Strategi Pencapaian Target
Target Achievement Strategy

Tahun 2025 merupakan tahun pertama implementasi RJPP 2025–2029 dan menjadi fase awal yang penting bagi PMT dalam memperkuat fondasi bisnis nonpetikemas. Pada fase "*Enhancing Internal Business and Service Excellence*", fokus utama Perusahaan diarahkan pada pembenahan bisnis internal, peningkatan cakupan dan kualitas layanan nonpetikemas, penataan struktur korporasi PMT Grup, pembaruan model dan kesepakatan bisnis, perluasan pangsa pasar pada *captive market*, standardisasi operasional, penguatan integrasi data, serta peningkatan kapabilitas sumber daya manusia.

Strategi pencapaian target PMT ditopang oleh kerangka *House of Strategy* yang menjadi landasan untuk memastikan keselarasan antara prioritas bisnis Perusahaan, kebutuhan pelanggan, dinamika industri kepelabuhanan, serta arah transformasi Pelindo Grup. Kerangka ini terdiri atas satu pilar korporasi dan tiga pilar strategis utama yang saling terintegrasi, yaitu:

The year 2025 marks the first year of the implementation of the 2025–2029 RJPP and serves as an important initial phase for PMT in strengthening the foundation of its non-container business. Under the "Enhancing Internal Business and Service Excellence" phase, the Company's primary focus is directed toward improving internal business, enhancing the coverage and quality of non-container services, restructuring the corporate structure of PMT Group, updating business models and agreements, expanding market share in the captive market, standardizing operations, strengthening data integration, and enhancing human capital capabilities.

PMT's target achievement strategy is supported by the House of Strategy framework, which serves as the foundation for ensuring alignment between the Company's business priorities, customer needs, the dynamics of the port industry, and the transformation direction of Pelindo Group. This framework consists of one corporate pillar and three main strategic pillars that are mutually integrated, namely:

Pilar Korporasi: Penataan Struktur Korporasi dan Bisnis yang Fokus serta Efisien

Pilar ini diarahkan untuk memperkuat fondasi kelembagaan PMT Grup, menata model bisnis, mengoptimalkan hubungan bisnis antara induk dan anak perusahaan, serta memastikan kesiapan Perusahaan dalam menghadapi perubahan regulasi dan struktur industri kepelabuhanan. Dalam konteks ini, PMT juga mencermati perkembangan Revisi Undang-Undang Nomor 17 Tahun 2008 tentang Pelayaran agar posisi bisnis, skema operasi, dan keberlanjutan layanan Perusahaan tetap terjaga.

Corporate Pillar: Focused and Efficient Corporate and Business Structure

This pillar is aimed at strengthening the institutional foundation of PMT Group, organizing business models, optimizing business relationships between the parent company and its subsidiaries, and ensuring the Company's readiness to respond to changes in regulations and the structure of the port industry. In this context, PMT also monitors the development of the Revision of Law Number 17 of 2008 concerning Shipping to ensure that the Company's business position, operating scheme, and service sustainability remain safeguarded.

Pilar Strategis 1: *Services, Cargo, and Commodity Focused Business Portfolio*

Pilar ini difokuskan pada pengembangan portofolio bisnis berbasis layanan, kargo, komoditas, kemasan, serta kawasan industri. Kebijakan strategis yang dijalankan mencakup:

- Pengembangan perencanaan portofolio bisnis pada setiap cabang;
- Pengembangan terminal berbasis layanan, komoditas, kemasan, dan/atau kawasan industri;
- Pengembangan layanan kepelabuhanan untuk mendukung program prioritas pemerintah; dan
- Pengembangan layanan pelabuhan untuk mendukung kebutuhan logistik Ibu Kota Nusantara (IKN).

Strategic Pillar 1: Services, Cargo, and Commodity Focused Business Portfolio

This pillar focuses on developing a business portfolio based on services, cargo, commodities, packaging, and industrial areas. The strategic policies implemented include:

- Development of business portfolio planning at each branch;
- Development of terminals based on services, commodities, packaging, and/or industrial areas;
- Development of port services to support government priority programs; and
- Development of port services to support the logistics needs of the Nusantara Capital City (IKN).

Dengan pendekatan tersebut, PMT berupaya memperkuat posisi sebagai operator terminal multipurpose yang adaptif terhadap kebutuhan pasar dan perkembangan rantai pasok nasional.

Through this approach, PMT seeks to strengthen its position as a multipurpose terminal operator that is adaptive to market needs and the development of national supply chain.

Pilar Strategis 2: *Business Partnership and Synergy*

Pilar ini diarahkan pada penguatan kemitraan bisnis, sinergi lintas entitas, dan perluasan layanan di dalam maupun di luar lingkungan Pelindo Grup. Kebijakan strategis yang dijalankan mencakup:

- Perubahan status menjadi dedicated terminal atau terminalisasi;
- Pengembangan layanan operasi di luar area Pelindo Grup;
- Pengembangan layanan bongkar muat *Ship to Ship* (STS); dan
- Pelaksanaan joint *marketing* layanan kepelabuhanan.

Kebijakan ini menjadi bagian penting dalam memperluas sumber pertumbuhan, meningkatkan utilisasi aset, serta memperkuat konektivitas layanan PMT dalam ekosistem logistik nasional.

Strategic Pillar 2: Business Partnership and Synergy

This pillar is directed toward strengthening business partnerships, synergy across entities, and expanding services both within and outside Pelindo Group environment. The strategic policies implemented include:

- Altering status to dedicated terminals or terminalization;
- Developing operational services outside the Pelindo Group area;
- Developing Ship-to-Ship (STS) cargo handling services; and
- Conducting joint marketing for port services.

These policies constitute an important part of expanding growth sources, increasing asset utilization, and strengthening the connectivity of PMT's services within the national logistics ecosystem.

Pilar Strategis 3: *Operational and Commercial Excellence*

Pilar ini diarahkan pada standardisasi, sistemisasi, dan integrasi operasional nonpetikemas di seluruh wilayah operasi. Kebijakan strategis yang dijalankan mencakup:

- Standardisasi, sistemisasi, dan integrasi operasional nonpetikemas;
- Pengembangan infrastruktur dan peralatan pelabuhan;
- Optimalisasi aset;
- Implementasi ESG dengan Pengembangan *Sustainable Ports*;
- Standardisasi *Customer Relationship Management* (CRM) dan penerapan *Key Account Management* (KAM);
- Peningkatan *corporate branding* dan *marketing communication*; dan
- Optimalisasi skema komersial dengan mitra dan pelanggan.

Pilar ini menjadi dasar bagi PMT untuk meningkatkan konsistensi mutu layanan, memperkuat produktivitas, mempercepat proses bisnis, dan membangun pengalaman pelanggan yang lebih baik.

Strategic Pillar 3: Operational and Commercial Excellence

This pillar is directed toward the standardization, systemization, and integration of non-container operations across all operational areas. The strategic policies implemented include:

- Standardization, systemization, and integration of non-container operations;
- Development of port infrastructure and equipment;
- Asset optimization;
- ESG Implementation through Sustainable Port Development;
- Standardization of Customer Relationship Management (CRM) and implementation of Key Account Management (KAM);
- Enhancement of corporate branding and marketing communication; and
- Optimization of commercial schemes with partners and customers.

This pillar serves as the foundation for PMT to improve service quality consistency, strengthen productivity, accelerate business processes, and build a better customer experience.

