Rencana Jangka Panjang Perusahaan
Long-Term Corporate Plan

Rencana Jangka Panjang Perusahaan (RJPP) merupakan dokumen strategis yang memuat sasaran, tujuan, dan arah pengembangan perusahaan dalam jangka waktu lima tahun. PMT telah menyusun RJPP Tahun 2025–2029 dengan memperhatikan aspek keberlanjutan lingkungan, sosial, dan tata kelola perusahaan (ESG), yang juga disusun dengan mempertimbangkan referensi lainnya seperti:

1. Arahan kebijakan BUMN pada Rencana Pembangunan Jangka Panjang Nasional (RPJPN) 2025-2045.
2. RJPP PT Pelabuhan Indonesia (Persero) 2025-2029.
3. RJPP PMT 2021-2025.

Sebagai Anak Usaha PT Pelabuhan Indonesia (Persero) *Cluster* Non Petikemas, PMT memiliki peran strategis dalam mengelola dan mengembangkan layanan terminal non-petikemas yang terintegrasi di seluruh Indonesia. Dalam menjalankan peran tersebut, perusahaan menetapkan visi "Menjadi Pemimpin dalam Konektivitas Barang di Indonesia (*Indonesia's Connectivity Champion*)" dengan misi "Sebagai Operator Terminal Multipurpose dengan Menciptakan Ekosistem yang Memberikan Nilai Tambah bagi Stakeholders dan Negara." Visi dan misi tersebut mencerminkan komitmen perusahaan untuk memperkuat konektivitas logistik nasional sekaligus mendukung pertumbuhan ekonomi Indonesia melalui layanan kepelabuhanan yang andal, efisien, dan berdaya saing.

Untuk mewujudkan visi tersebut, PMT menetapkan arah pengembangan bisnis yang berfokus pada penguatan dan pengembangan tiga klaster bisnis utama, yaitu bisnis curah kering, curah cair, dan terminal kendaraan. Ketiga klaster tersebut menjadi fondasi utama pertumbuhan perusahaan dalam menghadapi dinamika industri kepelabuhanan dan logistik nasional, sekaligus menjadi sarana untuk meningkatkan nilai tambah bagi pelanggan, pemegang saham, dan masyarakat. Pengembangan klaster bisnis dilakukan secara terintegrasi dengan mempertimbangkan potensi pasar, kebutuhan pelanggan, perkembangan kawasan industri, serta peluang sinergi dalam ekosistem Pelindo Grup.

Dalam pelaksanaannya, RJPP 2025–2029 diterjemahkan ke dalam roadmap transformasi perusahaan yang dilaksanakan secara bertahap. Pada tahun 2026, PMT memasuki fase *Enhancement* & *Expansion* dengan fokus pada penguatan kapabilitas internal dan peningkatan keunggulan layanan (*Enhancing Internal Business and Service Excellence*). Fase ini diarahkan untuk memperkuat fondasi operasional dan komersial perusahaan melalui peningkatan kualitas layanan, standardisasi proses bisnis, integrasi sistem operasional, serta pengembangan peluang usaha baru yang dapat mendukung pertumbuhan berkelanjutan perusahaan.

The Long-Term Corporate Plan (RJPP) is a strategic document that sets out the Company's objectives, targets, and development direction over a five-year period. PMT has prepared the 2025–2029 RJPP by incorporating environmental, social, and governance (ESG) sustainability aspects and by taking into consideration the following references:

1. SOE policy directions under the 2025–2045 National Long-Term Development Plan (RPJPN).
2. PT Pelabuhan Indonesia (Persero) 2025–2029 RJPP.
3. PMT 2021–2025 RJPP.

As Subsidiary of PT Pelabuhan Indonesia (Persero), Non-Container Cluster, PMT plays a strategic role in managing and developing integrated non-container terminal services throughout Indonesia. In carrying out this role, the Company has established the vision of "To Become Indonesia's Connectivity Champion" with the mission "To Be a Multipurpose Terminal Operator by Creating an Ecosystem that Delivers Added Value to Stakeholders and the Nation." This vision and mission reflect the Company's commitment to strengthening national logistics connectivity while supporting Indonesia's economic growth through reliable, efficient, and competitive port services.

To realize this vision, PMT has established a business development direction focused on strengthening and developing three main business clusters, namely dry bulk, liquid bulk, and vehicle terminal businesses. These three clusters serve as the primary foundation for the Company's growth in responding to the dynamics of the national port and logistics industry while creating greater value for customers, shareholders, and the community. The development of these business clusters is carried out in an integrated manner by considering market potential, customer needs, industrial estate development, and synergy opportunities within the Pelindo Group ecosystem.

In its implementation, the 2025–2029 RJPP is translated into a phased corporate transformation roadmap. In 2026, PMT enters the Enhancement & Expansion phase, focusing on strengthening internal capabilities and enhancing service excellence (Enhancing Internal Business and Service Excellence). This phase is directed toward reinforcing the Company's operational and commercial foundations through service quality improvement, business process standardization, operational system integration, and the development of new business opportunities to support the Company's sustainable growth.

Roadmap PMT 2025-2029
PMT Roadmap 2025–2029

2025 - 2026
Enhancing Internal Business and Service Excellence

Pembenahan tata kelola internal untuk meningkatkan cakupan dan kualitas layanan NPK di Pelindo Group
Improving internal governance to expand the scope and enhance the quality of NPK services within the Pelindo Group

- Melakukan penataan struktur korporasi (perusahaan dan organisasi) PMT Group
- Melakukan pembaruan model dan kesepakatan bisnis NPK agar terciptanya stabilitas bisnis
- Implementasi strategi perluasan market share di captive market (*dedicated terminal*)
- Standarisasi operasional dan layanan NPK di seluruh wilayah
- Melakukan perbaikan data integration guna menunjang performa bisnis
- Meningkatkan kapabilitas SDM PMT Grup
- Restructuring the corporate structure (company and organization) of the PMT Group
- Updating NPK's business models and agreements to ensure business stability
- Implementing a strategy to expand market share in the captive market (dedicated terminals)
- Standardizing NPK operations and services across all regions
- Improving data integration to support business performance
- Enhancing the capabilities of PMT Group's human resources

Pre-requisites:
Dukungan *stakeholder* dari Internal Pelindo Group (Holding, dan Sub-Holding, Regional):
Stakeholder support from within the Pelindo Group (Holding, Sub-Holding, and Regional):
- **Untuk menghadapi revisi UU Pelayaran**
- **Penguatan layanan PMT**
- **Penyelesaian isu-isu korporasi di PMT**
- To address revisions to the Shipping Law
- Strengthening PMT services
- Resolving corporate issues at PMT
- 2027–2028

2027-2028
Breakthrough Business Expansion & Commercialization

Perluasan ekosistem dan layanan untuk memperkuat posisi PMT sebagai pelaku bisnis non-petikemas nasional
Expanding the ecosystem and services to strengthen PMT position as a national non-container business operator

- Melakukan perbaikan model bisnis dan perbaikan *portfolio profile*
- Pengembangan layanan NPK yang terintegrasi dalam *value chain* ekosistem maritim
- Optimalisasi skema bundling layanan NPK dengan bisnis kepelabuhan lainnya
- Ekspansi layanan NPK ke pasar eksternal Pelindo (TUKS/Tersus/KL)
- Mengimplementasikan strategi optimalisasi biaya operasional
- Improving the business model and portfolio profile
- Developing NPK services integrated into the maritime ecosystem value chain
- Optimizing NPK service bundling schemes with other port-related businesses
- Expanding NPK services to markets outside Pelindo (TUKS/Tersus/KL)
- Implementing a strategy to optimize operating costs

Pre-requisites:
- **Dukungan *stakeholder* dari Internal Pelindo Group untuk pengembangan SDM dan IT dengan kapabilitas yang kompetitif**
- **Dukungan pendanaan untuk meningkatkan daya saing layanan NPK PMT**
- Stakeholder support from within the Pelindo Group for the development of human resources and IT with competitive capabilities
- Funding support to enhance the competitiveness of PMT NPK services

2029
Business Sustainability

Mempertahankan posisi PMT dalam pengembangan bisnis NPK yang berkelanjutan
Maintaining PMT position in the sustainable development of the NPK business

- Mengintegrasikan prinsip Green Ports dan ESG dalam operasi NPK untuk meningkatkan keberlanjutan, efisiensi, dan tanggung jawab sosial Perusahaan
- Penguatan layanan NPK yang termasuk dalam *value chain* ekosistem maritim di pasar domestik
- Integrating Green Ports and ESG principles into NPK operations to improve sustainability, efficiency, and the Company's social responsibility
- Strengthening NPK services that are part of the maritime ecosystem's value chain in the domestic market

Pre-requisites:
- **Stabilitas pendapatan dan laba PMT**
- **Dukungan *stakeholder* atas penerapan kebijakan yang mendukung *Green Ports***
- Stability of PMT revenue and profit
- Stakeholder support for the implementation of policies that support Green Ports

Sejalan dengan roadmap tersebut, PMT berfokus untuk meningkatkan bisnis internal dan meningkatkan cakupan dan kualitas layanan non-petikemas di Pelindo Grup. Rincian strategi yang dilakukan pada tahun 2025-2026, yaitu melakukan penataan struktur korporasi PMT Grup, melakukan pembaruan model dan kesepakatan bisnis, implementasi strategi perluasan market share di *captive market*, standardisasi operasional dan layanan NPK di seluruh wilayah, melakukan perbaikan data integration guna menunjang performa bisnis, dan meningkatkan kapabilitas SDM PMT Grup. Dukungan *stakeholder* dari Internal Pelindo Grup (*Holding,* Anak Usaha, dan Regional) dibutuhkan utamanya pada pelaksanaan strategi menghadapi dampak dari revisi UU Pelayaran, penguatan layanan PMT, dan penyelesaian isu-isu korporasi di PMT, terutama terkait dengan pemurnian bisnis.

In line with the roadmap, PMT focuses on strengthening its internal business and enhancing the scope and quality of non-container services within Pelindo Group. The strategies implemented during 2025–2026 include reorganizing PMT Group's corporate structure, updating business models and agreements, implementing market share expansion strategies in captive markets, standardizing non-container operations and services across all regions, improving data integration to support business performance, and enhancing the capabilities of PMT Group's human resources. Support from stakeholders within Pelindo Group (Holding, Subsidiary, and Regional) is particularly required in implementing strategies to address the impact of the revision to the Shipping Law, strengthen PMT's services, and resolve corporate issues within PMT, particularly those related to business streamlining.

Untuk memastikan implementasi strategi berjalan secara terukur dan terarah, PMT menetapkan 25 Inisiatif Strategis yang diterjemahkan ke dalam 51 Rencana Kerja Manajemen (RKM) Strategis Tahun 2026. Inisiatif tersebut mencakup pengembangan terminal berbasis komoditas dan kawasan industri, standardisasi dan integrasi operasional non-petikemas, pengembangan infrastruktur dan peralatan pelabuhan, optimalisasi aset, penguatan hubungan pelanggan melalui penerapan *Customer Relationship Management* (CRM) dan *Key Account Management* (KAM), transformasi digital, pengembangan kompetensi SDM, penguatan budaya perusahaan, hingga optimalisasi struktur pendanaan dan tata kelola perusahaan.

Melalui implementasi RJPP 2025–2029 yang didukung oleh berbagai inisiatif strategis tersebut, PMT berupaya memperkuat posisinya sebagai operator terminal multipurpose nasional yang unggul dan terintegrasi. Dengan mengedepankan inovasi, digitalisasi, kolaborasi, dan keberlanjutan, PMT optimistis dapat meningkatkan kinerja operasional dan keuangan secara berkesinambungan, sekaligus memberikan kontribusi yang lebih besar bagi Pelindo Grup, pelanggan, pemegang saham, dan pembangunan ekonomi nasional.

To ensure that the implementation of these strategies is measurable and well-directed, PMT has established 25 Strategic Initiatives, which are translated into 51 Strategic Management Work Plans (RKM) for 2026. These initiatives include the development of commodity- and industrial estate-based terminals, the standardization and integration of non-container operations, the development of port infrastructure and equipment, asset optimization, strengthening customer relationships through the implementation of Customer Relationship Management (CRM) and Key Account Management (KAM), digital transformation, human capital competency development, strengthening corporate culture, and optimizing the Company's funding structure and corporate governance.

Through the implementation of the 2025–2029 RJPP, supported by these strategic initiatives, PMT seeks to strengthen its position as a leading and integrated national multipurpose terminal operator. By emphasizing innovation, digitalization, collaboration, and sustainability, PMT is optimistic that it will continue to improve its operational and financial performance in a sustainable manner, while delivering greater contributions to Pelindo Group, customers, shareholders, and Indonesia's national economic development.