025 / August 2025

Perseroan dan entitas anaknya, PT Daya Mas Agra Sejahtera, meresmikan PLTS Atap di Museum & Galeri SBY*ANI yang berlokasi di Pacitan, Jawa Timur.

The Company and its subsidiary, PT Daya Mas Agra Sejahtera, inaugurated a rooftop PLTS at Museum & Galeri SBY*ANI located in Pacitan, East Java.

Agustus 2025 / August 2025

Perseroan dan entitas anaknya, PT DSSR Daya Mas Sakti, menandatangani Perjanjian Kerangka dengan mitra bisnis untuk mempercepat pengembangan sumber daya panas bumi.

The Company and its subsidiary, PT DSSR Daya Mas Sakti, signed a Framework Agreement with business partners to accelerate the development of geothermal resources.





September 2025 / September 2025

Perseroan kembali menegaskan komitmennya terhadap praktik GCG yang unggul dengan meraih dua penghargaan bergengsi dari IICD, yakni ***Top 50 Big Capitalization Public Listed Company dan Best Responsibility of the Board***. Capaian ini menandai pencapaian luar biasa Perseroan yang berhasil mempertahankan posisi dalam daftar Top 50 selama 10 (sepuluh) tahun berturut-turut. Prestasi ini melengkapi rekam jejak penghargaan GCG yang sebelumnya telah diterima Perseroan, antara lain:

- ***Best Disclosure and Transparency – Big Cap* (2021)**
- ***Best Overall – Mid Cap* (2022)**
- ***Best Equitable Treatment of Shareholders* (2023)**
- ***Best Responsibility of the Board* (2024)**

Pada saat yang sama, GEMS—entitas anak Perseroan—juga meraih penghargaan untuk kategori *Top 50 Big Capitalization Public Listed Company*, yang telah berhasil dipertahankan selama 12 (dua belas) tahun berturut-turut. Pencapaian ini mencerminkan konsistensi GEMS dalam menerapkan prinsip-prinsip tata kelola yang transparan, akuntabel, dan berkelanjutan.

The Company once again reaffirmed its commitment to excellent GCG practices by receiving two prestigious awards from the IICD, namely Top 50 Big Capitalization Publicly Listed Company and Best Responsibility of the Board. This achievement marks the Company's outstanding accomplishment of successfully maintaining its position in the Top 50 list for 10 consecutive years. This achievement complements the company's previous track record of GCG awards, including:

- **Best Disclosure and Transparency – Big Cap (2021)**
- **Best Overall – Mid Cap (2022)**
- **Best Equitable Treatment of Shareholders (2023)**
- **Best Responsibility of the Board (2024)**

At the same time, GEMS—a subsidiary of the Company—also received an award in the Top 50 Big Capitalization Publicly Listed Company category, which it has successfully maintained for 12 consecutive years. This achievement reflects GEMS' consistency in applying the principles of transparent, accountable, and sustainable governance.

Sertifikasi Lain
Other Certification

Berikut ini beberapa sertifikasi lain yang dimiliki Perseroan melalui entitas anak:

Sertifikasi lainnya:

- ISO 9001 Sistem Manajemen Mutu
- ISO 14001 Sistem Manajemen Lingkungan
- ISO 20000-1 Sistem Manajemen Layanan – IT
- ISO 27001 Sistem Keamanan Informasi
- ISO 37001 Sistem Manajemen Anti Penyuapan
- ISO 45001 Sistem Manajemen K3

Here are some other certifications owned by the Company through its subsidiaries:

Other certifications:

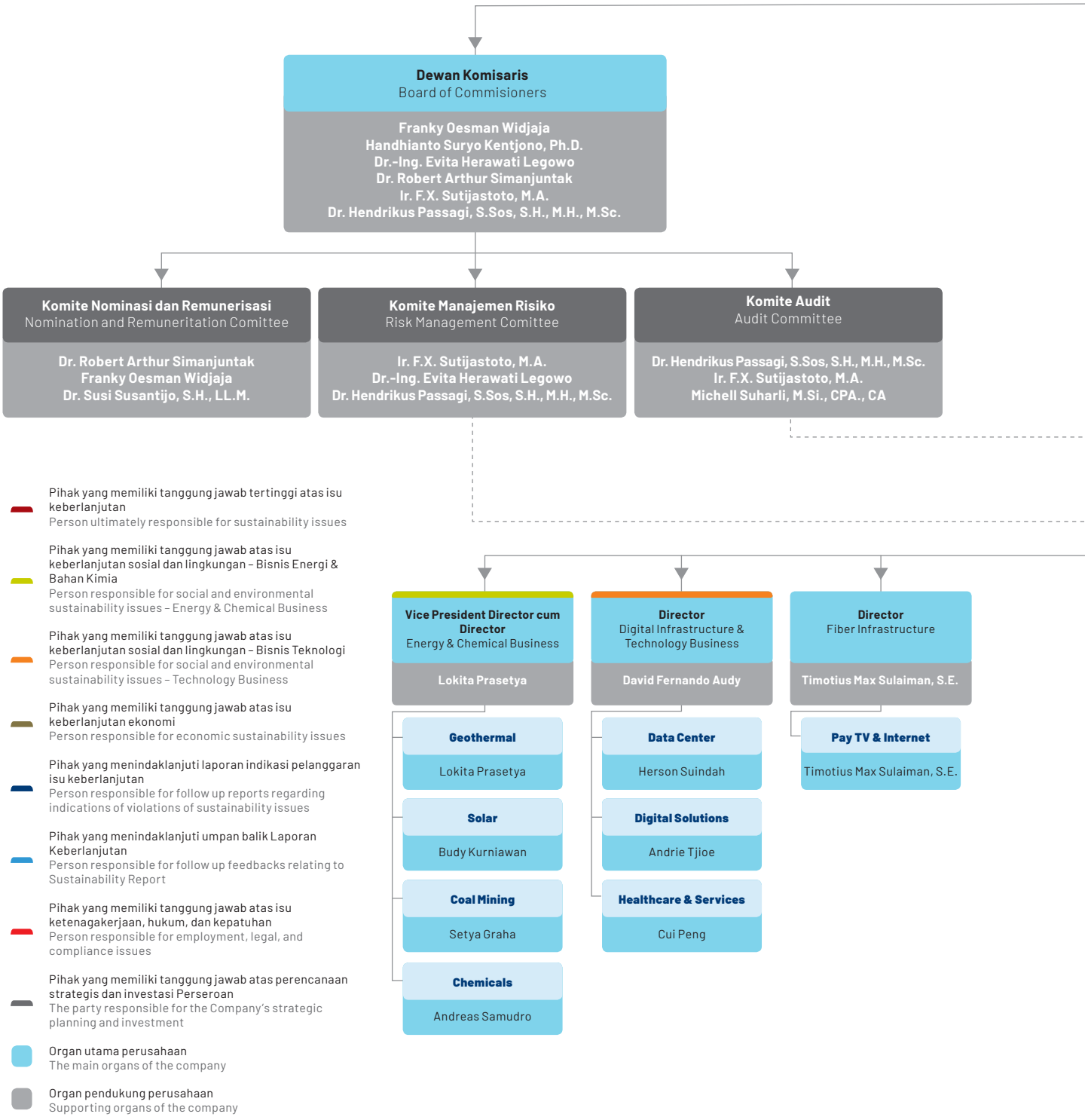
- ISO 9001 Quality Management System
- ISO 14001 Environmental Management System
- ISO 20000-1 Service Management System – IT
- ISO 27001 Information Security System
- ISO 37001 Anti-Bribery Management System
- ISO 45001 OHS Management System

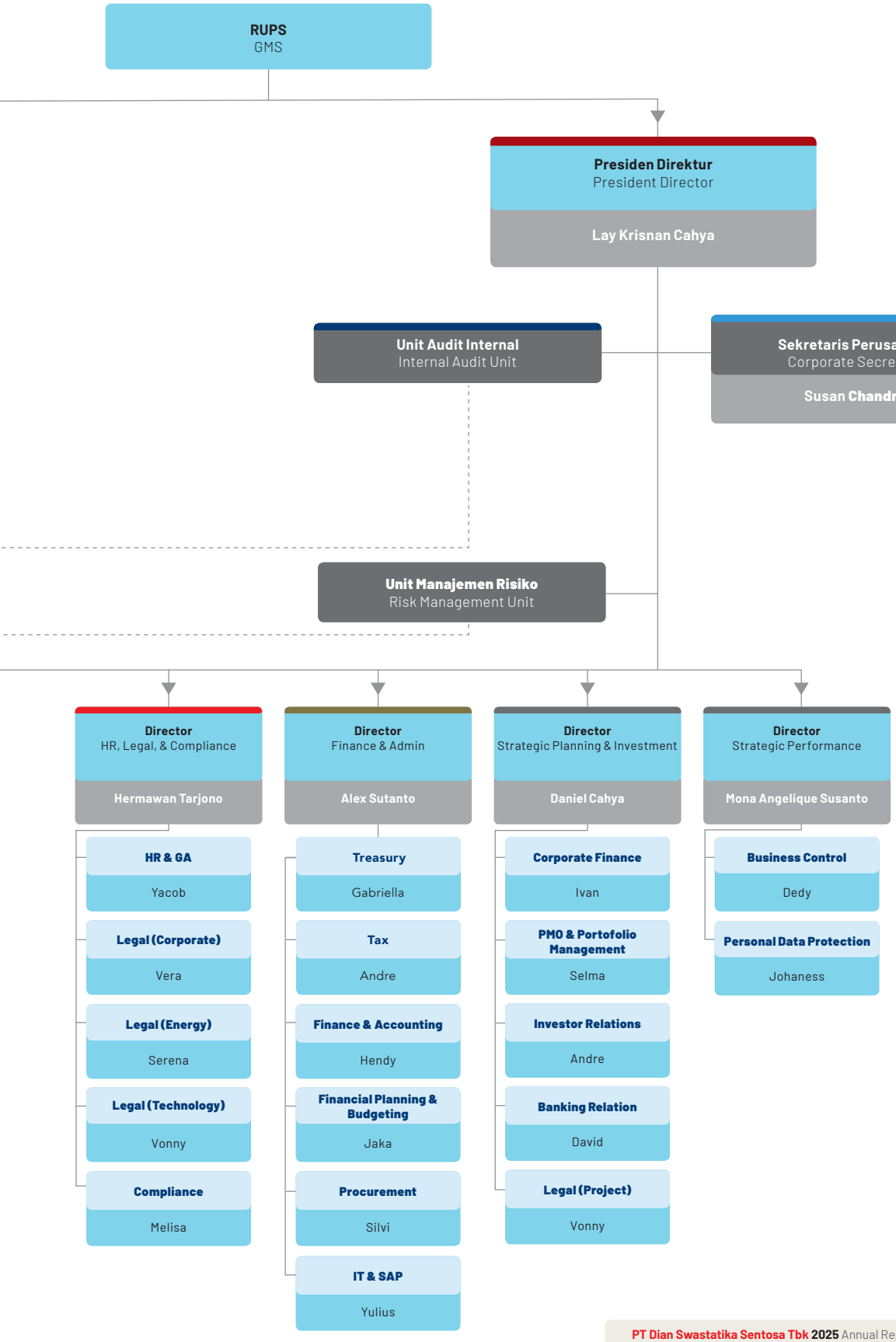
Struktur Organisasi dan Tata Kelola Keberlanjutan Perseroan [GRI 2-3-d] [GRI 2-5-a] [GRI 2-9-a] [GRI-2-9-b] [GRI-2-13-a] [GRI 2] [GRI 2-27] [ACGS D.1.1.] [ACGS D.1.2.] [ACGS (P).A.5.1.]

Sustainability Organizational and Governance Structure of the Company [GRI 2-3-d] [GRI 2-5-a] [GRI 2-9-a] [GRI-2-9-b] [GRI-2-13-a] [GRI 2] [GRI 2-27] [ACGS D.1.1.] [ACGS D.1.2.] [ACGS (P).A.5.1.]

Struktur organisasi Perseroan per 31 Desember 2025 adalah sebagai berikut:

The organizational structure of the Company as of December 31, 2025, was as follows:





Tanggung jawab atas agenda keberlanjutan perusahaan berada di bawah kepemimpinan strategis Direksi, dengan Presiden Direktur memegang peranan tertinggi dalam pengawasan dan pengarahannya. Setiap anggota Direksi diberikan mandat yang spesifik dalam hal keberlanjutan sesuai dengan relevansi sektor usaha atau fungsi yang mereka kelola, sehingga integrasi prinsip keberlanjutan dapat berjalan secara menyeluruh dan terarah di seluruh lini organisasi.

Dalam implementasinya, para direktur didukung oleh tim lintas fungsi dari unit bisnis dan/atau bidang yang relevan, guna memastikan inisiatif keberlanjutan dijalankan secara efektif, selaras dengan strategi perusahaan, serta mampu menjawab tantangan ekonomi, sosial, dan lingkungan secara konkret dan terukur. [ACGS (B).C.1.4.]

The responsibility for the company's sustainability agenda lies under the strategic leadership of the Board of Directors, with the President Director holding the highest role in its oversight and direction. Each member of the Board of Directors is given a specific mandate regarding sustainability following the relevance of the business sector or function they manage, ensuring that the integration of sustainability principles can be carried out comprehensively and purposefully across all lines of the organization.

In its implementation, the directors are supported by cross-functional teams from business units and/or relevant fields, to ensure that sustainability initiatives are carried out effectively, aligned with the company's strategy, and able to address economic, social, and environmental challenges in a concrete and measurable way. [ACGS (B).C.1.4.]

Profil Dewan Komisaris [GRI-2-9-b] [ACGS D.2.5.]

Profile of the Board of Commissioners [GRI-2-9-b] [ACGS D.2.5.]

Pada tahun 2025, Perseroan mempertahankan jumlah dan komposisi anggota Dewan Komisaris. Dewan Komisaris tetap beranggotakan 6 (enam) orang, dengan 4 (empat) orang di antaranya (atau sebanyak 67% dari jumlah anggota Dewan Komisaris) merupakan Komisaris Independen.

Keputusan ini mencerminkan keyakinan terhadap sinergi yang telah terbangun di antara para anggota Dewan Komisaris serta stabilitas GCG yang ingin dijaga secara konsisten. Komposisi ini tidak hanya mencerminkan kepatuhan terhadap prinsip GCG, tetapi juga menjadi mekanisme penting untuk menjaga objektivitas dan independensi dalam proses pengawasan. Mengacu pada struktur kepemimpinan di mana posisi Ketua Dewan Komisaris dijabat oleh Komisaris non-Independen, keberadaan mayoritas Komisaris Independen menjadi penyeimbang yang esensial dalam memastikan fungsi pengawasan tetap berjalan secara adil, transparan, dan bebas dari potensi konflik kepentingan. [ACGS E.2.4.] [ACGS E.4.2.] [ACGS (B).E.4.1.]

Susunan Dewan Komisaris Perseroan adalah sebagai berikut:

In 2025, the Company maintained the number and composition of the Board of Commissioners. The Board of Commissioners continued to consist of 6 (six) members, with 4 (four) of them (or 67% of the total number of Board of Commissioners members) being Independent Commissioners.

This decision reflects confidence in the synergy that has been built among the members of the Board of Commissioners and the stability of GCG that is intended to be consistently maintained. This composition not only reflects adherence to the principles of GCG but also serves as an important mechanism to maintain objectivity and independence in the oversight process. Referring to the leadership structure where the position of Chairman of the Board of Commissioners is held by a non-Independent Commissioner, the presence of a majority of Independent Commissioners becomes an essential balance in ensuring that the supervisory function continues to operate fairly, transparently, and free from potential conflicts of interest. [ACGS E.2.4.] [ACGS E.4.2.] [ACGS (B).E.4.1.]

The composition of the Board of Commissioners of the Company is as follows:

Jabatan Job Title	2025 – 2026
Presiden Komisaris President Commissioner	Franky Oesman Widjaja
Komisaris Commissioner	Handhianto Suryo Kentjono, Ph.D.
Komisaris Independen Independent Commissioner	Dr.-Ing. Evita Herawati Legowo
Komisaris Independen Independent Commissioner	Dr. Robert Arthur Simanjuntak
Komisaris Independen Independent Commissioner	Ir. F.X. Sutijastoto, M.A.
Komisaris Independen Independent Commissioner	Dr. Hendrikus Passagi, S.Sos, S.H., M.H., M.Sc.





Franky Oesman Widjaja

Presiden Komisaris
President Commissioner

Kewarganegaraan / Nationality
Indonesia / Indonesian

Usia / Age
68 Tahun / Years Old

Domisili / Domicile
Jakarta

Riwayat Pendidikan
Educational Background

Gelar Sarjana Bisnis dari Aoyama Gakuin University (1979)
Bachelor's Degree in Commerce from Aoyama Gakuin University (1979)

Hubungan Afiliasi [GRI 2-15-a]
Affiliate Relationship [GRI 2-15-a]

Beliau adalah Pengendali individual Perseroan
He is the Company's individual Controller

Keterangan / Notes:
1) PT Sinar Mas Tunggal adalah Pemegang Saham Utama Perseroan
1) PT Sinar Mas Tunggal is the Company's Main Shareholders

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Presiden Komisaris Perseroan berdasarkan keputusan RUPST Perseroan tanggal 31 Mei 2011 dan diangkat kembali sebagai Presiden Komisaris Perseroan berdasarkan keputusan RUPST Perseroan pada tanggal 18 Juni 2014, 18 Juni 2019, dan 25 Juni 2024. Beliau juga menjabat sebagai anggota Komite Nominasi dan Remunerasi Perseroan berdasarkan keputusan sirkuler Dewan Komisaris tanggal 25 Juni 2024. Masa tugas sebagai anggota Komite Nominasi dan Remunerasi adalah sesuai dengan masa jabatan Dewan Komisaris Perseroan.
He was first appointed as the President Commissioner of the Company based on the resolution of the Company's AGM held on May 31, 2011, and was reappointed as the President Commissioner of the Company based on the resolution of the Company's AGM held on June 18, 2014, June 18, 2019, and June 25, 2024. He also serves as a member of the Nomination and Remuneration Committee of the Company based on the circular resolution of the Board of Commissioners dated June 25, 2024. The period of duty as a member of the Nomination and Remuneration Committee is in accordance with the term of office of the Board of Commissioners of the Company.

Pengalaman Kerja (antara lain)
Work Experience (among others)

- Anggota Komite Nominasi dan Remunerasi PT SMART Tbk (sejak 2015)
- Komisaris Utama PT SMART Tbk (sejak 2003)
- Komisaris Utama PT Plaza Indonesia Realty Tbk (sejak 2001)
- *Chairman* (sejak 2000), *Chief Executive Officer* (sejak 1996), dan anggota Komite Nominasi dan Remunerasi Golden Agri-Resources Ltd.
- Member of Nomination and Remuneration Committee of PT SMART Tbk (since 2015)
- President Commissioner of PT SMART Tbk (since 2003)
- President Commissioner of PT Plaza Indonesia Realty Tbk (since 2001)
- Chairman (since 2000), Chief Executive Officer (since 1996), and member of the Nomination and Remuneration Committee of Golden Agri-Resources Ltd.

Keanggotaan (antara lain)
Membership (among others)

- *Co-Chairman Partnership for Indonesia Sustainable Agriculture* (PISAgro)
- Wakil Ketua Umum II Koordinator Bidang Perekonomian, Kamar Dagang dan Industri Indonesia (KADIN)
- Anggota Dewan Pembina Gabungan Pengusaha Kelapa Sawit Indonesia (GAPKI)
- Anggota Dewan Pengarah Gabungan Pengusaha Makanan Minuman Seluruh Indonesia (GAPMMI)
- Anggota Dewan Penasihat Asosiasi Emiten Indonesia (AEI)
- Anggota Dewan Pertimbangan Asosiasi Pengusaha Indonesia (APINDO)
- Wakil Ketua Yayasan Buddha Tzu Chi Indonesia
- Anggota Indonesian Business Council
- Ketua Dewan Pembina Yayasan Prasetiya Mulya
- Co-Chairman of Partnership for Indonesia Sustainable Agriculture (PISAgro)
- Vice Chairman II Coordinator for Economic Affairs, Indonesian Chamber of Commerce and Industry (KADIN)
- Member of the Advisory Board of the Indonesian Palm Oil Association (GAPKI)
- Member of the Advisory Board of the Indonesian Food and Beverage Entrepreneurs Association (GAPMMI)
- Member of the Advisory Board of the Indonesian Public Listed Companies Association (AEI)
- Member of the Advisory Council of the Indonesian Employers' Association (APINDO)
- Vice Chairman of Yayasan Buddha Tzu Chi Indonesia
- Member of Indonesian Business Council
- Chairman of the Board of Trustees of Prasetiya Mulya Foundation

Rangkap Jabatan
Concurrent Positions

Rangkap jabatan yang dimiliki oleh Bapak Franky Oesman Widjaja sudah memenuhi ketentuan POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Informasi mengenai rangkap jabatan Bapak Franky Oesman Widjaja dapat dilihat pada bagian Governansi Korporat, sub-bagian Dewan Komisaris.
The concurrent positions held by Mr. Franky Oesman Widjaja have complied with the provisions of POJK No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Public Companies. Information regarding the concurrent positions of Mr. Franky Oesman Widjaja can be seen in the Corporate Governance section, Board of Commissioners sub-section.

Kepemilikan Saham Perseroan [GRI 2-15-a] [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [GRI 2-15-a] [ACGS D.1.3.] [ACGS D.1.4.]

Kepemilikan tidak langsung melalui PT Sinar Mas Tunggal[1)]
Indirect ownership through PT Sinar Mas Tunggal[1)]



Handhianto Suryo Kentjono, Ph.D.

Komisaris
Commissioner

Kewarganegaraan / Nationality
Indonesia / Indonesian

Usia / Age
62 Tahun / Years Old

Domisili / Domicile
Jakarta

Riwayat Pendidikan
Educational Background

- Gelar Sarjana Ekonomi dan Matematika Terapan dari University of Montana (1986)
- Gelar Master Ekonomi dan Matematika Terapan dari University of Montana (1989)
- Gelar Master Bisnis Internasional dari University of Montana (1991)
- Gelar Doktor Matematika Terapan dari University of Montana (1993)
- Bachelor's Degree in Economics and Applied Mathematics from the University of Montana (1986)
- Master's Degree in Economics and Applied Mathematics from the University of Montana (1989)
- Master's Degree in International Business from the University of Montana (1991)
- Doctoral Degree in Applied Mathematics from the University of Montana (1993)

Hubungan Afiliasi
Affiliate Relationship

Beliau tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama Perseroan.
He is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Komisaris Perseroan berdasarkan keputusan RUPST Perseroan tanggal 25 Juni 2024.
He was first appointed as Commissioner of the Company based on the resolution of the Company's AGM held on June 25, 2024.

Pengalaman Kerja (antara lain)
Work Experience (among others)

- Komisaris dan Direktur di beberapa entitas anak Perseroan (sejak 2021)
- Direktur Perseroan (2021-2024)
- *Chief Operating Officer Mayapada Healthcare Group* (2016-2019)
- Chairman Asosiasi Penyelenggara Multimedia Indonesia (APMI) (2014-2016)
- Wakil Presiden Direktur PT MNC Skyvision (2006-2016)
- *Group Director* PT Global Mediacom (2006-2016)
- *Group Managing Director of Operations* RIMBA Group (2000-2006)
- Direktur PT Vcommerce Indonesia (2002-2005)
- Komisaris PT Rimba Baru Cahaya (2002-2006)
- Direktur PT Tapak Tiara Indah (2002-2006)
- Direktur Operasional PT Hansa Megah Pratama (2001-2006)
- Presiden Komisaris PT Interdomesticindo Traco (2001-2006)
- *Managing Director* PT Visionindo Network Perdana (1998-2003)
- Presiden Direktur/Founder Jakarta Institute of Technology (2001-2003)
- Director of Operations di Logisoft Inc. (1998)
- *Independent Marketing Consultant* di Sun Mountain Sport Co. - MSC Environmental Services Co., Montana Inns Group (1997)
- *Director of Operations/Mathematical Demographic Consultant di Education Logistics Inc.* (1989-1997)
- Commissioner and Director in several subsidiaries of the Company (since 2021)
- Director of the Company (2021-2024)
- Chief Operating Officer of Mayapada Healthcare Group (2016-2019)
- Chairman of the Indonesian Multimedia Provider Association (APMI) (2014-2016)
- Vice President Director of PT MNC Skyvision (2006-2016)
- Group Director of PT Global Mediacom (2006-2016)
- Group Managing Director of Operations of RIMBA Group (2000-2006)
- Director of PT Vcommerce Indonesia (2002-2005)
- Commissioner of PT Rimba Baru Cahaya (2002-2006)
- Director of PT Tapak Tiara Indah (2002-2006)
- Director of Operations of PT Hansa Megah Pratama (2001-2006)
- President Commissioner of PT Interdomesticindo Traco (2001-2006)
- Managing Director of PT Visionindo Network Perdana (1998-2003)
- President Director/Founder of Jakarta Institute of Technology (2001-2003)
- Director of Operations of Logisoft Inc. (1998)
- Independent Marketing Consultant of Sun Mountain Sport Co. - MSC Environmental Services Co. Montana Inns Group (1997)
- Director of Operations/Mathematical Demographic Consultant of Education Logistics Inc. (1989-1997)

Rangkap Jabatan
Concurrent Positions

Beliau tidak mempunyai rangkap jabatan di emiten atau perusahaan publik lainnya.
He does not have any concurrent position in any other issuer or public company.

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
He does not own any shares of the Company, either directly or indirectly.



Dr.-Ing. Evita Herawati Legowo

Komisaris Independen
Independent Commissioner [ACGS (B)E.1.1.]

Kewarganegaraan / Nationality
Indonesia / Indonesian

Usia / Age
74 Tahun / Years Old

Domisili / Domicile
Tangerang

Riwayat Pendidikan
Educational Background

- Gelar Sarjana Kimia dari Institut Teknologi Bandung (1974)
- Gelar Doktor.-Ing bidang Kimia Perminyakan dari Technische Universitaet Clausthal Jerman (1991)
- Bachelor's Degree in Chemistry from Institut Teknologi Bandung (1974)
- Doctoral Degree in Petroleum Chemistry from the Technische Universitaet Clausthal Germany (1991)

Hubungan Afiliasi
Affiliate Relationship

Beliau tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama Perseroan.
She is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Komisaris Independen Perseroan berdasarkan keputusan RUPST Perseroan tanggal 16 Mei 2013 dan diangkat kembali sebagai Komisaris Independen berdasarkan keputusan RUPST Perseroan tanggal 18 Juni 2014, 18 Juni 2019, dan 25 Juni 2024. Beliau telah memberikan pernyataan independensi kembali pada tanggal 22 Januari 2025. Beliau juga menjabat sebagai anggota Komite Manajemen Risiko Perseroan efektif sejak tanggal 25 Juni 2024 berdasarkan keputusan sirkuler Dewan Komisaris tanggal 25 Juni 2024. Masa tugas sebagai anggota Komite Manajemen Risiko adalah sesuai dengan masa jabatan Dewan Komisaris Perseroan.
She was first appointed as Independent Commissioner of the Company based on the resolution of the Company's AGM held on May 16, 2013, and was reappointed as Independent Commissioner based on the resolution of the Company's AGM held on June 18, 2014, June 18, 2019, and June 25, 2024. She redeclared her independence on January 22, 2025. She also serves as a member of the Risk Management Committee of the Company effective on June 25, 2024, based on the circular resolution of the Board of Commissioners dated June 25, 2024. The period of duty as a member of the Risk Management Committee is following the term of office of the Board of Commissioners of the Company.

Pengalaman Kerja
Work Experience

- Dosen di Swiss German University (sejak Juni 2013)
- Ketua Dewan Pengawas Badan Pengelola Dana Perkebunan Kelapa Sawit (sejak November 2020)
- Presiden Komisaris di PT Kaltim Methanol Industri (2013-2022)
- Komisaris PT Pertamina (Persero) (Mei 2010 - April 2013)
- Direktur Jenderal Minyak dan Gas Bumi ESDM (2008-2012)
- Staf Ahli Menteri Energi dan Sumber Daya Mineral (2006-2008)
- Kepala Pusat Penelitian dan Pengembangan Teknologi Minyak dan Gas Bumi Lemigas (2002-2006)
- Kepala Pusat Penelitian dan Pengembangan Teknologi Energi dan Ketenagalistrikan (2001-2002)
- Berkarir di Lemigas (1974-2001)
- Lecturer at the Swiss German University (since June 2013)
- Chairperson of the Supervisory Board of the Palm Oil Plantation Fund Management Agency (since November 2020)
- President Commissioner of PT Kaltim Methanol Industri (2013-2022)
- Commissioner of PT Pertamina (Persero) (May 2010 – April 2013)
- Director General of Oil and Gas of ESDM (2008-2012)
- Assistant to the Minister of Energy and Mineral Resources (2006-2008)
- Head of Research and Development Center for Oil and Gas of Lemigas (2002-2006)
- Head of Research and Development Center for Energy and Electricity (2001-2002)
- Worked at Lemigas (1974-2001)

Rangkap Jabatan
Concurrent Positions

Beliau tidak memiliki rangkap jabatan di emiten atau perusahaan publik lainnya.
She does not have any concurrent position in any other issuer or public company.

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
She does not own any shares of the Company, either directly or indirectly.



Dr. Robert Arthur Simanjuntak

Komisaris Independen
Independent Commissioner

Kewarganegaraan / Nationality
Indonesia / Indonesian

Usia / Age
63 Tahun / Years Old

Domisili / Domicile
Jakarta

Riwayat Pendidikan
Educational Background

- Gelar Sarjana Ekonomi dari Universitas Indonesia (1986)
- Gelar Master Ekonomi dari University of Birmingham (1988)
- Gelar Doktor Ekonomi dari University of Birmingham (1998)
- Bachelor's Degree in Economics from Universitas Indonesia (1986)
- Master's Degree in Economics from the University of Birmingham (1988)
- Doctoral Degree in Economics from the University of Birmingham (1998)

Hubungan Afiliasi
Affiliate Relationship

Beliau tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama Perseroan.
He is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Komisaris Independen Perseroan berdasarkan keputusan RUPST Perseroan tanggal 18 Juni 2019 dan diangkat kembali sebagai Komisaris Independen berdasarkan keputusan RUPST Perseroan tanggal 25 Juni 2024. Beliau telah memberikan pernyataan independensi kembali pada tanggal 22 Januari 2025. Beliau juga menjabat sebagai Ketua Komite Nominasi dan Remunerasi Perseroan efektif sejak tanggal 25 Juni 2024 berdasarkan keputusan sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024. Masa tugas sebagai Ketua Komite Nominasi dan Remunerasi adalah sesuai dengan masa jabatan Dewan Komisaris Perseroan.
He was first appointed as Independent Commissioner of the Company based on the resolution of the Company's AGM held on June 18, 2019, and was reappointed as the Independent Commissioner of the Company based on the resolution of the Company's AGM held on June 25, 2024. He redeclared his independence on January 22, 2025. He also serves as Chairperson of the Nomination and Remuneration Committee of the Company effective on June 25, 2024, based on the circular resolution of the Board of Commissioners of the Company dated June 25, 2024. The period of duty as the Chairperson of the Nomination and Remuneration Committee is following the term of office of the Board of Commissioners of the Company.

Pengalaman Kerja
Work Experience

- Anggota Komite Audit dan anggota Komite Pemantau Risiko PT Bank Nano Syariah (sejak 2024)
- Anggota Komite Audit PT SMART Tbk (sejak 2021)
- Anggota Komite Audit dan Komite Pemantau Risiko PT Bank Sinarmas Tbk (sejak 2021)
- Wakil Ketua Dewan Pembina Komite Pemantauan Pelaksanaan Otonomi Daerah (sejak 2009)
- Guru Besar Ilmu Ekonomi Keuangan Negara, Fakultas Ekonomi dan Bisnis, Universitas Indonesia (sejak 2008)
- Pihak Independen PT Prudential Life Assurance (2016-2024)
- Staf Khusus Kementerian Riset dan Teknologi/BRIN Bidang Ekonomi Inovasi (2019-2021)
- Staf Khusus Menteri Keuangan Bidang Perumusan Kebijakan Fiskal (2013-2019)
- Komisaris PT Aneka Tambang Tbk (2014-2019)
- Komisaris PT Perkebunan Nusantara VII (2013-2014)
- Ketua Tim Asistensi Menteri Keuangan Bidang Desentralisasi Fiskal (2009-2014)
- Komisaris Independen PT Asuransi Tugu Pratama Indonesia Tbk (2010-2012)
- Ketua Departemen Ilmu Ekonomi, Fakultas Ekonomi dan Bisnis, Universitas Indonesia (2005-2009)
- Direktur Program Magister Perencanaan dan Kebijakan Publik, Fakultas Ekonomi dan Bisnis, Universitas Indonesia (1999-2005)
- Tenaga Ahli Panitia Anggaran DPR-RI (2003-2004)
- Member of Audit Committee and member of Risk Monitoring Committee of PT Bank Nano Syariah (since 2024)
- Member of Audit Committee of PT SMART Tbk (since 2021)
- Member of Audit Committee and the Risk Monitoring Committee of PT Bank Sinarmas Tbk (since 2021)
- Vice Chairman of the Board of Trustees, Monitoring Committee for the Implementation of Regional Autonomy (since 2009)
- Professor of Public Finance, Faculty of Economics and Business, Universitas Indonesia (since 2008)
- Independent Party PT Prudential Life Assurance (2016-2024)
- Advisor to the Minister of Research and Technology/BRIN for Economic Innovation (2019-2021)
- Advisor to the Minister of Finance for Formulation of Fiscal Policy (2013-2019)
- Commissioner of PT Aneka Tambang Tbk (2014-2019)
- Commissioner of PT Perkebunan Nusantara VII (2013-2014)
- Chairman of the Ministry of Finance Assistance Team for Fiscal Decentralization (2009-2014)
- Independent Commissioner of PT Asuransi Tugu Pratama Indonesia Tbk (2010-2012)
- Chairman of Economics Department, Faculty of Economics and Business, Universitas Indonesia (2005-2009)
- Director of the Master of Public Planning and Policy Program, Faculty of Economics and Business, Universitas Indonesia (1999-2005)
- Expert Staff of the Budget Committee of the House of Representatives (2003-2004)

Rangkap Jabatan
Concurrent Positions

Rangkap jabatan yang dimiliki oleh Bapak Dr. Robert Arthur Simanjuntak sudah memenuhi ketentuan POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Informasi mengenai rangkap jabatan Bapak Dr. Robert Arthur Simanjuntak dapat dilihat pada bagian Governansi Korporat, sub-bagian Dewan Komisaris.
The concurrent positions held by Mr. Dr. Robert Arthur Simanjuntak has complied with the provisions of POJK No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Public Companies. Information regarding the concurrent positions of Mr. Dr. Robert Arthur Simanjuntak Ph.D. can be seen in the Corporate Governance section, Board of Commissioners sub-section.

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
He does not own any shares of the Company, either directly or indirectly.



Ir. F.X. Sutijastoto, M.A.

Komisaris Independen
Independent Commissioner

Kewarganegaraan / Nationality
Indonesia / Indonesian

Usia / Age
65 Tahun / Years Old

Domisili / Domicile
Jakarta

Riwayat Pendidikan
Educational Background

- Gelar Sarjana Statistika dari Institut Pertanian Bogor (1984)
- Gelar *Master of Arts* bidang Ekonomi Energi dan Lingkungan dari University of Toronto (1993)
- Bachelor's Degree in Statistics from Institut Pertanian Bogor (1984)
- Master of Arts Degree in Energy and Environmental Economics from the University of Toronto (1993)

Hubungan Afiliasi
Affiliate Relationship

Beliau tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama Perseroan.
He is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Komisaris Independen Perseroan berdasarkan keputusan RUPSLB Perseroan tanggal 6 Oktober 2022 dan diangkat kembali sebagai Komisaris Independen berdasarkan keputusan RUPST Perseroan tanggal 25 Juni 2024. Beliau telah memberikan pernyataan independensi pada tanggal 22 Januari 2025. Beliau juga menjabat sebagai Ketua Komite Manajemen Risiko dan anggota Komite Audit Perseroan efektif sejak tanggal 25 Juni 2024 berdasarkan keputusan sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024. Masa tugas sebagai Ketua Manajemen Risiko dan anggota Komite Audit adalah sesuai dengan masa jabatan Dewan Komisaris Perseroan.
He was first appointed as Independent Commissioner of the Company based on the resolution of the Company's EGM held on October 6, 2022, and was reappointed as the Independent Commissioner of the Company based on the resolution of the Company's AGM held on June 25, 2024. He declared his independence on January 22, 2025. He also serves as Chairperson of the Risk Management Committee and as a member of the Audit Committee of the Company effective on June 25, 2024, based on the circular resolutions of the Board of Commissioners of the Company dated June 25, 2024. The period of duty as the Chairperson of the Risk Management Committee and as a member of the Audit Committee is following the term of office of the Board of Commissioners of the Company.

Pengalaman Kerja (antara lain)
Work Experience (among others)

- Komisaris PT Energi Mitra Investama (sejak 2021)
- Komisaris Utama merangkap Komisaris Independen PT Aneka Tambang Tbk (2021-2024)
- Komisaris PT Indocement Tunggal Prakarsa (2023-2024)
- Komisaris PT Indonesia Power (2020-2021)
- Komisaris Utama PT Indonesia Power (2019-2020)
- Komisaris PT Pertamina Geothermal Indonesia (2019)
- Direktur Jenderal Energi Baru, Terbarukan, dan Konservasi Energi Kementerian Energi dan Sumber Daya Mineral (2019-2020)
- Kepala Badan Penelitian dan Pengembangan ESDM Kementerian Energi dan Sumber Daya Mineral (2013-2019)
- Commissioner of PT Energi Mitra Investama (since 2021)
- President Commissioner and Independent Commissioner of PT Aneka Tambang Tbk (2021-2024)
- Commissioner of PT Indocement Tunggal Prakarsa (2023-2024)
- Commissioner of PT Indonesia Power (2020-2021)
- President Commissioner of PT Indonesia Power (2019-2020)
- Commissioner of PT Pertamina Geothermal Indonesia (2019)
- Director General of New, Renewable Energy, and Energy Conservation of the Ministry of Energy and Mineral Resources (2019-2020)
- Head of Energy and Mineral Resources Research and Development Agency of the Ministry of Energy and Mineral Resources (2013-2019)

Rangkap Jabatan
Concurrent Positions

Beliau tidak memiliki rangkap jabatan di emiten atau perusahaan publik lainnya.
He does not have any concurrent position in any other issuer or public company.

Sertifikasi Profesi
Professional Certification

Pengawasan Tata Kelola Risiko
Qualified Risk Governance Professional

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
He does not own any shares of the Company, either directly or indirectly



Dr. Hendrikus Passagi, S.Sos, S.H, M.H., M.Sc.

Komisaris Independen
Independent Commissioner

Kewarganegaraan / Nationality

Indonesia / Indonesian

Usia / Age

60 Tahun / Years Old

Domisili / Domicile

Tangerang

Riwayat Pendidikan
Educational Background

- Gelar Sarjana Ilmu Administrasi Negara dari STIA Lembaga Administrasi Negara (1994)
- *Non-Degree in Economics* dari Economics Institute (1997)
- Gelar *Master of Science* bidang Finance dari University of Illinois (1999)
- Gelar Doktor Ilmu Keuangan dan Perbankan dari Universitas Indonesia (2011)
- Gelar Sarjana Ilmu Hukum dari Universitas Kristen Indonesia (2019)
- Gelar Magister Hukum dari Universitas Pelita Harapan (2023)
- Bachelor's Degree in State Administration from STIA Lembaga Administrasi Negara (1994)
- Non-Degree in Economics from the Economics Institute (1997)
- Master of Science Degree in Finance from the University of Illinois (1999)
- Doctoral Degree in Finance and Banking from Universitas Indonesia (2011)
- Bachelor's Degree in Law from Universitas Kristen Indonesia (2019)
- Master of Laws Degree from Universitas Pelita Harapan (2023)

Hubungan Afiliasi
Affiliate Relationship

Beliau tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama Perseroan.
He is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Komisaris Independen Perseroan berdasarkan keputusan RUPSLB Perseroan tanggal 6 Oktober 2022 dan diangkat kembali sebagai Komisaris Independen berdasarkan keputusan RUPST Perseroan tanggal 25 Juni 2024. Beliau telah memberikan pernyataan independensi pada tanggal 22 Januari 2025. Beliau juga menjabat sebagai Ketua Komite Audit dan anggota Komite Manajemen Risiko Perseroan efektif sejak tanggal 25 Juni 2024, berdasarkan keputusan sirkuler Dewan Komisaris tanggal 25 Juni 2024. Masa tugas sebagai Ketua Komite Audit dan anggota Komite Manajemen Risiko adalah sesuai dengan masa jabatan Dewan Komisaris Perseroan.
He was first appointed as Independent Commissioner of the Company based on the resolution of the Company's EGM held on October 6, 2022, and was reappointed as the Independent Commissioner of the Company based on the resolution of the Company's AGM held on June 25, 2024. He declared his independence on January 22, 2025. He also serves as Chairperson of the Audit Committee and as a member of the Risk Management Committee of the Company effective on June 25, 2024, based on the circular resolutions of the Board of Commissioners dated June 25, 2024. The period of duty as Chairperson of the Audit Committee and as a member of the Risk Management Committee is following the term of office of the Board of Commissioners of the Company.

Pengalaman Kerja
Work Experience

- Komisaris PT Digital Futures Exchange (sejak 2021)
- Advokat, Kurator Kepailitan dan Pengurus Penundaan Kewajiban Pembayaran Utang (PKPU) Kantor Hukum KHP (sejak 2019)
- Komisaris PT Cyrameta Exchange (2022-2024)
- Komisaris dan Advisor PT KIOSON Komersial Indonesia (2021-2022)
- Peneliti Eksekutif Senior OJK (2013-2017 dan 2020-2021)
- Direktur Pengaturan, Perijinan, dan Pengawasan Fintech OJK (2017-2020)
- Pengajar di Program S1 Bidang Keuangan Internasional dan Ekonomi di Universitas Surya (2012-2014)
- Kepala Subdirektorat Akuntansi dan Pelaporan Pinjaman dan Hibah Negara Direktorat Jenderal Pengelolaan Utang, Kementerian Keuangan (2012-2013)
- Pengajar di Universitas Multimedia Nusantara dan Universitas Bina Nusantara (2011-2013)
- Ketua Tim Teknis Pengembangan *Asset-Liability Management* Kementerian Keuangan (2011-2013)
- Kepala Subdirektorat Pengelolaan Portofolio Surat Utang Negara Direktorat Jenderal Pengelolaan Utang, Kementerian Keuangan (2006-2009)
- Kepala Seksi Manajemen Portofolio Direktorat Jenderal Perbendaharaan Negara Kementerian Keuangan (2004-2006)
- Kepala Sub-bagian Pengelolaan Kas Pusat Manajemen Obligasi Negara Kementerian Keuangan (2001-2004)
- Staf Pengajar di Badan Pendidikan dan Pelatihan Keuangan Kementerian Keuangan (1994-1997 dan 1999-2000)
- Asisten Peneliti dan Anggota Tim Pengembangan *IT Database Undergraduate Library* University of Illinois (1997-1999)
- *Programmer* Komputer dan Analis Sistem Integrasi Teknologi Informasi dan *Database* di Pusat Analisa dan Informasi Keuangan Kementerian Keuangan (1989-1994)
- Staf Pemeliharaan Perangkat Keras & Jaringan di Pusat Analisa dan Informasi Keuangan Kementerian Keuangan Makassar (1987-1989)
- Commissioner of PT Digital Futures Exchange (since 2021)
- Lawyer, Bankruptcy Curator and Suspension of Payment (PKPU) Administrator in KHP Law Firm (since 2019)
- Commissioner of PT Cyrameta Exchange (2022-2024)
- Commissioner and Advisor of PT KIOSON Komersian Indonesia (2021-2022)
- Senior Executive Researcher in OJK (2013-2017 and 2020-2021)
- Director of Fintech Regulation, Licensing, and Supervision in OJK (2017-2020)
- Lecturer in International Finance and Economics Undergraduate Program at Universitas Surya (2012-2014)
- Head of Sub-directorate of Accounting and Reporting on State Loans and Grants of the Directorate General of Debt Management at the Ministry of Finance (2012-2013)
- Lecturer at Universitas Multimedia Nusantara and Universitas Bina Nusantara (2011-2013)
- Head of Technical Team for Asset-Liability Management Development at the Ministry of Finance (2011-2013)
- Head of Sub-Directorate of Government Securities Portfolio Management of the Directorate General of Debt Management at the Ministry of Finance (2006-2009)
- Head of Portfolio Management Section of the Directorate General of State Treasury at the Ministry of Finance (2004-2006)
- Head of Cash Management Subdivision of State Bond Management Center at the Ministry of Finance (2001-2004)
- Teaching staff at the Financial Education and Training Agency of the Ministry of Finance (1994-1997 and 1999-2000)
- Research Assistant and Member of the IT Development Team of the Database Undergraduate Library at the University of Illinois (1997-1999)
- Computer Programmer and Information Technology and Database Integration Systems Analyst at the Center for Financial Analysis and Information of the Ministry of Finance (1989-1994)
- Hardware and Network Maintenance Staff at the Center for Financial Analysis and Information of the Ministry of Finance Makassar (1987-1989)

Rangkap Jabatan
Concurrent Positions

Beliau tidak memiliki rangkap jabatan di emiten atau perusahaan publik lainnya.
He does not have any concurrent position in any other issuer or public company

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
He does not own any shares of the Company, either directly or indirectly

Profil Direksi [GRI-2-9-b] [ACGS D.2.5.]

Profile of the Board of Directors [GRI-2-9-b] [ACGS D.2.5.]

Sebagai respons terhadap dinamika industri dan kebutuhan akan transformasi yang lebih adaptif dan inovatif, pada tahun 2025 Perseroan melakukan peninjauan komprehensif terhadap struktur kepemimpinan strategisnya. Langkah ini merupakan bagian dari upaya Perseroan untuk memperkuat kapasitas manajerial dan memastikan kesiapan organisasi yang berfokus pada pengembangan bisnis EBT serta teknologi sebagai dua pilar utama pertumbuhan masa depan.

Berdasarkan hasil evaluasi internal serta rekomendasi Dewan Komisaris, Perseroan mengajukan usulan perubahan struktur Direksi kepada para pemegang saham dalam RUPST tanggal 18 Juni 2025 dari sebelumnya 7 (tujuh) menjadi 8 (delapan) orang, untuk memperkuat struktur yang secara khusus akan membawahi pengembangan bisnis teknologi, digitalisasi operasional, dan inisiatif transformasi berbasis data.

Dengan kepemimpinan yang lebih terfokus dan multidisipliner, Perseroan optimistis dapat menavigasi perubahan industri dengan lebih gesit serta memperkuat posisi sebagai perusahaan yang inovatif dan adaptif. Langkah ini juga menjadi bagian integral dari strategi Perseroan untuk menghadirkan nilai tambah yang berkelanjutan bagi seluruh pemangku kepentingan, sekaligus mendukung transisi energi nasional dan pemanfaatan teknologi sebagai penggerak utama efisiensi dan pertumbuhan.

Susunan Direksi Perseroan adalah sebagai berikut:

In response to industry dynamics and the need for more adaptive and innovative transformations, in 2025, the Company conducted a comprehensive review of its strategic leadership structure. This step is part of the Company's efforts to strengthen managerial capacity and ensure organizational readiness focused on the development of renewable energy businesses and technology as the two main pillars of future growth.

Based on the results of the internal evaluation and the recommendation of the Board of Commissioners, the Company proposes a change in the Board of Directors' structure to the shareholders at the Annual General Meeting of Shareholders on June 18, 2025, from previously 7 (seven) to 8 (eight) members, to strengthen the oversight of technology business development, operational digitalization, and data-driven transformation initiatives.

With more focused and multidisciplinary leadership, the Company is optimistic about navigating industry changes more agilely and strengthening its position as an innovative and adaptive company. This step is also an integral part of the Company's strategy to deliver sustainable added value to all stakeholders, while supporting the national energy transition and the use of technology as the main drivers of efficiency and growth.

The composition of the Board of Directors of the Company is as follows:

Jabatan/Job Title	2024	2025
Presiden Direktur/President Director	Lay Krisnan Cahya	Lay Krisnan Cahya
Wakil Presiden Direktur/Vice President Director	Lokita Prasetya	Lokita Prasetya
Direktur/Director	Hermawan Tarjono	Hermawan Tarjono
Direktur/Director	Daniel Cahya	Daniel Cahya
Direktur/Director	Alex Sutanto	Alex Sutanto
Direktur/Director	David Fernando Audy	David Fernando Audy
Direktur/Director	Mona Angelique Susanto	Mona Angelique Susanto
Direktur/Director	-	Timotius Max Sulaiman, S.E.





Lay Krisnan Cahya

Presiden Direktur
President Director

Kewarganegaraan / Nationality
Indonesia / Indonesian

Usia / Age
65 Tahun / Years Old

Domisili / Domicile
Jakarta

Riwayat Pendidikan
Educational Background

Gelar Sarjana di bidang Akuntansi dari Universitas Tarumanagara (1986)
Bachelor's Degree in Accounting from Universitas Tarumanagara (1986)

Hubungan Afiliasi [GRI 2-15-b]
Affiliate Relationship [GRI 2-15-b]

Beliau memiliki hubungan afiliasi dengan Bapak Daniel Cahya selaku Direktur Perseroan. Selain hubungan afiliasi dengan Bapak Daniel Cahya, beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya, Pengendali, maupun Pemegang Saham Utama Perseroan.
He is affiliated with Mr. Daniel Cahya, a Director of the Company. Apart from his affiliation with Mr. Daniel Cahya, he is not affiliated with any member of the Board of Commissioners, any other member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Presiden Direktur Perseroan berdasarkan keputusan RUPST Perseroan tanggal 24 Juli 2009 dan diangkat kembali sebagai Presiden Direktur Perseroan berdasarkan keputusan para pemegang saham Perseroan pada RUPST Perseroan tanggal 18 Juni 2014, 18 Juni 2019, dan 25 Juni 2024.
He was first appointed as President Director of the Company based on the resolution of the Company's AGM held on July 24, 2009, and was reappointed as the President Director of the Company based on the resolution of the Company's AGM held on June 18, 2014, June 18, 2019, and June 25, 2024.

Pengalaman Kerja (antara lain)
Work Experience (among others)

- Presiden Komisaris dan Wakil Presiden Komisaris di beberapa entitas anak Perseroan
- Komisaris PT XLSMART Telecom Sejahtera Tbk (sejak 2025)
- Presiden Komisaris PT Golden Energy Mines Tbk (2012-2021)
- *Non-Executive Chairman* di Golden Energy and Resources Limited (2015- 2021)
- Anggota Komite Audit & Komite Nominasi di Golden Energy and Resources Limited (2015- 2021)
- Presiden Direktur PT Golden Energy Mines Tbk (2011-2012)
- Presiden Komisaris PT Borneo Indobara (2011-2012)
- Direktur PT Lippo Karawaci Tbk (2005-2008)
- Komisaris dan Direktur PT Multipolar Tbk (2001-2008)
- Beberapa posisi senior di PT Bank Bali Tbk (1995-2000)
- Beberapa posisi senior di PT Bank Panin Tbk (1984-1995)
- President Commissioner and Vice President Commissioner in several subsidiaries of the Company
- Commissioner of PT XLSMART Telecom Sejahtera Tbk (since 2025)
- President Commissioner of PT Golden Energy Mines Tbk (2012-2021)
- Non-Executive Chairman of Golden Energy and Resources Limited (2015-2021)
- Member of the Audit Committee & Nomination Committee of Golden Energy and Resources Limited (2015-2021)
- President Director of PT Golden Energy Mines Tbk (2011-2012)
- President Commissioner of PT Borneo Indobara (2011-2012)
- Director of PT Lippo Karawaci Tbk (2005-2008)
- Commissioner and Director of PT Multipolar Tbk (2001-2008)
- Several senior positions in PT Bank Bali Tbk (1995-2000)
- Several senior positions in PT Bank Panin Tbk (1984-1995)

Rangkap Jabatan
Concurrent Positions

Rangkap jabatan yang dimiliki oleh Bapak Lay Krisnan Cahya sudah memenuhi ketentuan POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Informasi mengenai rangkap jabatan Bapak Lay Krisnan Cahya dapat dilihat pada bagian Governansi Korporat, sub-bagian Direksi.
The concurrent positions held by Mr. Lay Krisnan Cahya have complied with the provisions of POJK No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Public Companies. Information regarding the concurrent positions of Mr. Lay Krisnan Cahya can be seen in the Corporate Governance section, Board of Directors sub-section.

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
He does not own any shares of the Company, either directly or indirectly



Lokita Prasetya

Wakil Presiden Direktur merangkap Direktur Bisnis Energi dan Bahan Kimia
Vice President Director cum Director of Energy and Chemical Business

Kewarganegaraan / Nationality
Indonesia / Indonesian

Usia / Age
60 Tahun / Years Old

Domisili / Domicile
Tangerang

Riwayat Pendidikan
Educational Background

- Gelar Sarjana Teknik Mesin dari Institut Teknologi Sepuluh Nopember (1987)
- Gelar Magister Manajemen dari Sekolah Tinggi Ilmu Ekonomi IPWI (2004)
- Bachelor's Degree in Mechanical Engineering from Institut Teknologi Sepuluh Nopember (1987)
- Master's Degree in Management from Sekolah Tinggi Ilmu Ekonomi IPWI (2004)

Hubungan Afiliasi
Affiliate Relationship

Beliau tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama Perseroan.
He is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Wakil Presiden Direktur Perseroan berdasarkan keputusan RUPST Perseroan tanggal 28 Mei 2021 dan diangkat kembali sebagai Wakil Presiden Direktur Perseroan berdasarkan keputusan para pemegang saham Perseroan pada RUPST Perseroan tanggal 25 Juni 2024.
He was first appointed as Vice President Director of the Company based on the resolution of the Company's AGM held on May 28, 2021, and was reappointed as the Vice President Director of the Company based on the resolution of the Company's AGM held on June 25, 2024.

Pengalaman Kerja (antara lain)
Work Experience (among others)

- Komisaris dan Direktur di beberapa entitas anak Perseroan
- Presiden Komisaris PT Golden Energy Mines Tbk (sejak 2021)
- Direktur Perseroan (2018-2021)
- Presiden Direktur PT Sulfindo Adiusaha (2016-2017)
- Direktur PT Artha Sumatera Energi (2010-2016)
- Presiden Direktur PT Merak Energi Indonesia (2007-2016)
- Direktur PT Satomo Indovyl Polymer dan PT Satomo Indovyl Monomer (1994-2002)
- Direktur Eksekutif PT Standard Toyo Polymer (1993-1995)
- Commissioner and Director in several subsidiaries of the Company
- President Commissioner of PT Golden Energy Mines Tbk (since 2021)
- Director of the Company (2018-2021)
- President Director of PT Sulfindo Adiusaha (2016-2017)
- Director of PT Artha Sumatera Energi (2010-2016)
- President Director of PT Merak Energi Indonesia (2007-2016)
- Director of PT Satomo Indovyl Polymer and PT Satomo Indovyl Monomer (1994-2002)
- Executive Director of PT Standard Toyo Polymer (1993-1995)

Keanggotaan
Membership

- Anggota Pengurus Komite Ketenagalistrikan & Energi Terbarukan Asosiasi Pengusaha Indonesia (APINDO) bidang Energi dan Sumber Daya Mineral (sejak 2023)
- Anggota Dewan Pengawas Himpunan Ahli Pembangkitan Tenaga Listrik Indonesia (HAKIT) (sejak 2021)
- Wakil Ketua Komite Tetap Kamar Dagang dan Industri Indonesia (KADIN) bidang Energi dan Sumber Daya Mineral (sejak 2021)
- Wakil Ketua Umum Asosiasi Pembangkit Listrik Swasta Indonesia (APLSI) (sejak 2021)
- Member of the Electricity & Renewable Energy Committee of the Indonesian Employers' Association (APINDO) - Energy and Mineral Resources (since 2023)
- Member of the Supervisory Board of the Association of Indonesian Electric Power Generation Experts (HAKIT) (since 2021)
- Vice Standing Committee of Commerce and Industry (KADIN) for Energy and Mineral Resources (since 2021)
- Vice Chairman of the Indonesian Independent Power Producer Association (since 2021)

Rangkap Jabatan
Concurrent Positions

Rangkap jabatan yang dimiliki oleh Bapak Lokita Prasetya sudah memenuhi ketentuan POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Informasi mengenai rangkap jabatan Bapak Lokita Prasetya dapat dilihat pada bagian Governansi Korporat, sub-bagian Direksi.
The concurrent positions held by Mr. Lokita Prasetya have complied with the provisions of POJK No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Public Companies. Information regarding the concurrent positions of Mr. Lokita Prasetya can be seen in the Corporate Governance section, Board of Directors sub-section.

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
He does not own any shares of the Company, either directly or indirectly.



Hermawan Tarjono

Direktur SDM, Hukum, dan Kepatuhan
Director of HR, Legal Affairs, and Compliance

Kewarganegaraan / Nationality

Indonesia / Indonesian

Usia / Age

58 Tahun / Years Old

Domisili / Domicile

Tangerang

Riwayat Pendidikan
Educational Background

- Gelar Sarjana Teknik Elektro dari Universitas Indonesia (1991)
- Gelar Magister Manajemen dari Prasetiya Mulya Business School (1993)
- Gelar Doktor dalam Ilmu Ekonomi dengan kekhususan Manajemen Jasa dari Universitas Trisakti (2010)
- Bachelor's Degree in Electrical Engineering from Universitas Indonesia (1991)
- Master of Management from Prasetiya Mulya Business School (1993)
- Doctoral Degree in Economics with specialization in Service Management from Universitas Trisakti (2010)

Hubungan Afiliasi
Affiliate Relationship

Beliau tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama Perseroan.
He is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Direktur Perseroan berdasarkan keputusan RUPST Perseroan tanggal 31 Mei 2011 dan diangkat kembali sebagai Direktur Perseroan berdasarkan keputusan para pemegang saham Perseroan pada RUPST Perseroan tanggal 18 Juni 2014, 18 Juni 2019, dan 25 Juni 2024.
He was first appointed as Director of the Company based on the resolution of the Company's AGM held on May 31, 2011, and was reappointed as the Director of the Company based on the resolution of the Company's AGM held on June 18, 2014, and June 18, 2019, and June 25, 2024.

Pengalaman Kerja (antara lain)
Work Experience (among others)

- Komisaris dan Direktur di beberapa entitas anak Perseroan
- Kepala Divisi SDM dan Teknologi Informasi Perseroan (1998-2011)
- *Senior HR Manager* Bank Ciputra (1996-1998)
- *Assistant Building Manager* dan HR Manager Aspac Property (1993-1996)
- Commissioner and Director in several subsidiaries of the Company
- Head of HR and Information Technology Division of the Company (1998-2011)
- Senior HR Manager of Bank Ciputra (1996-1998)
- Assistant Building Manager and HR Manager of Aspac Property (1993-1996)

Rangkap Jabatan
Concurrent Positions

Beliau tidak mempunyai rangkap jabatan di emiten atau perusahaan publik lainnya.
He does not have any concurrent position in any other issuer or public company.

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
He does not own any shares of the Company, either directly or indirectly.



Daniel Cahya

Direktur Perencanaan Strategis & Investasi
Director of Strategic Planning & Investment

Kewarganegaraan / Nationality
Indonesia / Indonesian

Usia / Age
36 Tahun / Years Old

Domisili / Domicile
Jakarta

Riwayat Pendidikan
Educational Background

- Gelar Sarjana Keuangan dari Macquarie University (2010)
- Gelar Magister Bisnis dari University of Sydney (2013)
- Bachelor's Degree in Finance from Macquarie University (2010)
- Master's Degree in Commerce from the University of Sydney (2013)

Hubungan Afiliasi [GRI 2-15-b]
Affiliate Relationship [GRI 2-15-b]

Beliau memiliki hubungan afiliasi dengan Bapak Lay Krisnan Cahya selaku Presiden Direktur Perseroan. Selain hubungan afiliasi dengan Bapak Lay Krisnan Cahya, beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi lainnya, Pengendali, maupun Pemegang Saham Utama Perseroan.
He is affiliated with Mr. Lay Krisnan Cahya, the President Director of the Company. Apart from his affiliation with Mr. Lay Krisnan Cahya, he is not affiliated with any member of the Board of Commissioners, any other member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Direktur Perseroan berdasarkan keputusan RUPST Perseroan tanggal 28 Mei 2021 dan diangkat kembali sebagai Direktur Perseroan berdasarkan keputusan para pemegang saham Perseroan pada RUPST Perseroan tanggal 25 Juni 2024.
He was first appointed as Director of the Company based on the resolution of the Company's AGM held on May 28, 2021, and was reappointed as the Director of the Company based on the resolution of the Company's AGM held on June 25, 2024.

Pengalaman Kerja (antara lain)
Work Experience (among others)

- Komisaris dan Direktur di beberapa entitas anak Perseroan
- *Group Head Corporate Finance & Business Development* Perseroan (2015-2021)
- *Section Head Merger & Acquisition* PT Bumi Serpong Damai (2013-2015)
- *Investment Banking Analyst* PT Ciptadana Securities (2010-2011)
- Commissioner and Director in several subsidiaries of the Company
- Group Head of Corporate Finance & Business Development of the Company (2015-2021)
- Section Head of Merger & Acquisition at PT Bumi Serpong Damai (2013-2015)
- Investment Banking Analyst at PT Ciptadana Securities (2010-2011)

Rangkap Jabatan
Concurrent Positions

Beliau tidak mempunyai rangkap jabatan di emiten atau perusahaan publik lainnya.
He does not have any concurrent position in any other issuer or public company.

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
He does not own any shares of the Company, either directly or indirectly.



Alex Sutanto

Direktur Keuangan dan Administrasi
Director of Finance and Administration

Kewarganegaraan / Nationality

Indonesia / Indonesian

Usia / Age

39 Tahun / Years Old

Domisili / Domicile

Jakarta

Riwayat Pendidikan
Educational Background

- Gelar Sarjana di bidang Akuntansi dari Universitas Katolik Indonesia Atma Jaya (2008)
- *Professional Accountant* dari Universitas Trisakti (2011)
- Bachelor's Degree in Accounting from Universitas Katolik Indonesia Atma Jaya (2008)
- Professional Accountant from Universitas Trisakti (2011)

Hubungan Afiliasi
Affiliate Relationship

Beliau tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama Perseroan. Informasi mengenai rangkap jabatan Bapak Alex Sutanto dapat dilihat pada bagian Governansi Korporat, sub-bagian Direksi.
He is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Direktur Perseroan berdasarkan keputusan RUPST Perseroan tanggal 28 Mei 2021 dan diangkat kembali sebagai Direktur Perseroan berdasarkan keputusan para pemegang saham Perseroan pada RUPST Perseroan tanggal 25 Juni 2024.
He was first appointed as Director of the Company based on the resolution of the Company's AGM held on May 28, 2021 and was reappointed as the Director of the Company based on the resolution of the Company's AGM held on June 25, 2024.

Pengalaman Kerja (antara lain)
Work Experience (among others)

- Komisaris dan Direktur di beberapa entitas anak Perseroan
- Komisaris PT Golden Energy Mines Tbk (sejak 2022)
- *Group Head Finance, Accounting, and Tax* Perseroan (2020-2021)
- *Group Head Finance, Accounting, Tax, and Customs* PT DSSP Power Mas Utama (2016-2020)
- *Senior Manager Auditor* KAP Satrio Bing & Eny (Deloitte) (2007-2016)
- Commissioner and Director in several subsidiaries of the Company
- Commissioner of PT Golden Energy Mines Tbk (since 2022)
- Group Head of Finance, Accounting, and Tax of the Company (2020-2021)
- Group Head of Finance, Accounting, Tax, and Customs at PT DSSP Power Mas Utama (2016-2020)
- Senior Manager Auditor of KAP Satrio Bing & Eny (Deloitte) (2007-2016)

Rangkap Jabatan
Concurrent Positions

Rangkap jabatan yang dimiliki oleh Bapak Alex Sutanto sudah memenuhi ketentuan POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Informasi mengenai rangkap jabatan Bapak Alex Sutanto dapat dilihat pada bagian Governansi Korporat, sub-bagian Direksi.
The concurrent positions held by Mr. Alex Sutanto has complied with the provisions of POJK No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Public Companies. Information regarding the concurrent positions of Mr. Alex Sutanto can be seen in the Corporate Governance section, Board of Directors sub-section.

Sertifikasi Profesi
Professional Certification

Chartered Accountant
Chartered Accountant

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
He does not own any shares of the Company, either directly or indirectly.



David Fernando Audy

Direktur Bisnis Teknologi
Director of Technology Business

Kewarganegaraan / Nationality
Indonesia / Indonesian

Usia / Age
47 Tahun / Years Old

Domisili / Domicile
Jakarta

Riwayat Pendidikan
Educational Background

- Gelar Sarjana Bisnis di bidang Keuangan dan Sistem Informasi dari University of New South Wales Australia (1998-2001)
- Magister Bisnis di bidang Akuntansi Profesional dari University of New South Wales Australia (2001-2002)
- Bachelor of Commerce in Finance and Information Systems from the University of New South Wales Australia (1998-2001)
- Master of Commerce in Professional Accounting from the University of New South Wales Australia (2001-2002)

Hubungan Afiliasi
Affiliate Relationship

Beliau tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama Perseroan.
He is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Direktur Perseroan berdasarkan keputusan RUPST Perseroan tanggal 25 Juni 2024.
He was first appointed as Director of the Company based on the resolution of the Company's AGM held on June 25, 2024.

Pengalaman Kerja (antara lain)
Work Experience (among others)

- Direktur dan Komisaris di beberapa entitas anak Perseroan
- Komisaris Independen PT Fore Kopi Indonesia Tbk (sejak 2025)
- Komisaris Independen PT Cashlez Worldwide Indonesia Tbk (2023-2024)
- Komisaris Independen PT Matahari Department Store Tbk (2021-2024)
- Komisaris Independen PT Multipolar Tbk (2021-2024)
- *Operating Partner* East Ventures (2021-2023)
- Presiden Direktur & CEO PT Media Nusantara Citra Tbk (2016-2021)
- Kepala Usaha Patungan Periklanan Luar Rumah JCDecauz (PT MNCDecaux) (2015-2021)
- Direktur Utama & CEO PT Infokom Elektrindo (2015-2021)
- Direktur Pengembangan Bisnis PT Global Mediacom Tbk (2014-2021)
- Presiden Direktur & CEO Global TV (2010-2021)
- Presiden Direktur & CEO iNewsTV (2017-2020)
- Interim CEO PT MNC Pictures (2016-2017)
- CEO PT MNC Tencent Indonesia (2013-2016)
- CEO Bisnis *Licensing & Merchandising* dari MNC Licensing (Merchandising) (2012-2015)
- Kepala JV E-Commerce Indonesia Rakuten (2010-2012)
- Kepala Bisnis Media Online Okezone.com Media Online (2006-2011)
- Direktur Utama MNC Koran Sindo (2009-2010)
- Kepala Hubungan Investor PT Media Nusantara Citra Tbk (2007-2009)
- *Senior Manager Corporate Finance* PT Media Nusantara Citra Tbk (2006-2007)
- Manajer Pengadaan PT Elektrindo Nusantara (2005-2006)
- Manajer Hubungan Pelanggan dan Operasi Call Center PT Mobile-8 Telecom (2003-2005)
- Director and Commissioner in several subsidiaries of the Company
- Independent Commissioner of PT Fore Kopi Indonesia Tbk (since 2025)
- Independent Commissioner of PT Cashlez Worldwide Indonesia Tbk (2023-2024)
- Independent Commissioner of PT Matahari Department Store Tbk (2021-2024)
- Independent Commissioner of PT Multipolar Tbk (2021-2024)
- Operating Partner of East Ventures (2021-2023)
- President Director & CEO of PT Media Nusantara Citra Tbk (2016-2021)
- Out-of-Home Advertising Joint Venture Head of JCDecauz (PT MNCDecaux) (2015-2021)
- President Director & CEO of PT Infokom Elektrindo (2015-2021)
- Director of Business Development of PT Global Mediacom Tbk (2014-2021)
- President Director & CEO of Global TV (2010-2021)
- President Director & CEO of iNewsTV (2017-2020)
- Interim CEO of PT MNC Pictures (2016-2017)
- CEO PT MNC Tencent Indonesia (2013-2016)
- CEO of Licensing & Merchandising Business of MNC Licensing (Merchandising) (2012-2015)
- E-Commerce JV Head of Indonesia of Rakuten (2010-2012)
- Head of Media Online Business of Okezone.com Media Online (2006- 2011)
- Managing Director of MNC Koran Sindo (2009-2010)
- Head of Investor Relations of PT Media Nusantara Citra Tbk (2007-2009)
- Senior Manager Corporate Finance of PT Media Nusantara Citra Tbk (2006-2007)
- Procurement Manager of PT Elektrindo Nusantara (2005-2006)
- Customer Relations and Call Center Operation Manager of PT Mobile-8 Telecom (2003-2005)

Rangkap Jabatan
Concurrent Positions

Rangkap jabatan yang dimiliki oleh Bapak David Fernando Audy sudah memenuhi ketentuan POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. Informasi mengenai rangkap jabatan Bapak David Fernando Audy dapat dilihat pada bagian Governansi Korporat, sub-bagian Direksi.
The concurrent positions held by Mr. David Fernando Audy have complied with the provisions of POJK No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Public Companies. Information regarding the concurrent positions of Mr. David Fernando Audy can be seen in the Corporate Governance section, Board of Directors sub-section.

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
He does not own any shares of the Company, either directly or indirectly.



Mona Angelique Susanto

Direktur Kinerja Strategis
Director of Strategic Performance [ACGS (B)E.1.1.]

Kewarganegaraan / Nationality
Indonesia / Indonesian

Usia / Age
46 Tahun / Years Old

Domisili / Domicile
Jakarta

Riwayat Pendidikan
Educational Background

- Gelar Sarjana di bidang Akuntansi dari Universitas Tarumanagara (2001)
- *Professional Accountant* dari Universitas Trisakti (2011)
- Bachelor's Degree in Accounting from Universitas Tarumanagara (2001)
- Professional Accountant from Universitas Trisakti (2011)

Hubungan Afiliasi
Affiliate Relationship

Beliau tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama Perseroan.
She is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Direktur Perseroan berdasarkan keputusan RUPST Perseroan tanggal 25 Juni 2024.
She was first appointed as Director of the Company based on the resolution of the Company's AGM held on June 25, 2024.

Pengalaman Kerja (antara lain)
Work Experience (among others)

- Komisaris dan Direktur di beberapa entitas anak Perseroan
- Kepala Unit Audit Internal, Kepala Unit Manajemen Risiko, dan pengawas binis Perseroan (2022-2024)
- Posisi manajemen senior Audit Internal, *Control, Data Management, Banking, Finance, and Administration* di PT Mitra Adiperkasa Tbk dan entitas anak (2013-2022)
- *Senior Audit Manager* di Kantor Akutan Publik Satrio Bing & Eny di Jakarta dan Deloitte AS di Norwegia (2001-2013)
- Commissioner and Director in several subsidiaries of the Company
- Head of the Internal Audit Unit, Head of the Risk Management Unit, and business controller of the Company (2022-2024)
- Senior management positions in Internal Audit, Control, Data Management, Banking, Finance and Administration at PT Mitra Adiperkasa Tbk and its subsidiaries (2013-2022)
- Senior Audit Manager at Public Accounting Firm Satrio, Bing & Eny in Jakarta, and Deloitte AS in Norway (2001-2013)

Rangkap Jabatan
Concurrent Positions

Beliau tidak mempunyai rangkap jabatan di emiten atau perusahaan publik lainnya.
She does not have any concurrent position in any other issuer or public company.

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
She does not own any shares of the Company, either directly or indirectly.



Timotius Max Sulaiman, S.E.

Direktur Infrastruktur Fiber Optik
Director of Fiber Infrastructure

Kewarganegaraan / Nationality

Indonesia / Indonesian

Usia / Age

51 Tahun / Years Old

Domisili / Domicile

Jakarta

Riwayat Pendidikan
Educational Background

- Gelar Sarjana Bisnis di bidang Akuntansi dari Universitas Tarumanagara (1996)
- Magister Bisnis dari Universitas Indonusa Esa Unggul (1999)
- Bachelor's Degree in Accounting from Universitas Tarumanagara (1996)
- Master of Commerce from Universitas Indonusa Esa Unggul (1999)

Hubungan Afiliasi
Affiliate Relationship

Beliau tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama Perseroan.
He is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controller, or any of the Main Shareholders of the Company.

Dasar Hukum Penunjukan
Legal Basis of Appointment

Beliau pertama kali diangkat sebagai Direktur Perseroan berdasarkan keputusan RUPST Perseroan tanggal 18 Juni 2025, dengan masa jabatan yang sama dengan masa jabatan anggota Direksi lainnya.
He was first appointed as Director of the Company based on the resolution of the Company's AGM held on June 18, 2025, with a period of duty in accordance with the term of office of the other members of the Board of Directors.

Pengalaman Kerja (antara lain)
Work Experience (among others)

- Direktur Utama di beberapa entitas anak Perseroan
- Direktur EMR (2020-April 2022)
- Posisi senior dalam bidang perencanaan dan pengendalian bisnis Perseroan (2018-2019)
- Direktur / CFO PT LinkNet Tbk (First Media - grup Lippo) (2016-2018)
- Direktur / CFO PT Internux (grup Lippo) (2015-2016)
- Direktur / CFO PT Mega Entertainment Indonesia (penyedia layanan TV berbayar dan konten) (2011-2015)
- *Country Controller (Head of Country Finance & Control)* PT Nokia Siemens Networks (2010-2011)
- *Senior Vice President* – Akuntansi PT Mobile-8 Telecom Tbk (2006-2010)
- Manajer Audit KAP Osman Ramli Satrio & Rekan (anggota perusahaan Deloitte Touche Tohmatsu) (2002-2006)
- Analis berpengalaman Deloitte Touche Tohmatsu, Sydney – Australia (2001-2002)
- Audit Supervisor KAP Hans Tuanakotta Mustofa (anggota perusahaan Deloitte Touche Tohmatsu) (1996-2000)
- President Director in several subsidiaries of the Company
- Director of EMR (2020-April 2022)
- Senior positions in business planning and control at the Company (2018-2019)
- Director / CFO of PT LinkNet Tbk (First Media – Lippo group) (2016-2018)
- Director / CFO of PT Internux (Lippo group) (2015-2016)
- Director / CFO of PT Mega Entertainment Indonesia (pay TV & content provider) (2011-2015)
- Country Controller (Head of Country Finance & Control) of PT Nokia Siemens Networks (2010-2011)
- Senior Vice President – Accounting of PT Mobile-8 Telecom Tbk (2006-2010)
- Audit Manager of KAP Osman Ramli Satrio & Rekan (member firm of Deloitte Touche Tohmatsu) (2002-2006)
- Experienced Analyst of Deloitte Touche Tohmatsu, Sydney – Australia (2001-2002)
- Audit Supervisor of KAP Hans Tuanakotta Mustofa (member firm of Deloitte Touche Tohmatsu) (1996-2000)

Rangkap Jabatan
Concurrent Positions

Beliau tidak mempunyai rangkap jabatan di emiten atau perusahaan publik lainnya.
He does not have any concurrent position in any other issuer or public company.

Kepemilikan Saham Perseroan [ACGS D.1.3.] [ACGS D.1.4.]
Share Ownership in the Company [ACGS D.1.3.] [ACGS D.1.4.]

Beliau tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
He does not own any shares of the Company, either directly or indirectly.

Matriks Hubungan Afiliasi Dewan Komisaris dan Direksi [GRI 2-15-b]

Matrix of Affiliated Relationships between the Board of Commissioners and the Board of Directors [GRI 2-15-b]

		Dewan Komisaris Board of Commissioners						**Direksi** Board of Directors								**Pengendali** Controller	**Pemegang Saham Utama** Main Shareholders
		FOW	HSK	EHL	RAS	STT	HPG	KC	LP	HT	DC	AS	DA	MA	TM		
Dewan Komisaris Board of Commissioners	FOW		-	-	-	-	-	-	-	-	-	-	-	-	-	✓	✓
	HSK	-		-	-	-	-	-	-	-	-	-	-	-	-	-	-
	EHL	-	-		-	-	-	-	-	-	-	-	-	-	-	-	-
	RAS	-	-	-		-	-	-	-	-	-	-	-	-	-	-	-
	STT	-	-	-	-		-	-	-	-	-	-	-	-	-	-	-
	HPG	-	-	-	-	-		-	-	-	-	-	-	-	-	-	-
Direksi Board of Directors	KC	-	-	-	-	-	-		-	-	✓	-	-	-	-	-	-
	LP	-	-	-	-	-	-	-		-	-	-	-	-	-	-	-
	HT	-	-	-	-	-	-	-	-		-	-	-	-	-	-	-
	DC	-	-	-	-	-	-	✓	-	-		-	-	-	-	-	-
	AS	-	-	-	-	-	-	-	-	-	-		-	-	-	-	-
	DA	-	-	-	-	-	-	-	-	-	-	-		-	-	-	-
	MA	-	-	-	-	-	-	-	-	-	-	-	-		-	-	-
	TM	-	-	-	-	-	-	-	-	-	-	-	-	-		-	-
Pengendali Controller		✓	-	-	-	-	-	-	-	-	-	-	-	-	-		-
Pemegang Saham Utama Main Shareholders		✓	-	-	-	-	-	-	-	-	-	-	-	-	-	-	

Keterangan / Notes:

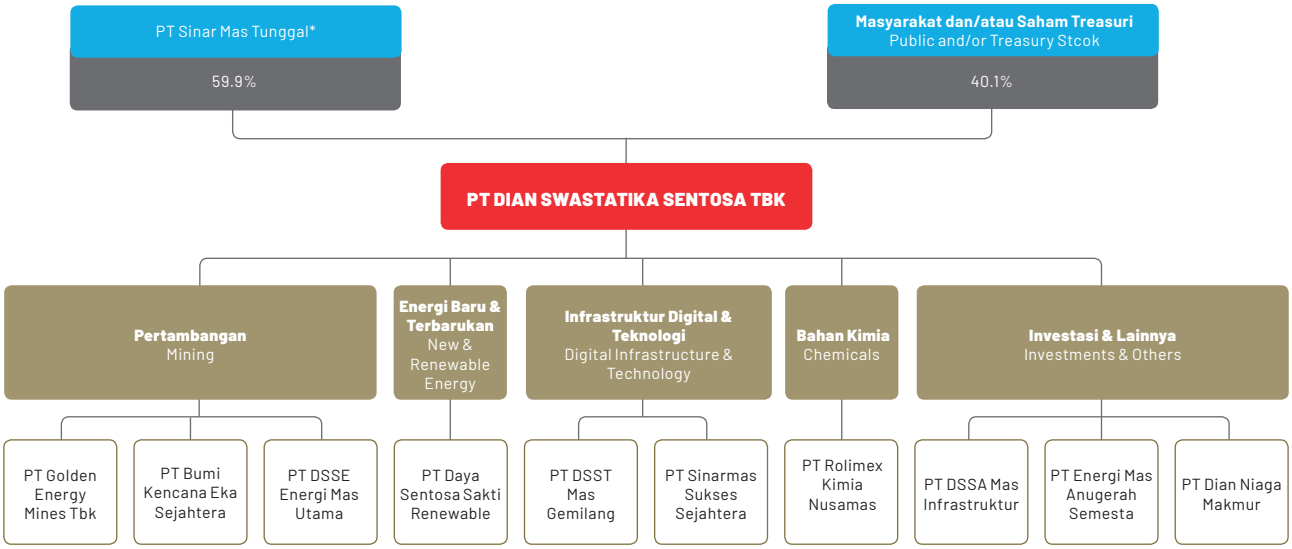
- FOW : Franky Oesman Widjaja
- HSK : Handhianto Suryo Kentjono, Ph.D.
- EHL : Dr.-Ing. Evita Herawati Legowo
- RAS : Dr. Robert Arthur Simanjuntak
- STT : Ir. F.X. Sutijastoto, M.A.
- HPG : Dr. Hendrikus Passagi, S. Sos, S.H, M.H., M.Sc.
- KC : Lay Krisnan Cahya
- LP : Lokita Prasetya
- HT : Hermawan Tarjono
- DC : Daniel Cahya
- AS : Alex Sutanto
- DA : David Fernando Audy
- MA : Mona Angelique Susanto
- TM : Timotius Sulaiman, SE

Pemegang Saham Utama, Pengendali, dan Struktur Perusahaan [GRI 2-1-b] [GRI 2-15-b] [ACGS D.1.1.] [ACGS D.1.2.]

Main Shareholders, Controller, and Corporate Structure [GRI 2-1-b] [GRI 2-15-b] [ACGS D.1.1.] [ACGS D.1.2.]

Struktur Perseroan per 31 Desember 2025 adalah sebagai berikut:

The structure of the Company as of December 31, 2025, was as follows:



- PT Kuansing Inti Makmur
- PT Kuansing Inti Sejahtera
- PT Bara Harmonis Batang Asam
- PT Bungo Bara Utama
- PT Bungo Bara Makmur
- PT Berkat Nusantara Permai
- PT Karya Cemerlang Persada
- PT Tanjung Belit Bara Utama
- PT Trisula Kencana Sakti
- PT Roundhill Capital Indonesia
- PT Borneo Indobara
- PT Karya Mining Solutions
- GEMS Trading Resources Pte. Ltd.
- PT GEMS Energy Indonesia
- PT Era Mitra Selaras
- PT Wahana Rimba Lestari
- PT Berkat Satria Abadi
- PT Dwikarya Sejati Utama
- PT Duta Sarana Internusa
- PT Barasentosa Lestari
- PT Unsoco

- PT Citra Alam Indah

- PT Andalan Satria Lestari
- PT Nusantara Indah Lestari
- PT Wahana Alam Lestari
- PT Rimba Subur Lestari
- PT Buana Bara Ekapratama
- PT Duta Alam Ekapratama
- PT Andalan Satria Abadi
- PT Duta Alam Jaya
- PT Buana Inti Citaprima
- PT Citra Alam Cahaya
- PT Cahaya Amanah Sentosa
- PT Cahaya Nusa Pratama
- PT Cahaya Bara Pratama
- PT Manggala Alam Lestari
- PT Nusa Indah Permai
- PT Andalan Mas Sejahtera
- Hillmas Coal Pte. Ltd.
- Kalteng Investment Pte. Ltd.
- Shaanxi North West Power Corporation (Singapore) Pte. Ltd.
- PT Persada Makmur Sejahtera
- PT Persada Makmur Selaras Dua
- PT Surya Kalimantan Sejati
- PT Surya Kalimantan Sejati Dua
- PT DSSP Power Sentosa

- PT DSSR Daya Mas Sakti
- PT Daya Sukses Makmur Selaras
- PT Daya Surya Mas Makmur
- PT Daya Surya Gemilang
- PT Daya Mas Agra Sejahtera
- PT Daya Mas Bittuang Geothermal
- PT Daya Mas Papandayan Geothermal
- PT Daya Mas Bumi Sentosa
- PT Daya Mas Eka Sakti
- PT Daya Mas Geopatra Energi
- PT Daya Mas Cisolok Energi
- PT Daya Mas Nage Energi
- PT Daya Mas Geopatra Pangrango
- PT Daya Mas Cisolok Geothermal
- PT Daya Mas Nage Geothermal
- PT Daya Bora Pulu Energi
- PT Daya Graho Sakti Energi
- PT Daya Koto Sani Energi
- PT EDC Indonesia
- PT EDC Panas Bumi Indonesia
- PT Kotosani Tanjungbingkung Geothermal

- PT Innovate Mas Utama
- PT Innovate Mas Indonesia
- PT Eka Mas Republik
- PT Sarana Piranti Informatika
- PT Sintesa Sinergi Nusantara
- PT SMPlus Digital Investama
- PT SMPlus Sentra Data
- PT SMPlus Sentra Data Persada
- PT SMPlus Solusi Sejahtera
- PT Kuningan Mas Gemilang

- PT Dian Utama Investasi Teknologi
- PT DSST Dana Gemilang
- PT Buana Mas Sejahtera
- PT Asix Indonesia Cerdas
- PT Sinarmas Rewired Xcellence
- PT Eka Nusantara Gemilang
- PT SF Digital Terdepan
- PT SF Digital Commerce
- PT DSST Video Gemilang
- Alpha Prime Services Pte. Ltd.
- Shining Energy Pte. Ltd.
- Golden Prime Power Pte. Ltd.
- Golden Multimedia Holdings Pte. Ltd.
- Celesta Prime Technology Pte. Ltd.
- Sunshine Network Pte. Ltd.
- Dalligent Solutions Pte. Ltd.
- PT Dalligent Solusi Indonesia
- Beijing Shuzhifang Technology Co. Ltd.

- PT Rolimex Suburin Hutani Persada (dalam likuidasi)

- PT Buana Bumi Energi
- PT Dian Semesta Sentosa
- PT Dian Semesta Investasi

- PT GWS Era Medika
- PT GWS Medika Prima
- PT GWS Medika Sejahtera
- PT GWS Prima Sentosa
- PT Golden Lumina Indonesia
- Golden Lumina International Pte. Ltd.

Keterangan / Notes:

*) PT Sinar Mas Tunggal merupakan Pemegang Saham Utama Perseroan, dikendalikan oleh Bapak Franky Oesman Widjaja
*) PT Sinar Mas Tunggal is the Main Shareholder of the Company, controlled by Mr. Franky Oesman Widjaja

Komposisi Pemegang Saham [GRI 2-1-b] [GRI 2-15-b] [ACGS D.1.1.] [ACGS D.1.2.]

Composition of Shareholders [GRI 2-1-b] [GRI 2-15-b] [ACGS D.1.1.] [ACGS D.1.2.]

Komposisi kepemilikan saham Perseroan per 31 Desember 2025 berdasarkan persentase kepemilikan adalah sebagai berikut:

The composition of the Company's share ownership as of December 31, 2025, was as follows:

Kategori Pemegang Saham Shareholder Category	Per 1 Januari 2025 As of January 1, 2025			Per 31 Desember 2025 As of December 31, 2025		
	Jumlah Pemilik Total Holder(s)	Jumlah Saham Total Shares	Persentase Kepemilikan Ownership Percentage	Jumlah Akun Pemilik Total Account Holder(s)	Jumlah Saham Total Shares	Persentase Kepemilikan Ownership Percentage
Kepemilikan >5% Ownership >5% · PT Sinar Mas Tunggal	1	4,615,523,200	59.90%	1	4,615,523,200	59.90%
Kepemilikan <5% Ownership <5% · Masyarakat Public	2,564	1,573,761,730	20.42%	4,760	1,573,761,730	20.42%
Saham Treasuri Treasury Stock	1	1,516,238,270	19.68%	1	1,516,238,270	19.68%
Total	**2,566**	**7,705,523,200**	**100.00%**	**4,762**	**7,705,523,200**	**100.00%**

Keterangan / Notes:
- Pemegang saham Perseroan dengan kepemilikan di atas 5% adalah PT Sinar Mas Tunggal dan Perseroan.
- Tidak ada pemegang saham publik yang memiliki saham 5% atau lebih.
- PT Sinar Mas Tunggal and the Company were the shareholders with ownership of more than 5%.
- No public shareholder owned 5% or more of the Company's share.

Komposisi kepemilikan saham Perseroan per 31 Desember 2025 berdasarkan klasifikasi status kepemilikan adalah sebagai berikut:

The composition of the Company's share ownership as of December 31, 2025, based on ownership status classification was as follows:

Kategori Pemegang Saham Shareholder Category		Jumlah Akun Pemilik Total Account Holder(s)	Jumlah Saham Total Shares	Persentase Kepemilikan Ownership Percentage
Non Publik Non-Public	Pemodal Nasional - Institusi National Shareholder – Institution	2	6,131,761,470	79.58%
	Subtotal	**2**	**6,131,761,470**	**79.58%**
Publik Public	Pemodal Nasional - Individual National Shareholder(s) - Individual(s)	4,180	3,656,700	0.05%
	Pemodal Nasional - Institusi National Shareholder(s) - Institution(s)	132	33,215,970	0.43%
	Pemodal Asing - Individual Foreign Shareholder(s) - Individual(s)	11	37,600	0.00%
	Pemodal Asing - Institusi Foreign Shareholder(s) - Institution(s)	437	1,536,851,460	19.94%
	Subtotal	**4,760**	**1,573,761,730**	**20.42%**
	Total	**4,762**	**7,705,523,200**	**100.00%**

Pemegang saham substansial Perseroan per 31 Desember 2025 adalah sebagai berikut:

The substantial shareholders of the Company as of December 31, 2025, were as follows:

Pemegang Saham Substansial Substantial Shareholders	Kepemilikan Saham Langsung Direct Interest		Dianggap Memiliki Saham Deemed Interest	
	Jumlah Saham Number of Shares	%	Jumlah Saham Number of Shares	%
PT Sinar Mas Tunggal	4,615,523,200	59.90	-	-
Franky Oesman Widjaja*)	-	-	4,615,523,200	59.90

Keterangan / Notes:
*) Bapak Franky Oesman Widjaja dianggap sebagai pemilik manfaat akhir dari PT Sinar Mas Tunggal, pemegang saham langsung Perseroan.
Persentase kepemilikan saham di atas dihitung berdasarkan jumlah total saham dengan hak suara yang telah dikeluarkan sebanyak 7.705.523.200 saham.
*) Mr. Franky Oesman Widjaja is considered as the ultimate beneficial owner of PT Sinar Mas Tunggal, the direct shareholder of the Company.
The shareholding percentage above was calculated based on the total number of issued voting shares of 7,705,523,200.

Kepemilikan saham anggota Dewan Komisaris dan Direksi Perseroan per 31 Desember 2025 adalah sebagai berikut: [ACGS D.1.3.] [ACGS D.1.4.]

The share ownership of members of the Board of Commissioners and the Board of Directors of the Company as of December 31, 2025, was as follows: [ACGS D.1.3.] [ACGS D.1.4.]

Nama Name	Jabatan Job Title	Per 1 Januari 2025 As of January 1, 2025		Per 31 Desember 2025 As of December 31, 2025	
		Jumlah Saham Total Shares	Persentase Kepemilikan Ownership Percentage	Jumlah Saham Total Shares	Persentase Kepemilikan Ownership Percentage
Franky Oesman Widjaja[1)]	• Presiden Komisaris • Anggota Komite Nominasi dan Remunerasi • President Commissioner • Member of the Nomination and Remuneration Committee	461,552,320	59.90%	4,615,523,200[2)]	59.90%
Handhianto Suryo Kentjono, Ph.D.	• Komisaris • Commissioner	0	0	0	0
Dr. -Ing. Evita Herawati Legowo	• Komisaris Independen • Anggota Komite Manajemen Risiko • Independent Commissioner • Member of the Risk Management Committee	0	0	0	0
Dr. Robert Arthur Simanjuntak	• Komisaris Independen • Ketua Komite Nominasi dan Remunerasi • Independent Commissioner • Chairperson of Nomination and Remuneration Committee	0	0	0	0
Ir. F.X. Sutijastoto, M.A.	• Komisaris Independen • Ketua Komite Manajemen Risiko • Anggota Komite Audit • Independent Commissioner • Chairperson of Risk Management Committee • Member of the Audit Committee	0	0	0	0
Dr. Hendrikus Passagi, S.Sos, S.H, M.H., M.Sc.	• Komisaris Independen • Ketua Komite Audit • Anggota Komite Manajemen Risiko • Independent Commissioner • Chairperson of the Audit Committee • Member of the Risk Management Committee	0	0	0	0
Lay Krisnan Cahya	• Presiden Direktur • President Director	0	0	0	0

Nama Name	Jabatan Job Title	Per 1 Januari 2025 As of January 1, 2025		Per 31 Desember 2025 As of December 31, 2025	
		Jumlah Saham Total Shares	Persentase Kepemilikan Ownership Percentage	Jumlah Saham Total Shares	Persentase Kepemilikan Ownership Percentage
Lokita Prasetya	• Wakil Presiden Direktur • Vice President Director	0	0	0	0
Hermawan Tarjono	• Direktur • Director	0	0	0	0
Daniel Cahya	• Direktur • Director	0	0	0	0
Alex Sutanto	• Direktur • Director	0	0	0	0
David Fernando Audy	• Direktur • Director	0	0	0	0
Mona Angelique Susanto	• Direktur • Director	0	0	0	0
Timotius Max Sulaiman, S.E.	• Direktur • Director	1,000	0.00%	0	0

Keterangan / Notes:
1) Bapak Franky Oesman Widjaja dianggap memiliki saham Perseroan secara tidak langsung melalui PT Sinar Mas Tunggal. Selain Bapak Franky Oesman Widjaja, anggota Dewan Komisaris lainnya dan seluruh anggota Direksi Perseroan tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.
2) Setelah melakukan pemecahan saham dengan rasio 1:10
1) Mr. Franky Oesman Widjaja is deemed interested in the Company's shares indirectly through PT Sinar Mas Tunggal. Other than Mr. Franky Oesman Widjaja, other members of the Board of Commissioners and all members of the Board of Directors did not own any of the Company's shares, either directly or indirectly.
2) After conducting stock split with 1:10 ratio

Pada tahun 2025, tidak terdapat perdagangan saham Perseroan yang dilakukan berdasarkan informasi material yang belum tersedia untuk publik, sebagaimana dimaksud dengan perdagangan orang dalam. [ACGS D.5.1.] [ACGS (P)B.1.1.]

In 2025, there was no trading of the Company's shares based on material information that was not yet available to the public, as referred to as insider trading. [ACGS D.5.1.] [ACGS (P)B.1.1.]

Daftar Entitas Anak [GRI 2-2-a] [GRI 2-2-b] [ACGS D.1.5.]

List of Subsidiaries [GRI 2-2-a] [GRI 2-2-b] [ACGS D.1.5.]

Berikut merupakan entitas anak langsung dan tidak langsung Perseroan per 31 Desember 2025 sebagaimana tercantum dalam laporan keuangan konsolidasian Perseroan per 31 Desember 2025 yang telah diaudit:

The following were the Company's direct and indirect subsidiaries as of December 31, 2025, as stated in the audited consolidated financial statements of the Company as of December 31, 2025:

Entitas Anak Langsung / Direct Subsidiaries

Nama Perusahaan Company Name	Bidang Usaha Business Field	Alamat Address	Persentase Kepemilikan Efektif Percentage of Effective Ownership	Jumlah Aset Total Assets (USD)	Status Operasi Operating Status
PT Golden Energy Mines Tbk	Perdagangan batu bara Coal trading	Sinar Mas Land Plaza, Tower II, 6th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 50186888 Faksimili / Facsimile: +6221 31990319	51.000	1,196,603,953	Beroperasi Operating

Nama Perusahaan Company Name	Bidang Usaha Business Field	Alamat Address	Persentase Kepemilikan Efektif Percentage of Effective Ownership	Jumlah Aset Total Assets (USD)	Status Operasi Operating Status
PT Bumi Kencana Eka Sejahtera	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	34,064,426	Tidak Beroperasi[1] Non-Operating[1]
PT DSSE Energi Mas Utama	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	96,716,885	Beroperasi[2] Operating[2]
PT DSST Mas Gemilang	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	1,833,525,998	Tidak Beroperasi[1] Non-Operating[1]
PT Rolimex Kimia Nusamas	Perdagangan pupuk dan kimia Fertilizer and chemical trading	ITC Cempaka Mas Office Tower, 11th Floor Jl. Letjen Suprapto Kav.1, Jakarta 10640, Indonesia Telepon / Telephone: +6221 42887070 Faksimili / Facsimile: +6221 42887722	99.504	58,156,589	Beroperasi Operating
PT Energi Mas Anugerah Semesta	Penyertaan saham Investment	Ruko Golden Boulevard Blok H2 No. 50 Lengkong Karya, Serpong Utara Tangerang Selatan, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	2,219,619	Tidak Beroperasi[1] Non-Operating[1]
PT DSSA Mas Infrastruktur	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.995	115,480,190	Tidak Beroperasi[1] Non-Operating[1]
PT Daya Sentosa Sakti Renewables	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	71,888,598	Tidak Beroperasi[1] Non-Operating[1]
PT Sinarmas Sukses Sejahtera	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	303,366,958	Tidak Beroperasi[1] Non-Operating[1]
PT Dian Niaga Makmur	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	3,721,858	Tidak Beroperasi[1] Non-Operating[1]

Keterangan / Notes:
[1] Tidak melakukan kegiatan operasi, hanya menjalankan fungsi sebagai perusahaan induk pasif
[2] Melakukan fungsi sebagai perusahaan induk aktif
[1] Not conducting operational activities, only acting as a passive holding company
[2] Conducting role as an active holding company

Entitas Anak Tidak Langsung / Indirect Subsidiaries

Nama Perusahaan Company Name	Bidang Usaha Business Field	Alamat Address	Persentase Kepemilikan Efektif Percentage of Effective Ownership	Jumlah Aset Total Assets (USD)	Status Operasi Operating Status
PT Kuansing Inti Makmur	Pertambangan batu bara Coal mining	Tanjung Belit Village, Jujuhan, Bungo District, Jambi, Indonesia	51.000	87,641,263	Beroperasi Operating
PT Kuansing Inti Sejahtera	Pertambangan batu bara Coal mining	Ujung Tanjung Village, Jujuhan, Bungo District, Jambi, Indonesia	51.000	336,627	Tidak Beroperasi Non-Operating

Nama Perusahaan Company Name	**Bidang Usaha** Business Field	**Alamat** Address	**Persentase Kepemilikan Efektif** Percentage of Effective Ownership	**Jumlah Aset** Total Assets **(USD)**	**Status Operasi** Operating Status
PT Bara Harmonis Batang Asam	Pertambangan batu bara Coal mining	Ujung Tanjung Village, Jujuhan, Bungo District, Jambi, Indonesia	51.000	1,438,668	Beroperasi Operating
PT Bungo Bara Utama	Pertambangan batu bara Coal mining	Jl. Rangkayo Hitam RT/RW 014/005, Kelurahan Bungo Timur, Pasar Muara Bungo Sub-District, Bungo District, Jambi, Indonesia	51.000	39,093,032	Beroperasi Operating
PT Bungo Bara Makmur	Pertambangan batu bara Coal mining	Jl. Rangkayo Hitam RT/RW 014/005, Kelurahan Bungo Timur, Pasar Muara Bungo Sub-District, Bungo District, Jambi, Indonesia	51.000	13,687,997	Beroperasi Operating
PT Berkat Nusantara Permai	Pertambangan batu bara Coal mining	Tanjung Belit Village, Jujuhan, Bungo District, Jambi, Indonesia	51.000	20,334,161	Tidak Beroperasi Non-Operating
PT Karya Cemerlang Persada	Pertambangan batu bara Coal mining	Tanjung Belit Village, Jujuhan, Bungo District, Jambi, Indonesia	51.000	6,949,748	Beroperasi Operating
PT Tanjung Belit Bara Utama	Pertambangan batu bara Coal mining	Jl. Rangkayo Hitam RT/RW 014/005, Kelurahan Bungo Timur, Pasar Muara Bungo Sub-District, Bungo District, Jambi, Indonesia	51.000	23,189,864	Tidak Beroperasi Non-Operating
PT Roundhill Capital Indonesia	Penyertaan saham dan perdagangan besar Investment and wholesale trading	Sinar Mas Land Plaza, Tower II, 7th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia	51.482	767,376,457	Beroperasi Operating
PT Borneo Indobara	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 7th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia	51.004	777,837,293	Beroperasi Operating
PT Trisula Kencana Sakti	Pertambangan batu bara Coal mining	Jl. Panti Ajar No. 63, RT 06 RW 13, Lanjas-Teweh Tengah, North Barito, Central Kalimantan, Indonesia	51.000	2,467,605	Beroperasi Operating
PT Era Mitra Selaras	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 6th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 50186888 Faksimili / Facsimile: +6221 31990319	51.000	944,769	Tidak Beroperasi[1)] Non-Operating[1)]
PT Wahana Rimba Lestari	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 6th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 50186888 Faksimili / Facsimile: +6221 31990319	51.000	779,598	Tidak Beroperasi Non-Operating
PT Berkat Satria Abadi	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 6th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 50186888 Faksimili / Facsimile: +6221 31990319	51.000	164,484	Tidak Beroperasi Non-Operating
PT Karya Mining Solutions	Jasa pertambangan Coal mining services	Sinar Mas Land Plaza, Tower II, 6th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 50186888 Faksimili / Facsimile: +6221 31990319	51.000	20,124,604	Beroperasi Operating
GEMS Trading Resources Pte. Ltd.	Perdagangan besar Wholesale trading	One Raffles Place, #28-02, Tower 1, Singapore 048616	51.000	5,257,911	Beroperasi Operating
PT GEMS Energy Indonesia	Perdagangan, pembangunan industri, jasa, dan pengangkutan darat Trading, construction, industry, services, and land transportation	Sinar Mas Land Plaza, Tower II, 6th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 50186888 Faksimili / Facsimile: +6221 31990319	51.005	121,237	Tidak Beroperasi[1)] Non-Operating[1)]
PT Dwikarya Sejati Utama	Modal ventura dan konsultasi manajemen Venture capital and management consulting	Sinar Mas Land Plaza, Tower II, 6th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 50186888 Faksimili / Facsimile: +6221 31990319	51.000	124,419,999	Tidak Beroperasi[1)] Non-Operating[1)]

Nama Perusahaan Company Name	**Bidang Usaha** Business Field	**Alamat** Address	**Persentase Kepemilikan Efektif** Percentage of Effective Ownership	**Jumlah Aset** Total Assets **(USD)**	**Status Operasi** Operating Status
PT Duta Sarana Internusa	Jasa konsultasi manajemen Management consulting services	Sinar Mas Land Plaza, Tower II, 6th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 50186888 Faksimili / Facsimile: +6221 31990319	51.000	124,662,032	Tidak Beroperasi[1] Non-Operating[1]
PT Barasentosa Lestari	Pertambangan batu bara dan pengembangan pembangkit listrik mulut tambang Coal mining and development of mine mouth power plants	Sinar Mas Land Plaza, Tower II, 6th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 50186888 Faksimili / Facsimile: +6221 31990319	51.000	124,541,971	Beroperasi Operating
PT Unsoco	Jasa konsultasi manajemen Management consulting services	Sinar Mas Land Plaza, Tower II, 6th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 50186888 Faksimili / Facsimile: +6221 31990319	51.000	70,816	Tidak Beroperasi[1] Non-Operating[1]
PT Citra Alam Indah	Aktivitas penyewaan alat transportasi darat Land transportation rental activities	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	5,885,367	Tidak Beroperasi Non-Operating
PT Andalan Satria Lestari	Perdagangan batu bara Coal Trading	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	39,545,248	Beroperasi Operating
PT Rimba Subur Lestari	Pertambangan batu bara Coal mining	Jl. Komplek Serasan Damai, D1, Kayuara, Sekayu Sub-District, Musi Banyuasin District, South Sumatera, Indonesia	99.999	625,483	Tidak Beroperasi Non-Operating
PT Buana Bara Ekapratama	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	16,118,337	Beroperasi Operating
PT Duta Alam Ekapratama	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	623,173	Tidak Beroperasi Non-Operating
PT Andalan Satria Abadi	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	1,028,459	Tidak Beroperasi Non-Operating
PT Manggala Alam Lestari	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	25,302,901	Beroperasi Operating
PT Nusa Indah Permai	Pertambangan batu bara Coal mining	Komplek Serasan Damai, D1, Kayuara, Sekayu Sub-District, Musi Banyuasin District South Sumatera, Indonesia	99.999	1,309,375	Tidak Beroperasi Non-Operating
PT Buana Inti Citraprima	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	1,001,264	Tidak Beroperasi Non-Operating
PT Citra Alam Cahaya	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	554,619	Tidak Beroperasi Non-Operating
PT Cahaya Amanah Sentosa	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	44,154	Tidak Beroperasi Non-Operating

Nama Perusahaan Company Name	**Bidang Usaha** Business Field	**Alamat** Address	**Persentase Kepemilikan Efektif** Percentage of Effective Ownership	**Jumlah Aset** Total Assets **(USD)**	**Status Operasi** Operating Status
PT Cahaya Nusa Pratama	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	825,296	Tidak Beroperasi Non-Operating
PT Cahaya Bara Pratama	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	225,390	Tidak Beroperasi Non-Operating
PT Duta Alam Jaya	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	497,084	Tidak Beroperasi Non-Operating
PT Wahana Alam Lestari	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	2,501	Tidak Beroperasi Non-Operating
PT Nusantara Indah Lestari	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	2,057	Tidak Beroperasi Non-Operating
PT Andalan Mas Sejahtera	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	39,670,983	Beroperasi Operating
Hillmas Coal Pte. Ltd.	Penyertaan saham Investment	1 Raffles Place, #28-02 One Raffles Place Singapore 048616	99.999	7,553,646	Tidak Beroperasi[1] Non-Operating[1]
Kalteng Investment Pte. Ltd.	Penyertaan saham Investment	1 Raffles Place, #28-02 One Raffles Place Singapore 048616	99.999	577,094	Tidak Beroperasi Non-Operating
Shaanxi North West Power Corporation (Singapore) Pte. Ltd.	Penyertaan saham Investment	1 Raffles Place, #28-02 One Raffles Place Singapore 048616	99.999	990	Tidak Beroperasi Non-Operating
PT Surya Kalimantan Sejati	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.298	29,799,990	Beroperasi Operating
PT Surya Kalimantan Sejati Dua	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.641	471,685	Tidak Beroperasi Non-Operating
PT Persada Makmur Sejahtera	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	1,684,023	Tidak Beroperasi[1] Non-Operating[1]
PT Persada Makmur Selaras Dua	Pertambangan batu bara Coal mining	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	285,052	Tidak Beroperasi Non-Operating
PT DSSR Daya Mas Sakti	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	57,178,496	Tidak Beroperasi[1] Non-Operating[1]

Nama Perusahaan Company Name	**Bidang Usaha** Business Field	**Alamat** Address	**Persentase Kepemilikan Efektif** Percentage of Effective Ownership	**Jumlah Aset** Total Assets **(USD)**	**Status Operasi** Operating Status
PT Daya Surya Mas Makmur	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 16th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	3,521,601	Tidak Beroperasi[1] Non-Operating[1]
PT Daya Surya Gemilang	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 16th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	3,509,029	Tidak Beroperasi[1] Non-Operating[1]
PT Daya Mas Agra Sejahtera	Jasa penunjang tenaga listrik untuk PLTS Electrical power support services for PLTS	Sinar Mas Land Plaza, Tower II, 16th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	3,508,975	Beroperasi Operating
PT Daya Sukses Makmur Selaras	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	9,635,725	Tidak Beroperasi[1] Non-Operating[1]
PT Daya Mas Geopatra Energi	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	50.000	9,802,125	Tidak Beroperasi[1] Non-Operating[1]
PT Daya Mas Geopatra Pangrango	Pengusahaan tenaga panas bumi Geothermal power business	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	50.000	7,472,953	Tidak Beroperasi Non-Operating
PT DSSP Power Sentosa	Jasa penunjang tenaga listrik Power generation supporting services	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	642,634	Tidak Beroperasi Non-Operating
PT Innovate Mas Utama	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	1,146,296,134	Tidak Beroperasi[1] Non-Operating[1]
PT Innovate Mas Indonesia	TV Berbayar Pay-TV	Sinar Mas Land Plaza, Tower II, 25th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 24155508 Faksimili / Facsimile: -	99.999	48,193,573	Beroperasi Operating
PT Eka Mas Republik	Penyedia jasa internet Internet service provider	Sinar Mas Land Plaza, Tower II, 25th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 24155508 Faksimili / Facsimile: -	99.999	1,146,170,545	Beroperasi Operating
PT Sarana Piranti Informatika	Penyertaan saham Investment	Gedung Soho Pancoran Unit 1801 Jl. Letjend MT Haryono Kav 2-3, Jakarta 12810, Indonesia Telepon / Telephone: +6221 22855871	99.999	63,193	Tidak Beroperasi[1] Non-Operating[1]
PT Sintesa Sinergi Nusantara	Penyedia jasa internet Internet service provider	XT Square Gedung C2 Veteran No. 150-151, Yogyakarta 55161, Indonesia Telepon / Telephone: +62274 6051111	99.979	78,091	Beroperasi Operating
Golden Multimedia Holdings Pte. Ltd.	Penyertaan saham Investment	10 Anson Road, #33-02 International Plaza Singapore 079903	99.999	9,685,622	Tidak Beroperasi[1] Non-Operating[1]
Celesta Prime Technology Pte. Ltd.	Penyertaan saham Investment	10 Anson Road, #33-02 International Plaza Singapore 079903	99.999	403,422	Tidak Beroperasi[1] Non-Operating[1]

Nama Perusahaan Company Name	**Bidang Usaha** Business Field	**Alamat** Address	**Persentase Kepemilikan Efektif** Percentage of Effective Ownership	**Jumlah Aset** Total Assets **(USD)**	**Status Operasi** Operating Status
Sunshine Network Pte. Ltd.	Penyertaan saham Investment	10 Anson Road, #33-02 International Plaza Singapore 079903	99.999	397,451	Tidak Beroperasi[1)] Non-Operating[1)]
Dalligent Solutions Pte. Ltd.	Penyertaan saham Investment	108 Pasir Panjang Road #06-00 Golden Agri Plaza Singapore (118535)	56.706	6,609,384	Tidak Beroperasi[1)] Non-Operating[1)]
PT Dalligent Solusi Indonesia	Informasi dan komunikasi Information and communication	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	56.709	445,007	Beroperasi Operating
Beijing Shuzhifang Technology Co. Ltd.	Penelitian ilmiah dan industri jasa teknologi Scientific research and technology service industry	Unit 601, 6th Floor, Building 2, No. 1 Courtyard, Ronghua South Road, Beijing Economic-Technological Development Area, Beijing, China	56.706	611,516	Beroperasi Operating
PT Dian Semesta Sentosa	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	41,133,875	Tidak Beroperasi[1)] Non-Operating[1)]
PT Buana Mas Sejahtera	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	10,251,803	Tidak Beroperasi[1)] Non-Operating[1)]
PT DSST Dana Gemilang	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	256,031,724	Tidak Beroperasi[1)] Non-Operating[1)]
PT DSST Video Gemilang	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	27,165,124	Tidak Beroperasi[1)] Non-Operating[1)]
PT Dian Semesta Investasi	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	10,213,766	Tidak Beroperasi[1)] Non-Operating[1)]
PT GWS Era Medika	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower I, 10th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990055	99.999	2,644,256	Tidak Beroperasi[1)] Non-Operating[1)]
PT GWS Medika Prima	Medis Medical	Sinar Mas Land Plaza, Tower I, 10th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990055	99.999	1,658,270	Beroperasi Operating
PT GWS Medika Sejahtera	Medis Medical	Sinar Mas Land Plaza, Tower I, 10th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990055	99.999	12,872	Tidak Beroperasi Non-Operating
PT GWS Prima Sentosa	Perdagangan Besar Wholesale	Sinar Mas Land Plaza, Tower I, 10th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990055	99.999	818,780	Tidak Beroperasi Non-Operating
Golden Lumina International Pte. Ltd.	Perdagangan besar Wholesale trade	108 Pasir Panjang Rd, #06-00 Golden Agri Plaza, Singapura 118535	99.999	38,732	Tidak Beroperasi Non-Operating
PT Eka Nusantara Gemilang	Teknologi Technology	Sinar Mas Land Plaza, Tower I, 12th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	3,294,635	Beroperasi Operating

Nama Perusahaan Company Name	**Bidang Usaha** Business Field	**Alamat** Address	**Persentase Kepemilikan Efektif** Percentage of Effective Ownership	**Jumlah Aset** Total Assets **(USD)**	**Status Operasi** Operating Status
PT SMPlus Digital Investama	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 32nd Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31909111	99.999	165,781,649	Tidak Beroperasi[1)] Non-Operating[1)]
PT SMPlus Sentra Data	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 32nd Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31909111	99.999	102,158,018	Tidak Beroperasi[1)] Non-Operating[1)]
PT SMPlus Sentra Data Persada	Aktivitas *hosting* Hosting activities	Sinar Mas Land Plaza, Tower II, 32nd Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31909111	99.999	45,022,541	Beroperasi Operating
PT Rolimex Suburin Hutani Persada (dalam Likuidasi)	Perdagangan pupuk Fertilizer trading	ITC Cempaka Mas Office Tower, 11th Floor Jl. Letjen Suprapto Kav.1, Jakarta 10640, Indonesia	-	-	Tidak Beroperasi Non-Operating
PT Buana Bumi Energi	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	62,366,831	Tidak Beroperasi Non-Operating
Alpha Prime Services Pte. Ltd.	Penyertaan saham Investment	1 Raffles Place, #28-02 One Raffles Place Singapore 048616	99.999	95,744	Tidak Beroperasi[1)] Non-Operating[1)]
Shining Energy Pte.Ltd.	Penyertaan saham Investment	1 Raffles Place, #28-02 One Raffles Place Singapore 048616	99.999	241,636	Tidak Beroperasi[1)] Non-Operating[1)]
Golden Prime Power Pte. Ltd.	Penyertaan saham Investment	1 Raffles Place, #28-02 One Raffles Place Singapore 048616	99.999	120,204	Tidak Beroperasi[1)] Non-Operating[1)]
PT Sinarmas Rewired Xcellence	Jasa manajemen konsultasi teknologi dan transformasi digital Technology and digital transformation consulting management services	D.Lab Building Jl. Riau No. 1, Jakarta 10350, Indonesia	99.999	270,321	Beroperasi Operating
PT Kuningan Mas Gemilang	Aktivitas *hosting* Hosting activities	Sinar Mas Land Plaza, Tower II, 32nd Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31909111	50.000	56,366,842	Beroperasi Operating
PT SF Digital Terdepan	Penyertaan saham Investment	Jalan H. Agus Salim No. 45, Jakarta 10340, Indonesia Telepon / Telephone: +6221 50538888	99.999	36,851,115	Tidak Beroperasi[1)] Non-Operating[1)]
PT SF Digital Commerce	Penyertaan saham Investment	Jalan H. Agus Salim No. 45, Jakarta 10340, Indonesia Telepon / Telephone: +6221 50538888	99.999	134	Tidak Beroperasi[1)] Non-Operating[1)]
PT Asix Indonesia Cerdas	Jasa manajemen konsultasi teknologi dan transformasi digital berbasis AI AI-based technology and digital transformation consulting management services	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	2,099,903	Beroperasi Operating
PT SMPlus Solusi Sejahtera	Jasa teknologi Technology service	Sinar Mas Land Plaza, Tower II, 32nd Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31909111	99.999	2,748,343	Beroperasi Operating
PT Daya Mas Cisolok Energi	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	50.000	32,813,556	Tidak Beroperasi[1)] Non-Operating[1)]

Nama Perusahaan Company Name	**Bidang Usaha** Business Field	**Alamat** Address	**Persentase Kepemilikan Efektif** Percentage of Effective Ownership	**Jumlah Aset** Total Assets **(USD)**	**Status Operasi** Operating Status
PT Daya Mas Cisolok Geothermal	Pengusahaan tenaga panas bumi Geothermal power business	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	50.000	32,812,414	Tidak Beroperasi Non-Operating
PT Daya Mas Nage Energi	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	50.000	10,367,192	Tidak Beroperasi[1)] Non-Operating[1)]
PT Daya Mas Nage Geothermal	Pengusahaan tenaga panas bumi Geothermal power business	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	50.000	10,366,028	Tidak Beroperasi Non-Operating
PT Dian Utama Investasi Teknologi	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	303,137,681	Tidak Beroperasi[1)] Non-Operating[1)]
PT Daya Mas Bumi Sentosa	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	50,000	56,923,117	Tidak Beroperasi[1)] Non-Operating[1)]
PT Daya Mas Eka Sakti	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	50,000	56,865,081	Tidak Beroperasi[1)] Non-Operating[1)]
PT Daya Graho Sakti Energi	Penyertaan saham Investment	SOHO Pancoran, Tower Splendor 1507, 15th Floor Jl. Let. Jend. MT. Haryono Kav 2-3, Jakarta 12810, Indonesia Telepon / Telephone: +6221 80625813	50,000	2,058,790	Tidak Beroperasi[1)] Non-Operating[1)]
PT Daya Bora Pulu Energi	Penyertaan saham Investment	SOHO Pancoran, Tower Splendor 1507, 15th Floor Jl. Let. Jend. MT. Haryono Kav 2-3, Jakarta 12810, Indonesia Telepon / Telephone: +6221 80625813	50,000	1,829,416	Tidak Beroperasi[1)] Non-Operating[1)]
PT Daya Koto Sani Energi	Penyertaan saham Investment	SOHO Pancoran, Tower Splendor 1507, 15th Floor Jl. Let. Jend. MT. Haryono Kav 2-3, Jakarta 12810, Indonesia Telepon / Telephone: +6221 80625813	50,000	707,013	Tidak Beroperasi[1)] Non-Operating[1)]
PT EDC Indonesia	Pengusahaan tenaga panas bumi Geothermal power business	SOHO Pancoran, Tower Splendor 1507, 15th Floor Jl. Let. Jend. MT. Haryono Kav 2-3, Jakarta 12810, Indonesia Telepon / Telephone: +6221 80625813	50,000	2,005,720	Tidak Beroperasi[1)] Non-Operating[1)]
PT EDC Panas Bumi Indonesia	Pengusahaan tenaga panas bumi Geothermal power business	SOHO Pancoran, Tower Splendor 1507, 15th Floor Jl. Let. Jend. MT. Haryono Kav 2-3, Jakarta 12810, Indonesia Telepon / Telephone: +6221 80625813	50,000	1,764,403	Tidak Beroperasi[1)] Non-Operating[1)]
PT Kotosani Tanjungbingkung Geothermal	Pengusahaan tenaga panas bumi Geothermal power business	SOHO Pancoran, Tower Splendor 1507, 15th Floor Jl. Let. Jend. MT. Haryono Kav 2-3, Jakarta 12810, Indonesia Telepon / Telephone: +6282 197905676	50,000	652,062	Tidak Beroperasi[1)] Non-Operating[1)]
PT Daya Mas Papandayan Geothermal	Pengusahaan tenaga panas bumi Geothermal power business	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	5,959	Tidak Beroperasi Non-Operating

Nama Perusahaan Company Name	**Bidang Usaha** Business Field	**Alamat** Address	**Persentase Kepemilikan Efektif** Percentage of Effective Ownership	**Jumlah Aset** Total Assets **(USD)**	**Status Operasi** Operating Status
PT Daya Mas Bittuang Geothermal	Pengusahaan tenaga panas bumi Geothermal power business	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259	99.999	5,959	Tidak Beroperasi Non-Operating
PT Golden Lumina Indonesia	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower I, 10th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990055	99.999	2,073,697	Tidak Beroperasi[1)] Non-Operating[1)]

Keterangan / Notes:
1) Tidak melakukan kegiatan operasi, hanya menjalankan fungsi sebagai perusahaan induk pasif
2) Melakukan fungsi sebagai perusahaan induk aktif
3) Not performing operational activities, only acting as a passive holding company
4) Performing role as an active holding company

Berikut merupakan entitas ventura bersama dan asosiasi Perseroan per 31 Desember 2025:

The following were the joint venture and associates entities of the Company as of December 31, 2025:

Entitas Ventura Bersama dan Asosiasi / Joint Venture and Associates Entities

Nama Perusahaan Company Name	**Bidang Usaha** Business Field	**Alamat** Address
PT Serpong Mas Telematika	Perdagangan Trading	Gedung Sinar Mas Land Plaza, Grand Boulevard BSD Green Office Park, BSD City, Tangerang 15345, Indonesia Telepon / Telephone: +6221 50368368
PT Excite Indonesia	Konsultasi manajemen dan jasa situs Management consultation and website services	Sinar Mas Land Plaza, Tower II, 24th Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990258 Faksimili / Facsimile: +6221 31990259
PT Datang DSSP Power Indonesia	Penyertaan saham Investment	Sinar Mas Land Plaza, Tower II, 23rd Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 31990392 Faksimili / Facsimile: +6221 3925633
PT Satelit Nusantara Tiga	Aktivitas telekomunikasi satelit Satellite telecommunications activities	Gedung Kantor Taman A9 Unit C3-C4 Jl. Dr. Ide Anak Agung Gde Agung Lot 8/9 No. 9 Kawasan Mega Kuningan, Jakarta 12950 Telepon / Telephone: +6221 576 4262
PT Satelit Nusantara Lima	Aktivitas telekomunikasi satelit Satellite telecommunications activities	Gedung Kantor Taman A9 Unit A5 Jl. Dr. Ide Anak Agung Gde Agung Lot 8/9 No. 9 Kawasan Mega Kuningan, Jakarta 12950 Telepon / Telephone: +6221 576 2917
MyRepublic Holdings Ltd	Penyertaan saham Investment	PO Box 309, Ugland House, Grand Cayman, KY1-1104, Cayman Islands
PT LG Sinarmas Technology Solutions	Perusahaan patungan yang mengintegrasikan keahlian untuk mendorong inovasi, keberlanjutan, dan pertumbuhan ekonomi di sektor teknologi informasi di berbagai industri A joint venture that integrates expertise to drive innovation, sustainability, and economic growth in the information technology sector across various industries	Sinar Mas Land Plaza, Tower II, 3rd and 32nd Floor Jl. MH. Thamrin No. 51, Jakarta 10350, Indonesia Telepon / Telephone: +6221 50529080

Lembaga dan Profesi Penunjang Pasar Modal untuk Tahun 2025

Capital Market Supporting Institutions and Professions for 2025

Berikut ini merupakan lembaga dan profesi penunjang pasar modal yang ditunjuk oleh Perseroan pada tahun 2025:

The followings were the capital market supporting institutions and professions appointed by the Company in 2025:

Biro Administrasi Efek Share Administration Bureau	**PT Sinartama Gunita** Menara Tekno, 7th Floor, Jl. H. Fachrudin No. 19 Kampung Bali, Tanah Abang, Jakarta Pusat Telepon / Telephone: +6221 3922332 Faksimili / Facsimile: +6221 3923003
Biaya Fee	Rp57,568,182
Jasa Services	Administrasi efek Share administration

Notaris Public Notary	**Hannywati Gunawan, S.H.** Jl. Mangga Besar V No. 10 Jakarta Barat Telepon / Telephone: +6221 6241822, +6221 6241833 Faksimili / Facsimile: +6221 6241730
Biaya Fee	Rp26,500,000
Jasa Services	Penyusunan berita acara RUPST dan RUPSLB Preparation of minutes of AGM and EGM

Akuntan Publik Public Accountant	**KAP Mirawati Sensi Idris** (Independent member of Moore Stephens International Limited) Menara Intiland, 7th Floor, Jl. Jenderal Sudirman Kav. 32 Jakarta Pusat Telepon / Telephone: +6221 5708111 Faksimili / Facsimile: +6221 5722737
Biaya Audit Audit Fee	Rp3,272,500,000*)
Biaya Non-Audit Non-Audit Fee	Rp180,000,000*)
Jasa Services	Audit dan penelaahan terbatas atas laporan keuangan konsolidasian Audit and limitedly review on the consolidated financial statements

Keterangan / Notes:
*) Tidak termasuk GEMS dan entitas anak
*) Excluding GEMS and subsidiaries

Berikut ini adalah AP dan KAP yang melakukan audit terhadap Laporan Keuangan Tahunan Perseroan dan biaya jasa audit dan non-audit dalam 5 (lima) tahun terakhir: [ACGS D.6.1.] [ACGS (P)D.1.1] [ACGS (P)D.1.2] [ACGS (P)D.1.3]

The following were the AP and KAP who have audited the Company's Annual Financial Statements and audit and non-audit service fees for the last 5 (five) years: [ACGS D.6.1.] [ACGS (P)D.1.1] [ACGS (P)D.1.2] [ACGS (P)D.1.3]

Tahun Year	**Akuntan Publik** Public Accountant	**KAP**	**Opini** Opinion	**Biaya Jasa Audit (Rp)**[1)] Audit Service Fee (Rp)[1)]	**Biaya Jasa Non Audit (Rp)**[1)2)] Non-Audit Service Fee (Rp)[1)2)]	**Total (Rp)** Total (Rp)
2025	Maria Leckzinska	Mirawati Sensi Idris	Wajar Tanpa Modifikasian Unmodified Opinion	3,272,500,000	180,000,000	3,452,500,000
2024	Maria Leckzinska	Mirawati Sensi Idris	Wajar Tanpa Modifikasian Unmodified Opinion	3,070,000,000	400,000,000	3,470,000,000
2023	Maria Leckzinska	Mirawati Sensi Idris	Wajar Tanpa Modifikasian Unmodified Opinion	2,460,000,000	150,000,000	2,610,000,000
2022	Maria Leckzinska	Mirawati Sensi Idris	Wajar Tanpa Modifikasian Unmodified Opinion	1,935,000,000	230,000,000	2,165,000,000
2021	Maria Leckzinska	Mirawati Sensi Idris	Wajar Tanpa Modifikasian Unmodified Opinion	1,530,000,000	530,000,000	2,060,000,000

Keterangan / Notes:
[1)] Tidak termasuk GEMS dan entitas anak
[2)] Dalam 5 (lima) tahun terakhir, biaya jasa non-audit yang diberikan oleh AP dan KAP tidak melebihi biaya jasa audit AP dan KAP yang bersangkutan
[1)] Excluding GEMS and subsidiaries
[2)] In the last 5 (five) years, the fees of non-audit services provided by AP and KAP have not exceeded the fees of the audit services of the AP and KAP concerned

Sumber Daya Manusia
Human Resources

SDM memegang peran penting dalam mendukung keberhasilan dan keberlanjutan operasional Perseroan dan entitas anak. Karyawan tidak hanya berperan dalam memastikan efisiensi operasional, tetapi juga menjadi penggerak utama inovasi serta penguatan daya saing Perseroan dalam menghadapi dinamika industri yang terus berkembang. Oleh karena itu, pengelolaan SDM menjadi bagian integral dari strategi jangka panjang Perseroan dalam menciptakan nilai tambah yang berkelanjutan.

Untuk mewujudkan komitmen ini, Perseroan menerapkan pengelolaan SDM yang terintegrasi dan adaptif. Efektivitas pengelolaan SDM dijaga melalui evaluasi dan penyempurnaan berkala terhadap kebijakan dan sistem yang berlaku, yang mencakup proses rekrutmen dan seleksi berbasis kompetensi, penempatan karyawan yang selaras dengan kebutuhan perusahaan, dan penerapan sistem manajemen kinerja yang transparan dan objektif.

Perseroan mendorong pengembangan kompetensi karyawan melalui program pendidikan dan pelatihan yang relevan dengan kebutuhan bisnis, termasuk peningkatan kemampuan teknis, kepemimpinan, dan kapabilitas digital. Perseroan menerapkan kebijakan remunerasi yang kompetitif dan berbasis kinerja, serta strategi retensi yang efektif untuk menjaga keterikatan, loyalitas, dan keberlanjutan talenta dalam jangka panjang.

HR plays an important role in supporting the success and sustainability of the Company's operations and its subsidiaries. Employees not only ensure operational efficiency but also serve as the main drivers of innovation and the strengthening of the Company's competitiveness in facing the ever-evolving industry dynamics. Therefore, human resource management becomes an integral part of the Company's long-term strategy in creating sustainable added value.

To implement this commitment, the Company implements integrated and adaptive HR management. The effectiveness of HR management is maintained through periodic evaluation and refinement of existing policies and systems, which include a competency-based recruitment and selection process, alignment of employee placement with the Company's needs, and the implementation of a transparent and objective performance management system.

The Company encourages the development of employee competencies through education and training programs relevant to business needs, including the enhancement of technical skills, leadership, and digital capabilities. The Company implements competitive and performance-based remuneration policies, as well as effective retention strategies to maintain engagement, loyalty, and long-term talent sustainability.

Selain aspek kinerja dan pengembangan, Perseroan juga menempatkan perhatian pada aspek K3. Lingkungan kerja dibangun sedemikian rupa agar menjadi kondusif, tidak hanya untuk pengembangan kompetensi, peningkatan produktivitas, dan pemberdayaan karyawan, tetapi juga aman, sehat, dan mendukung kesejahteraan karyawan secara menyeluruh sehingga setiap karyawan dapat berkontribusi secara optimal dalam mendukung pencapaian tujuan strategis Perseroan.

Profil Karyawan

Profil karyawan Perseroan dan entitas anak per 31 Desember 2025, 31 Desember 2024, dan 31 Desember 2023 – dengan tidak memperhitungkan karyawan grup GEAR, namun mencakup karyawan GEMS dan entitas anak (kecuali dinyatakan lain) - adalah sebagai berikut:

Profil Karyawan berdasarkan Perusahaan
Profile of Employees by Company

Perusahaan Company	2025	2024	2023
Perseroan The Company	49	37	531
Entitas anak Subsidiaries	1,967	1,976	1,837
Jumlah **Total**	**2,016**	**2,013**	**2,368**

Pada akhir tahun 2025, Perseroan dan entitas anak tercatat memiliki sebanyak 2.016 karyawan yang terdiri dari 1.427 karyawan tetap dan 589 karyawan kontrak. Jumlah ini meningkat secara moderat dibandingkan dengan tahun sebelumnya, di mana Perseroan dan entitas anak tercatat memiliki sebanyak 2.013 karyawan.

Dari jumlah tersebut, sebanyak 49 karyawan tercatat bekerja di Perseroan (induk perusahaan), sementara sebanyak 1.967 karyawan bekerja di entitas anak.

Perseroan menerapkan prinsip kesetaraan dalam pengelolaan SDM. Setiap karyawan yang memiliki kompetensi, integritas, dan etos kerja yang unggul memperoleh peluang yang sama untuk berkembang, termasuk dalam akses terhadap program pengembangan karir dan promosi ke jenjang yang lebih tinggi. Seluruh proses tersebut dilaksanakan secara objektif dan berbasis kinerja, tanpa membedakan latar belakang suku, agama, ras, usia, maupun jenis kelamin. [GRI 405-1]

Sejalan dengan karakteristik operasional di bisnis EBT dan pertambangan, komposisi tenaga kerja Perseroan dan entitas anak - terutama untuk fungsi-fungsi teknis dan operasional lapangan - masih didominasi oleh karyawan pria. Meskipun demikian, Perseroan secara konsisten terus mendorong peningkatan keberagaman dan inklusivitas dan memperluas partisipasi perempuan pada berbagai jenjang jabatan strategis dan profesional.

In addition to performance and development aspects, the Company also pays attention to OHS aspects. The work environment is built in such a way as to be conducive, not only for competency development, productivity improvement, and employee empowerment, but also safe, healthy, and supportive to overall employee well-being so that each employee can optimally contribute in achieving the Company's strategic goals.

Employee Profile

Profile of the employees of the Company and its subsidiaries as of December 31, 2025, December 31, 2024, and December 31, 2023 - excluding employees of GEAR group, but including those of GEMS and subsidiaries (unless otherwise stated) - is shown as follows:

At the end of 2025, the Company and its subsidiaries recorded a total of 2,016 employees, consisting of 1,427 permanent employees and 589 contract-based employees. This number increased moderately compared to the previous year, when the Company and its subsidiaries recorded a total of 2,013 employees.

Of that number, 49 employees were recorded working at the Company (parent company), while 1,967 employees work at the subsidiaries.

The Company applies the principle of equality in HR management. Every employee with competence, integrity, and an excellent work ethic has the same opportunity to develop, including access to career development programs and promotions to higher levels. The entire process is carried out objectively and based on performance, without distinguishing between ethnic background, religion, race, age, or gender. [GRI 405-1]

In line with the operational characteristics of the renewable energy and mining business, the workforce composition of the Company and its subsidiaries -especially for technical and field operational functions - is still dominated by male employees. Nevertheless, the Company consistently continues to promote increased diversity and inclusivity and to expand the participation of women at various levels of strategic and professional positions.

Profil Karyawan berdasarkan Jenis Kelamin [GRI 405-1]
Profile of Employees by Gender [GRI 405-1]

Jenis Kelamin Gender	2025	2024	2023
Laki-laki Male	1,502	1,463	1,867
Perempuan Female	514	550	501
Jumlah **Total**	**2,016**	**2,013**	**2,368**

Profil Karyawan berdasarkan Usia [GRI 405-1]
Profile of Employees by Age [GRI 405-1]

Usia Age	2025		2024		2023	
	Pria Male	**Wanita** Female	**Pria** Male	**Wanita** Female	**Pria** Male	**Wanita** Female
≤ Usia 30 ≤ Age 30	377	223	392	264	489	224
Usia 31- 40 Age 31- 40	527	175	514	179	636	166
Usia 41- 50 Age 41-50	424	92	387	85	460	85
> Usia 50 > Age 50	174	24	170	22	282	26
Jumlah **Total**	**1,502**	**514**	**1,463**	**550**	**1,867**	**501**

Profil Karyawan berdasarkan Jabatan [GRI 405-1]
Profile of Employees by Job Title [GRI 405-1]

Jabatan Job Title	2025		2024		2023	
	Pria Male	**Wanita** Female	**Pria** Male	**Wanita** Female	**Pria** Male	**Wanita** Female
Manajer ke atas Managers and above	754	236	393	103	629	187
Staf non-manajerial Non-managerial staff	544	277	857	440	788	307
Non-staf Non-staff	204	1	213	7	450	7
Jumlah **Total**	**1,502**	**514**	**1,463**	**550**	**1,867**	**501**

Perseroan telah memperkuat kualitas pengungkapan ESG dengan menghadirkan analisis yang lebih komprehensif dan mendalam sejak penerbitan laporan tahunan 2024. Sejalan dengan ketentuan BEI, penyempurnaan ini mencakup penyajian profil karyawan berbasis jenis kelamin yang diperkaya dengan segmentasi lebih rinci menurut jenjang jabatan dan kelompok usia, sehingga memberikan gambaran yang lebih utuh mengenai struktur dan komposisi tenaga kerja.

Pengungkapan juga diperluas untuk mencerminkan komitmen terhadap prinsip keberagaman, kesetaraan, dan inklusi, dan memperkuat transparansi data ketenagakerjaan yang relevan bagi pemangku kepentingan dalam menilai kualitas pengelolaan SDM dan keberlanjutan kinerja Perseroan.

The Company has strengthened the quality of ESG disclosures by presenting more comprehensive and in-depth analysis since the publication of the 2024 annual report. In line with the IDX regulations, this enhancement includes the presentation of employee profiles based on gender, enriched with more detailed segmentation according to job levels and age groups, thereby providing a more comprehensive view of the workforce structure and composition.

The disclosure is also expanded to reflect the commitment to the principles of diversity, equity, and inclusion, and to strengthen the transparency of relevant employment data for stakeholders in assessing the quality of HR management and the sustainability of the Company's performance.

Profil Karyawan berdasarkan Jenis Kelamin dan Jabatan pada tahun 2025 [S-01]
Profile of Employees by Gender and Job Title in 2025 [S-01]

Jabatan Job Title	Pria Male		Wanita Female	
	Jumlah Total	%	Jumlah Total	%
Entry-level Staffs	748	37%	280	14%
Mid-level Staffs	573	28%	187	9%
Senior-level Staffs	138	7%	35	2%
Executive-level Staffs	43	2%	12	1%
Jumlah **Total**	**1,502**	**75%**	**514**	**25%**

Profil Karyawan berdasarkan Jenis Kelamin, Jabatan, dan Kelompok Usia pada tahun 2025 [S-02]
Profile of Employees by Gender, Job Title, and Age Group in 2025 [S-02]

Usia Age	Jabatan Job Title								Jumlah Total
	Entry-Level Staffs		Mid-Level Staffs		Senior-Level Staffs		Executive-Level Staffs		
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	
18 - 24	56	23	9	7	0	0	0	0	95
25 - 34	337	183	199	82	3	4	0	0	808
35 - 44	228	53	224	63	59	19	10	4	660
45 - 54	119	20	115	34	50	11	16	7	372
≥ 55	8	1	26	1	26	1	17	1	81
Jumlah **Total**	**748**	**280**	**573**	**187**	**138**	**35**	**43**	**12**	**2,016**

Perseroan berkomitmen untuk terus meningkatkan kualitas pelaporan melalui penyajian data dan informasi yang komparatif, relevan, dan berimbang secara berkelanjutan. Upaya ini dilakukan untuk memastikan bahwa laporan tahunan Perseroan mampu memberikan wawasan yang lebih akurat dan bernilai strategis bagi para pemangku kepentingan dalam mendukung pengambilan keputusan.

The Company is committed to continuously enhancing the quality of its reporting through the presentation of comparative, relevant, and balanced data and information. This effort is intended to ensure that the Company's annual report provides more accurate and strategically valuable insights for stakeholders in supporting informed decision-making.

Profil Karyawan berdasarkan Pendidikan [GRI 405-1]
Profile of Employees by Education [GRI 405-1]

Pendidikan Education	2025		2024		2023	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Pascasarjana Postgraduate	149	47	121	42	120	35
Sarjana Undergraduate	922	401	889	421	880	380
Diploma Diploma	96	41	105	47	109	46
Sekolah Menengah Atas (SMA) dan pendidikan di bawahnya High School and below	335	25	348	40	758	40
Jumlah Total	**1,502**	**514**	**1,463**	**550**	**1,867**	**501**

Profil Karyawan berdasarkan Status Kerja [GRI 405-1]
Profile of Employees by Employment Status [GRI 405-1]

Status Kerja Employment Status	2025		2024		2023	
	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female
Tetap Permanent	1,046	381	1,033	391	1,466	374
Kontrak Contract	456	133	430	159	401	127
Jumlah Total	**1,502**	**514**	**1,463**	**550**	**1,867**	**501**

Profil Karyawan berdasarkan Status Kerja dan Wilayah [GRI 2-7]
Profile of Employees by Employment Status and Region [GRI 2-7]

	Jabodetabek	Jawa (Non-Jabodetabek)	Sumatra	Kalimantan	Sulawesi	Bali	Papua	Lainnya Other	Jumlah Total
Tetap Permanent	826	102	195	287	2	5	0	10	1,427
Kontrak Contract	285	64	107	116	6	1	0	10	589
Jumlah Total	**1,111**	**166**	**302**	**403**	**8**	**6**	**0**	**20**	**2,016**

Profil Perekrutan Karyawan berdasarkan Wilayah [GRI 2-7]
Employee Hiring Profile by Region [GRI 2-7]

	2025	
	Jumlah	%
Jabodetabek	322	16%
Jawa (Non-Jabodetabek)	57	3%
Sumatra	94	5%
Kalimantan	31	2%
Sulawesi	4	0%
Bali	1	0%
Papua	0	0%
Lainnya	7	0%
Jumlah **Total**	**516**	**26%**

Keterangan / Notes:
*) Hanya karyawan Perseroan / Employees under the Company

Profil Laju Pergantian Karyawan*) [GRI 401-1]
Employee Turnover Rate Profile*) [GRI 401-1]

	2025			2024			2023		
	Pria Male	Wanita Female	%	Pria Male	Wanita Female	%	Pria Male	Wanita Female	%
Karyawan Baru New Hire	8	4	24%	1	2	0.6%	8	0	1.5%
Karyawan mengundurkan diri / Pemutusan Hubungan Kerja (PHK) Resignation / Termination	2	1	6%	443	14	86.6%	33	4	6.2%
Karyawan pensiun Retirement	0	0	0%	28	2	6.1%	23	0	4.3%

Keterangan / Notes:
*) Hanya karyawan Perseroan / Employees under the Company

Pergerakan tenaga kerja pada tahun 2025 berada dalam kendali yang baik. Perseroan secara konsisten mempertahankan talenta kunci dengan menjaga keseimbangan antara retensi talenta dan penyegaran perusahaan, sehingga perusahaan tetap adaptif dan kompetitif untuk mendukung keberlanjutan kinerja.

Secara konsolidasi, rasio perputaran karyawan Perseroan dan entitas anak tercatat sebesar 26% untuk karyawan baru dan 23% untuk karyawan yang mengundurkan diri. [S-03]

The movement of the workforce in 2025 is well under control. The company consistently retains key talent by maintaining a balance between talent retention and company refreshment, ensuring that the company remains adaptive and competitive to support performance sustainability.

On a consolidated basis, the employee turnover ratio of the Company and its subsidiaries was recorded at 26% for new employees and 23% for employees who resigned. [S-03]

Profil Karyawan Sementara*) [GRI 2-8] [S-04]
Temporary Employees Profile*) [GRI 2-8] [S-04]

	2025		2024*		2023*	
	Jumlah Pegawai Number of Employees	%	**Jumlah Pegawai** Number of Employees	%	**Jumlah Pegawai** Number of Employees	%
Jumlah pegawai perusahaan yang dipegang oleh kontraktor dan/atau konsultan Total company headcount held by contractors and/or consultants	2,491	124	N/A	N/A	N/A	N/A

*) Perseroan tidak menyajikan data karyawan sementara untuk tahun 2024 dan tahun 2023
*) The Company did not present temporary employees for year 2024 and year 2023

Perseroan dalam menjalankan kegiatan usahanya didukung oleh karyawan tetap serta karyawan yang berasal dari pihak ketiga, termasuk kontraktor dan/atau konsultan. Penggunaan karyawan dari pihak ketiga tersebut disesuaikan dengan kebutuhan operasional Perseroan, khususnya untuk mendukung kegiatan operasional tertentu yang memerlukan keahlian spesifik.

Perseroan memastikan bahwa seluruh karyawan, baik yang berasal dari internal maupun pihak ketiga, telah memenuhi standar kompetensi dan ketentuan peraturan perundang-undangan yang berlaku. [GRI 2-8] [S-04]

The Company's operations are supported by permanent employees as well as personnel engaged through third parties, including contractors and/or consultants. The engagement of third-party personnel is aligned with the Company's operational needs, particularly to support certain activities that require specific expertise.

The Company ensures that all employees, whether internal or from third parties, meet the required competency standards and comply with prevailing laws and regulations. [GRI 2-8] [S-04]

Profil Kecelakaan Kerja Karyawan *) [GRI 403-9] [S-06]
Employee Accident Profile *) [GRI 403-9] [S-06]

Lokasi Operasi Operation Location **DKI Jakarta**	2025			2024			2023		
	Pria Male	**Wanita** Female	**Jumlah Kasus** Total Cases	**Pria** Male	**Wanita** Female	**Jumlah Kasus** Total Cases	**Pria** Male	**Wanita** Female	**Jumlah Kasus** Total Cases
Kecelakaan Ringan Minor Injury	0	0	0	2	0	2	0	0	0
Kecelakaan Berat Major Injury	0	0	0	0	0	0	2	0	2
Fatalitas Fatality	0	0	0	0	0	0	1	0	1

Keterangan / Notes:
*) Hanya karyawan Perseroan / Employees under the Company

Profil Hak Cuti Melahirkan bagi Karyawan Wanita*) [GRI 401-3]
Profile of Maternity Leave Rights for Female Employees*) [GRI 401-3]

Kategori Category	2025		2024		2023	
	Wanita Female	%	**Wanita** Female	%	**Wanita** Female	%
Karyawan yang berhak mendapat cuti melahirkan Employees who are entitled to maternity leave	9	18%	16	43%	25	4.7%
Karyawan yang mengambil cuti melahirkan Employees taking maternity leave	1	2%	1	3%	4	0.8%

Kategori Category	2025		2024		2023	
	Wanita Female	%	Wanita Female	%	Wanita Female	%
Karyawan yang kembali bekerja pada periode pelaporan setelah cuti melahirkan berakhir Employees who returned to work in the reporting period after maternity leave endedt	1	2%	1	3%	4	0.8%
Karyawan yang kembali bekerja setelah cuti melahirkan berakhir, dan masih dipekerjakan 12 bulan setelah kembali bekerja Employees who returned to work after their maternity leave ended, and were still employed 12 months after returning to work	1	2%	1	3%	4	0.8%

Keterangan / Notes:
*) Hanya karyawan Perseroan / Employees under the Company

Rekrutmen dan Seleksi

Perseroan secara berkala melakukan evaluasi strategis terhadap kapabilitas SDM untuk memastikan keselarasan antara kompetensi yang dimiliki dengan kebutuhan bisnis yang terus berkembang. Melalui proses evaluasi tersebut, Perseroan mengidentifikasi kebutuhan organisasi, termasuk pembentukan posisi baru, penambahan tenaga kerja, serta pelaksanaan rotasi dan penyegaran peran guna mendukung pencapaian target dan tujuan strategis Perseroan secara optimal.

Dalam proses rekrutmen, Perseroan berfokus pada upaya untuk menarik kandidat yang memiliki kompetensi, pengalaman, serta karakter yang sejalan dengan kebutuhan dan kualifikasi jabatan. Proses ini dirancang secara sistematis dan objektif untuk memastikan bahwa setiap kandidat yang melanjutkan ke tahap seleksi berikutnya telah memenuhi standar yang ditetapkan oleh Perseroan.

Secara umum, tahapan rekrutmen dan seleksi Perseroan, meliputi:

- Pemeriksaan Berkas Lamaran
- Tes Tertulis
- Wawancara
- Pemeriksaan Kesehatan, dan
- Penerimaan dan Orientasi

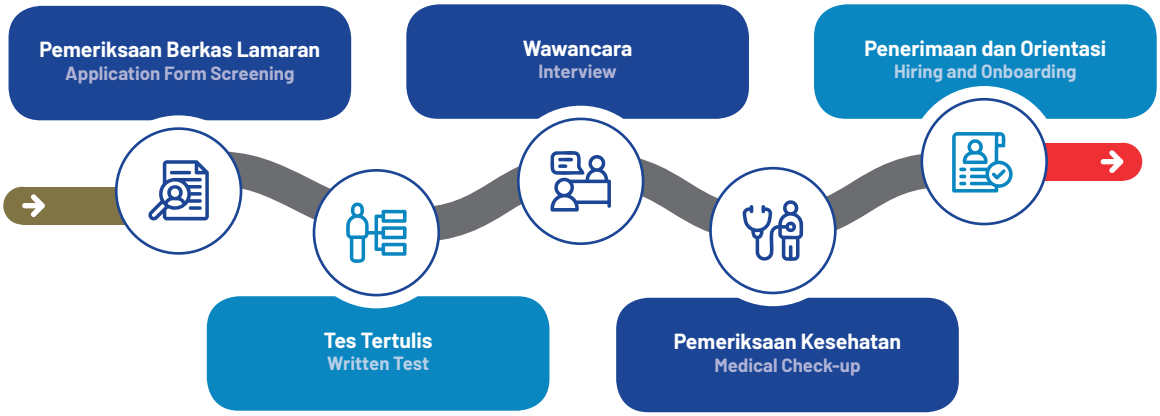
Recruitment and Selection

The Company periodically conducts strategic evaluations of HR capabilities to ensure alignment between existing competencies and the continuously evolving business needs. Through this evaluation process, the Company identifies organizational needs, including the creation of new positions, workforce expansion, as well as the implementation of role rotations and refreshes to optimally support the achievement of the Company's strategic targets and objectives.

In its recruitment process, the Company focuses on efforts to attract candidates who possess the requisite competencies, experience, and character aligned with the needs and qualifications of the position. This process is designed systematically and objectively to ensure that each candidate who proceeds to the next selection stage has met the standards set by the Company.

In general, the stages of recruitment and selection of the Company include:

- Application Form Screening
- Written Test
- Interviews
- Medical Check-up, and
- Hiring and Onboarding



Dengan penerapan proses yang terstruktur dan komprehensif tersebut, Perseroan memastikan bahwa setiap individu yang bergabung memiliki kompetensi, potensi, dan kesiapan yang memadai untuk memberikan kontribusi terbaik dalam mendukung pencapaian visi, misi, dan tujuan strategis Perseroan.

Program Pengenalan Perusahaan bagi Karyawan Baru

Perseroan menyelenggarakan program orientasi dan pengenalan perusahaan bagi karyawan baru sebagai bagian dari upaya membangun fondasi pemahaman yang kuat sejak awal masa kerja. Program ini dirancang secara terstruktur untuk mempercepat proses adaptasi karyawan baru serta memastikan keselarasan dengan visi, misi, dan nilai-nilai Perseroan.

Melalui program ini, karyawan baru diperkenalkan secara komprehensif terhadap berbagai aspek strategis Perseroan, termasuk nilai-nilai perusahaan sebagai landasan dalam pengambilan keputusan, penerapan kode etik sebagai pedoman perilaku profesional, pemahaman mengenai kegiatan usaha, serta kebijakan SDM yang berlaku. Karyawan juga diberikan pemahaman yang jelas mengenai peran, tanggung jawab, serta ekspektasi kinerja dalam posisi yang diemban.

Program Pendidikan dan Pelatihan Umum

[GRI 404-2] [ACGS C.6.2.]

Perseroan secara konsisten memperkuat pengembangan profesional SDM sebagai bagian integral dari strategi peningkatan kinerja dan daya saing perusahaan. Setiap karyawan didorong untuk terus mengembangkan kompetensi melalui partisipasi dalam berbagai program pendidikan dan pelatihan yang relevan dengan kebutuhan pekerjaan serta dinamika industri yang terus berkembang.

Program pendidikan dan pelatihan ini diselenggarakan secara berkala oleh divisi SDM, sekurang-kurangnya 2 (dua) kali dalam setahun, dengan pendekatan proaktif dalam mengidentifikasi kebutuhan kompetensi. Divisi SDM merancang dan mengimplementasikan program yang adaptif, berkelanjutan, dan selaras dengan arah pertumbuhan bisnis Perseroan dan entitas anak.

Materi pendidikan dan pelatihan mencakup pengembangan keterampilan teknis maupun keterampilan lunak yang dirancang secara komprehensif untuk meningkatkan pengetahuan, keahlian, dan sikap profesional karyawan. Pendekatan ini memastikan setiap program tidak hanya membekali karyawan secara kompetensi, tetapi juga memperkuat karakter dan nilai yang sejalan dengan budaya perusahaan Perseroan.

Dengan strategi pengembangan ini, Perseroan berkomitmen untuk membangun SDM yang unggul, adaptif, dan berdaya saing tinggi, sehingga mampu memberikan kontribusi optimal dalam mendukung pencapaian tujuan strategis dan keberlanjutan usaha Perseroan.

With the implementation of a structured and comprehensive process, the Company ensures that every individual who joins possesses adequate competence, potential, and readiness to contribute their best in supporting the achievement of the Company's vision, mission, and strategic goals.

Induction Program for New Employees

The Company organizes an orientation and company onboarding program for new employees as part of efforts to establish a strong foundation of understanding from the beginning of their employment. This program is designed to accelerate the adaptation process of new employees and ensure alignment with the Company's vision, mission, and values.

Through this program, new employees are comprehensively introduced to various strategic aspects of the Company, including its corporate values as a guideline for professional behavior, an overview of the Company's business activities, and the applicable HR policies. Employees are also provided with a clear understanding of their roles, responsibilities, and performance expectations in the positions they hold their respective positions.

General Education and Training Programs

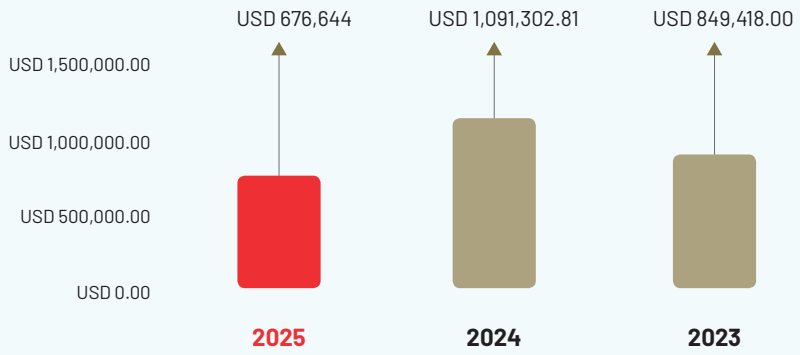
[GRI 404-2] [ACGS C.6.2.]

The Company consistently strengthens the professional development of HR as an integral part of the strategy to enhance performance and the company's competitiveness. Every employee is encouraged to continuously develop their competencies through participation in various educational and training programs relevant to work needs and the ever-evolving dynamics of the industry.

This education and training program is conducted periodically by the HR division, at least twice a year, with a proactive approach in identifying competency needs. The HR division designs and implements programs that are adaptive, sustainable, and aligned with the growth direction of the business of the Company and its subsidiaries.

The educational and training materials encompass the development of both technical and soft skills, designed comprehensively to enhance employees' knowledge, expertise, and professional attitudes. This approach ensures that each program not only equips employees with competencies but also strengthens their character and values in line with the Company's corporate culture.

With this development strategy, the Company is committed to building superior, adaptive, and highly competitive human resources, thereby being able to provide optimal contributions in supporting the achievement of strategic goals and the sustainability of the Company's business.



Perseroan dan entitas anak telah mengeluarkan biaya USD 676.644 untuk program pendidikan dan pelatihan umum tahun 2025, lebih rendah dari tahun 2024 sebesar USD 1.091.302 dan tahun 2023 sebesar USD 849.418.

The Company and its subsidiaries had incurred a cost of USD 676,644 for general education and training programs in 2025, lower than USD 1,091,302 in 2024 and USD 849,418 in 2023.

Pada tahun 2025, rata-rata jam pelatihan karyawan adalah 15 (lima belas) jam per karyawan dengan jumlah peserta sebanyak 111 orang. [S-05]

In 2025, the average employee training hours were 15 (fifteen) hours per employee, with the number of participants being 111 persons. [S-05]

Program pendidikan dan pelatihan umum yang dilakukan untuk karyawan Perseroan (di luar entitas anak) pada tahun 2025 adalah sebagai berikut: [GRI 404-1]

General education and training programs carried out for employees of the Company (excluding subsidiaries) in 2025 were as follows: [GRI 404-1]

Jabatan Job Title	**Peserta Pelatihan*)** Training Participants				**Penyelenggara Pelatihan** Training Organizers		**Jumlah Jam Pelatihan** Number of Training Hours	**Biaya Pelatihan** Training Cost	
	Jumlah Peserta Number of Participants **(orang/ person)**	**% Jumlah Peserta terhadap Jumlah *Headcount*** % Number of participants to the Number of Headcount **(%)**	**Jumlah Peserta Wanita** Number of Female Participants **(orang/ person)**	**% Jumlah Peserta Wanita terhadap Jumlah *Headcount*** Number of Female Participants to the Number of Headcount **(%)**	**Internal** Internal **(orang/ person)**	**Eksternal** External **(orang/ person)**	**(jam)** (hours)	**Jumlah** Amount **(USD)**	**Distribusi** Distribution **(%)**
Non-staffs	0	0%	0	0%	0	0	0	0	0%
Entry-level Staffs	14	29%	8	16%	3	11	94	545	25%
Mid-level Staffs	37	76%	25	51%	19	18	195	856	39%
Senior-level Staffs	60	122%	9	18%	46	14	426	784	36%
Jumlah Total	**111**		**42**		**68**	**43**	**715**	**2,185**	**100%**

Keterangan / Notes:
*) Jumlah peserta dihitung dari jumlah karyawan yang ikut dalam setiap materi pelatihan / The number of participants was calculated from the number of employees who participated in each training material
*) Hanya karyawan Perseroan / Employees under the Company

Profil Jam Pelatihan Karyawan [GRI 404-1]
Employee Training Profile [GRI 404-1]

Jabatan Job Title	Rata-Rata Jam Pelatihan per Karyawan per Tahun								
	2025*)			2024			2023		
	Pria Male	**Wanita** Female	**Jumlah Jam Pelatihan** Number of Training Hours	**Pria** Male	**Wanita** Female	**Jumlah Jam Pelatihan** Number of Training Hours	**Pria** Male	**Wanita** Female	**Jumlah Jam Pelatihan** Number of Training Hours
Non-staffs	0	0	0	223	0	223	467	4	471
Entry-level Staffs	40	54	94	818	337	1,155	261	15	276
Mid-level Staffs	80	115	195	91	16	107	4	5	9
Senior-level Staffs	312	114	426	13	3	16	1	2	3
Jumlah **Total**	**432**	**283**	**715**	**1,145**	**356**	**1,501**	**733**	**26**	**759**

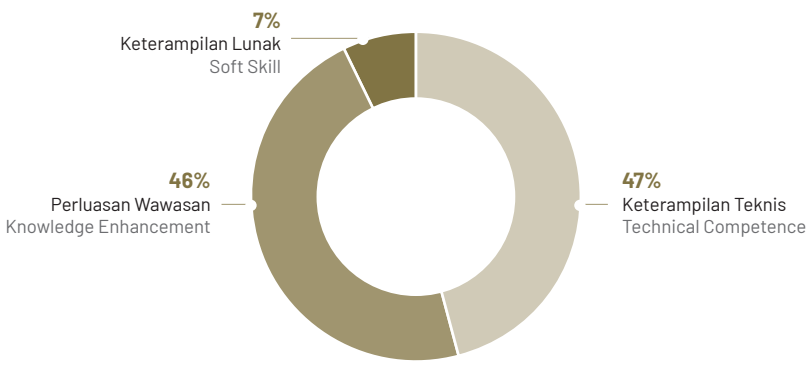
*) Hanya karyawan Perseroan / Employees under the Company

Program pelatihan yang diadakan oleh Perseroan dan diikuti oleh karyawan pada tahun 2025, antara lain mencakup bidang sebagai berikut:

Training programs held by the Company and attended by the employees in 2025, among others, cover fields as follows:

Program Pelatihan Training Programs	**Jenis Pelatihan** Type of Training	**Target Peserta Pelatihan** Target Participants of the Training	**Tujuan Pelatihan** Training Objectives
Cara Menghadapi Perubahan How to Cope with Change	External	Mid-level Staffs Senior-level Staffs	Keterampilan Lunak Soft Skill
Diskusi AI – Chatbot, RAG, Agent AI Talk - Chatbot, RAG, Agent	Internal	Mid-level Staffs Senior-level Staffs	Perluasan Wawasan Knowledge Enhancement
Berkembang di Tengah Perubahan Thriving in Change	External	Mid-level Staffs Senior-level Staffs	Keterampilan Lunak Soft Skill
Pembiayaan Merger dan Akuisisi Financing Merger & Acquisition	External	Mid-level Staffs Senior-level Staffs	Perluasan Wawasan Knowledge Enhancement
Membuka Potensi Panas Bumi Indonesia untuk Masa Depan yang Berkelanjutan Unlocking Indonesia's Geothermal Potential for a Sustainable Tomorrow	External	Senior-level Staffs	Perluasan Wawasan Knowledge Enhancement
Pelatihan Pemanfaatan Langsung Panas Bumi Direct Utilization of Geothermal Power Training	External	Mid-level Staffs	Perluasan Wawasan Knowledge Enhancement
Bahasa Mandarin Mandarin Language	External	Mid-level Staffs Senior-level Staffs	Keterampilan Lunak Soft Skill
Pajak Penghasilan yang Dipotong dalam Transaksi Bisnis Withholding Tax in Business Transactions	External	Mid-level Staffs	Perluasan Wawasan Knowledge Enhancement
Pelatihan PowerBI PowerBI Training	External	Entry-level Staffs Mid-level Staffs	Kompetensi Teknis Technical Competence
Konferensi Tingkat Tinggi Sumber Daya Manusia ke-2 Energi 2025 2nd Human Capital Summit Energy 2025	External	Mid-level Staffs	Perluasan Wawasan Knowledge Enhancement
Pemetaan Proses Bisnis Business Process Mapping	External	Entry-level Staffs	Kompetensi Teknis Technical Competence
Pembaruan Berita Hubungan Industrial Global Global Industrial Relation News Update	External	Mid-level Staffs Senior-level Staffs	Perluasan Wawasan Knowledge Enhancement

Program Pelatihan Training Programs	**Jenis Pelatihan** Type of Training	**Target Peserta Pelatihan** Target Participants of the Training	**Tujuan Pelatihan** Training Objectives
Bimbingan Teknis Hukum Pertanahan Technical Guidance on Land Law	External	Mid-level Staffs	Perluasan Wawasan Knowledge Enhancement
Microsoft Excel Tingkat Menengah Microsoft Excel Intermediate	External	Entry-level Staffs Mid-level Staffs	Kompetensi Teknis Technical Competence
Microsoft Excel Tingkat Lanjutan Microsoft Excel Advanced	External	Entry-level Staffs Mid-level Staffs Senior-level Staffs	Kompetensi Teknis Technical Competence
Indosec Summit 2025: Acara & Konferensi Keamanan Siber No. 1 di Indonesia Indosec Summit 2025: Indonesia #1 Cybersecurity Event & Summit	External	Entry-level Staffs Mid-level Staffs	Perluasan Wawasan Knowledge Enhancement
Pelatihan dan Sertifikasi Kepala Bagian Remunerasi Training and Certification for Head of Remuneration	External	Mid-level Staffs	Perluasan Wawasan Knowledge Enhancement
Seminar Internasional IAI Peringatan ke-68: Akuntan Indonesia International Seminar IAI 68th Anniversary: Indonesian Accountants	External	Senior-level Staffs	Perluasan Wawasan Knowledge Enhancement
Akademi AI - Dialog Inspiratif tentang Inovasi di Bidang Energi & Teknologi Masa Depan AI Academy - Inspirational Dialogue on Innovations in Future Energy & Technology	External	Mid-level Staffs Senior-level Staffs	Perluasan Wawasan Knowledge Enhancement
Pemanfaatan EBT - Energi Surya, Panas Bumi, Biodiesel, dan Nuklir Utilization of NRE - Solar, Geothermal, Biodiesel, and Nuclear Energy	External	Mid-level Staffs Senior-level Staffs	Perluasan Wawasan Knowledge Enhancement
Regulasi Teknologi Digital, Keamanan Siber dan Digital Signature, Multifinance, dan Credit Scoring Digital Technology Regulation, Cybersecurity and Digital Signature, Multifinance, and Credit Scoring	External	Mid-level Staffs Senior-level Staffs	Perluasan Wawasan Knowledge Enhancement
ESG Day 2025: Investasi Untuk Pertumbuhan Berkelanjutan ESG Day 2025: Investing for Sustainable Growth	External	Mid-level Staffs	Perluasan Wawasan Knowledge Enhancement
Pelatihan AI AI Training	External	Entry-level Staffs Mid-level Staffs Senior-level Staffs	Perluasan Wawasan Knowledge Enhancement
Forum SDM Asia Pasifik Asia Pacific HR Forum	External	Senior-level Staffs	Perluasan Wawasan Knowledge Enhancement
Kesehatan dan Keselamatan Kerja Occupational Health & Safety	External	Entry-level Staffs Mid-level Staffs	Perluasan Wawasan Knowledge Enhancement
Undang-Undang Keamanan Siber dan Perlindungan Data Pribadi Cybersecurity & Personal Data Protection Act	Internal	Entry-level Staffs Mid-level Staffs Senior-level Staffs	Perluasan Wawasan Knowledge Enhancement
Manajemen Waktu Time Management	External	Mid-level Staffs	Keterampilan Lunak Soft Skill
Menjadi Pemimpin yang Efektif Becoming Effective Leaders	External	Mid-level Staffs	Keterampilan Lunak Soft Skill



Kesejahteraan Karyawan

Perseroan secara konsisten menempatkan kesejahteraan karyawan sebagai salah satu prioritas utama dalam pengelolaan SDM. Perseroan berupaya menciptakan sistem remunerasi yang adil dan kompetitif guna mendorong karyawan untuk memberikan kinerja terbaik serta menumbuhkan keterikatan dan loyalitas jangka panjang terhadap Perseroan.

Dalam pelaksanaannya, Perseroan memastikan bahwa seluruh kebijakan remunerasi dan kesejahteraan karyawan disusun dan diterapkan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Sebagai bagian dari komitmen tersebut, Perseroan memastikan bahwa upah yang diberikan kepada seluruh karyawan, termasuk karyawan pada level awal, tidak lebih rendah dari UMR yang telah ditetapkan sesuai dengan ketentuan peraturan perundang-undangan, sehingga dapat mendukung terciptanya standar penghidupan yang layak bagi karyawan Perseroan.

Perseroan memberikan berbagai bentuk kompensasi finansial langsung (seperti gaji pokok, tunjangan tetap, dan bonus), kompensasi finansial tidak langsung (seperti pertanggungan iuran BPJS Kesehatan), dan kompensasi non keuangan (seperti pemberian jam kerja fleksibel dan suasana kantor yang aman, sehat, dan nyaman melalui penerapan sistem K3). Kompensasi ini diberikan untuk memberikan keseimbangan antara kebutuhan finansial dan kesejahteraan emosional serta fisik karyawan.

Penetapan remunerasi dilakukan secara objektif dengan mempertimbangkan berbagai faktor, termasuk kompetensi, keterampilan, tingkat pendidikan, tanggung jawab dan kompleksitas jabatan, kualifikasi individu, hasil evaluasi kinerja, kondisi pasar tenaga kerja, serta kondisi usaha Perseroan dan entitas anak. Selain itu, Perseroan juga menyediakan berbagai fasilitas dan tunjangan tambahan bagi karyawan yang memenuhi kriteria, seperti tunjangan kesehatan, tunjangan komunikasi, serta tunjangan kendaraan untuk level jabatan tertentu.

Employee Welfare

The Company consistently places employee welfare as one of the top priority in its HR management. The Company seeks to establish a fair and competitive remuneration system to encourage employees to deliver their best performance and foster long-term engagement and loyalty to the Company.

In its implementation, the Company ensures that all employee remuneration and welfare policies are formulated and applied in accordance with applicable laws and regulations. As part of this commitment, the Company ensures that the wages provided to all employees, including entry-level employees, are not lower than the UMR set in accordance with applicable laws and regulations, thereby supporting the creation of a decent standard of living for the Company's employees.

The Company provides various forms of direct financial compensation (such as basic salary, fixed allowances, and bonuses), indirect financial compensation (such as coverage for BPJS Kesehatan contributions), and non-financial compensation (such as offering flexible working hours and a safe, healthy, and comfortable office environment, through the implementation of OHS system). This compensation is provided to balance the financial needs and the emotional and physical well-being of employees.

The determination of remuneration is carried out objectively by considering various factors, including competencies, skills, educational background, job responsibilities and complexity, individual qualifications, performance evaluation results, labor market conditions, and the business conditions of the Company and its subsidiaries. In addition, the Company provides various facilities and allowances for employees who meet the criteria, such as health allowances, communication allowances, and vehicle allowances for certain job levels.

Tunjangan Allowances	**2025*)**				**2024*)**				**2023*)**			
	Karyawan Tetap Permanent Employees		**Karyawan Kontrak** Contract Employees		**Karyawan Tetap** Permanent Employees		**Karyawan Kontrak** Contract Employees		**Karyawan Tetap** Permanent Employees		**Karyawan Kontrak** Contract Employees	
	Pria Male	**Wanita** Female	**Pria** Male	**Wanita** Female	**Pria** Male	**Wanita** Female	**Pria** Male	**Wanita** Female	**Pria** Male	**Wanita** Female	**Pria** Male	**Wanita** Female
BPJS Ketenagakerjaan Social Security	21	20	6	2	15	14	6	2	495	25	11	0
BPJS Kesehatan Health Insurance	21	20	6	2	15	14	6	2	495	25	11	0
Cuti Tahunan Annual Leave	21	20	6	2	15	14	6	2	495	25	11	0
Cuti Insidentil Incidental Leave	21	20	6	2	15	14	6	2	495	25	11	0
Tunjangan Hari Raya Festive Allowance	21	20	6	2	15	14	6	2	495	25	11	0

Keterangan / Notes:
*) Hanya karyawan Perseroan / Employees under the Company

Perseroan dan entitas anak melakukan penilaian kinerja berkala untuk keperluan pengembangan karyawan dan penyesuaian gaji tahunan.

The Company and its subsidiaries conduct periodic performance evaluations for employee development and annual salary adjustments.

Tabel di bawah ini menunjukkan rasio standar upah karyawan pemula Perseroan berdasarkan jenis kelamin terhadap UMR dan rasio gaji pokok dan remunerasi berdasarkan jenis kelamin (tidak termasuk entitas anak):

The table below shows the standard wage ratio of the Company's entry-level employees by gender compared to the UMR and the ratio of basic salary and remuneration by gender (excluding subsidiaries):

Rasio Standar Upah Karyawan Pemula berdasarkan Jenis Kelamin terhadap UMR [GRI 202-1]
Ratio of Standard Entry-Level Wage by Gender Compared to UMR [GRI 202-1]

Lokasi Kegiatan Usaha Locations of Business Operation	Rasio Standar Upah Karyawan Pemula terhadap UMR Ratio of Standard Entry-Level Wage Compared to UMR (%)	
	Laki-Laki Male	Perempuan Female
2025		
DKI Jakarta	121.4%	118.4%
Jawa (Non-Jabodetabek)	198.3%	82.8%
Sumatera	132.5%	98.3%
Kalimantan	100.2%	N/A
Sulawesi	N/A	N/A
Bali	N/A	N/A
Papua	N/A	N/A
Lainnya	300.6%	N/A
2024		
DKI Jakarta	102.6%	N/A
Rata-rata / Average	**102.6%**	**N/A**
2023		
DKI Jakarta	102.0%	102.0%
Tangerang	100.0%	116.7%
Serang	100.0%	129.2%
Karawang	100.0%	109.7%
Rata-rata / Average	**100.5%**	**114.4%**

Keterangan / Notes:
*) Hanya karyawan Perseroan / Employees under the Company

Hingga saat ini, Perseroan belum memiliki program pemberian insentif jangka panjang, seperti opsi saham, bagi anggota Dewan Komisaris, Direksi, dan karyawan. Perseroan fokus pada struktur remunerasi dan kompensasi tahunan sebagai alat utama untuk mendorong kinerja dan keterikatan karyawan, dengan menjaga keselarasan dengan praktik tata kelola yang transparan dan adil. [GRI 2-15-a] [GRI 2-19-a] [GRI 2-19-b] [ACGS D.3.3.] [ACGS (P)E.4.2.]

Until now, the Company has not yet implemented a long-term incentive program, such as stock options, for members of the Board of Commissioners, Board of Directors, and employees. The Company focuses on the structure of annual remuneration and compensation as the main tools to drive employee performance and engagement, while maintaining alignment with transparent and fair governance practices. [GRI 2-15-a] [GRI 2-19-a] [GRI 2-19-b] [ACGS D.3.3.] [ACGS (P)E.4.2.]

Selama tahun 2025, Perseroan dan entitas anak tidak menerima laporan mengenai adanya kasus diskriminasi, pelecehan seksual, praktik kerja paksa, ataupun pelanggaran ketenagakerjaan signifikan lainnya.

During 2025, the Company and its subsidiaries did not receive any reports of discrimination, sexual harassment, forced labor practices, or any other significant labor violations.

Hubungan Industrial

Perseroan secara konsisten membangun dan memelihara hubungan industrial yang harmonis, konstruktif, dan berkelanjutan dengan seluruh pemangku kepentingan, termasuk karyawan, pemasok, pelanggan, pemerintah, dan masyarakat. Perseroan berkomitmen untuk menjunjung tinggi perlindungan hak dan kepentingan seluruh pihak terkait, serta mengedepankan penyelesaian setiap permasalahan secara musyawarah dengan berlandaskan prinsip kepentingan bersama, kemitraan yang saling menguntungkan, pembagian peran yang jelas, semangat kekeluargaan, serta peningkatan produktivitas dan kesejahteraan bersama.

Sebagai bagian dari komitmen terhadap pemenuhan hak karyawan, Perseroan bersama entitas anak memberikan kebebasan kepada karyawan untuk berserikat, berkumpul, dan menyampaikan pendapat sesuai dengan ketentuan peraturan perundang-undangan yang berlaku di Indonesia. Hal ini merupakan wujud penghormatan Perseroan terhadap hak kebebasan berserikat sebagai bagian dari praktik hubungan industrial yang sehat.

Perseroan menyediakan mekanisme pengaduan dan komunikasi terbuka bagi karyawan untuk menyampaikan saran, kritik, keluhan, masalah dan/atau laporan indikasi pelanggaran secara musyawarah melalui:

- Penyelia/kepala departemen/kepala divisi
- Kepala departemen SDM, dalam hal masalah tidak dapat diselesaikan oleh penyelia/kepala departemen/kepala divisi, dan
- Sistem pelaporan indikasi pelanggaran

Dalam hal permasalahan tidak dapat diselesaikan melalui mekanisme musyawarah, penyelesaiannya akan dilakukan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Sepanjang tahun 2025, tidak ada perselisihan hubungan industrial yang terjadi di Perseroan.

Industrial Relations

The Company consistently fosters and maintains harmonious, constructive, and sustainable industrial relations with all stakeholders, including employees, suppliers, customers, government authorities, and the community. The Company is committed to upholding the protection of rights and interests of all parties involved, and prioritizes resolving every issue through deliberation based on principles of mutual interest, mutually beneficial partnerships, clear role distribution, a spirit of collegiality, and the enhancement of productivity and shared welfare.

As part of its commitment to fulfilling employees' rights, the Company and its subsidiaries provide employees the freedom to establish and join labor unions, to assemble, and to express their views in accordance with applicable laws and regulations in Indonesia. This is a manifestation of the Company's respect for the right to freedom of association as part of healthy industrial relations practices.

The Company provides a complaint and open communication mechanism for employees to convey suggestions, criticisms, complaints, issues, and/or reports of indications of violations through:

- Supervisor/department head/division head
- Head of the HR Department, in case the problem cannot be solved by the supervisor/department head/division head, and
- Whistleblowing system

In the event that the issue cannot be resolved through deliberation, the resolution will be carried out in accordance with the prevailing laws and regulations.

Throughout 2025, there were no industrial relations disputes at the Company.

4 ANALISIS DAN PEMBAHASAN MANAJEMEN
MANAGEMENT DISCUSSION AND ANALYSIS

Tinjauan Industri, Prospek Usaha, dan Strategi Perseroan
Industry Review, Business Outlook, and the Company's Strategy

Pada tahun 2025, perekonomian global bergerak dalam lanskap yang semakin kompleks dan sarat ketidakpastian. Kondisi ini dipicu oleh meningkatnya ketegangan geopolitik di berbagai kawasan dunia, antara lain perang Rusia-Ukraina serta konflik Palestina-Israel yang memperdalam fragmentasi geopolitik dan mendorong kecenderungan proteksionisme perdagangan. Situasi tersebut berdampak langsung pada meningkatnya volatilitas pasar keuangan global, terganggunya rantai pasok internasional, serta melemahnya arus perdagangan dan investasi lintas negara. Akibatnya, laju pertumbuhan ekonomi dunia cenderung tertahan. Dalam proyeksinya, IMF memperkirakan pertumbuhan ekonomi global pada tahun 2025 hanya mencapai 3,3%.

Ketidakpastian ekonomi global diperkirakan masih berlanjut pada tahun 2026. Di tengah kuatnya tekanan eksternal, terdapat sejumlah faktor yang berpotensi menjadi penopang, antara lain kemampuan sektor usaha global dalam beradaptasi terhadap kebijakan tarif Amerika Serikat serta meningkatnya investasi pada teknologi kecerdasan buatan yang dipandang sebagai sumber pertumbuhan produktivitas jangka menengah. Dengan mempertimbangkan berbagai risiko global sekaligus faktor-faktor pendukung tersebut, IMF memperkirakan pertumbuhan ekonomi dunia pada tahun 2026 tetap berada di kisaran 3,3%.

Di Indonesia, tahun 2025 menjadi periode pengujian ketahanan ekonomi nasional. Dinamika politik, gelombang demonstrasi, perombakan kabinet, dan bencana alam menekan aktivitas ekonomi di sejumlah wilayah. Meskipun menimbulkan risiko dan ketidakpastian, didukung oleh struktur ekonomi yang terdiversifikasi dan daya adaptasi sektor riil yang cukup baik, dampak tekanan bersifat terbatas dan tidak mengganggu stabilitas makroekonomi. Kinerja perekonomian Indonesia menunjukkan stabilitas yang relatif terjaga sepanjang tahun 2025. Data Badan Pusat Statistik mencatat neraca perdagangan Indonesia membukukan surplus sebesar USD 41,05 miliar, meningkat dibandingkan dengan surplus tahun sebelumnya sebesar USD 31,33 miliar. Kinerja positif ini terutama ditopang oleh kuatnya kinerja perdagangan nonmigas, penguatan konsumsi domestik, serta pemulihan kinerja industri pengolahan. Sejalan dengan terjaganya daya beli masyarakat dan kontribusi positif dari investasi serta belanja pemerintah, perekonomian Indonesia mampu mempertahankan laju pertumbuhan ekonomi sebesar 5,11%. Inflasi tetap terkendali pada level 2,92% y-o-y, sementara nilai tukar Rupiah bergerak dinamis dan ditutup pada level Rp16.782/USD pada penutupan tahun 2025.

In the year 2025, the global economy is moving within an increasingly complex and uncertain landscape. This condition is triggered by increasing geopolitical tensions in various regions of the world, including the Russia-Ukraine war as well as the Palestine-Israel conflict that deepen geopolitical fragmentation and encourage tendencies toward trade protectionism. The situation directly impacts the increasing volatility of global financial markets, the disruption of international supply chains, and the weakening of cross-border trade and investment flows. As a result, the global economic growth rate tends to be restrained. In its projections, IMF estimated that global economic growth in the year 2025 will only reach 3.3%.

Global economic uncertainty is expected to persist in the year 2026. Amid strong external pressures, there are several factors that have the potential to be supportive, including the ability of the global business sector to adapt to U.S. tariff policies and the increasing investment in artificial intelligence technology, which is seen as a source of medium-term productivity growth. Considering various global risks as well as these supporting factors, IMF estimates that global economic growth in the year 2026 will remain around 3.3%.

In Indonesia, the year 2025 was a period of testing the nation's economic resilience. Political dynamics, waves of demonstrations, cabinet reshuffles, and natural disasters are putting pressure on economic activity in several regions. Despite posing risks and uncertainties, supported by a diversified economic structure and the real sector's relatively good adaptability, the impact of the pressure was limited and did not disrupt macroeconomic stability. Indonesia's economic performance showed relatively stable performance throughout the year 2025. Data from Statistics Indonesia showed that Indonesia's trade balance recorded a surplus of USD 41.05 billion, an increase compared to the previous year's surplus of USD 31.33 billion. This positive performance was primarily supported by strong non-oil and gas trade, strengthened domestic consumption, and a recovery in manufacturing performance. In line with sustained public purchasing power and positive contributions from investment and government spending, the Indonesian economy maintained an economic growth rate of 5.11%. Inflation remained under control at 2.92% year-on-year, while the Rupiah exchange rate fluctuated dynamically and closed at Rp16,782/USD at the end of the year 2025.

Ketidakpastian global, fluktuasi harga komoditas, dan gejolak pasar energi di sepanjang tahun 2025 diperkirakan masih akan menjadi tantangan bagi perekonomian Indonesia di tahun 2026. Namun demikian, Bank Indonesia optimis bahwa kondisi ekonomi domestik tetap akan stabil pada tahun 2026. Struktur ekonomi yang terdiversifikasi, ketahanan sektor riil, daya beli masyarakat yang relatif terjaga, dan sinergi kebijakan moneter dan fiskal yang berhati-hati diharapkan akan mempertahankan momentum pertumbuhan sebesar 4,9%-5,7% pada tahun 2026. Stabilitas harga diharapkan tetap terjaga, dengan inflasi terkendali pada kisaran 2,5±1% pada tahun 2026.

Pertambangan

Percepatan transisi energi dan normalisasi harga energi substitusi mendorong industri batu bara global memasuki fase penyesuaian struktural. Penurunan harga batu bara ICE Newcastle ke kisaran USD 105 - 110/ton pada akhir tahun 2025 mencerminkan normalisasi harga pasca periode harga tinggi dalam beberapa tahun terakhir. Tekanan pasar semakin terakumulasi akibat kelebihan pasokan akibat produksi dan impor Tiongkok yang tinggi sepanjang 2025, permintaan yang melambat, ekspansi agresif EBT, dan percepatan transisi bahan bakar seiring stabilnya harga gas alam. Sementara itu, kebijakan dekarbonisasi dan peningkatan efisiensi sistem kelistrikan terus menggerus intensitas penggunaan batu bara, kendati komoditas batu bara masih memegang peran penting sebagai sumber energi yang andal dan terjangkau bagi banyak negara berkembang yang menghadapi keterbatasan infrastruktur energi alternatif. IEA, dalam *Coal* 2025, memperkirakan permintaan batu bara global tumbuh tipis sekitar 0,2%-0,5% pada tahun 2025.

Batu bara diperkirakan tetap memainkan peran penting dalam sistem energi global sebagai sumber energi yang kompetitif dan andal, khususnya bagi sektor pembangkit listrik, meskipun dengan tantangan yang semakin kompleks. Permintaan pasar diperkirakan tetap stabil, sementara volatilitas harga diperkirakan tetap tinggi, sehingga mendorong produsen untuk lebih fokus pada efisiensi operasional dan pengelolaan pasokan yang lebih terencana. Dalam konteks ini, keseimbangan pasar global akan sangat ditentukan oleh kemampuan negara-negara produsen utama dalam menjaga disiplin pasokan. Kondisi ini sekaligus menjadi momentum selektif, di mana hanya produsen dengan struktur biaya kompetitif dan manajemen pasokan yang disiplin yang akan mampu memperkuat posisinya di pasar global.

Di tengah dinamika global, industri batu bara Indonesia menunjukkan resiliensi yang relatif kuat, meskipun mengalami penyesuaian produksi pada tahun 2025. Berdasarkan data ESDM, realisasi produksi batu bara Indonesia diperkirakan berada di kisaran 790 juta ton pada tahun 2025, melampaui target yang ditetapkan oleh pemerintah sebesar 739,6 juta ton, namun lebih rendah dibandingkan dengan realisasi produksi tahun 2024 yang mencapai 836 juta ton. Dari seluruh produksi tersebut, sekitar 32% dimanfaatkan untuk kebutuhan kelistrikan dan non-kelistrikan domestik, 65% disalurkan ke pasar ekspor, dan sisanya untuk stok. Penurunan produksi ini mencerminkan langkah terukur untuk menjaga keseimbangan pasar dan stabilitas harga. Hingga akhir tahun 2025, Indonesia tercatat tetap mempertahankan posisinya sebagai pemasok utama batu bara termal bagi pasar Asia, menyumbang sekitar 55% dari total impor batu bara Tiongkok dan 51% dari total impor batu bara India.

Global uncertainty, commodity price fluctuations, and energy market volatility throughout the year 2025 are expected to continue to pose challenges for the Indonesian economy in the year 2026. However, Bank Indonesia is optimistic that domestic economic conditions will remain stable in the year 2026. A diversified economic structure, the resilience of the real sector, relatively maintained public purchasing power, and cautious monetary and fiscal policy synergy are expected to sustain growth momentum at 4.9%-5.7% by the year 2026. Price stability is expected to remain, with inflation controlled within the range of 2.5±1% in the year 2026.

Mining

The acceleration of the energy transition and the normalization of substitute energy prices have driven the global coal industry into a phase of structural adjustment. The decline in ICE Newcastle coal prices to USD 105 - 110/ton by the end of the year 2025 reflecting a normalization following a period of elevated prices. Market pressure was increasingly accumulating due to oversupply caused by high production and imports from China throughout the year 2025, slowing demand, aggressive NRE expansion, and accelerated fuel switching as natural gas prices stabilize. Meanwhile, decarbonization policies and improvements in power system efficiency continue to reduce the intensity of coal usage, although coal commodities still play an important role as a reliable and affordable energy source for many developing countries facing limitations in alternative energy infrastructure. IEA, in Coal 2025, estimated that global coal demand to grow with a slightly by around 0.2%-0.5% in 2025.

Coal is expected to continue playing an important role in the global energy system as a competitive and reliable energy source, particularly for the power generation sector, despite increasingly complex challenges. Market demand is expected to remain stable, while high price volatility persists, prompting producers to focus more on operational efficiency and more planned supply management. In this context, the balance of the global market will be greatly determined by the ability of major producing countries to maintain supply discipline. This condition simultaneously creates a selective momentum, where only producers with competitive cost structures and disciplined supply management will be able to strengthen their position in the global market.

Amidst global dynamics, Indonesia's coal industry showed relatively strong resilience, despite experiencing production adjustments in the year 2025. Based on ESDM data, Indonesia's coal production is estimated to be in the range of 790 million tons in 2025, exceeding the government's target of 739.6 million tons, but lower than the production realization of 836 million tons in the year 2024. Of the total production, approximately 32% was utilized for domestic electricity and non-electricity needs, 65% was channeled to the export market, and the remaining was for stock. This production decrease reflects a measured approach to maintain market balance and price stability. Until the end of the year 2025, Indonesia was recorded to maintain its position as the main supplier of thermal coal for the Asian market, contributing approximately 55% of China's total coal imports and 51% of India's total coal imports.

Industri batu bara Indonesia diperkirakan memasuki fase konsolidasi kebijakan dan disiplin bisnis pada tahun 2026. Asosiasi Pertambangan Batubara Indonesia memperkirakan pertumbuhan permintaan batu bara dari Tiongkok dan India tetap moderat di kisaran 0,2%-1,0% pada tahun 2026. Untuk menghindari kelebihan pasokan yang menekan harga dan memastikan keberlanjutan sumber daya batu bara nasional, pemerintah melalui ESDM mengindikasikan penyesuaian kuota produksi dalam RKAB negara sebagai instrumen utama untuk menyelaraskan pasokan dengan kebutuhan domestik dan kapasitas pasar global. Di tengah meningkatnya tuntutan keberlanjutan dan pengetatan regulasi lingkungan, industri batu bara Indonesia juga menghadapi tekanan struktural yang semakin kompleks. Kebijakan DMO dengan harga khusus untuk sektor kelistrikan, potensi bea keluar batu bara, pengetatan kebijakan devisa hasil ekspor sumber daya alam, penerapan biodiesel B40 dan wacana B50 yang berdampak pada peningkatan biaya operasional, dan pembatasan penggunaan jalan umum di sejumlah wilayah tambang menjadi faktor yang mempersempit ruang gerak pelaku usaha. Tantangan tersebut semakin tereskalasi oleh pengawasan yang lebih ketat terhadap pengelolaan emisi, deforestasi, serta limbah operasional. Orientasi industri diperkirakan bergeser. Ekspansi volume tidak menjadi prioritas utama, fokus tertuju pada efisiensi operasional, penguatan tata kelola, dan penerapan praktik pertambangan berkelanjutan.

The Indonesian coal industry is expected to enter a phase of policy consolidation and business discipline in the year 2026. The Indonesian Coal Mining Association estimates that the growth in coal demand from China and India will remain moderate in the range of 0.2%-1.0% in the year 2026. To avoid oversupply that depresses prices and ensure the sustainability of national coal resources, the government, through ESDM, indicates production quota adjustments in RKAB as the main instrument to align supply with domestic needs and global market capacity. Amid the increasing demands for sustainability and tightening environmental regulations, Indonesia's coal industry is also facing increasingly complex structural pressures. The DMO policy with special prices for the electricity sector, the potential coal export duty, the tightening of foreign exchange policies for natural resource exports, the implementation of B40 biodiesel and the discourse on B50, which impacts operational cost increases, and the restriction on the use of public roads in several mining areas are factors that narrow the operational space for business actors. These challenges are further escalated by stricter supervision of emission management, deforestation, and operational waste. The industry's orientation is expected to shift. Volume expansion is no longer the main priority; the focus is on operational efficiency, strengthening governance, and implementing sustainable mining practices.

Merespons dinamika tersebut, Perseroan dan entitas anak mengarahkan strategi dengan menjaga stabilitas produksi, melakukan efisiensi biaya, dan melakukan percepatan implementasi praktik keberlanjutan yang mencakup reklamasi lahan pascatambang dan rehabilitasi ekosistem melalui penanaman mangrove, dekarbonisasi operasional dengan pemanfaatan truk listrik dan sistem pemantauan emisi secara waktu nyata melalui *dashboard* secara waktu nyata, inovasi ekonomi sirkular melalui pengolahan kembali limbah oli bekas menjadi bahan peledak yang lebih ramah lingkungan, serta pengelolaan air terpadu – termasuk pengolahan air bekas lokasi tambang menjadi air baku yang memenuhi standar kelayakan konsumsi. Perseroan juga aktif meninjau peluang pengembangan lini bisnis hilirisasi batu bara, termasuk konversi menjadi produk kimia strategis seperti metanol, amonia, dan dimetil eter, dengan tahap awal kolaborasi bersama mitra bisnis, terutama untuk memaksimalkan potensi tambang *low-rank coal*. Dengan strategi ini, Perseroan menegaskan komitmen untuk tidak hanya bertahan dalam siklus bisnis yang menantang, tetapi juga memperkuat fondasi bisnis yang adaptif, efisien, dan berkelanjutan. [GRI 2-22]

In response to these dynamics, the Company and its subsidiaries are directing their strategy by maintaining production stability, implementing cost efficiencies, and accelerating the implementation of sustainability practices, which include post-mining land reclamation and ecosystem rehabilitation through mangrove planting, operational decarbonization using electric trucks and real-time emission monitoring systems via dashboards, circular economy innovations through the recycling of used oil waste into more environmentally friendly explosives, and integrated water management – including the treatment of water from mining sites into raw water that meets consumption feasibility standards. The Company is also actively reviewing opportunities for developing a coal downstream business line, including conversion into strategic chemical products such as methanol, ammonia, and dimethyl ether, with initial collaboration stages alongside business partners, particularly to maximize the potential of low-rank coal mines. With this strategy, the Company reaffirms its commitment not only to survive in the challenging business cycle but also to strengthen a business foundation that is adaptive, efficient, and sustainable. [GRI 2-22]

Perseroan berkomitmen untuk menjadi penyedia energi andal bagi pembangunan nasional dan menerapkan praktik pertambangan yang bertanggung jawab dan berkelanjutan.

The Company is committed to being a reliable energy provider for national development and implementing responsible and sustainable mining practices.

Energi Baru dan Terbarukan

Tahun 2025 menandai fase akselerasi EBT sebagai penggerak transisi energi bersih global. International Renewable Energy Agency mencatat pertumbuhan kapasitas terpasang EBT sebesar 15% pada tahun 2025, melanjutkan tren ekspansi 3 (tiga) tahun berturut-turut dalam sejarah transisi energi dunia, yang mendorong total kapasitas EBT global mencapai 4.440 GW. Pertumbuhan tersebut terutama didorong oleh energi surya dan angin, sementara energi panas bumi semakin memperkuat perannya sebagai sumber energi yang andal dan rendah emisi yang mendukung keandalan

New and Renewable Energy

The year 2025 marked a phase of acceleration for NRE as a driver of the global clean energy transition. The International Renewable Energy Agency recorded a 15% growth in installed NRE capacity in the year 2025, continuing a three-year expansion trend in the history of the global energy transition, pushing the total global NRE capacity to 4,440 GW. Growth was driven primarily by solar and wind energy, while geothermal energy reinforced its role as a dependable, low emission source that enhances system reliability amid rising integration of variable NRE. Although recording an

sistem di tengah meningkatnya integrasi EBT yang bersifat variabel. Meskipun mencatatkan laju pertumbuhan yang impresif, pencapaian tersebut belum memadai untuk mencapai target *tripling* kapasitas terpasang EBT menjadi 11,2 TW pada 2030 dan penggandaan efisiensi energi untuk menjaga kenaikan suhu di bawah 1,5°C, sebagaimana disepakati dalam Konferensi Perubahan Iklim PBB ke-28 (COP28) di Dubai. Kesenjangan ini menegaskan tekanan global untuk mempercepat transisi energi sekaligus memperkuat jaringan infrastruktur kelistrikan dan sistem penyimpanan energi.

impressive growth rate, this achievement was still insufficient to meet the target of tripling installed NRE capacity to 11.2 TW by 2030 and doubling energy efficiency to keep the temperature rise below 1.5°C, as agreed upon at the 28th UN Climate Change Conference (COP28) in Dubai. This gap underscored the global pressure to accelerate the energy transition while strengthening the electrical infrastructure network and energy storage systems.

Memasuki tahun 2026, fokus pengembangan EBT global diperkirakan bergeser dari ekspansi kapasitas menuju penguatan integrasi dan ketahanan sistem energi bersih. Permintaan listrik global diperkirakan tumbuh sekitar 3,7%, didorong oleh ekspansi bisnis, pusat data, bangunan pintar, dan transportasi listrik. Energi surya diperkirakan tetap menjadi kontributor utama penambahan kapasitas baru karena daya saing biaya dan skalabilitasnya, sementara energi panas bumi semakin mendapatkan pengakuan sebagai pasokan baseload jangka panjang yang andal. Peran negara-negara berkembang semakin signifikan dalam mendorong akselerasi EBT global, baik melalui ekspansi kapasitas baru maupun penguatan kebijakan dan investasi hijau, menjadikan tahun 2026 sebagai titik kritis dalam penguatan dominasi EBT.

Entering the year 2026, the focus of global NRE development is expected to shift from capacity expansion to strengthening the integration and resilience of clean energy systems. Global electricity demand is expected to grow by around 3.7%, driven by business expansion, data centers, smart buildings, and electric transportation. Solar energy is expected to remain a major contributor to new capacity additions due to its cost competitiveness and scalability, while geothermal energy is increasingly gaining recognition as a reliable long-term baseload supply. The role of developing countries is becoming increasingly significant in driving the acceleration of global NRE, both through the expansion of new capacity and the strengthening of green policies and investments, making the year 2026 a critical point in reinforcing the dominance of NRE.

Di Indonesia, permintaan energi juga terus mencatatkan tren peningkatan. Konsumsi listrik per kapita, yang terutama berasal dari sektor rumah tangga dan didukung oleh sektor industri dan komersial, meningkat menjadi 1.584 kWh pada tahun 2025, atau naik 12,3% dibandingkan dengan tahun sebelumnya. Sejalan dengan komitmen menuju netralitas karbon dan target bauran EBT nasional, pembangunan ketenagalistrikan semakin diarahkan pada sumber energi rendah emisi melalui peningkatan efisiensi pembangkit berbasis fosil dan percepatan pengembangan EBT. Bauran EBT sepanjang tahun 2025 mencapai 15,75% (dari target 23%), dengan total kapasitas terpasang sebesar 15.630 MW per Desember 2025. Kontributor terbesar selama 5 (lima) tahun terakhir adalah pembangkit hidro, bioenergi, energi panas bumi, dan energi surya. Energi panas bumi menonjol sebagai sumber energi baseload andal, sementara energi surya berkembang pesat melalui proyek skala besar dan instalasi panel surya atap.

In Indonesia, energy demand continued to show an upward trend. Per capita electricity consumption, primarily from the household sector and supported by the industrial and commercial sectors, increased to 1,584 kWh in the year 2025, or up 12.3% compared to the previous year. In line with the commitment to carbon neutrality and the national NRE mix target, the development of the electricity sector was increasingly directed toward low-emission energy sources through the improvement of fossil-based power plant efficiency and the acceleration of NRE development. The NRE mix in the year 2025 reached 15.75% (from a target of 23%), with a total installed capacity of 15,630 MW by December 2025. The largest contributors over the past 5 (five) years have been hydro power plants, bioenergy, geothermal energy, and solar energy. Geothermal energy stood out as a reliable baseload energy source, while solar energy has rapidly developed through large-scale projects and rooftop solar installations.

Pengembangan EBT Indonesia diproyeksikan memasuki fase akselerasi terstruktur, sejalan dengan penguatan perencanaan melalui RUPTL PLN tahun 2025-2034. RUPTL tersebut menargetkan tambahan kapasitas 69,5 GW hingga 2034, dengan sekitar 76% berasal dari EBT dan sistem penyimpanan energi. Pemerintah juga mendorong elektrifikasi sekitar 80.000 desa yang setara dengan hampir 100 GWp instalasi energi surya, sekaligus memperkuat pengembangan instalasi panel surya atap di sektor rumah tangga, UMKM, komersial, dan industri—terutama di kawasan Jawa dan Sumatra. Fokus kebijakan diarahkan pada percepatan implementasi proyek, inovasi pembiayaan, serta penguatan infrastruktur jaringan untuk memastikan keandalan sistem.

The development of NRE in Indonesia is projected to enter a structured acceleration phase, in line with the strengthening of planning through PLN's RUPTL for the years 2025-2034. The RUPTL targets an additional capacity of 69.5 GW by 2034, with approximately 76% coming from NRE and energy storage systems. The government is also promoting the electrification of around 80,000 villages, equivalent to nearly 100 GWp of solar energy installations, while simultaneously strengthening the development of rooftop solar installations in the residential, MSME, commercial, and industrial sectors—especially in the regions of Java and Sumatra. Policy focus is directed toward accelerating project implementation, financing innovation, and strengthening network infrastructure to ensure system reliability.

Perseroan menempatkan energi panas bumi dan energi surya sebagai fokus strategis utama bisnis EBT pada tahun 2026. Melalui entitas anak, Perseroan mengembangkan proyek sel dan panel surya di Jawa dan Sumatra serta aktif mempercepat tahapan eksplorasi dan pengembangan proyek panas bumi di 6 (enam) wilayah strategis,

The Company will make geothermal and solar energy the main strategic focus of its NRE business by the year 2026. Through its subsidiaries, the Company is developing solar cell and module projects in Java and Sumatra and is actively accelerating the exploration and development phases of geothermal projects in 6

termasuk Jawa Barat, Nusa Tenggara Timur, Jambi, Sumatra Barat, dan Sulawesi Tengah. Kolaborasi dengan mitra kompeten difokuskan untuk mempercepat pembiayaan dan konstruksi. Perseroan secara proaktif meninjau dan mengidentifikasi lokasi-lokasi strategis yang dimiliki untuk mendukung pengembangan proyek instalasi tenaga surya. Dengan memperbesar kontribusi energi bersih dalam portofolio usaha, Perseroan diharapkan tidak hanya memperkuat ketahanan dan efisiensi operasional, tetapi juga mengurangi volatilitas biaya bahan bakar fosil dan menciptakan nilai jangka panjang yang berkelanjutan di tengah dinamika pasar energi global. [GRI 2-22]

Perseroan berkomitmen untuk memastikan setiap proyek EBT Perseroan berkontribusi pada ketahanan energi, efisiensi operasional, dan keberlanjutan jangka panjang.

Infrastruktur Digital dan Teknologi

Sepanjang tahun 2025, percepatan transformasi digital terus menjadi pendorong utama perubahan struktural di berbagai sektor industri. Transformasi digital telah beralih dari inisiatif efisiensi menjadi infrastruktur inti ekonomi modern. Kemajuan teknologi seperti AI, internet untuk segala, analitik data besar, komputasi awan, dan ledakan data mendorong banyak perusahaan di dunia mengalihkan fokus investasinya dari perangkat akhir ke pusat data, server berdaya komputasi tinggi, dan jaringan ultracepat. Konektivitas 5G, arsitektur awan hibrida, serta sistem keamanan siber berlapis kini menjadi fondasi baru bagi produktivitas, otomatisasi, dan pengambilan keputusan berbasis data secara waktu nyata.

Arah belanja teknologi dunia tahun 2026 diperkirakan akan terfokus pada pembangunan infrastruktur AI. Menurut Gartner Inc., sebuah perusahaan riset dan konsultasi teknologi terkemuka di Amerika, total belanja IT global diperkirakan mencapai USD 6,15 triliun, atau tumbuh sekitar 10,8% dibandingkan dengan tahun sebelumnya. Investasi pada pusat data diperkirakan melonjak 31,7% hingga melampaui USD 650 miliar, dengan server berbasis AI meningkat sebesar 36,9%. Sementara itu, nilai belanja perangkat lunak diperkirakan menembus USD 1,4 triliun dengan segmen kecerdasan buatan generatif melesat hingga 80,8%. Di tengah perlambatan pasar perangkat konsumen akibat kenaikan harga memori, kekuatan industri akan bergerak ke arah infrastruktur digital berkapasitas tinggi dan mendorong percepatan investasi pada komputasi awan skala besar.

Pada tahun 2025, ekonomi digital Indonesia menunjukkan penguatan struktural yang signifikan. Berdasarkan laporan e-Conomy Southeast Asia yang dirilis oleh Google, Temasek, dan Bain & Company, nilai transaksi bruto dari ekosistem digital diperkirakan melampaui USD 100 miliar pada tahun 2025, sehingga menjadikan Indonesia sebagai penyumbang terbesar nilai ekonomi digital di Asia Tenggara. Survei Asosiasi Penyelenggara Jasa Internet Indonesia tahun 2025 mencatat lebih dari 229 juta penduduk telah terhubung ke internet, mendorong permintaan masif akan pusat data domestik, layanan awan lokal, dan konektivitas yang stabil. Dengan skala pasar yang besar, penetrasi digital yang tinggi, dan posisi geografis yang strategis, Indonesia semakin diperhitungkan sebagai salah satu destinasi investasi pusat data utama di kawasan Asia Tenggara.

(six) strategic regions, including West Java, East Nusa Tenggara, Jambi, West Sumatra, and Central Sulawesi. Collaboration with competent partners is focused on accelerating financing and construction. The Company proactively reviews and identifies strategic locations it owns to support the development of solar installation projects. By increasing the contribution of clean energy in the business portfolio, the Company is expected not only to strengthen resilience and operational efficiency but also to reduce the volatility of fossil fuel costs and create sustainable long-term value amid the dynamics of the global energy market. [GRI 2-22]

The Company is committed to ensuring that every NRE project of the Company contributes to energy resilience, operational efficiency, and long-term sustainability.

Digital Infrastructure and Technology

Throughout 2025, the acceleration of digital transformation continued to be a key driver of structural change across various industry sectors. Digital transformation has shifted from efficiency initiatives to the core infrastructure of the modern economy. Technological advancements such as AI, the internet of things, big data analytics, cloud computing, and data explosions were driving many companies worldwide to shift their investment focus from end devices to data centers, high-computing-power servers, and ultra-fast networks. 5G connectivity, hybrid cloud architecture, and layered cybersecurity systems have now become the new foundation for productivity, automation, and real-time data-driven decision-making.

The direction of global technology spending in 2026 is expected to focus on building AI infrastructure. According to Gartner Inc., a leading technology research and consulting firm in America, total global IT spending is projected to reach USD 6.15 trillion, or growing approximately 10.8% compared to the previous year. Investment in data center is expected to soar by 31.7%, surpassing USD 650 billion, with AI-based servers increasing by 36.9%. Meanwhile, software spending is projected to reach USD 1.4 trillion, with the generative AI segment skyrocketing by 80.8%. Amid the slowdown in the consumer device market due to rising memory prices, industry strength will shift toward high-capacity digital infrastructure and accelerate investment in hyperscale cloud computing.

In 2025, Indonesia's digital economy showed significant structural strengthening. Based on the e-Conomy Southeast Asia report released by Google, Temasek, and Bain & Company, the gross merchandise value of the digital ecosystem is expected to exceed USD 100 billion by 2025, making Indonesia the largest contributor to the digital economy value in Southeast Asia. The 2025 survey by the Indonesian Internet Service Providers Association recorded that more than 229 million residents were connected to the internet, driving massive demand for domestic data centers, local cloud services, and stable connectivity. With a large market scale, high digital penetration, and a strategic geographical position, Indonesia is increasingly being considered as one of the main data center investment destinations in Southeast Asia.

Prospek industri infrastruktur digital dan teknologi Indonesia diperkirakan akan tetap mencatat pertumbuhan yang solid. Perluasan adopsi teknologi 5G membuka peluang peningkatan kapasitas konektivitas dan menciptakan ekosistem digital yang semakin responsif dan terintegrasi. Peningkatan kesadaran terhadap keamanan siber dan perlindungan data pribadi turut memperkuat permintaan akan solusi keamanan digital yang lebih matang. Dalam Rencana Strategis Kementerian Komunikasi dan Digital Republik Indonesia 2025-2029, pemerintah menargetkan kontribusi ekonomi digital tumbuh 12,8% menjadi sekitar Rp155,57 triliun. Di sisi lain, industri infrastruktur digital dan teknologi menghadapi tekanan margin dan tuntutan belanja modal besar untuk memperluas jaringan dan kapasitas pusat data. Ketersediaan listrik, lahan, talenta digital, dan kepastian regulasi menjadi faktor kunci keberlanjutan pertumbuhan. Dalam kondisi ini, hanya pelaku usaha dengan struktur biaya efisien, skala memadai, dan tata kelola kuat yang mampu mengubah tantangan menjadi keunggulan.

Setelah berekspansi ke bisnis dompet digital dan layanan *video streaming* pada tahun 2022 serta pusat data pada tahun 2023, Perseroan melalui entitas anak terus memperluas kapasitas dan jangkauan bisnis infrastruktur digital pada tahun 2025. Bersama mitra strategis, Perseroan, melalui entitas anak, juga secara konsisten memperkuat ekosistem digital terintegrasi dengan standar kualitas yang tinggi. Strategi difokuskan pada peningkatan kapasitas dan kualitas pusat data berstandar internasional, integrasi konektivitas dan awan, serta pemanfaatan AI untuk meningkatkan efisiensi operasional dan nilai tambah bagi pelanggan. Langkah strategis Perseroan melalui rencana penggabungan usaha EMR, entitas anak, diharapkan juga memperkuat posisi Perseroan di industri telekomunikasi dan layanan internet, melalui jaringan yang saling melengkapi, membentuk satu kesatuan rantai nilai yang kokoh. [GRI 2-22]

Perseroan berkomitmen untuk mendukung percepatan transformasi digital nasional melalui penyediaan infrastruktur digital yang andal, perluasan akses teknologi, serta penguatan ekosistem digital yang inklusif. Dengan kapabilitas teknologi yang terintegrasi dan kemampuan adaptasi terhadap perubahan yang cepat, Perseroan meyakini dapat mempercepat pertumbuhan bisnis infrastruktur digital dan memperkuat posisinya sebagai salah satu pelaku utama dalam industri teknologi digital di Indonesia.

Kimia

Tahun 2025 memperlihatkan tantangan struktural mendalam bagi industri kimia global. *Oversupply* kapasitas produksi dibandingkan dengan pertumbuhan permintaan, terutama di rantai petrokimia dan dasar seperti etilena dan polimer, terus menekan margin dan utilisasi fasilitas. Banyak pelaku industri mengalami tekanan kompetitif yang intens akibat biaya energi tinggi, regulasi lingkungan yang semakin ketat, serta fragmentasi rantai pasok global pascapandemi, sehingga mengubah arah fokus industri dari ekspansi volume menuju peningkatan efisiensi operasional dan pemangkasan biaya untuk mempertahankan profitabilitas jangka menengah.

Memasuki 2026, realitas pasar global diperkirakan tetap kompetitif, sebagai akibat dari tekanan struktural jangka panjang, termasuk kapasitas berlebih dan pertumbuhan permintaan yang moderat di banyak segmen utama. Tren rasionalisasi aset,

The prospects for Indonesia's digital infrastructure and technology industry are expected to continue recording solid growth. The expansion of 5G technology adoption opens opportunities to enhance connectivity capacity and create an increasingly responsive and integrated digital ecosystem. The increase in awareness of cybersecurity and personal data protection also strengthens the demand for more mature digital security solutions. In the Strategic Plan of the Ministry of Communication and Digital Republic of Indonesia 2025-2029, the government targets a 12.8% growth in digital economy contributions to around Rp155.57 trillion. On the other hand, the digital infrastructure and technology industry faces margin pressures and significant capital expenditure demands to expand networks and data center capacity. The availability of electricity, land, digital talent, and regulatory certainty are key factors for sustainable growth. In this condition, only businesses with efficient cost structures, adequate scale, and strong governance can turn challenges into advantages.

After expanding into the digital wallet and video streaming services business in 2022, as well as data centers in 2023, the Company, through its subsidiaries, continues to expand the capacity and reach its digital infrastructure business in 2025. Together with strategic partners, the Company, through its subsidiaries, also consistently strengthens the integrated digital ecosystem with high-quality standards. The strategy focuses on enhancing the capacity and quality of internationally standard data centers, integrating connectivity and cloud, as well as utilizing AI to improve operational efficiency and add value for customers. The Company's strategic move through the planned merger with EMR, a subsidiary, is also expected to strengthen the Company's position in the telecommunications and internet services industry, through complementary networks, forming a solid value chain. [GRI 2-22]

The Company is committed to supporting the acceleration of national digital transformation through the provision of reliable digital infrastructure, the expansion of technology access, and the strengthening of an inclusive digital ecosystem. With integrated technological capabilities and the ability to adapt to rapid changes, the Company believes it can accelerate the growth of the digital infrastructure business and strengthen its position as one of the key players in the digital technology industry in Indonesia.

Chemicals

The year 2025 reflected significant structural challenges for the global chemical industry. Production capacity oversupply relative to demand growth, particularly within the petrochemical and basic chemical chains such as ethylene and polymers, continued to exert pressure on margins and facility utilization rates. Many industry participants faced intense competitive pressure due to high energy costs, increasingly stringent environmental regulations, and post-pandemic global supply chain fragmentation, thereby shifting the industry's focus from volume expansion toward operational efficiency improvements and cost rationalization in order to preserve medium-term profitability.

Entering 2026, global market conditions are expected to remain competitive as a result of long-term structural pressures, including excess capacity and moderate demand growth across several key segments. Asset rationalization, portfolio consolidation, and

konsolidasi portofolio, dan orientasi pada produk bernilai tambah menjadi strategi utama untuk mempertahankan posisi pasar dan menciptakan nilai lebih tinggi bagi pemegang saham. Dalam konteks ketidakpastian makro dan dinamika geopolitik, pelaku industri yang berhasil adalah mereka yang mampu menggabungkan disiplin biaya dengan inovasi produk dan daya tanggap terhadap perubahan permintaan pasar akhir.

Di Indonesia, industri kimia tetap menjadi komponen penting dalam mendukung sektor pertanian dan perkebunan yang berkontribusi terhadap ketahanan pangan nasional dan kesejahteraan masyarakat. Industri kimia juga menjadi pilar penting dalam struktur manufaktur nasional, mendukung berbagai sektor hilir seperti plastik, farmasi, dan tekstil. Berdasarkan data Kementerian Perindustrian Republik Indonesia, nilai ekspor industri kimia tercatat mencapai USD 17,39 miliar pada 2024, sementara pada triwulan I/2025, nilai ekspor kimia khusus tercatat mencapai USD 5,35 miliar. Meskipun ekspor kimia terus berkembang, tantangan seperti tekanan produk impor dan kesenjangan kapasitas hulu masih membayangi dan mendorong pelaku domestik untuk memperkuat kapabilitas kandungan lokal serta integrasi rantai pasok nasional.

Prospek industri kimia Indonesia tahun 2026 diperkirakan akan menjadi lebih positif seiring perbaikan permintaan domestik, penekanan impor melalui kebijakan protektif, serta fokus investasi pada hilirisasi dan petrokimia. Kebijakan pemerintah untuk memperkuat integrasi industri, termasuk pembangunan fasilitas petrokimia baru, diharapkan dapat mengurangi ketergantungan pada impor bahan baku dasar. Selanjutnya, perbaikan harga bahan baku relatif terhadap produk jadi diproyeksikan memperkuat margin dan meningkatkan utilisasi pabrik selama tahun 2026, membuka ruang untuk ekspansi kapasitas produksi dan penetrasi pasar ekspor.

Perseroan melalui entitas anak menjalankan kegiatan usaha di bidang kimia dengan fokus pada impor dan distribusi produk untuk memenuhi permintaan pasar domestik. Hingga saat ini, penjualan pupuk masih didominasi oleh transaksi dengan entitas perusahaan terafiliasi. Dalam rangka memperkuat daya saing dan menjaga keberlanjutan usaha, Perseroan berfokus pada penguatan portofolio produk bernilai tambah, perluasan basis pelanggan di luar entitas perusahaan terafiliasi, dan konsolidasi distribusi nasional untuk memperbesar skala serta daya tawar pasar. Disiplin biaya, manajemen risiko harga, dan pengelolaan modal kerja dijalankan secara ketat untuk menjaga kualitas margin. Dengan strategi tersebut, Perseroan optimis dalam mempertahankan keberlangsungan dan posisinya dalam industri kimia nasional. [GRI 2-22]

Perseroan berkomitmen untuk menciptakan keunggulan kompetitif jangka panjang yang berkelanjutan di bisnis kimia di tengah dinamika industri nasional dan global.

a focus on higher value-added products have become primary strategies to maintain market positioning and create greater value for shareholder. Amid macroeconomic uncertainty and evolving geopolitical dynamics, industry participants that are likely to succeed are those capable of combining cost discipline with product innovation and responsiveness to changes in end-market demand.

In Indonesia, the chemical industry remains an important component in supporting the agricultural and plantation sectors, which contribute to national food security and public welfare. The chemical industry also serves as a key pillar in the national manufacturing structure, supporting various downstream sectors such as plastics, pharmaceuticals, and textiles. Based on data from the Ministry of Industry of the Republic of Indonesia, the export value of the chemical industry reached USD 17.39 billion in 2024, while in the first quarter of 2025, exports of specialty chemical products amounted to USD 5.35 billion. Notwithstanding the continued growth in chemical exports, challenges such as import pressure and upstream capacity gaps remain, prompting domestic industry players to strengthen local content capabilities and enhance national supply chain integration.

The outlook for the Indonesian chemical industry in 2026 is projected to become more favorable, supported by improvements in domestic demand, import substitution through protective policies, and investment focus on downstream development and petrochemical expansion. Government policies aimed at strengthening industrial integration, including the development of new petrochemical facilities, are expected to reduce dependence on imported basic raw materials. Furthermore, anticipated improvements in raw material pricing relative to finished products are projected to support margin recovery and increase plant utilization throughout 2026, thereby creating opportunities for production capacity expansion and export market penetration.

The Company, through its subsidiary, conducts business activities in the chemical sector with a focus on the importation and distribution of products to meet domestic market demand. To date, fertilizer sales remain predominantly derived from transactions with affiliated entities. In order to strengthen competitiveness and ensure business sustainability, the Company focuses on enhancing its higher value-added product portfolio, expanding its customer base beyond affiliated entities, and consolidating national distribution networks to increase scale and market leverage. Cost discipline, price risk management, and working capital management are implemented rigorously to preserve margin quality. With these strategies, the Company remains optimistic in sustaining its operations and its position within the national chemical industry. [GRI 2-22]

The Company remains committed to creating sustainable, long-term competitive advantages in its chemical business amid evolving dynamics across national and global industries.

Tinjauan Operasi [GRI 2-6-a] [GRI 2-6-b]
Operations Review

Perseroan menjalankan beberapa bisnis utama, yaitu pertambangan, EBT, infrastruktur digital dan teknologi, serta kimia. Keempat bisnis ini dikelola secara terintegrasi oleh Perseroan melalui entitas anak.

The Company operates several main businesses, namely mining, NRE, digital infrastructure and technology, as well as chemicals. These four businesses are managed in an integrated manner by the Company through its subsidiaries.

Pertambangan

Perseroan menjalankan aktivitas pertambangan melalui GEMS dan entitas anaknya serta PT DSSE Energi Mas Utama dan entitas anaknya. Aset pertambangan yang dikelola tersebar di wilayah strategis di Sumatra Selatan, Jambi, Kalimantan Tengah, dan Kalimantan Selatan, dengan total cadangan batu bara termal terbukti dan terduga per 31 Desember 2025 lebih dari 900 juta ton.

Mining

The Company carries out mining activities through GEMS and its subsidiaries, as well as PT DSSE Energi Mas Utama and its subsidiaries. The mining assets managed are spread across strategic regions in South Sumatra, Jambi, Central Kalimantan, and South Kalimantan, with total proven and probable thermal coal reserves as of December 31, 2025, exceeding 900 million tons.

Letak Keberadaan Geografis [GRI 2-1-d] [GRI 2-6-b]
Geographical Presence

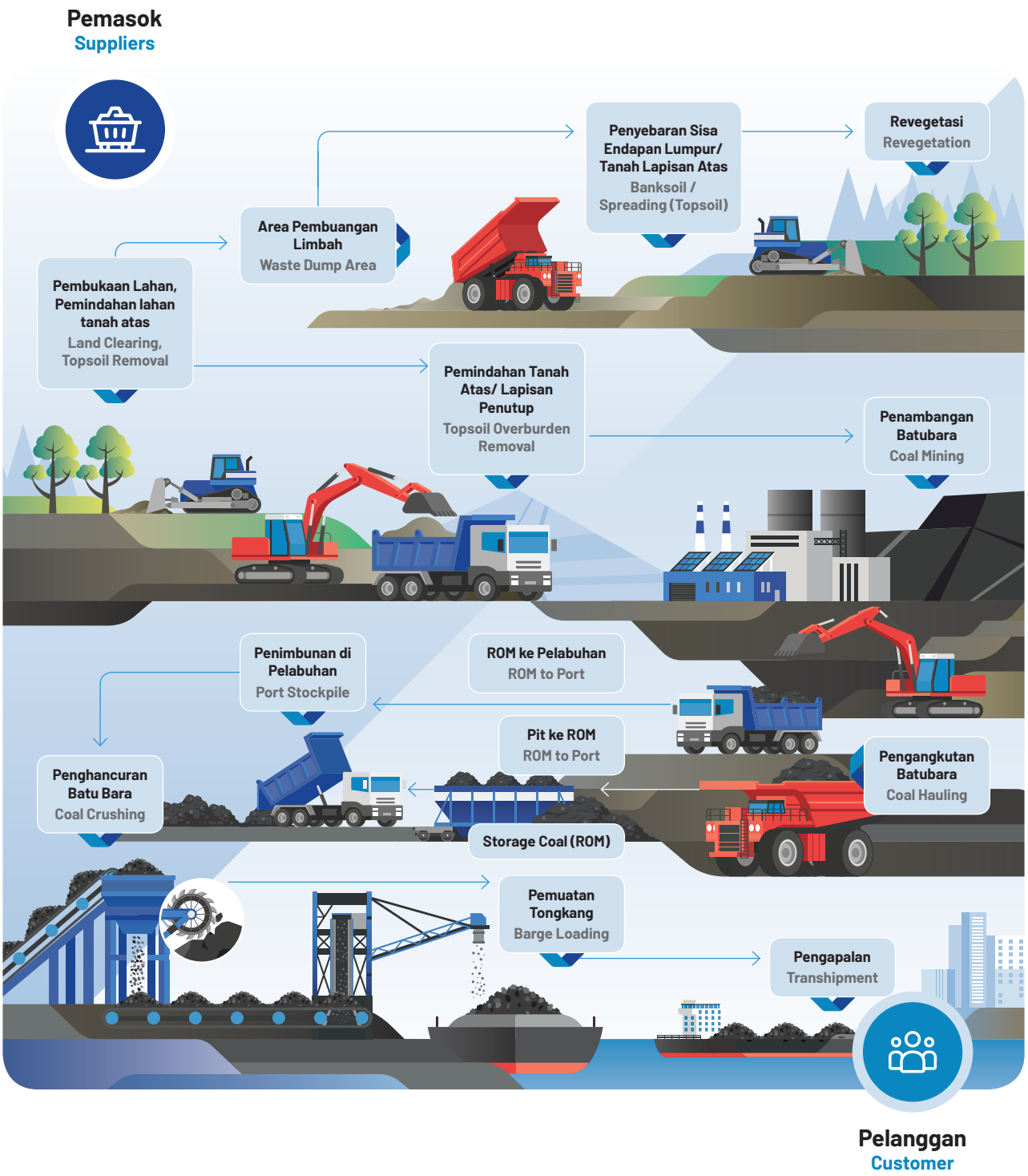


Batu Bara Termal
Thermal Coal

	Kepemilikan Efektif Effective Ownership	Konsesi Pertambangan Mining Concessions	Meliputi Area Agregat (kira-kira) Covering an Aggregate Area (approximately)	Cadangan Batu Bara, (lebih dari) Coal Reserved, (over)	Nilai Kalori Rata-Rata Average Calorific Value
DSSE EMU	99.99	3	98,297	277,83 juta / million	3,300 – 3,580
GEMS	51.00	5	66,204	0.84 miliar / billion	3,000-6,600
	%	Konsesi Consessions	Ha	ton / tons	kcal/kg (arb)

Rantai Pasokan dan Aliran Proses Bisnis Pertambangan Perseroan [GRI 2-6-b] [GRI 204-1]

Supply Chain and Process Flow of the Company's Mining Business [GRI 2-6-b] [GRI 204-1]



Keterangan / Notes:
Pada tahun 2025, Perseroan menyalurkan sekitar USD 1.466 juta kepada mitra kerja lokal di bisnis pertambangan, setara dengan lebih dari 99,9% dari total pengeluaran untuk mitra kerja.
In 2025, the Company disbursed approximately USD 1,466 million to local business partners in the mining business, representing more than 99.9% of total expenditure to business partners.

Produk batu bara Perseroan dan entitas anak diproduksi dengan spesifikasi sebagai berikut:

The coal products of the Company and its subsidiaries are produced with the following specifications:

Analisis Perkiraan Proximate Analysis			BIB	KIM	TKS	EMS	BSL	ASL Group	PMS	SKS
Nilai Kalori Calorific Value	kcal/kg	as received	4,000-4,200	4,600	6,600	3,000	4,500 -4,800	3,250 – 3,535	3,580	3,335
Nilai Kalori Calorific Value	kcal/kg	air dried	5,300-5,500	5,500	7,000	4,900	5,800 - 5,900	5,000 – 5,325	5,133	4,980
Total Kelembaban Total Moisture	%	as received	36-38	24-28	11-13	53-55	28-32	44 – 47	41.60	43.50
Kelembaban Moisture	%	air dried	15-35	8-15	8-10	16-20	12-14	15 – 17	15.97	15.7
Abu Ash	%	air dried	5-7	7-19	8-10	5-8	6-8	5 – 8	6.85	11.1
Zat Terbang Volatile Matter	%	air dried	40	36	41	42	41	40.2 – 40.7	36.48	38.9
Karbon Tetap Fixed Carbon	%	air dried	36-40	28-42	46	35	42	35 – 37	33.41	34.6
Total Sulfur Total Sulphur	%	air dried	0.2-0.6	1-1.3	1.5-1.7	0.2-0.6	0.4-0.6	0.4 – 1.0	0.39	0.95
Hardgrove Grindability Index (HGI)	%	approximate	55-60	60	50	65	50	75	41	48 – 50
Ukuran Size	Mm		0-50	0-50	0-50	0-50	0-50	0 – 50	0 – 50	0 – 50

Perseroan melalui entitas anak mencatatkan total volume produksi batu bara sebesar 57,2 juta ton pada tahun 2025, meningkat 7,7% dibandingkan dengan total volume produksi batu bara pada tahun 2024 sebesar 53,1 juta ton. Sebagian besar produksi berasal dari kegiatan penambangan GEMS dan entitas anak (95,8%) dan PT DSSE Energi Mas Utama dan entitas anak (4,2%). Volume penjualan batu bara Perseroan naik 4,4% dari 54,3 juta ton pada tahun 2024 menjadi 56,7 juta ton pada tahun 2025. Volume produksi dan penjualan ini mencapai 100,9% dan 98,1% dari target yang telah ditetapkan Perseroan. Dari total penjualan tersebut, sekitar 37,8% dialokasikan untuk pasar domestik. Jumlah ini jauh melampaui kewajiban DMO sebesar 25%.

The Company, through its subsidiaries, recorded a total coal production volume of 57.2 million tons in 2025, an increase of 7.7% compared to the total coal production volume in 2024 of 53.1 million tons. Most of the production came from GEMS mining activities and its subsidiaries (95.8%), while PT DSSE Energi Mas Utama and its subsidiaries (4.2%). The Company's coal sales volume increased by 4.4%, from 54.3 million tons in 2024 to 56.7 million tons in 2025. This production and sales volume reached 100.9% and 98.1% of the Company's target, respectively. From the total sales, approximately 37.8% is allocated to the domestic market. This amount far exceeds the DMO's 25% obligation.

Perseroan melalui entitas anak terus berupaya menerapkan disiplin pengendalian biaya, melakukan optimalisasi rencana penambangan yang terintegrasi, menjaga efektivitas pengelolaan rantai logistik, dan mengelola risiko secara proaktif untuk meminimalkan dampak terhadap kinerja produksi, distribusi, dan lingkungan untuk memastikan kesinambungan operasi dan menjaga ketahanan kinerja keuangan pada harga yang berfluktuasi moderat. Namun demikian, seiring dengan penurunan pada volume penjualan dan tekanan pada harga jual di sepanjang tahun 2025, pendapatan dari bisnis pertambangan turun 10,3% menjadi sebesar USD 2.487,6 juta, dibandingkan dengan pencapaian tahun 2024 sebesar USD 2.773,2 juta.

The Company, through its subsidiaries, seeks to implement disciplined cost control, optimize integrated mining plans, maintain the effectiveness of logistics chain management, and proactively manage risk to minimize the impact on production, distribution, and environmental performance to ensure operational continuity and maintain financial performance resilience during moderate fluctuating price. However, along with the decline in sales volume and pressure on selling prices throughout 2025, revenue from the mining business decreased by 10.3% to USD 2,487.6 million, compared to the achievement in 2024 of USD 2,773.2 million.

Pendapatan yang diperoleh dari bisnis pertambangan ini memberikan kontribusi sebesar 89,1% dari total pendapatan Perseroan pada tahun 2025.

The revenue generated from this mining business contributed 89.1% of the Company's total revenue in 2025.

Energi Baru dan Terbarukan

Sebagai bagian dari komitmen terhadap transisi energi nasional dan target emisi nol bersih pada tahun 2060, Perseroan menempatkan pengembangan bisnis EBT sebagai salah satu pilar strategis pertumbuhan bisnis Perseroan.

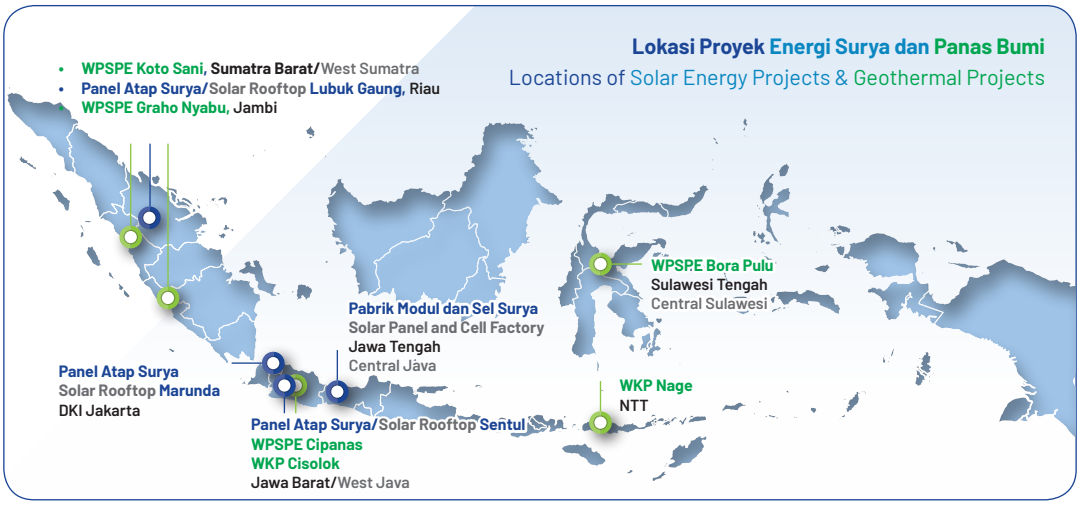
Menindaklanjuti pendirian entitas anak pada tahun 2021 untuk menjajaki peluang bisnis EBT, sejak tahun 2022, Perseroan secara sistematis mengakselerasi agenda transisi energi melalui entitas anak dengan membangun landasan teknis, struktur tata kelola, dan model komersial yang terintegrasi untuk menjamin kesiapan operasional serta keberlanjutan investasi. Konsistensi eksekusi tersebut mengantarkan bisnis EBT memasuki tahap operasi komersial dan mulai memberikan kontribusi pendapatan pada tahun 2024, sekaligus menegaskan komitmen Perseroan untuk terus memperkuat portofolio energi panas bumi dan surya melalui integrasi inovasi teknologi, penerapan manajemen risiko yang ketat, dan pengelolaan sumber daya yang optimal, demi meningkatkan kapabilitas organisasi dalam merealisasikan proyek-proyek energi bersih dengan skala besar yang berdampak nasional.

New and Renewable Energy

As part of the commitment to the national energy transition and the net-zero emission target by 2060, the Company has positioned the development of its NRE business as one of the strategic pillars of its business growth.

Following the establishment of a subsidiary in 2021 to explore NRE business opportunities, since 2022, the Company has systematically accelerated the energy transition agenda through its subsidiaries by building technical foundations, governance structures, and integrated commercial models to ensure operational readiness and investment sustainability. This consistent execution has led the NRE business to enter the commercial operation phase and start contributing revenues in 2024, while also reaffirming the Company's commitment to continuously strengthening its geothermal and solar energy portfolio through the integration of technological innovations, the implementation of robust risk management, and optimal resource management, to enhance the organization's capability to realize large-scale clean energy projects that have a national impact.

Letak Keberadaan Geografis [GRI 2-1-d] [GRI 2-6-b]
Geographical Presence



Rantai Pasokan dan Aliran Proses Bisnis EBT Perseroan
Supply Chain and Business Process Flow of the Company's NRE Business



Keterangan / Notes:
Pada tahun 2025, Perseroan menyalurkan sekitar USD 6,19 juta kepada mitra kerja lokal di bisnis EBT, setara dengan lebih dari 99,2% dari total pengeluaran untuk mitra kerja.
In 2025, the Company allocated approximately USD 6.19 million to local partners in the NRE business, equivalent to more than 99.2% of the total expenditure for partners.

Melalui kemitraan strategis dengan FGGI, Perseroan, melalui entitas anak, memperluas portofolio sumber daya panas bumi dengan potensi kapasitas awal sebesar 440 megawatt, yang tersebar di 6 (enam) wilayah strategis yang berlokasi di Jawa Barat, Nusa Tenggara Timur, Jambi, Sumatra Barat, dan Sulawesi Tengah. Kolaborasi ini mengintegrasikan keunggulan operasional Perseroan dengan kapabilitas teknis dan pengalaman global FGGI - entitas anak dari Energy Development Corporation, produsen EBT terbesar di Filipina yang merupakan entitas anak dari First Gen Corporation. Kerja sama ini diharapkan dapat memberikan manfaat strategis berupa: (i) optimalisasi pengembangan proyek panas bumi melalui penggabungan keahlian teknis, pengalaman operasional, dan kapasitas pendanaan masing-masing pihak; (ii) peningkatan efisiensi dan efektivitas operasional, termasuk percepatan proses eksplorasi dan pengembangan proyek; serta (iii) peningkatan nilai strategis Perseroan dengan memperkuat posisi DDMS dan FGGI sebagai pengembang utama energi panas bumi di Indonesia. Hingga 31 Desember 2025, Perseroan, melalui entitas anak, telah menyelesaikan survei *Light Detection and Ranging* (LiDAR) dan *ambient noise tomography* untuk lokasi panas bumi di Jawa Barat, Nusa Tenggara Timur, dan Sumatra Barat.

Sementara itu, melalui PT Daya Mas Agra Sejahtera, entitas anak, Perseroan memperkuat pijakan di bisnis EBT dengan memasarkan sel dan panel surya dengan merek dagang Dian Solar. Sebagai bagian dari strategi memperkuat daya saing dan penguasaan rantai nilai industri surya nasional, Perseroan meresmikan fasilitas manufaktur sel dan modul surya terintegrasi di Kawasan Industri Kendal, Jawa Tengah, pada bulan Juni 2025. Fasilitas ini dikembangkan melalui perusahaan patungan bersama Trina Solar Energy Development Pte. Ltd. dan PT PLN Indonesia Power Renewables, dengan kapasitas produksi terintegrasi sekitar 1 GW per tahun untuk memenuhi kebutuhan pasar domestik. Inisiatif ini tidak hanya memperkuat komitmen terhadap transisi energi bersih, tetapi juga menandai langkah strategis Perseroan untuk membangun portofolio bisnis berkelanjutan yang terintegrasi. Hingga 31 Desember 2025, proyek solar atap Dian Solar telah direalisasikan di 3 (tiga) lokasi, yaitu Marunda, Sentul, dan Riau.

Perseroan mencatatkan pendapatan sebesar USD 316.955 pada tahun 2025, naik sebesar 351,6% jika dibandingkan dengan pencapaian tahun 2024 sebesar USD 70.182. Pendapatan yang diperoleh tersebut mencapai 105,6% dari target yang telah ditetapkan Perseroan. Pendapatan yang diperoleh dari bisnis EBT ini memberikan kontribusi sebesar 0,01% dari total pendapatan Perseroan pada tahun 2025.

Infrastruktur Digital dan Teknologi

Perseroan menjalankan bisnis infrastruktur digital dan teknologi melalui PT DSST Mas Gemilang dan entitas anaknya serta PT Sinarmas Sukses Sejahtera dan entitas anaknya. Bisnis ini merupakan salah satu pilar strategis transformasi Perseroan dalam merespons percepatan ekonomi digital nasional. Perseroan berupaya membangun ekosistem terintegrasi yang mencakup konektivitas *broadband*, pusat data, dan solusi digital.

Through a strategic partnership with FGGI, the Company, through its subsidiary, has expanded its geothermal resource portfolio with an initial potential capacity of 440 megawatts, distributed across 6 (six) strategic areas located in West Java, East Nusa Tenggara, Jambi, West Sumatra, and Central Sulawesi. This collaboration integrates the Company's operational strengths with the technical capabilities and global experience of FGGI — a subsidiary of Energy Development Corporation, the largest NRE producer in the Philippines, which is a subsidiary of First Gen Corporation. This collaboration is expected to generate strategic benefits, including: (i) optimizing geothermal project development through the integration of each party's technical expertise, operational experience, and financing capacity; (ii) enhancing operational efficiency and effectiveness, including accelerating exploration and project development processes; and (iii) strengthening the Company's strategic value by reinforcing the position of DDMS and FGGI as key geothermal energy developers in Indonesia. As of 31 December 2025, the Company, through its subsidiary, has completed Light Detection and Ranging (LiDAR) surveys and ambient noise tomography activities for geothermal sites in West Java, East Nusa Tenggara, and West Sumatra.

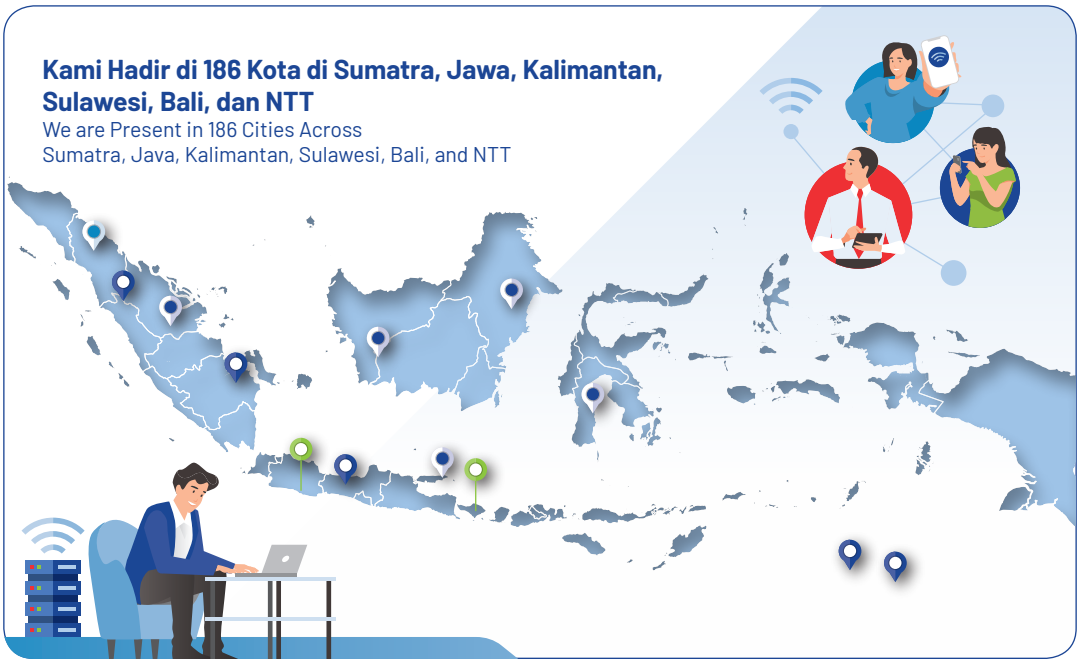
Meanwhile, through PT Daya Mas Agra Sejahtera, a subsidiary, the Company strengthens its foothold in the NRE business by marketing solar cells and panels under the trademark Dian Solar. As part of the strategy to strengthen competitiveness and control the value chain of the national solar industry, the Company inaugurated the solar cell and panel manufacturing facility in the Kendal Industrial Area, Central Java, in June 2025. This facility was developed through a joint venture with Trina Solar Energy Development Pte. Ltd. and PT PLN Indonesia Power Renewables, with an integrated production capacity of approximately 1 GW per year to meet domestic market needs. This initiative not only reinforces the commitment to the clean energy transition but also marks a strategic step for the Company to build an integrated sustainable business portfolio. As of December 31, 2025, the Dian Solar project has been implemented in 3 (three) locations, namely Marunda, Sentul, and Riau.

The Company recorded revenue of USD 316,955 million in 2025, an increase of 351.6% compared to the revenue of USD 70,182 in 2024. This obtained revenue reached 105.6% of the Company's target. The revenue generated from NRE business contributed 0.01% of the Company's total revenue in 2025.

Digital Infrastructure and Technology

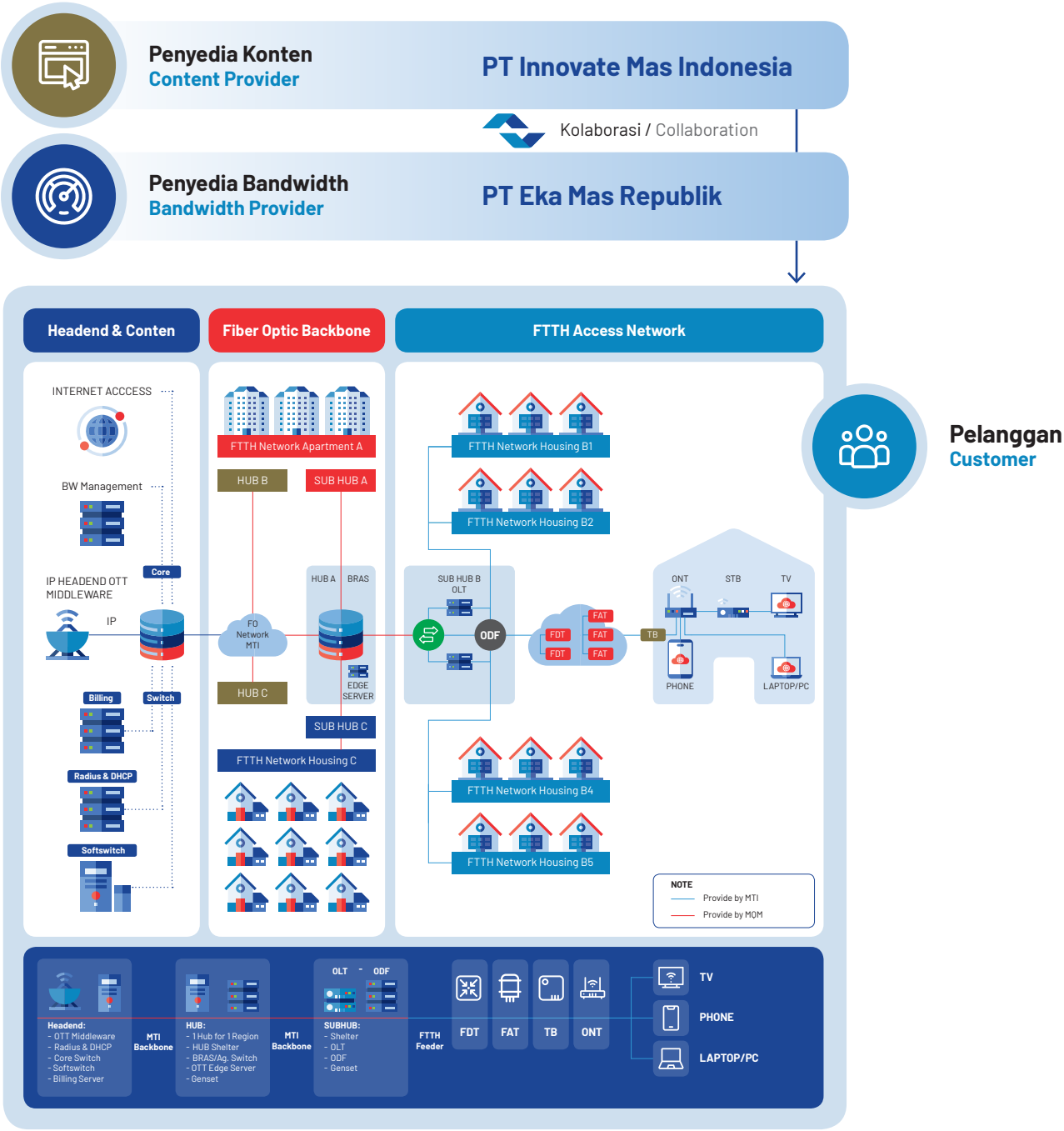
The Company operates digital infrastructure and technology businesses through PT DSST Mas Gemilang and its subsidiaries as well as PT Sinarmas Sukses Sejahtera and its subsidiaries. This business is one of the strategic pillars of the Company's transformation in responding to the acceleration of the national digital economy. The Company seeks to build an integrated ecosystem that includes broadband connectivity, data centers, and digital solutions.

Letak Keberadaan Geografis [GRI 2-1-d] [GRI 2-6-b]
Geographical Presence



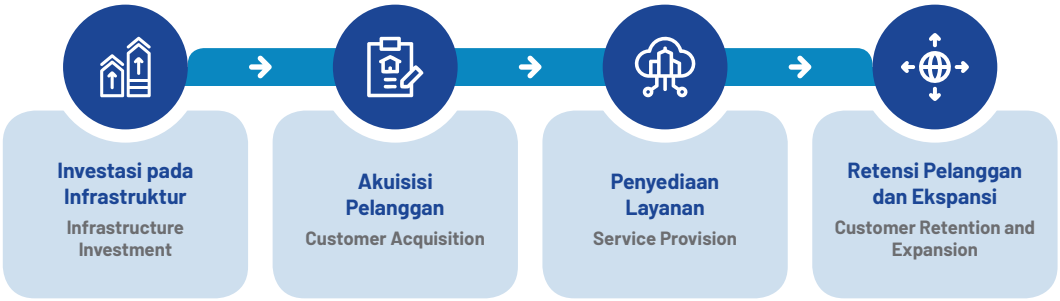
EMR		PT SMPlus Digital Investama	
Kepemilikan Efektif Effective Ownership	99.99%	Kepemilikan Efektif Effective Ownership	99.99%
Lokasi Locations	162 kota dan kabupaten / cities and districts	Lokasi Locations	24 kota / cities
Homepass Homepasses	10,518,757		
Pelanggan Subscribers	1,850,787		

Rantai Pasokan dan Alur Bisnis Bisnis MyRepublic Perseroan [GRI 2-6-b] [GRI 204-1]
Supply Chain and Process Flow of the Company's MyRepublic Business



Alur Bisnis Bisnis Pusat Data Perseroan [GRI 2-6-b] [GRI 204-1]

Supply Chain and Process Flow of the Company's Data Center Business



Keterangan / Notes:
Pada tahun 2025, Perseroan menyalurkan sekitar USD 498,4 juta kepada mitra kerja lokal di bisnis infrastruktur digital dan teknologi, setara dengan lebih dari 92,5% dari total pengeluaran untuk mitra kerja.
In 2025, the Company disbursed approximately USD 498.4 million to local business partners in the digital infrastructure and technology business, equivalent to more than 92.5% of the total expenditure for business partners.

Layanan konektivitas internet berkecepatan tinggi dijalankan melalui EMR dan PT Innovate Mas Indonesia dengan merek dagang MyRepublic. Hingga 31 Desember 2025, total jaringan bisnis MyRepublic telah terpasang mencapai 10.518.757 homepass, tumbuh 64,1% secara tahunan, dengan jumlah pelanggan meningkat sebanyak 103% menjadi 1.850.787 pelanggan. Pencapaian tersebut berhasil melampaui target *homepass* yang ditetapkan, yaitu sebanyak kurang lebih 10.358.331 *homepass*, yang memperkuat posisi Perseroan sebagai salah satu pemain *broadband* dengan ekspansi cepat di Indonesia. Pada tahun 2025, Perseroan, melalui EMR, entitas anak, berhasil menjadi pemenang lelang pita frekuensi 1,4 GHz untuk regional 2 dan regional 3, mempercepat pemerataan akses digital di luar Pulau Jawa, serta memperkuat fondasi konektivitas nasional yang inklusif dan mendukung pertumbuhan ekonomi daerah.

Sejalan dengan penguatan konektivitas, Perseroan mengembangkan infrastruktur data melalui PT SMPlus Digital Investama ("**SM+**"), entitas anak yang mengoperasikan salah satu jaringan pusat data *edge* dan metro terkemuka di Indonesia dengan 25 fasilitas di 24 kota serta kapasitas beban IT sekitar 40 MW yang sedang dalam tahap operasional dan konstruksi. Beberapa fasilitas masih dalam pengembangan bertahap dan diharapkan mulai berkontribusi secara signifikan terhadap pendapatan Perseroan dalam beberapa tahun mendatang. Pengembangan ini mencakup proyek pusat data SMX01 di kawasan pusat bisnis Jakarta, yang dibangun bersama Korea Investment Real Asset Management untuk melayani kebutuhan *hyperscaler, enterprise*, serta beban kerja berbasis AI. SMX01, dengan luas *data hall white space* hampir 15.500 meter persegi dan kapasitas awal 18 MW yang dapat ditingkatkan hingga 60 MW, merupakan pusat data *AI-ready* dan kaya konektivitas, didukung oleh LG Sinar Mas sebagai penasihat teknologi dan operator, serta memanfaatkan pengalaman timnya dalam mengelola lebih dari 600 MW kapasitas pusat data di Korea. Dengan desain tingkat 4, teknologi pendingin canggih, dukungan rak kepadatan daya tinggi, konektivitas *multi-operator*, dan sertifikasi *green building*, SMX01 menegaskan posisi SM+ sebagai pengembang infrastruktur digital yang andal, skalabel, dan siap mendukung transformasi digital Indonesia serta pertumbuhan ekonomi digital regional.

High-speed internet connectivity services are operated through EMR and PT Innovate Mas Indonesia under the trademark MyRepublic. As of December 31, 2025, the total MyRepublic business network has been installed, reaching 10,518,757 homepasses, growing 64.1% year-on-year, with the number of customers increasing by 103% to 1,850,787 customers. This achievement successfully exceeded the set homepass target, which was approximately 10,358,331 homepasses, further strengthening the Company's position as one of the rapidly expanding broadband players in Indonesia. In the year 2025, the Company, through its subsidiary EMR, successfully won the 1.4 GHz frequency band auction for region 2 and region 3, accelerates the equitable distribution of digital access outside of Java Island, and strengthens the foundation of inclusive national connectivity that supports regional economic growth.

In line with strengthening connectivity, the Company is developing data infrastructure through PT SMPlus Digital Investama ("**SM+**"), a subsidiary that operates one of the leading edge and metro data center networks in Indonesia with 25 facilities in 24 cities and an IT load capacity of approximately 40 MW currently in the operational and construction stages. Several facilities are still under phased development and are expected to start contributing significantly to the Company's revenue in the coming years. This development includes the SMX01 data center project in the Jakarta central business district, built in collaboration with Korea Investment Real Asset Management to serve the needs of hyperscalers, enterprises, and AI-based workloads. SMX01, with a white space data hall area of nearly 15,500 square meters and an initial capacity of 18 MW that can be increased to 60 MW, is an AI-ready data center rich in connectivity, supported by LG Sinar Mas as the technology advisor and operator, leveraging its team's experience in managing over 600 MW of data center capacity in Korea. With a tier-4 design, advanced cooling technology, high-density power rack support, multi-operator connectivity, and green building certification, SMX01 reaffirms SM+'s position as a reliable, scalable digital infrastructure developer, ready to support Indonesia's digital transformation and regional digital economic growth.

Di luar infrastruktur inti, Perseroan juga memperluas eksposur dengan melakukan berbagai investasi pada platform teknologi strategis, mencakup layanan keuangan digital, solusi berbasis kecerdasan buatan untuk rantai pasok dan industri, dan media hiburan OTT. Diversifikasi ini diharapkan memperkuat sinergi ekosistem, memperluas basis pengguna, dan membuka peluang monetisasi lintas platform secara berkelanjutan.

Pada tahun 2025, bisnis teknologi mencatatkan pendapatan sebesar USD 211,8 juta, meningkat sebesar 47,0% dari pendapatan tahun sebelumnya, yaitu sebesar USD 144,1 juta. Pendapatan yang diperoleh dari bisnis infrastruktur digital dan teknologi ini memberikan kontribusi sebesar 7,6% dari total pendapatan Perseroan pada tahun 2025. Pendapatan yang diperoleh tersebut mencapai 99,9% dari target yang telah ditetapkan Perseroan.

Kimia

Perseroan melakukan perdagangan pupuk, pestisida, dan kimia melalui PT Rolimex Kimia Nusamas ("**Rolimex**"), entitas anak, salah satu perusahaan distribusi kimia industri terbesar di Indonesia yang telah beroperasi lebih dari 2 (dua) dekade. Entitas ini memegang peran penting dalam mendukung berbagai sektor industri, khususnya perkebunan, kehutanan, agribisnis, serta manufaktur yang meliputi *pulp & paper*, tekstil, dan makanan & minuman. Produk dipasarkan dengan menggunakan hak cipta logo/merek dagang Rolimex "R" untuk memenuhi permintaan pasar dalam negeri.

Selain menyediakan pupuk, pestisida, dan kimia, Rolimex juga menawarkan layanan logistik, pergudangan, dan dukungan teknis untuk memastikan efisiensi rantai pasok dan kepuasan pelanggan.

Beyond core infrastructure, the Company is also expanding its exposure by making various investments in strategic technology platforms, including digital financial services, artificial intelligence-based solutions for supply chains and industries, and OTT entertainment media. This diversification is expected to strengthen ecosystem synergies, expand the user base, and open up sustainable cross-platform monetization opportunities.

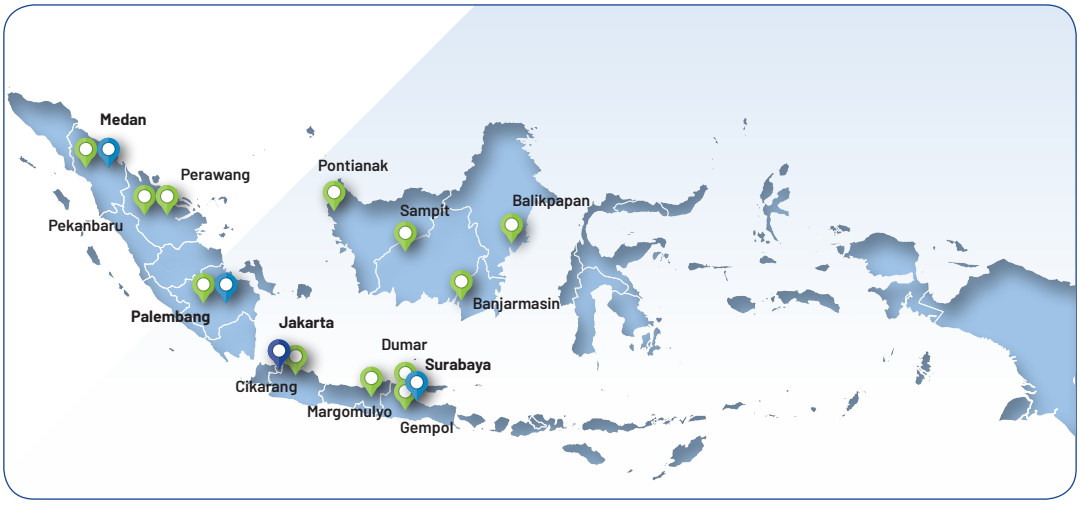
In the year 2025, the technology business recorded revenue of USD 211.8 million, an increase of 47.0% from the previous year's revenue of USD 144.1 million. Revenue from the digital infrastructure and technology business accounted for 7.6% of the Company's total revenue in 2025. The revenue obtained reached 99.9% of the Company's target.

Chemicals

The Company engages in the trade of fertilizers, pesticides, and chemicals through PT Rolimex Kimia Nusamas ("**Rolimex**"), a subsidiary, which is one of the largest industrial chemical distribution companies in Indonesia and has been operating for over 2 (two) decades. This entity plays an important role in supporting various industrial sectors, particularly plantations, forestry, agribusiness, and manufacturing, which includes pulp & paper, textiles, and food & beverages. Products are marketed using the copyright of the Rolimex trademark logo "R" to meet domestic market demand.

In addition to providing fertilizers, pesticides, and chemicals, Rolimex also offers logistics, warehousing, and technical support services to ensure supply chain efficiency and customer satisfaction.

Letak Keberadaan Geografis [GRI 2-1-d] [GRI 2-6-b]
Geographical Presence



1 Kantor Pusat
Head Office - Jakarta

3 Fasilitas Manufaktur
Manufacturing Facilities

12 Pusat Distribusi
Distribution Centers

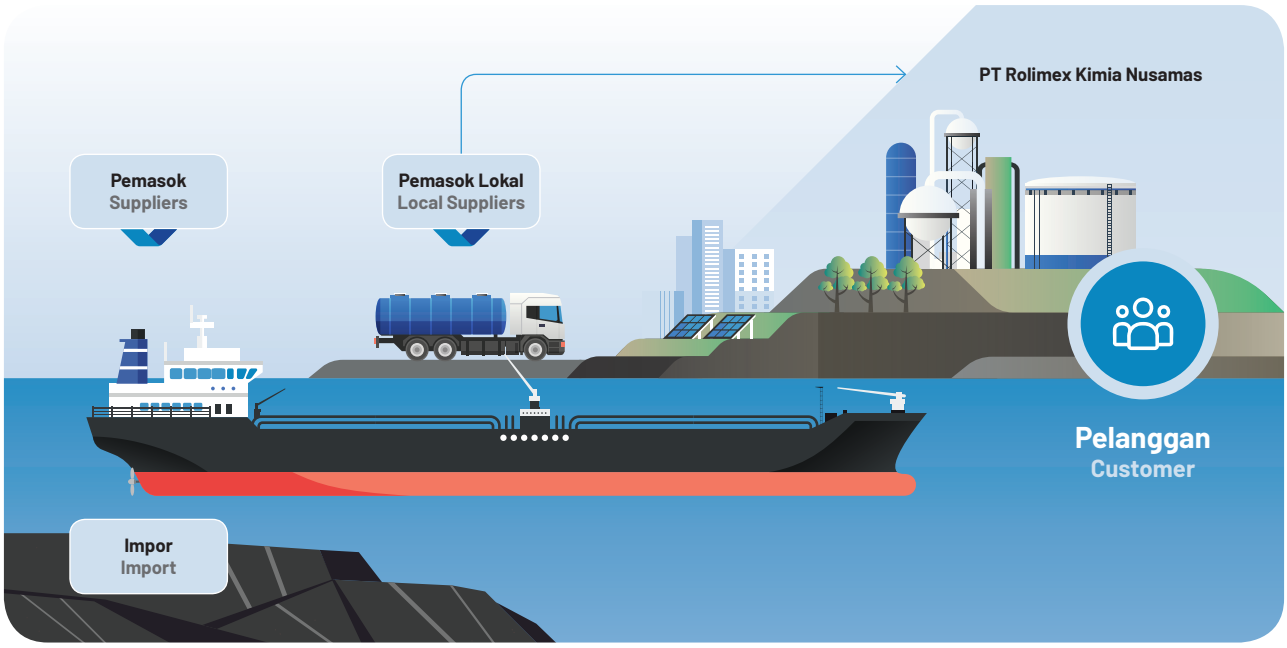
Rolimex

Kepemilikan Efektif
Effective Ownership
99.99%

Rolimex

Lokasi
Locations
14 kota / cities

Rantai Pasokan dan Alur Bisnis Kimia Perseroan GRI 2-6-b GRI 204-1
Supply Chain and Process Flow of the Company's Chemicals Business



Keterangan / Notes:
Pada tahun 2025, Perseroan menyalurkan sekitar USD 50 juta kepada mitra kerja lokal di bisnis kimia, setara dengan 71% dari total pengeluaran untuk mitra kerja.
In 2025, the Company allocated approximately USD 50 million to local partners in the chemical business, equivalent to 71% of the total expenditure for business partners.

Pada tahun 2025, volume penjualan pupuk adalah sebanyak 127,1 ribu ton, mengalami kenaikan tipis dibandingkan dengan volume penjualan pupuk pada tahun 2024 sebanyak 126,4 ribu ton. Volume penjualan pupuk ini hanya mencapai 77% dari target penjualan pupuk yang telah ditetapkan sebelumnya, sejalan dengan penurunan permintaan pelanggan di sektor agribisnis.

In 2025, the volume of fertilizer sales was 127.1 thousand tons, a slight increase compared to the volume of fertilizer sales in the year 2024, which was 126.4 thousand tons. This volume of fertilizer sales only reached 77% of the previously set sales target, in line with the decline in customer demand in the agribusiness sector.

Volume penjualan pestisida tercatat mengalami pertumbuhan sebesar 30,2% menjadi sebanyak 7.268 ribu kiloliter dibandingkan dengan volume penjualan pestisida tahun 2024 yang tercatat sebanyak 5.581 ribu kiloliter. Realisasi penjualan ini mencapai 90,5% dari target penjualan pestisida yang telah ditetapkan sebelumnya karena Perseroan melalui entitas anak terus melakukan seleksi pelanggan yang ketat untuk menjaga kualitas piutang, memperkuat arus kas, serta mengendalikan risiko kredit.

The volume of pesticide sales recorded a growth of 30.2%, reaching 7,268 thousand kiloliters compared to the pesticide sales volume in the year 2024, which was recorded at 5,581 thousand kiloliters. This sales realization achieved 90.5% of the previously set pesticide sales target, as the Company, through its subsidiaries, continues to conduct strict customer selection to maintain the quality of receivables, strengthen cash flow, and control credit risk.

Sementara itu, volume penjualan bahan kimia ke berbagai perusahaan di dalam maupun di luar entitas perusahaan terafiliasi tercatat sebanyak 161,0 ribu ton, naik 14,0% dari volume penjualan bahan kimia tahun 2024 yang tercatat sebanyak 141,2 ribu ton, mencapai 100,8% dari target penjualan bahan kimia yang telah ditetapkan sebelumnya.

Meanwhile, the volume of chemical sales to various companies both within and outside the affiliated entities was recorded at 161,0 thousand tons, a 14.0% increase from the chemical sales volume in the year 2024, which was recorded at 141.2 thousand tons, reaching 100.8% of the previously set chemical sales target.

Secara keseluruhan, bisnis kimia memberikan kontribusi pendapatan sebesar USD 90,9 juta atau 3,3% dari total pendapatan Perseroan pada tahun 2025. Jumlah ini mengalami kenaikan 1,0% dibandingkan dengan tahun sebelumnya yang sebesar USD 90,0 juta. Pendapatan ini sebagian besar masih didominasi oleh entitas perusahaan terafiliasi sebesar 32% dari total penjualan bisnis bahan kimia.

Overall, the chemical business contributed USD 90.9 million or 3.3% of the Company's total revenue in the year 2025. This amount represents a 1.0% increase compared to the previous year, which was USD 90,0 million. This revenue is still largely dominated by affiliated company entities, accounting for 32% of the total sales from the chemical business.

Tinjauan Pemasaran [GRI 2-6-b]
Marketing Review

Pertambangan

Dalam memenuhi ketentuan DMO ESDM sebesar minimal 25% dari total produksi batu bara, Perseroan melalui entitas anak menerapkan kebijakan alokasi pasokan domestik yang terencana. Untuk memastikan optimalisasi serapan pasar dalam negeri dan stabilitas permintaan, Perseroan melalui entitas anak memperkuat kemitraan jangka panjang dengan sejumlah mitra strategis, termasuk PLN dan berbagai pelanggan industri lainnya. Sepanjang tahun 2025, realisasi pemenuhan DMO Perseroan mencapai sekitar 37,8% dialokasikan untuk pasar domestik. Jumlah ini jauh melampaui kewajiban DMO sebesar 25%.

Pangsa pasar Perseroan terhadap jumlah produksi batu bara Indonesia pada tahun 2025 adalah sebesar 7,2%, meningkat dibandingkan dengan pangsa pasar batu bara tahun 2024 sebesar 6,4%. Kenaikan tersebut merefleksikan langkah strategis Perseroan dalam melakukan kalibrasi produksi dan penjualan secara terukur, dengan fokus pada optimalisasi aset yang memiliki kinerja paling kompetitif serta penguatan struktur margin. [GRI 2-6-b]

Merespons persaingan industri yang semakin ketat, memperkuat strategi pemasaran melalui jaminan stabilitas pasokan, efisiensi biaya yang kompetitif, serta perluasan dan diversifikasi jangkauan pasar. Keunggulan operasional didukung oleh penerapan praktik keberlanjutan yang terukur, termasuk pengelolaan risiko perubahan iklim, efisiensi energi, dekarbonisasi operasional, pemantauan emisi, penerapan standar K3, serta pengelolaan pascatambang yang bertanggung jawab. Komitmen terhadap keandalan operasional dan prinsip keberlanjutan ini menjadi nilai tambah dalam membangun kepercayaan pelanggan, memperkuat daya saing, dan meningkatkan nilai jangka panjang Perseroan di pasar. [GRI 2-22]

Energi Baru dan Terbarukan

Sebagai bagian dari arah strategis jangka panjang, Perseroan menempatkan EBT sebagai salah satu mesin pertumbuhan masa depan, yang dikembangkan secara disiplin dan melalui pendekatan bertahap. Fokus pengembangan pada energi surya dan panas bumi didasarkan pada proyeksi peningkatan permintaan energi bersih, arah kebijakan transisi energi nasional, serta pergeseran preferensi pelanggan industri terhadap sumber energi rendah emisi.

Dalam pengembangan energi surya, Perseroan melalui entitas anak telah memiliki kontrak jangka panjang untuk penyediaan layanan terintegrasi yang mencakup pembangunan dan pengoperasian instalasi panel surya atap di Marunda dan Sentul, Jawa Barat, dengan total kapasitas terpasang sebesar 1,6 MWp. Kerja sama serupa juga telah terjalin di Riau, dengan kapasitas terpasang sebesar 0,8 MWp. Sementara itu, pengoperasian fasilitas manufaktur sel dan panel surya di Kawasan Industri Kendal, Jawa Tengah, pada Juni 2025 diharapkan akan memperkuat posisi Perseroan dari sekadar pengembang proyek menjadi pelaku industri terintegrasi yang memiliki kendali atas kualitas, pasokan, dan efisiensi biaya. Pangsa

Mining

In fulfilling the ESDM's DMO requirement of at least 25% of total coal production, the Company, through its subsidiaries, implements a planned domestic supply allocation policy. To ensure the optimization of domestic market absorption and demand stability, the Company, through its subsidiaries, strengthens long-term partnerships with several strategic partners, including PLN and various other industrial customers. Throughout the year 2025, the Company fulfilled its DMO at approximately 37.8% of total sales allocated to the domestic market, significantly exceeding the DMO's mandated requirement of 25%.

The Company's market share of Indonesia's coal production in 2025 was 7.2%, an increase compared to the coal market share in 2024 of 6.4%. This increase reflected the Company's strategic steps in calibrating production and sales in a measured manner, focusing on optimizing assets with the most competitive performance and strengthening margin structure. [GRI 2-6-b]

Responding to increasingly intense industry competition, strengthening marketing strategies through supply stability guarantees, competitive cost efficiency, and market reach expansion and diversification. Operational excellence is supported by the implementation of measurable sustainability practices, including climate change risk management, energy efficiency, operational decarbonization, emission monitoring, the application of OHS standards, and responsible post-mining management. Commitment to operational reliability and these sustainability principles adds value in building customer trust, strengthening competitiveness, and enhancing the long-term value of the Company in the market. [GRI 2-22]

New and Renewable Energy

As part of the long-term strategic direction, the Company positions NRE as one of the future growth engine, developed with discipline and a phased approach. The focus on developing solar and geothermal energy is based on projections of increasing demand for clean energy, the direction of national energy transition policies, and the shift in industrial customer preferences toward low-emission energy sources.

In the development of solar energy, the Company, through its subsidiaries, has entered into long-term contracts for the provision of integrated services, which include the construction and operation of rooftop solar installations in Marunda and Sentul, West Java, with a total installed capacity of 1.6 MWp. A similar collaboration has also been established in Riau, with an installed capacity of 0.8 MWp. Meanwhile, the operation of the solar cell and module manufacturing facilities in the Kendal Industrial Estate, Central Java, in June 2025 is expected to strengthen the Company's position from merely a project developer to an integrated industry player with control over quality, supply, and cost efficiency. The

pasar produksi sel dan panel surya Perseroan secara keseluruhan belum menunjukkan dampak yang signifikan. Oleh karena itu, Perseroan belum menghitung pangsa pasar dari kegiatan sel dan panel surya. Perseroan melalui entitas anak berupaya untuk terus memperkuat pangsa pasar energi surya dengan memperkuat dan memperluas kemitraan dan penawaran solusi instalasi panel surya terintegrasi.

Dalam pengembangan energi panas bumi, Perseroan, melalui entitas anak, saat ini memiliki sejumlah proyek yang berada pada tahap survei pendahuluan dan/atau eksplorasi di berbagai lokasi strategis. Pada tahap ini, potensi sumber daya panas bumi belum dapat dikonfirmasi secara komersial dan belum siap dipasarkan, sehingga Perseroan belum dapat melakukan perhitungan estimasi pangsa pasar. Meskipun demikian, tahap survei pendahuluan dan eksplorasi saat ini menjadi fondasi strategis yang akan menempatkan Perseroan pada posisi strategis untuk mendukung target pemerintah untuk meningkatkan kapasitas energi panas bumi nasional menjadi 6,7 GW pada tahun 2030, sekaligus mendukung transisi energi bersih dan pengurangan ketergantungan pada bahan bakar fosil. Perseroan terus berupaya mempercepat penyelesaian tahapan eksplorasi dan pengembangan guna memungkinkan bisnis EBT memberikan kontribusi signifikan terhadap pertumbuhan dan keberlanjutan usaha Perseroan.

Infrastruktur Digital dan Teknologi

Hingga 31 Desember 2025, Perseroan melalui entitas anak telah menghadirkan layanan multimedia dengan merek dagang MyRepublic di 162 (seratus enam puluh dua) kota dan kabupaten di Indonesia, melayani lebih dari 1,8 juta pelanggan dengan pangsa pasar sekitar 10% pada tahun 2025. [GRI 2-6-b]

Perseroan menempatkan strategi pemasaran sebagai pendorong utama pertumbuhan bisnis infrastruktur digital dan teknologi.

Di bisnis internet, fokus strategi ini mencakup perluasan jangkauan layanan di kota-kota potensial, peningkatan kualitas konektivitas internet, serta pengembangan produk digital inovatif dan kompetitif yang sesuai dengan tren dan kebutuhan pelanggan. Kemenangan Perseroan melalui entitas anak dalam lelang pita frekuensi 1,4 GHz memungkinkan Perseroan memperluas jangkauan layanan internet berkecepatan tinggi ke regional 2 dan regional 3, mempercepat pemerataan akses digital di luar Pulau Jawa, serta memperkuat fondasi konektivitas nasional yang inklusif dan mendukung pertumbuhan ekonomi daerah. Sebagai bagian dari strategi ekspansi di masa depan, Perseroan juga merencanakan penggabungan usaha entitas anak, langkah mana diharapkan dapat memperkuat jaringan dan sinergi operasional, membentuk *value chain digital* yang menyeluruh, sekaligus memperluas basis pelanggan dan pangsa pasar.

Sementara itu di bisnis pusat data, Perseroan melalui entitas anak bersama dengan mitra strategis, terus berupaya membangun ekosistem digital terintegrasi dengan standar kualitas tinggi, termasuk kapasitas pusat data berstandar internasional, integrasi konektivitas dan *cloud,* serta memberikan nilai tambah optimal bagi pelanggan. Hingga akhir 2025, Perseroan telah mengelola 25 pusat data di 24 kota, dengan kapasitas *IT load* gabungan 10 MW, memungkinkan penawaran solusi digital yang andal, efisien, dan berkelanjutan, sekaligus memperkuat posisi Perseroan sebagai penyedia infrastruktur digital terkemuka.

Company's overall market share in solar cell and module production has not yet demonstrated a significant impact. Accordingly, the Company has not calculated the market share attributable to its solar cell and module business activities. The Company, through its subsidiaries, seeks to continuously strengthen its market share in solar energy by enhancing and expanding partnerships and offering integrated solar installation solutions.

In the development of geothermal energy, the Company, through its subsidiaries, currently has several projects at the preliminary survey and/or exploration phases in various strategic locations. At these phases, the potential geothermal resources have not yet been commercially confirmed and are not ready for the market, therefore the Company has not been able to calculate the market share estimate. Nevertheless, the current preliminary survey and exploration phase serves as a strategic foundation that will position the Company strategically to support the government's target of increasing the national geothermal energy capacity to 6.7 GW by the year 2030, while also supporting the transition to clean energy and reducing dependence on fossil fuels. The Company continues to seek to expedite the completion of exploration and development phases to enable the NRE business to make a significant contribution to the growth and sustainability of the Company's operations.

Digital Infrastructure and Technology

Until December 31, 2025, the Company through its subsidiaries has provided multimedia services under MyRepublic trademark in 162 (one hundred and sixty-two) cities and regencies in Indonesia, serving more than 1.8 million customers with a market share of approximately 10% in 2025. [GRI 2-6-b]

The Company positions marketing strategy as the main driver of growth in the digital infrastructure and technology business.

In the internet business, this strategic focus includes expanding service coverage in potential cities, improving the quality of internet connectivity, and developing innovative and competitive digital products that align with customer trends and needs. The Company's success through its subsidiary in the 1.4 GHz frequency band auction allows the Company to expand the reach of high-speed internet services to region 2 and region 3, accelerate the equitable distribution of digital access outside of Java Island, and strengthen the foundation of inclusive national connectivity that supports regional economic growth. As part of the future expansion strategy, the Company also plans to merge with its subsidiaries, a step expected to strengthen its network and operational synergies, create a comprehensive digital value chain, and simultaneously expand its customer base and market share.

Meanwhile, in the data center business, the Company, through its subsidiaries in collaboration with strategic partners, continues to seek to build an integrated digital ecosystem with high-quality standards, including international standard data center capacity, connectivity and cloud integration, as well as provide optimal added value for customers. By the end of 2025, the Company is managing 25 data centers in 24 cities, with a combined IT load capacity of 10 MW, enabling the offering of reliable, efficient, and sustainable digital solutions, while strengthening the Company's position as a leading digital infrastructure provider.

Dengan kapabilitas teknologi terintegrasi, kemampuan adaptasi terhadap perubahan cepat, dan fokus pada ekosistem digital yang inklusif, Perseroan yakin dapat mempercepat pertumbuhan bisnis, memperluas pangsa pasar, dan memperkuat posisi strategisnya dalam industri teknologi digital Indonesia.

Kimia

Pada tahun 2025, Perseroan melalui entitas anak mencatat kontribusi sekitar 0,53% terhadap total impor pupuk, 0,07% terhadap total impor pestisida, dan 0,06% terhadap total impor bahan kimia umum di Indonesia. Sebagian besar pupuk dan pestisida yang diimpor tersebut dialokasikan untuk memenuhi kebutuhan pasar domestik dan mendukung pemenuhan kebutuhan berbagai industri nasional. Secara struktural, penjualan pupuk Perseroan saat ini masih didominasi oleh transaksi dengan entitas perusahaan terafiliasi. Namun demikian, Perseroan secara konsisten terus berupaya untuk memperluas penetrasi ke pasar terbuka untuk membangun basis pelanggan yang lebih luas dan beragam. Inisiatif ini telah dilakukan Perseroan melalui entitas anak dan telah menghasilkan peningkatan aktivitas penjualan di beberapa wilayah utama, termasuk Kalimantan, Jawa, dan Sumatra. Sebagai bagian dari strategi diversifikasi pasar dan penguatan posisi kompetitif di tingkat regional, Perseroan melalui entitas anak terus berupaya membuka peluang pengembangan pasar internasional. [GRI 2-6-b]

Perseroan terus berupaya untuk meningkatkan pendapatan dan keuntungan secara berkelanjutan dengan melakukan diversifikasi produk pupuk dan kimia. Perseroan melalui entitas anak memfokuskan strategi pemasaran pada penguatan portofolio produk pupuk dan kimia bernilai tambah untuk meningkatkan daya saing dan relevansi terhadap kebutuhan pasar, memperluas basis pelanggan di luar entitas terafiliasi, memperkuat jaringan distribusi nasional, dan meningkatkan efisiensi penyaluran produk. Seluruh upaya ini didukung oleh penerapan disiplin biaya, pengendalian modal kerja yang cermat, dan pengelolaan risiko yang terukur.

With integrated technology capabilities, the ability to adapt to rapid changes, and a focus on an inclusive digital ecosystem, the Company is confident it can accelerate business growth, expand market share, and strengthen its strategic position in Indonesia's digital technology industry.

Chemicals

In the year 2025, the Company, through its subsidiaries, recorded a contribution of approximately 0.53% to the total fertilizer imports, 0.07% to the total pesticide imports, and 0.06% to the total general chemical imports in Indonesia. Most of the imported fertilizers and pesticides are allocated to meet domestic market needs, to support the requirements of various national industries. Structurally, the Company's fertilizer sales are currently still dominated by transactions with affiliated company entities. However, the Company consistently continues to seek to expand its penetration into the open market to build a broader and more diverse customer base. This initiative has been carried out by the Company through its subsidiaries and has resulted in increased sales activity in several key regions, including Kalimantan, Java, and Sumatra. As part of the market diversification strategy and strengthening its competitive position at the regional level, the Company, through its subsidiaries, continues to seek opportunities for international market development. [GRI 2-6-b]

The Company continues to seek to sustainably increase revenue and profits by diversifying fertilizer and chemical products. The Company, through its subsidiaries, focuses its marketing strategy on strengthening the portfolio of value-added fertilizer and chemical products to enhance competitiveness and relevance to market needs, expanding the customer base beyond affiliated entities, strengthening the national distribution network, and improving product delivery efficiency. All these efforts are supported by the implementation of cost discipline, careful working capital control, and measured risk management.

Teknologi Informasi
Information Technology

IT merupakan penopang strategis Perseroan dalam menghadapi transformasi digital. IT tidak hanya berperan sebagai pendukung operasional, tetapi juga sebagai penggerak inovasi, pengambil keputusan berbasis data, dan penguatan daya saing. Dengan sistem yang terintegrasi, Perseroan dan entitas anak dapat mengakses informasi yang akurat, waktu nyata, dan konsisten, sehingga proses bisnis dapat berjalan lebih efisien, layanan pelanggan dapat menjadi lebih responsif, dan data perusahaan dapat lebih terlindungi dari risiko siber yang semakin kompleks.

Perseroan menitikberatkan pengembangan IT pada penguatan infrastruktur, integrasi sistem informasi, dan peningkatan keamanan data. Perseroan secara rutin meninjau dan menyempurnakan

IT is a strategic pillar for the Company in facing digital transformation. IT not only serves as an operational support but also as a driver of innovation, data-driven decision-making, and strengthening competitiveness. With an integrated system, the Company and its subsidiaries can access accurate, real-time, and consistent information, making business processes more efficient, customer service more responsive, and company data better protected from increasingly complex cyber risks.

The Company emphasizes IT development on strengthening infrastructure, integrating information systems, and enhancing data security. The Company regularly reviews and refines IT management

manajemen IT agar tetap sejalan dengan praktik terbaik global dalam hal otomatisasi, skalabilitas, keamanan, simplifikasi proses, dan keandalan sistem. Perseroan berharap pendekatan ini dapat mendorong terciptanya operasi yang lebih adaptif, kolaboratif, dan efisien, serta memastikan setiap inovasi digital memberikan dampak signifikan terhadap kinerja dan pertumbuhan bisnis. Evaluasi berkala juga memungkinkan Perseroan menyesuaikan implementasi teknologi yang relevan dengan dinamika pasar, di samping memperkuat kapabilitas internal dan menciptakan cara kerja baru yang lebih efektif.

Dalam bisnis pertambangan, transformasi digital menjadi salah satu fokus utama untuk meningkatkan efisiensi operasional, keselamatan, dan GCG. Beberapa proyek yang telah dijalankan oleh Perseroan, melalui entitas anak, antara lain sebagai berikut:

- mendorong efisiensi dan pertumbuhan dengan melaksanakan migrasi SAP Rise dan proses otomatisasi
- meningkatkan tata kelola keuangan melalui implementasi sistem manajemen keuangan dan akuntansi dan dasbor pemantauan pengendalian anggaran. Sistem ini dirancang untuk memberikan visibilitas waktu nyata terhadap alokasi, penggunaan, dan sisa anggaran di seluruh unit bisnis
- meningkatkan penerapan manajemen keselamatan yang proaktif dengan sistem kamera analitik dasbor pemantauan, yang dikembangkan dengan saksama untuk meningkatkan kemampuan pengawasan CCTV melalui kolaborasi inteligen antara manusia dan mesin
- meluncurkan aplikasi bernama Unified Scada Vision dengan tujuan untuk mengintegrasikan atau membuka akses data yang sebelumnya hanya tersedia bagi sebagian personel di lokasi pelabuhan
- mengembangkan solusi digital yang dinamakan Sistem Informasi Usaha Jasa dengan tujuan untuk mengidentifikasi dan memastikan kepatuhan izin dokumen perusahaan bagi kontraktor atau mitra kerja yang akan beroperasi di lingkungan kerja entitas anak secara aman dan terkendali, dan
- menghadirkan konektivitas tanpa hambatan untuk operasi dengan terminal apertur sangat kecil Starlink dan serat optik di lokasi-lokasi tambang terpencil, memastikan komunikasi dan transmisi data yang tidak terputus

Dengan ekosistem IT yang terintegrasi, adaptif, dan aman, Perseroan dan entitas anak memperkuat pengambilan keputusan berbasis data, meningkatkan produktivitas operasional, dan membangun fondasi untuk inovasi serta pertumbuhan bisnis yang berkelanjutan, sekaligus menjaga keamanan informasi dan ketahanan operasional Perseroan dan entitas anak.

Organisasi Divisi Teknologi Informasi

Untuk memastikan IT Perseroan berjalan secara optimal, aman dan berkelanjutan, Perseroan secara rutin meninjau dan mengevaluasi kebijakan serta prosedur IT. Evaluasi ini meliputi semua aspek pengelolaan teknologi, termasuk pelindungan keamanan dan kerahasiaan data dan sistem, serta kepatuhan terhadap standar nasional dan global.

Divisi IT Perseroan terdiri dari 3 (tiga) unit kerja yang saling melengkapi dan memiliki peran strategis dalam membangun kapabilitas digital perusahaan, yaitu:

to remain aligned with global best practices in terms of automation, scalability, security, process simplification, and system reliability. The Company hopes that this approach can drive the creation of more adaptive, collaborative, and efficient operations, as well as ensure that every digital innovation has a significant impact on business performance and growth. Ongoing evaluations also allow the Company to adjust the implementation of relevant technologies to market dynamics, in addition to strengthening internal capabilities and creating new, more effective ways of working.

In the mining business, digital transformation has become one of the main focuses to enhance operational efficiency, safety, and GCG. Several projects that have been undertaken by the Company, through its subsidiaries, include the following:

- driving efficiency and growth by conducting SAP Rise migration and automation process
- improving financial governance through the implementation of a finance and accounting management system and budget control monitoring dashboard. This system is designed to provide real-time visibility into budget allocation, usage, and remaining budget across all business units
- enhancing the implementation of proactive safety management with an analytical camera system monitoring dashboard, which was carefully developed to enhance surveillance capabilities of CCTV through intelligent collaboration between humans and machines
- launching an application named Unified Scada Vision to integrate or open data access that was previously only available to some personnel at the port location
- developing a digital solution named Sistem Informasi Usaha Jasa, aiming to identify and ensure compliance with company document permits for contractors or work partners who will operate in the subsidiary's working environment safely and under control, and
- providing seamless connectivity for operations with Starlink's very small aperture terminal and fibre optic at remote mining sites, ensuring uninterrupted communication and data transmission

With an integrated, adaptive, and secure IT ecosystem, the Company and its subsidiaries strengthen data-driven decision-making, enhance operational productivity, and build a foundation for innovation and sustainable business growth, while maintaining information security and operational resilience of the Company and its subsidiaries.

Organization of the Information Technology Division

To ensure the Company's IT operates optimally, securely, and sustainably, the Company regularly reviews and evaluates IT policies and procedures. This evaluation covers all aspects of technology management, including the protection of data and system security and confidentiality, as well as compliance with national and global standards.

The Company's IT Division consists of 3 (three) complementary work units that play a strategic role in building the company's digital capabilities, namely:

- Unit Operasi & Infrastruktur IT
  Unit ini bertanggung jawab atas pengelolaan infrastruktur fisik IT, jaringan, dan perangkat keras, serta memastikan setiap pengguna IT dapat bekerja secara produktif dan lancar.
- Unit Keamanan & Tata Kelola IT
  Unit ini bertanggung jawab mengelola sistem pertahanan dan keamanan data dan informasi, menegakkan tata kelola IT yang transparan, konsisten, dan sesuai praktik terbaik, dan mengantisipasi risiko siber yang semakin kompleks.
- Unit Aplikasi & Pengembangan IT
  Unit ini bertanggung jawab atas pengelolaan aplikasi bisnis dan pengembangan solusi digital baru yang mendukung integrasi data, efisiensi proses, dan inovasi operasional.

Pencapaian Umum Tahun 2025

Pada tahun 2025, divisi IT Perseroan berhasil mencapai beberapa pencapaian penting yang mendukung pencapaian strategi perusahaan dan pengembangan operasional. Beberapa pencapaian utama divisi IT pada tahun 2025, antara lain sebagai berikut:

- melakukan perluasan dan penyempurnaan dasbor keuangan yang mencakup lebih banyak entitas anak Perseroan dan menambah ruang lingkup dasbor pada aspek operasional yang lebih luas, untuk memberikan wawasan menyeluruh dan mendalam untuk mendukung pengambilan keputusan manajerial yang lebih cepat, tepat, dan berbasis data
- melanjutkan proyek digitalisasi dan otomasi proses bisnis dengan mengadopsi satu sumber data tunggal untuk memastikan konsistensi dan integritas data di seluruh sistem yang digunakan untuk meningkatkan efisiensi dan transparansi Perseroan dan entitas anak
- memperkuat keamanan IT dengan melanjutkan simulasi serangan siber secara berkala untuk mengidentifikasi celah potensial dan memperkuat pertahanan sistem terhadap ancaman siber yang semakin kompleks
- melakukan migrasi sistem SAP dari platform server lokal ke platform awan dengan fungsi analitik dan kemampuan kecerdasan buatan
- meningkatkan penggunaan sistem SAP ke entitas anak baru untuk efektivitas dan efisiensi manajemen, dan
- melakukan pembaruan laman Perseroan untuk mencerminkan portofolio bisnis terbaru Perseroan, memperkuat citra merek, dan meningkatkan keterlibatan pemangku kepentingan yang relevan

Rencana Kerja untuk Tahun 2026

Untuk tahun 2026, divisi IT berencana untuk melakukan beberapa proyek pengembangan sebagai berikut:

- melanjutkan proyek dasbor keuangan yang mencakup entitas anak dengan jumlah yang lebih besar dan ruang lingkup dasbor yang lebih luas, dengan memasukkan aspek-aspek operasional dan *Key Performance Indicator* yang relevan untuk mengawasi kinerja, serta melakukan digitalisasi proses pelaporan oleh Perseroan dan entitas anak yang relevan
- melanjutkan proyek dasbor kecerdasan bisnis di bidang lain, seperti manajemen operasional atau sumber daya lainnya
- melanjutkan proyek digitalisasi dan otomasi untuk Perseroan dan entitas anak agar dapat meningkatkan efisiensi dan transparansi serta mengadopsi satu sumber data, untuk konsistensi data

- IT Operations & Infrastructure Unit
  This unit is responsible for managing IT physical infrastructure, networks, and hardware, as well as ensuring that every IT user can work productively and smoothly.
- IT Security & Governance Unit
  This unit is responsible for managing data and information defense and security systems, enforcing transparent, consistent, and best-practice IT governance, and anticipating increasingly complex cyber risks.
- IT Applications & Development Unit
  This unit is responsible for managing business applications and developing new digital solutions that support data integration, process efficiency, and operational innovation.

General Achievement in 2025

In 2025, the Company's IT division successfully achieved several important milestones that supported the company's strategic goals and operational development. Some of the key achievements of the IT division in 2025 include the following:

- expanded and enhanced the financial dashboard to include more of the Company's subsidiaries and broaden the dashboard's scope to cover a wider range of operational aspects, providing comprehensive and in-depth insights to support faster, more accurate, and data-driven managerial decision-making
- continued the digitalization and automation of business processes by adopting a single source of data to ensure consistency and data integrity across systems used to improve the efficiency and transparency of the Company and its subsidiaries
- improved IT security by continuing cyber-attack simulations to identify and address potential vulnerabilities that could increase cyber risks
- migrated the SAP system from an on-premises platform to a cloud platform with analytics and AI capability
- increased the SAP system utilization in new subsidiaries for management effectiveness and efficiency, and
- updated the Company's website to reflect the latest business portfolio, strengthen brand image, and enhance engagement with relevant stakeholders

Work Plan for 2026

For the year 2026, the IT division plans to undertake several development projects as follows:

- continuing financial dashboard project that includes more subsidiaries and a broader dashboard scope, incorporating relevant operational aspects and Key Performance Indicators to monitor performance, as well as to improve reporting digitalization at the Company and relevant subsidiaries
- continuing the business intelligence dashboard project in other areas, such as operational management or other resources
- continuing digitalization and automation projects for the Company and its subsidiaries to enhance efficiency and transparency, as well as adopting a single data source for data consistency

- meningkatkan keamanan IT dengan melakukan simulasi serangan siber dan melakukan perbaikan platform dan versi aplikasi untuk aplikasi yang dapat diakses publik
- meningkatkan keamanan IT dengan memperbaiki keamanan akses aplikasi atas data korporasi dari segi kontrol akses dan perlindungan perangkat dengan metode keamanan tertentu
- meningkatkan penggunaan sistem perencanaan sumber daya perusahaan berbasis SAP ke entitas anak yang baru, baik di bidang EBT, kimia, serta infrastruktur digital dan teknologi untuk meningkatkan efektivitas transaksi dan GCG
- melakukan pembaruan sistem perencanaan sumber daya perusahaan berbasis SAP ke versi yang paling mutakhir untuk mendukung adopsi teknologi modern dalam bidang AI dan pembelajaran mesin
- melakukan uji pemulihan bencana untuk infrastruktur IT dan aplikasi
- mengevaluasi kembali kebijakan IT untuk meningkatkan efektivitas sumber daya IT, meningkatkan keamanan, dan memastikan kepatuhan terhadap peraturan perundang-undangan yang berlaku, dan
- memperbarui laman Perseroan dan entitas anak agar lebih mencerminkan identitas Perseroan, memperkuat citra merek, dan meningkatkan keterlibatan pelanggan

- improving IT security by conducting advanced cyber-attack simulations and performing upgrades to the platform and application version for the publicly accessible applications
- improving IT security by improving access security to corporate data from an access control point of view and device protection by the adoption of certain security methods
- increasing the SAP-based enterprise resource planning system utilization to new subsidiaries in NRE, chemicals, as well as digital infrastructure and technology to enhance transaction effectiveness and better GCG
- updating the SAP-based enterprise resource planning system to the latest version to support the adoption of modern technology in AI and machine learning
- performing a disaster recovery test on the existing IT infrastructure and applications
- re-evaluating IT policies to enhance the effectiveness of IT resources, enhance security, and ensure constant compliance with prevailing laws and regulations, and
- updating the Company's website and subsidiary to reflect the Company's identity better, strengthening brand image, and enhancing customer engagement

Peristiwa dan/atau Transaksi Material dan Pihak Berelasi

Material and Related Party Transactions and/or Events

Informasi mengenai Aksi Korporasi

Investasi, Akuisisi, Ekspansi, dan/atau Pendirian Entitas Anak

Pada tanggal 9 September 2025, Perseroan, melalui PT GWS Era Medika, entitas anak, mendirikan Golden Lumina International Pte. Ltd. – suatu entitas yang berkedudukan di Singapura.

Pada tanggal 22 September 2025, Perseroan mendirikan PT Dian Niaga Makmur dan melalui PT Sinarmas Sukses Sejahtera, entitas anak, mendirikan PT Dian Utama Investasi Teknologi. Kedua entitas tersebut berkedudukan di Indonesia.

Pada tanggal 10 Oktober 2025, Perseroan, melalui DDMS, entitas anak, mendirikan PT Daya Mas Bittuang Geothermal - suatu entitas yang berkedudukan di Indonesia.

Pada tanggal 20 Oktober 2025, Perseroan, melalui DDMS, mendirikan PT Daya Mas Papandayan Geothermal - suatu entitas yang berkedudukan di Indonesia.

Pada tanggal 28 Oktober 2025, Perseroan, melalui DDMS, dan PT FirstGen Geothermal Indonesia menjalin kemitraan strategis untuk mempercepat pengembangan portofolio sumber daya panas bumi dengan potensi kapasitas awal sebesar 440 megawatt di enam wilayah strategis di Jawa Barat, Nusa Tenggara Timur, Jambi,

Information on Corporate Actions

Investment, Acquisition, Expansion, and/or Establishment of Subsidiary

On September 9, 2025, the Company, through PT GWS Era Medika, a subsidiary, established Golden Lumina International Pte. Ltd. – an entity domiciled in Singapore.

On September 22, 2025, the Company established PT Dian Niaga Makmur and through PT Sinarmas Sukses Sejahtera, a subsidiary, established PT Dian Utama Investasi Teknologi. Both entities are domiciled in Indonesia.

On October 10, 2025, the Company, through DDMS, a subsidiary, established PT Daya Mas Bittuang Geothermal – an entity domiciled in Indonesia and engaged in geothermal energy activities.

On October 20, 2025, the Company, through DDMS, established PT Daya Mas Papandayan Geothermal – an entity domiciled in Indonesia.

On October 28, 2025, the Company, through DDMS, and PT FirstGen Geothermal Indonesia established a strategic partnership to accelerate the development of a geothermal resource portfolio with an initial capacity potential of 440-megawatt in six strategic regions in West Java, East Nusa Tenggara, Jambi, West Sumatra,

Sumatra Barat, dan Sulawesi Tengah ("**Proyek**"). Sehubungan dengan kemitraan tersebut, kedua pihak mendirikan PT Daya Mas Bumi Sentosa dan PT Daya Mas Eka Sakti, untuk menaungi perusahaan-perusahaan non-operator Proyek (PT Daya Mas Geopatra Energi, PT Daya Mas Cisolok Energi, PT Daya Mas Nage Energi, PT Daya Graho Sakti Energi, PT Daya Bora Pulu Energi, dan PT Daya Koto Sani Energi) dan perusahaan-perusahaan operator Proyek (PT Daya Mas Geopatra Pangrango, PT Daya Mas Cisolok Geothermal, PT Daya Mas Nage Geothermal, PT EDC Indonesia, PT EDC Panas Bumi Indonesia, dan PT Kotosani Tanjungbingkung Geothermal).

Pada tanggal 10 Desember 2025, Perseroan, melalui PT Dian Niaga Makmur, entitas anak, mendirikan PT Golden Lumina Indonesia - suatu entitas yang berkedudukan di Indonesia.

Divestasi

Perseroan tidak melakukan divestasi pada tahun 2025.

Penutupan Entitas Anak

Perseroan tidak melakukan penutupan entitas anak pada tahun 2025.

Penggabungan Usaha

Perseroan tidak melakukan penggabungan usaha pada tahun 2025.

Restrukturisasi Utang

Perseroan tidak melakukan restrukturisasi utang pada tahun 2025.

Pendanaan

Pada tanggal 6 Februari 2025, Perseroan menandatangani akta perjanjian kredit dengan PT Bank Negara Indonesia (Persero) Tbk dengan nilai maksimum Rp1.000.000.000.000. Fasilitas ini dijamin, antara lain, dengan aset Perseroan.

Pada tanggal 27 Agustus 2025, EMR menandatangani perjanjian kredit *term loan* dengan PT Bank Mandiri (Persero) Tbk dengan plafon sampai dengan sebesar Rp3.600.000.000.000. Fasilitas ini dijamin, antara lain, dengan pemberian jaminan perusahaan dari Perseroan.

Pada tanggal 10 Oktober 2025, Perseroan telah mencatatkan Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap IV Tahun 2025 dengan total dana sebesar Rp256.700.000.000 serta Sukuk Berkelanjutan I Dian Swastatika Sentosa Tahap IV Tahun 2025 dengan total dana sebesar Rp1.243.300.000.000 di BEI.

Pada tanggal 3 November 2025, PT SMPlus Sentra Data Persada menandatangani Perjanjian Kredit dengan PT Bank Central Asia Tbk dengan plafon sampai dengan sebesar Rp400.000.000.000. Fasilitas ini dijamin, antara lain, dengan pemberian jaminan perusahaan dari Perseroan.

Pada tanggal 9 Desember 2025, EMR menandatangani perjanjian fasilitas kredit non-cash loan dengan PT Bank Mandiri (Persero) Tbk dengan plafon sampai dengan Rp420.000.000.000. Fasilitas ini dijamin, antara lain, dengan pemberian jaminan perusahaan dari Perseroan.

and Central Sulawesi ("**Project**"). In relation to this partnership, both parties established PT Daya Mas Bumi Sentosa and PT Daya Mas Eka Sakti, to oversee the Project's non-operator companies (PT Daya Mas Geopatra Energi, PT Daya Mas Cisolok Energi, PT Daya Mas Nage Energi, PT Daya Graho Sakti Energi, PT Daya Bora Pulu Energi, and PT Daya Koto Sani Energi) and the Project's operating companies (PT Daya Mas Geopatra Pangrango, PT Daya Mas Cisolok Geothermal, PT Daya Mas Nage Geothermal, PT EDC Indonesia, PT EDC Panas Bumi Indonesia, and PT Kotosani Tanjungbingkung Geothermal).

On December 10, 2025, the Company, through PT Dian Niaga Makmur, a subsidiary, established PT Golden Lumina Indonesia.

Divestment

The Company did not conduct a divestment in 2025.

Closure of Subsidiary

The Company did not deregister any subsidiary in 2025.

Merger

The Company did not perform any mergers in 2025.

Debt Restructuring

The Company did not perform any debt restructuring in 2025.

Financing

On February 6, 2025, the Company signed a deed on credit facility agreement with PT Bank Negara Indonesia (Persero) Tbk with a maximum amount of Rp1,000,000,000. The credit facility is secured by, among others, the Company's assets.

On August 27, 2025, EMR signed a term loan credit agreement with PT Bank Mandiri (Persero) Tbk with a limit of up to Rp3,600,000,000,000. This loan facility is secured, among others, by the provision of a corporate guarantee from the Company.

On October 10, 2025, the Company listed Shelf Bonds I Dian Swastatika Sentosa Phase IV Year 2025 amounting to Rp256,700,000,000 as well as Shelf Sukuk I Dian Swastatika Sentosa Phase IV Year 2025 amounting to Rp1,243,300,000,000 in IDX.

On November 3, 2025, PT SMPlus Sentra Data Persada signed a Loan Agreement with PT Bank Central Asia Tbk with a limit of up to Rp400,000,000,000. This loan facility is secured, among others, by the provision of a corporate guarantee from the Company.

On December 9, 2025, EMR signed a non-cash loan credit facility agreement with PT Bank Mandiri (Persero) Tbk with a limit of up to Rp420,000,000,000. The credit facility is secured, among others, by the provision of a corporate guarantee from the Company.

Pada tanggal 12 Desember 2025, EMR menandatangani perjanjian fasilitas kredit dengan PT Bank Central Asia Tbk dengan plafon sampai dengan Rp2.000.000.000.000. Fasilitas ini dijamin, antara lain, dengan pemberian jaminan perusahaan dari Perseroan.

Peristiwa Penting Lainnya

Informasi mengenai Transaksi Afiliasi/ Berelasi dan Transaksi Benturan Kepentingan

Transaksi Afiliasi/Berelasi

Perseroan berkomitmen untuk memastikan bahwa seluruh transaksi dengan pihak terafiliasi dan/atau berelasi dilaksanakan secara transparan, akuntabel, serta sejalan dengan prinsip kewajaran dan praktik bisnis yang sehat. Transaksi tersebut mencakup, antara lain, pemberian pendanaan kepada entitas anak yang sahamnya dimiliki sekurang-kurangnya 99% oleh Perseroan, serta kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan secara rutin, berulang, dan/atau berkelanjutan, dengan berlandaskan pada prinsip-prinsip bisnis yang wajar dan mematuhi peraturan perundang-undangan yang berlaku.

Setiap transaksi dilakukan melalui prosedur evaluasi internal yang ketat untuk memastikan kesesuaian dengan prinsip transaksi yang wajar, kepatuhan terhadap peraturan perundang-undangan, dan penerapan tata kelola perusahaan yang baik. Perseroan senantiasa memastikan bahwa seluruh transaksi afiliasi dilakukan secara wajar, dengan syarat dan ketentuan yang setara apabila transaksi serupa dilakukan dengan pihak yang tidak berafiliasi. [GRI 2-15-a] [ACGS (P)B.2.2.]

Perseroan telah mengungkapkan seluruh transaksi dengan afiliasi/ pihak berelasi melalui laman BEI, sesuai dengan ketentuan yang diatur dalam POJK 42/2020.

Informasi mengenai perjanjian dan/atau transaksi dengan pihak berelasi dapat dilihat pada Laporan Keuangan Konsolidasian Perseroan tahun buku 2025. [GRI 2-15-b] [ACGS (P)A.4.1.]

Transaksi Benturan Kepentingan

Pada tahun 2025, Perseroan tidak melakukan transaksi yang mengandung benturan kepentingan sebagaimana dimaksud dalam POJK 42/2020.

Informasi mengenai Transaksi Material

Perseroan tidak memiliki kasus ketidakpatuhan terhadap hukum, peraturan, dan perundang-undangan yang berkaitan dengan transaksi material dengan pihak berelasi dalam 3 (tiga) tahun terakhir. [ACGS (P)B.2.1.]

Informasi mengenai perjanjian material dapat dilihat pada Laporan Keuangan Konsolidasian Perseroan tahun buku 2025. [ACGS (P)A.4.1.]

On December 12, 2025, EMR signed a credit facility agreement with PT Bank Central Asia Tbk with a limit of up to Rp2,000,000,000,000. The credit facility is secured, among others, by the provision of a corporate guarantee from the Company.

Other Important Events

Information on Affiliated/Related Party Transactions and Conflict-of-Interest Transactions

Affiliated/Related Party Transactions

The Company is committed to ensuring that all transactions with affiliated and/or related parties are conducted transparently, accountably, and in accordance with principles of fairness and sound business practices. These transactions include, among others, the provision of funding to subsidiaries whose shares are at least 99% owned by the Company, as well as business activities conducted to generate revenue regularly, repeatedly, and/or sustainably, based on fair business principles and in compliance with applicable laws and regulations.

Each transaction is conducted through a thorough internal evaluation procedure to ensure compliance with fair transaction principles, adherence to legal regulations, and the implementation of good corporate governance. The company always ensures that all affiliate transactions are conducted fairly, with terms and conditions equivalent to those if similar transactions were conducted with non-affiliated parties. [GRI 2-15-a] [ACGS (P)B.2.2.]

The Company has disclosed all transactions with affiliates/related parties through the IDX's website, in accordance with the provisions set forth in POJK 42/2020.

Information regarding agreements and/or transactions with related parties can be found in the Company's Consolidated Financial Statements for the fiscal year 2025. [GRI 2-15-b] [ACGS (P)A.4.1.]

Conflict-of-Interest Transactions

In 2025, the Company did not carry out any transaction with conflict of interests as referred to in the POJK 42/2020.

Information on Material Transactions

The Company has had no cases of non-compliance with laws, rules, and regulations about material-related party transactions in the past 3 (three) years. [ACGS (P)B.2.1.]

Information regarding material agreements can be seen in the Company's Consolidated Financial Statements for the 2025 financial year. [ACGS (P)A.4.1.]

Perubahan Peraturan yang Berpengaruh Signifikan terhadap Perseroan

Regulatory Changes with Significant Impact on the Company

Peraturan Regulation	**Uraian** Description
Peraturan Pemerintah No. 8 Tahun 2025 - Perubahan atas Peraturan Pemerintah No. 36 Tahun 2023 tentang Devisa Hasil Ekspor dari Kegiatan Pengusahaan, Pengelolaan, dan/atau Pengolahan Sumber Daya Alam	Peraturan ini ditetapkan pada tanggal 17 Februari 2025 dan diundangkan dan diberlakukan pada tanggal 1 Maret 2025. Peraturan ini mewajibkan seluruh devisa hasil ekspor sumber daya alam sebesar 100% untuk ditempatkan dalam rekening khusus pada bank dalam negeri dengan jangka waktu minimal 12 bulan. Pengecualian diberikan apabila dana tersebut digunakan untuk memenuhi kewajiban pembayaran tertentu, seperti operasional, perpajakan, dividen, dan kewajiban pembiayaan sesuai ketentuan yang berlaku. Kebijakan ini bertujuan memperkuat cadangan devisa nasional serta meningkatkan stabilitas sistem keuangan. Dampak peraturan ini bagi perusahaan pertambangan, antara lain, pada likuiditas dan fleksibilitas pengelolaan kas, khususnya terkait akses terhadap dana hasil ekspor dalam jangka pendek. Perseroan berpotensi menghadapi penyesuaian dalam pengelolaan arus kas, optimalisasi struktur pembiayaan, serta eksposur terhadap risiko nilai tukar dan biaya peluang atas penempatan dana dalam negeri. Perseroan, melalui entitas anak, menyesuaikan strategi manajemen kas dengan mengoptimalkan perencanaan likuiditas, termasuk penjadwalan penggunaan dana sesuai kebutuhan operasional dan kewajiban pembayaran yang diperkenankan. Perseroan juga memperkuat koordinasi dengan perbankan untuk memastikan efisiensi pengelolaan rekening khusus, serta meningkatkan pengelolaan risiko keuangan, termasuk mitigasi risiko nilai tukar dan optimalisasi struktur pendanaan guna menjaga stabilitas keuangan dan kepatuhan terhadap regulasi.
Government Regulation No. 8 of 2025 - Amendment to Government Regulation No. 36 of 2023 concerning Export Earnings from the Management, Administration, and/or Processing of Natural Resources	This regulation was enacted on February 17, 2025, and promulgated and came into effect on March 1, 2025. This regulation mandates that 100% of foreign exchange from natural resource exports must be placed in a special account at domestic banks for a minimum period of 12 months. Exceptions are granted if the funds are used to meet certain payment obligations, such as operational expenses, taxes, dividends, and financing obligations in accordance with applicable regulations. This policy aims to strengthen national foreign exchange reserves and enhance the stability of the financial system. The impact of this regulation on mining companies includes liquidity and cash management flexibility, particularly regarding access to export proceeds in the short term. The company may face adjustments in cash flow management, optimization of financing structures, as well as exposure to exchange rate risks and opportunity costs of placing funds domestically. The Company, through its subsidiaries, adjusts its cash management strategy by optimizing liquidity planning, including scheduling the use of funds according to operational needs and permitted payment obligations. The Company also strengthens coordination with banks to ensure the efficiency of special account management, as well as enhances financial risk management, including exchange rate risk mitigation and funding structure optimization to maintain financial stability and regulatory compliance.
Undang-Undang No. 2 Tahun 2025 - Perubahan Keempat atas Undang-Undang No. 4 Tahun 2009 tentang Pertambangan Mineral dan Batubara	Peraturan ini ditetapkan dan diundangkan pada tanggal 19 Maret 2025 dan mulai berlaku sejak tanggal diundangkan. Peraturan ini memperketat persyaratan keberlanjutan izin dan tata kelola pertambangan, di mana perpanjangan Perjanjian Karya Pengusahaan Pertambangan Batubara ("**PKP2B**") ditentukan oleh kontribusi terhadap pendapatan negara dan hasil audit lingkungan independen. Regulasi ini juga meningkatkan risiko hukum melalui potensi pembatalan Izin Usaha Pertambangan (IUP) yang terbukti tumpang tindih serta mewajibkan pemenuhan kebutuhan domestik sebelum ekspor dengan prioritas kepada badan usaha milik negara di sektor strategis. Dampak peraturan ini bagi perusahaan pertambangan, antara lain, pada kepastian usaha, fleksibilitas pemasaran, struktur pendapatan, dan penguatan kewajiban kepatuhan operasional. Perseroan, melalui entitas anak, merespons dengan memperketat kepatuhan lingkungan melalui audit independen, melakukan verifikasi menyeluruh atas legalitas dan batas wilayah izin untuk memitigasi risiko tumpang tindih, serta memperkuat koordinasi dengan regulator. Di sisi komersial, Perseroan menyesuaikan strategi penjualan dengan memprioritaskan pasar domestik dan badan usaha milik negara sektor strategis, sekaligus mengoptimalkan perencanaan produksi dan distribusi agar tetap menjaga kinerja keuangan dan keberlanjutan usaha.

Peraturan Regulation	**Uraian** Description
Law No. 2 of 2025 - Fourth Amendment to Law No. 4 of 2009 on Mineral and Coal Mining	This regulation was enacted and promulgated on March 19, 2025, and came into effect on the date of enactment. This regulation tightens the sustainability requirements for permits and mining governance, where the extension of Coal Mining Concession Work Agreement ("**PKP2B**") is determined by contributions to state revenue and the results of independent environmental audits. This regulation also increases legal risks through the potential cancellation of overlapping Mining Business Permit (IUP), as well as requiring the fulfillment of domestic needs before exports, with priority given to state-owned enterprises in strategic sectors. The impact of this regulation on mining companies includes business certainty, marketing flexibility, revenue structure, and strengthening operational compliance obligations. The Company, through its subsidiaries, responds by tightening environmental compliance through independent audits, conducting thorough verification of the legality and boundaries of permits to mitigate overlapping risks, and strengthening coordination with regulators. On the commercial side, the Company adjusts its sales strategy by prioritizing the domestic market and state-owned enterprises in strategic sectors, while also optimizing production and distribution planning to maintain financial performance and business sustainability.
Peraturan Pemerintah No. 19 Tahun 2025 tentang Jenis dan Tarif atas Jenis Penerimaan Negara Bukan Pajak yang Berlaku pada Kementerian Energi dan Sumber Daya Mineral	Peraturan ini ditetapkan dan diundangkan pada tanggal 11 April 2025 dan mulai diberlakukan pada tanggal 26 April 2025. Peraturan ini mengatur penyesuaian jenis serta tarif Penerimaan Negara Bukan Pajak (PNBP) di sektor energi dan sumber daya mineral. Salah satu pokok pengaturan utama adalah perubahan struktur tarif royalti batu bara yang dibedakan berdasarkan tingkat kalori, harga acuan, serta parameter tertentu lainnya. Kebijakan ini ditujukan untuk meningkatkan penerimaan negara sekaligus mendorong tata kelola sektor pertambangan yang lebih adaptif terhadap dinamika pasar. Dampak peraturan ini bagi perusahaan pertambangan, antara lain, perubahan tarif royalti, khususnya berdasarkan klasifikasi kalori batu bara, berdampak langsung pada struktur biaya dan margin usaha Perseroan. Kenaikan tarif pada kategori tertentu berpotensi menekan profitabilitas, sementara variabilitas tarif meningkatkan sensitivitas kinerja keuangan terhadap fluktuasi harga dan spesifikasi produk. Hal ini juga menuntut penyesuaian dalam perencanaan produksi dan strategi pemasaran. Perseroan, melalui entitas anak, merespons dengan melakukan optimalisasi portofolio produksi berdasarkan nilai ekonomis kalori batu bara, meningkatkan efisiensi operasional untuk mengendalikan biaya, serta menyesuaikan strategi penjualan agar tetap kompetitif. Selain itu, Perseroan memperkuat perencanaan keuangan dan sensitivitas terhadap perubahan tarif guna menjaga ketahanan margin serta memastikan kepatuhan penuh terhadap ketentuan PNBP yang berlaku.
Government Regulation No. 19 of 2025 concerning Types and Tariffs on Non-Tax State Revenue Applicable to the Ministry of Energy and Mineral Resources	This regulation was enacted and promulgated on April 11, 2025, and came into effect on April 26, 2025. This regulation governs the adjustment of types and rates of Non-Tax State Revenue (PNBP) in the energy and mineral resources sector. One of the main regulatory points is the change in the structure of coal royalty tariffs, differentiated based on calorific value, reference price, and other specific parameters. This policy aims to increase state revenue while also promoting more adaptive governance in the mining sector to market dynamics. The impact of this regulation on mining companies, among other things, is the change in royalty rates, particularly based on the calorific classification of coal, which directly affects the cost structure and profit margins of the Company. The increase in tariffs in certain categories has the potential to put pressure on profitability, while tariff variability increases the sensitivity of financial performance to price fluctuations and product specifications. This also requires adjustments in production planning and marketing strategies. The Company, through its subsidiaries, responded by optimizing the production portfolio based on the coal calorific economic value improving operational efficiency to control costs, and adjusting sales strategies to remain competitive. In addition, the Company strengthens financial planning and sensitivity to tariff changes to maintain margin resilience and ensure full compliance with applicable PNBP regulations.
Peraturan Pemerintah No. 39 Tahun 2025 - Perubahan Kedua atas Peraturan Pemerintah No. 96 Tahun 2021 tentang Pelaksanaan Kegiatan Usaha Pertambangan Mineral dan Batubara	Peraturan ini ditetapkan dan diundangkan pada tanggal 11 September 2025 dan mulai berlaku sejak tanggal diundangkan. Peraturan ini mengatur perubahan terhadap ketentuan pelaksanaan kegiatan usaha pertambangan mineral dan batu bara, termasuk pengaturan mengenai tata kelola Wilayah Izin Usaha Pertambangan (WIUP), mekanisme perizinan usaha pertambangan, serta peningkatan pengawasan terhadap kegiatan eksplorasi, produksi, dan pengelolaan sumber daya mineral dan batu bara. Dampak peraturan ini bagi perusahaan pertambangan, antara lain, mencakup perubahan pada mekanisme perizinan serta alokasi wilayah tambang mengikuti ketentuan terbaru, potensi perubahan struktur investasi dan tata kelola pengurusan dan pengelolaan izin usaha, dan penyesuaian kepatuhan administratif dalam pengelolaan WIUP/IUP. Perseroan, melalui entitas anak yang bergerak di sektor pertambangan, berupaya menyesuaikan proses perizinan dan tata kelola operasional sesuai dengan ketentuan yang berlaku. Perseroan juga meningkatkan sistem pengawasan operasional dan kepatuhan terhadap regulasi pertambangan guna memastikan kegiatan usaha berjalan secara berkelanjutan dan sesuai dengan peraturan yang berlaku.

Peraturan Regulation	**Uraian** Description
Government Regulation No. 39 of 2025 - Second Amendment to Government Regulation No. 96 of 2021 concerning the Implementation of Mineral and Coal Mining Business Activities	This regulation was enacted and promulgated on September 11, 2025, and came into effect from the date of promulgation. This regulation governs changes to the provisions for the implementation of mineral and coal mining business activities, including regulations on the management of Mining Business Permit Areas (WIUP), mining business licensing mechanisms, and the enhancement of supervision over exploration, production, and management of mineral and coal resources. The impact of this regulation on mining companies, among others, includes changes in licensing mechanisms and the allocation of mining areas following the latest regulations, potential changes in investment structures and the governance of business permits, and adjustments in administrative compliance in the management of WIUP/IUP. The Company, through its subsidiary engaged in the mining sector, seeks to adjust the licensing process and operational governance in accordance with applicable regulations. The Company also enhances the operational supervision system and compliance with mining regulations to ensure that business activities run sustainably and in accordance with the prevailing regulations.
Peraturan Presiden No. 94 Tahun 2025 tentang Layanan Digital Terpadu pada Komoditas Mineral dan Batubara	Peraturan ini ditetapkan dan diundangkan pada tanggal 11 September 2025 dan mulai berlaku sejak tanggal diundangkan. Peraturan ini mengatur mengenai penyelenggaraan layanan digital terpadu pada sektor mineral dan batubara yang mencakup integrasi sistem perizinan, pelaporan kegiatan usaha, serta pengelolaan data dan informasi sektor pertambangan secara elektronik. Dengan peraturan ini, kebutuhan akan penguatan infrastruktur digital, pengembangan platform data, serta integrasi sistem dengan berbagai sistem milik pemerintah meningkat. Kondisi ini membuka peluang bisnis baru bagi perusahaan infrastruktur digital dan teknologi, khususnya dalam penyediaan layanan pusat data, pengembangan platform digital, layanan komputasi awan, serta solusi sistem digital yang mendukung transformasi digital dan penyelenggaraan pemerintahan berbasis elektronik. Perseroan memandang regulasi ini sebagai peluang untuk meningkatkan integrasi sistem digital dalam operasional usaha. Perseroan, melalui entitas anak yang bergerak di bidang teknologi dan infrastruktur digital, berupaya mengembangkan solusi digital dan sistem manajemen data guna mendukung implementasi layanan digital terpadu serta meningkatkan efisiensi operasional dan transparansi pengelolaan data.
Presidential Regulation No. 94 of 2025 on Integrated Digital Services for Mineral and Coal Commodities	This regulation was enacted and promulgated on September 11, 2025, and came into effect from the date of promulgation. This regulation governs the implementation of integrated digital services in the mineral and coal sector, which includes the integration of licensing systems, business activity reporting, and the electronic management of mining sector data and information. With this regulation, the need for strengthening digital infrastructure, developing data platforms, and integrating systems with various government-owned systems has increased. This condition opens up new business opportunities for digital infrastructure and technology companies, particularly in providing data center services, developing digital platforms, cloud computing services, and digital system solutions that support digital transformation and the implementation of electronic-based governance. The Company views this regulation as an opportunity to enhance the integration of digital systems in business operations. The Company, through its subsidiaries engaged in technology and digital infrastructure, seeks to develop digital solutions and data management systems to support the implementation of integrated digital services and improve operational efficiency and data management transparency.
Peraturan Menteri Perdagangan Republik Indonesia No. 32 tahun 2025 tentang Perubahan atas Peraturan Menteri Perdagangan No. 20 Tahun 2025 mengenai Kebijakan dan Pengaturan Impor Kimia, Bahan Berbahaya, dan Bahan Tambang	Peraturan ini ditetapkan pada tanggal 19 September 2025, diundangkan pada tanggal 22 September 2025, dan mulai berlaku pada tanggal 6 November 2025. Perubahan tersebut antara lain mencakup penyesuaian terhadap jenis kimia, bahan berbahaya, dan bahan tambang yang diatur impornya, mekanisme pemasukan dan pengawasan impor, serta ketentuan perizinan dan persetujuan impor yang harus dipenuhi oleh pelaku usaha. Dampak peraturan ini bagi perusahaan yang bergerak di perdagangan kimia, termasuk pupuk dan pestisida, mencakup penyesuaian mekanisme impor dan kepatuhan administratif, potensi perubahan biaya dan pasokan, serta kebutuhan manajemen rantai pasok yang lebih efektif. Di sisi lain, regulasi ini membuka peluang untuk memperkuat tata kelola, meningkatkan transparansi distribusi, dan memanfaatkan pemasok lokal yang sesuai standar. Perseroan, melalui entitas anak yang bergerak dalam bisnis kimia, berupaya memastikan kepatuhan terhadap ketentuan impor yang berlaku, termasuk pemenuhan persyaratan perizinan dan dokumentasi yang ditetapkan oleh otoritas terkait. Perseroan melalui entitas anak juga melakukan evaluasi terhadap rantai pasok dan proses pengadaan kimia untuk memastikan kelancaran distribusi serta memitigasi potensi risiko kepatuhan terhadap regulasi perdagangan dan kepabeanan.

Peraturan Regulation	**Uraian** Description
Minister of Trade Regulation No. 32 of 2025 regarding Amendment to the Minister of Trade Regulation No. 20 of 2025 regarding the policy and regulation of the import of chemicals, hazardous materials, and mining materials	This regulation was enacted on September 19, 2025, promulgated on September 22, 2025, and came into effect on November 6, 2025. The changes include adjustments to the types of chemicals, hazardous materials, and mining materials regulated for import, the mechanisms for import entry and supervision, as well as the licensing and import approval requirements that must be met by business operators. The impact of this regulation on companies engaged in the trade of chemicals, including fertilizers and pesticides, includes adjustments to import mechanisms and administrative compliance, potential changes in costs and supply, as well as the need for more effective supply chain management. On the other hand, this regulation opens up opportunities to strengthen governance, enhance distribution transparency, and utilize local suppliers who meet standards. The Company, through its subsidiary engaged in the chemical business, seeks to ensure compliance with applicable import regulations, including the fulfillment of licensing and documentation requirements set by the relevant authorities. The Company, through its subsidiary, also evaluates the supply chain and the chemical procurement process to ensure smooth distribution and mitigate potential compliance risks with trade and customs regulations.
Peraturan Menteri Energi dan Sumber Daya Mineral No. 17 Tahun 2025 tentang Tata Cara Penyusunan, Penyampaian, dan Persetujuan RKAB serta Pelaporan Kegiatan Usaha Pertambangan Mineral dan Batubara	Peraturan ini ditetapkan pada tanggal 30 September 2025 serta diundangkan dan diberlakukan pada tanggal 3 Oktober 2025. Peraturan ini mengatur tata cara penyusunan, penyampaian, dan persetujuan RKAB, serta mekanisme pelaporan pelaksanaan kegiatan usaha pertambangan mineral dan batu bara. RKAB untuk tahap eksplorasi maupun operasi produksi wajib disusun setiap tahun, dengan ketentuan: (i) paling lambat 30 hari kalender sejak terbitnya IUP atau perpanjangannya pada tahun berjalan dan (ii) untuk tahun berikutnya, disampaikan paling cepat pada 1 Oktober dan paling lambat 15 November setiap tahun. Pengaturan ini bertujuan meningkatkan disiplin perencanaan, transparansi, dan akuntabilitas pelaksanaan kegiatan usaha pertambangan. Dampak peraturan ini bagi perusahaan pertambangan, mencakup, meningkatnya tuntutan ketepatan waktu, akurasi perencanaan, dan konsistensi pelaporan operasional. Perseroan menghadapi kebutuhan penguatan koordinasi lintas fungsi serta peningkatan kualitas data dan proyeksi dalam penyusunan RKAB, dengan risiko administratif apabila terjadi keterlambatan atau ketidaksesuaian. Selain itu, siklus penyusunan tahunan yang lebih ketat berimplikasi pada penyesuaian ritme perencanaan bisnis dan penganggaran. Perseroan, melalui entitas anak, merespons peraturan ini dengan memperkuat tata kelola perencanaan melalui integrasi proses RKAB dengan siklus anggaran internal, peningkatan koordinasi antarunit kerja, serta digitalisasi sistem pelaporan untuk memastikan ketepatan waktu dan akurasi data. Perseroan juga menetapkan pengendalian internal yang lebih ketat dan melakukan pemantauan berkala terhadap penyusunan dan penyampaian RKAB guna memastikan kepatuhan penuh terhadap ketentuan yang berlaku serta mendukung kelancaran operasional.
Regulation of the Minister of Energy and Mineral Resources No. 17 of 2025 on Procedures for the Preparation, Submission, and Approval of RKAB and Reporting of Mineral and Coal Mining Business Activities	This regulation was enacted on September 30, 2025 as well as promulgated and enforced on October 3, 2025. This regulation governs the procedures for the preparation, submission, and approval of RKAB, as well as the reporting mechanisms for the implementation of mineral and coal mining business activities. RKAB for both exploration and production operation stages must be prepared annually, with the stipulations: (i) no later than 30 calendar days from the issuance of IUP or its extension in the current year and (ii) for the following year, submitted no earlier than October 1 and no later than November 15 each year. This regulation aims to enhance planning discipline, transparency, and accountability in the implementation of mining business activities. The impact of this regulation on mining companies includes increased demands for timeliness, planning accuracy, and consistency in operational reporting. The Company faces the need to strengthen cross-functional coordination and improve the quality of data and projections in the preparation of the RKAB, with administrative risks in case of delays or discrepancies. Additionally, the tighter annual preparation cycle implies adjustments to the rhythm of business planning and budgeting. The Company, through its subsidiaries, responds to this regulation by strengthening planning governance through the integration of the RKAB process with the internal budget cycle, enhancing coordination between work units, and digitizing the reporting system to ensure timeliness and data accuracy. The Company also establishes stricter internal controls and conducts regular monitoring of the preparation and submission of the RKAB to ensure full compliance with applicable regulations and support operational smoothness.

Tinjauan Keuangan
Financial Review

Standar Penyajian Informasi

Pembahasan dalam tinjauan keuangan ini dibuat berdasarkan informasi yang diperoleh dari Laporan Keuangan Konsolidasian Perseroan dan entitas anak ("**Grup**") untuk periode yang berakhir pada tanggal-tanggal 31 Desember 2025 dan 2024 yang telah diaudit oleh KAP Mirawati Sensi Idris dan diterbitkan opini wajar tanpa pengecualian.

Penyajian informasi dalam laporan keuangan tersebut telah memenuhi Standar Akuntansi Keuangan di Indonesia.

Kebijakan Akuntansi dan Perubahannya

[GRI 2-2-c]

Laporan keuangan konsolidasian meliputi laporan keuangan Perseroan dan entitas-entitas (termasuk entitas terstruktur) yang dikendalikan oleh Grup. Pengendalian diperoleh apabila Grup memiliki seluruh hal berikut ini:

- kekuasaan atas entitas yang diinvestasikan
- eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan entitas yang diinvestasikan, dan
- kemampuan untuk menggunakan kekuasaannya atas entitas yang diinvestasikan untuk mempengaruhi jumlah imbal hasil Grup

Pengkonsolidasian entitas anak dimulai pada saat Grup memperoleh pengendalian atas entitas anak dan berakhir pada saat Grup kehilangan pengendalian atas entitas anak. Secara khusus, penghasilan dan beban entitas anak yang diakuisisi atau dilepaskan selama periode berjalan termasuk dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sejak tanggal Grup memperoleh pengendalian sampai dengan tanggal Grup kehilangan pengendalian atas entitas anak.

Seluruh aset dan liabilitas, ekuitas, penghasilan, beban dan arus kas dalam intra-kelompok usaha terkait dengan transaksi antar-entitas dalam Grup dieliminasi secara penuh dalam laporan keuangan konsolidasian.

Laba rugi dan setiap komponen penghasilan komprehensif lain diatribusikan kepada pemilik Perseroan dan Kepentingan Non-Pengendali (KNP) meskipun hal tersebut mengakibatkan KNP memiliki saldo defisit.

KNP disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan dalam ekuitas pada laporan posisi keuangan konsolidasian, terpisah dari bagian yang dapat diatribusikan kepada pemilik Perseroan.

Information Presentation Standard

The discussion in this financial review is based on the information from the Consolidated Financial Statements of the Company and its subsidiaries (the "**Group**") for periods ended on December 31, 2025 and 2024, which were audited by KAP Mirawati Sensi Idris and issued with an unqualified opinion.

The presentation of information in the financial statements has been in compliance with Financial Accounting Standards in Indonesia.

Accounting Policy and its Changes

[GRI 2-2-c]

The consolidated financial statements incorporate the financial statements of the Company and entities (including structured entities) controlled by the Group. Control is achieved when the Group has all the followings:

- power over the investee
- exposure or rights, to variable returns from its involvement with the investee, and
- ability to use its power over the investee to affect the amount of the Group's returns

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the period are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidated financial statements.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the Non-Controlling Interest (NCI) although such thing causes NCI having a deficit balance.

NCI is presented in the consolidated statement of profit or loss and other comprehensive income and under the equity section of the consolidated statement of financial position respectively, separately from the corresponding portion attributable to owners of the Company.

Transaksi dengan KNP yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas. Selisih antara nilai wajar imbalan yang dialihkan dengan bagian relatif atas nilai tercatat aset bersih entitas anak yang diakuisisi dicatat di ekuitas. Keuntungan atau kerugian dari pelepasan kepada KNP juga dicatat di ekuitas.

Kombinasi bisnis, kecuali kombinasi bisnis entitas sepengendali, dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari sebuah akuisisi diukur pada nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, pihak pengakuisisi mengukur KNP pada entitas yang diakuisisi pada nilai wajar atau sebesar proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan disajikan sebagai "Beban Lain-Lain".

Ketika melakukan akuisisi atas sebuah bisnis, Grup mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lain yang ada pada tanggal akuisisi. Grup dapat memilih untuk menerapkan 'pengujian konsentrasi nilai wajar' yang mengizinkan penilaian yang disederhanakan apakah rangkaian aktivitas dan aset yang diakuisisi bukan merupakan suatu bisnis. Pengujian konsentrasi dapat diterapkan secara terpisah untuk setiap transaksi. Pengujian konsentrasi opsional terpenuhi jika secara substansial seluruh nilai wajar aset bruto yang diakuisisi terkonsentrasi dalam aset teridentifikasi tunggal atau kelompok aset teridentifikasi serupa. Jika pengujian terpenuhi, rangkaian aktivitas dan aset ditentukan bukan merupakan suatu bisnis dan tidak diperlukan penilaian lanjutan. Jika pengujian tidak terpenuhi atau jika Grup memilih untuk tidak menerapkan pengujian tersebut, penilaian yang detail harus dilakukan sesuai dengan persyaratan normal dalam PSAK No. 103 mengenai "Kombinasi Bisnis".

Dalam suatu kombinasi bisnis yang dilakukan secara bertahap, pada tanggal akuisisi, pihak pengakuisisi mengukur kembali nilai wajar kepentingan ekuitas yang dimiliki sebelumnya pada pihak yang diakuisisi dan mengakui keuntungan atau kerugian yang dihasilkan dalam laba rugi.

Pada tanggal akuisisi, *goodwill* awalnya diukur pada harga perolehan yang merupakan selisih lebih antara nilai agregat dari imbalan yang dialihkan dan jumlah yang diakui untuk KNP atas aset bersih teridentifikasi yang diperoleh dan liabilitas yang diambil alih. Jika nilai agregat tersebut lebih kecil dari nilai wajar aset neto entitas anak yang diakuisisi, selisih tersebut diakui dalam laba rugi.

Setelah pengakuan awal, *goodwill* diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai. Untuk tujuan uji penurunan nilai, goodwill yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi, dialokasikan kepada setiap Unit Penghasil Kas ("**UPK**") dari Perseroan dan/atau entitas anak yang diharapkan akan menerima manfaat dari sinergi kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi dialokasikan ke UPK tersebut.

Transactions with NCI that do not result in loss of control are accounted for as equity transactions. The difference between the fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to NCI are also recorded in equity.

Business combinations, except business combinations among entities under common control, are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at the acquisition date the fair value and the amount of any NCI in the acquiree. For each business combination, the acquirer measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition related costs incurred are directly expensed and included in "Other Expenses".

When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as of the acquisition date. The Group has an option to apply a 'fair value concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The concentration test can be applied on a transaction-by-transaction basis. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or Group of similar identifiable assets. If the test is met, the set of activities and assets is determined not to be a business and no further assessment is needed. If the test is not met, or if the Group elects not to apply the test, a detailed assessment must be performed by applying the normal requirements in PSAK No. 103 regarding "Business Combination".

In the business combination that is achieved in stages, on the acquisition date the fair value of the acquirer's previously held equity interest in the acquiree is remeasured to the fair value at the acquisition date through profit or loss.

At the acquisition date, goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Company and/or its subsidiaries' Cash-Generating Units ("**CGU**") that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those CGUs.

Jika *goodwill* telah dialokasikan pada suatu UPK dan operasi tertentu atas UPK tersebut dihentikan, maka *goodwill* yang diasosiasikan dengan operasi yang dihentikan tersebut termasuk dalam jumlah tercatat operasi tersebut ketika menentukan keuntungan atau kerugian dari pelepasan. *Goodwill* yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dihentikan dan porsi UPK yang ditahan.

Where goodwill forms part of a CGU and part of the operation within that CGU is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

Imbalan kontinjensi yang dialihkan oleh pihak pengakuisisi diakui sebesar nilai wajar pada tanggal akuisisi. Perubahan nilai wajar atas imbalan kontinjensi setelah tanggal akuisisi yang diklasifikasikan sebagai aset atau liabilitas, akan diakui dalam laba rugi atau penghasilan komprehensif lain sesuai dengan PSAK No. 109. Jika diklasifikasikan sebagai ekuitas, imbalan kontinjensi tidak diukur kembali dan penyelesaian selanjutnya diperhitungkan dalam ekuitas.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability will be recognized in accordance with PSAK No. 109, either in profit or loss, or as other comprehensive income. If the contingent consideration is classified as equity, it should not be measured until it is finally settled within equity.

Jika proses akuntansi awal untuk kombinasi bisnis belum selesai pada akhir periode pelaporan saat kombinasi terjadi, maka Grup melaporkan jumlah sementara untuk pos-pos yang proses akuntansinya belum selesai. Jumlah-jumlah sementara tersebut disesuaikan selama periode pengukuran, atau aset atau liabilitas tambahan diakui, untuk mencerminkan informasi baru yang diperoleh tentang fakta dan keadaan yang ada pada tanggal akuisisi dan, jika diketahui, telah berdampak pada pengukuran jumlah-jumlah yang diakui pada tanggal tersebut.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted during the measurement period, or additional assets or liabilities are recognized, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognized at that date.

Penerapan standar akuntansi keuangan revisi berikut, yang berlaku efektif 1 Januari 2025 dan relevan bagi Grup, namun tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Grup dan tidak berdampak material terhadap jumlah-jumlah yang dilaporkan dalam laporan keuangan konsolidasian yaitu Amendemen PSAK No. 221, "Pengaruh Kurs Valuta Asging" terkait kondisi Ketika suatu mata uang tidak tertukarkan, yang berlaku efektif 1 Januari 2025, relevan bagi Grup namun tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Grup dan tidak berdampak material terhadap jumlah-jumlah yang dilaporkan dalam laporan keuangan konsolidasian.

The application of the following revised financial accounting standards, which are effective from January 1, 2025 and relevant for the Group, did not result in substantial changes to the Group's accounting policies and had no material impact on the amounts reported in the consolidated financial statements is Amendment to PSAK No. 221, "The Effect of Changes in Foreign Exchange Rates" regarding conditions when a currency is not exchangeable, which is effective from January 1, 2025 and relevant for the Group, did not result in substantial changes to the Group's accounting policies and had no material effect on the amounts reported in the consolidated financial statements.

Informasi mengenai kebijakan akuntansi dan perubahannya dapat dilihat di Laporan Keuangan Konsolidasian bagian No. 2 mengenai "Informasi Kebijakan Akuntansi Material" dan No. 48 mengenai "Perubahan Pernyataan Standar Akuntansi Keuangan".

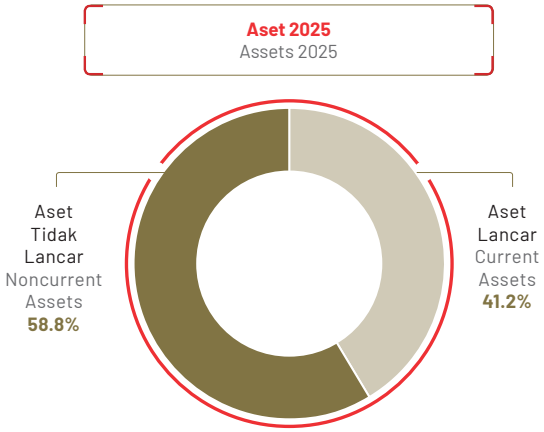
The information regarding accounting policy and its changes can be seen in the Consolidated Financial Statement in Section No. 2 regarding "Material Accounting Policy Information" and No. 48 regarding "Changes to Statements of Financial Accounting Standards".

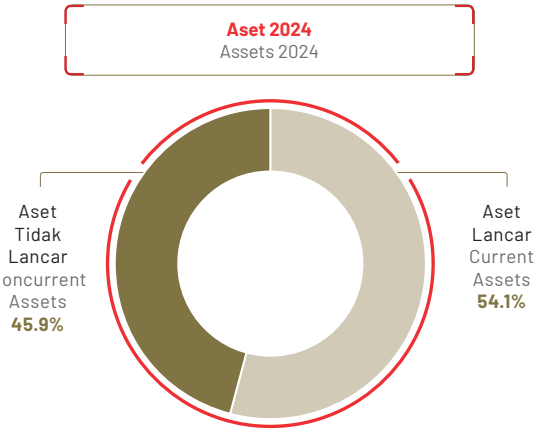
Posisi Keuangan

Aset

Dalam juta USD, kecuali dinyatakan lain

Aset	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Kenaikan (Penurunan) Increase (Decrease) 2023 vs 2022	Assets
Aset Lancar	1,821.0	41.2%	1,998.3	54.1%	1,425.8	46.5%	(8.9)%	40.2 %	(37.0)%	Current Assets
Aset Tidak Lancar	2,594.0	58.8%	1,696.8	45.9%	1,637.5	53.5%	52.9 %	3.6 %	(61.3)%	Noncurrent Assets
Jumlah Aset	**4,415.0**	**100.0%**	**3,695.1**	**100.0%**	**3,063.3**	**100.0%**	**19.5 %**	**20.6 %**	**(52.9)%**	**Total Assets**





Pada tanggal 31 Desember 2025, jumlah aset Grup adalah USD 4.415,0 juta, naik 19,5% dari USD 3.695,1 juta pada tanggal 31 Desember 2024. Aset Grup terdiri dari 41,2% aset lancar dan 58,8% aset tidak lancar.

Jumlah aset Grup pada tanggal 31 Desember 2024 adalah USD 3.695,1 juta, naik 20,6% dari USD 3.063,3 juta pada tanggal 31 Desember 2023. Aset Grup terdiri dari 54,1% aset lancar dan 45,9% aset tidak lancar.

Aset Lancar

Dalam juta USD, kecuali dinyatakan lain

Aset Lancar	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Current Assets
Kas dan setara kas	412.8	22.7%	883.0	44.2%	617.3	43.3%	(53.3)%	43.0 %	Cash and cash equivalents

Financial Position

Asset

In million USD, unless otherwise stated

As of December 31, 2025, the Group's total assets stood at USD 4,415.0 million, reflecting a 19.5% increase from USD 3,695.1 million as of December 31, 2024. The asset base comprised 41.2% current assets and 58.8% non-current assets.

The Group's total assets as of December 31, 2024, amounted to USD 3,695.1 million, increasing by 20.6% from USD 3,063.3 million as of December 31, 2023. The Group's assets consisted of 54.1% current assets and 45.9% non-current assets.

Current Assets

In million USD, unless otherwise stated

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Aset Lancar	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Current Assets
Investasi jangka pendek	162.7	8.9%	25.5	1.3%	40.4	2.8%	538.0 %	(36.9)%	Short-term investments
Piutang usaha	286.6	15.7%	249.3	12.5%	343.9	24.1%	15.0 %	(27.5)%	Trade accounts receivable
Piutang lain-lain	531.4	29.2%	499.8	25.0%	80.3	5.6%	6.3 %	522.4 %	Other receivables
Persediaan	118.5	6.5%	119.4	6.0%	101.8	7.1%	(0.8)%	17.3 %	Inventories
Uang muka	42.7	2.3%	50.8	2.5%	40.8	2.9%	(15.9)%	24.5 %	Advances
Pajak dibayar dimuka	206.7	11.4%	151.0	7.6%	107.0	7.5%	36.9 %	41.1 %	Prepaid taxes
Biaya dibayar dimuka	54.6	3.0%	17.9	0.9%	12.5	0.9%	205.0 %	43.2 %	Prepaid expenses
Aset lancar lainnya	5.1	0.3%	1.6	0.0%	81.8	5.8%	218.8 %	(98.0)%	Other current assets
Jumlah Aset Lancar	**1,821.1**	**100.0%**	**1,998.3**	**100.0%**	**1,425.8**	**100.0%**	**(8.9)%**	**40.2 %**	**Total Current Assets**

Pada tanggal 31 Desember 2025, Grup memiliki aset lancar sebesar USD 1.821,1 juta, turun sebesar 8,9% dari aset lancar pada tanggal 31 Desember 2024 yang sebesar USD 1.998,3 juta. Penurunan ini disebabkan terutama karena penurunan kas dan setara kas sebesar USD 470,2 juta, persediaan sebesar USD 0,9 juta, dan uang muka sebesar USD 8,1 juta. Penurunan tersebut dikurangi terutama oleh kenaikan investasi jangka pendek sebesar USD 137,2 juta, piutang usaha sebesar USD 37,3 juta, piutang lain-lain sebesar USD 31,6 juta, pajak dibayar di muka sebesar USD 55,7 juta, biaya yang dibayar di muka sebesar USD 36,7 juta, dan aset lancar lainnya sebesar USD 3,5 juta.

As of December 31, 2025, the Group's current assets amounting to USD 1,82.1 million, decreased by 8.9%, from 1,988.3 million on December 31, 2024. The decrease was mainly due to the decrease in cash and cash equivalents by USD 470.2 million, inventory by USD 0.9 million, and advances by USD 8.1 million. The decrease was netted off mainly by the increase of short-term investments by USD 137.2 million, trade receivables by USD 37.3 million, other receivables by USD 31.6 million, prepaid taxes by USD 55.7 million, prepaid expenses by USD 36.7 million, and other current assets by USD 3.5 million.

Pada tanggal 31 Desember 2024, Grup memiliki aset lancar sebesar USD 1.998,3 juta, naik sebesar 40,2% dari aset lancar pada tanggal 31 Desember 2023 yang sebesar USD 1.425,8 juta. Kenaikan ini disebabkan terutama karena kenaikan kas dan setara kas sebesar USD 265,7 juta, piutang lain-lain sebesar USD 419,5 juta, pajak dibayar di muka sebesar USD 44,0 juta, persediaan sebesar USD 17,6 juta, uang muka sebesar USD 10,0 juta, dan biaya dibayar di muka sebesar USD 5,4 juta. Kenaikan tersebut dikurangi terutama oleh penurunan piutang usaha sebesar USD 94,6 juta, aset lancar lainnya sebesar USD 80,2 juta, dan investasi jangka pendek sebesar USD 14,9 juta.

As of December 31, 2024, the Group's current assets amounting to USD 1,998.3 million, increasing by 40.2% from the Company's current assets as of December 31, 2023, of USD 1,425.8 million. The increase was mainly due to the increase in cash and cash equivalents by USD 265.7 million, other receivables by USD 419.5 million, prepaid taxes by USD 44.0 million, inventories by USD 17.6 million, advances by USD 10.0 million, and prepaid expenses by USD 5.4 million. The increase was netted off mainly by the decrease of trade accounts receivables by USD 94.6 million, other current assets by USD 80.2 million, and short-term investments by USD 14.9 million.

Kas dan Setara Kas

Cash and Cash Equivalent

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Kas dan Setara Kas	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Cash and Cash Equivalent
Kas	0.3	0.1%	0.2	0.0%	0.2	0.0%	50.0%	0.0%	Cash on hand
Bank									Bank
Rupiah	154.3	37.4%	349.2	39.5%	276.1	44.7%	(55.8)%	26.5 %	Rupiah
Dolar Amerika Serikat	250.9	60.8%	504.8	57.3%	335.8	54.5%	(50.3)%	50.3 %	U.S. Dollar
Yuan Tiongkok	-	0.0%	0.2	0.0%	2.0	0.3%	(100.0)%	(90.0)%	China Yuan
Dolar Australia	-	0.0%	-	0.0%	-	0.0%	0.0 %	0.0 %	Australia Dollar
Dolar Singapura	0.3	0.1%	0.3	0.0%	0.6	0.1%	0.0 %	(50.0)%	Singapore Dollar
Euro	-	0.0%							Euro
Yen Jepang	-	0.0%							Yen Jepang
Jumlah Kas pada Bank	405.6	98.3%	854.5	96.8%	614.5	99.6%	(52.5)%	39.1 %	Total Cash in Banks
Deposito Berjangka									Time Deposits
Rupiah	2.2	0.5%	22.0	2.5%	1.5	0.2%	(90.0)%	1366.7 %	Rupiah
Dolar Amerika Serikat	4.7	1.1%	6.3	0.7%	1.1	0.2%	(25.4)%	472.7 %	U.S. Dollar
Dolar Australia	-	0.0%	-	0.0%	-	0.0%	0.0 %	0.0 %	Australia Dollar
Jumlah Deposito Berjangka	6.9	1.7%	28.3	3.2%	2.6	0.4%	(75.6)%	988.5 %	Total Time Deposits
Jumlah	**412.8**	**100.0%**	**883.0**	**100.0%**	**617.3**	**100.0%**	**(53.3)%**	**43.0 %**	**Total**

Pada tanggal 31 Desember 2025, jumlah kas dan setara kas adalah sebesar USD 412,8 juta, mengalami penurunan sebesar USD 470,2 juta dari tahun sebelumnya. Dari jumlah tersebut, terdapat kas sejumlah USD 0,3 juta, kas pada bank sejumlah USD 405,6 juta, serta deposito berjangka sejumlah USD 6,9 juta. Selama tahun 2025, tingkat suku bunga deposito Rupiah berkisar antara 2,00% dan 6,75%, dan tingkat suku bunga deposito USD berkisar pada 4,20%.

Jumlah kas dan setara kas pada tanggal 31 Desember 2024 adalah sebesar USD 883,0 juta mengalami kenaikan sebesar USD 265,7 juta dari tahun sebelumnya. Dari jumlah tersebut, terdapat kas sejumlah USD 0,2 juta, kas pada bank sejumlah USD 854,5 juta, serta deposito berjangka sejumlah USD 28,3 juta. Selama tahun 2024, tingkat suku bunga deposito Rupiah berkisar antara 2,00% dan 6,75% dan tingkat suku bunga deposito USD berkisar antara 5,00% dan 5,10%.

As of December 31, 2025, total cash and cash equivalents amounted to USD 412.8 million, a decrease of USD 470.2 million from the previous year. This total comprised cash on hand of USD 0.3 million, cash in bank of USD 405.6 million, and time deposits of USD 6.9 million. During 2025, Rupiah deposit interest rates ranged between 2.00% and 6.75%, and USD deposit interest rates ranged at 4.20%.

Total cash and cash equivalents as of December 31, 2024, amounted to USD 883.0 million, increasing by USD 265.7 million compared to the previous year. This total was made up from cash on hand of USD 0.2 million, cash in bank of USD 854.5 million, and time deposits of USD 28.3 million. During 2024, Rupiah deposit interest rates ranged between 2.00% and 6.75% and interest rates on deposits in USD rates ranged between 5.00% and 5.10%.

Investasi Jangka Pendek

Pada tanggal 31 Desember 2025, investasi jangka pendek mengalami kenaikan sebesar USD 137,2 juta, terutama disebabkan oleh kenaikan pada investasi reksadana sebesar USD 103,2 juta, investasi saham sebesar USD 22,4 juta, dan fund investment sebesar USD 11,6 juta.

Investasi jangka pendek pada tanggal 31 Desember 2024 mengalami penurunan sebesar USD 14,9 juta, terutama karena pencairan pada investasi ACP Global Fund SPC sebesar USD 33,5 juta. Penurunan tersebut dikurangi terutama oleh kenaikan dari investasi pada reksadana PT Sinarmas Asset Management sebesar USD 15,9 juta dan reksadana PT Surya Timur Alam Raya Asset Management sebesar USD 3,1 juta.

Short-term Investments

As of December 31, 2025, short-term investments increased by USD 137.2 million, mainly due to the increase in mutual fund investment, which amounted to USD 103.2 million, investment in stocks amounted to USD 22.4 million, and fund investment amounted to USD 11.6 million.

Short-term investments as of December 31, 2024, decreased by USD 14.9 million, mainly due to a withdrawal from investment in ACP Global Fund SPC amounted to USD 33.5 million. The decrease was netted off mainly by the increase of investment in PT Sinarmas Asset Management mutual funds amounted to USD 15.9 million, and PT Surya Timur Alam Raya Asset Management mutual funds amounted to USD 3.1 million.

Piutang Usaha

Trade Accounts Receivable

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Piutang Usaha	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Trade Accounts Receivable
Belum jatuh tempo dan tidak mengalami penurunan nilai	268.4	93.6%	224.5	90.1%	310.5	90.3%	19.6 %	(27.7)%	Neither past due nor impaired
Jatuh tempo dan tidak mengalami penurunan nilai									Past due but not impaired
Kurang dari 1 bulan	15.6	5.4%	19.9	8.0%	22.5	6.5%	(21.6)%	(11.6)%	Less than 1 month
1 bulan - 2 bulan	0.8	0.3%	4.1	1.6%	9.6	2.8%	(80.5)%	(57.3)%	1 month - 2 months
2 bulan - 3 bulan	0.1	0.0%	0.1	0.0%	0.8	0.2%	0.0 %	(87.5)%	2 months - 3 months
Lebih dari 3 bulan	1.7	0.6%	0.7	0.3%	0.5	0.2%	142.9 %	40.0 %	More than 3 months
Jatuh tempo dan mengalami penurunan nilai	12.8	4.5%	7.2	2.9%	11.2	3.3%	77.8 %	(35.7)%	Past due and impaired
Cadangan kerugian penurunan nilai	(12.8)	(4.5)%	(7.2)	(2.9)%	(11.2)	(3.3)%	77.8 %	(35.7)%	Allowance for impairment
Jumlah	**286.6**	**100.0%**	**249.3**	**100.0%**	**343.9**	**100.0%**	**15.0 %**	**(27.5)%**	**Total**

Pada tanggal 31 Desember 2025, piutang usaha mengalami kenaikan sebesar USD 37,3 juta dibandingkan tahun sebelumnya, terutama disebabkan oleh kenaikan piutang usaha milik grup GEMS sebesar USD 37,3 juta, terutama dari kenaikan piutang usaha pihak ketiga.

As of December 31, 2025, trade accounts receivable increased by USD 37.3 million compared to the previous year, mainly due to an increase in accounts receivable of the GEMS group, primarily from third-party accounts receivable.

Piutang usaha pada tanggal 31 Desember 2024 mengalami penurunan sebesar USD 94,6 juta dibandingkan tahun sebelumnya, terutama disebabkan karena penurunan piutang usaha milik grup GEMS sebesar USD 89,2 juta terutama dari penurunan piutang usaha - pihak ketiga sebesar USD 82,0 juta dan penurunan piutang usaha - pihak berelasi sebesar USD 7,2 juta.

Berdasarkan evaluasi manajemen Perseroan terhadap kolektibilitas saldo masing-masing piutang usaha pada tanggal 31 Desember 2025 dan 2024, manajemen berpendapat bahwa cadangan kerugian penurunan nilai memadai untuk menutup kemungkinan kerugian dari tidak tertagihnya piutang.

Piutang Lain-Lain

Pada tanggal 31 Desember 2025, piutang lain-lain mengalami kenaikan sebesar USD 31,6 juta dibandingkan tahun sebelumnya, terutama disebabkan oleh kenaikan pada piutang lain-lain pihak ketiga dari PT Pintar Nusantara Sejahtera sebesar USD 23,7 juta, PT Media Utama Sejahtera sebesar USD 5,9 juta, dan PT Target Media Nusantara sebesar USD 2,0 juta.

Piutang lain-lain pada tanggal 31 Desember 2024 mengalami kenaikan sebesar USD 419,5 juta dibandingkan dengan tahun sebelumnya, terutama disebabkan oleh kenaikan pada piutang lain-lain pihak ketiga dari PT Pintar Nusantara Sejahtera sebesar USD 384,4 juta dan PT Media Utama Sejahtera sebesar USD 65,3 juta. Kenaikan tersebut dikurangi terutama oleh penurunan dari piutang lain-lain pihak ketiga dari PT Elang Andalan Nusantara sebesar USD 29,6 juta.

Persediaan

Pada tanggal 31 Desember 2025, persediaan mengalami penurunan bersih sebesar USD 0,9 juta. Penurunan ini terutama disebabkan oleh penurunan persediaan peralatan listrik dan mekanikal sebesar USD 12,9 juta, persediaan pestisida sebesar USD 3,4 juta, persediaan pupuk sebesar USD 0,4 juta, dan persediaan bahan kimia sebesar USD 1,1 juta, dikurangi oleh kenaikan persediaan batu bara sebesar USD 16,8 juta serta persediaan suku cadang dan bahan bakar sebesar USD 0,1 juta.

Persediaan pada tanggal 31 Desember 2024 mengalami kenaikan sebesar USD 17,6 juta, terutama disebabkan oleh kenaikan dari persediaan peralatan listrik dan mekanikal sebesar USD 39,6 juta, persediaan pupuk USD 3,9 juta dan persediaan pestisida sebesar USD 2,3 juta. Kenaikan tersebut dikurangi terutama oleh penurunan persediaan batu bara sebesar USD 17,2 juta serta persediaan suku cadang dan bahan bakar sebesar USD 8,1 juta.

Persediaan telah diasuransikan terhadap risiko kebakaran dan risiko lainnya.

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai cukup untuk menutup kemungkinan kerugian atas persediaan

Uang Muka

Pada tanggal 31 Desember 2025, uang muka mengalami penurunan sebesar USD 8,1 juta dibandingkan dengan tahun sebelumnya,

Trade accounts receivable as of December 31, 2024, decreased by USD 94.6 million compared to that of the previous year, mainly due to the decrease in accounts receivable of GEMS' group by USD 89.2 million was mainly due to a decrease in third-party accounts receivable amounted to USD 82.0 million and a decrease in related-party accounts receivable amounted to USD 7.2 million.

Based on the Company's management's evaluation of the collectability of the balance of each trade accounts receivable as of December 31, 2025, and 2024, management believes that the allowance for impairment losses was adequate to cover possible losses from uncollectible accounts receivable.

Other Receivables

As of December 31, 2025, other receivables increased by USD 31.6 million compared to that of the previous year, mainly due to the increase of third-party other receivables from PT Pintar Nusantara Sejahtera amounted to USD 23.7 million, PT Media Utama Sejahtera amounted to USD 5.9 million, and PT Target Media Nusantara amounted to USD 2.0 million.

Other receivables as of December 31, 2024, increased by USD 419.5 million compared to that of the previous year, mainly due to the increase of third-party other receivables from PT Pintar Nusantara Sejahtera amounted to USD 384.4 million, and PT Media Utama Sejahtera amounted to USD 65.3 million. The increase was netted off mainly by the decrease of third-party other receivables from PT Elang Andalan Nusantara amounted to USD 29.6 million.

Inventories

As of December 31, 2025, inventories decreased by a net USD 0.9 million. The decrease was driven by lower electrical and mechanical equipment inventory of USD 12.9 million, pesticide inventory of USD 3.4 million, fertilizer inventory of USD 0.4 million, and chemical inventory of USD 1.1 million, partially offset by an increase in coal inventory of USD 16.8 million and spare parts and fuel inventory of USD 0.1 million.

Inventories as of December 31, 2024, increased by USD 17.6 million, mainly due to the increase in the inventory of electrical and mechanical equipment amounted to USD 39.6 million, the inventory of fertilizer amounted to USD 3.9 million, and the inventory of pesticide amounted to USD 2.3 million. The increase was netted off mainly by the decrease in the inventory of coal amounted to USD 17.2 million, and the inventory of spare parts and fuel amounted to USD 8.1 million.

Inventories were insured against losses from fire and other risks.

Management believes that the allowance for the decline in value was adequate to cover possible losses on the inventories.

Advances

As of December 31, 2025, advances decreased by USD 8.1 million compared to that of the previous year, mainly due to a decrease in

terutama disebabkan oleh penurunan uang muka kepada kontraktor dan pemasok sebesar USD 4,1 juta dan uang muka royalti sebesar USD 4,0 juta.

Uang muka pada tanggal 31 Desember 2024 mengalami kenaikan sebesar USD 10,0 juta dibandingkan dengan tahun sebelumnya, disebabkan terutama oleh kenaikan uang muka kepada kontraktor dan pemasok sebesar USD 29,8 juta. Kenaikan tersebut dikurangi terutama oleh penurunan uang muka atas pembebasan lahan sebesar USD 20,3 juta.

advances to contractors and suppliers amounted to USD 4.1 million and advance of royalty amounted to USD 4.0 million.

Advances as of December 31, 2024, increased by USD 10.0 million compared to that of the previous year, mainly due to an increase in advances to contractors and suppliers amounted to USD 29.8 million. The increase was netted off mainly by the decrease in advance of land acquisition amounted to USD 20.3 million.

Aset Tidak Lancar

Non-current Assets

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Aset Tidak Lancar	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Noncurrent Assets
Piutang lain-lain jangka panjang	0.5	0.0%	0.5	0.0%	42.9	2.6%	0.0 %	(98.8)%	Long-term other receivables
Biaya dibayar dimuka jangka panjang	24.9	1.0%	25.7	1.5%	27.4	1.7%	(3.1)%	(6.2)%	Long-term prepaid expenses
Taksiran tagihan pajak	57.5	2.2%	30.8	1.8%	16.6	1.0%	86.7 %	85.5 %	Estimated claims for tax refund
Investasi jangka panjang	1,002.1	38.6%	536.6	31.6%	549.3	33.5%	86.7 %	(2.3)%	Long-term investments
Goodwill	17.5	0.7%	17.5	1.0%	24.6	1.5%	0.0 %	(28.9)%	Goodwill
Aset pajak tangguhan	16.4	0.6%	12.8	0.8%	28.8	1.8%	28.1 %	(55.6)%	Deferred tax assets
Properti investasi - bersih	3.5	0.1%	3.6	0.2%	3.6	0.2%	(2.8)%	0.0 %	Investment properties - net
Aset tetap - bersih	1,038.6	40.0%	651.1	38.4%	549.9	33.6%	59.5 %	18.4 %	Property, plant and equipment - net
Aset pertambangan - bersih	306.4	11.8%	326.4	19.2%	275.9	16.8%	(6.1)%	18.3 %	Mine properties - net
Aset tak berwujud	6.2	0.2%	7.9	0.5%	13.7	0.8%	(21.5)%	(42.3)%	Intangible assets
Aset tidak lancar lain-lain	120.4	4.6%	83.9	5.0%	104.8	6.5%	43.5 %	(19.9)%	Other noncurrent assets
Jumlah Aset Tidak Lancar	**2,594.0**	**100.0%**	**1,696.8**	**100.0%**	**1,637.5**	**100.0%**	**52.9 %**	**3.6 %**	**Total Noncurrent Assets**

Grup memiliki aset tidak lancar sebesar USD 2.594,0 juta pada tanggal 31 Desember 2025 yang mengalami kenaikan sebesar 52,9% dari nilai aset tidak lancar pada tanggal 31 Desember 2024, yaitu sebesar USD 1.696,8 juta. Kenaikan tersebut terutama disebabkan oleh kenaikan investasi jangka panjang sebesar USD 465,5 juta, aset

As of December 31, 2025, the Group's non-current assets amounted to USD 2,594.0 million, an increase of 52.9% from USD 1,696.8 million as of December 31, 2024. The increase was mainly due to growth in long-term investments of USD 465.5 million, property, plant, and equipment of USD 387.5 million, estimated claims for tax

tetap sebesar USD 387,5 juta, taksiran tagihan pajak sebesar USD 26,7 juta, aset pajak tangguhan sebesar USD 3,6 juta, dan aset tidak lancar lain-lain sebesar USD 36,5 juta, dikurangi oleh penurunan pada biaya dibayar dimuka jangka panjang sebesar USD 0,8 juta, aset pertambangan sebesar USD 20,0 juta, properti investasi sebesar USD 0,1 juta, dan aset tak berwujud sebesar USD 1,7 juta.

Grup memiliki aset tidak lancar sebesar USD 1.696,8 juta pada tanggal 31 Desember 2024 yang mengalami kenaikan sebesar 3,6% dari nilai aset tidak lancar pada tanggal 31 Desember 2023, yaitu sebesar USD 1.637,5 juta. Kenaikan aset tidak lancar disebabkan terutama oleh kenaikan aset tetap sebesar USD 101,2 juta, aset pertambangan sebesar USD 50,5 juta, dan taksiran tagihan pajak sebesar USD 14,2 juta dikurangi dengan penurunan pada piutang lain-lain jangka panjang sebesar USD 42,4 juta, aset tidak lancar lain – lain sebesar USD 20,9 juta, aset pajak tangguhan sebesar USD 16,0 juta, investasi jangka panjang sebesar USD 12,7 juta, dan *goodwill* sebesar USD 7,1 juta.

Investasi Jangka Panjang

Pada tanggal 31 Desember 2025, investasi jangka panjang adalah sebesar USD 1.002,1 juta, naik sebesar USD 465,5 juta dibandingkan dengan USD 536,6 juta pada akhir tahun 2024. Kenaikan tersebut terutama sehubungan dengan penambahan investasi pada obligasi sebesar USD 59,6 juta dan investasi dalam utang konversi pada PT Bali Media Telekomunikasi sebesar USD 400,3 juta.

Investasi jangka panjang pada tanggal 31 Desember 2024 adalah sebesar USD 536,6 juta, atau turun sebesar USD 12,7 juta dibandingkan dengan USD 549,3 juta pada akhir tahun 2023. Penurunan tersebut terutama sehubungan dengan penjualan investasi saham PT XLSMART Telecom Sejahtera Tbk (dahulu bernama PT Smartfren Telecom Tbk) sebesar USD 72,9 juta dan PT Inti Bangun Sejahtera Tbk sebesar USD 50,2 juta, dikurangi dengan kenaikan sehubungan dengan penambahan saham pada PT Elang Andalan Nusantara sebesar USD 56,1 juta, PT Satelit Nusantara Tiga sebesar USD 23,9 juta, PT Datang DSSP Power Indonesia sebesar USD 11,7 juta, dan PT LG Sinarmas Technology Solutions sebesar USD 3,6 juta.

Aset Tetap

Pada tanggal 31 Desember 2025, aset tetap adalah sebesar USD 1.038,6 juta, naik sebesar USD 387,5 juta dibandingkan dengan USD 651,1 juta pada akhir tahun 2024. Kenaikan tersebut terutama disebabkan oleh penambahan aset dalam konstruksi dan peralatan telekomunikasi untuk proyek *homepass* dan tanah.

Aset tetap pada tanggal 31 Desember 2024 adalah sebesar USD 651,1 juta, atau naik sebesar USD 101,2 juta dibandingkan dengan USD 549,9 juta pada akhir tahun 2023. Kenaikan tersebut terutama disebabkan oleh penambahan aset dalam konstruksi dan peralatan telekomunikasi untuk proyek *homepass*, dikurangi dengan penjualan aset tetap, terutama dari pembangkit listrik yang dimiliki Perseroan.

refund of USD 26.7 million, deferred tax assets of USD 3.6 million, and other non-current assets of USD 36.5 million, partially offset by decreases in long-term prepaid expenses of USD 0.8 million, mine properties of USD 20.0 million, investment properties of USD 0.1 million, and intangible assets of USD 1.7 million.

The Group's non-current assets amounted to USD 1,696.8 million as of December 31, 2024, increased by 3.6% from non-current assets as of December 31, 2023, of USD 1,637.5 million. The increase in non-current assets was mainly due to the increase of property, plant, and equipment by USD 101.2 million, mine properties by USD 50.5 million, and estimated claims for tax refund by USD 14.2 million net-off with the decrease of long-term other receivables by USD 42.4 million, other non-current assets by USD 20.9 million, deferred tax assets by USD 16.0 million, long-term investments by USD 12.7 million, and goodwill by USD 7.1 million.

Long-term Investments

As of December 31, 2025, long-term investments amounted to USD 1,002.1 million, an increase of USD 465.5 million from USD 536.6 million at the end of 2024. The increase was primarily due to the addition of investment in bonds of USD 59.6 million and investment in a convertible loan of PT Bali Media Telekomunikasi of USD 400.3 million.

Long-term investments as of December 31, 2024, were USD 536.6 million, or decreased by USD 12.7 million compared to USD 549.3 million at the end of 2023. The decrease was primarily due to the sale of investment in shares of PT XLSMART Telecom Sejahtera Tbk (formerly known as PT Smartfren Telecom Tbk) by USD 72.9 million and PT Inti Bangun Sejahtera Tbk by USD 50.2 million, netted off with the increase in the addition of shares of PT Elang Andalan Nusantara by USD 56.1 million, PT Satelit Nusantara Tiga by USD 23.9 million, PT Datang DSSP Power Indonesia by USD 11.7 million, and PT LG Sinarmas Technology Solutions by USD 3.6 million.

Property, Plant, and Equipment

As of December 31, 2025, property, plant, and equipment amounted to USD 1,038.6 million, an increase of USD 387.5 million from USD 651.1 million at the end of 2024. The increase was mainly due to additions of assets under construction and telecommunications equipment for the homepass project and land.

Property, plant, and equipment as of December 31, 2024, were USD 651.1 million, or increased by USD 101.2 million compared to USD 549.9 million at the end of 2023. The increase was mainly due to the addition of assets under construction and telecommunications equipment for the homepass project, netted off by the sale of fixed assets, mainly from the Company's power plants.

Aset Pertambangan

Pada tanggal 31 Desember 2025, aset pertambangan adalah sebesar USD 306,4 juta, turun sebesar USD 20,0 juta dibandingkan dengan USD 326,4 juta pada akhir tahun 2024. Penurunan tersebut terutama disebabkan oleh adanya amortisasi sebesar USD 15,5 juta, penurunan nilai sebesar USD 3,5 juta, dan sisanya selisih kurs penjabaran.

Aset pertambangan pada tanggal 31 Desember 2024 adalah sebesar USD 326,4 juta, atau naik sebesar USD 50,5 juta dibandingkan dengan USD 275,9 juta pada akhir tahun 2023. Kenaikan tersebut terutama disebabkan oleh adanya penambahan aset pertambangan dari penambahan tambang dalam pengembangan, dan aset aktivitas pengupasan lapisan tanah selama tahun berjalan dengan jumlah sebesar USD 87,8 juta, dikurangi dengan amortisasi sebesar USD 27,7 juta, penurunan nilai sebesar USD 7,8 juta dan selisih kurs penjabaran laporan keuangan sebesar USD 1,8 juta.

Aset Tidak Lancar Lain-Lain

Pada tanggal 31 Desember 2025, aset tidak lancar lain-lain adalah sebesar USD 120,4 juta, naik sebesar USD 36,5 juta dibandingkan dengan USD 83,9 juta pada akhir tahun 2024. Kenaikan tersebut terutama disebabkan oleh penambahan atas uang muka lisensi sebesar USD 23,9 juta, biaya eksplorasi yang ditangguhkan sebesar USD 8,3 juta, dan reklamasi sebesar USD 2,9 juta.

Aset tidak lancar lain – lain pada tanggal 31 Desember 2024 adalah sebesar USD 83,9 juta, atau turun sebesar USD 20,9 juta dibandingkan dengan USD 104,8 juta pada akhir tahun 2023. Penurunan tersebut terutama disebabkan karena terdapat realisasi atas uang muka pembelian aset tetap dan kontraktor sebesar USD 37,3 juta dikurangi dengan kenaikan pada dana yang dibatasi pencairannya sebesar USD 14,0 juta.

Asuransi atas Aset-Aset Grup

Beberapa aset Grup telah diasuransikan kepada beberapa pihak. Manajemen berpendapat bahwa nilai pertanggungan asuransi tersebut cukup untuk menutup kemungkinan kerugian atas aset yang ditanggungkan.

Persediaan telah diasuransikan terhadap risiko kebakaran dan risiko lainnya dengan nilai pertanggungan pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar USD 57,1 juta dan Rp203,3 miliar dan USD 56,9 juta dan Rp210,0 miliar.

Aset tetap (kecuali tanah) Grup diasuransikan, dengan nilai pertanggungan sebesar USD 84,0 juta dan Rp9.547,6 miliar pada tanggal 31 Desember 2025 dan USD 83,8 juta dan Rp6.172,8 miliar pada tanggal 31 Desember 2024.

Mine Properties

As of December 31, 2025, mine properties amounted to USD 306.4 million, a decrease of USD 20.0 million from USD 326.4 million at the end of 2024. The decrease was mainly due to amortization of USD 15.5 million, impairment of USD 3.5 million, and the remaining amount represents translation adjustment.

Mine properties as of December 31, 2024, were USD 326.4 million, or an increase of USD 50.5 million compared to USD 275.9 million at the end of 2023. The increase was mainly due to the addition of mine properties from the addition of mines under construction and stripping activity assets during the year, totalling USD 87.8 million, netted off with amortization by USD 27.7 million, impairment by USD 7.8 million and translation adjustment by USD 1.8 million.

Other Non-current Assets

As of December 31, 2025, other non-current assets amounted to USD 120.4 million, an increase of USD 36.5 million compared to USD 83.9 million at the end of 2024. The increase was mainly due to the addition of advance payments for license, which amounted to USD 23.9 million, deferred exploration amounted to USD 8.3 million, and reclamation amounted to USD 2.9 million.

Other non-current assets as of December 31, 2024, were USD 83.9 million, or decreased by USD 20.9 million compared to USD 104.8 million at the end of 2023. The decrease was mainly due to the realization of advance payments for the purchase of fixed assets, and contractors amounted to USD 37.3 million, netted off by an increase in restricted funds amounted to USD 14.0 million.

Insurance of the Group's Assets

Some Group's assets have been insured to several parties. The management believes that the insurance coverage is adequate to cover possible losses on the assets insured.

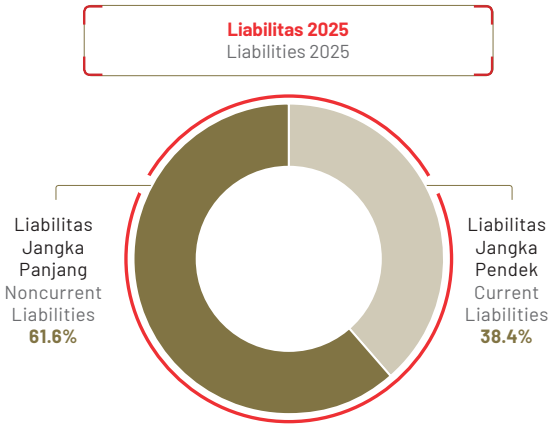
Inventories are insured against losses from fire and other risks with insurance coverage amounting to USD 57.1 million and Rp203.3 billion and USD 56.9 million and Rp210.0 billion, as of December 31, 2025, and 2024, respectively.

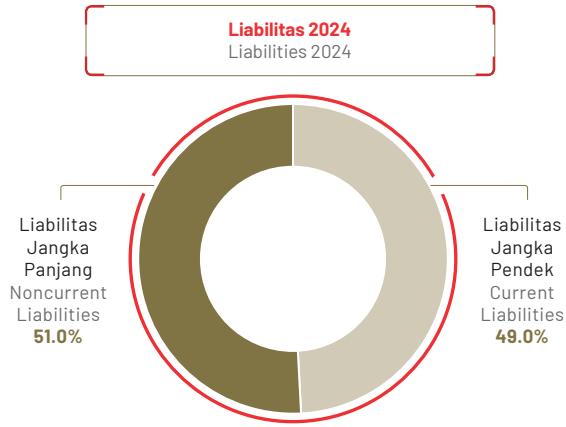
The Group's property, plant, and equipment (except land) are insured, with insurance coverage totalling USD 84.0 million and Rp9.547.6 billion as of December 31, 2025, and USD 83.8 million and Rp6,172.8 billion as of December 31, 2024.

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Liabilitas	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Kenaikan (Penurunan) Increase (Decrease) 2023 vs 2022	Liabilities
Liabilitas Jangka Pendek	826.1	38.4%	857.4	49.0%	825.7	61.5%	(3.7)%	3.8 %	(50.5)%	Current Liabilities
Liabilitas Jangka Panjang	1,327.7	61.6%	894.1	51.0%	516.8	38.5%	48.5 %	73.0 %	(70.8)%	Noncurrent Liabilities
Jumlah Liabilitas	**2,153.8**	**100%**	**1,751.5**	**100%**	**1,342.5**	**100%**	**23.0%**	**30.5%**	**-61.0%**	**Total Liabilites**





Pada tanggal 31 Desember 2025, jumlah liabilitas adalah sebesar USD 2.153,8 juta, mengalami kenaikan 23,0% dari jumlah liabilitas sebesar USD 1.751,5 juta pada tanggal 31 Desember 2024. Jumlah liabilitas tersebut terdiri dari 38,4% liabilitas jangka pendek dan 61,6% liabilitas jangka panjang.

As of December 31, 2025, total liabilities amounted to USD 2,153.8 million, an increase of 23.0% from total liabilities of USD 1,751.5 million as of December 31, 2024. The total liabilities consisted of 38.4% current liabilities and 61.6% non-current liabilities.

Jumlah liabilitas pada tanggal 31 Desember 2024 adalah sebesar USD 1.751,5 juta, mengalami kenaikan 30,5% dari jumlah liabilitas sebesar USD 1.342,5 juta pada tanggal 31 Desember 2023. Jumlah liabilitas tersebut terdiri dari 49,0% liabilitas jangka pendek dan 51,0% liabilitas jangka panjang.

Total liabilities as of December 31, 2024, were USD 1,751.5 million, increasing by 30.5% from total liabilities of USD 1,342.5 million as of December 31, 2023. The total liabilities consisted of 49.0% current liabilities and 51.0% non-current liabilities.

Liabilitas Jangka Pendek

Current Liabilities

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Liabilitas Jangka Pendek	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Current Liabilities
Utang bank jangka pendek	110.8	13.4%	249.9	29.1%	258.0	31.2%	(55.7)%	(3.1)%	Short-term bank loans
Utang usaha	344.0	41.6%	270.4	31.5%	364.4	44.1%	27.2 %	(25.8)%	Trade accounts payable

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Liabilitas Jangka Pendek	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Current Liabilities
Utang lain-lain	200.8	24.3%	148.5	17.3%	61.8	7.5%	35.2 %	140.3 %	Other accounts payable
Uang muka pelanggan	6.9	0.8%	16.1	1.9%	9.8	1.2%	(57.1)%	64.3 %	Advances from customers
Pendapatan diterima dimuka	5.7	0.7%	7.7	0.9%	5.5	0.7%	(26.0)%	40.0 %	Unearned revenues
Utang pajak	17.2	2.1%	7.8	0.9%	12.0	1.5%	120.5 %	(35.0)%	Taxes payable
Beban akrual	60.1	7.3%	51.0	5.9%	42.7	5.2%	17.8 %	19.4 %	Accrued expenses
Liabilitas jangka panjang yang akan jatuh tempo dalam waktu satu tahun	80.6	9.8%	106.0	12.5%	71.5	8.6%	(24.0)%	48.3 %	Current portion of long-term liabilities
Jumlah Liabilitas Jangka Pendek	**826.1**	**100.0%**	**857.4**	**100.0%**	**825.7**	**100.0%**	**(3.7)%**	**3.8 %**	**Total Current Liabilities**

Pada tanggal 31 Desember 2025, Grup memiliki liabilitas jangka pendek sebesar USD 826,1 juta, turun sebesar 3,7% dari liabilitas jangka pendek pada tanggal 31 Desember 2024 sebesar USD 857,4 juta. Penurunan liabilitas jangka pendek ini terutama disebabkan oleh penurunan utang bank jangka pendek sebesar USD 139,1 juta, uang muka dari pelanggan sebesar USD 9,2 juta, pendapatan diterima dimuka sebesar USD 2,0 juta, liabilitas jangka panjang yang akan jatuh tempo dalam waktu satu tahun sebesar USD 25,4 juta dikurangi dengan kenaikan utang usaha sebesar USD 73,6 juta, utang lain-lain USD 52,3 juta, utang pajak sebesar USD 9,4 juta, dan beban akrual sebesar USD 9,1 juta.

As of December 31, 2025, the Group had current liabilities of USD 826.1 million, decreased by 3.7% from the current liabilities as of December 31, 2024, which amounted to USD 857.4 million. The decrease in current liabilities was mainly due to the decrease of the short-term bank loan by USD 139.1 million, advances from customer by USD 9.2 million, unearned revenue by USD 2.0 million, current portion of long-term liabilities by USD 25.4 million net-off by the increase of trade account payable by USD 73.6 million, other current payable by USD 52.3 million, tax payable by USD 9.4 million, and accrued expenses by USD 9.1 million.

Pada tanggal 31 Desember 2024, Grup memiliki liabilitas jangka pendek sebesar USD 857,4 juta, naik sebesar 3,8% dari liabilitas jangka pendek pada tanggal 31 Desember 2023 sebesar USD 825,7 juta. Kenaikan liabilitas jangka pendek ini terutama disebabkan karena kenaikan utang lain – lain sebesar USD 86,7 juta, liabilitas jangka panjang yang akan jatuh tempo dalam waktu satu tahun sebesar USD 34,5 juta, beban akrual sebesar USD 8,3 juta, dan uang muka pelanggan sebesar USD 6,3 juta, dikurangi dengan penurunan utang usaha sebesar USD 94,0 juta dan utang bank jangka pendek sebesar USD 8,1 juta.

As of December 31, 2024, the Group had current liabilities of USD 857.4 million, increasing by 3.8% from the current liabilities as of December 31, 2023, which amounted to USD 825.7 million. The increase in current liabilities was mainly due to the increase of the other current payable by USD 86.7 million, current portion of long-term liabilities by USD 34.5 million, accrued expenses by USD 8.3 million, and advances from customers by USD 6.3 million net-off by the decrease of trade account payable by USD 94.0 million and short-term bank loans by USD 8.1 million.

Utang Bank Jangka Pendek

Short-Term Bank Loans

Pada tanggal 31 Desember 2025, utang bank jangka pendek adalah sebesar USD 110,8 juta, turun sebesar USD 139,1 juta dibandingkan USD 249,9 juta pada akhir tahun 2024. Penurunan tersebut terutama disebabkan oleh penurunan utang bank ke PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, dan PT Bank Negara

As of December 31, 2025, short-term bank loans amounted to USD 110.8 million, a decrease of USD 139.1 million from USD 249.9 million at the end of 2024. The decrease was mainly due to reductions in bank loans from PT Bank Mandiri (Persero) Tbk, PT Bank Rakyat Indonesia (Persero) Tbk, and PT Bank Negara Indonesia (Persero)

Indonesia (Persero) Tbk masing-masing sebesar USD 56,8 juta, USD 27,9 juta, dan USD 57,2 juta, dikurangi oleh kenaikan utang bank ke PT Bank Central Asia Tbk sebesar USD 2,8 juta.

Utang bank jangka pendek pada tanggal 31 Desember 2024 adalah sebesar USD 249,9 juta, atau turun sebesar USD 8,1 juta dibanding USD 258,0 juta pada akhir tahun 2023. Penurunan tersebut terutama disebabkan oleh penurunan utang bank ke PT Bank Mandiri (Persero) Tbk dan PT Bank Danamon Indonesia Tbk masing-masing sebesar USD 44,5 juta dan USD 3,3 juta, dikurangi dengan kenaikan utang bank ke PT Bank Rakyat Indonesia (Persero) Tbk dan PT Bank Negara Indonesia (Persero) Tbk masing-masing sebesar USD 19,7 juta dan USD 18,4 juta.

Utang Usaha

Pada tanggal 31 Desember 2025, utang usaha adalah sebesar USD 344,0 juta, naik sebesar USD 73,6 juta dibandingkan USD 270,4 juta pada akhir tahun 2024. Kenaikan tersebut terutama disebabkan oleh kenaikan utang usaha dari bisnis pertambangan.

Utang usaha pada tanggal 31 Desember 2024 adalah sebesar USD 270,4 juta, atau turun sebesar USD 94,0 juta dibanding USD 364,4 juta pada akhir tahun 2023. Penurunan tersebut terutama disebabkan oleh penurunan utang usaha dari bisnis pertambangan.

Utang Lain-Lain

Pada tanggal 31 Desember 2025, utang lain-lain adalah sebesar USD 200,8 juta, naik sebesar USD 52,3 juta dibandingkan USD 148,5 juta pada akhir tahun 2024. Kenaikan tersebut terutama disebabkan oleh kenaikan utang lain-lain kepada kontraktor untuk proyek *homepass* MyRepublic.

Utang lain-lain pada tanggal 31 Desember 2024 adalah sebesar USD 148,5 juta, atau naik sebesar USD 86,7 juta dibanding USD 61,8 juta pada akhir tahun 2023. Kenaikan tersebut terutama disebabkan karena kenaikan utang lain – lain kepada kontraktor sebesar USD 85,9 juta yang merupakan kontraktor untuk proyek *homepass* MyRepublic.

Beban Akrual

Pada tanggal 31 Desember 2025, beban akrual adalah sebesar USD 60,1 juta, naik sebesar USD 9,1 juta dibandingkan USD 51,0 juta pada akhir tahun 2024. Kenaikan tersebut terutama disebabkan oleh kenaikan akrual operasional bisnis teknologi sebesar USD 3,9 juta dan kenaikan akrual biaya gaji sebesar USD 3,6 juta.

Beban akrual pada tanggal 31 Desember 2024 adalah sebesar USD 51,0 juta, atau naik sebesar USD 8,3 juta dibanding USD 42,7 juta pada akhir tahun 2023. Kenaikan tersebut terutama disebabkan kenaikan akrual biaya bunga sebesar USD 3,5 juta, kenaikan akrual biaya gaji sebesar USD 2,5 juta, dan kenaikan akrual biaya royalti sebesar USD 0,4 juta.

Utang Pajak

Pada tanggal 31 Desember 2025, utang pajak adalah sebesar USD 17,2 juta, naik sebesar USD 9,4 juta dibandingkan USD 7,8 juta pada akhir tahun 2024. Kenaikan tersebut terutama disebabkan oleh kenaikan utang pajak dari bisnis teknologi.

Tbk of USD 56.8 million, USD 27.9 million, and USD 57.2 million, respectively, partially offset by an increase in the bank loan from PT Bank Central Asia Tbk of USD 2.8 million.

Short-term bank loans as of December 31, 2024, were USD 249.9 million, or decreased by USD 8.1 million compared to USD 258.0 million at the end of 2023. The decrease was mainly due to the decrease of bank loan to PT Bank Mandiri (Persero) Tbk and PT Bank Danamon Indonesia Tbk by USD 44.5 million and USD 3.3 million respectively, net-off with the increase of bank loan to PT Bank Rakyat Indonesia (Persero) Tbk and PT Bank Negara Indonesia (Persero) Tbk by USD 19.7 million and USD 18.4 million, respectively.

Trade Accounts Payable

As of December 31, 2025, trade accounts payable amounted to USD 344.0 million, an increase of USD 73.6 million from USD 270.4 million at the end of 2024. The increase was primarily due to higher trade accounts payable from the mining business.

Trade accounts payable as of December 31, 2024, were USD 270.4 million, or decreased by USD 94.0 million compared to USD 364.4 million at the end of 2023. The decrease was primarily due to the decrease in trade accounts payable from mining business.

Other Accounts Payable

As of December 31, 2025, other accounts payable amounted to USD 200.8 million, an increase of USD 52.3 million from USD 148.5 million at the end of 2024. The increase was mainly due to higher payables to contractors for the MyRepublic homepass project.

Other accounts payable as of December 31, 2024, were USD 148.5 million, or increased by USD 86.7 million compared to USD 61.8 million at the end of 2023. The increase was mainly due to an increase in other payables to contractors, amounting to USD 85.9 million, which is related to contractors for the MyRepublic's homepass project.

Accrued Expenses

As of December 31, 2025, accrued expenses amounted to USD 60.1 million, an increase of USD 9.1 million from USD 51.0 million at the end of 2024. The increase was mainly due to higher accrued technology business operations of USD 3.9 million and accrued salaries of USD 3.6 million.

Accrued expenses as of December 31, 2024, were USD 51.0 million, or increased by USD 8.3 million compared to USD 42.7 million at the end of 2023. The increase was mainly due to the increase of accrued interest by USD 3.5 million, increase of accrued salaries by USD 2.5 million, and increase of accrued royalty by USD 0.4 million.

Taxes Payable

As of December 31, 2025, taxes payable amounted to USD 17.2 million, an increase of USD 9.4 million from USD 7.8 million at the end of 2024. The increase was mainly due to higher taxes payable from the technology business.

Utang pajak pada tanggal 31 Desember 2024 adalah sebesar USD 7,8 juta, atau turun sebesar USD 4,2 juta dibanding USD 12,0 juta pada akhir tahun 2023. Penurunan tersebut terutama disebabkan oleh penurunan utang pajak dari bisnis pertambangan.

Taxes payable as of December 31, 2024, were USD 7.8 million, or decreased by USD 4.2 million compared to USD 12.0 million at the end of 2023. The decrease was mainly due to the decrease in taxes payable from the mining business.

Liabilitas Jangka Panjang

Non-current Liabilities

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Liabilitas Jangka Panjang	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Noncurrent Liabilities
Utang lain-lain	0.1	0.0%	0.0	0.0%	0.1	0.0%	100.0 %	(100.0)%	Other accounts payable
Liabilitas pajak tangguhan	15.7	1.2%	15.8	1.8%	23.1	4.5%	(0.6)%	(31.6)%	Deferred tax liabilities
Liabilitas imbalan kerja jangka panjang	10.1	0.8%	8.2	0.9%	10.0	1.9%	23.2 %	(18.0)%	Long-term employee benefits liabilities
Liabilitas jangka panjang - setelah dikurangi bagian yang akan jatuh tempo dalam waktu satu tahun	1,294.8	97.5%	860.5	96.2%	477.4	92.4%	50.5 %	80.2 %	Long-term liabilities - net of current portion
Liabilitas jangka panjang lainnya	7.0	0.5%	9.6	1.1%	6.2	1.2%	(27.1)%	54.8 %	Other noncurrent liabilities
Jumlah Liabilitas Jangka Panjang	**1,327.7**	**100.0%**	**894.1**	**100.0%**	**516.8**	**100.0%**	**48.5 %**	**73.0 %**	**Total Noncurrent Liabilities**

Pada tanggal 31 Desember 2025, Grup memiliki liabilitas jangka panjang sebesar USD 1.327,7 juta. Grup mengalami peningkatan terutama pada liabilitas jangka panjang – setelah dikurangi bagian yang akan jatuh tempo dalam waktu satu tahun sebesar USD 434,3 juta, liabilitas imbalan kerja jangka panjang sebesar USD 1,9 juta dikurangi penurunan pada liabilitas jangka panjang lainnya sebesar USD 2,6 juta.

As of December 31, 2025, the Group's non-current liabilities amounted to USD 1,327.7 million. The increase was mainly driven by long-term liabilities – net of current portion of USD 434.3 million, long-term employee benefits liabilities of USD 1.9 million, partially offset bypartially offset by a decrease in other non-current liabilities of USD 2.6 million.

Pada tanggal 31 Desember 2024, Grup memiliki liabilitas jangka panjang sebesar USD 894,1 juta. Grup mengalami peningkatan terutama pada liabilitas jangka panjang – setelah dikurangi bagian yang akan jatuh tempo dalam waktu satu tahun sebesar USD 383,1 juta dan liabilitas jangka panjang lainnya sebesar USD 3,4 juta dikurangi penurunan pada liabilitas pajak tangguhan sebesar USD 7,3 juta.

As of December 31, 2024, the Group's non-current liabilities amounted to USD 894.1 million. The Group increased mainly of long-term liabilities – netted off current portion by USD 383.1 million and other non-current liabilities by USD 3.4 million, netted off with deferred tax liabilities by USD 7.3 million.

Utang Bank dan Lembaga Keuangan Jangka Panjang (termasuk Bagian yang akan Jatuh Tempo dalam Waktu Satu Tahun)

Pada tanggal 31 Desember 2025, utang bank dan lembaga keuangan jangka panjang (termasuk bagian yang akan jatuh tempo dalam waktu satu tahun) meningkat menjadi USD 1.294,8 juta, terutama disebabkan oleh kenaikan utang bank PT Bank Mandiri (Persero) Tbk sebesar USD 205,7 juta, penerbitan obligasi sebesar USD 7,1 juta, penerbitan sukuk mudharabah sebesar USD 71,1 juta, utang bank PT Bank Central Asia Tbk sebesar USD 106,9 juta, utang PT Bank Syariah Indonesia Tbk sebesar USD 42,4 juta, dan liabilitas sewa sebesar USD 3,0 juta, dikurangi oleh penurunan utang bank PT Bank Woori Saudara Indonesia 1906 Tbk sebesar USD 2,1 juta.

Kenaikan utang bank dan lembaga keuangan jangka panjang (termasuk bagian yang akan jatuh tempo dalam waktu satu tahun) menjadi USD 860,5 juta pada tanggal 31 Desember 2024 terutama disebabkan oleh kenaikan utang bank PT Bank Mandiri (Persero) Tbk sebesar USD 270,8 juta, penerbitan utang obligasi sebesar USD 227,0 juta, dan penerbitan sukuk mudharabah sebesar USD 81,2 juta, dikurangi dengan penurunan utang bank PT Bank Central Asia Tbk sebesar USD 60,9 juta, utang PT Sarana Multi Infrastruktur (Persero) sebesar USD 54,3 juta, utang PT Indonesia Infrastructure Finance sebesar USD 35,1 juta, dan utang bank PT Bank Syariah Indonesia Tbk sebesar USD 33,0 juta.

Long-term Loan to Banks and Financial Institutions (including Current Portion)

As of December 31, 2025, long-term bank and financial institution debt (including current portion) increased to USD 1,294.8 million, mainly due to an increase in bank loan from PT Bank Mandiri (Persero) Tbk amounted to USD 205.7 million, the issuance of bonds amounted to USD 7.1 million, the issuance of sukuk mudharabah amounted to USD 71.1 million, in bank loan from PT Bank Central Asia Tbk of USD 106.9 million, loan from PT Bank Syariah Indonesia Tbk of USD 42.4 million, loan from lease liabilities of USD 3.0 million net-off with the decrease bank loan from PT Bank Woori Saudara Indonesia 1906 Tbk of USD 2.1 million.

The increase in long-term bank and financial institution debt (including the portion due within one year) to USD 860.5 million as of December 31, 2024, was mainly due to an increase in bank loan from PT Bank Mandiri (Persero) Tbk amounted to USD 270.8 million, the issuance of bonds amounted to USD 227.0 million, and the issuance of sukuk mudharabah amounted to USD 81.2 million, net-off with the decrease in bank loan from PT Bank Central Asia Tbk of USD 60.9 million, loan from PT Sarana Multi Infrastruktur (Persero) of USD 54.3 million, loan from PT Indonesia Infrastructure Finance of USD 35.1 million, and bank loan from PT Bank Syariah Indonesia Tbk of USD 33.0 million.

Ekuitas

Equity

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Ekuitas	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Equity
Modal saham	72.5	3.2 %	72.5	3.7 %	72.5	4.2 %	0.0 %	0.0 %	Capital stock
Tambahan modal disetor - bersih	(565.8)	(25.0)%	(565.8)	(29.1)%	(607.4)	(35.3)%	0.0 %	(6.8)%	Additional paid-in capital - net
Saham treasuri	(476.4)	(21.1)%	(476.4)	(24.5)%	(483.8)	(28.1)%	0.0 %	0.0 %	Treasury stock
Selisih nilai transaksi dengan kepentingan nonpengendali	543.0	24%	543.0	28%	543.0	31.6%	0.0 %	0.0 %	Difference in value arising from transactions with non-controlling interests
Keuntungan yang belum direalisasi atas kenaikan nilai wajar investasi yang diukur pada nilai wajar melalui penghasilan komprehensif lain	5.4	0.2 %	(11.6)	(0.6)%	(30.6)	(1.8)%	146.6 %	(62.1)%	Unrealized gain on increase in fair value of investments at fair value through other comprehensive income
Selisih kurs penjabaran laporan keuangan	(170.8)	(7.6)%	(116.5)	(6.0)%	(79.7)	(4.6)%	46.6 %	46.2 %	Foreign exchange differences arising from financial statements translation
Cadangan opsi saham	0.2	0.0 %	0.2	0.0 %	0.2	0.0 %	0.0 %	0.0 %	Share option reserve

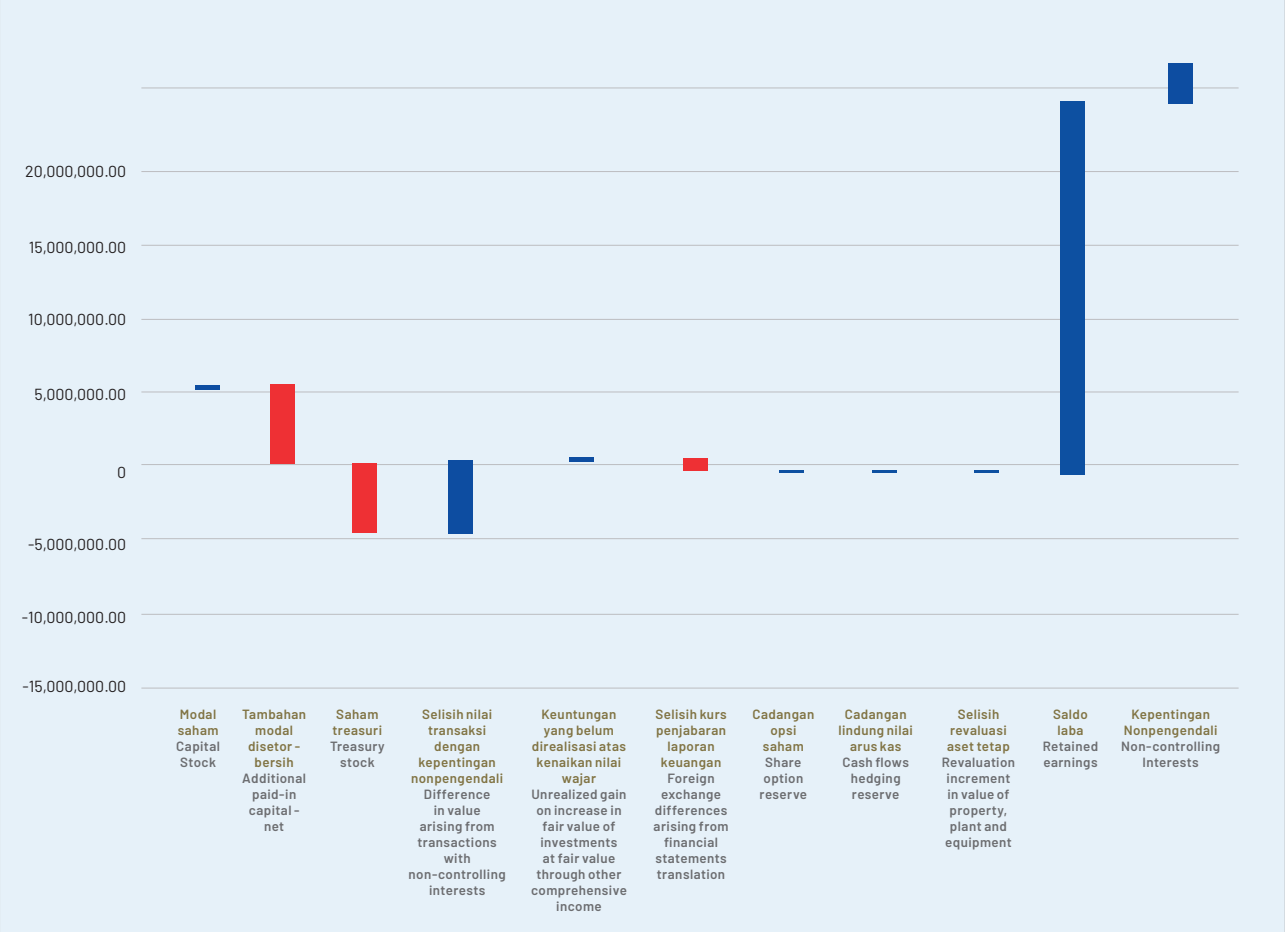
Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Ekuitas	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Equity
Cadangan lindung nilai arus kas	-	0.0 %	-		-		0.0 %	0.0 %	Cash flows hedging reserve
Selisih revaluasi aset tetap	-	0.0 %	-	0.0 %	160.2	9.3 %	0.0 %	(100.0) %	Revaluation increment in value of property, plant and equipment
Saldo laba	2,408.7	106.5 %	2,163.1	111.3 %	1,809.0	105.1 %	11.4 %	19.6 %	Retained earnings
Kepentingan Nonpengendali	444.4	19.7 %	335.1	17.2 %	337.4	19.6 %	32.6 %	(0.7)%	Non-controlling Interests
Jumlah Ekuitas	**2,261.2**	**100.0%**	**1,943.6**	**100.0%**	**1,720.8**	**100.0%**	**16.3 %**	**12.9 %**	**Total Equity**

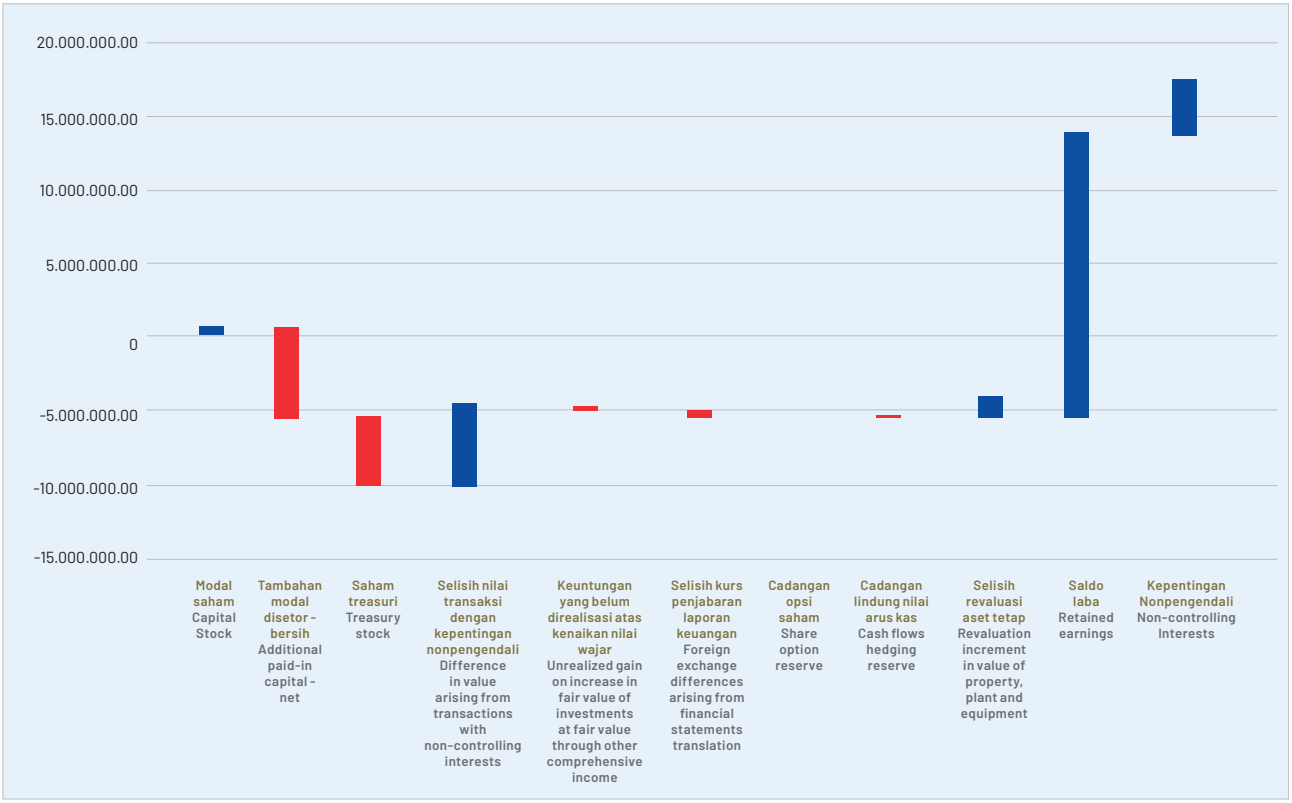
Ekuitas 2025
Equity 2025

Dalam juta USD, kecuali dinyatakan lain
In million USD, unless otherwise stated



Ekuitas 2024
Equity 2024

Dalam juta USD, kecuali dinyatakan lain
In million USD, unless otherwise stated



Pada tanggal 31 Desember 2025, ekuitas Grup mengalami kenaikan sebesar 16,3% dari USD 1.943,6 juta pada tahun 2024 menjadi USD 2.261,2 juta, terutama disebabkan oleh kenaikan saldo laba ditahan tahun berjalan sebesar USD 245,6 juta, kepentingan nonpengendali sebesar USD 109,3 juta, dan keuntungan yang belum direalisasi atas kenaikan nilai wajar investasi yang diukur pada nilai wajar melalui penghasilan komprehensif lain sebesar USD 17,0 juta, dikurangi oleh penurunan atas selisih kurs penjabaran laporan keuangan sebesar USD 54,3 juta.

Ekuitas Grup pada tanggal 31 Desember 2024 mengalami kenaikan sebesar 12,9% dari USD 1.720,8 juta pada tahun 2023 menjadi USD 1.943,6 juta, terutama disebabkan oleh kenaikan saldo laba ditahan tahun berjalan sebesar USD 354,1 juta, tambahan modal disetor – bersih sebesar USD 41,6 juta, Keuntungan yang belum direalisasi atas kenaikan nilai wajar investasi yang diukur pada nilai wajar melalui penghasilan komprehensif lain sebesar USD 19,0 juta dan penjualan saham treasuri sebesar USD 7,4 juta dikurangi dengan penurunan atas selisih revaluasi aset tetap karena penjualan *power plant* Perseroan sebesar USD 160,2 juta.

As of December 31, 2025, the Group's equity increased by 16.3% from USD 1,943.6 million in 2024 to USD 2,261.2 million, mainly due to the increase in retained earnings for the year amounted to USD 245.6 million, non-controlling interest amounted to 109.3 million, unrealized gains from the increase in fair value of investments measured at fair value through other comprehensive income amounted to USD 17.0 million partially offset by the decrease in the foreign exchange differences arising from financial statements translation amounted to USD 54.3 million.

The Group's equity as of December 31, 2024 increased by 12.9% from USD 1,720.8 million in 2023 to USD 1,943.6 million, mainly due to the increase in retained earnings for the year amounted to USD 354.1 million, additional paid-in capital – net amounted to USD 41.6 million, unrealized gains from the increase in fair value of investments measured at fair value through other comprehensive income amounted to USD 19.0 million, and the sale of treasury shares amounting to USD 7.4 million, net-off with the decrease in the revaluation surplus of fixed assets due to the sale of the Company's power plant amounted to USD 160.2 million.

Laba dan Rugi

Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Profit and Loss

Consolidated Statement of Profit or Loss and Other Comprehensive Income

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Laporan Laba Rugi	2025	2024	2023	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Income Statements
PENDAPATAN USAHA	2,791.2	3,017.8	5,014.7	(7.5)%	(39.8)%	**REVENUES**
BEBAN POKOK PENJUALAN	1,849.6	1,789.4	2,942.4	3.4 %	(39.2)%	**COST OF REVENUES**
LABA KOTOR	941.6	1,228.4	2,072.3	(23.3)%	(40.7)%	**GROSS PROFIT**
BEBAN USAHA						**OPERATING EXPENSES**
Beban penjualan	331.9	347.5	506.6	(4.5)%	(31.4)%	Selling expenses
Beban umum dan administrasi	207.0	229.7	310.5	(9.9)%	(26.0)%	General and administrative expenses
Beban eksplorasi	1.8	0.5	0.4	260.0 %	25.0 %	Exploration costs
Jumlah Beban Usaha	540.7	577.7	817.5	(6.4)%	(29.3)%	Total Operating Expenses
LABA USAHA	400.9	650.7	1,254.8	(38.4)%	(48.1)%	**OPERATING PROFIT**
PENGHASILAN (BEBAN) LAIN-LAIN						**OTHER INCOME (EXPENSES)**
Pendapatan bunga	80.4	62.3	42.9	29.1 %	45.2 %	Interest income
Keuntungan selisih kurs mata uang asing - bersih	11.3	8.5	17.3	32.9 %	(50.9)%	Gain on foreign exchange - net
Ekuitas pada laba (rugi) bersih ventura bersama dan entitas asosiasi	15.2	42.0	(13.7)	(63.8)%	406.6 %	Share in net gain (losses) of joint venture and an associate
Beban bunga	(71.4)	(60.9)	(107.5)	17.2 %	(43.3)%	Interest expense
Lain-lain - bersih	27.7	7.7	(12.8)	259.7 %	160.2 %	Others - net
Penghasilan (Beban) Lain-lain - Bersih	63.2	59.6	(73.8)	6.0 %	180.8 %	Other Income (Expenses) - Net
LABA SEBELUM PAJAK	464.1	710.3	1.181.0	(34.7)%	(39.9)%	**PROFIT BEFORE TAX**
BEBAN (MANFAAT) PAJAK						**TAX (BENEFIT) EXPENSE**
Kini	104.6	151.7	325.9	(31.0)%	(53.5)%	Current
Tangguhan	(1.7)	15.8	(10.2)	(110.8)%	254.9 %	Deferred
Jumlah Beban Pajak	102.9	167.5	315.7	(38.6)%	(46.9)%	Total Tax Expense
LABA TAHUN BERJALAN	361.2	542.8	865.3	(33.5)%	(37.3)%	**PROFIT FOR THE YEAR**

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Laporan Laba Rugi	2025	2024	2023	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Income Statements
PENGHASILAN KOMPREHENSIF LAIN						**OTHER COMPREHENSIVE INCOME**
Pos yang tidak akan direklasifikasi ke laba rugi						Items that will be not be reclassified subsequently to profit and loss
Investasi yang diukur pada nilai wajar melalui penghasilan komprehensif lain						Investments at fair value through other comprehensive income
Keuntungan (kerugian) yang belum direalisasi atas perubahan nilai wajar selama tahun berjalan	32.6	(47.3)	(0.4)	168.9 %	11,725.0 %	Unrealized gain (loss) on change in fair value during the year
Pengukuran kembali liabilitas imbalan pasti	(0.8)	0.3	(0.7)	366.7 %	142.9 %	Remeasurement of defined benefit liability
Pajak sehubungan dengan pos yang tidak akan direklasifikasi	0.1	(0.1)	0.1	(200.0)%	(200.0)%	Tax relating to items that will not be reclassified
Kerugian revaluasi atas aset tetap Pos yang akan direklasifikasi ke laba rugi	-	(49.1)	-	(100.0)%	(100.0)%	Loss on revaluation of property, plant and equipment Items that will be reclassified subsequently to profit and loss
Ekuitas pada penghasilan komprehensif lain ventura bersama	-	-	44.5	0.0 %	(100.0)%	Share of other comprehensive income of a joint venture Foreign exchange differences arising from
Selisih kurs penjabaran laporan keuangan	(54.7)	(35.5)	(18.0)	54.1 %	97.2 %	Financial statements translation
PENGHASILAN (RUGI) KOMPREHENSIF LAIN - SETELAH PAJAK	(22.8)	(131.7)	25.5	(82.7)%	(616.5)%	**OTHER COMPREHENSIVE INCOME (LOSS)- NET OF TAX**
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	338.4	411.1	890.8	(17.7)%	(53.9)%	**TOTAL COMPREHENSIVE INCOME FOR THE YEAR**
Laba tahun berjalan yang teratribusikan pada:						Profit for the year attributable to:

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Laporan Laba Rugi	2025	2024	2023	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Income Statements
Pemilik entitas induk	230.5	309.1	426.2	(25.4)%	(27.5)%	Owners of the Parent Company
Kepentingan nonpengendali	130.7	233.7	439.1	(44.1)%	(46.8)%	Non-controlling interests
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	338.4	411.1	890.8	(17.7)%	(53.9)%	**TOTAL COMPREHENSIVE INCOME FOR THE YEAR**
LABA BERSIH PER SAHAM DASAR DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK (dalam USD)	0.001	0.002	0.06	(30.0)%	(96.7)%	**EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE PARENT COMPANY (in USD)**

Pendapatan Usaha

Revenues

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Pendapatan Usaha Per Segmen	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Revenue Per Segment
Pertambangan & perdagangan batubara	2,487.6	89.1%	2,773.2	91.9%	4,673.4	93.2%	(10.3)%	(40.7)%	Coal mining & trading
Penyediaan TV Berbayar & Internet	211.8	7.6%	144.1	4.8%	92.0	1.8%	47.0 %	56.6 %	Pay TV & internet
Perdagangan - bersih	90.9	3.3%	90.0	3.0%	208.2	4.2%	1.0 %	(56.8)%	Trading - net
EBT	0.3	0.0%	0.1	0.0%	-	0.0%	200.0 %	100.0 %	NRE
Penyediaan tenaga listrik & uap	-	0.0%	9.7	0.3%	40.2	0.8%	(100.0)%	(75.9)%	Power & steam generation
Lainnya	0.6	0.0%	0.7	0.0%	0.9	0.0%	(14.3)%	(22.2)%	Others
Jumlah	**2,791.2**	**100.0%**	**3,017.8**	**100.0%**	**5,014.7**	**100.0%**	**(7.5)%**	**(39.8)%**	**Total**

Pendapatan usaha Grup disumbangkan oleh bisnis yang dijalankan oleh Perseroan dan entitas anak Perseroan, yaitu pertambangan, EBT, infrastruktur digital dan teknologi (penyediaan TV berbayar dan internet, layanan pusat data, serta solusi digital), serta kimia, di mana bisnis pertambangan menyumbangkan sebesar 89,1% dan 91,9% dari keseluruhan pendapatan usaha Grup pada tahun 2025 dan 2024.

The Group's revenues were contributed by businesses operated by the Company and its subsidiaries, i.e., mining, NRE, digital infrastructure and technology (internet, pay TV services, data center services, and digital solutions), as well as chemicals, in which mining business had contributed 89.1% and 91.9% of the Group's revenues in 2025 and 2024, respectively.

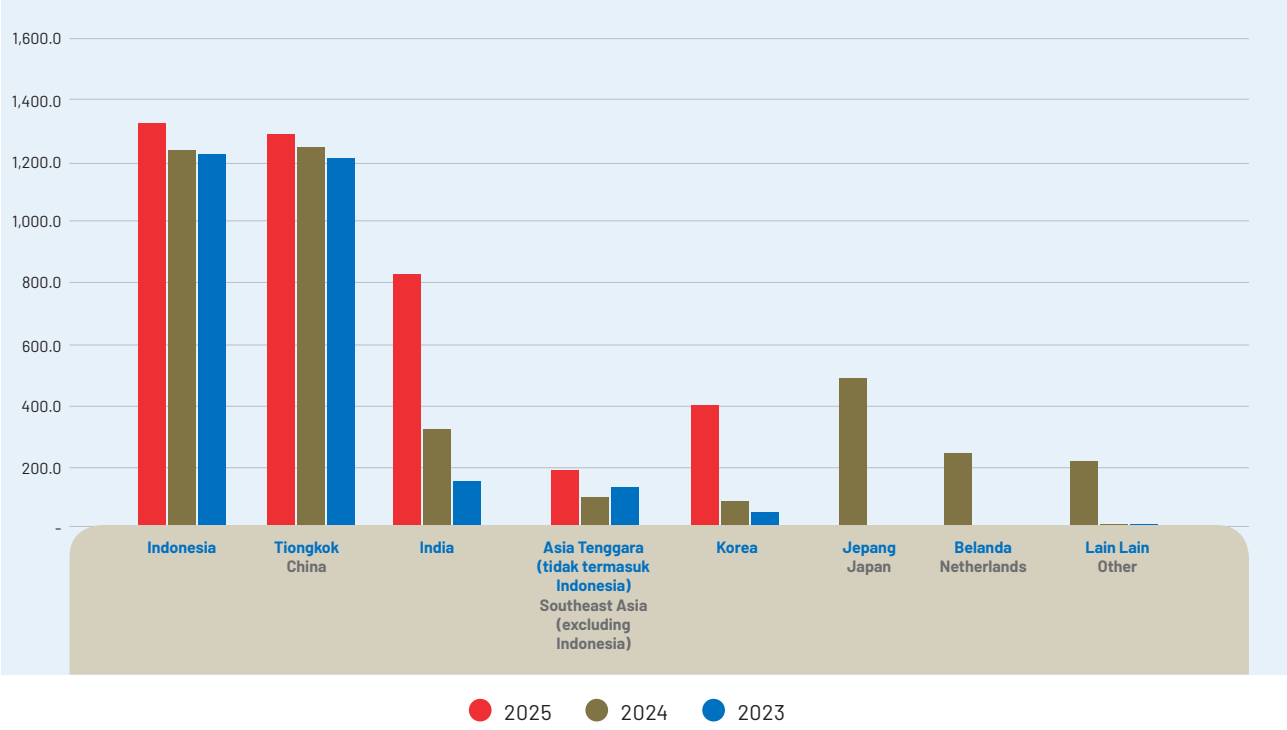
Pada tahun 2025, pendapatan usaha Grup mencapai USD 2.791,2 juta, turun 7,5% dibandingkan dengan tahun 2024, yaitu sebesar USD 3.017,8 juta, terutama disebabkan oleh penurunan pendapatan usaha dari pertambangan sebesar USD 285,6 juta akibat penurunan harga acuan batu bara dan penurunan dari penyedia listrik dan uap sebesar USD 9,7 juta, dikurangi oleh kenaikan dari teknologi sebesar USD 67,7 juta.

In 2025, the Group's revenues were USD 2,791.2 million, a decrease of 7.5% from USD 3,017.8 million in 2024, mainly due to a decline in mining revenue of USD 285.6 million driven by lower benchmark thermal coal prices, and a decrease in power and steam generation revenue of USD 9.7 million, partially offset by an increase in technology revenue of USD 67.7 million.

Pada tahun 2024, pendapatan usaha Grup mencapai USD 3.017,8 juta, atau turun 39,8% jika dibandingkan dengan pendapatan usaha pada tahun 2023, yaitu sebesar USD 5.014,7 juta, terutama disebabkan oleh penurunan pendapatan usaha dari pertambangan sebesar USD 1.900,2 juta terutama disebabkan penurunan harga acuan batubara dan telah dilakukannya pengalihan seluruh saham Perseroan dalam GEAR pada bulan Agustus 2023, sehingga GEAR tidak dikonsolidasikan lagi ke dalam Laporan Posisi Keuangan Konsolidasian Perseroan sejak bulan Agustus 2023.

In 2024, the Group's revenues was USD 3,017.8 million, or decreased by 39.8% compared to the revenues in 2023 of USD 5,014.7 million, which was mainly due to the decrease of revenue from mining business by USD 1,900.2 million due to reduction of Indonesia's benchmark thermal coal price and due to the transfer of all of the Company's shares in GEAR in August 2023, so that GEAR was no longer consolidated into the Company's Consolidated Statements of Financial Position since August 2023.

Pendapatan berdasarkan Lokasi Geografis
Revenue based on Geographic Location



dalam juta USD
in million USD

Pendapatan berdasarkan Lokasi Geografis	2025	2024	2023	Sales based on Geographical Location
Indonesia	1,231.0	1,241.8	1,337.0	Indonesia
Tiongkok	1,214.2	1,250.1	1,294.3	Cina
India	153.5	327.6	836.7	India
Asia Tenggara (tidak termasuk Indonesia)	133.3	102.8	191.1	Southeast Asia (excluding Indonesia)
Korea	52.7	89.1	405.5	Korea
Jepang	-	-	487.8	Jepang

Pendapatan berdasarkan Lokasi Geografis	2025	2024	2023	Sales based on Geographical Location
Belanda	-	-	246.9	Belanda
Lain-lain	6.5	6.4	215.4	Lain-lain
Jumlah	**2,791.2**	**3,017.8**	**5,014.7**	**Total**

Beban Pokok Penjualan

Cost of Revenues

Dalam juta USD, kecuali dinyatakan lain

In million USD, unless otherwise stated

Beban Pokok Penjualan Per Segmen	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Cost of Revenues Per Segment
Pertambangan	1,699.7	91.9%	1,649.5	92.2%	2,693.7	91.5%	3.0 %	(38.8)%	Mining
Penyediaan tenaga listrik & uap	-	0.0%	9.9	0.6%	34.8	1.2%	(100.0)%	(71.6)%	Power & steam generation
Perdagangan - bersih	79.7	4.3%	73.2	4.0%	176.1	6.0%	8.9 %	(58.4)%	Trading - net
Penyediaan TV Berbayar & Internet	69.7	3.8%	56.4	3.2%	37.2	1.3%	23.6 %	51.6 %	Pay TV & internet
EBT	0.2	0.0%	-	0.0%	-	0.0%	0.0 %	0.0 %	NRE
Lain-lain	0.3	0.0%	0.4	0.0%	0.6	0.0%	(25.0)%	(33.3)%	Others
Jumlah	**1,849.6**	**100.0%**	**1,789.4**	**100.0%**	**2,942.4**	**100.0%**	**3.4 %**	**(39.2)%**	**Total**

Pada tahun 2025, beban pokok penjualan Grup mencapai USD 1.849,6 juta, naik 3,4% dibandingkan beban pokok penjualan tahun 2024 yang sebesar USD 1.789,4 juta. Kenaikan beban pokok penjualan terutama disebabkan oleh kenaikan dari bisnis pertambangan sebesar USD 50,2 juta, perdagangan sebesar USD 6,5 juta, dan teknologi sebesar USD 13,3 juta, dikurangi oleh penurunan dari penyedia tenaga listrik dan uap sebesar USD 9,9 juta.

Pada tahun 2024, beban pokok penjualan Grup mencapai USD 1.789,4 juta, atau turun 39,2% dibandingkan beban pokok penjualan tahun 2023 yang sebesar USD 2.942,4 juta. Penurunan beban pokok penjualan disebabkan terutama oleh penurunan beban pokok penjualan dari bisnis pertambangan sebesar USD 1.044,2 juta terutama disebabkan oleh telah dilakukannya pengalihan seluruh saham Perseroan dalam GEAR pada bulan Agustus 2023, sehingga GEAR tidak dikonsolidasikan lagi ke dalam Laporan Posisi Keuangan Konsolidasian Perseroan sejak bulan Agustus 2023.

In 2025, the Group's cost of revenues amounted to USD 1,849.6 million, an increase of 3.4% from USD 1,789.4 million in 2024, mainly driven by higher costs from the mining business of USD 50.2 million, trading of USD 6.5 million, and technology of USD 13.3 million, partially offset by a decrease in power and steam generation costs of USD 9.9 million.

In 2024, the Group's cost of revenues amounted to USD 1,789.4 million or decreased by 39.2% compared to the cost of revenues in 2023 of USD 2,942.4 million. The decrease in the cost of revenues was mainly caused by the decrease of cost of revenues from the mining business by USD 1,044.2 million mainly as a result of the transfer of all the Company's shares in GEAR in August 2023, so that GEAR was no longer consolidated into the Company's Consolidated Statements of Financial Position since August 2023.

Laba Kotor

Gross Profit

Pada tahun 2025, Grup membukukan laba kotor sebesar USD 941,6 juta, turun 23,3% dari USD 1.228,4 juta pada tahun 2024. Margin laba kotor tahun 2025 tercatat sebesar 33,7%, lebih rendah dibandingkan 40,7% pada tahun 2024.

In 2025, the Group recorded a gross profit of USD 941.6 million, a decrease of 23.3% from USD 1,228.4 million in 2024. The gross profit margin in 2025 was 33.7%, lower than the 40.7% recorded in 2024.

Grup membukukan laba kotor sebesar USD 1.228,4 juta pada tahun 2024, menurun 40,7% jika dibandingkan dengan tahun 2023, yaitu sebesar USD 2.072,3 juta. Margin laba kotor pada tahun 2024 sebesar 40,7% turun dibandingkan dengan tahun 2023 yang sebesar 41,3%.

The Group recorded a gross profit of USD 1,228.4 million in 2024, a decrease of 40.7% compared to that in 2023, which was USD 2,072.3 million. The gross profit margin in 2024 was 40.7%, decreased compared to 2023, which was 41.3%.

Beban Usaha

Operating Expenses

Dalam juta USD, kecuali dinyatakan lain/In million USD, unless otherwise stated

Beban Usaha	2025	Kontribusi Contribution	2024	Kontribusi Contribution	2023	Kontribusi Contribution	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Operating Expenses
Beban penjualan	331.9	61.4%	347.5	60.2%	506.6	62.0%	(4.5)%	(31.4)%	Selling expenses
Beban umum dan administrasi	207.0	38.3%	229.7	39.8%	310.5	38.0%	(9.9)%	(26.0)%	General and administrative expenses
Beban eksplorasi	1.8	0.3%	0.5	0.1%	0.4	0.0%	260.0 %	25.0 %	Exploration costs
Jumlah Beban Usaha	**540.7**	**100.0%**	**577.7**	**100.0%**	**817.5**	**100.0%**	**(6.4)%**	**(29.3)%**	**Total Operating Expenses**

Beban usaha Grup terdiri dari beban penjualan, beban umum dan administrasi, dan beban eksplorasi.

Pada tahun 2025, Grup mencatat beban usaha sebesar USD 540,7 juta, menurun 6,4% dari beban usaha tahun 2024 sebesar USD 577,7 juta. Penurunan tersebut terutama disebabkan oleh penurunan beban penjualan sebesar USD 15,6 juta dan beban umum dan administrasi sebesar USD 22,7 juta, dikurangi oleh kenaikan beban eksplorasi sebesar USD 1,3 juta.

Penurunan beban penjualan terutama disebabkan oleh penurunan beban ongkos angkut sebesar USD 30,1 juta, dikurangi oleh kenaikan biaya pemasaran dan komisi sebesar USD 13,9 juta.

Penurunan beban umum dan administrasi terutama disebabkan oleh penurunan beban pajak dan perizinan sebesar USD 33,2 juta dan beban gaji dan tunjangan karyawan sebesar USD 4,9 juta, dikurangi oleh kenaikan beban asuransi sebesar USD 12,0 juta.

Pada tahun 2024, Grup mencatat beban usaha sebesar USD 577,7 juta atau menurun sebesar 29,3% dari beban usaha tahun 2023 sebesar USD 817,5 juta. Penurunan tersebut terutama disebabkan oleh penurunan beban penjualan sebesar USD 159,1 juta dan beban umum dan administrasi sebesar USD 80,8 juta.

Penurunan beban penjualan pada tahun 2024 terutama disebabkan oleh penurunan beban ongkos angkut sebesar USD 141,1 juta dan penurunan biaya pemasaran dan komunikasi sebesar USD 19,5 juta.

Penurunan beban umum dan administrasi pada tahun 2024 disebabkan terutama oleh penurunan beban gaji dan tunjangan karyawan sebesar USD 58,4 juta, penurunan beban jasa profesional

The Group's operating expenses consisted of selling expenses, general and administrative expenses, and exploration expenses.

In 2025, the Group recorded operating expenses of USD 540.7 million, a decrease of 6.4% from USD 577.7 million in 2024. The decrease was mainly due to lower selling expenses of USD 15.6 million and lower general and administrative expenses of USD 22.7 million, partially offset by higher exploration costs of USD 1.3 million.

The decrease in selling expenses in 2025 was mainly due to the decrease in freight charges of USD 30.1 million partially offset by the increase in marketing and communication expenses of USD 13.9 million.

The decrease in general and administrative expenses was mainly due to lower tax and licensing expenses of USD 33.2 million and lower salaries and allowances of USD 4.9 million, partially offset by higher insurance expenses of USD 12.0 million.

In 2024, the Group recorded operating expenses of USD 577.7 million or decreased by 29.3% from the operating expenses in 2023 of USD 817.5 million. The decrease was mainly due to the decrease in selling expenses of USD 159.1 million and general and administrative expenses of USD 80.8 million.

The decrease in selling expenses in 2024 was mainly due to the decrease in freight charges of USD 141.1 million and a decrease in marketing and communication expenses of USD 19.5 million.

The decrease in general and administrative expenses in 2024 was mainly due to the decrease in salaries and allowances by USD 58.4 million, decrease in professional fees by USD 23.0 million,

sebesar USD 23,0 juta, dan penurunan beban asuransi sebesar USD 11,6 juta, dikurangi terutama oleh kenaikan beban pajak dan perizinan sebesar USD 11,9 juta.

Penghasilan (Beban) Lain-Lain

Penghasilan (beban) lain-lain terutama berasal dari pendapatan bunga, beban bunga, keuntungan selisih kurs mata uang asing, dan ekuitas pada laba (rugi) bersih investasi.

Pada tahun 2025, Grup mencatatkan penghasilan (beban) lain-lain bersih sebesar USD 63,2 juta, naik 6,0% dari USD 59,6 juta pada tahun 2024. Kenaikan tersebut terutama disebabkan oleh kenaikan pendapatan bunga sebesar USD 18,1 juta, keuntungan selisih kurs mata uang asing bersih sebesar USD 2,8 juta, dan kenaikan lain-lain bersih sebesar USD 20,4 juta, dikurangi oleh kenaikan beban bunga sebesar USD 10,5 juta dan penurunan ekuitas pada laba (rugi) bersih ventura bersama dan entitas asosiasi sebesar USD 26,8 juta.

Grup mencatatkan penghasilan (beban) lain-lain bersih sebesar USD 59,6 juta pada tahun 2024 atau naik 180,7% jika dibandingkan dengan tahun 2023 yang sebesar (USD 73,8 juta). Kenaikan penghasilan (beban) lain-lain bersih Grup terutama disebabkan oleh kenaikan ekuitas pada laba (rugi) bersih ventura bersama sebesar USD 55,7 juta, kenaikan pendapatan bunga sebesar USD 19,4 juta, dan kenaikan lain-lain bersih sebesar USD 20,5 juta dikurangi penurunan beban bunga sebesar USD 46,6 juta.

Beban Pajak

Pada tahun 2025, beban pajak mengalami penurunan menjadi USD 102,9 juta dari USD 167,5 juta pada tahun 2024, terutama disebabkan oleh penurunan beban pajak kini sebesar USD 47,1 juta dan beban pajak tangguhan sebesar USD 17,5 juta.

Beban pajak mengalami penurunan dari USD 315,7 juta pada tahun 2023 menjadi USD 167,5 juta pada tahun 2024, terutama disebabkan oleh penurunan beban pajak kini sebesar USD 174,2 juta, dikurangi dengan kenaikan beban pajak tangguhan sebesar USD 26,0 juta.

Penghasilan (Rugi) Komprehensif Lain

Penghasilan (rugi) komprehensif lain terutama terdiri dari keuntungan (kerugian) yang belum direalisasi atas perubahan nilai wajar investasi dan selisih kurs penjabaran laporan keuangan.

Pada tahun 2025, Grup mencatatkan rugi komprehensif lain sebesar USD 22,8 juta, turun 82,7% dari rugi komprehensif lain sebesar USD 131,7 juta pada tahun 2024. Penurunan ini terutama disebabkan oleh adanya keuntungan yang belum direalisasi atas perubahan nilai wajar investasi sebesar USD 32,6 juta pada tahun 2025, meskipun terdapat kerugian atas selisih kurs penjabaran laporan keuangan sebesar USD 54,8 juta, sedangkan pada tahun 2024 terdapat kerugian atas revaluasi aset tetap sebesar USD 49,1 juta, kerugian yang belum direalisasi atas perubahan nilai wajar sebesar USD 47,3 juta, dan kerugian atas selisih kurs penjabaran sebesar USD 35,5 juta.

and decrease in insurance by USD 11.6 million, netted off with the increase in tax and licensing expenses by USD 11.9 million.

Other Income (Expenses)

Other income (expenses) was derived from interest income, interest expense, gain on foreign exchange, and share in net gains (losses) of investment.

In 2025, the Group recorded other income (expenses) – net of USD 63.2 million, an increase of 6.0% from USD 59.6 million in 2024. The increase was mainly due to higher interest income of USD 18.1 million, a net gain on foreign exchange of USD 2.8 million, and higher other income – net of USD 20.4 million, partially offset by higher interest expenses of USD 10.5 million and a decrease in share of net gains from joint ventures and associates of USD 26.8 million

The Group recorded other income (expenses) - net of USD 59.6 million in 2024 or increased by 180.7% compared to (USD 73.8 million) recorded in 2023. The increase in the Group's other income (expenses) - net was mainly due to the increase in share in net gain (losses) of joint venture and an associate amounted to USD 55.7 million, an increase in interest income by USD 19.4 million, and an increase in others - net by USD 20.5 million, netted off by a decrease in interest expenses by USD 46.6 million.

Tax Expense

In 2025, tax expense decreased to USD 102.9 million from USD 167.5 million in 2024, mainly due to a decrease in current tax expense of USD 47.1 million and deferred tax expense of USD 17.5 million.

Tax expense decreased from USD 315.7 million in 2023 to USD 167.5 million in 2024, mainly due to the decrease of current tax expense by USD 174.2 million, netted off with the increase of deferred tax expense by USD 26.0 million.

Other Comprehensive Income (Loss)

Other comprehensive income (loss) was mainly attributable to unrealized gain (loss) on change in fair value of investments and foreign exchange differences arising from financial statements translation.

In 2025, the Group recorded other comprehensive loss of USD 22.8 million, a decrease of 82.7% from other comprehensive loss of USD 131.7 million in 2024. The decrease was mainly because in 2025 the Group recorded an unrealized gain on changes in fair value of investments of USD 32.6 million, partially offset by a translation loss of USD 54.8 million, compared to 2024 when the Group recorded a loss on revaluation of property, plant and equipment of USD 49.1 million, an unrealized loss on changes in fair value of USD 47.3 million, and a translation loss of USD 35.5 million.

Grup mencatatkan rugi komprehensif lain sebesar USD 131,7 juta pada tahun 2024, atau mengalami penurunan sebesar 616,3% dibandingkan dengan tahun 2023 yang mencatatkan laba komprehensif lain sebesar USD 25,5 juta. Penurunan tersebut terutama disebabkan karena di tahun 2024 Grup mencatatkan kerugian atas revaluasi atas aset tetap sebesar USD 49,1 juta, Kerugian yang belum direalisasi atas perubahan nilai wajar selama tahun berjalan sebesar USD 47,3 juta, dan kerugian atas selisih kurs penjabaran laporan keuangan sebesar USD 35,5 juta, sedangkan di tahun 2023 Grup mencatatkan laba komprehensif lain sebesar USD 25,5 juta pada tahun 2023, terutama disebabkan karena di tahun 2023 Grup mencatatkan ekuitas pada penghasilan komprehensif lain ventura bersama sebesar USD 44,5 juta dan kerugian atas selisih kurs penjabaran laporan keuangan sebesar USD 18,0 juta.

The Group recorded other comprehensive loss of USD 131.7 million in 2024 or decreased by 616.3% compared to other comprehensive income of USD 25.5 million recorded in 2023. The decrease was mainly because in 2024 the Group recorded a loss on revaluation of property, plant and equipment amounted to USD 49.1 million, an unrealized loss on changes in fair value during the year amounted to USD 47.3 million, and a financial statements translation loss of USD 35.5 million, while in 2023, the Group recorded other comprehensive income of USD 25.5 million in 2023 was mainly because in 2023 the Group recorded share of other comprehensive income of a joint venture of USD 44.5 million and the foreign exchange differences loss arising from financial statements translation of USD 18.0 million.

Penghasilan Komprehensif Tahun Berjalan

Pada tahun 2025, Grup mencatatkan penghasilan komprehensif tahun berjalan sebesar USD 338,4 juta, turun sekitar 17,7% dari USD 411,1 juta pada tahun 2024. Margin penghasilan komprehensif tahun berjalan pada tahun 2025 tercatat sebesar 12,1%, lebih rendah dibandingkan 13,6% pada tahun 2024.

Grup mencatatkan penghasilan komprehensif tahun berjalan sebesar USD 411,1 juta pada tahun 2024, atau mengalami penurunan sekitar 53,9% dibandingkan dengan tahun 2023 yang mencatatkan penghasilan komprehensif tahun berjalan sebesar USD 890,8 juta. Margin penghasilan komprehensif tahun berjalan pada 2024 sebesar 13,6% menurun dibandingkan dengan margin laba komprehensif tahun 2023 yang sebesar 17,8%.

Comprehensive Income for the Year

In 2025, the Group recorded comprehensive income for the year of USD 338.4 million, a decrease of 17.7% from USD 411.1 million in 2024. The comprehensive income margin for 2025 was 12.1%, lower than 13.6% in 2024.

The Group recorded a comprehensive income for the year of USD 411.1 million in 2024 or decreased by 53.9% compared to that in 2023, which recorded a comprehensive income for the year of USD 890.8 million. The margin of comprehensive income for the year 2024 was 13.6% which decreased compared to the margin of comprehensive income for the year 2023 of 17.8%.

Arus Kas

Cash Flows

Dalam juta USD, kecuali dinyatakan lain/In million USD, unless otherwise stated

Laporan Arus Kas	2025	2024	2023	Kenaikan (Penurunan) Increase (Decrease) 2025 vs 2024	Kenaikan (Penurunan) Increase (Decrease) 2024 vs 2023	Statements of Cash Flows
Kas Bersih Diperoleh dari Aktivitas Operasi	329.7	693.4	1.031.1	(52.5)%	(32.8)%	Net Cash Provided by Operating Activities
Kas Bersih Digunakan untuk Aktivitas Investasi	(973.3)	(594.9)	(592.0)	(63.6)%	(0.5)%	Net Cash Used in Investing Activities
Kas Bersih Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan	190.9	180.1	(909.1)	(6.0)%	119.8 %	Net Cash Provided by (Used in) Financing Activities
Kenaikan (Penurunan) Bersih Kas dan Setara Kas	(452.7)	278.6	(470.0)	262.5 %	159.3 %	Net Increase (Decrease) in Cash and Cash Equivalents
Kas dan Setara Kas Awal Tahun	883.0	617.3	1.084.7	43.0 %	(43.1)%	Cash and Cash Equivalents at The Beginning of The Year
Pengaruh perubahan kurs mata uang asing	(17.5)	(12.9)	2.6	35.7 %	(596.2)%	Effect of foreign exchange rate changes
Kas dan Setara Kas Akhir Tahun	412.8	883.0	617.3	(53.3)%	43.0 %	Cash and Cash Equivalents at The End of The Year

Pada tahun 2025, Grup mencatatkan arus kas negatif sebesar USD 452,7 juta, terutama disebabkan oleh pengeluaran kas untuk aktivitas investasi sebesar USD 973,3 juta, yang sebagian diimbangi oleh penerimaan kas dari aktivitas operasi sebesar USD 329,7 juta dan aktivitas pendanaan sebesar USD 190,9 juta.

Pada tahun 2024, Grup mencatatkan arus kas positif sebesar USD 278,6 juta. Posisi arus kas positif tersebut terutama dikontribusikan oleh arus kas positif yang diperoleh dari aktivitas operasi dan pendanaan masing-masing sebesar USD 693,4 juta dan USD 180,1 juta, dengan arus kas negatif yang digunakan untuk aktivitas investasi sebesar USD 594,9 juta.

Arus Kas dari Aktivitas Operasi

Pada tahun 2025, kas bersih yang diperoleh Grup dari aktivitas operasi adalah sebesar USD 329,7 juta, turun 52,5% dari USD 693,4 juta pada tahun 2024. Penurunan tersebut terutama disebabkan oleh penurunan penerimaan dari pelanggan sebesar USD 375,4 juta, dikurangi oleh penurunan pembayaran kepada kontraktor, pemasok, karyawan, dan lainnya sebesar USD 20,9 juta, serta penurunan pembayaran pajak penghasilan badan sebesar USD 32,7 juta.

Kas bersih yang diperoleh Grup dari aktivitas operasi pada tahun 2024 adalah sebesar USD 693,4 juta. Arus kas positif Grup dari aktivitas operasi pada tahun 2024 tersebut menurun 32,8% jika dibandingkan dengan tahun 2023 yang mencatatkan arus kas positif dari aktivitas operasi sebesar USD 1.031,1 juta. Penurunan tersebut disebabkan terutama oleh penurunan penerimaan dari pelanggan sebesar USD 1.776,4 juta, dikurangi dengan penurunan pembayaran kepada kontraktor, pemasok, karyawan dan lainnya sebesar USD 1.260,1 juta, dan penurunan pembayaran pajak penghasilan badan sebesar USD 178,5 juta.

Arus Kas untuk Aktivitas Investasi

Pada tahun 2025, kas bersih yang digunakan Grup untuk aktivitas investasi adalah sebesar USD 973,3 juta, naik 63,6% dari USD 594,9 juta pada tahun 2024. Kenaikan ini terutama disebabkan oleh pengeluaran kas untuk investasi jangka panjang sebesar USD 451,9 juta, perolehan aset tetap sebesar USD 466,2 juta, dan investasi jangka pendek sebesar USD 137,2 juta, dikurangi oleh penerimaan bunga sebesar USD 80,4 juta dan penerimaan dari dana yang dibatasi pencairannya sebesar USD 2,2 juta.

Kas bersih Grup yang digunakan untuk aktivitas investasi pada tahun 2024 adalah sebesar USD 594,9 juta, naik 0,5% dibandingkan dengan tahun 2023 yang mencatatkan kas bersih yang digunakan untuk aktivitas investasi sebesar USD 592,0 juta, disebabkan terutama karena kenaikan piutang lain – lain sebesar USD 400,0 juta, penurunan penambahan investasi jangka panjang sebesar USD 134,2 juta, penurunan penerimaan dari pelepasan investasi entitas anak sebesar USD 275,4 juta, dikurangi kenaikan penambahan aset tetap sebesar USD 58,2 juta, penurunan perubahan dalam aset lain – lain sebesar USD 38,6 juta dan penurunan dampak pelepasan entitas anak sebesar USD 692,8 juta.

In 2025, the Group recorded a net cash outflow of USD 452.7 million, primarily driven by cash used in investing activities of USD 973.3 million, partially offset by cash from operating activities of USD 329.7 million and financing activities of USD 190.9 million.

In 2024, the Group recorded positive cash flow of USD 278.6 million. The positive cash flow was contributed by the positive cash flow received from operating and financing activities amounted to USD 693.4 million and USD 180.1 million, respectively, net-off with the negative cash flow used in investing activities amounting to USD 594.9 million.

Cash Flows from Operating Activities

In 2025, net cash generated by the Group from operating activities amounted to USD 329.7 million, a decrease of 52.5% from USD 693.4 million in 2024. The decline was mainly attributable to a decrease in cash receipts from customers of USD 375.4 million, partially offset by lower payments to contractors, suppliers, employees, and others of USD 20.9 million and a reduction in corporate income tax payments of USD 32.7 million.

Net cash provided by the Group from operating activities in 2024 amounted to USD 693.4 million. The Group's positive net cash flow from operating activities in 2024 decreased by 32.8% compared to 2023 that recorded positive cash flow from operating activities of USD 1,031.1 million. The decrease was primarily contributed by the decrease in the receipts from customers by USD 1,776.4 million, net-off with the decrease in payments to contractors, suppliers, employees, and others by USD 1,260.1 million, and decrease of payments of corporate income tax by USD 178.5 million.

Cash Flows for Investing Activities

In 2025, the Group's net cash used in investing activities amounted to USD 973.3 million, an increase of 63.6% from USD 594.9 million in 2024. This increase was mainly driven by cash outflows for long-term investments of USD 451.9 million, acquisition of fixed assets of USD 466.2 million, and short-term investments of USD 137.2 million, partially offset by interest received of USD 80.4 million and proceeds from restricted funds of USD 2.2 million.

The Group's net cash used in investing activities in 2024 amounted to USD 594.9 million, increased by 0.5% compared to 2023 that recorded net cash flows used in investing activities amounted to USD 592.0 million, mainly due to the increase in other receivable by USD 400.0 million, decrease of addition in long-term investments by USD 134.2 million, and decrease in proceeds from sale of investment in a subsidiaries by USD 275.4 million, net off with the increase in additions to fixed assets of USD 58.2 million, a decrease in changes in other assets of USD 38.6 million, and a decrease in effect of disposal of subsidiaries of USD 692.8 million.

Arus Kas Untuk Aktivitas Pendanaan

Pada tahun 2025, kas bersih yang diperoleh Grup dari aktivitas pendanaan adalah sebesar USD 190,9 juta, naik 6,0% dari USD 180,1 juta pada tahun 2024. Kenaikan ini terutama disebabkan oleh kenaikan utang bank dan lembaga keuangan jangka panjang sebesar USD 368,0 juta dan penurunan pembayaran dividen entitas anak kepada kepentingan nonpengendali sebesar USD 104,9 juta, dikurangi oleh penurunan penerimaan sukuk sebesar USD 60,1 juta, pembayaran atas utang bank dan lembaga keuangan jangka pendek sebesar USD 141,4 juta, dan pembayaran bunga sebesar USD 70,5 juta.

Kas bersih Grup yang diperoleh untuk aktivitas pendanaan pada tahun 2024 adalah sebesar USD 180,1 juta, naik 119,8% dibandingkan dengan tahun 2023 yang mencatatkan arus kas yang digunakan dari aktivitas pendanaan sebesar USD 909,1 juta. Kenaikan ini disebabkan terutama oleh penurunan pembayaran utang bank dan lembaga keuangan jangka panjang sebesar USD 329,8 juta, penerimaan penerbitan obligasi sebesar USD 246,2 juta, penerimaan penerbitan sukuk mudharabah sebesar USD 97,2 juta, penurunan dari pembayaran liabilitas sewa sebesar USD 52,1 juta, kenaikan dari penerimaan penerbitan kembali saham treasuri sebesar USD 48,9 juta, dikurangi dengan penurunan atas penerimaan (pembayaran) utang bank jangka pendek – bersih sebesar USD 217,9 juta dan penurunan atas pembelian kembali saham treasuri sebesar USD 483,8 juta.

Cash Flows for Financing Activities

In 2025, the Group's net cash generated from financing activities amounted to USD 190.9 million, an increase of 6.0% from USD 180.1 million in 2024. The increase was primarily driven by an increase in long-term bank and financial institution borrowings of USD 368.0 million and lower dividend payments to non-controlling interests of USD 104.9 million, partially offset by lower sukuk proceeds of USD 60.1 million, repayments of short-term bank and financial institution borrowings of USD 141.4 million, and interest payments of USD 70.5 million.

The Group's net cash provided by financing activities in 2024 amounted to USD 180.1 million, increased by 119.8% compared to 2023 that recorded net cash flow used in financing activities amounted to USD 909.1 million. This increase was mainly due to a decrease in payments of long-term bank loans and financial institution borrowings amounted to USD 329.8 million, proceeds from bond issuance of USD 246.2 million, proceeds from the issuance of sukuk mudharabah of USD 97.2 million, a decrease in lease liability payments of USD 52.1 million, and an increase in proceeds from the reissuance of treasury shares of USD 48.9 million, net off by a decrease in net proceeds (payments) of short-term bank loans of USD 217.9 million and a decrease due to the repurchase of treasury shares of USD 483.8 million.

Rasio Keuangan

Financial Ratios

Rasio Ratios	Unit Unit	2025	2024	2023	2022	2021
Rasio Laba (Rugi) Terhadap Aset Return on Assets	(%)	8.2%	14.7%	28.2%	20.0%	8.5%
Rasio Laba (Rugi) Terhadap Ekuitas Return on equity Ratio	(%)	16.0%	27.9%	50.3%	42.5%	14.3%
Marjin Laba Kotor Gross Profit Margin	(%)	33.7%	40.7%	41.3%	44.3%	41.5%
Marjin Laba (Rugi) Bersih Net Profit (Loss) Margin	(%)	12.9%	18.0%	17.3%	21.8%	12.1%
Rasio Lancar Current Ratio	(%)	220.4%	233.1%	172.7%	135.8%	169.7%
Rasio Liabilitas terhadap Aset Liabilities-to-Assets Ratio	(%)	48.8%	47.4%	43.8%	52.9%	40.9%
Rasio Liabilitas terhadap Ekuitas Liabilities-to-Equity Ratio	(%)	95.2%	90.1%	78.0%	112.5%	69.2%
Tingkat Perputaran Persediaan inventory Turnover	(x)	15.6	16.2	15.3	18.3	15.0
Tingkat Perputaran Aset Tetap Fixed Assets Turnover	(x)	3.3	5.0	4.8	5.9	4.3
Tingkat Perputaran Aset Total Total Assets Turnover	(x)	0.7	0.9	1.0	1.2	0.7
Rasio Laba (Rugi) terhadap Modal yang Diinvestasikan Return on Invested Capital	(%)	34.8	52.2	139.3	78.4	42.4

Kemampuan Membayar Utang

Grup merujuk pada rasio likuiditas dan rasio solvabilitas untuk mengukur kemampuan penyelesaian kewajiban.

Solvency

The Group refers to the liquidity and solvency ratios to measure the ability to pay off its liabilities.

Rasio likuiditas menunjukkan kemampuan untuk memenuhi kewajiban keuangan yang harus segera dipenuhi. Rasio likuiditas yang digunakan Grup adalah rasio lancar, yaitu mengukur kemampuan aktiva lancar Grup dalam membayar kewajiban jangka pendek. Pada tahun 2025, rasio lancar Grup adalah sebesar 220,4%, mengalami penurunan dari 233,1% pada tahun 2024. Penurunan ini terutama disebabkan oleh penurunan aset lancar sebagaimana telah dijelaskan di bagian bersangkutan.

The liquidity ratio shows the ability to meet the financial obligations that must be met immediately. The liquidity ratio used by the Group is the current ratio, i.e., by measuring the ability of the Group's current assets to pay its short-term liabilities. In 2025, the Group's current ratio was 220.4%, decreased from 233.1% in 2024. The decrease was mainly due to a decrease in current assets as described in the relevant section.

Rasio solvabilitas dimaksudkan untuk mengukur sampai seberapa jauh aktiva atau modal Grup dapat membiayai pinjaman. Rasio solvabilitas yang digunakan Grup adalah rasio liabilitas terhadap ekuitas dan rasio liabilitas terhadap aset. Pada tahun 2025, rasio liabilitas terhadap ekuitas meningkat menjadi sebesar 95,2% dari sebelumnya 90,1% pada tahun sebelumnya, sedangkan rasio liabilitas terhadap aset mengalami kenaikan menjadi 48,8% dari sebelumnya 47,4% pada tahun 2024. Peningkatan ini terutama disebabkan oleh perubahan pada liabilitas jangka pendek dan liabilitas jangka panjang sebagaimana telah dijelaskan di bagian bersangkutan.

The solvency ratio is intended to measure the extent to which the assets or capital of the Group can support the loan. The solvency ratios used by the Group are the liabilities-to-equity ratio and liabilities-to-asset ratio. In 2025, the liability-to-equity ratio increased to 95.2% from 90.1% in the previous year. Meanwhile, the liability-to-asset ratio also rose to 48.8%, compared to 47.4% in 2024. These increases were mainly due to an increase in current liabilities and non-current liabilities as described in the relevant section.

Grup memiliki kemampuan untuk memenuhi kewajibannya pada tanggal jatuh tempo.

The Group can fulfil the payment of its obligations on the due dates.

Tingkat Kolektabilitas Piutang

Piutang Jangka Pendek

Receivables Collectability

Short-term Receivables

(kali) (times)	2025	2024	2023	2022	2021
Tingkat Kolektabilitas Piutang Usaha Receivables Collectibility	22.4	10.2	11.4	15.1	10.2

Pada tahun 2025, rasio tingkat perputaran piutang usaha adalah sebesar 22,4 kali, mengalami kenaikan dibandingkan dengan 10,2 kali pada tahun 2024.

In 2025, the Group's trade accounts receivable turnover ratio was 22.4 times, an increase from 10.2 times in 2024.

Grup tidak mempunyai masalah terkait kolektabilitas piutang usaha, karena sebagian besar dari piutang usaha Grup termasuk piutang lancar.

The Group does not have any issues related to the collectability of its trade accounts receivable, as most of the Group's receivables are classified as current receivables.

Pada tahun 2025, Grup mencadangkan USD 12,8 juta sebagai cadangan kerugian penurunan nilai untuk piutang usaha.

In 2025, the Group had booked provision of USD 12.8 million as allowance for impairment loss of trade accounts receivable.

Berdasarkan evaluasi terhadap kolektabilitas piutang usaha, manajemen berpendapat bahwa cadangan kerugian penurunan nilai cukup untuk menutup kemungkinan kerugian dari tidak tertagihnya piutang usaha. Manajemen juga berpendapat bahwa tidak terdapat risiko terkonsentrasi secara signifikan atas piutang usaha dari pihak ketiga.

Based on the evaluation of trade accounts receivable collectability, management believes that the allowance for impairment loss was adequate to cover the possibility of loss due to uncollectible receivables. Management also believes that there was no significant concentrated risk on trade accounts receivable from third parties.

Piutang Lain-Lain Jangka Panjang

Pada tanggal 31 Desember 2025, Grup memiliki piutang lain-lain jangka panjang sebesar USD 0,5 juta, di mana tidak terdapat cadangan kerugian penurunan nilai yang dibentuk. Berdasarkan evaluasi terhadap kolektabilitas piutang lain-lain jangka panjang, manajemen berpendapat bahwa tidak diperlukan cadangan kerugian penurunan nilai untuk menutup kemungkinan kerugian dari tidak tertagihnya piutang lain-lain jangka panjang tersebut.

Long-Term Other Receivables

As of December 31, 2025, long-term other receivables amounted to USD 0.5 million, with no allowance for impairment recorded. Based on the evaluation of long-term other receivables collectability, management believes that no allowance for impairment loss is necessary to cover possible losses from uncollectible long-term other receivables.

Struktur Modal dan Kebijakan atas Struktur Modal

Capital Structure and Capital Structure Policy

Struktur Modal Capital Structure	2025		2024		2023	
	USD	%	USD	%	USD	%
Liabilitas Jangka Pendek Current Liabilities	826,081,584	18.7%	857,415,119	23.2%	825,666,875	26.9%
Liabilitas Jangka Panjang Non-current Liabilities	1,327,670,910	30.1%	894,076,747	24.2%	516,790,956	16.9%
Ekuitas Equity	2,261,197,632	51.2%	1,943,579,393	52.6%	1,720,815,186	56.2%
Total Liabilitas dan Ekuitas Total Liabilities and Equity	4,414,950,126	100.0%	3,695,071,259	100.0%	3,063,273,017	100.0%

Struktur Modal

Struktur modal Grup terutama berasal dari ekuitas. Per 31 Desember 2025, sebesar 51,2% modal merupakan ekuitas.

Rasio hutang jangka panjang dapat meningkat dalam beberapa tahun ke depan sehubungan dengan kemungkinan meningkatnya pinjaman bank untuk membiayai proyek-proyek baru.

Perseroan berpendapat bahwa struktur modal masih berada pada tingkat yang wajar dan sehat.

Capital Structure

The Group's capital structure was primarily from equity. As of December 31, 2025, 51.2% of the capital was equity.

The long-term debt ratio may increase in the next few years due to the possibility of increasing bank loans to finance new projects.

The Company believes that its capital structure remains at a reasonable and healthy level.

Kebijakan atas Struktur Modal

Perseroan berkomitmen untuk mengoptimalkan struktur modal untuk membiayai aset tidak lancar sehingga diharapkan dapat memaksimalkan nilai pemegang saham.

Perseroan mengutamakan sumber pembiayaan belanja modal dan proyek-proyek baru dengan urutan sebagai berikut: kas internal, utang jangka pendek, utang jangka panjang, dan penerbitan saham baru.

Perseroan senantiasa berupaya memperhatikan hak-hak kreditur dengan memenuhi kewajiban pembayaran secara tepat waktu, menjaga rasio keuangan tertentu, dan menyediakan informasi yang dibutuhkan.

Capital Structure Policy

The Company is committed to optimizing its capital structure to finance non-current assets with the expectation of maximizing shareholder value.

The Company prioritizes sources for financing the capital expenditures and new projects in the following order: internal cash, short-term debt, long-term debt, and issuance of new shares.

The Company seeks to always consider the rights of creditors by meeting its payment obligations in a timely manner, maintaining certain financial ratios, and delivering the required information.

Perbandingan antara Target dan Pencapaian Tahun 2024 dan 2025 serta Target Tahun 2026

Comparison between Targets and Realization of 2024 and 2025 as well as Target for 2026

	2025		2024	
	Target Target	Realisasi Realization	Target Target	Realisasi Realization
Keuangan / Financial				
Pendapatan Usaha (juta USD) Revenues (million USD)	3,177.9	2,791.2	3,139	3,017.8
Laba Tahun Berjalan (juta USD) Profit for the Year (million USD)	349.8	361.2	368	542.8
Operasi / Operational				
Offtake Listrik Pembangkit Listrik *Captive*[1] (MWh) Electricity Offtake from Captive Power Plants[1] (MWh)	-	-	640,676	174,813.0
Offtake Uap Pembangkit Listrik *Captive* [1] (GJ) Steam Offtake from Captive Power Plants[1] (GJ)	-	-	7,478,057	2,319,148.0
Volume Penjualan Batu Bara[2] (juta ton) Coal Sales Volume[2] (million ton)	55.1	56.7	53.9	54.3
Jumlah *Homepass* Number of Homepasses	10,358,331	10,518,757	6,239,635	6,410,590
Jumlah Pelanggan Number of Subscribers	1,602,186	1,850,787	1,000,192	912,010
Volume Penjualan Pupuk (ton) Fertilizer Sales Volume (ton)	263,841	127,119	226,357	126,416
Volume Penjualan Pestisida (kiloliter) Pesticide Sales Volume (kilolitres)	8,029,123	7,268,406	6,285,979	5,581,334
Volume Penjualan Bahan Kimia (ton) Chemical Sales Volume (ton)	159,743	161,031	147,230	141,201
Investasi Barang Modal yang Signifikan[4] / Significant Capital Expenditure				
Pertambangan[2][5] (juta USD) Mining[2][5] (million USD)	30.12	19.5	39.9	107.5
Infrastruktur Multimedia[3][6] (juta USD) Multimedia Infrastructure[3][6] (million USD)	190.4	390.1	311.9	335.0
Jumlah (juta USD) **Total (million USD)**	**220.5**	**409.6**	**351.8**	**442.5**

Keterangan/Notes:
1) dijalankan oleh Perseroan
2) terutama dijalankan oleh GEMS dan/atau entitas anaknya
3) dijalankan oleh PT Eka Mas Republik dan PT Innovate Mas Indonesia, keduanya entitas anak Perseroan
4) tidak terdapat ikatan material untuk investasi barang modal yang masih berjalan pada 31 Desember 2025
5) terutama untuk konstruksi pelabuhan, mesin dan alat berat, bangunan dan prasarana, dan infrastruktur
6) terutama untuk peralatan telekomunikasi
1) operated by the Company
2) mainly operated by GEMS and/or its subsidiaries
3) operated by PT Eka Mas Republik and PT Innovate Mas Indonesia, both of which are subsidiaries of the Company
4) there was no material commitment for capital expenditure as of December 31, 2025
5) mainly for port construction, machinery and heavy equipment, buildings and leasehold improvements, and infrastructure
6) mainly for telecommunication facilities

Dalam menghadapi tantangan, Perseroan akan terus mempertahankan kinerja usaha di seluruh bisnis Perseroan, antara lain pertambangan, EBT, infrastruktur digital dan teknologi (penyediaan TV berbayar dan internet, layanan pusat data, serta solusi digital), dan kimia. Perseroan akan terus mengembangkan bisnis EBT serta bisnis infrastruktur digital dan teknologi.

In facing challenges, the Company will continue to maintain business performance across all of the Company's business, including mining, NRE, digital infrastructure and technology (internet, pay TV services, data center services, and digital solutions), as well as chemicals. The Company will continue to develop its NRE as well as its digital infrastructure and technology business.

Pada tahun 2026, Perseroan menetapkan target kinerja yang berorientasi pada pertumbuhan berkelanjutan, peningkatan efisiensi, penguatan daya saing, dan inovasi. Dengan strategi yang terarah, Perseroan berkomitmen untuk memberikan nilai tambah bagi pemangku kepentingan. Dari aspek keuangan, Perseroan menargetkan pertumbuhan kinerja melalui peningkatan pendapatan dan efisiensi biaya. Dari aspek operasi, Perseroan terus mendorong produktivitas dan inovasi guna memastikan kualitas serta keberlanjutan bisnis. Perseroan percaya bahwa dengan kerja sama yang kuat, adaptasi terhadap perubahan, dan penerapan GCG, Perseroan dapat mencapai target yang telah ditetapkan dan memberikan kontribusi positif bagi pemangku kepentingan.

Kebijakan dan Pembagian Dividen

Perseroan dapat membagikan dividen hingga 30% dari laba bersih setelah pajak. Pembagian dividen mempertimbangkan kecukupan modal, rencana belanja modal, dan persyaratan pembiayaan, dengan memperhatikan peraturan perundang-undangan yang berlaku dan persetujuan para pemegang saham Perseroan.

Sampai saat ini, Perseroan belum membagikan dividen kepada pemegang saham Perseroan, mengingat Perseroan masih memiliki kebutuhan dana yang cukup besar untuk membiayai proyek-proyek baru di entitas anak Perseroan.

Dampak Nilai Tukar Mata Uang Asing

Dampak nilai tukar mata uang asing timbul karena transaksi yang dilakukan dalam mata uang selain mata uang fungsional yang berasal dari aset dan liabilitas moneter dalam mata uang asing terutama mata uang Rupiah. Keuntungan/kerugian selisih kurs yang timbul dikreditkan/dibebankan pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Pada tanggal 31 Desember 2025, 31 Desember 2024, dan 31 Desember 2023, kurs konversi yakni kurs tengah Bank Indonesia untuk mata uang USD terhadap Rupiah masing-masing adalah sebesar Rp 16.782 per USD, Rp16.162 per USD, dan Rp15.416 per USD.

Realisasi Penggunaan Dana Hasil Penawaran Umum

Perseroan telah menyampaikan laporan realisasi penggunaan dana hasil penawaran umum melalui surat nomor 083/CSDSS-07/2025 tanggal 14 Juli 2025 dan nomor 013/CSDSS-01/2026 pada tanggal 15 Januari 2026 dengan rincian sebagai berikut:

In 2026, the Company set performance targets oriented towards sustainable growth, increased efficiency, strengthened competitiveness, and innovation. With a focused strategy, the Company is committed to providing added value to stakeholders. From the financial aspect, the Company targets performance growth through increased revenue and cost efficiency. From the operational aspect, the Company continues to drive productivity and innovation to ensure quality and business sustainability. The Company believes that with strong cooperation, adaptation to change, and the implementation of GCG, the Company can achieve its set targets and provide positive contributions to stakeholders.

Dividend Policy and Distribution

The Company may distribute dividends up to 30% of its net profit after tax. The distribution of dividends shall consider capital adequacy, capital expenditure plan, as well as financial covenant, subject to the prevailing regulations and shareholders' approval of the Company.

To date, the Company has not distributed dividends to its shareholders, considering that the Company still requires substantial capital expenditure to finance new projects in the Company's subsidiaries.

Impact of Foreign Currency Exchange Rates

The impact of foreign currency exchange rates arose from transactions that were conducted in currencies other than the functional currency derived from assets and monetary liabilities denominated in foreign currencies, especially Rupiah. Gain/loss arose due to the difference in the exchange rate was credited/charged to the consolidated statements of profit or loss and other comprehensive income.

On December 31, 2025, December 31, 2024, and December 31, 2023, the conversion middle rate of Bank Indonesia for the USD against the Rupiah amounted to Rp16,782 per USD, Rp16,162 per USD, and Rp15,416 per USD, respectively.

Realization of the Use of Proceeds from Public Offering

The Company has submitted reports on the realization of the use of proceeds from the initial public offering through letter number 083/CSDSS-07/2025 on July 14, 2025 and number 013/CSDSS-01/2026 on January 15, 2026, with details as follows:

Penawaran Umum Berkelanjutan I[1)] Shelf Registration Public Offering I[1)]		**(dalam juta Rupiah)** (in million Rupiah)		
		Perolehan Dana[2)] Proceeds of Funds[2)]	**Realisasi Penggunaan Dana** Realization of the Appropriation of Funds	**Sisa Dana** Remaining Funds
Tahap II Tahun 2024 Phase II Year 2024	Obligasi Bonds	1,044,348	770,299	274,049
	Sukuk Mudharabah	443,824	443,824	-

Penawaran Umum Berkelanjutan I[1)] Shelf Registration Public Offering I[1)]		(dalam juta Rupiah) (in million Rupiah)		
		Perolehan Dana[2)] Proceeds of Funds[2)]	Realisasi Penggunaan Dana Realization of the Appropriation of Funds	Sisa Dana Remaining Funds
Tahap III Tahun 2024 Phase III Year 2024	Obligasi Bonds	2,522,092	1,902,377	619,715
	Sukuk Mudharabah	952,010	708,894	243,116
Tahap IV Tahun 2024 Phase IV Year 2024	Obligasi Bonds	254,736	160,672	94,064
	Sukuk Mudharabah	1,233,723	783,261	450,462
Jumlah Total		**6,450,733**	**4,769,327**	**1,681,406**

[1)] Plafon Rp7 Triliun / limit Rp7 trillion
[2)] Setelah dikurangi dengan biaya penerbitan / after deducting of the issuance fee

Informasi dan Fakta Material yang Terjadi setelah Tanggal Laporan Akuntan

Tidak ada informasi dan fakta material yang terjadi setelah tanggal laporan akuntan.

Material Information and Facts Occurring after the Date of the Independent Auditors' Report

No material information and facts have occurred after the date of the independent auditors' report.

Informasi Kelangsungan Usaha

Pada tahun 2025, Perseroan telah melakukan evaluasi terhadap kelangsungan usaha Grup, dengan mempertimbangkan antara lain kinerja operasi dan keuangan, manajemen, ketersediaan sumber daya, masalah internal, dan perkara hukum yang dihadapi Grup.

Berdasarkan evaluasi yang telah dilakukan, Perseroan menilai bahwa pada tahun 2025, tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha Grup.

Untuk melindungi risiko manajemen dan meminimalkan potensi kerugian akibat perubahan dan/atau kejadian-kejadian tidak terduga, Perseroan telah merancang strategi pengelolaan kegiatan operasional dan risiko usaha yang terkoordinasi dan terintegrasi secara strategis. Grup memiliki kemampuan dan sumber daya yang cukup memadai untuk mempertahankan keberlanjutan usaha di tahun-tahun mendatang.

Going Concern Information

In 2025, the Company had evaluated the continuity of the Group's business, considering, among others, the operational and financial performance, management, the availability of resources, internal problems, and legal cases faced by the Group.

Based on evaluations that have been conducted, the Company considers that in 2025, there were no matters that could potentially give a significant impact on the Group's business continuity.

To protect management risks and minimize potential losses due to changes and/or unforeseen events, the Company has designed a strategy for managing operational activities and business risks that is coordinated and strategically integrated. The Group has sufficient capabilities and resources to maintain business continuity in the coming years.

5 GOVERNANSI KORPORAT
CORPORATE GOVERNANCE

Penerapan Governansi Korporat
Corporate Governance Implementation

Perseroan memandang GCG sebagai pilar utama dalam menciptakan perusahaan yang unggul, berintegritas, dan berkelanjutan. Untuk mewujudkan pengelolaan usaha yang profesional dan bertanggung jawab, Perseroan berkomitmen untuk menerapkan prinsip-prinsip GCG terbaik secara menyeluruh dan konsisten di seluruh tingkatan organisasi.

Penerapan GCG ini tidak dilakukan sebagai pemenuhan kepatuhan normatif, tetapi lebih sebagai budaya dan strategi korporat yang terintegrasi dengan visi jangka panjang Perseroan. Komitmen ini antara lain diwujudkan dengan penguatan adopsi kerangka Governansi, Risiko, dan Kepatuhan sebagai kerangka kerja utama dalam pengambilan keputusan yang transparan, pengelolaan risiko yang efektif, dan kepatuhan terhadap peraturan perundang-undangan yang berlaku. [ACGS D.2.6.]

Perseroan berpedoman pada Pedoman Umum Governansi Korporat Indonesia (2021) yang diterbitkan oleh Komite Nasional Kebijakan Governansi, serta mengadopsi praktik-praktik terbaik yang mengacu pada standar internasional seperti ACGS dan aspek-aspek material dalam pendekatan lingkungan, sosial, dan tata kelola. Sebagai bagian dari komitmen terhadap pembangunan berkelanjutan, Perseroan juga menerapkan pendekatan *triple bottom line* yang menekankan pada pencapaian kinerja yang seimbang antara aspek ekonomi (*profit*), sosial (*people*), dan lingkungan (*planet*).

Dengan menjadikan pendekatan-pendekatan tersebut sebagai landasan dalam perumusan strategi bisnis dan operasional, Perseroan berharap dapat memperkuat daya saing dan mendukung pertumbuhan bisnis Perseroan yang berkelanjutan, serta memberikan kontribusi positif kepada para pemangku kepentingan dan lingkungan sekitar. [GRI-2-27]

The Company views GCG as a key pillar in creating an excellent, integrated, and sustainable company. To achieve professional and responsible business management, the Company is committed to implementing the best GCG principles comprehensively and consistently at all organizational levels.

The implementation of GCG is not done as a matter of normative compliance, but rather as a corporate culture and strategy integrated with the Company's long-term vision. This commitment is realized, among others, by strengthening the adoption of the Governance, Risk, and Compliance framework as the main framework for transparent decision-making, effective risk management, and compliance with applicable laws and regulations. [ACGS D.2.6.]

The Company adheres to the General Guidelines of Indonesian Corporate Governance (2021) issued by the National Committee on Governance Policy and adopts best practices based on international standards such as the ACGS and material aspects of the environmental, social, and governance approach. As part of its commitment to sustainable development, the Company also implements a triple bottom line approach, which emphasizes achieving a balanced performance across economic (profit), social (people), and environmental (planet) aspects.

By making these approaches the foundation for formulating business and operational strategies, the Company expects to strengthen its competitiveness and support the Company's sustainable business growth, as well as make a positive contribution to stakeholders and the surrounding environment. [GRI-2-27]

Struktur Governansi Korporat [GRI-2-5-a] [GRI-2-9-a]

Untuk memastikan efektivitas koordinasi dan kesinambungan arah kebijakan, Perseroan telah mengembangkan struktur perusahaan dan struktur organisasi yang terintegrasi, yang memungkinkan aliran informasi-komunikasi-pengambilan keputusan yang cepat dan efektif di seluruh tingkatan di berbagai fungsi, mendukung kolaborasi lintas fungsi yang produktif, dan memampukan fungsi di dalam Perseroan untuk merespons tantangan dengan lebih baik untuk mencapai tujuan Perseroan.

Perseroan menjalankan pengelolaan dan pengawasan Perusahaan melalui 3 (tiga) organ governansi korporat utama, yaitu RUPS, Dewan Komisaris, dan Direksi. Masing-masing organ menjalankan

Corporate Governance Structure [GRI-2-5-a] [GRI-2-9-a]

To ensure effective coordination and continuity of policy direction, the Company has developed an integrated corporate structure and organizational structure, which allows for rapid and effective information-communication-decision-making flow across all levels and various functions, supports productive cross-functional collaboration, and enables functions within the Company to better respond to challenges to achieve the Company's goals.

The Company manages and oversees the Company through 3 (three) main organs of corporate governance, namely the GMS, the Board of Commissioners, and the Board of Directors. Each organ

peran dan tanggung jawabnya berdasarkan prinsip *checks and balances* yang seimbang dan saling melengkapi. Ketiga organ tersebut diperkuat dengan keberadaan organ-organ pendukung yang memiliki peran strategis dalam mendukung efektivitas pengawasan dan pengambilan keputusan, yaitu Komite Audit, Komite Manajemen Risiko, Komite Nominasi dan Remunerasi, Unit Audit Internal, Unit Manajemen Risiko, dan Sekretaris Perusahaan.

Melalui peran kolektif dan terintegrasi, Perseroan berupaya memastikan bahwa Perseroan mampu mengelola risiko secara lebih komprehensif, menjalankan kepatuhan terhadap ketentuan yang berlaku, menciptakan nilai tambah jangka panjang bagi para pemangku kepentingan, dan menjaga keberlanjutan bisnis di tengah tantangan lingkungan usaha yang dinamis.

fulfils its role and responsibilities based on the principle of checks and balances, which is a system of balance and complementarity. These three organs are strengthened by the presence of supporting organs that play a strategic role in supporting the effectiveness of supervision and decision-making, namely the Audit Committee, the Risk Management Committee, the Nomination and Remuneration Committee, the Internal Audit Unit, the Risk Management Unit, and the Corporate Secretary.

Through a collective and integrated role, the Company seeks to ensure that it can manage risks more comprehensively, comply with applicable regulations, create long-term added value for stakeholders, and maintain business sustainability amidst a dynamic business environment.

Struktur Governansi Korporat
Corporate Governance Structure

Perilaku Beretika — Ethical Behaviour
Akuntabilitas — Accountability
Transparasi — Transparency
Keberlanjutan — Sustainability

1	**Prinsip Governansi Korporat** Peran dan Tanggung Jawab Direksi dan Dewan Komisaris, Komposisi dan Remunerasi Direksi dan Dewan Komisaris, Hubungan Kerja antara Direksi dan Dewan Komisaris, Perilaku Etis, Manajemen Risiko, Pengendalian Internal, dan Kepatuhan, Pengungkapan dan Transparansi, Hak-Hak Pemegang Saham, dan Hak-Hak Pemangku Kepentingan	**Corporate Governance Principles** Role and Responsibilities of the Board of Directors and the Board of Commissioners, Composition and Remuneration of the Board of Directors and Board of Commissioners, Working Relationship between the Board of Directors and the Board of Commissioners, Ethical Behavior, Risk Management, Internal Control, and Compliance, Disclosure and Transparency, Shareholders Rights, Stakeholder Rights
2	**Pedoman Governansi Korporat** Peraturan perundang-undangan yang berlaku (termasuk namun tidak terbatas pada UUPT, Peraturan OJK, dan Peraturan BEI) ASEAN Corporate Governance Scorecard, dan Pedoman Umum Governansi Korporat Indonesia 2021 yang diterbitkan oleh Komite Nasional Kebijakan Governansi	**Corporate Governance Guidelines** The prevailing laws and regulations (including but not limited to UUPT, OJK Regulations, and IDX regulations), ASEAN Corporate Governance Scorecard, and General Guidelines for Indonesian Corporate Governance 2021 published by the National Committee on Governance Policy
3	**Pedoman Perusahaan** Anggaran Dasar, Visi Misi, Nilai Keberlanjutan, Budaya Perusahaan, dan Kode Etik Perseroan	**Company Guidelines** Articles of Association, Vision and Mission, Sustainability Values, Corporate Culture, and the Company's Code of Conduct
4	**Piagam**	**Charters**
5	**Kebijakan Governansi Korporat Perusahaan**	**Corporate Governance Policy**
6	**SOP dan Instruksi Kerja**	**SOPs and Work Instructions**

Kebijakan Governansi Korporat [GRI-2-24-a-ii]

Perseroan memiliki Kebijakan Governansi Korporat (Kebijakan Tata Kelola Perusahaan), yang merangkum pedoman praktik-praktik GCG di dalam lingkup bisnis Perseroan dan entitas anak. Berdasarkan kebijakan-kebijakan ini, Perseroan menyusun SOP untuk memberikan panduan standar pelaksanaan kerja. Perseroan meninjau Kebijakan Tata Kelola Perusahaan secara berkala sebagaimana diperlukan. Kebijakan yang tercantum di dalam Kebijakan Tata Kelola Perusahaan adalah sebagai berikut:

- **Kebijakan Struktur Tata Kelola Perusahaan**
  Kebijakan ini, antara lain, memuat hal-hal terkait struktur tata kelola yang berlaku di dalam Perseroan serta tugas, wewenang, dan tanggung jawab dari masing-masing organ yang terdapat di dalamnya.
- **Kebijakan Keberagaman**
  Kebijakan ini, antara lain, memuat hal-hal terkait komitmen Perseroan dalam menghargai keberagaman di dalam Perseroan, serta sebagai landasan penyusunan komposisi anggota Dewan Komisaris, Direksi, dan Komite Perseroan.
- **Kebijakan Pengenalan Perusahaan dan Peningkatan Kompetensi**
  Kebijakan ini, antara lain, memuat hal-hal mengenai kewajiban pengadaan program orientasi bagi anggota Dewan Komisaris, Direksi, Komite, unit-unit pendukung, dan karyawan baru untuk memperdalam pengetahuan tentang Perseroan serta untuk memfasilitasi anggota Dewan Komisaris, Direksi, Komite, Unit-Unit Pendukung, dan karyawan baru dalam menjalankan tugas dan tanggung jawabnya.
- **Kebijakan Penilaian Kinerja Dewan, Komite, dan Unit-Unit Pendukung**
  Kebijakan ini, antara lain, memuat panduan pelaksanaan dan kriteria penilaian/evaluasi atas kinerja Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung Perseroan.
- **Kebijakan Remunerasi Dewan**
  Kebijakan ini, antara lain, memuat ketentuan-ketentuan mengenai peran Komite Remunerasi dan prosedur untuk menetapkan remunerasi untuk anggota Dewan Komisaris dan Direksi Perseroan.
- **Kebijakan Suksesi Direksi**
  Kebijakan ini, antara lain, memuat ketentuan-ketentuan mengenai prosedur suksesi Direksi beserta peran Komite Nominasi dalam prosedur tersebut, yang disusun dalam rangka menjaga kesinambungan kepemimpinan dalam Perseroan untuk dapat mempertahankan keberlanjutan usaha dan tujuan jangka panjang Perseroan.
- **Kebijakan Kepemilikan dan Perdagangan Saham Orang Dalam**
  Kebijakan ini, antara lain, disusun untuk menghindari atau mengatasi benturan kepentingan antara Perseroan dengan pihak-pihak tertentu di dalam Perseroan dan melarang setiap orang dalam yang memiliki akses terhadap informasi non-publik untuk menyalahgunakan dan/atau mengambil keuntungan dari informasi tersebut dengan melakukan perdagangan orang dalam dan/atau penyalahgunaan transaksi dengan pihak sendiri.
- **Kebijakan Keberlanjutan Usaha**
  Kebijakan ini, antara lain, memuat pedoman dan prinsip pelaporan keberlanjutan, yang disusun sebagai salah satu wujud komitmen Perseroan dalam berupaya menjadi perusahaan yang bertanggung jawab dalam mendukung pertumbuhan usaha yang berkelanjutan, yang sesuai dengan visi, misi, dan nilai-nilai keberlanjutan Perseroan.
- **Kebijakan Struktur Modal**
  Kebijakan ini disusun sebagai pedoman pelaksanaan kepengurusan perusahaan dalam mengoptimalkan struktur modal Perseroan untuk membiayai aset tidak lancar, memaksimalkan nilai bagi pemegang saham, dan mempertahankan kelangsungan usaha.
- **Kebijakan Dividen**
  Kebijakan ini disusun sebagai pedoman bagi Perseroan dalam melakukan pembagian dividen kepada pemegang saham.
- **Kebijakan Pemenuhan Hak-Hak Kreditur**
  Kebijakan ini disusun untuk menjamin pemenuhan hak-hak kreditur sehingga Perseroan diharapkan dapat menjaga dan meningkatkan kepercayaan kreditur untuk mendukung pertumbuhan bisnis yang berkelanjutan sejalan dengan visi dan misi Perseroan.
- **Kebijakan Komunikasi dengan Pemegang Saham dan Pemangku Kepentingan Lainnya**
  Kebijakan ini, antara lain, memuat ketentuan mengenai media komunikasi Perseroan, untuk menunjukkan komitmen Perseroan dalam memberikan akses informasi tentang perkembangan atau perubahan yang berdampak material pada Perseroan secara tepat waktu dan akurat kepada pemegang saham dan pemangku kepentingan lainnya.
- **Kebijakan Anti Korupsi** [GRI 205-2] [G-07]
  Kebijakan ini, antara lain, memuat hal-hal terkait dengan tindakan korupsi, ketentuan-ketentuan antikorupsi, penerapan kebijakan, serta pemberian sanksi, dalam rangka menciptakan dan menjaga lingkungan

Corporate Governance Policies [GRI-2-24-a-ii]

The Company has a Corporate Governance Policy, which summarizes the guidelines for GCG practices within the business scope of the Company and its subsidiaries. Based on these policies, the Company prepares SOPs to provide standard guidance for work implementation. The Company reviews its Corporate Governance Policy periodically as required. Policies contained in the Corporate Governance Policy are as follows:

- **Corporate Governance Structure Policy**
  This policy, among others, contains matters related to the governance structure that applies within the Company as well as the duties, authorities, and responsibilities of each organ within the structure.
- **Diversity Policy**
  This policy, among others, contains matters related to the Company's commitment to respecting diversity within the Company, as well as a basis for compiling the composition of the Company's Board of Commissioners, Board of Directors, and Committees.
- **Induction and Competency Development Policy**
  This policy, among others, contains matters regarding the obligation to conduct an induction program for new member(s) of the Board of Commissioners, the Board of Directors, Committees, supporting units, and employees with the purpose to provide in-depth knowledge about the Company, as well as to facilitate new member(s) of the Board of Commissioners, Board of Directors, Committees, Supporting Units, and employees to carry out his/her duties and responsibilities.
- **Performance Evaluation of the Boards, Committees, and Supporting Units Policy**
  This policy, among others, contains guidelines for the implementation of assessment/evaluation of the performance of the Board of Commissioners, the Board of Directors, Committees, and Supporting Units of the Company.
- **Board Remuneration Policy**
  This policy, among others, contains provisions regarding the role of the Remuneration Committee and the procedure for determining remuneration for members of the Company's Board of Commissioners and Board of Directors.
- **Board of Directors Succession Policy**
  This policy, among others, contains provisions regarding the procedure of the Board of Directors' succession and the role of the Nomination Committee in such procedure, which is prepared to maintain continuity of leadership within the Company to support the Company's business sustainability as well as its long-term goals.
- **Insider Trading and Share Ownership Policy**
  This policy, among others, is prepared in order to avoid or overcome conflicts of interest between the Company and certain parties within the Company, as well as to prohibit any insider who has access to non-public information from abusing and/or taking advantage of the information by conducting insider trading and/or abusive self-dealing.
- **Sustainable Business Policy**
  This policy, among others, contains guidelines and principles for sustainability reporting, which are prepared as a reflection of the Company's commitment to becoming a responsible company in supporting sustainable business growth, which is in line with its vision, mission, and sustainability values.
- **Capital Structure Policy**
  This policy is prepared as a guideline to conduct the company's management in optimizing the Company's capital structure to finance non-current assets, maximize value for shareholders, and sustain business continuity.
- **Dividend Policy**
  This policy is prepared as a guideline for the Company in distributing dividends to its shareholders.
- **Creditors' Rights Fulfilment Policy**
  This policy is prepared to ensure the fulfillment of creditors' rights so that the Company can maintain and increase the trust of creditors to support sustainable business growth in line with the Company's vision and mission.
- **Communication with Shareholders and Other Stakeholders Policy**
  This policy, among others, contains provisions regarding the Company's means of communication, to signify the Company's commitment to providing access to timely and accurate information related to developments or changes that have material impact(s) on the Company to its shareholders and other stakeholders.
- **Anti-Corruption Policy** [GRI 205-2] [G-07]
  This policy, among others, contains matters related to corruption, anti-corruption provisions, policy implementation as well as sanctions, which aim to create and maintain a work environment

kerja Perseroan yang bebas dari praktik-praktik korupsi, sehingga dapat menjaga lingkungan kerja yang sehat dan bertanggung jawab.

Perseroan menetapkan dan menerapkan kebijakan dan prosedur untuk memitigasi risiko penyuapan dan korupsi atau penyimpangan lainnya secara ketat.

- **Kebijakan Sistem Pelaporan Pelanggaran**
  Kebijakan ini disusun untuk memberikan akses kepada para pemangku kepentingan untuk melaporkan dan memberitahukan mengenai adanya indikasi pelanggaran yang terjadi di lingkungan Perseroan.
- **Kebijakan Pengadaan Barang dan/atau Jasa** [ACGS D.4.1.]
  Kebijakan ini memuat ketentuan-ketentuan terkait pengadaan barang dan/atau jasa, dan diharapkan dapat menjadi pedoman yang memadai untuk memastikan bahwa transaksi yang dilakukan, baik dengan pihak ketiga maupun pihak terafiliasi, dapat dilakukan dengan wajar dan lazim sesuai dengan praktik bisnis yang berlaku umum dan mengurangi potensi risiko bisnis.

  Kebijakan ini memuat prosedur pengadaan barang dan/atau jasa mulai dari proses seleksi sesuai dengan persyaratan yang ditetapkan Perseroan dan/atau entitas anak, proses penunjukan, proses penyerahan barang dan/atau jasa, dan proses penilaian pemasok/kontraktor.

within the Company that is free from the practices of corruption to maintain a healthy and responsible work environment.

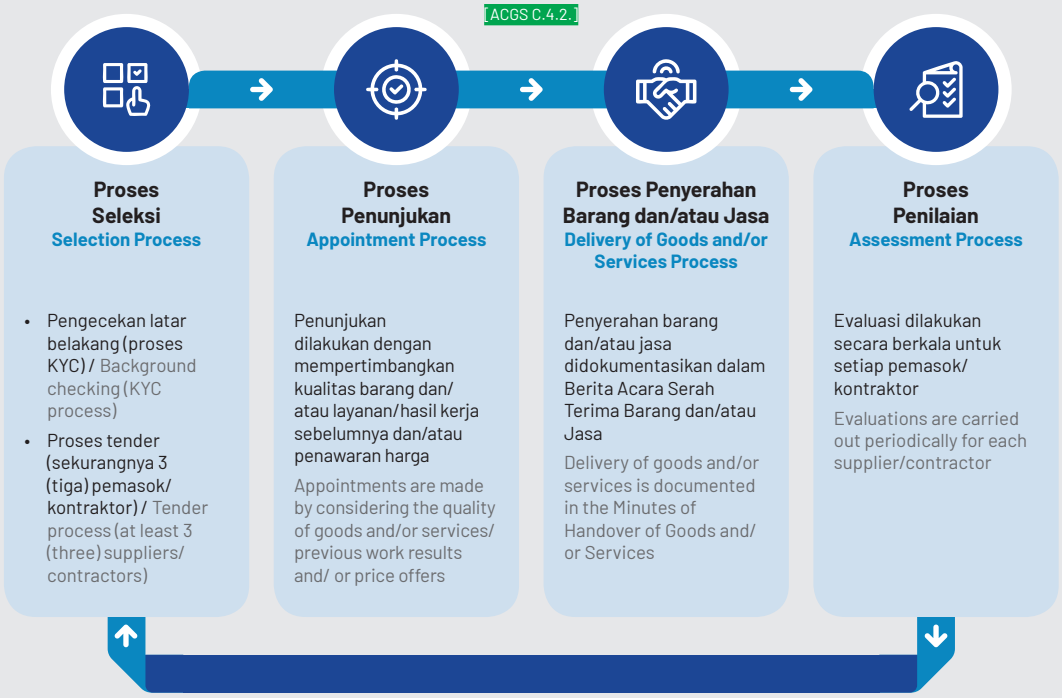
The Company establishes and implements policies and procedures to mitigate the risk of bribery and other irregularities strictly.

- **Whistleblowing System Policy**
  This policy is prepared to provide access for stakeholders to report and notify the Company regarding any indication of violations occurring within the Company.
- **Procurement of Goods and/or Services Policy** [ACGS D.4.1.]
  This policy contains provisions related to the procurement of goods and/or services and is expected to act as a sufficient guideline in ensuring that transactions, either conducted with third parties or affiliated parties, can be carried out fairly and at arm's length by generally accepted business practices and reduce potential business risk.

  This policy contains standard procedures for the procurement of goods and/or services, starting from the supplier/contractor's selection process, as set by the requirements set by the Company and/or subsidiaries, the appointment process, the delivery of goods and/or services process, and the assessment process.

Prosedur Pengadaan Barang dan/atau Jasa
Procedures for Procurement of Goods and/or Services

[ACGS C.4.2.]



- **Kebijakan Transaksi Afiliasi dan Transaksi Benturan Kepentingan** [ACGS D.4.1.]
  Kebijakan ini memuat ketentuan-ketentuan terkait transaksi afiliasi dan transaksi benturan kepentingan, dan diharapkan dapat menjadi pedoman yang memadai untuk memastikan bahwa transaksi afiliasi dan/atau transaksi benturan kepentingan (jika ada) dilaksanakan sesuai dengan praktik bisnis yang berlaku umum dan sesuai dengan ketentuan peraturan perundang-undangan, sehingga transaksi dengan pihak terafiliasi dilaksanakan secara wajar dan tidak merugikan kepentingan Perseroan dan pemegang saham minoritas.
- **Kebijakan Keputusan Dewan**
  Kebijakan ini disusun untuk memastikan bahwa setiap pengambilan keputusan penting dan material, termasuk keputusan terkait penggabungan, peleburan, pengambilalihan, pemisahan, dan/atau investasi, telah dilaksanakan berdasarkan prinsip kehati-hatian dengan memperhatikan kepentingan terbaik Perseroan, pemegang saham, dan pemangku kepentingan lainnya.

- **Affiliated Transactions and Conflict-of-Interest Transactions Policy** [ACGS D.4.1.]
  This policy contains provisions related to affiliated transactions and conflict-of-interest transactions and is expected to act as a sufficient guideline in ensuring that affiliated transactions and/or conflict-of-interest transactions (if any) are conducted by generally accepted business practices and the prevailing laws and regulations, hence the implementation of transactions with affiliated parties are conducted in a manner that is reasonable and innocuous to the interests of the Company and its minority shareholders.
- **Board Resolution Policy**
  This policy is prepared with the aim of ensuring that every important and material decision-making, including decisions related to mergers, consolidations, acquisitions, spin-offs, and/or investments, is carried out based on the principle of prudence by considering the best interests of the Company, its shareholders, and other stakeholders.

Jejak Langkah Governansi Korporat
Corporate Governance Milestones

1996	-	Perseroan didirikan dengan nama PT Dian Swastatika Sentosa The Company was incorporated under the name of PT Dian Swastatika Sentosa
1998	-	Perseroan beroperasi secara komersial The Company started its commercial operation
2009	-	Perseroan melakukan Penawaran Umum Perdana Saham dan mengubah nama Perseroan menjadi PT Dian Swastatika Sentosa Tbk The Company completed an Initial Public Offering and changed its name to PT Dian Swastatika Sentosa Tbk
	-	Perseroan menerapkan sistem pelaporan pelanggaran dan melakukan sosialisasi kepada karyawan untuk dapat melaporkan secara rahasia dugaan pelanggaran norma atau adanya praktik-praktik yang tidak etis ataupun melanggar peraturan The Company implements a whistleblowing system and conducts socializations to employees to facilitate them to report confidential indications of violations of norms, unethical practices, or violations of regulations
2010	-	Perseroan membentuk Komite Audit The Company established the Audit Committee
2011	-	Perseroan menerbitkan Piagam Komite Audit dan Piagam Unit Audit Internal The Company issued the Charter of the Audit Committee and the Charter of the Internal Audit Unit
2013	-	Perseroan menyempurnakan Piagam Komite Audit (I) The Company updated its Charter of the Audit Committee (I)
2015	-	Perseroan menerbitkan Kode Etik The Company published a Code of Conduct
	-	Perseroan menerbitkan Piagam Dewan Komisaris dan Piagam Direksi The Company issued the Charter of the Board of Commissioners and the Charter of the Board of Directors
	-	Perseroan mendapat penghargaan tata kelola perusahaan dari IICD untuk kategori *"Top 50 Big Capitalization Public Listed Company"* The Company received corporate governance awards from the IICD for the "Top 50 Big Capitalization Public Listed Company" category
2016	-	Perseroan mendapat penghargaan tata kelola perusahaan dari IICD untuk kategori *"Top 50 Big Capitalization Public Listed Company"* The Company received a corporate governance award from IICD for the "Top 50 Big Capitalization Public Listed Company" category
2017	-	Perseroan membentuk Unit Manajemen Risiko The Company established the Risk Management Unit
	-	Perseroan menerbitkan Piagam Sekretaris Perusahaan The Company issued the Charter of the Corporate Secretary
	-	Perseroan menduduki peringkat 11 dalam *"Top 49 Growing Companies"* yang dipublikasikan dalam majalah Infobank pada bulan November 2017 The Company was ranked 11th in the "Top 49 Growing Companies" published by Infobank magazine in November 2017
2018	-	Perseroan berinisiatif menunjuk pihak independen untuk melakukan penilaian atas pelaksanaan tata kelola perusahaan berdasarkan ACGS dari IICD The Company took the initiative to engage an independent party to conduct an assessment of the implementation of corporate governance with reference to the ACGS from IICD
	-	Perseroan mendapat penghargaan tata kelola perusahaan dari IICD untuk kategori *"Top 50 Big Capitalization Public Listed Company"* The Company received corporate governance awards from IICD for the "Top 50 Big Capitalization Public Listed Company" category
	-	Perseroan menduduki peringkat 27 dalam *"100 Excellent Growth-Company Ranks* 2018" berdasarkan penilaian oleh majalah Bisnis Indonesia The Company was ranked 27th in "100 Excellent Growth-Company Ranks 2018" assessed by Bisnis Indonesia magazine
2019	-	Perseroan membentuk Komite Nominasi dan Remunerasi dan menerbitkan Piagam Komite Nominasi dan Remunerasi The Company established a Nomination and Remuneration Committee and issued the Charter of the Nomination and Remuneration Committee
	-	Perseroan menyempurnakan Piagam Dewan Komisaris dan Piagam Komite Audit (II) The Company updated its Charter of the Board of Commissioners and Charter of the Audit Committee (II)
	-	Perseroan menyusun program pengenalan perusahaan bagi anggota Dewan Komisaris, Direksi, dan Komite baru The Company prepared a company induction program for new members of the Board of Commissioners, Board of Directors, and Committees
	-	Perseroan melaksanakan program pengenalan perusahaan bagi anggota Dewan Komisaris baru The Company carried out a company induction program for new members of the Board of Commissioners
	-	Perseroan menyelaraskan dan menyempurnakan praktik dan pelaporan governansi Perseroan dengan kriteria ACGS The Company aligned and improved the Company's governance practices and reporting with the ACGS criteria
	-	Perseroan menerbitkan laporan keberlanjutan pertama The Company published its first sustainability report
	-	Perseroan mendapat penghargaan tata kelola perusahaan dari IICD untuk kategori *"Top 50 Big Capitalization Public Listed Company"* The Company received corporate governance awards from IICD for the "Top 50 Big Capitalization Public Listed Company" category
	-	Perseroan menduduki peringkat 25 dalam *"100 Excellent Growth-Company Ranks 2019"* berdasarkan penilaian oleh majalah Bisnis Indonesia The Company was ranked 25th in the "100 Excellent Growth-Company Ranks 2019" based on an assessment by Bisnis Indonesia magazine
	-	Perseroan meraih penghargaan *"GOLD"* atas kontribusi Perseroan dalam mendukung pencapaian SDGs untuk kategori SDGs-8 yakni Pekerjaan yang Layak dan Pertumbuhan Ekonomi dalam ajang *Indonesian Sustainable Development Goals Award* 2019 The Company received the "GOLD" award for the Company's contribution to supporting the achievement of SDGs for the SDGs-8 category, Decent Work and Economic Growth, in the 2019 Indonesian Sustainable Development Goals Award
2020	-	Perseroan melaksanakan RUPS secara elektronik The Company held an electronic GMS
	-	Sehubungan dengan telah diberlakukannya Peraturan OJK No. 17/POJK.04/2020 dan Peraturan OJK No. 42/POJK.04/2020, Perseroan menyempurnakan kembali SOP Pengadaan Barang (penunjukan pemasok) dan/atau Jasa (penunjukan kontraktor), termasuk pengadaan barang dan jasa dari pihak terafiliasi (transaksi afiliasi) In relation to the enactment of OJK Regulation No. 17/POJK.04/2020 and OJK Regulation No. 42/POJK.04/2020, the Company had refined its SOP for Procurement of Goods (supplier appointment) and/or Services (contractor appointment), including procurement of goods and services from affiliated parties (affiliated transactions)
	-	Perseroan menyelaraskan dan menyempurnakan praktik dan pelaporan governansi Perseroan dengan kriteria GRI The Company aligned and improved the Company's governance practices and reporting with the GRI criteria
	-	Perseroan menyempurnakan Piagam Unit Audit Internal The Company updated the Charter of the Internal Audit Unit

	-	Perseroan menduduki peringkat 11 dalam *"100 Excellent Growth-Company Ranks 2020"* berdasarkan penilaian majalah Bisnis Indonesia The Company was ranked 11th on the "100 Excellent Growth-Company Ranks 2020" based on the assessment of Bisnis Indonesia magazine
	-	Perseroan memperoleh penghargaan *"Top CSR Awards 2020 #Star 4"* The Company received the award of "Top CSR Awards 2020 #Star 4"
2021	-	Perseroan merangkum kebijakan-kebijakan yang terkait dengan praktik-praktik GCG ke dalam suatu Kebijakan Tata Kelola Perusahaan yang tertulis The Company summarized its policies related to GCG practices into a written Corporate Governance Policy
	-	Perseroan melaksanakan program pengenalan perusahaan bagi anggota Direksi baru The Company carried out a company induction program for new members of the Board of Directors
	-	Perseroan mendapatkan 2 (dua) penghargaan tata kelola perusahaan dari IICD untuk kategori *"Best Disclosure and Transparency"* dan *"Top 50 Big Capitalization Public Listed Company"* The Company received 2 (two) corporate governance awards from IICD for the "Best Disclosure and Transparency" and "Top 50 Big Capitalization Public Listed Company" categories
2022	-	Perseroan membentuk Komite Manajemen Risiko dan menerbitkan Piagam Komite Manajemen Risiko The Company established a Risk Management Committee and issued the Charter of the Risk Management Committee
	-	Perseroan membentuk divisi pengendalian bisnis yang bertanggung jawab atas proses pengendalian internal atas pelaporan keuangan di Perseroan The Company established a business control division, which is responsible for the process of internal control over financial reporting in the Company
	-	Perseroan melaksanakan program pengenalan perusahaan bagi anggota Komite baru The Company carried out a company induction program for new members of the Committees
	-	Perseroan menyelaraskan dan menyempurnakan praktik governansi Perseroan dengan Pedoman Umum Governansi Korporat Indonesia (PUGKI) 2021 yang diterbitkan oleh Komite Nasional Kebijakan Governansi The Company aligned and improved the Company's governance practices based on the General Guidelines for Indonesian Corporate Governance (PUGKI) 2021, published by the National Committee on Governance Policy
	-	Perseroan menerima 2 (dua) penghargaan tata kelola perusahaan dari IICD, yaitu penghargaan untuk kategori *"Best Overall"* dan *"Top 50 Mid Capitalization Public Listed Company"* The Company received 2 (two) corporate governance awards from IICD, namely an award for the "Best Overall" and the "Top 50 Mid-Capitalization Public Listed Company" categories
	-	Perseroan masuk dalam peringkat 29 *"Fortune Indonesia 100"* atas pencapaian pendapatan 2022 yang diterbitkan oleh majalah Fortune edisi bulan Agustus 2023 The Company was ranked 29th in the "Fortune Indonesia 100" for 2022 revenue achievements, published in the August 2023 edition of Fortune magazine
	-	Perseroan terpilih menjadi salah satu perusahaan *"50 Best of the Best Companies 2022"* menurut Majalah Forbes Indonesia The Company was selected as one of the "50 Best of the Best Companies 2022" by Forbes Indonesia Magazine
	-	Perseroan tercatat dalam 100 Top Emiten versi Majalah Investor edisi Juli 2022 The Company was listed in the Top 100 Best Issuers by Investor Magazine in the July 2022 edition
	-	Perseroan mendapatkan penghargaan Transparansi Emisi Korporasi 2022 untuk kategori transparansi perhitungan emisi sektor emiten dengan gelar *Gold* yang diselenggarakan oleh Berita Satu Media Group bekerja sama dengan Majalah Investor dan PT Bumi Global Karbon The Company received the 2022 Corporate Emissions Transparency award for the category of transparency in the emission calculation of the issuer sector, with a Gold title, organized by Berita Satu Media Group in collaboration with Investor Magazine and PT Bumi Global Karbon
2023	-	Perseroan menerima 2 (dua) penghargaan tata kelola perusahaan dari IICD untuk kategori *"Best Equitable Treatment of Shareholders"* dan *"Top 50 Big Capitalization Public Listed Company"* The Company received 2 (two) corporate governance awards from IICD for the "Best Equitable Treatment of Shareholders" and the "Top 50 Big Capitalization Public Listed Company" categories
	-	Perseroan masuk dalam peringkat 15 *"Fortune Indonesia 100"* atas pencapaian pendapatan 2022 yang diterbitkan oleh majalah Fortune edisi bulan Agustus 2023 The Company was ranked 15th in the "Fortune Indonesia 100" for 2022 revenue achievements, published by the August 2023 edition of Fortune magazine
	-	Perseroan terpilih sebagai salah satu dari *"100 Indonesia's Best Wealth Creators 2023"* oleh Majalah SWA The Company was selected as one of the "100 Indonesia's Best Wealth Creators 2023" by SWA Magazine
	-	Perseroan mendapatkan 2 (dua) penghargaan Transparansi Emisi Korporasi 2023, yaitu transparansi penurunan emisi korporasi 2023 kategori *GREEN* dan transparansi perhitungan emisi korporasi 2023 kategori *GOLD*, yang diselenggarakan oleh B-Universe bekerja sama dengan Majalah Investor dan PT Bumi Global Karbon The Company received 2 (two) Corporate Emissions Transparency 2023 awards, *i.e.*, transparency of corporate emission reduction 2023 GREEN category and transparency of corporate emission calculation 2023 GOLD category, organized by B-Universe in collaboration with Investor Magazine and PT Bumi Global Karbon
2024	-	Perseroan menerima 2 (dua) penghargaan tata kelola perusahaan dari IICD untuk kategori *"Best Responsibility of the Board"* dan *"Top 50 Big Capitalization Public Listed Company"* The Company received 2 (two) corporate governance awards from IICD for the "Best Responsibility of the Board" and the "Top 50 Big Capitalization Public Listed Company" categories
	-	Perseroan masuk dalam peringkat 5 pada daftar *"100 Indonesia's Best Wealth Creators 2024"* oleh Majalah SWA The Company was ranked 5th in the "100 Indonesia's Best Wealth Creators 2024" by SWA magazine
	-	Perseroan menetapkan Piagam Unit Manajemen Risiko pada bulan Juli 2024 The Company enacted the Charter of the Risk Management Unit in July 2024
	-	Perseroan memperoleh penghargaan *Indonesia Trusted Company based on Corporate Governance Perception Index* yang diselenggarakan oleh Indonesian Institute for Corporate Governance bekerja sama dengan SWA Media Group The Company received the award of Indonesia Trusted Company based on the Corporate Governance Perception Index, organized by the Indonesian Institute for Corporate Governance in collaboration with SWA Media Group
	-	Sehubungan dengan diberlakukannya Undang-Undang Pelindungan Data Pribadi, Perseroan telah melakukan rekrutmen untuk mendapatkan karyawan kompeten yang secara khusus menangani pelindungan data pribadi di dalam Perseroan dan entitas anak In relation to the enactment of the Personal Data Protection Law, the Company recruited competent employee(s) to specifically handle personal data protection within the Company and its subsidiaries

	-	Perseroan memperkuat fungsi pengawasan dan memastikan implementasi prinsip tata kelola yang efektif dengan menambah jumlah anggota Dewan Komisaris menjadi 6 (enam) orang. Untuk mencerminkan komitmen Perseroan terhadap independensi, objektivitas, serta pengawasan yang profesional dan berimbang dalam struktur tata kelola perusahaan, Perseroan mempertahankan 4 (empat) anggota atau setara dengan 67% dari jumlah seluruh anggota Dewan Komisaris sebagai Komisaris Independen The Company strengthens its oversight function and ensures the effective implementation of good governance principles by increasing the number of members of the Board of Commissioners to 6 (six). To reflect the Company's commitment to independence, objectivity, and professional and balanced oversight in the corporate governance structure, the Company retains 4 (four) members, or the equivalent of 67% of the total number of Board of Commissioners members, as Independent Commissioners
	-	Perseroan memperkuat keamanan IT antara lain dengan melanjutkan simulasi serangan siber untuk mengidentifikasi dan mengatasi potensi kerentanan yang dapat menambah risiko siber The Company strengthened its IT security, among others, by continuing cyber-attack simulations to identify and address potential vulnerabilities that could increase cyber risk
2025	-	Perseroan memperkuat fungsi pengendalian dan manajemen strategis dengan menambah jumlah anggota Direksi menjadi 8 (delapan) orang, yang difokuskan untuk melengkapi kekuatan pengawasan dan pengelolaan di lini bisnis berbasis teknologi The Company strengthens its control and strategic management functions by increasing the number of members of the Board of Directors to 8 (eight), with a focus on complementing supervision and management capabilities in the technology-based business lines

- Perseroan meraih 2 (dua) penghargaan *Emission Transparency Kategori Ruby* dan *Emission Reduction* kategori *GREEN* dalam ajang *The Best Corporate Emission Reduction Transparency Awards 2025* yang diselenggarakan oleh Investortrust.id
  The Company received 2 (two) awards for the Emission Transparency Ruby Category and the Emission Reduction GREEN category at The Best Corporate Emission Reduction Transparency Awards 2025, organized by Investortrust.id
- Perseroan meraih peringkat ke-119 dalam daftar *"Fortune Southeast Asia 500"* tahun 2025
  The Company ranked 119th in the Fortune Southeast Asia 500 list for 2025
- Perseroan masuk dalam peringkat 3 pada daftar *"100 Indonesia's Best Wealth Creators 2025"* oleh Majalah SWA
  The Company was ranked 3rd in the "100 Indonesia's Best Wealth Creators 2025" by SWA magazine
- Perseroan menerima 2 (dua) penghargaan tata kelola perusahaan dari IICD untuk kategori *"Best Responsibility of the Board"* dan *"Top 50 Big Capitalization Public Listed Company"*
  The Company received 2 (two) corporate governance awards from IICD for the "Best Responsibility of the Board" and the "Top 50 Big Capitalization Public Listed Company" categories
- Perseroan telah menerima hasil penilaian tata kelola perusahaan dengan skor 96,16 berdasarkan kriteria ACGS, yang dilaksanakan oleh pihak independen sebagai bentuk evaluasi objektif terhadap penerapan prinsip-prinsip GCG.
  The Company received a corporate governance assessment score of 96.16 based on the ACGS criteria, which was conducted by an independent party as an objective evaluation of the implementation of GCG principles.

RUPS
GMS

RUPS adalah organ Perseroan yang memiliki kewenangan tertinggi yang tidak dilimpahkan kepada Dewan Komisaris dan/atau Direksi, sesuai dengan batasan yang ditetapkan dalam Anggaran Dasar Perseroan serta peraturan perundang-undangan yang berlaku.

Selain sebagai forum pengambilan keputusan, RUPS juga menjadi wadah bagi para pemegang saham untuk menjalankan hak-hak mereka dalam menyampaikan pendapat, mengajukan pertanyaan, dan memperoleh informasi terkait Perseroan. Penyampaian pendapat dan permintaan informasi dalam RUPS dilakukan dalam kerangka agenda yang telah ditetapkan dan didasarkan pada prinsip transparansi, keberlanjutan, serta kepentingan terbaik bagi Perseroan dalam jangka panjang.

Perseroan melakukan evaluasi secara berkala atas efektivitas tindakan pengawasan oleh Dewan Komisaris dan pengurusan oleh Direksi, sebagai salah satu umpan balik bagi Perseroan untuk perbaikan struktur, proses, dan hasil governansi korporat ke depan. Sebagai salah satu bentuk akuntabilitas kepada pemegang saham, Perseroan menyusun dan menyajikan hasil pelaksanaan governansi korporat secara menyeluruh dalam laporan keuangan konsolidasian Perseroan dan entitas anak serta laporan tahunan, laporan mana telah disampaikan Perseroan untuk mendapatkan persetujuan dan pengesahan pemegang saham dalam RUPST Perseroan.

GMS is an organ of the Company holding the highest authorities that are not given to the Board of Commissioners and/or the Board of Directors within the limits specified in the Company's Articles of Association and the prevailing laws and regulations.

In addition to being a decision-making forum, the GMS also serves as a platform for shareholders to exercise their rights in expressing opinions, asking questions, and obtaining information related to the Company. The expression of opinions and requests for information at the GMS is conducted within the framework of a predetermined agenda and is based on the principles of transparency, sustainability, and the best long-term interests of the Company.

The Company conducts periodic evaluations of the effectiveness of the supervisory actions by the Board of Commissioners and management actions by the Board of Directors, as feedback for the Company to improve the structure, processes, and outcomes of corporate governance in the future. As a form of accountability, the Company prepares and presents the results of corporate governance implementation comprehensively in the consolidated financial statements of the Company and its subsidiaries, as well as the annual reports of the Company, which reports have been submitted by the Company for approval and ratification by the shareholders at the Company's AGM.

Hak-Hak Pemegang Saham

Perseroan hanya menerbitkan 1 (satu) seri saham, yang memberikan hak suara yang setara bagi seluruh pemegang saham. Setiap 1 (satu) saham yang dimiliki memberikan 1 (satu) hak suara. [ACGS A.5.1] [ACGS (P)A4.2.]

Dengan memperhatikan ketentuan sebagaimana tercantum dalam Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku, Perseroan memberikan kesempatan kepada para pemegang saham untuk mendapatkan hak yang setara, antara lain, sebagai berikut:

- hak untuk mengusulkan penyelenggaraan RUPS [ACGS A.2.15.]
- hak untuk mengusulkan mata acara RUPS, termasuk mengajukan calon anggota Direksi/Dewan Komisaris, sepanjang memenuhi persyaratan dan diajukan selambat-lambatnya 7 (tujuh) hari sebelum tanggal pemanggilan RUPS [ACGS A.2.2] [ACGS A.2.15.]
- hak untuk menghadiri RUPS
- hak untuk memberikan kuasa kepada pihak lain untuk hadir dalam RUPS, dalam hal pemegang saham yang berhak hadir dalam RUPS tersebut berhalangan hadir
- hak untuk memperoleh informasi keuangan Perseroan dan materi RUPS yang relevan
- hak untuk menyampaikan pertanyaan, pendapat, atau saran yang berhubungan dengan mata acara RUPS yang dibahas
- hak untuk memberikan suara (setuju/tidak setuju/abstain) pada setiap usulan mata acara RUPS [ACGS A.2.]
- hak untuk menerima pembagian dividen, dalam hal RUPS memutuskan untuk membagikan keuntungan Perseroan kepada pemegang saham
- hak untuk menjalin komunikasi dengan manajemen dan/atau pemegang saham lainnya [ACGS (P)A.2.1.]

Perseroan memberikan akses kepada pemegang saham untuk berpartisipasi secara efektif dalam RUPS dan senantiasa berupaya memastikan bahwa pemegang saham memperoleh informasi yang memadai mengenai tata cara pelaksanaan RUPS, termasuk prosedur pemungutan suara. Materi RUPS, termasuk informasi material lain yang relevan seperti profil calon anggota Dewan Komisaris dan/atau Direksi dalam hal terdapat mata acara terkait pengangkatan atau pengangkatan kembali anggota Dewan Komisaris dan/atau Direksi dalam RUPS, sebagaimana diperlukan oleh pemegang saham untuk pengambilan keputusan, tersedia di situs web Perseroan, situs web BEI, dan situs web penyedia e-RUPS sejak tanggal pemanggilan RUPS. Untuk memastikan RUPS dapat berlangsung dengan tertib dan transparan, tata tertib RUPS, yang mencakup mekanisme pemungutan suara, dibagikan dan/atau dibacakan kepada pemegang saham dan/atau kuasanya yang hadir, sebelum RUPS dimulai. [ACGS A.2.] [ACGS A.4.] [ACGS A.6.3.]

Perseroan berkomitmen untuk memberikan perlakuan yang adil kepada setiap pemegang saham, sehingga pemegang saham dapat melaksanakan hak-haknya. Hak untuk berpartisipasi dalam RUPS diberikan kepada pemegang saham yang tercatat dalam daftar pemegang saham Perseroan yang diterbitkan oleh Biro Administrasi Efek Perseroan. [G-08]

Pemberitahuan dan pemanggilan RUPS dilakukan secara terbuka dalam Bahasa Indonesia dan Bahasa Inggris melalui situs web Perseroan, situs web BEI, serta situs web penyedia sistem e-RUPS. Dalam pemanggilan RUPS, Perseroan menyampaikan alasan dan penjelasan untuk setiap mata acara yang membutuhkan persetujuan dari pemegang saham. Untuk transaksi material seperti merger, akuisisi, dan/atau pengambilalihan yang memerlukan persetujuan RUPS, Perseroan menunjuk pihak independen untuk melakukan penilaian dan memberikan pendapat kewajaran. Laporan hasil penilaian dan pendapat kewajaran dari pihak independen tersebut disampaikan kepada otoritas yang berwenang dan dipublikasikan melalui situs web BEI serta situs web Perseroan secara transparan, bersamaan dengan pemberitahuan atau pemanggilan RUPS, sesuai dengan relevansinya. [ACGS A.2.14.] [ACGS A.3.1.]

Perseroan memberikan berbagai alternatif bagi Pemegang saham yang berhalangan hadir secara fisik dalam RUPS untuk memberikan suara dalam RUPS *(voting in absentia)* dengan tetap memperhatikan ketentuan yang berlaku. Untuk memfasilitasi para pemegang saham yang berhalangan hadir dalam RUPS, Perseroan menyediakan Formulir Surat Kuasa sebagaimana dilampirkan pada Laporan Tahunan dan situs web Perseroan. Perseroan juga menyediakan akses bagi pemegang saham untuk menggunakan fasilitas *e-Proxy* KSEI dan/atau akses *e-voting* KSEI *(real-time in absentia)* dalam hal RUPS diselenggarakan secara elektronik. [ACGS A.2.9.] [ACGS A.6.5.] [ACGS (B) A.1.1.] [ACGS (B)A.1.1.]

Kehadiran Dewan Komisaris, Direksi, Komite, dan AP dalam RUPS Perseroan menjadi salah satu bentuk nyata komitmen Perseroan dalam memfasilitasi hak pemegang saham untuk berkomunikasi dan berdialog dengan manajemen, mengajukan pertanyaan, dan mendapatkan informasi atas pertanyaan yang disampaikan dalam RUPS.

Rights of Shareholders

The Company only issues 1 (one) serie of shares, which grants equal voting rights to all shareholders. Each share held provides 1 (one) voting right. [ACGS A.5.1] [ACGS (P)A4.2.]

By considering the provisions as stated in the Company's Articles of Association and applicable laws and regulations, the Company provides shareholders with the opportunity to obtain equal rights, among others, as follows:

- right to propose the holding of a GMS [ACGS A.2.15.]
- right to propose GMS agenda, including nominating candidates for the Board of Directors/the Board of Commissioners, as long as the requirements are met and the proposal is submitted no later than 7 (seven) days before the date of the notice of the GMS [ACGS A.2.2] [ACGS A.2.15.]
- right to attend the GMS
- right to grant power of attorney to other parties to attend the GMS in the event that the shareholders who are entitled to attend the GMS are unable to attend
- right to obtain financial information of the Company and the relevant material of the GMS
- right to submit questions, opinions, or suggestions related to the relevant discussed GMS agenda
- right to vote (agree/disagree/abstain) on each proposal of the GMS agenda [ACGS A.2.]
- right to receive dividend distributions, in the event that the GMS decides to distribute the Company's profits to the shareholders
- right to communicate with management and/or other shareholders [ACGS (P)A.2.1.]

The Company provides shareholders with access to participate effectively at the GMS and continuously seeks to ensure that shareholders receive adequate information regarding the procedures for holding the GMS, including voting procedures. GMS materials, including other relevant material information, such as the profiles of prospective members of the Board of Commissioners and/or the Board of Directors in the event that there are agenda items related to the appointment or re-appointment of members of the Board of Commissioners and/or the Board of Directors at the GMS, as required by shareholders for decision-making, are available on the Company's website, IDX's website, and the e-GMS provider's website since the date of notice of the GMS. To ensure that the GMS can be held in an orderly and transparent manner, the GMS rules of procedures, which include the voting mechanism, are distributed and/or read to shareholders and/or their proxies present before the GMS begins. [ACGS A.2.] [ACGS A.4.] [ACGS A.6.3.]

The Company is committed to treating each shareholder fairly so that shareholders can exercise their rights. The right to participate in the GMS is granted to shareholders listed in the Company's shareholder registry issued by the Company's Securities Administration Bureau. [G-08]

Announcements and notices for the GMS are made publicly in Indonesian and English through the Company's website, the IDX website, and the e-GMS system provider's website. In the notice of the GMS, the Company provides reasons and explanations for each agenda item that requires shareholders' approval. For material transactions such as mergers, acquisitions, and/or takeovers that require shareholders' approval, the Company appoints an independent party to conduct an assessment and provide a fair opinion on the transactions. The report of the assessment results and the fairness opinion from the independent party are submitted to the relevant authorities and published transparently through the IDX website, as well as the Company's website, along with the announcement and notice for the GMS, as applicable. [ACGS A.2.14.] [ACGS A.3.1.]

The Company provides various alternatives for shareholders who are unable to attend the GMS in person to vote at the GMS (*voting real-time in absentia*), while still adhering to the applicable regulations. To facilitate shareholders who are unable to attend the GMS, the Company provides a Power of Attorney form, as attached to the Company's Annual Report and website. The Company also provides shareholders with access to use KSEI's e-Proxy facility and/or KSEI's e-voting facility *(real-time in absentia)* in the event that GMS is held electronically. [ACGS A.2.9.] [ACGS A.6.5.] [ACGS (B) A.1.1.] [ACGS (B)A.1.1.]

The presence of the Board of Commissioners, Board of Directors, Committees, and AP at the Company's GMS is a tangible manifestation of the Company's commitment to facilitating the rights of shareholders to communicate and engage in dialogue with management, ask questions, and receive information raised during the GMS.

Kewenangan RUPS

Kewenangan yang dimiliki oleh RUPS, antara lain sebagai berikut:
- mengangkat dan memberhentikan anggota Dewan Komisaris dan Direksi
- menyetujui perubahan Anggaran Dasar
- mengesahkan Laporan Tahunan
- menetapkan penggunaan laba bersih Perseroan termasuk namun tidak terbatas untuk memutuskan pembagian dividen final kepada pemegang saham
- menentukan persentase kenaikan gaji anggota Dewan Komisaris dan Direksi, dan mengambil keputusan terkait penetapan remunerasi anggota Dewan Komisaris dan Direksi
- menyetujui penunjukan AP dan KAP untuk melakukan audit terhadap Laporan Keuangan Konsolidasian Perseroan
- mengambil keputusan terkait aksi korporasi atau keputusan strategis lainnya yang diajukan Direksi

Authorities of the GMS

The GMS has, among others, the authority to:
- appoint and dismiss member(s) of the Board of Commissioners and the Board of Directors
- approve the amendment(s) to the Articles of Association
- approve the Annual Report
- determine the allocation of the Company's profit for the year, including but not limited to deciding the distribution of the final dividend to shareholders
- determine the percentage of salary increase for members of the Board of Commissioners and the Board of Directors, as well as decide on the determination of the remuneration of members of the Board of Commissioners and the Board of Directors
- approve the appointment of AP and KAP to audit the Company's Consolidated Financial Statements
- make decisions related to corporate actions or other strategic decisions proposed by the Board of Directors

Mekanisme Pengambilan Suara dalam RUPS

Untuk memastikan kejelasan, fokus, dan transparansi dalam proses pengambilan keputusan, setiap mata acara RUPS diusulkan untuk membahas dan memutuskan satu hal atau topik tertentu secara spesifik, dan bukan untuk gabungan hal, kecuali untuk hal yang berdasarkan pertimbangan Perseroan memang tidak dapat dipisahkan. [ACGS A.6.1.]

Dalam setiap mata acara RUPS, para pemegang saham dan/atau kuasanya diberikan kesempatan untuk mengajukan pertanyaan serta menyampaikan pendapat, usul, dan/atau saran sebelum pengambilan keputusan dilakukan melalui pemungutan suara. Nama penanya, pertanyaan yang diajukan, nama pemberi jawaban, dan jawaban yang diberikan, dicatat oleh notaris dalam risalah RUPS, sebagai bentuk dokumentasi dan akuntabilitas pelaksanaan RUPS.

Keputusan dalam RUPS Perseroan diambil berdasarkan prinsip musyawarah untuk mencapai mufakat. Dalam hal musyawarah untuk mufakat tidak tercapai, maka pengambilan keputusan dilakukan melalui mekanisme pemungutan suara sesuai dengan ketentuan peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perseroan.

Pemungutan suara tidak dilakukan dengan metode terbuka seperti jejak pendapat dengan cara pemercontohan dan/atau dengan cara mengacungkan tangan, namun melalui fasilitas e-Proxy yang tersedia pada aplikasi *Electronic General Meeting System* PT Kustodian Sentral Efek Indonesia (eASY.KSEI) serta dengan menggunakan surat suara sehingga para pemegang saham dapat memberikan suaranya secara aman, rahasia, dan tanpa pengaruh atau tekanan pihak mana pun. [ACGS A.2.10.]

Voting Mechanism at the GMS

To ensure clarity, focus, and transparency in the decision-making process, each agenda item of the GMS is proposed to discuss and decide on one specific matter or topic, rather than a combination of matters, except for matters that, based on the Company's considerations, are truly inseparable. [ACGS A.6.1.]

In each agenda item of the GMS, shareholders and/or their proxies are given the opportunity to ask questions and express opinions, suggestions, and/or comments, before decisions are made through voting. The name of the questioner, the questions asked, the name of the respondents, and the answers provided are recorded by a notary in the minutes of the GMS, as a form of documentation and accountability for the GMS proceedings

Resolutions of the Company's GMS are taken based on the principle of deliberation to reach consensus. In the event that consensus is not achieved, then the decision-making will proceed through a voting mechanism by applicable laws and regulations and the Company's Articles of Association.

Voting is not carried out by the poll method by sampling and/or by a show of hands, but rather through the e-Proxy facility available on the Electronic General Meeting System application provided by PT Kustodian Sentral Efek Indonesia (eASY.KSEI), as well as by using ballot papers thereby allowing shareholders to cast their votes securely and confidentially, free from any undue influence or pressure from any party. [ACGS A.2.10.]

Kuorum Kehadiran dan Kuorum Keputusan RUPS

Perseroan menunjuk Biro Administrasi Efek sebagai pihak yang melakukan perhitungan dan validasi jumlah kehadiran dan suara dalam RUPS. Hasil perhitungan kehadiran dan suara yang telah divalidasi oleh BAE menjadi dasar hukum dalam penetapan keputusan RUPS yang sah. [ACGS A.2.11.]

Penunjukan BAE ini merupakan bagian dari komitmen Perseroan untuk menjalankan prinsip GCG, khususnya dalam aspek transparansi dan akuntabilitas dalam pengambilan keputusan strategis yang melibatkan pemegang saham.

Kuorum kehadiran dan kuorum keputusan RUPS dilakukan dengan ketentuan sebagai berikut:

Quorum of Attendance and Quorum for Resolution of the GMS

The Company appoints the Share Administration Bureau as the party that is responsible for calculating and validating the number of attendances and votes at the GMS. The result of attendance and vote calculations validated by the Share Administration Bureau serves as the legal basis for determining valid GMS decisions. [ACGS A.2.11.]

The appointment of the Share Administration Bureau is part of the Company's commitment to implementing GCG principles, particularly in the aspects of transparency and accountability in strategic decision-making involving shareholders.

The quorum of attendance and quorum for resolution of the GMS are carried out with the following provisions:

Tujuan RUPS GMS Objective	**Kuorum Kehadiran (dari jumlah seluruh saham dengan hak suara yang sah)** **Quorum of Attendance (of the total shares with valid voting rights)**	**Kuorum Keputusan (dari seluruh saham dengan hak suara yang sah yang hadir dalam RUPS)** **Quorum for Resolution (of the total voting shares present in the GMS)**
RUPST / **AGM**		
RUPS ke-1 1st GMS	1/2	1/2
RUPS ke-2 2nd GMS	1/3	1/2
RUPS ke-3 3rd GMS	ditetapkan oleh OJK atas permohonan Perseroan[1)] to be determined by OJK at the request of the Company[1)]	
RUPS untuk perubahan Anggaran Dasar / **GMS for the amendment to the Articles of Association**		
RUPS ke-1 1st GMS	2/3	2/3
RUPS ke-2 2nd GMS	3/5	1/2
RUPS ke-3 3rd GMS	ditetapkan oleh OJK atas permohonan Perseroan[1)] to be determined by OJK at the request of the Company[1)]	
RUPS untuk mengalihkan kekayaan Perseroan yang merupakan lebih dari 50% jumlah kekayaan bersih Perseroan dalam satu transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, menjadikan jaminan utang kekayaan Perseroan yang merupakan lebih dari 50% jumlah kekayaan bersih Perseroan dalam satu transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, penggabungan, peleburan, pengambilalihan, pemisahan, pengajuan permohonan agar Perseroan dinyatakan pailit, perpanjangan jangka waktu berdirinya Perseroan dan pembubaran / **GMS for transferring the Company's assets which constitute more than 50% of the Company's net worth either in one or more transactions, whether in a series of separate or interrelated transactions, pledge of the Company's assets which constitute more than 50% of the Company's net worth in one or more transactions, whether in a series of separate or interrelated transactions, merger, consolidation, acquisition, spin-off, application for insolvency, extension of the duration of the Company, and dissolution of the Company**		
RUPS ke-1 1st GMS	3/4	3/4
RUPS ke-2 2nd GMS	2/3	3/4
RUPS ke-3 3rd GMS	ditetapkan oleh OJK atas permohonan Perseroan[1)] to be determined by OJK at the request of the Company[1)]	
RUPS untuk menyetujui transaksi yang mempunyai benturan kepentingan / **GMS for approving a transaction having a conflict of interest**		
RUPS ke-1 1st GMS	1/2[2)]	1/2[2)3)]
RUPS ke-2 2nd GMS	1/2[2)]	1/2[2)]
RUPS ke-3 3rd GMS	ditetapkan oleh OJK atas permohonan Perseroan[1)2)] to be determined by OJK at the request of the Company[1)2)]	

Keterangan / Notes:
1) Penetapan OJK mengenai kuorum kehadiran dan kuorum keputusan RUPS ketiga, serta pemanggilan dan waktu penyelenggaraan RUPS ketiga, bersifat final dan mempunyai kekuatan hukum yang tetap
2) Kuorum untuk pemegang saham independen
3) Dari jumlah seluruh saham dengan hak suara yang sah yang dimiliki oleh seluruh pemegang saham independen
1) OJK's determination on the quorum of attendance and quorum for resolution of the third GMS, as well as the notice and holding date of the third GMS is final and has permanent legal force
2) Quorum for independent shareholders
3) Of the number of voting shares held by all independent shareholders

RUPS Tahun 2025
GMS in 2025

Pada tahun 2025, Perseroan menyelenggarakan 2 (dua) kali RUPS, yaitu RUPST untuk tahun buku 2024 ("**RUPST 2025**") dan RUPSLB sehubungan dengan penjaminan kekayaan Perseroan ("**RUPSLB 2025**").

In 2025, the Company held 2 (two) GMS, *i.e.*, the AGM for the 2024 financial year ("**AGM 2025**") and the EGM concerning the pledge of the Company's assets ("**EGM 2025**").

RUPST 2025
Linimasa RUPST 2025 adalah sebagai berikut:

AGM 2025
The timeline for the AGM 2025 was as follows:

	Tanggal Date	Ditujukan ke OJK Addressed to OJK	Situs Web BEI IDX's Website	Situs Web KSEI KSEI's Website	Situs Web Perseroan The Company's Website
Penyampaian Rencana Pelaksanaan RUPST 2025 ke OJK Submission of the AGM 2025 Holding Plan to OJK	May 2, 2025	V	-	-	-
Pengumuman RUPST 2025 [1)2)] Announcement of AGM 2025 [1)2)]	May 9, 2025	-	V	V	V
Pemegang Saham yang Berhak Hadir dan Melaksanakan Haknya dalam RUPST Shareholders who are Entitled to Attend and Exercise Their Rights at the AGM	May 26, 2025	-	-	V	-
Pemanggilan RUPST 2025 [1)2)3)4)] Notice of AGM 2025 [1)2)3)4)]	May 27, 2025	-	V	V	V
Tata Tertib dan Materi RUPST 2025 [5)] AGM 2025 Rules and Materials [5)]	May 27, 2025	-	-	-	V
RUPST 2025 AGM 2025	June 18, 2025	-	-	-	-
Ringkasan Risalah RUPST 2025 [1)2)6)] Summary of Minutes of the AGM 2025 [1)2)6)]	June 19, 2025	-	V	V	V
Penyampaian Salinan Risalah RUPST 2025 ke OJK Submission of a Copy of the Minutes of the AGM 2025 to OJK	July 15, 2025	V	-	-	-

Keterangan / Notes:
1) Disajikan dalam Bahasa Indonesia dan Inggris [ACGS A.6.2.]
2) Diumumkan melalui situs web Perseroan, situs web BEI, dan situs web penyedia e-RUPS (KSEI) sesuai dengan peraturan yang berlaku
3) Perseroan tidak mencantumkan usulan AP dan KAP dalam pemanggilan RUPST 2025, mempertimbangkan terdapatnya informasi mengenai rencana perubahan nama KAP yang diterima Perseroan menjelang diterbitkannya pemanggilan RUPST 2025, untuk menghindari potensi ketidaksesuaian informasi yang disampaikan kepada pemegang saham.
4) Perseroan mengumumkan pemanggilan RUPST 2025 lebih dari 21 (dua puluh satu) hari sebelum tanggal pelaksanaan RUPST 2025 [ACGS A.2.13.] [ACGS (B)B.1.1.]
5) Bahan mata acara RUPST 2025 tersedia bagi para pemegang saham dalam bentuk dokumen fisik di kantor Perseroan (dengan permintaan tertulis dari pemegang saham) dan dalam bentuk pemegang dokumen elektronik di situs web Perseroan sejak tanggal dilakukannya pemanggilan RUPST 2025
6) Seluruh hasil pengambilan keputusan RUPST terakhir (RUPST 2025) diumumkan Perseroan paling lambat 2 (dua) hari kerja setelah tanggal penyelenggaraan RUPSLB 2025 [ACGS A.2.12.]

1) Presented in Bahasa Indonesia and English [ACGS A.6.2.]
2) Published on the Company's website, IDX's website, and the website of the e-GMS provider (KSEI) in accordance with the applicable regulations
3) The Company did not include the proposed AP and KAP in the notice for the 2025 AGM, considering the information received regarding the planned name change of the KAP by the Company shortly before the issuance of the 2025 AGM notice, to avoid potential discrepancies in the information provided to shareholders
4) The Company announced the notice of the AGM 2025 more than 21 (twenty-one) days before the date of the AGM 2025 implementation [ACGS A.2.13.] [ACGS (B)B.1.1.]
5) The AGM 2025 materials have been available to shareholders in the form of copies of physical documents in the Company's office (with a written request from shareholders) and in the form of copies of electronic documents on the Company's website since the date of notice of AGM 2025
6) The Company made publicly available the result of the votes taken during the most recent AGM 2025, no later than 2 (two) business days after the implementation of the AGM 2025 [ACGS A.2.12.]

Perseroan senantiasa berupaya memastikan bahwa seluruh mata acara RUPST telah disampaikan secara transparan dan sesuai dengan ketentuan dalam pemanggilan RUPST, sehingga tidak terdapat penambahan mata acara lain di luar yang telah diumumkan dalam pemanggilan RUPST. [ACGS (P)A.3.1.]

The Company always seeks to ensure that all items on the agenda of the AGM are presented transparently by the provisions in the notice of the AGM, so that no other items are added beyond those announced in the notice of the AGM. [ACGS (P)A.3.1.]

Penyelenggaraan RUPST 2025 adalah sebagai berikut: The holding of the AGM 2025 was as follows:

Tanggal penyelenggaraan RUPST 2025 Date of holding the AGM 2025	18 Juni 2025 June 18, 2025
Jenis penyelenggaraan RUPST 2025 Type of the AGM 2025	Rapat Fisik Physical Meeting
Lokasi Location	Sinar Mas Land Plaza, Menara II, Lt. 39, Ruang Danamas, Jl. M.H. Thamrin No. 51, Jakarta Pusat 10350 Sinar Mas Land Plaza, Tower II, 39th Floor, Danamas Room, Jl. M.H. Thamrin No. 51, Central Jakarta 10350
Pemimpin RUPST 2025 dan dasar penunjukan pemimpin RUPST 2025 Chairperson of the AGM 2025 and basis for appointment of the chairperson of the AGM 2025	Ibu Evita Herawati Legowo selaku Komisaris Independen Perseroan, sesuai dengan Keputusan Dewan Komisaris tanggal 22 Mei 2025. Mrs. Evita Herawati Legowo as the Independent Commissioner of the Company, based on the Resolution of the Board of Commissioners dated May 22, 2025.

Daftar hadir anggota Dewan Komisaris, Direksi, dan Komite Perseroan yang menghadiri RUPST 2025 [ACGS A.2.7.] [ACGS A.2.8.] [ACGS (P)A.3.2.]
List of attendance of members of the Board of Commissioners, Board of Directors, and Company Committees who attended the AGM 2025 [ACGS A.2.7.] [ACGS A.2.8.] [ACGS (P)A.3.2.]

No.	Nama Name	Jabatan Position	Kehadiran Attendance
1	Franky Oesman Widjaja *)	Presiden Komisaris dan Anggota Komite Nominasi dan Remunerasi President Commissioner and Member of the Nomination and Remuneration Committee	X
2	Handhianto Suryo Kentjono	Komisaris Commissioner	V
3	Dr.-Ing. Evita Herawati Legowo	Komisaris Independen dan Anggota Komite Manajemen Risiko Independent Commissioner and Member of the Risk Management Committee	V
4	Dr. Robert Arthur Simanjuntak	Komisaris Independen dan Ketua Komite Nominasi dan Remunerasi Independent Commissioner and Chairperson of the Nomination and Remuneration Committee	V
5	Ir. F.X. Sutijastoto, M.A.	Komisaris Independen, Ketua Komite Manajemen Risiko, dan Anggota Komite Audit Independent Commissioner, Chairperson of the Risk Management Committee, and Member of the Audit Committee	V
6	Dr. Hendrikus Passagi, S.Sos., S.H, M.H., M.Sc. *)	Komisaris Independen, Ketua Komite Audit, dan Anggota Komite Manajemen Risiko Independent Commissioner, Chairperson of the Audit Committee, and Member of the Risk Management Committee	X
7	Michell Suharli	Anggota Komite Audit Member of the Audit Committee	V
8	Dr. Susi Susantijo, S.H., LL.M.	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	V
9	Lay Krisnan Cahya	Presiden Direktur President Director	V
10	Lokita Prasetya	Wakil Presiden Direktur Vice President Director	V
11	Hermawan Tarjono	Direktur Director	V
12	Daniel Cahya	Direktur Director	V
13	Alex Sutanto	Direktur Director	V
14	David Fernando Audy	Direktur Director	V
15	Mona Angelique Susanto	Direktur Director	V

Keterangan / Notes:
*) Berhalangan hadir karena memiliki agenda lain
*) Unable to attend due to other agenda

Pihak independen yang ditunjuk untuk membuat berita acara RUPST 2025 Independent party appointed to prepare minutes of the AGM 2025	Notaris Hannywati Gunawan, S.H., notaris di Jakarta Notary Hannywati Gunawan, S.H., notary in Jakarta

Pihak independen yang ditunjuk untuk melakukan perhitungan dan validasi jumlah kehadiran dan suara [ACGS A.2.11.] Independent party appointed to calculate and validate the number of attendance and votes [ACGS A.2.11.]	PT Sinartama Gunita, sebagai Biro Administrasi Efek PT Sinartama Gunita, as the Share Administration Bureau
Pihak independen lain yang hadir secara fisik di dalam RUPST 2025 Other independent parties present physicaly at the AGM 2025	AP AP
Kuorum RUPST 2025 Quorum of the AGM 2025	RUPST 2025 dihadiri oleh pemegang saham Perseroan yang mewakili 4.897.162.548 lembar saham dengan hak suara yang sah, atau setara dengan 79,123% dari seluruh jumlah saham dengan hak suara yang sah yang dikeluarkan Perseroan sebanyak 6.189.284.930 lembar saham. The AGM 2025 was attended by the Company's shareholders representing 4,897,162,548 shares with valid voting rights, or equivalent to 79.123% of the total number of shares with valid voting rights issued by the Company of 6,189,284,930 shares.

Keputusan RUPST 2025 adalah sebagai berikut:

The resolutions of the AGM 2025 were as follows:

MATA ACARA PERTAMA
First Agendum

Persetujuan Laporan Tahunan Perseroan, termasuk pengesahan Laporan Tugas Pengawasan Dewan Komisaris, dan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2024 yang telah diaudit oleh KAP Mirawati Sensi Idris, serta pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et decharge*) kepada Dewan Komisaris dan Direksi Perseroan atas tindakan pengawasan dan pengurusan yang telah dilakukan selama tahun buku 2024, sejauh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Konsolidasian Perseroan.	Approval of the Company's Annual Report, including the ratification of the Board of Commissioners' Supervisory Report, and the Company's Consolidated Financial Statements for the financial year 2024 which had been audited by KAP Mirawati Sensi Idris, as well as the granting of full release and discharge of authority (*acquit et decharge*) to the Board of Commissioners and the Board of Directors of the Company for the supervisory and management actions that had been taken in the financial year 2024, to the extent that their actions were reflected in the Company's Annual Report and Consolidated Financial Statements.

Jumlah Pemegang Saham dan/atau Kuasanya yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [1)] **Number of Shareholders and/or Their Proxies Raising Questions and/or Opinions [1)]**	
Jumlah pemegang saham dan/atau kuasanya yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders and/or their proxies raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -

Hasil Pemungutan Suara [2)] **Voting Outcome [2)]**	
Setuju For	: 4,897,060,248 saham / shares (99.998%)
Tidak Setuju Against	: 64,900 saham / shares (0.001%)
Abstain Abstain	: 37,400 saham / shares (0.001%)
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 4,897.097,648 saham / shares (99.999%)

Keputusan
Resolution

- Menyetujui dan mengesahkan Laporan Tahunan Perseroan, termasuk menyetujui dan mengesahkan Laporan Tugas Pengawasan Dewan Komisaris dan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2024 yang telah diaudit oleh AP Maria Leckzinska dari KAP Mirawati Sensi Idris
- Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et decharge*) kepada anggota Dewan Komisaris dan Direksi Perseroan atas tindakan pengawasan dan pengurusan yang telah dilakukan oleh masing-masing anggota Dewan Komisaris dan Direksi selama tahun buku 2024 sejauh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2024

- To approve and ratify the Company's Annual Report, including to approve and ratify the Board of Commissioners' Supervisory Task Report and the Company's Consolidated Financial Statements for the financial year 2024, which had been audited by AP Maria Leckzinska from KAP Mirawati Sensi Idris
- To grant full release and discharge (*acquit et decharge*) to the Board of Commissioners and the Board of Directors of the Company for the supervisory and management actions performed by each member of the Board of Commissioners and the Board of Directors during financial year 2024 to the extent that their actions were reflected in the Company's Annual Report and Consolidated Financial Statements for the financial year 2024

Pelaksanaan **Execution**	
Keputusan sudah dilaksanakan.	Resolution had been executed.
Pada RUPST 2025, Dewan Komisaris dan Direksi telah menyampaikan Laporan Tahunan 2024 Perseroan, termasuk Laporan Tugas dan Pengawasan Dewan Komisaris dan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2024, kepada pemegang saham dan pemegang saham telah memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et decharge*) kepada anggota Dewan Komisaris dan Direksi atas tindakan pengawasan dan pengurusan yang telah dilakukan oleh masing-masing anggota Dewan Komisaris dan Direksi selama tahun buku 2024.	In the AGM 2025, the Board of Commissioners and the Board of Directors submitted the Company's Annual Report 2024, including the Board of Commissioners' Supervisory Task Report and the Company's Consolidated Financial Statements for financial year 2024, to the shareholders and the shareholders had granted full release and discharge of authority (*acquit et decharge*) to the Company's Board of Commissioners and Board of Directors for their respective supervisory and management actions conducted in the financial year 2024.
Perseroan telah menerbitkan dan menyampaikan Laporan Keuangan Konsolidasian Tahunan dan Laporan Tahunan Perseroan untuk tahun buku 2024 ke OJK dan BEI pada tanggal 29 April 2025.	The Company had issued and submitted the Annual Consolidated Financial Statements and Annual Report for the financial year 2024 to OJK and IDX on April 29, 2025.

Keterangan / Notes:
1) Risalah RUPST 2025 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
2) Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPST 2025. [ACGS A.2.6.]
1) The minutes of the most recent AGM 2025 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
2) The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the AGM 2025. [ACGS A.2.6.]

MATA ACARA KEDUA
Second Agendum

Persetujuan penggunaan laba bersih Perseroan untuk tahun buku 2024	Approval of the allocation of the Company's profit for the year for the financial year 2024
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [1] **Number of Shareholders Raising Questions and/or Opinions** [1]	
Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -
Hasil Pemungutan Suara [2] **Voting Outcome** [2]	
Setuju For	: 4,897,125,148 saham / shares (99.999%)
Tidak Setuju Against	: 1,800 saham / shares (0.000%)
Abstain Abstain	: 35,600 saham / shares (0.001%)
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 4,897,160,748 saham / shares (99.999%)
Keputusan **Resolution**	
Menyetujui penggunaan laba bersih Perseroan untuk tahun buku 2024 yang dapat diatribusikan kepada pemilik entitas induk sebesar USD 309.084.793, sebagai berikut: • sebesar USD 100.000 dialokasikan sebagai cadangan wajib Perseroan sebagaimana diatur dalam Pasal 70 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, sebagaimana diubah dari waktu ke waktu • sisa laba bersih sebesar USD 308.984.793 dialokasikan sebagai laba ditahan Perseroan	To approve the allocation of the Company's profit for the year 2024 that is attributable to owners of the parent company of USD 309,084,793, as follows: • an amount of USD 100,000 will be allocated as a mandatory reserve fund as stipulated in Article 70 of Law No. 40 of 2007 on Limited Liability Company, as amended from time to time • the remaining profit for the year of USD 308,984,793 will be allocated as the Company's retained earnings
Pelaksanaan **Execution**	
Keputusan sudah dilaksanakan.	Resolution had been executed.

Perseroan telah mengalokasikan laba bersih Perseroan untuk tahun buku 2024 sebesar USD 100.000 sebagai cadangan wajib dan sebesar USD 308.984.793 sebagai laba ditahan Perseroan.	The Company had allocated the Company's profit for the year for the financial year 2024 of USD 100,000 as a mandatory reserve fund and USD 308,984,793 as the Company's retained earnings.

Keterangan / Notes:
1) Risalah RUPST 2025 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
2) Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPST 2025. [ACGS A.2.6.]
1) The minutes of the AGM 2025 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
2) The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the AGM 2025. [ACGS A.2.6.]

MATA ACARA KETIGA [ACGS E.3.12.]
Third Agendum [ACGS E.3.12.]

Persetujuan susunan anggota Dewan Komisaris dan Direksi Perseroan 1)	Approval of the composition of the Board of Commissioners and the Board of Directors of the Company 1)

Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat 2)
Number of Shareholders Raising Questions and/or Opinions 2)

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -

Hasil Pemungutan Suara 3)
Voting Outcome 3)

Setuju For	: 4,897,125,148 saham / shares (99.999%)
Tidak Setuju Against	: 1,800 saham / shares (0.000%)
Abstain Abstain	: 35,600 saham / shares (0.001%)
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 4,897,160,748 saham / shares (99.999%)

Keputusan
Resolution

- Menyetujui susunan Dewan Komisaris dan Direksi Perseroan, sebagai berikut:
  Dewan Komisaris:
  - Franky Oesman Widjaja sebagai Presiden Komisaris
  - Handhianto Suryo Kentjono sebagai Komisaris
  - Dr.-Ing. Evita Herawati Legowo sebagai Komisaris Independen
  - Dr. Robert Arthur Simanjuntak sebagai Komisaris Independen
  - Ir. F.X. Sutijastoto, M.A. sebagai Komisaris Independen
  - Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc. sebagai Komisaris Independen

  Direksi:
  - Lay Krisnan Cahya sebagai Presiden Direktur
  - Lokita Prasetya sebagai Wakil Presiden Direktur
  - Hermawan Tarjono sebagai Direktur
  - Daniel Cahya sebagai Direktur
  - Alex Sutanto sebagai Direktur
  - David Fernando Audy sebagai Direktur
  - Mona Angelique Susanto sebagai Direktur
  - Timotius Max Sulaiman, S.E. sebagai Direktur

  *Catatan:
  Masa jabatan Bapak Timotius Max Sulaiman, S.E. adalah sama dengan masa jabatan anggota Direksi lainnya
- Memberikan kuasa kepada Direksi Perseroan dan/atau Sekretaris Perusahaan, baik bersama-sama maupun sendiri-sendiri, untuk menyatakan keputusan mata acara ketiga RUPST dalam suatu akta notaris, dan untuk menghadap di mana perlu, memberikan keterangan atau laporan, membuat serta menandatangani semua surat atau akta yang diperlukan dan memberitahukan perubahan susunan pengurus Perseroan kepada instansi yang berwenang, membuat perubahan dan/atau tambahan yang diperlukan agar laporan dapat diterima dan melakukan segala sesuatu yang dipandang perlu dan berguna, tanpa ada yang dikecualikan

- To approve the composition of the Board of Commissioners and the Board of Directors of the Company, as follows:
  Board of Commissioners:
  - Franky Oesman Widjaja as President Commissioner
  - Handhianto Suryo Kentjono as Commissioner
  - Dr.-Ing. Evita Herawati Legowo as Independent Commissioner
  - Dr. Robert Arthur Simanjuntak as Independent Commissioner
  - Ir. F.X. Sutijastoto, M.A. as Independent Commissioner
  - Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc. as Independent Commissioner

  Board of Directors:
  - Lay Krisnan Cahya as President Director
  - Lokita Prasetya as Vice President Director
  - Hermawan Tarjono as Director
  - Daniel Cahya as Director
  - Alex Sutanto as Director
  - David Fernando Audy as Director
  - Mona Angelique Susanto as Director
  - Timotius Max Sulaiman, S.E. as Director

  *Note:
  The term of office of Mr. Timotius Max Sulaiman, S.E. is the same as the term of office of the other members of the Board of Directors
- To give the power of attorney and authorization to the Board of Directors of the Company and/or Corporate Secretary, either collectively or individually, to state the third agendum into a notarial deed, and to appear where necessary, provide a statement or report, make and sign all necessary letters or deeds and inform the changes in the composition of the Company's management to authorized agency, to make necessary changes and/or addendum in order for the report to be accepted and to perform all necessary actions, without exception

Pelaksanaan **Execution**	
Keputusan sudah dilaksanakan.	Resolution had been executed.

Keterangan / Notes:
1) Pemegang saham diberi kesempatan untuk memberikan suara atas usulan susunan Direksi dan Dewan Komisaris. Pemegang saham tidak dapat memilih anggota Direktur dan anggota Dewan Komisaris secara individual. [ACGS A.2.3.]
2) Risalah RUPST 2025 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
3) Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPST 2025. [ACGS A.2.6.]
1) Shareholders were given the opportunity to vote on the proposed composition of the Board of Directors and Board of Commissioners. Shareholders cannot elect members of the Board of Directors and members of the Board of Commissioners individually. [ACGS A.2.3.]
2) The minutes of the AGM 2025 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
3) The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the AGM 2025. [ACGS A.2.6.]

MATA ACARA KEEMPAT [ACGS E.3.12.]
Fourth Agendum [ACGS E.3.12.]

Persetujuan honorarium, gaji, dan/atau tunjangan untuk anggota Dewan Komisaris dan Direksi Perseroan untuk tahun buku 2025 1)	Approval of honorarium, salary, and/or allowances for members of the Board of Commissioners and the Board of Directors of the Company for the financial year 2025 1)

Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat 2) **Number of Shareholders Raising Questions and/or Opinions 2)**	
Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -

Hasil Pemungutan Suara 3) **Voting Outcome 3)**	
Setuju For	: 4,896,688,383 saham / shares (99.990%)
Tidak Setuju Against	: 436,765 saham / shares (0.009%)
Abstain Abstain	: 37,400 saham / shares (0.001%)
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 4,896,725,783 saham / shares (99.991%)

Keputusan **Resolution**	
• Memberikan wewenang kepada Dewan Komisaris untuk menentukan kenaikan honorarium, gaji, dan/atau tunjangan untuk anggota Dewan Komisaris dan Direksi untuk tahun buku 2025, dengan tetap memperhatikan perkembangan situasi ekonomi umum, kondisi keuangan Perseroan, serta kinerja masing-masing anggota Dewan Komisaris dan Direksi	• To grant authority to the Board of Commissioners to determine the increase of honorarium, salary, and/or allowances for the member of the Board of Commissioners and the Board of Directors for the financial year 2025, by taking into consideration the development of general economic situation, the Company's financial condition, as well as the performance of each member of the Board of Commissioners and the Board of Directors

Pelaksanaan **Execution**	
Keputusan sudah dilaksanakan.	Resolution had been executed.
Rapat Dewan Komisaris tanggal 23 Juli 2025 telah menindaklanjuti hasil keputusan RUPST.	The Board of Commissioners' meeting dated July 23, 2025, followed up on the AGM's resolution.

Keterangan / Notes:
1) Pemegang saham diberi kesempatan untuk menyetujui remunerasi (gaji, tunjangan, manfaat, dan honorarium lainnya) atau penambahan remunerasi bagi direktur/komisaris non-eksekutif. [ACGS A.2.1.]
2) Risalah RUPST 2025 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
3) Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPST 2025. [ACGS A.2.6.]
1) Shareholders had the opportunity to approve remuneration (fees, allowances, benefits-in-kind, and other emoluments) or any increases in remuneration for the non-executive directors/commissioners. [ACGS A.2.1.]
2) The minutes of the AGM 2025 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
3) The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the AGM 2025. [ACGS A.2.6.]

MATA ACARA KELIMA Fifth Agendum	
Persetujuan penunjukan AP dan KAP untuk melakukan audit terhadap Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2025 [1]	Approval of the appointment of AP and KAP to audit the Company's Consolidated Financial Statements for the financial year 2025 [1]
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [2] **Number of Shareholders Raising Questions and/or Opinions [2]**	
Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -
Hasil Pemungutan Suara [3] **Voting Outcome [3]**	
Setuju For	: 4,896,690,183 saham / shares (99.990%)
Tidak Setuju Against	: 436,765 saham / shares (0.009%)
Abstain Abstain	: 35,600 saham / shares (0.001%)
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 4,896,725,783 saham / shares (99.991%)
Keputusan **Resolution**	
• Memberikan kewenangan penuh dengan hak substitusi kepada Dewan Komisaris Perseroan, dengan memperhatikan pertimbangan dari Komite Audit Perseroan, untuk i) menunjuk Akuntan Publik dan/atau Kantor Akuntan Publik yang terdaftar di Otoritas Jasa Keuangan sesuai dengan kriteria yang telah ditetapkan dalam Rapat untuk melakukan audit Laporan Keuangan Konsolidasian Perseroan untuk tahun buku yang berakhir tanggal 31 Desember 2025 dan ii) menunjuk Akuntan Publik dan/atau Kantor Akuntan Publik pengganti apabila Akuntan Publik dan/atau Kantor Akuntan Publik yang telah ditunjuk karena alasan apapun tidak dapat melakukan tugasnya • Memberikan kewenangan penuh dengan hak substitusi kepada Dewan Komisaris Perseroan untuk menetapkan honorarium dan persyaratan-persyaratan lain atas penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik tersebut	• To grant full authority with the substitution rights to the Board of Commissioners of the Company, taking into account the consideration of the Audit Committee of the Company, to i) appoint a Public Accountant and/or Public Accountant Firm registered with the Financial Services Authority in accordance with the criteria set out in the Meeting to conduct audit of the Company's Consolidated Financial Statements for the financial year ending December 31, 2025 and ii) appoint a replacement Public Accountant and/or Public Accountant Firm if the appointed Public Accountant and/or the Public Accountant Firm for any reason cannot perform their duties • To grant full authority with the substitution right to the Board of Commissioners of the Company to determine the honorarium and other terms for the appointment of the Public Accountant and/or Public Accountant Firm
Pelaksanaan **Execution**	
Keputusan sudah dilaksanakan. Perseroan telah menunjuk AP Maria Leckzinska dari KAP Mirawati Sensi Indris untuk melakukan audit terhadap Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2025 berdasarkan Surat Penunjukan No. 0167/VII/2025/AU/LSK/1.1090 tanggal 30 Juli 2025. Laporan penunjukan AP dan/atau KAP, beserta dokumen pendukung terkait, telah disampaikan ke OJK dan BEI pada tanggal 4 Agustus 2025.	Resolution had been executed. The Company had appointed AP Maria Leckzinska from KAP Mirawati Sensi Idris to audit the Company's Financial Statements for the financial year 2025 based on Engagement Letter No. 0167/VII/2025/AU/LSK/1.1090 dated July 30, 2025. Report on the appointment of AP and/or KAP, along with related supporting documents, had been submitted to OJK and IDX on August 4, 2025.

Keterangan / Notes:
[1] Perseroan tidak mencantumkan usulan AP dan KAP dalam pemanggilan RUPST 2025, mempertimbangkan terdapatnya informasi mengenai rencana perubahan nama KAP yang diterima Perseroan menjelang diterbitkannya pemanggilan RUPST 2025, untuk menghindari potensi ketidaksesuaian informasi yang disampaikan kepada pemegang saham. [ACGS A.6.4.]
[2] Risalah RUPST 2025 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
[3] Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPST 2025. [ACGS A.2.6.]
[1] The Company did not include the proposed AP and KAP in the notice for the 2025 AGM, considering the information received regarding the planned name change of the KAP by the Company shortly before the issuance of the 2025 AGM notice, to avoid potential discrepancies in the information provided to shareholders. [ACGS A.6.4.]
[2] The minutes of the AGM 2025 recorded that the shareholders were given the opportunity to ask questions, and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
[3] The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the AGM 2025. [ACGS A.2.6.]

MATA ACARA KEENAM
Sixth Agendum

Penyampaian laporan realisasi penggunaan dana hasil Penawaran Umum Berkelanjutan, yang terdiri dari Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap I Tahun 2024, Obligasi Berkelanjuan I Dian Swastatika Sentosa Tahap II Tahun 2024, dan Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024	Submission of the realization report on the use of proceeds from the Shelf Registration Public Offering, which consists of Shelf Registration Bonds I Dian Swastatika Sentosa Phase I Year 2024, Shelf Registration Bonds I Dian Swastatika Sentosa Phase II Year 2024, and Shelf Registration Bonds I Dian Swastatika Sentosa Phase III Year 2024

Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [1)]
Number of Shareholders Raising Questions and/or Opinions [1)]

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -

Hasil Pemungutan Suara [2)]
Voting Outcome [2)]

Setuju For	: N/A
Tidak Setuju Against	: N/A
Abstain Abstain	: N/A
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: N/A

Keputusan [2)]
Resolution [2)]

N/A	N/A

Pelaksanaan
Execution

Penyampaian laporan realisasi penggunaan dana hasil penawaran umum Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap I, II, dan III Tahun 2024 kepada OJK dan BEI untuk periode sampai dengan 31 Desember 2024 telah dilakukan pada tanggal 15 Januari 2025.	The submission of the report on the realization of the use of proceeds from the public offering of Dian Swastatika Sentosa Sustainable Bonds I Phase I, II, and III Year 2024, to the OJK and IDX for the period up to December 31, 2024, was completed on January 15, 2025.

Keterangan / Notes:
1) Risalah RUPST 2025 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
2) Mata acara ini tidak memerlukan persetujuan pemegang saham.
1) The minutes of the AGM 2025 recorded that the shareholders were given the opportunity to ask questions, and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
2) This agenda does not require the approval of the shareholders of the Company.

MATA ACARA KETUJUH
Seventh Agendum

Penyampaian laporan realisasi penggunaan dana hasil Penawaran Umum Berkelanjutan, yang terdiri dari Sukuk Berkelanjutan I Dian Swastatika Sentosa Tahap I Tahun 2024, Sukuk Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024, dan Sukuk Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024	Submission of the realization report on the use of proceeds from the Shelf Registration Public Offering, which consists of Shelf Registration Sukuk I Dian Swastatika Sentosa Phase I Year 2024, Shelf Registration Sukuk I Dian Swastatika Sentosa Phase II Year 2024, and Shelf Registration Sukuk I Dian Swastatika Sentosa Phase III Year 2024

Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [1)]
Number of Shareholders Raising Questions and/or Opinions [1)]

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -

Hasil Pemungutan Suara [2] **Voting Outcome** [2]	
Setuju For	: N/A
Tidak Setuju Against	: N/A
Abstain Abstain	: N/A
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: N/A
Keputusan [2] **Resolution** [2]	
N/A	N/A
Pelaksanaan Execution	
Penyampaian laporan realisasi penggunaan dana hasil penawaran umum Sukuk Berkelanjutan I Dian Swastatika Sentosa Tahap I, II, dan III Tahun 2024 kepada OJK dan BEI untuk periode sampai dengan 31 Desember 2024 sudah dilakukan pada tanggal 15 Januari 2025.	The submission of the report on the realization of the use of proceeds from the public offering of Dian Swastatika Sentosa Sustainable Sukuk I Phase I, II, and III Year 2024, to the OJK and IDX for the period up to December 31, 2024, was completed on January 15, 2025.

Keterangan / Notes:
[1] Risalah RUPST 2025 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
[2] Mata acara ini tidak memerlukan persetujuan pemegang saham.
[1] The minutes of the AGM 2025 recorded that the shareholders were given the opportunity to ask questions, and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
[2] This agenda does not require the approval of the shareholders of the Company.

RUPSLB 2025

Linimasa RUPSLB 2025 adalah sebagai berikut:

EGM 2025

The timeline for the EGM 2025 was as follows:

	Tanggal Date	Ditujukan ke OJK Addressed to OJK	Situs Web BEI IDX's Website	Situs Web KSEI KSEI's Website	Situs Web Perseroan The Company's Website
Penyampaian Rencana Pelaksanaan RUPSLB 2025 ke OJK Submission of the EGM 2025 Holding Plan to OJK	May 2, 2025	V	-	-	-
Pengumuman RUPSLB 2025 [1][2] Announcement of EGM 2025 [1][2]	May 9, 2025	-	V	V	V
Pemegang Saham yang Berhak Hadir dan Melaksanakan Haknya dalam RUPSLB Shareholders who are Entitled to Attend and Exercise Their Rights at the EGM	May 26, 2025	-	-	V	-
Pemanggilan RUPSLB 2025 [1][2][3][4] Notice of EGM 2025 [1][2][3][4]	May 27, 2025	-	V	V	V
Tata Tertib dan Materi RUPSLB 2025 [5] EGM 2025 Rules and Materials [5]	May 27, 2025	-	-	-	V
RUPSLB 2025 EGM 2025	June 18, 2025	-	-	-	-
Ringkasan Risalah RUPSLB 2025 [1][2][5] Summary of Minutes of the EGM 2025 [1][2][5]	June 19, 2025	-	V	V	V
Penyampaian Salinan Risalah RUPSLB 2025 ke OJK Submission of a Copy of the Minutes of the EGM 2025 to OJK	July 15, 2025	V	-	-	-

Keterangan / Notes:
[1] Disajikan dalam Bahasa Indonesia dan Inggris [ACGS A.6.2.]
[2] Diumumkan melalui situs web Perseroan, situs web BEI, dan situs web penyedia e-RUPS (KSEI) sesuai dengan peraturan yang berlaku
[3] Perseroan mengumumkan pemanggilan RUPSLB 2025 setidaknya 21 (dua puluh satu) hari sebelum tanggal pelaksanaan RUPSLB 2025 [ACGS A.2.13.]
[4] Bahan mata acara RUPSLB 2025 tersedia bagi para pemegang saham dalam bentuk salinan dokumen fisik di kantor Perseroan (dengan permintaan tertulis dari pemegang saham) dan dalam bentuk salinan dokumen elektronik di situs web Perseroan sejak tanggal dilakukannya pemanggilan RUPSLB 2025
[5] Seluruh hasil pengambilan keputusan RUPSLB 2025 diumumkan Perseroan paling lambat 2 (dua) hari kerja setelah tanggal penyelenggaraan RUPSLB 2025 [ACGS A.2.12.]
[1] Presented in Bahasa Indonesia and English [ACGS A.6.2.]
[2] Published on the Company's website, IDX's website, and the website of the e-GMS provider (KSEI) in accordance with applicable regulations
[3] The Company announced the notice of the EGM 2025 at least 21 (twenty-one) days before the EGM 2025 implementation date [ACGS A.2.13.]
[4] EGM 2025 materials are available to shareholders in the form of copies of physical documents in the Company's office (with a written request from shareholders) and in the form of copies of electronic documents on the Company's website since the date of notice of EGM 2025
[5] The Company made publicly available the result of the votes taken during the EGM 2025 no later than 2 (two) business days after the implementation of the EGM 2025 [ACGS A.2.12.]

Perseroan senantiasa berupaya memastikan bahwa seluruh mata acara RUPSLB telah disampaikan secara transparan dan sesuai dengan ketentuan dalam pemanggilan RUPSLB, sehingga tidak terdapat penambahan mata acara lain di luar yang telah diumumkan dalam pemanggilan RUPSLB. [ACGS (P)A.3.1.]

The Company always seeks to ensure that all items on the agenda of the EGM are presented transparently by the provisions in the notice of the EGM, so that no other items are added beyond those announced in the notice of the EGM. [ACGS (P)A.3.1.]

Penyelenggaraan RUPSLB 2025 adalah sebagai berikut:

The holding of the EGM 2025 was as follows:

Tanggal penyelenggaraan RUPSLB 2025 Date of holding the EGM 2025	18 Juni 2025 June 18, 2025
Jenis penyelenggaraan RUPSLB 2025 Type of the EGM 2025	Rapat Fisik Physical Meeting
Lokasi Location	Sinar Mas Land Plaza, Menara II, Lt. 39, Ruang Danamas, Jl. M.H. Thamrin No. 51, Jakarta Pusat 10350 Sinar Mas Land Plaza, Tower II, 39th Floor, Danamas Room, Jl. M.H. Thamrin No. 51, Central Jakarta 10350
Pemimpin RUPSLB 2025 dan dasar penunjukan pemimpin RUPSLB 2025 Chairperson of the EGM 2025 and basis for appointment of the chairperson of the EGM 2025	Ibu Evita Herawati Legowo selaku Komisaris Independen Perseroan, sesuai dengan Keputusan Dewan Komisaris tanggal 22 Mei 2025. Mrs. Evita Herawati Legowo as the Independent Commissioner of the Company, based on the Resolution of the Board of Commissioners dated May 22, 2025.

Daftar hadir anggota Dewan Komisaris, Direksi, dan Komite Perseroan yang menghadiri RUPSLB 2025 [ACGS A.2.7.] [ACGS A.2.8.] [ACGS (P)A.3.2.]
List of attendance of members of the Board of Commissioners, Board of Directors, and Company Committees who attended the EGM 2025 [ACGS A.2.7.] [ACGS A.2.8.] [ACGS (P)A.3.2.]

No.	Nama Name	Jabatan Position	Kehadiran Attendance
1	Franky Oesman Widjaja *)	Presiden Komisaris dan Anggota Komite Nominasi dan Remunerasi President Commissioner and Member of the Nomination and Remuneration Committee	X
2	Handhianto Suryo Kentjono	Komisaris Commissioner	V
3	Dr.-Ing. Evita Herawati Legowo	Komisaris Independen dan Anggota Komite Manajemen Risiko Independent Commissioner and Member of the Risk Management Committee	V
4	Dr. Robert Arthur Simanjuntak, Ph.D.	Komisaris Independen dan Ketua Komite Nominasi dan Remunerasi Independent Commissioner and Chairperson of the Nomination and Remuneration Committee	V
5	Ir. F.X. Sutijastoto, M.A.	Komisaris Independen, Ketua Komite Manajemen Risiko, dan Anggota Komite Audit Independent Commissioner, Chairperson of the Risk Management Committee, and Member of the Audit Committee	V
6	Dr. Hendrikus Passagi, S.Sos., S.H, M.H., M.Sc. *)	Komisaris Independen, Ketua Komite Audit, dan Anggota Komite Manajemen Risiko Independent Commissioner, Chairperson of the Audit Committee, and Member of the Risk Management Committee	X
7	Michell Suharli	Anggota Komite Audit Member of the Audit Committee	V
8	Dr. Susi Susantijo, S.H., LL.M.	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	V
9	Lay Krisnan Cahya	Presiden Direktur President Director	V
10	Lokita Prasetya	Wakil Presiden Direktur Vice President Director	V
11	Hermawan Tarjono	Direktur Director	V
12	Daniel Cahya	Direktur Director	V
13	Alex Sutanto	Direktur Director	V
14	David Fernando Audy	Direktur Director	V
15	Mona Angelique Susanto	Direktur Director	V
16	Timotius Max Sulaiman, S.E.	Direktur Director	V

Keterangan / Notes:
*) Berhalangan hadir karena memiliki agenda lain
*) Unable to attend due to other agenda

Pihak independen yang ditunjuk untuk membuat berita acara RUPSLB 2025 Independent party appointed to prepare minutes of the EGM 2025	Notaris Hannywati Gunawan, S.H., notaris di Jakarta Notary Hannywati Gunawan, S.H., notary in Jakarta
Pihak independen yang ditunjuk untuk melakukan perhitungan dan validasi jumlah kehadiran dan suara [ACGS A.2.11.] Independent party appointed to calculate and validate the number of attendance and votes [ACGS A.2.11.]	PT Sinartama Gunita, sebagai Biro Administrasi Efek PT Sinartama Gunita, as the Share Administration Bureau
Pihak independen lain yang hadir secara fisik di dalam RUPSLB 2025 Other independent parties present physicaly at the EGM 2025	-
Kuorum RUPSLB 2025 Quorum of the EGM 2025	RUPSLB 2025 dihadiri oleh pemegang saham Perseroan yang mewakili 4.759.012.754 lembar saham dengan hak suara yang sah, atau setara dengan 76,89% dari seluruh jumlah saham dengan hak suara yang sah yang dikeluarkan Perseroan sebanyak 6.189.284.930 lembar saham. The EGM 2025 was attended by the Company's shareholders, who represented 4,759,012,754 shares with valid voting rights, or equivalent to 76.89% of the total number of shares with valid voting rights issued by the Company of 6,189,284,930 shares.

Keputusan RUPSLB 2025 adalah sebagai berikut: The resolutions of the EGM 2025 were as follows:

MATA ACARA Agendum	
Persetujuan penjaminan kekayaan Perseroan dengan nilai lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perseroan, baik dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak	Approval of pledge of the Company's assets with a value of more than 50% (fifty percent) of the Company's total net assets, whether in 1 (one) or more transactions, whether related to each other or not
Jumlah Pemegang Saham dan/atau Kuasanya yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [1] **Number of Shareholders and/or Their Proxies Raising Questions and/or Opinions [1]**	
Jumlah pemegang saham dan/atau kuasanya yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders and/or their proxies raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -
Hasil Pemungutan Suara [2] **Voting Outcome [2]**	
Setuju For	: 4,728,768,350 saham / shares (99.36%)
Tidak Setuju Against	: 28,646,552 saham / shares (0.60%)
Abstain Abstain	: 1,597,852 saham / shares (0.03%)
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 4,730,366,202 saham / shares (99.39%)
Keputusan **Resolution**	
• Menyetujui penjaminan kekayaan Perseroan dengan nilai lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perseroan, baik dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak • Menyetujui untuk memberikan wewenang dan kuasa dengan hak substitusi kepada Direksi Perseroan untuk melakukan segala tindakan yang diperlukan sehubungan dengan penjaminan kekayaan Perseroan dengan nilai lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perseroan, termasuk tetapi tidak terbatas untuk membuat, menandatangani atau meminta dibuatkan segala akta-akta, surat-surat maupun dokumen-dokumen yang diperlukan, hadir di hadapan pihak/pejabat yang berwenang, mengajukan permohonan kepada pihak/pejabat yang berwenang untuk memperoleh persetujuan serta melakukan segala sesuatu yang dipandang perlu dan melaksanakan hal-hal lain yang harus dan/atau dapat dijalankan untuk dapat terealisasinya keputusan RUPSLB	• To approve the pledge of the Company's assets with a value of more than 50% (fifty percent) of the Company's total net assets, whether in 1 (one) or more transactions, whether related to each other or not • To grant authority and power with the right of substitution to the Company's Board of Directors to carry out all necessary actions in connection with the pledge of the Company's assets with a value of more than 50% (fifty percent) of the Company's net assets, including but not limited to making, signing or requesting to be made all deeds, letters and documents required, present before the authorized party/official, submit a request to the authorized party/official to obtain approval and do everything that is deemed necessary and carry out other things that must be done and/or can be implemented to realize the EGM's resolutions

Pelaksanaan Execution	
Keputusan terkait penjaminan kekayaan Perseroan dengan nilai lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perseroan merupakan keputusan yang bersifat kontinjensi.	Decision concerning the pledge of the Company's assets with a value of more than 50% (fifty percent) of the Company's total net assets is a contingent decision.
Hingga 31 Desember 2025, penjaminan kekayaan Perseroan dengan nilai lebih dari 50% (lima puluh persen) tersebut belum dilakukan.	As of December 31, 2025, the Company's asset guaranty with a value exceeding 50% (fifty percent) has not been implemented.
Perseroan akan melaksanakan penjaminan kekayaan dengan nilai lebih dari 50% (lima puluh persen) sesuai dengan peraturan perundang-undangan yang berlaku dan hanya jika penjaminan kekayaan dengan nilai lebih dari 50% (lima puluh persen) tersebut diperlukan.	The Company will provide a pledge of the Company's assets with a value of more than 50% (fifty percent), in accordance with applicable laws and regulations, and only if such pledge of the Company's assets with a value of more than 50% (fifty percent) is necessary.

Keterangan / Notes:
1) Risalah RUPSLB 2025 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
2) Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPSLB 2025. [ACGS A.2.6.]
1) The minutes of the EGM 2025 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
2) The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the EGM 2025. [ACGS A.2.6.]

RUPS Tahun 2024
GMS in 2024

Pada tahun 2024, Perseroan menyelenggarakan 2 (dua) kali RUPS, yaitu RUPST untuk tahun buku 2023 ("**RUPST 2024**") dan RUPSLB sehubungan dengan penjaminan kekayaan bersih Perseroan, perubahan Anggaran Dasar Perseroan, dan pemecahan saham Perseroan ("**RUPSLB 2024**").

In 2024, the Company held 2 (two) GMS, i.e., the AGM for the 2023 financial year ("**AGM 2024**") and the EGM in relation to the pledge of the Company's assets, amendment of the Company's Articles of Association, and stock split of the Company ("**EGM 2024**"). :

RUPST 2024

Linimasa RUPST 2024 adalah sebagai berikut:

AGM 2024

The timeline for the AGM 2024 was as follows:

	Tanggal Date	**Ditujukan ke OJK** Addressed to OJK	**Situs Web BEI** IDX's Website	**Situs Web KSEI** KSEI's Website	**Situs Web Perseroan** The Company's Website
Penyampaian Rencana Pelaksanaan RUPST 2024 ke OJK Submission of the AGM 2024 Holding Plan to OJK	May 8, 2024	V	-	-	-
Pengumuman RUPST 2024 [1)2)] Announcement of AGM 2024 [1)2)]	May 17, 2024	-	V	V	V
Pemegang Saham yang Berhak Hadir dan Melaksanakan Haknya dalam RUPST Shareholders who are entitled to attend and exercise their rights at the AGM	May 31, 2024	-	-	V	-
Pemanggilan RUPST 2024 [1)2)3)4)] Notice of AGM 2024 [1)2)3)4)]	June 3, 2024	-	V	V	V
Tata Tertib dan Materi RUPST 2024 [5)] AGM 2024 Rules and Materials [5)]	June 3, 2024	-	-	-	V
RUPST 2024 AGM 2024	June 25, 2024	-	-	-	-
Ringkasan Risalah RUPST 2024 [1)2)6)] Summary of Minutes of the AGM 2024 [1)2)6)]	June 26, 2024	-	V	V	V
Penyampaian Salinan Risalah RUPST 2024 ke OJK Submission of a Copy of Minutes of the AGM 2024 to OJK	June 28, 2024	V	-	-	-

Keterangan / Notes:
1) Disajikan dalam Bahasa Indonesia dan Inggris [ACGS A.6.2.]
2) Diumumkan melalui situs web Perseroan, situs web BEI, dan situs web penyedia e-RUPS (KSEI) sesuai dengan peraturan yang berlaku
3) Perseroan telah mencantumkan usulan AP dan KAP dalam pemanggilan RUPST 2024
4) Perseroan mengumumkan pemanggilan RUPST 2024 lebih dari 21 (dua puluh satu) hari sebelum tanggal pelaksanaan RUPST 2024 [ACGS A.2.13.] [ACGS (B)B.1.1.]
5) Bahan mata acara RUPST 2024 tersedia bagi para pemegang saham dalam bentuk dokumen fisik di kantor Perseroan (dengan permintaan tertulis dari pemegang saham) dan dalam bentuk pemegang dokumen elektronik di situs web Perseroan sejak tanggal dilakukannya pemanggilan RUPST 2024
6) Seluruh hasil pengambilan keputusan RUPST 2024 diumumkan Perseroan paling lambat 2 (dua) hari kerja setelah tanggal penyelenggaraan RUPST 2024 [ACGS A.2.12.]
1) Presented in Bahasa Indonesia and English [ACGS A.6.2.]
2) Published on the Company's website, IDX's website, and the website of the e-GMS provider (KSEI) by the applicable regulations
3) The Company had included the proposed AP and KAP in the notice of AGM 2024
4) The Company announced the notice of the AGM 2024 more than 21 (twenty-one) days before the implementation of the AGM 2024 [ACGS A.2.13.] [ACGS (B)B.1.1.]
5) The AGM 2024 materials have been available to shareholders in the form of copies of physical documents in the Company's office (with a written request from shareholders) and in the form of copies of electronic documents on the Company's website since the date of notice of AGM 2024
6) The Company made publicly available the result of the votes taken during the AGM 2024 no later than 2 (two) business days after the implementation of the AGM 2024 [ACGS A.2.12.]

Perseroan senantiasa berupaya memastikan bahwa seluruh mata acara RUPST telah disampaikan secara transparan dan sesuai dengan ketentuan dalam pemanggilan RUPST, sehingga tidak terdapat penambahan mata acara lain di luar yang telah diumumkan dalam pemanggilan RUPST.

The Company always seeks to ensure that all items on the agenda of AGM are presented transparently by the provisions in the notice of the AGM, so that no other items are added beyond those announced in the notice of the AGM.

Penyelenggaraan RUPST 2024 adalah sebagai berikut:

The holding of the AGM 2024 was as follows:

Tanggal penyelenggaraan RUPST 2024 Date of holding the AGM 2024	25 Juni 2024 June 25, 2024
Jenis penyelenggaraan RUPST 2024 Type of the AGM 2024	Rapat Fisik Physical Meeting
Lokasi Location	Hotel Indonesia Kempinski Jakarta, Lantai 16, Ruang Heritage 1, Jl. M.H. Thamrin No. 1, Jakarta Pusat 10310 Hotel Indonesia Kempinski Jakarta, 16th Floor, Heritage Room 1, Jl. M.H. Thamrin No. 1, Central Jakarta 10310
Pemimpin RUPST 2024 dan dasar penunjukan pemimpin RUPST 2024 Chairperson of the AGM 2024 and basis for appointment of the chairperson of the AGM 2024	Bapak Robert Arthur Simanjuntak selaku Komisaris Independen Perseroan, sesuai dengan Keputusan Dewan Komisaris tanggal 29 Mei 2024. Mr. Robert Arthur Simanjuntak as the Independent Commissioner of the Company, based on the Resolution of the Board of Commissioners dated May 29, 2024.

Daftar hadir anggota Dewan Komisaris, Direksi, dan Komite Perseroan yang menghadiri RUPST 2024 [ACGS A.2.7.] [ACGS A.2.8.] [ACGS (P)A.3.2.]
List of attendance of members of the Board of Commissioners, Board of Directors, and Company Committees who attended the AGM 2024 [ACGS A.2.7.] [ACGS A.2.8.] [ACGS (P)A.3.2.]

No.	Nama Name	Jabatan Position	Kehadiran Attendance
1	Franky Oesman Widjaja *)	Presiden Komisaris dan Anggota Komite Nominasi dan Remunerasi President Commissioner and Member of the Nomination and Remuneration Committee	X
2	Dr.-Ing. Evita Herawati Legowo	Komisaris Independen dan Anggota Komite Manajemen Risiko Independent Commissioner and Member of the Risk Management Committee	V
3	Dr. Robert Arthur Simanjuntak	Komisaris Independen dan Ketua Komite Nominasi dan Remunerasi Independent Commissioner and Chairperson of the Nomination and Remuneration Committee	V
4	Ir. F.X. Sutijastoto, M.A.	Komisaris Independen, Ketua Komite Manajemen Risiko, dan Anggota Komite Audit Independent Commissioner, Chairperson of the Risk Management Committee, and Member of the Audit Committee	V
5	Dr. Hendrikus Passagi, S.Sos., S.H, M.H., M.Sc.	Komisaris Independen, Ketua Komite Audit, dan Anggota Komite Manajemen Risiko Independent Commissioner, Chairperson of the Audit Committee, and Member of the Risk Management Committee	V
6	Michell Suharli	Anggota Komite Audit Member of the Audit Committee	V
9	Dr. Susi Susantijo, S.H., LL.M.	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	V
10	Lay Krisnan Cahya	Presiden Direktur President Director	V
11	Lokita Prasetya	Wakil Presiden Direktur Vice President Director	V
12	Hermawan Tarjono	Direktur Director	V
13	Handhianto Suryo Kentjono	Direktur Director	V
14	Daniel Cahya	Direktur Director	V
15	Alex Sutanto	Direktur Director	V

Keterangan / Notes:
*) Berhalangan hadir karena memiliki agenda lain
*) Unable to attend due to other agenda

Pihak independen yang ditunjuk untuk membuat berita acara RUPST 2024 Independent party appointed to prepare minutes of the AGM 2024	Notaris Hannywati Gunawan, S.H., notaris di Jakarta Notary Hannywati Gunawan, S.H., notary in Jakarta

Pihak independen yang ditunjuk untuk melakukan perhitungan dan validasi jumlah kehadiran dan suara [ACGS A.2.11.] Independent party appointed to calculate and validate the number of attendance and votes [ACGS A.2.11.]	PT Sinartama Gunita, sebagai Biro Administrasi Efek PT Sinartama Gunita, as the Share Administration Bureau
Pihak independen lain yang hadir secara fisik di dalam RUPST 2024 Other independent parties present physicaly at the AGM 2024	AP AP
Kuorum RUPST 2024 Quorum of the AGM 2024	RUPST 2024 dihadiri oleh pemegang saham Perseroan yang mewakili 545.006.948 lembar saham dengan hak suara yang sah, atau setara dengan 88,41% dari seluruh jumlah saham dengan hak suara yang sah yang dikeluarkan Perseroan sebanyak 616.446.993 lembar saham. The AGM 2024 was attended by the Company's shareholders representing 545,006,948 shares with valid voting rights, or equivalent to 88.41% of the total number of shares with valid voting rights issued by the Company of 616,446,993 shares.

Keputusan RUPST 2024 adalah sebagai berikut:

The resolutions of the AGM 2024 were as follows:

MATA ACARA PERTAMA
First Agendum

Persetujuan Laporan Tahunan Perseroan, termasuk pengesahan Laporan Tugas Pengawasan Dewan Komisaris, dan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2023 yang telah diaudit oleh KAP Mirawati Sensi Idris, serta pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et decharge*) kepada Dewan Komisaris dan Direksi Perseroan atas tindakan pengawasan dan pengurusan yang telah dilakukan selama tahun buku 2023, sejauh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Konsolidasian Perseroan.	Approval of the Company's Annual Report, including the ratification of the Board of Commissioners' Supervisory Report, and the Company's Consolidated Financial Statements for the financial year 2023 which had been audited by KAP Mirawati Sensi Idris, as well as the granting of full release and discharge of authority (*acquit et decharge*) to the Board of Commissioners and the Board of Directors of the Company for the supervisory and management actions that had been taken in the financial year 2023, to the extent that their actions were reflected in the Company's Annual Report and Consolidated Financial Statements.

Jumlah Pemegang Saham dan/atau Kuasanya yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [1)]
Number of Shareholders and/or Their Proxies Raising Questions and/or Opinions [1)]

Jumlah pemegang saham dan/atau kuasanya yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders and/or their proxies raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -

Hasil Pemungutan Suara [2)]
Voting Outcome [2)]

Setuju For	: 545,006,948 saham / shares (100%)
Tidak Setuju Against	: -
Abstain Abstain	: -
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 545,006,948 saham / shares (100%)

Keputusan
Resolution

• Menyetujui dan mengesahkan Laporan Tahunan Perseroan, termasuk menyetujui dan mengesahkan Laporan Tugas Pengawasan Dewan Komisaris dan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2023 yang telah diaudit oleh AP Maria Leckzinska dari KAP Mirawati Sensi Idris • Memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et decharge*) kepada anggota Dewan Komisaris dan Direksi Perseroan atas tindakan pengawasan dan pengurusan yang telah dilakukan oleh masing-masing anggota Dewan Komisaris dan Direksi selama tahun buku 2023 sejauh tindakan tersebut tercermin dalam Laporan Tahunan dan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2023	• To approve and ratify the Company's Annual Report, including to approve and ratify the Board of Commissioners' Supervisory Report and the Company's Consolidated Financial Statements for the financial year 2023 which had been audited by AP Maria Leckzinska from KAP Mirawati Sensi Idris • To grant full release and discharge of authority (*acquit et decharge*) to the Board of Commissioners and the Board of Directors of the Company for the supervisory and management actions performed by each member of the Board of Commissioners and the Board of Directors during the financial year 2023 to the extent that their actions were reflected in the Company's Annual Report and Consolidated Financial Statements for the financial year 2023

Pelaksanaan **Execution**	
Keputusan sudah dilaksanakan.	Resolution had been executed.
Pada RUPST 2024, Dewan Komisaris dan Direksi telah menyampaikan Laporan Tahunan 2023 Perseroan, termasuk Laporan Tugas dan Pengawasan Dewan Komisaris dan Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2023, kepada pemegang saham dan pemegang saham telah memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et decharge*) kepada anggota Dewan Komisaris dan Direksi atas tindakan pengawasan dan pengurusan yang telah dilakukan oleh masing-masing anggota Dewan Komisaris dan Direksi selama tahun buku 2023.	In the AGM 2024, the Board of Commissioners and the Board of Directors submitted the Company's Annual Report 2023, including the Board of Commissioners' Supervisory Report and the Company's Consolidated Financial Statements for financial year 2023, to the shareholders, and the shareholders had granted full release and discharge of authority (*acquit et decharge*) to the Company's Board of Commissioners and Board of Directors for their respective supervisory and management actions conducted in the financial year 2023.
Perseroan telah menerbitkan dan menyampaikan Laporan Keuangan Konsolidasian Tahunan dan Laporan Tahunan Perseroan ke OJK dan BEI pada tanggal 30 Maret 2024 dan 30 April 2024.	The Company had issued and submitted the Annual Consolidated Financial Statements and Annual Report to OJK and IDX on March 30, 2024, and April 30, 2024.

Keterangan / Notes:
1) Risalah RUPST 2024 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
2) Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPST 2024. [ACGS A.2.6.]
1) The minutes of the AGM 2024 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
2) The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the AGM 2024. [ACGS A.2.6.]

MATA ACARA KEDUA
Second Agendum

Persetujuan penggunaan laba bersih Perseroan untuk tahun buku 2023	Approval of the allocation of the Company's profit for the year for the financial year 2023
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [1] **Number of Shareholders Raising Questions and/or Opinions** [1]	
Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -
Hasil Pemungutan Suara [2] **Voting Outcome** [2]	
Setuju For	: 545,006,948 saham / shares (100%)
Tidak Setuju Against	: -
Abstain Abstain	: -
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 545,006,948 saham / shares (100%)
Keputusan **Resolution**	
Menyetujui penggunaan laba bersih Perseroan sebagai berikut: • sebesar USD 100.000 dialokasikan sebagai cadangan wajib Perseroan sebagaimana diatur dalam Pasal 70 Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas • sisa laba bersih sebesar USD 426.079.191 dialokasikan sebagai laba ditahan Perseroan	To approve the allocation of the Company's profit for the year as follows: • an amount of USD 100,000 will be allocated as a mandatory reserve fund as stipulated in Article 70 of Law No. 40 of 2007 on Limited Liability Company • the remaining profit for the year of USD 426,079,191 will be allocated as the Company's retained earnings
Pelaksanaan **Execution**	
Keputusan sudah dilaksanakan.	Resolution had been executed.
Perseroan telah mengalokasikan laba bersih Perseroan untuk tahun buku 2023 sebesar USD 100.000 sebagai cadangan wajib dan sebesar USD 426.079.191 sebagai laba ditahan Perseroan.	The Company had allocated the Company's profit for the year for the financial year 2023 of USD 100,000 as a mandatory reserve fund and USD 426,079,191 as the Company's retained earnings.

Keterangan / Notes:
1) Risalah RUPST 2024 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
2) Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPST 2024. [ACGS A.2.6.]
1) The minutes of the AGM 2024 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
2) The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the AGM 2024. [ACGS A.2.6.]

MATA ACARA KETIGA [ACGS E.3.12.]
Third Agendum [ACGS E.3.12.]

Persetujuan susunan anggota Dewan Komisaris dan Direksi Perseroan [1]	Approval of the composition of the Board of Commissioners and the Board of Directors of the Company [1]

Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [2]
Number of Shareholders Raising Questions and/or Opinions [2]

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -

Hasil Pemungutan Suara [3]
Voting Outcome [3]

Setuju For	: 545,006,948 saham / shares (100%)
Tidak Setuju Against	: -
Abstain Abstain	: -
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 545,006,948 saham / shares (100%)

Keputusan
Resolution

- Memberhentikan dengan hormat seluruh anggota Dewan Komisaris dan Direksi Perseroan dan selanjutnya mengangkat:
  Dewan Komisaris:
  - Franky Oesman Widjaja sebagai Presiden Komisaris
  - Handhianto Suryo Kentjono sebagai Komisaris
  - Dr.-Ing. Evita Herawati Legowo sebagai Komisaris Independen
  - Dr. Robert Arthur Simanjuntak sebagai Komisaris Independen
  - Ir. F.X. Sutijastoto, M.A. sebagai Komisaris Independen
  - Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc. sebagai Komisaris Independen

  Direksi:
  - Lay Krisnan Cahya sebagai Presiden Direktur
  - Lokita Prasetya sebagai Wakil Presiden Direktur
  - Hermawan Tarjono sebagai Direktur
  - Daniel Cahya sebagai Direktur
  - Alex Sutanto sebagai Direktur
  - David Fernando Audy sebagai Direktur
  - Mona Angelique Susanto sebagai Direktur

  dengan masa jabatan terhitung sejak tanggal RUPST sampai dengan rapat umum pemegang saham tahunan kelima setelah tanggal RUPST
- Memberikan kuasa kepada Direksi Perseroan dan/atau Sekretaris Perusahaan, baik bersama-sama maupun sendiri-sendiri, untuk menyatakan keputusan mata acara ketiga RUPST dalam suatu akta notaris, dan untuk menghadap di mana perlu, memberikan keterangan atau laporan, membuat serta menandatangani semua surat atau akta yang diperlukan dan memberitahukan perubahan susunan pengurus Perseroan kepada instansi yang berwenang, membuat perubahan dan/atau tambahan yang diperlukan agar laporan dapat diterima dan melakukan segala sesuatu yang dipandang perlu dan berguna, tanpa ada yang dikecualikan

- Honorably dismiss all members of the Board of Commissioners and the Board of Directors of the Company, and appoint:
  Board of Commissioners:
  - Franky Oesman Widjaja as President Commissioner
  - Handhianto Suryo Kentjono as Commissioner
  - Dr.-Ing. Evita Herawati Legowo as Independent Commissioner
  - Dr. Robert Arthur Simanjuntak as Independent Commissioner
  - Ir. F.X. Sutijastoto, M.A. as Independent Commissioner
  - Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc. as Independent Commissioner

  Board of Directors:
  - Lay Krisnan Cahya as President Director
  - Lokita Prasetya as Vice President Director
  - Hermawan Tarjono as Director
  - Daniel Cahya as Director
  - Alex Sutanto as Director
  - David Fernando Audy as Director
  - Mona Angelique Susanto as Director

  with term of office starting from the date of AGM until the fifth annual general meeting of shareholders after the date of this AGM
- To give the power of attorney and authorization to the Board of Directors of the Company and/or Corporate Secretary, either collectively or individually, to state the third agendum into a notarial deed, and to appear where necessary, provide a statement or report, make and sign all necessary letters or deeds and inform the changes in the composition of the Company's management to authorized agency, to make necessary changes and/or addendum in order for the report to be accepted and to perform all necessary actions, without exception

Pelaksanaan
Execution

Keputusan sudah dilaksanakan.	Resolution had been executed.

Keterangan / Notes:
[1] Pemegang saham diberi kesempatan untuk memberikan suara atas usulan susunan Direksi dan Dewan Komisaris. Pemegang saham tidak dapat memilih anggota Direktur dan anggota Dewan Komisaris secara individual. [ACGS A.2.3.]
[2] Risalah RUPST 2024 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
[3] Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPST 2024. [ACGS A.2.6.]
[1] Shareholders were given the opportunity to vote on the proposed composition of the Board of Directors and Board of Commissioners. Shareholders cannot elect members of the Board of Directors and members of the Board of Commissioners individually. [ACGS A.2.3.]
[2] The minutes of the AGM 2024 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
[3] The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the AGM 2024. [ACGS A.2.6.]

MATA ACARA KEEMPAT
Fourth Agendum

Persetujuan honorarium, gaji, dan/atau tunjangan untuk anggota Dewan Komisaris dan Direksi Perseroan untuk tahun buku 2024 [1]	Approval of honorarium, salary, and/or allowances for members of the Board of Commissioners and the Board of Directors of the Company for the financial year 2024 [1]

Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [2]
Number of Shareholders Raising Questions and/or Opinions [2]

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat : Number of shareholders raising questions and/or opinions	- orang / person
Pertanyaan Question	: -
Jawaban Answer	: -

Hasil Pemungutan Suara [3]
Voting Outcome [3]

Setuju For	: 545,006,948 saham / shares (100%)
Tidak Setuju Against	: -
Abstain Abstain	: -
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 545,006,948 saham / shares (100%)

Keputusan
Resolution

• Memberikan wewenang kepada Dewan Komisaris untuk menentukan kenaikan honorarium, gaji, dan/atau tunjangan maksimal sebesar 9% untuk anggota Dewan Komisaris dan Direksi lama untuk tahun buku 2024 dengan tetap memperhatikan perkembangan situasi ekonomi umum, kondisi keuangan Perseroan, serta kinerja masing-masing anggota Dewan Komisaris dan Direksi	• To grant authority to the Board of Commissioners to determine the increase of honorarium, salary, and/or allowances of a maximum 9% for the re-appointed member of the Board of Commissioners and the Board of Directors for the financial year 2024 by taking into consideration the development of general economic situation, the Company's financial condition, as well as the performance of each member of the Board of Commissioners and the Board of Directors
• Memberikan wewenang kepada Presiden Komisaris untuk menentukan gaji dan/atau tunjangan anggota Dewan Komisaris dan Direksi baru	• To grant authority to the President Commissioner to determine the salary and/or allowances for new members of the Board of Commissioners and Board of Directors

Pelaksanaan
Execution

Keputusan sudah dilaksanakan.	Resolution had been executed.
Rapat Dewan Komisaris tanggal 24 Juli 2024 telah menindaklanjuti hasil keputusan RUPST.	The Board of Commissioners' meeting dated July 24, 2024, followed up on the AGM's resolution.

Keterangan / Notes:
[1] Pemegang saham diberi kesempatan untuk menyetujui remunerasi (gaji, tunjangan, manfaat, dan honorarium lainnya atau penambahan remunerasi bagi direktur/komisaris non eksekutif. [ACGS A.2.1.]
[2] Risalah RUPST 2024 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
[3] Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPST 2024. [ACGS A.2.6.]
[1] Shareholders had the opportunity to approve remuneration (fees, allowances, benefits-in-kind, and other emoluments) or any increases in remuneration for the non-executive directors/commissioners. [ACGS A.2.1.]
[2] The minutes of the AGM 2024 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
[3] The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the AGM 2024. [ACGS A.2.6.]

MATA ACARA KELIMA
Fifth Agendum

Persetujuan penunjukan AP dan KAP untuk melakukan audit terhadap Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2024 [1]	Approval of the appointment of AP and KAP to audit the Company's Consolidated Financial Statements for the financial year 2024 [1]

Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [2]
Number of Shareholders Raising Questions and/or Opinions [2]

Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -

Jawaban Answer	: -
Hasil Pemungutan Suara [3] **Voting Outcome [3]**	
Setuju For	: 545,006,948 saham / shares (100%)
Tidak Setuju Against	: -
Abstain Abstain	: -
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 545,006,948 saham / shares (100%)

Keputusan
Resolution

- Menunjuk AP Maria Leckzinska dari KAP Mirawati Sensi Idris untuk melakukan audit terhadap Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2024, dengan catatan AP Maria Leckzinska dapat memenuhi kriteria yang ditetapkan oleh Perseroan
- Memberikan wewenang kepada Direksi Perseroan untuk menunjuk AP pengganti dan/atau KAP pengganti dalam hal AP Maria Leckzinska dan/atau KAP Mirawati Sensi Idris tidak dapat menjalankan tugasnya, dengan meminta rekomendasi dari Komite Audit
- Memberikan wewenang kepada Direksi Perseroan untuk menetapkan honorarium untuk jasa audit tersebut di atas

- To appoint AP Maria Leckzinska from KAP Mirawati Sensi Idris to perform the audit on the Company's Consolidated Financial Statements for the financial year 2024, provided that AP Maria Leckzinska can fulfill the criteria set by the Company
- To grant authority to the Board of Directors to appoint a replacement for AP and/or a replacement of KAP in the event that AP Maria Leckzinska and/or KAP Mirawati Sensi Idris cannot perform their duties, by requesting the recommendation from the Audit Committee
- To grant authority to the Board of Directors to determine honorarium for the above-mentioned audit services

Pelaksanaan
Execution

Keputusan sudah dilaksanakan.

Perseroan telah menunjuk AP Maria Leckzinska dari KAP Mirawati Sensi Indris untuk melakukan audit terhadap Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2024 berdasarkan Surat Penunjukan No. 156/VI/2024/GA/LSK/MSId tanggal 26 Juni 2024. Laporan penunjukan AP dan/atau KAP, beserta dokumen pendukung terkait, telah disampaikan ke OJK dan BEI pada tanggal 28 Juni 2024.

Resolution had been executed.

The Company had appointed AP Maria Leckzinska from KAP Mirawati Sensi Idris to audit the Company's Financial Statements for the financial year 2024 based on Engagement Letter No. 156/VI/2024/GA/LSK/MSId dated June 26, 2024. Report on the appointment of AP and/or KAP, along with related supporting documents, had been submitted to OJK and IDX on June 28, 2024.

Keterangan / Notes:
[1] Perseroan mengidentifikasikan auditor yang akan ditunjuk atau diangkat kembali secara jelas. [ACGS A.6.4.]
[2] Risalah RUPST 2024 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
[3] Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPST 2024. [ACGS A.2.6.]
[1] The Company clearly identified the auditor seeking appointment or reappointment. [ACGS A.6.4.]
[2] The minutes of the AGM 2024 recorded that the shareholders were given the opportunity to ask questions, and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
[3] The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the AGM 2024. [ACGS A.2.6.]

RUPSLB 2024

Linimasa RUPST 2024 adalah sebagai berikut:

EGM 2024

The timeline for the EGM 2024 was as follows:

	Tanggal Date	Ditujukan ke OJK Addressed to OJK	Situs Web BEI IDX's Website	Situs Web KSEI KSEI's Website	Situs Web Perseroan The Company's Website
Penyampaian Rencana Pelaksanaan RUPSLB 2024 ke OJK Submission of the EGM 2024 Holding Plan to OJK	May 8, 2024	V	-	-	-
Pengumuman RUPSLB 2024 [1)2)] Announcement of EGM 2024 [1)2)]	May 17, 2024	-	V	V	V
Pemegang Saham yang Berhak Hadir dan Melaksanakan Haknya dalam RUPSLB 2024 Shareholders who are Entitled to Attend and Exercise Their Rights at the EGM 2024	May 31, 2024	-	-	V	-

	Tanggal Date	Ditujukan ke OJK Addressed to OJK	Situs Web BEI IDX's Website	Situs Web KSEI KSEI's Website	Situs Web Perseroan The Company's Website
Pemanggilan RUPSLB 2024 [1)2)3)] Notice of EGM 2024 [1)2)3)]	June 3, 2024	-	V	V	V
Tata Tertib dan Materi RUPSLB 2024 [4)] EGM 2024 Rules and Materials [4)]	June 3, 2024	-	-	-	V
RUPSLB 2024 The EGM 2024	June 25, 2024	-	-	-	-
Ringkasan Risalah RUPSLB 2024 [1)2)5)] Summary of Minutes of the EGM 2024 [1)2)5)]	June 26, 2024	-	V	V	V
Penyampaian Salinan Risalah RUPSLB 2024 ke OJK Submission of a Copy of Minutes of the EGM 2024 to OJK	June 28, 2024	V	-	-	-

Keterangan / Notes:
1) Disajikan dalam Bahasa Indonesia dan Inggris [ACGS A.6.2.]
2) Diumumkan melalui situs web Perseroan, situs web BEI, dan situs web penyedia e-RUPS (KSEI) sesuai dengan peraturan yang berlaku
3) Perseroan mengumumkan pemanggilan RUPSLB 2024 setidaknya 21 (dua puluh satu) hari sebelum tanggal pelaksanaan RUPSLB 2024 [ACGS A.2.13.]
4) Bahan mata acara RUPSLB 2024 tersedia bagi para pemegang saham dalam bentuk salinan dokumen fisik di kantor Perseroan (dengan permintaan tertulis dari pemegang saham) dan dalam bentuk salinan dokumen elektronik di situs web Perseroan sejak tanggal dilakukannya pemanggilan RUPSLB 2024
5) Seluruh hasil pengambilan keputusan RUPSLB 2024 diumumkan Perseroan paling lambat 2 (dua) hari kerja setelah tanggal penyelenggaraan RUPSLB 2024 [ACGS A.2.12.]
1) Presented in Bahasa Indonesia and English [ACGS A.6.2.]
2) Published on the Company's website, IDX's website, and the website of the e-GMS provider (KSEI) in accordance with applicable regulations
3) The Company announced the notice of the EGM 2024 at least 21 (twenty-one) days before the EGM 2024 implementation date [ACGS A.2.13.]
4) EGM 2024 materials are available to shareholders in the form of copies of physical documents in the Company's office (with a written request from shareholders) and in the form of copies of electronic documents on the Company's website since the date of notice of EGM 2024
5) The Company made publicly available the result of the votes taken during the EGM 2024 no later than 2 (two) business days after the implementation of the EGM 2024 [ACGS A.2.12.]

Perseroan senantiasa berupaya memastikan bahwa seluruh mata acara RUPSLB telah disampaikan secara transparan dan sesuai dengan ketentuan dalam pemanggilan RUPSLB, sehingga tidak terdapat penambahan mata acara lain di luar yang telah diumumkan dalam pemanggilan RUPSLB. [ACGS (P)A.3.1.]

The Company always seeks to ensure that all items on the agenda of the EGM are presented transparently by the provisions in the notice of the EGM, so that no other items are added beyond those announced in the notice of the EGM. [ACGS (P)A.3.1.]

Penyelenggaraan RUPSLB 2024 adalah sebagai berikut:

The holding of the EGM 2024 was as follows:

Tanggal penyelenggaraan RUPSLB 2024 Date of holding the EGM 2024	25 Juni 2024 June 25, 2024
Jenis penyelenggaraan RUPSLB 2024 Type of the EGM 2024	Rapat Fisik Physical Meeting
Lokasi Location	Hotel Indonesia Kempinski Jakarta, Lantai 16, Ruang Heritage 1, Jl. M.H. Thamrin No. 1, Jakarta Pusat 10310 Hotel Indonesia Kempinski Jakarta, 16th Floor, Heritage Room 1, Jl. M.H. Thamrin No. 1, Central Jakarta 10310
Pemimpin RUPSLB 2024 dan dasar penunjukan pemimpin RUPSLB 2024 Chairperson of the EGM 2024 and basis for appointment of the chairperson of the EGM 2024	Bapak Robert Arthur Simanjuntak selaku Komisaris Independen Perseroan, sesuai dengan Keputusan Dewan Komisaris tanggal 29 Mei 2024. Mr. Robert Arthur Simanjuntak as the Independent Commissioner of the Company, based on the Resolution of the Board of Commissioners dated May 29, 2024.

Daftar hadir anggota Dewan Komisaris, Direksi, dan Komite Perseroan yang menghadiri RUPSLB 2024 [ACGS A.2.7.] [ACGS A.2.8.] [ACGS (P)A.3.2.]
List of attendance of members of the Board of Commissioners, Board of Directors, and Company Committees who attended the EGM 2024 [ACGS A.2.7.] [ACGS A.2.8.] [ACGS (P)A.3.2.]

No.	Nama Name	Jabatan Position	Kehadiran Attendance
1	Franky Oesman Widjaja *)	Presiden Komisaris dan Anggota Komite Nominasi dan Remunerasi President Commissioner and Member of the Nomination and Remuneration Committee	X
2	Handhianto Suryo Kentjono	Komisaris Commissioner	V
3	Dr.-Ing. Evita Herawati Legowo	Komisaris Independen dan Anggota Komite Manajemen Risiko Independent Commissioner and Member of the Risk Management Committee	V
4	Dr. Robert Arthur Simanjuntak, Ph.D.	Komisaris Independen dan Ketua Komite Nominasi dan Remunerasi Independent Commissioner and Chairperson of the Nomination and Remuneration Committee	V

No.	Nama Name	Jabatan Position	Kehadiran Attendance
5	Ir. F.X. Sutijastoto, M.A.	Komisaris Independen, Ketua Komite Manajemen Risiko, dan Anggota Komite Audit Independent Commissioner, Chairperson of the Risk Management Committee, and Member of the Audit Committee	V
6	Dr. Hendrikus Passagi, S.Sos., S.H, M.H., M.Sc.	Komisaris Independen, Ketua Komite Audit, dan Anggota Komite Manajemen Risiko Independent Commissioner, Chairperson of the Audit Committee, and Member of the Risk Management Committee	V
7	Michell Suharli	Anggota Komite Audit Member of the Audit Committee	V
8	Dr. Susi Susantijo, S.H., LL.M.	Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	V
9	Lay Krisnan Cahya	Presiden Direktur President Director	V
10	Lokita Prasetya	Wakil Presiden Direktur Vice President Director	V
11	Hermawan Tarjono	Direktur Director	V
12	Daniel Cahya	Direktur Director	V
13	Alex Sutanto	Direktur Director	V
14	David Fernando Audy	Direktur Director	V
15	Mona Angelique Susanto	Direktur Director	V

Keterangan / Notes:
*) Berhalangan hadir karena memiliki agenda lain
*) Unable to attend due to other agenda

Pihak independen yang ditunjuk untuk membuat berita acara RUPSLB 2024 Independent party appointed to prepare minutes of the EGM 2024	Notaris Hannywati Gunawan, S.H., notaris di Jakarta Notary Hannywati Gunawan, S.H., notary in Jakarta
Pihak independen yang ditunjuk untuk melakukan perhitungan dan validasi jumlah kehadiran dan suara ACGS A.2.11.1 Independent party appointed to calculate and validate the number of attendance and votes ACGS A.2.11.1	PT Sinartama Gunita, sebagai Biro Administrasi Efek PT Sinartama Gunita, as the Share Administration Bureau
Pihak independen lain yang hadir secara fisik di dalam RUPSLB 2024 Other independent parties present physically at the EGM 2024	AP, perwakilan dari kantor konsultan hukum, dan perwakilan dari kantor jasa penilai publik AP, representative of the legal counsel, representative of the public appraisal firm
Kuorum RUPSLB 2024 Quorum of the EGM 2024	RUPSLB 2024 dihadiri oleh pemegang saham Perseroan yang mewakili 545.008.048 lembar saham dengan hak suara yang sah, atau setara dengan 88,41% dari seluruh jumlah saham dengan hak suara yang sah yang dikeluarkan Perseroan sebanyak 616.446.993 lembar saham. The EGM 2024 was attended by the Company's shareholders, who represented 545,008,048 shares with valid voting rights, or equivalent to 88.41% of the total number of shares with valid voting rights issued by the Company of 616,446,993 shares.

Keputusan RUPSLB 2024 adalah sebagai berikut:

The resolutions of the EGM 2024 were as follows:

MATA ACARA PERTAMA First Agendum	
Persetujuan penjaminan kekayaan Perseroan dengan nilai lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perseroan, baik dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak	Approval of pledge of the Company's assets with a value of more than 50% (fifty percent) of the Company's total net assets, whether in 1 (one) or more transactions, whether related to each other or not

Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [1)] **Number of Shareholders Raising Questions and/or Opinions [1)]**	
Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -
Hasil Pemungutan Suara [2)] **Voting Outcome [2)]**	
Setuju For	: 545,008,048 saham / shares (100%)
Tidak Setuju Against	: -
Abstain Abstain	: -
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 545,008,048 saham / shares (100%)

Keputusan
Resolution

- Menyetujui penjaminan kekayaan Perseroan dengan nilai lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perseroan, baik dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak
- Menyetujui untuk memberikan wewenang dan kuasa dengan hak substitusi kepada Direksi Perseroan untuk melakukan segala tindakan yang diperlukan sehubungan dengan penjaminan kekayaan Perseroan dengan nilai lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perseroan, termasuk tetapi tidak terbatas untuk membuat, menandatangani atau meminta dibuatkan segala akta-akta, surat-surat maupun dokumen-dokumen yang diperlukan, hadir di hadapan pihak/pejabat yang berwenang, mengajukan permohonan kepada pihak/pejabat yang berwenang untuk memperoleh persetujuan serta melakukan segala sesuatu yang dipandang perlu dan melaksanakan hal-hal lain yang harus dan/atau dapat dijalankan untuk dapat terealisasinya keputusan RUPSLB

- To approve the pledge of the Company's assets with a value of more than 50% (fifty percent) of the Company's total net assets, whether in 1 (one) or more transactions, whether related to each other or not
- To grant authority and power with the right of substitution to the Company's Board of Directors to carry out all necessary actions in connection with the pledge of the Company's assets with a value of more than 50% (fifty percent) of the Company's net assets, including but not limited to making, signing or requesting to be made all deeds, letters and documents required, present before the authorized party/official, submit a request to the authorized party/official to obtain approval and do everything that is deemed necessary and carry out other things that must be done and/or can be implemented to realize the EGM's resolutions

Pelaksanaan
Execution

Keputusan sudah dilaksanakan.	Resolution had been executed.

Keterangan / Notes:
[1)] Risalah RUPSLB 2024 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
[2)] Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPSLB 2024. [ACGS A.2.6.]
[1)] The minutes of the EGM 2024 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
[2)] The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the EGM 2024. [ACGS A.2.6.]

MATA ACARA KEDUA
Second Agendum

Persetujuan atas perubahan Pasal 3 Anggaran Dasar Perseroan tentang maksud dan tujuan serta kegiatan usaha Perseroan	Approval of amendments to Article 3 of the Company's Articles of Association regarding the purpose and objectives as well as business activities of the Company
Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [1)] **Number of Shareholders Raising Questions and/or Opinions [1)]**	
Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person
Pertanyaan Question	: -
Jawaban Answer	: -

Hasil Pemungutan Suara [2] **Voting Outcome** [2]	
Setuju For	: 545,008,048 saham / shares (100%)
Tidak Setuju Against	: -
Abstain Abstain	: -
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 545,008,048 saham / shares (100%)

Keputusan
Resolution

- Menyetujui perubahan Pasal 3 Anggaran Dasar Perseroan tentang maksud, tujuan, dan kegiatan usaha Perseroan
- Menyetujui untuk memberikan wewenang dan kuasa dengan hak substitusi kepada Direksi Perseroan untuk menyatakan dan/atau menyusun kembali seluruh Anggaran Dasar Perseroan sehubungan dengan perubahan tersebut, dan melakukan segala tindakan yang berhubungan dengan keputusan RUPSLB, termasuk namun tidak terbatas untuk menghadap pihak berwenang, mengadakan pembicaraan, memberi dan/atau meminta keterangan, mengajukan permohonan persetujuan dari dan/atau pemberitahuan atas perubahan Anggaran Dasar Perseroan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia, dan untuk maksud tersebut melakukan perubahan dan/atau penambahan dalam bentuk bagaimanapun yang diperlukan dan/atau disyaratkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dan/atau peraturan yang berlaku, membuat atau suruh membuat serta menandatangani akta-akta dan surat-surat maupun dokumen-dokumen lainnya yang diperlukan atau dianggap perlu, hadir di hadapan notaris untuk menyatakan kembali dalam suatu akta notaris keputusan yang telah diambil dalam RUPSLB ini dan melaksanakan hal-hal lain yang harus dan/atau dapat dijalankan untuk dapat terealisasinya keputusan RUPSLB

- To approve the amendments to Article 3 of the Company's Articles of Association regarding the purpose, objectives, and business activities of the Company
- To give the power of attorney with the right of substitution to the Board of Directors of the Company both individually or together or to the authorized to restate and/or rewrite the entire Articles of Association of the Company in connection with the amendment, and take all actions related to the resolutions of the EGM, including but not limited to appear before the authorities, to discuss, to give and/or request information, to submit requests for approval from and/or notification of changes to the Articles of Association of the Company to the Minister of Law and Human Rights of the Republic of Indonesia, and for this purpose to make changes and/or additions in whatever form necessary and/or required by the Minister of Law and Human Rights of the Republic of Indonesia and/or the applicable regulations, make or order to make and sign the deeds and letters or other documents that are needed or deemed necessary, to appear before the notary to restate in a notarial deed the resolution that has been taken at this EGM and to carry out other matters that must and/or to be carried out in order to realize the resolution of the EGM

Pelaksanaan
Execution

Keputusan sudah dilaksanakan.

Perubahan Pasal 3 Anggaran Dasar Perseroan telah diubah sebagaimana dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 163 tanggal 25 Juni 2024, dibuat di hadapan Hannywati Gunawan, S.H., Notaris di Jakarta, yang telah telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sebagaimana ternyata dalam Keputusan No. AHU-0038361.AH.01.02.TAHUN 2024 tentang Persetujuan Perubahan Anggaran Dasar Perseroan tanggal 27 Juni 2024, diberitahukan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sebagaimana ternyata dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0162992 tanggal 27 Juni 2024.

Resolution had been executed.

The amendment to Article 3 of the Company's Articles of Association has been made as stipulated in the Deed of Statement of Meeting Resolutions No. 163 dated June 25, 2024, drawn up before Hannywati Gunawan, S.H., Notary in Jakarta, which has obtained approval from the Minister of Law and Human Rights as stipulated in Decree No. AHU-0038361.AH.01.02.TAHUN 2024 regarding the Approval of Amendments to the Company's Articles of Association dated June 27, 2024, notified to the Minister of Law and Human Rights as stipulated in the Receipt of Notification of Amendments to the Articles of Association No. AHU-AH.01.03-0162992 dated June 27, 2024.

Keterangan / Notes:
[1] Risalah RUPSLB 2024 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
[2] Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPSLB 2024. [ACGS A.2.6.]
[1] The minutes of the EGM 2024 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
[2] The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the EGM 2024. [ACGS A.2.6.]

MATA ACARA KETIGA
Third Agendum

Persetujuan atas pemecahan saham Perseroan ("***Stock Split***") dan penyesuaian Anggaran Dasar Perseroan sehubungan dengan *Stock Split*	Approval of the Company's stock split ("***Stock Split***") and adjustments to the Company's Articles of Association in connection with the Company's Stock Split

Jumlah Pemegang Saham yang Mengajukan Pertanyaan dan/atau Memberikan Pendapat [1] **Number of Shareholders Raising Questions and/or Opinions** [1]	
Jumlah pemegang saham yang mengajukan pertanyaan dan/atau memberikan pendapat Number of shareholders raising questions and/or opinions	: - orang / person

Pertanyaan Question	: -
Jawaban Answer	: -
Hasil Pemungutan Suara [2)] **Voting Outcome [2)]**	
Setuju For	: 545,008,048 saham / shares (100%)
Tidak Setuju Against	: -
Abstain Abstain	: -
Jumlah Suara Setuju + Abstain Number of Votes For + Abstain	: 545,008,048 saham / shares (100%)

Keputusan
Resolution

- Menyetujui *Stock Split* dengan rasio 1:10 dan penyesuaian Anggaran Dasar Perseroan sehubungan dengan *Stock Split*
- Menyetujui untuk memberikan wewenang dan kuasa dengan hak substitusi kepada Direksi Perseroan untuk melakukan segala tindakan yang diperlukan sehubungan dengan pelaksanaan *Stock Split*, termasuk tetapi tidak terbatas untuk mengatur dan menetapkan tata cara dan jadwal pelaksanaan *Stock Split* sesuai dengan peraturan perundang-undangan di bidang Pasar Modal, untuk menyatakan atau menuangkan keputusan tersebut dalam akta yang dibuat di hadapan Notaris, termasuk menegaskan susunan pemegang saham Perseroan (jika diperlukan), dan/atau perubahan Anggaran Dasar Perseroan dalam keputusan RUPSLB kepada instansi yang berwenang, serta melaksanakan hal-hal lain yang harus dan/atau dapat dijalankan untuk dapat terealisasinya keputusan RUPSLB

- To approve the Company's Stock Split with a ratio of 1:10 and adjustments to the Company's Articles of Association in connection with the Stock Split
- To grant authority and power with substitution rights to the Company's Board of Directors to carry out all necessary actions in connection with the implementation of the Stock Split, including but not limited to organizing and determining the procedures and schedule for implementing the Stock Split in accordance with statutory regulations in the Capital Market, to state or express the decision in a deed made before a Notary, including confirming the composition of the Company's shareholders (if necessary), and/or changes to the Company's Articles of Association in the EGM decision to the authorized agency, as well as carrying out other things that must and/or can be implemented to realize the EGM's resolutions

Pelaksanaan
Execution

Keputusan sudah dilaksanakan.

Stock Split Perseroan telah dinyatakan dalam Akta Pernyataan Keputusan Rapat No. 163 tanggal 25 Juni 2024, dibuat di hadapan Hannywati Gunawan, S.H., Notaris di Jakarta, yang telah memperoleh persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sebagaimana ternyata dalam Keputusan No. AHU-0038361.AH.01.02.TAHUN 2024 tentang Persetujuan Perubahan Anggaran Dasar Perseroan tanggal 27 Juni 2024, diberitahukan kepada Menteri Hukum dan Hak Asasi Manusia Republik Indonesia sebagaimana ternyata dalam Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar No. AHU-AH.01.03-0162992 tanggal 27 Juni 2024.

Resolution had been executed.

Stock Split of the Company has been stipulated in the Deed of Statement of Meeting Resolutions No. 163 dated June 25, 2024, drawn up before Hannywati Gunawan, S.H., Notary in Jakarta, which has obtained approval from the Minister of Law and Human Rights as stipulated in Decree No. AHU-0038361.AH.01.02.TAHUN 2024 regarding the Approval of Amendments to the Company's Articles of Association dated June 27, 2024, notified to the Minister of Law and Human Rights as stipulated in the Receipt of Notification of Amendments to the Articles of Association No. AHU-AH.01.03-0162992 dated June 27, 2024.

Keterangan / Notes:
1) Risalah RUPSLB 2024 mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat. [ACGS A.2.5.]
2) Perseroan mengungkapkan hasil pemungutan suara, termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/masing-masing butir agenda dalam RUPSLB 2024. [ACGS A.2.6.]
1) The minutes of the EGM 2024 recorded that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and the answers given were recorded. [ACGS A.2.5.]
2) The Company disclosed the voting results, including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the EGM 2024. [ACGS A.2.6.]

Dewan Komisaris
Board of Commissioners

Dewan Komisaris adalah organ Perseroan yang ditunjuk oleh dan bertanggung jawab kepada RUPS untuk menjalankan fungsi pengawasan strategis dan memberikan arahan yang konstruktif terkait efektivitas penerapan kebijakan, strategi, serta tata kelola perusahaan yang dilaksanakan oleh Direksi.

The Board of Commissioners is an organ of the Company appointed by and accountable to the GMS to conduct strategic supervisory functions and provide constructive direction on the effectiveness of the implementation of policies, strategies, and corporate governance performed by the Board of Directors.

Fungsi pengawasan yang dijalankan oleh Dewan Komisaris, antara lain mencakup evaluasi berkelanjutan atas kinerja korporasi, pengendalian risiko pada tingkat strategis, hingga penilaian atas kepatuhan terhadap kebijakan internal, regulasi eksternal, dan prinsip keberlanjutan. Dalam kerangka tersebut, Dewan Komisaris tidak berperan sebagai pengawas pasif, tetapi sebagai mitra kritis yang memberikan pandangan strategis dan masukan objektif terhadap arah kebijakan perusahaan.

Struktur Dewan Komisaris bersifat kolegial, di mana seluruh anggota, termasuk Presiden Komisaris, memiliki kedudukan hukum yang setara. Namun demikian, Presiden Komisaris diberi mandat untuk menjalankan fungsi kepemimpinan internal, yang antara lain meliputi koordinasi kegiatan dan pelaksanaan rapat Dewan Komisaris - rapat gabungan Dewan Komisaris dan Direksi - rapat gabungan Dewan Komisaris dan Komite, dan distribusi penugasan khusus berdasarkan keputusan kolektif Dewan Komisaris. Dalam keadaan tertentu, tanggung jawab Presiden Komisaris dapat didelegasikan kepada anggota Dewan Komisaris lainnya, sesuai mekanisme internal yang berlaku. [ACGS E.4.4.]

Piagam Dewan Komisaris [ACGS E.1.1.]

Tugas, wewenang, dan tanggung jawab Dewan Komisaris dilaksanakan dengan berlandaskan pada prinsip-prinsip yang tertuang secara sistematis dalam Piagam Dewan Komisaris. Piagam ini menjadi acuan formal bagi Dewan Komisaris dalam menjalankan fungsi pengawasan serta pemberian nasihat kepada Direksi secara independen dan objektif.

Piagam Dewan Komisaris Perseroan pertama kali diterbitkan pada tanggal 1 Desember 2015 sebagai bentuk komitmen terhadap tata kelola perusahaan yang efektif dan akuntabel, dan kemudian disempurnakan pada tanggal 12 Desember 2019 untuk menyesuaikan dengan dinamika regulasi, praktik terbaik, serta kebutuhan penguatan peran pengawasan dalam konteks bisnis yang terus berkembang.

Piagam Dewan Komisaris memuat hal-hal sebagai berikut:
- Landasan Hukum
- Nilai dan Etika
- Komposisi dan Kriteria
- Pengangkatan, Pemberhentian, dan Masa Jabatan
- Program Orientasi dan Pelatihan
- Waktu Kerja
- Rangkap Jabatan
- Tugas, Wewenang, dan Tanggung Jawab
- Rapat
- Penilaian Kinerja
- Pelaporan
- Transparansi
- Larangan
- Sanksi

Dengan berpedoman pada Piagam Dewan Komisaris, Dewan Komisaris diharapkan dapat menjalankan tugas dan tanggung jawab pengawasan dan penasihatannya secara baik dan efektif.

Piagam Dewan Komisaris ini telah dipublikasikan di situs web Perseroan dan akan ditinjau secara berkala sebagaimana diperlukan.

The supervision function performed by the Board of Commissioners includes, among others, continuous evaluation of corporate performance, risk control at the strategic level, and assessment of compliance with internal policies, external regulations, and sustainability principles. Within that framework, the Board of Commissioners does not act as passive supervisors but as critical partners providing strategic insights and objective input on the company's policy direction.

The structure of the Board of Commissioners is collegial, where all members, including the President Commissioner, have equal legal standing. However, the President Commissioner is mandated to perform internal leadership functions, which include, among others, coordinating activities and conducting meetings of the Board of Commissioners - joint meetings of the Board of Commissioners and the Board of Directors - joint meetings of the Board of Commissioners and Committees, and distributing special assignments based on collective decisions of the Board of Commissioners. Under certain circumstances, the responsibilities of the President Commissioner can be delegated to other members of the Board of Commissioners, in accordance with applicable internal mechanisms. [ACGS E.4.4.]

Charter of the Board of Commissioners [ACGS E.1.1.]

The duties, authorities, and responsibilities of the Board of Commissioners are carried out based on the principles systematically outlined in the Charter of the Board of Commissioners. This charter serves as a formal reference for the Board of Commissioners in carrying out their supervision function and providing independent and objective advice to the Board of Directors.

The Company's Charter of the Board of Commissioners was first issued on December 1, 2015, as a commitment to effective and accountable corporate governance, and was then refined on December 12, 2019, to align with regulatory dynamics, best practices, and the need to strengthen the supervisory role in the context of an evolving business environment.

The Charter of the Board of Commissioners covers the following items:
- Legal Basis
- Values and Ethics
- Composition and Criteria
- Appointment, Dismissal, and Term of Office
- Orientation and Training Programs
- Working Hours
- Concurrent Positions
- Duties, Authorities, and Responsibilities
- Meetings
- Performance Evaluation
- Reporting
- Transparency
- Prohibitions
- Sanction

Guided by the Charter of the Board of Commissioners, the Board of Commissioners is expected to carry out its supervisory and advisory duties and responsibilities properly and effectively.

This Charter of the Board of Commissioners is available on the Company's website and will be reviewed periodically as necessary.

Tugas, Wewenang, dan Tanggung Jawab Dewan Komisaris
[ACGS E.1.3.]

Tugas, wewenang, dan tanggung jawab Dewan Komisaris diatur dalam Anggaran Dasar dan Piagam Dewan Komisaris Perseroan.

Tugas

Dewan Komisaris bertanggung jawab secara kolektif dalam melaksanakan tugas-tugasnya sebagai berikut:

- mengkaji dan menyetujui visi dan misi Perseroan bersama-sama dengan Direksi minimal 1 (satu) kali dalam 5 (lima) tahun
- mengarahkan, memantau, dan mengevaluasi pelaksanaan kebijakan strategis, rencana bisnis, dan anggaran tahunan Perseroan serta melakukan pengawasan terhadap pelaksanaan tugas dan tanggung jawab Direksi dan memberikan nasihat kepada Direksi
- mengawasi pelaksanaan GCG dalam Perseroan
- memantau potensi benturan kepentingan manajemen, anggota Direksi, anggota Dewan Komisaris, dan pemegang saham [G-09]
- membentuk sekurang-kurangnya Komite Audit dan dapat membentuk Komite Nominasi, Komite Remunerasi, dan komite lainnya untuk mendukung pelaksanaan tugas dan tanggung jawab Dewan Komisaris
- melaksanakan fungsi nominasi dan remunerasi, dalam hal tidak membentuk Komite Nominasi dan Komite Remunerasi
- memastikan bahwa Direksi telah menindaklanjuti temuan dan rekomendasi audit dari Komite Audit, Unit Audit Internal, auditor eksternal, dan/atau hasil pengawasan otoritas di bidang pasar modal
- membina hubungan kerja yang baik, terbuka, konstruktif, dan profesional dengan anggota Dewan Komisaris lainnya, Direksi, Komite, dan karyawan untuk kepentingan terbaik Perseroan
- melakukan evaluasi atas kinerja Komite yang membantu pelaksanaan tugas dan tanggung jawab Dewan Komisaris
- menjalankan tugas-tugas lainnya sesuai dengan Anggaran Dasar Perseroan, keputusan RUPS, dan peraturan perundang-undangan yang berlaku

Wewenang

Dewan Komisaris memiliki kewenangan sebagai berikut:

- menyetujui rencana kerja dan anggaran tahunan Perseroan [ACGS E.1.2.]
- memberikan persetujuan rencana aksi korporasi Perseroan, sebagai berikut: [ACGS E.1.2.]
  - meminjam atau meminjamkan uang atas nama Perseroan
  - mendirikan suatu usaha atau turut serta pada perusahaan lain baik di dalam maupun di luar negeri
  - membeli barang yang tidak bergerak di luar kegiatan usaha sehari-hari dengan nilai lebih dari Rp5.000.000.000 (lima miliar Rupiah)
  - menyewa dan/atau menyewakan harta Perseroan di luar kegiatan usaha sehari-hari dengan nilai lebih dari Rp5.000.000.000 (lima miliar Rupiah)
  - menjual atau melepaskan hak-hak atas harta tetap dan perusahaan-perusahaan atau memberati harta kekayaan Perseroan yang nilainya kurang dari atau sampai dengan 50% (lima puluh persen) dari jumlah kekayaan bersih Perseroan
  - mengikat Perseroan sebagai penjamin yang nilainya kurang dari atau sampai dengan 50% (lima puluh persen) dari jumlah kekayaan bersih Perseroan
  - membeli perusahaan
- melakukan pemeriksaan atas dokumentasi internal Perseroan
- memasuki bangunan dan halaman atau tempat lain yang digunakan atau dikuasai Perseroan dan memeriksa semua pembukuan, dokumen, kas, dan alat bukti lainnya pada setiap waktu dalam jam kerja Perseroan
- meninjau tindakan manajemen dan mengadakan pertemuan-pertemuan dengan Direksi untuk mendiskusikan berbagai masalah Perseroan
- mengadakan kunjungan-kunjungan pada berbagai lokasi entitas anak dan/atau cabang-cabang Perseroan
- mengusulkan penggantian dan/atau pengangkatan anggota Direksi kepada RUPS dengan memperhatikan rekomendasi dari Komite Nominasi
- memberhentikan sementara anggota Direksi jika anggota Direksi tersebut bertindak bertentangan dengan Anggaran Dasar Perseroan, merugikan Perseroan, melalaikan kewajiban, dan/atau melanggar peraturan perundang-undangan yang berlaku. Tata cara pemberhentian sementara tersebut mengacu pada Anggaran Dasar Perseroan
- menjalankan tindakan lainnya yang merupakan tanggung jawab dan wewenangnya berdasarkan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku

Duties, Authorities, and Responsibilities of the Board of Commissioners
[ACGS E.1.3.]

Duties, authorities, and responsibilities of the Board of Commissioners are stipulated in the Company's Articles of Association and Charter of the Board of Commissioners.

Duties

The Board of Commissioners is collectively responsible for carrying out their duties to:

- review and approve the Company's vision and mission together with the Board of Directors at least once every 5 (five) years
- guide, supervise, and evaluate the execution of strategic policies, business plans, and annual budget of the Company as well as perform supervision on the implementation of duties and responsibilities of the Board of Directors and provide advice to the Board of Directors
- supervise the implementation of GCG in the Company
- monitor potential conflicts of interest for management, members of the Board of Directors, members of the Board of Commissioners, and shareholders [G-09]
- establish at least an Audit Committee and may establish a Nomination Committee, Remuneration Committee, and other committees to support the implementation of duties and responsibilities of the Board of Commissioners
- perform the nomination and remuneration functions, in the absence of the Nomination Committee and Remuneration Committee
- ensure that audit findings and recommendations from the Audit Committee, Internal Audit Unit, external auditor, and/or supervisory notice from the capital market authority have been followed up by the Board of Directors
- foster good, open, constructive, and professional working relationships with other members of the Board of Commissioners, Board of Directors, Committees, and employees in the best interests of the Company
- evaluate the performance of Committees that assist in the implementation of the duties and responsibilities of the Board of Commissioners
- carry out other duties in accordance with the Company's Articles of Association, GMS resolutions, and applicable laws and regulations

Authorities

The Board of Commissioners has, among others, the authorities to:

- approve the Company's annual business plan and budget [ACGS E.1.2.]
- approve the Company's corporate action plans, as follows: [ACGS E.1.2.]
  - borrow or lend money on behalf of the Company
  - establish businesses or participate in other domestic or foreign companies
  - purchase fixed assets other than those of daily business activities with a value of more than Rp5,000,000,000 (five billion Rupiah)
  - rent and/or lease out the Company's assets other than those of daily business activities with a value of more than Rp5,000,000,000 (five billion Rupiah)
  - sell or release the rights of fixed assets and companies or encumber fixed assets of the Company with the value of up to 50% (fifty percent) of the Company's net worth
  - bind the Company as a guarantor with the value of up to 50% (fifty percent) of the Company's net worth
  - acquire a company
- examine the internal documentation of the Company
- enter buildings and land or other places used by or under the authority of the Company and examine all books, documents, cash, and other evidence at any time during the Company's office hours
- review management actions and hold meetings with the Board of Directors to discuss various issues of the Company
- conduct visits to various locations of subsidiaries and/or branches of the Company
- propose the replacement and/or appointment of one or more members of the Board of Directors to the GMS by considering recommendations from the Nomination Committee
- temporarily dismiss one or more members of the Board of Directors should they act contrary to the Articles of Association of the Company, harm the Company, neglect their obligations, and/or violate the prevailing laws and regulations. The procedure for such temporary dismissal should refer to the Articles of Association of the Company
- perform other actions relevant to its duties and responsibilities based on the Articles of Association of the Company, as well as the prevailing laws and regulations

Tanggung Jawab
Setiap anggota Dewan Komisaris bertindak berdasarkan keputusan Dewan Komisaris dan bertanggung jawab secara tanggung renteng atas kerugian Perseroan yang disebabkan karena kelalaian anggota Dewan Komisaris dalam menjalankan tugasnya.

Anggota Dewan Komisaris tidak dapat dimintakan pertanggungjawaban atas kerugian Perseroan apabila dapat membuktikan bahwa:
- kerugian tersebut bukan karena kesalahan atau kelalaiannya
- anggota Dewan Komisaris telah melakukan pengawasan dengan itikad baik, tanggung jawab, dan kehati-hatian untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan
- anggota Dewan Komisaris tidak mempunyai kepentingan pribadi, baik langsung maupun tidak langsung, atas tindakan pengurusan yang dilakukan Direksi yang mengakibatkan kerugian
- anggota Dewan Komisaris telah memberikan nasihat kepada Direksi untuk mencegah timbulnya atau berlanjutnya kerugian tersebut

Untuk menjaga objektivitas dan integritas pengambilan keputusan, Perseroan mensyaratkan anggota Dewan Komisaris tertentu untuk tidak terlibat dalam pembahasan rapat pada agenda tertentu dalam hal anggota Dewan Komisaris yang bersangkutan memiliki benturan kepentingan dengan agenda yang akan dibahas. [ACGS A.8.2.] [G-09]

Responsibilities
Each member of the Board of Commissioners shall act based on the resolution of the Board of Commissioners and is jointly and severally liable for the losses sustained by the Company caused by the negligence of the members of the Board of Commissioners in carrying out their duties.

The member of the Board of Commissioners shall not be held liable for any loss sustained by the Company if he/she can prove that:
- the loss is not due to his/her fault or negligence
- he/she has conducted supervision in good faith, responsibility, and prudence for the interest of the Company and in line with the aims and objectives of the Company
- he/she has no personal interest, either directly or indirectly, in the management actions taken by the Board of Directors which result in losses
- he/she has given advice to the Board of Directors to prevent the occurrence or continuation of such losses

To maintain objectivity and integrity in decision-making, the Company requires certain members of the Board of Commissioners not to be involved in meeting discussions on certain agendas in the event that the member of the Board of Commissioners concerned has a conflict of interest with the agenda to be discussed. [ACGS A.8.2.] [G-09]

Komposisi dan Keberagaman Dewan Komisaris [GRI 2-10-b] [ACGS (B)E.1.2.] [G-01]

Struktur dan komposisi Dewan Komisaris Perseroan dirancang untuk mencerminkan keseimbangan fungsi pengawasan yang efektif dan independen, sebagaimana diatur dalam Anggaran Dasar dan Piagam Dewan Komisaris Perseroan. Dewan Komisaris Perseroan terdiri dari sekurang-kurangnya 3 (tiga) orang anggota yang dipimpin oleh seorang Presiden Komisaris dan dibantu oleh 1 (satu) atau lebih Wakil Presiden Komisaris dan/atau Komisaris dan Komisaris Independen, tergantung pada kebutuhan strategis dan kompleksitas perkembangan bisnis Perseroan.

Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik menetapkan bahwa jumlah anggota Dewan Komisaris adalah paling kurang 2 (dua) anggota, dengan jumlah Komisaris Independen paling kurang 30% dari jumlah anggota Dewan Komisaris.

Per 31 Desember 2025, Dewan Komisaris Perseroan terdiri dari 6 (enam) orang anggota, di mana 4 (empat) orang atau 67% dari seluruh anggota Dewan Komisaris merupakan Komisaris Independen. Proporsi ini tidak hanya melampaui ketentuan minimum yang ditetapkan regulator, tetapi juga mencerminkan komitmen Perseroan terhadap prinsip GCG, khususnya dalam hal independensi, transparansi, dan akuntabilitas dalam fungsi pengawasan. [ACGS E.2.4.]

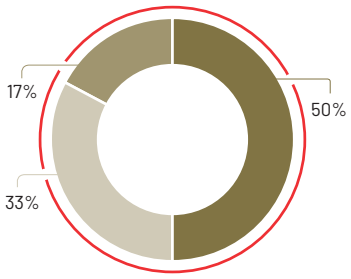
Composition and Diversity of the Board of Commissioners [GRI 2-10-b] [ACGS (B)E.1.2.] [G-01]

The structure and composition of the Board of Commissioners of the Company are designed to reflect an effective and independent balance of supervisory functions, as stipulated in the Company's Articles of Association and the Charter of the Board of Commissioners. The Board of Commissioners of the Company shall consist of at least 3 (three) members, chaired by a President Commissioner and assisted by 1 (one) or more Vice President Commissioners and/or Commissioners and Independent Commissioners, depending on the needs and complexity of the business development of the Company.

OJK Regulation No. 33/POJK.04/2014 on the Board of Directors and the Board of Commissioners of Issuers or Public Companies stipulates that the Board of Commissioners shall consist of at least 2 (two) members, of which Independent Commissioners constitute at least 30% of the total members of the Board of Commissioners.

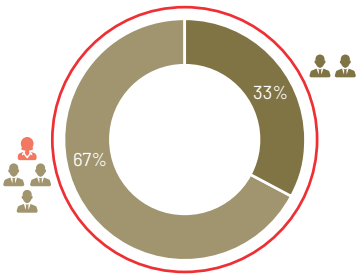
As of December 31, 2025, the Board of Commissioners of the Company consisted of 6 (six) members, whereas 4 (four) members, or 67% of all members of the Board of Commissioners, were Independent Commissioners. This proportion not only exceeds the minimum requirements set by the regulator but also reflects the Company's commitment to the principles of GCG, particularly in terms of independency, transparency, and accountability in the supervision function. [ACGS E.2.4.]

Berdasarkan Pendidikan
By Education



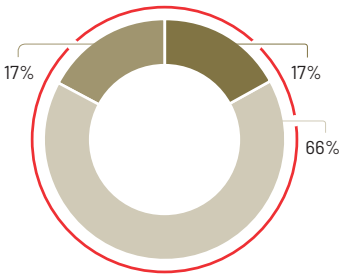
- Doktor / Doctor
- Magister / Master
- Sarjana / Bachelor

Berdasarkan Komposisi dan Jenis Kelamin
By Composition and Gender



- Komisaris Independen / Independent Commissioner
- Komisaris / Commissioner

Berdasarkan Usia
By Age



- ≥ 71 Tahun / Years Old
- 61 - 70 Tahun / Years Old
- 51 - 60 Tahun / Years Old
- ≤ 50 Tahun / Years Old

Perseroan memahami bahwa keberagaman dalam anggota Dewan Komisaris memainkan peran yang sangat penting dalam memastikan efektivitas pengawasan dan penasihatan yang berkualitas, mendukung daya saing perusahaan, dan meningkatkan kinerja keberlanjutan Perseroan secara terukur di tengah dinamika bisnis yang semakin kompleks. Oleh karena itu, dalam menetapkan jumlah dan komposisi anggota Dewan Komisaris, Perseroan memperhatikan berbagai faktor, antara lain kebutuhan organisasi, tantangan industri, kapasitas individual dalam memberikan kontribusi yang substansial terhadap efektivitas pengawasan dan pemberian nasihat strategis masing-masing anggota Dewan Komisaris kepada Direksi.

Perseroan menerapkan prinsip inklusivitas dan kesetaraan dalam menyusun komposisi Dewan Komisaris dengan memperhatikan keberagaman latar belakang profesional, kompetensi, usia, pengalaman kerja, dan pengalaman lintas sektor anggota Dewan Komisaris, tanpa membedakan suku, agama, jenis kelamin, dan ras, dengan setidaknya satu anggota Dewan Komisaris yang memiliki pengalaman yang relevan di sektor kegiatan usaha utama yang dijalankan oleh Perseroan, sehingga dapat memberikan wawasan yang lebih mendalam dalam pengambilan keputusan strategis. Keberagaman ini dipandang sebagai kekuatan kolektif yang diharapkan dapat memungkinkan Dewan Komisaris merespons isu-isu korporasi secara lebih holistik dan objektif.

Evaluasi terhadap jumlah, komposisi, dan keberagaman anggota Dewan Komisaris dilakukan secara berkala oleh Komite Nominasi dan Remunerasi, guna memastikan bahwa struktur ini tetap selaras dengan kebutuhan bisnis, ekspektasi pemangku kepentingan, dan peraturan perundang-undangan yang berlaku. Evaluasi ini juga menjadi bagian dari komitmen Perseroan dalam membangun sistem pengawasan yang adaptif, progresif, dan berkelanjutan. [ACGS (B)E.1.2.]

Komposisi dan keberagaman Dewan Komisaris Perseroan disajikan pada tabel berikut: [GRI 2-9-a] [GRI 2-9-b] [GRI 2-9-c] [ACGS E.2.5.] [ACGS (P) E.2.2.] [G-01]

The Company acknowledges that diversity among the members of the Board of Commissioners plays a crucial role in ensuring the effectiveness of high-quality supervision and advisory services, supporting the Company's competitiveness, and measurably improving the Company's sustainability performance amidst increasingly complex business dynamics. Therefore, in determining the number and composition of the Board of Commissioners members, the Company considers various factors, including, among others, the organization's needs, the industry challenges, and the individual capacity of each Board of Commissioners member to make a substantial contribution to the effectiveness of supervision and strategic advice to the Board of Directors.

The Company applies the principles of inclusiveness and equality in composing the Board of Commissioners, taking into account the diversity of professional backgrounds, competencies, age, work experience, and cross-sectoral experience of the Board of Commissioners members, without discriminating based on ethnicity, religion, gender, and race, with at least one member of the Board of Commissioners having relevant experience in the main business sector run by the Company, enabling deeper insights for strategic decision-making. This diversity is seen as a collective strength that is expected to allow the Board of Commissioners to respond to corporate issues more holistically and objectively.

Evaluation of the number, composition, and diversity of the members of the Board of Commissioners is conducted periodically by the Nomination and Remuneration Committee to ensure that this structure remains aligned with the business needs, stakeholder expectations, and applicable laws and regulations. This evaluation is also part of the Company's commitment to building an adaptive, progressive, and sustainable supervision system. [ACGS (B)E.1.2.]

The composition and diversity of the Company's Board of Commissioners are presented in the table below: [GRI 2-9-a] [GRI 2-9-b] [GRI 2-9-c] [ACGS E.2.5.] [ACGS (P)E.2.2.] [G-01]

Nama & Jabatan Name & Position	Jenis Kelamin Gender	Usia Age	Pendidikan Education	Kompetensi Competency	Dasar Hukum Pengangkatan Legal Basis of Appointment	Akhir Masa Jabatan End of Term
Franky Oesman Widjaja[1)2)] • Presiden Komisaris (non-eksekutif) • Anggota Komite Nominasi dan Remunerasi	Pria	68	• Sarjana Bisnis	Manajemen Umum	Keputusan RUPST 2024 (periode-4)	RUPST 2029
• President Commissioner (non-executive) • Member of the Nomination and Remuneration Committee	Male		• Bachelor of Commerce	General Management	Resolution of AGM 2024 (4th tenure)	
Handhianto Suryo Kentjono, Ph.D. • Komisaris	Pria	62	• Sarjana Ekonomi dan Matematika Terapan • Master Ekonomi dan Matematika Terapan • Master Bisnis Internasional • Gelar Doktor Matematika Terapan	Teknologi	Keputusan RUPST 2024 (periode-1)	RUPST 2029
• Commissioner	Male		• Bachelor of Economics and Applied Mathematics • Master of Economics and Applied Mathematics • Master of International Business • Doctor of Applied Mathematics	Technology	Resolution of AGM 2024 (1st tenure)	AGM 2029

Nama & Jabatan Name & Position	Jenis Kelamin Gender	Usia Age	Pendidikan Education	Kompetensi Competency	Dasar Hukum Pengangkatan Legal Basis of Appointment	Akhir Masa Jabatan End of Term
Dr.-Ing. Evita Herawati Legowo[3] [ACGS (B)E.1.1.] [ACGS (P)2.1] • Komisaris Independen (non-eksekutif) • Anggota Komite Manajemen Risiko	Wanita	74	• Sarjana Kimia • Doktor Kimia Perminyakan	Energi, Kimia, & Pendidikan	Keputusan RUPST 2024 (periode-4)	RUPST 2029
• Independent Commissioner (non-executive) • Member of the Risk Management Committee	Female		• Bachelor of Chemistry • Doctor of Petroleum Chemistry	Energy, Chemistry, & Education	Resolution of AGM 2024 (4th tenure)	AGM 2029
Dr. Robert Arthur Simanjuntak • Komisaris Independen (non-eksekutif) • Ketua Komite Nominasi dan Remunerasi	Pria	63	• Sarjana Ekonomi • Magister Ekonomi • Doktor Ekonomi	Ekonomi & Pendidikan	Keputusan RUPST 2024 (periode-2)	RUPST 2029
• Independent Commissioner (non-executive) • Chairperson of the Nomination and Remuneration Committee	Male		• Bachelor of Economics • Master of Economics • Doctor of Economics	Economics & Education	Resolution of AGM 2024 (2nd tenure)	AGM 2029
Ir. F.X. Sutijastoto, M.A.[3] • Komisaris Independen (non-eksekutif) • Ketua Komite Manajemen Risiko • Anggota Komite Audit	Pria	65	• Sarjana Statistika • *Master of Arts* bidang Ekonomi Energi dan Lingkungan	Energi, Lingkungan, & Manajemen Risiko	Keputusan RUPST 2024 (periode-2)	RUPST 2029
• Independent Commissioner (non-executive) • Chairperson of the Risk Management Committee • Member of the Audit Committee	Male		• Bachelor of Statistics • Master of Arts in Energy and Environmental Economics	Energy, Environment, & Risk Management	Resolution of AGM 2024 (2nd tenure)	AGM 2029
Dr. Hendrikus Passagi, S.Sos., S.H, M.H., M.Sc.[3] • Komisaris Independen (non-eksekutif) • Ketua Komite Audit • Anggota Komite Manajemen Risiko	Pria	60	• Sarjana Ilmu Administrasi Negara • *Non-Degree in Economics* • *Master of Science* bidang Finance • Doktor Ilmu Keuangan dan Perbankan • Sarjana Ilmu Hukum • Magister Hukum	Teknologi, Hukum, Ekonomi, & Pendidikan	Keputusan RUPST 2024 (periode-2)	RUPST 2029
• Independent Commissioner (non-executive) • Chairperson of the Audit Committee • Member of the Risk Management Committee	Male		• Bachelor of State Administration • Non-Degree in Economics • Master of Science in Finance • Doctor of Finance and Banking • Bachelor of Laws • Master of Laws	Technology, Law, Economics, & Education	Resolution of AGM 2024 (2nd tenure)	AGM 2029

Keterangan / Notes:
1) Bapak Franky Oesman Widjaja tidak menjabat sebagai pejabat eksekutif tertinggi Perseroan dalam 3 (tiga) tahun terakhir [ACGS (P)E.4.1.]
2) Ketua badan tata kelola tertinggi dan pejabat eksekutif tertinggi dalam Perseroan dijabat oleh 2 (dua) orang yang berbeda. Ketua badan tata kelola tertinggi dijabat oleh Bapak Franky Oesman Widjaja, sedangkan pejabat eksekutif tertinggi dijabat oleh Bapak Lay Krisnan Cahya. [GRI 2-11-a] [ACGS E.4.1.] [G-03]
3) Bapak Robert Arthur Simanjuntak, Ibu Evita Herawati Legowo, Bapak F.X. Sutijastoto, dan Bapak Hendrikus Passagi adalah komisaris independen non-eksekutif yang memiliki pengalaman kerja di sektor utama yang dijalankan oleh Perseroan dan entitas anak [ACGS E.4.6.]
1) Mr. Franky Oesman Widjaja has not served as the Company's highest executive officer in the last 3 (three) years [ACGS (P)E.4.1.]
2) The chairperson of the highest governance body and the chief executive officer in the Company were held by 2 (two) different people. The chairperson of the highest governance body was Mr. Franky Oesman Widjaja, while the chief executive officer was Mr. Lay Krisnan Cahya. [GRI 2-11-a] [ACGS E.4.1.] [G-03]
3) Mr. Robert Arthur Simanjuntak, Mrs. Evita Herawati Legowo, Mr. F.X. Sutijastoto, and Mr. Hendrikus Passagi are independent non-executive commissioners who have work experience in the main sectors operated by the Company and its subsidiaries [ACGS E.4.6.]

Kriteria Pengangkatan Dewan Komisaris

[GRI 2-10-b] [ACGS E.3.10.] [G-06]

Perseroan menetapkan persyaratan umum bagi orang perorangan untuk dapat diangkat sebagai anggota Dewan Komisaris Perseroan, sebagai berikut:
- mempunyai akhlak, moral, dan integritas yang baik
- cakap melakukan perbuatan hukum
- dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
  - tidak pernah dinyatakan pailit
  - tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit
  - tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan

Appointment Criteria for the Board of Commissioners

[GRI 2-10-b] [ACGS E.3.10.] [G-06]

The Company has established general requirements for individuals to be appointed as members of the Company's Board of Commissioners, as follows:
- having good character, morals, and integrity
- being capable of conducting any legal act
- within 5 (five) years before his/her appointment and during his/her term of office:
  - having never been declared bankrupt
  - having never been a member of a Board of Directors and/or Board of Commissioners who was found guilty of causing a company to go bankrupt
  - having never been sentenced for a criminal action that was detrimental to the state's finances and/or related to the financial sector

- tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
  - pernah tidak menyelenggarakan RUPST
  - pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS
  - pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK
- memiliki komitmen untuk mematuhi peraturan perundang-undangan
- memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan

Ketentuan umum ini secara eksplisit tercantum dalam Anggaran Dasar Perseroan.

Perseroan menegaskan bahwa tidak ada anggota Dewan Komisaris yang menjabat sebagai karyawan atau mitra dari auditor eksternal Perseroan dalam 2 (dua) tahun terakhir. [ACGS (P)E.3.1.]

Pengangkatan, Pemberhentian, dan Masa Jabatan Dewan Komisaris [GRI 2-9-c]

Anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS, umumnya untuk masa jabatan 5 (lima) tahun. Pengangkatan anggota Dewan Komisaris berlaku efektif sejak tanggal ditetapkan dalam RUPS. [ACGS E.3.11.]

Dengan persetujuan RUPS, anggota Dewan Komisaris yang masa jabatannya telah berakhir dapat diangkat kembali. RUPS juga berhak untuk memberhentikan anggota Dewan Komisaris pada setiap waktu sebelum masa jabatannya berakhir.

Usulan terkait pengangkatan, pemberhentian dan/atau penggantian anggota Dewan Komisaris kepada RUPS dilakukan dengan memperhatikan rekomendasi dari Komite Nominasi dan Remunerasi.

Jabatan anggota Dewan Komisaris dengan sendirinya berakhir, dalam hal:

- masa jabatan anggota Dewan Komisaris berakhir
- anggota Dewan Komisaris mengajukan pengunduran diri sesuai dengan ketentuan yang tercantum dalam Anggaran Dasar Perseroan
- anggota Dewan Komisaris meninggal dunia
- anggota Dewan Komisaris diberhentikan berdasarkan keputusan RUPS
- anggota Dewan Komisaris dinyatakan pailit atau asetnya ditaruh di bawah pengampuan berdasarkan suatu keputusan pengadilan
- anggota Dewan Komisaris tidak lagi memenuhi persyaratan perundang-undangan yang berlaku, termasuk apabila anggota Dewan Komisaris yang bersangkutan terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan

Tata cara pengangkatan, penggantian, pemberhentian, atau pengunduran diri anggota Dewan Komisaris Perseroan dilakukan sesuai dengan Anggaran Dasar dan Piagam Dewan Komisaris Perseroan.

Perseroan tidak pernah mengalami kejadian di mana anggota Dewan Komisaris non-eksekutif mengundurkan diri dan mengangkat suatu isu sehubungan dengan tata kelola. [ACGS (P) E.1.2.]

- having never been a member of a Board of Directors and/or Board of Commissioners, which during his/her term of office:
  - he/she did not hold the required AGM
  - his/her accountability as a member of the Board of Directors and/or member of the Board of Commissioners was rejected by the GMS, or he/she failed to provide his/her accountability as a member of the Board of Directors and/or member of the Board of Commissioners to the GMS
  - he/she had caused a company that had obtained licenses, approvals, or registration statements from OJK to fail to comply with its obligation to submit its annual report and/or financial statements to OJK
- committing to complying with laws and regulations
- having the knowledge and/or expertise in the required field

These general provisions are explicitly stated in the Articles of Association of the Company.

The Company confirms that no member of the Board of Commissioners was previously an employee or partner of the external auditor of the Company in the last 2 (two) years. [ACGS (P)E.3.1.]

Appointment, Dismissal, and Term of Office of the Board of Commissioners [GRI 2-9-c]

Each member of the Board of Commissioners is appointed and dismissed by the GMS, generally for a term of 5 (five) years. Appointment of a member of the Board of Commissioners is effective as of the date of the GMS resolution. [ACGS E.3.11.]

With the approval of the GMS, members of the Board of Commissioners whose term of office has expired may be reappointed. The GMS also holds the authority to dismiss a member of the Board of Commissioners at any time before his/her term of office expires.

Proposals related to the appointment, dismissal, and/or replacement of member(s) of the Board of Commissioners that are submitted to the GMS are made by taking into account the recommendations from the Nomination and Remuneration Committee.

The term of office of a member of the Board of Commissioners shall terminate in the event that:

- his/her term of office expires
- he/she submits his/her resignation by the provisions stated in the Articles of Association of the Company
- he/she passes away
- he/she is dismissed by the GMS
- he/she is declared bankrupt, or his/her assets are placed under custody based on a court decision
- he/she no longer qualifies based on the prevailing laws and regulations, including if the member of the Board of Commissioners concerned is involved in financial crimes and is found guilty

Procedures for the appointment, replacement, dismissal, or resignation of members of the Company's Board of Commissioners are outlined in the Articles of Association and the Charter of the Board of Commissioners of the Company.

The Company has never experienced any instances where a non-executive member of the Board of Commissioners resigned and raised governance-related issues. [ACGS (P) E.1.2.]

Program Pengenalan Perusahaan bagi Anggota Dewan Komisaris Baru [ACGS E.5.1.]

Perseroan memiliki kebijakan untuk melaksanakan program pengenalan perusahaan untuk memperdalam pemahaman anggota Dewan Komisaris baru terkait Perseroan.

Materi program program pengenalan perusahaan yang diberikan mencakup:

- Kode Etik Perseroan
- Visi, misi, dan strategi Perseroan
- Piagam Dewan Komisaris

Induction Program for New Members of the Board of Commissioners [ACGS E.5.1.]

The Company has a policy for implementing an induction program to deepen the understanding of new members of the Board of Commissioners regarding the Company.

The induction program covers the following materials:

- Code of Conduct of the Company
- Vision, mission, and strategies of the Company
- Charter of the Board of Commissioners

- Tugas, wewenang, dan tanggung jawab Dewan Komisaris, Direksi, auditor internal dan eksternal, Komite Audit, Komite Manajemen Risiko, dan Komite Nominasi dan Remunerasi

- Tinjauan singkat atas bisnis Perseroan
- Rencana jangka menengah dan jangka panjang Perseroan
- Kinerja dan kondisi keuangan dan operasional Perseroan

- Risiko usaha dan masalah strategis
- Anggaran Dasar Perseroan
- Prinsip-prinsip GCG
- Peraturan-peraturan di bidang pasar modal yang relevan
- Risalah rapat Dewan Komisaris, risalah rapat Direksi, dan risalah rapat gabungan Dewan Komisaris dan Direksi dalam 1 (satu) tahun terakhir (apabila dibutuhkan)
- Laporan Tahunan Perseroan

Sehubungan dengan tidak adanya penambahan anggota Dewan Komisaris baru pada tahun 2025, Perseroan tidak melaksanakan program pengenalan perusahaan.

Pelaksanaan Tugas Dewan Komisaris pada Tahun 2025

Perseroan menerapkan tata kelola perusahaan terintegrasi, dengan pemahaman mendalam bahwa bisnis yang dijalankan Perseroan dan entitas anak memiliki karakteristik dan kompleksitas yang beragam. Untuk memastikan pengelolaan yang optimal dan efektif, Perseroan menempatkan perwakilan manajemen dengan kompetensi yang relevan dengan bisnis yang dijalankan di setiap entitas anak.

Pengarahan dan pengawasan atas setiap aktivitas entitas anak dilaksanakan, antara lain, melalui penyelenggaraan rapat berkala antara Dewan Komisaris dan manajemen entitas anak. Rapat ini menjadi wadah strategis untuk (i) memberikan kesempatan saling berbagi informasi, (ii) membahas perkembangan terkini terkait perumusan kebijakan, evaluasi kinerja, identifikasi tantangan, serta (iii) menelaah alternatif solusi, rencana aksi korporasi, serta rencana dan strategi terukur terkait upaya peningkatan ekonomi (kinerja keuangan)-sosial-lingkungan Perseroan dan di sekitar wilayah operasional Perseroan. Setiap tindakan dan/atau aksi korporasi yang memiliki dampak signifikan tertentu dari entitas anak dilaksanakan setelah memperoleh persetujuan Dewan Komisaris dan/atau pemegang saham sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku.

Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya sesuai dengan Piagam Dewan Komisaris.

Untuk mendukung pelaksanaan fungsi pengawasan secara optimal, Dewan Komisaris dibantu oleh beberapa Komite, sebagai berikut:

- Komite Audit – berperan dalam membantu Dewan Komisaris untuk menjalankan fungsi pengawasan, khususnya dalam memastikan integritas pelaporan keuangan, efektivitas sistem pengendalian internal, dan kepatuhan terhadap peraturan yang berlaku. Informasi mengenai Komite Audit dapat dilihat pada bagian Governansi Korporat, sub-bagian Komite Audit.

- Komite Nominasi dan Remunerasi – berperan dalam mendukung Dewan Komisaris untuk menjalankan fungsi nominasi dan

- Duties, authorities, and responsibilities of the Board of Commissioners, the Board of Directors, internal and external auditors, the Audit Committee, the Risk Management Committee, and the Nomination and Remuneration Committee
- Overview of the Company's business
- Mid-term and long-term plans of the Company
- Financial and operational condition and performance of the Company
- Business risks and strategic issues
- Articles of Association of the Company
- GCG principles
- Relevant regulations in the capital market
- Minutes of the Board of Commissioners meetings, minutes of the Board of Directors meetings, and minutes of joint meetings of the Boards in the last year (if necessary)
- Annual Reports of the Company

Regarding the absence of new Board of Commissioners members added in 2025, the Company did not conduct a company introduction program.

Implementation of Duties of the Board of Commissioners in 2025

The Company conducts integrated corporate governance, with a deep understanding that the businesses operated by the Company and its subsidiaries have diverse characteristics and complexities. To ensure optimal and effective management, the Company places management representatives with competencies relevant to the business being conducted in each subsidiary.

Direction and supervision of each subsidiary's activities are carried out, among others, through regular meetings between the Board of Commissioners and the management of the subsidiaries. These meetings serve as a strategic platform to (i) provide opportunities for sharing information, (ii) discuss the latest developments in relation to policy formulation, performance evaluation, challenges identification, and (iii) review alternative solutions, corporate action plans, measurable plans and strategies related to improving the Company's economic (financial performance)-social-environmental efforts within the Company and in the surrounding operational areas. Any corporate action and/or transaction of a certain significant impact from a subsidiary shall be carried out after obtaining approval of the Board of Commissioners and/or shareholders in accordance with applicable laws and regulations.

The Board of Commissioners has carried out its duties and responsibilities as outlined in the Charter of the Board of Commissioners.

To support the optimal execution of the supervisory function, the Board of Commissioners is assisted by several Committees, as follows:

- Audit Committee – plays a role in assisting the Board of Commissioners in carrying out its supervisory function, particularly in ensuring the integrity of financial reporting, the effectiveness of the internal control system, and compliance with applicable regulations. Information regarding the Audit Committee can be seen in the Corporate Governance section, Audit Committee subsection.
- Nomination and Remuneration Committee – plays a role in supporting the Board of Commissioners in carrying out its

remunerasi, termasuk dalam hal pengembangan kebijakan, evaluasi kinerja, dan kompensasi Dewan Komisaris, Direksi, dan Komite. Informasi mengenai Komite Nominasi dan Remunerasi dapat dilihat pada bagian Governansi Korporat, sub-bagian Komite Nominasi dan Remunerasi.

- Komite Manajemen Risiko – berperan dalam membantu Dewan Komisaris untuk melakukan pengawasan terhadap efektivitas kebijakan manajemen risiko, pengendalian internal, dan langkah-langkah mitigasi risiko yang diambil oleh Perseroan. Informasi mengenai Komite Manajemen Risiko dapat dilihat pada bagian Governansi Korporat, sub-bagian Komite Manajemen Risiko.

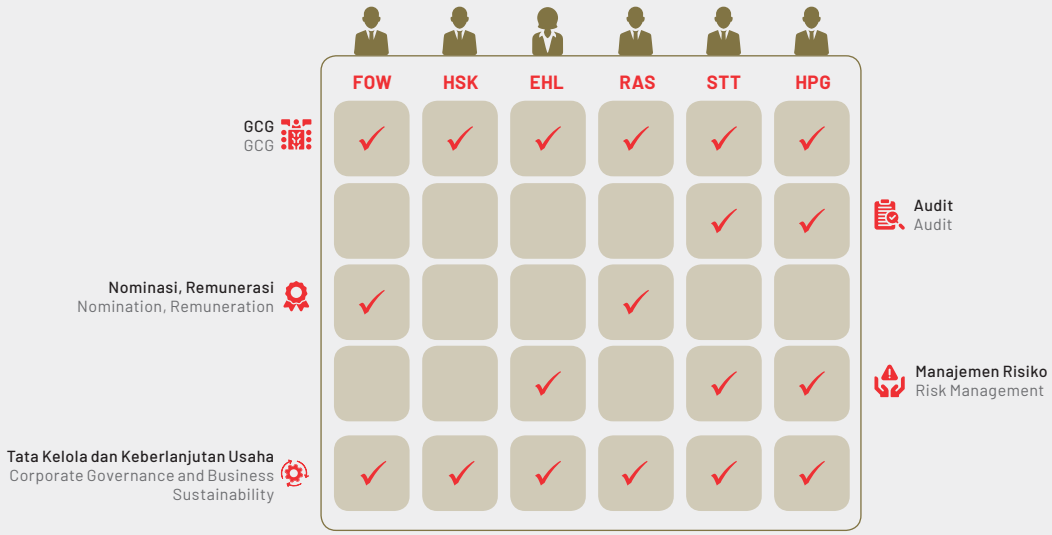
nomination and remuneration functions, including policy development, performance evaluation, and compensation for the Board of Commissioners, the Board of Directors, and Committees. Information regarding the Nomination and Remuneration Committee can be seen in the Corporate Governance section, Nomination and Remuneration Committee subsection.

- Risk Management Committee – plays a role in assisting the Board of Commissioners in supervising the effectiveness of risk management policies, internal controls, and risk mitigation measures taken by the Company. Information regarding the Risk Management Committee can be seen in the Corporate Governance section, Risk Management Committee subsection.

Pelaksanaan tugas Dewan Komisaris selama tahun 2025, antara lain sebagai berikut:

Duties performed by the Board of Commissioners during 2025, among others, were as follows:

Pembagian Tugas dan Tanggung Jawab Pengawasan
Division of Supervisory Duties and Responsibility



Fungsi Function	Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
Pengawasan, Pengarahan, dan Penelaahan Supervisory, Advisory, and Review	Melakukan fungsi pengawasan dan memberikan pengarahan kepada Direksi	• bersama Komite Audit dan Unit Audit Internal, membahas temuan material dan mengawasi pelaksanaan sistem pengendalian internal yang signifikan, mencakup aspek operasional, keuangan, IT, SDM, dan kepatuhan terhadap peraturan yang berlaku • memastikan bahwa Direksi telah menindaklanjuti temuan dan rekomendasi audit • bersama Komite Manajemen Risiko dan Unit Manajemen Risiko, mengawasi proses perencanaan, pelaksanaan, dan evaluasi manajemen risiko Perseroan • mengawasi strategi dan pelaksanaan inisiatif digitalisasi serta kesiapan Perseroan dalam menghadapi ancaman keamanan siber • melakukan penelaahan terhadap kebijakan manajemen risiko dan efektivitas pelaksanaannya • mengawasi strategi Perseroan dan entitas anak dalam membina hubungan yang konstruktif dengan para pemangku kepentingan, termasuk pelanggan, mitra usaha, pemerintah, dan masyarakat • dengan melibatkan anggota Komite Audit dan Komite Manajemen Risiko, melakukan pembahasan bersama dengan Direksi untuk menelaah kelayakan, kepatuhan, dan kewajaran rencana transaksi afiliasi dan/atau material, untuk memastikan kesesuaian dengan praktik bisnis yang berlaku umum dan memenuhi prinsip transaksi yang wajar • melakukan evaluasi dan memberikan saran, masukan, dan/atau rekomendasi strategis kepada Direksi terkait penyusunan dan pelaksanaan rencana kerja tahunan, strategi jangka panjang, pengelolaan kegiatan usaha dan investasi, serta inisiatif transformasi bisnis dan digitalisasi Perseroan

Fungsi Function	Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
		• mengawasi penerapan prinsip-prinsip GCG dan memastikan kepatuhan terhadap ketentuan peraturan dan perundang-undangan yang berlaku, termasuk peraturan OJK, BEI, dan instansi terkait lainnya • menyelenggarakan rapat Dewan Komisaris secara berkala untuk membahas hasil pengawasan dan isu-isu strategis • melaksanakan rapat gabungan dengan Direksi, Komite Audit, Komite Manajemen Risiko, dan manajemen dari entitas anak secara berkala, untuk meningkatkan koordinasi dan efektivitas pengawasan • melakukan kunjungan kerja ke pabrik sel dan panel surya (Kendal, Jawa Tengah) dan IPP PLTU Kendari-3 (Kendari, Sulawesi Tenggara), untuk memperoleh pemahaman langsung terhadap pelaksanaan operasi dan tantangan bisnis entitas anak • melakukan penelaahan dan memberikan persetujuan kepada Direksi terkait aksi korporasi, antara lain (i) penandatanganan perjanjian fasilitas pinjaman, (ii) pendirian perusahaan patungan, (iii) pembelian aset, dan (iv) peningkatan dan/atau penurunan modal • melakukan pengawasan terhadap kebijakan dan pelaksanaan inisiatif keberlanjutan yang mencakup aspek lingkungan, sosial, dan tata kelola, termasuk program tanggung jawab sosial perusahaan, efisiensi energi, dan pengelolaan dampak lingkungan • sebagai bentuk pertanggungjawaban kepada pemegang saham, menyusun dan menyampaikan laporan pelaksanaan tugas pengawasan yang telah dilakukan selama tahun buku 2024 kepada RUPST 2025 • mengawasi pelaksanaan dan tindak lanjut keputusan strategis yang ditetapkan dalam RUPS
	Perform supervisory functions and provide advice to the Board of Directors	• together with the Audit Committee and the Internal Audit Unit, discussed material findings, and supervised the implementation of significant internal control systems, covering operational, financial, IT, HR, and compliance aspects with applicable regulations • ensured that the Board of Directors has followed up on audit findings and recommendations • together with the Risk Management Committee and the Risk Management Unit, supervised the Company's risk management planning, implementation, and evaluation process • supervised the Company's digitalization initiatives strategy and its implementation, as well as the Company's readiness to face cybersecurity threats • reviewed risk management policies and their effectiveness • supervised the Company's and its subsidiaries' strategies in building constructive relationships with stakeholders, including customers, business partners, government, and the community • by involving members of the Audit Committee and the Risk Management Committee, conducted discussions with the Board of Directors to review the feasibility, compliance, and fairness of proposed affiliate and/or material transaction plans, to ensure compliance with generally accepted business practices and meet the arm's-length principle • evaluated and provided strategic advice, inputs, and/or recommendations to the Board of Directors regarding the preparation and implementation of annual work plans, long-term strategies, business and investment activity management, and business transformation and digitalization initiatives of the Company • supervised the implementation of the GCG principle and ensured compliance with applicable laws and regulations from the OJK, the IDX, and other relevant institutions • held regular meetings of the Board of Commissioners to discuss supervision results and strategic issues • conducted regular joint meetings with the Board of Directors, the Audit Committee, the Risk Management Committee, as well as the management of subsidiaries to improve coordination and the effectiveness of supervision • conducted working visits to the solar cell and panel plant (Kendal, Central Java) and the IPP PLTU Kendari-3 (Kendari, Southeast Sulawesi) to gain a direct understanding of the operational implementation and business challenges of subsidiaries • reviewed and approved corporate actions for the Board of Directors, including (i) signing loan facility agreements, (ii) establishing joint ventures, (iii) asset purchases, and (iv) increasing and/or decreasing capital • supervised the policies and implementation of sustainability initiatives covering environmental, social, and governance aspects, including the Company's social responsibility programs, energy efficiency, and environmental impact management • as a form of accountability to shareholders, prepared and submitted a report on the implementation of supervisory duties performed during the financial year 2024 to the AGM 2025 • supervised the implementation and follow-up of strategic decisions made at the AGM
	Menelaah Laporan Keuangan Perseroan	• dengan melibatkan anggota Komite Audit, melakukan penelaahan atas Laporan Keuangan Tahunan dan Interim, untuk memastikan bahwa laporan disusun secara wajar sesuai dengan prinsip akuntansi yang berlaku umum di Indonesia • melakukan evaluasi dan memberikan saran, masukan, dan/atau rekomendasi kepada Direksi terkait pencapaian kinerja keuangan triwulanan Perseroan, termasuk melakukan analisis atas varian antara realisasi dan target • memberikan saran, masukan, dan/atau rekomendasi strategis kepada Direksi untuk memperkuat kinerja keuangan dan operasional
	Review the Company's Financial Statements	• by involving members of the Audit Committee, reviewed the Annual and Interim Financial Statements to ensure that the reports were prepared fairly in accordance with generally accepted accounting principles in Indonesia • evaluated and provided advice, inputs, and/or recommendations to the Board of Directors related to the achievement of the Company's quarterly financial performance, including analysing variances between actual and target • provided strategic advice, inputs, and/or recommendations to the Board of Directors to strengthen financial and operational performance

Fungsi Function	Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
	Mengusulkan AP dan KAP kepada RUPST 2025 dengan mempertimbangkan rekomendasi Komite Audit	• menelaah laporan hasil evaluasi terhadap pelaksanaan pemberian jasa audit oleh AP dan/atau KAP untuk tahun buku 2024 yang disampaikan oleh Komite Audit • melakukan penilaian terhadap independensi, objektivitas, dan kinerja AP dan/atau KAP • memastikan bahwa proses evaluasi dan pemilihan AP dan/atau KAP dilakukan secara transparan, objektif, dan sesuai dengan standar dan peraturan perundang-undangan yang berlaku • memberikan usulan kepada RUPST 2025 sehubungan dengan penunjukan AP dan KAP berdasarkan rekomendasi Komite Audit untuk tahun buku 2025
	Propose AP and KAP to AGM 2025 by considering the recommendation from the Audit Committee	• reviewed the evaluation reports on the performance of audit services provided by AP and/or KAP for the financial year 2024, as submitted by the Audit Committee • conducted assessment of the independence, objectivity, and performance of AP and/or KAP • ensured that the evaluation and selection process for AP and/or KAP was conducted transparently, objectively, and in accordance with applicable standards and regulations • provided recommendations to the AGM 2025 for the appointment of AP and KAP for the financial year 2024 based on the recommendation from the Audit Committee for the financial year 2025
Nominasi Nomination	Mengevaluasi komposisi, keberagaman, dan kriteria anggota Dewan Komisaris dan Direksi dengan mempertimbangkan rekomendasi Komite Nominasi dan Remunerasi	• menyelenggarakan rapat koordinasi secara berkala dengan Komite Nominasi dan Remunerasi • melakukan penilaian kinerja individual dan kolektif anggota Direksi dan Dewan Komisaris berdasarkan tolok ukur yang telah ditetapkan dengan bantuan Komite Nominasi dan Remunerasi, sebagai dasar pertimbangan untuk pengembangan, rotasi, dan/atau pengangkatan kembali • melakukan evaluasi atas susunan Komite Audit, Komite Manajemen Risiko, dan Komite Nominasi dan Remunerasi tahun 2025 • mengevaluasi efektivitas pelaksanaan program pelatihan dan pengembangan kompetensi Dewan Komisaris, Direksi, dan Komite tahun 2024 • mengevaluasi usulan rencana pelatihan Dewan Komisaris, Direksi, dan Komite tahun 2025 • memastikan proses nominasi dan pengembangan kompetensi dilakukan secara objektif dan transparan
	Review the composition, diversity, and criteria for members of the Board of Commissioners and the Board of Directors by considering the recommendation from the Nomination and Remuneration Committee	• conducted regular coordination meetings with the Nomination and Remuneration Committee • conducted individual and collective performance evaluations of members of the Board of Directors and the Board of Commissioners based on the determined benchmarks, with the assistance of the Nomination and Remuneration Committee, as a basis for consideration for development, rotation, and/or reappointment • evaluated the composition of the Audit Committee, the Risk Management Committee, and the Nomination and Remuneration Committee for 2025 • evaluated the effectiveness of the training and competency development programs for the Board of Commissioners, Board of Directors, and Committees in 2024 • evaluated the proposed training plan for the Board of Commissioners, Board of Directors, and Committees in 2025 • ensured that the nomination and competency development processes were carried out objectively and transparently
Remunerasi Remuneration	Menetapkan remunerasi bagi anggota Dewan Komisaris dan Direksi dengan mempertimbangkan rekomendasi Komite Nominasi dan Remunerasi	• mengadakan rapat koordinasi secara berkala dengan Komite Nominasi dan Remunerasi • melakukan penilaian individual dan kolektif terkait kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Dewan Komisaris dan Direksi dengan bantuan Komite Nominasi dan Remunerasi • menetapkan persentase kenaikan dan menyetujui mekanisme penetapan gaji, honorarium, dan/atau tunjangan untuk anggota Dewan Komisaris dan Direksi untuk tahun buku 2024 dengan bantuan Komite Nominasi dan Remunerasi
	Determine the remuneration for members of the Board of Commissioners and the Board of Directors by considering the recommendation from the Nomination and Remuneration Committee	• held regular coordination meetings with the Nomination and Remuneration Committee • conducted individual and collective performance evaluations in line with the remuneration received by each member of the Board of Commissioners and the Board of Directors, with the assistance of the Nomination and Remuneration Committee • determined the percentage of increase and approved the mechanism for determining salary, honorarium, and/or allowances for members of the Board of Commissioners and members of the Board of Directors in the financial year 2024, with the assistance of the Nomination and Remuneration Committee

Rapat Dewan Komisaris

Rapat Dewan Komisaris merupakan wadah komunikasi antaranggota Dewan Komisaris dan/atau antara Dewan Komisaris dengan Direksi dan/atau Komite untuk membahas arah kebijakan dan pengawasan Perseroan. Pokok bahasan dalam rapat Dewan Komisaris ini dapat meliputi, antara lain, evaluasi atas laporan kegiatan Perseroan, pelaksanaan TJSL, identifikasi dan penanganan isu-isu strategis, serta pengawasan, pemberian saran/masukan, dan penasihatan atas fungsi manajerial, keberlangsungan usaha, dan GCG. Perseroan berharap rapat Dewan Komisaris ini juga menjadi sarana untuk

Meetings of the Board of Commissioners

Meetings of the Board of Commissioners serve as a forum for communication between members of the Board of Commissioners and/or between the Board of Commissioners and the Board of Directors and/or Committees to discuss the Company's policy direction and supervision. The topics discussed in the Board of Commissioners meeting may include, among others, an evaluation of the Company's activity reports, the implementation of CSER, the identification and handling of strategic issues, as well as supervision, providing suggestions/inputs and advice on managerial

mengidentifikasi potensi risiko strategis sejak dini dan meninjau rekomendasi dan laporan Komite sebagai bagian dari mekanisme *check and balance* terhadap Direksi.

Merujuk pada ketentuan peraturan OJK No. 33/POJK.04/2014, Dewan Komisaris menyelenggarakan rapat secara berkala sekurang-kurangnya 1 (satu) kali dalam 2 (dua) bulan. Setiap anggota Dewan Komisaris diwajibkan untuk memiliki tingkat kehadiran minimal 75% dari jumlah rapat yang dilaksanakan selama 1 (satu) tahun buku. Pemanggilan rapat dilakukan oleh Presiden Komisaris atau anggota Dewan Komisaris lainnya yang diberi kewenangan. [GRI 2-12-a]

Setiap anggota Dewan Komisaris memiliki hak dan kesempatan yang setara untuk menyampaikan pendapat. Pengambilan keputusan dalam rapat Dewan Komisaris ditentukan melalui pemungutan suara, dengan ketentuan bahwa minimal 2/3 (dua per tiga) dari anggota yang hadir memberikan persetujuan. [ACGS E.3.4.]

Perseroan menetapkan rencana penyelenggaraan rapat-rapat strategis pada awal tahun buku atau menjelang akhir tahun buku sebelumnya. Rencana ini antara lain mencakup rencana pelaksanaan RUPST, rapat Dewan Komisaris, rapat Direksi, rapat gabungan Dewan Komisaris dan Direksi, rapat Komite, rapat untuk pembahasan pelaksanaan tugas dan tanggung jawab Sekretaris Perusahaan, dan rapat dengan manajemen unit bisnis. Untuk tahun 2025, rencana penyelenggaraan rapat ditetapkan pada rapat Dewan Komisaris tanggal 6 Januari 2025. Selain rapat terjadwal, Dewan Komisaris juga memiliki fleksibilitas untuk menyelenggarakan rapat insidental untuk membahas hal-hal yang membutuhkan perhatian dan/atau pengambilan keputusan cepat. [ACGS E.3.1.]

Untuk meningkatkan efektivitas dan kelancaran rapat, Perseroan senantiasa berupaya memastikan bahwa setiap anggota Dewan Komisaris memperoleh akses materi rapat setidaknya 5 (lima) hari sebelum pelaksanaan rapat. Hal ini dimaksudkan agar setiap anggota Dewan Komisaris memiliki waktu yang memadai untuk melakukan kajian awal, sehingga diskusi dapat berjalan lebih efektif dan efisien. Perseroan juga memberikan fleksibilitas dalam bentuk penyelenggaraan rapat secara virtual, jika dibutuhkan, untuk memastikan partisipasi maksimal dari seluruh anggota Dewan Komisaris tanpa mengurangi kualitas diskusi dan pengambilan keputusan. [ACGS E.3.6.]

Selama tahun 2025, Dewan Komisaris telah melaksanakan 11 (sebelas) kali rapat, termasuk di antaranya 5 (lima) kali rapat gabungan dengan Direksi dan 1 (satu) kali rapat tanpa kehadiran pejabat eksekutif. Rapat tanpa kehadiran pejabat eksekutif dimaksudkan sebagai forum independen bagi Dewan Komisaris untuk mengevaluasi efektivitas kepemimpinan Direksi, termasuk aspek strategi, kepatuhan, dan pengelolaan risiko. Tingkat kehadiran Dewan Komisaris dalam rapat secara rata-rata adalah 97%. [GRI 2-12-c] [ACGS E.3.2.] [ACGS E.3.5.] [G-02]

Sebagai bentuk akuntabilitas dan transparansi pengambilan keputusan, seluruh keputusan rapat Dewan Komisaris didokumentasikan dalam risalah rapat yang ditandatangani oleh seluruh anggota Dewan Komisaris yang hadir dalam rapat. Risalah rapat menjadi dokumentasi resmi yang akan dijadikan referensi

functions, business sustainability, and GCG. The Company expects that holding this Board of Commissioners meeting will also serve as a means to identify potential strategic risks early on, and to review recommendations and reports of the Committees as part of the check and balance mechanism over the Board of Directors.

In relation to the provisions of OJK Regulation No. 33/POJK.04/2014, the Board of Commissioners holds meetings regularly at least once every 2 (two) months. Each member of the Board of Commissioners is required to have a minimum attendance rate of 75% of the total number of meetings held in 1 (one) financial year. The meeting is called by the President Commissioner or any other member of the Board of Commissioners who is authorised. [GRI 2-12-a]

Each member of the Board of Commissioners has equal rights and opportunities to express his/her opinions. Decision-making in the Board of Commissioners meeting is determined through voting, provided that at least 2/3 (two-thirds) of the members present give their approval. [ACGS E.3.4.]

The Company sets the schedule for strategic meetings at the beginning of the financial year or toward the end of the previous financial year. This plan includes, among others, plans for holding the AGM, meetings of the Board of Commissioners, meetings of the Board of Directors, joint meetings of the Board of Commissioners and the Board of Directors, meetings of the Committee, meetings to discuss the duties and responsibilities of the Corporate Secretary, and meetings with business unit management. For the year 2025, the meeting schedule was set at the Board of Commissioners meeting on January 6, 2025. In addition to scheduled meetings, the Board of Commissioners also has the flexibility to hold ad hoc meetings to discuss matters requiring attention and/or timely decision-making. [ACGS E.3.1.]

To enhance the effectiveness and efficiency of meetings, the Company consistently seeks to ensure that each member of the Board of Commissioners has access materials at least 5 (five) days before the meeting takes place. This is intended to provide each member of the Board of Commissioners with sufficient time for preliminary review, allowing discussions to proceed more effectively and efficiently. The Company also offers flexibility in the form of virtual meetings, if needed, to ensure maximum participation from all members of the Board of Commissioners without compromising the quality of discussions and decision-making. [ACGS E.3.6.]

During 2025, the Board of Commissioners held 11 (eleven) meetings, including 5 (five) joint meetings with the Board of Directors and 1 (one) meeting without the presence of the executives. The meeting without the presence of executives was intended as an independent forum for the Board of Commissioners to evaluate the effectiveness of the Board of Directors' leadership, including strategic, compliance, and risk management aspects. The average attendance rate of the Board of Commissioners at the meetings was 97%. [GRI 2-12-c] [ACGS E.3.2.] [ACGS E.3.5.] [G-02]

As a form of accountability and transparency in decision-making, all resolutions made at the Board of Commissioners meeting were documented in a minutes of the meeting signed by all members of the Board of Commissioners who were present at the meeting. The minutes of the meetings serve as official documentation that will

dalam pelaksanaan tindak lanjut, pemantauan keputusan, dan bahan evaluasi kinerja pengawasan untuk periode berikutnya.

be used as a reference for follow-up actions, resolution monitoring, and as material for evaluating supervisory performance for the next period.

Ringkasan rapat Dewan Komisaris pada tahun 2025 adalah sebagai berikut: [GRI 2-12-b] [GRI 2-12-c] [ACGS E.3.3.]

Summary of the meetings of the Board of Commissioners in 2025 was as follows: [GRI 2-12-b] [GRI 2-12-c] [ACGS E.3.3.]

Tanggal Date	Pembahasan Rapat Meeting Agenda	Pelaksanaan Execution	Kehadiran Attendance														% Kehadiran % of Attendance
			Dewan Komisaris Board of Commissioners						Direksi Board of Directors								
			FOW	HSK	EHL	RAS	STT	HPG	KC	LP	HT	DC	AS	DA	MA	TS*)	
6-Jan	• Membahas rencana pelaksanaan evaluasi kinerja untuk tahun 2024 dan rencana kerja untuk tahun 2025 • Discussed the plan for conducting performance evaluation plan for the year 2024 and work plan for the year 2025	Sudah dilaksanakan Executed	V	V	V	V	V	V	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%
22-Jan	• Membahas evaluasi anggaran untuk tahun buku 2024 dan rencana anggaran untuk tahun buku 2025 • Discussed the evaluation of the budget for the financial year 2024 and the plan for the financial year 2025	Sudah dilaksanakan Executed	V	V	V	V	V	V	V	V	V	V	V	V	V	N/A	100%
12-Feb	• Membahas rencana penggantian Kepala Unit Manajemen Risiko • Membahas evaluasi kinerja untuk tahun buku 2024 • Discussed the proposed replacement of the Head of Risk Management Unit • Discussed the performance evaluation for the financial year 2024	Sudah dilaksanakan Sudah dilaksanakan Executed Executed	V	V	V	V	V	V	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%
6-Mar	• Membahas laporan pelaksanaan tugas dan tanggung jawab Sekretaris Perusahaan pada H2-2024 • Membahas pelaksanaan pelatihan pada H2-2024 • Membahas penghargaan yang diterima Perseroan pada H2-2024 • Membahas *update* peraturan pada H2-2024	Sudah dilaksanakan Sudah dilaksanakan Sudah dilaksanakan Sudah dilaksanakan	V	V	V	V	V	V	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%

Tanggal Date	Pembahasan Rapat Meeting Agenda	Pelaksanaan Execution	Kehadiran Attendance														% Kehadiran % of Attendance
			Dewan Komisaris Board of Commissioners						Direksi Board of Directors								
			FOW	HSK	EHL	RAS	STT	HPG	KC	LP	HT	DC	AS	DA	MA	TS[1]	
	• Discussed the report on the implementation of the duties and responsibilities of the Corporate Secretary in H2-2024	Executed															
	• Discussed the implementation of training in H2-2024	Executed															
	• Discussed the awards received by the Company in H2-2024	Executed															
	• Discussed regulatory updates in H2-2024	Executed															
6-Mar	• Menelaah Laporan Keuangan Konsolidasian untuk tahun 2024	Sudah dilaksanakan	V	V	V	V	V	V	V	V	V	V	V	V	-	N/A	92%
	• Menyetujui penerbitan Laporan Keuangan Konsolidasian untuk tahun 2024	Sudah dilaksanakan															
	• Reviewed the Consolidated Financial Statements for the year 2024	Executed															
	• Approved the issuance of the Consolidated Financial Statements for the year 2024	Executed															
16-Apr	• Melakukan penilaian atas kinerja AP dan KAP untuk pelaksanaan jasa audit atas laporan keuangan konsolidasian Perseroan untuk tahun buku 2024 dan memberikan rekomendasi atas penunjukan AP dan KAP untuk melaksanakan jasa audit atas laporan keuangan konsolidasian Perseroan untuk tahun buku 2025	Sudah dilaksanakan	V	-	V	V	V	V	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	83%
	• Melakukan pembahasan draf Laporan Tahunan untuk tahun buku 2024	Sudah dilaksanakan															

Tanggal Date	Pembahasan Rapat Meeting Agenda	Pelaksanaan Execution	Kehadiran Attendance														% Kehadiran % of Attendance
			Dewan Komisaris Board of Commissioners						Direksi Board of Directors								
			FOW	HSK	EHL	RAS	STT	HPG	KC	LP	HT	DC	AS	DA	MA	TS[1]	
	• Evaluated the performance of the AP and KAP in relation to the audit of the Company's consolidated financial statements for the financial year 2024, and provided a recommendation on the appointment of the AP and KAP to conduct the audit of the Company's consolidated financial statements for the financial year 2025	Executed															
	• Discussed the draft Annual Report for the financial year 2024	Executed															
22-Mei	• Menerima usulan susunan Dewan Komisaris dan Direksi dari Komite Nominasi dan Remunerasi	Sudah dilaksanakan	V	V	V	V	V	V	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%
	• Membahas usulan remunerasi Dewan Komisaris dan Direksi untuk tahun 2025	Sudah dilaksanakan															
	• Menyetujui penunjukan pimpinan RUPS	Sudah dilaksanakan															
	• Membahas usulan penyelenggaraan program pelatihan pengurus	Sudah dilaksanakan															
	• Received the proposed composition of the Board of Commissioners and Directors from the Nomination and Remuneration Committee	Executed															
	• Discussed the proposed remuneration of the Board of Commissioners and the Board of Directors for the year 2025	Executed															
	• Approved the appointment of the chairperson of the GMS	Executed															
	• Discussed the proposed management training program	Executed															

Tanggal Date	Pembahasan Rapat Meeting Agenda	Pelaksanaan Execution	Kehadiran Attendance														% Kehadiran % of Attendance
			Dewan Komisaris Board of Commissioners						Direksi Board of Directors								
			FOW	HSK	EHL	RAS	STT	HPG	KC	LP	HT	DC	AS	DA	MA	TS[1]	
22-May	• Menelaah Laporan Keuangan Konsolidasian Interim Q1-2025 • Menyetujui penerbitan Laporan Keuangan Konsolidasian Interim Q1-2025 • Membahas *update* kegiatan bisnis pada Q1-2025 • Reviewed the Interim Consolidated Financial Statements for Q1-2025 • Approved the issuance of the Interim Consolidated Financial Statements for Q1-2025 • Discussed updates on business activities in Q1-2025	Sudah dilaksanakan Sudah dilaksanakan Sudah dilaksanakan Executed Executed Executed	V	V	V	V	V	V	V	V	V	V	V	V	V	N/A	100%
23-Jul	• Menindaklanjuti keputusan RUPS dan menyetujui penunjukan AP dan KAP untuk tahun buku 2025 • Menyetujui remunerasi Dewan Komisaris dan Direksi untuk tahun 2025 • Menyetujui penyelenggaraan pelatihan pengurus • Followed up on the GMS resolutions and approved the appointment of AP and KAP for the financial year 2025 • Approved remuneration of the Board of Commissioners and the Board of Directors for the year 2025 • Approved the implementation of management training program	Sudah dilaksanakan Sudah dilaksanakan Sudah dilaksanakan Executed Executed Executed	V	V	V	V	V	V	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	100%
2-Sept	• Menelaah Laporan Keuangan Konsolidasian Interim H1-2025 • Menyetujui penerbitan Laporan Keuangan Konsolidasian Interim H1-2025 • Membahas *update* kegiatan bisnis pada H1-2025	Sudah dilaksanakan Sudah dilaksanakan Sudah dilaksanakan	V	V	V	V	V	V	V	V	V	V	V	V	V	V	100%

Tanggal Date	Pembahasan Rapat Meeting Agenda	Pelaksanaan Execution	Kehadiran Attendance														% Kehadiran % of Attendance
			Dewan Komisaris Board of Commissioners						Direksi Board of Directors								
			FOW	HSK	EHL	RAS	STT	HPG	KC	LP	HT	DC	AS	DA	MA	TS*)	
	• Reviewed the Interim Consolidated Financial Statements for H1-2025	Executed															
	• Approved the issuance of the Interim Consolidated Financial Statements for H1-2025	Executed															
	• Discussed updates on business activities in H1-2025	Executed															
25-Nov	• Menelaah Laporan Keuangan Konsolidasian Interim Q3-2025	Sudah dilaksanakan	V	V	V	V	V	V	V	-	V	V	V	V	V	V	92%
	• Menyetujui penerbitan Laporan Keuangan Konsolidasian Interim Q3-2025	Sudah dilaksanakan															
	• Membahas *update* kegiatan bisnis pada Q3-2025	Sudah dilaksanakan															
	• Reviewed the Interim Consolidated Financial Statements for Q3-2025	Executed															
	• Approved the issuance of the Interim Consolidated Financial Statements for Q3-2025	Executed															
	• Discussed updates on business activities in Q3-2025	Executed															
Kehadiran / Attendance			11/11	10/11	11/11	11/11	11/11	11/11	5/5	4/5	5/5	5/5	5/5	5/5	4/5	2/2	**97%**
% kehadiran / % of attendance			100%	91%	100%	100%	100%	100%	100%	80%	100%	100%	100%	100%	80%	100%	

Keterangan / Notes:
Rapat Gabungan / Joint Meeting

- FOW : Franky Oesman Widjaja
- HSK : Handhianto Suryo Kentjono, Ph.D.
- EHL : Dr.-Ing. Evita Herawati Legowo
- RAS : Dr. Robert Arthur Simanjuntak
- STT : Ir. F.X. Sutijastoto, M.A.
- HPG : Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc.
- KC : Lay Krisnan Cahya
- LP : Lokita Prasetya
- HT : Hermawan Tarjono
- DC : Daniel Cahya
- AS : Alex Sutanto
- DF : David Fernando Audy
- MA : Mona Angelique Susanto
- TS : Timotius Max Sulaiman, S.E.

*) Diangkat sebagai anggota Direksi efektif sejak 18 Juni 2025
*) Appointed as a member of the Board of Directors effective on June 18, 2025

Penilaian Kinerja, Remunerasi, dan Prosedur Penetapan Remunerasi Dewan Komisaris [ACGS E.5.5.] [ACGS E.5.6.] [G-04]

Informasi mengenai penilaian kinerja, remunerasi, dan prosedur penetapan remunerasi Dewan Komisaris dapat dilihat pada bagian Governansi Korporat, sub-bagian Komite Nominasi dan Remunerasi.

Performance Evaluation, Remuneration, and Procedure for Determining Remuneration of the Board of Commissioners [ACGS E.5.5.] [ACGS E.5.6.] [G-04]

Information regarding performance evaluation, remuneration, and procedure for determining the remuneration of the Board of Commissioners can be seen in the Corporate Governance section, Nomination and Remuneration Committee subsection.

Penilaian Dewan Komisaris atas Kinerja Direksi, Komite Audit, Komite Manajemen Risiko, serta Komite Nominasi dan Remunerasi Tahun 2025

Dewan Komisaris melakukan penilaian individual dan kolektif atas kinerja Direksi dan Komite sekurang-kurangnya 1 (satu) kali dalam setahun.

Proses evaluasi dilakukan berdasarkan prosedur dan kriteria yang telah ditetapkan, yang dapat mencakup, antara lain, aspek kinerja Perseroan secara keseluruhan, pencapaian target tahunan, kualitas analisis dan pengambilan keputusan strategis, efektivitas pelaksanaan fungsi pengawasan dan manajemen risiko, dan kualitas rekomendasi yang diberikan oleh masing-masing Komite kepada Dewan Komisaris dan Direksi.

Board of Commissioners' Evaluation on the Performance of the Board of Directors, Audit Committee, Risk Management Committee, as well as Nomination and Remuneration Committee in 2025

The Board of Commissioners conducts individual and collective evaluations of the performance of the Board of Directors and the Committees at least once a year.

The evaluation process is carried out based on established procedures and criteria, which may include, among other things, the overall performance of the Company, the achievement of annual targets, the quality of analysis and strategic decision-making, the effectiveness of the supervision and risk management functions, and the quality of the recommendations provided by each Committee to the Board of Commissioners and the Board of Directors.

Kriteria yang Dipertimbangkan dalam Evaluasi Kinerja
Criteria Considered in the Performance Evaluation

Pemahaman terhadap industri, bisnis, tugas, wewenang, dan tanggung jawab	Understanding of the industry, business, tasks, authority, and responsibilities
Komitmen waktu, kehadiran dan kesiapan untuk hadir dalam rapat	Time commitment, attendance, and preparedness at meetings
Kontribusi dan efektivitas dalam melakukan pengawasan terhadap pelaksanaan kepatuhan, pelaporan keuangan, pengendalian internal, manajemen risiko, audit internal, transaksi afiliasi, transaksi material, dan transaksi benturan kepentingan	Contribution and effectiveness in supervising compliance implementation, financial reporting, internal controls, risk management, internal audit, related party transactions, material transactions, and conflict of interest transactions
Kemampuan memberikan masukan strategis berdasarkan pengalaman dan wawasan industri	Ability to provide strategic input based on industry experience and insights
Kemampuan untuk bekerja sama dalam tim	Ability to work collaboratively in a team
Integritas dalam menjalankan tugas, wewenang, dan tanggung jawab	Integrity in carrying out duties, authority, and responsibilities

Informasi mengenai kriteria yang dipertimbangkan dalam evaluasi kinerja Direksi, Komite Audit, Komite Manajemen Risiko, serta Komite Nominasi dan Remunerasi dan prosedur penilaian dan penetapan remunerasi Direksi, Komite Audit, Komite Manajemen Risiko, serta Komite Nominasi dan Remunerasi dapat dilihat pada bagian Governansi Korporat, sub-bagian Direksi – Penilaian Kinerja dan Remunerasi Direksi, sub-bagian Komite Audit, Komite Manajemen Risiko, serta Komite Nominasi dan Remunerasi.

Penilaian atas kinerja Direksi dan Komite tahun 2025 telah dilaksanakan oleh Dewan Komisaris pada bulan Maret 2026.

Information regarding the criteria considered in evaluating the performance of the Board of Directors, Audit Committee, Risk Management Committee may be seen in the Corporate Governance section, Board of Directors – Performance Evaluation and Remuneration of the Board of Directors subsection, Audit Committee, Risk Management Committee, as well as Nomination and Remuneration Committee.

The performance evaluation of the Board of Directors for 2025 was conducted by the Board of Commissioners in March 2026.

Berdasarkan hasil evaluasi terhadap kinerja Direksi, Dewan Komisaris menilai bahwa Direksi telah menjalankan fungsi manajerial dan tanggung jawab kepemimpinan dengan baik, profesional, dan sesuai dengan prinsip-prinsip GCG. Direksi dinilai berhasil mengelola kegiatan operasional perusahaan secara efektif dan efisien, mencapai target-target strategis yang telah ditetapkan, serta menjaga stabilitas kinerja keuangan dan operasional di tengah tantangan eksternal yang dinamis. Dewan Komisaris juga mencatat adanya peningkatan dalam aspek manajemen risiko, inovasi proses bisnis, dan penguatan budaya kepatuhan. [GRI 2-12-c]

Based on the evaluation results, the Board of Commissioners assessed that the Board of Directors had performed its managerial functions and leadership responsibilities well, professionally, and in accordance with GCG principles. The Board of Directors was deemed successful in effectively and efficiently managing the company's operational activities, achieving the established strategic targets, and maintaining financial and operational performance stability amidst dynamic external challenges. The Board of Commissioners also noted improvements in risk management aspects, business process innovation, and the strengthening of a compliance culture. [GRI 2-12-c]

Dalam melakukan evaluasi terhadap kinerja Komite Audit dan Komite Manajemen Risiko, Dewan Komisaris menilai sejauh mana komite-komite tersebut menjalankan perannya secara efektif dalam mendukung fungsi pengawasan Perseroan, khususnya terkait efektivitas sistem pengendalian internal, penanganan pelaporan pelanggaran, serta penerapan manajemen risiko di lingkungan Perseroan dan entitas anak. Berdasarkan hasil evaluasi tersebut, Dewan Komisaris menilai bahwa ketiga aspek tersebut telah dijalankan secara memadai, sesuai dengan standar yang ditetapkan, dan memberikan kontribusi positif terhadap penguatan sistem kepatuhan, pengelolaan risiko yang lebih terstruktur, serta peningkatan akuntabilitas di lingkungan organisasi. Meskipun demikian, Dewan Komisaris mencermati perlunya peningkatan berkelanjutan untuk menjaga relevansi dan efektivitas mekanisme pengawasan di tengah dinamika lingkungan bisnis yang terus berkembang. Perbaikan berkelanjutan yang disarankan, antara lain, (i) penguatan lebih lanjut atas kedalaman analisis dalam proses identifikasi dan penilaian risiko, (ii) percepatan tindak lanjut atas temuan pelanggaran dan rekomendasi perbaikan, (iii) penguatan sistem pengendalian internal yang lebih responsif terhadap perubahan operasional dan regulasi.

In evaluating the performance of the Audit Committee and the Risk Management Committee, the Board of Commissioners assessed the extent to which these committees effectively fulfilled their roles in supporting the Company's supervisory function, particularly on the effectiveness of the internal control system, the handling of whistleblowing, and the implementation of risk management within the Company and its subsidiaries. Based on the evaluation results, the Board of Commissioners assessed that these three aspects were adequately executed, in accordance with established standards, and made a positive contribution to strengthening the compliance system, more structured risk management, and increased accountability within the organization. Nevertheless, the Board of Commissioners noted the need for continuous improvement to maintain the relevance and effectiveness of the supervisory mechanism amidst the ever-evolving business environment. Suggested continuous improvements include (i) further strengthening the depth of analysis in the risk identification and assessment process, (ii) accelerating follow-up on violation findings and improvement recommendations, and (iii) strengthening the internal control system to be more responsive to operational and regulatory changes.

Dalam melakukan evaluasi terhadap kinerja Komite Nominasi dan Remunerasi, Dewan Komisaris menilai bahwa fungsi nominasi dan remunerasi telah dilaksanakan dengan cukup baik pada tahun 2025. Penilaian ini didasarkan pada sejumlah pertimbangan utama, antara lain efektivitas Komite Nominasi dan Remunerasi dalam mengkaji kebijakan nominasi serta remunerasi yang objektif, transparan, dan kompetitif, keterlibatan aktif Komite Nominasi dan Remunerasi dalam proses rekomendasi calon anggota Direksi baru, serta kepatuhan terhadap ketentuan perundang-undangan dan pedoman internal yang berlaku. [GRI 2-12-c]

In evaluating the performance of the Nomination and Remuneration Committees, the Board of Commissioners assessed that the nomination and remuneration functions were carried out adequately in 2025. This assessment was based on several key considerations, including the effectiveness of the Nomination and Remuneration Committees in reviewing objective, transparent, and competitive nomination and remuneration policies, the active involvement of the Nomination and Remuneration Committees in the recommendation process for a new member of the Board of Directors, and compliance with applicable laws and regulations and internal guidelines. [GRI 2-12-c]

Dewan Komisaris berkomitmen untuk terus memperkuat peran Komite Audit, Komite Manajemen Risiko, dan Komite Nominasi dan Remunerasi untuk menghadapi tantangan yang semakin kompleks dan dinamika industri yang terus berkembang di masa depan dan mendukung tata kelola perusahaan yang efektif. Komitmen ini diharapkan menjadi bagian dari upaya berkelanjutan dalam menjaga integritas organisasi, meningkatkan kepercayaan pemangku kepentingan, dan melindungi nilai jangka panjang pemegang saham. [GRI 2-12-c] [ACGS E.3.20.]

The Board of Commissioners is committed to continuously strengthening the roles of the Audit Committee, the Risk Management Committee, and the Nomination and Remuneration Committee to address the increasingly complex challenges and evolving industry dynamics in the future and support effective corporate governance. This commitment is expected to be part of ongoing efforts to maintain organizational integrity, enhance stakeholder trust, and protect long-term shareholder value. [GRI 2-12-c] [ACGS E.3.20.]

Peningkatan Kompetensi bagi Anggota Dewan Komisaris

Competency Development for Members of the Board of Commissioners

Perseroan mendorong setiap anggota Dewan Komisaris untuk berpartisipasi secara aktif dalam pelatihan sekurang-kurangnya 1

The Company encourages each member of the Board of Commissioners to actively participate in training at least once

(satu) kali dalam setahun, dengan durasi pelatihan minimal 12 (dua belas) jam. Pelatihan ini dimaksudkan untuk memastikan Dewan Komisaris tetap memiliki pemahaman yang terkini dan menyeluruh mengenai isu-isu strategis yang berdampak pada keberlangsungan dan tata kelola Perseroan, termasuk dinamika regulasi, tren industri, manajemen risiko, keberlanjutan, serta transformasi digital. Dengan wawasan yang diperbarui secara berkala, Dewan Komisaris diharapkan mampu menjalankan fungsi pengawasan yang semakin tajam, memberikan arahan strategis yang bernilai tambah, serta menjaga agar kebijakan dan operasional perusahaan tetap sejalan dengan prinsip GCG. [GRI 2-17-a] [G-05]

a year, with a minimum training duration of 12 (twelve) hours. This training is intended to ensure that members of the Board of Commissioners remain updated and well informed about strategic issues impacting the sustainability and governance of the Company, including regulatory dynamics, industry trends, risk management, sustainability, and digital transformation. With regularly updated insights, the Board of Commissioners is expected to perform its supervisory function more effectively, provide value-added strategic direction, and ensure that company policies and operations remain aligned with GCG principles. [GRI 2-17-a] [G-05]

Pada tahun 2025, anggota Dewan Komisaris Perseroan telah mengikuti lokakarya/pelatihan/seminar berikut: [GRI 2-17-a]

In 2025, members of the Company's Board of Commissioners attended the following workshop/training/seminar: [GRI 2-17-a]

Nama & Jabatan Name & Position	**Lokakarya/Pelatihan/Seminar** Workshop/Training/Seminar	**Tempat, Tanggal** Place, Date	**Penyelenggara** Organizer
Franky Oesman Widjaja Presiden Komisaris President Commissioner	*7th International Conference on Oil Palm and Environment 2025 - Oil Palm Agro-Ecological Transformation: Towards Climate-and Nature-Positive Agriculture*	Bali, 12-14 Februari/February	PT Sinar Mas Agro Resources & Technology Tbk (SMART), Agricultural Research Centre for International Development (CIRAD), WWF Indonesia (WWF)
	Ecosperity Week 2025 - Asia's Race Towards 2030: All Systems Go	Singapore, 5-8 Mei/May	Temasek
	Sinar Mas Olympic Plantation Conference 2025 - Beyond Excellence	Bali, 9 Mei/May	SMART, CIRAD, WWF Indonesia
	Grow Asia Investment Forum 2025 - Unlocking Capital for Asia's Agri-Food Future	Bali, 17 September/September	Grow Asia, Impact Week 2025
	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	Indonesia International Sustainability Forum 2025 - Bersama Menuju Masa Depan Berkelanjutan: Investasi, Inovasi, dan Inklusivitas	Jakarta, 10-11 Oktober/October	Kamar Dagang dan Industri Indonesia, Kementerian Investasi dan Hilirisasi/Badan Koordinasi Penanaman Modal, Kementerian Koordinator Bidang Infrastruktur
Handhianto Suryo Kentjono, Ph.D. Komisaris Commissioner	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	AI Academy : Introduction to Executives	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir		
	Regulasi Teknologi Digital	Jakarta, 12 November/November	
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
	Sistem Pembayaran		
	Cryptocurrency		
Dr.-Ing. Evita Herawati Legowo Komisaris Independen Independent Commissioner	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Teknologi Digital	Jakarta, 12 November/November	
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
	Sistem Pembayaran		
	Cryptocurrency		

Nama & Jabatan Name & Position	Lokakarya/Pelatihan/Seminar Workshop/Training/Seminar	Tempat, Tanggal Place, Date	Penyelenggara Organizer
Dr. Robert Arthur Simanjuntak Komisaris Independen Independent Commissioner	*Building Sustainable Banking with Purpose and Performance*	Jakarta, 28 Juli/July	ITSB Innovation & Research Center (IIRC)
	Risk & Governance Summit 2025 - Empowering the GRC Ecosystem to Drive Economic Growth and National Resilience	Jakarta, 19 Agustus/August	OJK
	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	AI Academy : Introduction to Executives	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir		
	Regulasi Teknologi Digital	Jakarta, 12 November/November	
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
Ir. F.X. Sutijastoto, M.A. Komisaris Independen Independent Commissioner	*Risk & Governance Summit 2025 - Empowering the GRC Ecosystem to Drive Economic Growth and National Resilience*	Jakarta, 19 Agustus/August	OJK
	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Teknologi Digital	Jakarta, 12 November/November	
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
	Sistem Pembayaran		
	Cryptocurrency		
Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc. Komisaris Independen Independent Commissioner	*Risk & Governance Summit 2025 - Empowering the GRC Ecosystem to Drive Economic Growth and National Resilience*	Jakarta, 19 Agustus/August	OJK
	AI Academy: Introduction to Executives	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Teknologi Digital	Jakarta, 12 November/November	
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
	Sistem Pembayaran		
	Cryptocurrency		

Untuk mendukung peningkatan kapasitas dan pemahaman Dewan Komisaris dan Direksi terhadap praktik GCG dan memperkuat implementasi GCG secara berkelanjutan melalui akses pada pelatihan, forum diskusi, dan jejaring profesional, sejak diluncurkannya keanggotaan IICD pada bulan September 2025, Perseroan telah bergabung secara resmi sebagai anggota IICD.

To support the capacity building and understanding of the Board of Commissioners and the Board of Directors regarding GCG practices and to strengthen the sustainable implementation of GCG through access to training, discussion forums, and professional networks, since the launch of IICD membership in September 2025, the Company officially joined as a member of IICD.

Hubungan Keluarga, Keuangan, dan Kepengurusan antara Anggota Dewan Komisaris, Direksi, Pengendali, dan Pemegang Saham Utama

Perseroan memahami bahwa independensi merupakan salah satu aspek penting yang diperlukan untuk menjaga integritas proses pengawasan dan pengambilan keputusan strategis. Oleh karena itu, keterbukaan atas hubungan afiliasi menjadi indikator penting dalam menilai objektivitas dan efektivitas peran pengurus Perseroan.

Untuk meningkatkan transparansi dan memfasilitasi pemangku kepentingan dalam memahami potensi konflik kepentingan yang dapat memengaruhi pengambilan keputusan, terutama dalam hal investasi, Perseroan mengungkapkan secara jelas informasi mengenai adanya atau tidaknya hubungan keluarga, hubungan keuangan, dan/atau kepengurusan antara anggota Dewan Komisaris dengan anggota Dewan Komisaris lainnya, antara anggota Dewan Komisaris dengan anggota Direksi, serta antara anggota Direksi dengan Pengendali dan Pemegang Saham Utama. Pengungkapan ini dimaksudkan untuk memberikan gambaran yang objektif tentang struktur hubungan internal di dalam Perseroan, sehingga potensi konflik kepentingan yang dapat memengaruhi integritas dan independensi dalam proses pengambilan keputusan dapat dinilai secara lebih transparan.

Hingga periode pelaporan, selain Bapak Franky Oesman Widjaja, yang merupakan Pengendali Perseroan, seluruh anggota Dewan Komisaris lainnya tidak memiliki hubungan afiliasi, baik secara keluarga, keuangan, maupun kepengurusan dengan sesama anggota Dewan Komisaris, anggota Direksi, Pengendali, maupun Pemegang Saham Utama. [GRI 2-15-b]

Melalui pengungkapan ini, Perseroan memastikan bahwa pemangku kepentingan memiliki akses terhadap informasi penting untuk menilai tingkat independensi serta menjamin bahwa pengambilan keputusan dijalankan secara profesional, akuntabel, dan bebas dari konflik kepentingan.

Informasi lebih lanjut mengenai hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Dewan Komisaris lainnya, antara anggota Dewan Komisaris dengan anggota Direksi, serta antara anggota Dewan Komisaris dengan Pengendali dan Pemegang Saham Utama dapat dilihat pada bagian Profil Perusahaan, sub-bagian Matriks Hubungan Afiliasi Dewan Komisaris dan Direksi.

Rangkap Jabatan Dewan Komisaris [GRI 2-15-b] [ACGS E.2.6.]

Ketentuan Rangkap Jabatan Dewan Komisaris	Provisions on the Concurrent Positions of the Board of Commissioners
Anggota Dewan Komisaris dapat merangkap paling banyak 5 (lima) jabatan, dengan memperhatikan ketentuan dalam Peraturan OJK No. 33/POJK.04/2014 dan Anggaran Dasar Perseroan, sebagai berikut: • anggota Dewan Komisaris dapat merangkap jabatan sebagai anggota Dewan Komisaris paling banyak pada 2 (dua) emiten atau perusahaan publik lain dan sebagai anggota Direksi paling banyak pada 2 (dua) emiten atau perusahaan publik lain	A member of the Board of Commissioners may hold no more than 5 (five) concurrent positions, by considering the provisions stipulated in OJK Regulation No. 33/POJK.04/2014 and the Company's Articles of Association, as follows: • a member of the Board of Commissioners may hold a concurrent office as a member of the Board of Commissioners in no more than 2 (two) other issuers or public companies and as a member of the Board of Directors in no more than 2 (two) issuers or public companies

Family, Financial, and Management Relationship between Members of the Board of Commissioners, Members of the Board of Directors, Controller, and Main Shareholders

The Company is aware that independency is one of the important aspects necessary to maintain the integrity of the oversight process and strategic decision-making. Therefore, transparency regarding affiliate relationships is a crucial indicator in evaluating the objectivity and effectiveness of the Company's management role.

To enhance transparency and facilitate stakeholders in understanding potential conflicts of interest that may affect decision-making, especially in terms of investment, the Company clearly discloses information regarding the existence or absence of family relationships, financial relationships, and/or management relationships between members of the Board of Commissioners and other members of the Board of Commissioners, between members of the Board of Commissioners and members of the Board of Directors, as well as between members of the Board of Directors and Controller and Main Shareholders. This disclosure is intended to provide an objective overview of the internal relationship structure within the Company, so that potential conflicts of interest in the decision-making process can be assessed more transparently.

As of the reporting period, other than Mr. Franky Oesman Widjaja, who is the Controller of the Company, all other members of the Board of Commissioners have no affiliation, either familial, financial, or managerial with other members of the Board of Commissioners, members of the Board of Directors, the Controller, or the Main Shareholders. [GRI 2-15-b]

Through this disclosure, the Company ensures that stakeholders have access to important information to assess the level of independency and guarantees that decision-making is carried out professionally, accountably, and free from conflicts of interest.

Affiliate relationships between members of the Board of Commissioners, between members of the Board of Commissioners and members of the Board of Directors, as well as between members of the Board of Commissioners and the Controller and Main Shareholders can be seen in the Company Profile section, Matrix of Affiliated Relationships between the Board of Commissioners and the Board of Directors sub-section.

Concurrent Positions of the Board of Commissioners [GRI 2-15-b] [ACGS E.2.6.]

- dalam hal anggota Dewan Komisaris tidak merangkap jabatan sebagai anggota Direksi, anggota Dewan Komisaris yang bersangkutan dapat merangkap jabatan sebagai anggota Dewan Komisaris paling banyak pada 4 (empat) emiten atau perusahaan publik lain
- anggota Dewan Komisaris dapat merangkap sebagai anggota komite paling banyak pada 4 (empat) komite pada emiten atau perusahaan publik lain, di mana yang bersangkutan juga menjabat sebagai anggota Direksi atau anggota Dewan Komisaris

Ketentuan rangkap jabatan ini berlaku sepanjang tidak bertentangan dengan peraturan perundang-undangan lainnya. Dalam hal terdapat peraturan perundang-undangan lain yang mengatur ketentuan mengenai rangkap jabatan yang berbeda dengan ketentuan sebagaimana diatur dalam Peraturan OJK No. 33/POJK.04/2014, berlaku ketentuan yang mengatur lebih ketat.

- in case the member of the Board of Commissioners is not holding concurrent office as a member of the Board of Directors, the relevant Board of Commissioners may hold concurrent office as a member of the Board of Commissioners in no more than 4 (four) other issuers or public companies
- a member of the Board of Commissioners may hold concurrent office as a committee member in no more than 4 (four) committees in other issuers or public companies in which the relevant person also serves as a member of the Board of Directors or the Board of Commissioners

These concurrent positions provisions apply as long as they do not conflict with other laws and regulations. In the event that there are other laws and regulations governing the provisions regarding concurrent positions that are different from the provisions as stipulated in OJK Regulation No. 33/POJK.04/2014, provisions that regulate more strictly apply.

Seluruh anggota Dewan Komisaris Perseroan telah memenuhi ketentuan rangkap jabatan sebagaimana dipersyaratkan dalam Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. [ACGS (P)E.2.3.]

All members of the Company's Board of Commissioners comply with the concurrent position provisions stipulated in OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. [ACGS (P)E.2.3.]

Evaluasi terhadap rangkap jabatan anggota Dewan Komisaris dilakukan secara berkala oleh Sekretaris Perusahaan dan Komite Nominasi dan Remunerasi. Dengan memenuhi ketentuan rangkap jabatan, Dewan Komisaris diharapkan dapat menjalankan fungsi pengawasan secara optimal dan fokus dalam mendukung pencapaian tujuan strategis Perseroan.

The evaluation of concurrent positions held by members of the Board of Commissioners is conducted periodically by the Corporate Secretary and the Nomination and Remuneration Committee. By complying with the concurrent position requirements, the Board of Commissioners is expected to perform its supervision function optimally and focus on supporting the achievement of the Company's strategic goals.

Informasi rangkap jabatan Dewan Komisaris pada perusahaan publik lainnya per 31 Desember 2025 dapat dilihat pada tabel berikut: [ACGS (P)E.2.3.]

Information on concurrent positions of the Board of Commissioners in other public companies as of December 31, 2025, can be seen in the following table: [ACGS (P)E.2.3.]

Nama & Jabatan di Perseroan Name & Position in the Company	**Perusahaan Publik Lain** Other Public Company		
	Perusahaan Company	**Bidang Usaha** Business Line	**Jabatan** Position
Franky Oesman Widjaja • Presiden Komisaris • Anggota Komite Nominasi dan Remunerasi • President Commissioner • Member of the Nomination and Remuneration Committee	PT Sinar Mas Agro Resources and Technology Tbk	Perkebunan Plantation	• Komisaris Utama • Anggota Komite Nominasi dan Remunerasi • President Commissioner • Member of the Nomination and Remuneration Committee
	PT Plaza Indonesia Realty Tbk	Properti Property	Komisaris Utama President Commissioner
Handhianto Suryo Kentjono, Ph.D. Komisaris Commissioner	-	-	-
Dr.-Ing. Evita Herawati Legowo • Komisaris Independen • Anggota Komite Manajemen Risiko • Independent Commissioner • Member of the Risk Management Committee	-	-	-
Dr. Robert Arthur Simanjuntak • Komisaris Independen • Ketua Komite Nominasi dan Remunerasi • Independent Commissioner • Chairperson of the Nomination and Remuneration Committee	PT Sinar Mas Agro Resources and Technology Tbk	Perkebunan Plantation	Anggota Komite Audit Member of the Audit Committee
	PT Bank Sinarmas Tbk	Perbankan Banking	Anggota Komite Audit Anggota Komite Pemantau Risiko Member of the Audit Committee Member of the Risk Monitoring Committee
	PT Bank Nano Syariah	Perbankan Banking	Anggota Komite Audit Anggota Komite Pemantau Risiko Member of the Audit Committee Member of the Risk Monitoring Committee

Nama & Jabatan di Perseroan Name & Position in the Company	Perusahaan Publik Lain Other Public Company		
	Perusahaan Company	Bidang Usaha Business Line	Jabatan Position
Ir. F.X. Sutijastoto, M.A. • Komisaris Independen • Ketua Komite Manajemen Risiko • Anggota Komite Audit • Independent Commissioner • Chairperson of the Risk Management Committee • Member of the Audit Committee	-	-	-
Dr. Hendrikus Passagi, S.Sos., S.H, M.H., M.Sc. • Komisaris Independen • Ketua Komite Audit • Anggota Komite Manajemen Risiko • Independent Commissioner • Chairperson of the Audit Committee • Member of the Risk Management Committee	-	-	-

Kepemilikan Saham Perseroan oleh Dewan Komisaris [ACGS D.1.3.] [ACGS D.1.4.]

Perseroan melarang anggota Dewan Komisaris untuk menyalahgunakan informasi material yang belum tersedia untuk publik untuk memperoleh keuntungan pribadi, termasuk yang dilakukan melalui praktik perdagangan orang dalam dan/atau penyalahgunaan dalam transaksi efek pribadi.

Selaras dengan hal tersebut, Piagam Dewan Komisaris Perseroan menetapkan sejumlah kewajiban yang harus dipenuhi oleh setiap anggota Dewan Komisaris, sebagai berikut:

- Kewajiban mengungkapkan kepemilikan saham
  Setiap anggota Dewan Komisaris wajib mengungkapkan kepemilikan sahamnya, yang meliputi jenis dan jumlah lembar saham di dalam Perseroan.
- Kewajiban melaporkan perubahan kepemilikan saham
  Setiap anggota Dewan Komisaris wajib melaporkan setiap perubahan atas kepemilikan saham Perseroan kepada Sekretaris Perusahaan selambat-lambatnya 1 (satu) hari sebelum melakukan transaksi saham Perseroan (jika ada), untuk dilaporkan oleh Sekretaris Perusahaan ke OJK dan BEI sesuai dengan peraturan yang berlaku. [ACGS A.7.1.]

Share Ownership of the Board of Commissioners in the Company [ACGS D.1.3.] [ACGS D.1.4.]

The Company prohibits members of the Board of Commissioners from misusing material non-public information for personal gain, including through insider trading and/or abusive self-dealing practices.

In line with this, the Charter of the Board of Commissioners of the Company stipulates some obligations that must be fulfilled by each member of the Board of Commissioners, as follows:

- Obligation to disclose share ownership
  Each member of the Board of Commissioners is required to report his/her share ownership, which include the types and number of shares in the Company.
- Obligation to report changes in share ownership
  Each member of the Board of Commissioners is required to report to the Corporate Secretary any changes of share ownership in the Company no later than 1 (one) day before entering into the transaction of the Company's share (if any), for the Corporate Secretary to report to the OJK and the IDX in accordance with applicable regulations. [ACGS A.7.1.]

Bapak Franky Oesman Widjaja (Presiden Komisaris Perseroan) memiliki saham dalam Perseroan secara tidak langsung melalui PT Sinar Mas Tunggal. Informasi mengenai kepemilikan saham Perseroan oleh Bapak Franky Oesman Widjaja dapat dilihat pada bagian Profil Perusahaan, sub-bagian Komposisi Pemegang Saham dan sub-bagian Struktur Perusahaan.

Selain Bapak Franky Oesman Widjaja, anggota Dewan Komisaris lainnya tidak memiliki saham di Perseroan, baik secara langsung maupun tidak langsung. [GRI 2-15-b]

Mr. Franky Oesman Widjaja (the President Commissioner of the Company) indirectly owns the Company's shares through PT Sinar Mas Tunggal. Information regarding the ownership of the Company's shares by Mr. Franky Oesman Widjaja can be seen in the Company Profile section, Shareholding Composition and Corporate Structure subsections.

Except for Mr. Franky Oesman Widjaja, none of the other members of the Board of Commissioners holds any shares in the Company, either directly or indirectly. [GRI 2-15-b]

Nama & Jabatan Name & Position	Jumlah Saham per 1 Jan 2025 Number of Shares as of Jan 1, 2025	Perdagangan Saham 1 Jan - 31 Des 2025 Shares Trading 1 Jan - 31 Dec 2025	Jumlah Saham per 31 Des 2025 Number of Shares as of Dec 31, 2025
Franky Oesman Widjaja[*)] Presiden Komisaris President Commissioner	4,615,523,200	-	4,615,523,200
Handhianto Suryo Kentjono, Ph.D. Komisaris Commissioner	0	-	0
Dr.-Ing. Evita Herawati Legowo Komisaris Independen Independent Commissioner	0	-	0
Dr. Robert Arthur Simanjuntak Komisaris Independen Independent Commissioner	0	-	0

Nama & Jabatan Name & Position	Jumlah Saham per 1 Jan 2025 Number of Shares as of Jan 1, 2025	Perdagangan Saham 1 Jan - 31 Des 2025 Shares Trading 1 Jan - 31 Dec 2025	Jumlah Saham per 31 Des 2025 Number of Shares as of Dec 31, 2025
Ir. F.X. Sutijastoto, M.A. Komisaris Independen Independent Commissioner	0	-	0
Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc. Komisaris Independen Independent Commissioner	0	-	0

Keterangan / Notes:
*) Kepemilikan saham melalui PT Sinar Mas Tunggal. Bapak Franky Oesman Widjaja adalah pemilik manfaat akhir dari PT Sinar Mas Tunggal, pemegang saham langsung Perseroan
*) Share ownership through PT Sinar Mas Tunggal. Mr. Franky Oesman Widjaja is the ultimate beneficial owner of PT Sinar Mas Tunggal, the direct shareholder of the Company

Selama tahun 2025, tidak terdapat transaksi saham Perseroan yang dilakukan oleh anggota Dewan Komisaris, sehingga per 31 Desember 2025 kepemilikan saham Perseroan oleh anggota Dewan Komisaris tidak mengalami perubahan. [ACGS D.5.1.]

Throughout 2025, there were no transactions involving the Company's shares made by the members of the Board of Commissioners, hence as of December 31, 2025, there were no changes in ownership of the Company's shares by the members of the Board of Commissioners. [ACGS D.5.1.]

Komisaris Independen

Komisaris Independen adalah anggota Dewan Komisaris yang tidak memiliki hubungan afiliasi dan kepentingan apa pun dengan Direksi, anggota Dewan Komisaris lainnya, Pengendali, maupun Pemegang Saham Utama Perseroan, sehingga tidak memengaruhi kemampuannya dalam bertindak untuk kepentingan perusahaan secara objektif, independen, dan tanpa benturan kepentingan.

Independent Commissioners

Independent Commissioner is a member of the Board of Commissioners who has no affiliation or interest with any of the members of the Board of Directors, other members of the Board of Commissioners, Controller, or Main Shareholders of the Company, hence not affecting his/her ability to act in the Company's best interests objectively, independently, and without conflict of interest.

Tugas Komisaris Independen

Selain melakukan tugas umum anggota Dewan Komisaris, Komisaris Independen menjalankan beberapa tugas tambahan, antara lain:
- mendorong perlakuan yang adil terhadap pemegang saham minoritas, untuk memastikan bahwa hak-hak pemegang saham minoritas dilindungi dan tidak terabaikan dalam pengambilan keputusan strategis Perseroan [G-08]
- memberikan masukan yang konstruktif untuk menjaga kepentingan masyarakat di sekitar wilayah operasional Perseroan dan entitas anak serta memastikan bahwa kepentingan para pemangku kepentingan lainnya diperhatikan
- mengawasi kepatuhan pada peraturan dan perundangan yang berlaku
- meningkatkan akuntabilitas organ-organ di dalam Perseroan
- meninjau dan memberikan penilaian atas transaksi dengan pihak berelasi yang material untuk memastikan bahwa transaksi tersebut dilakukan secara wajar dengan mempertimbangkan kepentingan Perseroan
- mengadakan rapat terpisah sekurangnya 1 (satu) kali dalam setahun, tanpa kehadiran pejabat eksekutif
- melakukan pengawasan terhadap penerapan prinsip keberlanjutan (ESG) untuk memastikan bahwa aspek lingkungan, sosial, dan tata kelola perusahaan diperhatikan dalam perencanaan dan operasional bisnis Perseroan
- mengawasi efektivitas pelaksanaan sistem pelaporan pelanggaran dan Kode Etik perusahaan

Duties of the Independent Commissioners

In addition to carrying out their general duties as members of the Board of Commissioners, Independent Commissioners also carry out several additional duties, such as:
- promote fair treatment towards minority shareholders, to ensure that the rights of minority shareholders are protected and not overlooked in the Company's strategic decision-making [G-08]
- provide constructive input to safeguard the interests of local communities surrounding the premises of the Company and its subsidiaries and ensure that the interests of other stakeholders are considered
- oversee the compliance with applicable laws and regulations
- increase the accountability of the organs within the Company
- review and evaluate material transactions with related parties to ensure that such transactions are carried out on an arm's length basis in the best interest of the Company
- hold a separate meeting at least once a year without the presence of executive officers
- supervise the implementation of sustainable principles (ESG) to ensure that environmental, social, and corporate governance aspects are considered in the Company's business planning and operations
- supervise the effectiveness of the whistleblowing system and the Code of Conduct of the company

Kriteria Umum Pengangkatan Komisaris Independen

Untuk memastikan penerapan prinsip independensi, integritas, dan profesionalisme, Perseroan menetapkan kriteria umum Komisaris Independen, sebagai berikut:
- bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya
- tidak mempunyai saham, baik langsung maupun tidak langsung, dalam Perseroan
- mampu melakukan perbuatan hukum

General Criteria for the Appointment of Independent Commissioners

To ensure the application of the principles of independence, integrity, and professionalism, the Company established general requirements for an Independent Commissioner as follows:
- has not worked or has the authority and responsibility to plan, lead, control, or supervise the activities of the Company in the last 6 (six) months, except for reappointment as an Independent Commissioner of the Company in the following period
- does not own shares, either directly or indirectly, in the Company
- has the ability to perform legal acts

- tidak pernah dinyatakan pailit atau menjadi anggota pengurus yang menyebabkan perusahaan dinyatakan pailit
- tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris lainnya, anggota Direksi, ataupun Pemegang Saham Utama Perseroan
- tidak mempunyai hubungan usaha, baik langsung maupun tidak langsung, dengan Perseroan
- memahami ketentuan perundang-undangan yang relevan
- memiliki integritas
- mampu berkomunikasi dan bekerja sama dengan orang lain
- memiliki wawasan, pengetahuan, dan pengalaman yang relevan dengan bisnis Perseroan

- has never been declared bankrupt or been a board member responsible for a company's bankruptcy
- has no affiliation with the Company, other members of the Board of Commissioners, members of the Board of Directors, or the Main Shareholders of the Company
- has no business relationship, either directly or indirectly, with the Company
- has a good understanding of relevant laws and regulations
- has integrity
- has the ability to communicate and cooperate with others
- has insight, knowledge, and experience relevant to the Company's business

Pengangkatan, Pemberhentian, dan Masa Jabatan Komisaris Independen

Usulan dan pemilihan Komisaris Independen dilakukan oleh Dewan Komisaris dengan memperhatikan rekomendasi Komite Nominasi, untuk kemudian diusulkan persetujuan pengangkatannya kepada pemegang saham Perseroan dalam RUPS.

Komisaris Independen diperkenankan untuk menjabat selama 2 (dua) periode masa jabatan dan dapat diangkat kembali untuk periode selanjutnya sepanjang Komisaris Independen yang bersangkutan menyatakan independensinya kepada RUPS. [GRI 2-10-b]

Adapun ketentuan sehubungan dengan pemberhentian atau berakhirnya jabatan Komisaris Independen, tata cara pengangkatan, penggantian, pemberhentian, atau pengunduran diri Komisaris Independen Perseroan dilakukan sesuai dengan tata cara pengangkatan, penggantian, pemberhentian, atau pengunduran diri Dewan Komisaris Perseroan.

Appointment, Dismissal, and Term of Office of Independent Commissioners

Recommendations and elections of Independent Commissioners are carried out by the Board of Commissioners by taking into account the recommendations from the Nomination Committee. Approval of such recommendations should then be proposed to the Company's shareholders at the GMS.

Each Independent Commissioner is allowed to serve for 2 (two) periods and may be re-appointed for another period as long as he/she declares his/her independency to the GMS. [GRI 2-10-b]

As for the provisions in connection with the dismissal or expiration of the position of the Independent Commissioner, the procedures for the appointment, replacement, dismissal, or resignation of the Company's Independent Commissioner are carried out by the procedures for the appointment, replacement, dismissal, or resignation of the Company's Board of Commissioners.

Untuk menjaga independensi pengawasan atas pengelolaan perusahaan dan hak pemegang saham, sejak tahun 2009 Perseroan telah mengangkat Komisaris Independen. Pada akhir tahun 2025, jumlah Komisaris Independen mewakili 67% dari total anggota Dewan Komisaris dimana hal ini telah memenuhi ketentuan OJK.

Untuk menegaskan komitmen Komisaris Independen Perseroan untuk bertindak secara objektif dan tanpa adanya benturan kepentingan dalam menjalankan fungsi pengawasannya, Komisaris Independen Perseroan telah memberikan pernyataan independensi kembali pada tanggal 22 Januari 2025. Pernyataan ini menjadi dasar hukum dan etik bahwa setiap keputusan atau rekomendasi yang diambil dijalankan tanpa adanya benturan kepentingan, dan semata-mata untuk kepentingan terbaik Perseroan dan pemangku kepentingan. [GRI 2-9-c]

To maintain the independency of supervision over the management of the company and shareholder rights, since 2009, the Company has appointed Independent Commissioners. As of the end of 2025, Independent Commissioners represent 67% of the Board of Commissioners, which complied with OJK's provisions.

To affirm the commitment of the Company's Independent Commissioners to act objectively and without any conflict of interest in carrying out their supervisory functions, the Company's Independent Commissioners provided a renewed independency statement on January 22, 2025. This statement serves as the legal and ethical basis that every decision or recommendation made is carried out without any conflict of interest, and solely for the best interests of the Company and its stakeholders. [GRI 2-9-c]

Direksi
Board of Directors

Direksi adalah organ Perseroan yang ditunjuk oleh dan bertanggung jawab kepada RUPS untuk menjalankan fungsi kepemimpinan dan kepengurusan strategis Perseroan, termasuk menjalankan mandat untuk mewakili Perseroan baik di dalam maupun di luar pengadilan, serta bertanggung jawab atas keberlanjutan dan penciptaan nilai jangka panjang perusahaan.

Setiap anggota Direksi memiliki kedudukan yang setara dalam struktur kepemimpinan, namun memiliki tugas, tanggung jawab, dan wewenang yang spesifik sesuai dengan lingkup tugas dan keahlian yang diamanahkan. Pembagian peran ini dirancang untuk memastikan efektivitas dan efisiensi pengelolaan dan ketepatan dalam pengambilan keputusan. Meskipun memiliki tanggung jawab individual di bidang masing-masing, setiap anggota Direksi berkolaborasi dan bekerja secara sinergis dalam merumuskan dan melaksanakan kebijakan strategis yang telah disepakati bersama untuk menjaga kohesivitas dan integritas dalam pengambilan keputusan yang mendukung keberlanjutan dan pertumbuhan jangka panjang Perseroan secara keseluruhan.

The Board of Directors is an organ of the Company appointed by and accountable to the GMS to perform the Company's strategic leadership and management functions, including executing the mandate to represent the Company both in and out of court, and is responsible for the company's sustainability and long-term value creation.

Each member of the Board of Directors holds an equal position but has specific duties, responsibilities, and authorities, according to the scope of their assigned tasks and expertise. This division of roles is designed to ensure the effectiveness and efficiency of management and accuracy in decision-making. Despite having individual responsibilities in their respective fields, each member of the Board of Directors collaborates and works synergistically in formulating and implementing agreed-upon strategic policies jointly to maintain cohesion and integrity in decision-making that supports the overall sustainability and long-term growth of the Company.

Piagam Direksi [ACGS E.1.1.]

Tugas, wewenang, dan tanggung jawab Direksi dilaksanakan dengan berlandaskan pada prinsip-prinsip yang tertuang secara sistematis dalam Piagam Direksi. Piagam ini mengatur secara komprehensif berbagai aspek penting yang menjadi pedoman normatif dan operasional dalam pelaksanaan tugas Direksi, termasuk struktur kewenangan, mekanisme pengambilan keputusan, etika kepemimpinan, serta batasan wewenang dan tanggung jawab kolektif dan individual dalam menjalankan roda organisasi secara efektif dan berintegritas dan mencerminkan komitmen Direksi terhadap transparansi, akuntabilitas, dan profesionalisme dalam setiap pengambilan keputusan strategis.

Piagam Direksi Perseroan diterbitkan pada tanggal 4 Desember 2015 dan memuat hal-hal sebagai berikut:

- Landasan Hukum
- Nilai dan Etika
- Komposisi dan Kriteria
- Pengangkatan, Pemberhentian, dan Masa Jabatan
- Program Orientasi dan Pelatihan
- Waktu Kerja
- Rangkap Jabatan
- Tanggung Jawab dan Wewenang
- Rapat
- Pelaporan
- Transparansi
- Larangan
- Sanksi

Dengan berpedoman pada Piagam Direksi, Direksi diharapkan mampu melaksanakan tugas dan tanggung jawab dalam mengelola perusahaan secara profesional, efektif, transparan, kompeten, independen, serta bertanggung jawab.

Piagam Direksi ini telah dipublikasikan di situs web Perseroan dan akan dievaluasi serta diperbarui secara berkala sebagaimana diperlukan.

Charter of the Board of Directors [ACGS E.1.1.]

The duties, authorities, and responsibilities of the Board of Directors are carried out based on the principles systematically outlined in the Charter of of the Board of Directors. This charter comprehensively regulates various important aspects that serve as normative and opretaional guidelines in the execution of the duties of the Board of Directors, including the structure of authority, decision-making mechanisms, leadership ethics, as well as the limitations of collective and individual authority and responsibility in effectively and integrally running the organization and reflecting the Board of Directors' commitment to transparency, accountability, and professionalism in every strategic decision-making process.

The Company's Charter of the Board of Directors was issued on December 4, 2015, and contains the following matters:

- Legal Basis
- Values and Ethics
- Composition and Criteria
- Appointment, Dismissal, and Term of Office
- Orientation and Training Programs
- Working Hours
- Concurrent Positions
- Responsibilities and Authorities
- Meetings
- Reporting
- Transparency
- Prohibitions
- Sanction

Guided by the Charter of the Board of Directors, the Board of Directors is expected to carry out its duties and responsibilities in managing the company in a professional, effective, transparent, competent, independent, and accountable manner.

This Charter of the Board of Directors is available on the Company's website and will be reviewed periodically as necessary.

Tugas, Wewenang, dan Tanggung Jawab Direksi [ACGS E.1.3.]

Tugas, wewenang, dan tanggung jawab Direksi diatur dalam Anggaran Dasar dan Piagam Direksi Perseroan.

Tugas

Direksi memiliki tugas sebagai berikut:

- merumuskan rencana jangka panjang Perseroan dan mengkaji serta menyetujui visi dan misi Perseroan minimal 1 (satu) kali dalam 5 (lima) tahun
- memimpin dan mengurus Perseroan sesuai dengan maksud dan tujuan Perseroan, dengan itikad baik dan kehati-hatian, untuk kepentingan Perseroan, tanpa adanya benturan kepentingan [ACGS A.8.2.] [G-09]
- menjalankan GCG, menciptakan struktur pengendalian internal, menjamin terselenggaranya fungsi audit internal Perseroan dalam setiap kegiatan usaha Perseroan sesuai dengan kebijakan atau arahan yang diberikan oleh Dewan Komisaris
- menyiapkan rencana pengembangan, rencana kerja, dan anggaran tahunan Perseroan, termasuk rencana lainnya yang berhubungan dengan pelaksanaan usaha dari Perseroan dan menyampaikannya kepada Dewan Komisaris untuk dimintakan persetujuan, sebelum dimulainya tahun buku yang akan datang, dengan memperhatikan peraturan perundang-undangan yang berlaku di pasar modal
- merancang dan menelaah struktur organisasi Perseroan secara berkala
- memelihara dan mengurus kekayaan Perseroan untuk kepentingan Perseroan
- mengadakan dan memelihara pembukuan dan administrasi Perseroan sesuai dengan kelaziman yang berlaku bagi suatu perusahaan

Duties, Authorities, and Responsibilities of the Board of Directors [ACGS E.1.3.]

Duties, authorities, and responsibilities of the Board of Directors are stipulated in the Company's Articles of Association and Charter of the Board of Directors.

Duties

The Board of Directors has the following duties:

- formulate the Company's long-term plan and review and approve the Company's vision and mission, for at least once every 5 (five) years
- lead and manage the Company in accordance with the Company's purpose and objective, in good faith and prudence, for the Company's interests, without any conflict of interest [ACGS A.8.2.] [G-09]
- implement GCG, create an internal control structure, ensure the implementation of the Company's internal audit function in every business activity of the Company in accordance with the policies or guidance from the Board of Commissioners
- prepare development plans, business plans, and annual budget of the Company, including any other plans related to the Company's business and convey them to the Board of Commissioners to obtain its approval, before the beginning of the next financial year, by taking into account the prevailing laws and regulations in the capital market
- design and review the organizational structure of the Company periodically
- maintain and manage the Company's assets for the Company's interest
- administer and maintain the Company's accounts and administration in accordance with the ordinary course of business

- menyusun sistem akuntansi berdasarkan prinsip pengendalian internal, terutama pemisahan fungsi pengurusan, pencatatan, penyimpanan, dan pengawasan
- memberikan pertanggungjawaban dan segala keterangan tentang keadaan dan jalannya Perseroan, berupa laporan kegiatan Perseroan, termasuk Laporan Keuangan, baik dalam bentuk Laporan Tahunan maupun dalam bentuk laporan berkala lainnya, menurut cara dan waktu yang ditentukan dalam Anggaran Dasar Perseroan dan/atau setiap kali diminta oleh Dewan Komisaris
- menyusun dan menyerahkan Laporan Keuangan Perseroan kepada AP untuk diperiksa
- menyediakan data dan informasi yang akurat, relevan, dan tepat waktu kepada Dewan Komisaris
- membentuk Unit Audit Internal yang dipimpin oleh Kepala Unit Audit Internal dan dapat membentuk komite atau unit lainnya (jika diperlukan)
- menindaklanjuti temuan audit dan rekomendasi dari Komite Audit, Unit Audit Internal, auditor eksternal, dan/atau hasil pengawasan otoritas yang berwenang
- menyampaikan laporan pertanggungjawaban atas pengurusan Perseroan selama 1 (satu) tahun kepada RUPS selambat-lambatnya 6 (enam) bulan setelah tahun buku Perseroan ditutup
- menyampaikan laporan dan keterbukaan informasi kepada OJK, BEI, dan instansi berwenang lainnya sesuai peraturan perundang-undangan yang berlaku
- melakukan Paparan Publik minimal 1 (satu) kali dalam setahun, sesuai prosedur dan persyaratan yang ditetapkan oleh peraturan perundang-undangan pasar modal yang berlaku
- membina hubungan kerja yang baik, terbuka, konstruktif, dan profesional dengan anggota Direksi lainnya, Dewan Komisaris, Komite, dan karyawan untuk kepentingan terbaik Perseroan
- melakukan evaluasi atas kinerja unit yang mendukung pelaksanaan tugas dan tanggung jawab Direksi
- menjalankan tugas-tugas lainnya sesuai dengan Anggaran Dasar Perseroan, keputusan RUPS, dan peraturan perundang-undangan yang berlaku

Wewenang

Kewenangan 2 (dua) orang Direktur secara bersama-sama sebagaimana diatur dalam Anggaran Dasar Perseroan, antara lain sebagai berikut:

- mewakili Perseroan, baik di dalam maupun di luar pengadilan tentang segala hal dan dalam segala kejadian
- mengikat Perseroan dengan pihak lain dan pihak lain dengan Perseroan
- dengan persetujuan Dewan Komisaris:
  - meminjam atau meminjamkan uang atas nama Perseroan
  - mendirikan suatu usaha atau turut serta pada perusahaan lain baik di dalam maupun di luar negeri
  - membeli barang yang tidak bergerak di luar kegiatan usaha sehari-hari dengan nilai lebih dari Rp5.000.000.000 (lima miliar Rupiah)
  - menyewa dan/atau menyewakan harta Perseroan di luar kegiatan usaha sehari-hari dengan nilai lebih dari Rp5.000.000.000 (lima miliar Rupiah)
  - menjual atau melepaskan hak-hak atas harta tetap dan perusahaan-perusahaan atau memberati harta kekayaan Perseroan yang nilainya kurang dari atau sampai dengan 50% (lima puluh persen) dari jumlah kekayaan bersih Perseroan
  - mengikat Perseroan sebagai penjamin yang nilainya kurang dari atau sampai dengan 50% (lima puluh persen) dari jumlah kekayaan bersih Perseroan
  - membeli perusahaan
- dengan persetujuan RUPS:
  - menjalankan perbuatan hukum sehubungan dengan transaksi benturan kepentingan
  - mengalihkan kekayaan Perseroan atau menjadikan jaminan utang kekayaan Perseroan, yang merupakan lebih dari 50% (lima puluh persen) jumlah kekayaan bersih Perseroan dalam 1 (satu) tahun buku, baik dalam 1 (satu) transaksi atau lebih, baik yang berkaitan satu sama lain maupun tidak, sesuai dengan ketentuan Pasal 102 UUPT
  - mengajukan kepailitan Perseroan

Tanggung Jawab

Setiap anggota Direksi bertanggung jawab secara tanggung renteng atas kerugian yang dialami Perseroan, apabila kerugian tersebut timbul akibat tindakan melanggar hukum, kelalaian, atau pelanggaran anggota Direksi dalam menjalankan tugasnya.

- develop an accounting system based on the principles of internal control, particularly on the separation of the management, recording, filing, and supervision functions
- deliver accountability and all information on the condition and the course of the Company, in the form of Company's activity reports, including Financial Statements, either in the form of Annual Reports or any other forms of periodic reports, in accordance with the procedure and schedule stipulated in the Articles of Association of the Company and/or anytime requested by the Board of Commissioners
- prepare and deliver the Company's Financial Statements to AP to be audited
- provide accurate, relevant, and timely data and information to the Board of Commissioners
- establish an Internal Audit Unit chaired by a Head of Internal Audit Unit and may form other committees or units (if necessary)
- follow up audit findings and recommendations from the Audit Committee, Internal Audit Unit, external auditor, and/or supervisory notice from competent authorities
- file accountability reports on the management of the Company for 1 (one) year to the GMS at the latest 6 (six) months after the closing of the financial year of the Company
- submit reports and information disclosures to OJK, IDX, and any other authorities in accordance with the prevailing laws and regulations
- hold a Public Expose at least once a year, in accordance with the procedure and requirements stipulated in the prevailing capital market laws and regulations
- maintain good, open, constructive, and professional working relationships with other members of the Board of Directors, Board of Commissioners, Committees, and employees in the best interests of the Company
- evaluate the performance of units that support in the implementation of the duties and responsibilities of the Board of Directors
- carry out other duties in accordance with the Company's Articles of Association, GMS' resolutions, and applicable laws and regulations

Authorities

The collective authority of 2 (two) Directors according to the Company's Articles of Association, includes the following:

- represent the Company, either inside or outside the court regarding all matters and in all events
- bind the Company with other parties and to bind other parties with the Company
- with approval of the Board of Commissioners:
  - borrow or lend money on behalf of the Company
  - establish businesses or participate in other domestic or foreign companies
  - purchase fixed assets other than those of daily business activities with a value of more than Rp5,000,000,000 (five billion Rupiah)
  - rent and/or lease out the Company's assets other than those of daily business activities with a value of more than Rp5,000,000,000 (five billion Rupiah)
  - sell or release the rights of fixed assets and companies or encumber fixed assets of the Company with a value of up to 50% (fifty percent) of the Company's net worth
  - bind the Company as a guarantor with the value of up to 50% (fifty percent) of the Company's net worth
  - acquire a company
- with the approval of the GMS:
  - carry out legal actions related to conflict-of-interest transactions
  - transfer or collateralize the assets of the Company, which is more than 50% (fifty percent) of the total net worth of the Company in 1 (one) financial year, in 1 (one) transaction or more, related to one another or not, by the provisions of Article 102 of UUPT
  - file for bankruptcy of the Company

Responsibilities

Each member of the Board of Directors is jointly and severally liable for the losses sustained by the Company if such losses arise from the unlawful acts, negligence, or breaches by the members of the Board of Directors in carrying out their duties.

Anggota Direksi tidak dapat dimintakan pertanggungjawaban atas kerugian Perseroan apabila dapat membuktikan bahwa:
- kerugian tersebut bukan karena kesalahan atau kelalaiannya
- anggota Direksi telah melakukan pengurusan dengan itikad baik, tanggung jawab, dan kehati-hatian, untuk kepentingan Perseroan, dan sesuai dengan maksud dan tujuan Perseroan
- anggota Direksi tidak mempunyai kepentingan pribadi, baik langsung maupun tidak langsung, atas tindakan pengurusan yang mengakibatkan kerugian
- anggota Direksi telah mengambil tindakan untuk mencegah timbulnya atau berlanjutnya kerugian tersebut

Untuk menjaga objektivitas dan integritas pengambilan keputusan, Perseroan mensyaratkan anggota Direksi tertentu untuk tidak terlibat dalam pembahasan rapat pada agenda tertentu dalam hal anggota Direksi yang bersangkutan memiliki benturan kepentingan dengan agenda yang akan dibahas. Perseroan juga melarang anggota Direksi untuk mewakili Perseroan dalam hal terjadi perkara di pengadilan antara Perseroan dengan anggota Direksi yang bersangkutan, atau anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perseroan, atau anggota Direksi yang bersangkutan sedang diberhentikan untuk sementara waktu. [GRI 2-15-a] [ACGS A.8.2.] [G-09]

The member of the Board of Directors shall not be held liable for any loss sustained by the Company if he/she can prove that:
- the loss is not due to his/her fault or negligence
- he/she has conducted management in good faith, responsibility, and prudence, for the interest of the Company and in line with the aims and objectives of the Company
- he/she has no personal interest, either directly or indirectly, in the management actions that result in losses
- he/she has taken the necessary measures to prevent the occurrence or continuation of such losses

To maintain objectivity and integrity in decision-making, the Company requires certain members of the Board of Directors not to be involved in meeting discussions on certain agendas in the event that the member of the Board of Directors concerned has a conflict of interest with the agenda to be discussed. The Company also prohibits members of the Board of Directors from representing the Company in the event that a particular member of the Board of Directors has an ongoing case in court against the Company, or he/she has conflicts of interest with the Company, or he/she is being temporarily dismissed. [GRI 2-15-a] [ACGS A.8.2.] [G-09]

Komposisi dan Keberagaman Direksi [GRI-2-9-c]

Komposisi Direksi Perseroan ditentukan sesuai dengan Anggaran Dasar dan Piagam Direksi Perseroan, yang menetapkan bahwa jumlah anggota Direksi Perseroan paling sedikit terdiri dari 3 (tiga) orang anggota, dengan kepemimpinan dijalankan oleh seorang Presiden Direktur. Untuk mendukung efektivitas pengelolaan, salah satu anggota Direksi dapat ditunjuk untuk menjabat sebagai Wakil Presiden Direktur.

Sebagai bentuk kepatuhan terhadap peraturan yang berlaku, Perseroan juga merujuk pada Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yang mewajibkan setiap Emiten atau Perusahaan Publik untuk memiliki paling kurang 2 (dua) anggota, dengan sekurang-kurangnya 1 (satu) orang menjabat sebagai direktur utama atau presiden direktur.

Pada tahun 2025, Perseroan melakukan penambahan 1 (satu) orang anggota Direksi, dengan masa jabatan sesuai dengan masa jabatan anggota Direksi lainnya. Penambahan ini dilakukan untuk memperkuat pengelolaan perusahaan, untuk menjawab kebutuhan perusahaan yang semakin kompleks, seiring dengan pertumbuhan skala usaha dan meningkatnya dinamika industri yang dihadapi Perseroan. Dengan penambahan ini, Direksi Perseroan terdiri dari 8 (delapan) orang anggota, termasuk di antaranya 1 (satu) orang Presiden Direktur dan 1 (satu) orang Wakil Presiden Direktur.

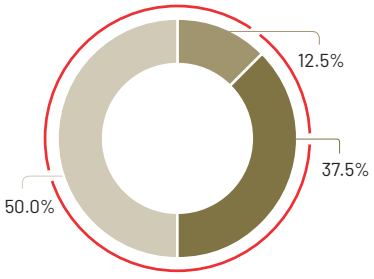
Composition and Diversity of the Board of Directors [GRI-2-9-c]

The composition of the Company's Board of Directors is determined in accordance with the Company's Articles of Association and the Charter of the Board of Directors, which stipulate that the number of members of the Board of Directors shall consist of at least 3 (three) members, chaired by a President Director. To support effective management, one member of the Board of Directors may be appointed to serve as Vice President Director.

As a form of compliance with applicable regulations, the Company also refers to OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, which required each Issuer or Public Company to have at least 2 (two) members, with at least 1 (one) person serving as the president director or managing director.

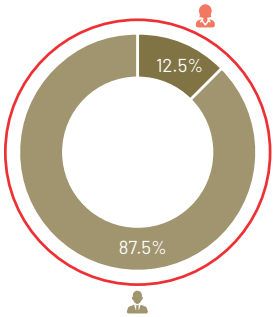
In 2025, the Company added 1 (one) member to the Board of Directors, with a term of office consistent with that of the other members of the Board of Directors. This addition is made to strengthen the company's management, to meet the increasingly complex needs of the company, in line with the growth of the business scale and the increasing industry dynamics faced by the Company. With this addition, the Board of Directors of the Company consists of 8 (eight) members, including 1 (one) President Director and 1 (one) Vice President Director.

Berdasarkan Pendidikan
By Education



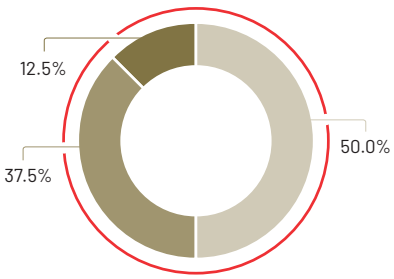
Doktor / Doctor
Magister / Master
Sarjana / Bachelor

Berdasarkan Komposisi dan Jenis Kelamin
By Composition and Gender



Laki-laki/Male
Perempuan/Female

Berdasarkan Usia
By Age



61 - 70 Tahun / Years Old
51-60 Tahun / Years Old
≤ 50 Tahun / Years Old

Perseroan memahami bahwa keberagaman dalam anggota Direksi sangat penting untuk menjaga efektivitas pengambilan keputusan dan pengurusan/pengelolaan perusahaan, mempertahankan keunggulan kompetitif, dan meningkatkan kinerja keberlanjutan Perseroan secara terukur. Oleh karena itu, dalam menetapkan jumlah dan komposisi Direksi, Perseroan mempertimbangkan kondisi Perseroan dan efektivitas pengambilan keputusan dan pengelolaan perusahaan, keberagaman latar belakang, kompetensi, usia, dan pengalaman kerja masing-masing anggota – tanpa membedakan suku, agama, jenis kelamin, dan ras. Masing-masing anggota Direksi memiliki komitmen, pengetahuan, kemampuan, pengalaman, dan keahlian di bidang yang dibutuhkan Perseroan. [ACGS (B).E.1.2.]

The Company acknowledges that diversity among members of the Board of Directors is very important to maintain the effectiveness of decision-making and management of the company, maintain a competitive advantage, and improve the Company's sustainable performance measurably. Therefore, in determining the number and composition of the Board of Directors, the Company considers the condition of the Company and the effectiveness of decision-making and company management, the diversity of background, competency, age, and work experience of each member – regardless of ethnicity, religion, gender, and race. Each member of the Board of Directors has the knowledge and/or expertise in the field needed by the Company. [ACGS (B).E.1.2.]

Perseroan senantiasa berupaya memastikan bahwa setiap anggota Direksi dipilih berdasarkan integritas, komitmen, kapabilitas, dan rekam jejak profesional yang relevan dan mendalam di bidang yang mendukung visi dan misi Perseroan. Komposisi Direksi dirancang untuk mencerminkan keseimbangan antara kemampuan manajerial dan wawasan strategis.

The Company consistently seeks to ensure that each member of the Board of Directors is selected based on integrity, commitment, capabilities, and a relevant and in-depth professional track record in fields that support the Company's vision and mission. The composition of the Board of Directors is designed to reflect a balance between managerial capabilities and strategic insights.

Jumlah, komposisi, dan keberagaman anggota Direksi ditinjau secara berkala oleh Komite Nominasi dan Remunerasi.

The number, composition, and diversity of the members of the Board of Directors are reviewed periodically by the Nomination and Remuneration Committee.

Komposisi dan keberagaman Direksi Perseroan disajikan pada tabel berikut: [GRI 2-9-a] [GRI 2-9-b] [GRI 2-9-c] [ACGS (P)E.2.2.] [G-01]

The composition and diversity of the Company's Board of Directors are presented in the table below: [GRI 2-9-a] [GRI 2-9-b] [GRI 2-9-c] [ACGS (P)E.2.2.] [G-01]

Nama & Jabatan Name & Position	Jenis Kelamin Gender	Usia Age	Pendidikan Education	Kompetensi Competency	Dasar Hukum Pengangkatan Legal Basis of Appointment	Akhir Masa Jabatan End of Term
Lay Krisnan Cahya [1)2)] Presiden Direktur (eksekutif) President Director (executive)	Pria Male	65	• Sarjana Akuntansi • Bachelor of Accounting	Manajemen Umum General Management	Keputusan RUPST 2024 (periode ke-4) Resolution of AGM 2024 (4th tenure)	RUPST 2029 AGM 2029
Lokita Prasetya [2)] Wakil Presiden Direktur (eksekutif) Vice President Director (executive)	Pria Male	60	• Sarjana Teknik Mesin • Magister Manajemen • Bachelor of Mechanical Engineering • Master of Management	Ketenagalistrikan & Pertambangan Batu Bara Power Generation & Coal Mining	Keputusan RUPST 2024 (periode ke-2) Resolution of AGM 2024 (2nd tenure)	RUPST 2029 AGM 2029
Hermawan Tarjono [2)] Direktur (eksekutif) Director (executive)	Pria Male	58	• Sarjana Teknik Elektro • Magister Manajemen • Doktor Ilmu Ekonomi • Bachelor of Electrical Engineering • Master of Business Administration • Doctor of Economics	Sumber Daya Manusia Human Resources	Keputusan RUPST 2024 (periode ke-4) Resolution of AGM 2024 (4th tenure)	RUPST 2029 AGM 2029
Daniel Cahya [2)] Direktur (eksekutif) Director (executive)	Pria Male	36	• Sarjana Keuangan • Magister Bisnis • Bachelor of Finance • Master of Commerce	Keuangan Finance	Keputusan RUPST 2024 (periode ke-2) Resolution of AGM 2024 (2nd tenure)	RUPST 2029 AGM 2029
Alex Sutanto [2)] Direktur (eksekutif) Director (executive)	Pria Male	39	• Sarjana Akuntansi • Akuntan Profesional • Bachelor of Accounting • Professional Accountant	Keuangan Finance	Keputusan RUPST 2024 (periode ke-2) Resolution of AGM 2024 (2nd tenure)	RUPST 2029 AGM 2029

Nama & Jabatan Name & Position	Jenis Kelamin Gender	Usia Age	Pendidikan Education	Kompetensi Competency	Dasar Hukum Pengangkatan Legal Basis of Appointment	Akhir Masa Jabatan End of Term
David Fernando Audy [2] Direktur (eksekutif) Director (executive)	Pria Male	47	• Sarjana Bisnis di bidang Keuangan dan Sistem Informasi • Magister Bisnis Akuntansi • Bachelor of Commerce in Finance and Information Systems • Master of Commerce in Professional Accounting	Teknologi dan Keuangan Technology and Finance	Keputusan RUPST 2024 (periode ke-1) Resolution of AGM 2024 (1st tenure)	RUPST 2029 AGM 2029
Mona Angelique Susanto [2] [ACGS (B)E.1.1.] Direktur (eksekutif) Director (executive)	Wanita Female	46	• Sarjana Akuntansi • Akuntan Profesional • Bachelor of Accounting • Professional Accountant	Keuangan Finance	Keputusan RUPST 2024 (period ke-1) Resolution of AGM 2024 (1st tenure)	RUPST 2029 AGM 2029
Timotius Max Sulaiman, S.E. [2][3] Direktur (eksekutif) Director (executive)	Pria Male	51	• Sarjana di bidang Akuntansi • Magister Bisnis • Bachelor of Accounting • Master of Business	Teknologi dan Keuangan Technology and Finance	Keputusan RUPST 2024 (periode ke-1) Resolution of AGM 2024 (1st tenure)	RUPST 2029 AGM 2029

Keterangan / Notes:

[1] Ketua badan tata kelola tertinggi dan pejabat eksekutif tertinggi dalam Perseroan dijabat oleh 2 (dua) orang yang berbeda. Ketua badan tata kelola tertinggi dijabat oleh Bapak Franky Oesman Widjaja, sedangkan pejabat eksekutif tertinggi dijabat oleh Bapak Lay Krisnan Cahya. [GRI 2-11-a] [ACGS E.4.1.] [G-03]

[2] Bapak Lay Krisnan Cahya menjabat sebagai pejabat eksekutif tertinggi sejak tahun 2009. Tidak ada direktur lainnya yang sebelumnya menjabat sebagai pejabat eksekutif tertinggi Perseroan pada 2 (dua) tahun teakhir. [ACGS E.4.3.]

[3] Bapak Timotius Max Sulaiman, S.E. diangkat sebagai Direktur Perseroan pada RUPST 2025.

[1] The chairperson of the highest governance body and the chief executive officer in the Company were held by 2 (two) different people. The chairperson of the highest governance body is held by Mr. Franky Oesman Widjaja, while the chief executive officer is held by Mr. Lay Krisnan Cahya. [GRI 2-11-a] [ACGS E.4.1.] [G-03]

[2] Mr. Lay Krisnan Cahya has served as the highest executive officer since 2009. There are no other directors who have previously served as the Company's highest executive officer in the last 2 (two) years. [ACGS E.4.3.]

[3] Mr. Timotius Max Sulaiman, S.E. is appointed as Director of the Company at the AGM 2025 of Shareholders.

Kriteria Pengangkatan Direksi

[GRI 2-10-b] [ACGS E.3.10.] [G-06]

Perseroan menetapkan persyaratan umum bagi orang perorangan untuk dapat diangkat sebagai anggota Direksi Perseroan, sebagai berikut:

- mempunyai akhlak, moral, dan integritas yang baik
- cakap melakukan perbuatan hukum
- dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
  - tidak pernah dinyatakan pailit
  - tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang dinyatakan bersalah menyebabkan suatu perusahaan dinyatakan pailit
  - tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/atau yang berkaitan dengan sektor keuangan
  - tidak pernah menjadi anggota Direksi dan/atau anggota Dewan Komisaris yang selama menjabat:
    - pernah tidak menyelenggarakan RUPST
    - pertanggungjawabannya sebagai anggota Direksi dan/atau anggota Dewan Komisaris pernah tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada RUPS
    - pernah menyebabkan perusahaan yang memperoleh izin, persetujuan, atau pendaftaran dari OJK tidak memenuhi kewajiban menyampaikan laporan tahunan dan/atau laporan keuangan kepada OJK
    - memiliki komitmen untuk mematuhi peraturan perundang-undangan
    - memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan

Ketentuan umum ini secara eksplisit tercantum dalam Anggaran Dasar Perseroan.

Perseroan menegaskan bahwa tidak ada anggota Direksi yang menjabat sebagai karyawan atau mitra dari auditor eksternal Perseroan dalam 2 (dua) tahun terakhir. [ACGS (P)E.3.1.]

Appointment Criteria for the Board of Directors

[GRI 2-10-b] [ACGS E.3.10.] [G-06]

The Company has established general requirements for individuals to be appointed as members of the Company's Board of Directors, as follows:

- having good character, morals, and integrity
- being capable of conducting any legal act
- within 5 (five) years prior to his/her appointment and during his/her term of office:
  - having never been declared bankrupt
  - having never been a member of a Board of Directors and/or Board of Commissioners who was found guilty of causing a company to go bankrupt
  - having never been sentenced for a criminal action that was detrimental to the state's finances and/or related to the financial sector
  - having never been a member of a Board of Directors and/or Board of Commissioners, which during his/her term of office:
    - he/she did not hold the AGM
    - his/her accountability as a member of the Board of Directors and/or member of the Board of Commissioners was rejected by the GMS, or he/she failed to provide his/her accountability as a member of the Board of Directors and/or member of the Board of Commissioners to the GMS
    - he/she had caused a company that had obtained licenses, approvals, or registration statements from OJK to fail to comply with its obligation to submit its annual report and/or financial statements to OJK
    - being committed to complying with laws and regulations
    - having the knowledge and/or expertise in the required field

These general provisions are explicitly stated in the Articles of Association of the Company.

The Company confirms that no member of the Board of Directors was previously an employee or partner of the external auditor of the Company in the last 2 (two) years. [ACGS (P)E.3.1.]

Pengangkatan, Pemberhentian, dan Masa Jabatan Direksi [GRI 2-9-c]

Anggota Direksi diangkat dan diberhentikan oleh RUPS, umumnya untuk masa jabatan 5 (lima) tahun. Pengangkatan anggota Direksi berlaku efektif sejak tanggal ditetapkan dalam RUPS. [ACGS E.3.11.]

Dengan persetujuan RUPS, anggota Direksi yang masa jabatannya telah berakhir dapat diangkat kembali. RUPS juga berhak untuk memberhentikan anggota Direksi pada setiap waktu sebelum masa jabatannya berakhir.

Usulan terkait pengangkatan, pemberhentian, dan/atau penggantian anggota Direksi diajukan oleh Dewan Komisaris dengan memperhatikan rekomendasi Komite Nominasi.

Jabatan anggota Direksi dengan sendirinya berakhir, dalam hal:
- masa jabatan anggota Direksi berakhir
- anggota Direksi mengajukan pengunduran diri sesuai dengan ketentuan yang tercantum dalam Anggaran Dasar Perseroan
- anggota Direksi meninggal dunia
- anggota Direksi diberhentikan berdasarkan keputusan RUPS
- anggota Direksi dinyatakan pailit atau asetnya ditaruh di bawah pengampuan berdasarkan suatu keputusan pengadilan
- anggota Direksi tidak lagi memenuhi persyaratan perundang-undangan yang berlaku, termasuk apabila anggota Direksi yang bersangkutan terlibat dalam kejahatan keuangan dan terbukti melakukan kesalahan

Tata cara pengangkatan, penggantian, pemberhentian, atau pengunduran diri anggota Direksi Perseroan dilakukan sesuai dengan Anggaran Dasar dan Piagam Direksi Perseroan.

Perseroan tidak pernah mengalami kejadian di mana anggota Direksi mengundurkan diri dan mengangkat suatu isu sehubungan dengan tata kelola. [ACGS (P) E.1.2.]

Appointment, Dismissal, and Term of Office of the Board of Directors [GRI 2-9-c]

Each member of the Board of Directors is appointed and dismissed by the GMS, generally for a term of 5 (five) years. Appointment of a member of the Board of Directors is effective as of the date of the GMS resolution. [ACGS E.3.11.]

With the approval of the GMS, members of the Board of Directors whose term of office has expired may be reappointed. The GMS also holds the authority to dismiss a member of the Board of Directors at any time before his/her term of office expires.

Proposals related to the appointment, dismissal, and/or replacement of members of the Board of Directors are made by the Board of Commissioners by considering the recommendations of the Nomination Committee.

The term of office of a member of the Board of Directors shall terminate if:
- his/her term of office expires
- he/she submits his/her resignation by the provisions stated in the Articles of Association of the Company
- he/she passes away
- he/she is dismissed by the GMS
- he/she is declared bankrupt, or his/her assets are placed under custody based on a court decision
- he/she no longer qualifies to comply with the prevailing laws and regulations, including if the member of the Board of Directors concerned is involved in financial crimes and is found guilty

Procedures for the appointment, replacement, dismissal, or resignation of members of the Company's Board of Directors are outlined in the Articles of Association and the Charter of the Board of Directors of the Company.

The Company has never experienced any instances where a member of the Board of Directors resigned and raised governance-related issues. [ACGS (P) E.1.2.]

Program Pengenalan Perusahaan bagi Anggota Direksi Baru [ACGS E.5.1.]

Perseroan memiliki kebijakan untuk melaksanakan program pengenalan perusahaan untuk memperdalam pengetahuan anggota Direksi baru terkait Perseroan.

Materi program pengenalan perusahaan yang diberikan antara lain mencakup:
- Kode Etik Perseroan
- Visi, misi, dan strategi Perseroan
- Piagam Direksi
- Tugas, wewenang, dan tanggung jawab Direksi
- Tinjauan singkat atas bisnis Perseroan
- Rencana jangka menengah dan jangka panjang Perseroan
- Kinerja dan kondisi keuangan dan operasional Perseroan
- Risiko usaha dan masalah strategis
- Anggaran Dasar Perseroan
- Prinsip-prinsip GCG
- Peraturan-peraturan di bidang pasar modal yang relevan
- Risalah rapat Direksi dan risalah rapat gabungan Dewan Komisaris dan Direksi dalam 1 (satu) tahun terakhir (apabila diperlukan)
- Laporan Tahunan Perseroan

Untuk tahun 2025, sehubungan dengan penambahan anggota Direksi baru, Perseroan telah melakukan program pengenalan perusahaan kepada anggota Direksi baru pada bulan September 2025.

Induction Program for New Member(s) of the Board of Directors [ACGS E.5.1.]

The Company has a policy for implementing an induction program to deepen the understanding of new members of the Board of Directors regarding the Company.

The induction program covers, among others, the following materials:
- Code of Conduct of the Company
- Vision, missions, and strategies of the Company
- Charter of the Board of Directors
- Duties, authorities, and responsibilities of the Board of Directors
- Overview of the Company's business
- Mid-term and long-term plans of the Company
- Financial and operational condition and performance of the Company
- Business risks and strategic issues
- Articles of Association of the Company
- GCG principles
- Relevant regulations in the capital market
- Minutes of the Board of Directors meetings and minutes of joint meetings of the Boards in the last year (if necessary)
- Annual Reports of the Company

For the year 2025, in connection with the addition of a new member of the Board of Directors, the Company conducted the induction program for the new member of the Board of Directors in September 2025.

Pelaksanaan Tugas Direksi pada Tahun 2025

Direksi Perseroan menjalankan peran kepemimpinan secara kolektif dengan menjunjung tinggi integritas, itikad baik, serta prinsip kehati-hatian, sesuai dengan Anggaran Dasar dan Piagam Direksi Perseroan. Kepemimpinan Direksi dilakukan dengan mengedepankan kolaborasi strategis yang berbasis pada kompetensi, pengalaman, dan integritas masing-masing anggota.

Dalam proses pengambilan keputusan, Direksi berpegang pada prinsip GCG, dengan menekankan nilai transparansi, akuntabilitas, dan tanggung jawab terhadap para pemangku kepentingan. Dalam pelaksanaannya, Perseroan menerapkan sistem pembagian tugas dan tanggung jawab yang jelas untuk setiap anggota Direksi untuk menjamin keseimbangan kewenangan, akuntabilitas, serta ketepatan pengambilan keputusan strategis.

Keberhasilan Perseroan tidak semata ditentukan oleh kualitas keputusan yang diambil, tetapi juga oleh soliditas dan sinergi anggota Direksi sebagai satu tim dan kemampuan kolektif dalam menggerakkan seluruh lini bisnis menuju visi dan tujuan jangka panjang. Hubungan kerja yang harmonis antaranggota Direksi dan koordinasi lintas fungsi menjadi fondasi penting dalam menciptakan kinerja yang berkelanjutan.

Direksi telah melaksanakan tugas dan tanggung jawabnya sesuai dengan Piagam Direksi.

Pelaksanaan tugas Direksi selama tahun 2025, antara lain sebagai berikut:

Implementation of Duties of the Board of Directors in 2025

The Board of Directors of the Company collectively performs its leadership role while upholding integrity, good faith, and the principle of prudence, in accordance with the Articles of Association and the Charter of the Board of Directors of the Company. The Board of Directors' leadership is carried out by prioritizing strategic collaboration based on the competence, experience, and integrity of each member.

In the decision-making process, the Board of Directors adheres to the principles of GCG, emphasizing the values of transparency, accountability, and responsibility toward stakeholders. In practice, the Company implements a clear division of duties and responsibilities for each member of the Board of Directors to ensure a balance of authority, accountability, and the accuracy of strategic decision-making.

The quality of decisions made does not solely determine the success of the Company, but is also determined by the solidity and synergy of members of the Board of Directors as a team and their collective ability to drive all business lines toward the long-term vision and goals. Harmonious working relationships among members of the Board of Directors and cross-functional coordination are an important foundation for creating sustainable performance.

The Board of Directors has carried out its duties and responsibilities in accordance with the Charter of the Board of Directors.

Duties performed by the Board of Directors during 2025, among others, were as follows:

Nama & Jabatan Name & Position	Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
Lay Krisnan Cahya Presiden Direktur President Director	Mengoordinasikan penerapan GCG	• memimpin Perseroan dengan itikad baik, kehati-hatian, dan loyalitas untuk keberlanjutan usaha jangka panjang dan meningkatkan nilai Perseroan • menanamkan dan mengelola etika bisnis, budaya, nilai, dan perilaku organisasi • mengelola kinerja perusahaan secara menyeluruh • memastikan RUPS, Paparan Publik, rapat Dewan Komisaris, rapat Direksi, rapat Komite, dan rapat gabungan Dewan Komisaris dengan Direksi dan/atau Komite diselenggarakan sebagaimana mestinya • memastikan anggota rapat internal memiliki informasi yang memadai yang memungkinkan anggota rapat internal memberikan kontribusi yang konstruktif dalam rapat • memastikan identifikasi dan mitigasi risiko usaha yang penting, termasuk mitigasi terhadap perubahan iklim serta kemungkinan ancaman terhadap model bisnis perusahaan, keamanan siber, ketahanan rantai pasokan, kinerja, solvabilitas, likuiditas dan reputasi perusahaan • memastikan sistem pengendalian internal berjalan dengan baik • mengidentifikasi dan menghindari terjadinya konflik kepentingan • menelaah dan menindaklanjuti temuan audit • mengoordinasikan pelaksanaan program TJSL • membangun hubungan baik dengan investor dan calon investor • memastikan kepatuhan terhadap peraturan perundang-undangan yang berlaku
	Coordinate the implementation of GCG	• led the Company with good faith, prudence, and loyalty for long-term business sustainability and increased the value of the Company • instilled and managed the business ethics, culture, values, and behavior throughout the organization • managed overall company performance • ensured that GMS, Public Expose, Board of Commissioners meetings, Board of Directors meetings, Committee, and joint meetings of the Board of Commissioners with the Board of Directors and/or Committees were held accordingly • ensured that internal meeting members had sufficient information to enable them to provide constructive contributions to the meeting • ensured the identification and mitigation of important business risks, including mitigation of climate change as well as possible threats to the company's business model, cybersecurity, supply chain resilience, performance, solvency, liquidity, and corporate reputation

Nama & Jabatan Name & Position	Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
		• ensured the effectiveness of the internal control system • identified and avoided conflicts of interest • reviewed and followed up on audit findings • coordinated the execution of CSER programs • established good relationships with current and potential investors • ensured compliance with the prevailing laws and regulations
	Merumuskan target, strategi, dan arah bisnis	• mengoordinasikan pembagian tugas pengurusan perusahaan • menelaah dan menetapkan target pencapaian masing-masing lini usaha dan target divisi pendukung, dengan mempertimbangkan risiko pengembalian modal bagi pemegang saham dan memperhatikan kepentingan para pemangku kepentingan dan lingkungan hidup [ACGS E.1.5.] • menelaah, merumuskan, memonitor, dan mengawasi strategi utama dan pelaksanaannya, termasuk rencana pengembangan usaha dan aksi korporasi [ACGS E.1.5.] • mengkaji rencana kerja tahunan dari masing-masing lini usaha dan divisi pendukung • memantau dan mengawasi kegiatan operasional entitas anak melalui rapat bulanan dan rapat khusus • memantau kegiatan proyek dan operasi di entitas anak • mengkaji efektivitas struktur organisasi • mengarahkan strategi transformasi digital • memimpin tim eksekutif senior • melakukan koordinasi dengan anggota Direksi lainnya untuk mencapai target Perseroan dan entitas anak • mengadakan dan memimpin rapat untuk memastikan pencapaian target dari setiap lini usaha secara berkala
	Formulate business targets, strategies, and directions	• coordinated the division of company management tasks • evaluated and set targets for each business line and its supporting division, taking into account the risk of capital returns for shareholders and taking into account the interests of stakeholders and the environment [ACGS E.1.5.] • reviewed, formulated, monitored, and supervised key strategies and their implementation, including business development and corporate action plans [ACGS E.1.5.] • reviewed the annual business plan of each business line and its supporting division • monitored and controlled operational activities of subsidiaries through monthly meetings and special meetings • monitored project and operational activities performed by subsidiaries • reviewed the effectiveness of the organizational structure • directed the digital transformation strategy • led the senior executive team • coordinated with other members of the Board of Directors to achieve the targets of the Company and its subsidiaries • held and chaired meetings to ensure the achievement of targets for each business line regularly
	Melakukan penelaahan atas pengendalian material	• melakukan penelaahan atas kegiatan operasional, pengawasan terhadap keuangan dan kepatuhan, dan sistem manajemen risiko yang terkait dengan tugas dan tanggung jawabnya • mengawasi alokasi modal untuk mengoptimalkan penciptaan nilai jangka panjang
	Conduct a review of material control	• conducted review on operations, finance and compliance control, and risk management systems related to his duties and responsibilities • oversaw capital allocation to optimize long-term value creation
Lokita Prasetya Wakil Presiden Direktur Vice President Director	Menerapkan GCG, terutama yang berkaitan dengan bisnis EBT dan bahan kimia	• mengurus Perseroan dengan itikad baik, kehati-hatian, dan loyalitas, terutama berkaitan dengan bisnis EBT dan bahan kimia
	Implement GCG, especially in relation to the NRE and chemical business	• managed the Company with good faith, prudence, and loyalty, especially for matters related to the NRE and chemical business
	Memastikan kepatuhan terhadap peraturan yang berlaku di bisnis EBT dan bahan kimia	• mendapatkan pembaharuan peraturan di bisnis EBT dan bahan kimia dan memastikan pemenuhan peraturan tersebut • memastikan bahwa entitas anak yang bergerak di bisnis EBT mematuhi peraturan dan kebijakan yang berlaku, baik yang terkait dengan teknologi, data, maupun aspek hukum lainnya
	Ensure compliance with prevailing regulations related to the NRE and chemical business	• obtained updates to the regulations relating to the NRE and chemical business and ensured compliance with such regulations • ensured that subsidiaries operating in the NRE business comply with applicable regulations and policies, whether related to technology, data, or other legal aspects

Nama & Jabatan Name & Position	Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
	Merencanakan strategi pengembangan bisnis EBT dan bahan kimia	• memberikan rekomendasi pengembangan bisnis baru di bisnis EBT dan bahan kimia • merumuskan strategi pengembangan bisnis EBT dan bahan kimia • memastikan kesiapan seluruh aspek operasional agar pengoperasian pabrik sel dan panel surya Kendal dapat dilaksanakan sesuai dengan rencana
	Plan the NRE and chemicals business development strategy	• provided recommendations for the development of new business in the NRE and chemicals business • formulated NRE and chemicals business development strategies • ensuring the readiness of all operational aspects so that the operation of the Kendal solar cell and solar panel plant can be carried out as planned
	Memastikan rencana kerja yang telah ditetapkan untuk lini bisnis EBT dan bahan kimia dijalankan dengan baik	• memantau pelaksanaan rencana bisnis EBT dan bahan kimia • mengadakan dan memimpin rapat bisnis EBT dan bahan kimia untuk memastikan pelaksanaan rencana kerja bisnis tersebut • menelaah rencana aksi korporasi entitas anak di bisnis EBT dan bahan kimia
	Ensure that the determined business plans for NRE and chemical business are carried out accordingly	• monitored the execution of business plans in the NRE and chemical business • held and chaired meetings discussing matters related to the NRE and chemical business to ensure the implementation of such business plans • reviewed subsidiaries' corporate action plans under the NRE and chemical business lines
	Melakukan penelaahan atas pengendalian material	• melakukan penelaahan terkait kegiatan operasional yang sesuai dengan tugas dan tanggung jawabnya
	Conduct a review of material control	• conducted a review of operational activities in his duties and responsibilities
Hermawan Tarjono Direktur Director	Menerapkan GCG, terutama yang berkaitan dengan aspek SDM	• mengurus Perseroan dengan itikad baik, kehati-hatian, dan loyalitas, terutama berkaitan dengan aspek SDM
	Implement GCG, especially in relation to HR aspects	• managed the Company with good faith, prudence, and loyalty, especially for matters related to HR aspects
	Memastikan kepatuhan terhadap peraturan terkait hukum dan ketenagakerjaan yang berlaku	• memastikan Perseroan dan entitas anak mematuhi peraturan dan kebijakan ketenagakerjaan dan hukum yang berlaku
	Ensure compliance with applicable laws and labor regulations	• ensured the Company and its subsidiaries comply with applicable labor regulations and laws
	Merumuskan kebijakan SDM	• menyusun dan memperbaharui kebijakan SDM • meninjau Peraturan Perusahaan secara berkala
	Develop HR policies	• prepared and updated HR policies • reviewed the Company's Regulations periodically
	Mengelola SDM agar sejalan dengan strategi bisnis	• memastikan ketersediaan SDM yang memiliki kualifikasi yang dibutuhkan dalam jumlah yang memadai • mengoordinasikan pembahasan perjanjian kerja bersama • mengoordinasikan kegiatan rekrutmen • mengoordinasikan kegiatan pelatihan untuk meningkatkan kompetensi anggota pengurus dan karyawan, termasuk untuk hal-hal yang terkait dengan isu keberlanjutan • mengkoordinasikan pelaksanaan penilaian kinerja tahunan dan penyesuaian gaji tahunan • melakukan identifikasi dan merumuskan program pengembangan untuk karyawan unggulan • mempersiapkan suksesi karyawan kunci • mengoordinasikan pemberian kompensasi dan benefit karyawan
	Align HR with business strategy	• ensured the availability of HR who have the required qualifications in sufficient numbers • coordinated the discussion of collective labor agreements • coordinated recruitment activities • coordinated education and training programs to increase the competence of board members and employees, including for matters related to sustainability issues • coordinated the implementation of annual performance appraisal and salary adjustment • identified and formulated development programs for key talents • prepared succession plan for key employees • coordinated the provision of compensation and benefits for employees

Nama & Jabatan Name & Position	Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
	Merancang dan memperbaharui struktur organisasi	• merancang dan memperbaharui struktur organisasi agar sejalan dengan perkembangan bisnis
	Design and refine the organizational structure	• designed and updated organizational structure in line with business development
	Mengoordinasikan kegiatan divisi hukum dan kepatuhan	• mengoordinasikan kegiatan divisi hukum dan kepatuhan
	Coordinate the activities of the legal and compliance divisions	• coordinated the activities of the legal and compliance divisions
	Melakukan penelaahan atas pengendalian material	• melakukan kontrol SDM dan kebijakan yang terkait dengan tugas dan tanggung jawabnya
	Conduct a review of material control	• conducted a control on HR and policies related to his duties and responsibilities
Daniel Cahya Direktur Director	Menerapkan GCG, terutama yang berkaitan dengan pengembangan bisnis	• mengurus Perseroan dengan itikad baik, kehati-hatian, dan loyalitas, terutama berkaitan dengan pengembangan bisnis
	Implement GCG, especially in relation to business development	• managed the Company with good faith, prudence, and loyalty, especially in matters related to business development
	Memastikan kepatuhan terhadap peraturan yang berlaku terkait dengan pengembangan bisnis	• mendapatkan pembaharuan peraturan dan memastikan pemenuhan peraturan tersebut
	Ensure compliance with prevailing regulations related to business development	• obtained updates to the regulations and ensured compliance with such regulations
	Menelaah rencana strategi pengembangan bisnis	• menganalisis peluang bisnis baru • menganalisis kelayakan usaha, peluang kerja sama, dan investasi
	Review the business development strategy plan	• analyzed new business opportunities • analyzed business feasibility, cooperation, and investment opportunities
	Merencanakan dan memantau aksi korporasi	• merencanakan aksi korporasi • memantau pelaksanaan aksi korporasi
	Plan and monitor corporate actions	• planned corporate actions • monitored the implementation of corporate actions
Alex Sutanto Direktur Director	Menerapkan GCG, terutama yang berkaitan dengan aspek keuangan, akuntansi, dan perpajakan	• mengurus Perseroan dengan itikad baik, kehati-hatian, dan loyalitas, terutama berkaitan dengan aspek keuangan, akuntansi, dan perpajakan
	Implement GCG, especially in relation to financial, accounting, and taxation aspects	• managed the Company in good faith, prudence, and loyalty, especially for matters related to financial, accounting, and taxation aspects
	Memastikan kepatuhan terhadap peraturan yang berlaku, terutama terkait dengan aspek keuangan dan akuntansi	• mendapatkan pembaharuan peraturan terkait aspek keuangan dan akuntansi dan memastikan pemenuhan peraturan tersebut
	Ensure compliance with prevailing regulations related to financial and accounting aspects	• obtained updated regulations relating to financial and accounting aspects and ensured compliance with such regulations

Nama & Jabatan Name & Position	Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
	Mengelola keuangan Perseroan	• melakukan peninjauan tahunan atas struktur modal dan utang Perseroan sesuai dengan tujuan strategis dan selera risiko yang terkait untuk memastikan ketahanan Perseroan terhadap berbagai skenario [ACGS C.3.1.] • memastikan ketersediaan dana untuk kelancaran kegiatan operasional perusahaan • mengelola arus kas, belanja modal, dan aset Perseroan
	Manage the Company's finances	• conducted annual reviews of the Company's capital and debt structure by strategic objectives and associated risk appetite to ensure the Company's resilience to various scenarios [ACGS C.3.1.] • ensured the availability of funds for the smooth running of the company's operational activities • managed the Company's cash flow, capital expenditures, and assets
	Mengoordinasikan penyusunan dan pengawasan anggaran perusahaan	• mengoordinasikan penyusunan anggaran Perseroan dan entitas anak dan mengawasi penggunaan anggaran tersebut
	Coordinate the preparation and spending of the budget	• coordinated the preparation of budgets for the Company and its subsidiaries and monitored the spending of such budgets
	Mencari pembiayaan yang diperlukan	• mencari, mendapatkan, dan memastikan pembayaran pinjaman dari berbagai lembaga keuangan untuk mendukung pengembangan bisnis
	Explore financing opportunities	• explored, obtained, and ensured repayment of loan facilities from various financial institutions to support business development
	Mengoordinasikan penyusunan laporan keuangan konsolidasian dan laporan perpajakan secara akurat dan tepat waktu	• memperhatikan kebijakan perpajakan perusahaan dan memastikan bahwa Perseroan bertindak sesuai peraturan yang berlaku dalam aspek akuntansi dan perpajakan • mengoordinasikan penyusunan laporan keuangan konsolidasian dan laporan perpajakan secara akurat dan tepat waktu • mengawasi dan menjaga integritas pengungkapan perusahaan dan sistem pelaporan, kepatuhan terhadap standar akuntansi yang berlaku, serta kualitas laporan keuangan
	Coordinate the preparation of timely and accurate consolidated financial statements and tax filing	• paid attention to the company's tax policy and ensured that the Company acts legally in accordance with applicable regulations in accounting and tax aspects • coordinated the preparation of timely and accurate consolidated financial statements and tax filing • oversaw and maintained the integrity of the company's disclosure and reporting system, compliance with applicable accounting standards, and the quality of the financial statements
	Melakukan penelaahan atas pengendalian material	• melakukan kontrol keuangan
	Conduct a review of material control	• conducted financial control
David Fernando Audy Direktur Director	Menerapkan GCG, terutama yang berkaitan dengan bisnis teknologi	• mengurus Perseroan dengan itikad baik, kehati-hatian, dan loyalitas, terutama berkaitan dengan bisnis teknologi
	Implement GCG, especially in relation to the technology business	• managed the Company with good faith, prudence, and loyalty, especially for matters related to the technology business
	Memastikan kepatuhan terhadap peraturan yang berlaku di bisnis teknologi	• mendapatkan pembaharuan peraturan di bisnis teknologi dan memastikan pemenuhan peraturan tersebut
	Ensure compliance with prevailing regulations related to the technology business	• obtained updates to the regulations relating to the technology business and ensured compliance with such regulations
	Merencanakan strategi pengembangan bisnis teknologi	• memberikan rekomendasi pengembangan bisnis teknologi baru • merumuskan strategi pengembangan bisnis teknologi
	Plan technology business development strategy	• provided recommendations for the development of a new technology business • formulated technology business development strategies

Nama & Jabatan Name & Position	Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
	Memastikan rencana kerja yang telah ditetapkan untuk lini bisnis teknologi dijalankan dengan baik Ensure that the determined business plans for the technology business are carried out accordingly	• memantau pelaksanaan rencana bisnis teknologi • mengadakan dan memimpin rapat bisnis teknologi untuk memastikan pelaksanaan rencana kerja bisnis tersebut • menelaah rencana aksi korporasi entitas anak di bisnis teknologi • monitored the execution of plans in the technology business • held and chaired meetings discussing matters related to the technology business to ensure the implementation of such business plans • reviewed the corporate action plan of the subsidiary in the technology business
	Melakukan penelaahan atas pengendalian material Conduct a review of material control	• melakukan penelaahan terkait kegiatan operasional yang sesuai dengan tugas dan tanggung jawabnya • conducted review of operational activities under his duties and responsibilities
Mona Angelique Susanto Direktur Director	Menerapkan GCG, dengan fokus pada peningkatan kinerja strategis Implement GCG, with a focus on improving strategic performance	• mengurus Perseroan dengan itikad baik, kehati-hatian, dan loyalitas, dengan fokus pada peningkatan kinerja strategis Perseroan dan entitas anak • managed the Company with good faith, prudence, and loyalty, with a focus on improving the strategic performance of the Company and its subsidiaries
	Memastikan kepatuhan terhadap peraturan yang berlaku, yang terkait dengan upaya peningkatan kinerja strategis Ensure compliance with prevailing regulations, related to efforts to improve strategic performance	• mendapatkan pembaharuan peraturan yang relevan sehubungan dengan strategi peningkatan kerja • memastikan bahwa upaya peningkatan kinerja dilaksanakan dengan tetap memperhatikan kepatuhan Perseroan dan entitas anak terhadap peraturan yang berlaku • obtained relevant regulatory updates in relation to the work improvement strategy • ensured that performance improvement efforts are carried out while maintaining the compliance of the Company and its subsidiaries with applicable regulations
	Merencanakan strategi pengembangan kinerja strategis Plan a strategic performance development strategy	• merumuskan strategi pengembangan kinerja strategis • formulated strategic performance development strategies
	Memastikan rencana pengembangan kinerja strategis dijalankan dengan baik Ensure that the strategic performance development plans are implemented effectively	• memantau pelaksanaan rencana pengembangan kinerja strategis • mengadakan dan memimpin rapat untuk memastikan pelaksanaan rencana kerja strategis bisnis • melakukan penelaahan atas pelaksanaan rencana kerja bisnis untuk perbaikan rencana kinerja ke depannya • monitored the implementation of the strategic performance development plan • held and led meetings to ensure the implementation of the strategic business work plan • conducted a review of the implementation of the business plan for the improvement of future plans
Timotius Max Sulaiman, S.E. Direktur Director	Menerapkan GCG, terutama yang berkaitan dengan bisnis infrastruktur digital Implement GCG, especially in relation to the digital infrastructure business	• mengurus Perseroan dengan itikad baik, kehati-hatian, dan loyalitas, terutama berkaitan dengan bisnis infrastruktur digital • managed the Company with good faith, prudence, and loyalty, especially for matters related to the digital infrastructure business
	Memastikan kepatuhan terhadap peraturan yang berlaku di bisnis infrastruktur digital	• mendapatkan pembaharuan peraturan di bisnis infrastruktur digital dan memastikan pemenuhan peraturan tersebut

Nama & Jabatan Name & Position	Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
	Ensure compliance with prevailing regulations related to the digital infrastructure business	• obtained updates to the regulations relating to the digital infrastructure business and ensured compliance with such regulations
	Merencanakan strategi pengembangan bisnis infrastruktur digital	• memberikan rekomendasi pengembangan bisnis infrastruktur digital baru • merumuskan strategi pengembangan bisnis infrastruktur digital
	Plan digital infrastructure business development strategy	• provided recommendations for the development of a new digital infrastructure business • formulated digital infrastructure business development strategies
	Memastikan rencana kerja yang telah ditetapkan untuk lini bisnis infrastruktur digital dijalankan dengan baik	• memantau pelaksanaan rencana bisnis infrastruktur digital • mengadakan dan memimpin rapat bisnis infrastruktur digital untuk memastikan pelaksanaan rencana kerja bisnis tersebut • menelaah rencana aksi korporasi entitas anak di bisnis infrastruktur digital
	Ensure that the determined business plans for the digital infrastructure business are carried out accordingly	• monitored the execution of plans in the digital infrastructure business • held and chaired meetings discussing matters related to the digital infrastructure business to ensure the implementation of such business plans • reviewed the corporate action plan of the subsidiary in the digital infrastructure business
	Melakukan penelaahan atas pengendalian material	• melakukan penelaahan terkait kegiatan operasional yang sesuai dengan tugas dan tanggung jawabnya
	Conduct a review of material control	• conducted review of operational activities under his duties and responsibilities

Rapat Direksi

Rapat Direksi merupakan wadah komunikasi antaranggota Direksi untuk membahas dan merumuskan kebijakan strategis, pelaksanaan operasional, dan pengelolaan Perseroan secara menyeluruh. Pokok bahasan dalam rapat Direksi dapat mencakup evaluasi kinerja dan kegiatan operasional Perseroan, implementasi program TJSL, identifikasi dan penanganan isu-isu strategis, termasuk pengelolaan risiko, penguatan fungsi manajerial, dan pemantauan keberlanjutan usaha. Rapat ini juga menjadi sarana bagi Direksi untuk memastikan keselarasan antara rencana bisnis dan pelaksanaannya, serta meninjau berbagai laporan keuangan, proyek, dan masukan dari unit di bawah Direksi.

Merujuk pada ketentuan peraturan OJK No. 33/POJK.04/2014, Direksi mengadakan rapat secara berkala sekurang-kurangnya 1 (satu) kali setiap bulan. Setiap anggota Direksi diwajibkan untuk memiliki tingkat kehadiran minimal 75% dari jumlah rapat yang dilaksanakan selama 1 (satu) tahun buku. Pemanggilan rapat dilakukan oleh Presiden Direktur atau anggota Direksi lainnya yang diberi kewenangan.

Setiap anggota Direksi memiliki hak dan kesempatan yang setara untuk menyampaikan pendapat. Pengambilan keputusan dalam Rapat Direksi ditentukan melalui pemungutan suara, dengan ketentuan bahwa minimal 2/3 (dua per tiga) dari anggota yang hadir memberikan persetujuan. [ACGS E.3.4.]

Meetings of the Board of Directors

Meetings of the Board of Directors serve as a communication platform among board members to discuss and formulate strategic policies, operational implementation, and the overall management of the Company. The topic discussed in the Board of Directors meetings may include evaluating the Company's performance and operational activities, implementing CSER programs, identifying and addressing strategic issues, including risk management, strengthening managerial functions, and monitoring business sustainability. This meeting also serves as a means for the Board of Directors to ensure alignment between business plans and their execution, as well as to review various financial reports, projects, and input from units under the Board of Directors.

In relation to OJK regulation No. 33/POJK.04/2014, the Board of Directors holds meetings regularly at least once a month. Each member of the Board of Directors is required to have a minimum attendance of 75% of the total number of meetings held in 1 (one) financial year. The meeting is called by the President Director or other member of the Board of Directors who is authorised.

Each member of the Board of Directors has equal rights and opportunities to express his/her opinions. Decision-making in the Board of Directors meeting is determined through voting, provided 2/3 (two-thirds) of the members present give their approval. [ACGS E.3.4.]

Perseroan menetapkan rencana penyelenggaraan rapat-rapat strategis pada awal tahun buku atau menjelang akhir tahun buku sebelumnya. Rencana ini antara lain mencakup rencana pelaksanaan RUPST, rapat Dewan Komisaris, rapat Direksi, rapat gabungan Dewan Komisaris dan Direksi, rapat komite dan rapat untuk pembahasan pelaksanaan tugas dan tanggung jawab Sekretaris Perusahaan, dan rapat dengan manajemen unit bisnis. Untuk tahun 2025, rencana penyelenggaraan rapat ditetapkan pada Rapat Dewan Komisaris tanggal 6 Februari 2025. Selain rapat terjadwal, Direksi juga memiliki fleksibilitas untuk menyelenggarakan rapat insidentil untuk membahas hal-hal yang membutuhkan perhatian dan/atau pengambilan keputusan cepat. [ACGS E.3.1.]

Selama tahun 2025, Direksi telah melaksanakan 16 (enam belas) kali rapat, termasuk di antaranya 5 (lima) kali rapat gabungan dengan Dewan Komisaris. Tingkat kehadiran Direksi dalam rapat secara rata-rata adalah 95%. [GRI 2-12-c] [GRI 2-13-b] [ACGS E.3.2.] [G-02]

Keputusan pada setiap rapat Direksi dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Direksi yang hadir dalam rapat. Risalah rapat menjadi dokumentasi resmi yang akan dijadikan referensi untuk tindak lanjut dan evaluasi atas keputusan yang telah diambil dalam rapat.

Ringkasan rapat Direksi dan rapat gabungan Direksi dengan Dewan Komisaris pada tahun 2025 adalah sebagai berikut: [GRI 2-12-b] [GRI 2-12-c] [GRI 2-13-b] [ACGS E.3.3.]

The Company sets the schedule for strategic meetings at the beginning of the financial year or the end of the previous financial year. This plan includes, among others, plans for holding the AGM, meetings of the Board of Directors, meetings of the Board of Commissioners, joint meetings of the Board of Commissioners and the Board of Directors, meetings of the committee, and meetings to discuss the duties and responsibilities of the Corporate Secretary, and meetings with business unit management. For the year 2025, the meeting schedule was set at the Board of Commissioners meeting on February 6, 2025. In addition to scheduled meetings, the Board of Commissioners also has the flexibility to hold ad hoc meetings to discuss matters requiring attention and/or timely decision-making. [ACGS E.3.1.]

During 2025, the Board of Directors held 16 (sixteen) meetings, including 5 (five) joint meetings with the Board of Commissioners. The average attendance rate of the Board of Directors at the meetings was 95%. [GRI 2-12-c] [GRI 2-13-b] [ACGS E.3.2.] [G-02]

The resolutions of each Board of Directors meeting were stated in a minute of the meeting, which should be signed by all members of the Board of Directors who were present at the meeting. The minutes of the meeting serve as official documentation that will be used as a reference for follow-up and evaluation of the decisions made during the meeting.

Summary of the meetings of the Board of Directors and the joint meetings held with the Board of Commissioners in 2025 was as follows: [GRI 2-12-c] [GRI 2-13-b] [ACGS E.3.3.]

Tanggal Date	**Pembahasan Rapat** Meeting Agenda	**Pelaksanaan** Execution	**Kehadiran** Attendance														**% Kehadiran** % of Attendance
			Dewan Komisaris Board of Commissioners						**Direksi** Board of Directors								
			FOW	**HSK**	**EHL**	**RAS**	**STT**	**HPG**	**KC**	**LP**	**HT**	**DC**	**AS**	**DA**	**MA**	**TS*)**	
21-Jan	• Membahas *update* kegiatan divisi dan bisnis energi bulan Desember 2024-Januari 2025 • Discussed updates on division's activities and the energy business for December 2024-January 2025	Sudah dilaksanakan Executed	N/A	N/A	N/A	N/A	N/A	N/A	V	V	V	V	V	V	V	N/A	100%
22-Jan	• Membahas evaluasi anggaran tahun buku 2024 dan rencana anggaran tahun buku 2025 • Discussed the evaluation of the budget for financial year 2024 and the budget plan for financial year 2025	Sudah dilaksanakan Executed	V	V	V	V	V	V	V	V	V	V	V	V	V	N/A	100%

Tanggal Date	Pembahasan Rapat Meeting Agenda	Pelaksanaan Execution	Kehadiran Attendance														% Kehadiran % of Attendance
			Dewan Komisaris Board of Commissioners						Direksi Board of Directors								
			FOW	HSK	EHL	RAS	STT	HPG	KC	LP	HT	DC	AS	DA	MA	TS*)	
20-Feb	• Membahas *update* kegiatan divisi bulan Januari-Februari 2025 • Discussed updates on the division's activities for January-February 2025	Sudah dilaksanakan Executed	N/A	N/A	N/A	N/A	N/A	N/A	V	V	-	V	V	V	V	N/A	86%
5-Mar	• Membahas update kegiatan divisi bulan Februari 2025 • Discussed updates on the division's activities for February 2025	Sudah dilaksanakan Executed	N/A	N/A	N/A	N/A	N/A	N/A	V	V	V	V	V	V	V	N/A	100%
6-Mar	• Menelaah Laporan Keuangan Konsolidasian untuk tahun buku 2024 • Menyetujui penerbitan Laporan Keuangan Konsolidasian untuk tahun buku 2024 • Reviewed the Consolidated Financial Statements for the financial year 2024 • Approved the issuance of the Consolidated Financial Statements for the financial year 2024	Sudah dilaksanakan Sudah dilaksanakan Executed Executed	V	V	V	V	V	V	V	V	V	V	V	V	-	N/A	86%
25-Apr	• Membahas *update* kegiatan divisi serta bisnis teknologi dan energi bulan Maret-April 2025 • Discussed updates on division's activities and the technology and energy businesses for March-April 2025	Sudah dilaksanakan Executed	N/A	N/A	N/A	N/A	N/A	N/A	V	V	V	V	V	V	V	N/A	100%

Tanggal Date	Pembahasan Rapat Meeting Agenda	Pelaksanaan Execution	Kehadiran Attendance														% Kehadiran % of Attendance
			Dewan Komisaris Board of Commissioners						Direksi Board of Directors								
			FOW	HSK	EHL	RAS	STT	HPG	KC	LP	HT	DC	AS	DA	MA	TS*)	
21-Mei	• Membahas *update* kegiatan divisi serta bisnis teknologi dan energi bulan April-Mei 2025 • Discussed updates on division's activities and the technology and energy businesses for April-May 2025	Sudah dilaksanakan Executed	N/A	N/A	N/A	N/A	N/A	N/A	V	V	V	V	V	V	V	N/A	100%
22-Mei	• Menelaah Laporan Keuangan Konsolidasian Interim Q1-2025 • Menyetujui penerbitan Laporan Keuangan Konsolidasian Interim Q1-2025 • Membahas *update* kegiatan bisnis Q1-2025 • Reviewed the Interim Consolidated Financial Statements for Q1-2025 • Approved the issuance of the Interim Consolidated Financial Statements for Q1-2025 • Discussed updates on business activities in Q1-2025	Sudah dilaksanakan Sudah dilaksanakan Sudah dilaksanakan Executed Executed Executed	V	V	V	V	V	V	V	V	V	V	V	V	V	N/A	100%
25-Jun	• Membahas *update* kegiatan divisi dan bisnis teknologi bulan Mei-Juni 2025 • Discussed updates on division's activities and the technology business for May-June 2025	Sudah dilaksanakan Executed	N/A	N/A	N/A	N/A	N/A	N/A	V	-	V	V	V	V	V	V	88%
30-Jul	• Membahas *update* kegiatan divisi dan bisnis teknologi bulan Juni-Juli 2025	Sudah dilaksanakan	N/A	N/A	N/A	N/A	N/A	N/A	V	V	V	V	V	V	V	V	100%

Tanggal Date	Pembahasan Rapat Meeting Agenda	Pelaksanaan Execution	Kehadiran Attendance														% Kehadiran % of Attendance
			Dewan Komisaris Board of Commissioners						Direksi Board of Directors								
			FOW	HSK	EHL	RAS	STT	HPG	KC	LP	HT	DC	AS	DA	MA	TS*)	
	• Discussed updates on division's activities and the technology business for June-July 2025	Executed															
27-Aug	• Membahas *update* kegiatan divisi bulan Agustus 2025	Sudah dilaksanakan	N/A	N/A	N/A	N/A	N/A	N/A	V	V	V	V	V	V	V	V	100%
	• Discussed updates on the division's activities for August 2025	Executed															
2-Sept	• Menelaah Laporan Keuangan Konsolidasian Interim H1-2025	Sudah dilaksanakan	V	V	V	V	V	V	V	V	V	V	V	V	V	V	100%
	• Menyetujui penerbitan Laporan Keuangan Konsolidasian Interim H1-2025	Sudah dilaksanakan															
	• Membahas *update* kegiatan bisnis H1-2025	Sudah dilaksanakan															
	• Reviewed the Interim Consolidated Financial Statements for H1-2025	Executed															
	• Approved the issuance of the Interim Consolidated Financial Statements for H1-2025	Executed															
	• Discussed updates on business activities in H1-2025	Executed															
22-Sept	• Membahas *update* kegiatan divisi dan bisnis energi bulan Agustus-September 2025	Sudah dilaksanakan	N/A	N/A	N/A	N/A	N/A	N/A	V	V	V	V	V	V	V	V	100%
	• Discussed updates on division's activities and the energy business for August-September 2025	Executed															
23-Okt	• Membahas *update* kegiatan divisi bulan September 2025	Sudah dilaksanakan	N/A	N/A	N/A	N/A	N/A	N/A	V	V	V	V	V	V	V	-	88%

Tanggal Date	Pembahasan Rapat Meeting Agenda	Pelaksanaan Execution	Kehadiran Attendance														% Kehadiran % of Attendance
			Dewan Komisaris Board of Commissioners						Direksi Board of Directors								
			FOW	HSK	EHL	RAS	STT	HPG	KC	LP	HT	DC	AS	DA	MA	TS*)	
	• Discussed updates on the division's activities for September 2025	Executed															
24-Nov	• Membahas *update* kegiatan divisi dan bisnis teknologi bulan Oktober-November 2025	Sudah dilaksanakan	N/A	N/A	N/A	N/A	N/A	N/A	V	V	-	V	V	V	V	V	88%
	• Discussed updates on division's activities and the technology business for October-November 2025	Executed															
25-Nov	• Menelaah Laporan Keuangan Konsolidasian Interim Q3-2025	Sudah dilaksanakan	V	V	V	V	V	V	V	-	V	V	V	V	V	V	88%
	• Menyetujui penerbitan Laporan Keuangan Konsolidasian Interim Q3-2025	Sudah dilaksanakan															
	• Membahas *update* kegiatan bisnis pada Q3-2025	Sudah dilaksanakan															
	• Reviewed the Interim Consolidated Financial Statements for Q3-2025	Executed															
	• Approved the issuance of the Interim Consolidated Financial Statements for Q3-2025	Executed															
	• Discussed updates on business activities in Q3-2025	Executed															
Kehadiran / Attendance			5/5	5/5	5/5	5/5	5/5	5/5	16/16	14/16	14/16	16/16	16/16	16/16	15/16	7/8	**95%**
% kehadiran / % of attendance			100%	100%	100%	100%	100%	100%	100%	88%	88%	100%	100%	100%	94%	88%	

Keterangan / Notes:
Rapat Gabungan / Joint Meeting

- FOW : Franky Oesman Widjaja
- HSK : Handhianto Suryo Kentjono, Ph.D.
- EHL : Dr.-Ing. Evita Herawati Legowo
- RAS : Dr. Robert Arthur Simanjuntak
- STT : Ir. F.X. Sutijastoto, M.A.
- HPG : Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc.
- KC : Lay Krisnan Cahya
- LP : Lokita Prasetya
- HT : Hermawan Tarjono
- DC : Daniel Cahya
- AS : Alex Sutanto
- DA : David Fernando Audy
- MA : Mona Angelique Susanto
- TS : Timotius Max Sulaiman, S.E.

*) Diangkat sebagai anggota Direksi efektif sejak 18 Juni 2025
*) Appointed as a member of the Board of Directors effective on June 18, 2025

Penilaian Kinerja, Remunerasi, dan Prosedur Penetapan Remunerasi Direksi

[ACGS E.5.4.] [ACGS E.5.5.] [ACGS E.5.6.] [G-04]

Informasi mengenai penilaian kinerja, remunerasi, dan prosedur penetapan remunerasi Direksi dapat dilihat pada bagian Governansi Korporat, sub-bagian Komite Nominasi dan Remunerasi.

Suksesi Direksi

Perseroan mengembangkan kebijakan suksesi Direksi yang bersifat terstruktur, strategis, dan berorientasi jangka panjang sebagai bagian integral dari Kebijakan Tata Kelola Perusahaan. Kebijakan ini dirancang untuk memastikan ketersediaan pemimpin masa depan melalui proses identifikasi dan pengembangan talenta internal (selain talenta eksternal) yang memiliki kinerja unggul dan potensi kepemimpinan yang kuat.

Untuk mendukung implementasi kebijakan secara optimal, pada tahun 2025 Perseroan menunjuk seorang *Executive Talent Management* yang bertanggung jawab dalam mengelola seluruh siklus manajemen talenta eksekutif - mulai dari perekrutan, identifikasi, pengembangan kapasitas, hingga memastikan kesiapan suksesi para calon pemimpin.

Melalui perencanaan suksesi yang matang, Perseroan diharapkan dapat meminimalkan risiko kehilangan kompetensi kepemimpinan yang krusial dan memastikan stabilitas dan efektivitas pengelolaan perusahaan, khususnya saat terjadi transisi di tingkat Direksi. Perseroan diharapkan juga semakin siap dalam merespons dinamika perubahan lingkungan usaha dengan lebih adaptif.

Informasi mengenai suksesi Direksi dapat dilihat pada bagian Governansi Korporat, sub-bagian Komite Nominasi dan Remunerasi.

Penilaian Direksi atas Kinerja Unit Audit Internal dan Unit Manajemen Risiko Tahun 2025

Direksi melakukan penilaian individual dan kolektif atas kinerja Unit Audit Internal dan Unit Manajemen Risiko sekurang-kurangnya 1 (satu) kali dalam setahun. [GRI 2-12-c]

Proses evaluasi dilakukan berdasarkan prosedur dan kriteria yang telah ditetapkan, yang dapat mencakup, antara lain, efektivitas kontribusi unit terhadap pencapaian tujuan strategis Perseroan, kualitas pelaksanaan fungsi pengawasan dan pengendalian internal, serta peran aktif dalam identifikasi, penilaian, pemantauan, dan mitigasi risiko.

Performance Evaluation, Remuneration, and Procedure for Determining Remuneration of the Board of Directors [ACGS E.5.4.] [ACGS E.5.5.] [ACGS E.5.6.] [G-04]

Information regarding performance evaluation, remuneration, and the procedure for determining the remuneration of the Board of Directors can be seen in the Corporate Governance section, Nomination and Remuneration Committee subsection.

Board of Directors Succession

The Company has developed a structured, strategic, and long-term-oriented Board of Directors succession policy as an integral part of its Corporate Governance Policy. This policy is designed to ensure the availability of future leaders through a process of identifying and developing internal talent (in addition to external talent) who demonstrate outstanding performance and strong leadership potential.

To support optimal policy implementation, in 2025, the Company has appointed an Executive Talent Management officer responsible for managing the entire executive talent management cycle - from recruitment, identification, and capacity development to ensuring the succession readiness of potential leaders.

Through careful succession planning, the Company is expected to minimize the risk of losing crucial leadership competencies and ensure the stability and effectiveness of company management, particularly during transitions at the Board of Directors level. The Company is also expected to be better prepared to respond to the dynamic changes in the business environment more adaptively.

Information regarding the succession of the Board of Directors can be seen in the Corporate Governance section, Nomination and Remuneration Committee subsection.

Board of Directors' Evaluation on the Performance of the Internal Audit Unit and the Risk Management Unit in 2025

The Board of Directors conducts individual and collective evaluations of the performance of the Internal Audit Unit and the Risk Management Unit at least once a year. [GRI 2-12-c]

The evaluation process is carried out based on established procedures and criteria, which may include, among other things, the effectiveness of the unit's contribution to achieving the Company's strategic goals, the quality of the implementation of internal supervision and control functions, and active participation in risk identification, assessment, monitoring, and mitigation.

Kriteria yang Dipertimbangkan dalam Evaluasi Kinerja Unit Audit Internal dan Unit Manajemen Risiko
Criteria Considered in the Performance Evaluation of the Internal Audit Unit and the Risk Management Unit



Penilaian atas kinerja Unit Audit Internal dan Unit Manajemen Risiko telah dilaksanakan pada bulan Maret 2026. Dewan Komisaris dan Direksi juga telah memberikan saran-saran perbaikan untuk tahun 2026.

Direksi telah melakukan evaluasi atas efektivitas operasional dan kepatuhan terhadap kebijakan dan prosedur internal yang telah ditetapkan. Evaluasi ini mencakup sejumlah aspek krusial, termasuk antara lain, kesesuaian praktik operasional dengan kebijakan yang berlaku, akurasi pelaporan keuangan internal melalui perbandingan dengan temuan audit eksternal, peningkatan produktivitas unit kerja, serta kesiapan dan ketanggapan sistem pengendalian Perseroan dalam mengantisipasi dinamika dan perubahan lingkungan bisnis. Dalam evaluasi tersebut, Direksi juga turut memastikan kelayakan mekanisme perlindungan aset Perseroan berjalan secara optimal guna mencegah potensi risiko kehilangan, penyalahgunaan, maupun kerugian.

Pada tahun 2025, Perseroan menunjuk auditor eksternal independen untuk melakukan audit dan/atau penelaahan terbatas atas laporan keuangan konsolidasian untuk periode yang berakhir pada 31 Maret 2025, 30 Juni 2025, 30 September 2025, dan 31 Desember 2025, laporan mana telah mendapat opini wajar tanpa modifikasian. Diperolehnya opini wajar tanpa modifikasian ini menunjukkan bahwa laporan keuangan Perseroan disajikan secara wajar dalam semua hal yang material, sesuai dengan prinsip akuntansi yang berlaku umum di Indonesia.

Perseroan dan entitas anak melakukan pertemuan berkala dengan auditor eksternal untuk membahas hal-hal audit utama yang diidentifikasi oleh auditor eksternal berdasarkan audit yang telah dilakukan. Dengan keterlibatan auditor eksternal, Perseroan dapat memastikan objektivitas dan independensi penilaian atas kinerja keuangan dan efektivitas pengendalian internal Perseroan.

The performance evaluation of the Internal Audit Unit and the Risk Management Unit was conducted in March 2026. The Board of Commissioners and the Board of Directors have also provided improvement suggestions for 2026.

The Board of Directors has evaluated the operational effectiveness and compliance with established internal policies and procedures. This evaluation covered several crucial aspects, including, among others, the alignment of operational practices with applicable policies, the accuracy of internal financial reporting compared to external audit findings, increased productivity of work units, and the preparedness and responsiveness of the Company's control systems in anticipating the dynamics and changes in the business environment. In that evaluation, the Board of Directors also ensured the optimal functioning of the Company's asset protection mechanisms to prevent potential risks of loss, misuse, or damage.

In 2025, the Company appointed an independent external auditor to conduct an audit and/or limited review of the consolidated financial statements for the period ended on March 31, 2025, June 30, 2025, September 30, 2025, and December 31, 2025, which reports have received an unqualified opinion. The issuance of this unqualified opinion indicates that the Company's financial statements are presented fairly in all material respects, in accordance with generally accepted accounting principles in Indonesia.

The Company and its subsidiaries hold regular meetings with external auditors to discuss key audit matters identified by the auditors based on the audits they have conducted. With the involvement of external auditors, the Company can ensure the objectivity and independency of its assessment of financial performance and the effectiveness of internal controls.

Melalui keterlibatan pihak independen dalam proses audit, Perseroan berharap dapat lebih dini mengidentifikasi potensi kesalahan material ataupun indikasi kecurangan yang mungkin tidak teridentifikasi oleh tim internal Perseroan (jika ada), sehingga dapat mendorong perbaikan berkelanjutan atas proses kontrol internal dan menjaga integritas laporan keuangan sesuai dengan standar akuntansi dan peraturan yang berlaku.

Berdasarkan evaluasi menyeluruh yang telah dilakukan sepanjang tahun 2025, Direksi menilai bahwa sistem pengendalian internal dan manajemen risiko Perseroan sudah berfungsi secara efektif dan berjalan sesuai dengan prinsip GCG. Mekanisme kontrol internal dinilai telah mampu mendukung upaya pencapaian tujuan operasional, pelaporan, dan kepatuhan terhadap peraturan yang berlaku. Sementara itu, sistem manajemen risiko menunjukkan responsivitas yang memadai dalam mengidentifikasi, menganalisis, dan mengendalikan berbagai potensi risiko yang dapat memengaruhi kinerja dan kelangsungan usaha Perseroan.

Direksi mengapresiasi peran aktif Unit Audit Internal dan Unit Manajemen Risiko dalam memberikan rekomendasi perbaikan atas kelemahan sistem yang teridentifikasi, serta mendukung terciptanya budaya kepatuhan dan kesadaran risiko di seluruh lini organisasi. Ke depan, Direksi berkomitmen untuk terus memperkuat integrasi antara sistem pengendalian internal dan manajemen risiko sebagai bagian dari strategi mitigasi risiko yang berkelanjutan. [GRI 2-12-c] [ACGS E.3.20.]

Peningkatan Kompetensi bagi Anggota Direksi [ACGS E.5.2.] [G-05]

Perseroan mendorong setiap anggota Direksi untuk berpartisipasi secara aktif dalam pelatihan sekurang-kurangnya 1 (satu) kali dalam setahun, dengan durasi pelatihan minimal 12 (dua belas) jam. Pelatihan ini dimaksudkan untuk memastikan bahwa seluruh anggota Direksi memahami perkembangan terkini dalam praktik pengelolaan perusahaan, peraturan yang berlaku, serta tren industri yang dapat memengaruhi arah dan keberlanjutan usaha Perseroan.

Topik pelatihan mencakup antara lain perkembangan regulasi terkini, tren industri global, penguatan manajemen risiko, isu keberlanjutan, serta akselerasi transformasi digital — seluruhnya dirancang untuk mendukung pengambilan keputusan yang berbasis data dan berorientasi pada masa depan.

Dengan terus memperbarui wawasan dan meningkatkan kapabilitas kepemimpinan, Direksi diharapkan mampu menjalankan peran eksekusi strategis secara lebih adaptif, tanggap terhadap perubahan lingkungan bisnis, serta memastikan bahwa operasional perusahaan tetap selaras dengan prinsip-prinsip GCG. Pelatihan ini juga memperkuat kapasitas Direksi dalam menyusun kebijakan yang visioner, mendorong inovasi, serta menjaga kinerja Perseroan agar tetap kompetitif dan berkelanjutan di tengah dinamika pasar. [GRI 2-17-a]

By involving an independent party in the audit process, the Company hopes to identify potential material misstatements or indications of fraud earlier, which may not have been detected by the Company's internal team (if any), thus promoting continuous improvement of internal control processes and maintaining the integrity of financial statements in accordance with applicable accounting standards and regulations.

Based on a comprehensive evaluation conducted throughout 2025, the Board of Directors assesses that the Company's internal control and risk management systems have been functioning effectively and in accordance with GCG principles. The internal control mechanisms are deemed capable of supporting efforts to achieve operational, reporting, and regulatory compliance objectives. Meanwhile, the risk management system demonstrates adequate responsiveness in identifying, analyzing, and controlling various potential risks that could affect the Company's performance and business continuity.

The Board of Directors appreciates the active role of the Internal Audit Unit and the Risk Management Unit in providing recommendations for improvement regarding identified system weaknesses, as well as supporting the creation of a culture of compliance and risk awareness throughout the organization. Going forward, the Board of Directors is committed to continuing to strengthen the integration between the internal control system and risk management as part of a sustainable risk mitigation strategy. [GRI 2-12-c] [ACGS E.3.20.]

Competency Development for Members of the Board of Directors [ACGS E.5.2.] [G-05]

The Company encourages each member of its Board of Directors to participate in training at least once a year, with a minimum training hour of 12 (twelve) hours. This training is intended to ensure that all members of the Board of Directors understand the latest developments in corporate governance practices, applicable regulations, and industry trends that may affect the direction and sustainability of the Company's business.

Training topics include, among others, the latest regulatory developments, global industry trends, strengthening risk management, sustainability issues, and accelerating digital transformation – all of which are designed to support data-driven and future-oriented decision-making.

By continuously updating insights and enhancing leadership capabilities, the Board of Directors is expected to perform its strategic execution role more adaptively, respond to changes in the business environment, and ensure that the company's operations remain aligned with GCG principles. This training also enhances the Board of Directors' ability to develop visionary policies, drive innovation, and maintain the Company's performance, ensuring it remains competitive and sustainable in the face of market dynamics. [GRI 2-17-a]

Pada tahun 2025, anggota Direksi Perseroan telah mengikuti lokakarya/pelatihan/seminar berikut: [GRI 2-17-a]

In 2025, members of the Company's Board of Directors attended the following workshop/training/seminar: [GRI 2-17-a]

Nama & Jabatan Name & Position	Lokakarya/Pelatihan/Seminar Workshop/Training/Seminar	Tempat, Tanggal Place, Date	Penyelenggara Organizer
Lay Krisnan Cahya Presiden Direktur President Director	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	AI Academy : Introduction for Executives	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir		
	AI Innovation Asia 2025	Singapore, 2 Desember/December	Economist Impact
Lokita Prasetya Wakil Presiden Direktur Vice President Director	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	Indonesia International Sustainability Forum	Jakarta, 10-11 Oktober/October	Kementerian Koordinator Infrastruktur dan Pengembangan Wilayah, Kementerian Investasi dan Hilirisasi/ BKPM, Kadin Indonesia
	AI Academy : Introduction for Executives	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir		
	Regulasi Teknologi Digital	Jakarta, 12 November/ November	
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
	Sistem Pembayaran		
Hermawan Tarjono Direktur Director	*M&A Auction Tactics, Financing a M&A Bid, and International Capital Markets Offerings*	4 Februari/February	Latham
	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	AI Academy : Introduction to Executives	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir		
	Regulasi Teknologi Digital	Jakarta, 12 November/ November	
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
Daniel Cahya Direktur Director	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	Indonesia International Sustainability Forum	Jakarta, 10-11 Oktober/October	Kementerian Koordinator Infrastruktur dan Pengembangan Wilayah, Kementerian Investasi dan Hilirisasi/ BKPM, Kadin Indonesia
Alex Sutanto Direktur Director	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	AI Academy : Introduction to Executives	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir		
	Regulasi Teknologi Digital	Jakarta, 12 November/ November	
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
	Sistem Pembayaran		
	Cryptocurrency		

Nama & Jabatan Name & Position	Lokakarya/Pelatihan/Seminar Workshop/Training/Seminar	Tempat, Tanggal Place, Date	Penyelenggara Organizer
David Fernando Audy Direktur Director	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	Executive Leadership Masterclass	Jakarta, 9 Oktober/October	Sinar Mas
	Indonesia International Sustainability Forum	Jakarta, 10-11 Oktober/October	Kementerian Koordinator Infrastruktur dan Pengembangan Wilayah, Kementerian Investasi dan Hilirisasi/ BKPM, Kadin Indonesia
	AI Academy : Introduction to Executives	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir		
Mona Angelique Susanto Direktur Director	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	AI Academy : Introduction to Executives	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir		
	Regulasi Teknologi Digital	Jakarta, 12 November/ November	
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
	Sistem Pembayaran		
	Cryptocurrency		
Timotius Max Sulaiman, S.E. Direktur Director	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	CEO Readiness	20-23 Oktober/October	Deloitte

Sejak diluncurkannya keanggotaan IICD pada bulan September 2025, untuk mendukung peningkatan kapasitas dan pemahaman Direksi dan Dewan Komisaris terhadap praktik GCG dan memperkuat implementasi GCG secara berkelanjutan melalui akses pada pelatihan, forum diskusi, dan jejaring profesional, Perseroan secara resmi bergabung sebagai anggota IICD.

Since the launch of IICD membership in September 2025, to support the capacity building and understanding of the Board of Directors and the Board of Commissioners regarding GCG practices and to strengthen the sustainable implementation of GCG through access to training, discussion forums, and professional networks, the Company officially joined as a member of IICD.

Hubungan Keluarga, Keuangan, dan Kepengurusan antara Anggota Direksi, Dewan Komisaris, Pengendali, dan Pemegang Saham Utama

Berdasarkan Keputusan Direksi BEI No. Kep-00101/BEI/12-2021 tanggal 21 Desember 2021 perihal perubahan Peraturan BEI No. I-A tentang Pencatatan Saham dan Efek bersifat Ekuitas selain Saham yang Diterbitkan oleh Perusahaan Tercatat, kewajiban bagi perusahaan tercatat untuk menunjuk Direktur Independen telah dihapuskan. Ketentuan ini berlaku efektif pada tanggal yang sama dengan tanggal penerbitan keputusan, yaitu 21 Desember 2021.

Meskipun demikian, dengan memahami pentingnya independensi dalam perusahaan publik, Perseroan tetap berkomitmen untuk menjaga independensi struktur manajemen dan memastikan bahwa transaksi, kebijakan strategis, dan aksi korporasi dilaksanakan secara objektif, transparan, dan bertanggung jawab sesuai dengan prinsip GCG dan peraturan yang berlaku.

Family, Financial, and Management Relationship between Members of the Board of Directors, Members of the Board of Commissioners, Controller, and Main Shareholders

Based on the Decision of the Board of Directors of IDX No. Kep-00101/BEI/12-2021 dated December 21, 2021, concerning the amendments to BEI Regulation No. I-A concerning the Listing of Shares (Stock) and Equity-Type Securities Other than Stock Issued by the Listed Company, the obligation for listed companies to appoint an Independent Director has been revoked. The provision became effective on the same date as the decision's issuance date, which was December 21, 2021.

However, by having an understanding of the importance of independency in public companies, the Company seeks to maintain independency of its management structure and ensure that transactions, strategic policies, and corporate actions are carried out objectively, transparently, and responsibly in accordance with GCG principles and applicable laws and regulations.

Untuk membantu para pemangku kepentingan memahami hubungan serta potensi konflik kepentingan yang dapat memengaruhi keputusan investasi, Perseroan mengungkapkan informasi mengenai potensi afiliasi atau hubungan kepentingan antar pengurus perusahaan yang dapat memengaruhi pengambilan keputusan atau pertimbangan investasi dari pemangku kepentingan. Perseroan menyampaikan secara terbuka informasi mengenai ada atau tidaknya hubungan keluarga dan/atau keuangan antara anggota Direksi dengan sesama anggota Direksi, anggota Dewan Komisaris, serta dengan Pengendali dan Pemegang Saham Utama.

Salah satu bentuk transparansi tersebut tercermin dalam pengungkapan hubungan keluarga antaranggota Direksi, yakni Bapak Lay Krisnan Cahya yang memiliki hubungan keluarga dengan Bapak Daniel Cahya. Meskipun memiliki hubungan keluarga, keduanya tidak memiliki hubungan afiliasi dengan Pengendali dan Pemegang Saham Utama Perseroan. Selain Bapak Lay Krisnan Cahya dan Bapak Daniel Cahya yang memiliki hubungan keluarga, anggota Direksi lainnya tidak memiliki hubungan afiliasi baik dengan sesama anggota Direksi, anggota Dewan Komisaris, Pengendali, maupun Pemegang Saham Utama. [GRI 2-15-b] [ACGS E.4.5.]

Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya, antara anggota Direksi dengan anggota Dewan Komisaris, serta antara anggota Direksi dengan Pengendali dan Pemegang Saham Utama dapat dilihat pada bagian Profil Perusahaan, sub-bagian Matriks Hubungan Afiliasi Dewan Komisaris dan Direksi.

To facilitate stakeholders in understanding the relationships and potential conflicts of interest that may influence investment decisions, the Company discloses information regarding potential affiliations or interests among company management that could influence stakeholders' investment decisions or considerations. The Company publicly discloses information regarding the existence or absence of family and/or financial relationships between members of the Board of Directors, between members of the Board of Directors and members of the Board of Commissioners, as well as between members of the Board of Directors and the Controllers and Main Shareholders.

One form of this transparency is reflected in the disclosure of family relationships between members of the Board of Directors, namely Mr. Lay Krisnan Cahya, who has a family relationship with Mr. Daniel Cahya. Despite having a family relationship, neither of them has an affiliation with the Controller and Main Shareholder of the Company. Other than Mr. Lay Krisnan Cahya and Mr. Daniel Cahya, who have a family relationship, other members of the Board of Directors have no affiliation with fellow members of the Board of Directors, the Board of Commissioners, the Controllers, or the Main Shareholders. [GRI 2-15-b] [ACGS E.4.5.]

Affiliate relationships between members of the Board of Directors, between members of the Board of Directors and members of the Board of Commissioners, as well as between members of the Board of Directors and the Controllers and Main Shareholders can be seen in the Company Profile section, Matrix of Affiliated Relationships between the Board of Commissioners and the Board of Directors sub-section.

Rangkap Jabatan Direksi [GRI 2-15-b] [ACGS E.2.6.]

Concurrent Positions of the Board of Directors [GRI 2-15-b] [ACGS E.2.6.]

Ketentuan Rangkap Jabatan Direksi

Anggota Direksi dapat merangkap jabatan, dengan memperhatikan ketentuan dalam Peraturan OJK No. 33/POJK.04/2014 dan Anggaran Dasar Perseroan, sebagai berikut:
- anggota Direksi paling banyak pada 1 (satu) emiten atau perusahaan publik
- anggota Dewan Komisaris paling banyak pada 3 (tiga) emiten atau perusahaan publik
- anggota Komite paling banyak pada 5 (lima) emiten atau perusahaan publik, dimana anggota Direksi yang bersangkutan juga menjabat sebagai anggota Direksi atau anggota Dewan Komisaris

Ketentuan rangkap jabatan di atas berlaku sepanjang tidak bertentangan dengan peraturan perundang-undangan lainnya. Dalam hal terdapat peraturan perundang-undangan lain yang mengatur ketentuan mengenai rangkap jabatan yang berbeda dengan ketentuan sebagaimana diatur dalam Peraturan OJK No. 33/POJK.04/2014, berlaku ketentuan yang mengatur lebih ketat.

Provisions on the Concurrent Positions of the Board of Directors

A member of the Board of Directors may hold concurrent positions, by considering the provisions stipulated in OJK Regulation No. 33/POJK.04/2014 and the Company's Articles of Association, as follows:
- a member of a Board of Directors at most in 1 (one) issuer or public company
- a member of a Board of Commissioners at most in 3 (three) issuers or public companies
- a member of a committee at most in 5 (five) issuers or public companies, in which the relevant member of the Board of Directors also serves as a member of the Board of Directors or the Board of Commissioners

The provision of concurrent positions above applies as long as they do not conflict with other laws and regulations. If there are other laws and regulations governing the provisions regarding concurrent positions that differ from those stipulated in OJK Regulation No. 33/POJK.04/2014, provisions that regulate more strictly apply.

Seluruh anggota Direksi Perseroan telah memenuhi ketentuan rangkap jabatan sebagaimana dipersyaratkan dalam Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. [ACGS (P)E.2.3.]

Evaluasi terhadap rangkap jabatan anggota Direksi dilakukan secara berkala oleh Sekretaris Perusahaan dan Komite Nominasi dan Remunerasi. Dengan memenuhi ketentuan rangkap jabatan, Direksi diharapkan dapat menjalankan fungsi pengurusan dan pengelolaan perusahaan secara optimal dan fokus dalam mendukung pencapaian tujuan strategis Perseroan.

All members of the Company's Board of Directors comply with the concurrent position provisions stipulated in OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. [ACGS (P)E.2.3.]

The evaluation of concurrent positions held by members of the Board of Directors is conducted periodically by the Corporate Secretary and the Nomination and Remuneration Committee. By complying with the concurrent position requirements, the Board of Directors is expected to perform its management and operational functions optimally and focus on supporting the achievement of the Company's strategic goals.

Informasi rangkap jabatan Direksi pada perusahaan publik lainnya per 31 Desember 2025 dapat dilihat pada tabel berikut: [ACGS E.2.7.] [ACGS (P)E.2.3.]

Information on concurrent positions of the Board of Directors in other public companies as of December 31, 2025, can be seen in the following table: [ACGS E.2.7.] [ACGS (P)E.2.3.]

Nama & Jabatan di Perseroan Name & Position in the Company	Rangkap Jabatan di Perusahaan Publik Lain Concurrent Position in Other Public Company		
	Perusahaan Company	Bidang Usaha Business Line	Jabatan Position
Lay Krisnan Cahya Presiden Direktur President Director	PT XLSMART Telecom Sejahtera Tbk	Telekomunikasi Telecommunication	Komisaris Commissioner
Lokita Prasetya Wakil Presiden Direktur Vice President Director	GEMS	Pertambangan dan Perdagangan Batu Bara Coal Mining and Trading	Presiden Komisaris President Commissioner
Hermawan Tarjono Direktur Director	-	-	-
Daniel Cahya Direktur Director	-	-	-
Alex Sutanto Direktur Director	GEMS	Pertambangan dan Perdagangan Batu Bara Coal Mining and Trading	Komisaris Commissioner
David Fernando Audy Direktur Director	PT Fore Kopi Indonesia Tbk	Makanan dan Minuman Food and Beverages	Komisaris Independen Independent Commissioner
Mona Angelique Susanto Direktur Director	-	-	-
Timotius Max Sulaiman, S.E. Direktur Director	-	-	-

Kepemilikan Saham Perseroan oleh Direksi

[ACGS D.1.3.] [ACGS D.1.4.]

Perseroan melarang anggota Direksi untuk menyalahgunakan informasi material yang belum tersedia untuk publik untuk memperoleh keuntungan pribadi, termasuk yang dilakukan melalui praktik perdagangan orang dalam dan/atau penyalahgunaan dalam transaksi efek pribadi.

Piagam Direksi menetapkan sejumlah kewajiban yang harus dipenuhi oleh setiap anggota Direksi, sebagai berikut:

- Kewajiban mengungkapkan kepemilikan saham
  Setiap anggota Direksi wajib mengungkapkan kepemilikan sahamnya, yang meliputi jenis dan jumlah lembar saham di dalam Perseroan.
- Kewajiban melaporkan perubahan kepemilikan saham
  Setiap anggota Dewan Komisaris wajib melaporkan setiap perubahan atas kepemilikan saham Perseroan kepada Sekretaris Perusahaan pada hari yang sama setelah melakukan transaksi saham Perseroan (jika ada), untuk dilaporkan oleh Sekretaris Perusahaan ke OJK dan BEI sesuai dengan peraturan yang berlaku. [ACGS A.7.1.]

Share Ownership of the Board of Directors in the Company

[ACGS D.1.3.] [ACGS D.1.4.]

The Company prohibits members of the Board of Directors from misusing material non-public information for personal gain, including through insider trading and/or abusive self-dealing practices.

The Charter of the Board of Directors of the Company stipulates some obligations that must be fulfilled by each member of the Board of Directors, as follows:

- Obligation to disclose share ownership
  Each member of the Board of Directors is required to report his/her share ownership, which includes the types and number of shares in the Company.
- Obligation to report changes in share ownership
  Each member of the Board of Directors is required to report to the Corporate Secretary any changes of share ownership in the Company on the same day after the Company's share transaction (if any), for the Corporate Secretary to report to the OJK and the IDX in accordance with applicable regulations. [ACGS A.7.1.]

Nama & Jabatan Name & Position	Jumlah Saham per 1 Jan 2025 Number of Shares as of Jan 1, 2025	Perdagangan Saham 1 Jan - 31 Des 2025 Shares Trading Jan 1 - Dec 31, 2025	Jumlah Saham per 31 Des 2025 Number of Shares as of Dec 31, 2025
Lay Krisnan Cahya Presiden Direktur President Director	0	-	0
Lokita Prasetya Wakil Presiden Direktur Vice President Director	0	-	0

Nama & Jabatan Name & Position	Jumlah Saham per 1 Jan 2025 Number of Shares as of Jan 1, 2025	Perdagangan Saham 1 Jan - 31 Des 2025 Shares Trading Jan 1 - Dec 31, 2025	Jumlah Saham per 31 Des 2025 Number of Shares as of Dec 31, 2025
Hermawan Tarjono Direktur Director	0	-	0
Daniel Cahya Direktur Director	0	-	0
Alex Sutanto Direktur Director	0	-	0
David Fernando Audy Direktur Director	0	-	0
Mona Angelique Susanto Direktur Director	0	-	0
Timotius Max Sulaiman, S.E. Direktur Director	1,000	(1,000)*)	0

*) Transaksi saham dilakukan atas saham yang dimiliki per 31 Mei 2025
*) Share transaction was conducted for shares owned as of May 31, 2025

Selama tahun 2025, terdapat transaksi saham yang dilakukan oleh satu anggota Direksi sebagaimana dijelaskan pada tabel di atas. Saham diperoleh sebelum yang bersangkutan diangkat menjadi anggota Direksi Perseroan dan transaksi dimaksudkan untuk tetap menjaga independensi pengelolaan perusahaan. [ACGS D.5.1.]

During the year 2025, there were share transactions conducted by a member of the Board of Directors, as explained in the table above. Shares were obtained before the relevant person was appointed as a member of the Board of Directors of the Company, and the transaction was intended to maintain the independency of the company's management. [ACGS D.5.1.]

Komite Audit [ACGS E.2.18.]
Audit Committee [ACGS E.2.18.]

Komite Audit Perseroan pertama kali dibentuk berdasarkan keputusan sirkuler Dewan Komisaris tanggal 22 Maret 2010.

The Audit Committee of the Company was first formed based on the circular resolution of the Board of Commissioners dated March 22, 2010.

Komite Audit adalah organ pendukung perusahaan yang dibentuk oleh dan bertanggung jawab kepada Dewan Komisaris. Komite ini berfungsi sebagai perpanjangan tangan Dewan Komisaris dan memegang peran penting dalam melaksanakan fungsi pengawasan atas proses pelaporan keuangan, pengendalian internal, dan audit internal Perseroan.

The Audit Committee is a supporting organ of the company established by and responsible to the Board of Commissioners. This committee serves as an extension of the Board of Commissioners and plays an important role in overseeing the financial reporting process, internal control, and internal audit of the Company.

Dalam melaksanakan tugasnya, Komite Audit bekerja secara kolektif dan independen, dengan mengedepankan prinsip objektivitas, profesionalisme, dan integritas. Komite ini juga berperan sebagai mitra strategis bagi manajemen untuk memastikan bahwa tugas pengawasan dan evaluasi berjalan dengan optimal, sesuai dengan standar terbaik, serta dapat memberikan kontribusi yang signifikan terhadap kualitas tata kelola Perseroan.

In carrying out its duties, the Audit Committee works collectively and independently, prioritizing the principles of objectivity, professionalism, and integrity. The Committee also serves as a strategic partner for management to ensure that oversight and evaluation tasks are carried out optimally, in accordance with best practices, and can make a significant contribution to the quality of the Company's governance.

Untuk mendukung pelaksanaan tugas secara optimal, Komite Audit bersinergi dengan Komite Manajemen Risiko dalam memperkuat efektivitas pengawasan atas pengendalian internal dan pengelolaan risiko Perseroan sebagai bagian dari upaya memperkokoh

To support optimal task execution, the Audit Committee collaborates with the Risk Management Committee to strengthen the effectiveness of oversight over the Company's internal controls and risk management as part of efforts to reinforce

penerapan GCG serta mendorong peningkatan kinerja Perseroan secara berkelanjutan. Komite Audit juga dapat bekerja sama dengan unit-unit lain di dalam Perseroan, termasuk Unit Audit Internal, Unit Manajemen Risiko, dan tim divisi keuangan. Bila diperlukan, dan atas persetujuan Dewan Komisaris, Komite Audit juga memiliki wewenang untuk mengakses sumber daya eksternal, termasuk penunjukan konsultan independen atau tenaga ahli di bidang tertentu yang memerlukan keahlian yang belum sepenuhnya dikuasai oleh sumber daya internal, dengan biaya Perseroan.

Piagam Komite Audit [ACGS E.2.21.]

Piagam Komite Audit berfungsi sebagai panduan bagi Komite Audit dalam menjalankan tugas dan tanggung jawabnya untuk mendukung efektivitas fungsi pengawasan Dewan Komisaris.

Piagam Komite Audit Perseroan pertama diterbitkan pada tahun 2011. Piagam ini secara berkala ditinjau dan disempurnakan guna memastikan kesesuaiannya dengan peraturan perundang-undangan yang berlaku, termasuk regulasi dari otoritas pasar modal dan standar praktik terbaik di industri. Proses peninjauan ini merupakan bagian dari evaluasi berkelanjutan yang bertujuan untuk memperkuat integritas, independensi, dan efektivitas Komite Audit dalam menjalankan tugas dan tanggung jawabnya.

Seiring dengan perkembangan regulasi, dinamika bisnis, serta meningkatnya ekspektasi para pemangku kepentingan, Piagam ini disempurnakan pada tahun 2013 dan 2019.

Piagam Komite Audit memuat hal-hal sebagai berikut:
- Landasan Hukum
- Nilai dan Etika
- Komposisi dan Kriteria
- Pengangkatan, Pemberhentian, dan Masa Jabatan
- Program Orientasi dan Pelatihan
- Tugas, Wewenang, dan Tanggung Jawab
- Rapat
- Penilaian Kinerja
- Pelaporan
- Kerahasiaan
- Larangan
- Sanksi

Dengan berpedoman pada Piagam Komite Audit, Komite Audit diharapkan dapat menjalankan tugas dan tanggung jawabnya secara efektif, memberikan rekomendasi yang bernilai tambah kepada Dewan Komisaris, serta mendukung penguatan sistem pengendalian internal, manajemen risiko, dan integritas laporan keuangan.

Piagam Komite Audit ini telah dipublikasikan di situs web Perseroan dan akan terus ditinjau secara berkala sebagaimana diperlukan.

the implementation of GCG and to encourage the sustainable improvement of the Company's performance. The Audit Committee may also collaborate with other units within the Company, including the Internal Audit Unit, the Risk Management Unit, and the finance division teams. If necessary, and with the approval of the Board of Commissioners, the Audit Committee also has the authority to access external resources, including appointing independent consultants or experts in specific areas requiring expertise not fully possessed by internal resources, at the Company's expense.

Charter of the Audit Committee [ACGS E.2.21.]

The Charter of the Audit Committee serves as a guideline for the Audit Committee to carry out its duties and responsibilities to support the effectiveness of the supervisory function of the Board of Commissioners.

The Charter of the Audit Committee of the Company was first issued in 2011. This charter is periodically reviewed and updated to ensure its compliance with applicable laws and regulations, including those from capital market authorities and industry best practices. This review process is part of an ongoing evaluation aimed at strengthening the integrity, independency, and effectiveness of the Audit Committee in carrying out its duties and responsibilities.

In line with the evolution of regulations, business dynamics, and the increasing expectations of stakeholders, this Charter was refined in 2013 and 2019.

The Charter of the Audit Committee covers the following items:
- Legal Basis
- Values and Ethics
- Composition and Criteria
- Appointment, Dismissal, and Term of Office
- Orientation and Training Programs
- Duties, Authorities, and Responsibilities
- Meetings
- Performance Appraisal
- Reporting
- Confidentiality
- Prohibitions
- Sanctions

With guidance from the Charter of the Audit Committee, the Audit Committee is expected to carry out its duties and responsibilities effectively, provide value-added recommendations to the Board of Commissioners, and support the strengthening of internal control systems, risk management, and the integrity of financial reporting.

This Charter of the Audit Committee is available on the Company's website and will be reviewed periodically as necessary.

Tugas, Wewenang, dan Tanggung Jawab Komite Audit	Duties, Authorities, and Responsibilities of the Audit Committee
Tugas, wewenang, dan tanggung jawab Komite Audit diatur di dalam Piagam Komite Audit.	Duties, authorities, and responsibilities of the Audit Committee are stipulated in the Charter of the Audit Committee.
Tugas Komite Audit memiliki tugas antara lain sebagai berikut:	**Duties** The Audit Committee has, among others, the following duties:

Audit Internal	• Memberikan rekomendasi kepada Dewan Komisaris untuk pengangkatan dan pemberhentian Kepala Unit Audit Internal dan penetapan ruang lingkup pekerjaan Unit Audit Internal [ACGS E.3.16.] • Meningkatkan independensi fungsi audit internal • Menelaah dan memberikan masukan atas program kerja audit tahunan yang disusun oleh Unit Audit Internal • Menelaah aktivitas, struktur organisasi, dan kualifikasi personal Unit Audit Internal untuk memastikan bahwa Unit Audit Internal dapat bekerja secara independen, efektif, objektif, dan memiliki sumber daya yang memadai, untuk melaksanakan fungsi sesuai dengan standar audit yang berlaku • Menelaah kecukupan, independensi, dan efektivitas pelaksanaan fungsi audit internal • Menelaah sistem pengendalian internal dan memberikan saran perbaikan terhadap pengendalian internal • Mempelajari rangkuman laporan yang dibuat dan diberikan oleh Unit Audit Internal kepada manajemen serta tanggapan manajemen terhadap rangkuman laporan • Mengadakan pertemuan secara rutin dengan Unit Audit Internal untuk membahas temuan-temuan audit internal dan/atau tindak lanjut yang dilakukan oleh Direksi atas temuan audit tersebut • Menyampaikan hasil penelaahan atas efektivitas pelaksanaan audit internal dan kinerja Unit Audit Internal kepada Dewan Komisaris
Internal Audit	• Provide recommendations to the Board of Commissioners regarding the appointment and dismissal of the Head of the Internal Audit Unit and the determination of the scope of work of the Internal Audit Unit [ACGS E.3.16.] • Enhance the independency of internal audit functions • Review and provide inputs on the annual audit plan prepared by the Internal Audit Unit • Review the activities, organizational structure, and personnel qualifications of the Internal Audit Unit to ensure that the Internal Audit Unit can work independently, effectively, and objectively, as well as be adequately resourced to carry out its functions, in accordance with the prevailing auditing standards • Review the adequacy, independency, and effectiveness of the implementation of internal audit functions • Review the internal control system and suggest improvements to the internal control system • Review the summary of the report prepared and provided by the Internal Audit Unit to the management, as well as the management's response to the report summary • Hold regular meetings with the Internal Audit Unit to discuss internal audit findings and/or follow-up actions taken by the Board of Directors on the findings • Present the review result of the effectiveness of internal audit implementation and the performance of the Internal Audit Unit to the Board of Commissioners
Audit Eksternal	• Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan, penunjukan kembali, dan/atau pemberhentian auditor eksternal dengan memperhatikan aspek legalitas, kompetensi, independensi, kualitas, dan biaya jasa [ACGS E.2.24.] • Memastikan bahwa proses seleksi auditor eksternal dilakukan secara transparan, akuntabel, dan hati-hati • Menelaah jasa non-audit yang diperbolehkan untuk diberikan oleh auditor eksternal kepada Perseroan berdasarkan ketentuan yang berlaku untuk menjaga independensi auditor eksternal • Menelaah rencana audit, termasuk ruang lingkup, prosedur, dan ketentuan-ketentuan audit, untuk memastikan kelengkapan cakupan, pengurangan upaya yang berlebihan, dan penggunaan sumber daya audit yang efektif • Memastikan agar auditor eksternal segera menyampaikan temuan audit signifikan kepada manajemen • Memantau pembahasan temuan audit oleh auditor eksternal dengan manajemen • Menelaah kecukupan, independensi, efektivitas, kualitas, dan biaya pelaksanaan audit eksternal • Menelaah perubahan signifikan yang diperlukan dalam rencana audit auditor eksternal, setiap kesulitan yang dihadapi selama pelaksanaan audit dan penyelesaiannya, dan hal-hal lain yang berkaitan dengan pelaksanaan audit • Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan auditor eksternal atas jasa yang diberikan • Melakukan dialog yang memadai dengan auditor eksternal
External Audit	• Provide recommendations to the Board of Commissioners regarding the appointment, reappointment, and/or dismissal of the external auditor by considering the aspects of legality, competency, independency, quality, and service fees [ACGS E.2.24.] • Ensure that the external auditor selection process is carried out in a transparent, accountable, and prudent manner • Review non-audit services that can be provided by the external auditor to the Company based on prevailing regulations to maintain the independency of the external auditor • Review the audit plan, including the scope, procedures, and audit provisions, to ensure completeness of coverage, reduction of redundant efforts, and the effective use of audit resources • Ensure that the external auditor promptly conveys significant audit findings to the management • Monitor the discussion of the audit findings by the external auditor with management • Review the adequacy, independency, effectiveness, quality, and fees of the external audit • Review the significant changes needed in the external auditor's audit plan, any difficulties encountered during the audit and its completion, and other matters relating to the audit • Provide independent opinions in the event of disagreement between management and the external auditor for the services rendered • Conduct adequate dialogue with external auditors
Laporan Keuangan	• Menelaah prinsip dan praktik akuntansi dan pelaporan yang diterapkan Perseroan dalam menyajikan laporan keuangan untuk memastikan pemenuhan standar akuntansi yang berlaku • Menelaah laporan keuangan yang akan diterbitkan oleh Perseroan untuk BEI, OJK, atau institusi-institusi lainnya • Mendiskusikan dengan Dewan Komisaris dan manajemen mengenai informasi penting atau material untuk diungkapkan kepada publik
Financial Statements	• Review accounting and reporting principles and practices applied by the Company in presenting the financial statements to ensure compliance with prevailing accounting standards • Review the financial statements to be issued by the Company to IDX, OJK, or other institutions • Discuss with the Board of Commissioners and management regarding important or material information to be disclosed to the public

Kepatuhan Compliance	• Menelaah kepatuhan Perseroan terhadap peraturan perundang-undangan yang terkait dengan kegiatan operasional Perseroan dan peraturan perundang-undangan yang berlaku di pasar modal • Memastikan bahwa manajemen telah melaksanakan prinsip-prinsip GCG • Review the Company's compliance with laws and regulations related to the operations of the Company and the prevailing capital market laws and regulations • Ensure that management has implemented GCG principles
Manajemen Risiko Risk Management	• Melakukan penelaahan atas sistem, proses identifikasi, dan pelaksanaan manajemen risiko • Melakukan koordinasi dengan Komite Manajemen Risiko untuk memastikan bahwa sistem manajemen risiko telah mencakup risiko utama yang telah dimitigasi dengan baik • Memastikan bahwa Perseroan beroperasi dengan tingkat toleransi risiko yang wajar • Review the risk management system, identification process, and implementation of risk management practices • Coordinate with the Risk Management Committee to ensure that the risk management system covers the main risks that have been well mitigated • Ensure that the Company operates within a reasonable level of risk tolerance
Transaksi Afiliasi dan Transaksi Benturan Kepentingan Affiliated Transactions and Conflict-of-Interest Transactions	• Menelaah transaksi material yang dilakukan dengan pihak afiliasi yang berpotensi menimbulkan benturan kepentingan, untuk memastikan bahwa transaksi dilakukan secara adil dan wajar untuk kepentingan terbaik Perseroan dan pemegang saham [ACGS A.8.1.] [ACGS A.9.1.] • Memantau bahwa transaksi dengan pihak afiliasi yang membutuhkan persetujuan pemegang saham dilakukan setelah Perseroan memperoleh persetujuan pemegang saham yang tidak berkepentingan [ACGS A.9.2.] • Menyampaikan hasil penelaahan kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan • Tidak melibatkan diri dalam pembahasan transaksi afiliasi, dalam hal anggota Komite Audit yang bersangkutan memiliki benturan kepentingan dalam transaksi yang sedang didiskusikan • Review material transactions carried out with affiliated parties that have the potential for conflict-of-interest, to ensure that transactions are carried out fairly and at arm's length in the best interests of the Company and shareholders [ACGS A.8.1.] [ACGS A.9.1.] • Monitor that transactions with affiliated parties that require shareholders' approval are carried out after the Company obtains approval from non-interested shareholders [ACGS A.9.2.] • Present the results of the review to the Board of Commissioners regarding any potential conflict of interest • Withdrawing himself/herself from participating in a discussion of an affiliated transaction, in the event that he/she has a conflict of interest in the transaction being discussed
Penanganan Pengaduan Complaint Handling	• Menelaah pengaduan pihak ketiga dan meneruskan pengaduan kepada pihak yang berkepentingan • Memantau tindak lanjut pengaduan yang berkaitan dengan Perseroan mengenai akuntansi, pengendalian internal, kecurangan, serta dugaan perilaku manajemen yang tidak terpuji yang dapat mengganggu kegiatan operasional Perseroan seperti tidak jujur, tidak etis, memiliki benturan kepentingan, atau memberikan informasi yang tidak akurat atau menyesatkan kepada publik, dan ketidaktaatan terhadap peraturan perundang-undangan yang berlaku • Meminta dilakukan audit investigasi atas pengaduan dengan bekerja sama dengan pihak manajemen atau pihak lainnya jika diperlukan • Melaporkan hasil penelaahan kepada Dewan Komisaris dan memantau tindak lanjut hasil penelaahan bila diminta oleh Dewan Komisaris • Review third-party complaints and forward the complaints to the interested parties • Monitor the follow-up of complaints related to the Company regarding accounting, internal control, fraud, and allegations of dishonourable management behaviour, that may interfere with the Company's operational activities, such as being dishonest, unethical, having a conflict of interest, or providing inaccurate or misleading information to the public, and non-compliance with applicable laws and regulations • Call for an audit investigation based on a complaint in collaboration with management or other parties, if necessary • Report the result of the review to the Board of Commissioners and monitor the progress and follow up when requested by the Board of Commissioners
Lainnya Others	• Melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris dan sesuai dengan peraturan perundang-undangan yang berlaku • Melakukan penelaahan terhadap Piagam Komite Audit sesuai dengan kebutuhan dan mengusulkan perubahannya untuk persetujuan Dewan Komisaris • Carry out other supervisory duties as requested by the Board of Commissioners and as required under the prevailing laws and regulations • Conduct a review of the Charter of the Audit Committee as necessary and propose updates to the Board of Commissioners for approval

Wewenang
Wewenang Komite Audit, antara lain sebagai berikut:
- mengakses dokumen, data, dan informasi Perseroan tentang karyawan, dana, aset, dan sumber daya Perseroan lainnya yang diperlukan berkaitan dengan pelaksanaan tugasnya
- berkomunikasi langsung dengan karyawan, Direksi, pihak yang menjalankan fungsi audit internal, manajemen risiko, dan auditor eksternal terkait tugas dan tanggung jawab Komite Audit
- memberikan rekomendasi perbaikan kinerja operasional dan pengawasan kepada manajemen berdasarkan laporan Unit Audit Internal dan auditor eksternal
- melibatkan pihak independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya
- memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan auditor eksternal
- melakukan kewenangan lain yang diberikan oleh Dewan Komisaris dan peraturan perundang-undangan yang berlaku

Authorities
Authorities of the Audit Committee include the following:
- access the Company's documents, data, and information regarding the employees, funds, assets, and other resources relating to the execution of its duties
- communicate directly with the employees, the Board of Directors, those who perform the functions of internal audit, risk management, and the external auditor regarding matters related to the duties and responsibilities of the Audit Committee
- provide recommendations for the improvement of operational performance and supervision to management, based on reports from the Internal Audit Unit and the external auditor
- involve independent parties external to the members of the Audit Committee as necessary to assist in the execution of its duties
- provide an independent opinion in the event of disagreements between management and the external auditor
- perform other authorities as given by the Board of Commissioners and the prevailing laws and regulations

Tanggung Jawab
Komite Audit bertanggung jawab kepada Dewan Komisaris dan wajib bertindak secara independen dalam melaksanakan tugas dan tanggung jawabnya.

Responsibilities
The Audit Committee is responsible to the Board of Commissioners and shall act independently in carrying out its duties and responsibilities.

Susunan Komite Audit

Komite Audit dibentuk dengan jumlah sekurang-kurangnya 3 (tiga) anggota, yang terdiri atas Komisaris Independen dan/atau pihak eksternal di luar Perseroan, dengan 1 (satu) Komisaris Independen bertindak sebagai ketua.

Seluruh anggota Komite Audit Perseroan merupakan individu yang bersifat independen dan non-eksekutif, yang berasal dari jajaran Komisaris Independen. Komposisi yang sepenuhnya independen ini dirancang untuk memastikan objektivitas, integritas, dan profesionalisme yang bebas dari konflik kepentingan.

Dengan struktur yang independen tersebut, Komite Audit berperan dalam memperkuat penerapan GCG, khususnya untuk memastikan bahwa proses pelaporan keuangan berlangsung transparan dan akurat, menilai efektivitas sistem pengendalian internal, dan mengawasi pelaksanaan audit internal dan eksternal agar sesuai dengan prinsip akuntabilitas dan kepatuhan terhadap peraturan perundang-undangan yang berlaku. [ACGS E.2.19.] [ACGS E.2.20.]

Saat ini, masa jabatan anggota Komite Audit Perseroan adalah untuk periode 2024-2029, dengan susunan sebagai berikut:

Composition of the Audit Committee

The Audit Committee is formed with a minimum of 3 (three) persons, consisting of Independent Commissioners and/or external parties outside the Company, with 1 (one) Independent Commissioner acting as the chairperson.

All members of the Audit Committee of the Company are independent and non-executive individuals drawn from the ranks of the Company's Independent Commissioners. This fully independent composition is designed to ensure objectivity, integrity, and professionalism free from conflicts of interest.

With this independent structure, the Audit Committee plays a role in strengthening the implementation of GCG, particularly to ensure that the financial reporting process is transparent and accurate, assess the effectiveness of the internal control system, and oversee the implementation of internal and external audits to ensure they comply with the principles of accountability and adherence to applicable laws and regulations. [ACGS E.2.19.] [ACGS E.2.20.]

Currently, the tenure of the members of the Audit Committee is for the 2024-2029 period, with the composition as follows:

Nama & Jabatan di Komite Audit Name & Position in the Audit Committee	Kompetensi Competency	Pengangkatan dan Masa Jabatan Appointment and Term of Office
Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc. Ketua Chairperson [ACGS E.2.20.]	Teknologi, Hukum, Ekonomi, & Pendidikan Technology, Law, Economics, & Education	Diangkat kembali menjadi Ketua Komite Audit berdasarkan Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024, dengan masa jabatan hingga RUPST 2029 (periode -2). Reappointed as the Chairperson of the Audit Committee based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024, with a term of office until the AGM 2029 (2nd tenure).
Ir. F.X. Sutijastoto, M.A. Anggota Member	Energi & Lingkungan Energy & Environment	Diangkat kembali menjadi anggota Komite Audit berdasarkan Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024, dengan masa jabatan hingga RUPST 2029 (periode-2). Reappointed as a member of the Audit Committee based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024, with a term of office until the AGM 2029 (2nd tenure).

Nama & Jabatan di Komite Audit Name & Position in the Audit Committee	Kompetensi Competency	Pengangkatan dan Masa Jabatan Appointment and Term of Office
Michell Suharli, M.Si., CPA, CA Anggota Member [ACGS E.2.22.]	Akuntansi & Keuangan Accounting & Finance	Diangkat kembali menjadi anggota Komite Audit berdasarkan Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024, dengan masa jabatan hingga RUPST 2029 (periode-2). Reappointed as a member of the Audit Committee based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024, with a term of office until the AGM 2029 (2nd tenure).

Profil, termasuk informasi rangkap jabatan dan pengalaman kerja, Bapak Hendrikus Passagi dan Bapak F.X. Sutijastoto dapat dilihat pada bagian Profil Perusahaan, sub-bagian Profil Dewan Komisaris.

The profiles, including information on concurrent positions and work experiences, of Mr. Hendrikus Passagi and Mr. F.X. Sutijastoto can be seen in the Company Profile section, Profile of the Board of Commissioners subsection.

Adapun profil Bapak Michell Suharli adalah sebagai berikut:

The profile of Mr. Michell Suharli is as follows:



Michell Suharli, M.Si., CPA, CA
Anggota Komite Audit
Member of the Audit Committee

Bapak Michell Suharli, Warga Negara Indonesia, berusia 48 tahun, berdomisili di Jakarta. Beliau diangkat kembali sebagai anggota Komite Audit sesuai dengan Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024. Masa jabatan sebagai anggota Komite Audit mengikuti masa jabatan Dewan Komisaris Perseroan.

Mr. Michell Suharli, an Indonesian citizen, 48 years old, domiciled in Jakarta. He was first appointed as a member of the Company's Audit Committee based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024. His term of office as a member of the Audit Committee follows the term of office of the Company's Board of Commissioners.

Beliau saat ini merupakan anggota Dewan Manajemen IICD. Sejak tahun 2020, beliau juga menjabat sebagai CEO di SW Indonesia. Sebelumnya, beliau pernah menjabat sebagai Deputy Managing Partner di BDO in Indonesia – Audit Firm (2017-2020), Senior Partner di PKF Indonesia (2015-2017), Audit Partner di LEA Global Indonesia (2009-2015), dan Presiden Direktur di Winindo Business Pte. Ltd. (2002-2009). Saat ini beliau juga menjabat sebagai anggota Komite Audit di PT Chandra Asri Pacific Tbk.

He is currently a member of the Management Board of IICD. Since 2020, he has also served as the CEO of SW Indonesia. Previously, he served as a Deputy Managing Partner at BDO in Indonesia – Audit Firm (2017-2020), Senior Partner at PKF Indonesia (2015-2017), Audit Partner at LEA Global Indonesia (2009-2015), and President Director at Winindo Business Pte. Ltd. (2002-2009). Currently, he also serves as a member of the Audit Committee at PT Chandra Asri Pacific Tbk.

Beliau meraih gelar Sarjana Akuntansi dari Universitas Katolik Indonesia Atma Jaya (2000) dan gelar Magister Akuntansi dari Universitas Trisakti (2004).

He received his bachelor's degree in accounting from Universitas Katolik Indonesia Atma Jaya (2000) and his master's degree in accounting from Universitas Trisakti (2004).

Bapak Michell Suharli tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, Pengendali, ataupun Pemegang Saham Utama Perseroan.

Mr. Michell Suharli is not affiliated with any member of the Board of Commissioners, the Board of Directors, the Controllers, or the Main Shareholders of the Company.

Jumlah, komposisi, dan keberagaman anggota Komite Audit dievaluasi secara berkala oleh Komite Nominasi dan Remunerasi setidaknya 1 (satu) kali dalam setahun. Evaluasi ini bertujuan untuk memastikan struktur Komite Audit tetap relevan dengan kebutuhan bisnis, sejalan dengan ekspektasi pemangku kepentingan, dan sesuai dengan peraturan perundang-undangan dan pedoman tata kelola perusahaan yang berlaku.

The number, composition, and diversity of Audit Committee members are evaluated periodically by the Nomination and Remuneration Committee at least once a year. This evaluation aims to ensure that the Audit Committee's structure remains relevant to business needs, aligns with stakeholder expectations, and complies with applicable laws, regulations, and corporate governance guidelines.

Hasil evaluasi digunakan sebagai dasar bagi Komite Nominasi dan Remunerasi untuk memberikan rekomendasi kepada Dewan

The evaluation results are used as a basis for the Nomination and Remuneration Committee to make recommendations to the Board

Komisaris mengenai perubahan, pengangkatan, atau perpanjangan masa jabatan anggota Komite Audit, termasuk kebutuhan pengembangan kapasitas dan pelatihan berkelanjutan. Melalui mekanisme ini, Perseroan memastikan bahwa Komite Audit senantiasa terdiri dari individu-individu yang kompeten, independen, dan berintegritas tinggi, sehingga mampu menjalankan fungsi pengawasan, penelaahan laporan keuangan, serta pemantauan sistem pengendalian internal secara objektif dan efektif.

of Commissioners regarding changes, appointments, or extensions of the Audit Committee members' terms of office, including capacity development needs and ongoing training. Through this mechanism, the Company ensures that the Audit Committee is always composed of individuals who are competent, independent, and high integrity, enabling them to perform their oversight functions, review financial statements, and monitor the internal control system objectively and effectively.

Kriteria Pengangkatan Komite Audit

Persyaratan umum keanggotaan Komite Audit Perseroan, antara lain sebagai berikut:

- memiliki integritas tinggi, kemampuan, pengetahuan, dan pengalaman sesuai dengan bidang pekerjaannya, serta mampu berkomunikasi dengan baik
- memahami laporan keuangan, bisnis perusahaan, proses audit, manajemen risiko, dan peraturan perundang-undangan di bidang pasar modal serta peraturan perundang-undangan terkait lainnya
- mematuhi Kode Etik Perseroan
- bersedia meningkatkan kompetensi secara terus menerus melalui pendidikan dan pelatihan
- memiliki paling sedikit 1 (satu) anggota yang berlatar pendidikan dan keahlian di bidang akuntansi dan/atau keuangan
- bukan merupakan orang dalam KAP, kantor konsultan hukum, kantor jasa penilai publik, atau pihak lain yang memberi jasa asurans, jasa non-asurans, jasa penilai, dan/atau jasa konsultasi lain kepada Perseroan dan entitas anak dalam waktu 6 (enam) bulan terakhir
- bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dan entitas anak dalam waktu 6 (enam) bulan terakhir, kecuali sebagai Komisaris Independen
- tidak mempunyai saham langsung maupun tidak langsung pada Perseroan dan entitas anak
- tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pengendali, ataupun Pemegang Saham Utama Perseroan
- tidak mempunyai hubungan usaha, baik langsung maupun tidak langsung, yang berkaitan dengan kegiatan usaha Perseroan dan entitas anak
- memiliki kemampuan komunikasi, kerja sama, serta komitmen untuk menyediakan waktu yang cukup untuk melaksanakan tugas dan tanggung jawabnya
- memiliki komitmen untuk menjalankan tugas dan tanggung jawabnya secara efektif dan independen

Perseroan memastikan bahwa Perseroan tidak memiliki anggota Komite Audit yang sebelumnya merupakan karyawan atau mitra dari auditor eksternal Perseroan dalam 2 (dua) tahun terakhir. Kebijakan ini diterapkan untuk mencegah potensi benturan kepentingan serta menjamin bahwa seluruh anggota Komite Audit dapat menjalankan fungsinya secara objektif, bebas dari pengaruh pihak mana pun, termasuk auditor eksternal yang memiliki keterlibatan langsung dalam proses audit dan pelaporan keuangan. [ACGS (P) E.3.1.]

Appointment Criteria for the Audit Committee

General requirements for each member of the Audit Committee, among others, are as follows:

- having high integrity and possessing the ability, knowledge, and experience related to his/her field of work, and being able to communicate properly
- having a good understanding of the financial statements, businesses of the company, auditing process, risk management, and relevant laws and regulations of the capital market, as well as other related laws and regulations
- complying with the Company's Code of Conduct
- willing to improve his/her competence continuously through education and training
- having at least 1 (one) member with an educational background and expertise in the field of accounting and/or finance
- having not worked for any KAP, law firm, public appraisal firm, or other parties that provide assurance services, non-assurance services, appraisal services, and/or other consulting services to the Company and its subsidiaries within the last 6 (six) months
- not a person who is working for or having the authority and responsibility for planning, directing, controlling, or supervising the activities of the Company and its subsidiaries within the last 6 (six) months, except as an Independent Commissioner
- not owning shares either directly or indirectly in the Company and its subsidiaries
- not having any affiliation with any of the Company's members of the Board of Commissioners, Board of Directors, Controlling, or Main Shareholders
- not having a business relationship, either directly or indirectly, related to the business activities of the Company and its subsidiaries
- having the ability to communicate, cooperate, and be committed to providing sufficient time to carry out his/her duties and responsibilities
- having the commitment to carrying out his/her duties and responsibilities effectively and independently

The Company confirms that no member of the Audit Committee has previously been an employee or partner of the external auditor of the Company within the last 2 (two) years. This policy is implemented to prevent potential conflicts of interest and ensure that all members of the Audit Committee can perform their functions objectively, free from the influence of any party, including external auditors who have direct involvement in the audit and financial reporting process. [ACGS (P)E.3.1.]

Pengangkatan, Pemberhentian, dan Masa Jabatan Komite Audit

Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris.

Masa jabatan Komite Audit adalah sesuai dengan masa jabatan Dewan Komisaris dan dapat diangkat kembali hanya untuk 1(satu) periode berikutnya.

Keanggotaan Komite Audit berakhir dalam hal masa jabatan anggota Komite Audit berakhir, anggota Komite Audit didiskualifikasi berdasarkan ketentuan peraturan perundang-undangan yang berlaku, mengundurkan diri, pensiun, atau tidak diangkat kembali sebagai anggota Komite Audit.

Tata cara pengangkatan, penggantian, pemberhentian, atau pengunduran diri anggota Komite Audit Perseroan dilakukan sesuai dengan Piagam Komite Audit Perseroan.

Appointment, Dismissal, and Term of Office of the Audit Committee

Members of the Audit Committee are appointed and dismissed by the Board of Commissioners.

The term of office of the Audit Committee is in accordance with the term of office of the Board of Commissioners and can only be reappointed for 1 (one) consecutive period.

The term of office of a member of the Audit Committee shall terminate in the event that his/her term of office expires, he/she no longer qualifies based on the prevailing laws and regulations, submits his/her resignation, retires, or is not reappointed as a member of the Audit Committee.

Procedures for the appointment, replacement, dismissal, or resignation of members of the Company's Audit Committee are performed by the Charter of the Audit Committee of the Company.

Independensi Komite Audit

Seluruh anggota Komite Audit Perseroan adalah pihak independen yang telah memenuhi persyaratan umum untuk diangkat sebagai anggota Komite Audit. Anggota Komite Audit Perseroan tidak memiliki hubungan afiliasi dengan anggota Direksi, pemegang saham utama, maupun pihak-pihak lain yang dapat memengaruhi independensi mereka dalam pengambilan keputusan.

Sebagai bentuk konkret dari komitmen tersebut, masing-masing anggota Komite Audit secara resmi menyampaikan kembali Pernyataan Independensi pada tanggal 22 Januari 2025, yang menegaskan kesanggupan mereka untuk menjalankan fungsi pengawasan secara profesional, objektif, dan bebas dari benturan kepentingan. Langkah ini sekaligus memperkuat integritas dan kredibilitas Komite Audit dalam menjalankan perannya sebagai pilar utama pengawasan tata kelola perusahaan yang efektif.

Pelaksanaan Tugas Komite Audit pada Tahun 2025

Komite Audit telah menjalankan seluruh tugas dan tanggung jawabnya secara independen dan profesional sesuai dengan ketentuan yang tercantum dalam Piagam Komite Audit. Dalam pelaksanaannya, Komite Audit berperan aktif dalam memastikan efektivitas pengendalian internal, keandalan pelaporan keuangan, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku.

Pelaksanaan tugas Komite Audit selama tahun 2025, antara lain sebagai berikut:

Independency of the Audit Committee

All members of the Audit Committee of the Company are independent parties who have met the general requirements for appointment as members of the Audit Committee. The members of the Audit Committee of the Company have no affiliation with members of the Board of Directors, major shareholders, or other parties that could affect their independency in decision-making.

As a concrete form of this commitment, each member of the Audit Committee officially resubmitted an independency statement on January 22, 2025, reaffirming their willingness to perform their oversight functions professionally, objectively, and free from conflicts of interest. This step also strengthens the integrity and credibility of the Audit Committee in carrying out its role as the main pillar of supervision of effective governance.

Implementation of Duties of the Audit Committee in 2025

The Audit Committee has carried out all its duties and responsibilities independently and professionally in accordance with the provisions outlined in the Charter of the Audit Committee. In its execution, the Audit Committee actively ensures the effectiveness of internal controls, the reliability of financial reporting, and compliance with applicable laws and regulations.

Duties performed by the Audit Committee in 2025, among others, were as follows:

Tugas Duties	**Pelaksanaan Tugas Tahun 2025** Implementation of Duties in 2025
Menelaah laporan keuangan Review the financial statements	• menelaah Laporan Keuangan Konsolidasian Perseroan untuk periode yang berakhir pada 31 Desember 2024 yang telah diaudit oleh AP • menelaah Laporan Keuangan Konsolidasian Interim Perseroan untuk periode yang berakhir pada tanggal 31 Maret 2025 yang telah ditelaah terbatas oleh AP • menelaah Laporan Keuangan Konsolidasian Interim Perseroan untuk periode yang berakhir pada tanggal 30 Juni 2025 yang telah diaudit oleh AP • menelaah Laporan Keuangan Konsolidasian Interim Perseroan untuk periode yang berakhir pada tanggal 30 September 2025 yang telah diaudit oleh AP • reviewed the Company's Consolidated Financial Statements for the period ended December 31, 2024, which had been audited by AP • reviewed the Company's Interim Consolidated Financial Statements for the period ended March 31, 2025, which had been limitedly reviewed by AP • reviewed the Company's Interim Consolidated Financial Statements for the period ended June 30, 2025, which had been audited by AP • reviewed the Company's Interim Consolidated Financial Statements for the period ended September 30, 2025, which had been audited by AP
Menelaah kinerja AP [ACGS E.2.24.]	• menelaah kinerja audit AP Maria Leckzinska dari KAP Mirawati Sensi Idris atas pelaksanaan jasa audit untuk Laporan Keuangan Perseroan tahun buku 2024, termasuk kualitas hasil audit, kepatuhan terhadap standar profesional, dan ketepatan waktu penyelesaian • mengevaluasi independensi, profesionalitas, dan objektivitas auditor eksternal untuk memastikan bahwa audit dilakukan tanpa adanya konflik kepentingan • menilai kewajaran ruang lingkup penugasan dan besaran honorarium auditor eksternal • meninjau efektivitas pelaksanaan audit eksternal, termasuk kecukupan waktu audit, kejelasan temuan yang disampaikan, dan ketepatan rekomendasi auditor dalam membantu meningkatkan kualitas sistem pengendalian internal serta pelaporan keuangan Perseroan • menilai kontribusi auditor eksternal terhadap peningkatan transparansi dan akuntabilitas Perseroan, termasuk dalam hal komunikasi hasil audit dengan Komite Audit dan Dewan Komisaris, serta pemberian masukan yang konstruktif bagi perbaikan proses pelaporan keuangan • menelaah kepatuhan proses pengangkatan dan penunjukan auditor eksternal terhadap ketentuan peraturan perundang-undangan yang berlaku, pedoman tata kelola perusahaan, dan kebijakan internal Perseroan • merekomendasikan AP Maria Leckzinska dari KAP Mirawati Sensi Idris kepada Dewan Komisaris untuk memberikan jasa audit atas Laporan Keuangan Perseroan tahun buku 2025, berdasarkan hasil evaluasi kinerja dan kepatuhan terhadap standar profesi

Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
Review the performance of AP [ACGS E.2.24.]	• reviewed the audit performance of AP Maria Leckzinska of KAP Mirawati Sensi Idris for the audit services provided for the Company's Financial Statements for the year 2024, including the quality of the audit results, compliance with professional standards, and timeliness of completion • evaluated the independency, professionalism, and objectivity of external auditors to ensure that the audit was conducted without any conflicts of interest • assessed the reasonableness of the scope of the engagement and the amount of the external auditor's fees • reviewed the effectiveness of the external audit implementation, including the adequacy of audit time, clarity of findings presented, and the accuracy of the auditor's recommendations in helping to improve the quality of the Company's internal control system and financial reporting • assessed the contribution of the external auditor to improving the Company's transparency and accountability, including in communicating audit results to the Audit Committee and the Board of Commissioners, as well as providing constructive input for improving the financial reporting process • reviewed the compliance of the external auditor appointment and designation process with applicable laws and regulations, corporate governance guidelines, and the Company's internal policies • recommended AP Maria Leckzinska of KAP Mirawati Sensi Idris to the Board of Commissioners to provide audit services for the Company's Financial Statements for the year 2025, based on the results of performance evaluation and compliance with professional standards
Menelaah kepatuhan Perseroan terhadap peraturan perundangan-undangan Review the Company's compliance with the prevailing laws and regulations	• melakukan pemeriksaan acak atas pemenuhan kepatuhan Perseroan terhadap peraturan perundang-undangan yang berlaku • melakukan diskusi berkala dengan Unit Audit Internal untuk mendapatkan pembaruan atas hasil pemeriksaan kepatuhan dan tindak lanjut atas temuan yang bersifat material • memantau tindak lanjut manajemen terhadap pelanggaran atau ketidakpatuhan yang ditemukan, serta memastikan bahwa langkah korektif telah dilakukan secara cepat, tepat, dan efektif • merekomendasikan perbaikan kebijakan atau prosedur internal berdasarkan hasil pemeriksaan acak dan evaluasi kepatuhan, agar risiko pelanggaran hukum dan reputasi dapat diminimalkan • conducted random checks of the Company's compliance with the prevailing laws and regulations • held regular discussions with the Internal Audit Unit to receive updates on compliance audit results and follow up on material findings • monitored management's follow-up on identified violations or non-compliance, and ensured that corrective actions were taken quickly, accurately, and effectively • recommended improvements to internal policies or procedures based on random audit results and compliance evaluations, in order to minimize the risk of legal and reputational violations.
Mengidentifikasi isu-isu keuangan dan bisnis yang memerlukan perhatian khusus Identify financial and business issues that require special attention	N/A[1)]
Menangani dan menindaklanjuti pengaduan auditor internal dan eksternal Handle and follow up on complaints from internal and external auditors	N/A[2)]
Melaksanakan audit dan/ atau penelaahan khusus sebagaimana ditugaskan oleh Dewan Komisaris Perform special audit and/ or special review duties as assigned by the Board of Commissioners	N/A[3)]

Keterangan / Notes:
[1)] Selama tahun 2025, Perseroan tidak memiliki isu keuangan dan bisnis yang memerlukan perhatian khusus.
[2)] Selama tahun 2025, Perseroan tidak menerima pengaduan yang bersifat material atau signifikan dari pihak auditor internal maupun eksternal.
[3)] Selama tahun 2025, Komite Audit Perseroan tidak menerima tugas audit khusus dan/atau penelaahan khusus dari Dewan Komisaris.
[1)] In 2025, the Company did not encounter any financial and business issues that required special attention.
[2)] In 2025, the Company did not receive any material or significant complaints from internal or external auditors.
[3)] In 2025, the Audit Committee did not receive any special audit and/or special review assignment from the Board of Commissioners

Rapat Komite Audit

Rapat Komite Audit diselenggarakan secara berkala sekurang-kurangnya 1 (satu) kali dalam 3 (tiga) bulan. Undangan rapat disampaikan oleh ketua Komite Audit. Untuk memastikan bahwa keputusan rapat yang diambil memiliki legitimasi dan representasi yang memadai, rapat diselenggarakan apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota Komite Audit.

Meetings of the Audit Committee

The Audit Committee meetings are held periodically, at least once every 3 (three) months. The invitation of the meeting shall be conveyed by the chairperson of the Audit Committee. To ensure that the decisions made at the meetings have sufficient legitimacy and representation, the meetings are held only if attended by more than 1/2 (one-half) of the total members of the Audit Committee.

Keputusan rapat Komite Audit diambil melalui musyawarah untuk mencapai mufakat. Dalam hal mufakat tidak tercapai, keputusan diambil berdasarkan suara terbanyak.

Selama tahun 2025, Komite Audit telah melaksanakan 11 (sebelas) kali rapat, termasuk rapat dengan Dewan Komisaris, AP, dan kepala Unit Audit Internal. Rapat-rapat ini berfungsi sebagai forum strategis untuk menelaah kinerja audit, kepatuhan hukum, sistem pengendalian internal, dan manajemen risiko, serta meninjau tindak lanjut rekomendasi audit untuk memastikan implementasi yang efektif. Tingkat kehadiran rapat Komite Audit pada tahun 2025 secara rata-rata adalah 97%. [ACGS E.2.23.]

Keputusan setiap rapat Komite Audit dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Audit yang hadir dalam rapat dan disampaikan secara tertulis kepada Dewan Komisaris.

Ringkasan rapat Komite Audit pada tahun 2025 adalah sebagai berikut:

The resolutions of the Audit Committee meeting are made through deliberation. If deliberation is not reached, the resolutions shall be made by majority vote.

In 2025, the Audit Committee held 11 (eleven) meetings, including meetings with the Board of Commissioners, AP, and the head of the Internal Audit Unit. These meetings serve as a strategic forum to review audit performance, legal compliance, internal control systems, and risk management, as well as to review the follow-up on audit recommendations to ensure effective implementation. The average attendance rate of the Audit Committee meetings held in 2025 was 97%. [ACGS E.2.23.]

The resolutions of each Audit Committee meeting are recorded in the minutes of the meeting, signed by all members of the Audit Committee present at the meeting, and submitted in writing to the Board of Commissioners.

The summary of the meetings of the Audit Committee in 2025 was as follows:

Tanggal Date	**Pembahasan Rapat** Meeting Agenda	**Pelaksanaan** Execution	**Kehadiran** Attendance				**% Kehadiran** % of Attendance
			Komite Audit Audit Committee			**Unit Audit Internal** Internal Audit Unit	
			HPG	**STT**	**MS**	**LH**	
6-Jan	• Membahas rencana pelaksanaan evaluasi kinerja untuk tahun 2024 dan rencana kerja untuk tahun 2025 • Membahas *update* kegiatan Audit Internal pada Q3-2024 • Discussed the plan for conducting performance evaluation plan for the year 2024 and work plan for the year 2025 • Discussed updates on Internal Audit activities in Q3-2024	Sudah dilaksanakan Sudah dilaksanakan Executed Executed	V	V	V	V	100%
18-Feb	• Membahas rencana kegiatan Audit Internal untuk tahun 2025 • Membahas update kegiatan Audit Internal pada Q4-2024 • Discussed the Internal Audit activity plan for the year 2025 • Discussed updates on Internal Audit activities in Q4-2024	Sudah dilaksanakan Sudah dilaksanakan Executed Executed	V	V	V	V	100%
6-Mar	• Membahas draf Laporan Keuangan Konsolidasian untuk tahun 2024 • Discussed the draft Consolidated Financial Statements for the year 2024	Sudah dilaksanakan Executed	V	V	-	N/A	67%
12-Mar	• Membahas *update* kegiatan Audit Internal pada Q1-2025 • Discussed updates on Internal Audit activities in Q1-2025	Sudah dilaksanakan Executed	V	V	V	V	100%
16-Apr	• Menelaah kinerja AP dan KAP untuk tahun 2024 dan membahas usulan penunjukan AP dan KAP untuk tahun 2025 • Membahas draf Laporan Tahunan untuk tahun buku 2024, bagian Komite Audit	Sudah dilaksanakan Sudah dilaksanakan	V	V	V	N/A	100%

Tanggal Date	Pembahasan Rapat Meeting Agenda	Pelaksanaan Execution	Kehadiran Attendance				% Kehadiran % of Attendance
			Komite Audit Audit Committee			Unit Audit Internal Internal Audit Unit	
			HPG	STT	MS	LH	
	• Reviewed the performance of AP and KAP for the year 2024 and discussed the proposed appointment of AP and KAP for the year 2025 • Discussed the draft of the Annual Report for the financial year 2024, in the Audit Committee's section	Executed Executed					
2-May	• Membahas draf Laporan Keuangan Konsolidasian Interim Q1-2025 • Discussed the draft Interim Consolidated Financial Statements for Q1-2025	Sudah dilaksanakan Executed	V	V	V	N/A	100%
18-Jul	• Membahas *update* kegiatan Audit Internal pada Q2-2025 • Discussed updates on Internal Audit activities in Q2-2025	Sudah dilaksanakan Executed	V	V	V	V	100%
23-Jul	• Memberikan rekomendasi atas penunjukan AP dan KAP untuk tahun buku 2025 • Provided recommendations on the appointment of AP and KAP for the financial year 2025	Sudah dilaksanakan Executed	V	V	V	N/A	100%
2-Sep	• Membahas draf Laporan Keuangan Konsolidasian Interim Q2-2025 • Discussed the draft Interim Consolidated Financial Statements for Q2-2025	Sudah dilaksanakan Executed	V	V	V	N/A	100%
16-Oct	• Membahas *update* kegiatan Audit Internal pada Q3-2025 • Discussed updates on Internal Audit activities in Q3-2025	Sudah dilaksanakan Executed	V	V	V	V	100%
24-Nov	• Membahas draf Laporan Keuangan Konsolidasian Interim Q3-2025 • Discussed the draft Interim Consolidated Financial Statements for Q3-2025	Sudah dilaksanakan Executed	V	V	V	N/A	100%
Kehadiran / Attendance			11/11	11/11	10/11	5/5	97%
% kehadiran / % of attendance			100%	100%	91%	100%	

Keterangan / Notes:
- HPG : Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc.
- STT : Ir. F.X. Sutijastoto, M.A.
- MS : Michell Suharli, M.Si., CPA, CA
- LH : Lam Hendra

Peningkatan Kompetensi bagi Anggota Komite Audit

Perseroan mendorong setiap anggota Komite Audit untuk berpartisipasi secara aktif dalam pelatihan sekurang-kurangnya 1 (satu) kali dalam setahun, dengan durasi pelatihan minimal 12 (dua belas) jam.

Pelatihan ini dimaksudkan agar anggota Komite Audit tetap memahami perkembangan terkini dalam hal-hal yang berkaitan dengan pengawasan keuangan, audit internal, pengendalian risiko, prinsip-prinsip GCG, perkembangan regulasi, standar audit, dan praktik terbaik yang berlaku di industri, sehingga dapat menjalankan tugasnya dengan lebih efektif.

Competency Development for Members of the Audit Committee

The Company encourages each member of the Audit Committee to actively participate in training at least once a year, with a minimum training duration of 12 (twelve) hours.

This training is intended to ensure that Audit Committee members remain up to date on the latest developments in financial oversight, internal audits, risk management, principles of GCG, regulatory developments, audit standards, and industry best practices so that they can perform their duties more effectively.

Lokakarya/pelatihan/seminar yang telah diikuti oleh Bapak Hendrikus Passagi dan Bapak F.X. Sutijastoto pada tahun 2025 dapat dilihat pada bagian Governansi Korporat, sub-bagian Dewan Komisaris.

Workshop/training/seminar attended by Mr. Hendrikus Passagi and Mr. F.X. Sutijastoto in 2025 can be seen in the Corporate Governance Section, Board of Commissioners subsection.

Adapun lokakarya/pelatihan/seminar yang telah diikuti oleh Bapak Michell Suharli pada tahun 2025, dapat dilihat pada tabel berikut:

As for the workshop/training/seminar attended by Mr. Michell Suharli in 2025, can be seen in the following table:

Nama & Jabatan Name & Position	**Lokakarya/Pelatihan/Seminar** Workshop/Training/Seminar	**Tempat, Tanggal** Location, Date	**Penyelenggara** Organizer
Michell Suharli, M.Si., CPA, CA Anggota Komite Audit Member of the Audit Committee	Temuan Hasil Pemeriksaan KAP Tahun 2024 oleh PPPK dan oleh IAPI, Transformasi Kualitas Audit	Jakarta, 28 April/April	Institut Akuntan Publik Indonesia
	PPL Wajib Akuntan Berpraktik *Batch* 1 – 2025	Jakarta, 1 Mei/May – 1 Juni/June	Ikatan Akuntan Indonesia
	PPL Wajib Akuntan Publik PPPK 2025 - *Batch* 1	Jakarta, 1 – 15 Juni/June	Institut Akuntan Publik Indonesia
	Peluncuran Bersama Standar Pengungkapan Keberlanjutan & Seminar: "SPK dan Tantangan Penerapan dalam Transformasi Keuangan Berkelanjutan"	Jakarta, 11 Agustus/August	Ikatan Akuntan Indonesia
	Audit IT untuk Menunjang Pekerjaan Akuntan Publik dalam Audit Laporan Keuangan	*Online*, 21 Agustus/August	Institut Akuntan Publik Indonesia
	PPL OJK IKNB – IAPI Aspek Akuntansi dan Audit serta Regulasi terkait Laporan Keuangan *Fintech*	*Online*, 29 Agustus/August	Institut Akuntan Publik Indonesia
	PPL OJK BANK - Aspek Akuntansi dan Audit atas Transaksi Dana Pihak Ketiga, Surat Berharga Diterbitkan	*Online*, 2 September/September	Institut Akuntan Publik Indonesia
	Etika Profesi dalam Perencanaan Pajak	*Online*, 11 September/September	Ikatan Akuntan Indonesia
	PPL OJK Pasar Modal – IAPI Pertimbangan Akuntansi dan Audit serta Regulasi Pasar Modal dalam Proses	Jakarta, 16 September/September	Institut Akuntan Publik Indonesia
	Sinar Mas *Digital Day*	Tangerang, 3 Oktober/October	Sinar Mas
	Pelatihan Pendidikan Profesi Berkelanjutan (PPL): Komunikasi Audit dengan Metode *Self Learning*	Jakarta, 23 Oktober/October – 7 Desember/December	Badan Diklat Pemeriksaan Keuangan Negara
	Pelatihan Pendidikan Profesi Berkelanjutan (PPL): Aspek Hukum dalam Pengadaan Barang dan Jasa	Jakarta, 24 Oktober/October – 7 Desember/December	Badan Diklat Pemeriksaan Keuangan Negara
	AI Academy : *Introduction for Executives*	Jakarta, 24 Oktober/October	Perseroan/the Company
	PPL NTS IKPI : Konsultan Pajak, Beroperasi Skala Lokal, berafiliasi dengan *network* asing atau menjadi bagian dari Internasional Firm	Jakarta, 7 November/November	Ikatan Konsultan Pajak Indonesia
	PPL Wajib Kode Etik	Jakarta, 9 November/November	Ikatan Akuntan Indonesia
	PPL IKPI : Provisi dan Penerapannya, Pengaruh Pajak Tangguhan, dan Aspek Perpajakannya	Jakarta, 10 November/November	Ikatan Konsultan Pajak Indonesia
	Regulasi Teknologi Digital	Jakarta, 12 November/ November	Perseroan/the Company
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
	PPL IKPI : Transformasi Digital Administrasi Pajak : Strategi Pengelolaan Efektif Penyusunan & Pelaporan SPT PPh Orang Pribadi 2025	Jakarta, 29 November/November	Ikatan Konsultan Pajak Indonesia
	International Seminar IAI 68th Anniversary "Indonesian Accountants: Resilient, Sustainable, and Future-Ready Beyond Numbers, Building the Golden Future" and IFAC Connect	Jakarta, 3-4 Desember/December	Ikatan Akuntan Indonesia

Komite Manajemen Risiko [ACGS (B)E.6.1.]

Risk Management Committee [ACGS (B)E.6.1.]

Komite Manajemen Risiko Perseroan pertama kali dibentuk berdasarkan keputusan sirkuler Dewan Komisaris tanggal 6 Oktober 2022.

Komite Manajemen Risiko adalah organ pendukung Perseroan yang dibentuk oleh dan bertanggung jawab kepada Dewan Komisaris. Komite ini berperan sebagai perpanjangan tangan Dewan Komisaris dalam memastikan efektivitas penerapan kebijakan dan sistem manajemen risiko, pengendalian internal, serta strategi mitigasi yang dijalankan oleh Perseroan. Dalam penerapan manajemen risiko, Perseroan menggunakan Model Tiga Lini sebagai kerangka tata kelola risiko dan pengendalian internal guna memastikan pengelolaan risiko berjalan efektif di seluruh lini organisasi. Dalam kerangka tersebut, Komite Manajemen Risiko mendukung Dewan Komisaris dalam menjalankan fungsi pengawasan atas penerapan serta efektivitas pengelolaan risiko Perseroan, melalui fungsi pengawasan dan pemberian nasihat yang objektif untuk menilai apakah penerapan manajemen risiko Perseroan telah berjalan secara memadai, terintegrasi, dan selaras dengan strategi bisnis jangka panjang.

Dalam menjalankan tugas dan tanggung jawabnya, Komite Manajemen Risiko bekerja secara kolektif, independen, dan profesional. Komite ini dapat berkoordinasi dengan Komite Audit, Unit Manajemen Risiko, serta berbagai unit terkait lainnya di dalam Perseroan untuk memastikan pengelolaan risiko dilakukan secara menyeluruh dan terukur di seluruh lini organisasi. Apabila diperlukan, dan dengan persetujuan Dewan Komisaris, Komite Manajemen Risiko dapat melibatkan tenaga ahli atau konsultan independen di bidang tertentu guna memperoleh pandangan yang lebih komprehensif dalam mendukung pelaksanaan fungsi pengawasan dan penilaian risiko, dengan biaya keterlibatan tenaga ahli atau konsultan independen tersebut ditanggung oleh Perseroan.

Keberadaan Komite Manajemen Risiko merupakan salah satu langkah strategis Perseroan untuk meningkatkan kemampuan identifikasi, evaluasi, dan mitigasi risiko bisnis, mengoptimalkan pemanfaatan sumber daya dan efisiensi operasional, memperkuat keandalan proses pengambilan keputusan, serta mendukung pencapaian tujuan bisnis yang berkelanjutan dan keberlangsungan usaha jangka panjang.

The Risk Management Committee of the Company was first formed based on the circular resolution of the Board of Commissioners dated October 6, 2022.

The Risk Management Committee is the supporting organ of the Company established by and responsible to the Board of Commissioners. This committee serves as an extension of the Board of Commissioners in ensuring the effective implementation of risk management policies and systems, internal controls, and mitigation strategies taken by the Company. In the implementation of risk management, the Company uses the Three Lines Model as a framework for risk governance and internal control to ensure effective risk management across all lines of the organization. Within this framework, the Risk Management Committee supports the Board of Commissioners in overseeing the implementation and effectiveness of the Company's risk management through oversight functions and objective advice to assess whether the Company's risk management implementation has been adequate, integrated, and aligned with the long-term business strategy.

In carrying out its duties and responsibilities, the Risk Management Committee works collectively, independently, and professionally. This committee may coordinate with the Audit Committee, the Risk Management Unit, and other relevant units within the Company to ensure that risk management is carried out comprehensively and measurably across all organizational lines. If necessary, and with approval of the Board of Commissioners, the Risk Management Committee may engage experts or independent consultants in specific fields to obtain a more comprehensive perspective in support of the oversight and risk assessment functions, with the cost of engaging such experts or independent consultants borne by the Company.

The existence of the Risk Management Committee is one of the Company's strategic steps to enhance its ability to identify, evaluate, and mitigate business risks, optimize resource utilization and operational efficiency, strengthen the reliability of decision-making processes, and support the achievement of sustainable business goals and long-term business continuity.

Piagam Komite Manajemen Risiko

Piagam Komite Manajemen Risiko berfungsi sebagai pedoman bagi Komite Manajemen Risiko dalam melaksanakan tugas dan tanggung jawabnya untuk mendukung efektivitas pengawasan Dewan Komisaris terhadap penerapan manajemen risiko di seluruh kegiatan usaha Perseroan.

Piagam Komite Manajemen Risiko Perseroan diterbitkan pada tanggal 27 Oktober 2022.

Charter of the Risk Management Committee

The Charter of the Risk Management Committee serves as a guideline for the Risk Management Committee in carrying out its duties and responsibilities, thereby supporting the effectiveness of the Board of Commissioners' oversight of risk management implementation across the Company's business activities.

The Charter of the Risk Management Committee of the Company was issued on October 27, 2022.

Piagam Komite Manajemen Risiko memuat hal-hal sebagai berikut:

- Landasan Hukum
- Nilai dan Etika
- Komposisi dan Kriteria
- Pengangkatan, Pemberhentian, dan Masa Jabatan
- Program Orientasi dan Pelatihan
- Tugas dan Tanggung Jawab
- Rapat
- Penilaian Kinerja
- Pelaporan
- Kerahasiaan
- Larangan
- Sanksi

Dengan berpedoman pada Piagam Komite Manajemen Risiko, Komite Manajemen Risiko diharapkan dapat menjalankan tugas dan tanggung jawabnya dengan baik dan efektif dalam memberikan pengawasan dan rekomendasi strategis kepada Dewan Komisaris terkait penerapan manajemen risiko di seluruh lini kegiatan usaha. Melalui pelaksanaan fungsi tersebut, Komite Manajemen Risiko diharapkan dapat berperan dalam memperkuat kerangka kerja manajemen risiko, meningkatkan efektivitas sistem pengendalian internal, serta memastikan bahwa pengambilan keputusan Perseroan senantiasa mempertimbangkan profil dan toleransi risiko yang telah ditetapkan.

Piagam Komite Manajemen Risiko ini telah dipublikasikan di situs web Perseroan dan akan ditinjau secara berkala sesuai kebutuhan.

The Charter of the Risk Management Committee covers the following items:

- Legal Basis
- Values and Ethics
- Composition and Criteria
- Appointment, Dismissal, and Term of Office
- Orientation and Training Programs
- Duties and Responsibilities
- Meetings
- Performance Appraisal
- Reporting
- Confidentiality
- Prohibitions
- Sanctions

Guided by the Risk Management Committee Charter, the Risk Management Committee is expected to carry out its duties and responsibilities well and effectively in providing strategic oversight and recommendations to the Board of Commissioners regarding the implementation of risk management across all lines of business activities. Through the performance of these functions, the Risk Management Committee is expected to play a role in strengthening the risk management framework, improving the effectiveness of the internal control system, and ensuring that the Company's decision-making always considers the established risk profile and tolerance.

This Charter of the Risk Management Committee has been published on the Company's website and will be reviewed periodically as necessary.

Tugas, Wewenang, dan Tanggung Jawab Komite Manajemen Risiko

Tugas, wewenang, dan tanggung jawab Komite Manajemen Risiko diatur di dalam Piagam Komite Manajemen Risiko.

Tugas
Komite Manajemen Risiko memiliki tugas antara lain sebagai berikut:
- menelaah Piagam Komite Manajemen Risiko sesuai dengan kebutuhan dan mengusulkan perubahannya untuk persetujuan Dewan Komisaris
- menelaah kebijakan dan sistem manajemen risiko Perseroan
- memantau dan memberikan penasihatan atas kesesuaian antara prinsip-prinsip/kebijakan serta pelaksanaan manajemen risiko Perseroan
- menelaah aktivitas, struktur organisasi, dan kualifikasi personel Unit Manajemen Risiko untuk memastikan bahwa Unit Manajemen Risiko dapat bekerja secara independen, efektif, objektif, dan memiliki sumber daya yang memadai - dengan mempertimbangkan risiko dan peluang keberlanjutan usaha yang material – untuk melaksanakan fungsi sesuai dengan standar yang berlaku
- menelaah dan memberikan saran/masukan atas program kerja manajemen risiko tahunan yang disusun oleh Unit Manajemen Risiko
- mengadakan pertemuan secara rutin dengan Unit Manajemen Risiko untuk membahas temuan-temuan manajemen risiko dan/atau tindak lanjut yang dilakukan oleh Direksi atas temuan tersebut
- melakukan koordinasi dengan Komite Audit untuk memastikan bahwa sistem manajemen risiko telah mencakup risiko utama yang telah menjadi perhatian Komite Audit
- memastikan bahwa Perseroan beroperasi dalam tingkat toleransi risiko yang wajar
- memberikan rekomendasi perbaikan atas proses identifikasi dan penanganan risiko, serta mitigasi risiko Perseroan
- melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris dan peraturan perundang-undangan yang berlaku

Wewenang
Wewenang Komite Manajemen Risiko, antara lain sebagai berikut:
- mengakses dokumen, data, dan informasi Perseroan tentang karyawan, dana, aset, dan sumber daya Perseroan lainnya yang diperlukan berkaitan dengan pelaksanaan tugasnya
- berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi pengendalian internal dan manajemen risiko terkait dengan tugas dan tanggung jawab Komite Manajemen Risiko

Duties, Authorities, and Responsibilities of the Risk Management Committee

Duties, authorities, and responsibilities of the Risk Management Committee are stipulated in the Charter of the Risk Management Committee.

Duties
The Risk Management Committee has, among others, the duty to:
- review the Charter of the Risk Management Committee as necessary and propose updates to the Board of Commissioners for approval
- review the Company's risk management policies and systems
- monitor and provide advice on the conformity between the principles/policies and the implementation of the Company's risk management
- review the activities, organizational structure, and qualifications of the Risk Management Unit personnel to ensure that the Risk Management Unit may work independently, effectively, objectively, and has adequate resources - by considering material business continuity risks and opportunities - to carry out its functions in accordance with applicable standards
- review and provide advice/input on the annual risk management work program prepared by the Risk Management Unit
- hold regular meetings with the Risk Management Unit to discuss the findings of risk management and/or follow-up actions taken by the Board of Directors on these findings
- coordinate with the Audit Committee to ensure that the risk management system has covered the main risks that have been a concern of the Audit Committee
- ensure that the Company operates within a reasonable level of risk tolerance
- provide recommendations for improvement of the risk identification and handling process, as well as the Company's risk mitigation
- carry out other supervisory duties as requested by the Board of Commissioners and the prevailing laws and regulations

Authorities
The authorities of the Risk Management Committee, include the following:
- access the Company's documents, data, and information regarding the employees, funds, assets, and other resources relating to the execution of its duties
- communicate directly with the employees, including the Board of Directors and those who perform the functions of internal control and risk management regarding matters related to the duties and responsibilities of the Risk Management Committee

- memberikan rekomendasi perbaikan kinerja dan pengawasan kepada manajemen berdasarkan laporan Unit Manajemen Risiko
- jika diperlukan, dapat melibatkan pihak independen di luar anggota Komite Manajemen Risiko yang diperlukan untuk membantu pelaksanaan tugasnya dengan persetujuan tertulis Dewan Komisaris dan atas biaya Perseroan
- melakukan kewenangan lain yang diberikan oleh Dewan Komisaris dan peraturan perundang-undangan yang berlaku

Tanggung Jawab
Komite Manajemen Risiko bertanggung jawab kepada Dewan Komisaris dan wajib bertindak secara independen dalam melaksanakan tugas dan tanggung jawabnya.

- provide recommendations for the improvement of performance and supervision to management, based on reports from the Risk Management Unit
- if necessary, may involve an independent party outside the Risk Management Committee, which is required to assist in the execution of the required duties with the written approval from the Board of Commissioners and at the expense of the Company
- perform other authorities given by the Board of Commissioners and the prevailing laws and regulations

Responsibilities
The Risk Management Committee is responsible to the Board of Commissioners and shall act independently in carrying out its duties and responsibilities.

Susunan Komite Manajemen Risiko

Komite Manajemen Risiko terdiri dari sekurang-kurangnya 2 (dua) orang anggota yang berasal dari Komisaris Independen atau pihak luar Perseroan yang memiliki kompetensi dan pengalaman di bidang manajemen risiko, keuangan, atau industri terkait, di mana 1 (satu) orang Komisaris Independen bertindak sebagai ketua.

Seluruh anggota Komite Manajemen Risiko Perseroan merupakan pihak independen non eksekutif, yang juga menjabat sebagai Komisaris Independen Perseroan. Dengan komposisi ini, Perseroan mengharapkan agar anggota Komite Manajemen Risiko dapat menjalankan fungsinya secara profesional, objektif, dan bebas dari benturan kepentingan dalam memberikan nasihat dan rekomendasi kepada Dewan Komisaris.

Saat ini, masa jabatan anggota Komite Manajemen Risiko Perseroan adalah untuk periode 2024-2029 dengan susunan sebagai berikut:

Composition of the Risk Management Committee

The members of the Risk Management Committee shall consist of at least 2 (two) members who are either an Independent Commissioner or an external party of the Company who have competence and experience in the field of risk management, finance, or related industries, of which 1 (one) Independent Commissioner acts as the chairperson.

All members of the Risk Management Committee of the Company are independent non-executive parties who also serve as the Independent Commissioners of the Company. With this composition, the Company expects that the members of the Risk Management Committee can perform their functions professionally, objectively, and free from conflict of interest in providing advice and recommendations to the Board of Commissioners.

Currently, the tenure of the members of the Risk Management Committee is for the 2024-2029 period, with the composition as follows:

Nama & Jabatan di Komite Manajemen Risiko Name & Position in the Risk Management Committee	**Kompetensi** Competency	**Pengangkatan dan Masa Jabatan** Appointment and Term of Office
Ir. F.X. Sutijastoto, M.A. Ketua Chairperson	Energi, Lingkungan, & Manajemen Risiko	Diangkat kembali menjadi Ketua Komite Manajemen Risiko berdasarkan Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024, dengan masa jabatan hingga RUPST 2029 (periode-2).
	Energy, Environment, & Risk Management	Reappointed as the Chairperson of the Risk Management Committee based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024, with a term of office until the AGM 2029 (2nd tenure).
Dr.-Ing. Evita Herawati Legowo Anggota Member	Energi, Kimia, & Pendidikan	Diangkat kembali menjadi anggota Komite Manajemen Risiko berdasarkan Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024, dengan masa jabatan hingga RUPST 2029 (periode-2).
	Energy, Chemistry, & Education	Reappointed as a member of the Risk Management Committee based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024, with a term of office until the AGM 2029 (2nd tenure).
Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc. Anggota Member	Teknologi, Hukum, Ekonomi, & Pendidikan	Diangkat kembali menjadi anggota Komite Manajemen Risiko berdasarkan Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024, dengan masa jabatan hingga RUPST 2029 (periode-2).
	Technology, Law, Economics, & Education	Reappointed as a member of the Risk Management Committee based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024, with a term of office until the AGM 2029 (2nd tenure).

Profil, termasuk informasi rangkap jabatan dan pengalaman kerja, Bapak F.X. Sutijastoto, Ibu Evita Herawati Legowo, dan Bapak Hendrikus Passagi dapat dilihat pada bagian Profil Perusahaan, sub-bagian Profil Dewan Komisaris.

The profiles, including information regarding concurrent positions and work experiences, of Mr. F.X. Sutijastoto, Mrs. Evita Herawati Legowo, and Mr. Hendrikus Passagi can be seen in the Company Profile section, Profile of the Board of Commissioners subsection.

Jumlah, komposisi, dan keberagaman anggota Komite Manajemen Risiko ditinjau secara berkala oleh Komite Nominasi dan Remunerasi. Selain untuk memastikan bahwa struktur anggota Komite Manajemen Risiko tetap sesuai dengan kebutuhan perusahaan, proses tinjauan ini juga dimaksudkan untuk mengevaluasi kesesuaian kualifikasi, pengalaman, dan keberagaman perspektif anggota Komite Manajemen Risiko serta memastikan Komite Manajemen Risiko dapat menjalankan fungsinya secara objektif dan efektif.

Hasil evaluasi digunakan sebagai dasar bagi Komite Nominasi dan Remunerasi untuk memberikan rekomendasi kepada Dewan Komisaris mengenai perubahan, pengangkatan, atau perpanjangan masa jabatan anggota Komite Manajemen Risiko, termasuk kebutuhan pengembangan kapasitas dan pelatihan berkelanjutan. Melalui mekanisme evaluasi yang terstruktur ini, Perseroan memastikan bahwa Komite Manajemen Risiko senantiasa diisi oleh individu-individu yang memiliki kompetensi mendalam di bidang manajemen risiko, tata kelola, dan pengendalian internal, serta menjunjung tinggi nilai-nilai independensi, profesionalisme, dan integritas, sehingga mampu menjalankan peran pengawasan dan pemberian rekomendasi secara objektif, termasuk dalam menilai efektivitas penerapan kerangka manajemen risiko, sistem pengendalian internal, serta kecukupan mitigasi terhadap potensi risiko strategis yang dapat memengaruhi keberlanjutan usaha Perseroan.

The number, composition, and diversity of members of the Risk Management Committee are reviewed regularly by the Nomination and Remuneration Committee. In addition to ensuring that the structure of the Risk Management Committee members remains aligned with the company's needs, this review process is also intended to evaluate the suitability of the qualifications, experience, and diversity of perspectives of the Risk Management Committee members, as well as to ensure that the Risk Management Committee can perform its functions objectively and effectively.

The evaluation results are used as the basis for the Nomination and Remuneration Committee to make recommendations to the Board of Commissioners regarding changes, appointments, or extensions of the terms of office of members of the Risk Management Committee, including the need for capacity development and ongoing training. Through this structured evaluation mechanism, the Company ensures that the Risk Management Committee is consistently comprised of individuals with in-depth competence in the fields of risk management, governance, and internal control, who also uphold the values of independency, professionalism, and integrity. This enables the Committee to carry out its oversight and recommendation-making roles objectively, including assessing the effectiveness of the risk management framework, internal control systems, and the adequacy of mitigation against potential strategic risks that could affect the Company's business sustainability.

Kriteria Pengangkatan Komite Manajemen Risiko

Persyaratan umum keanggotaan Komite Manajemen Risiko Perseroan, antara lain sebagai berikut:
- khusus untuk anggota Komite Manajemen Risiko yang juga menjabat sebagai Komisaris Independen, telah memenuhi persyaratan sebagaimana diatur dalam Peraturan OJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik
- bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, dan mengendalikan kegiatan Perseroan
- tidak mempunyai saham baik secara langsung maupun tidak langsung pada Perseroan
- tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi, atau Pemegang Saham Utama Perseroan
- tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan
- memiliki integritas tinggi, kemampuan, pengetahuan, dan pengalaman yang sesuai dengan bidang pekerjaannya
- memiliki kemampuan komunikasi, kerja sama, serta komitmen untuk melaksanakan tugas dan tanggung jawabnya
- mematuhi Kode Etik Perseroan

Perseroan memastikan bahwa Perseroan tidak memiliki anggota Komite Manajemen Risiko yang sebelumnya merupakan karyawan atau mitra dari auditor eksternal Perseroan dalam 2 (dua) tahun terakhir. Kebijakan ini diterapkan untuk mencegah potensi benturan kepentingan serta menjamin bahwa seluruh anggota Komite Audit dapat menjalankan fungsinya secara objektif, bebas dari pengaruh pihak mana pun, termasuk auditor eksternal yang memiliki keterlibatan langsung dalam proses audit dan pelaporan keuangan. [ACGS (P)E.3.1.]

Pengangkatan, Pemberhentian, dan Masa Jabatan Komite Manajemen Risiko

Anggota Komite Manajemen Risiko diangkat dan diberhentikan oleh Dewan Komisaris.

Masa jabatan Komite Manajemen Risiko adalah sesuai dengan masa jabatan Dewan Komisaris dan dapat dipilih kembali berdasarkan keputusan sirkuler rapat Dewan Komisaris.

Appointment Criteria for the Risk Management Committee

General requirements for each of the members of the Risk Management Committee of the Company, among others, are as follows:
- specifically for members of the Risk Management Committee who also serve as Independent Commissioners, having fulfilled the requirements as stipulated in OJK Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies
- not a person who is working for or having the authority and responsibility for planning, directing, and controlling the activities of the Company
- not owning shares either directly or indirectly in the Company
- not having any affiliation with the Company, members of the Board of Commissioners, members of the Board of Directors, or Main Shareholders of the Company
- not having any business relationship, either directly or indirectly, related to the Company's business activities
- having high integrity, ability, knowledge, and experience in accordance with his/her field of work
- having the ability to communicate, cooperate, and be committed to carry out his/her duties and responsibilities
- complying with the Company's Code of Conduct

The Company confirms that it has no members of the Risk Management Committee who were previously employees or partners of the Company's external auditors in the last 2 (two) years. This policy is implemented to prevent potential conflicts of interest and ensure that all members of the Audit Committee can perform their functions objectively, free from the influence of any party, including external auditors who have direct involvement in the audit and financial reporting process. [ACGS (P)E.3.1.]

Appointment, Dismissal, and Term of Office of the Risk Management Committee

Members of the Risk Management Committee are appointed and dismissed by the Board of Commissioners.

The term of office of the Risk Management Committee is in accordance with the term of office of the Board of Commissioners and may be reappointed by a circular resolution of the Board of Commissioners.

Keanggotaan Komite Manajemen Risiko berakhir dalam hal tidak diangkat kembali oleh Dewan Komisaris, anggota Komite Manajemen Risiko tersebut mengundurkan diri, meninggal dunia, diberhentikan oleh Dewan Komisaris, atau tidak memenuhi persyaratan perundang-undangan yang berlaku.

Tata cara pengangkatan, penggantian, pemberhentian, atau pengunduran diri anggota Komite Manajemen Risiko Perseroan dilakukan sesuai dengan Piagam Komite Manajemen Risiko Perseroan.

The term of office of a member of the Risk Management Committee shall terminate if he/she is not reappointed by the Board of Commissioners, he/she resigns, passes away, is dismissed by the Board of Commissioners, or does not fulfill the requirements of the applicable laws and regulations.

Procedures for the appointment, replacement, dismissal, or resignation of members of the Company's Risk Management Committee are outlined in the Charter of the Risk Management Committee of the Company.

Independensi Komite Manajemen Risiko

Seluruh anggota Komite Manajemen Risiko Perseroan adalah pihak independen yang telah memenuhi persyaratan umum untuk diangkat sebagai anggota Komite Manajemen Risiko. Anggota Manajemen Risiko Perseroan tidak memiliki hubungan afiliasi dengan anggota Direksi, pemegang saham utama, maupun pihak-pihak lain yang dapat memengaruhi independensi dalam pengambilan keputusan.

Sebagai bentuk konkret dari komitmen tersebut, masing-masing anggota Komite Manajemen Risiko secara resmi menyampaikan kembali Pernyataan Independensi pada tanggal 22 Januari 2025 yang menegaskan kesanggupan mereka untuk menjalankan fungsi pengawasan secara profesional, objektif, dan bebas dari benturan kepentingan. Langkah ini sekaligus memperkuat integritas dan kredibilitas Komite Manajemen Risiko dalam menjalankan perannya sebagai pilar utama pengawasan terhadap manajemen risiko, tata kelola perusahaan, dan keberlanjutan usaha Perseroan secara keseluruhan.

Pelaksanaan Tugas Komite Manajemen Risiko pada Tahun 2025

Komite Manajemen Risiko telah melaksanakan tugas dan tanggung jawabnya secara independen dan profesional sesuai dengan Piagam Komite Manajemen Risiko. Dalam pelaksanaannya, Komite Manajemen Risiko berperan aktif dalam mengidentifikasi, menilai, memantau, dan mengendalikan risiko-risiko strategis, operasional, keuangan, dan kepatuhan yang dihadapi Perseroan, serta memastikan bahwa kerangka kerja manajemen risiko dan sistem pengendalian internal berjalan secara efektif, sehingga mendukung keberlanjutan usaha Perseroan dan pencapaian tujuan strategisnya.

Pelaksanaan tugas oleh Komite Manajemen Risiko selama tahun 2025, antara lain sebagai berikut:

Independency of the Risk Management Committee

All members of the Company's Risk Management Committee are independent parties who have met the general requirements for appointment as members of the Risk Management Committee. The Company's Risk Management members have no affiliation with members of the Board of Directors, major shareholders, or other parties that could affect their independency in decision-making.

As a concrete form of this commitment, each member of the Risk Management Committee formally resubmitted their Statement of Independency on January 22, 2025, reaffirming their willingness to carry out their oversight functions professionally, objectively, and free from conflicts of interest. This step also strengthens the integrity and credibility of the Risk Management Committee in carrying out its role as the main pillar of oversight for the Company's overall risk management, corporate governance, and business sustainability.

Implementation of Duties of the Risk Management Committee in 2025

The Risk Management Committee had carried out its duties and responsibilities in accordance with the Charter of the Risk Management Committee. In its execution, the Risk Management Committee actively participated in identifying, assessing, monitoring, and controlling the strategic, operational, financial, and compliance risks faced by the Company, as well as ensuring that the risk management framework and internal control systems were operating effectively, thereby supporting the Company's business sustainability and the achievement of its strategic objectives.

Duties performed by the Risk Management Committee during 2025, among others, were as follows:

Tugas Duties	**Pelaksanaan Tugas Tahun 2025** Implementation of Duties in 2025
Penelaahan Kebijakan Manajemen Risiko	• menilai efektivitas kerangka manajemen risiko yang diterapkan Perseroan, termasuk metode identifikasi, pengukuran, dan mitigasi risiko • menelaah kecukupan prosedur pengendalian internal yang mendukung manajemen risiko, kesesuaian prinsip/kebijakan, serta pelaksanaan kebijakan mitigasi risiko strategis dan operasional, pemenuhan regulasi dan kepatuhan terhadap standar industri terkait risiko • meninjau tingkat risiko yang dapat diterima (*risk appetite*) dan kesesuaian antara profil risiko Perseroan dengan strategi bisnis • mengkaji efektivitas pelaporan risiko kepada Dewan Komisaris dan pemangku kepentingan terkait • memberikan rekomendasi perbaikan dan pengembangan kebijakan risiko untuk mengantisipasi perubahan kondisi bisnis, lingkungan, atau regulasi
Review of Risk Management Policies	• assessed the effectiveness of the Company's risk management framework, including risk identification, measurement, and mitigation methods • reviewed the adequacy of internal control procedures supporting risk management, the appropriateness of principles/policies, and the implementation of strategic and operational risk mitigation policies, regulatory compliance, and adherence to industry standards related to risk • reviewed the level of acceptable risk (risk appetite) and the alignment between the Company's risk profile and business strategy • examined the effectiveness of risk reporting to the Board of Commissioners and relevant stakeholders • provided recommendations for improving and developing risk policies to anticipate changes in business, environmental, or regulatory conditions

Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
Pengidentifikasian Risiko	• meninjau metodologi dan pendekatan yang digunakan dalam proses identifikasi risiko dan memastikan bahwa proses identifikasi risiko dilakukan secara berkelanjutan • mengidentifikasi isu-isu dan risiko yang memerlukan perhatian khusus • memantau perkembangan faktor eksternal yang dapat menimbulkan risiko baru atau memengaruhi profil risiko Perseroan • menelaah integrasi hasil identifikasi risiko dengan perencanaan strategis dan pengambilan keputusan bisnis, agar risiko potensial dapat dikelola sejak tahap awal formulasi kebijakan dan strategi • membahas laporan dari Unit Manajemen Risiko terkait aktivitas identifikasi risiko, struktur organisasi, dan kecukupan sumber daya dan kualifikasi personel Unit Manajemen Risiko • menelaah dan memberikan saran/masukan atas rencana kerja Unit Manajemen Risiko tahun 2025 • memberikan rekomendasi perbaikan atas proses identifikasi dan pemetaan risiko • memperoleh informasi yang relevan untuk mengidentifikasi potensi risiko baru yang signifikan bagi Perseroan dan/atau entitas anak yang mungkin timbul
Risk Identification	• reviewed the methodologies and approaches used in the risk identification process and ensured that the risk identification process was carried out continuously • identified issues and risks that require special attention • monitored the development of external factors that could create new risks or affect the Company's risk profile • reviewed the integration of risk identification results with strategic planning and business decision-making, so that potential risks can be managed from the early stages of policy and strategy formulation • discussed reports from the Risk Management Unit regarding risk identification activities, organizational structure, and the adequacy of resources and qualifications of Risk Management Unit personnel • reviewed and provided suggestions/input on the Risk Management Unit's 2025 work plan • provided recommendations for improvement to the risk identification and mapping process • obtained relevant information to identify significant new potential risks for the Company and/or its subsidiaries that may arise
Penilaian/Pengukuran dan Pemantauan/Pengendalian Risiko	• membahas laporan dari Unit Manajemen Risiko terkait hasil penilaian dan pengukuran risiko • mengadakan pertemuan rutin dengan Unit Manajemen Risiko untuk membahas temuan-temuan manajemen risiko • mengevaluasi kesiapan rencana kontingensi dan prosedur pengendalian krisis untuk memastikan Perseroan mampu menghadapi risiko yang tidak terduga secara efektif • memberikan rekomendasi perbaikan atas penanganan dan mitigasi risiko Perseroan, termasuk saran/masukan atas program-program TJSL Perseroan tahun 2025
Risk Assessment/ Measurement and Monitoring/ Control	• discussed reports from the Risk Management Unit regarding the results of risk assessments and measurements • held regular meetings with the Risk Management Unit to discuss risk management findings • evaluated the readiness of contingency plans and crisis control procedures to ensure the Company can effectively address unexpected risks • provided recommendations for improvements to the Company's risk management and mitigation, including suggestions/ input on the Company's CSER programs for 2025
Pelaporan	• menelaah draf Laporan Komite Manajemen Risiko untuk Laporan Tahunan Perseroan tahun 2024 • memberikan rekomendasi perbaikan pada laporan agar informasi terkait risiko dan mitigasi dapat dipahami dengan jelas oleh Dewan Komisaris dan pemangku kepentingan
Reporting	• reviewed the Risk Management Committee report draft for the Company's Annual Report 2024 • provided recommendations for improvement to the report so that information related to risks and mitigation can be clearly understood by the Board of Commissioners and stakeholders

Rapat Komite Manajemen Risiko

Rapat Komite Manajemen Risiko dilaksanakan secara berkala, minimal 1 (satu) kali dalam 4 (empat) bulan. Undangan rapat disampaikan oleh ketua Komite Manajemen Risiko. Untuk memastikan bahwa keputusan rapat yang diambil memiliki legitimasi dan representasi yang memadai, rapat diselenggarakan apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota Komite Manajemen Risiko.

Keputusan rapat Komite Manajemen Risiko diambil melalui musyawarah untuk mencapai mufakat. Dalam hal mufakat tidak tercapai, keputusan ditetapkan berdasarkan suara terbanyak.

Selama tahun 2025, Komite Manajemen Risiko telah melaksanakan 6 (enam) kali rapat. Rapat-rapat tersebut berfungsi sebagai forum strategis untuk meninjau efektivitas kerangka kerja manajemen risiko Perseroan, mengevaluasi profil risiko utama, serta memastikan kecukupan kebijakan, prosedur, dan mitigasi risiko yang diterapkan oleh manajemen, dan memantau perkembangan lingkungan usaha dan faktor eksternal yang dapat memengaruhi

Meetings of the Risk Management Committee

The meetings of the Risk Management Committee are held regularly, at least once every 4 (four) months. The invitation of the meetings shall be conveyed by the chairperson of the Risk Management Committee. To ensure that the decisions made at the meetings have sufficient legitimacy and representation, the meetings are held only if attended by more than 1/2 (one-half) of the total members of the Risk Management Committee.

The resolutions of the Risk Management Committee meeting shall be taken based on deliberation to reach a consensus. If deliberation is not achieved, the resolution shall be made based on the majority vote.

In 2025, the Risk Management Committee held 6 (six) meetings. These meetings serve as a strategic forum to review the effectiveness of the Company's risk management framework, evaluate key risk profiles, ensure the adequacy of policies, procedures, and risk mitigation measures implemented by management, and monitor business environment developments and external factors that may affect the Company's risk exposure,

eksposur risiko Perseroan, serta memberikan rekomendasi kepada Dewan Komisaris guna memperkuat sistem pengawasan risiko secara menyeluruh. Tingkat kehadiran rapat Komite Manajemen Risiko pada tahun 2025 secara rata-rata adalah 100%.

Keputusan setiap rapat Komite Manajemen Risiko dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Manajemen Risiko yang hadir dalam rapat dan disampaikan secara tertulis kepada Dewan Komisaris.

and provide recommendations to the Board of Commissioners to strengthen the overall risk oversight system. The average attendance rate of the Risk Management Committee meetings held in 2025 was 100%.

The resolutions of each Risk Management Committee meeting were stated in the minutes of the meeting, which were signed by all members of the Risk Management Committee present at the meeting, and are submitted in writing to the Board of Commissioners.

Ringkasan rapat Komite Manajemen Risiko pada tahun 2025 adalah sebagai berikut:

The summary of the meetings of the Risk Management Committee in 2025 was as follows:

Tanggal Date	**Pembahasan Rapat** Meeting Agenda	**Pelaksanaan** Execution	**Kehadiran** Attendance				**% Kehadiran** % of Attendance
			Komite Manajemen Risiko Risk Management Committee			**Unit Manajemen Risiko** Risk Management Unit	
			STT	**EHL**	**HPG**	**ATL**	
6-Jan	• Membahas rencana pelaksanaan evaluasi kinerja tahun 2024 dan rencana kerja untuk tahun 2025 • Discussed the plan for conducting performance evaluation for year 2024 and work plan for the year 2025	Sudah dilaksanakan Executed	V	V	V	N/A	100%
12-Mar	• Membahas *update* kegiatan Unit Manajemen Risiko pada Q4-2024 • Membahas rencana kerja Unit Manajemen Risiko untuk tahun 2025 • Discussed updates on Risk Management Unit activities in Q4-2024 • Discussed work plan of the Risk Management Unit for the year 2025	Sudah dilaksanakan Sudah dilaksanakan Executed Executed	V	V	V	V	100%
16-Apr	• Membahas draf Laporan Tahunan untuk tahun buku 2024, bagian Komite Manajamen Risiko • Discussed the draft Annual Report for the financial year 2024, in the Risk Management Committee's section	Sudah dilaksanakan Executed	V	V	V	N/A	100%
19-May	• Membahas *update* kegiatan Unit Manajemen Risiko pada Q1-2025 • Discussed updates on Risk Management Unit activities in Q1-2025	Sudah dilaksanakan Executed	V	V	V	V	100%
18-Jul	• Membahas *update* kegiatan Unit Manajemen Risiko pada Q2-2025 • Discussed updates on Risk Management Unit activities in Q2-2025	Sudah dilaksanakan Executed	V	V	V	V	100%
16-Oct	• Membahas *update* kegiatan Unit Manajemen Risiko pada Q3-2025 • Discussed updates on Risk Management Unit activities in Q3-2025	Sudah dilaksanakan Executed	V	V	V	V	100%
Kehadiran / Attendance			6/6	6/6	6/6	4/4	100%
% kehadiran / % of attendance			100%	100%	100%	100%	

Keterangan / Notes:
- STT : Ir. F.X. Sutijastoto, M.A.
- EHL : Dr.-Ing. Evita Herawati Legowo
- HPG : Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc.
- ATL : Alvin Tournia Lynn

Peningkatan Kompetensi bagi Anggota Komite Manajemen Risiko

Perseroan mendorong setiap anggota Komite Manajemen Risiko untuk berpartisipasi secara aktif dalam pelatihan sekurang-kurangnya 1 (satu) kali dalam setahun, dengan durasi pelatihan minimal 12 (dua belas) jam.

Pelatihan ini dimaksudkan agar setiap anggota Komite Manajemen Risiko memiliki pemahaman yang komprehensif dan terkini mengenai tren, kebijakan, regulasi, serta metodologi terbaru dalam manajemen risiko. Melalui pembaruan pengetahuan dan peningkatan kapasitas ini, diharapkan para anggota komite mampu melaksanakan perannya secara lebih strategis, objektif, dan adaptif terhadap dinamika lingkungan bisnis, agar dapat berkontribusi secara optimal dalam memperkuat tata kelola perusahaan, mengendalikan potensi risiko, serta mendukung pencapaian tujuan organisasi secara terukur, berkelanjutan, dan berintegritas.

Lokakarya/pelatihan/seminar yang telah diikuti oleh Bapak F.X. Sutijastoto, Ibu Evita Herawati Legowo, dan Bapak Hendrikus Passagi pada tahun 2025 dapat dilihat pada bagian Governansi Korporat, sub-bagian Dewan Komisaris.

Competency Development for Members of the Risk Management Committee

The Company encourages each member of the Risk Management Committee to actively participate in training at least once a year, with a minimum training duration of 12 (twelve) hours.

This training is intended to provide each member of the Risk Management Committee with a comprehensive and up-to-date understanding of the latest trends, policies, regulations, and methodologies in risk management. Through this knowledge update and capacity building, it is hoped that committee members will be able to carry out their roles more strategically, objectively, and adaptively to the dynamics of the business environment, so that they can contribute optimally to strengthening corporate governance, controlling potential risks, and supporting the achievement of organizational goals in a measurable, sustainable, and integrated manner.

Workshop/training/seminar attended by Mr. F.X. Sutijastoto, Mrs. Evita Herawati Legowo, and Mr. Hendrikus Passagi in 2025 can be seen in the Corporate Governance Section, Board of Commissioners subsection.

Komite Nominasi dan Remunerasi [ACGS E.2.8.] [ACGS E.2.13.]

Nomination and Remuneration Committee [ACGS E.2.8.] [ACGS E.2.13.]

Komite Nominasi dan Remunerasi Perseroan pertama kali dibentuk melalui keputusan sirkuler Dewan Komisaris pada tanggal 18 Juni 2019.

Komite Nominasi dan Remunerasi adalah organ pendukung Perseroan yang dibentuk dan bertanggung jawab kepada Dewan Komisaris, dengan tugas utama membantu Dewan Komisaris dalam melaksanakan fungsi pengawasan dan pemberian rekomendasi, khususnya yang berkaitan dengan perencanaan suksesi, pengembangan kompetensi, dan penetapan sistem remunerasi yang adil dan berorientasi pada kinerja.

Komite Nominasi dan Remunerasi bekerja sama dengan berbagai pihak, termasuk Direksi, pihak manajemen terkait, dan konsultan independen (apabila diperlukan), untuk memperoleh data pasar dan standar industri, serta informasi kinerja yang relevan, untuk memastikan bahwa kebijakan nominasi dan remunerasi Perseroan selaras dengan strategi bisnis jangka panjang, kondisi industri, dan peraturan perundang-undangan yang berlaku.

Piagam Komite Nominasi dan Remunerasi [ACGS E.2.11.] [ACGS E.2.16.]

Piagam Komite Nominasi dan Remunerasi berfungsi sebagai panduan bagi Komite Nominasi dan Remunerasi dalam menjalankan tugas dan tanggung jawabnya untuk mendukung pelaksanaan fungsi nominasi dan remunerasi oleh Dewan Komisaris.

The Nomination and Remuneration of the Company was first established based on the circular resolution of the Board of Commissioners on June 18, 2019.

The Nomination and Remuneration Committee is the supporting organ of the Company established by and responsible to the Board of Commissioners, with the main tasks of assisting the Board of Commissioners in carrying out its supervisory and recommendation functions, particularly those related to succession planning, competency development, and the establishment of a fair and performance-oriented remuneration system.

The Nomination and Remuneration Committee collaborates with various parties, including the Board of Directors, relevant management, and independent consultants (if necessary), to obtain market and industry standard data, as well as relevant performance information, to ensure that the Company's nomination and remuneration policies are aligned with long-term business strategy, industry conditions, and applicable laws and regulations.

Charter of the Nomination and Remuneration Committee [ACGS E.2.11.] [ACGS E.2.16.]

The Charter of the Nomination and Remuneration Committee is a guideline for the Nomination and Remuneration Committee to carry out its duties and responsibilities to support the implementation of the nomination and remuneration functions of the Board of Commissioners.

Untuk memberikan fokus yang lebih mendalam dan memperkuat efektivitas pelaksanaan pada masing-masing fungsi, Perseroan menyusun 2 (dua) piagam terpisah, yaitu Piagam Komite Nominasi dan Piagam Komite Remunerasi. Kedua piagam tersebut diterbitkan pada 12 Desember 2019.

Piagam Komite Nominasi dan Piagam Komite Remunerasi memuat hal-hal sebagai berikut:
- Landasan Hukum
- Nilai dan Etika
- Komposisi dan Kriteria
- Pengangkatan, Pemberhentian, dan Masa Jabatan
- Program Orientasi dan Pelatihan
- Tugas dan Tanggung Jawab
- Rapat
- Penilaian Kinerja
- Pelaporan
- Kerahasiaan
- Larangan
- Sanksi

Dengan berpedoman pada Piagam Komite Nominasi dan Remunerasi, Komite diharapkan dapat melaksanakan tugas dan tanggung jawabnya secara efektif dalam memberikan pertimbangan dan rekomendasi strategis kepada Dewan Komisaris terkait penetapan kebijakan nominasi dan remunerasi di lingkungan Perseroan. Melalui pelaksanaan fungsi tersebut, Komite Nominasi dan Remunerasi diharapkan dapat berperan dalam memastikan bahwa proses nominasi, pengembangan, serta penilaian kinerja anggota Dewan Komisaris, Direksi, dan pejabat eksekutif dilakukan secara objektif, transparan, dan berbasis kompetensi.

Kedua piagam tersebut telah dipublikasikan di situs web Perseroan dan akan dievaluasi serta diperbarui secara berkala sesuai dengan kebutuhan.

To provide a deeper focus and strengthen the effectiveness of implementation for each function, the Company has prepared 2 (two) separate charters: the Charter of the Nomination Committee and the Charter of the Remuneration Committee. Both charters were issued on December 12, 2019.

The Charter of the Nomination Committee and the Charter of the Remuneration Committee cover the following items:
- Legal Basis
- Values and Ethics
- Composition and Criteria
- Appointment, Dismissal, and Term of Office
- Orientation and Training Programs
- Duties and Responsibilities
- Meetings
- Performance Evaluation
- Reporting
- Confidentiality
- Prohibitions
- Sanction

Guided by the Nomination and Remuneration Committee Charter, the Committee is expected to effectively carry out its duties and responsibilities in providing strategic considerations and recommendations to the Board of Commissioners regarding the determination of nomination and remuneration policies within the Company. Through the performance of these functions, the Nomination and Remuneration Committee is expected to play a role in ensuring that the nomination, development, and performance evaluation processes for members of the Board of Commissioners, Directors, and executive officers are conducted objectively, transparently, and based on competence.

Both charters have been published on the Company's website and will be evaluated and updated periodically as necessary.

Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

Tugas dan tanggung jawab Komite Nominasi dan Remunerasi diatur di dalam Piagam Komite Nominasi dan Piagam Komite Remunerasi Perseroan.

Tugas
- Fungsi Nominasi
  - memastikan bahwa masing-masing anggota Dewan Komisaris, Direksi, dan Komite memiliki kapasitas yang memadai untuk memegang jabatan
  - menjaga independensi Dewan Komisaris, Direksi, dan Komite dengan melakukan peninjauan secara berkala atas masa jabatan dan potensi benturan kepentingan dari masing-masing anggota dalam melaksanakan tugas dan tanggung jawabnya
  - memberikan rekomendasi kepada Dewan Komisaris mengenai jumlah dan komposisi anggota Direksi, Dewan Komisaris, Komite, dan Unit-Unit Pendukung, kebijakan dan kriteria dalam proses nominasi, serta kebijakan dan kriteria evaluasi kinerja bagi anggota Direksi, Dewan Komisaris, Komite, dan Unit-Unit Pendukung
  - membantu Dewan Komisaris dalam melakukan penilaian kinerja anggota Direksi, Dewan Komisaris, Komite, dan Unit-Unit Pendukung berdasarkan tolok ukur yang telah disusun
  - memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kompetensi anggota Direksi, Dewan Komisaris, Komite, dan Unit-Unit Pendukung
  - memberikan usulan mengenai calon yang memenuhi syarat untuk diangkat sebagai anggota Direksi dan/atau Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS

Duties and Responsibilities of the Nomination and Remuneration Committee

Duties and responsibilities of the Nomination and Remuneration Committee are stipulated in the Company's Charter of the Nomination Committee and Charter of the Remuneration Committee.

Duties
- Nomination Function
  - ensure that each member of the Board of Commissioners, the Board of Directors, and the Committees has adequate capacity to hold the position
  - maintain the independency of the Board of Commissioners, Directors, and Committees by periodically reviewing the term of office and potential conflicts of interest of each member in carrying out their duties and responsibilities
  - provide recommendations to the Board of Commissioners regarding the numbers and compositions of members of the Board of Directors, the Board of Commissioners, Committees, and Supporting Units, the policy and criteria used in the nomination process, as well as the policy and criteria used for performance evaluation of members of the Board of Directors, the Board of Commissioners, Committees, and Supporting Units
  - assist the Board of Commissioners in evaluating the performance of members of the Board of Directors, the Board of Commissioners, Committees, and Supporting Units, according to benchmarks that have been prepared
  - provide recommendations on competency development programs for members of the Board of Directors, the Board of Commissioners, Committees, and Supporting Units
  - provide recommendations to the Board of Commissioners regarding qualified candidates to be appointed as members of the Board of Directors and/or Board of Commissioners, to be submitted to the GMS

- melakukan evaluasi persyaratan calon suksesi direktur yang diajukan oleh Direksi, Dewan Komisaris, Pengendali, dan/atau Pemegang Saham Utama
- memberi rekomendasi *mentoring* dan pelatihan bagi calon suksesi direktur dan melakukan penelaahan berkala terhadap perkembangan calon suksesi direktur (jika diperlukan)
- memberikan rekomendasi calon suksesi direktur kepada Dewan Komisaris untuk diajukan dalam RUPS (jika calon suksesi direktur dapat melalui proses nominasi)

- Fungsi Remunerasi
  - memastikan pemberian remunerasi yang terukur terhadap kriteria kinerja dan selaras dengan kepentingan jangka panjang perusahaan
  - memberikan rekomendasi kepada Dewan Komisaris mengenai struktur, kebijakan, dan besaran remunerasi anggota Dewan Komisaris dan Direksi
  - membantu Dewan Komisaris dalam melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Dewan Komisaris dan Direksi

Tanggung Jawab
Komite Nominasi dan Remunerasi bertanggung jawab kepada Dewan Komisaris dan wajib bertindak secara independen dalam melaksanakan tugas dan tanggung jawabnya.

- evaluate the requirements for the prospective candidates for the Board of Directors succession submitted by the Board of Directors, the Board of Commissioners, the Controllers, and/or Main Shareholders
- provide mentoring and training recommendations for the Board of Directors succession candidates, as well as conduct a periodic review of the development of candidates for the Board of Directors succession (if necessary)
- provide candidate recommendations for the Board of Directors succession to the Board of Commissioners to be submitted to the GMS (if the candidate for the Board of Directors succession passes the nomination process)

- Remuneration Function
  - ensure the provision of remuneration that is measurable against performance criteria and in line with the company's long-term interests
  - provide recommendations to the Board of Commissioners regarding the structure, policy, and amount of remuneration for members of the Board of Commissioners and the Board of Directors
  - assist the Board of Commissioners in conducting a performance evaluation of the remuneration received by each member of the Board of Commissioners and the Board of Directors

Responsibilities
The Nomination and Remuneration Committee is responsible to the Board of Commissioners and shall act independently in carrying out its duties and responsibilities.

Susunan Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi dibentuk dengan jumlah anggota sekurang-kurangnya 3 (tiga) orang. Ketua Komite Nominasi dan Remunerasi dijabat oleh seorang Komisaris Independen yang berperan memastikan bahwa seluruh proses nominasi dan penetapan remunerasi dilaksanakan secara transparan, adil, dan sesuai dengan prinsip GCG.

Anggota Komite Nominasi dan Remunerasi dapat berasal dari internal maupun eksternal Perseroan. Dari internal, dapat mencakup anggota Dewan Komisaris atau manajer di bawah Direktur yang membidangi sumber daya manusia, sepanjang keterlibatannya tidak mendominasi jumlah anggota komite secara keseluruhan. Sementara itu, dari eksternal, anggota Komite Nominasi dan Remunerasi tersebut harus memenuhi sejumlah kriteria ketat untuk menjaga integritas dan independensi komite. Persyaratan tersebut mencakup (i) tidak memiliki hubungan afiliasi dengan Perseroan, anggota Direksi, anggota Dewan Komisaris, Pemegang Saham Utama, maupun pihak Pengendali, (ii) memiliki integritas tinggi, kompetensi profesional serta pengalaman yang relevan dalam bidang nominasi dan remunerasi, sehingga memampukan anggota Komite Nominasi dan Remunerasi dalam memberikan pandangan objektif dan berkontribusi terhadap efektivitas kinerja komite, dan (iii) tidak diperkenankan merangkap jabatan sebagai anggota komite lain di dalam Perseroan.

Dengan komposisi dan ketentuan tersebut, Komite Nominasi dan Remunerasi diharapkan dapat berperan optimal dalam membantu Dewan Komisaris memastikan bahwa proses pengangkatan, penilaian kinerja, serta pemberian remunerasi kepada Direksi dan pejabat eksekutif dilakukan secara profesional, objektif, dan selaras dengan strategi serta kepentingan jangka panjang Perseroan.

Anggota Komite Nominasi dan Remunerasi Perseroan mayoritas merupakan pihak independen non-eksekutif yang berasal dari komisaris independen (sebagai ketua) dan pihak yang berasal dari luar perusahaan. [ACGS E.2.9.] [ACGS E.2.10.] [ACGS E.2.14.] [ACGS E.2.15.]

Composition of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee is formed with a minimum of 3 (three) members. The Chairperson of the Nomination and Remuneration Committee is an Independent Commissioner, whose role is to ensure that the entire nomination and remuneration determination process is carried out transparently, fairly, and in accordance with the principles of GCG.

Members of the Nomination and Remuneration Committee may come from both within and outside the Company. Internally, this can include members of the Board of Commissioners or managers under the Director who are responsible for human resources, as long as their involvement does not dominate the overall number of committee members. Meanwhile, from the external, members of the Nomination and Remuneration Committee must meet some strict criteria to maintain the committee's integrity and independency. These requirements include (i) having no affiliation with the Company, members of the Board of Directors, members of the Board of Commissioners, Principal Shareholders, or Controlling Parties, (ii) possessing high integrity, professional competence, and relevant experience in the field of nomination and remuneration, enabling members of the Nomination and Remuneration Committee to provide objective views and contribute to the effectiveness of the committee's performance, and (iii) not being permitted to hold dual positions as members of other committees within the Company.

With this composition and these provisions, the Nomination and Remuneration Committee is expected to play an optimal role in assisting the Board of Commissioners in ensuring that the process of appointing, evaluating the performance of, and providing remuneration to the Board of Directors and executive officers is carried out professionally, objectively, and in line with the Company's long-term strategy and interests.

The majority of members of the Nomination and Remuneration Committee of the Company are independent non-executive parties, consisting of independent commissioners (as chairperson) and external parties. [ACGS E.2.9.] [ACGS E.2.10.] [ACGS E.2.14.] [ACGS E.2.15.]

Susunan dan jumlah anggota Komite Nominasi dan Remunerasi Perseroan juga ditentukan dengan mempertimbangkan berbagai faktor, termasuk pertumbuhan skala bisnis Perseroan dan keberagaman keahlian dan pengalaman agar komite dapat memberikan kontribusi yang maksimal bagi kemajuan Perseroan.

The composition and number of members of the Nomination and Remuneration Committee of the Company are also determined by considering various factors, including the growth of the Company's business scale and the diversity of skills and experience, so that the committee can make the maximum contribution to the Company's progress.

Saat ini, masa jabatan anggota Komite Nominasi dan Remunerasi Perseroan adalah untuk periode 2024-2029 dengan susunan sebagai berikut: [ACGS (B)E.2.1.]

Currently, the term of office for the members of the Nomination and Remuneration Committee of the Company is for the period 2024-2029, with the following composition: [ACGS (B)E.2.1.]

Nama & Jabatan di Komite Nominasi dan Remunerasi Name & Position in the Nomination and Remuneration Committee	**Kompetensi** Competency	**Pengangkatan dan Masa Jabatan** Appointment and Term of Office
Dr. Robert Arthur Simanjuntak Ketua Chairperson [ACGS E.2.10.]	Ekonomi & Pendidikan Economics & Education	Diangkat kembali menjadi Ketua Komite Nominasi dan Remunerasi berdasarkan Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024, dengan masa jabatan hingga RUPST 2029 (periode ke-2). Reappointed as the Chairperson of the Nomination and Remuneration Committee based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024, with a term of office until the AGM 2029 (2nd tenure).
Franky Oesman Widjaja Anggota Member	Manajemen Umum General Management	Diangkat kembali menjadi anggota Komite Nominasi dan Remunerasi berdasarkan Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024, dengan masa jabatan hingga RUPST 2029 (periode ke-2). Reappointed as a member of the Nomination and Remuneration Committee based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024, with a term of office until the AGM 2029 (2nd tenure).
Dr. Susi Susantijo, S.H., LL.M. Anggota Member	Hukum & Pendidikan Law & Education	Diangkat kembali menjadi anggota Komite Nominasi dan Remunerasi berdasarkan Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024, dengan masa jabatan hingga RUPST 2029 (periode ke-2). Reappointed as a member of the Nomination and Remuneration Committee based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024, with a term of office until the AGM 2029 (2nd tenure).

Profil, termasuk informasi rangkap jabatan dan pengalaman kerja, Bapak Robert Arthur Simanjuntak dan Bapak Franky Oesman Widjaja dapat dilihat pada bagian Profil Perusahaan, sub-bagian Profil Dewan Komisaris.

The profiles, including information on concurrent positions and work experiences, of Mr. Robert Arthur Simanjuntak and Mr. Franky Oesman Widjaja can be seen in the Company Profile section, Profile of the Board of Commissioners subsection.

Adapun profil Ibu Susi Susantijo adalah sebagai berikut:

Furthermore, the profile of Mrs. Susi Susantijo is as follows:



Dr. Susi Susantijo, S.H., LL.M.
Anggota Komite Nominasi dan Remunerasi
Member of the Nomination and Remuneration Committee

Ibu Susi Susantijo, Warga Negara Indonesia, berusia 63 tahun, berdomisili di Jakarta. Beliau diangkat kembali sebagai anggota Komite Nominasi dan Remunerasi sesuai dengan Keputusan Sirkuler Dewan Komisaris Perseroan tanggal 25 Juni 2024.

Mrs. Susi Susantijo, an Indonesian citizen, 63 years old, domiciled in Jakarta. She was reappointed as a member of the Company's Nomination and Remuneration Committee based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024.

Sejak tahun 2015, beliau juga menjabat sebagai Ketua Program Studi Magister Kenotariatan Fakultas Hukum Universitas Pelita Harapan. Sebelumnya, beliau pernah menjabat sebagai Direktur Independen Perseroan (2014-2019), Direktur Fakultas Hukum Universitas Pelita

Since 2015, she has also served as the Department Head of Public Notary Master Program, the Faculty of Law – Universitas Pelita Harapan. Previously, she had served as an Independent Director of the Company (2014-2019), the Director of the Faculty of Law – Universitas

Harapan (2004-2015), Direktur Fakultas Kedokteran Universitas Pelita Harapan (2004-2006), Administrator di SD Lentera Kasih Sunter (2002-2004), Sekretaris Perusahaan PT Indah Kiat Pulp & Paper Tbk, PT Pabrik Kertas Tjiwi Kimia Tbk, PT Pindo Deli Pulp And Paper Mills, PT Lontar Papyrus Pulp & Paper Industry (1998-2001), *Head of Legal Department Pulp & Paper Division* - Sinarmas Group (1997-2001), dan *Head of Legal Department* PT Indah Kiat Pulp & Paper Tbk (1994-1996).

Beliau lulus program doktor Ilmu Hukum dari Fakultas Hukum Universitas Pelita Harapan (2015), lulus program Magister Ilmu Hukum dari Murdoch University, Australia (2009), lulus program Sarjana Hukum dari Universitas Sumatera Utara (1986), serta pernah menjalani pendidikan pada program Spesialis Notariat di Universitas Sumatera Utara (1990-1991).

Ibu Susi Susantijo tidak mempunyai hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, Pengendali, ataupun Pemegang Saham Utama Perseroan.

Jumlah, komposisi, dan keberagaman anggota Komite Nominasi dan Remunerasi ditinjau secara berkala, setidaknya 1 (satu) kali dalam setahun. Evaluasi ini bertujuan untuk memastikan struktur Komite Nominasi dan Remunerasi tetap efektif dalam mendukung pelaksanaan fungsi nominasi dan remunerasi, sejalan dengan kebutuhan bisnis, ekspektasi pemangku kepentingan, serta ketentuan peraturan perundang-undangan dan pedoman tata kelola perusahaan yang berlaku.

Hasil evaluasi digunakan sebagai dasar bagi Dewan Komisaris untuk menerapkan atau merekomendasikan perubahan, pengangkatan, ataupun perpanjangan masa jabatan anggota Komite Nominasi dan Remunerasi, termasuk dalam mengidentifikasi kebutuhan peningkatan kompetensi dan pengembangan berkelanjutan. Melalui mekanisme ini, Perseroan memastikan bahwa Komite Nominasi dan Remunerasi senantiasa terdiri dari individu-individu yang kompeten, independen, dan berintegritas tinggi, sehingga mampu menjalankan fungsi nominasi dan remunerasi secara objektif, transparan.

Pelita Harapan (2004-2015), the Director of the Faculty of Medicine of Universitas Pelita Harapan (2004-2006), an Administrator at SD Lentera Kasih Sunter (2002-2004), the Corporate Secretary of PT Indah Kiat Pulp & Paper Tbk, PT Pabrik Kertas Tjiwi Kimia Tbk, PT Pindo Deli Pulp And Paper Mills, PT Lontar Papyrus Pulp & Paper Industry (1998-2001), the Head of Legal Department Pulp & Paper Division – Sinarmas Group (1997-2001), and the Head of Legal Department PT Indah Kiat Pulp & Paper Tbk (1994-1996).

She graduated from a doctoral program in Law from the Faculty of Law of Universitas Pelita Harapan (2015), a Master's program in Law from Murdoch University Law School, Australia (2009), a Bachelor's program in Law from Universitas Sumatera Utara (1986), and attended a Notarial Specialist program at Universitas Sumatera Utara (1990-1991).

Mrs. Susi Susantijo is not affiliated with any members of the Board of Commissioners, members of the Board of Directors, Controllers, or Main Shareholders of the Company.

The number, composition, and diversity of members of the Nomination and Remuneration Committee are reviewed regularly, at least once a year. This evaluation aims to ensure that the structure of the Nomination and Remuneration Committee remains effective in supporting the performance of nomination and remuneration functions, in line with business needs, stakeholder expectations, and applicable laws, regulations, and corporate governance guidelines.

The evaluation results are used as a basis for the Board of Commissioners to implement or recommend changes, appointments, or extensions of the term of office for members of the Nomination and Remuneration Committee, including identifying needs for competency improvement and sustainable development. Through this mechanism, the Company ensures that the Nomination and Remuneration Committee is always composed of individuals who are competent, independent, and of high integrity, enabling them to perform their nomination and remuneration functions objectively and transparently.

Kriteria Pengangkatan Komite Nominasi dan Remunerasi

Persyaratan umum bagi orang perorangan untuk dapat diangkat sebagai anggota Komite Nominasi dan Remunerasi Perseroan adalah mutatis mutandis dari persyaratan umum bagi orang perorangan untuk dapat diangkat sebagai anggota Dewan Komisaris Perseroan.

Pemilihan anggota Komite Nominasi dan Remunerasi dilakukan dengan mempertimbangkan pengalaman, keterampilan komunikasi dan kerja sama, serta komitmen dari masing-masing anggota untuk menyediakan waktu yang cukup untuk melaksanakan tugas dan tanggung jawabnya.

Perseroan tidak memiliki anggota Komite Nominasi dan Remunerasi yang sebelumnya merupakan karyawan atau mitra dari auditor eksternal Perseroan dalam 2 (dua) tahun terakhir. [ACGS (P)E.3.1.]

Appointment Criteria for the Nomination and Remuneration Committee

The general requirements for individuals to be appointed as members of the Company's Nomination and Remuneration Committee are mutatis mutandis from the general requirements for individuals to be appointed as members of the Company's Board of Commissioners.

The election of members of the Nomination and Remuneration Committee is carried out by considering each member's experience, communication and cooperation skills, as well as his/her commitment to providing sufficient time to carry out his/her duties and responsibilities.

The Company does not have any members of the Nomination and Remuneration Committee who were previously employees or partners of the Company's external auditors in the last 2 (two) years. [ACGS (P)E.3.1.]

Pengangkatan, Pemberhentian, dan Masa Jabatan Komite Nominasi dan Remunerasi

Anggota Komite Nominasi dan Remunerasi diangkat dan diberhentikan oleh Dewan Komisaris.

Masa jabatan Komite Nominasi dan Remunerasi adalah sesuai dengan masa jabatan Dewan Komisaris dan dapat diangkat kembali berdasarkan keputusan rapat Dewan Komisaris.

Appointment, Dismissal, and Term of Office of the Nomination and Remuneration Committee

Members of the Nomination and Remuneration Committee are appointed and dismissed by the Board of Commissioners.

The term of office of the Nomination and Remuneration Committee is by the term of office of the Board of Commissioners and may be reappointed based on the resolution of the Board of Commissioners meeting.

Keanggotaan Komite Nominasi dan Remunerasi berakhir dalam hal masa jabatan anggota Komite Nominasi dan Remunerasi berakhir, anggota Komite Nominasi dan Remunerasi mengundurkan diri, meninggal dunia, diberhentikan oleh Dewan Komisaris, atau tidak lagi memenuhi persyaratan perundang-undangan yang berlaku.

Tata cara pengangkatan, penggantian, pemberhentian, atau pengunduran diri anggota Komite Nominasi dan Remunerasi Perseroan dilakukan sesuai dengan Piagam Komite Nominasi dan Piagam Komite Remunerasi Perseroan.

The term of office of a member of the Nomination and Remuneration Committee shall terminate in the event that his/her term of office expires, he/she submits his/her resignation, passes away, is dismissed by the Board of Commissioners, or no longer qualifies based on the applicable laws and regulations.

Procedures for the appointment, replacement, dismissal, or resignation of members of the Company's Nomination and Remuneration Committee are performed by the Company's Charter of the Nomination Committee and Charter of the Remuneration Committee.

Independensi Komite Nominasi dan Remunerasi

Perseroan menjaga independensi Komite Nominasi dan Remunerasi dengan menetapkan mayoritas anggota Komite Nominasi dan Remunerasi berasal dari pihak independen yang tidak memiliki hubungan afiliasi dengan Direksi, Pengendali, Pemegang Saham Utama, maupun pihak-pihak lain yang dapat memengaruhi objektivitas dalam pengambilan keputusan.

Sebagai bentuk konkret dari komitmen tersebut, seluruh anggota Komite Nominasi dan Remunerasi, kecuali Bapak Franky Oesman Widjaja – anggota Komite Nominasi dan Remunerasi yang merupakan Presiden Komisaris, sekaligus Pemegang Saham Utama dan Pengendali Perseroan, telah secara resmi menyampaikan kembali Pernyataan Independensi pada tanggal 22 Januari 2025, yang menegaskan kesanggupan mereka untuk menjalankan fungsi pengawasan secara profesional, objektif, dan bebas dari benturan kepentingan. Langkah ini sekaligus memperkuat integritas dan kredibilitas Komite Nominasi dan Remunerasi dalam menjalankan perannya sebagai pilar utama pengawasan tata kelola perusahaan yang efektif.

Pelaksanaan Tugas Komite Nominasi dan Remunerasi pada Tahun 2025

Komite Nominasi dan Remunerasi telah melaksanakan tugas dan tanggung jawabnya sesuai dengan Piagam Komite Nominasi dan Piagam Komite Remunerasi. Dalam pelaksanaannya, Komite Nominasi dan Remunerasi berperan aktif dalam menilai, mengevaluasi, dan memberikan rekomendasi terkait struktur organisasi, kebijakan nominasi, serta sistem remunerasi Perseroan. Komite Nominasi dan Remunerasi memastikan bahwa kebijakan dan praktik nominasi serta remunerasi diterapkan secara adil, transparan, dan konsisten, sehingga mendukung terciptanya manajemen yang kompeten, kinerja yang optimal, dan keberlanjutan usaha Perseroan dalam mencapai tujuan strategisnya.

Pelaksanaan tugas Komite Nominasi dan Remunerasi selama tahun 2025, antara lain sebagai berikut:

Independency of the Nomination and Remuneration Committee

The Company maintains the independency of the Nomination and Remuneration Committee by ensuring that the majority of its members are independent parties who have no affiliation with the Board of Directors, Controller, Main Shareholders, or other parties that could affect objectivity in decision-making.

As a concrete form of this commitment, all members of the Nomination and Remuneration Committee, except Mr. Franky Oesman Widjaja – a member of the Nomination and Remuneration Committee who is the President Commissioner, as well as the Company's Main and Controlling Shareholder – officially resubmitted their Independency Statements on January 22, 2025, reaffirming their willingness to carry out their oversight functions professionally, objectively, and free from conflicts of interest. This step also strengthens the integrity and credibility of the Nomination and Remuneration Committee in carrying out its role as the main pillar of effective corporate governance oversight.

Implementation of Duties of the Nomination and Remuneration Committee in 2025

The Nomination and Remuneration Committee had carried out its duties and responsibilities by the Charter of the Nomination Committee and the Charter of the Remuneration Committee. n its implementation, the Nomination and Remuneration Committee actively participated in assessing, evaluating, and providing recommendations regarding the Company's organizational structure, nomination policies, and remuneration system. The Nomination and Remuneration Committee ensures that nomination and remuneration policies and practices are applied fairly, transparently, and consistently, thereby supporting the creation of competent management, optimal performance, and the Company's business sustainability in achieving its strategic goals.

Duties performed by the Nomination and Remuneration Committee during 2025, among others, were as follows:

Tugas Duties	**Pelaksanaan Tugas Tahun 2025** Implementation of Duties in 2025
Fungsi Nominasi	• Menyusun rencana kerja tahun 2025 • Melakukan evaluasi dan perbaikan formulir penilaian kinerja 2024 • Melakukan evaluasi terhadap penilaian kinerja 2024 yang dilakukan oleh Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung • Memberikan masukan keselarasan struktur organisasi dengan strategi Perseroan • Memberikan rekomendasi pengembangan kapasitas individu dengan menyusun rencana pelatihan anggota Dewan Komisaris, Direksi, dan Komite 2025 • Menelaah komposisi Dewan Komisaris, Direksi, dan Komite • Memonitor pelaksanaan rekomendasi/masukan tahun sebelumnya

Tugas Duties	Pelaksanaan Tugas Tahun 2025 Implementation of Duties in 2025
Nomination Function	• Prepared the work plan for 2025 • Evaluated and revised the evaluation form for 2024 • Evaluated the performance evaluation for 2024 conducted by the Board of Commissioners, Board of Directors, Committees, and Supporting Units • Provided input on aligning organizational structure with the Company's strategy • Provided recommendations for individual capacity development by preparing training plans for members of the Board of Commissioners, Board of Directors, and Committees for 2025 • Reviewed the composition of the Board of Commissioners, Board of Directors, and Committees • Monitored the implementation of the previous year's recommendations/input
Fungsi Remunerasi	• Menyusun rencana kerja tahun 2025 • Menelaah laporan hasil evaluasi kinerja tahun 2024 • Melakukan kajian data eksternal terkait persentase kenaikan gaji, honorarium, dan/atau tunjangan untuk anggota Dewan Komisaris dan Direksi • Memberikan rekomendasi gaji, honorarium, dan/atau tunjangan untuk anggota Dewan Komisaris dan Direksi untuk tahun buku 2025 • Memantau tindak lanjut keputusan RUPS terkait remunerasi anggota Dewan Komisaris dan Direksi
Remuneration Function	• Prepared the work plan for 2025 • Reviewed the performance evaluation report of 2024 • Benchmarked the percentage increase in salary, honorarium, and/or benefits given to the members of the Board of Commissioners and the Board of Directors • Provided recommendations on the amount of salary, honorarium, and/or allowances given to the members of the Board of Commissioners and the Board of Directors for the financial year 2025 • Monitored the follow-up on GMS decisions regarding the remuneration of members of the Board of Commissioners and the Board of Directors

Penilaian Kinerja Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung

[GRI 2-18-a] [GRI 2-18-b] [GRI 2-18-c]
[ACGS E.5.4.] [ACGS E.5.5.] [ACGS E.5.6.] [ACGS E.5.7.]

Penilaian
Penilaian dilakukan secara internal dengan tidak melibatkan penilai independen.

Periode Penilaian
Penilaian kinerja anggota Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung dilakukan pada awal tahun buku berikutnya, dan dilaksanakan 1 (satu) kali dalam setahun.

Kriteria Penilaian

Penilaian dilakukan berdasarkan penilaian kinerja diri masing-masing anggota Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung, serta berdasarkan penilaian kinerja kolektif Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung.

Kriteria yang dipertimbangkan dalam penilaian kinerja diri antara lain sebagai berikut:
- kinerja Perseroan
- pencapaian kerja individual dalam mendukung keberlanjutan perusahaan
- komitmen, kepemimpinan, dan kerja sama
- kehadiran dalam rapat
- kesiapan untuk hadir dalam rapat
- kualitas dan kontribusi dalam rapat
- kemampuan untuk bekerja sama dengan baik sebagai tim
- komitmen waktu

Adapun kriteria yang dipertimbangkan dalam penilaian kinerja kolektif antara lain sebagai berikut:
- pemahaman tentang operasi bisnis, budaya, visi, misi, strategi, dan rencana bisnis Perseroan
- pemahaman atas tanggung jawab, wewenang, dan prioritas tugas
- efektivitas komposisi anggota Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung untuk melaksanakan tugas dan tanggung jawabnya

Prosedur Penilaian
Prosedur penilaian kinerja Dewan Komisaris dan Direksi dimulai dengan penilaian diri dengan mengisi formulir penilaian standar. Hasil penilaian diri diserahkan kepada Sekretaris Perusahaan untuk dirangkum dan disampaikan kepada Komite Nominasi dan Remunerasi untuk dievaluasi lebih lanjut dan dibahas dalam rapat nominasi. Hasil penilaian kinerja dikomunikasikan dengan Direksi dan akan digunakan sebagai rekomendasi proses remunerasi dan rekomendasi pengembangan kompetensi untuk anggota Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung Perseroan.

Performance Evaluation of the Board of Commissioners, Board of Directors, Committees, and Supporting Units

[GRI 2-18-a] [GRI 2-18-b] [GRI 2-18-c]
[ACGS E.5.4.] [ACGS E.5.5.] [ACGS E.5.6.] [ACGS E.5.7.]

Evaluation
The evaluation is carried out internally without involving an independent evaluator.

Evaluation Period
The performance evaluations of members of the Board of Commissioners, Board of Directors, Committees, and Supporting Units are carried out at the beginning of the following financial year and are carried out once a year.

Evaluation Criteria

The evaluation is carried out based on self-evaluation of each member of the Board of Commissioners, Board of Directors, Committees, and Supporting Units, as well as based on collective performance evaluation of the Board of Commissioners, Board of Directors, Committees, and Supporting Units.

The criteria considered in self-evaluation, among others, are:
- the Company's performance
- achievement of individual work in supporting corporate sustainability
- commitment, leadership, and cooperation
- attendance at meetings
- preparedness for meetings
- quality and contribution in meetings
- ability to work well as a team
- time commitment

The criteria considered in the collective performance evaluation, among others, are:
- understanding of the Company's business operations, culture, vision, mission, strategies, and business plans
- understanding of his/her responsibilities, authorities, and priority of duties
- the effectiveness of the compositions of the Board of Commissioners, Board of Directors, Committees, and Supporting Units in performing their duties and responsibilities

Evaluation Procedure
The performance evaluation procedure for the Board of Commissioners and the Board of Directors begins with self-evaluation, where each member completes a standard evaluation form. Results from self-evaluation are then submitted to the Corporate Secretary to be summarised and submitted to the Nomination and Remuneration Committee to be reviewed and discussed in the nomination meeting. The results of the performance evaluation are communicated to the Board of Directors and will be used as recommendations for the remuneration process as well as recommendations for competency development for members of the Company's Board of Commissioners, Board of Directors, Committees, and Supporting Units.

Prosedur penilaian dan proses evaluasi kinerja Dewan Komisaris dan Direksi Perseroan berlaku juga untuk Komite dan Unit-Unit Pendukung Perseroan.

Komite Nominasi dan Remunerasi berperan untuk memastikan bahwa jumlah, susunan, dan keberagaman Direksi dan Dewan Komisaris sesuai dengan kebutuhan Perseroan untuk menjamin efektivitas pengawasan dan pengelolaan perusahaan.

Dewan Komisaris dapat melibatkan konsultan independen dalam memfasilitasi pelaksanaan penilaian kinerja Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung Perseroan.

Penilaian diri dan penilaian kolektif Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung untuk kinerja tahun 2025 telah dilakukan pada bulan Maret 2025.

Komite Nominasi dan Remunerasi telah melakukan evaluasi terhadap hasil penilaian diri dan penilaian kolektif tersebut untuk mengidentifikasi area yang memerlukan penguatan kapasitas dan penyelarasan kompetensi dengan arah strategi jangka panjang Perseroan. Komite Nominasi dan Remunerasi juga telah menyusun rencana pengembangan kompetensi yang terintegrasi untuk Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung - selaras dengan arah strategi perusahaan yang terus berkembang, untuk memastikan bahwa Dewan Komisaris, Direksi, Komite, dan Unit-Unit Pendukung memiliki kompetensi yang relevan dan dapat mendukung pencapaian tujuan jangka panjang perusahaan. Selanjutnya, hasil evaluasi tersebut akan dijadikan dasar pertimbangan untuk mengajukan rekomendasi remunerasi kepada Dewan Komisaris, yang kemudian akan diusulkan pada RUPST. [GRI 2-20-a] [ACGS (B) E.2.2.]

The performance evaluation procedure used for the Company's Board of Commissioners and Board of Directors also applies to the Company's Committees and Supporting Units.

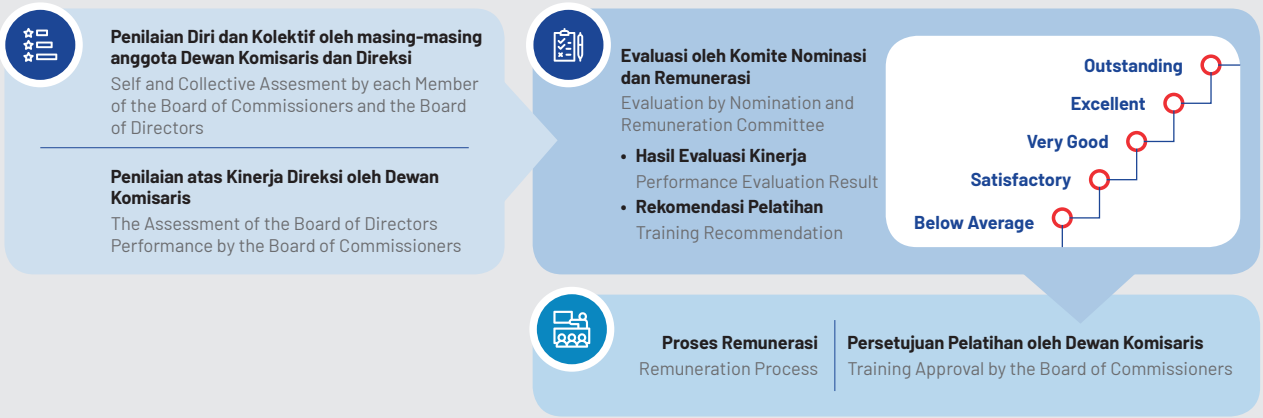
The Nomination and Remuneration Committee plays a role in ensuring that the number, composition, and diversity of the Board of Commissioners and Board of Directors are aligned with the needs of the Company to ensure the effectiveness of the company's supervision and management.

The Board of Commissioners may involve independent consultants in facilitating the implementation of performance evaluations of the Company's Board of Commissioners, Board of Directors, Committees, and Supporting Units.

The self-evaluation and collective evaluation of the Board of Commissioners, Board of Directors, Committees, and Supporting Units for their performance in 2025 were conducted in March 2025.

The Nomination and Remuneration Committee has evaluated the results of the self-assessment and collective assessment to identify areas requiring capacity building and alignment of competencies with the Company's long-term strategic direction. The Nomination and Remuneration Committee has developed an integrated competency development plan for the Board of Commissioners, Board of Directors, Committees, and Supporting Units - in line with the continuously evolving company strategy, to ensure that the Board of Commissioners, Board of Directors, Committees, and Supporting Units possess relevant competencies and can support the achievement of the company's long-term goals. Furthermore, the results of the evaluation will serve as the basis for proposing remuneration recommendations to the Board of Commissioners, which will then be submitted to the AGM. [GRI 2-20-a] [ACGS (B)E.2.2.]

Proses Evaluasi Kinerja
Performance Evaluation Process



Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi
[GRI-2-19-a] [GRI-2-19-b] [GRI-2-20-a]

Kebijakan, struktur, dan besaran remunerasi dievaluasi sedikitnya 1 (satu) kali dalam setahun dengan mempertimbangkan:
- kinerja Perseroan
- remunerasi pembanding yang berlaku pada industri nasional yang relevan dan/atau perusahaan lain dengan skala yang mirip dan kondisi perekonomian global
- tugas, tanggung jawab, dan wewenang anggota Direksi dan/atau Dewan Komisaris yang dikaitkan dengan pencapaian tujuan dan kinerja Perseroan
- pencapaian target kinerja masing-masing anggota Direksi dan Dewan Komisaris
- keseimbangan antara komponen tetap dan komponen variabel dari remunerasi

Procedure for Determining Remuneration for the Board of Commissioners and the Board of Directors
[GRI-2-19-a] [GRI-2-19-b] [GRI-2-20-a]

The policy, structure, and amount of remuneration are evaluated at least once a year by considering:
- the Company's performance
- remuneration benchmarks from relevant national industries and/or other companies of similar size as well as global economic conditions
- duties, responsibilities, and authorities of the members of the Board of Directors and/or the Board of Commissioners, concerning the achievement of the Company's goals and performance
- achievement of performance targets for each member of the Board of Directors and the Board of Commissioners
- balance between the fixed and variable components of the remuneration

Untuk menjaga independensi dan/atau menghindari kemungkinan terjadinya benturan kepentingan, Perseroan menetapkan kebijakan/praktik terkait remunerasi untuk Dewan Komisaris dan Direksi sebagai berikut: [GRI 2-10-b] [GRI 2-15-a] [GRI 2-19-a] [GRI 2-19-b] [ACGS D.3.3.] [ACGS (P)E.4.2.]

- Anggota Direksi menerima remunerasi dalam bentuk gaji, tunjangan, bonus kinerja, dan/atau *benefit* lainnya sehubungan dengan tugas dan tanggung jawab sebagai Direksi. Anggota Direksi tidak menerima tambahan remunerasi lain secara terpisah dari remunerasi yang diterima sehubungan dengan tugas dan tanggung jawab sebagai Direksi.
- Anggota Dewan Komisaris, termasuk Komisaris Independen, menerima remunerasi tetap dalam bentuk honorarium sesuai persetujuan RUPS. Anggota Dewan Komisaris, termasuk Komisaris Independen, tidak menerima hak opsi, bonus saham, ataupun insentif lainnya.
- Anggota Dewan Komisaris dan Direksi Perseroan dilarang untuk mengambil dan/atau menerima keuntungan pribadi (termasuk untuk mendapatkan pinjaman dari Perseroan) selain remunerasi dan fasilitas lainnya yang telah ditetapkan.

Terkait dengan kebijakan ini, Perseroan menegaskan bahwa selama periode pelaporan, tidak terdapat anggota Dewan Komisaris maupun Direksi yang memperoleh atau memanfaatkan fasilitas pinjaman dari Perseroan. [ACGS A.8.3.]

Perseroan tidak memiliki kebijakan penghargaan/kompensasi yang memperhitungkan kinerja perusahaan di luar ukuran keuangan jangka pendek. Perseroan juga tidak memiliki standar terukur untuk menyelaraskan remunerasi berbasis kinerja untuk direktur eksekutif dan eksekutif senior dengan kepentingan jangka panjang perusahaan, seperti provisi *clawback* dan bonus yang ditangguhkan. [ACGS C.6.3.] [ACGS E.3.13.]

Perseroan tidak memiliki pejabat eksekutif tertinggi yang bukan merupakan anggota Direksi, sehingga Perseroan tidak memiliki kebijakan/praktik terkait remunerasi direktur eksekutif dan pejabat eksekutif tertinggi yang bukan merupakan anggota Direksi. [ACGS D.3.4.]

To maintain independency and/or to avoid the possibility of conflict of interest, the Company has established the following policies/practices related to remuneration for the Board of Commissioners and Board of Directors: [GRI 2-10-b] [GRI 2-15-a] [GRI 2-19-a] [GRI 2-19-b] [ACGS D.3.3.] [ACGS(P)E.4.2.]

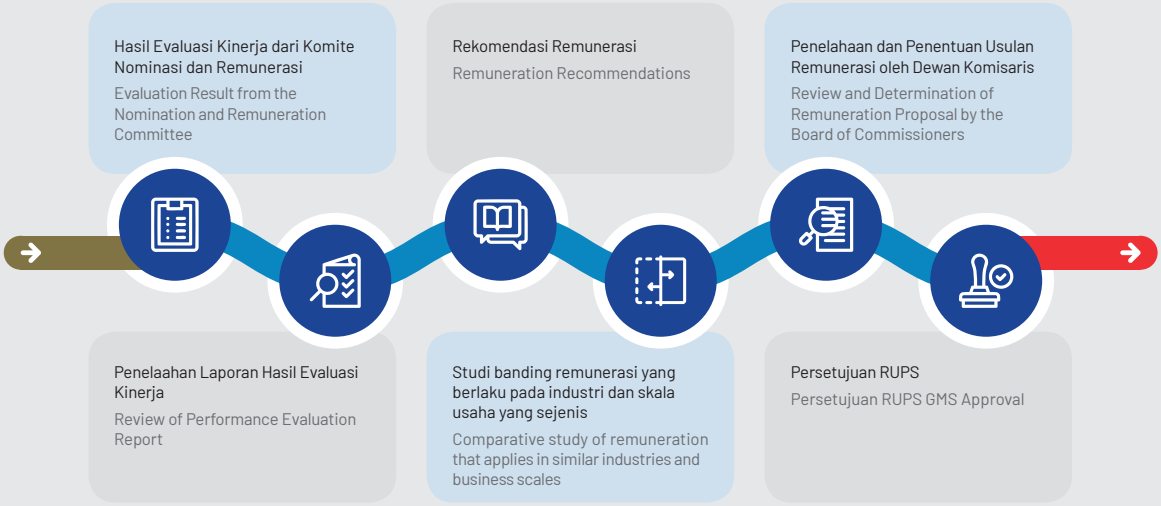
- Members of the Board of Directors receive remuneration in the form of salary, allowances, performance bonuses, and/or other benefits. Members of the Board of Directors do not receive additional remuneration separately from the remuneration received in connection with their duties and responsibilities as Directors.
- Members of the Board of Commissioners, including the Independent Commissioners, receive fixed remuneration in the form of honorarium as approved by the GMS. Members of the Board of Commissioners, including the Independent Commissioners, do not receive any options, share bonuses, or other incentives.
- Members of the Board of Commissioners and the Board of Directors of the Company are prohibited from taking and/or receiving personal benefits (including obtaining loans from the Company) other than the remuneration and other benefits that have been determined.

Under this policy, the Company confirms that during the reporting period, no members of the Board of Commissioners or the Board of Directors obtained or utilized loan facilities from the Company. [ACGS A.8.3.]

The Company does not have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures. The Company also does not have measurable standards to align the performance-based remuneration of the executive directors and senior executives with the long-term interests of the Company, such as clawback provisions and deferred bonuses. [ACGS C.6.3.] [ACGS E.3.13.]

The Company does not have a chief executive officer who is not a member of the Board of Directors. Therefore, the Company does not have a policy/practice regarding remuneration for executive directors and a chief executive officer who are not members of the Board of Directors. [ACGS D.3.4.]

Prosedur Remunerasi
Remuneration Procedure



Dalam RUPST Perseroan tanggal 18 Juni 2025, pemegang saham Perseroan menyetujui untuk memberikan kewenangan kepada Dewan Komisaris untuk menentukan besaran remunerasi yang diterima oleh masing-masing anggota Dewan Komisaris dan Direksi untuk tahun 2025. Keputusan RUPST tersebut sudah ditindaklanjuti oleh Dewan Komisaris. [GRI 2-20-a-ii,b] [ACGS E.3.12.]

Pada tahun 2025, Perseroan berhasil mempertahankan kinerja baik di tengah penurunan harga pasar batu bara dan menunjukkan peningkatan kinerja yang cukup baik dari bisnis-bisnis lain. Total remunerasi yang diterima oleh Dewan Komisaris dan Direksi Perseroan adalah sebesar USD 5.475.391. Remunerasi Dewan Komisaris diberikan dalam bentuk honorarium tetap. Sedangkan remunerasi Direksi diberikan dengan mempertimbangkan pencapaian kinerja Perseroan dan target kinerja masing-masing anggota Direksi di setiap bisnis yang dimiliki Perseroan.

In the Company's AGM dated June 18, 2025, the shareholders of the Company agreed to grant authority to the Board of Commissioners to determine the amount of remuneration received by each member of the Board of Commissioners and the Board of Directors for the year 2025. The AGM resolution had been followed up by the Board of Commissioners. [GRI 2-20-a-ii,b] [ACGS E.3.12.]

In 2025, the Company succeeded in maintaining good performance despite the decline in coal market prices and showed a fairly good increase in performance from other businesses. The total remuneration received by the Board of Commissioners and the Board of Directors was USD 5,475,391. Remuneration for the Board of Commissioners was given in the form of a fixed honorarium. Meanwhile, Directors' remuneration was given by considering the Company's performance achievements and the performance targets of each member of the Board of Directors in each business owned by the Company.

Dengan mempertimbangkan kepentingan terbaik Perseroan dan tetap menjaga keseimbangan antara keterbukaan informasi dan perlindungan terhadap aspek strategis perusahaan, Perseroan menyampaikan informasi remunerasi secara total, dan bukan secara individual. Pendekatan ini diambil dengan beberapa pertimbangan yang matang, antara lain untuk menjaga kerahasiaan informasi yang bersifat sensitif dan strategis, melindungi kepentingan kompetitif Perseroan, serta memelihara keharmonisan,efektivitas kerja, dan iklim tata kelola yang sehat dan berimbang di lingkungan internal dan di antara entitas dalam kelompok usaha. [ACGS (B)C.1.6.]

Considering the best interests of the Company and maintaining a balance between information disclosure and protection of the company's strategic aspects, the Company provides total remuneration information, not individual details. This approach was taken with several careful considerations, including maintaining the confidentiality of sensitive and strategic information, protecting the Company's competitive interests, and fostering harmony, work effectiveness, and a healthy and balanced governance climate within the internal environment and among entities within the business group. [ACGS (B)C.1.6.]

Kebijakan Suksesi Direksi

[GRI 2-20-a] [ACGS E.5.3.]

Pada umumnya, Perseroan melakukan pencarian dan pemilihan kandidat anggota Dewan Komisaris, Direksi, dan Komite berdasarkan sumber informasi internal Perseroan dan/atau internal kelompok usaha Sinar Mas. Hingga saat ini, Perseroan belum melibatkan firma pencarian eksekutif profesional atau sumber kandidat eksternal lain dalam proses rekrutmen anggota Dewan Komisaris, Direksi, dan Komite. [ACGS (B)E.3.1.]

Dalam proses perencanaan dan pengembangan kepemimpinan, Komite Nominasi dan Remunerasi memegang peranan yang penting, khususnya dalam perencanaan suksesi bagi karyawan kunci, termasuk anggota Direksi. Dengan dukungan Presiden Direktur dan Direktur yang membawahi fungsi SDM, Komite Nominasi dan Remunerasi secara aktif memastikan tersedianya talenta internal yang kompeten dan siap menduduki posisi strategis di masa mendatang. Perencanaan suksesi ini bertujuan untuk menjamin keberlanjutan kepemimpinan dan stabilitas operasional Perseroan, sekaligus mendukung penerapan prinsip GCG yang berkelanjutan. Rencana pengembangan dan suksesi tersebut dievaluasi secara berkala oleh Dewan Komisaris guna memastikan kesesuaiannya dengan kebutuhan bisnis dan dinamika industri.

Dalam menetapkan dan menunjau prosedur suksesi, Perseroan menetapkan kriteria yang disesuaikan dengan karakteristik, tanggung jawab, dan kompetensi yang dibutuhkan untuk masing-masing posisi yang dibutuhkan. Penilaian mencakup aspek integritas, kompetensi profesional, pengalaman, rekam jejak, serta kemampuan kepemimpinan. Adapun kriteria pengangkatan Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, dan Komite Nominasi dan Remunerasi dapat dilihat pada bagian Governansi Korporat, sub-bagian Komite Nominasi dan Remunerasi – Dewan Komisaris, Direksi, Komite Audit, Komite Manajemen Risiko, dan Komite Nominasi dan Remunerasi.

The Board of Directors' Succession Policy

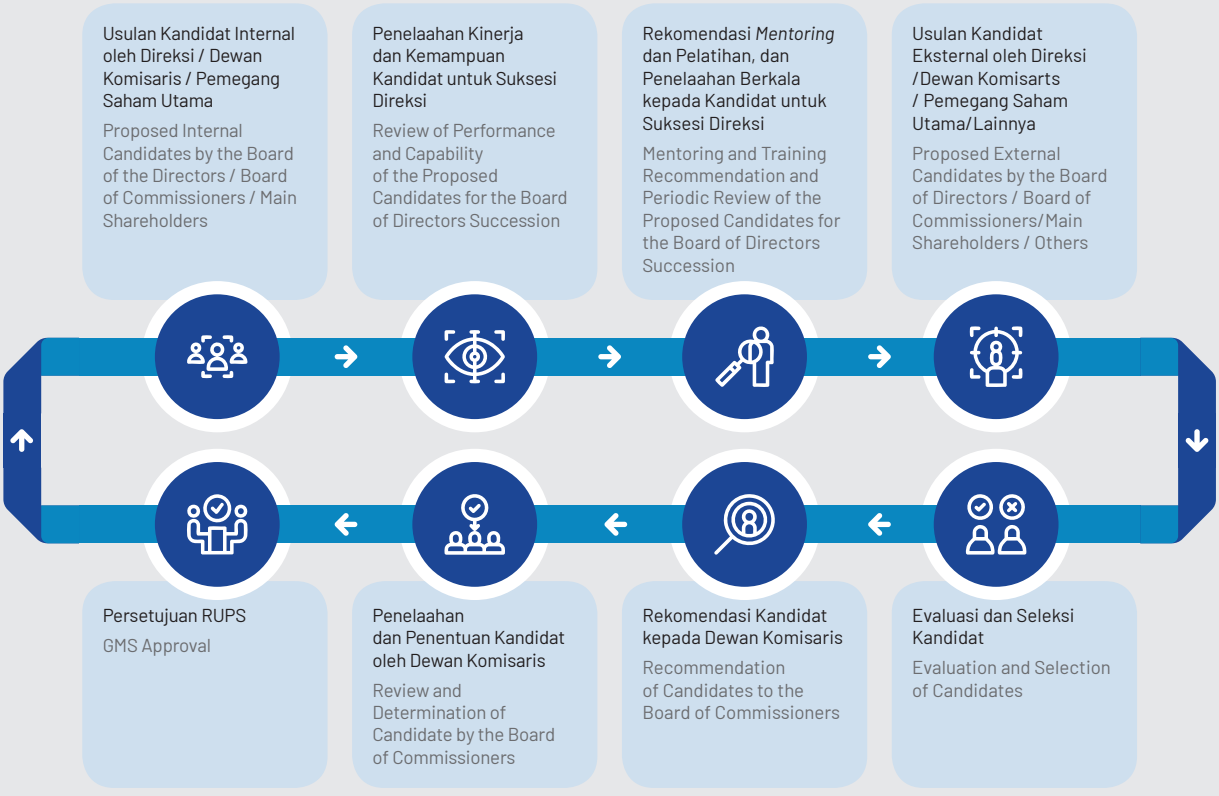
[GRI 2-20-a] [ACGS E.5.3.]

In general, the Company searches for candidates for members of the Board of Commissioners, Directors, and Committees based on internal information sources of the Company and/or internal sources of the Sinar Mas business group. The Company does not involve professional search firms or other external candidate sources when seeking candidates for members of the Board of Commissioners, the Board of Directors, and Committees. [ACGS (B) E.3.1.]

In the process of leadership planning and development, the Nomination and Remuneration Committee plays an important role, particularly in succession planning for key employees, including members of the Board of Directors. With the support of the President Director and the Director overseeing the HR function, the Nomination and Remuneration Committee actively ensures the availability of competent internal talent ready to fill strategic positions in the future. This succession planning aims to ensure the continuity of the Company's leadership and operational stability, while also supporting the sustainable implementation of good corporate governance principles. The development and succession plan is evaluated periodically by the Board of Commissioners to ensure its alignment with business needs and industry dynamics.

In establishing and reviewing succession procedures, the Company sets criteria tailored to the characteristics, responsibilities, and competencies required for each necessary position. The assessment covers aspects of integrity, professional competence, experience, track record, and leadership skills. As for the criteria for appointing the Board of Commissioners, Board of Directors, Audit Committee, Risk Management Committee, and Nomination and Remuneration Committee, can be seen in the Corporate Governance section, the Board of Commissioners, Board of Directors, Audit Committee, Risk Management Committee, and Nomination and Remuneration Committee sub-sections.

Prosedur Suksesi
Succession Procedure



Rapat Komite Nominasi dan Remunerasi

Rapat Komite Nominasi dan Remunerasi diadakan secara berkala, minimal 1 (satu) kali dalam 4 (empat) bulan. Undangan rapat disampaikan oleh ketua Komite Nominasi dan Remunerasi. Untuk memastikan bahwa keputusan rapat yang diambil memiliki legitimasi dan representasi yang memadai, rapat diselenggarakan apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota Komite Nominasi dan Remunerasi.

Keputusan rapat Komite Nominasi dan Remunerasi diambil melalui musyawarah untuk mencapai mufakat. Dalam hal mufakat tidak tercapai, keputusan ditetapkan berdasarkan suara terbanyak.

Selama tahun 2025, Komite Nominasi dan Remunerasi telah melaksanakan 6 (enam) kali rapat. Rapat-rapat tersebut berfungsi sebagai forum penting bagi Komite Nominasi dan Remunerasi untuk menelaah kebijakan nominasi dan remunerasi, meninjau struktur dan komposisi Dewan Komisaris serta Direksi, membahas perencanaan suksesi bagi posisi-posisi kunci, serta mengevaluasi kinerja anggota Direksi dan pejabat eksekutif sebagai dasar dalam pemberian rekomendasi remunerasi yang adil dan kompetitif. Tingkat kehadiran rapat Komite Nominasi dan Remunerasi pada tahun 2025 secara rata-rata adalah 100%. [ACGS E.2.12.] [ACGS E.2.17.]

Keputusan setiap rapat Komite Nominasi dan Remunerasi dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Nominasi dan Remunerasi yang hadir dalam rapat dan disampaikan secara tertulis kepada Dewan Komisaris.

Ringkasan rapat Komite Nominasi dan Remunerasi pada tahun 2025 adalah sebagai berikut:

Meetings of the Nomination and Remuneration Committee

The meeting of the Nomination and Remuneration Committee shall be convened regularly, at least once every 4 (four) months. The invitation of the meeting shall be conveyed by the chairperson of the Nomination and Remuneration Committee. To ensure that the decisions made at the meetings have sufficient legitimacy and representation, the meetings are held only if attended by more than 1/2 (one-half) of the total members of the Nomination and Remuneration Committee.

The resolutions of the Nomination and Remuneration Committee meeting are made through deliberation. If deliberation is not reached, the resolutions shall be made by majority vote.

In 2025, the Nomination and Remuneration Committee held 6 (six) meetings. These meetings serve as an important forum for the Nomination and Remuneration Committee to review nomination and remuneration policies, examine the structure and composition of the Board of Commissioners and the Board of Directors, discuss succession planning for key positions, and evaluate the performance of Board members and executive officers as a basis for making fair and competitive remuneration recommendations. The average attendance rate of the Nomination and Remuneration Committee meetings held in 2025 was 100%. [ACGS E.2.12.] [ACGS E.2.17.]

The resolutions of each Nomination and Remuneration Committee meeting are stated in the minutes of the meeting, which are signed by all members of the Nomination and Remuneration Committee present at the meeting, and are submitted in writing to the Board of Commissioners.

The summary of the meetings of the Nomination and Remuneration Committee in 2025 was as follows:

Tanggal Date	**Pembahasan Rapat** Meeting Agenda	**Pelaksanaan** Execution	**Kehadiran** Attendance			**% Kehadiran** % of Attendance
			FOW	**SS**	**RAS**	
6-Jan	• Membahas rencana pelaksanaan evaluasi kinerja untuk tahun 2024 dan rencana kerja untuk tahun 2025 • Discussed the plan for conducting the performance evaluation for year 2024 and work plan for the year 2025	Sudah dilaksanakan Executed	V	V	V	100%
12-Feb	• Membahas rencana penggantian Kepala Unit Manajemen Risiko • Discussed the replacement plan of the Head of Risk Management Unit	Sudah dilaksanakan Executed	V	V	V	100%
16-Apr	• Menelaah draf Laporan Tahunan untuk tahun buku 2024 bagian Komite Nominasi dan Remunerasi • Reviewed the draft Annual Report for the financial year 2024, on the Nomination and Remuneration Committees section	Sudah dilaksanakan Executed	V	V	V	100%
22-May	• Menelaah susunan Dewan Komisaris dan Direksi Perseroan untuk tahun 2025 ` • Menelaah remunerasi Dewan Komisaris dan Direksi Perseroan untuk tahun 2025 • Reviewed the composition of the Company's Board of Commissioners and Board of Directors for the year 2025 • Reviewed the remuneration of the Company's Board of Commissioners and Board of Directors for the year 2025	Sudah dilaksanakan Sudah dilaksanakan Executed Executed	V	V	V	100%

Tanggal Date	Pembahasan Rapat Meeting Agenda	Pelaksanaan Execution	Kehadiran Attendance			% Kehadiran % of Attendance
			FOW	SS	RAS	
23-Jul	• Menindaklanjuti hasil keputusan RUPST terkait dengan remunerasi anggota Dewan Komisaris dan Direksi • Membahas pelatihan pengurus untuk tahun 2025 • Followed up on the AGM resolution regarding the remuneration of members of the Board of Commissioners and the Board of Directors • Discussed the management training program for the year 2025	Sudah dilaksanakan Sudah dilaksanakan Executed Executed	V	V	V	100%
24-Nov	• Membahas rencana pelaksanaan penilaian kinerja untuk tahun 2025 • Discussed the implementation plan of the performance evaluation for the year 2025	Sudah dilaksanakan Executed	V	V	V	100%
Kehadiran / Attendance			6/6	6/6	6/6	100%
% kehadiran / % of attendance			100%	100%	100%	

Keterangan / Notes:
- FOW : Franky Oesman Widjaja
- SS : Dr. Susi Susantijo, S.H., LL.M.
- RAS : Dr. Robert Arthur Simanjuntak

Peningkatan Kompetensi bagi Anggota Komite Nominasi dan Remunerasi

Perseroan mendorong setiap anggota Komite Nominasi dan Remunerasi untuk berpartisipasi secara aktif dalam pelatihan sekurang-kurangnya 1 (satu) kali dalam setahun dengan durasi pelatihan minimal 12 (dua belas) jam.

Pelatihan ini dimaksudkan agar anggota Komite Nominasi dan Remunerasi memiliki kapabilitas memadai sesuai dengan perkembangan terkini untuk dapat menjalankan fungsi nominasi dan remunerasi secara efektif sejalan dengan arah dan kebutuhan strategis perusahaan.

Lokakarya/pelatihan/seminar yang telah diikuti oleh Bapak Robert Arthur Simanjuntak dan Bapak Franky Oesman Widjaja pada tahun 2025 dapat dilihat pada bagian Governansi Korporat, sub-bagian Dewan Komisaris.

Adapun lokakarya/pelatihan/seminar yang telah diikuti oleh Ibu Susi Susantijo pada tahun 2025, dapat dilihat pada tabel berikut:

Competency Development for Members of the Nomination and Remuneration Committee

The Company encourages each member of the Nomination and Remuneration Committee to actively participate in training at least once a year, with a minimum training duration of 12 (twelve) hours.

This training is designed to ensure that members of the Nomination and Remuneration Committee possess the necessary capabilities to effectively carry out their functions in line with the company's strategic direction and needs, in response to current developments.

Workshop/training/seminar attended by Mr. Robert Arthur Simanjuntak and Mr. Franky Oesman Widjaja in 2025 can be seen in the Corporate Governance Section, Board of Commissioners subsection.

As for the workshop/training/seminar attended by Mrs. Susi Susantijo in 2025, can be seen in the following table:

Nama & Jabatan Name & Position	Lokakarya/Pelatihan/Seminar Workshop/Training/Seminar	Tempat, Tanggal Location, Date	Penyelenggara Organizer
Dr. Susi Susantijo, S.H., LL.M. Anggota Komite Nominasi dan Remunerasi Member of the Nomination and Remuneration Committee	*22nd Annual Asian Law Institute Conference 2025*	Jakarta, 28-29 Mei/ May	Universitas Pelita Harapan
	How to Lead Safe Batch 2	Jakarta, 23 Oktober/ October	
	AI Academy: Introduction to Executives	Jakarta, 24 Oktober/ October	Perseroan/ the Company
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir		
	Sistem Pembayaran	Jakarta, 12 November/ November	
	Cryptocurrency		

Unit Audit Internal [ACGS E.3.14.]

Internal Audit Unit [ACGS E.3.14.]

Unit Audit Internal adalah unit kerja independen yang dibentuk oleh Perseroan untuk melindungi serta meningkatkan nilai perusahaan melalui pelaksanaan kegiatan assurance berbasis risiko. Unit ini tidak hanya berfokus pada kepatuhan, tetapi juga berperan sebagai mitra strategis dalam mendorong peningkatan kinerja dan efektivitas operasional.

Dalam pelaksanaan tugasnya, unit ini memberikan dukungan komprehensif kepada Direksi dan manajemen dengan melakukan evaluasi sistematis dan objektif atas efektivitas pengelolaan risiko, kecukupan pengendalian internal, dan kualitas proses tata kelola, khususnya terhadap risiko-risiko yang bersifat material dan berdampak signifikan terhadap pencapaian tujuan Perseroan.

Piagam Unit Audit Internal

Piagam Unit Audit Internal merupakan pedoman bagi Unit Audit Internal untuk melaksanakan tugas dan tanggung jawabnya. Piagam ini menjadi acuan utama dalam memastikan bahwa seluruh aktivitas audit internal dilaksanakan secara konsisten, terarah, dan selaras dengan prinsip GCG yang baik serta praktik terbaik yang berlaku.

Piagam Unit Audit Internal Perseroan pertama kali diterbitkan pada tahun 2011. Seiring dengan dinamika bisnis dan peningkatan kompleksitas risiko, Perseroan secara berkala melakukan peninjauan dan penyempurnaan terhadap piagam tersebut untuk menjaga relevansi dan efektivitasnya. Piagam Unit Audit Internal disempurnakan pada tahun 2020 untuk mengakomodasi perkembangan regulasi, standar profesional, serta kebutuhan organisasi yang semakin berkembang.

Piagam Unit Audit Internal memuat hal-hal sebagai berikut:
- Struktur dan Kedudukan
- Misi dan Tujuan
- Tugas, Wewenang, dan Tanggung Jawab
- Standar dan Kode Etik
- Independensi dan Objektivitas
- Persyaratan Auditor Internal
- Program Asurans dan Peningkatan Kualitas

Dengan berpedoman pada Piagam Unit Audit Internal, Unit Audit Internal diharapkan dapat melaksanakan tugas dan tanggung jawabnya secara efektif.

Piagam Unit Audit Internal telah dipublikasikan di situs web Perseroan dan akan ditinjau secara berkala sebagaimana diperlukan.

The Internal Audit Unit is an independent work unit established by the Company to protect and enhance its values by carrying out risk-based assurance activities. This unit not only focuses on compliance but also serves as a strategic partner in driving performance improvement and operational effectiveness.

In carrying out its duties, this unit provides comprehensive support to the Board of Directors and management by conducting systematic and objective evaluations of risk management effectiveness, adequacy of internal controls, and the quality of governance processes, particularly regarding material risks that significantly impact the achievement of the Company's objectives.

Charter of the Internal Audit Unit

The Charter of the Internal Audit Unit is a guideline for the Internal Audit Unit to carry out its duties and responsibilities. This charter serves as the main reference to ensure that all internal audit activities are conducted consistently, purposefully, and in accordance with GCG principles and prevailing best practices.

The Company's Charter of the Internal Audit Unit was first issued in 2011. Along with the dynamics of business and the increasing complexity of risks, the Company periodically reviews and refines the charter to maintain its relevance and effectiveness. The Internal Audit Unit Charter was updated in 2020 to accommodate regulatory developments, professional standards, and the increasingly evolving needs of the organization.

The Charter of the Internal Audit Unit covers the following items:
- Structure and Position
- Mission and Purpose
- Duties, Authorities, and Responsibilities
- Standards and Code of Conduct
- Independence and Objectivity
- Requirements of Internal Auditors
- Assurance and Quality Improvement Programs

By referring to the Internal Audit Unit Charter, the Internal Audit Unit is expected to carry out its duties and responsibilities effectively.

The Internal Audit Unit Charter has been published on the Company's website and will be reviewed periodically as necessary.

Tugas, Wewenang, dan Tanggung Jawab Unit Audit Internal	Duties, Authorities, and Responsibilities of the Internal Audit Unit
Tugas, wewenang, dan tanggung jawab Unit Audit Internal diatur dalam Piagam Unit Audit Internal.	Duties, authorities, and responsibilities of the Internal Audit Unit are stipulated in the Charter of the Internal Audit Unit.
Tugas Unit Audit Internal bertanggung jawab dalam melaksanakan tugas-tugas sebagai berikut: • memeriksa dan mengevaluasi bukti secara objektif untuk memberikan penilaian independen tentang kecukupan dan efektivitas proses tata kelola, manajemen risiko, dan pengendalian internal	**Duties** The Internal Audit Unit is responsible for carrying out the following duties: • examine and evaluate evidence objectively to provide an independent assessment of the adequacy and effectiveness of governance, risk management, and internal control processes

- melakukan audit internal berkala, investigasi, pemeriksaan, dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi, dan kegiatan lainnya
- melakukan audit tahunan, audit khusus, audit mendadak, dan audit atas fungsi/departemen
- melakukan audit lingkup penuh dalam hal terjadi penyimpangan selama audit normal atas dasar pengambilan sampel
- melakukan evaluasi kepatuhan terhadap persyaratan hukum, regulasi, kebijakan, dan prosedur
- mengevaluasi kepatuhan dan efektivitas prosedur operasional standar yang ada dan memberikan rekomendasi perbaikan
- memastikan bahwa sumber daya diperoleh secara ekonomis, digunakan secara efisien, dan dijaga secara memadai
- melaksanakan investigasi khusus yang ditugaskan oleh Dewan Komisaris, Komite Audit, dan/atau Presiden Direktur sebagaimana diperlukan

Wewenang

Unit Audit Internal berwenang untuk hal-hal sebagai berikut:

- memiliki akses tidak terbatas ke semua departemen, kantor, afiliasi, aktivitas, catatan, pembukuan, akun, informasi, sistem, properti, dan personel dalam perusahaan yang relevan dengan kinerja fungsi audit setiap saat
- mendapatkan bantuan yang diperlukan dari personel di berbagai departemen, kantor, dan afiliasi di dalam unit tempat tim audit melakukan audit
- mendapatkan bantuan dari spesialis, profesional, dan lainnya jika dianggap perlu dari dalam atau luar perusahaan
- melakukan komunikasi langsung dengan Dewan Komisaris, Direksi, dan/atau Komite Audit serta anggota dari Dewan Komisaris, Direksi, dan/atau Komite Audit
- melakukan pertemuan rutin dan insidentil dengan Dewan Komisaris, Direksi, dan/atau Komite Audit
- melakukan koordinasi dengan kegiatan auditor eksternal

Tanggung Jawab

Tanggung jawab Unit Audit Internal adalah sebagai berikut:

- mengusulkan rencana audit tahunan dengan fokus audit berbasis risiko dan memperhatikan risiko potensial yang teridentifikasi kepada Presiden Direktur dan Komite Audit untuk ditinjau dan disetujui, kemudian menerapkan rencana tersebut termasuk tugas atau proyek khusus yang diminta oleh Presiden Direktur dan/atau Komite Audit
- mengkomunikasikan dampak dari keterbatasan sumber daya pada suatu rencana audit dengan Presiden Direktur dan Komite Audit
- memastikan aktivitas audit internal memiliki akses ke sumber daya yang sesuai terkait kompetensi dan keterampilan
- mengelola aktivitas dengan tepat untuk memenuhi misinya
- memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkat manajemen
- menyiapkan laporan audit untuk disampaikan kepada Presiden Direktur dan Komite Audit
- membantu dalam penyelidikan dan pemeriksaan aktivitas signifikan yang teridentifikasi terdapat kecurangan dan melaporkan hasil penyelidikan dan pemeriksaan tersebut kepada Presiden Direktur dan Komite Audit
- memastikan bahwa manajemen menerapkan perbaikan kontrol, melakukan tindakan korektif yang disepakati, dan melakukan tindak lanjut yang dianggap perlu oleh Unit Audit Internal secara memadai, efektif, dan tepat waktu
- memantau, menganalisis, dan melaporkan pelaksanaan perbaikan yang direkomendasikan sebelumnya
- menguji, mengevaluasi, dan menilai pelaksanaan, kecukupan, dan efektivitas pengendalian internal dan sistem manajemen risiko sesuai dengan kebijakan Perseroan
- melakukan jasa konsultasi dan memberi nasihat terkait tata kelola, manajemen risiko, dan pengendalian yang sesuai
- melaporkan tujuan, wewenang, tanggung jawab, dan kinerja aktivitas audit internal terkait dengan rencana kerja audit secara berkala kepada Presiden Direktur dan Komite Audit
- memastikan kesesuaian dengan standar yang diterbitkan oleh Institute of Internal Auditors
- memastikan staf audit profesional yang memiliki pengetahuan, keterampilan, dan pengalaman yang cukup untuk memenuhi persyaratan sebagai auditor internal
- melakukan kerja sama dengan Komite Audit dan jika diperlukan dengan penyedia asurans lainnya
- menginformasikan kepada Komite Audit mengenai tren dan perkembangan yang muncul dalam praktik audit internal dan memberikan rekomendasi perbaikan yang diperlukan dalam Piagam Unit Audit Internal
- mengembangkan program untuk mengevaluasi kualitas kegiatan Unit Audit Internal

- undertake regular internal audits, investigations, examinations, and assessments of the efficiency and effectiveness of finance, accounting, operations, human resources, marketing, information technology, and other activities
- undertake annual audits, special audits, surprise audits, and audits on function/department
- carry out full-scope audits when irregularities are detected on a sampling basis during the normal audit
- evaluate adherence to legal requirements, regulations, policies, and procedures
- evaluate adherence to and effectiveness of existing standard operating procedures and provide recommendations for improvements
- ensure that resources are acquired economically, utilized efficiently, and safeguarded adequately
- undertake special investigations assigned by the Board of Commissioners, Audit Committee, and/or the President Director as necessary

Authorities

The Internal Audit Unit maintains authority for the following matters:

- have free and unrestricted access to all departments, offices, affiliates, activities, records, books, accounts, information, systems, properties, and personnel within the company that are relevant to the performance of audit function at any time
- obtain the necessary assistance of personnel in various departments, offices, and affiliates within the unit where audit team is performing an audit
- obtain assistance of specialists, professionals, and others where considered necessary from within or outside the company
- communicate directly with the Board of Commissioners, Board of Directors, and/or Audit Committee and as well as members of the Board of Directors, Board of Commissioners, and/or Audit Committee
- conduct regular and incidental meetings with the Board of Commissioners, Board of Directors, and/or the Audit Committee
- coordinate the activities of external auditors

Responsibilities

The responsibilities of the Internal Audit Unit are as follows:

- propose the annual audit plan using an appropriate risk-based focus audit and taking into consideration potential risks identified to the President Director and the Audit Committee for review and approval, then implement the plan including any special tasks or projects requested by the President Director and/or the Audit Committee
- communicate the impact of resource limitations on the audit plan with the President Director and the Audit Committee
- ensure the internal audit activity has access to appropriate resources with regard to competency and skill
- manage the activities appropriately to fulfill its mission
- provide recommendations and objective information on the activities examined at all levels of management
- prepare an audit report for submission to the President Director and the Audit Committee
- assist in the investigation and examination of significant suspected fraudulent activities and report the results of the investigation and examination to the President Director and the Audit Committee
- ensure that the management implements the agreed control improvements and corrective actions and performs such follow-up work as the Internal Audit Unit deems necessary in an adequate, effective, and timely manner
- monitor, analyze, and report on the implementation of improvements previously recommended
- test, evaluate, and assess the implementation, adequacy, and effectiveness of the internal control and risk management system by the Company's policies
- perform appropriate consulting and provide advice related to governance, risk management, and control
- report the internal audit activity's purpose, authority, responsibility, and performance relative to its audit plan periodically to the President Director and the Audit Committee
- ensure conformance with the standards published by the Institute of Internal Auditors
- ensure the audit staff is a professional with sufficient knowledge, skills, and experience to meet the requirements as internal auditors
- cooperate with the Audit Committee and if necessary with other assurance providers
- inform the Audit Committee on emerging trends and developments in internal auditing practices and give recommendations for improvement in the Charter of the Internal Audit Unit
- develop a program to evaluate the quality of Internal Audit Unit activities

Susunan Unit Audit Internal

Unit Audit Internal dipimpin oleh Kepala Unit Audit Internal, yang diangkat dan diberhentikan oleh Direksi dengan persetujuan Dewan Komisaris dan Komite Audit. Mekanisme ini dirancang untuk memastikan independensi, objektivitas, dan kredibilitas fungsi audit internal dalam menjalankan mandatnya.

Dalam pelaksanaan tugas dan tanggung jawabnya, Kepala Unit Audit Internal memiliki jalur pelaporan ganda yang memperkuat akuntabilitas dan efektivitas pengawasan. Secara administratif, Kepala Unit Audit Internal melapor kepada Presiden Direktur untuk memastikan keterpaduan dengan arah strategis dan operasional Perseroan. Sementara itu, secara fungsional, pertanggungjawaban disampaikan kepada Komite Audit, sehingga proses pengawasan, evaluasi, dan pelaporan hasil audit tetap terjaga independensinya serta selaras dengan kepentingan Dewan Komisaris dalam menjalankan fungsi pengawasan. [ACGS E.3.16.]

Profil Kepala Unit Audit Internal

[ACGS E.3.15.]

Composition of the Internal Audit Unit

The Internal Audit Unit is led by the Head of the Internal Audit Unit, who is appointed and dismissed by the Board of Directors with the approval of the Board of Commissioners and the Audit Committee. This mechanism is designed to ensure the independence, objectivity, and credibility of the internal audit function in carrying out its mandate.

In carrying out his duties and responsibilities, the Head of the Internal Audit Unit has a dual reporting line that strengthens accountability and the effectiveness of oversight. Administratively, the Head of the Internal Audit Unit reports to the President Director to ensure alignment with the strategic and operational direction of the Company. Meanwhile, functionally, accountability is conveyed to the Audit Committee, ensuring that the processes of oversight, evaluation, and reporting of audit results maintain their independence and align with the interests of the Board of Commissioners in performing their oversight function. [ACGS E.3.16.]

Profile of the Head of the Internal Audit Unit

[ACGS E.3.15.]



Lam Hendra
Kepala Unit Audit Internal
Head of the Internal Audit Unit

Bapak Lam Hendra, Warga Negara Indonesia, berusia 47 tahun, berdomisili di Jakarta. Beliau diangkat sebagai Kepala Unit Audit Internal pada tanggal 25 Juni 2024, berdasarkan Keputusan Sirkuler Direksi Perseroan tanggal 25 Juni 2024.

Beliau memperoleh gelar Sarjana Akuntansi dari Universitas Katolik Indonesia Atma Jaya pada tahun 2002.

Sebelum bergabung dengan Perseroan, beliau bekerja dalam bidang audit dan konsultasi di Kantor Akuntan Publik KPMG Siddharta Siddharta & Harsono - KPMG Jakarta (2001-2003). Beliau kemudian bekerja sebagai akuntan di PT XL Axiata Tbk (2003-2004) dan selanjutnya di divisi asurans dan konsultasi di PT Sinar Mas Agro Resources and Technology Tbk (2004-2022).

Unit Audit Internal terdiri dari para auditor internal yang memiliki latar belakang pendidikan, keahlian, dan pengalaman kerja yang beragam. Keberagaman ini tidak hanya menjadi kekuatan dalam memperkaya perspektif, tetapi juga memungkinkan pelaksanaan fungsi audit yang lebih tajam, komprehensif, dan berbasis pada pemahaman lintas fungsi.

Dalam memperluas cakupan pengawasan, Perseroan tidak hanya mengandalkan Unit Audit Internal di tingkat induk perusahaan, tetapi juga membentuk fungsi audit internal di entitas anak. Struktur

Mr. Lam Hendra, an Indonesian citizen, 47 years old, domiciled in Jakarta. He was appointed as the Head of the Internal Audit Unit on June 25, 2024, based on the Circular Resolution of the Board of Directors dated June 25, 2024.

He earned his bachelor's degree in Accounting from Atma Jaya Catholic University of Indonesia in 2002.

Prior to joining the Company, he worked in the field of audit and advisory at the Public Accounting Firm Siddharta Siddharta & Harsono - KPMG Jakarta (2001-2003). He then worked as an accountant at PT XL Axiata Tbk (2003-2004) and subsequently in the assurance and advisory division at PT Sinar Mas Agro Resources and Technology Tbk (2004-2022).

The Internal Audit Unit consists of internal auditors with diverse educational backgrounds, expertise, and work experience. This diversity not only becomes a strength in enriching perspectives but also enables the execution of a sharper, more comprehensive audit function based on cross-functional understanding.

In expanding the scope of oversight, the Company does not only rely on the Internal Audit Unit at the parent company level but also establishes internal audit functions at subsidiary entities.

ini dirancang untuk memastikan bahwa pengendalian operasional dan keuangan di seluruh lini organisasi berjalan secara optimal. Tim audit internal di entitas anak bertanggung jawab langsung kepada Presiden Direktur masing-masing entitas anak, sehingga respons terhadap dinamika operasional dapat dilakukan secara cepat dan tepat. Di saat yang sama, sinergi tetap dijaga melalui koordinasi dan kolaborasi yang erat dengan Unit Audit Internal Perseroan, untuk memastikan konsistensi metodologi, standar, dan kualitas pelaksanaan audit di entitas dalam Perseroan.

Pada tanggal 31 Desember 2025, jumlah karyawan Unit Audit Internal Perseroan dan entitas anak adalah 14 (empat belas) orang, tidak termasuk Kepala Unit Audit Internal Perseroan.

This structure is designed to ensure that operational and financial controls across all lines of the organization run optimally. The internal audit team at the subsidiaries is directly accountable to the President Director of each subsidiary, allowing for a quick and precise response to operational dynamics. At the same time, synergy is maintained through close coordination and collaboration with the Internal Audit Unit of the Company, to ensure consistency in methodology, standards, and the quality of audit execution across entities within the Company.

On December 31, 2025, the headcount of the Internal Audit Unit of the Company and its subsidiaries was 14 (fourteen) persons, excluding the Company's Head of the Internal Audit Unit.

Kriteria Pengangkatan Auditor Internal

Perseroan menetapkan persyaratan umum bagi orang perorangan untuk dapat diangkat sebagai auditor internal Perseroan, sebagai berikut:
- memiliki integritas yang tinggi dan bertindak secara profesional, mandiri, jujur, dan objektif dalam melaksanakan tugasnya
- memiliki pengetahuan dan pengalaman dalam teknik audit dan disiplin terkait lainnya yang diperlukan untuk tugas audit
- memiliki pengetahuan tentang peraturan perundang-undangan di bidang pasar modal dan peraturan terkait lainnya
- memiliki kemampuan untuk berinteraksi dan berkomunikasi secara efektif baik secara lisan maupun tertulis
- memenuhi standar profesional yang dikeluarkan oleh Asosiasi Audit Internal dan/atau asosiasi/lembaga lainnya sebagaimana dibutuhkan
- mematuhi Kode Etik Audit Internal
- menjaga kerahasiaan informasi dan/atau data yang berkaitan dengan kinerja Perseroan dalam melaksanakan tugas dan tanggung jawabnya kecuali diwajibkan oleh undang-undang atau diminta oleh putusan pengadilan
- memahami prinsip governansi korporat yang baik, manajemen risiko, dan pengendalian internal
- memiliki kesediaan meningkatkan pengetahuan, keterampilan, dan kemampuan secara terus menerus
- tidak merangkap tugas dan jabatan auditor internal dan/atau pelaksana kegiatan operasional perusahaan dan/atau entitas anak

Appointment Criteria for the Internal Auditor

The Company has established general requirements for individuals to be appointed as members of the Company's internal auditors, as follows:
- possess high integrity and act professionally, independently, honestly, and objectively in the conduct of their duties
- have knowledge and experience in audit techniques and other relevant disciplines required for audit duties
- have knowledge in the laws and regulations in the field of capital markets and other relevant regulations
- have the ability to interact and communicate effectively either verbally or in writing
- comply with professional standards issued by the Internal Audit Association and/or other associations/institutions as necessary
- comply with the Internal Audit's Code of Ethics
- maintain the confidentiality of information and/or data related Company's performance in the conduct of its duties and responsibilities except when required by law or demanded by a court decision
- understand the principles of good corporate governance, risk management, and internal control
- have willingness to increase the knowledge, skills, and abilities continuingly
- have no concurrent duties and position of internal auditors and/or executors of operational company activities and/or their subsidiaries

Struktur Unit Audit Internal

Struktur Unit Audit Internal dapat dilihat pada bagian Profil Perusahaan, sub-bagian Struktur Organisasi Perseroan.

Structure of the Internal Audit Unit

Structure of the Internal Audit Unit can be seen in the Company Profile section, Organizational Structure of the Company sub-section.

Pelaksanaan Tugas Unit Audit Internal pada Tahun 2025

Perseroan dan entitas anak melakukan audit internal terintegrasi secara berkala dengan pendekatan berbasis risiko, untuk memastikan seluruh proses bisnis berada dalam koridor pengendalian yang memadai dan selaras dengan tujuan strategis perusahaan. Cakupan audit dirancang secara menyeluruh, yang meliputi aspek operasional, sistem IT, keuangan, kepatuhan, manajemen risiko, efektivitas pengendalian internal, governansi korporat, dan fungsi lainnya untuk semua siklus usaha di Perseroan dan entitas anak seperti siklus pengeluaran atau pembelanjaan, pendapatan, persediaan, aset tetap, dan sistem IT.

Hasil pemeriksaan internal audit tidak hanya menyajikan identifikasi dan pemetaan risiko, tetapi juga mengevaluasi efektivitas pengendalian yang ada dan menghasilkan rekomendasi perbaikan yang terukur, aplikatif, dan berorientasi pada peningkatan kinerja. Rekomendasi tersebut diarahkan untuk mendorong efisiensi operasional, memperkuat keandalan dan keamanan sistem IT, dan

Implementation of Duties of the Internal Audit Unit in 2025

The Company and its subsidiaries conduct integrated internal audits periodically with a risk-based approach, to ensure that all business processes are within adequate control corridors and aligned with the company's strategic objectives. The audit scope is designed comprehensively, covering operational aspects, IT systems, finance, compliance, risk management, internal control effectiveness, corporate governance, and other functions for all business cycles in the Company and its subsidiaries, such as expenditure or procurement cycles, revenue, inventory, fixed assets, and IT systems.

The results of the internal audit examination not only present the identification and mapping of risks but also evaluate the effectiveness of existing controls and produce measurable, applicable, and performance-oriented improvement recommendations. These recommendations are aimed at promoting operational efficiency, strengthening the reliability

memastikan kepatuhan terhadap kebijakan internal dan peraturan perundang-undangan yang berlaku.

Unit Audit Internal telah melaksanakan tugasnya sesuai dengan Piagam Unit Audit Internal, seperti melakukan audit umum berdasarkan rencana kerja audit tahunan yang disusun secara sistematis dan berbasis prioritas risiko, audit khusus yang dilaksanakan secara responsif berdasarkan hasil pembahasan atau permintaan dari manajemen Perseroan, serta keterlibatan aktif dalam pengembangan dan penyempurnaan proses dan sistem di Perseroan dan entitas anak. Seluruh aktivitas tersebut mendapatkan dukungan penuh dari Direksi tanpa pembatasan ruang lingkup maupun akses terhadap data dan informasi, sehingga objektivitas dan independensi fungsi audit tetap terjaga.

Unit Audit Internal mengadopsi kode etik profesi auditor internal yang diterbitkan oleh Institute of Internal Audit sebagai acuan dalam menjunjung tinggi integritas, objektivitas, dan profesionalisme. Perseroan mewajibkan semua auditor internal Perseroan membaca, memahami, dan menerapkan kode etik profesi audit internal tersebut secara konsisten dalam setiap penugasan. Dalam hal terdapat potensi benturan kepentingan, Perseroan secara proaktif mengambil langkah mitigasi untuk menjaga kredibilitas dan keandalan proses audit internal.

Pelaksanaan tugas Unit Audit Internal di Perseroan selama tahun 2025 adalah sebagai berikut:

and security of IT systems, and ensuring compliance with internal policies and applicable laws and regulations.

The Internal Audit Unit has carried out its duties in accordance with the Internal Audit Unit Charter, such as conducting general audits based on the annual audit work plan systematically and prioritizing risks, special audits conducted responsively based on discussions or requests from the Company's management, and active involvement in the development and improvement of processes and systems within the Company and its subsidiaries. All of these activities receive full support from the Board of Directors without any restrictions on scope or access to data and information, ensuring that the objectivity and independence of the audit function are maintained.

The Internal Audit Unit adopts the internal auditor profession's code of conduct published by the Institute of Internal Audit as a guide in upholding integrity, objectivity, and professionalism. The Company requires all internal auditors of the Company to read, understand, and consistently apply the internal audit profession's code of ethics in every assignment. In the event of a potential conflict of interest, the Company proactively takes mitigation steps to maintain the credibility and reliability of the internal audit process.

Implementation of duties of the Internal Audit Unit in the Company during 2025 was as follows:

Tugas Duties	**Pelaksanaan Tugas Tahun 2025** Implementation of Duties in 2025
Mempersiapkan rencana audit tahunan Prepare the annual audit plan	Untuk memastikan pemanfaatan sumber daya yang optimal sekaligus menghasilkan dampak pengawasan yang maksimal, Unit Audit Internal menetapkan objek audit dalam rencana audit tahunan melalui pendekatan berbasis prioritas risiko. Penentuan ini dilakukan dengan mempertimbangkan secara menyeluruh profil risiko di seluruh lini usaha, khususnya pada entitas anak yang memiliki signifikansi strategis, sehingga fokus audit diarahkan pada area dengan tingkat risiko dan potensi dampak tinggi. Rencana audit tahunan tersebut disusun melalui proses kajian yang terstruktur, analitis, dan selaras dengan dinamika bisnis Perseroan. Untuk memastikan bahwa cakupan dan prioritas audit telah sejalan dengan arah strategis Perseroan, responsif terhadap isu-isu krusial yang menjadi perhatian manajemen, serta mampu memberikan nilai tambah yang nyata dalam mendukung efektivitas pengelolaan risiko dan penguatan tata kelola Perusahaan, rencana ini dipresentasikan dan didiskusikan secara komprehensif bersama Direksi, Dewan Komisaris, dan Komite Audit sebelum ditetapkan. To ensure optimal resource utilization while maximizing oversight impact, the Internal Audit Unit establishes audit objects in the annual audit planned through a risk-based priority approach. This determination was made by thoroughly considering the risk profile across all business lines, particularly in subsidiaries with strategic significance, so that the audit focus is directed toward areas with high risk levels and potential impact. The annual audit plan was prepared through a structured, analytical review process that aligns with the dynamics of the Company's business. To ensure that the scope and priorities of the audit are in line with the Company's strategic direction, responsive to critical issues of management concern, and capable of providing real added value in supporting the effectiveness of risk management and strengthening the Company's governance, this plan was presented and comprehensively discussed with the Board of Directors, Board of Commissioners, and Audit Committee before being finalized.
Pelaksanaan lingkup kerja unit audit internal Execution of work scope on the internal audit unit	Unit Audit Internal mengkaji dan melakukan pekerjaan unit audit internal sesuai dengan rencana audit tahunan dan melakukan peninjauan berkala untuk memastikan relevansi dan responsivitas terhadap dinamika risiko yang berkembang. Di bawah ini adalah lingkup kerja Audit Perseroan berdasarkan lini bisnis utama: The Internal Audit Unit reviewed and conducted the internal audit work in accordance with the annual audit plan and performed periodic reviews to ensure relevance and responsiveness to evolving risk dynamics. Below is the scope of work for the Company's audit based on the main business lines:

Lingkup kerja Work scope	2025		2024		2023	
Proses Bisnis Business Process	37%	5% 11% 11% 5% 5%	76%	- 7% 38% 31% -	79%	- 13% 40% 26% -
Governansi Korporat dan Kepatuhan Hukum dan Peraturan Corporate Governance and Legal and Regulatory Compliance	26%	11% 5% 5% - 5%	12%	- 6% 6% - -	7%	- 7% - - -
Teknologi Informasi Information Technology	21%	- - 11% - 10%	6%	- - 6% - -	7%	- 7% - - -
Hal Kritis Critical Material	16%	- - 11% 5% -	6%	- - 6% - -	7%	- - 7% - -

Bisnis Utama / Main Business :

- Pertambangan / Mining
- EBT / NRE
- Infrastruktur Digital & Teknologi / Digital Infrastructure & Technology
- Kimia / Chemicals
- Perusahaan Induk / Parent Company

Melaksanakan audit

Pada tahun 2025, terdapat 14 (empat belas) objek audit dalam rencana audit tahunan. Dari keempat belas objek audit tersebut, Unit Audit Internal telah menyelesaikan 11 (sebelas) laporan audit dengan lingkup audit yang lebih mendalam dan komprehensif. Pelaksanaan audit dilakukan secara terintegrasi, mencakup Perseroan sebagai entitas induk dan 4 (empat) lini bisnis. Perseroan melakukan audit terintegrasi yang mencakup perusahaan induk dan 4 (empat) lini bisnis utama pada entitas anak Perseroan. Fokus audit diarahkan pada risiko-risiko kritikal yang berpotensi memengaruhi keberlangsungan dan kinerja bisnis, termasuk efektivitas proses operasional, kepatuhan terhadap peraturan dan perundang-undangan, dan risiko IT – dengan perhatian khusus pada ancaman keamanan dari serangan siber yang semakin kompleks.

Hasil pelaksanaan audit telah dilaporkan oleh Unit Audit Internal kepada Direksi dan Komite Audit Perseroan.

Perform audit

In 2025, there are 14 (fourteen) audit objects in the annual audit plan. Of the fourteen audit objects, the Internal Audit Unit has completed 11 (eleven) audit reports with a more in-depth and comprehensive audit scope. The audit was conducted in an integrated manner, covering the Company as the parent entity and 4 (four) main business lines of the Company, with an integrated audit encompassing the parent company and 4 (four) main business lines within the Company's subsidiaries. The focus of the audit is directed at critical risks that could potentially affect business continuity and performance, including the effectiveness of operational processes, compliance with regulations and legislation, and IT risks – with special attention to security threats from increasingly complex cyberattacks

The audit results had been reported by the Internal Audit Unit to the Board of Directors and the Audit Committee of the Company.

Keterangan Description	2025	2024	2023
Jumlah laporan audit Number of audit reports	11	12	11
Perusahaan induk dan cakupan bisnis entitas anak Parent company and business scope of subsidiaries	5	4	3

Memantau pelaksanaan tindakan perbaikan

Setiap laporan hasil audit tidak hanya memuat temuan, tetapi juga dilengkapi dengan rekomendasi atau tindakan perbaikan konkret, terukur, dan dapat diimplementasikan yang telah melalui proses pembahasan serta kesepakatan bersama dengan manajemen bisnis strategis terkait. Untuk menjamin efektivitas pelaksanaan audit internal, Unit Audit Internal secara proaktif dan berkelanjutan memantau pelaksanaan tindakan perbaikan, termasuk mengevaluasi kemajuan, mengidentifikasi hambatan, dan mendorong penyelesaian secara tepat waktu. Hasil pemantauan tersebut dilaporkan secara berkala kepada Direksi dan Komite Audit sebagai bagian dari mekanisme pengawasan yang transparan dan akuntabel. Jumlah tindakan perbaikan yang dilakukan manajemen entitas anak menjadi salah satu indikator kinerja utama Unit Audit Internal.

Pada tahun 2025, terdapat 617 (enam ratus tujuh belas) tindakan perbaikan yang telah selesai diimplementasikan yang mewakili 87% dari jumlah seluruh rekomendasi audit yang jatuh tempo pada bulan Desember 2025.

Monitor the implementation of corrective actions

Each audit report not only contained findings but was also accompanied by concrete, measurable, and implementable recommendations or corrective actions that had undergone a discussion process and mutual agreement with the management of the relevant strategic business. To ensure the effectiveness of internal audit implementation, the Internal Audit Unit proactively and continuously monitors the execution of corrective actions, including evaluating progress, identifying obstacles, and encouraging timely resolution. The results of the monitoring were reported periodically to the Board of Directors and the Audit Committee as part of a transparent and accountable oversight mechanism. The number of corrective actions taken by the management of the subsidiary entities becomes one of the key performance indicators of the Internal Audit Unit.

In 2025, 617 (six hundred and seventeen) completed corrective actions were implemented, representing 87% of all audit recommendations due in December 2025.

Keterangan Description	2025	2024
Tindakan perbaikan yang disepakati Agreed corrective actions	122	91
Tindakan perbaikan tahun sebelumnya yang diterapkan pada tahun 2025 Corrective action from the previous year, which were implemented in 2025	574	475
Tindakan perbaikan tahun sebelumnya yang belum diterapkan Corrective actions from the previous year that had not been implemented	43	54
Jumlah tindakan perbaikan yang disepakati **Total agreed corrective actions**	**739**	**620**
Jumlah tindakan perbaikan yang jatuh tempo di bulan Desember Total corrective actions due in December	711	620
Jumlah penerapan tindakan perbaikan yang jatuh tempo di bulan Desember Total implemented corrective actions due in December	617	534
Tindakan perbaikan yang telah diterapkan (%) **Corrective actions implemented (%)**	**87%**	**86%**

Untuk mendukung efektivitas dan efisiensi pelaksanaan tugasnya, Unit Audit Internal memanfaatkan IT secara tepat sesuai kebutuhan, sehingga proses audit dapat berjalan lebih cepat, akurat, dan terdokumentasi dengan baik.

Untuk memastikan kualitas audit dan mendorong perbaikan berkelanjutan, Unit Audit Internal mengimplementasikan program asurans dan perbaikan kualitas yang komprehensif, yang mencakup hal-hal berikut:

- menyelenggarakan survei untuk memperoleh umpan balik langsung dari manajemen, untuk menilai relevansi dan nilai tambah hasil audit
- melaksanakan penilaian mandiri dan *peer review* pada setiap penugasan audit untuk memastikan kepatuhan terhadap pedoman, prosedur, dan metodologi panduan Audit Internal yang berlaku
- melaksanakan evaluasi mandiri atas kesesuaian dengan standar internasional Professional Practice of Internal Auditing dan kepatuhan terhadap peraturan OJK, untuk menjaga kredibilitas dan integritas profesional
- melaksanakan program perbaikan berkelanjutan untuk meningkatkan efektivitas siklus audit, produktivitas tim, dan kualitas *output* audit secara keseluruhan
- melibatkan tim auditor internal dalam program pelatihan, lokakarya, dan sertifikasi profesional untuk meningkatkan kapabilitas, memperkuat keahlian teknis, dan menjaga pemahaman risiko agar selaras dengan standar profesional

Hasil program asurans dan perbaikan kualitas dirangkum secara sistematis, didiskusikan secara internal, dan dijadikan dasar untuk proyek perbaikan berkelanjutan tahun berikutnya. Hasil program asurans dan perbaikan kualitas ini telah dilaporkan kepada Direksi dan Komite Audit secara berkala dan mendapatkan penilaian yang positif.

Rapat Unit Audit Internal

Sesuai Peraturan OJK, Anggaran Dasar Perseroan, dan Piagam Unit Audit Internal, rapat Unit Audit Internal dilaksanakan secara berkala paling sedikit 1 (satu) kali dalam 3 (tiga) bulan.

To support the effectiveness and efficiency of its tasks, the Internal Audit Unit has been appropriately utilizing IT as needed, so that the audit process runs faster, more accurately, and is well-documented.

To ensure audit quality and encourage continuous improvement, the Internal Audit Unit implements a comprehensive assurance and quality improvement program, which includes the following:

- conducted surveys to obtain direct feedback from the management, to assess the relevance and added value of audit results
- performed self-assessments and peer reviews on each audit assignment to ensure compliance with the applicable Internal Audit guidelines, procedures, and methodologies
- conducted self-assessment for conformance with international standards of the Professional Practice of Internal Auditing and adherence to the OJK regulations, to maintain professional credibility and integrity
- implemented continuous improvement programs to enhance the effectiveness of the audit cycle, team productivity, and overall audit output quality
- involved the internal audit team in training programs, workshops, and professional certification to enhance capabilities, strengthen technical expertise, and maintain risk understanding in line with professional standards

The results of the assurance and quality improvement program were systematically summarized, discussed internally, and used as a basis for the next year's continuous improvement projects. The results have been periodically reported to the Board of Directors and the Audit Committee regularly and have received a positive review.

Meetings of the Internal Audit Unit

In accordance with OJK Regulations, the Articles of Association of the Company, and the Charter of the Internal Audit Unit, the Internal Audit Unit meeting shall be conducted at least once in 3 (three) months.

Pada tahun 2025, Unit Audit Internal telah melakukan 5 (lima) kali rapat dengan Komite Audit dan 3 (tiga) kali rapat dengan Direksi untuk membahas update kegiatan Unit Audit Internal, dan 3 (tiga) kali rapat dengan Dewan Komisaris dan Direksi untuk membahas laporan keuangan konsolidasian Perseroan dan entitas anak.

Agenda yang dibahas dalam rapat, antara lain, sebagai berikut:
- rencana kerja
- perkembangan rencana audit tahunan
- laporan keuangan
- status implementasi tindakan perbaikan, dan
- hambatan dalam implementasi Piagam Unit Audit Internal (jika ada)

Perbaikan Berkelanjutan bagi Unit Audit Internal

Untuk memastikan kualitas pengawasan, pengendalian internal, dan governansi korporat tetap optimal serta mendukung pencapaian tujuan strategis Perseroan, Unit Audit Internal merencanakan program perbaikan berkelanjutan sebagai berikut:
- mendukung Perseroan dengan memberikan jasa asurans dan konsultasi secara independen dan objektif atas tata kelola, kegiatan operasional, dan efektivitas pengendalian internal untuk memberikan nilai tambah yang signifikan dan mendorong perbaikan dalam berbagai aspek kegiatan operasional Perseroan
- meningkatkan proses audit berbasis risiko, dengan lebih mengutamakan pemahaman dan evaluasi risiko potensial yang telah teridentifikasi sebelumnya, yang memungkinkan tim untuk mengidentifikasi area yang membutuhkan perhatian yang lebih besar dan meningkatkan efektivitas mitigasi risiko
- terus meningkatkan kompetensi dan keterampilan anggota Unit Audit Internal dengan mengikutsertakan anggota Unit Audit Internal dalam lokakarya, pelatihan, dan/atau seminar yang relevan, untuk memastikan setiap anggota Unit Audit Internal siap menjalankan tugasnya dengan profesionalisme tinggi di dalam lingkungan bisnis yang terus berkembang dan tantangan yang semakin kompleks
- mempertahankan dan meningkatkan kualitas asurans melalui program peningkatan yang menyeluruh, yang mencakup seluruh aspek kegiatan audit internal
- mengembangkan pemanfaatan IT dan analisis data yang lebih komprehensif ke dalam setiap tahap audit, untuk mempercepat proses, meningkatkan akurasi, mempermudah deteksi risiko, dan memperkuat pengambilan keputusan berbasis data
- memastikan secara konsisten bahwa rekomendasi audit ditindaklanjuti secara tepat waktu, mengevaluasi efektivitas perbaikan, serta menjadikan tingkat implementasi tindakan perbaikan sebagai salah satu indikator kinerja utama Unit Audit Internal
- meningkatkan interaksi proaktif dengan Direksi, Komite Audit, dan manajemen bisnis untuk memastikan hasil audit selaras dengan prioritas strategis Perseroan dan mendukung perbaikan proses secara nyata

In 2025, the Internal Audit Unit held 5 (five) meetings with the Audit Committee and 3 (three) meetings with the Board of Directors to discuss updates on the activities of the Internal Audit Unit, and 3 (three) meetings with the Board of Commissioners and the Board of Directors to discuss the consolidated financial statements of the Company and its subsidiaries.

The agenda discussed at the meeting included the following:
- work plan
- progress of the annual audit plan
- financial reports
- status of corrective actions implementation, and
- constraints in implementing the Charter of the Internal Audit Unit (if any)

Continuous Improvement of the Internal Audit Unit

To ensure the quality of supervision, internal control, and corporate governance remains optimal and supports the achievement of the Company's objectives, the Internal Audit Unit plans the continuous improvement program as follows:
- support the Company by providing independent and objective assurance and consulting services on governance, operational activities, and the effectiveness of internal controls to provide significant added value and improve various aspects of the Company's operational activities
- improve the risk-based audit process by prioritizing the understanding and evaluation of previously identified potential risks, which allows the team to identify areas that require greater attention and enhance the effectiveness of risk mitigation
- continuously improve the competencies and skills of the Internal Audit Unit members by involving the Internal Audit Unit members in relevant workshops, trainings, and/or seminars, to ensure that each Internal Audit Unit member is ready to perform their duties with high professionalism in an ever-evolving business environment and increasingly complex challenges
- maintain and improve the quality of assurance through a comprehensive improvement program, that covers all aspects of the internal audit activities
- develop the utilization of IT and more comprehensive data analysis into every stage of the audit, to accelerate the process, improve accuracy, facilitate risk detection, and strengthen data-driven decision-making
- ensure consistently that audit recommendations are followed up in a timely manner, evaluate the effectiveness of improvements, and make the level of implementation of corrective actions one of the key performance indicators of the Internal Audit Unit
- increase proactive interaction with the Board of Directors, the Audit Committee, and business management to ensure audit results align with the Company's strategic priorities and support tangible process improvements

Peningkatan Kompetensi bagi Anggota Unit Audit Internal

Unit Audit Internal menyusun program pelatihan untuk memastikan bahwa setiap anggota tim memiliki pengetahuan dan keahlian yang memadai untuk melaksanakan tugas-tugasnya. Pada tahun 2025, setiap anggota tim mendapat pelatihan rata-rata 24 (dua puluh empat) jam.

Lokakarya/pelatihan/seminar yang diikuti dapat dilihat pada tabel berikut:

Competency Development for Members of the Internal Audit Unit

The Internal Audit Unit develops training programs to ensure that each team member has adequate skills and knowledge to perform their responsibilities. In 2025, each team member had an average of 24 (twenty-four) hours of training.

The workshops/trainings/seminars that are attended can be seen in the following table:

Nama & Jabatan Name & Position	Lokakarya/Pelatihan/Seminar Workshop/Training/Seminar	Tempat, Tanggal Place, Date	Penyelenggara Organizer
Lam Hendra Kepala Unit Audit Internal Head of the Internal Audit Unit	*Chief Data and Analytics Officer (CDAO) Indonesia*	Jakarta, 27 Mei/May	Corinium Global Intelligence
	Chief Information Security Officer (CISO) Indonesia	Jakarta, 28 Mei/May	Corinium Global Intelligence
	Dukungan Dewan dan Manajemen Senior dalam tata kelola IA	Jakarta, 13 Maret/ March	IIA Indonesia
	Membangun Interaksi Efektif dengan Dewan	Jakarta, 20 Maret/March	IIA Indonesia
	Data Center Essential	Jakarta, 2 Oktober/October	UDMY
Anggota Unit Audit Internal Member of the Internal Audit Unit	Dukungan Dewan dan Manajemen Senior dalam tata kelola IA	Jakarta, 13 Maret/March	IIA Indonesia
	Chief Data and Analytics Officer (CDAO) Indonesia	Jakarta, 27 Mei/May	Corinium Global Intelligence
	Chief Information Security Officer (CISO) Indonesia	Jakarta, 28 Mei/May	Corinium Global Intelligence
	Introduction to Cybersecurity	Jakarta, 9 Juli/July	Cisco Networking Academy
	Data & Analytics Masterclass 2025	Jakarta, 20 Agustus/August	Digital Hub & Sinarmas Land
	Indosec 2025 - *Cybersecurity Summit*	Jakarta, 13 Oktober/October	Tradepass Global

Pengendalian Internal

Perseroan menempatkan sistem pengendalian internal yang konsisten dan efektif sebagai pilar strategis untuk menjaga kelangsungan operasional dan keberhasilan jangka panjang. Sistem ini dirancang tidak hanya untuk mencegah dan mendeteksi potensi kecurangan, tetapi juga untuk menjamin setiap proses bisnis berjalan efisien, tertib, dan sesuai standar yang ditetapkan, sekaligus mendukung tata kelola perusahaan yang solid.

Pengendalian internal bagi Perseroan juga berperan dalam menjamin keandalan pelaporan keuangan, meningkatkan transparansi dan akuntabilitas kepada pemangku kepentingan, serta melindungi aset perusahaan dari risiko kerugian atau penyalahgunaan. Sistem ini memastikan kepatuhan terhadap seluruh regulasi yang relevan, baik nasional maupun internasional, dan menjadi fondasi bagi terciptanya proses bisnis yang terukur, transparan, dan berkelanjutan.

Untuk menjaga efektivitasnya, Perseroan secara rutin menelaah dan memperkuat prosedur pengendalian internal, termasuk evaluasi berkala terhadap risiko baru dan dinamika operasional yang terus berkembang. Pendekatan ini memungkinkan pengendalian internal tidak hanya menjadi alat pengawasan, tetapi juga penggerak perbaikan proses, pengambilan keputusan berbasis risiko, dan penciptaan nilai tambah bagi seluruh pemangku kepentingan. [ACGS E.3.17.]

Internal Control

The Company places a consistent and effective internal control system as a strategic pillar to maintain operational continuity and long-term success. This system is designed not only to prevent and detect potential fraud but also to ensure that every business process runs efficiently, orderly, and according to established standards, while also supporting solid corporate governance.

Internal controls for the Company also play a role in ensuring the reliability of financial reporting, enhancing transparency and accountability to stakeholders, and protecting the company's assets from the risk of loss or misuse. This system ensures compliance with all relevant regulations, both national and international, and serves as the foundation for the creation of measurable, transparent, and sustainable business processes.

To maintain its effectiveness, the Company routinely reviews and strengthens internal control procedures, including periodic evaluations of new risks and continuously evolving operational dynamics. This approach allows internal control not only to serve as a supervisory tool but also as a driver of process improvement, risk-based decision-making, and value creation for all stakeholders. [ACGS E.3.17.]

Penelaahan dan Peninjauan Transaksi

Sepanjang tahun 2025, Perseroan telah melaksanakan sejumlah transaksi afiliasi dan/atau transaksi material yang dilakukan sesuai dengan ketentuan praktik bisnis yang lazim dan prinsip kewajaran transaksi. Beberapa di antaranya merupakan transaksi yang wajib dilaporkan kepada OJK dan/atau memerlukan persetujuan RUPS, namun tidak termasuk transaksi yang mengandung benturan kepentingan.

Rincian mengenai nama pihak afiliasi/berelasi, hubungan, sifat, serta nilai transaksi material dengan pihak afiliasi/berelasi tercantum dalam laporan keuangan Perseroan pada bagian Transaksi dengan Pihak Berelasi, sebagaimana disajikan dalam Laporan Tahunan ini. [ACGS D.4.2.]

Perseroan telah melakukan keterbukaan informasi dan menyelenggarakan RUPS sesuai dengan peraturan perundang-undangan yang berlaku. Informasi mengenai keterbukaan informasi dan RUPS Perseroan sehubungan dengan transaksi yang dilakukan pada tahun 2025 dapat dilihat pada bagian Governansi Korporat, sub-bagian RUPS dan Keterbukaan Informasi dan pada bagian Analisis dan Pembahasan Manajemen, sub-bagian Peristiwa dan/atau Transaksi Material dan Pihak Berelasi.

Pengendalian Internal atas Pelaporan Keuangan (ICFR)

Perseroan memiliki divisi pengendalian bisnis sebagai ujung tombak dalam memastikan keandalan seluruh proses pelaporan keuangan melalui penerapan ICFR. Lingkup pekerjaan ICFR dilakukan berdasarkan pedoman yang diterbitkan oleh *Committee of Sponsoring Organizations of the Treadway Commission* (COSO) yang mencakup 5 (lima) komponen, yaitu: lingkungan pengendalian, penilaian risiko, kegiatan pengendalian, sistem informasi dan komunikasi, serta pemantauan.

ICFR diterapkan untuk memastikan bahwa informasi keuangan tersaji secara andal dan laporan keuangan interim maupun tahunan disampaikan tepat waktu. Perseroan dan entitas anak wajib mematuhi ketentuan ICFR, yang juga berlaku bagi perusahaan asosiasi, operasi bersama, dan usaha patungan yang proses pembukuan dan pelaporan keuangannya menjadi tanggung jawab Perseroan. ICFR berfungsi sebagai mekanisme deteksi dini terhadap potensi kesalahan, penyimpangan, atau risiko kecurangan, sehingga risiko finansial dan reputasi dapat diminimalkan secara proaktif. Pelaksanaan ICFR ini diharapkan dapat semakin memperkuat governansi korporat, transparansi, dan akurasi informasi keuangan Perseroan secara menyeluruh.

Secara khusus, dari sisi akuntansi, hasil evaluasi AP Maria Leckzinska dari KAP Mirawati Sensi Idris juga menunjukkan bahwa Laporan Keuangan Konsolidasian Perseroan untuk tahun buku 2025 disajikan secara wajar, dalam semua hal yang material, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Tinjauan atas Efektivitas Sistem Pengendalian Internal [ACGS E.3.18.] [ACGS E.3.20.]

Unit Audit Internal menjalankan peran strategis dalam menilai kecukupan dan efektivitas aktivitas pengendalian yang dijalankan oleh manajemen, khususnya dalam memastikan mitigasi risiko

Review and Examination of Transactions

During 2025, the Company carried out several affiliated and/or material transactions which were conducted by generally accepted business practices and the arms-length principle. Several transactions were transactions that needed to be reported to the OJK and/or GMS approval, but were not conflict-of-interest transactions.

The details regarding names of affiliated/related parties, relationships, nature, and value of material transactions with affiliated/related parties can be seen in the Company's financial statements in the Transactions with Related Parties section, as attached to this Annual Report. [ACGS D.4.2.]

The Company has carried out information disclosure and held GMS following the prevailing laws and regulations. Information regarding information disclosure and the Company's GMS in connection with transactions carried out in 2025 can be seen in the Corporate Governance section, GMS and Information Disclosure sub-section, and in the Management Discussion and Analysis section, Material and Related Party Transactions and/or Events sub-section.

Internal Control over Financial Reporting (ICFR)

The Company has a business control division as the spearhead in ensuring the reliability of the entire financial reporting process, which is responsible for the process through the implementation of ICFR. The ICFR scope of work is based on the framework for internal control, published by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), which consists of 5 (five) components, i.e., control environment, risk assessment, control activities, information and communication systems, and monitoring.

The ICFR is implemented to ensure that financial information is presented reliably and that interim and annual financial reports are delivered on time. The Company and its subsidiaries are required to comply with ICFR provisions, which also apply to associated companies, joint operations, and joint ventures whose bookkeeping and financial reporting processes are the responsibility of the Company. ICFR serves as an early detection mechanism for potential errors, deviations, or fraud risks, thereby proactively minimizing financial and reputational risks. The implementation of ICFR is expected to further strengthen corporate governance, transparency, and the accuracy of the Company's financial information as a whole.

Specifically, in terms of accounting, the evaluation results of AP Maria Leckzinska of KAP Mirawati Sensi Idris also showed that the Company's Consolidated Financial Statements for the year 2025 were presented fairly, in all material respects, in accordance with Indonesian Financial Accounting Standards.

Review of Internal Control System Effectiveness [ACGS E.3.18.] [ACGS E.3.20.]

The Internal Audit Unit plays a strategic role in assessing the adequacy and effectiveness of control activities carried out by management, particularly in ensuring that risk mitigation is conducted proactively,

dilakukan secara proaktif, terukur, dan berkelanjutan. Setiap hasil evaluasi dituangkan secara komprehensif dalam laporan audit yang memuat pemeringkatan, analisis mendalam, dan rekomendasi perbaikan yang aplikatif. Laporan tersebut disampaikan kepada Direksi, Dewan Komisaris, Komite Audit, serta manajemen terkait sebagai dasar pengambilan keputusan, sekaligus untuk memastikan tindak lanjut yang tepat, akuntabel, dan transparan.

Berdasarkan penilaian menyeluruh terhadap efektivitas fungsi pengendalian internal, yang mencakup fungsi audit internal, manajemen risiko, kepatuhan, serta pengendalian keuangan dan operasional, tidak ditemukan kelemahan signifikan di sepanjang tahun 2025 yang berpotensi memengaruhi kinerja keuangan dan operasional Perseroan. Hal ini menunjukkan bahwa sistem pengendalian internal Perseroan telah berjalan secara memadai dan efektif dalam menjaga stabilitas dan integritas operasional, meskipun Perseroan mengidentifikasi masih terdapat sejumlah area yang dapat dikembangkan untuk meningkatkan kualitas sistem pengendalian internal secara berkelanjutan.

Sejalan dengan dinamika bisnis yang terus berkembang, Perseroan berkomitmen untuk melakukan peninjauan secara berkala serta menyempurnakan sistem pengendalian internal.

Sistem Pelaporan Pelanggaran (WBS)

[GRI-2-25-b] [GRI-2-26] [ACGS (B)C.1.3.]

WBS merupakan sarana komunikasi yang disediakan Perseroan bagi para pemangku kepentingan untuk melaporkan dan/atau mengungkapkan indikasi pelanggaran yang terjadi di lingkungan Perseroan dan entitas anak. Sistem ini dirancang untuk menyediakan jalur pelaporan yang aman, terpercaya, dan terlindungi bagi setiap pihak dalam menyampaikan informasi mengenai dugaan pelanggaran, sehingga setiap informasi terkait dugaan pelanggaran dapat disampaikan tanpa rasa khawatir dan dapat segera ditindaklanjuti oleh pihak yang berwenang.

Ruang lingkup indikasi pelanggaran yang dapat dilaporkan melalui WBS mencakup berbagai praktik yang tidak benar, ilegal, dan tidak etis, termasuk kecurangan, ketidakjujuran, pelanggaran hukum, penggunaan dana yang tidak benar, korupsi, suap dari pemasok/kontraktor/pelanggan/pihak ketiga lainnya, pelanggaran Kode Etik, penyalahgunaan wewenang, pelecehan seksual, dan segala bentuk pelanggaran lainnya yang bertentangan dengan prinsip-prinsip governansi korporat yang baik dan Kode Etik Perseroan.

Perseroan secara konsisten mendorong partisipasi aktif pemangku kepentingan dalam memperkuat praktik tata kelola, tidak hanya melalui forum formal seperti RUPS, tetapi juga melalui pemanfaatan WBS sebagai sarana pengawasan tidak langsung. Melalui WBS, para pemangku kepentingan didorong untuk secara tidak langsung ikut mengawasi Perseroan dengan berpartisipasi untuk memberikan saran/masukan, melaporkan indikasi pelanggaran, dan/atau menyuarakan keprihatinan atau keluhan atas pelanggaran hak para pemangku kepentingan (jika ada). WBS menjadi bagian integral dari kerangka pengendalian integral, prosedur anti-korupsi, dan upaya penegakan etika bisnis yang berkelanjutan di dalam Perseroan. [ACGS A.4.1.] [ACGS C.4.5.] [ACGS C.7.1.]

measurably, and sustainably. Each evaluation result is comprehensively presented in the audit report, which includes rankings, in-depth analysis, and applicable corrective recommendations. The report is submitted to the Board of Directors, Board of Commissioners, Audit Committee, and relevant management as a basis for decision-making, while also ensuring appropriate, accountable, and transparent follow-up actions.

Based on a comprehensive assessment of the effectiveness of internal control functions, which include internal audit, risk management, compliance, as well as financial and operational controls, no significant weaknesses were found throughout 2025 that could potentially affect the Company's financial and operational performance. This indicates that the Company's internal control system has been functioning adequately and effectively in maintaining operational stability and integrity, although the Company has identified several areas that can be developed to continuously improve the quality of the internal control system.

In line with the continuously evolving business dynamics, the Company is committed to conducting periodic reviews and refining the internal control system.

Whistleblowing System (WBS)

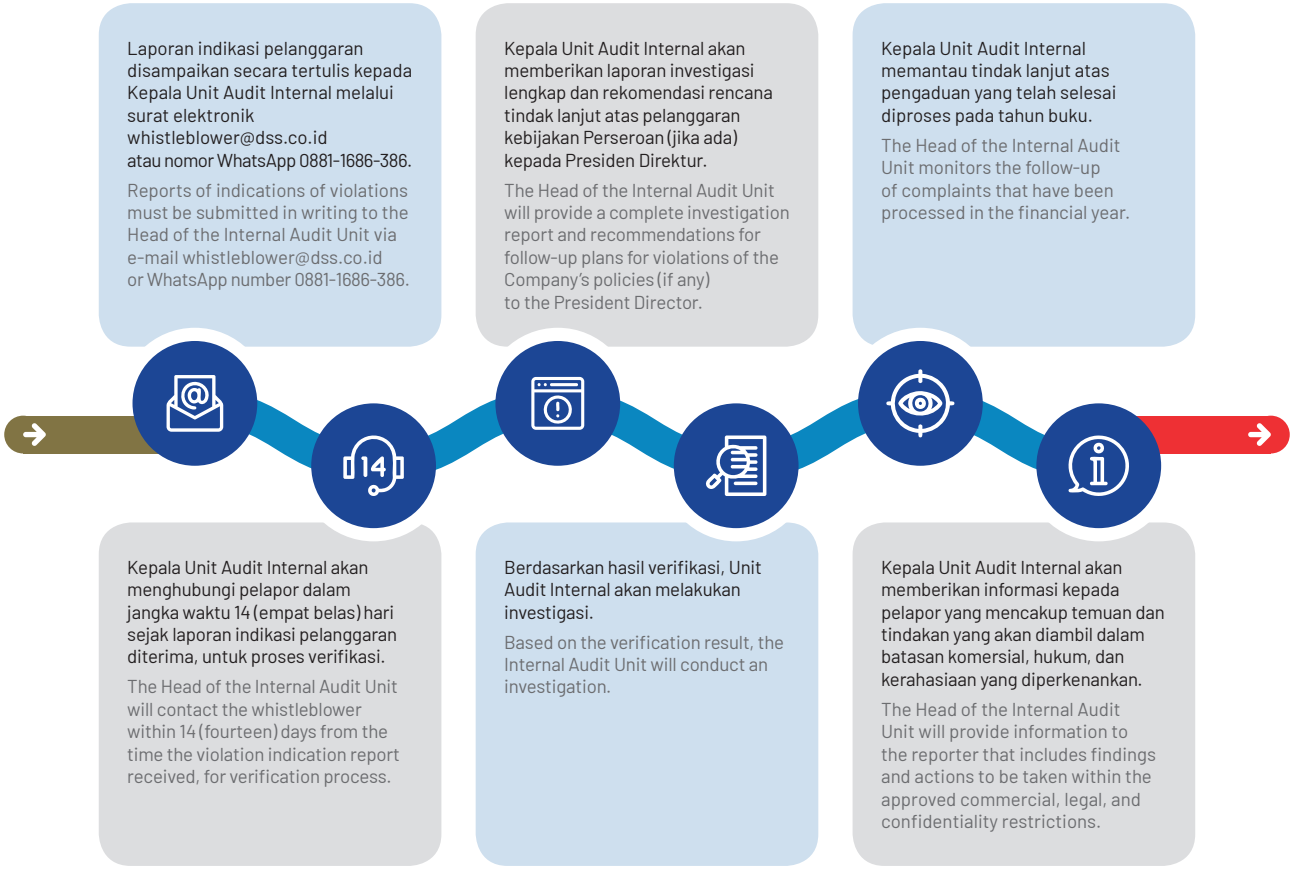
[GRI-2-25-b] [GRI-2-26] [ACGS (B)C.1.3.]

WBS serves as a communication channel provided by the Company for stakeholders to report and/or disclose indications of violations within the Company. The system is designed to provide a safe, reliable, and protected reporting channel for all parties in conveying information regarding suspected violations, so that any information related to suspected violations can be submitted without worry and can be promptly followed up by the authorized parties.

The scope of indications of violations that can be reported through the WBS includes various improper, alleged illegal, and unethical practices, including fraud, dishonesty, violation of law, improper use of funds, corruption, accepting bribes from suppliers/contractors/customers/other third parties, violations of the Code of Conduct, abuse of power, sexual harassment, and any other forms of violations that contradict the principles of good governance and the Company's Code of Conducts.

The Company consistently encourages active participation from stakeholders in strengthening governance practices, not only through formal forums such as the GMS, but also through the utilization of WBS as an indirect oversight mechanism. Through the WBS, stakeholders are motivated to indirectly supervise the Company by participating in providing suggestions/inputs, reporting indications of violations, and/or voicing concerns or complaints regarding violations of stakeholders' rights (if any). WBS has become an integral part of the comprehensive control framework, anti-corruption procedures, and ongoing efforts to enforce business ethics within the Company. [ACGS A.4.1.] [ACGS C.4.5.] [ACGS C.7.1.]

Prosedur Penanganan Pengaduan*) [ACGS C.5.1.] [ACGS C.7.1.]
Complaint Handling Procedure*) [ACGS C.5.1.] [ACGS C.7.1.]



Keterangan / Notes:
*) Perseroan mencantumkan rincian kontak melalui situs web Perseroan dan Laporan Tahunan yang dapat digunakan oleh para pemangku kepentingan untuk memberikan saran/masukan, melaporkan indikasi pelanggaran, dan/atau menyuarakan keprihatinan atau keluhan atas pelanggaran hak para pemangku kepentingan (jika ada). [ACGS C.5.1.] [ACGS C.7.1.]
*) The Company includes contact details via the Company's website and Annual Report, which stakeholders can use to provide suggestions/input, report indications of violations, and/or voice their concerns or complaints regarding violations of stakeholder rights (if any). [ACGS C.5.1.] [ACGS C.7.1.]

Perseroan menempatkan setiap pengungkapan dan/atau pelaporan yang disampaikan melalui WBS sebagai kontribusi penting dalam menjaga integritas Perseroan. Oleh karena itu, Perseroan berkomitmen untuk menjamin kerahasiaan identitas pelapor dan memberikan perlindungan kepada pelapor atas kemungkinan tindakan pembalasan, ancaman terhadap keamanan pekerjaan, dan/atau kerugian lainnya yang mungkin timbul sebagai konsekuensi dari pelaporan yang dilakukan. [ACGS C.7.2.]

The Company considers every disclosure and/or report submitted through WBS as important contributions to maintaining the Company's integrity. Therefore, the Company is committed to ensuring the confidentiality of the identity of the whistleblower(s) and providing protection to the whistleblower(s) against possible retaliation, threats to job security, and/or other losses that may arise as a consequence of the report made. [ACGS C.7.2.]

Untuk memastikan efektivitas perlindungan pelapor, mekanisme WBS dikelola dan ditangani langsung secara independen oleh Unit Audit Internal – sebuah unit kerja independen Perseroan yang memiliki peran penting dalam menjaga objektivitas, kerahasiaan, dan kredibilitas proses penanganan laporan. Unit ini menjalankan fungsinya secara profesional dengan berkoordinasi dan berkonsultasi secara langsung dengan Presiden Direktur. [ACGS (B) C.1.7.]

To ensure the effectiveness of whistleblower protection, the WBS mechanism is managed and handled directly and independently by the Internal Audit Unit – as an independent working unit of the Company that plays a crucial role in maintaining the objectivity, confidentiality, and credibility of the report handling process. This unit performs its functions professionally by coordinating and consulting directly with the President Director. [ACGS (B)C.1.7.]

Setiap laporan yang diterima akan melalui proses investigasi yang komprehensif dan mendalam oleh Unit Audit Internal, untuk memverifikasi kebenaran indikasi pelanggaran yang dilaporkan. Berdasarkan hasil investigasi tersebut, Unit Audit Internal menyusun rekomendasi rencana tindak lanjut yang jelas dan

Every report received will undergo a comprehensive and in-depth investigation by the Internal Audit Unit to verify the truth of the reported indications of violations. Based on the investigation results, the Internal Audit Unit will follow up with clear and measurable recommendations for further action to the President

terukur kepada Presiden Direktur, khususnya terkait pelanggaran terhadap pelanggaran kebijakan internal Perseroan (jika ada). Dalam hal ditemukan pelanggaran yang bersifat material, termasuk yang berkaitan dengan kebijakan anti pencucian uang, anti suap, dan antikorupsi, Kepala Unit Audit Internal akan secara langsung melaporkannya kepada kepada Direksi dan Dewan Komisaris.

Untuk meningkatkan kesadaran karyawan mengenai WBS dan membangun budaya pelaporan yang kuat dan berintegritas, Perseroan secara aktif melakukan sosialisasi WBS kepada karyawan. Langkah ini diwujudkan antara lain melalui pemasangan spanduk dan poster di area operasional Perseroan dan entitas anak. [GRI-205-2]

Director, particularly regarding violations of the Company's internal policies (if any). In the event of material violations being found, including those related to anti-money laundering, anti-bribery, and anti-corruption policies, the Head of the Internal Audit Unit will directly report them to the Board of Directors and the Board of Commissioners.

To raise employe awareness about the WBS and to build a strong and integrity-driven reporting culture, the Company actively conducts WBS socialization for employes. This step is realized, among other things, thru the installation of banners and posters in the operational areas of the Company and its subsidiaries. [GRI-205-2]

[ACGS C.5.1.]



[ACGS C.5.1.]



Melalui penerapan WBS, Perseroan menegaskan komitmennya untuk menciptakan lingkungan kerja yang produktif, beretika, dan berintegritas.

Sepanjang tahun 2025, Perseroan mendapatkan 9 (sembilan) pengaduan melalui sistem WBS terkait kasus disiplin, pelanggaran SOP, dan dugaan kecurangan. Setiap pengaduan yang diterima telah ditangani dengan serius dan sesuai dengan ketentuan yang tercantum dalam Peraturan Perusahaan. Proses penanganan pengaduan tersebut dilakukan secara internal oleh unit terkait untuk memastikan bahwa setiap kasus ditindaklanjuti secara tepat, akurat, dan adil, serta menghasilkan penyelesaian yang efektif. [GRI-205-3]

Through the implementation of WBS, the Company reaffirms its commitment to creating a productive, ethical, and integrity-driven work environment.

Throughout 2025, the Company received 9 (nine) reports through the WBS related to disciplinary cases, violations of SOP, and suspected fraud. Each report was addressed seriously and in accordance with the provisions set out in the Company Regulation. The complaint handling of these reports was conducted internally by the relevant unit to ensure that each case was followed up appropriately, accurately, and fairly, while providing effective solutions. [GRI-205-3]

Unit Manajemen Risiko
Risk Management Unit

Unit Manajemen Risiko adalah unit kerja yang dibentuk oleh Perseroan untuk memastikan bahwa seluruh proses pengelolaan risiko berjalan secara efektif dalam rangka menciptakan, melindungi, dan mempertahankan nilai perusahaan. Melalui fungsi ini, Perseroan secara sistematis mengelola berbagai risiko yang dapat memengaruhi pencapaian visi, misi, sasaran strategis, dan keberlanjutan operasional Perseroan dan entitas anak.

Dalam menjalankan fungsinya, Unit Manajemen Risiko bertanggung jawab untuk mendukung manajemen dalam mengintegrasikan praktik pengelolaan risiko ke dalam setiap proses bisnis secara terstruktur, disiplin, dan berkesinambungan. Pendekatan ini memastikan bahwa setiap pengambilan keputusan strategis didasarkan pada pertimbangan risiko yang komprehensif, sehingga mampu menjaga keseimbangan antara peluang dan potensi dampak yang mungkin timbul.

Perseroan menerapkan pendekatan manajemen risiko yang mengedepankan prinsip kehati-hatian dan orientasi proaktif, dengan fokus utama pada penguatan penerapan pengelolaan risiko strategis untuk memitigasi potensi kerugian dan mengoptimalkan peluang yang dapat memberikan nilai tambah dan keunggulan kompetitif bagi Perseroan.

Dengan kompleksitas dan keragaman lini bisnis yang dimiliki, setiap lini bisnis memiliki karakteristik dan profil risiko yang berbeda. Untuk itu, pengelolaan risiko perlu didukung oleh sumber daya manusia yang kompeten dan tersertifikasi, serta penerapan kerangka manajemen risiko terintegrasi. Dengan dukungan tersebut, Perseroan mampu mengidentifikasi, menganalisis, dan mengelola risiko secara menyeluruh.

Piagam Unit Manajemen Risiko

Piagam Unit Manajemen Risiko merupakan pedoman bagi Unit Manajemen Risiko untuk melaksanakan tugas dan tanggung jawabnya.

Piagam Unit Manajemen Risiko Perseroan diterbitkan pada tahun 2024.

Piagam Unit Manajemen Risiko memuat hal-hal sebagai berikut:
- Landasan Hukum
- Tujuan
- Nilai dan Etika
- Komposisi dan Kriteria
- Pengangkatan, Pemberhentian, dan Masa Jabatan
- Program Orientasi dan Pelatihan
- Tugas dan Tanggung Jawab
- Pelaporan
- Larangan
- Sanksi

Dengan berpedoman pada Piagam Unit Manajemen Risiko, Unit Manajemen Risiko diharapkan dapat melaksanakan tugas dan tanggung jawabnya secara efektif.

The Risk Management Unit is a work unit established by the Company to ensure that all risk management processes run effectively to create, protect, and maintain the company's value. Through this function, the Company systematically manages various risks that can affect the achievement of its vision, mission, strategic objectives, and operational sustainability of the Company and its subsidiaries.

In carrying out its functions, the Risk Management Unit is responsible for supporting management in integrating risk management practices into every business process in a structured, disciplined, and sustainable manner. This approach ensures that every strategic decision-making is based on comprehensive risk considerations, thereby maintaining a balance between opportunities and potential impacts that may arise.

The Company implements a risk management approach that prioritizes the principles of prudence and a proactive orientation, with a primary focus on strengthening the application of strategic risk management to mitigate potential losses and optimize opportunities that can provide added value and competitive advantages for the Company.

With the complexity and diversity of the business lines owned, each business line has different characteristics and risk profiles. Therefore, risk management needs to be supported by competent and certified human resources, as well as the implementation of an integrated risk management framework. With this support, the Company is able to identify, analyze, and manage risks comprehensively.

Charter of the Risk Management Unit

The Charter of the Risk Management Unit serves as a guideline for the Risk Management Unit to carry out its duties and responsibilities.

The Company's Charter of the Risk Management Unit was issued in 2024.

The Charter of the Risk Management Unit contains the following:
- Legal Basis
- Objectives
- Values and Ethics
- Composition and Criteria
- Appointment, Dismissal, and Term of Office
- Orientation and Training Program
- Duties and Responsibilities
- Reporting
- Prohibitions
- Sanctions

By adhering to the Risk Management Unit Charter, the Risk Management Unit is expected to carry out its duties and responsibilities effectively.

Piagam Unit Manajemen Risiko telah dipublikasikan di situs web Perseroan dan akan ditinjau secara berkala sebagaimana diperlukan.

The Risk Management Unit Charter has been published on the Company's website and will be reviewed periodically as necessary.

Tugas, Tanggung Jawab, dan Wewenang Unit Manajemen Risiko

Tugas, tanggung jawab, dan wewenang Unit Manajemen Risiko diatur dalam Piagam Unit Manajemen Risiko.

Tugas dan Tanggung Jawab

Tugas dan tanggung jawab Kepala Unit Manajemen Risiko, antara lain:

- menyusun dan memastikan kesesuaian kebijakan dan strategi manajemen risiko dengan kondisi terkini Perseroan dan peraturan yang berlaku
- mengarahkan anggota Unit Manajemen Risiko dalam konteks implementasi kebijakan manajemen risiko di Perseroan dan entitas anak
- memberikan arahan dan menilai kinerja anggota Unit Manajemen Risiko
- melakukan evaluasi atas efektivitas, strategi dan langkah penerapan manajemen risiko
- melakukan evaluasi atas profil risiko dan memastikan rencana tindakan/mitigasi yang tepat telah dilaksanakan, dan memperhatikan selera risiko dan toleransi risiko
- melaporkan hasil evaluasi atas profil risiko dan memperbarui hasil pengelolaan risiko kepada Direksi dan/atau Komite Manajemen Risiko secara berkala
- melakukan eskalasi kepada Direksi apabila diperlukan
- memastikan seluruh anggota Unit Manajemen Risiko telah memiliki kompetensi Manajemen Risiko yang memadai dan sesuai dengan kebutuhan Perseroan

Tugas dan tanggung jawab anggota Unit Manajemen Risiko mencakup, antara lain:

- mendukung Kepala Unit Manajemen Risiko dalam melakukan koordinasi dan memfasilitasi implementasi kebijakan manajemen risiko baik di Perseroan dan entitas anak
- memberikan arahan kepada fasilitator risiko entitas anak tentang potensi risiko dan strategi/mitigasi pengelolaan risiko entitas anak
- melakukan pemantauan pembaharuan profil risiko dan pemenuhan tindak lanjut mitigasi risiko Perseroan dan entitas anak secara berkala
- bertindak sebagai penasihat bagi seluruh Unit Manajemen Risiko entitas anak dalam hal implementasi kebijakan risiko dan meningkatkan budaya manajemen risiko
- menyiapkan laporan konsolidasi risiko Perseroan dan entitas anak

Wewenang

Unit Manajemen Risiko berwenang untuk hal-hal sebagai berikut:

- mengakses dokumen, data, dan informasi Perseroan dan entitas anak tentang karyawan, dana, aset, dan sumber daya yang diperlukan berkaitan dengan pelaksanaan tugasnya
- berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi manajemen risiko, audit internal, dan auditor eksternal berkaitan dengan pelaksanaan tugasnya dengan mengikuti prosedur kerja dan/atau sesuai dengan peraturan yang berlaku secara umum
- mendapatkan bantuan yang diperlukan dari personel di berbagai departemen di Perseroan maupun entitas anak dalam hal Unit Manajemen Risiko melakukan penilaian risiko
- mendapat bantuan dari spesialis, profesional, dan lainnya jika dianggap perlu dari dalam ataupun luar Perseroan
- melakukan kewenangan lain yang diberikan oleh Direksi

Duties, Responsibilities, and Authorities of the Risk Management Unit

Duties, responsibilities, and authorities of the Risk Management Unit are stipulated in the Charter of the Risk Management Unit.

Duties and Responsibilities

Duties and responsibilities of the Head of Risk Management Unit include:

- develop and ensure the suitability of risk management policies and strategies with the Company's current conditions and applicable regulations
- direct members of the Risk Management Unit in the context of the implementation of risk management policy in the Company and subsidiaries
- provide directions and assess the performance of members of the Risk Management Unit
- evaluate the effectiveness of the implementation of risk management strategies and steps
- evaluate the risk profile and ensure appropriate action plan/mitigation has been implemented, with consideration of risk appetite and risk tolerance
- report evaluation results of risk profile and update the results of risk management to the Board of Directors and/or Risk Management Committee regularly
- escalate to the Board of Directors if necessary
- ensure that all members of the Risk Management Unit have adequate Risk Management competency, and in accordance with the Company's needs

Duties and responsibilities of members of the Risk Management Unit include:

- support the Head of the Risk Management Unit in coordinating and facilitating the implementation of risk management policies both in the Company and its subsidiaries
- provide direction to subsidiaries' risk facilitators regarding potential risks and risk management strategies/mitigation of subsidiaries
- monitor risk profile updates and the fulfilment of follow-up risk mitigation actions for the Company and subsidiaries regularly
- act as advisor for all subsidiaries' Risk Management Units in terms of implementing risk policies and improving risk management culture
- prepare consolidated risk reports on the Company and subsidiaries

Authorities

The Risk Management Unit maintains authority for the following matters:

- access documents, data, and information about the Company and subsidiaries regarding employees, funds, assets, and other resources relating to the execution of the required duties
- communicate directly with employees, including the Board of Directors and those who perform the functions of risk management, internal audit, and external auditors relating to the execution of the required duties by following the work procedures in accordance with generally applicable regulations
- obtain assistance of personnel in various departments in the Company, and subsidiaries, in the context of the Risk Management Unit performing risk assessment
- obtain assistance of specialists, professionals, and others, if necessary, from within or outside the Company
- perform other authorities given by the Board of Directors

Unit Manajemen Risiko Perseroan dipimpin oleh seorang kepala unit yang bertanggung jawab dalam mengarahkan strategi dan memastikan efektivitas penerapan kerangka manajemen risiko di seluruh lingkungan perusahaan. Dalam menjalankan peran tersebut, kepala Unit Manajemen Risiko didukung oleh tim yang memiliki kompetensi spesifik dan sertifikasi profesional di bidang manajemen risiko dan governansi korporat.

Untuk memastikan implementasi yang konsisten hingga tingkat operasional, fungsi manajemen risiko diperluas melalui penunjukan perwakilan pada masing-masing entitas anak. Perwakilan ini

The Risk Management Unit is led by a unit head who is responsible for directing strategy and ensuring the effective implementation of the risk management framework throughout the company's environment. In carrying out this role, the head of the Risk Management Unit is supported by a team with specialized competencies and professional certifications in risk management and corporate governance.

To ensure consistent implementation down to the operational level, the risk management function is expanded through the appointment of representatives in each subsidiary entity. These

berperan sebagai fasilitator risiko yang menjadi penghubung utama antara Unit Manajemen Risiko Perseroan dengan unit operasional. Fasilitator risiko ini memiliki tanggung jawab untuk mengidentifikasi, mengkaji, dan memantau profil risiko pada masing-masing unit, sekaligus memastikan bahwa langkah mitigasi dilaksanakan secara disiplin dan terdokumentasi dengan baik. Fasilitator risiko juga berperan dalam menyampaikan laporan risiko secara berkala serta mengeskalasi isu-isu kritikal kepada Unit Manajemen Risiko Perseroan.

representatives serve as risk facilitators, acting as the main link between the Company's Risk Management Unit and the operational units. This risk facilitator is responsible for identifying, reviewing, and monitoring the risk profiles of each unit, while also ensuring that mitigation steps are implemented diligently and well-documented. The risk facilitator also plays a role in delivering periodic risk reports and escalating critical issues to the Company's Risk Management Unit.

Profil Kepala Unit Manajemen Risiko

Profile of the Head of the Risk Management Unit



Alvin Tournia Lynn
Kepala Unit Manajemen Risiko
Head of Risk Management Unit

Bapak Alvin Tournia Lynn, warga negara Indonesia, 38 tahun, berdomisili di Jakarta. Beliau lulus dari Fakultas Akuntansi, Institut Bisnis dan Informasi Indonesia (IBII), Jakarta pada tahun 2009.

Beliau memulai karir sebagai auditor eksternal di KAP Tanudiredja, Wibisana, dan rekan (PwC) (2009 – 2011). Beliau kemudian berkarier sebagai konsultan di KPMG Siddharta Advisory (2011–2017), sebelum melanjutkan kariernya di Deloitte Konsultan Indonesia (2017 – 2023), dengan posisi terakhir sebagai Direktur di bagian *Risk Advisory*.

Beliau memiliki sejumlah sertifikasi profesional di bidang manajemen risiko dan tata kelola, yaitu *Certified Risk Governance Professional* (CRGP), *Governance, Risk and Compliance Professional* (GRCP), dan *Governance, Risk and Compliance Auditor* (GRCA). Beliau juga merupakan anggota dari *Open Compliance and Ethics Group* (OCEG) dan *Global Integrated Risk Management Association* (GIRMA).

Kepala Unit Manajemen Risiko Perseroan dibantu oleh 2 (dua) anggota yang memiliki sertifikasi profesional di bidang manajemen risiko dan tata kelola, di mana salah satu anggota memiliki sertifikasi *Certified Risk Governance Professional* (CRGP) dan *Business Continuity Management Certified Professional* (BCMCP), sementara anggota lainnya memiliki sertifikasi *Certified Risk Management Professional* (CRMP). Jumlah ini tidak termasuk fasilitator risiko yang ditunjuk pada masing-masing entitas anak.

Mr. Alvin Tournia Lynn, an Indonesian citizen, 38 years old, domiciled in Jakarta. He graduated from the Faculty of Accounting, Institut Bisnis dan Informasi Indonesia (IBII), Jakarta, in 2009.

He started his career as an external auditor at KAP Tanudiredja, Wibisana, dan Rekan (PwC) (2009 - 2011). He then pursued career as a consultant at KPMG Siddharta Advisory (2011 - 2017), before continuing his career at Deloitte Konsultan Indonesia (2017 - 2023), with his last position as Director in the Risk Advisory division.

He holds several professional certifications in the field of risk management and governance, namely Certified Risk Governance Professional (CRGP), Governance, Risk and Compliance Professional (GRCP), and Governance, Risk and Compliance Auditor (GRCA). He is also a member of the Open Compliance and Ethics Group (OCEG) and the Global Integrated Risk Management Association (GIRMA).

The Head of the Company's Risk Management Unit is assisted by 2 (two) members who hold professional certifications in risk management and governance, where one member holds the Certified Risk Governance Professional (CRGP) and Business Continuity Management Certified Professional (BCMCP) certifications, while the other member holds the Certified Risk Management Professional (CRMP) certification. This number does not include the risk facilitators appointed at each subsidiary entity.

Peningkatan Kompetesi bagi Anggota Unit Manajemen Risiko

Untuk menjaga relevansi dan meningkatkan kualitas pelaksanaan fungsi Unit Manajemen Risiko, Unit Manajemen Risiko secara konsisten mengikuti berbagai program pelatihan dan pengembangan kompetensi. Inisiatif ini bertujuan untuk memperbarui wawasan terhadap praktik terbaik, perkembangan regulasi, serta dinamika risiko yang terus berkembang, sekaligus memperkuat kemampuan analitis dan respons strategis dalam menghadapi potensi risiko.

Competency Development for Members of the Risk Management Unit

To maintain relevance and improve the quality of the Risk Management Unit's functions, the Risk Management Unit consistently participates in various training and competency development programs. This initiative aims to update insights into best practices, regulatory developments, and the ever-evolving dynamics of risk, while also strengthening analytical capabilities and strategic responses in facing potential risks.

Partisipasi dalam pelatihan juga menjadi bagian dari upaya berkelanjutan Perseroan dalam membangun budaya sadar risiko di seluruh organisasi, sehingga setiap individu memiliki pemahaman yang selaras dalam mengelola risiko sesuai dengan perannya masing-masing.

Participation in training is also part of the Company's ongoing efforts to build a risk-aware culture throughout the organization, so that each individual has a consistent understanding of managing risks according to their respective roles.

Lokakarya/pelatihan/seminar yang diikuti dapat dilihat pada tabel berikut:

The workshops/trainings/seminars that are attended can be seen in the following table:

Nama & Jabatan Name & Position	Lokakarya/Pelatihan/Seminar Workshop/Training/Seminar	Tempat, Tanggal Place, Date	Penyelenggara Organizer
Alvin Tournia Lynn Kepala Unit Manajemen Risiko Head of Risk Management Unit	*Risk & Governance Summit 2025 - Empowering the GRC Ecosystem to Drive Economic Growth and National Resilience*	Jakarta, 19 Agustus/August	OJK
	Ahli Tata Kelola Risiko Terintegrasi (ATKRT)	Jakarta, 9-10 September/September	LSPMR
	Regulasi Teknologi Digital	Jakarta, 12 November/*November*	Perseroan/ The Company
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
	Sistem Pembayaran		
	Cryptocurrency		
Anggota Unit Manajemen Risiko Member Risk Management Unit	Ahli Tata Kelola Risiko Terintegrasi (ATKRT)	Jakarta, 9-10 September/*September*	LSPMR
	Ahli Manajemen Risiko Organisasi Terintegrasi	Jakarta, 6 -9 September/*September*	
	Regulasi Teknologi Digital	Jakarta, 12 November/*November*	Perseroan/ The Company
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
	Sistem Pembayaran		
	Cryptocurrency		

Sistem Pengelolaan Risiko [GRI 2-12] [GRI 2-13]

Manajemen risiko Perseroan berpedoman pada standar ISO 31000:2018 serta prinsip-prinsip yang ditetapkan oleh *Committee of Sponsoring Organizations of the Treadway Commission* (COSO). Perseroan menerapkan kerangka manajemen risiko terintegrasi yang mencakup proses identifikasi, analisis, respons, pemantauan, dan pelaporan risiko. Untuk memastikan keselarasan dengan selera risiko yang ditetapkan, Perseroan menggunakan indikator risiko dan indikator kinerja utama sebagai alat pemantauan efektif, dengan selera risiko dan toleransi risiko yang ditetapkan oleh Direksi dan diturunkan ke dalam batasan terukur di tingkat unit kerja guna mendukung pengawasan risiko yang konsisten dan eskalasi yang tepat waktu.

Pendekatan kerja manajemen risiko Perseroan dibagi menjadi 4 (empat) pilar utama, yaitu strategi risiko, struktur tata kelola risiko, proses manajemen risiko, dan inteligensi risiko.

1. **Strategi Risiko**
   Strategi risiko Perseroan dan entitas anak merupakan hal yang krusial dalam mendukung penerapan manajemen risiko yang

Risk Management System [GRI 2-12] [GRI 2-13]

The Company's risk management is guided by ISO 31000:2018 standards and the principles established by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Company applies an integrated risk management framework encompassing risk identification, analysis, response, monitoring, and reporting processes. To ensure alignment with the established risk appetite, the Company utilizes key risk indicators (KRIs) and key performance indicators (KPIs) as effective monitoring tools, with risk appetite and risk tolerance set by the Board of Directors and cascaded into measurable limits at the business unit level to support consistent risk oversight and timely escalation.

The Company's risk management approach is organized into 4 (four) key pillars, namely risk strategy, risk governance structure, risk management process, and risk intelligence.

1. **Risk Strategy**
   The risk strategy of the Company and its subsidiaries is a crucial element in supporting the implementation of effective

efektif dan menyeluruh. Strategi risiko sebagaimana dimaksud terdiri atas beberapa komponen sebagai berikut:

Klasifikasi Risiko
Perseroan menerapkan taksonomi risiko secara terkonsolidasi guna memastikan konsistensi pemahaman atas paparan dan pengelolaan risiko di Perseroan dan seluruh entitas anak. Risiko dengan karakteristik serupa dipertimbangkan dalam kelompok dan kategori untuk meningkatkan visibilitas Direksi terhadap eksposur secara agregat, sekaligus mendukung efektivitas pemantauan kinerja, dan pelaporan terhadap selera risiko yang telah ditetapkan.

Selera Risiko
Selera risiko Perseroan dan entitas anak menjadi elemen dasar dari kerangka kerja manajemen risiko yang memberikan panduan mengenai batasan atau tingkat risiko yang dapat diterima dalam pencapaian tujuan Perseroan dan entitas anak.

Indikator Risiko Utama
Indikator risiko utama ditetapkan oleh manajemen Perseroan dan entitas anak untuk membantu memantau kinerja terhadap selera risiko dan mendukung pengambilan keputusan dengan memberikan informasi kepada Direksi tentang paparan risiko keuangan dan non-keuangan.

Budaya Manajemen Risiko
Pendekatan manajemen risiko Perseroan dan entitas anak didukung oleh adanya budaya manajemen risiko yang mendukung pengambilan keputusan sesuai dengan nilai-nilai, tujuan, dan selera risiko Perseroan. Budaya manajemen risiko ini memastikan bahwa risiko diidentifikasi, dikelola, dan dikomunikasikan secara konsisten dalam aktivitas bisnis Perseroan dan entitas anak, dengan peran aktif karyawan di seluruh lini organisasi.

Untuk memperkuat penerapan tersebut, Perseroan secara aktif melakukan pendekatan, pendampingan, serta komunikasi dan pelatihan manajemen risiko kepada entitas anak. Pendekatan ini bertujuan untuk membangun kesadaran risiko yang seimbang, sehingga Perseroan dan entitas anak tetap mampu memanfaatkan peluang bisnis secara terukur dan berkelanjutan, sekaligus menjaga keseimbangan antara pencapaian kinerja, pengelolaan risiko yang prudent, dan keberlanjutan bisnis jangka panjang.

Keputusan Strategi Bisnis
Keputusan strategi bisnis dan pencapaian tujuan strategis Perseroan dan entitas anak dapat menimbulkan atau memengaruhi risiko yang dihadapi dan dapat mewakili peluang serta ancaman. Selera Risiko dan Indikator Risiko Utama Perseroan dan entitas anak membantu dalam menentukan apakah tindakan yang diusulkan konsisten dengan selera risiko tersebut.

Fokus Direksi dalam mengelola risiko yang terkait dengan keputusan strategis bisnis adalah untuk memungkinkan pencapaian strategi yang memberikan hasil terbaik. Oleh karena itu, selain memiliki pengendalian yang dirancang untuk melindungi Perseroan dan entitas anak dari ancaman, manajemen berupaya menerapkan pengendalian untuk mendapatkan dan/atau meningkatkan peluang.

and comprehensive risk management. The aforementioned risk strategy consists of several components as follows:

Risk Classification
The Company implements a consolidated risk taxonomy to ensure a consistent understanding of risk exposure and risk management across the Company and its subsidiaries. Risks with similar characteristics are grouped into relevant categories to enhance the Board of Directors' visibility over aggregate risk exposures, while also supporting effective performance monitoring and reporting against the established risk appetite.

Risk Appetite
The risk appetite of the Company and its subsidiaries constitutes a fundamental component of the risk management framework, guiding the determination of acceptable risk levels in achieving the strategic objectives of the Company and its subsidiaries.

Key Risk Indicator
Key risk indicators are set by management of the Company and its subsidiaries to help monitor performance against the risk appetite and to support decision making by providing the Board of Directors with information about financial and non financial risk exposures.

Risk Management Culture
The Company and its subsidiaries' risk management approach is underpinned by a management risk culture that supports decision-making in accordance with the Company's values, objectives, and risk appetite. This risk management culture ensures that risks are consistently identified, managed, and communicated throughout the Company's and its subsidiaries' business activities, with the active involvement of employees at all levels of the organization.

To further strengthen this implementation, the Company actively engages, provides guidance, and conducts risk management communication and training for its subsidiaries. This approach aims to foster balanced risk awareness, enabling the Company to pursue business opportunities in a measured and sustainable manner, while maintaining a balance between performance achievement, prudent risk management, and long-term business sustainability.

Strategic Business Decision
Strategic business decisions and the pursuit of the Company and its subsidiaries' strategic objectives can create or affect risks to which is exposed and may represent opportunities as well as threats. The Company and its subsidiaries' Risk Appetite and Key Risk Indicator assist in determining whether a proposed course of action is consistent with the risk appetite.

The focus of the Board of Directors in managing risks associated with strategic business decisions is to enable the pursuit of high-reward strategies. Therefore, in addition to having controls designed to protect the Company and its subsidiaries from threats, management seeks to implement controls to seize and/or enhance opportunities.

2. Struktur Tata Kelola Risiko

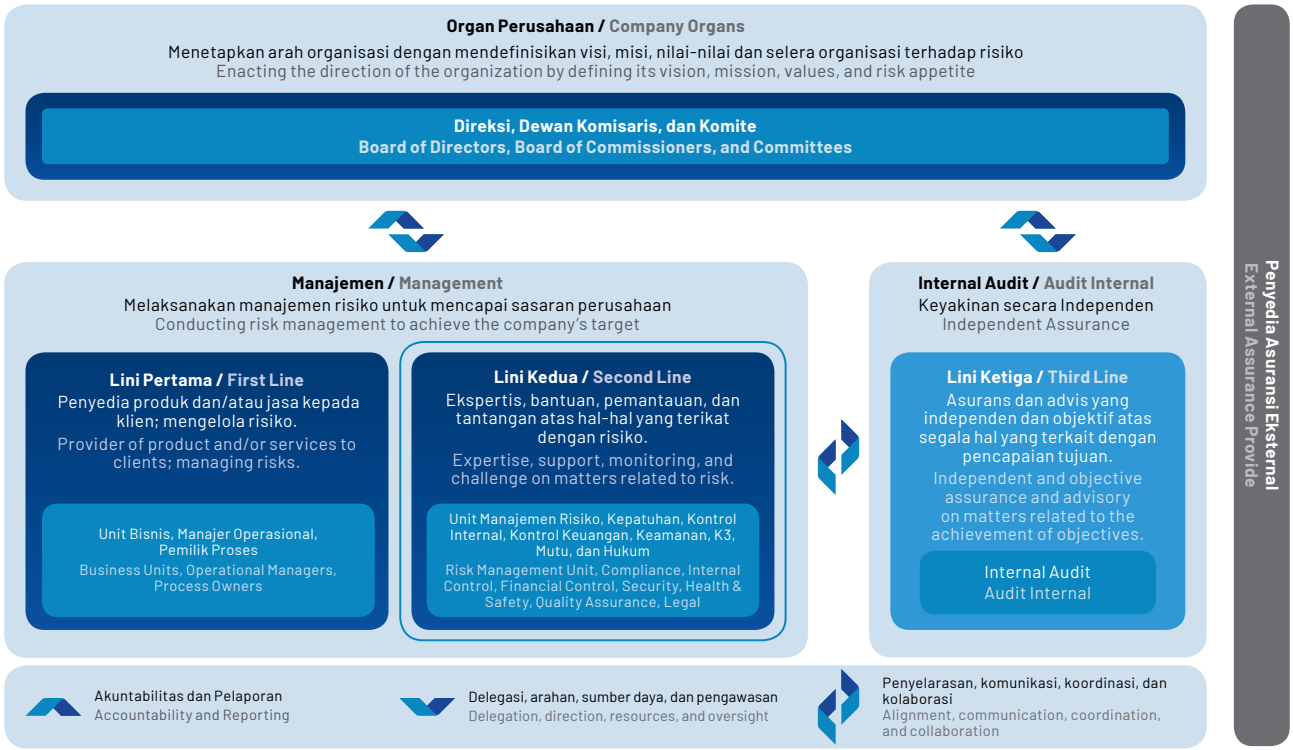
Perseroan juga menerapkan Model Tiga Lini sebagai kerangka tata kelola pengelolaan risiko dan pengendalian internal.

2. Risk Governance Structure

The Company also applies the Three Lines Model as a governance framework for risk management and internal control.

Model Tiga Lini

Three Lines Model



Diadaptasi dari: The Institute of Internal Auditors – Model Tiga Lini: Pembaruan Tiga Lini Pertahanan
Adopted from: The Institute of Internal Auditors – the IIA's Three Lines Model: An update of the Three Lines of Defense

Lini pertama dijalankan oleh pemilik dan pengelola risiko, yang umumnya merupakan manajer di seluruh tingkatan area bisnis dan fungsi korporasi, termasuk Direksi pada masing-masing lini bisnis. Lini pertama bertanggung jawab untuk mengidentifikasi, menilai, memitigasi, mendokumentasikan, serta memperbarui risiko secara berkala, serta membahas profil risiko dalam forum manajemen di tingkat lini bisnis maupun dengan Direksi Perseroan.

Lini kedua berperan sebagai fungsi pengawasan risiko yang dijalankan oleh Unit Manajemen Risiko dan fungsi tata kelola terkait di tingkat Perseroan dan entitas anak. Fungsi ini bertanggung jawab atas pengembangan kebijakan dan prosedur manajemen risiko, koordinasi penilaian risiko secara berkala, serta memberikan dukungan, pemantauan, panduan dan tantangan yang konstruktif kepada lini pertama untuk memastikan penerapan pengelolaan risiko yang konsisten di seluruh Perseroan dan entitas anak.

Lini ketiga dijalankan oleh Unit Audit Internal yang secara independen mengevaluasi kecukupan dan efektivitas manajemen risiko, pengendalian internal, serta proses tata kelola Perseroan, guna memastikan kontribusinya terhadap pencapaian tujuan Perseroan.

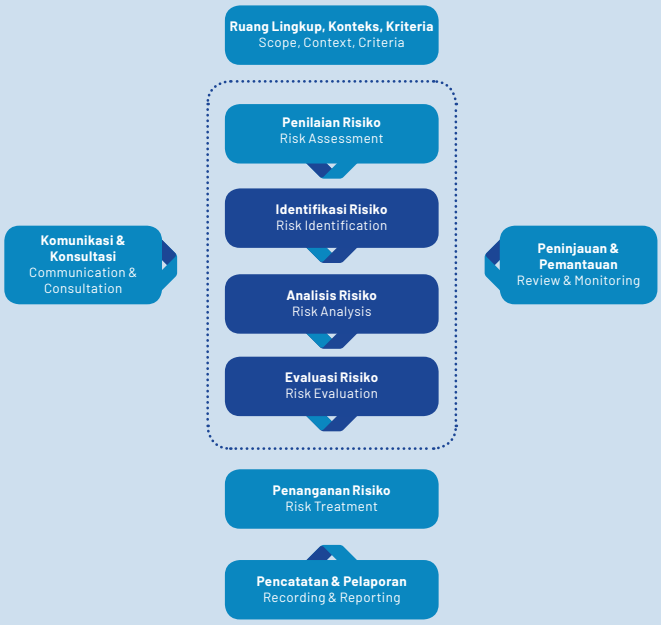
The first line is performed by risk owners and risk managers, who are generally managers at all levels across business areas and corporate functions, including the Directors of each business line. The first line is responsible for identifying, assessing, mitigating, documenting, and periodically updating risks, as well as discussing risk profiles in management forums at the business unit level and with the Company's Board of Directors.

The second line functions as the risk oversight function, carried out by the Risk Management Unit and other relevant governance functions at both the Company and subsidiary levels. This line is responsible for developing risk management policies and procedures, coordinating periodic risk assessments, and providing support, monitoring, guidance, and constructive challenge to the first line to ensure consistent implementation of risk management across the Company and its subsidiaries.

The third line is carried out by the Internal Audit Unit, which independently evaluates the adequacy and effectiveness of risk management, internal control, and governance processes of the Company, to ensure their contribution to the achievement of the Company's objectives.

3. Proses Manajemen Risiko

3. Risk Management Process



Proses manajemen risiko terdiri dari 5 (lima) kegiatan utama:

a. Penetapan Ruang Lingkup, Konteks, dan Kriteria

Proses manajemen risiko diawali dengan menetapkan ruang lingkup, konteks, dan kriteria yang jelas dengan tujuan untuk menyesuaikan proses manajemen risiko, memungkinkan penilaian risiko yang efektif dan perlakuan risiko yang tepat.

Ruang lingkup, konteks, dan kriteria yang sudah ditetapkan dikomunikasikan dengan jelas kepada manajer di semua tingkatan agar dapat dipahami dengan baik.

b. Penilaian Risiko

Pada tahap ini, risiko diidentifikasi, dianalisis, dan dievaluasi.

Semua pemilik risiko bertanggung jawab untuk mengidentifikasi risiko, kendala, atau hambatan yang dapat memengaruhi pencapaian tujuan Perseroan. Risiko-risiko ini kemudian dinilai berdasarkan tingkatannya dan difokuskan pada risiko utama (risiko kritis dan tinggi). Risiko utama akan dianalisis lebih lanjut dengan menggunakan berbagai teknik penilaian risiko untuk mengartikulasikan atribut utamanya dan menetapkan materialitasnya.

c. Penanganan Risiko

Pada tahap ini dilakukan pemilihan dan penerapan opsi untuk mengatasi risiko.

Penanganan risiko melibatkan proses berulang, sebagai berikut:

- merumuskan dan memilih opsi penanganan risiko
- merencanakan dan melaksanakan penanganan risiko
- menilai efektivitas penanganan risiko tersebut
- memutuskan apakah risiko yang tersisa dapat diterima, dan
- jika tidak dapat diterima, melakukan penanganan lebih lanjut

The risk management process consists of 5 (five) main activities:

a. Scope, Context, and Criteria Determination

The risk management process begins with establishing a clear scope, context, and criteria to adjust the risk management process, enabling effective risk assessment and appropriate risk treatment.

The scope, context, and criteria that have been determined are communicated clearly to managers at all levels so that they can be well understood.

b. Risk Assessment

At this stage, risks are identified, analyzed, and evaluated.

All risk owners are responsible for identifying risks, constraints, or obstacles that may affect the achievement of the Company's goals. These risks are then graded based on their level and focused on key risks (critical and high risks). Key risks will be further analyzed using various risk assessment techniques to articulate key attributes and determine their materiality.

c. Risk Treatment

At this stage, options are selected and implemented to overcome risks.

Risk treatment involves an iterative process, as follows:

- formulating and selecting risk treatment options
- planning and implementing risk treatment
- assessing the effectiveness of the risk treatment
- deciding whether the remaining risk is acceptable, and
- if not acceptable, taking further treatment

Program mitigasi dirancang untuk mengatasi risiko utama yang telah diidentifikasi pada proses penilaian risiko. Strategi mitigasi dipilih dan dievaluasi berdasarkan analisis biaya-manfaat.

d. Peninjauan dan Pemantauan Risiko
Pada tahap ini, risiko ditinjau dan dipantau secara berkelanjutan dengan mempertimbangkan laju perubahan internal dan eksternal, termasuk menyelaraskan rencana dengan sasaran/target, risiko, dan mitigasi yang telah ditentukan.

e. Pelaporan
Pada tahap ini, dampak dari risiko dicatat dan dilaporkan di setiap unit bisnis dan fungsional. Informasi ini kemudian digabungkan lebih lanjut pada tingkat grup untuk memastikan koordinasi yang efektif.

4. Inteligensi Risiko
Sebagai bagian dari kerangka proses manajemen risiko, Unit Manajemen Risiko menyampaikan laporan secara berkala kepada Direksi, dan kepada Dewan Komisaris melalui Komite Manajemen Risiko mengenai aktivitas pengelolaan risiko, termasuk kondisi dan profil risiko entitas anak. Laporan tersebut menyajikan informasi yang meliputi tren, perkembangan regulasi dan kebijakan pemerintah, dinamika industri dan persaingan usaha, perubahan kondisi makroekonomi, pergerakan harga komoditas, risiko geopolitik, serta perkembangan risiko strategis dan risiko yang sedang berkembang, guna mendukung pengambilan keputusan yang tepat dan terinformasi.

Pengelolaan Risiko pada Tahun 2025

Pada tahun 2025, Perseroan menyelenggarakan 6 (enam) kali rapat Komite Manajemen Risiko yang membahas rencana kerja, perkembangan pelaksanaannya, serta penilaian risiko Perseroan. Mengingat keragaman lini bisnis, risiko diidentifikasi dan dinilai berdasarkan masing-masing lini bisnis dan sumber risiko, dengan risiko utama pada tingkat tinggi dan kritis dikonsolidasikan ke dalam profil risiko Perseroan untuk memastikan fokus pengelolaan yang tepat. Penilaian risiko, termasuk perumusan strategi dan tindakan mitigasi atas risiko utama, didiskusikan dengan Direksi secara tahunan.

Perseroan menyadari pentingnya transparansi atas risiko dan peluang terkait keberlanjutan dan perubahan iklim dalam memberikan gambaran yang lebih komprehensif atas bisnis Perseroan dan entitas anak. Oleh karena itu, Perseroan terus meningkatkan praktik pelaporan dengan mempertimbangkan ketentuan IFRS S1 dan IFRS S2, serta berkomitmen untuk terus meningkatkan kualitas pengungkapan dan kepatuhan terhadap standar yang berlaku secara berkelanjutan, guna memberikan informasi yang lebih mendalam mengenai dampak keberlanjutan dan perubahan iklim terhadap kinerja dan prospek Perseroan. Untuk meningkatkan kualitas dan transparansi pengungkapan informasi keberlanjutan, Perseroan berinisiatif untuk mengambil langkah implementasi dini untuk menyelaraskan pengungkapan keberlanjutan dengan IFRS S1 dan IFRS S2 secara bertahap, meskipun penerapannya saat ini belum dilakukan secara menyeluruh. Penyelarasan IFRS S1 dan IFRS S2 ini diwajibkan untuk dilaksanakan pada tahun 2028 untuk pelaporan tahunan 2027.

Mitigation programs are designed to address the key risks identified in the risk assessment process. Mitigation strategies are selected and evaluated based on cost-benefit analysis.

d. Risk Review and Monitoring
At this stage, risks are reviewed and monitored on an ongoing basis, considering the pace of internal and external changes, including aligning plans with the defined goals/targets, risks, and mitigation.

e. Reporting
At this stage, risk impacts are recorded and reported across each business and functional unit. This information is then further aggregated at the group level to ensure effective coordination.

4. Risk Intelligence
As part of the risk management process, the Risk Management Unit reports to the Board of Directors and the Board of Commissioners through the Risk Management Committee on risk management activities, including the risk profile and exposure of its subsidiaries. The report presents information covering trends, regulatory and policy developments, industry and competitive dynamics, shifts in macroeconomic conditions, commodity price fluctuations, geopolitical risks, and developments in strategic and emerging risks, thereby supporting informed and well-founded decision-making.

Risk Management in 2025

In 2025, the Company held 6 (six) Risk Management Committee meetings to discuss the work plan, progress of its implementation, and the Company's risk assessment. Given the diversity of business lines, risks are identified and assessed based on each business line and source of risk, with key risks at the high and critical levels consolidated into the Company's risk profile to ensure appropriate management focus. Risk assessments, including the formulation of mitigation strategies and actions for key risks, are discussed annually with the Board of Directors.

The Company recognizes the importance of transparency on sustainability and climate change-related risks and opportunities in providing a more comprehensive overview of the Company's and its subsidiaries' business. Therefore, the Company continues to enhance its reporting practices by taking into consideration the requirements of IFRS S1 and IFRS S2, and is committed to continuously improving the quality of disclosures and compliance with applicable standards on an ongoing basis, to provide more in-depth information on the impact of sustainability and climate change on the Company's performance and prospects. To enhance the quality and transparency of sustainability-related disclosures, the Company has proactively initiated early implementation measures to progressively align its sustainability reporting with IFRS S1 and IFRS S2, notwithstanding that such alignment has not yet been fully implemented. The adoption of IFRS S1 and IFRS S2 is expected to become mandatory in 2028 for the 2027 reporting period.

Direksi memastikan agar Perseroan dan entitas anak memiliki arahan komprehensif yang tepat dalam menanggapi berbagai hal, termasuk manajemen risiko, kode etik, kesehatan dan keselamatan kerja, manajemen sumber daya manusia, tanggung jawab sosial, dan hak asasi manusia. Dampak, risiko, dan peluang yang terkait dengan keberlanjutan, termasuk lingkungan dan perubahan iklim, tanggung jawab sosial, keragaman, kesehatan dan keselamatan kerja, dan kepatuhan, diintegrasikan ke dalam strategi Perseroan dan entitas anak, dan menjadi pertimbangan dan pengambilan keputusan Dewan Direksi sepanjang tahun.

Secara keseluruhan, tingkat risiko pada pilar bisnis utama relatif stabil, meskipun terdapat pergeseran komposisi risiko dan variasi antarpilar seiring dengan dinamika aktivitas bisnis. Risiko tinggi dan kritis tetap terjaga pada tingkat yang terkendali, mencerminkan efektivitas penerapan pengelolaan risiko Perseroan.

Untuk meningkatkan kejelasan dan efektivitas pemantauan risiko, pada tahun 2025 Perseroan melakukan penyederhanaan taksonomi risiko dengan mengonsolidasikan beberapa jenis risiko yang saling berkaitan, sehingga jumlah jenis risiko menurun dari 25 menjadi 21 tanpa mengurangi cakupan pengelolaan risiko secara keseluruhan.

Sejalan dengan upaya tersebut, Perseroan juga melakukan penyesuaian pengelompokan bisnis Perseroan. Pada tahun 2024, bisnis energi mencakup gabungan antara pertambangan dan EBT. Mulai tahun 2025, Perseroan memisahkan bisnis pertambangan dan EBT sebagai 2 (dua) bisnis yang berdiri sendiri, guna mencerminkan perbedaan karakteristik bisnis dan profil risiko masing-masing.

Dengan penyesuaian tersebut, pengelolaan risiko Perseroan diklasifikasikan ke dalam 4 (empat) bisnis utama, yaitu pertambangan, EBT, infrastruktur digital dan teknologi, serta kimia. Tingkat dan jumlah risiko berdasarkan bisnis dan jenis risiko pada tahun 2025 dan 2024 dapat dilihat pada tabel berikut:

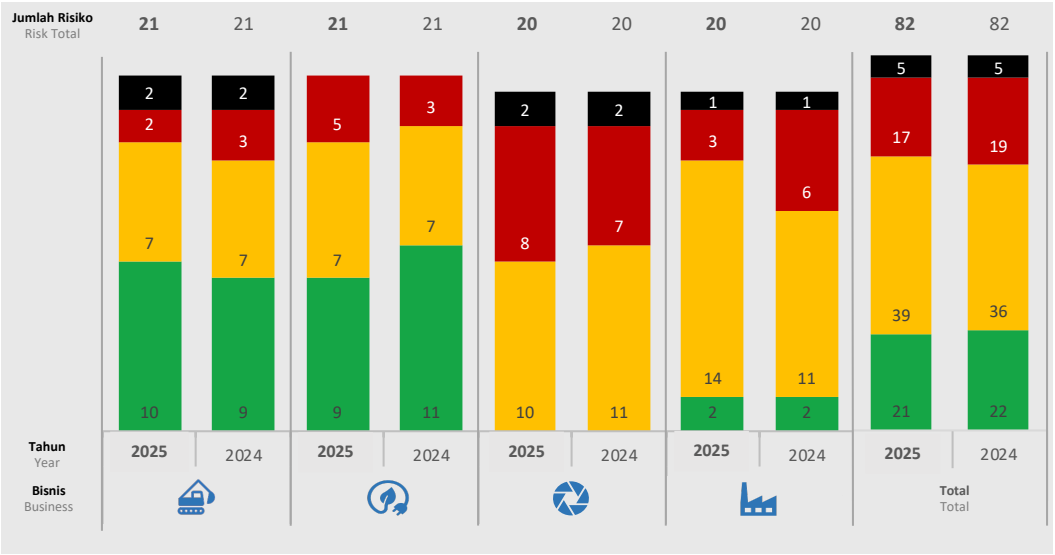
The Board of Directors ensures that the Company and its subsidiaries have comprehensive and appropriate guidance in addressing various matters, including risk management, the code of ethics, occupational health and safety, human resource management, social responsibility, and human rights. Sustainability-related impacts, risks, and opportunities, including those related to environmental and climate change, social responsibility, diversity, occupational health and safety, and compliance, are integrated into the strategic planning of the Company and its subsidiaries, and are a focus of the Board of Directors' deliberations and decision-making throughout the year.

Overall, the level of risk across the main business pillars remained relatively stable, despite shifts in risk composition and variations among pillars in line with evolving business activities. High and critical risks continued to be maintained at controlled levels, reflecting the effectiveness of the Company's risk management implementation.

To enhance clarity and effectiveness in risk monitoring, in 2025 the Company simplified its risk taxonomy by consolidating several interrelated risk types, thereby, the number of risk types decreased from 25 to 21 without reducing the overall scope of risk management.

In line with these efforts, the Company also adjusted the grouping of its business. In 2024, the energy business comprised a combination of mining and NRE. Starting in 2025, the Company separated the mining and the NRE into 2 (two) standalone businesses to reflect the distinct business characteristics and risk profiles of each.

Following these adjustments, the Company's risk management is classified into 4 (four) main business, namely mining, NRE, digital infrastructure & technology, and chemicals. The distribution of risk levels and the number of risks by business and risk category for 2025 and 2024 can be seen in the following table:



Keterangan / Notes:

Binis Utama / Main Business:

- Pertambangan / Mining
- EBT / NRE
- Infrastruktur Digital & Teknologi / Digital Infrastructure &Technology
- Kimia / Chemicals

Tingkat Risiko / Risk Level :

- Risiko Kritis / Critical Risk
- Risiko Tinggi / High Risk
- Risiko Medium / Medium Risk
- Risiko Rendah / Low Risk

No.	Jenis Risiko Type of Risk	Bisnis, Level dan Tren Risiko Business, Risk Level and Trends	
	A. RISIKO EKSTERNAL A. EXTERNAL RISK		
1	Industri Industry	**2025:**	
		2024:	
2	Hukum dan Peraturan Law and Regulatory	**2025:**	
		2024:	
3	Ekonomi Makro Macroeconomic	**2025:**	
		2024:	
4	Iklim atau Cuaca, dan Bencana Alam Climate or Weather, and Natural Disaster	**2025:**	
		2024:	
5	Hubungan Komunitas Community Relationship	**2025:**	
		2024:	
	B. RISIKO ORGANISASI B. ORGANIZATIONAL RISK		
6	Kepatuhan Compliance	**2025:**	
		2024:	
7	Tata Kelola dan Proses Usaha Governance and Business Process	**2025:**	
		2024:	
8	Keuangan Financial	**2025:**	
		2024:	
9	Karyawan Employee	**2025:**	
		2024:	
10	Teknologi dan Ancaman Keamanan Technology and Security Threat	**2025:**	
		2024:	

No.	Jenis Risiko Type of Risk	Bisnis, Level dan Tren Risiko Business, Risk Level and Trends
	C. RISIKO OPERASIONAL C. OPERATIONAL RISK	
11	Kontraktor dan Pemasok Contractor and Supplier	**2025:**  2024: 
12	K3 OHS	**2025:**  2024: 
13	Penjualan dan Strategi Sales and Strategy	**2025:**  2024: 
14	Ketersediaan Lahan Land Availability	**2025:**  N/A N/A 2024:  N/A N/A
15	Gangguan Usaha dan Operasional Business and Operational Disruption	**2025:**  2024: 
16	Fasilitas dan Infrastruktur Facility and Infrastructure	**2025:**  2024: 
17	Perencanaan Operasional Operational Planning	**2025:**  2024: 
18	Biaya Produksi, Kapasitas Produksi, dan Material Kritis Production Cost, Production Capacity, and Critical Material	**2025:**  2024: 
19	Kualitas Produk dan Jasa Pelayanan Product and Service Quality	**2025:**  2024: 
20	Proyek Project	**2025:**  2024: 
21	Manajemen Persediaan Inventory Management	**2025:**  2024: 

Adapun rincian risiko-risiko dengan tingkatan tinggi, kritis, dan yang perlu menjadi perhatian, termasuk deskripsi risiko, dampaknya bagi Perseroan, serta langkah-langkah mitigasi yang telah dan akan diterapkan, disajikan pada tabel di bawah ini:

The details of risks with high and critical levels, as well as those requiring attention, including the risk descriptions, their potential impacts on the Company, and the mitigation measures that have been and will be implemented, are presented in the table below:

A. RISIKO EKSTERNAL
A. EXTERNAL RISK

Industri
Industry

Pemilik Risiko / Risk Owner

CEO, CFO, COO

Bisnis / Business & **Tren** / Trend



Deskripsi

Risiko industri merupakan risiko yang timbul akibat dinamika eksternal, termasuk perubahan struktur pasar, tingkat persaingan, volatilitas harga komoditas, serta percepatan transisi energi ke energi baru terbarukan. Perubahan dalam kondisi industri, perilaku konsumen, kemajuan teknologi, serta perkembangan regulasi dapat memengaruhi daya saing Perseroan dan entitas anak, baik dari sisi kinerja operasional maupun keberlanjutan usaha dalam jangka panjang. Dalam merespons hal tersebut, Perseroan dan entitas anak, secara berkelanjutan melakukan pemantauan terhadap perkembangan industri, kondisi pasar, serta arah kebijakan global dan domestik guna memastikan ketahanan usaha serta melakukan penyesuaian strategi bisnis yang relevan.

Pada bisnis pertambangan, khususnya komoditas batu bara, risiko industri dipengaruhi oleh fluktuasi harga komoditas batu bara serta ketidakseimbangan antara penawaran dan permintaan, baik dari pasar domestik maupun internasional. Tekanan terhadap industri batu bara semakin meningkat seiring dengan upaya pencapaian emisi nol bersih. Kondisi tersebut berpotensi memengaruhi permintaan jangka panjang, struktur pembiayaan, serta nilai ekonomi aset pertambangan, sehingga menuntut Perseroan untuk mengelola portofolio usaha secara lebih selektif, adaptif, dan berorientasi pada keberlanjutan.

Pada bisnis infrastruktur digital & teknologi serta EBT, beberapa risiko utama seperti peningkatan intensitas persaingan usaha, kebutuhan pengembangan dan modernisasi infrastruktur dan jaringan, serta percepatan digitalisasi sistem operasional menjadi hal penting yang diperhatikan oleh Perseroan dan entitas anak.

Pada bisnis kimia, kinerja usaha juga dipengaruhi oleh faktor eksternal yang berada di luar kendali perusahaan, khususnya dinamika keseimbangan antara permintaan dan penawaran di pasar global maupun domestik. Fluktuasi permintaan dari pengguna akhir serta perubahan kapasitas produksi dan distribusi pemasok dapat memicu volatilitas harga komoditas bahan baku secara signifikan, yang pada akhirnya berdampak pada penetapan harga jual, dan pengelolaan persediaan.

Selain melakukan mitigasi dan memastikan kecukupan pengendalian, Perseroan dan entitas anak juga telah menyusun dan melaksanakan strategi jangka panjang pengembangan bisnis, beberapa di antaranya:

1. EMR telah memperluas layanan *Fixed Wireless Access (FWA)* ke berbagai wilayah di luar Pulau Jawa (khususnya di kawasan regional 2 dan regional 3).
2. DDMS bekerja sama dengan FGGI sebagai mitra strategis untuk mempercepat pengembangan aset panas bumi dengan estimasi potensi kapasitas awal sekitar 440 MW yang tersebar di beberapa wilayah prospektif, yaitu Jawa Barat, Nusa Tenggara Timur, Jambi, Sumatra Barat, dan Sulawesi Tengah.
3. Perseroan melalui perusahaan patungan bersama Trina Solar Energy Development Pte. Ltd. dan PT PLN Indonesia Power Renewables, telah membangun fasilitas manufaktur sel dan panel surya, dengan kapasitas produksi terintegrasi sekitar 1 GWp per tahun di Kawasan Industri Kendal, Jawa Tengah, yang saat ini telah beroperasi secara komersial. Selain itu, Perseroan melalui entitas anak juga telah memasarkan produk sel dan panel surya dengan merek Dian Solar, sebagai bagian dari upaya memperkuat kemandirian industri energi surya nasional.

Perseroan secara terus menerus menggali potensi pengembangan bisnis ke depan serta melakukan diversifikasi portofolio investasi, sehingga secara keseluruhan diharapkan dapat meningkatkan resiliensi bisnis Perseroan, mengurangi konsentrasi risiko atas satu bisnis, memperkuat fleksibilitas dalam menghadapi perubahan kondisi ekonomi global, serta terus menjaga kepercayaan pemangku kepentingan.

Description

Industry risk refers to risks arising from external dynamics, including changes in market structure, levels of competition, commodity price volatility, and the acceleration of the energy transition toward new and renewable energy. Changes in industry conditions, consumer behavior, technological advancements, and regulatory developments may affect the competitiveness of the Company and its subsidiaries, both in terms of operational performance and long-term business sustainability. In response to these conditions, the Company and its subsidiaries continuously monitor industry developments, market conditions, and global and domestic policy directions to ensure business resilience and adjust its business strategies accordingly.

In the mining business, particularly coal, industry risks are influenced by fluctuations in coal commodity prices and imbalances between supply and demand, both in domestic and international markets. Pressure on the coal industry continues to increase in line with efforts to achieve net zero emissions. These conditions may potentially affect long-term demand, financing structures, and the economic value of mining assets, thereby requiring the Company to manage its business portfolio in a more selective, adaptive, and sustainability-oriented manner.

In the digital infrastructure & technology and NRE business, several key risks, including the intensifying business competition, the need for continuous development and modernization of infrastructure and networks, and the acceleration of operational system digitalization, are major concerns for the Company and its subsidiaries.

In the chemical business line, operational performance is also influenced by external factors beyond the Company's control, particularly the dynamics of supply–demand balance in both global and domestic markets. Fluctuations in demand from end users, as well as changes in suppliers' production and distribution capacity, may trigger significant volatility in raw material commodity prices, which ultimately affects selling price determination and inventory management.

In addition to conducting risk mitigation and ensuring the adequacy of controls, the Company and its subsidiaries have also formulated and implemented long-term business development strategies, including:

1. EMR has expanded Fixed Wireless Access (FWA) services to various regions outside Java Island (particularly in regional areas 2 and 3).
2. DDMS has partnered with FGGI as a strategic partner to accelerate the development of geothermal assets, with an estimated initial potential capacity of approximately 440 MW across several prospective areas, namely West Java, East Nusa Tenggara, Jambi, West Sumatra, and Central Sulawesi.
3. The Company, through a joint venture with Trina Solar Energy Development Pte. Ltd. and PT PLN Indonesia Power Renewables, has developed a solar cell and module manufacturing facility with an integrated production capacity of approximately 1 GWp per year in the Kendal Industrial Area, Central Java, which is currently operating commercially. Furthermore, through its subsidiary, the Company has also marketed solar cells and modules under the Dian Solar brand as part of its efforts to strengthen the national solar energy industry's independence.

The Company continuously explores future business development opportunities and diversifies its investment portfolio. Overall, this is expected to enhance the Company's business resilience, reduce risk concentration in a single business, strengthen flexibility in responding to changes in global economic conditions, and maintain the trust of all stakeholders.

Bisnis Business	Dampak Impact	Mitigasi Mitigation
 	Fluktuasi harga komoditas batu bara maupun kimia dipengaruhi oleh faktor eksternal seperti keseimbangan permintaan dan penawaran serta dinamika geopolitik yang berpotensi memberikan tekanan terhadap pendapatan, margin, dan profitabilitas Fluctuations in coal and chemical commodity prices are influenced by external factors such as supply and demand balance and geopolitical dinamics, which may place pressure on revenue, margins, and profitability	1. Mengoptimalkan penggunaan sumber data berbasis digital dan melakukan pemantauan pergerakan harga komoditas secara periodik 2. Melakukan kajian efisiensi rantai pasokan secara konsisten 3. Melaksanakan strategi pencampuran batu bara guna menjaga dan mengelola kualitas, harga, serta waktu pengiriman tetap optimal 4. Melakukan diversifikasi, pengembangan produk, serta menyusun alternatif strategi penjualan yang mempertimbangkan faktor fluktuasi harga komoditas 1. Optimizing the use of digital-based data sources and conducting periodic monitoring of commodity price movements 2. Conducting consistent supply chain efficiency assessments 3. Implementing coal blending strategies to maintain and manage quality, pricing, and delivery timelines to remain optimal 4. Implementing diversification and product development initiatives, as well as formulating alternative sales strategies that take into account commodity price fluctuation factors
 	Persaingan usaha yang ketat disertai persaingan harga yang agresif, khususnya pada bidang penyedia layanan internet, penyedia pusat data dan perdagangan panel surya, berpotensi menurunkan tingkat pendapatan dan margin keuntungan Intense business competition, with aggressive price competition, particularly in internet service provision, data center services, and solar panel trading, may reduce revenue levels and profit margins	1. Meningkatkan kualitas layanan melalui penerapan pendekatan *customer-centric*, perluasan jangkauan layanan, serta penerapan program retensi pelanggan yang efektif 2. Meningkatkan *stickiness factor* melalui layanan pusat data yang terintegrasi, andal, dan bernilai tambah 3. Melakukan kajian kelayakan komersial secara menyeluruh terhadap setiap proyek dengan mempertimbangkan profil risiko, potensi imbal hasil, serta batas toleransi risiko 4. Mengembangkan kemitraan strategis dengan mitra yang memiliki kapabilitas teknis, finansial, dan akses pasar yang kuat 1. Enhancing service quality through the implementation of a customer-centric approach, expanding service coverage, and executing effective customer retention programs 2. Increasing the stickiness factor through integrated, reliable, and value-added data center services 3. Conducting comprehensive commercial feasibility studies for each project, taking into account risk profiles, potential returns, and risk tolerance thresholds 4. Developing strategic partnerships with partners possessing strong technical, financial, and market access capabilities
	Komitmen menuju emisi nol bersih berpotensi memberikan tekanan terhadap penurunan pendapatan jangka panjang Perseroan dan entitas anak, potensi peningkatan biaya investasi, operasional (termasuk penyesuaian teknologi), maupun kepatuhan The commitment toward achieving net zero emissions may potentially exert pressure on the Company's long-term revenue, as well as lead to increased investment, operational (including technology adjustments), and compliance costs	1. Transisi bertahap penggunaan teknologi *Electric Vehicle (EV)* pada kegiatan operasional, khususnya alat angkut dan pendukung pertambangan 2. Mengembangkan *roadmap* transisi energi Perseroan dan entitas anak, termasuk pengukuran emisi GRK 3. Memperkuat tata kelola dan kapabilitas internal melalui penguatan fungsi ESG dan manajemen risiko yang efektif dan selaras dengan strategi bisnis Perseroan. 1. Gradually transitioning to the use of Electric Vehicle (EV) technology in operational activities, particularly for transportation and mining support equipment. 2. Developing an energy transition roadmap for the Company and its subsidiaries, including the measurement of GHG emissions. 3. Strengthening governance and internal capabilities through the enhancement of ESG functions and effective risk management aligned with the Company's business strategy.

Hukum dan Peraturan
Law and Regulatory

Pemilik Risiko / Risk Owner

CEO, CFO, Hukum & Kepatuhan/ Legal & Compliance

Bisnis / Business & **Tren** / Trend



Deskripsi

Perubahan hukum dan peraturan dapat memengaruhi kemampuan Perseroan dalam melaksanakan strategi bisnis, mengeksekusi transaksi penting, mematuhi kewajiban kontraktual, serta menjalankan kegiatan operasional secara efektif. Dinamika regulasi yang terus berkembang di berbagai sektor usaha juga menuntut Perseroan dan entitas anak untuk beradaptasi secara proaktif untuk menjaga keberlanjutan usaha dan daya saing jangka panjang.

Pada bisnis pertambangan, pembatasan kuota produksi Rencana Kerja dan Anggaran Biaya (RKAB) memberikan dampak signifikan terhadap Perseroan dan entitas anak maupun terhadap pelaku usaha batu bara lainnya. Selain itu penerapan kebijakan DMO, program biodiesel B40, serta potensi penyesuaian biaya dan pungutan ekspor berpotensi memengaruhi struktur biaya, kegiatan operasional, serta perencanaan investasi Perseroan dan entitas anak.

Pada bisnis EBT, entitas anak saat ini tengah melakukan ekspansi usaha yang signifikan sebagai bagian dari upaya Perseroan dalam pengembangan portofolio bisnis. Dalam pelaksanaannya, kegiatan tersebut senantiasa memperhatikan aspek kepatuhan terhadap peraturan perundang-undangan yang berlaku. Entitas anak berkomitmen untuk memastikan pemenuhan seluruh kewajiban regulasi secara konsisten dan berkelanjutan, mengingat kepatuhan terhadap aspek regulasi merupakan faktor penting dalam menjaga keberlanjutan operasional serta mendukung penerapan GCG.

Sementara itu, pada bisnis infrastruktur digital & teknologi, kerangka regulasi terus dikembangkan oleh pemerintah seiring dengan pesatnya pertumbuhan bisnis ini. Penguatan peraturan terkait penyelenggaraan sistem elektronik, pelindungan data pribadi, keamanan siber, serta konten digital menuntut kesiapan tata kelola, kepatuhan operasional, dan penguatan sistem pengendalian internal agar kegiatan usaha tetap berjalan sesuai ketentuan yang berlaku.

Description

Changes in laws and regulations may affect the Company's ability to implement business strategies, execute significant transactions, comply with contractual obligations, and carry out operational activities effectively. Ongoing regulatory developments across various business sectors also require the Company and its subsidiaries to adapt proactively to maintain business sustainability and long-term competitiveness.

In the mining business, limitations of production quota under Work Plan and Budget (RKAB) have a significant impact on the Company and its subsidiaries, as well as on other coal industry players. In addition, the implementation of the DMO policy, the B40 biodiesel program, and potential adjustments to export costs and levies may affect the cost structure, operational activities, and investment planning of the Company and its subsidiaries.

In the NRE business, the subsidiaries are currently undertaking significant business expansion as part of the Company's efforts to develop and strengthen its business portfolio. In carrying out these activities, the subsidiaries continuously uphold compliance with applicable laws and regulations. The subsidiaries are committed to ensuring the consistent and sustainable fulfillment of all regulatory obligations, recognizing that regulatory compliance is a critical factor in maintaining operational sustainability and supporting the implementation of GCG.

Meanwhile, in the digital infrastructure and technology business, the regulatory framework continues to evolve in line with rapid business growth. Strengthening regulations related to electronic system operations, personal data protection, cybersecurity, and digital content requires robust governance readiness, operational compliance, and enhanced internal control systems to ensure that business activities remain in compliance with applicable regulations.

Bisnis Business	**Dampak** Impact	**Mitigasi** Mitigation
  	Perubahan regulasi dapat memengaruhi kepatuhan hukum, kinerja keuangan, operasional, strategi bisnis, serta reputasi Perseroan dan entitas anak, termasuk peningkatan biaya kepatuhan, penyesuaian proses operasional, pembatasan tertentu dalam kegiatan usaha, serta perubahan dalam perencanaan investasi dan ekspansi bisnis	1. Memperkuat fungsi *government relations* yang secara intensif berkoordinasi dengan regulator maupun personil kunci pembuat kebijakan 2. Berpartisipasi aktif dalam dialog industri serta menjalin komunikasi berkelanjutan dengan asosiasi terkait dan pemangku kepentingan 3. Melakukan pemantauan secara berkala serta kajian atas peraturan baru dan/atau perubahan regulasi guna mengantisipasi dampaknya terhadap kegiatan usaha 4. Menyelenggarakan sosialisasi dan penguatan kebijakan internal untuk memastikan kepatuhan terhadap seluruh ketentuan hukum dan peraturan yang berlaku di setiap bisnis
	Changes in regulations may affect legal compliance, financial performance, operations, business strategy, as well as the reputation of the Company and its subsidiaries. Such changes may result in higher compliance costs, adjustments to operational processes, certain limitations on business activities, and changes in investment planning and business expansion	1. Strengthening the government relations function through intensive coordination with regulators and key policy-making stakeholders 2. Actively participating in industry dialogues and maintaining continuous communication with relevant associations and stakeholders 3. Conducting regular monitoring and assessments of new regulations and/or regulatory changes to anticipate their impact on business activities 4. Organizing socialization programs and reinforcing internal policies to ensure compliance with all applicable laws and regulations across all business

Ekonomi Makro
Macroeconomic

Pemilik Risiko / Risk Owner

CEO, CFO

Bisnis / Business & **Tren** / Trend



Deskripsi

Risiko makro ekonomi adalah risiko yang timbul akibat perubahan kondisi ekonomi regional maupun global yang dapat berdampak negatif terhadap kinerja keuangan dan kapasitas operasional Perseroan. Faktor-faktor tersebut mencakup inflasi, fluktuasi suku bunga dan nilai tukar mata uang asing, perlambatan ekonomi, krisis ekonomi global, serta ketidakpastian geopolitik.

Kondisi makro ekonomi sebagaimana disebutkan di atas juga memengaruhi kondisi Perseroan dan entitas anak dimana di antaranya berdampak pada fluktuasi harga komoditas, fluktuasi permintaan pelanggan, biaya bunga maupun posisi instrumen keuangan. Instrumen keuangan yang dimaksud seperti pinjaman jangka pendek dan jangka panjang, dan penyertaan modal (baik dalam rupiah maupun mata uang asing), surat utang dan saham Perseroan, maupun instrumen keuangan lainnya.

Pada bisnis pertambangan, ketidakstabilan geopolitik dan penerapan kebijakan baik dari dalam maupun luar negeri memengaruhi tingkat pemintaan dan penawaran batu bara. Namun demikian, entitas anak telah menerapkan langkah mitigasi dan penyesuaian strategi yang responsif guna meminimalisir risiko.

Pada tahun 2025, ekonomi global masih dihadapkan pada ketidakpastian, terutama pada ketidakpastian geopolitik. Dalam merespons hal tersebut, Pemerintah telah melakukan langkah-langkah strategis sebagai upaya stabilitas kondisi ekonomi, yang di antaranya dengan melakukan penerapan kebijakan moneter yang relatif stabil dengan mempertahankan BI-Rate di level 4,75% sampai dengan akhir 2025.

Selain itu, pemerintah juga menjaga tingkat inflasi Indonesia yang pada Desember 2025 yang tercatat sebesar 2,9% (y-o-y), dan masih berada dalam kisaran target dan menunjukkan tekanan harga yang relatif terkendali, serta menjaga stabilitas nilai tukar Rupiah sepanjang 2025 yang ditutup menguat di kisaran Rp16.670 per USD.

Description

Macroeconomic risk refers to risks arising from changes in regional and global economic conditions that may negatively affect the Company's financial performance and operational capacity. These factors include inflation, interest rate and foreign exchange rate fluctuations, economic slowdowns, global economic crises, and geopolitical uncertainty.

Macroeconomic conditions as described above also affect the Company and its subsidiaries, including impacts on commodity price volatility, fluctuations in customer demand, interest costs, and the position of financial instruments. Such financial instruments include short-term and long-term loans, and equity investments (denominated in both Rupiah and foreign currencies), the Company's debt securities and shares, as well as other financial instruments.

In the mining business, geopolitical instability and the implementation of domestic and international policies influence coal supply and demand dynamics. Nevertheless, subsidiaries have implemented mitigation measures and responsive strategic adjustments to minimize the associated risks.

In 2025, the global economy continues to face uncertainty, particularly geopolitical uncertainty. In response, the Government has implemented strategic measures to support economic stability, including the adoption of a relatively stable monetary policy by maintaining the BI Rate at 4.75% through the end of 2025.

In addition, the government has maintained Indonesia's inflation rate, which in December 2025 was recorded at 2.9% (y-o-y), remaining within the target range and reflecting relatively controlled price pressures, also supported Rupiah's exchange rate stability throughout 2025, with the exchange rate closing stronger at approximately Rp16,670 per USD.

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	Ketidakstabilan kondisi geopolitik dapat menimbulkan ketidakpastian ekonomi global, volatilitas terhadap permintaan dan penawaran yang berdampak pada fluktuasi harga komoditas dan fluktuasi permintaan pelanggan	1. Entitas anak melakukan diversifikasi pasar ekspor serta memperkuat skema kontrak jangka panjang dengan pelanggan utama guna mengurangi eksposur terhadap fluktuasi permintaan, dan menjaga stabilitas pendapatan 2. Untuk menjaga daya saing di tengah volatilitas harga dan keterbatasan pendanaan, entitas anak menerapkan pengendalian biaya yang disiplin melalui optimalisasi perencanaan tambang, peningkatan produktivitas, serta pemanfaatan teknologi dalam proses operasional 3. Perseroan dan entitas anak secara aktif melakukan pemantauan terhadap perkembangan ekonomi regional dan global, termasuk tren harga komoditas, kebijakan perdagangan, serta dinamika geopolitik, sebagai dasar dalam pengambilan keputusan strategis
	Geopolitical instability may create global economic uncertainty and volatility in supply and demand, which may lead to fluctuations in commodity prices and customer demand.	1. Subsidiary diversifies its export markets and strengthens long-term contract schemes with key customers to reduce exposure to demand fluctuations and maintain revenue stability 2. To maintain competitiveness amid price volatility and funding constraints, the subsidiary implements disciplined cost control through the optimization of mine planning, productivity improvements, and the utilization of technology in operational processes 3. The Company and its subsidiaries actively monitor regional and global economic developments, including commodity price trends, trade policies, and geopolitical dynamics, as a basis for strategic decision-making

Iklim atau Cuaca, dan Bencana Alam
Climate or Weather, and Natural Disasters

Pemilik Risiko / Risk Owner

CEO, COO, CFO

Bisnis / Business & **Tren** / Trend

Deskripsi

Perubahan iklim yang ditandai dengan meningkatnya frekuensi dan intensitas cuaca ekstrem, termasuk curah hujan tinggi dan banjir di beberapa area berpotensi memengaruhi kelangsungan dan produktivitas kegiatan usaha Perseroan dan entitas anak.

Pada bisnis pertambangan batu bara, peningkatan curah hujan ekstrem di sejumlah wilayah operasional pertambangan pada 2025 berpotensi menyebabkan gangguan kegiatan pertambangan, serta penurunan tingkat produksi batu bara.

Description

Climate change, characterized by increasing frequency and intensity of extreme weather events, including heavy rainfall and flooding in several areas, has the potential to affect the continuity and productivity of the Company's and its subsidiaries' business activities.

In the coal mining business, increased extreme rainfall in several mining operational areas in 2025 may disrupt mining activities and lead to a decline in coal production levels.

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	Kondisi cuaca ekstrem dapat berdampak pada terganggunya infrastruktur pendukung seperti jalan tambang, jalan angkut, area penumpukan, dan fasilitas pelabuhan, yang pada akhirnya meningkatkan risiko keterlambatan pengiriman dan distribusi batu bara kepada pelanggan	1. Menerapkan pemantauan cuaca secara aktif dengan mengacu pada data dan peringatan dini dari Badan Meteorologi, Klimatologi, dan Geofisika (BMKG) untuk mendukung pengambilan keputusan operasional yang cepat dan responsif 2. Melakukan penyesuaian rencana tambang dan jadwal produksi secara dinamis, termasuk optimalisasi kegiatan pada periode cuaca kering, guna meminimalkan gangguan akibat curah hujan tinggi 3. Mengoptimalkan sistem manajemen air tambang, meningkatkan kapasitas drainase, serta memperkuat infrastruktur kritikal seperti jalan tambang, area penumpukan, dan tanggul pengendali banjir untuk mengurangi risiko genangan dan luapan sungai 4. Menjaga tingkat persediaan batu bara yang memadai sebagai langkah antisipatif terhadap potensi keterlambatan distribusi akibat gangguan cuaca dan logistik
	Extreme weather conditions may adversely affect supporting infrastructure such as mine roads, hauling roads, stockpiles, and port facilities, ultimately increasing the risk of delays in coal delivery and distribution to customers	1. Implementing weather monitoring by referring to data and early warning systems from Meteorology, Climatology, and Geophysical Agency (BMKG) to support timely and responsive operational decision-making 2. Dynamically adjusting mining plans and production schedules, including optimizing activities during dry weather periods, to minimize disruptions caused by heavy rainfall 3. Optimizing mine water management systems, increasing drainage capacity, and strengthening critical infrastructure such as mine roads, stockpiles, and flood-control embankments to reduce the risk of flooding and river overflow 4. Maintaining adequate coal inventory levels as a precautionary measure against potential distribution delays resulting from weather-related and logistical disruptions

Hubungan Komunitas
Community Relationship

Pemilik Risiko / Risk Owner

CEO

Bisnis / Business & **Tren** / Trend



Deskripsi

Risiko hubungan komunitas merupakan risiko yang timbul akibat tidak terkelolanya secara optimal interaksi Perseroan dan/atau entitas anak dengan masyarakat di sekitar wilayah operasional, termasuk yang berkaitan dengan kegiatan bisnis, aspek sosial dan ekonomi, serta isu pemanfaatan lahan. Risiko ini dapat memengaruhi kelancaran pelaksanaan kegiatan usaha, proses perizinan, serta keberlanjutan operasional di berbagai bisnis Perseroan.

Pada bisnis EBT, khususnya pada entitas anak yang bergerak di bidang panas bumi, potensi risiko hubungan komunitas dapat meningkat seiring dengan pembukaan dan pengembangan area proyek. Risiko ini mencakup dinamika persepsi masyarakat terhadap dampak lingkungan dan sosial, kepentingan ekonomi, serta isu pemanfaatan lahan.

Sementara itu, pada bisnis infrastruktur digital dan teknologi, khususnya entitas anak di bidang Penyelenggara Jasa Internet yang secara aktif melakukan perluasan jaringan di wilayah baru, keberhasilan kegiatan operasional sangat bergantung pada terpeliharanya hubungan yang konstruktif dan berkelanjutan dengan masyarakat setempat serta pemangku kepentingan lokal, termasuk perangkat lingkungan.

Description

Community relationship risk refers to the risk arising from sub-optimal management of interactions between the Company and/or its subsidiaries and communities surrounding operational areas, including those related to business activities, social and economic aspects, and land-use issues. This risk may affect the smooth execution of business activities, permitting processes, and operational sustainability across the Company's business.

In the NRE business, particularly in subsidiaries engaged in the geothermal sector, community relationship risks may increase in line with the opening and development of project areas. These risks include dynamic community perceptions regarding environmental and social impacts, economic interests, and land-use issues.

Meanwhile, in the digital infrastructure and technology business, particularly subsidiaries operating as Internet Service Providers (ISP) that are actively expanding networks into new areas, the success of operational activities is highly dependent on the maintenance of constructive and sustainable relationships with local communities and local stakeholders, including neighborhood authorities.

Bisnis Business	**Dampak** Impact	**Mitigasi** Mitigation
	1. Dinamika hubungan dengan masyarakat berpotensi menyebabkan penyesuaian jadwal kegiatan eksplorasi, konstruksi, maupun pembebasan lahan 2. Kebutuhan penanganan hubungan sosial tambahan dapat meningkatkan biaya proyek 3. Pengelolaan hubungan komunitas yang kurang optimal dapat memengaruhi reputasi entitas anak serta tingkat kepercayaan pemangku kepentingan	1. Melaksanakan program komunikasi dan sosialisasi secara berkelanjutan kepada masyarakat sekitar proyek guna meningkatkan pemahaman atas manfaat proyek, potensi dampak, serta komitmen entitas anak terhadap pengelolaan lingkungan dan sosial 2. Melibatkan pemangku kepentingan utama, termasuk masyarakat, pemerintah daerah, tokoh masyarakat, dan instansi terkait lainnya, dalam setiap tahapan pengembangan proyek, khususnya pada proses pembebasan lahan 3. Memperkuat peran tim sosial dan hubungan masyarakat dalam melakukan pemetaan sosial, identifikasi isu secara dini, serta pengelolaan keluhan secara terstruktur
	1. Dynamics in community relations may lead to adjustments to the schedules of exploration, construction, and land acquisition activities 2. Additional requirement on community relationship may increase on the project costs 3. Sub-optimal management of community relations may affect the subsidiaries' reputation and the level of trust among stakeholders	1. Implementing continuous communication and socialization programs with communities surrounding project areas to enhance understanding of project benefits, potential impacts, and the subsidiary's commitment to environmental and social management 2. Engaging key stakeholders, including local communities, local governments, community leaders, and other relevant authorities, at every stage of project development, particularly during the land acquisition process 3. Strengthening the role of social and community relations teams in conducting social mapping, early identification of issues, and structured complaint handling mechanisms

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	1. Potensi dinamika sosial di sekitar wilayah *roll-out* jaringan seiring meningkatnya kegiatan operasional 2. Risiko keterlambatan proses perizinan dan hambatan operasional apabila dukungan masyarakat belum optimal 3. Gangguan terhadap percepatan pembangunan jaringan dan penyediaan layanan kepada pelanggan 1. Potential social dynamics in areas surrounding network roll-outs as operational activities increase 2. Risks of delays in permitting processes and operational constraints if community support is not optimal 3. Disruptions to the pace of network deployment and service delivery to customers	1. Membangun komunikasi yang berkesinambungan dengan pengurus RT/RW serta masyarakat di wilayah *roll-out* 2. Melaksanakan program sosialisasi secara komprehensif guna memperoleh dukungan masyarakat serta memastikan pemenuhan perizinan yang diperlukan bagi kegiatan operasional 1. Establishing continuous communication with local neighborhood and community leaders (RT/RW) as well as residents on the roll-out areas. 2. Implementing comprehensive socialization programs to secure community support and ensure fulfillment of permitting requirements for operational activities

B. RISIKO ORGANISASI
B. ORGANIZATIONAL RISK

Kepatuhan
Compliance

Pemilik Risiko / Risk Owner

CEO, CFO, Hukum & Kepatuhan/ Legal & Compliance

Bisnis / Business & **Tren** / Trend



Deskripsi

Risiko kepatuhan merupakan risiko yang timbul akibat ketidakpatuhan terhadap peraturan perundang-undangan, regulasi sektoral, serta ketentuan kontraktual yang berlaku bagi Perseroan dan entitas anak di seluruh bisnis, termasuk pertambangan, EBT, infrastruktur digital dan teknologi, serta kimia.

Sebagai grup usaha dengan karakteristik kegiatan yang beragam dan tingkat regulasi yang tinggi, Perseroan dan entitas anak beroperasi dalam lingkungan kepatuhan yang kompleks, yang mencakup perizinan usaha, aspek lingkungan dan keselamatan kerja, standar mutu produk, tata kelola teknologi informasi, pelindungan data pribadi, serta pemenuhan kewajiban kontraktual dengan pelanggan, pemasok, dan mitra strategis. Seiring dengan meningkatnya eksposur terhadap kegiatan yang melibatkan pengelolaan data pribadi, khususnya pada bisnis infrastruktur digital dan teknologi, kepatuhan terhadap Undang-Undang Nomor 27 Tahun 2022 tentang Pelindungan Data Pribadi (UU PDP) menjadi semakin signifikan bagi Perseroan dan entitas anak.

Perseroan dan entitas anak secara berkelanjutan melakukan penyesuaian kebijakan, proses dan pengendalian internal sejalan dengan perkembangan penerapan regulasi, termasuk melalui program sosialisasi dan peningkatan kesadaran secara grup, pelatihan kepatuhan, serta pendampingan kepada entitas anak dalam mengadopsi langkah-langkah pelindungan data pribadi. Meskipun demikian, tantangan dalam pemenuhan kewajiban UU PDP secara menyeluruh masih dihadapi, terutama sehubungan dengan belum ditetapkannya peraturan pelaksana yang diharapkan dapat memberikan panduan teknis lebih lanjut, sehingga berpotensi menimbulkan ketidakpastian dalam penerapan dan meningkatkan risiko kepatuhan.

Description

Compliance risk refers to the risk arising from non-compliance with applicable laws and regulations, sector-specific regulations, and contractual obligations applicable to the Company and its subsidiaries across all business, including mining, NRE, digital infrastructure and technology, as well as chemical operations.

As a business group with diverse operations and a high level of regulatory exposure, the Company and its subsidiaries operate within a complex compliance environment. This environment covers business licensing, environmental and occupational safety requirements, product quality standards, information technology governance, personal data protection, as well as compliance with contractual obligations toward customers, suppliers, and strategic partners. As the Company increases its exposure to activities that involve personal data processing, particularly within the digital infrastructure and technology business, compliance with Law No. 27 of 2022 on Personal Data Protection (PDP Law) becomes increasingly significant.

The Company and its subsidiaries carry out continuous adjustments to policies, processes, and internal controls in line with regulatory developments, including group-wide awareness programs, compliance training, and assistance to subsidiaries in adopting personal data protection measures. However, challenges in fully meeting PDP Law obligations remain, particularly due to the absence of implementation regulations that are expected to provide further technical guidance, which may create uncertainty in implementation and increase compliance risk.

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	1. Sanksi hukum dan administratif, denda, dan biaya litigasi akibat ketidakpatuhan terhadap hukum dan regulasi 2. Gangguan operasional dan pembatasan kegiatan usaha 3. Penurunan reputasi dan kepercayaan pemangku kepentingan, termasuk pelanggan dan regulator 1. Legal and administrative sanctions, fines, and legal costs arising from non-compliance with laws and regulations 2. Financial losses and operational disruptions due to contractual claims and business restrictions 3. Reputational damage and loss of stakeholder trust, including customers and regulators	1. Melakukan pemantauan dan evaluasi berkala atas kepatuhan hukum, regulasi, dan kontrak 2. Memperkuat penerapan kepatuhan pelindungan data pribadi sesuai UU PDP, termasuk pemetaan kegiatan pemrosesan data pribadi; identifikasi, penilaian, dan pemetaan risiko pelindungan data; penerapan langkah-langkah mitigasi risiko hingga menerapkan kebijakan dan/atau prosedur yang terkait 3. Perseroan melalui entitas anak juga melakukan penerapan dan/atau pembaruan standar keamanan informasi melalui sertifikasi ISO 27001:2022 sebagai bagian dari penguatan tata kelola keamanan data dan sistem informasi 1. Conducting periodic monitoring and evaluation of compliance with laws, regulations, and contractual obligations 2. Strengthening the implementation of personal data protection compliance in accordance with the PDP Law including mapping personal data processing activities; identifying, assessing, and mapping personal data protection risks; and implementing risk mitigation measures, including the establishment of relevant policies and/or procedures 3. Through its subsidiaries, the Company is also implementing and/or updating information security standards through ISO 27001:2022 certification as part of strengthening data security and information systems governance

Karyawan
Employee

Pemilik Risiko / Risk Owner

CEO, CFO, SDM/ HR

Bisnis / Business & **Tren** / Trend



Deskripsi

Perseroan dan entitas anak memerlukan SDM dengan jumlah yang memadai dan kompetensi yang relevan untuk mendukung pencapaian target Perseroan di semua bisnis, termasuk pertambangan, EBT, infrastruktur digital dan teknologi, serta bisnis kimia.

Seiring dengan akselerasi pertumbuhan pada bisnis infrastruktur digital dan teknologi, khususnya pada entitas anak yang bergerak di bidang penyelenggara jasa internet. Kebutuhan akan SDM yang adaptif, terkoordinasi, dan memiliki kapabilitas teknis maupun komersial yang memadai menjadi semakin strategis. Skala operasional yang terus berkembang, dinamika industri teknologi, serta tuntutan peningkatan kapabilitas secara berkelanjutan menuntut pengelolaan SDM yang terintegrasi lintas fungsi guna memastikan keselarasan strategi, efektivitas operasional, serta pencapaian kinerja yang optimal. Sejalan dengan hal tersebut, pada bisnis perdagangan kimia, ketersediaan SDM yang memadai dan kompeten juga menjadi faktor penting dalam mendukung pencapaian target usaha, penguatan aktivitas operasional, serta rencana pengembangan bisnis entitas anak.

Description

The Company and its subsidiaries require an adequate number of HR with relevant competencies to support the achievement of the Company's targets across all business, including mining, NRE, digital infrastructure and technology, as well as chemicals.

Along with the acceleration of growth in the digital infrastructure and technology business, particularly in subsidiaries operating as internet service providers (ISP). The need for adaptive, well-coordinated HR with strong technical and commercial capabilities has become increasingly strategic. The expanding scale of operations, the rapidly evolving technology industry, and the ongoing demand for capability enhancement require integrated, cross-functional HR management to ensure strategic alignment, operational effectiveness, and optimum performance achievement. In line with this, in the chemical trading business, the availability of adequate and competent HR is also a key factor in supporting the achievement of business targets, strengthening operational activities, and executing the subsidiary's business development plans.

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	1. Penurunan efektivitas pengambilan keputusan operasional dan strategis apabila koordinasi lintas fungsi tidak berjalan optimal 2. Ketidakcukupan jumlah dan kompetensi SDM yang berpotensi menghambat pencapaian target ekspansi, khususnya pada kegiatan penjualan, pengembangan jaringan usaha, dan layanan pelanggan 3. Penurunan produktivitas serta kualitas layanan akibat kesenjangan kompetensi 4. Meningkatnya ketergantungan terhadap pihak ketiga yang dapat menimbulkan risiko terhadap keberlanjutan operasional apabila tidak dikelola secara memadai	1. Penguatan koordinasi dan kolaborasi lintas unit melalui mekanisme komunikasi terstruktur, forum koordinasi rutin, serta penyelarasan target kinerja antar fungsi 2. Evaluasi berkala terhadap kecukupan jumlah dan kompetensi SDM sesuai dengan kebutuhan bisnis dan rencana ekspansi 3. Pelaksanaan rekrutmen secara terarah untuk memenuhi kebutuhan kompetensi strategis, khususnya pada fungsi penjualan, teknis jaringan, dan operasional 4. Penyelenggaraan program pelatihan dan pengembangan kompetensi secara berkelanjutan guna memastikan kesiapan SDM dalam menghadapi dinamika industri dan kebutuhan operasional 5. Pengembangan program *leadership* dan *succession planning* untuk memastikan keberlanjutan kompetensi kunci serta kesiapan talenta internal dalam mengisi posisi strategis
	1. Reduced effectiveness of operational and strategic decision-making if cross-functional coordination is not optimally implemented 2. Insufficient number and competencies of HR that may hinder the achievement of expansion targets, particularly in sales activities, business network development, and customer service 3. Reduced productivity and service quality resulting from competency gaps 4. Increased reliance on third-party service providers, which may pose risks to operational sustainability if not adequately managed.	1. Strengthening cross-unit coordination and collaboration through structured communication mechanisms, regular coordination forums, and alignment of performance targets across functions 2. Conducting periodic evaluations of the adequacy of HR capacity and competencies in line with business needs and expansion plans 3. Implementing targeted recruitment to meet strategic competency requirements, particularly in sales, network engineering, and operational functions 4. Delivering continuous training and competency development programs to ensure workforce readiness in responding to industry dynamics and operational requirements 5. Develop leadership and succession planning programs to ensure continuity of critical competencies and readiness of internal talent to fill strategic positions

Teknologi dan Ancaman Keamanan
Technology and Security Threat

Pemilik Risiko / Risk Owner

CEO, CTO

Bisnis / Business & **Tren** / Trend

Deskripsi

Perkembangan teknologi dan percepatan digitalisasi memberikan peluang pertumbuhan yang signifikan bagi Perseroan dan entitas anak, namun pada saat yang sama meningkatkan eksposur terhadap risiko teknologi dan keamanan siber. Ancaman seperti serangan perangkat perusak, pengelabuan, serta gangguan sistem menjadi semakin kompleks seiring dengan evolusi ekosistem digital dan meningkatnya ketergantungan terhadap infrastruktur teknologi informasi.

Risiko ini menjadi semakin relevan khususnya bagi entitas anak yang bergerak di bisnis infrastruktur digital dan teknologi, khususnya yang mengelola jaringan, pusat data, serta layanan berbasis pelanggan. Skala operasional yang terus berkembang, peningkatan volume data, serta tuntutan ketersediaan layanan yang tinggi menuntut penerapan tata kelola teknologi dan keamanan informasi yang kuat, terintegrasi, dan berkelanjutan guna menjaga keandalan sistem, pelindungan data, serta kepercayaan pemangku kepentingan.

Description

The development of technology and the acceleration of digitalization provide significant growth opportunities for the Company and its subsidiaries, however, at the same time, they increase exposure to technology and cybersecurity risks. Threats such as malware attacks, phishing, and system disruptions have become increasingly complex along with the evolution of the digital ecosystem and the growing reliance on information technology infrastructure.

These risks are becoming increasingly relevant especially for a subsidiary operating in digital infrastructure and technology business, particularly those managing networks, data centers, and customer-based services. The expanding scale of operations, increasing data volumes, and high service availability requirements necessitate the implementation of strong, integrated, and sustainable technology governance and information security practices to safeguard system reliability, data protection, and stakeholder trust.

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	1. Kebocoran data dan akses tidak sah yang dapat mengganggu keamanan dan integritas aset digital 2. Kerugian keuangan, gangguan operasional, dan potensi dampak reputasi akibat insiden siber 3. Penurunan tingkat kepercayaan pelanggan dan mitra usaha terhadap sistem dan layanan Perseroan	1. Penerapan dan penguatan kerangka manajemen keamanan informasi secara menyeluruh yang mencakup sistem, jaringan, aplikasi, serta pelindungan data 2. Penerapan sistem manajemen hak akses serta penguatan mekanisme pemantauan dan respons insiden siber 3. Pemeliharaan sertifikasi keamanan informasi yang relevan (antara lain ISO 27001) serta penyelarasan kebijakan dan prosedur internal dengan standar industri 4. Pelaksanaan program peningkatan kesadaran keamanan siber dan pelatihan berkala bagi karyawan 5. Penguatan pengujian keamanan sistem secara berkala, termasuk *penetration testing* dan *vulnerability assessment*, guna memastikan kesiapan infrastruktur terhadap potensi ancaman
	1. Data breaches and unauthorized access that may compromise the security and integrity of digital assets. 2. Financial losses, operational disruptions, and potential reputational impacts arising from cyber incidents. 3. Declining levels of trust among customers and business partners in the Company's systems and services.	1. Implementing and strengthening a comprehensive information security management framework covering systems, networks, applications, and data protection 2. Deploying access rights management systems and reinforcing cyber incident monitoring and response mechanisms 3. Maintaining relevant information security certifications (including ISO 27001) and aligning internal policies and procedures with industry standards 4. Conducting cybersecurity awareness programs and regular training for employees 5. Strengthening periodic security testing, including penetration testing and vulnerability assessments, to ensure infrastructure readiness against potential threats

C. RISIKO OPERASIONAL
C. OPERATIONAL RISK

Kontraktor dan Pemasok
Contractor and Supplier

Pemilik Risiko / Risk Owner

CEO, CFO, Proyek / Project
Pembelian / Purchasing

Bisnis / Business & **Tren** / Trend

Deskripsi

Risiko kontraktor dan pemasok merupakan risiko yang timbul akibat kinerja yang tidak optimal atau kegagalan kontraktor, pemasok, atau penyedia jasa utama dalam memenuhi kewajiban yang telah disepakati, termasuk dalam aspek kualitas, ketepatan waktu, dan keberlangsungan pelaksanaan kegiatan operasional maupun proyek.

Pada bisnis Infrastruktur Digital & Teknologi khususnya pada entitas anak yang bergerak di bidang Penyelenggara Jasa Internet, kinerja kontraktor dalam pelaksanaan *roll-out* berperan penting dalam menjaga kualitas layanan, ketepatan waktu penerapan, dan efisiensi biaya proyek. Sementara itu, pada entitas anak yang bergerak di bidang Pusat Data, yang saat ini tengah melaksanakan pembangunan fasilitas pusat data yang bersifat strategis, kinerja kontraktor juga berperan penting dalam ketepatan waktu, kualitas dan biaya pembangunan telah sesuai dengan rencana.

Sementara itu, pada bisnis kimia, ketersediaan dan kelancaran pasokan bahan baku dari pemasok utama, baik dari dalam maupun luar negeri merupakan hal yang penting. Ketergantungan terhadap pemasok tertentu dapat menimbulkan risiko apabila terjadi gangguan rantai pasok.

Description

Contractor and supplier risk refers to the risk arising from suboptimal performance or failure of contractors, suppliers, or key service providers to fulfill agreed obligations, including in terms of quality, timeliness, and continuity of operational activities or project execution.

In the Digital Infrastructure and Technology business, particularly subsidiary operating in the Internet Service Provider (ISP) sector, contractor performance in roll-out activities plays a critical role in maintaining service quality, timely implementation, and project cost efficiency. Meanwhile, at a subsidiary operating in the Data Center sector that is currently undertaking the development of strategic data center facilities, contractor performance is critical to ensuring that construction timelines, quality standards, and development costs remain aligned with planned objectives.

Meanwhile, in the chemicals business, the availability and continuity of raw material supply from key suppliers, both domestic and international, are critical. Reliance on specific suppliers may give rise to risks in the event of supply chain disruptions.

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	Kinerja kontraktor yang tidak optimal dalam pelaksanaan proyek di bisnis infrastruktur digital dan teknologi, baik pada kegiatan *roll-out* maupun pembangunan fasilitas pusat data, dapat memengaruhi kualitas layanan, ketepatan waktu penyelesaian proyek, serta efisiensi biaya. Kondisi tersebut berpotensi berdampak pada keterlambatan pencapaian target operasional, peningkatan biaya proyek, serta penurunan tingkat kepuasan pelanggan dan mitra usaha Suboptimal contractor performance in the execution of projects within the digital infrastructure & technology business, including roll-out activities and the development of facilities, may affect service quality, project completion timelines, and cost efficiency. Such conditions may result in delays in achieving operational targets, increased project costs, and reduced levels of customer and business partner satisfaction	Entitas anak menerapkan proses uji kelayakan yang ketat terhadap kontraktor sebelum kerja sama, memperkuat pengawasan dan koordinasi selama pelaksanaan proyek *roll-out* dan pembangunan pusat data, serta menerapkan mekanisme pengendalian kualitas pada setiap tahapan proyek. Selain itu, evaluasi kinerja kontraktor dilakukan secara berkala untuk memastikan kesesuaian pelaksanaan dengan perencanaan, standar teknis, dan target yang telah ditetapkan. The subsidiary is implementing rigorous due diligence processes in the selection of contractors prior to engagement, strengthening supervision and coordination during roll-out and data center development activities, and applying quality control mechanisms at each stage of the project. In addition, contractor performance is evaluated periodically to ensure alignment with project plans, technical standards, and established targets.
	Keterlambatan atau terhentinya pasokan dapat mengganggu kelancaran produksi, kegiatan perdagangan, serta keterlambatan pengiriman produk kepada pelanggan Delays or disruptions in supply may disrupt production processes, trading activities, and the timely delivery of products to customers	1. Melakukan diversifikasi sumber pemasok, guna mengurangi ketergantungan/ konsentrasi pasokan dari satu pemasok 2. Menjalin hubungan kerja sama jangka panjang dengan para pemasok utama guna memastikan kontinuitas pasokan dan menjadi prioritas utama dalam kondisi pasar yang ketat 3. Melakukan perencanaan kebutuhan bahan baku secara berkala dan membuat proyeksi stok operasional termasuk penyediaan *buffer stock* 4. Secara aktif melakukan pemantauan atas perkembangan kebijakan, kondisi geopolitik, serta faktor makro lainnya 1. Diversifying supplier sources to reduce dependency and/or concentration of supply from a single supplier 2. Establishing long-term partnerships with key suppliers to ensure supply continuity and to secure priority status during tight market conditions 3. Conducting periodic raw material requirement planning and preparing operational stock projections, including the provision of buffer stock 4. Actively monitoring policy developments, geopolitical conditions, and other macroeconomic factors

Penjualan dan Strategi
Sales and Strategy

Pemilik Risiko / Risk Owner

CEO, COO, Penjualan / Sales

Bisnis / Business & **Tren** / Trend

Deskripsi

Risiko penjualan dan strategi merupakan risiko yang timbul akibat ketidaksesuaian dalam strategi penjualan untuk menghadapi tingginya intensitas persaingan usaha dengan perusahaan lainnya, termasuk ketidaktepatan *positioning* pasar, keterbatasan penetrasi pasar, atau tingginya ketergantungan pada segmen atau pelanggan tertentu.

Risiko ini relevan seiring dengan strategi pertumbuhan dan investasi oleh Perseroan dan entitas anak khususnya pada bisnis infrastruktur digital & teknologi. Dalam konteks tersebut, entitas anak yang bergerak di bidang penyelenggara jasa internet yang tengah mengembangkan layanan *Fixed Wireless Access (FWA)*, maupun entitas anak yang bergerak di bidang pusat data saat ini tengah melaksanakan program ekspansi melalui pembangunan fasilitas pusat data. Dalam rangka mendukung keberhasilan strategi tersebut, pencapaian kinerja penjualan yang optimal, diversifikasi basis pelanggan, serta perluasan cakupan pasar menjadi faktor penting bagi entitas anak.

Description

Sales and strategy risk refers to the risk arising from misalignment in sales strategies to handle the high intensity of business competition with other companies, including inappropriate market positioning, limited market penetration, or a high degree of dependence on specific customer segments or individual customers.

This risk is particularly relevant in line with the growth and investment strategies of the Company and its subsidiaries, especially within the digital infrastructure and technology business. In this context, the subsidiary operating as an Internet Service Provider (ISP) is developing Fixed Wireless Access (FWA) services, while the subsidiary engaged in the Data Center sector is implementing expansion programs through the development of data center facilities. To support the success of these strategies, the achievement of optimal sales performance, diversification of the customer base, and expansion of market coverage remain critical factors for the subsidiaries.

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	Ketidaktepatan strategi penjualan dan pemasaran dapat menurunkan daya saing usaha, menghambat pencapaian target pendapatan, serta berpotensi memengaruhi hasil investasi yang dapat berdampak pada kinerja keuangan dan pertumbuhan usaha Perseroan dan entitas anak	Perseroan dan entitas anak secara berkala melakukan evaluasi terhadap kinerja dan strateginya serta memfasilitasi proses konsultatif dan penelaahan yang kritis atas kegiatan penjualan, pemasaran, dan investasi yang dijalankan. Evaluasi tersebut dilakukan dengan mempertimbangkan kondisi pasar, capaian kinerja bisnis, serta analisis risiko dan kelayakan investasi, guna memastikan pengambilan keputusan yang terukur dan berorientasi pada keberlanjutan jangka panjang.
	Misalignment in sales and marketing strategies may weaken business competitiveness, hinder the achievement of revenue targets, and adversely affect investment returns, which in turn may impact the financial performance and business growth of the Company and its subsidiaries	The Company and its subsidiaries regularly evaluate their performance and strategies and facilitate consultative processes and critical reviews of ongoing sales, marketing, and investment activities. These evaluations take into account market conditions, business performance achievements, as well as risk analysis and investment feasibility, to ensure that decision-making is measured and oriented toward long-term sustainability.

Ketersediaan Lahan
Land Availability

Pemilik Risiko / Risk Owner

CEO, COO, Hukum & Kepatuhan / Legal & Compliance

Bisnis / Business & **Tren** / Trend

N/A N/A

Deskripsi

Risiko ketersediaan lahan merupakan risiko yang timbul akibat ketidakpastian dalam proses pembebasan lahan untuk mendukung kegiatan operasional dan pengembangan fasilitas Perseroan dan entitas anak, khususnya yang bergerak di bisnis pertambangan dan EBT. Risiko ini dapat dipengaruhi oleh faktor legal, tata ruang, perizinan, status kepemilikan lahan, serta meningkatnya persaingan pemanfaatan lahan, yang berpotensi memengaruhi ekspansi usaha, pengembangan infrastruktur, dan keberlanjutan operasional.

Pada entitas anak yang bergerak di bisnis EBT, khususnya di bidang panas bumi, risiko ini dapat menjadi semakin signifikan seiring adanya dinamika dalam proses pembebasan lahan, perbedaan pandangan terkait aspek lingkungan dan sosial, serta kompleksitas status kepemilikan lahan, yang dapat memengaruhi kepastian dan kelancaran pelaksanaan proyek.

Description

Land availability risk refers to the risk arising from uncertainty in the land acquisition process to support the operational activities and facility development of the Company and its subsidiaries, particularly those operating in the mining and NRE business. This risk may be influenced by legal factors, spatial planning, permitting processes, land ownership status, and increasing competition for land use, which could potentially affect business expansion, infrastructure development, and operational sustainability.

For subsidiaries engaged in NRE business, particularly in the geothermal sector, this risk may become increasingly significant due to dynamics in land acquisition processes, differing perspectives on environmental and social aspects, and the complexity of land ownership status, all of which may affect the certainty and smooth implementation of projects.

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	Hambatan dalam pembebasan lahan berpotensi menunda tahapan eksplorasi, konstruksi, dan pencapaian proyek serta berpengaruh terhadap peningkatan biaya dan kelayakan ekonomi proyek	1. Melakukan perencanaan pembebasan lahan secara terstruktur melalui survei lapangan, pengukuran teknis, serta pemetaan status kepemilikan dan penggunaan lahan 2. Memastikan seluruh aspek legal dan administrasi terpenuhi, termasuk validasi dokumen kepemilikan, kesesuaian tata ruang, perizinan, serta kepatuhan terhadap regulasi yang berlaku 3. Melakukan koordinasi intensif dengan instansi pemerintah terkait, notaris, aparat pertanahan, serta tim internal lintas fungsi untuk mempercepat proses administrasi dan memastikan konsistensi pelaksanaan di lapangan 4. Melakukan pengawasan terhadap realisasi pembebasan lahan melalui pemantauan progres secara berkala

	Delays or obstacles in land acquisition may potentially postpone exploration, construction, and project completion phases, as well as affect cost increases and the overall economic feasibility of projects	1. Conducting structured land acquisition planning through field surveys, technical measurements, and mapping of land ownership status and land use 2. Ensuring that all legal and administrative aspects are fulfilled, including validation of ownership documents, compliance with spatial planning, licensing, and adherence to applicable regulations 3. Maintaining intensive coordination with relevant government agencies, notaries, land authorities, and cross-functional internal teams to accelerate administrative processes and ensure consistent implementation on the ground 4. Supervising land acquisition realization through periodic progress monitoring

Biaya Produksi, Kapasitas Produksi dan Material Kritis

Production Cost, Production Capacity and Critical Material

Pemilik Risiko / Risk Owner

CEO, CFO, Pembelian / Purchasing

Bisnis / Business & **Tren** / Trend

Deskripsi

Risiko biaya produksi, kapasitas produksi, dan material kritis berkaitan dengan potensi peningkatan biaya, keterbatasan bahan baku strategis sehingga dapat memengaruhi profitabilitas Perseroan dan entitas anak. Risiko ini penting karena kenaikan biaya atau gangguan pasokan dapat menekan margin keuntungan, mengganggu perencanaan keuangan dan operasional, serta memengaruhi daya saing bisnis apabila tidak dikelola secara efektif.

Pada entitas anak yang bergerak di bisnis kimia, risiko ini sangat dipengaruhi oleh ketergantungan terhadap pemasok tertentu, keterbatasan jumlah pemasok untuk beberapa komoditas utama, serta volatilitas harga global yang berpotensi memengaruhi kontinuitas pasokan dan kapasitas produksi.

Description

Production cost, production capacity, and critical material risk relate to potential increases in costs and limitations in the availability of strategic raw materials, which may affect the profitability of the Company and its subsidiaries. This risk is significant as cost increases or supply disruptions may put pressure on profit margins, disrupt financial and operational planning, and weaken business competitiveness if not managed effectively.

For subsidiaries operating in the chemical business, this risk is strongly influenced by dependence on certain suppliers, the limited number of suppliers for key commodities, and global price volatility, which may affect supply continuity and production capacity.

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	1. Penurunan volume transaksi akibat risiko material kritis dapat berdampak pada penurunan potensi pendapatan 2. Ketidakmampuan dalam memenuhi volume dan spesifikasi kontrak perdagangan yang telah disepakati dapat menimbulkan penalti kontraktual 3. Keterbatasan dalam merespons kebutuhan pasar atas produk tertentu dapat menurunkan daya saing dibandingkan pelaku usaha sejenis 1. A decline in transaction volumes resulting from critical material risks may reduce potential revenue 2. Failure to meet agreed trading contract volumes and specifications may lead to contractual penalties 3. Limited ability to respond to market demand for certain products may weaken competitiveness compared to industry peers	1. Mengembangkan basis pemasok alternatif secara bertahap serta menjalin kerja sama jangka menengah dan panjang dengan pemasok utama guna memastikan kontinuitas pasokan 2. Menetapkan persediaan minimum (*safety stock*) untuk mengantisipasi potensi gangguan pasokan dan volatilitas harga 3. Melakukan pemantauan secara berkala terhadap kondisi pasar, rantai pasok, dan risiko geopolitik yang berpotensi memengaruhi ketersediaan material kritis 1. Gradually developing alternative supplier bases and establishing medium- to long-term partnerships with key suppliers to ensure supply continuity 2. Establishing minimum inventory levels (safety stock) to mitigate potential supply disruptions and price volatility 3. Conducting periodic monitoring of market conditions, supply chains, and geopolitical risks that may affect the availability of critical materials

Kualitas Produk dan Jasa
Product and Service Quality

Pemilik Risiko / Risk Owner

CEO, CMO, COO

Bisnis / Business & **Tren** / Trend

Deskripsi

Risiko kualitas produk dan layanan merupakan risiko yang timbul ketika Perseroan dan/atau entitas anak tidak mampu secara konsisten memenuhi standar kualitas yang ditetapkan maupun ekspektasi pelanggan dalam penyediaan produk dan layanan.

Perseroan berkomitmen untuk menjaga kualitas produk dan layanan di seluruh bisnis melalui penerapan standar operasional, pemantauan kinerja, serta perbaikan berkelanjutan guna mempertahankan kepercayaan pelanggan dan pemangku kepentingan.

Pada bisnis infrastruktur digital & teknologi, khususnya entitas anak yang bergerak di bidang Penyelenggara Jasa Internet, risiko ini menjadi lebih signifikan seiring dengan besarnya basis pelanggan serta tingginya ekspektasi terhadap stabilitas jaringan, kecepatan layanan, dan respons yang cepat dalam penanganan gangguan maupun keluhan. Kompleksitas operasional dan perluasan jaringan yang berkelanjutan turut meningkatkan kebutuhan akan pengelolaan kualitas layanan yang konsisten dan terintegrasi.

Description

Product and service quality risk refers to the risk that the Company and/or its subsidiaries may not be able to consistently meet established quality standards or customer expectations in the delivery of products and services.

The Company is committed to maintaining product and service quality across all businesses through the implementation of operational standards, performance monitoring, and continuous improvement to preserve the trust of customers and stakeholders.

In the digital infrastructure and technology business, particularly subsidiaries operating as Internet Service Providers (ISP), this risk becomes more significant due to a large customer base and high expectations for network stability, service speed, and prompt responses in handling service disruptions and complaints. Operational complexity and ongoing network expansion further heighten the need for consistent and integrated service quality management.

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	1. Peningkatan jumlah keluhan pelanggan serta potensi penurunan tingkat kepuasan pelanggan 2. Menurunnya reputasi yang dapat memengaruhi kepercayaan pasar dan loyalitas pelanggan 3. Meningkatnya potensi kehilangan pelanggan akibat tidak terjaganya kualitas layanan secara optimal 4. Peningkatan beban operasional akibat kebutuhan penanganan gangguan dan keluhan yang lebih intensif	1. Mengembangkan dan menerapkan *platform* layanan pelanggan terintegrasi untuk mengonsolidasikan pengelolaan keluhan dari berbagai kanal komunikasi serta meningkatkan efisiensi penanganan gangguan 2. Melakukan pemantauan kapasitas dan pola trafik layanan secara berkala guna memastikan ketersediaan sumber daya yang memadai pada periode permintaan tinggi 3. Memperkuat mekanisme pengendalian kualitas layanan melalui pemantauan indikator kinerja utama, evaluasi berkala, serta perbaikan proses secara berkelanjutan
	1. An increase in customer complaints and potential declines in customer satisfaction levels 2. Reputational decline that may affect market confidence and customer loyalty 3. Potential customer loss due to the inability to maintain optimal service quality 4. Increased operational burdens arising from more intensive handling of service disruptions and complaints	1. Developing and implementing integrated customer service platforms to consolidate complaint management across multiple communication channels and improve the efficiency of service recovery processes 2. Conducting regular monitoring of service capacity and traffic patterns to ensure adequate resource availability during peak demand periods 3. Strengthening service quality control mechanisms through monitoring key performance indicators, periodic evaluations, and continuous process improvements

Proyek
Project

Pemilik Risiko / Risk Owner

CEO, CFO, COO, Proyek / Project

Bisnis / Business & **Tren** / Trend



Deskripsi

Risiko Proyek merupakan risiko yang timbul akibat ketidaktercapaian penyelesaian proyek strategis (non-rutin) sesuai dengan anggaran biaya, jadwal yang direncanakan, serta standar kualitas yang ditetapkan oleh Perseroan dan/atau entitas anak.

Risiko ini relevan mengingat pada bisnis Infrastruktur Digital & Teknologi, entitas anak yang bergerak di bidang penyelenggara jasa internet tengah melaksanakan peningkatan aktivitas *roll-out* yang masif, serta entitas anak di bidang pusat data sedang menjalankan pembangunan fasilitas pusat data. Proyek-proyek tersebut memiliki tingkat kompleksitas yang tinggi, memerlukan koordinasi lintas fungsi, baik secara internal di Perseroan dan entitas anak, maupun pengelolaan kontraktor dan pemasok secara disiplin guna meminimalkan potensi keterlambatan, pembengkakan biaya, dan penurunan kualitas hasil proyek.

Entitas anak di bisnis EBT, telah melakukan ekspansi pengembangan aset panas bumi dengan estimasi potensi kapasitas awal sekitar 440 MW yang tersebar di enam wilayah prospektif. Sejalan dengan pengembangan yang dilakukan maka turut meningkatkan paparan potensi risiko yang akan dihadapi, yang mana risiko tersebut dapat memengaruhi kelancaran kegiatan proyek, pencapaian jadwal proyek, efisiensi biaya, serta keberhasilan proyek dalam memenuhi target teknis dan komersial yang telah ditetapkan.

Description

Project Risk refers to the risk arising from the failure to complete strategic (non-routine) projects in accordance with the budgeted costs, planned schedules, and quality standards established by the Company and/or its subsidiaries.

This risk is relevant given that, within the Digital Infrastructure & Technology business, subsidiaries operating as Internet Service Providers are undertaking massive roll-out activities, while subsidiaries in the Data Center sector are developing data center facilities. These projects involve a high level of complexity and require cross-functional coordination within the Company and its subsidiaries, as well as disciplined management of contractors and suppliers in order to minimize the potential for delays, cost overruns, and deterioration in project quality.

The Company's subsidiary in the NRE business has expanded the development of geothermal assets with an estimated initial potential capacity of approximately 440 MW across six prospective areas. In line with this expansion, the Company is also exposed to increased potential risks, which may affect project execution, achievement of project timelines, cost efficiency, and the success of the project in meeting the predetermined technical and commercial targets.

Bisnis Business	**Dampak** Impact	**Mitigasi** Mitigation
	Pengembangan beberapa proyek panas bumi berpotensi memperbesar risiko dan ketidakpastian yang dapat berdampak pada keterlambatan jadwal pengembangan, peningkatan belanja modal, penurunan kapasitas produksi yang dapat direalisasikan, serta tingkat pengembalian investasi, dan kinerja keuangan	1. Menyusun rencana proyek secara komprehensif, termasuk pemetaan risiko teknis, sosial, dan operasional, serta penerapan pengawasan proyek yang disiplin 2. Memperkuat fungsi dan tim percepatan proyek dengan keahlian teknis yang disesuaikan dengan kebutuhan 3. Melakukan kajian *Geology, Geophysics, Geochemistry (3G)* secara mendalam untuk meningkatkan tingkat kepastian cadangan dan meminimalkan risiko kegagalan teknis 4. Menerapkan seleksi kontraktor termasuk kontraktual yang mengatur hak, tanggung jawab serta batasan yang jelas. 5. Melakukan pemantauan dan evaluasi kinerja proyek secara berkala, serta penguatan tata kelola proyek untuk memastikan kesesuaian dengan target pengembangan dan proyeksi keuangan Perseroan
	The development of several geothermal projects may increase risks and uncertainties, which could result in delays in development schedules, higher capital expenditures, reduced realizable production capacity, as well as lower returns on investment and financial performance	1. Preparing comprehensive project plans, including the identification of technical, social, and operational risks, as well as the implementation of disciplined project oversight 2. Strengthening dedicated project acceleration functions and teams with technical expertise aligned with project requirements 3. Conducting in-depth Geology, Geophysics, and Geochemistry (3G) studies to improve reserve certainty and minimize the risk of technical failure 4. Implementing contractor selection processes, including contractual arrangements that clearly define rights, responsibilities, and limitations 5. Conducting periodic monitoring and evaluation of project performance, as well as strengthening project governance to ensure alignment with development targets and the Company's financial projections

Bisnis Business	Dampak Impact	Mitigasi Mitigation
	Proyek *roll-out*: Keterlambatan dalam penyelesaian pekerjaan proyek dapat berdampak pada peningkatan biaya, keterlambatan operasional, keterlambatan realisasi rencana strategis dan kegagalan ekspansi pasar	**Proyek *roll-out:*** 1. Mengoptimalkan perencanaan proyek dengan pemetaan area *roll-out* yang terperinci 2. Membangun komunikasi aktif dan hubungan yang baik dengan masyarakat lokal dan pemerintah daerah 3. Memastikan kesiapan logistik dan sumber daya manusia melalui pelatihan dan alokasi yang efektif. 4. Memperkuat tim manajemen proyek yang andal 5. Menunjuk kontraktor dan/atau pemasok dengan reputasi baik yang memiliki kemampuan untuk memenuhi target kerja secara profesional 6. Menambahkan klausul penalti dalam kontrak kerja sebagai bentuk pengendalian atas kinerja kontraktor 7. Melakukan pemantauan harian terhadap aktivitas *roll-out* guna memastikan pencapaian target sesuai dengan rencana 8. Melakukan praktik PDCA *(Plan-Do-Check-Act)* guna memastikan kualitas pada setiap proyek yang berjalan tetap sesuai dengan target yang ditetapkan oleh manajemen
	Proyek Pusat Data: 1. Pembengkakan biaya, peningkatan kebutuhan investasi, serta keterlambatan operasional akibat ketidaksiapan fasilitas pusat data 2. Risiko penurunan kualitas layanan apabila spesifikasi teknis dan standar pembangunan tidak terpenuhi	**Proyek Pusat Data:** Melakukan pengawasan proyek secara menyeluruh dan berkelanjutan, termasuk melibatkan pihak independen untuk pemeriksaan kualitas, guna memastikan ketepatan jadwal, pengendalian biaya, dan pemenuhan standar kualitas pembangunan
	Roll-out Project: Delays in project completion may result in increased costs, operational delays, delays in the execution of strategic plans, and failure to achieve market expansion objectives	**Roll-out Project:** 1. Optimizing project planning with detailed mapping of roll-out area 2. Establishing active communication and strong relationships with local communities and regional governments 3. Ensuring logistical and human resource readiness through effective training and allocation 4. Strengthening a reliable project management team 5. Appointing contractors and/or suppliers with good reputations and proven capabilities to meet work targets professionally 6. Adding penalty clauses in the work contracts as a measure to control the contractor's performance 7. Conducting daily monitoring of roll-out activities to ensure target achievement aligns with the plan 8. Implementing PDCA (Plan-Do-Check-Act) practices to ensure the quality of ongoing projects meets the targets set by management
	Data Center Project: 1. Cost overruns, increased investment requirements, and delays in achieving operational readiness due to insufficient preparedness of data center facilities 2. Risks of service quality deterioration if technical specifications and construction standards are not properly met	**Data Center Project:** Implementing comprehensive and continuous project oversight, including the engagement of independent parties for quality inspections, to ensure schedule adherence, cost control, and compliance with construction quality standards

Sekretaris Perusahaan
Corporate Secretary

Sekretaris Perusahaan merupakan individu atau pihak yang ditunjuk untuk menjalankan fungsi kesekretariatan perusahaan, baik sebagai pejabat perseorangan maupun sebagai penanggung jawab unit kerja yang memiliki fungsi tersebut.

Sekretaris Perusahaan memiliki peran strategis dan multidimensional dalam mendukung keberlanjutan dan integritas operasional Perseroan. Sebagai penghubung antara Perseroan dengan pemangku kepentingan eksternal, Sekretaris Perusahaan berperan dalam menjaga transparansi, akuntabilitas, dan reputasi perusahaan. Di sisi internal, Sekretaris Perusahaan berperan dalam memastikan terjalinnya komunikasi yang efektif dan koordinasi yang sinergis antarorgan Perseroan dan mendukung kepatuhan Perseroan terhadap ketentuan peraturan perundang-undangan yang berlaku dan penerapan prinsip-prinsip GCG di Perseroan.

Pengangkatan dan pemberhentian Sekretaris Perusahaan dilakukan berdasarkan keputusan Direksi. Sekretaris Perusahaan bertanggung jawab langsung kepada Direksi dalam pelaksanaan tugas dan fungsinya.

Piagam Sekretaris Perusahaan

Dalam melaksanakan tugas dan tanggung jawabnya, Sekretaris Perusahaan berpedoman kepada Piagam Sekretaris Perusahaan yang telah disahkan oleh Direksi pada tanggal 14 Agustus 2017. Piagam Sekretaris Perusahaan ini disusun sebagai landasan kerja Sekretaris Perusahaan yang komprehensif, sekaligus menegaskan komitmen Perseroan terhadap standar governansi korporat yang tinggi. Piagam Sekretaris Perusahaan ini dibuat dengan berlandaskan pada Peraturan OJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik.

Piagam Sekretaris Perusahaan memuat hal-hal sebagai berikut:
- Landasan Hukum
- Nilai dan Etika
- Kriteria
- Pengangkatan dan Pemberhentian
- Fungsi, Tugas, dan Tanggung Jawab
- Pengembangan
- Pelaporan
- Larangan

Dengan berpedoman pada Piagam Sekretaris Perusahaan, Sekretaris Perusahaan diharapkan menjalankan seluruh tugas dan tanggung jawabnya secara efisien, transparan, akuntabel, serta independen, sesuai dengan ketentuan peraturan perundang-undangan yang berlaku serta prinsip-prinsip GCG.

Piagam Sekretaris Perusahaan telah dipublikasikan melalui situs web resmi Perseroan dan akan ditinjau serta disempurnakan secara berkala sesuai perkembangan peraturan yang berlaku dan kebutuhan Perseroan.

The Corporate Secretary is an individual or party appointed to perform the company's secretarial functions, either as an individual officer or as the person in charge of a work unit with that function.

The Corporate Secretary plays a strategic and multidimensional role in supporting the sustainability and operational integrity of the Company. As a liaison between the Company and external stakeholders, the Corporate Secretary plays a role in maintaining transparency, accountability, and the company's reputation. Internally, the Corporate Secretary ensures effective communication and synergistic coordination among the Company's organs, and supports the Company's compliance with prevailing laws and regulations as well as the implementation of GCG principles within the Company.

The appointment and dismissal of the Corporate Secretary are based on the decision of the Board of Directors. The Corporate Secretary reports directly to the Board of Directors in carrying out their duties and functions.

Charter of Corporate Secretary

In carrying out its duties and responsibilities, the Corporate Secretary is guided by the Charter of Corporate Secretary, which was approved by the Board of Directors on August 14, 2017. This Charter of Corporate Secretary is prepared as a comprehensive working basis for the Company Secretary, while also affirming the Company's commitment to high standards of corporate governance. This Charter of Corporate Secretary was prepared based on OJK Regulation No. 35/POJK.04/2014 on Corporate Secretary of Issuers or Public Companies.

The Charter of Corporate Secretary covers the following items:
- Legal Basis
- Values and Ethics
- Criteria
- Appointment and Dismissal
- Duties, Authorities, and Responsibilities
- Development
- Reporting
- Prohibitions

According to the Charter of Corporate Secretary, the Corporate Secretary is expected to carry out all duties and responsibilities in an efficient, transparent, accountable, and independent manner, by prevailing laws and regulations as well as the principles of GCG.

The Charter of Corporate Secretary has been published on the Company's official website and will be periodically reviewed and updated as necessary in line with regulatory developments and the Company's needs.

Tugas dan Tanggung Jawab Sekretaris Perusahaan

Tugas dan tanggung jawab Sekretaris Perusahaan diatur dalam Piagam Sekretaris Perusahaan.

a. melaksanakan tugas dan peran sebagai penghubung antara Perseroan dengan pemangku kepentingan terutama pemegang saham, otoritas pasar modal, dan masyarakat, sesuai dengan peraturan perundang-undangan yang berlaku sehingga dapat meningkatkan pelayanan Perseroan kepada pemangku kepentingan dalam kaitannya dengan Perseroan.
b. memastikan dan memberikan masukan bahwa tindakan-tindakan yang dilakukan Perseroan, termasuk seluruh jajaran Direksi dan Dewan Komisaris, adalah sesuai dengan Anggaran Dasar Perseroan, nilai Perseroan, peraturan perundang-undangan yang relevan, serta pedoman tata kelola perusahaan yang baik. [ACGS E.3.7.]
c. menjaga keseimbangan hak dan kewajiban antara pemegang saham, Direksi, Dewan Komisaris, dan pemangku kepentingan lainnya untuk mencapai tujuan Perseroan. [ACGS E.3.7.]
d. mengikuti perkembangan pasar modal khususnya peraturan perundang-undangan yang berlaku di bidang pasar modal dan menyampaikan perkembangan tersebut kepada Direksi dan Dewan Komisaris. [ACGS E.3.7.]
e. mengelola daftar pemegang saham dengan bekerja sama dengan Biro Administrasi Efek Perseroan.
f. membantu Direksi dan Dewan Komisaris dalam pelaksanaan tata kelola perusahaan yang meliputi: [ACGS E.3.7.]
   i. pembuatan dan penyampaian keterbukaan informasi terkait kegiatan usaha Perseroan, aksi korporasi, transaksi material, atau transaksi afiliasi kepada publik dan otoritas pasar modal, termasuk ketersediaan informasi pada situs Perseroan.
   ii. penyampaian laporan keuangan dan laporan tahunan kepada Otoritas Jasa Keuangan dan Bursa Efek Indonesia secara tepat waktu.
   iii. penyelenggaraan dan dokumentasi RUPS dan paparan publik sesuai dengan peraturan yang berlaku di bidang pasar modal.
   iv. penyelenggaraan dan dokumentasi rapat Direksi dan Dewan Komisaris.
   v. pelaksanaan program orientasi perusahaan bagi anggota baru Direksi dan/atau Dewan Komisaris.

Duties and Responsibilities of the Corporate Secretary

The duties and responsibilities of the Corporate Secretary are stipulated in the Charter of the Corporate Secretary.

a. managing the duties and roles as a liaison between the Company and stakeholders, especially shareholders, capital market authorities, and the community, by prevailing laws and regulations to enhance the Company's services to stakeholders in relation to the Company.
b. ensuring that actions taken by the Company, including all members of the Board of Directors and the Board of Commissioners, are consistent with the Company's Articles of Association, the Company's values, relevant rules and regulations, and good corporate governance guidelines. [ACGS E.3.7.]
c. maintaining the balance of rights and obligations between shareholders, the Board of Directors, the Board of Commissioners, and other stakeholders to achieve the Company's objectives. [ACGS E.3.7.]
d. monitoring the development of the capital market, particularly in relation to capital market laws and regulations and advising such developments to the Board of Directors and the Board of Commissioners. [ACGS E.3.7.]
e. managing the register of shareholders, in collaboration with the Company's Share Registrar.
f. assisting the Board of Directors and the Board of Commissioners in implementing good corporate governance, which includes: [ACGS E.3.7.]
   i. disclosure of the relevant information regarding the Company's business, corporate actions, material transactions, or affiliated transactions to the public and capital market authority, including the availability of information on the Company's website.
   ii. submission of financial statements and annual report to Indonesia Financial Services Authority and Indonesia Stock Exchange in timely manner.
   iii. organizing and documenting the GMS and the public expose in accordance with applicable regulations in the capital market.
   iv. organizing and documenting the meetings of the Board of Directors and the Board of Commissioners.
   v. organizing corporate orientation programs for the new members of the Board of Directors and/or the Board of Commissioners.

Profil Sekretaris Perusahaan

Profile of the Corporate Secretary



Susan Chandra
Sekretaris Perusahaan
Corporate Secretary

Ibu Susan Chandra, Warga Negara Indonesia, berusia 52 tahun, berdomisili di Jakarta. Beliau diangkat sebagai Sekretaris Perusahaan pada tanggal 3 Februari 2017, berdasarkan Surat Keputusan Direksi Perseroan tanggal 26 Januari 2017. Beliau tidak merangkap jabatan apa pun di perusahaan publik lainnya.

Beliau meraih gelar Sarjana Ilmu Administrasi Niaga dari Universitas Katolik Indonesia Atma Jaya, Jakarta, pada tahun 1996. Beliau telah menyelesaikan seluruh program pendidikan dasar profesi sekretaris perusahaan yang diselenggarakan oleh Indonesian Corporate Secretary Association (ICSA) pada tahun 2022 dan memenuhi pendidikan berkelanjutan ICSA.

Mrs. Susan Chandra, an Indonesian citizen, 52 years old, domiciled in Jakarta. She was appointed as Corporate Secretary on February 3, 2017, based on the Circular Resolution of the Board of Directors of the Company dated January 26, 2017. She does not hold any concurrent positions in other public companies.

She received her bachelor's degree in business administration from Universitas Katolik Indonesia Atma Jaya, Jakarta, in 1996. She completed all basic education programs for the corporate secretary profession organized by the Indonesian Corporate Secretary Association (ICSA) in 2022 and met ICSA's continuing professional education requirements.

Sebelum bergabung dengan Perseroan, beliau bekerja di PT Bank Modern Tbk, PT Harita Kencana Securities, PT Deloitte Konsultan Indonesia, dan PT Golden Energy Mines Tbk.

Beliau tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, anggota Direksi, Pemegang Saham Pengendali, ataupun Pemegang Saham Utama Perseroan.

Before joining the Company, she previously worked at PT Bank Modern Tbk, PT Harita Kencana Securities, PT Deloitte Konsultan Indonesia, and PT Golden Energy Mines Tbk.

She is not affiliated with any member of the Board of Commissioners, any member of the Board of Directors, the Controlling Shareholder, or the Main Shareholder of the Company.

Kriteria Pengangkatan Sekretaris Perusahaan

Perseroan menetapkan persyaratan umum bagi orang perorangan untuk dapat menjabat sebagai Sekretaris Perusahaan, sebagai berkut:
a. cakap melakukan perbuatan hukum
b. memiliki pengetahuan dan pemahaman di bidang hukum, keuangan, dan tata kelola perusahaan
c. memahami kegiatan usaha Perseroan
d. dapat berkomunikasi dengan baik
e. berdomisili di Indonesia
f. tidak memiliki rangkap jabatan di perusahaan publik lainnya

Appointment Criteria for the Corporate Secretary

The Company has established general requirements for individuals to be appointed as the Corporate Secretary, as follows:
a. capability to perform legal action
b. knowledge and understanding of law, finance, and corporate governance
c. knowledge and understanding of the Company's business activities
d. ability to interact and communicate effectively
e. being domiciled in Indonesia
f. not having multiple positions in any other public company

Pengangkatan dan Pemberhentian Sekretaris Perusahaan

Sekretaris Perusahaan diangkat dan diberhentikan berdasarkan keputusan Direksi dan bertanggung jawab kepada Direksi.

Sekretaris Perusahaan dapat dirangkap oleh seorang anggota Direksi dan dapat dilaksanakan oleh unit kerja yang dipimpin oleh seorang penanggung jawab.

Dalam hal terjadi kekosongan Sekretaris Perusahaan, Direksi harus menunjuk pengganti dalam waktu 60 (enam puluh) hari terhitung sejak terjadinya kekosongan tersebut. Selama terjadi kekosongan Sekretaris Perusahaan, Sekretaris Perusahaan dapat dirangkap oleh seorang anggota Direksi atau individu yang ditunjuk sementara untuk menjadi Sekretaris Perusahaan tanpa memperhatikan persyaratan Sekretaris Perusahaan sebagaimana diatur dalam Peraturan OJK No. 35/2014.

Perseroan wajib memberitahukan OJK dan BEI mengenai pengangkatan dan pemberhentian Sekretaris Perusahaan dan memuat dalam situs Perseroan mengenai pengangkatan dan pemberhentian serta kekosongan Sekretaris Perusahaan selambat-lambatnya 2 (dua) hari kerja setelah terjadinya pengangkatan dan pemberhentian serta kekosongan Sekretaris Perusahaan.

Appointment and Dismissal of the Corporate Secretary

The Corporate Secretary is appointed and dismissed by the Board of Directors and is responsible to the Board of Directors.

The Corporate Secretary can be concurrently assumed by a member of the Board of Directors and performed by a work unit led by the person in charge.

In the event of a vacancy of the Corporate Secretary, the Board of Directors shall appoint a replacement within 60 (sixty) days since the occurrence of such vacancy. During the vacancy period of the Corporate Secretary, the Corporate Secretary's functions can be concurrently carried out by a member of the Board of Directors or a temporarily appointed individual, regardless of the requirements as stipulated in OJK Regulation No.35/2014.

The Company is required to inform OJK and IDX regarding the appointment and dismissal of the Corporate Secretary and disclose on the Company's website regarding the appointment and dismissal and vacancy of the Corporate Secretary no later than 2 (two) working days after the appointment or dismissal and vacancy of the Corporate Secretary.

Pelaksanaan Tugas Sekretaris Perusahaan pada Tahun 2025

Sekretaris Perusahaan telah melaksanakan tugasnya sesuai dengan Piagam Sekretaris Perusahaan.

Pelaksanaan tugas Sekretaris Perusahaan selama tahun 2025, antara lain sebagai berikut:

Implementation of Corporate Secretary Duties in 2025

The Corporate Secretary had carried out her duties by the Charter of the Corporate Secretary.

Duties performed by the Corporate Secretary during 2025, among others, were as follows:

Tugas Duties	Pelaksanaan Tugas Implementation of Duties
Melaksanakan fungsi komunikasi internal yaitu dengan melaksanakan tugas dan peran sebagai penghubung di dalam perusahaan	• memastikan terjalinnya komunikasi yang efektif antar organ Perseroan • melakukan komunikasi internal kepada karyawan Perseroan terkait perubahan peraturan dan mengoordinasikan pelaksanaan peraturan tersebut
Perform the internal communication function, namely by performing the duties and roles as the liaison within the company	• ensured the establishment of effective communication between the Company's organs • conducted internal communication to the relevant Company's employees in relation to regulatory changes and coordinated the implementation of such regulations

Tugas Duties	Pelaksanaan Tugas Implementation of Duties
Melaksanakan fungsi komunikasi eksternal yaitu dengan melaksanakan tugas dan peran sebagai penghubung antara Perseroan dengan pemangku kepentingan lainnya terutama pemegang saham, otoritas pasar modal, dan masyarakat	• melakukan komunikasi eksternal dengan melakukan korespondensi dengan dan pelaporan kepada institusi pasar modal maupun pihak eksternal lainnya yang terkait • menyediakan informasi material yang relevan secara tepat waktu terkait dengan Perseroan dan aksi korporasi Perseroan sesuai dengan keperluan pemegang saham, masyarakat, media, dan calon investor • memastikan bahwa akses komunikasi yang tersedia memungkinkan para pemangku kepentingan untuk menyampaikan saran, masukan, dan keluhan dengan efektif • menyesuaikan konten situs web Perseroan sesuai dengan Peraturan OJK No. 8/POJK.04/2015 tentang Situs Web Emiten atau Perusahaan Publik
Perform the external communication function, namely by performing the duties and roles as the liaison officer between the Company and other stakeholders, especially the shareholders, capital market authorities, and the public	• conducted external communication by corresponding with and reporting to capital market institutions and other related external parties • provided relevant material information promptly related to the Company and the Company's corporate actions by the needs of the shareholders, public, media, and potential investors • ensured that the available communication access allows stakeholders to convey suggestions, feedback, and complaints effectively • adjusted the content of the Company's website by OJK's Regulation No. 8/POJK.04/2015 on Website of Issuers or Public Companies
Membantu Direksi dan Dewan Komisaris dalam melaksanakan GCG [ACGS E.3.7.]	• memastikan bahwa pelaksanaan tugas dan tanggung jawab setiap organ Perseroan sesuai dengan piagam Dewan Komisaris, Direksi, dan komite • mengelola dokumen perusahaan • memastikan bahwa Perseroan memelihara validitas dokumen dan perizinan yang dimilikinya • memastikan pemenuhan kepatuhan Perseroan terhadap peraturan perundang-undangan yang berlaku terutama di bidang pasar modal • mengidentifikasikan dan menyampaikan isu-isu governansi korporat yang berpotensi menjadi risiko hukum atau reputasi kepada Direksi dan Dewan Komisaris • mengikuti perkembangan pasar modal khususnya peraturan-peraturan baru yang diterbitkan oleh OJK dan BEI pada tahun 2025 • memberikan *update* mengenai peraturan perundang-undangan baru yang berlaku kepada Dewan Komisaris, Direksi, dan divisi/unit terkait di dalam Perseroan • melakukan evaluasi dan perbandingan secara berkala atas penerapan governansi korporat Perseroan terhadap standar nasional dan internasional yang berlaku • memberikan masukan kepada Dewan Komisaris dan Direksi Perseroan terkait dengan kepatuhan terhadap peraturan perundang-undangan yang berlaku terutama di bidang pasar modal • memantau dan mengarsip daftar pemegang saham yang diterbitkan oleh Biro Administrasi Efek • mempersiapkan penyelenggaraan, menghadiri, dan membuat risalah Rapat Dewan Komisaris dan Direksi • mengoordinasikan penyelenggaraan RUPST dan RUPSLB pada tanggal 18 Juni 2025 • mengoordinasikan pemenuhan kewajiban paparan publik tahunan dengan menyampaikan materi paparan publik tahunan Perseroan bersamaan dengan penyampaian laporan keuangan audit tahunan Perseroan pada tanggal 20 Maret 2025 • mempersiapkan rencana kunjungan bagi anggota Dewan Komisaris dan komite ke lokasi kantor dan proyek entitas anak terpilih • membantu Komite Nominasi dan Remunerasi dalam pengadaan evaluasi kinerja Dewan Komisaris, Direksi, dan komite • membantu Komite Nominasi dalam mempersiapkan rencana pelatihan bagi anggota Dewan Komisaris, Direksi, dan komite • membantu dalam memantau pemenuhan pelatihan bagi anggota Dewan Komisaris Direksi, dan komite • mengoordinasikan, mempersiapkan, dan menyampaikan Laporan Tahunan, Laporan Keuangan, dan/atau laporan lainnya kepada OJK, BEI, dan lembaga lainnya yang relevan
Assist the Board of Directors and the Board of Commissioners in implementing GCG [ACGS E.3.7.]	• ensured that the implementation of the duties and responsibilities of each organ of the Company is in accordance with the charters of the Board of Commissioners, Directors, and committees • managed company documents • ensured that the Company maintains the validity of its licenses and permits • ensured the Company's compliance with prevailing laws and regulations, especially in the capital market sector • identified and communicated governance issues that may potentially pose legal or reputational risks to the Board of Directors and the Board of Commissioners • kept track of new capital market regulations issued by OJK and IDX in 2025 • provided updates on the new laws and regulations to the Board of Commissioners, Board of Directors, and related divisions/units within the Company • conducted periodic evaluations and comparisons of the Company's corporate governance implementation against applicable national and international standards • provided inputs to the Board of Commissioners and the Board of Directors of the Company in relation to compliance with prevailing laws and regulations, especially in the capital market sector • monitored and archived the Shareholder Register issued by the Share Administration Bureau • prepared the holding of, attended, and issued the minutes of the meetings of the Board of Commissioners and the Board of Directors • coordinated the holding of the AGM and EGM on June 18, 2025 • coordinated the fulfillment of the Annual Public Expose obligation by submitting the Company's Annual Public Expose material simultaneously with the submission of the Company's annual audited financial statement on March 20, 2025 • prepared plans for members of the Board of Commissioners and committees to visit selected subsidiary's offices and project sites • assisted the Nomination and Remuneration Committee in conducting performance evaluations for the Board of Commissioners, Board of Directors, and committees • assisted the Nomination and Remuneration Committee in preparing training plans for the Board of Commissioners, Board of Directors, and committees • helped monitor the fulfillment of training for the Board of Commissioners, Board of Directors, and committees • coordinated, prepared, and submitted the Annual Report, Financial Statements, and/or other reports to OJK, IDX, and other relevant institutions

Peningkatan Kompetensi bagi Sekretaris Perusahaan

Sekretaris Perusahaan dituntut untuk memiliki pengetahuan dan pemahaman dalam bidang hukum, keuangan, dan governansi korporat. Pemahaman yang luas dalam bidang-bidang tersebut menjadi semakin krusial di tengah dinamika regulasi yang terus berkembang dan meningkatnya ekspektasi pemangku kepentingan, mengingat Sekretaris Perusahaan berperan penting dalam memastikan kepatuhan Perseroan terhadap peraturan perundang-undangan yang berlaku, mendukung kelancaran proses pengambilan keputusan strategis, serta menjaga transparansi dan akuntabilitas perusahaan.

Untuk membantu penguatan pemahaman dan kompetensi Sekretaris Perusahaan, Perseroan mendorong partisipasi aktif Sekretaris Perusahaan dalam mengikuti lokakarya/pelatihan/seminar yang relevan dan bermanfaat untuk mengembangkan kompetensinya, terutama dalam hal penerapan GCG di dalam Perseroan, dengan memperhatikan praktik terbaik yang berlaku pada asosiasi profesi baik di tingkat nasional maupun internasional. [ACGS E.3.8.]

Lokakarya/pelatihan/seminar yang telah diikuti Sekretaris Perusahaan pada tahun 2025, adalah sebagai berikut:

Competency Development for the Corporate Secretary

The Company Secretary is required to have knowledge and understanding of the fields of law, finance, and corporate governance. A broad understanding in these fields is becoming increasingly crucial amidst the constantly evolving regulatory dynamics and rising stakeholder expectations, considering the Company Secretary plays a vital role in ensuring the Company's compliance with applicable laws and regulations, supporting the smooth strategic decision-making process, and maintaining corporate transparency and accountability.

To help strengthen the understanding and competence of the Corporate Secretary, the Company encourages the active participation of the Corporate Secretary in attending workshops/training/seminars that are relevant and beneficial to develop her competence, especially those related to the implementation of GCG within the Company, taking into account the best practices applicable to professional associations both at the national and international level. [ACGS E.3.8.]

Workshop/training/seminar attended by the Corporate Secretary during 2025, were as follows:

Nama & Jabatan Name & Position	**Lokakarya/Pelatihan/Seminar** Workshop/Training/Seminar	**Tempat, Tanggal** Location, Date	**Penyelenggara** Organizer
Susan Chandra Sekretaris Perusahaan Corporate Secretary	Sosialisasi *ESG Reporting*	Jakarta, 22 Januari/January	BEI IDX
	Sosialisasi POJK No. 45 Tahun 2024 tentang Pengembangan dan Penguatan Emiten dan Perusahaan Publik	Jakarta, 6 Februari/February	OJK
	Stories and Challenges of IFRS S1 and S2 Implementation	Jakarta, 13 Februari/February	CPA Australia
	Pendalaman POJK No. 14/POJK.04/2022 tentang Penyampaian Laporan Keuangan Berkala Emiten atau Perusahaan Publik	Jakarta, 18 Februari/February	ICSA
	Pendalaman POJK Nomor 9 Tahun 2023 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan dan SEOJK Nomor 18 Tahun 2023 tentang Tata Cara Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan	Jakarta, 19 Maret/March	ICSA
	Pendalaman POJK No. 29/POJK.04/2023 tentang Pembelian Kembali Saham yang Dikeluarkan oleh Perusahaan Terbuka	Jakarta, 15 Mei/May	ICSA
	GRI Financial Services (Banking, Insurance, and Capital Market) Sector Standard	Jakarta, 20 Mei/May	BEI/IDX, Global Reporting Initiative, Asosiasi Emiten Indonesia (AEI)
	ACMF-ISSB Technical Training for Corporate Preparers	Jakarta, 29 Mei/May	The Asean Capital Markets Forum, International Sustainability Standards Board
	Pendalaman POJK Nomor 14/POJK.04/2019 tentang Penambahan Modal Perusahaan Terbuka dengan Memberikan Hak Memesan Efek Terlebih Dahulu	Jakarta, 17 Juni/June	ICSA
	Pendalaman Peraturan Otoritas Jasa Keuangan Nomor 4 Tahun 2024 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka	Jakarta, 29 Juli/July	ICSA

Nama & Jabatan Name & Position	Lokakarya/Pelatihan/Seminar Workshop/Training/Seminar	Tempat, Tanggal Location, Date	Penyelenggara Organizer
	Penerapan POJK 14 Tahun 2025 tentang Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Obligasi, dan Rapat Umum Pemegang Sukuk secara Elektronik	Jakarta, 31 Juli/July	OJK, AEI
	Risk & Governance Summit 2025 - Empowering the GRC Ecosystem to Drive Economic Growth and National Resilience	Jakarta, 19 Agustus/August	OJK
	GHG Protocol in Practice: Menguasai Strategi Perhitungan Emisi Mandiri Perusahaan secara Akurat	Jakarta, 20 Agustus/August	AEI, Pusat Kajian Pembangunan Berkelanjutan Universitas Indonesia, BATS Strategy Research Consulting
	GRI 102 & GRI 103: Climate Change and Energy	Jakarta, 3 September/September	BEI/IDX, GRI, AEI
	ESG Talk Series #6: IFRS S2 Governance - the Strategic Role of ESG Committees	Jakarta, 19 September/September	CESGS, AEI, Forum OHSE, Biro Nusaprima
	Indonesia Stock Exchange Workshop on IFRS Sustainability Standards	Jakarta, 23 September/September	BEI/IDX, United Nations Sustainable Stock Exchanges
	IDXCarbon Virtual Open House Webinar: Road to COP 30	Jakarta, 29 September/September	IDX Carbon, Fairatmos, Indonesia International Sustainability Forum
	AI Academy : Introduction to Executives	Jakarta, 24 Oktober/October	Perseroan/ the Company
	Regulasi Pemanfaatan EBT : Energi Surya, Panas Bumi, Biodiesel, dan Nuklir		
	Sosialiasi Pernyataan Standar Pengungkapan Keberlanjutan (PSPK 1 dan PSPK 2)	Jakarta, 29 Oktober/October	BEI/IDX, Ikatan Akuntan Indonesia
	Regulasi Teknologi Digital	Jakarta, 12 November/November	Perseroan/ the Company
	Keamanan Siber dan *Digital Signature*		
	Multifinance dan *Credit Scoring*		
	Sistem Pembayaran		
	Cryptocurrency		
	Sosialisasi Kewajiban Penyampaian Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham serta Laporan Aktivitas Menjaminkan Saham Secara Elektronik	Jakarta, 19 Desember/December	OJK, KSEI

Keterbukaan Informasi
Information Disclosure

Sebagai bentuk komitmen terhadap prinsip transparansi dan tata kelola yang unggul, Perseroan senantiasa berupaya memastikan bahwa setiap informasi yang disampaikan kepada publik adalah akurat, tepat waktu, dan mudah diakses oleh seluruh pemangku kepentingan.

Perseroan mengambil peran aktif dalam melakukan pelaporan dan/atau keterbukaan informasi untuk entitas anak yang bukan merupakan perusahaan terbuka, namun laporan keuangannya dikonsolidasikan dengan Perseroan. Sementara itu, pelaporan dan/

As a form of commitment to the principles of transparency and good governance, the Company seeks to ensure that all information provided to the public is accurate, timely, and easily accessible to all stakeholders.

The Company actively participates in reporting and/or information disclosure for subsidiaries that are not public companies whose financial statements are consolidated with the Company. Meanwhile, the reporting and/or disclosure of information for a

atau keterbukaan informasi untuk entitas anak yang merupakan perusahaan terbuka dan laporan keuangannya dikonsolidasikan dengan Perseroan dilakukan secara mandiri oleh entitas anak yang merupakan perusahaan terbuka yang bersangkutan.

Untuk memperkuat penerapan tata kelola yang terintegrasi, fungsi kepatuhan Perseroan melakukan koordinasi yang intensif dan berkelanjutan dengan fungsi-fungsi yang relevan di entitas anak. Pendekatan ini dilakukan untuk memastikan bahwa kewajiban kepatuhan Perseroan dan/atau entitas anak dikelola dengan baik.

Keterbukaan Informasi beserta laporan yang telah disampaikan Perseroan kepada OJK dan BEI selama tahun 2025 adalah sebagai berikut:

subsidiary that is a public company and whose financial statement is consolidated with the Company is carried out independently by the relevant public company subsidiary.

To strengthen the implementation of integrated governance, the compliance function of the Company conducts intensive and continuous coordination with relevant functions in subsidiaries. This approach is taken to ensure that the compliance obligations of the Company and/or subsidiaries are managed properly.

Information Disclosures and reports submitted by the Company to OJK and IDX throughout 2025 were as follows:

Topik Topic	**Perihal** Regards	**Tanggal** Date
Laporan Tahunan Annual Report	Laporan Tahunan (dan Keberlanjutan) 2024 Annual Report (and Sustainability) 2024	29 April/April
Laporan Keuangan Financial Statements	Laporan Keuangan Konsolidasian Tahunan 2024 Annual Consolidated Financial Statements 2024	20 Maret/March
	Rencana Penyampaian Laporan Keuangan Konsolidasian Interim per 31 Maret 2025 Plan for Submission of Interim Consolidated Financial Statements as of March 31, 2025	25 April/April
	Laporan Keuangan Konsolidasian Interim per 31 Maret 2025 Interim Consolidated Financial Statements as of March 31, 2025	28 Mei/May
	Rencana Penyampaian Laporan Keuangan Konsolidasian Interim per 30 Juni 2025 Plan for Submission of Interim Consolidated Financial Statements as of June 30, 2025	14 Juli/July
	Laporan Keuangan Konsolidasian Interim per 30 Juni 2025 Interim Consolidated Financial Statements as of June 30, 2025	10 September/ September
	Rencana Penyampaian Laporan Keuangan Konsolidasian Interim per 30 September 2025 Plan for Submission of Interim Consolidated Financial Statements as of September 30, 2025	10 Oktober/October
	Laporan Keuangan Konsolidasian Interim per 30 September 2025 Interim Consolidated Financial Statements as of September 30, 2025	1 Desember/December
Laporan Aktivitas Eksplorasi Report of Exploration Activities	Laporan untuk periode Desember 2024 Report for the period of December 2024	10 Januari/January
	Laporan untuk periode Maret 2025 Report for the period of March 2025	10 April/April
	Laporan untuk periode Juni 2025 Report for the period of June 2025	8 Juli/July
	Laporan untuk periode September 2025 Report for the period of September 2025	10 Oktober/October
Laporan Bulanan Registrasi Pemegang Efek Monthly Report of Securities Holders Registration	Laporan Bulan Desember 2024 December 2024 Report	6 Januari/January
	Laporan Bulan Januari 2025 January 2025 Report	5 Februari/February
	Laporan Bulan Februari 2025 February 2025 Report	5 Maret/March
	Laporan Bulan Maret 2025 March 2025 Report	8 April/April
	Laporan Bulan April 2025 April 2025 Report	7 Mei/May
	Laporan Bulan Mei 2025 May 2025 Report	3 Juni/June
	Laporan Bulan Juni 2025 June 2025 Report	4 Juli/July

Topik Topic	Perihal Regards	Tanggal Date
	Laporan Bulan Juli 2025 July 2025 Report	5 Agustus/August
	Laporan Bulan Agustus 2025 August 2025 Report	4 September/ September
	Laporan Bulan September 2025 September 2025 Report	6 Oktober/October
	Laporan Bulan Oktober 2025 October 2025 Report	5 November/November
	Laporan Bulan November 2025 November 2025 Report	8 Desember/December
RUPST 2025 AGM 2025	Pemberitahuan Rencana RUPST ke OJK Notification of AGMS Holding Plan to OJK	2 Mei/May
	Pengumuman RUPST Announcement of AGMS	9 Mei/May
	Pemanggilan RUPST Notice of AGMS	27 Mei/May
	Ringkasan Risalah RUPST Summary of Minutes of the AGMS	19 Juni/June
	Risalah RUPST Minutes of AGMS	15 Juli/July
RUPSLB 2025 EGM 2025	Pemberitahuan Rencana RUPSLB ke OJK Notification of EGMS Holding Plan to OJK	2 Mei/May
	Pengumuman RUPSLB Announcement of EGMS	9 Mei/May
	Pemanggilan RUPSLB Notice of EGMSS	27 Mei/May
	Ringkasan Risalah RUPSLB Summary of Minutes of the EGMS	19 Juni/June
	Risalah RUPSLB Minutes of EGMS	15 Juli/July
Paparan Publik Public Expose	Penyampaian Materi Paparan Publik Tahunan Submission of Annual Public Expose Presentation Materials	20 Maret/March
Lainnya Others	Penandatanganan akta jual beli pembangkit listrik dengan PT Indah Kiat Pulp & Paper Tbk dan PT Pindo Deli Pulp And Paper Mills The signing of the sale and purchase deeds on power plants with PT Indah Kiat Pulp & Paper Tbk and PT Pindo Deli Pulp And Paper Mills	3 Januari/January
	Laporan Pengalihan Saham Hasil Pembelian Kembali Saham Report on the Transfer of Shares Resulting from Share Buyback	9 January/January
	Laporan Penggunaan Dana Hasil Penawaran Umum Obligasi Berkelanjutan dan Sukuk Mudharabah I Dian Swastatika Sentosa Tahun 2024 Report on the Use of Proceeds from the Shelf Registration of Bonds and Sukuk Mudharabah I Dian Swastatika Sentosa Year 2024	15 Januari/January
	Penandatanganan fasilitas kredit antara Perseroan dan PT Bank Negara Indonesia (Persero) Tbk The signing of the credit facility between the Company and PT Bank Negara Indonesia (Persero) Tbk	6 Februari/February
	Transaksi Afiliasi berupa pembelian tanah PT Kuningan Mas Gemilang, entitas anak, dari PT Bumi Serpong Damai Tbk Affiliated Transaction in the form of purchase of land by PT Kuningan Mas Gemilang, a subsidiary, from PT Bumi Serpong Damai Tbk	28 Mei/May
	Kesiapan untuk Pelunasan Pokok dan/atau Pengembalian Dana serta Pembayaran Bunga dan/atau Imbal Hasil Keempat dari Obligasi dan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 Seri A Readiness for the Principal Payment and/or Return of Funds as well as the Fourth Interest and/or Profit-Sharing Payment of Shelf Registration Bonds and Sukuk Mudharabah I Dian Swastatika Sentosa Phase II Year 2024 Series A	19 Mei/May

Topik Topic	Perihal Regards	Tanggal Date
	Pelunasan Pokok dan/atau Pengembalian Dana serta Pembayaran Bunga dan/atau Imbal Hasil Keempat dari Obligasi dan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 Seri A Payment of the Principal and/or Return of Funds as well as the Payment of Fourth Interest and/or Profit-Sharing of Shelf Registration Bonds and Sukuk Mudharabah I Dian Swastatika Sentosa Phase II Year 2024 Series A	16 Juni/June
	Laporan Pengalihan Saham Hasil Pembelian Kembali Saham Report on the Transfer of Shares Resulting from Share Buyback	8 Juli/July
	Laporan Penggunaan Dana Hasil Penawaran Umum Obligasi Berkelanjutan dan Sukuk Mudharabah I Dian Swastatika Sentosa Tahun 2024 Report on the Use of Proceeds from the Shelf Registration of Bonds and Sukuk Mudharabah I Dian Swastatika Sentosa Year 2024	14 Juli/July
	Transaksi Afiliasi berupa pembelian pekerjaan sistem *Mechanical, Electrical, and Plumbing*, *Long Lead Equipment*, *Information and Communication Technology*, dan keamanan, serta sistem manajemen dan pengendalian terpadu untuk proyek pusat data SMX01 oleh PT Kuningan Mas Gemilang dari PT LG Sinarmas Technology Solutions Affiliated Transaction in the form of purchase of Mechanical, Electrical, and Plumbing, Long Lead Equipment, Information and Communication Technology, and security system works, as well as integrated management and control systems for the SMX01 data center project by PT Kuningan Mas Gemilang from PT LG Sinarmas Technology Solutions	5 Agustus/August
	Siaran Pers – Kemitraan Strategis entitas anak Perseroan dengan entitas anak Energy Development Corporation Filipina Press Release – Strategic Partnership of the Company's subsidiary with the subsidiary of Energy Development Corpoation of the Philippines	27 Agustus/August
	Penyampaian Prospektus Ringkas Obligasi Berkelanjutan dan Sukuk Mudharabah I Dian Swastatika Sentosa Tahap IV Tahun 2025 Submission of Abridged Prospectus in relation to the Shelf Registration of Bonds and Sukuk I Dian Swastatika Sentosa Phase IV Year 2025	18 September/ September
	Penyampaian Bukti Unggah Informasi Tambahan dan/atau Perbaikan atas Prospektus Ringkas Obligasi Berkelanjutan dan Sukuk Mudharabah I Dian Swastatika Sentosa Tahap IV Tahun 2025 Submission of Evidence of Uploading Abridged Prospectus in relation to the Shelf Registration of Bonds and Sukuk I Dian Swastatika Sentosa Phase IV Year 2025	18 September/ September
	Keterbukaan Informasi – Kemitraan Bisnis pada Entitas Anak, yaitu PT DSSR Daya Mas Sakti dengan PT FirstGen Geothermal Indonesia, yang merupakan entitas anak dari First Gen Corporation Disclosure of Information - Business Partnership in The Subsidiary, which is PT DSSR Daya Mas Sakti with PT FirstGen Geothermal Indonesia, a subsidiary of First Gen Corporation	28 Oktober/October
	Kesiapan untuk Pelunasan Pokok dan/atau Pengembalian Dana serta Pembayaran Bunga dan/atau Imbal Hasil Keempat dari Obligasi dan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 Seri A Readiness for the Repayment of Principal and/or Return of Funds as well as Payment of the Fourth Interest and/or Yield of Shelf Registration Bonds and Sukuk Mudharabah I Dian Swastatika Sentosa Phase III Year 2024 Series A	13 November/ November
	Pelunasan Pokok dan/atau Pengembalian Dana serta Pembayaran Bunga dan/atau Imbal Hasil Keempat dari Obligasi dan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 Seri A Repayment of Principal and/or Return of Funds as well as Payment of the Fourth Interest and/or Yield of Shelf Registration Bonds and Sukuk Mudharabah I Dian Swastatika Sentosa Phase III Year 2024 Series A	8 Desember/December
	Penyampaian Laporan Hasil Pemeringkatan Tahunan Submission of Report on Annual Rating Results	15 Desember/ December
	Keterbukaan Informasi – Rencana Penggabungan Usaha yang Dilaksanakan oleh Entitas Anak Disclosure of Information - Proposed Business Merger Conducted by a Subsidiary	18 Desember/ December

Perkara Hukum yang Dihadapi

Pada tahun 2025, Perseroan, entitas anak, anggota Dewan Komisaris dan anggota Direksi Perseroan dan entitas anak tidak menghadapi tuntutan maupun perkara hukum yang material.

Ongoing Legal Cases

In 2025, the Company, its subsidiaries, members of the Board of Commissioners and members of the Board of Directors of the Company and its subsidiaries did not face any material lawsuits or legal cases.

Kepatuhan dan Sanksi Administratif

[GRI-2-27-a] [ACGS D.2.6.]

Perseroan berkomitmen untuk menjalankan tata kelola perusahaan yang unggul, menjunjung tinggi etika, akuntabel, dan terbuka. Perseroan senantiasa berupaya untuk menjaga agar seluruh aktivitas operasional dilaksanakan dengan memperhatikan prinsip kewajaran, sebagai dasar untuk menjaga keberlanjutan usaha.

Sepanjang periode pelaporan, Perseroan dan entitas anak, termasuk Dewan Komisaris dan Direksi, berhasil mempertahankan kinerja baik, tanpa adanya laporan pelanggaran dan/atau ketidakpatuhan terhadap peraturan pasar modal dan/atau kelalaian untuk hal-hal material, seperti ketenagakerjaan, konsumen, perselisihan, komersial, persaingan usaha, dan lingkungan hidup, yang memengaruhi harga saham dan kelangsungan usaha Perseroan dan entitas anak. [ACGS (P)C.1.1.] [ACGS (P)C.2.1.] [ACGS (P)E.1.1.]

Perseroan tidak terlibat dalam aktivitas pemasaran dan komunikasi yang memberikan citra palsu tentang keberlanjutan lingkungan pada produk atau perusahaan. [ACGS (P)C.2.2.]

Program Kepemilikan Saham oleh Manajemen dan/atau Karyawan dan Program Pemberian Kompensasi Jangka Panjang Berbasis Kinerja kepada Manajemen dan/atau Karyawan

Hingga tanggal 31 Desember 2025, Perseroan tidak memiliki program kepemilikan saham oleh manajemen dan/atau karyawan maupun program pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan.

Media Keterbukaan Informasi

Dalam rangka menjamin transparansi, Perseroan secara berkala (interim dan tahunan) atau insidental, menyampaikan informasi keuangan maupun non-keuangan material melalui berbagai kanal komunikasi yang strategis dan sesuai dengan peraturan perundang-undangan yang berlaku. Beberapa kanal komunikasi yang digunakan, antara lain situs web resmi Perseroan, situs web BEI, RUPS, serta media komunikasi lainnya yang dipersyaratkan oleh ketentuan peraturan perundang-undangan yang berlaku, termasuk penyelenggaraan paparan publik sebagai sarana komunikasi dengan analis dan media, serta konferensi pers (jika diperlukan). Seluruh informasi tersebut disampaikan dalam Bahasa Indonesia dan Bahasa Inggris guna memastikan akses keterbukaan informasi yang merata bagi seluruh pemangku kepentingan, baik domestik maupun internasional. [ACGS D.7.1.] [ACGS D.7.2.] [ACGS D.7.3.] [ACGS D.7.4.]

Sebagai bagian dari komitmen terhadap keterbukaan dan hubungan yang konstruktif, Perseroan juga senantiasa berupaya membina hubungan yang baik dengan media untuk mendistribusikan informasi yang akurat dan relevan terkait perkembangan aktivitas bisnis Perseroan.

Compliance and Administrative Sanction

[GRI-2-27-a] [ACGS D.2.6.]

The Company is committed to implementing excellent corporate governance, upholding ethics, accountability, and transparency. The Company seeks to ensure that all operational activities are carried out with due consideration for the principle of fairness, as the basis for maintaining business sustainability.

Troughout the reporting period, the Company and its subsidiaries, including the Board of Commissioners and the Board of Directors, successfully maintained good performance, with no reports of violations and/or non-compliance with capital market regulations and/or negligence of material matters, such as employment, consumer, disputes, commercial, business competition, and environmental issues, that may affect the share price and business continuity of the Company and its subsidiaries. [ACGS (P)C.1.1.] [ACGS (P)C.2.1.] [ACGS (P)E.1.1.]

The Company does not engage in marketing and communication activities that create a false image of environmental sustainability for its products or the company. [ACGS (P)C.2.2.]

Management and/or Employees Share Ownership Program and Performance-Based Long-Term Compensation Program for the Management and/or Employees

As of December 31, 2025, the Company did not have any management and/or employee share ownership program or performance-based long-term compensation policy for the management and/or employees.

Media for Information Disclosure

To ensure transparency, the Company regularly (interim and annual) or incidentally conveys material financial and non-financial information thru various strategic communication channels in accordance with the prevailing laws and regulations. Some of the communication channels used include the Companys' official website, the IDX's website, GMS, as well as other communication media required by prevailing laws and regulations, including public expose as a means of communication with analysts and the media, and press conferences (if necessary). All of this information is provided in both Indonesian and English to ensure equal access to information transparency for all stakeholders, both domestic and international. [ACGS D.7.1.] [ACGS D.7.2.] [ACGS D.7.3.] [ACGS D.7.4.]

As part of its commitment to openness and constructive relationships, the Company also seeks to build good relationships with the media to distribute accurate and relevant information regarding the development of the business activities of the Company.

Perseroan memberikan akses bagi pemegang saham dan pemangku kepentingan lainnya yang memerlukan informasi lebih lanjut mengenai Perseroan, untuk menghubungi Sekretaris Perusahaan Perseroan pada setiap hari dan jam kerja pada alamat korespondensi sebagai berikut: [ACGS D.10.1.]

Sekretaris Perusahaan
PT Dian Swastatika Sentosa Tbk
Sinar Mas Land Plaza, Menara II, Lantai 24
Jl. M.H. Thamrin No. 51, Jakarta 10350
Telepon: +6221 31990258
Faksimili: +6221 31990259
Surat Elektronik: corsec@dss.co.id

Informasi pada Situs Web Perseroan

Perseroan menyediakan situs web resmi yang berfungsi sebagai platform utama untuk menyediakan berbagai informasi strategis yang penting bagi pemangku kepentingan, sebagai wujud transparansi dan kepatuhan terhadap peraturan perundang-undangan yang berlaku.

Berbagai informasi strategis yang dimuat dalam situs web Perseroan, antara lain:
- Profil umum Perseroan, seperti visi, misi, dan nilai-nilai perusahaan, serta pencapaian yang telah diraih sepanjang tahun
- Informasi keuangan, seperti laporan keuangan terkini, rasio keuangan, dan informasi keuangan lainnya yang penting untuk analisis investor dan pemangku kepentingan
- Laporan Tahunan dan Keberlanjutan
- Penerapan tata kelola perusahaan, seperti kebijakan dan praktik tata kelola perusahaan yang diterapkan Perseroan, termasuk struktur organisasi, dan Kode Etik
- Program TJSL perusahaan yang dilaksanakan oleh Perseroan
- Informasi terkini, aktual, dan material lainnya

Situs web Perseroan telah diperbarui dengan tampilan yang responsif dan navigasi yang intuitif untuk memberikan akses cepat dan mudah yang dapat memberikan pengalaman pengguna yang lebih baik. Untuk memastikan kemudahan akses bagi semua pemangku kepentingan, situs web Perseroan dapat diakses dalam dua bahasa, yaitu Bahasa Indonesia dan Bahasa Inggris.

Perseroan berharap agar pengguna situs web Perseroan dapat menjelajahi berbagai konten yang tersedia dalam situs web Perseroan kapan saja dan di mana saja.

The Company provides access for shareholders and other stakeholders who wish to obtain further information on the Company, to contact the Corporate Secretary of the Company during office days and hours at the following correspondence address: [ACGS D.10.1.]

Corporate Secretary
PT Dian Swastatika Sentosa Tbk
Sinar Mas Land Plaza, Tower II, 24th Floor
Jl. M.H. Thamrin No. 51, Jakarta 10350
Telephone: +6221 31990258
Facsimile: +6221 31990259
Email: corsec@dss.co.id

Information on the Company's Website

The Company provides an official website that serves as the main platform for providing various strategic information essential to stakeholders, as a form of transparency and compliance with applicable laws and regulations.

Various strategic information contained on the Company's website, among others:
- General profile of the Company, such as vision, mission, and corporate values, as well as achievements throughout the year
- Financial information, such as the latest financial statements, financial ratios, and other financial information important for investor and stakeholder analysis
- Annual and Sustainability Report
- Application of corporate governance, such as the Company's corporate governance policies and practices, including organizational structure and Code of Conduct
- CSER responsibility programs implemented by the Company
- Other current, up-to-date, and material information

The Company's website has been updated with a responsive design and intuitive navigation, providing quick and easy access for a better user experience. To ensure ease of access for all stakeholders, the Company's website is accessible in two languages, i.e., Indonesian and English.

The Company hopes that users of the Company's website can browse the various content available on the Company's website anytime and anywhere.

Alamat dan Kode QR Situs Web
Website Address and QR Code

www.dssa.co.id

Uraian Description	Ketersediaan Availability Berdasarkan Based on POJK 8/2015	Ketersediaan Availability Berdasarkan Based on ACGS Oktober/ October 2023	Lokasi pada Situs Web Location on the Website	Keterangan Notes
Informasi Umum Perseroan **General Information of the Company**				
• Nama, alamat, dan kontak kantor pusat, dan/atau kantor perwakilan Perseroan, dan alamat pabrik (jika ada) • Name, address, and contact of the Company's head office, and/or representative office, and factory address (if any)	V	N/A	Hubungi Kami Contact	-
• Riwayat Singkat Perseroan • Company Profile	V	N/A	Tentang Kami > Jejak Langkah About Us > Milestone	-
• Struktur Organisasi Perseroan • Organization structure of the Company	V	N/A	Tentang Kami > Struktur Organisasi About Us > Organizational Structure	-
• Struktur Kepemilikan Perseroan • Ownership Structure of the Company	V	N/A	Tentang Kami > Struktur Perusahaan About Us > Corporate Structure	-
• Struktur grup Perseroan yang meliputi paling kurang grup perusahaan yang berada dalam pengawasan OJK • Group Structure of the Company, which includes at least a group of companies under OJK supervision	V	N/A	Tentang Kami > Struktur Perusahaan About Us > Corporate Structure	-
• Profil Dewan Komisaris dan Direksi • Profile of the Board of Commissioners and the Board of Directors	V	N/A	Tentang Kami > Dewan Komisaris | Direksi About Us > Board of Commissioners | Board of Directors	-
• Profil Komite dan Sekretaris Perusahaan • Profile of Committees and Corporate Secretary	V	N/A	Tata Kelola Perusahaan > Komite Audit | Komite Manajemen Risiko | Komite Nominasi & Remunerasi | Sekretaris Perusahaan Corporate Governance > Audit Committee | Risk Management Committee | Nomination & Remuneration Committee | Corporate Secretary	-
Informasi bagi Pemodal atau Investor Information for Shareholders or Investors				
• Prospektus penawaran umum • Public offering prospectus	V	N/A	Hubungan Investor > Prospektus Investor Relations > Prospectus	-
• Laporan tahunan untuk periode 5 (lima) tahun buku terakhir • Annual report for the last 5 (five) financial years	V	V [ACGS D.9.3.]	Hubungan Investor > Laporan Tahunan dan Keberlanjutan Investor Relations > Annual and Sustainability Report	-
• Informasi keuangan • Financial information	V	V [ACGS D.9.1.]	Hubungan Investor > Laporan Keuangan | Ikhtisar Keuangan | Ikhtisar Keuangan Tengah Tahunan Investor Relations > Financial Statements | Financial Highlights | Semi-Annual Financial Highlights	-
• Informasi RUPS • Information on GMS	V	V [ACGS D.9.4.] [ACGS D.9.5.]	Hubungan Investor > RUPS Investor Relations > GMS	-
• Informasi saham • Information on Shares	V	N/A	Hubungan Investor > Informasi Saham Investor Relations > Stock Information	-

Uraian Description	Ketersediaan Availability		Lokasi pada Situs Web Location on the Website	Keterangan Notes
	Berdasarkan Based on POJK 8/2015	Berdasarkan Based on ACGS Oktober/ October 2023		
• Informasi obligasi dan/atau sukuk • Information on bonds and/or sukuk	V	N/A	Hubungan Investor > Prospektus Investor Relations > Prospectus	-
• Informasi dividen • Information on dividends	X	N/A	-	Perseroan menempatkan pengembangan usaha melalui entitas anak sebagai prioritas utama. Sehubungan dengan tingginya kebutuhan pendanaan untuk membiayai berbagai proyek strategis entitas anak dan memastikan kelangsungan pertumbuhan dan pencapaian nilai jangka panjang, Perseroan belum dapat merealisasikan pembagian dividen kepada para pemegang saham. The Company prioritizes business development thru subsidiaries as its main focus. In light of the high funding needs to finance various strategic projects of the subsidiaries and to ensure the continuity of growth and the achievement of long-term value, the Company has not yet been able to distribute dividends to shareholders.
• Informasi untuk pemodal atau investor, media, publik, dan/atau analis (jika ada) • Information for shareholders or investors, media, public, and/or analysts (if any)	V	V [ACGS D.9.2]	Hubungan Investor > Paparan Publik Investor Relations > Public Expose	-
• Informasi terkait aksi korporasi yang dilakukan Perseroan dan tindakan yang dilakukan oleh pihak lain terhadap Perseroan (jika ada) • Information related to corporate actions taken by the Company and actions taken by other parties against the Company (if any)	V	N/A	Hubungan Investor > Keterbukaan Informasi Investor Relations > Information Disclosure	-
• Informasi atau fakta material selain yang telah diungkapkan dalam peraturan OJK • Material information or facts other than those disclosed in OJK regulations	V	N/A	Hubungan Investor > Siaran Pers Investor Relations > Press Release	-
Informasi Tata Kelola Perusahaan Information on Corporate Governance				
• Pedoman kerja Direksi dan Dewan Komisaris • Work guidelines for the Board of Directors and the Board of Commissioners	V	N/A	Tata Kelola Perusahaan > Piagam > Piagam Direksi | Piagam Dewan Komisaris Corporate Governance > Charter > Charter of the Board of Directors | Charter of the Board of Commissioners	-
• Pengangkatan, pemberhentian, dan/atau kekosongan Sekretaris Perusahaan, termasuk Sekretaris Perusahaan sementara, serta informasi pendukungnya • Appointment, dismissal, and/or vacancy of the Corporate Secretary, including temporary Corporate Secretary, as well as supporting information	V	N/A	Tata Kelola Perusahaan > Sekretaris Perusahaan Corporate Governance > Corporate Secretary	-
• Piagam Unit Audit Internal • Charter of the Internal Audit Unit	V	N/A	Tata Kelola Perusahaan > Piagam > Piagam Unit Audit Internal Corporate Governance > Charter > Charter of the Internal Audit Unit	-

Uraian Description	Ketersediaan Availability		Lokasi pada Situs Web Location on the Website	Keterangan Notes
	Berdasarkan Based on POJK 8/2015	Berdasarkan Based on ACGS Oktober/ October 2023		
• Pedoman kerja komite • Work guidelines for the committees	V	N/A	Tata Kelola Perusahaan > Piagam > Piagam Komite Audit | Piagam Komite Manajemen Risiko | Piagam Komite Nominasi | Piagam Komite Remunerasi Corporate Governance > Charter > Charter of the Audit Committee | Charter of the Risk Management Committee | Charter of the Nomination Committee | Charter of the Remuneration Committee	-
• Pengangkatan dan pemberhentian anggota Komite Audit • Appointment and dismissal of the member of the Audit Committee	V	N/A	Tata Kelola Perusahaan > Komite Audit Corporate Governance > Audit Committee	-
• Uraian prosedur nominasi dan remunerasi • Description of nomination and remuneration procedures	V	N/A	Tata Kelola Perusahaan > Komite Nominasi & Remunerasi Corporate Governance > Nomination & Remuneration Committee	-
• Kebijakan manajemen risiko • Risk management policy	V	N/A	Tata Kelola Perusahaan > Dokumentasi Perusahaan > Kebijakan Tata Kelola Perusahaan > Kebijakan Manajemen Risiko Corporate Governance > Company Documentation > Corporate Governance Policy > Risk Management Policy	-
• Kebijakan mekanisme sistem pelaporan pelanggaran • Whistleblowing policy	V	N/A	Tata Kelola Perusahaan > Kebijakan Tata Kelola Perusahaan > Sistem Pelaporan Indikasi Pelanggaran Corporate Governance > Corporate Governance Policy > Whistleblowing System	-
• Kebijakan anti korupsi • Anti-corruption policy	V	N/A	Tata Kelola Perusahaan > Kebijakan Tata Kelola Perusahaan > Kebijakan Anti Korupsi Corporate Governance > Corporate Governance Policy > Anti-Corruption Policy	-
• Kebijakan terkait seleksi pemasok dan hak kreditur (jika ada) • Policies regarding supplier selection and creditors' rights (if any)	V	N/A	Tata Kelola Perusahaan > Kebijakan Tata Kelola Perusahaan > Kebijakan Pengadaan Barang dan/atau Jasa | Pemenuhan Hak-Hak Kreditur Corporate Governance > Corporate Governance Policy > Procurement of Goods and/or Services Policy | Creditors' Rights Fulfilment Policy	-

Uraian Description	Ketersediaan Availability		Lokasi pada Situs Web Location on the Website	Keterangan Notes
	Berdasarkan Based on POJK 8/2015	Berdasarkan Based on ACGS Oktober/ October 2023		
• Kebijakan peningkatan kemampuan vendor • Policy on increasing vendor capabilities	X	N/A	-	Perseroan belum memiliki kebijakan khusus terkait program peningkatan kemampuan vendor/pemasok. Namun, melalui penerapan kebijakan pengadaan barang/jasa, evaluasi berkala, dan perpanjangan kontrak berbasis kinerja, Perseroan dan entitas anak secara tidak langsung mendorong vendor/pemasok meningkatkan kapabilitas dan menjaga kualitas barang/jasa agar sejalan dengan kebutuhan dan perkembangan usaha Perseroan. The Company does not yet have a specific policy related to the vendor/supplier capability enhancement program. However, thru the procurement policy for goods/ services, periodic evaluations, and performance-based contract extensions, these mechanisms encourage suppliers to enhance their capabilities and maintain the quality of goods/services in line with the Company's needs and business developments.
• Anggaran Dasar Perusahaan • Company's Articles of Association	N/A	V [ACGS D.9.6.]	Tata Kelola Perusahaan > Anggaran Dasar Corporate Governance > Articles of Association	-
Informasi Tanggung Jawab Sosial dan Lingkungan Perusahaan Information on Corporate Social and Environmental Responsibility				
• Aspek lingkungan hidup • Environmental aspects	V	N/A	Keberlanjutan > Lingkungan Hidup Sustainability > Environment	-
• Aspek praktik ketenagakerjaan, kesehatan, dan keselamatan kerja • Employment practices, health and safety aspects	V	N/A	Keberlanjutan > Sosial Sustainability > Social	-
• Aspek pengembangan sosial dan kemasyarakatan • Social and community development aspects	V	N/A	Keberlanjutan > Sosial Sustainability > Social	-
• Aspek tanggung jawab produk dan/atau layanan • Product and/or service responsibility aspects	V	N/A	Keberlanjutan > Sosial Sustainability > Social	-

Paparan Publik
Public Expose

Sebagai bagian dari komitmen terhadap prinsip transparansi dan akuntabilitas, Perseroan telah memenuhi kewajiban pelaksanaan paparan publik tahunan 2025, yaitu dengan menyampaikan materi paparan publik tahunan 2025 bersamaan dengan penyampaian laporan keuangan auditan tahunan 2024 pada tanggal 20 Maret 2025.

Pemenuhan pelaksanaan paparan publik ini dilakukan sesuai dengan ketentuan sebagaimana tercantum dalam butir III.3.6 Surat Keputusan Direksi BEI Nomor Kep-00066/BEI/09-2022 tentang Perubahan Peraturan Nomor I-E tentang Kewajiban Penyampaian Informasi yang diterbitkan pada tanggal 30 September 2022

As part of its commitment to the principles of transparency and accountability, the Company fulfilled its obligation to conduct an annual public expose for 2025, i.e., by submitting the annual public expose materials for 2025 concurrently with the submission of its annual audited financial statements for 2024 on March 20, 2025.

The public expose was carried out by the provisions as stated in item III.3.6, the BEI Board of Directors' Decree Number Kep-00066/BEI/09-2022 regarding Amendments to Regulation Number I-E concerning Information Submission Obligations issued on September 30, 2022.

6 TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN [ACGS C.4.7.] [S-12]

CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY [ACGS C.4.7.] [S-12]

Ruang Lingkup dan Batasan
Reporting Scope and Boundary

Perseroan menetapkan ruang lingkup pengungkapan TJSL mencakup seluruh aktivitas operasional yang berada dalam kendali Perseroan, baik di tingkat entitas induk maupun entitas anak, sepanjang relevan dengan aspek ESG selama periode pelaporan.

Namun demikian, khusus untuk pembahasan kinerja lingkungan, Perseroan menerapkan pendekatan berbasis materialitas, dengan mempertimbangkan skala kegiatan usaha, tingkat dampak, dan eksposur risiko dari masing-masing lini bisnis. Untuk itu, pembahasan kinerja lingkungan Perseroan pada tahun 2025 difokuskan pada kegiatan operasional pertambangan BIB, entitas anak tidak langsung Perseroan yang memberikan kontribusi pendapatan terbesar pada bisnis pertambangan Perseroan pada tahun 2025. Pengungkapan untuk indikator tertentu, terutama yang memerlukan sistem pengukuran dan pencatatan yang lebih kompleks, akan dilakukan secara bertahap, sejalan dengan peningkatan kapabilitas sistem pelaporan dan penyelarasan proses pengumpulan data di seluruh entitas anak.

Perseroan berkomitmen untuk terus memperkuat tata kelola data serta memperluas cakupan pelaporan secara bertahap dan terstruktur, untuk memberikan pengungkapan yang lebih akurat, komprehensif, dan terukur.

The Company defines the scope of its CSER disclosures to cover all operational activities under its control, both at the parent entity and subsidiary levels, insofar as they are relevant to ESG aspects during the reporting period.

However, specifically for environmental performance, the Company applies a materiality-based approach, taking into account the scale of operations, level of impact, and risk exposure of each business line. Accordingly, the Company's environmental performance discussion in 2025 is focused on the mining operations of BIB, an indirect subsidiary that contributed the largest share of revenue to the Company's mining business in 2025. Disclosures for certain indicators, particularly those requiring more complex measurement and recording systems, will be carried out progressively, in line with the enhancement of reporting system capabilities and the alignment of data collection processes across all subsidiaries.

The Company is committed to continuously strengthening its data governance and gradually expanding the scope of reporting in a structured manner, in order to provide disclosures that are more accurate, comprehensive, and measurable.

Pendahuluan
Introduction

Konteks Keberlanjutan Tahun 2025
[GRI 2-22] [IFRS S1 Fitur Umum] [POJK 51 Konteks Keberlanjutan]

Lanskap energi dan sumber daya global terus mengalami perubahan signifikan sebagai respons terhadap perubahan iklim, perkembangan kerangka regulasi, serta kemajuan teknologi rendah karbon. Di seluruh pasar keuangan dan rantai pasok, para pemangku kepentingan semakin memprioritaskan transparansi, praktik usaha yang bertanggung jawab, dan ketahanan jangka panjang. Ekspektasi ini menjadi sangat relevan bagi perusahaan yang beroperasi dalam rantai nilai energi yang terintegrasi, di mana stabilitas, keterjangkauan, dan tanggung jawab lingkungan perlu dikelola secara seimbang dan terpadu.

Di Indonesia, transisi energi nasional dilaksanakan secara terukur dan bertahap guna menjaga pembangunan ekonomi, ketahanan energi, dan keadilan sosial. Seiring dengan tingginya kebutuhan akan energi yang andal dan terjangkau, sumber energi konvensional

Sustainability Context in 2025
[GRI 2-22] [IFRS S1 General Features] [POJK 51 Sustainability Context]

The global energy and resources landscape continues to undergo substantial shifts in response to climate change, evolving regulatory frameworks, and advancements in low-carbon technologies. Across financial markets and supply chains, stakeholders are increasingly prioritizing transparency, responsible business conduct, and long-term resilience. These expectations are particularly relevant for companies operating within integrated energy value chains, where stability, affordability, and environmental responsibility must be balanced cohesively.

In Indonesia, the national energy transition is being implemented in a measured and phased manner to safeguard economic development, energy security, and social equity. As the demand for reliable and affordable energy remains high, conventional energy

masih memegang peranan penting, sementara pengembangan solusi energi yang lebih rendah karbon beserta infrastruktur pendukungnya terus meningkat secara bertahap.

Dalam konteks yang lebih luas tersebut, Perseroan menyadari tanggung jawab sekaligus peluang yang timbul dari portofolio usahanya yang terdiversifikasi. Perseroan juga memahami adanya ekspektasi eksternal untuk meningkatkan tata kelola keberlanjutan, memperkuat kesiapan dalam menghadapi risiko, serta secara progresif menyelaraskan strategi dengan tren transisi jangka panjang. Laporan ini menguraikan bagaimana Perseroan mengelola dinamika tersebut melalui pendekatan yang berorientasi ke depan namun tetap pragmatis, dengan fokus pada ketahanan dan pelestarian nilai Perseroan.

Komitmen dan Arah Kebijakan Keberlanjutan

[GRI 2-22] [IFRS S2 Tata Kelola & Strategi] [POJK 51 Prinsip Tanggung Jawab] [ACGS Prinsip A] [ACGS Prinsip B]

Perseroan tetap berkomitmen untuk beroperasi sebagai perusahaan energi dan infrastruktur yang bertanggung jawab dan tangguh, dengan berlandaskan pada penerapan GCG, manajemen risiko yang pruden, serta fokus pada keberlangsungan usaha jangka panjang. Meskipun Perseroan menyadari pentingnya untuk terus mendukung pasokan energi yang andal dan stabil bagi kemajuan pembangunan Indonesia, Perseroan juga memahami perlunya mempersiapkan diri terhadap pergeseran struktural dalam lanskap energi global dan domestik seiring dengan berkembangnya tuntutan terhadap transisi energi.

Arah keberlanjutan Perseroan difokuskan pada:

- penguatan tata kelola dan fungsi pengawasan atas aspek keberlanjutan dan isu terkait iklim
- peningkatan manajemen risiko, dengan fokus utama pada risiko iklim, regulasi, dan operasional
- penerapan standar kepatuhan dan kinerja yang lebih konsisten di seluruh entitas anak
- pemberian dukungan terhadap pembangunan nasional dan kesejahteraan masyarakat melalui praktik usaha yang bertanggung jawab dan kontribusi sosial ekonomi
- penjajakan peluang diversifikasi portofolio secara bertahap, sejalan dengan tren transisi energi jangka panjang dan prinsip kehati-hatian dalam pertimbangan keuangan

Pendekatan ini mencerminkan komitmen Perseroan dalam penciptaan nilai yang bertanggung jawab, dengan mengedepankan stabilitas bisnis dan keunggulan operasional, sekaligus menjaga fleksibilitas strategi untuk merespons dinamika dan arah transisi energi di masa depan.

Penerapan Kerangka Kerja Keberlanjutan

[GRI 2-22] [IFRS S1 Ruang Lingkup Pengungkapan] [IFRS S2 Ruang Lingkup Pengungkapan] [POJK 51] [ACGS Prinsip E]

Laporan ini disusun dengan mengacu pada standar pelaporan keberlanjutan dan iklim yang diakui secara global guna mendukung transparansi, keterbandingan, dan akuntabilitas. Kerangka kerja berikut menjadi referensi dalam penyusunan struktur dan isi laporan ini, sesuai dengan relevansinya:

sources continue to play an important role, while the development of lower-carbon energy solutions and their supporting infrastructure continues to gradually increase.

Within this broader context, the Company recognizes both the responsibilities and opportunities arising from its diversified portfolio. Indeed, the Company also acknowledges external expectations to enhance sustainability governance, strengthen risk preparedness, and progressively align with long-term transition trends. This report articulates how the Company is managing these dynamics with a forward-looking but pragmatic approach geared toward resilience and value preservation.

Sustainability Commitment and Policy Direction

[GRI 2-22] [IFRS S2 Governance & Strategy] [POJK 51 Principle of Responsibility] [ACGS Principle A] [ACGS Principle B]

The Company remains committed to operating as a responsible and resilient energy and infrastructure company, guided by GCG, prudent risk management, and an emphasis on long-term business continuity. While the Company recognizes the importance of continuing to support a reliable and stable energy supply for Indonesia's development, it also acknowledges the need to prepare for structural shifts in the global and domestic energy landscape as expectations surrounding the energy transition continue to evolve.

The Company's sustainability direction is focused on:

- strengthening governance and oversight of sustainability and climate-related considerations
- enhancing enterprise-level risk management, with a particular focus on climate, regulatory, and operational risks
- ensuring more consistent and better compliance and performance standards across subsidiaries
- supporting national development and community well-being through responsible business conduct and socio-economic contributions
- gradually exploring opportunities for portfolio diversification, consistent with long-term energy transition trends and sound financial considerations

This approach reflects the Company's commitment to responsible value creation, prioritizing stability and operational excellence while maintaining strategic flexibility to respond to future energy transition pathways.

Implementation of Sustainability Frameworks

[GRI 2-22] [IFRS S1 Scope of Disclosure] [IFRS S2 Scope of Disclosure] [POJK 51] [ACGS Principle E]

This report is prepared with reference to globally recognized sustainability and climate-related reporting standards to support transparency, comparability, and accountability. The following frameworks inform the structure and content of this report:

Kerangka Framework	Tujuan Penggunaan Kerangka Kerja dalam Penyusunan Laporan Ini Purpose of Using the Framework in the Preparation of This Report
Standar GRI (GRI Universal, Lintas Sektor) GRI Standards (GRI Universal, Cross Sector)	Memberikan panduan dalam penetapan batasan topik material, pengungkapan pendekatan manajemen, serta indikator kinerja pada aspek ekonomi, sosial, dan lingkungan Provide guidance in setting material topic boundaries, disclosing management approaches, and performance indicators on economic, social, and environmental aspects
Standar Sektor GRI – Batu bara GRI Sector Standard – Coal	Memberikan panduan pengungkapan topik material spesifik sektor batu bara, mencakup aspek lingkungan, sosial, dan praktik operasional yang relevan dengan kegiatan pertambangan batu bara Provide guidance on the disclosure of material topics specific to the coal sector, covering environmental, social, and operational practices relevant to coal mining activities
IFRS S1 dan IFRS S2 IFRS S1 and IFRS S2	Memberikan panduan untuk memperkuat pengungkapan terkait tata kelola, strategi, manajemen risiko, serta metrik dan target risiko dan peluang keuangan terkait keberlanjutan dan perubahan iklim Provide guidance to strengthen disclosures related to governance, strategy, risk management, as well as metrics and targets for financial risks and opportunities related to sustainability and climate change
Peraturan OJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik OJK Regulation No. 51/POJK.03/2017 on Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies	Memberikan panduan untuk memastikan keselarasan pengungkapan dengan persyaratan regulasi di Indonesia terkait keuangan berkelanjutan Provide guidance to ensure the alignment of disclosures with regulatory requirements in Indonesia related to sustainable finance
SDGs	Memberikan panduan untuk menyelaraskan kontribusi Perseroan dengan agenda pembangunan berkelanjutan nasional dan global Provide guidance to align the Company's contributions with the national and global sustainable development agenda
ACGS	Memberikan panduan untuk memperkuat praktik governansi korporat melalui peningkatan transparansi, efektivitas pengawasan Dewan Komisaris dan Direksi, etika bisnis, dan akuntabilitas Perseroan Provide guidance to strengthen corporate governance practices through increased transparency, the effectiveness of the Board of Commisioners and Board of Directors' oversight, business ethics, and the Company's accountability

Pernyataan Posisi [GRI 2-22] [IFRS S2 Strategi]

Perseroan memposisikan diri sebagai perusahaan energi dan infrastruktur terintegrasi yang berkomitmen untuk mendukung pembangunan Indonesia, sekaligus memperkuat ketahanan bisnis dalam menghadapi dinamika transisi energi dan disrupsi teknologi jangka panjang.

Dalam konteks perubahan lanskap energi global dan percepatan transformasi digital, Perseroan menegaskan arah strategis pada pengembangan bisnis EBT serta infrastruktur digital dan teknologi sebagai pilar utama pertumbuhan berkelanjutan. Ekspansi portofolio bisnis EBT diarahkan pada proyek ekonomis, skalabel, dan memberikan dampak lingkungan terukur seperti energi surya dan energi panas bumi, sekaligus mendukung agenda dekarbonisasi dan ketahanan energi nasional. Sementara itu, penguatan bisnis infrastruktur digital dan teknologi dilakukan melalui pembangunan ekosistem konektivitas digital resilien dan terintegrasi, yang mencakup antara lain jaringan terestrial berbasis fiber optik, dan jaringan kabel fiber optik bawah laut untuk menjangkau wilayah terpencil dan belum terlayani, serta pengembangan pusat data, AI, dan solusi digital berstandar tinggi untuk mendukung kebutuhan pengolahan, penyimpanan, dan pemanfaatan data secara andal dan efisien.

Perseroan memahami perlunya menyeimbangkan kebutuhan energi saat ini dengan tuntutan keberlanjutan yang terus berkembang, serta menerapkan pendekatan bertahap dan berbasis data dalam

Position Statement [GRI 2-22] [IFRS S2 Strategy]

The Company positions itself as an integrated energy and infrastructure company committed to supporting Indonesia's development, while also strengthening business resilience in facing the dynamics of energy transition and long-term technological disruption.

In the context of the evolving global energy landscape and the acceleration of digital transformation, the Company affirms its strategic direction toward the development of renewable energy businesses as well as digital infrastructure and technology as key pillars of sustainable growth. The expansion of the renewable energy portfolio is focused on projects that are economically viable, scalable, and capable of delivering measurable environmental impacts, such as solar and geothermal energy, while also supporting decarbonization efforts and national energy resilience. At the same time, the strengthening of the digital infrastructure and technology business is carried out through the development of a resilient and integrated digital connectivity ecosystem. This includes, among others, terrestrial fiber optic networks and subsea fiber optic cable networks to reach remote and underserved areas, as well as the development of data centers, AI, and high-standard digital solutions to support reliable and efficient data processing, storage, and utilization.

The Company recognizes the need to balance current energy demands with evolving sustainability requirements and adopts a gradual, data-driven approach in integrating sustainability aspects

mengintegrasikan aspek keberlanjutan ke dalam pengambilan keputusan bisnis. Pada tahap ini, prioritas Perseroan adalah memperkuat fondasi tata kelola, meningkatkan transparansi, serta membangun kapabilitas internal sebagai dasar bagi perencanaan transisi yang lebih matang di masa mendatang.

into business decision-making. At this stage, the Company's priority is to strengthen governance foundations, enhance transparency, and build internal capabilities as a basis for more robust transition planning in the future.

Tata Kelola Keberlanjutan

[GRI 2-9] [GRI 2-12] [GRI 2-13] [GRI 2-22] [IFRS S1 Tata Kelola] [POJK 51] [ACGS Prinsip A] [ACGS Prinsip B] [ACGS Prinsip C]

Sustainability Governance

[GRI 2-9] [GRI 2-12] [GRI 2-13] [GRI 2-22] [IFRS S1 Governance] [POJK 51] [ACGS Principle A] [ACGS Principle B] [ACGS Principle C]

Struktur, Pengawasan, Peran, dan Akuntabilitas dalam Manajemen Keberlanjutan

Tata kelola keberlanjutan Perseroan diintegrasikan secara menyeluruh ke dalam struktur dan mekanisme tata kelola korporasi yang berlaku, dengan penekanan pada integrasi aspek keberlanjutan dalam setiap proses pengambilan keputusan strategis, manajemen risiko, serta pemenuhan kepatuhan terhadap ketentuan regulasi yang relevan. Pendekatan ini memastikan bahwa pertimbangan ESG tidak berdiri sendiri, melainkan menjadi bagian dari kerangka kerja bisnis yang sistematis dan terukur.

Pengawasan atas implementasi keberlanjutan dilaksanakan melalui mekanisme tata kelola yang berlapis, yang melibatkan peran aktif Dewan Komisaris dan Direksi dalam memastikan arah, efektivitas, serta konsistensi pelaksanaan strategi keberlanjutan di seluruh lini organisasi. Perseroan memperkuat fungsi pengendalian internal dan manajemen risiko dengan memasukkan ESG sebagai bagian dari penilaian risiko bisnis, sehingga potensi dampak terhadap kinerja usaha dapat diidentifikasi dan dimitigasi lebih dini.

Seluruh pelaksanaan tata kelola keberlanjutan didukung oleh kerangka akuntabilitas yang terstruktur, di mana peran dan tanggung jawab setiap fungsi organisasi ditetapkan secara jelas untuk memastikan konsistensi pelaksanaan dan keterukuran kinerja. Informasi mengenai struktur organisasi dan tata kelola keberlanjutan Perseroan dapat dilihat pada bagian Profil Perusahaan, sub-bagian Struktur Organisasi dan Tata Kelola Keberlanjutan Perseroan.

Structure, Oversight, Roles, and Accountability in Sustainability Management

The Company's sustainability governance is fully integrated into its corporate governance structure and mechanisms, with an emphasis on embedding sustainability aspects into all strategic decision-making processes, risk management, and compliance with relevant regulatory requirements. This approach ensures that ESG considerations do not stand alone, but instead form part of a systematic and measurable business framework.

Oversight of sustainability implementation is carried out through a layered governance mechanism, involving the active roles of the Board of Commissioners and the Board of Directors in ensuring the direction, effectiveness, and consistency of sustainability strategies across all organizational lines. The Company strengthens its internal control and risk management functions by incorporating ESG into business risk assessments, enabling potential impacts on business performance to be identified and mitigated at an early stage.

All sustainability governance practices are supported by a structured accountability framework, in which the roles and responsibilities of each organizational function are clearly defined to ensure consistency in implementation and measurability of performance. Information on the Company's organizational structure and sustainability governance can be found in the Company Profile section, under the subsection "Organizational Structure and Sustainability Governance.

Strategi dan Kerangka Keberlanjutan [GRI 2-22] [GRI 2-23] [IFRS S1] [IFRS S2]

Sustainability Strategy and Framework [GRI 2-22] [GRI 2-23] [IFRS S1] [IFRS S2]

Pendekatan Keberlanjutan dan Prioritas Strategis [GRI 2-22] [GRI 2-23] [IFRS S2 Tata Kelola]

Perseroan mengelola isu keberlanjutan dengan mengedepankan inisiatif di beragam entitas anak. Hal ini dilakukan dengan pertimbangan bahwa sebagian besar kegiatan operasional serta

Sustainability Approach and Strategic Priorities [GRI 2-22] [GRI 2-23] [IFRS S2 Governance]

The Company manages sustainability by prioritizing initiatives across its various subsidiaries, recognizing that operational activities and impacts occur primarily at the subsidiary level. As the

dampaknya terjadi pada tingkat entitas anak. Sebagai perusahaan induk, Perseroan memantau perkembangan praktik keberlanjutan di seluruh lini bisnis serta mendorong adanya keselarasan secara umum terhadap prioritas keberlanjutan utama, sementara implementasi praktik keberlanjutan tetap menjadi tanggung jawab masing-masing entitas anak sesuai dengan konteks operasional, lingkungan regulasi, serta ekspektasi pemangku kepentingannya.

holding entity, the Company monitors sustainability developments across the business lines and seeks to promote general alignment on key sustainability priorities, while subsidiaries remain responsible for implementing sustainability practices in accordance with their respective operational contexts, regulatory environments, and stakeholder expectations.

Seiring dengan upaya Perseroan untuk memperkuat pendekatan keberlanjutan, Perseroan secara bertahap akan meningkatkan pelibatan entitas anak guna memperoleh pemahaman yang lebih baik terhadap praktik yang telah berjalan serta mengidentifikasi peluang untuk memperkuat koordinasi dan keselarasan di masa mendatang.

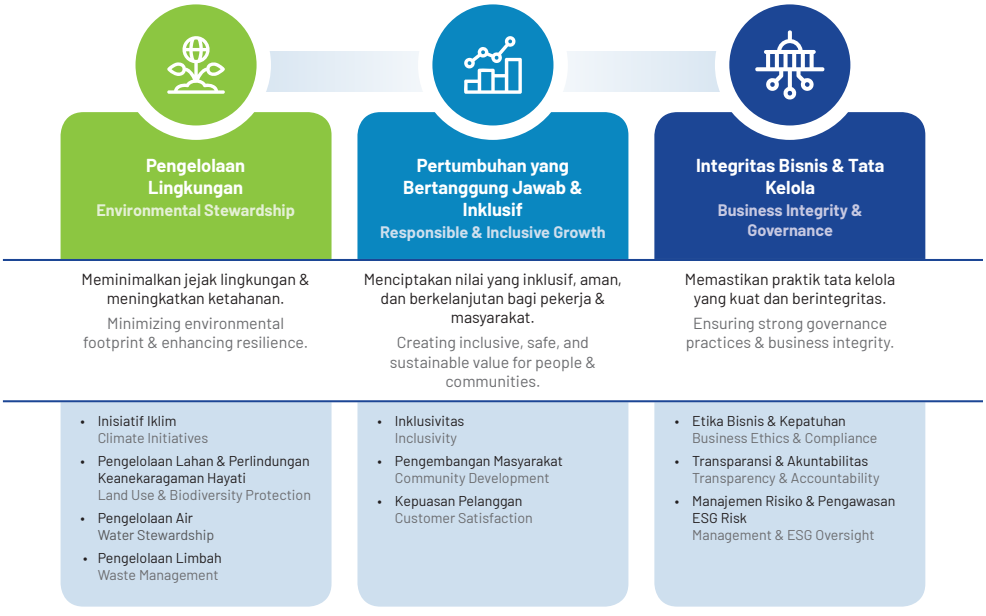
As the Company continues to strengthen its sustainability approach, the Company will progressively enhance its engagement with subsidiaries to better understand existing practices and identify opportunities to improve coordination and alignment in the future.

Untuk mendukung konsistensi dan keselarasan di seluruh kegiatan bisnis, Perseroan mengelompokkan prioritas keberlanjutan ke dalam 3 (tiga) pilar utama yang menjadi acuan bersama dalam perencanaan, pengembangan program, dan pelaporan.

To support consistency and alignment across business activities, the Company organizes its sustainability priorities into 3 (three) core pillars that serve as a common reference for planning, program development, and reporting.

Pilar Pillars	**Fokus Strategi** Strategic Focuses	**Tujuan** Goals
Pengelolaan Lingkungan yang Bertanggung Jawab Environmental Stewardship	Pengelolaan efisiensi sumber daya, dekarbonisasi, pengelolaan risiko dan dampak lingkungan, termasuk pengelolaan emisi, energi, air, dan limbah secara berkelanjutan Resource efficiency management, decarbonization, risk and environmental impact management, including the sustainable management of emissions, energy, water, and waste	Meminimalkan jejak lingkungan, memperkuat ketahanan ekosistem, dan mendukung transisi menuju ekonomi rendah karbon dalam jangka panjang Minimize the environmental footprint, strengthen ecosystem resilience, and support the transition to a low-carbon economy in the long-term
Pertumbuhan yang Berkelanjutan, Bertanggung Jawab dan Inklusif Sustainable, Responsible, and Inclusive Growth	Pemberdayaan masyarakat, pengembangan kesejahteraan dan K3 karyawan, dan penciptaan nilai keberlanjutan bagi pelanggan dan mitra usaha Community empowerment, development of employee welfare and OHS, and the creation of sustainable value for customers and business partners	Mendukung pembangunan yang inklusif untuk memperkuat nilai ekonomi-sosial dan memastikan manfaat bersama yang dapat dirasakan secara luas oleh para pemangku kepentingan Support inclusive development to strengthen socio-economic values and ensure shared benefits that can be widely felt by stakeholders
Tata Kelola yang Kuat dan Integritas Bisnis Strong Governance & Business Integrity	Penguatan etika bisnis, kepatuhan, transparansi, manajemen risiko, pengawasan, dan akuntabilitas di seluruh lini bisnis Strengthening business ethics, compliance, transparency, risk management, oversight, and accountability across all business lines	Memastikan seluruh kegiatan usaha dijalankan secara bertanggung jawab, transparan, dan akuntabel Ensure that all business activities are conducted responsibly, transparently, and accountably

Kerangka Keberlanjutan
Sustainability Framework



Dalam melaksanakan komitmen TJSL, Perseroan juga berpedoman pada prinsip *Triple Bottom Line* yang mencakup *People, Planet, dan Profit*, 7 (tujuh) subjek inti ISO 26000, serta seluruh peraturan perundang-undangan yang berlaku. Prinsip-prinsip ini menjadi panduan bagi Perseroan dalam membangun hubungan yang kuat dengan para pemangku kepentingan, menghormati HAM, serta menerapkan praktik terbaik dalam pelaksanaan keberlanjutan.

In implementing its CSER commitments, the Company also adheres to the Triple Bottom Line principles—People, Planet, and Profit—the seven core subjects of ISO 26000, as well as all applicable laws and regulations. These principles serve as guidelines for the Company in building strong relationships with stakeholders, respecting human rights, and applying best practices in sustainability implementation.

Menyadari keberagaman kegiatan usaha yang dijalankan di berbagai wilayah di Indonesia, Perseroan memastikan bahwa program TJSL dan praktik keberlanjutan disesuaikan dengan kebutuhan serta ekspektasi masing-masing daerah. Pendekatan berbasis lokal ini memungkinkan program yang dijalankan menjadi lebih relevan, tepat sasaran, dan memberikan dampak nyata bagi masyarakat setempat. Untuk memperkuat komitmen tersebut, Perseroan secara berkelanjutan meningkatkan kompetensi SDM melalui program pengembangan kapasitas yang berkesinambungan. Penguatan kapabilitas ini mencakup, antara lain, peningkatan pemahaman terhadap prinsip ESG, manajemen risiko berkelanjutan, dan inovasi sosial yang adaptif terhadap perubahan. Inisiatif ini bertujuan untuk menciptakan kontribusi yang bermakna dan berkelanjutan, mendorong pengembangan program TJSL yang mandiri, serta memperkuat kinerja keberlanjutan Perseroan secara keseluruhan. [GRI 3-3-a]

Recognizing the diversity of its business activities across various regions in Indonesia, the Company ensures that its CSER programs and sustainability practices are tailored to the specific needs and expectations of each region. This localized approach enables the programs implemented to be more relevant, well-targeted, and capable of delivering tangible benefits to local communities. To reinforce this commitment, the Company continuously enhances human resource competencies through ongoing capacity-building programs. These capability development efforts include, among others, strengthening understanding of ESG principles, sustainable risk management, and adaptive social innovation. This initiative aims to create meaningful and lasting contributions, promote the development of self-sustaining CSER programs, and strengthen the Company's overall sustainability performance. [GRI 3-3-a]

Pada tahun 2025, Perseroan menyempurnakan kerangka *Triple Bottom Line* agar selaras dengan GRI 1: Foundation 2021, ISO 26000, serta perkembangan regulasi dan dinamika pasar keberlanjutan di Indonesia. Pembaruan ini dilakukan untuk memastikan relevansi kerangka tersebut bagi berbagai kegiatan usaha Perseroan di bidang energi dan infrastruktur, memperkuat keterpaduan antara kinerja bisnis, pengelolaan TJSL, dan meningkatkan daya tahan bisnis dalam menghadapi risiko transisi energi dan perubahan iklim. Pembaruan ini menegaskan komitmen Perseroan dalam mengadopsi standar global sekaligus memastikan kepatuhan terhadap kerangka regulasi nasional yang terus berkembang.

In 2025, the Company refined its Triple Bottom Line framework to align with GRI 1: Foundation 2021, ISO 26000, and the developments in regulations and sustainability regulations and market dynamics in Indonesia. This update was carried out to ensure the relevance of the framework for various business activities of the Company in the field of energy and infrastructure, strengthen the integration between business performance, CSER management, and enhance business resilience in facing the risks of energy transition and climate change. This update reaffirms the Company's commitment to adopting global standards while ensuring compliance with the continuously evolving national regulatory framework.

Kerangka yang diperbarui ini juga mencakup penyelarasan dengan Peta Jalan Keuangan Berkelanjutan Indonesia (Fase II, 2021–2025), perkembangan kebijakan penetapan harga karbon dan Sistem Perdagangan Emisi, regulasi pertambangan dan pelaporan dari ESDM, termasuk RKAB dan pedoman pengembangan masyarakat, serta inisiatif nasional terkait efisiensi energi, khususnya untuk sektor infrastruktur digital dan pusat data. Integrasi berbagai kebijakan tersebut memastikan bahwa strategi keberlanjutan Perseroan tidak berjalan secara parsial, melainkan terhubung secara sistematis dengan agenda nasional dan tren global, sehingga mampu menciptakan nilai jangka panjang bagi pemangku kepentingan.

The updated framework also incorporates alignment with Indonesia's Sustainable Finance Roadmap (Phase II, 2021–2025), developments in carbon pricing policies and the Emissions Trading System, mining and reporting regulations from the Ministry of Energy and Mineral Resources (including the RKAB and community development guidelines), as well as national initiatives related to energy efficiency, particularly for the digital infrastructure and data center sectors. The integration of these various policies ensures that the Company's sustainability strategy is not implemented in isolation, but is systematically connected to national agendas and global trends, thereby enabling the creation of long-term value for stakeholders.

Kerangka Triple Bottom Line (Diperbaharui Tahun 2025)
Triple Bottom Line Framework (Updated in 2025)

Aspek Aspect	**Tujuan** Objective	**Peraturan Kunci/Referensi** Key Regulations / References	**Kebijakan Terkait** Relevant Company Policies
Keuntungan (Ekonomi) Profit (Economic)	Meningkatkan ketahanan keuangan dan penciptaan nilai jangka panjang dengan tetap mengelola risiko transisi dan risiko regulasi Enhance financial resilience and long-term value creation while managing transition and regulatory risks	GRI 1: Foundation 2021*); Peta Jalan Keuangan Berkelanjutan OJK; kebijakan ETS / penetapan harga karbon di Indonesia; kebijakan HBA dan DMO; persyaratan pelaporan RKAB ESDM GRI 1: Foundation 2021*); OJK Sustainable Finance Roadmap; Indonesia ETS / Carbon Pricing; HBA & DMO policies; MEMR RKAB reporting requirements	Keberlanjutan Bisnis; Manajemen Risiko; Pengadaan Berkelanjutan Business Sustainability; Risk Management; Sustainable Procurement

Aspek Aspect	Tujuan Objective	Peraturan Kunci/Referensi Key Regulations / References	Kebijakan Terkait Relevant Company Policies
Manusia (Sosial) People (Social)	Melindungi tenaga kerja, mendorong praktik ketenagakerjaan yang adil, serta memperkuat hubungan dengan masyarakat dan pemangku kepentingan Protect workers, promote fair employment, and strengthen community and stakeholder relationships	GRI 1: Foundation 2021; Undang-Undang Cipta Kerja; ISO 45001; pedoman SDM berkelanjutan dari OJK; ketentuan pengembangan dan pemberdayaan masyarakat (PPM) Kementerian ESDM GRI 1: Foundation 2021; Job Creation Law; ISO 45001; OJK Sustainable HR guidance; MEMR community development (PPM) rules	SDM dan Ketenagakerjaan; K3; Pengembangan Masyarakat HR & Employment; OHS; Community Development
Bumi (Lingkungan) Planet (Environmental)	Mengurangi jejak lingkungan dan menyelaraskan kinerja dengan target nasional terkait iklim dan efisiensi energi Reduce environmental footprint and align with national climate and energy efficiency goals	GRI 1: Foundation 2021; ETS Indonesia; regulasi lingkungan dan reklamasi dari Kementerian ESDM; pedoman nasional efisiensi energi untuk pusat data GRI 1: Foundation 2021; Indonesia ETS; MEMR/ESDM environmental & reclamation regulations; National data-center energy efficiency guidance	Pengelolaan Emisi; Efisiensi Energi; Keanekaragaman Hayati dan Reklamasi Emissions Management; Energy Efficiency; Biodiversity & Reclamation
Tata Kelola (Lintas Sektor) Governance (Cross-Sector)	Memperkuat tata kelola keberlanjutan, pengelolaan materialitas ganda (double materiality), serta kesiapan pengungkapan Strengthen sustainability governance, double materiality management, and disclosure readiness	GRI 1: Foundation 2021; pedoman keuangan berkelanjutan OJK; kesiapan pengungkapan iklim sesuai IFRS S1/S2; kerangka tata kelola dan manajemen risiko GRC/ISO GRI 1: Foundation 2021; OJK Sustainable Finance guidelines; IFRS S1/S2 climate disclosure readiness; GRC/ISO governance frameworks	Kerangka Keberlanjutan; Proses Materialitas dan Materialitas Ganda; Tata Kelola Data ESG Sustainability Framework; Materiality & Double Materiality Processes; ESG Data Governance

Keterangan / Notes:
*) Perseroan telah melaporkan informasi yang dikutip dalam indeks konten GRI untuk periode 1 Januari 2025 - 31 Desember 2025 dengan merujuk pada standar GRI. Dalam menyusun laporan ini, Perseroan berupaya memperhatikan prinsip pelaporan berdasarkan standar GRI, yaitu akurasi, keseimbangan, kejelasan, keterbandingan, kelengkapan, konteks keberlanjutan, ketepatan waktu, dan keterverifikasian. [ACGS C.1.3.]
*) The Company reported the information cited in the GRI content index from January 1, 2025, to December 31, 2025, with reference to the GRI standards. In compiling this report, the Company seeks to adhere to reporting principles based on GRI standards, namely accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability. [ACGS C.1.3.]

Integrasi ESG dalam Perencanaan Bisnis Jangka Panjang [GRI 2-12] [IFRS S2 Strategi]

Pertimbangan keberlanjutan telah mulai diintegrasikan ke dalam proses manajemen risiko dan perencanaan bisnis Perseroan, termasuk melalui identifikasi awal terhadap risiko terkait iklim yang berpotensi memengaruhi kegiatan usaha.

Pelaksanaan kegiatan operasional sehari-hari tetap berada pada masing-masing entitas anak, sementara Perseroan memantau perkembangan isu keberlanjutan secara keseluruhan. Dalam hal ini, Perseroan bertindak sebagai pengarah strategis yang mendorong konsistensi kebijakan, penguatan tata kelola, serta harmonisasi standar implementasi di seluruh entitas anak. Secara bertahap, Perseroan juga meningkatkan keselarasan pendekatan, metodologi pengukuran, dan praktik pelaporan keberlanjutan untuk mencapai transparansi, keterbandingan, dan kualitas pengungkapan yang lebih baik.

Risiko dan Peluang terkait Perubahan Iklim

[GRI 3-3] [IFRS S2 Strategi & Manajemen Risiko]

Perseroan telah secara bertahap mengidentifikasi risiko dan peluang terkait perubahan iklim ke dalam proses manajemen risiko dan perencanaan bisnis, sebagai bagian dari penguatan strategi keberlanjutan. Mempertimbangkan bahwa Perseroan adalah perusahaan induk dan kegiatan operasional berada pada tingkat entitas anak, untuk memastikan bahwa Perseroan memperoleh pandangan menyeluruh terhadap eksposur risiko iklim dan potensi dampaknya terhadap kinerja bisnis, informasi terkait isu tersebut dihimpun dan disajikan secara konsolidasi.

Informasi mengenai pendekatan dan pengelolaan risiko Perseroan dapat dilihat pada bagian Governansi Korporat, sub-bagian Unit Manajemen Risiko – Sistem Pengelolaan Risiko, Proses Manajemen

Integration of ESG in Long-Term Business Planning [GRI 2-12] [IFRS S2 Strategy]

Sustainability considerations have begun to be integrated into the Company's risk management and business planning processes, including through the initial identification of climate-related risks that may potentially impact business activities.

The implementation of daily operational activities remain with each subsidiary, while the Company monitors the overall development of sustainability issues. In this regard, the Company acts as a strategic driver, promoting policy consistency, strengthening governance, and harmonizing implementation standards across all subsidiaries. Gradually, the Company also enhances alignment in approaches, measurement methodologies, and sustainability reporting practices to achieve greater transparency, comparability, and quality of disclosures.

Climate-Related Risks and Opportunities

[GRI 3-3] [IFRS S2 Strategy & Risk Management]

The Company has gradually identified climate-related risks and opportunities within its risk management processes and business planning as part of strengthening its sustainability strategy. Considering that the Company is a holding company and operational activities are carried out at the subsidiary level, to ensure that the Company gains a comprehensive view of climate risk exposure and its potential impact on business performance, the information related to the issue is collected and presented on a consolidated basis.

Information regarding the Company's approach to and management of risk can be found in the Corporate Governance section, under the Risk Management Unit subsection—covering the Risk Management

Risiko, dan Pengelolaan Risiko Tahun 2025; sementara pada sub-bagian ini Perseroan memfokuskan pembahasan pada peluang yang berkaitan dengan perubahan iklim.

System, Risk Management Process, and Risk Management in 2025. Meanwhile, this subsection focuses specifically on opportunities related to climate change.

Kesempatan Opportunity Area	**Relevansi Strategis bagi Perseroan** Strategic Relevance to the Company
Peningkatan efisiensi operasional dan optimalisasi energi Improvement of operational efficiency and energy optimization	Peningkatan kinerja energi mendukung efisiensi biaya dan perbaikan intensitas emisi di seluruh entitas anak Enhancing energy performance supports cost efficiency and improves emissions intensity across subsidiaries
Penerapan proses dan teknologi dengan emisi yang lebih rendah Implementation of lower-emission processes and technologies	Pemberian ruang bagi entitas anak untuk memperkuat posisi pasar dan ketahanan usaha jangka panjang seiring dengan perkembangan regulasi dan dinamika pasar Providing space for subsidiaries to strengthen market position and long-term business resilience in line with regulatory developments and market dynamics
Penilaian ketahanan portofolio dan penentuan posisi strategis Assessment of portfolio resilience and strategic positioning	Penguatan evaluasi peluang di sektor energi secara berkelanjutan untuk mendukung prioritas pembangunan jangka panjang di Indonesia serta peta jalan transisi energi nasional Strengthening the evaluation of opportunities in the energy sector sustainably to support long-term development priorities in Indonesia and the national energy transition roadmap

Dampak Keuangan dan Non-Keuangan dari Risiko dan Peluang ESG [GRI 201] [GRI 302] [GRI 303] [GRI 304] [GRI 305] [IFRS S1 Metrik & Target] [IFRS S2 Metrik & Target]

Risiko dan peluang terkait ESG memiliki implikasi langsung maupun tidak langsung terhadap kinerja keuangan, eksposur risiko, serta ketahanan bisnis jangka panjang Perseroan. Pengelolaan yang tepat atas aspek ESG tidak hanya menjadi kewajiban kepatuhan, tetapi juga faktor penentu dalam menciptakan nilai keberlanjutan dan menjaga daya saing Perseroan.

Sebagai perusahaan dengan bisnis yang terdiversifikasi, Perseroan mengintegrasikan pertimbangan ESG dalam proses pengambilan keputusan strategis, terutama melalui penetapan prioritas alokasi modal, penguatan fungsi pengawasan tata kelola, dan perumusan arah dan inisiatif strategis. Informasi mengenai hal ini dapat dilihat pada bagian Governansi Korporat, sub-bagian Sistem Pengelolaan Risiko.

Financial and Non-Financial Impacts of ESG Risks and Opportunities [GRI 201] [GRI 302] [GRI 303] [GRI 304] [GRI 305] [IFRS S1 Metrics & Targets] [IFRS S2 Metrics & Targets]

ESG-related risks and opportunities may have both direct and indirect implications on the financial performance, risk exposure, and long-term business resilience of the Company. Proper management of ESG aspects is not only a compliance obligation but also a determining factor in creating sustainable value and maintaining the Company's competitiveness.

As a company with a diversified business portfolio, the Company integrates ESG considerations into the strategic decision-making process, particularly through the establishment of capital allocation priotities, strengthening governance supervision, and formulating strategic directions and initiatives. Information regarding this can be found in the Corporate Governance section, the Risk Management System subsection.

Kontribusi terhadap SGDs dan Transisi Energi [GRI 2-29]

Kontribusi Perseroan terhadap keberlanjutan tidak hanya tercermin melalui praktik operasional entitas anak, tetapi juga melalui peran Perseroan dalam alokasi modal, penetapan arah strategis, dan pengawasan tata kelola. Perseroan secara aktif mengarahkan portofolio bisnis agar tidak hanya tumbuh secara finansial, tetapi juga menghasilkan dampak ekonomi, sosial, dan lingkungan yang terukur dan berkelanjutan. Kontribusi Perseroan terhadap SDGs dan transisi energi secara lebih luas bertumpu pada 3 (tiga) pilar utama: arah strategis, pengelolaan investasi, dan penciptaan nilai melalui kolaborasi.

- **Arah Strategis**
  Perseroan mengintegrasikan pertimbangan keberlanjutan ke dalam strategi portofolio jangka panjang, termasuk diversifikasi menuju solusi energi rendah emisi dan mengadopsi teknologi yang mendorong efisiensi operasional. Pendekatan ini dirancang untuk memastikan ketahanan bisnis dalam menghadapi risiko transisi energi, perubahan regulasi, dan dinamika pasar global. Pendekatan ini memastikan pertumbuhan usaha tetap tangguh, sadar risiko, dan selaras dengan perkembangan dekarbonisasi global. Hal ini mendukung pencapaian SDG 7 - Energi Bersih dan Terjangkau, SDG 13 - Penanganan Perubahan Iklim, dan mencerminkan pergeseran dari pendekatan kepatuhan menuju keberlanjutan yang berorientasi pada penciptaan nilai.

Contribution to SDGs and the Energy Transition [GRI 2-29]

The Company's contribution to sustainability is not only reflected through the operational practices of its subsidiaries, but also through the Company's role in capital allocation, strategic direction setting, and governance supervision. The Company actively directs its business portfolio not only to grow financially but also to generate measurable and sustainable economic, social, and environmental impacts. The Company's contribution to the SDGs and the broader energy transition is based on 3 (three) main pillars: strategic direction, investment management, and collaborative value creation.

- **Strategic Direction**
  The Company integrates sustainability considerations into its long-term portfolio strategy, including diversification toward low-emission energy solutions and adopting technologies that drive operational efficiency. This approach is designed to ensure business resilience in the face of energy transition risks, regulatory changes, and global market dynamics. This approach ensures that business growth remains robust, risk-aware, and aligned with global decarbonization developments. This approach supports SDG 7 - Affordable and Clean Energy, SDG 13 - Climate Action, and reflects the shift from a compliance approach to sustainability oriented toward value creation.

- **Pengelolaan Investasi**
  Perseroan juga mengintegrasikan kriteria ESG dalam proses pengambilan keputusan investasi untuk memastikan kualitas portofolio yang berkelanjutan dan adaptif terhadap risiko jangka panjang. Melalui pengawasan tata kelola dan engagement dengan entitas anak, Perseroan mendorong:
  a) peningkatan efisiensi energi dan pengelolaan emisi
  b) penerapan praktik tata kelola yang lebih kuat berbasis transparansi dan akuntabilitas
  c) penerapan program pengembangan masyarakat dan penciptaan nilai sosial yang berkelanjutan

  Pendekatan ini berkontribusi pada SDG 8 - Pekerjaan Layak dan Pertumbuhan Ekonomi), SDG 12 - Konsumsi dan Produksi yang Bertanggung Jawab, dan mendorong pertumbuhan portofolio yang inklusif dan bertanggung jawab dalam jangka panjang.

- **Penciptaan Nilai melalui Kolaborasi**
  Perseroan secara proaktif mengeksplorasi peluang untuk berpartisipasi dan mendukung transisi energi, antara lain melalui:
  a) investasi strategis pada solusi EBT atau beremisi lebih rendah
  b) kemitraan untuk pengembangan dan penerapan teknologi terkait efisiensi energi
  c) evaluasi model bisnis baru yang mendukung rantai nilai rendah karbon

Kolaborasi ini tidak hanya memperluas akses terhadap inovasi dan teknologi, tetapi juga mempercepat skala dampak serta membuka peluang pertumbuhan baru yang berkelanjutan. Upaya ini sejalan dengan SDG 9 - Industri, Inovasi, dan Infrastruktur, SDG 17 - Kemitraan untuk Mencapai Tujuan, dan memperkuat posisi Perseroan sebagai pelaku pasar yang bertanggung jawab dan berorientasi ke masa depan.

Secara umum, kontribusi Perseroan terhadap pencapaian SDGs dan transisi energi dibentuk oleh pengaruh strategisnya di beragam lini bisnis. Dengan mengintegrasikan aspek ESG ke dalam keputusan investasi, struktur tata kelola, dan perencanaan bisnis jangka panjang, Perseroan berusaha memastikan bahwa proses transisi dijalankan secara bertanggung jawab, realistis, dan dengan kejelasan penciptaan nilai, serta tetap menyeimbangkan tujuan keberlanjutan dengan ketahanan bisnis.

- **Investment Stewardship**
  The Company also integrates ESG criteria into investment decision-making process to ensure a sustainable portfolio quality that is adaptive to long-term risks. Through governance supervision and engagement with the subsidiaries, the Company encourages:
  a) increased energy efficiency and emissions management
  b) implemented stronger governance practices based on transparency and accountability
  c) implemented community development programs and social value creation

  This approach contributes to SDG 8 - Decent Work and Economic Growth, SDG 12 - Responsible Consumption and Production, and promotes inclusive and responsible portfolio growth in the long term.

- **Collaborative Value Creation**
  The Company proactively explores opportunities to participate in and support the energy transition, including through:

  a) strategic investments in NRE or lower-emission energy solutions
  b) partnerships for the development and implementation of energy efficiency-related technologies
  c) evaluation of new business models that support low-carbon value chains

These collaborations not only expand access to innovation and technology but also accelerate the scale of impact and open up new opportunities for sustainable growth. These efforts align with SDG 9 - *Industry, Innovation, and Infrastructure*, *SDG 17 - Partnerships for the Goals*, and strengthen the Company's position as a responsible and future-oriented market player.

In general, the Company's contribution to achieving the SDGs and energy transition is shaped by its strategic influence across diverse business lines. By embedding ESG aspects into investment decisions, governance structures, and long-term business planning, the Company seeks to ensure that the transition is carried out responsibly, realistically, and with clarity in value creation, while also balancing sustainability goals with business resilience.

SDG Fokus Area SDG Focus Area	**Relevansi** Relevance
SDG 7 – Energi Bersih dan Terjangkau SDG 7 – Affordable and Clean Energy	Mendukung akses energi yang andal di berbagai wilayah Supporting reliable access to energy across regions
SDG 8 – Pekerjaan Layak dan Pertumbuhan Ekonomi SDG 8 – Decent Work and Economic Growth	Melakukan pengembangan tenaga kerja dan meningkatkan K3 Conducting workforce development and improving OHS
SDG 9 – Industri, Inovasi, dan Infrastruktur SDG 9 – Industry, Innovation, and Infrastructure	Melakukan investasi pada infrastruktur yang tangguh dan strategis Investing in robust and strategic infrastructure
SDG 13 – Penanganan Perubahan Iklim SDG 13 – Climate Action	Meningkatkan efisiensi sumber daya, memantau kinerja lingkungan, dan memitigasi risiko Improving resource efficiency, monitoring environmental performance, and mitigating risks

Manajemen Risiko & Ketahanan [GRI 3-2] [GRI 3-3] [GRI 302] [GRI 303] [GRI 304] [GRI 305] [IFRS S2 Manajemen Risiko, Penilaian Risiko]

Risk Management & Resilience [GRI 3-2] [GRI 3-3] [GRI 302] [GRI 303] [GRI 304] [GRI 305] [IFRS S2 Risk Management, Risk Assessment]

Perseroan mengelola risiko keberlanjutan dan risiko terkait perubahan iklim melalui pendekatan yang mempertimbangkan peran masing-masing entitas anak. Pendekatan ini dirancang untuk memastikan bahwa setiap risiko diidentifikasi, dinilai, dan dikelola secara proporsional sesuai dengan eksposur, skala usaha, dan kompleksitas operasional. Mengingat bahwa kegiatan operasional berada pada tingkat entitas anak, pengendalian operasional dan pengelolaan risiko dilakukan oleh masing-masing entitas anak sesuai dengan model bisnis, lingkungan regulasi, dan konteks pemangku kepentingannya. Perseroan berperan dalam menetapkan kerangka kebijakan, standar tata kelola, serta mekanisme pengawasan untuk memastikan konsistensi dan efektivitas penerapan manajemen risiko di seluruh portofolio. Informasi lainnya terkait manajemen risiko Perseroan dapat dilihat pada bagian Governansi Korporat, sub-bagian Unit Manajemen Risiko - Pengelolaan Risiko pada Tahun 2025.

The Company manages sustainability-related risks and climate-related risks through an approach that considers the respective roles of each subsidiary. This approach is designed to ensure that each risk is identified, assessed, and managed proportionally according to exposure, business scale, and operational complexity. Given that operational activities are at the subsidiary level, operational control and risk management are carried out by each subsidiary in accordance with its business model, regulatory environment, and stakeholder context. The Ccompany plays a role in establishing policy frameworks, governance standards, and oversight mechanisms to ensure the consistency and effectiveness of risk management implementation across the entire portfolio. Other information related to the Company's risk management can be found in the Corporate Governance section, sub-section of the Risk Management Unit - Risk Management in 2025.

Pendekatan Adaptasi dan Mitigasi Perubahan Iklim [GRI 3-3] [IFRS S2 Adaptasi Risiko dan Peluang Iklim]

Perseroan menyadari bahwa perubahan iklim memberikan dampak yang berbeda pada setiap bisnis, tergantung pada jenis aset, lokasi geografis, dan eksposur pasar. Oleh karena itu, langkah-langkah adaptasi dan mitigasi terkait perubahan iklim harus diterapkan melalui pendekatan yang mempertimbangkan karakteristik portofolio, dengan mengombinasikan arah strategis Perseroan dan pengendalian operasional di tingkat entitas anak.

Dalam konteks mitigasi, Perseroan mendorong inisiatif penurunan emisi, peningkatan efisiensi energi, dan optimalisasi penggunaan sumber daya. Sementara itu, dari sisi adaptasi, fokus diarahkan pada peningkatan ketahanan operasional terhadap risiko fisik perubahan iklim, termasuk gangguan rantai pasok dan perubahan pola cuaca ekstrem. Untuk memperkuat kesiapan Perseroan dalam menghadapi transisi menuju ekonomi rendah karbon, Perseroan secara bertahap telah mulai mengintegrasikan pertimbangan iklim ke dalam proses perencanaan bisnis, evaluasi investasi, dan manajemen risiko.

Informasi mengenai adaptasi dan mitigasi perubahan iklim dapat dilihat pada bagian Governansi Korporat, sub-bagian Pengelolaan Risiko pada Tahun 2025.

Climate Change Adaptation and Mitigation Approach [GRI 3-3] [IFRS S2 Climate Risk Adaptation & Opportunity]

The Company recognizes that climate change affects each business differently, depending on asset type, geographic location, and market exposure. Therefore, climate-related adaptation and mitigation measures must be implemented through an approach that considers portfolio characteristics, combining the Company's strategic direction with operational controls at the subsidiary level.

In terms of mitigation, the Company promotes initiatives to reduce emissions, improve energy efficiency, and optimize resource utilization. Meanwhile, from an adaptation perspective, the focus is on enhancing operational resilience to physical climate risks, including supply chain disruptions and changes in extreme weather patterns. To strengthen the Company's readiness in transitioning toward a low-carbon economy, the Company has gradually begun integrating climate considerations into business planning, investment evaluation, and risk management processes.

Information on climate change adaptation and mitigation can be found in the Corporate Governance section, under the subsection Risk Management in 2025.

Pemangku Kepentingan dan Topik Material [GRI 2-29] [GRI 3-1] [GRI 3-2] [GRI 3-3] [IFRS S1] [IFRS S2] [POJK 51] [ACGS Prinsip D]

Stakeholder and Material Topics [GRI 2-29] [GRI 3-1] [GRI 3-2] [GRI 3-3] [IFRS S1] [IFRS S2] [POJK 51] [ACGS Principle D]

Sebagai perusahaan dengan portofolio bisnis yang beragam dan dikelola melalui entitas anak, penciptaan nilai jangka panjang sangat dipengaruhi oleh kualitas hubungan Perseroan dengan berbagai pemangku kepentingan. Perseroan memahami bahwa keterlibatan efektif dari pemangku kepentingan menjadi salah satu faktor kunci

As a company with a diversified business portfolio managed through subsidiaries, the creation of long-term value is significantly influenced by the quality of the Company's relationships with its stakeholders. The Company recognizes that effective stakeholder engagement is a key factor in maintaining business sustainability,

dalam menjaga keberlanjutan usaha, memperkuat kepercayaan, serta meningkatkan ketahanan bisnis di tengah dinamika eksternal yang terus berkembang. Oleh karena itu, Perseroan berupaya menerapkan pendekatan yang terstruktur dalam melibatkan para pemangku kepentingan, agar pandangan dan harapan dari para pemangku kepentingan dapat menjadi pertimbangan dalam penyusunan strategi keberlanjutan, pengelolaan risiko, serta proses pengambilan keputusan Perseroan.

Masukan yang diperoleh kemudian diintegrasikan ke dalam proses penentuan topik material, sehingga Perseroan dapat memfokuskan sumber daya pada isu-isu yang paling relevan terhadap kinerja bisnis dan dampak keberlanjutan dan memastikan keselarasan antara strategi Perseroan dengan ekspektasi pemangku kepentingan, perkembangan regulasi, serta standar pelaporan yang berlaku.

Metodologi Keterlibatan Pemangku Kepentingan [GRI 2-29] [ACGS Prinsip E]

Perseroan mengacu pada AA1000 Stakeholder Engagement Standard (SES) 2015, yang selaras dengan 7 (tujuh) subjek inti ISO 26000, untuk memastikan keterlibatan pemangku kepentingan yang konsisten, transparan, dan responsif. [GRI 2-29]

Kerangka ini memberikan landasan yang sistematis bagi Perseroan dalam mengidentifikasi, memprioritaskan, dan merespons kepentingan pemangku kepentingan secara terukur dan terdokumentasi dan membantu Perseroan dalam memastikan bahwa proses keterlibatan tidak bersifat *ad-hoc*, tetapi terintegrasi dalam siklus perencanaan strategis, pengelolaan risiko, dan pelaporan keberlanjutan Perseroan.

strengthening trust, and enhancing resilience amid an ever-evolving external environment. Therefore, the Company strives to implement a structured approach to stakeholder engagement, ensuring that stakeholders' perspectives and expectations are taken into account in the development of sustainability strategies, risk management, and the Company's decision-making processes.

The input obtained is then integrated into the process of determining material topics, so that the Company can focus its resources on issues that are most relevant to business performance and sustainability impact, and ensure alignment between the Company's strategy and stakeholder expectations, regulatory developments, and applicable reporting standards.

Stakeholder Engagement Methodology [GRI 2-29] [ACGS Principle E]

The Company refers to the AA1000 Stakeholder Engagement Standard (SES) 2015, which aligns with the 7 (seven) core subjects of ISO 26000, to ensure consistent, transparent, and responsive stakeholder engagement. [GRI 2-29]

This framework provides a systematic foundation for the Company in identifying, prioritizing, and responding to stakeholder interests in a measurable and documented manner, and helps the Company ensure that the engagement process is not ad-hoc, but integrated into the Company's strategic planning cycle, risk management, and sustainability reporting.



Kriteria Criteria	Referensi Pengungkapan Disclosure Reference
Tingkat pengaruh terhadap keberhasilan organisasi Level of influence on organizational success	GRI 2-29 / IFRS S1 (dampak terhadap nilai perusahaan) GRI 2-29 / IFRS S1 (enterprise value impact)
Tingkat ketergantungan terhadap kegiatan operasional organisasi Level of dependence on the organization's operational activities	GRI 2-29 / ISO 26000 GRI 2-29 / ISO 26000
Tingkat tanggung jawab terhadap dampak sosial dan lingkungan Level of responsibility for social and environmental impact	GRI 3-1 / Materialitas Dampak GRI 3-1 / Impact Materiality

Pelibatan pemangku kepentingan dilakukan melalui kombinasi forum formal yang terstruktur (seperti rapat, pengungkapan informasi, dan forum tata kelola), interaksi operasional, serta dialog di tingkat masyarakat. Pendekatan ini membantu Perseroan dalam memastikan bahwa komunikasi berlangsung dua arah, terarah, dan mampu menangkap isu-isu strategis maupun operasional secara tepat waktu.

Frekuensi keterlibatan disesuaikan dengan karakter hubungan, ekspektasi regulasi, serta tingkat sensitivitas topik yang dibahas. Hasil dari proses pelibatan ini didokumentasikan, dianalisis, dan dilaporkan kepada Direksi untuk menjadi masukan dalam pengambilan keputusan, pengelolaan risiko, dan penyempurnaan strategi keberlanjutan Perseroan. [ACGS Prinsip E.]

Pemetaan dan Identifikasi Pemangku Kepentingan [GRI 2-29] [POJK 51 Lampiran I Bagian B] [ACGS Prinsip E.2]

Perseroan secara berkala meninjau peta pemangku kepentingan seiring dengan perkembangan kegiatan usaha. Proses peninjauan ini dilakukan untuk memastikan bahwa seluruh pemangku kepentingan yang relevan tetap teridentifikasi secara akurat, termasuk apabila terdapat perubahan struktur bisnis, ekspansi operasional, maupun dinamika regulasi. Pembaruan peta pemangku kepentingan juga bertujuan untuk menjaga relevansi strategi keterlibatan, efektivitas komunikasi, dan ketepatan dalam merespons ekspektasi masing-masing kelompok.

Kelompok-kelompok berikut telah diidentifikasi sebagai pemangku kepentingan utama Perseroan:

Stakeholder engagement is carried out through a combination of structured formal forums (such as meetings, disclosures, and governance forums), operational interactions, as well as dialogue at the community level. This approach helps the Company ensure that communication is two-way, focused, and capable of capturing both strategic and operational issues in a timely manner.

The frequency of engagement is tailored to the nature of the relationship, regulatory expectations, and the sensitivity of the topics discussed. The outcomes of these engagement processes are documented, analyzed, and reported to the Board of Directors to serve as input for decision-making, risk management, and the refinement of the Company's sustainability strategy. [ACGS Principle E.]

Stakeholder Mapping and Identification [GRI 2-29] [POJK 51 Attachment I Section B] [ACGS Principle E.2]

The Company periodically reviews the stakeholder landscape in line with the development of business activities. This review process is conducted to ensure that all relevant stakeholders remain accurately identified, including in the event of changes in business structure, operational expansion, or regulatory dynamics. The update of the stakeholder map also aims to maintain the relevance of engagement strategies, communication effectiveness, and accuracy in responding to the expectations of each group.

The following groups have been identified as the Company's main stakeholders:

Kelompok Pemangku Kepentingan Stakeholder Group	Kepentingan Kunci Key Expectations	Sarana Pelibatan Engagement Channels	Frekuensi Frequency	Kebijakan Terkait Relevant Policies
Pemegang Saham / Investor Shareholders / Investors	Kinerja keuangan, keterbukaan informasi, dan ketahanan bisnis jangka panjang	Laporan Keuangan, Laporan Tahunan, RUPS, Paparan Publik, dan pertemuan dengan investor	Berkala / Sesuai Kebutuhan	Kebijakan Tata Kelola Perusahaan, Kebijakan Komunikasi Pemangku Kepentingan
	Financial performance, information disclosures, long-term business resilience	Financial Statements, Annual Report, GMS, Public Expose, Information Disclosure Investor Meetings	Periodically / As Needed	Corporate Governance Policy, Stakeholder Communication Policy
Karyawan Employees	Praktik ketenagakerjaan yang adil, pengembangan keterampilan, K3, dan peluang karier	Sosialisasi, penilaian kinerja, program pelatihan, serta mekanisme keluh kesah	Berkala / Berkesinambungan	Kebijakan Ketenagakerjaan, K3, dan HAM
	Fair employment practices, skills development, OHS, career opportunities	Socialization, performance reviews, training programs, grievance mechanisms	Periodically / Continuously	Employment, OHS Policy, Human Rights Policy

Kelompok Pemangku Kepentingan Stakeholder Group	Kepentingan Kunci Key Expectations	Sarana Pelibatan Engagement Channels	Frekuensi Frequency	Kebijakan Terkait Relevant Policies
Pelanggan Customers	Keandalan produk / layanan, jaminan kualitas, dukungan yang responsif, dan transparansi data Realibility of product / services, quality assurance, responsive support, and data transparency	Proses kontrol kualitas, transparansi informasi produk / layanan, perjanjian layanan, survei kepuasan pelanggan, pusat layanan pelanggan Quality control processes, transparency of products / services information, service agreements, customer satisfaction surveys, call center	Berkala / Sesuai Kebutuhan Periodically / As needed	Kebijakan Operasi yang Wajar, Kebijakan Tanggung Jawab Produk Fair Operating Practices Policy, Product Responsibility Policy
Masyarakat Communities	Dampak sosial-ekonomi yang bermakna, akses terhadap peluang bekerja-berusaha-pengembangan diri, serta pengelolaan lingkungan yang bertanggung jawab Meaningful social-economic impact, access to opportunities for work-entrepreneurship-self-development, and responsible environmental management	Program pelatihan dan pemberdayaan masyarakat, program konsultasi masyarakat, inisiatif TJSL, pengelolaan dan pemantauan parameter lingkungan Community training and empowerment programs, community consultation programs, CSER initiatives, environmental parameter management and monitoring	Berkala / Berkesinambungan / Sesuai Kebutuhan Periodically / Continuously / As Needed	Kebijakan Pengembangan Sosial dan Kemasyarakatan Social and Community Development Policy
Regulator / Otoritas Regulators / Authorities	Kepatuhan terhadap peraturan perundang-undangan, kewajiban pelaporan, dan perilaku usaha yang bertanggung jawab Compliance with laws and regulations, reporting obligations, responsible business conduct	Penyampaian laporan dan/atau tanggapan kepada regulator, rapat koordinasi, dan audit kepatuhan Submission of reports and/or responses to regulators, coordination meetings, and compliance audits	Berkala / Sesuai kebutuhan Periodically / As Needed	Kebijakan Tata Kelola Perusahaan Corporate Governance Policy
Kontraktor / Pemasok Contractors / Suppliers	Pengadaan yang adil, kejelasan kontrak, serta keselamatan kerja Fair procurement, contract clarity, occupational safety	Proses tender, evaluasi pemasok, induksi K3, dan audit keselamatan Tender process, supplier evaluation, OHS induction, and safety audits	Berkala Periodically	Kebijakan Pengadaan Barang dan/atau Jasa, Kebijakan K3 Procurement of Goods and/or Services Policy, OHS Policy
Kreditor Creditors	Pembayaran pinjaman yang tepat waktu, kehati-hatian pengelolaan keuangan, dan pelaporan yang transparan Timely loan repayment, prudent financial management, transparent reporting	Jadwal pembayaran, pemantauan keuangan, dan pengungkapan laporan Payment schedules, financial monitoring, report disclosures	Berkala / Sesuai Kebutuhan Periodically / As Needed	Kebijakan Pemenuhan Hak-Hak Kreditur Creditor's Rights Fullfilment Policy
Media Media	Informasi yang akurat dan tepat waktu terkait kegiatan usaha Accurate and timely information regarding business activities	Keterbukaan informasi, situs web Perseroan, paparan publik, siaran pers, atau penjelasan (bila diperlukan) Information disclosure, the Company's website, public expose, press release, explanations (if necessary)	Berkala / Sesuai Kebutuhan Periodically / As Needed	Kebijakan Komunikasi dengan Pemegang Saham dan Pemangku Kepentingan lainnya Communication with Shareholders and Other Stakeholders Policy

Pemetaan ini memastikan bahwa upaya keterlibatan diprioritaskan dan diselaraskan dengan relevansi bisnis serta dampak terhadap pemangku kepentingan. [ACGS Prinsip E.2]

Penilaian Materialitas: Proses dan Hasil (Materialitas Ganda)

[GRI 3-1] [GRI 3-2] [GRI 3-3] [IFRS S1] [IFRS S2] [POJK 51]

Perseroan menerapkan pendekatan materialitas ganda (*double materiality*) yang selaras dengan Standar GRI 2021 serta mempertimbangkan orientasi materialitas keuangan sesuai IFRS S1 dan IFRS S2. Pendekatan ini memastikan bahwa penetapan prioritas isu keberlanjutan dilakukan secara komprehensif, terukur, dan relevan terhadap kepentingan pemangku kepentingan maupun keberlanjutan bisnis Perseroan dan mencerminkan kedua aspek berikut:

This mapping ensures that engagement efforts are prioritized and aligned with business relevance and stakeholder impact. [ACGS Principle E.2]

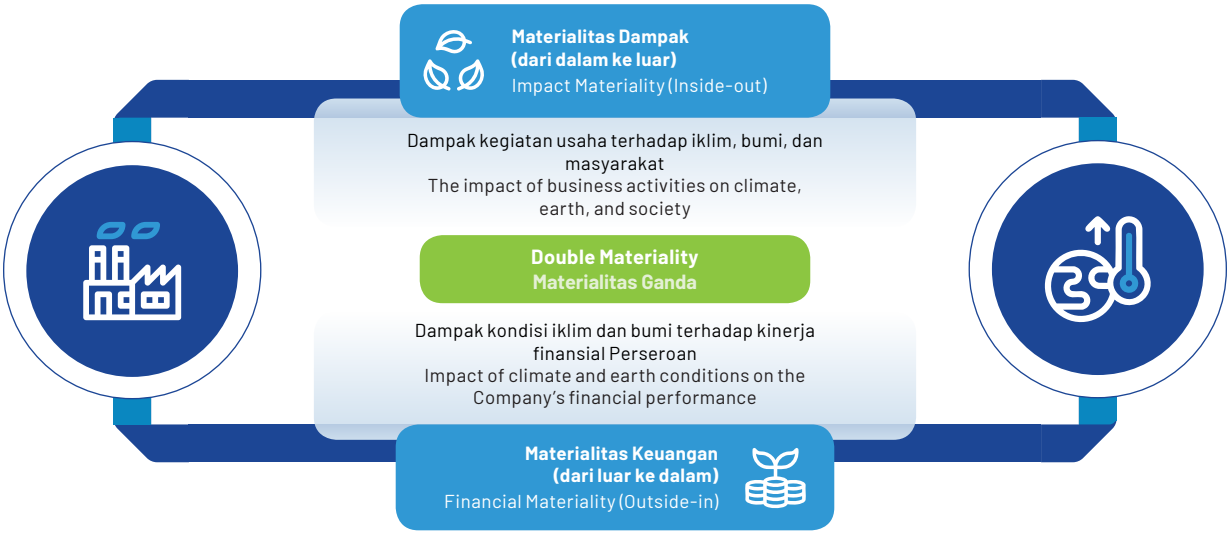
Materiality Assessment: Process and Outcomes (Double Materiality)

[GRI 3-1] [GRI 3-2] [GRI 3-3] [IFRS S1] [IFRS S2] [POJK 51]

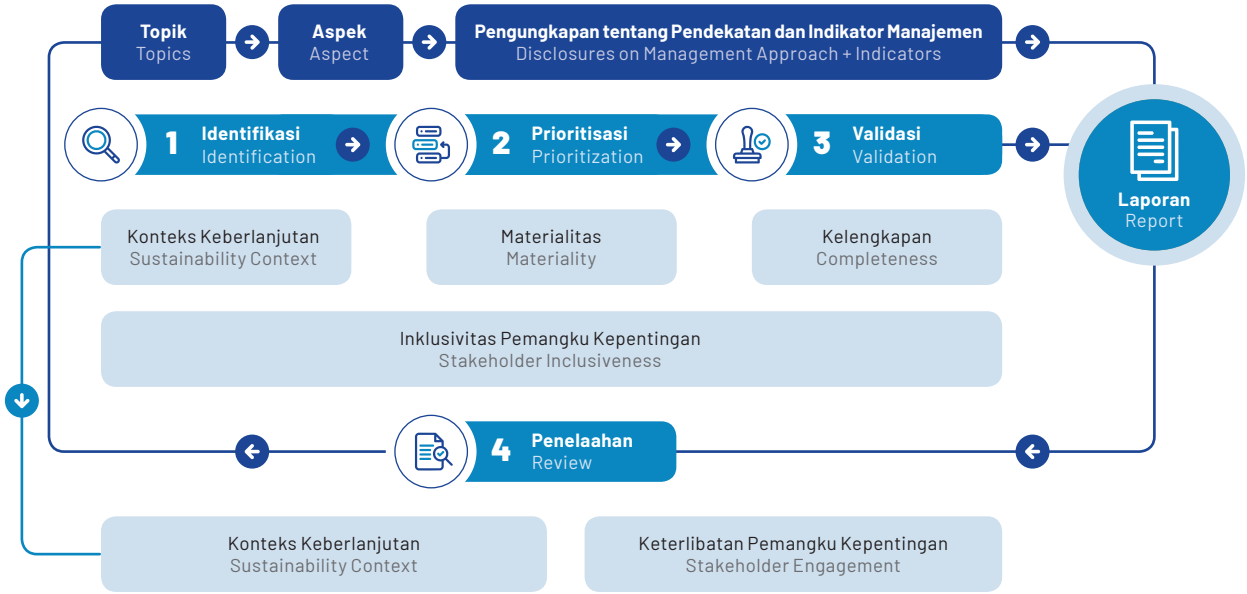
The Company applies a double materiality approach aligned with GRI 2021 Standards and considers financial materiality orientation according to IFRS S1 and IFRS S2. This approach ensures that the prioritization of sustainability issues is conducted comprehensively, measurably, and relevantly to the interests of stakeholders as well as the sustainability of the Company's business and reflects the following two aspects:

- Materialitas Dampak, yaitu dampak positif maupun negatif, baik yang aktual maupun potensial, dari kegiatan Perseroan dan entitas anak terhadap lingkungan, ekonomi, dan masyarakat. Penilaian ini mencakup skala, cakupan, dan tingkat kemungkinan dampak, sehingga Perseroan mampu mengidentifikasi area risiko dan peluang secara lebih presisi.
- Materialitas Keuangan, yaitu isu keberlanjutan yang dapat memengaruhi nilai bisnis, arus kas, atau kinerja keuangan jangka panjang Perseroan. Aspek ini menekankan bagaimana faktor ESG berpotensi memengaruhi ketahanan finansial, akses pendanaan, serta persepsi investor terhadap Perseroan.

- Impact Materiality, which refers to the positive or negative impacts, both actual and potential, of the Company;s and its subsidiaries' activities on the environment, economy, and society. This assessment includes the scale, scope, and likelihood of impact, allowing the Company to identify risk and opportunity areas more precisely.
- Financial Materiality, which refers to sustainability issues that may influence the business value, cash flow, or long-term financial performance of the Company. This aspect emphasizes how ESG factors have the potential to affect financial resilience, access to funding, and investor perception of the Company.



Tahapan Penetapan Topik Material
Stages of Determining Material Topics



Tahap Penilaian
Assessment Steps

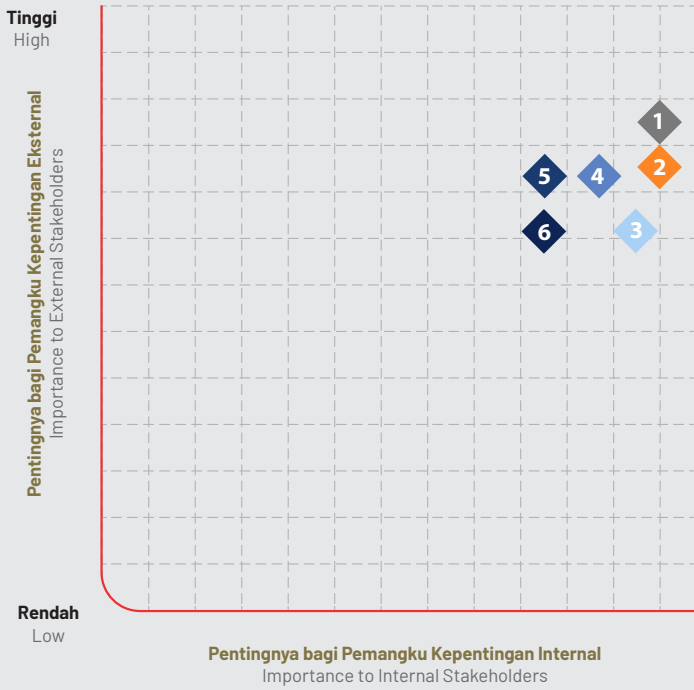
Tahapan Step	Deskripsi Description	Keselarasan Pengungkapan Disclosure Alignment
Identifikasi Identification	Menelaah ekspektasi regulasi, pembanding dengan perusahaan sejenis, serta kriteria penilaian ESG Examine regulatory expecta>ons, peer benchmarks, ESG assessment criteria	GRI 3-1 / IFRS S1
Masukan Pemangku Kepentingan Stakeholder Input	Menilai tingkat kepentingan berdasarkan masukan dari kegiatan keterlibatan pemangku kepentingan Assess the level of importance based on input from stakeholder engagement activities	GRI 2-29 / ACGS E
Analisis Risiko & Peluang Risk & Opportunity Analysis	Mengevaluasi relevansi terhadap bisnis dan eksposur risiko keuangan Evaluate relevance to business and financial risk exposure	IFRS S2 / POJK Risiko Perusahaan IFRS S2 / POJK Enterprise Risk
Validasi Manajemen Management Validation	Memastikan keselarasan dengan strategi dan prioritas Perseroan Ensure alignment with strategy and priorities of the Company	GRI 2-12 Pengawasan Tata Kelola GRI 2-12 Governance Supervisory

Topik material yang telah ditetapkan pada tahun sebelumnya dievaluasi secara berkala untuk memastikan bahwa topik material tersebut mencerminkan isu yang paling signifikan terhadap kinerja keberlanjutan dan ketahanan bisnis Perseroan dan relevan dengan dinamika kegiatan usaha Perseroan, serta perkembangan kondisi eksternal dan tren keberlanjutan yang terkait.

Berdasarkan penelaahan internal atas topik-topik material tersebut, Perseroan menetapkan bahwa topik material untuk tahun 2025 mencakup topik-topik material, sebagai berikut:

The material topics determined in the previous year are evaluated periodically to ensure that these material topics reflect the most significant issues affecting the Company's sustainability performance and business resilience, and are relevant to the dynamics of the Company's business activities, as well as external conditions and related sustainability trends.

Based on the internal review of these material topics, the Company has determined that the material topics for 2025 include the following material topics:



Keterangan:
1. Tata Kelola Perusahaan Berkelanjutan
2. Kinerja Ekonomi
3. Ketenagakerjaan
4. Kepuasan Pelanggan
5. Masyarakat Lokal
6. Pengelolaan Lingkungan

Notes:
1. Sustainable Corporate Governance
2. Economic Performance
3. Employment
4. Customer Satisfaction
5. Local Community
6. Environmental Management

Ikhtisar Keberlanjutan
Sustainability Highlights

Kinerja Ekonomi [ACGS C.1.5.] / Economic Performance [ACGS C.1.5.]

Bisnis Business	Satuan Unit	Kuantitas Produksi atau Jasa yang Dijual Production or Services Quantity for Sale				
		2025	2024	2023	2022	2021
PERTAMBANGAN **MINING**						
Volume Produksi Production Volume	juta ton million tons	57.2	53.1	56.3	50.3	33.9
Volume Penjualan Sales Volume	juta ton million tons	56.7	54.3	56.8	51.0	34.3
EBT **NRE**						
Kapasitas Terpasang Sel dan Panel Surya Installed Capacity of Solar Cells and Panels	MWh	2.63	1.25	-	-	-
TEKNOLOGI **TECHNOLOGY**						
Multimedia Multimedia	pelanggan / subscribers	1,850,772	914,001	525,595	304,410	216,508
BAHAN KIMIA **CHEMICALS**						
Pupuk Fertilizer	ton / tons	127,119	126,455	243,001	154,516	215,204
Pestisida Pesticide	kL	7,242	5,581	4,950	4,406	4,923
Bahan Kimia Chemicals	ton / tons	160,264	141,238	147,591	119,154	89,458

Pendapatan Usaha (juta USD)
Revenues (million USD)

2021*)	2,164.9
2022*)	5,956.1
2023	5,014.7
2024	3,017.8
2025	**2,791.2**

Laba Tahun Berjalan (juta USD)
Profit for the Year (million USD)

2021*)	260.9
2022*)	1,298.2
2023	865.3
2024	542.8
2025	**361.2**

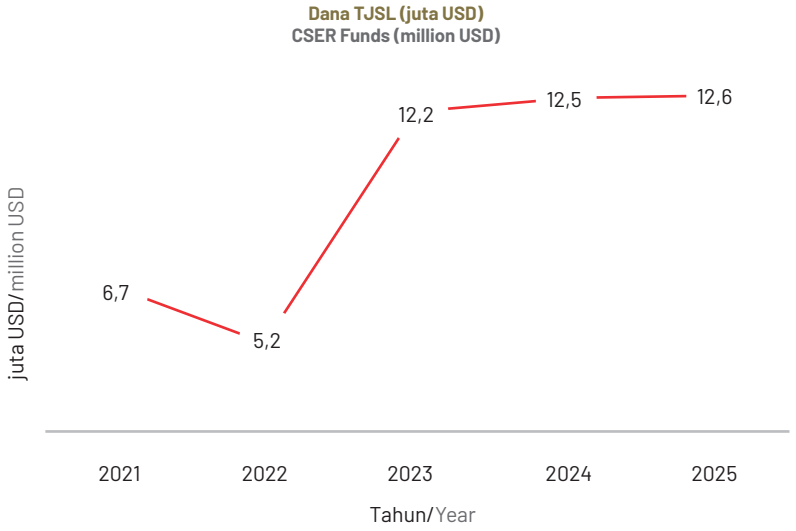
Keterangan / Notes:
*) Disajikan kembali
*) Restated

Kinerja Sosial

Social Performance

Realisasi Program TJSL
Realization of CSER Programs

>69.06
Indeks Pengembangan masyarakat lokal
Local Community Development Index



Pemberdayaan Perempuan
Women Empowerment

	Jumlah Karyawan Headcount	Jumlah Karyawan Wanita Female Employees
2021	2,005	360
2022	2,241	424
2023	2,368	501
2024	2,013	550
2025	**2,016**	**514**

>25%
dari total karyawan adalah Perempuan, menurun secara tidak signifikan dibandingkan tahun sebelumnya sebesar 27%
of the total employees were females, declined insignificantly compared to 27% in the previous year

>45%
dari total karyawan perempuan menduduki posisi manajer ke atas, menurun dari 18% pada tahun 2024
of all female employees occupied manager positions and above, decreased from 18% in 2024

1
Komisaris Independen perempuan [ACGS (B)E.1.1.] [G-01]
female Independent Commissioner [ACGS (B)E.1.1.] [G-01]

1
Direktur perempuan [ACGS (B)E.1.1.] [G-01]
female Director [ACGS (B)E.1.1.] [G-01]

2
anggota Komite perempuan
female members of the Committees

K3
OHS

0	Nol korban jiwa Zero Fatality
59,157,112	Jam kerja aman Safe man-hours
0.07	Kecelakaan kerja karyawan [GRI 403-9] [GRI 12.14.10] [S-06] Lost-Time Injury Frequency Rate [GRI 403-9] [GRI 12.14.10] [S-06]

Kinerja Lingkungan [ACGS C.1.5.]

Environmental Performance [ACGS C.1.5.]

	2025	2024	2023	2022	2021
ENERGI / ENERGY					
Konsumsi Energi / Energy Consumption					
- bahan bakar / fuel	11,119.28 TJ	12,121.05 TJ*	11,292.19 TJ*	6,862.2 TJ	5,051.5 TJ
- listrik / electricity	179.34 TJ	122.09 TJ*	93.53 TJ*	74.3 TJ	55.2 TJ
Intensitas Total Konsumsi / Total Consumption Intensity	0.22 GJ/ton	0.26 GJ/ton	0.27 GJ/ton	0.20 GJ/ton	0.20 GJ/ton
EMISI / EMISSIONS					
Emisi GRK / GHG Emission					
- cakupan 1 / scope 1	1,288.03 $ktCO_2e$	1,100.24 $ktCO_2e$*	1,049.19 $ktCO_2e$*	778.96 $ktCO_2e$	513.83 $ktCO_2e$
- cakupan 2 / scope 2	16.67 $ktCO_2e$	4.90 $ktCO_2e$*	0 $ktCO_2e$*	26.42 $ktCO_2e$	19.64 $ktCO_2e$
- cakupan 3 / scope 3	0.85 $ktCO_2e$	0.95 $ktCO_2e$*	0 $ktCO_2e$*	N/A	N/A
Intensitas Emisi GRK / GHG Emission Intensity	0.025 $tonCO_2e$/ton	0.024 $tonCO_2e$/ton*	0.025 $tonCO_2e$/ton	0.023 $tonCO_2e$/ton	0.021 $tonCO_2e$/ton
	0.005 $tonCO_2e$/BCM	0.005 $tonCO_2e$/ BCM*	0.005 $tonCO_2e$/BCM	0.005 $tonCO_2e$/BCM	N/A
PENGURANGAN KONSUMSI ENERGI DAN EMISI / ENERGY CONSUMPTION AND EMISSION REDUCTIONS					
- total pengurangan energi / total energy reduction	1,837,444 GJ	739,791 GJ*	350,762 GJ*	8,880,307 GJ	N/A
- total pengurangan emisi / total emission reduction	108.01 $ktCO_2eq$	45.84 $ktCO_2eq$*	22.81 $ktCO_2eq$*	563.31 $ktCO_2eq$	51.10 $ktCO_2eq$
LIMBAH / WASTE					
Limbah / Waste					
- batuan sisa / waste rock	262,364,636 BCM	214,751,855 BCM	233,430,818 BCM	178,270,526 BCM	116,797,854 BCM
- limbah B3 / hazardous waste	3,690.7 tonne	3,549.8 tonne	3,265.5 tonne	2,550.7 tonne	1,713.5 tonne
- limbah non-B3 / non-hazardous waste	3,122.68 tonne	2,885.2 tonne	2,518.3 tonne	3,208.2 tonne	1,813.3 tonne
Pengelolaan Limbah / Waste Management					
- daur ulang / recycle	6,332.68 tonne	5,942.5 tonne	5,335.3 tonne	5,400.2 tonne	3,555.0 tonne
- penggunaan kembali / reuse	1.95 tonne	1.8 tonne	2.9 tonne	3.4 tonne	5.5 tonne
- insinerasi / incineration	471.73 tonne	484.2 tonne	437.6 tonne	348.9 tonne	164.7 tonne
- pemulihan / recovery	-	-	-	-	-
- tempat pembuangan akhir / landfill	7.0 tonne	6.5 tonne	7.9 tonne	6.4 tonne	1.6 tonne
SUMBER AIR DAN EFLUEN / WATER RESOURCE AND EFFLUENT					
Pengambilan Air / Water Intake					
- air permukaan / surface water	1,774.23 megalitre	1,031 megalitre	2,505 megalitre	1,487 megalitre	1,218 megalitre
- air bawah tanah / ground water	57.76 megalitre	77 megalitre	-	83 megalitre	27 megalitre

	2025	2024	2023	2022	2021
Pembuangan Air / Water Discharge					
- air permukaan / surface water	128,674.60 megalitre	102,488 megalitre	55,658 megalitre	52,294 megalitre	25,240 megalitre
- air bawah tanah / ground water	-	212 megalitre	-	-	-
Efluen / Effluent					
- total padatan tersuspensi / total suspended solids	43.09 mg/L	N/A	N/A	114.0 mg/L	84.0 mg/L
- nilai pH / pH value	7.01	N/A	N/A	7.3	8.1
- kandungan kadmium / cadmium content	0.01 mg/L	N/A	N/A	0.03 mg/L	0.014 mg/L
- kandungan besi / iron content	0.79 mg/L	N/A	N/A	0.05 mg/L	1.31 mg/L
- kandungan mangan / manganese content	0.37 mg/L	N/A	N/A	0.55 mg/L	0.18 mg/L
LAHAN DAN KEANEKARAGAMAN HAYATI / LAND AND BIODIVERSITY					
Area yang Dipulihkan / Restored Areas					
- reklamasi tahun berjalan / current year reclamation	177.72 ha	218.9 ha	183.2 ha	169.4 ha	35.8 ha
- rehabilitasi di luar wilayah konsesi kumulatif / cumulative rehabilitation outside the concession area	6,693.06 ha	5,849.2 ha	5,312.0 ha	5,002.8 ha	3,709.8 ha
Area yang Dilindungi / Protected Areas					
- aviary / aviary	264 m^2	264 m^2	N/A	N/A	N/A
- arboretum / arboretum	1.7 ha	1.7 ha	1.7 ha	1.7 ha	0.0 ha
- taman konservasi anggrek / orchid conservation park	4.0 ha	4.0 ha	4.0 ha	4.0 ha	0.2 ha
- terumbu karang / coral reefs	1.0 ha	0.7 ha	0.6 ha	0.4 ha	0.1 ha
- Indeks Keanekaragaman Hayati / Biodiversity Index	3.56 Baik-Sangat Baik Good-Very Good	3.53 Baik-Sangat Baik Good-Very Good	2.80 Baik-Sangat Baik Good-Very Good	N/A	N/A

Keterangan / Notes:
*) Disesuaikan.
*) Adjusted

Metrik dan Kinerja [GRI 201-1] [GRI 203] [GRI 207] [IFRS S2 Metrik & Target] [POJK 51]

Metrics and Performance [GRI 201-1] [GRI 203] [GRI 207] [IFRS S2 Metrics & Targets] [POJK 51]

Aspek Ekonomi [GRI 201-1] [IFRS S1] [S-12]

Kebijakan dan Penciptaan Nilai Ekonomi Berkelanjutan [GRI 201-1] [IFRS S1]

Kinerja ekonomi Perseroan mencerminkan perannya sebagai perusahaan yang berkontribusi terhadap agenda pembangunan nasional, pertumbuhan ekonomi daerah, serta ketahanan usaha jangka panjang. Perseroan berupaya untuk secara konsisten mengarahkan strategi bisnis untuk menciptakan nilai tambah yang berkelanjutan dan berdampak nyata bagi perekonomian. Upaya ini didukung dengan penerapan praktik usaha yang bertanggung jawab, kepatuhan terhadap peraturan perundang-undangan yang berlaku, dan optimalisasi efisiensi dan produktivitas operasional secara berkesinambungan.

Economic Aspects [GRI 201-1] [IFRS S1] [S-12]

Policy and Sustainable Economic Value Creation [GRI 201-1] [IFRS S1]

The Company's economic performance reflects its role as a company that contributes to the national development agenda, regional economic growth, and long-term business resilience. The Company seeks to consistently direct its business strategy to create sustainable added value and have a tangible impact on the economy. These efforts are supported by the implementation of responsible business practices, compliance with applicable laws and regulations, and the continuous optimization of operational efficiency and productivty.

Perseroan mengevaluasi penciptaan nilai ekonomi, antara lain, melalui:
- perolehan pendapatan dan tingkat profitabilitas operasional
- pemberian kontribusi terhadap penerimaan negara melalui pajak dan retribusi
- pengadaan lokal dan penciptaan lapangan kerja
- pelaksanaan investasi untuk penguatan dan diversifikasi usaha
- pengelolaan biaya dan alokasi sumber daya yang efektif untuk menjaga daya saing dan ketahanan finansial

Pendekatan ini sejalan dengan prinsip penciptaan nilai bagi para pemangku kepentingan, termasuk pemegang saham, karyawan, pemasok, masyarakat sekitar, serta institusi pemerintah.

Kontribusi terhadap Perekonomian Lokal dan Regional [GRI 201-1] [S-12]

Pada tahun 2025, nilai ekonomi yang dihasilkan oleh Perseroan adalah sebesar USD 2.925,7 juta. Dari nilai tersebut, sebesar USD 2.564,5 juta didistribusikan atau disalurkan, antara lain kepada karyawan, pemasok, dan pemerintah, sementara sebesar USD 361,2 juta ditahan untuk modal kerja, investasi masa depan, dan cadangan. [GRI 201-1] [S-12]

The Company evaluates the creation of economic value, among others, through:
- revenue generation and operational profitability
- contribution to state revenue through taxes and levies
- local procurement and job creation
- investment implementation for business strengthening and diversification
- cost management and effective resource allocation to maintain competitiveness and financial resilience

This approach is in line with the principle of value creation for stakeholders, including shareholders, employees, suppliers, local communities, and government institutions.

Contribution to Local and Regional Economies [GRI 201-1] [S-12]

In 2025, the economic value generated by the Company was USD 2,925.7 million. Of such value, USD 2,564.5 million was distributed or passed on, among others, to employees, suppliers, and the government, while USD 361.2 million was retained for working capital, future investments, and reserves. [GRI 201-1] [S-12]

Distribusi Nilai Ekonomi (dalam juta USD) [ACGS C.1.5.] Economic Value Distribution (in million USD) [ACGS C.1.5.]	2025	2024	2023	2022*)	2021*)
Nilai Ekonomi yang Diperoleh / Generated Economic Value					
Pendapatan Usaha / Revenues	2,791.2	3,017.8	5,014.7	5,956.1	2,164.9
Penghasilan Lain-Lain / Other Income	134.5	120.4	60.3	24.6	10.4
Jumlah Nilai Ekonomi yang Diperoleh / Total Economic Value Generated	2,925.7	3,138.2	5,075.0	5,980.7	2,175.3
Nilai Ekonomi yang Didistribusikan / Distributed Economic Value					
Beban Pokok Penjualan[1)] / Cost of Revenues[1)]	1,537.1	1,449.6	2,490.2	2,768.7	1,067.6
Beban Usaha[1)2)] / Operating Expenses[1)2)]	405.4	418.9	616.8	610.3	301.2
Beban Lain-Lain / Other Expenses	71.4	60.9	134.0	201.4	128.2
Gaji dan Tunjangan Karyawan / Salaries and Allowances	95.4	92.2	146.3	168.6	82.3
Pembayaran Dividen / Dividend Payment	-	-	-	-	-
Pembayaran kepada Pemerintah[3)] / Payment to Government[3)]	442.6	567.8	816.9	928.4	328.5
TJSL / CSER	12.7	6.1	5.4	5.2	6.7
Jumlah Nilai Ekonomi yang Didistribusikan / Total Economic Value Distributed	2,564.5	2,595.4	4,209.6	4,682.6	1,914.4
Nilai Ekonomi yang Ditahan / Retained Economic Value					
Jumlah Nilai Ekonomi yang Ditahan / Total Economic Value Retained	361.2	542.8	865.4	1,298.1	260.9

Keterangan / Notes:
*) Disajikan Kembali
1) Tidak termasuk pembayaran kepada pemerintah
2) Tidak termasuk beban gaji dan tunjangan karyawan dan TJSL
3) Beban pajak, perizinan, dan royalti
*) Restated
1) Not including payment to the government
2) Not including expenses on salaries and allowances and CSER
3) Taxes, licenses, and royalties

Informasi yang lebih lengkap mengenai kinerja ekonomi Perseroan dapat dilihat pada bagian Pembahasan dan Analisis Manajemen, sub-bagian Tinjauan Operasional dan Tinjauan Keuangan.

More comprehensive information regarding the economic performance of the Company can be seen in the Management Discussion and Analysis section, Operations Review and Financial Review subsections.

Penghargaan Aspek Ekonomi
Economic Aspect Awards

Pada tahun 2025, Perseroan dan entitas anak menerima beberapa penghargaan atas pencapaian dalam aspek ekonomi/keuangan, sebagai berikut:

- Perseroan meraih peringkat ke-119 dalam daftar Fortune Southeast Asia 500 tahun 2025 yang diadakan oleh Fortune
- Perseroan meraih peringkat ke-3 dalam daftar 100 Indonesia's Best Wealth Creators 2025 dari Majalah SWA
- Perseroan mendapatkan penghargaan *Top 50 Big Capitalization Public Listed Company* dan *Best Responsibility of the Board* dari IICD
- GEMS, entitas anak, mendapatkan penghargaan *Indonesia Best Business Transformation* 2025 dari Majalah SWA
- GEMS, entitas anak, mendapatkan penghargaan *Indonesia Green & Sustainable Companies 2025 - Best Innovation in ESG Implementation (Very Good)* dari Majalah SWA
- GEMS, entitas anak, mendapatkan penghargaan *Top 50 Big Capitalization Public Listed Company* dari IICD
- GEMS, entitas anak, terdaftar dalam Indeks Tempo-IDNFinancials 52 dengan 4 (empat) kategori yaitu *Main Index, High Growth, High Dividend,* dan *High Market Capitalization*
- EMR, entitas anak, mendapatkan penghargaan *Infrastructure Initiatives of The Year 2025* dari Asian Telecom
- EMR, entitas anak, mendapatkan penghargaan *Broadband of The Year-Indonesia 2025* dari Asian Telecom
- EMR, entitas anak, mendapatkan penghargaan *Communication Technology - Company of The Year 2025* dari Stevie Award Technology Excellence
- EMR, entitas anak, mendapatkan penghargaan *International Finance Award 2025* dari CEO Strategies

In 2025, the Company and its subsidiaries received several awards for achievements in the economic/financial aspects, as follows:

- The Company ranked 119th in the Fortune Southeast Asia 500 list for 2025 held by Fortune
- The Company ranked 3rd in the 100 Indonesia's Best Wealth Creators 2025 list from SWA Magazine
- The Company received the Top 50 Big Capitalization Public Listed Company and Best Responsibility of the Board awards from the IICD
- GEMS, a subsidiary, received the Indonesia Best Business Transformation 2025 award from SWA Magazine
- GEMS, a subsidiary, received the Indonesia Green & Sustainable Companies 2025 – Best Innovation in ESG Implementation (Very Good) award from SWA Magazine
- GEMS, a subsidiary, received the Top 50 Big Capitalization Public Listed Company award from IICD
- GEMS, a subsidiary, was listed in the Tempo-IDNFinancials 52 Index under four categories: Main Index, High Growth, High Dividend, and High Market Capitalization
- EMR, a subsidiary, received the Infrastructure Initiatives of the Year 2025 award from Asian Telecom
- EMR, a subsidiary, received the Broadband of the Year – Indonesia 2025 award from Asian Telecom
- EMR, a subsidiary, received the Communication Technology – Company of the Year 2025 award from the Stevie Awards for Technology Excellence
- EMR, a subsidiary, received the International Finance Award 2025 from CEO Strategies

Pendekatan ini mendukung posisi transisi yang terukur, memperkuat kesiapan ke depan, sekaligus menjaga keandalan pasokan energi nasional dan kontribusi ekonomi.

This approach supports a measured transition position, strengthens future readiness, while maintaining the reliability of national energy supply and economic contribution.

Investasi dan Pembiayaan Berkelanjutan

[GRI 201-2] [IFRS S2 Perencanaan Transisi]

Perseroan mengevaluasi keputusan alokasi modal dengan mempertimbangkan ketahanan operasional, keberlanjutan pasar, dan penciptaan nilai ekonomi jangka panjang. Dengan tetap menjaga bisnis utama, untuk memperkuat daya saing, memperluas arus pendapatan, dan merespons dinamika transisi energi dan digitalisasi global; Perseroan terus mengeksplorasi peluang di sektor-sektor yang sedang berkembang untuk mendukung diversifikasi strategis.

Area fokus Perseroan dalam pengalokasian investasi dan pengembangan bisnis, antara lain, meliputi:

- pelaksanaan investasi yang selektif pada kapasitas EBT, khususnya energi panas bumi dan energi surya
- percepatan pengembangan berkelanjutan infrastruktur digital (infratsruktur inti jaringan, pusat data, AI, dan lain-lain)
- pengelolaan dan pengembangan sumber daya alam dan operasi energi yang bertanggung jawab serta selaras dengan ketentuan perizinan dan regulasi

Sustainable Investment and Financing

[GRI 201-2] [IFRS S2 Transition Planning]

The Company evaluates capital allocation decisions by considering operational resilience, market sustainability, and long-term economic value creation. By maintaining its core businesses, to strengthen competitiveness, expand revenue streams, and respond to the dynamics of the global energy transition; the Company continues to explore opportunities in emerging sectors that support strategic diversification.

The Company's focus areas in investment allocation and business development, among others, include:

- the implementation of selective investments in NRE capacity, particularly geothermal and solar energy
- the acceleration of the sustainable digital infrastructure development (network backbone, data centers, AI, etc.)
- the responsible management and development of natural resources and energy operations, in line with licensing and regulatory requirements

- penerapan proses uji tuntas keuangan dan operasional yang komprehensif, dengan mempertimbangkan analisis risiko terkait ESG, untuk memastikan kualitas investasi dan mitigasi risiko jangka panjang
- penguatan GCG dan transparansi sebagai landasan dalam pengambilan setiap keputusan strategis

Pendekatan ini mendukung posisi transisi yang terukur, memperkuat kesiapan ke depan, sekaligus menjaga keandalan pasokan energi nasional dan kontribusi ekonomi.

Aspek Sosial

[GRI 401] [GRI 402] [GRI 403] [GRI 404] [GRI 405] [GRI 406] [GRI 407] [GRI 408] [GRI 409] [GRI 410] [GRI 411] [GRI 412] [GRI 413] [IFRS S1 Modal Manusia & Dampak Sosial]

Kinerja sosial Perseroan berfokus pada penciptaan lingkungan kerja yang aman, inklusif, dan beretika di seluruh lini bisnis, sekaligus mendukung pengembangan masyarakat serta memastikan praktik usaha yang bertanggung jawab kepada pelanggan dan pasar. Fokus ini diperkuat melalui penerapan standar K3, serta perlindungan hak asasi manusia yang selaras dengan praktik terbaik, melalui penerapan sistem K3 yang berbasis risiko, pelatihan berkelanjutan, serta mekanisme pelaporan dan penanganan insiden secara transparan dan akuntabel.

Perseroan mengelola entitas anak yang beroperasi di berbagai lini bisnis, mulai dari kegiatan ekstraktif dan energi hingga infrastruktur digital, teknologi, dan kimia, sehingga memerlukan pendekatan pengelolaan risiko sosial yang disesuaikan dengan karakter dari masing-masing bisnis, namun tetap terintegrasi secara korporat. Keragaman karakteristik bisnis tersebut menuntut penerapan manajemen risiko sosial yang adaptif, berbasis materialitas, serta terkoordinasi lintas entitas untuk memastikan konsistensi standar keberlanjutan dan perlindungan pemangku kepentingan di seluruh lini bisnis.

Ketenagakerjaan dan HAM [GRI 201-1] [GRI 401] [GRI 402] [GRI 403] [GRI 404] [GRI 405] [GRI 408] [GRI 409] [S-01] [S-08] [S-09] [S-10]

Perseroan berkomitmen untuk menghormati dan melindungi HAM dalam seluruh praktik ketenagakerjaan dan hubungan kerja di lingkungan Perseroan. Komitmen ini dijalankan berlandaskan Kode Etik Perseroan serta selaras dengan peraturan perundang-undangan ketenagakerjaan yang berlaku di Indonesia dan prinsip-prinsip dasar HAM yang diakui secara umum. Beberapa fokus utama mencakup perlindungan terhadap hak-hak pekerja, penerapan prinsip non-diskriminasi, serta pencegahan segala bentuk kerja paksa dan pekerja anak.

Sebagai bagian dari pengelolaan topik material ketenagakerjaan dan hak asasi manusia, Perseroan memastikan tersedianya kesempatan kerja yang setara dan kompetitif, sistem remunerasi yang adil dan sesuai dengan ketentuan upah minimum, serta lingkungan kerja yang aman, inklusif, dan menghormati martabat setiap individu. Proses rekrutmen, pengembangan karier, promosi, dan evaluasi kinerja dilaksanakan berdasarkan kompetensi, integritas, dan kinerja, tanpa diskriminasi atas dasar suku, agama, ras, gender, usia, maupun karakteristik pribadi lainnya.

- the implementation of comprehensive financial and operational due diligence processes, considering ESG-related risk analysis, to ensure investment quality and long-term risk mitigation
- the strengthening of GCG and transparency as the foundation for all strategic decision-making

This approach supports a measured transition position, strengthens future readiness, while maintaining the reliability of national energy supply and economic contribution.

Social Aspects

[GRI 401] [GRI 402] [GRI 403] [GRI 404] [GRI 405] [GRI 406] [GRI 407] [GRI 408] [GRI 409] [GRI 410] [GRI 411] [GRI 412] [GRI 413] [IFRS S1 Human Capital & Social Impacts]

The Company's social performance focuses on creating a safe, inclusive, and ethical working environment across all business lines, while also supporting community development and ensuring responsible business practices toward customers and the market. This focus is reinforced through the implementation of occupational health and safety (OHS) standards and the protection of human rights in line with best practices, supported by risk-based OHS systems, continuous training, and transparent and accountable incident reporting and management mechanisms.

The Company manages subsidiaries operating across diverse business lines, ranging from extractive industries and energy to digital infrastructure, technology, and chemicals. As such, it requires a social risk management approach that is tailored to the characteristics of each business while remaining integrated at the corporate level. This diversity necessitates an adaptive, materiality-based social risk management approach, coordinated across entities to ensure consistent sustainability standards and stakeholder protection throughout all business lines.

Employment and Human Rights [GRI 201-1] [GRI 401] [GRI 402] [GRI 403] [GRI 404] [GRI 405] [GRI 408] [GRI 409] [S-01] [S-08] [S-09] [S-10]

The Company is committed to respecting and protecting human rights in all employment and labor relations practices within the Company. This commitment is grounded in the Company's Code of Conduct and aligned with the applicable Indonesian labor laws and generally recognized basic human rights principles. Some main focuses include the protection of workers' rights, the implementation of non-discrimination principles, and the prevention of all forms of forced labor and child labor.

As part of managing the material topics related to employment and human rights, the Company ensures the availability of fair and competitive job opportunities, a fair remuneration system in accordance with minimum wage regulations, and a safe and inclusive working environment that respects the dignity of every individual. The recruitment, career development, promotion, and performance evaluation processes are carried out based on competence, integrity, and performance, without discrimination based on ethnicity, religion, race, gender, age, or other personal characteristics.

Komitmen kebijakan tersebut diimplementasikan melalui pengaturan internal, mekanisme pengawasan manajemen, serta pengembangan kapasitas SDM yang berkelanjutan, termasuk peningkatan keterampilan yang relevan dengan dinamika transformasi bisnis dan kebutuhan industri. Perseroan juga menjamin hak pekerja untuk berserikat, berunding bersama, beribadah, serta menyampaikan pendapat sesuai dengan ketentuan hukum yang berlaku.

The commitment to the policy is implemented through internal regulations, management supervisory mechanisms, and the sustainable develeopment of human resource capacity, including the upskilling initiatives aligned with evolving business transformation and industry needs. The Company also guarantees employees' rights to associate, negotiate collectively, worship, and express opinions in accordance with applicable laws.

Dalam lingkup rantai pasok, Perseroan mendorong kepatuhan terhadap standar ketenagakerjaan dan prinsip hak asasi manusia melalui penerapan transparansi dan uji tuntas (*due diligence*) dalam praktik ketenagakerjaan kontraktor dan pemasok, guna memastikan keselarasan dengan standar kerja yang layak.

Within the scope of the supply chain, the Company encourages compliance with labor standards and human rights principles through the implementation of transparency and due diligence in the employment practices of contractors and suppliers, in order to ensure alignment with decent work standards.

Untuk memastikan implementasi komitmen tersebut secara konsisten, Perseroan dan entitas anak memiliki kebijakan formal yang mengatur aspek-aspek utama praktik ketenagakerjaan dan hubungan kerja, antara lain:

- rekrutmen dan kesempatan kerja yang setara
- pengelolaan dan pengembangan SDM
- hubungan industrial dan keterlibatan tenaga kerja
- pengaturan jam kerja dan lembur
- perjalanan dinas dan penugasan kerja
- cuti dan hak-hak karyawan

To ensure consistent implementation of these commitments, the Company and its subsidiaries maintain formal policies governing key aspects of employment and labor practices, including:

- recruitment and fair employment opportunity
- human capital management and development
- industrial relations and employee engagement
- work hours and overtime arrangements
- business travel and work assignments
- leave and employee rights

Informasi lainnya mengenai SDM Perseroan dapat dilihat pada bagian Profil Perusahaan, sub-bagian Sumber Daya Manusia.

Other information related to the Company's HR can be seen in the Company Profile section, Human Resources subsection.

Program Umum terkait HAM dan Ketenagakerjaan
General Programs related to Human Rights and Employment

Area Program Program Area	**Deskripsi Pelaksanaan** Description of Implementation	**Standar GRI yang Relevan** Relevant GRI Standard
Keberagaman Agama dan Dukungan Spiritual Religious Diversity and Spiritual Support	Perseroan dan entitas anak menghormati keberagaman serta berkomitmen untuk mendukung kesejahteraan spiritual karyawan dengan memberikan kesempatan yang adil dan setara bagi setiap karyawan untuk menjalankan ibadah dan merayakan hari besar keagamaan sesuai dengan keyakinan masing-masing. Perseroan berupaya memastikan bahwa fasilitas yang memadai tersedia untuk menciptakan lingkungan kerja yang harmonis dan saling menghormati, sekaligus mengakomodasi kebutuhan spiritual karyawan tanpa mengganggu produktivitas dan kinerja tim. The Company and its subsidiaries respect diversity and are committed to supporting the spiritual well-being of employees by providing fair and equal opportunities for each employee to perform worship and celebrate religious holidays according to their respective beliefs. The Company seeks to ensure that adequate facilities are available to create a harmonious and respectful work environment, while also accommodating the spiritual needs of employees without disrupting team productivity and performance.	GRI 2-23, GRI 3-3
Kebebasan Berserikat dan Perwakilan Kolektif Freedom of Association and Collective Representation	Perseroan melindungi hak karyawan untuk membentuk dan bergabung dengan serikat pekerja, berkumpul, serta menyampaikan pendapat sesuai dengan peraturan perundang-undangan yang berlaku. Kebebasan berserikat diakui sebagai HAM yang mendasar dan dihormati secara penuh di lingkungan kerja. The Company protects the rights of employees to form and join labor unions, assemble, and express their opinions in accordance with applicable laws and regulations. The freedom to associate is recognized as a fundamental human right and is fully respected in the workplace.	GRI 2-23, GRI 407-1
Rekrutmen yang Adil dan Kesempatan Kerja yang Setara Fair Recruitment and Equal Employment Opportunities	Perseroan melaksanakan proses rekrutmen secara adil dan transparan dan senantiasa berupaya memastikan bahwa setiap kandidat dievaluasi berdasarkan kualifikasi dan potensi mereka, tanpa adanya diskriminasi. Prinsip kesempatan kerja yang setara diterapkan secara konsisten dalam perencanaan tenaga kerja, seleksi, dan seluruh praktik perekrutan, dengan mengedepankan kesetaraan akses untuk semua individu, tanpa memandang latar belakang, gender, agama, atau faktor pribadi lainnya. Perseroan juga memastikan bahwa proses ini didukung oleh mekanisme evaluasi yang objektif, akuntabel, dan sesuai dengan standar industri serta peraturan yang berlaku. The Company conducts the recruitment process fairly, transparently, and consistently seeks to ensure that each candidate is evaluated based on their qualifications., competencies, potential, and merit, without discrimination. The principle of equal employment opportunity is consistently applied in workforce planning, selection, and all recruitment practices, prioritizing equal access for all individuals, regardless of background, gender, religion, or other personal factors. The Company also ensures that this process is supported by objective, accountable evaluation mechanisms that comply with industry standards and applicable regulations.	GRI 401-1, GRI 2-23

Area Program Program Area	**Deskripsi Pelaksanaan** Description of Implementation	**Standar GRI yang Relevan** Relevant GRI Standard
Pelatihan dan Pengembangan Karier Training and Career Development	Perseroan menyediakan pelatihan dan pengembangan kompetensi, serta kesempatan pengembangan karier yang berkelanjutan untuk mendukung pertumbuhan karyawan dan memastikan kesiapan tenaga kerja untuk menghadapi tantangan bisnis di masa depan. Program ini disesuaikan dengan kebutuhan bisnis Perseroan yang dinamis, dan didorong dengan upaya berkelanjutan untuk meningkatkan keterampilan yang relevan, inovatif, dan adaptif terhadap perubahan teknologi dan pasar. The Company provides training and competency development, as well as sustainable career development opportunities to support employee growth and ensure workforce readiness to face future business challenges. These programs are tailored to the dynamic business needs of the Company and are driven by sustainable efforts to enhance long-term work capabilities with relevant, innovative, and adaptive skills to technological and market changes, in line with business needs.	GRI 404-1, GRI 3-3

Penghargaan Aspek Sosial – Ketenagakerjaan
Social - Employment Aspects Awards

Pada tahun 2025, Perseroan melalui entitas anak menerima penghargaan atas pencapaian dalam aspek sosial dan ketenagakerjaan, sebagai berikut:

- GEMS, entitas anak, mendapatkan sertifikat *Business Transform* 2025 Kategori *Very Good Hires* 2025 dari Majalah SWA.

In 2025, the Company through its subsidiaries received awards for achievements in social and employment aspects, as follows:

- GEMS, a subsidiary, received the Business Transform 2025 certificate in the Very Good Hires 2025 category from SWA Magazine.

K3

[GRI 403] [GRI 2-22] [GRI 2-23] [GRI 3-3] [IFRS S1 Modal Manusia] [ACGS C.6.1] [S-11]

K3 merupakan bagian integral dari komitmen Perseroan dalam melindungi modal manusia serta memastikan keberlanjutan operasional. Dewan Direksi dan manajemen secara aktif mengawasi kinerja K3 melalui mekanisme pelaporan berkala, tinjauan manajemen, serta evaluasi indikator kinerja keselamatan sebagai bagian dari sistem tata kelola Perseroan.

Perseroan menerapkan sistem manajemen keselamatan berbasis risiko yang disesuaikan dengan karakteristik masing-masing bisnis. Sistem ini memastikan bahwa setiap potensi risiko dikelola secara proporsional berdasarkan tingkat dampak dan kemungkinan terjadinya. [GRI 3-3] [GRI 403-1] [GRI 403-7]

Khusus pada bisnis pertambangan, entitas anak Perseroan menerapkan Sistem Manajemen Keselamatan Pertambangan dan Lingkungan Hidup (SMKP-LH) yang mengacu pada SMKP Minerba dan terintegrasi dengan ISO 45001:2018, yang mencakup, antara lain:

- pengidentifikasian bahaya dan penilaian risiko
- pengendalian operasional berbasis hierarki pengendalian
- pemantauan dan pengukuran kinerja
- pelaksanaan audit internal dan eksternal
- peninjauan manajemen berbasis siklus perencanaan-pelaksanaan-pemeriksaan-tindakan
- penguatan budaya keselamatan melalui pelatihan, komunikasi, dan keterlibatan aktif pekerja di seluruh lini operasional

Pelaksanaan sistem ini didukung oleh digitalisasi pelaporan dan pemantauan untuk meningkatkan akurasi data, kecepatan respons, serta transparansi dalam pengambilan keputusan.

OHS

[GRI 403] [GRI 2-22] [GRI 2-23] [GRI 3-3] [IFRS S1 Human Capital] [ACGS C.6.1] [S-11]

OHS is an integral part of the Company's commitment to protecting human capital and ensuring operational sustainability. The Board of Directors and management actively oversee OHS performance through periodic reporting mechanisms, management reviews, and monitoring of safety performance indicators as part of the Company's governance framework.

The Company implements a risk-based OHS management system tailored to the characteristics of each business. This system ensures that each potential risk is managed proportionally based on the level of impact and likelihood of occurrence. [GRI 3-3] [GRI 403-1] [GRI 403-7]

Specifically for the mining business, subsidiaries implement the Mining Safety and Environmental Management System (SMKP-LH), which refers to the Mineral and Coal SMKP and is integrated with ISO 45001:2018, which includes, among others:

- hazard identification and risk assessment
- operational controls based on the hierarchy of controls
- performance monitoring and measurement
- internal and external audits
- management review based on the plan–do–check–act cycle
- strengthening the safety culture through training, communication, and active worker involvement across all operational lines

The implementation of this system is supported by the digitalization of reporting and monitoring to improve data accuracy, response speed, and transparency in decision-making.

Audit internal SMKP dan ISO 45001 dilakukan secara berkala, disertai audit eksternal oleh lembaga independen terakreditasi. Hasil audit menjadi dasar penetapan rencana perbaikan berkelanjutan yang akan terus dipantau hingga diselesaikan secara menyeluruh. Rapat komite keselamatan pertambangan dan lingkungan hidup juga dilaksanakan untuk mengevaluasi pencapaian, membahas insiden signifikan, serta memonitor tindak lanjut perbaikan.

Internal SMKP and ISO 45001 audits are conducted periodically, complemented by external audits carried out by accredited independent institutions. The audit results serve as the basis for establishing a continuous improvement plan that will be monitored until fully completed. The mining safety and environmental committee meetings are also held to evaluate achievements, discuss significant incidents, and monitor the implementation of corrective actions.

A. Identifikasi Bahaya, Penilaian Risiko dan Investigasi Insiden [GRI 403-2]

Proses identifikasi bahaya dan penilaian risiko dilakukan secara sistematis oleh personel kompeten melalui metode *hazard identification and risk assessment*, untuk memastikan bahwa risiko yang teridentifikasi mencerminkan kondisi aktual di lapangan. Proses ini mencakup komunikasi dengan pekerja, penetapan konteks risiko, identifikasi potensi bahaya, serta penetapan pengendalian kritis.

A. Hazard Identification, Risk Assessment, and Incident Investigation [GRI 403-2]

The process of hazard identification and risk assessment is conducted systematically by competent personnel using the hazard identification and risk assessment method, to ensure that the identified risks reflect the actual conditions in the field. The process includes communication with employees, risk context establishment, potential hazard identification, and establishment of critical controls.

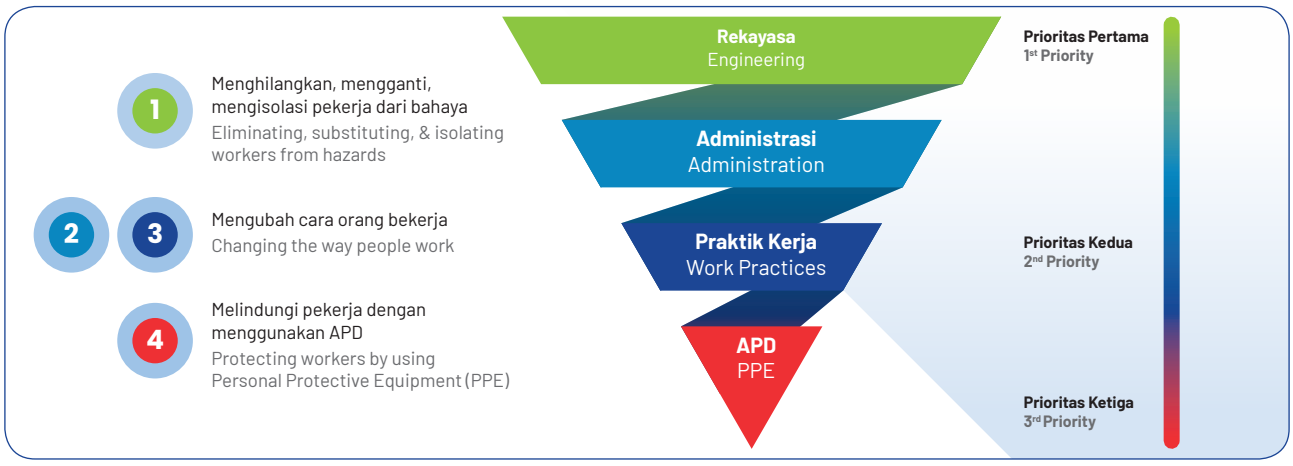


Setiap insiden atau kejadian berbahaya diinvestigasi menggunakan pendekatan analisis akar penyebab, untuk diidentifikasi akar penyebab yang mendasar. Hasil investigasi kemudian digunakan untuk memperkuat pengendalian teknis, menyempurnakan prosedur kerja untuk mencegah terulangnya kejadian serupa, dan meningkatkan efektivitas manajemen risiko secara berkelanjutan. Perseroan dan entitas anak juga terus meningkatkan kompetensi pengawas dan pekerja melalui berbagai program pelatihan yang terarah. Setiap rekomendasi perbaikan ditetapkan dengan penanggung jawab yang jelas, target waktu pelaksanaan, serta mekanisme pemantauan untuk memastikan implementasi berjalan efektif.

Every incident or hazardous event is investigated using the root cause analysis approach, to identify the underlying root causes. The results of the investigation are then used to strengthen technical controls, refine work procedures to prevent the recurrence of similar incidents, and continuously enhance risk management effectiveness. The Company and its subsidiaries also continue to enhance the competencies of supervisors and employees through various targeted training programs. Each improvement recommendation is established with a clear responsible party, a target implementation timeline, and a monitoring mechanism to ensure effective implementation.

Proses tersebut dilakukan secara terstruktur dan berurutan, sebagaimana ditunjukkan pada tahapan berikut:

The process is carried out in a structured and sequential manner, as shown in the following stages:



B. Partisipasi dan Konsultasi Pekerja [GRI 403-4]

Perseroan mendorong partisipasi aktif pekerja dalam sistem K3 melalui:
- pelaporan kondisi dan tindakan tidak aman
- keterlibatan dalam *safety talk* dan *toolbox meeting*
- perwakilan pekerja dalam Komite K3
- pelaksanaan program penguatan budaya keselamatan

Partisipasi ini difasilitasi melalui mekanisme komunikasi dua arah yang terbuka, sehingga setiap masukan pekerja dapat ditindaklanjuti. Pendekatan ini memastikan bahwa pekerja memiliki akses untuk menyampaikan kekhawatiran tanpa risiko pembalasan dan berkontribusi dalam pengambilan keputusan terkait keselamatan kerja. Perseroan juga menerapkan prinsip non-retaliasi serta perlindungan pelapor (termasuk untuk pelaporan yang dilakukan melalui sistem indikasi pelanggaran Perseroan) untuk memperkuat kepercayaan dan transparansi.

C. Pelatihan dan Pengembangan Kompetensi K3 [GRI 403-5]

Sepanjang tahun 2025, Perseroan melalui entitas anak menyelenggarakan sebanyak 1.721 sesi pelatihan Keselamatan Pertambangan dan Lingkungan Hidup (KPLH) dengan jumlah peserta sebanyak 31.954 orang. Cakupan pelatihan dirancang sesuai dengan kebutuhan kompetensi spesifik pada setiap jabatan dan area kerja. Pelatihan mencakup pelatihan dasar K3, pelatihan pengawas operasional, pelatihan pencegahan fatalitas, pelatihan sistem manajemen, dan sertifikasi eksternal.

Evaluasi efektivitas pelatihan dilakukan melalui pengujian pemahaman, observasi perilaku, dan pengukuran dampak terhadap indikator keselamatan. Hasil evaluasi digunakan untuk menyempurnakan kurikulum, metode penyampaian, serta memastikan internalisasi pengetahuan yang berdampak langsung pada perubahan perilaku kerja aman.

D. Promosi Kesehatan dan Pencegahan Penyakit [GRI 403-3] [GRI 403-6]

Pengelolaan kesehatan kerja yang diimplementasikan oleh Perseroan melalui entitas anak mencakup:
- *Medical Check-Up (MCU)* awal dan berkala
- *Health Risk Assessment*
- Pengukuran 10 parameter lingkungan kerja
- Pengelolaan *fatigue* dan ergonomi
- Program promotif dan preventif penyakit tidak menular

Program ini diperkuat dengan pemantauan tren kesehatan pekerja dan intervensi dini terhadap potensi risiko penyakit akibat kerja maupun penyakit umum yang berdampak pada produktivitas. Seluruh karyawan terdaftar dalam BPJS Kesehatan dan BPJS Ketenagakerjaan.

B. Worker Participation and Consultation [GRI 403-4]

The Company encourages active worker participation in the OHS system through:
- reporting unsafe conditions and actions
- involvement in safety talks and toolbox meetings
- worker representation in the OHS committee
- safety culture reinforcement programs

This participation is facilitated through an open two-way communication mechanism, ensuring that every worker's input can be followed up on. This approach ensures that workers have access to express their concern without risk of retaliation and contribute to decision-making related to workplace safety. The Company and its subsidiaries also implement non-retaliation principles and whistleblower protection (including for reporting conducted through the Company's violation indication system) to strengthen trust and transparency.

C. OHS Training and Competency Development [GRI 403-5]

Throughout 2025, the Company through its subsidiaries organized a total of 1,721 Safety and Environmental Protection (KPLH) training sessions with 31,954 participants. The scope of the training program is designed according to the specific competency needs of each position and work area. The training includes basic OHS training, operational supervisor training, fatality prevention training, management system training, and external certifications.

The effectiveness of the training is evaluated through comprehension tests, behavioral observations, and impact measurements on safety performance indicators. The evaluation results are used to refine the curriculum, delivery methods, and ensure the internalization of knowledge that directly impacts safe work behavior changes.

D. Occupational Health Services and Health Promotion [GRI 403-3] [GRI 403-6]

Occupational health management implemented by the Company through its subsidiaries includes:
- Pre-employment and periodic Medical Check-Ups (MCU)
- Health Risk Assessments
- Measurement of 10 workplace environmental parameters
- Fatigue and ergonomic management
- Promotive and preventive programs for non-communicable diseases

This program is strengthened by monitoring worker health trends and early intervention against potential occupational disease risks as well as common diseases that impact productivity. All employees are enrolled in Indonesia's national health and employment social security schemes (BPJS Kesehatan and BPJS Ketenagakerjaan).

E. Pencegahan dan Mitigasi Dampak K3 [GRI 403-7]

Upaya pencegahan dilakukan melalui penguatan pengendalian kritis pada aktivitas berisiko tinggi seperti operasi alat berat, lalu lintas tambang, pekerjaan di ketinggian, dan interaksi manusia–alat berat.

Pendekatan pengendalian mencakup rekayasa teknis, penyempurnaan SOP, peningkatan pengawasan, serta penguatan kepemimpinan keselamatan. Fokus utama diarahkan pada eliminasi potensi fatalitas melalui penerapan manajemen pengendalian kritis dan verifikasi lapangan secara konsisten. Perseroan juga mengintegrasikan teknologi pemantauan untuk meningkatkan visibilitas risiko waktu nyata dan mempercepat respons terhadap potensi bahaya.

F. Manajemen Kesiapsiagaan dan Tanggap Darurat (ERP)

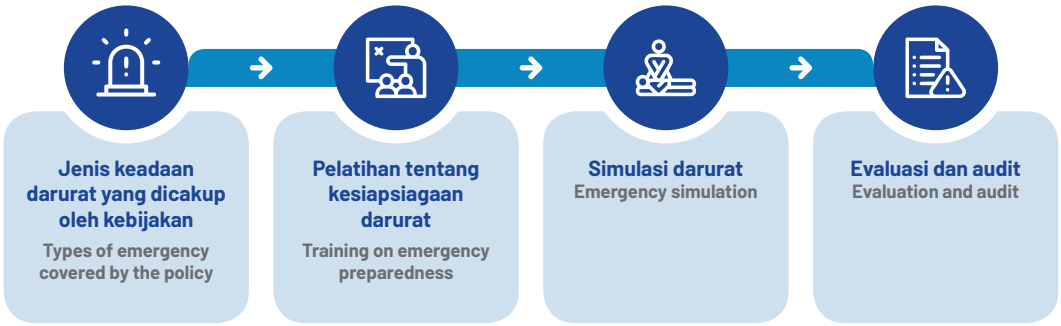
E. Prevention and Mitigation of OHS Impacts [GRI 403-7]

Preventive efforts are carried out through strengthening critical controls on high-risk activities, such as heavy equipment operations, mine traffic, work at heights, and human–heavy equipment interactions.

The control approach includes technical engineering, SOP refinement, enhanced supervision, and strengthening safety leadership. The main focus is directed toward eliminating potential fatalities through the application of critical control management and consistent field verification. The Company, through its subsidiaries, also integrates monitoring technology to enhance real-time risk visibility and expedite responses to potential hazards.

F. Emergency Preparedness & Response (ERP) Management

Kesiapan dan Respons Darurat
Emergency Preparedness and Response



Untuk memperkuat efektivitas pengelolaan K3, Perseroan melalui entitas anak telah menetapkan kerangka ERP yang terstruktur. Kerangka ini dirancang sebagai sistem respons terpadu yang mencakup pencegahan, kesiapsiagaan, penanganan insiden, hingga pemulihan pascakejadian di seluruh area operasional. Kerangka ini menjelaskan pendekatan yang digunakan untuk mengantisipasi, menangani, dan memulihkan kondisi darurat yang berpotensi terjadi di area operasional.

Kerangka ERP mencakup 4 (empat) komponen utama, yaitu: (1) jenis-jenis kondisi darurat yang diatur dalam kebijakan Perseroan, (2) program pelatihan rutin untuk meningkatkan kesiapan karyawan, (3) pelaksanaan simulasi keadaan darurat untuk menguji kemampuan respons, dan (4) evaluasi serta audit berkala untuk menilai efektivitas prosedur yang telah diterapkan. Setiap komponen dirancang saling terintegrasi untuk memastikan respons yang cepat, terkoordinasi, dan konsisten di seluruh lini operasi. Melalui pendekatan yang sistematis ini, Perseroan memastikan seluruh karyawan dan pemangku kepentingan terkait siap merespons secara cepat dan efektif, sehingga dampak terhadap keselamatan manusia, kelangsungan operasi, dan lingkungan dapat diminimalkan.

Perseroan juga menumbuhkan budaya keselamatan sebagai prioritas utama dengan mendorong entitas anak untuk secara konsisten menerapkan kebijakan K3, termasuk praktik pertambangan yang baik serta kebijakan ERP. Budaya ini diperkuat melalui kepemimpinan keselamatan yang aktif dan

To strengthen the effectiveness of OHS management, the Company through its subsidiaries has established a structured ERP framework. This framework is designed as an integrated response system that encompasses prevention, preparedness, incident handling, and post-incident recovery across all operational areas. This framework outlines the approaches used to anticipate, manage, and recover from potential emergency situations in the operational areas.

The ERP framework covers 4 (four) key components: (1) types of emergency conditions regulated in company policy, (2) routine training programs to enhance employee readiness, (3) the implementation of emergency simulations to evaluate response capability, and (4) periodic evaluations and audits to assess the effectiveness of the procedures that have been implemented. Each component is designed to be integrated with one another to ensure a quick, coordinated, and consistent response across all lines of operation. Through this systematic approach, the Company ensures that all employees and relevant stakeholders are well-prepared to respond quickly and effectively, thereby minimizing the impact on human safety, operational continuity, and the environment.

The Company also fosters a safety culture as a top priority by encouraging its subsidiaries to consistently implement OHS policies, including good mining practices, and ERP policy. This culture is reinforced through active safety leadership and the integration of OHS aspects into every operational

integrasi aspek K3 dalam setiap proses operasional. Pelatihan keselamatan yang rutin, partisipasi karyawan, dan program peningkatan kesadaran K3 terus didukung guna memperkuat kinerja K3 dan menekan risiko kecelakaan kerja.

Melalui upaya-upaya tersebut, Perseroan memastikan bahwa pengelolaan K3 menjadi bagian yang tidak terpisahkan dari komitmen keberlanjutan, dalam rangka melindungi keselamatan dan kesehatan karyawan serta kontraktor, sekaligus mendukung operasional yang bertanggung jawab dan berkelanjutan di linis bisnis.

Secara umum, penerapan K3 dilakukan secara terstruktur dengan menekankan aspek pencegahan, kesiapsiagaan, dan perbaikan berkelanjutan. Entitas anak menerapkan SOP K3 bagi karyawan, kontraktor, dan mitra usaha, yang didukung oleh pelatihan keselamatan berkala, pengawasan lapangan, serta penyediaan peralatan dan infrastruktur keselamatan yang memadai di seluruh area operasional. [GRI 403-1] [GRI 403-5]

Untuk memastikan perlindungan yang menyeluruh, seluruh karyawan didaftarkan dalam program jaminan kesehatan dan ketenagakerjaan nasional (BPJS). Perseroan juga mendorong partisipasi aktif seluruh pemangku kepentingan dalam mengidentifikasi dan melaporkan potensi bahaya di tempat kerja [GRI 403-4]. Inspeksi rutin, pengawasan, dan komunikasi keselamatan dilakukan secara berkelanjutan guna meminimalkan risiko operasional dan meningkatkan akuntabilitas.

Perseroan melalui entitas anak saat ini juga telah memanfaatkan teknologi digital untuk meningkatkan pemantauan keselamatan dan pelaporan risiko, seperti pusat komando waktu nyata, sistem pelaporan bahaya berbasis daring, dan dasbor kinerja keselamatan yang memungkinkan deteksi dini risiko, respons lebih cepat, serta pengambilan keputusan berbasis data. Inovasi ini membantu memperkuat pengawasan, mendukung pengambilan keputusan yang lebih cepat dan akurat, serta mendukung target nihil fatalitas dan tingkat *Lost Time Injury Frequency Rate* (LTIFR) yang rendah [GRI 403-2].

Penguatan budaya keselamatan secara berkelanjutan tetap dilakukan melalui keterlibatan pimpinan, evaluasi kinerja kontraktor, serta program keterlibatan karyawan seperti *safety talk*, simulasi tanggap darurat, dan program apresiasi lainnya. Upaya bersama ini menegaskan komitmen Perseroan untuk menciptakan lingkungan kerja yang aman, sehat, dan produktif di seluruh kegiatan operasional.

G. Digitalisasi Sistem Keselamatan [GRI 403-2]

Sebagai bagian dari penguatan sistem manajemen keselamatan berbasis risiko, Perseroan melalui entitas anak mendorong pemanfaatan teknologi digital untuk meningkatkan efektivitas identifikasi bahaya, pengendalian risiko, serta pemantauan kepatuhan terhadap standar keselamatan. Implementasi paling komprehensif berada pada bisnis pertambangan, yang memiliki profil risiko operasional relatif lebih tinggi dan telah mengembangkan ekosistem digital terintegrasi untuk mendukung SMKP-LH.

process. Routine safety training, employee participation, and safety awareness enhancement programs are continuously supported to strengthen OHS performance and reduce the risk of workplace accidents.

Through these efforts, the Company ensures that OHS management becomes an integral part of its sustainability commitment, in order to protect the safety and health of employees and contractors while also supporting responsible and sustainable operations in its business lines.

In general, the implementation of OHS is carried out through a structured approach with an emphasis on prevention, preparedness, and continuous improvement. Subsidiaries of the Company implement OHS SOPs for employees, contractors, and business partners, supported by regular safety training, field supervision, and the provision of adequate safety equipment and infrastructure throughout operational areas. [GRI 403-1] [GRI 403-5]

To ensure comprehensive protection, all employees are registered in the national health and employment insurance programs (BPJS). The Company also encourages the active participation of all stakeholders in identifying and reporting potential hazards in the workplace [GRI 403-4]. Routine inspections, supervision, and safety communication are conducted continuously to minimize operational risks and promote accountability.

The Company through its subsidiaries has also utilized digital technologies to enhance safety monitoring and risk reporting, such as real-time command centers, online hazard reporting systems, and safety performance dashboards that enable early risk detection, faster response, and data-driven decision-making. These innovations help strengthen supervision, support faster and more accurate decision-making, and contribute to the target of zero fatalities and a low Lost Time Injury Frequency Rate (LTIFR) [GRI 403-2].

The strengthening of safety culture is continuously carried out through leadership involvement, contractor performance evaluations, and employee engagement programs such as safety talks, emergency response simulations, and other appreciation programs. This collective effort reaffirms the Company's commitment to creating a safe, healthy, and productive work environment across all operational activities.

G. Digitalization of the Safety Systems [GRI 403-2]

As part of strengthening the risk-based safety management system, the Company through its subsidiaries encourages the utilization of digital technology to enhance the effectiveness of hazard identification, risk control, and monitoring compliance with safety standards. The most comprehensive implementation is in the mining business, which has a relatively higher operational risk profile and has developed an integrated digital ecosystem to support the SMKP-LH.

Salah satu platform utama yang digunakan adalah **iSAFE**, aplikasi pelaporan bahaya yang memungkinkan pekerja melaporkan kondisi dan tindakan berisiko melalui satu kanal terpusat. Setiap laporan memuat informasi yang terstruktur, termasuk deskripsi bahaya, lokasi, waktu kejadian, bukti pendukung, serta unit atau peralatan terkait. Sistem ini dirancang untuk mendorong partisipasi aktif pekerja dengan memastikan perlindungan terhadap pelapor dari konsekuensi yang merugikan. Laporan yang masuk diproses secara berjenjang, mulai dari pencatatan dalam sistem, peninjauan oleh manajemen area, pelaksanaan tindak lanjut, hingga verifikasi penyelesaian oleh fungsi keselamatan, sehingga memastikan akuntabilitas dan efektivitas penanganan risiko.

Selain iSAFE, pengelolaan pekerjaan berisiko tinggi juga dilakukan melalui beragam inovasi digital termasuk untuk pengelolaan K3, SMKP-LH, program-program pengawasan, pengelolaan mitra kerja, peningkatan budaya keselamatan, dan program kesehatan karyawan.

Seluruh inovasi tersebut membentuk ekosistem digital keselamatan yang saling terhubung untuk meningkatkan visibilitas risiko secara menyeluruh di seluruh operasi.

Informasi berikut menguraikan inovasi utama yang diterapkan di berbagai bidang ini:

One of the main platforms is **iSAFE**, a hazard reporting application that enables workers to report unsafe conditions and actions through a centralized channel. Each report contains structured information, including a description of the hazard, location, time of occurrence, supporting evidence, and the related units or equipment involved. This system is designed to encourage active participation from workers by ensuring protection for the reporters against adverse consequences. Incoming reports are processed in stages, starting from recording in the system, review by area management, follow-up actions, to verification of resolution by the safety function, thereby ensuring accountability and effective risk management.

In addition to iSAFE, high-risk work management is also carried out through various digital innovations, including the management of OHS, SMKP-LH, monitoring programs, partner management, safety culture enhancement, and employee health programs.

All of these innovations form an interconnected digital safety ecosystem to enhance comprehensive risk visibility across all operations.

The information below outlines the key innovations implemented across these areas:

Inovasi Teknologi K3
OHS Technology Innovation

Aplikasi Integrated in Harmony
Integrated in Harmony Application



Integrated in Harmony merupakan aplikasi internal yang dikembangkan oleh tim Digital & Teknologi entitas anak Perseroan untuk memperkuat sistem manajemen keselamatan melalui digitalisasi proses identifikasi bahaya, pelaporan insiden, dan pengelolaan serta analisis data K3 secara terpusat. Platform ini dirancang untuk memastikan seluruh informasi keselamatan terdokumentasi secara konsisten, dapat ditelusuri, dan dianalisis secara waktu nyata untuk mendukung pengambilan keputusan berbasis data. Aplikasi ini juga berfungsi sebagai integrator yang menghubungkan berbagai sistem keselamatan operasional dalam satu ekosistem digital terpadu, sehingga meningkatkan visibilitas risiko dan efektivitas tindak lanjut di seluruh lini proses identifikasi bahaya, pelaporan insiden, serta pengelolaan data keselamatan.

Integrated in Harmony is an internal application developed by the Digital & Technology team of the Company's subsidiary to strengthen the safety management system through the digitalization of hazard identification processes, incident reporting, and centralized management and analysis of OHS data. This platform is designed to ensure that all safety information is consistently documented, traceable, and analyzed in real-time to support data-driven decision-making. This application also serves as an integrator that connects various operational safety systems into a single integrated digital ecosystem, thereby enhancing risk visibility and follow-up effectiveness across the entire process of hazard identification, incident reporting, and safety data management.

Ekosistem digital yang telah dibangun oleh entitas anak Perseroan terdiri dari beragam platform berikut:
The digital ecosystem built by the Company's subsidiaries consists of the following various platforms:

1. iSAFE
2. iPERMIT
3. Indobara Smart Services
4. Famous (FMS 2.0)
5. SINI SAJA
6. Mitigasi
7. Weight in Motion
8. FAMS
9. SiCantik
10. Uassist
11. U Gems
12. U Can
13. E-Waskat
14. I-Commissioning
15. E-Regulation
16. U Health
17. iCore
18. BIB Academy

Aplikasi yang digunakan untuk mendukung SMKP-LH secara langsung adalah:
The applications used to directly support the SMKP-LH are:

Program Programs	**Kegunaan** Objectives
iSAFE	Aplikasi digital ini digunakan untuk mendorong partisipasi karyawan dalam melaporkan bahaya, melakukan inspeksi area kerja, dan melakukan observasi perilaku kerja aman secara sistematis dan terdokumentasi. This digital application is used to encourage employee participation in reporting hazards, conducting workplace area inspections, and systematically and documentarily observing safe work behaviors.
iPERMIT	Aplikasi digital ini yang digunakan untuk mengelola izin kerja khusus bagi pekerjaan berisiko tinggi melalui mekanisme persetujuan berjenjang hingga Kepala Teknik Tambang (KTT). Aplikasi ini berfungsi sebagai kontrol kritis untuk mencegah pekerjaan dimulai tanpa kajian risiko yang memadai dan persetujuan otoritas yang berwenang. Aplikasi ini juga mendukung penyusunan rencana kerja yang terperinci, mencakup lokasi kerja, waktu pelaksanaan, daftar nama pekerja, nama pengawas, metode kerja, job safety analysis, kompetensi pekerja, pemeriksaan kesehatan, serta rencana pertolongan dalam keadaan darurat. This digital application is used to manage special work permits for high-risk activities through a tiered approval mechanism up to the Head of Mining Engineering (KTT). This application serves as a critical control to prevent work from starting without adequate risk assessment and approval from the authorized authority. This application also supports the preparation of detailed work plans, including the work location, execution schedule, list of workers, supervisor's name, work methods, job safety analysis, worker competencies, health checks, and emergency response plans.
SICANTIK (Sistem Camera Analitik)	Teknologi ini merupakan sistem pemantauan perilaku pengemudi yang mentransformasi CCTV konvensional menjadi perangkat berbasis AI melalui metode *deep learning*. Hasil analisis kemudian digunakan sebagai dasar peringatan dini, intervensi keselamatan, serta evaluasi kinerja pengemudi untuk menurunkan risiko kecelakaan dan meningkatkan disiplin keselamatan di area operasional. This technology is a driver behavior monitoring system that transforms conventional CCTV into an AI-based device through deep learning methods. The analysis results are then used as a basis for early warnings, safety interventions, and driver performance evaluations to reduce accident risks and enhance safety discipline in operational areas.
FAMOUS (Fleet Management System)	Teman Indobara merupakan pengembangan teknologi pemantauan kondisi dan perilaku pengemudi dengan menggunakan analisis kamera dalam kabin operator berbasis kecerdasan buatan, untuk mendeteksi kondisi pengemudi terutama dalam kondisi kelelahan. Ketika sistem mengidentifikasi indikasi risiko, notifikasi peringatan langsung dikirimkan kepada pengawas *fleet management system* untuk dilakukan intervensi cepat, seperti penghentian operasional sementara, pergantian operator, atau evaluasi kondisi kerja. Teman Indobara is the development of driver condition and behavior monitoring technology using camera analysis in the operator cabin based on AI, to detect driver conditions, especially in cases of fatigue. When the system identifies risk indications, an immediate warning notification is sent to the fleet management system supervisor for quick intervention, such as temporary operational suspension, operator replacement, or work condition evaluation.

i-Commissioning	Aplikasi digital ini digunakan untuk mengelola ijin kelayakan sarana prasarana instalasi peralatan sebelum dioperasikan untuk operasional pekerjaan. Aplikasi ini berfungsi sebagai mekanisme kontrol keselamatan untuk memastikan kelayakan unit, instalasi, dan peralatan telah melalui proses inspeksi, verifikasi, dan dinyatakan laik operasi sebelum digunakan di lapangan. Melalui aplikasi ini, seluruh aspek kelayakan teknis dan keselamatan dievaluasi secara terstandarisasi, mencakup kondisi fisik peralatan, fungsi pengaman, hasil inspeksi berkala, serta kepatuhan terhadap standar operasional yang berlaku. This digital application is used to manage the feasibility permits for infrastructure equipment installation before they are operated for work operations. This application functions as a safety control mechanism to ensure that the units, installations, and equipment have undergone inspection, verification, and are declared operationally fit before being used in the field. Through this application, all aspects of technical feasibility and safety are evaluated in a standardized manner, including the physical condition of the equipment, safety functions, results of periodic inspections, and compliance with applicable operational standards.

Inovasi Program-Program Pengawasan
Innovation of Supervision Programs

Program Programs	**Penjelasan** Descriptions
PETANG Pemantauan Terperinci Pengawas Tambang Detailed Monitoring of Mine Supervisors	Program ini merupakan sistem pemantauan terstruktur terhadap frekuensi pelaksanaan *Safety Action Plans* (SAP) yang dilakukan oleh pengawas operasional pertambangan, dilanjutkan dengan *coaching* apabila terdapat pengawas yang melakukan pemantauan di bawah target yang telah ditetapkan. Program ini berfungsi sebagai mekanisme kontrol untuk menilai konsistensi, kualitas, dan ketepatan waktu pelaksanaan SAP di lapangan secara objektif dan terukur. This program is a structured monitoring system for the frequency of Safety Action Plans (SAP) implementation carried out by mining operational supervisors, followed by coaching if there are supervisors whose monitoring is below the established target. This program serves as a control mechanism to objectively and measurably assess the consistency, quality, and timeliness of SAP implementation in the field.
WINE Kecerdasan Area Kerja Work Area Intelligence	Program ini merupakan mekanisme pemantauan terhadap seluruh lingkup area kerja melalui inspeksi terencana untuk memastikan kepatuhan terhadap standar keselamatan yang telah ditetapkan. Program ini mencakup verifikasi kondisi lapangan, evaluasi kepatuhan terhadap prosedur kerja, dan penilaian efektivitas penerapan pengendalian risiko di area operasional. Tindakan koreksi diberikan jika ditemukan suatu area kerja mendapat laporan inspeksi di bawah target rencana. This program is a monitoring mechanism for the entire scope of the work area conducted through planned inspections to ensure compliance with established safety standards. This program includes field condition verification, evaluation of compliance with work procedures, and assessment of the effectiveness of risk control implementation in operational areas. Corrective actions are provided if a work area is found to have an inspection report below the target plan.
MOCA Memantau Penutupan iSafe Monitoring Closing iSafe	Program ini merupakan mekanisme pemantauan tindak lanjut perbaikan dari temuan *Non-Conformity* (*NC*) yang bersumber dari pelaporan bahaya, hasil inspeksi, dan data iSafe. Tindak lanjut tambahan dilakukan apabila ditemukan angka *Close* NC rendah. Program ini berfungsi untuk memonitor penyelesaian temuan, mencegah penumpukan NC, serta memastikan efektivitas sistem perbaikan berkelanjutan berjalan optimal dan konsisten. This program is a mechanism for monitoring the follow-up repairs of Non-Conformity (NC) findings sourced from hazard reports, inspection results, and iSafe data. Additional follow-up is conducted if a low Close NC rate is found. This program functions to monitor the resolution of findings, prevent the accumulation of NC, and ensure the effectiveness of the continuous improvement system operates optimally and consistently.
PEGASUS Pengelolaan Izin Kerja Khusus Management of Special Work Permits	Program ini merupakan mekanisme pemantauan pengajuan izin kerja khusus melalui iPERMIT untuk memastikan seluruh prasyaratan prapekerjaan, terutama yang berisiko tinggi, memenuhi standar yang ditetapkan. Selanjutnya dilakukan pemantauan pelaksanaan pekerjaan di lapangan. Tindakan koreksi diberikan apabila ditemukan ketidaksesuaian antara kondisi lapangan dan rencana izin kerja khusus yang telah disetujui. This program is a mechanism for monitoring the submission of special work permits through iPERMIT to ensure that all pre-work requirements, especially those with high risk, meet the established standards. Subsequently, monitoring of the work implementation in the field is conducted. Corrective actions are taken if discrepancies are found between the field conditions and the approved special work permit plan.
PILAR INDOBARA Penilaian Kinerja Implementasi Keselamatan Pertambangan Performance Assessment of Mining Safety Implementation	Program ini merupakan upaya penguatan fungsi kepengawasan dan kepatuhan karyawan terhadap aspek keselamatan melalui pelaksanaan 31 program keselamatan, disertai evaluasi berkala melalui penilaian lapangan dan pemantauan pelaksanaan program. Program ini dirancang untuk memastikan bahwa seluruh aktivitas operasional berjalan sesuai standar keselamatan yang berlaku, dengan fokus pada pencegahan insiden dan pengendalian risiko di sumbernya. This program is an effort to strengthen the supervisory function and employee compliance with safety aspects through the implementation of 31 safety programs, accompanied by periodic evaluations through field assessments and program monitoring. This program is designed to ensure that all operational activities run according to applicable safety standards, with a focus on incident prevention and risk control at the source.

Inovasi Pengelolaan Mitra Kerja
Contractor Management Innovation

Program Programs	Penjelasan Descriptions
Penilaian Kinerja Kontraktor Contractor Performance Evaluation	Penerapan sistem penilaian kinerja kontraktor dilakukan berdasarkan 7 (tujuh) kriteria *GMP*, yaitu: 1. Aspek Teknis 2. Aspek Keselamatan 3. Aspek Lingkungan Hidup 4. Aspek Konservasi 5. Aspek Standardisasi & Usaha Jasa 6. Aspek Penerapan SMKP 7. Aspek Perbaikan Berkelanjutan Sistem penilaian ini tidak hanya berfungsi sebagai evaluasi kinerja, tetapi juga sebagai mekanisme kontrol untuk memastikan kepatuhan kontraktor terhadap standar keselamatan, lingkungan, dan operasional pertambangan yang berlaku. Setiap aspek dinilai secara objektif melalui indikator kinerja yang terukur, inspeksi lapangan, serta hasil audit kepatuhan guna menghasilkan gambaran kinerja yang komprehensif dan transparan. Melalui penilaian ini, diharapkan terjadi peningkatan kualitas penerapan GMP oleh seluruh mitra kerja entitas anak Perseroan, yang mendorong perbaikan berkelanjutan, peningkatan disiplin operasional, dan budaya keselamatan dan keberlanjutan di seluruh rantai kerja. The contractor performance evaluation system is implemented based on 7 (seven) GMP criteria, namely: 1. Technical Aspects 2. Safety Aspects 3. Environmental Aspects 4. Conservation Aspects 5. Standardization & Mining Services Business Aspects 6. Implementation of the Mining Safety Management System (SMKP) 7. Continual Improvement This assessment system not only functions as a performance evaluation but also as a control mechanism to ensure contractor compliance with applicable safety, environmental, and operational mining standards. Each aspect is objectively assessed through measurable performance indicators, field inspections, and compliance audit results to produce a comprehensive and transparent performance picture. Through this assessment, it is expected that the quality of GMP implementation by all partners of the subsidiary of the Company will improve, promoting continuous improvement, enhanced operational discipline, and a culture of safety and sustainability throughout the work chain.
Aplikasi CMS SANA SINI AJA Sistem Manajemen Kontraktor Contractor Management System	Pengembangan *database* dan aplikasi CMS SINI SAJA dilakukan untuk memperkuat sistem pengelolaan data secara terpusat dalam rangka meningkatkan efektivitas pemantauan perizinan usaha jasa, kompetensi mitra kerja, dan kepatuhan terhadap pelaporan berkala sesuai dengan ketentuan yang berlaku. Sistem ini dirancang sebagai platform digital terpadu yang memungkinkan validasi, penyimpanan, dan pembaruan data secara terstruktur, akurat, dan dapat ditelusuri – untuk memastikan seluruh mitra kerja memenuhi persyaratan legal, standar kompetensi, serta ketentuan operasional sebelum dan selama pelaksanaan pekerjaan, sehingga mendukung pengambilan keputusan berbasis data. The development of the SINI SAJA CMS database and application is carried out to strengthen the centralized data management system in order to enhance the effectiveness of monitoring business service permits, partner competencies, and compliance with periodic reporting in accordance with applicable regulations. This system is designed as an integrated digital platform that enables the validation, storage, and updating of data in a structured, accurate, and traceable manner – to ensure that all partners meet legal requirements, competency standards, and operational provisions before and during the execution of work, thereby supporting data-driven decision-making.

Inovasi Program Peningkatan Budaya Keselamatan
Innovation in Safety Culture Enhancement Programs

Program Programs	Penjelasan Descriptions
SEKATA (SAFETY KITA)	Program ini terdiri dari 36 (tiga puluh enam) inisiatif project charter yang berfokus pada perbaikan perilaku karyawan dengan tujuan meningkatkan awareness serta budaya K3. This program consists of 36 (thirty six) project charter initiatives focused on improving employee behavior with the aim of strengthening awareness and the culture of OHS.
Penilaian *Safety Maturity Level* (SML) Safety Maturity Level (SML) Assessment	Program ini dilaksanakan bekerja sama dengan tim pakar K3 dari Universitas Indonesia untuk menilai tingkat kinerja keselamatan pertambangan. Hasil penilaian menunjukkan skor 0,81 yang berada pada kategori tingkat kematangan budaya keselamatan *proaktif*. Gap analisis dari hasil SML tersebut menjadi acuan dalam penyusunan program K3 tahun 2024–2026. This program is implemented in collaboration with OHS experts from the University of Indonesia to assess the level of mining safety performance. The assessment results indicate a score of 0.81, which falls within the proactive safety culture maturity level. The gap analysis from the SML results serves as a reference for the development of the OHS programs for 2024–2026.
Nirbahaya Zero Harm	Program ini terdiri dari 18 (delapan belas) inisiatif pendampingan (struktural, diturunkan ke mitra kerja, dan *frontline*) yang bertujuan untuk mencapai *Zero Fatality* dan *Zero Lost Time Injuries* (LTI), meningkatkan pemahaman serta keterampilan keselamatan seluruh karyawan, dan mengembangkan budaya *safety first* di seluruh organisasi seiring dengan peningkatan produksi. This program consists of 18 (eighteen) mentoring initiatives (structural, cascaded to contractors, and frontline) aimed at achieving Zero Fatality and Zero Lost Time Injuries (LTI), enhancing the safety understanding and skills of all employees, and fostering a safety-first culture across the organization in line with increasing production.

Inovasi Program Kesehatan Karyawan
Employee Health Programs Innovation

Program Programs	**Penjelasan** Descriptions
Pengelolaan Kesehatan Kerja Occupational Health Management	Menerapkan program promotif, preventif, kuratif, dan rehabilitatif dalam pengelolaan kesehatan kerja bagi karyawan entitas anak dan mitra kerja. Implementing promotive, preventive, curative, and rehabilitative programs in the management of occupational health for subsidiary employees and contractors.
Pengukuran Lingkungan Kerja Work Environment Monitoring	Melakukan pengukuran lingkungan kerja pada area kerja entitas anak dan mitra kerja mencakup 10 (sepuluh) parameter, yaitu debu, kebisingan, getaran, pencahayaan, kuantitas dan kualitas udara kerja, iklim kerja, radiasi, faktor kimia, faktor biologi, serta kebersihan lingkungan kerja. Conducting workplace environmental measurements in the work areas of subsidiaries and partners includes 10 (ten) parameters, namely dust, noise, vibration, lighting, quantity and quality of work air, work climate, radiation, chemical factors, biological factors, and cleanliness of the work environment.
Program Kampanye Gaya Hidup Sehat Healthy Lifestyle Campaign Program	Melaksanakan Program Kampanye Gaya Hidup Sehat dan tindak lanjut hasil *MCU* diarahkan untuk menurunkan risiko penyakit akibat gaya hidup (*lifestyle disease*), termasuk program pengendalian berat badan, penurunan kolesterol, serta pengukuran berkala indikator kesehatan karyawan setelah MCU. Implementing the Healthy Lifestyle Campaign Program and following up on MCU results is aimed at reducing the risk of lifestyle diseases, including weight management programs, cholesterol reduction, and periodic measurement of employee health indicators after the MCU.

Sepanjang tahun 2025, Perseroan dan entitas anak mencatat lebih dari 600.000 laporan bahaya yang terdiri dari kondisi tidak aman dan tindakan tidak aman. Tingginya angka pelaporan ini tidak mencerminkan peningkatan risiko, melainkan menunjukkan efektivitas sistem pelaporan serta kuatnya budaya keselamatan di lingkungan kerja. Melalui sistem digital terintegrasi, khususnya aplikasi iSAFE, pekerja didorong untuk secara aktif mengidentifikasi dan melaporkan potensi bahaya secara terbuka dan terstruktur.

Tingginya partisipasi pekerja menegaskan bahwa keselamatan diposisikan sebagai tanggung jawab bersama, di mana pekerja berperan sebagai subjek utama dalam pengendalian risiko. Data kondisi tidak aman dan tindakan tidak aman dimanfaatkan sebagai instrumen manajemen risiko yang memungkinkan identifikasi dini terhadap potensi kegagalan sistem, kelemahan proses kerja, maupun perilaku berisiko sebelum berkembang menjadi insiden.

Selain itu, Perseroan dan entitas anak memastikan bahwa setiap temuan ditindaklanjuti secara akuntabel. Hampir seluruh laporan NC yang tercatat sepanjang tahun telah diselesaikan, mencerminkan efektivitas mekanisme respons dan komitmen manajemen terhadap perbaikan berkelanjutan. Pendekatan ini menunjukkan bahwa sistem pelaporan tidak berhenti pada pencatatan, tetapi menjadi bagian dari siklus pembelajaran dan peningkatan keselamatan yang berkelanjutan.

Tabel berikut menyajikan data pelaporan bahaya sebagai gambaran implementasi sistem tersebut sepanjang tahun pelaporan.

Throughout 2025, the Company and its subsidiaries recorded more than 600,000 hazard reports, consisting of unsafe conditions and unsafe acts. This high reporting volume does not indicate an increase in risk levels; rather, it reflects the effectiveness of the reporting system and the strength of the Company's safety culture. Through an integrated digital platform—primarily the iSAFE application—employees are encouraged to proactively identify and report potential hazards in an open and structured manner.

The strong level of workforce participation demonstrates that safety is positioned as a shared responsibility, with employees acting as key subject in risk management. Data from unsafe conditions and unsafe acts serve as critical risk management instruments, enabling early identification of potential system failures, process weaknesses, and at-risk behaviors before they escalate into incidents.

In addition, the Company and its subsidiaries ensure that all findings are followed up in an accountable manner. Nearly all recorded NC reports during the year have been closed, reflecting the effectiveness of the response mechanism and management's commitment to continuous improvement. This approach demonstrates that the reporting system does not end at documentation, but functions as part of an ongoing safety learning and improvement cycle.

The following table presents hazard reporting data as an illustration of the implementation and effectiveness of this system during the reporting year.

Laporan Bahaya yang Tercatat
Hazard Reporting Data

Tahun Year	**Jumlah Laporan** Reports Received
2023	248.902
2024	606.311
2025	**604.915**

H. Program Nirbahaya dan Budaya Keselamatan

Program nirbahaya dikembangkan sebagai inisiatif strategis untuk memperkuat pendekatan pencegahan kecelakaan berbasis indikator utama melalui 18 inisiatif perbaikan keselamatan dan peningkatan berkelanjutan. Program ini dirancang untuk memperkuat kapasitas kepemimpinan keselamatan, mendorong perubahan perilaku, serta membangun budaya keselamatan yang lebih proaktif di lingkungan operasional berisiko tinggi.

Tahap pengembangan dan persiapan dilaksanakan secara bertahap, termasuk penyusunan tata cara implementasi, penunjukan agen pelaksana, serta pengembangan mekanisme pemantauan dan evaluasi. Implementasi dilakukan secara terfokus pada mitra kerja dengan profil risiko tertentu, sejalan dengan kerangka SMKP.

Hingga akhir 2025, tingkat implementasi program telah mencapai 82%, dengan peningkatan efektivitas yang tercermin dari perbaikan kepatuhan prosedur, penguatan praktik inspeksi dan observasi, peningkatan kualitas administrasi keselamatan, serta pengelolaan sistem kerja yang lebih tertib. Secara keseluruhan, inisiatif ini berkontribusi signifikan terhadap pencapaian nihil fatalitas dalam operasional pertambangan selama 2 (dua) tahun berturut-turut (2024–2025).

Sebagai bagian dari evaluasi independen, penilaian *safety maturity level* oleh pihak ketiga menempatkan tingkat kematangan budaya keselamatan pada level proaktif, yang menunjukkan bahwa keselamatan telah terintegrasi dalam praktik operasional dan pengambilan keputusan.

I. Cakupan Sistem Manajemen K3 [GRI 403-8]

SMKP-LH di entitas anak pertambangan berlaku bagi seluruh individu yang bekerja atau beraktivitas di area tambang, sepanjang memiliki izin resmi dan terdaftar dalam sistem Perseroan. Cakupan ini meliputi karyawan internal, pekerja kontraktor dan subkontraktor, pemasok yang beroperasi di lapangan, pekerja jangka pendek yang telah memperoleh izin dari KTT, serta tamu resmi yang mendapatkan persetujuan akses. Kebijakan ini memastikan bahwa setiap individu di wilayah operasional memperoleh standar perlindungan keselamatan yang setara sesuai ketentuan yang berlaku.

Pada akhir 2025, total tenaga kerja di area operasional pertambangan tercatat mencapai 18.742 orang, terdiri atas 241 karyawan internal dan 17.501 karyawan mitra kerja. Seluruhnya (100%) telah memiliki izin resmi dan terdaftar dalam sistem Perseroan, sehingga berada dalam cakupan penuh SMKP-LH. Data cakupan ini diverifikasi melalui laporan rutin mitra kerja serta pencatatan administratif internal, termasuk register ID Card dan SIMPER, guna memastikan akurasi dan kepatuhan terhadap persyaratan keselamatan operasional.

H. Zero Harm Program and Safety Culture

The zero harm program was developed as a strategic initiative to strengthen an accident prevention approach based on leading indicators through 18 targeted safety improvement and continuous improvement initiatives. The program is designed to enhance safety leadership capabilities, encourage behavioral change, and foster a more proactive safety culture across high-risk operations.

The development and preparation phases were carried out progressively, including the establishment of implementation guidelines, the designation of change agents, and the development of monitoring and evaluation mechanisms. Implementation was prioritized for selected contractors and operational areas with higher risk profiles, in alignment with the SMKP framework.

As of the end of 2025, overall implementation had reached 82%, with effectiveness reflected in improved procedural compliance, strengthened inspection and behavioral observation practices, enhanced safety administration, and more disciplined job management systems. Collectively, these improvements have contributed significantly to the achievement of zero fatalities in mining operations for 2 (two) consecutive years (2024–2025).

As part of independent evaluation efforts, a third-party safety maturity level assessment placed the organization at a proactive level, indicating that safety considerations are increasingly embedded in operational practices and decision-making processes.

I. Coverage of OHS Management System [GRI 403-8]

SMKP-LH implemented by the mining subsidiary applies to all individuals working or conducting activities within the mining area, provided they hold official authorization and are registered in the Company's system. This scope includes permanent employees, contractor and subcontractor personnel, suppliers operating on site, short-term workers who have obtained approval from the KTT, as well as officially authorized visitors. This policy ensures that all individuals within the operational area receive equivalent safety protection standards in accordance with applicable regulations.

As of the end of 2025, the total workforce within the mining operational area was recorded to reach 18,742 personnel, comprising 241 direct employees and 17,501 contractor employees. All personnel (100%) were officially authorized and registered in the Company's system, thereby fully covered within the SMKP-LH framework. Coverage data is verified through routine contractor reporting and internal administrative records, including ID card and operational license (SIMPER) registration, to ensure accuracy and compliance with operational safety requirements.

J. Kecelakaan Kerja dan Penyakit Akibat Kerja [GRI 403-9] [GRI 403-10] [GRI 12.14.10] [GRI 12.14.11]

Dalam kerangka SMKP-LH, Perseroan melalui entitas anak memonitor seluruh kecelakaan kerja, LTIFR, serta penyakit akibat kerja sebagai bagian dari evaluasi efektivitas sistem. Pemantauan ini mencakup seluruh (100%) tenaga kerja di area operasional pertambangan.

Setiap insiden yang dilaporkan dilakukan investigasi secara menyeluruh untuk mengidentifikasi akar penyebab dan memastikan penerapan tindakan korektif, sehingga memperkuat upaya pencegahan dan mencegah terulangnya kejadian serupa.

J. Workplace Accidents and Occupational Diseases [GRI 403-9] [GRI 403-10] [GRI 12.14.10] [GRI 12.14.11]

Within the framework of the SMKP-LH, the Company through its subsidiary monitors all workplace accidents, LTIFR, and occupational diseases as part of evaluating system effectiveness. This monitoring covers all (100%) of the workforce within the mining operational area.

All reported incidents are subject to thorough investigation to identify root causes and ensure the implementation of corrective actions, thereby strengthening preventive measures and reducing the risk of recurrence.

Jam Kerja
Working Hours

	2025	2024	2023
Karyawan Employee	870,300	864,260	777,840
Pekerja Lain Other workers	58,286,812	54,130,350	50,242,504
Total	**59,157,112**	**54,994,610**	**51,020,344**

Kecelakaan Kerja Tahun 2025 [GRI 403-9] [GRI 12.14.10] [EM-CO-320a.1]
Workplace Accidents in 2025 [GRI 403-9] [GRI 12.14.10] [EM-CO-320a.1]

Keterangan Information		Karyawan Employee	Pekerja Lain Other Workers
Fatalitas sebagai akibat kecelakaan kerja Fatalities resulting from workplace accidents	Jumlah Number	0	0
	Tingkat Rate	0	0
Kecelakaan kerja dengan konsekuensi tinggi – tidak termasuk fatalitas Workplace accidents with high consequences – excluding fatalities	Jumlah Number	0	0
	Tingkat Rate	0	0
Kecelakaan kerja yang dapat dicatat Recordable workplace accidents	Jumlah Number	0	4
	Tingkat Rate	0	0.07
Jenis-jenis kecelakaan kerja Utama Main types of workplace accidents		Nihil Zero	1. Tertimpa objek - 2 kejadian Struck by object – 2 incidents 2. Jatuh dari ketinggian - 1 kejadian Fall from height – 1 incident 3. Unit rebah - 1 kejadian Unit overturn – 1 incident

Keterangan / Notes:
- Perhitungan berdasarkan 1.000.000 jam kerja.
- Metodologi yang digunakan adalah dengan pelaporan jam kerja bulanan sesuai dengan pelaporan pendataan jam kerja dari HR setiap Perusahaan.:
- Calculations are based on 1,000,000 working hours.
- The methodology used is based on monthly working hour reports according to HR data submissions from each company.

Tingkat Frekuensi Cedera yang Mengakibatkan Waktu Hilang [EM-CO-320a.1]
Lost-Time Injury Frequency Rate [EM-CO-320a.1]

	2025	2024	2023
Karyawan Employee	0.00	0.00	0.00
Pekerja Lain Other Workers	0.07	0.03	0.06
Total	**0.07**	**0.03**	**0.06**

Sepanjang tahun 2025, tercatat 4 (empat) kecelakaan kerja pada bisnis pertambangan yang sebagian besar berkaitan dengan paparan aktivitas operasional berisiko tinggi, termasuk pekerjaan pengangkatan beban, pekerjaan di ketinggian, manuver alat berat, serta pekerjaan mekanikal dengan energi tersimpan. Evaluasi atas kejadian tersebut menunjukkan bahwa akar penyebab tidak bersifat tunggal, melainkan merupakan kombinasi antara kelayakan pengendalian rekayasa, efektivitas prosedur kerja kritis, konsistensi penerapan standar keselamatan, serta faktor perilaku dan pengambilan keputusan di lapangan. Hal ini mengilustrasikan kembali prinsip Perseroan yang menilai kecelakaan kerja sebagai kegagalan sistem, dibanding memperlakukannya sebagai kesalahan individu semata dan menjadi kesempatan penting untuk memperkuat kualitas pengendalian teknis, memastikan prosedur kerja kritis lebih praktis dan mudah diterapkan, serta meningkatkan konsistensi dalam menjalankan standar keselamatan sehari-hari.

During 2025, 4 (four) work-related injuries were recorded within the mining business, primarily associated with exposure to high-risk operational activities, including lifting operations, working at height, heavy equipment maneuvering, and mechanical tasks involving stored energy. Evaluation of these incidents indicates that root causes were not attributable to a single factor, but rather reflected a combination of adequacy of engineering controls, effectiveness of critical work procedures, consistency in safety standard implementation, and field-level behavioral and decision-making factors. This reinforces the Company's principle that workplace accidents are treated as system failures rather than individual faults and serves as an important opportunity to strengthen the quality of technical control, ensure critical work procedures are more practical and easier to implement, and improve consistency in carrying out daily safety standards.

Seluruh pekerja yang terdampak memperoleh penanganan medis dan rehabilitasi secara komprehensif sesuai standar K3. Rata-rata masa pemulihan berada pada kisaran empat hingga dua belas minggu, tergantung pada tingkat keparahan cedera dan kebutuhan pemulihan medis. Selama masa pemulihan, Perseroan dan entitas anak memastikan pekerja memperoleh perlindungan yang memadai serta dukungan berkelanjutan guna menjaga keselamatan, kesehatan, dan produktivitas jangka panjang.

All affected workers received comprehensive medical treatment and rehabilitation in accordance with OHS standards. The average recovery period ranged between four and twelve weeks, depending on injury severity and medical requirements. Throughout the recovery period, the Company and its subsidiaries ensure that workers were provided with appropriate protection and continued support to maintain their well-being and long-term productivity.

Pembelajaran strategis dari setiap kejadian telah diintegrasikan ke dalam penguatan sistem keselamatan secara menyeluruh, termasuk peningkatan pengendalian rekayasa, penyempurnaan prosedur kerja kritis, penguatan manajemen risiko pekerjaan non-rutin, serta pengembangan kepemimpinan keselamatan dan perilaku aman. Dengan demikian, setiap insiden tidak dipandang sebagai peristiwa operasional semata, melainkan sebagai masukan strategis dalam siklus perbaikan berkelanjutan untuk menurunkan risiko residual, meningkatkan keandalan operasional, serta memperkuat sistem keselamatan yang tangguh dan berkelanjutan sebagai bagian integral dari komitmen ESG Perseroan yang lebih luas.

Strategic learning from each incident has been integrated into the comprehensive strengthening of the safety system, including enhanced engineering controls, refinement of critical work procedures, strengthened risk management for non-routine work, and reinforcing safety leadership and safe behaviors. Each incident is therefore treated not merely as an operational event, but trather as strategic input in the continuous improvement cycle to reduce residual risk, enhance operational reliability, and strengthen a robust and sustainable safety system as an integral part of the Company's broader ESG commitment.

K. Penyakit Akibat Kerja [GRI 403-10] [GRI 12.14.11] [EM-CO-320a.1]

Perseroan melalui entitas anak pertambangan melakukan pengelolaan penyakit akibat kerja melalui pendekatan pencegahan dan deteksi dini. Pengelolaan ini mencakup seluruh (100%) tenaga kerja di area operasional pertambangan,

K. Occupational Diseases [GRI 403-10] [GRI 12.14.11] [EM-CO-320a.1]

The Company through its subsidiary manages occupational diseases through a preventive and early detection approach. This management system covers all (100%) of the workforce within the mining operational area, including periodic health

termasuk pemantauan kesehatan berkala serta pemeriksaan medis khusus untuk pekerja dengan potensi paparan debu, kebisingan, getaran, dan bahan kimia.

Pengendalian risiko dilakukan melalui rekayasa teknis, penerapan prosedur kerja aman, dan penyediaan alat pelindung diri. Setiap dugaan penyakit akibat kerja dicatat, diinvestigasi, dan dilaporkan sesuai ketentuan K3 yang berlaku guna memastikan perlindungan kesehatan jangka panjang bagi seluruh pekerja.

monitoring and specific medical examinations for positions with potential exposure to dust, noise, vibration, and industrial chemicals.

Risk controls are implemented through engineering measures, safe work procedures, and the provision of appropriate personal protective equipment. Any suspected occupational disease is recorded, investigated, and reported in accordance with applicable OHS regulations to ensure long-term health protection for all workers.

Penyakit Akibat Kerja Tahun 2025
Occupational Diseases in 2025

Keterangan Information		Karyawan Employee	Pekerja Lain Other Workers
Fatalitas sebagai akibat kecelakaan kerja Fatalities resulting from workplace accidents	Jumlah Number	0	0
	Tingkat Rate	0	0
Penyakit akibat kerja yang dapat dicatat[1)] Recordable occupational diseases[1)]	Jumlah Number	0	0
	Tingkat Rate	0	0
Jenis-jenis kecelakaan kerja Utama Main types of workplace accidents		Nihil Zero	Nihil Zero

Keterangan / Notes:
1) Standar SMKP mengacu pada ISO 45001:2018 dan ketentuan persyaratan implementasi SMKP menurut Kepmen ESDM No 1827 tahun 2018.
- Metode pengumpulan data kesehatan karyawan melalui informasi laporan hasil MCU. Karyawan baru dan MCU berkala yang dilakukan 1 (satu) kali dalam setahun sebagai persyaratan mendapatkan ID Card.
- Health Monitoring dilakukan secara berkala sebagai follow-up hasil identifikasi Health Risk Assessment.

1) The SMKP standard refers to ISO 45001:2018 and the requirements for the implementation of the SMKP in accordance with the Decree of the ESDM No. 1827 of 2018.
- Employee health data are collected through information from MCU reports. This includes new employee MCU and periodic MCU conducted once a year as a requirement for obtaining an ID Card.
- Health monitoring is conducted periodically as a follow-up to the results of Health Risk Assessment identification.

Penghargaan Aspek Sosial - K3
Social Aspect - OHS Awards

Pada tahun 2025, Perseroan melalui entitas anak menerima penghargaan atas pencapaian dalam aspek sosial, kesehatan, dan keselamatan kerja, sebagai berikut:
- BIB, entitas anak, mendapatkan penghargaan Kecelakaan Nihil dari Dinas Tenaga Kerja Provinsi Kalimantan Selatan
- BIB, entitas anak, mendapatkan penghargaan Program Pencegahan dan Penanggulangan HIV/AIDS di Tempat Kerja Kategori Gold dari Dinas Tenaga Kerja Provinsi Kalimantan Selatan
- PT Surya Kalimantan Sejati, entitas anak, mendapatkan Piagam ESDM Siaga Bencana Banjir Bandang dan Tanah Longsor di Provinsi Aceh, Sumatera Utara dan Sumatera Barat 2025 dari Kementerian ESDM

Selama tahun 2025, Perseroan dan entitas anak tidak menerima laporan pelanggaran terkait dengan HAM, ketenagakerjaan, dan K3 yang signifikan. [S-07]

In 2025, the Company through its subsidiaries received awards for achievements in social-health and safety aspects, as follows:

- BIB, a subsidiary, received the Zero Accident Award from the Manpower Office of South Kalimantan Province
- BIB, a subsidiary, received the GOLD Category Award for the Workplace HIV/AIDS Prevention and Control Program from the Manpower Office of South Kalimantan Province
- PT Surya Kalimantan Sejati, a subsidiary, received the ESDM Disaster Preparedness Certificate for Flash Floods and Landslides in Aceh, North Sumatra, and West Sumatra Provinces 2025 from the ESDM

During 2025, the Company and its subsidiaries did not receive any report of significant violations related to HR, employment, and OHS. [S-07]

Pengembangan dan Keterlibatan Masyarakat [GRI 413] [POJK 51] [ACGS C.4.4.]

Perseroan dan entitas anak berkomitmen tidak hanya untuk menciptakan nilai ekonomi, tetapi juga memberikan kontribusi nyata bagi pembangunan sosial dan ekonomi untuk masyarakat di sekitar wilayah operasional. Komitmen ini diwujudkan melalui berbagai upaya berkelanjutan untuk mendukung pemberdayaan, kemandirian, dan peningkatan kesejahteraan masyarakat, khususnya yang berada di dalam maupun di sekitar area operasional Perseroan dan entitas anak.

Untuk memastikan program pengembangan masyarakat tepat sasaran, berdampak, dan berkelanjutan, Perseroan melalui entitas anak telah menyusun dan menerapkan 8 (delapan) pilar TJSL. Pilar-pilar ini menjadi kerangka acuan dan panduan terstruktur dalam perencanaan serta pelaksanaan program TJSL. Kerangka tersebut diselaraskan dengan SDGs dan khusus lini bisnis energi dan pertambangan, juga mengacu pada Keputusan ESDM No. 1824K/30/MEM/2018 tentang pelaksanaan program Pengembangan dan Pemberdayaan Masyarakat (PPM).

Setiap pilar dirancang untuk menjawab prioritas sosial utama dengan tujuan memperkuat ketahanan masyarakat, mendorong pertumbuhan yang inklusif, serta menciptakan nilai bersama antara Perseroan dan para pemangku kepentingan. Melalui berbagai inisiatif tersebut, Perseroan berupaya meningkatkan kapasitas masyarakat dan mendukung sumber penghidupan yang berkelanjutan, sehingga manfaat kehadiran Perseroan dan entitas anak dapat dirasakan lebih luas, bahkan melampaui batas kegiatan operasional.

Seiring dengan perkembangan bisnis, Perseroan berkomitmen untuk terus memperluas dampak positif dari program sosial yang dijalankan serta memberikan nilai jangka panjang yang lebih besar bagi masyarakat sekitar. [GRI 3-3-c]

Community Development & Engagement [GRI 413] [POJK 51] [ACGS C.4.4.]

The Company and its subsidiaries are committed not only to creating economic value but also to making a tangible contributions to the social and economic development of the communities around operational areas. This commitment is realized through various sustainable efforts to support empowerment, independence, and the improvement of community welfare, especially those within and around the operational areas of the Company and its subsidiaries.

To ensure that community development initiatives are well-targeted, impactful, and sustainable, the Company through its subsidiaries has developed and implemented 8 (eight) pillars of CSER. These pillars serve as a structured blueprint and guiding framework in the planning and implementation of CSER programs. The framework is aligned with the SDGs and specifically for the energy and mining business lines, also refers to the Decree of the ESDM No. 1824K/30/MEM/2018 concerning the implementation of Community Development and Empowerment (PPM) programs.

Each pillar is designed to address key social priorities with the aim of strengthening community resilience, promoting inclusive growth, and fostering shared value creation between the Company and its stakeholders. Through these various initiatives, the Company seeks to enhance community capacity and support sustainable livelihoods, ensuring that the benefits of the presence of the Company and its subsidiaries can be felt more broadly, even beyond the boundaries of operational activities.

In line with the continued development of its business, the Company remains committed to expanding the positive impact of its social programs and providing greater long-term value for the surrounding communities. [GRI 3-3-c]

8 (Delapan) Pilar Program PPM
8 (Eight) Pillars of the PPM Program

1. **Pendidikan** / Education



2. **Kesehatan** / Health



3. **Tingkat Pendapatan Riil** / Real Income Level



5. **Sosial dan Budaya** / Social and Culture



6. **Pengelolaan Lingkungan Kehidupan Masyarakat sekitar Tambang yang Berkelanjutan (Pilar Lingkungan)** / Sustainable Environmental Management of Communities around the Mining Areas (Environmental Pillar)



7. **Pembentukan Kelembagaan Komunitas Masyarakat dalam Menunjang Kemandirian PPM (Pilar Kelembagaan Komunitas)** / Establishment of Community Institutional Structures to Support PPM Independency (Community Institutional Pillar)



4. Kemandirian Ekonomi / Economic Independency



8. Pembangunan Infrastruktur yang Menunjang PPM (Pilar Infrastruktur) / Infrastructure Development Supporting PPM (Infrastructure Pillar)



Prinsip ESG
ESG Principles

SUSTAINABLE DEVELOPMENT GOALS

Lingkungan / Environmental
- Perubahan Iklim / Climate Change
- Emisi GRK / GHG Emissions
- Penurunan Sumber Daya Alam / Decline of Natural Resources
- Deforestasi / Deforestation

Sosial / Social
- Kondisi Kerja / Working Conditions
- Masyarakat Lokal / Local Communities
- Kesehatan dan Keselamatan / Health and Safety
- Keberagaman / Diversity

Tata Kelola / Governance
- Remunerasi Eksekutif / Executive Remuneration
- Penyuapan dan Korupsi / Bribery and Corruption
- Keberagaman Jajaran Pimpinan / Board Diversity
- Strategi Pajak yang Adil / Fair Tax Strategy

Perseroan melaksanakan program keterlibatan dan pengembangan masyarakat melalui entitas anak di berbagai wilayah operasional masing-masing entitas anak. Program-program ini dirancang untuk membangun hubungan yang baik dan berkelanjutan dengan para pemangku kepentingan lokal, meningkatkan kesejahteraan masyarakat, serta mendukung pertumbuhan ekonomi yang inklusif sejalan dengan komitmen keberlanjutan Perseroan.

Salah satu wujud nyata pelaksanaan kegiatan PPM yang telah dilakukan adalah inisiatif yang telah dilaksanakan oleh salah satu entitas anak di bidang pertambangan, BIB, secara terstruktur, terukur, dan berkelanjutan, khususnya di wilayah Ring-1 BIB, yaitu masyarakat yang berada di sekitar dan terdampak langsung oleh kegiatan operasional. Fokus utama program diarahkan pada penguatan kapasitas masyarakat, pengembangan ekonomi lokal berbasis potensi wilayah, serta peningkatan kualitas hidup melalui akses terhadap pendidikan, kesehatan, dan infrastruktur dasar. Program-program tersebut dilaksanakan dengan tujuan untuk meningkatkan kapasitas masyarakat, mendukung mata pencaharian lokal, serta berkontribusi pada pembangunan wilayah yang berkelanjutan.

Berikut adalah beberapa contoh program PPM yang telah dilaksanakan oleh Perseroan dan entitas anak sepanjang tahun 2025, yang mencerminkan upaya dalam menciptakan nilai bersama serta memperkuat hubungan dengan masyarakat sekitar: [GRI 2-22] [GRI 3-3-d] [GRI 413-1]

A. PERENCANAAN PROGRAM PPM [GRI 203-1] [GRI 203-2] [GRI 413-1] [GRI 12.8.4] [GRI 12.8.5] [GRI 12.9.2]

Perencanaan dan pelaksanaan PPM pada entitas anak terutama pada bisnis pertambangan dilaksanakan secara sistematis, partisipatif, dan terstruktur untuk memastikan bahwa setiap

The Company carries out community engagement and development programs through its subsidiaries across the various regions where they operate. These initiatives are designed to foster positive relationships with local stakeholders, enhance community welfare, and support inclusive economic growth in alignment with the Company's sustainability commitments.

One tangible manifestation of the implementation of PPM activities that has been carried out is the initiative undertaken by one of the subsidiaries in the mining sector, BIB, in a structured, measurable, and sustainable manner, particularly in BIB's Ring-1 area, which includes the communities located around and directly impacted by operational activities. The main focus of the program is directed toward strengthening community capacity, developing the local economy based on regional potential, and improving the quality of life through access to education, health, and basic infrastructure. These programs are implemented with the aim of enhancing community capacity, supporting local livelihoods, and contributing to sustainable regional development.

The following are examples of community PPM programs that have been implemented by the Company and its subsidiaries in 2025, reflecting their efforts to create shared value and strengthen relationships with surrounding communities: [GRI 2-22] [GRI 3-3-d] [GRI 413-1]

A. PPM PROGRAM PLANNING [GRI 203-1] [GRI 203-2] [GRI 413-1] [GRI 12.8.4] [GRI 12.8.5] [GRI 12.9.2]

The planning and implementation of the PPM programs at the subsidiaries particularly in mining are carried out in a systematic, participatory, and structured manner to ensure that

program benar-benar menjawab kebutuhan masyarakat yang terdampak oleh kegiatan operasional Perseroan. Seluruh program (100%) dikembangkan berdasarkan hasil pemetaan sosial serta pelibatan aktif pemangku kepentingan lokal. Proses ini bertujuan untuk memastikan keselarasan dengan kondisi sosial-ekonomi wilayah, perlindungan hak sosial dan budaya masyarakat, serta partisipasi yang inklusif, termasuk pelibatan perempuan dalam kegiatan pemberdayaan.

Dalam proses perencanaan, risiko sosial diidentifikasi sejak awal, antara lain potensi ketergantungan terhadap bantuan, keterbatasan kapasitas SDM, serta tantangan tata kelola kelembagaan desa. Mitigasi dilakukan melalui:

- pendampingan berkelanjutan dan penguatan kapasitas manajerial masyarakat
- penerapan skema berbagi biaya
- penyusunan strategi keluar yang jelas untuk program ekonomi produktif

Perencanaan program dituangkan dalam rencana PPM tahunan dan rencana 5 (lima) tahunan yang mengacu pada:

- rencana Induk PPM Perseroan
- RPJMD dan RPJMDes setempat

- kajian dampak dalam dokumen Analisis Mengenai Dampak Lingkungan (AMDAL)

Prioritas implementasi program ditetapkan berdasarkan tingkat dampak operasional terhadap masyarakat, dengan fokus utama pada wilayah yang terdampak langsung (Ring-1), diikuti wilayah terdampak tidak langsung (Ring-2), dan wilayah dengan intensitas interaksi lebih rendah (Ring-3). Pendekatan berbasis prioritas ini memastikan efektivitas manfaat program serta penguatan hubungan sosial yang berkelanjutan di sekitar wilayah operasional.

B. PEMBERDAYAAN EKONOMI LOKAL YANG BERKELANJUTAN

Perseroan melalui entitas anak telah melaksanakan program pemberdayaan ekonomi lokal berkelanjutan sebagai bagian dari komitmen Perseroan untuk menciptakan nilai jangka panjang bagi masyarakat di sekitar wilayah operasional. Program ini dirancang untuk memperkuat kapasitas dan kemandirian ekonomi masyarakat melalui pendekatan terintegrasi dari hulu ke hilir, mencakup penyediaan sarana produksi, pendampingan teknis, pengolahan hasil, hingga dukungan akses pasar.

Seluruh inisiatif tersebut bersifat non-komersial bagi Perseroan dan dikembangkan sebagai unit usaha mandiri yang dikelola masyarakat melalui skema BUMDes dan koperasi desa. Pendekatan ini mendukung terbentuknya ekosistem ekonomi lokal yang berkelanjutan serta memperkuat ketahanan sosial-ekonomi masyarakat dalam jangka panjang.

each initiative effectively addresses the needs of communities affected by the operational activities of the Company and its subsidiaries. All programs (100%) are developed based on the results of social mapping and active stakeholder engagement. This approach ensures alignment with local socio-economic conditions, protection of social and cultural rights, and inclusive participation, including the involvement of women in empowerment initiatives.

During the planning process, potential social risks are identified at an early stage, including dependency on assistance, limited local capacity, and village-level governance challenges. These risks are mitigated through:

- ongoing community assistance and strengthening of managerial capacity building;
- the implementation of cost-sharing schemes
- the establishment of clear exit strategies for income-generating programs

Program planning is formalized in annual and 5 (five)-year PPM plans, which refer to:

- the company's PPM master plan
- regional and village medium-term development plans (RPJMD and RPJMDes)
- impact assessments as outlined in the Environmental Impact Assessments (AMDAL) document

Program implementation priorities are determined based on the level of operational impact on surrounding communities, with primary focus on directly affected areas (Ring-1), followed by indirectly affected areas (Ring-2), and areas with lower levels of interaction (Ring-3). This impact-based prioritization ensures program effectiveness and supports the development of sustainable community relations around the operational area.

B. SUSTAINABLE LOCAL ECONOMIC EMPOWERMENT

The Company through its subsidiaries has implemented sustainable local economic empowerment programs as part of the Company's commitment to creating long-term value for communities surrounding its operational areas. These initiatives are designed to strengthen community capacity and economic self-reliance through an integrated upstream-to-downstream approach, including the provision of production inputs, technical assistance, value-added processing, and market access support.

All initiatives are non-commercial in nature for the Company and are structured as community-managed business units through village-owned enterprises (BUMDes) and cooperatives. This approach supports the development of a resilient local economic ecosystem and enhances long-term socio-economic sustainability within the operational region.

Pengelolaan Limbah dan Konsumen Waste and Consumer Management	Rumah Kompos, Rumpon Ikan, Budidaya Maggot • Pengolahan limbah peternakan menjadi kompos. • Pemanfaatan limbah ban bekas untuk menjadi rumpon ikan. • Pemanfaatan limbah sampah organik untuk budidaya maggot sebagai alternatif pakan unggas dan ikan. Compost House, Fish Aggregating Devices, and Maggot Cultivation • Processing livestock waste into compost. • Utilization of used tire waste to create fish aggregating devices (FADs). • Utilization of organic waste for maggot cultivation as an alternative feed for poultry and fish.

Penyediaan Input Input Provision	Sentra Rumah Kompos & Pembibitan, Community Learning Center Compost Center & Seedling Nursery, Community Learning Center Distribusi Pupuk Kompos dan Pengembangan Bibit di Nursery, Sekaligus Berfungsi sebagai Pusat Pembelajaran Masyarakat untuk Demplot Pertanian, Perikanan, dan Peternakan Distribution of Compost Fertilizer and Development of Seedlings in the Nursery, which also Functions as A Community Learning Center for Demonstration Plots in Agriculture, Fisheries, and Livestock
Produksi Production	Sentra Perikanan Air Tawar dan Air Laut Freshwater and Marine Fisheries Center Pembibitan dan Budidaya Hatchery and Aquaculture Activities
	Sentra Pertanian Agriculture Center Jagung dan Padi Organik, Hortikultur, dan Greenhouse Organic Corn and Rice, Horticulture, and Greenhouse Cultivation
	Sentra Peternakan Unggas dan Ruminansia Poultry and Ruminant Livestock Center Ayam Pedaging dan Petelur, Bebek Pedaging dan Petelur, Kambing, Sapi, dan Puyuh Broiler and Layer Chickens, Broiler and Layer Ducks, Goats, Cattle, and Quail
	Sentra Jamur Mushroom Center Jamur Tiram dan Jamur Kuping Oyster Mushrooms and Wood Ear Mushrooms
Paska Panen Post-Harvest	Sentra Industri Rumahan Home Industry Center Pengelolaan Hasil Produk Komoditas Pertanian, Perikanan, dan Peternakan untuk Diolah Menjadi Produk Turunan Processing Agricultural, Fisheries, and Livestock Products Into Derivative Products
	Pabrik Pakan Feed Mill Pakan Ternak (Unggas) dan Pakan Ikan Poultry Feed and Fish Feed
Pemasaran/ Penjualan Marketing/Sales	Koperasi Desa, Bumdes Village Cooperative, Village-Owned Enterprise Perwakilan dari Setiap Desa untuk Memasarkan Hasil Produksinya Representatives from Each Village Responsible for Marketing Their Production Outputs
Pengelolaan Limbah & Konsumen Waste and Consumer Management	Perseroan, Mitra Kerja & Umum Company, Contractors & General Market Membuka Pasar untuk Konsumen Hasil Produksi Opening Market Access for Consumers of the Production Outputs

Pilar Program PPM [GRI 203-1] [GRI 203-2] [GRI 413-1] [GRI 12.8.4] [GRI 12.8.5] [GRI 12.9.2]

PPM Program Pillars [GRI 203-1] [GRI 203-2] [GRI 413-1] [GRI 12.8.4] [GRI 12.8.5] [GRI 12.9.2]

Pilar Pillar	Fokus Strategis Strategic Focus	Inisiatif Utama & Cakupan Key Initiatives & Coverage	Dampak Utama 2025 Key Impact in 2025
1. **Pendidikan** **Education**	Peningkatan kualitas dan akses pendidikan formal dan nonformal Improving the quality and access to formal and non-formal education	• Beasiswa pendidikan tinggi bagi 125 siswa di wilayah Ring-1 • Higher education scholarships for 125 students in Ring-1 area • Dukungan sarana pendidikan dan pelatihan keterampilan bagi 225 penerima manfaat) • Educational facilities and vocational training support for 225 beneficiaries • Program pendidikan inklusif bagi 50 anak berkebutuhan khusus • Inclusive education program for 50 children with special needs	Penguatan akses pendidikan tinggi, peningkatan keterampilan praktis, dan pengembangan SDM lokal yang lebih inklusif dan kompetitif Expanded access to higher education, strengthened practical skills, and development of more inclusive and competitive local human capital
2. **Kesehatan** **Health**	Peningkatan kualitas hidup dan akses layanan kesehatan dasar Enhancing quality of life and access to basic health services	• Program pencegahan stunting (penurunan 42%) • Stunting prevention program (42% reduction) • Program kesehatan lansia bagi 200 penerima manfaat • Elderly health program for 200 beneficiaries • Akses air bersih bagi 3.834 KK di 17 desa • Clean water access for 3,834 households across 17 villages • Pengembangan air minum desa melalui BUMDes • Village-managed drinking water initiatives through BUMDes	Perbaikan indikator gizi dan kesehatan masyarakat serta penguatan sistem pengelolaan air bersih berbasis kelembagaan desa Improved nutrition and public health indicators and strengthened village-based water management systems

Pilar Pillar	Fokus Strategis Strategic Focus	Inisiatif Utama & Cakupan Key Initiatives & Coverage	Dampak Utama 2025 Key Impact in 2025
3. Peningkatan Pendapatan Riil **Real Income Enhancement**	Pengembangan sentra ekonomi berbasis potensi lokal Developing community-based economic centers aligned with local potential	• Sentra peternakan, perikanan, pertanian, dan industri rumahan • Livestock, fisheries, agriculture, and home industry centers • Optimalisasi 97 ha lahan produktif • Optimization of 97 hectares of productive land • Produksi perikanan ±221 ton (2025) • Fisheries production of approximately 221 tons (2025) • Pengembangan *Karin Feed Mill* (kapasitas 50 ton/bulan, dikelola BUMDes) • Karin Feed Mill (50 tons/month capacity, managed by BUMDes)	Diversifikasi mata pencaharian, peningkatan produksi lokal, dan integrasi ekosistem ekonomi desa dari hulu ke hilir Diversified livelihoods, increased local production, and integrated upstream–downstream rural economic ecosystem
4. Kemandirian Ekonomi **Economic Independence**	Penguatan kelembagaan dan kapasitas usaha desa Strengthening local institutional and business capacity	• Pengembangan *Community Learning Center* (7 ha) • Development of a 7-hectare Community Learning Center • Penguatan BUMDes sebagai pengelola unit usaha • Institutional strengthening of BUMDes managing business units	Peningkatan kapasitas manajerial dan keberlanjutan usaha ekonomi desa Enhanced managerial capacity and long-term sustainability of village enterprises
5. Sosial & Budaya **Social & Cultural Development**	Penguatan kohesi sosial dan identitas budaya local Strengthening social cohesion and local cultural identity	• Dukungan komunitas seni, budaya, dan olahraga • Support for arts, cultural, and sports communities • Fasilitasi pusat pendidikan keagamaan • Facilitation of religious education centers • Masjid Apung sebagai pusat sosial & ekonomi lokal (*Silver Award CSR 2025*) • Floating Mosque as a social and local economic hub (Silver Award, CSR 2025)	Penguatan identitas sosial serta stimulasi aktivitas ekonomi lokal berbasis wisata religi Strengthened social identity and stimulated local economic activity through community-based initiatives
6. Lingkungan **Environment**	Pengelolaan lingkungan dan ekonomi sirkular berkelanjutan Environmental management and sustainable circular economy initiatives	• Sistem Pertanian Terpadu (pendekatan nol limbah) • Integrated Farming System (zero-waste approach) • Pemanfaatan lubang tambang menjadi sumber air bersih (Program Andaru Mamulih – *Gold Award CSR 2025*) • Post-mining void water utilization (Andaru Mamulih Program – Gold Award CSR 2025)	Pengurangan dampak lingkungan, pemanfaatan lahan pascatambang, serta dukungan ekonomi desa melalui air bersih Reduced environmental footprint, productive post-mining land use, and community-based clean water supply
7. Kelembagaan Komunitas **Community Institutions**	Penguatan tata kelola ekonomi desa Strengthening village economic governance	• Pendampingan tata kelola dan manajemen risiko untuk BUMDes/BUMDesma/koperasi • Governance and risk management support for BUMDes/BUMDesma/cooperatives • Pelatihan manajerial dan kewirausahaan • Managerial and entrepreneurship training	Kelembagaan desa lebih profesional, transparan, dan berdaya saing Improved professionalism, transparency, and competitiveness of village institutions
8. Infrastruktur **Infrastructure**	Penyediaan infrastruktur dasar dan pendukung ekonomi Provision of basic and productive infrastructure	• Peningkatan akses listrik 450W bagi rumah tangga dan usaha mikro • Increased access to 450W electricity for households and micro-enterprises • Pembangunan fasilitas sentra usaha dan produksi • Development of facilities supporting community business centers	Infrastruktur sebagai enabler peningkatan produktivitas dan kesejahteraan masyarakat Infrastructure serving as an enabler of productivity and community welfare

C. PEMANTAUAN DAN EVALUASI PROGRAM PPM

[GRI 413-1] [GRI 12.9.2]

Perseroan melalui entitas anak menerapkan kerangka pemantauan dan evaluasi yang terstruktur untuk memastikan PPM yang dijalankan oleh entitas anak di sektor pertambangan memberikan dampak sosial-ekonomi yang terukur dan berkelanjutan. Evaluasi dilakukan untuk menilai efektivitas, efisiensi, serta mendorong perbaikan berkelanjutan atas pelaksanaan program.

Pengukuran dampak menggunakan metodologi yang diakui secara luas, meliputi:

- Indeks Pembangunan Manusia (IPM) – untuk mengukur kontribusi terhadap kesehatan, pendidikan, dan standar hidup

C. MONITORING AND EVALUATION OF PPM PROGRAMS

[GRI 413-1] [GRI 12.9.2]

The Company through its subsidiaries implements a structured monitoring and evaluation framework to ensure that PPM, executed by its mining subsidiary, deliver measurable and sustainable socio-economic impact. Evaluation is conducetd to assess the effectiveness, efficiency, and to encourage continuous improvement in the implementation of the program.

Impact measurement utilizes recognized development and social impact methodologies, including:

- Human Development Index (HDI/IPM) – to assess contribution to health, education, and living standards

- Indeks Pembangunan Desa (IPD) – untuk menilai tingkat perkembangan dan kemandirian desa
- *Social Return on Investment* (SROI) – untuk mengukur nilai sosial yang dihasilkan dibandingkan dengan investasi yang dikeluarkan
- *Community Satisfaction Index* (CSI) – untuk mengukur tingkat kepuasan dan persepsi masyarakat terhadap program

Indeks Pembangunan Manusia (IPM)

IPM digunakan untuk menilai peningkatan kualitas hidup masyarakat di sekitar wilayah operasional. Pengukuran dilakukan dalam siklus lima tahunan sesuai dengan peta jalan PPM.

- Village Development Index (IPD) – to evaluate overall village progress and development status
- Social Return on Investment (SROI) – to measure social value created relative to investment
- Community Satisfaction Index (CSI) – to assess beneficiary perception and program relevance

Human Development Index (HDI)

HDI is used to measure improvements in quality of life across operational areas. Assessment is conducted in five-year cycles aligned with the PPM roadmap.

Indikator IPM
HDI Indicators

Dimensi Dimension	Indikator Indicator	Deskripsi Description
Kesehatan Health	Harapan Hidup Life Expectancy	Rata-rata harapan hidup saat lahir Average expected lifespan at birth
Pendidikan Education	Rata-rata Lama Sekolah Mean Years of Schooling	Rata-rata lama pendidikan formal yang telah diselesaikan (pada usia 15 tahun ke atas) Average years of formal education completed (at the age of 15 and above)
	Harapan Lama Sekolah Expected Years of Schooling	Perkiraan total tahun pendidikan yang diharapkan bagi anak-anak Expected total years of schooling for children
Pengeluaran Expenditure	Pengeluaran Per Kapita yang Disesuaikan Adjusted Per Capita Expenditure	Pengeluaran yang disesuaikan dengan paritas daya beli Expenditure adjusted for purchasing power parity

Pengukuran lima tahunan kedua (2023) menunjukkan peningkatan yang berkelanjutan di seluruh kabupaten.
The second five-year measurement (2023) shows continued improvement across districts

Kabupaten District	Indeks Kesehatan Health Index	Indeks Pendidikan Education Index	Indeks Pengeluaran Expenditure Index	IPM HDI	IPM Awal/ Dasar Baseline HDI	Target Target
Angsana	80.28	57.00	73.10	70.12	71.50	72.00
Kusan Hulu	78.85	74.68	55.59	69.71	66.92	70.50
Kuranji	76.38	60.89	70.90	69.39	67.89	70.50
Sungai Loban	78.37	52.35	67.79	66.17	65.10	67.00
Satui	82.64	56.43	70.73	69.93	66.88	70.50
Rata-rata **Average**	**79.30**	**60.27**	**67.62**	**69.06**	**67.66**	**70.10**
Rata-rata Kabupaten **Regency Average**	**80.82**	**56.72**	**71.87**	**69.82**	**67.70**	**70.10**

Indeks Pembangunan Desa (IPD)

IPD digunakan untuk mengevaluasi tingkat perkembangan desa secara komprehensif, mencakup infrastruktur, layanan publik, aktivitas ekonomi, serta ketahanan sosial. Pengukuran dilakukan bersama institusi akademik independen guna memastikan objektivitas dan validitas metodologi.

Village Development Index (IPD)

IPD provides a structured assessment of village-level development across infrastructure, public services, economic activity, and social resilience. Measurement was conducted in collaboration with an independent academic institution to ensure methodological rigor.

Berdasarkan pengukuran terakhir, sebanyak 7 dari 19 desa di wilayah prioritas operasional telah mencapai status Desa Mandiri, yang mencerminkan kapasitas kelembagaan, ekonomi, dan sosial yang kuat.

As of the latest assessment, 7 out of 19 villages in the primary operational area achieved Independent Village status, demonstrating strong institutional, economic, and social capacity.

Skor Indeks Pembangunan Desa
Village Development Index Scores

Desa Village	2016	2018	2020	2021	2022
Sebamban Baru	0.63	0.60	0.64	0.66	0.66
Sebamban Lama	0.65	0.64	0.62	0.62	0.65
Tri Martani	0.55	0.60	0.65	0.66	0.68
Jombang	0.49	0.58	0.63	0.66	0.68
Sumber Makmur	0.52	0.61	0.77	0.79	0.80
Wonorejo	0.52	0.63	0.71	0.70	0.73
Sumber Arum	0.45	0.57	0.60	0.62	0.62
Sumber Baru	0.58	0.74	0.80	0.79	0.80
Angsana	0.67	0.75	0.81	0.84	0.84
Bunati	0.55	0.63	0.73	0.80	0.84
Karang Indah	0.65	0.66	0.81	0.95	0.96
Banjarsari	0.55	0.64	0.81	0.79	0.89
Makmur	0.55	0.57	0.70	0.73	0.77
Mekar Jaya	0.64	0.64	0.76	0.91	0.91
Hati'if	0.55	0.54	0.63	0.62	0.61
Mangkalapi	0.55	0.53	0.67	0.68	0.68
Mustika	0.56	0.65	0.66	0.77	0.87
Giri Mulya	0.58	0.61	0.70	0.75	0.92
Kuranji	0.53	0.61	0.66	0.63	0.76

Indeks Warna:

Very Underdeveloped	*Underdeveloped*	*Developing*	*Developed*	*Independent*

Social Return on Investment (SROI) dan Indeks Kepuasan Masyarakat (CSI) – 2025

SROI digunakan untuk mengukur nilai sosial, ekonomi, dan lingkungan yang dihasilkan dibandingkan dengan investasi yang dikeluarkan. CSI mengukur tingkat kepuasan masyarakat terhadap kualitas dan manfaat program.

Social Return on Investment (SROI) and Community Satisfaction Index (CSI) – 2025

SROI measures the quantified social, economic, and environmental value generated relative to the investment, while CSI captures community satisfaction with the accessibility, quality, and benefits of the programs.

Program Programs	Tahun Mulai Start Year	Penerima Manfaat Beneficiaries	SROI	CSI
Andaru Mamulih Clean Water Access Program	2019	1,833 rumah tangga/households	5.88	82.40%
UMKM Center SMEs Center	2020	189 rumah tangga/households	2.19	91.47%

Program Programs	Tahun Mulai Start Year	Penerima Manfaat Beneficiaries	SROI	CSI
Program Peternakan Unggas Poultry Farming Program	2019	35 rumah tangga/households	1.06	89.80%
Sentra Pabrik Pakan Feed Mill Center	2021	7 operator/operators + 25 grup tani/farmer groups	3.90	93.85%
Program Rumpon Ikan Fish Aggregation Program	2022	85 rumah tangga/households	8.23	77.75%
Mesjid Terapung Floating Mosque	2018	Penerima manfaat tingkat kabupaten/regency-level beneficiaries	1.75	87.22%

Melalui pendekatan evaluasi berbasis data dan metodologi terstandar, Perseroan memastikan bahwa investasi sosial yang dilakukan oleh entitas anak pertambangan memberikan dampak yang terukur, memperkuat ketahanan desa, serta selaras dengan tujuan pembangunan jangka panjang wilayah operasional. Penggunaan IPM, IPD, SROI, dan CSI menunjukkan komitmen Perseroan dalam mengelola dampak sosial secara sistematis dan akuntabel.

Through a data-driven evaluation approach and standardized methodologies, the Company ensures that community development investments generate measurable socio-economic value, strengthen village resilience, and align with long-term regional development objectives. The use of HDI, IPD, SROI, and CSI demonstrates a structured, data-driven approach to managing social impact across mining operations.

Penghargaan Aspek Sosial - Program Pengembangan Masyarakat
Social Aspect - Community Development Program Awards

Pada tahun 2025, Perseroan melalui entitas anak menerima penghargaan atas pencapaian dalam aspek sosial-program pengembangan masyarakat, sebagai berikut:

- BIB, entitas anak, mendapatkan *Gold Award* untuk program Unggulan Sentra Peternakan dan Perikanan dalam ajang CSR & Pengembangan Desa Berkelanjutan Awards 2025 yang diselenggarakan oleh Indonesian Social Sustainability Forum (ISSF).
- BIB, entitas anak, mendapatkan *Silver Award* untuk program pembangunan Masjid Apung dalam ajang CSR & PDB Awards 2025 yang diselenggarakan oleh ISSF.
- BIB, entitas anak, mendapatkan *Gold Award* untuk program lingkungan, Andaru Mamulih Angsana pada ajang CSR & PDB Awards 2025 yang diselenggarakan oleh ISSF.
- BIB, entitas anak, mendapatkan *Platinum Trophy* dalam *Top CSR Award 2025* yang diselenggarakan oleh Top Business.
- BIB, entitas anak, mendapatkan penghargaan #STAR 5 2025 dalam Top CSR Awards 2025 yang diselenggarakan oleh Top Business.
- Direktur Utama GEMS, entitas anak, mendapatkan penghargaan *Top Leader on CSR Commitment 2025* dalam Top CSR Awards 2025 yang diselenggatakan oleh Top Business.
- PT Kuansing Inti Makmur, entitas anak mendapatkan #STAR 4 2025 dalam Top CSR Awards 2025 yang diselenggarakan oleh Top Business.
- Senior Manager di PT Sinarmas Energy and Mining, entitas anak, mendapatkan penghargaan *Top Leader on CSR Commitment 2025* dalam Top CSR Awards 2025 yang diselenggatakan oleh Top Business.

In 2025, the Company through its subsidiaries received several awards for its achievements in social and community development program aspects, as follows:

- BIB, a subsidiary, received a Gold Award for its Flagship Livestock and Fisheries Center Program at the 2025 CSR & Sustainable Village Development Awards organized by the Indonesian Social Sustainability Forum (ISSF).
- BIB, a subsidiary, received a Silver Award for its Floating Mosque Development Program at the 2025 CSR & Sustainable Village Development Awards organized by ISSF.
- BIB, a subsidiary, received a Gold Award for its environmental program, Andaru Mamulih Angsana, at the 2025 CSR & Sustainable Village Development Awards organized by ISSF.
- BIB, a subsidiary, received the Platinum Trophy at the Top CSR Awards 2025 organized by Top Business Indonesia.
- BIB, a subsidiary, received the #STAR 5 2025 Award at the Top CSR Awards 2025 organized by Top Business Indonesia.
- The President Director of GEMS, a subsidiary, received the Top Leader on CSR Commitment 2025 Award at the Top CSR Awards 2025 organized by Top Business Indonesia.
- PT Kuansing Inti Makmur, a subsidiary, received the #STAR 4 2025 Award at the Top CSR Awards 2025 organized by Top Business Indonesia.
- A Senior Manager at PT Sinarmas Energy and Mining, a subsidiary, received the Top Leader on CSR Commitment 2025 Award at the Top CSR Awards 2025 organized by Top Business Indonesia.

- BIB, entitas anak, mendapatkan penghargaan kategori *Gold* untuk Program "Andaru *Potable Water*" dalam CSR dan Pengembangan Desa Berkelanjutan Awards 2025 yang diselenggarakan oleh Menteri Desa, Pembangunan Daerah Tertinggal dan Transmigrasi Republik Indonesia.
- BIB, entitas anak, mendapatkan penghargaan kategori *Gold* untuk Program "Karin *Feed Mill* " dalam CSR dan Pengembangan Desa Berkelanjutan Awards 2025 yang diselenggarakan oleh Menteri Desa, Pembangunan Daerah Tertinggal dan Transmigrasi Republik Indonesia.
- BIB, entitas anak, mendapatkan penghargaan kategori *Silver* untuk Program "Masjid Apung Ziyadataul Abrar" dalam CSR dan Pengembangan Desa Berkelanjutan Awards 2025 yang diselenggarakan oleh Menteri Desa, Pembangunan Daerah Tertinggal dan Transmigrasi Republik Indonesia.
- GEMS, entitas anak, mendapatkan penghargaan *Management Excellence Award* untuk program "Mengukir Dampak Nyata bagi Desa untuk Keberlanjutan Ekonomi dan Sosial" dalam CSR dan Pengembangan Desa Berkelanjutan Awards 2025 yang diselenggarakan oleh Menteri Desa, Pembangunan Daerah Tertinggal dan Transmigrasi Republik Indonesia.
- PT Kuansing Inti Makmur, entitas anak, mendapatkan penghargaan kategori *Gold* untuk Program "Pengembangan Desa Melalui Pertanian Terpadu" dalam CSR dan Pengembangan Desa Berkelanjutan Awards 2025 yang diselenggarakan oleh Menteri Desa, Pembangunan Daerah Tertinggal dan Transmigrasi Republik Indonesia.
- BIB, entitas anak, mendapatkan penghargaan Subroto 2025 untuk Kategori PPM Terinovatif melalui Program "Karin *Feed Mill* - Pabrik Pakan Karin " yang diselenggarakan oleh Menteri Energi dan Sumber Daya Mineral

- Chief Digital and Technology Officer GEMS, entitas anak, mendapatkan penghargaan *The Most Influential CIO* dalam iCIO Awards 2025 yang diselenggarakan oleh iCIO Community dan Bisnis Indonesia
- GEMS, entitas anak, mendapatkan penghargaan CSR & Pengembangan Desa Berkelanjutan Awards 2025 kategori Gold melalui Program Unggulan Sentra Peternakan dan Perikanan: Karin Feed Mill dari ISSF
- BIB, entitas anak, mendapatkan penghargaan *Indonesia CSR Awards & Indonesia Sustainable Development Awards* (ICA-ISDA) 2025, kategori *Gold*, melalui program "Peningkatan SDM dan Inklusivitas " dari Corporate Forum for CSR Development (CFCD)
- BIB, entitas anak, mendapatkan penghargaan ICA-ISDA 2025, kategori *Platinum*, melalui program "Andaru Potable Water" dari CFCD
- BIB, entitas anak, mendapatkan penghargaan ICA-ISDA 2025, kategori *Platinum* dari CFCD

Operasional yang Bertanggung Jawab & Perilaku yang Etis [GRI 205] [GRI 206] [ACGS C.4.1]

Perseroan berkomitmen untuk memastikan bahwa seluruh produk dan layanan yang dihasilkan aman, andal, dan berkualitas. Oleh karena itu, Perseroan menjalankan fungsi pengawasan dan menetapkan standar untuk memastikan bahwa entitas anak yang memiliki kegiatan usaha *business-to-consumer* (B2C) menerapkan praktik bisnis yang bertanggung jawab serta menjaga prinsip perlindungan konsumen.

- BIB, a subsidiary, received the Gold Award for the "Andaru Potable Water" Program at the CSR and Sustainable Village Development Awards 2025 organized by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia.
- BIB, a subsidiary, received the Gold Award for the "Karin Feed Mill" Program at the CSR and Sustainable Village Development Awards 2025 organized by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia.
- BIB, a subsidiary, received the Silver Award for the "Masjid Apung Ziyadataul Abrar" Program at the CSR and Sustainable Village Development Awards 2025 organized by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia.
- GEMS, a subsidiary, received the Management Excellence Award for the program "Creating Real Impact for Villages to Support Economic and Social Sustainability" at the CSR and Sustainable Village Development Awards 2025 organized by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia.
- PT Kuansing Inti Makmur, a subsidiary, received the Gold Award for the "Village Development through Integrated Agriculture" Program at the CSR and Sustainable Village Development Awards 2025 organized by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration of the Republic of Indonesia.
- BIB, a subsidiary, received the Subroto Award 2025 for the Most Innovative Community Development and Empowerment (PPM) Category through the "Karin Feed Mill – Karin Feed Factory" Program, organized by the Ministry of Energy and Mineral Resources of the Republic of Indonesia.
- The Chief Digital and Technology Officer of GEMS, a subsidiary, received the Most Influential CIO Award at the iCIO Awards 2025, organized by the iCIO Community and Bisnis Indonesia.

- GEMS, a subsidiary, received the CSR & Sustainable Village Development Awards 2025 (Gold category) for its flagship program Livestock and Fisheries Center: Karin Feed Mill, presented by ISSF.
- BIB, a subsidiary, received the Indonesia CSR Awards & Indonesia Sustainable Development Awards (ICA-ISDA) 2025 (Gold category) for the program "Human Capital Development and Inclusivity", presented by the Corporate Forum for CSR Development (CFCD).
- BIB, a subsidiary, received ICA-ISDA 2025 (Platinum category) for the program "Andaru Potable Water", presented by CFCD.
- BIB, a subsidiary, also received ICA-ISDA 2025 (Platinum category) from CFCD.

Responsible Operations & Ethical Business Conduct [GRI 205] [GRI 206] [ACGS C.4.1]

The Company is committed to ensuring that all products and services produced are safe, reliable, and of high quality. Therefore, the Company performs oversight functions and sets standards to ensure that subsidiaries engaged in business-to-consumer (B2C) activities implement responsible business practices and uphold consumer protection principles.

Perseroan meyakini bahwa setiap produk dan layanan yang ditawarkan oleh entitas anak tidak hanya mencerminkan nilai komersial, tetapi juga merepresentasikan komitmen Perseroan terhadap TJSL. Oleh karena itu, Perseroan memastikan seluruh lini bisnis mematuhi standar mutu, keselamatan, dan etika yang berlaku dalam setiap kegiatan operasionalnya. Hal ini mencakup penerapan sistem manajemen mutu, kepatuhan terhadap sertifikasi ISO yang relevan, serta pemenuhan seluruh ketentuan perizinan dan regulasi yang berlaku.

Untuk mendukung tanggung jawab atas produk dan layanan, Perseroan menetapkan prinsip-prinsip utama yang menjadi panduan dalam mengelola kegiatan yang berhubungan dengan pelanggan, antara lain:

- menyampaikan informasi produk dan layanan secara transparan dan jelas
- memberikan edukasi serta dukungan kepada pelanggan sesuai kebutuhan
- melaksanakan pelatihan bagi karyawan guna memastikan penyampaian layanan yang aman dan tepat
- melakukan peninjauan dan pembaruan SOP secara berkala agar selaras dengan praktik bisnis dan standar keselamatan terkini.
- menerapkan perlindungan data serta memastikan perlakuan yang setara kepada seluruh pelanggan tanpa diskriminasi
- melakukan evaluasi berkala terhadap proses produksi, kualitas layanan, dan distribusi sebagai bagian dari upaya perbaikan berkelanjutan

Melalui berbagai langkah tersebut, Perseroan dan entitas anak berupaya membangun dan menjaga hubungan yang dilandasi kepercayaan dengan pelanggan, memperkuat reputasi dan daya saing, serta menciptakan ekosistem bisnis yang bertanggung jawab, inovatif, dan berkelanjutan guna mendukung penciptaan nilai jangka panjang. GRI 3-3-c

The Company believes that every product and service offered by its subsidiaries represents not only commercial value but also the Company's commitment to CSER. Accordingly, the Company ensures that all business lines comply with relevant quality, safety, and ethical standards throughout their operations. This includes the implementation of quality management systems, compliance with ISO certifications where applicable, and adherence to regulatory requirements and business permits.

To uphold product and service responsibility, the Company has established key principles as a guide in managing customer-facing operations, including:

- ensuring transparent and effective communication of product and service information
- providing customer education and support, as needed
- conducting employee training to ensure safe and proper service delivery
- periodically reviewing and updating SOPs to reflect current business practices and safety standards
- implementing data protection measures and ensuring equal treatment for all customers without discrimination
- conducting periodic evaluations of production, service quality, and distribution processes to support continuous improvement

Through these measures, the Company and its subsidiaries aim to build and maintain trust-based relationships with customers, strengthen reputation and competitiveness, and foster a responsible, innovative, and sustainable business ecosystem that contributes to long-term value creation. GRI 3-3-c

Penghargaan Aspek Sosial – Tanggung Jawab Produk dan/atau Layanan

Social Aspect – Product and/or Service Responsibility Awards

Pada tahun 2025, Perseroan dan entitas anak memperoleh sejumlah penghargaan atas pencapaian aspek tanggung jawab produk dan/atau layanan, sebagai berikut:

- Perseroan mendapatkan penghargaan *Progressive Achiever in ESG Transparency* untuk kategori *Management* BBB dalam Indonesia ESG Leadership Awards 2025 yang diselenggarakan oleh Bumi Global Karbon Foundation
- GEMS, entitas anak, mendapatkan penghargaan *Best Enterprise in Regulatory Compliance, Mineral and Coal, 2025* dalam *Indonesia Regulatory Compliance Awards* yang diselenggarakan oleh Hukum Online
- GEMS, entitas anak, mendapatkan penghargaan *runner-up* dalam *Power & Energy Awards* 2025 yang diselenggarakan oleh Enlit Asia
- GEMS, entitas anak, mendapatkan penghargaan *Indonesia Sustainability Innovation of the Year - Metals and Mining,*

In 2025, the Company through its subsidiaries, received several awards for its commitment to product and/or service responsibility, among others, as follows:

- The Company received the Progressive Achiever in ESG Transparency Award – Management Category (BBB) at the Indonesia ESG Leadership Awards 2025 organized by the Bumi Global Karbon Foundation
- GEMS, a subsidiary, received the Best Enterprise in Regulatory Compliance – Mineral and Coal 2025 at the Indonesia Regulatory Compliance Awards organized by Hukumonline
- GEMS, a subsidiary, received the runner-up Award at the Power & Energy Awards 2025 organized by Enlit Asia
- GEMS, a subsidiary, received the Indonesia Sustainability Innovation of the Year – Metals and Mining 2025 at the Asian

2025 dalam *Asian Innovation Excellence Awards 2025* yang diselenggarakan oleh the Asian Business Review
- GEMS, entitas anak, mendapatkan penghargaan *Platinum* dalam *Asia Sustainability Report Rating 2025* yang diselenggarakan oleh National Center for Corporate Reporting
- EMR, entitas anak, mendapatkan penghargaan *Selular Awards* 2025 dari Selular ID
- EMR, entitas anak, mendapatkan penghargaan *Marketeers Omni Brand of the Year* 2025, dari Marketeers
- EMR, entitas anak, mendapatkan penghargaan *CXtraordinary Tech Award* 2025 dari Majalah Marketing
- EMR, entitas anak, mendapatkan penghargaan *Indonesia Digital Popular Brand Award* 2025 dari InfoBrand
- EMR, entitas anak, mendapatkan penghargaan *Ookla Best ISP Gaming Experience* 2025 dari Ookla
- EMR, entitas anak, mendapatkan penghargaan *Ookla Best Fixed Network* 2025 dari Ookla

Aspek Lingkungan

[GRI 301] [GRI 302] [GRI 303] [GRI 304] [GRI 305] [GRI 306] [GRI 307] [IFRS S2 Metrik & Target] [POJK 51] [ACGS C.4.3]

Perseroan menyadari bahwa keberlanjutan lingkungan merupakan bagian penting dari keberlangsungan usaha jangka panjang. Perseroan juga memahami bahwa kegiatan usaha yang beragam—terutama di sektor energi dan infrastruktur—dapat menimbulkan dampak dan risiko lingkungan, baik secara langsung maupun tidak langsung, sehingga perlu dikelola secara bertanggung jawab dan ditingkatkan secara berkelanjutan.

Sejalan dengan peta jalan emisi nol bersih Indonesia dan visi nasional menuju transformasi ekonomi yang berkelanjutan, Perseroan berkomitmen untuk melindungi, memulihkan, dan meningkatkan kualitas lingkungan di seluruh wilayah operasional. Perseroan terus memperkuat tata kelola lingkungan, perencanaan, serta pengelolaan kinerja lingkungan guna mengurangi jejak karbon dan meminimalkan dampak lingkungan yang merugikan. Upaya ini diterapkan melalui entitas anak, termasuk dalam pembentukan kebijakan dan prosedur yang mengedepankan prinsip kehati-hatian, efisiensi, serta kepatuhan terhadap peraturan yang berlaku, dengan berlandaskan transparansi, akuntabilitas, dan pengelolaan risiko yang bertanggung jawab. [GRI 3-3-b] [GRI 3-3-c]

Pendekatan pengelolaan lingkungan Perseroan difokuskan pada pengurangan dampak operasional, peningkatan efisiensi penggunaan sumber daya, serta penguatan ketahanan terhadap risiko iklim di seluruh lini bisnis. Setiap lini bisnis memiliki profil risiko lingkungan yang berbeda - mulai dari kegiatan ekstraktif (batu bara), EBT (energi surya dan energi panas bumi), digital (pusat data), hingga kimia - sehingga memerlukan pengendalian lingkungan yang spesifik namun tetap terintegrasi.

Pada level strategis, Perseroan senantiasa berupaya memastikan bahwa aspek lingkungan terintegrasi dalam tata kelola dan proses pengambilan keputusan, termasuk dalam perencanaan investasi, manajemen risiko, dan pengembangan bisnis. Dengan pendekatan ini, kinerja lingkungan dapat dievaluasi dan dilaporkan secara konsisten kepada manajemen dan jajaran Direksi sebagai bagian dari pengawasan keberlanjutan Perseroan secara lebih menyeluruh. [GRI 2-12] [GRI 2-13] [ACGS (B)C.1.4.]

Innovation Excellence Awards 2025 organized by the Asian Business Review
- GEMS, a subsidiary, received a Platinum Rating at the Asia Sustainability Report Rating 2025 organized by National Center for Corporate Reporting
- EMR, a subsidiary, received the Selular Awards 2025 from Selular ID
- EMR, a subsidiary, received the Marketeers Omni Brand of the Year 2025, award from Marketeers
- EMR, a subsidiary, received the CXtraordinary Tech Award 2025 from Marketing Magazine
- EMR, a subsidiary, received the Indonesia Digital Popular Brand Award 2025 from InfoBrand
- EMR, a subsidiary, received the Ookla Best ISP Gaming Experience 2025 award from Ookla.
- EMR, a subsidiary, received the Ookla Best Fixed Network 2025 award from Ookla

Environmental Aspects

[GRI 301] [GRI 302] [GRI 303] [GRI 304] [GRI 305] [GRI 306] [GRI 307] [IFRS S2 Metrics & Targets] [POJK 51] [ACGS C.4.3]

The Company recognizes that environmental sustainability is integral to long-term business continuity. The Company also acknowledges that its diverse business activities—particularly in the energy and infrastructure sectors—may have direct and indirect environmental impacts and risks that require responsible management and continuous improvement.

In alignment with Indonesia's net-zero emissions roadmap and the broader national vision for a sustainable economic transformation, the Company is committed to protecting, restoring, and enhancing environmental quality across all operational areas. The Company continues to strengthen environmental governance, planning, and performance management to reduce its overall carbon footprint and mitigate adverse environmental impacts. These efforts are implemented through subsidiaries, including on policies and procedures that emphasize prudence, efficiency, and compliance with applicable regulations, guided by the principles of transparency, accountability, and responsible risk management. [GRI 3-3-b] [GRI 3-3-c]

The Company's environmental management approach is built on reducing operational impacts, improving resource efficiency, and strengthening climate resilience across diverse business lines. Each business operates under different environmental risk profiles—extractive (coal), NRE (solar and geothermal energy), digital (data centers), and chemicals — requiring tailored but integrated environmental controls.

At the strategic level, the Company seeks to ensure that environmental considerations are embedded into corporate governance and decision-making processes, including investment planning, risk management, and business development. This approach ensures that environmental performance is consistently evaluated and reported to senior management and the Board of Directors as part of the Company's overall sustainability oversight. [GRI 2-12] [GRI 2-13] [ACGS (B)C.1.4.]

Penggunaan Material dan Energi

[GRI 301: Material] [GRI 302: Energi] [OJK F.6] [OJK F.7]

Perseroan memantau penggunaan energi, konsumsi bahan bakar, serta efisiensi penggunaan material di seluruh area operasional. Optimalisasi sumber daya menjadi fokus utama, terutama pada kegiatan yang bersifat intensif energi seperti bisnis pertambangan dan pusat data.

Fokus Berdasarkan Lini Bisnis

- **Pertambangan**: Kegiatan operasional pada bisnis pertambangan sangat bergantung pada penggunaan diesel dalam volume besar sebagai sumber energi utama alat berat dan armada. Oleh karena itu, fokus utama diarahkan pada peningkatan efisiensi energi melalui optimalisasi penggunaan armada, penerapan pemeliharaan preventif berbasis kondisi serta pengurangan waktu idle alat berat untuk menekan konsumsi bahan bakar dan emisi.
- **Pusat Data**: Kegiatan pengelolaan pusat data berfokus pada optimalisasi efisiensi konsumsi energi, mengingat listrik merupakan komponen biaya dan emisi terbesar dalam operasional. Selain itu, dilakukan pengukuran dan pengendalian power usage effectiveness secara ketat, optimalisasi sistem pendingin dan efisiensi server, serta penjajakan pemanfaatan EBT untuk menurunkan emisi tidak langsung (Cakupan-2).
- **EBT (energi surya dan energi panas bumi)**: Kegiatan pengembangan proyek EBT memiliki karakteristik penggunaan material yang berdampak lingkungan rendah pada fase operasional, namun cukup intensif pada tahap konstruksi. Sehubungan dengan itu, Perseroan memperkuat penerapan pengadaan berkelanjutan, termasuk pemilihan material rendah dampak lingkungan, efisiensi rantai pasok, serta peningkatan keterlibatan pemasok yang memenuhi standar keberlanjutan.
- **Bahan Kimia**: Kegiatan perdagangan bahan kimia menitikberatkan pada pengelolaan material berisiko secara bertanggung jawab melalui optimalisasi pengemasan, penguatan standar penyimpanan yang aman, serta pengurangan limbah dari produk rusak, kedaluwarsa, maupun tidak terpakai. Selain itu, diterapkan prinsip minimisasi limbah serta kepatuhan ketat terhadap regulasi penanganan bahan kimia untuk memastikan keselamatan operasional dan perlindungan lingkungan.

Sejalan dengan arahan pemerintah dan target transisi energi nasional Indonesia, Perseroan mendorong entitas anak untuk menerapkan praktik operasional yang ramah lingkungan serta meningkatkan efisiensi energi di seluruh fasilitas dan peralatan. Di sektor pertambangan dan energi, inisiatif tersebut antara lain mencakup penggunaan campuran biodiesel (B30–B35) untuk alat berat dan kendaraan operasional, serta pemanfaatan listrik yang bersumber dari EBT. Langkah-langkah ini bertujuan untuk menurunkan emisi karbon, meningkatkan efisiensi bahan bakar, dan mengoptimalkan biaya operasional.

Informasi mengenai konsumsi dan pengelolaan energi yang dilakukan Perseroan melalui entitas anak selama periode pelaporan disajikan sebagai berikut di bawah: [GRI 302-1] [GRI 12.1.2] [GRI 12.1.4] [E-03] [OJK F.6] [OJK F.7]

Material and Energy Use

[GRI 301: Materials] [GRI 302: Energy] [OJK F.6] [OJK F.7]

The Company monitors energy, fuel consumption, and material use efficiency across operational areas. Resource optimization is a key focus area, especially in energy-intensive operations such as mining and data centers.

Focus based on Business Lines

- **Mining**: Operational activities in the mining business heavily rely on the use of diesel in large volumes as the primary energy source for heavy equipment and fleets. Therefore, the main focus is directed toward improving energy efficiency through the optimization of fleet usage, the implementation of condition-based preventive maintenance, and the reduction of idle time for heavy equipment to curb fuel consumption and emissions.
- **Data Centers**: Data center management activities focus on optimizing energy consumption efficiency, considering that electricity is the largest component of costs and emissions in operations. In addition, strict measurement and control of power usage effectiveness, optimization of cooling systems and server efficiency, as well as exploration of NRE utilization to reduce indirect emissions (Scope-2) are carried out.
- **NRE (solar and geothermal energy)**: The development activities of NRE projects are characterized by relatively low material usage during the operational phase, but are quite intensive during the construction phase. In this regard, the Company strengthens the implementation of sustainable procurement, including the selection of low- impact materials, supply chain efficiency, and increased engagement with suppliers who meet sustainability standards.
- **Chemicals**: The trading of chemical materials emphasizes the responsible management of high-risk materials through packaging optimization, strengthening safe storage standards, and reducing waste from damaged, expired, or unused products. Additionally, the principles of waste minimization and strict compliance with chemical handling regulations are applied to ensure operational safety and environmental protection.

In line with government directives and Indonesia's national energy transition goals, the Company encourages its subsidiaries to adopt environmentally responsible operational practices and enhance energy efficiency across facilities and equipment. In the mining and energy sectors, for example, this includes initiatives such as the use of biofuel blends (B30–B35) for heavy equipment and vehicles, as well as the utilization of electricity sourced from NRE. These measures are designed to reduce carbon emissions, improve fuel efficiency, and optimize operational costs.

Information regarding the energy consumption and management performed by the Company through its subsidiaries during the reporting period is shown below: [GRI 302-1] [GRI 12.1.2] [GRI 12.1.4] [E-03] [OJK F.6] [OJK F.7]

Konsumsi Energi
Energy Consumption

[GRI 302-1] [GRI 12.1.2] [OJK F.6] [OJK F.7]

Penggunaan Energi Energy Consumption	Satuan Unit	2025	2024**	2023**
SUMBER EBT / NRE SOURCES				
Biodiesel Biodiesel	TJ	3,382.33	3,196.89	2,505.32
Listrik dari Panel Surya Electricity from Solar Panels	TJ	0.27	0.42	0.65
Listrik dari PLN yang dikembangkan dari EBT Electricity from PLN Developed from NRE	TJ	129.06	106.98	60.29
TOTAL	**TJ**	**3,511.66**	**3,304.29**	**2,566.26**
SUMBER BUKAN EBT / NON-NRE SOURCES				
Petrodiesel Petrodiesel	TJ	7,736.95	8,980.20	8,842.05
Listrik dari PLN dari Sumber bukan EBT Electricity from PLN from Non-NRE Sources	TJ	50.01	14.69	-
TOTAL	**TJ**	7,789.96	8,994.89	**8,842.05**
Total Konsumsi Energi **Total Energy Consumption**	**TJ**	**11,298.62**	**12,299.18**	**11,408.31**
Volume Produksi[a] Production Volume	juta ton million tons	51.40	46.8	42.1
Intensitas Konsumsi Energi*) **Energy Consumption Intensity*)**	**GJ/ton**	**0.22**	**0.26**	**0.27**

Keterangan / Notes:
[a] Volume pada perhitungan ini merupakan jumlah produksi BIB
*) Perhitungan konsumsi energi berdasarkan 2006 IPCC Inventory, dimana data penggunaan bahan bakar dikalikan dengan densitas sehingga didapatkan data kalkulasi penggunaan bahan bakar dalam satuan kg. Selanjutnya, dikalikan dengan faktor konversi dan bagi dengan 1.000.000 untuk mengkonversi satuan kg ke TJ sehingga didapatkan perhitungan konsumsi energi.
**) Terdapat pernyataan kembali untuk data tahun 2024 dan 2023
[a] The volume in this calculation represents the total production of BIB.
*) Energy consumption is calculated based on the 2006 IPCC Inventory, whereby fuel usage data is multiplied by density to obtain fuel consumption in kilograms. It is then multiplied by a conversion factor and divided by 1,000,000 to convert kilograms into TJ, resulting in the calculation of energy consumption.
**) Restatements have been made for the 2024 and 2023 data

Perseroan, melalui entitas anak di sektor pertambangan, memenuhi kebutuhan energi operasional melalui kombinasi energi fosil dan sumber EBT. Sebagian besar konsumsi energi berasal dari bahan bakar diesel yang digunakan untuk mengoperasikan alat berat dan *dump truck* dalam kegiatan penambangan dan pengangkutan batu bara. Untuk meningkatkan kualitas bahan bakar sekaligus mendukung keberlanjutan operasional, entitas anak telah menerapkan penggunaan biofuel B30 pada armada alat beratnya.

Sebagai bagian dari transisi menuju operasional yang lebih efisien, entitas anak secara bertahap mengimplementasikan inisiatif elektrifikasi, termasuk pengoperasian alat berat berbasis listrik dan *hybrid* dalam armada operasionalnya. Fasilitas pendukung seperti *crushing plant*, sistem *conveyor*, penerangan di jalur *hauling*, fasilitas pelabuhan, serta perkantoran memanfaatkan pasokan listrik dari jaringan. Sejak 2023, operasional pelabuhan telah beralih dari penggunaan genset ke listrik PLN yang bersumber dari EBT, didukung melalui pembelian *Renewable Energy Certificate (REC)*.

The Company, through its subsidiaries in the mining sector, meets its operational energy needs through a combination of fossil fuels and renewable energy sources. The majority of energy consumption comes from diesel fuel, which is used to operate heavy equipment and dump trucks in coal mining and hauling activities. To improve fuel quality while supporting sustainable operations, subsidiaries have implemented the use of B30 biofuel across their heavy equipment fleet.

As part of the transition toward more efficient operations, subsidiaries are gradually implementing electrification initiatives, including the use of electric- and hybrid-based heavy equipment within their operational fleets. Supporting facilities such as crushing plants, conveyor systems, lighting along hauling roads, port facilities, and office operations utilize electricity supplied from the grid. Since 2023, port operations have shifted from diesel generators to electricity supplied by the national utility, sourced from renewable energy and supported through the

Perseroan melalui entitas anak juga telah memasang panel surya di beberapa area operasional untuk semakin mendiversifikasi bauran energi dan mendukung pengembangan EBT nasional.

Total konsumsi energi selama periode pelaporan tercatat sebesar 11.298,62 TJ, menurun dibandingkan tahun sebelumnya. Penurunan ini menunjukkan efektivitas inisiatif efisiensi energi, termasuk peningkatan pemanfaatan listrik dari jaringan dan optimalisasi penggunaan energi operasional, tanpa mengganggu kinerja maupun target produksi.

Pencapaian tersebut antara lain didukung oleh implementasi berbagai program inisiatif penghematan energi yang dilaksanakan oleh Perseroan melalui entitas anak beserta mitra kerjanya, sebagai berikut: [GRI 3-3-a] [GRI 3-3-d]

purchase of Renewable Energy Certificate (REC). The Company, through its subsidiaries, has also installed solar panels in several operational areas to further diversify its energy mix and support the development of renewable energy at the national level.

Total energy consumption during the reporting period was recorded at 11,298.62 TJ, reflecting a decrease compared to the previous year. This decline demonstrates the effectiveness of the energy efficiency initiatives, including increased utilization of grid electricity and optimization of operational energy use, without compromising operational performance or production targets.

This achievement, among others, was supported by the implementation of energy-saving initiative programs carried out by the Company through subsidiary and its business partners, as follows: [GRI 3-3-a] [GRI 3-3-d]

Pengurangan Konsumsi Energi
Energy Reduction
[GRI 302-4] [OJK F.7]

Tipe Energi (GJ) Energy Type (GJ)	2025	2024*	2023*
Pengurangan Fuel (kiloliter) Fuel efficiency (kiloliter)	58,479,926.80	23,092,544.00	10,742,501.59
Pengurangan Energi (GJ) Energi efficiency (GJ)	1,837,444	739,791	350,762
Total Pengurangan Energi **Total Energy Reduced**	1,837,444	739,791	349,762

Keterangan / Notes:
*) Terdapat pernyataan kembali untuk data tahun 2024 dan 2023
*) Restatements have been made for the 2024 and 2023 data

Total pengurangan konsumsi energi yang dicapai dari berbagai inisiatif konservasi dan efisiensi pada tahun 2025 adalah sebesar 1.837.444 GJ, dengan perhitungan mengacu pada baseline hasil audit energi tahun 2019 oleh PT Sucofindo.

The total reduction in energy consumption achieved from various conservation and efficiency initiatives in 2025 amounted to 1,837,444 GJ, calculated based on the baseline established from the 2019 energy audit conducted by PT Sucofindo.

Pengurangan Energi yang Dibutuhkan untuk Produk
[GRI 302-5] [OJK F.7]

Pengurangan energi yang dibutuhkan untuk produk dihitung dengan membandingkan konsumsi energi per ton produksi pada tahun 2025 dengan tahun sebelumnya.

Reduction in Energy Required for Products
[GRI 302-5] [OJK F.7]

The reduction in energy required for products is calculated by comparing energy consumption per ton of production in 2025 with that of the previous year.

Pengurangan Energi per Ton Produk
Energy Reduction per Ton of Product

Keterangan Information	Unit	2025	2024	2023
Volume Produksi[a] Production Volume	Juta Ton	51.40	46.80	42,.14
Intensitas Pengurangan Konsumsi Energi Energy Consumption Reduction Intensity	GJ/Ton	0.0357	0.0158	0.0083
Pengurangan Konsumsi Energi Energy Consumption Reduction Intensity	GJ	1,837,444	739,791	350,762

Keterangan / Notes:
[a] Volume pada perhitungan ini merupakan jumlah produksi BIB
*) Terdapat pernyataan kembali untuk data tahun 2024 dan 2023
[a] The volume in this calculation represents the total production of BIB.
*) Restatements have been made for the 2024 and 2023 data

Emisi GRK dan Pengelolaan Kualitas Udara

[GRI 305-1] [GRI 305-2] [GRI 305-3] [GRI 305-4] [GRI 305-5] [GRI 305-6] [GRI 305-7] [IFRS S2 Metrik Iklim] [ACGS C.1.2] [ACGS (B) C.1.1] [E-01] [E-02] [E-06]

Perseroan menyadari bahwa sektor energi, baik yang bersifat konvensional maupun industri yang sedang berkembang, memiliki peran penting dalam mendorong pertumbuhan ekonomi nasional, meski di sisi lain juga menjadi salah satu kontributor emisi GRK secara global. Sebagai bagian dari komitmen terhadap keberlanjutan, Perseroan berupaya menjaga keseimbangan antara ketahanan pasokan energi dan tanggung jawab terhadap lingkungan melalui pengelolaan serta pengurangan emisi secara aktif pada usaha yang dijalankan Perseroan.

Perseroan senantiasa berupaya memastikan bahwa entitas anak menerapkan sistem pengelolaan lingkungan yang memadai secara bertahap untuk meningkatkan kinerja pengelolaan emisi GRK. Perhatian khusus juga diberikan kepada lini bisnis dengan potensi emisi yang lebih tinggi, di mana program mitigasi dan pemantauan terstruktur telah lebih dahulu diterapkan sesuai dengan ketentuan peraturan perundang-undangan dan praktik terbaik yang berlaku.

Sejalan dengan komitmen Indonesia dalam *nationally determined contribution* dan berbagai komitmen iklim global, Perseroan mendukung upaya penurunan emisi GRK melalui inisiatif efisiensi energi, peningkatan pemanfaatan EBT, serta dekarbonisasi operasi secara bertahap. Inisiatif ini mencakup optimalisasi penggunaan energi, peningkatan efisiensi proses, serta penerapan teknologi yang lebih bersih untuk mengurangi ketergantungan pada sumber energi beremisi tinggi.

Perseroan juga mendorong budaya perbaikan berkelanjutan dan inovasi dengan mengintegrasikan pengelolaan emisi ke dalam perencanaan strategis, evaluasi investasi, dan proses manajemen risiko. Melalui berbagai upaya tersebut, Perseroan berkomitmen untuk memperkuat ketahanan operasional, mendukung transisi energi nasional, serta berkontribusi pada upaya global dalam mitigasi perubahan iklim, dengan tetap menjaga daya saing dan menciptakan nilai berkelanjutan di seluruh lini bisnis.

Informasi mengenai GRK dan intensitasnya disajikan dalam grafik dan tabel berikut: [GRI 305-1] [GRI 305-2] [GRI 305-3] [GRI 12.1.5.] [GRI 12.1.6.] [GRI 12.1.7.] [GRI 12.1.8.] [E-01] [E-02] [E-07]

GHG Emissions and Air Quality Management

[GRI 305-1] [GRI 305-2] [GRI 305-3] [GRI 305-4] [GRI 305-5] [GRI 305-6] [GRI 305-7] [IFRS S2 Climate Metrics] [ACGS C.1.2] [ACGS (B) C.1.1] [E-01] [E-02] [E-06]

The Company recognizes that the energy sector, including both conventional and emerging industries, plays a significant role in national economic growth while also contributing to GHG emissions. As part of its commitment to sustainability, the Company seeks to balance energy reliability with environmental responsibility by actively managing and reducing emissions across its business.

The Company seeks to ensure that its subsidiaries adopt sound environmental management systems and progressively improve their GHG emission performance. Particular focus is given to business lines with higher emission potential, where structured mitigation and monitoring programs are being implemented first in line with regulatory requirements and international best practices.

In alignment with Indonesia's nationally determined contribution and global climate commitments, the Company supports efforts to reduce GHG emissions through energy efficiency initiatives, increased use of NRE, and the gradual decarbonization of operations. These initiatives include optimizing energy use, improving process efficiency, and promoting cleaner technologies to reduce dependence on high-emission energy sources.

The Company also promotes a culture of continuous improvement and innovation by integrating emissions management into strategic planning, investment assessment, and risk management processes. Through these efforts, the Company is committed to strengthening operational resilience, supporting the national energy transition, and contributing to global efforts in climate change mitigation, while maintaining competitiveness and creating sustainable value across all lines of business.

Information regarding the GHG emissions and their intensity can be seen in the following graph and table: [GRI 305-1] [GRI 305-2] [GRI 305-3] [GRI 12.1.5.] [GRI 12.1.6.] [GRI 12.1.7.] [GRI 12.1.8.] [E-01] [E-02] [E-07]

Emisi GRK dalam kt $CO_2e^{a,i,j,k}$
GHG Emissions in kt $CO_2e^{a,i,j,k}$

[GRI 305-1] [GRI 305-2] [GRI 305-3] [GRI 12.1.6] [GRI 12.1.7] [EM-CO-110a.1]

Jenis Bahan Bakar (kt CO_2e) Type of fuel (kt CO_2e)	BIB		
	2025	2024*	2023*
Emisi GRK Cakupan-1 GHG Scope-1			
Petrodiesel	622.81	729.19	717.97
Biodiesel	24.41	25.32	19.84
Emisi dari proses produksi/ Emissions from production processes[b]	1.83	0.00	0.00
Emisi Fugitif dari batubara/ Fugitive emissions from coal	379.75	345.73	311.37
Emisi Fugitif dari refrigeran/ Fugitive emissions from refrigerants	0.01	0.00	0.00

Jenis Bahan Bakar (kt CO_2e) Type of fuel (kt CO_2e)	BIB		
	2025	2024*	2023*
Emisi LULUCF/ LULUCF emissions	259.22	0.00	0.00
Total	**1,288.03**	**1,100.24**	**1,049.19**
Emisi GRK Cakupan-2[c,f] **GHG Scope-2**			
Listrik EBT (REC) / NRE Electricity (REC)	0.00	0.00	0.00
Listrik non-EBT / Non-NRE Electricity	16.67	4.90	0.00
Total	**16.67**	**4.90**	**0.00**
Emisi GRK Cakupan-3 **GHG Scope-3**			
Perjalanan Dinas / Business Travel[d]	0.85	0.95	0.00
Total Emisi GRK Cakupan - 1, 2, 3[f] **Total GHG Emission Scope - 1,2,3**	**1,305.55**	**1,106.09**	**1,049.19**
Penyerapan karbon/ Carbon sequestration	**29.01**	**-**	**-**
Net Emisi GRK Cakupan - 1,2,3/ Net GHG emissions (Scopes 1, 2, and 3)[f]	**1,276.54**	**1,106.09**	**1,049.19**
Emisi CO2 Biodiesel (Emisi Biogenik)[g] CO2 emissions from biodiesel (biogenic emissions)	239.47	226.34	177.38

Keterangan / Notes:
a. Metodologi penghitungan emisi Cakupan-1 dan Cakupan-2 disesuaikan dengan Protokol GRK: Standar Akuntansi dan Pelaporan Perseroan.
b. Emisi dari proses industri mengacu pada emisi dari penggunaan pelumas.
c. Pendekatan yang Perseroan gunakan untuk menghitung emisi Cakupan-2 adalah dengan menggunakan faktor emisi berbasis pasar (*market-based*) dimana:
   - Emisi listrik EBT melalui mekanisme pembelian *Renewable Energy Certificate (REC)* menggunakan faktor emisi sebesar 0 tCO2e/MWh, yaitu pembelian atribut listrik terbarukan dari Pembangkit Listrik Tenaga Air Bakaru, dengan syarat memenuhi kriteria kualitas yang berlaku.
   - Emisi listrik non EBT menggunakan faktor emisi berbasis lokasi akibat tidak adanya instrumen berbasis pasar, yaitu *grid* Barito, sebesar 1.2 tCO2e/MWh yang mengacu pada ketetapan Direktorat Jenderal Ketenagalistrikan Kementerian ESDM RI.
d. Cakupan-3 yang dilaporkan berdasarkan laporan penilaian signifikansi yang telah diverifikasi oleh PT Sucofindo.
e. Penyerapan karbon dilaporkan secara terpisah dan tidak mengimbangi emisi Lingkup 1, 2, atau 3. Penyerapan karbon dapat dipengaruhi oleh ketidakpastian estimasi dan pertimbangan terkait keberlanjutan. Nilai-nilai yang dilaporkan didasarkan pada pengamatan dan pengukuran yang dilakukan selama periode pelaporan 2025 serta mencerminkan data terbaik yang tersedia pada saat pelaporan.
f. Apabila perhitungan emisi Cakupan-2 menggunakan faktor emisi berbasis lokasi (location-based), emisi Cakupan-2 Perseroan adalah sebesar 59,689.13 tonCO2eq dan total emisi Cakupan 1 + 2 + 3 Perseroan menjadi sebesar 1,348,568.81 tonCO2eq. Net Emisi GRK menggunakan pendekatan berbasis lokasi (*location-based*) adalah sebesar 1.319.555,86 tonCO2eq.
g. Emisi ini berkaitan dengan pembakaran biogenik, dan dilaporkan secara terpisah sesuai dengan Protokol GRK.
h. Terdapat pernyataan kembali untuk data tahun 2024 dan 2023.
i. Emisi dinyatakan berdasarkan CO2e, yang mencakup CO2, CH4, N2O, PFC, SF6 dan NF3 jika diperlukan.
j. Tahun dasar adalah tahun 2024.
k. Pendekatan konsolidasi untuk emisi adalah kontrol operasional. Entitas anak Perseroan melaporkan 100% emisi dari operasi di mana mereka atau salah satu anak perusahaannya memiliki otoritas penuh untuk menerapkan kebijakan operasional.

*) Terdapat pernyataan kembali untuk data tahun 2024 dan 2023

a. The methodology for calculating Scope-1 and Scope-2 emissions is aligned with the GHG Protocol: Corporate Accounting and Reporting Standard.
b. Emissions from industrial processes refer to emissions from the use of lubricants.
c. The approach used by the Company to calculate Scope-2 emissions is based on the market-based method, whereby:
   - Electricity emissions from NRE through the purchase of Renewable Energy Certificates (RECs) use an emission factor of 0 tCO2e/MWh, representing the purchase of renewable electricity attributes from the Bakaru Hydropower Plant, subject to applicable quality criteria.
   - Non-NRE electricity emissions use a location-based emission factor due to the absence of market-based instruments, namely the Barito grid, at 1.2 tCO2e/MWh, in accordance with the regulation of the Directorate General of Electricity, Ministry of Energy and Mineral Resources of the Republic of Indonesia.
d. Reported Scope-3 emissions are based on a materiality assessment report that has been verified by PT Sucofindo.
e. Carbon sequestration is reported separately and do not offset Scope 1, 2, or 3 emissions. Carbon sequestration may be subject to estimation uncertainties and sustainability considerations. The reported values are based on observations and measurements conducted during the 2025 reporting period and reflect the best available data at the time of reporting.
f. If Scope-2 emissions are calculated using the location-based method, Scope-2 emissions would amount to 59,689.13 tCO2e, and total Scope 1 + 2 + 3 emissions would be 1,348,568.81 tCO2e. Net GHG emissions using the location-based approach would be 1,319,555.86 tCO2e.
g. These emissions are related to biogenic combustion and are reported separately in accordance with the GHG Protocol.
h. There have been restatements for the 2024 and 2023 data.
i. Emissions are expressed in CO2e, covering CO2, CH4, N2O, PFCs, SF6, and NF3 where applicable.
j. The base year is 2024.
k. The consolidation approach for emissions is operational control. The subsidiary of the Company reports 100% of emissions from operations where it or any of its subsidiaries has full authority to implement operational policies

*) Restatements have been made for the 2024 and 2023 data

Intensitas Emisi GRK per Ton Produksi Batu Bara*
GHG Emissions Intensity per Ton of Coal Production*
[GRI 305-4] [GRI 12.1.8] [OJK F.11]

Keterangan Information	BIB		
	2025	2024**	2023**
Total emisi carbon (ton CO_2eq) Total carbon emissions (tons CO_2eq)	1,305,549.81	1,106,089.06	1,049,189.45
Volume produksi batu bara (ton)[a] Coal production volume (tons)	51,404,998	46,800,000	42,149,349
Volume tanah penutup yang dipindahkan (BCM) Overburden removal volume (BCM)	261,566,000	218,251,736	224,250,833
Intensitas emisi GRK per ton produksi batu bara (ton CO_2eq/ton) GHG emissions intensity per ton of coal production (tons CO_2eq/ton)	0.025	0.024	0.025

Keterangan / Notes:
[a] Volume pada perhitungan ini merupakan jumlah produksi BIB
*) Emisi yang dimasukkan dalam perhitungan intensitas emisi mencakup Emisi GRK Cakupan 1 dan Cakupan 2. Gas yang dimasukan dalam perhitungan adalah CO_2.
**) Terdapat pernyataan kembali untuk data tahun 2024 dan 2023
[a] The volume in this calculation represents the total production of BIB.
*) Emissions included in the emission intensity calculation comprise Scope 1 and Scope 2 GHG emissions. The gas included in the calculation is CO_2.
**) Restatements have been made for the 2024 and 2023 data

Pengurangan Emisi GRK [GRI 305-5] [GRI 12.2.3] [OJK F.12]

Pada tahun pelaporan, Perseroan mencatat pengurangan emisi GRK sebesar 108.008,82 ton CO_2e dengan total efisiensi energi: 1.837.444 GJ. Perhitungan pengurangan emisi mencakup seluruh aktivitas operasional, termasuk Cakupan-1 dan Cakupan-2 untuk gas CO_2. Pengurangan emisi dihitung dari tahun dasar yaitu tahun 2024, dengan mencanangkan target sebesar 5%. Target ini ditetapkan berdasarkan target internal Perseroan.

Informasi mengenai perhitungan dan program efisiensi dapat dilihat pada bagian Tanggung Jawab Sosial dan Lingkungan, sub-bagian Penggunaan Material dan Energi dan sub-bagian Pengurangan Energi yang Dibutuhkan untuk Produk.

Emisi Udara Signifikan Lainnya

A. Bahan Perusak Ozon [GRI 305-6]

Perseroan menyadari bahwa beberapa kegiatan operasional di sektor energi dan infrastruktur dapat menghasilkan emisi udara dan polutan, khususnya yang berkaitan dengan proses pembakaran bahan bakar dan penanganan material. Untuk itu, Perseroan senantiasa berupaya memastikan bahwa seluruh entitas anak mematuhi peraturan lingkungan yang berlaku serta menerapkan praktik terbaik untuk meminimalkan emisi udara dan potensi dampaknya terhadap masyarakat sekitar dan ekosistem.

Secara umum, Perseroan dan entitas anak tidak menggunakan bahan perusak ozon dalam jumlah signifikan dalam kegiatan operasional. Penggunaan terbatas dapat ditemukan pada fasilitas pendukung seperti sistem pendingin udara, refrigerasi, dan sistem pemadam kebakaran tertentu.

B. Emisi Udara Signifikan

Polutan udara yang umumnya dihasilkan dari kegiatan di sektor energi dan pertambangan meliputi nitrogen oksida (NO_2) dan

GHG Emissions Reduction [GRI 305-5] [GRI 12.2.3] [OJK F.12]

During the reporting year, the Company recorded a GHG emission reduction of 108,008.82 ton CO_2e with total energy efficiency 1,837,444 GJ. The emission reduction calculation covers all operational activities, including Scope-1 and Scope-2 for CO_2 emissions. Emission reduction is calculated from the base year of 2024, with a target set at 5%. This target is determined based on the Company's internal targets.

Information regarding the calculation methodology and efficiency programs is presented in the Social and Environmental Responsibility section, Material and Energy Use and Reduction in Energy Required for Products.

Other Significant Air Emissions

A. Ozone Depleting Substances [GRI 305-6]

The Company recognizes that certain operational activities within the energy and infrastructure sectors may generate air emissions and pollutants, particularly those involving fuel combustion and material handling. Therefore, the Company seeks to ensure that all subsidiaries comply with relevant environmental regulations and adopt best practices to minimize air emissions and their potential impact on surrounding communities and ecosystems.

In general, the Company and its subsidiaries do not utilize significant quantities of ozone-depleting substances in their operations. Limited use may occur in supporting facilities such as air conditioning, refrigeration, and fire suppression systems.

B. Significant Air Emissions

Air pollutants typically generated from activities in the energy and mining sectors include nitrogen oxides (NO_2) and sulfur

sulfur oksida (SO_2) yang berasal dari pembakaran bahan bakar, serta *total suspended particulates (TSP)* dan debu yang timbul dari kegiatan penggalian, pengangkutan, dan pengolahan material. Perseroan melakukan pengawasan terhadap penerapan program pengelolaan kualitas udara yang dijalankan untuk memastikan pengendalian emisi tersebut sesuai dengan ketentuan pemerintah, seperti Peraturan Menteri Lingkungan Hidup Nomor 4 Tahun 2014 tentang Baku Mutu Emisi Kegiatan Pertambangan, Permen LHK Nomor 11 Tahun 2021 tentang Baku Mutu Emisi Mesin dengan Pembakaran Dalam, serta standar industri lain yang relevan.

Upaya mitigasi yang dilaksanakan melalui entitas anak, antara lain dengan:

- melakukan pengendalian debu secara rutin melalui penyiraman air di area operasional dan jalur transportasi
- melakukan pemeliharaan berkala terhadap generator, alat berat, dan kendaraan untuk meningkatkan efisiensi dan menurunkan emisi gas buang
- mengoptimalkan sistem penanganan material guna mengurangi konsumsi bahan bakar dan pembentukan partikel debu
- menggunakan laboratorium terakreditasi untuk pengujian dan pelaporan kualitas udara yang akurat, dan
- menganalisis secara menyeluruh atas data kualitas udara yang dikaitkan dengan parameter operasional sebagai dasar perbaikan berkelanjutan

Melalui berbagai langkah tersebut, Perseroan berupaya memastikan kualitas udara di seluruh area operasional tetap berada dalam ambang batas yang ditetapkan dan terus melakukan perbaikan dari waktu ke waktu. Perseroan berkomitmen untuk terus memperkuat upaya pengendalian pencemaran udara, mendorong penggunaan teknologi yang lebih bersih, serta mendukung transisi Indonesia menuju lingkungan yang lebih sehat dan berkelanjutan. [GRI 305-7] [GRI 12.4.2.]

oxides (SO_2) from fuel combustion, as well as total suspended particulates (TSP) and dust from excavation, transportation, and material processing. The Company oversees implementation of air quality management programs to monitor and control these emissions in accordance with government regulations such as the Regulation of the Minister of Environment No. 4 of 2014 on Emission Standards for Mining Operations, Minister of Environment and Forestry Regulation (Permen LHK) Number 11 of 2021 on Emission Standards for Internal Combustion Engines and other applicable industry standards.

Mitigation efforts carried out through subsidiaries, include:

- routine dust suppression through water spraying in operational areas and transportation routes
- routine maintenance of generators, heavy equipment, and vehicles to improve efficiency and reduce exhaust emissions
- optimizing material handling systems to reduce fuel consumption and dust particle formation
- using accredited laboratories for accurate air quality testing and reporting, and
- analyzing thoroughly the air quality data linked to operational parameters as a basis for continuous improvement

Through these measures, the Company seeks to ensure that air quality across operational areas remains within established thresholds and continues to improve over time. The Company remains committed to strengthening air pollution control efforts, promoting cleaner technologies, and supporting Indonesia's transition toward a healthier and more sustainable environment. [GRI 305-7] [GRI 12.4.2.]

Hasil Pengukuran Nitrogen Oksida (NOx)
Nitrogen Oxides (NOx) Measurement Results
[GRI 305-7] [GRI 12.4.2]

NO_2	Standar Baku Mutu	BIB		
		2025	2024	2023
Pelabuhan Bunati Bunati Port	≤65	5.90	8.96	30.90
Workshop Girimulya Girimulya Workshop	≤65	17.80	9.25	11.10
Area Tambang Girimulya Girimulya Mining Area	≤65	15.87	8.43	14.10
Workshop Kusan Kusan Workshop	≤65	14.20	7.80	8.80
Area Tambang Kusan Kusan Mining Area	≤65	15.20	7.98	9.50
Area Tambang Makmur Makmur Mining Area	≤65	15.37	8.58	14.20
Kantor dan Mess Angsana Angsana Office and Mess	≤65	21.30	9.68	4.60

Keterangan / Notes:
Metode pengukuran menggunakan perhitungan langsung. Standar baku mutu mengacu pada baku mutu ambien udara nasional dengan waktu pengukuran 24 jam.
The measurement method uses direct calculation. The quality standard refers to the national ambient air quality standards, with a 24-hour measurement period.

Hasil Pengukuran Sulfur Oksida (SOx)
Sulfur Oxides (SOx) Measurement Results

[GRI 305-7] [GRI 12.4.2]

SO_2	Standar Baku Mutu	BIB		
		2025	2024	2023
Pelabuhan Bunati Bunati Port	≤75	62.60	36.94	42.80
Workshop Girimulya Girimulya Workshop	≤75	48.03	40.05	50.10
Area Tambang Girimulya Girimulya Mining Area	≤75	58.00	46.60	61.10
Workshop Kusan Kusan Workshop	≤75	52.33	39.50	48.90
Area Tambang Kusan Kusan Mining Area	≤75	31.67	48.63	51.20
Area Tambang Makmur Makmur Mining Area	≤75	31.37	49.10	48.60
Kantor dan Mess Angsana Angsana Office and Mess	≤75	37.22	17.23	23.80

Keterangan / Notes:
Metode pengukuran menggunakan perhitungan langsung. Standar baku mutu mengacu pada baku mutu ambien udara nasional dengan waktu pengukuran 24 jam.
The measurement method uses direct calculation. The quality standard refers to the national ambient air quality standards, with a 24-hour measurement period.

Hasil Pengukuran Partikel Debu
Total Suspended Particulate (TSP) Measurement Results

[GRI 305-7] [GRI 12.4.2]

TSP	Standar Baku Mutu	2025	2024	2023
Pelabuhan Bunati Bunati Port	≤230	202.00	139.20	167.00
Workshop Girimulya Girimulya Workshop	≤230	146.67	123.75	204.00
Area Tambang Girimulya Girimulya Mining Area	≤230	156.00	127.13	202.00
Workshop Kusan Kusan Workshop	≤230	170.00	139.50	142.00
Area Tambang Kusan Kusan Mining Area	≤230	163.33	139.25	194.00
Area Tambang Makmur Makmur Mining Area	≤230	88.33	141.75	204.00
Kantor dan Mess Angsana Angsana Office and Mess	≤230	136.12	38.83	82.90

Keterangan / Notes:
Metode pengukuran menggunakan perhitungan langsung. Standar baku mutu mengacu pada baku mutu ambien udara nasional dengan waktu pengukuran 24 jam.
The measurement method uses direct calculation. The quality standard refers to the national ambient air quality standards, with a 24-hour measurement period.

Sepanjang tahun 2025, tidak ada pelanggaran terhadap baku mutu emisi udara di lokasi pemantauan.

Throughout 2025, there were no violations of air emission quality standards at the monitoring locations.

Pengelolaan Limbah dan Sumber Daya Air

[GRI 306-1] [GRI 306-2] [GRI 306-3] [GRI 306-4] [GRI 306-5] [GRI 12.6.1] [GRI 12.6.2] [GRI 12.6.3] [GRI 12.6.4] [GRI 12.6.5] [GRI 12.6.6] [GRI 12.13.1] [GRI 12.13.2] [GRI 12.13.3] [E-05]

Perseroan menyadari bahwa kegiatan operasional di sektor energi dan infrastruktur dapat menghasilkan berbagai jenis limbah yang memerlukan pengelolaan secara cermat untuk mencegah dampak terhadap lingkungan dan kesehatan. Beberapa limbah yang dihasilkan dalam aktivitas bisnis mencakup limbah berbahaya seperti oli bekas, pelumas, filter, dan baterai, serta limbah non-B3 seperti scrap logam, ban bekas, plastik, kertas, dan limbah organik.

Waste and Water Resource Management

[GRI 306-1] [GRI 306-2] [GRI 306-3] [GRI 306-4] [GRI 306-5] [GRI 12.6.1] [GRI 12.6.2] [GRI 12.6.3] [GRI 12.6.4] [GRI 12.6.5] [GRI 12.6.6] [GRI 12.13.1] [GRI 12.13.2] [GRI 12.13.3] [E-05]

The Company recognizes that operations in the energy and infrastructure sectors can generate various types of waste that require careful handling to prevent environmental and health impacts. These include hazardous and toxic waste (B3) such as used oil, lubricants, filters, and batteries, as well as non-hazardous waste such as metal scraps, used tires, plastics, paper, and organic waste.

Sebagai bagian dari komitmen keberlanjutan, Perseroan mendorong pengelolaan limbah yang bertanggung jawab dan memastikan seluruh entitas anak menerapkan kebijakan serta praktik yang selaras dengan peraturan perundang-undangan yang berlaku, standar lingkungan, dan praktik terbaik yang diakui. Perseroan juga mendorong penerapan prinsip 3R (*Reduce, Reuse, Recycle*) untuk meminimalkan timbulan limbah sejak dari sumbernya, memperpanjang siklus hidup material, dan mendukung pendekatan pemanfaatan sumber daya yang lebih sirkular.

As part of its sustainability commitment, the Company promotes responsible waste management and ensures that all subsidiaries implement policies and practices consistent with applicable laws, environmental standards, and best practices. The Company encourages the application of the 3R principles (Reduce, Reuse, Recycle) to minimize waste generation at the source, extend the lifecycle of materials, and support a more circular approach to resource utilization.

Perseroan mendukung entitas anak untuk menerapkan sistem pemilahan, pengumpulan, pengangkutan, dan pembuangan limbah yang terstruktur, didukung oleh pemantauan dan pencatatan secara berkala. Khusus untuk limbah B3, Perseroan senantiasa berupaya memastikan bahwa kegiatan penanganan, penyimpanan, dan pembuangan dilakukan oleh pihak ketiga yang memiliki izin khusus, dilakukan dengan pengawasan ketat, serta sesuai dengan ketentuan peraturan yang berlaku. Limbah non-B3 dikelola melalui program daur ulang, inisiatif pemanfaatan kembali, serta metode pembuangan yang bertanggung jawab guna mengurangi jejak lingkungan dan meningkatkan efisiensi operasional.

The Company supports its subsidiaries to implement structured waste segregation, collection, transportation, and disposal systems, supported by regular monitoring and documentation. For hazardous waste, the Company ensures that handling, storage, and disposal are performed by licensed partners under strict supervision and in compliance with regulatory requirements. Non-hazardous waste is managed through recycling programs, reuse initiatives, and responsible disposal methods designed to reduce environmental footprint and promote operational efficiency.

Perseroan juga mendorong inovasi dan perbaikan berkelanjutan dalam pengelolaan limbah dengan mengajak entitas anak untuk mengadopsi teknologi produksi yang lebih bersih, meningkatkan praktik pemeliharaan peralatan, serta mengeksplorasi peluang substitusi material guna menurunkan intensitas produksi limbah. Pada kegiatan yang bersifat padat sumber daya seperti pertambangan, upaya ini mencakup optimalisasi proses penanganan material, pengurangan limbah pelumas dan oli melalui peningkatan efisiensi pemeliharaan, serta perpanjangan umur pakai komponen mesin.

The Company also fosters innovation and continuous improvement in waste management by encouraging subsidiaries to adopt cleaner production technologies, improve equipment maintenance practices, and explore material substitution opportunities to reduce waste intensity. In resource-intensive operations such as mining, these efforts include optimizing material handling processes, reducing lubricant and oil waste through maintenance efficiency, and extending the lifespan of machinery components.

Di luar pengelolaan operasional, Perseroan berkomitmen untuk membangun budaya kepedulian dan akuntabilitas terhadap pengelolaan limbah melalui program pelatihan, pemantauan, dan pelibatan pemangku kepentingan di seluruh lini usaha. Dengan mengintegrasikan pengelolaan limbah ke dalam pengambilan keputusan strategis dan perencanaan operasional, Perseroan berupaya meminimalkan dampak lingkungan, meningkatkan efisiensi di sepanjang rantai nilai, serta berkontribusi pada terwujudnya ekonomi yang berkelanjutan dan sirkular.

Beyond operational management, the Company is committed to building a culture of waste awareness and accountability through training, monitoring, and stakeholder engagement programs across its business lines. By integrating waste management into strategic decision-making and operational planning, the Company seeks to minimize environmental impact, improve efficiency across the value chain, and contribute to a sustainable and circular economy.

Berikut adalah rincian limbah yang dihasilkan selama 3 (tiga) tahun terakhir: GRI 306-3 GRI 12.6.4 E-05

The following are details of the waste generated over the last 3 (three) years: GRI 306-3 GRI 12.6.4 E-05

Limbah yang Dihasilkan Menurut Komposisi (dalam ton)
Waste Generated by Composition (in tons)

GRI 306-3 GRI 12.6.4 EM-CO-150a.5 OJK F.13

	Limbah Non-Mineral yang Dihasilkan Non-Mineral Waste Generated			Limbah Non-Mineral yang Dialihkan dari Pembuangan Non-Mineral Waste Diverted from Disposal			Limbah Non-Mineral yang Dibuang Non-Mineral Waste Disposed		
	2025	2024	2023	2025	2024	2023	2025	2024	2023
Limbah B3 **Hazardous Waste**	**3,690.71**	**3,549.79**	**3,265.50**	**3,218.98**	**3,065.60**	**2,827.89**	**471.73**	**484.20**	**437.61**
a. Oli Bekas Used oil	3,109.69	2,993.03	2,778.18	3,109.69	2,993.03	2,778.18	0.00	0.00	0.00
b. Majun Bekas Used rags	158.54	165.62	144.54	0.00	0.00	0.00	158.54	165.62	144.54
c. Grease Bekas Used grease	37.45	37.53	38.27	0.00	0.00	0.00	37.45	37.53	38.27

	Limbah Non-Mineral yang Dihasilkan Non-Mineral Waste Generated			Limbah Non-Mineral yang Dialihkan dari Pembuangan Non-Mineral Waste Diverted from Disposal			Limbah Non-Mineral yang Dibuang Non-Mineral Waste Disposed		
	2025	2024	2023	2025	2024	2023	2025	2024	2023
d. Filter Bekas Used filters	217.53	224.13	193.05	0.00	0.00	0.00	217.53	224.14	193.05
e. Hose Bekas Used hoses	58.21	56.92	61.75	0.00	0.00	0.00	58.21	56.92	61.75
f. Aki Bekas Used batteries	109.29	72.57	49.71	109.29	72.57	49.71	109.29	0.00	0.00
Limbah Non-B3 **Non-hazardous Waste**	**3,122.69**	**2,885.21**	**2,518.26**	**3,115.65**	**2,878.71**	**2,510.34**	**7.04**	**6.50**	**7.92**
a. Ban Bekas Used tires	1,931.06	1,784.2	1,614.18	1,931.06	1,784.20	1,614.18	0.00	0.00	0.00
b. Besi Scrap Scrap metal	606.31	560.21	495.76	606.31	560.21	495.76	0.00	0.00	0.00
c. Kertas Paper	1.95	1.8	2.9	1.95	1.80	2.9	0.00	0.00	0.00
d. Plastik Plastic	7.04	6.5	7.92	0.00	0.00	0.00	7.04	6.50	7.92
e. Organik Organic waste	576.33	532.5	397.5	576.33	532.50	397.5	0.00	0.00	0.00
Total Limbah Non-Mineral **Total Non-mineral Waste**	**6,813.40**	**6,435.00**	**5.783.76**	**6.334.63**	**5.944.31**	**5.338.23**	**478.77**	**490.7**	**445.53**

Keterangan / Notes:
Pembulatan masing-masing angka dapat menyebabkan perbedaan dalam nilai total. Limbah B3 termasuk limbah industri berbahaya. Limbah non-B3 mencakup limbah industri tidak berbahaya dan limbah domestik.
Rounding of individual figures may result in differences in the total values. Hazardous waste (B3) includes hazardous industrial waste. Non-hazardous waste (non-B3) includes non-hazardous industrial waste and domestic waste.

A. Limbah Non-mineral

Volume limbah non-mineral yang dihasilkan mengalami peningkatan sebesar 5,9% dibandingkan periode sebelumnya. Sebagian besar limbah berhasil dialihkan dari pembuangan melalui berbagai upaya pengelolaan dan pemanfaatan kembali, sementara sisanya dibuang sesuai ketentuan yang berlaku.

Sebagai bagian dari komitmen Perseroan terhadap pengelolaan lingkungan yang bertanggung jawab, Perseroan telah menjalankan fungsi pengendalian dan pemantauan atas implementasi penerapan prosedur yang terstruktur dalam penanganan limbah B3 dan non-B3 yang telah dilaksanakan oleh entitas anak, guna memastikan seluruh kegiatan dilakukan secara aman, sesuai dengan ketentuan peraturan perundang-undangan, serta dengan dampak seminimal mungkin terhadap masyarakat sekitar dan ekosistem.

Untuk penanganan limbah B3, entitas anak mengoperasikan fasilitas Tempat Penyimpanan Sementara (TPS) yang dirancang sesuai dengan jenis, karakteristik, dan volume limbah yang dihasilkan. Fasilitas ini dibangun untuk memenuhi standar keselamatan dan lingkungan yang berlaku, dengan dilengkapi antara lain:

- atap pelindung untuk mencegah paparan hujan dan sinar matahari
- sistem ventilasi dan pencahayaan yang memadai
- lantai kedap air, tidak licin, serta saluran drainase yang terhubung ke bak penampung tumpahan, dan
- pelabelan dan rambu limbah B3 yang jelas sesuai dengan ketentuan peraturan perundang-undangan

A. Non-mineral Waste

The volume of non-mineral waste generated increased by 5.9% compared to the previous period. Most of the waste was successfully diverted from disposal through various management and reuse initiatives, while the remainder was disposed of in accordance with applicable regulations.

As part of the Company's commitment to responsible environmental management, the Company has performed control and monitoring functions over the implementation of structured procedures in the handling of hazardous and non-hazardous waste carried out by its subsidiaries, to ensure that all activities are conducted safely, in accordance with regulatory requirements, and with the least possible impact on the surrounding communities and ecosystems.

For the handling of hazardous waste, subsidiaries operate temporary storage facilities (TPS) designed according to the type, characteristics, and volume of waste generated. These facilities are constructed to meet applicable safety and environmental standards, equipped with, among other:

- protective roofing to prevent exposure to rain and sunlight
- sufficient ventilation and lighting systems
- waterproof, non-slip floors, and drainage channels connected to spill containment tanks, and
- clear labeling and signage for hazardous waste in accordance with regulatory provisions

Penyimpanan dan pengangkutan limbah B3 hanya dilakukan oleh pihak yang memiliki izin dan menggunakan sarana serta peralatan yang sesuai. Entitas anak melakukan pengawasan dan pencatatan atas seluruh pengangkutan limbah, yang didukung oleh pelaporan dan verifikasi dari mitra pengelola limbah yang terakreditasi. Inspeksi dan evaluasi secara berkala juga dilakukan untuk memastikan bahwa pihak ketiga pengolah limbah mematuhi ketentuan lingkungan hidup dan beroperasi secara aman.

Pengolahan dan pemanfaatan kembali limbah produksi dilakukan melalui kombinasi berbagai metode—seperti daur ulang, pemulihan material, dan pembuangan yang aman—sesuai dengan jenis dan karakteristik limbah. Praktik ini mencerminkan pendekatan yang lebih luas dalam meminimalkan limbah, mencegah pencemaran, dan mendorong pemanfaatan sumber daya secara sirkular, sejalan dengan peraturan nasional dan standar keberlanjutan global.

B. Limbah Mineral Berdasarkan Komposisi dalam Bank Cubic Meter (BCM) [GRI 306-3]

Dari operasi entitas anak di bisnis pertambangan, Perseroan menghasilkan limbah mineral yang berupa batuan penutup, atau biasa dikenal sebagai *waste rock*, terdiri dari material tanah penutup yang tidak mengandung batu bara dengan nilai ekonomis dan tidak digunakan dalam proses produksi.

Waste rock dikelola secara terencana dan terkendali melalui kombinasi metode *in-pit dumping*, *out-pit dumping*, dan *backfilling*, berdasarkan kajian geoteknik dan pertimbangan perencanaan tambang. Pendekatan ini dirancang untuk memastikan stabilitas lereng, meminimalkan risiko lingkungan, serta mendukung praktik reklamasi progresif dan penutupan tambang yang bertanggung jawab.

Perseroan dan entitas anak tidak mengoperasikan fasilitas pencucian batu bara dan tidak melakukan proses pencucian batu bara. Batu bara termal yang dihasilkan telah memenuhi spesifikasi pasar untuk kadar abu dan kadar air tanpa memerlukan proses peningkatan kualitas. Oleh karena itu, dari proses tersebut tidak dihasilkan tailings dan tidak diperlukan fasilitas pengelolaan khusus *tailings*.

Selama tahun pelaporan, tidak terdapat tumpahan signifikan atau insiden kritis, seperti ledakan tambang, longsor besar, kegagalan tanah, atau kebakaran di area operasional.

Untuk lebih meminimalkan timbulan limbah mineral, batu bara halus yang dikumpulkan dari sediment pond di Pelabuhan Bunati dimanfaatkan kembali sebagai material tanah penutup dan diolah menjadi briket batu bara, sehingga mendukung pendekatan sirkular dalam pemanfaatan material.

Storage and transportation of hazardous waste are conducted only by licensed operators with appropriate permits and equipment. Subsidiaries maintain supervision and documentation of all waste movements, supported by reports and verification from accredited waste management partners. Regular inspections and evaluations are also performed to ensure that third-party waste processors comply with environmental laws and operate safely.

Waste treatment and recovery are carried out through a combination of methods—such as recycling, material recovery, and safe disposal—depending on the waste type and characteristics. These practices reflect a broader approach to waste minimization, pollution prevention, and circular resource use, consistent with national regulations and global sustainability standards.

B. Mineral Waste by Composition in Bank Cubic Meter (BCM) [GRI 306-3]

From its mining subsidiaries' operations, the Company generates mineral waste primarily in the form of waste rock, consisting of overburden material that does not contain economically recoverable coal and is not used in the production process.

Waste rock is managed in a planned and controlled manner through a combination of in-pit dumping, out-pit dumping, and backfilling, based on geotechnical assessments and mine planning considerations. This approach is designed to ensure slope stability, minimize environmental risks, and support progressive reclamation and responsible mine closure practices.

The Company and its subsidiaries do not operate coal washing plants and do not conduct coal washing processes. The thermal coal produced meets market specifications for ash and moisture content without requiring beneficiation. As a result, no tailings are generated and no tailings management facilities are required.

During the reporting year, there were no significant spills or critical incidents, such as mine explosions, major landslides, ground failures, or fires within the operational area.

To further minimize mineral waste generation, fine coal collected from the Bunati Port sediment pond is reused as overburden material and processed into coal briquettes, supporting a circular approach to material utilization.

Limbah Mineral Berdasarkan Komposisi Mineral Waste by Composition	**Jumlah** Amount		
	2025	**2024**	**2023**
Tailing & fine coal dari pengolahan bijih dan batu bara mentah Tailings & fine coal from the ore and raw coal processing	63,617.40	0	0
Coarse coal refuse	0	0	0
Waste rock	262,364,636	214,751,855	233,430,818
Total Limbah Mineral Total Mineral Waste	262,428,253.40	214,751,855	233,430,818

C. Limbah B3 dan Limbah Non-B3 yang Dihasilkan [GRI 306-4] [GRI 306-5]

Data mengenai timbulan limbah B3 dan non-B3 selama 3 (tiga) tahun terakhir dapat dilihat pada tabel berikut dalam ton:

C. Hazardous Waste (B3) and Non-Hazardous Waste (Non-B3) Generated [GRI 306-4] [GRI 306-5]

Data on the generation of hazardous (B3) and non-hazardous waste over the past 3 (three) years can be seen in the following table, in tons:

Limbah Waste	Keterangan Information	2025	2024	2023
B3 Hazardous	Dikirim ke luar lokasi tetapi tidak didaur ulang Sent off-site but not recycled	471.73	484.20	437.61
	Diolah/dibuang di tempat Treated/disposed on-site	0.00	0.00	0.00
	Daur Ulang Recycled	3,218.98	3,065.60	2,827.89
	Total Limbah B3 **Total Hazardous Waste (B3)**	**3,690.71**	**3,549.79**	**3,265.50**
Non-B3 Hazardous	Dikirim ke luar lokasi tetapi tidak didaur ulang Sent off-site but not recycled	7.04	8.30	10.82
	Diolah/dibuang di tempat Treated/disposed on-site	0.00	0.00	0.00
	Daur Ulang Recycled	3,115.33	2,876.91	2,507.44
	Total Limbah Non-B3 **Total Non-Hazardous Waste (Non-B3)**	**3,122.68**	**2,885.21**	**2,518.26**
Total Limbah B3 dan Limbah Non-B3 **Total Hazardous and Non-Hazardous Waste**		**6,813.30**	**6,435.00**	**5,783.76**

D. Limbah yang Dialihkan dari Pembuangan Akhir (Didaur Ulang) dan Limbah yang Dikirimkan ke Pembuangan Akhir (Ton) [GRI 306-4] [GRI 306-5] [GRI 12.6.5] [GRI 12.6.6]

Selama tahun pelaporan, sebesar 5,9% dari total timbulan limbah berhasil dialihkan dari pembuangan akhir melalui kegiatan daur ulang dan pemanfaatan kembali. Jumlah ini menunjukkan efektivitas strategi pengelolaan limbah yang dilakukan.

D. Waste Diverted from Landfill (Recycled) and Waste Sent to Landfill (Tons) [GRI 306-4] [GRI 306-5] [GRI 12.6.5] [GRI 12.6.6]

During the reporting year, a total of 5.9% of the total waste generated was successfully diverted from final disposal through recycling and reuse activities. This figure demonstrates the effectiveness of the waste management strategy implemented.

Limbah yang Dialihkan dari Pembuangan Akhir (Didaur Ulang) dan Limbah yang Dikirimkan ke Pembuangan Akhir (Ton)
Waste Diverted from Final Disposal (Recycled) and Waste Sent to Final Disposal (Tons)
[GRI 306-4] [GRI 306-5] [GRI 12.6.5] [GRI 12.6.6]

Kategori Limbah Waste Category	Metode Pengelolaan Limbah Waste Management Method		On-site	Off-site	Total
Limbah B3	Dialihkan Dari Pembuangan Akhir Diverted from Final Disposal	Persiapan untuk Reuse Preparation for Reuse	0	0	0
		Daur Ulang Recycling	0	3,218.98	3,218.98
		Operasi pemulihan lainnya Other Recovery Operations	0	0	0
		Total	**0**	**3,218.98**	**3,218.98**

Kategori Limbah Waste Category	Metode Pengelolaan Limbah Waste Management Method		On-site	Off-site	Total
	Diarahkan Ke Pembuangan Akhir Directed to Final Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0	254.98	254.98
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0	216.75	216.75
		Penimbunan Landfilling	0	0	0
		Operasi pemulihan lainnya Other Recovery Operations	0	0	0
		Total	**0**	**471.73**	**471.73**
Limbah Non-B3 Non-Hazardous Waste (Non-B3)	Dialihkan Dari Pembuangan Akhir Diverted from Final Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0	1.95	1.95
		Daur Ulang Recycling	0	3,113.70	3,113.70
		Operasi pemulihan lainnya Other Recovery Operations	0	0	0
		Total	**0**	**3,115.65**	**3,115.65**
	Diarahkan Ke Pembuangan Akhir Directed to Final Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0	0	0
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0	0	0
		Penimbunan Landfilling	0	7.04	7.04
		Operasi pemulihan lainnya Other Recovery Operations	0	0	0
		Total	**0**	**7.04**	**7.04**
Total Limbah Total Waste	Dialihkan Dari Pembuangan Akhir Diverted from Final Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0	1.95	1.95
		Daur Ulang Recycling	0	6,332.68	6,332.68
		Operasi pemulihan lainnya Other Recovery Operations	0	0	0
		Total	**0**	**6,334.63**	**6,334.63**
	Diarahkan Ke Pembuangan Akhir Directed to Final Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0	254.98	254.98
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0	216.75	216.75
		Penimbunan Landfilling	0	7.04	7.04
		Operasi pemulihan lainnya Other Recovery Operations	0	0	0
		Total	**0**	**478.77**	**478.77**

Limbah B3 yang Dialihkan dari Pembuangan Akhir (Didaur Ulang) dan Limbah yang Dikirimkan ke Pembuangan Akhir (Ton)
Hazardous Waste (B3) Diverted from Final Disposal (Recycled) and Waste Sent to Final Disposal (Tons)

[GRI 306-4] [GRI 306-5] [GRI 12.6.5] [GRI 12.6.6]

Limbah B3 Hazardous Waste	Metode Method		2025			2024			2023		
			On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
Oli Bekas Used oil	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Daur Ulang Recycling	0.00	3,109.69	3,109.69	0.00	2,993.03	2,993.03	0.00	2,778.18	2,778.18
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**3,109.69**	**3,109.69**	**0.00**	**2,993.03**	**2,993.03**	**0.00**	**2,778.18**	**2,778.18**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Penimbunan Landfilling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Majun Bekas Used rags	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Daur Ulang Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	158.54	158.54	0.00	165.62	165.62	0.00	144.54	144.54
		Penimbunan Landfilling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Limbah B3 Hazardous Waste	Metode Method		2025			2024			2023		
			On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
		Total	**0.00**	**158.54**	**158.54**	**0.00**	**165.62**	**165.62**	**0.00**	**144.54**	**144.54**
Grease Bekas Used grease	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk reuse Preparation for digunakan kembali	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Daur Ulang Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	37.45	37.45	0.00	37.53	37.53	0.00	38.27	38.27
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Penimbunan Landfilling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**37.45**	**37.45**	**0.00**	**37.53**	**37.53**	**0.00**	**38.27**	**38.27**
Filter Bekas Used filter	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Daur Ulang Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	217.53	217.53	0.00	224.14	224.14	0.00	193.05	193.05
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Penimbunan Landfilling	0.00	0.00	0.00	0.00	000	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**217.53**	**217.53**	**0.00**	**224.14**	**224.14**	**0.00**	**193.05**	**193.05**

Limbah B3 Hazardous Waste	Metode Method		2025			2024			2023		
			On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
Hose Bekas Used hoses	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Daur Ulang Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	58.21	58.21	0.00	56.92	56.92	0.00	61.75	61.75
		Penimbunan Landfilling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**58.21**	**58.21**	**0.00**	**56.92**	**56.92**	**0.00**	**61.75**	**61.75**
Aki Bekas Used batteries	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Daur Ulang Recycling	0.00	109.29	109.29	0.00	72.57	72.57	0.00	49.71	49.71
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**109.29**	**109.29**	**0.00**	**72.57**	**72.57**	**0.00**	**49.71**	**49.71**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Penimbunan Landfilling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Limbah B3 Haz-ardous Waste	Metode Method		2025			2024			2023		
			On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
Total Limbah B3 Total Hazardous Waste	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Daur Ulang Recycling	0.00	3,218.98	3,218.98	0.00	3,065.60	3,065.60	0.00	2,827.89	2,827.89
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**3,218.98**	**3,218.98**	**0.00**	**3,065.60**	**3,065.60**	**0.00**	**2,827.89**	**2,827.89**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	254.98	254.98	0.00	261.66	261.66	0.00	231.32	231.32
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	216.75	216.75	0.00	222.53	222.53	0.00	206.29	206.29
		Penimbunan Landfilling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi recovery lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**471.73**	**471.73**	**0.00**	**484.20**	**484.20**	**0.00**	**437.61**	**437.61**

Limbah Non-B3 yang Dialihkan dari Pembuangan Akhir (Didaur Ulang) dan Limbah yang Dikirimkan ke Pembuangan Akhir (Ton)
Non-Hazardous Waste (Non-B3) Diverted from Final Disposal (Recycled) and Waste Sent to Final Disposal (Tons)

[GRI 306-4] [GRI 306-5] [GRI 12.6.5] [GRI 12.6.6]

Limbah Non-B3 Non-hazardous Waste	Metode Method		2025			2024			2023		
			On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
Ban Bekas Used tires	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Daur Ulang Recycling	0.00	1,931.06	1,931.06	0.00	1,784.20	1,784.20	0.00	1,614.18	1,614.18
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**1,931.06**	**1,931.06**	**0.00**	**1,784.20**	**1,784.20**	**0.00**	**1,614.18**	**1,614.18**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Limbah Non-B3 Non-hazardous Waste		Metode Method	2025			2024			2023		
			On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Penimbunan Landfilling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi recovery lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Besi Scrap Scrap metal	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk reuse Preparation for Reuse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Daur Ulang Recycling	0.00	606.31	606.31	0.00	560.21	560.21	0.00	495.76	495.76
		Operasi recovery lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**606.31**	**606.31**	**0.00**	**560.21**	**560.21**	**0.00**	**495.76**	**495.76**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Penimbunan Landfilling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi recovery lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Kertas Paper	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk reuse Preparation for Reuse	0.00	1.95	1.95	0.00	1.8	0.8	0.00	2.9	2.9
		Daur Ulang Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi recovery lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**1.95**	**1.95**	**0.00**	**1.8**	**1.8**	**0.00**	**2.90**	**2.90**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Limbah Non-B3 Non-hazardous Waste	Metode Method		2025			2024			2023		
			On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Penimbunan Landfilling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Plastik Plastic	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Daur Ulang Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Diarahkan Ke Pembuangan	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0,00
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Penimbunan Landfilling	0.00	7.04	7.04	0.00	6.50	6.50	0.00	7.92	7.92
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**7.04**	**7.04**	**0.00**	**6.50**	**6.50**	**0.00**	**7.92**	**7.92**
Organik Organic waste	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Daur Ulang Recycling	0.00	576.33	576.33	0.00	532.50	532.50	0.00	397.50	397.50
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**576.33**	**576.33**	**0.00**	**532.50**	**532.50**	**0.00**	**397.50**	**397.50**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Limbah Non-B3 Non-hazardous Waste		Metode Method	2025			2024			2023		
			On-site	Off-site	Total	On-site	Off-site	Total	On-site	Off-site	Total
		Penimbunan Landfilling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Total Limbah Non-B3 Total Non-hazardous Waste	Dialihkan Dari Pembuangan Diverted from Disposal	Persiapan untuk digunakan kembali Preparation for Reuse	0.00	1.95	1.95	0.00	1.80	1.80	0.00	2.90	2.90
		Daur Ulang Recycling	0.00	3,113.70	3,113.70	0.00	2,876.91	2,876.91	0.00	2,507.44	2,507.44
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**3,115.65**	**3,115.65**	**0.00**	**2,878.71**	**2,878.71**	**0.00**	**2,510.34**	**2,510.34**
	Diarahkan Ke Pembuangan Directed to Disposal	Insinerasi (dengan pemulihan energi) Incineration (with energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Insinerasi (tanpa pemulihan energi) Incineration (without energy recovery)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Penimbunan Landfilling	0.00	7.04	7.04	0.00	6.50	6.50	0.00	7.92	7.92
		Operasi pemulihan lainnya Other Recovery Operations	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Total	**0.00**	**7.04**	**7.04**	**0.00**	**6.50**	**6.50**	**0.00**	**7.92**	**7.92**

Keterangan / Notes:
Pembulatan masing-masing angka dapat menyebabkan perbedaan dalam nilai total. Angka bervariasi setiap tahunnya, bergantung pada aktivitas di lokasi. Limbah B3 mencakup limbah industri berbahaya. Limbah non-B3 mencakup limbah industri tidak berbahaya dan limbah domestik.
Rounding of individual figures may result in differences in the total values. The figures vary from year to year depending on activities at each site. Hazardous waste (B3) includes hazardous industrial waste, while non-hazardous waste (non-B3) includes non-hazardous industrial waste and domestic waste.

Selain melibatkan kontraktor, dalam pengelolaan limbah non-B3, Perseroan juga melibatkan karyawan serta masyarakat di sekitar wilayah operasional untuk berpartisipasi dalam upaya pengurangan limbah melalui pemanfaatan limbah menjadi kompos dan bahan baku produksi pelet.

Tabel berikut menyajikan jumlah limbah B3 yang dikelola melalui proses daur ulang baik di lokasi operasional (*on-site*) maupun di luar lokasi selama 3 (tiga) tahun terakhir.

In addition to involving contractors, in the management of non-hazardous waste, the Company also engages employees and communities around its operational areas to participate in waste reduction efforts through the utilization of waste for composting and as raw material for pellet production.

The following table presents the amount of hazardous waste (B3) managed through recycling processes, both on-site and off-site, over the past 3 (three) years.

Material Daur Ulang pada Operasi Trail (ton)
Recycled Materials in Trail Operations (tons)

Keterangan Information	2025	2024	2023
Total limbah B3 yang ditangani/didaur ulang on-site Total Hazardous Waste (B3) Handled/Recycled On-site	0.00	0.00	0.00
Total limbah B3 yang didaur ulang off-site Total Hazardous Waste (B3) Recycled Off-site	3,218.98	3,065.60	2,827.89
Jumlah material daur ulang Total Recycled Materials	3,218.98	3,065.60	2,827.89

E. Penggunaan Material Ramah Lingkungan [OJK F.5] [GRI 301]

Perseroan dan entitas anak senantiasa berupaya untuk menggunakan material ramah lingkungan. Secara khusus, melalui entitas anak di bisnis pertambangan, Perseroan menerapkan pendekatan yang bertanggung jawab dalam penggunaan material dengan memprioritaskan efisiensi sumber daya serta meminimalkan dampak lingkungan dalam kegiatan operasional. Seluruh material yang digunakan diwajibkan memenuhi standar keselamatan, lingkungan, dan keberlanjutan yang berlaku, sehingga mendukung keseimbangan antara produktivitas operasional, efisiensi biaya, dan pengelolaan lingkungan yang bertanggung jawab.

Material utama yang tidak terbarukan yang digunakan dalam kegiatan pertambangan meliputi pelumas dan baterai, yang mendukung operasional alat berat, kendaraan ringan, serta generator diesel.

Selama periode pelaporan, Perseroan belum memasukkan material daur ulang ke dalam proses produksi utamanya, maupun dalam program reklamasi produk seperti program penarikan kembali produk pada akhir masa pakai atau inisiatif daur ulang.

Meskipun demikian, upaya untuk mendorong penggunaan material yang lebih ramah lingkungan terus diperkuat melalui berbagai inisiatif di tingkat operasional maupun masyarakat. Di lingkungan kantor, inisiatif digitalisasi diterapkan untuk mengurangi konsumsi kertas, disertai dengan penggunaan kemasan makanan yang dapat digunakan kembali. Dalam program pengembangan masyarakat misalnya, ban bekas dimanfaatkan kembali sebagai rumpon ikan, sementara limbah plastik diolah menjadi kerajinan melalui program bank sampah desa, sehingga memberikan manfaat baik bagi lingkungan maupun sosial ekonomi masyarakat.

E. Use of Environmentaly Friendly Material [OJK F.5] [GRI 301]

The Company and its susbsidiaries seeks to use environmentally friendly materials. Specifically through its subsidiary in the mining business, the Company adopts a responsible approach to material usage by prioritizing resource efficiency and minimizing environmental impact in its operational activities. All materials utilized are required to comply with applicable safety, environmental, and sustainability standards, supporting a balance between operational productivity, cost efficiency, and responsible environmental management.

Key non-renewable materials used in mining operations include lubricants and batteries, which support the operation of heavy equipment, light vehicles, and diesel generators.

During the reporting period, the Company had not yet incorporated recycled materials into its core production processes, nor implemented product reclamation programs such as end-of-life product take-back or recycling initiatives.

Nevertheless, efforts to promote environmentally responsible material use continue to be strengthened through operational and community-level initiatives. At office level, digitalization initiatives are implemented to reduce paper consumption, alongside the use of reusable food packaging. Within community development programs for instance, used tires are repurposed as fish aggregating devices, and plastic waste is processed into handicrafts through village waste bank programs, generating both environmental and socio-economic benefits.

Material yang Digunakan Berdasarkan Berat atau Volume
Materials Used Based on Weight or Volume
[GRI 301-1] [OJK F.5]

Minyak Pelumas (ton) Lubricating oil (tonnes)			Baterai (ton) Battery (tonnes)		
2025	2024	2023	2025	2024	2023
3,109.69	2.993.03	2.778.18	109.29	72.57	49.71

Air

[GRI 303-1] [GRI 303-2] [GRI 303-3] [GRI 303-4] [GRI 303-5] [GRI 12.7.1] [GRI 12.7.2] [GRI 12.7.3] [GRI 12.7.4] [GRI 12.7.5] [GRI 12.7.6] [E-04] [OJK F.8]

A. Manajemen Dampak yang Berkaitan Dengan Pembuangan Air

[GRI 303-2] [GRI 303-4] [GRI 12.7.3]

Perseroan menyadari bahwa air merupakan sumber daya alam yang sangat penting dan terbatas, yang berperan vital bagi kehidupan, kegiatan usaha, dan keseimbangan ekosistem. Di tengah meningkatnya tantangan global terkait kelangkaan air dan penurunan kualitas air, Perseroan berkomitmen untuk memastikan seluruh bisnisnya mengelola penggunaan air secara bertanggung jawab dan efisien.

Perseroan senantiasa berupaya memastikan bahwa entitas anak menerapkan praktik pengelolaan dan konservasi air yang efektif serta disesuaikan dengan karakteristik kegiatan operasional masing-masing. Pada bisnis dengan dampak yang lebih tinggi, seperti produksi energi dan pertambangan, entitas anak menerapkan sistem pemantauan penggunaan air dan pengolahan air limbah yang lebih komprehensif guna memastikan kepatuhan terhadap peraturan pemerintah serta kesesuaian dengan standar kualitas air yang diakui.

Air digunakan terutama untuk keperluan industri dan domestik, termasuk proses operasional, pemeliharaan peralatan, pengendalian debu, dan fasilitas penunjang di lokasi kerja. Entitas anak menerapkan sistem daur ulang dan pemanfaatan kembali air, seperti kolam pengendapan, sistem sirkulasi tertutup, dan instalasi pengolahan air limbah (IPAL), untuk memastikan bahwa air limbah yang dibuang ke lingkungan telah memenuhi atau melampaui baku mutu yang ditetapkan.

Untuk meminimalkan risiko lingkungan, pengelolaan air limbah dilaksanakan sesuai dengan peraturan nasional dan daerah yang berlaku, termasuk Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup serta standar baku mutu setempat. Perseroan melalui entitas anak juga menerapkan prosedur operasional standar internal dan sistem pemantauan berbasis digital, seperti real-time wastewater quality sensors (SPARING), untuk memantau dan melaporkan parameter utama seperti pH, total suspended solids (TSS), dan indikator lainnya secara akurat.

Perseroan melalui entitas anak mengelola air limbah secara bertanggung jawab untuk melindungi ekosistem dan kesehatan masyarakat di sekitar wilayah operasional. Seluruh air limbah hasil proses tambang diolah terlebih dahulu melalui sistem pengolahan air limbah yang dirancang untuk menurunkan kadar kontaminan dan menetralkan kualitas air sebelum dilepaskan ke lingkungan. Proses pengelolaan air limbah entitas anak di bisnis pertambangan, digambarkan sebagai berikut:

Water

[GRI 303-1] [GRI 303-2] [GRI 303-3] [GRI 303-4] [GRI 303-5] [GRI 12.7.1] [GRI 12.7.2] [GRI 12.7.3] [GRI 12.7.4] [GRI 12.7.5] [GRI 12.7.6] [E-04] [OJK F.8]

A. Manajemen Dampak yang Berkaitan Dengan Pembuangan Air

[GRI 303-2] [GRI 303-4] [GRI 12.7.3]

The Company recognizes that water is a vital and limited natural resource essential to life, business operations, and ecosystem balance. As water scarcity and quality degradation become growing global concerns, the Company is committed to ensuring that its business operations manage water responsibly and efficiently.

The Company seeks to ensure that all subsidiaries adopt effective water management and conservation practices tailored to their respective operational contexts. In high-impact businesses such as energy production and mining, subsidiaries implement more comprehensive water use monitoring and wastewater treatment systems to ensure compliance with government regulations and adherence to recognized water quality standards.

Water is utilized primarily for industrial and domestic purposes, including operational processes, equipment maintenance, dust suppression, and site facilities. Subsidiaries apply water recycling and reuse systems, such as settling ponds, closed-loop water cycles, and wastewater treatment plants (IPALs), to ensure that discharged effluents consistently meet or exceed established quality standards before being released into the environment.

To minimize environmental risks, wastewater management follows applicable national and regional regulations, including the Government Regulation No. 22 of 2021 on Environmental Protection and Management and local quality standards. The Company through its subsidiaries also implements internal standard operating procedures and digital monitoring systems, such as real-time wastewater quality sensors (SPARING), to track and report pH, total suspended solids (TSS), and other key parameters accurately.

The Company, through its subsidiaries, manages wastewater responsibly to protect ecosystems and the health of communities surrounding its operational areas. All wastewater generated from mining processes is first treated through a wastewater treatment system designed to reduce contaminant levels and neutralize water quality before being discharged into the environment. The wastewater management process of the Company's mining subsidiary, is illustrated below:



Perseroan melalui entitas anak secara rutin melakukan pemeriksaan laboratorium terhadap air buangan untuk memastikan bahwa hasil pengolahan selalu memenuhi standar lingkungan yang tercantum dalam Peraturan Gubernur Kalimantan Selatan No. 036 Tahun 2008 tentang Baku Mutu Air Limbah Kegiatan Penambangan, Pengolahan/Pencucian Batu Bara.

The Company, through its subsidiaries, routinely conducts laboratory testing of discharged water to ensure that the treated effluent consistently meets the environmental standards stipulated in the South Kalimantan Governor Regulation No. 036 of 2008 on Wastewater Quality Standards for Coal Mining and Coal Processing/Washing Activities.

Selain pengendalian air limbah, Perseroan melalui entitas anak juga melakukan pengawasan kualitas air sungai secara berkala berdasarkan ketentuan PP No. 22 Tahun 2021 Lampiran VI. Pemantauan ini dilakukan untuk memastikan aktivitas Perseroan tidak menimbulkan dampak negatif terhadap sumber air permukaan.

In addition to wastewater control, the Company through its subsidiaries also conducts periodic monitoring of river water quality in accordance with Government Regulation No. 22 of 2021, Appendix VI. This monitoring is carried out to ensure that the Company's activities do not cause any negative impacts on surface water resources.

Parameter Parameter	**Kadar Maksimum** Maximum Limit	**Hasil Pemantauan 2025 (Rata-rata)** 2025 Monitoring Results (Average)
Potensi Hidrogen / Potential of Hydrogen (pH)	6-9	7.01
Total Padatan Tersuspensi / Total Suspended Solids (TSS)	200 mg/L	43.09
Besi / Iron (Fe)	7 mg/L	0.79
Mangan / Manganese (Mn)	4 mg/L	0.37
Kadmium / Cadmium (Cd)	0.05 mg/L	0.001

Perseroan melalui entitas anak juga mendorong berbagai inisiatif efisiensi dan konservasi air, antara lain pemanfaatan waduk dan air olahan untuk keperluan non-konsumsi, penerapan teknologi pengolahan lanjutan untuk memulihkan air proses agar dapat digunakan kembali, serta eksplorasi sistem filtrasi berbasis membran untuk mengubah air olahan menjadi air bersih yang dapat dimanfaatkan ulang. Upaya-upaya ini dilengkapi dengan program pemantauan dan evaluasi kinerja penggunaan air secara berkelanjutan guna menurunkan intensitas konsumsi air dan memperkuat ketahanan air dalam jangka panjang.

The Company through its subsidiaries further promotes water efficiency and conservation initiatives, including the use of reservoirs and treated water for non-potable purposes, the application of advanced treatment technologies to reclaim process water, and the exploration of membrane-based filtration systems to convert processed water into reusable clean water. These initiatives are complemented by ongoing water monitoring programs and performance reviews aimed at reducing consumption intensity and improving long-term water security.

Melalui berbagai langkah tersebut, Perseroan memastikan bahwa pengelolaan sumber daya air tidak hanya dipandang sebagai kewajiban kepatuhan terhadap regulasi, tetapi juga sebagai bagian integral dari strategi keberlanjutan secara menyeluruh. Dengan mendorong penggunaan air yang bertanggung jawab, pencegahan pencemaran, serta inovasi yang berkelanjutan, Perseroan dan entitas anak berupaya berkontribusi pada pengelolaan air yang berkelanjutan dan mendukung komitmen Indonesia menuju perekonomian yang lebih tangguh dan berdampak lingkungan rendah.

Through these measures, the Company ensures that water resource management is not only a matter of regulatory compliance but also an integral part of its broader sustainability strategy. By fostering responsible water use, pollution prevention, and continuous innovation, the Company and its subsidiaries aim to contribute to sustainable water stewardship and support Indonesia's commitment to a more resilient and environmentally low-impact economy.

Seluruh sistem pengolahan air dilaksanakan berdasarkan prosedur yang berlaku. Data terkait volume penarikan, pembuangan, dan konsumsi air selama periode pelaporan disajikan pada tabel berikut:

All water treatment systems are implemented in accordance with applicable procedures. Data related to water withdrawal, discharge, and consumption during the reporting period are presented in the following table:

Penarikan (megaliter) Withdrawal (megaliter)			Pembuangan (megaliter) Discharge (megaliter)			Konsumsi (megaliter) Consumption (megaliter)		
2025	2024	2023	2025	2024	2023	2025	2024	2023
2162.78	1,108.39	2,504.95	128,674.60	102,700.04	55,658.07	2,162.78	1,108.39	2,504.95

B. Pengambilan air (megaliter) [GRI 303-3] [GRI 12.7.4] [EM-CO-140a.1]

Perseroan dan entitas anak memastikan bahwa kegiatan pengambilan dan pembuangan air dikelola secara bertanggung jawab serta tidak dilakukan di wilayah yang mengalami tekanan ketersediaan air. Penggunaan air di seluruh kegiatan operasional dikendalikan melalui berbagai inisiatif konservasi, antara lain pemanfaatan air waduk untuk pengendalian debu, penerapan sistem sirkulasi tertutup, penggunaan kembali air limbah yang telah diolah untuk keperluan operasional dan domestik, serta pemanfaatan teknologi lanjutan seperti filtrasi membran dan hiperfiltrasi untuk mengolah air proses menjadi air bersih. Selain itu, penerapan sistem kolam penampungan dan metode serupa dilakukan untuk meningkatkan efisiensi dan mengurangi ketergantungan terhadap sumber air tawar.

Secara khusus melalui entitas anak di sektor pertambangan, Perseroan memanfaatkan air permukaan dan air tanah untuk mendukung kegiatan operasional. Air permukaan terutama digunakan untuk penyiraman jalan tambang dan jalur pengangkutan batu bara guna pengendalian debu, sedangkan air tanah dimanfaatkan untuk kebutuhan domestik di area operasional.

Pengambilan air dipantau secara terukur melalui pemasangan *flow meter* pada setiap titik pengambilan untuk memastikan penggunaan air tetap terkendali dan terdokumentasi dengan baik.

Pada tahun pelaporan, total pengambilan air meningkat sebesar 2.162,78 megaliter dibandingkan tahun sebelumnya. Selain disebabkan karena kenaikan aktivitas penambangan yang ditunjukan dari kenaikan volume produksi pada bisnis penambangan, kenaikan ini mencerminkan pendekatan pelaporan yang lebih komprehensif pada tahun 2025, yang telah mencakup penggunaan air oleh entitas anak serta seluruh mitra kerja yang berada dalam kendali operasionalnya.

B. Water Withdrawal (megaliter) [GRI 303-3] [GRI 12.7.4] [EM-CO-140a.1]

The Company and its subsidiaries ensure that water withdrawal and discharge activities are managed responsibly and do not occur in areas experiencing water stress. Water consumption across operations is controlled through various conservation initiatives, including the utilization of reservoir water for dust suppression, the application of closed-loop water systems, the reuse of treated wastewater for operational and domestic purposes, and the use of advanced technologies such as membrane filtration and hyperfiltration to convert processed water into clean water. Additionally, water retention pond systems and similar systems are applied to enhance efficiency and reduce dependency on freshwater sources.

Specifically through its mining subsidiary, the Company utilizes both surface water and groundwater to support operational activities. Surface water is primarily used for dust suppression along mining roads and coal hauling routes, while groundwater is used for domestic purposes within operational areas.

Water withdrawal is monitored through flow meters installed at designated intake points to ensure controlled and measured usage.

During the reporting year, total water withdrawal increased by 2,162.78 megaliters compared to the previous year. In addition to being driven by increased mining activities, as reflected in higher production volumes in the mining business, this increase also reflects a more comprehensive reporting approach in 2025, which includes water usage by subsidiaries as well as all business partners under its operational control.

Total pengambilan air selama periode pelaporan disajikan pada tabel berikut:

Total water withdrawal for the reporting period is presented in the table below:

Keterangan Information	Total pengambilan air (megaliter) Total Withdrawal (megaliter)
Air permukaan **Surface Water**	
- Air permukaan (≤200 mg/L Total Padatan Tersuspensi); Surface water (≤200 mg/L Total Suspended Solids)	1,774.23
- Air lainnya (>200 mg/L Total Padatan Tersuspensi). Other Water (>200 mg/L Total Suspended Solids)	-
Air tawar **Freshwater**	
- Air tawar (≤200 mg/L Total Padatan Tersuspensi); Freshwater (≤200 mg/L Total Suspended Solids)	57.76
- Air lainnya (>200 mg/L Total Padatan Tersuspensi). Other Water (>200 mg/L Total Suspended Solids)	-
Air laut **Seawater**	
- Air laut (≤200 mg/L Total Padatan Tersuspensi); Seawater (≤200 mg/L Total Suspended Solids)	-
- Air lainnya (>200 mg/L Total Padatan Tersuspensi). Other Water (>200 mg/L Total Suspended Solids).	-
Air yang Diproduksi **Produced Water**	
- Air yang diproduksi (≤200 mg/L Total Padatan Tersuspensi); Produced water (≤200 mg/L Total Suspended Solids)	304.11
- Air lainnya (>200 mg/L Total Padatan Tersuspensi). Other Water (>200 mg/L Total Suspended Solids)	-
Air yang berasal dari pihak ketiga **Water from Third Parties**	
- Air dari pihak ketiga (≤200 mg/L Total Padatan Tersuspensi); Water from Third Parties (≤200 mg/L Total Suspended Solids)	26.68
- Air lainnya (>200 mg/L Total Padatan Tersuspensi). Other Water (>200 mg/L Total Suspended Solids)	-
Total Pengambilan Air **Total Water Withdrawal**	**2,162.78**

C. Pembuangan air [GRI 303-4] [GRI 12.7.5]

Melalui entitas anak di sektor pertambangan, Perseroan mengelola air limbah yang bersumber dari dua kategori utama, yaitu air hasil pengolahan kolam pengendapan (yang mencakup limpasan air hujan dan air operasional seperti penyiraman jalan) serta efluen dari instalasi pengolahan air limbah (IPAL) domestik.

Air asam tambang dikelola melalui sistem sediment pond sebelum dilepaskan ke badan air penerima. Seluruh air limbah yang telah melalui proses pengolahan diuji kualitasnya secara berkala untuk memastikan kepatuhan terhadap baku mutu dan ketentuan peraturan perundang-undangan yang berlaku.

C. Water Discharge [GRI 303-4] [GRI 12.7.5]

Through its mining subsidiary, the Company manages wastewater originating from two primary sources: treated water from sedimentation ponds (including operational runoff such as road spraying water and stormwater) and effluent from domestic wastewater treatment facilities.

Mine-affected water is managed through sedimentation ponds prior to discharge into receiving water bodies. All treated wastewater undergoes routine quality testing to ensure compliance with applicable regulatory standards and discharge limits.

Sepanjang tahun pelaporan, tidak terdapat pelanggaran terhadap ambang batas pembuangan air limbah.

Volume pembuangan air diukur pada titik keluaran sediment pond menggunakan sistem pengukuran yang terstandarisasi, dengan perhitungan yang mempertimbangkan parameter hidrologi seperti curah hujan, luas daerah tangkapan, dan debit pompa. Perseroan juga memastikan bahwa tidak terdapat pembuangan air di wilayah yang mengalami tekanan ketersediaan air.

Rincian total pembuangan air selama periode pelaporan disajikan pada tabel berikut:

Throughout the reporting year, there were no recorded exceedances of wastewater discharge thresholds.

Discharge volumes are measured at sediment pond outlets using standardized monitoring systems, with calculations based on hydrological assessments that consider rainfall, catchment area, and pump discharge rates. The Company also ensures that no wastewater is discharged into areas experiencing water stress.

Total wastewater discharge during the reporting period is presented in the table below:

Keterangan Information	**Total Pembuangan Air (megaliter)** Total Water Withdrawal (megaliter)
Air permukaan **Surface Water**	
- Air permukaan (≤200 mg/L Total Padatan Tersuspensi); - Surface water (≤200 mg/L Total Suspended Solids)	128,674.60
- Air lainnya (>200 mg/L Total Padatan Tersuspensi). - Other Water (>200 mg/L Total Suspended Solids)	-
Air tanah **Groundwater**	
- Air tanah (≤200 mg/L Total Padatan Tersuspensi); - Groundwater (≤200 mg/L Total Suspended Solids)	-
- Air lainnya (>200 mg/L Total Padatan Tersuspensi). - Other Water (>200 mg/L Total Suspended Solids)	-
Air laut **Seawater**	
- Air laut (≤200 mg/L Total Padatan Tersuspensi); - Seawater (≤200 mg/L Total Suspended Solids)	-
- Air lainnya (>200 mg/L Total Padatan Tersuspensi). - Other Water (>200 mg/L Total Suspended Solids).	-
Air yang Diproduksi **Produced Water**	
- Air yang diproduksi (≤200 mg/L Total Padatan Tersuspensi); - Produced water (≤200 mg/L Total Suspended Solids)	-
- Air lainnya (>200 mg/L Total Padatan Tersuspensi). - Other Water (>200 mg/L Total Suspended Solids)	-
Air yang berasal dari pihak ketiga **Water from Third Parties**	
- Air dari pihak ketiga (≤200 mg/L Total Padatan Tersuspensi); - Water from Third Parties (≤200 mg/L Total Suspended Solids)	-
- Air lainnya (>200 mg/L Total Padatan Tersuspensi). - Other Water (>200 mg/L Total Suspended Solids)	-
Total Pembuangan Air **Total Water Withdrawal**	**128,674.60**

Untuk meminimalkan beban pencemaran dari air limbah, Perseroan mendorong penerapan metode pengolahan yang efektif, seperti teknologi injeksi koagulan, optimalisasi proses untuk menyeimbangkan karakteristik air, serta penggunaan kolam rekayasa, *geopool*, dan sistem *geotube* untuk penyaringan

To minimize the pollution load from wastewater, the Company encourages the adoption of effective treatment methods, such as coagulant injection technologies, process optimization to balance water characteristics, and the use of engineered ponds, geopool, and geotube systems for sludge filtration.

lumpur. Langkah-langkah ini bertujuan memastikan kualitas efluen memenuhi standar yang ditetapkan oleh pemerintah dan otoritas terkait sebelum dilepaskan ke badan air.

Selama periode pelaporan, entitas anak melaksanakan berbagai inisiatif untuk memperkuat kinerja pengelolaan efluen, antara lain:
- memastikan air limbah yang telah diolah memenuhi seluruh parameter mutu yang berlaku sebelum dibuang
- melakukan kerja sama dengan laboratorium independen untuk pemantauan dan pengujian secara berkala
- menugaskan personel bersertifikat untuk mengawasi kegiatan pengelolaan air sehari-hari;
- menyelenggarakan pelatihan karyawan terkait mikrobiologi air limbah, pengelolaan lahan basah buatan, dan pengendalian air asam tambang, dan
- memanfaatkan sistem pemantauan waktu nyata untuk memantau kualitas air dan indikator kinerja secara berkelanjutan

These measures help ensure that effluent quality meets the applicable standards set by the government and relevant environmental regulatory authorities before discharge into water bodies.

Throughout the reporting period, subsidiaries implemented several initiatives to strengthen effluent management performance, including:
- ensuring that treated effluents meet all applicable quality parameters prior to discharge
- collaborating with independent laboratories for regular monitoring and testing
- assigning certified personnel to oversee daily water management operations
- conducting employee training on wastewater microbiology, artificial wetland management, and acid mine drainage control, and
- utilizing real-time monitoring systems to continuously track water quality and performance indicators

D. Konsumsi Air GRI 303-5 GRI 12.7.6 EM-CO-140a.1

Melalui entitas anak di sektor pertambangan, Perseroan memanfaatkan air untuk mendukung kegiatan operasional, termasuk penyiraman jalan tambang dan jalur pengangkutan batu bara guna pengendalian debu, serta untuk kebutuhan domestik di area operasional.

Penggunaan air dipantau secara terukur melalui pemasangan flow meter pada setiap titik pengambilan, sehingga volume konsumsi dapat dihitung dan dikendalikan secara konsisten dan akurat.

Rincian total konsumsi air selama periode pelaporan disajikan pada tabel berikut:

D. Water Consumption GRI 303-5 GRI 12.7.6 EM-CO-140a.1

Through its mining subsidiary, the Company utilizes water to support operational activities, including the watering of mine roads and coal hauling routes for dust control, as well as for domestic needs within the operational area.

Water use is monitored in a measured manner through the installation of flow meters at each withdrawal point, enabling the volume of consumption to be calculated and controlled consistently and accurately.

Details of the total water consumption during the reporting period are presented in the following table:

Keterangan Information	**Semua Wilayah** All areas
Total konsumsi air (megaliter) Total water consumption (megaliters)	2,162.78
Perubahan dalam penyimpanan air, bila memiliki dampak terhadap air yang signifikan Changes in water storage, if they have significant impacts on water resources	-

Sebagai bentuk tanggung jawab terhadap pemanfaatan sumber daya air, Perseroan melalui entitas anak juga berupaya menjaga ketersediaan air tanah sebagai aset bersama agar tetap dapat dimanfaatkan oleh masyarakat. Beberapa upaya konservasi air yang telah dijalankan sepanjang tahun pelaporan meliputi:

Program Konservasi Air
- Pemanfaatan air embung untuk pengendalian debu di Pelabuhan Bunati
- Penerapan *closed water cycled system* untuk mendaur ulang air
- Pemanfaatan air limbah SP 04 GRM sebagai sumber air bersih di mess PPA

As part of its responsibility in the utilization of water resources, the Company through its subsidiaries also seeks to maintain the availability of groundwater as a shared resource so that it remains accessible for community use. Several water conservation initiatives implemented during the reporting year include:

Water Conservation Programs
- Utilization of reservoir water for dust suppression at Bunati Port.
- Implementation of a closed water cycle system to recycle water.
- Utilization of wastewater from SP 04 GRM as a source of clean water for the PPA mess.

- Penerapan *water ponding* untuk menampung dan memanfaatkan air hujan
- Penggunaan batch membrane dengan teknologi *hyperfiltration* untuk mengolah air void menjadi air layak minum.

Melalui berbagai upaya tersebut, Perseroan menegaskan komitmen terhadap pengelolaan lingkungan yang bertanggung jawab dan komunikasi yang transparan dengan para pemangku kepentingan, sejalan dengan prinsip ACGS (B)C.1.3 mengenai penguatan tata kelola lingkungan dan peningkatan akuntabilitas di seluruh kegiatan operasional. [ACGS (B)C.1.3.]

Pengelolaan Lahan & Perlindungan Keanekaragaman Hayati [GRI 304-1] [GRI 304-2] [GRI 304-3] [GRI 304-4] [GRI 12.5.1] [GRI 12.5.2] [GRI 12.5.3] [GRI 12.5.4] [GRI 12.5.5] [POJK 51] [OJK F.9] [EM-CO-160a.1]

Perseroan dan entitas anak menyadari bahwa kegiatan usaha—terutama yang melibatkan ekstraksi sumber daya dan penggunaan lahan berskala besar—dapat menimbulkan dampak langsung maupun tidak langsung terhadap ekosistem, habitat, dan keutuhan bentang alam. Risiko yang berpotensi timbul meliputi erosi tanah, sedimentasi, perubahan kontur lahan, serta gangguan terhadap flora dan fauna setempat. Untuk memitigasi dampak tersebut, Perseroan melalui entitas anak menerapkan praktik pengelolaan lahan dan keanekaragaman hayati yang bertanggung jawab dengan mengintegrasikan pengendalian lingkungan, reklamasi, serta perencanaan rehabilitasi pascaoperasi ke dalam tahapan siklus operasional.

Sebelum proyek dimulai, selalu dipastikan kajian lingkungan secara komprehensif telah dilakukan, termasuk penyusunan AMDAL atau dokumen lingkungan lain yang relevan, yang menjadi acuan utama dalam pengelolaan dampak operasional dan perlindungan keanekaragaman hayati. Kajian tersebut menjadi dasar penyusunan rencana pengelolaan spesifik lokasi yang mencakup langkah-langkah pemulihan lingkungan dan perlindungan habitat.

Upaya reklamasi dan rehabilitasi dilaksanakan secara bertahap untuk mengembalikan area terdampak ke kondisi yang stabil, aman, dan produktif secara lingkungan. Kegiatan ini meliputi konservasi lapisan tanah atas, penanaman tanaman penutup lahan dan spesies pionir untuk memulihkan struktur dan kesuburan tanah, serta pengendalian erosi dan sedimentasi guna mencegah degradasi lahan dan badan air di sekitarnya. Pemantauan dan evaluasi dilakukan secara berkala untuk menilai efektivitas langkah-langkah tersebut serta mengidentifikasi peluang perbaikan berkelanjutan.

Sejalan dengan komitmen Perseroan terhadap konservasi keanekaragaman hayati, perhatian khusus diberikan pada perlindungan ekosistem lokal dan habitat satwa liar di dalam dan sekitar wilayah operasional. Inisiatif ini dilaksanakan Perseroan melalui entitas anak dengan mengacu pada peraturan yang berlaku dan praktik terbaik, serta bertujuan meminimalkan dampak negatif terhadap keanekaragaman spesies sekaligus mendukung ketahanan ekosistem jangka panjang. Upaya Perseroan juga berkontribusi terhadap pencapaian SDGs, khususnya SDG 13 (Penanganan Perubahan Iklim), SDG 14 (Ekosistem Laut), dan SDG 15 (Ekosistem Daratan).

- Implementation of water ponding to collect and utilize rainwater.
- Application of batch membrane technology with hyperfiltration to treat pit void water into potable water.

Through these efforts, the Company upholds its commitment to responsible environmental management and transparent stakeholder communication, in alignment with the ACGS Principle (B)C.1.3 on promoting environmental stewardship and the enhancement of accountability across its operational activities. [ACGS (B)C.1.3.]

Land Management & Biodiversity Protection [GRI 304-1] [GRI 304-2] [GRI 304-3] [GRI 304-4] [GRI 12.5.1] [GRI 12.5.2] [GRI 12.5.3] [GRI 12.5.4] [GRI 12.5.5] [POJK 51] [OJK F.9] [EM-CO-160a.1]

The Company and its subsidiaries recognize that business activities—particularly those involving resource extraction and large-scale land use—can have direct and indirect impacts on ecosystems, habitats, and landscape integrity. Potential risks include soil erosion, sedimentation, changes in land contours, and disruption to local flora and fauna. To mitigate these impacts, the Company through its subsidiaries applies responsible land and biodiversity management practices that integrate environmental control, reclamation, and post-operation rehabilitation planning into the operational cycle.

Before the commencement of any major project, comprehensive environmental studies are conducted, including the preparation of AMDAL or other relevant documents, which serve as a key reference for managing operational impacts and protecting biodiversity. These studies form the foundation for site-specific management plans that incorporate environmental restoration and habitat protection measures.

Reclamation and rehabilitation efforts are carried out progressively to restore disturbed areas to conditions that are stable, safe, and environmentally productive. Activities include topsoil conservation, planting of cover crops and pioneer species to restore soil structure and fertility, as well as erosion and sediment control to prevent degradation of surrounding land and waterways. Regular monitoring and evaluation are conducted to assess the effectiveness of these measures and identify opportunities for continuous improvement.

In line with the Company's commitment to biodiversity conservation, specific attention is given to protecting local ecosystems and wildlife habitats within and surrounding operational areas. These initiatives are conducted by the Company through its subsidiaries guided by applicable regulations and best practices, and aim to reduce negative impacts on species diversity while supporting long-term ecosystem resilience. The Company's efforts also contribute to the achievement of the SDGs, particularly SDG 13 (Climate Action), SDG 14 (Life Below Water), and SDG 15 (Life on Land).

Melalui pengelolaan yang proaktif serta program reklamasi dan rehabilitasi yang berkelanjutan, Perseroan melalui entitas anak berupaya memastikan bahwa lahan pascaoperasi dapat dikembalikan ke kondisi yang produktif dan stabil secara ekologis, sehingga meminimalkan risiko lingkungan jangka panjang dan menjaga keanekaragaman hayati bagi generasi mendatang.

A. Pendekatan Manajemen terhadap Keanekaragaman Hayati

Berdasarkan asesmen yang dilakukan oleh entitas anak Perseroan di bidang pertambangan yang beroperasi di Kabupaten Tanah Bumbu - Kalimantan Selatan, area operasional tersebut teramati berada di luar kawasan lindung dan tidak berbatasan langsung dengan kawasan konservasi nasional. Meskipun demikian, Perseroan menyadari bahwa kegiatan pertambangan berpotensi menyebabkan perubahan tata guna lahan, gangguan habitat, serta potensi dampak lingkungan apabila tidak dikelola secara memadai.

Untuk mengelola risiko tersebut, Perseroan menerapkan pendekatan hierarki mitigasi dalam pengelolaan keanekaragaman hayati yang mencakup upaya penghindaran, minimisasi dampak, rehabilitasi, serta pemulihan habitat. [GRI 101-2] [GRI 101-5] [GRI 101-6] [GRI 12.5.3] [GRI 12.5.5] [GRI 12.5.6]

Hingga periode pelaporan 2025, Perseroan dan entitas anak belum memiliki kebijakan keanekaragaman hayati terpisah maupun target kuantitatif jangka menengah dan panjang (2030/2050) yang secara eksplisit mengacu pada kerangka global biodiversitas. Perseroan berharap agar kemajuan penyusunan kebijakan dan penetapan target formal dapat diungkapkan dalam Laporan Keberlanjutan berikutnya. [GRI 101-1] [GRI 12.5.2]

B. Identifikasi Dampak Keanekaragaman Hayati [GRI 101-4] [GRI 101-5] [GRI 12.5.4] [GRI 12.5.5] [EM-CO-160a.3]

Perseroan, melalui entitas anak di bidang pertambangan, mengidentifikasi lokasi operasional yang berpotensi menimbulkan dampak terhadap keanekaragaman hayati melalui berbagai kajian lingkungan, termasuk dokumen AMDAL, studi kondisi dasar lingkungan *(baseline study)*, pemantauan rutin flora dan fauna, serta analisis spasial menggunakan *integrated biodiversity assessment* tool dalam radius 50 km dari area operasional. Kajian tersebut memberikan gambaran mengenai keberadaan spesies yang dilindungi atau terancam serta membantu mengidentifikasi potensi risiko kegiatan operasional terhadap habitat di sekitarnya.

Pada periode pelaporan, total luas area operasional BIB, salah satu entitas anak Perseroan di bisnis pertambangan, mencapai 9.169,06 hektar, di mana 8.759,79 hektar di antaranya teridentifikasi memiliki potensi dampak terhadap habitat alami dan ekosistem. Sebagian area cadangan batu bara berada di dalam atau berdekatan dengan habitat spesies terancam, sehingga kegiatan operasional di lokasi tersebut dikelola secara hati-hati melalui penerapan *zona* penyangga, pembatasan aktivitas pada area sensitif, serta perlindungan spesies sesuai dengan ketentuan peraturan perundang-undangan dan standar pengelolaan lingkungan yang berlaku.

Through proactive management and rehabilitation programs, the Company through its subsidiaries seeks to ensure that post-operational land can be returned to a productive and ecologically stable state, minimizing long-term environmental risks and safeguarding biodiversity for future generations.

A. Management Approach to Biodiversity

Based on assessments conducted by the Company's mining subsidiary operating in Tanah Bumbu Regency - South Kalimantan, the operational area is located outside protected areas and does not directly border national conservation zones. Nevertheless, the Company recognizes that mining activities may lead to land use changes, habitat disturbance, and potential environmental pollution if not properly managed.

To address these risks, biodiversity management is implemented through the application of the mitigation hierarchy approach, which includes avoidance, minimization, rehabilitation, and habitat restoration. [GRI 101-2] [GRI 101-5] [GRI 101-6] [GRI 12.5.3] [GRI 12.5.5] [GRI 12.5.6]

As of the 2025 reporting period, the Company and its subsidiaries has not yet established a standalone biodiversity policy nor set medium- or long-term quantitative targets (2030/2050) aligned with global biodiversity frameworks. The Company expects that the progress in formulation and the establishment of formal targets can be disclosed in the next Sustainability Report. [GRI 101-1] [GRI 12.5.2]

B. Identification of Biodiversity Impacts [GRI 101-4] [GRI 101-5] [GRI 12.5.4] [GRI 12.5.5] [EM-CO-160a.3]

The Company, through its mining subsidiary, identifies operational areas with potential biodiversity impacts through various environmental assessments, including AMDAL studies, environmental baseline assessments, routine flora and fauna monitoring, and spatial analysis using the integrated biodiversity assessment tool within a 50 km radius of the operational area. These assessments provide an overview of the presence of protected or threatened species and help evaluate potential operational risks to surrounding habitats.

During the reporting period, the total operational area of BIB, one of the Company's subsidiary in the mining business, reached 9,169.06 hectares, of which 8,759.79 hectares were identified as having potential impacts on natural habitats and ecosystems. Several coal reserve areas are located within or near habitats of threatened species. Operational activities in these areas are therefore managed carefully through the implementation of buffer zones, activity restrictions in sensitive areas, and species protection measures in accordance with applicable environmental regulations and standards.

Untuk memperkuat pengelolaan risiko keanekaragaman hayati, Perseroan melalui entitas anak juga mengembangkan pemetaan spasial wilayah operasional yang terintegrasi dengan data kawasan lindung dan area bernilai konservasi tinggi. Penguatan sistem pemetaan terintegrasi ini ditargetkan selesai pada tahun 2026. [GRI 304-1] [GRI 304-3] [GRI 101-2] [GRI 12.5.3]

To further strengthen biodiversity risk management, the Company through its subsidiary is enhancing spatial mapping of operational areas integrated with data on protected areas and high conservation value areas. The development of this integrated mapping system is targeted for completion in 2026. [GRI 304-1] [GRI 304-3] [GRI 101-2] [GRI 12.5.3]

Luas Reklamasi Lahan
Land Reclamation Area

Keterangan Information	2025	2024	2023
Total areal terganggu pada awal tahun yang belum direklamasi (ha) Total disturbed area at the beginning of the year that has not yet been reclaimed (ha)	6,861.09	6,011.02	4,973.37
Area yang direklamasi pada tahun berjalan (ha) Area reclaimed during the reporting year (ha)	177.72	218.93	183.2
Area yang terganggu pada tahun berjalan (ha) Area disturbed during the reporting year (ha)	1,030.62	1,069.00	1,220.85
Luas lahan yang belum direklamasi (ha) Area not yet reclaimed (ha)	7,713.99	6,861.09	6,011.02
Total luas lahan yang direklamasi (ha) Total reclaimed area (ha)	1,455.07	1,277.35	1,058.42
Luas total area yang mempunyai dampak signifikan terhadap keanekaragaman hayati sehubungan dengan habitat dan ekosistem yang terkena dampak Total area with significant impacts on biodiversity in relation to affected habitats and ecosystems	8,759.79	7,729.17	6,660.17
Total *Footprint* (ha)	**9,169.06**	**8,138.44**	**7,069.44**

C. Dampak Operasional terhadap Biodiversitas [GRI 101-6] [GRI 12.5.6] [GRI 304-4] [EM-CO-160a.2]

Aktivitas pertambangan berpotensi memengaruhi keanekaragaman hayati melalui perubahan tata guna lahan, gangguan terhadap habitat, serta potensi pencemaran lingkungan. Salah satu risiko lingkungan yang diidentifikasi dalam operasi pertambangan adalah acid rock drainage, yang dapat terbentuk akibat reaksi material batuan tertentu dengan air dan oksigen.

Untuk mengelola risiko tersebut, Perseroan melalui entitas anak melakukan kajian geokimia serta menerapkan berbagai langkah mitigasi, antara lain pengelolaan overburden secara terkendali, perencanaan sistem drainase, pembatasan kontak air dengan material yang mengandung sulfida, serta penetralan kualitas air sebelum dilepaskan ke lingkungan. Langkah-langkah ini merupakan bagian dari upaya Perseroan dan entitas anak untuk meminimalkan dampak operasional terhadap ekosistem di sekitar area operasional. [GRI 101-2] [GRI 12.5.3]

Informasi kuantitatif terkait area berpotensi ARD, cakupan mitigasi aktif, serta analisis spesies invasif dan fragmentasi habitat saat ini masih dalam tahap konsolidasi dan diharapkan dapat diungkapkan pada periode pelaporan berikutnya.

C. Operational Impacts on Biodiversity [GRI 101-6] [GRI 12.5.6] [GRI 304-4] [EM-CO-160a.2]

Mining activities may affect biodiversity through land-use changes, habitat disturbance, and potential environmental pollution. One of the environmental risks identified within the mining operations is acid rock drainage, which may occur when certain rock materials react with water and oxygen.

To manage this risk, the Company through its subsidiary conducts geochemical assessments and implements mitigation measures such as controlled overburden management, drainage system planning, limiting water contact with sulfide-bearing materials, and neutralizing water quality prior to discharge. These measures are part of the Company's and its subsidiaries' efforts to minimize operational impacts on the ecosystems around the operational area. [GRI 101-2] [GRI 12.5.3]

Quantitative information related to ARD-prone areas, active mitigation coverage, as well as analysis of invasive species and habitat fragmentation is currently under consolidation and is expected to be disclosed in the next reporting period.

D. Reklamasi dan Rehabilitasi Lahan [GRI 101-2] [GRI 12.5.3] [EM-CO-160a.1]

Sebagai bagian dari pengelolaan habitat, entitas anak di bisnis pertambangan melaksanakan program reklamasi dan rehabilitasi pada area yang terdampak oleh kegiatan operasional. Pada tahun 2025, luas area yang direklamasi mencapai 177,72 hektar, sehingga total luas reklamasi kumulatif menjadi 1.455,07 hektar, sementara 1.030,62 hektar area baru mengalami gangguan selama tahun berjalan.

Secara keseluruhan, rasio kumulatif antara lahan yang telah dikonservasi atau direhabilitasi dibandingkan dengan total lahan terganggu mencapai 93,02%, dengan total luas wilayah operasional kumulatif sebesar 8.148,13 hektar. Untuk meningkatkan keberhasilan revegetasi, Perseroan melalui entitas anak juga menerapkan program reklamasi premium seluas 101,06 hektar yang menggunakan varietas tanaman unggul serta praktik pemeliharaan yang lebih intensif. Pengembangan indikator ekologis tambahan, seperti tingkat keberhasilan tumbuh tanaman dan peningkatan keanekaragaman hayati pascareklamasi, diharapkan dapat dicantumkan untuk periode pelaporan berikutnya.

E. Area Konservasi dan Konservasi Tambahan [GRI 101-2] [GRI 101-7] [GRI 12.5.3] [GRI 12.5.7]

Selain kegiatan reklamasi, berbagai inisiatif konservasi juga dilaksanakan di dalam maupun di sekitar wilayah operasional, termasuk pembentukan zona perlindungan biodiversitas, program restorasi habitat, serta kegiatan konservasi spesies. Program-program tersebut antara lain meliputi:

- Nursery seluas 24 hektar dengan kapasitas produksi sekitar 500.000 bibit per tahun
- Fasilitas aviary yang menampung 62 spesies dan 304 individu burung
- Taman konservasi anggrek seluas 4 hektar
- Program transplantasi dan konservasi terumbu karang dengan luas kumulatif 10.121 m^2

Program-program tersebut dikategorikan sebagai tindakan konservasi tambahan dan saat ini belum dihitung sebagai skema offset keanekaragaman hayati formal.

Melalui program reklamasi, rehabilitasi, dan konservasi yang dilaksanakan, sejumlah spesies telah terpantau kembali muncul di area yang telah direklamasi atau direhabilitasi, yang menunjukkan indikasi pemulihan ekosistem secara bertahap. Perseroan melalui entitas anak akan terus melakukan pemantauan biodiversitas secara berkala untuk memastikan efektivitas upaya konservasi serta menjaga keselarasan kegiatan operasional dengan upaya pelestarian ekosistem jangka panjang. [GRI 304-1] [GRI 304-2]

F. Perubahan Kondisi Keanekaragaman Hayati [GRI 101-7] [GRI 12.5.7]

Pemantauan biodiversitas menunjukkan indeks keanekaragaman sebesar 3,56 dengan distribusi spesies sebagai berikut:

- Terancam punah: 8
- Rentan: 28
- Nyaris terancam: 46
- Tidak terancam: 65

D. Reclamation and Rehabilitation [GRI 101-2] [GRI 12.5.3] [EM-CO-160a.1]

As part of habitat management, the Company's mining subsidiary implements land reclamation and rehabilitation programs in disturbed areas. In 2025, a total of 177.72 hectares of land was reclaimed, bringing the cumulative reclaimed area to 1,455.07 hectares, while 1,030.62 hectares of land were newly disturbed during the year.

Overall, the cumulative ratio of conserved or rehabilitated land compared to total disturbed land reached 93.02%, with a cumulative operational footprint of 8,148.13 hectares. To enhance revegetation success, the Company, through its subsidiary, implemented a premium reclamation program covering 101.06 hectares, utilizing superior plant varieties and intensive maintenance practices. The development of additional ecological indicators, such as the success rate of plant growth and the increase in biodiversity post-reclamation, are currently being prepared and is expected can be included in the next reporting period.

E. Conservation Areas and Additional Conservation Areas [GRI 101-2] [GRI 101-7] [GRI 12.5.3] [GRI 12.5.7]

Beyond reclamation activities, several conservation initiatives are implemented within and around operational areas, including the establishment of biodiversity protection zones, habitat restoration programs, and species conservation initiatives. These programs include:

- A 24-hectare nursery producing approximately 500,000 seedlings annually
- An aviary facility hosting 62 species and 304 individual birds
- A 4-hectare orchid conservation park
- Coral reef transplantation and conservation efforts covering a cumulative area of 10,121 m^2

These programs are categorized as additional conservation actions and are currently not counted as formal biodiversity offsets schemes.

Through reclamation, rehabilitation, and conservation initiatives, several species have been observed returning to reclaimed or rehabilitated areas, indicating positive ecological recovery. The Company through its subsidiary continues to conduct regular biodiversity monitoring to ensure that conservation measures remain effective and that operational activities remain aligned with the long-term preservation of local ecosystems. [GRI 304-1] [GRI 304-2]

F. Changes in Biodiversity Status [GRI 101-7] [GRI 12.5.7]

Biodiversity monitoring indicates a diversity index of 3.56, with the following species distribution:

- Endangered: 8
- Vulnerable: 28
- Near Threatened: 46
- Least Concern: 65

Pengungkapan ini sejalan dengan pelaporan spesies berdasarkan Daftar Merah IUCN. Analisis tren multi-tahun dan *baseline* formal sedang dikembangkan untuk memperkuat pemantauan longitudinal dan ditargetkan tersedia pada 2027.

This disclosure aligns with species reporting based on the IUCN Red List. Multi-year trend analysis and the development of a formal baseline are currently underway to strengthen longitudinal biodiversity monitoring and are targeted to be available by 2027.



Nursery BIB

Kawasan *nursery* merupakan fasilitas pendukung kegiatan reklamasi, yang berfungsi sebagai pusat pembibitan untuk penyediaan tanaman revegetasi di area pascatambang. Berdiri di atas lahan seluas 24 hektar, kawasan ini dikembangkan sebagai ekosistem terpadu yang tidak hanya berfokus pada produksi bibit, tetapi juga mendukung integrasi fungsi lingkungan, konservasi, dan pemberdayaan sumber daya. Di dalam kawasan ini terdapat berbagai fasilitas pendukung, seperti area pembibitan, peternakan sapi, rumah jamur, penyulingan sereh wangi, instalasi biogas, perkebunan sayur dan buah, budidaya sereh wangi, serta arboretum yang berfungsi sebagai area konservasi keanekaragaman hayati.

The nursery area is a supporting facility for reclamation activities, functioning as a seedling center for providing revegetation plants in post-mining areas. Standing on an area of 24 hectares, this region is developed as an integrated ecosystem that not only focuses on seed production but also supports the integration of environmental functions, conservation, and resource empowerment. Within this area, there are various supporting facilities, such as nurseries, cattle farms, mushroom houses, lemongrass distillation, biogas installations, vegetable and fruit orchards, lemongrass cultivation, and an arboretum that serves as a biodiversity conservation area.

Mempertimbangkan bahwa ketersediaan bibit dalam jumlah dan kualitas yang terkontrol merupakan faktor kunci dalam memastikan keberhasilan revegetasi dan pemulihan ekosistem pascatambang, Perseroan dan entitas anak menempatkan *nursery* sebagai komponen penting dalam kegiatan reklamasi. Setiap tahun, kawasan ini memproduksi sekitar 500.000 bibit tanaman untuk mendukung target reklamasi seluas 350 hektar.

Considering that the availability of seedlings in controlled quantities and quality is a key factor in ensuring the success of revegetation and post-mining ecosystem recovery, the Company and its subsidiaries place nurseries as an important component in reclamation activities. Every year, this area produces around 500,000 plant seedlings to support the reclamation target of 350 hectares.

Perseroan melalui entitas anak juga menerapkan inovasi ramah lingkungan dalam operasional nursery, seperti penggantian 100% plastik polybag dengan polytube yang dapat digunakan kembali untuk mengurangi timbulan limbah plastik. Perseroan melalui entitas anak juga menerapkan sistem IoT mist sprayer untuk mengoptimalkan penyiraman dan efisiensi penggunaan air.

The Company, through its subsidiaries, also implements environmentally friendly innovations in nursery operations, such as replacing 100% of plastic polybags with reusable polytubes to reduce plastic waste. The company, through its subsidiaries, also implements an IoT mist sprayer system to optimize watering and water usage efficiency.











Aviary BIB

Perseroan, melalui entitas anak, bekerja sama dengan PT Hutan Rindang Banua (HRB) dalam membangun dan mengelola *Aviary* sebagai fasilitas konservasi bagi berbagai spesies burung. Fasilitas ini dirancang agar burung dapat beraktivitas secara alami, sekaligus beradaptasi dan berkembang biak sebelum dilepaskan kembali ke habitat alaminya.

Aviary seluas 264 m^2 ini berada di dalam kawasan Nursery dan dikelola secara terstandarisasi dengan dukungan lembaga akademis dan tenaga ahli konservasi satwa untuk menjamin pemenuhan aspek kesejahteraan dan kesehatan satwa serta keberlanjutan konservasi.

Hingga 31 Desember 2025, *Aviary* menampung 62 spesies dengan total 304 ekor burung, terdiri atas 8 spesies dilindungi berdasarkan P.106 Tahun 2018 dan 17 spesies dengan status EN/NT/VU menurut IUCN.

The Company through its subsidiary collaborates with PT Hutan Rindang Banua (HRB) in building and managing an Aviary as a conservation facility for various bird species. This facility is designed so that birds can engage in natural activities, as well as adapt and breed before being released back into their natural habitat.

This 264 m^2 aviary is located within the Nursery area and is managed according to standardized procedures with the support of academic institutions and wildlife conservation experts to ensure the fulfilment of animal welfare and health aspects as well as conservation sustainability.

Until December 31, 2025, the aviary houses 62 species with a total of 304 birds, consisting of 8 protected species according to P.106 of 2018 and 17 species with EN/NT/VU status according to the IUCN.

G. Rehabilitasi di Luar Wilayah Konsesi [GRI 101-2] [GRI 101-5] [GRI 101-8] [GRI 12.3.6] [GRI 12.5.3] [GRI 12.5.5] [GRI 12.5.8]

Pada 2025, Perseroan melalui entitas anak di bisnis pertambangan, melaksanakan kegiatan rehabilitasi di luar wilayah konsesi seluas 843,90 hektar, sehingga total kumulatif rehabilitasi yang telah dilakukan mencapai 6.693,06 hektar. Upaya ini berkontribusi terhadap pemulihan fungsi ekologis di tingkat regional sekaligus mendukung pengelolaan lanskap pascatambang yang berkelanjutan. Perseroan melalui entitas anak berencana mengembangkan evaluasi kuantitatif untuk menilai lebih lanjut keterkaitan antara kegiatan rehabilitasi di luar wilayah konsesi dengan pengurangan dampak lingkungan residual dari kegiatan operasional.

G. Rehabilitation Outside the Concession Area [GRI 101-2] [GRI 101-5] [GRI 101-8] [GRI 12.3.6] [GRI 12.5.3] [GRI 12.5.5] [GRI 12.5.8]

In 2025, the Company, through its subsidiaries in the mining business, carried out rehabilitation activities outside the concession area covering 843.90 hectares, bringing the cumulative total of rehabilitation conducted to 6,693.06 hectares. These efforts contribute to the recovery of ecological functions at the regional level while supporting sustainable post-mining landscape management. The Company, through its subsidiaries, plans to develop a quantitative evaluation to further assess the relationship between rehabilitation activities outside the concession area and the reduction of residual environmental impacts from operational activities.

Luas Lahan Rehabilitasi di Luar Wilayah Konsesi
Rehabilitation Area Outside the Concession Area

Keterangan Information	2025	2024	2023
Area yang direhabilitasi di luar wilayah konsesi pada tahun berjalan (Ha) Area rehabilitated outside the concession area during the reporting year (Ha)	843.90	537.18	309.18
Area yang direhabilitasi di luar wilayah konsesi yang diserahkan kepada Pemerintah pada tahun berjalan (Ha) Area rehabilitated outside the concession area handed over to the Government during the reporting year (Ha)	2,143.30	0	867.41
Luas area yang direhabilitasi di luar Wilayah Konsesi (Ha) (kumulatif) Total area rehabilitated outside the concession area (Ha) (cumulative)	6,693.06	5,849.16	5,311.98
Total Area yang direhabilitasi diluar Wilayah Konsesi yang diserahkan kepada Pemerintah (Ha) (kumulatif) Total area rehabilitated outside the concession area handed over to the Government (Ha) (cumulative)	4,679.39	2,539.09	2,539.09
Inisiatif Diluar Kewajiban **Initiatives Beyond Regulatory Obligations**			
Arboreteum (Ha)	1.70	1.70	1.70
Taman Konservasi Anggrek (Ha) Orchid Conservation Park (Ha)	4.00	4.00	4.00
Terumbu Karang (Ha) Coral Reefs (Ha)	1.01	0.71	0.60

Kawasan Konservasi di Luar Area Tambang
Rehabilitation Area Outside the Concession Area

Taman Konservasi Anggrek
Orchid Conservation Park (Ha)

Perseroan melalui entitas anak di bidang pertambangan telah mengembangkan Taman Konservasi Anggrek seluas 4 hektar di Tahura Sultan Adam, yang terletak di DAS Barito, Kecamatan Aranio, Kabupaten Banjar. Program ini dijalankan bersama Dinas Kehutanan Provinsi Kalimantan Selatan sebagai pengelola kawasan konservasi.

Perseroan melalui entitas anak di bidang pertambangan juga telah melaksanakan program konservasi terumbu karang di Karang Batu Anjir dan Karang Bajangan yang berlokasi di Desa Bunati, Kabupaten Tanah Bumbu. Di area tersebut, entitas anak Perseroan secara berkala melakukan transplantasi dan pemantauan terumbu karang untuk menjaga kelestarian ekosistem laut di sekitar wilayah operasional pelabuhan entitas anak.

Taman konservasi ini menjadi pusat pelestarian berbagai jenis anggrek melalui sistem hibrida. Saat ini terdapat 16 spesies anggrek yang dikonservasi, meningkat dari sebelumnya 10 spesies, termasuk *Paraphalaenopsis laycockii* yang merupakan jenis dilindungi sesuai Permen LHK No. 106 Tahun 2018.

Hingga tahun 2025, entitas anak Perseroan telah berhasil melakukan konservasi terumbu karang seluas 10.121 m^2 secara kumulatif.

Konservasi Terumbu Karang
Coral Reefs (Ha)

The Company through its subsidiary in mining business, has developed a 4-hectare Orchid Conservation Park in Tahura Sultan Adam, located in the Barito River Basin, Aranio District, Banjar Regency. The program is implemented in collaboration with the South Kalimantan Provincial Forestry Office, which manages the conservation area.

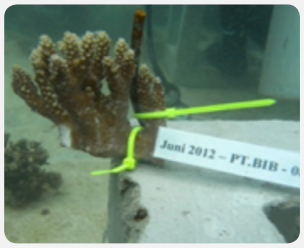
The Company through its subsidiary in mining business also implements a coral reef conservation program at Karang Batu Anjir and Karang Bajangan, located in Bunati Village, Tanah Bumbu Regency. In these areas, the subsidiary regularly conducts coral transplantation and monitoring to preserve marine ecosystems surrounding the operational area of the subsidiary's port.

This conservation park serves as a center for the preservation of various orchid species through a hybrid system. Currently, 16 orchid species are being conserved, an increase from 10 species previously, including Paraphalaenopsis laycockii, which is classified as a protected species under Minister of Environment and Forestry Regulation No. 106 of 2018.

As of 2025, the subsidiary has successfully conserved a cumulative 10,121 m^2 of coral reef area.

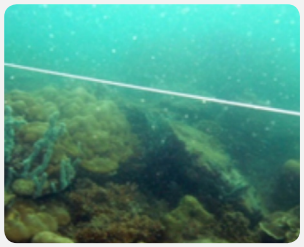
















H. Penutupan Tambang dan Pemulihan Jangka Panjang [GRI 101-2] [GRI 12.3.6] [GRI 12.5.3]

Perseroan melalui entitas anak di sektor pertambangan terus melaksanakan kegiatan penutupan tambang dan rehabilitasi lahan sesuai dengan rencana pascatambang yang telah disetujui serta ketentuan peraturan yang berlaku. Pada periode pelaporan, total area yang tercakup dalam perencanaan penutupan tambang dan rehabilitasi mencapai 7.863,97 hektar, yang mencerminkan komitmen jangka panjang Perseroan dalam pengelolaan lahan secara bertanggung jawab.

Dari total area tersebut, 1.574,57 hektar telah berhasil ditutup dan direhabilitasi, sementara 6.289,40 hektar lainnya saat ini masih berada dalam proses penutupan dan rehabilitasi secara bertahap.

Sebagai bentuk komitmen finansial terhadap pemulihan lingkungan, Perseroan juga telah menyediakan jaminan sebagai berikut:

- Jaminan penutupan tambang sebesar USD 1,73 juta [GRI 12.3.5]
- Jaminan reklamasi sebesar Rp148,42 miliar

Lokasi Operasional [GRI 12.3.4]

Di seluruh area operasional entitas anak di sektor pertambangan:

- 7.863,97 hektar telah memiliki rencana penutupan tambang dan rehabilitasi yang disetujui;
- 1.574,57 hektar telah ditutup dan direhabilitasi; dan
- 6.289,40 hektar sedang dalam proses penutupan secara bertahap.

Dalam hal terdapat rencana penutupan tambang yang berdampak pada tenaga kerja, Perseroan akan memberikan pemberitahuan kepada karyawan paling lambat 4 (empat) minggu sebelumnya, sesuai dengan ketentuan dalam Perjanjian Kerja Bersama yang berlaku. Bagi karyawan yang terdampak, Perseroan menyediakan dukungan melalui program pelatihan peralihan pekerjaan serta bentuk pendampingan lainnya untuk membantu membuka peluang kerja alternatif. [GRI 12.3.3]

Perencanaan pascatambang juga dilakukan secara kolaboratif dengan pemerintah dan pemangku kepentingan terkait, guna memastikan bahwa lahan bekas tambang dapat terus memberikan manfaat melalui pemulihan fungsi ekologis serta mendukung keberlanjutan sosial dan ekonomi masyarakat di sekitarnya.

I. Penilaian Lingkungan dan Sosial Pemasok [GRI 308-1] [GRI 308-2] [GRI 414-1] [GRI 414-2] [GRI 12.15.8] [GRI 12.15.9] [GRI 12.16.3] [GRI 12.17.3]

Pengelolaan rantai pasok yang bertanggung jawab dilaksanakan melalui entitas anak di sektor pertambangan dengan menerapkan kriteria lingkungan dan sosial dalam proses pemilihan serta evaluasi pemasok dan kontraktor guna mendukung praktik pertambangan berkelanjutan dan meminimalkan potensi dampak operasional. Setiap calon pemasok diwajibkan melampirkan dokumen Identifikasi Aspek dan Dampak Lingkungan (IADL) sebagai bagian dari

H. Mine Closure and Long-Term Rehabilitation [GRI 101-2] [GRI 12.3.6] [GRI 12.5.3]

The Company, through its mining subsidiary, continues to implement mine closure and land rehabilitation in accordance with approved post-mining plans and applicable regulations. During the reporting period, the total area covered by mine closure and rehabilitation planning reached 7,863.97 hectares, reflecting the Company's long-term commitment to responsible land management.

Of this area, 1,574.57 hectares have been successfully closed and rehabilitated, while 6,289.40 hectares are currently undergoing progressive closure and rehabilitation activities.

As part of its financial commitment to environmental restoration, the Company has established the following guarantees:

- Mine closure guarantee of USD 1.73 million [GRI 12.3.5]
- Reclamation guarantee of IDR 148.42 billion

Operational Locations [GRI 12.3.4]

Across the operational areas of the Company's mining subsidiary:

- 7,863.97 hectares have approved mine closure and rehabilitation plans;
- 1,574.57 hectares have already been closed and rehabilitated; and
- 6,289.40 hectares are currently in the closure process.

In the event that mine closure activities affect the workforce, employees will be notified at least 4 (four) weeks in advance, in accordance with provisions set out in the applicable Collective Labor Agreement. The Company also provides support for affected employees through job transition training programs and other assistance initiatives to help facilitate alternative employment opportunities. [GRI 12.3.3]

Post-mining planning is carried out in collaboration with government authorities and relevant stakeholders to ensure that land previously used for mining can continue to support ecological functions and contribute to sustainable socio-economic development in surrounding communities.

I. Supplier Environmental and Social Assessment [GRI 308-1] [GRI 308-2] [GRI 414-1] [GRI 414-2] [GRI 12.15.8] [GRI 12.15.9] [GRI 12.16.3] [GRI 12.17.3]

Responsible supply chain management is implemented through its mining subsidiary, which applies environmental and social criteria in the selection and evaluation of suppliers and contractors to support sustainable mining practices and minimize potential operational impacts. All prospective suppliers are required to submit an Environmental Aspect and Impact Identification (IADL) document as part of the due diligence process, ensuring that environmental risks

proses uji tuntas, sehingga potensi risiko lingkungan dapat diidentifikasi dan dikelola sejak tahap awal. Selain itu, entitas anak juga mengembangkan aplikasi internal "SANA-SINI" yang mengintegrasikan informasi perizinan operasional, lingkungan, dan sosial untuk memfasilitasi pemantauan kepatuhan pemasok secara terpusat dan terstruktur.

Selama tahun pelaporan, proses penyaringan berdasarkan kriteria lingkungan dan sosial telah dilakukan terhadap pemasok dan kontraktor yang terlibat dalam kegiatan operasional. Sebanyak 120 pemasok (100%) telah dinilai berdasarkan kriteria lingkungan dan 120 pemasok (100%) telah dinilai berdasarkan kriteria sosial, termasuk 21 pemasok baru (100%) yang terdaftar pada tahun berjalan. Selain itu, pemantauan operasional yang lebih luas juga mencakup 242 pemasok yang dievaluasi berdasarkan kriteria lingkungan dan 377 pemasok berdasarkan kriteria sosial melalui penilaian kinerja secara berkala. Berdasarkan hasil evaluasi, seluruh pemasok telah memenuhi persyaratan yang berlaku, meskipun upaya peningkatan berkelanjutan tetap menjadi fokus untuk memperkuat praktik rantai pasok yang bertanggung jawab. [GRI 308-1] [GRI 308-2] [GRI 414-1] [GRI 414-2] [GRI 12.15.8] [GRI 12.15.9] [GRI 12.16.3] [GRI 12.17.3]

J. Evaluasi & Audit Lingkungan [GRI 307] [POJK 51 | Peraturan Daerah]

Perseroan melalui entitas anak di bisnis pertambangan, secara berkala melaksanakan audit lingkungan internal dan eksternal untuk memastikan kepatuhan terhadap peraturan lingkungan yang berlaku serta memperkuat praktik pengelolaan lingkungan untuk tahun 2025. Audit internal dilakukan oleh auditor bersertifikasi Lead Auditor ISO 14001:2015, sementara audit eksternal dilaksanakan oleh PT Sucofindo.

Ruang lingkup audit mencakup kegiatan operasional pertambangan batu bara beserta fasilitas pendukungnya. Hasil audit tahun 2024 menunjukkan tidak terdapat temuan mayor, dengan beberapa temuan minor terkait jadwal pelaksanaan pemantauan lingkungan dan program pelatihan, yang menjadi bagian dari upaya perbaikan berkelanjutan.

Kinerja lingkungan dievaluasi secara berkala melalui kegiatan pemantauan dan tinjauan kepatuhan untuk memastikan kepatuhan terhadap peraturan yang berlaku, termasuk Peraturan Pemerintah No. 22 Tahun 2021 tentang Perlindungan dan Pengelolaan Lingkungan Hidup.

Selain audit, Perseroan melalui entitas anak melakukan evaluasi kinerja lingkungan setiap triwulan untuk menilai efektivitas pelaksanaan program dan mengidentifikasi peluang perbaikan. Hasil audit dan evaluasi dilaporkan kepada instansi pemerintah yang berwenang, termasuk Kementerian Lingkungan Hidup, ESDM, Kementrian Kehutanan serta Dinas Kehutanan Provinsi Kalimantan Selatan dan Dinas Lingkungan Hidup Provinsi Kalimantan Selatan dan Kabupaten Tanah Bumbu. Pelaporan dilakukan secara langsung maupun melalui platform digital pemerintah seperti SIMPEL, PELITA, SiCerdas, SiPongi, dan laporan izin lingkungan sesuai dengan izin lingkungan yang berlaku.

are identified and managed from the outset. In addition, the subsidiary has developed an internal application, "SANA-SINI", which integrates operational, environmental, and social licensing information to facilitate centralized monitoring of supplier compliance and performance.

During the reporting year, environmental and social screening was conducted for suppliers and contractors engaged in operational activities. A total of 120 suppliers (100%) were assessed against environmental criteria and 120 suppliers (100%) were assessed against social criteria, including 21 new suppliers (100%) registered during the year. In addition, broader operational monitoring covered 242 suppliers evaluated based on environmental criteria and 377 suppliers based on social criteria through periodic performance assessments. Based on the evaluation results, all suppliers met the applicable requirements, although continuous improvement remains an area of focus to further strengthen responsible supply chain practices. [GRI 308-1] [GRI 308-2] [GRI 414-1] [GRI 414-2] [GRI 12.15.8] [GRI 12.15.9] [GRI 12.16.3] [GRI 12.17.3]

J. Environmental Evaluation & Audit [GRI 307] [POJK 51 | Local Regulations]

The Company, through its subsidiaries in the mining business, periodically conducts both internal and external environmental audits to ensure compliance with applicable environmental regulations and to strengthen environmental management practices for 2025. Internal audits are carried out by auditors certified as ISO 14001:2015 Lead Auditors, while external audits are conducted by PT Sucofindo.

The audit scope covers coal mining operations and their supporting facilities. The 2024 audit results indicated no major findings, with only a few minor findings related to the scheduling of environmental monitoring activities and training programs, which are addressed as part of continuous improvement efforts.

Environmental performance is evaluated regularly through monitoring activities and compliance reviews to ensure adherence to applicable regulations, including Government Regulation No. 22 of 2021 on Environmental Protection and Management.

In addition to audits, the Company through its subsidiary conducts quarterly environmental performance evaluations to assess the effectiveness of program implementation and identify opportunities for improvement. The results of audits and evaluations are reported to the relevant government authorities, including the Ministry of Environment, the ESDM, the Ministry of Forestry, as well as the Provincial Forestry Office of South Kalimantan and the Environmental Agency of South Kalimantan Province and Tanah Bumbu Regency. Reporting is carried out both directly and through government digital platforms such as SIMPEL, PELITA, SiCerdas, SiPongi, and through environmental permit reports in accordance with the applicable environmental permits.

Penghargaan Aspek Lingkungan
Environmental Aspect Awards

Pada tahun 2025, Perseroan dan entitas anak memperoleh sejumlah penghargaan atas pencapaian aspek lingkungan, sebagai berikut:
- PT Andalan Satria Lestari, entitas anak, mendapatkan PROPER Biru untuk tahun 2024-2025
- GEMS, entitas anak, mendapatkan penghargaan CSR & Pengembangan Desa Berkelanjutan Awards 2025 kategori Gold melalui Program Unggulan Pilar Lingkungan: Andaru Mamulih Angsana dari ISSF.
- BIB, entitas anak, mendapatkan PROPER Hijau untuk tahun 2025.

In 2025, the Company and its subsidiaries received several awards recognizing their environmental performance, as follows:
- PT Andalan Satria Lestari, a subsidiary, received the Blue Rating in the PROPER Program for the 2024–2025 assessment period.
- GEMS, a subsidiary, received the CSR & Sustainable Village Development Awards 2025 (Gold category) for its flagship Environmental Pillar program, Andaru Mamulih Angsana, presented by ISSF.
- BIB, a subsidiary, received the Green Rating in the PROPER Program for the 2025 assessment period.

Verifikasi, Umpan Balik dan Pernyataan Tanggung Jawab [GRI 2-3-d] [GRI 2-25-b] [GRI 2-25-e] [GRI 2-26] [ACGS (B)C.1.3.]
Verification, Feedback and Statement of Responsibility [GRI 2-3-d] [GRI 2-25-b] [GRI 2-25-e] [GRI 2-26] [ACGS (B)C.1.3.]

Verifikasi Pihak Independen [GRI 2-5-b] [ACGS (B)C.1.2.]

Perseroan, melalui GEMS sebagai entitas anak utama yang memberikan kontribusi signifikan terhadap pendapatan Perseroan, telah menggunakan jasa penyedia assurance eksternal independen, yaitu PT Sucofindo, untuk meningkatkan kredibilitas dan keandalan pengungkapan keberlanjutan Perseroan.

Pelaksanaan assurance dilakukan berdasarkan standar AA1000AS v3 (*AccountAbility Assurance Standard*) dan ISAE 3000 (*Revised*) yang diterbitkan oleh *International Auditing and Assurance Standards Board*.

Selain itu, GEMS juga menggunakan jasa *National Center for Corporate Reporting* untuk melakukan pengecekan guna memastikan bahwa Laporan Keberlanjutan GEMS telah sesuai dengan standar pelaporan yang berlaku, termasuk GRI Standards dan Surat Edaran OJK No. 16/SEOJK.04/2021.

Informasi penting terkait GEMS dan entitas anak Perseroan lainnya telah dikonsolidasikan dalam Laporan Tahunan (dan Keberlanjutan) Perseroan. Untuk memastikan kredibilitas dan kualitas informasi keberlanjutan material yang disajikan dalam laporan konsolidasian tersebut, Perseroan sebagai entitas induk telah melakukan proses verifikasi internal yang memadai.

Perseroan saat ini belum melibatkan pihak independen untuk melakukan verifikasi atas informasi terkait keseluruhan implementasi program TJSL. Perseroan akan mempertimbangkan untuk melibatkan pihak independen dalam melakukan verifikasi atas implementasi program TJSL pada periode pelaporan mendatang.

Umpan Balik

Perseroan membuka akses kepada para pemangku kepentingan untuk menyampaikan pertanyaan, umpan balik, saran, keluhan, maupun laporan pelanggaran terkait dengan pelaksanaan kegiatan operasional dan/atau keberlanjutan usaha Perseroan dan entitas anak kepada Sekretaris Perusahaan Perseroan.

Verification by Independent Party
[GRI 2-5-b] [ACGS (B)C.1.2.]

The Company, through GEMS, a key subsidiary contributing significantly to the Company's revenue has engaged an independent external assurance provider, PT Sucofindo, to enhance the credibility and reliability of the Company's sustainability disclosures.

The assurance engagement was carried out in accordance with AA1000AS v3 (AccountAbility Assurance Standard) and ISAE 3000 (Revised) issued by the International Auditing and Assurance Standards Board.

In addition, GEMS has engaged the National Center for Corporate Reporting to conduct checks to ensure that GEMS's Sustainability Report complies with applicable reporting standards, including the GRI Standards and OJK Circular Letter No. 16/SEOJK.04/2021.

Key information related to GEMS and other subsidiaries of the Company has been consolidated in the Company's Annual Report (and Sustainability Report). To ensure the credibility and quality of the material sustainability information presented in the consolidated report, the Company, as the parent entity, has carried out an adequate internal verification process.

The Company has not yet involved an independent party to verify the information related to the overall implementation of the Company's CSER programs. The Company will consider involving an independent party to verify information related to the implementation of CSER programs in the coming years.

Feedback

The Company provides access for stakeholders to submit questions, feedback, suggestions, complaints, and whistleblowing reports related to the implementation of operational and/or business sustainability of the Company and its subsidiaries to the Company's Corporate Secretary.

DSS
energy and infrastructure

KUESIONER TENTANG KEBERLANJUTAN
Questionnaire On Sustainability

Kami mengharapkan masukan dari anda mengenai aspek material yang anda nilai pentng bagi keberlanjutan PT Dian Swastatka Sentosa Tbk dan enttas anak

We need your input regarding material aspects that you value are important for the sustainability of PT Dian Swastatika Sentosa Tbk and its subsidiaries

PROFIL PEMANGKU KEPENTINGAN / STAKEHOLDER PROFILE

Nama / Name : .....
Nama Perusahaan / Name of Company : .....
Surat Elektronik / Email : .....
No. HP / Mobile Number : .....

- ☐ Pemegang saham / Shareholder
- ☐ Pelanggan / Customer
- ☐ Karyawan / Employee
- ☐ Pemasok / Supplier
- ☐ Kreditur / Creditor
- ☐ Pemerintah / Government
- ☐ Media / Media
- ☐ Masyarakat lokal / Local community
- ☐ Lain-lain / Others

Pertumbuhan kinerja perusahaan	☐ Company's performance growth
Tata kelola perusahaan	☐ Corporate governance
Ketepatan waktu pembayaran pinjaman dan bunga	☐ Timely repayment of loans and interest
Ketepatan waktu pembayaran ke pemasok	☐ Timely payment to the suppliers
Rasio keuangan dan covenants yang terjaga	☐ Maintained financial ratios and covenants
Kemampuan pengembalian investasi	☐ Investment return ability
Kualitas produk/jasa yang baik dan sesuai	☐ Good and appropriate product/service quality
Proses pengadaan produk/jasa yang transparan	☐ Transparent procurement process
Permintaan produk/jasa yang wajar ke pemasok	☐ Reasonable product/service requests to suppliers
Harga produk/jasa yang wajar	☐ Reasonable prices for products/services
Pelayanan purna jual dan/atau penanganan keluhan yang baik	☐ Good after sales service and/or complaint handling
Perlakuan adil dan setara dalam perencanaan karir dan remunerasi	☐ Fair and equal treatment in career planning and remuneration
Kesehatan dan keselamatan kerja	☐ Occupational Safety and Health
Penyelenggaraan pelatihan dan pengembangan secara berkala	☐ Provision of regular training an development
Keberlanjutan usaha	☐ Business sustainability
Kepatuhan pada peraturan dan perundang-undangan	☐ Compliance with laws and regulations
Keterbukaan informasi dan pelaporan yang akurat dan tepat waktu	☐ Accurate and timely disclosure of information and reporting
Pengelolaan limbah dan lingkungan	☐ Waste and environmental management
Ketersediaan lapangan pekerjaan	☐ Availability of employment
Pengembangan ekonomi, sosial, dan lingkungan masyarakat	☐ Community economic, social and environmental development
Lainnya (jika ada) :	☐ Others (if any) :
.....	.....

Terima kasih atas kesediaan Bapak/Ibu meluangkan waktu untuk mengisi kuesioner tentang keberlanjutan ini. Mohon agar kuesioner yang sudah diisi dapat dikirimkan kepada kami melalui surat elektronik/faksimili/pos ke:

Thank you for your willingness to take the time to fill out this questionnaire on sustainability. Please send the completed questionnaire to us via electronic mail/facsimile/post to:

PT Dian Swastatika Sentosa Tbk
Sinar Mas Land Plaza, Tower II, 24th Floor
Jl. MH. Thamrin No. 51
Jakarta 10350, Indonesia
Up. / Attn: Sekretaris Perusahaan / Corporate Secretary Surat Elektronik / Email: corsec@dss.co.id
Telepon / Telephone: +62 21 31990258
Faksimili / Facsimile: +62 21 31990259

Dugaan mengenai pelanggaran aspek ekonomi, lingkungan hidup, ataupun sosial juga dapat disampaikan melalui:
- whatsApp ke 08811686386
- surat elektronik ke whistleblower@dss.co.id
- formulir elektronik di https://whistleblower.dssa.co.id/

Khusus untuk pertanyaan, umpan balik, saran, keluhan, maupun laporan pelanggaran terkait bisnis teknologi, dapat disampaikan melalui layanan pelanggan MyRepublic ke nomor telepon 1500818.

Adapun untuk pertanyaan, umpan balik, saran, keluhan, maupun laporan pelanggaran terkait kegiatan operasi BIB, dapat menghubungi OHS Call Center BIB di nomor 08125109555.

Informasi lainnya mengenai sistem pelaporan pelanggaran, serta jumlah pengaduan yang diterima dan diselesaikan pada tahun 2025, dapat dilihat pada bagian Governansi Korporat, sub-bagian Unit Audit Internal.

Pada tanggal 1 September 2025, Perseroan menerima umpan balik dari OJK melalui surat OJK No. S-1829/PM.212/2025 tertanggal 29 Agustus 2025 perihal Penelaahan Laporan Tahunan 2024 dan Laporan Keberlanjutan 2024 PT Dian Swastatika Sentosa Tbk, melalui sistem pelaporan elektronik IDX OJK. Sebagai bentuk komitmen terhadap kepatuhan dan peningkatan kualitas keterbukaan informasi, Perseroan telah menindaklanjuti umpan balik tersebut dengan menyampaikan tanggapan resmi kepada OJK pada tanggal 8 September 2025.

Pelepasan dan Batasan Tanggung Jawab

Laporan ini berisi informasi pencapaian Perseroan serta rencana dan harapan masa depan. Realisasi mungkin berbeda dari rencana yang sudah ditetapkan dalam hal terjadi perubahan-perubahan atas asumsi yang digunakan pada saat Perseroan membuat rencana masa depan, antara lain yang terkait dengan peraturan perundang-undangan, kondisi ekonomi dan politik, nilai tukar mata uang, kondisi pasar komoditas, kompetisi usaha, prinsip-prinsip akuntansi, dan lain-lain.

Indications regarding violations of economic, environmental, and social aspects can also be submitted through:
- whatsApp to 08811686386
- email to whistleblower@dss.co.id
- e-form at https://whistleblower.dssa.co.id/

Questions, feedback, suggestions, complaints, or whistleblowing reports related to technology business can be submitted through MyRepublic Customer Service at 1500818.

Questions, feedback, suggestions, complaints, or whistleblowing reports related to BIB's operations activities can be submitted through the BIB OHS Call Center at 08125109555.

Other information regarding the whistleblowing system, as well as the number of complaints received and resolved in 2025, can be seen in the Corporate Governance section, Internal Audit Unit subsection.

On September 1, 2025, the Company received feedback from OJK through OJK letter No. S-1829/PM.212/2025 dated August 29, 2025, regarding the Review of the 2024 Annual Report and the 2024 Sustainability Report of PT Dian Swastatika Sentosa Tbk, through the IDX OJK electronic reporting system. As a form of commitment to compliance and improving the quality of information disclosure, the Company has followed up on the feedback by submitting an official response to OJK on September 8, 2025.

Disclaimer and Limitation of Liability

This report contains information on the Company's achievements as well as plans and expectations. Realizations may differ from the plans if there are changes in the assumptions used in the plan such as changes in laws and regulations, economic and political conditions, currency exchange rates, commodity market conditions, business competition, accounting principles, and others.

Referensi Lampiran Surat Edaran OJK No. 32/ SEOJK.04/2015

Reference to The Attachment of OJK Circular Letter No. 32/SEOJK.04/2015

No.	Prinsip dan Rekomendasi Principles and Recommendations	Penerapan Implementation	Referensi Reference	Keterangan Note
A	**Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-Hak Pemegang Saham** **Relations Between the Public Company and Its Shareholders' Rights**			
1	Meningkatkan Nilai Penyelenggaraan RUPS Increasing the Value of the GMS			
1.1	Perusahaan Terbuka memiliki cara atau prosedur teknis pengumpulan suara (*voting*) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham The Public Company has a technical method or procedure for voting, whether open or closed, which prioritizes the independency and interests of shareholders	Ya Yes		
1.2	Seluruh anggota Direksi dan anggota Dewan Komisaris Perusahaan Terbuka hadir dalam RUPST All members of the Board of Directors and the Board of Commissioners of the Public Company attend the AGM	Tidak No		Bapak Franky Oesman Widjaja selaku Presiden Komisaris dan Bapak Hendrikus Passagi selaku Komisaris Independen tidak menghadiri RUPST tanggal 18 Juni 2025 dikarenakan memiliki agenda lain. Mr. Franky Oesman Widjaja as the President Commissioner and Mr. Hendrikus Passagi as the Independent Commissioner did not attend the AGM on June 18, 2025, due to other agenda.
1.3	Ringkasan risalah RUPS tersedia dalam situs web Perusahaan Terbuka paling sedikit selama 1 (satu) tahun Summary of the minutes of the GMS is available on the Public Company's website for at least 1 (one) year	Ya Yes	www.dssa.co.id Hubungan Investor > RUPS www.dssa.co.id Investor Relations > GMS	
2	Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor Strengthening the Quality of Communication Between the Public Company and the Shareholders or Investors			
2.1	Perusahaan Terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor The Public Company has a policy on communication with shareholders or investors	Ya Yes	· Kebijakan Komunikasi dengan Pemegang Saham dan Pemangku Kepentingan Lainnya · Communication with Shareholders and Other Stakeholders Policy	
2.2	Perusahaan Terbuka mengungkapkan kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor dalam situs web The Public Company discloses its policy on communication with shareholders or investors on its website	Ya Yes	www.dssa.co.id Hubungan Investor > Laporan Tahunan dan Keberlanjutan www.dssa.co.id Investor Relations > Annual and Sustainability Report	

No.	Prinsip dan Rekomendasi Principles and Recommendations	Penerapan Implementation	Referensi Reference	Keterangan Note
B	**Fungsi dan Peran Dewan Komisaris** **Function and Role of the Board of Commissioners**			
3	Memperkuat Keanggotaan dan Komposisi Dewan Komisaris Strengthening the Membership and Composition of the Board of Commissioners			
3.1	Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi Perusahaan Terbuka The determination of the number of members of the Board of Commissioners takes into account the condition of the Public Company	Ya Yes		
3.2	Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan The determination of the composition of the members of the Board of Commissioners takes into account the diversity of expertise, knowledge, and experience required	Ya Yes		
4	Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris Strengthening the Quality of the Execution of Duties and Responsibilities of the Board of Commissioners			
4.1	Dewan Komisaris mempunyai kebijakan penilaian diri (*self-assessment*) untuk menilai kinerja Dewan Komisaris The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners	Ya Yes	· Kebijakan Penilaian Kinerja Dewan, Komite, dan Unit-Unit Pendukung · Performance Evaluation of the Boards, Committees, and Supporting Units Policy	
4.2	Kebijakan penilaian diri (*self-assessment*) untuk menilai kinerja Dewan Komisaris, diungkapkan melalui Laporan Tahunan Perusahaan Terbuka The self-assessment policy to assess the performance of the Board of Commissioners is disclosed in the Annual Report of the Public Company	Ya Yes		
4.3	Dewan Komisaris mempunyai kebijakan terkait pengunduran diri anggota Dewan Komisaris apabila terlibat dalam kejahatan keuangan The Board of Commissioners has a policy on the resignation of the member of the Board of Commissioners who is involved in a financial crime	Ya Yes	www.dssa.co.id Tata Kelola Perusahaan > Piagam > Piagam Dewan Komisaris www.dssa.co.id Corporate Governance > Charters > Charter of the Board of Commissioners	
4.4	Dewan Komisaris atau komite yang menjalankan fungsi nominasi dan remunerasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi The Board of Commissioners or the committee that performs the nomination and remuneration functions prepares a succession policy for the process of nominating the members of the Board of Directors	Ya Yes		

No.	Prinsip dan Rekomendasi Principles and Recommendations	Penerapan Implementation	Referensi Reference	Keterangan Note
C	**Fungsi dan Peran Direksi** **Function and Role of the Board of Directors**			
5	Memperkuat Keanggotaan dan Komposisi Direksi Strengthening the Membership and Composition of the Board of Directors			
5.1	Penentuan jumlah anggota Direksi mempertimbangkan kondisi Perusahaan Terbuka serta efektivitas dalam pengambilan keputusan The determination of the number of members of the Board of Directors takes into account the condition of the Public Company and the effectiveness of decision-making	Ya Yes		
5.2	Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan The determination of the composition of the members of the Board of Directors takes into account the diversity of expertise, knowledge, and experience required	Ya Yes		
5.3	Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi The member of the Board of Directors who is in charge of finance or accounting has expertise and/or knowledge in the accounting field	Ya Yes		
6	Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi Strengthening the Quality of the Execution of Duties and Responsibilities of the Board of Directors			
6.1	Direksi mempunyai kebijakan penilaian diri (*self-assessment*) untuk menilai kinerja Direksi The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors	Ya Yes	· Kebijakan Penilaian Kinerja Dewan, Komite, dan Unit-Unit Pendukung · Performance Evaluation of the Boards, Committees, and Supporting Units Policy	
6.2	Kebijakan penilaian diri (*self-assessment*) untuk menilai kinerja Direksi diungkapkan melalui Laporan Tahunan Perusahaan Terbuka The self-assessment policy to assess the performance of the Board of Directors is disclosed in the Annual Report of the Public Company	Ya Yes		
6.3	Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan The Board of Directors has a policy on the resignation of the member of the Board of Directors who is involved in a financial crime	Ya Yes	www.dssa.co.id Tata Kelola Perusahaan > Piagam > Piagam Direksi www.dssa.co.id Corporate Governance > Charters > Charter of the Board of Directors	

No.	Prinsip dan Rekomendasi Principles and Recommendations	Penerapan Implementation	Referensi Reference	Keterangan Note
D	**Partisipasi Pemangku Kepentingan** **Stakeholder Participation**			
7	Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan Strengthening Corporate Governance Aspects through Stakeholder Participation			
7.1	Perusahaan Terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading*	Ya	· Kode Etik · Kebijakan Kepemilikan dan Perdagangan Saham Orang Dalam	
	The Public Company has a policy to prevent insider trading	Yes	· Code of Conduct · Insider Trading and Share Ownership Policy	
7.2	Perusahaan Terbuka memiliki kebijakan anti-korupsi dan anti-*fraud*	Ya	· Kode Etik · Kebijakan Anti Korupsi	
	The Public Company has an anti-corruption and anti-fraud policy	Yes	· Code of Conduct · Anti-Corruption Policy	
7.3	Perusahaan Terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau *vendor*	Ya	· Kebijakan Pengadaan Barang dan/atau Jasa	
	The Public Company has a policy on vendor selection and capability improvement	Yes	· Procurement of Goods and/or Services Policy	
7.4	Perusahaan Terbuka memiliki kebijakan tentang pemenuhan hak-hak kreditur	Ya	· Kebijakan Pemenuhan Hak-Hak Kreditur	
	The Public Company has a policy on the fulfillment of creditors' rights	Yes	· Creditors' Rights Fulfilment Policy	
7.5	Perusahaan Terbuka memiliki kebijakan sistem *whistleblowing*	Ya	· Kebijakan Sistem Pelaporan Pelanggaran	
	The Public Company has a policy on a whistleblowing system	Yes	· Whistleblowing System Policy	
7.6	Perusahaan Terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan	Ya		
	The Public Company has a policy on long-term incentives for the Board of Directors and employees	Yes		
E	**Keterbukaan Informasi** **Information Disclosure**			
8	Meningkatkan Pelaksanaan Keterbukaan Informasi Strengthening Information Disclosure Practices			
8.1	Perusahaan Terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web Perseroan sebagai media keterbukaan informasi	Ya		
	The Public Company utilizes information technology other than website as the media for disclosing information	Yes		

No.	Prinsip dan Rekomendasi Principles and Recommendations	Penerapan Implementation	Referensi Reference	Keterangan Note
8.2	Laporan Tahunan Perusahaan Terbuka mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka paling sedikit 5% (lima persen), selain pengungkapan pemilik manfaat akhir dalam kepemilikan saham Perusahaan Terbuka melalui pemegang saham utama dan pengendali The Annual Report of the Public Company discloses the ultimate beneficial owner in the Public Company with share ownership of at least 5% (five percent), in addition to the disclosure of the ultimate beneficial owner in the Public Company share ownership through the majority and controlling shareholders	Ya Yes		

Referensi Peraturan OJK No. 51/POJK.03/2017

Reference to OJK Regulation No. 51/POJK.03/2017

Isi Laporan Keberlanjutan	Halaman dan Keterangan Page and Notes	Content of The Sustainability Report
Penjelasan Strategi Keberlanjutan		**Explanation of the Sustainability Strategy**
Penjelasan strategi berkelanjutan berisi penjelasan mengenai strategi keberlanjutan LJK, Emiten, dan Perusahaan Publik	19-25, 333-336, 348-351, 351-367	The explanation of the sustainability strategy contains explanations of the sustainability strategies of FSI, Issuer, and Public Company
Ikhtisar Kinerja Aspek Keberlanjutan		**Summary on Sustainability Aspects Performance**
a. Aspek Ekonomi	345, 348-350	a. Economic Aspects
1) Kuantitas produksi atau jasa yang dijual		1) Quantity of products or services offered
2) Pendapatan atau penjualan		2) Revenue or sales
3) Laba atau rugi bersih		3) Net profit or loss
4) Produk ramah lingkungan		4) Environmentally friendly products
5) Pelibatan pihak lokal yang berkaitan dengan proses bisnis Keuangan Berkelanjutan		5) Engagement of local stakeholders related to the Sustainable Finance business process
b. Aspek Lingkungan Hidup	347-348, 377-414	b. Environmental Aspects
1) Penggunaan energi (antara lain listrik dan air)		1) Energy consumption (including electricity and water)
2) Pengurangan emisi yang dihasilkan (bagi LJK, Emiten, dan Perusahaan Publik yang proses bisnisnya berkaitan langsung dengan Lingkungan Hidup)		2) Reduction of emissions produced (for FSI, Issuer, and Public Company, whose business processes are directly related to the Environment)
3) Pengurangan limbah dan efluen (limbah yang telah memasuki lingkungan) yang dihasilkan (bagi LJK, Emiten, dan Perusahaan Publik yang proses bisnisnya berkaitan langsung dengan Lingkungan Hidup)		3) Reduction of waste and effluents (waste that has entered the environment) generated (for FSI, Issuer, and Public Company, whose business processes are directly related to the Environment)
4) Pelestarian keanekaragaman hayati (bagi LJK, Emiten, dan Perusahaan Publik yang proses bisnisnya berkaitan langsung dengan Lingkungan Hidup)		4) Conservation of biodiversity (for FSI, Issuer, and Public Company whose business processes are directly related to the Environment)
c. Aspek Sosial	346, 351-376	c. Social Aspects
Aspek sosial yang merupakan uraian mengenai dampak positif dan negatif dari penerapan Keuangan Berkelanjutan bagi masyarakat dan lingkungan (termasuk orang, daerah, dan dana)		Social aspects, which are a description of the positive and negative impacts of the application of Sustainable Finance on the community and the environment (including people, regions, and funds)

Isi Laporan Keberlanjutan	Halaman dan Keterangan Page and Notes	Content of The Sustainability Report
Profil Singkat LJK, Emiten, dan Perusahaan Publik		**Brief Profile of the FSI, Issuer, and Public Company**
Profil singkat menyajikan gambaran keseluruhan mengenai karakteristik LJK, Emiten, dan Perusahaan Publik, paling sedikit memuat:	26-97	A brief profile presenting an overall picture regarding the characteristics of the FSI, Issuer, and Public Company, which at least contains:
a. Visi, misi, dan nilai keberlanjutan LJK, Emiten, dan Perusahaan Publik		a. Vision, mission, and sustainability values of the FSI, Issuer, and Public Company
b. Nama, alamat, nomor telepon, nomor faksimili, alamat surat elektronik (*e-mail*), dan situs web LJK, Emiten, dan Perusahaan Publik, serta kantor cabang dan/atau kantor perwakilan LJK, Emiten, dan Perusahaan Publik		b. Name, address, telephone number, facsimile number, e-mail address, and website of FSI, Issuer, and Public Company, and branch offices and/or representative offices of FSI, Issuer, and Public Company
c. Skala usaha LJK, Emiten, dan Perusahaan Publik secara singkat, meliputi:		c. Business scale in brief of the FSI, Issuer, and Public Company, which includes:
1) Total aset atau kapitalisasi aset, dan total kewajiban (dalam jutaan rupiah)		1) Total assets or asset capitalization, and total liabilities (in millions of rupiah)
2) Jumlah karyawan yang dibagi menurut jenis kelamin, jabatan, usia, pendidikan, dan status ketenagakerjaan		2) Number of employees divided according to sex, position, age, education, and employment status
3) Persentase kepemilikan saham (publik dan pemerintah)		3) Percentage of share ownership (public and government)
4) Wilayah operasional		4) Operational area
d. Penjelasan singkat mengenai produk, layanan, dan kegiatan usaha yang dijalankan		d. A brief description of the products, services, and business activities carried out
e. Keanggotaan pada asosiasi		e. Membership in associations
f. Perubahan LJK, Emiten, dan Perusahaan Publik yang bersifat signifikan, antara lain terkait dengan penutupan atau pembukaan cabang, dan struktur kepemilikan		f. Significant changes in the FSI, Issuer, and Public Company, such as those relating to the closing or opening of branches, and ownership structure
Penjelasan Direksi		**Explanation from the Board of Directors**
Penjelasan Direksi memuat:	18-25, 40-43, 45-49, 98-159, 330-417	The explanation from the Board of Directors contains:
a. Kebijakan untuk merespon tantangan dalam pemenuhan strategi keberlanjutan, paling sedikit meliputi:		a. Policies to respond to challenges in meeting the sustainability strategy, at least include:
1) Penjelasan nilai keberlanjutan bagi LJK, Emiten, dan Perusahaan Publik		1) Explanation of the value of sustainability for FSI, Issuer, and Public Company
2) Penjelasan respon LJK, Emiten, dan Perusahaan Publik terhadap isu terkait penerapan Keuangan Berkelanjutan		2) Explanation of FSI's, Issuer's, and Public Company's responses to issues related to the application of Sustainable Finance
3) Penjelasan komitmen pimpinan LJK, Emiten, dan Perusahaan Publik dalam pencapaian penerapan Keuangan Berkelanjutan		3) Explanation of the commitment of the FSI, Issuer, and Public Company leaders in achieving Sustainable Finance application
4) Pencapaian kinerja penerapan Keuangan Berkelanjutan		4) Achievement of the Sustainable Finance application performance
5) Tantangan pencapaian kinerja Keuangan Berkelanjutan		5) Challenges in Sustainable Finance application performance achievement
b. Penerapan Keuangan Berkelanjutan, paling sedikit meliputi:		b. Application of Sustainable Finance, at least includes:
1) Pencapaian kinerja penerapan Keuangan Berkelanjutan (ekonomi, sosial, dan Lingkungan Hidup) dibandingkan dengan target		1) Performance accomplishments of the application of Sustainable Finance (economic, social, and environment) compared to the target
2) Penjelasan prestasi dan tantangan termasuk peristiwa penting selama periode pelaporan (bagi LJK yang diwajibkan membuat Rencana Aksi Keuangan Berkelanjutan)		2) Explanation of achievements and challenges, including important events during the reporting period (for FSI that is required to make a Sustainable Financial Action Plan)

Isi Laporan Keberlanjutan	Halaman dan Keterangan Page and Notes	Content of The Sustainability Report
c. Strategi pencapaian target, paling sedikit meliputi:		c. Target achievement strategies, at least include:
1) Pengelolaan risiko atas penerapan Keuangan Berkelanjutan terkait aspek ekonomi, sosial, dan Lingkungan Hidup		1) Risk management on the application of Sustainable Finance related to economic, social, and environmental aspects
2) Pemanfaatan peluang dan prospek usaha		2) Exploiting business opportunities and prospects
3) Penjelasan situasi eksternal ekonomi, sosial, dan Lingkungan Hidup yang mempengaruhi keberlanjutan LJK, Emiten, dan Perusahaan Publik		3) Explanation of external economic, social, and environmental situations that affect the sustainability of FSI, Issuer, and Public Company
Tata Kelola Keberlanjutan		**Sustainability Governance**
Tata kelola keberlanjutan memuat:	50-51, 160-415	Sustainability governance includes:
a. Uraian mengenai tugas bagi Direksi dan Dewan Komisaris, pegawai, pejabat dan/atau unit kerja yang menjadi penanggung jawab penerapan Keuangan Berkelanjutan		a. Description of duties of the Board of Directors and the Board of Commissioners, employees, officers, and/or work units responsible for implementing Sustainable Finance
b. Penjelasan mengenai pengembangan kompetensi yang dilaksanakan terhadap anggota Direksi, anggota Dewan Komisaris, pegawai, pejabat dan/atau unit kerja yang menjadi penanggung jawab penerapan Keuangan Berkelanjutan		b. Explanation regarding competency development held for members of the Board of Directors, members of the Board of Commissioners, employees, officials, and/or work units responsible for implementing Sustainable Finance
c. Penjelasan mengenai prosedur LJK, Emiten, dan Perusahaan Publik dalam mengidentifikasi, mengukur, memantau, dan mengendalikan risiko atas penerapan Keuangan Berkelanjutan terkait aspek ekonomi, sosial, dan Lingkungan Hidup, termasuk peran Direksi dan Dewan Komisaris dalam mengelola, melakukan telaah berkala, dan meninjau efektivitas proses manajemen risiko LJK, Emiten, dan Perusahaan Publik		c. Description of the procedures that FSI, Issuer, and Public Company apply in identifying, measuring, monitoring, and controlling risks out of the application of Sustainable Finance relating to economic, social, and environmental aspects, including the role of the Board of Directors and the Board of Commissioners in managing, conducting periodic reviews, and reviewing the effectiveness of risk management processes for the FSI, Issuer and Public Company
d. Penjelasan mengenai pemangku kepentingan yang meliputi:		d. Description of stakeholders, which includes:
1) Keterlibatan pemangku kepentingan berdasarkan hasil penilaian (*assessment*) manajemen, RUPS, surat keputusan atau lainnya		1) Stakeholders' involvement based on management assessment results, GMS, decree, or others
2) Pendekatan yang digunakan LJK, Emiten, dan Perusahaan Publik dalam melibatkan pemangku kepentingan dalam penerapan Keuangan Berkelanjutan, antara lain dalam bentuk dialog, survei, dan seminar		2) Approach used by FSI, Issuer, and Public Company in involving stakeholders in the application of Sustainable Finance, such as in the form of discussion, survey, and seminar
e. Permasalahan yang dihadapi, perkembangan, dan pengaruh terhadap penerapan Keuangan Berkelanjutan		e. Problems encountered, developments, and influences of the application of Sustainable Finance
Kinerja Keberlanjutan		**Sustainability Performance**
Kinerja keberlanjutan paling sedikit memuat:	10-11, 42-45, 127-159, 345-417	The sustainability performance includes at least:
a. Penjelasan mengenai kegiatan membangun budaya keberlanjutan di internal LJK, Emiten, dan Perusahaan Publik		a. Explanation regarding the activities of building a culture of sustainability in the internal FSI, Issuer, and Public Company
b. Uraian mengenai kinerja ekonomi dalam 3 (tiga) tahun terakhir meliputi:		b. Description of the economic performance in the last 3 (three) years, including:
1) Perbandingan target dan kinerja produksi, portofolio, target pembiayaan, atau investasi, pendapatan dan laba rugi dalam hal Laporan Keberlanjutan disusun secara terpisah dengan Laporan Tahunan		1) Comparison of production targets and performance, portfolio, financing targets, or investment, revenue, and profit/loss in case the Sustainability Report is prepared separately from the Annual Report
2) Perbandingan target dan kinerja portofolio, target pembiayaan, atau investasi pada instrument keuangan atau proyek yang sejalan dengan penerapan Keuangan Berkelanjutan		2) Comparison of portfolio targets and performance, financing targets, or investments in financial instruments or projects in line with the application of Sustainable Finance
c. Kinerja sosial dalam 3 (tiga) tahun terakhir:		c. Social performance in the last 3 (three) years:
1) Komitmen LJK, Emiten, dan Perusahaan Publik untuk memberikan layanan atas produk dan/atau jasa yang setara kepada konsumen		1) Commitments of FSI, Issuer, and Public Company to provide services for equivalent products and/or services to consumers

Isi Laporan Keberlanjutan	Halaman dan Keterangan Page and Notes	Content of The Sustainability Report
2) Ketenagakerjaan, paling sedikit memuat:		2) Labor, at least contains:
a) Pernyataan kesetaraan kesempatan bekerja dan ada atau tidaknya tenaga kerja paksa dan tenaga kerja anak		a) Statement of equality of employment opportunities and the presence or absence of forced and child labor
b) Persentase remunerasi pegawai tetap di tingkat terendah terhadap upah minimum regional		b) Percentage of permanent employee remuneration at the lowest level against the regional minimum wage
c) Lingkungan bekerja yang layak dan aman		c) Proper and safe working environment
d) Pelatihan dan pengembangan kemampuan pegawai		d) Employees' training and capacity development
3) Masyarakat, paling sedikit memuat:		3) Society, at least, contains:
a) Informasi kegiatan atau wilayah operasional yang menghasilkan dampak positif dan dampak negatif terhadap masyarakat sekitar termasuk literasi dan inklusi keuangan		a) Information on activities or operational areas that produce positive and negative impacts on the surrounding community, including financial literacy and inclusion
b) Mekanisme pengaduan masyarakat serta jumlah pengaduan masyarakat yang diterima dan ditindaklanjuti		b) Community complaints mechanism as well as the number of public complaints received and acted upon
c) TJSL yang dapat dikaitkan dengan dukungan pada tujuan pembangunan berkelanjutan meliputi jenis dan capaian kegiatan program pemberdayaan masyarakat		c) CSER is relatable to the support of the sustainable development goals, which includes the types and achievements of community empowerment program activities
d. Kinerja Lingkungan Hidup bagi LJK, Emiten, dan Perusahaan Publik, paling sedikit memuat:		d. Environmental Performance of FSI, Issuer, and Public Company, at least contains:
1) Biaya Lingkungan Hidup yang dikeluarkan		1) Environmental costs incurred
2) Uraian mengenai penggunaan material yang ramah lingkungan, misalnya penggunaan jenis material daur ulang		2) Description of the use of environmentally friendly materials, for example, the use of recycled materials
3) Uraian mengenai penggunaan energi, paling sedikit memuat:		3) Description of the use of energy, at least contains:
a) Jumlah dan intensitas energi yang digunakan		a) Amount and intensity of energy used
b) Upaya dan pencapaian efisiensi energi yang dilakukan termasuk penggunaan sumber energi terbarukan		b) Efforts and achievements in energy efficiency conducted, including the use of renewable energy sources
e. Kinerja Lingkungan Hidup bagi LJK, Emiten, dan Perusahaan Publik yang proses bisnisnya berkaitan langsung dengan Lingkungan Hidup paling sedikit memuat:		e. Environmental Performance for FSI, Issuer, and Public Company, whose business processes are directly related to the Environment, at least contains:
1) Kinerja sebagaimana dimaksud dalam huruf d		1) Performance as referred to in letter d
2) Informasi kegiatan atau wilayah operasional yang menghasilkan dampak positif dan dampak negatif terhadap Lingkungan Hidup sekitar terutama upaya peningkatan daya dukung ekosistem		2) Information on activities or operational areas that produce positive and negative impacts on the surrounding environment, especially the efforts to increase the carrying capacity of ecosystems
3) Keanekaragaman hayati, paling sedikit memuat:		3) Biodiversity, including at least:
a) Dampak dari wilayah operasional yang dekat atau berada di daerah konservasi atau memiliki keanekaragaman hayati		a) Impacts from operational areas that are close to or located in conservation or areas with biodiversity
b) Usaha konservasi keanekaragaman hayati yang dilakukan, mencakup perlindungan spesies flora atau fauna		b) Biodiversity conservation efforts conducted, including the protection of flora or fauna species
4) Emisi, paling sedikit memuat:		4) Emissions, at least contain:
a) Jumlah dan intensitas emisi yang dihasilkan berdasarkan jenisnya		a) Amount and intensity of emissions produced based on the type
b) Upaya dan pencapaian pengurangan emisi yang dilakukan		b) Efforts and accomplishments of the emission reduction conducted

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5) Limbah dan efluen, paling sedikit memuat:		5) Waste and effluents, at least contain:
a) Jumlah limbah dan efluen yang dihasilkan berdasarkan jenis		a) Amount of waste and effluent produced based on the type
b) Mekanisme pengelolaan limbah dan efluen		b) Mechanisms for waste and effluent management
c) Tumpahan yang terjadi (jika ada)		c) Spills that occur (if any)
6) Jumlah dan materi pengaduan Lingkungan Hidup yang diterima dan diselesaikan	417	6) Amount and material of environmental complaints received and resolved
f. Tanggung jawab pengembangan Produk dan/atau Jasa Keuangan Berkelanjutan, paling sedikit memuat:		f. The responsibility for developing Sustainable Financial Products and/or Services, at least includes:
1) Inovasi dan pengembangan Produk dan/atau Jasa Keuangan Berkelanjutan	350, 375	1) Innovation and development of Sustainable Financial Products and/or Services
2) Jumlah dan persentase produk dan jasa yang sudah dievaluasi keamanannya bagi pelanggan		2) Number and percentage of products and services that have been evaluated for the safety of the customers
3) Dampak positif dan dampak negatif yang ditimbulkan dari Produk dan/atau Jasa Keuangan Berkelanjutan dan proses distribusi, serta mitigasi yang dilakukan untuk menanggulangi dampak negatif		3) Positive and negative impacts arising from Sustainable Financial Products and/or Services and the distribution process, as well as mitigation undertaken to overcome the negative impacts
4) Jumlah produk yang ditarik kembali dan alasannya	Perseroan dan/atau entitas anak senantiasa berupaya agar seluruh produk dan layanan yang ditawarkan sesuai dengan ketentuan yang berlaku agar tidak terdapat kondisi yang mengharuskan dilakukan penarikan produk dan/atau layanan / The Company and/or its subsidiaries always seek to ensure that all products and services offered comply with applicable regulations to avoid any conditions that would necessitate the products and/or services withdrawn	4) Number of products withdrawn and their reasons
5) Survei kepuasan pelanggan terhadap Produk dan/atau Jasa Keuangan Berkelanjutan	415-417	5) Survey of customer satisfaction with Sustainable Financial Products and/or Services
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Reference to OJK Circular Letter No. 16/SEOJK.04/2021

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A	**HAK DAN PERLAKUAN SETARA TERHADAP PEMEGANG SAHAM**		**A**	**RIGHTS AND EQUITABLE TREATMENT OF SHAREHOLDERS**
A.1	**Hak-Hak Dasar Pemegang Saham**		**A.1**	**Basic Shareholder Rights**
A.1.1	Apakah perusahaan membayar dividen (interim dan final/tahunan) secara adil dan tepat waktu; dimana, semua pemegang saham mendapat perlakuan yang sama dan dibayar dalam waktu 30 hari setelah (i) dividen interim diumumkan dan (ii) disetujui oleh pemegang saham pada RUPS untuk dividen final? Dalam hal perusahaan telah menawarkan dividen Scrip, apakah perusahaan membayar dividen tersebut dalam waktu 60 hari?	158, 162, 167-168	A.1.1	Does the company pay (interim and final/annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered a Scrip dividend, did the company pay the dividend within 60 days?
A.2	**Hak untuk berpartisipasi secara efektif dan memberikan suara dalam RUPS serta untuk memperoleh informasi mengenai aturan-aturan, termasuk prosedur pemungutan suara, yang berlaku dalam RUPS**		**A.2**	**Right to participate effectively in and vote in general shareholder meetings and should be informed of the rules, including voting procedures, that govern general shareholder meetings**
A.2.1	Apakah pemegang saham memiliki kesempatan, yang dibuktikan dengan suatu butir agenda, untuk menyetujui remunerasi (gaji, tunjangan, manfaat dan honorarium lainnya) atau penambahan remunerasi bagi direktur/komisaris non-eksekutif?	167, 175, 186	A.2.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind, and other emoluments) or any increases in remuneration for the non-executive directors/commissioners?

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
A.2.2	Apakah perusahaan memberikan hak kepada pemegang saham non-pengendali untuk mengajukan calon anggota direksi/dewan komisaris?	31, 167	A.2.2	Does the company provide non-controlling shareholders a right to nominate candidates for the board of directors/commissioners?
A.2.3	Apakah perusahaan memperbolehkan pemegang saham untuk memilih direktur/komisaris secara individual?	175, 185	A.2.3	Does the company allow shareholders to elect directors/commissioners individually?
A.2.4	Apakah perusahaan mengungkapkan prosedur pemungutan suara yang digunakan sebelum memulai RUPS?	167	A.2.4	Does the company disclose the voting procedures used before the start of the meeting?
A.2.5	Apakah risalah RUPST terakhir mencatat bahwa pemegang saham diberi kesempatan untuk mengajukan pertanyaan dan pertanyaan yang diajukan oleh pemegang saham serta jawaban yang diberikan dicatat?	173-178, 181, 184-187, 190- 192	A.2.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?
A.2.6	Apakah perusahaan mengungkapkan hasil pemungutan suara termasuk suara menyetujui, tidak menyetujui, dan abstain untuk seluruh resolusi/ masing-masing butir agenda dalam RUPST terakhir?	173-176, 181, 184-187, 190- 192	A.2.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/each agenda item for the most recent AGM?
A.2.7	Apakah perusahaan mengungkapkan daftar anggota dewan yang menghadiri RUPST terakhir?	171, 179, 182, 188	A.2.7	Does the company disclose the list of board members who attended the most recent AGM?
A.2.8	Apakah perusahaan mengungkapkan bahwa seluruh anggota dewan dan CEO (jika ia bukan anggota dewan) menghadiri RUPST terakhir?	171, 179, 182, 188	A.2.8	Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?
A.2.9	Apakah perusahaan memperbolehkan untuk *voting in absentia*?	167	A.2.9	Does the company allow voting in absentia?
A.2.10	Apakah perusahaan menggunakan metode pemungutan suara dengan jejak pendapat (bukan dengan cara mengacungkan tangan) dalam pengambilan keputusan pada RUPST terakhir?	168	A.2.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?
A.2.11	Apakah perusahaan mengungkapkan pihak independen yang ditunjuk (pemeriksa/pengawas) untuk menghitung dan/atau memvalidasi pemungutan suara dalam RUPST?	168, 172, 179, 183, 189	A.2.11	Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?
A.2.12	Apakah seluruh hasil pengambilan keputusan pada RUPST/RUPSLB terakhir diumumkan perusahaan pada hari kerja berikutnya?	170, 178, 181, 188	A.2.12	Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM/EGM for all resolutions?
A.2.13	Apakah perusahaan mengumumkan pemanggilan setidaknya 21 hari sebelum, untuk seluruh RUPST dan RUPSLB?	170, 178, 181, 188	A.2.13	Does the company provide at least 21 days notice for all AGMs and EGMs?
A.2.14	Apakah perusahaan memberikan alasan dan penjelasan untuk setiap butir agenda yang memerlukan persetujuan pemegang saham dalam pemanggilan RUPST/sirkuler dan/atau pernyataan yang menyertainya?	167	A.2.14	Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement?
A.2.15	Apakah perusahaan memberikan kesempatan kepada pemegang saham untuk mencantumkan hal-hal dalam agenda RUPS dan/atau untuk mengajukan untuk diadakan RUPS berdasarkan persentase tertentu?	167	A.2.15	Does the company give the opportunity for shareholders to place item/s on the agenda of general meetings and/or to request general meetings subject to a certain percentage?
A.3	**Pasar untuk mengawasi perusahaan harus dapat berfungsi secara efisien dan transparan**		**A.3**	**Markets for corporate control should be allowed to function in an efficient and transparent manner**
A.3.1	Dalam kasus merger, akuisisi dan/atau pengambilalihan yang membutuhkan persetujuan pemegang saham, apakah direksi/dewan komisaris perusahaan menunjuk pihak independen untuk mengevaluasi kewajaran harga transaksi?	167	A.3.1	In cases of mergers, acquisitions and/or takeovers requiring shareholders' approval, does the board of directors/commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
A.4	**Pelaksanaan hak kepemilikan oleh semua pemegang saham, termasuk investor institusi, harus difasilitasi**		**A.4**	**The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated**
A.4.1	Apakah perusahaan mengungkapkan praktiknya dalam mendorong pemegang saham untuk terlibat dengan perusahaan lebih dari melalui RUPS?	167, 285	A.4.1	Does the company disclose its practices to encourage shareholders to engage the company beyond general meetings?
A.5	**Saham dan hak suara**		**A.5**	**Shares and voting rights**
A.5.1	Jika perusahaan memiliki lebih dari satu jenis saham, apakah perusahaan mempublikasikan hak suara yang melekat pada masing-masing kelas saham (mis. melalui situs web/laporan-laporan perusahaan/bursa efek/pemerintah)?	167	A.5.1	Where the company has more than one class of shares, does the company publicise the voting rights attached to each class of shares (e.g., through the company website / reports / the stock exchange / the regulator's website)?
A.6	**Pemanggilan RUPST**		**A.6**	**Notice of AGM**
A.6.1	Apakah setiap agenda dalam RUPST terakhir hanya memuat satu butir keputusan, yaitu tidak ada *bundling* beberapa butir keputusan ke dalam agenda yang sama?	168	A.6.1	Does each of the resolutions tabled at the most recent annual general meeting deal with only one item, i.e., there is no bundling of several items into the same resolution?
A.6.2	Apakah perusahaan menerjemahkan pemanggilan RUPST/sirkuler terakhir ke dalam bahasa Inggris dan menerbitkannya pada waktu yang sama dengan versi bahasa lokal?	170, 178, 181, 188	A.6.2	Are the company's notice of the most recent AGM/ circulars fully translated into English and published on the same date as the local-language version?
	Apakah dalam pemanggilan RUPST/sirkuler terdapat informasi sebagai berikut:			**Does the notice of AGM/circulars have the following details:**
A.6.3	Apakah perusahaan mencantumkan profil anggota direksi/dewan komisaris (sedikitnya usia, kualifikasi akademik, tanggal penunjukan, pengalaman kerja, dan jabatan di perusahaan tercatat lain) yang akan ditunjuk/diangkat kembali?	167	A.6.3	Are the profiles of directors/commissioners (at least age, academic qualification, date of appointment, experience, and directorships in other listed companies) in seeking election/re-election included?
A.6.4	Apakah auditor yang akan ditunjuk/diangkat kembali diidentifikasi secara jelas?	176, 187	A.6.4	Are the auditors seeking appointment/re-appointment clearly identified?
A.6.5	Apakah dokumen surat kuasa dapat diperoleh dengan mudah?	167, 420	A.6.5	Were the proxy documents made easily available?
A.7	**Larangan *insider trading* dan *abusive self-dealing***		**A.7**	**Insider trading and abusive self-dealing should be prohibited**
A.7.1	Apakah direktur/komisaris wajib melaporkan transaksi mereka dalam saham perusahaan dalam waktu 3 hari kerja?	216, 242	A.7.1	Are the directors/commissioners required to report their dealings in company shares within 3 business days?
A.8	**Transaksi dengan pihak berelasi oleh direktur dan eksekutif utama**		**A.8**	**Related party transactions by directors and key executives**
A.8.1	Apakah perusahaan memiliki kebijakan yang mewajibkan komite yang terdiri dari direktur/ komisaris independen untuk meninjau transaksi material dengan pihak berelasi untuk menentukan apakah transaksi tersebut adalah untuk kepentingan terbaik perusahaan dan pemegang saham?	246	A.8.1	Does the company have a policy requiring a committee of independent directors/commissioners to review material RPTs to determine whether they are in the best interests of the company and shareholders?
A.8.2	Apakah perusahaan memiliki kebijakan yang mensyaratkan anggota dewan (direksi/komisaris) untuk tidak terlibat dalam pembahasan dewan pada agenda tertentu dimana mereka memiliki benturan kepentingan?	195, 218, 220	A.8.2	Does the company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?
A.8.3	Apakah perusahaan memiliki kebijakan atas pinjaman kepada direktur dan komisaris baik untuk melarang praktik ini atau memastikan bahwa prosedur dilakukan secara wajar dan sesuai harga pasar?	270	A.8.3	Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
A.9	**Perlindungan terhadap pemegang saham minoritas dari tindakan sewenang-wenang**		**A.9**	**Protecting minority shareholders from abusive actions**
A.9.1	Apakah perusahaan mengungkapkan bahwa transaksi dengan pihak berelasi dilakukan sedemikian rupa sehingga dapat dipastikan bahwa transaksi dilakukan secara adil dan wajar?	246	A.9.1	Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arm's length?
A.9.2	Dalam kasus transaksi pihak berelasi yang membutuhkan persetujuan pemegang saham, apakah keputusan dibuat oleh pemegang saham yang tidak berkepentingan?	246	A.9.2	In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?
C	**KEBERLANJUTAN DAN KETAHANAN**		**C**	**SUSTAINABILITY AND RESILIENCE**
C.1	**Pengungkapan terkait keberlanjutan harus konsisten, dapat dibandingkan, dan dapat diandalkan, serta mencakup informasi material yang bersifat retrospektif dan berwawasan ke depan yang dianggap penting oleh investor dalam membuat keputusan investasi atau pemungutan suara**		**C.1**	**Sustainability-related disclosure should be consistent, comparable and reliable, and include retrospective and forward-looking material information that a reasonable investor would consider important in making an investment or voting decision**
	Informasi material terkait keberlanjutan harus dirinci			**Material sustainability-related information should be specified**
C.1.1	Apakah perusahaan mengidentifikasi/melaporkan topik-topik ESG yang material bagi strategi organisasi?	339, 343, 344	C.1.1	Does the company identify/report ESG topics that are material to the organization's strategy?
C.1.2	Apakah perusahaan mengidentifikasi perubahan iklim sebagai sebuah isu?	381	C.1.2	Does the company identify climate change as an issue?
C.1.3	Apakah perusahaan mengadopsi kerangka atau standar pelaporan keberlanjutan yang diakui secara internasional (seperti GRI, *Integrated Reporting*, SASB, IFRS *Sustainability Disclosure Standards*)?	336	C.1.3	Does the company adopt an internationally recognized reporting framework or standard for sustainability (i.e., GRI, Integrated Reporting, SASB, IFRS Sustainability Disclosure Standards)?
	Jika perusahaan secara publik menetapkan tujuan atau target terkait keberlanjutan, kerangka pengungkapan harus menyediakan metrik yang andal dan diungkapkan secara berkala dalam bentuk yang mudah diakses			**If a company publicly sets a sustainability-related goal or target, the disclosure framework should provide that reliable metrics are regularly disclosed in an easily accessible form**
C.1.4	Apakah perusahaan mengungkapkan target keberlanjutan kuantitatif?	157-158, 383	C.1.4	Does the company disclose quantitative sustainability target?
C.1.5	Apakah perusahaan mengungkapkan kemajuan kinerja terkait keberlanjutan sehubungan dengan target yang telah ditetapkan sebelumnya?	10, 345, 347, 349	C.1.5	Does the company disclose sustainability-related performance progress in relation to its previously set targets?
C.1.6	Apakah perusahaan memastikan bahwa Laporan Keberlanjutannya telah ditinjau dan/atau disetujui oleh Dewan atau Komite?	418, 419	C.1.6	Does the company confirm that its Sustainability Report / Reporting is reviewed and/or approved by the Board or Board Committee?
C.2	**Kerangka tata kelola perusahaan harus memungkinkan terjadinya dialog antara perusahaan, pemegang saham, dan pemangku kepentingan untuk bertukar pandangan mengenai masalah keberlanjutan**		**C.2**	**Corporate governance frameworks should allow for dialogue between a company, its shareholders and stakeholders to exchange views on sustainability matters**
C.2.1	Apakah perusahaan melibatkan pemangku kepentingan internal untuk bertukar pandangan dan mengumpulkan umpan balik mengenai permasalahan keberlanjutan yang material bagi bisnis perusahaan?	340-342	C.2.1	Does the company engage internal stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?
C.2.2	Apakah perusahaan melibatkan pemangku kepentingan eksternal untuk bertukar pandangan dan mengumpulkan umpan balik mengenai permasalahan keberlanjutan yang penting bagi bisnis perusahaan?	340-342	C.2.2	Does the company engage external stakeholders to exchange views and gather feedback on sustainability matters that are material to the business of the company?

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
C.3	**Kerangka tata kelola perusahaan harus memastikan bahwa dewan secara memadai mempertimbangkan risiko dan peluang keberlanjutan yang material ketika memenuhi fungsi utama mereka dalam meninjau, memantau, dan memandu praktik tata kelola, pengungkapan, strategi, manajemen risiko dan sistem pengendalian internal, termasuk yang berkaitan dengan risiko fisik dan transisi terkait perubahan iklim**		**C.3**	**The corporate governance framework should ensure that boards adequately consider material sustainability risks and opportunities when fulfilling their key functions in reviewing, monitoring and guiding governance practices, disclosure, strategy, risk management and internal control systems, including with respect to climate-related physical and transition risks**
	Dewan harus menilai apakah struktur permodalan perusahaan sesuai dengan tujuan strategisnya dan selera risiko yang terkait untuk memastikan ketahanannya terhadap berbagai skenario			**Boards should assess whether the company's capital structure is compatible with its strategic goals and its associated risk appetite to ensure it is resilient to different scenarios**
C.3.1	Apakah perusahaan mengungkapkan bahwa dewan melakukan peninjauan setiap tahun untuk memastikan struktur modal dan utang perusahaan sesuai dengan tujuan strategis dan selera risiko yang terkait?	228	C.3.1	Does the company disclose that the board reviews on an annual basis that the company's capital and debt structure is compatible with its strategic goals and its associated risk appetite?
C.4	**Kerangka tata kelola perusahaan harus mengakui hak-hak pemangku kepentingan yang ditetapkan oleh undang-undang atau melalui kesepakatan bersama dan mendorong kerja sama aktif antara perusahaan dan pemangku kepentingan dalam menciptakan kekayaan, lapangan kerja, dan keberlanjutan perusahaan yang sehat secara finansial**		**C.4**	**The corporate governance framework should recognise the rights of stakeholders established by law or through mutual agreements and encourage active cooperation between corporations and stakeholders in creating wealth, jobs, and the sustainability of financially sound enterprises**
	Apakah perusahaan mengungkapkan kebijakan dan praktik yang membahas:			**Does the company disclose a policy and practices that address:**
C.4.1	Keberadaan dan ruang lingkup upaya perusahaan dalam menyikapi kesejahteraan pelanggan?	375	C.4.1	The existence and scope of the company's efforts to address customers' welfare?
C.4.2	Prosedur seleksi pemasok/kontraktor?	163	C.4.2	Supplier/contractor selection procedures?
C.4.3	Upaya perusahaan untuk memastikan bahwa rantai nilainya ramah lingkungan atau konsisten dengan pembangunan berkelanjutan?	377	C.4.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?
C.4.4	Upaya perusahaan untuk berinteraksi dengan masyarakat di tempat mereka beroperasi?	367	C.4.4	The company's efforts to interact with the communities in which they operate?
C.4.5	Program dan prosedur anti-korupsi perusahaan?	285	C.4.5	The company's anti-corruption programs and procedures?
C.4.6	Bagaimana hak-hak kreditor dilindungi?	156, 162, 328, 342	C.4.6	How are creditors' rights safeguarded?
C.4.7	Apakah perusahaan memiliki laporan/bagian tersendiri yang membahas upayanya di bidang lingkungan/ekonomi dan sosial?	330	C.4.7	Does the company have a separate report/section that discusses its efforts on environment/economy and social issues?
C.5	**Jika kepentingan pemangku kepentingan dilindungi oleh hukum, pemangku kepentingan harus memiliki kesempatan untuk mendapatkan ganti rugi yang efektif atas pelanggaran hak-hak mereka**		**C.5**	**Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights**
C.5.1	Apakah perusahaan memberikan detail kontak melalui situs web perusahaan atau Laporan Tahunan yang dapat digunakan oleh para pemangku kepentingan (mis. pelanggan, pemasok, masyarakat umum, dll.) untuk menyuarakan keprihatinan mereka dan/atau keluhan atas kemungkinan pelanggaran atas hak-hak mereka?	286-287	C.5.1	Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g., customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?
C.6	**Mekanisme untuk partisipasi karyawan harus diizinkan untuk dikembangkan**		**C.6**	**Mechanisms for employee participation should be permitted to develop**
C.6.1	Apakah perusahaan secara eksplisit mengungkapkan kebijakan dan praktiknya terkait kesehatan, keselamatan, dan kesejahteraan karyawannya?	353	C.6.1	Does the company explicitly disclose the policies and practices on health, safety, and welfare for its employees?

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
C.6.2	Apakah perusahaan secara eksplisit mengungkapkan kebijakan dan praktiknya terkait program pelatihan dan pengembangan bagi karyawannya?	91	C.6.2	Does the company explicitly disclose the policies and practices on training and development programs for its employees?
C.6.3	Apakah perusahaan memiliki kebijakan penghargaan/ kompensasi yang memperhitungkan kinerja perusahaan di luar ukuran keuangan jangka pendek?	270	C.6.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures?
C.7	**Pemangku kepentingan termasuk karyawan perorangan dan badan perwakilan mereka, harus dapat dengan bebas mengkomunikasikan keprihatinan mereka tentang praktik-praktik ilegal atau tidak etis kepada dewan dan hak-hak mereka tidak boleh dikompromikan untuk melakukan hal ini**		**C.7**	**Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this**
C.7.1	Apakah perusahaan memiliki kebijakan pelaporan pelanggaran yang mencakup prosedur pengaduan oleh karyawan dan pemangku kepentingan lainnya terkait dugaan perilaku ilegal dan tidak etis serta memberikan detail kontak melalui situs web perusahaan atau laporan tahunan?	285-286	C.7.1	Does the company have a whistleblowing policy which includes procedures for complaints by employees and other stakeholders concerning alleged illegal and unethical behaviour and provide contact details via the company's website or annual report?
C.7.2	Apakah perusahaan memiliki kebijakan atau prosedur untuk melindungi karyawan/orang yang mengungkapkan dugaan perilaku ilegal/tidak etis dari pembalasan?	286	C.7.2	Does the company have a policy or procedures to protect an employee/person who reveals alleged illegal/unethical behaviour from retaliation?
D	**PENGUNGKAPAN DAN TRANSPARANSI**		**D**	**DISCLOSURE AND TRANSPARENCY**
D.1	**Struktur Kepemilikan yang Transparan**		**D.1**	**Transparent Ownership Structure**
D.1.1	Apakah informasi tentang kepemilikan saham mengungkapkan identitas pemegang saham dengan kepemilikan saham 5% atau lebih?	50, 69-70	D.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?
D.1.2	Apakah perusahaan mengungkapkan kepemilikan saham langsung dan tidak langsung (yang dianggap dimiliki) oleh pemegang saham utama dan/atau substansial?	50, 69-70	D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?
D.1.3	Apakah perusahaan mengungkapkan kepemilikan saham langsung dan tidak langsung (yang dianggap dimiliki) oleh direktur (komisaris)?	53-58, 60-67, 71, 215, 242	D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?
D.1.4	Apakah perusahaan mengungkapkan kepemilikan saham langsung dan tidak langsung (yang dianggap dimiliki) oleh manajemen senior?	53-58, 60-67, 71, 215, 242	D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?
D.1.5	Apakah perusahaan mengungkapkan secara detail mengenai perusahaan induk, anak perusahaan, rekanan, ventura bersama, dan perusahaan-perusahaan yang didirikan dengan tujuan khusus (SPE)/(SPV)?	72	D.1.5	Does the company disclose details of the parent/ holding company, subsidiaries, associates, joint ventures, and special purpose enterprises/vehicles (SPEs)/(SPVs)?
D.2	**Kualitas Laporan Tahunan**		**D.2**	**Quality of Annual Report**
	Apakah laporan tahunan perusahaan mengungkapkan hal-hal sebagai berikut:			**Does the company's annual report disclose the following items:**
D.2.1	Tujuan perusahaan	40	D.2.1	Corporate objectives
D.2.2	Indikator kinerja keuangan	10, 127-159, 345	D.2.2	Financial performance indicators
D.2.3	Indikator kinerja non-keuangan	105-113, 351-414	D.2.3	Non-financial performance indicators
D.2.4	Kebijakan Dividen	162	D.2.4	Dividend Policy
D.2.5	Detail biografi (sedikitnya umur, kualifikasi akademik, tanggal penunjukan pertama kali, pengalaman kerja yang relevan, dan jabatan lain di perusahaan tercatat) dari seluruh direktur/komisaris	52, 59	D.2.5	Biographical details (at least age, academic qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of all directors/commissioners

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
	Pernyataan Konfirmasi Tata Kelola Perusahaan			**Corporate Governance Confirmation Statement**
D.2.6	Apakah Laporan Tahunan memuat pernyataan yang menyatakan kepatuhan perusahaan dengan aturan tata kelola perusahaan dan dimana ada ketidakpatuhan, mengidentifikasi dan menjelaskan alasan-alasan untuk setiap masalah tersebut?	160, 324	D.2.6	Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?
D.3	**Remunerasi Anggota Dewan dan Eksekutif Kunci**		**D.3**	**Remuneration of Members of the Board and Key Executives**
D.3.1	Apakah ada pengungkapan struktur biaya untuk direktur/komisaris non-eksekutif?	270-271	D.3.1	Is there disclosure of the fee structure for non-executive directors/commissioners?
D.3.2	Apakah perusahaan mengungkapkan secara publik (yaitu laporan tahunan atau dokumen lain yang diungkapkan secara publik) rincian remunerasi masing-masing direktur/komisaris non-eksekutif?	270-271	D.3.2	Does the company publicly disclose (i.e. annual report or other publicly disclosed documents) details of remuneration of each non-executive director/commissioner?
D.3.3	Apakah perusahaan mengungkapkan kebijakan/praktik terkait remunerasi (biaya, tunjangan, benefit, dan imbalan lainnya) (seperti penggunaan insentif dan ukuran kinerja jangka pendek dan jangka panjang) untuk direktur eksekutif dan CEO?	96, 270	D.3.3	Does the company disclose its remuneration (fees, allowances, benefit-in-kind and other emoluments) policy/practices (i.e. the use of short term and long-term incentives and performance measures) for its executive directors and CEO?
D.3.4	Apakah perusahaan mengungkapkan secara publik (yaitu laporan tahunan atau dokumen lain yang diungkapkan secara publik) rincian remunerasi masing-masing direktur eksekutif dan CEO (jika bukan anggota Dewan)?	270	D.3.4	Does the company publicly disclose (i.e. annual report or other publicly disclosed documents) the details of remuneration of each of the executive directors and CEO (if he/she is not a member of the Board)?
D.4	**Pengungkapan Transaksi dengan Pihak Berelasi (RPT)**		**D.4**	**Disclosure of Related Party Transactions (RPTs)**
D.4.1	Apakah perusahaan mengungkapkan kebijakan yang mencakup tinjauan dan persetujuan atas transaksi material dengan pihak berelasi?	163	D.4.1	Does the company disclose its policy covering the review and approval of material RPTs?
D.4.2	Apakah perusahaan mengungkapkan nama, hubungan, dasar, dan nilai dari setiap transaksi material dengan pihak berelasi?	163, 284	D.4.2	Does the company disclose the name, relationship, nature, and value of each material RPTs?
D.5	**Transaksi saham perusahaan oleh Direktur dan Komisaris**		**D.5**	**Directors and Commissioners dealings in the shares of the company**
D.5.1	Apakah perusahaan mengungkapkan perdagangan saham perusahaan oleh orang dalam?	72, 216, 243	D.5.1	Does the company disclose trading in the company's shares by insiders?
D.6	**Auditor Eksternal dan Laporan Auditor**		**D.6**	**External Auditor and Auditor Report**
	Jika firma audit yang sama dilibatkan untuk jasa audit dan non-audit			**Where the same audit firm is engaged for both audit and non-audit services**
D.6.1	Apakah biaya jasa audit dan non-audit diungkapkan?	83	D.6.1	Are the audit and non-audit fees disclosed?
D.6.2	Apakah biaya jasa non-audit melebihi biaya jasa audit?	83	D.6.2	Does the non-audit fee exceed the audit fees?
D.7	**Media Komunikasi**		**D.7**	**Medium of Communications**
	Apakah perusahaan menggunakan mode-mode komunikasi berikut?			**Does the company use the following modes of communication?**
D.7.1	Laporan triwulanan	324	D.7.1	Quarterly reporting
D.7.2	Situs web perusahaan	324	D.7.2	Company website
D.7.3	*Briefing* analis	324	D.7.3	Analyst's briefing
D.7.4	*Briefing* media/konferensi pers	324	D.7.4	Media briefings/press conferences

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
D.8	**Pengarsipan/rilis laporan tahunan/keuangan tepat waktu**		**D.8**	**Timely filing/release of annual/financial reports**
D.8.1	Apakah laporan/pernyataan keuangan tahunan yang telah diaudit dirilis dalam waktu 120 hari sejak akhir tahun buku?	321	D.8.1	Are the audited annual financial report/statement released within 120 days from the financial year end?
D.8.2	Apakah laporan tahunan dirilis dalam waktu 120 hari sejak akhir tahun buku?	321	D.8.2	Is the annual report released within 120 days from the financial year end?
D.8.3	Apakah kebenaran dan kewajaran yang disampaikan dalam laporan/pernyataan keuangan tahunan ditegaskan oleh direksi/dewan komisaris dan/atau karyawan yang relevan dalam perusahaan?	418, 419	D.8.3	Is the true and fairness/fair representation of the annual financial statement/reports affirmed by the board of directors/commissioners and/or the relevant officers of the company?
D.9	**Situs Web Perusahaan**		**D.9**	**Company Website**
	Apakah perusahaan mempunyai situs web untuk mengungkap informasi terbaru sehubungan dengan:			**Does the company have a website disclosing up-to-date information on the following:**
D.9.1	Laporan keuangan (triwulanan terbaru)	326	D.9.1	Financial statements/reports (latest quarterly)
D.9.2	Materi-materi yang disediakan pada saat *briefing* kepada analis dan media	327	D.9.2	Materials provided in briefings to analysts and media
D.9.3	Laporan Tahunan yang dapat diunduh	326	D.9.3	Downloadable annual report
D.9.4	Pemanggilan RUPST/RUPSLB	326	D.9.4	Notice of AGM and/or EGM
D.9.5	Risalah RUPST/RUPSLB	326	D.9.5	Minutes of AGM and/or EGM
D.9.6	Anggaran Dasar perusahaan	329	D.9.6	Company's constitution (company's by-laws, memorandum, and articles of association)
D.10	**Hubungan Investor**		**D.10**	**Investor Relations**
D.10.1	Apakah perusahaan mengungkapkan detail kontak (mis. telepon, faksimili, dan surat elektronik) dari pihak/kantor yang bertanggungjawab untuk hubungan investor?	325	D.10.1	Does the company disclose the contact details (e.g., telephone, fax, and email) of the officer / office responsible for investor relations?
E	**TANGGUNG JAWAB DEWAN**		**E**	**RESPONSIBILITIES OF THE BOARD**
E.1	**Tugas dan Tanggung Jawab Dewan**		**E.1**	**Board Duties and Responsibilities**
	Mendefinisikan dengan jelas tanggung jawab dewan dan kebijakan tata kelola perusahaan			**Clearly defined board responsibilities and corporate governance policy**
E.1.1	Apakah perusahaan mengungkapkan kebijakan tata kelola perusahaan / piagam dewan?	193, 218	E.1.1	Does the company disclose its corporate governance policy / board charter?
E.1.2	Apakah jenis keputusan yang memerlukan persetujuan direksi/dewan komisaris diungkapkan?	194	E.1.2	Are the types of decisions requiring the board of directors/commissioners' approval disclosed?
E.1.3	Apakah peran dan tanggung jawab direksi/dewan komisaris dinyatakan dengan jelas?	194, 218	E.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated?
	Visi / Misi Perusahaan			**Corporate Vision / Mission**
E.1.4	Apakah perusahaan memiliki pernyataan visi dan misi yang diperbarui?	40	E.1.4	Does the company have an updated vision and mission statement?
E.1.5	Apakah direksi memainkan peran utama dalam proses pengembangan dan peninjauan strategi perusahaan setidaknya setiap tahun?	225	E.1.5	Does the board of directors play a leading role in the process of developing and reviewing the company's strategy at least annually?
E.1.6	Apakah direksi memiliki proses untuk meninjau, memantau dan mengawasi implementasi strategi perusahaan?	224-230	E.1.6	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
E.2	**Struktur Dewan**		**E.2**	**Board Structure**
	Kode Etik			**Code of Ethics or Conduct**
E.2.1	Apakah perusahaan mengungkapkan kode etik perusahaan secara detail?	42	E.2.1	Are the details of the code of ethics or conduct disclosed?
E.2.2	Apakah seluruh direktur/komisaris, manajemen senior, dan karyawan diharuskan untuk mematuhi kode etik?	44, 196	E.2.2	Are all directors/commissioners, senior management, and employees required to comply with the code/s?
E.2.3	Apakah perusahaan memiliki proses untuk mengimplementasikan dan memonitor kepatuhan terhadap kode etik?	44	E.2.3	Does the company have a process to implement and monitor compliance with the code/s of ethics or conduct?
	Struktur dan Komposisi Dewan			**Board Structure & Composition**
E.2.4	Apakah setidaknya 50% dari direksi/dewan komisaris terdiri dari direktur/komisaris independen?	52, 195	E.2.4	Do independent directors/commissioners make up at least 50% of the board of directors/commissioners?
E.2.5	Apakah perusahaan memiliki batas waktu masa jabatan sembilan tahun atau kurang, atau 2 masa jabatan masing-masing lima tahun[1] untuk direktur/komisaris independennya? [1]Jangka waktu lima tahun harus disyaratkan oleh undang-undang yang sudah ada sebelum penerapan ASEAN Corporate Governance Scorecard pada tahun 2011	196	E.2.5	Does the company have a term limit of nine years or less or 2 terms of five years[1] each for its independent directors/commissioners? [1]The five years term must be required by legislation which pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011
E.2.6	Apakah perusahaan menetapkan batasan lima jabatan dewan yang dapat dimiliki oleh seorang direktur/komisaris independen/non-eksekutif secara bersamaan?	213, 241	E.2.6	Has the company set a limit of five board seats that an individual independent/non-executive director/commissioner may hold simultaneously?
E.2.7	Apakah perusahaan memiliki direktur eksekutif yang menjabat pada lebih dari dua perusahaan terbuka di luar grup perusahaan?	242	E.2.7	Does the company have any executive directors who serve on more than two boards of listed companies outside of the group?
	Komite Nominasi			**Nominating Committee (NC)**
E.2.8	Apakah perusahaan memiliki Komite Nominasi?	262	E.2.8	Does the company have a Nominating Committee?
E.2.9	Apakah Komite Nominasi terdiri atas mayoritas direktur/komisaris independen?	264	E.2.9	Is the Nominating Committee comprised of a majority of independent directors/commissioners?
E.2.10	Apakah ketua Komite Nominasi merupakan direktur/komisaris independen?	264, 265	E.2.10	Is the chairman of the Nominating Committee an independent director/commissioner?
E.2.11	Apakah perusahaan mengungkapkan kerangka acuan/struktur tata kelola/piagam Komite Nominasi?	262	E.2.11	Does the company disclose the terms of reference/governance structure/charter of the Nominating Committee?
E.2.12	Apakah kehadiran rapat anggota Komite Nominasi diungkapkan dan, apabila diungkapkan, apakah Komite Nominasi mengadakan rapat sedikitnya dua kali dalam tahun buku?	272	E.2.12	Is the meeting attendance of the Nominating Committee disclosed and, if so, did the Nominating Committee meet at least twice during the year?
	Komite Remunerasi / Komite Kompensasi			**Remuneration Committee / Compensation Committee**
E.2.13	Apakah perusahaan memiliki Komite Remunerasi?	262	E.2.13	Does the company have a Remuneration Committee?
E.2.14	Apakah Komite Remunerasi seluruhnya terdiri dari direktur/komisaris non-eksekutif dengan mayoritas direktur/komisaris independen?	264	E.2.14	Is the Remuneration Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?
E.2.15	Apakah ketua Komite Remunerasi merupakan direktur/komisaris independen?	264	E.2.15	Is the chairman of the Remuneration Committee an independent director/commissioner?

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
E.2.16	Apakah perusahaan mengungkapkan kerangka acuan/ struktur tata kelola/piagam Komite Remunerasi?	262	E.2.16	Does the company disclose the terms of reference/ governance structure/charter of the Remuneration Committee?
E.2.17	Apakah kehadiran rapat anggota Komite Remunerasi diungkapkan dan, apabila diungkapkan, apakah Komite Remunerasi mengadakan rapat sedikitnya dua kali dalam tahun buku?	272	E.2.17	Is the meeting attendance of the Remuneration Committee disclosed and, if so, did the Remuneration Committee meet at least twice during the year?
	Komite Audit			**Audit Committee**
E.2.18	Apakah perusahaan mempunyai Komite Audit?	243	E.2.18	Does the company have an Audit Committee?
E.2.19	Apakah Komite Audit seluruhnya terdiri dari direktur/ komisaris non-eksekutif dengan mayoritas direktur/ komisaris independen?	247	E.2.19	Is the Audit Committee comprised entirely of non-executive directors/commissioners with a majority of independent directors/commissioners?
E.2.20	Apakah ketua Komite Audit merupakan direktur/ komisaris independen?	247	E.2.20	Is the chairman of the Audit Committee an independent director/commissioner?
E.2.21	Apakah perusahaan mengungkapkan kerangka acuan/ struktur tata kelola/piagam Komite Audit?	244	E.2.21	Does the company disclose the terms of reference/ governance structure/charter of the Audit Committee?
E.2.22	Apakah paling tidak satu dari direktur/komisaris independen pada Komite Audit memiliki keahlian di bidang akuntansi (kualifikasi atau pengalaman di bidang akuntansi)?	248	E.2.22	Does at least one of the independent directors/ commissioners of the committee have accounting expertise (accounting qualification or experience)?
E.2.23	Apakah kehadiran rapat anggota Komite Audit diungkapkan dan, apabila diungkapkan, apakah Komite Audit mengadakan rapat sedikitnya empat kali dalam tahun buku?	252	E.2.23	Is the meeting attendance of the Audit Committee disclosed and, if so, did the Audit Committee meet at least four times during the year?
E.2.24	Apakah Komite Audit memiliki tanggung jawab utama dalam memberikan rekomendasi terkait dengan penunjukan, dan pemberhentian auditor eksternal?	245, 250	E.2.24	Does the Audit Committee have primary responsibility for recommendation on the appointment, and removal of the external auditor?
E.3	**Proses-Proses Dewan**		**E.3**	**Board Processes**
	Rapat Dewan dan Kehadiran			**Board Meetings and Attendance**
E.3.1	Apakah rapat direksi/dewan komisaris dijadwalkan sebelum dimulainya tahun buku?	203, 231	E.3.1	Are the board of directors meetings scheduled before the start of financial year?
E.3.2	Apakah direksi/dewan komisaris mengadakan rapat setidaknya 6 kali dalam tahun buku?	203, 231	E.3.2	Does the board of directors/commissioners meet at least six times during the year?
E.3.3	Apakah masing-masing direktur/komisaris menghadiri minimal 75% dari semua rapat dewan yang diadakan dalam tahun buku?	204, 231	E.3.3	Has each of the directors/commissioners attended at least 75% of all the board meetings held during the year?
E.3.4	Apakah perusahaan menetapkan kebijakan minimum kuorum 2/3 untuk pengambilan keputusan rapat dewan?	203, 230	E.3.4	Does the company require a minimum quorum of at least 2/3 for board decisions?
E.3.5	Apakah direktur/komisaris non-eksekutif perusahaan mengadakan rapat secara terpisah setidaknya sekali dalam tahun buku tanpa kehadiran pejabat eksekutif?	203	E.3.5	Did the non-executive directors/commissioners of the company meet separately at least once during the year without any executives present?
	Akses Informasi			**Access to Information**
E.3.6	Apakah materi rapat direksi/dewan komisaris diberikan kepada dewan setidaknya lima hari kerja sebelum rapat dewan berlangsung?	203	E.3.6	Are board papers for the board of directors/ commissioners meetings provided to the board at least five business days in advance of the board meeting?
E.3.7	Apakah sekretaris perusahaan memegang peranan penting dalam mendukung dewan menjalankan tanggungjawabnya?	316, 318	E.3.7	Does the company secretary play a significant role in supporting the board in discharging its responsibilities?

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
E.3.8	Apakah sekretaris perusahaan memiliki kecakapan dalam bidang hukum, akuntansi, atau kesekretariatan Perusahaan, dan terus mengikuti perkembangan yang relevan?	319	E.3.8	Is the company secretary trained in legal, accountancy, or company secretarial practices, and has kept abreast of relevant developments?
	Penunjukan dan Pengangkatan Kembali Dewan			**Board Appointments and Re-Election**
E.3.9	Apakah perusahaan mengungkapkan kriteria yang digunakan dalam memilih direktur/komisaris baru?	197, 216-217, 222	E.3.9	Does the company disclose the criteria used in selecting new directors/commissioners?
E.3.10	Apakah perusahaan mendeskripsikan proses yang dilakukan dalam penunjukan direktur/komisaris baru?	197, 222	E.3.10	Did the company describe the process followed in appointing new directors/commissioners?
E.3.11	Apakah seluruh direktur/komisaris tunduk pada pemilihan kembali setiap 3 tahun; atau 5 tahun untuk perusahaan tercatat di negara-negara yang perundang-undangannya menetapkan jangka waktu 5 tahun[2] masing-masing? [2]Jangka waktu lima tahun harus disyaratkan oleh undang-undang yang sudah ada sebelum penerapan ASEAN Corporate Governance Scorecard pada tahun 2011	198, 223	E.3.11	Are all directors/commissioners subject to re-election every 3 years; or 5 years for listed companies in countries whose legislation prescribes a term of 5 years[2] each? [2]The five years term must be required by legislation that pre-existed the introduction of the ASEAN Corporate Governance Scorecard in 2011
	Perihal Remunerasi			**Remuneration Matters**
E.3.12	Apakah para pemegang saham atau Direksi menyetujui remunerasi direktur eksekutif dan/atau pejabat eksekutif senior?	174, 270	E.3.12	Do the shareholders or the Board of Directors approve the remuneration of the executive directors and/or the senior executives?
E.3.13	Apakah perusahaan memiliki standar terukur untuk menyelaraskan remunerasi berbasis kinerja untuk direktur eksekutif dan eksekutif senior dengan kepentingan jangka panjang perusahaan, seperti provisi *claw back* dan bonus yang ditangguhkan?	270	E.3.13	Does the company have measurable standards to align the performance-based remuneration of the executive directors and senior executives with long-term interests of the company, such as clawback provisions and deferred bonuses?
	Audit Internal			**Internal Audit**
E.3.14	Apakah perusahaan memiliki fungsi audit internal yang terpisah?	274	E.3.14	Does the company have a separate internal audit function?
E.3.15	Apakah ketua audit internal diidentifikasi, atau jika *outsource*, apakah nama dari perusahaan eksternal diungkapkan?	276	E.3.15	Is the head of the internal audit identified or, if outsourced, is the name of the external firm disclosed?
E.3.16	Apakah pengangkatan dan pemberhentian auditor internal memerlukan persetujuan Komite Audit?	245, 276	E.3.16	Does the appointment and removal of the internal auditor require the approval of the Audit Committee?
	Pengawasan Risiko			**Risk Oversight**
E.3.17	Apakah perusahaan menetapkan prosedur pengendalian internal/kerangka kerja manajemen risiko yang baik dan secara berkala meninjau keefektifan kerangka kerja tersebut?	283	E.3.17	Does the company establish a sound internal control procedures/risk management framework and periodically review the effectiveness of that framework?
E.3.18	Apakah Laporan Tahunan/Laporan Tata Kelola Tahunan mengungkapkan bahwa direksi/dewan komisaris telah melakukan penelaahan terhadap pengendalian material (termasuk pengendalian operasional, keuangan, dan kepatuhan) dan sistem manajemen risiko perusahaan?	284	E.3.18	Does the Annual Report/Annual CG Report disclose that the board of directors/commissioners has conducted a review of the company's material controls (including operational, financial, and compliance controls) and risk management systems?
E.3.19	Apakah perusahaan mengungkapkan risiko-risiko utama yang dihadapi perusahaan secara material (yaitu keuangan, operasional termasuk TI, lingkungan, sosial, ekonomi)?	295-314	E.3.19	Does the company disclose the key risks to which the company is materially exposed to (i.e., financial, operational including IT, environmental, social, economic)?
E.3.20	Apakah Laporan Tahunan/Laporan Tata Kelola Tahunan memuat pernyataan dari direksi/dewan komisaris atau Komite Audit yang mengomentari kecukupan pengendalian internal/sistem manajemen risiko perusahaan?	210, 238, 284	E.3.20	Does the Annual Report/Annual CG Report contain a statement from the board of directors/commissioners or Audit Committee commenting on the adequacy of the company's internal controls/risk management systems?

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
E.4	**Orang-Orang di Dewan**		**E.4**	**People on the Board**
	Ketua Dewan			**Board Chairman**
E.4.1	Apakah peran ketua dewan dan CEO dijabat oleh orang yang berbeda?	197, 222	E.4.1	Do different persons assume the roles of chairman and CEO?
E.4.2	Apakah ketua dewan merupakan seorang direktur/ komisaris independen?	52	E.4.2	Is the chairman an independent director/ commissioner?
E.4.3	Apakah ada direktur yang sebelumnya menjabat sebagai CEO perusahaan pada 2 tahun terakhir?	222	E.4.3	Is any of the directors a former CEO of the company in the past 2 years?
E.4.4	Apakah peran dan tanggung jawab ketua dewan diungkapkan?	193	E.4.4	Are the roles and responsibilities of the chairman disclosed?
	Pimpinan Direktur Independen			**Lead Independent Director**
E.4.5	Jika Ketua tidak independen, apakah Dewan telah menunjuk Pimpinan Direktur Independen/Direktur Independen Senior dengan peran yang sudah ditentukan?	241	E.4.5	If the Chairman is not independent, has the Board appointed a Lead/Senior Independent Director, and has his/her role been defined?
	Keterampilan dan Kompetensi			**Skills and Competencies**
E.4.6	Apakah setidaknya satu direktur/komisaris non-eksekutif memiliki pengalaman kerja sebelumnya di sektor utama tempat perusahaan beroperasi?	197	E.4.6	Does at least one non-executive director/ commissioner have prior working experience in the major sector that the company is operating in?
E.5	**Kinerja Dewan**		**E.5**	**Board Performance**
	Pengembangan Direktur			**Directors Development**
E.5.1	Apakah perusahaan mempunyai program orientasi untuk direktur/komisaris baru?	198, 223	E.5.1	Does the company have orientation programs for new directors/commissioners?
E.5.2	Apakah perusahaan memiliki kebijakan dan praktik nyata yang mendorong direktur/komisaris untuk mengikuti program pendidikan profesi yang sedang berlangsung atau berkelanjutan?	238	E.5.2	Does the company have a policy and actual practice that encourages directors/commissioners to attend ongoing or continuous professional education programs?
	Penunjukan dan Kinerja CEO/Manajemen Eksekutif			**CEO/Executive Management Appointments and Performance**
E.5.3	Apakah perusahaan mengungkapkan proses bagaimana direksi/dewan komisaris merencanakan suksesi CEO/*Managing Director*/ Presiden dan manajemen kunci?	271	E.5.3	Does the company disclose the process on how the board of directors/commissioners plans for the succession of the CEO/Managing Director/President and key management?
E.5.4	Apakah direksi/dewan komisaris melakukan penilaian kinerja tahunan CEO/*Managing Director*/Presiden?	236, 268	E.5.4	Does the board of directors/commissioners conduct an annual performance assessment of the CEO/ Managing Director/President?
	Penilaian Dewan			**Board Appraisal**
E.5.5	Apakah perusahaan melakukan penilaian tahunan atas kinerja direksi/dewan komisaris dan mengungkapkan kriteria dan proses yang diterapkan dalam penilaian tersebut?	208, 236, 268	E.5.5	Did the company conduct an annual performance assessment of the board of directors/commissioners and disclose the criteria and process followed for the assessment?
	Penilaian Direkur			**Director Appraisal**
E.5.6	Apakah perusahaan melakukan penilaian tahunan atas kinerja masing-masing direktur/komisaris dan mengungkapkan kriteria dan proses yang diterapkan dalam penilaian tersebut?	208, 236, 268	E.5.6	Did the company conduct an annual performance assessment of the individual directors/commissioners and disclose the criteria and process followed for the assessment?
	Penilaian Komite			**Committee Appraisal**

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
E.5.7	Apakah perusahaan melakukan penilaian tahunan atas kinerja dewan komite dan mengungkapkan kriteria dan proses yang diterapkan dalam penilaian tersebut?	268	E.5.7	Did the company conduct an annual performance assessment of the board committees and disclose the criteria and process followed for the assessment?
	LEVEL 2 – BONUS			**LEVEL 2 – BONUS ITEMS**
(B)A	**HAK-HAK PEMEGANG SAHAM**		**(B)A**	**RIGHTS OF SHAREHOLDERS**
(B)A.1	**Hak untuk berpartisipasi secara efektif dan memberikan suara dalam RUPS serta untuk memperoleh informasi mengenai aturan-aturan, termasuk prosedur pemungutan suara, yang berlaku dalam RUPS**		**(B)A.1**	**Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting**
(B)A.1.1	Apakah perusahaan mempraktikkan pemungutan suara *real time in absentia* secara elektronik yang aman dalam RUPS?	167	(B)A.1.1	Does the company practice real time secure electronic voting in absentia at the general meetings of shareholders?
(B)B	**PERLAKUAN SETARA TERHADAP PEMEGANG SAHAM**		**(B)B**	**EQUITABLE TREATMENT OF SHAREHOLDERS**
(B)B.1	**Pemanggilan RUPST**		**(B)B.1**	**Notice of AGM**
(B)B.1.1	Apakah perusahaan menyampaikan pemanggilan RUPST (beserta detail agenda dan sirkuler penjelasannya), seperti yang diumumkan kepada Bursa, minimal 28 hari sebelum tanggal pelaksanaan rapat?	167, 170, 181	(B)B.1.1	Does the company release its notice of AGM (with detailed agendas and explanatory circulars), as announced to the Exchange, at least 28 days before the date of the meeting?
(B)C	**KEBERLANJUTAN DAN KETAHANAN**		**(B)C**	**SUSTAINABILITY AND RESILIENCE**
(B)C.1			**(B)C.1**	
(B)C.1.1	Apakah perusahaan mengungkapkan cara perusahaan mengelola risiko dan peluang terkait perubahan iklim?	381	(B)C.1.1	Does the company disclose how it manages climate-related risks and opportunities?
(B)C.1.2	Apakah perusahaan mengungkapkan bahwa Laporan Keberlanjutannya dijamin oleh pihak eksternal?	415	(B)C.1.2	Does the company disclose that its Sustainability Report / Sustainability Reporting is externally assured?
(B)C.1.3	Apakah perusahaan mengungkapkan saluran keterlibatan dengan kelompok pemangku kepentingan dan bagaimana perusahaan menanggapi kekhawatiran para pemangku kepentingan terkait ESG?	285, 415	(B)C.1.3	Does the company disclose the engagement channel with stakeholder groups and how the company responds to stakeholders' ESG concerns?
(B)C.1.4	Apakah perusahaan mempunyai unit/divisi/komite yang secara khusus bertanggung jawab mengelola masalah keberlanjutan?	51, 377	(B)C.1.4	Does the company have a unit/division/committee who is specifically responsible to manage the sustainability matters?
(B)C.1.5	Apakah perusahaan mengungkapkan pengawasan direksi/dewan komisaris terhadap risiko dan peluang terkait keberlanjutan?	15, 23, 200, 224-230	(B)C.1.5	Does the company disclose board of directors/ commissioners' oversight of sustainability-related risks and opportunities?
(B)C.1.6	Apakah perusahaan mengungkapkan hubungan antara remunerasi direktur eksekutif dan manajemen senior serta kinerja keberlanjutan pada tahun sebelumnya?	271	(B)C.1.6	Does the company disclose the linkage between executive directors and senior management remuneration and sustainability performance for the previous year?
(B)C.1.7	Apakah sistem pelaporan pelanggaran perusahaan dikelola oleh pihak/lembaga independen?	286	(B)C.1.7	Is the company's whistleblowing system managed by independent parties / institutions?
(B)D	**PENGUNGKAPAN DAN TRANSPARANSI**		**(B)D**	**DISCLOSURE AND TRANSPARENCY**
(B)D.1	**Kualitas Laporan Tahunan**		**(B)D.1**	**Quality of Annual Report**
(B)D.1.1	Apakah laporan/pernyataan keuangan tahunan yang telah diaudit dirilis dalam waktu 60 hari sejak akhir tahun buku?	321	(B)D.1.1	Are the audited annual financial report/statement released within 60 days from the financial year end?

Kriteria		Halaman dan Keterangan Page and Notes	Criteria	
(B)E	**TANGGUNG JAWAB DEWAN**		**(B)E**	**RESPONSIBILITIES OF THE BOARD**
(B)E.1	**Kompetensi dan Keragaman Dewan**		**(B)E.1**	**Board Competencies and Diversity**
(B)E.1.1	Apakah perusahaan memiliki sedikitnya satu direktur/ komisaris independen wanita?	55, 66, 222, 346	(B)E.1.1	Does the company have at least one female independent director/commissioner?
(B)E.1.2	Apakah perusahaan memiliki kebijakan dan mengungkapkan tujuan terukur untuk mengimplementasikan keragaman dewan dan melaporkan progres dalam mencapai tujuannya?	195, 196, 221	(B)E.1.2	Does the company have a policy and disclose measurable objectives for implementing its board diversity and report on progress in achieving its objectives?
(B)E.2	**Struktur Dewan**		**(B)E.2**	**Board Structure**
(B)E.2.1	Apakah Komite Nominasi terdiri dari seluruhnya direktur/komisaris independen?	265	(B)E.2.1	Is the Nominating Committee comprise entirely of independent directors/commissioners?
(B)E.2.2	Apakah Komite Nominasi melakukan proses untuk mengidentifikasi kualitas direktur yang selaras dengan arah strategis perusahaan?	269	(B)E.2.2	Does the Nominating Committee undertake the process of identifying the quality of directors aligned with the company's strategic directions?
(B)E.3	**Penunjukan dan Pengangkatan Kembali Dewan**		**(B)E.3**	**Board Appointments and Re-Election**
(B)E.3.1	Apakah perusahaan menggunakan firma pencarian profesional atau sumber kandidat eksternal lain (seperti basis data direktur yang dibuat oleh direktur atau badan pemegang saham) saat mencari kandidat untuk direksi/dewan komisaris?	271	(B)E.3.1	Does the company use professional search firms or other external sources of candidates (such as director databases set up by directors or shareholder bodies) when searching for candidates for the board of directors/commissioners?
(B)E.4	**Struktur & Komposisi Dewan**		**(B)E.4**	**Board Structure & Composition**
(B)E.4.1	Apakah lebih dari 50% direksi/dewan komisaris terdiri dari direktur/komisaris non-eksekutif independen untuk perusahaan dengan ketua independen?	52	(B)E.4.1	Do independent non-executive directors/ commissioners make up more than 50% of the board of directors/commissioners for a company with an independent chairman?
(B)E.5	**Pengawasan Risiko**		**(B)E.5**	**Risk Oversight**
(B)E.5.1	Apakah perusahaan mengungkapkan bahwa dewan telah mengidentifikasi risiko-risiko utama terkait teknologi informasi, termasuk gangguan, keamanan dunia maya, dan pemulihan bencana, untuk memastikan bahwa risiko-risiko tersebut dikelola dan diintegrasikan ke dalam kerangka manajemen risiko secara keseluruhan?	117-119, 307	(B)E.5.1	Does the company disclose that its board identified key risk in relation to information technology, including disruption, cyber security, and disaster recovery, to ensure that such risks are managed and integrated into the overall risk management framework?
(B)E.6	**Kinerja Dewan**		**(B)E.6**	**Board Performance**
(B)E.6.1	Apakah perusahaan memiliki tingkatan dewan Komite Risiko yang terpisah?	255	(B)E.6.1	Does the company have a separate board-level Risk Committee?
	LEVEL 2 – PENALTI			**LEVEL 2 – PENALTY**
(P)A.	**HAK-HAK PEMEGANG SAHAM**		**(P)A.**	**RIGHTS OF SHAREHOLDERS**
(P)A.1	**Hak-Hak Dasar Pemegang Saham**		**(P)A.1**	**Basic Shareholder Rights**
(P)A.1.1	Apakah perusahaan gagal atau lalai dalam menerapkan perlakuan yang sama untuk pembelian kembali saham kepada semua pemegang saham?	31	(P)A.1.1	Did the company fail or neglect to offer equal treatment for share repurchases to all shareholders?
(P)A.2	**Pemegang saham, termasuk pemegang saham institusi, harus diizinkan untuk saling berkonsultasi dengan pemegang saham lainnya mengenai hak dasar mereka sebagaimana didefinisikan dalam prinsip-prinsip, dengan memperhatikan pengecualian untuk mencegah penyalahgunaan**		**(P)A.2**	**Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse**
(P)A.2.1	Apakah ada hambatan yang menghalangi pemegang saham untuk melakukan komunikasi atau konsultasi dengan pemegang saham lainnya?	167	(P)A.2.1	Is there evidence of barriers that prevent shareholders from communicating or consulting with other shareholders?

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
(P)A.3	**Hak untuk berpartisipasi secara efektif dan memberikan suara dalam RUPS serta untuk memperoleh informasi mengenai aturan-aturan, termasuk prosedur pemungutan suara, yang berlaku dalam RUPS**		**(P)A.3**	**Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting**
(P)A.3.1	Apakah perusahaan memasukkan agenda tambahan dan yang tidak diumumkan ke dalam pemanggilan RUPST/RUPSLB?	170, 179, 188	(P)A.3.1	Did the company include any additional and unannounced agenda item into the notice of AGM/ EGM?
(P)A.3.2	Apakah Ketua Dewan dan seluruh Ketua Komite serta CEO tidak hadir dalam Rapat Umum terakhir?	171, 179, 181, 188	(P)A.3.2	Was the Chairman of the Board and the Chairmen of all Board Committees and the CEO absent from the most recent General Meeting?
(P)A.4	**Struktur dan pengaturan modal yang memungkinkan pemegang saham tertentu untuk memperoleh tingkat kendali yang tidak proporsional dengan kepemilikan ekuitas mereka harus diungkapkan**		**(P)A.4**	**Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed**
	Apakah perusahaan gagal mengungkapkan adanya:			**Did the company fail to disclose the existence of:**
(P)A.4.1	Perjanjian pemegang saham?	122	(P)A.4.1	Shareholders agreement?
(P)A.4.2	Batasan hak suara	167	(P)A.4.2	Voting cap?
(P)A.4.3	Hak suara ganda	167	(P)A.4.3	Multiple voting rights?
(P)A.5	**Struktur dan pengaturan modal yang memungkinkan pemegang saham tertentu untuk memperoleh tingkat kendali yang tidak proporsional dengan kepemilikan ekuitas mereka harus diungkapkan**		**(P)A.5**	**Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed**
(P)A.5.1	Apakah struktur kepemilikan piramida dan/atau struktur kepemilikan silang terlihat jelas?	50	(P)A.5.1	Is a pyramid ownership structure and/or cross-holding structure apparent?
(P)B	**PERLAKUAN SETARA TERHADAP PEMEGANG SAHAM**		**(P)B**	**EQUITABLE TREATMENT OF SHAREHOLDERS**
(P)B.1	**Larangan *insider trading* dan *abusive self-dealing***		**(P)B.1**	**Insider trading and abusive self-dealing should be prohibited**
(P)B.1.1	Apakah pernah terjadi *insider trading* yang melibatkan direktur/komisaris, manajemen, dan karyawan dalam tiga tahun terakhir?	72	(P)B.1.1	Has there been any conviction of insider trading involving directors/commissioners, management and employees in the past three years?
(P)B.2	**Perlindungan terhadap pemegang saham minoritas dari tindakan sewenang-wenang**		**(P)B.2**	**Protecting minority shareholders from abusive action**
(P)B.2.1	Adakah kasus ketidakpatuhan terhadap hukum, peraturan, dan perundang-undangan yang berkaitan dengan transaksi material dengan pihak berelasi dalam tiga tahun terakhir?	122	(P)B.2.1	Has there been any cases of non-compliance with the laws, rules and regulations pertaining to material related party transactions in the past three years?
(P)B.2.2	Apakah ada RPT yang dapat diklasifikasikan sebagai bantuan keuangan (yaitu tidak dilakukan secara *arms' length*) kepada entitas selain anak perusahaan yang dimiliki sepenuhnya?	122	(P)B.2.2	Were there any RPTs that can be classified as financial assistance (i.e., not conducted at arm's length) to entities other than wholly owned subsidiary companies?
(P)C	**PERAN PARA PEMANGKU KEPENTINGAN**		**(P)C**	**ROLE OF STAKEHOLDERS**
(P)C.1	**Hak-hak para pemangku kepentingan yang ditetapkan oleh hukum atau melalui kesepakatan bersama harus dihargai**		**(P)C.1**	**The rights of stakeholders that are established by law or through mutual agreements are to be respected**
(P)C.1.1	Adakah pelanggaran hukum yang berkaitan dengan isu buruh / ketenagakerjaan / pelanggan / ketidakmampuan membayar utang / komersial / kompetisi atau lingkungan?	324	(P)C.1.1	Have there been any violations of any laws pertaining to labour / employment / consumer / insolvency / commercial / competition or environmental issues?

	Kriteria	Halaman dan Keterangan Page and Notes		Criteria
(P)C.2	**Dalam hal pemangku kepentingan berpartisipasi dalam proses tata kelola perusahaan, mereka harus mempunyai akses kepada informasi yang relevan, memadai, dan andal secara tepat waktu dan teratur**		**(P)C.2**	**Where stakeholders participate in the corporate governance process, they should have access to relevant, sufficient, and reliable information on a timely and regular basis**
(P)C.2.1	Apakah perusahaan pernah menghadapi sanksi dari pemerintah karena kegagalan melakukan pengumuman dalam periode waktu yang diperlukan untuk peristiwa-peristiwa material?	324	(P)C.2.1	Has the company faced any sanctions by regulators for failure to make announcements within the requisite time period for material events?
(P)C.2.2	Apakah ada bukti bahwa perusahaan terlibat dalam aktivitas *greenwashing*?	324	(P)C.2.2	Is there any evidence that the company is engaging in greenwashing activities?
(P)D	**PENGUNGKAPAN DAN TRANSPARANSI**		**(P)D**	**DISCLOSURE AND TRANSPARENCY**
(P)D.1	**Sanksi dari regulator atas laporan keuangan**		**(P)D.1**	**Sanctions from regulator on financial reports**
(P)D.1.1	Apakah perusahaan mendapatkan "*qualified opinion*" dalam laporan audit eksternal?	83	(P)D.1.1	Did the company receive a "qualified opinion" in its external audit report?
(P)D.1.2	Apakah perusahaan mendapatkan "*adverse opinion*" dalam laporan audit eksternal?	83	(P)D.1.2	Did the company receive an "adverse opinion" in its external audit report?
(P)D.1.3	Apakah perusahaan mendapatkan "*disclaimer opinion*" dalam laporan audit eksternal?	83	(P)D.1.3	Did the company receive a "disclaimer opinion" in its external audit report?
(P)D.1.4	Apakah dalam satu tahun terakhir perusahaan pernah merevisi laporan keuangannya untuk alasan selain perubahan kebijakan akutansi?	10	(P)D.1.4	Has the company in the past year revised its financial statements for reasons other than changes in accounting policies?
(P)E	**TANGGUNG JAWAB DEWAN**		**(P)E**	**RESPONSIBILITIES OF THE BOARD**
(P)E.1	**Kepatuhan terhadap peraturan pencatatan, perundang-undangan dan hukum yang berlaku**		**(P)E.1**	**Compliance with listing rules, regulations and applicable laws**
(P)E.1.1	Apakah ada bukti bahwa perusahaan pernah tidak mematuhi peraturan pencatatan dan perundang-undangan selain peraturan terkait pengungkapan dalam satu tahun terakhir?	324	(P)E.1.1	Is there any evidence that the company has not complied with any listing rules and regulations apart from disclosure rules over the past year?
(P)E.1.2	Apakah pernah terjadi dimana direktur/komisaris non-eksekutif mengundurkan diri dan mengangkat suatu isu sehubungan dengan tata kelola?	198, 223	(P)E.1.2	Have there been any instances where non-executive directors/commissioner have resigned and raised any issues of governance-related concerns?
(P)E.2	**Struktur Dewan**		**(P)E.2**	**Board Structure**
(P)E.2.1	Apakah perusahaan memiliki direktur/komisaris independen yang telah menjabat lebih dari sembilan tahun atau dua masa jabatan masing-masing lima tahun[1] (mana yang lebih lama) dalam kapasitas yang sama? [1]Jangka waktu lima tahun harus disyaratkan oleh undang-undang yang sudah ada sebelum penerapan ASEAN Corporate Governance Scorecard pada tahun 2011	196	(P)E.2.1	Does the company have any independent directors/ commissioners who have served for more than nine years or two terms of five years[1] each (whichever is higher) in the same capacity? [1]The five years term must be required by legislation which pre-existed before the introduction of the ASEAN Corporate Governance Scorecard in 2011
(P)E.2.2	Apakah perusahaan gagal mengidentifikasi dengan tepat deskripsi seluruh direkturnya sebagai independen, non-eksekutif, dan eksekutif?	196, 221	(P)E.2.2	Did the company fail to correctly identify the description of all their directors as independent, non-executive, and executive?
(P)E.2.3	Apakah perusahaan memiliki direktur/non-eksekutif/ komisaris independen yang menjabat pada lebih dari lima dewan di perusahaan-perusahaan terbuka?	214, 241-242	(P)E.2.3	Does the company have any independent directors/ non-executive/commissioners who serve on a total of more than five boards of publicly listed companies?
(P)E.3	**Audit Eksternal**		**(P)E.3**	**External Audit**
(P)E.3.1	Apakah ada direktur atau manajemen senior yang sebelumnya merupakan karyawan atau *partner* dari auditor eksternal saat ini (dalam 2 tahun terakhir)?	198, 222, 249, 258, 266	(P)E.3.1	Is any of the directors or senior management a former employee or partner of the current external auditor (in the past 2 years)?

Kriteria		Halaman dan Keterangan Page and Notes	Criteria	
(P)E.4	**Struktur dan Komposisi Dewan**		**(P)E.4**	**Board Structure and Composition**
(P)E.4.1	Apakah ketua dewan pernah menjabat sebagai CEO perusahaan dalam tiga tahun terakhir?	197	(P)E.4.1	Has the chairman been the company CEO in the last three years?
(P)E.4.2	Apakah direktur/komisaris non-eksekutif menerima opsi, saham kinerja, atau bonus?	96, 270	(P)E.4.2	Do non-executive directors/commissioners receive options, performance shares or bonuses?

IFRS S1 – Persyaratan Umum untuk Pengungkapan Informasi Keuangan terkait Keberlanjutan

IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information

IFRS S1	**Fitur Umum** General Features	Konteks keberlanjutan dan fitur pengungkapan umum Sustainability context and general disclosure features	Pendahuluan – Konteks Keberlanjutan Tahun 2025 Introduction – 2025 Sustainability Context	330
IFRS S1	**Cakupan Pengungkapan** Scope of Disclosure	Ruang lingkup dan batasan pengungkapan keberlanjutan Scope and boundary of sustainability disclosures	Penerapan Kerangka Kerja Keberlanjutan Sustainability Framework Application	331
IFRS S1	**Tata Kelola** Governance	Pengawasan dewan dan manajemen atas hal-hal keberlanjutan Board and management oversight of sustainability matters	Tata Kelola Keberlanjutan / Sustainability Governance Sustainability Governance	333
IFRS S1	**Strategi** Strategy	Strategi keberlanjutan yang terkait dengan perencanaan keuangan Sustainability strategy linked to financial planning	Integrasi ESG dalam Perencanaan Bisnis Jangka Panjang ESG Integration in Long-Term Business Planning	333
IFRS S1	**Metrik dan Target** Metrics & Targets	Metrik dan target keuangan terkait keberlanjutan Sustainability-related financial metrics and targets	Dampak Keuangan dan Non-Keuangan dari Risiko dan Peluang ESG Financial and Non-Financial Impacts of ESG Risks and Opportunities	337
IFRS S1	**Modal Manusia dan Dampak Sosial** Human Capital & Social Impacts	Pengungkapan modal manusia dan sosial Human capital and social disclosures	Aspek Sosial; K3 Social Aspects; OHS	351

IFRS S2 – Pengungkapan terkait Iklim

IFRS S2 – Climate-related Disclosures

IFRS S2	**Tata Kelola & Strategi** Governance & Strategy	Struktur tata kelola iklim dan pendekatan strategis Climate governance structure and strategic approach	Tata Kelola Keberlanjutan; Komitmen & Arah Kebijakan Sustainability Governance; Commitment & Policy Direction	331
IFRS S2	**Cakupan Pengungkapan** Scope of Disclosure	Ruang lingkup pengungkapan terkait iklim Scope of climate-related disclosures	Penerapan Kerangka Kerja Keberlanjutan Sustainability Framework Application	331
IFRS S2	**Strategi** Strategy	Risiko dan peluang iklim; perencanaan keuangan Climate risks and opportunities; financial planning	Risiko & Peluang terkait Perubahan Iklim; Investasi dan Pembiayaan Berkelanjutan Climate Change-related Risks & Opportunities; Sustainable Investment and Financing	332

IFRS S2	**Manajemen Risiko / Penilaian Risiko** Risk Management / Risk Assessment	Pendekatan dan proses manajemen risiko iklim Climate risk management approach and processes	Manajemen Risiko & Ketahanan; Pendekatan Adaptasi dan Mitigasi Risk Management & Resilience; Adaptation and Mitigation Approach	339
IFRS S2	**Adaptasi Risiko dan Peluang Iklim** Climate Risk Adaptation & Opportunity	Tindakan adaptasi dan mitigasi Adaptation and mitigation measures	Pendekatan Adaptasi dan Mitigasi Perubahan Iklim Climate Change Adaptation and Mitigation Approach	339
IFRS S2	**Metrik dan Target (Iklim)** Metrics & Targets (Climate)	Metrik terkait iklim, target GRK dan kinerja Climate-related metrics, GHG targets and performance	Emisi GRK; Intensitas Emisi; Dampak Keuangan ESG GHG Emissions; Emissions Intensity; ESG Financial Impacts	348, 337, 377
IFRS S2	**Perencanaan Transisi** Transition Planning	Rencana transisi dan strategi investasi Transition plans and investment strategy	Investasi dan Pembiayaan Berkelanjutan Sustainable Investment and Financing	350

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SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2025 PT DIAN SWASTATIKA SENTOSA TBK

[ACGS C.1.6.] [ACGS D.8.3.]

STATEMENT OF RESPONSIBILITY FOR THE ANNUAL REPORT 2025 BY THE MEMBERS OF THE BOARD OF COMMISSIONERS OF PT DIAN SWASTATIKA SENTOSA TBK

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi material dalam Laporan Tahunan PT Dian Swastatika Sentosa Tbk tahun buku 2025 telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perseroan.

Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, 29 April 2026

We, the undersigned below hereby state that all material information has been fully disclosed in the Annual Report 2025 of PT Dian Swastatika Sentosa Tbk and we assume full responsibility for the accuracy of the contents of the Annual Report of the Company.

This statement is made truthfully.

Jakarta, April 29, 2026

Dewan Komisaris
The Board of Commissioners

Franky Oesman Widjaja
Presiden Komisaris
President Commissioner

Handhianto Suryo Kentjono, Ph.D
Komisaris
Commissioner

Dr.-Ing. Evita Herawati Legowo
Komisaris Independen
Independent Commissioner

Dr. Robert Arthur Simanjuntak
Komisaris Independen
Independent Commissioner

Ir. F.X. Sutijastoto, M.A.
Komisaris Independen
Independent Commissioner

Dr. Hendrikus Passagi, S.Sos., S.H., M.H., M.Sc.
Komisaris Independen
Independent Commissioner

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SURAT PERNYATAAN ANGGOTA DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2025 PT DIAN SWASTATIKA SENTOSA TBK

[ACGS C.1.6.] [ACGS D.8.3.]

STATEMENT OF RESPONSIBILITY FOR THE ANNUAL REPORT 2025 BY THE MEMBERS OF THE BOARD OF DIRECTORS OF PT DIAN SWASTATIKA SENTOSA TBK

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Jakarta, April 29, 2026

Direksi
The Board of Directors

Lay Krisnan Cahya
Presiden Direktur
President Director

Lokita Prasetya
Wakil Presiden Direktur
Vice President Director

Hermawan Tarjono
Direktur
Director

Daniel Cahya
Direktur
Director

Alex Sutanto
Direktur
Director

David Fernando Audy
Direktur
Director

Mona Angelique Susanto
Direktur
Director

Timotius Max Sulaiman, SE.
Direktur
Director

PT Dian Swastatika Sentosa Tbk
dan Entitas Anak*/and Its Subsidiaries*

Laporan Keuangan Konsolidasian/
Consolidated Financial Statements
Untuk Tahun-tahun yang Berakhir
31 Desember 2025 dan 2024/
For the Years Ended
December 31, 2025 and 2024

PT DIAN SWASTATIKA SENTOSA Tbk DAN ENTITAS ANAK/*AND ITS SUBSIDIARIES*
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MOORE

Laporan Auditor Independen

No. 00379/2.1090/AU.1/02/0155-5/1/III/2026

Pemegang Saham, Dewan Komisaris dan Direksi

PT Dian Swastatika Sentosa Tbk

Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Dian Swastatika Sentosa Tbk dan entitas anaknya (Grup), 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 konsolidasian dan arus kas konsolidasian 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. 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 audit kami.

Independent Auditor's Report

No. 00379/2.1090/AU.1/02/0155-5/1/III/2026

The Stockholders, Board of Commissioners and Directors
PT Dian Swastatika Sentosa Tbk

Opinion

We have audited the consolidated financial statements of PT Dian Swastatika Sentosa Tbk (the Company) and its subsidiaries (the Group), which comprise the consolidated statements of financial position as at December 31, 2025, and the consolidated statements of profit or loss and other comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows for the years period 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 at December 31, 2025 and its consolidated financial performance and its consolidated cash flows for the years 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. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Hal Audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal-hal tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut.

Hal audit utama yang teridentifikasi dalam audit kami adalah sebagai berikut:

Penilaian atas investasi jangka panjang pada efek ekuitas tanpa harga kuotasian

Lihat ke Catatan 2i - Informasi Kebijakan Akuntansi Material atas Instrumen Keuangan, Catatan 3 - Penggunaan Estimasi, Pertimbangan dan Asumsi Manajemen atas Aset Keuangan yang Tidak Memiliki Kuotasi Harga di Pasar Aktif dan Catatan 11 - Investasi Jangka Panjang.

Grup memiliki investasi pada efek ekuitas tanpa harga kuotasian sebesar US$ 297.760.380 pada tanggal 31 Desember 2025. Grup telah menetapkan investasi pada efek ekuitas tanpa harga kuotasian ini sebagai aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain ("FVOCI"). Manajemen telah menugaskan penilai independen untuk menghitung nilai wajar efek ekuitas tanpa harga kuotasian tertentu yang mewakili 86% dari total investasi dalam efek ekuitas tanpa harga kuotasian pada tanggal 31 Desember 2025.

Kami fokus pada hal ini karena penilaian nilai wajar efek ekuitas tanpa kuotasian melibatkan pertimbangan yang signifikan dan bergantung pada penentuan metode, dasar penilaian dan variabel subyektif lainnya yang digunakan untuk memperoleh nilai wajar.

Bagaimana audit kami merespons hal audit utama

- Kami menilai kompetensi, kemampuan, dan objektivitas penilai independen dalam menentukan nilai wajar efek ekuitas tanpa harga kuotasian tersebut di atas.

- Kami memperoleh dan mereviu laporan penilaian dan mengadakan diskusi dengan manajemen dan penilai untuk memperoleh pemahaman tentang metode dan asumsi utama yang digunakan. Kami juga telah menguji keakuratan dan keandalan data serta mempertanyakan asumsi utama yang digunakan oleh penilai manajemen.

- Kami menilai kecukupan dan ketepatan pengungkapan yang dibuat dalam laporan keuangan konsolidasian sehubungan dengan penilaian efek ekuitas tanpa harga kuotasian tersebut.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The key audit matters identified in our audit are as follows:

Valuation of long-term unquoted equity investments

Refer to Note 2i - Material Accounting Policy Information on Financial Instruments, Note 3 - Management Use of Estimates, Judgments and Assumptions on Financial Assets Not Quoted in Active Market and Note 11 - Long-term Investments.

The Group has investments in unquoted equity securities amounting to US$ 297,760,380 as of December 31, 2025. The Group has designated these investments in unquoted equity securities as financial assets at fair value through other comprehensive income ("FVOCI"). Management has engaged an external independent appraiser to calculate the fair value of certain unquoted equity securities representing 86% of the total investments in unquoted equity securities as of December 31, 2025.

We focused on this area because determining the fair value of unquoted equity securities involves significant judgment and depends on determining the method, basis of valuation, and other subjective variables used to derive fair value.

How our audit addressed the key audit matter

- We assessed the competence, capabilities and objectivity of independent appraiser in determining the fair values of the above-mentioned unquoted equity investments.

- We obtained and reviewed the valuation reports and held discussion with management and its appraiser to obtain understanding of the methods and key assumptions used. We have also tested the accuracy and relevance of the data and challenged the key assumptions used by the management's independent appraiser.

- We assessed the adequacy and appropriateness of disclosures made in the consolidated financial statements concerning the valuation of these unquoted equity investments.

Pengujian penurunan nilai aset pertambangan, aset tetap dan *goodwill*

Lihat ke Catatan 2r dan 2t - Informasi Kebijakan Akuntansi Material atas *Goodwill* dan Penurunan Nilai Aset Non-Keuangan, Catatan 3 - Penggunaan Estimasi, Pertimbangan dan Asumsi Manajemen atas Penurunan Nilai Aset Non-Keuangan, Catatan 12 - *Goodwill,* Catatan 14 - Aset Tetap dan Catatan 15 - Aset Pertambangan.

Grup telah melakukan pengujian penurunan nilai untuk aset pertambangan dan aset tetap yang dimiliki oleh entitas anak yang mengalami kerugian berdasarkan analisis indikator penurunan nilai yang diidentifikasi oleh manajemen atas masing-masing entitas anak atau unit penghasil kas ("UPK"). Selain itu, Grup memiliki *goodwill* dari akuisisi bisnis yang harus diuji untuk penurunan nilai paling sedikit setiap tahun. Grup melakukan pengujian penurunan nilai untuk aset-aset tersebut menggunakan nilai pakai UPK.

Pengujian penurunan nilai merupakan hal audit utama karena proses penilaian memerlukan pertimbangan signifikan manajemen dan perhitungan nilai pakai menggunakan asumsi-asumsi berdasarkan tingkat ketidakpastian estimasi yang tinggi, khususnya harga jual, biaya produksi dan cadangan batubara.

Bagaimana audit kami merespons hal audit utama

- Kami memperoleh dan mengevaluasi penilaian dan pengujian penurunan nilai yang dilakukan oleh manajemen.
- Kami memeriksa bahwa proyeksi arus kas berdasarkan pada proyeksi manajemen yang telah disetujui dan mengevaluasi proses penyusunan proyeksi manajemen tersebut, termasuk asumsi-asumsi utama yang digunakan seperti harga batubara dan biaya operasi.
- Kami mencocokan estimasi cadangan batubara ke laporan pakar manajemen yang memiliki kualifikasi.
- Kami menilai kecukupan atas pengungkapan yang dibuat atas penilaian penurunan nilai tersebut, termasuk asumsi-asumsi yang paling sensitif terhadap hasil pengujian, khususnya, asumsi-asumsi yang memiliki efek paling signifikan pada penentuan jumlah yang dapat dipulihkan untuk aset pertambangan, aset tetap dan *goodwill*.

Informasi Lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan, tetapi tidak mencantumkan laporan keuangan konsolidasian dan laporan auditor kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor ini.

Impairment testing of mine properties, property, plant and equipment and goodwill

Refer to Note 2r and 2t - Material Accounting Policy Information on Goodwill and Impairment of Non-Financial Assets, Note 3 - Management Use of Estimates, Judgments and Assumptions on Impairment of Non-Financial Assets, Note 12 - Goodwill, Note 14 - Property, Plant and Equipment and Note 15 - Mine Properties.

The Group has performed impairment testing for mine properties and property, plant and equipment held by the loss-making subsidiaries based on the analysis of indicators for impairment identified by management to each of the subsidiaries or cash-generating units (CGUs). In addition, the Group has goodwill from business acquisitions which is required to be tested for impairment at least annually. The Group performed the impairment testing for these assets using the CGU's value-in-use (VIU).

The impairment testing is a key audit matter because the assessment process requires significant management judgment and the VIU calculation is based on assumptions that are subject to higher levels of estimation uncertainty, specifically, selling prices, production costs and coal reserve.

How our audit addressed the key audit matter

- We obtained and evaluated the impairment assessment and testing made by management.
- We checked if the cash flows projection was based on approved management forecast and evaluated management's forecasting process, including key assumptions used, such as coal price and operating costs.
- We reconciled the coal reserves estimates to the report of management's expert.
- We assessed the adequacy of the disclosures made on these impairment assessments, including those assumptions to which the outcome of the impairment test is most sensitive, specifically, those that have the most significant effect on the determination of the recoverable amount of mine properties, property, plant and equipment and goodwill.

Other Information

Management is responsible for the other information. The other information consists of information contained in the Annual Report but does not include the consolidated financial statements and our auditor's report. The Annual Report is expected to be made available to us after the date of this auditor's report.

Opini kami atas laporan keuangan konsolidasian tidak mencakup informasi lain, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas informasi lain tersebut.

Our opinion on the consolidated financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian, tanggung jawab kami adalah untuk membaca informasi lain jika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah informasi lain mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

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 mengambil tindakan tepat berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia.

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 in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants.

Tanggung Jawab Manajemen dan Pihak yang Bertanggung Jawab atas Tata Kelola terhadap Laporan Keuangan Konsolidasian

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

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.

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.

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.

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 operations, or has no realistic alternative but to do so.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Grup.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian

Tujuan kami adalah untuk memperoleh 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 yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit 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 secara 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, 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 memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya 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 pengendalian internal.

- Memperoleh 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.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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 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, 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 those 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 the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- 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 kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, harus menentukan apakah perlu untuk memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Grup tidak dapat mempertahankan kelangsungan usaha.

- 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 auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- 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.

- 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.

- Memperoleh 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.

- 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.

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.

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.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama dalam laporan auditor kami, kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal tidak boleh dikomunikasikan dalam laporan kami karena konsekuensi merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

MIRAWATI SENSI IDRIS



Maria Leckzinska
Izin Akuntan Publik No. AP.0155/
Certified Public Accountant License No. AP.0155

17 Maret 2026/*March 17, 2026*



DSS
energy and infrastructure

SURAT PERNYATAAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN UNTUK TAHUN-TAHUN YANG BERAKHIR 31 DESEMBER 2025 DAN 2024

PT DIAN SWASTATIKA SENTOSA TBK DAN ENTITAS ANAK

Kami yang bertanda tangan di bawah ini:

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   Nomor telepon/*Telephone number* : 021-31990258
   Jabatan/*Title* : Presiden Direktur/*President Director*

2. Nama/*Name* : Alex Sutanto
   Alamat kantor/*Office address* : Sinar Mas Land Plaza, Tower II, 24th floor Jl. M.H. Thamrin No.51 - Jakarta 10350
   Alamat domisili/sesuai KTP atau kartu identitas lain/*Residential address/in accordance with Personal Identity Card* : Jl. Karet Sawah Ujung RT 006/ RW 002 Kel. Karet Semanggi, Kec. Setia Budi
   Nomor telepon/*Telephone number* : 021-31990258
   Jabatan/*Title* : Direktur/*Director*

menyatakan bahwa:

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian Perusahaan dan Entitas Anak untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024.

2. Laporan keuangan konsolidasian Perusahaan dan Entitas Anak tersebut telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia.

3. a. Semua informasi dalam laporan keuangan konsolidasian Perusahaan dan Entitas Anak tersebut telah dimuat secara lengkap dan benar, dan

   b. Laporan keuangan konsolidasian Perusahaan dan Entitas Anak tersebut tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.

DIRECTORS' STATEMENT ON THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEARS ENDED DECEMBER 31, 2025 AND 2024

PT DIAN SWASTATIKA SENTOSA TBK AND ITS SUBSIDIARIES

We, the undersigned:

declare that:

1. We are responsible for the preparation and presentation of the Company and its Subsidiaries' consolidated financial statement for the years ended December 31, 2025 and 2024.

2. The Company and its Subsidiaries' consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards.

3. a. All information has been fully and correctly disclosed in the Company and its Subsidiaries' consolidated financial statements, and

   b. The Company and its Subsidiaries' consolidated financial statements do not contain materially misleading information or facts, and do not conceal any material information or facts.

DSS
energy and infrastructure

4. Kami bertanggung jawab atas sistem pengendalian intern dalam Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

4. We are responsible for the Company's internal control system.

This statement has been made truthfully.

17 Maret 2026/*March 17, 2026*



L. Krisnan Cahya
Presiden Direktur/*President Director*

Alex Sutanto
Direktur/*Director*

PT. Dian Swastatika Sentosa Tbk.
Sinar Mas Land Plaza, Tower II, 24th floor, Jl. M.H. Thamrin No. 51, Jakarta 10350, Indonesia
Telp : (62-21) 31990258 • Fax : (62-21) 31990259

	2025	Catatan/ *Notes*	2024	
ASET				**ASSETS**
ASET LANCAR				**CURRENT ASSETS**
Kas dan setara kas	412.828.764	4	882.967.738	Cash and cash equivalents
Investasi jangka pendek	162.697.412	5	25.514.292	Short-term investments
Piutang usaha		6		Trade accounts receivable
Pihak berelasi	32.623.521	39	45.315.154	Related parties
Pihak ketiga - setelah dikurangi cadangan kerugian penurunan nilai sebesar US$ 12.786.331 dan US$ 7.238.028 masing-masing pada tanggal 31 Desember 2025 dan 2024	253.940.293		204.016.902	Third parties - net of allowance for impairment of US$ 12,786,331 and US$ 7,238,028 as of December 31, 2025 and 2024, respectively
Piutang lain-lain		7		Other receivables
Pihak berelasi - setelah dikurangi cadangan kerugian penurunan nilai sebesar nihil dan US$ 46.405 masing-masing pada tanggal 31 Desember 2025 dan 2024	25.481	39	982.128	Related parties - net of allowance for impairment of nil and US$ 46,405 as of December 31, 2025 and 2024, respectively
Pihak ketiga - setelah dikurangi cadangan kerugian penurunan nilai sebesar US$ 157.908 dan US$ 186.781 masing-masing pada tanggal 31 Desember 2025 dan 2024	531.326.897		498.832.432	Third parties - net of allowance for impairment of US$ 157,908 and US$ 186,781 as of December 31, 2025 and 2024, respectively
Persediaan - setelah dikurangi cadangan kerugian penurunan nilai sebesar US$ 22.789 dan US$ 25.658 masing-masing pada tanggal 31 Desember 2025 dan 2024	118.475.850	8	119.393.178	Inventories - net of allowance for decline in value of US$ 22,789 and US$ 25,658 as of December 31, 2025 and 2024, respectively
Uang muka	42.697.828	10	50.779.928	Advances
Pajak dibayar dimuka	206.710.344	37	150.967.024	Prepaid taxes
Biaya dibayar dimuka	54.605.567	9	17.922.786	Prepaid expenses
Aset lancar lainnya	5.095.581		1.642.780	Other current assets
Jumlah Aset Lancar	1.821.027.538		1.998.334.342	**Total Current Assets**
ASET TIDAK LANCAR				**NONCURRENT ASSETS**
Piutang lain-lain jangka panjang - pihak ketiga	517.138		536.977	Long-term other receivables - third parties
Biaya dibayar dimuka jangka panjang	24.863.598	9	25.676.953	Long-term prepaid expenses
Taksiran tagihan pajak	57.483.027	37	30.776.115	Estimated claims for tax refund
Investasi jangka panjang	1.002.054.384	11	536.644.716	Long-term investments
Goodwill	17.518.566	12	17.518.566	Goodwill
Aset pajak tangguhan	16.393.963	37	12.770.269	Deferred tax assets
Properti investasi - setelah dikurangi akumulasi penyusutan sebesar US$ 789.783 dan US$ 745.084 masing-masing pada tanggal 31 Desember 2025 dan 2024	3.542.082	13	3.586.781	Investment properties - net of accumulated depreciation of US$ 789,783 and US$ 745,084 as of December 31, 2025 and 2024, respectively
Aset tetap - setelah dikurangi akumulasi penyusutan dan cadangan kerugian penurunan nilai masing-masing sebesar US$ 317.302.031 dan US$ 1.167.387 pada tanggal 31 Desember 2025 dan akumulasi penyusutan dan cadangan kerugian penurunan nilai masing-masing sebesar US$ 265.096.650 dan US$ 718.549 pada tanggal 31 Desember 2024	1.038.586.539	14	651.085.446	Property, plant and equipment - net of accumulated depreciation and allowance for impairment of US$ 317,302,031 and US$ 1,167,387 as December 31, 2025, respectively, net of accumulated depreciation and allowance for impairment of US$ 265,096,650 and US$ 718,549 as of December 31, 2024, respectively
Aset pertambangan - setelah dikurangi akumulasi amortisasi sebesar US$ 242.359.748 dan US$ 223.010.483 masing-masing pada tanggal 31 Desember 2025 dan 2024	306.401.266	15	326.359.047	Mine properties - net of accumulated amortization of US$ 242,359,748 and US$ 223,010,483 as of December 31, 2025 and 2024, respectively
Aset takberwujud - setelah dikurangi akumulasi amortisasi sebesar US$ 13.612.875 dan US$ 11.457.456 masing-masing pada tanggal 31 Desember 2025 dan 2024	6.165.227	16	7.934.958	Intangible assets - net of accumulated amortization of US$ 13,612,875 and US$ 11,457,456 as of December 31, 2025 and 2024, respectively
Aset tidak lancar lain-lain	120.396.798	17	83.847.089	Other noncurrent assets
Jumlah Aset Tidak Lancar	2.593.922.588		1.696.736.917	**Total Noncurrent Assets**
JUMLAH ASET	4.414.950.126		3.695.071.259	**TOTAL ASSETS**

	2025	Catatan/ *Notes*	2024	
LIABILITAS DAN EKUITAS				**LIABILITIES AND EQUITY**
LIABILITAS				**LIABILITIES**
LIABILITAS JANGKA PENDEK				**CURRENT LIABILITIES**
Utang bank jangka pendek	110.797.309	18	249.856.242	Short-term bank loans
Utang usaha		19		Trade accounts payable
Pihak berelasi	10.315.012	39	4.684.061	Related parties
Pihak ketiga	333.668.753		265.711.844	Third parties
Utang lain-lain		20		Other accounts payable
Pihak berelasi	8.445.628	39	14.044.025	Related parties
Pihak ketiga	192.375.133		134.444.637	Third parties
Uang muka pelanggan dan pendapatan diterima dimuka	12.609.568	21	23.881.130	Advances from customers and unearned revenues
Utang pajak	17.201.477	22	7.800.425	Taxes payable
Beban akrual	60.092.692	23	51.025.380	Accrued expenses
Liabilitas jangka panjang yang akan jatuh tempo dalam waktu satu tahun:				Current portion of long-term liabilities:
Utang bank dan lembaga keuangan jangka panjang	75.546.074	24	70.433.526	Long-term loans from banks and financial institutions
Liabilitas sewa pembiayaan	5.029.938	25	5.459.376	Lease liabilities
Utang obligasi	-	26	14.991.562	Bonds payable
Sukuk Mudharabah	-	27	15.082.911	Sukuk Mudharabah
Jumlah Liabilitas Jangka Pendek	826.081.584		857.415.119	**Total Current Liabilities**
LIABILITAS JANGKA PANJANG				**NONCURRENT LIABILITIES**
Utang lain-lain jangka panjang - pihak ketiga	79.386	20	2.000	Long-term other accounts payable - third parties
Liabilitas pajak tangguhan	15.658.538	37	15.752.245	Deferred tax liabilities
Liabilitas imbalan kerja jangka panjang	10.137.888	36	8.193.301	Long-term employee benefits liabilities
Liabilitas jangka panjang - setelah dikurangi bagian yang akan jatuh tempo dalam waktu satu tahun:				Long-term liabilities - net of current portion:
Utang bank dan lembaga keuangan jangka panjang	903.703.237	24	550.612.204	Long-term loans from banks and financial institutions
Liabilitas sewa pembiayaan	4.598.815	25	1.583.728	Lease liabilities
Utang obligasi	234.168.844	26	227.074.616	Bonds payable
Sukuk Mudharabah	152.319.747	27	81.235.614	Sukuk Mudharabah
Liabilitas jangka panjang lainnya	7.004.455		9.623.039	Other noncurrent liabilities
Jumlah Liabilitas Jangka Panjang	1.327.670.910		894.076.747	**Total Noncurrent Liabilities**
JUMLAH LIABILITAS	2.153.752.494		1.751.491.866	**TOTAL LIABILITIES**
EKUITAS				**EQUITY**
Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk				**Equity Attributable to Owners of the Parent Company**
Modal saham - nilai nominal Rp 25 per saham pada tanggal 31 Desember 2025 dan 2024				Capital stock - par value of Rp 25 per share as of December 31, 2025 and 2024
Modal dasar - 24.000.000.000 saham pada tanggal 31 Desember 2025 dan 2024				Authorized - 24,000,000,000 shares as of December 31, 2025 and 2024
Modal ditempatkan dan disetor - 7.705.523.200 saham pada tanggal 31 Desember 2025 dan 2024	72.498.628	29	72.498.628	Issued and paid-up - 7,705,523,200 shares as of December 31, 2025 and 2024
Tambahan modal disetor - bersih	(565.850.950)	30	(565.850.950)	Additional paid-in capital - net
Saham treasuri	(476.457.678)	29	(476.457.678)	Treasury stock
Selisih nilai transaksi dengan kepentingan nonpengendali	543.030.350	30	543.030.350	Difference in value arising from transactions with non-controlling interests
Keuntungan (kerugian) yang belum direalisasi atas kenaikan (penurunan) nilai wajar investasi yang diukur pada nilai wajar melalui penghasilan komprehensif lain	5.406.828	11	(11.593.818)	Unrealized gain (loss) on increase (decrease) in fair value of investments at fair value through other comprehensive income
Selisih kurs penjabaran laporan keuangan	(170.749.320)		(116.552.531)	Foreign exchange differences arising from financial statements translation
Cadangan opsi saham	238.830	30	238.830	Share option reserve
Saldo laba				Retained earnings
Telah ditentukan penggunaannya	1.300.000	31	1.200.000	Appropriated
Belum ditentukan penggunaannya	2.407.354.598		2.161.927.067	Unappropriated
Jumlah	1.816.771.286		1.608.439.898	Total
Kepentingan Nonpengendali	444.426.346	32	335.139.495	**Non-controlling Interests**
JUMLAH EKUITAS	2.261.197.632		1.943.579.393	**TOTAL EQUITY**
JUMLAH LIABILITAS DAN EKUITAS	4.414.950.126		3.695.071.259	**TOTAL LIABILITIES AND EQUITY**

	2025	Catatan/ *Notes*	2024	
PENDAPATAN USAHA	2.791.216.594	33	3.017.796.030	**REVENUES**
BEBAN POKOK PENJUALAN	1.849.560.579	34	1.789.388.822	**COST OF REVENUES**
LABA KOTOR	941.656.015		1.228.407.208	**GROSS PROFIT**
BEBAN USAHA		35		**OPERATING EXPENSES**
Beban penjualan	331.907.301		347.444.971	Selling expenses
Beban umum dan administrasi	206.994.754		229.738.253	General and administrative expenses
Beban eksplorasi	1.821.443		489.674	Exploration costs
Jumlah Beban Usaha	540.723.498		577.672.898	Total Operating Expenses
LABA USAHA	400.932.517		650.734.310	**OPERATING PROFIT**
PENGHASILAN (BEBAN) LAIN-LAIN				**OTHER INCOME (EXPENSES)**
Pendapatan bunga	80.367.580		62.262.097	Interest income
Ekuitas pada laba bersih investasi	15.158.704	11	41.986.964	Share in net income of investees
Keuntungan selisih kurs mata uang asing - bersih	11.277.449		8.456.420	Gain on foreign exchange - net
Beban bunga dan keuangan	(71.372.620)		(60.859.253)	Interest and financial expenses
Lain-lain - bersih	27.720.887	35	7.663.110	Others - net
Penghasilan Lain-lain - Bersih	63.152.000		59.509.338	Other Income - Net
LABA SEBELUM PAJAK	464.084.517		710.243.648	**PROFIT BEFORE TAX**
BEBAN (PENGHASILAN) PAJAK		37		**TAX EXPENSE (BENEFIT)**
Kini	104.613.561		151.715.005	Current
Tangguhan	(1.729.917)		15.748.153	Deferred
Jumlah Beban Pajak - Bersih	102.883.644		167.463.158	Tax Expense - Net
LABA TAHUN BERJALAN	361.200.873		542.780.490	**PROFIT FOR THE YEAR**
PENGHASILAN (RUGI) KOMPREHENSIF LAIN				**OTHER COMPREHENSIVE INCOME (LOSS)**
				Items that will not be reclassified subsequently
Pos yang tidak akan direklasifikasi ke laba rugi				to profit and loss
Pengukuran kembali liabilitas imbalan pasti	(800.977)	36	264.875	Remeasurement of defined benefit liability
Pajak sehubungan dengan pos yang tidak				Tax relating to items that will not be reclassified
akan direklasifikasi ke laba rugi	142.697	37	(43.335)	subsequently to profit and loss
Rugi revaluasi atas aset tetap	-	14	(49.084.355)	Loss on revaluation of property, plant and equipment
Investasi yang diukur pada nilai wajar melalui penghasilan				Investments at fair value through other
komprehensif lain				comprehensive income
Keuntungan (kerugian) yang belum direalisasi atas				Unrealized gain (loss) on change in fair value
perubahan nilai wajar selama tahun berjalan	32.647.314	11	(47.307.498)	during the year
Pos yang akan direklasifikasi ke laba rugi				Items that will be reclassified subsequently to profit and loss
				Foreign exchange differences arising from
Selisih kurs penjabaran laporan keuangan	(54.785.663)		(35.461.182)	financial statements translation
Rugi Komprehensif Lain - Bersih	(22.796.629)		(131.631.495)	**Other Comprehensive Loss - Net**
JUMLAH PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	338.404.244		411.148.995	**TOTAL COMPREHENSIVE INCOME FOR THE YEAR**
Laba tahun berjalan yang teratribusikan pada:				Profit for the year attributable to:
Pemilik entitas induk	230.539.143		309.084.793	Owners of the Parent Company
Kepentingan nonpengendali	130.661.730		233.695.697	Non-controlling interests
	361.200.873		542.780.490	
Jumlah penghasilan komprehensif yang				
teratribusikan kepada:				Total comprehensive income attributable to:
Pemilik entitas induk	208.331.388		176.127.845	Owners of the Parent Company
Kepentingan nonpengendali	130.072.856	32	235.021.150	Non-controlling interests
	338.404.244		411.148.995	
LABA BERSIH PER SAHAM DASAR DIATRIBUSIKAN KEPADA PEMILIK ENTITAS INDUK	0,0014	38	0,0020	**EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE PARENT COMPANY**

	Catatan/ *Notes*	Ekuitas yang Dapat Diatribusikan Kepada Pemilik Entitas Induk/*Equity Attributable to the Owners of the Parent Company*													
		Modal Saham Ditempatkan dan Disetor/ *Issued and Paid Up Capital Stock*	Tambahan Modal Disetor - Bersih/ *Additional Paid-in Capital - Net*	Saham Treasuri/ *Treasury Stock*	Selisih Nilai Transaksi dengan Kepentingan Nonpengendali/ *Difference in Value Arising from Transactions with Non-controlling Interests*	Keuntungan (Kerugian) yang Belum Direalisasi atas Kenaikan (Penurunan) Nilai Wajar Investasi yang Diukur pada Nilai Wajar melalui Penghasilan Komprehensif Lain/ *Unrealized Gain (Loss) on Increase (Decrease) in Changes in Fair Value of Investments at Fair Value through Other Comprehensive Income*	Selisih Kurs Penjabaran Laporan Keuangan/ *Foreign Exchange Differences Arising from Financial Statements Translation*	Cadangan Opsi Saham/ *Share Option Reserve*	Selisih Revaluasi Aset Tetap/ *Revaluation Increment in Value of Property, Plant and Equipment*	Saldo Laba/*Retained Earnings*		Jumlah/ *Total*	Kepentingan Nonpengendali/ *Non-controlling Interests*	Jumlah Ekuitas/ *Total Equity*	
										Telah Ditentukan Penggunaannya/ *Appropriated*	Belum Ditentukan Penggunaannya/ *Unappropriated*				
Saldo pada tanggal 1 Januari 2024		72.498.628	(607.405.343)	(483.790.806)	543.030.350	(30.558.475)	(79.765.896)	238.830	160.196.171	1.100.000	1.807.881.073	1.383.424.532	337.390.654	1.720.815.186	Balance as of January 1, 2024
Penghasilan (rugi) komprehensif:															**Comprehensive income (loss):**
Laba tahun berjalan		-	-	-	-	-	-	-	-	-	309.084.793	309.084.793	233.695.697	542.780.490	Profit for the year
Penghasilan (rugi) komprehensif lain		-	-	-	-	(47.307.498)	(36.786.635)	-	(49.084.355)	-	221.540	(132.956.948)	1.325.453	(131.631.495)	Other comprehensive income (loss)
Jumlah penghasilan (rugi) komprehensif		-	-	-	-	(47.307.498)	(36.786.635)	-	(49.084.355)	-	309.306.333	176.127.845	235.021.150	411.148.995	Total comprehensive income (loss)
Pencadangan saldo laba	31	-	-	-	-	-	-	-	-	100.000	(100.000)	-	-	-	Appropriation of retained earnings
Penempatan kembali saham treasuri	29	-	41.554.393	7.333.128	-	-	-	-	-	-	-	48.887.521	-	48.887.521	Reissuance of treasury shares
Dividen entitas anak kepada kepentingan nonpengendali	1d	-	-	-	-	-	-	-	-	-	-	-	(237.272.309)	(237.272.309)	Dividend of subsidiaries to non-controlling interests
Saldo laba ditransfer atas Selisih revaluasi pembangkit listrik pada saat pelepasan	14	-	-	-	-	-	-	-	(111.111.816)	-	111.111.816	-	-	-	Transfer to retained earning of revaluation increment in value of disposed power plant
Reklasifikasi akumulasi kerugian atas penurunan nilai wajar investasi yang diukur pada nilai wajar melalui penghasilan komprehensif lain ke saldo laba pada tanggal penjualan	11	-	-	-	-	66.272.155	-	-	-	-	(66.272.155)	-	-	-	Reclassification of cumulative loss on decrease in fair value of investments at fair value through other comprehensive income to retained earnings upon disposal
Saldo pada tanggal 31 Desember 2024		72.498.628	(565.850.950)	(476.457.678)	543.030.350	(11.593.818)	(116.552.531)	238.830	-	1.200.000	2.161.927.067	1.608.439.898	335.139.495	1.943.579.393	Balance as of December 31, 2024
Penghasilan (rugi) komprehensif:															**Comprehensive income (loss):**
Laba tahun berjalan		-	-	-	-	-	-	-	-	-	230.539.143	230.539.143	130.661.730	361.200.873	Profit for the year
Penghasilan (rugi) komprehensif lain		-	-	-	-	32.647.314	(54.196.789)	-	-	-	(658.280)	(22.207.755)	(588.874)	(22.796.629)	Other comprehensive income (loss)
Jumlah penghasilan (rugi) komprehensif		-	-	-	-	32.647.314	(54.196.789)	-	-	-	229.880.863	208.331.388	130.072.856	338.404.244	Total comprehensive income (loss)
Pencadangan saldo laba	31	-	-	-	-	-	-	-	-	100.000	(100.000)	-	-	-	Appropriation of retained earnings
Reklasifikasi akumulasi keuntungan atas kenaikan nilai wajar investasi yang diukur pada nilai wajar melalui penghasilan komprehensif lain ke saldo laba pada tanggal penjualan	11	-	-	-	-	(15.646.668)	-	-	-	-	15.646.668	-	-	-	Reclassification of cumulative gain on increase in fair value of investments at fair value through other comprehensive income to retained earnings upon disposal
Dividen entitas anak kepada kepentingan nonpengendali	1d	-	-	-	-	-	-	-	-	-	-	-	(104.893.527)	(104.893.527)	Dividend of subsidiaries to non-controlling interests
Peningkatan modal saham entitas anak dari kepentingan nonpengendali		-	-	-	-	-	-	-	-	-	-	-	84.107.522	84.107.522	Paid-up capital of a subsidiaries from non-controlling interests
Saldo pada tanggal 31 Desember 2025		72.498.628	(565.850.950)	(476.457.678)	543.030.350	5.406.828	(170.749.320)	238.830	-	1.300.000	2.407.354.598	1.816.771.286	444.426.346	2.261.197.632	Balance as of December 31, 2025

Lihat catatan atas laporan keuangan konsolidasian yang merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

See accompanying notes to consolidated financial statements which are an integral part of the consolidated financial statements.

	2025	Catatan/ *Notes*	2024	
ARUS KAS DARI AKTIVITAS OPERASI				**CASH FLOWS FROM OPERATING ACTIVITIES**
Penerimaan dari pelanggan	2.749.951.302		3.125.396.132	Cash receipts from customers
Pembayaran kepada:				Cash paid to:
Kontraktor dan pemasok	(1.723.045.125)		(1.819.160.394)	Contractors and suppliers
Karyawan	(100.261.971)		(90.339.345)	Employees
Lainnya	(455.854.342)		(348.729.633)	Others
Kas diperoleh dari operasi	470.789.864		867.166.760	Net cash generated from operations
Pembayaran pajak penghasilan badan	(141.040.884)		(173.760.627)	Payments of corporate income tax
Kas Bersih Diperoleh dari Aktivitas Operasi	329.748.980		693.406.133	Net Cash Provided by Operating Activities
ARUS KAS DARI AKTIVITAS INVESTASI				**CASH FLOWS FROM INVESTING ACTIVITIES**
Penerimaan bunga	80.367.580		62.262.097	Interest received
Penerimaan (penempatan) bersih dalam dana yang dibatasi pencairannya	2.163.949		(14.037.061)	Net proceeds from (placements in) restricted fund
Perolehan aset takberwujud	(299.606)	16	(482.900)	Acquisitions of intangible assets
Pembayaran uang muka ganti rugi lahan	-		(104.501)	Payments of advances for land compensation
Penambahan aset pertambangan	(579.910)	15	(87.769.447)	Addition in mine properties
Perubahan dalam aset lain-lain	28.057		(2.029.935)	Changes in other assets
Kenaikan (penurunan) bersih investasi jangka pendek	(137.183.120)		15.226.387	Net increase (decrease) in short-term investments
Pembayaran akuisisi entitas anak pemilikan tidak langsung	-		(1.446.469)	Payments for acquisition of indirect subsidiaries
Kenaikan piutang lain-lain	-		(407.529.829)	Increase in other receivables
Aset tetap		14, 44		Property, plant and equipment
Hasil penjualan	350.895		144.160.387	Proceeds from sale
Perolehan	(466.169.666)		(315.487.123)	Acquisitions
Kenaikan (penurunan) bersih investasi jangka panjang	(451.938.311)		12.328.062	Net increase (decrease) in long-term investments
Kas Bersih Digunakan untuk Aktivitas Investasi	(973.260.132)		(594.910.332)	Net Cash Used in Investing Activities
ARUS KAS DARI AKTIVITAS PENDANAAN				**CASH FLOWS FROM FINANCING ACTIVITIES**
Utang bank dan lembaga keuangan jangka panjang		45		Long-term loan from banks and financial institution
Penerimaan	520.448.642		476.556.468	Proceeds
Pembayaran	(152.451.548)		(380.506.562)	Payments
Penerimaan dari peningkatan modal saham entitas anak dari kepentingan nonpengendali	84.107.522		-	Proceeds from issuance of shares of subsidiaries to non-controlling interests
Penerimaan dari penerbitan kembali saham treasuri	-	29	48.887.521	Proceeds from reissuance of treasury shares
Sukuk Mudharabah		45		Sukuk Mudharabah
Penerimaan	74.843.487		97.151.521	Proceeds
Pembayaran	(14.713.287)		-	Payments
Obligasi		45		Bonds
Penerimaan penerbitan	15.452.685		246.185.018	Proceeds from issuance
Pembayaran	(14.713.595)		-	Payments
Pembayaran liabilitas sewa	(5.273.541)	45	(4.631.910)	Payments of lease liabilities
Utang bank dan lembaga keuangan jangka pendek		45		Short-term loans from banks financial institution
Penerimaan	1.095.572.369		811.607.200	Proceeds
Pembayaran	(1.236.961.675)		(818.009.042)	Payments
Penerimaan liabilitas jangka panjang lainnya	-		3.000.000	Proceeds from other noncurrent liabilities
Pembayaran bunga	(70.543.845)		(62.873.305)	Payment of interest
Pembayaran dividen entitas anak kepada kepentingan nonpengendali	(104.893.527)	1d	(237.272.309)	Dividends of subsidiaries paid to non-controlling interests
Kas Bersih Diperoleh dari Aktivitas Pendanaan	190.873.687		180.094.600	Net Cash Provided by in Financing Activities
KENAIKAN (PENURUNAN) BERSIH KAS DAN SETARA KAS	(452.637.465)		278.590.401	**NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS**
KAS DAN SETARA KAS AWAL TAHUN	882.967.738		617.327.211	**CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR**
Pengaruh perubahan kurs mata uang asing	(17.501.509)		(12.949.874)	Effect of foreign exchange rate changes
KAS DAN SETARA KAS AKHIR TAHUN	412.828.764		882.967.738	**CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR**

1. Umum

a. Pendirian dan Informasi Umum

PT Dian Swastatika Sentosa Tbk (Perusahaan) didirikan berdasarkan Akta No. 6 tanggal 2 Agustus 1996 dari Linda Herawati, S.H., notaris di Jakarta, yang kemudian diubah dengan Akta Perubahan No. 35 tanggal 8 Oktober 1996 dari notaris yang sama. Akta pendirian dan perubahannya telah disahkan oleh Menteri Kehakiman Republik Indonesia (sekarang Menteri Hukum dan Hak Asasi Manusia Republik Indonesia) dalam Surat Keputusan No. C2-9854.HT.01.01.TH.96 tanggal 28 Oktober 1996 serta diumumkan dalam Berita Negara Republik Indonesia No. 46 tanggal 10 Juni 1997, Tambahan No. 2258.

Anggaran Dasar Perusahaan telah beberapa kali mengalami perubahan, termasuk diantaranya penyesuaian Anggaran Dasar Perusahaan terhadap Undang-Undang Republik Indonesia No. 40 Tahun 2007 tentang Perseroan Terbatas pada tahun 2008, pelaksanaan penawaran umum perdana saham (IPO) dan perubahan status Perusahaan menjadi Perseroan Terbatas Terbuka pada tahun 2009, dan perubahan yang terakhir berdasarkan Akta No. 163 tanggal 25 Juni 2024 dari Hannywati Gunawan, S.H., notaris di Jakarta, mengenai perubahan Pasal 3 dan Pasal 4 Anggaran Dasar Perusahaan dan telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0038361.AH.01.02.TAHUN 2024 tanggal 27 Juni 2024 dan telah diterima dan dicatatkan dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat No. AHU-AH.01.03-0162992 tanggal 27 Juni 2024.

1. General

a. Establishment and General Information

PT Dian Swastatika Sentosa Tbk (the Company) was established based on Notarial Deed No. 6 dated August 2, 1996 of Linda Herawati, S.H., a public notary in Jakarta and was amended by Notarial Deed No. 35 dated October 8, 1996, of the same public notary. The deed of establishment and its amendment were approved by the Ministry of Justice of the Republic of Indonesia (currently the Ministry of Law and Human Rights of the Republic of Indonesia) in its Decision Letter No. C2-9854.HT.01.01.TH.96 dated October 28, 1996 and was published in the State Gazette of the Republic of Indonesia No. 46 dated June 10, 1997, Supplement No. 2258.

The Articles of Association of the Company have been amended several times, including, among others, the revisions in the Company's entire Articles of Association to be in accordance with the Law of the Republic of Indonesia No. 40 Year 2007 regarding Limited Liability Company in 2008, the Initial Public Offering (IPO) and the change in the Company's status to be a Listed Company in 2009, and the latest based on the Notarial Deed No. 163 dated June 25, 2024 of Hannywati Gunawan, S.H., a public notary in Jakarta, regarding amendment in Article 3 and Article 4 of the Company's Articles of Association and has been approved by the Ministry of Law and Human Rights of the Republic of Indonesian in its Decision Letter No. AHU-0038361.AH.01.02.TAHUN 2024 dated June 27, 2024 and has been accepted and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia based on Letter No. AHU-AH.01.03-0162992 dated June 27, 2024.

Sesuai dengan pasal 3 Anggaran Dasar Perusahaan, ruang lingkup kegiatan Perusahaan meliputi pembangkit, distribusi, dan penjualan tenaga listrik dalam satu kesatuan usaha, pengadaan uap/air panas dan udara dingin, perdagangan besar berbagai macam barang, *real estate* yang dimiliki sendiri atau disewa, konstruksi sentral telekomunikasi, aktivitas konsultasi manajemen lainnya, dan aktivitas perusahaan *holding*. Kegiatan usaha Perusahaan saat ini aktivitas perusahaan *holding*. Ruang lingkup kegiatan usaha Grup pada saat ini meliputi pertambangan, energi baru dan terbarukan, teknologi, bahan kimia, dan investasi.

In accordance with article 3 of the Company's Articles of Association, the Company engages in generation, distribution, and sale of electricity as a single business unit, the procurement of steam/hot water and cold air, wholesale trade of various goods, real estate owned or leased, construction of telecommunications central, other management consulting activities, and holding company activities. Currently, the Company engages in holding company activities. Currently, the Group engages in mining, new and renewable energy, technology, chemicals, and investment.

Perusahaan mulai beroperasi secara komersial pada tahun 1998. Perusahaan berkantor pusat di Jakarta.

The Company started its commercial activities in 1998. The Company's head office is in Jakarta.

Entitas induk langsung Perusahaan adalah PT Sinar Mas Tunggal dan pemegang saham pengendali Perusahaan adalah Franky Oesman Widjaja.

The direct parent entity of the Company is PT Sinar Mas Tunggal and the ultimate controlling shareholder of the Company is Franky Oesman Widjaja.

Dalam laporan keuangan konsolidasian, Perusahaan dan entitas anak secara bersama-sama disebut sebagai "Grup".

In the consolidated financial statements, the Company and its subsidiaries are collectively referred to as "the Group".

Perusahaan merupakan bagian dari Sinar Mas.

The Company is part of Sinar Mas.

b. Penawaran Umum Efek Perusahaan

b. Public Offering of Shares

Pada tanggal 30 November 2009, Perusahaan memperoleh Pernyataan Efektif dari Ketua Badan Pengawas Pasar Modal dan Lembaga Keuangan (Bapepam dan LK atau sekarang Otoritas Jasa Keuangan/OJK) melalui Surat No. S-10344/BL/2009 untuk penawaran umum perdana atas 100.000.000 saham Perusahaan dengan nilai nominal Rp 250 per saham kepada masyarakat dan telah dicatatkan pada Bursa Efek Indonesia pada tanggal 10 Desember 2009.

On November 30, 2009, the Company obtained the Notice of Effectivity from the Chairman of the Capital Market and Financial Institutions Supervisory Agency (Bapepam and LK or currently Financial Services Authority/OJK) in his Letter No. S-10344/BL/2009 for its offering to the public of 100,000,000 shares at Rp 250 per share. On December 10, 2009, all of these shares were listed on the Indonesia Stock Exchange.

Berdasarkan Akta No. 163 tanggal 25 Juni 2024 dari Hannywati Gunawan, S.H., notaris di Jakarta, para pemegang saham Perusahaan menyetujui pemecahan nilai nominal saham (*stock split*) dengan rasio 1:10, sehingga modal dasar Perusahaan sebesar Rp 600.000.000.000 yang sebelumnya terbagi atas 2.400.000.000 saham dengan nilai nominal sebesar Rp 250 menjadi sebanyak 24.000.000.000 saham dengan nilai nominal sebesar Rp 25 dan telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0038361.AH.01.02.TAHUN 2024 tanggal 27 Juni 2024 dan telah diterima dan dicatatkan dalam Sistem Administrasi Badan Hukum Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat No. AHU-AH.01.03-0162992 tanggal 27 Juni 2024.

Pada tanggal 31 Desember 2025 dan 2024, seluruh saham Perusahaan sejumlah 7.705.523.200 saham telah tercatat di Bursa Efek Indonesia.

c. Penawaran Umum Obligasi Perusahaan

Pada tanggal 28 Maret 2024, Perusahaan menerima pernyataan efektif untuk Pernyataan Pendaftaran dalam rangka Penawaran Umum Berkelanjutan:

- Obligasi Berkelanjutan I Dian Swastatika Sentosa dengan target dana yang dihimpun sebesar Rp 4.200.000.000.000

  Pada tanggal 19 April 2024, Perusahaan telah menerbitkan Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap I Tahun 2024 dengan jumlah pokok obligasi sebesar Rp 350.000.000.000, yang terdiri dari obligasi seri A sebesar Rp 150.250.000.000 dengan tingkat bunga tetap sebesar 8,25% dan jangka waktu 3 (tiga) tahun serta obligasi seri B sebesar Rp 199.750.000.000 dengan tingkat bunga tetap sebesar 8,75% dan jangka waktu 5 (lima) tahun (Catatan 26).

Based on Notarial Deed No. 163 dated June 25, 2024, of Hannywati Gunawan, S.H., a public notary in Jakarta, the shareholders of the Company approved the stock split with a ratio of 1:10, thus the Company's authorized capital amounting to Rp 600,000,000,000 which previously consists of 2,400,000,000 shares with a nominal value of Rp 250 now consists of 24,000,000,000 shares with a nominal value of Rp 25 and has been approved by the Ministry of Law and Human Rights of the Republic of Indonesian in its Decision Letter No. AHU-0038361.AH.01.02.TAHUN 2024 dated June 27, 2024 and has been accepted and recorded in the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia based on Letter No. AHU-AH.01.03-0162992 dated June 27, 2024.

As of December 31, 2025 and 2024, all of the Company’s shares totalling 7,705,523,200 shares are listed in the Indonesia Stock Exchange.

c. Public Offering of the Company’s Bonds

On March 28, 2024, the Company received the effective statement for the Registration Statement in the context of the:

- Shelf Registration Bonds I Dian Swastatika Sentosa with a target of funds to be raised of Rp 4,200,000,000,000.

  On April 19, 2024, the Company has issued the Shelf Registration Bonds I Dian Swastatika Sentosa Phase I Year 2024 with the principal amount amounting to Rp 350,000,000,000 consisting of A-series bonds of Rp 150,250,000,000 with a fixed annual interest rate of 8.25% and a term of three (3) years and B-series bonds of Rp 199,750,000,000 with a fixed annual interest rate of 8.75% and a term of five (5) years (Note 26).

Pada tanggal 6 Juni 2024, Perusahaan telah menerbitkan Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 dengan jumlah pokok obligasi sebesar Rp 1.052.520.000.000, yang terdiri dari obligasi seri A sebesar Rp 44.605.000.000 dengan tingkat bunga tetap sebesar 7,50% dan jangka waktu 370 (tiga ratus tujuh puluh) hari, obligasi seri B sebesar Rp 171.225.000.000 dengan tingkat bunga tetap sebesar 8,50% dan jangka waktu 3 (tiga) tahun serta obligasi seri C sebesar Rp 836.690.000.000 dengan tingkat bunga tetap sebesar 9,00% dan jangka waktu 5 (lima) tahun (Catatan 26).

On June 6, 2024, the Company has issued the Shelf Registration Bonds I Dian Swastatika Sentosa Phase II Year 2024 with total funds of Rp 1,052,520,000,000 consisting of A-series bonds of Rp 44,605,000,000 with a fixed annual interest rate of 7.50% and a term of three hundred and seventy (370) days, B-series bonds of Rp 171,225,000,000 with a fixed annual interest rate of 8.50% and a term of three (3) years and C-series bonds of Rp 836,690,000,000 with a fixed annual interest rate of 9.00% and a term of five (5) years (Note 26).

Pada tanggal 28 November 2024, Perusahaan telah menerbitkan Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 dengan jumlah pokok sebesar Rp 2.540.780.000.000, yang terdiri dari obligasi seri A sebesar Rp 199.170.000.000 dengan tingkat bunga tetap sebesar 6,50% dan jangka waktu 370 (tiga ratus tujuh puluh) hari, obligasi seri B sebesar Rp 857.520.000.000 dengan tingkat bunga tetap sebesar 8,125% dan jangka waktu 3 (tiga) tahun serta obligasi seri C sebesar Rp 1.484.090.000.000 dengan tingkat bunga tetap sebesar 8,625% dan jangka waktu 5 (lima) tahun (Catatan 26).

On November 28, 2024, the Company has issued the Shelf Registration I Dian Swastatika Sentosa Phase III Year 2024 with total funds of Rp 2,540,780,000,000 consisting of A-series bonds of Rp 199,170,000,000 with a fixed annual interest rate of 6.50% and a term of three hundred and seventy (370) days, B-series bonds of Rp 857,520,000,000 with a fixed annual interest rate of 8.125% and a term of three (3) years and C-series bonds of Rp 1,484,090,000,000 with a fixed annual interest rate of 8.625% and a term of five (5) years (Note 26).

Pada tanggal 10 Oktober 2025, Perusahaan telah menerbitkan Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap IV Tahun 2025 dengan jumlah pokok sebesar Rp 256.700.000.000 dengan tingkat bunga tetap sebesar 6,875% dan jangka waktu 5 (lima) tahun. (Catatan 26)

On October 10, 2025, the Company issued Shelf Registration Bonds I Dian Swastatika Sentosa Phase IV Year 2025 with total funds of Rp 256,700,000,000 with a fixed annual interest rate of 6.875% and a term of five (5) years. (Note 26)

- Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa dengan target dana yang akan dihimpun sebesar Rp 2.800.000.000.000

- Shelf Registration Sukuk Mudharabah I Dian Swastatika Sentosa with a target of funds to be raised of Rp 2,800,000,000,000.

Pada tanggal 19 April 2024 Perusahaan telah menerbitkan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap I Tahun 2024 dengan total dana sebesar Rp 150.000.000.000, yang terdiri dari Sukuk Mudharabah seri A sebesar Rp 89.000.000.000 dengan bagi hasil setara 8,25% dan jangka waktu 3 (tiga) tahun serta Sukuk Mudharabah seri B sebesar Rp 61.000.000.000 dengan bagi hasil setara 8,75% dan jangka waktu 5 (lima) tahun (Catatan 27).

On April 19, 2024, the Company issued the Shelf Registration Sukuk Mudharabah I Dian Swastatika Sentosa Phase I Year 2024 with the principal amount amounting to Rp 150,000,000,000 consisting of A-series Sukuk Mudharabah of Rp 89,000,000,000 with profit sharing equivalent to 8.25% and a term of three (3) years and B-series Sukuk Mudharabah of Rp 61,000,000,000 with profit sharing equivalent to 8.75% and a term of five (5) years (Note 27).

Pada tanggal 6 Juni 2024, Perusahaan telah menerbitkan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 dengan total dana sebesar Rp 447.480.000.000 yang terdiri dari Sukuk Mudharabah seri A sebesar Rp 44.600.000.000 dengan bagi hasil setara 7,50% dan jangka waktu 370 (tiga ratus tujuh puluh) hari, Sukuk Mudharabah seri B sebesar Rp 228.000.000.000 dengan bagi hasil setara 8,50% dan jangka waktu 3 (tiga) tahun serta Sukuk Mudharabah seri C sebesar Rp 174.880.000.000 dengan bagi hasil setara 9,00% dan jangka waktu 5 (lima) tahun (Catatan 27).

On June 6, 2024, the Company has issued the Shelf Registration Sukuk Mudharabah I Dian Swastatika Sentosa Phase II Year 2024 with total funds of Rp 447,480,000,000 consisting of A-series Sukuk Mudharabah of Rp 44,600,000,000 with profit sharing equivalent to 7.50% and a term of three hundred and seventy (370) days, B-series Sukuk Mudharabah of Rp 228,000,000,000 with profit sharing equivalent to 8.50% and a term of three (3) years and C-series Sukuk Mudharabah of Rp 174,880,000,000 with profit sharing equivalent to 9.00% and a term of five (5) years (Note 27).

Pada tanggal 28 November 2024, Perusahaan telah menerbitkan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 dengan total dana sebesar Rp 959.220.000.000 terdiri dari Sukuk Mudharabah seri A sebesar Rp 199.170.000.000 dengan bagi hasil setara 6,50% dan jangka waktu 370 (tiga ratus tujuh puluh) hari, Sukuk Mudharabah seri B sebesar Rp 366.135.000.000 dengan bagi hasil setara 8,125% dan jangka waktu 3 (tiga) tahun serta Sukuk Mudharabah seri C sebesar Rp 393.915.000.000 dengan bagi hasil setara 8,625% dan jangka waktu 5 (lima) tahun (Catatan 27).

On November 28, 2024, the Company issued the Shelf Registration Sukuk Mudharabah I Dian Swastatika Sentosa Phase III Year 2024 with total funds of Rp 959,220,000,000 consisting of A-series Sukuk Mudharabah of Rp 199,170,000,000 with profit sharing equivalent to 6.50% and a term of three hundred seventy (370) days, B-series Sukuk Mudharabah of Rp 366,135,000,000 with profit sharing equivalent to 8.125% and a term of three (3) years and C-series Sukuk Mudharabah of Rp 393,915,000,000 with profit sharing equivalent to 8.625% and a term of five (5) years (Note 27).

Pada tanggal 10 Oktober 2025, Perusahaan telah menerbitkan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap IV Tahun 2025 dengan total dana sebesar Rp 1.243.300.000.000 terdiri dari Sukuk Mudharabah seri A sebesar Rp 90.000.000.000 dengan bagi hasil setara 6,25% dan jangka waktu 3 (tiga) tahun serta Sukuk Mudharabah seri B sebesar Rp 1.153.300.000.000 dengan bagi hasil setara 6,875% dan jangka waktu 5 (lima) tahun. (Catatan 27).

On October 10, 2025, the Company issued Shelf Registration Sukuk Mudharabah I Dian Swastatika Sentosa Phase IV Year 2025 with total funds of Rp 1,243,300,000,000 consisting of A-series Sukuk Mudharabah of Rp 90,000,000,000 with profit sharing equivalent to 6.25% and a term of three (3) years and B-series Sukuk Mudharabah of Rp 1,153,300,000,000 with profit sharing equivalent to 6.875% and a term of five (5) years. (Note 27).

d. Entitas Anak yang Dikonsolidasikan

Perusahaan mempunyai penyertaan saham, baik secara langsung maupun tidak langsung pada entitas anak berikut ini:

d. Consolidated Subsidiaries

The Company's subsidiaries owned directly or indirectly are as follows:

Entitas Anak/*Subsidiaries*	Domisili/ *Domicile*	Jenis Usaha/ *Nature of Business*	Tahun Awal Operasi Komersial/ *Year of Start of Commercial Operation*	Persentase Kepemilikan Efektif dan Hak Suara/ *Effective Percentage of Ownership Interest and Voting Rights*		Jumlah Aset (Sebelum Eliminasi)/ *Total Assets (Before Elimination)*	
				2025	2024	2025	2024
				%	%		
Pemilikan Langsung/*Direct Ownership:*							
PT Golden Energy Mines Tbk (GEM)	Jakarta	Perdagangan batubara/ *Coal trading*	2010	51,000	51,000	1.196.603.953	1.239.571.887
PT Rolimex Kimia Nusamas (RKN)	Jakarta	Perdagangan/ *Trading*	1989	99,504	99,504	58.156.589	58.513.420
PT Bumi Kencana Eka Sejahtera (BKES)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	34.064.426	34.760.404
PT DSSE Energi Mas Utama (DSSE EMU)	Jakarta	Penyertaan saham/ *Investment holding*	2020	99,999	99,999	96.716.885	113.587.121
PT DSST Mas Gemilang (DSST)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	1.833.525.998	1.194.568.082
PT DSSA Mas Infrastruktur (DSSI)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,995	99,995	115.480.190	14.320.572
PT Energi Mas Anugerah Semesta (EMAS)	Tangerang	Penyertaan saham/ *Investment holding*	-	99,999	99,999	2.219.619	1.252.391
PT Sinarmas Sukses Sejahtera (SSS)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	303.366.958	643.384
PT Daya Sentosa Sakti Renewables (DSSR) [1]	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	71.888.598	21.666.520
PT Dian Niaga Makmur (DNM)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	-	3.721.858	-
Pemilikan Tidak Langsung/*Indirect Ownership:*							
PT Kuansing Inti Makmur (KIM) (melalui/*through* GEM)	Jambi	Pertambangan batubara/ *Coal mining*	2005	51,000	51,000	87.641.263	97.869.039
PT Kuansing Inti Sejahtera (KIS) (melalui/*through* KIM)	Jambi	Pertambangan batubara/ *Coal mining*	-	51,000	51,000	336.627	373.053
PT Bara Harmonis Batang Asam (BHBA) (melalui/*through* KIM)	Jambi	Pertambangan batubara/ *Coal mining*	2010	51,000	51,000	1.438.668	1.541.499
PT Bungo Bara Utama (BBU) (melalui/*through* KIM)	Jambi	Pertambangan batubara/ *Coal mining*	2017	51,000	51,000	39.093.032	47.037.443
PT Bungo Bara Makmur (BBM) (melalui/*through* BBU)	Jambi	Pertambangan batubara/ *Coal mining*	2019	51,000	51,000	13.687.997	15.728.184
PT Berkat Nusantara Permai (BNP) (melalui/*through* KIM)	Jambi	Pertambangan batubara/ *Coal mining*	-	51,000	51,000	20.334.161	19.964.443
PT Karya Cemerlang Persada (KCP) (melalui/*through* KIM)	Jambi	Pertambangan batubara/ *Coal mining*	2011	51,000	51,000	6.949.748	7.742.554
PT Tanjung Belit Bara Utama (TBBU) (melalui/*through* KIM)	Jambi	Pertambangan batubara/ *Coal mining*	-	51,000	51,000	23.189.864	22.893.144
PT Trisula Kencana Sakti (TKS) (melalui/*through* GEM)	Kalimantan Tengah/ *Central Kalimantan*	Pertambangan batubara/ *Coal mining*	2008	51,000	51,000	2.467.605	7.811.492
PT Roundhill Capital Indonesia (RCI) (melalui/*through* GEM)	Jakarta	Penyertaan saham dan perdagangan besar/ *Holding company and trading*	2014	51,482	51,482	767.376.457	790.237.063

Entitas Anak/*Subsidiaries*	Domisili/ *Domicile*	Jenis Usaha/ *Nature of Business*	Tahun Awal Operasi Komersial/ *Year of Start of Commercial Operation*	Persentase Kepemilikan Efektif dan Hak Suara/ *Effective Percentage of Ownership Interest and Voting Rights*		Jumlah Aset (Sebelum Eliminasi)/ *Total Assets (Before Elimination)*	
				2025	2024	2025	2024
				%	%		
Pemilikan Tidak Langsung/Indirect Ownership:							
PT Borneo Indobara (BORNEO) (melalui/*through* RCI)	Jakarta	Pertambangan batubara/ *Coal mining*	2005	51,004	51,004	777.837.293	788.431.146
PT Karya Mining Solutions (KMS) (melalui/*through* GEM)	Jakarta	Jasa pertambangan/ *Mining services*	2025	51,000	51,000	20.124.604	19.370.783
GEMS Trading Resources Pte. Ltd. (GEMSTR) (melalui/*through* GEM)	Singapura/ *Singapore*	Perdagangan besar/ *Trading*	2012	51,000	51,000	5.257.911	9.675.768
PT GEMS Energy Indonesia (GEMS Energy) (melalui/*through* GEM)	Jakarta	Perdagangan besar/ *Trading*	-	51,005	51,005	121.237	125.698
PT Dwikarya Sejati Utama (DSU) (melalui/*through* GEM)	Jakarta	Modal ventura dan manajemen konsultasi/ *Venture capital and management consultant*	-	51,000	51,000	124.419.999	132.659.934
PT Duta Sarana Internusa (DSI) (melalui/*through* DSU)	Jakarta	Jasa konsultasi manajemen/ *Management consultant services*	-	51,000	51,000	124.662.032	132.654.956
PT Barasentosa Lestari (BSL) (melalui/*through* DSI dan/*and* UNSOCO)	Jakarta	Pertambangan batubara dan pengembangan pembangkit listrik mulut tambang/ *Coal mining and developing a mine-mouth power plant*	2015	51,000	51,000	124.541.971	132.590.047
PT Unsoco (UNSOCO) (melalui/*through* GEM)	Jakarta	Jasa konsultasi manajemen/ *Management consultant services*	-	51,000	51,000	70.816	73.100
PT Era Mitra Selaras (EMS) (melalui/*through* GEM)	Jakarta	Penyertaan saham/ *Holding company*	-	51,000	51,000	944.769	980.893
PT Wahana Rimba Lestari (WRL) (melalui/*through* EMS dan/*and* KIM)	Jakarta	Pertambangan batubara/ *Coal mining*	-	51,000	51,000	779.598	806.214
PT Berkat Satria Abadi (BSA) (melalui/*through* EMS dan/*and* KIM)	Jakarta	Pertambangan batubara/ *Coal mining*	-	51,000	51,000	164.484	172.133
PT Rolimex Suburin Hutani Persada (RSHP) [2] (melalui/*through* RKN)	Jakarta	Perdagangan pupuk/ *Fertilizer trading*	-	-	69,653	-	25.932
PT Citra Alam Indah (CAI) (melalui/*through* BKES)	Jakarta	Aktivitas penyewaan alat transportasi darat/ *Land transportation rental activities*	-	99,999	99,999	5.885.367	6.361.822
PT DSSP Power Sentosa (DSSP PSentosa) (melalui/*through* DSSE EMU)	Jakarta	Jasa penunjang tenaga listrik/ *Power generation supportive services*	-	99,999	99,999	642.634	644.973
PT Andalan Mas Sejahtera (AMS) (melalui/*through* DSSE EMU)	Jakarta	Penyertaan saham/ *Investment holding*	2023	99,999	99,999	39.670.983	44.104.303
PT Persada Makmur Sejahtera (PMS) (melalui/*through* AMS)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	1.684.023	1.779.528
PT Persada Makmur Selaras Dua (PMS Dua) (melalui/*through* PMS)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	285.052	299.699
PT Surya Kalimantan Sejati (SKS) (melalui/*through* AMS)	Jakarta	Pertambangan batubara/ *Coal mining*	2019	99,298	99,298	29.799.990	35.592.246
PT Surya Kalimantan Sejati Dua (SKS Dua) (melalui/*through* SKS)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,641	99,641	471.685	494.995
Hillmas Coal Pte. Ltd. (Hillmas) (melalui/*through* AMS)	Singapura/ *Singapore*	Penyertaan saham/ *Investment holding*	-	99,999	99,999	7.553.646	7.566.002
Kalteng Investment Pte. Ltd. (KALTENG) (melalui/*through* Hillmas)	Singapura/ *Singapore*	Penyertaan saham/ *Investment holding*	-	99,999	99,999	577.094	581.375
Shaanxi North West Power Corporation (Singapore) Pte. Ltd. (SNWP) (melalui/*through* Hillmas)	Singapura/ *Singapore*	Penyertaan saham/ *Investment holding*	-	99,999	99,999	990	1.020

Entitas Anak/*Subsidiaries*	Domisili/ *Domicile*	Jenis Usaha/ *Nature of Business*	Tahun Awal Operasi Komersial/ *Year of Start of Commercial Operation*	Persentase Kepemilikan Efektif dan Hak Suara/ *Effective Percentage of Ownership Interest and Voting Rights*		Jumlah Aset (Sebelum Eliminasi)/ *Total Assets (Before Elimination)*	
				2025	2024	2025	2024
				%	%		
Pemilikan Tidak Langsung/*Indirect Ownership:*							
PT Andalan Satria Lestari (ASL) (melalui/*through* DSSE EMU)	Jakarta	Perdagangan batubara/ *Coal trading*	2015	99,999	99,999	39.545.248	37.431.363
PT Andalan Satria Abadi (ASA) (melalui/*through* ASL)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	1.028.459	850.826
PT Buana Bara Ekapratama (BBEP) (melalui/*through* ASL)	Jakarta	Pertambangan batubara/ *Coal mining*	2017	99,999	99,999	16.118.337	15.156.125
PT Buana Inti Citraprima (BIC) (melalui/*through* ASL)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	1.001.264	935.705
PT Citra Alam Cahaya (CAC) (melalui/*through* ASL)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	554.619	443.743
PT Cahaya Amanah Sentosa (CAS) (melalui/*through* CAC)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	44.154	42.908
PT Cahaya Nusa Pratama (CNP) (melalui/*through* ASL)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	825.296	692.703
PT Cahaya Bara Pratama (CBP) (melalui/*through* CNP)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	225.390	194.147
PT Duta Alam Ekapratama (DAE) (melalui/*through* ASL)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	623.173	642.283
PT Duta Alam Jaya (DAJ) (melalui/*through* ASL)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	497.084	479.661
PT Manggala Alam Lestari (MAL) (melalui/*through* ASL)	Jakarta	Pertambangan batubara/ *Coal mining*	2015	99,999	99,999	25.302.901	23.737.019
PT Nusa Indah Permai (NIP) (melalui/*through* MAL)	Sumatera Selatan/ *South Sumatera*	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	1.309.375	1.344.052
PT Nusantara Indah Lestari (NIL) (melalui/*through* ASL)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	2.057	3.181
PT Rimba Subur Lestari (RSL) (melalui/*through* ASL)	Sumatera Selatan/ *South Sumatera*	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	625.483	632.421
PT Wahana Alam Lestari (WAL) (melalui/*through* ASL)	Jakarta	Pertambangan batubara/ *Coal mining*	-	99,999	99,999	2.501	3.852
PT Innovate Mas Utama (IMU) (melalui/*through* DSST)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	1.146.296.134	658.937.890
PT Innovate Mas Indonesia (IMI) (melalui/*through* IMU)	Jakarta	TV berbayar/ *Pay TV*	2011	99,999	99,999	48.193.573	90.861.539
PT Eka Mas Republik (EMR) (melalui/*through* IMU)	Jakarta	Penyedia jasa internet/ *Internet service provider*	2011	99,999	99,999	1.146.170.545	657.425.117
PT Sarana Piranti Informatika (SPI) (melalui/*through* EMR)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	63.193	79.461
PT Sintesa Sinergi Nusantara (SSN) (melalui/*through* SPI)	Yogyakarta	Penyedia jasa internet/ *Internet service provider*	2022	99,979	89,999	78.091	76.259
PT SMPlus Digital Investama (SMDI) (melalui/*through* DSST)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	165.781.649	68.259.496
PT SMPlus Sentra Data (SMSD) (melalui/*through* SMDI)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	102.158.018	64.072.087
PT Kuningan Mas Gemilang (KMG) (melalui/*through* SMSD)	Jakarta	Aktivitas *hosting* / *Hosting activities*	-	50,000	99,999	56.366.842	5.961.207

Entitas Anak/*Subsidiaries*	Domisili/ *Domicile*	Jenis Usaha/ *Nature of Business*	Tahun Awal Operasi Komersial/ *Year of Start of Commercial Operation*	Persentase Kepemilikan Efektif dan Hak Suara/ *Effective Percentage of Ownership Interest and Voting Rights*		Jumlah Aset (Sebelum Eliminasi)/ *Total Assets (Before Elimination)*	
				2025	2024	2025	2024
				%	%		
Pemilikan Tidak Langsung/*Indirect Ownership:*							
PT SMPlus Sentra Data Persada (SMSDP) (melalui/*through* SMSD)	Jakarta	Aktivitas *hosting* / *Hosting activities*	2024	99,999	99,999	45.022.541	44.999.809
PT SMPlus Solusi Sejahtera (SMSS) (melalui/*through* SMSD)	Jakarta	Jasa teknologi dan kegiatan terkait lainnya/*Technology services and other related activities*	2014	99,999	99,999	2.748.343	3.018.025
PT Buana Bumi Energi (BBE) (melalui/*through* DSSI)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,994	62.366.831	12.059.607
PT Dian Semesta Investasi (DSMI) [3] (melalui/*through* DSSI)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	10.213.766	10.749.036
PT Dian Semesta Sentosa (DSMT) [4] (melalui/*through* DSSI)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	41.133.875	36.889.706
Alpha Prime Services Pte. Ltd. (APS) (melalui/*through* SSS)	Singapura/ *Singapore*	Penyertaan saham/ *Investment holding*	-	99,999	99,999	95.744	99.471
Shining Energy Pte. Ltd. (SE) (melalui/*through* SSS)	Singapura/ *Singapore*	Penyertaan saham/ *Investment holding*	-	99,999	99,999	241.636	251.671
Golden Prime Power Pte. Ltd. (GPP) (melalui/*through* SSS)	Singapura/ *Singapore*	Penyertaan saham/ *Investment holding*	-	99,999	99,999	120.204	124.895
PT Dian Utama Investasi Teknologi (DUIT) (melalui/*through* SSS)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	-	303.137.681	-
PT SF Digital Terdepan (SFDT) [5] (melalui/*through* DUIT)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	36.851.115	475
PT SF Digital Commerce (SFDC) (melalui/*through* SFDT)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	134	198
PT DSST Video Gemilang (DSST VG) [6] (melalui/*through* SFDT)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	27.165.124	22.700.809
Golden Multimedia Holdings Pte. Ltd. (Golden) [7] (melalui/*through* SFDT)	Singapura/ *Singapore*	Penyertaan saham/ *Investment holding*	-	99,999	99,999	9.685.622	29.034.043
Celesta Prime Technology Pte. Ltd. (Celesta) (melalui/*through* Golden)	Singapura/ *Singapore*	Penyertaan saham/ *Investment holding*	-	99,999	99,999	403.422	2.332.383
Sunshine Network Pte. Ltd. (Sunshine) (melalui/*through* Celesta)	Singapura/ *Singapore*	Penyertaan saham/ *Investment holding*	-	99,999	99,999	397.451	2.322.831
Dalligent Solutions Pte. Ltd. (DSPL) (melalui/*through* Golden)	Singapura/ *Singapore*	Penyertaan saham/ *Investment holding*	-	56,706	56,706	6.609.384	8.842.162
PT Dalligent Solusi Indonesia (DSInd) (melalui/*through* DSPL)	Jakarta	Informasi dan komunikasi/ *Information and communication*	2020	56,709	56,709	445.007	487.546
Beijing Shuzhifang Technology Co., Ltd. (BST) (melalui/*through* DSPL)	Beijing	Penelitian ilmiah dan jasa teknologi/ *Scientific research and technology service*	2020	56,706	56,706	611.516	945.601
PT Buana Mas Sejahtera (BMS) [8] (melalui/*through* DUIT)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	10.251.803	2.947.608
PT ASIX Indonesia Cerdas (ASIX) [9] (melalui/*through* BMS)	Jakarta	Jasa manajemen konsultasi teknologi dan transformasi digital berbasis AI/ *AI-based technology and digital transformation consulting management services*	2025	99,999	99,999	2.099.903	793.607
PT Sinarmas Rewired Xcellence (SRX) [10] (melalui/*through* BMS)	Jakarta	Jasa manajemen konsultasi teknologi dan transformasi digital/ *Technology and digital transformation consulting management services*	2024	99,999	99,999	270.321	355.737
PT Eka Nusantara Gemilang (ENG) [11] (melalui/*through* BMS)	Jakarta	Teknologi/ *Technology*	2023	99,999	99,999	3.294.635	2.416.339

Entitas Anak/*Subsidiaries*	Domisili/ *Domicile*	Jenis Usaha/ *Nature of Business*	Tahun Awal Operasi Komersial/ *Year of Start of Commercial Operation*	Persentase Kepemilikan Efektif dan Hak Suara/ *Effective Percentage of Ownership Interest and Voting Rights*		Jumlah Aset (Sebelum Eliminasi)/ *Total Assets (Before Elimination)*	
				2025	2024	2025	2024
				%	%		
Pemilikan Tidak Langsung/*Indirect Ownership:*							
PT DSST Dana Gemilang (DSST DG) [12] (melalui/*through* DUIT)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	256.031.724	256.031.724
PT Daya Sukses Makmur Selaras (DSMS) (melalui/through DSSR)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	9.635.725	8.719.156
PT Daya Surya Mas Makmur (DSMM) (melalui/*through* DSSR)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	3.521.601	1.401.055
PT Daya Surya Gemilang (DSG) (melalui/*through* DSMM)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	-	3.509.029	-
PT Daya Mas Agra Sejahtera (DMAS) [13] (melalui/*through* DSG)	Jakarta	Jasa penunjang tenaga listrik untuk PLTS/ *Electrical power support services for PLTS*	2024	99,999	99,999	3.508.975	1.399.937
PT DSSR Daya Mas Sakti (DDMS) (melalui/*through* DSSR)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	57.178.496	10.327.358
PT Daya Mas Bittuang Geothermal (DMBG) (melalui/through DDMS)	Jakarta	Pengusahaan tenaga panas bumi/ *Geothermal power business*	-	99,999	-	5.959	-
PT Daya Mas Papandayan Geothermal (DMPG) (melalui/through DDMS)	Jakarta	Pengusahaan tenaga panas bumi/ *Geothermal power business*	-	99,999	-	5.959	-
PT Daya Mas Bumi Sentosa (DMBS) (melalui/through DDMS)	Jakarta	Penyertaan saham/ *Investment holding*	-	50,000	-	56.923.117	-
PT Daya Mas Eka Sakti (DMES) (melalui/through DMBS)	Jakarta	Penyertaan saham/ *Investment holding*	-	50,000	-	56.865.081	-
PT Daya Mas Cisolok Energi (DMCE) [14] (melalui/through DMES)	Jakarta	Penyertaan saham/ *Investment holding*	-	50,000	99,999	32.813.556	7.781
PT Daya Mas Cisolok Geothermal (DMCG) [15] (melalui/through DMCE)	Jakarta	Pengusahaan tenaga panas bumi/ *Geothermal power business*	-	50,000	99,999	32.812.414	95.940
PT Daya Mas Nage Energi (DMNE) [16] (melalui/through DMES)	Jakarta	Penyertaan saham/ *Investment holding*	-	50,000	99,999	10.367.192	8.585
PT Daya Mas Nage Geothermal (DMNG) [17] (melalui/through DMNE)	Jakarta	Pengusahaan tenaga panas bumi/ *Geothermal power business*	-	50,000	99,999	10.366.028	111.326
PT Daya Mas Geopatra Energi (DMGE) [18] (melalui/through DMES)	Jakarta	Penyertaan saham/ *Investment holding*	-	50,000	99,009	9.802.125	10.709.865
PT Daya Mas Geopatra Pangrango (DMGP) (melalui/through DMGE)	Jakarta	Pengusahaan tenaga panas bumi/ *Geothermal power business*	-	50,000	99,009	7.472.953	4.878.489
PT Daya Bora Pulu Energi (DBPE) (melalui/through DMES)	Jakarta	Penyertaan saham/ *Investment holding*	-	50,000	-	1.829.416	-
PT EDC Panas Bumi Indonesia (EPBI) (melalui/through DBPE)	Jakarta	Pengusahaan tenaga panas bumi/ *Geothermal power business*	-	50,000	-	1.764.403	-
PT Daya Graho Sakti Energi (DGSE) (melalui/through DMES)	Jakarta	Penyertaan saham/ *Investment holding*	-	50,000	-	2.058.790	-
PT EDC Indonesia (EDCI) (melalui/through DGSE)	Jakarta	Pengusahaan tenaga panas bumi/ *Geothermal power business*	-	50,000	-	2.005.720	-
PT Daya Koto Sani Energi (DKSE) (melalui/through DMES)	Jakarta	Penyertaan saham/ *Investment holding*	-	50,000	-	707.013	-
PT Kotosani Tanjungbingkung Geothermal (KTBG) (melalui/through DKSE)	Jakarta	Pengusahaan tenaga panas bumi/ *Geothermal power business*	-	50,000	-	652.062	-
PT Golden Lumina Indonesia (GLID) (melalui/*through* DNM)	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	-	2.073.697	-
Golden Lumina International Pte. Ltd. (GLI) [19] (melalui/through GLID)	Singapura/ *Singapore*	Perdagangan besar/ *Wholesale*	-	99,999	-	38.732	-

Entitas Anak/*Subsidiaries*	Domisili/ *Domicile*	Jenis Usaha/ *Nature of Business*	Tahun Awal Operasi Komersial/ *Year of Start of Commercial Operation*	Persentase Kepemilikan Efektif dan Hak Suara/ *Effective Percentage of Ownership Interest and Voting Rights*		Jumlah Aset (Sebelum Eliminasi)/ *Total Assets (Before Elimination)*	
				2025	2024	2025	2024
				%	%		
Pemilikan Tidak Langsung/*Indirect Ownership:*							
PT GWS Era Medika (GWSEM) [20]	Jakarta	Penyertaan saham/ *Investment holding*	-	99,999	99,999	2.644.256	2.195.711
(melalui/*through* DNM)							
PT GWS Medika Prima (GWSMP)	Jakarta	Medis/ *Medical*	2023	99,999	99,999	1.658.270	1.454.785
(melalui/*through* GWSEM)							
PT GWS Medika Sejahtera (GWSMS)	Jakarta	Medis/ *Medical*	-	99,999	99,999	12.872	13.577
(melalui/*through* GWSEM)							
PT GWS Prima Sentosa (GWSPS)	Jakarta	Perdagangan besar/ *Wholesale*	-	99,999	99,999	818.780	455.965
(melalui/*through* GWSEM)							

Catatan/Notes:

1) Sejak 21 Maret 2025, DSSR menjadi entitas anak pemilikan langsung oleh Perusahaan (Catatan 1d)/Since March 21, 2025, DSSR become directly owned subsidiary of the Company (Note 1d)
2) Sejak 6 Februari 2025, RSHP dalam proses likuidasi (Catatan 1d)/Since February 6, 2025, RSHP is in the process of liquidation (Note 1d)
3) Melalui DSSI sejak 29 September 2025, sebelumnya melalui DSST/Through DSSI since September 29, 2025, previously through DSST
4) Melalui DSSI sejak 29 September 2025, sebelumnya melalui DSST/Through DSSI since September 29, 2025, previously through DSST
5) Melalui DUIT sejak 29 September 2025, sebelumnya melalui DSST/Through DUIT since September 29, 2025, previously through DSST
6) Melalui SFDT sejak 30 September 2025, sebelumnya melalui DSST/Through SFDT since September 30, 2025, previously through DSST
7) Melalui SFDT sejak 5 Januari 2026, sebelumnya melalui DSST/Through SFDT since January 5, 2026, previously through DSST
8) Melalui DUIT sejak 29 September 2025, sebelumnya melalui DSST/Through DUIT since September 29, 2025, previously through DSST
9) Melalui BMS sejak 30 September 2025, sebelumnya melalui DSST/Through BMS since September 30, 2025, previously through DSST
10) Melalui BMS sejak 30 September 2025, sebelumnya melalui DSST/Through BMS since September 30, 2025, previously through DSST
11) Melalui BMS sejak 30 September 2025, sebelumnya melalui DSST/Through BMS since September 30, 2025, previously through DSST
12) Melalui DUIT sejak 30 September 2025, sebelumnya melalui DSST/Through DUIT since September 30, 2025, previously through DSST
13) Melalui DSG sejak 29 September 2025, sebelumnya melalui DSMM/Through DSG since September 29, 2025, previously through DSMM
14) Melalui DMES sejak 31 Oktober 2025, sebelumnya melalui DDMS/Through DMES since October 31, 2025, previously through DDMS
15) Melalui DMCE sejak 20 Maret 2025, sebelumnya melalui DSSR/Through DMCE since March 20, 2025, previously through DSSR
16) Melalui DMES sejak 31 Oktober 2025, sebelumnya melalui DDMS/Through DMES since October 31, 2025, previously through DDMS
17) Melalui DMNE sejak 21 Februari 2025, sebelumnya melalui DSSR/Through DMNE since February 21, 2025, previously through DSSR
18) Melalui DMES sejak 21 November 2025, sebelumnya melalui DDMS/Through DMES since November 21, 2025, previously through DDMS
19) Melalui GLID sejak 22 Desember 2025, sebelumnya melalui GWSEM/Through GLID since December 22, 2025, previously through GWSEM
20) Melalui DNM sejak 30 September 2025, sebelumnya melalui DSST/Through DNM since September 30, 2025, previously through DSST

Informasi keuangan GEM yang dimiliki oleh kepentingan nonpengendali dalam jumlah material untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024 adalah sebagai berikut:

Financial information of GEM that has material non-controlling interests for the years ended December 31, 2025 and 2024 are as follows:

Laporan posisi keuangan konsolidasian:

Consolidated statements of financial position:

	2025	2024	
Aset lancar	582.041.683	706.062.062	Current assets
Aset tidak lancar	614.562.270	533.509.825	Noncurrent assets
Jumlah aset	1.196.603.953	1.239.571.887	Total assets
Liabilitas jangka pendek	387.850.455	521.585.005	Current liabilities
Liabilitas jangka panjang	100.166.768	56.858.993	Noncurrent liabilities
Jumlah liabilitas	488.017.223	578.443.998	Total liabilities
Jumlah ekuitas	708.586.730	661.127.889	Total equity
Jumlah ekuitas yang teratribusikan pada:			Total equity attributable to:
Pemilik entitas induk	702.535.003	652.159.014	Owners of the parent company
Kepentingan nonpengendali	6.051.727	8.968.875	Non-controlling interests

Laporan laba rugi dan penghasilan komprehensif lain konsolidasian:

Consolidated statements of profit or loss and other comprehensive income:

	2025	2024	
Pendapatan	2.414.053.508	2.705.520.884	Revenues
Laba sebelum pajak	354.175.846	635.760.266	Profit before tax
Laba (rugi) komprehensif lain	1.754.061	(852.227)	Other comprehensive income (loss)
Jumlah penghasilan komprehensif	261.542.625	482.279.452	Total comprehensive income
Jumlah penghasilan komprehensif yang teratribusikan kepada kepentingan nonpengendali	1.166.636	8.870.851	Comprehensive income attributable to non-controlling interests

Laporan arus kas konsolidasian:

Consolidated statements of cash flows:

	2025	2024	
Operasi	246.881.062	571.780.685	Operating
Investasi	(87.438.951)	(110.460.594)	Investing
Pendanaan	(373.459.215)	(456.626.138)	Financing
Kenaikan (penurunan) bersih kas dan setara kas	(214.017.104)	4.693.953	Net increase (decrease) in cash and cash equivalents

Dividen

GEM

Berdasarkan Akta Berita Acara Rapat Umum Pemegang Saham Tahunan No. 89 tanggal 15 Mei 2025 dari Hannywati Gunawan, S.H., notaris di Jakarta, para pemegang saham GEM menyetujui pembagian dividen sebesar US$ 500.000.000 sebagai dividen final tahun buku 2024 di mana jumlah dividen yaitu masing-masing sebesar US$ 150.000.000 (setara Rp 2.414.250.000.000), US$ 150.000.000 (setara Rp 2.336.850.000.000) dan US$ 90.000.000 (setara Rp 1.433.700.000.000) telah dibagikan sebagai dividen interim 1, 2 dan 3, serta telah dibayarkan kepada seluruh pemegang saham masing-masing pada tanggal 25 Juni 2024, 13 September 2024 dan 17 Desember 2024. Sehingga sisanya adalah sebesar US$ 110.000.000 (setara Rp 1.818.520.000.000) disetujui dibagikan sebagai dividen final tahun buku 2024 atau sebesar US$ 0,0187 (setara Rp 309,15) per saham.

Berdasarkan Pernyataan Keputusan Sirkular Direksi GEM, seluruh anggota Direksi GEM dengan persetujuan Dewan Komisaris GEM pada tanggal 26 November 2024 memutuskan membagikan dividen interim III untuk tahun buku 2024 sebesar US$ 90.000.000 (setara Rp 1.433.700.000.000) atau US$ 0,0153 (setara Rp 243,73) per lembar saham kepada para pemegang saham.

Dividends

GEM

Based on Memorandum of Annual Stockholders' Meeting No. 89 dated May 15, 2025 of Hannywati Gunawan, S.H., a public notary in Jakarta, all of GEM's shareholders agreed to distribute dividend amounting to US$ 500,000,000 as a final dividend for the year 2024 of which US$ 150,000,000 (equivalent to Rp 2,414,250,000,000), US$ 150,000,000 (equivalent to Rp 2.336.850.000.000) and US$ 90,000,000 (equivalent to Rp 1,433,700,000,000) had been distributed as interim dividends 1, 2 and 3, which had been paid to shareholders on June 25, 2024, September 13, 2024 and December 17, 2024, respectively. Therefore, the remaining amount of US$ 110,000,000 (equivalent to Rp 1,818,520,000,000) will be paid as final dividend financial year 2024 or US$ 0.0187 equivalent to Rp 309.15) per share.

Based on the Circular Statement of GEM's Board of Directors, all members of GEM's Board of Directors with the approval of the GEM's Board of Commissioners on November 26, 2024 decided to distribute the third interim dividend for the year 2024 amounting to US$ 90,000,000 (equivalent to Rp 1,433,700,000,000) or US$ 0.0153 (equivalent to Rp 243.73) per share to shareholders.

Berdasarkan Pernyataan Keputusan Sirkuler Direksi GEM, seluruh anggota Direksi GEM dengan persetujuan Dewan Komisaris GEM pada tanggal 23 Agustus 2024 menyetujui dan memutuskan membagikan dividen interim II untuk tahun buku 2024 sebesar US$ 150.000.000 (setara Rp 2.336.850.000.000) atau US$ 0,0255 (setara Rp 397,27) per lembar saham kepada para pemegang saham.

Based on the Circular Statement of GEM's Board of Directors, all members of GEM's Board of Directors with the approval of the GEM's Board of Commissioners on August 23, 2024 decided to distribute the second interim dividend for the year 2024 amounting to US$ 150,000,000 (equivalent to Rp 2,336,850,000,000) or US$ 0.0255 (equivalent to Rp 397.27) per share to shareholders.

Berdasarkan Pernyataan Keputusan Sirkuler Direksi GEM, seluruh anggota Direksi GEM dengan persetujuan Dewan Komisaris GEM pada tanggal 29 Mei 2024 menyetujui dan memutuskan membagikan dividen interim I untuk tahun buku 2024 sebesar US$ 150.000.000 (setara Rp 2.414.250.000.000) atau US$ 0,0255 (setara Rp 410,42) per lembar saham kepada para pemegang saham.

Based on the Circular Statement of the Board of Directors of GEM, all members of GEM's Board of Commissioners on May 29, 2024 approved and decided to distribute the first interim dividend for the year 2024 amounting to US$ 150,000,000 (equivalent to Rp 2,414,250,000,000) or US$ 0.0255 (equivalent to Rp 410.42) per share to shareholders.

Berdasarkan Akta Berita Acara Rapat Umum Pemegang Saham Tahunan No. 128 tanggal 16 Mei 2024, para pemegang saham GEM menyetujui pembagian dividen sebesar US$ 500.000.000 sebagai dividen final tahun buku 2023 di mana jumlah dividen yaitu masing-masing sebesar US$ 325.000.000 (setara Rp 4.981.941.226.290) dan US$ 90.000.000 (setara Rp 1.397.160.000.000) telah dibagikan sebagai dividen interim 1 dan 2, serta telah dibayarkan kepada seluruh pemegang saham masing-masing pada tanggal 12 September 2023 dan 22 Desember 2023. Sehingga sisanya adalah sebesar US$ 85.000.000 (setara Rp 1.365.950.000.000) disetujui dibagikan sebagai dividen final tahun buku 2023 atau sebesar US$ 0,01445 per saham.

Based on Deed of Memorandum of Annual Shareholders' Meeting No. 128 dated May 16, 2024, all of GEM's shareholders agreed to distribute dividend amounting to US$ 500,000,000 as a final dividend for the year 2023 of which US$ 325,000,000 (equivalent to Rp 4,981,941,226,290) and US$ 90,000,000 (equivalent to Rp 1,397,160,000,000) had been distributed as interim dividends 1 and 2, which had been paid to shareholders on September 12, 2023 and December 22, 2023, respectively. Therefore, the remaining amount of US$ 85,000,000 (equivalent to Rp 1,365,950,000,000) will be paid as final dividend financial year 2023 or US$ 0.01445 per share.

DSSE EMU

Berdasarkan Pernyataan Keputusan Para Pemegang Saham DSSE EMU, yang telah didokumentasikan dalam Akta No. 26 tanggal 21 Mei 2025, dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, para pemegang saham DSSE EMU menetapkan dividen final untuk tahun buku 2024 sebesar Rp 75.000.000.000 (setara US$ 4.557.884) yang telah dibagikan kepada para pemegang saham.

DSSE EMU

Based on the Statement of Decisions of DSSE EMU's Shareholders, which has been documented in Deed No. 26 dated May 21, 2025, of Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the shareholders of DSSE EMU decided to the final dividend for the year 2024 amounting to Rp 75,000,000,000 (equivalent to US$ 4,557,884) which has been distributed to the shareholders.

Berdasarkan Pernyataan Keputusan Para Pemegang Saham DSSE EMU, yang telah didokumentasikan dalam Akta No. 4 tanggal 5 Juni 2024, dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, para pemegang saham DSSE EMU menetapkan pembagian dividen final untuk tahun buku 2023 sebesar Rp 370.000.000.000 (setara US$ 22.804.314) yang telah dibagikan kepada para pemegang saham.

Based on the Statement of Decisions of DSSE EMU's Shareholders, which has been documented in Deed No. 4 dated June 5, 2024, of Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the shareholders of DSSE EMU decided to determine the distribution of the final dividend for the year 2023 amounting to Rp 370,000,000,000 (equivalent to US$ 22,804,314) which has been distributed to the shareholders.

Pendirian Entitas Anak Baru pada Periode 2025

Establishment of New Subsidiaries in 2025

DNM

Berdasarkan Akta No. 38 tanggal 22 September 2025 dari Lanawaty Darmadi S.H., M.M., M.Kn., notaris di Jakarta, Perusahaan dan SSS, mendirikan DNM dengan modal dasar sebesar Rp 2.000.000.000 terdiri dari 2.000 saham dengan nilai nominal sebesar Rp 1.000.000 per saham. Modal ditempatkan dan disetor pada DNM sebesar Rp 1.000.000.000. Perusahaan dan SSS memiliki kepemilikan pada DNM masing-masing sebesar 99,9% dan 0,1%. Akta pendirian telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat Keputusan No. AHU-0081405.AH.01.01.TAHUN 2025 tanggal 23 September 2025.

DNM

Based on Deed No. 38 dated September 22, 2025 of Lanawaty Darmadi S.H., M.M., M.Kn., a public notary in Jakarta, the Company and SSS, established DNM with authorized capital amounting to Rp 2,000,000,000 consisting of 2,000 shares with nominal value of Rp 1,000,000 per share. Total issued and paid up capital of DNM amounted to Rp 1,000,000,000. The Company and SSS have ownership interests in DNM of 99.9% and 0.1%, respectively. The Deed of Establishment was approved by the Ministry of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. AHU-0081405.AH.01.01.TAHUN 2025 dated September 23, 2025.

DMBS & DMES

Pada tanggal 28 Oktober 2025, DSSR telah melakukan kemitraan strategis dengan PT FirstGen Geothermal Indonesia, yang secara bersama-sama, antara lain, mendirikan perusahaan-perusahaan induk, yaitu PT Daya Mas Bumi Sentosa dan PT Daya Mas Eka Sakti, yang akan menaungi perusahaan-perusahaan non-operator proyek (PT Daya Mas Geopatra Energi, PT Daya Mas Cisolok Energi, PT Daya Mas Nage Energi, PT Daya Graho Sakti Energi, PT Daya Bora Pulu Energi, dan PT Daya Koto Sani Energi) dan operator proyek (PT Daya Mas Geopatra Pangrango, PT Daya Mas Cisolok Geothermal, PT Daya Mas Nage Geothermal, PT EDC Indonesia, PT EDC Panas Bumi Indonesia, dan PT Kotosani Tanjungbingkung Geothermal), melalui penyetoran modal berupa aset dan dana tunai. Total nilai kemitraan adalah sebesar Rp 977.546.000.000. Kemitraan strategis ini merupakan kelanjutan atas informasi kerja sama yang telah dilaksanakan pada tanggal 27 Agustus 2025.

DMBS & DMES

On October 28, 2025, DSSR entered into a strategic partnership with PT FirstGen Geothermal Indonesia, which jointly, among others, establish holding companies, namely PT Daya Mas Bumi Sentosa and PT Daya Mas Eka Sakti, which will oversee the project's non-operating companies (PT Daya Mas Geopatra Energi, PT Daya Mas Cisolok Energi, PT Daya Mas Nage Energi, PT Daya Graho Sakti Energi, PT Daya Bora Pulu Energi, and PT Daya Koto Sani Energi) and the project's operating companies (PT Daya Mas Geopatra Pangrango, PT Daya Mas Cisolok Geothermal, PT Daya Mas Nage Geothermal, PT EDC Indonesia, PT EDC Panas Bumi Indonesia, and PT Kotosani Tanjungbingkung Geothermal), through capital contributions in the form of assets and cash contributions. The total value of the partnership is Rp 977,546,000,000. This strategic partnership is a continuation of the partnership information that has been conducted on August 27, 2025.

Likuidasi Entitas Anak Pemilikan Tidak Langsung pada Tahun 2025

Berdasarkan Pernyataan Keputusan Rapat yang didokumentasi dalam Akta No. 1 tanggal 6 Februari 2025 dari Muh. Ilzam Anas, S.H., M.Kn., notaris di Serang, para pemegang saham menyetujui untuk pembubaran RSHP, penunjukan likuidator dan hal-hal lain yang timbul dalam rapat.

Akta tersebut telah diterima dan dicatatkan di dalam *database* Sistem Administrasi Kementerian Badan Hukum dan Hak Asasi Manusia Republik Indonesia dalam Surat No. AHU-AH.01.10-0026001 tanggal 17 Februari 2025.

Liquidation of an Indirect Subsidiary in 2025

Based on the Meeting Resolution Statement documented on Notarial Deed No. 1 dated February 6, 2025, of Muh. Ilzam Anas, S.H., M.Kn., a public notary in Serang, the shareholders approved the liquidation of RSHP, the appointment of a liquidator, and other matters arising from the meeting.

The deed was accepted and recorded in the Legal Entity Administration System database of the Ministry of Law and Human Rights of the Republic of Indonesia in Letter No. AHU-AH.01.10-0026001 dated February 17, 2025.

Akuisisi Entitas Anak Pemilikan Tidak Langsung pada Tahun 2024

SMSS

Berdasarkan Akta No. 5 tanggal 7 Agustus 2024 dari Darmawan Tjoa, S.H., S.E., notaris di Jakarta, para pemegang saham SMSS menyetujui penjualan saham SMSS yang dimiliki PT Bakti Taruna Sejati sebesar 116.999 lembar saham kepada SMSD dan 1 lembar saham yang dimiliki PT Inovasi Mas Mobilitas kepada SMDI.

Arus kas yang timbul sehubungan dengan akuisisi SMSS pada tanggal akuisisi adalah sebagai berikut:

Acquisition of Indirect Subsidiaries in 2024

SMSS

Based on Deed No. 5 dated August 7, 2024 from Darmawan Tjoa, S.H., S.E., a public notary in Jakarta, the shareholders of SMSS has approved the sale of 116,999 shares in SMSS owned by PT Bakti Taruna Sejati to SMSD and 1 share owned by PT Inovasi Mas Mobilitas to SMDI.

The cash flows from the acquisition of SMSS as of the date of acquisition are as follows:

	SMSS	
Jumlah aset	3.387.121	Total assets
Jumlah liabilitas	(1.915.122)	Total liabilities
Aset bersih teridentifikasi dan liabilitas yang diambil alih pada tanggal akuisisi	1.471.999	Net identified assets acquired and liabilities assumed at acquisition date
Goodwill	152.082	Goodwill
Harga perolehan	1.624.081	Acquisition cost
Dikurangi:		Less:
Saldo kas entitas anak pada tanggal akuisisi	(177.612)	Cash balance at acquisition date subsidiaries
Arus kas yang timbul untuk akuisisi anak Perusahaan setelah dikurangi saldo kas	1.446.469	Cash flow for acquisition a subsidiaries after less by cash

Perubahan Modal Entitas Anak pada Tahun 2025

DSSR

Berdasarkan Akta No. 40 tanggal 21 Maret 2025 dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, Perusahaan telah membeli sebanyak 415.682 saham DSSR dari DSSE EMU dengan nilai transaksi sebesar Rp 264.264.000.000. Setelah transaksi ini Perusahaan memiliki 99,99% saham DSSR secara langsung.

Berdasarkan Akta No. 46 tanggal 19 Desember 2025 dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, para pemegang saham DSSR menyetujui untuk meningkatkan modal dasar dari sebesar Rp 750.000.000.000 yang terbagi atas 750.000 saham dengan nilai nominal Rp 1.000.000 menjadi Rp 3.000.000.000.000 yang terbagi atas 3.000.000 saham, menyetujui pengeluaran saham baru sebanyak 416.841 saham atau sebesar Rp 416.841.000.000 sehubungan dengan peningkatan modal ditempatkan dan disetor dari Rp 415.684.000.000 yang terbagi atas 415.684 saham menjadi Rp 832.525.000.000 yang terbagi atas 832.525 saham yang diambil seluruhnya oleh Perusahaan.

SSS

Berdasarkan Akta No. 08 tanggal 4 September 2025 dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, para pemegang saham SSS menyetujui untuk meningkatkan modal dasar dari sebesar Rp 28.000.000.000 yang terbagi atas 28.000 saham dengan nilai nominal Rp 1.000.000 menjadi Rp 5.000.000.000.000 yang terbagi atas 5.000.000 saham, menyetujui pengeluaran saham baru sebanyak 3.861.007 saham atau sebesar Rp 3.861.007.000.000 sehubungan dengan peningkatan modal ditempatkan dan disetor dari Rp 10.900.000.000 yang terbagi atas 10.900 saham menjadi Rp 3.871.907.000.000 yang terbagi atas 3.871.907 saham yang diambil seluruhnya oleh Perusahaan.

2025 Changes in Capital of Subsidiaries

DSSR

Based on Deed No. 40 dated March 21, 2025 from Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the Company has purchased 415,682 shares of DSSR from DSSE EMU with a transaction value of Rp 264,264,000,000. After this transaction, the Company directly owns 99.99% of DSSR shares.

Based on Deed No. 46 dated December 19, 2025 of Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the shareholders of DSSR approved the increase in authorized capital from Rp 750,000,000,000 consisting of 750,000 shares with a nominal value of Rp 1,000,000 into Rp 3,000,000,000,000 consisting of 3,000,000 shares, approved the issuance of 416,841 new shares equivalent to Rp 416,841,000,000, thus, increasing the issued and paid-up capital from Rp 415,684,000,000 consisting of 415,684 shares to Rp 832,525,000,000 consisting of 832,525 shares which were all acquired by the Company.

SSS

Based on Deed No. 08 dated September 4, 2025 of Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the shareholders of SSS approved the increase in authorized capital from Rp 28,000,000,000 consisting of 28,000 shares with a nominal value of Rp 1,000,000 into Rp 5,000,000,000,000 consisting of 5,000,000 shares, approved the issuance of 3,861,007 new shares equivalent to Rp 3,861,007,000,000, thus, increasing the issued and paid-up capital from Rp 10,900,000,000 consisting of 10,900 shares to Rp 3,871,907,000,000 consisting of 3,871,907 shares which were all acquired by the Company.

Berdasarkan Akta No. 63 tanggal 23 Desember 2025 dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, para pemegang saham SSS menyetujui untuk meningkatkan modal ditempatkan dan disetor SSS dari sebesar Rp 3.871.907.000.000 yang terbagi atas 3.871.907 saham dengan nilai nominal Rp 1.000.000 menjadi Rp 4.697.153.000.000 yang terbagi atas 4.697.153 saham melalui pengeluaran saham baru sebanyak 825.246 saham atau sebesar Rp 825.246.000.000 yang diambil seluruhnya oleh Perusahaan.

Based on Deed No. 63 dated December 23, 2025 of Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the shareholders of SSS approved the increase in issued and paid-up capital from Rp 3,871,907,000,000 consisting of 3,871,907 shares with a nominal value of Rp 1,000,000 to Rp 4,697,153,000,000 consisting of 4,697,153 shares through the issuance of 825,246 new shares equivalent or amounting to Rp 825.246.000.000 which were all acquired by the Company.

RKN

Berdasarkan Akta No. 36 tanggal 21 November 2025 dari Liestiani Wang, S.H., M.Kn., notaris di Jakarta, para pemegang saham RKN menyetujui untuk melakukan kapitalisasi atas laba ditahan sebesar Rp 120.000.000.000 melalui pengeluaran saham baru sebanyak 120.000.000 saham, yang akan diambil bagian sebanyak Rp 119.404.958.000 atau senilai 119.404.958 saham oleh Perusahaan dan sebanyak Rp 595.042.000 atau senilai 595.042 saham diambil bagian oleh PT Sinar Mas, menyetujui untuk meningkatkan modal dasar dari sebesar Rp 150.000.000.000 yang terbagi atas 150.000.000 saham dengan nilai nominal Rp 1.000 menjadi Rp 790.800.000.000 yang terbagi atas 790.800.000, menyetujui untuk meningkatkan modal ditempatkan dan disetor RKN dari sebesar Rp 77.700.000.000 yang terbagi atas 77.700.000 saham dengan nilai nominal Rp 1.000 menjadi Rp 197.700.000.000 yang terbagi atas 197.700.000 saham.

RKN

Based on Deed No. 36 dated November 21, 2025 of Liestiani Wang, S.H., M.Kn., a public notary in Jakarta, the shareholders of RKN agreed to capitalize retained earnings amounting to Rp 120,000,000,000 consisting of 120,000,000 shares, which will be acquired by the Company in the amount of Rp 119,404,958,000 consisting of 119,404,958 shares and PT Sinar Mas in the amount of Rp 595,042,000 consisting of 595,042 shares, agreed to increase its authorized capital from Rp 150,000,000,000 consisting of 150,000,000 shares with a nominal value of Rp 1,000 into Rp 790,800,000,000 consisting of 790,800,000 shares, agreed to increase its issued and paid-up capital from Rp 77,700,000,000 consisting of 77,700,000 shares with a nominal value of Rp 1,000 to Rp 197,700,000,000 consisting of 197,700,000 shares.

DSSI

Berdasarkan Akta No. 24 tanggal 18 Desember 2025 dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, para pemegang saham DSSI menyetujui untuk meningkatkan modal dasar dari sebesar Rp 800.000.000.000 yang terbagi atas 800.000 saham dengan nilai nominal Rp 1.000.000 menjadi Rp 2.000.000.000.000 yang terbagi atas 2.000.000 saham, menyetujui pengeluaran saham baru sebanyak 1.095.043 saham atau sebesar Rp 1.095.043.000.000 sehubungan dengan peningkatan modal ditempatkan dan disetor dari Rp 213.850.000.000 yang terbagi atas 213.850 saham menjadi Rp 1.308.893.000.000 yang terbagi atas 1.308.893 saham yang diambil seluruhnya oleh Perusahaan.

DSSI

Based on Deed No. 24 dated December 18, 2025 of Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the shareholders of DSSI approved the increase in authorized capital from Rp 800,000,000,000 consisting of 800,000 shares with a nominal value of Rp 1,000,000 into Rp 2,000,000,000,000 consisting of 2,000,000 shares, approved the issuance of 1,095,043 new shares equivalent to Rp 1,095,043,000,000, thus, increasing the issued and paid-up capital from Rp 213,850,000,000 consisting of 213,850 shares to Rp 1,308,893,000,000 consisting of 1,308,893 shares which were all acquired by the Company.

DNM

Berdasarkan Akta No. 32 tanggal 19 Desember 2025 dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, para pemegang saham DNM menyetujui untuk meningkatkan modal dasar dari sebesar Rp 2.000.000.000 yang terbagi atas 2.000 saham dengan nilai nominal Rp 1.000.000 menjadi Rp 500.000.000.000 yang terbagi atas 500.000 saham, menyetujui pengeluaran saham baru sebanyak 169.560 saham atau sebesar Rp 169.560.000.000 sehubungan dengan peningkatan modal ditempatkan dan disetor dari Rp 1.000.000.000 yang terbagi atas 1.000 saham menjadi Rp 170.560.000.000 yang terbagi atas 170.560 saham yang diambil seluruhnya oleh Perusahaan.

DNM

Based on Deed No. 32 dated December 19, 2025 of Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the shareholders of DNM approved the increase in authorized capital from Rp 2,000,000,000 consisting of 2,000 shares with a nominal value of Rp 1,000,000 into Rp 500,000,000,000 consisting of 500,000 shares, approved the issuance of 169.560 new shares equivalent to Rp 169,560,000,000, thus, increasing the issued and paid-up capital from Rp 1,000,000,000 consisting of 1,000 shares to Rp 170,560,000,000 consisting of 170,560 shares which were all acquired by the Company.

DSST

Berdasarkan Akta No. 62 tanggal 23 Desember 2025 dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, para pemegang saham DSST menyetujui untuk meningkatkan modal ditempatkan dan disetor DSST dari sebesar Rp 10.329.602.000.000 yang terbagi atas 10.329.602 saham dengan nilai nominal Rp 1.000.000 menjadi Rp 12.330.104.000.000 yang terbagi atas 12.330.104 saham melalui pengeluaran saham baru sebanyak 2.000.502 saham atau sebesar Rp 2.000.502.000.000 yang diambil seluruhnya oleh Perusahaan.

DSST

Based on Deed No. 62 dated December 23, 2025 of Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the shareholders of DSST approved the increase in issued and paid-up capital from Rp 10,329,602,000,000 consisting of 10,329,602 shares with a nominal value of Rp 1,000,000 to Rp 12,330,104,000,000 consisting of 12,330,104 shares through the issuance of 2,000,502 new shares equivalent or amounting to Rp 2,000,502,000,000 which were all acquired by the Company.

Perubahan Modal Entitas Anak pada Tahun 2024

DSSI

Berdasarkan Akta No. 42 tanggal 17 Desember 2024 dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, para pemegang saham DSSI menyetujui untuk meningkatkan modal dasar dari sebesar Rp 50.000.000.000 yang terbagi atas 50.000 saham dengan nilai nominal Rp 1.000.000 menjadi Rp 800.000.000.000 yang terbagi atas 800.000 saham, menyetujui pengeluaran saham baru sebanyak 197.550 saham atau sebesar Rp 197.550.000.000 sehubungan dengan peningkatan modal ditempatkan dan disetor dari Rp 16.300.000.000 yang terbagi atas 16.300 saham menjadi Rp 213.850.000.000 yang terbagi atas 213.850 saham yang diambil seluruhnya oleh Perusahaan.

2024 Changes in Capital of Subsidiaries

DSSI

Based on Deed No. 42 dated December 17, 2024 of Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the shareholders of DSSI approved the increase in authorized capital from Rp 50,000,000,000 consisting of 50,000 shares with a nominal value of Rp 1,000,000 into Rp 800,000,000,000 consisting of 800,000 shares, approved the issuance of 197,550 new shares equivalent to Rp 197,550,000,000, thus, increasing the issued and paid-up capital from Rp 16,300,000,000 consisting of 16,300 shares to Rp 213,850,000,000 consisting of 213,850 shares which were all acquired by the Company.

DSSE EMU

Berdasarkan Akta No. 51 tanggal 17 Desember 2024 dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, para pemegang saham DSSE EMU menyetujui untuk meningkatkan modal ditempatkan dan disetor DSSE EMU dari sebesar Rp 901.095.000.000 yang terbagi atas 901.095 saham dengan nilai nominal Rp 1.000.000 menjadi Rp 929.275.000.000 yang terbagi atas 929.275 saham melalui pengeluaran saham baru sebanyak 28.180 saham atau sebesar Rp 28.180.000.000 yang diambil seluruhnya oleh Perusahaan.

DSSE EMU

Based on Deed No. 51 dated December 17, 2024 of Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the shareholders of DSSE EMU approved the increase in issued and paid-up capital from Rp 901,095,000,000 consisting of 901,095 shares with a nominal value of Rp 1,000,000 to Rp 929,275,000,000 consisting of 929,275 shares through the issuance of 28,180 new shares equivalent or amounting to Rp 28,180,000,000 which were all acquired by the Company.

DSST

Berdasarkan Akta No. 52 tanggal 17 Desember 2024 dari Lanawaty Darmadi, S.H., M.M., M.Kn., notaris di Jakarta, para pemegang saham DSST menyetujui untuk meningkatkan modal ditempatkan dan disetor DSST dari sebesar Rp 7.794.044.000.000 yang terbagi atas 7.794.044 saham dengan nilai nominal Rp 1.000.000 menjadi Rp 10.329.602.000.000 yang terbagi atas 10.329.602 saham melalui pengeluaran saham baru sebanyak 2.535.558 saham atau sebesar Rp 2.535.558.000.000 yang diambil seluruhnya oleh Perusahaan.

DSST

Based on Deed No. 52 dated December 17, 2024 of Lanawaty Darmadi, S.H., M.M., M.Kn., a public notary in Jakarta, the shareholders of DSST approved the increase in issued and paid-up capital from Rp 7,794,044,000,000 consisting of 7,794,044 shares with a nominal value of Rp 1,000,000 to Rp 10,329,602,000,000 consisting of 10,329,602 shares through the issuance of 2,535,558 new shares equivalent or amounting to Rp 2,535,558,000,000 which were all acquired by the Company.

e. Ijin Pertambangan Grup

GEM

Pada tanggal 4 Februari 2011, berdasarkan Keputusan Menteri Energi dan Sumber Daya Mineral No. 206.K./30/DJB/2011, GEM memperoleh Ijin Usaha Pertambangan (IUP) Operasi Produksi Khusus untuk Pengangkutan dan Penjualan Batubara untuk jangka waktu 3 (tiga) tahun. Berdasarkan Keputusan Menteri Energi dan Sumber Daya Mineral No. 358.K/30/DJB/2014 tanggal 7 April 2014, jangka waktu tersebut diperpanjang selama 3 (tiga) tahun. Berdasarkan Peraturan Menteri Energi dan Sumber Daya Mineral No. 34 Tahun 2017, GEM telah melakukan penyesuaian Izin Usaha Pertambangan Operasi Khusus untuk Pengangkutan dan Penjualan Batubara dengan mendapatkan Tanda Registrasi Kegiatan Pengangkutan dan Penjualan No. 08392-00/TR-AJ/DBB/2017.

e. The Group's Mining Licenses

GEM

On February 4, 2011, based on the Decision of the Minister of Energy and Mineral Resources No. 206.K./30/DJB/2011, GEM obtained a Particular License of IUP Operation Production for Transportation and Trade of Coal which is valid for three (3) years. Based on the Decision of the Minister of Energy and Mineral Resources No. 358.K/30/DJB/2014 dated April 7, 2014, the period has been extended for three (3) years. Based on the Regulation of the Minister of Energy and Mineral Resources No. 34 Year 2017, GEM obtained an adjustment of cooperation agreements with Register Certificate of Activities for Transportation and Trade of Coal No. 08392-00/TR-AJ/DBB/2017.

Berdasarkan Keputusan Menteri Energi dan Sumber Daya Mineral dan Menteri Investasi/Kepala Badan Koordinasi Penanaman Modal No. 81202191527980003 tanggal 31 Juli 2023, GEM telah mendapatkan Perizinan Berusaha Berbasis Risiko untuk Pengangkutan dan Penjualan Batubara dengan jangka waktu 5 (lima) tahun sejak ditetapkan Keputusan dan dapat diperpanjang sesuai dengan ketentuan peraturan perundang-undangan.

Based on the Decision of the Minister of Energy and Mineral Resources and the Minister of Investment/Head of the Investment Coordinating Board No. 81202191527980003 dated July 31, 2023, GEM has obtained a Risk based Business License for Transportation and Trade of Coal with a period of five (5) years since the Decree was approved and can be extended in accordance with statutory provisions.

BKES

Pada tanggal 9 September 2011, berdasarkan Keputusan Menteri Energi dan Sumber Daya Mineral No. 1034.K./30/DJB/2011, BKES memperoleh IUP Operasi Produksi Khusus untuk Pengangkutan dan Penjualan Batubara untuk jangka waktu 5 (lima) tahun dan dapat diperpanjang. Berdasarkan Keputusan Kepala BKPM No. 36/I/IUP/PMDN/2020 tanggal 30 Januari 2020, jangka waktu tersebut diperpanjang selama 5 (lima) tahun. Berdasarkan Keputusan Kepala BKPM No. 91200152608590002 tanggal 22 Januari 2025, jangka waktu tersebut diperpanjang selama 5 (lima) tahun.

BKES

On September 9, 2011, based on the Decision of the Ministry of Energy and Mineral Resources No. 1034.K./30/DJB/2011, BKES obtained a Particular License of IUP Operation Production for Transportation and Trade of Coal which is valid for five (5) years and can be extended. Based on the Decision of the Chairman of BKPM No. 36/I/IUP/PMDN/2020 dated January 30, 2020, the period has been extended for five (5) years. Based on the Decision of the Chairman of BKPM No. 91200152608590002 dated January 22, 2025, the period has been extended for five (5) years.

RCI

Berdasarkan Keputusan Menteri Energi dan Sumber Daya Mineral No. 835.K/30/DJB/2012 tanggal 26 September 2012, RCI telah memperoleh IUP Operasi Produksi Khusus untuk Pengangkutan dan Penjualan Batubara untuk jangka waktu 5 (lima) tahun. Berdasarkan Peraturan Menteri Energi dan Sumber Daya Mineral No. 34 Tahun 2017, RCI telah melakukan penyesuaian IUP Operasi Khusus untuk Pengangkutan dan Penjualan Batubara tersebut dengan mendapatkan Tanda Registrasi Kegiatan Pengangkutan dan Penjualan No. 07183-00/TR-AJ/DBB/2017.

RCI

Based on the Decision of the Ministry of Energy and Mineral Resources No. 835.K/30/DJB/2012 dated September 26, 2012, RCI has obtained License of Special Mining Operation Production for Transportation and Trade of Coal which is valid for five (5) years. Based on Regulation of the Minister of Energy and Mineral Resources No. 34 Year 2017, RCI has adjusted the License of Special Mining Operation Production for Transportation and Trade of Coal by obtaining the Register Certificate of Activities for Transportation and Trade No. 07183-00/TR-AJ/DBB/2017.

Berdasarkan Keputusan Kepala BPKM No. 55/I/IUP-PB/PMDN/2016, RCI telah memperoleh persetujuan penyesuaian kerjasama asal komoditas. Berdasarkan Keputusan Menteri Energi dan Sumber Daya Mineral dan Menteri Investasi/Kepala Badan Koordinasi Penanaman Modal No. 81202191527980003 tanggal 31 Juli 2023, RCI telah mendapatkan Perizinan Berusaha Berbasis Risiko untuk Pengangkutan dan Penjualan Batubara dengan jangka waktu 5 (lima) tahun sejak ditetapkan Keputusan dan dapat diperpanjang sesuai dengan ketentuan peraturan perundang-undangan.

Based on the Decision of the Chairman of the BPKM No. 55/I/IUP-PB/PMDN/2016, RCI has obtained approval on the adjustment of cooperation agreements for the commodity source. Based on the Decision of the Minister of Energy and Mineral Resources and the Minister of Investment/Head of the Investment Coordinating Board No. 81202191527980003 dated July 31, 2023, RCI has obtained a Risk-based Business License for Transportation and Trade of Coal with a period of five (5) years since the Decree was approved and can be extended in accordance with statutory provisions.

ASL

Pada tanggal 31 Desember 2014, berdasarkan Keputusan Gubernur Sumatera Selatan No. 801/KPTS/DISPERTAMBEN/ 2014, ASL memperoleh IUP Operasi Produksi Khusus untuk Pengangkutan dan Penjualan Batubara untuk jangka waktu 2 (dua) tahun. Berdasarkan Keputusan Gubernur Sumatera Selatan No. 203/KPTS/DPMPTSP/2017 tanggal 17 Maret 2017, jangka waktu tersebut diperpanjang selama 2 (dua) tahun.

On December 31, 2014, based on the Decision of the Governor of South Sumatera No. 801/KPTS/DISPERTAMBEN/2014, ASL obtained Particular License of IUP Operation Production for Transportation and Trade of Coal which is valid for two (2) years. Based on the Decision of the Governor of South Sumatera No. 203/KPTS/DPMPTSP/2017 dated March 17, 2017, the period has been extended for two (2) years.

Berdasarkan Keputusan Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Provinsi Sumatera Selatan No. 0617/DPMPTSP.V/X/2018 tanggal 18 Oktober 2018, jangka waktu tersebut diperpanjang selama 5 (lima) tahun.

Based on the Decision of the Head Investment and One-stop Integrated Services of South Sumatera Province No. 0617/DPMPTSP.V/X/2018 dated October 18, 2018, the period has been extended for five (5) years.

Berdasarkan Keputusan Menteri Energi dan Sumber Daya Alam Mineral dan Menteri Investasi/Kepala Badan Koordinasi Penanaman Modal No. 91203012703490003 tanggal 29 Mei 2024, ASL telah mendapatkan Perizinan Berusaha Berbasis Risiko untuk Pengangkutan dan Penjualan Batubara dengan jangka waktu 5 (lima) tahun sejak ditetapkan keputusan dan dapat diperpanjang sesuai dengan ketentuan peraturan perundang-undangan.

Based on the Decision of the Minister of Energy and Mineral Resources and the Minister of Investment/Head of the Investment Coordinating Board No. 91203012703490003 dated May 29, 2024, ASL has obtained a Risk-based Business License for Transportation and Trade of Coal with a period of five (5) years since the decree was approved and can be extended in accordance with statutory provisions.

BORNEO

BORNEO telah memperoleh ijin Pengusahaan Pertambangan Batubara dari instansi-instansi berikut:

1. Pemerintah Republik Indonesia diwakili oleh PT Tambang Batubara Bukit Asam (Persero) (PTBA) dalam Perjanjian Kerjasama Pengusahaan Pertambangan Batubara (PKP2B) No. 007/PK/PTBA-BI/1994 tanggal 15 Agustus 1994. Berdasarkan Amandemen PKP2B antara PTBA dan BORNEO tanggal 27 Juni 1997, efektif sejak tanggal 1 Juli 1997, semua hak dan kewajiban PTBA dalam PKP2B beralih kepada Pemerintah Republik Indonesia yang diwakili oleh Menteri Energi dan Sumber Daya Mineral. Pada tanggal 5 Agustus 2015, Pemerintah Republik Indonesia dan BORNEO telah menandatangani Amandemen kedua PKP2B.

2. Keputusan Menteri Energi dan Sumber Daya Mineral No. 10.K/40.00/DJB/2006 tanggal 17 Februari 2006 tentang Permulaan Tahap Kegiatan Produksi PKP2B seluas 24.100 Ha untuk jangka waktu 30 (tiga puluh) tahun.

Berdasarkan Keputusan dari Menteri Perhubungan No. KP 26 Tahun 2014 tanggal 9 Januari 2014, BORNEO telah memperoleh Persetujuan Pengelolaan Terminal Untuk Kepentingan Sendiri (TUKS) di dalam daerah lingkungan kerja dan daerah lingkungan kepentingan Pelabuhan Kotabaru, guna menunjang kegiatan usaha di bidang pertambangan batubara BORNEO.

Berdasarkan Surat Direktorat Jenderal Perdagangan Luar Negeri tanggal 8 Mei 2023, BORNEO telah memperoleh pengakuan sebagai eksportir batubara terdaftar dan produk batubara.

Berdasarkan Perizinan Berusaha Untuk Menunjang Kegiatan Usaha (PB-UMKU) No. 81203111313560017000 1 tanggal 1 Oktober 2024, BORNEO telah mendapatkan perpanjangan dengan masa berlaku 5 tahun untuk melaksanakan kegiatan Pengoperasian TUKS guna menunjang kegiatan usaha pertambangan Batubara BORNEO.

BORNEO

BORNEO has obtained licenses to conduct coal mining activities from the following institutes:

1. The Government of the Republic of Indonesia as represented by PT Tambang Batubara Bukit Asam (Persero) (PTBA) in Coal Contract of Work (CCoW) No. 007/PK/PTBA-BI/1994 dated August 15, 1994. Based on the Amendment in CCoW between PTBA and BORNEO dated June 27, 1997, effective July 1, 1997, all of the PTBA's rights and obligations in CCoW have been transferred to the Government of the Republic of Indonesia which was represented by the Minister of Energy and Mineral Resources. On August 5, 2015, the Government of the Republic of Indonesia and BORNEO have signed the second Amendment of CCoW.

2. Minister of Energy and Mineral Resources in his Decision Letter No. 10.K/40.00/DJB/2006 dated February 17, 2006 concerning the Beginning Stage of Production Activity of CCoW for 24,100 Ha for a period of thirty (30) years.

Based on the Decision of the Minister of Transportation No. KP 26 Year 2014 dated January 9, 2014, BORNEO has obtained Transportation License for the Operational Activities of Terminal for Self Interest (TUKS) in operational territory and interest related territory of Kotabaru port, to support BORNEO's coal mining activities.

Based on the Letter from Directorate General of Foreign Trade dated May 8, 2023, BORNEO has obtained recognition as a registered coal exporter.

Based on *Perizinan Berusaha Untuk Menunjang Kegiatan Usaha* (PB-UMKU) No. 81203111313560017000 1 dated October 1, 2024, BORNEO has obtained the extension for 5 years to carry out TUKS Operation activities to support BORNEO's coal mining activities.

KMS

Berdasarkan Keputusan Kepala BKPM No. 193/1/IUJP/PMDN/2018 tanggal 31 Desember 2018, KMS mendapat Izin Usaha Jasa Pertambangan (IUJP).

Berdasarkan Surat Keputusan Menteri Investasi/Kepala BKPM No. 58/1/IUJP/PMDN/2023 tanggal 29 Desember 2023, IUJP telah diperpanjang selama 5 (lima) tahun.

BSL

BSL telah memperoleh ijin Pengusahaan Pertambangan Batubara dari instansi-instansi berikut:

1. Pemerintah Republik Indonesia diwakili oleh PTBA dalam PKP2B No. 015/PK/PTBA-BL/1994 tanggal 15 Agustus 1994. Berdasarkan perubahan PKP2B antara PTBA dan BSL tanggal 27 Juni 1997, efektif sejak tanggal 1 Juli 1997, semua hak dan kewajiban PTBA dalam PKP2B beralih kepada Pemerintah Republik Indonesia yang diwakili oleh Menteri Pertambangan dan Energi (sekarang Menteri Energi dan Sumber Daya Mineral). Pada tanggal 14 November 2017, Pemerintah Republik Indonesia dan BSL telah menandatangani Amandemen kedua PKP2B.

2. Menteri Energi dan Sumber Daya Mineral dalam Surat Keputusan No. 718.K/30/DJB/2011 tanggal 31 Maret 2011 tentang Permulaan Tahap Kegiatan Produksi PKP2B untuk jangka waktu 30 (tiga puluh) tahun.

3. Menteri Energi dan Sumber Daya Mineral dalam Surat Keputusan No. 247.K/30/DJB/2018 tanggal 28 Mei 2018 tentang Penciutan Wilayah PKP2B seluas 23.300 Ha.

Berdasarkan Surat Direktorat Jenderal Perdagangan Luar Negeri tanggal 9 Juli 2020, BSL telah memperoleh pengakuan sebagai eksportir batubara terdaftar.

KMS

Based on the Decision of the Chairman of BKPM No. 193/1/IUJP/PMDN/2018 dated December 31, 2018, KMS obtained Particular License of *Izin Usaha Jasa Pertambangan* (IUJP).

Based on Decision Letter Minister of Investment/Chairman of the BKPM No. 58/1/IUJP/PMDN/2023 dated December 29, 2023, IUJP has been extended for five (5) years.

BSL

BSL has obtained the following licenses to Conduct Coal Mining activities from the following institutes:

1. The Government of the Republic of Indonesia as represented by PTBA in CCoW No. 015/PK/PTBA-BL/1994 dated August 15, 1994. Based on the changes in CCoW between PTBA and BSL dated June 27, 1997, effective July 1, 1997, all of the PTBA's rights and obligations in CCoW have been transferred to the Government of the Republic of Indonesia which was represented by the Minister of Mining and Energy (currently the Minister of Energy and Mineral Resources). On November 14, 2017, the Government of the Republic of Indonesia and BSL signed the second Amendment of CCoW.

2. Minister of Energy and Mineral Resources in his Decision Letter No. 718.K/30/DJB/2011 dated March 31, 2011 concerning the Beginning Stage of Production Activity of CCoW for a period of thirty (30) years.

3. Minister of Energy and Mineral Resources in his Decision Letter No. 247.K/30/DJB/2018 dated May 28, 2018 concerning the Region Shrinkage of CCoW for 23,300 Ha.

Based on the Letter from Directorate General of Foreign Trade dated July 9, 2020, BSL has obtained recognition as a registered coal exporter.

Berdasarkan Surat Pengakuan sebagai Eksportir Terdaftar Batubara ET. Batubara No. 03.ET04.23.0376 tanggal 22 Juni 2023, BSL telah memperoleh pengakuan sebagai eksportir batubara terdaftar.

Based on the letter Recognition Registered as Exporter of Coal ET. Batubara No. 03.ET04.23.0376 on June 22, 2023, BSL has obtained recognition as a registered coal exporter.

Berdasarkan UU No. 3 Tahun 2020 tentang perubahan atas UU No. 4 Tahun 2009 tentang pertambangan mineral dan batubara, izin tersebut dapat diperpanjang dua kali, masing-masing maksimal selama 10 (sepuluh) tahun.

In accordance with Law No. 3 Year 2020 update from Law No. 4 Year 2009 regarding mineral and coal mining, those licenses can be extended twice for a maximum of ten (10) years each.

No.	Ijin KP/*Licenses*	Daerah/*Location*	Luas Area/ *Area* Hektar/*Hectare*	No. Surat Keputusan/ *Decision Letter No.*	Masa Berlaku/ *Validity*
KIM					
1	IUP Operasi Produksi/ *Production Operations*	Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	199	Keputusan Bupati Bungo/ *Decision of Bupati Bungo* No. 252/DESDM Tahun 2010	23 April 2010 s.d./*up to* 22 April 2018
2	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	199	Keputusan Kepala Dinas Penanaman Modal/ *Decision of Head Investment* No. 269/KEP.KA.DPMPTSP-6.I/IUPOP/X/2017	2 Oktober/*October* 2017 s.d./*up to* 2 Oktober/*October* 2027
TKS					
1.	IUP Operasi Produksi/ *Production Operations*	Desa Malateken, Gandring, Panaen, Liang Buah, Kecamatan Teweh Tengah/*Central* dan/*and* Teweh Timur/*East*, Kabupaten Barito Utara/*North*, Provinsi/*Province* Kalimantan Tengah/*Central*	4.748	Keputusan Bupati Barito Utara/ *Decision of Bupati - North Barito* No. 188.45/207/2010	26 April 2010 s.d./*up to* 25 April 2026
2.	IUP Operasi Produksi/ *Production Operations*	Desa Malateken, Gandring dan/*and* Panaen, Kecamatan Teweh Tengah/*Central* dan/*and* Teweh Timur/*East*, Kabupaten Barito Utara/*North*, Provinsi/*Province* Kalimantan Tengah/*Central*	4.959	Keputusan Bupati Barito Utara/ *Decision of Bupati - North Barito* No. 188.45/208/2010	26 April 2010 s.d./*up to* 25 April 2028
3.	IUP Operasi Produksi/ *Production Operations*	Desa Saing, Patung, Gandrung, Kecamatan Dusun Tengah/*Central* dan/*and* Paku, Kabupaten Barito Timur/*East*, Provinsi/*Province* Kalimantan Tengah/*Central*	1.748	Keputusan Bupati Barito Timur/ *Decision of Bupati - East Barito* No. 570 tahun/*year* 2009	14 Agustus/*August* 2009 s.d./*up to* 14 Agustus/*August* 2019
4.	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Desa Saing, Patung, Gandrung, Kecamatan Dusun Tengah/*Central* dan/*and* Paku, Kabupaten Barito Timur/*East*, Provinsi/*Province* Kalimantan Tengah/*Central*	1.748	Keputusan Kepala Dinas Penanaman Modal/ *Decision of Head Investment* No. 570/52/DESDM-IUPOP/VII/DPMPTSP-2019	15 Agustus/*August* 2019 s.d./*up to* 14 Agustus/*August* 2026

Berdasarkan Surat Direktorat Jenderal Perdagangan Luar Negeri No. 03.ET-04.18.0078 tanggal 17 Mei 2018, TKS telah memperoleh pengakuan sebagai eksportir batubara terdaftar.

Based on the Letter from Directorate General of Foreign Trade No. 03.ET-04.18.0078 dated May 17, 2018, TKS has obtained recognition as a registered coal exporter.

No.	Ijin KP/*Licenses*	Daerah/*Location*	Luas Area/ *Area* Hektar/*Hectare*	No. Surat Keputusan/ *Decision Letter No.*	Masa Berlaku/ *Validity*
BHBA					
1.	IUP Operasi Produksi/ *Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	172	Keputusan Bupati Bungo/ *Decision of Bupati Bungo* No. 247/DESDM Tahun 2010	23 April 2010 s.d./*up to* 22 April 2016
2.	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	172	Keputusan Bupati Bungo/ *Decision of Bupati Bungo* No. 576/DESDM Tahun 2014	18 Desember/*December* 2014 s.d./*up to* 17 Desember/*December* 2024
3	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	172	Keputusan Menteri Energi dan Sumber Daya Mineral/*Decision of the Minister of Energy and Mineral Resources* No. 91204031317760006	29 Oktober/*October* 2024 s.d./*up to* 18 Desember/*December* 2034
KCP					
1.	IUP Operasi Produksi/ *Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	143	Keputusan Bupati Bungo/ *Decision of Bupati Bungo* No. 350/DESDM Tahun 2009	22 Juli/*July* 2009 s.d./*up to* 21 Juli/*July* 2019
2.	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	143	Keputusan Kepala Dinas Penanaman Modal/ *Decision of Head Investment* No. 183/KEP.KA.DPMPTSP-6.I/IUPOP/X/2018	24 Oktober/*October* 2018 s.d./*up to* 24 Oktober/*October* 2028

Berdasarkan Surat Direktorat Jenderal Perdagangan Luar Negeri No. 03.ET-04.17.0204 tanggal 19 Desember 2017, KCP telah memperoleh pengakuan sebagai eksportir batubara terdaftar.

Based on the letter from Directorate General of Foreign Trade No. 03.ET-04.17.0204 dated December 19, 2017, KCP has obtained recognition as a registered coal exporter.

Berdasarkan Surat Direktorat Jenderal Perdagangan Luar Negeri No. 03.ET-04.20.0215 tanggal 2 November 2020, KCP telah memperoleh pengakuan sebagai eksportir batubara terdaftar.

Based on the letter from Directorate General of Foreign Trade No. 03.ET-04.20.0215 dated November 2, 2020, KCP has obtained recognition as a registered coal exporter.

No.	Ijin KP/*Licenses*	Daerah/*Location*	Luas Area/ *Area* Hektar/*Hectare*	No. Surat Keputusan/ *Decision Letter No.*	Masa Berlaku/ *Validity*
BBU					
1	IUP Operasi Produksi/ *Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	1.301	Keputusan Bupati Bungo/ *Decision of Bupati Bungo* No. 341/DESDM Tahun 2009	9 Juli/*July* 2009 s.d./*up to* 8 Juli/*July* 2029

Berdasarkan Surat Direktorat Jenderal Perdagangan Luar Negeri No. 03.ET-04.21.0037 tanggal 19 Februari 2021, BBU telah memperoleh pengakuan sebagai eksportir batubara terdaftar.

Based on the letter from Directorate General of Foreign Trade No. 03.ET-04.21.0037 on February 19, 2021, BBU has obtained recognition as a registered coal exporter.

Berdasarkan Surat Direktorat Jenderal Perdagangan Luar Negeri No. 03.ET-04.24.0133 tanggal 13 Maret 2024, BBU telah memperoleh pengakuan sebagai eksportir batubara terdaftar.

Based on the letter from Directorate General of Foreign Trade No. 03.ET-04.24.0133 dated March 13, 2024, BBU has obtained recognition as a registered coal exporter.

No.	Ijin KP/*Licenses*	Daerah/*Location*	Luas Area/ *Area* Hektar/*Hectare*	No. Surat Keputusan/ *Decision Letter No.*	Masa Berlaku/ *Validity*
BNP					
1.	IUP Operasi Produksi/ *Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	199	Keputusan Bupati Bungo/ *Decision of Bupati Bungo* No. 545/DESDM Tahun 2010	30 Desember/*December* 2009 s.d./*up to* 29 Oktober/*October* 2019
2.	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	199	Keputusan Bupati Bungo/ *Decision of Bupati Bungo* No. 85/KEP.KA.DPMPTSP-6.1/IUPOP/IV/2019	8 April 2019 s.d./*up to* 30 Desember/*December* 2029
TBBU					
1.	IUP Operasi Produksi/ *Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	198	Keputusan Bupati Bungo/ *Decision of Bupati Bungo* No. 249/DESDM Tahun 2010	23 April 2010 s.d./*up to* 22 April 2018
2.	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	198	Keputusan Kepala Dinas Penanaman Modal/ *Decision of Head Investment* No. 267/KEP.KA.DPMPTSP-6.I/IUPOP/X/2017	2 Oktober/*October* 2017 s.d./*up to* 2 Oktober/*October* 2027
MAL					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.836	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 1259 Tahun 2009	8 Maret/*March* 2009 s.d./*up to* 8 Maret/*March* 2017
2.	SK Perubahan IUP Operasi Produksi/ *Decision Letter on Change of Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.836	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 0672 Tahun 2010	8 Maret/*March* 2009 s.d./*up to* 7 Maret/*March* 2021
3.	SK Perubahan IUP Operasi Produksi/ *Decision Letter on Change of Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.540	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 1417 Tahun 2012	8 Maret/*March* 2009 s.d./*up to* 8 Maret/*March* 2021
4.	SK Perubahan IUP Operasi Produksi/ *Decision Letter on Change of Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.540	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 0764 Tahun 2014	8 Maret/*March* 2009 s.d./*up to* 8 Maret/*March* 2021
5.	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.563	Keputusan Kepala Dinas Penanaman Modal/ *Decision of Head Investment* No. 615/DPMPTSP.V/X/2018	8 Maret/*March* 2021 s.d./*up to* 8 Maret/*March* 2031
RSL					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.902	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 1253 Tahun 2009	21 November 2008 s.d./*up to* 20 November 2018
2.	SK Perubahan IUP Operasi Produksi/ *Decision Letter on Change of Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.902	Keputusan Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu/ *Decision of Head Investment and One-stop Integrated Services* No. 012/DPMPTSP.V/I/2018	21 November 2018 s.d./*up to* 20 November 2028

No.	Ijin KP/*Licenses*	Daerah/*Location*	Luas Area/ *Area* Hektar/*Hectare*	No. Surat Keputusan/ *Decision Letter No.*	Masa Berlaku/ *Validity*
BBEP					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.686	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 1104 Tahun 2009	12 Desember/*December* 2008 s.d./*up to* 11 Desember/*December* 2018
2.	SK Perubahan IUP Operasi Produksi/ *Decision Letter on Change of Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.997	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 0846 Tahun 2014	12 Desember/*December* 2008 s.d./*up to* 11 Desember/*December* 2018
3.	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.997	Keputusan Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu/ *Decision of Head Investment and One-stop Integrated Services* No. 014/DPMPTSP.V/I/2018	12 Desember/*December* 2018 s.d./*up to* 11 Desember/*December* 2028
DAE					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	6.117	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 684/KPTS/DISPERTAMBEN/2015	25 September 2015 s.d./*up to* 24 September 2035
ASA					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	10.000	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 686/KPTS/DISPERTAMBEN/2015	25 September 2015 s.d./*up to* 24 September 2035
DAJ					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	7.950	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 685/KPTS/DISPERTAMBEN/2015	25 September 2015 s.d./*up to* 24 September 2035
BIC					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.999	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 1103 Tahun 2009	12 Desember/*December* 2008 s.d./*up to* 11 Desember/*December* 2018
2.	SK Perubahan IUP Operasi Produksi/ *Decision Letter on Change of Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.999	Keputusan Kepala Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu/ *Decision of Head Investment and One-stop Integrated Services* No. 015/DPMPTSP.V/I/2018	12 Desember/*December* 2018 s.d./*up to* 11 Desember/*December* 2028
CAC					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	5.541	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 688/KPTS/DISPERTAMBEN/2015	25 September 2015 s.d./*up to* 24 September 2035
CAS					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Tungkal Jaya, Kabupaten Musi Banyuasin, Provinsi/Province *Sumatera Selatan/South*	1.073	Keputusan Gurbernur Sumatera Selatan/ *Decision of Governor South Sumatra* No. 809/KPTS/DESDM/2017	25 September 2015 s.d./up to 25 September 2035

No.	Ijin KP/*Licenses*	Daerah/*Location*	Luas Area/ *Area* Hektar/*Hectare*	No. Surat Keputusan/ *Decision Letter No.*	Masa Berlaku/ *Validity*
CNP					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	3.318	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 0848 Tahun 2014	5 Agustus/*August* 2014 s.d./*up to* 12 Desember/*December* 2017
2.	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	3.318	Keputusan Gubernur Sumatera Selatan/ *Decision of Governor South Sumatera* No. 613/KPTS/DPMPTSP/2017	12 Desember/*December* 2017 s.d./*up to* 12 Desember/*December* 2027
NIP					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.500	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 1255 Tahun 2009	8 Maret/*March* 2009 s.d./*up to* 7 Maret/*March 2017*
2.	Persetujuan Perubahan Masa Berlaku IUP Operasi Produksi/ *Approval on the Change of the Validity Period of Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	-	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 0671 Tahun 2010	Perpanjangan ijin sampai dengan 8 Maret 2021 dan dapat diperpanjang kembali/ *Extension of the License until March 8, 2021 and can be further extended*
3.	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Kecamatan Bayung Lencir, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.500	Keputusan Kepala Dinas Penanaman Modal/ *Decision of Head Investment* No. 613/DPMPTSP.V/X/2018	8 Maret/*March* 2021 s.d./*up to* 8 Maret/*March* 2031
CBP					
1.	IUP Operasi Produksi/ *Operation Productions*	Kecamatan Tungkal Jaya, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	1.655	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 0849 Tahun 2014	5 Agustus/*August* 2014 s.d./*up to* 12 Desember/*December* 2017
2.	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Kecamatan Tungkal Jaya, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	1.655	Keputusan Gubernur Sumatera Selatan/ *Decision of Governor South Sumatera* No. 582/KPTS/DPMPTSP/2017	12 Desember/*December* 2017 s.d./*up to* 12 Desember/*December* 2027
PMS					
1.	IUP Operasi Produksi/ *Production Operations*	Desa Tumbang Baringei, dan/*and* Tumbang Jutuh Kecamatan Rungan, Kabupaten Gunung Mas, Provinsi/*Province* Kalimantan Tengah/*Central*	10.000	Keputusan Bupati Gunung Mas/ *Decision of Bupati Gunung Mas* No. 12/DPE/III/IX/2013	23 September 2013 s.d./*up to* 16 September 2033
2.	SK Perubahan IUP Operasi Produksi/ *Decision Letter on Change of Production Operations*	Desa Tumbang Baringei, dan/*and* Tumbang Jutuh Kecamatan Rungan, Kabupaten Gunung Mas, Provinsi/*Province* Kalimantan Tengah/*Central*	10.000	Keputusan Kepala BKPM/ *Decision the Chairman of BKPM* No. 38/1/IUP/PMA/2017	24 Agustus/*August* 2017 s.d./*up to* 16 September 2033
SKS					
1.	IUP Operasi Produksi/ *Production Operations*	Desa Tumbang Kajuei, Kecamatan Rungan, Kabupaten Gunung Mas, Provinsi/*Province* Kalimantan Tengah/*Central*	6.800	Keputusan Kepala BKPM/ *Decision the Chairman of BKPM* No. 09/DPE/III/IX/2013	23 September 2013 s.d./*up to* 16 September 2033
2.	SK Perubahan IUP Operasi Produksi/ *Decision Letter on Change of Production Operations*	Desa Luwuk Langkuas, Tumbang Kajuei, Hujung Pata, Tumbang Bunut dan/*and* Karya Bakti, Kecamatan Rungan, Kabupaten Gunung Mas, Provinsi/*Province* Kalimantan Tengah/*Central*	6.800	Keputusan Kepala BKPM/ *Decision the Chairman of BKPM* No. 37/1/IUP/PMA/2017	24 Agustus/*August* 2017 s.d./*up to* 16 September 2033

No.	Ijin KP/*Licenses*	Daerah/*Location*	Luas Area/ *Area* Hektar/*Hectare*	No. Surat Keputusan/ *Decision Letter No.*	Masa Berlaku/ *Validity*
WRL					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Sungai Keruh, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.739	Keputusan Bupati Musi Banyuasin/ *Decision of Bupati Musi Banyuasin* No. 1416 Tahun 2012	21 November 2008 s.d./*up to* 20 November 2017
2.	Persetujuan Perubahan Masa Berlaku IUP Operasi Produksi/ *Approval Change of Production Operations Validity*	Kecamatan Sungai Keruh, Kabupaten Musi Banyuasin, Provinsi/*Province* Sumatera Selatan/*South*	4.739	Keputusan Gubernur Sumatera Selatan/ *Decision of Governor South Sumatera* No. 234/KPTS/DISPERTAMBEN/2016	Perpanjangan ijin sampai dengan/ *Extension of the License until* 19 November 2027
BSA					
1.	IUP Operasi Produksi/ *Production Operations*	Kecamatan Asam Jujuhan, Kabupaten Dharmasraya, Provinsi/*Province* Sumatera Barat/*West*	199	Keputusan Gubernur Sumatera Barat/ *Decision of Governor West Sumatera* No. 544-258-2017	20 September 2017 s.d./*up to* 31 Desember 2026
PMS Dua					
1.	IUP Operasi Produksi/ *Production Operations*	Desa Tumbang Jutuh, Kecamatan Rungan, Kabupaten Gunung Mas, Provinsi/*Province* Kalimantan Tengah/*Central*	6.200	Keputusan Kepala BKPM/ *Decision the Chairman of BKPM* No. 40/1/IUP/PMA/2017	24 Agustus/*August* 2017 s.d./*up to* 16 September 2033
SKS Dua					
1.	IUP Operasi Produksi/ *Production Operations*	Desa Tumbang Kajuei dan/*and* Luwuk Kantor Kecamatan Rungan, Kabupaten Gunung Mas, Provinsi/*Province* Kalimantan Tengah/*Central*	9.930	Keputusan Kepala BKPM/ *Decision the Chairman of BKPM* No. 36/1/IUP/PMA/2017	23 Agustus/*August* 2017 s.d./*up to* 16 September 2033
KIS					
1.	IUP Operasi Produksi dan Perubahan atas IUP tersebut/ *Production Operations and the Change of the IUP*	Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	199	Keputusan Bupati Bungo/ *Decision of Bupati Bungo* No. 251/DESDM Tahun 2010 Jo. Keputusan Bupati Bungo/ *Jo. Decision of Bupati Bungo* No. 166/DESDM Tahun 2012	23 April 2010 s.d./*up to* 22 April 2020
2.	Persetujuan Pengalihan IUP Operasi Produksi/ *The Approved Transferred IUP Production Operations*	Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	199	Keputusan Kepala Dinas Penanaman Modal/ *Decision of Head Investment* No. 60/KEP.KA.DPMPTSP-6.1/IUPOP/III/2018	14 Maret/*March* 2018 s.d./*up to* 2 Oktober/*October* 2027
BBM					
1.	IUP Operasi Produksi/ *Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	199	Keputusan Bupati Bungo/ *Decision of Bupati Bungo* No. 250/DESDM Tahun 2010	23 April 2010 s.d./*up to* 22 April 2018
2.	SK Perpanjangan IUP Operasi Produksi/ *Decision Letter on Extension of Production Operations*	Dusun Tanjung Belit, Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	199	Keputusan Kepala Dinas Penanaman Modal/ *Decision of Head Investment* No. 268/KEP.KA.DPMPTSP-6.I/IUPOP/X/2017	2 Oktober/*October* 2017 s.d./*up to* 2 Oktober/*October* 2027
3.	Persetujuan Pengalihan IUP Operasi Produksi/ *The Approved Transferred IUP Production Operations*	Kecamatan Jujuhan, Kabupaten Bungo, Provinsi/*Province* Jambi	199	Keputusan Kepala Dinas Penanaman Modal/ *Decision of Head Investment* No. 59/KEP.KA.DPMPTSP-6.1/IUPOP/III/2018	14 Maret/*March* 2018 s.d./*up to* 2 Oktober/*October* 2027

f. Area Eksplorasi dan Eksploitasi

Grup memiliki area eksplorasi maupun eksploitasi/pengembangan sebagai berikut (tidak diaudit):

f. Exploration and Exploitation Area

The details of the Group's exploration and exploitation/development area are as follows (unaudited):

Pemilik/ *License Owner*	Nama Lokasi/ *Location*		Jumlah Aset Pertambangan untuk Tambang dalam Pengembangan dan pada Tahap Produksi pada Tanggal 31 Desember 2025/ *Total Mine Properties for Mines under Construction and Producing Mines as of December 31, 2025*	Jumlah Cadangan Terbukti dan Terduga pada Tanggal 31 Desember 2024 [3]/ *Total Proven and Probable Reserves as of December 31, 2024* [3]	Jumlah Produksi untuk Tahun yang Berakhir 31 Desember 2025 [3]/ *Total Production for the Year Ended December 31, 2025* [3]	Jumlah Cadangan Terbukti dan Terduga pada Tanggal 31 Desember 2025 [3]/ *Total Proven and Probable Reserves as of December 31, 2025* [3]
			US$	Jutaan ton/ *Million Tons*	Jutaan ton/ *Million Tons*	Jutaan ton/ *Million Tons*
BORNEO	Blok/*Block* Kusan dan Girimulya [2) 10)]	Blok/*Block* BORNEO	121.049.938	556,2	49,5	506,7
	Blok/*Block* Sebamban [2) 10)]		640.862	11,7	1,5	10,2
	Blok/*Block* Batulaki [2) 10)]		168.382	8,5	0,3	8,2
	Blok/*Block* Pasopati [2) 10)]		-	1,9	-	1,9
KIM	Blok/*Block* - II Muara Bungo [2) 5)]	Blok/*Block* KIM	-			
KCP	Blok/*Block* - Muara Bungo [2) 5)]		-			
TBBU	Blok/*Block* - Muara Bungo [1) 5)]		1.613.717	47,6	1,8	45,8
BBU	Blok/*Block* - Muara Bungo [1) 5)]		66.129			
BNP	Blok/*Block* - Muara Bungo [1) 5)]		148.076			
WRL	Blok/*Block* - Muara Banyuasin [5) 11)]		434.558	87,2	-	87,2
TKS	Blok/*Block* Muara Teweh [4)]		-	-	-	-
	Blok/*Block* Ampah [4) 5)]		-	0,6	-	0,6
BSL	Blok/*Block* Musi Rawas [2) 5)]		52.174.650	185,5	1,7	183,8
MAL	Blok/*Block* Bayung Lencir [6)]		12.670	23,0	0,6	22,4
NIP	Blok/*Block* Bayung Lencir [8)]		924.104	34,3	-	34,3
BIC	Blok/*Block* Bayung Lencir [1) 4)]		776.732	-	-	-
BBEP	Blok/*Block* Bayung Lencir [7)]		-	14,7	0,7	14,0
CAC	Blok/*Block* Bayung Lencir [1) 4)]		348.178	-	-	-
CAS	Blok/*Block* Bayung Lencir [1) 4)]		27.971	-	-	-
CNP	Blok/*Block* Bayung Lencir [1) 4)]		501.560	-	-	-
CBP	Blok/*Block* Tungkal Jaya [1) 4)]		113.569	-	-	-
ASA	Blok/*Block* Bayung Lencir [1) 4)]		826.989	-	-	-
DAE	Blok/*Block* Bayung Lencir [1) 4)]		601.633	-	-	-
DAJ	Blok/*Block* Bayung Lencir [1) 4)]		491.372	-	-	-
RSL	Blok/*Block* Bayung Lencir [1) 4)]		466.794	-	-	-
PMS	Blok/*Block* Rungan [1) 4)]		1.244.154	-	-	-
SKS	Blok/*Block* Rungan [9)]		7.946.733	40,6	1,1	39,5
SKS Dua	Blok/*Block* Rungan [1) 4)]		50.472	-	-	-
Jumlah/*Total*			190.629.243	1.011,8	57,2	954,6

Catatan/*Notes* :

1) Tambang dalam Pengembangan/*Mines under Construction*
2) Sebagian merupakan Aset Pertambangan - Tambang dalam Pengembangan/*Part is included in Mine Properties - Mines under Construction*
3) Tidak diaudit/*Unaudited*
4) Berdasarkan data internal/*Based on internal data*
5) Berdasarkan *JORC Reserve Statement* dari Salva Mining Pty. Ltd., pihak independen, yang diterbitkan pada bulan Januari 2023 dan setelah memperhitungkan produksi batubara sampai dengan bulan Desember 2025/
Based on JORC Reserve Statement from Salva Mining Pty. Ltd., an independent party, as issued in January 2023, and after considering coal production up to December 2025
6) Berdasarkan Laporan *Independent Qualified Person* dari Salva Mining Pty. Ltd., pihak independen, yang diterbitkan pada bulan November 2019 dan setelah memperhitungkan produksi batubara sampai dengan bulan Agustus 2019/
Based on Independent Qualified Person's Report from Salva Mining Pty. Ltd., an independent party, as issued in November 2019, and after considering coal production up August 2019
7) Berdasarkan Laporan *Independent Qualified Person* dari Salva Mining Pty. Ltd., pihak independen, yang diterbitkan pada bulan Desember 2019 dan setelah memperhitungkan produksi batubara sampai dengan bulan Agustus 2019/
Based on Independent Qualified Person's Report from Salva Mining Pty. Ltd., an independent party, as issued in December 2019, and after considering coal production up August 2019
8) Berdasarkan Laporan *Independent Qualified Person* dari Salva Mining Pty. Ltd., pihak independen, yang diterbitkan pada bulan Juni 2020 dan setelah memperhitungkan produksi batubara sampai dengan bulan April 2020/
Based on Independent Qualified Person's Report from Salva Mining Pty. Ltd., an independent party, as issued in June 2020, and after considering coal production up to April 2020
9) Berdasarkan *JORC Reserve Statement* dari PT Runge Pincock Minarco, pihak independen, yang diterbitkan pada bulan Desember 2013 dan setelah memperhitungkan produksi batubara sampai dengan bulan September 2017/
Based on JORC Reserve Statement from PT Runge Pincock Minarco, an independent party, as issued in December 2013, and after considering coal production up to September 2017
10) Berdasarkan Laporan Komite Cadangan Mineral Indonesia (KCMI)/*Based on Komite Cadangan Mineral Indonesia (KCMI) Report*
11) Aset Eksplorasi dan Evaluasi/*Exploration and Evaluation Asset*

g. Cadangan Batubara

Jumlah cadangan yang dimiliki oleh Grup pada tanggal 31 Desember 2025 (tidak diaudit) adalah sebagai berikut:

g. Coal Reserves

The details of coal reserves owned by the Group as of December 31, 2025 (unaudited) are as follows:

Lokasi/*Location*	Cadangan Batubara/*Coal Reserves*			
	Terbukti/*Proven*	Terduga/*Probable*	Jumlah/*Total*	
	Jutaan Ton/ *Million Tons*	Jutaan Ton/ *Million Tons*	Jutaan Ton/ *Million Tons*	
Blok/*Block* BORNEO	546,7	(19,7)	527,0	6)
Blok/*Block* KIM	39,9	5,9	45,8	1)
Blok/*Block* BSL	137,7	46,1	183,8	1)
Blok/*Block* WRL	33,8	53,4	87,2	1)
Blok/*Block* TKS	0,2	0,4	0,6	1)
Blok/*Block* SKS	23,9	15,6	39,5	5)
Blok/*Block* MAL	13,4	9,0	22,4	2)
Blok/*Block* BBEP	9,2	4,8	14,0	3)
Blok/*Block* NIP	19,6	14,7	34,3	4)
Jumlah/*Total*	824,4	130,2	954,6	

Catatan/*Notes* :

1) Berdasarkan *JORC Reserve Statement* dari Salva Mining Pty. Ltd., pihak independen, yang diterbitkan pada bulan Januari 2023 (Catatan 1e) dan setelah memperhitungkan produksi batubara sampai dengan Desember 2025 (jika ada)/
Based on JORC Reserve Statement from Salva Mining Pty. Ltd., an independent party, issued in January 2023 (Note 1e) and after considering coal production up to December 2025 (if any)

2) Berdasarkan Laporan *Independent Qualified Person* dari Salva Mining Pty. Ltd., pihak independen, yang diterbitkan pada bulan November 2019 (Catatan 1e) dan setelah memperhitungkan produksi batubara sampai dengan Agustus 2019 (jika ada)/
Based on Independent Qualified Person's Report from Salva Mining Pty. Ltd., an independent party, issued in November 2019 (Note 1e) and after considering coal production up to August 2019 (if any)

3) Berdasarkan Laporan *Independent Qualified Person* dari Salva Mining Pty. Ltd., pihak independen, yang diterbitkan pada bulan Desember 2019 (Catatan 1e) dan setelah memperhitungkan produksi batubara sampai dengan Agustus 2019 (jika ada)/
Based on Independent Qualified Person's Report from Salva Mining Pty. Ltd., an independent party, issued in December 2019 (Note 1e) and after considering coal production up to August 2019 (if any)

4) Berdasarkan Laporan *Independent Qualified Person* dari Salva Mining Pty. Ltd., pihak independen, yang diterbitkan pada bulan Juni 2020 (Catatan 1e) dan setelah memperhitungkan produksi batubara sampai dengan April 2020 (jika ada)/
Based on Independent Qualified Person's Report from Salva Mining Pty. Ltd., an independent party, issued in June 2020 (Note 1e) and after considering coal production up to April 2020 (if any)

5) Berdasarkan *JORC Reserve Statement* dari PT Runge Pincook Minarco, pihak independen, yang diterbitkan pada bulan Desember 2013 (Catatan 1e) dan setelah memperhitungkan produksi batubara sampai dengan Desember 2017 (jika ada)/
Based on JORC Reserve Statement from PT Runge Pincook Minarco, an independent party, issued in December 2013 (Note 1e) and after considering coal production up to December 2017 (if any)

6) Berdasarkan Laporan KCMI setelah memperhitungkan produksi batubara sampai dengan September 2025 (jika ada)/*Based on KCMI Report after considering coal production up to September 2025 (if any)*

Grup telah memproduksi batubara sebesar 406,35 juta ton sejak awal kegiatan eksploitasi sampai dengan tanggal 31 Desember 2025 (tidak diaudit).

The Group has produced coal totalling 406.35 million tons from the beginning of exploitation activity until December 31, 2025 (unaudited).

h. Dewan Komisaris, Direksi dan Karyawan

h. Board of Commissioners, Directors and Employees

Susunan anggota Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2025, berdasarkan Akta No. 90 tanggal 18 Juni 2025 dari Hannywati Gunawan, S.H., notaris di Jakarta, adalah sebagai berikut:

The members of the Company's Board of Commissioners and Directors as of December 31, 2025, based on Deed No. 90 dated June 18, 2025 of Hannywati Gunawan, S.H., a public notary in Jakarta, are as follows:

Dewan Komisaris				Board of Commissioners
Presiden Komisaris	:	Franky Oesman Widjaja	:	President Commissioner
Komisaris	:	Handhianto Suryo Kentjono, Ph.D	:	Commissioner
Komisaris Independen	:	Dr. Ing. Evita Herawati Legowo	:	Independent Commissioners
		Dr. Robert Arthur Simanjuntak		
		Ir. F. X. Sutijastoto, M.A.		
		Dr. Hendrikus Passagi, S.Sos, S.H., M.H., M.Sc		
Direksi				Directors
Presiden Direktur	:	Lay Krisnan Cahya	:	President Director
Wakil Presiden Direktur	:	Lokita Prasetya	:	Vice President Director
Direktur	:	Hermawan Tarjono	:	Directors
		Daniel Cahya		
		Alex Sutanto		
		David Fernando Audy		
		Mona Angelique Susanto		
		Timotius Max Sulaiman, S.E.		

Susunan anggota Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2024, berdasarkan Akta No. 162 tanggal 25 Juni 2024 dari Hannywati Gunawan, S.H., notaris di Jakarta, adalah sebagai berikut:

The members of the Company's Board of Commissioners and Directors as of December 31, 2024, based on Deed No. 162 dated June 25, 2024 of Hannywati Gunawan, S.H., a public notary in Jakarta, are as follows:

Dewan Komisaris				Board of Commissioners
Presiden Komisaris	:	Franky Oesman Widjaja	:	President Commissioner
Komisaris	:	Handhianto Suryo Kentjono	:	Commissioner
Komisaris Independen	:	Dr. Ing. Evita Herawati Legowo	:	Independent Commissioners
		Dr. Robert Arthur Simanjuntak		
		Ir. F. X. Sutijastoto, M.A.		
		Dr. Hendrikus Passagi, S.Sos, S.H., M.H., M.Sc		
Direksi				Directors
Presiden Direktur	:	Lay Krisnan Cahya	:	President Director
Wakil Presiden Direktur	:	Lokita Prasetya	:	Vice President Director
Direktur	:	Hermawan Tarjono	:	Directors
		Daniel Cahya		
		Alex Sutanto		
		David Fernando Audy		
		Mona Angelique Susanto		

Susunan Komite Audit Perusahaan pada tanggal 31 Desember 2025 dan 2024, berdasarkan Keputusan Sirkuler Dewan Komisaris Perusahaan tanggal 25 Juni 2024 adalah sebagai berikut:

The members of the Audit Committee of the Company as of December 31, 2025 and 2024, based on the Circular Resolution of the Company's Board of Commissioners dated June 25, 2024, are as follows:

Ketua	:	Dr. Hendrikus Passagi, S.Sos, S.H., M.H., M.Sc.	: Chairman
Anggota	:	Ir. F.X. Sutijastoto, M.A	: Members
		Michell Suharli	

Personel manajemen kunci Grup terdiri dari Komisaris dan Direksi.

The key management personnel of the Group consists of Commissioners and Directors.

Jumlah karyawan Grup (tidak diaudit) pada tanggal 31 Desember 2025 dan 2024 masing-masing adalah 2.016 and 2.013 karyawan.

As of December 31, 2025 and 2024 the Group has 2,016 and 2,013 employees (unaudited), respectively.

i. Penyelesaian Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian PT Dian Swastatika Sentosa Tbk dan entitas anak untuk tahun yang berakhir 31 Desember 2025 telah diselesaikan dan diotorisasi untuk terbit oleh Direksi Perusahaan pada tanggal 17 Maret 2026. Direksi bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian tersebut.

i. Completion of Consolidated Financial Statements

The consolidated financial statements of PT Dian Swastatika Sentosa Tbk and its subsidiaries for the year ended December 31, 2025 were completed and authorized for issuance on March 17, 2026 by the Company's Directors who are responsible for the preparation and the presentation of the consolidated financial statements.

2. Informasi Kebijakan Akuntansi Material

2. Material Accounting Policy Information

a. Dasar Penyusunan dan Pengukuran Laporan Keuangan Konsolidasian

Laporan keuangan konsolidasian disusun dan disajikan dengan menggunakan Standar Akuntansi Keuangan "SAK" di Indonesia, meliputi pernyataan dan interpretasi yang diterbitkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (IAI) dan Dewan Standar Akuntansi Syariah IAI, dan Peraturan OJK No. VIII.G.7 tentang "Penyajian dan Pengungkapan Laporan Keuangan Emiten atau Perusahaan Publik".

a. Basis of Consolidated Financial Statements Preparation and Measurement

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards "SAK", which comprise the statements and interpretations issued by the Board of Financial Accounting Standards of the Institute of Indonesia Chartered Accountants (IAI) and the Board of Sharia Accounting Standards of IAI, and OJK Regulation No. VIII.G.7 regarding "Presentation and Disclosures of Public Companies' Financial Statements". Such consolidated financial statements are an English translation of the Group's statutory report in Indonesia.

Dasar pengukuran laporan keuangan konsolidasian ini adalah konsep biaya perolehan, kecuali beberapa akun tertentu disusun berdasarkan pengukuran lain, sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut. Laporan keuangan konsolidasian ini disusun dengan metode akrual, kecuali laporan arus kas konsolidasian.

The measurement basis used is the historical cost, except for certain accounts which are measured on the bases described in the related accounting policies. The consolidated financial statements, except for the consolidated statements of cash flows, are prepared using the accrual basis of accounting.

Laporan arus kas konsolidasian disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan.

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian untuk tahun yang berakhir 31 Desember 2025 adalah konsisten dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian untuk tahun yang berakhir 31 Desember 2024.

Mata uang yang digunakan dalam penyusunan dan penyajian laporan keuangan konsolidasian adalah mata uang Dolar Amerika Serikat (US$) yang juga merupakan mata uang fungsional Perusahaan. Kecuali dinyatakan secara khusus, angka-angka dalam laporan keuangan konsolidasian disajikan dalam Dolar Amerika Serikat penuh.

The consolidated statements of cash flows are prepared using the direct method with classifications of cash flows into operating, investing and financing activities.

The accounting policies adopted in the preparation of the consolidated financial statements for the year ended December 31, 2025 are consistent with those adopted in the preparation of the consolidated financial statements for the year ended December 31, 2024.

The currency used in the preparation and presentation of the consolidated financial statements is the U.S. Dollar (US$) which is also the functional currency of the Company. Unless otherwise stated, all amounts presented in the consolidated financial statements are stated in full amount of U.S. Dollar.

b. Prinsip Konsolidasi

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas-entitas (termasuk entitas terstruktur) yang dikendalikan oleh Perusahaan dan entitas anak (Grup). Pengendalian diperoleh apabila Grup memiliki seluruh hal berikut ini:

- kekuasaan atas *investee*;
- eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*; dan
- kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil Grup.

Pengkonsolidasian entitas anak dimulai pada saat Grup memperoleh pengendalian atas entitas anak dan berakhir pada saat Grup kehilangan pengendalian atas entitas anak. Secara khusus, penghasilan dan beban entitas anak yang diakuisisi atau dilepaskan selama periode berjalan termasuk dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian sejak tanggal Grup memperoleh pengendalian sampai dengan tanggal Grup kehilangan pengendalian atas entitas anak.

Seluruh aset dan liabilitas, ekuitas, penghasilan, beban dan arus kas dalam intra kelompok usaha terkait dengan transaksi antar entitas dalam Grup dieliminasi secara penuh dalam laporan keuangan konsolidasian.

b. Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities (including structured entities) controlled by the Company and its subsidiaries (the Group). Control is achieved when the Group has all the following:

- power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- the ability to use its power to affect its returns.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the period are included in the consolidated statement of profit or loss and other comprehensive income from the date the Group gains control until the date when the Group ceases to control the subsidiary.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

Laba rugi dan setiap komponen penghasilan komprehensif lain diatribusikan kepada pemilik Perusahaan dan kepentingan nonpengendali (KNP) meskipun hal tersebut mengakibatkan KNP memiliki saldo defisit.

KNP disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dan dalam ekuitas pada laporan posisi keuangan konsolidasian, terpisah dari bagian yang dapat diatribusikan kepada pemilik Perusahaan.

Transaksi dengan KNP yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas. Selisih antara nilai wajar imbalan yang dialihkan dengan bagian relatif atas nilai tercatat aset bersih entitas anak yang diakuisisi dicatat di ekuitas. Keuntungan atau kerugian dari pelepasan kepada KNP juga dicatat di ekuitas.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interest (NCI) even if this results in the NCI having a deficit balance.

NCI is presented in the consolidated statement of profit or loss and other comprehensive income and under the equity section of the consolidated statement of financial position, respectively, separately from the corresponding portion attributable to owners of the Company.

Transactions with NCI that do not result in loss of control are accounted for as equity transactions. The difference between the fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to NCI are also recorded in equity.

c. Kombinasi Bisnis

Entitas Tidak Sepengendali

Kombinasi bisnis, kecuali kombinasi bisnis entitas sepengendali, dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari sebuah akuisisi diukur pada nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, pihak pengakuisisi mengukur KNP pada entitas yang diakuisisi pada nilai wajar atau sebesar proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan disajikan sebagai "Beban lain-lain".

c. Accounting for Business Combination

Among Entities Not Under Common Control

Business combinations, except business combinations among entities under common control, are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at the acquisition date fair value and the amount of any NCI in the acquiree. For each business combination, the acquirer measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition related costs incurred are directly expensed and included in "Other expenses".

Ketika melakukan akuisisi atas sebuah bisnis, Grup mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lain yang ada pada tanggal akuisisi. Grup dapat memilih untuk menerapkan 'pengujian konsentrasi nilai wajar' yang mengijinkan penilaian yang disederhanakan apakah rangkaian aktivitas dan aset yang diakuisisi bukan merupakan suatu bisnis. Pengujian konsentrasi dapat diterapkan secara terpisah untuk setiap transaksi. Pengujian konsentrasi opsional terpenuhi jika secara substansial seluruh nilai wajar aset bruto yang diakuisisi terkonsentrasi dalam aset teridentifikasi tunggal atau kelompok aset teridentifikasi serupa. Jika pengujian terpenuhi, rangkaian aktivitas dan aset ditentukan bukan merupakan suatu bisnis dan tidak diperlukan penilaian lanjutan. Jika pengujian tidak terpenuhi atau jika Grup memilih untuk tidak menerapkan pengujian tersebut, penilaian yang detail harus dilakukan sesuai dengan persyaratan normal dalam PSAK No. 103, "Kombinasi Bisnis".

When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as of the acquisition date. The Group has an option to apply a 'fair value concentration test' that permits a simplified assessment of whether an acquired set of activities and assets is not a business. The concentration test can be applied on a transaction-by-transaction basis. The optional concentration test is met if substantially all of the fair value of the gross assets acquired is concentrated in a single identifiable asset or group of similar identifiable assets. If the test is met, the set of activities and assets is determined not to be a business and no further assessment is needed. If the test is not met, or if the Group elects not to apply the test, a detailed assessment must be performed by applying the normal requirements in PSAK No. 103, "Business Combination".

Dalam suatu kombinasi bisnis yang dilakukan secara bertahap, pada tanggal akuisisi pihak pengakuisisi mengukur kembali nilai wajar kepentingan ekuitas yang dimiliki sebelumnya pada pihak yang diakuisisi dan mengakui keuntungan atau kerugian yang dihasilkan dalam laba rugi.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss.

Pada tanggal akuisisi, goodwill awalnya diukur pada harga perolehan yang merupakan selisih lebih nilai agregat dari imbalan yang dialihkan dan jumlah yang diakui untuk KNP atas aset bersih teridentifikasi yang diperoleh dan liabilitas yang diambil alih. Jika nilai agregat tersebut lebih kecil dari nilai wajar aset neto entitas anak yang diakuisisi, selisih tersebut diakui dalam laba rugi.

At the acquisition date, goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the subsidiary acquired, the difference is recognized in profit or loss.

Setelah pengakuan awal, goodwill diukur pada jumlah tercatat dikurangi akumulasi kerugian penurunan nilai. Untuk tujuan uji penurunan nilai, goodwill yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi, dialokasikan kepada setiap Unit Penghasil Kas ("UPK") dari Perusahaan dan/atau entitas anak yang diharapkan akan menerima manfaat dari sinergi kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi dialokasikan ke UPK tersebut.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Company and/or its subsidiaries' Cash-Generating Units ("CGU") that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those CGUs.

Jika goodwill telah dialokasikan pada suatu UPK dan operasi tertentu atas UPK tersebut dihentikan, maka goodwill yang diasosiasikan dengan operasi yang dihentikan tersebut termasuk dalam jumlah tercatat operasi tersebut ketika menentukan keuntungan atau kerugian dari pelepasan. Goodwill yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dihentikan dan porsi UPK yang ditahan.

Where goodwill forms part of a CGU and part of the operation within that CGU is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

Imbalan kontinjensi yang dialihkan oleh pihak pengakuisisi diakui sebesar nilai wajar pada tanggal akuisisi. Perubahan nilai wajar atas imbalan kontinjensi setelah tanggal akuisisi yang diklasifikasikan sebagai aset atau liabilitas, akan diakui dalam laba rugi atau penghasilan komprehensif lain sesuai dengan PSAK No. 109. Jika diklasifikasikan sebagai ekuitas, imbalan kontinjensi tidak diukur kembali dan penyelesaian selanjutnya diperhitungkan dalam ekuitas.

Any contingent consideration to be transferred by the acquirer will be recognized at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability will be recognized in accordance with PSAK No. 109 either in profit or loss or as other comprehensive income. If the contingent consideration is classified as equity, it should not be measured until it is finally settled within equity.

Entitas Sepengendali

Among Entities Under Common Control

Transaksi kombinasi bisnis entitas sepengendali, berupa pengalihan bisnis yang dilakukan dalam rangka reorganisasi entitas-entitas yang berada dalam suatu kelompok usaha yang sama, bukan merupakan perubahan kepemilikan dalam arti substansi ekonomi, sehingga transaksi tersebut diakui pada jumlah tercatat berdasarkan metode penyatuan kepemilikan.

Business combination transaction of entities under common control in form of business transfer with regard to reorganization of entities within the same group of companies does not result in a change of the economic substance of the ownership, thus, the transaction is recognized at carrying value based on pooling of interest method.

Selisih antara jumlah imbalan yang dialihkan dan jumlah tercatat dari setiap kombinasi bisnis entitas sepengendali disajikan dalam akun tambahan modal disetor pada bagian ekuitas dalam laporan posisi keuangan konsolidasian.

Any difference between amount of consideration transferred and the carrying value of each business combination of entities under common control is recognized as additional paid-in capital as part of equity section in the consolidated statement of financial position.

Entitas yang melepas bisnis, dalam pelepasan bisnis entitas sepengendali, mengakui selisih antara imbalan yang diterima dan jumlah tercatat bisnis yang dilepas dalam akun tambahan modal disetor pada bagian ekuitas dalam laporan posisi keuangan konsolidasian.

An entity which is disposing a business unit in connection with the disposal of a business unit of an entity under common control recognizes the difference between the consideration received and carrying amount of the disposed business unit as additional paid-in capital as part of equity section in the consolidated statement of financial position.

d. Penjabaran Mata Uang Asing

Mata Uang Fungsional dan Pelaporan

Akun-akun yang tercakup dalam laporan keuangan setiap entitas dalam Grup diukur menggunakan mata uang dari lingkungan ekonomi utama dimana entitas beroperasi (mata uang fungsional).

Transaksi dan Saldo

Transaksi dalam mata uang asing dijabarkan kedalam mata uang fungsional menggunakan kurs pada tanggal transaksi. Keuntungan atau kerugian selisih kurs yang timbul dari penyelesaian transaksi dan dari penjabaran pada kurs akhir periode atas aset dan liabilitas moneter dalam mata uang asing diakui dalam laba rugi.

Pada tanggal 31 Desember 2025 dan 2024, kurs konversi yakni kurs tengah Bank Indonesia, yang digunakan oleh Grup adalah sebagai berikut:

d. Foreign Currency Translation

Functional and Reporting Currencies

Items included in the financial statements of each of the Group's companies are measured using the currency of the primary economic environment in which the entity operates (the functional currency).

Transactions and Balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at period end exchange rates of monetary assets and liabilities denominasted in foreign currencies are recognized in profit or loss.

As of December 31, 2025 and 2024, the conversion rates used by the Group were the middle rates of Bank Indonesia as follows:

Valuta Asing	2025	2024	Foreign Currency
	US$	US$	
1.000 Rupiah	0,06	0,06	1,000 Rupiah
100 Yen Jepang	0,67	0,63	100 Japanese Yen
1 Dolar Singapura	0,77	0,74	1 Singapore Dollar
1 Euro	1,17	1,04	1 Euro
1 Poundsterling	1,34	1,26	1 Great Britain Poundsterling
1 Yuan Cina	0,14	0,14	1 China Yuan
1 Dolar Australia	0,65	0,62	1 Australian Dollar
1 Ringgit Malaysia	0,24	0,22	1 Malaysian Ringgit

Kelompok Usaha Grup

Hasil usaha dan posisi keuangan dari kelompok usaha Grup yang memiliki mata uang fungsional yang berbeda dengan mata uang pelaporan, dijabarkan pada mata uang pelaporan sebagai berikut:

1. aset dan liabilitas dari setiap laporan posisi keuangan yang disajikan, dijabarkan pada kurs penutup pada tanggal laporan posisi keuangan;

Group's Companies

The results and financial position of all the Group's companies that have a functional currency different from the reporting currency are translated into the reporting currency as follows:

1. assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of that statement of financial position;

2. penghasilan dan beban untuk setiap laporan laba rugi dijabarkan menggunakan kurs rata-rata; dan

3. seluruh selisih kurs yang timbul diakui dalam komponen ekuitas yang terpisah.

2. income and expenses for each statement of income are translated at average exchange rates; and

3. all resulting exchange differences are recognized as a separate component of equity.

e. Transaksi Pihak Berelasi

Orang atau entitas dikategorikan sebagai pihak berelasi Grup apabila memenuhi definisi pihak berelasi berdasarkan PSAK No. 224 "Pengungkapan Pihak-pihak Berelasi".

Semua transaksi signifikan dengan pihak berelasi telah diungkapkan dalam laporan keuangan konsolidasian.

e. Transactions with Related Parties

A person or entity is considered a related party of the Group if it meets the definition of a related party in PSAK No. 224 "Related Party Disclosures".

All significant transactions with related parties are disclosed in the consolidated financial statements.

f. Klasifikasi Lancar dan Tidak Lancar

Grup menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tidak lancar. Suatu aset disajikan lancar bila:

i. akan direalisasi, dijual atau dikonsumsi dalam siklus operasi normal,

ii. untuk diperdagangkan, atau

iii. akan direalisasi dalam 12 bulan setelah tanggal pelaporan, atau kas atau setara kas, kecuali yang dibatasi penggunaannya atau akan digunakan untuk melunasi suatu liabilitas dalam paling lambat 12 bulan setelah tanggal pelaporan.

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

Suatu liabilitas disajikan jangka pendek 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 pada akhir periode pelaporan untuk menangguhkan pelunasannya dalam paling tidak 12 bulan setelah tanggal pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai jangka panjang.

f. Current and Noncurrent Classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current/noncurrent classification. An asset is current when it is:

i. expected to be realized or intended to be sold or consumed in the normal operating cycle,

ii. held primarily for the purpose of trading, or

iii. expected to be realized within 12 months after the reporting period, or cash or cash equivalents 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 noncurrent.

A liability is current when it is:

i. expected to be settled in the normal operating cycle,

ii. held primarily to the purpose of trading,

iii. settled within 12 months after the reporting period, or

iv. there is no right at the end of the reporting period to defer the settlement of the liability for at least 12 months after the reporting period.

All other liabilities are classified as noncurrent.

g. Kas dan Setara Kas

Kas terdiri dari kas dan bank. Setara kas adalah semua investasi yang bersifat jangka pendek dan sangat likuid yang dapat segera dikonversi menjadi kas dengan jatuh tempo dalam waktu tiga bulan atau kurang sejak tanggal penempatannya, dan yang tidak dijaminkan serta tidak dibatasi pencairannya.

h. Investasi Jangka Pendek

Investasi jangka pendek merupakan penempatan dana dengan jangka waktu lebih dari tiga bulan tetapi tidak lebih dari satu tahun dan tidak dijadikan sebagai jaminan atas liabilitas dan pinjaman lainnya.

i. Instrumen Keuangan

Aset Keuangan

Grup mengklasifikasikan aset keuangan sesuai dengan PSAK No. 109, "Instrumen Keuangan", sehingga setelah pengakuan awal aset keuangan diukur pada biaya perolehan diamortisasi, nilai wajar melalui penghasilan komprehensif lain atau nilai wajar melalui laba rugi, dengan menggunakan dua dasar, yaitu:

(a) Model bisnis Grup dalam mengelola aset keuangan; dan
(b) Karakteristik arus kas kontraktual dari aset keuangan.

Pada tanggal 31 Desember 2025 dan 2024, aset keuangan Grup terdiri dari aset keuangan pada biaya perolehan diamortisasi, aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain dan aset keuangan yang diukur pada nilai wajar melalui laba rugi.

1. Aset Keuangan pada Biaya Perolehan Diamortisasi

   Aset keuangan diukur pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:

   (a) Aset keuangan dikelola dalam model bisnis yang bertujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual; dan

   (b) Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

g. Cash and Cash Equivalents

Cash consists of cash on hand and in banks. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash with original maturities of three (3) months or less from the date of placements, and which are not used as collateral and are not restricted.

h. Short-term Investments

Short-term investments represent placements in funds with maturities of more than three months but not more than one year and are not pledged as collateral on the credit facilities.

i. Financial Instruments

Financial Assets

The Group classifies its financial assets in accordance with PSAK No. 109, "Financial Instruments", which classifies financial assets as subsequently measured at amortized cost, fair value through other comprehensive income or fair value through profit or loss, on the basis of both:

(a) The Group's business model for managing the financial assets; and
(b) The contractual cash flow characteristics of the financial assets.

As of December 31, 2025 and 2024, the Group's financial assets consist of financial assets at amortized cost, financial assets at fair value through other comprehensive income and financial assets at fair value through profit or loss.

1. Financial Assets at Amortized Cost

   A financial asset shall be measured at amortized cost if both of the following conditions are met:

   (a) The financial asset is held within a business model whose objective is to hold financial assets in order to collect contractual cash flows; and

   (b) The contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Aset keuangan pada biaya perolehan diamortisasi diukur pada jumlah yang diakui saat pengakuan awal dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya, dan dikurangi dengan cadangan kerugian ekspektasian.

Pada tanggal 31 Desember 2025 dan 2024, kategori ini meliputi kas dan setara kas, investasi jangka pendek (investasi dana dan deposito berjangka), piutang usaha, piutang lain-lain, piutang lain-lain jangka panjang, Investasi jangka panjang (obligasi) dan aset tidak lancar lain-lain (uang jaminan dan dana yang dibatasi pencairannya) yang dimiliki oleh Grup.

2. Aset Keuangan yang Diukur pada Nilai Wajar melalui Penghasilan Komprehensif Lain

Aset keuangan diukur pada nilai wajar melalui penghasilan komprehensif lain jika kedua kondisi berikut terpenuhi:

(a) Aset keuangan dikelola dalam model bisnis yang tujuannya akan terpenuhi dengan mendapatkan arus kas kontraktual dan menjual aset keuangan; dan

(b) Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

Aset keuangan berupa surat berharga utang yang diukur pada nilai wajar melalui penghasilan komprehensif lain selanjutnya diukur pada nilai wajar dikurangi dengan cadangan kerugian kredit ekspektasian, dengan keuntungan atau kerugian yang belum direalisasi diakui dalam penghasilan komprehensif lain, sampai aset keuangan tersebut dihentikan pengakuannya atau direklasifikasi, dimana pada saat itu akumulasi keuntungan atau kerugian direklasifikasi ke laba rugi. Keuntungan atau kerugian penurunan nilai dan selisih kurs dan bunga yang dihitung menggunakan metode suku bunga efektif diakui dalam laba rugi.

Financial assets at amortized cost are measured at the initial amount minus the principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount, adjusted for the expected credit loss allowance.

As of December 31, 2025 and 2024, the Group's cash and cash equivalents, short-term investments (investment in funds and time deposit), trade accounts receivable, other receivables, long-term other receivables, long-term investments (bonds), and other noncurrent assets (security deposits and restricted funds) are included in this category.

2. Financial Assets at Fair Value through Other Comprehensive Income

A financial asset shall be measured at fair value through other comprehensive income if both of the following conditions are met:

(a) The financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and

(b) The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt securities financial assets which are initially measured at fair value through comprehensive income are subsequently measured at fair value less allowance for expected credit loss, with unrealized gains or losses recognized in other comprehensive income until the financial assets are derecognized or reclassified, at which time the cumulative gain or loss is reclassified to profit or loss. Gains or losses from impairment and foreign exchange and interest calculated using effective interest method are recognized in profit or loss.

Aset keuangan berupa instrumen ekuitas yang diukur pada nilai wajar melalui penghasilan komprehensif lain selanjutnya diukur pada nilai wajar, dengan keuntungan atau kerugian yang belum direalisasi diakui dalam penghasilan komprehensif lain. Saat aset keuangan tersebut dihentikan pengakuannya atau direklasifikasi, akumulasi keuntungan atau kerugian direklasifikasi ke saldo laba.

Equity securities financial assets which are initially measured at fair value through comprehensive income are subsequently measured at fair value, with unrealized gains or losses recognized in other comprehensive income. At the time the financial assets are derecognized or reclassified, the cumulative gain or loss is reclassified to retained earnings.

Pada tanggal 31 Desember 2025 dan 2024, kategori ini meliputi investasi dalam saham sebagaimana diungkapkan dalam Catatan 5 dan 11 atas laporan keuangan konsolidasian.

As of December 31, 2025 and 2024, this category includes investments in shares of stock as disclosed in Note 5 and 11 to the consolidated financial statements.

3. Aset Keuangan yang Diukur pada Nilai Wajar melalui Laba Rugi

3. Financial Assets at Fair Value through Profit or Loss

Aset keuangan diukur pada nilai wajar melalui laba rugi kecuali aset keuangan tersebut diukur pada biaya perolehan diamortisasi atau pada nilai wajar melalui penghasilan komprehensif lain.

A financial asset shall be measured at FVPL unless it is measured at amortized cost or at fair value through comprehensive income.

Derivatif juga diklasifikasikan sebagai diukur pada nilai wajar melalui laba rugi, kecuali derivatif yang ditetapkan sebagai instrumen lindung nilai yang efektif.

Derivatives are also categorized as fair value through profit or loss unless they are designated as effective hedging instruments.

Aset keuangan yang diukur pada nilai wajar melalui laba rugi dicatat pada laporan posisi keuangan konsolidasian pada nilai wajarnya. Perubahan nilai wajar langsung diakui dalam laba rugi. Bunga yang diperoleh dicatat sebagai pendapatan bunga, sedangkan pendapatan dividen dicatat sebagai bagian dari pendapatan lain-lain sesuai dengan persyaratan dalam kontrak, atau pada saat hak untuk memperoleh pembayaran atas dividen tersebut telah ditetapkan.

Financial assets at FVPL are recorded in the consolidated statement of financial position at fair value. Changes in the fair value are recognized directly in profit or loss. Interest earned is recorded as interest income, while dividend income is recorded as part of other income according to the terms of the contract, or when the right of payment has been established.

Pada tanggal 31 Desember 2025 dan 2024, kategori ini meliputi investasi dalam saham, investasi *unit-link* dan reksa dana (Catatan 5) dan investasi dalam obligasi (Catatan 11) atas laporan keuangan konsolidasian.

As of December 31, 2025 and 2024, this category includes Group's investments in shares, unit-linked investments and mutual funds (Note 5) and investment in bonds (Note 11) to consolidated financial statements.

Liabilitas Keuangan dan Instrumen Ekuitas

Liabilitas keuangan dan instrumen ekuitas Grup diklasifikasikan berdasarkan substansi perjanjian kontraktual serta definisi liabilitas keuangan dan instrumen ekuitas. Kebijakan akuntansi yang diterapkan atas instrumen keuangan tersebut diungkapkan berikut ini.

Financial Liabilities and Equity Instruments

Financial liabilities and equity instruments of the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability and equity instrument. The accounting policies adopted for specific financial instruments are set out below.

Instrumen Ekuitas

Instrumen ekuitas adalah setiap kontrak yang memberikan hak residual atas aset suatu entitas setelah dikurangi dengan seluruh liabilitasnya. Instrumen ekuitas dicatat sejumlah hasil yang diterima, setelah dikurangkan dengan biaya penerbitan langsung.

Equity Instruments

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net-off direct issue costs.

Liabilitas Keuangan

Liabilitas keuangan dalam lingkup PSAK No. 109, “Instrumen Keuangan”, diklasifikasikan sebagai berikut: (i) liabilitas keuangan yang diukur dengan biaya diamortisasi dan (ii) liabilitas keuangan yang diukur dengan nilai wajar melalui laba rugi. Grup menentukan klasifikasi liabilitas keuangan pada saat pengakuan awal.

Financial Liabilities

Financial liabilities within the scope of PSAK No. 109, “Financial Instruments”’, are classified as follows: (i) financial liabilities at amortized cost and (ii) financial liabilities at fair value through profit or loss (FVPL). The Group determines the classification of its financial liabilities at initial recognition.

Seluruh liabilitas keuangan diakui pada awalnya sebesar nilai wajar dan, dalam hal pinjaman dan utang, termasuk biaya transaksi yang dapat diatribusikan secara langsung dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif. Amortisasi suku bunga efektif disajikan sebagai bagian dari beban keuangan dalam laba rugi.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings, inclusive of directly attributable transaction costs and subsequently measured at amortized cost using the effective interest rate method. The amortization of the effective interest rate is included in finance costs in profit or loss.

Pada tanggal 31 Desember 2025 dan 2024, Grup memiliki liabilitas keuangan yang diukur pada biaya perolehan diamortisasi. Oleh karena itu, kebijakan akuntansi terkait dengan instrumen keuangan dalam kategori liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi tidak diungkapkan.

As of December 31, 2025 and 2024, the Group has financial liabilities at amortized cost. Thus, accounting policies related to financial liabilities at fair value through profit or loss were not disclosed.

Liabilitas Keuangan yang Diukur pada Biaya Perolehan Diamortisasi

Liabilitas keuangan pada biaya perolehan diamortisasi diukur pada jumlah yang diakui saat pengakuan awal dikurangi pembayaran pokok, ditambah atau dikurangi dengan amortisasi kumulatif menggunakan metode suku bunga efektif yang dihitung dari selisih antara nilai awal dan nilai jatuh temponya.

Pada tanggal 31 Desember 2025 dan 2024, kategori ini meliputi utang bank jangka pendek, utang usaha, utang lain-lain, beban akrual, utang lain-lain jangka panjang - pihak ketiga, utang bank dan lembaga keuangan jangka panjang, utang obligasi dan liabilitas jangka panjang lainnya yang dimiliki oleh Grup.

Instrumen Keuangan Derivatif dan Aktivitas Lindung Nilai

Derivatif pada pengakuan awal diakui sebesar nilai wajar pada tanggal kontrak derivatif dan selanjutnya diukur kembali pada nilai wajar. Metode pengakuan keuntungan atau kerugian yang timbul dari pengukuran kembali tergantung apakah derivatif tersebut ditujukan untuk instrumen lindung nilai, dengan demikian tergantung pada, sifat *item* yang dilindung nilai. Grup mengkategorikan derivatif sebagai salah satu dari:

a. lindung nilai atas nilai wajar dari aset atau liabilitas yang diakui, atau komitmen pasti yang belum diakui (lindung nilai atas nilai wajar);

b. lindung nilai atas risiko tertentu yang menyertai aset atau liabilitas yang diakui atau prakiraan transaksi yang kemungkinan besar terjadi (lindung nilai atas arus kas); atau

c. lindung nilai atas investasi neto pada kegiatan usaha luar negeri (lindung nilai atas investasi neto).

Pada saat dimulainya transaksi, Grup mendokumentasikan hubungan antara instrumen lindung nilai dan *item* yang dilindung nilai, termasuk tujuan manajemen risiko dan strategi untuk melakukan berbagai transaksi lindung nilai. Grup juga mendokumentasikan penelaahannya, baik pada tahap awal maupun selama proses transaksi, mengenai apakah derivatif yang digunakan dalam transaksi lindung nilai efektif untuk saling hapus atas perubahan nilai wajar atau arus kas dari *item* yang dilindung nilai.

Financial Liabilities at Amortized Cost

Financial liabilities at amortized cost are measured at the initial amount minus the principal repayments, plus or minus the cumulative amortization using the effective interest method of any difference between that initial amount and the maturity amount.

As of December 31, 2025 and 2024, the Group's short-term bank loans, trade accounts payable, other accounts payable, accrued expenses, long-term other accounts payable - third parties, long-term loans from banks and financial institutions, bonds payable and other noncurrent liabilities are included in this category.

Derivative Financial Instruments and Hedging Activities

Derivatives are initially recognized at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair values. The method of recognizing the resulting gain or loss depends on whether the derivative is designated as a hedging instrument, and if so, the nature of the item being hedged. The Group designates certain derivatives as either:

a. hedges of the fair value of recognized assets or liabilities or a firm commitment (fair value hedges);

b. hedges of a particular risk associated with a recognized asset or liability or a highly probable forecast transaction (cash flow hedge); or

c. hedges of a net investment in a foreign operation (net investment hedge).

At the inception of the transaction, the Group documents the relationship between hedging instruments and hedged items, as well as its risk management objectives and strategy for undertaking various hedging transactions. The Group also documents its assessment, both at hedge inception and on an ongoing basis, of whether the derivatives that are used in hedging transactions are highly effective in offsetting changes in fair values or cash flows of hedged items.

Lindung nilai atas arus kas

Porsi efektif dari perubahan nilai wajar derivatif yang ditujukan untuk dan memenuhi syarat sebagai lindung nilai atas arus kas diakui dalam penghasilan komprehensif lain. Keuntungan atau kerugian terkait dengan porsi yang tidak efektif langsung diakui dalam laba rugi pada akun "Penghasilan (beban) lain-lain - bersih".

Jumlah yang terakumulasi dalam ekuitas dipindahkan ke laba rugi dalam periode dimana *item* yang dilindung nilai mempengaruhi laba rugi. Keuntungan atau kerugian terkait dengan porsi efektif dari lindung nilai swap suku bunga atas pinjaman berbunga mengambang diakui dalam laba rugi pada akun "Bunga dan beban keuangan lainnya". Namun, jika prakiraan transaksi yang dilindung nilai mengakibatkan pengakuan aset non-keuangan, maka keuntungan atau kerugian yang sebelumnya ditangguhkan di ekuitas harus ditransfer dari ekuitas dan dimasukkan dalam pengukuran awal nilai perolehan aset tersebut.

Saling Hapus Instrumen Keuangan

Aset keuangan dan liabilitas keuangan saling hapus dan nilai bersihnya disajikan dalam laporan posisi keuangan konsolidasian jika, dan hanya jika, terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui tersebut dan berniat untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara bersamaan.

Reklasifikasi Aset dan Liabilitas Keuangan

Sesuai dengan ketentuan PSAK No. 109, "Instrumen Keuangan", Grup mereklasifikasi seluruh aset keuangan dalam kategori yang terpengaruh, jika dan hanya jika, Grup mengubah model bisnis untuk pengelolaan aset keuangan tersebut. Sedangkan, liabilitas keuangan tidak direklasifikasi.

Cash flow hedge

The effective portion of changes in the fair value of derivatives that are designated and qualify as a cash flow hedge is recognized in other comprehensive income. The gain or loss relating to the ineffective portion is recognized immediately in profit or loss within "Other income (expenses) - net".

Amounts accumulated in equity are recycled to profit or loss in the periods when the hedged item affects profit or loss. The gain or loss relating to the effective portion of interest rate swaps hedging floating rate borrowings is recognized in profit or loss within "Interest and other financial charges". However, when the forecast transaction that is hedged results in the recognition of a non-financial asset, the gains and losses previously deferred in equity are transferred from equity and included in the initial measurement of the cost of the asset.

Offsetting of Financial Instruments

Financial assets and liabilities are offset and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable right to offset the recognized amounts and there is the intention to settle on a net basis, or to realize the asset and settle the liability simultaneously.

Reclassifications of Financial Assets and Liabilities

In accordance with PSAK No. 109, "Financial Instruments", the Group reclassifies all affected financial assets when, and only when, the Group changes its business model for managing financial assets. While, any financial liabilities shall not be reclassified.

Penurunan Nilai Aset Keuangan

Grup selalu mengakui kerugian kredit ekspektasian (ECL) sepanjang umur untuk piutang usaha. Kerugian kredit ekspektasian atas aset keuangan diestimasi menggunakan pendekatan tingkat kerugian berdasarkan pengalaman kerugian kredit historis Grup, disesuaikan dengan kondisi ekonomi umum dan penilaian baik atas kondisi kini maupun perkiraan masa depan pada tanggal pelaporan, termasuk nilai waktu atas uang jika tepat.

Untuk semua instrumen keuangan lainnya, Grup mengakui ECL sepanjang umur ketika telah ada peningkatan risiko kredit yang signifikan sejak pengakuan awal. Jika sebaliknya, risiko kredit pada instrumen keuangan tidak meningkat secara signifikan sejak pengakuan awal, Grup mengukur penyisihan kerugian untuk instrumen keuangan tersebut sejumlah ECL 12 bulan. Penilaian apakah ECL sepanjang umur harus diakui didasarkan pada peningkatan signifikan dalam kemungkinan terjadinya atau pada risiko gagal bayar sejak pengakuan awal dan bukan didasarkan bukti aset keuangan yang mengalami kerugian kredit pada tanggal pelaporan atau kejadian gagal bayar sebenarnya. ECL sepanjang umur merupakan kerugian kredit ekspektasian yang timbul dari seluruh kemungkinan peristiwa gagal bayar selama perkiraan umur instrumen keuangan. Sebaliknya, ECL 12 bulan mewakili porsi ECL sepanjang umur yang timbul dari peristiwa gagal bayar pada instrumen keuangan yang mungkin terjadi dalam 12 bulan setelah tanggal pelaporan.

Impairment of Financial Assets

The Group always recognizes lifetime expected credit losses (ECL) for trade accounts receivable. The expected credit losses on these financial assets are estimated using loss rate approach based on the Group's historical credit loss experience, adjusted for general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate.

For all other financial instruments, the Group recognizes lifetime ECL when there has been a significant increase in credit risk since initial recognition. If, on the other hand, the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12-month ECL. The assessment of whether lifetime ECL should be recognized is based on significant increase in the likelihood or risk of a default occurring since initial recognition instead of on evidence of a financial asset being credit impaired at the reporting date or an actual default occurring. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12-month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

Penghentian Pengakuan Aset dan Liabilitas Keuangan

1. Aset Keuangan

   Aset keuangan (atau bagian dari aset keuangan atau kelompok aset keuangan serupa) dihentikan pengakuannya jika:

   a. Hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir;

Derecognition of Financial Assets and Liabilities

1. Financial Assets

   Financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognized when:

   a. The rights to receive cash flows from the asset have expired;

b. Grup tetap memiliki hak untuk menerima arus kas dari aset keuangan tersebut, namun juga menanggung liabilitas kontraktual untuk membayar kepada pihak ketiga atas arus kas yang diterima tersebut secara penuh tanpa adanya penundaan yang signifikan berdasarkan suatu kesepakatan; atau

c. Grup telah mentransfer haknya untuk menerima arus kas dari aset keuangan dan (i) telah mentransfer secara substansial seluruh risiko dan manfaat atas aset keuangan, atau (ii) secara substansial tidak mentransfer atau tidak memiliki seluruh risiko dan manfaat atas aset keuangan, namun telah mentransfer pengendalian atas aset keuangan tersebut.

b. The Group retains the right to receive cash flows from the asset, but has assumed a contractual obligation to pay them in full without material delay to a third party under a "pass-through" arrangement; or

c. The Group has transferred its rights to receive cash flows from the asset and either (i) has transferred substantially all the risks and rewards of the asset, or (ii) has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

2. Liabilitas Keuangan

Liabilitas keuangan dihentikan pengakuannya jika liabilitas keuangan tersebut dilepaskan, dibatalkan, atau telah kadaluarsa.

2. Financial Liabilities

A financial liability is derecognized when the obligation under the contract is discharged, cancelled, or has expired.

j. Pengukuran Nilai Wajar

Pengukuran nilai wajar didasarkan pada asumsi bahwa transaksi untuk menjual aset atau mengalihkan liabilitas akan terjadi:

- di pasar utama untuk aset atau liabilitas tersebut atau;
- 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 Grup.

Nilai wajar aset atau liabilitas diukur menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomi terbaiknya.

j. Fair Value Measurement

The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability or;
- 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 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.

Pengukuran nilai wajar aset non-keuangan 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 dalam penggunaan tertinggi dan terbaiknya.

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.

Ketika Grup menggunakan teknik penilaian, maka Grup memaksimalkan penggunaan input yang dapat diobservasi yang relevan dan meminimalkan penggunaan input yang tidak dapat diobservasi.

When the Group uses valuation techniques, it maximizes the use of relevant observable inputs and minimizes the use of unobservable inputs.

Seluruh aset dan liabilitas yang mana nilai wajar aset atau liabilitas tersebut diukur atau diungkapkan, dikategorikan dalam hirarki nilai wajar sebagai berikut:

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy as follows:

- Level 1 - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik;
- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities;

- Level 2 - Teknik penilaian dimana level input terendah yang signifikan terhadap pengukuran nilai wajar dapat diobservasi, baik secara langsung maupun tidak langsung;
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable;

- Level 3 - Teknik penilaian dimana level input terendah yang signifikan terhadap pengukuran nilai wajar tidak dapat diobservasi.

  Apabila nilai wajar ditentukan menggunakan teknik penilaian dengan input signifikan yang tidak dapat diobservasi (input Level 3), selisih antara harga transaksi dan nilai wajar tersebut ditangguhkan dan selanjutnya diakui dalam laba rugi hanya sepanjang selisih tersebut timbul dari perubahan factor (termasuk waktu) yang dipertimbangkan oleh pelaku pasar dalam menentukan harga instrumen keuangan, atau pada saat instrumen dihentikan pengakuannya, sesuai dengan PSAK No. 109, "Instrumen Keuangan".
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

  When the fair value is determined using a valuation technique that includes significant unobservable inputs (Level 3 input), the difference between the transaction price and the fair value is deferred and subsequently recognized in profit or loss only to the extent that it arises from a change in a factor (including time) that market participants would consider in pricing the financial instrument, or when the instrument is derecognized, in accordance with PSAK No. 109, "Financial Instruments".

Untuk aset dan liabilitas yang diukur pada nilai wajar secara berulang dalam laporan keuangan konsolidasian, maka Grup menentukan apakah telah terjadi transfer di antara level hirarki dengan menilai kembali pengkategorian level nilai wajar pada setiap akhir periode pelaporan.

For assets and liabilities that are recognized in the consolidated financial statements on a recurring basis, the Group determines whether there are transfers between levels in the hierarchy by re-assessing categorization at the end of each reporting period.

k. Persediaan

Persediaan dinyatakan berdasarkan biaya perolehan atau nilai realisasi bersih, mana yang lebih rendah (*the lower of cost or net realizable value*).

Biaya perolehan persediaan pertambangan ditentukan dengan metode rata-rata bergerak. Harga perolehan persediaan pertambangan terdiri dari bahan baku, tenaga kerja, penyusutan, dan alokasi biaya *overhead* yang terkait dengan aktivitas penambangan.

Biaya perolehan persediaan pupuk, pestisida dan bahan kimia ditentukan berdasarkan metode rata-rata tertimbang.

Cadangan persediaan usang dan cadangan kerugian penurunan nilai persediaan dibentuk untuk menyesuaikan nilai persediaan ke nilai realisasi bersih.

k. Inventories

Inventories are stated at cost or net realizable value, whichever is lower.

The cost of mining inventories is determined using the weighted-average method. The cost of mining inventories consists of material, labour, depreciation, and overhead cost related to mining activities.

The costs of fertilizers, pesticides and chemicals are determined using the weighted average method.

Allowance for inventory obsolescence and decline in the value of the inventories are provided to reduce the carrying value of inventories to their net realizable values.

l. Investasi yang Diukur dengan Metode Ekuitas

Hasil usaha dan aset dan liabilitas investasi yang diukur dengan metode ekuitas dicatat dalam laporan keuangan konsolidasian menggunakan metode ekuitas.

Dalam metode ekuitas, pengakuan awal pada investasi yang diukur dengan metode ekuitas diakui pada laporan posisi keuangan konsolidasian sebesar biaya perolehan dan selanjutnya disesuaikan untuk mengakui bagian Grup atas laba rugi dan penghasilan komprehensif lain dari *investee*. Jika bagian Grup atas rugi *investee* sama dengan atau melebihi kepentingannya pada *investee*, maka Grup menghentikan pengakuannya atas rugi lebih lanjut. Kerugian lebih lanjut diakui hanya jika Grup memiliki kewajiban konstruktif atau hukum atau melakukan pembayaran atas nama *investee*.

Investasi dicatat menggunakan metode ekuitas sejak tanggal investasi tersebut memenuhi definisi entitas asosiasi atau ventura bersama.

Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat penurunan nilai yang harus diakui atas investasi Grup pada entitas asosiasi atau ventura bersama.

l. Equity Accounted Investments

The results and assets and liabilities of equity accounted investments are incorporated in these consolidated financial statements using the equity method of accounting.

Under the equity method, the investments in investees are initially recognized in the consolidated statement of financial position at cost and adjusted thereafter to recognize the Group's share of the profit or loss and other comprehensive income of the investees. When the Group's share of losses of investees exceeds the Group's interest in that investees, the Group discontinues recognizing its share of further losses. Additional losses are recognized only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the investees.

The investments are accounted for using the equity method from the date on which the investor has significant influence in the investee or becomes a jointly controlled entity.

The Group determines at each reporting date whether it is necessary to recognize any impairment loss with respect to the Group's investments.

Ketika entitas dalam Grup melakukan transaksi dengan *investee* milik Grup, keuntungan atau kerugian yang dihasilkan dari transaksi tersebut diakui dalam laporan keuangan konsolidasian Grup hanya sebatas kepentingan para pihak dalam *investee* yang tidak terkait dengan Grup.

When a Group entity transacts with the investees, profits and losses resulting from the transactions with the investees are recognized in the Group's consolidated financial statements only to the extent of interests in the investees that are not related to the Group.

m. Biaya Dibayar Dimuka

Biaya dibayar dimuka diamortisasi selama masa manfaat masing-masing biaya dengan menggunakan metode garis lurus.

m. Prepaid Expenses

Prepaid expenses are amortized over their beneficial periods using the straight-line method.

n. Properti Investasi

Properti investasi, kecuali tanah, diukur sebesar biaya perolehan, termasuk biaya transaksi, setelah dikurangi dengan akumulasi penyusutan dan kerugian penurunan nilai, jika ada. Jumlah tercatat termasuk biaya penggantian untuk bagian tertentu dari properti investasi yang telah ada pada saat beban terjadi, jika kriteria pengakuan terpenuhi, dan tidak termasuk biaya perawatan sehari-hari properti investasi. Tanah tidak disusutkan dan dinyatakan berdasarkan biaya perolehan dikurangi akumulasi rugi penurunan nilai, jika ada.

n. Investment Properties

Investment properties, except land, are measured at cost including transaction costs, less accumulated depreciation and any impairment loss. The carrying amount includes the cost of replacing part of an existing investment property at the time that cost is incurred if the recognition criteria are met; and excludes the costs of day-to-day servicing of an investment property. Land is not depreciated and is stated at cost less any impairment in value.

Properti yang merupakan bagian yang tidak terpisahkan dari tanah dan bangunan yang disewakan untuk menghasilkan pendapatan sewa dicatat sebagai properti investasi.

Properties that are integral parts of the land or building being leased out to generate rental income are treated as investment properties.

Penyusutan properti investasi berupa prasarana tanah dihitung berdasarkan metode garis lurus selama masa manfaat properti investasi yaitu 20 tahun.

Depreciation of investment properties - land improvements is computed on a straight-line basis over the investment properties' useful lives of 20 years.

Properti investasi dihentikan pengakuannya (dikeluarkan dari laporan posisi keuangan konsolidasian) pada saat pelepasan atau ketika properti investasi tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan properti investasi diakui dalam laba rugi dalam periode terjadinya penghentian atau pelepasan tersebut.

Investment properties are derecognized when either they have been disposed of or when the investment properties are permanently withdrawn from use and no future economic benefit is expected from their disposal. Any gains or losses on the retirement or disposal of investment properties are recognized in profit or loss in the period of retirement or disposal.

Transfer ke properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan, yang ditunjukkan dengan berakhirnya pemakaian oleh pemilik, dimulainya sewa operasi ke pihak lain. Transfer dari properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan, yang ditunjukkan dengan dimulainya penggunaan oleh pemilik atau dimulainya pengembangan untuk dijual.

Transfers are made to investment properties when, and only when, there is a change in use, evidenced by ending of owner-occupation or commencement of an operating lease to another party. Transfers are made from investment properties when, and only when, there is a change in use, evidenced by the commencement of owner-occupation or the commencement of development with a view to sale.

o. Aset Tetap

Pemilikan Langsung

Pembangkit listrik dinyatakan berdasarkan nilai wajar pada tanggal revaluasi dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai yang terjadi setelah tanggal revaluasi, jika ada. Kenaikan nilai wajar akibat revaluasi dikreditkan ke akun "Selisih penilaian kembali nilai aset tetap" di bagian ekuitas dalam laporan posisi keuangan konsolidasian dan laporan perubahan ekuitas konsolidasian. Penurunan yang menghapuskan kenaikan nilai sebelumnya atas aset yang sama diakui sebagai penghasilan komprehensif lain, sedangkan penurunan nilai lainnya dibebankan ke laba rugi. Saldo selisih revaluasi aset tetap akan dipindahkan ke saldo laba pada saat pelepasan aset yang bersangkutan.

Aset tetap, kecuali tanah dan pembangkit listrik, dinyatakan berdasarkan biaya perolehan, tetapi tidak termasuk biaya perawatan sehari-hari, dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai, jika ada. Tanah tidak disusutkan dan dinyatakan berdasarkan biaya perolehan dikurangi akumulasi rugi penurunan nilai, jika ada.

Beban-beban yang timbul setelah aset tetap digunakan, seperti beban perbaikan dan pemeliharaan, dibebankan ke laba rugi pada saat terjadinya. Apabila beban-beban tersebut menimbulkan peningkatan manfaat ekonomis di masa datang dari penggunaan aset tetap tersebut yang dapat melebihi kinerja normalnya, maka beban-beban tersebut dikapitalisasi sebagai tambahan biaya perolehan aset tetap.

o. Property, Plant and Equipment

Direct Acquisition

Power plants are stated at fair value less subsequent depreciation and any impairment in value. The increment in value resulting from the revaluation is recognized as "Revaluation increment in the value of property, plant and equipment" under the equity section in the consolidated statement of financial position and consolidated statement of changes in equity. Decreases that offset previous increases of the same asset are recorded as part of other comprehensive income and all other decreases are charged to profit or loss. The balance of revaluation increment will be transferred to retained earnings when those assets are disposed.

Property, plant and equipment, except land and power plants, are carried at cost, excluding day to day servicing, less accumulated depreciation and any impairment in value. Land is not depreciated and is stated at cost less any impairment in value.

Expenditures incurred after the property, plant and equipment have been put into operations, such as repairs and maintenance costs, are normally charged to operations in the year such costs are incurred. In situations where it can be clearly demonstrated that the expenditures have resulted in an increase in the future economic benefits expected to be obtained from the use of the property, plant and equipment beyond its originally assessed standard of performance, the expenditures are capitalized as additional costs of property, plant and equipment.

Penyusutan dihitung berdasarkan metode garis lurus (*straight-line method*) selama masa manfaat aset tetap sebagai berikut:

Depreciation is computed on a straight-line basis over the property, plant and equipment's useful lives as follows:

	Tahun/ *Years*	
Pembangkit listrik	20	Power plants
Prasarana tanah	20	Land improvement
Bangunan	4 - 20	Buildings
Infrastruktur	10 - 20	Infrastructure
Peralatan telekomunikasi	4 - 16	Telecommunication facilities
Mesin dan peralatan berat	4 - 16	Machinery and heavy equipment
Peralatan transportasi	4 - 8	Transportation equipment
Peralatan pabrik, kantor dan lainnya	3 - 15	Factory, office and miscellaneous equipment
Prasarana	3	Leasehold improvements

Nilai tercatat aset tetap ditelaah kembali dan dilakukan penurunan nilai apabila terdapat peristiwa atau perubahan kondisi tertentu yang mengindikasikan nilai tercatat tersebut tidak dapat dipulihkan sepenuhnya.

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be recoverable.

Dalam setiap inspeksi yang signifikan, biaya inspeksi diakui dalam jumlah tercatat aset tetap sebagai suatu penggantian apabila memenuhi kriteria pengakuan. Biaya inspeksi signifikan yang dikapitalisasi tersebut diamortisasi selama periode sampai dengan saat inspeksi signifikan berikutnya.

When each major inspection is performed, its cost is recognized in the carrying amount of the item of property, plant and equipment as a replacement if the recognition criteria are satisfied. Such major inspection is capitalized and amortized over the next major inspection activity.

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan aset tetap diakui dalam laba rugi pada periode terjadinya penghentian pengakuan.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gains or loss arising from the de-recognition of property, plant and equipment is included in profit or loss in the period the item is derecognized.

Nilai residu (jika ada), umur manfaat dan metode penyusutan ditelaah setiap akhir periode dan dilakukan penyesuaian apabila hasil telaah berbeda dengan estimasi sebelumnya.

The asset's residual values (if any), useful lives and depreciation method are reviewed and adjusted if appropriate, at each financial period end.

Aset dalam Konstruksi

Aset dalam konstruksi merupakan aset dalam tahap konstruksi, yang dinyatakan pada biaya perolehan dan tidak disusutkan. Akumulasi biaya akan direklasifikasi ke akun aset tetap yang bersangkutan dan akan disusutkan pada saat konstruksi selesai secara substansial dan aset tersebut telah siap digunakan sesuai tujuannya.

Construction in Progress

Construction in progress represents property, plant and equipment under construction which is stated at cost and is not depreciated. The accumulated costs are reclassified to the respective property, plant and equipment account and are depreciated when the construction is substantially complete and the asset is ready for its intended use.

p. Transaksi Sewa

Grup menerapkan PSAK No. 116, "Sewa" yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai 'sewa operasi'.

Sebagai penyewa

Pada tanggal permulaan kontrak, Grup menilai apakah kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasian, Grup harus menilai apakah:

- Grup memiliki hak untuk mendapatkan secara substansial seluruh manfaat ekonomi dari penggunaan aset identifikasian; dan

- Grup memiliki hak untuk mengarahkan penggunaan aset identifikasian. Grup memiliki hak ini ketika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset digunakan telah ditentukan sebelumnya dan:

    1. Grup memiliki hak untuk mengoperasikan aset;
    2. Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

Pada tanggal awal dimulainya kontrak atau pada tanggal penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen nonsewa.

p. Lease Transactions

The Group has applied PSAK No. 116, "Leases", which set the requirement for the recognition of lease liabilities in relation to leases which had been previously classified as 'operating lease'.

As lessee

At the inception of a contract, the Group assesses whether the contract is, or contains, a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess whether:

- The Group has the right to obtain substantially all the economic benefits from the use of the asset throughout the period of use; and

- The Group has the right to direct the use of the asset. The Group has this right when it has the decision-making rights that are the most relevant to changing how and for what purpose the asset is used are predetermined:

    1. The Group has the right to operate the asset;
    2. The Group has designed the asset in a way that predetermined how and for what purpose it will be used.

At the inception or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices and the aggregate stand-alone price of the non-lease components.

Pada tanggal permulaan sewa, Grup mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan.

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa yang termasuk dalam pengukuran liabilitas sewa meliputi pembayaran berikut ini:

- pembayaran tetap, termasuk pembayaran tetap secara substansi;
- pembayaran sewa variabel yang bergantung pada indeks atau suku bunga yang pada awalnya diukur dengan menggunakan indeks atau suku bunga pada tanggal permulaan;
- jumlah yang diperkirakan akan dibayarkan oleh penyewa dengan jaminan nilai residual;
- harga eksekusi opsi beli jika Grup cukup pasti untuk mengeksekusi opsi tersebut; dan
- penalti karena penghentian awal sewa kecuali jika Grup cukup pasti untuk tidak menghentikan lebih awal.

Pembayaran sewa dialokasikan menjadi bagian pokok dan biaya keuangan. Biaya keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat suku bunga periodik yang konstan atas saldo liabilitas untuk setiap periode.

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date. The right-of-use assets are initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date.

The right-of-use assets are subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use assets or the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, using incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee;
- the exercise price under a purchase option that the Group is reasonably certain to exercise; and
- penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Jika sewa mengalihkan kepemilikan aset pendasar kepada Grup pada akhir masa sewa atau jika biaya perolehan aset hak-guna merefleksikan Grup akan mengeksekusi opsi beli, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga akhir umur manfaat aset pendasar. Jika tidak, maka Grup menyusutkan aset hak-guna dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Sewa Jangka Pendek

Grup memutuskan untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka pendek yang memiliki masa sewa 12 bulan atau kurang. Grup mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

Modifikasi Sewa

Grup mencatat modifikasi sewa sebagai sewa terpisah jika:

- modifikasi meningkatkan ruang lingkup sewa dengan menambahkan hak untuk menggunakan satu aset pendasar atau lebih; dan
- imbalan sewa meningkat sebesar jumlah yang setara dengan harga tersendiri untuk peningkatan dalam ruang lingkup dan penyesuaian yang tepat pada harga tersendiri tersebut untuk merefleksikan kondisi kontrak tertentu.

Untuk modifikasi sewa yang tidak dicatat sebagai sewa terpisah, pada tanggal efektif modifikasi sewa, Grup:

- mengukur kembali dan mengalokasikan imbalan kontrak modifikasian;
- menentukan masa sewa dari sewa modifikasian;
- mengukur kembali liabilitas sewa dengan mendiskontokan pembayaran sewa revisi menggunakan tingkat diskonto revisi berdasarkan sisa umur sewa dan sisa pembayaran sewa dengan melakukan penyesuaian terhadap aset hak-guna. Tingkat diskonto revisi ditentukan sebagai suku bunga pinjaman inkremental Grup pada tanggal efektif modifikasi;

If the lease transfers ownership of the underlying asset to the Group by the end of the lease term or if the cost of the right-of-use assets reflects that the Group will exercise a purchase option, the Group depreciates the right-of-use assets from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group depreciates the right-of-use assets from the commencement date to the earlier of the end of the useful life of the right-of-use assets or the end of the lease term.

Short-term Leases

The Group has elected not to recognize right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Group recognizes the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Lease Modification

The Group accounts for a lease modification as a separate lease if both:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

For a lease modification that is not accounted for as a separate lease, at the effective date of the lease modification, the Group:

- remeasures and allocates the consideration in the modified contract;
- determines the lease term of the modified lease;
- remeasures the lease liability by discounting the revised lease payments using a revised discount rate on the basis of the remaining lease term and the remaining lease payment with a corresponding adjustment to the right-of-use assets. The revised discount rate is determined as the Group's incremental borrowing rate at the effective date of the modification;

- menurunkan jumlah tercatat aset hak-guna untuk merefleksikan penghentian sebagian atau sepenuhnya sewa untuk modifikasi sewa yang menurunkan ruang lingkup sewa. Grup mengakui dalam laba rugi setiap laba rugi yang terkait dengan penghentian sebagian atau sepenuhnya sewa tersebut; dan
- membuat penyesuaian terkait dengan aset hak-guna untuk seluruh modifikasi sewa lainnya.

- decreases the carrying amount of the right-of-use asset to reflect the partial or full termination of the lease for lease modifications that decrease the scope of the lease. The Group recognizes in profit or loss any gain or loss relating to the partial or full termination of the lease; and
- makes a corresponding adjustment to the right-of-use assets for all other lease modifications.

q. Aset Pertambangan

Pengeluaran Sebelum Perolehan Izin

Pengeluaran yang dilakukan sebelum perolehan izin penambangan dibebankan pada saat terjadinya.

Pengeluaran untuk Eksplorasi dan Evaluasi

Pengeluaran untuk eksplorasi dan evaluasi dikapitalisasi dan diakui sebagai "Aset eksplorasi dan evaluasi" untuk setiap daerah pengembangan (*area of interest*) apabila izin pertambangan telah diperoleh dan masih berlaku dan: (i) biaya tersebut diharapkan dapat diperoleh kembali melalui keberhasilan pengembangan dan eksploitasi daerah pengembangan, atau (ii) apabila kegiatan tersebut belum mencapai tahap yang memungkinkan untuk menentukan adanya cadangan terbukti yang secara ekonomis dapat diperoleh, serta kegiatan yang aktif dan signifikan, dalam daerah pengembangan (*area of interest*) terkait masih berlangsung. Pengeluaran ini meliputi penggunaan bahan pembantu dan bahan bakar, biaya survei, biaya pengeboran, dan pengupasan tanah sebelum dimulainya tahap produksi dan pembayaran kepada kontraktor.

Setelah pengakuan awal, aset eksplorasi dan evaluasi dicatat menggunakan model biaya dan diklasifikasikan sebagai aset berwujud, kecuali memenuhi syarat untuk diakui sebagai aset tak berwujud.

q. Mine Properties

Pre-license Costs

Pre-license costs are expensed in the period in which they are incurred.

Exploration and Evaluation Expenditures

Exploration and evaluation expenditures are capitalized and recognized as "Exploration and evaluation assets" for each area of interest when mining rights are obtained and still valid and: (i) the costs are expected to be recouped through successful development and exploitation of the area of interest, or (ii) where activities in the area of interest have not reached the stage that allows a reasonable assessment of the existence of economically recoverable reserves, and active and significant operations in, or in relation to, the area of interest are continuing. These expenditures include materials and fuel used, surveying costs, drilling, and stripping costs before the commencement of production stage and payments made to contractors.

Exploration and evaluation assets are subsequently measured using the cost model and classified as tangible assets, unless they are qualified to be recognized as intangibles.

Pemulihan aset eksplorasi dan evaluasi tergantung pada keberhasilan pengembangan dan eksploitasi komersial daerah pengembangan (*area of interest*) tersebut. Aset eksplorasi dan evaluasi diuji untuk penurunan nilai bila fakta dan kondisi mengindikasikan bahwa jumlah tercatatnya mungkin melebihi jumlah terpulihkannya. Dalam keadaan tersebut, maka Grup harus mengukur, menyajikan, dan mengungkapkan rugi penurunan nilai terkait sesuai dengan PSAK No. 236, "Penurunan Nilai Aset".

The ultimate recovery of deferred exploration expenditure is dependent upon successful development and commercial exploitation of the related area of interest. Exploration and evaluation assets are assessed for impairment when facts and circumstances suggest that the carrying amount of an exploration and evaluation asset may exceed its recoverable amount. In such a case, the Group measures, presents, and discloses any resulting impairment loss in accordance with PSAK No. 236, "Impairment of Assets".

Aset eksplorasi dan evaluasi ditransfer ke "Tambang dalam pengembangan" pada akun "Aset pertambangan" setelah ditetapkan bahwa tambang memiliki nilai ekonomis untuk dikembangkan.

Exploration and evaluation assets are transferred to "Mines under construction" in the "Mine properties" account after the mines are determined to be economically viable to be developed.

Pengeluaran untuk Tambang dalam Pengembangan

Expenditures for Mines under Construction

Pengeluaran untuk tambang dalam pengembangan dan biaya-biaya lain yang terkait dengan pengembangan suatu *area of interest* setelah transfer dari aset eksplorasi dan evaluasi namun sebelum dimulainya tahap produksi pada area yang bersangkutan, dikapitalisasi ke "Tambang dalam pengembangan" sepanjang memenuhi kriteria kapitalisasi.

Expenditures for mines under construction and costs incurred in developing an area of interest subsequent to the transfer from exploration and evaluation assets but prior to the commencement of production stage in the respective area, are capitalized to "Mines under construction" as long as they meet the capitalization criteria.

Tambang pada Tahap Produksi

Producing Mines

Pada saat tambang dalam pengembangan diselesaikan dan tahap produksi dimulai, tambang dalam pengembangan ditransfer ke "Tambang pada tahap produksi " pada akun "Aset pertambangan", yang dicatat pada nilai perolehan, dikurangi deplesi dan akumulasi penurunan nilai.

Upon completion of mine construction and the production stage is commenced, the mines under construction are transferred into "Producing mines" in the "Mine properties" account, which are stated at cost, less depletion and accumulated impairment losses.

Deplesi tambang pada tahap produksi adalah berdasarkan metode unit produksi sejak daerah pengembangan (*area of interest*) tersebut telah berproduksi secara komersial, selama periode waktu yang lebih pendek antara umur tambang dan sisa berlakunya PKP2B atau IUP.

Depletion of producing mines is based on the unit-of-production method from the date of commercial production of the respective area of interest over the lesser of the life of the mine and the remaining terms of the CCoW or IUP.

Biaya Pengupasan Lapisan Tanah

Biaya pengupasan lapisan tanah adalah biaya atas aktivitas memindahkan material sisa tambang. Biaya pengupasan lapisan tanah yang timbul pada tahap pengembangan tambang sebelum dimulainya tahap produksi dikapitalisasi sebagai bagian dari biaya pengembangan tambang, dan setelah pengakuan awal akan disusutkan atau diamortisasi menggunakan metode unit produksi berdasarkan estimasi cadangan terbukti dan terduga pada saat produksi dimulai.

Aktivitas pengupasan lapisan tanah yang terjadi selama tahap produksi mungkin memiliki dua manfaat: (i) bijih yang dapat diproses untuk menjadi persediaan dalam periode berjalan dan (ii) meningkatkan akses ke badan bijih di periode berikutnya. Sepanjang manfaat dari aktivitas pengupasan lapisan tanah dapat direalisasikan dalam bentuk persediaan yang diproduksi dalam periode tersebut, Grup mencatat biaya atas aktivitas pengupasan lapisan tanah sesuai dengan PSAK No. 202 “Persediaan”. Sepanjang biaya pengupasan lapisan tanah tahap produksi yang timbul dengan manfaat peningkatan akses menuju bijih di periode yang akan datang, Grup mencatat biaya tersebut sebagai aset aktivitas pengupasan lapisan tanah jika dan hanya jika, seluruh kriteria berikut terpenuhi:

- Besar kemungkinan bahwa manfaat ekonomis masa depan (peningkatan akses menuju badan bijih (*ore body*)) yang terkait dengan aktivitas pengupasan lapisan tanah akan mengalir kepada entitas;
- Entitas dapat mengidentifikasi komponen badan bijih yang aksesnya telah ditingkatkan; dan
- Biaya yang terkait dengan aktivitas pengupasan lapisan tanah atas komponen tersebut dapat diukur secara andal.

Stripping Costs

Stripping costs are the costs of removing overburden from a mine. Stripping costs incurred in the development of a mine before production commences are capitalized as part of the cost of developing the mine, and are subsequently depreciated or amortized using a unit-of-production method on the basis of proven and probable reserves, once production starts.

Stripping activity conducted during the production phase may provide two benefits: (i) ore that is processed into inventory in the current period and (ii) improved access to the ore body in future periods. To the extent that benefit from the stripping activity is realized in the form of inventory produced, the Group accounts for the costs of that stripping activity in accordance with PSAK No. 202 “Inventories”. To the extent the benefit is improved access to ore, the Group recognizes these costs as a stripping activity asset, if, and only if, all the following criteria are met:

- It is probable that the future economic benefits (improved access to the ore body) associated with the stripping activity will flow to the entity;
- The entity can identify the component of the ore body for which access has been improved; and
- The costs relating to the stripping activity associated with that component can be measured reliably.

Aset aktivitas pengupasan lapisan tanah pada awalnya diukur pada biaya perolehan, biaya ini merupakan akumulasi dari biaya-biaya yang secara langsung terjadi untuk melakukan aktivitas pengupasan lapisan tanah yang meningkatkan akses terhadap komponen badan bijih teridentifikasi, ditambah alokasi biaya *overhead* yang diatribusikan secara langsung. Jika aktivitas insidentil terjadi pada saat yang bersamaan dengan pengupasan lapisan tanah tahap produksi, namun aktivitas insidentil tersebut tidak harus ada untuk melanjutkan aktivitas pengupasan lapisan tanah sebagaimana direncanakan, biaya yang terkait dengan aktivitas insidentil tersebut tidak dapat dimasukkan sebagai biaya perolehan aset aktivitas pengupasan lapisan tanah.

The stripping activity asset is initially measured at cost, which is the accumulation of costs directly incurred to perform the stripping activity that improves access to the identified component of ore body, plus an allocation of directly attributable overhead costs. If incidental operations are occurring at the same time as the production stripping activity, but are not necessary for the production stripping activity to continue as planned, the costs associated with these incidental operations are not included in the cost of the stripping activity asset.

Ketika biaya perolehan aset aktivitas pengupasan lapisan tanah dan persediaan yang diproduksi tidak dapat diidentifikasi secara terpisah, Grup mengalokasikan biaya pengupasan lapisan tanah dalam tahap produksi antara persediaan yang diproduksi dan aset aktivitas pengupasan lapisan tanah menggunakan dasar alokasi berdasarkan ukuran produksi yang relevan. Ukuran produksi tersebut dihitung untuk komponen badan bijih teridentifikasi, dan digunakan sebagai patokan untuk mengidentifikasi sejauh mana aktivitas tambahan yang menciptakan manfaat di masa depan telah terjadi. Grup menggunakan volume aktual dibandingkan ekspektasi volume sisa yang diekstrak.

When the costs of the stripping activity asset and the inventory produced are not separately identifiable, the Group allocates the production stripping asset by using an allocation basis that is based on a relevant production measure. This production measure is calculated for the identified component of the ore body, and is used as a benchmark to identify the extent to which the additional activity of creating a future benefit has taken place. The Group uses the actual versus expected volume of waste extracted.

Setelah pengakuan awal, aset aktivitas pengupasan lapisan tanah dicatat menggunakan biaya perolehan dikurangi dengan penyusutan atau amortisasi dan rugi penurunan nilai, jika ada. Aset aktivitas pengupasan lapisan tanah disusutkan atau diamortisasi menggunakan metode unit produksi selama masa manfaat dari komponen badan bijih yang teridentifikasi yang menjadi lebih mudah diakses sebagai akibat dari aktivitas lapisan pengupasan tanah, kecuali terdapat metode lain yang lebih tepat.

Subsequently, the stripping activity asset is carried at cost less depreciation or amortization and any impairment losses, if any. The stripping activity asset is depreciated or amortized using the units of production method over the expected useful life of the identified component of the ore body that becomes more accessible as a result of the stripping activity unless another method is appropriate.

Aset Pertambangan dari Kombinasi Bisnis

Aset pertambangan mencerminkan penyesuaian nilai wajar aset pertambangan yang diperoleh pada tanggal akuisisi dan dinyatakan sebesar harga perolehan. Aset pertambangan diamortisasi selama umur manfaat properti menggunakan metode unit produksi, mulai sejak tanggal akuisisi dengan menggunakan basis estimasi cadangan. Umur manfaat aset pertambangan yang timbul dari hak kontraktual tidak lebih lama dari masa hak kontraktual tersebut, kecuali jika hak kontraktual dapat diperbarui dengan tidak menimbulkan biaya yang signifikan. Perubahan dalam estimasi cadangan dilakukan secara prospektif, dimulai sejak awal periode terjadinya perubahan.

Aset tak berwujud diperoleh dari kombinasi bisnis dan diakui terpisah dari goodwill dicatat sebesar nilai wajar pada tanggal akuisisi.

Grup mengakui pajak tangguhan yang timbul dari aset pertambangan.

r. Aset Takberwujud

Goodwill

Goodwill diuji penurunan nilainya setiap tahun dan dicatat sebesar biaya perolehan dikurangi dengan akumulasi penurunan nilai. Penurunan nilai goodwill tidak dapat dipulihkan. Keuntungan atau kerugian yang diakui pada saat pelepasan entitas anak harus memperhitungkan nilai tercatat goodwill dari entitas anak yang dijual tersebut.

Goodwill dialokasikan ke UPK untuk tujuan uji penurunan nilai. Alokasi dilakukan ke UPK atau kelompok UPK yang diharapkan akan mendapat manfaat dari kombinasi bisnis yang menimbulkan goodwill tersebut.

Piranti Lunak

Biaya yang dibayarkan atas layanan piranti lunak komputer ditangguhkan dan diamortisasi menggunakan metode garis lurus selama periode perjanjian.

Mine Properties from Business Combination

Mine properties represent the fair value adjustment of mine properties acquired at the date of acquisition and are stated at cost. Mine properties are amortized over the life of the property using the units of production method from the date of the acquisition based on estimated reserves. The useful life of mine properties pertaining to contractual rights is not longer than the validity period of such rights, except if the contractual rights can be renewed upon expiration without incurring significant costs for such renewal. Changes in estimated reserves are accounted for on a prospective basis, from the beginning of the period in which the change occurs.

Intangible assets acquired in a business combination and recognized separately from goodwill are initially recognized at their fair value at the acquisition date.

The Group recognizes the deferred tax arising from mine properties.

r. Intangible Assets

Goodwill

Goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Impairment losses on goodwill are not reversed. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Goodwill is allocated to CGU for the purpose of impairment testing. The allocation is made to those CGU or groups of CGU that are expected to benefit from the business combination in which the goodwill arose.

Software

Costs incurred from the acquisition of computer software and software service fee are deferred and are amortized using the straight-line method over the term of the agreement.

s. Biaya Emisi Saham

Biaya emisi saham disajikan sebagai pengurang akun tambahan modal disetor dan tidak diamortisasi.

s. Stock Issuance Costs

Stock issuance costs are deducted from the additional paid-in capital portion of the related proceeds from the issuance of shares and are not amortized.

t. Penurunan Nilai Aset Non-Keuangan

Pada setiap akhir periode pelaporan, Grup menelaah apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat uji penurunan nilai aset perlu dilakukan, maka Grup membuat estimasi jumlah terpulihkan aset tersebut.

Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dinyatakan mengalami penurunan nilai dan rugi penurunan nilai diakui dalam laba rugi. Dalam menghitung nilai pakai, estimasi arus kas masa depan bersih didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang mencerminkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset.

Penelaahan dilakukan pada akhir setiap periode pelaporan untuk mengetahui apakah terdapat indikasi bahwa rugi penurunan nilai aset yang telah diakui dalam periode sebelumnya mungkin tidak ada lagi atau mungkin telah menurun. Jika indikasi dimaksud ditemukan, maka Grup mengestimasi jumlah terpulihkan aset tersebut. Kerugian penurunan nilai yang diakui dalam periode sebelumnya dipulihkan apabila nilai tercatat aset tidak melebihi jumlah terpulihkannya maupun nilai tercatat, neto setelah penyusutan, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada periode-periode sebelumnya. Setelah pemulihan tersebut, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan nilai tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

t. Impairment of Non-Financial Assets

The Group assesses at each reporting period 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.

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and impairment losses are recognized in profit or loss. In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An assessment is made at each reporting period as to whether there is any indication that previously recognized impairment losses recognized for an asset may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognized impairment loss for an asset is reversed in profit or loss to the extent that the carrying amount of the assets does not exceed its recoverable amount nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior periods. After such a reversal, the depreciation charge on the said asset is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

u. Pengakuan Pendapatan dan Beban

Grup menerapkan PSAK No. 115 yang mensyaratkan pengakuan pendapatan harus memenuhi 5 langkah analisa sebagai berikut:

1. Identifikasi kontrak dengan pelanggan.

u. Revenue and Expense Recognition

The Group has applied PSAK No. 115, which requires revenue recognition to fulfill 5 steps of assessment:

1. Identify contract(s) with a customer.

2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.

3. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diserahkannya barang atau jasa yang dijanjikan ke pelanggan.

4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah marjin.

5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

Kewajiban pelaksanaan dapat dipenuhi dengan 2 cara, yakni:

a. Suatu titik waktu (umumnya janji untuk menyerahkan barang ke pelanggan); atau

b. Suatu periode waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam suatu periode waktu, Grup memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.

Pembayaran harga transaksi berbeda untuk setiap kontrak. Aset kontrak diakui ketika jumlah penerimaan dari pelanggan kurang dari saldo kewajiban pelaksanaan yang telah dipenuhi. Kewajiban kontrak diakui ketika jumlah penerimaan dari pelanggan lebih dari saldo kewajiban pelaksanaan yang telah dipenuhi.

2. Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to customer goods or services that are distinct.

3. 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.

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. Where these are not directly observable, the relative stand-alone selling prices are estimated based on expected cost plus margin.

5. Recognize revenue when the performance obligation is satisfied by transferring promised goods or services to a customer (which is when the customer obtains control of that goods or services).

A performance obligation may be satisfied at the following:

a. A point in time (typically for promises to transfer goods to a customer); or

b. Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Group selects an appropriate measure of progress to determine the amount of revenue that should be recognized as the performance obligation is satisfied.

Payment of the transaction price is different for each contract. A contract asset is recognized once the consideration paid by customer is less than the balance of performances obligation which has been satisfied. A contract liability is recognized once the consideration paid by customer is more than the balance of performance obligation which has been satisfied.

Kewajiban Grup terhadap kontrak dengan pelanggan sehubungan dengan pendapatan dibawah ini ditentukan sebagai kewajiban pelaksanaan tunggal:

- Pendapatan dari jasa penyediaan tenaga listrik dan uap diakui pada saat didistribusikan kepada pelanggan sesuai dengan *Master Operating Agreement*.
- Pendapatan atas penjualan dalam negeri diakui pada saat barang diserahkan dan hak kepemilikan telah berpindah kepada pelanggan. Pendapatan atas penjualan ekspor diakui sesuai dengan syarat penjualan, pada saat barang dikapalkan (*FOB Shipping Point*).
- Pendapatan dari sewa diakui berdasarkan metode garis lurus sesuai dengan jangka waktu sewa. Sewa diterima di muka ditangguhkan pengakuannya dan akan dibukukan sebagai pendapatan sesuai dengan masa manfaat pendapatan tersebut.
- Pendapatan dari internet, penyediaan jaringan telekomunikasi (domestik dan interkoneksi) dan jasa telekomunikasi lainnya diakui pada saat jasa diberikan.
- Pendapatan atas jasa pemasangan jaringan baru diakui pada saat terminal pelanggan siap untuk digunakan.

Pendapatan bunga dan beban bunga dari instrumen keuangan diakui dalam laba rugi secara akrual menggunakan metode suku bunga efektif.

Beban diakui pada saat terjadinya (*accrual basis*).

v. Biaya Pinjaman

Biaya pinjaman yang dapat diatribusikan secara langsung dengan perolehan, konstruksi, atau pembuatan aset kualifikasian dikapitalisasi sebagai bagian dari biaya perolehan aset tersebut. Biaya pinjaman lainnya diakui sebagai beban pada saat terjadinya.

The obligation of the Group from the contracts with customers relating to below revenues are determined to be a single performance obligation:

- Revenues from electricity and steam services are recognized when earned in accordance with the terms of Master Operating Agreements with its customers.
- Revenues from domestic sales are recognized when the goods are delivered to the customers. Revenues from export sales are recognized when the goods are shipped (FOB Shipping Point), in accordance with the terms of sale.
- Revenues from rental are recognized on a straight-line basis over the lease term. Unearned rent is deferred and recognized as income based on the lease term.
- Revenues from internet, telecommunication network (domestic and interconnection) and other telecommunication services are recognized when the services are rendered.
- Revenues from new installations are recognized when the terminal is completed and ready for use by the customer.

Interest income and interest expense for all financial instruments are recognized in profit or loss on accrual basis using the effective interest method.

Expenses are recognized when incurred (accrual basis).

v. Borrowing Costs

Borrowing costs which are directly attributable to the acquisition, construction, or production of qualifying assets are capitalized as part of the acquisition cost of the qualifying assets. Other borrowing costs are recognized as expenses in the period in which they are incurred.

Jika Grup meminjam dana secara khusus untuk tujuan memperoleh aset kualifikasian, maka entitas menentukan jumlah biaya pinjaman yang layak dikapitalisasikan sebesar biaya pinjaman aktual yang terjadi selama periode berjalan dikurangi penghasilan investasi atas investasi sementara dari pinjaman tersebut.

Jika pengembangan aktif atas aset kualifikasian dihentikan, Grup menghentikan kapitalisasi biaya pinjaman selama periode yang diperpanjang tersebut.

Kapitalisasi biaya pinjaman dihentikan saat selesainya secara subtansi seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan atau dijual sesuai dengan maksudnya.

To the extent that the Group borrows funds specifically for the purpose of obtaining a qualifying asset, the entity determines the amount of borrowing costs eligible for capitalization as the actual borrowing costs incurred on that borrowing during the period less any investment income on the temporary investment of those borrowings.

The Group suspends capitalization of borrowing costs during extended periods in which it suspends active development of a qualifying asset.

The Group ceases capitalizing borrowing costs when substantially all the activities necessary to prepare the qualifying asset for its intended use or sale are complete.

w. Biaya Emisi Obligasi

Biaya emisi obligasi dikurangi secara langsung dari hasil emisi obligasi tersebut untuk menentukan hasil penerimaan bersih. Selisih antara hasil penerimaan bersih dengan nilai nominal utang obligasi merupakan diskonto atau premium yang diamortisasi menggunakan metode suku bunga efektif.

w. Bonds Issuance Costs

Bonds issuance costs are deducted directly from the proceeds of the related bonds to determine the net proceeds. The difference between the net proceeds and face value of the obligations represents a discount or premium which is amortized using the effective interest method.

x. Imbalan Kerja

Liabilitas imbalan kerja jangka panjang merupakan imbalan pasca-kerja manfaat pasti yang dibentuk tanpa pendanaan khusus dan didasarkan pada masa kerja dan jumlah penghasilan karyawan pada saat pensiun yang dihitung menggunakan metode *Projected Unit Credit*. Pengukuran kembali liabilitas imbalan pasti langsung diakui dalam laporan posisi keuangan konsolidasian dan penghasilan komprehensif lain pada periode terjadinya dan tidak akan direklasifikasi ke laba rugi, namun menjadi bagian dari saldo laba. Biaya liabilitas imbalan pasti lainnya terkait dengan program imbalan pasti diakui dalam laba rugi.

x. Employee Benefits

Long-term employee benefits liability represents post-employment benefits, unfunded defined-benefit plans which amounts are determined based on years of service and salaries of the employees at the time of pension and calculated using the Projected Unit Credit. Remeasurement is reflected immediately in the consolidated statement of financial position with a charge or credit recognized in other comprehensive income in the period in which they occur and is not to be reclassified to profit or loss but reflected immediately in retained earnings. All other costs related to the defined-benefit plan are recognized in profit or loss.

y. Pajak Penghasilan

Pajak Kini

Pajak kini ditentukan berdasarkan laba kena pajak dalam periode yang bersangkutan yang dihitung berdasarkan tarif pajak yang berlaku.

y. Income Tax

Current Tax

Current tax expense is determined based on the taxable income for the period computed using prevailing tax rates.

Pajak Tangguhan

Pajak tangguhan diakui sebagai liabilitas jika terdapat perbedaan temporer kena pajak yang timbul dari perbedaan antara dasar pengenaan pajak aset dan liabilitas dengan jumlah tercatatnya pada tanggal pelaporan.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang dapat dikompensasikan. Aset pajak tangguhan diakui dan direviu pada setiap tanggal pelaporan atau diturunkan jumlah tercatatnya, sepanjang kemungkinan besar laba kena pajak tersedia untuk pemanfaatan perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang dapat dikompensasikan.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan berlaku ketika aset dipulihkan atau liabilitas diselesaikan, berdasarkan tarif pajak (atau peraturan pajak) yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan.

Aset pajak tangguhan dan liabilitas pajak tangguhan saling hapus jika dan hanya jika, terdapat hak yang dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini dan pajak tangguhan tersebut terkait dengan entitas kena pajak yang sama dan dikenakan oleh otoritas perpajakan yang sama.

Deferred Tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax assets are recognized for all deductible temporary differences and the carry forward benefit of any unused tax losses. Deferred tax assets are recognized and reviewed at each reporting date and reduced to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and the carry forward benefit of unused tax losses can be utilized.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realized or the liability is settled, based on tax rates (or tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and deferred tax liabilities are offset if and only if, a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

z. Saham Treasuri

Pada saat Perusahaan membeli kembali saham Perusahaan (saham treasuri), maka imbalan yang dibayarkan, termasuk biaya-biaya transaksi inkremental yang teratribusikan langsung (bersih setelah pajak penghasilan), dikurangkan dari ekuitas yang dapat diatribusikan kepada pemegang saham Perusahaan sampai dengan saham tersebut dibatalkan atau diterbitkan kembali. Jika saham tersebut kemudian diterbitkan kembali, maka setiap imbalan yang diterima, setelah dikurangkan dengan biaya-biaya transaksi inkremental yang teratribusikan langsung dan dampak pajak penghasilan, dibukukan pada ekuitas yang dapat diatribusikan kepada pemegang saham Perusahaan.

z. Treasury Stock

Where the Company purchases the Company's equity share capital (treasury stock), the consideration paid, including any directly attributable incremental transaction costs (net of income taxes) is deducted from equity attributable to the Company's equity holders until the shares are cancelled or reissued. Where such ordinary share are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity attributable to the Company's equity holders.

aa. Laba per Saham

Laba per saham dasar dihitung dengan membagi laba yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham yang beredar, tidak termasuk saham treasuri pada, tahun yang bersangkutan.

Laba per saham dilusian dihitung dengan membagi laba bersih yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham biasa yang beredar pada tahun yang bersangkutan yang telah disesuaikan dengan dampak dari semua efek berpotensi saham biasa yang dilutif.

aa. Earnings per Share

Earnings per share are computed by dividing profit attributable to owners of the parent company by the weighted average number of shares outstanding, excluding treasury shares, during the year.

Diluted earnings per share are computed by dividing net income attributable to owners of the Group by the weighted average number of shares outstanding during the year as adjusted for the effects of all potentially dilutive ordinary shares.

bb. Provisi

Provisi diakui jika Grup mempunyai kewajiban kini (hukum maupun konstruktif) sebagai akibat peristiwa masa lalu, yang memungkinkan Grup harus menyelesaikan kewajiban tersebut dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Jumlah yang diakui sebagai provisi adalah hasil estimasi terbaik pengeluaran yang diperlukan untuk menyelesaikan kewajiban kini pada tanggal pelaporan, dengan mempertimbangkan risiko dan ketidakpastian terkait kewajiban tersebut.

bb. Provisions

Provisions are recognized when the Group has present obligations (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation.

cc. Informasi Segmen

Informasi segmen disusun sesuai dengan kebijakan akuntansi yang dianut dalam penyusunan dan penyajian laporan keuangan konsolidasian.

Segmen operasi diidentifikasi berdasarkan laporan internal komponen-komponen Grup yang secara berkala dilaporkan kepada pengambil keputusan operasional dalam rangka alokasi sumber daya ke dalam segmen dan penilaian kinerja Grup.

cc. Operating Segments

Segment information is prepared using the accounting policies adopted for preparing and presenting the consolidated financial statements.

Operating segments are identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segments and assess their performances.

dd. Sukuk Mudharabah

Sukuk Mudharabah pada awalnya diakui sebesar nominalnya dan disajikan sebagai bagian dari liabilitas.

Biaya penerbitan Sukuk Mudharabah ditangguhkan dan diamortisasi sepanjang jangka waktu Sukuk Mudharabah dengan menggunakan metode garis lurus. Amortisasi merupakan bagian dari beban keuangan.

dd. Sukuk Mudharabah

Sukuk Mudharabah are initially recognized at its nominal amount and are presented as part of liabilities.

Issuance costs of Sukuk Mudharabah are deferred and are amortized over the term of Sukuk Mudharabah using the straightline method. Amortizations are as part of financial expense.

Pembayaran bagi hasil kepada pemilik Sukuk Mudharabah diakui sebagai bagian dari beban bunga dan keuangan.

Profit sharing payments to Sukuk Mudharabah owner is recognized as part of interest and financial expenses.

ee. Peristiwa Setelah Periode Pelaporan

Peristiwa-peristiwa yang terjadi setelah periode pelaporan yang menyediakan tambahan informasi mengenai posisi keuangan konsolidasian Grup pada tanggal laporan posisi keuangan konsolidasian (peristiwa penyesuai), jika ada, telah tercermin dalam laporan keuangan konsolidasian. Peristiwa-peristiwa yang terjadi setelah periode pelaporan yang tidak memerlukan penyesuaian (peristiwa non-penyesuai), apabila jumlahnya material, telah diungkapkan dalam catatan atas laporan keuangan konsolidasian.

ee. Events After the Reporting Period

Post period-end events that provide additional information about the consolidated statement of financial position at the reporting date (adjusting events), if any, are reflected in the consolidated financial statements. Post period-end events that are not adjusting events are disclosed in the notes to consolidated financial statements when material.

3. Penggunaan Estimasi, Pertimbangan, dan Asumsi Manajemen

Dalam penerapan kebijakan akuntansi Grup, seperti yang diungkapkan dalam Catatan 2 pada laporan keuangan konsolidasian, manajemen harus membuat estimasi, pertimbangan, dan asumsi atas nilai tercatat aset dan liabilitas yang tidak tersedia oleh sumber-sumber lain. Estimasi dan asumsi tersebut, berdasarkan pengalaman historis dan faktor lain yang dipertimbangkan relevan.

Manajemen berkeyakinan bahwa pengungkapan berikut telah mencakup ikhtisar estimasi, pertimbangan, dan asumsi signifikan yang dibuat oleh manajemen, yang berpengaruh terhadap jumlah-jumlah yang dilaporkan serta pengungkapan dalam laporan keuangan konsolidasian.

Pertimbangan

Pertimbangan-pertimbangan berikut dibuat oleh manajemen dalam proses penerapan kebijakan akuntansi Grup yang memiliki dampak yang paling signifikan terhadap jumlah-jumlah yang diakui dalam laporan keuangan konsolidasian:

a. Investasi dalam Saham

Pengendalian Bersama pada Pengendalian Bersama Entitas

Pengendalian bersama atas suatu aktivitas ekonomi terjadi jika keputusan keuangan dan operasional strategis terkait dengan aktivitas tersebut mensyaratkan konsensus dari seluruh pihak yang berbagi pengendalian.

3. Management Use of Estimates, Judgments, and Assumptions

In the application of the Group's accounting policies, which are described in Note 2 to the consolidated financial statements, management is required to make estimates, judgments, and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and assumptions are based on historical experience and other factors that are considered to be relevant.

Management believes that the following represents a summary of the significant estimates, judgments, and assumptions made that affected certain reported amounts and disclosures in the consolidated financial statements.

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:

a. Investment in Shares

Joint Control in a Jointly Controlled Entity

Joint control over an economic activity exists only when the strategic financial and operating decisions relating to the activity require unanimous consent of the parties sharing control.

Manajemen Grup menentukan bahwa terdapat pengendalian bersama atas PT Serpong Mas Telematika dan PT LG Sinarmas Technology Solutions karena keputusan terkait akvititas ekonomi entitas tersebut dibuat oleh pihak-pihak yang berbagi pengendalian.

The Group's management determined that it has joint control over PT Serpong Mas Telematika and PT LG Sinarmas Technology Solutions since the decisions on economic activities of this entity are made jointly by the venturers.

b. Mata Uang Fungsional

Mata uang fungsional Perusahaan dan entitas anak adalah mata uang lingkungan ekonomi utama dimana masing-masing entitas beroperasi. Mata uang tersebut adalah yang paling mempengaruhi harga jual barang dan jasa, dan mata uang dari negara yang kekuatan persaingan dan peraturannya sebagian besar menentukan harga jual barang dan jasa entitas, dan merupakan mata uang yang mana dana dari aktivitas pendanaan dihasilkan.

b. Functional Currency

The functional currency of the Company and its subsidiaries is the currency of the primary economic environment in which each of them operates. It is the currency, among others, that mainly influences sales prices for goods and services, and of the country whose competitive forces and regulations mainly determine the sales prices of its goods and services, and the currency in which funds from financing activities are generated.

c. Klasifikasi dan Pengukuran Aset Keuangan dan Liabilitas Keuangan

Grup menentukan klasifikasi aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan menilai apakah aset dan liabilitas tersebut memenuhi definisi yang ditetapkan dalam PSAK No. 109, "Instrumen Keuangan". Aset keuangan dan liabilitas keuangan dicatat sesuai dengan kebijakan akuntansi Grup sebagaimana diungkapkan dalam Catatan 2.

Grup mengukur aset keuangan tertentu pada nilai wajar, yang melibatkan pertimbangan signifikan dalam memilih teknik penilaian yang tepat serta menentukan input yang tidak dapat diobservasi (Level 3 berdasarkan PSAK No. 113, "Pengukuran Nilai Wajar") (Catatan 28).

Pada saat pengakuan awal, Grup menyimpulkan bahwa harga transaksi tidak sama dengan nilai wajarnya. Selisih yang timbul ditangguhkan dan selanjutnya diakui dalam laba rugi selama umur instrumen tersebut atau ketika input yang dapat diobservasi di pasar menjadi tersedia (Catatan 2j).

c. Classification and Measurement of Financial Assets and Liabilities

The Group determines the classifications of certain assets and liabilities as financial assets and liabilities by judging if they meet the criteria set forth in PSAK No. 109, "Financial Instruments". Accordingly, the financial assets and liabilities are accounted for in accordance with the Group's accounting policies disclosed in Note 2.

The Group measures certain financial assets at fair value, which involves significant judgment in selecting appropriate valuation techniques and determining unobservable inputs (Level 3 under PSAK No. 113, "Fair Value Measurement") (Note 28).

Upon initial recognition, the Group concluded that the transaction price was not equal to the fair value. The resulting difference is deferred and subsequently recognized in profit or loss over the life of the instrument or when the market observable inputs become available (Note 2j).

d. Aset Keuangan yang Tidak Memiliki Kuotasi Harga di Pasar Aktif

Grup mengukur seluruh aset keuangan berupa investasi dalam obligasi dan instrumen ekuitas pada nilai wajarnya. Akan tetapi, pada keadaan terbatas, biaya perolehan dapat merupakan estimasi nilai wajar yang tepat. Hal tersebut dapat terjadi jika informasi yang terkini tidak tersedia untuk mengukur nilai wajar, atau terdapat rentang kemungkinan yang cukup besar atas nilai wajar, dimana biaya perolehan yang merupakan estimasi terbaik nilai wajar berada dalam rentang tersebut.

d. Financial Assets Not Quoted in Active Market

The Group measures all investments in bonds and equity securities financial assets at fair value. However, in limited circumstances cost may be an appropriate estimate of fair value. That may be the case if insufficient more recent information is available to measure fair value, or if there is a wide range of possible fair value measurements and cost represents the best estimate of fair value within that range.

e. Cadangan Kerugian Penurunan Nilai

Pada setiap tanggal laporan posisi keuangan, Grup menilai apakah risiko kredit atas instrumen keuangan selain piutang usaha, telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian tersebut, Grup mempertimbangkan perubahan risiko gagal bayar yang terjadi selama umur instrumen keuangan. Dalam melakukan penilaian tersebut, Grup membandingkan risiko gagal bayar yang terjadi pada tanggal pelaporan dengan risiko gagal bayar pada saat pengakuan awal, serta mempertimbangkan informasi, termasuk informasi masa lalu, kondisi saat ini, dan informasi bersifat perkiraan masa depan (*forward-looking*), yang wajar dan terdukung yang tersedia tanpa biaya atau upaya berlebihan.

Grup mengukur cadangan kerugian sepanjang umurnya, jika risiko kredit atas instrumen keuangan tersebut telah meningkat secara signifikan sejak pengakuan awal, jika tidak, maka Grup mengukur cadangan kerugian untuk instrumen keuangan tersebut sejumlah kerugian kredit ekspektasian 12 bulan. Suatu evaluasi yang bertujuan untuk mengidentifikasi jumlah cadangan kerugian ekspektasian yang harus dibentuk, dilakukan secara berkala pada setiap periode pelaporan. Oleh karena itu, saat dan besaran jumlah cadangan kerugian ekspektasian yang tercatat pada setiap periode dapat berbeda tergantung pada pertimbangan atas informasi yang tersedia atau berlaku pada saat itu.

Cadangan yang dibentuk adalah berdasarkan pengalaman penagihan masa lalu dan faktor-faktor lainnya yang mungkin mempengaruhi kolektibilitas, antara lain kemungkinan kesulitan likuiditas atau kesulitan keuangan yang signifikan yang dialami oleh debitur atau penundaan pembayaran yang signifikan.

e. Allowance for Impairment

At each financial position reporting date, the Group assesses whether the credit risk of a financial instrument other than trade receivables, has increased significantly since initial recognition. When making the assessment, the Group uses the change in the risk of a default over the expected life of the financial instrument. To make that assessment, the Group shall compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and consider reasonable and supportable information, including that which is forward-looking, that is available without undue cost or effort.

The Group measures the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition, otherwise, the Group shall measures the loss allowance for that financial instrument at an amount equal to 12-months expected credit losses. Evaluation of financial assets to determine the allowance for expected loss to be provided is performed periodically in each reporting period. Therefore, the timing and amount of allowance for expected credit loss recorded at each period might differ based on the judgments and estimates that are available or valid at each period.

The level of allowance is based on past collection experience and other factors that may affect collectability such as the probability of insolvency or significant financial difficulties of the debtors or significant delay in payments.

Jika terdapat bukti obyektif penurunan nilai, maka saat dan besaran jumlah yang dapat ditagih diestimasi berdasarkan pengalaman kerugian masa lalu. Cadangan kerugian penurunan nilai dibentuk atas akun-akun yang diidentifikasi secara spesifik telah mengalami penurunan nilai. Akun pinjaman yang diberikan dan piutang dihapusbukukan berdasarkan keputusan manajemen bahwa aset keuangan tersebut tidak dapat ditagih atau direalisasi meskipun segala cara dan tindakan telah dilaksanakan. Suatu evaluasi atas piutang, yang bertujuan untuk mengidentifikasi jumlah cadangan yang harus dibentuk, dilakukan secara berkala sepanjang periode. Oleh karena itu, saat dan besaran jumlah cadangan kerugian penurunan nilai yang tercatat pada setiap periode dapat berbeda tergantung pada pertimbangan dan estimasi yang digunakan.

If there is an objective evidence of impairment, timing and collectable amounts are estimated based on historical loss data. Allowance is provided on accounts specifically identified as impaired. Written off loans and receivables are based on management's decisions that the financial assets are uncollectible or cannot be realized in whatsoever actions have been taken. Evaluation of receivables to determine the total allowance to be provided is performed periodically during the period. Therefore, the timing and amount of allowance recorded at each period might differ based on the judgments and estimates that have been used.

Nilai tercatat aset keuangan Grup yang diukur pada biaya perolehan diamortisasi tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The carrying values of the Group's financial assets at amortized cost as of December 31, 2025 and 2024 are as follows:

	2025	2024	
Kas dan setara kas	412.828.764	882.967.738	Cash and cash equivalents
Investasi jangka pendek	9.548.275	-	Short-term investments
Piutang usaha - bersih	286.563.814	249.332.056	Trade accounts receivable - net
Piutang lain-lain - bersih	531.352.378	499.814.560	Other receivables - net
Piutang lain-lain jangka panjang	517.138	536.977	Long-term other receivables
Aset tidak lancar lain-lain	41.903.494	47.062.291	Other noncurrent assets
Jumlah	1.282.713.863	1.679.713.622	Total

f. Sewa

Grup Sebagai Penyewa

Grup telah menandatangani sejumlah perjanjian sewa ruangan dan tanah serta perjanjian sewa sejumlah kendaraan. Grup menentukan bahwa sewa tersebut memenuhi kriteria pengakuan dan pengukuran aset hak-guna dan liabilitas sewa sesuai dengan PSAK No. 116, Sewa.

Grup sebagai Pesewa

Grup telah menandatangani sejumlah perjanjian sewa tanah dan alat berat. Grup menentukan bahwa sewa tersebut adalah sewa operasi karena Grup menanggung secara signifikan seluruh risiko dan manfaat dari kepemilikan aset-aset tersebut.

f. Leases

Group as Lessee

The Group has entered into various lease agreements for commercial spaces and land and vehicles. The Group has determined that those leases meet the criteria for recognition and measurement of right-to-use assets and lease liabilities in accordance with PSAK No. 116, Leases.

Group as Lessor

The Group has entered into various lease agreements for land lease and heavy equipment. The Group has determined that these are operating leases since the Group bears substantially all the significant risks and rewards of ownership of the related assets.

g. Pajak Penghasilan

Pertimbangan dibutuhkan untuk menentukan jumlah pajak penghasilan. Jika hasil pemeriksaan pajak berbeda dengan jumlah yang sebelumnya telah dibukukan, maka selisih tersebut akan berdampak terhadap aset dan liabilitas pajak kini dan tangguhan dalam periode dimana hasil pemeriksaan tersebut terjadi.

h. Konsolidasi Entitas dengan Kepemilikan 50% Hak Suara

Manajemen menentukan bahwa Grup memiliki pengendalian atas DMBS meskipun Grup hanya memiliki 50% hak suara, yang setara dengan investor lainnya. Kesimpulan ini didasarkan pada pengaturan kontraktual yang memberikan hak substantif kepada Grup untuk mengarahkan aktivitas relevan entitas tersebut, sehingga Grup memiliki kekuasaan atas entitas tersebut sesuai dengan PSAK No. 110, “Laporan Keuangan Konsolidasian”.

Estimasi dan Asumsi

Asumsi utama mengenai masa depan dan sumber utama lain dalam mengestimasi ketidakpastian pada tanggal pelaporan yang mempunyai risiko signifikan yang dapat menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode berikutnya diungkapkan di bawah ini. Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia saat laporan keuangan konsolidasian disusun. Kondisi yang ada dan asumsi mengenai perkembangan masa depan dapat berubah karena perubahan situasi pasar yang berada di luar kendali Grup. Perubahan tersebut tercermin dalam asumsi ketika keadaan tersebut terjadi.

a. Nilai Wajar Aset Keuangan dan Liabilitas Keuangan

Standar Akuntansi Keuangan di Indonesia mensyaratkan pengukuran aset keuangan dan liabilitas keuangan tertentu pada nilai wajarnya, dan penyajian ini mengharuskan penggunaan estimasi. Komponen pengukuran nilai wajar yang signifikan ditentukan berdasarkan bukti-bukti yang dapat diverifikasi (seperti nilai tukar, suku bunga), sedangkan saat dan besaran perubahan nilai wajar dapat menjadi berbeda karena penggunaan metode penilaian yang berbeda.

Nilai wajar aset keuangan dan liabilitas keuangan diungkapkan pada Catatan 28 atas laporan keuangan konsolidasian.

g. Income Taxes

Judgment is required in determining the provision for income taxes. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will have an impact on the current and deferred income tax assets and liabilities in the period in which such determination is made.

h. Consolidation of an Entity with 50% Voting Rights

Management considers that the Group has control over DMBS even though it holds 50% of the voting rights, which is equal to another investor. This conclusion is based on contractual arrangements that grant the Group substantive rights to direct the relevant activities of DMBS, thereby providing the Group with power over DMBS in accordance with PSAK No. 110, "Consolidated Financial Statements".

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 amounts of assets and liabilities within the next financial period are disclosed below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes on circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

a. Fair Value of Financial Assets and Financial Liabilities

Indonesian Financial Accounting Standards require the measurement of certain financial assets and liabilities at fair values, and the disclosure requires the use of estimates. Significant component of fair value measurement is determined based on verifiable objective evidence (i.e. foreign exchange rate, interest rate), while timing and amount of changes in fair value might differ due to different valuation method used.

The fair value of financial assets and financial liabilities are set out in Note 28 to the consolidated financial statements.

b. Penurunan Nilai Goodwill dan Aset Takberwujud Lainnya

Aset takberwujud, selain goodwill, diuji penurunan nilai apabila indikasi penurunan nilai telah terjadi. Untuk goodwill, uji penurunan nilai wajib dilakukan sedikitnya setahun sekali tanpa memperhatikan apakah telah terjadi indikasi penurunan nilai. Penentuan nilai pakai aset takberwujud membutuhkan estimasi arus kas yang diharapkan akan dihasilkan dari pemakaian berkelanjutan dan pelepasan akhir atas aset tersebut (UPK) serta tingkat diskonto yang tepat untuk menghitung nilai kini.

Manajemen berkeyakinan bahwa asumsi-asumsi yang digunakan dalam estimasi nilai pakai dalam laporan keuangan konsolidasian adalah tepat dan wajar, namun demikian, perubahan signifikan dalam asumsi-asumsi tersebut dapat berdampak signifikan pada jumlah nilai terpulihkan dan jumlah kerugian penurunan nilai yang terjadi mungkin berdampak material pada hasil operasi Grup.

c. Imbalan Kerja Jangka Panjang

Penentuan liabilitas dan imbalan pasca-kerja dipengaruhi oleh asumsi tertentu yang digunakan oleh aktuaris dalam menghitung jumlah tersebut. Asumsi-asumsi tersebut dijelaskan dalam Catatan 36 dan mencakup, antara lain tingkat kenaikan gaji. Hasil aktual yang berbeda dengan asumsi Grup dibukukan pada penghasilan komprehensif lain dan dengan demikian, berdampak pada jumlah penghasilan komprehensif lain yang diakui dan liabilitas yang tercatat pada periode-periode mendatang. Manajemen berkeyakinan bahwa asumsi-asumsi yang digunakan adalah tepat dan wajar, namun demikian, perbedaan signifikan pada hasil aktual, atau perubahan signifikan dalam asumsi-asumsi tersebut dapat berdampak signifikan pada jumlah liabilitas imbalan kerja jangka panjang. Nilai tercatat liabilitas imbalan kerja jangka panjang diungkapkan pada Catatan 36.

b. Impairment of Goodwill and Other Intangibles

Intangible assets, other than goodwill, are reviewed for impairment whenever impairment indicators are present. While for goodwill, impairment testing is required to be performed at least annually irrespective of whether or not there are indications of impairment. Determining the value in use of assets requires the estimation of cash flows expected to be generated from the continued use and ultimate disposition of such assets (CGU) and a suitable discount rate in order to calculate the present value.

While it is believed that the assumptions used in the estimation of the value in use of assets reflected in the consolidated financial statements are appropriate and reasonable, significant changes in these assumptions may materially affect the assessment of recoverable values and any resulting impairment loss could have a material adverse impact on the results of Group's operations.

c. Long-term Employee Benefits

The determination of the obligation and post-employment benefits is dependent on the selection of certain assumptions used by the actuary in calculating such amounts. Those assumptions are described in Note 36 and include, among others rate of salary increase. Actual results that differ from the Group's assumptions are charged to comprehensive income and therefore, generally affect the recognized comprehensive income and recorded obligation in such future periods. While it is believed that the Group's assumptions are reasonable and appropriate, significant differences in actual experience or significant changes in assumptions may materially affect the amount of long-term employee benefits liability. The carrying value of long-term employee benefits liabilities is disclosed in Note 36.

d. 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 kemungkinan besar jumlah laba kena pajak 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 kena pajak pada masa mendatang serta strategi perencanaan pajak masa depan. Nilai tercatat aset pajak tangguhan diungkapkan pada Catatan 37.

d. 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. The carrying value of deferred tax assets is disclosed in Note 37.

e. Estimasi Cadangan dan Sumber Daya Batubara

Cadangan batubara diestimasi berdasarkan nilai batubara yang secara ekonomis dan legal dapat dihasilkan dari pertambangan Grup. Grup melakukan estimasi atas cadangan batubara dan sumber daya mineral berdasarkan informasi tentang data geologis, kedalaman dan bentuk batubara, dan pertimbangan geologis yang komplek yang dikumpulkan oleh orang-orang yang memiliki kualifikasi yang layak. Perubahan pada estimasi cadangan dan sumber daya akan mempengaruhi nilai tercatat dari biaya eksplorasi ditangguhkan serta besarnya amortisasi.

e. Coal Reserves and Resources Estimates

Coal reserves are estimates of the amount of coal that can be economically and legally extracted from the Group's mining properties. The Group estimates its coal reserves and mineral resources based on information compiled by appropriately qualified persons relating to the geological data on the size, depth and shape of the coal body, and requires complex geological judgments to interpret the data. Changes in the reserve or resource estimates may have an impact on the carrying value of deferred exploration and development costs and amortization charges.

f. Penurunan Nilai Aset Non-Keuangan

Penelaahan atas penurunan nilai dilakukan apabila terdapat indikasi penurunan nilai aset tertentu. Penentuan nilai wajar aset membutuhkan estimasi arus kas yang diharapkan akan dihasilkan dari pemakaian berkelanjutan dan pelepasan akhir atas aset tersebut. Perubahan signifikan dalam asumsi-asumsi yang digunakan untuk menentukan nilai wajar dapat berdampak signifikan pada nilai terpulihkan dan jumlah kerugian penurunan nilai yang terjadi mungkin berdampak material pada hasil operasi Grup.

f. Impairment of Non-Financial Assets

An impairment review is performed when certain impairment indicators are present. Determining the fair value of assets requires the estimation of cash flows expected to be generated from the continued use and ultimate disposition of such assets. Any significant changes in the assumptions used in determining the fair value may materially affect the assessment of recoverable values and any resulting impairment loss could have a material impact on the results of operations.

Nilai tercatat aset non-keuangan tersebut pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The carrying values of non-financial assets as of December 31, 2025 and 2024 are as follows:

	2025	2024	
Properti investasi - bersih	3.542.082	3.586.781	Investment properties - net
Aset tetap - bersih	1.038.586.539	651.085.446	Property, plant and equipment - net
Investasi jangka panjang	232.872.608	228.583.337	Long-term investments
Aset pertambangan - bersih	306.401.266	326.359.047	Mine properties - net
Aset takberwujud - bersih	6.165.227	7.934.958	Intangible assets - net
Jumlah	1.587.567.722	1.217.549.569	Total

4. Kas dan Setara Kas / 4. Cash and Cash Equivalents

	2025	2024	
Kas			Cash on hand
Rupiah (Catatan 40)	234.889	162.176	Rupiah (Note 40)
Yuan Cina (Catatan 40)	139.277	1.370	China Yuan (Note 40)
Dolar Amerika Serikat	1.513	1.300	U.S. Dollar
Dolar Singapura (Catatan 40)	134	127	Singapore Dollar (Note 40)
Jumlah Kas	375.813	164.973	Total Cash on Hand
Bank			Cash in banks
Rupiah (Catatan 40)			Rupiah (Note 40)
Pihak berelasi (Catatan 39)			Related parties (Note 39)
PT Bank Sinarmas Tbk	56.662.722	22.793.831	PT Bank Sinarmas Tbk
PT Bank Nano Syariah	4.132.534	15.734.489	PT Bank Nano Syariah
Pihak ketiga			Third parties
PT Bank Mandiri (Persero) Tbk	47.496.687	108.862.060	PT Bank Mandiri (Persero) Tbk
PT Bank Central Asia Tbk	25.426.693	6.207.142	PT Bank Central Asia Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	17.329.816	186.670.471	PT Bank Rakyat Indonesia (Persero) Tbk
Lain-lain (masing-masing kurang dari US$ 10.000.000)	3.279.398	8.935.842	Others (less than US$ 10,000,000 each)
Jumlah	154.327.850	349.203.835	Subtotal
Dolar Amerika Serikat			U.S. Dollar
Pihak berelasi (Catatan 39)			Related party (Note 39)
PT Bank Sinarmas Tbk	7.481.178	60.745.835	PT Bank Sinarmas Tbk
Pihak ketiga			Third parties
PT Bank Mandiri (Persero) Tbk	130.715.882	86.498.744	PT Bank Mandiri (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	70.767.126	213.553.859	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	38.535.175	141.002.966	PT Bank Negara Indonesia (Persero) Tbk
Lain-lain (masing-masing kurang dari US$ 10.000.000)	3.445.241	2.951.491	Others (less than US$ 10,000,000 each)
Jumlah	250.944.602	504.752.895	Subtotal

	2025	2024	
Dolar Singapura (Catatan 40)			Singapore Dollar (Note 40)
Pihak berelasi (Catatan 39)			Related party (Note 39)
PT Bank Sinarmas Tbk	247.409	245.617	PT Bank Sinarmas Tbk
Pihak ketiga			Third parties
Citibank, N.A. Singapura	22.214	26.145	Citibank, N.A. Singapore
CIMB Bank Berhad, Singapura	18.918	17.876	CIMB Bank Berhad, Singapore
Jumlah	288.541	289.638	Subtotal
Yuan Cina (Catatan 40)			China Yuan (Note 40)
Pihak ketiga			Third parties
PT Bank Central Asia Tbk	1.015	11.452	PT Bank Central Asia Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	369	432	PT Bank Rakyat Indonesia (Persero) Tbk
China Merchant Bank, Republik Rakyat Cina	-	194.751	China Merchant Bank, People's Republic of China
Jumlah	1.384	206.635	Subtotal
Euro (Catatan 40)			Euro (Note 40)
Pihak berelasi (Catatan 39)			Related party (Note 39)
PT Bank Sinarmas Tbk	237	223	PT Bank Sinarmas Tbk
Yen Jepang (Catatan 40)			Japanese Yen (Note 40)
Pihak ketiga			Third party
PT Bank CIMB Niaga Tbk	866	907	PT Bank CIMB Niaga Tbk
Jumlah Bank	405.563.480	854.454.133	Total Cash in Banks
Deposito berjangka			Time deposits
Rupiah (Catatan 40)			Rupiah (Note 40)
Pihak berelasi (Catatan 39)			Related party (Note 39)
PT Bank Sinarmas Tbk	547	8.120.901	PT Bank Sinarmas Tbk
Pihak ketiga			Third parties
PT Allo Bank Indonesia Tbk	1.525.443	1.553.025	PT Allo Bank Indonesia Tbk
PT Bank Negara Indonesia (Persero) Tbk	663.481	-	PT Bank Negara Indonesia (Persero) Tbk
PT Bank BCA Syariah	-	12.374.706	PT Bank BCA Syariah
Jumlah	2.189.471	22.048.632	Subtotal
Dolar Amerika Serikat			U.S. Dollar
Pihak ketiga			Third party
ICICI Bank Limited, Cabang Singapura	4.700.000	6.300.000	ICICI Bank Limited, Singapore Branch
Jumlah Deposito Berjangka	6.889.471	28.348.632	Total Time Deposits
Jumlah	412.828.764	882.967.738	Total
Suku bunga deposito berjangka per tahun:			Time deposits' interest rates per annum:
Rupiah	2,00% - 6,75%	2,00% - 6,75%	Rupiah
Dolar Amerika Serikat	4,20%	5,00% - 5,10%	U.S. Dollar

5. Investasi Jangka Pendek / 5. Short-term Investments

	2025	2024	
Aset keuangan yang diukur pada nilai wajar melalui laba rugi			Financial assets at FVPL
Investasi saham			Investment in shares
PT Merdeka Gold Resources Tbk	17.202.553	-	PT Merdeka Gold Resources Tbk
PT Pertamina Geothermal Energy Tbk	3.619.950	-	PT Pertamina Geothermal Energy Tbk
PT GoTo Gojek Tokopedia Tbk	1.525.444	-	PT GoTo Gojek Tokopedia Tbk
Jumlah	22.347.947	-	Total
Reksa dana			Units of mutual fund
PT Sinarmas Asset Management (Catatan 39)	72.754.099	22.374.706	PT Sinarmas Asset Management (Note 39)
PT Surya Timur Alam Raya Asset Management	54.045.199	3.139.586	PT Surya Timur Alam Raya Asset Management
PT Nusadana Investama Indonesia	1.915.132	-	PT Nusadana Investama Indonesia
Jumlah	128.714.430	25.514.292	Total
Investasi *unit-link*			Unit-linked investments
PT Asuransi Jiwa Star Investama	2.086.760	-	PT Asuransi Jiwa Star Investama
Jumlah	153.149.137	25.514.292	Total
Aset keuangan pada biaya perolehan diamortisasi			Financial assets at amortized cost
Investasi dana			Investment in funds
PT Tumbuh Bersama Nano	9.387.388	-	PT Tumbuh Bersama Nano
Deposito berjangka			Time deposit
PT Bank Nano Syariah (Catatan 39)	160.887	-	PT Bank Nano Syariah (Note 39)
Jumlah	9.548.275	-	Total
Jumlah	162.697.412	25.514.292	Total

6. Piutang Usaha / 6. Trade Accounts Receivable

a. Berdasarkan Pelanggan / a. By Customer

	2025	2024	
Pihak berelasi (Catatan 39)	32.623.521	45.315.154	Related parties (Note 39)
Pihak ketiga			Third parties
PT Eksploitasi Energi Indonesia Tbk	24.201.511	27.993.393	PT Eksploitasi Energi Indonesia Tbk
Sharpmax International (Hongkong) Co., Limited., Hong Kong	22.503.908	-	Sharpmax International (Hongkong) Co., Limited., Hong Kong
PT Dwi Guna Laksana Tbk	18.482.297	16.047.902	PT Dwi Guna Laksana Tbk
PT PLN Batubara Niaga	13.126.585	8.367.765	PT PLN Batubara Niaga
China Bai Gui International Trade Limited, Hong Kong	3.244.450	15.330.775	China Bai Gui International Trade Limited, Hong Kong
Lain-lain (masing-masing kurang dari US$ 10.000.000)	185.167.873	143.515.095	Others (less than US$ 10,000,000 each)
Jumlah	266.726.624	211.254.930	Subtotal
Cadangan kerugian penurunan nilai	(12.786.331)	(7.238.028)	Allowance for impairment
Jumlah - bersih	253.940.293	204.016.902	Net
Jumlah	286.563.814	249.332.056	Total

b. Berdasarkan Umur Piutang / **b. By Age**

	2025	2024	
Belum jatuh tempo	268.379.797	224.533.809	Current
Jatuh tempo			Past due
Kurang dari 1 bulan	15.648.940	19.851.599	Less than 1 month
1 bulan - 2 bulan	773.005	4.052.115	1 month - 2 months
2 bulan - 3 bulan	64.201	126.864	2 months - 3 months
Lebih dari 3 bulan	1.697.871	767.669	More than 3 months
Jatuh tempo dan mengalami penurunan nilai	12.786.331	7.238.028	Past due and impaired
Jumlah	299.350.145	256.570.084	Total
Cadangan kerugian penurunan nilai	(12.786.331)	(7.238.028)	Allowance for impairment
Bersih	286.563.814	249.332.056	Net

c. Berdasarkan Mata Uang / **c. By Currency**

	2025	2024	
Rupiah (Catatan 40)	204.687.354	167.351.052	Rupiah (Note 40)
Dolar Amerika Serikat	94.662.791	89.082.746	U.S. Dollar
Yuan Cina (Catatan 40)	-	136.286	China Yuan (Note 40)
Jumlah	299.350.145	256.570.084	Total
Cadangan kerugian penurunan nilai	(12.786.331)	(7.238.028)	Allowance for impairment
Bersih	286.563.814	249.332.056	Net

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

The changes in allowance for impairment are as follows:

	2025	2024	
Saldo awal	7.238.028	11.201.098	Beginning balance
Penambahan	5.925.379	3.516.358	Provision
Penghapusbukuan piutang tidak tertagih	-	(7.670.427)	Bad debts written off
Cadangan dari akuisisi entitas anak	-	272.926	Allowance of an acquired subsidiary
Selisih kurs penjabaran	(377.076)	(81.927)	Foreign currency translation adjustment
Saldo akhir	12.786.331	7.238.028	Ending balance

Berdasarkan evaluasi manajemen terhadap kolektibilitas saldo piutang pada tanggal 31 Desember 2025 dan 2024, manajemen berpendapat bahwa cadangan kerugian penurunan nilai memadai untuk menutup kemungkinan kerugian dari tidak tertagihnya piutang.

Based on the management's evaluation of the collectibility of the individual receivable account as of December 31, 2025 and 2024, they believe that the allowance for impairment is adequate to cover possible losses from uncollectible accounts.

Manajemen berpendapat bahwa tidak terdapat risiko terkonsentrasi secara signifikan atas piutang usaha dari pihak ketiga.

Management believes that there is no significant concentration of credit risk on trade accounts receivable from third parties.

Pada tanggal 31 Desember 2025 dan 2024, piutang usaha masing-masing sebesar US$ 188.208.957 dan US$ 213.667.773 digunakan sebagai jaminan atas fasilitas kredit yang diperoleh Grup (Catatan 18 dan 24).

As of December 31, 2025 and 2024, trade accounts receivable amounting to US$ 188,208,957 and US$ 213,667,773, respectively, are used as collateral on the credit facilities obtained by the Group (Notes 18 and 24).

7. Piutang Lain-lain / 7. Other Receivables

	2025	2024	
Pihak berelasi - bersih (Catatan 39)	25.481	982.128	Related parties - net (Note 39)
Pihak ketiga			Third parties
PT Pintar Nusantara Sejahtera	432.009.752	408.257.695	PT Pintar Nusantara Sejahtera
PT Media Utama Sejahtera	90.404.472	84.504.607	PT Media Utama Sejahtera
PT Transindo Makmur Sejahtera	4.483.198	4.489.027	PT Transindo Makmur Sejahtera
PT Target Media Nusantara	2.087.111	-	PT Target Media Nusantara
Lain-lain (masing-masing kurang dari US$ 1.000.000)	2.500.272	1.767.884	Others (less than US$ 1,000,000 each)
Subjumlah	531.484.805	499.019.213	Subtotal
Cadangan kerugian penurunan nilai	(157.908)	(186.781)	Allowance for impairment
Jumlah - bersih	531.326.897	498.832.432	Net
Jumlah	531.352.378	499.814.560	Total

Piutang lain-lain disajikan sebagai aset lancar karena penerimaan atas pembayaran piutang tersebut kurang dari satu tahun.

Other receivables are classified as current assets because those are collectible within one year.

Piutang lain-lain PT Pintar Nusantara Sejahtera dan PT Media Utama Sejahtera merupakan fasilitas pinjaman yang digunakan untuk pendanaan proyek satelit yang dikenakan bunga tetap dan dijaminkan oleh aset milik PT Pintar Nusantara Sejahtera dan PT Media Utama Sejahtera.

Other receivables from PT Pintar Nusantara Sejahtera and PT Media Utama Sejahtera represent loan facilities that are used to fund satellite projects bearing fixed interest and pledged by assets owned by PT Pintar Nusantara Sejahtera dan PT Media Utama Sejahtera.

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

The changes in allowance for impairment are as follows:

	2025	2024	
Saldo awal	233.186	612.537	Beginning balance
Pemulihan	(21.974)	(351.077)	Reversal
Cadangan terkait dengan pelepasan entitas anak	(46.405)	-	Allowance pertaining to a disposal of subsidiary
Selisih kurs penjabaran	(6.899)	(28.274)	Foreign currency translation adjustment
Saldo akhir	157.908	233.186	Ending balance

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2025 dan 2024 memadai untuk menutup kemungkinan kerugian dari tidak tertagihnya piutang.

Management believes that the allowance for impairment as of December 31, 2025 and 2024 is adequate to provide for expected credit losses on the other receivables.

8. Persediaan / 8. Inventories

	2025	2024	
Peralatan listrik dan mekanikal	57.215.617	70.073.925	Electrical and mechanical equipment
Batubara	39.512.495	22.682.648	Coal
Pupuk	12.000.339	12.398.617	Fertilizers
Pestisida	5.122.277	8.524.155	Pesticide
Bahan kimia	4.076.113	5.175.828	Chemicals
Suku cadang dan bahan bakar	571.798	479.158	Sparepart and fuel
Obat-obatan	-	84.505	Medicines
Jumlah	118.498.639	119.418.836	Subtotal
Cadangan kerugian penurunan nilai	(22.789)	(25.658)	Allowance for decline in value
Jumlah	118.475.850	119.393.178	Total

Pada tanggal 31 Desember 2025 dan 2024, persediaan masing-masing sebesar US$ 60.836.080 dan US$ 43.918.208 digunakan sebagai jaminan atas fasilitas kredit yang diperoleh Grup (Catatan 18).

As of December 31, 2025 and 2024, inventories amounting to US$ 60,836,080 and US$ 43,918,208, respectively, are used as collaterals on the credit facilities obtained by the Group (Note 18).

Persediaan telah diasuransikan terhadap risiko kebakaran dan risiko lainnya kepada pihak berelasi (Catatan 39), dengan nilai pertanggungan sebesar US$ 25.450.000 dan Rp 203.335.586.242 pada tanggal 31 Desember 2025 dan US$ 25.200.000 dan Rp 210.000.000.000 pada tanggal 31 Desember 2024 serta kepada pihak ketiga dengan nilai pertanggungan sebesar US$ 31.700.000 pada tanggal 31 Desember 2025 dan 2024. Manajemen berpendapat bahwa nilai pertanggungan asuransi tersebut cukup untuk menutup kemungkinan kerugian atas persediaan yang dipertanggungkan.

Inventories are insured with related parties (Note 39), against losses from fire and other risks with insurance coverage amounting to US$ 25,450,000 and Rp 203,335,586,242 as of December 31, 2025 and US$ 25,200,000 and Rp 210,000,000,000 as of December 31, 2024 and with third parties with insurance coverage amounting to US$ 31,700,000 as of December 31, 2025 and 2024, respectively. Management believes that the insurance coverage is adequate to cover possible losses on the assets insured.

Mutasi cadangan kerugian penurunan nilai adalah sebagai berikut:

The changes in the allowance for decline in value are as follows:

	2025	2024	
Saldo awal	25.658	26.900	Beginning balance
cadangan terkait dengan pelepasan entitas anak	(1.994)	-	Allowance pertaining to disposal of subsidiary
Selisih kurs penjabaran	(875)	(1.242)	Foreign currency translation adjustment
Saldo akhir	22.789	25.658	Ending balance

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai pada tanggal 31 Desember 2025 dan 2024 cukup untuk menutup kemungkinan kerugian atas persediaan.

Management believes that the allowance for decline in value as of December 31, 2025 and 2024 is adequate to cover possible losses on the inventories.

9. Biaya dibayar dimuka / 9. Prepaid expenses

	2025	2024	
Jangka pendek			Short-term
Lisensi	24.229.335	-	License
Asuransi	14.606.158	12.037.403	Insurance
Komisi	8.225.124	-	Commission
Sewa	3.430.906	2.852.363	Rental
Lain-lain	4.114.044	3.033.020	Others
Jumlah	54.605.567	17.922.786	Total
Jangka panjang			Long-term
Penggarapan lahan	24.863.598	25.676.953	Land development
Jumlah	79.469.165	43.599.739	Total

10. Uang Muka / 10. Advances

	2025	2024	
Kontraktor dan pemasok	37.680.439	41.796.652	Contractors and suppliers
Karyawan	1.704.545	1.238.104	Employees
Royalti (Catatan 41)	292.773	4.342.548	Royalty (Notes 41)
Lain-lain	3.020.071	3.402.624	Others
Jumlah	42.697.828	50.779.928	Total

Uang muka kontraktor dan pemasok terutama merupakan uang muka yang dibayarkan atas pembangunan infrastruktur jaringan *Fiber To The Home* (FTTH) dan uang muka yang dibayarkan untuk jasa penambangan.

Contractor and supplier advances mainly represent advances paid for the construction of fiber to the home (FTTH) network infrastructure and advances paid for mining services.

Uang muka lain-lain terutama merupakan uang muka yang dibayarkan atas pembelian peralatan telekomunikasi.

Others advances mainly represent advances paid for the purchase of telecomunication facilities.

11. Investasi Jangka Panjang / 11. Long-term Investments

	2025	2024	
Obligasi	62.770.221	3.184.967	Bonds
Investasi dalam utang konversi			Investment in a convertible loan
PT Bali Media Telekomunikasi (Catatan 39)	400.334.570	-	PT Bali Media Telekomunikasi (Note 39)
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain			Financial assets at fair value through other comprehensive income
Saham			Shares of stock
Harga kuotasian			Quoted
Lain-lain (masing-masing kurang dari US$ 25.000.000)	8.316.605	11.238.800	Others (less than US$ 25,000,000 each)
Tanpa harga kuotasian			Unquoted
PT Dana Digital Group	256.098.411	255.801.076	PT Dana Digital Group
PT Vidio Dot Com	27.000.000	25.000.000	PT Vidio Dot Com
Lain-lain (masing-masing kurang dari US$ 25.000.000)	14.661.969	12.836.536	Others (less than US$ 25,000,000 each)
Jumlah	297.760.380	293.637.612	Sub-total
Jumlah	306.076.985	304.876.412	Total
Investasi dalam saham			Investments in shares
PT Datang DSSP Power Indonesia (Catatan 39)	173.789.012	174.645.515	PT Datang DSSP Power Indonesia (Note 39)
PT Satelit Nusantara Tiga (Catatan 39)	41.133.189	36.886.610	PT Satelit Nusantara Tiga (Note 39)
PT Satelit Nusantara Lima	10.199.787	10.735.023	PT Satelit Nusantara Lima
MyRepublic Holdings Ltd., Singapura	-	1.918.728	MyRepublic Holdings Ltd., Singapore
Jumlah	225.121.988	224.185.876	Total
Ventura bersama (Catatan 39)			Joint venture (Note 39)
PT LG Sinarmas Technology Solutions	4.617.240	3.605.158	PT LG Sinarmas Technology Solutions
PT Serpong Mas Telematika	3.133.380	792.303	PT Serpong Mas Telematika
PT Excite Indonesia	-	-	PT Excite Indonesia
Jumlah	7.750.620	4.397.461	Total
Jumlah	1.002.054.384	536.644.716	Total

Obligasi

PT Danantara Investment Management (Persero)

Pada tanggal 21 Oktober 2025, BORNEO membeli Surat Utang Jangka Panjang (SUJP) yang diterbitkan oleh PT Danantara Investment Management (Persero), yaitu SUJP Tahap I Seri A sebesar Rp 500.000.000.000 yang jatuh tempo pada tanggal 22 Oktober 2030 dan Seri B sebesar Rp 500.000.000.000 yang jatuh tempo 22 Oktober 2032, masing-masing dengan tingkat kupon sebesar 2% per tahun.

Bonds

PT Danantara Investment Management (Persero)

On October 21, 2025, BORNEO purchased Longterm Debt Securities (SUJP) issued by PT Danantara Investment Management (Persero), namely the 2025 SUJP Phase I Series A amounting to Rp 500,000,000,000, maturing on October 22, 2030, and Series B amounting to Rp 500,000,000,000, maturing on October 22, 2032, each bearing a coupon rate of 2% per annum.

Investasi dalam Utang Konversi

PT Bali Media Telekomunikasi (BMT)

Pada tanggal 15 November 2024, Perusahaan dan BMT menandatangani perjanjian utang konversi dengan jumlah maksimum sampai dengan US$ 525.000.000.

Investment in a Convertible Loan

PT Bali Media Telekomunikasi (BMT)

On November 15, 2024, the Company entered into an investment in a convertible loan agreement with BMT with a maximum facility amount of US$ 525,000,000.

Perjanjian ini memiliki jangka waktu tiga (3) tahun sejak tanggal penandatanganan perjanjian, yang dapat diperpanjang. Sesuai dengan perjanjian, Perusahaan memiliki opsi untuk mengkonversi investasi ini menjadi saham biasa di BMT berdasarkan rasio konversi yang telah ditentukan oleh penilai independen atau diselesaikan dengan cara tunai.

The agreement has a term of 3 (three) years from the date of placement, which can be extended. As stated in the agreement, the Company has the discretion to either convert this loan into ordinary shares of BMT, based on a predetermined conversion ratio by independent appraiser, or require cash settlement.

Pada tanggal 31 Desember 2025, nilai tercatat atas investasi sebesar US$ 400.334.570.

As of December 31, 2025, the carrying amount of this investment amounted to US$ 400,334,570.

Aset Keuangan yang Diukur pada Nilai Wajar melalui Penghasilan Komprehensif Lain

Financial Assets at Fair Value through Other Comprehensive Income

- PT Inti Bangun Sejahtera Tbk

  Pada tanggal 1 Juli 2024, Perusahaan dan DSST, entitas anak, telah menjual 138.159.500 saham PT Inti Bangun Sejahtera Tbk kepada pihak ketiga.

  On July 1, 2024, the Company and DSST, a subsidiary, sold 138,159,500 shares of PT Inti Bangun Sejahtera Tbk to third parties.

- PT Smartfren Telecom Tbk

  Pada 15 November 2024, Perusahaan menjual saham PT Smartfren Telecom Tbk kepada PT Bali Media Telekomunikasi (BMT) sebanyak 22.486.218.200 lembar saham dengan nilai transaksi sebesar Rp 562.155.455.000 (Rp 25 per lembar saham).

  On November 15, 2024, the Company sold 22,486,218,200 PT Smartfren Telecom Tbk shares to PT Bali Media Telekomunikasi (BMT) with a transaction value of Rp 562,155,455,000 (Rp 25 per share).

- PT Dana Digital Group (DDG) (dahulu PT Elang Andalan Nusantara (EAN))

  Pada tanggal 10 Agustus 2022, DSST DG, entitas anak, melakukan investasi pada PT Elang Andalan Nusantara, yang entitas anaknya mengoperasikan "Dana", suatu platform dompet elektronik di Indonesia dengan harga pengalihan seluruhnya berjumlah US$ 200.000.000.

  Penambahan tahun 2024 investasi dalam EAN sebesar US$ 55.759.624 merupakan penambahan investasi dari DSST DG dengan mengkonversi seluruh piutang dalam EAN menjadi saham sehingga kepemilikan saham menjadi sebesar 19,083%.

  Pada tanggal 28 Juli 2025, Perusahaan menerima pemberitahuan bahwa EAN efektif berubah nama menjadi DDG.

  Nilai wajar investasi dalam saham PT Dana Digital Group masing-masing sebesar US$ 256.098.411 dan US$ 255.801.076 pada tanggal 31 Desember 2025 dan 2024, berdasarkan laporan penilaian KJPP Tobing Panuturi dan Rekan, penilai independen, masing-masing tertanggal 5 Maret 2026 dan 12 Maret 2025.

- PT Dana Digital Group DDG (fomerly PT Elang Andalan Nusantara (EAN))

  On August 10, 2022, DSST DG, a subsidiary invested in PT Elang Andalan Nusantara, whose subsidiary operates "Dana", an electronic wallet platform in Indonesia with a transfer value of US$ 200,000,000.

  The additional investment in 2024 in EAN amounting to US$ 55,759,624 is an additional investment from DSST DG by converting all receivables in EAN into shares such that share ownership becomes 19.083%.

  On July 28, 2025, the Company received notification that EAN has effectively changed its name to DDG.

  The investment value in PT Dana Digital Group shares is US$ 256,098,411 and US$ 255,801,076 as of December 31, 2025 and 2024, respectively, based on the appraisal report of KJPP Tobing Panuturi dan Rekan, an independent appraiser, dated March 5, 2026 and March 12, 2025, respectively.

Mutasi nilai tercatat adalah sebagai berikut:

The movements of the carrying value of this investment is as follows:

	2025	2024	
Saldo awal	255.801.076	199.681.634	Beginning balance
Penambahan	-	55.759.624	Addition
Penyesuaian nilai pasar	9.931.792	10.917.456	Fair value adjustment
Selisih kurs penjabaran	(9.634.457)	(10.557.638)	Foreign currency translation adjustment
Saldo akhir	256.098.411	255.801.076	Ending balance

Penilaian dilakukan dengan pendekatan pasar dengan pembanding perusahaan tercatat di bursa efek.

The valuation is carried out based on a market approach using guideline publicly traded company method.

- PT Vidio Dot Com

Pada tanggal 14 Juni 2022, DSST VG, entitas anak, telah melakukan investasi dalam PT Vidio Dot Com (Vidio), sebuah perusahaan video streaming Over-The-Top (OTT), melalui pengambilan bagian saham-saham baru yang diterbitkan oleh Vidio. Harga pelaksanaan atas investasi tersebut seluruhnya berjumlah US$ 25.000.000 dengan kepemilikan saham sebesar 2,65%.

Pada tanggal 7 Mei 2025, DSST VG, entitas anak, telah melakukan pengambilan saham baru PT Vidio Dot Com sebanyak 12.186 saham senilai dengan Rp 1.218.600.000 (setara US$ 1.999.723). Setelah transaksi ini, kepemilikan saham DSST VG pada PT Vidio Dot Com menjadi sebesar 2,68%.

Pada tanggal 31 Desember 2025 dan 2024, nilai tercatat atas investasi masing-masing sebesar US$ 27.000.000 dan US$ 25.000.000.

- PT Vidio Dot Com

On June 14, 2022, DSST VG, a subsidiary, made an investment in PT Vidio Dot Com (Vidio), an Over-The-Top (OTT) video streaming company, through the subscription of new shares issued by Vidio. The exercise price for the investment is in the aggregate amount of US$ 25,000,000 with a 2.65% ownership interest.

On May 7, 2025, DSST VG, a subsidiary, acquired 12,186 new shares of PT Vidio Dot Com with a total value of Rp 1,218,600,000 (equivalent to US$ 1,999,723). Following this transaction, DSST VG's ownership interest in PT Vidio Dot Com increased to 2.68%.

As of December 31, 2025 and 2024, the carrying amount of this investment amounted to US$ 27,000,000 and US$ 25,000,000, respectively.

Keuntungan yang belum direalisasi atas kenaikan nilai wajar investasi sebesar US$ 5.406.828 pada tanggal 31 Desember 2025 dan kerugian yang belum direalisasi atas penurunan nilai wajar investasi sebesar US$ 11.593.818 pada tanggal 31 Desember 2024 yang dibukukan pada bagian ekuitas dalam laporan posisi keuangan konsolidasian.

Unrealized gain on increase in fair value of these investments amounted to US$ 5,406,828 as of December 31, 2025 and unrealized loss on decrease in fair value of these investments amounted to US$ 11,593,818 as of December 31, 2024, under the equity section of the consolidated statements of financial position.

Pada tanggal 31 December 2025 dan 2024, setelah penjualan, laba kumulatif atas kenaikan nilai wajar investasi sebesar US$ 15.646.668 dan rugi kumulatif atas penurunan nilai wajar investasi sebesar US$ 66.272.155 direklasifikasi langsung ke “Saldo laba - Belum di tentukan penggunaannya” dalam bagian ekuitas dalam laporan posisi keuangan konsolidasian.

As of December 31, 2025 and 2024, upon disposal, the cumulative gain on increase in fair value of these investments of US$ 15,646,668 and loss on decrease in fair value of these investments of US$ 66,272,155, was reclassified directly to "Retained earnings - Unappropriated" within the equity section of the consolidated statements of financial position.

Investasi dalam Saham

PT Datang DSSP Power Indonesia (DDPI)

Pada tanggal 31 Desember 2025 dan 2024, jumlah kepemilikan saham pada DDPI yang dimiliki oleh EMAS, entitas anak, adalah sejumlah 1.380.470 saham. Pada tanggal 31 Desember 2025 dan 2024, kepemilikan EMAS pada DDPI sebesar 25%.

Bagian atas laba bersih DDPI adalah sebesar US$ 11.697.720 dan US$ 19.944.704 masing-masing pada tahun 2025 dan 2024.

PT Satelit Nusantara Tiga (SNT)

Pada tanggal 31 Desember 2025 dan 2024, jumlah kepemilikan saham pada SNT yang dimiliki oleh DSMT, entitas anak, masing-masing adalah sejumlah 42.350 saham. Pada tanggal 31 Desember 2025 dan 2024, kepemilikan DSMT pada SNT sebesar 25%.

Bagian atas laba bersih SNT adalah sebesar US$ 5.715.245 dan US$ 25.040.653 masing-masing pada tahun 2025 dan 2024.

PT Satelit Nusantara Lima (SNL)

Pada tanggal 31 Desember 2025 dan 2024, jumlah kepemilikan saham pada SNL yang dimiliki oleh DSMI, entitas anak, adalah sejumlah 187.177 saham. Pada tanggal 31 Desember 2025 dan 2024, kepemilikan DSMI pada SNL sebesar 24,76%.

Bagian atas rugi bersih SNL adalah sebesar US$ 141.255 pada 2025 dan bagian atas laba bersih SNL adalah sebesar US$ 308.780 pada 2024.

MyRepublic Holdings Ltd.

Pada tanggal 31 Desember 2022, total kepemilikan saham pada MyRepublic Holdings Ltd., yang dimiliki oleh Sunshine dan IMU, entitas-entitas anak, adalah sejumlah 48.946.466 saham. Pada tanggal 31 Desember 2022, kepemilikan Sunshine dan IMU, entitas-entitas anak, pada MyRepublic Holdings Ltd. adalah sebesar 13,83% dan 6,15%.

Pada tanggal 24 Januari 2023, IMU mengalihkan seluruh kepemilikan sahamnya yang mewakili 6,15% dari seluruh modal ditempatkan dan disetor dalam MyRepublic Holdings Ltd. kepada Sunshine. Pada tanggal 31 Desember 2025 dan 2024, kepemilikan Sunshine, entitas anak, pada MyRepublic Holdings Ltd. adalah sebesar 18,39%.

Investments in Shares

PT Datang DSSP Power Indonesia (DDPI)

As of December 31, 2025 and 2024, DDPI shares ownership owned by EMAS, a subsidiary, totalled 1,380,470 shares. As of December 31, 2025 and 2024, EMAS has an ownership interest in DDPI of 25%.

The share in net income of DDPI amounted to US$ 11,697,720 and US$ 19,944,704 in 2025 and 2024, respectively.

PT Satelit Nusantara Tiga (SNT)

As of December 31, 2025 and 2024, SNT's shares owned by DSMT, a subsidiary, totalled 42,350 shares. As of December 31, 2025 and 2024, DSMT has an ownership interest in SNT of 25%.

The share in net income of SNT amounted to US$ 5,715,245 and US$ 25,040,653 in 2025 and 2024, respectively.

PT Satelit Nusantara Lima (SNL)

As of December 31, 2025 and 2024, SNL's shares owned by DSMI, a subsidiary, totalled 187,177 shares. As of December 31, 2025 and 2024, DSMI has an ownership interest in SNL of 24.76%.

The share in net loss of SNL amounted to US$ 141,255 in 2025 and the share in net income of SNL amounted to US$ 308,780 in 2024.

MyRepublic Holdings Ltd.

As of December 31, 2022, MyRepublic Holdings Ltd.'s shares ownership owned by Sunshine and IMU, subsidiaries, totalled 48,946,466 shares. As of December 31, 2022, Sunshine and IMU, subsidiaries, has an ownership interest in MyRepublic Holdings Ltd. of 13.83% and 6.15%, respectively.

On January 24, 2023, IMU transferred all of its shares representing 6.15% of the entire issued and paid-up capital in MyRepublic Holdings Ltd. to Sunshine. As of December 31, 2025 and 2024, Sunshine, a subsidiary, has an ownership interest in MyRepublic Holdings Ltd. of 18.39%.

Bagian atas rugi bersih MyRepublic Holdings Ltd. adalah sebesar US$ 1.918.729 dan US$ 1.338.962 masing-masing pada 2025 dan 2024.

The share in net loss of MyRepublic Holdings Ltd. amounted to US$ 1,918,729 and US$ 1,338,962 in 2025 and 2024, respectively.

Investasi dalam Ventura Bersama

PT LG Sinarmas Technology Solutions (LGSTS)

Pada tanggal 25 Juli 2024, SMDI, entitas anak, bersama dengan LG CNS Co., Ltd. mendirikan perusahaan ventura bernama PT LG Sinarmas Technology Solutions (LGSTS) dengan kegiatan usaha di bidang solusi teknologi dan kegiatan terkait lainnya. Kepemilikan SMDI pada LGSTS sebesar 49,999%.

Bagian atas laba bersih LGSTS adalah sebesar US$ 1.012.082 pada 2025 dan bagian atas rugi bersih LGSTS adalah sebesar US$ 28.984 pada 2024.

PT Serpong Mas Telematika (SMT)

Bagian atas laba bersih SMT adalah sebesar US$ 1.139.650 dan US$ 808.563 masing-masing pada 2025 dan 2024.

PT Excite Indonesia (EXI)

Pada tanggal 31 Desember 2025 dan 2024, bagian Grup atas kerugian EXI telah melebihi nilai tercatat investasi sehingga investasi pada EXI dicatat sebesar nihil.

Investments in Joint Ventures

PT LG Sinarmas Technology Solutions (LGSTS)

On July 25, 2024, SMDI, a subsidiary, together with LG CNS Co., Ltd. established a joint venture company named PT LG Sinarmas Technology Solutions (LGSTS) with business activities in technology solutions sector and other related activities. SMDI has an ownership interest in LGSTS of 49.999%.

The share in net income of LGSTS amounted to US$ 1,012,082 in 2025 and the share in net loss of LGSTS amounted to US$ 28,984 in 2024.

PT Serpong Mas Telematika (SMT)

The share in net income of SMT amounted to US$ 1,139,650 and US$ 808,563 in 2025 and 2024, respectively.

PT Excite Indonesia (EXI)

As of December 31, 2025 and 2024, the Group's share in net losses of EXI has already exceeded the acquisition cost of its investments, thus, the carrying value of investments in EXI had been reduced to zero.

12. Goodwill

Mutasi nilai tercatat goodwill adalah sebagai berikut:

12. Goodwill

The movements of the carrying value of goodwill are as follows:

	2025	2024	
Harga Perolehan			Cost
Saldo awal	24.703.761	24.551.679	Beginning balance
Penambahan	-	152.082	Additions
Jumlah	24.703.761	24.703.761	Total
Akumulasi kerugian penurunan nilai			Accumulated impairment losses
Saldo awal	(7.185.195)	-	Beginning balance
Kerugian penurunan nilai	-	(7.185.195)	Impairment losses
Jumlah	(7.185.195)	(7.185.195)	Total
Bersih	17.518.566	17.518.566	Net

Pengakuan Goodwill yang timbul dari akuisisi anak perusahaan

DSST, entitas anak, mengakuisisi SMSS dari pihak ketiga pada 7 Agustus 2024 dengan harga pengalihan sebesar US$ 1.624.081, menghasilkan pengakuan goodwill sebesar US$ 152.082.

Pengujian penurunan nilai Goodwill

Grup melakukan pengujian penurunan nilai atas goodwill pada tangal 31 Desember 2025 dan 2024, atas goodwill yang tercatat di laporan keuangan konsolidasian.

Goodwill dialokasikan ke masing-masing UPK untuk diuji penurunan nilainya setiap tahun. Pada tahun 2025 dan 2024, goodwill dialokasikan ke UPK terkait tambang batubara BORNEO, BSL, KIM, KIS, BBU, BBM, KCP, TBBU, BHBA dan BNP. Pada tahun 2024, goodwill juga dialokasikan ke UPK terkait tambang batubara BSA, WRL dan TKS.

Pada tahun 2024, berdasarkan hasil pengujian penurunan nilai yang dilakukan, Grup mengakui kerugian penurunan nilai atas UPK yang terkait dengan tambang Batubara BSA, WRL, dan TKS sebesar US$ 15.020.682. Kerugian penurunan nilai tersebut yang diakui dialokasikan pada goodwill terlebih dahulu, kemudian pada aset pertambangan masing-masing sebesar US$ 7.185.195 dan US$ 7.835.487 (Catatan 15).

Pada tahun 2025, tidak terdapat tambahan kerugian penurunan nilai atas goodwill yang diakui, karena jumlah terpulihkan UPK yang terkait dengan tambang batubara BORNEO, BSL, KIM, KIS, BBU, BBM, KCP, TBBU, BHBA dan BNP masing-masing melebihi nilai tercatatnya, termasuk goodwill.

Tingkat diskonto yang digunakan dalam pengujian penurunan nilai tahun 2025 dan 2024 adalah sebesar 9,88% dan 10,29% yang dihitung dengan mengacu kepada Biaya Modal Rata-rata Tertimbang (WACC).

Manajemen menilai asumsi utama yang digunakan dalam menentukan jumlah yang dapat dipulihkan dari UPK dan mengakui kerugian penurunan nilai yang terkait. Penurunan nilai mencerminkan pengurangan jumlah yang dapat dipulihkan karena penurunan harga batubara dan peningkatan biaya operasional. Meskipun manajemen yakin asumsi yang digunakan wajar, adanya perubahan lebih lanjut yang tidak menguntungkan dalam asumsi ini mungkin akan mempengaruhi penurunan nilai dimasa depan.

Recognition of Goodwill arising from acquisition of a subsidiary

DSST, a subsidiary, acquired SMSS from a third party on August 7, 2024. The purchase price was US$ 1,624,081, resulting in the recognition of goodwill of US$ 152,082.

Impairment testing of Goodwill

The Group performed impairment tests on December 31, 2025 and 2024 on its goodwill reported in the consolidated statement of financial position on those dates.

Such goodwill was allocated to the individual CGU for impairment testing (annual testing). In 2025 and 2024, goodwill was allocated to the CGUs associated with the coal mines of BORNEO, BSL, KIM, KIS, BBU, BBM, KCP, TBBU, BHBA and BNP. In 2024, goodwill was also allocated to the CGUs associated with the coal mines of BSA, WRL and TKS.

In 2024, based on the results of impairment testing performed, the Group recognized impairment losses on the CGUs associated to the coal mines of BSA, WRL and TKS amounting to US$ 15,020,682. The impairment losses recognized are allocated to goodwill first, and then, to the mine properties amounting to US$ 7,185,195 and US$ 7,835,487 (Note 15), respectively.

In 2025, no additional impairment losses on goodwill were recognized, as the recoverable amounts of the CGUs associated with the coal mines of BORNEO, BSL, KIM, KIS, BBU, BBM, KCP, TBBU, BHBA and BNP exceeded their respective carrying values, including goodwill.

The discount rate used are 9.88% and 10.29% in the impairment testing performed in 2025 and 2024, which is derived from Weighted Average Cost of Capital (WACC).

Management assessed the key assumptions used in determining the recoverable amounts of the CGUs and recognized impairment losses accordingly. The impairment reflected a reduction in the recoverable amounts due to declining coal prices and increased operating costs. While management believes the assumptions used are reasonable, any further unfavorable changes in these assumptions may result in additional impairment losses in future periods.

13. Properti Investasi / 13. Investment Properties

	1 Januari 2025/ *January 1, 2025*	Perubahan selama tahun 2025 (Satu tahun)/ *Changes during 2025 (One year)* Penambahan/ *Additions*	31 Desember 2025/ *December 31, 2025*	
Harga perolehan:				At cost:
Tanah	3.437.670	-	3.437.670	Land
Prasarana tanah	894.195	-	894.195	Land improvement
Jumlah	4.331.865	-	4.331.865	Total
Akumulasi penyusutan:				Accumulated depreciation:
Prasarana tanah	745.084	44.699	789.783	Land improvement
Nilai Tercatat	3.586.781		3.542.082	Net Book Value

	1 Januari 2024/ *January 1, 2024*	Perubahan selama tahun 2024 (Satu tahun)/ *Changes during 2024 (One year)* Penambahan/ *Additions*	31 Desember 2024/ *December 31, 2024*	
Harga perolehan:				At cost:
Tanah	3.437.670	-	3.437.670	Land
Prasarana tanah	894.195	-	894.195	Land improvement
Jumlah	4.331.865	-	4.331.865	Total
Akumulasi penyusutan:				Accumulated depreciation:
Prasarana tanah	700.377	44.707	745.084	Land improvement
Nilai Tercatat	3.631.488		3.586.781	Net Book Value

Beban penyusutan properti investasi diakui sebagai bagian dari "Beban umum dan administrasi" (Catatan 35) dalam laba rugi.

Depreciation of investment properties is presented as part of "General and administrative expenses" (Note 35) in profit or loss.

14. Aset Tetap / 14. Property, Plant and Equipment

		Perubahan selama tahun 2025 (Satu tahun)/ *Changes during 2025 (One year)*						
	1 Januari 2025/ *January 1, 2025*	Pelepasan Entitas Anak/ *Disposal of Subsidiaries*	Selisih Kurs Penjabaran/ *Foreign Currency Translation Adjustment*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	31 Desember 2025/ *December 31, 2025*	
Harga perolehan:								At cost:
Pemilikan langsung								Direct acquisitions
Tanah	52.399.758	-	(605.984)	39.829.182	-	-	91.622.956	Land
Prasarana tanah	102.710	-	(3.794)	-	-	-	98.916	Land improvement
Bangunan	33.184.204	-	(559.160)	1.522.474	-	1.168.601	35.316.119	Buildings
Infrastruktur	61.992.764	-	(406.175)	1.835	-	1.454.777	63.043.201	Infrastructure
Peralatan telekomunikasi	393.107.183	-	(16.859.499)	109.681.498	-	16.394.582	502.323.764	Telecommunication facilities
Mesin dan peralatan berat	71.762.182	(330.994)	(203.649)	1.242.086	-	1.405.666	73.875.291	Machinery and heavy equipment
Peralatan transportasi	10.514.128	-	(281.712)	2.493.521	(382.970)	-	12.342.967	Transportation equipment
Peralatan pabrik, kantor dan lainnya	44.739.657	(486)	(731.302)	3.180.990	(410.895)	6.393.166	53.171.130	Factory, office and miscellaneous equipment
Prasarana	1.162.043	-	(32.162)	299.046	-	-	1.428.927	Leasehold improvement
Aset dalam konstruksi	222.664.237	-	(12.726.531)	307.480.919	-	(26.816.792)	490.601.833	Construction in progress
Aset sewaan								Leased assets
Peralatan telekomunikasi	2.628.855	-	(97.121)	-	-	-	2.531.734	Telecommunication facilities
Peralatan pabrik, kantor dan lainnya	413.801	-	(15.288)	-	-	-	398.513	Factory, office and miscellaneous equipment
Aset hak-guna	22.229.123	-	(515.113)	9.166.507	(579.911)	-	30.300.606	Right-of-use assets
Jumlah	916.900.645	(331.480)	(33.037.490)	474.898.058	(1.373.776)	-	1.357.055.957	Total
Akumulasi penyusutan:								Accumulated depreciation:
Pemilikan langsung								Direct acquisitions
Prasarana tanah	5.562	-	(298)	5.039	-	-	10.303	Land improvement
Bangunan	15.803.916	-	(236.952)	1.938.424	-	-	17.505.388	Buildings
Infrastruktur	28.182.557	-	(67.351)	3.200.848	-	-	31.316.054	Infrastructure
Peralatan telekomunikasi	138.404.049	-	(5.727.702)	33.723.694	-	-	166.400.041	Telecommunication facilities
Mesin dan peralatan berat	32.585.918	(330.994)	(66.915)	4.954.609	-	-	37.142.618	Machinery and heavy equipment
Peralatan transportasi	6.040.637	-	(57.467)	1.237.495	(336.531)	-	6.884.134	Transportation equipment
Peralatan pabrik, kantor dan lainnya	28.346.434	(486)	(396.796)	9.738.834	(35.206)	-	37.652.780	Factory, office and miscellaneous equipment
Prasarana	491.735	-	(6.137)	197.959	-	-	683.557	Leasehold improvement
Aset sewaan								Leased assets
Peralatan telekomunikasi	843.695	-	(54.458)	906.276	-	-	1.695.513	Telecommunication facilities
Peralatan pabrik, kantor dan lainnya	236.226	-	(9.102)	20.249	-	-	247.373	Factory, office and miscellaneous equipment
Aset hak-guna	14.155.921	-	(150.509)	4.410.002	(651.144)	-	17.764.270	Right-of-use assets
Jumlah	265.096.650	(331.480)	(6.773.687)	60.333.429	(1.022.881)	-	317.302.031	Total
Cadangan kerugian penurunan nilai	718.549	-	(35.522)	484.360	-	-	1.167.387	Allowance for impairment
Nilai Tercatat	651.085.446						1.038.586.539	Net Book Value

		Perubahan selama tahun 2024 (Satu tahun)/ *Changes during 2024 (One year)*							
	1 Januari 2024/ *January 1, 2024*	Akuisisi Entitas Anak/ *Acquisition of a Subsidiary*	Selisih Kurs Penjabaran/ *Foreign Currency Translation Adjustment*	Penambahan/ *Additions*	Pengurangan/ *Deductions*	Reklasifikasi/ *Reclassifications*	Selisih Revaluasi/ *Revaluation Difference*	31 Desember 2024/ *December 31, 2024*	
Nilai revaluasian:									At revalued amount:
Pemilikan langsung									Direct acquisitions
Pembangkit listrik	305.765.993	-	-	-	(256.681.638)	-	(49.084.355)	-	Power plants
Harga perolehan:									At cost:
Pemilikan langsung									Direct acquisitions
Tanah	27.209.488	-	(728.456)	25.918.943	(217)	-	-	52.399.758	Land
Prasarana tanah	1.186.249	-	(4.970)	-	(1.078.569)	-	-	102.710	Land improvement
Bangunan	35.545.866	511.841	(230.995)	7.295.035	(11.311.962)	1.374.419	-	33.184.204	Buildings
Infrastruktur	49.072.828	-	109.971	321.551	-	12.488.414	-	61.992.764	Infrastructure
Peralatan telekomunikasi	260.711.423	-	(14.997.748)	107.245.965	-	40.147.543	-	393.107.183	Telecommunication facilities
Mesin dan peralatan berat	65.733.630	-	3.791	2.077.487	(526.424)	4.473.698	-	71.762.182	Machinery and heavy equipment
Peralatan transportasi	9.958.235	35.347	(73.991)	1.259.628	(665.091)	-	-	10.514.128	Transportation equipment
Peralatan pabrik, kantor dan lainnya	36.084.168	6.951.637	(392.506)	10.978.764	(12.808.115)	3.925.709	-	44.739.657	Factory, office and miscellaneous equipment
Prasarana	445.619	-	(11.567)	727.991	-	-	-	1.162.043	Leasehold improvement
Aset dalam konstruksi	97.885.994	-	(6.692.764)	194.364.111	(483.321)	(62.409.783)	-	222.664.237	Construction in progress
Aset sewaan									Leased assets
Peralatan telekomunikasi	2.756.069	-	(127.214)	-	-	-	-	2.628.855	Telecommunication facilities
Peralatan pabrik, kantor dan lainnya	-	413.801	-	-	-	-	-	413.801	Factory, office and miscellaneous equipment
Aset hak-guna	13.670.949	-	(478.003)	9.432.791	(396.614)	-	-	22.229.123	Right-of-use assets
Jumlah	906.026.511	7.912.626	(23.624.452)	359.622.266	(283.951.951)	-	(49.084.355)	916.900.645	Total
Akumulasi penyusutan:									Accumulated depreciation:
Pemilikan langsung									Direct acquisitions
Pembangkit listrik	114.239.182	-	122.654	5.047.559	(119.409.395)	-	-	-	Power plants
Prasarana tanah	886.288	-	(127)	23.217	(903.816)	-	-	5.562	Land improvement
Bangunan	22.792.515	511.841	(73.539)	1.925.684	(9.352.585)	-	-	15.803.916	Buildings
Infrastruktur	25.380.115	-	(56.352)	2.858.794	-	-	-	28.182.557	Infrastructure
Peralatan telekomunikasi	118.341.952	-	(5.984.070)	26.046.167	-	-	-	138.404.049	Telecommunication facilities
Mesin dan peralatan berat	28.619.256	-	(20.680)	4.512.766	(525.424)	-	-	32.585.918	Machinery and heavy equipment
Peralatan transportasi	5.205.908	24.013	(67.134)	1.252.631	(374.781)	-	-	6.040.637	Transportation equipment
Peralatan pabrik, kantor dan lainnya	29.495.745	5.013.062	(315.364)	5.915.065	(11.762.074)	-	-	28.346.434	Factory, office and miscellaneous equipment
Prasarana	425.178	-	(1.411)	67.968	-	-	-	491.735	Leasehold improvement
Aset sewaan									Leased assets
Peralatan telekomunikasi	398.852	-	(44.529)	489.372	-	-	-	843.695	Telecommunication facilities
Peralatan pabrik, kantor dan lainnya	-	191.697	(914)	45.443	-	-	-	236.226	Factory, office and miscellaneous equipment
Aset hak-guna	9.590.269	-	(220.805)	5.183.071	(396.614)	-	-	14.155.921	Right-of-use assets
Jumlah	355.375.260	5.740.613	(6.662.271)	53.367.737	(142.724.689)	-	-	265.096.650	Total
Cadangan kerugian penurunan nilai	753.320	-	(34.771)	-	-	-	-	718.549	Allowance for impairment
Nilai Tercatat	549.897.931							651.085.446	Net Book Value

Perusahaan melakukan revaluasi atas pembangkit listrik berdasarkan laporan penilai yang dilakukan oleh Kantor Jasa Penilai Publik (KJPP) Iwan Bachron dan Rekan pada tahun 2015 dan membukukan selisih bersih revaluasi pembangkit listrik sebesar US$ 76.205.323 (setelah dikurangi pajak final) sebagai "Selisih revaluasi aset tetap" pada bagian ekuitas.

The Company performed revaluation of the power plants in 2015 based on the appraisal report conducted by KJPP Iwan Bachron and Rekan, and recorded a net difference in the power plants revaluation of US$ 76,205,323 (net of final tax) as "Revaluation increment in value of property, plant and equipment" in the equity section.

Berdasarkan laporan penilaian yang dilakukan KJPP Iwan Bachron dan Rekan pada tahun 2019 dan 2017, nilai wajar aset pembangkit listrik pada tanggal 31 Desember 2019 dan 2017 masing-masing adalah sebesar US$ 238.303.144 dan US$ 234.162.976. Selisih antara nilai revaluasi dengan nilai tercatat masing-masing sebesar US$ 30.157.276 dan US$ 40.388.410 pada tanggal 31 Desember 2019 dan 2017 dicatat sebagai "Selisih revaluasi aset tetap" pada bagian ekuitas.

Based on appraisal report carried out by the KJPP Iwan Bachron and Partners in 2019 and 2017, the fair value of power plant assets as of December 31, 2019 and 2017 amounted to US$ 238,303,144 and US$ 234,162,976, respectively. The difference between the revalued amount and the carrying value of US$ 30,157,276 and US$ 40,388,410, respectively, as of December 31, 2019 and 2017 was recorded as “Revaluation increment in value of property, plant and equipment" in the equity section.

Berdasarkan laporan penilaian terakhir yang dilakukan KJPP Iwan Bachron dan Rekan pada tahun 2021, nilai wajar aset pembangkit listrik pada tanggal 31 Desember 2021 adalah sebesar US$ 223.447.950. Selisih antara nilai revaluasi dengan nilai tercatat sebesar US$ 13.445.162 dicatat sebagai "Selisih revaluasi aset tetap" pada bagian ekuitas.

Based on the latest appraisal report carried out by the KJPP Iwan Bachron and Partners in 2021, the fair value of power plant assets as of December 31, 2021 amounted to US$ 223,447,950. The difference between the revalued amount and the carrying value of US$ 13,445,162 was recorded as “Revaluation increment in value of property, plant and equipment" in the equity section.

Pada tanggal 30 April 2024, Perusahaan menjual aset pembangkit listrik kepada PT Indah Kiat Pulp & Paper Tbk dan PT Pindo Deli Pulp and Paper Mills (Catatan 39). Selisih antara nilai wajar dengan nilai tercatat sebesar US$ 49.084.355 pada saat penjualan dicatat sebagai "Selisih revaluasi aset tetap" pada bagian ekuitas.

On April 30, 2024, the Company sold its power plant assets to PT Indah Kiat Pulp & Paper Tbk and PT Pindo Deli Pulp and Paper Mills (Note 39). The difference between the fair value and the carrying value of US$ 49,084,355 at the time of sale was recorded as "Revaluation increment in value of property, plant and equipment" in the equity section.

Setelah penjualan, peningkatan revaluasi kumulatif atas aset tetap sebesar US$ 111.111.816 ditransfer ke "Saldo Laba - Belum ditentukan penggunaannya" dalam bagian ekuitas.

Upon sale, the cumulative revaluation increment in value of property, plant and equipment of US$ 111,111,816 was transferred to "Retained earnings - Unappropriated" within the equity section.

Aset tetap Grup dengan nilai tercatat sebesar US$ 33.846.583 dan Rp 15.047.427.230.447 pada 31 Desember 2025 dan US$ 34.953.673 dan Rp 2.978.807.477.773 pada 31 Desember 2024 digunakan sebagai jaminan atas fasilitas kredit yang diperoleh Grup (Catatan 18 dan 24).

Property, plant and equipment of the Group with carrying value of US US$ 33,846,583 and Rp 15,047,427,230,447 as of December 31, 2025 and US$ 34,953,673 and Rp 2,978,807,477,773 as of December 31, 2024, respectively, are used as collateral on loans obtained by the Group (Notes 18 and 24).

Beban penyusutan dialokasikan sebagai berikut:

Depreciation expense was allocated as follows:

	2025	2024	
Beban pokok penjualan (Catatan 34)	37.400.542	35.850.908	Cost of revenues (Note 34)
Beban penjualan (Catatan 35)	8.236.535	7.778.857	Selling expenses (Note 35)
Beban umum dan administrasi (Catatan 35)	14.696.352	9.737.972	General and administrative expenses (Note 35)
Jumlah	60.333.429	53.367.737	Total

Aset tetap (kecuali tanah) Grup diasuransikan kepada pihak berelasi (Catatan 39), dengan nilai pertanggungan sebesar US$ 286.255 dan Rp 146.855.793.000 pada tanggal 31 Desember 2025 dan Rp 90.531.985.169 pada tanggal 31 Desember 2024 dan kepada pihak ketiga dengan nilai pertanggungan sebesar US$ 83.758.223 dan Rp 9.400.762.417.953 pada tanggal 31 Desember 2025 dan US$ 83.758.223 dan Rp 6.082.250.850.184 pada tanggal 31 Desember 2024. Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

The Group's property, plant and equipment (except land) are insured with related parties (Note 39), with insurance coverage totalling US$ 286,255 and Rp 146,855,793,000 as of December 31, 2025, Rp 90,531,985,169 as of December 31, 2024 and with third parties with insurance coverage totalling US$ 83,758,223 and Rp 9,400,762,417,953 as of December 31, 2025, US$ 83,758,223 and Rp 6,082,250,850,184 as of December 31, 2024. Management believes that the insurance coverages are adequate to cover possible losses from the assets insured.

15. Aset Pertambangan

15. Mine Properties

	Tambang dalam Pengembangan/ *Mines Under Construction*	Tambang pada Tahap Produksi/ *Producing Mines*	Aset Aktivitas Pengupasan Lapisan Tanah/ *Stripping Activity Asset*	Aset Pertambangan dari Kombinasi Bisnis/ *Mine Properties from Business Combination*	Jumlah/ *Total*	
Biaya perolehan pada tanggal 1 Januari 2024	95.353.195	99.814.077	162.340.313	105.952.355	463.459.940	**Cost as of January 1, 2024**
Penambahan	87.245.735	-	523.712	-	87.769.447	Addition
Reklasifikasi	(141.113.503)	141.113.503	-	-	-	Reclassification
Selisih kurs penjabaran laporan keuangan	(463.390)	(580.307)	(816.160)	-	(1.859.857)	Foreign exchange differences arising from financial statements translation
Biaya perolehan pada tanggal 31 Desember 2024	41.022.037	240.347.273	162.047.865	105.952.355	549.369.530	**Cost as of December 31, 2024**
Penambahan	569.288	10.622	-	-	579.910	Addition
Reklasifikasi	-	-	-	-	-	Reclassification
Selisih kurs penjabaran laporan keuangan	(285.312)	(682.008)	(221.106)	-	(1.188.426)	Foreign exchange differences arising from financial statements translation
Biaya perolehan pada tanggal 31 Desember 2025	41.306.013	239.675.887	161.826.759	105.952.355	548.761.014	**Cost as of December 31, 2025**
Akumulasi amortisasi pada tanggal 1 Januari 2024	-	(46.398.651)	(135.869.012)	(5.330.279)	(187.597.942)	**Accumulated amortization as of January 1, 2024**
Amortisasi tahun berjalan	-	(24.969.313)	(2.207.420)	(498.993)	(27.675.726)	Amortization during the year
Penurunan nilai	-	(4.175.483)	-	(3.660.004)	(7.835.487)	Impairment
Selisih kurs penjabaran laporan keuangan	-	(82.087)	180.759	-	98.672	Foreign exchange differences arising from financial statements translation
Akumulasi amortisasi pada tanggal 31 Desember 2024	-	(75.625.534)	(137.895.673)	(9.489.276)	(223.010.483)	**Accumulated amortization as of December 31, 2024**
Amortisasi periode berjalan	-	(14.369.226)	(617.960)	(539.866)	(15.527.052)	Amortization during the period
Penurunan nilai	-	-	-	(3.595.187)	(3.595.187)	Impairment
Selisih kurs penjabaran laporan keuangan	-	(357.897)	69.500	61.371	(227.026)	Foreign exchange differences arising from financial statements translation
Akumulasi amortisasi pada tanggal 31 Desember 2025	-	(90.352.657)	(138.444.133)	(13.562.958)	(242.359.748)	**Accumulated amortization as of December 31, 2025**
Nilai tercatat pada tanggal 1 Januari 2024	95.353.195	53.415.426	26.471.301	100.622.076	275.861.998	**Net book value as of January 1, 2024**
Nilai tercatat pada tanggal 31 Desember 2024	41.022.037	164.721.739	24.152.192	96.463.079	326.359.047	**Net book value as of December 31, 2024**
Nilai tercatat pada tanggal 31 Desember 2025	41.306.013	149.323.230	23.382.626	92.389.397	306.401.266	**Net book value as of December 31, 2025**

Pada tahun 2025, UPK yang terkait dengan tambang batubara BSA dan WRL, yang mengalami kerugian selama tahun berjalan, diuji penurunan nilainya setelah teridentifikasi adanya indikasi penurunan nilai. Berdasarkan hasil pengujian tersebut (Catatan 12), Grup mencatat kerugian penurunan nilai atas UPK sebesar US$ 3.595.187. Kerugian penurunan nilai yang diakui tersebut seluruhnya dialokasikan ke aset pertambangan BSA dan WRL.

In 2025, the CGUs associated to the coal mines of BSA and WRL, which incurred losses during the year, were tested for impairment following the identification of impairment indicators. Based on the results of impairment testing performed (Note 12), the Group recognized impairment losses on these CGUs amounting to US$ 3,595,187. The impairment losses recognized were fully allocated to the mine properties of BSA and WRL.

Pada tahun 2024, berdasarkan hasil dari pengujian penurunan nilai yang dilakukan atas Goodwill (Catatan 12), Grup mencatat kerugian penurunan nilai atas aset pertambangan BSA, WRL dan TKS sebesar US$ 7.835.487. Kerugian penurunan nilai tersebut diakui sebagai bagian dari “Lain-lain - bersih” dalam laba rugi.

In 2024, based on the results of impairment testing performed on its goodwill (Note 12), the Group recognized impairment losses on the mine properties of BSA, WRL and TKS amounting to US$ 7,835,487. These impairment losses are presented as part of “Others - net” in profit or loss.

Amortisasi aset pertambangan - tambang pada tahap produksi dan aset aktivitas pengupasan lapisan tanah diakui sebagai bagian dari “Beban pokok penjualan” (Catatan 34) dalam laba rugi.

Amortization of mine properties - producing mines and stripping activity asset is presented as part of "Cost of revenues" (Note 34) in profit or loss.

Amortisasi aset pertambangan - aset pertambangan dari kombinasi bisnis diakui sebagai bagian dari “Beban lain-lain - bersih” dalam laba rugi.

Amortization of mine properties - mine properties from business combinations is presented as part of “Other expense - net” in profit or loss.

16. Aset Takberwujud / 16. Intangible Assets

Akun ini merupakan piranti lunak.

This account represent software.

Mutasi piranti lunak sebagai berikut:

The movement of software is as follows:

	2025	2024	
Harga perolehan			Cost
Saldo awal	19.392.414	22.758.523	Beginning balance
Penambahan	299.606	482.900	Additions
Pengurangan	(765)	(3.518.670)	Deduction
Saldo terkait dengan pelepasan entitas anak	(2.611)	-	Balance pertaining to a disposal of a subsidiary
Selisih kurs penjabaran laporan keuangan	89.458	(330.339)	Foreign exchange differences arising from financial statement translation
Jumlah	19.778.102	19.392.414	Total
Akumulasi amortisasi			Accumulated amortization
Saldo awal	11.457.456	9.025.905	Beginning balance
Amortisasi	1.969.144	2.558.451	Amortization
Pengurangan	(765)	-	Deduction
Saldo terkait dengan pelepasan entitas anak	(2.611)	-	Balance pertaining to a disposal of a subsidiary
Selisih kurs penjabaran laporan keuangan	189.651	(126.900)	Foreign exchange differences arising from financial statement translation
Jumlah	13.612.875	11.457.456	Total
Bersih	6.165.227	7.934.958	Net

Beban amortisasi piranti lunak dicatat sebagai bagian “Beban pokok penjualan” (Catatan 34) dan “Beban usaha” (Catatan 35) dalam laba rugi.

Amortization expense is recorded as part of “Cost of revenues” (Note 34) and “Operating expenses” (Note 35) in profit or loss.

17. Aset Tidak Lancar Lain-lain / 17. Other Noncurrent Assets

	2025	2024	
Dana yang dibatasi pencairannya	32.496.217	34.660.166	Restricted funds
Lisensi	23.940.889	-	License
Uang muka pembelian batubara	19.775.816	20.519.081	Advances for purchase of coal
Uang muka pembelian aset tetap dan kontraktor	11.260.142	7.572.294	Advances for purchase of property, plant and equipment and contractor
Uang jaminan	9.407.277	12.402.125	Security deposits
Biaya eksplorasi yang ditangguhkan	8.335.393	-	Deferred exploration
Reklamasi	6.019.691	3.086.841	Reclamation
Lain-lain	9.161.373	5.606.582	Others
Jumlah	120.396.798	83.847.089	Total

Dana yang dibatasi pencairannya digunakan sebagai jaminan untuk melaksanakan rehabilitasi aliran sungai, jaminan reklamasi dan penutupan tambang dengan pemerintah.

Restricted funds are used as collateral to carry out river rehabilitation, reclamation guarantee and post-mining guarantee with government.

Uang jaminan terutama merupakan uang jaminan atas jasa penambangan, kerusakan lahan, reklamasi dan sewa.

Security deposits mainly represent security deposits for mining services, land damage, reclamation and rent.

Lain-lain terutama merupakan aset eksplorasi dan evaluasi, untuk sumber panas bumi.

Others mainly represent exploration and evaluation assets, for geothermal resources.

18. Utang Bank Jangka Pendek / 18. Short-term Bank Loans

	2025	2024	
Rupiah (Catatan 40)			Rupiah (Note 40)
PT Bank Central Asia Tbk	9.769.032	5.444.871	PT Bank Central Asia Tbk
PT Bank Mandiri (Persero) Tbk	208.557	1.961.716	PT Bank Mandiri (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	-	77.919.808	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	-	57.178.644	PT Bank Negara Indonesia (Persero) Tbk
Jumlah	9.977.589	142.505.039	Subtotal
Dolar Amerika Serikat			U.S. Dollar
PT Bank Mandiri (Persero) Tbk	50.000.000	105.000.000	PT Bank Mandiri (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	50.000.000	-	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Central Asia Tbk	819.720	2.351.203	PT Bank Central Asia Tbk
Jumlah	100.819.720	107.351.203	Subtotal
Jumlah	110.797.309	249.856.242	Total
Suku bunga rata-rata per tahun:			Average interest rates per annum:
Rupiah	7,50% - 8,25%	0,35% - 12,00%	Rupiah
Dolar Amerika Serikat	5,04% - 5,80%	5,75% - 6,80%	U.S. Dollar

PT Bank Danamon Indonesia Tbk (DANAMON)

Pada tanggal 12 Juli 2013, GEM, entitas anak, memperoleh fasilitas pinjaman *Omnibus Trade Non-Cash Backed* dari DANAMON dengan jumlah maksimum sebesar US$ 5.000.000, yang berlaku sampai dengan 12 Juli 2014. Fasilitas ini dapat dipergunakan secara bersama-sama (*sub-limit*) dalam bentuk fasilitas pinjaman *Trade Cash (Funded)* berupa Fasilitas *Pre-Shipment Financing* (PSF) dengan jumlah pokok maksimum sebesar US$ 5.000.000 dan Fasilitas *Open Account Financing* (OAF) *Buyer* dan *Seller* dengan jumlah pokok maksimum sebesar US$ 5.000.000. Tenor untuk fasilitas PSF dan OAF maksimum 90 (sembilan puluh) hari.

Berdasarkan Amendemen terhadap Perjanjian Pemberian Fasilitas *Omnibus Trade Finance* tanggal 3 Juli 2014, DANAMON dan GEM, entitas anak, setuju bahwa atas fasilitas *Omnibus Trade Non-Cash Backed* dapat digunakan (*sub-limit*) oleh RCI, entitas anak. Berdasarkan Amandemen Perjanjian Fasilitas *Omnibus Trade Finance* tanggal 13 Juni 2022, jangka waktu fasilitas ini diperpanjang sampai dengan 17 Maret 2023. Berdasarkan amendemen terakhir, jangka waktu fasilitas ini diperpanjang sampai dengan tanggal 17 April 2026.

Fasilitas pinjaman ini dijamin dengan piutang dan/atau persediaan dan *margin deposit* (Catatan 6 dan 8).

Pinjaman ini mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

Selama tahun 2024, RCI melakukan pembayaran fasilitas pinjaman sebesar US$ 4.459.673.

Saldo pinjaman kepada DANAMON pada tanggal 31 Desember 2025 dan 2024 sebesar nihil.

PT Bank Danamon Indonesia Tbk (DANAMON)

On July 12, 2013, GEM, a subsidiary, obtained an Omnibus Trade Non-Cash Backed loan facility from DANAMON with a maximum amount of US$ 5,000,000, which is valid until July 12, 2014. This facility can be used with (sub-limit) Trade Cash (Funded) loan facility in the form of Pre-Shipment Financing (PSF) with a maximum amount of US$ 5,000,000 and Open Account Financing (OAF) Buyer and Seller facility with a maximum amount of US$ 5,000,000. The repayment period for PSF and OAF facilities is a maximum of ninety (90) days.

Based on the Amendment to Omnibus Trade Finance Facility Agreement dated July 3, 2014, DANAMON and GEM, a subsidiary, agreed that the Omnibus Trade Non-Cash Backed facility can be used (sub-limit) by RCI, a subsidiary. Based on the Amendment to Omnibus Trade Finance Facility Agreement dated June 13, 2022, the term of the facility has been extended until March 17, 2023. Based on the latest amendment, the term of the facility has been extended until April 17, 2026.

This loan facility is secured by trade accounts receivable and/or inventories and a margin deposit (Notes 6 and 8).

This loan requires the borrowers to maintain certain financial ratios.

During 2024, RCI made payments of loan facility amounting to US$ 4,459,673.

The outstanding loan to DANAMON as of December 31, 2025 and 2024 amounted to nil.

PT Bank Mandiri (Persero) Tbk (MANDIRI)

Perusahaan

Pada tanggal 30 November 2022, Perusahaan menandatangani perjanjian fasilitas *non-cash loan* dengan MANDIRI, dengan limit sebesar US$ 19.500.000. Fasilitas tersebut berlaku sampai dengan 7 November 2023 dan digunakan antara lain untuk mendukung kegiatan usaha Perusahaan dan entitas anak. Pada tanggal 8 November 2023, fasilitas ini diperpanjang sampai dengan 7 November 2024. Pada tanggal 8 November 2024, fasilitas ini diperpanjang sampai dengan 7 November 2025 dan limit menjadi sebesar US$ 20.000.000. Berdasarkan amendemen terakhir, jangka waktu fasilitas ini diperpanjang sampai dengan tanggal 7 November 2026.

Saldo pinjaman Perusahaan kepada MANDIRI pada tanggal 31 Desember 2025 dan 2024 sebesar nihil.

BORNEO dan BSL

Pada tanggal 20 Oktober 2023, BORNEO dan BSL, entitas-entitas anak, menandatangani fasilitas Kredit Modal Kerja dengan MANDIRI dengan plafon masing-masing sampai dengan sebesar Rp 2.050.000.000.000 dan Rp 150.000.000.000 untuk jangka waktu 1 (satu) tahun.

Berdasarkan Adendum I tanggal 18 Oktober 2024, perjanjian fasilitas kredit diperpanjang sampai dengan 19 Oktober 2025.

Pada tanggal 11 November 2025, fasilitas ini telah dilunasi.

Pinjaman ini tidak mewajibkan Peminjam untuk mempertahankan rasio keuangan tertentu.

Selama tahun 2025, BORNEO dan BSL melakukan pembayaran fasilitas pinjaman sebesar US$ 19.191.691.

Saldo pinjaman BORNEO dan BSL kepada MANDIRI pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar nihil dan US$ 847.992.

PT Bank Mandiri (Persero) Tbk (MANDIRI)

The Company

On November 30, 2022, the Company signed a non-cash loan agreement with MANDIRI with a facility limit up to US$ 19,500,000. This facility is valid until November 7, 2023, and to be used, among others, to support the business activities of the Company and its subsidiaries. On November 8, 2023, this facility has been extended until November 7, 2024. On November 8, 2024, this facility has been extended until November 7, 2025 and facility limit was increased to US$ 20,000,000. Based on the latest amendment, the term of this facility has been extended until November 7, 2026.

The Company's outstanding loan to MANDIRI as of December 31, 2025 and 2024 amounted to nil.

BORNEO and BSL

On October 20, 2023, BORNEO and BSL, subsidiaries, signed a Working Capital Facility with MANDIRI, with a limit up to Rp 2,050,000,000,000 and Rp 150,000,000,000, respectively for one (1) year period.

Based on Addendum I dated October 18, 2024, the term of the credit facility agreement has been extended until October 19, 2025.

On November 11, 2025, this facility has been paid.

This loan does not require the Borrowers to maintain certain financial ratios.

During 2025, BORNEO and BSL made payments of loan facility amounting to US$ 19,191,691.

The outstanding loan of BORNEO and BSL to MANDIRI as of December 31, 2025 and 2024 amounted to nil and US$ 847,992, respectively.

Perjanjian Kredit Sindikasi PT Bank Mandiri (Persero) Tbk (MANDIRI) dan PT Bank Mega Tbk (MEGA)

GEM, BORNEO, KIM, BSL, KMS dan RCI

Pada tanggal 31 Juli 2023, berdasarkan Akta Perjanjian Kredit Sindikasi No. WCO.KP/1119/TLN/2023 No. 208, MANDIRI, GEMS, BORNEO, RCI, KIM, BSL, dan KMS, menyetujui jenis dan batasan pinjaman, sebagai berikut:

a. *Tranche* A - *Term Loan* maksimum US$ 50.000.000;
b. *Tranche* B - *Term Loan* Revolving maksimum US$ 110.000.000; dan
c. Fasilitas Accordion maksimum US$ 20.000.000.

Pada tanggal 31 Januari 2025, GEMS, BORNEO, RCI, KIM, BSL, dan KMS, entitas-entitas anak, bersama dengan MANDIRI telah menandatangani Addendum III Perjanjian Kredit Sindikasi No. WCO.KCP/1119/TLN/2023 sehubungan dengan persetujuan untuk melepas jaminan kendaraan GEM dan BORNEO.

Pada tanggal 21 Maret 2025, berdasarkan Surat Pemberitahuan Bank Mandiri No. CBG.CB4/2775/2025, MANDIRI dan MEGA melakukan perjanjian kredit sindikasi, dimana MEGA bersedia memberikan tambahan fasilitas Tranche B Revolving sebesar US$ 20.000.000 yang merujuk pada Sertifikat Accordion tanggal 20 Maret 2025.

Pinjaman ini mewajibkan Peminjam untuk mempertahankan rasio keuangan tertentu.

Selama tahun 2025, GEMS, BORNEO, RCI, KIM, BSL, dan KMS melakukan pembayaran fasilitas pinjaman sebesar US$ 638.243.749.

Saldo pinjaman GEMS, BORNEO, RCI, KIM, BSL, dan KMS kepada MANDIRI pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar US$ 50.208.557 dan US$ 106.113.724.

PT Bank Rakyat Indonesia (Persero) Tbk (BRI)

BORNEO dan BSL

Pada tanggal 26 September 2023, BORNEO dan BSL, entitas-entitas anak, memperoleh fasilitas pinjaman Kredit Modal Kerja *Cash Collateral* dengan plafon masing-masing sampai dengan sebesar Rp 2.200.000.000.000 dan Rp 225.000.000.000 untuk jangka waktu 1 (satu) tahun. Pada tanggal 25 September 2024, fasilitas ini diperpanjang sampai dengan 25 September 2025.

Syndicated Credit Agreement PT Bank Mandiri (Persero) Tbk (MANDIRI) and PT Bank Mega Tbk (MEGA)

GEM, BORNEO, KIM, BSL, KMS and RCI

As of July 31, 2023, based on the Deed of Syndicated Loan Agreement No. WCO.KP/1119/TLN/2023 No. 208, MANDIRI, GEMS, BORNEO, RCI, KIM, BSL, and KMS, agree on type and limit of the facility, as follows:

a. Tranche A - Term Loan maximum US$ 50,000,000;
b. Tranche B - Term Loan Revolving maximum US$ 110,000,000; and
c. Accordion facility maximum US$ 20,000,000.

On January 31, 2025, GEM, BORNEO, RCI, KIM BSL, and KMS, subsidiaries, along with MANDIRI has signed Addendum III Syndicated Credit Agreement No. WCO.KCP/1119/TLN/2023, providing for the release of the vehicle previously used as collateral under the agreement by GEM and BORNEO.

On March 21, 2025, based on Bank Mandiri Notification Letter No. CBG.CB4/2775/2025, MANDIRI and MEGA entered into a Syndicated Credit Agreement, where MEGA is willing to provide an additional Tranche B Revolving facility of US$ 20,000,000 referring to the Accordion Certificate dated March 20, 2025.

This loan requires the Borrowers to maintain certain financial ratio.

During 2025, GEMS, BORNEO, RCI, KIM, BSL, and KMS made payments of loan facility amounting to US$ 638,243,749.

The outstanding loan of GEMS, BORNEO, RCI, KIM, BSL, and KMS to MANDIRI as of December 31, 2025 and 2024 amounted to US$ 50,208,557 and US$ 106,113,724, respectively.

PT Bank Rakyat Indonesia (Persero) Tbk (BRI)

BORNEO and BSL

On September 26, 2023, BORNEO and BSL, subsidiaries, obtained a Capital Working Loan Cash Collateral, with a limit up to Rp 2,200,000,000,000 and Rp 225,000,000,000, respectively, for one (1) year period. On September 25, 2024, this facility has been extended until September 25, 2025.

Pada tanggal 18 November 2025, fasilitas ini telah dilunasi.

On November 18, 2025, this facility has been paid.

Pinjaman ini tidak mewajibkan Peminjam untuk mempertahankan rasio keuangan tertentu.

This loan does not require the Borrowers to maintain certain financial ratios.

Selama tahun 2025, BORNEO dan BSL melakukan pembayaran fasilitas pinjaman sebesar US$ 134.639.668.

During 2025, BORNEO and BSL made payments of loan facility amounting to US$ 134,639,668.

Saldo pinjaman kepada BRI pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar nihil dan US$ 77.919.808.

The outstanding loan to BRI as of December 31, 2025 and 2024 amounted to nil and US$ 77,919,808, respectively.

Perusahaan

The Company

Pada tanggal 4 November 2024, Perusahaan menandatangani perjanjian fasilitas pinjaman dengan BRI berupa term loan dengan plafon sampai dengan sebesar US$ 50.000.000 dan *foreign exchange line* dengan plafon sampai dengan sebesar US$ 50.000.000. Fasilitas tersebut berlaku selama 36 (tiga puluh enam) bulan.

On November 4, 2024, the Company signed a loan facility agreement with BRI on term loan with a limit of up to US$ 50,000,000 and foreign exchange line with a limit of up to US$ 50,000,000. This facility is valid for thirty six (36) months.

Pinjaman ini mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

This loan requires the borrowers to maintain certain financial ratios.

Saldo pinjaman kepada BRI pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar US$ 50.000.000 dan nihil.

The outstanding loan to BRI as of December 31, 2025 and 2024 amounted to US$ 50,000,000 and nil, respectively.

PT Bank Central Asia Tbk (BCA)

PT Bank Central Asia Tbk (BCA)

Pada tanggal 25 Oktober 2021, RKN, entitas anak menandatangani perjanjian fasilitas pembiayaan dengan BCA, dengan plafon sampai dengan sebesar US$ 40.000.000 untuk jangka waktu 1 (satu) tahun. Pinjaman ini dijamin antara lain dengan aset RKN. Pada tanggal 22 Oktober 2024, fasilitas ini diperpanjang sampai dengan 25 Oktober 2025 dengan plafon sebesar US$ 60.000.000. Berdasarkan Surat Persetujuan Kredit terakhir tanggal 26 Agustus 2025, jatuh tempo pinjaman ini berlaku satu tahun sejak tanggal penandatanganan perjanjian kredit.

On October 25, 2021, RKN, a subsidiary signed a financing facility agreement with BCA, with a limit up to US$ 40,000,000 for one (1) year period. This financing is secured, among others, by RKN's assets. On October 22, 2024, this facility had been extended until October 25, 2025 with a limit up to US$ 60,000,000. Based on the latest Letter of Credit Approval dated August 26, 2025, this loan facility has a term of one year from the date of signing of this credit agreement.

Selama tahun 2025, RKN melakukan pembayaran fasilitas pinjaman sebesar US$ 17.498.456.

During 2025, RKN made payments of loan facility amounting to US$ 17,498,456.

Pinjaman ini mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

This loan requires the borrowers to maintain certain financial ratios.

Saldo pinjaman kepada BCA pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar US$ 10.588.752 dan US$ 7.796.074.

The outstanding loan to BCA as of December 31, 2025 and 2024 amounted to US$ 10,588,752 and US$ 7,796,074, respectively.

PT Bank Negara Indonesia (Persero) Tbk (BNI)

BORNEO dan BSL

Pada tanggal 24 November 2023, BORNEO dan BSL, entitas-entitas anak, dan BNI, menandatangani fasilitas Kredit Modal Kerja dengan plafon masing-masing sampai dengan sebesar Rp 1.950.000.000.000 dan Rp 225.000.000.000 untuk jangka waktu 1 (satu) tahun.

Berdasarkan Addendum 1 tanggal 12 November 2024, perjanjian fasilitas kredit diperpanjang sampai dengan tanggal 23 November 2025.

Pada tanggal 19 Februari 2026, fasilitas ini telah dilunasi.

Pinjaman ini tidak mewajibkan Peminjam untuk mempertahankan rasio keuangan tertentu.

Selama tahun 2025, BORNEO dan BSL melakukan pembayaran fasilitas pinjaman sebesar US$ 63.648.312.

Saldo pinjaman kepada BNI pada tanggal 31 Desember 2025 dan 2024 masing-masing sebesar nihil dan US$ 57.178.644.

Perusahaan

Pada tanggal 6 Februari 2025, Perusahaan menandatangani akta perjanjian kredit dengan BNI dengan dengan nilai maksimum Rp 1.000.000.000.000 untuk jangka waktu 12 (dua belas) bulan. Fasilitas kredit tersebut dijamin antara lain dengan aset Perusahaan.

Pada tanggal 20 Februari 2026, fasilitas ini diperpanjang sampai dengan 6 Februari 2027.

Pinjaman ini mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

Saldo pinjaman kepada BNI pada tanggal 31 Desember 2025 adalah sebesar nihil.

Lembaga Pembiayaan Ekspor Indonesia (Eximbank)

Pada tanggal 19 Februari 2024, BORNEO dan BSL, entitas-entitas anak, menandatangani perjanjian kredit modal kerja dengan Eximbank dengan jumlah fasilitas masing-masing sebesar US$ 5.000.000 dan US$ 2.500.000. Fasilitas tersebut memiliki jangka waktu 12 (dua belas) bulan.

Pada tanggal 28 Februari 2025, fasilitas BORNEO ini diperpanjang sampai dengan 19 Februari 2026.

PT Bank Negara Indonesia (Persero) Tbk (BNI)

BORNEO and BSL

On November 24, 2023, BORNEO and BSL, subsidiaries, and BNI signed a Working Capital Facility, with a limit up to Rp 1,950,000,000,000 and Rp 225,000,000,000, respectively, for one (1) year period.

Based on Addendum I dated November 12, 2024, the term of the credit facility agreement has been extended until November 23, 2025.

On February 19, 2026, this facility has been paid.

This loan does not require the Borrowers to maintain certain financial ratios.

During 2025, BORNEO and BSL made payments of loan facility amounting to US$ 63,648,312.

The outstanding loan to BNI as of December 31, 2025 and 2024 amounted to nil and US$ 57,178,644, respectively.

The Company

On February 6, 2025, the Company signed a deed on credit facility agreement with BNI with maximum amount of Rp 1,000,000,000,000 for twelve (12) months period. The credit facility is secured by, among others, the Company's assets.

On February 20, 2026, BORNEO's facilities has been extended until February 6, 2027.

This loan requires the borrowers to maintain certain financial ratios.

The outstanding loan to BNI as of December 31, 2025 amounted to nil

Lembaga Pembiayaan Ekspor Indonesia (Eximbank)

On February 19, 2024, BORNEO and BSL, subsidiaries, has signed a working capital loan agreement with Eximbank with a facility up to US$ 5,000,000 and US$ 2,500,000, respectively. This facility is valid for twelve (12) months.

On February 28, 2025, BORNEO's facilities had been extended until February 19, 2026.

Pinjaman ini tidak mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

Saldo pinjaman kepada Eximbank pada tanggal 31 Desember 2025 dan 2024 sebesar nihil.

This loan no requires the borrowers to maintain certain financial ratios.

The outstanding loan to Eximbank as of December 31, 2025 and 2024 amounted to nil.

PT Bank Syariah Indonesia Tbk (BSI)

Pada tanggal 30 September 2024, EMR, entitas anak, menandatangani akad penyaluran dana investasi pembiayaan terikat dengan BSI, dengan plafon sampai dengan sebesar Rp 750.000.000.000 untuk jangka waktu 3 (tiga) bulan atau selambat-lambatnya 30 Desember 2024.

PT Bank Syariah Indonesia Tbk (BSI)

On September 30, 2024, EMR, a subsidiary, signed an *akad penyaluran dana investasi pembiayaan terikat* with BSI, with a limit up to Rp 750,000,000,000 for a period of three (3) months or no later than December 30, 2024.

Pinjaman ini dijamin antara lain dengan aset EMR.

This loan is secured with EMR's assets.

Pinjaman ini mewajibkan Peminjam untuk mempertahankan rasio keuangan tertentu.

This loan requires the Borrowers to maintain certain financial ratios.

Pada tanggal 31 Desember 2024, fasilitas ini telah dilunasi.

As of December 31, 2024, this facility has been paid.

Pemenuhan Persyaratan Pinjaman

Sesuai dengan ketentuan dalam perjanjian kredit, Grup diharuskan untuk menjaga beberapa rasio keuangan tertentu. Pada tanggal 31 Desember 2025 dan 2024, Grup telah memenuhi persyaratan dan ketentuan tersebut.

Compliance with Loan Covenant

In accordance with the loan agreements, the Group is required to maintain certain financial ratios. As of December 31, 2025 and 2024, the Group is in compliance with the related terms and conditions.

19. Utang Usaha / Trade Accounts Payable

Akun ini merupakan utang Grup kepada pemasok dan kontraktor sehubungan dengan kegiatan operasional Grup, dengan rincian sebagai berikut:

This account consists of the Group's payable to suppliers and contractors in relation to Group's operations, with details as follows:

a. Berdasarkan Pemasok/Kontraktor / By Supplier/Contractor

	2025	2024	
Pihak berelasi (Catatan 39)	10.315.012	4.684.061	Related parties (Note 39)
Pihak ketiga			Third parties
PT Putra Perkasa Abadi	104.076.424	66.433.711	PT Putra Perkasa Abadi
PT Cipta Kridatama	77.179.961	53.646.974	PT Cipta Kridatama
Lain-lain (masing-masing kurang dari US$ 20.000.000)	152.412.368	145.631.159	Others (less than US$ 20,000,000 each)
Jumlah	333.668.753	265.711.844	Subtotal
Jumlah	343.983.765	270.395.905	Total

b. Berdasarkan Umur

Analisa umur utang usaha dihitung dari tanggal faktur adalah sebagai berikut:

b. By Age

The aging analysis of trade accounts payable from the date of invoice follows:

	2025	2024	
Belum jatuh tempo	233.429.735	188.116.071	Not yet due
Jatuh tempo:			Due date:
Kurang dari 1 bulan	92.061.797	62.697.778	Less than 1 month
1 bulan - 2 bulan	816.448	4.252.010	1 month - 2 months
2 bulan - 3 bulan	4.251.089	3.852.700	2 months - 3 months
Lebih dari 3 bulan	13.424.696	11.477.346	More than 3 months
Jumlah	343.983.765	270.395.905	Total

c. Berdasarkan Mata Uang

c. By Currency

	2025	2024	
Rupiah (Catatan 40)	318.549.491	206.570.317	Rupiah (Note 40)
Dolar Amerika Serikat	25.426.849	62.464.912	U.S. Dollar
Dolar Singapura (Catatan 40)	7.425	49.719	Singapore Dollar (Note 40)
Yuan Cina (Catatan 40)	-	1.295.899	China Yuan (Note 40)
Ringgit Malaysia (Catatan 40)	-	15.058	Malaysian Ringgit (Note 40)
Jumlah	343.983.765	270.395.905	Total

20. Utang Lain-lain

20. Other Accounts Payable

	2025	2024	
Pihak berelasi (Catatan 39)			Related parties (Note 39)
Jangka pendek	8.445.628	14.044.025	Current
Pihak ketiga			Third parties
Jangka pendek			Current
Kontraktor	185.012.102	127.887.265	Contractor
Lain-lain	7.363.031	6.557.372	Others
Jumlah	192.375.133	134.444.637	Subtotal
Jangka panjang			Noncurrent
Lain-lain	79.386	2.000	Others
Jumlah	192.454.519	134.446.637	Total
Jumlah	200.900.147	148.490.662	Total

21. Uang Muka Pelanggan dan Pendapatan Diterima Dimuka

Uang muka pelanggan merupakan penerimaan kas dari pelanggan sehubungan dengan kontrak penjualan barang dan/atau jasa yang belum direalisasikan pada tanggal pelaporan.

Pendapatan diterima dimuka merupakan penerimaan kas dari pelanggan yang berkaitan dengan penyerahan jasa yang manfaat ekonominya akan direalisasikan pada periode pelaporan berikutnya, yang timbul terutama akibat perbedaan waktu pengakuan pendapatan (*cut-off*) antara periode penerimaan pembayaran dan periode pemenuhan kewajiban pelaksanaan sesuai kontrak.

21. Advances from Customers and Unearned Revenues

Advances from customer represent cash receipts from customers in connection with sales contracts for goods and/or services that have not been realized as of the reporting date.

Unearned revenue represents cash receipts from customers related to the delivery of services for which the economic benefits will be realized in the next reporting period, arising primarily from differences in revenue recognition timing (cut-off) between the period in which payment is received and the period in which performance obligations under the contract are fulfilled.

22. Utang Pajak / 22. Taxes Payable

	2025	2024	
Pajak Penghasilan Badan	9.292.620	445.937	Corporate Income Tax
Pajak Penghasilan			Income Taxes
Pasal 4(2)	1.018.952	728.651	Article 4(2)
Pasal 15	121.002	150.590	Article 15
Pasal 21	118.604	302.544	Article 21
Pasal 22	-	12.810	Article 22
Pasal 23	3.464.806	4.682.737	Article 23
Pasal 25	10.140	-	Article 25
Pasal 26	36.065	28.884	Article 26
Pajak Pertambahan Nilai - bersih	3.139.288	1.448.272	Value Added Tax - net
Jumlah	17.201.477	7.800.425	Total

Besarnya pajak yang terutang ditetapkan berdasarkan perhitungan pajak yang dilakukan sendiri oleh Perusahaan dan entitas anak yang bersangkutan (*self-assessment*). Kantor Pajak dapat melakukan pemeriksaan atas perhitungan pajak tersebut sebagaimana ditetapkan dalam Undang-Undang mengenai Ketentuan Umum dan Tata Cara Perpajakan.

The tax returns filed are based on the Company and its subsidiaries own calculation of tax liabilities (self-assessment). The tax authorities may conduct a tax audit on the Company and its subsidiaries within a certain period based on the Law of General Provision and Administration of Taxation.

23. Beban Akrual / 23. Accrued Expenses

	2025	2024	
Operasional segmen teknologi	10.431.435	6.491.034	Technology segment operations
Pemeliharaan dan perbaikan	9.508.000	9.271.245	Repairs and maintenance
Gaji	8.861.395	5.286.618	Salaries
Bunga	7.994.669	7.815.420	Interest
Beban area tambang	5.560.448	5.904.047	Site expenses
Jasa profesional	1.026.284	948.031	Professional fees
Penggarapan lahan	972.863	1.010.183	Land exploitation
Royalti	800.461	1.263.402	Royalty
Lain-lain	14.937.137	13.035.400	Others
Jumlah	60.092.692	51.025.380	Total

24. Utang Bank dan Lembaga Keuangan Jangka Panjang / Long-term Loans from Banks and Financial Institutions

	2025	2024	
Pihak ketiga			Third parties
Rupiah (Catatan 40)			Rupiah (Note 40)
PT Bank Mandiri (Persero) Tbk	562.584.564	309.080.643	PT Bank Mandiri (Persero) Tbk
PT Bank Central Asia Tbk	129.087.172	95.114.496	PT Bank Central Asia Tbk
PT Bank Syariah Indonesia Tbk	66.994.515	24.240.302	PT Bank Syariah Indonesia Tbk
Jumlah	758.666.251	428.435.441	Total
Biaya transaksi yang belum diamortisasi	(8.928.690)	(8.073.711)	Unamortized transaction costs
Bersih	749.737.561	420.361.730	Net
Dolar Amerika Serikat			U.S. Dollar
PT Bank Mandiri (Persero) Tbk	136.047.500	178.677.500	PT Bank Mandiri (Persero) Tbk
PT Bank Central Asia Tbk	88.440.000	15.480.000	PT Bank Central Asia Tbk
PT Bank Woori Saudara Indonesia 1906 Tbk	6.727.500	8.797.500	PT Bank Woori Saudara Indonesia 1906 Tbk
Jumlah	231.215.000	202.955.000	Total
Biaya transaksi yang belum diamortisasi	(1.703.250)	(2.271.000)	Unamortized transaction costs
Bersih	229.511.750	200.684.000	Net
Jumlah	979.249.311	621.045.730	Total
Dikurangi bagian yang akan jatuh tempo dalam satu tahun			Less current portion
PT Bank Mandiri (Persero) Tbk	51.120.537	45.975.328	PT Bank Mandiri (Persero) Tbk
PT Bank Central Asia Tbk	24.061.941	24.037.270	PT Bank Central Asia Tbk
PT Bank Woori Saudara Indonesia 1906 Tbk	2.070.000	2.070.000	PT Bank Woori Saudara Indonesia 1906 Tbk
PT Bank Syariah Indonesia Tbk	812.209	456.542	PT Bank Syariah Indonesia Tbk
Jumlah	78.064.687	72.539.140	Total
Biaya transaksi yang belum diamortisasi	(2.518.613)	(2.105.614)	Unamortized transaction costs
Bersih	75.546.074	70.433.526	Net
Bagian yang akan jatuh tempo lebih dari satu tahun	903.703.237	550.612.204	Long-term portion
Suku bunga rata-rata per tahun:			Average interest rates per annum:
Rupiah	3,00% - 8,00%	8,00% - 9,75%	Rupiah
Dolar Amerika Serikat	5,43% - 5,96%	6,75% - 6,93%	U.S. Dollar

Perjanjian Kredit Sindikasi PT Bank Central Asia Tbk (BCA), PT Bank Mandiri (Persero) Tbk (MANDIRI), PT Bank Syariah Indonesia Tbk (BSI), dan PT Sarana Multi Infrastruktur (Persero) (SMI)

Pada tanggal 3 Juli 2023, EMR, entitas anak, menandatangani perjanjian kredit sindikasi dari BCA, MANDIRI, BSI, dan SMI untuk jangka waktu 7 (tujuh) tahun dengan plafon sampai dengan sebesar Rp 2.000.000.000.000 dan opsi akordeon sebesar Rp 1.000.000.000.000. Fasilitas ini dijamin antara lain dengan aset entitas anak.

Pada tanggal 27 Maret 2024, EMR, entitas anak, menandatangani akta perubahan dan pernyataan kembali atas perjanjian kredit sindikasi dari BCA, MANDIRI, BSI, dan SMI untuk mengambil opsi akordeon dengan jangka waktu 7 (tujuh) tahun, sehingga plafon atas perjanjian kredit ini menjadi Rp 3.000.000.000.000.

Pada tanggal 21 Mei 2024, EMR, entitas anak, melakukan penarikan pinjaman sindikasi sebesar Rp 1.000.000.000.000.

Pinjaman ini mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

Pada tanggal 20 September 2024, fasilitas ini telah dilunasi.

Syndicated Credit Agreement PT Bank Central Asia Tbk (BCA), PT Bank Mandiri (Persero) Tbk (MANDIRI), PT Bank Syariah Indonesia Tbk (BSI), and PT Sarana Multi Infrastruktur (Persero) (SMI)

On July 3, 2023, EMR, a subsidiary, signed a syndicated credit agreement with BCA, MANDIRI, BSI, and SMI for a seven (7) year period with limit up to Rp 2,000,000,000,000 and an accordion option of Rp 1,000,000,000,000. This financing is secured, among others, with the assets of the subsidiaries.

On March 27, 2024, EMR, a subsidiary, signed a deed of amendment and restatement of the syndicated credit agreement from BCA, MANDIRI, BSI and SMI to take an accordion option for a seven (7) year period, so that the ceiling on this credit agreement became Rp 3,000,000,000,000.

On May 21, 2024, EMR, a subsidiary, had drawdown from syndicated loan facility amounting to Rp 1,000,000,000,000.

This loan requires the borrowers to maintain certain financial ratios.

On September 20, 2024, this facility has been paid.

PT Sarana Multi Infrastruktur (Persero) (SMI)

Perusahaan

Pada tanggal 26 Agustus 2021, Perusahaan menandatangani perjanjian fasilitas pembiayaan dengan SMI, dengan plafon sampai dengan sebesar US$ 23.400.000, untuk jangka waktu 4 (empat) tahun 9 (sembilan) bulan. Fasilitas ini dijamin antara lain dengan aset Perusahaan. Pinjaman ini telah dilunasi pada Januari 2024.

Pinjaman ini mewajibkan Peminjam untuk mempertahankan rasio keuangan tertentu.

EMR

Pada tanggal 19 Juli 2022, EMR, entitas anak, menandatangani perjanjian fasilitas pembiayaan dengan SMI, dengan plafon sampai dengan sebesar Rp 397.992.000.000 untuk jangka waktu sampai dengan 25 Desember 2027. Pinjaman ini dijamin dengan aset EMR. Perusahaan. Pinjaman ini telah dilunasi pada 20 September 2024.

Pinjaman ini mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

PT Sarana Multi Infrastruktur (Persero) (SMI)

The Company

On August 26, 2021, the Company signed a financing facility agreement with SMI, with limit up to US$ 23,400,000, for a four (4) year and nine (9) month period. This financing is secured, among others, by the Company's assets. This loan has been paid in January 2024.

This loan requires the Borrowers to maintain certain financial ratios.

EMR

On July 19, 2022, EMR, a subsidiary, signed a financing facility agreement with SMI, with a limit up to Rp 397,992,000,000, which is valid until December 25, 2027. This financing is secured, among others, by EMR's assets. This loan has been paid on September 20, 2024.

This loan requires the borrowers to maintain certain financial ratios.

Perjanjian Kredit Sindikasi PT Bank Mandiri (Persero) Tbk (MANDIRI) dan PT Bank Woori Saudara Indonesia 1906 Tbk (BWS)

Pada tanggal 20 Januari 2022, Perusahaan menandatangani perjanjian fasilitas pinjaman berjangka dengan MANDIRI dan BWS dengan plafon sampai dengan sebesar US$ 150.000.000 untuk jangka waktu 60 (enam puluh) bulan. Fasilitas ini dijamin antara lain dengan aset Perusahaan. Fasilitas ini akan digunakan antara lain untuk pengembangan usaha Perusahaan dan entitas anak. Pinjaman ini telah dilunasi pada tanggal 29 Desember 2023.

Pada tanggal 27 Desember 2023, Perusahaan menandatangani perjanjian fasilitas pinjaman berjangka dengan kreditur sindikasi yang terdiri dari MANDIRI dan BWS dengan plafon sampai dengan sebesar US$ 181.500.000. Fasilitas tersebut berlaku sampai dengan 31 Desember 2028. Fasilitas pinjaman ini dijamin antara lain dengan aset Perusahaan.

Berdasarkan Adendum I Perjanjian Kredit Sindikasi pada tanggal 23 Februari 2024, plafon pinjaman kredit ini berubah menjadi US$ 173.500.000.

Pinjaman ini mewajibkan Peminjam untuk mempertahankan rasio keuangan tertentu.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman yang terutang dari fasilitas masing-masing sebesar US$ 112.775.000 dan US$ 147.475.000.

Syndicated Credit Agreement PT Bank Mandiri (Persero) Tbk (MANDIRI) and PT Bank Woori Saudara Indonesia 1906 Tbk (BWS)

On January 20, 2022, the Company signed a term loan facility agreement with MANDIRI and BWS with a limit up to US$ 150,000,000 for sixty (60) month period. This loan is secured, among others, against assets of the Company. This facility will be used, among others, for the business development of the Company and its subsidiaries. This loan has been paid on December 29, 2023.

On December 27, 2023, the Company signed a term loan facility agreement with syndicated creditors consisting of MANDIRI and BWS with a limit of up to US$ 181,500,000. This facility is valid until December 31, 2028. This loan facility is secured by, among others, assets owned by the Company.

Based on Addendum I of the Syndicated Credit Agreement on February 23, 2024, the credit loan ceiling was changed to US$ 173,500,000.

This loan requires the Borrowers to maintain certain financial ratios.

As of December 31, 2025 and 2024, the outstanding balance of the facility amounted to US$ 112,775,000 and US$ 147,475,000, respectively.

PT Bank Mandiri (Persero) Tbk (MANDIRI)

BORNEO

Pada tanggal 31 Juli 2023, berdasarkan Akta Perjanjian Kredit Sindikasi No. WCO.KP/1119/TLN/2023 No. 208, MANDIRI, GEM, BORNEO, BSL, KIM dan RCI, menyetujui jenis dan batasan pinjaman *Tranche* A - *Term Loan* maksimum US$ 50.000.000.

Jaminan untuk fasilitas ini adalah piutang usaha (Catatan 6) dan aset tetap (Catatan 14) tertentu yang dimiliki oleh GEM Grup dan gadai saham.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman yang terutang masing-masing sebesar US$ 30.000.000 dan US$ 40.000.000.

PT Bank Mandiri (Persero) Tbk (MANDIRI)

BORNEO

As of July 31, 2023, based on the Deed of Syndicated Loan Agreement No. WCO.KP/1119/TLN/2023 No. 208, MANDIRI, GEM, BORNEO, BSL, KIM and RCI, agree on type and limit of the facility Tranche A - Term Loan maximum US$ 50,000,000.

The collaterals for this loan include certain trade accounts receivable (Note 6) and property and equipment (Note 14) of GEM Group and pledge of shares.

As of December 31, 2025 and 2024, the outstanding loan balance amounted to US$ 30,000,000 and US$ 40,000,000, respectively.

Perjanjian Kredit Term Loan

Pada tanggal 10 Desember 2025, berdasarkan Akta Perjanjian Kredit Term Loan No. WCO/CORP1/1914/TLN/2025, MANDIRI setuju memberikan fasilitas kredit kepada BORNEO, entitas anak, dengan limit maksimal sebesar Rp 900.000.000.000.

Pinjaman ini mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

Pada tanggal 31 Desember 2025, saldo pinjaman yang terutang sebesar US$ 53.628.888.

Fasilitas tersebut memiliki jangka waktu masing masing 5 (lima) dan 7 (tujuh) tahun.

EMR

Pada tanggal 17 September 2024, EMR, entitas anak, menandatangani perjanjian fasilitas kredit pinjaman berjangka I dari MANDIRI untuk jangka waktu 7 (tujuh) tahun dengan plafon sampai dengan sebesar Rp 4.400.000.000.000 dan fasilitas kredit pinjaman berjangka II sebesar Rp 1.000.000.000.000.

Berdasarkan Adendum I fasilitas kredit pinjaman berjangka I pada tanggal 26 September 2024, plafon pinjaman fasilitas kredit pinjaman berjangka ini berubah menjadi Rp 4.005.374.784.535.

Pada tanggal 27 Agustus 2025, EMR, entitas anak, menandatangani perjanjian fasilitas *term loan* dengan MANDIRI, dengan limit sebesar Rp 3.600.000.000.000 untuk jangka waktu 7 (tujuh) tahun dan digunakan antara lain untuk pembiayaan belanja modal.

Pinjaman ini mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman yang terutang masing-masing sebesar Rp 8.541.294.162.767 (setara US$ 508.955.676) dan Rp 4.995.361.347.574 (setara US$ 309.080.643).

PT Bank Permata Tbk (PERMATA)

Pada tanggal 18 Juli 2019, MAL, entitas anak, menandatangani perjanjian fasilitas pinjaman dengan PERMATA dengan jumlah maksimum pinjaman sebesar US$ 14.893.336, dengan jangka waktu 5 (lima) tahun. Pinjaman ini dijamin dengan piutang usaha (Catatan 6) dan gadai saham. Pinjaman ini telah dilunasi pada Oktober 2024.

Term Loan Agreement

As of December 10, 2025, based on the Deed of Term Loan Agreement No. WCO/CORP1/1914/TLN/2025, MANDIRI agreed to provide a credit facility to BORNEO, a subsidiary, with maximum limit of Rp 900,000,000,000.

This loan requires the borrowers to maintain certain financial ratios.

As of December 31, 2025, the outstanding loan balance amounted to US$ 53,628,888.

The facilities have a term of five (5) and seven (7) years, respectively.

EMR

On September 17, 2024, EMR, a subsidiary, signed a credit facility term loan I from MANDIRI for a seven (7) years period with limit up to Rp 4,400,000,000,000 and a credit facility term loan II of Rp 1,000,000,000,000.

Based on Addendum I credit facility term loan I on September 26, 2024, the credit facility term loan ceiling was changed to Rp 4,005,374,784,535.

On August 27, 2025, EMR, a subsidiary, signed a term loan agreement with MANDIRI with a facility limit up to Rp 3,600,000,000,000 for seven (7) year period and to be used, among others, to working capital needs.

This loan requires the borrowers to maintain certain financial ratios.

As of December 31, 2025 and 2024, the outstanding loan balance amounted to Rp 8,541,294,162,767 (equivalent to US$ 508,955,676) and Rp 4,995,361,347,574 (equivalent to US$ 309,080,643), respectively.

PT Bank Permata Tbk (PERMATA)

On July 18, 2019, MAL, a subsidiary, signed a loan facility agreement with PERMATA with a maximum loan of US$ 14,893,336, with a term of five (5) years. These loan facilities are collateralized by trade accounts receivable (Note 6) and pledge of shares. This loan has been paid on October 2024.

Pada tanggal 18 Juli 2019, BBEP, entitas anak, menandatangani perjanjian fasilitas pinjaman dengan PERMATA dengan jumlah maksimum pinjaman sebesar US$ 2.000.000, dengan jangka waktu 5 (lima) tahun. Pinjaman ini dijamin dengan piutang usaha (Catatan 6) dan gadai saham. Pinjaman ini telah dilunasi pada Oktober 2024.

On July 18, 2019, BBEP, a subsidiary, has signed a loan facility agreement with PERMATA with a maximum loan of US$ 2,000,000, with a term of five (5) years. These loan facilities are collateralized by trade accounts receivable (Note 6) and pledge of shares. This loan has been paid on October 2024.

PT Indonesia Infrastructure Finance (IIF)

PT Indonesia Infrastructure Finance (IIF)

Pada tanggal 18 Desember 2020, EMR, entitas anak, memperoleh Fasilitas Pinjaman Berjangka Senior maksimum sebesar Rp 773.000.000.000 dari IIF untuk pembelian saham baru yang diterbitkan IMI, entitas anak, dan melunasi pinjaman pemegang saham EMR. Fasilitas pinjaman tersebut di bayar dalam jangka waktu 7 (tujuh) tahun. Pada tanggal 27 Juni 2023, fasilitas ini diperpanjang sampai dengan 18 Desember 2029. Pinjaman ini dijamin antara lain dengan aset Grup. Pinjaman ini telah dilunasi pada tanggal 20 September 2024.

On December 18, 2020, EMR, a subsidiary, obtained a Senior Term Loan Facility of a maximum Rp 773,000,000,000 from IIF for the purchase of new share issued by IMI, a subsidiary, and to settle EMR's shareholder loan. The loan facility will be repaid in seven (7) years. On June 27, 2023, this facility has been extended until December 18, 2029. The loan is collateralized by the Group's assets, among others. This loan has been paid on September 20, 2024.

PT Bank Syariah Indonesia Tbk (BSI)

PT Bank Syariah Indonesia Tbk (BSI)

EMR

EMR

Pada tanggal 1 September 2021, EMR, entitas anak, menandatangani Perjanjian *Line Facility* dengan BSI dengan plafon sampai dengan sebesar Rp 400.000.000.000 untuk jangka waktu 84 (delapan puluh empat) bulan. Fasilitas ini dijaminkan antara lain dengan aset EMR.

On September 1, 2021, EMR, a subsidiary, signed a Line Facility Agreement term loan with BSI with a limit up to Rp 400,000,000,000 for an eighty four (84) month period. This loan is secured with EMR's assets.

Berdasarkan Adendum III pada tanggal 19 Desember 2024, plafon pinjaman fasilitas kredit pinjaman berjangka ini berubah menjadi Rp 381.524.819.408 untuk jangka waktu selambat-lambatnya 30 Desember 2031.

Based on Addendum III dated December 19, 2024, the credit facility term loan ceiling was changed to Rp 381,524,819,408 for a period no later than December 30, 2031.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman yang terutang masing-masing sebesar Rp 375.801.947.116 (setara US$ 22.393.156) dan Rp 380.571.007.361 (setara US$ 23.547.272).

As of December 31, 2025 and 2024, the outstanding loan balance amounted to Rp 375,801,947,116 (equivalent to US$ 22,393,156) and Rp 380,571,007,361 (equivalent to US$ 23,547,272), respectively.

Pada tanggal 19 Desember 2024, EMR, entitas anak, menandatangani akad penyaluran dana investasi pembiayaan terikat dengan BSI, dengan plafon sampai dengan sebesar Rp 750.000.000.000 untuk jangka waktu selambat-lambatnya 30 Desember 2031. Pinjaman ini dijamin antara lain dengan aset EMR.

On December 19, 2024, EMR, a subsidiary, signed an *akad penyaluran dana investasi pembiayaan terikat* with BSI, with a limit up to Rp 750,000,000,000 for a period no later than December 30, 2031. This loan is secured with EMR's assets.

Pinjaman ini mewajibkan Peminjam untuk mempertahankan rasio keuangan tertentu.

This loan requires the Borrowers to maintain certain financial ratios.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman yang terutang masing-masing sebesar Rp 748.500.000.000 (setara US$ 44.601.359) dan nihil.

As of December 31, 2025 and 2024, the outstanding loan balance amounted to Rp 748,500,000,000 (equivalent to US$ 44,601,359) and nil, respectively.

SMSS

Pada tanggal 9 Januari 2024, SMSS, entitas anak, menandatangani Akad Pembiayaan Prinsip Musyarakah dengan BSI, dengan plafon sampai dengan sebesar Rp 5.212.008.205 untuk jangka waktu sampai dengan Juli 2027. Fasilitas ini dijaminkan antara lain dengan aset dan piutang SMSS.

Pada tanggal 9 Januari 2024, SMSS, entitas anak, menandatangani Perjanjian *Line Facility* dengan BSI dengan plafon sampai dengan sebesar Rp 15.400.000.000 untuk jangka waktu 72 (tujuh puluh dua) bulan. Fasilitas ini dijaminkan antara lain dengan aset dan piutang SMSS.

Pada tanggal 19 November 2025, fasilitas ini telah dilunasi.

Pinjaman ini mewajibkan Peminjam untuk mempertahankan rasio keuangan tertentu.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman yang terutang masing-masing sebesar nihil dan Rp 11.200.752.799 (setara US$ 693.030).

PT Bank Central Asia Tbk (BCA)

RKN

Pada tanggal 11 Januari 2023, RKN menandatangani perjanjian fasilitas *Project Financing* sebesar Rp 8.400.000.000 untuk jangka waktu 5 (lima) tahun.

Pinjaman ini mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman yang terutang masing-masing sebesar Rp 2.164.928.346 (setara US$ 129.003) dan Rp 3.204.082.361 (setara US$ 198.248).

SKS

Pada tanggal 31 Oktober 2023, SKS, entitas anak, memperoleh fasilitas pinjaman dari BCA berupa fasilitas Kredit Investasi dibagi menjadi 2 yaitu *Tranche* A dengan limit Rp 248.772.286.084 dan *Tranche* B dengan limit Rp 67.227.713.916 dengan jangka waktu 5 (lima) tahun. Pinjaman ini dijamin dengan piutang usaha dan gadai saham.

Pinjaman ini mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

SMSS

On January 9, 2024, SMSS, a subsidiary, signed an *Akad Pembiayaan Prinsip Musyarakah* with BSI, with a limit up to Rp 5,212,008,205 for a period until July 2027. This loan is secured with SMSS' assets and receivables.

On January 9, 2024, SMSS, a subsidiary, signed a Line Facility Agreement term loan with BSI with a limit up to Rp 15,400,000,000 for a seventy two (72) months period. This loan is secured with SMSS' assets and receivables.

On November 19, 2025, this facility has been paid.

This loan requires the Borrowers to maintain certain financial ratios.

As of December 31, 2025 and 2024, the outstanding loan balance amounted to nil and Rp 11,200,752,799 (equivalent to US$ 693,030), respectively.

PT Bank Central Asia Tbk (BCA)

RKN

On January 11, 2023, RKN signed a Project Financing facility amounting to Rp 8,400,000,000 for five (5) year period.

This loan requires the borrower to maintain certain financial ratios.

As of December 31, 2025 and 2024, the outstanding loan balance amounted to Rp 2,164,928,346 (equivalent to US$ 129,003) and Rp 3,204,082,361 (equivalent to US$ 198,248), respectively.

SKS

On October 31, 2023, SKS, a subsidiary, obtained loan facilities from BCA consisting of a Term Loan divided into Tranche A with a limit of Rp 248,772,286,084 and Tranche B with a limit of Rp 67,227,713,916 with a term of five (5) years. These loan facilities are collateralized by trade accounts receivable and pledge of shares.

This loan requires the borrowers to maintain certain financial ratios.

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman yang terutang masing-masing sebesar Rp 164.176.000.000 (setara US$ 9.782.862) dan Rp 308.416.000.000 (setara US$ 19.082.787).

As of December 31, 2025 and 2024, the outstanding loan balance amounted to Rp 164,176,000,000 (equivalent to US$ 9,782,862) and Rp 308,416,000,000 (equivalent to US$ 19,082,787), respectively.

Perusahaan

Pada tanggal 18 Desember 2023, Perusahaan menandatangani perjanjian Fasilitas Kredit Investasi I dengan BCA dengan plafon sampai dengan sebesar US$ 197.000.000. Fasilitas tersebut berlaku sampai dengan 2029. Fasilitas pinjaman ini dijamin antara lain dengan aset Perusahaan.

Berdasarkan Adendum I pada tanggal 18 Desember 2024, Perusahaan menandatangani tambahan fasilitas Kredit Multifasilitas yang terdiri dari fasilitas *Time Loan Revolving* dan Fasilitas Kredit Investasi II dengan plafon sampai dengan US$ 200.000.000.

Pinjaman ini mewajibkan peminjam untuk mempertahankan rasio keuangan tertentu.

Pada tahun 2025, Perusahaan melakukan pembayaran fasilitas ini sebesar Rp 979.783.750.000 (setara dengan US$ 59.478.999).

Pada tanggal 31 Desember 2025 dan 2024, saldo pinjaman yang terutang masing-masing sebesar US$ 88.440.000 dan US$ 91.313.461.

The Company

On December 18, 2023, the Company signed an Investment Credit Facility I agreement with BCA with a limit of up to US$ 197,000,000. This facility is valid until 2029. This loan facility is secured by, among others, assets owned by the Company.

Based on Addendum I on December 18, 2024, the Company signed an additional Multifacility Credit consisting of Time Loan Revolving Facility and Investment Credit Facility II with limit of up to US$ 200,000,000.

This loan requires the borrowers to maintain certain financial ratios.

In 2025, the Company made payments of loan facility amounting to Rp 979,783,750,000 (equivalent to US$ 59,478,999).

As of December 31, 2025 and 2024, the outstanding loan balance amounted to US$ 88,440,000 and US$ 91,313,461, respectively.

SMSDP

Pada tanggal 3 November 2025, SMSDP, entitas anak, menandatangani perjanjian kredit dengan BCA dengan plafon sampai dengan sebesar Rp 400.000.000.000. Fasilitas pinjaman tersebut akan digunakan, antara lain, untuk pengembangan bisnis pusat data. Fasilitas pinjaman dijamin, antara lain, dengan pemberian jaminan perusahaan dari Perusahaan.

Pada tanggal 31 Desember 2025, saldo pinjaman yang terutang sebesar nihil.

SMSDP

On November 3, 2025, SMSDP, a subsidiary, signed a loan agreement with BCA with a limit of up to Rp 400,000,000,000. The loan facility will be used, among others, for its data center business development. The loan facility is secured, among others, by the provision of a corporate guarantee from the Company.

As of December 31, 2025, the outstanding loan balance amounted to nil.

EMR

Pada tanggal 12 Desember 2025, EMR, entitas anak, menandatangani perjanjian kredit dengan BCA dengan plafon sampai dengan sebesar Rp 2.000.000.000.000. Fasilitas pinjaman tersebut akan digunakan, antara lain belanja modal. Fasilitas pinjaman dijamin, antara lain, dengan pemberian jaminan perusahaan dari Perusahaan.

EMR

On December 12, 2025, EMR, a subsidiary, signed a loan agreement with BCA with a limit of up to Rp 2,000,000,000,000. The loan facility will be used, among others, for capital expenditure. The loan facility is secured, among others, by the provision of a corporate guarantee from the Company.

Pada tanggal 31 Desember 2025, saldo pinjaman yang terutang sebesar Rp 2.000.000.000.000 (setara dengan US$ 119.175.307).

As of December 31, 2025, the outstanding loan balance amounted to Rp 2,000,000,000,000 (equivalent to US$ 119,175,307).

Jadwal pembayaran utang bank dan lembaga keuangan jangka panjang pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The payment schedule for the long-term loans from banks and financial institutions as of December 31, 2025 and 2024 follows:

	2025	2024	
Jatuh tempo dalam:			Due within:
Satu tahun	78.064.687	72.539.140	One year
Dua tahun	82.609.453	76.748.496	Two years
Tiga tahun	115.563.633	80.434.932	Three years
Empat tahun	130.781.457	115.928.123	Four years
Lima tahun	233.118.055	77.138.678	Five years
Lebih dari lima tahun	349.743.966	208.601.072	More than five years
Jumlah	989.881.251	631.390.441	Total
Biaya transaksi yang belum diamortisasi	(10.631.940)	(10.344.711)	Unamortized transaction cost
Bersih	979.249.311	621.045.730	Net

Pemenuhan Persyaratan Pinjaman

Sesuai dengan ketentuan dalam perjanjian kredit, Grup diharuskan untuk menjaga beberapa rasio keuangan tertentu. Grup juga diharuskan memenuhi beberapa persyaratan serta ketentuan mengenai Anggaran Dasar, kegiatan usaha, dividen, aksi korporasi, kegiatan pembiayaan dan lainnya. Pada tanggal 31 Desember 2025 dan 2024, Grup telah memenuhi persyaratan dan ketentuan tersebut.

Compliance with Loan Covenant

In accordance with the loan agreements, the Group is required to maintain certain financial ratios. The Group is also required to comply with certain terms and conditions relating to its Articles of Association, the nature of the business, dividends, corporate actions, financing activities and other matters. As of December 31, 2025 and 2024, the Group is in compliance with the related terms and conditions.

25. Liabilitas sewa pembiayaan / 25. Lease liabilities

	2025	2024	
Pihak berelasi (Catatan 39)	239.449	17.191	Related parties (Note 39)
Pihak ketiga			Third parties
PT Mora Telematika Indonesia Tbk	6.928.288	3.805.535	PT Mora Telematika Indonesia Tbk
PT Integrasi Jaringan Ekosistem	1.158.323	1.261.307	PT Integrasi Jaringan Ekosistem
PT Orix Indonesia Finance	424.132	1.091.959	PT Orix Indonesia Finance
Lain-lain	878.561	867.112	Others
Jumah	9.628.753	7.043.104	Total
Dikurangi:			Less:
Bagian yang akan jatuh tempo dalam satu tahun	5.029.938	5.459.376	Current portion
Bagian jangka panjang	4.598.815	1.583.728	Long-term portion

Liabilitas sewa pembiayaan lain-lain terutama terkait perjanjian sewa untuk berbagai item sewa gedung dan kendaraan yang digunakan untuk operasional. Sewa gedung dan kendaraan mempunyai jangka waktu antara 3 (tiga) sampai 5 (lima) tahun.

Others lease liabilities primarily relate to lease contracts for various items of properties and vehicles used in operations. Lease of properties and vehicles generally have lease terms of three (3) to five (5) years.

26. Utang Obligasi / 26. Bonds Payable

	2025	2024	
Nilai nominal	235.742.164	243.985.893	Nominal value
Biaya emisi yang belum diamortisasi	(1.573.320)	(1.919.715)	Unamortized bond issuance costs
Bersih	234.168.844	242.066.178	Net
Dikurangi:			Less:
Bagian yang akan jatuh tempo dalam satu tahun	-	15.083.220	Current portion
Biaya emisi yang belum diamortisasi	-	(91.658)	Unamortized bond issuance costs
Bersih	-	14.991.562	Net
Bagian yang akan jatuh tempo lebih dari satu tahun	234.168.844	227.074.616	Long-term portion

Pada tanggal 19 April 2024, Perusahaan telah menerbitkan Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap I Tahun 2024 dengan jumlah pokok obligasi sebesar Rp 350.000.000.000, yang terdiri dari obligasi seri A sebesar Rp 150.250.000.000 dengan tingkat bunga tetap sebesar 8,25% dan jangka waktu 3 (tiga) tahun serta obligasi seri B sebesar Rp 199.750.000.000 dengan tingkat bunga tetap sebesar 8,75% dan jangka waktu 5 (lima) tahun.

On April 19, 2024, the Company has issued the Shelf Registration Bonds I Dian Swastatika Sentosa Phase I Year 2024 with the principal amount amounting to Rp 350,000,000,000 consisting of A-series bonds of Rp 150,250,000,000 with a fixed annual interest rate of 8.25% and a term of three (3) years and B-series bonds of Rp 199,750,000,000 with a fixed annual interest rate of 8.75% and a term of five (5) years.

Pada tanggal 6 Juni 2024, Perusahaan telah menerbitkan Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 dengan jumlah pokok obligasi sebesar Rp 1.052.520.000.000, yang terdiri dari obligasi seri A sebesar Rp 44.605.000.000 dengan tingkat bunga tetap sebesar 7,50% dan jangka waktu 370 (tiga ratus tujuh puluh) hari, obligasi seri B sebesar Rp 171.225.000.000 dengan tingkat bunga tetap sebesar 8.50% dan jangka waktu 3 (tiga) tahun serta obligasi seri C sebesar Rp 836.690.000.000 dengan tingkat bunga tetap sebesar 9,00% dan jangka waktu 5 (lima) tahun.

On June 6, 2024, the Company has issued the Shelf Registration Bonds I Dian Swastatika Sentosa Phase II Year 2024 with total funds of Rp 1,052,520,000,000 consisting of A-series bonds of Rp 44,605,000,000 with a fixed annual interest rate of 7.50% and a term of three hundred and seventy (370) days, B-series bonds of Rp 171,225,000,000 with a fixed annual interest rate of 8.50% and a term of three (3) years and C-series bonds of Rp 836,690,000,000 with a fixed annual interest rate of 9.00% and a term of five (5) years.

Pada tanggal 16 Juni 2025, Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 seri A ini telah dilunasi.

On June 16, 2025, Shelf Registration Bonds I Dian Swastatika Sentosa Phase II Year 2024 A-series were fully settled.

Pada tanggal 28 November 2024, Perusahaan telah menerbitkan Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 dengan jumlah pokok sebesar Rp 2.540.780.000.000, yang terdiri dari obligasi seri A sebesar Rp 199.170.000.000 dengan tingkat bunga tetap sebesar 6,50% dan jangka waktu 370 (tiga ratus tujuh puluh) hari, obligasi seri B sebesar Rp 857.520.000.000 dengan tingkat bunga tetap sebesar 8,125% dan jangka waktu 3 (tiga) tahun serta obligasi seri C sebesar Rp 1.484.090.000.000 dengan tingkat bunga tetap sebesar 8,625% dan jangka waktu 5 (lima) tahun.

On November 28, 2024, the Company has issued the Shelf Registration I Dian Swastatika Sentosa Phase III Year 2024 with total funds of Rp 2,540,780,000,000 consisting of A-series bonds of Rp 199,170,000,000 with a fixed annual interest rate of 6.50% and a term of three hundred and seventy (370) days, B-series bonds of Rp 857,520,000,000 with a fixed annual interest rate of 8.125% and a term of three (3) years and C-series bonds of Rp 1,484,090,000,000 with a fixed annual interest rate of 8.625% and a term of five (5) years.

Pada tanggal 6 Desember 2025, Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 seri A ini telah dilunasi.

On December 6, 2025, Shelf Registration Bonds I Dian Swastatika Sentosa Phase III Year 2024 A-series were fully settled.

Pada tanggal 10 Oktober 2025, Perusahaan telah menerbitkan Obligasi Berkelanjutan I Dian Swastatika Sentosa Tahap IV Tahun 2025 dengan jumlah pokok sebesar Rp 256.700.000.000 dengan tingkat bunga tetap sebesar 6,875% dan jangka waktu 5 (lima) tahun.

On October 10, 2025, the Company has issued Shelf Registration Bonds I Dian Swastatika Sentosa Phase IV Year 2025 with total funds of Rp 256,700,000,000 with a fixed annual interest rate of 6.875% and a term of five (5) years.

Pembayaran bunga dibayarkan setiap triwulan, sesuai dengan tanggal pembayaran bunga obligasi. Pembayaran bunga pertama dilakukan pada tanggal 18 Juli 2024 sedangkan pembayaran bunga terakhir dilakukan pada tanggal jatuh tempo obligasi.

Interest payment is paid quarterly, in accordance with the bonds interest payment date. The first interest payment was made on July 18, 2024 while the last interest payment will be made on the bonds maturity date.

Seluruh obligasi dijual sebesar harga nominal dan tercatat di Bursa Efek Indonesia, dengan PT Bank KB Indonesia Tbk sebagai Wali Amanat.

All of the bonds were sold at nominal value and listed in the Indonesia Stock Exchange, with PT Bank KB Indonesia Tbk as the Trustee.

Obligasi ini tidak dijamin dengan aset tertentu Perusahaan.

These bonds are not secured by any specific assets of the Company.

Obligasi ini mewajibkan Perusahaan untuk mempertahankan rasio keuangan tertentu.

This bonds require the Company to maintain certain financial ratios.

Hasil pemeringkatan atas obligasi yang diterbitkan oleh PT Pemeringkat Efek Indonesia (PEFINDO) berdasarkan surat pemeringkat tertanggal 3 Desember 2025 adalah idAA (*Double A*).

The result of the ranking of the bonds issued by PT Pemeringkat Efek Indonesia (PEFINDO) based on the rating letter dated December 3, 2025 is idAA (Double A).

Dana yang diperoleh dari hasil penerbitan obligasi digunakan untuk ekspansi bisnis penyediaan jasa internet, ekspansi bisnis pusat data, dan ekspansi bisnis geothermal, pembayaran sebagian pokok bunga dan pinjaman dan kebutuhan modal kerja serta kegiatan umum usaha (*general corporate purposes*), yang termasuk namun tidak terbatas pada biaya operasional.

The proceeds obtained from the issuance of bonds are used for expansion of internet services business, expansion of data center business, and expansion of geothermal power plant business, partial payment of interest and principal loan and working capital needs and general corporate purposes, which include but are not limited to operational costs.

27. Sukuk Mudharabah

27. Sukuk Mudharabah

	2025	2024	
Sukuk mudharabah	152.319.747	96.318.525	Sukuk mudharabah
Bagian jangka pendek	-	15.082.911	Current portion
Bagian jangka panjang	152.319.747	81.235.614	Long-term portion
Jumlah	152.319.747	96.318.525	Total

Pada tanggal 19 April 2024 Perusahaan telah menerbitkan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap I Tahun 2024 dengan total dana sebesar Rp 150.000.000.000, yang terdiri dari Sukuk Mudharabah seri A sebesar Rp 89.000.000.000 dengan bagi hasil setara 8,25% dan jangka waktu 3 (tiga) tahun serta Sukuk Mudharabah seri B sebesar Rp 61.000.000.000 dengan bagi hasil setara 8,75% dan jangka waktu 5 (lima) tahun.

On April 19, 2024, the Company has issued the Shelf Registration Sukuk Mudharabah I Dian Swastatika Sentosa Phase I Year 2024 with the principal amount amounting to Rp 150,000,000,000 consisting of A-series Sukuk Mudharabah of Rp 89,000,000,000 with profit sharing equivalent to 8.25% and a term of three (3) years and B-series Sukuk Mudharabah of Rp 61,000,000,000 with profit sharing equivalent to 8.75% and a term of five (5) years.

Pada tanggal 6 Juni 2024, Perusahaan menerbitkan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 dengan total dana sebesar Rp 447.480.000.000 yang terdiri dari Sukuk Mudharabah seri A sebesar Rp 44.600.000.000 dengan bagi hasil setara 7,50% dan jangka waktu 370 (tiga ratus tujuh puluh) hari, Sukuk Mudharabah seri B sebesar Rp 228.000.000.000 dengan bagi hasil setara 8,50% dan jangka waktu 3 (tiga) tahun serta Sukuk Mudharabah seri C sebesar Rp 174.880.000.000 dengan bagi hasil setara 9,00% dan jangka waktu 5 (lima) tahun.

On June 6, 2024, the Company has issued the Shelf Registration Sukuk Mudharabah I Dian Swastatika Sentosa Phase II Year 2024 with total funds of Rp 447,480,000,000 consisting of A-series Sukuk Mudharabah of Rp 44,600,000,000 with profit sharing equivalent to 7.50% and a term of three hundred and seventy (370) days, B-series Sukuk Mudharabah of Rp 228,000,000,000 with profit sharing equivalent to 8.50% and a term of three (3) years and C-series Sukuk Mudharabah of Rp 174,880,000,000 with profit sharing equivalent to 9.00% and a term of five (5) years.

Pada tanggal 16 Juni 2025, Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap II Tahun 2024 seri A ini telah dilunasi.

On June 16, 2025, Shelf Registration Sukuk Mudharabah I Dian Swastatika Sentosa Phase II Year 2024 A-series were fully settled.

Pada tanggal 28 November 2024, Perusahaan menerbitkan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 dengan total dana sebesar Rp 959.220.000.000 terdiri dari Sukuk Mudharabah seri A sebesar Rp 199.170.000.000 dengan bagi hasil setara 6,50% dan jangka waktu 370 (tiga ratus tujuh puluh) hari, Sukuk Mudharabah seri B sebesar Rp 366.135.000.000 dengan bagi hasil setara 8,125% dan jangka waktu 3 (tiga) tahun serta Sukuk Mudharabah seri C sebesar Rp 393.915.000.000 dengan bagi hasil setara 8,625% dan jangka waktu 5 (lima) tahun.

On November 28, 2024, the Company has issued the Shelf Registration Sukuk Mudharabah I Dian Swastatika Sentosa Phase III Year 2024 with total funds of Rp 959,220,000,000 consisting of A-series Sukuk Mudharabah of Rp 199,170,000,000 with profit sharing equivalent to 6.50% and a term of three hundred seventy (370) days, B-series Sukuk Mudharabah of Rp 366,135,000,000 with profit sharing equivalent to 8.125% and a term of three (3) years and C-series Sukuk Mudharabah of Rp 393,915,000,000 with profit sharing equivalent to 8.625% and a term of five (5) years.

Pada tanggal 6 Desember 2025, Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap III Tahun 2024 seri A ini telah dilunasi.

On December 6, 2025, Shelf Registration Sukuk Mudharabah I Dian Swastatika Sentosa Phase III Year 2024 A-series were fully settled.

Pada tanggal 10 Oktober 2025, Perusahaan telah menerbitkan Sukuk Mudharabah Berkelanjutan I Dian Swastatika Sentosa Tahap IV Tahun 2025 dengan total dana sebesar Rp 1.243.300.000.000 terdiri dari Sukuk Mudharabah seri A sebesar Rp 90.000.000.000 dengan bagi hasil setara 6,25% dan jangka waktu 3 (tiga) tahun serta Sukuk Mudharabah seri B sebesar Rp 1.153.300.000.000 dengan bagi hasil setara 6,875% dan jangka waktu 5 (lima) tahun.

On October 10, 2025, the Company has issued Shelf Registration Sukuk Mudharabah I Dian Swastatika Sentosa Phase IV Year 2025 with total funds of Rp 1,243,300,000,000 consisting of A-series Sukuk Mudharabah of Rp 90,000,000,000 with profit sharing equivalent to 6.25% and a term of three (3) years and B-series Sukuk Mudharabah of Rp 1,153,300,000,000 with profit sharing equivalent to 6.875% and a term of five (5) years.

Pembayaran bagi hasil dibayarkan setiap triwulan, sesuai dengan tanggal pembayaran bagi hasil Sukuk Mudharabah. Pembayaran bagi hasil pertama dilakukan pada tanggal 18 Juli 2024 sedangkan pembayaran bagi hasil terakhir dilakukan pada tanggal jatuh tempo Sukuk Mudharabah.

Profit sharing payment is paid quarterly, in accordance with the Sukuk Mudharabah profit sharing payment date. The first profit sharing payment was made on July 18, 2024 while the last profit sharing payment will be made on the Sukuk Mudharabah maturity date.

Seluruh Sukuk Mudharabah dijual sebesar harga nominal dan tercatat di Bursa Efek Indonesia, dengan PT Bank KB Indonesia Tbk sebagai Wali Amanat.

All of the Sukuk Mudharabah were sold at nominal value and listed in the Indonesia Stock Exchange, with PT Bank KB Indonesia Tbk as the Trustee.

Sukuk Mudharabah ini tidak dijamin dengan aset tertentu Perusahaan.

Sukuk Mudharabah are not secured by any specific assets of the Company.

Hasil pemeringkatan atas Sukuk Mudharabah yang diterbitkan oleh PT Pemeringkat Efek Indonesia (PEFINDO) berdasarkan surat pemeringkat tertanggal 3 Desember 2025 adalah idAA(sy) (*Double A* Syariah).

The result of the ranking of the Sukuk Mudharabah issued by PT Pemeringkat Efek Indonesia (PEFINDO) based on the rating letter dated December 3, 2025 is idAA(sy) (Double A Sharia).

Dana yang diperoleh dari hasil penerbitan obligasi digunakan untuk ekspansi bisnis penyediaan jasa internet, ekspansi bisnis pusat data, dan ekspansi bisnis geothermal, pembayaran sebagian pokok pinjaman dan kebutuhan modal kerja serta kegiatan umum usaha (*general corporate purposes*), yang termasuk namun tidak terbatas pada biaya operasional.

The proceeds obtained from the issuance of bonds are used for expansion of internet services business, expansion of data center business, and expansion of geothermal power plant business, partial payment of principal loan and working capital needs and general corporate purposes, which include but are not limited to operational costs.

28. Pengukuran Nilai Wajar

Tabel berikut menyajikan pengukuran nilai wajar aset dan liabilitas Grup:

28. Fair Value Measurement

The following table provides the fair value measurement of the Group's certain assets and liabilities:

	31 Desember 2025/*December 31, 2025*				
		Pengukuran nilai wajar menggunakan:/ *Fair value measurement using:*			
	Nilai Tercatat/ *Carrying Values*	Harga kuotasian dalam pasar aktif (Level 1)/ *Quoted prices in active markets (Level 1)*	Input yang dapat diobservasi signifikan (Level 2)/ *Significant observable inputs (Level 2)*	Input yang tidak dapat diobservasi signifikan (Level 3)/ *Significant unobservable inputs (Level 3)*	
Aset yang diukur pada nilai wajar:					***Assets measured at fair value:***
Aset keuangan yang diukur pada nilai wajar melalui laba rugi					**Financial assets at FVPL**
Obligasi (Catatan 11)	62.770.221	-	3.182.567	52.539.304	Bonds (Notes 11)
Investasi saham (Catatan 5)	22.347.947	22.347.947	-	-	Investments in shares (Note 5)
Investasi *unit-link* (Catatan 5)	2.086.760	2.086.760	-	-	Unit-linked investments (Note 5)
Reksa dana (Catatan 5)	128.714.430	128.714.430	-	-	Units of mutual fund (Note 5)
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain					**Financial assets at fair value throgh other comprehensive income**
Investasi jangka panjang					Long-term investments
Investasi saham (Catatan 11)	306.076.985	8.316.605	-	297.760.380	Investments in shares (Note 11)
Aset yang nilai wajarnya disajikan:					***Assets for which fair values are disclosed:***
Aset keuangan pada biaya perolehan diamortisasi					**Financial assets at amortized cost**
Investasi jangka pendek (Catatan 5)	9.548.275	-	-	9.548.275	Short-term investments (Note 5)
Aset tidak lancar lain-lain	41.903.494	-	-	41.903.494	Other noncurrent assets
Liabilitas yang nilai wajarnya disajikan:					***Liabilities for which fair values are disclosed:***
Utang bank dan lembaga keuangan jangka panjang (Catatan 24)	979.249.311	-	987.154.537	-	Long-term loans from banks and financial institutions (Note 24)
Utang obligasi (Catatan 26)	234.168.844	-	253.755.325	-	Bonds payable (Note 26)

	31 Desember 2024/*December 31, 2024*				
		Pengukuran nilai wajar menggunakan:/ *Fair value measurement using:*			
	Nilai Tercatat/ *Carrying Values*	Harga kuotasian dalam pasar aktif (Level 1)/ *Quoted prices in active markets (Level 1)*	Input yang dapat diobservasi signifikan (Level 2)/ *Significant observable inputs (Level 2)*	Input yang tidak dapat diobservasi signifikan (Level 3)/ *Significant unobservable inputs (Level 3)*	
Aset yang diukur pada nilai wajar:					***Assets measured at fair value:***
Aset keuangan yang diukur pada nilai wajar melalui laba rugi					**Financial assets at FVPL**
Obligasi (Catatan 11)	3.184.967	3.184.967	-	-	Bonds (Notes 11)
Reksa dana (Catatan 5)	25.514.292	-	25.514.292	-	Units of mutual fund (Note 5)
Aset keuangan yang diukur pada nilai wajar melalui penghasilan komprehensif lain					**Financial assets at fair value throgh other comprehensive income**
Investasi jangka panjang					Long-term investments
Investasi saham (Catatan 11)	304.876.412	11.238.800	-	293.637.612	Investments in shares (Note 11)
Aset yang nilai wajarnya disajikan:					***Assets for which fair values are disclosed:***
Aset keuangan pada biaya perolehan diamortisasi					**Financial assets at amortized cost**
Aset tidak lancar lain-lain	47.062.291	-	-	47.062.291	Other noncurrent assets
Liabilitas yang nilai wajarnya disajikan:					***Liabilities for which fair values are disclosed:***
Utang bank dan lembaga keuangan jangka panjang (Catatan 25)	621.045.730	-	621.923.949	-	Long-term loans from banks and financial institutions (Note 25)
Utang obligasi (Catatan 27)	242.066.178	-	246.447.398	-	Bonds payable (Note 27)

Nilai wajar instrumen keuangan yang diperdagangkan di pasar aktif adalah berdasarkan kuotasi harga pasar pada tanggal pelaporan. Pasar dianggap aktif apabila kuotasi harga tersedia sewaktu-waktu dan dapat diperoleh secara rutin dari bursa, pedagang efek, perantara efek, kelompok industri atau badan penyedia jasa penentuan harga, atau badan pengatur, dan harga tersebut mencerminkan transaksi pasar yang aktual dan rutin dalam suatu transaksi yang wajar. Kuotasi harga pasar yang digunakan untuk aset keuangan yang dimiliki oleh Grup adalah harga penawaran (*bid price*) terkini. Instrumen keuangan seperti ini termasuk dalam hirarki Level 1.

The fair value of financial instruments traded in active markets is based on quoted market prices at the reporting date. A market is regarded as active if quoted prices are readily and regularly available from an exchange, dealer, or broker, industry group pricing service, or regulatory agency, and those prices represent actual and regularly occurring market transactions on an arm's length basis. The quoted market price used for financial assets held by the Group is the current bid price. These instruments are included in Level 1.

Nilai wajar instrumen keuangan yang tidak diperdagangkan di pasar aktif ditentukan menggunakan teknik penilaian. Teknik penilaian ini memaksimalkan penggunaan data pasar yang dapat diobservasi yang tersedia dan sedikit mungkin mengandalkan estimasi spesifik'' yang dibuat oleh entitas. Jika seluruh input signifikan yang dibutuhkan untuk menentukan nilai wajar dapat diobservasi, maka instrumen tersebut termasuk dalam hirarki Level 2. Nilai wajar utang bank dan lembaga keuangan dan utang obligasi diestimasi berdasarkan analisa arus kas diskonto menggunakan suku bunga pasar. Dalam melakukan penilaian terhadap aset pembangkit listrik, penilai menggunakan pendekatan biaya. Pendekatan biaya merupakan pendekatan penilaian dimana nilai wajar suatu aset ditentukan dengan menghitung biaya yang dikeluarkan untuk penggantian baru (*new replacement/new reproduction cost*) aset yang sejenis dikurangi keusangan fisik, keusangan fungsional dan keusangan ekonomis dari aset tersebut pada saat penilaian dilakukan.

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. These valuation techniques maximize the use of observable market data where it is available and rely as little as possible on entity's specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in Level 2. The fair value of loan from banks and financial institution and bonds payable are estimated based on discounted cash flow analysis using market interest rates. In assessing the power plant assets, appraiser uses the cost approach. The cost approach is an approach in which the fair value is determined by calculating the costs incurred to replace a comparable asset less physical deterioration, functional obsolescence and economic obsolescence of the related assets at the time of survey conducted.

Jika satu atau lebih input signifikan tidak diambil dari data pasar yang dapat diobservasi, maka instrumen tersebut termasuk dalam hirarki Level 3.

If one or more of the significant inputs is not based on observable market data, the instrument is included in Level 3.

29. Modal Saham / 29. Capital Stock

Susunan kepemilikan saham Perusahaan pada tanggal 31 Desember 2025 dan 2024 berdasarkan catatan yang dibuat oleh PT Sinartama Gunita, Biro Administrasi Efek, adalah sebagai berikut:

As of December 31, 2025 and 2024, the share ownership in the Company, based on the record of PT Sinartama Gunita, a share registrar, follows:

Nama Pemegang Saham	Jumlah Saham/ *Number of Shares*	Persentase Kepemilikan/ *Percentage of Ownership* %	Jumlah Modal Disetor/ *Total Paid-up Capital Stock*	Name of Shareholders
PT Sinar Mas Tunggal	4.615.523.200	59,90	48.078.367	PT Sinar Mas Tunggal
Masyarakat lainnya (kepemilikan masing-masing kurang dari 5%)	1.573.761.730	20,42	12.437.434	Public (each less than 5%)
Jumlah	6.189.284.930	80,32	60.515.801	Sub-Total
Saham treasuri	1.516.238.270	19,68	11.982.827	Treasury stock
Jumlah	7.705.523.200	100,00	72.498.628	Total

Perusahaan telah mencatatkan seluruh sahamnya pada Bursa Efek Indonesia.

All of the shares of the Company are listed in the Indonesia Stock Exchange.

Pada tanggal 18 Juli 2024, pemecahan saham Perusahaan dengan rasio 1:10 telah efektif sehingga jumlah saham yang beredar berubah dari 770.552.320 saham menjadi 7.705.523.200 saham, dan nilai saham berubah dari Rp 250 menjadi Rp 25.

On July 18, 2024, the Company's stock split with a ratio of 1:10 has been effective resulting in an increase in the number of outstanding shares from 770,552,320 shares to 7,705,523,200 shares, and the par share was adjusted from Rp 250 to Rp 25.

Saham Treasuri

Pada bulan Agustus 2023 dan September 2023, Perusahaan telah melakukan pembelian kembali sebanyak 154.105.327 saham Perusahaan (atau setara dengan 1.541.053.270 saham setelah pemecahan saham efektif pada tanggal 18 Juli 2024) dengan nilai pembelian sebesar Rp 7.397.055.696.000 (setara dengan US$ 483.790.806).

Pada bulan Agustus 2024, Perusahaan telah melakukan penjualan sebanyak 24.815.000 Saham Treasuri kepada pihak ketiga dengan nilai sebesar Rp 794.080.000.000 (setara dengan US$ 48.887.521).

Pada tanggal 31 Desember 2025 dan 2024, Perusahaan mempunyai 1.516.238.270 saham setelah pemecahan saham dan 154.105.327 saham sebelum pemecahan saham dalam saham treasuri, mempresentasikan masing-masing sebesar 19,68% dan 20,00% dari modal ditempatkan.

Manajemen Permodalan

Tujuan utama dari pengelolaan modal Grup adalah untuk memastikan bahwa Grup mempertahankan rasio modal yang sehat dalam rangka mendukung bisnis dan memaksimalkan nilai pemegang saham.

Grup mengelola permodalan untuk menjaga kelangsungan usahanya dalam rangka memaksimumkan kekayaan para pemegang saham dan manfaat kepada pihak lain yang berkepentingan terhadap Grup dan untuk menjaga struktur optimal permodalan untuk mengurangi biaya permodalan.

Struktur permodalan Grup terdiri dari ekuitas dan pinjaman serta utang (terdiri dari utang bank jangka pendek, utang bank dan lembaga keuangan jangka panjang, utang obligasi, Sukuk Mudharabah dan utang jangka panjang lainnya dikurangi dengan saldo kas dan setara kas).

Treasury Stock

In August 2023 and September 2023, the Company has bought back 154,105,327 shares (or equal to 1,541,053,270 shares after the effective of the stock split on July 18, 2024) with the total value of Rp 7,397,055,696,000 (equivalent to US$ 483,790,806).

In August 2024, the Company has reissued 24,815,000 treasury shares to a third party with the value of Rp 794,080,000,000 (equivalent to US$ 48,887,521).

As of December 31, 2025 and 2024, the Company holds 1,516,238,270 shares after stock split and 154,105,327 shares before stock split in its treasury stock, representing 19.68% and 20.00% of its issued capital shares, respectively.

Capital Management

The primary objective of the Group's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximize shareholder value.

The Group manages its capital to safeguard the Group's ability to continue as a going concern in order to maximize the return to shareholders and benefits for other stakeholders, and to maintain optimal capital structure to reduce the cost of capital.

The capital structure of the Group consists of total equity and loans and payables (consists of short-term bank loans, long-term loans to banks and financial institutions, bonds payable, Sukuk Mudharabah and other long-term payables net of cash and cash equivalents).

30. Tambahan Modal Disetor – Bersih, Selisih Nilai Transaksi dengan Kepentingan Nonpengendali dan Cadangan Opsi Saham

Akun ini merupakan tambahan modal disetor sehubungan dengan:

30. Additional Paid-in Capital – Net, Difference in Value Arising from Transactions with Non-controlling Interests and Share Option Reserve

This account represents additional paid-in capital in connection with the following:

	2025 dan/*and* 2024	
Tambahan modal disetor dari penerbitan penempatan kembali saham treasuri	41.554.393	Additional paid-in capital from reissuance of treasury shares
Tambahan modal disetor dari penerbitan modal saham	13.247.138	Additional paid-in capital from capital stock issuance
Dampak program pengampunan pajak	160.088	Impact of tax amnesty program
Biaya emisi saham	(596.806)	Share issuance costs
Selisih nilai transaksi restrukturisasi entitas sepengendali	(620.215.763)	Difference in value arising from restructuring transactions among entities under common control
Jumlah	(565.850.950)	Total

Selisih Nilai Transaksi dengan Kepentingan Nonpengendali

Akun ini merupakan transaksi perubahan kepemilikan yang tidak mengakibatkan hilangnya pengendalian yang dicatat sebagai transaksi ekuitas. Selisih antara imbalan yang dibayarkan atau diterima dengan penyesuaian nilai tercatat kepentingan nonpengendali diakui langsung pada ekuitas yang dicatat sebagai selisih nilai transaksi dengan kepentingan nonpengendali.

Difference in Value Arising from Transactions with Non-controlling Interest

This account represents transactions arising from changes in ownership interests that do not result in loss of control and are accounted for as equity transactions. The difference between the consideration paid or received and the adjustment to the carrying amount of non-controlling interests is recognized directly in equity and presented as the difference arising from transactions with non-controlling interests.

Cadangan Opsi Saham

Cadangan opsi saham merupakan akun ekuitas yang timbul dari program pembayaran berbasis saham yang diberikan entitas asosiasi kepada karyawannya dalam bentuk hak opsi untuk membeli saham entitas asosiasi pada harga pelaksanaan tertentu dalam periode yang telah ditetapkan.

Share Option Reserve

Share option reserves represent an equity account arising from a share-based payment program granted by an associate to its employees in the form of options to purchase shares of the associate at a specified exercise price within a specified period.

31. Cadangan Umum

Berdasarkan Rapat Umum Pemegang Saham Tahunan tanggal 18 Juni 2025, Perusahaan membentuk cadangan umum, yang telah disetujui oleh pemegang saham sebesar US$ 100.000.

Berdasarkan Rapat Umum Pemegang Saham Tahunan tanggal 25 Juni 2024, Perusahaan membentuk cadangan umum, yang telah disetujui oleh pemegang saham sebesar US$ 100.000.

31. General Reserve

Based on the Annual General Shareholders Meeting dated June 18, 2025, the Company provided a general reserve, which was approved by the shareholders, amounting to US$ 100,000.

Based on the Annual General Shareholders Meeting dated June 25, 2024, the Company provided a general reserve, which was approved by the shareholders, amounting to US$ 100,000.

Pada tanggal 31 Desember 2025 dan 2024, saldo cadangan umum masing-masing sebesar US$ 1.300.000 dan US$ 1.200.000. Cadangan umum tersebut dibentuk sehubungan dengan ketentuan dalam Undang-Undang Perseroan Terbatas, yang mewajibkan perusahaan untuk membentuk cadangan umum sedikitnya 20% dari jumlah modal ditempatkan dan disetor.

As of December 31, 2025 and 2024, the balance of the general reserve amounted to US$ 1,300,000 and US$ 1,200,000, respectively. This general reserve was provided in relation to the Law of Limited Liability Company, which requires companies to set up a general reserve equivalent to at least 20% of the total issued and paid-up capital.

32. Kepentingan Nonpengendali / 32. Non-controlling Interests

a. Kepentingan nonpengendali atas aset (liabilitas) bersih entitas anak:

a. Non-controlling interests in net assets (liabilities) of subsidiaries:

	2025	2024	
PT Golden Energy Mines Tbk	349.571.667	319.418.940	PT Golden Energy Mines Tbk
PT Kuningan Mas Gemilang	53.658.903	-	PT Kuningan Mas Gemilang
PT Daya Mas Bumi Sentosa	29.288.300	-	PT Daya Mas Bumi Sentosa
Dalligent Solution Pte. Ltd., Singapura	8.958.674	9.101.925	Dalligent Solution Pte. Ltd., Singapore
PT Borneo Indobara	3.123.955	2.787.926	PT Borneo Indobara
PT Rolimex Kimia Nusamas	169.068	161.492	PT Rolimex Kimia Nusamas
PT Sitensa Sinergi Nusantara	2.906	6.108	PT Sitensa Sinergi Nusantara
PT DSSA Mas Infrastruktur	1.636	1.198	PT DSSA Mas Infrastruktur
PT DSST Mas Gemilang	877	877	PT DSST Mas Gemilang
PT Buana Bumi Energi	119	148	PT Buana Bumi Energi
PT Bumi Kencana Eka Sejahtera	111	111	PT Bumi Kencana Eka Sejahtera
PT DSSE Energi Mas Utama	(1.028)	(1.084)	PT DSSE Energi Mas Utama
PT Dwikarya Sejati Utama	(64.525)	3.723.458	PT Dwikarya Sejati Utama
PT Kuansing Inti Makmur	(284.317)	71.047	PT Kuansing Inti Makmur
PT Daya Mas Geopatra Energi	-	112.796	PT Daya Mas Geopatra Energi
PT Karya Mining Solutions	-	1.723	PT Karya Mining Solutions
PT GEMS Energy Indonesia	-	1.257	PT GEMS Energy Indonesia
PT Trisula Kencana Sakti	-	(52.630)	PT Trisula Kencana Sakti
PT Rolimex Suburin Hutani Persada	-	(195.797)	PT Rolimex Suburin Hutani Persada
Jumlah	444.426.346	335.139.495	Total

b. Kepentingan nonpengendali pada penghasilan (rugi) komprehensif entitas anak:

b. Non-controlling interests in comprehensive income (loss) of subsidiaries:

	2025	2024	
PT Golden Energy Mines Tbk	133.052.722	231.831.242	PT Golden Energy Mines Tbk
PT Borneo Indobara	2.329.560	4.585.610	PT Borneo Indobara
PT Trisula Kencana Sakti	52.629	1	PT Trisula Kencana Sakti
PT Daya Mas Bumi Sentosa	41.421	-	PT Daya Mas Bumi Sentosa
PT Rolimex Kimia Nusamas	7.575	14.283	PT Rolimex Kimia Nusamas
PT DSSA Mas Infrastruktur	438	20	PT DSSA Mas Infrastruktur
PT Rolimex Suburin Hutani Persada	-	9.214	PT Rolimex Suburin Hutani Persada
PT Sintesa Sinergi Nusantara	(170)	6.108	PT Sintesa Sinergi Nusantara
PT GEMS Energy Indonesia	(1.257)	(63)	PT GEMS Energy Indonesia
PT Karya Mining Solutions	(1.722)	(130)	PT Karya Mining Solutions
PT Daya Mas Geopatra Energi	(112.824)	(5.458)	PT Daya Mas Geopatra Energi
Dalligent Solution Pte. Ltd., Singapura	(143.250)	(1.378.605)	Dalligent Solution Pte. Ltd., Singapore
PT Kuansing Inti Makmur	(355.364)	14.656	PT Kuansing Inti Makmur
PT Kuningan Mas Gemilang	(1.008.919)	-	PT Kuningan Mas Gemilang
PT Dwikarya Sejati Utama	(3.787.983)	(55.728)	PT Dwikarya Sejati Utama
Jumlah	130.072.856	235.021.150	Total

33. Pendapatan Usaha / 33. Revenues

	2025	2024	
Pertambangan dan perdagangan batubara	2.487.626.821	2.773.202.275	Coal mining and trading
Penyediaan TV kabel, internet dan teknologi	211.794.664	144.075.115	Cable TV, internet and technology
Perdagangan - bersih	90.918.592	89.996.068	Trading - net
Energi terbarukan	316.955	70.182	Renewable energy
Penyediaan tenaga uap dan listrik	-	9.738.814	Steam and electricity processing fee
Lain-lain	559.562	713.576	Others
Jumlah	2.791.216.594	3.017.796.030	Total

Pendapatan usaha masing-masing untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024 masing-masing setara dengan 5,25% dan 12,02% dilakukan dengan pihak berelasi (Catatan 39).

Revenues for the years ended December 31, 2025 and 2024 equivalent to 5.25% and 12.02%, respectively, resulted from transactions with related parties (Note 39).

Tidak terdapat penjualan kepada pihak tertentu yang melebihi 10% dari penjualan bersih untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024.

There were no sales from certain parties exceeding 10% of total revenues for the years ended December 31, 2025 and 2024.

34. Beban Pokok Penjualan / 34. Cost of Revenues

	2025	2024	
Pertambangan dan perdagangan batubara	1.704.563.851	1.647.771.483	Coal mining and trading
Penyediaan TV kabel, internet dan teknologi	34.829.974	28.548.707	Cable TV, internet and technology
Perdagangan - bersih	72.357.816	72.298.669	Trading - net
Energi terbarukan	143.236	1.135	Renewable energy
Penyediaan tenaga uap dan listrik	-	4.533.784	Steam and electricity processing fee
Penyusutan (Catatan 14)	37.400.542	35.850.908	Depreciation (Note 14)
Lain-lain	265.160	384.136	Others
Jumlah	1.849.560.579	1.789.388.822	Total

Beban pokok penjualan untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024 masing-masing setara dengan 0,44% dan 0,67%, dilakukan dengan pihak berelasi (Catatan 39).

Cost of revenues for the years ended December 31, 2025 and 2024 equivalent to 0.44% and 0.67%, respectively, resulted from transactions with related parties (Note 39).

Tidak terdapat pembelian kepada pihak tertentu yang melebihi 10% dari penjualan bersih untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024.

There were no purchases from certain parties exceeding 10% of total revenues for the years ended December 31, 2025 and 2024.

35. Beban Usaha dan Lain-lain - Bersih / Operating Expenses and Others - Net

a. Beban Usaha / Operating Expenses

	2025	2024	
Beban Penjualan			Selling Expenses
Ongkos angkut	204.643.477	234.746.226	Freight charges
Pemasaran dan komisi	35.735.267	21.816.912	Marketing and commissions
Jasa dermaga	34.940.773	41.163.304	Stockpile services
Gaji dan tunjangan karyawan	21.804.288	13.731.433	Salaries and allowances
Asuransi	15.976.960	17.958.505	Insurance
Penyusutan (Catatan 14)	8.236.535	7.778.857	Depreciation (Note 14)
Analisis dan survei	3.851.237	5.302.856	Analysis and survey
Perbaikan dan pemeliharaan	2.290.727	1.552.746	Repairs and maintenance
Sewa	1.218.315	966.748	Rental
Lain-lain	3.209.722	2.427.384	Others
Jumlah	331.907.301	347.444.971	Total
Beban Umum dan Administrasi			General and Administrative Expenses
Gaji dan tunjangan karyawan	73.595.234	78.447.935	Salaries and allowances
Pajak dan perijinan	27.333.338	60.535.946	Taxes and licenses
Asuransi	23.858.039	11.808.282	Insurance
Penyusutan (Catatan 13 dan 14)	14.741.051	9.782.679	Depreciation (Notes 13 and 14)
Jasa profesional	14.367.132	19.372.512	Professional fees
Perbaikan dan pemeliharaan	12.694.452	12.006.475	Repairs and maintenance
Tanggung jawab sosial korporasi	5.822.969	6.140.072	Corporate social responsibility
Kantor	3.878.624	4.357.412	Office
Sewa	3.362.607	3.196.063	Rental
Amortisasi	2.184.561	2.397.061	Amortization
Lain-lain	25.156.747	21.693.816	Others
Jumlah	206.994.754	229.738.253	Total
Beban eksplorasi	1.821.443	489.674	Exploration costs
Jumlah	540.723.498	577.672.898	Total

Beban penjualan lain-lain terutama merupakan beban atas jasa profesional, komunikasi dan kantor.

Selling expenses others mainly represent expenses for profesional fee, communication and office.

Beban umum dan administrasi lain-lain terutama merupakan beban atas perjalanan dinas, cadangan kerugian penurunan nilai atas piutang usaha dan *payment gateway fees.*

General and administrative expenses others mainly represent expenses for travel, allowance for Impairment of trade accounts receivable and payment gateway fees.

b. Lain-lain - Bersih / Others - Net

	2025	2024	
Lain-lain - Bersih			Others - Net
Pendapatan keuangan	10.000.269	4.846.842	Financial income
Keuntungan yang belum direalisasi dari nilai wajar investasi yang diukur pada nilai wajar melalui laba rugi	7.249.511	-	Unrealized gain on change in fair value of investments at fair value through profit and loss
Laba atas penjualan investasi jangka pendek	12.490.230	-	Gain on sale of short-term investment
Keuntungan atas penjualan aset tetap	-	2.933.125	Gain on sale property, plant and equipment
Lain-lain	(2.019.123)	(116.857)	Others
Jumlah	27.720.887	7.663.110	Total

36. Imbalan Pasca-Kerja

Liabilitas imbalan kerja karyawan disajikan dalam laporan keuangan konsolidasian sebagai akun "Liabilitas Imbalan Kerja" dan estimasi berdasarkan perhitungan aktuarial dengan menggunakan metode *projected unit credit*.

Besarnya imbalan pasca-kerja dihitung berdasarkan ketentuan yang berlaku.

Entitas anak tertentu menyelenggarakan program pensiun manfaat pasti untuk semua karyawan tetap yang memenuhi syarat. Program pensiun manfaat pasti entitas anak tertentu dikelola oleh Dana Pensiun Lembaga Keuangan (DPLK) PT Asuransi Simas Jiwa, pihak berelasi.

Perhitungan aktuaria terakhir Perusahaan atas liabilitas imbalan kerja jangka panjang dilakukan oleh PT Padma Radya Aktuaria, aktuaris independen, tertanggal 10 Februari 2026.

Rincian dari beban imbalan kerja jangka panjang adalah sebagai berikut:

36. Post-Employment Benefits

Liability for employee benefits is presented in the consolidated statement of financial position as "Employee benefits liability" account as estimated based on the actuarial calculations using the projected unit credit method.

The amount of post-employment benefits is calculated based on the applicable provions.

Certain subsidiary has a defined benefit pension plan for all of its eligible permanent employees. The defined benefit pension plan of certain subsidiary is managed by *Dana Pensiun Lembaga Keuangan* (DPLK) PT Asuransi Simas Jiwa, a related party.

The latest actuarial valuation report on the long-term employee benefits liability of the Company was from PT Padma Radya Aktuaria, an independent actuary, dated February 10, 2026.

Long-term employee benefits expense consists of the following:

2025	2024	
1.412.745	1.472.548	Current service costs
619.869	597.915	Interest costs
(41.899)	(279.812)	Past service costs and gain on settlement
(29.937)	-	Advantages of curtailments
-	(407.791)	Payments of employee benefits
1.960.778	1.382.860	Component of defined benefit costs recognized in profit or loss
800.977	(264.875)	Remeasurement of the defined benefit liability - actuarial loss (income) recognized in other comprehensive income
2.761.755	1.117.985	Total

Beban imbalan kerja jangka panjang yang diakui di laba rugi disajikan sebagai bagian dari "Beban Usaha dan Lain-lain - Bersih" (Catatan 35).

Long-term employee benefits expense recognized in profit or loss is presented as part of "Operating Expenses and Others - Net" (Note 35).

Mutasi liabilitas imbalan kerja jangka panjang adalah sebagai berikut:

The movement of long-term employee benefits liabilities is as follows:

	2025	2024	
Liabilitas imbalan kerja jangka panjang awal tahun	8.193.301	9.955.839	Long-term employee benefits liabilities at the beginning of the year
Imbalan kerja jangka panjang tahun berjalan yang dibebankan ke:			Long-term employee benefits during the year charged to:
Laba rugi	1.960.778	1.382.860	Profit or loss
Rugi (penghasilan) komprehensif lain	800.977	(264.875)	Other comprehensive loss (income)
Liabilitas imbalan kerja jangka panjang karyawan yang ditransfer	84.068	(2.080.009)	Long-term employee benefits liabilities from transferred employees
Kontribusi karyawan	(80.721)	(86.652)	Contribution by employee
Pembayaran selama tahun berjalan	(324.030)	(480.849)	Payments made during the year
Penyesuaian selisih kurs mata uang asing	(496.485)	(347.570)	Foreign exchange adjustment
Akuisisi entitas anak	-	84.244	Acquisition of a subsidiary
Penyesuaian	-	30.313	Adjustments
Liabilitas imbalan kerja jangka panjang akhir tahun	10.137.888	8.193.301	Long-term employee benefits liabilities at the end of the year

Asumsi-asumsi utama yang digunakan dalam perhitungan liabilitas imbalan kerja jangka panjang adalah sebagai berikut:

The principal assumptions used in the valuation of the long-term employee benefits liabilities are as follows:

	2025	2024	
Tingkat bunga diskonto	6,30% - 6,95%	7,00% - 7,25%	Annual discount rate
Tingkat kenaikan gaji per tahun	6,00% - 10,00%	6,00% - 10,00%	Annual salary increase rate
Usia pensiun normal (tahun)	55	55	Normal retirement age (years)
Tabel mortalita	TMI IV	TMI IV	Mortality table

Analisa sensitivitas dari perubahan asumsi-asumsi utama terhadap liabilitas imbalan kerja jangka panjang pada tanggal 31 Desember 2025 dan 2024 adalah sebagai berikut:

The sensitivities of the overall long-term employee benefit liabilities to changes in the weighted principal assumptions as of December 31, 2025 and 2024 are as follows:

	31 Desember 2025/*December 31, 2025*			
	Dampak kenaikan (penurunan) terhadap liabilitas imbalan pasti/ *Impact on defined benefit liability - increase (decrease)*			
	Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Tingkat diskonto	1%	(1.149.127)	901.016	Discount rate
Tingkat pertumbuhan gaji	1%	997.218	(1.228.089)	Salary growth rate

	31 Desember 2024/*December 31, 2024*			
	Dampak kenaikan (penurunan) terhadap liabilitas imbalan pasti/ *Impact on defined benefit liability - increase (decrease)*			
	Perubahan asumsi/ *Change in assumption*	Kenaikan asumsi/ *Increase in assumption*	Penurunan asumsi/ *Decrease in assumption*	
Tingkat diskonto	1%	(631.922)	782.089	Discount rate
Tingkat pertumbuhan gaji	1%	855.499	(719.328)	Salary growth rate

37. Perpajakan / 37. Taxation

a. Pajak dibayar dimuka Grup terdiri dari: / The Group's prepaid taxes consist of the following:

	2025	2024	
Pajak Penghasilan			Income Taxes
Pasal 4(2)	56.709	1.898	Article 4(2)
Pasal 21	54.824	78.334	Article 21
Pasal 22	1.569.330	1.483.769	Article 22
Pasal 23	1.910.888	2.711.138	Article 23
Pasal 25	1.446.252	1.211.700	Article 25
Pasal 28(A)	89.364	-	Article 28(A)
Pajak Pertambahan Nilai - bersih	201.582.977	145.480.185	Value Added Tax - net
Jumlah	206.710.344	150.967.024	Total

b. Beban pajak Grup terdiri dari: / The Group's tax expenses consist of the following:

	2025	2024	
Pajak kini	104.613.561	151.715.005	Current tax
Pajak tangguhan	(1.729.917)	15.748.153	Deferred tax
Jumlah	102.883.644	167.463.158	Total

c. Pajak Kini

Rekonsiliasi antara laba sebelum pajak menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian dengan laba kena pajak dan akumulasi rugi fiskal Perusahaan adalah sebagai berikut:

c. Current Tax

The reconciliation between profit before tax per consolidated statements of profit or loss and other comprehensive income and taxable income and accumulated fiscal losses of the Company is as follows:

	2025	2024	
Laba sebelum pajak menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	464.084.517	710.243.648	Profit before tax per consolidated statements of profit or loss and other comprehensive income
Laba sebelum pajak entitas anak dan penyesuaian konsolidasi - bersih	(318.258.534)	(422.120.013)	Profit before tax of the subsidiaries and consolidation adjustments - net
Laba sebelum pajak Perusahaan	145.825.983	288.123.635	Profit before tax of the Company
Perbedaan temporer:			Temporary differences:
Penyusutan dan amortisasi	55.174	2.598.120	Depreciation and amortization
Aset hak-guna	(5.879)	(4.852)	Right-of-use assets
Jumlah - bersih	49.295	2.593.268	Net
Perbedaan tetap:			Permanent differences:
Beban yang tidak dapat dikurangkan	41.443	396.743	Non-deductible expenses
Pendapatan yang pajak penghasilannya bersifat final	(6.135.586)	(11.651.799)	Income already subjected to final income tax
Penghasilan yang tidak dikenakan pajak	(114.443.633)	(268.606.919)	Non-taxable income
Koreksi positif lainnya	-	76.777.428	Other positive correction
Jumlah - bersih	(120.537.776)	(203.084.547)	Net
Laba kena pajak	25.337.502	87.632.356	Taxable income
Rugi fiskal tahun sebelumnya:			Fiscal losses from previous years:
2023	(72.946.781)	(159.982.587)	2023
2022	-	(596.550)	2022
Akumulasi rugi fiskal	(47.609.279)	(72.946.781)	Accumulated fiscal losses
Beban pajak kini Perusahaan	-	-	Current tax expense of the Company
Beban pajak kini entitas anak	104.613.561	151.715.005	Current tax expenses of the subsidiaries
Jumlah beban pajak kini	104.613.561	151.715.005	Total current tax expenses

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, Perusahaan belum menyampaikan Surat Pemberitahuan (SPT) Tahunan untuk tahun pajak 2025. Namun demikian, taksiran laba kena pajak dan akumulasi rugi fiskal tersebut di atas akan dilaporkan dalam SPT tahun 2025.

As of the completion date of the consolidated financial statements, the Company has not submitted its annual corporate income tax return (SPT) for 2025 fiscal year. However, the estimated taxable income and accumulated fiscal losses presented above will be reported in the 2025 SPT.

Laba kena pajak pada tahun 2024 telah sesuai dengan yang tercantum dalam Surat Pemberitahuan Tahunan (SPT) Perusahaan yang disampaikan kepada Kantor Pelayanan Pajak.

Taxable income in 2024 is in accordance with the Company' corporate income tax returns filed with the Tax Service Office.

Berdasarkan Surat Ketetapan Pajak Lebih Bayar atas Pajak Penghasilan Badan untuk tahun fiskal 2022 No. 00048/406/22/054/24 tanggal 4 April 2024 dari kantor pajak mengkoreksi sebesar US$ 276.543 atas rugi fiskal yang dilaporkan sebelumnya dari US$ 873.093 menjadi US$ 596.550.

Based on Assessment Letter of Tax Overpayment covering Corporate IncomeTax for fiscal year 2022 No. 00048/406/22/054/24 dated April 4, 2024, the Tax Office made an adjustment of US$ 276,543 to the previously reported fiscal loss from US$ 873,093 to US$ 596,550.

Aset dan liabilitas pajak tangguhan Grup pada tanggal 31 Desember 2025 dan 2024 telah dihitung menggunakan tarif pajak 22%.

The Group's deferred tax assets and liabilities as of December 31, 2025 and 2024 are measured at 22%.

d. Pajak Tangguhan

Rincian dari aset (liabilitas) pajak tangguhan Grup adalah sebagai berikut:

d. Deferred Tax

The details of the Group's deferred tax assets (liabilities) are as follows:

	1 Januari 2025/ *January 1, 2025*	Selisih Kurs Penjabaran/ *Foreign Currency Translation Adjustment*	Dikreditkan (Dibebankan) ke/ *Credited (Charged) to* Laba Rugi/ *Profit or Loss*	Dikreditkan (Dibebankan) ke/ *Credited (Charged) to* Penghasilan Komprehensif Lain/ *Other Comprehensive Income*	31 Desember 2025/ *December 31, 2025*	
Entitas Induk						**Parent Company**
Aset (liabilitas) pajak tangguhan						Deferred tax assets (liabilities)
Liabilitas imbalan kerja jangka panjang	1.351.748	-	(1.224.500)	7.624	134.872	Long-term employee benefits liability
Aset hak-guna	808	-	1.293	-	2.101	Right-of-use assets
Penyusutan dan amortisasi	(20.813)	-	31.658	-	10.845	Depreciation and amortization
Aset pajak tangguhan - bersih	1.331.743	-	(1.191.549)	7.624	147.818	Deferred tax assets - net
Entitas Anak						**Subsidiaries**
Aset pajak tangguhan	11.438.526	2.169.743	2.825.857	(187.981)	16.246.145	Deferred tax assets
Jumlah	12.770.269	2.169.743	1.634.308	(180.357)	16.393.963	Subtotal
Liabilitas pajak tangguhan	(15.752.245)	(1.902)	95.609	-	(15.658.538)	Deferred tax liabilities
Jumlah	(2.981.976)	2.167.841	1.729.917	(180.357)	735.425	Total

	1 Januari 2024/ *January 1, 2024*	Selisih Kurs Penjabaran/ *Foreign Currency Translation Adjustment*	Dikreditkan (Dibebankan) ke/ *Credited (Charged) to* Laba Rugi/ *Profit or Loss*	Dikreditkan (Dibebankan) ke/ *Credited (Charged) to* Penghasilan Komprehensif Lain/ *Other Comprehensive Income*	Penyesuaian/ *Adjustment*	31 Desember 2024/ *December 31, 2024*	
Entitas Induk							**Parent Company**
Aset (liabilitas) pajak tangguhan							Deferred tax assets (liabilities)
Rugi fiskal	19.702.000	-	(19.702.000)	-	-	-	Fiscal loss
Liabilitas imbalan kerja jangka panjang	1.228.862	-	122.886	-	-	1.351.748	Long-term employee benefits liability
Aset hak-guna	1.620	-	(812)	-	-	808	Right-of-use assets
Penyusutan dan amortisasi	(10.151.084)	-	10.130.271	-	-	(20.813)	Depreciation and amortization
Aset pajak tangguhan - bersih	10.781.398	-	(9.449.655)	-	-	1.331.743	Deferred tax assets - net
Entitas Anak							**Subsidiaries**
Aset pajak tangguhan	18.049.836	(78.785)	(6.489.190)	(43.335)	-	11.438.526	Deferred tax assets
Jumlah	28.831.234	(78.785)	(15.938.845)	(43.335)	-	12.770.269	Subtotal
Liabilitas pajak tangguhan	(23.128.132)	-	190.692	-	7.185.195	(15.752.245)	Deferred tax liabilities
Jumlah	5.703.102	(78.785)	(15.748.153)	(43.335)	7.185.195	(2.981.976)	Total

Manajemen berpendapat bahwa aset pajak tangguhan di atas dapat terpulihkan seluruhnya dengan penghasilan kena pajak di masa yang akan datang sebelum manfaat pajak tersebut berakhir.

Management believes that the above deferred tax assets can be fully recovered through future taxable income before the tax benefits expire.

Rekonsiliasi antara beban pajak dan hasil perkalian laba sebelum pajak Perusahaan dengan tarif pajak yang berlaku adalah sebagai berikut:

The reconciliation between the total tax expense and the amounts computed by applying the effective tax rate to profit before tax of the Company is as follows:

	2025	2024	
Laba sebelum pajak menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	464.084.517	710.243.648	Profit before tax per consolidated statements of profit or loss and other comprehensive income
Laba sebelum pajak entitas anak dan penyesuaian konsolidasi - bersih	(318.258.534)	(422.120.013)	Profit before tax of the subsidiaries and consolidation adjustments - net
Laba sebelum pajak Perusahaan	145.825.983	288.123.635	Profit before tax of the Company
Beban pajak dengan tarif yang berlaku	32.081.716	54.743.491	Tax expense at effective tax rate
Pengaruh pajak atas perbedaan tetap:			Tax effect of permanent differences:
Beban yang tidak dapat dikurangkan	9.117	87.283	Non-deductible expenses
Pendapatan yang pajak penghasilannya bersifat final	(1.349.829)	(2.563.396)	Income already subjected to final tax income
Penghasilan yang tidak dikenakan pajak	(25.177.599)	(59.093.522)	Non-taxable income
Koreksi positif lainnya	-	16.891.034	Other positive correction
Penyesuaian	1.204.980	(9.258.944)	Adjustments
Jumlah beban pajak Perusahaan	6.768.386	805.946	Total tax expense of the Company
Beban pajak entitas anak	96.115.258	166.657.212	Tax expenses of the subsidiaries
Jumlah beban pajak	102.883.644	167.463.158	Total tax expenses

e. Taksiran Tagihan Pajak

Taksiran tagihan pajak Grup terdiri dari:

e. Estimated Claims for Tax Refund

The Group's estimated claims for tax refund consist of:

	2025	2024	
Perusahaan	3.216.407	1.842.559	The Company
Entitas anak	54.266.620	28.933.556	Subsidiaries
Jumlah	57.483.027	30.776.115	Total

Pada bulan April 2024, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar untuk pajak penghasilan badan tahun fiskal 2022 sebesar US$ 2.044.021.

In April 2024, the Company received Overpayment Tax Assessment Letter for corporate income tax for fiscal year 2022 amounting to US$ 2,044,021.

38. Laba per Saham / Earnings per Share

Perhitungan laba per saham dasar adalah sebagai berikut:

The calculation of basic earnings per share is as follows:

	2025	2024	
Laba yang dapat diatribusikan kepada pemilik entitas induk (dalam US$)	230.539.143	309.084.793	Profit attributable to owners of the parent company (in US$)
Rata-rata tertimbang jumlah saham beredar selama tahun berjalan*)	160.315.498.250	156.559.255.099	Weighted average number of shares outstanding during the year*)
Laba per saham dasar (dalam US$)	0,0014	0,0020	Basic earnings per share (in US$)

*) Jumlah rata-rata tertimbang saham beredar yang digunakan dalam perhitungan laba per saham dasar untuk tahun yang berakhir pada tanggal 31 Desember 2025 dan 2024 telah disesuaikan secara retrospektif atas penerbitan kembali saham treasuri pada Agustus 2024 (Catatan 29) serta pemecahan saham pada tanggal 18 Juli 2024 (Catatan 29) dan 16 Maret 2026 (Catatan 47)./

The weighted average number of shares outstanding used in calculating basic earnings per share for the years ended December 31, 2025 and 2024 has been retrospectively adjusted for the reissuance of treasury shares in August 2024 (Note 29) and the stock splits on July 18, 2024 (Note 29) and March 16, 2026 (Note 47).

39. Transaksi dengan Pihak Berelasi / Transactions with Related Parties

Sifat Pihak Berelasi / Nature of Relationship

Sifat hubungan dengan pihak berelasi adalah sebagai berikut:

The nature of the related party relationship is as follows:

a. berada di bawah pengendalian bersama melalui sebagian kepemilikan yang sama dan/atau memiliki sebagian direksi dan/atau komisaris yang sama dengan Grup.

a. under common control, i.e. having the same ownership and/or directors and/or commissioners with the Group.

b. perusahaan yang merupakan bagian dari Sinar Mas

b. the companies that are part of Sinar Mas.

c. Pada tahun 2024, PT Indah Kiat Pulp & Paper Tbk, PT Pabrik Kertas Tjiwi Kimia Tbk, PT Pindo Deli Pulp and Paper Mills, PT Cakrawala Mega Indah, PT Oki Pulp & Paper Mills, PT Arara Abadi, PT Wirakarya Sakti dan PT Lontar Papyrus Pulp & Paper Industry merupakan pihak berelasi karena hubungan keluarga dengan pemegang saham akhir, tetapi tidak memiliki: (i) pengaruh signifikan; (ii) kesamaan pengendalian dan kepemilikan; dan (iii) kesamaan personil manajemen kunci.

   Sejak bulan Januari 2025, perusahaan-perusahaan tersebut diatas tidak lagi menjadi pihak berelasi karena adanya perubahan pemegang saham akhir dan tidak lagi memenuhi definisi pihak berelasi sebagaimana dinyatakan dalam PSAK 224 “Pengungkapan Pihak-pihak Berelasi”.

c. In 2024, PT Indah Kiat Pulp & Paper Tbk, PT Pabrik Kertas Tjiwi Kimia Tbk, PT Pindo Deli Pulp and Paper Mills, PT Cakrawala Mega Indah, PT Oki Pulp & Paper Mills, PT Arara Abadi, PT Wirakarya Sakti and PT Lontar Papyrus Pulp & Paper Industry are related parties due to family relationships with the ultimate shareholders, but do not have: (i) significant influence; (ii) common control and ownership; and (iii) common key management personnel.

   Since January 2025, the above mentioned companies ceased to be related parties due to changes in their ultimate shareholders and no longer meet the definition of related parties as stated in PSAK 224 “Related Party Disclosures”.

Tidak terdapat transaksi dengan pihak berelasi baik yang langsung atau tidak langsung berhubungan dengan kegiatan usaha utama Grup, yang didefinisikan sebagai transaksi benturan kepentingan berdasarkan peraturan OJK (POJK) No. 42/POJK.04/2020 tentang "Transaksi Afiliasi dan Transaksi Benturan Kepentingan".

There are no transactions with related parties that directly or indirectly related to the main business of the Group and identified as a conflict of interest based on OJK regulation (POJK) No. 42/POJK.04/2020 regarding "Affiliated Transactions and Conflict of Interest Transactions".

Transaksi dengan Pihak Berelasi

Transactions with Related Parties

a. Akun-akun terkait transaksi dengan pihak berelasi adalah sebagai berikut:

a. The accounts involving transactions with related parties are as follows:

	2025	2024	Persentase terhadap Jumlah Aset/Liabilitas/ *Percentage to Total Assets/Liabilities* 2025 %	2024 %	
Aset Lancar					**Current Assets**
Kas dan setara kas					Cash and cash equivalents
PT Bank Sinarmas Tbk	64.392.093	91.906.407	1,46	2,49	PT Bank Sinarmas Tbk
PT Bank Nano Syariah	4.132.534	15.734.489	0,09	0,43	PT Bank Nano Syariah
Jumlah	68.524.627	107.640.896	1,55	2,92	Total
Investasi jangka pendek					Short-term investments
PT Sinarmas Asset Management	72.754.099	22.374.706	1,65	0,61	PT Sinarmas Asset Management
PT Bank Nano Syariah	160.887	-	-	-	PT Bank Nano Syariah
Jumlah	72.914.986	22.374.706	1,65	0,61	Total
Piutang usaha					Trade accounts receivable
PT SKS Listrik Kalimantan	15.718.149	17.176.409	0,36	0,46	PT SKS Listrik Kalimantan
PT DSSP Power Sumsel	7.383.087	6.968.580	0,17	0,19	PT DSSP Power Sumsel
PT DSSP Power Kendari	5.110.252	5.559.020	0,12	0,15	PT DSSP Power Kendari
PT XLSmart Telecom Sejahtera Tbk	1.185.122	-	0,03	-	PT XLSmart Telecom Sejahtera Tbk
PT Sinar Mas Agro Resources and Technology Tbk	733.608	1.712.717	0,02	0,05	PT Sinar Mas Agro Resources and Technology Tbk
PT Indah Kiat Pulp & Paper Tbk *)	-	4.710.066	-	0,13	PT Indah Kiat Pulp & Paper Tbk *)
PT Lontar Papyrus Pulp & Paper Industry *)	-	1.768.895	-	0,05	PT Lontar Papyrus Pulp & Paper Industry *)
Lain-lain (masing-masing kurang dari US$ 1.000.000)	2.493.303	7.419.467	0,06	0,20	Others (less than US$ 1,000,000 each)
Jumlah	32.623.521	45.315.154	0,76	1,23	Total
Piutang lain-lain					Other receivables
PT Smart Telecom	-	478.102	-	0,01	PT Smart Telecom
PT Indah Kiat Pulp & Paper Tbk *)	-	323.239	-	0,01	PT Indah Kiat Pulp & Paper Tbk *)
PT Pindo Deli Pulp and Paper Mills *)	-	156.799	-	0,00	PT Pindo Deli Pulp and Paper Mills *)
Lain-lain (masing-masing kurang dari US$ 100.000)	25.481	70.393	-	0,00	Others (less than US$ 100,000 each)
Subjumlah	25.481	1.028.533	-	0,02	Subtotal
Cadangan kerugian penurunan nilai	-	(46.405)	-	(0,00)	Allowance for impairment
Jumlah - bersih	25.481	982.128	-	0,02	Net
Biaya dibayar dimuka					Prepaid expenses
PT Royal Oriental	432.229	272.018	0,01	0,01	PT Royal Oriental
PT Duta Pertiwi Tbk	6.911	143.765	-	0,00	PT Duta Pertiwi Tbk
Lain-lain (masing-masing kurang dari US$ 100.000)	96.734	115.934	-	0,00	Others (less than US$ 100,000 each)
Jumlah	535.874	531.717	0,01	0,01	Total

*) Pada tahun 2024, perusahaan-perusahaan tersebut merupakan pihak berelasi karena hubungan keluarga dengan pemegang saham akhir, tetapi tidak memiliki: (i) pengaruh signifikan; (ii) kesamaan pengendalian dan kepemilikan; dan (iii) kesamaan personil manajemen kunci. Sejak Januari 2025, perusahaan-perusahaan tersebut tidak lagi menjadi pihak berelasi karena adanya perubahan pemegang saham akhir dan tidak lagi memenuhi definisi pihak berelasi./

In 2024, these companies are related parties due to family relationships with the ultimate shareholders, but do not have: (i) significant influence; (ii) common control and ownership; and (iii) similarity of key management personnel. Since January 2025, these companies ceased to be related parties due to changes in their ultimate shareholders and no longer meet the definition of related parties.

	2025	2024	Persentase terhadap Jumlah Aset/Liabilitas/ *Percentage to Total Assets/Liabilities* 2025 %	2024 %	
Aset Lancar					**Current Assets**
Uang muka					Advances
PT XLSmart Telecom Sejahtera Tbk	1.870.579	-	0,04	-	PT XLSmart Telecom Sejahtera Tbk
PT Hutan Rindang Banua	1.659.180	1.763.711	0,04	0,05	PT Hutan Rindang Banua
PT Smartfren Telecom Tbk	-	285.319	-	0,01	PT Smartfren Telecom Tbk
Lain-lain (masing-masing kurang dari US$ 100.000)	5.504	10.027	-	0,00	Others (less than US$ 100,000 each)
Jumlah	3.535.263	2.059.057	0,08	0,06	Total
Aset lancar lainnya					Other current assets
PT Royal Oriental	160.517	95.110	-	0,00	PT Royal Oriental
Lain-lain (masing-masing kurang dari US$ 100.000)	62.980	130.973	-	0,00	Others (less than US$ 100,000 each)
Jumlah	223.497	226.083	-	0,00	Total
Aset Tidak Lancar					**Noncurrent Assets**
Investasi jangka panjang					Long-term investments
PT Bali Media Telekomunikasi	400.334.570	-	9,07	-	PT Bali Media Telekomunikasi
PT Datang DSSP Power Indonesia	173.789.012	174.645.515	3,94	4,73	PT Datang DSSP Power Indonesia
PT Satelit Nusantara Tiga	41.133.189	36.886.610	0,93	1,00	PT Satelit Nusantara Tiga
PT Trina Dian Agra Energi	10.556.222	8.570.314	0,24	0,23	PT Trina Dian Agra Energi
PT LG Sinarmas Technology Solutions	4.617.240	3.605.158	0,10	0,10	PT LG Sinarmas Technology Solutions
PT Bumi Serpong Damai Tbk	2.409.782	2.612.820	0,05	0,07	PT Bumi Serpong Damai Tbk
PT Serpong Mas Telematika	3.133.380	792.303	0,07	0,02	PT Serpong Mas Telematika
PT SKS Listrik Kalimantan	183.914	189.736	-	0,01	PT SKS Listrik Kalimantan
Lain-lain	108.206	103.200	-	0,00	Others
Jumlah	636.265.515	227.405.656	14,40	6,16	Total
Aset tidak lancar lain-lain					Other noncurrent assets
PT Royal Oriental	261.623	377.214	0,01	0,01	PT Royal Oriental
Lain-lain (masing-masing kurang dari US$ 100.000)	6.627	12.582	-	0,00	Others (less than US$ 100,000 each)
Jumlah	268.250	389.796	0,00	0,01	Total
Liabilitas Jangka Pendek					**Current Liabilities**
Utang usaha					Trade accounts payable
PT LG Sinarmas Technology Solutions	5.757.021	-	0,27	-	PT LG Sinarmas Technology Solutions
PT Soci Mas	2.547.895	1.888.811	0,12	0,11	PT Soci Mas
PT Hutan Rindang Banua	1.447.542	524.424	0,07	0,03	PT Hutan Rindang Banua
PT Sinarmas Bio Energy	162.743	61.984	0,01	0,00	PT Sinarmas Bio Energy
PT Swakarya Adhi Usaha	156.161	182.225	0,01	0,01	PT Swakarya Adhi Usaha
PT Serpong Mas Telematika	132.981	206.135	0,01	0,01	PT Serpong Mas Telematika
PT Royal Oriental	1.891	257.306	-	0,01	PT Royal Oriental
PT Cakrawala Mega Indah *)	-	581.802	-	0,03	PT Cakrawala Mega Indah *)
PT Indah Kiat Pulp & Paper Tbk *)	-	516.425	-	0,03	PT Indah Kiat Pulp & Paper Tbk *)
PT Smartfren Telecom Tbk	-	355.471	-	0,02	PT Smartfren Telecom Tbk
Lain-lain (masing-masing kurang dari US$ 100.000)	108.778	109.478	0,01	0,00	Others (less than US$ 100,000 each)
Jumlah	10.315.012	4.684.061	0,50	0,25	Total
Utang lain-lain					Other accounts payable
PT XLSmart Telecom Sejahtera Tbk	8.384.652	-	0,39	-	PT XLSmart Telecom Sejahtera Tbk
PT Smartfren Telecom Tbk	-	9.534.562	-	0,54	PT Smartfren Telecom Tbk
PT Smart Telecom	-	4.391.413	-	0,25	PT Smart Telecom
Lain-lain (masing-masing kurang dari US$ 100.000)	60.976	118.050	-	0,01	Others (less than US$ 100,000 each)
Jumlah	8.445.628	14.044.025	0,39	0,80	Total

*) Pada tahun 2024, perusahaan-perusahaan tersebut merupakan pihak berelasi karena hubungan keluarga dengan pemegang saham akhir, tetapi tidak memiliki: (i) pengaruh signifikan; (ii) kesamaan pengendalian dan kepemilikan; dan (iii) kesamaan personil manajemen kunci. Sejak Januari 2025, perusahaan-perusahaan tersebut tidak lagi menjadi pihak berelasi karena adanya perubahan pemegang saham akhir dan tidak lagi memenuhi definisi pihak berelasi./

In 2024, these companies are related parties due to family relationships with the ultimate shareholders, but do not have: (i) significant influence; (ii) common control and ownership; and (iii) similarity of key management personnel. Since January 2025, these companies ceased to be related parties due to changes in their ultimate shareholders and no longer meet the definition of related parties.

	2025	2024	Persentase terhadap Jumlah Aset/Liabilitas/ *Percentage to Total Assets/Liabilities* 2025 %	2024 %	
Liabilitas Jangka Pendek					**Current Liabilities**
Uang muka pelanggan					Advances from customers
PT Bumi Permai Lestari	685.942	530.197	0,03	0,03	PT Bumi Permai Lestari
PT Persada Graha Mandiri	466.012	334.256	0,02	0,02	PT Persada Graha Mandiri
PT Agrolestari Mandiri	365.683	398.441	0,02	0,02	PT Agrolestari Mandiri
PT Paramitra Internusa Pratama	346.655	313.379	0,02	0,02	PT Paramitra Internusa Pratama
PT Kencana Graha Permai	307.222	159.693	0,01	0,01	PT Kencana Graha Permai
PT Forestalestari Dwikarya	301.117	67.890	0,01	-	PT Forestalestari Dwikarya
PT Ivo Mas Tunggal	187.981	646.212	0,01	0,04	PT Ivo Mas Tunggal
PT Bangun Nusa Mandiri	160.114	141.265	0,01	0,01	PT Bangun Nusa Mandiri
PT Agrolestari Subur Sejahtera	141.225	58.641	0,01	-	PT Agrolestari Subur Sejahtera
PT Djuandasawit Lestari	131.363	93.772	0,01	0,01	PT Djuandasawit Lestari
PT Kresna Duta Agroindo	128.196	172.225	0,01	0,01	PT Kresna Duta Agroindo
PT Cahayanusa Gemilang	119.123	72.339	0,01	-	PT Cahayanusa Gemilang
PT Sawit Mas Sejahtera	104.369	78.909	0,00	0,00	PT Sawit Mas Sejahtera
PT Meganusa Intisawit	90.625	121.597	0,00	0,01	PT Meganusa Intisawit
PT Tapian Nadenggan	86.044	1.033.339	0,00	0,06	PT Tapian Nadenggan
PT Bumi Sawit Permai	80.102	176.005	0,00	0,01	PT Bumi Sawit Permai
PT Kartika Prima Cipta	77.974	142.780	0,00	0,01	PT Kartika Prima Cipta
PT Sumber Indahperkasa	54.366	238.950	0,00	0,01	PT Sumber Indahperkasa
PT Buana Wiralestari Mas	44.992	378.383	0,00	0,02	PT Buana Wiralestari Mas
PT Sinar Mas Agro Resources and Technology Tbk	38.029	398.033	0,00	0,02	PT Sinar Mas Agro Resources and Technology Tbk
PT Sinar Kencana Inti Perkasa	25.485	647.704	0,00	0,04	PT Sinar Kencana Inti Perkasa
PT Aditunggal Mahajaya	18.653	104.892	0,00	0,01	PT Aditunggal Mahajaya
PT Ramajaya Pramukti	14.543	208.196	0,00	0,01	PT Ramajaya Pramukti
PT Binasawit Abadipratama	7.849	365.443	0,00	0,02	PT Binasawit Abadipratama
PT Satya Kisma Usaha	6.456	154.731	0,00	0,01	PT Satya Kisma Usaha
PT Agrolestari Sentosa	2.438	248.198	0,00	0,01	PT Agrolestari Sentosa
PT Agrokarya Prima Lestari	1.904	396.076	0,00	0,02	PT Agrokarya Prima Lestari
PT Mitrakarya Agroindo	796	378.049	0,00	0,02	PT Mitrakarya Agroindo
PT Prisma Cipta Mandiri	187	172.819	0,00	0,01	PT Prisma Cipta Mandiri
PT Bahana Karya Semesta	-	234.268	-	0,01	PT Bahana Karya Semesta
PT Buana Adhitama	-	142.893	-	0,01	PT Buana Adhitama
PT Harapan Rimba Raya	-	185.223	-	0,01	PT Harapan Rimba Raya
PT Primatama Kreasimas	-	100.717	-	0,01	PT Primatama Kreasimas
Lain-lain (masing-masing kurang dari US$ 100.000)	71.412	422.242	0,00	0,01	Others (less than US$ 100,000 each)
Jumlah	4.066.857	9.317.757	0,17	0,51	Total
Beban akrual					Accrued expenses
PT Serpong Mas Telematika	332.558	345.316	0,02	0,02	PT Serpong Mas Telematika
PT Smartfren Telecom Tbk	-	562.243	-	0,03	PT Smartfren Telecom Tbk
PT Pindo Deli Pulp and Paper Mills *)	-	538.428	-	0,03	PT Pindo Deli Pulp and Paper Mills *)
PT Indah Kiat Pulp & Paper Tbk *)	-	233.457	-	0,01	PT Indah Kiat Pulp & Paper Tbk *)
PT Datang DSSP Power Indonesia	-	126.027	-	0,01	PT Datang DSSP Power Indonesia
PT Wirakarya Sakti	-	111.265	-	0,01	PT Wirakarya Sakti
Lain-lain (masing-masing kurang dari US$ 100.000)	20.003	24.353	0,00	0,00	Others (less than US$ 100,000 each)
Jumlah	352.561	1.941.089	0,02	0,11	Total
Liabilitas sewa pembiayaan					Lease liabilities
PT Duta Pertiwi Tbk	239.449	-	0,01	-	PT Duta Pertiwi Tbk
PT Royal Oriental	-	17.191	-	0,00	PT Royal Oriental
Jumlah	239.449	17.191	0,01	0,00	Total

*) Pada tahun 2024, perusahaan-perusahaan tersebut merupakan pihak berelasi karena hubungan keluarga dengan pemegang saham akhir, tetapi tidak memiliki: (i) pengaruh signifikan; (ii) kesamaan pengendalian dan kepemilikan; dan (iii) kesamaan personil manajemen kunci. Sejak Januari 2025, perusahaan-perusahaan tersebut tidak lagi menjadi pihak berelasi karena adanya perubahan pemegang saham akhir dan tidak lagi memenuhi definisi pihak berelasi./

In 2024, these companies are related parties due to family relationships with the ultimate shareholders, but do not have: (i) significant influence; (ii) common control and ownership; and (iii) similarity of key management personnel. Since January 2025, these companies ceased to be related parties due to changes in their ultimate shareholders and no longer meet the definition of related parties.

	2025	2024	Persentase terhadap Jumlah Pendapatan/Beban yang Bersangkutan / *Percentage to Total Respective Revenues/Expenses* 2025 %	2024 %	
Pendapatan usaha					Revenues
PT DSSP Power Sumsel	43.157.089	41.613.995	1,55	1,38	PT DSSP Power Sumsel
PT SKS Listrik Kalimantan	30.748.072	26.603.299	1,10	0,88	PT SKS Listrik Kalimantan
PT DSSP Power Kendari	27.081.779	29.478.947	0,97	0,98	PT DSSP Power Kendari
PT XLSmart Telecom Sejahtera Tbk	8.030.349	-	0,29	-	PT XLSmart Telecom Sejahtera Tbk
PT Sinar Mas Agro Resources and Technology Tbk	4.684.688	15.001.932	0,17	0,50	PT Sinar Mas Agro Resources and Technology Tbk
PT Ivo Mas Tunggal	3.772.218	6.084.473	0,14	0,20	PT Ivo Mas Tunggal
PT Sinarmas Bio Energy	3.116.600	3.439.335	0,11	0,11	PT Sinarmas Bio Energy
PT Tapian Nadenggan	2.567.490	2.654.278	0,09	0,09	PT Tapian Nadenggan
PT Sinar Kencana Inti Perkasa	2.080.413	1.374.243	0,07	0,05	PT Sinar Kencana Inti Perkasa
PT Soci Mas	1.991.007	2.712.883	0,07	0,09	PT Soci Mas
PT Agrolestari Mandiri	1.375.825	478.117	0,05	0,02	PT Agrolestari Mandiri
PT Persada Graha Mandiri	1.214.929	509.572	0,04	0,02	PT Persada Graha Mandiri
PT Paramitra Internusa Pratama	1.146.232	349.167	0,04	0,01	PT Paramitra Internusa Pratama
PT Agrolestari Sentosa	935.714	580.664	0,03	0,02	PT Agrolestari Sentosa
PT Sumber Indahperkasa	863.831	1.226.447	0,03	0,04	PT Sumber Indahperkasa
PT Mitrakarya Agroindo	830.094	649.907	0,03	0,02	PT Mitrakarya Agroindo
PT Binasawit Abadipratama	829.307	815.941	0,03	0,03	PT Binasawit Abadipratama
PT Kencana Graha Permai	815.694	386.438	0,03	0,01	PT Kencana Graha Permai
PT Kruing Lestari Jaya	805.306	1.590.646	0,03	0,05	PT Kruing Lestari Jaya
PT Bumipermai Lestari	792.421	1.345.574	0,03	0,04	PT Bumipermai Lestari
PT Buana Wiralestari Mas	736.343	652.540	0,03	0,02	PT Buana Wiralestari Mas
PT Agrokarya Primalestari	695.733	598.103	0,02	0,02	PT Agrokarya Primalestari
PT Kresna Duta Agroindo	673.975	1.449.643	0,02	0,05	PT Kresna Duta Agroindo
PT Harapan Rimba Raya	630.483	417.443	0,02	0,01	PT Harapan Rimba Raya
PT Sawit Mas Sejahtera	578.232	1.496.587	0,02	0,05	PT Sawit Mas Sejahtera
PT Kartika Prima Cipta	543.695	184.880	0,02	0,01	PT Kartika Prima Cipta
PT Bumi Sawit Permai	516.406	748.062	0,02	0,02	PT Bumi Sawit Permai
PT Bahana Karya Semesta	454.154	527.748	0,02	0,02	PT Bahana Karya Semesta
PT Satya Kisma Usaha	398.659	333.768	0,01	0,01	PT Satya Kisma Usaha
PT Sawitakarya Manunggul	394.399	274.482	0,01	0,01	PT Sawitakarya Manunggul
PT Serpong Mas Telematika	357.661	-	0,01	-	PT Serpong Mas Telematika
PT Prisma Cipta Mandiri	346.259	601.895	0,01	0,02	PT Prisma Cipta Mandiri
PT Ramajaya Pramukti	335.095	403.822	0,01	0,01	PT Ramajaya Pramukti
PT Satrindo Jaya Agropalma	314.701	267.568	0,01	0,01	PT Satrindo Jaya Agropalma
PT Cahayanusa Gemilang	305.047	96.815	0,01	0,00	PT Cahayanusa Gemilang
PT Bumipalma Lestaripersada	298.204	100.377	0,01	0,00	PT Bumipalma Lestaripersada
PT Buana Adhitama	271.869	254.231	0,01	0,01	PT Buana Adhitama
PT Bangun Nusa Mandiri	223.752	162.439	0,01	0,01	PT Bangun Nusa Mandiri
PT Djuandasawit Lestari	208.021	471.809	0,01	0,02	PT Djuandasawit Lestari
PT Agrolestari Subur Sejahtera	207.112	91.749	0,01	0,00	PT Agrolestari Subur Sejahtera
PT Primatama Kreasimas	197.715	283.427	0,01	0,01	PT Primatama Kreasimas
PT Aditunggal Mahajaya	196.657	105.096	0,01	0,00	PT Aditunggal Mahajaya
PT Buana Artha Sejahtera	174.327	299.735	0,01	0,01	PT Buana Artha Sejahtera
PT Satria Perkasa Agung	142.972	138.364	0,01	0,00	PT Satria Perkasa Agung
PT Forestalestari Dwikarya	140.572	164.336	0,01	0,01	PT Forestalestari Dwikarya
PT Palmindo Billiton Berjaya	88.963	147.526	0,00	0,00	PT Palmindo Billiton Berjaya
PT Finnantara Intiga	78.957	217.349	0,00	0,01	PT Finnantara Intiga
PT Sumalindo Hutani Jaya Tbk	67.735	119.969	0,00	0,00	PT Sumalindo Hutani Jaya Tbk
PT Rimba Rayatama Jaya	64.720	230.677	0,00	0,01	PT Rimba Rayatama Jaya
PT Indah Kiat Pulp & Paper Tbk *)	-	155.063.267	-	5,14	PT Indah Kiat Pulp & Paper Tbk *)
PT Lontar Papyrus Pulp & Paper Industry *)	-	40.432.754	-	1,34	PT Lontar Papyrus Pulp & Paper Industry *)
PT Smart Telecom	-	8.344.575	-	0,28	PT Smart Telecom
PT Smartfren Telecom Tbk	-	4.043.994	-	0,13	PT Smartfren Telecom Tbk
PT Wirakarya Sakti *)	-	2.160.966	-	0,07	PT Wirakarya Sakti *)
PT Pindo Deli Pulp and Paper Mills *)	-	1.444.354	-	0,05	PT Pindo Deli Pulp and Paper Mills *)
PT Pupuk Swadaya Purimas	-	1.220.798	-	0,04	PT Pupuk Swadaya Purimas
PT Arara Abadi *)	-	1.007.391	-	0,03	PT Arara Abadi *)
PT Oki Pulp & Paper Mills *)	-	934.678	-	0,03	PT Oki Pulp & Paper Mills *)
PT Pabrik Kertas Tjiwi Kimia Tbk *)	-	461.584	-	0,02	PT Pabrik Kertas Tjiwi Kimia Tbk *)
PT Kharisma Riau Sentosa Prima			-	0,00	PT Kharisma Riau Sentosa Prima
Lain-lain (masing-masing kurang dari US$ 100.000)	300.291	308.050	0,01	0,00	Others (less than US$ 100,000 each)
Jumlah	146.781.767	363.158.709	5,25	12,02	Total

*) Pada tahun 2024, perusahaan-perusahaan tersebut merupakan pihak berelasi karena hubungan keluarga dengan pemegang saham akhir, tetapi tidak memiliki: (i) pengaruh signifikan; (ii) kesamaan pengendalian dan kepemilikan; dan (iii) kesamaan personil manajemen kunci. Sejak Januari 2025, perusahaan-perusahaan tersebut tidak lagi menjadi pihak berelasi karena adanya perubahan pemegang saham akhir dan tidak lagi memenuhi definisi pihak berelasi./

In 2024, these companies are related parties due to family relationships with the ultimate shareholders, but do not have: (i) significant influence; (ii) common control and ownership; and (iii) similarity of key management personnel. Since January 2025, these companies ceased to be related parties due to changes in their ultimate shareholders and no longer meet the definition of related parties.

	2025	2024	Persentase terhadap Jumlah Pendapatan/Beban yang Bersangkutan / *Percentage to Total Respective Revenues/Expenses* 2025 %	2024 %	
Beban pokok penjualan					Cost of revenues
PT Soci Mas	5.566.957	5.668.885	0,30	0,32	PT Soci Mas
PT Serpong Mas Telematika	1.386.401	1.354.770	0,07	0,08	PT Serpong Mas Telematika
PT XLSmart Telecom Sejahtera Tbk	491.259	-	0,03	-	PT XLSmart Telecom Sejahtera Tbk
PT Energi Sejahtera Mas	297.244	245.869	0,02	0,00	PT Energi Sejahtera Mas
PT Sinarmas Bio Energy	326.554	196.217	0,02	0,01	PT Sinarmas Bio Energy
PT Cakrawala Mega Indah *)	-	3.947.237	-	0,22	PT Cakrawala Mega Indah *)
PT Asuransi Sinar Mas	-	339.003	-	0,02	PT Asuransi Sinar Mas
PT Smartfren Telecom Tbk	-	181.243	-	0,01	PT Smartfren Telecom Tbk
Lain-lain (masing-masing kurang dari US$ 100.000)	10	36.173	0,00	-	Others (less than US$ 100,000 each)
Jumlah	8.068.424	11.969.397	0,44	0,66	Total
Beban penjualan					Selling expenses
PT XLSmart Telecom Sejahtera Tbk	395.103	-	0,12	-	PT XLSmart Telecom Sejahtera Tbk
PT Wirakarya Sakti *)	-	936.000	-	0,27	PT Wirakarya Sakti *)
Lain-lain (masing-masing kurang dari US$ 100.000)	100.458	146.882	0,03	0,04	Others (less than US$ 100,000 each)
Jumlah	495.561	1.082.882	0,15	0,31	Total
Beban umum dan administrasi					General and administrative expenses
PT XLSmart Telecom Sejahtera Tbk	1.022.402	-	0,49	-	PT XLSmart Telecom Sejahtera Tbk
PT Royal Oriental	629.102	306.574	0,30	0,13	PT Royal Oriental
PT Bumi Serpong Damai Tbk	303.031	308.365	0,15	0,13	PT Bumi Serpong Damai Tbk
PT Smartfren Telecom Tbk	-	441.880	-	0,19	PT Smartfren Telecom Tbk
PT Sinarmas Sekuritas	-	127.043	-	0,06	PT Sinarmas Sekuritas
PT Sinar Mas Teladan	-	128.265	-	0,00	PT Sinar Mas Teladan
PT Asuransi Sinar Mas	-	359.544	-	0,16	PT Asuransi Sinar Mas
Lain-lain (masing-masing kurang dari US$ 100.000)	21.310	29.984	0,01	0,01	Others (less than US$ 100,000 each)
Jumlah	1.975.845	1.701.656	0,95	0,68	Total

*) Pada tahun 2024, perusahaan-perusahaan tersebut merupakan pihak berelasi karena hubungan keluarga dengan pemegang saham akhir, tetapi tidak memiliki: (i) pengaruh signifikan; (ii) kesamaan pengendalian dan kepemilikan; dan (iii) kesamaan personil manajemen kunci. Sejak Januari 2025, perusahaan-perusahaan tersebut tidak lagi menjadi pihak berelasi karena adanya perubahan pemegang saham akhir dan tidak lagi memenuhi definisi pihak berelasi./
In 2024, these companies are related parties due to family relationships with the ultimate shareholders, but do not have: (i) significant influence; (ii) common control and ownership; and (iii) similarity of key management personnel. Since January 2025, these companies ceased to be related parties due to changes in their ultimate shareholders and no longer meet the definition of related parties.

b. Grup mengasuransikan sebagian persediaan dan aset tetap (kecuali tanah), kepada PT Asuransi Sinar Mas dan PT Asuransi Sinar Mas Syariah (Catatan 8 dan 14).

b. The Group has insured part of its inventories and property, plant, and equipment (except land) with PT Asuransi Sinar Mas and PT Asuransi Sinar Mas Syariah (Notes 8 and 14).

c. Grup mengadakan perjanjian jual beli batubara dengan pihak berelasi (Catatan 41).

c. The Group entered into coal sales and purchase agreements with related parties (Note 41).

d. Gaji dan imbalan kerja jangka pendek yang diberikan kepada dewan komisaris dan direksi Perusahaan untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024 masing-masing sebesar US$ 5.475.391 dan US$ 4.658.922 (tidak diaudit).

d. Salaries and other short-term employee benefits provided to the Company's board of commissioners and directors for the years ended December 31, 2025 and 2024 amounted to US$ 5,475,391 and US$ 4,658,922 (unaudited), respectively.

e. Pada tanggal 30 April 2024, Perusahaan menjual pembangkit listrik kepada PT Indah Kiat Pulp & Paper Tbk dan PT Pindo Deli Pulp and Paper Mills.

e. On April 30, 2024, the Company sold its power plant assets to PT Indah Kiat Pulp & Paper Tbk and PT Pindo Deli Pulp and Paper Mills.

40. Tujuan dan Kebijakan Manajemen Risiko Keuangan

Risiko-risiko utama yang timbul dari instrumen keuangan yang dimiliki Grup adalah risiko suku bunga, risiko nilai tukar, risiko likuiditas, dan risiko kredit. Kegiatan operasional Grup dijalankan secara berhati-hati dengan mengelola risiko-risiko tersebut agar tidak menimbulkan potensi kerugian bagi Grup.

40. Financial Risk Management Objectives and Policies

The main risks arising from the Group's financial instruments are interest rate risk, foreign exchange risk, liquidity risk and credit risk. The operational activities of the Group are managed in a prudential manner by managing those risks to minimize potential losses.

Manajemen risiko merupakan tanggung jawab Direksi. Direksi bertugas menentukan prinsip dasar kebijakan manajemen risiko Grup secara keseluruhan serta kebijakan pada area tertentu, seperti risiko suku bunga, risiko nilai tukar, risiko kredit, dan risiko likuiditas.

Risk management is the responsibility of the Board of Directors (BOD). The BOD has the responsibility to determine the basic principles of the Group's risk management as well as principles covering specific areas, such as interest rate risk, foreign exchange risk, credit risk, and liquidity risk.

Risiko Suku Bunga

Risiko suku bunga adalah risiko dimana nilai wajar atau arus kas kontraktual masa datang dari suatu instrumen keuangan akan terpengaruh akibat perubahan suku bunga pasar. Eksposur Grup yang terpengaruh risiko suku bunga terutama terkait dengan pinjaman bank.

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 interest rate risk relates primarily to bank loans.

Untuk meminimalkan risiko suku bunga, Grup mengelola beban bunga melalui kombinasi utang dengan suku bunga tetap dan suku bunga variabel. Manajemen Grup juga melakukan penelaahan atas suku bunga yang telah ditetapkan, apabila suku bunga pasar turun secara signifikan, manajemen Grup akan melakukan negosiasi untuk menurunkan suku bunga tersebut. Manajemen Grup juga secara terus-menerus melakukan penelaahan pasar keuangan untuk mendapatkan sumber pendanaan yang optimal dengan suku bunga yang menguntungkan bagi Grup.

To minimize interest rate risk, the Group manages interest cost through a mix of fixed-rate and variable-rate debts. Management of the Group also conducts assessments on such rates and if market interest rate decreases significantly, management of the Group would negotiate with creditors for a reduction in interest rates. Management also continuously assesses conditions in the financial markets for opportunities to obtain optimal funding sources in terms of the interest rate for the Group's benefit.

Tabel berikut adalah nilai tercatat, berdasarkan jatuh temponya, liabilitas keuangan Grup yang terpapar risiko arus kas karena perubahan suku bunga pada tanggal 31 Desember 2025 dan 2024:

The following table sets out the carrying amount, by maturity, of the Group's financial liabilities that are exposed to interest rate risk as of December 31, 2025 and 2024:

	Suku bunga mengambang/*Floating interest rate*						
	31 Desember 2025/*December 31, 2025*			31 Desember 2024/*December 31, 2024*			
	Kurang dari atau sama dengan 1 tahun/ *Within 1 year*	Lebih dari 1 tahun/ *More than 1 year*	Jumlah/ *Total*	Kurang dari atau sama dengan 1 tahun/ *Within 1 year*	Lebih dari 1 tahun/ *More than 1 year*	Jumlah/ *Total*	
Liabilitas							**Liabilities**
Utang bank dan lembaga keuangan	63.317.566	833.022.932	896.340.498	44.382.613	446.735.817	491.118.430	Loans from banks and financial institution

Pada tanggal 31 Desember 2025 dan 2024 apabila suku bunga atas pinjaman dengan suku bunga mengambang meningkat/menurun sebesar 1% dan variabel lain tetap, maka laba/rugi sebelum pajak untuk tahun berjalan akan lebih rendah/tinggi masing-masing sebesar US$ 4.953.019 dan US$ 2.004.213, terutama sebagai akibat tingginya/rendahnya beban bunga dari pinjaman dengan suku bunga mengambang.

As of December 31, 2025 and 2024, if interest rates on borrowings at variable rate had been higher/lower by 1%, with all other variables held constant, profit/loss before tax for the year would have been lower/higher by US$ 4,953,019 and US$ 2,004,213, respectively, mainly as a result of higher/lower interest expense on floating rate borrowings.

Risiko Nilai Tukar

Risiko nilai tukar adalah risiko dimana nilai wajar atau arus kas kontraktual masa datang dari suatu instrumen keuangan akan terpengaruh akibat perubahan nilai tukar.

Foreign Exchange Risk

Foreign exchange rate risk is the risk that the fair value or future contractual cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Grup 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 unit operasional atau pihak lawan. Sebagian dari risiko ini dikelola menggunakan lindung nilai alamiah yang berasal dari aset dan liabilitas moneter dalam mata uang asing yang sama.

The Group has transactional currency exposures. Such exposure arises when the transaction is denominated in currencies other than the functional currency of the operating unit or the counterparty. These exposures are managed partly by using natural hedges that arise from monetary assets and liabilities in the same foreign currency.

Pada tanggal 31 Desember 2025 dan 2024, Grup mempunyai aset dan liabilitas moneter dalam mata uang asing sebagai berikut:

As of December 31, 2025 and 2024, the Group has monetary assets and liabilities denominated in foreign currencies as follows:

		31 Desember 2025/*December 31, 2025*		31 Desember 2024/*December 31, 2024*		
	Mata uang asal/ *Original currency*	Saldo dalam mata uang asal/ *Balance in original currency*	Ekuivalen dalam US$/ *Equivalent in US$*	Saldo dalam mata uang asal/ *Balance in original currency*	Ekuivalen dalam US$/ *Equivalent in US$*	
Aset						Assets
Kas dan setara kas	IDR	2.630.615.539.783	156.752.210	6.002.803.486.061	371.414.643	Cash and cash equivalents
	SGD	374.313	288.675	397.003	289.765	
	CNY	1.007.306	140.661	1.557.294	208.005	
	JPY	1.295	866	138.731	907	
	EUR	203	237	214	223	
Investasi jangka pendek	IDR	2.730.386.292.347	162.697.412	550.757.250.179	25.514.292	Short-term investments
Piutang usaha	IDR	3.435.063.150.758	204.687.354	2.704.727.712.664	167.351.052	Trade accounts receivable
	CNY	-	-	1.020.347	136.286	
Piutang lain-lain (termasuk lancar dan tidak lancar)	IDR	258.639.418.310	15.411.716	55.908.155.525	3.459.235	Other receivables (including current and noncurrent)
Aset lancar lainnya	IDR	44.120.364.009	3.397.794	13.617.842.608	842.584	Other current assets
Aset tidak lancar lain-lain	IDR	1.274.466.930.671	35.319.801	487.228.913.564	30.146.573	Other noncurrent assets
	CNY	-	-	434.145	57.988	
Jumlah Aset			578.696.726		599.421.553	Total Assets
Liabilitas						Liabilities
Utang bank jangka pendek	IDR	167.443.891.569	9.977.589	2.303.166.449.776	142.505.039	Short-term bank loans
Utang usaha	IDR	5.345.987.993.045	318.549.491	3.338.589.466.592	206.570.317	Trade accounts payable
	SGD	9.634	7.425	68.166	49.719	
	CNY	-	-	9.702.149	1.295.899	
	MYR	-	-	66.219	15.058	
Utang lain-lain (termasuk jangka pendek dan jangka panjang)	IDR	3.300.911.629.537	197.040.522	2.325.801.373.696	143.905.541	Other accounts payable (including current and noncurrent)
	CNY	27.512.761	3.841.909	33.647.503	4.494.238	
	SGD	18.559	14.303	50.638	36.935	
	EUR	1.717	2.001	1.700	1.773	
	AUD	2.163	1.412	2.039	1.314	
Utang pajak	IDR	272.763.729.119	16.253.350	117.230.759.099	7.253.481	Taxes payable
Beban akrual	IDR	1.005.675.627.040	59.925.851	727.827.691.601	45.033.268	Accrued expenses
	SGD	24.337	18.756	113.837	83.031	
	AUD	14.422	9.416	13.588	8.758	
	EUR	824	960	9.791	10.209	
	CNY	-	-	2.601.704	347.505	
	GBP	-	-	161.545	202.279	
Liabilitas sewa pembiayaan	IDR	161.589.740.394	9.628.753	17.648.240.241	1.091.959	Lease liabilities
Liabilitas imbalan kerja jangka panjang	IDR	167.362.375.664	10.137.888	132.420.163.358	8.193.301	Long-term employee benefits liabilities
Utang bank dan lembaga keuangan jangka panjang (termasuk jangka pendek dan jangka panjang)	IDR	12.731.937.038.230	758.666.251	6.924.373.590.095	428.435.441	Long-term loans from banks and financial institution (including current and long-term portion)
Utang obligasi (termasuk jangka pendek dan jangka panjang)	IDR	3.929.821.540.008	234.168.844	3.912.273.568.836	242.066.178	Bonds payable (including current and long-term portion)
Sukuk Mudharabah (termasuk jangka pendek dan jangka panjang)	IDR	2.556.229.994.154	152.319.747	1.556.700.000.000	96.318.525	Sukuk Mudharabah (including current and long-term portion)
Jumlah Liabilitas			1.770.564.468		1.327.919.768	Total Liabilities
Jumlah Liabilitas - bersih			(1.191.867.742)		(728.498.215)	Net Liabilities

Pada tanggal 31 Desember 2025 dan 2024, kurs konversi yang digunakan Grup diungkapkan pada Catatan 2d atas laporan keuangan konsolidasian.

As of December 31, 2025 and 2024, the conversion rates used by the Group were disclosed in Note 2d to the consolidated financial statements.

Pada tanggal 31 Desember 2025 dan 2024, jika mata uang Rupiah melemah/menguat sebesar 2% terhadap Dolar Amerika Serikat (US$) dengan variabel lain konstan, laba sebelum pajak untuk tahun berjalan akan lebih rendah/tinggi masing-masing sebesar US$ 23.768.040 dan US$ 14.452.893.

As of December 31, 2025 and 2024, if the Rupiah currency had weakened/strengthened by 2%, against the U.S. Dollar (US$) with all other variables held constant, profit before tax for the year would have been lower/higher by US$ 23,768,040 and US$ 14,452,893, respectively.

Risiko Kredit

Risiko kredit adalah risiko bahwa Grup akan mengalami kerugian yang timbul dari pelanggan atau pihak lawan akibat gagal memenuhi liabilitas kontraktualnya. Manajemen berpendapat bahwa tidak terdapat risiko kredit yang terkonsentrasi secara signifikan. Grup mengendalikan risiko kredit dengan cara melakukan hubungan usaha dengan pihak lain yang memiliki kredibilitas, menetapkan kebijakan verifikasi dan otorisasi kredit, serta memantau kolektibilitas piutang secara berkala untuk mengurangi jumlah piutang tak tertagih.

Credit Risk

Credit risk is the risk that the Group will incur a loss arising from the customers or counterparties who fail to fulfill their contractual obligations. 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, setting internal policies on verifications and authorizations of credit, and regularly monitoring the collectibility of receivables to reduce the exposure to bad debts.

Berikut adalah eksposur laporan posisi keuangan konsolidasian yang terkait risiko kredit pada tanggal 31 Desember 2025 dan 2024:

The table below shows the consolidated statements of financial position exposures related to credit risk as of December 31, 2025 and 2024:

	31 Desember 2025/ *December 31, 2025*		31 Desember 2024/ *December 31, 2024*		
	Jumlah Bruto/ *Gross Amounts*	Jumlah Neto/ *Net Amounts*	Jumlah Bruto/ *Gross Amounts*	Jumlah Neto/ *Net Amounts*	
Diukur pada nilai wajar melalui laba rugi					*At fair value through profit or loss*
Investasi jangka pendek	153.149.137	153.149.137	25.514.292	25.514.292	Short-term investments
Investasi jangka panjang	62.567	62.567	64.967	64.967	Long-term investments
Diukur pada biaya perolehan diamortisasi					*At amortized cost*
Bank dan deposito berjangka	412.452.951	412.452.951	882.802.765	882.802.765	Banks and time deposits
Investasi jangka pendek	9.548.275	9.548.275	-	-	Short-term investment
Piutang usaha	299.350.145	286.563.814	256.570.084	249.332.056	Trade accounts receivable
Piutang lain-lain (termasuk lancar dan tidak lancar)	532.027.424	531.869.516	500.584.723	500.351.537	Other receivables (including current and noncurrent)
Investasi jangka panjang	59.587.654	59.587.654	-	-	Long-term investments
Aset tidak lancar lain-lain	41.903.494	41.903.494	47.062.291	47.062.291	Other noncurrent assets
Diukur pada nilai wajar melalui penghasilan komprehensif lain					*At fair value through other comprehensive income*
Investasi jangka panjang	306.076.985	306.076.985	304.876.412	304.876.412	Long-term investments
Jumlah	1.814.158.632	1.801.214.393	2.017.475.534	2.010.004.320	Total

Risiko Likuiditas

Risiko likuiditas adalah risiko kerugian yang timbul apabila Grup tidak memiliki arus kas yang cukup untuk memenuhi liabilitas.

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. Manajemen tidak mengharapkan bahwa arus kas dalam analisa jatuh tempo tersebut terjadi jauh lebih awal, atau dalam jumlah yang berbeda secara signifikan.

Liquidity Risk

Liquidity risk is a risk arising when the cash flow position of the Group is not enough to cover the liabilities which become due.

In the management of 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. It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amounts.

Berikut adalah jadwal jatuh tempo liabilitas keuangan konsolidasian berdasarkan pembayaran kontraktual yang tidak didiskontokan (tidak termasuk arus kas pembayaran bunga) pada tanggal 31 Desember 2025 dan 2024:

The table below summarizes the maturity profile of consolidated financial liabilities based on contractual undiscounted payments (excluding cash flows for interest payment) as of December 31, 2025 and 2024:

	31 Desember 2025/*December 31, 2025*							
	<= 1 tahun/ *<= 1 year*	>1 tahun-2 tahun/ *>1-2 years*	>2 tahun-5 tahun/ *>2-5 years*	> 5 tahun/ *> 5 years*	Jumlah/ *Total*	Biaya transaksi/ *Transaction costs*	Nilai tercatat/ *As reported*	
Liabilitas								**Liabilities**
Utang bank dan lembaga keuangan (jangka pendek dan jangka panjang)	188.861.996	82.609.453	479.463.145	349.743.966	1.100.678.560	(10.631.940)	1.090.046.620	Loans from banks and financial institution (short-term and long-term)
Utang usaha	343.983.765	-	-	-	343.983.765	-	343.983.765	Trade accounts payable
Utang lain-lain	200.820.761	79.386	-	-	200.900.147	-	200.900.147	Other accounts payable
Beban akrual	60.092.692	-	-	-	60.092.692	-	60.092.692	Accrued expenses
Utang obligasi	-	-	235.742.164	-	235.742.164	(1.573.320)	234.168.844	Bonds payable
Sukuk Mudharabah	-	-	152.319.747	-	152.319.747	-	152.319.747	Sukuk Mudharabah
Jumlah	793.759.214	82.688.839	867.525.056	349.743.966	2.093.717.075	(12.205.260)	2.081.511.815	**Total**

	31 Desember 2024/*December 31, 2024*							
	<= 1 tahun/ *<= 1 year*	>1 tahun-2 tahun/ *>1-2 years*	>2 tahun-5 tahun/ *>2-5 years*	> 5 tahun/ *> 5 years*	Jumlah/ *Total*	Biaya transaksi/ *Transaction costs*	Nilai tercatat/ *As reported*	
Liabilitas								**Liabilities**
Utang bank dan lembaga keuangan (jangka pendek dan jangka panjang)	322.395.382	76.748.496	273.501.733	208.601.072	881.246.683	(10.344.711)	870.901.972	Loans from banks and financial institution (short-term and long-term)
Utang usaha	270.395.905	-	-	-	270.395.905	-	270.395.905	Trade accounts payable
Utang lain-lain	148.488.662	2.000	-	-	148.490.662	-	148.490.662	Other accounts payable
Beban akrual	51.025.380	-	-	-	51.025.380	-	51.025.380	Accrued expenses
Utang obligasi	15.083.220	-	228.902.673	-	243.985.893	(1.919.715)	242.066.178	Bonds payable
Sukuk Mudharabah	15.082.911	-	81.235.614	-	96.318.525	-	96.318.525	Sukuk Mudharabah
Jumlah	822.471.460	76.750.496	583.640.020	208.601.072	1.691.463.048	(12.264.426)	1.679.198.622	**Total**

41. Perjanjian Penting

a. Pada tanggal 16 Januari 1991, PT Supra Veritas (SV) yang merupakan salah satu pemegang saham pendiri (Pendiri) PT Bumi Serpong Damai Tbk (BSD City) dan pemegang ijin lokasi beserta para Pendiri BSD City lainnya telah menandatangani perjanjian kerjasama dengan BSD City. Perjanjian kerjasama tersebut telah mengalami beberapa kali perubahan yaitu berdasarkan perjanjian tanggal 20 Maret 1997 dan 25 November 2004. Perjanjian kerjasama dan perubahannya tersebut mengatur antara lain:

1. Pemberian kuasa dengan hak substitusi kepada BSD City untuk membebaskan tanah yang terletak dalam wilayah ijin lokasi dari masing-masing pemegang ijin lokasi, mengembangkan proyek serta menjual/mengalihkan dan/atau menyewakan tanah dan bangunan proyek.

2. BSD City akan mengusahakan dana untuk mengembangkan proyek.

41. Significant Agreements

a. On January 16, 1991, PT Supra Veritas (SV) as one of the founder shareholders (Founders) of PT Bumi Serpong Damai Tbk (BSD City) and location rightsholders and the other Founders of BSD City have signed a cooperation agreement with BSD City. The cooperation agreement has been amended several times which were based on agreement dated March 20, 1997 and November 25, 2004. The cooperation agreement and its amendments consisted of the following:

1. Granting the authority with substitution right to BSD City to acquire lands which are located in area of location rights of each location rightsholders, to develop projects and sell/transfer and/or lease the land and building's project.

2. BSD City will arrange the fund for developing the project.

3. Para Pendiri tidak akan menjual, menggadaikan, atau membebani dengan cara apapun saham mereka dalam BSD City, walaupun BSD City nantinya akan menjadi perseroan terbuka, kecuali disepakati lain oleh para Pendiri.

4. Para Pendiri mengakui bahwa meskipun semua tanah tersebut terdaftar atas nama Pendiri sebagai pemegang ijin lokasi, tanah tersebut sesungguhnya merupakan milik BSD City, karena pembebasan tanah tersebut menggunakan biaya BSD City dan para Pendiri tidak akan mengakui dan membukukan tanah tersebut sebagai aset mereka.

5. Para Pendiri akan menanggung segala biaya sehubungan dengan kerugian yang mungkin diderita oleh BSD City dikarenakan adanya tuntutan dari kreditor para Pendiri.

Perjanjian ini berlaku surut mulai tanggal 1 Desember 1986. Masing-masing pihak mengikat diri untuk tidak membatalkan perjanjian kerjasama ini selama BSD City belum dibubarkan.

Sejak SV menggabungkan diri dengan Perusahaan, perjanjian kerjasama tersebut di atas ditegaskan kembali oleh Perusahaan dan BSD City berdasarkan Penegasan Perjanjian Kerjasama dalam Akta No. 14 tanggal 19 Januari 2009, dibuat di hadapan Pahala Sutrisno Amijoyo Tampubolon, S.H., notaris di Jakarta.

3. The Founders will not sell, secure, or transfer their stocks in BSD City in any way, even though BSD City becomes a publicly listed company, except as otherwise agreed by the Founders.

4. The Founders have stated and confirmed that even though the land is registered under their names as the location rightsholders, the land belongs to the BSD City, because the acquisition of land using BSD City's account and the Founders bind themselves not to record the land as their assets.

5. The Founders guarantee the Company against all costs or losses that might be incurred by BSD City due to any prosecution from the Founders' creditors.

The agreement is valid retroactively from December 1, 1986. All parties involved bind themselves not to cancel the agreement until the BSD City is liquidated.

Since SV has merged to the Company, the above cooperation agreement was reaffirmed by the Company and BSD City based on the Reaffirmation of Cooperation Agreement on Deed No. 14 dated January 19, 2009, from Pahala Sutrisno Amijoyo Tampubolon, S.H., a public notary in Jakarta.

b. Pada tanggal 29 Desember 1997, Perusahaan telah menandatangani perjanjian dengan PT Indah Kiat Pulp & Paper Tbk (IKPP) dan PT Pindo Deli Pulp and Paper Mills (PDPP), saat itu merupakan pihak berelasi, sebagai berikut:

- *Asset Purchase Agreements*

  Perjanjian ini mengatur tentang harga dan ketentuan lainnya sehubungan dengan pembelian seluruh aset yang terletak di dalam komplek pembangkit tenaga listrik dan uap (*power assets*) antara Perusahaan, IKPP, dan PDPP. Berdasarkan perjanjian ini, hanya *power assets* yang dijual kepada Perusahaan sedangkan tanah dimana *power assets* berada tetap menjadi milik IKPP dan PDPP. Tanah tersebut akan disewakan oleh IKPP dan PDPP kepada Perusahaan berdasarkan *Lease Agreements.*

- *Master Operating Agreements*

  Perjanjian ini berikut dengan perubahan-perubahannya memuat ketentuan-ketentuan dan prosedur operasional dari komplek pembangkit tenaga listrik dan uap *(power plants).* Perjanjian ini berlaku selama 25 (dua puluh lima) tahun dan dapat diperpanjang untuk periode 5 tahun dan setelah itu dapat diperpanjang untuk periode 5 tahun berikutnya.

- *Energy Service Agreements*

  Perjanjian ini berikut dengan perubahan-perubahannya mengatur antara lain tentang tarif jasa penyediaan tenaga listrik dan uap. Perjanjian ini berlaku selama 25 (dua puluh lima) tahun dan dapat diperpanjang untuk periode 5 tahun dan setelah itu dapat diperpanjang untuk periode 5 tahun berikutnya.

- *Lease Agreements*

  Berdasarkan perjanjian ini berikut dengan perubahan dan tambahannya, IKPP dan PDPP akan menyewakan bagian tanah mereka kepada Perusahaan. Jangka waktu perjanjian akan diperpanjang mengikuti perpanjangan jangka waktu dari Energy Services Agreements. Perjanjian ini berlaku selama 25 (dua puluh lima) tahun.

b. On December 29, 1997, the Company, PT Indah Kiat Pulp & Paper Tbk (IKPP) and PT Pindo Deli Pulp and Paper Mills (PDPP), at that time it was related parties, entered into the following agreements:

- Asset Purchase Agreements

  These agreements provide for price and other provisions in relation to the purchase of all assets which were located in the complex of power assets between the Company, IKPP, and PDPP. Based on the agreements, only power assets were sold to the Company while the land where the power assets are located remain the properties of IKPP and PDPP. The land will be leased by the Company from IKPP and PDPP in accordance with the provisions of the Lease Agreements.

- Master Operating Agreements

  These agreements and the amendments thereto provide for certain provisions and operational procedures of power plants. These agreements are valid for a period of twenty five (25) years and can be extended by a period of 5 years and for another subsequent period of 5 years.

- Energy Service Agreements

  These agreements and the amendments thereto provide certain provisions among others for rate on steam and power processing services. These agreements are valid for a period of twenty five (25) years and can be extended by a period of 5 years and for another subsequent period of 5 years.

- Lease Agreements

  Based on these agreements and the amendments thereto, IKPP and PDPP will lease to the Company a portion of their land. The terms of the lease agreements will be extended pursuant to extension in the term of the Energy Services Agreements. These agreements are valid for a period of twenty five (25) years.

Pada tanggal 18 Desember 2006, Perusahaan mengadakan perjanjian *Power and Steam Processing Service Agreement* dengan PDPP. Perjanjian ini memuat antara lain tentang ketentuan-ketentuan, prosedur operasional dan tarif penyediaan tenaga listrik dan uap. Perjanjian ini berlaku selama 25 (dua puluh lima) tahun dan dapat diperpanjang.

On December 18, 2006, the Company entered into a Power and Steam Processing Service Agreement with PDPP. This agreement provides certain provisions on operational procedures, among others, and for rate on steam and power processing services. This agreement is valid for twenty five (25) years and can be extended.

Pada tanggal 30 April 2024, Perusahaan menjual aset pembangkit listrik kepada PT Indah Kiat Pulp & Paper Tbk dan PT Pindo Deli Pulp and Paper Mills (Catatan 39).

On April 30, 2024, the Company sold its power plant assets to PT Indah Kiat Pulp & Paper Tbk and PT Pindo Deli Pulp and Paper Mills (Note 39).

c. Iuran Dana Hasil Produksi Batubara (DHPB)

Berdasarkan ketentuan Perjanjian Kerjasama Pengusahaan Pertambangan Batubara (PKP2B), BORNEO, entitas anak, berkewajiban untuk membagi 13,5% dari produksi batubara kepada Pemerintah Republik Indonesia.

Pada tanggal 31 Desember 2025 dan 2024, uang muka atas iuran DHPB yang sudah dibayar masing-masing sebesar US$ 292.773 dan US$ 4.342.548 disajikan sebagai bagian dari akun “Uang muka” pada laporan posisi keuangan konsolidasian (Catatan 10) dan akrual iuran DHPB masing-masing sebesar US$ 751.538 dan US$ 1.243.408 disajikan sebagai bagian dari “Beban akrual” pada laporan posisi keuangan konsolidasian. Beban DHPB untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024 masing-masing sebesar US$ 312.449.072 dan US$ 339.786.891, disajikan sebagai bagian dari “Beban pokok penjualan - pertambangan dan perdagangan batubara” (Catatan 34).

c. Royalty

Based on the Coal Contract of Work (CCoW), BORNEO, a subsidiary, is required to share its 13.5% of coal produced to the Government of the Republic of Indonesia.

As of December 31, 2025 and 2024, advance royalty amounted to US$ 292,773 and US$ 4,342,548, respectively, presented as part of “Advances” in the consolidated statement of financial position (Note 10) and accrued royalty fees amounted to US$ 751,538 and US$ 1,243,408, respectively, and are presented as part of “Accrued expenses” in the consolidated statements of financial position. The royalty fees for the years ended December 31, 2025 and 2024 amounted to US$ 312,449,072 and US$ 339,786,891, respectively, and were presented as part of “Cost of revenues - coal mining and trading” (Note 34).

d. Iuran Tetap

BORNEO diwajibkan untuk membayar iuran tetap kepada Pemerintah Republik Indonesia berdasarkan 24.100 Ha sesuai dengan tarif yang ditetapkan dalam PKP2B.

Beban iuran tetap untuk tahun-tahun yang berakhir 31 Desember 2025 dan 2024 masing-masing sebesar US$ 136.149 dan US$ 98.930 disajikan sebagai bagian dari “Beban umum dan administrasi - Lain-lain” (Catatan 35).

d. Deadrent

BORNEO is required to pay a fixed payment (dead rent) to the Government of the Republic of Indonesia based on 24,100 Ha, in accordance with the rates on CcoW as stipulated therein.

Deadrent expenses for the years ended December 31, 2025 and 2024 amounting to US$ 136,149 and US$ 98,930, respectively, are presented as part of “General and administrative expenses - Others” (Note 35).

e. Perjanjian Jual Beli Batubara

Entitas anak menandatangani beberapa perjanjian jual beli batubara dengan beberapa pelanggan berdasarkan ketentuan sebagaimana diatur dalam masing-masing perjanjian-perjanjian tersebut.

f. Perjanjian Pinjaman yang Dapat Dikonversi

Pada tanggal 23 Juli 2024, KMG dan SMSD, entitas-entitas anak, bersama-sama dengan Kira SG One PTE. LTD., menandatangani Perjanjian Pinjaman yang Dapat Dikonversi tidak dikenakan bunga dengan fasilitas maksimum pinjaman sebesar US$ 15.500.000 dengan jatuh tempo 2 (dua) tahun dan dapat dikonversi menjadi saham. Pinjaman ini diakui sebagai bagian dari ”Liabilitas jangka panjang lainnya” di laporan posisi keuangan konsolidasian.

g. Pada tanggal 7 Januari 2025, DMCG, entitas anak, dan Direktorat Jenderal Energi Baru, Terbarukan, dan Konversi Energi menandatangani Perjanjian tentang Pengelolaan Rekening Bersama Komitmen Eksplorasi Panas Bumi dengan nominal sebesar US$ 31.800.000.

h. Pada tanggal 15 Januari 2025, DMNG, entitas anak, dan Direktorat Jenderal Energi Baru, Terbarukan, dan Konversi Energi menandatangani Perjanjian tentang Pengelolaan Rekening Bersama Komitmen Eksplorasi Panas Bumi dengan nominal sebesar US$ 10.010.000.

i. Pada tanggal 4 Agustus 2025, KMG, entitas anak dan PT LG Sinarmas Technology Solutions menandatangani perjanjian pembelian pekerjaan sistem mechanical, electrical, and plumbing, long lead equipment, information and communication technology, serta sistem manajemen dan pengendalian terpadu untuk proyek pusat data SMX01 dengan nilai transaksi sebesar Rp 1.226.728.020.000.

j. Pada tanggal 27 Agustus 2025, DSSR, entitas anak, sepakat untuk melakukan kerjasama yang diwujudkan dalam bentuk ventura bersama dengan PT FirstGen Geothermal Indonesia. Usaha bersama ini akan fokus pada pengembangan dan pengelolaan enam lapangan panas bumi, dengan kapasitas gabungan sekitar 440 megawatt, yang berlokasi di Jawa Barat, Flores, Jambi, Sumatera Barat dan Sulawesi Tengah.

e. Coal Sale and Purchase Agreement

The subsidiaries entered into several coal sale and purchase agreements with various buyers and suppliers based on the provision stated in each of the agreements.

f. Convertible Loan Agreement

On July 23, 2024, KMG and SMSD, subsidiaries, together with Kira SG One PTE. LTD., signed signed non-interest bearing Convertible Loan Agreement with a maximum facility amount of US$ 15,500,000 with a maturity of two (2) years and can be converted into shares. This loan has been recognized as part of "Other noncurrent liabilities" in the consolidated statements of financial position.

g. On January 7, 2025, DMCG, a subsidiary, and Directorate General of New Renewable Energy and Energy Conservation signed an Agreement regarding Joint Account Management for Geothermal Exploration Commitments with nominal amount of US$ 31,800,000.

h. On January 15, 2025, DMNG, a subsidiary, and Directorate General of New Renewable Energy and Energy Conservation signed Agreement regarding Joint Account Management for Geothermal Exploration Commitments with nominal amount of US$ 10,010,000.

i. On August 4, 2025, KMG, a subsidiary, signed a purchase of mechanical system, electrical, and plumbing, long lead equipment, information and communication technology, and integrated management and control system for data center project SMX01 agreement with PT LG Sinarmas Technology Solutions with value of transaction Rp 1,226,728,020,000.

j. On August 27, 2025, DSSR, a subsidiary, agreed to enter into a joint venture with PT FirstGen Geothermal Indonesia. This joint venture will focus on the development and management of six geothermal fields, with a combined capacity of approximately 440 megawatts, located in West Java, Flores, Jambi, West Sumatra, and Central Sulawesi.

42. Informasi Segmen

Informasi segmen Grup disusun berdasarkan jenis usaha, yakni penyediaan tenaga uap dan listrik, perdagangan pupuk dan bahan kimia, sewa, dan pertambangan dan perdagangan batubara.

42. Operating Segments

The Group's operating segment is presented based on their business, namely supply of steam and electricity, fertilizer and chemicals trading, rent, and coal mining and trading.

31 Desember 2025/*December 31, 2025*

	Penyediaan Tenaga Uap dan Listrik/ *Steam and Electricity Processing Fee*	Perdagangan/ *Trading*	Pertambangan dan Perdagangan Batubara/ *Coal Mining and Trading*	Penyediaan TV cable, Internet dan Teknologi/ *Cable TV, Internet and Technology*	Energi Terbarukan/ *Renewable Energy*	Lain-lain/ *Others*	Eliminasi/ *Elimination*	Jumlah/ *Total*	
Pendapatan usaha									Revenues
Lokal	-	89.525.787	928.775.009	211.794.664	316.955	559.562	-	1.230.971.977	Local
Ekspor	-	1.392.805	1.558.851.812	-	-	-	-	1.560.244.617	Export
Jumlah	-	90.918.592	2.487.626.821	211.794.664	316.955	559.562	-	2.791.216.594	Total
Beban pokok penjualan	-	79.690.695	1.698.020.227	69.716.990	196.079	265.160	1.671.428	1.849.560.579	Cost of revenues
Hasil segmen	-	11.227.897	789.606.594	142.077.674	120.876	294.402	(1.671.428)	941.656.015	Segment result
Beban usaha								(540.723.498)	Operating expenses
Penghasilan lain-lain								63.152.000	Other income
Laba sebelum pajak								464.084.517	Profit before tax
Beban pajak - bersih								102.883.644	Tax expense - net
Laba bersih								361.200.873	Net profit
Aset segmen - neto dari pajak	2.659.021.761	57.375.978	1.050.656.086	2.207.965.286	75.219.003	37.633.261	(1.953.508.583)	4.134.362.792	Segment assets - net of tax
Liabilitas segmen - neto dari pajak	667.712.452	32.565.303	502.007.387	1.113.590.302	965.430	562.600	(196.510.996)	2.120.892.479	Segment liabilities - net of tax
Pengungkapan tambahan									**Additional disclosures**
Perolehan barang modal	-	4.824.500	19.478.196	390.094.932	4.121.784	-	-	418.519.412	Capital expenditures
Depresiasi dan amortisasi	-	355	37.121.584	41.042.956	-	-	-	78.164.895	Depreciation and amortization
Penjualan berdasarkan lokasi geografis									Sales based on geographical location
Indonesia	-	89.525.787	928.775.009	211.794.664	316.955	559.562	-	1.230.971.977	Indonesia
Cina	-	-	1.214.234.199	-	-	-	-	1.214.234.199	China
India	-	-	153.499.936	-	-	-	-	153.499.936	India
Asia Tenggara (kecuali Indonesia)	-	-	133.307.494	-	-	-	-	133.307.494	Southeast Asia (exclude Indonesia)
Korea	-	-	52.689.537	-	-	-	-	52.689.537	Korea
Lain-lain	-	1.392.805	5.120.646	-	-	-	-	6.513.451	Others
Jumlah	-	90.918.592	2.487.626.821	211.794.664	316.955	559.562	-	2.791.216.594	Total

Satu tahun/*One year*
31 Desember 2024/*December 31, 2024*

	Penyediaan Tenaga Uap dan Listrik/ *Steam and Electricity Processing Fee*	Perdagangan/ *Trading*	Pertambangan dan Perdagangan Batubara/ *Coal Mining and Trading*	Penyediaan TV cable, Internet dan Teknologi/ *Cable TV, Internet and Technology*	Energi Terbarukan/ *Renewable Energy*	Lain-lain/ *Others*	Eliminasi/ *Elimination*	Jumlah/ *Total*	
Pendapatan usaha									Revenues
Lokal	9.738.814	89.704.339	998.819.704	144.075.115	70.182	713.576	(1.358.942)	1.241.762.788	Local
Ekspor	-	1.650.671	1.774.382.571	-	-	-	-	1.776.033.242	Export
Jumlah	9.738.814	91.355.010	2.773.202.275	144.075.115	70.182	713.576	(1.358.942)	3.017.796.030	Total
Beban pokok penjualan	9.912.333	73.218.734	1.650.975.793	56.408.737	25.188	384.136	(1.536.099)	1.789.388.822	Cost of revenues
Hasil segmen	(173.519)	18.136.276	1.122.226.482	87.666.378	44.994	329.440	177.157	1.228.407.208	Segment result
Beban usaha								(577.672.898)	Operating expenses
Penghasilan lain-lain								59.509.338	Other income
Laba sebelum pajak								710.243.648	Profit before tax
Beban pajak - bersih								167.463.158	Tax expense - net
Laba bersih								542.780.490	Net profit
Aset segmen - neto dari pajak	2.372.866.845	56.877.475	1.167.301.464	1.161.938.723	21.436.595	51.203.052	(1.331.066.303)	3.500.557.851	Segment assets - net of tax
Liabilitas segmen - neto dari pajak	591.929.938	34.506.629	601.387.379	651.586.621	775.569	408.666	(152.655.606)	1.727.939.196	Segment liabilities - net of tax
Pengungkapan tambahan									**Additional disclosures**
Perolehan barang modal	282.174	2.118.303	107.459.115	335.052.851	1.510.675	927.783	-	447.350.901	Capital expenditures
Depresiasi dan amortisasi	5.582.242	1.013.054	41.649.867	35.264.231	42.163	208.975	(113.911)	83.646.621	Depreciation and amortization
Penjualan berdasarkan lokasi geografis									Sales based on geographical location
Indonesia	9.738.814	89.704.339	998.819.704	144.075.115	70.182	713.576	(1.358.942)	1.241.762.788	Indonesia
Cina	-	-	1.250.069.553	-	-	-	-	1.250.069.553	China
India	-	-	327.645.848	-	-	-	-	327.645.848	India
Korea	-	-	89.112.982	-	-	-	-	89.112.982	Korea
Asia Tenggara (kecuali Indonesia)	-	-	102.834.091	-	-	-	-	102.834.091	Southeast Asia (exclude Indonesia)
Lain-lain	-	1.650.671	4.720.097	-	-	-	-	6.370.768	Others
Jumlah	9.738.814	91.355.010	2.773.202.275	144.075.115	70.182	713.576	(1.358.942)	3.017.796.030	Total

43. Informasi Lainnya

a. Undang-Undang Pertambangan Mineral dan Batubara dan Peraturan Pemerintah

Pada tanggal 19 Maret 2025, Pemerintah Republik Indonesia mengeluarkan Undang-undang Nomor 2 Tahun 2025 tentang Perubahan Keempat atas Undang-undang Nomor 4 Tahun 2009 tentang Pertambangan Mineral dan Batubara. Undang-undang Nomor 2 Tahun 2025 ini mengubah beberapa ketentuan dalam Undang-Undang Nomor 4 Tahun 2009 tentang Pertambangan Mineral dan Batubara.

Pada tanggal 10 Juni 2020, Pemerintah Republik Indonesia mengeluarkan Undang-Undang (UU) No. 3 Tahun 2020 tentang Perubahan atas UU No. 4 Tahun 2009 tentang Pertambangan Mineral dan Batubara yang baru (UU). UU No. 3 Tahun 2020 ini mengubah cukup banyak ketentuan dalam UU sebelumnya, yaitu UU No. 4 Tahun 2009 tentang Pertambangan Mineral dan Batubara, dan terakhir diubah berdasarkan UU No. 11 Tahun 2020 tentang Cipta Kerja (UU Pertambangan).

Sebagai implementasi dari UU Pertambangan, Pemerintah Republik Indonesia mengeluarkan beberapa Peraturan Pemerintah, di antaranya Peraturan Pemerintah (PP) No. 22 Tahun 2010 tentang Wilayah Pertambangan pada tanggal 1 Februari 2010. Kemudian Pemerintah juga mengeluarkan PP No. 55 Tahun 2010 pada tanggal 5 Juli 2010 yang mengatur mengenai pembinaan dan pengawasan penyelenggaraan usaha pertambangan mineral dan batubara di Indonesia. Pada tanggal 5 Mei 2023, Pemerintah mengeluarkan PP No. 25 Tahun 2023 tentang wilayah pertambangan dan mencabut PP No. 22 Tahun 2010.

43. Other Information

a. Mineral and Coal Mining Law and Government Regulations

On March 19, 2025, the Government of the Republic of Indonesia issued Law No. 2 Year 2025 regarding the Fourth Amendment to Law No. 4 Year 2009 regarding Mineral and Coal Mining. Law No. 2 Year 2025 amends several provisions in Law No. 4 Year 2009 regarding Mineral and Coal Mining.

On June 10, 2020, the Government of the Republic of Indonesia issued Law No. 3 Year 2020 regarding the Amendment to Law No. 4 Year 2009 regarding Mineral and Coal Mining (Law). Law No. 3 Year 2020 amends various provisions from the previous law, the Law No. 4 Year 2009 regarding the Mineral and Coal Mining, and lastly amended by Law No. 11 Year 2020 regarding Job Creation (the Mining Law).

As an implementation of the Mining Law, the Government of the Republic of Indonesia issued several Government Regulation, among others, Government Regulation (GR) No. 22 Year 2010 regarding the Mining Area on February 1, 2010. In addition, the Government issued GR No. 55 Year 2010 on July 5, 2010 regarding the development and supervision of the implementation of mineral and coal mining activities in Indonesia. On May 5, 2023, the Government issued GR No. 25 Year 2023 regarding the Mining Area and which replaced previous regulation GR No. 22 Year 2010.

Pada tanggal 20 Desember 2010, Pemerintah Republik Indonesia mengeluarkan peraturan implementasi atas UU Pertambangan No. 4 Tahun 2009, yaitu PP No. 78 Tahun 2010 yang mengatur aktivitas reklamasi dan pasca tambang untuk pemegang IUP Eksplorasi dan IUP Operasi Produksi. Peraturan ini memperbarui Peraturan Menteri Energi dan Sumber Daya Mineral No. 18 Tahun 2008 tanggal 29 Mei 2008. Ketentuan peraturan ini antara lain:

a. Pemegang IUP Eksplorasi, harus memuat rencana reklamasi di dalam rencana kerja dan anggaran biaya ekplorasinya dan menyediakan jaminan reklamasi berupa deposito berjangka yang ditempatkan pada bank pemerintah.

b. Pemegang IUP Operasi Produksi, harus menyiapkan (1) rencana reklamasi lima tahunan; (2) rencana pasca tambang; (3) menyediakan jaminan reklamasi yang dapat berupa rekening bersama atau deposito berjangka yang ditempatkan pada bank pemerintah, bank garansi, atau cadangan akuntansi (bila diizinkan); dan (4) menyediakan jaminan pasca tambang berupa deposito berjangka yang ditempatkan di bank pemerintah.

Penempatan jaminan reklamasi dan jaminan pasca tambang tidak menghilangkan kewajiban pemegang IUP dari ketentuan untuk melaksanakan aktivitas reklamasi dan pasca tambang.

Pada tanggal 6 Januari 2012, Pemerintah Republik Indonesia mengeluarkan PP mengenai penerimaan negara bukan pajak yang berlaku di Kementerian Energi dan Sumber Daya Mineral No. 9 Tahun 2012 yang menggantikan PP No. 45 Tahun 2003.

Pada tanggal 15 Agustus 2022, Pemerintah Indonesia mengeluarkan PP mengenai jenis dan tarif atas jenis penerimaan negara bukan pajak yang berlaku di Kementrian Energi dan Sumber Daya Mineral No. 26 Tahun 2022 yang menggantikan PP No. 81 Tahun 2019.

Dalam peraturan ini diatur bahwa jenis Penerimaan Negara Bukan Pajak pada Direktorat Jenderal Mineral dan Batubara diantaranya meliputi:

a. kompensasi data informasi Wilayah Izin Usaha Pertambangan eksplorasi atau Wilayah Izin Usaha Pertambangan Khusus eksplorasi untuk mineral logam dan batubara;

On December 20, 2010, the Government of the Republic of Indonesia released an implementing regulation for Mining Law No. 4 Year 2009, i.e. GR No. 78 Year 2010 that deals with reclamation and post-mining activities for both IUP Exploration and IUP Production Operation holders. This regulation updates Regulation of the Minister of Energy and Mineral Resources No. 18 Year 2008 dated May 29, 2008. The regulation requires among others:

a. An IUP Exploration holder, must include a reclamation plan in its exploration work plan and budget and provide a reclamation guarantee in the form of a time deposit placed in a state-owned bank.

b. An IUP Production Operation holder, must prepare (1) a five-year reclamation plan; (2) a post-mining plan; (3) provide a reclamation guarantee which may be in the form of a joint account or time deposit placed in a state-owned bank, a bank guarantee, or an accounting provision (if eligible); and (4) provide a post-mine guarantee in the form of a time deposit in a state-owned bank.

The placement of reclamation and post-mining guarantee does not eliminate the obligation of IUP holder from the provision to carry out reclamation and post-mining activities.

On January 6, 2012, the Government of the Republic of Indonesia released GR for non-tax state revenue applied in the Ministry of Energy and Mineral Resources No. 9 Year 2012 which replaced previous regulation GR No. 45 Year 2003.

On August 15, 2022 the Government of the Republic of Indonesia released new GR for type and rate for non-tax state revenue types applied in Ministry of Energy and Mineral Resources No. 26 Year 2022 which replaced previous regulation GR No. 81 Year 2019.

In this regulation, the type of Non-tax State Revenue in the Directorate General of Mineral and Coal shall include, among other:

a. compensation for information data on the Mining Business License Area of exploration or Special Mining Business License Area of exploration for metal minerals and coal;

b. jaminan kesungguhan lelang Wilayah Izin Usaha Pertambangan atau Wilayah Izin Usaha Pertambangan Khusus mineral logam dan batubara dalam hal peserta lelang yang telah lolos prakualifikasi tidak memasukkan surat penawaran harga atau peserta lelang yang ditetapkan sebagai pemenang lelang tidak mengajukan permohonan izin usaha pertambangan atau izin usaha pertambangan khusus;

b. surety bond of Mining Business License Area or Special Mining Business License Area for metal minerals and coal in the event that the bidder that has passed the prequalification does not submit a quotation letter or the bidder determined to be the winner does not submit an application for mining business license or special mining business license;

c. jaminan kesungguhan pelaksanaan kegiatan eksplorasi mineral logam, mineral bukan logam, batuan dan batubara dalam hal pemegang Izin Usaha Pertambangan atau Izin Usaha Pertambangan Khusus tidak melaksanakan kegiatan eksplorasi; dan

c. performance bond for exploration activities of metal minerals, nonmetal minerals, rocks and coal in the event that the holder of Mining Business License or Special Mining Business License does not carry out exploration activities; and

d. bagian Pemerintah Pusat dari keuntungan bersih dari pemegang Izin Usaha Pertambangan Khusus operasi produksi untuk mineral logam dan batubara.

d. portion of the Central Government from the net profit from the holder of Special Mining Business License for production operations for metal minerals and coal.

Pada tanggal 13 September 2021, sebagai implementasi dari UU No. 3 Tahun 2020, Pemerintah Republik Indonesia mengeluarkan PP No. 96 Tahun 2021 tentang Kegiatan Usaha Pertambangan Mineral dan Batubara yang mencabut PP No. 23 Tahun 2010 berikut seluruh perubahan-perubahannya.

On September 13, 2021, as the implementation of Law No. 3 Year 2020, the Government of the Republic of Indonesia issued GR No. 96 Year 2021 regarding the Mineral and Coal Mining Activities which replace the GR No. 23 Year 2010 and all of its amendments.

Pada tanggal 30 Mei 2024, Pemerintah mengeluarkan PP No. 25 Tahun 2024 tentang perubahan PP No.96 Tahun 2021 tentang Kegiatan Usaha Pertambangan Mineral dan Batubara.

On May 30, 2024, the Government of Indonesia released GR No. 25 Year 2024 regarding changes to PP No. 96 Year 2021 concerning Mineral and Coal Mining Activity.

Grup terus memonitor perkembangan dari implementasi peraturan pelaksanaan dari Undang-Undang Pertambangan baru ini dan menganalisis pengaruhnya terhadap operasional Grup. Manajemen berpendapat bahwa ketentuan-ketentuan pada Undang-Undang Pertambangan dan Peraturan Pemerintah terkait pertambangan tidak akan menimbulkan dampak signifikan pada operasional Grup dalam waktu dekat.

The Group continuously monitored the development and implementation of the new Mining Law and Government Regulation in mining and analyzed the impact on the Group's operations. The Group's management believes that the provisions of the new Mining Law will have no significant impact to the Group in the near term.

b. Analisis Dampak Lingkungan Hidup

Berdasarkan Surat Keputusan Menteri Lingkungan Hidup/Kepala Badan Pengendalian Lingkungan Hidup Republik Indonesia Nomor 3538 Tahun 2025 tanggal 31 Desember 2025 tentang Perubahan Kedua Atas Keputusan Menteri Lingkungan Hidup dan Kehutanan Republik Indonesia No. SK.400/MENLHK/SETJEN/PLA.4/4/2023 tentang Kelayakan Lingkungan Hidup Kegiatan Pengembangan Penambangan Batubara dan Fasilitas Penunjangnya pada Wilayah KW 99 PB0339 di Kecamatan Satui, Kecamatan Angsana, Kecamatan Sungai Loban, Kecamatan Teluk Kepayang dan Kecamatan Kuranji, Kabupaten Tanah Bumbu, Provinsi Kalimantan Selatan oleh BORNEO mengenai penambahan kegiatan gardu induk milik PT Perusahaan Listrik Negara (Persero) (PLN) dalam wilayah konsesi pertambangan BORNEO.

Berdasarkan Surat Keputusan Menteri Lingkungan Hidup/Kepala Badan Pengendalian Lingkungan Hidup Republik Indonesia No. 605 Tahun 2025 tanggal 16 April 2025 tentang Perubahan Atas Keputusan Menteri Lingkungan Hidup dan Kehutanan Republik Indonesia No. SK.400/MENLHK/SETJEN/PLA.4/4/2023 tentang Kelayakan Lingkungan Hidup Kegiatan Pengembangan, Penambangan Batubara dan Fasilitas Penunjangnya pada Wilayah KW 99 PB0339 di Kecamatan Satui, Kecamatan Angsana, Kecamatan Sungai Loban, Kecamatan Teluk Kepayang dan Kecamatan Kuranji, Kabupaten Tanah Bumbu, Provinsi Kalimantan Selatan oleh BORNEO mengenai persetujuan kelayakan lingkungan untuk kenaikan produksi maksimum 46,8 juta ton/tahun menjadi produksi maksimum 54 juta ton/tahun.

b. Environmental Impact Assessment

Based on the Decision Letter from the Minister of Environment/Head of the Environmental Control Agency of the Republic of Indonesia No. 3538 Tahun 2025 dated December 31, 2025 regarding the Second Amendment to the Decree of the Minister of Environment and Forestry of the Republic of Indonesia No. SK.400/MENLHK/SETJEN/PLA.4/4/2023 regarding the Environmental Feasibility of Coal Mining Development Activities and Supporting Facilities in the KW 99 PB0339 area located in Satui District, Angsana District, Sungai Loban District, Teluk Kepayang District and Kuranji District, Tanah Bumbu Regency, South Kalimantan Province by BORNEO regarding the inclusion of substation (gardu induk) activities of PT Perusahaan Listrik Negara (Persero) (PLN) within the BORNEO's mining concession area.

Based on Decision Letter from Minister of Environment/Head of the Environmental Control Agency of the Republic of Indonesia No. 605 Tahun 2025 dated April 16, 2025, regarding the Amendment to the Decree of the Minister of Environment and Forestry of the Republic of Indonesia No. SK.400/MENLHK/SETJEN/PLA.4/4/2023 regarding Feasibility Environment of Coal Development Activities and Supporting Facilities of KW99 PB0339 area in Satui District, Angsana District, Sungai Loban District, Teluk Kepayang District and Kuranji District, Tanah Bumbu Regency, South Kalimantan Province by BORNEO regarding environmental feasibility approval for increasing maximum production from 46.8 million tons/year to maximum production of 54 million tons/year.

44. Pengungkapan Tambahan Laporan Arus Kas Konsolidasian

Aktivitas investasi yang tidak mempengaruhi kas dan setara kas:

44. Supplemental Disclosures for Consolidated Statements of Cash Flows

The following are the noncash investing activities of the Group:

	2025	2024	
PENGUNGKAPAN TAMBAHAN			**SUPPLEMENTAL DISCLOSURES**
Penambahan aset tetap melalui liabilitas sewa pembiayaan	8.728.392	7.745.819	Lease liabilities arising from recognition of right of use assets
Perolehan aset tetap melalui uang muka pembelian aset tetap	-	36.389.324	Acquisition of property, plant and equipment through advances for purchase of property, plant and equipment

45. Rekonsiliasi Liabilitas Konsolidasian yang Timbul dari Aktivitas Pendanaan

Tabel berikut menjelaskan perubahan pada liabilitas Grup yang timbul dari aktivitas pendanaan, yang meliputi perubahan terkait kas dan nonkas:

45. Reconciliation of Consolidated Liabilities Arising from Financing Activities

The table below details changes in the Group's liabilities arising from financing activities, including both cash and noncash changes:

	1 Januari/ *January 1,* 2025	Arus kas/ *Cash flows*	Perubahan Nonkas/ *Non-cash changes*		31 Desember/ *December 31,* 2025	
			Pergerakan valuta asing/*Changes in foreign exchange*	Perubahan lainnya/ *Other changes*		
Utang bank jangka pendek	249.856.242	(141.389.306) *)	2.330.373	-	110.797.309	Short-term banks loans
Liabilitas jangka panjang	628.088.834	362.723.553 *)	(2.221.552)	287.229	988.878.064	Long-term liabilities
Utang obligasi	242.066.178	739.090	(8.982.819)	346.395 **)	234.168.844	Bonds payable
Sukuk Mudharabah	96.318.525	60.130.200	(4.128.978)	-	152.319.747	Sukuk Mudharabah
Jumlah liabilitas dari aktivitas pendanaan	1.216.329.779	282.203.537	(13.002.976)	633.624	1.486.163.964	Total liabilities from financing activities

*) Merupakan jumlah bersih dari penerimaan dan pembayaran pinjaman pada laporan arus kas konsolidasian/
The net amount of proceeds and repayments of borrowing in the consolidated statements of cash flows

**) Merupakan penambahan biaya transaksi yang belum diamortisasi dan amortisasi biaya transaksi periode berjalan/
Represents the addition of unamortized transaction costs and amortization of transaction cost during the period

	1 Januari/ *January 1,* 2024	Arus kas/ *Cash flows*	Perubahan Nonkas/ *Non-cash changes*		31 Desember/ *December 31,* 2024	
			Pergerakan valuta asing/*Changes in foreign exchange*	Perubahan lainnya/ *Other changes*		
Utang bank jangka pendek	258.034.280	(6.401.842) *)	(1.776.196)	-	249.856.242	Short-term bank loans
Liabilitas jangka panjang	548.840.823	91.417.996	(17.505.265)	5.335.280 **) ***)	628.088.834	Long-term liabilities
Utang obligasi	-	246.185.018	(2.199.125)	(1.919.715) ***)	242.066.178	Bonds payable
Sukuk Mudharabah	-	97.151.521	(832.996)	-	96.318.525	Sukuk Mudharabah
Jumlah liabilitas dari aktivitas pendanaan	806.875.103	428.352.693	(22.313.582)	3.415.565	1.216.329.779	Total liabilities from financing activities

*) Merupakan jumlah bersih dari penerimaan dan pembayaran pinjaman pada laporan arus kas konsolidasian/
The net amount of proceeds and repayments of borrowing in the consolidated statements of cash flows

**) Merupakan penambahan biaya transaksi yang belum diamortisasi dan amortisasi biaya transaksi periode berjalan/
Represents the addition of unamortized transaction costs and amortization of transaction cost during the period

***) Merupakan saldo akuisisi entitas anak/represent the acquisition balance of subsidiaries

46. Perkara Hukum

Pada tanggal 6 Agustus 2024, BORNEO menerima Relaas Panggilan Sidang atas perkara Gugatan Perdata No. 24/Pdt.G/2024/PN.Bln yang terdaftar di Pengadilan Negeri Batulicin tertanggal 2 Agustus 2024 yang diajukan oleh Arbayah Cs kepada PT Putra Perkasa Abadi (Tergugat I), BORNEO (Tergugat II), Kepala Desa Mangkalapi (Turut Tergugat), berkaitan dengan aktifivitas penggarapan dan pembuatan jalan tambang di atas lahan yang diduga milik Para Penggugat. Atas dasar gugatan tersebut, Para Penggugat menuntut Para Tergugat secara tanggung renteng untuk membayar ganti rugi sebesar Rp 10.000.000.000 (setara dengan US$ 595.876).

46. Lawsuit

On August 6, 2024, BORNEO received a Release of Summons for Civil Lawsuit No. 24/Pdt.G/2024/PN.Bln registered at the Batulicin District Court dated August 2, 2024 filed by Arbayah et al. (Plaintiffs) against PT Putra Perkasa Abadi (Defendant I), BORNEO (Defendant II), Head of Mangkalapi Village (Co-Defendant) related to the activities of working on and constructing a mining road on land allegedly owned by the Plaintiffs. Based on the lawsuit, the Plaintiffs demanded that the Defendants jointly and severally pay compensation of Rp 10,000,000,000 (equivalent to US$ 595,876).

Berdasarkan pertimbangan Majelis Hakim atas perkara ini, Majelis Hakim Pengadilan Negeri Batulicin memutus bahwa Para Tergugat tidak terbukti melakukan perbuatan melawan hukum dengan pertimbangan bahwa tanah obyek sengketa tidak memiliki kekuatan hukum karena diterbitkan oleh pejabat yang tidak memiliki kewenangan untuk itu, dan bahwa tanah obyek sengketa tersebut masuk ke dalam kawasan hutan yang mana BORNEO (Tergugat II) telah mendapatkan izin Persetujuan Prinsip Penggunaan Kawasan Hutan (PPKH) PT Borneo Indobara No. K.9341/MENLHK-PKTL/REN/PLA.0/11/2022, SK 277 Tahun 2024, SK. 1442 Tahun 2024 dan SK. 1629 Tahun 2024.

Based on the Panel of Judge's considerations, the Batulicin District Court ruled that the Defendants were not proven to have committed any unlawful acts, on the grounds that the disputed land had no legal standing as it was issued by an unauthorized official, and that the disputed land was part of a forest area for which BORNEO (Defendant II) had obtained a *Persetujuan Prinsip Penggunaan Kawasan Hutan* (PPKH) PT Borneo Indobara No. K.9341/MENLHK-PKTL/REN/PLA.0/11/2022, SK 277 of 2024, SK. 1442 of 2024 and SK. 1629 of 2024.

Pada tanggal 8 April 2025, Pembanding (d/h Para Penggugat) mengajukan permohonan banding terhadap putusan Majelis Hakim Tingkat Pertama yang didaftarkan melalui Kepaniteraan Pengadilan Negeri Batulicin. Atas permohonan banding tersebut, pada tanggal 21 Mei 2025 Majelis Hakim Pengadilan Tinggi Banjarmasin melalui Putusan No. 38/PDT/2025/PT BJM menguatkan Putusan Pengadilan Negeri Batulicin.

On April 8, 2025, the Appellants (formerly the Plaintiffs) filed an appeal against the decision of the Panel of Judges at the First Instance Court, which was registered with the Registrar's Office of the Batulicin District Court. In response to the appeal, on May 21, 2025, the Panel of Judges of Banjarmasin High Court, through Decision No. 38/PDT/2025/PT BJM, upheld the decision of the Batulicin District Court.

Pada tanggal 3 Juni 2025, Pemohon Kasasi (d/h Pembanding/Para Penggugat) kembali mengajukan upaya hukum kasasi yang didaftarkan melalui Kepaniteraan Pengadilan Negeri Batulicin. Atas permohonan kasasi tersebut, pada tanggal 1 Desember 2025 Majelis Hakim Mahkamah Agung RI telah memberikan Putusan yang bersifat final dan mengikat (*inkracht van gewijsde*) dengan No. 5042 K/PDT/2025 yang menyatakan bahwa permohonan atas kasasi tersebut ditolak

On June 3, 2025, the Cassation Petitioner (formerly the Appellants/Plaintiffs) filed a cassation appeal, which was registered with the Batulicin District Court Clerk. In relation to such appeal, on December 1, 2025, the Panel of Judges of the Supreme Court of the Republic of Indonesia rendered Decision No. 5042 K/PDT/2025, which is final and legally binding (*inkracht van gewijsde*), rejecting the cassation appeal.

47. Peristiwa Setelah Periode Pelaporan

1. Pada tanggal 8 Januari 2026, Perusahaan, melalui DSSA MI, mendirikan PT Dian Mas Investasi, dengan kegiatan usaha sebagai perusahaan investasi.

2. Pada tanggal 15 Januari 2026, KMG, entitas anak, menandatangani perjanjian fasilitas kredit pinjaman berjangka dari MANDIRI untuk jangka waktu 7 (tujuh) tahun dengan plafon sampai dengan sebesar Rp 2.970.000.000.000.

3. Pada tanggal 11 Maret 2026, Perusahaan telah mendapatkan persetujuan dari pemegang saham dalam Rapat Umum Pemegang Saham Luar Biasa sehubungan dengan pemecahan saham (*Stock Split*) Perusahaan dengan rasio 1:25 dan penyesuaian Anggaran Dasar Perseroan sehubungan dengan *Stock Split*.

47. Event After the Reporting Period

1. On January 8, 2026, the Company, through DSSA MI, established PT Dian Mas Investasi, to engage in investment activities.

2. On January 15, 2026, KMG, a subsidiary, signed a credit facility term loan from MANDIRI for a seven (7) years period with limit up to Rp 2,970,000,000,000.

3. On March 11, 2026, the Company obtained approval from the shareholders at the Extraordinary General Meeting of Shareholders in relation to the Company's Stock Split with a ratio of 1:25 and the amendment to the Company's Articles of Association in connection with the Stock Split.

4. Pada tanggal 13 Maret 2026, berdasarkan Akta No. 11 dari Lanawaty Darmadi, S.H.,M.M., M.Kn., notaris di Jakarta, para pemegang saham SSS menyetujui untuk meningkatkan modal ditempatkan dan disetor SSS dari sebesar Rp 4.697.153.000.000 yang terbagi atas 4.697.153 saham dengan nilai nominal Rp 1.000.000 menjadi Rp 4.862.425.000.000 yang terbagi atas 4.862.425 saham melalui pengeluaran saham baru sebanyak 165.272 saham atau sebesar Rp 165.272.000.000 yang diambil seluruhnya oleh Perusahaan.

5. Pada tanggal 16 Maret 2026, BORNEO dan BSL, entitas-entitas anak, menandatangani Perjanjian Fasilitas Kredit Modal Kerja dengan skema Cash Collateral dari BRI masing-masing dengan plafon sebesar Rp 3.000.000.000.000 dan Rp 1.000.000.000.000 untuk jangka waktu 2 (dua) tahun.

6. Rencana penggabungan usaha entitas anak

   Pada tanggal 17 Maret 2026, PT Mora Telematika Indonesia Tbk (MORA) dan EMR, entitas anak, telah memperoleh pernyataan efektif dari Otoritas Jasa Keuangan sehubungan dengan rencana transaksi penggabungan usaha. Berdasarkan struktur transaksi yang direncanakan, MORA akan bertindak sebagai entitas penerima penggabungan (*surviving entity*), sementara EMR akan berakhir status badan hukumnya pada tanggal efektif penggabungan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Penyelesaian penggabungan usaha tersebut masih bergantung pada persetujuan pemegang saham serta pemenuhan kondisi pendahuluan lainnya sebelum dapat direalisasikan.

4. On March 13, 2026, based on Deed No. 11 of Lanawaty Darmadi, S.H., M.M., M.Kn., a notary in Jakarta, the shareholders of SSS approved an increase in the issued and paid-up capital of SSS from Rp 4,697,153,000,000 consisting of 4,697,153 shares with a par value of Rp 1,000,000 per share to Rp 4,862,425,000,000 consisting of 4,862,425 shares through the issuance of 165,272 new shares or amounting to Rp 165,272,000,000, all of which were subscribed by the Company.

5. On March 16, 2026, BORNEO and BSL, subsidiaries, entered into Cash Collateral Working Capital Credit Facility Agreements with BRI, with facility limits of Rp 3,000,000,000,000 and Rp 1,000,000,000,000, respectively, for a period of two (2) years.

6. Planned merger of a subsidiary

   On 17 March 2026, PT Mora Telematika Indonesia Tbk (MORA) and EMR, a subsidiary, obtained an effective statement from the Financial Services Authority (*Otoritas Jasa Keuangan*) in relation to the planned merger transaction. Under the planned transaction structure, MORA will be the surviving entity, while EMR will cease to exist by operation of law upon the effective date of the merger in accordance with applicable regulations. The completion of the merger remains subject to shareholder approvals and the fulfillment of other conditions precedent prior to its implementation.

48. Perubahan Pernyataan Standar Akuntansi Keuangan

Diterapkan pada tahun 2025

Penerapan standar akuntansi keuangan Amendemen PSAK No. 221, “Pengaruh Perubahan Kurs Valuta Asing” terkait kondisi ketika suatu mata uang tidak tertukarkan, yang berlaku efektif 1 Januari 2025, relevan bagi Grup namun tidak menyebabkan perubahan signifikan atas kebijakan akuntansi Grup dan tidak berdampak material terhadap jumlah-jumlah yang dilaporkan dalam laporan keuangan konsolidasian.

48. Changes to Statements of Financial Accounting Standards

Adopted during 2025

The application of Amendment to PSAK No. 221, “The Effect of Changes in Foreign Exchange Rates” regarding to conditions when a currency is not exchangeable, which is effective from January 1, 2025 and relevant for the Group, did not result in substantial changes to the Group’s accounting policies and had no material effect on the amounts reported in the consolidated financial statements.

Telah diterbitkan namun belum efektif

Amendemen atas PSAK yang telah diterbitkan yang bersifat wajib untuk tahun buku yang dimulai pada atau setelah:

1 Januari 2026

- Amendemen PSAK No. 107, "Instrumen Keuangan" - Pengungkapan tentang Klasifikasi dan Pengukuran Instrumen Keuangan.
- Amandemen PSAK No. 109, "Instrumen Keuangan" - Pengungkapan tentang Klasifikasi dan Pengukuran Instrumen Keuangan.
- Amandemen PSAK No. 107, "Instrumen Keuangan: Pengungkapan" - Keuntungan atau Kerugian pada Penghentian Pengakuan.
- Amandemen Panduan Implementasi PSAK No. 107, "Instrumen Keuangan: Pengungkapan" - Pendahuluan; Pengungkapan Risiko Kredit; dan Pengungkapan Perbedaan Tertunda antara Nilai Wajar dan Harga Transaksi.
- Amandemen PSAK No. 109, "Instrumen Keuangan" - Klasifikasi dan Pengukuran Instrumen Keuangan - Penghentian Pengakuan Kewajiban Sewa; dan Harga Transaksi.
- Amandemen PSAK No. 207, "Laporan Arus Kas" - Metode Biaya.

1 Januari 2027

- PSAK No. 118, "Penyajian dan Pengungkapan dalam Laporan Keuangan"

Sampai dengan tanggal penerbitan laporan keuangan konsolidasian, Grup masih menilai implikasi dari PSAK baru dan perubahan di atas terhadap laporan keuangan konsolidasian.

Issued but not yet effective

Amendments to financial accounting standards issued that are mandatory for the financial year beginning or after:

January 1, 2026

- Amendment of PSAK No. 107, "Financial Instrument: Disclosure" - Classification and Measurement of Financial Instruments.
- Amendment of PSAK No. 109, "Financial Instrument" - Classification and Measurement of Financial Instruments
- Amendment of PSAK No. 107, "Financial Instrument: Disclosure" - Gain or Loss on Derecognition
- Amendment to Guidance on Implementing PSAK No. 107, "Financial Instruments: Disclosures" - Introduction; Credit Risk Disclosures; and Disclosure of Deferred Difference between Fair Value and Transaction Price.
- Amendment of PSAK No. 109, "Financial Instrument" - Classification and Measurement of Financial Instruments - Derecognition of Lease Liabilities; and Transaction Price.
- Amendment of PSAK No. 207, "Statement of Cash Flows" - Cost Method.

January 1, 2027

- PSAK No. 118, "Presentation and Disclosure of Financial Statements"

As at the date of authorization of these consolidated financial statements, the Group is still assessing the implication of the above new PSAKs and amendments to the Group's consolidated financial statements.

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[ACGS A.6.5.]

PROXY TO ATTEND
THE ANNUAL GENERAL MEETING OF
SHAREHOLDERS OF

SURAT KUASA MENGHADIRI
RAPAT UMUM PEMEGANG SAHAM
TAHUNAN

PT DIAN SWASTATIKA SENTOSA Tbk

(the "Company" / "*Perseroan*")

(Name and address of the Shareholder should be completely stated in block letters)
(Nama dan alamat Pemegang Saham harus dicantumkan dalam huruf cetak)

Name of Shareholder : _____
(Nama Pemegang Saham)

Legally Domiciled at (*) : _____
(Berkedudukan hukum di)

In this matter represented by (*) : _____
(Dalam hal ini diwakili oleh)

(*) only to be filled in if the Shareholder is a limited liability company or other legal entity
(*) hanya diisi apabila Pemegang Saham adalah perseroan terbatas atau badan hukum lainnya

Residing at : _____
(Bertempat tinggal di)

(HEREINAFTER REFERRED TO AS THE "AUTHORIZER")
*(SELANJUTNYA DISEBUT SEBAGAI "**PEMBERI KUASA**")*

(Name and address of the Attorney should be completely stated in block letters)
(Nama dan alamat Penerima Kuasa harus dicantumkan dalam huruf cetak)

Is the owner/holder of : _____ **shares in the Company ("Shares"),**
(adalah pemilik/pemegang) *saham dalam Perseroan ("**Saham**"),*

Hereby confers : _____
the Power of Attorney to
(dengan ini memberikan Kuasa kepada)

Identity Number : _____
(Nomor Identitas Diri)

Residing at : _____
(Bertempat tinggal di)

(HEREINAFTER REFERRED TO AS THE "ATTORNEY")
*(SELANJUTNYA DISEBUT SEBAGAI "**PENERIMA KUASA**")*

SPECIFICALLY / *KHUSUS*

To represent and to act for and on behalf of the Authorizer in their capacity as Shareholder to:

1. attend the Annual General Meeting of Shareholders of the Company, which will be held on June 9, 2026, or any other replacement date

   (Annual General Meeting of Shareholders hereinafter shall be referred to as the **"Meeting**")

Untuk mewakili dan bertindak untuk dan atas nama Pemberi Kuasa dalam kedudukannya sebagai Pemegang Saham untuk:

1. *menghadiri Rapat Umum Pemegang Saham Tahunan Perseroan yang akan diadakan pada tanggal 9 Juni 2026 atau tanggal lain yang menggantikannya*

   *(Rapat Umum Pemegang Saham Tahunan selanjutnya akan disebut "**Rapat**")*

2. join in discussing the matters to be dealt with in the Meeting

2. *ikut membicarakan hal-hal yang akan disepakati dalam Rapat*

3. vote and participate in adopting resolutions relating to the Meeting agenda as follows:

3. *mengeluarkan suara dan untuk berpartisipasi dalam pengambilan keputusan-keputusan yang terkait dengan mata acara Rapat sebagai berikut:*

NO.	AGENDA	AGREE *SETUJU*	ABSTAIN	NOT AGREE *TIDAK SETUJU*
1.	First Agenda *Agenda Pertama*			
2.	Second Agenda *Agenda Kedua*			
3.	Third Agenda *Agenda Ketiga*			
4.	Fourth Agenda *Agenda Keempat*			
5.	Fifth Agenda *Agenda Kelima*			
6	Sixth Agenda *Agenda Keenam*	-	-	-
7	Seventh Agenda *Agenda Ketujuh*	-	-	-
8	Eighth Agenda *Agenda Kedelapan*	-	-	-
9	Ninth Agenda *Agenda Kesembilan*	-	-	-

This Power of Attorney is granted under the following terms and conditions:

Surat Kuasa ini diberikan dengan syarat dan ketentuan sebagai berikut:

1. This Power of Attorney shall not be altered and or declared invalid or revoked by any reason whatsoever.

1. *Surat Kuasa ini tidak dapat diubah dan/atau dinyatakan tidak sah atau dicabut kembali dengan alasan apapun juga.*

2. The Authorizer now as well as in the future declares not to submit any objection and/or protest in any form with respect to the action taken by the Attorney by virtue of this Power of Attorney and all its consequences according to the law, therefore, the Authorizer from this day as well as in the future declares to accept and to ratify all lawful actions taken by the Attorney on behalf of the Authorizer by virtue of this Power of Attorney.

2. *Pemberi Kuasa baik sekarang maupun di masa yang akan datang menyatakan tidak akan mengajukan keberatan apapun dan/atau sanggahan dalam bentuk apapun terhadap tindakan yang dilakukan oleh Penerima Kuasa berdasarkan Surat Kuasa ini dan semua konsekuensinya berdasarkan hukum, oleh karena itu, Pemberi Kuasa baik sekarang maupun di masa yang akan datang menyatakan untuk menerima dan mengakui segala tindakan hukum yang dilakukan Penerima Kuasa atas nama Pemberi Kuasa berdasarkan Surat Kuasa ini.*

3. This Power of Attorney is applicable for the first, second, and/or third Meeting in accordance with the scheduled date(s) or replacement date(s) as announced by the Company.

3. *Surat Kuasa ini berlaku untuk penyelenggaraan Rapat pertama, kedua, dan/atau ketiga sesuai dengan tanggal yang ditetapkan atau tanggal lain yang menggantikannya sebagaimana diumumkan oleh Perseroan.*

4. The Authorizer grants this Power of Attorney to the Attorney with substitution rights.

5. This Power of Attorney is effective as of the date it is executed by the Authorizer.

4. Pemberi Kuasa memberikan Kuasa ini kepada Penerima Kuasa dengan hak subtitusi.

5. Surat Kuasa ini mulai berlaku sejak tanggal ditandatangani oleh Pemberi Kuasa.

Executed on this day, on_____2026
(Ditandatangani pada hari ini, pada tanggal)

Authorizer's signature,
(Tanda tangan Pemberi Kuasa)

Attorney's signature,
(Tanda tangan Penerima Kuasa)

_____ _____

NOTE / *PERHATIAN*

1. This Power of Attorney shall be affixed with stamp duty of Rp. 10,000.- and part of the Authorizer's signature shall be affixed on the said duly dated stamp duty.

2. This Power of Attorney shall be submitted to PT Sinartama Gunita, the Company's Share Administration Bureau, with the address of Menara Tekno, 7th floor, Jl. H. Fachrudin No. 19, Kampung Bali, Tanah Abang, Jakarta Pusat or to the registration officer at the latest 1 (one) business day prior to the date of the Meeting.

3. Shareholders having the status of a legal entity may be represented in the Meeting by persons lawfully authorized in accordance with the Articles of Association of the legal entity to be able to act accordingly.

4. The Board of Directors of the Company hereby requests your attention that in order to ensure that the Meeting shall only be attended by the Shareholders or their legal proxies, the invitees as well as the Attorneys as referred to in point 2 above, shall submit a copy of his/her identity card or passport; and a copy of the Authorizer's identity card or passport or Articles of Association (and/or any of its amendment or supporting document thereto).

5. Shareholders or their proxies who use this Power of Attorney are entitled to attend the Meeting in person.

6. Shareholders or their proxies can authorize their proxy through e-Proxy at the eASY.KSEI facility provided by PT Kustodian Sentral Efek Indonesia ("**KSEI**") by following the provisions as required by KSEI.

1. *Surat Kuasa ini harus direkatkan meterai Rp. 10.000,- dan sebagian tanda tangan Pemberi Kuasa harus mengenai meterai tersebut yang telah diberi tanggal.*

2. *Surat Kuasa ini harus disampaikan kepada PT Sinartama Gunita, Biro Administrasi Efek Perseroan, beralamat di Menara Tekno, Lantai 7, Jl. H. Fachrudin No. 19, Kampung Bali, Tanah Abang, Jakarta Pusat atau kepada petugas pendaftaran selambat-lambatnya 1 (satu) hari kerja sebelum tanggal Rapat.*

3. *Pemegang Saham yang berstatus badan hukum dapat diwakili dalam Rapat tersebut oleh orang yang diberi kuasa dengan sah berdasarkan Anggaran Dasar badan hukum tersebut untuk dapat bertindak sebagaimana mestinya.*

4. *Direksi Perseroan meminta perhatian bahwa untuk menjamin bahwa Rapat hanya dihadiri oleh Pemegang Saham atau kuasanya yang sah, para undangan termasuk Penerima Kuasa sebagaimana disebut dalam poin 2 di atas, harus menyerahkan fotokopi kartu identitas atau paspornya; dan fotokopi kartu identitas atau paspor atau Anggaran Dasar (dan/atau setiap perubahan atau dokumen pendukung daripadanya) Pemberi Kuasanya.*

5. *Pemegang Saham atau kuasanya yang menggunakan Surat Kuasa ini berhak hadir secara fisik dalam Rapat.*

6. *Pemegang Saham atau kuasanya dapat memberikan kuasa kepada kuasanya melalui e-Proxy di fasilitas eASY.KSEI yang disediakan oleh PT Kustodian Sentral Efek Indonesia ("**KSEI**") dengan mengikuti ketentuan sebagaimana dipersyaratkan oleh KSEI.*

2025

Laporan Tahunan
Annual Report

DSS
energy and infrastructure

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